

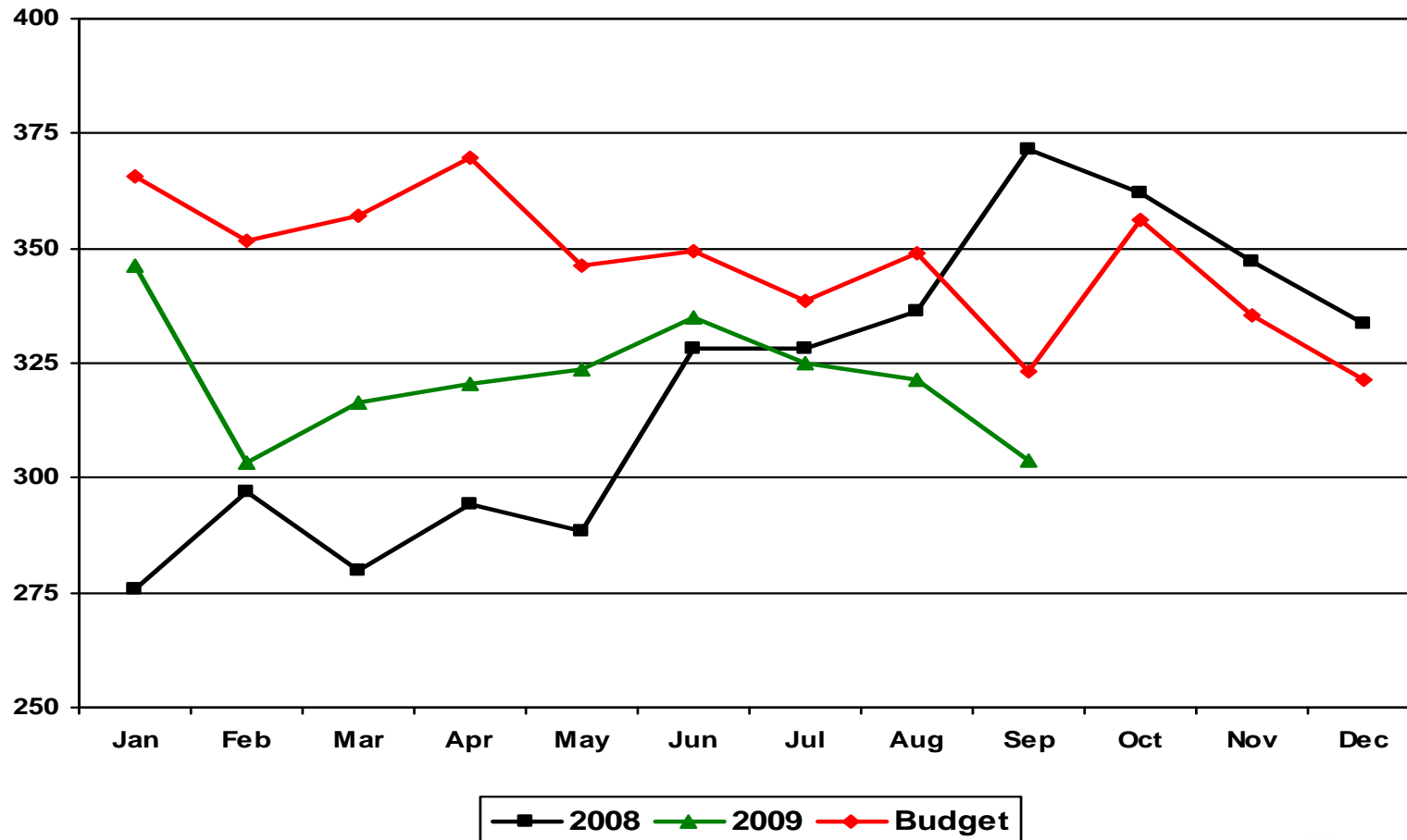
A grayscale photograph of an ambulance scene at Grady Memorial Hospital. The ambulance is a 'camts' model with its rear door open. A paramedic in a dark uniform with 'EMORY FLIGHT' on the back and a white cap is standing on the left. A nurse in a white uniform is standing in the center, facing the ambulance. The hospital building is in the background with the name 'Grady Memorial Hospital' visible. The text 'Financial Report' is overlaid in the center-right.

# Financial Report

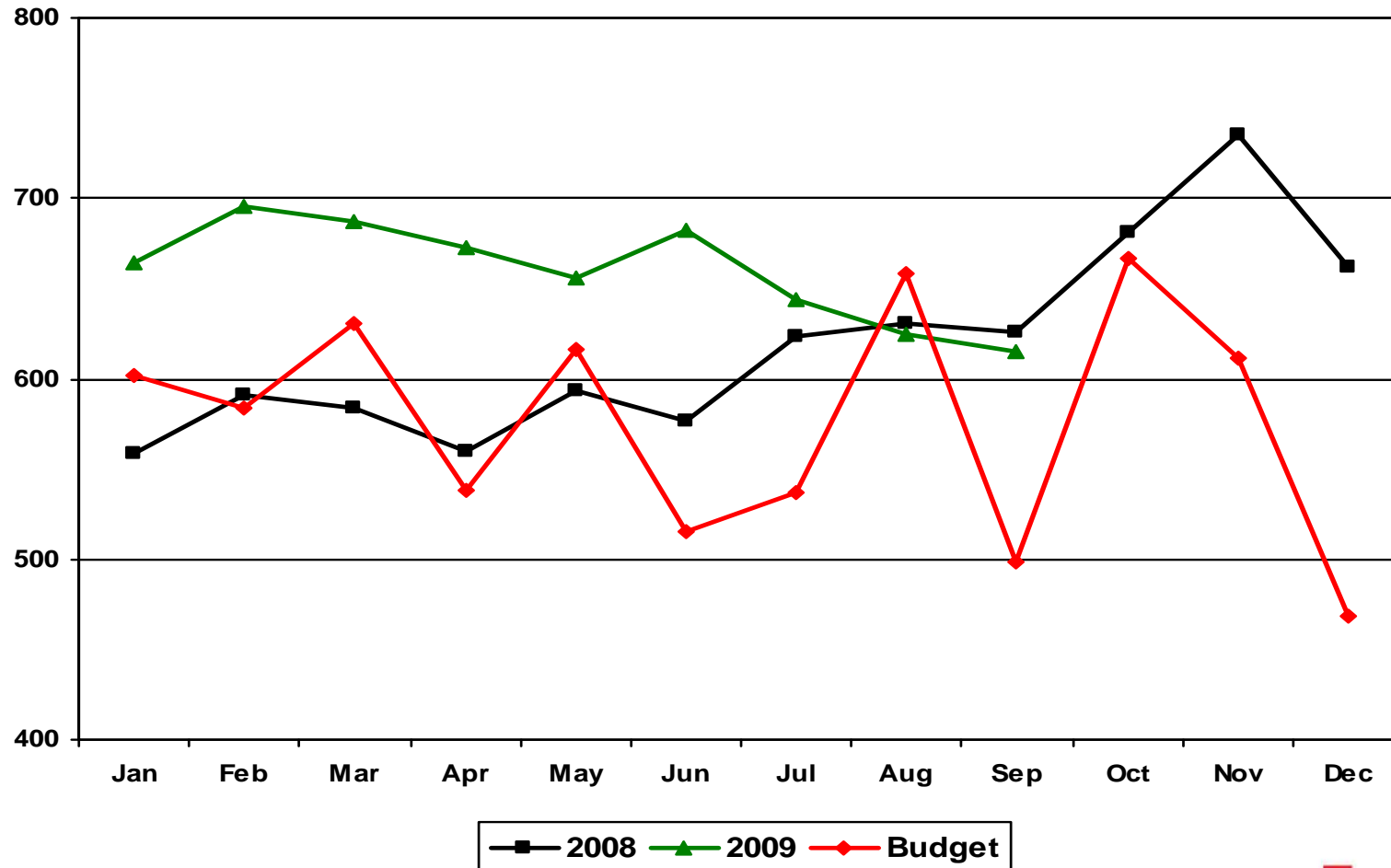
September 2009



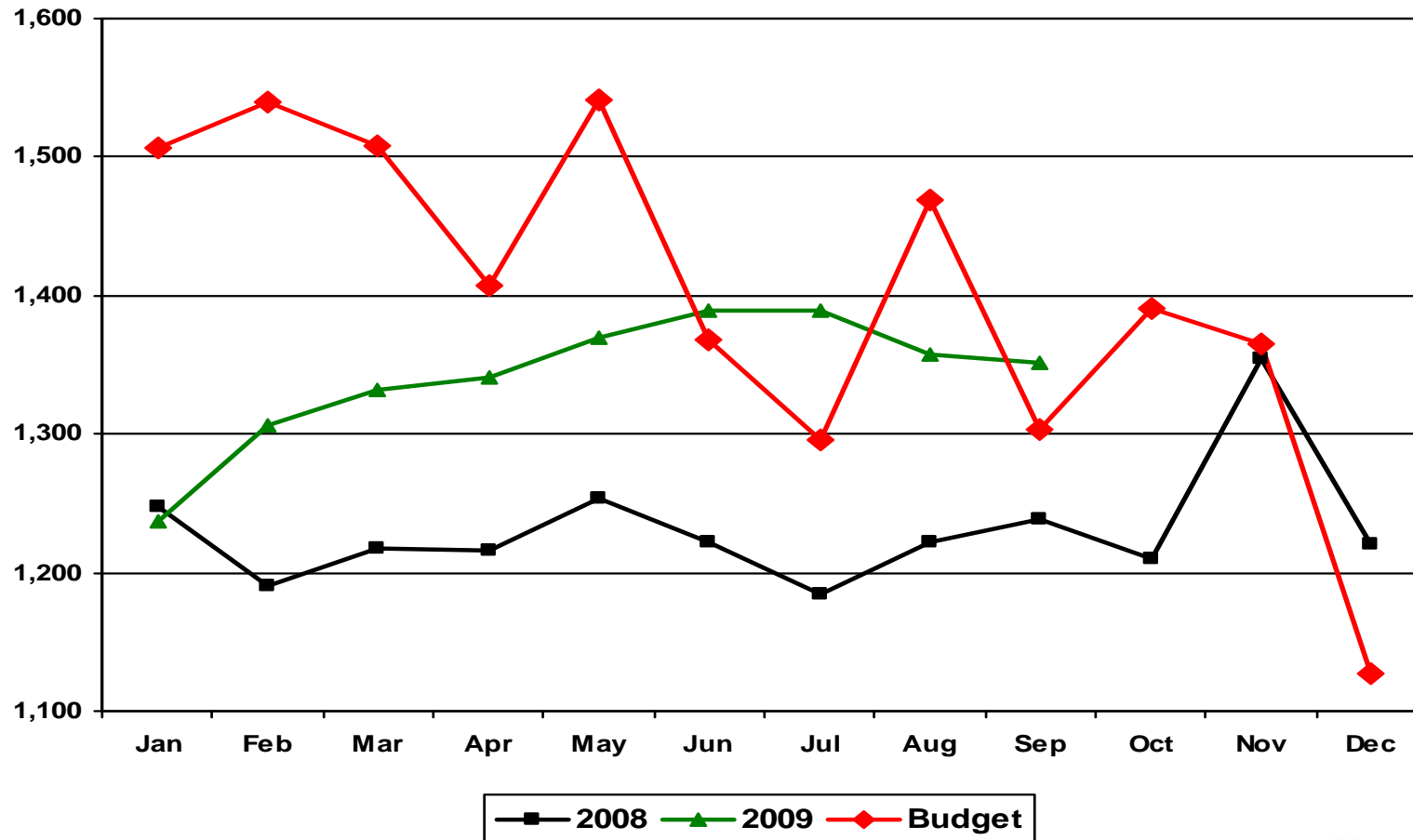
# Average Emergency Visits Per Day



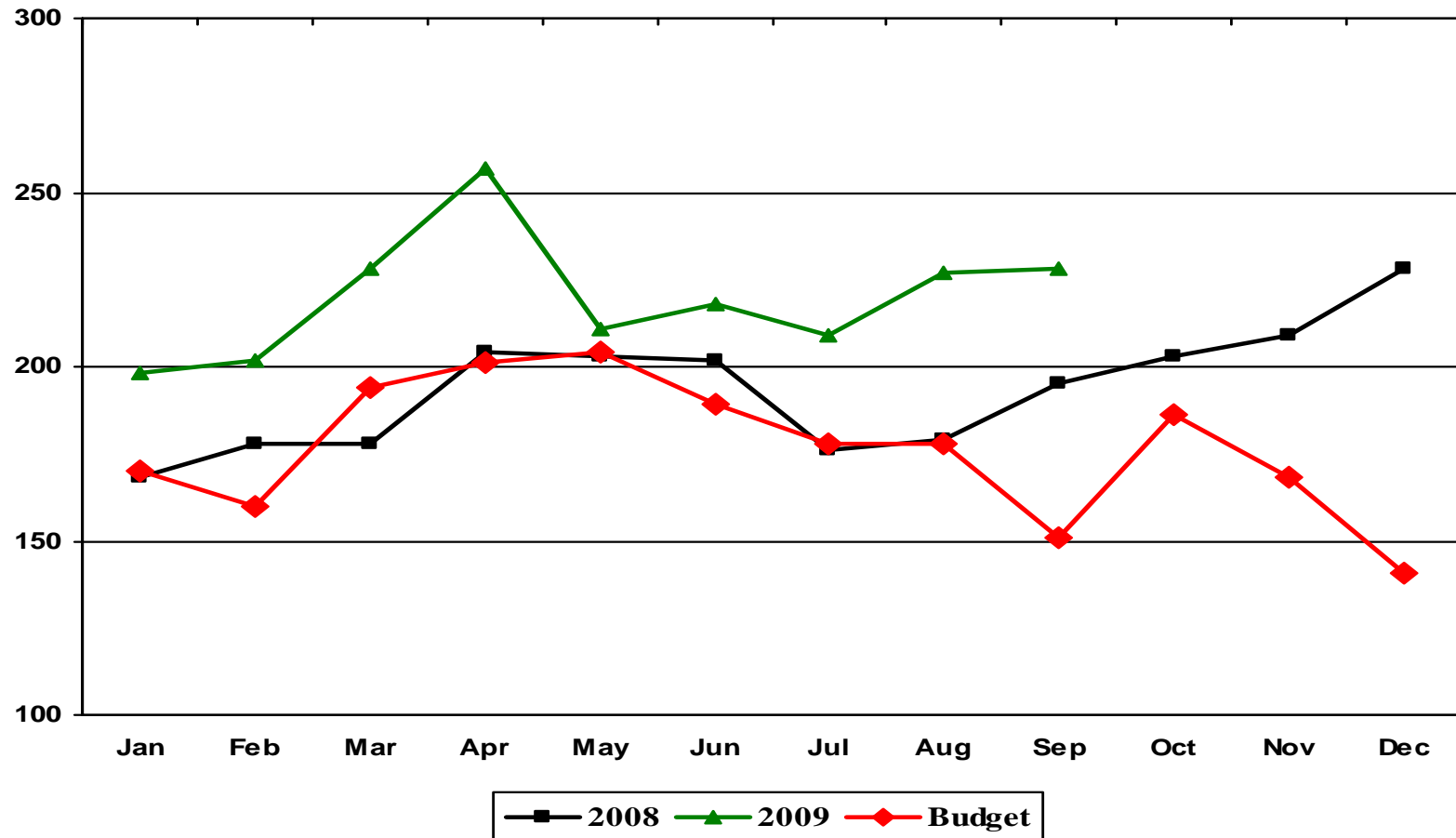
# Average Neighborhood Clinic Visits Per Day



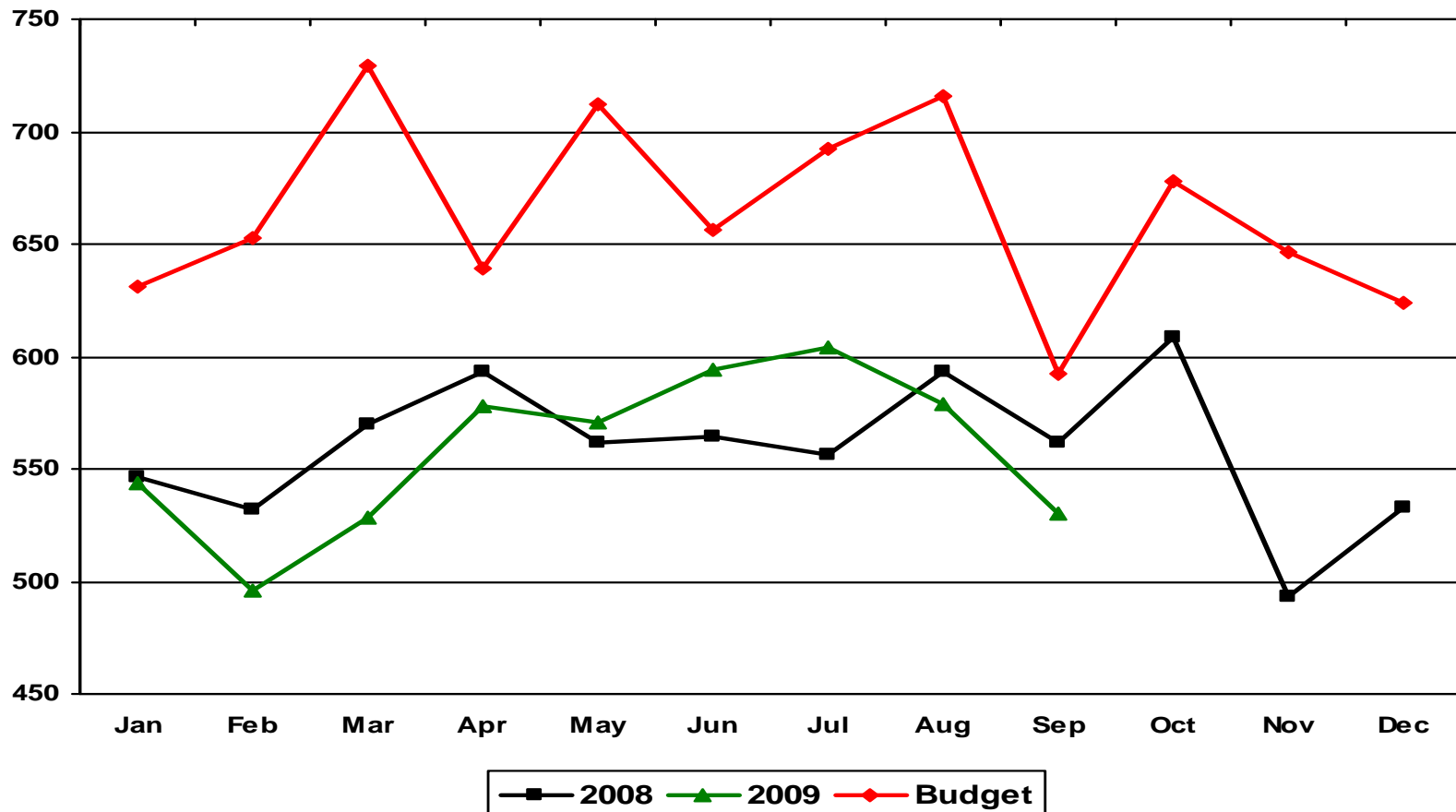
# Average On-Site Clinic Visits Per Day



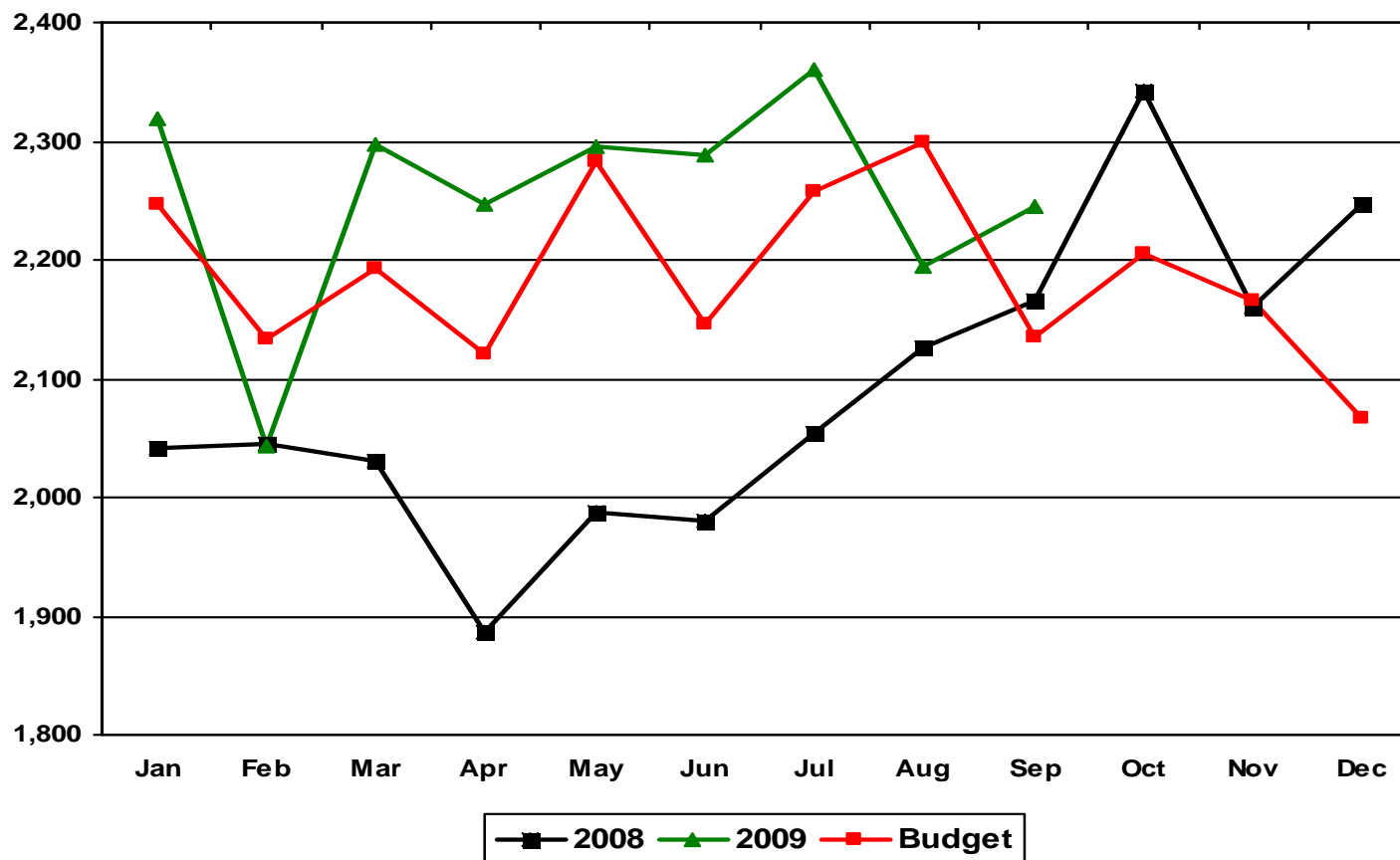
# Outpatient Surgeries



# Inpatient Surgeries



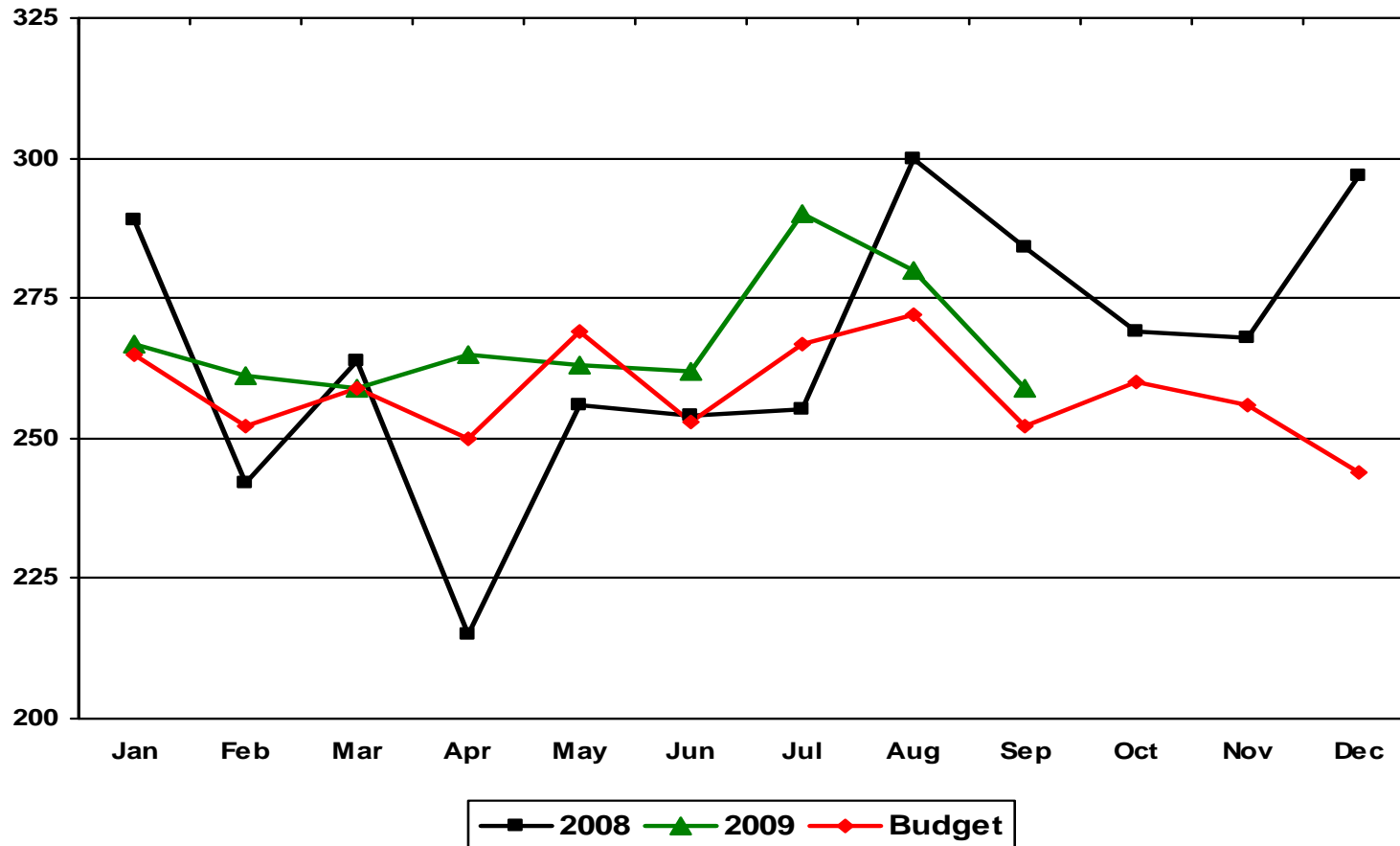
# Total Discharges



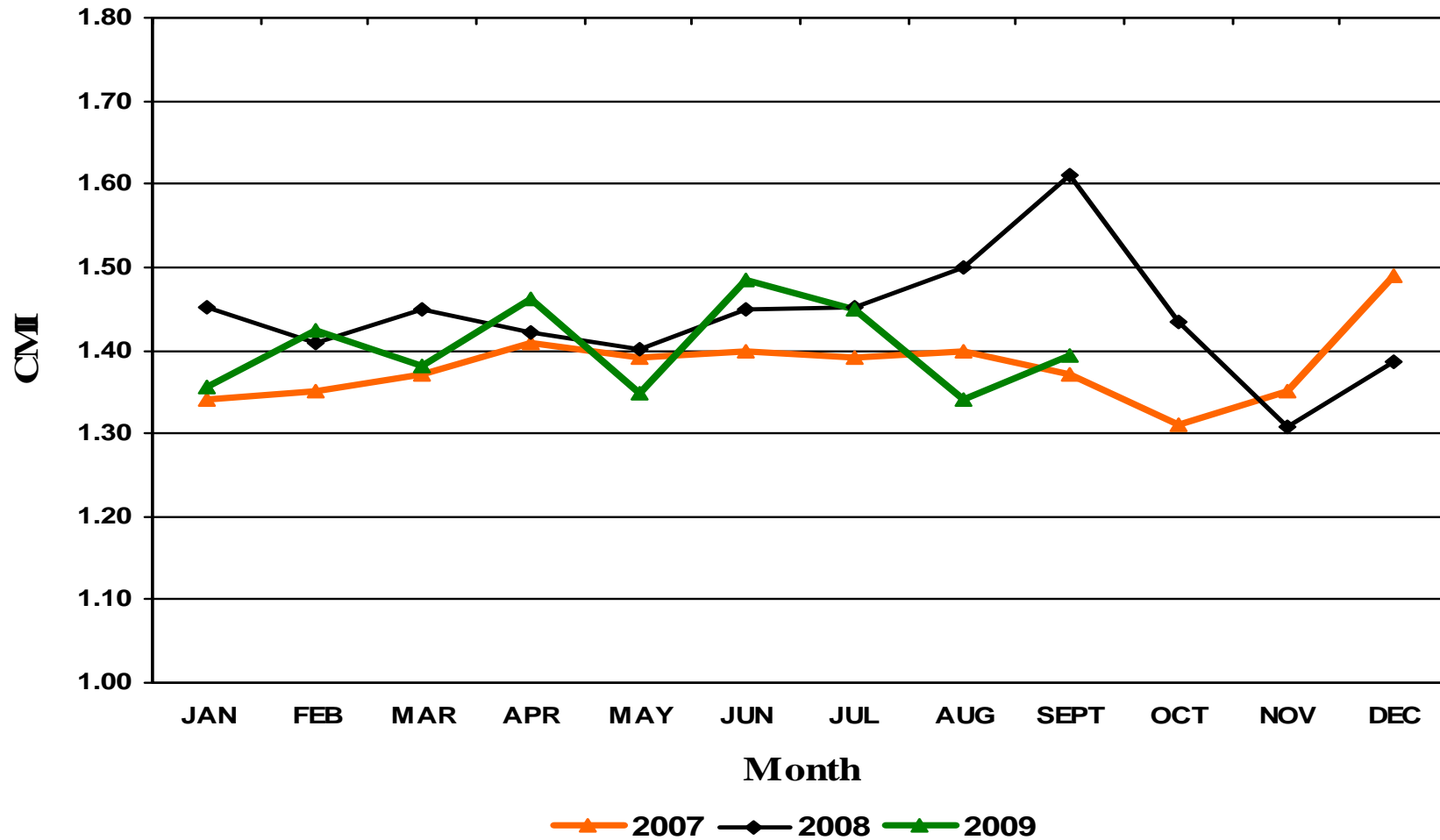
Does not include Norman Newborn



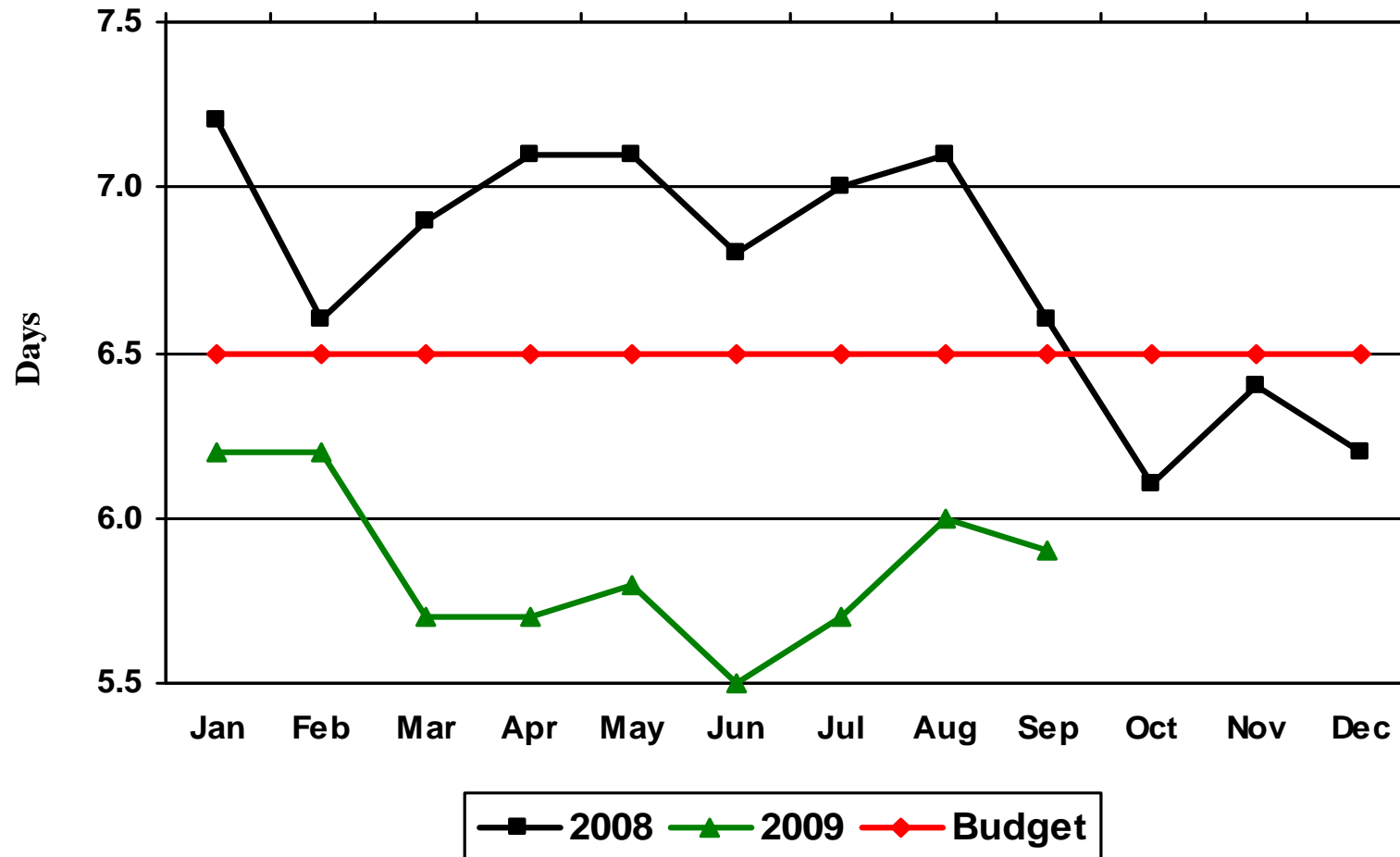
# Deliveries / Live Births



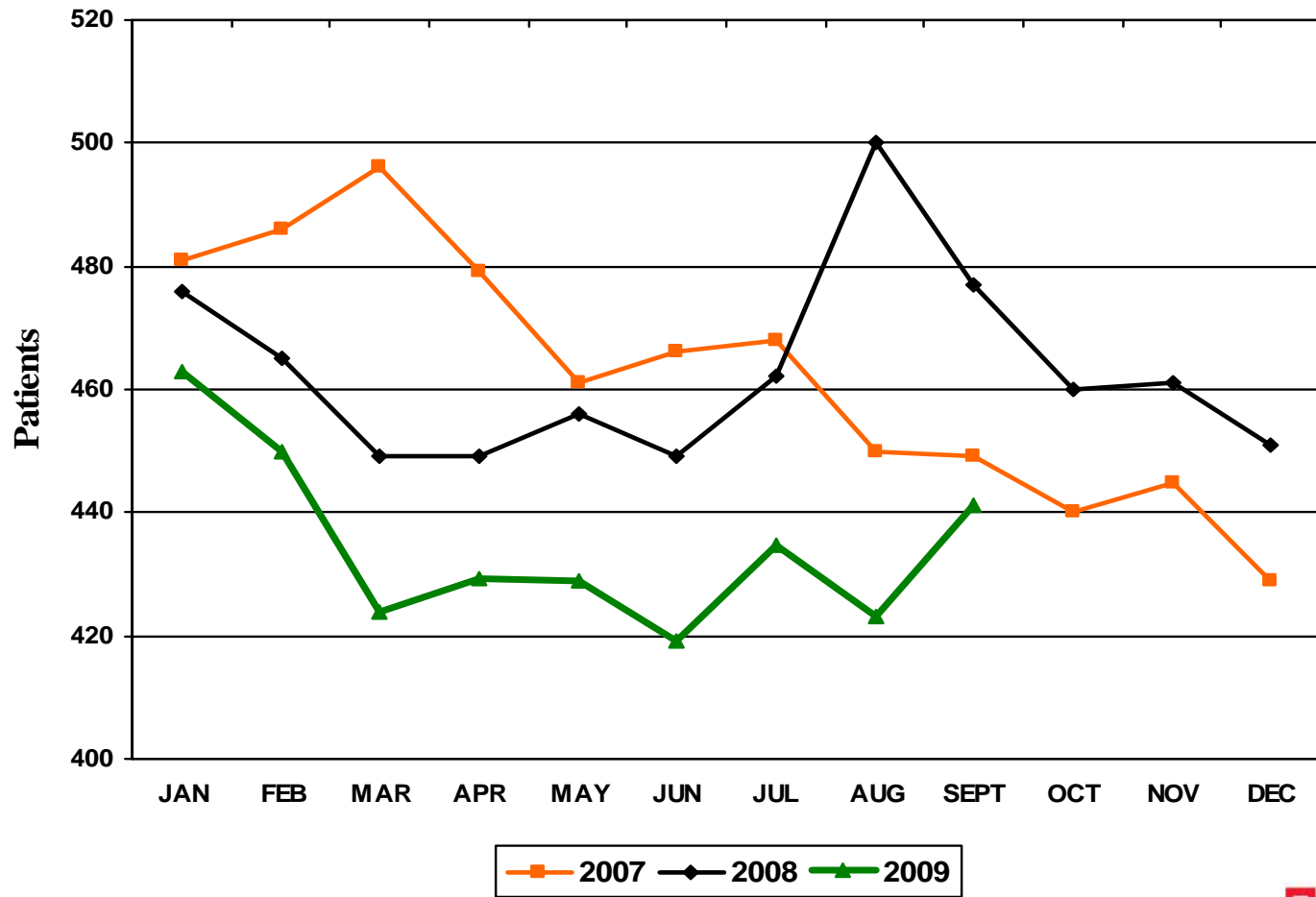
# Overall Case Mix Index



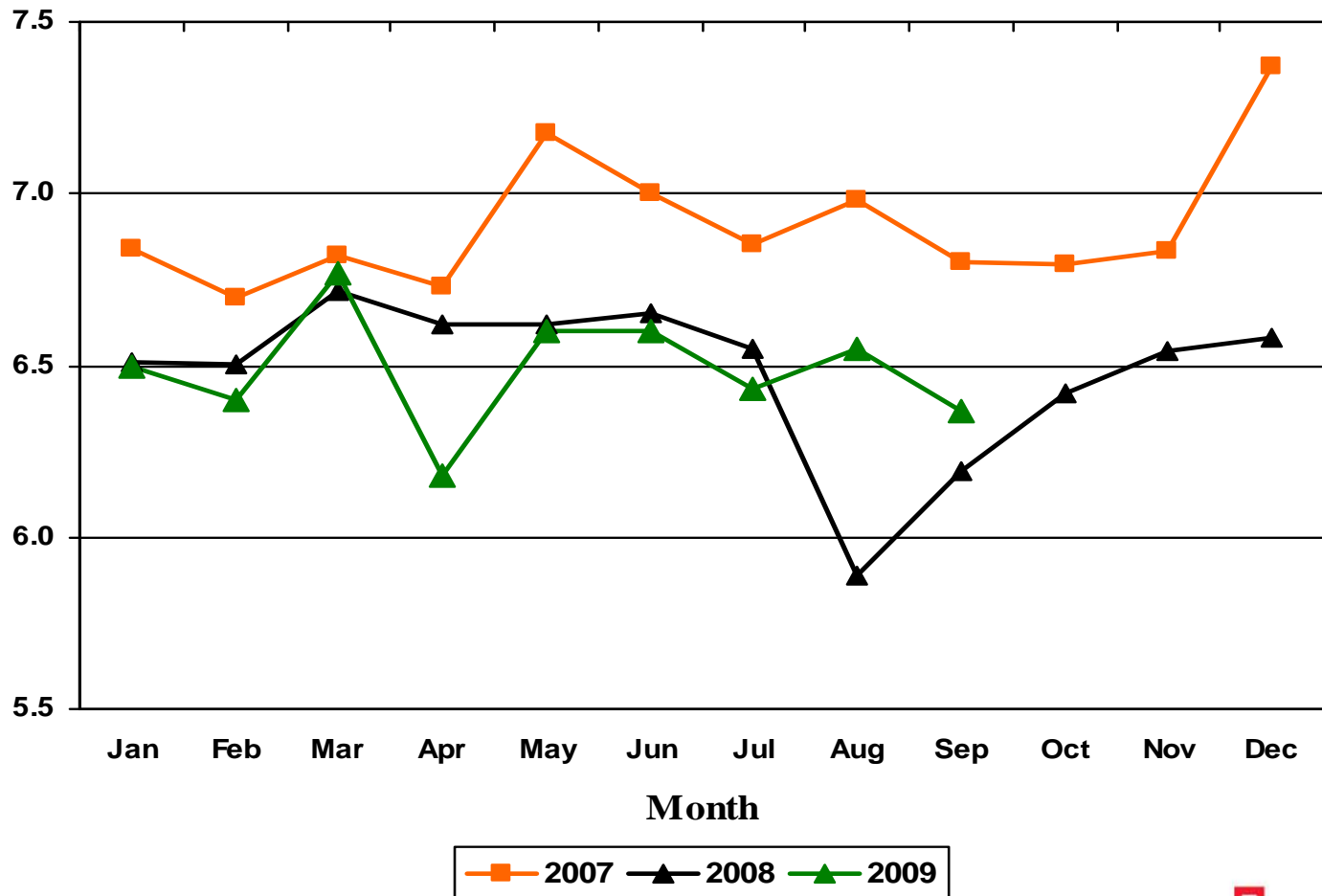
# Average Length of Stay



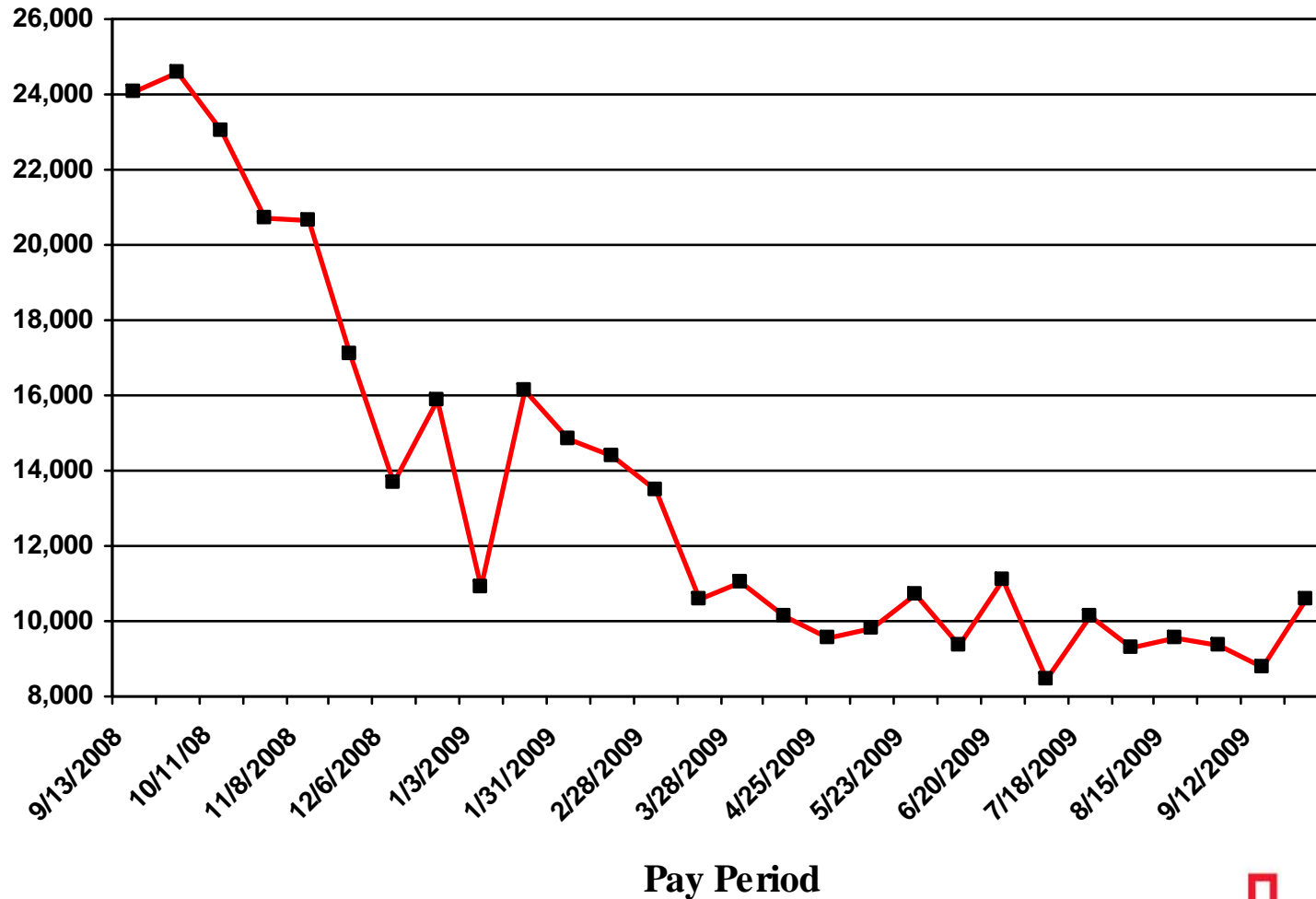
# Average Daily Census



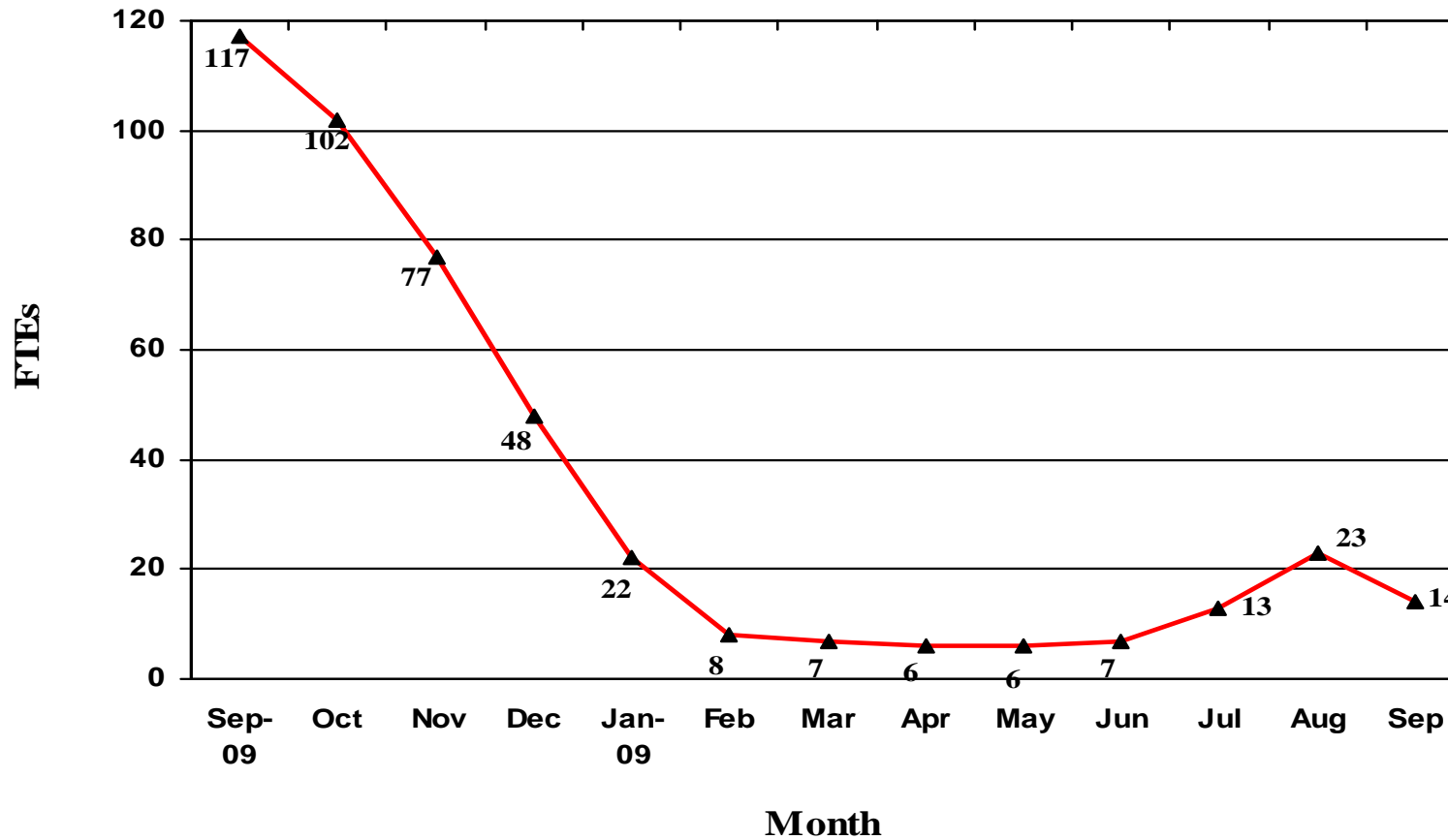
# Paid FTEs Per Adjusted Occupied Bed



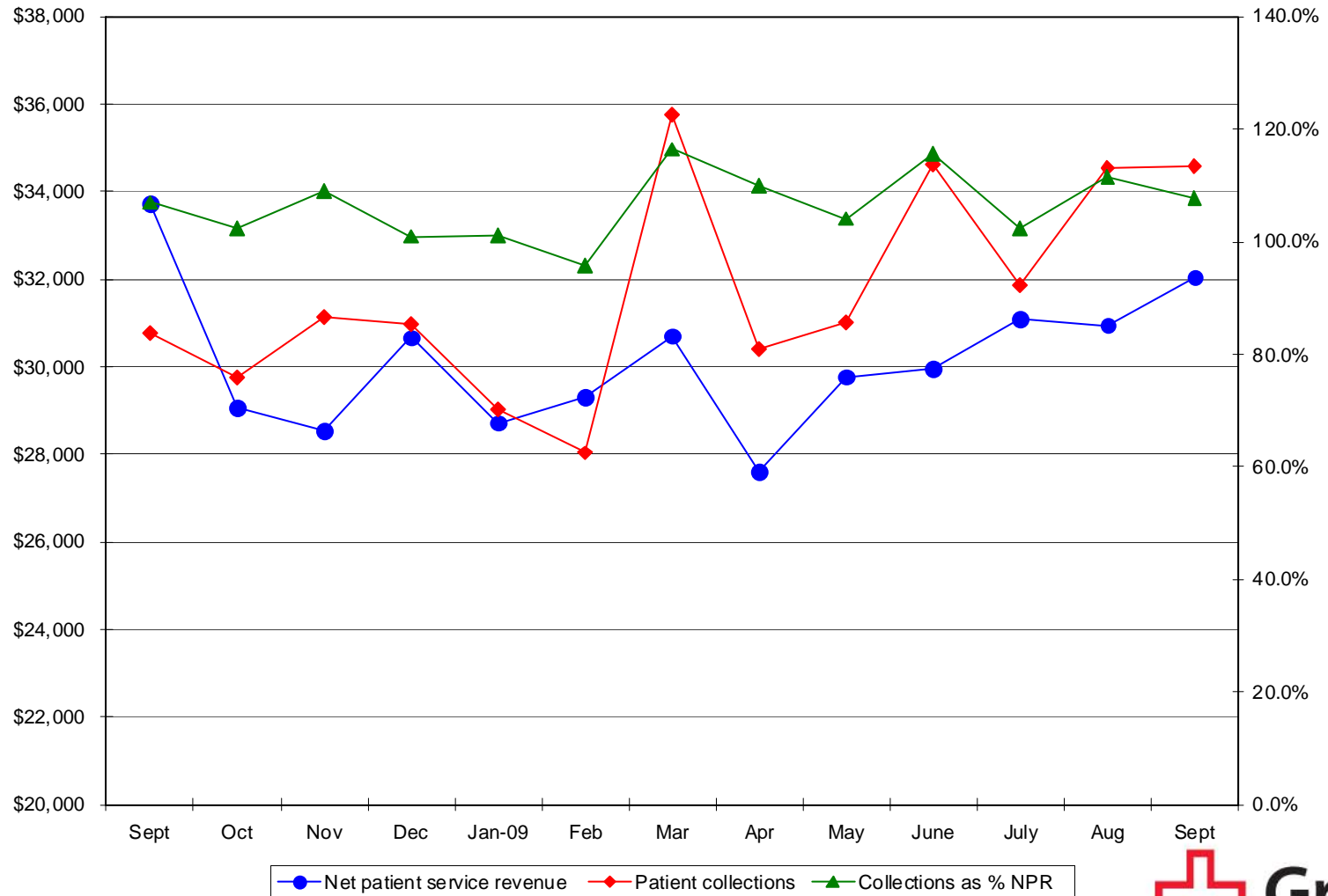
# Overtime Hours by Pay Period



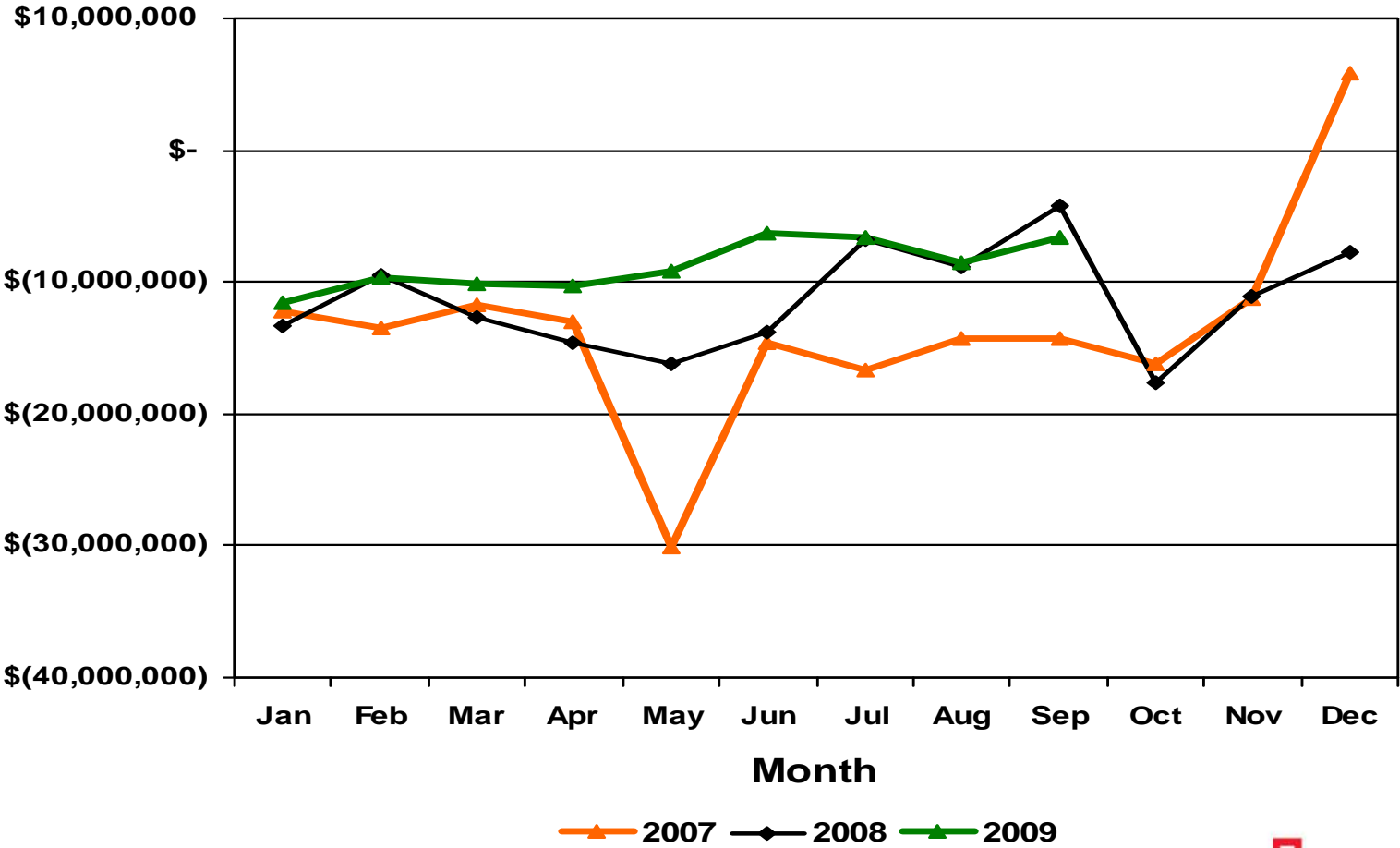
# Agency FTEs



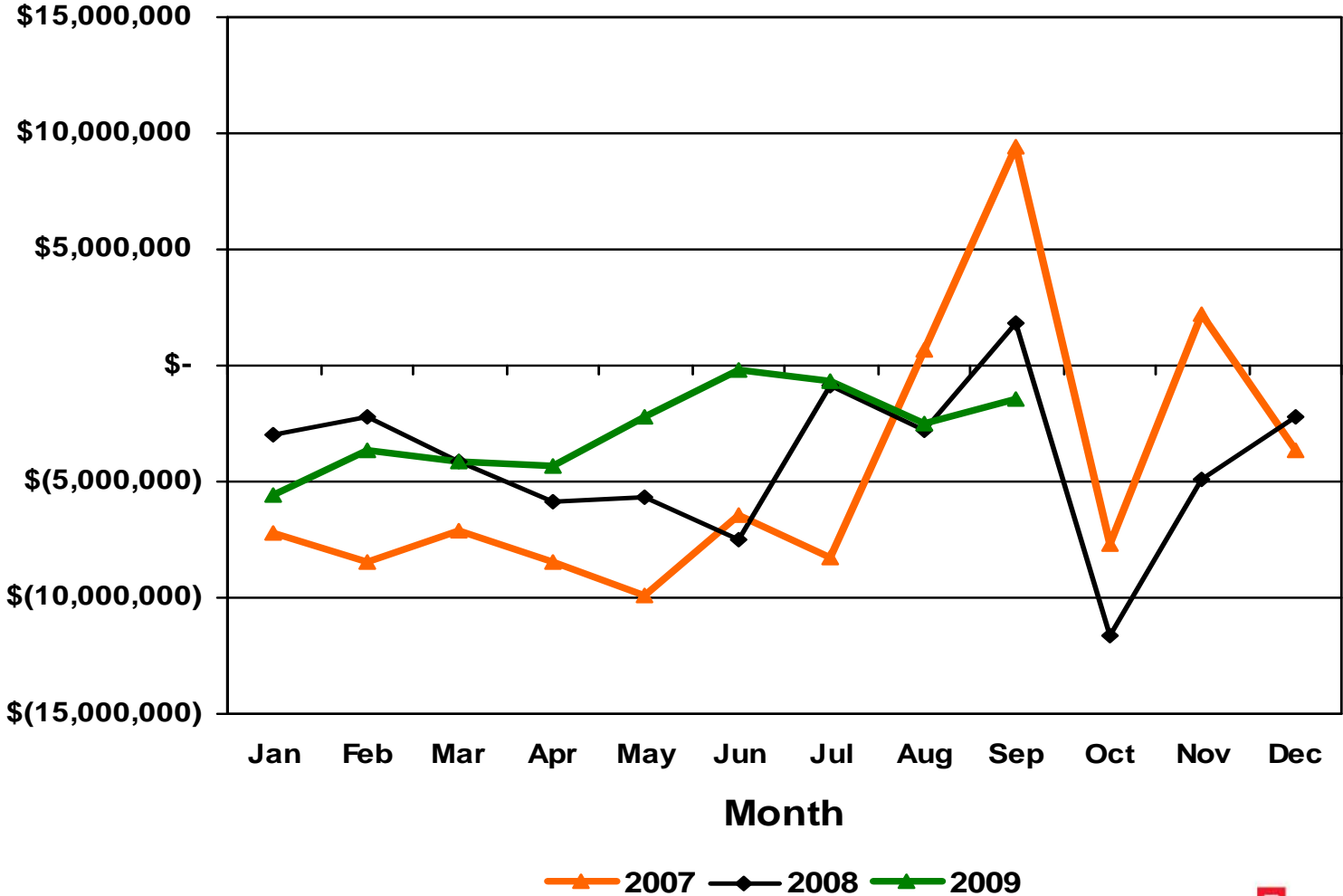
# Cash Collection Trends



# Operating Loss before County Contributions



# Operating Margin



# Statement of Operations – Consolidated

For the month ending: September 30, 2009 (\$millions)

|                                     | 2009 MTD    | Budget      | 2008 MTD    | Pr Yr Var  |
|-------------------------------------|-------------|-------------|-------------|------------|
| Net Patient Service Revenue         | 32.0        | 31.3        | 28.9        | 3.1        |
| ICTF                                | 6.0         | 6.0         | 6.0         | 0          |
| Grant & Other Revenue               | 7.9         | 6.0         | 7.1         | 0.8        |
| <b>Total Operating Revenue</b>      | <b>45.9</b> | <b>43.4</b> | <b>42.0</b> | <b>3.9</b> |
| Operating Expenses                  | <b>52.5</b> | <b>51.6</b> | <b>50.9</b> | <b>1.6</b> |
| Contribution Expense                | .4          | .4          | .4          | 0          |
| <b>Margin before County Support</b> | <b>-7.0</b> | <b>-8.6</b> | <b>-9.3</b> | <b>2.3</b> |
| County Contributions                | 5.6         | 6.3         | 6.4         | -0.8       |
| Operating Margin                    | -1.4        | -2.3        | -2.9        | -1.5       |
| Nonoperating Income                 | .7          | .2          | 5.9         | -5.3       |
| Shortfall                           | -0.8        | -2.1        | 3.0         | -3.8       |



# Statement of Operations – Consolidated

For the YTD period ending: September 30, 2009 (\$millions)

|                                     | 2009 YTD     | Budget       | 2008 YTD      | Pr Yr Var   |
|-------------------------------------|--------------|--------------|---------------|-------------|
| Net Patient Service Revenue         | 270.2        | 301.2        | 248.2         | 22.0        |
| ICTF                                | 54.2         | 54.2         | 54.2          | 0           |
| Grant & Other Revenue               | 63.3         | 53.8         | 69.0          | -5.7        |
| <b>Total Operating Revenue</b>      | <b>387.6</b> | <b>409.2</b> | <b>371.4</b>  | <b>16.2</b> |
| Operating Expenses                  | <b>465.4</b> | <b>488.2</b> | <b>473.8</b>  | <b>-8.4</b> |
| Contribution Expense                | 3.4          | 3.4          | 2.3           | 1.1         |
| <b>Margin before County Support</b> | <b>-81.1</b> | <b>-82.4</b> | <b>-104.7</b> | <b>23.6</b> |
| County Contributions                | 56.8         | 56.6         | 71.1          | -14.3       |
| Operating Margin                    | -24.3        | -25.8        | -33.6         | 9.3         |
| Nonoperating Income                 | 12.8         | 1.9          | 2.8           | 10.0        |
| Shortfall                           | -11.5        | -23.9        | -30.9         | 19.3        |



# Cash Flow Summary

For the YTD period ending: September 30, 2009 (\$millions)

|                                  | 2009<br>YTD  | 2008<br>YTD   | Variance      |
|----------------------------------|--------------|---------------|---------------|
| Operating:                       |              |               |               |
| Net asset change excl County     | \$ -49.4     | 141.6         | -191.0        |
| County Support                   | 56.8         | 71.2          | -14.4         |
| County (Receivable)/Advance      | -19.5        | 15.7          | -35.2         |
| Depreciation                     | 27.5         | 24.1          | 3.4           |
| Other changes assets/liabilities | -8.9         | -22.3         | 13.3          |
| Cash from operating activity     | <u>6.5</u>   | <u>230.3</u>  | <u>-223.8</u> |
| Investing:                       |              |               |               |
| Capital acquisitions             | -54.8        | -19.3         | -35.5         |
| Assets whose use is limited      | 0.0          | -1.3          | 1.3           |
| Cash from investing activity     | <u>-54.8</u> | <u>-20.5</u>  | <u>-34.3</u>  |
| Financing:                       |              |               |               |
| Line of credit borrowing         | 20.0         | 0.0           | 20.0          |
| Repayment of debt                | -2.6         | -234.0        | 231.4         |
| Capital contributions            | 56.5         | 2.6           | 53.9          |
| Cash from financing activity     | <u>73.9</u>  | <u>-231.4</u> | <u>305.3</u>  |
| Net change in cash               | <u>25.6</u>  | <u>-21.6</u>  | <u>47.3</u>   |



A grayscale photograph of an ambulance scene at Grady Memorial Hospital. The ambulance is a 'camts' model. A person in a dark uniform with 'EMORY FLIGHT' on the back and a cap is standing on the left. Another person in a white uniform is standing in the center. The hospital building is visible in the background with the sign 'Grady Memorial Hospital'.

# Grady Health System 2010 Final Budget

October 26, 2009

DRAFT



# Projected Statement of Revenue & Expense

\$ in millions

| Revenue                     | 2009    | 10 Pre | 10 Final | Var Pre |
|-----------------------------|---------|--------|----------|---------|
| Net Patient Revenue         | 356.7   | 370.3  | 395.3    | 25.0    |
| ICTF                        | 72.7    | 72.6   | 74.7     | 2.1     |
| Grants & Other              | 81.5    | 75.0   | 77.0     | 2.0     |
| Total Operating Revenue     | 510.9   | 517.9  | 547.0    | 29.1    |
| Salaries                    | 227.9   | 226.0  | 226.0    | 0.0     |
| Benefits                    | 54.8    | 53.1   | 54.1     | 1.0     |
| Contract Labor              | 2.0     | 1.0    | 1.0      | 0.0     |
| Professional Fees           | 78.8    | 78.8   | 78.8     | 0.0     |
| Supplies                    | 119.9   | 122.3  | 122.3    | 0.0     |
| General & Prof Liability    | 8.3     | 8.3    | 8.3      | 0.0     |
| Purchased Services          | 43.8    | 54.3   | 54.5     | 0.2     |
| Other Expenses              | 42.8    | 32.4   | 32.2     | (0.2)   |
| Depreciation                | 33.7    | 37.0   | 37.0     | 0.0     |
| Bad Debt Expense            | 0.0     | 0.0    | 25.0     | 25.0    |
| Interest Expense            | 1.0     | 1.3    | 1.3      | 0.0     |
| Total Operating Expenses    | 613.0   | 614.5  | 640.5    | 26.0    |
| Op Inc Before Contributions | (102.1) | (96.6) | (93.5)   | 3.1     |



# Projected Statement of Revenue & Expense

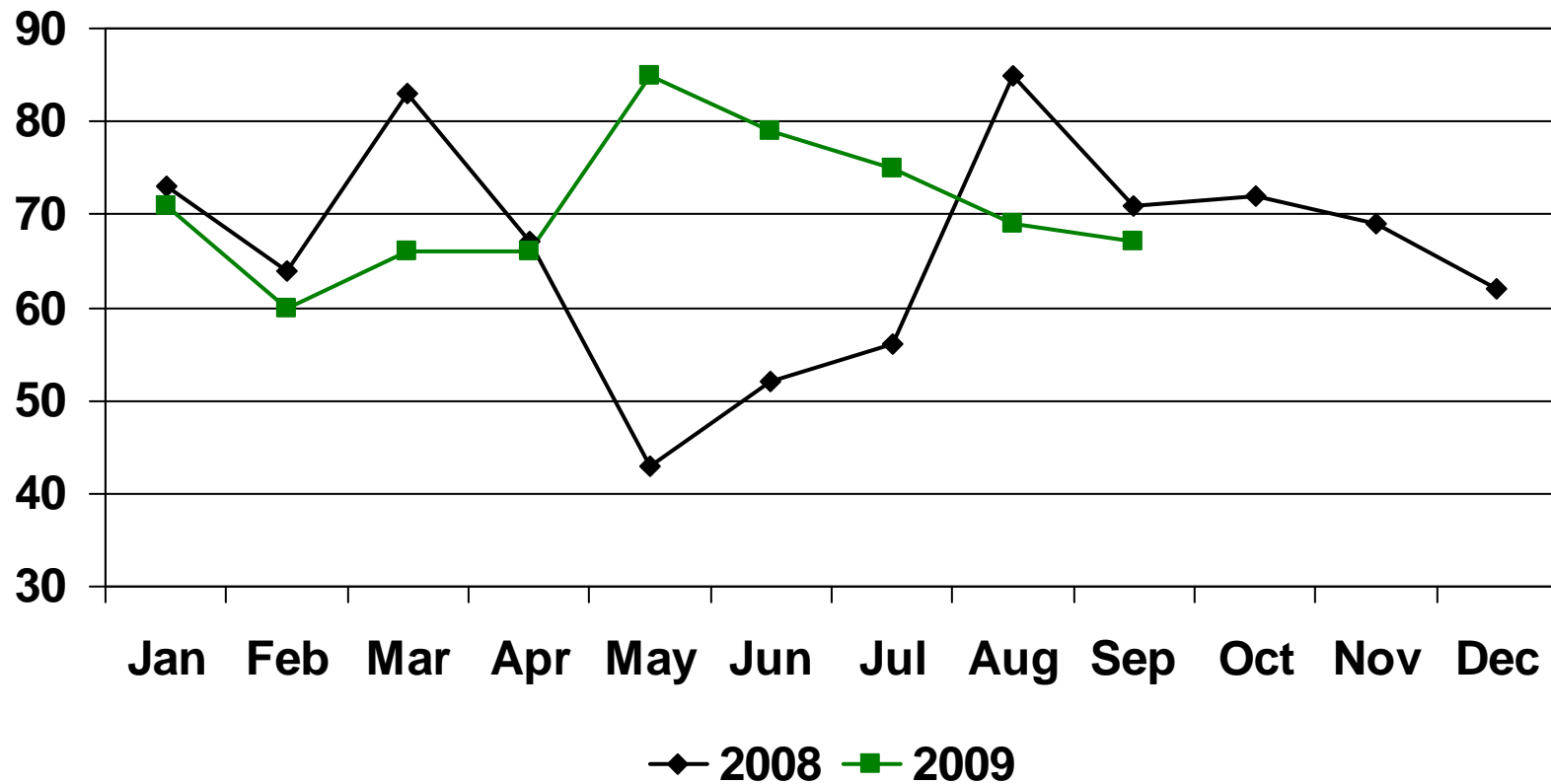
\$ in millions

|                             | 2009    | 10 Pre  | 10 Final | Var Pre |
|-----------------------------|---------|---------|----------|---------|
| Op Inc before Contributions | (102.1) | (96.6)  | (93.5)   | 3.1     |
| Contribution to HSOC        | (2.0)   | (2.0)   | (2.0)    | 0.0     |
| Contribution to FDHA        | (2.5)   | (2.5)   | (2.5)    | 0.0     |
| Operating Loss              | (106.6) | (101.1) | (98.0)   | 3.1     |
| County Support              | 77.1    | 99.9    | 94.0     | (5.9)   |
| Investment Income           | 0.1     | 0.1     | 0.1      | 0.0     |
| Other Nonoperating          | 5.7     | 1.1     | 1.1      | 0.0     |
| Excess Revenue > Expense    | (23.7)  | 0.0     | (2.8)    | (2.8)   |



# Outstanding Days in Payables

excluding certain balances



# Statement of Operations – Consolidated

For the month ending: September 30, 2009 (\$millions)

|                              | 2009 MTD | Budget | 2008 MTD | Var \$ |
|------------------------------|----------|--------|----------|--------|
| Net Patient Revenue          | 32.0     | 31.3   | 28.9     | 3.1    |
| ICTF                         | 6.0      | 6.0    | 6.0      | 0.0    |
| Grants & Other               | 7.9      | 6.0    | 7.1      | 0.8    |
| Total Operating Revenue      | 45.9     | 43.3   | 42.0     | 3.9    |
| Salaries & Benefits          | 52.5     | 51.6   | 50.9     | 1.6    |
| Supplies, Services & Other   |          |        |          | 0.0    |
| Depreciation & Interest      |          |        |          | 0.0    |
| Total Operating Expenses     | 52.5     | 51.6   | 50.9     | 1.6    |
| Related Party Expense        | 0.4      | 0.4    | 0.4      | 0.0    |
| Margin before County Support | (7.0)    | (8.7)  | (9.3)    | 2.3    |
| County Support               | 5.6      | 6.3    | 6.4      | (0.8)  |
| Operating Margin             | (1.4)    | (2.4)  | (2.9)    | 1.5    |
| Nonoperating Income          | 0.7      | 0.2    | 5.9      | (5.2)  |
| Shortfall                    | (0.7)    | (2.2)  | 3.0      | (3.7)  |



# Statement of Operations – Consolidated

For the YTD period ending: September 30, 2009 (\$millions)

|                              | 2009 YTD | Budget | 2008 YTD | Var \$ |
|------------------------------|----------|--------|----------|--------|
| Net Patient Revenue          | 270.2    | 301.2  | 248.2    | 22.0   |
| ICTF                         | 54.2     | 54.2   | 54.2     | 0.0    |
| Grants & Other               | 63.3     | 53.8   | 69.0     | (5.7)  |
| Total Operating Revenue      | 387.7    | 409.2  | 371.4    | 16.3   |
| Salaries & Benefits          | 465.4    | 488.2  | 473.8    | (8.4)  |
| Supplies, Services & Other   |          |        |          | 0.0    |
| Depreciation & Interest      |          |        |          | 0.0    |
| Total Operating Expenses     | 465.4    | 488.2  | 473.8    | (8.4)  |
| Related Party Expense        | 3.4      | 3.4    | 2.3      | 1.1    |
| Margin before County Support | (81.1)   | (82.4) | (104.7)  | 23.6   |
| County Support               | 56.8     | 56.6   | 71.1     | (14.3) |
| Operating Margin             | (24.3)   | (25.8) | (33.6)   | 9.3    |
| Nonoperating Income          | 12.8     | 1.9    | 2.8      | 10.0   |
| Shortfall                    | (11.5)   | (23.9) | (30.8)   | 19.3   |

