

**BROADLAWNS MEDICAL CENTER
FY11/12**

| | Tax Rate | | |
|-------------------|----------------|----------------|---------------|
| | FY10/11 | FY11/12 | Change |
| General Levy | 2.0500 | 2.0500 | 0.0000 |
| Debt Service | 0.0000 | 0.0000 | 0.0000 |
| Total Levy | 2.92111 | 2.92194 | 0.0008 |

| Revenue & Expenditures | | | | General Fund | | |
|------------------------|-------------|-------------|-------------|---------------|---------------|--------------|
| | FY10/11 | FY11/12 | % Change | FY10/11 | FY11/12 | % Change |
| Revenue | 102,930,099 | 104,961,830 | 2.0% | \$89,569,200 | \$90,806,931 | 1.4% |
| Expend. | 102,434,976 | 104,231,006 | 1.8% | \$111,284,733 | \$106,049,719 | -4.7% |

| Fund Balances | | | | Change | |
|----------------|--------------|--------------|--------------|--------------|--------------------|
| | FY10/11 | % of Exp. | FY11/12 | % of Exp. | Change |
| Total | \$22,975,537 | 22.4% | \$23,706,361 | 22.7% | \$730,824 |
| General | \$19,322,834 | 17.4% | \$24,338,598 | 23.0% | \$5,015,764 |

| Property Valuations | | | | % Change | |
|---------------------|------------------|------------------|-----------------|--------------|--|
| | FY10/11 | FY11/12 | Change | % Change | |
| Total Value | \$31,771,866,763 | \$30,451,903,094 | (1,319,963,669) | -4.2% | |
| Tax. Value | \$18,011,713,959 | \$18,595,009,336 | 583,295,377 | 3.2% | |

| FTE's | | | Change | |
|-------|---------|---------|---------------|--|
| | FY10/11 | FY11/12 | Change | |
| | 815.40 | 807.50 | (7.90) | |

| Salaries & Benefits | | | Change | |
|---------------------|--------------|--------------|--------------------|--|
| | FY10/11 | FY11/12 | Change | |
| | \$45,961,234 | \$46,965,720 | \$1,004,486 | |

| Inpatient Days | | | Change | |
|----------------|---------|---------|--------------|--|
| | FY10/11 | FY11/12 | Change | |
| | 18,194 | 17,318 | (876) | |

| Outpatient Visits | | | Change | |
|-------------------|---------|---------|--------------|--|
| | FY10/11 | FY11/12 | Change | |
| | 174,025 | 182,659 | 8,634 | |

**BROADLAWNS MEDICAL CENTER
BUDGET SUMMARY**

| | ACTUAL FY07/08 | ACTUAL FY08/09 | % OF CHANGE | ACTUAL FY09/10 | % OF CHANGE | RE-EST FY10/11 | % OF CHANGE | PROPOSED FY11/12 | AMOUNT CHANGE | % OF CHANGE |
|---------------------------------------|------------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------------|-------------|
| LEVY RATE | \$2,969,959 | \$2,918,448 | -1.7% | \$2,801,366 | -4.0% | \$2,921,110 | 4.3% | \$2,921,194 | \$0,000,844 | 0.0% |
| TAXABLE PROPERTY VALUATION | \$15,569,066,512 | \$16,411,749,613 | 5.4% | \$17,228,943,607 | 5.0% | \$18,011,713,959 | 4.5% | \$18,595,009,336 | \$583,295,377 | 3.2% |
| TOTAL ASSESSED VALUATION | \$25,929,680,753 | \$29,944,466,163 | 15.5% | \$30,933,437,076 | 3.3% | \$31,771,866,763 | 2.7% | \$30,451,903,094 | (\$1,319,963,669) | -4.2% |
| PROPERTY TAX LEVY: PROPOSED | \$46,140,388 | \$47,897,442 | 3.8% | \$48,264,531 | 0.8% | \$52,614,107 | 9.0% | \$54,333,453 | \$1,719,346 | 3.3% |
| % OF REVENUE | 50.9% | 49.6% | -2.6% | 49.3% | -0.6% | 51.1% | 3.6% | 51.8% | 0.6% | 1.3% |
| TOTAL UNCOLLECTIBLES | \$81,010,975 | \$87,533,404 | 8.1% | \$98,152,121 | 12.1% | \$97,954,159 | -0.2% | \$97,891,669 | (\$62,490) | -0.1% |
| TAX REVENUE VS. TOTAL UNCOLLECTIBLES | 57.0% | 54.7% | -3.9% | 49.2% | -10.1% | 53.7% | 9.2% | 55.5% | 1.8% | 3.3% |
| COLLECTIBLE REVENUE AS A % OF REVENUE | 10.5% | 9.3% | -11.8% | -0.3% | -103.8% | 4.8% | -1483.2% | 6.7% | 1.9% | 39.3% |
| TOTAL REVENUE | \$90,564,223 | \$96,511,395 | 6.6% | \$97,810,271 | 1.3% | \$102,930,099 | 5.2% | \$104,961,830 | \$2,031,731 | 2.0% |
| TOTAL EXPENDITURE | \$90,263,101 | \$94,496,494 | 4.7% | \$93,990,752 | -0.5% | \$102,434,976 | 9.0% | \$104,231,006 | \$1,796,030 | 1.8% |
| NET GAIN (LOSS) | \$301,122 | \$2,014,901 | 569.1% | \$3,819,519 | 89.6% | \$495,123 | -87.0% | \$730,824 | \$235,701 | 47.6% |
| TOTAL ENDING BALANCE | \$16,645,994 | \$18,660,895 | 10.8% | \$22,480,414 | 17.0% | \$22,975,537 | 2.2% | \$23,706,361 | \$730,824 | 3.2% |
| BALANCE RESERVE | 18.4% | 19.7% | 7.1% | 23.9% | 21.1% | 22.4% | -6.2% | 22.7% | 0.3% | 1.4% |
| GENERAL FUND REVENUE | \$78,835,576 | \$84,489,158 | 7.2% | \$87,869,393 | 4.0% | \$89,569,200 | 1.9% | \$90,806,931 | \$1,237,731 | 1.4% |
| GENERAL FUND EXPENDITURE | \$95,432,314 | \$98,163,619 | 2.9% | \$106,147,735 | 8.1% | \$111,284,733 | 4.8% | \$106,049,719 | (\$5,235,014) | -4.7% |
| TRANSFERS IN | \$13,364,005 | \$18,644,905 | 39.5% | \$23,015,495 | 23.4% | \$25,944,775 | 12.7% | \$20,258,552 | (\$5,686,223) | -21.9% |
| NET GAIN (LOSS) | (\$3,232,733) | \$4,970,444 | -253.8% | \$4,737,153 | -4.7% | \$4,229,242 | -10.7% | \$5,015,764 | \$786,522 | 18.6% |
| GENERAL FUND BALANCE | \$5,385,995 | \$10,356,439 | 92.3% | \$15,093,592 | 45.7% | \$19,322,834 | 28.0% | \$24,338,598 | \$5,015,764 | 26.0% |
| BALANCE RESERVE | 5.6% | 10.6% | 86.9% | 14.2% | 34.8% | 17.4% | 22.1% | 23.0% | 5.6% | 32.2% |
| ANTICIPATORY WARRANTS | \$0 | \$0 | 0.0% | \$0 | 0.0% | \$0 | 0.0% | \$0 | \$0 | 0.0% |
| CURRENT BALANCE | - | - | 0.0% | - | 0.0% | - | 0.0% | - | - | 0.0% |
| SALARIES & BENEFITS: | \$52,720,506 | \$44,156,980 | -16.2% | \$44,543,349 | 0.9% | \$45,961,234 | 3.2% | \$46,965,720 | \$1,004,486 | 2.2% |
| % OF EXPENDITURE | 58.4% | 46.7% | -20.0% | 47.4% | 1.4% | 44.9% | -5.3% | 45.1% | 0.2% | 0.4% |
| PER EMPLOYEE | \$65,868 | \$55,162 | -16.3% | \$57,438 | 4.1% | \$56,366 | -1.9% | \$58,162 | \$1,795 | 3.2% |
| EMPLOYEES (FTE): | | | | | | | | | | |
| CLINICAL SERVICES | 272.2 | 275.5 | 1.2% | 167.7 | -39.1% | 177.2 | 5.7% | 173.4 | (3.80) | -2.1% |
| MEDICAL EDUCATION SERVICES | 56.4 | 55.8 | -1.1% | 51.3 | -8.1% | 58.1 | 13.3% | 58.6 | 0.50 | 0.9% |
| MEDICAL STAFF SERVICES | 223.2 | 226.9 | 1.7% | 280.4 | 23.6% | 301.9 | 7.7% | 305.5 | 3.60 | 1.2% |
| BUSINESS SERVICES | 111.9 | 107.8 | -3.7% | 142.6 | 32.3% | 155.2 | 8.8% | 148.3 | (6.90) | -4.4% |
| ADMINISTRATIVE SERVICES | 130.5 | 124.9 | -4.3% | 123.1 | -1.4% | 126.2 | 2.5% | 125.5 | (0.70) | -0.6% |
| GOV'T & EXTERNAL RELATIONS | 6.2 | 9.6 | 54.8% | 10.4 | 8.3% | 10.8 | 3.8% | 10.2 | (0.60) | -5.6% |
| CLOSED COST CENTERS | 0.0 | 0.0 | 0.0% | 0.0 | 0.0% | 0.0 | 0.0% | 0.0 | - | 0.0% |
| UNASSIGNED | 0.0 | 0.0 | 0.0% | 0.0 | 0.0% | (14.0) | 0.0% | (14.0) | - | 0.0% |
| TOTAL EMPLOYEES | 800.4 | 800.5 | 0.0% | 775.5 | -3.1% | 815.4 | 5.1% | 807.5 | (7.90) | 3.2% |
| TOTAL IN-PATIENT DAYS | 19,430 | 18,268 | -6.0% | 17,033 | -6.8% | 18,194 | 6.8% | 17,318 | (876) | 3.2% |
| TOTAL OUT-PATIENT VISITS | 165,020 | 171,519 | 3.9% | 176,237 | 2.8% | 174,025 | -1.3% | 182,659 | 8,634 | 3.2% |

OPERATING REVENUES

| REVENES: | ACTUAL FY07/08 | ACTUAL FY08/09 | % OF CHANGE | ACTUAL FY09/010 | % OF CHANGE | RE-EST FY10/11 | % OF CHANGE | PROPOSED FY11/12 | AMOUNT CHANGE | % OF CHANGE |
|--|-----------------------|-----------------------|--------------|-----------------------|--------------|-----------------------|---------------|-----------------------|------------------|--------------|
| GROSS CHARGES FOR PATIENT SERVICES: | | | | | | | | | | |
| INPATIENT | \$38,389,450 | \$33,441,155 | -12.9% | \$33,930,234 | 1.5% | \$37,731,965 | 11.2% | \$34,316,250 | (3,415,715) | -9.1% |
| OUTPATIENT | 77,376,553 | 91,077,812 | 17.7% | 103,418,995 | 13.6% | 103,068,815 | -0.3% | 106,153,108 | 3,084,293 | 3.0% |
| TOTAL GROSS CHARGES | \$ 115,766,003 | \$ 124,518,967 | 7.6% | \$ 137,349,229 | 10.3% | \$ 140,800,780 | 2.5% | \$ 140,469,358 | (331,422) | -0.2% |
| PATIENT (OPERATING) REVENUES: | | | | | | | | | | |
| CLINICAL SERVICES | \$84,175,549 | \$90,152,636 | 7.1% | \$97,709,009 | 8.4% | \$101,536,357 | 3.9% | \$98,600,054 | (2,936,303) | -2.9% |
| MEDICAL EDUCATION SERVICES | 4,438,346 | 4,313,286 | -2.8% | 4,892,020 | 13.4% | 5,455,726 | 11.5% | 5,889,002 | 433,276 | 7.9% |
| ADMINISTRATIVE SERVICES | 27,152,109 | 30,053,045 | 10.7% | 34,748,200 | 15.6% | 33,808,697 | -2.7% | 35,980,302 | 2,171,605 | 6.4% |
| COMPLIANCE, FACILITIES & RISK MANAGEMENT | - | - | 0.0% | - | 0.0% | - | 0.0% | - | 0 | 0.0% |
| CLOSED COST CENTERS | - | - | 0.0% | - | 0.0% | - | 0.0% | - | 0 | 0.0% |
| GROSS PATIENT REVENUE | \$115,766,004 | \$124,518,967 | 7.6% | \$137,349,229 | 10.3% | \$140,800,780 | 2.5% | \$140,469,358 | (331,422) | -0.2% |
| LESS: DEDUCTIONS FROM PATIENT REVENUES: | | | | | | | | | | |
| CONTRACTUAL ADJUSTMT | \$54,728,721 | \$59,182,928 | 8.1% | \$71,547,320 | 20.9% | \$65,256,942 | -8.8% | \$70,521,629 | 5,264,687 | 8.1% |
| INDIGENT CARE (CHARITY) | 6,695,794 | 6,144,843 | -8.2% | 5,703,182 | -7.2% | 7,086,980 | 24.3% | 5,867,504 | (1,219,476) | -17.2% |
| UNCOLLECTABLE ACCTS. | 15,664,003 | 15,685,328 | 0.1% | 15,193,465 | -3.1% | 18,090,226 | 19.1% | 15,631,017 | (2,459,209) | -13.6% |
| DISCOUNTS (INS/PHAR/ET) | 3,922,457 | 6,520,305 | 66.2% | 5,708,154 | -12.5% | 7,520,011 | 31.7% | 5,871,519 | (1,648,492) | -21.9% |
| TOTAL DEDUCTIONS | \$81,010,975 | \$87,533,404 | 8.1% | \$98,152,121 | 12.1% | \$97,954,159 | -0.2% | \$97,891,669 | (62,490) | -0.1% |
| COLLECTIBLE REVENUE | \$34,755,029 | \$36,985,563 | 6.4% | \$39,197,108 | 6.0% | \$42,846,621 | 9.3% | \$42,577,689 | (268,932) | -0.6% |
| OTHER OPERATING REVENUE | \$9,077,181 | \$10,186,291 | 12.2% | \$10,189,942 | 0.0% | \$6,969,371 | -31.6% | \$7,400,688 | 431,317 | 6.2% |
| CURRENT TAXES | \$46,140,388 | \$47,897,442 | 3.8% | \$48,264,531 | 0.8% | \$52,614,107 | 9.0% | \$54,333,453 | 1,719,346 | 3.3% |
| GAS & ELECTRIC UTILITY CREDIT | - | - | 0.0% | - | 0.0% | - | 0.0% | - | 0 | 0.0% |
| TOTAL TAXES: | \$46,140,388 | \$47,897,442 | 3.8% | \$48,264,531 | 0.8% | \$52,614,107 | 9.0% | \$54,333,453 | 1,719,346 | 3.3% |
| INTEREST & CONTRIBUTIONS | \$591,625 | \$1,442,099 | 143.8% | \$158,690 | -89.0% | \$500,000 | 215.1% | \$650,000 | 150,000 | 30.0% |
| BOARD RESTRICTED TAXES | - | - | 0.0% | - | 0.0% | - | 0.0% | - | 0 | 0.0% |
| OPERATING REVENUE | \$90,564,223 | \$96,511,395 | 6.6% | \$97,810,271 | 1.3% | \$102,930,099 | 5.2% | \$104,961,830 | 2,031,731 | 2.0% |

**BROADLAWNS MEDICAL CENTER
BUDGETED EXPENDITURES**

| EXPENDITURES | ACTUAL FY07/08 | ACTUAL FY08/09 | % OF CHANGE | ACTUAL FY09/10 | % OF CHANGE | RE-EST FY10/11 | % OF CHANGE | PROPOSED FY11/12 | AMOUNT CHANGE | % OF CHANGE |
|----------------------------|----------------|----------------|-------------|----------------|-------------|----------------|-------------|------------------|---------------|-------------|
| CLINICAL SERVICES | \$14,170,873 | \$13,772,352 | -2.8% | \$9,660,582 | -29.9% | \$10,213,673 | 5.7% | \$10,056,595 | (\$157,078) | -1.5% |
| MEDICAL EDUCATION SERVICES | 3,903,479 | 3,932,695 | 0.7% | 3,646,039 | -7.3% | 4,195,508 | 15.1% | 3,916,742 | (278,766) | -6.6% |
| MEDICAL STAFF SERVICES | 32,062,949 | 33,117,807 | 3.3% | 35,580,876 | 7.4% | 37,148,470 | 4.4% | 37,336,110 | 187,640 | 0.5% |
| BUSINESS SERVICES | 9,066,721 | 8,995,661 | -0.8% | 10,150,421 | 12.8% | 11,145,733 | 9.8% | 11,071,224 | (74,509) | -0.7% |
| GOVT & EXTERNAL RELATIONS | 824,710 | 1,129,631 | 37.0% | 1,038,394 | -8.1% | 1,148,601 | 10.6% | 1,091,559 | (57,042) | -5.0% |
| ADMINISTRATIVE SERVICES | 13,479,737 | 13,405,821 | -0.5% | 12,781,556 | -4.7% | 14,028,075 | 9.8% | 13,588,340 | (439,735) | -3.1% |
| CLOSED COST CENTERS | - | - | 0.0% | - | 0.0% | - | 0.0% | - | - | 0.0% |
| GENERAL EXPENSES: | | | | | | | | | | |
| GENERAL EXPENSES | 366,461 | 363,067 | -0.9% | 475,832 | 31.1% | 442,107 | -7.1% | 548,625 | 106,518 | 24.1% |
| INSURANCE | 1,933,446 | 3,021,110 | 56.3% | 2,210,188 | -26.8% | 3,310,217 | 49.8% | 2,308,468 | (1,001,749) | -30.3% |
| INTEREST | 309,245 | 706,653 | 128.5% | 1,445,495 | 104.6% | 1,910,117 | 32.1% | 1,874,954 | (35,163) | -1.8% |
| EMPLOYEE BENEFITS | 10,749,166 | 11,817,536 | 9.9% | 12,618,738 | 6.8% | 13,367,229 | 5.9% | 14,030,279 | 663,050 | 5.0% |
| UNASSIGNED | - | (85,659) | 0.0% | 24,569 | 0.0% | (41,121) | 0.0% | 1,733,604 | 1,774,725 | -4315.9% |
| SPECIFIC PURPOSE EXP. | 25,742 | 12,636 | -50.9% | 8,997 | -28.8% | 11,220 | 24.7% | 8,255 | (2,965) | -26.4% |
| DEPRECIATION | 3,370,572 | 4,307,184 | 27.8% | 4,349,065 | 1.0% | 5,555,147 | 27.7% | 6,666,251 | 1,111,104 | 20.0% |
| GENERAL SUBTOTAL | 16,754,632 | 20,142,527 | 20.2% | 21,132,884 | 4.9% | 24,554,916 | 16.2% | 27,170,436 | 2,615,520 | 10.7% |
| OPERATING EXPENDITURE | \$90,263,101 | \$94,496,494 | 4.7% | \$93,990,752 | -0.5% | \$102,434,976 | 9.0% | \$104,231,006 | 1,796,030 | 1.8% |

**BROADLAWNS MEDICAL CENTER
BUDGETED EXPENDITURES
(BY CATEGORY)**

| EXPENDITURES | ACTUAL FY07/08 | ACTUAL FY08/09 | % OF CHANGE | ACTUAL FY09/10 | % OF CHANGE | RE-EST FY10/11 | % OF CHANGE | PROPOSED FY11/12 | AMOUNT CHANGE | % OF CHANGE |
|---------------------------|----------------|----------------|-------------|----------------|-------------|----------------|-------------|------------------|---------------|-------------|
| WAGE & SALARY | \$42,340,861 | \$44,156,980 | 4.3% | \$44,543,349 | 0.9% | \$45,961,234 | 3.2% | \$46,965,720 | \$1,004,486 | 2.2% |
| BENEFITS | 10,379,645 | 11,688,128 | 12.6% | 12,379,952 | 5.9% | 12,846,891 | 3.8% | 13,775,279 | 928,388 | 7.2% |
| SUPPLIES | 5,292,520 | 5,673,733 | 7.2% | 5,939,765 | 4.7% | 6,814,385 | 14.7% | 6,131,446 | (682,939) | -10.0% |
| PROFESSIONAL FEES | 4,210,411 | 4,092,867 | -2.8% | 3,157,571 | -22.9% | 2,924,284 | -7.4% | 4,423,450 | 1,499,166 | 51.3% |
| PURCHASED SERVICES | 2,576,459 | 2,905,363 | 12.8% | 3,176,968 | 9.3% | 3,147,745 | -0.9% | 2,414,315 | (733,430) | -23.3% |
| DRUGS - PURCHASED | 5,989,471 | 5,736,601 | -4.2% | 5,801,459 | 1.1% | 6,258,710 | 7.9% | 6,500,000 | 241,290 | 3.9% |
| DRUGS - DONATED | 889,075 | 725,534 | -18.4% | 863,904 | 19.1% | 1,000,000 | 15.8% | 1,000,000 | - | 0.0% |
| FOOD SERVICE | 2,213,187 | 2,110,388 | -4.6% | 2,172,788 | 3.0% | 2,278,332 | 4.9% | 2,262,077 | (16,255) | -0.7% |
| UTILITIES | 1,382,165 | 1,300,171 | -5.9% | 1,217,602 | -6.4% | 1,498,735 | 23.1% | 1,482,097 | (16,638) | -1.1% |
| INSURANCE | 2,335,527 | 3,145,538 | 34.7% | 2,447,362 | -22.2% | 3,820,780 | 56.1% | 2,558,468 | (1,262,312) | -33.0% |
| MANAGEMENT INFO. SERVICES | 665,775 | 898,575 | 35.0% | 848,184 | -5.6% | 960,947 | 13.3% | 944,382 | (16,565) | -1.7% |
| REPAIRS & MAINTENANCE | 943,642 | 1,089,749 | 15.5% | 490,926 | -55.0% | 851,106 | 73.4% | 1,031,491 | 180,385 | 21.2% |
| RENTAL | 868,384 | 809,617 | -6.8% | 943,781 | 16.6% | 1,034,191 | 9.6% | 1,038,167 | 3,976 | 0.4% |
| TRAVEL AND CONFERENCE | 242,791 | 253,032 | 4.2% | 259,626 | 2.6% | 439,260 | 69.2% | 394,273 | (44,987) | -10.2% |
| TEMPORARY SERVICES | 1,830,525 | 926,048 | -49.4% | 328,795 | -64.5% | 376,538 | 14.5% | 358,404 | (18,134) | -4.8% |
| DUES & SUBSCRIPTIONS | 365,139 | 443,433 | 21.4% | 442,300 | -0.3% | 482,620 | 9.1% | 508,395 | 25,775 | 5.3% |
| CONSULTING SERVICES | 476,705 | 308,654 | -35.3% | 307,039 | -0.5% | 352,857 | 14.9% | 363,069 | 10,212 | 2.9% |
| LEGAL & AUDIT SERVICES | 527,895 | 288,054 | -45.4% | 143,192 | -50.3% | 310,000 | 116.5% | 360,000 | 50,000 | 16.1% |
| OTHER | 3,053,107 | 2,930,192 | -4.0% | 2,731,632 | -6.8% | 3,611,097 | 32.2% | 3,178,768 | (432,329) | -12.0% |
| INTEREST | 309,245 | 706,653 | 128.5% | 1,445,495 | 104.6% | 1,910,117 | 32.1% | 1,874,954 | (35,163) | -1.8% |
| DEPRECIATION | 3,370,572 | 4,307,184 | 27.8% | 4,349,062 | 1.0% | 5,555,147 | 27.7% | 6,666,251 | 1,111,104 | 20.0% |
| OPERATING EXPENDITURE | \$90,263,101 | \$94,496,494 | 4.7% | \$93,990,752 | -0.5% | \$102,434,976 | 9.0% | \$104,231,006 | 1,796,030 | 1.8% |