

Hazel Hawkins Memorial Hospital

Financial Summary

	Financial Summary													
	Period Ended,				Projected Period Ending,									
	FY21	FY22	2023	2024 TTM Pro Fc	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Operating Revenue	\$ 138,297,500	\$ 146,705,198	\$ 154,018,024	\$ 152,343,457	\$ 157,274,627	\$ 165,168,867	\$ 174,346,117	\$ 184,098,157	\$ 194,312,466	\$ 204,991,060	\$ 216,243,495	\$ 226,653,956	\$ 237,601,910	\$ 249,116,141
Total Operating Expenses	141,869,134	147,262,095	155,036,554	151,379,365	159,710,263	167,703,147	175,261,975	182,685,784	189,688,214	196,280,567	203,375,489	210,378,310	217,112,656	224,834,020
Operating Income/(Loss)	\$ (3,571,634)	\$ (556,897)	\$ (1,018,530)	\$ 964,092	\$ (2,435,636)	\$ (2,534,280)	\$ (915,857)	\$ 1,412,373	\$ 4,624,252	\$ 8,710,493	\$ 12,868,006	\$ 16,275,647	\$ 20,489,254	\$ 24,282,122
Total Non-Operating Revenues	3,871,688	3,192,434	3,060,514	2,763,894	7,092,255	9,094,900	2,153,627	2,218,925	2,340,976	2,420,135	2,584,522	2,682,897	2,787,610	2,898,994
Excess/(deficient) Revenues over Expenses	\$ 300,054	\$ 2,635,537	\$ 2,041,984	\$ 3,727,986	\$ 4,656,619	\$ 6,560,620	\$ 1,237,769	\$ 3,631,298	\$ 6,965,228	\$ 11,130,628	\$ 15,452,527	\$ 18,958,544	\$ 23,276,864	\$ 27,181,115
Depreciation and amortization	4,004,533	3,749,096	3,897,432	3,894,710	4,080,359	4,972,841	5,278,449	5,346,777	5,427,438	5,520,066	5,619,313	5,354,847	4,391,355	4,028,537
Interest Expense	1,659,516	145,721	299,601	688,832	1,367,745	1,365,100	1,306,373	1,241,075	1,119,024	1,039,865	875,478	777,103	672,390	561,006
Operating EBIDA	\$ 432,899	\$ 3,192,199	\$ 2,878,902	\$ 4,858,802	\$ 1,644,723	\$ 2,438,561	\$ 4,362,592	\$ 6,759,150	\$ 10,051,690	\$ 14,230,559	\$ 18,487,319	\$ 21,630,494	\$ 24,880,609	\$ 28,310,659
Total Available Cash and Investments	\$ 18,776,057	\$ 14,738,363	\$ 14,738,828	\$ 14,495,157	\$ 28,317,929	\$ 27,871,691	\$ 26,964,419	\$ 30,706,416	\$ 37,484,038	\$ 46,589,257	\$ 61,726,132	\$ 80,110,724	\$ 101,636,993	\$ 126,474,336
Financial & Operating Statistics														
Net Revenue Growth	N/A	6.1%	5.0%	3.8%	3.2%	5.0%	5.6%	5.6%	5.5%	5.5%	5.5%	4.8%	4.8%	4.8%
Operating Income %	(2.6%)	(0.4%)	(0.7%)	0.6%	(1.5%)	(1.5%)	(0.5%)	0.8%	2.4%	4.2%	6.0%	7.2%	8.6%	9.7%
Excess/(deficient) Revenues over Expenses %	0.2%	1.8%	1.3%	2.4%	3.0%	4.0%	0.7%	2.0%	3.6%	5.4%	7.1%	8.4%	9.8%	10.9%
Operating EBIDA %	0.3%	2.2%	1.9%	3.2%	1.0%	1.5%	2.5%	3.7%	5.2%	6.9%	8.5%	9.5%	10.5%	11.4%
Days Cash on Hand	48.4	36.7	34.8	35.0	65.1	61.3	56.8	62.2	73.2	88.1	112.9	141.6	173.3	208.0
Days Operating Cash and Investments on Hand	49.1	37.4	35.5	35.7	65.8	62.0	57.5	62.8	73.8	88.7	113.4	142.1	173.8	208.5

Hazel Hawkins Memorial Hospital
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	Actual						Inputs										
							Forecasted										
	2021	2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Days in Year	365	365	365	365		365	366	365	365	365	365	366	366	366	366	366	366
Balance Sheet Inputs																	
Restricted trust funds available for current debt service	2,579,517	2,684,733	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Days AR Outstanding	33.90	35.58	40.08	38.78		38.78	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00
Other Receivables % of Total Revenue	1.8%	2.5%	2.8%	8.8%		8.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Estimated third party payer settlements	1,814,519	152,427	1,888,442	1,978,192	-	1,978,192	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Days Inventory on Hand	83.38	82.35	71.94	115.48		115.48	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00	115.00
Prepaid Expenses % of Total Revenue	0.4%	0.6%	1.5%	1.2%		1.2%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Assets limited as to use	161,981	2,037,674	4,401,862	6,635,662	-	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662	6,635,662
Capital assets, net of accumulated depreciation	58,388,891	60,491,774	57,474,307	55,325,845	-	55,325,845	54,945,486	60,722,644	60,244,195	57,247,418	54,219,980	51,149,913	47,980,601	45,075,753	43,134,398	41,555,861	
Other assets	642,878	1,788,631	4,393,829	18,737,659	-	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659
Deferred outflows of resources	2,103,038	4,343,313			-												
Days AP Outstanding	70.5	87.6	91.7	73.2		73.2	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0	80.0
Days salary and benefits accrued	47.4	43.4	42.0	52.9		49.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Other payables % of revenue	6.0%	2.9%	5.5%	3.6%		3.6%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Investing/Financing Cash Flow Inputs																	
Capital Expenditures							3,700,000	10,750,000	4,800,000	2,350,000	2,400,000	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Debt Principal							2,677,443	2,839,092	3,015,774	3,192,490	3,379,239	3,581,024	1,907,845	2,039,702	2,181,596	2,328,527	
Investment Transfers							-	-	-	-	-	-	-	-	-	-	-
JPA Debt Repayments							-	-	-	-	-	556,532	584,359	613,577	644,255	676,468	

Hazel Hawkins Memorial Hospital

Financial Statements

	Statements of Revenues, Expenses and Changes in Net Position																		
	Actual					Forecasted													
	2021	2022	2023	Feb 2024 TTM	Pro Forma Adjs.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10			
Operating Revenues																			
Net patient service revenue	\$ 129,750,912	\$ 136,395,093	\$ 138,094,013	\$ 141,186,273	\$ -	\$ 141,186,273	\$ 145,838,513	\$ 153,446,850	\$ 162,331,050	\$ 171,782,713	\$ 181,689,137	\$ 192,052,147	\$ 202,981,109	\$ 213,060,011	\$ 223,668,116	\$ 234,834,002			
Other operating revenue	8,546,588	10,310,105	15,924,011	11,157,184	-	11,157,184	11,436,114	11,722,016	12,015,067	12,315,444	12,623,330	12,938,913	13,262,386	13,593,945	13,933,794	14,282,139			
Total Operating Revenue	\$ 138,297,500	\$ 146,705,198	\$ 154,018,024	\$ 152,343,457	\$ -	\$ 152,343,457	\$ 157,274,627	\$ 165,168,867	\$ 174,346,117	\$ 184,098,157	\$ 194,312,466	\$ 204,991,060	\$ 216,243,495	\$ 226,653,956	\$ 237,601,910	\$ 249,116,141			
Operating Expenses																			
Salaries and wages	\$ 51,675,997	\$ 56,772,326	\$ 56,780,998	\$ 55,941,562	\$ -	\$ 55,941,562	\$ 56,670,580	\$ 59,085,741	\$ 61,489,989	\$ 64,007,169	\$ 66,643,022	\$ 69,350,478	\$ 72,125,973	\$ 74,906,429	\$ 77,804,594	\$ 80,825,653			
Employee benefits	30,371,736	31,391,509	34,416,763	28,925,541	6,791,622	35,717,163	36,758,456	38,317,158	39,879,839	41,515,915	43,229,118	44,988,924	46,793,029	48,600,526	50,484,548	52,448,464			
Employed providers net-new	-	-	-	-	-	-	4,596,801	5,548,288	6,488,719	7,240,263	7,253,606	6,627,957	6,284,053	6,117,575	6,063,686	6,063,686			
Registry	8,863,777	5,447,939	4,213,369	3,010,226	-	3,010,226	3,100,533	3,193,549	3,289,355	3,388,036	3,489,677	3,594,367	3,702,198	3,813,264	3,927,662	4,045,492			
Professional fees	16,613,614	17,339,121	20,224,115	20,160,198	-	20,160,198	20,833,468	21,531,104	22,251,813	22,997,927	23,770,400	24,570,222	25,398,427	26,256,088	27,144,322	28,064,290			
Supplies	12,451,021	13,944,424	14,144,306	12,764,409	-	12,764,409	12,887,974	13,599,127	14,431,663	15,317,526	16,260,248	17,247,710	18,280,218	19,339,717	20,462,006	21,650,851			
Purchased services and repairs	12,387,120	12,719,662	14,492,703	13,244,545	-	13,244,545	13,641,881	14,051,138	14,472,672	14,906,852	15,354,058	15,814,679	16,289,120	16,777,793	17,281,127	17,799,561			
Building and equipment rent	1,926,957	1,707,874	1,762,161	1,616,964	-	1,616,964	1,665,473	1,715,437	1,766,900	1,819,907	1,874,504	1,930,740	1,988,662	2,048,322	2,109,771	2,173,064			
Depreciation and amortization	4,004,533	3,749,096	3,897,432	3,894,710	-	3,894,710	4,080,359	4,972,841	5,278,449	5,346,777	5,427,438	5,520,066	5,619,313	5,543,847	4,391,355	4,028,537			
Other operating expenses	3,574,379	4,190,144	5,104,707	5,029,588	-	5,029,588	5,474,738	5,688,763	5,912,575	6,145,411	6,386,143	6,635,422	6,894,496	7,163,749	7,443,585	7,734,421			
Total Operating Expenses	\$ 141,869,134	\$ 147,262,095	\$ 155,036,554	\$ 144,587,743	\$ 6,791,622	\$ 151,379,365	\$ 159,710,263	\$ 167,703,147	\$ 175,261,975	\$ 182,685,784	\$ 189,688,214	\$ 196,280,567	\$ 203,375,489	\$ 210,378,310	\$ 217,112,656	\$ 224,834,020			
Operating Income	\$ (3,571,634)	\$ (556,897)	\$ (1,018,530)	\$ 7,755,714	\$ (6,791,622)	\$ 964,092	\$ (2,435,636)	\$ (2,534,280)	\$ (915,857)	\$ 1,412,373	\$ 4,624,252	\$ 8,710,493	\$ 12,868,006	\$ 16,275,647	\$ 20,489,254	\$ 24,282,122			
<i>Operating Margin</i>	-2.6%	-0.4%	-0.7%	5.1%		0.6%	-1.5%	-1.5%	-0.5%	0.8%	2.4%	4.2%	6.0%	7.2%	8.6%	9.7%			
Nonoperating Revenues (Expenses)																			
District tax revenues	\$ 4,216,671	\$ 3,574,684	\$ 3,465,980	\$ 3,614,348	\$ -	\$ 3,614,348	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000	\$ 3,550,000			
Investment income, net of unrealized gains and losses	128,783	(29,082)	923	(5,296)	-	(5,296)	-	-	-	-	-	-	-	-	-	-			
Interest expense	(1,659,516)	(145,721)	(299,601)	(688,832)	-	(688,832)	(1,367,745)	(1,365,100)	(1,306,373)	(1,241,075)	(1,119,024)	(1,039,865)	(875,478)	(777,103)	(672,390)	(561,006)			
Grants, contributions and other gains and losses	1,184,281	164,302	665,411	507,239	-	507,239	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000			
Other non-operating revenues	1,469	(371,749)	(772,199)	(663,565)	-	(663,565)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)	(590,000)			
Contribution from JPA partners	-	-	-	-	-	-	5,000,000	-	-	-	-	-	-	-	-	-			
Employee retention tax credit	-	-	-	-	-	-	-	7,000,000	-	-	-	-	-	-	-	-			
Total Non-Operating Revenues	\$ 3,871,688	\$ 3,192,434	\$ 3,060,514	\$ 2,763,894	\$ -	\$ 2,763,894	\$ 7,092,255	\$ 9,094,900	\$ 2,153,627	\$ 2,218,925	\$ 2,340,976	\$ 2,420,135	\$ 2,584,522	\$ 2,682,897	\$ 2,787,610	\$ 2,898,994			
Excess Revenues over Expenses	\$ 300,054	\$ 2,635,537	\$ 2,041,984	\$ 10,519,608	\$ (6,791,622)	\$ 3,727,986	\$ 4,656,619	\$ 6,560,620	\$ 1,237,769	\$ 3,631,298	\$ 6,965,228	\$ 11,130,628	\$ 15,452,527	\$ 18,958,544	\$ 23,276,864	\$ 27,181,115			
Operating EBIDA	\$ 432,899	\$ 3,192,199	\$ 2,878,902	\$ 11,650,424	\$ (6,791,622)	\$ 4,858,802	\$ 1,644,723	\$ 2,438,561	\$ 4,362,592	\$ 6,759,150	\$ 10,051,690	\$ 14,230,559	\$ 18,487,319	\$ 21,630,494	\$ 24,880,609	\$ 28,310,659			
Operating EBIDA %	0.3%	2.2%	1.9%	7.6%		3.2%	1.0%	1.5%	2.5%	3.7%	5.2%	6.9%	8.5%	9.5%	10.5%	11.4%			
EBIDA	\$ 5,964,103	\$ 6,530,354	\$ 6,239,017	\$ 15,103,150	\$ (6,791,622)	\$ 8,311,528	\$ 10,104,723	\$ 12,898,561	\$ 7,822,592	\$ 10,219,150	\$ 13,511,690	\$ 17,690,559	\$ 21,947,319	\$ 25,090,494	\$ 28,340,609	\$ 31,770,659			
EBIDA %	4.3%	4.5%	4.1%	9.9%		5.5%	6.4%	7.8%	4.5%	5.6%	7.0%	8.6%	10.1%	11.1%	11.9%	12.8%			

Hazel Hawkins Memorial Hospital

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	Balance Sheets																	
	Actual						Forecasted											
	2021	2022	2023	Feb 2024	Pro Forma Adj.	Pro Forma Feb 2024	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
Current Assets																		
Cash and cash equivalents	\$ 18,508,626	\$ 14,442,002	\$ 14,441,825	\$ 14,198,154	\$ -	\$ 14,198,154	\$ 28,020,926	\$ 27,574,688	\$ 26,667,416	\$ 30,409,413	\$ 37,187,035	\$ 46,292,254	\$ 61,429,129	\$ 79,813,721	\$ 101,339,990	\$ 126,177,333		
Restricted trust funds available for current debt service	2,579,517	2,684,733	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Patient accounts receivable, net of allowances	12,846,154	14,300,519	16,914,551	16,184,047	-	16,184,047	17,188,484	18,100,698	19,106,424	20,175,140	21,236,335	22,403,395	23,633,169	24,770,924	25,967,422	27,225,808		
Other receivables	2,536,893	3,661,313	4,256,813	13,339,228	-	13,339,228	4,718,239	4,955,066	5,230,384	5,522,945	5,829,374	6,149,732	6,487,305	6,799,619	7,128,057	7,473,484		
Estimated third party payer settlements	1,814,519	152,427	1,888,442	1,978,192	-	1,978,192	1,572,746	1,651,689	1,743,461	1,840,982	1,943,125	2,049,911	2,162,435	2,266,540	2,376,019	2,491,161		
Inventories	2,844,435	3,146,161	2,787,687	4,038,526	-	4,038,526	4,049,500	4,284,656	4,546,962	4,826,070	5,109,094	5,419,362	5,743,784	6,076,687	6,429,319	6,802,863		
Prepaid expenses and deposits	504,949	926,497	2,252,664	1,884,964	-	1,884,964	1,572,746	1,651,689	1,743,461	1,840,982	1,943,125	2,049,911	2,162,435	2,266,540	2,376,019	2,491,161		
Total Current Assets	\$ 41,635,093	\$ 39,313,652	\$ 42,541,982	\$ 51,623,111	\$ -	\$ 51,623,111	\$ 57,122,641	\$ 58,218,485	\$ 59,038,108	\$ 64,615,531	\$ 73,248,088	\$ 84,364,564	\$ 101,618,257	\$ 121,994,029	\$ 145,616,826	\$ 172,661,811		
Assets limited as to use	\$ 161,981	\$ 2,037,674	\$ 4,401,862	\$ 6,635,662	\$ -	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662	\$ 6,635,662		
Capital assets, net of accumulated depreciation	58,388,891	60,491,774	57,474,307	55,325,845	-	55,325,845	54,945,486	60,722,644	60,244,195	57,247,418	54,219,980	51,149,913	47,980,601	45,075,753	43,134,398	41,555,861		
Other assets	642,878	1,788,631	4,393,829	18,737,659	-	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659	18,737,659		
Deferred outflows of resources	2,103,038	4,343,313	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Total Assets	\$ 102,931,881	\$ 107,975,044	\$ 108,811,980	\$ 132,322,277	\$ -	\$ 132,322,277	\$ 137,441,447	\$ 144,314,450	\$ 144,655,624	\$ 147,236,269	\$ 152,841,388	\$ 160,887,798	\$ 174,972,179	\$ 192,443,104	\$ 214,124,545	\$ 239,590,994		
Current Liabilities																		
Accounts payable and accrued expenses	\$ 10,775,010	\$ 13,285,397	\$ 15,058,243	\$ 11,198,176	\$ -	\$ 11,198,176	\$ 12,591,053	\$ 13,102,272	\$ 13,616,434	\$ 14,153,569	\$ 14,674,323	\$ 15,255,331	\$ 15,858,606	\$ 16,480,641	\$ 17,129,721	\$ 17,807,143		
Accrued payroll and related liabilities	10,663,574	10,480,113	10,499,136	12,305,239	-	12,305,239	12,052,357	12,692,612	13,297,629	13,902,330	14,400,706	14,873,036	15,393,818	15,937,442	16,518,790	17,131,697		
Total Current Liabilities	\$ 21,438,584	\$ 23,765,510	\$ 25,557,379	\$ 23,503,415	\$ -	\$ 23,503,415	\$ 24,643,410	\$ 25,794,885	\$ 26,914,063	\$ 28,055,900	\$ 29,075,030	\$ 30,128,367	\$ 31,252,424	\$ 32,418,083	\$ 33,648,511	\$ 34,938,840		
Other payables	\$ 8,357,766	\$ 4,317,341	\$ 8,513,336	\$ 5,469,395	\$ -	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395	\$ 5,469,395		
Long-term pension liabilities	12,243,918	14,706,676	14,706,676	36,485,864	-	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864	36,485,864		
JPA Debt	-	-	-	-	-	-	2,000,000	4,000,000	5,000,000	6,000,000	7,000,000	6,443,468	5,859,109	5,245,533	4,601,277	3,924,809		
Debt borrowings	40,363,842	41,987,647	34,784,361	34,556,201	-	34,556,201	31,878,758	29,039,665	26,023,891	22,831,402	19,452,162	15,871,138	13,963,293	11,923,592	9,741,996	7,413,469		
Total Liabilities	\$ 82,404,110	\$ 84,777,174	\$ 83,561,752	\$ 100,014,875	\$ -	\$ 100,014,875	\$ 100,477,426	\$ 100,789,809	\$ 99,893,213	\$ 98,842,560	\$ 97,482,451	\$ 94,398,232	\$ 93,030,086	\$ 91,542,467	\$ 89,947,044	\$ 88,232,377		
Total Net Position	\$ 20,527,771	\$ 23,197,870	\$ 25,250,228	\$ 32,307,402	\$ -	\$ 32,307,402	\$ 36,964,021	\$ 43,524,641	\$ 44,762,411	\$ 48,393,709	\$ 55,358,937	\$ 66,489,566	\$ 81,942,093	\$ 100,900,637	\$ 124,177,501	\$ 151,358,616		
Total Liabilities and Net Position	\$ 102,931,881	\$ 107,975,044	\$ 108,811,980	\$ 132,322,277	\$ -	\$ 132,322,277	\$ 137,441,447	\$ 144,314,450	\$ 144,655,624	\$ 147,236,269	\$ 152,841,388	\$ 160,887,798	\$ 174,972,179	\$ 192,443,104	\$ 214,124,545	\$ 239,590,994		

Hazel Hawkins Memorial Hospital

Financial Statements

Hazel Hawkins Memorial Hospital
Financial Statements

	Statements of Cash Flows															
	Actual					Forecasted										
	2021	2022	2023	Feb 2024	Pro Forma Adjs.	Pro Forma 2023	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Change in Net Position						\$ 4,656,619	\$ 6,560,620	\$ 1,237,769	\$ 3,631,298	\$ 6,965,228	\$ 11,130,628	\$ 15,452,527	\$ 18,958,544	\$ 23,276,864	\$ 27,181,115	
Adjustments for Non-Cash Charges																
Depreciation & Amortization							4,080,359	4,972,841	5,278,449	5,346,777	5,427,438	5,520,066	5,619,313	5,354,847	4,391,355	4,028,537
Changes in Operating Assets and Liabilities																
Restricted trust funds available for current debt service							-	-	-	-	-	-	-	-	-	-
Patient accounts receivable, net of allowances						(1,004,437)	(912,214)	(1,005,726)	(1,068,717)	(1,061,195)	(1,167,059)	(1,229,774)	(1,137,755)	(1,196,498)	(1,258,386)	
Other receivables						8,620,989	(236,827)	(275,318)	(292,561)	(306,429)	(320,358)	(337,573)	(312,314)	(328,439)	(345,427)	
Estimated third party payer settlements						405,446	(78,942)	(91,773)	(97,520)	(102,143)	(106,786)	(112,524)	(104,105)	(109,480)	(115,142)	
Inventories						(10,974)	(235,156)	(262,306)	(279,108)	(283,025)	(310,268)	(324,422)	(332,902)	(352,632)	(373,544)	
Prepaid expenses and deposits						312,218	(78,942)	(91,773)	(97,520)	(102,143)	(106,786)	(112,524)	(104,105)	(109,480)	(115,142)	
Accounts payable and accrued expenses						1,392,877	511,220	514,161	537,136	520,754	581,008	603,274	622,035	649,080	677,422	
Increase/decrease in pension liability						-	-	-	-	-	-	-	-	-	-	-
Accrued payroll and related liabilities						(252,882)	640,255	605,017	604,701	498,376	472,330	520,782	543,624	581,348	612,907	
Net Cash Provided by Operating Activities						\$ 18,200,215	\$ 11,142,854	\$ 5,908,503	\$ 8,284,486	\$ 11,556,862	\$ 15,692,775	\$ 20,079,079	\$ 23,487,870	\$ 26,802,120	\$ 30,292,339	
Cash Flows From Investing Activities																
Change in Investments						\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Expenditures						(3,700,000)	(10,750,000)	(4,800,000)	(2,350,000)	(2,400,000)	(2,450,000)	(2,450,000)	(2,450,000)	(2,450,000)	(2,450,000)	(2,450,000)
Net Cash Used in Investing Activities						\$ (3,700,000)	\$ (10,750,000)	\$ (4,800,000)	\$ (2,350,000)	\$ (2,400,000)	\$ (2,450,000)	\$ (2,450,000)	\$ (2,450,000)	\$ (2,450,000)	\$ (2,450,000)	\$ (2,450,000)
Cash Flows From Financing Activities																
Debt Repayments						\$ (2,677,443)	\$ (2,839,092)	\$ (3,015,774)	\$ (3,192,490)	\$ (3,379,239)	\$ (3,581,024)	\$ (1,907,845)	\$ (2,039,702)	\$ (2,181,596)	\$ (2,328,527)	
JPA Loan Proceeds						2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	-	-	-	-	-	-
JPA Loan Repayments						-	-	-	-	-	(556,532)	(584,359)	(613,577)	(644,255)	(676,468)	
Net Cash Provided by Financing Activities						\$ (677,443)	\$ (839,092)	\$ (2,015,774)	\$ (2,192,490)	\$ (2,379,239)	\$ (4,137,556)	\$ (2,492,203)	\$ (2,653,278)	\$ (2,825,851)	\$ (3,004,996)	
Change in Cash & Cash Equivalents																
Beginning Cash						\$ 14,198,154	\$ 28,020,926	\$ 27,574,688	\$ 26,667,416	\$ 30,409,413	\$ 37,187,035	\$ 46,292,254	\$ 61,429,129	\$ 79,813,721	\$ 101,339,990	
Change In Cash						13,822,772	(446,238)	(907,272)	3,741,997	6,777,622	9,105,219	15,136,875	18,384,592	21,526,269	24,837,344	
Ending Cash and Cash Equivalents (unrestricted)						\$ 28,020,926	\$ 27,574,688	\$ 26,667,416	\$ 30,409,413	\$ 37,187,035	\$ 46,292,254	\$ 61,439,990	\$ 79,813,721	\$ 101,339,990	\$ 126,177,333	

Hazel Hawkins Memorial Hospital
Financial Statements - Hospital and Specialty Clinics

	Actual												Inputs								Forecasted							
	Inputs												Forecasted															
	2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10													
Discharges - Inpatient																												
Medicare	1,130	1,001	865	-	865	865	882	909	936	964	993	1,023	1,054	1,085	1,118													
Medi-Cal	738	684	591	-	591	591	603	621	640	659	679	699	720	742	764													
Commercial	443	434	375	-	375	375	386	406	426	447	467	486	501	516	531													
Self Pay/Other	10	11	10	-	10	10	10	10	10	10	10	10	10	10	10													
Total Discharges	2,321	2,130	1,841	-	1,841	1,841	1,881	1,945	2,011	2,080	2,149	2,218	2,284	2,352	2,422													
Occupancy	62.7%	69.3%	60.3%		60.3%	60.5%	61.9%	64.0%	66.1%	68.4%	70.6%	72.9%	75.1%	77.3%	79.6%													
Inpatient Discharge Growth by Payer:																												
Medicare	N/A	-11.4%	-13.6%		-13.6%	0.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%													
Medi-Cal	N/A	-7.3%	-13.0%		-13.0%	0.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%													
Commercial	N/A	-1.9%	-13.6%		-13.6%	0.0%	3.0%	5.0%	5.0%	5.0%	4.5%	4.0%	3.0%	3.0%	3.0%													
Self Pay/Other	N/A	8.0%	-13.6%		-13.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%													
Total																												
Inpatient Acute Net Revenue by Payer:																												
Medicare	16,566,695	13,738,459	14,027,717	-	14,027,717	14,378,410	15,032,637	15,870,696	16,755,488	17,689,606	18,675,802	19,716,978	20,816,199	21,976,702	23,201,903													
Medi-Cal	10,365,727	8,798,771	8,984,026	-	8,984,026	9,208,626	9,627,619	10,164,358	10,731,021	11,329,276	11,960,883	12,627,702	13,331,697	14,074,939	14,859,637													
Commercial	9,806,153	8,511,154	8,690,353	-	8,690,353	8,907,612	9,404,211	10,121,282	10,893,030	11,723,624	12,557,466	13,386,259	14,132,543	14,920,432	15,752,246													
Self Pay/Other	119,474	478,860	488,942	-	488,942	488,942	488,942	488,942	488,942	488,942	488,942	488,942	488,942	488,942	488,942													
Total	36,858,049	31,527,244	32,191,038	-	32,191,038	32,983,590	34,553,399	36,645,279	38,868,481	41,231,448	43,683,093	46,219,881	48,769,381	51,461,015	54,302,708													
Inpatient Acute Net Revenue per Discharge by Payer:																												
Medicare	14,655	13,725	16,214		16,214	16,619	17,034	17,460	17,897	18,344	18,803	19,273	19,755	20,249	20,755													
Medi-Cal	14,048	12,864	15,186		15,186	15,576	15,966	16,365	16,774	17,193	17,623	18,064	18,515	18,978	19,453													
Commercial	23,159	19,611	23,167		23,167	23,746	24,340	24,949	25,572	26,212	26,867	27,539	28,227	28,933	29,656													
Self Pay/Other	11,732	43,533	51,427		51,427	51,427	51,427	51,427	51,427	51,427	51,427	51,427	51,427	51,427	51,427													
Inpatient Acute Net Revenue per Discharge by Payer Growth																												
Medicare	N/A	-6%	18%		18%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%													
Medi-Cal	N/A	-8%	18%		18%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%													
Commercial	N/A	-11%	18%		18%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%													
Self Pay/Other	N/A	271%	18%		18%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%													
Total Inpatient Acute Net Patient Revenue	36,858,049	31,527,244	32,191,038	-	32,191,038	32,983,590	34,553,399	36,645,279	38,868,481	41,231,448	43,683,093	46,219,881	48,769,381	51,461,015	54,302,708													
Baseline CMI						1.19	1.19	1.19	1.19	1.19	1.19	1.19	1.19	1.19	1.19													
Pro Forma CMI						1.20	1.20	1.20	1.24	1.28	1.28	1.30	1.30	1.30	1.30													
CMI Adj. Factor						1.01	1.01	1.03	1.04	1.06	1.08	1.09	1.09	1.09	1.09													
Net Inpatient Revenue (CMI Adjusted)	36,858,049	31,527,244	32,191,038	-	32,191,038	33,260,763	34,843,764	37,569,110	40,501,611	43,656,827	46,986,856	50,492,307	53,277,475	56,217,916	59,322,286													
Outpatient visits (less rural)		111,019	94,450		111,019	111,019	113,239	117,203	121,305	125,551	129,945	134,493	138,528	142,683	146,964													
Outpatient visits growth rate						0.0%	2.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%													
Outpatient revenue per visit		649	779		663	679	696	714	732	750	769	788	807	828	848													
Outpatient revenue per visit growth						2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%													
Outpatient Revenue (before rural adjustment)																												
Rural adjustment	76,617,424	78,315,085	79,963,978	-	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978	79,963,978													
Adjusted outpatient revenue	68,766,538	72,058,432	73,575,594	-	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594	73,575,594													
Net Patient Service Revenue	105,624,587	103,585,676	105,766,631	-	105,766,631	105,766,631	108,675,747	113,690,130	121,215,248	129,239,707	137,796,855	146,857,659	156,442,745	165,134,649	174,311,128	183,999,195												
Check	-	-	-		-	-	-	-	-	-	-	-	-	-	-													
Other Revenue Inputs																												
Total Other Revenue	\$ 10,310,105	\$ 15,924,011	\$ 11,157,184	-	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184	\$ 11,157,184													
Growth Rate	N/A	54.5%	(29.9%)		2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%													
Total Net Revenue	\$ 115,934,692	\$ 119,509,687	\$ 116,923,815	-	\$ 116,923,815	\$ 120,111,860	\$ 125,412,146	\$ 133,230,315	\$ 141,555,151	\$ 150,420,185	\$ 159,796,572	\$ 169,705,130	\$ 178,728,595	\$ 188,244,922	\$ 198,281,334													
Growth	3.1%	-2.2%	-2.2%		4.4%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	6.2%	5.3%	5.3%	5.3%													
Additional Inputs																												
Discharges	2,321	2,130	1,841	-	1,841	1,841	1,881	1,945	2,011	2,080	2,149	2,218	2,284	2,352	2,422													
ALOS	2.99	3.25	2.97	-	2.99	3.00	3.00	3.00	3.10	3.20	3.30	3.40	3.50	3.50	3.50													
Patient Days (excl. Nursery)	7,544	6,322	5,499	-	5,499	5,523	5,644	5,836	6,034	6,240	6,447	6,653	6,852	7,057	7,267													
Adj. Factor	3.17	3.78	4.64	-	4.64	4.64	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50													
Adj. Patient Days	25,509	23,914	25,509	-	25,509	24,854	25,399	26,261	27,155	28,080	29,010	29,939	30,833	31,755	32,703													
Salary Expense Inputs																												
Hospital Salaries	\$ 42,148,467	\$ 41,794,461	\$ 40,646,612	-	\$ 40,646,612	\$ 40,592,636	\$ 42,105,251	\$ 44,187,987	\$ 46,376,828	\$ 48,677,354	\$ 51,042,326	\$ 53,468,011	\$ 55,891,152	\$ 58,424,320	\$ 61,072,515													

Hazel Hawkins Memorial Hospital
Financial Statements - Hospital and Specialty Clinics

		Statements of Revenues, Expenses, and Changes in Net Position																												
		Actual					Forecasted																							
		2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10														
Operating Revenues																														
Net patient service revenue	\$	105,624,587	\$	103,585,676	\$	105,766,631	\$	108,675,747	\$	113,690,130	\$	121,215,248	\$	129,239,707	\$	137,796,855	\$	146,857,659	\$	156,442,745	\$	165,134,649	\$	174,311,128	\$	183,999,195				
Other operating revenue		10,310,105		15,924,011		11,157,184		11,436,114		12,015,067		12,623,330		13,235,444		13,850,041		14,472,615		15,097,615		15,725,386		16,357,319		16,990,667				
Total Operating Revenue	\$	115,934,692	\$	119,509,687	\$	116,923,815	\$	120,111,860	\$	125,412,146	\$	133,230,315	\$	141,555,151	\$	150,420,185	\$	159,796,572	\$	169,705,130	\$	178,728,595	\$	188,244,922	\$	198,281,334				
Revenue Growth			3.1%	(2.2%)		(2.2%)	0.5%	4.4%	6.2%	6.2%	6.3%	6.2%	5.3%	5.3%	5.3%															
Operating Expenses																														
Salaries and wages	\$	42,148,467	\$	41,794,461	\$	40,646,612	\$	40,592,636	\$	42,105,251	\$	44,187,987	\$	46,376,828	\$	48,677,354	\$	51,042,326	\$	53,468,011	\$	55,891,152	\$	58,424,320	\$	61,072,515				
Employee benefits		21,806,096		24,178,855		19,570,063	6,791,622	26,361,685	26,326,678	27,307,696	28,658,472	30,078,062	31,570,086	33,103,908	34,677,105	36,248,652	37,891,559	39,609,067												
Registy		5,326,431		3,903,612		2,656,870		2,736,576		2,818,673		2,903,234		2,990,331		3,080,041		3,172,442		3,267,615		3,365,643		3,466,613		3,570,611				
Professional fees		13,393,065		16,908,147		16,844,740		17,350,082		17,870,585		18,406,702		18,958,903		19,527,670		20,113,500		20,716,905		21,338,413		21,978,565		22,637,922				
Supplies		12,418,725		12,709,732		11,246,274		11,286,126		11,879,690		12,651,565		13,474,487		14,351,898		15,271,582		16,233,747		17,220,232		18,266,729		19,376,892				
Purchased services and repairs		11,613,048		13,142,141		12,017,040		12,377,551		12,748,877		13,131,344		13,525,284		13,931,043		14,348,974		14,779,443		15,222,826		15,679,511		16,149,896				
Building and equipment rent		1,336,300		1,398,134		1,251,446		1,288,990		1,327,659		1,367,489		1,408,514		1,450,769		1,494,292		1,539,121		1,585,295		1,632,853		1,681,839				
Depreciation and amortization		3,268,542		3,424,172		3,421,431		3,600,359		4,487,841		4,783,449		4,836,777		4,897,438		4,965,066		5,039,313		4,769,847		3,886,355		3,448,537				
Other operating expenses		3,644,066		4,402,038		4,383,862		4,804,474		4,996,053		5,195,520		5,404,380		5,620,556		5,845,378		6,079,193		6,322,361		6,575,255		6,838,265				
Total Operating Expenses	\$	114,954,740	\$	121,861,291	\$	112,038,337	\$	118,829,959	\$	120,363,472	\$	125,542,926	\$	131,286,761	\$	137,053,567	\$	143,106,854	\$	149,357,468	\$	155,800,453	\$	161,964,421	\$	167,721,760	\$	174,385,544		
Operating Income	\$	979,952	\$	(2,351,604)	\$	4,885,478	\$	(6,791,622)	\$	(1,906,144)	\$	(251,612)	\$	(130,780)	\$	1,943,553	\$	4,501,584	\$	7,313,330	\$	10,439,104	\$	13,904,677	\$	16,764,174	\$	20,523,161	\$	23,895,790
Operating Margin		0.8%	-2.0%	4.2%		-1.6%	-0.2%	-0.1%	1.5%	3.2%	4.9%	6.5%	8.2%	9.4%	10.9%	12.1%														
Nonoperating Revenues (Expenses)																														
District tax revenues	\$	3,233,235	\$	3,113,336	\$	3,249,944	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000	\$	3,200,000				
Investment income, net of unrealized gains and losses		(29,082)		923		(5,296)		-		(5,296)		-		-		-		-		-		-		-		-				
Interest expense		(145,721)		(299,601)		(688,832)		(688,832)		(1,367,745)		(1,365,100)		(1,366,373)		(1,241,075)		(1,119,024)		(1,039,865)		(875,478)		(777,103)		(672,390)		(561,006)		
Grants, contributions and other gains and losses		164,302		665,411		507,239		507,239		500,000		500,000		500,000		500,000		500,000		500,000		500,000		500,000		500,000				
Contribution from JPA Partners		-		-		-		5,000,000		-		-		-		-		-		-		-		-		-				
Employee retention tax credit		-		-		-		-		7,000,000		-		-		-		-		-		-		-		-				
Other non-operating revenues		(261,598)		(676,307)		(576,112)		(576,112)		(500,000)		(500,000)		(500,000)		(500,000)		(500,000)		(500,000)		(500,000)		(500,000)		(500,000)				
Total Non-Operating Revenues	\$	2,961,136	\$	2,803,762	\$	2,486,943	\$	6,832,255	\$	8,834,900	\$	1,893,627	\$	1,958,925	\$	2,080,976	\$	2,160,135	\$	2,324,522	\$	2,422,897	\$	2,527,610	\$	2,638,994				
Excess Revenues over Expenses	\$	3,941,088	\$	452,158	\$	7,372,421	\$	(6,791,622)	\$	580,799	\$	6,580,643	\$	8,704,120	\$	3,837,180	\$	6,460,510	\$	9,394,306	\$	12,599,239	\$	16,229,199	\$	19,187,071	\$	23,050,772	\$	26,534,784
Operating EBIDA	\$	4,248,494	\$	1,072,568	\$	8,306,909	\$	(6,791,622)	\$	1,515,287	\$	3,348,748	\$	4,357,062	\$	6,727,003	\$	9,338,361	\$	12,210,768	\$	15,404,170	\$	18,943,990	\$	21,534,021	\$	24,329,516	\$	27,344,327
Operating EBIDA %		3.7%	0.9%	7.1%		1.3%	2.8%	3.5%	5.0%	6.6%	8.1%	9.6%	11.2%	12.0%	12.9%	13.8%														
EBIDA	\$	7,355,351	\$	4,175,931	\$	11,482,684	\$	(6,791,622)	\$	4,691,062	\$	11,548,748	\$	14,557,062	\$	9,927,003	\$	12,538,361	\$	15,410,768	\$	18,604,170	\$	22,143,990	\$	24,734,021	\$	27,529,516	\$	30,544,327
EBIDA %		6.3%	3.5%	9.8%		4.0%	9.6%	11.6%	7.5%	8.9%	10.2%	11.6%	13.0%	13.8%	14.6%	15.4%														

Hazel Hawkins Memorial Hospital
Financial Statements - SNF

	Actual				Inputs										Forecasted				
	2022	2023	Feb 2024 TTM	Pro Forma Adjs.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10				
Discharges	186	258	221	-	221	232	244	244	244	244	244	244	244	244	244	244	244	244	244
Discharges Growth	22.4%	38.7%	(14.3%)	-	(14.3%)	5.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ALOS	161.53	127.48	153.51	-	153.51	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00
Patient Days	30,044	32,890	33,926	-	33,926	34,808	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548
Adj. Factor	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Patient Days	30,044	32,890	33,926	-	33,926	34,808	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548	36,548
SNF Revenue per Adj. Patient Day	\$ 714.71	\$ 788.20	\$ 790.99	\$	\$ 790.99	\$ 810.77	\$ 831.03	\$ 851.81	\$ 873.11	\$ 894.93	\$ 917.31	\$ 940.24	\$ 963.75	\$ 987.84	\$ 1,012.53				
SNF Revenue Per Adj. Patient Day Growth	N/A	10.3%	0.4%	-	0.4%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
SNF Net Patient Revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001				
	N/A	20.7%	3.5%	-	3.5%	5.2%	7.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Total Net Patient Revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001				
Growth	N/A	20.7%	3.5%	-	3.5%	5.2%	7.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Provision for uncollectible accounts	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Provision for uncollectible accounts as % of Gross Patient Revenue						0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Patient Revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001				
Other Revenue Inputs																			
Total Other Revenue	\$ -	\$ -	\$ -	\$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Growth Rate	N/A	N/A		-		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Net Revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001				
Growth	N/A	20.7%	3.5%	-	3.5%	5.2%	7.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Salary Expense Inputs																			
SNF Salaries	\$ 10,643,501	\$ 10,868,537	\$ 11,176,950	\$	\$ 11,176,950	\$ 11,754,045	\$ 12,526,873	\$ 12,714,777	\$ 12,905,498	\$ 13,099,081	\$ 13,295,567	\$ 13,495,000	\$ 13,697,425	\$ 13,902,887	\$ 14,111,430				
SNF Salaries per Adj. Patient Day	\$ 354.26	\$ 329.45	\$ 329.45	\$	\$ 329.45	\$ 337.69	\$ 342.75	\$ 347.89	\$ 353.11	\$ 358.41	\$ 363.78	\$ 369.24	\$ 374.78	\$ 380.40	\$ 386.11				
SNF Salaries Growth	N/A	(6.7%)	(0.3%)	-	(0.3%)	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Correlation Factor				-		0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Total Salaries	\$ 10,643,501	\$ 10,868,537	\$ 11,176,950	\$	\$ 11,176,950	\$ 11,754,045	\$ 12,526,873	\$ 12,714,777	\$ 12,905,498	\$ 13,099,081	\$ 13,295,567	\$ 13,495,000	\$ 13,697,425	\$ 13,902,887	\$ 14,111,430				
Benefits Expense Inputs																			
SNF Benefits Expense	\$ 6,905,071	\$ 7,317,610	\$ 6,435,180	\$	\$ 6,435,180	\$ 7,405,048	\$ 7,891,930	\$ 8,010,309	\$ 8,130,464	\$ 8,252,421	\$ 8,376,207	\$ 8,501,850	\$ 8,629,378	\$ 8,758,819	\$ 8,890,201				
SNF Benefits as a % of Salaries	64.9%	67.3%	57.6%	-	57.6%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%
Total Benefits	\$ 6,905,071	\$ 7,317,610	\$ 6,435,180	\$	\$ 6,435,180	\$ 7,405,048	\$ 7,891,930	\$ 8,010,309	\$ 8,130,464	\$ 8,252,421	\$ 8,376,207	\$ 8,501,850	\$ 8,629,378	\$ 8,758,819	\$ 8,890,201				
Professional Fees Inputs																			
SNF Professional Fees	\$ 24,898	\$ 27,306	\$ 26,796	\$	\$ 26,796	\$ 28,317	\$ 30,625	\$ 31,544	\$ 32,490	\$ 33,465	\$ 34,469	\$ 35,503	\$ 36,568	\$ 37,665	\$ 38,795				
SNF Professional Fees per Adj. Patient Day	\$ 0.83	\$ 0.83	\$ 0.79	\$	\$ 0.79	\$ 0.81	\$ 0.84	\$ 0.86	\$ 0.89	\$ 0.92	\$ 0.94	\$ 0.97	\$ 1.00	\$ 1.03	\$ 1.06				
SNF Professional Fees Growth	N/A	0.2%	(4.9%)	-	(4.9%)	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Professional Fees	\$ 24,898	\$ 27,306	\$ 26,796	\$	\$ 26,796	\$ 28,317	\$ 30,625	\$ 31,544	\$ 32,490	\$ 33,465	\$ 34,469	\$ 35,503	\$ 36,568	\$ 37,665	\$ 38,795				
Supplies Expense Inputs																			
SNF Supplies	\$ 1,062,525	\$ 1,035,316	\$ 1,118,877	\$	\$ 1,118,877	\$ 1,182,387	\$ 1,278,752	\$ 1,317,114	\$ 1,356,628	\$ 1,397,327	\$ 1,439,246	\$ 1,482,424	\$ 1,526,897	\$ 1,572,703	\$ 1,619,885				
SNF Supplies per Adjusted Patient Day	\$ 35.37	\$ 31.48	\$ 32.98	\$	\$ 32.98	\$ 33.97	\$ 34.99	\$ 36.04	\$ 37.12	\$ 38.23	\$ 39.38	\$ 40.56	\$ 41.78	\$ 43.03	\$ 44.32				
SNF Supplies Growth	N/A	(11.0%)	4.8%	-	4.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Total Supplies Fees	\$ 1,062,525	\$ 1,035,316	\$ 1,118,877	\$	\$ 1,118,877	\$ 1,182,387	\$ 1,278,752	\$ 1,317,114	\$ 1,356,628	\$ 1,397,327	\$ 1,439,246	\$ 1,482,424	\$ 1,526,897	\$ 1,572,703	\$ 1,619,885				
Other Operating Expense Inputs																			
Registry Expense Growth	N/A	154.9%	14.1%	-	190.8%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Purchased Services and Repairs Expense Growth	N/A	24.9%	(10.8%)	-	11.4%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Building and Equipment Rent Expense Growth	N/A	(20.7%)	13.2%	-	(10.2%)	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other Operating Expense Growth	N/A	24.9%	(9.2%)	-	13.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Non-Operating Income/(Expense) Drivers																			
District tax revenues	341,449	352,644	364,404	-	364,404	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Investment income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, contributions and other gains and losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other non-operating revenues	(110,151)	(95,892)	(87,453)	-	(87,453)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)

Hazel Hawkins Memorial Hospital
Financial Statements - SNF

	Statements of Revenues, Expenses, and Changes in Net Position														
	Actual					Forecasted									
	2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenues															
Net patient service revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$ -	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001
Other operating revenue															
Total Operating Revenue	\$ 21,472,625	\$ 25,923,845	\$ 26,835,150	\$ -	\$ 26,835,150	\$ 28,220,718	\$ 30,372,548	\$ 31,131,862	\$ 31,910,159	\$ 32,707,913	\$ 33,525,610	\$ 34,363,751	\$ 35,222,844	\$ 36,103,415	\$ 37,006,001
Revenue Growth	N/A	20.7%	3.5%	-	3.5%	8.9%	7.6%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Operating Expenses															
Salaries and wages	\$ 10,643,501	\$ 10,868,537	\$ 11,176,950	\$ -	\$ 11,176,950	\$ 11,754,045	\$ 12,526,873	\$ 12,714,777	\$ 12,905,498	\$ 13,099,081	\$ 13,295,567	\$ 13,495,000	\$ 13,697,425	\$ 13,902,887	\$ 14,111,430
Employee benefits	6,905,071	7,317,610	6,435,180	-	6,435,180	7,405,048	7,891,930	8,010,309	8,130,464	8,252,421	8,376,207	8,501,850	8,629,378	8,758,819	8,890,201
Registry	121,508	309,757	353,356	-	353,356	363,957	374,875	386,122	397,705	409,636	421,926	434,583	447,621	461,049	474,881
Professional fees	24,898	27,306	26,796	-	26,796	28,317	30,625	31,544	32,490	33,465	34,469	35,503	36,568	37,665	38,795
Supplies	1,062,525	1,035,316	1,118,877	-	1,118,877	1,182,387	1,278,752	1,317,114	1,356,628	1,397,327	1,439,246	1,482,424	1,526,897	1,572,703	1,619,885
Purchased services and repairs	915,886	1,143,775	1,020,718	-	1,020,718	1,051,340	1,082,880	1,115,366	1,148,827	1,183,292	1,218,791	1,255,354	1,293,015	1,331,805	1,371,760
Building and equipment rent	14,210	11,265	12,756	-	12,756	13,139	13,533	13,939	14,357	14,788	15,231	15,688	16,159	16,644	17,143
Depreciation and amortization	480,554	473,260	473,279	-	473,279	480,000	485,000	495,000	510,000	530,000	555,000	580,000	585,000	585,000	580,000
Other operating expenses	496,934	620,868	563,925	-	563,925	580,843	598,268	616,216	634,703	653,744	673,356	693,557	714,363	735,794	757,868
Total Operating Expenses	\$ 20,665,087	\$ 21,807,694	\$ 21,181,837	\$ -	\$ 21,181,837	\$ 22,859,075	\$ 24,282,736	\$ 24,700,386	\$ 25,130,672	\$ 25,573,752	\$ 26,029,792	\$ 26,493,960	\$ 26,946,426	\$ 27,402,366	\$ 27,861,962
Operating Income	\$ 807,538	\$ 4,116,151	\$ 5,653,313	\$ -	\$ 5,653,313	\$ 5,361,643	\$ 6,089,812	\$ 6,431,476	\$ 6,779,487	\$ 7,134,160	\$ 7,495,818	\$ 7,869,791	\$ 8,276,419	\$ 8,701,049	\$ 9,144,039
Operating Margin	3.8%	15.9%	21.1%	-	21.1%	19.0%	20.1%	20.7%	21.2%	21.8%	22.4%	22.9%	23.5%	24.1%	24.7%
Nonoperating Revenues (Expenses)															
District tax revenues	\$ 341,449	\$ 352,644	\$ 364,404	\$ -	\$ 364,404	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Investment income, net of unrealized gains and losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, contributions and other gains and losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other non-operating revenues	(110,151)	(95,892)	(87,453)	-	(87,453)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Total Non-Operating Revenues	\$ 231,298	\$ 256,752	\$ 276,951	\$ -	\$ 276,951	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000
Excess Revenues over Expenses	\$ 1,038,836	\$ 4,372,903	\$ 5,930,264	\$ -	\$ 5,930,264	\$ 5,621,643	\$ 6,349,812	\$ 6,691,476	\$ 7,039,487	\$ 7,394,160	\$ 7,755,818	\$ 8,129,791	\$ 8,536,419	\$ 8,961,049	\$ 9,404,039
Operating EBIDA	\$ 1,288,092	\$ 4,589,411	\$ 6,126,592	\$ -	\$ 6,126,592	\$ 5,841,643	\$ 6,574,812	\$ 6,926,476	\$ 7,289,487	\$ 7,664,160	\$ 8,050,818	\$ 8,449,791	\$ 8,861,419	\$ 9,286,049	\$ 9,724,039
Operating EBIDA %	6.0%	17.7%	22.8%	-	22.8%	20.7%	21.6%	22.2%	22.8%	23.4%	24.0%	24.6%	25.2%	25.7%	26.3%
EBIDA	\$ 1,519,390	\$ 4,846,163	\$ 6,403,543	\$ -	\$ 6,403,543	\$ 6,101,643	\$ 6,834,812	\$ 7,186,476	\$ 7,549,487	\$ 7,924,160	\$ 8,310,818	\$ 8,709,791	\$ 9,121,419	\$ 9,546,049	\$ 9,984,039
EBIDA %	7.1%	18.7%	23.9%	-	23.9%	21.6%	22.5%	23.1%	23.7%	24.2%	24.8%	25.3%	25.9%	26.4%	27.0%

Hazel Hawkins Memorial Hospital
Financial Statements - Rural Clinics

	Actual					Inputs														Forecasted																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
	2021	2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												

Hazel Hawkins Memorial Hospital
Financial Statements - Rural Clinics

	Statements of Revenues, Expenses and Changes in Net Position																
	Actual		Forecasted														
	2021	2022	2023	Feb 2024 TTM	Pro Forma Adj.	Feb 2024 TTM Pro Forma	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Operating Revenues																	
Net patient service revenue	\$ 8,631,392	\$ 9,297,881	\$ 8,584,492	\$ 8,584,492	\$ -	\$ 8,584,492	\$ 8,942,048	\$ 9,384,172	\$ 9,983,941	\$ 10,632,847	\$ 11,184,369	\$ 11,668,878	\$ 12,174,614	\$ 12,702,517	\$ 13,253,573	\$ 13,828,807	
Other operating revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Revenue	\$ 8,631,392	\$ 9,297,881	\$ 8,584,492	\$ 8,584,492	\$ -	\$ 8,584,492	\$ 8,942,048	\$ 9,384,172	\$ 9,983,941	\$ 10,632,847	\$ 11,184,369	\$ 11,668,878	\$ 12,174,614	\$ 12,702,517	\$ 13,253,573	\$ 13,828,807	
Revenue Growth		7.7%	(7.7%)	0.0%		0.0%	4.2%	4.9%	6.4%	6.5%	5.2%	4.3%	4.3%	4.3%	4.3%	4.3%	
Operating Expenses																	
Salaries and wages	\$ 3,822,037	\$ 3,980,358	\$ 4,118,000	\$ 4,118,000	\$ -	\$ 4,118,000	\$ 4,323,900	\$ 4,453,617	\$ 4,587,225	\$ 4,724,942	\$ 4,866,587	\$ 5,012,585	\$ 5,162,963	\$ 5,317,851	\$ 5,477,387	\$ 5,641,709	
Employee benefits	2,457,930	2,680,342	2,920,298	2,920,298	-	2,920,298	3,026,730	3,117,532	3,211,058	3,307,389	3,406,611	3,508,809	3,614,074	3,722,496	3,834,171	3,949,196	
Registry	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Professional fees	3,972,246	3,921,158	3,288,662	3,288,662	-	3,288,662	3,455,068	3,629,895	3,813,568	4,006,534	4,209,265	4,422,253	4,646,019	4,881,108	5,128,092	5,387,574	
Supplies	364,721	463,174	399,258	399,258	-	399,258	419,461	440,685	462,984	486,411	511,023	536,881	564,047	592,588	622,573	654,075	
Purchased services and repairs	236,163	190,728	206,787	206,787	-	206,787	212,991	219,381	225,962	232,741	239,723	246,915	254,322	261,952	269,811	277,905	
Building and equipment rent	341,063	357,364	352,762	352,762	-	352,762	363,345	374,245	385,472	397,037	408,948	421,216	433,853	446,868	460,274	474,082	
Depreciation and amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other operating expenses	62,765	49,144	81,801	81,801	-	81,801	89,420	93,842	99,839	106,328	111,844	116,689	121,746	127,025	132,536	138,288	
Total Operating Expenses	\$ 11,256,926	\$ 11,642,268	\$ 11,367,569	\$ 11,367,569	\$ -	\$ 11,367,569	\$ 11,890,915	\$ 12,329,196	\$ 12,786,108	\$ 13,261,283	\$ 13,754,001	\$ 14,265,349	\$ 14,797,024	\$ 15,349,889	\$ 15,924,843	\$ 16,522,829	
Operating Income	\$ (2,625,534)	\$ (2,344,387)	\$ (2,783,077)	\$ (2,783,077)	\$ -	\$ (2,783,077)	\$ (2,948,867)	\$ (2,945,024)	\$ (2,802,168)	\$ (2,628,435)	\$ (2,569,632)	\$ (2,596,471)	\$ (2,622,410)	\$ (2,647,371)	\$ (2,671,271)	\$ (2,694,022)	
Operating Margin	-30.4%	-25.2%	-32.4%	-32.4%		-32.4%	-33.0%	-31.4%	-28.1%	-24.7%	-23.0%	-22.3%	-21.5%	-20.8%	-20.2%	-19.5%	
Nonoperating Revenues (Expenses)																	
District tax revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Investment income, net of unrealized gains and losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Interest expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grants, contributions and other gains and losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other non-operating revenues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Excess Revenues over Expenses	\$ (2,625,534)	\$ (2,344,387)	\$ (2,783,077)	\$ (2,783,077)	\$ -	\$ (2,783,077)	\$ (2,948,867)	\$ (2,945,024)	\$ (2,802,168)	\$ (2,628,435)	\$ (2,569,632)	\$ (2,596,471)	\$ (2,622,410)	\$ (2,647,371)	\$ (2,671,271)	\$ (2,694,022)	
Operating EBIDA	\$ (2,625,534)	\$ (2,344,387)	\$ (2,783,077)	\$ (2,783,077)	\$ -	\$ (2,783,077)	\$ (2,948,867)	\$ (2,945,024)	\$ (2,802,168)	\$ (2,628,435)	\$ (2,569,632)	\$ (2,596,471)	\$ (2,622,410)	\$ (2,647,371)	\$ (2,671,271)	\$ (2,694,022)	
Operating EBIDA %	(30.4%)	(25.2%)	(32.4%)	(32.4%)		(32.4%)	(33.0%)	(31.4%)	(28.1%)	(24.7%)	(23.0%)	(22.3%)	(21.5%)	(20.8%)	(20.2%)	(19.5%)	
EBIDA	\$ (2,625,534)	\$ (2,344,387)	\$ (2,783,077)	\$ (2,783,077)	\$ -	\$ (2,783,077)	\$ (2,948,867)	\$ (2,945,024)	\$ (2,802,168)	\$ (2,628,435)	\$ (2,569,632)	\$ (2,596,471)	\$ (2,622,410)	\$ (2,647,371)	\$ (2,671,271)	\$ (2,694,022)	
EBIDA %	(30.4%)	(25.2%)	(32.4%)	(32.4%)		(32.4%)	(33.0%)	(31.4%)	(28.1%)	(24.7%)	(23.0%)	(22.3%)	(21.5%)	(20.8%)	(20.2%)	(19.5%)	

Hazel Hawkins Memorial Hospital
Medical Group Development Costs

Physician Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Subsidy Cost - In the Community	966,046	1,648,876	2,063,412	2,390,500	2,138,352	1,578,961	1,247,703	1,081,225	1,027,336	1,027,336
Total Subsidy Cost	1,975,725	2,254,683	2,669,219	2,996,307	2,744,159	2,184,768	1,853,510	1,687,032	1,633,143	1,633,143
EMR One-Time Cost	180,000	60,000	40,000	40,000	20,000	-	-	-	-	-
Additional Overhead	1,575,000	2,100,000	2,450,000	2,800,000	2,975,000	2,975,000	2,975,000	2,975,000	2,975,000	2,975,000
Total Acquisition Cost	3,730,725	4,414,683	5,159,219	5,836,307	5,739,159	5,159,768	4,828,510	4,662,032	4,608,143	4,608,143
Physician FTEs by Year	9.0	12.0	14.0	16.0	17.0	17.0	17.0	17.0	17.0	17.0
10 Year Total	48,746,688									
Per FTE	2,867,452									
Per FTE - Annually	286,745									
5 Year Total	24,880,092									
Per FTE	1,463,535									
Per FTE - Annually	292,707									

NP/APP Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Subsidy Cost - In the Community	157,178	251,932	285,051	279,507	289,999	263,740	251,093	251,093	251,093	251,093
Total Subsidy Cost	266,076	333,606	339,500	333,956	344,448	318,189	305,543	305,543	305,543	305,543
EMR One-Time Cost	100,000	50,000	40,000	20,000	20,000	-	-	-	-	-
Additional Overhead - APPs	500,000	750,000	950,000	1,050,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Total Acquisition Cost	866,076	1,133,606	1,329,500	1,403,956	1,514,448	1,468,189	1,455,543	1,455,543	1,455,543	1,455,543
NP/APP FTEs by Year	5.0	7.5	9.5	10.5	11.5	11.5	11.5	11.5	11.5	11.5
10 Year Total	13,537,945									
Per FTE	1,177,213									
Per FTE - Annually	117,721									
5 Year Total	6,247,586									
Per FTE	543,268									
Per FTE - Annually	108,654									

All Providers Summary										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Subsidy Cost - In the Community	1,123,224	1,900,808	2,348,463	2,670,007	2,428,350	1,842,701	1,498,796	1,332,318	1,278,429	1,278,429
Total Subsidy Cost	2,241,801	2,588,288	3,008,719	3,330,263	3,088,606	2,502,957	2,159,053	1,992,575	1,938,686	1,938,686
EMR One-Time Cost	280,000	110,000	80,000	60,000	40,000	-	-	-	-	-
Additional Overhead	2,075,000	2,850,000	3,400,000	3,850,000	4,125,000	4,125,000	4,125,000	4,125,000	4,125,000	4,125,000
Total Acquisition Cost	4,596,801	5,548,288	6,488,719	7,240,263	7,253,606	6,627,957	6,284,053	6,117,575	6,063,686	6,063,686
Provider FTEs by Year	14.0	19.5	23.5	26.5	28.5	28.5	28.5	28.5	28.5	28.5
10 Year Total	62,284,633									
Per FTE	2,185,426									
Per FTE - Annually	218,543									
5 Year Total	31,127,677									
Per FTE	1,092,199									
Per FTE - Annually	218,440									