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| Hospital | City / Town | County | Teaching Status [1] | Fiscal Year End | Number of Months Data | | |
|-----------------------------------|---------------|---------------|---------------------|-----------------|-----------------------|-------------------------|------------------------------|
| Emerson Hospital | Concord | Middlesex | Nonteaching | 09 / 30 | 12 | | |
| Financial Performance Indicators | FY03 | FY04 | FY05 | FY06 | FY07 | MA Industry Median FY07 | NorthEast US Median FY06 [2] |
| Profitability | | | | | | | |
| Operating Margin | -0.49% | 3.55% | 3.51% | 2.17% | -5.22% | 1.73% | not available |
| Non-Operating Margin | 1.09% | 0.38% | 0.07% | 1.20% | 2.20% | 1.6% | not available |
| Total Margin | 0.60% | 3.93% | 3.59% | 3.37% | -3.02% | 2.99% | 3.0% |
| Operating Surplus (Loss) | (\$592,063) | \$5,116,691 | \$4,952,227 | \$3,283,579 | (\$8,110,351) | --- | --- |
| Total Surplus (Loss) | \$740,005 | \$5,104,163 | \$5,052,909 | \$5,102,112 | (\$4,687,382) | --- | --- |
| Liquidity | | | | | | | |
| Current Ratio | 1.30 | 1.60 | 2.11 | 1.71 | 0.69 | 1.55 | 1.53 |
| Days in Accounts Receivable | 54.80 | 54.06 | 50.96 | 67.25 | 50.39 | 42.08 | 47.7 |
| Average Payment Period | 39.64 | 37.94 | 35.18 | 50.43 | 89.13 | 52.49 | 61.2 |
| Solvency/Capital Structure | | | | | | | |
| Debt Service Coverage (Total) [3] | 1.91 | 3.28 | 3.65 | 3.72 | 0.56 | 3.65 | 3.52 |
| Cashflow to Total Debt [4] | 18.17% | 28.08% | 14.88% | 14.14% | 4.40% | 20.4% | 18.2% |
| Equity Financing | 39.57% | 47.01% | 37.96% | 38.67% | 38.45% | 48.92% | 47.4% |
| Other | | | | | | | |
| Total Net Assets | \$43,283,985 | \$51,468,224 | \$60,550,167 | \$68,982,504 | \$68,764,438 | --- | --- |
| Assets Whose Use is Limited | \$11,729,593 | \$12,918,172 | \$47,840,874 | \$45,942,233 | \$19,062,257 | --- | --- |
| Net Patient Service Revenue [5] | \$118,357,253 | \$124,951,367 | \$136,702,078 | \$145,386,317 | \$145,852,507 | --- | --- |

FY07 filing based on hospital's audited financial statements

Data Sources: FY03 - FY07 data drawn from DHC FP annual filing and are reconciled to Audited Financial Statements, unless otherwise noted. If "Desk Reviewed" is indicated below, then FY07 data are reconciled to audited financial statements. If "As Filed" is indicated below, FY07 data are not reconciled to Audited Financial Statements. DHC FP filings may not reflect all financial resources available to a hospital -- for example, resources available through associations with foundations or parents/affiliates. Financial information should be interpreted within the context of other factors, including, but not limited to, management plans, reimbursement changes, market behavior, and other factors affecting performance.

Comments: Hospitals may also submit comments which further explain or clarify specific data items. Any such disclosures are shown below.

Desk Reviewed

Notes:

[1] According to the Medicare Payment Advisory Commission (MEDPAC), a major teaching hospital is one with at least 25 FTE residents per 100 inpatient beds.

[2] NE US Median data from The "2008 Almanac of Hospital Financial & Operating Indicators." , 2007 INGENIX.

[3] Blank values indicate a facility with no current long term debt in the period covered.

[4] Blank values indicate a facility with no long term debt net of current portion in the period covered.

[5] Net Patient Service Revenue includes Premium Revenue.