

**COOPERATIVE HEALTHCARE SERVICES, INC.  
STATEMENT OF REVENUES AND EXPENSES**

	2015	2016	PROJECTED 2017	%	Budget 2018	%	Forecast 2019	%	Forecast 2020	%
<b>GROSS PATIENT REVENUE</b>										
Total Inpatient Revenue	-	-	-							
Total Outpatient Revenue	121,203,000	125,468,000	126,283,000	0.6	129,324,000	2.4	131,910,000	2.0	134,548,000	2.0
Total Patient Revenue	121,203,000	125,468,000	126,283,000	0.6	129,324,000	2.4	131,910,000	2.0	134,548,000	2.0
<b>REVENUE DEDUCTIONS</b>										
Medicare & Medicaid	43,583,000	43,575,000	43,810,000	0.5	46,262,000	5.6	47,187,000	2.0	48,131,000	2.0
Charity Care	1,277,000	924,000	925,000	0.1	949,000	2.6	968,000	2.0	987,000	2.0
Other Revenue Deductions	24,978,000	25,674,000	27,490,000	7.1	25,464,000	(7.4)	25,973,000	2.0	26,492,000	2.0
Bad Debt Expense	6,046,000	6,342,000	4,697,000	(25.9)	4,949,000	5.4	5,048,000	2.0	5,149,000	2.0
Total Revenue Deductions	75,884,000	76,515,000	76,922,000	0.5	77,624,000	0.9	79,176,000	2.0	80,759,000	2.0
<b>NET OPERATING REVENUE</b>	45,319,000	48,953,000	49,361,000	0.8	51,700,000	4.7	52,734,000	2.0	53,789,000	2.0
Other Operating Revenue	4,496,000	4,967,000	5,303,000	6.8	6,469,000	22.0	6,819,000	5.4	6,819,000	0.0
<b>TOTAL OPERATING REVENUE</b>	49,815,000	53,920,000	54,664,000	1.4	58,169,000	6.4	59,553,000	2.4	60,608,000	1.8
<b>EXPENSES</b>										
Wages	51,552,000	55,802,000	57,227,000	2.6	59,204,000	3.5	60,738,000	2.6	62,303,000	2.6
Benefits	9,654,000	10,519,000	9,718,000	-7.6	9,783,000	0.7	9,979,000	2.0	10,179,000	2.0
Contract Personnel	2,141,000	2,237,000	2,180,000	-2.5	2,295,000	5.3	2,318,000	1.0	2,341,000	1.0
Supplies	1,445,000	1,459,000	1,205,000	-17.4	1,116,000	(7.4)	1,138,000	2.0	1,161,000	2.0
Drugs and IV's	1,836,000	2,175,000	2,758,000	26.8	2,707,000	(1.8)	2,761,000	2.0	2,816,000	2.0
Physician Fees	622,000	951,000	1,109,000	16.6	1,814,000	63.6	1,850,000	2.0	1,887,000	2.0
Professional Fees	420,000	429,000	286,000	-33.3	301,000	5.2	307,000	2.0	313,000	2.0
Insurance	104,000	544,000	485,000	-10.8	508,000	4.7	524,000	3.1	540,000	3.1
Utilities	496,000	462,000	281,000	-39.2	286,000	1.8	292,000	2.1	298,000	2.1
Outside Services	3,121,000	2,807,000	2,767,000	(1.4)	3,074,000	11.1	3,135,000	2.0	3,198,000	2.0
Depreciation	638,000	591,000	577,000	-2.4	603,000	4.5	627,000	4.0	652,000	4.0
Provider Tax Expense	-	-	1,000	100.0	9,000	800.0	9,000	0.0	9,000	0.0
Other Expense	4,583,000	5,210,000	4,901,000	-5.9	5,292,000	8.0	5,398,000	2.0	5,452,000	1.0
Interest Expense	60,000	38,000	46,000	21.1	42,000	(8.7)	43,000	2.4	44,000	2.3
Total Expense	76,672,000	83,224,000	83,541,000	0.4	87,034,000	4.2	89,119,000	2.4	91,193,000	2.3
<b>EXCESS REVENUE OVER EXPENSE</b>										
<b>FROM OPERATIONS</b>	(26,857,000)	(29,304,000)	(28,877,000)	-1.5	(28,865,000)	(0.0)	(29,566,000)	2.4	(30,585,000)	3.4
<i>Operating Margin</i>	-59.1%	-59.8%	-58.4%		-55.8%		-56.0%		-56.8%	
<b>NON-OPERATING REVENUE (Expenses)</b>										
Investment Income	5,000	4,000	24,000	380.0	20,000		20,000		20,000	
Realized Gain (Loss) From Investments	-	-	-		-		-		-	
Unrealized Gain (Loss) From Investments	-	-	-		-		-		-	
Impairment Loss on Goodwill	-	-	-		-		-		-	
Equity Transfer	-	52,384,000	-		-		-		-	
Investment in Affiliates	(3,000)	-	-		-		-		-	
Other Revenue (Minority Interest)	(110,000)	(89,000)	(148,000)	34.5	(105,000)		(107,000)		(109,000)	
<b>TOTAL NON-OPERATING REVENUE (Expenses)</b>	(108,000)	52,299,000	(124,000)	14.8	(85,000)	(31.5)	(87,000)	2.4	(89,000)	2.3
<b>EXCESS REVENUE OVER EXPENSE</b>	<b>\$ (26,965,000)</b>	<b>\$ 22,995,000</b>	<b>\$ (29,001,000)</b>	<b>7.6</b>	<b>\$ (28,950,000)</b>	<b>(0.2)</b>	<b>\$ (29,653,000)</b>	<b>2.4</b>	<b>\$ (30,674,000)</b>	<b>3.4</b>
<i>Total Margin</i>	-59.5%	47.0%	-58.8%		-56.0%		-56.2%		-57.0%	

**COOPERATIVE HEALTHCARE SERVICES, INC.**  
**STATISTICAL BUDGET**  
**OPERATING STATISTICS COMPARISONS**

		2015	2016	PROJECTED 2017	%	Budget 2018	%	Forecast 2019	%	Forecast 2020	%	
<b>OUTPATIENT STATISTICS</b>												
6100	Center for Infectious Disease	1	6,918	7,517	7,415	(1.4)	7,570	2.1	7,570	-	7,570	-
6410	SGPA - Hematology/Oncology-Moran	2	7,023	6,692	6,262	(6.4)	6,620	5.7	6,620	-	6,620	-
6420	SGPA - Brunswick General	3	656	647	694	7.2	710	2.4	710	-	710	-
6430	SGPA - Brunswick Pediatrics	4	6,284	6,038	6,119	1.3	6,240	2.0	6,240	-	6,240	-
6440	SGPA - Pulmonology Medicine	5	21,139	21,182	21,755	2.7	24,300	11.7	24,300	-	24,300	-
6450	SGPA - Medical Oncology	6	16,202	16,262	16,246	(0.1)	16,580	2.1	16,580	-	16,580	-
6460	SGPA - Neurosciences	7	7,731	7,268	6,986	(3.9)	7,130	2.1	7,130	-	7,130	-
6470	SGPA - Hospital Medicine	8	25,961	29,932	37,129	24.0	37,890	2.0	37,890	-	37,890	-
6480	CMAP	9	3,777	3,445	3,389	(1.6)	3,406	0.5	3,410	-	3,410	-
6500	SGPA OB/GYN - Nickish	10	2,966	3,942	4,175	5.9	4,260	2.0	4,260	-	4,260	-
6510	SGPA - OB/GYN, PC	11	14,344	22,366	24,056	7.6	22,130	(8.0)	22,130	-	22,130	-
6520	SGPA - Hospital Medicine-Camden	12	4,434	3,147	4,553	44.7	4,650	2.1	4,650	-	4,650	-
6530	SGPA - Rheumatology	13	5,245	4,729	4,697	(0.7)	4,790	2.0	4,790	-	4,790	-
6540	SGPA - Urology	14	6,944	8,766	8,789	0.3	8,970	2.1	8,970	-	8,970	-
6550	SGPA - Neurosurgery	15	1,890	2,401	2,299	(4.2)	2,350	2.2	2,350	-	2,350	-
6560	SGPA - Glynn Internal Medicine	16	18,726	16,216	14,903	(8.1)	14,370	(3.6)	14,370	-	14,370	-
6570	St. Simons Family Medicine Center	17	6,555	8,830	10,420	18.0	10,630	2.0	10,630	-	10,630	-
6650	SGPA-Glynn Anesthesia	18	1,144	2,738	2,724	(0.5)	2,780	2.1	2,780	-	2,780	-
6680	Diabetes Center	19	8,842	8,748	7,621	(12.9)	6,900	(9.5)	6,900	-	6,900	-
6710	Camden Family Med Center	20	10	8	0	(100.0)	0	0	0	0	0	0
6720	Brantley Family Medicine Center	21	3,916	3,761	3,211	(14.6)	3,280	2.1	3,280	-	3,280	-
6730	Community Care Center	22	17,503	20,413	21,115	3.4	20,580	(2.5)	20,580	-	20,580	-
6740	Occupational Medicine	23	78	71	4	(94.9)	0	0	0	0	0	0
6750	McIntosh Family Medicine Center	24	3,600	3,147	2,230	(29.2)	2,430	9.0	2,430	-	2,430	-

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**OPERATING STATISTICS COMPARISONS**

		2015	2016	PROJECTED 2017	%	Budget 2018	%	Forecast 2019	%	Forecast 2020	%
6760	St. Simons Immediate Care Center	25	13,840	13,555	11,501 (15.2)	11,740	2.1	11,740	-	11,740	-
6810	Glynco Immediate Care Center	26	12,850	12,441	12,918 3.8	13,180	2.0	13,180	-	13,180	-
6820	SGPA - ENT Surgery Center	27	11,615	11,353	10,796 (4.9)	11,150	3.3	11,150	-	11,150	-
6840	Glynn Immediate Care Center	28	15,372	16,235	16,399 1.0	16,740	2.1	16,740	-	16,740	-
6850	Glynn Family Medicine Center	29	11,056	15,952	19,505 22.3	21,680	11.2	21,680	-	21,680	-
6860	Summit Sports Medicine	30	28,974	29,057	28,332 (2.5)	28,910	2.0	28,910	-	28,910	-
7210	SGPA - Radiology	39	0	728	1,252 71.9	1,270	1.5	1,270	-	1,270	-
7220	SGPA - Interventional Radiology	30	0	0	0	180	-	180	-	180	-
7270	SGPA - Radiation/Oncology	31	13,732	14,874	15,325 3.0	15,640	2.1	15,640	-	15,640	-
7350	SGPA - Wound Care	31	0	0	1,190 #DIV/0!	1,460	22.6	1,460	-	1,460	-
8020	SGPA - St. Simons Pediatrics	32	9,685	11,991	12,898 7.6	14,850	15.1	14,850	-	14,850	-
8030	SGPA - Gastroenterology	33	19,656	16,488	17,740 7.6	18,590	2.6	18,590	-	18,590	-
8040	SGPA - Camden Pediatrics	34	9,541	10,598	11,780 11.2	11,500	(2.4)	11,500	-	11,500	-
8050	Camden Primary Care	20	18,878	20,899	20,538 (1.7)	20,960	2.1	20,960	-	20,960	-
8060	SGPA - OB/GYN	35	7,287	8,547	8,452 (1.1)	7,780	(7.9)	7,780	-	7,780	-
8070	SGPA - Camden General Surgery	35	2,249	2,244	1,818 (19.0)	1,860	2.3	1,860	-	1,860	-
8080	SGPA - Thoracic Surgery	37	114	10	16 56.0	0	(100.0)	0	-	0	-
8090	SGPA - General and Vascular Surgery	38	9,390	9,076	8,399 (7.5)	8,880	5.7	8,880	-	8,880	-
	TOTAL OUTPATIENT STATISTICS		376,127	402,314	415,648 3.3	424,936	2.2	424,940	0.0	424,940	-
	Total FTE's		470	507	521 2.9	533	2.2	534	0.2	534	0.0
	Net Days in A/R (Rev. Net of Bad Debt)		75.3	64.3	59.5 (7.5)	58.8	(1.2)	55.6	(5.4)	54.2	(2.6)