

**Ballad Health  
Maintenance and Repairs Summary  
FY19-FY22**

	<b>FY22</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
<b>Maintenance</b>	\$74,073,847	\$75,497,974	\$77,534,049	\$69,498,804
<b>Repairs</b>	\$15,821,146	\$13,547,464	\$13,626,622	\$12,572,884
<b>Total</b>	<b>\$89,894,993</b>	<b>\$89,045,438</b>	<b>\$91,160,671</b>	<b>\$82,071,688</b>

**Ballad Health Capital Plan**

*Fiscal Year 2019, 2020, 2021 and 2022 (000's)*

Capital Budget by Category	FY2019		FY2020		FY2021		FY19 Through FY21			FY2022	
	Plan <sup>0</sup>	Spend <sup>1</sup>	Plan <sup>0,3</sup>	Spend <sup>1</sup>	Plan <sup>0,3</sup>	Spend <sup>1</sup>	Plan <sup>0,3</sup>	Spend <sup>1</sup>	Total Spend as % of Plan	Plan <sup>3</sup>	Spend <sup>1</sup>
<b>IT</b>	88,700	63,294	96,290	83,527	27,131	35,792	212,121	182,613	86%	-	50,175
<b>Routine Equipment</b>	21,166	16,470	11,100	9,085	11,100	10,323	43,366	35,878	83%	-	41,008
<b>Facilities &amp; Construction</b>	9,977	7,196	4,000	9,602	4,000	8,678	17,977	25,475	142%	-	9,656
<b>Biomedical Equipment</b>	3,508	2,417	4,000	3,060	4,000	737	11,508	6,213	54%	-	3,837
<b>Facility Funds</b>	9,544	8,103	10,000	2,327	10,000	1,862	29,544	12,293	42%	-	6,675
<b>Other</b>	27,163	44,096	30,000	26,005	55,000	20,142	112,163	90,243	80%	-	7,419
<b>Total<sup>2</sup></b>	<b>160,058</b>	<b>141,576</b>	<b>155,390</b>	<b>133,605</b>	<b>111,231</b>	<b>77,534</b>	<b>426,679</b>	<b>352,714</b>	<b>83%</b>	<b>-</b>	<b>118,769</b>

<sup>0</sup> Per 3 Year Capital Plan (Approved January 2019)

<sup>1</sup> Spend includes: (1) Cash Paid (2) Purchase Orders - Goods & Services Received but not yet paid (3) Purchase Orders - Issued & (4) Contractual Obligations not already included in (2) or (3)

<sup>2</sup> Excludes Contingency per 3 Year Capital Plan (Approved January 2019)

<sup>3</sup> Capital Plan Spend Suspended as of March 1, 2020.



COPA Access Measure	Y2 Time Frame	Y2 Actual	Y2 Restated Time Frame	Y2 Restated
Population within 10 miles of an urgent care center (%)	July 2019 – February 2020 (FY20)	81.9%		
Population within 10 miles of an urgent care center open nights and weekends (%)	July 2019 – February 2020 (FY20)	72.1%		
Population within 10 miles of an urgent care facility or emergency department (%)	July 2019 – February 2020 (FY20)	99.7%		
Population within 15 miles of an emergency department (%)	July 2019 – February 2020 (FY20)	97.3%		
Population within 15 miles of an acute care hospital (%)	July 2019 – February 2020 (FY20)	97.3%		
Pediatric Readiness of Emergency Department	6/30/2020	72.6%		
Appropriate Emergency Wait Times	March 2019 – February 2020 (FY20)	45.7%	July 2019 – June 2020 (FY20)	50.4%
Specialist Recruitment and Retention				
Personal Care Provider				
Preventable Hospitalizations - Medicare	July 2018– June 2019	58.8	January - December 2019	57.2
Preventable Hospitalizations - Adult	July 2018– June 2019	21.3	January - December 2019	20.9
Screening - Breast Cancer	March 2019 – February 2020	75.6%	July 2019 – June 2020 (FY20)	75.2%
Screening - Cervical Cancer	March 2019 – February 2020	65.3%	July 2019 – June 2020 (FY20)	65.1%
Screening - Colorectal Cancer	March 2019 – February 2020	47.3%	July 2019 – June 2020 (FY20)	46.4%
Screening - Diabetes	March 2019 – February 2020	72.5%	July 2019 – June 2020 (FY20)	73.0%
Screening - Hypertension	March 2019 – February 2020	99.2%	July 2019 – June 2020 (FY20)	99.1%
Asthma ED Visits - Age 0-4	July 2018– June 2019	45.7	January - December 2019	47.3
Asthma ED Visits - Age 5-14	July 2018– June 2019	38.6	January - December 2019	38.1
Prenatal care in the first trimester				
Follow-up After Hospitalization for Mental Illness (7d)	July 2018– June 2019	30.4%	January - December 2019	29.5%
Follow-up After Hospitalization MH discharge (30d)	July 2018– June 2019	47.2%	January - December 2019	52.3%
Antidepressant Medication Management - Effective Acute Phase Treatment	July 2018– June 2019	74.2%	January - December 2019	80.3%
Antidepressant Medication Management - Effective Continuation Phase Treatment	July 2018– June 2019	62.5%	January - December 2019	67.5%
Engagement of Alcohol or Drug Treatment	July 2018– June 2019	2.8%	January - December 2019	6.1%
Rate of SBIRT administration - hospital admissions	July 2019 – February 2020	0.17%	July 2019 – June 2020 (FY20)	0.17%
Rate of SBIRT administration - ED visits	July 2019 – February 2020	5.62%	July 2019 – June 2020 (FY20)	7.28%
Patient Satisfaction and Access Surveys	January 2019 – December 2019 (CY19)	100%		
Patient Satisfaction and Access Surveys - Response Report	January 2019 – December 2019 (CY19)	100%		

Desired  
Performance

	Metric Rate	Ballad Health	
		Baseline	FY20
<b>Quality Priority Metrics</b>			
↓	PSI 3 Pressure Ulcer Rate	0.29	0.26
↓	PSI 6 Iatrogenic Pneumothorax Rate	0.38	0.15
↓	PSI 7 Central Venous Catheter-Related Blood Stream Infection Rate -Retired	0.15	--
↓	PSI 8 In Hospital Fall with Hip Fracture Rate	0.10	0.05
↓	PSI 9 Perioperative Hemorrhage or Hematoma Rate	4.20	1.46
↓	PSI 10 Postoperative Acute Kidney Injury Requiring Dialysis	1.02	0.76
↓	PSI 11 Postoperative Respiratory Failure Rate	14.40	6.74
↓	PSI 12 Perioperative Pulmonary Embolism or Deep Vein Thrombosis Rate	5.35	3.50
↓	PSI 13 Postoperative Sepsis Rate	6.16	4.45
↓	PSI 14 Postoperative Wound Dehiscence Rate	2.20	1.34
↓	PSI 15 Unrecognized Abdominopelvic Accidental Puncture/Laceration Rate	0.90	0.84
↓	CLABSI	0.774	0.651
↓	CAUTI	0.613	0.583
↓	SSI COLON Surgical Site Infection	1.166	2.231
↓	SSI HYST Surgical Site Infection	0.996	0.792
↓	MRSA	0.040	0.056
↓	CDIFF	0.585	0.319
↑	SMB: Sepsis Management Bundle	62.8%	63.1%
<b>General Information-Structural Measures</b>			
YES	ACS REGISTRY - Retired	Yes	--
YES	SMPART GENSURG General Surgery Registry - Retired	Yes	--
YES	SMPART NURSE Nursing Care Registry - Retired	Yes	--
YES	SMSSCHECK Safe Surgery Checklist	Yes	Yes
YES	OP12 HIT Ability electronically receive lab results	Yes	Yes
YES	OP17 Tracking Clinical Results Between Visits	Yes	Yes
YES	OP25 Outpatient Safe Surgery Checklist	Yes	Yes
<b>SURVEY OF PATIENT'S EXPERIENCE</b>			
↑	HCOMP1A P Patients who reported that their nurses "Always" communicated well	82.8%	78.5%
↓	HCOMP1U P Patients who reported that their nurses "Usually" communicated well	13.6%	16.0%
↓	HCOMP1 SNP Patients who reported that their nurses "Sometimes" or "Never" communicated well	3.6%	5.0%
↑	HCOMP2A P Patients who reported that their doctors "Always" communicated well	84.1%	79.4%
↓	HCOMP2U P Patients who reported that their doctors "Usually" communicated well	11.9%	15.2%

Desired Performance	Metric Rate	Ballad Health	
		Baseline	FY20
↓	HCOMP2 SNP Patients who reported that their doctors “Sometimes” or “Never” communicated well	3.9%	5.6%
↑	HCOMP3A P Patients who reported that they “Always” received help as soon as they wanted	72.8%	71.5%
↓	HCOMP3U P Patients who reported that they “Usually” received help as soon as they wanted	20.6%	20.3%
↓	HCOMP3 SNP Patients who reported that they “Sometimes” or “Never” received help as soon as they wanted	6.6%	8.4%
↑	HCOMP4A P Patients who reported that their pain was “Always” well controlled - Suspended	74.1%	--
↓	HCOMP4U P Patients who reported that their pain was “Usually” well controlled - Suspended	19.6%	--
↓	HCOMP4 SNP Patients who reported that their pain was “Sometimes” or “Never” well controlled - Suspended	6.3%	--
↑	HCOMP5A P Patients who reported that staff “Always” explained about medicines before giving it to them	68.1%	61.8%
↓	HCOMP5U P Patients who reported that staff “Usually” explained about medicines before giving it to them	15.9%	18.2%
↓	HCOMP5 SNP Patients who reported that staff “Sometimes” or “Never” explained about medicines before giving it to them	16.0%	20.2%
↑	HCOMP6Y P Patients who reported that YES, they were given information about what to do during their recovery at home	87.2%	86.5%
↓	HCOMP6N P Patients who reported that NO, they were not given information about what to do during their recovery at home	12.8%	13.6%
↑	HCOMP7SA Patients who “Strongly Agree” they understood their care when they left the hospital	54.5%	46.6%
↓	HCOMP7A Patients who “Agree” they understood their care when they left the hospital	40.8%	46.4%
↓	HCOMP7D SD Patients who “Disagree” or “Strongly Disagree” they understood their care when they left the hospital	4.8%	7.7%
↑	HCLEAN HSPAP Patients who reported that their room and bathroom were “Always” clean	73.9%	77.4%
↓	HCLEAN HSPUP Patients who reported that their room and bathroom were “Usually” clean	17.2%	13.8%
↓	HCLEAN HSPSNP Patients who reported that their room and bathroom were “Sometimes” or “Never” clean	8.9%	8.8%
↑	HQUIETHSP AP Patients who reported that the area around their room was “Always” quiet at night	66.5%	62.4%
↓	HQUIETHSP UP Patients who reported that the area around their room was “Usually” quiet at night	26.9%	27.4%
↓	HQUIETHSP SNP Patients who reported that the area around their room was “Sometimes” or “Never” quiet at night	6.6%	10.2%
↓	HHSP RATING06 Patients who gave their hospital a rating of 6 or lower on a scale from 0 (lowest) to 10 (highest)	7.8%	8.2%
↓	HHSP RATING78 Patients who gave their hospital a rating of 7 or 8 on a scale from 0 (lowest) to 10 (highest)	18.9%	21.1%
↑	HHSP RATING910 Patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest)	73.3%	70.7%
↑	HRECMND DY Patients who reported YES, they would definitely recommend the hospital	73.7%	69.2%

Desired Performance	Metric Rate	Ballad Health	
		Baseline	FY20
↓	HRECMND PY Patients who reported YES, they would probably recommend the hospital	21.5%	25.2%
↓	HRECMND DN Patients who reported NO, they would probably not or definitely not recommend the hospital	4.8%	3.2%
<b>CATARACT SURGERY OUTCOME %</b>			
	OP31 Cataracts Improvement - voluntary reporting		--
<b>COLONOSCOPY FOLLOWUP %</b>			
↑	OP29 Avg Risk Polyp Surveillance	76.1%	97.0%
↑	OP30 High risk Polyp Surveillance -- RETIRED	77.7%	--
<b>HEART ATTACK</b>			
↑	OP4 Aspirin at Arrival AMI Chest Pain -- RETIRED	0.97	--
↓	OP3b Median Time to Transfer AMI --- RETIRED	47.50	--
↓	OP5 Median Time to ECG AMI and Chest Pain RETIRED	5.22	--
↑	OP2 Fibrinolytic Therapy 30 minutes -too few cases to report		--
<b>STROKE CARE %</b>			
↑	STK4 Thrombolytic Therapy --RETIRED	83.0%	90.9%
<b>EMERGENCY DEPARTMENT THROUGHPUT</b>			
	EDV Emergency Department Volume	--	--
↓	Median Time from ED Arrival to Transport for Admitted Patients (ED1)	227.29	242.00
↓	ED2b ED Decision to Transport	69.00	74.00
↓	Median Time from ED Arrival to Departure for Outpatients (18b)	124.50	136.00
↓	OP20 Door to Diagnostic Evaluation RETIRED	15.09	--
↓	OP21 Time to pain medication for long bone fractures RETIRED	37.84	--
↓	OP22 Left without being seen	0.9%	1.4%
↑	OP23 Head CT stroke patients	84.7%	66.3%
<b>PREVENTIVE CARE %</b>			
↑	IMM3OP27 FACADHPCT HCW Influenza Vaccination - SEASONAL	97.0%	--
↑	IMM2 Immunization for Influenza -- SEASONAL	97.4%	--
<b>BLOOD CLOT PREVENTION / TREATMENT</b>			
	VTE5 Warfarin Therapy at Discharge - voluntary reporting	--	--
↓	VTE6 HAC VTE	0.02	0.00
<b>PREGNANCY AND DELIVERY CARE %</b>			
↓	PC01 Elective Delivery	0.56%	3.06%
<b>SURGICAL COMPLICATIONS RATE</b>			
↓	Hip and Knee Complications	0.029	0.002
↓	PSI4SURG COMP Death rate among surgical patients with serious treatable complications	140.60	172.30

Desired  
Performance

	Metric Rate	Ballad Health	
		Baseline	FY20
↓	PSI90 Complications / patient safety for selected indicators	0.83	1.05
<b>READMISSIONS 30 DAYS RATE%</b>			
↓	READM30 AMI Acute myocardial infarction (AMI) 30day readmission rate	12.9%	14.6%
↓	READM30 CABG Coronary artery bypass graft (CABG) surgery 30day readmission rate	8.9%	10.5%
↓	READM30 COPD Chronic obstructive pulmonary disease 30day readmission rate	18.2%	19.0%
↓	READM30 HIPKNEE 30day readmission rate following elective THA / TKA	3.8%	3.9%
↓	READM30 HOSPWIDE 30day hospitalwide allcause unplanned readmission	12.0%	12.1%
↓	READM30 STK Stroke 30day readmission rate	9.0%	9.4%
↓	READM30HF Heart Failure 30Day readmissions rate	20.5%	20.5%
↓	READM30PN Pneumonia 30day readmission rate	17.7%	15.4%
<b>MORTALITY 30 DAYS DEATH RATE %</b>			
↓	MORT30 CABG Coronary artery bypass graft surgery 30day mortality rate	2.0%	3.4%
↓	MORT30 COPD 30day mortality rate COPD patients	1.8%	3.0%
↓	MORT30AMI Acute myocardial infarction (AMI) 30day mortality rate	4.7%	6.2%
↓	MORT30HF Heart failure 30day mortality rate	3.9%	4.3%
↓	MORT30PN Pneumonia 30day mortality rate	4.7%	4.5%
↓	MORT30STK Stroke 30day mortality rate	8.2%	8.8%
<b>USE OF MEDICAL IMAGING OUTPATIENT</b>			
	OP8 MRI Lumbar Spine for Low Back Pain - Annual	0.41	--
	OP9 Mammography Followup Rates - Annual	0.07	--
	OP10 Abdomen CT Use of Contrast Material - Annual	0.06	--
	OP11 Thorax CT Use of Contrast Material - Annual	0.01	--
	OP13 Outpatients who got cardiac imaging stress tests before lowrisk outpatient surgery - Annual	0.04	--
	OP14 Outpatients with brain CT scans who got a sinus CT scan at the same time - Annual	0.02	--



9. Cost-efficiency Steps Taken – TOC Section 6.04(b)(ii)

FY20 Efficiency	June 30, 2020 Actual (\$ in 000's)
340B Savings	\$12,330
Laboratory Insourcing	\$8,589
Kingsport Service Line Consolidation	\$7,022
Real Estate Lease Savings	\$5,786
GPO - Medical Supplies	\$3,104
Anesthesia Restructuring	\$2,703
Consolidation of Services in Greene County	\$2,262
GPO - Pharmacy Supplies	\$1,124
Wise Co.	\$817
Pediatric Service Line Consolidation	\$438
	\$44,175



**11. Services or Functions Consolidated – TOC Section 6.04(b)(v)**

There were no additional service consolidations beyond what was reported for the first 8 months of FY20.

**Key Operating Indicators**  
**For the Period Ended June 30, 2020**

**FY20 Total**

**Operating Statistics**

Average Daily Census (Hospital)	1,086
Occupancy Percent (Hospital)	42.9%
Patient Days (Hospital)	397,514
Discharges (Hospital)	88,955
Observation Visits	30,649
Observation Visits (excl OB)	26,390
Acute Discharges and Observation Visits (excl OB)	107,817
Obs Visits (excl OB) % of Obs Visits (excl OB) & Acute Disch	24.5%
Observation (excl OB) % of Occupancy	3.8%
Outpatient Visits	3,135,396
Telehealth Visits	28,098
Urgent Care Visits	234,624
Emergency Department Visits	375,049
Surgery Cases - Inpatient	18,063
Surgery Cases - Outpatient	34,432
Surgery Cases - ASC	5,987

**Revenue by Source**

Medicare	24.6%
Managed Medicare	29.3%
Medicaid/TennCare	14.6%
Managed Care	22.2%
Self Pay	5.1%
Other	4.3%

**Labor Management**

Employed Full Time Equivalents	11,767
Contract Full Time Equivalents	228
Total Full Time Equivalents (excl Providers)	11,995
Employed Provider Full Time Equivalents	752
Contract Provider Full Time Equivalents	54
Total Provider Full Time Equivalents	807
Full Time Equivalents	12,802
Average Hourly Rate (excl Providers & Cont Lbr)	\$26.08
Salary Expense per FTE (excl Providers & Cont Lbr)	\$54,553

**Patient Resource Management**

Overall Medicare Average Length of Stay	4.58
Overall Average Length of Stay	4.47
Acute Medicare Average Length of Stay - Acuity Adjusted	2.57
Acute Overall Average Length of Stay - Acuity Adjusted	2.60
Observation Average Length of Stay	1.33
Acute Medicare Case Mix Index	1.67
Acute Overall Case Mix Index	1.63

**Statement of Revenue and Expense  
For the Month Ended June 30, 2020**

	<b>FY20 Total</b>
<b>Patient Revenue</b>	
Inpatient	3,927,558,686
Outpatient	5,755,345,443
<b>Total Patient Revenue</b>	<b>9,682,904,129</b>
<b>Deductions From Revenue</b>	
Revenue Deductions	7,367,026,895
Charity	134,874,721
Uninsured Discounts	282,413,256
<b>Total Deductions</b>	<b>7,784,314,872</b>
<b>Net Patient Revenue</b>	<b>1,898,589,257</b>
Other Operating Revenue	176,892,441
Hospital Support Revenue	0
<b>Total Operating Revenue</b>	<b>2,075,481,698</b>
<b>Operating Expense</b>	
Salaries & Wages	641,938,485
Provider Salaries	179,877,900
Contract Labor - Providers	26,467,781
Contract Labor - Other	35,192,749
Team Member Benefits	138,804,727
Professional Fees	235,318,734
Drugs & Supplies	417,035,488
Other Expense	195,966,931
Depreciation & Amortization	142,265,667
Interest & Taxes	44,700,813
<b>Total Operating Expense</b>	<b>2,057,569,275</b>
<b>Net Operating Income before Support Allocation</b>	<b>17,912,423</b>
Support Allocation - Labor Expense	0
Support Allocation - Other	0
<b>Net Operating Income after Support Allocation</b>	<b>17,912,423</b>

Net Investment Income	28,215,875
Realized Gain on Investments	27,153,899
Gain / (Loss) from Affiliates	859,636
Gain / (Loss) on Discontinued Operations & Disposal	4,245,536
Loss on Extinguishment of LTD / Derivatives	(2,508,013)
Minority Interest	(13,302,142)
Other Non Operating Income / (Expense)	(75,552,224)
<b>Total Non Operating Income / (Expense)</b>	<b>(30,887,433)</b>
<b>Total Revenue Over Expense Before CFV of Derivatives</b>	<b>(12,975,010)</b>
Change in Fair Value of Interest Rate Swaps	(12,010,666)
<b>Total Excess Revenue Over Expense</b>	<b>(24,985,676)</b>
Net Unrealized Gain / (Loss) on Investments	(13,046,019)
<b>Increase in Unrestricted Net Assets</b>	<b>(38,031,695)</b>
<b>EBITDA (Operations)</b>	<b>204,878,903</b>
EBITDA (Operations) as % of Net Patient Revenue	10.8%
Operating Margin	0.9%
<b>EBITDA</b>	<b>176,499,483</b>
EBITDA as % of Net Patient Revenue	9.3%
Total Margin	(0.5%)

**Balance Sheet**  
**For the Period Ended June 30, 2020**

**June 30 2020**

<b>ASSETS</b>	
<b>Current Assets</b>	
Cash and Cash Equivalents	427,597,613
Board Designated Funds COPA	0
Board Designated Funds Cooperative Agreement	0
Current Portion AWUIL	12,709,278
Accounts Receivable (Net)	231,964,891
Other Receivables	61,719,393
Due From Affiliates	94,553
Due From Third Party Payors	(0)
Inventories	46,669,723
Prepaid Expense	13,061,702
	<u>793,817,152</u>
<b>Assets Whose Use is Limited</b>	87,065,507
<b>Other Investments</b>	1,253,933,870
<b>Property, Plant, and Equipment</b>	
Land, Buildings, and Equipment	3,325,183,260
Less Allowances for Depreciation	(2,030,877,956)
	<u>1,294,305,304</u>
<b>Other Assets</b>	
Pledges Receivable	903,418
Long Term Compensation Investment	32,758,355
Investments in Unconsolidated Subsidiaries	15,748,988
Assets Held for Resale / Expansion	14,297,532
Investments in Subsidiaries	(0)
Goodwill	206,027,773
Deferred Charges and Other	40,298,385
	<u>310,034,450</u>
<b>TOTAL ASSETS</b>	<u><b>3,739,156,283</b></u>

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**LIABILITIES AND NET ASSETS**

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**Current Liabilities**

Accounts Payable and Accrued Expense	185,930,711
Accrued Salaries, Benefits, and PTO	119,533,748
Accrued Interest	20,022,150
Due to Affiliates	0
Due to Third Party Payors	61,083,622
Current Portion of Long Term Debt	40,721,247
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	427,291,478
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**Other Non-Current Liabilities**

Long Term Compensation Payable	15,876,324
Long Term Debt	1,333,892,250
Estimated Fair Value of Interest Rate Swaps	1,067,228
Deferred Income	627,898
Professional Liability Self-Insurance and Other	326,712,745
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	1,678,176,445
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**TOTAL LIABILITIES**

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**2,105,467,922**

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**Net Assets**

Restricted Net Assets	36,152,243
Unrestricted Net Assets	1,344,970,229
Noncontrolling Interests in Subsidiaries	252,565,889
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	1,633,688,361
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**TOTAL LIABILITIES AND NET ASSETS**

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**3,739,156,283**

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## Comparison of Ballad Health to the Median of Similarly Rated Health Systems

	2019 Fitch Median <sup>1</sup>	2019 S&P Median <sup>2</sup>	2019 Moody's Median <sup>3</sup>	FY20 Total
<b>Profitability Ratios</b>				
Total Margin <sup>5</sup>	4.9%	3.9%	4.0%	-0.5%
Operating Margin	2.8%	1.7%	1.4%	0.9%
EBITDA to Revenue	11.1%	9.3%	10.9%	8.5%
<b>Liquidity Ratios<sup>7</sup></b>				
Current Ratio <sup>6</sup>	N/A	N/A	1.9	1.9
Days in Patient A/R	48.1	41.0	44.4	44.7
Avg Payment Period <sup>6</sup>	62.3	N/A	53.8	80.7
Total Days Cash on Hand	232.0	138.3	185.6	321.3
<b>Capital Ratios<sup>7</sup></b>				
LT Debt to Capitalization <sup>6</sup>	33.2%	46.7%	36.1%	45.1%
Cash Flow to Total Debt <sup>5,6</sup>	29.4%	N/A	28.6%	9.8%
Debt Service Coverage	3.9	2.5	3.9	3.1
<b>Productivity Ratios</b>				
FTEs per AOB	N/A	N/A	N/A	3.72
Labor Exp / Net Patient Rev	55.5%	66.0%	N/A	53.8%

### Notes

<sup>1</sup> Source: Fitch - Median Ratios for Nonprofit Hospitals and Healthcare Systems (September 2020)

<sup>2</sup> Source: S&P - US Not-for-Profit Health Care System Median Ratios (August 2020)

<sup>3</sup> Source: Moody's - Not-for-Profit Hospital Medians (September 2020)

<sup>5</sup> Excludes Loss on Extinguishment of LTD

<sup>6</sup> Norton Community Hospital and Johnston Memorial Hospital Debt is excluded

<sup>7</sup> Liquidity and Capital Ratios use a rolling 12 for income statement components