

STATE OF NEW YORK
PUBLIC HEALTH AND HEALTH PLANNING COUNCIL

COMMITTEE DAY

AGENDA

August 24, 2023

Public Health Committee – 10:15 a.m. – 12:15 p.m.

*Establishment and Project Review Committee – **convenes at 12:15 p.m.***

Empire State Plaza, Concourse Level, Meeting Room 6, Albany

I. COMMITTEE ON ESTABLISHMENT AND PROJECT REVIEW

Peter Robinson, Chair

A. Applications for Construction of Health Care Facilities/Agencies

Acute Care Services- Construction

Exhibit # 1

	<u>Number</u>	<u>Applicant/Facility</u>
1.	231049 C	Montefiore Nyack (Rockland County)
2.	231240 C	Lenox Hill Hospital (New York County)
3.	231254 C	Rome Memorial Hospital, Inc (Oneida County)
4.	231273 C	Flushing Hospital Medical Center (Queens County)

Cardiac Services - Construction

Exhibit # 2

	<u>Number</u>	<u>Applicant/Facility</u>
1.	231103 C	NYU Langone Hospital-Brooklyn (Kings County)

Ambulatory Surgery Centers - Construction

Exhibit # 3

<u>Number</u>	<u>Applicant/Facility</u>
1. 231274 C	New Hyde Park Endoscopy (Nassau County)

Diagnostic and Treatment Centers -Construction

Exhibit # 4

<u>Number</u>	<u>Applicant/Facility</u>
1. 231066 C	Open Door Family Medical Center, Inc (Westchester County)

B. Applications for Establishment and Construction of Health Care Facilities/Agencies

Ambulatory Surgery Centers - Establish/Construct

Exhibit # 5

<u>Number</u>	<u>Applicant/Facility</u>
1. 231161 B	Queens Endovascular Center LLC (Queens County)
2. 231233 E	Buffalo Surgery Center, LLC (Erie County)

Diagnostic and Treatment Centers - Establish/Construct

Exhibit # 6

<u>Number</u>	<u>Applicant/Facility</u>
1. 221185 E	City Wide Health Facility Inc. (Kings County)
2. 222153 B	CareFullMD Beacon Inc. (Dutchess County)
3. 231113 E	WNY Medical Management (Erie County)
4. 231208 B	Bronx Community Health Network, Inc. (Bronx County)
5. 231218 B	Moses Health Center (Bronx County)

- 6. 231223 B JAY Health, Inc.
(Queens County)
- 7. 231265 B GMZY Health Management
(Orange County)

Dialysis Services - Establish/Construct

Exhibit # 7

<u>Number</u>	<u>Applicant/Facility</u>
1. 211108 E	Empress Dialysis, LLC d/b/a Brooklyn Community Dialysis (Kings County)
2. 211109 E	Latsch Dialysis, LLC d/b/a Westchester Home Training (Westchester County)

C. Application for Construction of Health Care Facilities/Agencies

Certified Home Health Agencies - Construction

Exhibit # 8

<u>Number</u>	<u>Applicant/Facility</u>
1. 231104 C	Health Quest Home Care, Inc. (Certified) (Dutchess County)

D. Applications for Establishment and Construction of Health Care Facilities/Agencies

Certified Home Health Agencies - Establish/Construct

Exhibit # 9

<u>Number</u>	<u>Applicant/Facility</u>
1. 231234 E	Visiting Nurse Service of Ithaca & Tompkins County Inc (Tompkins County)

Residential Health Care Facilities - Establish/Construct

Exhibit # 10

<u>Number</u>	<u>Applicant/Facility</u>
1. 231044 E	Sunset SNF Operations LLC d/b/a Sunset Lake Center for Rehabilitation and Nursing (Sullivan County)

Changes of Ownership

	<u>Number</u>	<u>Applicant/Facility</u>
1.	222102 E	NAE Edison, LLC d/b/a Edison Home Health Care/Concierge Living (Geographical Service Area: Allegany, Bronx, Cattaraugus, Chautauqua, Dutchess, Erie, Genesee, Kings, Monroe, Nassau, New York, Niagara, Orange, Orleans, Putnam, Queens, Richmond, Rockland, Suffolk, Sullivan, Ulster, Westchester and Wyoming Counties)
2.	222195 E	Assistcare Home Health Services LLC d/b/a Preferred Home Care of New York/Preferred Gold (Geographical Service Area: Bronx, Dutchess, Kings, Nassau, New York, Orange, Queens, Richmond, Rockland, Suffolk, Sullivan, Ulster, and Westchester Counties)
3.	222263 E	Visiting Nurses Home Care (Geographical Service Area: Albany, Clinton, Columbia, Delaware, Essex, Franklin, Fulton, Greene, Hamilton, Montgomery, Otsego, Rensselaer, Saratoga, Schenectady, Schoharie, Warren, and Washington Counties)
4.	231028 E	Cirrus Manor Residential Center, LLC d/b/a Cirrus Manor Home Care (Geographical Service Area: Monroe County)

E. Certificates

Certificate of Dissolution

Applicant

Folts Home (Herkimer County)

Certificate of Amendment of the Certificate of Incorporation

Applicant

Faxton-St. Luke's Healthcare (Oneida County)

Long Island FQHC, Inc. (Nassau County)

St. Elizabeth Medical Center (Oneida County)

Montefiore Nyack Hospital
Statement of Financial Position (000)
December 31, 2022

	12/31/2022	Unaudited 12/31/2021	Variance
Assets:			
Current assets:			
Cash and cash equivalents	\$ 15,513	\$ 3,428	\$ 12,085
Short term investment	-	12,133	(12,133)
Assets limited as to use, current portion	-	1	(1)
Receivables for patient care (net)	35,143	39,368	(4,225)
Other receivables	2,001	1,044	957
Other current assets	6,234	5,391	843
Total current assets	\$ 58,891	\$ 61,365	\$ (2,474)
Assets limited as to use, net of current portion	288	413	(125)
Intangible assets	4,229	4,229	-
Right of use - operating lease	3,604	5,093	(1,489)
Property, buildings, and equipment (net)	107,429	108,945	(1,516)
Other noncurrent assets	37,398	34,065	3,333
Total assets	\$ 211,839	\$ 214,110	\$ (2,271)

Montefiore Nyack Hospital
Statement of Financial Position (000)
December 31, 2022

	<u>12/31/2022</u>	<u>Unaudited 12/31/2021</u>	<u>Variance</u>
Liabilities and net assets:			
Current liabilities:			
Accounts payable and accrued expenses	\$ 59,362	\$ 26,127	\$ (33,235)
Accrued salaries, wages and related benefits	23,116	24,842	1,726
Debt and capital lease obligations	20,448	25,561	5,113
Deferred revenue	727	1,286	559
Estimated liability for malpractice claims	2,000	2,000	-
Due to third-party payers	1,273	27,019	25,746
Operating lease	858	1,490	632
Due to related parties, current	4,711	5,067	356
Total current liabilities	\$ 112,495	\$ 113,392	\$ 897
Accrued pension liability	4,858	3,189	(1,669)
Estimated liability for malpractice claims	33,400	30,900	(2,500)
Debt and capital lease obligations	1,292	1,146	(146)
Operating lease	2,746	3,604	858
Due to third-party payers	2,977	2,977	-
Deferred revenue	950	1,000	50
Other noncurrent liabilities	6,235	6,624	389
Due to related parties, non current	21,058	-	(21,058)
Total liabilities	\$ 186,011	\$ 162,832	\$ (23,179)
Net assets:			
Net assets without donor restriction	25,608	51,059	(25,450)
Net assets with donor restriction	219	219	-
Total net assets	\$ 25,827	\$ 51,278	\$ (25,451)
Total liabilities and net assets	\$ 211,838	\$ 214,110	\$ (2,272)

Montefiore Nyack Hospital
Statement of Operations (000) - Audit Format
December 31, 2022

<u>Description</u>	<u>Year to Date: December 31, 2022</u>				<u>12/31/2021</u>
	<u>Actual</u>	<u>Budget</u>	<u>Var \$</u>	<u>Var %</u>	<u>Prior Year</u>
<u>Revenue</u>					
Inpatient	\$ 162,877	\$ 161,056	\$ 1,821	1.1%	\$ 165,370
Outpatient	135,960	134,937	1,023	0.8%	109,243
Net Patient Service Revenue	298,837	295,993	2,844	1.0%	274,613
Other Revenue Sources	35,722	30,182	5,540	18.4%	43,586
Total Operating Revenue	<u>334,559</u>	<u>326,175</u>	<u>8,384</u>	<u>2.6%</u>	<u>318,199</u>
<u>Expenses</u>					
Salaries and Wages	125,758	130,912	5,154	3.9%	121,810
Employee Benefits	48,980	46,250	(2,730)	(5.9%)	46,381
Supplies and Other Costs	158,182	137,186	(20,996)	(15.3%)	134,659
Total Operating Expenses	<u>332,920</u>	<u>314,348</u>	<u>(18,572)</u>	<u>(5.9%)</u>	<u>302,850</u>
EBIDA Margin	<u>1,639</u>	<u>11,827</u>	<u>(10,188)</u>	<u>(86.1%)</u>	<u>15,349</u>
Depreciation	13,603	11,846	(1,757)	(14.8%)	11,819
Interest	1,785	1,107	(678)	(61.2%)	963
Operating Margin before corporate overhead	<u>\$ (13,749)</u>	<u>\$ (1,126)</u>	<u>\$ (12,623)</u>	<u>1,121.0%</u>	<u>\$ 2,567</u>
Change in DB Pension Liability	(2,310)	-	(2,310)		206
Capital Transfer - Garage and Epic	(12,600)	(3,832)	(8,768)		26,727
Grant- FEMA Capital	2,180	-	2,180		-
Net asset transfer from Foundation	-	700	(700)		-
Net periodic pension credits (non-service related)	1,100	798	302		1,572
Net realized and changes in unrealized gains/losses on investments	(71)	-	(71)		(212)
Net Margin	<u>\$ (25,450)</u>	<u>\$ (3,460)</u>	<u>\$ (21,990)</u>		<u>\$ 30,860</u>

Montefiore Medical Center

Consolidated Statements of Financial Position

	Unaudited December 31, 2022	Audited December 31, 2021
	<i>(In Thousands)</i>	
Assets		
Current assets:		
Cash and cash equivalents	\$ 108,042	\$ 36,113
Marketable and other securities	1,237,274	1,761,269
Assets limited as to use, current portion	11,356	16,239
Receivables for patient care, net	276,890	290,931
Other receivables	84,569	40,056
Estimated insurance claims receivable, current portion	54,417	63,022
Other current assets	67,292	70,676
Due from members, current portion	240,200	201,739
Total current assets	<u>2,080,040</u>	<u>2,480,045</u>
Assets limited as to use, net of current portion	153,784	166,023
Property, buildings and equipment, net	1,177,779	1,228,779
Right-of-use assets – operating leases	333,489	361,140
Estimated insurance claims receivable, net of current portion	192,935	223,442
Other noncurrent assets	280,760	226,503
Due from members, net of current portion	417,124	349,720
Total assets	<u>\$ 4,635,911</u>	<u>\$ 5,035,652</u>
Liabilities and net (deficiency) assets		
Current liabilities:		
Accounts payable and accrued expenses	\$ 329,602	\$ 343,421
Accrued salaries, wages and related items	307,307	317,971
Self-insured professional and other insured liabilities, current portion	147,752	118,523
Estimated insurance claims liabilities, current portion	54,417	63,022
Estimated third-party payer liabilities, current portion	212,020	285,378
Long-term debt, current portion	14,143	13,910
Finance lease liabilities, current portion	17,491	16,475
Operating lease liabilities, current portion	37,811	36,620
Total current liabilities	<u>1,120,543</u>	<u>1,195,320</u>
Long-term debt, net of current portion	1,985,115	1,999,258
Finance lease liabilities, net of current portion	321,369	334,198
Operating lease liabilities, net of current portion	306,565	335,237
Noncurrent defined benefit pension and other postretirement health plan liabilities	186,682	217,449
Self-insured professional and other insured liabilities, net of current portion	245,302	186,508
Employee deferred compensation	78,537	90,576
Estimated insurance claims liabilities, net of current portion	192,935	223,442
Estimated third-party payer liabilities, net of current portion	255,292	255,296
Other noncurrent liabilities	23,891	25,491
Total liabilities	<u>4,716,231</u>	<u>4,862,775</u>
Commitments and contingencies		
Net (deficiency) assets:		
Without donor restrictions	(191,483)	61,155
With donor restrictions	111,163	111,722
Total net (deficiency) assets	<u>(80,320)</u>	<u>172,877</u>
Total liabilities and net (deficiency) assets	<u>\$ 4,635,911</u>	<u>\$ 5,035,652</u>

Montefiore Medical Center
Consolidated Statements of Operations

	Year Ended December 31,	
	2022	2021
	Unaudited	Audited
	<i>(In Thousands)</i>	
Operating revenue		
Net patient service revenue	\$ 4,203,805	\$ 3,826,570
Grants and contracts	189,769	214,563
Other revenue	176,747	221,986
Total operating revenue	<u>4,570,321</u>	<u>4,263,119</u>
Operating expenses		
Salaries and wages	2,093,223	2,058,108
Employee benefits	654,241	652,418
Supplies and other expenses	1,636,633	1,586,049
Depreciation and amortization	152,314	143,663
Interest	99,521	100,041
Total operating expenses	<u>4,635,932</u>	<u>4,540,279</u>
Deficiency of operating revenue over operating expenses before other items	(65,611)	(277,160)
Net realized and changes in net unrealized gains and losses on marketable and other securities	(69,479)	42,464
Malpractice insurance program adjustments	(10,942)	144
Net periodic pension and other postretirement benefit costs (non-service related)	(6,722)	(9,267)
Other nonoperating gains and losses, net	(10,043)	(69,842)
Deficiency of revenues over expenses	<u>(162,797)</u>	<u>(313,661)</u>
Net assets released from restrictions used for purchases of property, buildings and equipment	–	1,359
Change in defined benefit pension and other postretirement health plan liabilities to be recognized in future periods	38,531	21,495
Transfer of CMO The Care Management Company, LLC to Montefiore Consolidated Ventures, Inc. <i>(Note 1)</i>	–	(18,200)
Grants for the purchase of property, buildings and equipment	10,116	–
Transfers to members, net	(138,488)	(125,067)
Decrease in net assets without donor restrictions	<u>\$ (252,638)</u>	<u>\$ (434,074)</u>

CON 231240-Lenox Hill
Facilities with a LINAC within 5 miles



Northwell Health, Inc.

Consolidated Statements of Financial Position
(In Thousands)

	December 31	
	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 762,894	\$ 578,168
Short-term investments	3,348,441	4,376,827
Accounts receivable for services to patients, net	1,656,275	1,568,340
Accounts receivable for physician activities, net	368,443	309,853
Current portion of pledges receivable	55,140	54,323
Current portion of insurance claims receivable	33,009	43,435
Other current assets	590,795	448,807
Total current assets	<u>6,814,997</u>	<u>7,379,753</u>
Long-term investments	3,412,416	3,833,609
Pledges receivable, net of current portion	114,285	127,099
Property, plant and equipment, net	6,759,273	6,246,810
Right-of-use assets – operating leases	1,130,293	1,000,823
Insurance claims receivable, net of current portion	119,689	116,149
Other assets	864,170	743,368
Total assets	<u>\$ 19,215,123</u>	<u>\$ 19,447,611</u>
Liabilities and net assets		
Current liabilities:		
Short-term borrowings	\$ 408,021	\$ 409,310
Accounts payable and accrued expenses	1,218,276	1,170,463
Accrued salaries and related benefits	1,567,301	1,403,304
Current portion of operating lease obligations	141,319	133,350
Current portion of finance lease obligations	7,020	6,415
Current portion of long-term debt	80,353	64,413
Current portion of insurance claims liability	33,009	43,435
Current portion of malpractice and other insurance liabilities	231,352	192,792
Current portion of Medicare advances	–	632,168
Current portion of estimated payables to third-party payers	324,871	330,229
Total current liabilities	<u>4,011,522</u>	<u>4,385,879</u>
Accrued retirement benefits, net of current portion	502,114	648,799
Operating lease obligations, net of current portion	1,028,259	891,756
Finance lease obligations, net of current portion	289,730	244,551
Long-term debt, net of current portion	4,216,127	3,579,927
Insurance claims liability, net of current portion	119,689	116,149
Malpractice and other insurance liabilities, net of current portion	1,950,363	1,817,495
Medicare advances, net of current portion	–	3,622
Other long-term liabilities	1,045,478	967,134
Total liabilities	<u>13,163,282</u>	<u>12,655,312</u>
Commitments and contingencies		
Net assets:		
Without donor restrictions	5,143,692	5,871,294
With donor restrictions	908,149	921,005
Total net assets	<u>6,051,841</u>	<u>6,792,299</u>
Total liabilities and net assets	<u>\$ 19,215,123</u>	<u>\$ 19,447,611</u>

Northwell Health, Inc.

Consolidated Statements of Operations
(In Thousands)

	Year Ended December 31	
	2022	2021
Operating revenue:		
Net patient service revenue	\$ 11,129,605	\$ 10,523,685
Physician practice revenue	2,836,642	2,636,603
Total patient revenue	<u>13,966,247</u>	<u>13,160,288</u>
FEMA and CARES Act Provider Relief Fund revenue	164,579	61,150
Other operating revenue	1,376,667	1,269,797
Net assets released from restrictions used for operations	60,551	53,820
Total operating revenue	<u>15,568,044</u>	<u>14,545,055</u>
Operating expenses:		
Salaries	8,169,763	7,421,527
Employee benefits	1,721,825	1,630,779
Supplies and expenses	4,768,804	4,571,023
Depreciation and amortization	621,268	588,022
Interest	168,736	156,053
Total operating expenses	<u>15,450,396</u>	<u>14,367,404</u>
Excess of operating revenue over operating expenses	117,648	177,651
Non-operating gains and losses:		
Investment income	13,400	460,495
Change in net unrealized gains and losses and change in value of equity method investments	(1,051,628)	16,387
Non-operating net periodic benefit credit	51,278	33,152
Other non-operating gains and losses	(35,954)	163,441
Total non-operating gains and losses	<u>(1,022,904)</u>	<u>673,475</u>
(Deficiency) excess of revenue and gains and losses over expenses	(905,256)	851,126
Net assets released from restrictions for capital asset acquisitions	47,602	25,757
Pension and other postretirement liability adjustments	153,022	165,515
Other changes in net assets	(22,970)	(32,956)
(Decrease) increase in net assets without donor restrictions	<u>\$ (727,602)</u>	<u>\$ 1,009,442</u>

DRAFT - For Discussion Purposes Only**ROME MEMORIAL HOSPITAL, INC. AND AFFILIATES****d/b/a Rome Health - Rome Health Center and Affiliates**

Consolidated Balance Sheets

Years ended December 31, 2022 and 2021

<u>Assets</u>	<u>2022</u>	<u>2021</u>
Current assets:		
Cash and cash equivalents	\$ 1,006,078	7,745,915
Assets limited as to use	4,632,083	12,029,499
Patient accounts receivable, net	10,598,562	10,467,636
Inventories	2,628,494	2,606,191
Prepaid expenses and other current assets	5,340,980	3,391,286
Due from related entities, net	188,184	-
Total current assets	24,394,381	36,240,527
Interest in net assets of Rome Hospital Foundation, Inc.	8,267,750	4,455,649
Assets limited as to use, net of current portion	1,785,672	3,500,000
Operating lease right-of-use asset	1,067,068	-
Property and equipment, net	38,498,767	26,208,594
Other long-term assets	2,950,393	3,174,437
Total assets	\$ <u>76,964,031</u>	<u>73,579,207</u>
<u>Liabilities and Net Assets</u>		
Current liabilities:		
Current portion of long-term obligations	113,515	113,515
Accounts payable	17,111,916	9,695,691
Accrued payroll and other liabilities	5,736,434	6,720,882
Accrued compensated absences	2,565,627	2,506,311
Current portion of operating lease liability	224,247	-
Contract liability - Medicare accelerated payments	-	4,533,146
Estimated third-party payor settlements and advances, net	3,137,350	2,904,748
Due to related entities, net	-	381,910
Total current liabilities	28,889,089	26,856,203
Long-term obligations, net of current portion	107,710	236,816
Due to related entities, net of current portion	5,285,517	5,539,697
Operating lease liability, net of current portion	842,821	-
Other liabilities	4,586,969	4,911,107
Total liabilities	39,712,106	37,543,823
Net assets:		
Without donor restrictions	28,833,758	32,270,716
With donor restrictions	8,418,167	3,764,668
Total net assets	37,251,925	36,035,384
Commitments, contingencies and uncertainties		
Total liabilities and net assets	\$ <u>76,964,031</u>	<u>73,579,207</u>

DRAFT - For Discussion Purposes Only

ROME MEMORIAL HOSPITAL, INC. AND AFFILIATES d/b/a Rome Health - Rome Health Center and Affiliates

Consolidated Statements of Operations

Years ended December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
Revenue and other support without donor restrictions:		
Patient service revenue, net	\$ 98,634,653	94,427,696
Pandemic Relief Fund grants	-	4,080,643
Other operating revenue and support	<u>4,901,494</u>	<u>7,576,132</u>
Total revenue and other support without donor restrictions	<u>103,536,147</u>	<u>106,084,471</u>
Expenses:		
Salaries and wages	47,560,032	42,667,833
Employee benefits	8,799,218	7,702,842
Supplies	15,491,468	13,601,623
Purchased services	34,453,672	26,969,034
Other operating expenses	6,212,523	5,511,995
Depreciation and amortization	2,729,229	2,851,917
Interest	155,682	173,326
New York State cash receipts assessment	<u>579,318</u>	<u>646,422</u>
Total expenses	<u>115,981,142</u>	<u>100,124,992</u>
Operating income (loss)	<u>(12,444,995)</u>	<u>5,959,479</u>
Other income (loss):		
Investment income, including realized gains and losses	33,372	36,131
Change in net unrealized gains and losses on assets limited as to use	(809,719)	(30,209)
Other	<u>(14,778)</u>	<u>2,529</u>
Total other income (loss), net	<u>(791,125)</u>	<u>8,451</u>
Excess (deficiency) of revenue over expenses	(13,236,120)	5,967,930
Change in interest in Rome Hospital Foundation, Inc. without donor restrictions	(362,441)	453,231
Contributions and grants for purchases of property and equipment	<u>10,161,603</u>	<u>882,866</u>
Increase (decrease) in net assets without donor restrictions	<u>\$ (3,436,958)</u>	<u>7,304,027</u>

Flushing Hospital Medical Center
Consolidated Balance Sheets
December 31, 2022

BFA Attachment A
 CON 231273

(in thousands)

2022

Assets

Current assets

Cash and cash equivalents	\$ 37,567
Patient accounts receivable	21,826
Supplies	5,791
Other current assets	29,247
Insurance receivable	2,413
Due from third-party payers	68,255

Total current assets 165,099

Property, buildings, and equipment, net	92,171
Right-of-use assets - operating leases	1,059
Other assets	50,267
Insurance receivable, less current portion	9,469
Due from third-party payers, less current portion	152

Total assets \$ 318,217

Liabilities and Net Deficit

Current liabilities

Current portion of long-term debt and finance lease obligations	\$ 3,334
Operating lease liabilities	522
Current portion of estimated insurance liabilities	6,203
Accounts payable and accrued expenses	41,183
Accrued salaries and related benefits	18,383
Due to related parties, net	48,449
Deferred revenue	3,557
Due to third-party payers	80,264

Total current liabilities 201,895

Estimated insurance liabilities, less current portion	35,654
Operating lease liabilities, less current portion	537
Due to related parties, less current portion	125,285
Due to third-party payers, less current portion	4,717
Accrued salaries and related benefits	258
Long-term debt and finance lease obligations, less current portion	5,818

Total liabilities 374,164

Net deficit

Net deficit without donor restrictions (55,947)

Total liabilities and net deficit \$ 318,217

Flushing Hospital Medical Center
Consolidated Statements of Operations and Changes in Net Deficit
Years Ended December 31, 2022

<i>(in thousands)</i>	2022
Revenues	
Net patient service revenue	\$ 263,605
Capitation revenue	716,230
Other revenue	29,942
Total revenues	<u>1,009,777</u>
Expenses	
Salaries and wages	151,364
Employee health and welfare benefits	59,280
Supplies and other	117,520
Depreciation and amortization	7,588
Cost related to capitation revenue	673,217
Interest expense, net	797
Total expenses	<u>1,009,766</u>
Gain from operations	11
Nonoperating gains	
Insurance proceeds for capital	12,700
Other losses, net	<u>(4,589)</u>
Excess of revenues over expenses	<u>8,122</u>
Decrease in net deficit without donor restrictions	8,122
Net deficit without donor restrictions	
Beginning of year	<u>(64,069)</u>
End of year	<u>\$ (55,947)</u>

FLUSHING HOSPITAL MEDICAL CENTER
BALANCE SHEET - DRAFT
AS OF MAY 31, 2023

DESCRIPTION	May 31, 2023	May 31, 2022	December 31, 2022
ASSETS			
CURRENT ASSETS			
CASH AND CASH EQUIVALENTS	11,870,746	29,070,384	36,537,035
ACCOUNTS RECEIVABLE-NET	20,882,505	21,768,731	21,825,698
INVENTORY	5,861,478	5,348,241	5,351,670
ACCOUNTS RECEIVABLE AND OTHER CURRENT ASSETS	12,317,462	8,326,615	911,526
A/R - GRANTS AND CONTRACTS	97,824	198,889	254,173
PREPAID EXPENSES	3,313,720	2,256,234	1,454,906
DEPOSITS	2,704,445	2,558,407	2,615,700
DUE FROM THIRD PARTY	68,295,225	1,758,172	66,639,459
TOTAL CURRENT ASSETS	125,343,406	71,285,674	135,590,166
PROPERTY, BUILDINGS, AND EQUIPMENT, NET	99,635,382	82,746,466	92,168,200
OTHER NON-CURRENT ASSETS	64,562,579	52,947,034	60,795,636
TOTAL ASSETS	\$ 289,541,367	\$ 206,979,174	\$ 288,554,002
LIABILITIES			
CURRENT LIABILITIES			
CURRENT PORTION OF LTD	3,765,536	4,683,466	3,855,328
CURRENT PORTION OF ESTIMATED INSURANCE LIABILITY	8,607,548	7,572,259	7,149,081
DUE TO THIRD-PARTY PAYORS ST	101,542,119	4,422,214	82,755,187
ACCOUNTS PAYABLE AND ACCRUED EXPENSES	13,932,535	21,217,381	13,857,399
ACCRUED SALARIES AND RELATED BENEFITS ST	17,709,440	15,601,897	18,122,789
DEFERRED REVENUE	1,112,829	1,077,591	3,557,117
TOTAL CURRENT LIABILITIES	146,670,007	54,574,807	129,296,901
LONG TERM LIABILITIES			
ESTIMATED INSURANCE LIABILITY, LT	37,416,842	35,695,293	35,654,081
ACCRUED PAYROLL & RELATED BENEFITS, LT	258,852	298,052	258,852
DUE TO/FROM RELATED PARTIES	165,517,050	166,710,109	167,685,672
LONG TERM DEBT, NET OF CURRENT	7,551,056	8,389,969	7,072,548
TOTAL L/T LIABILITIES	210,743,801	211,093,423	210,671,153
TOTAL LIABILITIES	357,413,808	265,668,230	339,968,055
FUND BALANCE			
UNRESTRICTED FUNDS BALANCE	(67,872,441)	(58,689,057)	(51,414,052)
TOTAL FUND BALANCE	(67,872,441)	(58,689,057)	(51,414,052)
TOTAL LIABILITIES & FUND BAL	\$ 289,541,367	\$ 206,979,174	\$ 288,554,002

FLUSHING HOSPITAL MEDICAL CENTER
 YTD COMPARATIVE STATEMENT OF REVENUE & EXPENSES - DRAFT
 FOR THE FIVE MONTHS ENDING MAY 31, 2023

DESCRIPTION	YTD ACTUAL	YTD BUDGET	PRIOR YEAR YTD	PRIOR YEAR 12/31/2022
UNRESTRICTED REV/OTHR SUPPORT:				
NET PATIENT SERVICE REVENUE	\$ 107,895,403	\$ 85,458,038	\$ 85,012,751	\$ 263,604,782
CAPITATION	271,054,781	270,801,779	246,783,345	715,728,798
HOSPITAL INCENTIVE REVENUE	120,510	321,042	254,585	856,512
INVESTMENT & INTEREST REVENUE	156,691	35,649	26,811	156,450
OTHER REVENUE AND GAINS	8,665,716	5,811,351	45,321,012	40,958,838
TOTAL UNRESTRICTED REV/OTHER SUPP	387,893,100	362,427,859	377,398,503	1,021,305,380
EXPENSES:				
SALARIES AND WAGES	68,892,299	67,130,777	63,151,413	151,363,852
EMPLOYEE BENEFITS	26,623,497	28,899,529	25,227,182	59,280,187
COST RELATED TO CAPITATION REVENUE	255,949,043	255,643,280	236,888,090	673,217,153
SUPPLIES AND OTHER	45,663,299	52,292,711	43,958,798	109,155,429
INS EXP-MALPRACTICE	3,460,438	3,356,862	3,302,535	6,464,327
DEPRECIATION & AMORTIZATION	3,541,506	3,801,880	2,987,987	7,584,836
INTEREST EXPENSE	297,154	317,084	288,982	797,054
TOTAL EXPENSES	404,427,237	411,442,121	375,804,986	1,007,862,837
GAIN/LOSS FROM OPERATIONS	(16,534,136)	(49,014,263)	1,593,517	13,442,543
OTHER NON-OPER INCOME (EXP):				
CONTRIBUTIONS	75,748	59,248	144	15,413
MILMIC REPAYMENT	-	-	-	(4,594,219)
TOTAL OTHER NON-OPER INC (EXP)	75,748	59,248	144	(4,578,806)
GAIN/LOSS AFTER NON OPER INCOME	(16,458,389)	(48,955,015)	1,593,660	8,863,737
CHANGES IN UNRESTRICTED NET ASSETS				
Grant for Capital Purposes	-	-	-	4,928
TOTAL CHGS UNRESTRICT NET ASSETS	-	-	-	4,928
CHANGE IN UNRESTRICTED NET ASSETS	\$ (16,458,389)	\$ (48,955,015)	\$ 1,593,660	\$ 8,868,665

NYU Langone Hospitals
Consolidated Balance Sheets
August 31, 2022 and 2021

<i>(in thousands)</i>	2022	2021
Assets		
Current assets		
Cash and cash equivalents	\$ 1,548,227	\$ 1,802,962
Short-term investments	1,072,402	1,273,620
Assets limited as to use	9,171	11,841
Patient accounts receivable, net	1,039,526	896,425
Contributions receivable	99,364	61,886
Insurance receivables - billed	110,633	105,457
Other current assets	376,484	403,806
Total current assets	<u>4,255,807</u>	<u>4,555,997</u>
Long-term investments	61,874	57,991
Assets limited as to use, less current portion	1,252,472	1,389,431
Contributions receivable, less current portion	128,696	133,578
Professional liabilities insurance recoveries receivable	63,062	70,541
Operating lease right-of-use assets	542,569	542,158
Other assets	116,941	80,031
Property, plant and equipment, net	4,891,042	4,770,717
Total assets	<u>\$ 11,312,463</u>	<u>\$ 11,600,444</u>
Liabilities and Net Assets		
Current liabilities		
Current portion of long-term debt and finance lease obligations	\$ 70,990	\$ 53,776
Current portion of operating lease obligations	36,502	34,485
Accounts payable and accrued expenses	445,695	420,597
Accrued salaries and related liabilities	385,993	381,068
Deferred revenue	125,635	113,688
Due to related organizations	45,240	73,856
Other current liabilities	20,190	338,377
Total current liabilities	<u>1,130,245</u>	<u>1,415,847</u>
Long-term debt and finance lease obligations, less current portion	3,154,938	3,175,044
Long-term operating lease obligations, less current portion	553,468	551,933
Professional liabilities	885,829	847,910
Accrued pension liabilities	389,700	515,645
Accrued postretirement liabilities	73,928	93,624
Other liabilities	338,619	459,228
Total liabilities	<u>6,526,727</u>	<u>7,059,231</u>
Net assets		
Net assets without donor restrictions	4,393,528	4,166,554
Net assets with donor restrictions	392,208	374,659
Total net assets	<u>4,785,736</u>	<u>4,541,213</u>
Total liabilities and net assets	<u>\$ 11,312,463</u>	<u>\$ 11,600,444</u>

NYU Langone Hospitals
Consolidated Statements of Operations
Years Ended August 31, 2022 and 2021

<i>(in thousands)</i>	2022	2021
Operating revenues and other support		
Net patient service revenue	\$ 6,539,043	\$ 6,168,439
Grants and sponsored programs	13,480	23,346
Insurance premiums earned	108,014	106,708
Contributions	14,921	8,661
Endowment distribution and return on short-term investments	(28,677)	37,501
Other revenue	710,912	718,696
Net assets released from restrictions for operating purposes	19,139	17,281
Total operating revenues and other support	<u>7,376,832</u>	<u>7,080,632</u>
Operating expenses		
Salaries and wages	2,158,889	2,051,353
Employee benefits	689,861	656,052
Supplies and other	3,347,874	3,228,383
Depreciation and amortization	435,510	421,383
Interest	125,522	128,811
Total operating expenses	<u>6,757,656</u>	<u>6,485,982</u>
Gain from operations	619,176	594,650
Other items		
Other component of pension and postretirement costs	27,866	24,539
Investment return, net	(226,320)	166,417
Mission based payment to NYUGSoM	(50,000)	(50,000)
Other	(9,876)	12,977
Excess of revenue over expenses	<u>360,846</u>	<u>748,583</u>
Other changes in net assets without donor restrictions		
Changes in pension and postretirement obligations	161,261	192,239
Contributions for capital asset acquisitions	51	754
Equity transfers to related organizations, net	(303,366)	(35,387)
Net assets released from restrictions for capital purposes	509	3,841
Net assets released from restrictions for hazard mitigation	8,631	-
Other	(958)	(11)
Net increase in net assets without donor restrictions	<u>\$ 226,974</u>	<u>\$ 910,019</u>

NHPE, LLC
Financial Statements
December 31, 2022, and 2021

Balance sheet

(All amounts in United State Dollars, unless otherwise stated)

	As at December 31, 2022	As at December 31, 2021
ASSETS		
Current assets		
Cash and cash equivalents	1,086,002	277,581
Accounts receivable, net of allowances	1,573,231	1,707,483
Other current assets	-	-
Total current assets	2,659,232	1,985,064
Property, plant and equipment, net	2,795,253	2,844,188
Other assets	381,368	392,411
Total assets	5,835,854	5,221,663
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current liabilities		
Accounts payable	297,756	302,060
Other current liabilities	17,000	719,896
Total current liabilities	314,756	1,021,956
Long Term liabilities		
Long term borrowings	404,241	404,241
Long term accrued rent liability	412,468	408,504
Total Long-Term Liabilities	816,709	812,745
Total liabilities	1,131,465	1,834,701
Stockholders' equity		
Member Capital	-165,389	-7,405,898
Accumulated equity (deficit)	-312,740	6,551,504
Profit for the current period	5,182,518	4,241,356
Total stockholders' equity	4,704,389	3,386,962
Total liabilities and stockholders' equity	5,835,854	5,221,663

NHPE, LLC
 Financial Statements
 December 31, 2022, and 2021

Statement of Income

(All amounts in United State Dollars, unless otherwise stated)

	<u>As at</u> <u>December 31, 2022</u>	<u>As at</u> <u>December 31, 2021</u>
Operating revenues	10,854,343	9,789,871
Cost of revenues	2,663,541	2,184,093
Gross profit	8,190,802	7,605,778
Costs and expenses		
Selling, general and administrative expenses	2,948,977	2,767,643
Depreciation and amortization	401,722	405,872
Interest expense	34,806	71,302
Taxes	-371,922	425,000
Total cost and expenses	3,013,584	3,669,817
Operating profit/(loss)	5,177,218	3,935,961
Other income (expenses)	5,300	262
Non-Taxable PPP	-	305,135
Net profit	5,182,518	4,241,356

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NHPE, LLC
Balance Sheet
 As of March 31, 2023
 Mar 31, 23



ASSETS	
Current Assets	
Checking/Savings	
Cash	
111156 Chase Checking 9761	1,283,237.38
120007 Money Market(CD)-1414	381,368.39
Total Cash	<u>1,664,605.77</u>
Total Checking/Savings	1,664,605.77
Accounts Receivable	
Accounts Receivable, Net	1,971,297.71
Total Accounts Receivable	<u>1,971,297.71</u>
Total Current Assets	3,635,903.48
Fixed Assets	
Net Property and Equipment	2,735,286.37
Total Fixed Assets	<u>2,735,286.37</u>
TOTAL ASSETS	<u>6,371,189.85</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	-16,042.98
Credit Cards	11,311.35
Other Current Liabilities	
Accounts Payable & Accrued Expe	21,472.31
Total Other Current Liabilities	<u>21,472.31</u>
Total Current Liabilities	16,740.68
Long Term Liabilities	
210165 Accrued Rent Expense	414,430.00
Long Term Debt, net of current	237,969.94
Total Long Term Liabilities	<u>652,399.94</u>
Total Liabilities	669,140.62
Equity	
380000 Retained Earnings - Prio	-271,000.36
Members Equity	
Marc E. Sher, M.D.	163,057.87
Merajur Rahman, M.D.	54,408.62
Shri Bherav & Co., LLC	2,794,864.61
T. Cristina Sardinha M.D	163,057.87
Total Members Equity	<u>3,175,388.97</u>
Net Income	2,797,660.62
Total Equity	<u>5,702,049.23</u>
TOTAL LIABILITIES & EQUITY	<u>6,371,189.85</u>

NHPE, LLC
Profit & Loss
January through March 2023
Jan - Mar 23

Ordinary Income/Expense	
Income	
40-Net Revenue	4,375,614
Total Income	<u>4,375,614</u>
Expense	
50-Cost of revenues	
670087 Drugs & Medications	21,614
670176 Medical Supplies	217,198
Contracted Labor	
660036 Contracted Labor-Anesthe	491,000
660037 Contracted Labor - Nurse	37,622
Total Contracted Labor	<u>528,622</u>
Total 50-Cost of revenues	<u>767,434</u>
60-Direct Operating Expense	
610010 Salary & Wages	322,499
660080 Marketting & Advertising	
670230 Marketing,Promotion,Adve	21
660080 Marketing & Advertising - Other	228
Total 660080 Marketting & Advertising	<u>249</u>
660100 Recruiting Costs	2,541
660130 Uniforms & Laundry	20,931
Office & Miscellaneous Expenses	
660090 Payroll Processing Fees	2,136
670090 Dues and Subscriptions	365
670180 Miscellaneous	50
670200 Office Supplies	4,255
Total Office & Miscellaneous Expenses	<u>6,806</u>
Payroll Taxes	
620230 FICA-M	4,505
620232 FICA-Disability	0
620235 FICA-O	19,261
620240 City/Other	639
620250 FUTA	1,842
620260 SUTA	11,153
Total Payroll Taxes	<u>37,400</u>
Postage & Printing	
670210 Postage/Courier	265
670220 Printing Costs	25
Total Postage & Printing	<u>290</u>
Repairs, Maintenance & Cleaning	
640050 Repairs & Maintenance	17,504
670137 Office Cleaning	6,987
670138 Medical Waste Disposal	1,701
670139 Computer Mainte & Softwa	10,551
Total Repairs, Maintenance & Cleaning	<u>36,743</u>

NHPE, LLC
Profit & Loss
January through **23**
23

Total 60-Direct Operating Expense	427,459
70-Other Expenses	
630050 Rent Expense	114,494
630080 Telephone & Utilities	7,280
660050 Legal & Professional Fee	17,159
670030 Bank & Collection Fees	15,336
670140 Insurance Expense	
620100 Medical/Dental Insurance	9,269
620180 Workers Comp	1,932
620182 GL & Umbrella Insurance	3,080
Total 670140 Insurance Expense	14,281
670175 Medical Director Fees	18,750
Accounting & Consulting	
660010 Accounting/Audit Fees	16,250
660030 Consultant Costs	17,750
Total Accounting & Consulting	34,000
Billing and Admin Fees	
590084 Billing Fee - Anesthesia	18,837
660015 Billing Fees-Facility	19,110
Total Billing and Admin Fees	37,947
Licenses and Fees	
670150 Licenses, & Fees	3,011
Total Licenses and Fees	3,011
Travel & Entertainment	
650020 Meals and Entertainment	250
650060 Travel & Lodging	361
Total Travel & Entertainment	611
Total 70-Other Expenses	262,869
80 Interest,Dep,Tax&NonRecurri	
Depreciation & Amortization	
840010 Depreciation	100,431
Total Depreciation & Amortization	100,431
Interest Expense	2,727
Taxes	
870450 State Taxes	3,000
NY PTET	14,036
Total Taxes	17,036
Total 80 Interest,Dep,Tax&NonRecurri	120,194
Total Expense	1,577,956
Net Ordinary Income	2,797,658
Other Income/Expense	0
Net Income	2,797,658

Statement Period
April 01 - April 28, 2023

Account Number
837-15334

Investment Statement

40659 BDS 079 021 12023 - NNNNNNNNNNNN

SHRI BHERAV & CO. LLC
DR MEHTA
3 LAVENDERS COURT
MANHASSET NY 11030-3923

Account Value with Accruals

Account Description	Previous Period	This Period
Managed	2,771,386.10	2,774,501.12
ACCOUNT VALUE	\$2,771,386.10	\$2,774,501.12

See page 3 for footnotes and more detail.

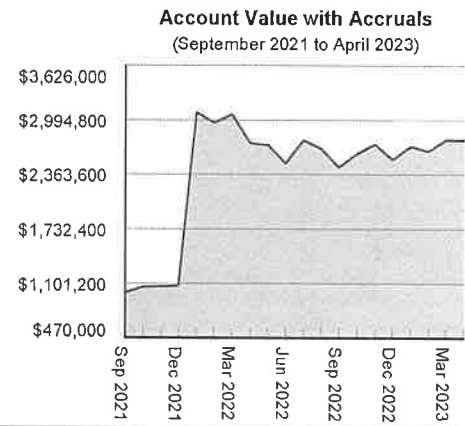
Questions?

For Full Service Accounts, Call Private Client Advisor

(516) 681 1589 Daniel Burns

Customer Service
(888) 994 5626
Branch Address
1064 Old Country Road
Plainview, NY, 11803

www.chase.com More contact information on page 48



If you have any questions about your statement or concerns about your account, please call us at the toll free number provided above.

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Account is held at J.P. Morgan Securities LLC (JPMS), member Financial Industry Regulatory Authority (FINRA) and Securities Investor Protection Corporation (SIPC). This statement summary is provided for convenience purposes only. For information about your JPMS account(s), please refer to your official JPMS account statement(s), which follows this statement summary. Neither this statement summary nor your official JPMS account statement(s) should be used for tax reporting purposes.



JPMorgan Chase Bank, N.A.
 P O Box 182051
 Columbus, OH 43218 - 2051

April 01, 2023 through April 28, 2023
 Account Number: **000000618693555**

CUSTOMER SERVICE INFORMATION

Web site: **www.Chase.com**
 Service Center: **1-877-425-8100**
 Para Espanol: **1-888-622-4273**
 International Calls: **1-713-262-1679**
 We accept operator relay calls

00251734 DRE 802 210 11923 NNNNNNNNNN 1 000000000 69 0000
 SHRI BHERAV & CO. LLC
 2020 OCEAN AVE
 RONKONKOMA NY 11779-6536



CHECKING SUMMARY

Chase Business Complete Checking

	INSTANCES	AMOUNT
Beginning Balance		\$606,531.71
Electronic Withdrawals	1	-250,000.00
Ending Balance	1	\$356,531.71

Congratulations, we waived the \$15 Monthly Service Fee for this statement period, based on your qualifying activity.

How to Avoid the Monthly Service Fee (MSF)

If you meet any of the following qualifying activities for this Chase Business Complete CheckingSM account in a statement period, we will waive the \$15 MSF.

Here's the business activity we used to determine if you qualified for the MSF waiver:

- **\$2,000 Minimum Daily Ending Balance:** Your lowest daily ending balance was \$356,531.71.
- **\$2,000 Chase Payment SolutionsSM Activity:** \$0.00 was deposited into this account.
- **\$2,000 Chase Ink[®] Business Card Activity:** \$0.00 was your total Ink activity.

You can also avoid the MSF if you:

- Maintain a linked Chase Private Client CheckingSM account OR
- Meet Chase Military Banking requirements

For complete details on all requirements to avoid the MSF, please review the Additional Banking Services and Fees for Business Accounts at chase.com/business/disclosures or visit a Chase branch.

ELECTRONIC WITHDRAWALS

DATE	DESCRIPTION	AMOUNT
04/11	04/11 Online Transfer To Chk ...6608 Transaction#: 17060402407	\$250,000.00
Total Electronic Withdrawals		\$250,000.00

DAILY ENDING BALANCE

DATE	AMOUNT
04/11	\$356,531.71

Open Door Family Medical Center, Inc. and Affiliates

**Consolidating Statement of Financial Position
December 31, 2021**

<u>Assets</u>	Open Door Family Medical Center, Inc.	Open Door Foundation, Inc.	Open Door Leasing Corp.	Bridge Street	Total	Eliminations	Consolidated
Current assets							
Cash and cash equivalents	\$ 8,810,837	\$ 975,381	\$ 203	\$ 244,937	\$ 10,031,358	\$ -	\$ 10,031,358
Patient services receivable, net	4,307,989	-	-	703,361	5,011,350	-	5,011,350
Contracts receivable	2,052,910	-	-	-	2,052,910	-	2,052,910
Prepaid expenses and other current assets	1,317,105	5,656	-	62,863	1,385,624	-	1,385,624
Due from affiliates	71,051	-	-	-	71,051	(71,051)	-
Promises to give and contributions receivable, net	368,912	48,125	-	-	417,037	-	417,037
Total current assets	16,928,804	1,029,162	203	1,011,161	18,969,330	(71,051)	18,898,279
Investments	109,595,317	11,956,083	-	-	121,551,400	-	121,551,400
Property and equipment, net	30,012,941	6,519	-	-	30,019,460	-	30,019,460
Security deposits	21,885	600	28,121	-	50,606	-	50,606
Total assets	\$ 156,558,947	\$ 12,992,364	\$ 28,324	\$ 1,011,161	\$ 170,590,796	\$ (71,051)	\$ 170,519,745
<u>Liabilities and Net Assets</u>							
Current liabilities							
Accounts payable and accrued expenses	\$ 2,097,273	\$ 104,609	\$ -	\$ 55,208	\$ 2,257,090	\$ -	\$ 2,257,090
Accrued compensation and benefits	5,118,460	-	-	-	5,118,460	-	5,118,460
Due to related party	328,713	-	-	-	328,713	-	328,713
Due to affiliates	-	39,158	31,893	-	71,051	(71,051)	-
Current maturities of capital lease obligation	83,910	-	-	-	83,910	-	83,910
Current portion of long-term debt	463,500	-	-	-	463,500	-	463,500
Total current liabilities	8,091,856	143,767	31,893	55,208	8,322,724	(71,051)	8,251,673
Capital lease obligations, less current maturities	65,959	-	-	-	65,959	-	65,959
Long-term debt, less current portion	2,935,500	-	-	-	2,935,500	-	2,935,500
Total liabilities	11,093,315	143,767	31,893	55,208	11,324,183	(71,051)	11,253,132
Commitments and contingencies							
Net assets							
Without donor restrictions	145,413,465	12,672,439	(3,569)	955,953	159,038,288	-	159,038,288
With donor restrictions	52,167	176,158	-	-	228,325	-	228,325
Total net assets	145,465,632	12,848,597	(3,569)	955,953	159,266,613	-	159,266,613
Total liabilities and net assets	\$ 156,558,947	\$ 12,992,364	\$ 28,324	\$ 1,011,161	\$ 170,590,796	\$ (71,051)	\$ 170,519,745

Open Door Family Medical Center, Inc. and Affiliates

**Consolidating Statement of Activities and Changes in Net Assets
Year Ended December 31, 2021**

	Open Door Family Medical Center, Inc.	Open Door Foundation, Inc.	Open Door Leasing Corp.	Bridge Street	Total	Eliminations	Consolidated
Revenue without donor restrictions							
Patient services revenue, net	\$ 41,077,554	\$ -	\$ -	\$ 2,026,104	\$ 43,103,658	\$ -	\$ 43,103,658
DHHS grants	10,044,124	-	-	-	10,044,124	-	10,044,124
Contract services	5,606,626	-	-	-	5,606,626	(1,000,000)	4,606,626
340B pharmacy revenue	1,315,045	-	-	-	1,315,045	-	1,315,045
Contributions	1,418,491	1,088,504	-	-	2,506,995	-	2,506,995
Donated goods and services	127,500	-	-	-	127,500	-	127,500
Other	727,239	-	745,480	-	1,472,719	(740,755)	731,964
Investment return, net	2,306,788	1,131,284	-	-	3,438,072	-	3,438,072
Net assets released from restrictions	66,642	162,749	-	-	229,391	-	229,391
Total revenue without donor restrictions	62,690,009	2,382,537	745,480	2,026,104	67,844,130	(1,740,755)	66,103,375
Expenses							
Salaries and benefits	42,819,109	-	-	1,291,281	44,110,390	352,202	44,462,592
Other than personnel services	15,382,055	1,767,028	746,772	587,446	18,483,301	(2,092,957)	16,390,344
Interest	128,420	-	-	-	128,420	-	128,420
Depreciation and amortization	2,867,300	881	-	-	2,868,181	-	2,868,181
Total expenses	61,196,884	1,767,909	746,772	1,878,727	65,590,292	(1,740,755)	63,849,537
Operating income (loss)	1,493,125	614,628	(1,292)	147,377	2,253,838	-	2,253,838
Nonoperating activity							
Unrealized gain on investments	10,853,678	477,487	-	-	11,331,165	-	11,331,165
Total nonoperating activity	10,853,678	477,487	-	-	11,331,165	-	11,331,165
Change in net assets without donor restrictions	12,346,803	1,092,115	(1,292)	147,377	13,585,003	-	13,585,003
Change in net assets with donor restrictions							
Contributions for a specific purpose	48,750	162,749	-	-	211,499	-	211,499
Net assets released from restrictions	(66,642)	(162,749)	-	-	(229,391)	-	(229,391)
Change in net assets with donor restrictions	(17,892)	-	-	-	(17,892)	-	(17,892)
Change in net assets	12,328,911	1,092,115	(1,292)	147,377	13,567,111	-	13,567,111
Net assets, beginning	133,136,721	11,756,482	(2,277)	808,576	145,699,502	-	145,699,502
Net assets, end	\$ 145,465,632	\$ 12,848,597	\$ (3,569)	\$ 955,953	\$ 159,266,613	\$ -	\$ 159,266,613

OPEN DOOR FAMILY MEDICAL CENTER
 Balance Sheet
 December 31, 2022

CON 231066
 BFA Attachment A Cont.

	<u>OPERATING</u>
CURRENT ASSETS:	
Cash and cash equivalents	\$11,191,877
Investments, Money Market	89,265
Accounts Receivable	5,545,914
Due from HITCH	223,244
Due from HCHEQ	129,637
Due from FSW	438,569
HITCH Advance	30,293
Contracts Receivable	2,019,818
Contribution Receivable	615,840
Pledge Receivables	
Grants Receivable	
Other Receivable	815,628
Prepaid Expenses	645,065
Total Current Assets	<u>21,745,150</u>
FIXED ASSETS:	
Property, Plant & Equipment	61,179,624
Less: Accumulated Depreciation	<u>(32,966,863)</u>
Total Fixed Assets	<u>28,212,761</u>
OTHER ASSETS:	
Security Deposits	21,885
Contribution FHACO	10,648
Executive Retirement Plan	64,500
Due from FSW, less current maturities	437,500
Investments, at market	95,865,899
Permanent Endowment	<u>857,996</u>
TOTAL ASSETS	<u><u>147,216,339</u></u>
CURRENT LIABILITIES:	
Accounts Payable	2,846,412
CIP	5,289
Deferred Rent	187,683
Accrued 401K Contribution	1,007,221
340B Manufacturer Liability	1,200
JPMC Loan - 2 Church	463,500
Capital Lease Obligations	83,910
Due to Medicaid	776
Deferred Revenue	9,722
Due to HITCH for CSP	
Accrued Compensation	4,074,430
Capital Campaign Pass-thru	(481,908)
Community Grant to Affiliate	(781,776)
Due to/from affiliate	<u>(5,154)</u>
Total Current Liabilities	<u>7,411,305</u>
LONG TERM LIABILITIES	
Tenant Security Deposits	6,000
Executive Retirement Plan	64,500
JPMC Loan - 2 Church	2,510,625
Capital Lease Obligations, less current maturities	
TOTAL LIABILITIES	<u>9,992,430</u>
Net Assets:	
Unrestricted	136,365,913
Restricted	857,996
Total Net Assets	<u>137,223,909</u>
TOTAL LIABILITIES & NET ASSETS	<u><u>147,216,339</u></u>

OPEN DOOR FAMILY MEDICAL CENTER, INC.
- MONTHLY PERFORMANCE SUMMARY -
December 2022

CON 231066
BFA Attachment A Cont.

	YTD Actual	YTD December	% Var
	2022	2021	Yr to Yr
Net Patient Income	\$34,752,700	\$34,453,124	0.9%
340B Pharmacy Revenues	\$1,062,465	\$1,315,046	-19.2%
Meaningful Use/Medical Home/ACO Incentives	\$1,843,491	\$1,723,458	7.0%
Safety Net Funds	\$4,601,278	\$5,190,223	-11.3%
Phelps Contributions	\$1,187,831	\$1,203,391	-1.3%
Unrestricted Contributions	\$427,125	\$215,100	98.6%
Rental Income	\$279,489	\$263,202	6.2%
Provider Relief Funds/COVID Grants	\$427,039	\$0	0.0%
Federal American Rescue Plan	\$8,743,243	\$2,564,368	N.M.
Grant and Misc. Income	\$13,318,620	\$12,927,220	3.0%
Total Operating Income	\$66,643,281	\$59,855,133	11.3%
Operating Expense			
Salaries & Fringe	\$45,464,140	\$42,105,209	8.0%
Contracted Services	\$5,653,223	\$5,595,205	1.0%
Contracted Services - FSW	\$619,272	\$379,733	63.1%
Lab Contract	\$304,796	\$267,913	13.8%
Supplies	\$2,865,425	\$2,676,899	7.0%
340B Pharmaceuticals	\$583,887	\$662,866	-11.9%
Occupancy	\$1,437,560	\$1,475,011	-2.5%
Board Development	\$0	\$0	0.0%
Interest Expense	\$108,872	\$128,419	-15.2%
Other Costs	\$4,037,633	\$4,316,134	-6.5%
Total Operating Expense	\$61,074,808	\$57,607,389	6.0%
Net Gain (Loss) From Operations	\$5,568,473	\$2,247,744	
Depreciation	\$2,939,186	\$2,867,295	2.5%
Net Gain (Loss) after Depreciation	\$2,629,287	-\$619,551	

OPEN DOOR FAMILY MEDICAL CENTER
Consolidated Balance Sheet
April 30, 2023

CON 231066
BFA Attachment B

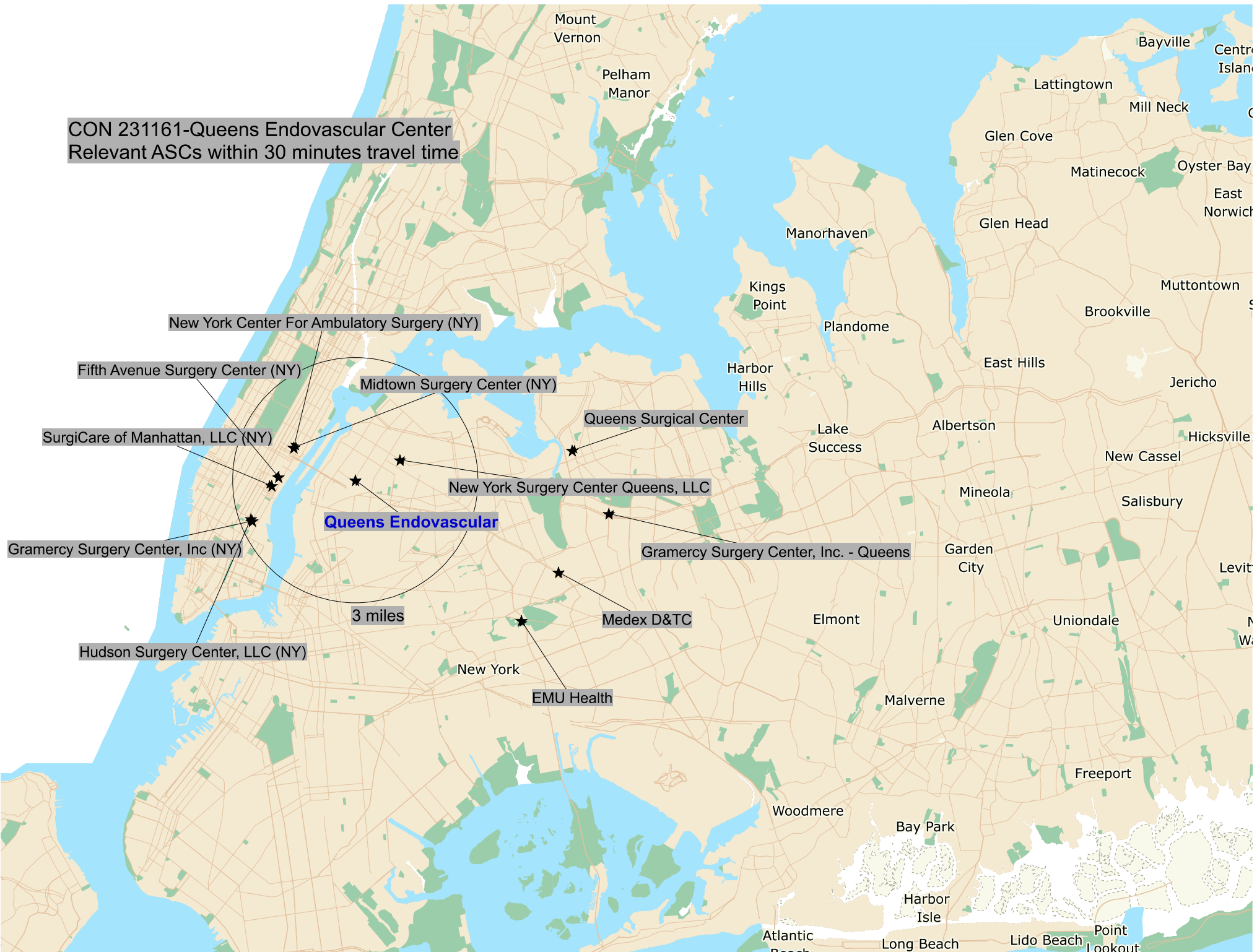
	OPERATING	FOUNDATION	LEASING	CONSOLIDATED 4/30/2023	CONSOLIDATED 12/31/2022
CURRENT ASSETS:					
Cash and cash equivalents	\$14,210,390	\$1,057,714	\$87	\$15,268,191	\$12,289,112
Investments, Money Market	146,635	16,565		163,200	111,710
Accounts Receivable	3,206,648			3,206,648	5,594,162
Due from HITCH	139,580			139,580	221,201
Due from HCHEQ	10			10	129,637
Due from FSW	460,522			460,522	438,569
HITCH Advance	21,076			21,076	30,974
Contracts Receivable	1,490,507			1,490,507	1,878,361
Contribution Receivable	837,534			837,534	617,924
Pledge Receivables		1,010,000		1,010,000	1,058,183
Grants Receivable	171,288			171,288	117,607
Other Receivable	76,199			76,199	634,146
Prepaid Expenses	1,002,240	1,522	46,100	1,049,862	796,123
Total Current Assets	21,762,629	2,085,801	46,187	23,894,617	23,917,709
FIXED ASSETS:					
Property, Plant & Equipment	62,059,906	91,368		62,151,274	61,181,842
Less: Accumulated Depreciation	(33,853,891)	(86,588)		(33,940,479)	(33,050,207)
Total Fixed Assets	28,206,015	4,780	0	28,210,795	28,131,635
OTHER ASSETS:					
Right of Use Assets			7,421,077	7,421,077	7421077
Security Deposits	21,885	600	196,708	219,193	219,193
Contribution FHACO	6,642			6,642	10,648
Executive Retirement Plan	86,000			86,000	64,500
Due from FSW, less current maturities	437,500			437,500	437,500
Investments, at market	100,908,888	11,189,198		112,098,086	105,442,143
Permanent Endowment	911,582			911,582	857,966
TOTAL ASSETS	152,341,141	13,280,379	7,663,972	173,285,492	166,502,371
CURRENT LIABILITIES:					
Accounts Payable	3,260,548	59,648	29,383	3,349,579	2,646,016
CIP	5,289			5,289	5,289
Deferred Rent			46,100	46,100	107,311
Accrued 401K Contribution	390,234			390,234	1,007,221
340B Manufacturer Liability	1,200			1,200	1,200
JPMC Loan - 2 Church	463,500			463,500	463,500
Current portion of operating lease liabilities			638,240	638,240	638,240
Capital Lease Obligations	83,910			83,910	83,910
Due to Medicaid	561			561	776
Due to HITCH for CSP				0	341,662
Deferred Revenue	9,722	93,085		102,807	180,862
Accrued Compensation	2,234,491			2,234,491	4,332,059
Capital Campaign Pass-thru	(481,908)	481,908		0	0
Community Grant to Affiliate	(781,776)	781,776		0	0
Due to/from affiliate	(38,817)	38,817		0	0
Total Current Liabilities	5,146,954	1,455,234	713,723	7,315,911	9,808,046
LONG TERM LIABILITIES					
Tenant Security Deposits	6,000			6,000	6,000
Executive Retirement Plan	86,000			86,000	64,500
Operating lease liabilities, less current portion			7,074,032	7,074,032	7,074,032
JPMC Loan - 2 Church	2,317,500			2,317,500	2,472,000
Capital Lease Obligations, less current maturities				0	0
TOTAL LIABILITIES	7,556,454	1,455,234	7,787,755	16,799,443	19,424,578
Net Assets:					
Unrestricted	143,873,105	11,825,145	(123,783)	155,574,467	146,219,827
Restricted	911,582			911,582	857,966
Total Net Assets	144,784,687	11,825,145	(123,783)	156,486,049	147,077,793
TOTAL LIABILITIES & NET ASSETS	152,341,141	13,280,379	7,663,972	173,285,492	166,502,371

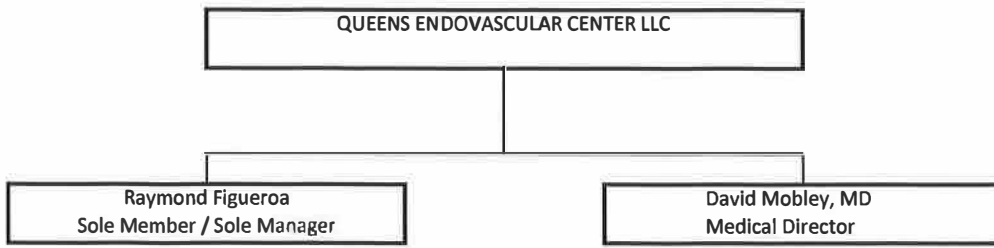
OPEN DOOR FAMILY MEDICAL CENTER, INC.
- MONTHLY PERFORMANCE SUMMARY -
April 2023

CON 231066
BFA Attachment B Cont.

	YTD Actual	YTD April	% Var
	2023	2022	Yr to Yr
Net Patient Income	\$12,208,725	\$11,170,913	9.3%
340B Pharmacy Revenues	\$172,824	\$364,114	-52.5%
Medical Home/ACO/Healthcare Worker Incentives	\$951,214	\$448,496	112.1%
Safety Net Funds	\$1,549,490	\$1,835,638	-15.6%
Phelps Contributions	\$436,739	\$384,652	13.5%
Unrestricted Contributions	\$154,288	\$100,976	52.8%
Rental Income	\$43,006	\$92,383	-53.4%
Federal American Rescue Plan	\$5,212,931	\$2,756,238	89.1%
Grant and Misc. Income	\$4,110,438	\$3,882,393	5.9%
Total Operating Income	\$24,839,655	\$21,035,803	18.1%
Operating Expense			
Salaries & Fringe	\$15,579,463	\$14,346,881	8.6%
Contracted Services	\$1,872,330	\$2,166,029	-13.6%
Contracted Services - FSW	\$204,581	\$192,442	6.3%
Lab Contract	\$99,601	\$90,373	10.2%
Supplies	\$1,049,939	\$872,126	20.4%
340B Pharmaceuticals	\$228,848	\$114,339	100.1%
Occupancy	\$530,065	\$462,815	14.5%
Interest Expense	\$32,597	\$37,849	-13.9%
Other Costs	\$1,680,410	\$1,441,243	16.6%
Total Operating Expense	\$21,277,834	\$19,724,097	7.9%
Net Gain (Loss) From Operations	\$3,561,821	\$1,311,706	
Depreciation	\$888,688	\$970,007	-8.4%
Net Gain (Loss) after Depreciation	\$2,673,133	\$341,699	

**CON 231161-Queens Endovascular Center
Relevant ASCs within 30 minutes travel time**





QUEENS ENDOVASCULAR CENTER LLC

ESTABLISH A SINGLE SPECIALTY AMBULATORY SURGERY CENTER

PRO FORMA BALANCE SHEET

ASSETS

Cash	\$	908,497
Leasehold Improvements	\$	2,879,806
Equipment	\$	377,420
TOTAL ASSETS		\$4,165,722

LIABILITIES AND MEMBERS EQUITY

LIABILITIES

Working Capital Loan		\$0
Long Term Loan		\$0
Landlord Improvements		\$1,021,578

TOTAL LIABILITIES \$1,021,578

MEMBERS EQUITY \$3,144,144

TOTAL LIABILITIES AND
MEMBERS EQUITY \$4,165,722



BUFFALO SURGERY CENTER, LLC

ATTACHMENT #3 – PROPOSED BSC MEMBERSHIP INTERESTS

Members	% Interest
Existing Members	
Lisa Daye, MD	4%
Andrew Stoeckl, MD	4%
John Callahan, MD	4%
James Slough, MD*	0%
James Kelly, DO	4%
Bryan Butler, MD	4%
Matthew Cywinski, MD	4%
Mohammad Fayyaz, MD	4%
Alok Gupta, MD	4%
Joseph Leberer, MD	4%
Jehad Miqdadi, MD	4%
James Piscatelli, MD	4%
Jeffrey Visco, MD	4%
Timothy McGrath, MD	4%
Nicholas Violante, DO	4%
Kory Reed, MD	4%
David Pula, MD	4%
Ryan Wilkins, MD	4%
Daniel Leberer, MD	4%
Mark Falvo, MD	4%
New Members	
Adam Burzynski, MD	4%
Peter Gambacorta, DO	4%
Matthew Mann, MD	4%
David Miller, MD	4%
Michael Ostempowski, MD	4%
Matthew Zinno, MD	4%
TOTAL	100%

*James Slough will be withdrawing from Buffalo Surgery Center effective June 30th, 2023.

BUFFALO SURGERY CENTER, LLC

Balance Sheets

December 31,	2022	2021
Assets		
Current assets:		
Cash	\$ 2,236,596	\$ 1,162,982
Patient accounts receivable	2,074,210	1,538,461
Medical supplies	927,046	988,238
Prepaid expenses and other	571,804	608,652
	<u>5,809,656</u>	<u>4,298,333</u>
Property and equipment, net (Note 3)	2,894,355	2,850,829
Goodwill (Note 4)	632,963	632,963
Right of use asset - operating lease (Note 7)	7,839,944	-
	<u>\$ 17,176,918</u>	<u>\$ 7,782,125</u>
Liabilities and Members' Equity		
Current liabilities:		
Current portion of long-term debt (Note 6)	\$ 165,262	\$ 62,970
Current portion of operating lease liability (Note 7)	761,480	-
Accounts payable and accrued expenses	3,274,634	1,876,171
Accrued payroll and benefits	614,506	752,580
	<u>4,815,882</u>	<u>2,691,721</u>
Long-term debt (Note 6)	219,316	124,081
Operating lease liability (Note 7)	7,078,464	-
Members' equity	<u>5,063,256</u>	<u>4,966,323</u>
	<u>\$ 17,176,918</u>	<u>\$ 7,782,125</u>

See accompanying notes.

BUFFALO SURGERY CENTER, LLC

Statements of Income and Changes in Members' Equity

For the years ended December 31,	2022	2021
Revenue:		
Patient service revenue	\$ 26,157,343	\$ 25,078,481
Other revenue	279,535	135,279
Total revenue	<u>26,436,878</u>	<u>25,213,760</u>
Expenses:		
Salaries and wages	5,379,524	4,967,741
Employee benefits	813,262	782,587
Medical supplies	9,389,709	8,385,883
Professional fees	162,280	132,054
Office expense	52,563	39,082
Lease expense (Note 7)	1,052,042	1,066,542
Building maintenance	521,350	631,820
Utilities	240,917	164,871
Repairs and maintenance	127,982	73,528
Insurance	147,754	120,484
Dues and fees	149,423	123,846
Administrative services	889,200	888,000
Information systems	317,334	212,992
Depreciation	780,506	771,675
Interest	5,509	4,961
Other expenses	792,775	538,674
Total expenses	<u>20,822,130</u>	<u>18,904,740</u>
Net income	5,614,748	6,309,020
Members' equity - beginning	4,966,323	5,664,403
Member distributions	<u>(5,517,815)</u>	<u>(7,007,100)</u>
Members' equity - ending	<u>\$ 5,063,256</u>	<u>\$ 4,966,323</u>

Pro Forma Balance Sheet (AS OF APPROVAL DATE)

Cash and Cash Equivalents	\$	727,371
Accounts Receivable (Net of Allowances)		<u>515,000</u>
TOTAL CURRENT ASSETS:	\$	<u>1,242,371</u>
Property, Plant & Equipment		3,100,000
Intangible Asset		77,656
TOTAL ASSETS	\$	<u><u>4,420,027</u></u>
Long Term Loans Payable		<u>2,850,000</u>
TOTAL LONG TERM LIABILITIES:		<u>2,850,000</u>
TOTAL LIABILITIES	\$	2,850,000
SHAREHOLDERS' EQUITY		<u>1,570,027</u>
TOTAL LIABILITIES AND MEMBERS' EQUITY	\$	<u><u>4,420,027</u></u>

**CITY WIDE HEALTH FACILITY, INC.
BALANCE SHEET
DECEMBER 31, 2021**

ASSETS

Current assets:

Cash	\$ 372,280
Accounts receivable	395,884
Prepaid expenses	47,325
Security deposits	45,000
<i>Total current assets</i>	<u>860,489</u>

Property and equipment

	1,853,799
Less: Accumulated depreciation	<u>(709,477)</u>
<i>Property and equipment – net (Note 3)</i>	1,144,322

Total assets

2,004,811

LIABILITIES AND STOCKHOLDERS' EQUITY

Liabilities

Current liabilities:

Accounts payable and accrued expense	461,482
Payroll taxes withheld and payable	16,827
Deferred payroll tax	13,616
<i>Total current liabilities</i>	<u>491,925</u>

Long-term liabilities:

SBA loan	150,000
<i>Total long-term liabilities</i>	<u>150,000</u>
<i>Total liabilities</i>	<u>641,925</u>

Stockholders' equity:

Common stock - no par value, 200 shares authorized issued and outstanding	5,000
Paid-in capital	719,258
Retained earnings	638,628
<i>Total stockholders' equity</i>	<u>1,362,886</u>

Total liabilities and stockholders' equity

\$ 2,004,811

CITY WIDE HEALTH FACILITY, INC.
STATEMENT OF INCOME AND RETAINED EARNINGS
DECEMBER 31, 2021

<i>Income</i>	
Patient service revenue	\$ 3,881,575
PPP loan forgiveness	281,348
<i>Total income</i>	4,162,922
<i>Operating expenses:</i>	
Advertising and community awareness	486,132
Automobile expenses	136
Bank service charges	6,129
Billing	176,900
Data processing	49,483
Equipment rental	5,109
Equipment maintenance	79,189
Employee benefits	61,766
General liability insurance	9,118
Housekeeping and cleaning	64,850
Medical contracted services	754,441
Medical liability insurance	29,955
Medical supplies	70,275
Office expenses	16,139
Outside services	714,153
Patient transportation	60,495
Payroll taxes	53,094
Postage	4,413
Printing and reproduction	2,825
Professional fees	77,370
Rent	343,016
Repairs and maintenance	110,110
Salaries and wages	563,426
State revenue assessment	4,234
Telephone	130
Utilities	99,668
<i>Total operating expenses</i>	3,842,557
<i>Net income before interest expense, depreciation, and income and franchise taxes</i>	320,366
Depreciation expense	238,770
Income and franchise taxes	2,500
<i>Net income</i>	79,096
<i>Retained earnings at beginning of year</i>	559,532
<i>Retained earnings at end of year</i>	\$ 638,628

City Wide Health Facility, Inc.
Balance Sheet
As of July 25, 2022

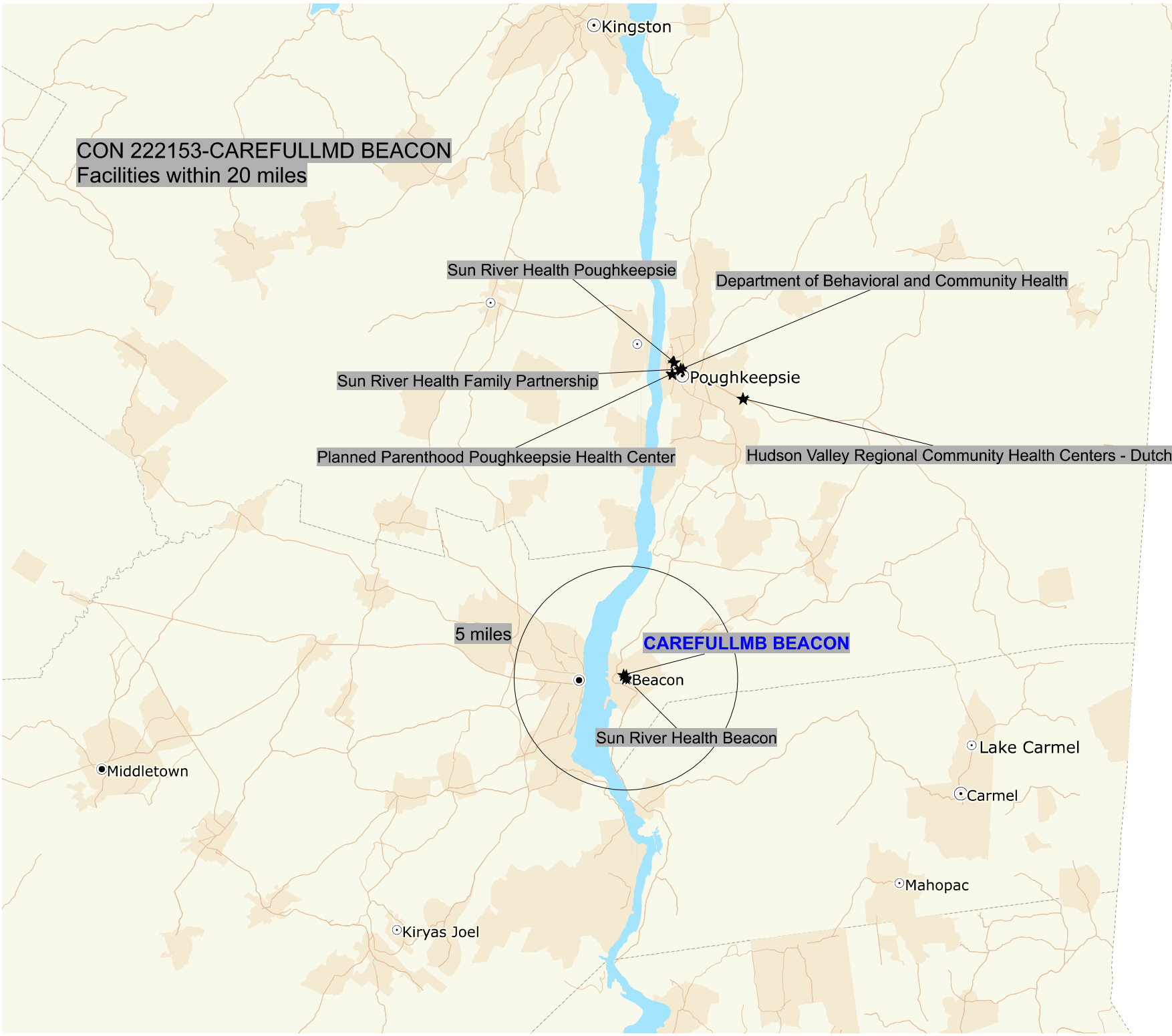
	<u>Jul 25, 22</u>
ASSETS	
Current Assets	
Checking/Savings	
BofA Medical	171,537.27
BofA Radiology	2,280.34
Total Checking/Savings	<u>173,817.61</u>
Accounts Receivable	
*Accounts Receivable	-1,224.00
Total Accounts Receivable	<u>-1,224.00</u>
Other Current Assets	
Accounts Receivable	1,224.00
Other Receivable	-0.05
Total Other Current Assets	<u>1,223.95</u>
Total Current Assets	<u>173,817.56</u>
Fixed Assets	
leasehold improvements	601,220.00
Medical Equipment	1,463,131.46
Medical Equipment - Accum Depr.	-1,501,100.78
Office Equipment	149,060.05
Office Equipment - Accum Depr.	-148,410.05
Start Up	25,173.00
Start Up AA	-25,173.00
Total Fixed Assets	<u>563,900.68</u>
TOTAL ASSETS	<u>737,718.24</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
company card	-22,228.66
Total Credit Cards	<u>-22,228.66</u>
Other Current Liabilities	
Deferred Payroll Tax	13,615.51
SBA Loan	149,900.00
Total Other Current Liabilities	<u>163,515.51</u>
Total Current Liabilities	<u>141,286.85</u>
Total Liabilities	141,286.85
Equity	
Capital Stock	5,000.00
Paid-in Capital	1,200,333.33
Retained Earnings	-873,238.01
Net Income	264,336.07
Total Equity	<u>596,431.39</u>
TOTAL LIABILITIES & EQUITY	<u>737,718.24</u>

2:20 PM
07/25/22
Cash Basis

City Wide Health Facility, Inc.
Profit & Loss
January 1, 2022 through
July 25, 2022

Project # 221185
BFA Attachment C cont

	Jan 1 22 - Jul 25 22
Ordinary Income/Expense	
Income	
Fee Income	1,239,055.88
Total Income	1,239,055.88
Gross Profit	1,239,055.88
Expense	
Administrative (A)	
Administrative Payroll	25,528.50
Bank Service Charges	1,245.56
Contract Labor - Computer Maint	10,046.00
Equipment Rental	1,303.57
marketing	102,551.76
Postage and Delivery	360.60
Printing and Reproduction	239.53
Professional Fees	
Accounting	9,500.00
Billing Service	42,220.54
Consulting	81,000.00
Legal Fees	10,340.81
Total Professional Fees	143,061.35
Telephone	1,483.94
Total Administrative (A)	285,820.81
Employee Health & Welfare (M)	
Health Insurance	13,737.39
Total Employee Health & Welfare (M)	13,737.39
Facility (B)	
Automobile Expense	1,221.57
Gas and Electric	31,255.89
Housekeeping	15,851.56
Maintenance	45,849.05
Security	803.90
Total Facility (B)	94,981.97
Facility Capital Costs (N)	
Liability Insurance	419.89
Rent	87,023.34
Total Facility Capital Costs (N)	87,443.23
Medical (D)	
Medical Payroll	250,537.70
Medical Supplies	8,920.67
Total Medical (D)	259,458.37
Other (L)	
Malpractice Insurance	13,033.16
Total Other (L)	13,033.16
Patient Transportation (C)	
payroll	8,075.00
Payroll - Withholdings	40,980.42
Taxes	170,189.46
Taxes	1,000.00
Total Expense	974,719.81
Net Ordinary Income	264,336.07
Net Income	264,336.07



CON 222153-CAREFULLMD BEACON
Facilities within 20 miles

Sun River Health Poughkeepsie

Department of Behavioral and Community Health

Sun River Health Family Partnership

Poughkeepsie

Planned Parenthood Poughkeepsie Health Center

Hudson Valley Regional Community Health Centers - Dutchess

5 miles

CAREFULLMB BEACON

Beacon

Sun River Health Beacon

Lake Carmel

Carmel

Mahopac

Kiryas Joel

Middletown

Kingston

Pro Forma Balance Sheet

ASSETS:

Cash	\$302,466
Moveable Equipment	293,290
Leasehold Improvements	<u>1,876,526</u>
TOTAL ASSETS	\$2,472,282

LIABILITIES:

Bank Loan	<u>\$1,952,834</u>
TOTAL LIABILITIES	\$1,952,834

NET ASSETS	\$519,448
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CON 231113 BFA

Attachment B

Partner Name	Partnership Interest	Percentage Ownership
Before Ownership Change		
Pratibha Bansal, M.D.	16.67%	16.67%
William Capicotto, M.D.	16.67%	16.67%
Cameron Huckell, M.D.	16.67%	16.67%
Frank Mascaro, M.D.	16.67%	16.67%
Joseph Serghany, M.D..	16.66%	16.66%
Romanth Waghmarae, M.D.	16.66%	16.66%
	<hr/> 100.00%	<hr/> 100.00%
After Ownership Change		
Nitin Bansal, M.D.	16.67%	16.67%
William Capicotto, M.D.	16.67%	16.67%
Cameron Huckell, M.D.	16.67%	16.67%
Frank Mascaro, M.D.	16.67%	16.67%
Joseph Serghany, M.D..	16.66%	16.66%
Romanth Waghmarae, M.D.	16.66%	16.66%
	<hr/> 100.00%	<hr/> 100.00%

WNY Medical Management, LLC

CON 231113 BFA

Balance Sheets

Attachment C

December 31, 2022 and 2021

	<u>2022</u>	<u>2021</u>
Assets		
<i>Current Assets</i>		
Cash	\$ 656,861	\$ 599,547
Accounts receivable, net	2,213,146	2,782,437
Other current assets	<u>2,000</u>	<u>100,000</u>
Total current assets	2,872,007	3,481,984
<i>Equipment and Leasehold Improvements, net</i>	3,990,816	3,523,736
<i>Right-of-Use Assets - Operating Leases</i>	2,395,767	0
<i>Other Assets</i>	<u>15,192</u>	<u>20,104</u>
Total assets	<u>\$ 9,273,782</u>	<u>\$ 7,025,824</u>
Liabilities and Members' Equity		
<i>Current Liabilities</i>		
Accounts payable	\$ 769,809	\$ 2,199,042
Accrued expenses	81,780	88,533
Line of credit	227,412	0
Current portion of long-term debt	672,359	453,557
Current portion of operating lease liabilities	395,521	0
Current portion of finance lease liabilities	<u>101,455</u>	<u>82,045</u>
Total current liabilities	2,248,336	2,823,177
<i>Long-Term Liabilities</i>		
Operating lease liabilities, less current portion	2,023,722	0
Finance lease liabilities, less current portion	184,882	260,962
Long-term debt, less current portion	<u>3,255,662</u>	<u>2,986,850</u>
Total liabilities	<u>7,712,602</u>	<u>6,070,989</u>
<i>Members' Equity</i>	<u>1,561,180</u>	<u>954,835</u>
Total liabilities and members' equity	<u>\$ 9,273,782</u>	<u>\$ 7,025,824</u>

WNY Medical Management, LLC
Statements of Income and Members' Equity
for the years ended December 31, 2022 and 2021

CON 231113 BFA
Attachment C-Cont.

	2022	2021
Revenue		
Patient fees, including recovery of previously estimated uncollectible patient fees amounting to \$844,477 and \$1,360,883, respectively.	\$ 7,998,919	\$ 8,432,872
Operating Expenses		
Medical supplies and expenses	3,589,875	2,993,252
Wages	2,343,042	2,125,883
Rent	715,177	668,930
Depreciation	509,078	504,265
Professional fees	377,354	224,774
Employee benefits	321,489	275,157
Payroll taxes	288,613	228,293
Janitorial and linen services	204,444	178,019
Office supplies and expenses	193,385	193,572
Utilities	156,888	144,146
Repairs, maintenance and equipment service contracts	126,553	106,696
Insurance	98,859	75,011
Medical records	73,194	77,886
Payroll service fees	43,039	25,362
Licenses and fees	21,918	14,197
Travel and entertainment	4,785	9,141
Dues and subscriptions	0	3,480
Other miscellaneous expenses	22,634	9,878
Total operating expenses	9,090,327	7,857,942
Operating income (loss)	(1,091,408)	574,930
Other Income (Expense)		
Rental income	15,450	15,000
Paycheck Protection Program loan forgiveness	0	199,700
Provider Relief Fund	1,455,593	0
Interest expense, net	(183,290)	(175,228)
Total other income	1,287,753	39,472
Net income	196,345	614,402
Members' Equity (Deficit), beginning of year	954,835	(2,601,383)
Contributions from Members	410,000	2,941,816
Members' Equity, end of year	\$ 1,561,180	\$ 954,835

WNY Medical Management, LLC

CON 231113
BFA Attachment D

Balance Sheet As of June 30, 2023

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 M&T Bank	315,795.61
1005 M&T Savings	396.62
1100 Evans Bank Checking Account	415,298.97
Total Bank Accounts	\$731,491.20
Accounts Receivable	
1200 Accounts Receivable	3,712,791.65
1250 Allowance for Contractual Adjustments	-1,481,735.23
Total Accounts Receivable	\$2,231,056.42
Other Current Assets	
1650 PrePaid Expenses	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$2,962,547.62
Fixed Assets	
1500 3112 Construction	0.00
1501 3112 Architect's Fee	0.00
1502 3112 Construction Contractor	0.00
Total 1500 3112 Construction	0.00
1510 Furniture and Equipment	160,686.16
1520 Medical Equipment	3,099,653.42
1530 Leasehold Improvements	2,973,435.98
1535 Construct In Progress-3112 Sher	0.00
1540 IT Equipment 3112 Construction	0.00
1590 Accumulated Depreciation	-1,929,883.63
Total Fixed Assets	\$4,303,891.93
Other Assets	
1600 Security Deposits Asset	15,191.88
1610 Payroll Security Deposit	0.00
Total Other Assets	\$15,191.88
TOTAL ASSETS	\$7,281,631.43

WNY Medical Management, LLC CON 231113
BFA Attachment D-Cont.

Balance Sheet
As of June 30, 2023

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	1,382,016.63
Total Accounts Payable	\$1,382,016.63
Credit Cards	
2120 Cardmember-Elan Credit Card	869.30
2122 VISA	0.00
Total Credit Cards	\$869.30
Other Current Liabilities	
1265 Payroll Advances	-2,000.00
1266 Client/Employee Medical Insurance	32,306.58
1267 Client/Employee IRA Contributions	44,747.86
2025 WNY Medical Management EVANSLOC #8933	191,585.02
2050 Payroll Liabilities	81,580.00
2055 Pre Paid Employee Loan	200.00
Total 2050 Payroll Liabilities	81,780.00
2060 Accrued Interest	0.00
2150 Bank Overdraft	0.00
2190 Current Portion LTD	672,359.00
2399 Current Portion LTD - Contra	-672,359.00
2610 Zimmer Lease	-1,092.46
2611 Dext Capital Lease	19,002.59
2796 Current Portion Member Loans- Contra	0.00
2797 Current Portion Member Loans	0.00
2798 Current Portion Capital Leases - Contra	-101,455.00
2799 Current Portion Capital Leases	101,455.00
2801 Deferred Financing Costs	-27,799.08
2803 Accum Amortization - DFC	7,279.00
2804 Right of Use Asset - Operating Lease	-2,395,767.00
2805 Current Portion Lease Liability - Operating Lease	395,521.00
2806 Non-current Lease Liability - Operating Lease	2,023,722.00
Total Other Current Liabilities	\$369,285.51
Total Current Liabilities	\$1,752,171.44

WNY Medical Management, LLC

CON 231113
BFA Attachment D-Cont.

Balance Sheet

As of June 30, 2023

	TOTAL
Long-Term Liabilities	
2110 Evans LOAN # 8958	0.00
2115 PPP Loan	0.00
2123 M&T Loan	0.00
2125 Stryker Mako Loan	918,124.00
2300 Term Loan	0.00
2400 Member Loan	0.00
2401 Serghany Loan Payable	0.00
2402 Mascaro Loan Payable	0.00
2403 Huckell Loan Payable	0.00
2404 Capicotto Loan Payable	0.00
2405 Waghmarae Loan Payable	0.00
2410 Bansal Loan #1	0.00
2412 Bansal Loan #3	0.00
Total 2400 Member Loan	0.00
2510 Capicotto Loan	0.00
2520 Huckell Loan	0.00
2530 Mascaro Loan	0.00
2540 Serghany Loan	0.00
2550 Waghmarae Loan	0.00
2600 CIT Lease	26,181.86
2605 US Bank Lease	15,482.54
2615 Surgical One Lease	0.00
2620 Mizuho Orthopedic Systems	0.00
2625 Mizuho Lease #2	0.00
2650 Highland Capital A	86,268.41
2651 Highland Capital B	21,177.61
2700 Marlin Capital Solution A #0150	71,841.10
2710 Marlin Capital Solution B #0183	51,609.33
2800 ECIDA Loan	966,325.88
2810 ECIDA Loan #2	195,619.79
2900 Evans Bank LTD #8917	1,513,176.31
2950 ConMed Linavatec Loan	0.00
Total Long-Term Liabilities	\$3,865,806.83
Total Liabilities	\$5,617,978.27

WNY Medical Management, LLC

CON 231113
BFA Attachment D-Cont.

Balance Sheet As of June 30, 2023

	TOTAL
Equity	
3000 Member Contributions	0.00
3010 Member Contributions - Bansal	900,000.00
3011 Member Contributions - Capicott	850,171.00
3012 Member Contributions - Huckell	899,671.00
3013 Member Contributions - Mascaro	840,001.00
3014 Member Contributions - Serghany	840,001.00
3015 Member Contributions - Waghamar	900,000.00
Total 3000 Member Contributions	5,229,844.00
30000 Opening Balance Equity	0.00
3016 Distributions	0.00
3020 Retained Earnings	-3,689,250.43
Net Income	123,059.59
Total Equity	\$1,663,653.16
TOTAL LIABILITIES AND EQUITY	\$7,281,631.43

WNY Medical Management, LLC

CON 231113
BFA Attachment D-Cont.

Profit and Loss January - June, 2023

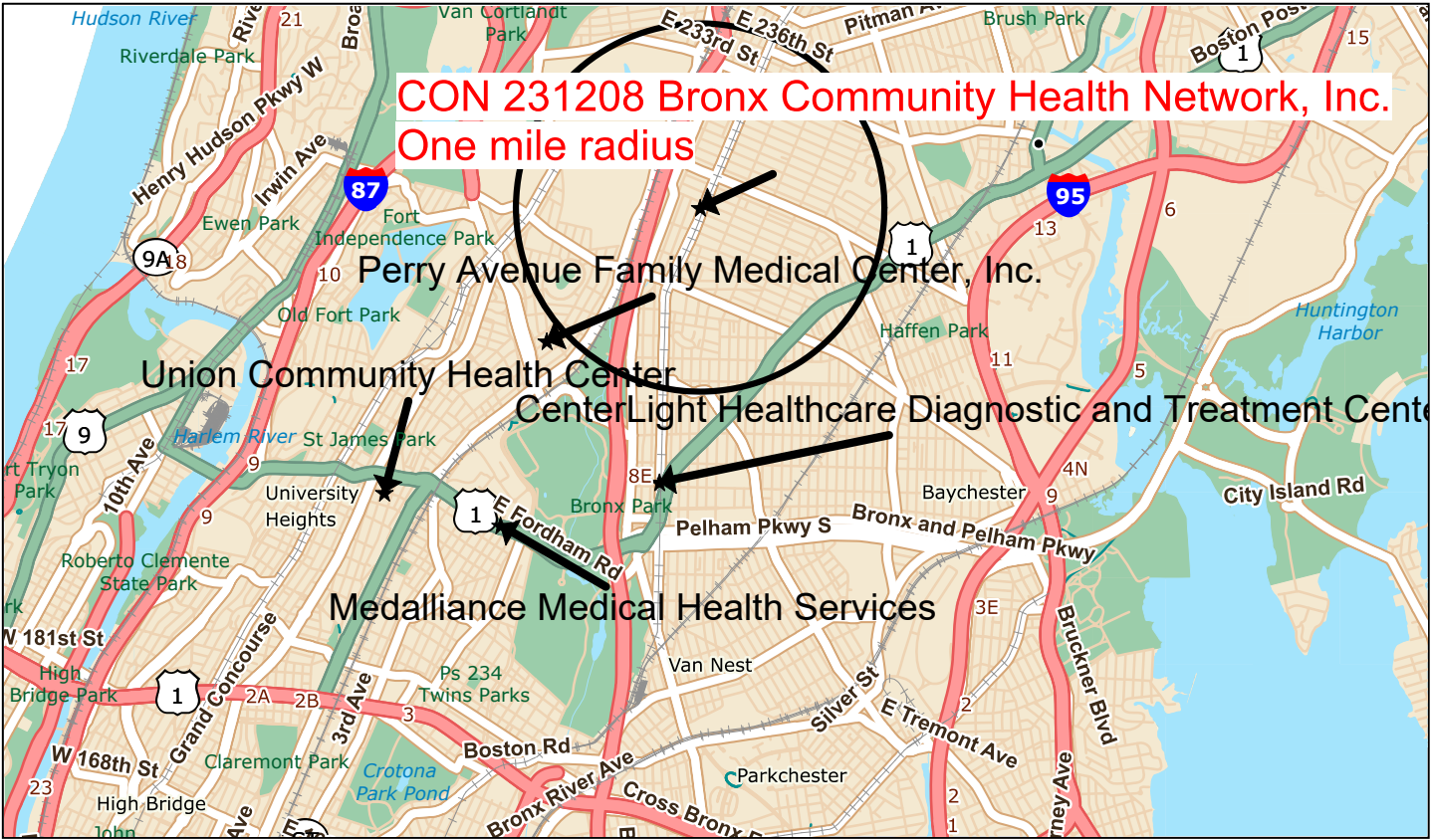
	TOTAL
Income	
4002 Patient Revenue	5,186,257.78
4011 Anesthesia Income	50,830.42
4370 Fee for Service Income	
4380 Sales	22,910.00
Total 4370 Fee for Service Income	22,910.00
Total Income	\$5,259,998.20
GROSS PROFIT	\$5,259,998.20
Expenses	
6000 Advertising and Promotion	293.63
6005 Payor/Patient Refunds	-155.41
6006 Reimbursement Expense	2,690.12
6010 Office Equipment	746.57
6026 Late Charge Fees	2,445.24
6042 Medical Records and Supplies	17.25
6070 Employee Benefits- 401K	65,464.39
6077 Employee Health Insurance	143,047.56
Total 6070 Employee Benefits- 401K	208,511.95
6080 Insurance Expense	8,065.24
6081 Malpractice Insurance	1,581.00
6082 Property Insurance	10,263.34
Total 6080 Insurance Expense	19,909.58
6083 Interest Expense	88.29
6021 Finance Charges	214.02
6022 Sales Tax	2,491.97
Total 6021 Finance Charges	2,705.99
6085 Marlin Interest Expense	6,087.06
6086 Highland Capital Interest Exp.	991.71
6087 CIT Interest Expense	889.03
6088 Evans Interest	11,770.76
6094 ECIDA Interest	32,066.34
6097 US Bank Interest	167.58
Total 6083 Interest Expense	54,766.76
6090 Janitorial and Linen Services	92,213.14
6091 Cleaning and Waste Mgt	13,483.27
Total 6090 Janitorial and Linen Services	105,696.41
6095 Licenses and Fees	10,394.91
6110 Meals and Entertainment	6,849.32

WNY Medical Management, LLC

CON 231113
BFA Attachment D-Cont.

Profit and Loss January - June, 2023

	TOTAL
6112 Medical Supplies	486,202.18
6113 Medical Anesthesia Services	340,958.22
6114 Implants	1,551,755.94
6115 Medical Professional Services	16,922.00
Total 6112 Medical Supplies	2,395,838.34
6117 Moving and Store Exp	1,125.00
6122 Office Supplies and Expenses	27,382.87
6020 Bank Service Charges	5,000.02
6025 Computer and Internet Expenses	20,415.47
Total 6122 Office Supplies and Expenses	52,798.36
6135 Payroll Taxes	123,110.04
6137 Federal Unemployment Tax	2,639.33
6138 NYS Employment Tax	30,841.51
Total 6135 Payroll Taxes	156,590.88
6155 Professional Fees	218,790.21
6156 Payroll Expenses	39,135.94
6165 Rent Expense - 700 Michigan	101,402.28
6166 Rent Expense-3112 Sheridan Dr	242,861.01
6170 Repairs and Maintenance	127,407.48
6190 Travel Expense	95.49
6195 Utilities-700 Michigan	4,254.07
6196 Utilities-3112 Sheridan Dr	92,826.99
6200 Wages	1,204,088.43
6250 Dues and Subscriptions	9,586.97
6252 EMR	35,933.83
Total 6250 Dues and Subscriptions	45,520.80
6770 Small Medical Equipment	40,032.82
6810 Telephone Expense	4,142.26
6985 Other Miscellaneous	23,159.71
Uncategorized Expense	0.00
Total Expenses	\$5,162,236.40
NET OPERATING INCOME	\$97,761.80
Other Income	
7200 Interest Income	0.04
9000 Other Income	25,297.75
Total Other Income	\$25,297.79
NET OTHER INCOME	\$25,297.79
NET INCOME	\$123,059.59



Bronx Community Health Network, Inc.

**Statements of Financial Position
December 31, 2021**

Assets

	<u>2021</u>
Current assets	
Cash	\$ 1,363,006
Grants receivable - DHHS	2,254,574
Other grants receivable	144,755
Prepaid expenses and other current assets	<u>47,996</u>
	<u>3,810,331</u>
Noncurrent assets	
Security deposits	106,015
Property and equipment, net	<u>74,753</u>
	<u>180,768</u>
Total assets	<u>\$ 3,991,099</u>

Liabilities and Net Assets

Current liabilities	
Accounts payable and accrued expenses	<u>\$ 2,332,664</u>
Noncurrent assets	
Deferred rent	<u>86,937</u>
Total liabilities	<u>2,419,601</u>
Commitments and contingencies	
Net assets without donor restrictions	<u>1,571,498</u>
Total liabilities and net assets	<u>\$ 3,991,099</u>

**Statements of Activities and Changes in Net Assets
 Years Ended December 31, 2021**

	<u>2021</u>
Revenue without donor restrictions	
DHHS grants	\$ 13,554,003
Other grants	522,338
Donated space	106,828
Other	<u>13,818</u>
Total revenue without donor restrictions	<u>14,196,987</u>
Expenses	
Program services	10,723,426
General and administrative	<u>2,953,482</u>
Total expenses	<u>13,676,908</u>
Change in net assets	520,079
Net assets, beginning	<u>1,051,419</u>
Net assets, end	<u><u>\$ 1,571,498</u></u>

BRONX COMMUNITY HEALTH NETWORK, INC.

Balance Sheet

As of Date: 12/31/2022

Rounding: Dollars

Current Year

Assets

Current Assets

Petty Cash	750
Operating Account	3,521,869
Special Account/ Fund Raising	116,424
Security Deposit	2,960
Prepaid Rent - Security Deposit	55,000
Prepaid Insurance	21,310
Prepaid Expenses	24,050
Prepaid Expense - Escrow Account	50,000
Misc Accounts Receivable	570
MMC Sec 330 Grants & Cont Receivable	41,235
Acacia/Promesa Sec330 Grants & Cont Rec	0
MMC Dental Grant Receivable	11,735
MSHP - Grant & Cont Receivable	27,769
Admin. Grant Receivable	175,125
RWhite Grant Receivable	74,870
Med. Capacity Grant Receivable	19,743
Behavioral Health Grant Rcvble	15,848
ECT Grant Rec (H8E)	0
PCHP Grant Receivable	32,449
ARPA Grant Rec (H8F)	641,381
ARPA Capital Grant Rec.	0
MMC NAP - SBHC Mott Haven Grnt	0
MMC NAP - SBHC Taft Grnt Rcvbl	8,540
MMC NAP - CHFP Grant Recvble.	12,274
MMC NAP - WBFP Grant Recvble.	31,420
MSHP NAP - Stevenson Grant Recvb.	19,682
MMC Via Verde Grant Recvble	51,911
IDS Grant Receivable	16,135
NAP - Clinton Receivable	24,691
Outreach & Enroll. Grant Recvb	12,083
Behavioral Health Integration	7,276
2014 Expand. Services Grnt Rec	23,998
Healthy Start Initiative Grant	112,776
2015 Expand Ser Grant Recvb	18,847
Substance Abuse Grant Recvb.	37,981
PHS Buprenorphine Treat	60,617

SUD-MH Grants Receivable	8,684
IBHS Grants Receivable	13,355
Hypertension Control	6,975
Misc. Grants Receivables	0
Current Assets	<u>5,300,332</u>
Fixed Assets	
Motor Vehicle - BCHN Van	148,546
Fixed Assets	<u>148,546</u>
Assets	<u><u>5,448,878</u></u>
Liabilities & Net Assets	
Liabilities	
Current Liabilities	
Accounts Payable	84,277
Accounts Payable #2	0
Monthly Liab - 2015 Exp. Serv.	18,847
Mnthly Accrd Liab Sub Abuse	37,483
Accrued Expenses	1,863,340
ARRA/IDS Accrued Liability	40,826
Monthly Accrd, Liab. NAP 2012	39,660
Monthly Accrued Liabiltiy O&E	11,883
Mthly Accr Liab BHI	7,276
Mthly Liab. 2014 Expnd Ser	24,086
Monthly Accrued Liability Stev/VV	57,726
Monthly Accrd Liabiltiy PHS Bupr	83,440
Monthly Accrd Liab - SUD MH	9,183
Monthly Accrd Liab Healthy Start	45,404
Monthly Accrued Liability IBHS	13,355
Monthly Accr Liability ECT (H8E)	0
Monthly Accrd Liability PCHP	17,170
Monthly Accrd Liab HYPER CON	6,509
Monthly Accrd Liab. ARPA (H8F)	639,890
Accumulated Depreciation - Mobile Van	96,075
Deferred Rent Liability	155,249
Current Liabilities	<u>3,251,678</u>
Liabilities	<u>3,251,678</u>
Net Assets	
Retained Earnings	2,197,200
Net Assets	<u>2,197,200</u>
Liabilities & Net Assets	<u><u>5,448,878</u></u>

BRONX COMMUNITY HEALTH NETWORK, INC.
Statement of Revenue and Expense
Current Period: 1/1/2022 - 12/31/2022
Year-to-Date: 1/1/2022 - 12/31/2022

	Current Year Current Period
Revenue	
DHHS Grants (SEC 330, Ryan White, ECT & ARPA)	13,656,837
Other Grants (Healthy Start Initiative & PHS)	255,571
Other (Affinity Legacy \$1M, NY Comm. Trust \$125K & Interest)	1,140,184
	15,052,591
Revenue	
Expenses	
Program (Rent, Utilities & Property Taxes, 3763 WPR - \$309,080)	13,364,011
General & Administrative	1,062,877
	14,426,888
Expenses	
Excess or (Deficiency) of Revenue Over Expenses	625,703

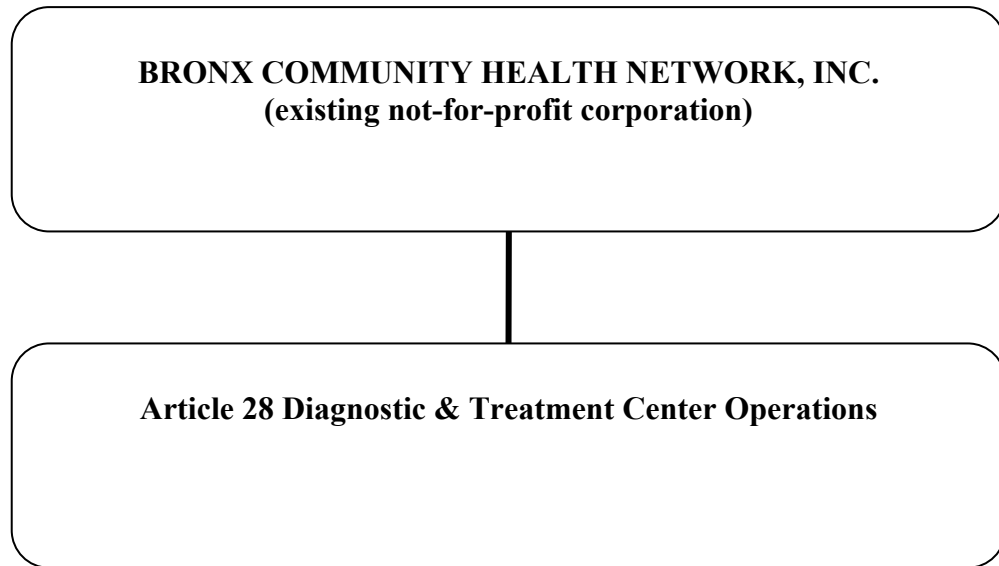
BRONX COMMUNITY HEALTH NETWORK, INC.		
Balance Sheet		
As of Date: 3/31/2023		
Rounding: Dollars		
		Current Year
Assets		
Current Assets		
Petty Cash		750
Operating Account		1,720,085
Special Account/ Fund Raising		116,861
Security Deposit		2,960
Prepaid Rent - Security Deposit		55,000
Prepaid Insurance		10,814
Prepaid Expenses		14,050
Prepaid Expense - Escrow Account (3763 WPR)		50,000
Misc Accounts Receivable		570
MMC Sec 330 Grants & Cont Receivable		48,421
MMC Dental Grant Receivable		35,817
MSHP - Grant & Cont Receivable		55,539
Admin. Grant Receivable		412,149
RWhite Grant Receivable		63,617
Med. Capacity Grant Receivable		39,337
Behavioral Health Grant Rcvble		27,569
PCHP Grant Receivable		112,845
ARPA Grant Rec (H8F)		576,717
ARPA Capital Grant Rec.		0
MMC NAP - SBHC Mott Haven Grnt		3,332
MMC NAP - SBHC Taft Grnt Rcvbl		17,081
MMC NAP - CHFP Grant Recvble.		24,546
MMC NAP - WBFP Grant Recvble.		43,268
MSHP NAP - Stevenson Grant Recvb.		35,483
MMC Via Verde Grant Recvble		74,667
IDS Grant Receivable		25,770
NAP - Clinton Receivable		39,908
Outreach & Enroll. Grant Recvb		18,615
Behavioral Health Integration		10,916
2014 Expand. Services Grnt Rec		44,679
Healthy Start Initiative Grant		112,776
2015 Expand Ser Grant Recvb		30,790
Substance Abuse Grant Recvb.		51,685
PHS Buprenorphine Treat		121,168
SUD-MH Grants Receivable		17,313
IBHS Grants Receivable		93,161
Hypertension Control		14,637
Misc. Grants Receivables		0
Current Assets		4,122,895
Fixed Assets		
Motor Vehicle - BCHN Van		37,616
\$148,546 less Accum. Depr. \$110,930		
Fixed Assets		37,616
Assets		4,160,511
Liabilities & Net Assets		
Liabilities		
Current Liabilities		
Accounts Payable		162,444
Monthly Liab - 2015 Exp. Serv.		30,790
Mnthly Accrd Liab Sub Abuse		51,187
Accrued Expenses		544,479
ARRA/IDS Accrued Liability		65,678
Monthly Accrd, Liab. NAP 2012		75,653

Monthly Accrued Liability O&E	18,275	
Mthly Accr Liab BHI	10,916	
Mthly Liab. 2014 Expnd Ser	44,767	
Monthly Accrued Liability Stev/VV	96,283	
Monthly Accrd Liability PHS Bupr	81,808	
Monthly Accrd Liab - SUD MH	17,812	
Monthly Accrd Liab Healthy Start	45,404	
Monthly Accrued Liability IBHS	93,161	
Monthly Accrd Liability PCHP	87,307	
Monthly Accrd Liab HYPER CON	13,770	
Monthly Accrd Liab. ARPA (H8F)	568,619	
Current Liabilities	2,008,353	
Noncurrent Assets		
Deferred Rent (3763 White Plains Rd)	164,123	
Total Liabilities	2,172,476	
Net Assets		
Retained Earnings	1,988,035	
Net Assets	1,988,035	
Liabilities & Net Assets	4,160,511	

BRONX COMMUNITY HEALTH NETWORK, INC.		
Statement of Revenue and Expense		
Current Period: 1/1/2023 - 3/31/2023		
Year-to-Date: 1/1/2023 - 3/31/2023		
Rounding: Dollars		
		Current Year Current Period
Revenue		
Miscellaneous Income		7,074
MMC Grant Revenue		81,301
Dental Grant Revenue		47,553
HSHC Grant Revenue		104,190
Admin Grant Revenue		652,723
Ryan White Grant Revenue		63,619
Med. Capacity Grant Revenue		63,632
Behavior Health Grant		40,607
ARRA - IDS Promesa Grant Revn		40,809
ARRA - NAP-Clinton Grant Reven		74,209
ECT Grant Rev (H8E)		0
PCHP Grant Revenue		112,845
ARPA Grant Revenue (H8F)		979,232
ARPA Capital Grant Revenue		0
MMC NAP - SBHC Mott Haven Grnt		14,898
MMC NAP - SBHC Taft Grnt Rev.		36,062
MMC NAP - CHFP Grnt Revenue		34,140
MMC NAP - WBFP Grnt Rev.		55,647
O&E Grant Revenue		30,698
Behavioral Health Integration		17,317
2014 Expanded Serv. Grnt Rev		80,184
2015 Exp. Service Grnt. Rev.		49,480
Substance Abuse Grant Rev.		77,693
Expanding Access to Buprenorphine Treatment PHS		46,754
SUD-MH Grant Revenue		30,062
IBHS Grant Revenue		112,274
Hypertension Control Rev.		21,004
Misc. Federal Grants		31,320
NAP Stevenson Grant Rev.		61,255
NAP Via Verde		71,288
Revenue		3,037,870
Expenses		
Salaries-Administration		5,716
FICA (SS & Medicare)		437
Health Insurance		2,427
Unemployment Insurance		216
Workers Compensation		572
Disability Insurance/PFL		1,289
Computer Service		750
Computer Software Annual Fee		8,682
Database Services		1,224
Taxi,Bus,Train		2,698
Travel - Breakfast Exp.		30
Conference Reg. Fees		14,060
Travel - Dinner Exp.		136
Travel - Lodging Exp.		2,781
Travel - Lunch Exp.		170
Meeting Expense Internal		824
Meeting Expense External		684
Parking & Tolls		1,200
Airfare		1,780
Contractual Personnel - Mgmt.		21,481
Contractual Personnel - Strategic Planning		131,330
General Liability Insurance		6,488
Bank Service fees		1,217
Payroll Fees		14,437

Office Supplies Expense	7,594	
Postage and Shipping Expense	228	
Printing Services	0	
Misc. Rental Expense	457	
Other OTPS	1,702	
Membership Dues Network	476	
Deferred Rent Expense - 3763 WPR	4,437	
Occupancy Expense/Rent - 3763 WPR	89,100	
Consulting Fees	69,859	
Legal Fees	48,468	
Other Service Contracts - SEC 330	879,142	
Service Contr Exp. Clinton & IDS	115,018	
Service Contr Exp. NAP(Mott/Taft/CHFP/WBFP)	140,747	
Service Contr Exp O & E	30,194	
Service Contr Exp BHI	17,317	
Service Contr Exp 2014	80,184	
Service Contr Exp Stevenson/VV	132,543	
Service Contr Exp Sub Abuse	77,693	
Service Contr Exp 2015 Exp	49,480	
Service Contr Exp PHS Bupre.	35,993	
Service Contr Exp SUD-MH	26,995	
Service Contr Exp IBHS	112,274	
Service Contr Exp ECT (H8E)	0	
Service Contr Exp PCHP	102,586	
Service Contr Hypertension Contrl	19,684	
Service Contr Exp ARPA (H8F)	969,752	
Other Fundraising Expenses	0	
Repair & Maintenance - Building	2,795	
Shredding Services	663	
Utility Expense - 3763 WPR	6,000	
Property Taxes - 3763 WPR	15,666	
Telephone Expense	3,569	
Cable/Satellite TV Service	628	
Depreciation Expense - Mobile Van	7,427	
Expenses	3,269,300	
Excess or (Deficiency) of Revenue Over Expenses	(231,430)	
Note: Deficit is due to a delay in funding to cover expenses for the 218th St Project.		

ORGANIZATIONAL CHART



BRONX COMMUNITY HEALTH NETWORK, INC.

ESTABLISH AND CONSTRUCT A DIAGNOSTIC AND TREATMENT CENTER

PRO FORMA BALANCE SHEET AS OF DAY 1 OF OPERATIONS

ASSETS

Cash	\$3,522,619
Grants receivable	\$1,516,510
Prepaid expenses and other current assets	\$269,744
New Leasehold Improvements	\$7,628,597
Total Current Assets	\$12,937,470

Fixed Assets - Motor Vehicle - BCHN Van	\$383,540
---	-----------

TOTAL ASSETS	\$13,321,010
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LIABILITIES

Current Liabilities	\$3,251,676
---------------------	-------------

TOTAL LIABILITIES	\$3,251,676
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NET ASSETS	<u>\$10,069,334</u>
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TOTAL LIABILITIES AND NET ASSETS	\$13,321,010
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Project 231218 Moses Health Care



Jerome Park Reservoir

Harlem River

★Perry Avenue Family Medical Center, Inc.

★Union Community Health Center

★CenterLight Healthcare Diagnostic and Treatment Center

Medalliance Medical Health Services

★Morris Heights Health Center

★Pelham Physical Medicine Inc

Care For the Homeless

Bronx

Vocational Instruction Project Community Services, Inc.

Metro Community Health Center Bronx

Bronx Treatment Center

★Morrisania Diagnostic & Treatment Center

★Starling Diagnostic & Imaging Center

Columbus Center for Medical Rehabilitation

★The Children's Aid Society

★BronxCare Dr. Martin Luther King, Jr. Health Center

La Casa De Salud, Inc.

★Urban Health Plan

AIDS Healthcare Foundation

Community Healthcare Network

Castle Hill Medical Center of New York Inc.

Moses Health Care

Third Avenue Imaging LLC

Bronx Health Center

Narco Freedom Inc

Segundo Ruiz Belvis D & T Center

The Children's Health Center of the New York Founding



miles

Scale: 1:47,440

East River

Bronx River

Pugsley Creek

Harlem River Dr

Bronx River Pl

Hutchinson River Pkwy

Pro Forma Balance Sheet

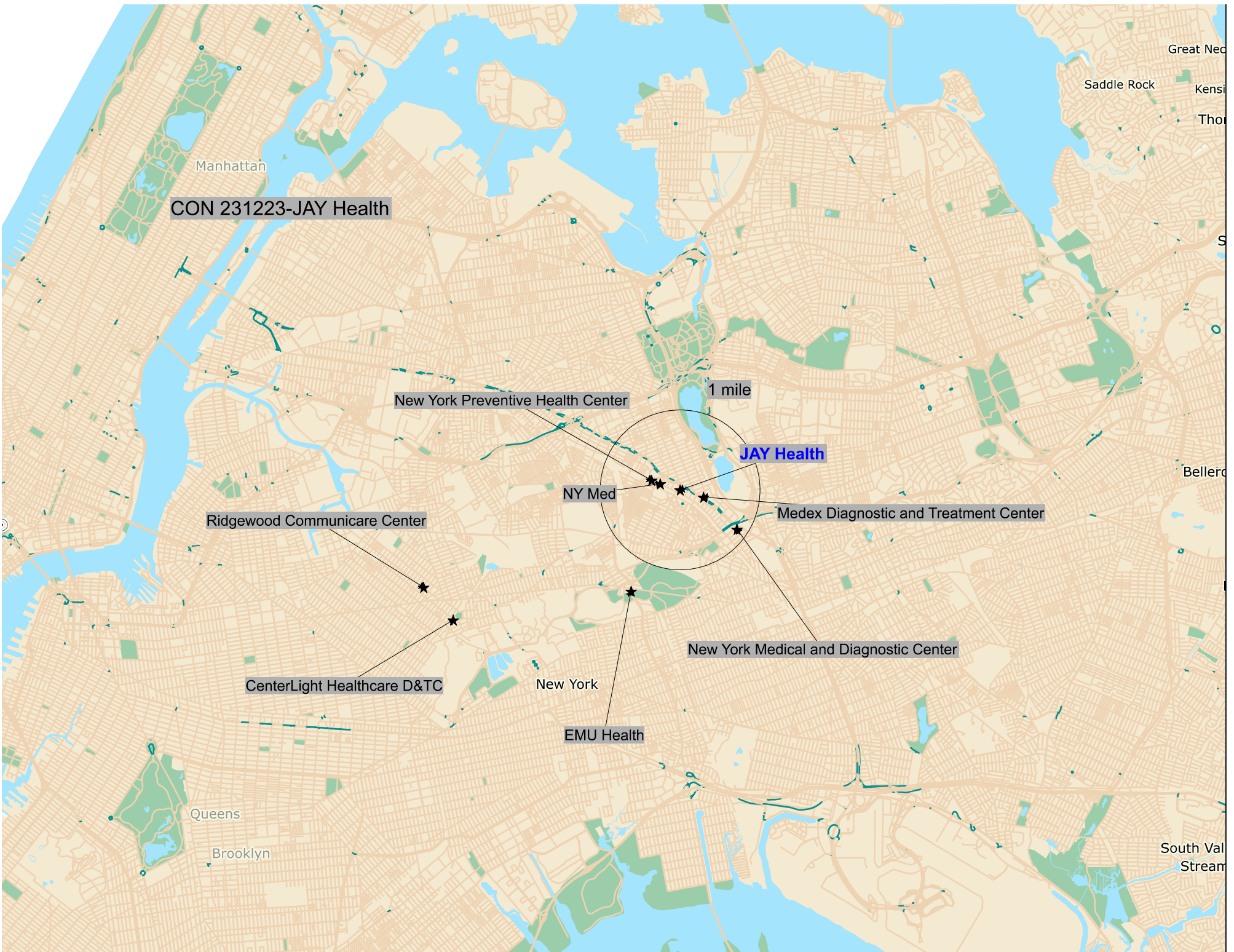
ASSETS:

Cash	\$341,564
Moveable Equipment	231,451
Leasehold Improvements	<u>1,621,949</u>
TOTAL ASSETS	\$2,194,964

LIABILITIES:

Bank Loan	\$1,668,060
Working Capital Loan	<u>170,782</u>
TOTAL LIABILITIES	\$1,838,842

NET WORTH	\$356,122
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CON 231223-JAY Health

Manhattan

New York Preventive Health Center

1 mile

JAY Health

NY Med

Ridgewood Communicare Center

Medex Diagnostic and Treatment Center

CenterLight Healthcare D&TC

New York Medical and Diagnostic Center

New York

EMU Health

Queens

Brooklyn

Great Neck

Saddle Rock

Kensi

Tho

Beller

South Val

Stream

JAY HEALTH

ORGANIZATIONAL CHART

JAY Health, Inc.

- Moshe Mann - Secretary; Board Member
- Jonah Weiss - Chairman; Board Member
- Rabbi Simcha Feuerman, DHL, LCSW-R, Board Member
- Moshe Schwartz - Chief Executive Officer

JAY HEALTH

ESTABLISH AND CONSTRUCT AN ARTICLE 28 D&TC

PRO FORMA BALANCE SHEET

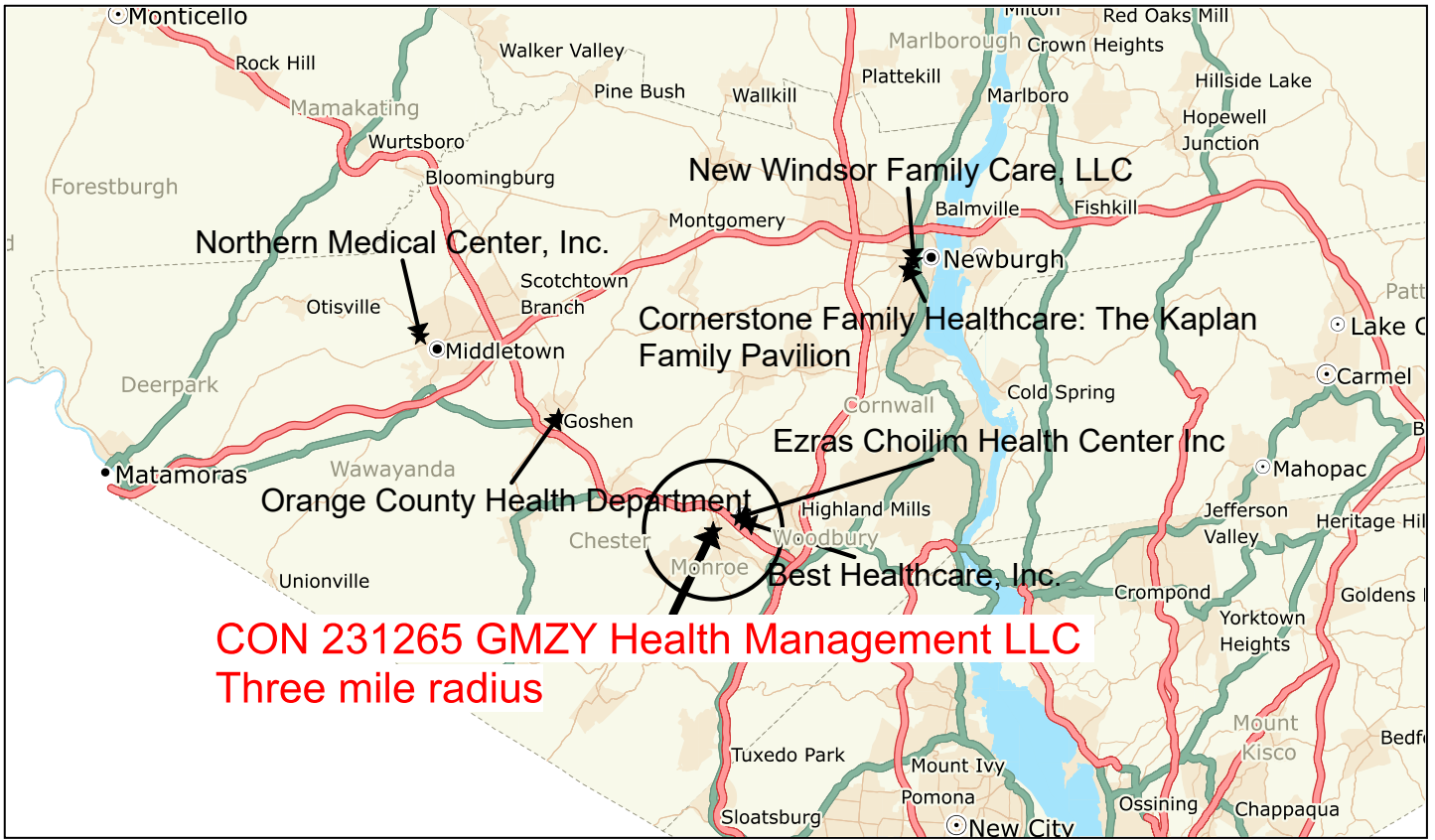
ASSETS

Cash	\$1,492,893
<u>Fixed Asset</u>	<u>\$941,599</u>
TOTAL ASSETS	\$2,434,492

LIABILITIES AND MEMBER EQUITY

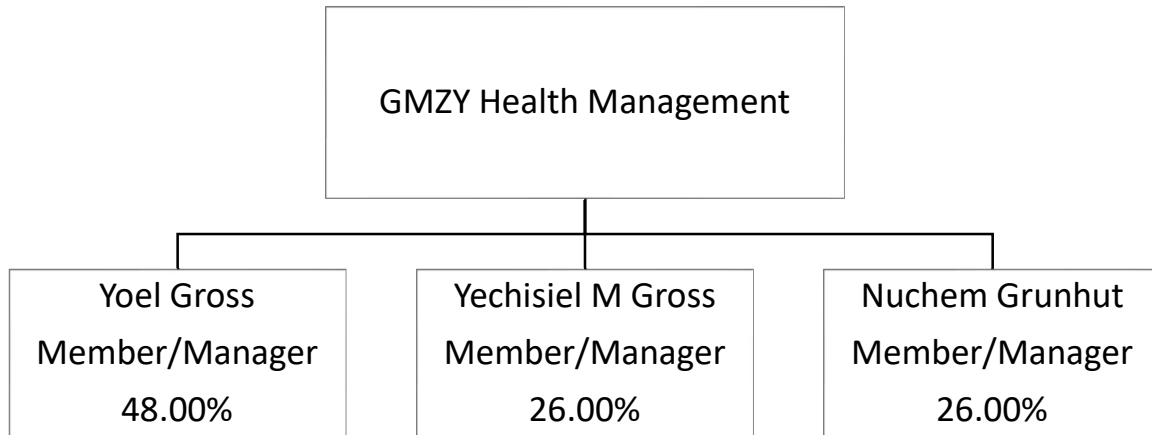
LIABILITIES

Working Capital Loan	\$746,446
<u>Capital Loan</u>	<u>\$442,439</u>
TOTAL LIABILITIES	\$1,188,885
NET EQUITY	<u>\$1,245,607</u>
TOTAL LIABILITIES AND NET EQUITY	\$2,434,492



CON 231265 GMZY Health Management LLC
Three mile radius

Organizational Chart



GMZY Health Management, LLC
Pro Forma Balance Sheet

CON # 231265
BFA Attachment C

ASSETS

Cash	\$	278,300.24
Leasehold Improvements	\$	-
Momveable/Fixed Equipment	\$	-
Total Assets	\$	278,300.24

LIABILITIES & MEMBERS EQUITY

Long Term Debt	\$	-
Short Term Debt	\$	-
Total Liabilities	\$	-
Members Equity	\$	278,300.24
Total Liabilities and Members Equity	\$	278,300.24

DAVITA INC.
CONSOLIDATED BALANCE SHEETS
(dollars and shares in thousands, except per share data)

	December 31, 2022	December 31, 2021
ASSETS		
Cash and cash equivalents	\$ 244,086	\$ 461,900
Restricted cash and equivalents	94,903	93,060
Short-term investments	77,693	22,310
Accounts receivable	2,132,070	1,957,583
Inventories	109,122	107,428
Other receivables	413,976	427,321
Prepaid and other current assets	78,839	72,517
Income tax receivable	4,603	25,604
Total current assets	3,155,292	3,167,723
Property and equipment, net of accumulated depreciation	3,256,397	3,479,972
Operating lease right-of-use assets	2,666,242	2,824,787
Intangible assets, net of accumulated amortization	182,687	177,693
Equity method and other investments	231,108	238,881
Long-term investments	44,329	49,514
Other long-term assets	315,587	136,677
Goodwill	7,076,610	7,046,241
	<u>\$ 16,928,252</u>	<u>\$ 17,121,488</u>
LIABILITIES AND EQUITY		
Accounts payable	\$ 479,780	\$ 402,049
Other liabilities	802,469	709,345
Accrued compensation and benefits	692,654	659,960
Current portion of operating lease liabilities	395,401	394,357
Current portion of long-term debt	231,404	179,030
Income tax payable	18,039	53,792
Total current liabilities	2,619,747	2,398,533
Long-term operating lease liabilities	2,503,068	2,672,713
Long-term debt	8,692,617	8,729,150
Other long-term liabilities	105,233	119,158
Deferred income taxes	782,787	830,954
Total liabilities	14,703,452	14,750,508
Commitments and contingencies		
Noncontrolling interests subject to put provisions	1,348,908	1,434,832
Equity:		
Preferred stock (\$0.001 par value, 5,000 shares authorized; none issued)		
Common stock (\$0.001 par value, 450,000 shares authorized; 90,411 and 97,289 shares issued and outstanding at December 31, 2022, and 2021, respectively)	90	97
Additional paid-in capital	606,935	540,321
Retained earnings	174,487	354,337
Accumulated other comprehensive loss	(69,186)	(139,247)
Total DaVita Inc. shareholders' equity	712,326	755,508
Noncontrolling interests not subject to put provisions	163,566	180,640
Total equity	875,892	936,148
	<u>\$ 16,928,252</u>	<u>\$ 17,121,488</u>

DAVITA INC.
CONSOLIDATED STATEMENTS OF INCOME
(dollars and shares in thousands, except per share data)

	Year ended December 31,		
	2022	2021	2020
Dialysis patient service revenues	\$ 11,176,464	\$ 11,213,515	\$ 11,026,251
Other revenues	433,430	405,282	524,353
Total revenues	<u>11,609,894</u>	<u>11,618,797</u>	<u>11,550,604</u>
Operating expenses:			
Patient care costs	8,209,553	7,972,414	7,988,613
General and administrative	1,355,197	1,195,335	1,247,584
Depreciation and amortization	732,602	680,615	630,435
Equity investment income, net	(26,520)	(26,937)	(26,916)
Loss on changes in ownership interest, net	—	—	16,252
Total operating expenses	<u>10,270,832</u>	<u>9,821,427</u>	<u>9,855,968</u>
Operating income	1,339,062	1,797,370	1,694,636
Debt expense	(357,019)	(285,254)	(304,111)
Debt prepayment, refinancing and redemption charges	—	—	(89,022)
Other (loss) income, net	(15,765)	6,378	16,759
Income from continuing operations before income taxes	966,278	1,518,494	1,318,262
Income tax expense	198,087	306,732	313,932
Net income from continuing operations	768,191	1,211,762	1,004,330
Net income (loss) from discontinued operations, net of tax	13,452	—	(9,653)
Net income	781,643	1,211,762	994,677
Less: Net income attributable to noncontrolling interests	(221,243)	(233,312)	(221,035)
Net income attributable to DaVita Inc.	<u>\$ 560,400</u>	<u>\$ 978,450</u>	<u>\$ 773,642</u>
Earnings per share attributable to DaVita Inc.:			
Basic net income from continuing operations	\$ 5.88	\$ 9.30	\$ 6.54
Basic net income	<u>\$ 6.03</u>	<u>\$ 9.30</u>	<u>\$ 6.46</u>
Diluted net income from continuing operations	\$ 5.71	\$ 8.90	\$ 6.39
Diluted net income	<u>\$ 5.85</u>	<u>\$ 8.90</u>	<u>\$ 6.31</u>
Weighted average shares for earnings per share:			
Basic shares	92,992	105,230	119,797
Diluted shares	<u>95,834</u>	<u>109,948</u>	<u>122,623</u>
Amounts attributable to DaVita Inc.:			
Net income from continuing operations	\$ 546,948	\$ 978,450	\$ 783,295
Net income (loss) from discontinued operations	13,452	—	(9,653)
Net income attributable to DaVita Inc.	<u>\$ 560,400</u>	<u>\$ 978,450</u>	<u>\$ 773,642</u>

DAVITA INC.
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
 (dollars in thousands)

	Year ended December 31,		
	2022	2021	2020
Net income	\$ 781,643	\$ 1,211,762	\$ 994,677
Other comprehensive income, net of tax:			
Unrealized gains (losses) on interest rate cap agreements:			
Unrealized gains (losses)	108,669	7,155	(16,346)
Reclassification of net realized (gains) losses into net income	(8,806)	4,133	5,313
Unrealized losses on foreign currency translation	(29,802)	(84,381)	(7,623)
Other comprehensive income (loss)	70,061	(73,093)	(18,656)
Total comprehensive income	851,704	1,138,669	976,021
Less: Comprehensive income attributable to noncontrolling interests	(221,243)	(233,312)	(221,035)
Comprehensive income attributable to DaVita Inc.	<u>\$ 630,461</u>	<u>\$ 905,357</u>	<u>\$ 754,986</u>

EMPRESS DIALYSIS, LLC d/b/a Brooklyn Community Dialysis

PRO FORMA BALANCE SHEET

ASSETS

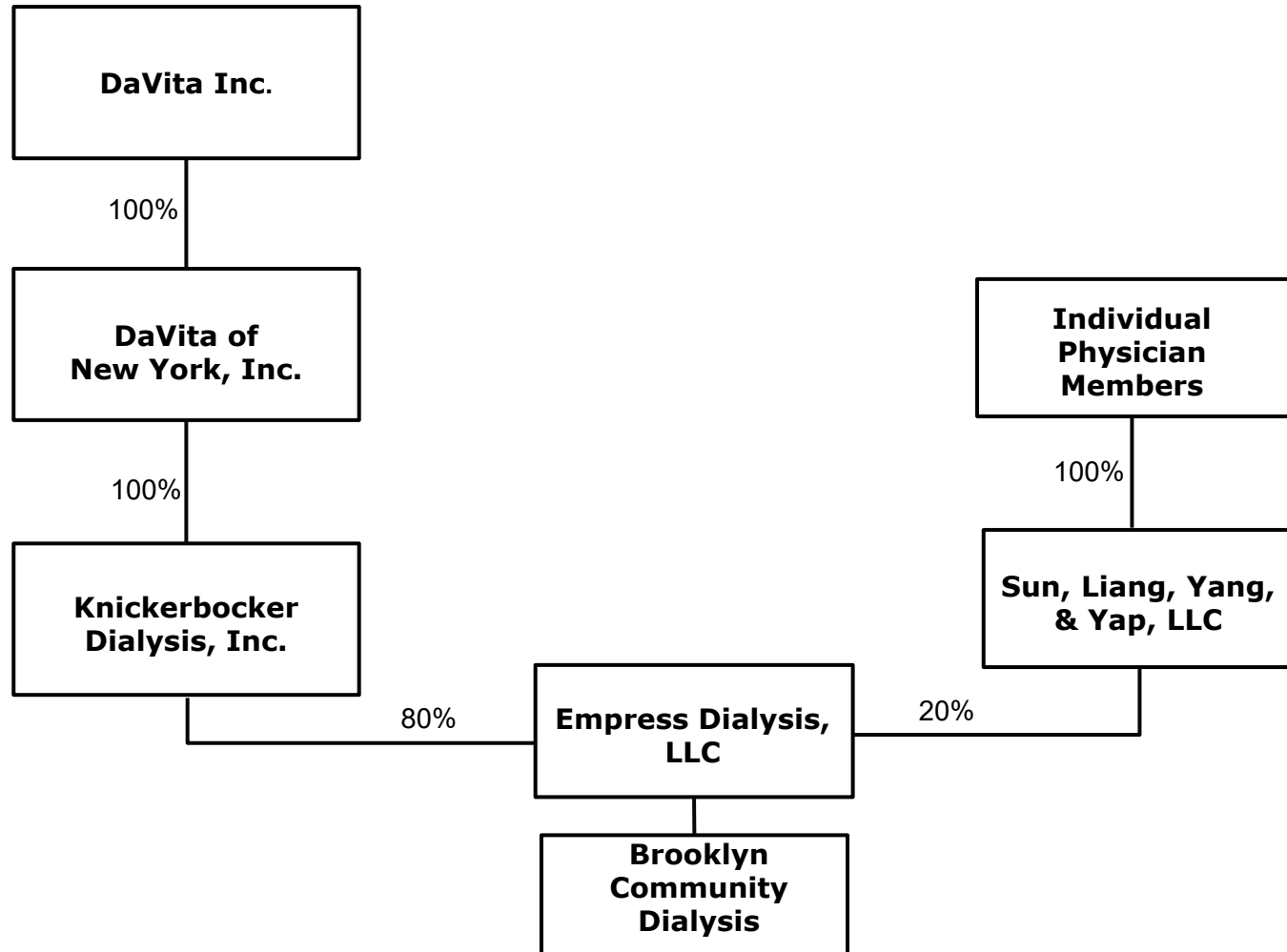
Start-up Capital Expenditures	\$3,884,935
Start-up Working Capital	\$1,776,205
Development Fee	\$151,860
TOTAL ASSETS	\$5,813,000

LIABILITIES AND MEMBERS' EQUITY

Liabilities	\$4,070,000
Members' Equity	\$1,743,000
TOTAL LIABILITIES AND MEMBERS' EQUITY	\$5,813,000



Empress Dialysis, LLC d/b/a Brooklyn Community Dialysis



Pro Forma Balance Sheet

ASSETS:

Start up Capital Expenditures	\$1,179,573
Development Fee	70,627
Start up Working Capital	<u>1,042,800</u>
TOTAL ASSETS	\$2,293,000

LIABILITIES \$1,384,000

NET ASSETS \$909,000

DAVITA INC.
CONSOLIDATED BALANCE SHEETS
(dollars and shares in thousands, except per share data)

	December 31, 2022	December 31, 2021
ASSETS		
Cash and cash equivalents	\$ 244,086	\$ 461,900
Restricted cash and equivalents	94,903	93,060
Short-term investments	77,693	22,310
Accounts receivable	2,132,070	1,957,583
Inventories	109,122	107,428
Other receivables	413,976	427,321
Prepaid and other current assets	78,839	72,517
Income tax receivable	4,603	25,604
Total current assets	3,155,292	3,167,723
Property and equipment, net of accumulated depreciation	3,256,397	3,479,972
Operating lease right-of-use assets	2,666,242	2,824,787
Intangible assets, net of accumulated amortization	182,687	177,693
Equity method and other investments	231,108	238,881
Long-term investments	44,329	49,514
Other long-term assets	315,587	136,677
Goodwill	7,076,610	7,046,241
	<u>\$ 16,928,252</u>	<u>\$ 17,121,488</u>
LIABILITIES AND EQUITY		
Accounts payable	\$ 479,780	\$ 402,049
Other liabilities	802,469	709,345
Accrued compensation and benefits	692,654	659,960
Current portion of operating lease liabilities	395,401	394,357
Current portion of long-term debt	231,404	179,030
Income tax payable	18,039	53,792
Total current liabilities	2,619,747	2,398,533
Long-term operating lease liabilities	2,503,068	2,672,713
Long-term debt	8,692,617	8,729,150
Other long-term liabilities	105,233	119,158
Deferred income taxes	782,787	830,954
Total liabilities	14,703,452	14,750,508
Commitments and contingencies		
Noncontrolling interests subject to put provisions	1,348,908	1,434,832
Equity:		
Preferred stock (\$0.001 par value, 5,000 shares authorized; none issued)		
Common stock (\$0.001 par value, 450,000 shares authorized; 90,411 and 97,289 shares issued and outstanding at December 31, 2022, and 2021, respectively)	90	97
Additional paid-in capital	606,935	540,321
Retained earnings	174,487	354,337
Accumulated other comprehensive loss	(69,186)	(139,247)
Total DaVita Inc. shareholders' equity	712,326	755,508
Noncontrolling interests not subject to put provisions	163,566	180,640
Total equity	875,892	936,148
	<u>\$ 16,928,252</u>	<u>\$ 17,121,488</u>

DAVITA INC.
CONSOLIDATED STATEMENTS OF INCOME
(dollars and shares in thousands, except per share data)

	Year ended December 31,		
	2022	2021	2020
Dialysis patient service revenues	\$ 11,176,464	\$ 11,213,515	\$ 11,026,251
Other revenues	433,430	405,282	524,353
Total revenues	11,609,894	11,618,797	11,550,604
Operating expenses:			
Patient care costs	8,209,553	7,972,414	7,988,613
General and administrative	1,355,197	1,195,335	1,247,584
Depreciation and amortization	732,602	680,615	630,435
Equity investment income, net	(26,520)	(26,937)	(26,916)
Loss on changes in ownership interest, net	—	—	16,252
Total operating expenses	10,270,832	9,821,427	9,855,968
Operating income	1,339,062	1,797,370	1,694,636
Debt expense	(357,019)	(285,254)	(304,111)
Debt prepayment, refinancing and redemption charges	—	—	(89,022)
Other (loss) income, net	(15,765)	6,378	16,759
Income from continuing operations before income taxes	966,278	1,518,494	1,318,262
Income tax expense	198,087	306,732	313,932
Net income from continuing operations	768,191	1,211,762	1,004,330
Net income (loss) from discontinued operations, net of tax	13,452	—	(9,653)
Net income	781,643	1,211,762	994,677
Less: Net income attributable to noncontrolling interests	(221,243)	(233,312)	(221,035)
Net income attributable to DaVita Inc.	\$ 560,400	\$ 978,450	\$ 773,642

Earnings per share attributable to DaVita Inc.:

Basic net income from continuing operations	\$ 5.88	\$ 9.30	\$ 6.54
Basic net income	\$ 6.03	\$ 9.30	\$ 6.46
Diluted net income from continuing operations	\$ 5.71	\$ 8.90	\$ 6.39
Diluted net income	\$ 5.85	\$ 8.90	\$ 6.31

Weighted average shares for earnings per share:

Basic shares	92,992	105,230	119,797
Diluted shares	95,834	109,948	122,623

Amounts attributable to DaVita Inc.:

Net income from continuing operations	\$ 546,948	\$ 978,450	\$ 783,295
Net income (loss) from discontinued operations	13,452	—	(9,653)
Net income attributable to DaVita Inc.	\$ 560,400	\$ 978,450	\$ 773,642

DAVITA INC.
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(dollars in thousands)

	Year ended December 31,		
	2022	2021	2020
Net income	\$ 781,643	\$ 1,211,762	\$ 994,677
Other comprehensive income, net of tax:			
Unrealized gains (losses) on interest rate cap agreements:			
Unrealized gains (losses)	108,669	7,155	(16,346)
Reclassification of net realized (gains) losses into net income	(8,806)	4,133	5,313
Unrealized losses on foreign currency translation	(29,802)	(84,381)	(7,623)
Other comprehensive income (loss)	70,061	(73,093)	(18,656)
Total comprehensive income	851,704	1,138,669	976,021
Less: Comprehensive income attributable to noncontrolling interests	(221,243)	(233,312)	(221,035)
Comprehensive income attributable to DaVita Inc.	<u>\$ 630,461</u>	<u>\$ 905,357</u>	<u>\$ 754,986</u>

Nuvance Health and Subsidiaries

Consolidated Balance Sheets
(In Thousands)

	September 30	
	2022	2021
Assets		
Current assets:		
Cash and cash equivalents	\$ 174,049	\$ 209,582
Restricted cash	32	23
Investments, current portion	4,236	7,087
Assets limited as to use, current portion	—	6,057
Patient accounts receivable, net	281,658	254,205
Pledges receivable, current portion	17,181	6,692
Inventories	56,879	48,569
Estimated insurance claims recovery receivables, current portion	257	320
Prepaid expenses and other	96,786	70,678
Total current assets	<u>631,078</u>	<u>603,213</u>
Investments	392,614	570,747
Assets limited as to use:		
Assets under bond indentures	58,606	57,789
Funds restricted by donors	178,692	189,982
Board designated funds	70,720	80,640
Beneficial interests in trusts held by others and charitable remainder trusts	21,133	26,774
Investments held by Nuvance Insurance Company, Ltd.	115,599	135,859
Total assets limited as to use	<u>444,750</u>	<u>491,044</u>
Estimated insurance claims recovery receivables, less current portion	963	1,432
Operating lease right of use assets	230,457	286,226
Finance lease right of use assets	101,464	295
Other assets	98,088	111,636
Property, plant, and equipment, net	1,632,399	1,663,555
Pledges receivable, less current portion	48,011	53,137
Total assets	<u>\$ 3,579,824</u>	<u>\$ 3,781,285</u>

	September 30	
	2022	2021
Liabilities and net assets		
Current liabilities:		
Accounts payable and other accrued expenses	\$ 166,966	\$ 157,565
Payroll-related accruals	138,690	140,440
Due to third-party payors	99,047	204,021
Interest payable	8,652	8,860
Estimated insurance claims liabilities, current portion	257	320
Operating lease liabilities, current portion	21,517	23,452
Finance lease liabilities, current portion	5,494	306
Long-term debt, current portion	19,311	18,855
Total current liabilities	<u>459,934</u>	<u>553,819</u>
Malpractice and other insurance liabilities	154,521	144,167
Estimated insurance claims liabilities, less current portion	963	1,432
Operating lease liabilities, less current portion	220,085	273,707
Finance lease liabilities, less current portion	110,572	191
Accrued pension liabilities and other	54,898	155,397
Long-term debt, less current portion	852,629	880,198
Total liabilities	<u>1,853,602</u>	<u>2,008,911</u>
Net assets:		
Net assets without donor restrictions	1,474,637	1,514,412
Net assets without donor restrictions-attributable to non-controlling interest in joint venture	814	758
Net assets with donor restrictions	250,771	257,204
Total net assets	<u>1,726,222</u>	<u>1,772,374</u>
Total liabilities and net assets	<u>\$ 3,579,824</u>	<u>\$ 3,781,285</u>

Nuvance Health and Subsidiaries

Consolidated Statements of Operations and Changes in Net Assets
(In Thousands)

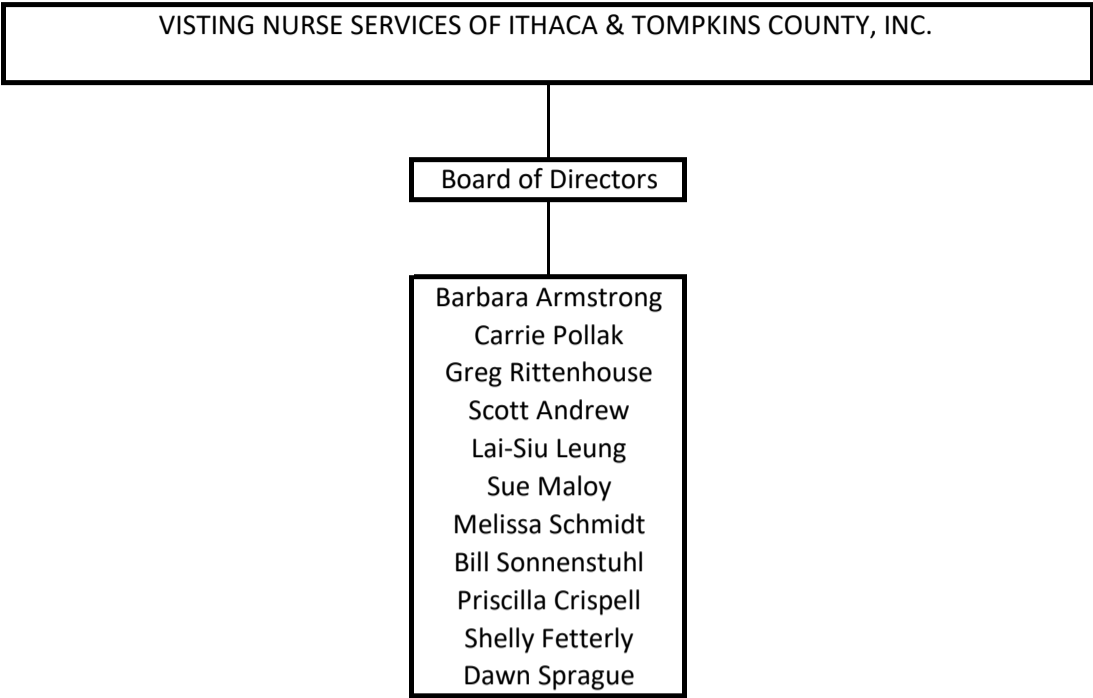
	Year Ended September 30	
	2022	2021
Operating revenues:		
Net patient service revenue	\$ 2,463,078	\$ 2,395,081
Net assets released from restriction	5,694	4,475
Other operating revenues	111,912	107,834
	<u>2,580,684</u>	<u>2,507,390</u>
Operating expenses:		
Salaries, benefits and fees	1,595,567	1,532,806
Supplies and other	829,915	784,232
Insurance	38,321	29,607
Depreciation and amortization	151,693	131,046
Interest	26,969	23,604
	<u>2,642,465</u>	<u>2,501,295</u>
(Loss) income from operations	(61,781)	6,095
Nonoperating gains and (losses):		
Contributions	5,344	5,508
Investment income, net	32,360	37,630
Change in unrealized gains and losses on investments, net	(131,895)	52,561
Non-operating net periodic benefit income	11,426	10,436
Operating expenses of fundraising foundations	(6,135)	(5,920)
Net research operations	(2,540)	(1,250)
	<u>(91,440)</u>	<u>98,965</u>
(Deficiency) excess of revenues over expenses, before net gain attributable to non-controlling interest in joint venture	(153,221)	105,060
Less: net gain attributable to non-controlling interest in joint venture	(56)	(15)
(Deficiency) excess of revenues over expenses	<u>(153,277)</u>	<u>105,045</u>

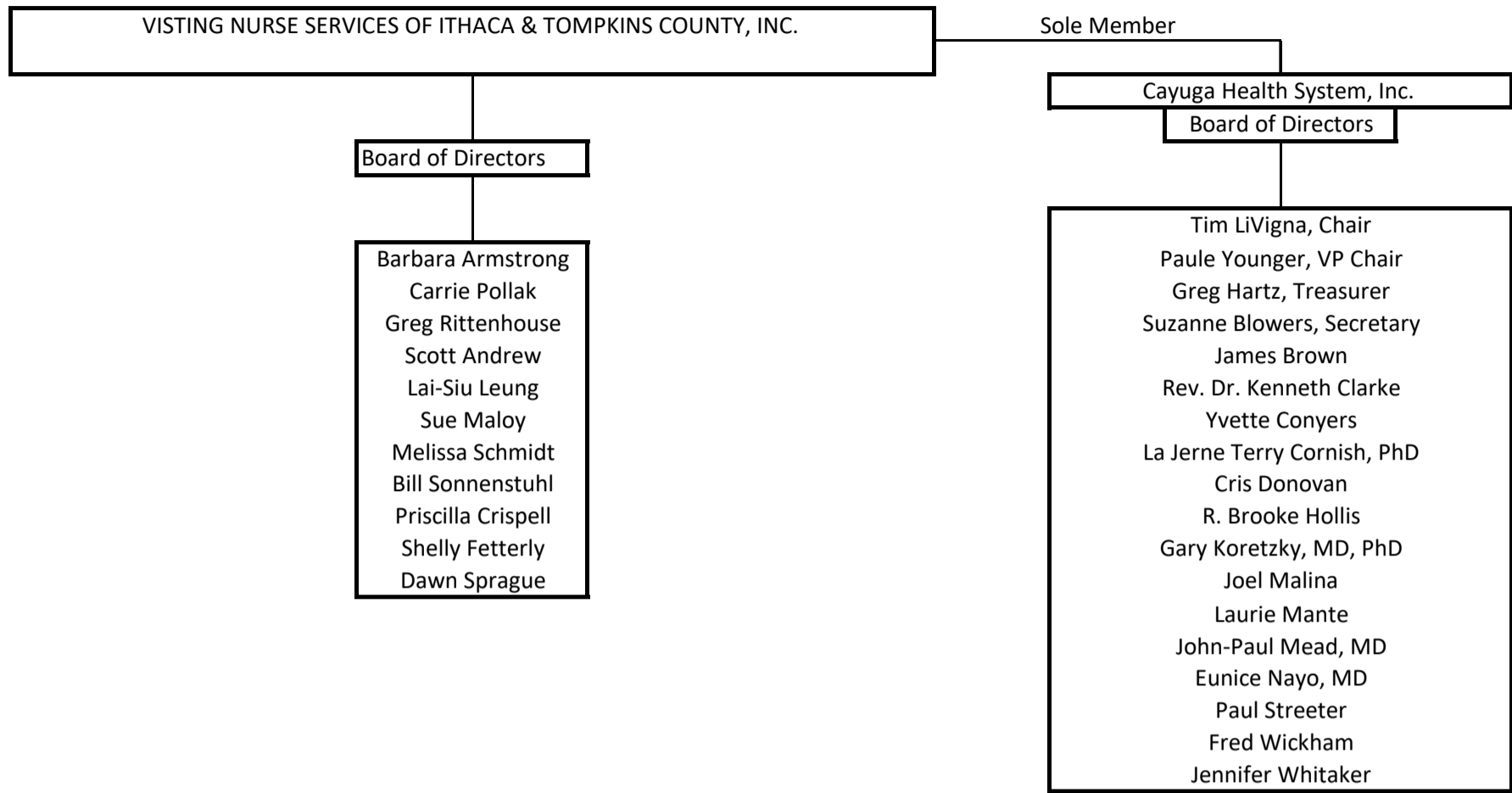
HUDSON VALLEY CERTIFIED HOME HEALTH AGENCY

STATEMENT OF INCOME

Twelve Months Ended December 31, 2022 and 2021

	<u>12/31/2022</u>	<u>12/31/2021</u>
OPERATING INCOME		
Home Care Revenue	\$ 969,846	\$ 1,105,739
TOTAL OPERATING INCOME	<u>969,846</u>	<u>1,105,739</u>
OPERATING EXPENSES		
NON-REVENUE SUPPORT SERVICES		
Salaries and Benefits		
Salaries	824,998	876,873
Benefits	184,536	235,543
Total Salaries and Benefits	<u>1,009,534</u>	<u>1,112,416</u>
Fees		
Therapy Services	33,006	27,757
Aide Services	7,413	30,373
Total Fees	<u>40,419</u>	<u>58,130</u>
Consulting Fees	-	2,465
Medical supplies	23,992	7,225
Office Supplies	3,098	2,446
Purchase/Contracted Services	65,686	49,185
Utilities	7,757	7,984
Telephone	8,461	9,202
Dues and subscriptions	-	9,500
Travel	41,988	36,038
Other Expenses	2,050	2,483
Assessment Fees	4,151	3,542
Total Other Expenses	<u>157,183</u>	<u>130,070</u>
TOTAL EXPENSES	<u>1,207,136</u>	<u>1,300,616</u>
NET INCOME (LOSS)	<u>(237,290)</u>	<u>(194,877)</u>





Pro-Forma Balance Sheet
VISITING NURSE SERVICE OF ITHACA
AND TOMPKINS COUNTY CHHA

Assets

DESCRIPTION	Date of Opening
CURRENT ASSETS	
Cash - on Hand or in Bank	\$195,569
Short Term Investments	\$1,026,000
Premiums Receivable - Net	\$229,016
Prepaid Expenses	\$10,870
Accounts Receivable, Net of Allowance	\$0
Total Current Assets	\$1,461,455
Other Assets	
Total Other Assets	\$0
Property and Equipment	
Land	
Building & Building Improvements - Net	\$255,929
Construction in Progress	
Furniture & Equipment - Net	
Construction in Progress	
Due from Third Party and Private Payors	\$443,800
Total Other Assets	\$699,729
Total Assets	\$2,161,184

Liabilities and Net Worth

DESCRIPTION	Date of Opening
CURRENT LIABILITIES	
Accounts Payable	\$260,912
Accrued Payroll & Related Liabilities	\$174,132
Total Current Liabilities	\$435,044
Non-Current Liabilities	
Notes and Loans Payable	\$0
Amounts Due to Affiliates	\$28,115
Total Non-Current Liabilities	\$28,115
Total Liabilities	\$463,159
NET ASSETS	
Capital	\$1,698,025
Total Net Worth	\$1,698,025
Total Liabilities and Net Worth	\$2,161,184

**VISITING NURSE SERVICE OF ITHACA AND TOMPKINS COUNTY, INC.
AND COMMUNITY HEALTH & HOME CARE, INC.
CONSOLIDATING STATEMENT OF FINANCIAL POSITION
December 31, 2021**

ASSETS

	Visiting Nurse Service of Ithaca and Tompkins County, Inc.	Community Health & Home Care, Inc.
CURRENT ASSETS:		
Cash and cash equivalents	\$ 422,947	\$ 150,089
Investments	1,075,309	-
Accounts receivable, net of allowance of \$17,230 and \$1,036, respectively	339,855	59,652
Contract assets	310,981	-
Prepaid expenses	10,870	-
Due from affiliated entity	-	109,883
TOTAL CURRENT ASSETS	2,159,962	319,624
LAND, BUILDING, FURNITURE & EQUIPMENT, net	349,529	-
TOTAL ASSETS	\$ 2,509,491	\$ 319,624

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:		
Accounts payable	\$ 206,568	\$ 5,198
Accrued payroll and related expenses	156,148	26,518
Due to Medicaid and Medicare	70	-
Long-term debt, current portion	13,651	-
Due to affiliated entity	109,883	-
TOTAL CURRENT LIABILITIES	486,320	31,716
LONG-TERM DEBT:		
Notes payable, net of current portion	28,088	-
TOTAL LONG-TERM DEBT	28,088	-
TOTAL LIABILITIES	514,408	31,716
NET ASSETS:		
Without donor restrictions		
Unrestricted	1,784,749	287,908
Board designated: building	71,531	-
Board designated: equipment	138,803	-
TOTAL NET ASSETS	1,995,083	287,908
TOTAL LIABILITIES AND NET ASSETS	\$ 2,509,491	\$ 319,624

See accompanying notes.

**VISITING NURSE SERVICE OF ITHACA AND TOMPKINS COUNTY, INC.
 AND COMMUNITY HEALTH & HOME CARE, INC.
 CONSOLIDATING STATEMENT OF ACTIVITIES
 For the year ended December 31, 2021**

	Visiting Nurse Service of Ithaca and Tompkins County, Inc.	Community Health & Home Care, Inc.
NET ASSETS WITHOUT DONOR RESTRICTIONS:		
SUPPORT AND REVENUE:		
Revenue from contracts with customers, net of allowances	\$ 3,935,351	\$ 783,503
Consulting revenue	37,300	-
Grant income	34,664	-
TOTAL SUPPORT AND REVENUE	4,007,315	783,503
EXPENSES:		
Clinical services	2,738,637	743,889
Administrative services	1,500,341	28,676
TOTAL EXPENSES	4,238,978	772,565
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS FROM OPERATIONS	(231,663)	10,938
OTHER REVENUES:		
Interest income	166	-
Dividend income	17,253	-
Realized gain on investments	34,922	-
Unrealized gain on investments	45,592	-
Other income	41,684	-
PPP loan forgiveness income	1,161,598	-
TOTAL OTHER REVENUES	1,301,215	-
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	1,069,552	10,938
CHANGE IN NET ASSETS	1,069,552	10,938
NET ASSETS, beginning of year	925,531	276,970
NET ASSETS, end of year	\$ 1,995,083	\$ 287,908

See accompanying notes.

CAYUGA HEALTH SYSTEM, INC.

**CONSOLIDATED BALANCE SHEET
DECEMBER 31, 2022**

ASSETS

CURRENT ASSETS:

Cash and cash equivalents	\$ 8,556,890
Custodial accounts	117,033
Short-term investments	77,711
Patient accounts receivable, net	37,646,334
Inventories	12,877,998
Prepays and other current assets	<u>16,589,078</u>

Total current assets 75,865,044

INVESTMENTS 101,856,048

PROPERTY, PLANT AND EQUIPMENT, net 130,642,448

BENEFICIAL INTEREST IN CHARITABLE REMAINDER TRUST 1,168,775

OPERATING LEASE RIGHT OF USE ASSET 19,645,109

BENEFICIAL INTEREST IN NET ASSETS OF FOUNDATION 9,051,814

OTHER ASSETS, net of current portion 24,060,063

Total assets \$ 362,289,301

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:

Current portion of long-term borrowings	\$ 1,553,341
Current portion of operating lease liability	2,741,633
Accounts payable	21,025,540
Current portion of accrued payroll, taxes and other expenses	27,395,710
Custodial accounts	117,033
CARES funding advances	1,472,072
Current portion of accrued postretirement cost	512,322
Current portion of due to third-party payors	<u>12,774,102</u>

Total current liabilities 67,591,753

OTHER LIABILITIES

Long-term borrowings, net of current portion	20,659,618
Operating lease liability, net of current portion	17,096,566
Other accrued liabilities	29,300
Accrued pension cost	8,049,750
Accrued postretirement cost, net of current portion	8,982,903
Due to third-party payors, net of current portion	<u>15,818,899</u>

Total other liabilities 70,637,036

Total liabilities 138,228,789

NET ASSETS:

Without donor restrictions	215,265,151
With donor restrictions	<u>8,795,361</u>

Total net assets 224,060,512

Total liabilities and net assets \$ 362,289,301

The accompanying notes are an integral part of these statements.

CAYUGA HEALTH SYSTEM, INC.

**CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2022**

OPERATING REVENUE:	
Patient service revenue	\$ 338,244,037
Other operating Revenue	28,925,680
Grant revenue - Provider Relief Fund	12,411,263
Net assets released from restrictions used for operations	<u>1,629,010</u>
 Total operating revenue	 <u>381,209,990</u>
OPERATING EXPENSES:	
Salaries and wages	135,513,593
Employee benefits	47,417,448
Supplies and other expenses	66,266,496
Professions services - CMA	37,501,326
Professional expenses	31,155,693
Contracted services	32,841,885
Fixed expenses	11,913,164
Other direct expenses	7,938,799
Depreciation	14,291,477
Interest	<u>655,138</u>
 Total operating expenses	 <u>385,495,019</u>
 Net loss from operations	 (4,285,029)
 INTEREST AND DIVIDEND INCOME, net of external and direct fees	 3,935,547
 OTHER INCOME	 16,307
 UNREALIZED LOSS ON INVESTMENTS, net	 (20,579,756)
 REALIZED LOSS ON INVESTMENTS, net	 <u>(594,617)</u>
 DEFICIENCY OF REVENUE OVER EXPENSES	 <u>(21,507,548)</u>

The accompanying notes are an integral part of these statements.



Office of the State Long Term Care Ombudsman

Two Empire State Plaza
Fifth Floor, Albany, NY 12223-1251
www.ltcombudsman.ny.gov

Claudette Royal
State Ombudsman
1-855-582-6769

To: Public Health and Health Planning Council

Re: 231044 Sunset SNF Operations LLC d/b/a Sunset Lake Center for Rehabilitation and Nursing

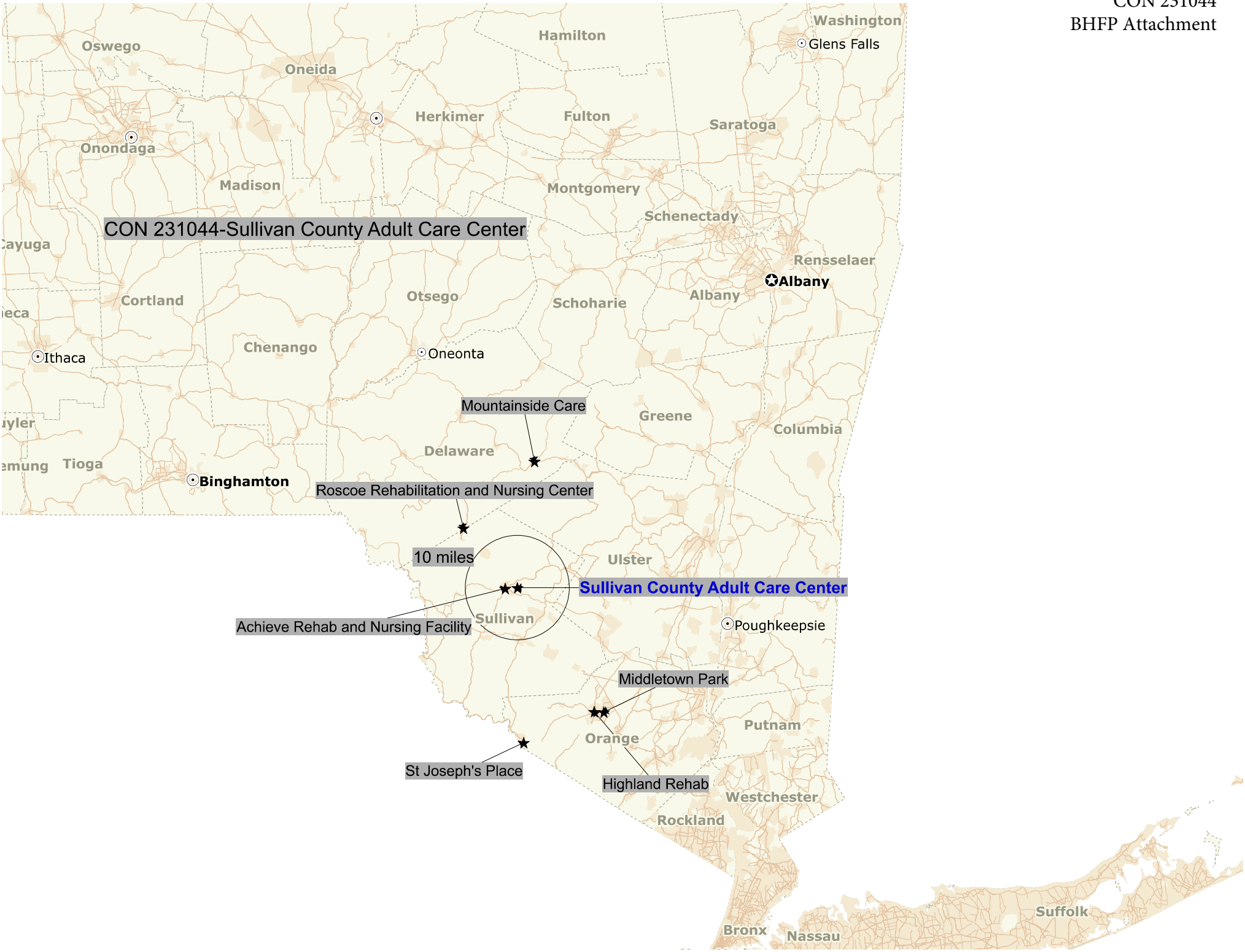
Date: August 4, 2023

Long Term Care Ombudsman Program Review:

The Office of the State Long Term Care Ombudsman has received and reviewed the application for change in ownership submitted by Sunset SNF Operations LLC d/b/a Sunset Lake Center for Rehabilitation and Nursing. The Office reviewed the two facilities currently operated by the proposed owners. There is a regular and consistent Ombudsman presence in both facilities. Based on the Office's review of any programmatic interactions and complaints received for these facilities, the Office has no objection to the approval of this application.

A handwritten signature in cursive script that reads "Claudette Royal".

Claudette Royal
New York State Ombudsman



Sunset SNF Operations LLC
Doing Business As
Sunset Lake Center for Rehabilitation and Nursing

Pro Forma Balance Sheet (AS OF APPROVAL DATE)

Operating Co.

ASSETS:

Cash and Cash Equivalents	\$ 2,729,449
Total Current Assets	<u>\$ 2,729,449</u>
TOTAL ASSETS	<u>\$ 2,729,449</u>

LIABILITIES:

Current Liabilities	<u>-</u>
Long-Term Liabilities	\$ -
TOTAL LIABILITIES	<u>\$ -</u>
Members' Equity	<u>\$ 2,729,449</u>
TOTAL LIABILITIES AND MEMBERS' EQUITY	<u>\$ 2,729,449</u>

Financial Summary

Sullivan County Adult Care Center

FISCAL PERIOD ENDED	<u>12/31/2021</u>	<u>12/31/2020</u>	<u>12/31/19</u>
ASSETS - CURRENT	\$7,376,671	\$4,223,122	\$5,903,355
ASSETS - FIXED AND OTHER	\$15,927,761	\$10,280,987	\$4,669,839
LIABILITIES - CURRENT	\$18,211,458	\$11,730,273	\$9,054,656
LIABILITIES - LONG-TERM	<u>\$40,157,374</u>	<u>\$33,249,644</u>	<u>\$23,269,305</u>
EQUITY	-\$35,064,400	-\$30,475,808	-\$21,750,767
<hr/>			
INCOME	\$10,036,379	\$8,304,766	\$9,903,623
EXPENSE	<u>\$17,541,436</u>	<u>\$20,548,864</u>	<u>\$18,920,719</u>
NET INCOME	-\$7,505,057	-\$12,244,098	-\$9,017,096
<hr/>			
NUMBER OF BEDS	146	146	146
PERCENT OF OCCUPANCY (DAYS)	58.09%	66.43%	80.76%
<hr/>			
PERCENT OCCUPANCY (DAYS):			
MEDICAID	85.00%	83.10%	81.40%
MEDICARE	7.50%	10.00%	8.00%
PRIVATE/OTHER	7.50%	6.90%	10.60%
<hr/>			

Sullivan County Adult Care Center
(An Enterprise Fund of the County of Sullivan, New York)

Statements of Net Position

	<u>December 31,</u>	
	<u>2021</u>	<u>2020</u>
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 2,165,391	\$ 1,101,603
Restricted cash - project capital fund	-	203,112
Funds held in trust for patients	290,136	194,065
Patient accounts receivable, net	1,581,264	1,500,597
Inter-governmental transfer receivable	467,792	881,651
Due from third party payors	2,754,808	224,275
Inventory	64,943	71,466
Prepaid expenses and other	<u>52,337</u>	<u>46,353</u>
Total Current Assets	7,376,671	4,223,122
Capital assets, net	<u>306,584</u>	<u>339,782</u>
Total Assets	7,683,255	4,562,904
DEFERRED OUTFLOWS OF RESOURCES	<u>15,621,177</u>	<u>9,941,205</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 23,304,432</u>	<u>\$ 14,504,109</u>
LIABILITIES AND NET POSITION (DEFICIT)		
Current Liabilities		
Accounts payable and accrued expenses	\$ 484,694	\$ 363,069
Accrued compensation and vacation	293,437	578,979
Due to third party payors	89,233	105,233
Retirement incentives and other pension obligations, current portion	-	132,300
Due to County	17,053,958	10,356,627
Funds held in trust for patients	<u>290,136</u>	<u>194,065</u>
Total Current Liabilities	18,211,458	11,730,273
Non-current Liabilities		
Retirement incentives and other pension obligations, net of current portion	-	435,912
Net pension liability	24,646	6,776,067
Other post employment benefit liability	<u>28,917,102</u>	<u>22,999,843</u>
Total Liabilities	<u>47,153,206</u>	<u>41,942,095</u>
DEFERRED INFLOWS OF RESOURCES	<u>11,215,626</u>	<u>3,037,822</u>
Total Liabilities and Deferred Inflows of Resources	<u>58,368,832</u>	<u>44,979,917</u>
NET POSITION (DEFICIT)		
Investments in capital assets	306,584	339,782
Restricted for grants	-	203,112
Unrestricted	<u>(35,370,984)</u>	<u>(31,018,702)</u>
Total Net Position (Deficit)	<u>(35,064,400)</u>	<u>(30,475,808)</u>
Total Liabilities, Deferred Inflows of Resources and Net Position (Deficit)	<u>\$ 23,304,432</u>	<u>\$ 14,504,109</u>

See notes to financial statements

Sullivan County Adult Care Center
(An Enterprise Fund of the County of Sullivan, New York)

Statements of Revenues and Expenses and Changes in Net Position (Deficit)

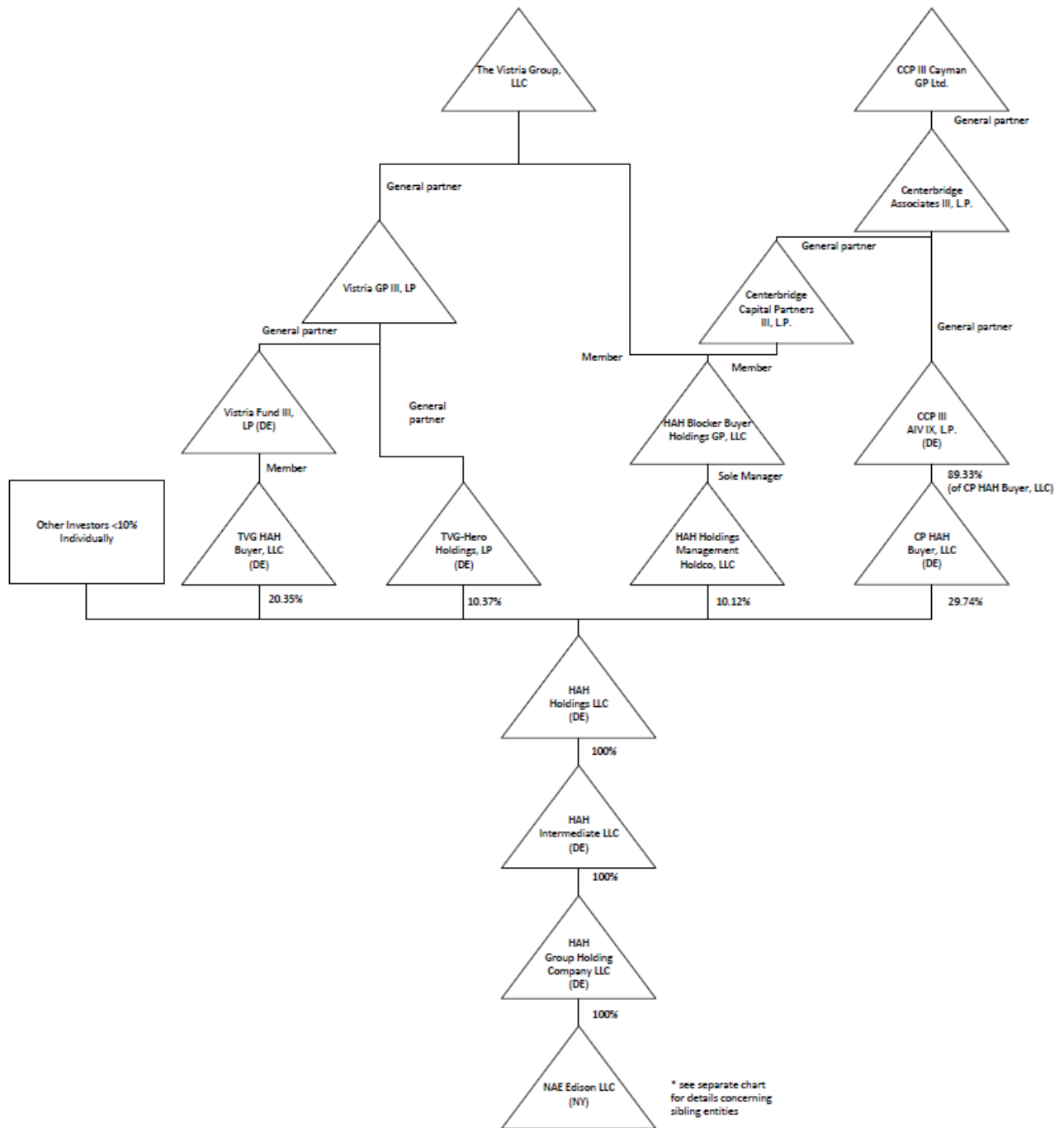
	Year Ended December 31,	
	<u>2021</u>	<u>2020</u>
OPERATING REVENUES		
Net patient service revenues		
Skilled nursing facility	\$ 9,870,950	\$ 8,100,885
Adult day care	-	17,129
Total Net Patient Service Revenues	<u>9,870,950</u>	<u>8,118,014</u>
Other operating revenues	<u>165,429</u>	<u>186,752</u>
Total Operating Revenues	<u>10,036,379</u>	<u>8,304,766</u>
OPERATING EXPENSES		
Professional care of residents	5,434,424	6,428,347
General services	4,204,880	4,555,840
Administrative services	1,759,707	1,693,817
Employee benefits	5,640,073	7,017,635
New York State cash assessment	421,170	457,259
Depreciation	61,866	371,841
Interest expense	<u>19,316</u>	<u>24,125</u>
Total Operating Expenses	<u>17,541,436</u>	<u>20,548,864</u>
Loss from Operations	<u>(7,505,057)</u>	<u>(12,244,098)</u>
NON-OPERATING REVENUES (EXPENSES)		
Inter-governmental transfers	2,285,023	4,111,021
Provider Relief Funds - CARES Act	631,184	754,166
Interest income	258	1,286
Loss on disposal of capital assets	-	(5,025)
Total Non-Operating Revenues (Expenses)	<u>2,916,465</u>	<u>4,861,448</u>
Transfer of capital assets	<u>-</u>	<u>(1,342,391)</u>
Change in Net Position (Deficit)	(4,588,592)	(8,725,041)
NET POSITION (DEFICIT)		
Beginning of year	<u>(30,475,808)</u>	<u>(21,750,767)</u>
End of year	<u>\$ (35,064,400)</u>	<u>\$ (30,475,808)</u>

<u>Operator</u>	<u>Name of the facility</u>	<u>Date</u>	<u>Beds</u>	<u>County</u>	<u>Esther Klein</u>
Kingston NH Holding, LLC	Ten Broeck Center for Rehab & Nursing	1-Oct-18	258	Ulster	27.50%
East End Health Care, Inc.	Westhampton Care Center	1-Jan-18	180	Suffolk	3%

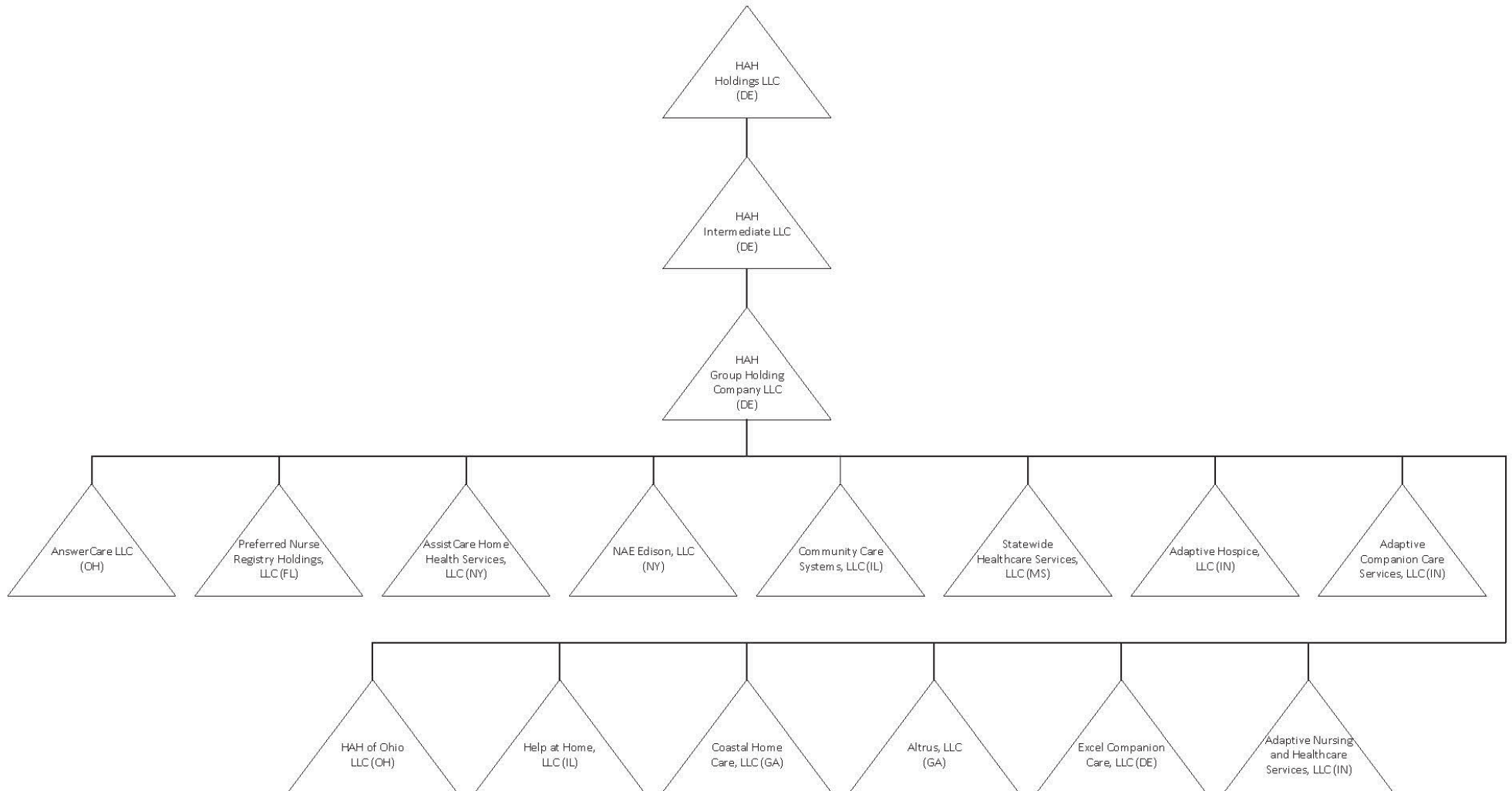
Affiliated Nursing Homes (Page 1)

		Beds			
		County	<u>12/31/2021</u>	<u>12/31/2020</u>	<u>12/31/2019</u>
<u>Kingston NH Holding, LLC</u>	<u>Ten Broeck Center for Rehab & Nursing</u>	<u>258</u> <u>Ulster</u>			
Current Assets			\$11,329,790	\$11,710,161	\$7,646,295
Fixed Assets			\$4,571,896	\$3,521,819	\$3,185,840
Total Assets			\$15,901,686	\$15,231,980	\$10,832,135
Current Liabilities			\$5,809,394	\$8,878,776	\$5,799,419
Long Term Liabilities			\$2,705,585	\$886,477	\$2,665,938
Total Liabilities			\$8,514,979	\$9,765,253	\$8,465,357
Net Assets			\$7,386,707	\$5,466,727	\$2,366,778
Working Capital Position			\$5,520,396	\$2,831,385	\$1,846,876
Revenue			\$33,495,564	\$31,912,648	\$29,026,726
Expenses			\$30,695,064	\$27,981,149	\$27,986,634
Net Income			\$2,800,500	\$3,931,499	\$1,040,092
		<u>180</u>	<u>12/31/2021</u>	<u>12/31/2020</u>	<u>12/31/2019</u>
<u>East End Health Care, Inc.</u>	<u>Westhampton Care Center</u>	<u>Suffolk</u>			
Current Assets			\$10,391,362	\$12,132,745	\$5,472,356
Fixed Assets			\$1,910,926	\$1,419,998	\$1,338,837
Total Assets			\$12,302,288	\$13,552,743	\$6,811,193
Current Liabilities			\$7,714,795	\$8,716,647	\$6,527,535
Long Term Liabilities			\$120,705	\$2,479,535	\$39,802
Total Liabilities			\$7,835,500	\$11,196,182	\$6,567,337
Net Assets			\$4,466,788	\$2,356,561	\$243,856
Working Capital Position			\$2,676,567	\$3,416,098	-\$1,055,179
Revenue			\$35,589,890	\$29,896,638	\$28,965,090
Expenses			\$27,216,690	\$26,583,933	\$28,345,889
Net Income			\$8,373,200	\$3,312,705	\$619,201

PROPOSED POST-CLOSING ORGANIZATIONAL CHART¹



¹ **Note:** The previously submitted proposed organizational chart included an error. HAH Blocker Buyer Holdings GP, LLC was inadvertently included as the GP of TVG-Hero Holdings, LP. Instead, Vistria GP III, LP is the GP of TVG-Hero Holdings, LP. In addition, and as discussed herein, HAH Holdings Management Holdco, LLC now owns a greater than 10% interest in the Licensed Entity, and has been included in this revised organizational chart.



Attachment B - Health Facility Interests CON: 222102

Name	Affiliation	State
Patrick Conway	Optum-United Group	Massachusetts
Patrick Conway	Blue Cross Blue Shield of North Carolina	North Carolina
Jeremy Gelber	GoHealth	Illinois
Jeremy Gelber	GoHealth	North Carolina
Jeremy Gelber	GoHealth	Utah
Jeremy Gelber	Sevita Health	50 States
Christopher Hocevar	Help at Home	50 States
Christopher Hocevar	Sevita	Massachusetts
Christopher Hocevar	Cigna Healthcare of Arizona, Inc.	Arizona
Christopher Hocevar	Cigna National Health Insurance Company	Alaska
Christopher Hocevar	Cigna National Health Insurance Company	Alabama
Christopher Hocevar	Cigna National Health Insurance Company	Arkansas
Christopher Hocevar	Cigna National Health Insurance Company	Arizona
Christopher Hocevar	Cigna National Health Insurance Company	California
Christopher Hocevar	Cigna National Health Insurance Company	Colorado
Christopher Hocevar	Cigna National Health Insurance Company	Connecticut
Christopher Hocevar	Cigna National Health Insurance Company	Washington DC
Christopher Hocevar	Cigna National Health Insurance Company	Delaware
Christopher Hocevar	Cigna National Health Insurance Company	Florida
Christopher Hocevar	Cigna National Health Insurance Company	Georgia
Christopher Hocevar	Cigna National Health Insurance Company	Hawaii
Christopher Hocevar	Cigna National Health Insurance Company	Iowa
Christopher Hocevar	Cigna National Health Insurance Company	Idaho
Christopher Hocevar	Cigna National Health Insurance Company	Illinois
Christopher Hocevar	Cigna National Health Insurance Company	Kansas
Christopher Hocevar	Cigna National Health Insurance Company	Kentucky
Christopher Hocevar	Cigna National Health Insurance Company	Louisiana
Christopher Hocevar	Cigna National Health Insurance Company	Massachusetts
Christopher Hocevar	Cigna National Health Insurance Company	Maryland
Christopher Hocevar	Cigna National Health Insurance Company	Maine
Christopher Hocevar	Cigna National Health Insurance Company	Michigan
Christopher Hocevar	Cigna National Health Insurance Company	Minnesota
Christopher Hocevar	Cigna National Health Insurance Company	Missouri
Christopher Hocevar	Cigna National Health Insurance Company	Mississippi
Christopher Hocevar	Cigna National Health Insurance Company	Montana
Christopher Hocevar	Cigna National Health Insurance Company	North Carolina
Christopher Hocevar	Cigna National Health Insurance Company	North Dakota
Christopher Hocevar	Cigna National Health Insurance Company	Nebraska
Christopher Hocevar	Cigna National Health Insurance Company	New Hampshire
Christopher Hocevar	Cigna National Health Insurance Company	New Jersey
Christopher Hocevar	Cigna National Health Insurance Company	New Mexico
Christopher Hocevar	Cigna National Health Insurance Company	Nevada
Christopher Hocevar	Cigna National Health Insurance Company	Ohio
Christopher Hocevar	Cigna National Health Insurance Company	Oklahoma
Christopher Hocevar	Cigna National Health Insurance Company	Oregon

Christopher Hocevar	Cigna National Health Insurance Company	Pennsylvania
Christopher Hocevar	Cigna National Health Insurance Company	Puerto Rico
Christopher Hocevar	Cigna National Health Insurance Company	Rhode Island
Christopher Hocevar	Cigna National Health Insurance Company	South Carolina
Christopher Hocevar	Cigna National Health Insurance Company	South Dakota
Christopher Hocevar	Cigna National Health Insurance Company	Tennessee
Christopher Hocevar	Cigna National Health Insurance Company	Texas
Christopher Hocevar	Cigna National Health Insurance Company	Utah
Christopher Hocevar	Cigna National Health Insurance Company	Virginia
Christopher Hocevar	Cigna National Health Insurance Company	Vermont
Christopher Hocevar	Cigna National Health Insurance Company	Washington
Christopher Hocevar	Cigna National Health Insurance Company	Wisconsin
Christopher Hocevar	Cigna National Health Insurance Company	West Virginia
Christopher Hocevar	Cigna National Health Insurance Company	Wyoming
Harreld Kirkpatrick	Aviation West Charters, LLC	Arizona
Harreld Kirkpatrick	Aviation West Charters, LLC	Colorado
Harreld Kirkpatrick	Aviation West Charters, LLC	Florida
Harreld Kirkpatrick	Aviation West Charters, LLC	Nevada
Harreld Kirkpatrick	Aviation West Charters, LLC	North Carolina
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Maine
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Illinois
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Massachusetts
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Minnesota
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	District of Columbia
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Florida
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Washington
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	New Jersey
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	California
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Maryland
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	New Jersey
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Utah
Ryan Kitchell	Indiana University Health	Indiana
Ryan Kitchell	Indiana University Health Arnett Hospital	Indiana
Ryan Kitchell	Indiana University Health Ball Memorial Hospital	Indiana
Ryan Kitchell	Indiana University Health Blackford Hospital	Indiana
Ryan Kitchell	Indiana University Health Frankfort Inc	Indiana
Ryan Kitchell	Indiana University Health North Hospital	Indiana
Ryan Kitchell	Indiana University Health Paoli Hospital	Indiana
Ryan Kitchell	IU Health Bloomington Hospital	Indiana
Ryan Kitchell	IU Health Jay	Indiana
Ryan Kitchell	IU Health West Hospital	Indiana
Ryan Kitchell	Indiana University Health Home Care	Indiana
Ryan Kitchell	Indiana University Health Hospice	Indiana
Ryan Kitchell	Indiana University Health Inc. d/b/a IU Health Advanced Therapies Pharmacy	Indiana
Ryan Kitchell	Indiana University Health, Inc d/b/a Indiana University Health Morgan Pharmacy	Indiana

Ryan Kitchell	Indiana University Health, Inc. dba Sleep Apnea Education Center at Indiana University Health West	Indiana
Ryan Kitchell	Indiana University Health, Inc. dba University Hospital Inpatient Pharmacy	Indiana
Ryan Kitchell	IU Health Ball Memorial Hospital, Inc dba IU Health Yorktown Pharmacy	Indiana
Ryan Kitchell	IU Health Ball Memorial Physicians Inc. dba Ball State Healthcenter Pharmacy	Indiana
Ryan Kitchell	Cancer Treatment Centers of America	Georgia
Ryan Kitchell	Cancer Treatment Centers of America	Illinois
Ryan Kitchell	Cancer Treatment Centers of America	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Illinois
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Illinois
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Naishadh Lalwani	Help at Home	50 States
Naishadh Lalwani	Bellwether Behavioral Health	New Jersey
Naishadh Lalwani	Bellwether Behavioral Health	Florida
Naishadh Lalwani	Bellwether Behavioral Health	Delaware
Naishadh Lalwani	Bellwether Behavioral Health	Virginia
Naishadh Lalwani	Bellwether Behavioral Health	California
Naishadh Lalwani	Bellwether Behavioral Health	Florida
Naishadh Lalwani	Bellwether Behavioral Health	Illinois
Naishadh Lalwani	Bellwether Behavioral Health	Massachusetts
Naishadh Lalwani	Bellwether Behavioral Health	Minnesota
Naishadh Lalwani	Bellwether Behavioral Health	Missouri
Naishadh Lalwani	Bellwether Behavioral Health	Tennessee
Naishadh Lalwani	Bellwether Behavioral Health	Texas
Naishadh Lalwani	Bellwether Behavioral Health	Virginia
Naishadh Lalwani	Bellwether Behavioral Health	Wisconsin
Naishadh Lalwani	Healthpro Heritage	Maryland
Naishadh Lalwani	Pentec Health Inc.	Alabama
Naishadh Lalwani	Pentec Health Inc.	Arkansas
Naishadh Lalwani	Pentec Health Inc.	Arizona
Naishadh Lalwani	Pentec Health Inc.	Arkansas
Naishadh Lalwani	Pentec Health Inc.	California
Naishadh Lalwani	Pentec Health Inc.	Colorado
Naishadh Lalwani	Pentec Health Inc.	Delaware
Naishadh Lalwani	Pentec Health Inc.	District of Columbia
Naishadh Lalwani	Pentec Health Inc.	Florida
Naishadh Lalwani	Pentec Health Inc.	Georgia
Naishadh Lalwani	Pentec Health Inc.	Hawaii
Naishadh Lalwani	Pentec Health Inc.	Idaho
Naishadh Lalwani	Pentec Health Inc.	Illinois
Naishadh Lalwani	Pentec Health Inc.	Indiana
Naishadh Lalwani	Pentec Health Inc.	Iowa

Naishadh Lalwani	Pentec Health Inc.	Kansas
Naishadh Lalwani	Pentec Health Inc.	Kentucky
Naishadh Lalwani	Pentec Health Inc.	Louisiana
Naishadh Lalwani	Pentec Health Inc.	Maine
Naishadh Lalwani	Pentec Health Inc.	MD
Naishadh Lalwani	Pentec Health Inc.	Massachusetts
Naishadh Lalwani	Pentec Health Inc.	Michigan
Naishadh Lalwani	Pentec Health Inc.	Minnesota
Naishadh Lalwani	Pentec Health Inc.	Mississippi
Naishadh Lalwani	Pentec Health Inc.	Missouri
Naishadh Lalwani	Pentec Health Inc.	Montana
Naishadh Lalwani	Pentec Health Inc.	Nebraska
Naishadh Lalwani	Pentec Health Inc.	Nevada
Naishadh Lalwani	Pentec Health Inc.	Nebraska
Naishadh Lalwani	Pentec Health Inc.	New Jersey
Naishadh Lalwani	Pentec Health Inc.	New Hampshire
Naishadh Lalwani	Pentec Health Inc.	New York
Naishadh Lalwani	Pentec Health Inc.	North Carolina
Naishadh Lalwani	Pentec Health Inc.	North Dakota
Naishadh Lalwani	Pentec Health Inc.	Ohio
Naishadh Lalwani	Pentec Health Inc.	Oklahoma
Naishadh Lalwani	Pentec Health Inc.	Oregon
Naishadh Lalwani	Pentec Health Inc.	Pennsylvania
Naishadh Lalwani	Pentec Health Inc.	Rhode Island
Naishadh Lalwani	Pentec Health Inc.	South Carolina
Naishadh Lalwani	Pentec Health Inc.	South Dakota
Naishadh Lalwani	Pentec Health Inc.	Tennessee
Naishadh Lalwani	Pentec Health Inc.	Texas
Naishadh Lalwani	Pentec Health Inc.	Utah
Naishadh Lalwani	Pentec Health Inc.	Vermont
Naishadh Lalwani	Pentec Health Inc.	Virginia
Naishadh Lalwani	Pentec Health Inc.	Washington
Naishadh Lalwani	Pentec Health Inc.	West Virginia
Naishadh Lalwani	Pentec Health Inc.	Wisconsin
Naishadh Lalwani	Pentec Health Inc.	Wyoming
Naishadh Lalwani	Pentec Health Inc.	Wyoming
Naishadh Lalwani	Caring Brands	Florida
Ryan McGroarty	Bravo Health Mid-Atlantic, Inc.	Maryland
Ryan McGroarty	Bravo Health Pennsylvania, Inc.	District of Columbia
Ryan McGroarty	Cigna Healthcare of Arizona, Inc.	Pennsylvania
Ryan McGroarty	CIGNA National Health Insurance Company	Arizona
Ryan McGroarty	CIGNA Worldwide Insurance Company	Delaware
Ryan McGroarty	Healthspring Life & Health Insurance Company	Delaware
Ryan McGroarty	Healthspring Life & Health Insurance Company	Texas
Ryan McGroarty	Healthspring Life & Health Insurance Company	New Jersey
Ryan McGroarty	Healthspring Life & Health Insurance Company	Missouri
Ryan McGroarty	Healthspring Life & Health Insurance Company	Nevada

Ryan McGroarty	Healthspring Life & Health Insurance Company	Minnesota
Ryan McGroarty	Healthspring Life & Health Insurance Company	Indiana
Ryan McGroarty	Healthspring Life & Health Insurance Company	South Dakota
Ryan McGroarty	Healthspring Life & Health Insurance Company	Utah
Ryan McGroarty	Healthspring Life & Health Insurance Company	Wyoming
Ryan McGroarty	Healthspring Life & Health Insurance Company	Georgia
Ryan McGroarty	Healthspring Life & Health Insurance Company	Illinois
Ryan McGroarty	Healthspring Life & Health Insurance Company	Maryland
Ryan McGroarty	Healthspring Life & Health Insurance Company	Mississippi
Ryan McGroarty	Healthspring Life & Health Insurance Company	Pennsylvania
Ryan McGroarty	Healthspring Life & Health Insurance Company	West Virginia
Ryan McGroarty	Healthspring Life & Health Insurance Company	District of Columbia
Ryan McGroarty	Healthspring Management, Inc.	New Hampshire
Ryan McGroarty	Healthspring of Alabama, Inc.	Texas
Ryan McGroarty	Healthspring of Florida, Inc.	Albany
Ryan McGroarty	Healthspring of Tennessee, Inc.	Florida
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Tennessee
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Delaware
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	District of Columbia
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Florida
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Georgia
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Illinois
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Louisiana
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Maryland
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Mississippi
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	New Jersey
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Pennsylvania
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Tennessee
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Texas
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Utah
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Virginia
Eric Mollman	Pentec Health Inc.	Arkansas

Eric Mollman	Pentec Health Inc.	Arizona
Eric Mollman	Pentec Health Inc.	Arizona
Eric Mollman	Pentec Health Inc.	California
Eric Mollman	Pentec Health Inc.	Colorado
Eric Mollman	Pentec Health Inc.	Connecticut
Eric Mollman	Pentec Health Inc.	Delaware
Eric Mollman	Pentec Health Inc.	District of Columbia
Eric Mollman	Pentec Health Inc.	Florida
Eric Mollman	Pentec Health Inc.	Georgia
Eric Mollman	Pentec Health Inc.	Hawaii
Eric Mollman	Pentec Health Inc.	Idaho
Eric Mollman	Pentec Health Inc.	Illinois
Eric Mollman	Pentec Health Inc.	Indiana
Eric Mollman	Pentec Health Inc.	Iowa
Eric Mollman	Pentec Health Inc.	Kansas
Eric Mollman	Pentec Health Inc.	Kentucky
Eric Mollman	Pentec Health Inc.	Louisiana
Eric Mollman	Pentec Health Inc.	Maine
Eric Mollman	Pentec Health Inc.	Maryland
Eric Mollman	Pentec Health Inc.	Massachusetts
Eric Mollman	Pentec Health Inc.	Michigan
Eric Mollman	Pentec Health Inc.	Minnesota
Eric Mollman	Pentec Health Inc.	Mississippi
Eric Mollman	Pentec Health Inc.	Missouri
Eric Mollman	Pentec Health Inc.	Montana
Eric Mollman	Pentec Health Inc.	Nebraska
Eric Mollman	Pentec Health Inc.	Nevada
Eric Mollman	Pentec Health Inc.	New Mexico
Eric Mollman	Pentec Health Inc.	New Jersey
Eric Mollman	Pentec Health Inc.	New Hampshire
Eric Mollman	Pentec Health Inc.	New York
Eric Mollman	Pentec Health Inc.	North Carolina
Eric Mollman	Pentec Health Inc.	North Dakota
Eric Mollman	Pentec Health Inc.	Ohio
Eric Mollman	Pentec Health Inc.	Oklahoma
Eric Mollman	Pentec Health Inc.	Oregon
Eric Mollman	Pentec Health Inc.	Pennsylvania
Eric Mollman	Pentec Health Inc.	Rhode Island
Eric Mollman	Pentec Health Inc.	South Carolina
Eric Mollman	Pentec Health Inc.	South Dakota
Eric Mollman	Pentec Health Inc.	Tennessee
Eric Mollman	Pentec Health Inc.	Texas
Eric Mollman	Pentec Health Inc.	Utah
Eric Mollman	Pentec Health Inc.	Vermont
Eric Mollman	Pentec Health Inc.	Virginia
Eric Mollman	Pentec Health Inc.	Washington
Eric Mollman	Pentec Health Inc.	West Virginia

Eric Mollman	Pinnacle Treatment Centers – HealthQwest LLC	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Ohio
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Ohio
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Daviess Treatment Services	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Georgetown Medical	Kentucky
Eric Mollman	Pinnacle Treatment Centers – NKY Med Clinic LLC	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Simpson Treatment –	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Western KY Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Delaware Valley Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Hamilton Treatment	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Lacey Treatment Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Middletown Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Ocean Medical Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Ocean Monmouth Care	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Stateline Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Vineland Treatment Services	Ohio

Eric Mollman	Pinnacle Treatment Centers – Akron Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Athens Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Brilliant Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Covedale Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Dayton Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Elyria Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Findlay Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Hamilton Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Marion Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Milford Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Painsville Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Sandusky Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Solon Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Toledo Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Hanover Treatment Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Hazleton Treatment Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Miners Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Mount Pocono Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Northeast Family Healthcare	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – State College Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Summit Treatment Services	Virginia

David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	NV
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	WA
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	UT
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Corporate Headquarters	California
David Schuppan	Mission Healthcare – Advanced Healthcare Services	California
David Schuppan	Mission Healthcare – Hands of Hope	Idaho
David Schuppan	Mission Healthcare – Hands of Hope	Idaho
David Schuppan	Mission Healthcare – Tender Care Hospice	Idaho
David Schuppan	Mission Healthcare – Tender Care	Idaho
David Schuppan	Mission Healthcare – OneCare Home Health	Idaho
David Schuppan	Mission Healthcare – Sun Tree Hospice	Idaho
David Schuppan	Mission Healthcare – Sun Tree Home Health	Idaho
David Schuppan	Rock Dental Brands	Arkansas
David Schuppan	Rock Dental Brands	Tennessee
David Schuppan	Rock Dental Brands	Missouri
David Schuppan	Agape Care	South Carolina
David Schuppan	Agape Care	Georgia
David Schuppan	St. Croix Hospice	Illinois
David Schuppan	St. Croix Hospice	Iowa
David Schuppan	St. Croix Hospice	Kansas
David Schuppan	St. Croix Hospice	Missouri
David Schuppan	St. Croix Hospice	Minnesota
David Schuppan	St. Croix Hospice	Missouri
David Schuppan	St. Croix Hospice	New Hampshire
David Schuppan	St. Croix Hospice	South Dakota

David Schuppan	St. Croix Hospice	Wisconsin
David Schuppan	Restorix Health	Arkansas
David Schuppan	Restorix Health	Kansas
David Schuppan	Restorix Health	Missouri
David Schuppan	Restorix Health	Oklahoma
David Schuppan	Restorix Health	Texas
David Schuppan	PurFoods	Iowa
David Schuppan	QualDerm Partners	Delaware
David Schuppan	QualDerm Partners	Georgia
David Schuppan	QualDerm Partners	New Jersey
David Schuppan	QualDerm Partners	North Carolina
David Schuppan	QualDerm Partners	Ohio
David Schuppan	QualDerm Partners	Pennsylvania
David Schuppan	QualDerm Partners	South Carolina
David Schuppan	QualDerm Partners	Tennessee
David Schuppan	QualDerm Partners	Virginia
David Schuppan	US Renal Care	Alabama
David Schuppan	US Renal Care	Arkansas
David Schuppan	US Renal Care	Arizona
David Schuppan	US Renal Care	California
David Schuppan	US Renal Care	Colorado
David Schuppan	US Renal Care	Connecticut
David Schuppan	US Renal Care	Delaware
David Schuppan	US Renal Care	Florida
David Schuppan	US Renal Care	Georgia
David Schuppan	US Renal Care	Idaho
David Schuppan	US Renal Care	Indiana
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Options Health Home	Florida
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas

David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Alabama
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Alabama
Help at Home Affiliations	Altrus, LLC dba Help at Home	Georgia
Help at Home Affiliations	Coastal Home Care, LLC dba Help at Home	Illinois
Help at Home Affiliations	Help at Home, LLC	Indiana
Help at Home Affiliations	Adaptive Nursing and Healthcare Services, LLC	Indiana
Help at Home Affiliations	Help at Home, LLC dba Help at Home Skilled Care	Indiana
Help at Home Affiliations	Help at Home, LLC dba Help at Home Skilled Care	Indiana
Help at Home Affiliations	Adaptive Hospice, LLC	Indiana
Help at Home Affiliations	Help at Home, LLC	Indiana
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Minnesota
Help at Home Affiliations	Excel Companion Care, LLC dba Help at Home	Pennsylvania

Change of Ownership
NAE EDISON, LLC d/b/a EDISON HOME HEALTH CARE/CONCIERGE LIVING
Character and Competence Staff Report
Project# 222102

Attachment C – Workforce Review

1. What is the current availability of professional/paraprofessional workers to staff your program? Who are the competing employers? How do you propose to successfully compete? Include training, recruitment, and transportation strategies. How do you coordinate with the Department of Labor or any other local workforce initiatives?

Edison Response:

NAE Edison LLC (DBA Edison Home Health Care, or “Edison”) has a strong track record of hiring and retaining home health aides and personal care aides (together, “HHAs”) to sufficiently staff its programs to meet the needs of its patient caseload and provide high quality care. NY CHOW - DOH RFAI About LHCSA Staffing Edison’s operations are concentrated in the 5 boroughs of New York City which are dense geographies with numerous home care and health care providers, as well as other competing employers. When hiring HHAs and administrative staff, Edison is often competing against providers of personal care services, other health care organizations, such as hospitals and health care facilities, and employers in other industries with similar pay. Despite these competing employers within the same market, Edison has had success identifying, recruiting and retaining HHAs who, in addition to seeking competitive compensation and benefits, are often attracted to in-home care due to the rewarding impact associated with the work and the flexibility that the hourly, patient-centric work offers. To attract and retain employees, Edison offers competitive base wages and strong benefit programs, including major medical and MEC offerings, supplemental benefit options (e.g., dental, vision, dependent care, pharmacy benefits, flex cards which can be used for, among other benefits, transit costs, etc.), paid time off, paid sick and safe leave, paid holidays, paid new hire orientation, and 14 hours of paid annual in-service training (2 paid hours above state requirements). Administrative employees also have access to retirement programs. Edison expects to make retirement programs available to HHAs before the end of 2023. Edison also offers hybrid in-person / virtual in-service training options to ensure ease of access for its staff. Edison has eight (8) strategically located office locations within its service areas across the state of New York. Within the five boroughs, these offices are located in close proximity to public transportation to support ease of access for its employees. Edison also makes a concerted effort to optimize patient staffing based on each HHA’s preferred geography to both reduce commute time and align patients with HHAs from similar neighborhoods. Edison uses a number of methods to identify potential hires, including a dedicated field recruiting team, job postings on third party hiring sites (e.g., Indeed), long-term relationships with HHA training schools, community outreach and job fairs, HHA focused community initiatives and investments (e.g., annual fundraiser to provide back-to-school supplies to HHAs and local schools), and word of mouth referrals. Edison has built an optimized, digital application process to facilitate seamless applications and expedite its ability to onboard potential new hires. Through its effective and sustained recruiting, hiring and retention efforts, Edison has been able to maintain sufficient staffing of patient cases, minimize missed and cancelled visits, and sustain its commitment to providing high-quality care to its patients.

Change of Ownership
NAE EDISON, LLC d/b/a EDISON HOME HEALTH CARE/CONCIERGE LIVING
Character and Competence Staff Report
Project# 222102

2. What impact will the initiation/expansion of your program have on the workforce or other health care providers in the community? How will you minimize any adverse impact?

Edison Response:

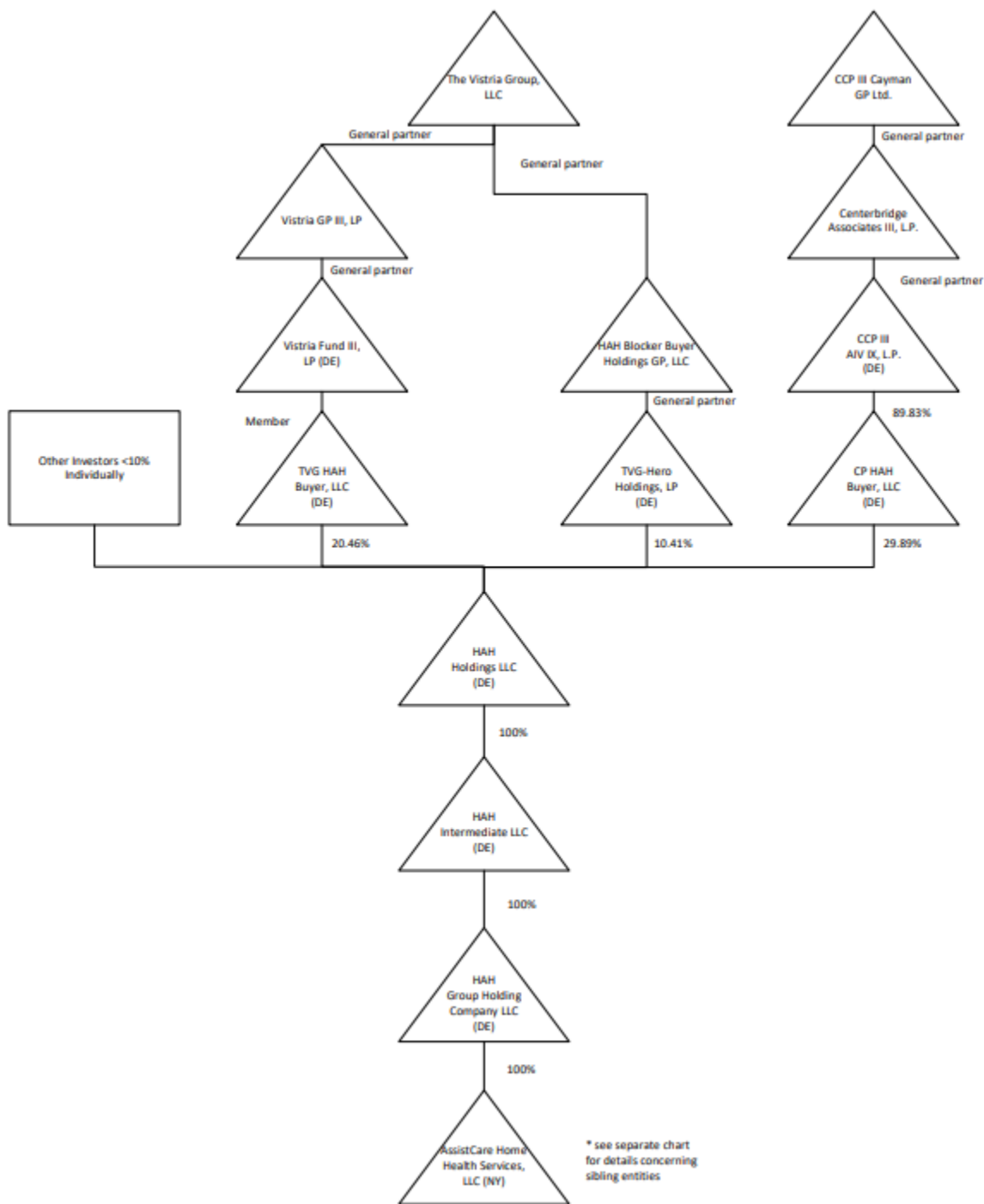
There is no expectation of adverse impact to the workforce of Edison due to the change of ownership to Help at Home. Help at Home is the largest national provider of high-quality, personal home care services in the US and offers competitive wages, robust benefits and training, and opportunities for HHA career advancement. Help at Home has established itself as a leader in effectively recruiting and retaining employees, and has a track-record of making significant investments in workforce-focused initiatives as set forth in greater detail in the response to Question 3 below.

3. What measures will you adopt to promote retention of specific categories of your workforce?

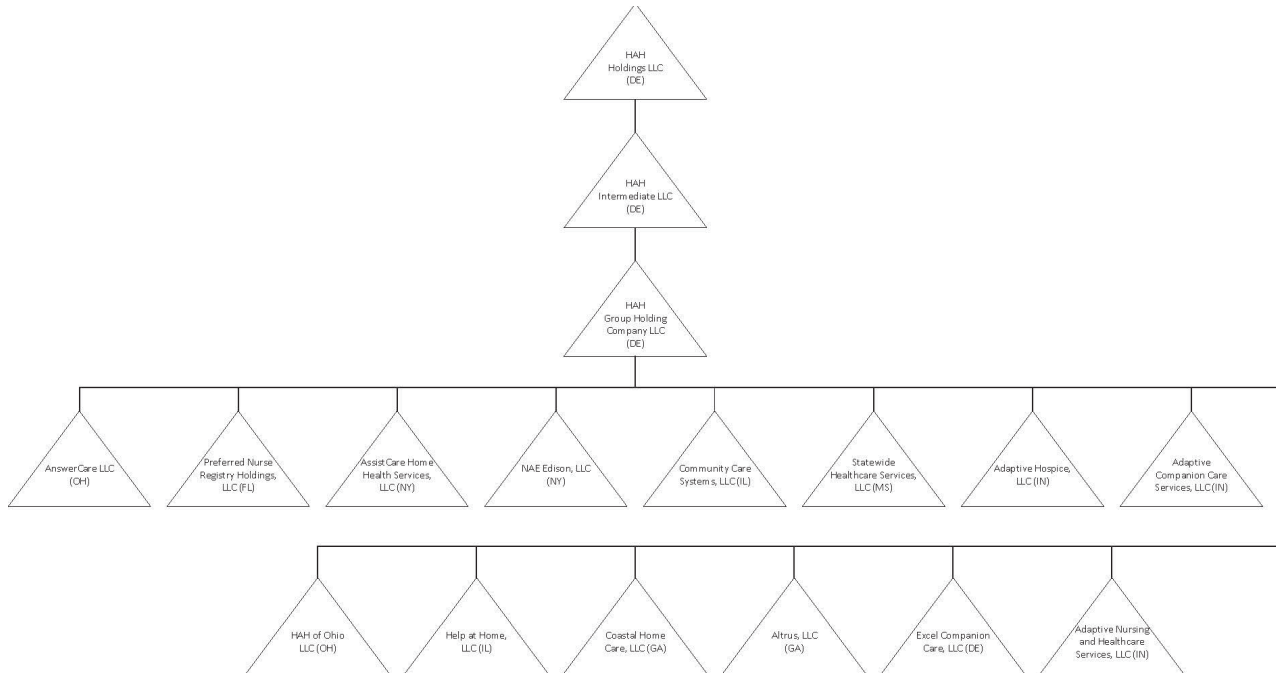
Edison Response:

Help at Home will seek to leverage its market-leading expertise in hiring and retaining HHA workforces to build on the existing, proven recruiting and retention practices of Edison. Help at Home has made significant investments in tools and programs to support its workforce, including initiatives such as reward and recognition programs, enriched benefit offerings, including access to retirement plans and an Employee Assistance Program, monthly employee satisfaction surveys, formalized new hire outreach at key post-hire milestones (first shift, 1 week post-hire, 2 weeks post-hire), deployment of a robust application tool and onboarding model to transform the HHA candidate hiring experience, and a Community Foundation which is a 503(c)(3) not-for-profit organization established to provide financial support to those in need within Help at Home's workforce. As soon as it is able, Help at Home expects to evaluate the viability of deploying its suite of recruiting and retention programs to support the workforces of Edison.

Attachment A – Post Organizational Chart – Page 1
EXEMPT FROM FOIL DISCLOSURE PURSUANT TO POL § 87(2)



Attachment A - Post Organizational Chart – Page 2



¹ **Note:** The previously submitted proposed organizational chart included an error. HAH Blocker Buyer Holdings GP, LLC was inadvertently included as the GP of TVG-Hero Holdings, LP. Instead, Vistria GP III, LP is the GP of TVG-Hero Holdings, LP. In addition, and as discussed herein, HAH Holdings Management Holdco, LLC now owns a greater than 10% interest in the Licensed Entity and has been included in this revised organizational chart.

Attachment B - Health Facility Interests CON: 222195

Name	Affiliation	State
Patrick Conway	Optum-United Group	Massachusetts
Patrick Conway	Blue Cross Blue Shield of North Carolina	North Carolina
Jeremy Gelber	GoHealth	Illinois
Jeremy Gelber	GoHealth	North Carolina
Jeremy Gelber	GoHealth	Utah
Jeremy Gelber	Sevita Health	50 States
Christopher Hocevar	Help at Home	50 States
Christopher Hocevar	Sevita	Massachusetts
Christopher Hocevar	Cigna Healthcare of Arizona, Inc.	Arizona
Christopher Hocevar	Cigna National Health Insurance Company	Alaska
Christopher Hocevar	Cigna National Health Insurance Company	Alabama
Christopher Hocevar	Cigna National Health Insurance Company	Arkansas
Christopher Hocevar	Cigna National Health Insurance Company	Arizona
Christopher Hocevar	Cigna National Health Insurance Company	California
Christopher Hocevar	Cigna National Health Insurance Company	Colorado
Christopher Hocevar	Cigna National Health Insurance Company	Connecticut
Christopher Hocevar	Cigna National Health Insurance Company	Washington DC
Christopher Hocevar	Cigna National Health Insurance Company	Delaware
Christopher Hocevar	Cigna National Health Insurance Company	Florida
Christopher Hocevar	Cigna National Health Insurance Company	Georgia
Christopher Hocevar	Cigna National Health Insurance Company	Hawaii
Christopher Hocevar	Cigna National Health Insurance Company	Iowa
Christopher Hocevar	Cigna National Health Insurance Company	Idaho
Christopher Hocevar	Cigna National Health Insurance Company	Illinois
Christopher Hocevar	Cigna National Health Insurance Company	Kansas
Christopher Hocevar	Cigna National Health Insurance Company	Kentucky
Christopher Hocevar	Cigna National Health Insurance Company	Louisiana
Christopher Hocevar	Cigna National Health Insurance Company	Massachusetts
Christopher Hocevar	Cigna National Health Insurance Company	Maryland
Christopher Hocevar	Cigna National Health Insurance Company	Maine
Christopher Hocevar	Cigna National Health Insurance Company	Michigan
Christopher Hocevar	Cigna National Health Insurance Company	Minnesota
Christopher Hocevar	Cigna National Health Insurance Company	Missouri
Christopher Hocevar	Cigna National Health Insurance Company	Mississippi
Christopher Hocevar	Cigna National Health Insurance Company	Montana
Christopher Hocevar	Cigna National Health Insurance Company	North Carolina
Christopher Hocevar	Cigna National Health Insurance Company	North Dakota
Christopher Hocevar	Cigna National Health Insurance Company	Nebraska
Christopher Hocevar	Cigna National Health Insurance Company	New Hampshire
Christopher Hocevar	Cigna National Health Insurance Company	New Jersey
Christopher Hocevar	Cigna National Health Insurance Company	New Mexico
Christopher Hocevar	Cigna National Health Insurance Company	Nevada
Christopher Hocevar	Cigna National Health Insurance Company	Ohio
Christopher Hocevar	Cigna National Health Insurance Company	Oklahoma
Christopher Hocevar	Cigna National Health Insurance Company	Oregon

Christopher Hocevar	Cigna National Health Insurance Company	Pennsylvania
Christopher Hocevar	Cigna National Health Insurance Company	Puerto Rico
Christopher Hocevar	Cigna National Health Insurance Company	Rhode Island
Christopher Hocevar	Cigna National Health Insurance Company	South Carolina
Christopher Hocevar	Cigna National Health Insurance Company	South Dakota
Christopher Hocevar	Cigna National Health Insurance Company	Tennessee
Christopher Hocevar	Cigna National Health Insurance Company	Texas
Christopher Hocevar	Cigna National Health Insurance Company	Utah
Christopher Hocevar	Cigna National Health Insurance Company	Virginia
Christopher Hocevar	Cigna National Health Insurance Company	Vermont
Christopher Hocevar	Cigna National Health Insurance Company	Washington
Christopher Hocevar	Cigna National Health Insurance Company	Wisconsin
Christopher Hocevar	Cigna National Health Insurance Company	West Virginia
Christopher Hocevar	Cigna National Health Insurance Company	Wyoming
Harreld Kirkpatrick	Aviation West Charters, LLC	Arizona
Harreld Kirkpatrick	Aviation West Charters, LLC	Colorado
Harreld Kirkpatrick	Aviation West Charters, LLC	Florida
Harreld Kirkpatrick	Aviation West Charters, LLC	Nevada
Harreld Kirkpatrick	Aviation West Charters, LLC	North Carolina
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Maine
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Illinois
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Massachusetts
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Minnesota
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	District of Columbia
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Florida
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Washington
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	New Jersey
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	California
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Maryland
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	New Jersey
Harreld Kirkpatrick	SHC Services, Inc. ("SHC")	Utah
Ryan Kitchell	Indiana University Health	Indiana
Ryan Kitchell	Indiana University Health Arnett Hospital	Indiana
Ryan Kitchell	Indiana University Health Ball Memorial Hospital	Indiana
Ryan Kitchell	Indiana University Health Blackford Hospital	Indiana
Ryan Kitchell	Indiana University Health Frankfort Inc	Indiana
Ryan Kitchell	Indiana University Health North Hospital	Indiana
Ryan Kitchell	Indiana University Health Paoli Hospital	Indiana
Ryan Kitchell	IU Health Bloomington Hospital	Indiana
Ryan Kitchell	IU Health Jay	Indiana
Ryan Kitchell	IU Health West Hospital	Indiana
Ryan Kitchell	Indiana University Health Home Care	Indiana
Ryan Kitchell	Indiana University Health Hospice	Indiana
Ryan Kitchell	Indiana University Health Inc. d/b/a IU Health Advanced Therapies Pharmacy	Indiana
Ryan Kitchell	Indiana University Health, Inc d/b/a Indiana University Health Morgan Pharmacy	Indiana

Ryan Kitchell	Indiana University Health, Inc. dba Sleep Apnea Education Center at Indiana University Health West	Indiana
Ryan Kitchell	Indiana University Health, Inc. dba University Hospital Inpatient Pharmacy	Indiana
Ryan Kitchell	IU Health Ball Memorial Hospital, Inc dba IU Health Yorktown Pharmacy	Indiana
Ryan Kitchell	IU Health Ball Memorial Physicians Inc. dba Ball State Healthcenter Pharmacy	Indiana
Ryan Kitchell	Cancer Treatment Centers of America	Georgia
Ryan Kitchell	Cancer Treatment Centers of America	Illinois
Ryan Kitchell	Cancer Treatment Centers of America	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Illinois
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Illinois
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Ryan Kitchell	Cancer Treatment Centers of American Outpatient	Arizona
Naishadh Lalwani	Help at Home	50 States
Naishadh Lalwani	Bellwether Behavioral Health	New Jersey
Naishadh Lalwani	Bellwether Behavioral Health	Florida
Naishadh Lalwani	Bellwether Behavioral Health	Delaware
Naishadh Lalwani	Bellwether Behavioral Health	Virginia
Naishadh Lalwani	Bellwether Behavioral Health	California
Naishadh Lalwani	Bellwether Behavioral Health	Florida
Naishadh Lalwani	Bellwether Behavioral Health	Illinois
Naishadh Lalwani	Bellwether Behavioral Health	Massachusetts
Naishadh Lalwani	Bellwether Behavioral Health	Minnesota
Naishadh Lalwani	Bellwether Behavioral Health	Missouri
Naishadh Lalwani	Bellwether Behavioral Health	Tennessee
Naishadh Lalwani	Bellwether Behavioral Health	Texas
Naishadh Lalwani	Bellwether Behavioral Health	Virginia
Naishadh Lalwani	Bellwether Behavioral Health	Wisconsin
Naishadh Lalwani	Healthpro Heritage	Maryland
Naishadh Lalwani	Pentec Health Inc.	Alabama
Naishadh Lalwani	Pentec Health Inc.	Arkansas
Naishadh Lalwani	Pentec Health Inc.	Arizona
Naishadh Lalwani	Pentec Health Inc.	Arkansas
Naishadh Lalwani	Pentec Health Inc.	California
Naishadh Lalwani	Pentec Health Inc.	Colorado
Naishadh Lalwani	Pentec Health Inc.	Delaware
Naishadh Lalwani	Pentec Health Inc.	District of Columbia
Naishadh Lalwani	Pentec Health Inc.	Florida
Naishadh Lalwani	Pentec Health Inc.	Georgia
Naishadh Lalwani	Pentec Health Inc.	Hawaii
Naishadh Lalwani	Pentec Health Inc.	Idaho
Naishadh Lalwani	Pentec Health Inc.	Illinois
Naishadh Lalwani	Pentec Health Inc.	Indiana
Naishadh Lalwani	Pentec Health Inc.	Iowa

Naishadh Lalwani	Pentec Health Inc.	Kansas
Naishadh Lalwani	Pentec Health Inc.	Kentucky
Naishadh Lalwani	Pentec Health Inc.	Louisiana
Naishadh Lalwani	Pentec Health Inc.	Maine
Naishadh Lalwani	Pentec Health Inc.	MD
Naishadh Lalwani	Pentec Health Inc.	Massachusetts
Naishadh Lalwani	Pentec Health Inc.	Michigan
Naishadh Lalwani	Pentec Health Inc.	Minnesota
Naishadh Lalwani	Pentec Health Inc.	Mississippi
Naishadh Lalwani	Pentec Health Inc.	Missouri
Naishadh Lalwani	Pentec Health Inc.	Montana
Naishadh Lalwani	Pentec Health Inc.	Nebraska
Naishadh Lalwani	Pentec Health Inc.	Nevada
Naishadh Lalwani	Pentec Health Inc.	Nebraska
Naishadh Lalwani	Pentec Health Inc.	New Jersey
Naishadh Lalwani	Pentec Health Inc.	New Hampshire
Naishadh Lalwani	Pentec Health Inc.	New York
Naishadh Lalwani	Pentec Health Inc.	North Carolina
Naishadh Lalwani	Pentec Health Inc.	North Dakota
Naishadh Lalwani	Pentec Health Inc.	Ohio
Naishadh Lalwani	Pentec Health Inc.	Oklahoma
Naishadh Lalwani	Pentec Health Inc.	Oregon
Naishadh Lalwani	Pentec Health Inc.	Pennsylvania
Naishadh Lalwani	Pentec Health Inc.	Rhode Island
Naishadh Lalwani	Pentec Health Inc.	South Carolina
Naishadh Lalwani	Pentec Health Inc.	South Dakota
Naishadh Lalwani	Pentec Health Inc.	Tennessee
Naishadh Lalwani	Pentec Health Inc.	Texas
Naishadh Lalwani	Pentec Health Inc.	Utah
Naishadh Lalwani	Pentec Health Inc.	Vermont
Naishadh Lalwani	Pentec Health Inc.	Virginia
Naishadh Lalwani	Pentec Health Inc.	Washington
Naishadh Lalwani	Pentec Health Inc.	West Virginia
Naishadh Lalwani	Pentec Health Inc.	Wisconsin
Naishadh Lalwani	Pentec Health Inc.	Wyoming
Naishadh Lalwani	Pentec Health Inc.	Wyoming
Naishadh Lalwani	Caring Brands	Florida
Ryan McGroarty	Bravo Health Mid-Atlantic, Inc.	Maryland
Ryan McGroarty	Bravo Health Pennsylvania, Inc.	District of Columbia
Ryan McGroarty	Cigna Healthcare of Arizona, Inc.	Pennsylvania
Ryan McGroarty	CIGNA National Health Insurance Company	Arizona
Ryan McGroarty	CIGNA Worldwide Insurance Company	Delaware
Ryan McGroarty	Healthspring Life & Health Insurance Company	Delaware
Ryan McGroarty	Healthspring Life & Health Insurance Company	Texas
Ryan McGroarty	Healthspring Life & Health Insurance Company	New Jersey
Ryan McGroarty	Healthspring Life & Health Insurance Company	Missouri
Ryan McGroarty	Healthspring Life & Health Insurance Company	Nevada

Ryan McGroarty	Healthspring Life & Health Insurance Company	Minnesota
Ryan McGroarty	Healthspring Life & Health Insurance Company	Indiana
Ryan McGroarty	Healthspring Life & Health Insurance Company	South Dakota
Ryan McGroarty	Healthspring Life & Health Insurance Company	Utah
Ryan McGroarty	Healthspring Life & Health Insurance Company	Wyoming
Ryan McGroarty	Healthspring Life & Health Insurance Company	Georgia
Ryan McGroarty	Healthspring Life & Health Insurance Company	Illinois
Ryan McGroarty	Healthspring Life & Health Insurance Company	Maryland
Ryan McGroarty	Healthspring Life & Health Insurance Company	Mississippi
Ryan McGroarty	Healthspring Life & Health Insurance Company	Pennsylvania
Ryan McGroarty	Healthspring Life & Health Insurance Company	West Virginia
Ryan McGroarty	Healthspring Life & Health Insurance Company	District of Columbia
Ryan McGroarty	Healthspring Management, Inc.	New Hampshire
Ryan McGroarty	Healthspring of Alabama, Inc.	Texas
Ryan McGroarty	Healthspring of Florida, Inc.	Albany
Ryan McGroarty	Healthspring of Tennessee, Inc.	Florida
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Tennessee
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Delaware
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	District of Columbia
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Florida
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Georgia
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Illinois
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Louisiana
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Maryland
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Mississippi
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	New Jersey
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Pennsylvania
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Tennessee
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Texas
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Utah
Ryan McGroarty	Home Physicians Management, LLC d/b/a Alegis Care	Virginia
Eric Mollman	Pentec Health Inc.	Arkansas

Eric Mollman	Pentec Health Inc.	Arizona
Eric Mollman	Pentec Health Inc.	Arizona
Eric Mollman	Pentec Health Inc.	California
Eric Mollman	Pentec Health Inc.	Colorado
Eric Mollman	Pentec Health Inc.	Connecticut
Eric Mollman	Pentec Health Inc.	Delaware
Eric Mollman	Pentec Health Inc.	District of Columbia
Eric Mollman	Pentec Health Inc.	Florida
Eric Mollman	Pentec Health Inc.	Georgia
Eric Mollman	Pentec Health Inc.	Hawaii
Eric Mollman	Pentec Health Inc.	Idaho
Eric Mollman	Pentec Health Inc.	Illinois
Eric Mollman	Pentec Health Inc.	Indiana
Eric Mollman	Pentec Health Inc.	Iowa
Eric Mollman	Pentec Health Inc.	Kansas
Eric Mollman	Pentec Health Inc.	Kentucky
Eric Mollman	Pentec Health Inc.	Louisiana
Eric Mollman	Pentec Health Inc.	Maine
Eric Mollman	Pentec Health Inc.	Maryland
Eric Mollman	Pentec Health Inc.	Massachusetts
Eric Mollman	Pentec Health Inc.	Michigan
Eric Mollman	Pentec Health Inc.	Minnesota
Eric Mollman	Pentec Health Inc.	Mississippi
Eric Mollman	Pentec Health Inc.	Missouri
Eric Mollman	Pentec Health Inc.	Montana
Eric Mollman	Pentec Health Inc.	Nebraska
Eric Mollman	Pentec Health Inc.	Nevada
Eric Mollman	Pentec Health Inc.	New Mexico
Eric Mollman	Pentec Health Inc.	New Jersey
Eric Mollman	Pentec Health Inc.	New Hampshire
Eric Mollman	Pentec Health Inc.	New York
Eric Mollman	Pentec Health Inc.	North Carolina
Eric Mollman	Pentec Health Inc.	North Dakota
Eric Mollman	Pentec Health Inc.	Ohio
Eric Mollman	Pentec Health Inc.	Oklahoma
Eric Mollman	Pentec Health Inc.	Oregon
Eric Mollman	Pentec Health Inc.	Pennsylvania
Eric Mollman	Pentec Health Inc.	Rhode Island
Eric Mollman	Pentec Health Inc.	South Carolina
Eric Mollman	Pentec Health Inc.	South Dakota
Eric Mollman	Pentec Health Inc.	Tennessee
Eric Mollman	Pentec Health Inc.	Texas
Eric Mollman	Pentec Health Inc.	Utah
Eric Mollman	Pentec Health Inc.	Vermont
Eric Mollman	Pentec Health Inc.	Virginia
Eric Mollman	Pentec Health Inc.	Washington
Eric Mollman	Pentec Health Inc.	West Virginia

Eric Mollman	Pinnacle Treatment Centers – HealthQwest LLC	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Indiana
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Ohio
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Ohio
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Recovery Works	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Daviess Treatment Services	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Georgetown Medical	Kentucky
Eric Mollman	Pinnacle Treatment Centers – NKY Med Clinic LLC	Kentucky
Eric Mollman	Pinnacle Treatment Centers – Simpson Treatment –	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Western KY Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Delaware Valley Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Hamilton Treatment	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Lacey Treatment Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Middletown Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Ocean Medical Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Ocean Monmouth Care	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Stateline Medical	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	New Jersey
Eric Mollman	Pinnacle Treatment Centers – Suboxone Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Vineland Treatment Services	Ohio

Eric Mollman	Pinnacle Treatment Centers – Akron Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Athens Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Brilliant Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Covedale Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Dayton Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Elyria Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Findlay Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Hamilton Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Marion Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Milford Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Painsville Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Sandusky Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Solon Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Toledo Treatment Services	Ohio
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Alliance Medical Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Hanover Treatment Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Hazleton Treatment Services	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Miners Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Mount Pocono Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Northeast Family Healthcare	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – State College Medical	Pennsylvania
Eric Mollman	Pinnacle Treatment Centers – Summit Treatment Services	Virginia

David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	California
David Schuppan	Mission Healthcare – Healthy Living at Home	NV
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	OR
David Schuppan	Mission Healthcare – Healthy Living at Home	WA
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	California
David Schuppan	Mission Healthcare – Moniker Hospice	UT
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Mission Home Health	California
David Schuppan	Mission Healthcare – Corporate Headquarters	California
David Schuppan	Mission Healthcare – Advanced Healthcare Services	California
David Schuppan	Mission Healthcare – Hands of Hope	Idaho
David Schuppan	Mission Healthcare – Hands of Hope	Idaho
David Schuppan	Mission Healthcare – Tender Care Hospice	Idaho
David Schuppan	Mission Healthcare – Tender Care	Idaho
David Schuppan	Mission Healthcare – OneCare Home Health	Idaho
David Schuppan	Mission Healthcare – Sun Tree Hospice	Idaho
David Schuppan	Mission Healthcare – Sun Tree Home Health	Idaho
David Schuppan	Rock Dental Brands	Arkansas
David Schuppan	Rock Dental Brands	Tennessee
David Schuppan	Rock Dental Brands	Missouri
David Schuppan	Agape Care	South Carolina
David Schuppan	Agape Care	Georgia
David Schuppan	St. Croix Hospice	Illinois
David Schuppan	St. Croix Hospice	Iowa
David Schuppan	St. Croix Hospice	Kansas
David Schuppan	St. Croix Hospice	Missouri
David Schuppan	St. Croix Hospice	Minnesota
David Schuppan	St. Croix Hospice	Missouri
David Schuppan	St. Croix Hospice	New Hampshire
David Schuppan	St. Croix Hospice	South Dakota

David Schuppan	St. Croix Hospice	Wisconsin
David Schuppan	Restorix Health	Arkansas
David Schuppan	Restorix Health	Kansas
David Schuppan	Restorix Health	Missouri
David Schuppan	Restorix Health	Oklahoma
David Schuppan	Restorix Health	Texas
David Schuppan	PurFoods	Iowa
David Schuppan	QualDerm Partners	Delaware
David Schuppan	QualDerm Partners	Georgia
David Schuppan	QualDerm Partners	New Jersey
David Schuppan	QualDerm Partners	North Carolina
David Schuppan	QualDerm Partners	Ohio
David Schuppan	QualDerm Partners	Pennsylvania
David Schuppan	QualDerm Partners	South Carolina
David Schuppan	QualDerm Partners	Tennessee
David Schuppan	QualDerm Partners	Virginia
David Schuppan	US Renal Care	Alabama
David Schuppan	US Renal Care	Arkansas
David Schuppan	US Renal Care	Arizona
David Schuppan	US Renal Care	California
David Schuppan	US Renal Care	Colorado
David Schuppan	US Renal Care	Connecticut
David Schuppan	US Renal Care	Delaware
David Schuppan	US Renal Care	Florida
David Schuppan	US Renal Care	Georgia
David Schuppan	US Renal Care	Idaho
David Schuppan	US Renal Care	Indiana
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
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David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Homecare Holdings, LLC	Florida
David Schuppan	Options Health Home	Florida
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas

David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
David Schuppan	At Home Healthcare	Texas
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Alabama
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Alabama
Help at Home Affiliations	Altrus, LLC dba Help at Home	Georgia
Help at Home Affiliations	Coastal Home Care, LLC dba Help at Home	Illinois
Help at Home Affiliations	Help at Home, LLC	Indiana
Help at Home Affiliations	Adaptive Nursing and Healthcare Services, LLC	Indiana
Help at Home Affiliations	Help at Home, LLC dba Help at Home Skilled Care	Indiana
Help at Home Affiliations	Help at Home, LLC dba Help at Home Skilled Care	Indiana
Help at Home Affiliations	Adaptive Hospice, LLC	Indiana
Help at Home Affiliations	Help at Home, LLC	Indiana
Help at Home Affiliations	Statewide Healthcare Services, LLC dba Help at Home	Minnesota
Help at Home Affiliations	Excel Companion Care, LLC dba Help at Home	Pennsylvania

Attachment C – Workforce Review

1. What is the current availability of professional/paraprofessional workers to staff your program? Who are the competing employers? How do you propose to successfully compete? Include training, recruitment, and transportation strategies. How do you coordinate with the Department of Labor or any other local workforce initiatives?

Preferred Response:

Assistcare Home Health Services, LLC (DBA Preferred Home Care of New York, or “Preferred”) has a strong track record of hiring and retaining home health aides and personal care aides (together, “HHAs”) to sufficiently staff its programs to meet the needs of its patient caseload and provide high quality care. Preferred’s operations are concentrated in the 5 boroughs of New York City which are dense geographies with numerous home care and health care providers, as well as other competing employers. When hiring HHAs and administrative staff, Preferred is often competing against providers of personal care services, other health care organizations, such as hospitals and health care facilities, and employers in other industries with similar pay. Despite these competing employers within the same market, Preferred has had success identifying, recruiting and retaining HHAs who, in addition to seeking competitive compensation and benefits, are often attracted to in-home care due to the rewarding impact associated with the role and the flexibility that the hourly, patient-centric work offers. To attract and retain employees, Preferred offers competitive wages and strong benefit coverage options, including major medical and MEC offerings, supplemental benefit options (e.g., dental, vision, critical illness, accident, flex cards, which can be used for commuter benefits, FSA eligible expenses, certain personal goods, and dependent care, among other benefits, etc.), employee wellness programs, paid time off, paid sick and safe leave, paid new hire orientation, and paid in-service training. Preferred also offers same day pay as an option to its employees. Administrative employees have access to retirement programs. Preferred expects to make retirement programs available to HHAs before the end of 2023. To reduce the upfront burden of becoming a certified HHA, Preferred extends support to new hires in a number of ways including HHA certification training, coverage of costs associated with medical exams required for certification, and a sign-on bonus for hired HHAs who achieve minimum hours and retention milestones post-hire. Preferred also offers virtual in-service training to ensure ease of access for its staff. Preferred has eight (8) strategically located office locations within its service areas across the state of New York. Within the five boroughs, these offices are located in close proximity to public transportation to support ease of access for its employees. Preferred also makes a concerted effort to optimize patient staffing based on each HHA’s preferred geography to both reduce commute time and align patients with HHAs from similar neighborhoods. Preferred uses a number of methods to identify potential hires, including a dedicated field recruiting team, job postings on third-party hiring sites (e.g., Indeed), long-term relationships with HHA training schools, community outreach and job fairs, local, city and state workforce initiatives (e.g., NYC Department of Small Business Services Workforce1 Career Centers), and word of mouth referrals. Preferred has built an optimized, digital application process and onboarding platform to facilitate seamless applications, expedite its ability to onboard potential new hires, and manage the full life cycle of the process from candidate lead to hire. Through its effective and sustained recruiting, hiring and retention efforts, Preferred has been able to maintain sufficient staffing of patient cases, minimize missed and cancelled visits, and sustain its commitment to providing high-quality care to its patients.

2. What impact will the initiation/expansion of your program have on the workforce or other health care providers in the community? How will you minimize any adverse impact?

Preferred Response:

There is no expectation of adverse impact to the workforce of Preferred due to the change of ownership to Help at Home. Help at Home is the largest national provider of high-quality, personal home care services in the US and offers competitive wages, robust benefits and training, and opportunities for HHA career advancement. Help at Home has established itself as a leader in effectively recruiting and

retaining employees and has a track-record of making significant investments in workforce-focused initiatives as set forth in greater detail in the response to Question 3 below.

3. What measures will you adopt to promote retention of specific categories of your workforce?

Preferred Response:

Help at Home will seek to leverage its market-leading expertise in hiring and retaining HHA workforces to build on the existing, proven recruiting and retention practices of Preferred. Help at Home has made significant investments in tools and programs to support its workforce, including initiatives such as reward and recognition programs, enriched benefit offerings, including access to retirement plans and an Employee Assistance Program, monthly employee satisfaction surveys, formalized new hire outreach at key post-hire milestones (first shift, 1 week post-hire, 2 weeks post-hire), deployment of a robust application tool and onboarding model to transform the HHA candidate hiring experience, and a Community Foundation which is a 503(c)(3) not-for-profit organization established to provide financial support to those in need within Help at Home's workforce. As soon as it is able, Help at Home expects to evaluate the viability of deploying its suite of recruiting and retention programs to support the workforces of Preferred.