

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

	2016	2017	PROJECTED 2018	%	Budget 2019	%	Forecast 2020	%	Forecast 2021	%
<b>GROSS PATIENT REVENUE</b>										
Total Inpatient Revenue	-	-	-							
Total Outpatient Revenue	125,468,000	128,071,000	131,472,000	2.7	140,980,000	7.2	145,209,000	3.0	148,113,000	2.0
Total Patient Revenue	125,468,000	128,071,000	131,472,000	2.7	140,980,000	7.2	145,209,000	3.0	148,113,000	2.0
<b>REVENUE DEDUCTIONS</b>										
Medicare & Medicaid	43,575,000	44,044,000	45,090,000	2.4	49,441,000	9.6	50,919,000	3.0	51,932,000	2.0
Charity Care	924,000	935,000	1,129,000	20.7	1,191,000	5.5	1,227,000	3.0	1,251,000	2.0
Other Revenue Deductions	25,674,000	28,270,000	27,696,000	(2.0)	29,876,000	7.9	30,769,000	3.0	31,381,000	2.0
Bad Debt Expense	6,342,000	4,941,000	5,780,000	17.0	4,781,000	(17.3)	4,924,000	3.0	5,022,000	2.0
Total Revenue Deductions	76,515,000	78,190,000	79,695,000	1.9	85,289,000	7.0	87,839,000	3.0	89,586,000	2.0
<b>NET OPERATING REVENUE</b>	<b>48,953,000</b>	<b>49,881,000</b>	<b>51,777,000</b>	<b>3.8</b>	<b>55,691,000</b>	<b>7.6</b>	<b>57,370,000</b>	<b>3.0</b>	<b>58,527,000</b>	<b>2.0</b>
Other Operating Revenue	4,967,000	6,220,000	6,108,000	(1.8)	7,221,000	18.2	7,591,000	5.1	7,591,000	0.0
<b>TOTAL OPERATING REVENUE</b>	<b>53,920,000</b>	<b>56,101,000</b>	<b>57,885,000</b>	<b>3.2</b>	<b>62,912,000</b>	<b>8.7</b>	<b>64,961,000</b>	<b>3.3</b>	<b>66,118,000</b>	<b>1.8</b>
<b>EXPENSES</b>										
Wages	55,802,000	58,190,000	60,274,000	3.6	64,397,000	6.8	66,007,000	2.5	67,677,000	2.5
Benefits	10,519,000	9,777,000	11,293,000	15.5	11,358,000	0.6	11,585,000	2.0	11,817,000	2.0
Contract Personnel	2,237,000	2,222,000	2,233,000	0.5	1,722,000	(22.9)	1,739,000	1.0	1,756,000	1.0
Supplies	1,459,000	1,196,000	1,192,000	-0.3	1,085,000	(9.0)	1,107,000	2.0	1,129,000	2.0
Drugs and IV's	2,175,000	2,753,000	2,903,000	5.4	3,142,000	8.2	3,236,000	3.0	3,333,000	3.0
Physician Fees	951,000	1,354,000	3,270,000	141.5	2,736,000	(16.3)	2,791,000	2.0	2,847,000	2.0
Professional Fees	429,000	290,000	281,000	-3.1	289,000	2.8	295,000	2.1	301,000	2.0
Insurance	544,000	761,000	1,301,000	71.0	510,000	(60.8)	525,000	2.9	541,000	3.0
Utilities	462,000	282,000	302,000	7.1	264,000	(12.6)	269,000	1.9	274,000	1.9
Outside Services	2,807,000	2,870,000	3,427,000	19.4	3,701,000	8.0	3,775,000	2.0	3,851,000	2.0
Depreciation	591,000	577,000	580,000	0.5	578,000	(0.3)	601,000	4.0	625,000	4.0
Provider Tax Expense	-	1,000	-	-1.0	14,000	0.0	14,000	0.0	14,000	0.0
Other Expense	5,197,000	4,904,000	5,261,000	7.3	5,030,000	(4.4)	5,131,000	2.0	5,182,000	1.0
Interest Expense	38,000	45,000	43,000	(4.4)	42,000	(2.3)	41,000	-2.4	40,000	-2.4
Total Expense	83,211,000	85,222,000	92,360,000	8.4	94,868,000	2.7	97,116,000	2.4	99,387,000	2.3
<b>EXCESS REVENUE OVER EXPENSE</b>										
<b>FROM OPERATIONS</b>	<b>(29,291,000)</b>	<b>(29,121,000)</b>	<b>(34,475,000)</b>	<b>18.4</b>	<b>(31,956,000)</b>	<b>(7.3)</b>	<b>(32,155,000)</b>	<b>0.6</b>	<b>(33,269,000)</b>	<b>3.5</b>
<i>Operating Margin</i>	<i>-59.8%</i>	<i>-58.3%</i>	<i>-66.5%</i>		<i>-57.3%</i>		<i>-56.0%</i>		<i>-56.8%</i>	
<b>NON-OPERATING REVENUE (Expenses)</b>										
Investment Income	4,000	28,000	17,000	3.3	-	(100.0)	-	(100.0)	-	(100.0)
Realized Gain (Loss) From Investments	-	-	-	0.0	-	0.0	-	0.0	-	0.0
Unrealized Gain (Loss) From Investments	-	-	-	0.0	-	0.0	-	0.0	-	0.0
Impairment Loss on Goodwill	-	-	-	0.0	-	0.0	-	0.0	-	0.0
Other Revenue(Non-Operating)	-	3,000	17,000	0.0	-	(100.0)	-	(100.0)	-	(100.0)
Equity Transfer	-	-	-	0.0	-	0.0	-	0.0	-	0.0
Investment in Affiliates	-	-	-	0.0	-	0.0	-	0.0	-	0.0
Other Revenue (Minority Interest)	(89,000)	(131,000)	(142,000)	69.6	(105,000)	(19.6)	(107,000)	(9.3)	(109,000)	(23.2)
<b>TOTAL NON-OPERATING REVENUE (Expenses)</b>	<b>(85,000)</b>	<b>(100,000)</b>	<b>(108,000)</b>	<b>27.1</b>	<b>(105,000)</b>	<b>5.0</b>	<b>(107,000)</b>	<b>18.9</b>	<b>(109,000)</b>	<b>0.9</b>
<b>EXCESS REVENUE OVER EXPENSE</b>	<b>\$ (29,376,000)</b>	<b>\$ (29,221,000)</b>	<b>\$ (34,583,000)</b>	<b>17.7</b>	<b>\$ (32,061,000)</b>	<b>(7.3)</b>	<b>\$ (32,262,000)</b>	<b>0.6</b>	<b>\$ (33,378,000)</b>	<b>3.5</b>
<i>Total Margin</i>	<i>-60.0%</i>	<i>-58.6%</i>	<i>-66.8%</i>		<i>-57.6%</i>		<i>-56.2%</i>		<i>-57.0%</i>	

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

		2016	2017	PROJECTED 2018	%	Budget 2019	%	Forecast 2020	%	Forecast 2021	%	
<b>OUTPATIENT STATISTICS</b>												
6100	CENTER FOR INFECTIOUS DISEASE	1	7,517	7,806	8,825	16.0	8,980	1.8	9,025	0.5	9,070	0.5
6140	SGPA-PRIMARY CARE WOODBINE	2	0	0	1,594	-	3,230	102.7	3,246	0.5	3,262	0.5
6150	SGPA-PRIMARY CARE SSI	3	0	0	2,947	-	4,970	68.6	4,995	0.5	5,020	0.5
6410	SGPA-HEMATOLOGY/ONCOLOGY-MORAN	4	6,892	6,382	6,554	2.7	6,670	1.8	6,703	0.5	6,737	0.5
6420	SGPA-BWK GENERAL SURGERY	5	647	701	740	5.6	750	1.3	754	0.5	758	0.5
6430	SGPA-BWK PEDIATRICS	6	6,038	6,189	5,945	(3.9)	6,050	1.8	6,080	0.5	6,111	0.5
6440	SGPA PULMONARY MEDICINE	7	21,182	22,551	24,823	10.1	26,230	5.7	26,361	0.5	26,493	0.5
6450	SGPA-MEDICAL ONCOLOGY	8	16,262	16,351	15,865	(3.0)	16,150	1.8	16,231	0.5	16,312	0.5
6460	SGPA-NEUROSCIENCES	9	7,268	7,053	7,769	10.1	9,760	25.6	9,809	0.5	9,858	0.5
6470	SGPA-HOSPITAL MEDICINE	10	29,932	36,549	44,363	21.4	45,150	1.8	45,376	0.5	45,603	0.5
6480	CMAP	11	3,445	3,361	2,836	(15.6)	2,842	0.2	2,856	0.5	2,870	0.5
6500	SGPA-OB/GYN - 6500	12	3,942	4,143	3,760	(8.3)	4,200	11.7	4,221	0.5	4,242	0.5
6510	SGPA-OB/GYN-STRICKLAND	13	22,366	24,287	23,111	(4.8)	23,520	1.8	23,638	0.5	23,756	0.5
6520	SGPA-HOSPITAL MEDICINE-CAMDEN	14	3,147	5,764	4,837	(16.1)	4,920	1.7	4,945	0.5	4,969	0.5
6530	SGPA-RHEUMATOLOGY	15	4,729	4,646	4,448	(4.3)	4,530	1.8	4,553	0.5	4,575	0.5
6540	SGPA-UROLOGY	16	8,766	8,911	8,744	(1.9)	8,900	1.8	8,945	0.5	8,989	0.5
6550	SGPA-NEUROSURGERY	17	2,401	2,347	2,496	6.3	3,180	27.4	3,196	0.5	3,212	0.5
6560	SGPA-GLYNN INTERNAL MEDICINE	18	16,216	14,744	14,113	(4.3)	15,920	12.8	16,000	0.5	16,080	0.5
6570	ST SIMONS FAMILY MEDICINE CENTER	19	8,830	10,438	10,568	1.2	10,760	1.8	10,814	0.5	10,868	0.5
6650	SGPA-GLYNN ANESTHESIA	21	2,738	2,748	2,527	(8.0)	2,570	1.7	2,583	0.5	2,596	0.5
6680	DIABETES CENTER	22	8,748	7,550	7,502	(0.6)	8,390	11.8	8,432	0.5	8,474	0.5
6720	BRANTLEY FAMILY CARE	23	3,761	3,287	3,529	7.4	3,590	1.7	3,608	0.5	3,626	0.5
6730	COMMUNITY CARE CENTER	24	20,413	20,979	21,472	2.3	23,040	7.3	23,155	0.5	23,271	0.5
6740	OCCUPATIONAL MEDICINE	25	71	3	0	-	0	-	0	-	0	-
6750	MCINTOSH FAMILY MEDICINE CENTER	26	3,147	2,271	2,375	4.6	2,420	1.9	2,432	0.5	2,444	0.5

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

		2016	2017	PROJECTED 2018	%	Budget 2019	%	Forecast 2020	%	Forecast 2021	%
6760 ST SIMONS IMMEDIATE CARE CENTER	27	13,555	11,713	12,581	7.4	12,800	1.7	12,864	0.5	12,928	0.5
6810 GLYNCO IMMEDIATE CARE CENTER	28	12,441	13,208	12,479	(5.5)	12,700	1.8	12,764	0.5	12,827	0.5
6820 SGPA-ENT SURGERY CENTER	29	11,353	10,828	11,477	6.0	11,940	4.0	12,000	0.5	12,060	0.5
6840 GLYNN IMMEDIATE CARE CENTER	30	16,235	16,996	16,646	(2.1)	16,940	1.8	17,025	0.5	17,110	0.5
6850 GLYNN FAMILY MEDICINE CENTER	31	15,952	19,848	21,266	7.1	18,900	(11.1)	18,995	0.5	19,089	0.5
6860 SUMMIT SPORTS MEDICINE	32	29,057	28,795	29,146	1.2	31,510	8.1	31,668	0.5	31,826	0.5
7210 SGPA-RADIOLOGY	33	728	1,336	1,270	(5.0)	1,320	4.0	1,327	0.5	1,333	0.5
7220 SGPA- INTERVENTIONAL RADIOLOGY	34	0	2	0		0	-	0	-	0	-
7270 SGPA-RAD ONCOLOGY	35	14,874	15,612	14,992	(4.0)	15,260	1.8	15,336	0.5	15,413	0.5
7350 SGPA-WOUND CARE	36	0	1,284	1,444	12.4	1,470	1.8	1,477	0.5	1,485	0.5
8020 SGPA-ST SIMONS PEDIATRICS	37	11,991	13,252	14,634	10.4	14,890	1.7	14,964	0.5	15,039	0.5
8030 SGPA-GASROENTEROLOGY	38	16,488	17,940	17,588	(2.0)	17,900	1.8	17,990	0.5	18,079	0.5
8040 SGPA-CAMDEN PEDS	39	10,598	11,878	12,239	3.0	10,780	(11.9)	10,834	0.5	10,888	0.5
8050, 6710 SGPA-CAMDEN PRIMARY CARE	40	20,907	21,619	20,700	(4.3)	23,300	12.6	23,417	0.5	23,534	0.5
8060 SGPA-OB/GYN-GOODMAN & WILSON	41	8,547	8,549	7,847	(8.2)	7,990	1.8	8,030	0.5	8,070	0.5
8070 SGPA-GEN SURGERY CAMDEN	42	2,244	1,825	2,058	12.8	2,090	1.6	2,100	0.5	2,111	0.5
8080 SGPA-THORACIC SURGERY	43	10	16	4	(77.5)	0	-	0	-	0	-
8090 SGPA-GLYNN GENERAL SURGERY	44	9,076	8,927	9,250	3.6	9,410	1.7	9,457	0.5	9,504	0.5
TOTAL OUTPATIENT STATISTICS		402,314	422,489	437,363	3.5	455,922	4.2	458,202	0.5	460,493	0.5
Total FTE's		507	523	540	3.2	576	6.6	578	0.3	578	0.0
Days Cash on Hand		(2.2)	(3.7)	4.7	(227.8)	4.8	2.2	4.9	2.9	5.0	2.3
Net Days in A/R (Rev. Net of Bad Debt)		64.3	54.9	57.7	5.0	55.5	(3.8)	55.2	(0.5)	53.7	(2.7)