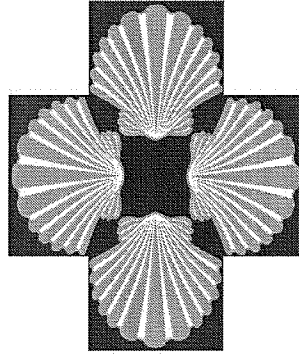


**Southeast Georgia Health System**  
**Business Plan**  
**for the Fiscal Years Ending April 30, 2015 - 2018**  
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**COOPERATIVE  
HEALTHCARE  
SERVICES, INC.**

**Cooperative Healthcare  
Services, Inc.**

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

	2013	2014	PROJECTED 2015	Budget 2016	Forecast 2017	Forecast 2018
	\$	\$	\$	\$	\$	\$
<b>GROSS PATIENT REVENUE</b>						
Room Accommodation	-	-	-	-	-	-
IP Ancillary Revenue	-	-	-	-	-	-
Total Inpatient Revenue	107,892,000	104,928,000	119,192,000	123,930,000	123,930,000	123,930,000
Total Outpatient Revenue	107,892,000	104,928,000	119,192,000	123,930,000	123,930,000	123,930,000
<b>REVENUE DEDUCTIONS</b>						
Medicare & Medicaid	37,010,000	34,993,000	43,234,000	44,201,000	43,538,000	42,885,000
Charity Care	5,721,000	6,251,000	1,207,000	1,256,000	1,256,000	1,256,000
Other Revenue Deductions	24,337,000	22,634,000	24,838,000	25,888,000	25,888,000	25,888,000
Bad Debt Expense	5,446,000	4,434,000	6,007,000	5,386,000	5,386,000	5,386,000
Total Revenue Deductions	72,514,000	68,312,000	75,286,000	76,731,000	76,068,000	75,415,000
<b>NET OPERATING REVENUE</b>	35,378,000	36,616,000	43,906,000	47,199,000	47,862,000	48,515,000
Other Operating Revenue	2,119,000	3,929,000	4,004,000	4,524,000	4,569,000	4,592,000
<b>TOTAL OPERATING REVENUE</b>	37,497,000	40,545,000	47,910,000	51,723,000	52,431,000	53,107,000
<b>EXPENSES</b>						
Wages	40,510,000	46,675,000	50,820,000	53,099,000	54,161,000	55,244,000
Benefits	7,571,000	8,523,000	9,109,000	9,283,000	9,561,000	9,848,000
Contract Personnel	1,890,000	2,125,000	2,114,000	2,279,000	2,302,000	2,325,000
Supplies	1,616,000	1,326,000	1,420,000	1,389,000	1,417,000	1,445,000
Drugs and IV's	3,340,000	2,412,000	1,770,000	1,922,000	1,960,000	1,999,000
Physician Fees	1,930,000	1,726,000	650,000	1,267,000	1,292,000	1,318,000
Professional Fees	201,000	284,000	400,000	396,000	406,000	414,000
Insurance	117,000	(92,000)	36,000	39,000	40,000	41,000
Utilities	432,000	481,000	494,000	492,000	502,000	512,000
Outside Services	2,563,000	3,680,000	3,150,000	3,026,000	3,087,000	3,149,000
Depreciation	607,000	680,000	626,000	696,000	724,000	753,000
Provider Tax Expense	-	-	-	64,000	64,000	64,000
Other Expense	3,686,000	4,118,000	4,464,000	5,002,000	5,102,000	5,204,000
Total Expense	64,453,000	71,948,000	75,053,000	78,956,000	80,618,000	82,316,000
<b>EXCESS REVENUE OVER EXPENSE</b>	(26,956,000)	(31,403,000)	(27,143,000)	(27,233,000)	(28,187,000)	(29,209,000)
Operating Margin	-76.4%	-66.9%	-62.0%	-57.8%	-59.0%	-60.3%
<b>NON-OPERATING REVENUE (Expenses)</b>						
Investment Income	41,000	5,000	5,000	5,000	-	-
Interest Expense	(73,000)	(64,000)	(64,000)	(65,000)	(66,000)	(67,000)
Realized Gain (Loss) From Investments	-	-	-	-	-	-
Unrealized Gain (Loss) From Investments	-	-	-	-	-	-
Impairment Loss on Goodwill	-	-	-	-	-	-
Write-off of Variable Bond Insurance Cost	-	-	-	-	-	-
Investment in Affiliates	138,000	(7,000)	(106,000)	(105,000)	(107,000)	(109,000)
Other Revenue (Minority Interest)	14,000	(49,000)	(165,000)	(165,000)	(173,000)	(176,000)
<b>TOTAL NON-OPERATING REVENUE (Expenses)</b>	120,000	(115,000)	(165,000)	(165,000)	(173,000)	(176,000)
<b>EXCESS REVENUE OVER EXPENSE</b>	(26,836,000)	(31,518,000)	(27,308,000)	(27,398,000)	(28,360,000)	(29,385,000)
Total Margin	-75.9%	-66.1%	-62.2%	-58.0%	-59.3%	-60.6%

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

		2013		2014		PROJECTED 2015		Budget 2016	Forecast 2017		Forecast 2018	
							%		%		%	
<b>OUTPATIENT STATISTICS</b>												
6100	Center for Infectious Disease	1	6,828	6,349	7,026	10.7	7,080	0.8	7,080	-	7,080	-
6410	SGPA - Hematology/Oncology-Moran	2	7,685	7,925	6,858	(13.5)	7,530	9.8	7,530	-	7,530	-
6420	SGPA - Brunswick General	3	805	711	654	(8.0)	660	0.9	660	-	660	-
6430	SGPA - Brunswick Pediatrics	4	5,591	6,103	6,338	3.9	6,710	5.9	6,710	-	6,710	-
6440	SGPA - Pulmonology Medicine	5	18,277	18,688	20,805	10.3	20,740	0.7	20,740	-	20,740	-
6450	SGPA - Medical Oncology	6	9,333	11,143	15,953	43.2	16,080	0.8	16,080	-	16,080	-
6460	SGPA - Neurosciences	7	4,769	7,431	7,633	2.7	7,020	(8.0)	7,020	-	7,020	-
6470	SGPA - Hospital Medicine	8	18,107	19,133	25,319	32.3	26,760	5.7	26,760	-	26,760	-
6480	CMAAP	9	4,941	4,701	3,802	(19.1)	3,800	-	3,800	-	3,800	-
6500	SGPA OB/GYN - Nickish	10	2,420	1,771	2,785	57.3	2,780	(0.2)	2,780	-	2,780	-
6510	SGPA - OB/GYN, PC	11	6,088	7,169	13,964	94.8	14,080	0.8	14,080	-	14,080	-
6520	SGPA - Hospital Medicine-Camden	12	1,719	4,009	4,128	3.0	6,350	53.8	6,350	-	6,350	-
6530	SGPA - Rheumatology	13	4,689	7,448	5,230	(29.8)	5,270	0.8	5,270	-	5,270	-
6540	SGPA - Urology	14	6,299	8,206	6,755	(17.7)	9,110	34.9	9,110	-	9,110	-
6550	SGPA - Neurosurgery	15	0	0	1,834	-	2,210	20.5	2,210	-	2,210	-
6560	SGPA - Glynn Internal Medicine	16	0	0	18,590	-	17,620	(5.2)	0	-	0	-
6570	St. Simons Family Medicine Center	17	0	0	5,945	-	7,440	25.2	7,440	-	7,440	-
6650	SGPA-Glynn Anesthesia	18	0	0	796	-	2,760	246.9	2,760	-	2,760	-
6680	Diabetes Center	19	9,627	8,949	8,659	(3.2)	8,730	0.8	8,730	-	8,730	-
8050	Camden Primary Care	20	22,682	20,327	18,714	(7.9)	19,070	1.9	19,070	-	19,070	-
6720	Brantley Family Medicine Center	21	4,919	4,383	3,940	(10.1)	3,780	(4.1)	3,780	-	3,780	-
6730	Community Care Center	22	14,519	12,907	17,382	34.7	18,400	5.9	18,400	-	18,400	-
6740	Occupational Medicine	23	75	211	82	(61.3)	80	(2.0)	80	-	80	-

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

		2013	2014	PROJECTED 2015	Budget 2016	Forecast 2017	Forecast 2018
6750	Mchintosh Family Medicine Center	24	3,956	3,541	3,570	3,570	3,570
			3,681	(3.8)		0.8	
6760	St. Simons Immediate Care Center	25	13,349	13,535	12,550	12,550	12,550
			12,964	4.4	(7.3)	(7.3)	
6810	Glynco Immediate Care Center	26	14,641	12,964	12,020	12,020	12,020
			13,372	(3.1)	(7.3)		
6820	SGPA - ENT Surgery Center	27	11,669	11,420	11,510	11,510	11,510
			10,758	6.2	0.8		
6840	Glynn Immediate Care Center	28	17,313	15,052	13,960	13,960	13,960
			15,513	(3.0)	(7.3)		
6850	Glynn Family Medicine Center	29	12,789	10,563	15,710	15,710	15,710
			8,936	18.4	48.4		
6860	Summit Sports Medicine	30	41,853	28,631	29,080	29,080	29,080
			29,466	(2.8)	1.6		
7270	SGPA - Radiation/Oncology	31	5,433	13,309	13,420	13,420	13,420
			8,675	53.4	0.8		
8020	SGPA - St. Simons Pediatrics	32	7,895	9,464	11,600	11,600	11,600
			7,626	24.1	22.6		
8030	SGPA - Gastroenterology	33	1,103	20,194	20,360	20,360	20,360
			7,493	169.5	0.4		
8040	SGPA - Camden Pediatrics	34	9,432	9,391	9,890	9,890	9,890
			7,423	26.5	5.3		
8060	SGPA - OB/GYN	35	4,363	7,068	7,130	7,130	7,130
			6,355	11.2	0.9		
8070	SGPA - Camden General Surgery	36	2,215	2,243	2,260	2,260	2,260
			1,472	52.4	0.8		
8080	SGPA - Thoracic Surgery	37	507	137	0	0	0
			501	(72.7)	(100.0)	0 #DIV/0!	0 #DIV/0!
8090	SGPA - General and Vascular Surgery	38	12,243	9,162	9,240	9,240	9,240
			7,822	17.1	0.9		
TOTAL OUTPATIENT STATISTICS			308,134	369,684	386,360	368,740	368,740
			299,621	23.4	4.5	(4.6)	
Total FTEs		378	440	466	496	497	497
			5.3	5.9	6.3	0.2	0.0
Days Cash on Hand		1.7	5.3	(1.8)	(1.8)	(1.8)	(1.9)
			133.2	(0.1)	2.9	2.9	2.9
Net Days in Accounts Receivable		81.9	85.7	63.5	78.0	78.0	78.0
			(25.8)	22.8	0.0	0.0	0.0