

November 5, 2009

**TO:** Members of the Board of Trustees

**FROM:** Richard D. Gray

Vice President and Chief Financial Officer

John M. Biancamano Chief Financial Officer

RE: SPENDING PLAN FOR FISCAL YEAR 2010 FOR THE UNIVERSITY OF

CONNECTICUT HEALTH CENTER

#### **RECOMMENDATION:**

That the Board of Trustees approve the Spending Plan for Fiscal Year 2010 of \$780.7 million for the University of Connecticut Health Center.

#### **BACKGROUND:**

The Fiscal Year 2010 Spending Plan includes \$780.7 million of revenue, including state funding of \$117.7 million (excluding fringe benefits), to cover \$780.7 million in expenses yielding a net gain of \$15,000. This budget includes planned revenue enhancements and expenditure reductions.

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### **University of Connecticut Health Center**

**Revised Operating Budget** 

**Fiscal Year Ending 2010** 

### **University of Connecticut Health Center Key Financial and Statistical Indicators**

Revised Operating Budget Fiscal Year Ending June 30, 2010

			Revised		
Line #	Category	Actual FY09	Budget FY10	Variance	Percent
Line #	<u>Category</u>		LITO	variance	Percent
1	Total UCHC Excess/Deficiency	(\$765,602)	\$15,440	\$781,042	102.0%
2	Education, Research & Institutional Support-Excess/(Deficiency)	(142,263,612)	(143,275,847)	(1,012,235)	-0.7%
3	Clinical Operations - Excess/(Deficiency)	(31,654,683)	(33,422,048)	(1,767,365)	-5.6%
4	CMHC - Excess/(Deficiency)	\$55,821	\$12,987	(\$42,834)	-76.7%
5	State Appropriation-Block Grant	106,012,210	117,734,347	11,722,137	11.1%
6	State Supported Fringe Benefits	41,284,662	45,466,001	4,181,339	10.1%
7	Deficiency Appropriation	22,200,000	0	(22,200,000)	-100.0%
8	JDH Fringe Benefit Support	3,600,000	13,500,000	9,900,000	275.0%
9	Total State Support	\$173,096,872	\$176,700,348	\$3,603,476	2.1%
10	State Support as a Percent of Total Revenues	22.89%	22.63%	-0.26%	-1.1%
11	Research Awards	\$90,432,000	\$97,000,000	\$6,568,000	7.3%
12	Research Revenue Recognition in Financial Statements	\$87,422,409	\$88,702,500	\$1,280,091	1.5%
	John Dempsey Hospital/Dental Clinics				
13	Inpatient Discharges	9,766	9,730	(36)	-0.4%
14	Outpatient Visits (excluding Dental)	276,739	276,739	0	0.0%
15	Dental Visits	93,003	94,946	1,943	2.1%
16	Total Revenue per Adjusted Discharge	\$12,597	\$13,740	\$1,143	9.1%
17	Cost per Adjusted Discharge	\$13,476	\$14,871	\$1,395	10.4%
18	Days Revenue in Accounts Receivable	48	46	(2)	-4.2%
19	Case Mix Index	1.5010	1.4986	(0.0024)	-0.2%
20	FTE's per Adjusted Occupied Bed	4.68	4.44	(0.24)	-5.1%
21	Excess of Revenues over Expenses/(Deficiency)	(\$14,038,275)	(\$7,435,023)	\$6,603,252	47.0%
	UConn Medical Group				
22	Unique Patient Visits	563,424	576,946	13,522	2.4%
23	Net Revenue Per Encounter	\$155.64	\$160.73	\$5.09	3.3%
24	Cost per Unique Encounter	\$180.52	\$182.37	\$1.86	1.0%
25	Days Revenue in Accounts Receivable	59	58	(1)	-1.7%
26	Excess of Revenues over Expenses/(Deficiency)	(\$14,016,408)	(\$12,487,025)	\$1,529,383	10.9%

# University of Connecticut Health Center Consolidated Statement of Revenues and Expenses (with Eliminations) Fiscal Year 2009 & Fiscal Year 2010 Budget

	Fiscal Year	Fiscal Year	FY 09 Actuals vs	
	2009	2010	FY10 Revised Budget	
	Actual	Revised	Variance	Percent
		Budget		Variance
Revenues:				
Tuitions	\$ 10,106,324	\$ 11,435,993	\$ 1,329,669	13.2%
Fees	5,619,976	6,188,722	568,746	10.1%
Federal Research Grants and Contracts	67,601,956	68,690,000	1,088,044	1.6%
Non-Federal Research Grants and Contracts	19,849,911	20,056,112	206,201	1.0%
Auxiliary Enterprises	13,177,619	14,605,924	1,428,305	10.8%
Interns and Residents	35,121,457	43,713,244	8,591,787	24.5%
Net Patient Care	322,246,144	331,175,061	8,928,917	24.3%
Correctional Managed Health Care	99,384,828	100,097,000	712,172	0.7%
Endowment/Foundation Income	4,684,473	4,314,545	(369,928)	-7.9%
Investment Income	1,134,323	1,034,842	(99,481)	-8.8%
Other Income	4,058,272	2,655,972	(1,402,300)	-34.6%
Other income	4,058,272	2,655,972	(1,402,300)	-34.6%
Total Revenues	\$ 582,985,283	\$ 603,967,415	\$ 20,982,132	3.6%
<b>.</b>				
Expenses:				
Personal Services	\$ 370,165,413	\$ 373,509,694	\$ 3,344,281	0.9%
State Supported Fringe Benefits	40,447,372	45,466,001	5,018,629	12.4%
Fringe Benefits	66,692,624	71,171,842	4,479,218	6.7%
Medical Contractual Support	15,630,879	16,308,577	677,698	4.3%
Medical/Dental House Staff	36,537,864	39,475,780	2,937,916	8.0%
Outside Agency Per Diems	1,561,388	1,110,019	(451,369)	-28.9%
Drugs	34,913,644	35,295,668	382,024	1.1%
Medical Supplies	46,492,684	48,266,134	1,773,450	3.8%
Utilities	15,864,728	16,727,331	862,603	5.4%
Outside & Other Purchased Services	55,765,119	57,804,840	2,039,721	3.7%
Insurance	11,399,161	7,199,935	(4,199,226)	-36.8%
Repairs & Maintenance	10,736,145	11,917,700	1,181,555	11.0%
Other Expenses	21,958,742	23,584,802	1,626,060	7.4%
Depreciation	28,681,994	32,814,000	4,132,006	14.4%
Total Expenses	\$ 756,847,757	\$ 780,652,323	\$ 23,804,566	3.1%
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Excess/(Deficiency) of Revenues	\$ (173,862,474)	¢ /176 694 009\	(2.022.424)	-1.6%
over Expenses Prior to State Appropriations	\$ (173,862,474)	\$ (176,684,908)	(2,822,434)	-1.6%
State Appropriation-Block Grant	106,012,210	117,734,347	11,722,137	11.1%
State Supported Fringe Benefits	41,284,662	45,466,001	4,181,339	10.1%
Deficiency Appropriation	22,200,000	-	(22,200,000)	
JDH Fringe Benefit Support	3,600,000	13,500,000	9,900,000	275.0%
Excess/(Deficiency)	\$ (765,602)	\$ 15,440	\$ 781,042	102.0%
Total State Support	173,096,872	176,700,348	3,603,476	2.1%
Percent of Total Revenues	22.89%	22.63%	-0.26%	-1.1%

## University of Connecticut Health Center FY 2009 Budget vs. FY 2009 Actual

FY2009 Budgeted Loss	\$	(11,500,000)
Add Revenue for:		
Deficiency Appropriation		22,200,000
Revenue Cycle Savings & Increased Third Party Reimbursement		11,235,000
Dental Clinics - Increase in Revenues		1,280,000
Reserve for Salary Adjustment		1,173,000
Less Revenue for:		
UMG Decrease in Revenue		(5,772,000)
Interns and Residents 15% Indirect Charge Revenue		(4,640,000)
JDH Volume Decrease		(2,689,000)
Medicare Wage Index		(2,000,000)
Dental Implant Center		(1,940,000)
Investment Income		(911,000)
Appropriation reduction - Furlough Day		(124,000)
Add expense for:		
Malpractice Insurance		(5,396,000)
Consulting Expenses (Quality, Affiliation and Operations)		(3,429,000)
UMG increase in Expenses		(1,839,000)
Medical Supplies		
(Increase in Ortho and Neurosurgery Cases; Decrease in Dental Implant)		(2,560,000)
Pharmacy - Factor Patients		(2,000,000)
Less expenses for:		
Depreciation		1,667,000
IT maintenance Contracts and equipment leases		1,540,000
Utilities Savings		1,394,000
Unfilled budgeted positions/employee turnover		1,389,000
Pharmacy - 340B pricing		601,000
Unused Startup Commitments		585,000
Workforce Reductions		500,000
Furlough Day (one)		388,000
Outside Agencies		304,000
Other Net Changes		(222,000)
FY2009 Loss	<u>\$</u>	(766,000)

# University of Connecticut Health Center FY 2010 Budget Assumptions - Overall Health Center

- Assumes Current UCHC Operating Structure
- Increase in Health Insurance and in Retirement Fringe Benefits
- Increased State Appropriation (per Approved Budget)
- Increased State Supported Fringe Benefits (per Approved Budget)
- JDH Fringe Benefit Differential (per Approved Budget)
- Decrease in Investment/Interest Income
- Decrease in Malpractice Insurance Expense
- Increase in Depreciation Expense
- Increase in Consulting Expenses
- No Merit & General Wage Increases
- 3% inflation factor applied to some expenses
- Furlough Days (3) for All Employees

### **University of Connecticut Health Center FY 2010 Budget Assumptions**

FY2009 Loss	\$	(766,000)
Add Revenue for:		15 002 000
Increased State appropriations & State Supported Fringe Benefits		15,903,000
JDH Fringe Benefit Differential UMG Net Patient Revenue		9,900,000 5,529,000
Interns & Residents Program - includes Indirects (7.5% Jul-Sept and 15% Oct-Jun)		3,128,000
JDH (including Dental Clinics) Net Patient Revenue		2,798,000
Tuition and Fees - Rate Increase and Additional Students		1,898,000
Dental Implant Center - Net Revenue		1,124,000
•		1,124,000
Less Revenue for:		(22 200 000)
Deficiency Appropriation		(22,200,000)
NICU hardship fund received in FY09		(1,167,000)
Clinical & Translational Science Institute (CTSI)/GCRC		(1,076,000)
Investment/interest income and Endowment Income		(100,000)
Add expenses for:		
New Positions and Rebudgeted Vacant Positions(Including Fringes)		(6,549,000)
Increase in Health insurance and retirement fringe benefits		(7,817,000)
Depreciation Expense		(4,132,000)
Start up Commitments for Existing Faculty		(1,947,000)
Medical Supplies (inflation)		(1,531,000)
Information Technology -Software and Hardware Maintenance		(1,324,000)
JDH Consulting for DPH improvements and Affiliation		(1,250,000)
New Faculty Recruitment Salary and Fringes (HCRAC \$500,000 and SOM \$661,000)		(1,161,000)
Repairs and Maintenance		(1,182,000)
Utilities		(863,000)
Rental Expense (Dermatology Move)		(673,000)
Faculty Retention Salary Pools (Including Fringes)		(592,000)
Dental Implant Center Expenses		(581,000)
Pharmacy - Net of 340B pricing		(382,000)
Less expenses for:		
Malpractice and Disability Insurance (Malpractice Expense Accounting Change to Cash Basis)		4,199,000
Employee Furlough days - Including Fringes		3,451,000
Overtime Expense		3,047,000
Consulting Expenses and Other Purchased Services		2,000,000
Other Variances		1,380,000
Center for Public Health Decreased UCHC support		500,000
Outside Agency Per Diems		451,000
FY2010 Revised Budget	<u>\$</u>	15,000

## **University of Connecticut Health Center FY 2010 Budget Assumptions - Academic**

School of Medicine		
FY 2009 (Net Deficiency)	\$	(53,878,000)
- Interns and Residents includes Indirect Costs (7.5% increase Jul - Sept and 15% increase Oct - Jun)		5,968,000
- Tuition and Fees Increase of 5% and 20 Additional Students		1,296,000
- Employee Furlough Days - Salary & Fringe Benefits		671,000
- Center for Public Health Decreased UCHC support		515,000
- Insurance Increase (Disability and Student Health)		(108,000)
- Medical Scholarship Aid and Tuition Refund		(226,000)
- Depreciation		(370,000)
- Fringe - Health Insurance and Retirement Increase		(419,000)
- New Positions		(515,000)
- Other Variances		(557,000)
- Faculty Retention Salary Pools (salary and fringes)		(592,000)
- New Faculty Recruitment Salary and Fringes		(661,000)
- Clinical & Translational Science Institute (CTSI)/GCRC		(1,076,000)
- Start up Commitments for Existing Faculty		(1,947,000)
FY 2010 Revised Budget (Net Deficiency)	<u>\$</u>	(51,899,000)
School of Dental Medicine/Dental Faculty Practice/Dental Implant Center		
FY2009 Projection (Net Deficiency)	\$	(13,991,000)
- Dental Implant Center Net Patient Revenue		1,124,000
- 11% Tuition Rate Increase and 5% Fees Rate Increase and 7 Additional Students		508,000
- Employee Furlough Days - Salary & Fringe Benefits		182,000
- Dental Faculty Practice Net Patient Care		80,000
- Fringe - Health Insurance and Retirement Increase		(77,000)
- Depreciation		(170,000)
- Other Variances		(210,000)
- Decrease in Endowment Income		(336,000)
- New and Vacant Positions Filled Mid FY09		(1,330,000)
FY 2010 Revised Budget (Net Deficiency)	<u>\$</u>	(14,220,000)

## University of Connecticut Health Center FY 2010 Budget Assumptions - Research and Institutional Support Center

Research
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FY 2009 Projection (Net Deficiency)	\$	(10,330,000)
- Other Miscellaneous		221,000
- Employee Furlough Days - Salary & Fringe Benefits		162,000
- Depreciation		76,000
- Outside and Other Purchased Services		(147,000)
- Utilities		(234,000)
- Fringe - Health Insurance and Retirement Increase		(468,000)
FY 2010 Revised Budget (Net Deficiency)	<u>\$</u>	(10,720,000)
Institutional Support		
FY 2009 Projection (Net Deficiency)	\$	(64,065,000)
- Employee Furlough Days - Salary & Fringe Benefits		459,000
- Child Care Fee Increases		159,000
- Paramedic Transport (AMR)		100,000
- Other Miscellaneous/Repairs & Maintenance		253,000
- Disability Insurance-Faculty & Managers		(163,000)
- Decrease in Interest/Investment Income		(428,000)
- Depreciation		(990,000)
- Fringe - Health Insurance and Retirement Increase		(1,265,000)
- Outside & Other Purchased Services		
- Various Outside Consulting Services Reduced/Eliminated		475,000
- Fleet pool vehicles Returned		354,000
- IT service agreements (New & Existing)		(1,324,000)
FY 2010 Revised Budget (Net Deficiency)	<u>\$</u>	(66,435,000)

# University of Connecticut Health Center FY 2010 Budget Assumptions - Clinical Operations - JDH & Dental Clinics

### **John Dempsey Hospital & Dental Clinics**

FY 2009 Actual (Net Deficiency)	(\$14,038,000)
- Fringe - Health Insurance and Retirement Increase	(2,745,000)
- Depreciation	(2,126,000)
- Increase in Medical Supplies and Drugs - (inflation)	(2,594,000)
- Interns and Residents Expense for Indirect Costs (7.5% increase Jul - Sept and 15% increase Oct - Jun)	(1,701,000)
- New/Vacant Positions (Net Overtime decrease)	(1,543,000)
- Decrease in Other Income Due to NICU Hardship Funds	(1,167,000)
- Interns and Residents Expense - Program Cost Increases	(994,000)
- Increase in Repairs and Maintenance	(980,000)
- Utilities - Rate Increase in Electricity	(690,000)
- Other Variances	495,000
- Medical Contractual Support - OB Resident Moonlighting Coverage	(471,000)
- Decrease in Endowment and Investment Income	(257,000)
- Employee Furlough Days - Salary & Fringe Benefits	930,000
- Consulting Expenses and Other Purchased Services	1,415,000
- Decrease in Drug Expense Due the 340B Pricing	1,500,000
- Patient Revenue	2,798,000
- Decrease in Malpractice Insurance Expense (Change of Accounting Practice to Cash Basis)	4,833,000
- JDH Fringe Benefit Differential	9,900,000
FY 2010 Revised Budget (Net Deficiency)	<u>\$ (7,435,000)</u>

# University of Connecticut Health Center-John Dempsey Hospital/Dental Clinics Statement of Revenues and Expenses Fiscal Year 2009 & Fiscal Year 2010 Budget

		Fiscal Year 2009 Actual		Fiscal Year 2010 Revised Budget	FΥ	FY 09 Actuals vs Y10 Revised Budget Variance	Percent Variance
Revenues:							
Fees	\$	18,675	ċ	41,774	ċ	23,099	123.7%
Auxiliary Enterprises	ڔ	927,110	ې	1,066,087	Ą	138,977	15.0%
Internal Income		296,326		272,644		(23,682)	-8.0%
Net Patient Care		246,880,983		249,679,288		2,798,305	1.1%
Endowment/Foundation Income		606,611		502,756		(103,855)	-17.1%
Investment Income		259,902		250,330		(9,572)	-3.7%
Other Income		3,656,023		2,324,256		(1,331,767)	-36.4%
Total Revenues		252,645,630		254,137,135		1,491,505	0.6%
Expenses:							
Personal Services	\$	93,580,336	Ś	94,193,010	Ś	612,674	0.7%
Fringe Benefits	Y	38,552,482	Ψ.	41,295,994	Υ.	2,743,512	7.1%
Medical Contractual Support		6,426,706		6,897,650		470,944	7.3%
Medical/Dental House Staff		11,966,675		14,662,334		2,695,659	22.5%
Outside Agency Per Diems		1,145,303		512,384		(632,919)	-55.3%
Drugs		18,019,456		17,945,494		(73,962)	-0.4%
Medical Supplies		34,628,006		35,796,803		1,168,797	3.4%
Utilities		3,162,879		3,853,201		690,322	21.8%
Outside & Other Purchased Services		35,514,404		34,099,879		(1,414,525)	-4.0%
Insurance		8,257,896		3,425,301		(4,832,595)	-58.5%
Repairs & Maintenance		4,894,048		5,873,961		979,913	20.0%
Other Expenses		3,302,054		3,556,147		254,093	7.7%
Depreciation		10,833,660		12,960,000		2,126,340	19.6%
Total Expenses		270,283,905		275,072,158		4,788,253	1.8%
Excess/Deficiency of Revenues over Expenses		(17,638,275)		(20,935,023)		(3,296,748)	-18.7%
Fringe Benefit Support		3,600,000		13,500,000		9,900,000	275.0%
Excess/(Deficiency)	_	(14,038,275)		(7,435,023)		6,603,252	47.0%
		0.755		. =00		(0.5)	0.404
Inpatient Discharges		9,766		9,730		(36)	-0.4%
Outpatient Visits (excluding Dental)		276,739		276,739		1.043	0.0%
Dental Visits Total Revenue per Adjusted Discharge		93,003 \$12,597		94,946 \$13,740		1,943 \$1,143	2.1% 9.1%
Cost per Adjusted Discharge		\$12,597		\$13,740 \$14,871		\$1,145 \$1,395	10.4%
Days Revenue in Accounts Receivable		313,470 48		314,871 46		Ş1,3 <del>3</del> 3 (2)	-4.2%
Case Mix Index		1.5010		1.4986		(0.0024)	-0.2%
FTE's per Adjusted Occupied Bed		4.68		4.44		(0.24)	-5.1%

## University of Connecticut Health Center John Dempsey Hospital Revenue Analysis - Budget 2010

#### JDH Net Patient Revenue

Inpatient Volume decrease (9,766 to 9,730)	\$	(513,000)
Outpatient Volume (276,739)		-
Medicare Rate Increase .3%		298,000
Medicaid - Rates Flat		-
HMOs and Commercial - Rate Increase (6.3%)		3,478,000
Department of Corrections - Rate Increase		487,000
Dental Clinic - Lower Net Revenue		(952,000)
Net Patient Revenue Increase	<u>\$</u>	2,798,000

### University of Connecticut Health Center-John Dempsey Hospital/Dental Clinics Personal Services Summary

	Salaries	FTE
FY09 Actual - Personal Services	\$ 93,580,000	1,512.47
Less:		
Overtime	(2,550,000)	(26.33)
Laboratory Consolidation	(600,000)	(10.00)
Furlough Days	(930,000)	-
Add:		
Clinical Personal -		
New Positions FY10	1,422,000	20.25
FY 2009 Approved & Unfilled Positions	1,290,000	19.73
Positions Added Mid Year	1,033,000	17.15
Orientation	948,000	18.00
FY10 Revised Budget - Personal Services	\$ 94,193,000	1,551.27

# University of Connecticut Health Center FY 2010 Budget Assumptions - Clinical Operations - UMG

#### **UConn Medical Group (UMG)**

FY 2009 (Net Deficiency)	\$ (14,016,000)
- Increase in Net Patient Care - Rate Increase 3.8%, Volume Increase 2.4%	5,529,000
- Employee Furlough Days - Salary & Fringe Benefits	834,000
- Faculty Departing - Salary & Fringe Benefits	420,000
- Workforce Reductions during FY09 - Salary & Fringe Benefits	295,000
- Decrease in Malpractice Expense (Change of Accounting Practice to Cash Basis)	29,000
- Medical Contractual Support	(40,000)
- Utilities - Dermatology move to 21 South Road	(75,000)
- Drugs - Increase due to New Faculty	(138,000)
- Anesthesia Loss Transfer (Internal Income)	(487,000)
- Depreciation	(551,000)
- Rent - Dermatology move to 21 South Road	(673,000)
- Other Miscellaneous	(800,000)
- Fringe - Health Insurance & Retirement Increases	(1,164,000)
- New Faculty - Salary and Fringe Benefits	 (1,650,000)
FY2010 Revised Budget (Net Deficiency)	\$ (12,487,000)

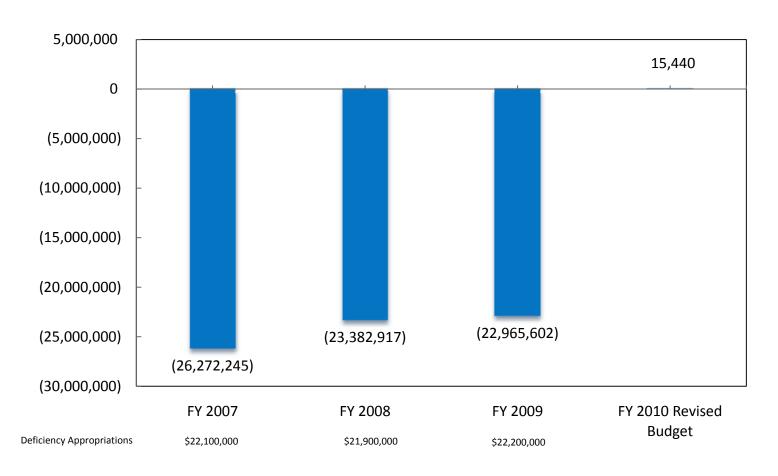
# **University of Connecticut Health Center UMG Net Revenue Major Faculty Changes**

	Net Revenue	Net Revenue
	FY 2009 Actual	FY 2010 Budget
New Faculty - FY2010		
Radiologist	-	475,000
Dermatopathologist	-	350,000
Dermatology - APRN	-	287,000
Orthopedics - APRN	-	311,000
Physiatrist	-	318,000
Hospitalist	-	170,000
Cardiologist		235,000
Total Net Revenue - New Faculty	-	2,146,000
Faculty Hired During FY2009		
Dermatologist/Dermatopathologist	767,000	1,264,000
Orthopedics - Spine Center	206,000	291,000
5 Cardiologists	1,046,000	1,162,000
OB/GYN	72,000	309,000
Dermatology - MOHS Surgeon	927,000	1,100,000
Dermatology - APRN	175,000	250,000
Geriatrician	75,000	210,000
3 Hospitalists	435,000	649,000
Total Net Revenue - Faculty Hired	3,703,000	5,235,000
Faculty Departed During FY2010		
Gastroenterologist	130,000	-
Gyn Oncologist	420,000	
Total Net Revenue - Faculty Departed	550,000	<del>-</del>
GRAND TOTAL	\$ 4,253,000	\$ 7,381,000

# University of Connecticut Health Center - UConn Medical Group Statement of Revenue and Expenses Fiscal Year 2009 Actual & Fiscal Year 2010 Budget

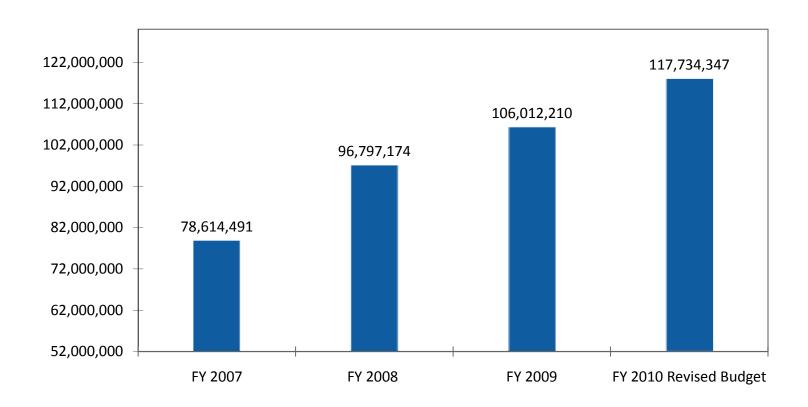
	í	Fiscal Year 2009	Fiscal Year 2010 Revised	FY 09 Actuals vs FY10 Revised Budget	Percent
		Actual	Budget	Variance	Variance
REVENUES:					
Gross Charges-Direct Patient Care	\$	194,182,880 \$	201,829,082	\$ 7,646,202	3.9%
Gross Charges-Contract Patient Care		5,543,886	5,916,588	372,702	6.7%
Total Patient Care		199,726,766	207,745,670	8,018,904	4.0%
Less: Contractual Allowances		113,826,312	116,097,623	2,271,311	2.0%
Provision for Bad Debts		995,044	1,789,497	794,453	79.8%
Total Allowances & Bad Debts		114,821,356	117,887,120	3,065,764	2.7%
Net Patient Revenue		84,905,410	89,858,550	4,953,140	5.8%
Other Revenues		2,785,416	2,874,724	89,308	3.2%
Total Revenue	\$	87,690,826 \$	92,733,274	\$ 5,042,448	5.8%
EXPENSES:					
Personal Services		59,827,606	59,928,793	101,187	0.2%
State Supported Fringe Benefits		7,928,493	8,759,425	830,932	10.5%
Fringe Benefits		10,047,793	11,181,211	1,133,418	11.3%
Medical Contractual Support		7,403,941	7,443,647	39,706	0.5%
Outside Agency Per Diems		79,545	123,583	44,038	55.4%
Drugs		2,045,890	2,183,848	137,958	6.7%
Medical Supplies		1,533,597	1,552,760	19,163	1.2%
Utilities		241,940	270,958	29,018	12.0%
Outside & Other Purchased Services		9,601,403	10,045,719	444,316	4.6%
Insurance		580,344	608,931	28,587	4.9%
Repairs & Maintenance		641,060	656,704	15,644	2.4%
Other Expenses		826,676	964,720	138,044	16.7%
Depreciation		948,946	1,500,000	551,054	58.1%
Total Expenses		101,707,234	105,220,299	3,513,065	3.5%
Excess/Deficiency of Revenues over Expenses	\$	(14,016,408) \$	(12,487,025)	\$ 1,529,383	10.9%
Operating Margin		-15.98%	-13.47%	2.52%	-15.8%
Encounters		563,424	576,946	13,522	2.4%
Net Revenue per Encounter		155.64	160.73	5.09	3.3%
Cost per Encounter		180.52	182.37	1.86	1.0%
Days Revenue in Accounts Receivable		59	58	(1)	-1.7%

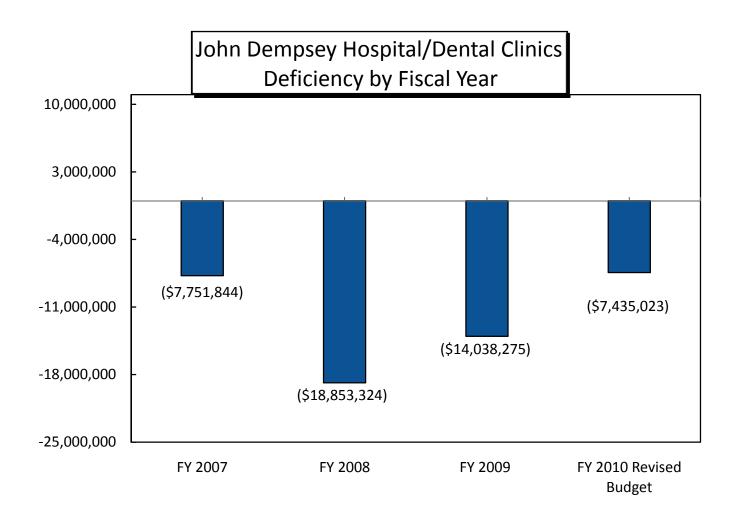
# University of Connecticut Health Center Deficiency By Fiscal Year Before Deficit Appropriations



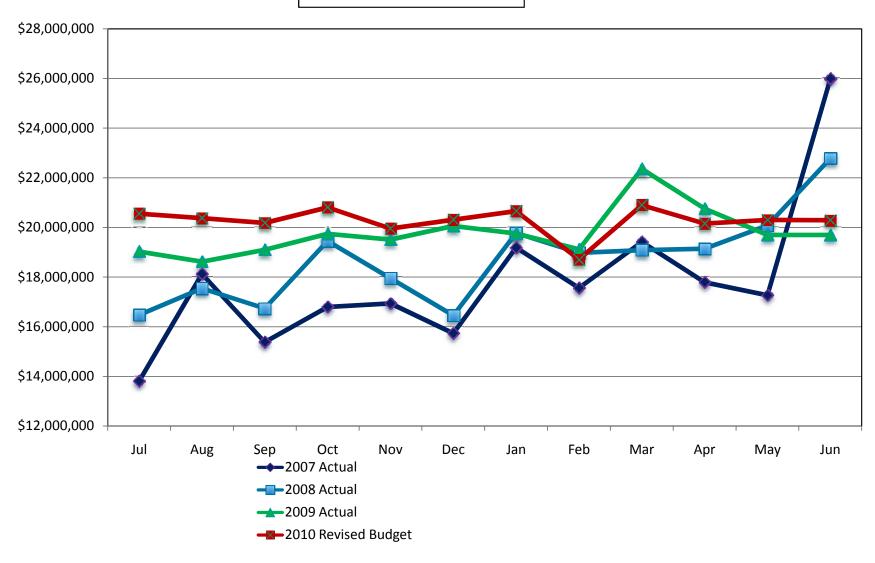
### University of Connecticut Health Center State Appropriation w/o Fringe Benefits By Fiscal Year

Note: Does Not Include Special Deficit Appropriations of \$22.1M, 21.9M and 22.2M in FY 2007, 2008 & 2009 Respectively

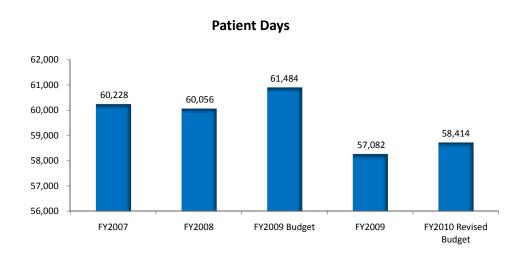


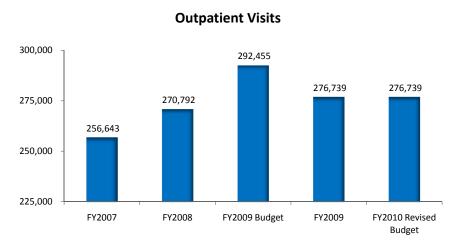


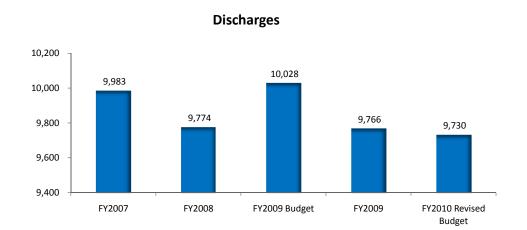
### John Dempsey Hospital Net Patient Revenue

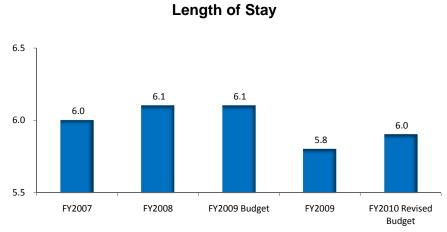


### JOHN DEMPSEY HOSPITAL Statistical Graphs

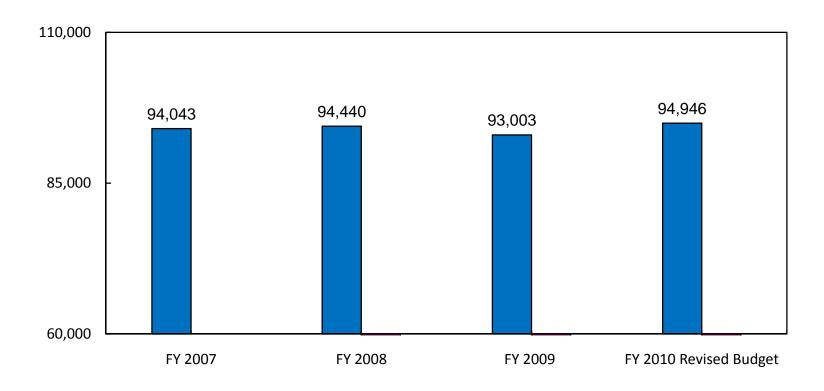




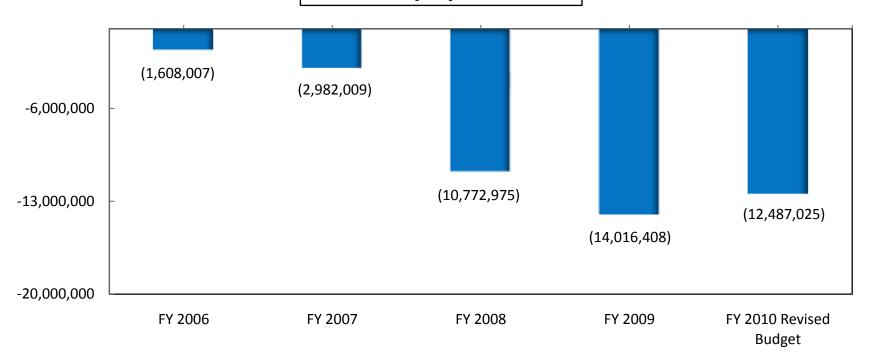




### **Dental Clinics**Patient Visits by Fiscal Year

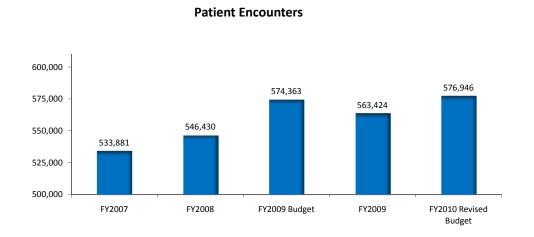


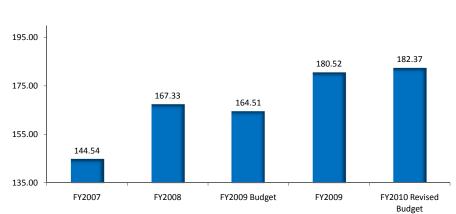
## UConn Medical Group Deficiency By Fiscal Year



#### **UConn Medical Group**

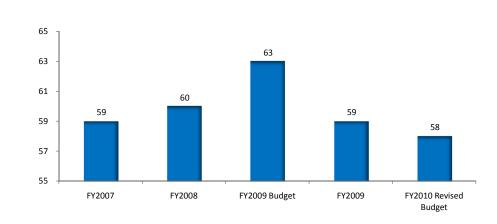
#### **Statistical Graphs**





**Expense Per Unit** 

#### **Revenue Per Unit** 175.00 160.73 158.37 160.00 155.64 148.31 145.00 138.95 130.00 FY2007 FY2008 FY2010 Revised FY2009 Budget FY2009 Budget



**Days in Accounts Receivable** 

#### UNIVERSITY OF CONNECTICUT HEALTH CENTER

Research Awards and Revenue Recognition By Fiscal Year

Note: This graph includes the full grant amount (even if multi-year) in the year of the award

