

Form **8453-EO**

**Exempt Organization Declaration and Signature for Electronic Filing**

OMB No. 1545-1879

For calendar year 2018, or tax year beginning 07/01, 2018, and ending 06/30, 20 19

**2018**

Department of the Treasury  
Internal Revenue Service

**For use with Forms 990, 990-EZ, 990-PF, 1120-POL, and 8868**

Name of exempt organization

Employer identification number

SHORE HEALTH SYSTEM, INC.

52-0610538

**Part I Type of Return and Return Information (Whole Dollars Only)**

Check the box for the type of return being filed with Form 8453-EO and enter the applicable amount, if any, from the return. If you check the box on line 1a, 2a, 3a, 4a, or 5a below and the amount on that line of the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, or 5b, whichever is applicable, blank (do not enter -0-). If you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

|           |                            |                                     |          |  |           |                    |
|-----------|----------------------------|-------------------------------------|----------|--|-----------|--------------------|
| <b>1a</b> | Form 990 check here ▶      | <input checked="" type="checkbox"/> | <b>b</b> | Total revenue, if any (Form 990, Part VIII, column (A), line 12) . . . . . | <b>1b</b> | <u>276,273,222</u> |
| <b>2a</b> | Form 990-EZ check here ▶   | <input type="checkbox"/>            | <b>b</b> | Total revenue, if any (Form 990-EZ, line 9) . . . . .                      | <b>2b</b> | _____              |
| <b>3a</b> | Form 1120-POL check here ▶ | <input type="checkbox"/>            | <b>b</b> | Total tax (Form 1120-POL, line 22). . . . .                                | <b>3b</b> | _____              |
| <b>4a</b> | Form 990-PF check here ▶   | <input type="checkbox"/>            | <b>b</b> | Tax based on investment income (Form 990-PF, Part VI, line 5)              | <b>4b</b> | _____              |
| <b>5a</b> | Form 8868 check here ▶     | <input type="checkbox"/>            | <b>b</b> | Balance due (Form 8868, line 3c) . . . . .                                 | <b>5b</b> | _____              |

**Part II Declaration of Officer**

- 6**  I authorize the U.S. Treasury and its designated Financial Agent to initiate an Automated Clearing House (ACH) electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment.
- If a copy of this return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I certify that I executed the electronic disclosure consent contained within this return allowing disclosure by the IRS of this Form 990/990-EZ/990-PF (as specifically identified in Part I above) to the selected state agency(ies).

Under penalties of perjury, I declare that I am an officer of the above named organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund.

DocuSigned by:  
Johnnie Hakey | 6/29/2020 | SVP FINANCE AND CFO  
Signature of officer DFC8B488258E42A... Date Title

**Part III Declaration of Electronic Return Originator (ERO) and Paid Preparer (see instructions)**

I declare that I have reviewed the above organization's return and that the entries on Form 8453-EO are complete and correct to the best of my knowledge. If I am only a collector, I am not responsible for reviewing the return and only declare that this form accurately reflects the data on the return. The organization officer will have signed this form before I submit the return. I will give the officer a copy of all forms and information to be filed with the IRS, and have followed all other requirements in Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns. If I am also the Paid Preparer, under penalties of perjury I declare that I have examined the above organization's return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. This Paid Preparer declaration is based on all information of which I have any knowledge.

|                       |  |      |  |   |                   |
|-----------------------|--|------|--|---|-------------------|
| <b>ERO's Use Only</b> | ERO's signature ▶  | Date | Check if also paid preparer <input type="checkbox"/> | Check if self-employed <input type="checkbox"/> | ERO's SSN or PTIN |
|                       | Firm's name (or yours if self-employed), address, and ZIP code ▶ |      |  |   | EIN<br>Phone no.  |

Under penalties of perjury, I declare that I have examined the above return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. Declaration of preparer is based on all information of which the preparer has any knowledge.

|                               |                            |   |                      |   |  |
|-------------------------------|----------------------------|---|----------------------|---|--|
| <b>Paid Preparer Use Only</b> | Print/Type preparer's name | Preparer's signature <u>Justin Lowe</u> | Date <u>06/26/20</u> | Check if self-employed <input type="checkbox"/> | PTIN <u>P01866796</u>                                |
|                               | Firm's name ▶              | Firm's EIN ▶                            |                      |   | <u>34-6565596</u>                                    |
|                               | Firm's address ▶           | Firm's address ▶                        |                      |   | <u>1101 NEW YORK AVENUE NW, WASHINGTON, DC 20005</u> |
|                               |                            |   |                      | Phone no.                                       | <u>(202) 327-6000</u>                                |

PUBLIC DISCLOSURE COPY

Form **990**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

Department of the Treasury  
Internal Revenue Service

**A** For the 2018 calendar year, or tax year beginning 07/01, 2018, and ending 06/30, 20 19

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C** Name of organization SHORE HEALTH SYSTEM, INC.  
 Doing business as  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
219 SOUTH WASHINGTON STREET  
 City or town, state or province, country, and ZIP or foreign postal code  
EASTON, MD 21601

**D** Employer identification number  
52-0610538

**E** Telephone number  
(410) 822-1000

**F** Name and address of principal officer: KENNETH KOZEL  
SAME AS C ABOVE

**G** Gross receipts \$ 333,865,992

**H(a)** Is this a group return for subordinates?  Yes  No  
**H(b)** Are all subordinates included?  Yes  No  
 If "No," attach a list. (see instructions)

**H(c)** Group exemption number ▶

**I** Tax-exempt status:  501(c)(3)  501(c) ( ) ◀ (insert no.)  4947(a)(1) or  527

**J** Website: ▶ WWW.UUMS.ORG/SHORE

**K** Form of organization:  Corporation  Trust  Association  Other ▶

**L** Year of formation: 1906 **M** State of legal domicile: MD

**Part I Summary**

|                             |  |   |                           |                    |
|-----------------------------|--|---|---------------------------|--------------------|
| Activities & Governance     | <b>1</b>   | Briefly describe the organization's mission or most significant activities: <u>SHORE HEALTH SYSTEM (SHS) IS A REGIONAL, NOT-FOR-PROFIT NETWORK OF INPATIENT AND OUTPATIENT SERVICES WITH FACILITIES IN TALBOT, DORCHESTER, CAROLINE, AND QUEEN ANNE'S COUNTIES.</u> |                           |                    |
|                             | <b>2</b>   | Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.   |                           |                    |
|                             | <b>3</b>   | Number of voting members of the governing body (Part VI, line 1a)   | <b>3</b>                  | <u>22</u>          |
|                             | <b>4</b>   | Number of independent voting members of the governing body (Part VI, line 1b)   | <b>4</b>                  | <u>19</u>          |
|                             | <b>5</b>   | Total number of individuals employed in calendar year 2018 (Part V, line 2a)  | <b>5</b>                  | <u>1,989</u>       |
|                             | <b>6</b>   | Total number of volunteers (estimate if necessary)  | <b>6</b>                  | <u>226</u>         |
|                             | <b>7a</b>  | Total unrelated business revenue from Part VIII, column (C), line 12  | <b>7a</b>                 | <u>86,983</u>      |
|                             | <b>b</b>   | Net unrelated business taxable income from Form 990-T, line 38  | <b>7b</b>                 | <u>0</u>           |
| Revenue                     | <b>8</b>   | Contributions and grants (Part VIII, line 1h)   | Prior Year                | Current Year       |
|                             | <b>9</b>   | Program service revenue (Part VIII, line 2g)  | <u>1,291,077</u>          | <u>5,553,452</u>   |
|                             | <b>10</b>  | Investment income (Part VIII, column (A), lines 3, 4, and 7d)   | <u>256,100,131</u>        | <u>266,167,062</u> |
|                             | <b>11</b>  | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)  | <u>8,255,468</u>          | <u>3,118,194</u>   |
|                             | <b>12</b>  | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)  | <u>2,940,678</u>          | <u>1,434,514</u>   |
| Expenses                    | <b>13</b>  | Grants and similar amounts paid (Part IX, column (A), lines 1–3)  | <u>268,587,354</u>        | <u>276,273,222</u> |
|                             | <b>14</b>  | Benefits paid to or for members (Part IX, column (A), line 4)   | <u>0</u>                  | <u>71,375</u>      |
|                             | <b>15</b>  | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)   | <u>0</u>                  | <u>0</u>           |
|                             | <b>16a</b>   | Professional fundraising fees (Part IX, column (A), line 11e)   | <u>108,093,347</u>        | <u>109,042,533</u> |
|                             | <b>b</b>   | Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>0</u>  | <u>0</u>                  | <u>0</u>           |
|                             | <b>17</b>  | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)  | <u>127,751,677</u>        | <u>129,525,037</u> |
|                             | <b>18</b>  | Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)   | <u>235,845,024</u>        | <u>238,638,945</u> |
| <b>19</b>                   | Revenue less expenses. Subtract line 18 from line 12 | <u>32,742,330</u>   | <u>37,634,277</u>         |                    |
| Net Assets or Fund Balances | <b>20</b>  | Total assets (Part X, line 16)  | Beginning of Current Year | End of Year        |
|                             | <b>21</b>  | Total liabilities (Part X, line 26)   | <u>416,494,387</u>        | <u>435,584,296</u> |
|                             | <b>22</b>  | Net assets or fund balances. Subtract line 21 from line 20  | <u>140,993,113</u>        | <u>146,793,781</u> |
|                             |  | <u>275,501,274</u>  | <u>288,790,515</u>        |                    |

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

Signature of officer \_\_\_\_\_ Date \_\_\_\_\_

Type or print name and title JOANNE HAHEY, SVP FINANCE AND CFO

**Paid Preparer Use Only**

Print/Type preparer's name JUSTIN J. LOWE Preparer's signature \_\_\_\_\_ Date \_\_\_\_\_ Check  if self-employed PTIN P01866796

Firm's name ▶ ERNST & YOUNG U.S. LLP Firm's EIN ▶ 34-6565596

Firm's address ▶ 1101 NEW YORK AVENUE NW, WASHINGTON, DC 20005 Phone no. (202) 327-6000

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

Form **990** (2018)

**Part III** Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III  Yes  No

**1** Briefly describe the organization's mission:

OUR MISSION IS TO CREATE HEALTHIER COMMUNITIES TOGETHER, AND PROVIDE OUR VISION TO BE THE REGION'S LEADER IN PATIENT CENTERED HEALTH CARE. OUR GOAL IS TO PROVIDE QUALITY HEALTH CARE SERVICES THAT ARE COMPREHENSIVE, (CONTINUED ON SCHEDULE O)

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 215,269,823 including grants of \$ 71,375 ) (Revenue \$ 268,139,288 )

SHS IS A 184 LICENSED BED COMMUNITY HOSPITAL PROVIDING A FULL RANGE OF INPATIENT AND OUTPATIENT CLINICAL SERVICES TO THE MARYLAND MID-SHORE AREA; INCLUDING GENERAL HOSPITAL, EMERGENCY, AND SPECIALIZED SERVICES AS WELL AS OUTPATIENT CENTERS FOR PRIMARY CARE, DIAGNOSTICS, TREATMENT, EDUCATION, AND REHABILITATION. SHS OFFERS FREE EDUCATION PROGRAMS AND SERVICES TO PROMOTE HEALTH AWARENESS IN THE COMMUNITY. DURING FY 2019, SHS PROVIDED CARE FOR 9,185 INPATIENTS RESULTING IN 36,170 DAYS OF PATIENT CARE, TREATED 67,531 PATIENTS IN THE ER, AND PERFORMED 9,265 SURGERIES IN THE OR. SHS' ANCILLARY SERVICE DEPARTMENTS REALIZED 403,782 OUTPATIENT ENCOUNTERS. HOME HEALTH/HOSPICE SERVICES WERE PROVIDED TO 1,005 PATIENTS IN 18,618 NURSING VISITS. SHS' MISSION STATEMENT IS "TO EXCEL IN QUALITY CARE AND PATIENT SATISFACTION". ITS STRATEGIC PRINCIPLE IS "EXCEPTIONAL CARE, EVERY DAY", AND ITS VALUES STATEMENT IS "EVERY INTERACTION WITH ANOTHER IS AN OPPORTUNITY TO CARE". AS A PART OF ITS MISSION, SHS PROVIDES CHARITY CARE TO PATIENTS UNABLE TO PAY, PROVIDING MORE THAN \$1.8 MILLION OF CHARITY CARE IN FY 2019.

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

**4d** Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ▶ 215,269,823

**Part IV Checklist of Required Schedules**

|  | Yes                                 | No                                  |
|--|-------------------------------------|-------------------------------------|
| <b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? . . . . .  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV . . . . .</i>           | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.  |                                     |                                     |
| <b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>b</b> Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>c</b> Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional . . . . .</i>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? . . . . .   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV. . . . .</i> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV. . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I (see instructions) . . . . .</i>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III . . . . .</i>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| <b>20 a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II . . . . .</i>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

**Part IV Checklist of Required Schedules** *(continued)*

|            |  | Yes | No |
|------------|--|-----|----|
| <b>22</b>  | Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>   |     | ✓  |
| <b>23</b>  | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>  | ✓   |    |
| <b>24a</b> | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>                            |     | ✓  |
| <b>b</b>   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?  |     |    |
| <b>c</b>   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?   |     |    |
| <b>d</b>   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?  |     |    |
| <b>25a</b> | <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>   |     | ✓  |
| <b>b</b>   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>                                       |     | ✓  |
| <b>26</b>  | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>                                 |     | ✓  |
| <b>27</b>  | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> |     | ✓  |
| <b>28</b>  | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):  |     |    |
| <b>a</b>   | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>   |     | ✓  |
| <b>b</b>   | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>  | ✓   |    |
| <b>c</b>   | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>  | ✓   |    |
| <b>29</b>  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>  |     | ✓  |
| <b>30</b>  | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>  |     | ✓  |
| <b>31</b>  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>  |     | ✓  |
| <b>32</b>  | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>  |     | ✓  |
| <b>33</b>  | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>  |     | ✓  |
| <b>34</b>  | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>  | ✓   |    |
| <b>35a</b> | Did the organization have a controlled entity within the meaning of section 512(b)(13)?  | ✓   |    |
| <b>b</b>   | If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>   | ✓   |    |
| <b>36</b>  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>   |     | ✓  |
| <b>37</b>  | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>   |     | ✓  |
| <b>38</b>  | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.   | ✓   |    |

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

Check if Schedule O contains a response or note to any line in this Part V

|           |  | Yes | No |
|-----------|--|-----|----|
| <b>1a</b> | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable   |     |    |
| <b>b</b>  | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable  |     |    |
| <b>c</b>  | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | ✓   |    |



**Part V** **Statements Regarding Other IRS Filings and Tax Compliance** *(continued)*

|            |  | Yes        | No    |   |   |
|------------|--|------------|-------|---|---|
| <b>2a</b>  | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return  | <b>2a</b>  | 1,989 |   |   |
| <b>b</b>   | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)         | <b>2b</b>  |       | ✓ |   |
| <b>3a</b>  | Did the organization have unrelated business gross income of \$1,000 or more during the year?  | <b>3a</b>  |       | ✓ |   |
| <b>b</b>   | If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>   | <b>3b</b>  |       | ✓ |   |
| <b>4a</b>  | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | <b>4a</b>  |       |   | ✓ |
| <b>b</b>   | If "Yes," enter the name of the foreign country:<br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).  |            |       |   |   |
| <b>5a</b>  | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?  | <b>5a</b>  |       |   | ✓ |
| <b>b</b>   | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?   | <b>5b</b>  |       |   | ✓ |
| <b>c</b>   | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?  | <b>5c</b>  |       |   |   |
| <b>6a</b>  | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                    | <b>6a</b>  |       |   | ✓ |
| <b>b</b>   | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?  | <b>6b</b>  |       |   |   |
| <b>7</b>   | <b>Organizations that may receive deductible contributions under section 170(c).</b>   |            |       |   |   |
| <b>a</b>   | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?  | <b>7a</b>  |       |   | ✓ |
| <b>b</b>   | If "Yes," did the organization notify the donor of the value of the goods or services provided?  | <b>7b</b>  |       |   |   |
| <b>c</b>   | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?   | <b>7c</b>  |       |   | ✓ |
| <b>d</b>   | If "Yes," indicate the number of Forms 8282 filed during the year  | <b>7d</b>  |       |   |   |
| <b>e</b>   | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?  | <b>7e</b>  |       |   | ✓ |
| <b>f</b>   | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?   | <b>7f</b>  |       |   | ✓ |
| <b>g</b>   | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?   | <b>7g</b>  |       |   |   |
| <b>h</b>   | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?   | <b>7h</b>  |       |   |   |
| <b>8</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?   | <b>8</b>   |       |   |   |
| <b>9</b>   | <b>Sponsoring organizations maintaining donor advised funds.</b>   |            |       |   |   |
| <b>a</b>   | Did the sponsoring organization make any taxable distributions under section 4966?   | <b>9a</b>  |       |   |   |
| <b>b</b>   | Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?  | <b>9b</b>  |       |   |   |
| <b>10</b>  | <b>Section 501(c)(7) organizations.</b> Enter:   |            |       |   |   |
| <b>a</b>   | Initiation fees and capital contributions included on Part VIII, line 12   | <b>10a</b> |       |   |   |
| <b>b</b>   | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities  | <b>10b</b> |       |   |   |
| <b>11</b>  | <b>Section 501(c)(12) organizations.</b> Enter:  |            |       |   |   |
| <b>a</b>   | Gross income from members or shareholders  | <b>11a</b> |       |   |   |
| <b>b</b>   | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)   | <b>11b</b> |       |   |   |
| <b>12a</b> | <b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?  | <b>12a</b> |       |   |   |
| <b>b</b>   | If "Yes," enter the amount of tax-exempt interest received or accrued during the year  | <b>12b</b> |       |   |   |
| <b>13</b>  | <b>Section 501(c)(29) qualified nonprofit health insurance issuers.</b>  |            |       |   |   |
| <b>a</b>   | Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O.   | <b>13a</b> |       |   |   |
| <b>b</b>   | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans  | <b>13b</b> |       |   |   |
| <b>c</b>   | Enter the amount of reserves on hand   | <b>13c</b> |       |   |   |
| <b>14a</b> | Did the organization receive any payments for indoor tanning services during the tax year?   | <b>14a</b> |       |   | ✓ |
| <b>b</b>   | If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i>   | <b>14b</b> |       |   |   |
| <b>15</b>  | Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?<br>If "Yes," see instructions and file Form 4720, Schedule N.                   | <b>15</b>  |       |   | ✓ |
| <b>16</b>  | Is the organization an educational institution subject to the section 4968 excise tax on net investment income?<br>If "Yes," complete Form 4720, Schedule O.   | <b>16</b>  |       |   | ✓ |

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

|           |   | Yes | No |
|-----------|---|-----|----|
| <b>1a</b> | Enter the number of voting members of the governing body at the end of the tax year . . . . . <b>1a</b> 22<br>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O. |     |    |
| <b>b</b>  | Enter the number of voting members included in line 1a, above, who are independent . . . . . <b>1b</b> 19   |     |    |
| <b>2</b>  | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .   |     | ✓  |
| <b>3</b>  | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? . . . . .  |     | ✓  |
| <b>4</b>  | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .  |     | ✓  |
| <b>5</b>  | Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .  |     | ✓  |
| <b>6</b>  | Did the organization have members or stockholders? . . . . .  | ✓   |    |
| <b>7a</b> | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .  | ✓   |    |
| <b>b</b>  | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .   | ✓   |    |
| <b>8</b>  | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:   |     |    |
| <b>a</b>  | The governing body? . . . . .   | ✓   |    |
| <b>b</b>  | Each committee with authority to act on behalf of the governing body? . . . . .   | ✓   |    |
| <b>9</b>  | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .  |     | ✓  |

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

|            |  | Yes | No |
|------------|--|-----|----|
| <b>10a</b> | Did the organization have local chapters, branches, or affiliates? . . . . .   |     | ✓  |
| <b>b</b>   | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .   |     |    |
| <b>11a</b> | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .  | ✓   |    |
| <b>b</b>   | Describe in Schedule O the process, if any, used by the organization to review this Form 990. . . . .  |     |    |
| <b>12a</b> | Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .  | ✓   |    |
| <b>b</b>   | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .  | ✓   |    |
| <b>c</b>   | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .   | ✓   |    |
| <b>13</b>  | Did the organization have a written whistleblower policy? . . . . .  | ✓   |    |
| <b>14</b>  | Did the organization have a written document retention and destruction policy? . . . . .   | ✓   |    |
| <b>15</b>  | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?   |     |    |
| <b>a</b>   | The organization's CEO, Executive Director, or top management official . . . . .   | ✓   |    |
| <b>b</b>   | Other officers or key employees of the organization . . . . .  | ✓   |    |
|            | If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). . . . .  |     |    |
| <b>16a</b> | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .  | ✓   |    |
| <b>b</b>   | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . . | ✓   |    |

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed ► MD
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►  
 JOANNE HAHEY, CFO, 219 SOUTH WASHINGTON ST, EASTON, MD 21601, (410) 822-1000

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

Check if Schedule O contains a response or note to any line in this Part VII

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A)<br>Name and Title                            | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position<br>(do not check more than one box, unless person is both an officer and a director/trustee) |                          |                                     |                          |                              |                          | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|--|--|--------------------------|-------------------------------------|--------------------------|------------------------------|--------------------------|--|---|---|
|  |  | Individual trustee or director   | Institutional trustee    | Officer                             | Key employee             | Highest compensated employee | Former                   |  |   |   |
| (1) JOHN DILLON<br>CHAIRMAN (ENDED 04/19)        | 1.0<br>21.0  | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 156,375   | 0   |
| (2) MARLENE FELDMAN<br>SECRETARY                 | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (3) WAYNE L GARDNER, SR<br>TREASURER             | 1.0<br>4.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (4) KENNETH D KOZEL<br>PRESIDENT AND CEO, UMSRH  | 40.0<br>7.0  | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 716,703  | 0   | 25,703  |
| (5) RICHARD LOEFFLER<br>VICE CHAIRMAN            | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (6) JOHN W ASHWORTH, III<br>DIRECTOR             | 1.0<br>60.0  | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 653,119   | 36,969  |
| (7) MYRA BUTLER<br>DIRECTOR (ENDED 07/18)        | 1.0<br>4.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (8) CHARLES CAPUTE<br>DIRECTOR                   | 1.0<br>4.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (9) ART CECIL, III<br>DIRECTOR                   | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (10) ROBERT A CHRENCIK<br>DIRECTOR (ENDED 04/19) | 1.0<br>60.0  | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 2,634,806   | 36,554  |
| (11) JOSEPH J CIOTOLA<br>DIRECTOR                | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (12) KATHY DEOUDS<br>DIRECTOR                    | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (13) J. WAYNE HOWARD<br>DIRECTOR                 | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |
| (14) ONA KAREIVA<br>DIRECTOR                     | 1.0<br>3.0   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>     | <input type="checkbox"/> | 0  | 0   | 0   |



**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

| (A)<br>Name and title  | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position<br>(do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|--|--|--|-----------------------|---------|--------------|------------------------------|--------|--|---|---|
|  |  | Individual trustee or director   | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |  |   |   |
| (15) CHARLES MACLEOD<br>-----<br>DIRECTOR                                | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (16) KEITH MCMAHAN<br>-----<br>DIRECTOR                                  | 1.0<br>-----<br>4.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (17) DAVID MILLIGAN<br>-----<br>DIRECTOR                                 | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (18) EUGENE NEWMIER<br>-----<br>DIRECTOR                                 | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (19) WILLIAM B NOLL<br>-----<br>DIRECTOR                                 | 1.0<br>-----<br>4.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (20) GEOFF OXNAM<br>-----<br>DIRECTOR                                    | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (21) ROBERT D RAUCH<br>-----<br>DIRECTOR                                 | 1.0<br>-----<br>4.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (22) STEPHEN SATCHELL<br>-----<br>DIRECTOR                               | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (23) SAMUEL SHOGE<br>-----<br>DIRECTOR                                   | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (24) THOMAS STAUCH<br>-----<br>DIRECTOR                                  | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>  |                       |         |              |                              |        | 0  | 0   | 0   |
| (25) (SEE STATEMENT)<br>-----  |  |  |                       |         |              |                              |        |  |   |   |
| <b>1b Sub-total</b> . . . . .  |  |  |                       |         |              |                              |        | 716,703  | 3,444,300   | 99,226  |
| <b>c Total from continuation sheets to Part VII, Section A</b> . . . . . |  |  |                       |         |              |                              |        | 3,133,071  | 0   | 342,262   |
| <b>d Total (add lines 1b and 1c)</b> . . . . .                           |  |  |                       |         |              |                              |        | 3,849,774  | 3,444,300   | 441,488   |

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶** 92

|  | Yes                                 | No                                  |
|--|-------------------------------------|-------------------------------------|
| <b>3</b> Did the organization list any <b>former</b> officer, director, or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .                                       | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . . | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| <b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .                       | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

| (A)<br>Name and business address   | (B)<br>Description of services | (C)<br>Compensation |
|--|--------------------------------|---------------------|
| SHORE-BAYY HOSPITALIST ASSOC, 7651 WOODLAND DRIVE, EASTON, MD 21601                  | PHYSICIAN SVCS                 | 4,168,028           |
| MD EMERGENCY MEDICINE NETWORK, 110 S. PACA ST., 6TH FL, STE 200, BALTIMORE, MD 21201 | PHYSICIAN SVCS                 | 3,712,899           |
| MEDICAL STAFFING NETWORK, INC., PO BOX 840292, DALLAS, TX 75284                      | HEALTHCARE SERVICES            | 1,906,267           |
| TIDEWATER ANESTHESIA ASSOC, PO BOX 824639, PHILADELPHIA, PA 19182                    | ANESTHESIA SVCS                | 1,744,578           |
| ARAMARK CORPORATION, 27310 NETWORK PL, CHICAGO, IL 60673                             | NUTRITIONAL SERVICES           | 1,542,369           |

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶** 33

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

|   |  |  | (A)<br>Total revenue                                     | (B)<br>Related or<br>exempt<br>function<br>revenue        | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from tax<br>under sections<br>512-514 |  |  |
|---|--|--|--|---|---|--|--|--|
| <b>Contributions, Gifts, Grants<br/>and Other Similar Amounts</b> | <b>1a</b>  | Federated campaigns . . . . . <b>1a</b>  |  |   |   |  |  |  |
|   | <b>b</b>   | Membership dues . . . . . <b>1b</b>  |  |   |   |  |  |  |
|   | <b>c</b>   | Fundraising events . . . . . <b>1c</b>   |  |   |   |  |  |  |
|   | <b>d</b>   | Related organizations . . . . . <b>1d</b>  | 5,219,145  |   |   |  |  |  |
|   | <b>e</b>   | Government grants (contributions) . . . . . <b>1e</b>  | 134,827  |   |   |  |  |  |
|   | <b>f</b>   | All other contributions, gifts, grants,<br>and similar amounts not included above . . . . . <b>1f</b>  | 199,480  |   |   |  |  |  |
|   | <b>g</b>   | Noncash contributions included in lines 1a-1f: \$  |  |   |   |  |  |  |
|   | <b>h</b>   | <b>Total.</b> Add lines 1a-1f . . . . . ▶  | 5,553,452  |   |   |  |  |  |
| <b>Program Service Revenue</b>                                    | <b>2a</b>  | <u>PATIENT SERVICE REVENUE</u><br>Business Code 621500   | 266,167,062  | 266,167,062   | 0                                       | 0  |  |  |
|   | <b>b</b>   | -----  |  |   |   |  |  |  |
|   | <b>c</b>   | -----  |  |   |   |  |  |  |
|   | <b>d</b>   | -----  |  |   |   |  |  |  |
|   | <b>e</b>   | -----  |  |   |   |  |  |  |
|   | <b>f</b>   | All other program service revenue . . . . .  | 0  | 0   | 0                                       | 0  |  |  |
|   | <b>g</b>   | <b>Total.</b> Add lines 2a-2f . . . . . ▶  | 266,167,062  |   |   |  |  |  |
| <b>Other Revenue</b>  | <b>3</b>   | Investment income (including dividends, interest,<br>and other similar amounts) . . . . . ▶  | 839,361  | 0   | 0                                       | 839,361  |  |  |
|   | <b>4</b>   | Income from investment of tax-exempt bond proceeds ▶   |  |   |   |  |  |  |
|   | <b>5</b>   | Royalties . . . . . ▶  |  |   |   |  |  |  |
|   | <b>6a</b>  | Gross rents . . . . .  | (i) Real   | 3,009,525   |   |  |  |  |
|   |  |  | (ii) Personal  |   |   |  |  |  |
|   |  |  | <b>b</b>   | Less: rental expenses . . . . .                           | 4,428,110                               |  |  |  |
|   |  |  | <b>c</b>   | Rental income or (loss) . . . . .                         | (1,418,585)                             | 0  |  |  |
|   | <b>d</b>   | Net rental income or (loss) . . . . . ▶  | (1,418,585)  | 0   | 0                                       | (1,418,585)  |  |  |
|   | <b>7a</b>  | Gross amount from sales of<br>assets other than inventory . . . . .  | (i) Securities   | 55,443,493  |   |  |  |  |
|   |  |  | (ii) Other   |   | 0                                       |  |  |  |
|   |  |  | <b>b</b>   | Less: cost or other basis<br>and sales expenses . . . . . | 53,010,381                              | 154,279  |  |  |
|   |  |  | <b>c</b>   | Gain or (loss) . . . . .                                  | 2,433,112                               | (154,279)  |  |  |
|   | <b>d</b>   | Net gain or (loss) . . . . . ▶   | 2,278,833  | 0   | 0                                       | 2,278,833  |  |  |
|   | <b>8a</b>  | Gross income from fundraising<br>events (not including \$<br>of contributions reported on line 1c).<br>See Part IV, line 18 . . . . . <b>a</b> |  |   |   |  |  |  |
|   | <b>b</b>   | Less: direct expenses . . . . . <b>b</b>   |  |   |   |  |  |  |
|   | <b>c</b>   | Net income or (loss) from fundraising events . . . . . ▶   |  |   |   |  |  |  |
|   | <b>9a</b>  | Gross income from gaming activities.<br>See Part IV, line 19 . . . . . <b>a</b>  |  |   |   |  |  |  |
|   | <b>b</b>   | Less: direct expenses . . . . . <b>b</b>   |  |   |   |  |  |  |
|   | <b>c</b>   | Net income or (loss) from gaming activities . . . . . ▶  |  |   |   |  |  |  |
|   | <b>10a</b>   | Gross sales of inventory, less<br>returns and allowances . . . . . <b>a</b>  |  |   |   |  |  |  |
| <b>b</b>  |  |  | Less: cost of goods sold . . . . . <b>b</b>              |   |   |  |  |  |
| <b>c</b>  |  |  | Net income or (loss) from sales of inventory . . . . . ▶ |   |   |  |  |  |
| Miscellaneous Revenue   |  | Business Code  |  |   |   |  |  |  |
| <b>11a</b>  | <u>CAFETERIA SALES</u><br>Business Code 722514       | 717,229  | 0  | 0   | 717,229                                 |  |  |  |
| <b>b</b>  | <u>JOINT VENTURE REVENUE</u><br>Business Code 523000 | 256,853  | 169,870  | 86,983  | 0                                       |  |  |  |
| <b>c</b>  | <u>MEDICAL RECORDS</u><br>Business Code 900099       | 76,661   | 0  | 0   | 76,661                                  |  |  |  |
| <b>d</b>  | All other revenue . . . . . Business Code 900099     | 1,802,356  | 1,802,356  | 0   | 0                                       |  |  |  |
| <b>e</b>  | <b>Total.</b> Add lines 11a-11d . . . . . ▶          | 2,853,099  |  |   |   |  |  |  |
| <b>12</b>   | <b>Total revenue.</b> See instructions . . . . . ▶   | 276,273,222  | 268,139,288  | 86,983  | 2,493,499                               |  |  |  |

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

|   | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| <b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .   | 71,375                | 71,375                          |  |                             |
| <b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .  |                       |                                 |  |                             |
| <b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .   |                       |                                 |  |                             |
| <b>4</b> Benefits paid to or for members . . . . .  | 0                     | 0                               |  |                             |
| <b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .   | 2,378,420             | 1,226,512                       | 1,151,908                              | 0                           |
| <b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .  |                       |                                 |  |                             |
| <b>7</b> Other salaries and wages . . . . .   | 83,967,709            | 73,051,907                      | 10,915,802                             | 0                           |
| <b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .   | 2,782,833             | 2,421,065                       | 361,768                                | 0                           |
| <b>9</b> Other employee benefits . . . . .  | 13,818,730            | 12,022,295                      | 1,796,435                              | 0                           |
| <b>10</b> Payroll taxes . . . . .   | 6,094,841             | 5,302,512                       | 792,329                                | 0                           |
| <b>11</b> Fees for services (non-employees):  |                       |                                 |  |                             |
| <b>a</b> Management . . . . .   |                       |                                 |  |                             |
| <b>b</b> Legal . . . . .  | 256,668               | 0                               | 256,668                                | 0                           |
| <b>c</b> Accounting . . . . .   | 2,050                 | 0                               | 2,050                                  | 0                           |
| <b>d</b> Lobbying . . . . .   | 12,599                | 0                               | 12,599                                 | 0                           |
| <b>e</b> Professional fundraising services. See Part IV, line 17 . . . . .  |                       |                                 |  |                             |
| <b>f</b> Investment management fees . . . . .   |                       |                                 |  |                             |
| <b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .   | 44,542,038            | 41,423,192                      | 3,118,846                              | 0                           |
| <b>12</b> Advertising and promotion . . . . .   | 144                   | 125                             | 19                                     | 0                           |
| <b>13</b> Office expenses . . . . .   | 1,225,327             | 1,066,034                       | 159,293                                | 0                           |
| <b>14</b> Information technology . . . . .  | 2,646                 | 2,302                           | 344                                    | 0                           |
| <b>15</b> Royalties . . . . .   |                       |                                 |  |                             |
| <b>16</b> Occupancy . . . . .   | 4,317,360             | 3,756,103                       | 561,257                                | 0                           |
| <b>17</b> Travel . . . . .  | 104,297               | 90,738                          | 13,559                                 | 0                           |
| <b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .  |                       |                                 |  |                             |
| <b>19</b> Conferences, conventions, and meetings . . . . .  | 1,103,065             | 959,667                         | 143,398                                | 0                           |
| <b>20</b> Interest . . . . .  | 2,750,762             | 2,393,163                       | 357,599                                | 0                           |
| <b>21</b> Payments to affiliates . . . . .  |                       |                                 |  |                             |
| <b>22</b> Depreciation, depletion, and amortization . . . . .   | 18,174,242            | 15,811,591                      | 2,362,651                              | 0                           |
| <b>23</b> Insurance . . . . .   | 2,216,990             | 1,944,558                       | 272,432                                | 0                           |
| <b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)   |                       |                                 |  |                             |
| <b>a</b> <u>MEDICAL SUPPLIES</u> . . . . .  | 35,537,523            | 35,537,523                      | 0                                      | 0                           |
| <b>b</b> <u>BAD DEBT</u> . . . . .  | 8,956,896             | 8,956,896                       | 0                                      | 0                           |
| <b>c</b> <u>REPAIRS &amp; MAINTENANCE</u> . . . . .   | 4,641,685             | 4,038,266                       | 603,419                                | 0                           |
| <b>d</b> <u>RECRUITMENT</u> . . . . .   | 1,218,452             | 1,060,053                       | 158,399                                | 0                           |
| <b>e</b> All other expenses . . . . .   | 4,462,293             | 4,133,946                       | 328,347                                | 0                           |
| <b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e   | 238,638,945           | 215,269,823                     | 23,369,122                             | 0                           |
| <b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . . |                       |                                 |  |                             |

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

|   |  | (A)<br>Beginning of year |             | (B)<br>End of year     |
|---|--|--------------------------|-------------|------------------------|
| <b>Assets</b>   | <b>1</b> Cash—non-interest-bearing . . . . .   | 0                        | <b>1</b>    | 0                      |
|   | <b>2</b> Savings and temporary cash investments . . . . .  |                          | <b>2</b>    |                        |
|   | <b>3</b> Pledges and grants receivable, net . . . . .  |                          | <b>3</b>    |                        |
|   | <b>4</b> Accounts receivable, net . . . . .  | 25,109,239               | <b>4</b>    | 34,553,398             |
|   | <b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .   | 0                        | <b>5</b>    | 0                      |
|   | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L . . . . . |                          | <b>6</b>    | 0                      |
|   | <b>7</b> Notes and loans receivable, net . . . . .   |                          | <b>7</b>    |                        |
|   | <b>8</b> Inventories for sale or use . . . . .   | 3,810,205                | <b>8</b>    | 3,345,728              |
|   | <b>9</b> Prepaid expenses and deferred charges . . . . .   | 1,428,250                | <b>9</b>    | 1,744,136              |
|   | <b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D   | 320,672,703              |             |                        |
|   | <b>b</b> Less: accumulated depreciation . . . . .  | 197,056,204              | 132,787,079 | <b>10c</b> 123,616,499 |
|   | <b>11</b> Investments—publicly traded securities . . . . .   | 40,120,668               | <b>11</b>   | 40,398,211             |
|   | <b>12</b> Investments—other securities. See Part IV, line 11 . . . . .   | 62,047,000               | <b>12</b>   | 62,261,000             |
|   | <b>13</b> Investments—program-related. See Part IV, line 11 . . . . .  | 0                        | <b>13</b>   | 0                      |
|   | <b>14</b> Intangible assets . . . . .  |                          | <b>14</b>   |                        |
|   | <b>15</b> Other assets. See Part IV, line 11 . . . . .   | 151,191,946              | <b>15</b>   | 169,665,324            |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . . | 416,494,387  | <b>16</b>                | 435,584,296 |                        |
| <b>Liabilities</b>  | <b>17</b> Accounts payable and accrued expenses . . . . .  | 26,867,260               | <b>17</b>   | 26,797,745             |
|   | <b>18</b> Grants payable . . . . .   |                          | <b>18</b>   |                        |
|   | <b>19</b> Deferred revenue . . . . .   | 868,509                  | <b>19</b>   | 898,557                |
|   | <b>20</b> Tax-exempt bond liabilities . . . . .  |                          | <b>20</b>   |                        |
|   | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .  |                          | <b>21</b>   |                        |
|   | <b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .   |                          | <b>22</b>   | 0                      |
|   | <b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .   | 6,914,554                | <b>23</b>   | 6,104,140              |
|   | <b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .   |                          | <b>24</b>   |                        |
|   | <b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D  | 106,342,790              | <b>25</b>   | 112,993,339            |
|   | <b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .   | 140,993,113              | <b>26</b>   | 146,793,781            |
| <b>Net Assets or Fund Balances</b>  | <b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>  |                          |             |                        |
|   | <b>27</b> Unrestricted net assets . . . . .  | 238,908,285              | <b>27</b>   | 253,340,833            |
|   | <b>28</b> Temporarily restricted net assets . . . . .  | 22,014,257               | <b>28</b>   | 20,785,225             |
|   | <b>29</b> Permanently restricted net assets . . . . .  | 14,578,732               | <b>29</b>   | 14,664,457             |
|   | <b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>   |                          |             |                        |
|   | <b>30</b> Capital stock or trust principal, or current funds . . . . .   |                          | <b>30</b>   |                        |
|   | <b>31</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .   |                          | <b>31</b>   |                        |
|   | <b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .   |                          | <b>32</b>   |                        |
| <b>33</b> Total net assets or fund balances . . . . .                         | 275,501,274  | <b>33</b>                | 288,790,515 |                        |
| <b>34</b> Total liabilities and net assets/fund balances . . . . .            | 416,494,387  | <b>34</b>                | 435,584,296 |                        |

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

|           |  |           |              |
|-----------|--|-----------|--------------|
| <b>1</b>  | Total revenue (must equal Part VIII, column (A), line 12)  | <b>1</b>  | 276,273,222  |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)   | <b>2</b>  | 238,638,945  |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1   | <b>3</b>  | 37,634,277   |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                      | <b>4</b>  | 275,501,274  |
| <b>5</b>  | Net unrealized gains (losses) on investments   | <b>5</b>  | (895,512)    |
| <b>6</b>  | Donated services and use of facilities   | <b>6</b>  |              |
| <b>7</b>  | Investment expenses  | <b>7</b>  |              |
| <b>8</b>  | Prior period adjustments   | <b>8</b>  |              |
| <b>9</b>  | Other changes in net assets or fund balances (explain in Schedule O)   | <b>9</b>  | (23,449,524) |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | <b>10</b> | 288,790,515  |

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

|   | Yes                                 | No                                  |
|---|-------------------------------------|-------------------------------------|
| <b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.  |                                     |                                     |
| <b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |                                     | <input checked="" type="checkbox"/> |
| <b>b</b> Were the organization's financial statements audited by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:<br><input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                 | <input checked="" type="checkbox"/> |                                     |
| <b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.  | <input checked="" type="checkbox"/> |                                     |
| <b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?  |                                     |                                     |
| <b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.  |                                     |                                     |



**Part VII**

**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

| (A) Name and Title   | (B) Average hours per week<br>(list any hours for related organizations below dotted line) | (C) Position<br>(Check all that apply) |                       |                                     |                                     |                                     |        | (D) Reportable compensation from the organization<br>(W-2/1099-MISC) | (E) Reportable compensation from related organizations<br>(W-2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|--|-----------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------|--|---|--|
|  |  | Individual trustee or director         | Institutional trustee | Officer                             | Key employee                        | Highest compensated employee        | Former |  |   |  |
| (25) GLENN L WILSON<br>-----<br>DIRECTOR                             | 1.0<br>-----<br>3.0  | <input checked="" type="checkbox"/>    |                       |                                     |                                     |                                     |        | 0  | 0   | 0  |
| (26) ROBERT FRANK<br>-----<br>COO                                    | 40.0<br>-----<br>0.0   |  |                       | <input checked="" type="checkbox"/> |                                     |                                     |        | 393,217  | 0   | 68,388   |
| (27) JOANNE R HAHEY<br>-----<br>SVP FINANCE AND CFO                  | 40.0<br>-----<br>7.0   |  |                       | <input checked="" type="checkbox"/> |                                     |                                     |        | 435,205  | 0   | 77,783   |
| (28) WILLIAM E HUFFNER<br>-----<br>CMO                               | 40.0<br>-----<br>1.0   |  |                       |                                     | <input checked="" type="checkbox"/> |                                     |        | 833,295  | 0   | 32,829   |
| (29) RUTH A JONES<br>-----<br>SVP & CNO                              | 40.0<br>-----<br>0.0   |  |                       |                                     | <input checked="" type="checkbox"/> |                                     |        | 381,620  | 0   | 22,203   |
| (30) KEVIN J CHAPPLE<br>-----<br>MANAGER ALLIED CLINICAL             | 40.0<br>-----<br>0.0   |  |                       |                                     |                                     | <input checked="" type="checkbox"/> |        | 171,350  | 0   | 22,311   |
| (31) NICHOLE L HILL<br>-----<br>PHYSICIST                            | 40.0<br>-----<br>0.0   |  |                       |                                     |                                     | <input checked="" type="checkbox"/> |        | 180,981  | 0   | 37,339   |
| (32) FRANCIS G LEE<br>-----<br>VP PHILANTHROPY                       | 1.0<br>-----<br>39.0   |  |                       |                                     |                                     | <input checked="" type="checkbox"/> |        | 234,809  | 0   | 22,280   |
| (33) PATTI K WILLIS<br>-----<br>VP EXTERNAL RELATIONS                | 40.0<br>-----<br>0.0   |  |                       |                                     |                                     | <input checked="" type="checkbox"/> |        | 340,226  | 0   | 28,583   |
| (34) BRIAN A LEUTNER<br>-----<br>VP CLINICAL AND AMBULATORY SERVICES | 40.0<br>-----<br>0.0   |  |                       |                                     |                                     | <input checked="" type="checkbox"/> |        | 162,368  | 0   | 30,546   |

**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

|  |   |
|--|---|
| Name of the organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | Employer identification number<br><b>52-0610538</b> |
|--|---|

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10  An organization that normally receives: (1) more than 33<sup>1</sup>/<sub>3</sub>% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33<sup>1</sup>/<sub>3</sub>% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations
  - g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1–10 above (see instructions)) | (iv) Is the organization listed in your governing document? |    | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|---|---|----|---|---|
|                                    |          |   | Yes   | No |   |   |
| (A)                                |          |   |   |    |   |   |
| (B)                                |          |   |   |    |   |   |
| (C)                                |          |   |   |    |   |   |
| (D)                                |          |   |   |    |   |   |
| (E)                                |          |   |   |    |   |   |
| <b>Total</b>                       |          |   |   |    |   |   |

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ►  | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|--|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .  |          |          |          |          |          |           |
| <b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .   |          |          |          |          |          |           |
| <b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .   |          |          |          |          |          |           |
| <b>4 Total.</b> Add lines 1 through 3 . . . . .  |          |          |          |          |          |           |
| <b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . . |          |          |          |          |          |           |
| <b>6 Public support.</b> Subtract line 5 from line 4   |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ►  | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018  | (f) Total                |
|--|----------|----------|----------|----------|-----------|--------------------------|
| <b>7</b> Amounts from line 4 . . . . .   |          |          |          |          |           |                          |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .   |          |          |          |          |           |                          |
| <b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .  |          |          |          |          |           |                          |
| <b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .  |          |          |          |          |           |                          |
| <b>11 Total support.</b> Add lines 7 through 10  |          |          |          |          |           |                          |
| <b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .  |          |          |          |          | <b>12</b> |                          |
| <b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . |          |          |          |          |           | <input type="checkbox"/> |

**Section C. Computation of Public Support Percentage**

|  |           |                          |
|--|-----------|--------------------------|
| <b>14</b> Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) . . . . .   | <b>14</b> | %                        |
| <b>15</b> Public support percentage from 2017 Schedule A, Part II, line 14 . . . . .   | <b>15</b> | %                        |
| <b>16a 33 1/3% support test—2018.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . .   |           | <input type="checkbox"/> |
| <b>b 33 1/3% support test—2017.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . .  |           | <input type="checkbox"/> |
| <b>17a 10%-facts-and-circumstances test—2018.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . .    |           | <input type="checkbox"/> |
| <b>b 10%-facts-and-circumstances test—2017.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . |           | <input type="checkbox"/> |
| <b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .   |           | <input type="checkbox"/> |

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) ►   | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")   |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose . . . . |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513   |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . .  |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . .  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5 . . . .   |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons . . . .  |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year . . . .           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b . . . .  |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6.) . . . .  |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ►   | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6 . . . .  |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . .  |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 . . . .  |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b . . . .  |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on . . . .   |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . .   |          |          |          |          |          |           |
| <b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.) . . . .  |          |          |          |          |          |           |
| <b>14 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . <input type="checkbox"/> |          |          |          |          |          |           |

**Section C. Computation of Public Support Percentage**

|   |           |   |
|---|-----------|---|
| <b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) . . . . | <b>15</b> | % |
| <b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 . . . .                       | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|   |           |   |
|---|-----------|---|
| <b>17</b> Investment income percentage for <b>2018</b> (line 10c, column (f), divided by line 13, column (f)) . . . .   | <b>17</b> | % |
| <b>18</b> Investment income percentage from <b>2017</b> Schedule A, Part III, line 17 . . . .   | <b>18</b> | % |
| <b>19a 33 1/3% support tests—2018.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . <input type="checkbox"/>         |           |   |
| <b>b 33 1/3% support tests—2017.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization . . . . <input type="checkbox"/> |           |   |
| <b>20 Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . . . . <input type="checkbox"/>   |           |   |

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

|     |  | Yes | No |
|-----|--|-----|----|
| 1   | Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>   |     |    |
| 2   | Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>  |     |    |
| 3a  | Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>   |     |    |
| 3b  | Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>  |     |    |
| 3c  | Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>   |     |    |
| 4a  | Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>  |     |    |
| 4b  | Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>   |     |    |
| 4c  | Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>  |     |    |
| 5a  | Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i> |     |    |
| 5b  | <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?   |     |    |
| 5c  | <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?  |     |    |
| 6   | Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| 7   | Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>   |     |    |
| 8   | Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>   |     |    |
| 9a  | Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| 9b  | Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>   |     |    |
| 9c  | Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>  |     |    |
| 10a | Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>  |     |    |
| 10b | Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>  |     |    |



**Part IV Supporting Organizations** (continued)

|  | Yes        | No |
|--|------------|----|
| <b>11</b> Has the organization accepted a gift or contribution from any of the following persons?  |            |    |
| <b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | <b>11a</b> |    |
| <b>b</b> A family member of a person described in (a) above?   | <b>11b</b> |    |
| <b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .                                       | <b>11c</b> |    |

**Section B. Type I Supporting Organizations**

|   | Yes      | No |
|---|----------|----|
| <b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year. | <b>1</b> |    |
| <b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.   | <b>2</b> |    |

**Section C. Type II Supporting Organizations**

|  | Yes      | No |
|--|----------|----|
| <b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). | <b>1</b> |    |

**Section D. All Type III Supporting Organizations**

|   | Yes      | No |
|---|----------|----|
| <b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | <b>1</b> |    |
| <b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).   | <b>2</b> |    |
| <b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.  | <b>3</b> |    |

**Section E. Type III Functionally Integrated Supporting Organizations**

|   |           |  |
|---|-----------|--|
| <b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).  |           |  |
| <b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.   |           |  |
| <b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.  |           |  |
| <b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).  |           |  |
| <b>2</b> Activities Test. <b>Answer (a) and (b) below.</b>  |           |  |
| <b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI identify those supported organizations and explain</b> how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. | <b>2a</b> |  |
| <b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.  | <b>2b</b> |  |
| <b>3</b> Parent of Supported Organizations. <b>Answer (a) and (b) below.</b>  |           |  |
| <b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .   | <b>3a</b> |  |
| <b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.   | <b>3b</b> |  |

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1**  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| <b>Section A—Adjusted Net Income</b>  |           | (A) Prior Year | (B) Current Year (optional) |
|---|-----------|----------------|-----------------------------|
| <b>1</b> Net short-term capital gain  | <b>1</b>  |                |                             |
| <b>2</b> Recoveries of prior-year distributions   | <b>2</b>  |                |                             |
| <b>3</b> Other gross income (see instructions)  | <b>3</b>  |                |                             |
| <b>4</b> Add lines 1 through 3.   | <b>4</b>  |                |                             |
| <b>5</b> Depreciation and depletion   | <b>5</b>  |                |                             |
| <b>6</b> Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | <b>6</b>  |                |                             |
| <b>7</b> Other expenses (see instructions)  | <b>7</b>  |                |                             |
| <b>8 Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)   | <b>8</b>  |                |                             |
| <b>Section B—Minimum Asset Amount</b>   |           | (A) Prior Year | (B) Current Year (optional) |
| <b>1</b> Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):  |           |                |                             |
| <b>a</b> Average monthly value of securities  | <b>1a</b> |                |                             |
| <b>b</b> Average monthly cash balances  | <b>1b</b> |                |                             |
| <b>c</b> Fair market value of other non-exempt-use assets   | <b>1c</b> |                |                             |
| <b>d Total</b> (add lines 1a, 1b, and 1c)   | <b>1d</b> |                |                             |
| <b>e Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):   |           |                |                             |
| <b>2</b> Acquisition indebtedness applicable to non-exempt-use assets   | <b>2</b>  |                |                             |
| <b>3</b> Subtract line 2 from line 1d.  | <b>3</b>  |                |                             |
| <b>4</b> Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).  | <b>4</b>  |                |                             |
| <b>5</b> Net value of non-exempt-use assets (subtract line 4 from line 3)   | <b>5</b>  |                |                             |
| <b>6</b> Multiply line 5 by .035.   | <b>6</b>  |                |                             |
| <b>7</b> Recoveries of prior-year distributions   | <b>7</b>  |                |                             |
| <b>8 Minimum Asset Amount</b> (add line 7 to line 6)  | <b>8</b>  |                |                             |
| <b>Section C—Distributable Amount</b>   |           |                | Current Year                |
| <b>1</b> Adjusted net income for prior year (from Section A, line 8, Column A)  | <b>1</b>  |                |                             |
| <b>2</b> Enter 85% of line 1.   | <b>2</b>  |                |                             |
| <b>3</b> Minimum asset amount for prior year (from Section B, line 8, Column A)   | <b>3</b>  |                |                             |
| <b>4</b> Enter greater of line 2 or line 3.   | <b>4</b>  |                |                             |
| <b>5</b> Income tax imposed in prior year   | <b>5</b>  |                |                             |
| <b>6 Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).   | <b>6</b>  |                |                             |
| <b>7</b> <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).                                |           |                |                             |

Schedule A (Form 990 or 990-EZ) 2018



**Schedule of Contributors**

**2018**

▶ **Attach to Form 990, Form 990-EZ, or Form 990-PF.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

|  |   |
|--|---|
| Name of the organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | Employer identification number<br><b>52-0610538</b> |
|--|---|

**Organization type** (check one):

**Filers of:**

**Section:**

- Form 990 or 990-EZ  501(c)( **3** ) (enter number) organization
- 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
- 527 political organization
- Form 990-PF  501(c)(3) exempt private foundation
- 4947(a)(1) nonexempt charitable trust treated as a private foundation
- 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor’s total contributions.

**Special Rules**

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33<sup>1</sup>/<sub>3</sub>% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering “N/A” in column (b) instead of the contributor name and address), II, and III.
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don’t complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year . . . . . ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn’t covered by the General Rule and/or the Special Rules doesn’t file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer “No” on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn’t meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

|  |   |
|--|---|
| Name of organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | Employer identification number<br><b>52-0610538</b> |
|--|---|

**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

| (a)<br>No. | (b)<br>Name, address, and ZIP + 4 | (c)<br>Total contributions | (d)<br>Type of contribution  |
|------------|-----------------------------------|----------------------------|--|
| 1          | -----<br>-----<br>-----           | \$ ----- 58,500            | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 2          | -----<br>-----<br>-----           | \$ ----- 125,755           | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 3          | -----<br>-----<br>-----           | \$ ----- 5,093,390         | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 4          | -----<br>-----<br>-----           | \$ ----- 28,000            | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 5          | -----<br>-----<br>-----           | \$ ----- 17,327            | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |
| 6          | -----<br>-----<br>-----           | \$ ----- 30,000            | <b>Person</b> <input checked="" type="checkbox"/><br><b>Payroll</b> <input type="checkbox"/><br><b>Noncash</b> <input type="checkbox"/><br>(Complete Part II for noncash contributions.) |



|  |   |
|--|---|
| Name of organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | <b>Employer identification number</b><br>52-0610538 |
|--|---|

**Part II** **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

| <b>(a) No.<br/>from<br/>Part I</b> | <b>(b)<br/>Description of noncash property given</b> | <b>(c)<br/>FMV (or estimate)<br/>(See instructions.)</b> | <b>(d)<br/>Date received</b> |
|------------------------------------|--|--|------------------------------|
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |
| -----                              | -----<br>-----<br>-----<br>-----                     | \$-----  | -----                        |

|  |   |
|--|---|
| Name of organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | Employer identification number<br><b>52-0610538</b> |
|--|---|

**Part III** *Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.* Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ▶ \$ \_\_\_\_\_  
 Use duplicate copies of Part III if additional space is needed.

| (a) No. from Part I | (b) Purpose of gift     | (c) Use of gift         | (d) Description of how gift is held |
|---------------------|-------------------------|-------------------------|-------------------------------------|
| -----               | -----<br>-----<br>----- | -----<br>-----<br>----- | -----<br>-----<br>-----             |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
| -----<br>-----<br>-----                 | -----<br>-----<br>-----                  |

| (a) No. from Part I | (b) Purpose of gift     | (c) Use of gift         | (d) Description of how gift is held |
|---------------------|-------------------------|-------------------------|-------------------------------------|
| -----               | -----<br>-----<br>----- | -----<br>-----<br>----- | -----<br>-----<br>-----             |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
| -----<br>-----<br>-----                 | -----<br>-----<br>-----                  |

| (a) No. from Part I | (b) Purpose of gift     | (c) Use of gift         | (d) Description of how gift is held |
|---------------------|-------------------------|-------------------------|-------------------------------------|
| -----               | -----<br>-----<br>----- | -----<br>-----<br>----- | -----<br>-----<br>-----             |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
| -----<br>-----<br>-----                 | -----<br>-----<br>-----                  |

| (a) No. from Part I | (b) Purpose of gift     | (c) Use of gift         | (d) Description of how gift is held |
|---------------------|-------------------------|-------------------------|-------------------------------------|
| -----               | -----<br>-----<br>----- | -----<br>-----<br>----- | -----<br>-----<br>-----             |

| (e) Transfer of gift                    |  |
|---|--|
| Transferee's name, address, and ZIP + 4 | Relationship of transferor to transferee |
| -----<br>-----<br>-----                 | -----<br>-----<br>-----                  |

**SCHEDULE C**  
**(Form 990 or 990-EZ)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**For Organizations Exempt From Income Tax Under section 501(c) and section 527**

▶ **Complete if the organization is described below.** ▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

**If the organization answered "Yes," on Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then**

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

**If the organization answered "Yes," on Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then**

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

**If the organization answered "Yes," on Form 990, Part IV, line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then**

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

|  |   |
|--|---|
| Name of organization<br><b>SHORE HEALTH SYSTEM, INC.</b> | Employer identification number<br><b>52-0610538</b> |
|--|---|

**Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.**

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. (see instructions for definition of "political campaign activities")
- 2 Political campaign activity expenditures (see instructions) . . . . . ▶ \$
- 3 Volunteer hours for political campaign activities (see instructions) . . . . .

**Part I-B Complete if the organization is exempt under section 501(c)(3).**

- 1 Enter the amount of any excise tax incurred by the organization under section 4955 . . . . . ▶ \$
- 2 Enter the amount of any excise tax incurred by organization managers under section 4955 . . . . . ▶ \$
- 3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? . . . . .  Yes  No
- 4a Was a correction made? . . . . .  Yes  No
- b If "Yes," describe in Part IV.

**Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).**

- 1 Enter the amount directly expended by the filing organization for section 527 exempt function activities . . . . . ▶ \$
- 2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities . . . . . ▶ \$
- 3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b . . . . . ▶ \$
- 4 Did the filing organization file **Form 1120-POL** for this year? . . . . .  Yes  No
- 5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

| (a) Name | (b) Address | (c) EIN | (d) Amount paid from filing organization's funds. If none, enter -0-. | (e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-. |
|----------|-------------|---------|---|--|
| (1)      |             |         |   |  |
| (2)      |             |         |   |  |
| (3)      |             |         |   |  |
| (4)      |             |         |   |  |
| (5)      |             |         |   |  |
| (6)      |             |         |   |  |

**Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).**

- A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check  if the filing organization checked box A and "limited control" provisions apply.

| <b>Limits on Lobbying Expenditures</b><br><b>(The term "expenditures" means amounts paid or incurred.)</b>   |   | (a) Filing organization's totals                | (b) Affiliated group totals  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
|--|---|---|--|--------------------|-------------------------------|---|--|---|--|--|---|-------------------|--------------|--|--|
| <b>1a</b>  | Total lobbying expenditures to influence public opinion (grass roots lobbying) . . . . .  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>b</b>   | Total lobbying expenditures to influence a legislative body (direct lobbying) . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>c</b>   | Total lobbying expenditures (add lines 1a and 1b) . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>d</b>   | Other exempt purpose expenditures . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>e</b>   | Total exempt purpose expenditures (add lines 1c and 1d) . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>f</b>   | Lobbying nontaxable amount. Enter the amount from the following table in both columns.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">If the amount on line 1e, column (a) or (b) is:</th> <th style="text-align: left;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table> |   | If the amount on line 1e, column (a) or (b) is: | The lobbying nontaxable amount is:                                     | Not over \$500,000 | 20% of the amount on line 1e. | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000. | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000. | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000. | Over \$17,000,000 | \$1,000,000. |  |  |
| If the amount on line 1e, column (a) or (b) is:  | The lobbying nontaxable amount is:  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Not over \$500,000   | 20% of the amount on line 1e.   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$500,000 but not over \$1,000,000  | \$100,000 plus 15% of the excess over \$500,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$1,000,000 but not over \$1,500,000  | \$175,000 plus 10% of the excess over \$1,000,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$1,500,000 but not over \$17,000,000   | \$225,000 plus 5% of the excess over \$1,500,000.   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| Over \$17,000,000  | \$1,000,000.  |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>g</b>   | Grassroots nontaxable amount (enter 25% of line 1f) . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>h</b>   | Subtract line 1g from line 1a. If zero or less, enter -0- . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>i</b>   | Subtract line 1f from line 1c. If zero or less, enter -0- . . . . .   |   |  |                    |                               |   |  |   |  |  |   |                   |              |  |  |
| <b>j</b>   | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? . . . . . |   | <input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> |                    |                               |   |  |   |  |  |   |                   |              |  |  |

**4-Year Averaging Period Under Section 501(h)**  
**(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)**

| <b>Lobbying Expenditures During 4-Year Averaging Period</b> |   |          |          |          |           |
|---|---|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in)                 | (a) 2015  | (b) 2016 | (c) 2017 | (d) 2018 | (e) Total |
| <b>2a</b>   | Lobbying nontaxable amount                              |          |          |          |           |
| <b>b</b>  | Lobbying ceiling amount (150% of line 2a, column (e))   |          |          |          |           |
| <b>c</b>  | Total lobbying expenditures                             |          |          |          |           |
| <b>d</b>  | Grassroots nontaxable amount                            |          |          |          |           |
| <b>e</b>  | Grassroots ceiling amount (150% of line 2d, column (e)) |          |          |          |           |
| <b>f</b>  | Grassroots lobbying expenditures                        |          |          |          |           |

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

For each "Yes," response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

|   | (a) |    | (b)    |
|---|-----|----|--------|
|   | Yes | No | Amount |
| <b>1</b> During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: |     |    |        |
| <b>a</b> Volunteers?  |     | ✓  |        |
| <b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?   |     | ✓  |        |
| <b>c</b> Media advertisements?  |     | ✓  |        |
| <b>d</b> Mailings to members, legislators, or the public?   |     | ✓  |        |
| <b>e</b> Publications, or published or broadcast statements?  |     | ✓  |        |
| <b>f</b> Grants to other organizations for lobbying purposes?   |     | ✓  |        |
| <b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?  |     | ✓  |        |
| <b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?  |     | ✓  |        |
| <b>i</b> Other activities?  | ✓   |    | 12,599 |
| <b>j</b> Total. Add lines 1c through 1i   |     |    | 12,599 |
| <b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?   |     | ✓  |        |
| <b>b</b> If "Yes," enter the amount of any tax incurred under section 4912  |     |    |        |
| <b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912   |     |    |        |
| <b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?   |     |    |        |

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

|  | Yes      | No |
|--|----------|----|
| <b>1</b> Were substantially all (90% or more) dues received nondeductible by members?  | <b>1</b> |    |
| <b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?                                   | <b>2</b> |    |
| <b>3</b> Did the organization agree to carry over lobbying and political campaign activity expenditures from the prior year? | <b>3</b> |    |

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No," OR (b) Part III-A, line 3, is answered "Yes."**

|   |           |  |
|---|-----------|--|
| <b>1</b> Dues, assessments and similar amounts from members   | <b>1</b>  |  |
| <b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).   |           |  |
| <b>a</b> Current year   | <b>2a</b> |  |
| <b>b</b> Carryover from last year   | <b>2b</b> |  |
| <b>c</b> Total  | <b>2c</b> |  |
| <b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues  | <b>3</b>  |  |
| <b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year? | <b>4</b>  |  |
| <b>5</b> Taxable amount of lobbying and political expenditures (see instructions)   | <b>5</b>  |  |

**Part IV Supplemental Information**

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

SEE NEXT PAGE

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Part IV

**Supplemental Information.** Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions); and Part II-B, line 1. Also, complete this part for any additional information.

| Return Reference - Identifier   | Explanation   |
|---|---|
| SCHEDULE C, PART II-B, LINE 1 - DETAILED DESCRIPTION OF THE LOBBYING ACTIVITY | SHS PAYS MEMBERSHIP DUES TO THE MARYLAND HOSPITAL ASSOCIATION (MHA) AND THE AMERICAN HOSPITAL ASSOCIATION (AHA). MHA AND AHA ENGAGE IN MANY SUPPORT ACTIVITIES INCLUDING LOBBYING AND ADVOCATING FOR THEIR MEMBER HOSPITALS. THE MHA AND AHA REPORTED THAT 4.8% AND 22.73% OF MEMBER DUES WERE USED FOR LOBBYING PURPOSES AND AS SUCH, SHS HAS REPORTED THIS AMOUNT ON SCHEDULE C PART II-B AS LOBBYING ACTIVITIES. |

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization: SHORE HEALTH SYSTEM, INC. Employer identification number: 52-0610538

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows include: 1 Total number at end of year, 2 Aggregate value of contributions to (during year), 3 Aggregate value of grants from (during year), 4 Aggregate value at end of year, 5 Did the organization inform all donors... Yes No, 6 Did the organization inform all grantees... Yes No

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 2 columns: Description, Held at the End of the Tax Year. Rows include: 1 Purpose(s) of conservation easements, 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution... 2a Total number of conservation easements, 2b Total acreage restricted by conservation easements, 2c Number of conservation easements on a certified historic structure, 2d Number of conservation easements included in (c) acquired after 7/25/06, 3 Number of conservation easements modified, transferred, released, extinguished, or terminated, 4 Number of states where property subject to conservation easement is located, 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No, 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year, 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year \$, 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No, 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 2 columns: Description, Amount. Rows include: 1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items. b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 \$, (ii) Assets included in Form 990, Part X \$, 2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1 \$, b Assets included in Form 990, Part X \$

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** *(continued)*

**3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a**  Public exhibition
- b**  Scholarly research
- c**  Preservation for future generations
- d**  Loan or exchange programs
- e**  Other .....

**4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

**5** During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  **Yes**  **No**

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

**1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  **Yes**  **No**

**b** If "Yes," explain the arrangement in Part XIII and complete the following table:

|   | Amount |
|---|--------|
| <b>1c</b> Beginning balance             |        |
| <b>1d</b> Additions during the year     |        |
| <b>1e</b> Distributions during the year |        |
| <b>1f</b> Ending balance                |        |

**2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  **Yes**  **No**

**b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

|   | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| <b>1a</b> Beginning of year balance                     | 2,404,542        | 2,404,542      | 2,404,542          | 2,404,542            | 2,404,542           |
| <b>b</b> Contributions                                  |                  |                |                    |                      |                     |
| <b>c</b> Net investment earnings, gains, and losses     |                  |                |                    |                      |                     |
| <b>d</b> Grants or scholarships                         |                  |                |                    |                      |                     |
| <b>e</b> Other expenditures for facilities and programs |                  |                |                    |                      |                     |
| <b>f</b> Administrative expenses                        |                  |                |                    |                      |                     |
| <b>g</b> End of year balance                            | 2,404,542        | 2,404,542      | 2,404,542          | 2,404,542            | 2,404,542           |

**2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment ▶ 0.00 %
- b** Permanent endowment ▶ 100.00 %
- c** Temporarily restricted endowment ▶ 0.00 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** unrelated organizations
- (ii)** related organizations

|               | Yes | No |
|---------------|-----|----|
| <b>3a(i)</b>  |     | ✓  |
| <b>3a(ii)</b> | ✓   |    |
| <b>3b</b>     | ✓   |    |

**b** If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

**4** Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| <b>1a</b> Land   |                                      | 16,446,605                      |                              | 16,446,605     |
| <b>b</b> Buildings   |                                      | 144,473,303                     | 78,712,646                   | 65,760,657     |
| <b>c</b> Leasehold improvements  |                                      | 0                               | 0                            | 0              |
| <b>d</b> Equipment   |                                      | 149,903,049                     | 117,151,938                  | 32,751,111     |
| <b>e</b> Other   |                                      | 9,849,746                       | 1,191,620                    | 8,658,126      |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 |                              | 123,616,499    |

**Part VII Investments—Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category<br>(including name of security)     | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|---|----------------|--|
| (1) Financial derivatives . . . . .   |                |  |
| (2) Closely-held equity interests . . . . .                                 |                |  |
| (3) Other   |                |  |
| (A) ALTERNATIVE INVESTMENTS   | 62,261,000     | END OF YEAR MARKET VALUE                                     |
| (B)   |                |  |
| (C)   |                |  |
| (D)   |                |  |
| (E)   |                |  |
| (F)   |                |  |
| (G)   |                |  |
| (H)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) ► | 62,261,000     |  |

**Part VIII Investments—Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment   | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|---|----------------|--|
| (1)   |                |  |
| (2)   |                |  |
| (3)   |                |  |
| (4)   |                |  |
| (5)   |                |  |
| (6)   |                |  |
| (7)   |                |  |
| (8)   |                |  |
| (9)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 13.) ► |                |  |

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description   | (b) Book value |
|---|----------------|
| (1) ASSETS OF RELATED ORGANIZATION  | 79,326,288     |
| (2) ASSETS WHOSE USE IS LIMITED   | 5,881,659      |
| (3) MALPRACTICE REINSURANCE   | 27,748,123     |
| (4) TERRAPIN REINSURANCE  | 8,764,399      |
| (5) OTHER RECEIVABLES   | 4,188,451      |
| (6) DUE FROM AFFILIATES   | 10,553,066     |
| (7) INVESTMENT IN SUBSIDIARIES  | 1,852,089      |
| (8) CONSTRUCTION FUNDS  | 25,987,000     |
| (9)   |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) . . . . . ► | 169,665,324    |

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability   | (b) Book value |  |
|---|----------------|--|
| (1) Federal income taxes  |                |  |
| (2) DUE TO AFFILIATES   | 70,674,644     |  |
| (3) OTHER LIABILITIES   | 18,923,813     |  |
| (4) MALPRACTICE   | 17,833,127     |  |
| (5) MALPRACTICE REINSURANCE   | 0              |  |
| (6) ADVANCES FROM 3RD PARTY PAYORS  | 5,561,755      |  |
| (7)   |                |  |
| (8)   |                |  |
| (9)   |                |  |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ► | 112,993,339    |  |

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII



**Schedule D**

Other Assets - Complete if the organization answered "Yes" to

**Part IX**

Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

| (a) Description                 | (b) Book values |
|---------------------------------|-----------------|
| Investments held for collateral | 4,091,333       |
| Escrow                          | 1,272,916       |



**Part XIII**

**Supplemental Information.** Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

| Return Reference - Identifier                                 | Explanation  |
|---|--|
| SCHEDULE D, PART V, LINE 4 - INTENDED USES OF ENDOWMENT FUNDS | MEMORIAL HOSPITAL FOUNDATION ENDOWMENT FUNDS ARE USED TO SUPPORT THE HEALTHCARE MISSION OF SHS. INVESTMENT EARNINGS ON THE ENDOWMENT FUND ARE TRANSFERRED TO TEMPORARILY RESTRICTED AND UNRESTRICTED FUNDS IN SUPPORT OF THE ORGANIZATION'S TAX EXEMPT MISSION.  |
| SCHEDULE D, PART X, LINE 2 - FIN 48 (ASC 740) FOOTNOTE        | THE ORGANIZATION IS A SUBSIDIARY OF THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION (THE CORPORATION). THE CORPORATION ADOPTED THE PROVISIONS OF ASC 740, ACCOUNTING FOR UNCERTAINTY IN THE INCOME TAXES (FIN 48) ON JULY 1, 2007. THE FOOTNOTE RELATED TO ASC 740 IN THE CORPORATION'S AUDITED FINANCIAL STATEMENTS IS AS FOLLOWS: THE CORPORATION FOLLOWS A THRESHOLD OF MORE-LIKELY-THAN-NOT FOR RECOGNITION AND DERECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN. MANAGEMENT DOES NOT BELIEVE THAT THERE ARE ANY UNRECOGNIZED TAX LIABILITIES OR BENEFITS THAT SHOULD BE RECOGNIZED. |

**SCHEDULE H  
(Form 990)**

**Hospitals**

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, question 20.**  
 ▶ **Attach to Form 990.**  
 ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

Department of the Treasury  
Internal Revenue Service

|  |   |
|--|---|
| <b>Name of the organization</b><br>SHORE HEALTH SYSTEM, INC. | <b>Employer identification number</b><br>52 0610538 |
|--|---|

**Part I Financial Assistance and Certain Other Community Benefits at Cost**

|  | Yes | No |
|--|-----|----|
| <b>1a</b> Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a . . . . .  | ✓   |    |
| <b>b</b> If "Yes," was it a written policy? . . . . .  | ✓   |    |
| <b>2</b> If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year.<br><input checked="" type="checkbox"/> Applied uniformly to all hospital facilities <input type="checkbox"/> Applied uniformly to most hospital facilities<br><input type="checkbox"/> Generally tailored to individual hospital facilities |     |    |
| <b>3</b> Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year.  |     |    |
| <b>a</b> Did the organization use Federal Poverty Guidelines (FPG) as a factor in determining eligibility for providing <i>free care</i> ? If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care:<br><input type="checkbox"/> 100% <input type="checkbox"/> 150% <input checked="" type="checkbox"/> 200% <input type="checkbox"/> Other _____%  | ✓   |    |
| <b>b</b> Did the organization use FPG as a factor in determining eligibility for providing <i>discounted care</i> ? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care: . . . . .<br><input type="checkbox"/> 200% <input type="checkbox"/> 250% <input checked="" type="checkbox"/> 300% <input type="checkbox"/> 350% <input type="checkbox"/> 400% <input type="checkbox"/> Other _____%               | ✓   |    |
| <b>c</b> If the organization used factors other than FPG in determining eligibility, describe in Part VI the criteria used for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, as a factor in determining eligibility for free or discounted care.   |     |    |
| <b>4</b> Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"? . . . . .  | ✓   |    |
| <b>5a</b> Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?  | ✓   |    |
| <b>b</b> If "Yes," did the organization's financial assistance expenses exceed the budgeted amount? . . . . .  | ✓   |    |
| <b>c</b> If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care? . . . . .  |     | ✓  |
| <b>6a</b> Did the organization prepare a community benefit report during the tax year? . . . . .   | ✓   |    |
| <b>b</b> If "Yes," did the organization make it available to the public? . . . . .   | ✓   |    |

**7 Financial Assistance and Certain Other Community Benefits at Cost**

|  | (a) Number of activities or programs (optional) | (b) Persons served (optional) | (c) Total community benefit expense | (d) Direct offsetting revenue | (e) Net community benefit expense | (f) Percent of total expense |
|--|---|-------------------------------|-------------------------------------|-------------------------------|-----------------------------------|------------------------------|
| <b>Financial Assistance and Means-Tested Government Programs</b>   |   |                               |                                     |                               |                                   |                              |
| <b>a</b> Financial Assistance at cost (from Worksheet 1) . . . . .   |   |                               | 1,842,282                           | 0                             | 1,842,282                         | 0.80                         |
| <b>b</b> Medicaid (from Worksheet 3, column a)   |   |                               |                                     |                               | 0                                 | 0.00                         |
| <b>c</b> Costs of other means-tested government programs (from Worksheet 3, column b) . . . . .              |   |                               |                                     |                               | 0                                 | 0.00                         |
| <b>d Total.</b> Financial Assistance and Means-Tested Government Programs                                    | 0   | 0                             | 1,842,282                           | 0                             | 1,842,282                         | 0.80                         |
| <b>Other Benefits</b>  |   |                               |                                     |                               |                                   |                              |
| <b>e</b> Community health improvement services and community benefit operations (from Worksheet 4) . . . . . |   |                               | 734,180                             | 0                             | 734,180                           | 0.32                         |
| <b>f</b> Health professions education (from Worksheet 5) . . . . .   |   |                               | 1,292,322                           | 0                             | 1,292,322                         | 0.56                         |
| <b>g</b> Subsidized health services (from Worksheet 6) . . . . .   |   |                               | 26,967,357                          | 21,340                        | 26,946,017                        | 11.73                        |
| <b>h</b> Research (from Worksheet 7) . . . . .   |   |                               |                                     |                               | 0                                 | 0.00                         |
| <b>i</b> Cash and in-kind contributions for community benefit (from Worksheet 8) . . . . .                   |   |                               | 239,480                             | 0                             | 239,480                           | 0.10                         |
| <b>j Total.</b> Other Benefits . . . . .   | 0   | 0                             | 29,233,339                          | 21,340                        | 29,211,999                        | 12.72                        |
| <b>k Total.</b> Add lines 7d and 7j . . . . .  | 0   | 0                             | 31,075,621                          | 21,340                        | 31,054,281                        | 13.52                        |

**Part II Community Building Activities** Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

|   | (a) Number of activities or programs (optional) | (b) Persons served (optional) | (c) Total community building expense | (d) Direct offsetting revenue | (e) Net community building expense | (f) Percent of total expense |
|---|---|-------------------------------|--------------------------------------|-------------------------------|------------------------------------|------------------------------|
| 1 Physical improvements and housing                         |   |                               |                                      |                               | 0                                  | 0.00                         |
| 2 Economic development                                      |   |                               | 13,756                               |                               | 13,756                             | 0.01                         |
| 3 Community support   |   |                               | 3,799                                |                               | 3,799                              | 0.00                         |
| 4 Environmental improvements                                |   |                               |                                      |                               | 0                                  | 0.00                         |
| 5 Leadership development and training for community members |   |                               |                                      |                               | 0                                  | 0.00                         |
| 6 Coalition building  |   |                               | 46,826                               |                               | 46,826                             | 0.02                         |
| 7 Community health improvement advocacy                     |   |                               | 9,688                                |                               | 9,688                              | 0.00                         |
| 8 Workforce development                                     |   |                               |                                      |                               | 0                                  | 0.00                         |
| 9 Other   |   |                               | 408                                  |                               | 408                                | 0.00                         |
| 10 Total  | 0   | 0                             | 74,477                               | 0                             | 74,477                             | 0.03                         |

**Part III Bad Debt, Medicare, & Collection Practices**

**Section A. Bad Debt Expense**

- Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15? **1**  Yes  No
- Enter the amount of the organization's bad debt expense. Explain in Part VI the methodology used by the organization to estimate this amount . . . . . **2** | 6,084,088
- Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy. Explain in Part VI the methodology used by the organization to estimate this amount and the rationale, if any, for including this portion of bad debt as community benefit. . . . . **3** | 0
- Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense or the page number on which this footnote is contained in the attached financial statements.

**Section B. Medicare**

- Enter total revenue received from Medicare (including DSH and IME) . . . . . **5** | 114,359,201
- Enter Medicare allowable costs of care relating to payments on line 5 . . . . . **6** | 88,006,284
- Subtract line 6 from line 5. This is the surplus (or shortfall) . . . . . **7** | 26,352,917
- Describe in Part VI the extent to which any shortfall reported in line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used:  
 Cost accounting system     Cost to charge ratio     Other

**Section C. Collection Practices**

- 9a Did the organization have a written debt collection policy during the tax year? . . . . . **9a**  Yes  No
- 9b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI . . . . . **9b**  Yes  No

**Part IV Management Companies and Joint Ventures** (owned 10% or more by officers, directors, trustees, key employees, and physicians—see instructions)

| (a) Name of entity | (b) Description of primary activity of entity | (c) Organization's profit % or stock ownership % | (d) Officers, directors, trustees, or key employees' profit % or stock ownership % | (e) Physicians' profit % or stock ownership % |
|--------------------|---|--|--|---|
| 1                  |   |  |  |   |
| 2                  |   |  |  |   |
| 3                  |   |  |  |   |
| 4                  |   |  |  |   |
| 5                  |   |  |  |   |
| 6                  |   |  |  |   |
| 7                  |   |  |  |   |
| 8                  |   |  |  |   |
| 9                  |   |  |  |   |
| 10                 |   |  |  |   |
| 11                 |   |  |  |   |
| 12                 |   |  |  |   |
| 13                 |   |  |  |   |

**Part V Facility Information**

**Section A. Hospital Facilities**

(list in order of size, from largest to smallest—see instructions)

How many hospital facilities did the organization operate during the tax year? 2

Name, address, primary website address, and state license number (and if a group return, the name and EIN of the subordinate hospital organization that operates the hospital facility)

|   | Licensed hospital | General medical & surgical | Children's hospital | Teaching hospital | Critical access hospital | Research facility | ER-24 hours | ER-other | Other (describe) | Facility reporting group |
|---|-------------------|----------------------------|---------------------|-------------------|--------------------------|-------------------|-------------|----------|------------------|--------------------------|
| <b>1</b> THE MEMORIAL HOSPITAL AT EASTON<br>219 S. WASHINGTON STREET, EASTON, MD 21601<br>WWW.UMMS.ORG/SHORE STATE LICENSE NO. : 20-003 | ✓                 | ✓                          |                     |                   |                          |                   | ✓           |          |                  | A                        |
| <b>2</b> DORCHESTER GENERAL HOSPITAL<br>300 BYRN STREET, CAMBRIDGE, MD 21613<br>WWW.UMMS.ORG/SHORE STATE LICENSE NO. : 09-002           | ✓                 | ✓                          |                     |                   |                          |                   | ✓           |          |                  | A                        |
| <b>3</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>4</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>5</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>6</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>7</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>8</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>9</b>  |                   |                            |                     |                   |                          |                   |             |          |                  |                          |
| <b>10</b>   |                   |                            |                     |                   |                          |                   |             |          |                  |                          |

**Part V Facility Information** *(continued)*

**Section B. Facility Policies and Practices**

(complete a separate Section B for each of the hospital facilities or facility reporting groups listed in Part V, Section A)

Name of hospital facility or letter of facility reporting group A

Line number of hospital facility, or line numbers of hospital facilities in a facility reporting group (from Part V, Section A): \_\_\_\_\_

**Community Health Needs Assessment**

|   | Yes | No |
|---|-----|----|
| <b>1</b> Was the hospital facility first licensed, registered, or similarly recognized by a state as a hospital facility in the current tax year or the immediately preceding tax year? . . . . .   |     | ✓  |
| <b>2</b> Was the hospital facility acquired or placed into service as a tax-exempt hospital in the current tax year or the immediately preceding tax year? If "Yes," provide details of the acquisition in Section C . . . . .  |     | ✓  |
| <b>3</b> During the tax year or either of the two immediately preceding tax years, did the hospital facility conduct a community health needs assessment (CHNA)? If "No," skip to line 12 . . . . .   | ✓   |    |
| If "Yes," indicate what the CHNA report describes (check all that apply):   |     |    |
| <b>a</b> <input checked="" type="checkbox"/> A definition of the community served by the hospital facility  |     |    |
| <b>b</b> <input checked="" type="checkbox"/> Demographics of the community  |     |    |
| <b>c</b> <input checked="" type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community  |     |    |
| <b>d</b> <input checked="" type="checkbox"/> How data was obtained  |     |    |
| <b>e</b> <input checked="" type="checkbox"/> The significant health needs of the community  |     |    |
| <b>f</b> <input checked="" type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups  |     |    |
| <b>g</b> <input checked="" type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs  |     |    |
| <b>h</b> <input checked="" type="checkbox"/> The process for consulting with persons representing the community's interests   |     |    |
| <b>i</b> <input checked="" type="checkbox"/> The impact of any actions taken to address the significant health needs identified in the hospital facility's prior CHNA(s)  |     |    |
| <b>j</b> <input type="checkbox"/> Other (describe in Section C)   |     |    |
| <b>4</b> Indicate the tax year the hospital facility last conducted a CHNA: 20 <u>18</u>  |     |    |
| <b>5</b> In conducting its most recent CHNA, did the hospital facility take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health? If "Yes," describe in Section C how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted . . . . . | ✓   |    |
| <b>6a</b> Was the hospital facility's CHNA conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Section C . . . . .  | ✓   |    |
| <b>6b</b> Was the hospital facility's CHNA conducted with one or more organizations other than hospital facilities? If "Yes," list the other organizations in Section C . . . . .   |     | ✓  |
| <b>7</b> Did the hospital facility make its CHNA report widely available to the public? . . . . .   | ✓   |    |
| If "Yes," indicate how the CHNA report was made widely available (check all that apply):  |     |    |
| <b>a</b> <input checked="" type="checkbox"/> Hospital facility's website (list url): <u>(SEE STATEMENT)</u>   |     |    |
| <b>b</b> <input type="checkbox"/> Other website (list url): _____   |     |    |
| <b>c</b> <input checked="" type="checkbox"/> Made a paper copy available for public inspection without charge at the hospital facility  |     |    |
| <b>d</b> <input type="checkbox"/> Other (describe in Section C)   |     |    |
| <b>8</b> Did the hospital facility adopt an implementation strategy to meet the significant community health needs identified through its most recently conducted CHNA? If "No," skip to line 11 . . . . .  | ✓   |    |
| <b>9</b> Indicate the tax year the hospital facility last adopted an implementation strategy: 20 <u>18</u>  |     |    |
| <b>10</b> Is the hospital facility's most recently adopted implementation strategy posted on a website? . . . . .   | ✓   |    |
| <b>a</b> If "Yes," (list url): <u>HTTPS://WWW.UMMS.ORG/SHORE/COMMUNITY/ASSESSMENT-IMPLEMENTATION-PLAN</u>   |     |    |
| <b>b</b> If "No," is the hospital facility's most recently adopted implementation strategy attached to this return? . . . . .   |     |    |
| <b>11</b> Describe in Section C how the hospital facility is addressing the significant needs identified in its most recently conducted CHNA and any such needs that are not being addressed together with the reasons why such needs are not being addressed.  |     |    |
| <b>12a</b> Did the organization incur an excise tax under section 4959 for the hospital facility's failure to conduct a CHNA as required by section 501(r)(3)? . . . . .  |     | ✓  |
| <b>12b</b> If "Yes" to line 12a, did the organization file Form 4720 to report the section 4959 excise tax? . . . . .   |     |    |
| <b>c</b> If "Yes" to line 12b, what is the total amount of section 4959 excise tax the organization reported on Form 4720 for all of its hospital facilities? \$  |     |    |

**Part V Facility Information** *(continued)*

**Financial Assistance Policy (FAP)**

Name of hospital facility or letter of facility reporting group A

|   |   | Yes | No |
|---|---|-----|----|
| Did the hospital facility have in place during the tax year a written financial assistance policy that: |   |     |    |
| <b>13</b>   | Explained eligibility criteria for financial assistance, and whether such assistance included free or discounted care? If "Yes," indicate the eligibility criteria explained in the FAP:  | ✓   |    |
| <b>a</b>  | <input checked="" type="checkbox"/> Federal poverty guidelines (FPG), with FPG family income limit for eligibility for free care of <u>2</u> <u>0</u> <u>0</u> % and FPG family income limit for eligibility for discounted care of <u>3</u> <u>0</u> <u>0</u> %  |     |    |
| <b>b</b>  | <input checked="" type="checkbox"/> Income level other than FPG (describe in Section C)   |     |    |
| <b>c</b>  | <input checked="" type="checkbox"/> Asset level   |     |    |
| <b>d</b>  | <input checked="" type="checkbox"/> Medical indigency   |     |    |
| <b>e</b>  | <input checked="" type="checkbox"/> Insurance status  |     |    |
| <b>f</b>  | <input checked="" type="checkbox"/> Underinsurance status   |     |    |
| <b>g</b>  | <input type="checkbox"/> Residency  |     |    |
| <b>h</b>  | <input type="checkbox"/> Other (describe in Section C)  |     |    |
| <b>14</b>   | Explained the basis for calculating amounts charged to patients? . . . . .  | ✓   |    |
| <b>15</b>   | Explained the method for applying for financial assistance? . . . . .<br>If "Yes," indicate how the hospital facility's FAP or FAP application form (including accompanying instructions) explained the method for applying for financial assistance (check all that apply):  | ✓   |    |
| <b>a</b>  | <input checked="" type="checkbox"/> Described the information the hospital facility may require an individual to provide as part of his or her application  |     |    |
| <b>b</b>  | <input checked="" type="checkbox"/> Described the supporting documentation the hospital facility may require an individual to submit as part of his or her application  |     |    |
| <b>c</b>  | <input checked="" type="checkbox"/> Provided the contact information of hospital facility staff who can provide an individual with information about the FAP and FAP application process  |     |    |
| <b>d</b>  | <input type="checkbox"/> Provided the contact information of nonprofit organizations or government agencies that may be sources of assistance with FAP applications   |     |    |
| <b>e</b>  | <input type="checkbox"/> Other (describe in Section C)  |     |    |
| <b>16</b>   | Was widely publicized within the community served by the hospital facility? . . . . .<br>If "Yes," indicate how the hospital facility publicized the policy (check all that apply):   | ✓   |    |
| <b>a</b>  | <input checked="" type="checkbox"/> The FAP was widely available on a website (list url): <u>(SEE STATEMENT)</u>  |     |    |
| <b>b</b>  | <input checked="" type="checkbox"/> The FAP application form was widely available on a website (list url): <u>(SEE STATEMENT)</u>   |     |    |
| <b>c</b>  | <input checked="" type="checkbox"/> A plain language summary of the FAP was widely available on a website (list url): <u>(SEE STATEMENT)</u>  |     |    |
| <b>d</b>  | <input checked="" type="checkbox"/> The FAP was available upon request and without charge (in public locations in the hospital facility and by mail)  |     |    |
| <b>e</b>  | <input checked="" type="checkbox"/> The FAP application form was available upon request and without charge (in public locations in the hospital facility and by mail)   |     |    |
| <b>f</b>  | <input checked="" type="checkbox"/> A plain language summary of the FAP was available upon request and without charge (in public locations in the hospital facility and by mail)  |     |    |
| <b>g</b>  | <input checked="" type="checkbox"/> Individuals were notified about the FAP by being offered a paper copy of the plain language summary of the FAP, by receiving a conspicuous written notice about the FAP on their billing statements, and via conspicuous public displays or other measures reasonably calculated to attract patients' attention |     |    |
| <b>h</b>  | <input checked="" type="checkbox"/> Notified members of the community who are most likely to require financial assistance about availability of the FAP   |     |    |
| <b>i</b>  | <input checked="" type="checkbox"/> The FAP, FAP application form, and plain language summary of the FAP were translated into the primary language(s) spoken by Limited English Proficiency (LEP) populations   |     |    |
| <b>j</b>  | <input type="checkbox"/> Other (describe in Section C)  |     |    |

**Part V Facility Information** *(continued)*

**Billing and Collections**

Name of hospital facility or letter of facility reporting group A

|   | Yes | No |
|---|-----|----|
| <b>17</b> Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy (FAP) that explained all of the actions the hospital facility or other authorized party may take upon nonpayment? . . . . . | ✓   |    |
| <b>18</b> Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP:                                |     |    |
| <b>a</b> <input type="checkbox"/> Reporting to credit agency(ies)   |     |    |
| <b>b</b> <input type="checkbox"/> Selling an individual's debt to another party   |     |    |
| <b>c</b> <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP  |     |    |
| <b>d</b> <input type="checkbox"/> Actions that require a legal or judicial process  |     |    |
| <b>e</b> <input type="checkbox"/> Other similar actions (describe in Section C)   |     |    |
| <b>f</b> <input checked="" type="checkbox"/> None of these actions or other similar actions were permitted  |     |    |
| <b>19</b> Did the hospital facility or other authorized party perform any of the following actions during the tax year before making reasonable efforts to determine the individual's eligibility under the facility's FAP? . . . . .   |     | ✓  |
| If "Yes," check all actions in which the hospital facility or a third party engaged:  |     |    |
| <b>a</b> <input type="checkbox"/> Reporting to credit agency(ies)   |     |    |
| <b>b</b> <input type="checkbox"/> Selling an individual's debt to another party   |     |    |
| <b>c</b> <input type="checkbox"/> Deferring, denying, or requiring a payment before providing medically necessary care due to nonpayment of a previous bill for care covered under the hospital facility's FAP  |     |    |
| <b>d</b> <input type="checkbox"/> Actions that require a legal or judicial process  |     |    |
| <b>e</b> <input type="checkbox"/> Other similar actions (describe in Section C)   |     |    |
| <b>20</b> Indicate which efforts the hospital facility or other authorized party made before initiating any of the actions listed (whether or not checked) in line 19 (check all that apply):   |     |    |
| <b>a</b> <input checked="" type="checkbox"/> Provided a written notice about upcoming ECAs (Extraordinary Collection Action) and a plain language summary of the FAP at least 30 days before initiating those ECAs (if not, describe in Section C)                                    |     |    |
| <b>b</b> <input checked="" type="checkbox"/> Made a reasonable effort to orally notify individuals about the FAP and FAP application process (if not, describe in Section C)  |     |    |
| <b>c</b> <input checked="" type="checkbox"/> Processed incomplete and complete FAP applications (if not, describe in Section C)   |     |    |
| <b>d</b> <input checked="" type="checkbox"/> Made presumptive eligibility determinations (if not, describe in Section C)  |     |    |
| <b>e</b> <input type="checkbox"/> Other (describe in Section C)   |     |    |
| <b>f</b> <input type="checkbox"/> None of these efforts were made   |     |    |

**Policy Relating to Emergency Medical Care**

|   |   |  |
|---|---|--|
| <b>21</b> Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that required the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy? . . . . . | ✓ |  |
| If "No," indicate why:  |   |  |
| <b>a</b> <input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions   |   |  |
| <b>b</b> <input type="checkbox"/> The hospital facility's policy was not in writing   |   |  |
| <b>c</b> <input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Section C)   |   |  |
| <b>d</b> <input type="checkbox"/> Other (describe in Section C)   |   |  |



**Part V Facility Information** *(continued)*

**Charges to Individuals Eligible for Assistance Under the FAP (FAP-Eligible Individuals)**

Name of hospital facility or letter of facility reporting group A

|           |   | Yes       | No |
|-----------|---|-----------|----|
| <b>22</b> | Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care.  |           |    |
| <b>a</b>  | <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service during a prior 12-month period   |           |    |
| <b>b</b>  | <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period  |           |    |
| <b>c</b>  | <input type="checkbox"/> The hospital facility used a look-back method based on claims allowed by Medicaid, either alone or in combination with Medicare fee-for-service and all private health insurers that pay claims to the hospital facility during a prior 12-month period                                  |           |    |
| <b>d</b>  | <input checked="" type="checkbox"/> The hospital facility used a prospective Medicare or Medicaid method  |           |    |
| <b>23</b> | During the tax year, did the hospital facility charge any FAP-eligible individual to whom the hospital facility provided emergency or other medically necessary services more than the amounts generally billed to individuals who had insurance covering such care? . . . . .<br>If "Yes," explain in Section C. | <b>23</b> | ✓  |
| <b>24</b> | During the tax year, did the hospital facility charge any FAP-eligible individual an amount equal to the gross charge for any service provided to that individual? . . . . .<br>If "Yes," explain in Section C.   | <b>24</b> | ✓  |

**Part V, Section C**

**Supplemental Information.** Section C. Supplemental Information for Part V, Section B. Provide descriptions required for Part V, Section B, lines 2, 3j, 5, 6a, 6b, 7d, 11, 13b, 13h, 15e, 16j, 18e, 19e, 20a, 20b, 20c, 20d, 20e, 21c, 21d, 23, and 24. If applicable, provide separate descriptions for each hospital facility in a facility reporting group, designated by facility reporting group letter and hospital facility line number from Part V, Section A ("A, 1," "A, 4," "B, 2," "B, 3," etc.) and name of hospital facility.

| Return Reference - Identifier  | Explanation  |
|--|--|
| SCHEDULE H, PART V, SECTION B, LINE 3E - THE SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY | FACILITY NAME REPORTING GROUP A:<br><br>THE SIGNIFICANT HEALTH NEEDS ARE A PRIORITIZED DESCRIPTION OF THE SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY AND IDENTIFIED THROUGH THE CHNA. |

| Return Reference - Identifier   | Explanation   |
|---|---|
| <p>SCHEDULE H, PART V,<br/>SECTION B, LINE 5 - INPUT<br/>FROM PERSONS WHO<br/>REPRESENT BROAD<br/>INTERESTS OF<br/>COMMUNITY SERVED</p> | <p>FACILITY NAME:<br/>REPORTING GROUP A</p> <p>DESCRIPTION:<br/>UM SHORE REGIONAL HEALTH (SHS) CONDUCTED A COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) WHICH WAS BOARD APPROVED ON 5/22/2019, FOR THE FIVE COUNTIES OF MARYLAND'S MID-SHORE: TALBOT, CAROLINE, QUEEN ANNE'S, DORCHESTER, AND KENT. UM SRH USED PRIMARY AND SECONDARY SOURCES OF DATA AS WELL AS QUANTITATIVE AND QUALITATIVE DATA AND CONSULTED WITH NUMEROUS INDIVIDUALS AND ORGANIZATIONS DURING THE CHNA, INCLUDING COMMUNITY LEADERS, COMMUNITY PARTNERS, THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM COMMUNITY HEALTH IMPROVEMENT COMMITTEE, THE GENERAL PUBLIC, LOCAL HEALTH EXPERTS, AND THE HEALTH OFFICERS REPRESENTING THE FIVE COUNTIES OF THE MID-SHORE. FEEDBACK FROM CUSTOMERS INCLUDES DATA COLLECTED FROM SURVEYS, ADVISORY GROUPS AND FROM OUR COMMUNITY OUTREACH AND EDUCATION SESSIONS. SECONDARY DATA RESOURCES REFERENCED TO IDENTIFY COMMUNITY HEALTH NEEDS INCLUDE COUNTY HEALTH RANKINGS (<a href="http://www.countyhealthrankings.org">HTTP://WWW.COUNTYHEALTHRANKINGS.ORG</a>) AND MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE'S STATE HEALTH IMPROVEMENT PROCESS (SHIP) (<a href="http://DHMH.MARYLAND.GOV/SHIP">HTTP://DHMH.MARYLAND.GOV/SHIP</a>, AND MARYLAND STATE HEALTH IMPROVEMENT MEASURES AS RELATED TO ACTIVITIES IN RURAL COMMUNITIES AND WORKFORCE DEVELOPMENT (<a href="http://www.mdruralhealth.org/wp-content/uploads">HTTP://WWW.MDRURALHEALTH.ORG/WP-CONTENT/UPLOADS</a>).</p> <p>SHORE REGIONAL HEALTH PARTICIPATES ON THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS) COMMUNITY HEALTH IMPROVEMENT COMMITTEE TO STUDY DEMOGRAPHICS, ASSESS COMMUNITY HEALTH DISPARITIES, INVENTORY RESOURCES AND ESTABLISH COMMUNITY BENEFIT GOALS FOR BOTH UM SHORE REGIONAL HEALTH AND UMMS.</p> <p>UM SHORE REGIONAL HEALTH CONSULTED WITH COMMUNITY PARTNERS AND ORGANIZATIONS TO DISCUSS COMMUNITY NEEDS RELATED TO HEALTH IMPROVEMENT AND ACCESS TO CARE. THE FOLLOWING LIST OF PARTNER AGENCIES MEETS ON A QUARTERLY BASIS AS MEMBERS OF THE RURAL HEALTH COLLABORATIVE:</p> <p>EXECUTIVE COMMITTEE</p> <ol style="list-style-type: none"> <li>1.APRIL SHARP, CONSUMER</li> <li>2.BETH ANNE LANGRELL, EXECUTIVE DIRECTOR, FOR ALL SEASONS, INC.</li> <li>3.FREDIA WADLEY, HEALTH OFFICER, TALBOT COUNTY HEALTH DEPARTMENT</li> <li>4.JAMES CHAMBERLAIN, MARYLAND PRIMARY CARE PHYSICIANS</li> <li>5. JOSEPH CIOTOLA, HEALTH OFFICER, QUEEN ANNE'S COUNTY HEALTH DEPARTMENT</li> <li>6.KEN KOZEL, PRESIDENT AND CEO, UM SHORE REGIONAL HEALTH</li> <li>7.WILLIAM WEBB, HEALTH OFFICER, KENT COUNTY HEALTH DEPARTMENT</li> <li>8.ROGER HARRELL, HEALTH OFFICER, DORCHESTER COUNTY HEALTH DEPARTMENT</li> <li>9.SARA RICH, PRESIDENT AND CEO, CHOPTANK COMMUNITY HEALTH SYSTEMS</li> <li>10.SCOTT LEROY, HEALTH OFFICER, CAROLINE COUNTY HEALTH DEPARTMENT</li> <li>11.TIMOTHY SHANAHAN, MEDICAL DIRECTOR, UM COMMUNITY MEDICAL GROUP</li> <li>12.VICTORIA BAYLESS, PRESIDENT AND CEO, ANNE ARUNDEL MEDICAL CENTER</li> <li>13.ANNA SIERRA, EXECUTIVE DIRECTOR, DORCHESTER COUNTY DEPARTMENT OF EMERGENCY SERVICES</li> <li>14.CHILDLENE BROOKS, MANAGER, TALBOT SENIOR CENTER</li> <li>15.DR. DEREK SIMMONS, DIRECTOR OF STUDENT SERVICES, CAROLINE COUNTY PUBLIC SCHOOLS</li> <li>16.JIM BOGDEN, SELFEMPLOYED POLICY CONSULTANT</li> <li>17.KATELIN HALEY, CHIEF MEDICAL OFFICER, CHOPTANK COMMUNITY HEALTH SYSTEMS</li> <li>18.MARIA MAGUIRE, PEDIATRICIAN, UM SHORE HEALTH SYSTEM &amp; TALBOT COUNTY'S CHILD ADVOCACY CTR.</li> <li>19.MARY BOURBON, NURSE PRACTITIONER, WHITSITT CENTER</li> <li>20.MARY THOMPSON, RETIRED DIRECTOR OF NURSING, QUEEN ANNE'S COUNTY HEALTH DEPARTMENT</li> <li>21.MAURA MANLEY, SELFEMPLOYED TUTORING AGENCY</li> <li>22.MICHAEL CLARK, DIRECTOR, QUEEN ANNE'S COUNTY LOCAL MANAGEMENT BOARD</li> <li>23.SANTO GRANDE, PRESIDENT AND CEO, DELMARVA COMMUNITY SERVICES, INC.</li> <li>24.SARA VISINTAINER, CHIEF OF STAFF, CAROLINE COUNTY COMMISSIONERS</li> <li>25.SHELLY NEALDWARDS, DIRECTOR, KENT COUNTY DEPARTMENT OF SOCIAL SERVICES</li> <li>26.SONIA SOLANO TORRES, HISPANIC OUTREACH COORDINATOR, CHESAPEAKE MULTICULTURAL RESOURCE CTR.</li> <li>27.TERESA SCHAEFER, PSYCHOLOGIST, CHESTER RIVER BEHAVIORAL HEALTH</li> </ol> <p>SHORE REGIONAL HEALTH HOSTED A SERIES OF COMMUNITY LISTENING FORUMS TO GATHER COMMUNITY INPUT FOR A REGIONALIZATION STUDY THAT EXPLORES THE BENEFITS OF A REGIONAL APPROACH TO PROVIDING HEALTH CARE FOR CAROLINE, DORCHESTER, KENT, QUEEN ANNE'S AND TALBOT COUNTIES. IN ADDITION, SHORE HEALTH MEETS REGULARLY WITH MEMBERS OF THE LOCAL HEALTH DEPARTMENTS AND COMMUNITY LEADERS, INCLUDING:</p> <p>CHOPTANK COMMUNITY HEALTH SYSTEM SARA RICH<br/>HEALTH DEPARTMENTS HEALTH OFFICERS<br/>MID SHORE MENTAL HEALTH SYSTEMS KATIE DILLEY<br/>EASTERN SHORE HOSPITAL CENTER RANDY BRADFORD</p> <p>IN ADDITION, THE FOLLOWING AGENCIES/ORGANIZATIONS ARE REFERENCED IN GATHERING INFORMATION AND DATA:</p> <ul style="list-style-type: none"> <li>*MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE</li> <li>*MARYLAND DEPARTMENT OF PLANNING</li> <li>*MARYLAND VITAL STATISTICS ADMINISTRATION</li> <li>*COUNTY HEALTH RANKINGS</li> <li>*MID SHORE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS</li> </ul> <p>OUR CHNA IDENTIFIED THE FOLLOWING LIST OF PRIORITIES FOR OUR COMMUNITY:<br/>HEALTH PRIORITIES FY2020-2022<br/>THE TOP FIVE PRIORITIES:</p> <ol style="list-style-type: none"> <li>1.ACCESS TO CARE</li> <li>2.PREVENTABLE ER VISITS</li> <li>3.CHRONIC DISEASE MANAGEMENT</li> <li>4.MENTAL HEALTH/SUBSTANCE ABUSE</li> <li>5.CANCER</li> </ol> <p>OVERARCHING THEME FOR ADDRESSING HEALTH PRIORITIES:</p> <ol style="list-style-type: none"> <li>1.REDUCE BARRIERS TO CARE</li> <li>2.IMPROVE CARE COORDINATION</li> </ol> |

| Return Reference - Identifier  | Explanation   |
|--|---|
|  | <p>3.FOCUS ON HEALTH OUTREACH AND EDUCATION</p> <p>MARYLAND HEALTH CARE COMMISSION (MHCC) RURAL HEALTH STUDY DURING THE 2016 LEGISLATIVE SESSION, SENATE BILL 707 FREESTANDING MEDICAL FACILITIES-CERTIFICATE OF NEED, RATES AND DEFINITION (SB 707), PASSED INTO LAW AND WAS SIGNED BY THE GOVERNOR ON MAY 10, 2016. THE LEGISLATION ESTABLISHED A WORKGROUP ON RURAL HEALTH CARE DELIVERY TO OVERSEE A STUDY OF HEALTHCARE DELIVERY IN THE MIDDLE SHORE REGION AND TO DEVELOP A PLAN FOR MEETING THE HEALTH CARE NEEDS OF THE FIVE COUNTIES -- CAROLINE, DORCHESTER, KENT, QUEEN ANNE'S AND TALBOT.</p> <p>THE PURPOSE OF THE STUDY WAS TO ASSESS THE HEALTH CARE OF THE RESIDENTS OF THE FIVE-COUNTY STUDY AREA AND THE CAPACITIES OF THE HEALTH SYSTEM IN THE REGION, AND PROPOSE OPTIONS FOR ENHANCING HEALTH AND HEALTH CARE DELIVERY ON THE MID-SHORE. THE RESEARCH TEAM WAS ASKED TO CONSIDER: (1) THE LIMITED AVAILABILITY OF HEALTH CARE PROVIDERS AND SERVICES; (2) THE SPECIAL NEEDS OF VULNERABLE POPULATIONS, INCLUDING THE FRAIL AND ELDERLY, RACIAL AND ETHNIC MINORITIES, IMMIGRANTS AND PATIENTS WITH PERSISTENT BEHAVIORAL ILLNESSES; (3) BARRIERS TO ACCESS CAUSED BY TRANSPORTATION LIMITATIONS; AND (4) THE ECONOMIC IMPACT OF CLOSURES, PARTIAL CLOSURES OR CONVERSIONS OF HEALTH CARE FACILITIES. THE SUMMARY REPORT PROVIDES HIGHLIGHTS OF FINDINGS FROM ALL COMPONENTS OF THE STUDY AND INTEGRATES THEM INTO KEY RECOMMENDATIONS. METHODS AND FINDINGS ARE DETAILED FOR REVIEW AT: <a href="http://mhcc.maryland.gov/mhcc/pages/home/workgroups/documents/rural_health/september%2025th%202017%20meeting/lgsrpt_%20executive%20summary_rpt_20170928.pdf">HTTP://MHCC.MARYLAND.GOV/MHCC/PAGES/HOME/WORKGROUPS/DOCUMENTS/RURAL_HEALTH/SEPTEMBER%2025TH%202017%20MEETING/LGSRPT_%20EXECUTIVE%20SUMMARY_RPT_20170928.PDF</a></p> <p>THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM IN PARTNERSHIP WITH UM SHORE REGIONAL HEALTH AS MEMBERS OF THE RURAL HEALTH CARE DELIVERY WORKGROUP PRODUCED A WHITE PAPER, COMMITMENT TO MEETING THE HEALTH CARE NEEDS OF OUR VULNERABLE RURAL COMMUNITIES. THIS PAPER EXPLORES CONCERNS ABOUT THE UNIQUE NEEDS OF RURAL HOSPITALS AND COMMUNITIES AND CAN BE ACCESSED AT: <a href="http://mhcc.maryland.gov/mhcc/pages/home/workgroups/documents/rural_health/july%2025th%202017%20meeting/lgsrpt_shore_white_paper_rpt20170523.pdf">HTTP://MHCC.MARYLAND.GOV/MHCC/PAGES/HOME/WORKGROUPS/DOCUMENTS/RURAL_HEALTH/JULY%2025TH%202017%20MEETING/LGSRPT_SHORE_WHITE_PAPER_RPT20170523.PDF</a></p> |
| <p>SCHEDULE H, PART V, SECTION B, LINE 6A - CHNA CONDUCTED WITH ONE OR MORE OTHER HOSPITAL FACILITIES</p>    | <p>FACILITY NAME:<br/>REPORTING GROUP A</p> <p>DESCRIPTION:<br/>SHS CONDUCTED A COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) FOR THE UMSRH NETWORK WHICH SERVES THE MID-SHORE REGION -UNIVERSITY OF MARYLAND SHORE MEDICAL CENTER AT CHESTERTOWN (SMC AT CHESTERTOWN), THE UNIVERSITY OF MARYLAND SHORE MEDICAL CENTER AT DORCHESTER (SMC AT DORCHESTER), AND THE UNIVERSITY OF MARYLAND SHORE MEDICAL CENTER AT EASTON (SMC AT EASTON).</p>  |
| <p>SCHEDULE H, PART V, SECTION B, LINE 7 - HOSPITAL FACILITY'S WEBSITE (LIST URL)</p>                        | <p><a href="https://www.umms.org/shore/community/assessment-implementation-plan">HTTPS://WWW.UMMS.ORG/SHORE/COMMUNITY/ASSESSMENT-IMPLEMENTATION-PLAN</a></p>  |
| <p>SCHEDULE H, PART V, SECTION B, LINE 11 - HOW HOSPITAL FACILITY IS ADDRESSING NEEDS IDENTIFIED IN CHNA</p> | <p>FACILITY NAME:<br/>REPORTING GROUP A</p> <p>DESCRIPTION:<br/>ALL PRIMARY HEALTH NEEDS ARE BEING ADDRESSED TO THE EXTENT THAT AVAILABLE RESOURCES AND CLINICAL EXPERTISE ALLOW. THE COMMUNITY BENEFITS PLAN IS ABLE TO ADEQUATELY ADDRESS HEART DISEASE, CANCER, DIABETES, HYPERTENSION, HIGH CHOLESTEROL, ISSUES ASSOCIATED WITH AGING POPULATION. NUTRITION, WEIGHT MANAGEMENT/OBESITY IS ADDRESSED THROUGH EDUCATIONAL CLASSES AND/OR SEMINARS. TOBACCO USE/SMOKING AND ALCOHOL/BINGE DRINKING/UNDERAGE DRINKING ARE BEING ADDRESSED BY OTHER COUNTY AGENCIES AND ORGANIZATIONS AND THROUGH PARTNERSHIPS, INCLUDING THE COUNTY HEALTH DEPARTMENTS.</p> <p>UMSRH HOSPITALS DO NOT POSSESS THE RESOURCES AND EXPERTISE REQUIRED FOR ENVIRONMENTAL HEALTH CONCERNS AND ISSUES. MENTAL HEALTH IS BEING ADDRESSED THROUGH THE MID-SHORE MENTAL HEALTH SYSTEMS, INC., WHICH IS A PRIVATE, NOT-FOR-PROFIT ORGANIZATION SERVING THE FIVE MID-SHORE COUNTIES:<br/>CAROLINE, DORCHESTER, KENT, QUEEN ANNE'S AND TALBOT.</p> <p>SEVERAL ADDITIONAL TOPIC AREAS WERE IDENTIFIED BY THE COMMUNITY HEALTH PLANNING COUNCIL INCLUDING: SAFE HOUSING, TRANSPORTATION, AND SUBSTANCE ABUSE. THE UNMET NEEDS NOT ADDRESSED BY UMC AT EATON, UMC AT DORCHESTER, NOR UMC AT CHESTERTOWN WILL CONTINUE TO BE ADDRESSED BY KEY GOVERNMENTAL AGENCIES AND EXISTING COMMUNITY- BASED ORGANIZATIONS. WHILE UMSRH HOSPITALS WILL FOCUS THE MAJORITY OF OUR EFFORTS ON THE IDENTIFIED PRIORITIES OUTLINED IN THE CHNA ACTION PLAN, WE WILL REVIEW THE COMPLETE SET OF NEEDS IDENTIFIED IN THE CHNA FOR FUTURE COLLABORATION AND WORK. THESE AREAS, WHILE STILL IMPORTANT TO THE HEALTH OF THE COMMUNITY, WILL BE MET THROUGH OTHER HEALTH CARE ORGANIZATIONS WITH OUR ASSISTANCE AS AVAILABLE.</p>  |
| <p>SCHEDULE H, PART V, SECTION B, LINE 13B - ELIGIBILITY FOR DISCOUNTED CARE</p>                             | <p>FACILITY NAME:<br/>REPORTING GROUP A</p> <p>DESCRIPTION:<br/>THE FINANCIAL ASSISTANCE POLICY EXPLAINS SEVERAL ELIGIBILITY CRITERIA, INCLUDING PARTICIPATION IN MEDICAID/MEDICARE PROGRAMS AS WELL AS ELIGIBILITY UNDER VARIOUS STATE REGULATIONS. IN ADDITION TO FPG, THE INCOME LEVELS DEFINED BY THE MARYLAND STATE DEPARTMENT OF HEALTH AND MENTAL HYGIENE (MD DHMH) ARE USED TO DETERMINE ELIGIBILITY FOR FINANCIAL ASSISTANCE. THE MD DHMH INCOME LEVELS ARE MORE GENEROUS THAN THE FPG INCOME LEVELS.</p>  |
| <p>SCHEDULE H, PART V, SECTION B, LINE 16A - FAP AVAILABLE WEBSITE</p>                                       | <p><a href="https://www.umms.org/shore/community">HTTPS://WWW.UMMS.ORG/SHORE/COMMUNITY</a></p>  |

| Return Reference - Identifier   | Explanation   |
|---|---|
| SCHEDULE H, PART V,<br>SECTION B, LINE 16B -<br>FAP APPLICATION FORM<br>WEBSITE       | <a href="https://www.umms.org/shore/community">HTTPS://WWW.UMMS.ORG/SHORE/COMMUNITY</a> |
| SCHEDULE H, PART V,<br>SECTION B, LINE 16C -<br>PLAIN LANGUAGE FAP<br>SUMMARY WEBSITE | <a href="https://www.umms.org/shore/community">HTTPS://WWW.UMMS.ORG/SHORE/COMMUNITY</a> |

**Part V Facility Information** *(continued)***Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**  
(list in order of size, from largest to smallest)How many non-hospital health care facilities did the organization operate during the tax year? 11

| Name and address   | Type of Facility (describe) |
|--|-----------------------------|
| <b>1</b> REQUARD CANCER CENTER<br>509 IDLEWILD AVENUE<br>EASTON, MD 21601                | ONCOLOGY SERVICES           |
| <b>2</b> DIGESTIVE DISEASE CENTER<br>5111 IDLEWILD AVENUE<br>EASTON, MD 21601            | DIGESTIVE HEALTH            |
| <b>3</b> DIAGNOSTIC CENTER<br>10 MARTIN COURT<br>EASTON, MD 21601                        | DIAGNOSTIC & REHAB          |
| <b>4</b> SHORE HEALTH SYSTEM SURGERY CENTER<br>6 CAULK LANE<br>EASTON, MD 21601          | AMBULATORY SURGERY          |
| <b>5</b> CENTREVILLE DIAGNOSTIC CENTER<br>2540 CENTERVILLE ROAD<br>CENTREVILLE, MD 21617 | DIAGNOSTIC                  |
| <b>6</b> SUNBURST CENTER<br>ROUTE 50<br>CAMBRIDGE, MD 21613                              | REHAB SERVICES              |
| <b>7</b> INTEGRATIVE MEDICINE<br>607 DUTCHMANS LANE<br>EASTON, MD 21601                  | ALTERNATIVE MEDICINE        |
| <b>8</b> SHOREWORKS<br>BRYN STREET<br>CAMBRIDGE, MD 21658                                | EMPLOYER HEALTH             |
| <b>9</b> QUEEN ANNE EMERGENCY CENTER<br>115 SHOREWAY DRIVE<br>QUEENSTOWN, MD 21658       | 24-HOUR ER                  |
| <b>10</b> DENTON DIAGNOSTIC CENTER<br>920 MARKET STREET<br>DENTON, MD 21601              | DIAGNOSTIC & REHAB          |

Schedule H (Form 990) 2018

**Part V Facility Information** (continued)

**Section D. Other Health Care Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility**  
(list in order of size, from largest to smallest)

How many non-hospital health care facilities did the organization operate during the tax year? 11

| Name and address  | Type of Facility (describe) |
|---|-----------------------------|
| <b>1</b> THE SHORE MEDICAL PAVILION<br>125 SHOREWAY DRIVE<br>QUEENSTOWN, MD 21658 | DIAGNOSTIC & REHAB          |
| <b>2</b>  |                             |
| <b>3</b>  |                             |
| <b>4</b>  |                             |
| <b>5</b>  |                             |
| <b>6</b>  |                             |
| <b>7</b>  |                             |
| <b>8</b>  |                             |
| <b>9</b>  |                             |
| <b>10</b>   |                             |



Provide the following information.

- 1 **Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 2, 3, 4, 8 and 9b.
- 2 **Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any needs assessments reported in Part V, Section B.
- 3 **Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 **Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 **Promotion of community health.** Provide any other information important to describing how the organization's hospital facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 **Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 **State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

| Return Reference - Identifier  | Explanation  |
|--|--|
| SCHEDULE H, PART I, LINE 3C - CRITERIA FOR FREE OR DISCOUNTED CARE                                     | SHS IS COMMITTED TO PROVIDING FINANCIAL ASSISTANCE TO PERSONS WHO HAVE HEALTH CARE NEEDS AND ARE UNINSURED, UNDERINSURED, INELIGIBLE FOR A GOVERNMENT PROGRAM, OR OTHERWISE UNABLE TO PAY, FOR MEDICALLY NECESSARY CARE BASED ON THEIR INDIVIDUAL FINANCIAL SITUATION. IN ADDITION TO FPG, THE INCOME LEVELS DEFINED BY THE MARYLAND STATE DEPARTMENT OF HEALTH AND MENTAL HYGIENE (MD DHMH) ARE USED TO DETERMINE ELIGIBILITY FOR FINANCIAL ASSISTANCE. THE MD DHMH INCOME LEVELS ARE MORE GENEROUS THAN THE FPG INCOME LEVELS.<br><br>THE FAP ALSO USES A FINANCIAL HARDSHIP THRESHOLD WHEN DETERMINING ELIGIBILITY. A PATIENT WITH MEDICAL DEBT EXCEEDING 25% OF FAMILY ANNUAL HOUSEHOLD INCOME MAY BE ELIGIBLE FOR FINANCIAL ASSISTANCE.   |
| SCHEDULE H, PART I, LINE 6B - RELATED ORGANIZATION REPORT  | THE ORGANIZATION ANNUALLY FILES A COMMUNITY BENEFIT REPORT AS REQUIRED BY THE MARYLAND HSCRC. THE REPORT CAN BE FOUND AT <a href="https://hscrc.state.md.us/pages/init_cb.aspx">HTTPS://HSCRC.STATE.MD.US/PAGES/INIT_CB.ASPX</a> .   |
| SCHEDULE H, PART I, LINE 7 - DESCRIBE SUBSIDIZED HEALTH SERVICE COSTS FROM PHYSICIAN CLINIC ON LINE 7G | SUBSIDIZED COSTS ARE NOT ATTRIBUTED TO A PHYSICIAN CLINIC, BUT ANESTHESIA AND EMERGENCY HOSPITAL SERVICES.   |
| SCHEDULE H, PART I, LINE 7 - EXPLANATION OF COSTING METHODOLOGY USED FOR CALCULATING LINE 7 TABLE      | MARYLAND'S REGULATORY SYSTEM CREATES A UNIQUE PROCESS FOR HOSPITAL PAYMENT THAT DIFFERS FROM THE REST OF THE NATION. THE HEALTH SERVICES COST REVIEW COMMISSION, (HSCRC) DETERMINES PAYMENT THROUGH A RATE SETTING PROCESS AND ALL PAYORS, INCLUDING GOVERNMENTAL PAYORS, PAY THE SAME AMOUNT FOR THE SAME SERVICES DELIVERED AT THE SAME HOSPITAL. MARYLAND'S UNIQUE ALL PAYOR SYSTEM INCLUDES A METHOD FOR REFERENCING UNCOMPENSATED CARE IN EACH PAYORS' RATES, WHICH DOES NOT ENABLE MARYLAND HOSPITALS TO BREAKOUT ANY OFFSETTING REVENUE RELATED TO UNCOMPENSATED CARE.<br><br>COMMUNITY BENEFIT EXPENSES ARE EQUAL TO MEDICAID REVENUES IN MARYLAND, AS SUCH, THE NET EFFECT IS ZERO. ADDITIONALLY, NET REVENUES FOR MEDICAID SHOULD REFLECT THE FULL IMPACT ON THE HOSPITAL OF ITS SHARE OF THE MEDICAID ASSESSMENT. |
| SCHEDULE H, PART I, LINE 7, COL (F) - BAD DEBT EXPENSE EXCLUDED FROM FINANCIAL ASSISTANCE CALCULATION  | 8,956,896  |

| Return Reference - Identifier   | Explanation   |
|---|---|
| <p>SCHEDULE H, PART II - DESCRIBE HOW COMMUNITY BUILDING ACTIVITIES PROMOTE THE HEALTH OF THE COMMUNITY</p> | <p>THROUGH A VARIETY OF COMMUNITY BUILDING ACTIVITIES, UM SHORE REGIONAL HEALTH PROMOTES HEALTH AND WELLNESS IN THE COMMUNITY IT SERVES. THESE ACTIVITIES INCLUDE: ACTIVE ENGAGEMENT AND COLLABORATION WITH LOCAL HEALTH DEPARTMENTS, CHAMBERS OF COMMERCE, AND ORGANIZATIONS THAT WORK TO IMPROVE THE QUALITY OF LIFE FOR THE RESIDENTS OF THE MID-SHORE (TALBOT, CAROLINE, DORCHESTER, QUEEN ANNE'S, AND KENT COUNTIES) BECAUSE LOCAL ACTION IS ESSENTIAL TO PUBLIC HEALTH PROGRESS, UM SHORE REGIONAL HEALTH WORKS IN PARTNERSHIP WITH PUBLIC SECTOR AGENCIES, HEALTH CARE PROVIDERS AND COMMUNITY-BASED PARTNERS. IN ADDITION, A VARIETY OF CLINICAL AND NON-CLINICAL UM SRH ASSOCIATES SERVE ON VARIOUS COALITION WORKGROUPS.</p> <p>THE WORK OF UM SRH AND COMMUNITY-BASED PARTNERS CONTINUES ON THE IDENTIFIED PRIORITIES AND OBJECTIVES OF THE MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE'S (DHMH) STATE HEALTH IMPROVEMENT PROCESS (SHIP). SHIP, LAUNCHED IN SEPTEMBER 2011, FOCUSES ON IMPROVING THE HEALTH OF MARYLAND RESIDENTS IN SIX VISION AREAS: HEALTHY BABIES, HEALTHY SOCIAL ENVIRONMENTS, SAFE PHYSICAL ENVIRONMENTS, INFECTIOUS DISEASE, CHRONIC DISEASE AND HEALTH CARE ACCESS. UNDER SHIP'S UMBRELLA, THE COALITION DEVELOPS AND IMPLEMENTS STRATEGIES THAT WILL IMPROVE LOCAL PUBLIC HEALTH.</p> <p>UM SRH MAINTAINS OPEN COMMUNICATION WITH THE HEALTH DEPARTMENTS OF TALBOT, CAROLINE, DORCHESTER, QUEEN ANNE'S, AND KENT COUNTIES, MID-SHORE MENTAL HEALTH SYSTEM, CHOPTANK COMMUNITY HEALTH SYSTEM, LOCAL GOVERNMENT AND SCHOOLS. UM SRH'S COMMUNITY OUTREACH PROGRAMS CAN BE FOUND IN COUNTY SCHOOLS, SENIOR CENTERS, COMMUNITY CENTERS AND CHURCHES THROUGHOUT THE MID-SHORE.</p> <p>UM SRH'S DIRECTOR OF COMMUNITY OUTREACH PARTICIPATES IN COMMITTEES AND ADVISORY COUNCILS, PROMOTING CONTINUOUS DIALOGUE BETWEEN THE MEDICAL CENTER AND COMMUNITY STAKEHOLDERS. THIS PROVIDES OPPORTUNITIES FOR NEW IDEAS AND PROGRAMS TO BE EXCHANGED, ALLOWING UM SRH TO MAXIMIZE COMMUNITY OUTREACH EFFORTS.</p> <p>UM SRH SEEKS INSIGHT FROM COMMUNITY MEMBERS ATTENDING EDUCATIONAL PROGRAMS THROUGH ITS OUTREACH EVENTS. PROGRAM PARTICIPANTS ARE ASKED TO COMPLETE A BRIEF SURVEY EVALUATION, PROVIDING FEEDBACK AND COMMENTS ABOUT THE PROGRAM THEY ATTENDED, AS WELL AS PROVIDING SUGGESTIONS FOR FUTURE PROGRAM TOPICS.</p> |
| <p>SCHEDULE H, PART III, LINE 2 - METHODOLOGY USED TO ESTIMATE BAD DEBT</p>                                 | <p>THE HEALTH SERVICES COST REVIEW COMMISSION (HSCRC) STARTED SETTING HOSPITAL RATES IN 1974. AT THAT TIME, THE HSCRC APPROVED RATES APPLIED ONLY TO COMMERCIAL INSURERS. IN 1977, THE HSCRC NEGOTIATED A WAIVER FROM MEDICARE HOSPITAL PAYMENT RULES FOR MARYLAND HOSPITALS TO BRING THE FEDERAL MEDICARE PAYMENTS UNDER HSCRC CONTROL.</p> <p>IN 2014, MARYLAND'S WAIVER WITH MEDICARE WAS RENEGOTIATED AND UPDATED TO REFLECT THE CURRENT HEALTHCARE ENVIRONMENT. UNDER THIS NEW WAIVER, SEVERAL CRITERIA WERE ESTABLISHED TO MONITOR THE SUCCESS OF THE SYSTEM IN CONTROLLING HEALTHCARE COSTS AND THE CONTINUANCE OF THE WAIVER ITSELF:</p> <ol style="list-style-type: none"> <li>1. REVENUE GROWTH PER CAPITA</li> <li>2. MEDICARE HOSPITAL REVENUE PER BENEFICIARY</li> <li>3. MEDICARE ALL PROVIDER REVENUE GROWTH PER BENEFICIARY</li> <li>4. MEDICARE READMISSION RATES</li> <li>5. HOSPITAL ACQUIRED CONDITION RATE</li> </ol> <p>BECAUSE OF THIS SYSTEM, THE HOSPITAL IS UNABLE TO ESTIMATE HOW MUCH OF THE AMOUNT REPORTED IN LINE 2 IS ATTRIBUTED TO PATIENTS WHO WOULD APPLY UNDER THE FAP.</p>   |
| <p>SCHEDULE H, PART III, LINE 4 - FOOTNOTE IN ORGANIZATION'S FINANCIAL STATEMENTS DESCRIBING BAD DEBT</p>   | <p>THE CORPORATION RECORDS REVENUES AND ACCOUNTS RECEIVABLE FROM PATIENTS AND THIRD-PARTY PAYORS AT THEIR ESTIMATED NET REALIZABLE VALUE. REVENUE IS REDUCED FOR ANTICIPATED DISCOUNTS UNDER CONTRACTUAL ARRANGEMENTS AND FOR CHARITY CARE. AN ESTIMATED PROVISION FOR BAD DEBTS IS RECORDED IN THE PERIOD THE RELATED SERVICES ARE PROVIDED BASED UPON ANTICIPATED UNCOMPENSATED CARE, AND IS ADJUSTED AS ADDITIONAL INFORMATION BECOMES AVAILABLE.</p> <p>THE PROVISION FOR BAD DEBTS IS BASED UPON MANAGEMENT'S ASSESSMENT OF HISTORICAL AND EXPECTED NET COLLECTIONS CONSIDERING HISTORICAL BUSINESS AND ECONOMIC CONDITIONS, TRENDS IN HEALTHCARE COVERAGE, AND OTHER COLLECTION INDICATORS. PERIODICALLY THROUGHOUT THE YEAR, MANAGEMENT ASSESSES THE ADEQUACY OF THE ALLOWANCE FOR UNCOLLECTIBLE ACCOUNTS BASED UPON HISTORICAL WRITE-OFF EXPERIENCE BY PAYOR CATEGORY. THE RESULTS OF THIS REVIEW ARE THEN USED TO MAKE MODIFICATIONS TO THE PROVISION FOR BAD DEBTS AND TO ESTABLISH AN ALLOWANCE FOR UNCOLLECTIBLE RECEIVABLES. AFTER COLLECTION OF AMOUNTS DUE FROM INSURERS, THE CORPORATION FOLLOWS INTERNAL GUIDELINES FOR PLACING CERTAIN PAST DUE BALANCES WITH COLLECTION AGENCIES.</p> <p>FOR RECEIVABLES ASSOCIATED WITH SERVICES PROVIDED TO PATIENTS WHO HAVE THIRD-PARTY COVERAGE, THE CORPORATION ANALYZES CONTRACTUALLY DUE AMOUNTS AND PROVIDES AN ALLOWANCE FOR BAD DEBTS, ALLOWANCE FOR CONTRACTUAL ADJUSTMENTS, PROVISION FOR BAD DEBTS, AND CONTRACTUAL ADJUSTMENTS ON ACCOUNTS FOR WHICH THE THIRD-PARTY PAYOR HAS NOT YET PAID OR FOR PAYORS WHO ARE KNOWN TO BE HAVING FINANCIAL DIFFICULTIES THAT MAKE THE REALIZATION OF AMOUNTS DUE UNLIKELY. FOR RECEIVABLES ASSOCIATED WITH SELF-PAY PATIENTS OR WITH BALANCES REMAINING AFTER THE THIRD-PARTY COVERAGE HAD ALREADY PAID, THE CORPORATION RECORDS A SIGNIFICANT PROVISION FOR BAD DEBTS IN THE PERIOD OF SERVICE ON THE BASIS OF ITS HISTORICAL COLLECTIONS, WHICH INDICATES THAT MANY PATIENTS ULTIMATELY DO NOT PAY THE PORTION OF THEIR BILL FOR WHICH THEY ARE FINANCIALLY RESPONSIBLE. THE DIFFERENCE BETWEEN THE DISCOUNTED RATES AND THE AMOUNTS COLLECTED AFTER ALL REASONABLE COLLECTION EFFORTS HAVE BEEN EXHAUSTED IS CHARGED AGAINST THE ALLOWANCE FOR DOUBTFUL ACCOUNTS.</p>  |

| Return Reference - Identifier  | Explanation   |
|--|---|
| <p>SCHEDULE H, PART III, LINE 8 - DESCRIBE EXTENT ANY SHORTFALL FROM LINE 7 TREATED AS COMMUNITY BENEFIT AND COSTING METHOD USED</p>                         | <p>THE ORGANIZATION FILES ANNUALLY A COMMUNITY BENEFIT REPORT WITH THE STATE OF MARYLAND'S HEALTH SERVICES COST REVIEW COMMISSION (HSCRC). THE HSCRC, WHICH OPERATES UNDER A MEDICARE WAIVER, DOES NOT CONSIDER MEDICARE SHORTFALL AS COMMUNITY BENEFIT. THE COSTING METHODOLOGY USED BY THE ORGANIZATION IS A COST-TO-CHARGE RATIO.</p>  |
| <p>SCHEDULE H, PART III, LINE 9B - DID COLLECTION POLICY CONTAIN PROVISIONS ON COLLECTION PRACTICES FOR PATIENTS WHO ARE KNOWN TO QUALIFY FOR ASSISTANCE</p> | <p>THE ORGANIZATION EXPECTS PAYMENT AT THE TIME THE SERVICE IS PROVIDED. OUR POLICY IS TO COMPLY WITH ALL STATE AND FEDERAL LAW AND THIRD PARTY REGULATIONS AND TO PERFORM ALL CREDIT AND COLLECTION FUNCTIONS IN A DIGNIFIED AND RESPECTFUL MANNER. EMERGENCY SERVICES WILL BE PROVIDED TO ALL PATIENTS REGARDLESS OF ABILITY TO PAY. FINANCIAL ASSISTANCE IS AVAILABLE FOR PATIENTS BASED ON FINANCIAL NEED AS DEFINED IN THE FINANCIAL ASSISTANCE POLICY. THE ORGANIZATION DOES NOT DISCRIMINATE ON THE BASIS OF AGE, RACE, CREED, SEX OR ABILITY TO PAY.</p> <p>PATIENTS WHO ARE UNABLE TO PAY MAY REQUEST A FINANCIAL ASSISTANCE APPLICATION AT ANY TIME PRIOR TO SERVICE OR DURING THE BILLING AND COLLECTION PROCESS, EVEN IN EXCESS OF 240 DAYS FOLLOWING THE FIRST POST-DISCHARGE BILLING STATEMENT. THE ORGANIZATION MAY REQUEST THE PATIENT TO APPLY FOR MEDICAL ASSISTANCE PRIOR TO APPLYING FOR FINANCIAL ASSISTANCE. THE ACCOUNT WILL NOT BE FORWARDED FOR COLLECTION DURING THE MEDICAL ASSISTANCE APPLICATION PROCESS OR THE FINANCIAL ASSISTANCE APPLICATION PROCESS. NO EXTRAORDINARY COLLECTION ACTIONS (ECAS) WILL OCCUR EARLIER THAN 120 DAYS FROM SUBMISSION OF FIRST BILL TO THE PATIENT AND WILL BE PRECEDED BY NOTICE 30 DAYS PRIOR TO COMMENCEMENT OF THE ACTION. AVAILABILITY OF FINANCIAL ASSISTANCE WILL BE COMMUNICATED TO THE PATIENT AND A PRESUMPTIVE ELIGIBILITY REVIEW WILL OCCUR PRIOR TO ANY ACTION BEING TAKEN. IF A PATIENT IS DETERMINED TO BE ELIGIBLE FOR FINANCIAL ASSISTANCE AFTER AN ECA IS INITIATED, THE ORGANIZATION WILL TAKE REASONABLE MEASURES TO REVERSE THE ECAS AGAINST THE PATIENT ACCOUNT.</p> |

| Return Reference - Identifier                                 | Explanation  |
|---|--|
| <p>SCHEDULE H, PART VI,<br/>LINE 2 - NEEDS<br/>ASSESSMENT</p> | <p>UM SHORE REGIONAL HEALTH (SHS) CONDUCTED A COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA) WHICH WAS BOARD APPROVED ON 5/22/2019, FOR THE FIVE COUNTIES OF MARYLAND'S MID-SHORE: TALBOT, CAROLINE, QUEEN ANNE'S, DORCHESTER, AND KENT. UM SRH USED PRIMARY AND SECONDARY SOURCES OF DATA AS WELL AS QUANTITATIVE AND QUALITATIVE DATA AND CONSULTED WITH NUMEROUS INDIVIDUALS AND ORGANIZATIONS DURING THE CHNA, INCLUDING COMMUNITY LEADERS, COMMUNITY PARTNERS, THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM COMMUNITY HEALTH IMPROVEMENT COMMITTEE, THE GENERAL PUBLIC, LOCAL HEALTH EXPERTS, AND THE HEALTH OFFICERS REPRESENTING THE FIVE COUNTIES OF THE MID-SHORE. FEEDBACK FROM CUSTOMERS INCLUDES DATA COLLECTED FROM SURVEYS, ADVISORY GROUPS AND FROM OUR COMMUNITY OUTREACH AND EDUCATION SESSIONS. SECONDARY DATA RESOURCES REFERENCED TO IDENTIFY COMMUNITY HEALTH NEEDS INCLUDE COUNTY HEALTH RANKINGS (HTTP://WWW.COUNTYHEALTHRANKINGS.ORG) AND MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE'S STATE HEALTH IMPROVEMENT PROCESS (SHIP) (HTTP://DHMH.MARYLAND.GOV/SHIP, AND MARYLAND STATE HEALTH IMPROVEMENT MEASURES AS RELATED TO ACTIVITIES IN RURAL COMMUNITIES AND WORKFORCE DEVELOPMENT (HTTP://WWW.MDRURALHEALTH.ORG/WP-CONTENT/UPLOADS).</p> <p>SHORE REGIONAL HEALTH PARTICIPATES ON THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS) COMMUNITY HEALTH IMPROVEMENT COMMITTEE TO STUDY DEMOGRAPHICS, ASSESS COMMUNITY HEALTH DISPARITIES, INVENTORY RESOURCES AND ESTABLISH COMMUNITY BENEFIT GOALS FOR BOTH UM SHORE REGIONAL HEALTH AND UMMS.</p> <p>UM SHORE REGIONAL HEALTH CONSULTED WITH COMMUNITY PARTNERS AND ORGANIZATIONS TO DISCUSS COMMUNITY NEEDS RELATED TO HEALTH IMPROVEMENT AND ACCESS TO CARE. THE FOLLOWING LIST OF PARTNER AGENCIES MEETS ON A QUARTERLY BASIS AS MEMBERS OF THE RURAL HEALTH COLLABORATIVE:</p> <p>EXECUTIVE COMMITTEE</p> <ol style="list-style-type: none"> <li>1.APRIL SHARP, CONSUMER</li> <li>2.BETH ANNE LANGRELL, EXECUTIVE DIRECTOR, FOR ALL SEASONS, INC.</li> <li>3.FREDIA WADLEY, HEALTH OFFICER, TALBOT COUNTY HEALTH DEPARTMENT</li> <li>4.JAMES CHAMBERLAIN, MARYLAND PRIMARY CARE PHYSICIANS</li> <li>5. JOSEPH CIOTOLA, HEALTH OFFICER, QUEEN ANNE'S COUNTY HEALTH DEPARTMENT</li> <li>6.KEN KOZEL, PRESIDENT AND CEO, UM SHORE REGIONAL HEALTH</li> <li>7.WILLIAM WEBB, HEALTH OFFICER, KENT COUNTY HEALTH DEPARTMENT</li> <li>8.ROGER HARRELL, HEALTH OFFICER, DORCHESTER COUNTY HEALTH DEPARTMENT</li> <li>9.SARA RICH, PRESIDENT AND CEO, CHOPTANK COMMUNITY HEALTH SYSTEMS</li> <li>10.SCOTT LEROY, HEALTH OFFICER, CAROLINE COUNTY HEALTH DEPARTMENT</li> <li>11.TIMOTHY SHANAHAN, MEDICAL DIRECTOR, UM COMMUNITY MEDICAL GROUP</li> <li>12.VICTORIA BAYLESS, PRESIDENT AND CEO, ANNE ARUNDEL MEDICAL CENTER</li> <li>13.ANNA SIERRA, EXECUTIVE DIRECTOR, DORCHESTER COUNTY DEPARTMENT OF EMERGENCY SERVICES</li> <li>14.CHILDLENE BROOKS, MANAGER, TALBOT SENIOR CENTER</li> <li>15.DR. DEREK SIMMONS, DIRECTOR OF STUDENT SERVICES, CAROLINE COUNTY PUBLIC SCHOOLS</li> <li>16.JIM BOGDEN, SELFEMPLOYED POLICY CONSULTANT</li> <li>17.KATELIN HALEY, CHIEF MEDICAL OFFICER, CHOPTANK COMMUNITY HEALTH SYSTEMS</li> <li>18.MARIA MAGUIRE, PEDIATRICIAN, UM SHORE HEALTH SYSTEM &amp; TALBOT COUNTY'S CHILD ADVOCACY CTR.</li> <li>19.MARY BOURBON, NURSE PRACTITIONER, WHITSITT CENTER</li> <li>20.MARY THOMPSON, RETIRED DIRECTOR OF NURSING, QUEEN ANNE'S COUNTY HEALTH DEPARTMENT</li> <li>21.MAURA MANLEY, SELFEMPLOYED TUTORING AGENCY</li> <li>22.MICHAEL CLARK, DIRECTOR, QUEEN ANNE'S COUNTY LOCAL MANAGEMENT BOARD</li> <li>23.SANTO GRANDE, PRESIDENT AND CEO, DELMARVA COMMUNITY SERVICES, INC.</li> <li>24.SARA VISINTAINER, CHIEF OF STAFF, CAROLINE COUNTY COMMISSIONERS</li> <li>25.SHELLY NEALEDDWARDS, DIRECTOR, KENT COUNTY DEPARTMENT OF SOCIAL SERVICES</li> <li>26.SONIA SOLANO TORRES, HISPANIC OUTREACH COORDINATOR, CHESAPEAKE MULTICULTURAL RESOURCE CTR.</li> <li>27.TERESA SCHAEFER, PSYCHOLOGIST, CHESTER RIVER BEHAVIORAL HEALTH</li> </ol> <p>SHORE REGIONAL HEALTH HOSTED A SERIES OF COMMUNITY LISTENING FORUMS TO GATHER COMMUNITY INPUT FOR A REGIONALIZATION STUDY THAT EXPLORES THE BENEFITS OF A REGIONAL APPROACH TO PROVIDING HEALTH CARE FOR CAROLINE, DORCHESTER, KENT, QUEEN ANNE'S AND TALBOT COUNTIES. IN ADDITION, SHORE HEALTH MEETS REGULARLY WITH MEMBERS OF THE LOCAL HEALTH DEPARTMENTS AND COMMUNITY LEADERS, INCLUDING:</p> <p>CHOPTANK COMMUNITY HEALTH SYSTEM SARA RICH<br/>HEALTH DEPARTMENTS HEALTH OFFICERS<br/>MID SHORE MENTAL HEALTH SYSTEMS KATIE DILLEY<br/>EASTERN SHORE HOSPITAL CENTERRANDY BRADFORD</p> <p>IN ADDITION, THE FOLLOWING AGENCIES/ORGANIZATIONS ARE REFERENCED IN GATHERING INFORMATION AND DATA:</p> <ul style="list-style-type: none"> <li>*MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE</li> <li>*MARYLAND DEPARTMENT OF PLANNING</li> <li>*MARYLAND VITAL STATISTICS ADMINISTRATION</li> <li>*COUNTY HEALTH RANKINGS</li> <li>*MID SHORE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS</li> </ul> <p>OUR CHNA IDENTIFIED THE FOLLOWING LIST OF PRIORITIES FOR OUR COMMUNITY:<br/>HEALTH PRIORITIES FY2020-2022<br/>THE TOP FIVE PRIORITIES:</p> <ol style="list-style-type: none"> <li>1.ACCESS TO CARE</li> <li>2.PREVENTABLE ER VISITS</li> <li>3.CHRONIC DISEASE MANAGEMENT</li> <li>4.MENTAL HEALTH/SUBSTANCE ABUSE</li> <li>5.CANCER</li> </ol> <p>OVERARCHING THEME FOR ADDRESSING HEALTH PRIORITIES:</p> <ol style="list-style-type: none"> <li>1.REDUCE BARRIERS TO CARE</li> <li>2.IMPROVE CARE COORDINATION</li> <li>3.FOCUS ON HEALTH OUTREACH AND EDUCATION</li> </ol> <p>MARYLAND HEALTH CARE COMMISSION (MHCC) RURAL HEALTH STUDY<br/>DURING THE 2016 LEGISLATIVE SESSION, SENATE BILL 707 FREESTANDING MEDICAL FACILITIES-</p> |

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|  | <p>CERTIFICATE OF NEED, RATES AND DEFINITION (SB 707), PASSED INTO LAW AND WAS SIGNED BY THE GOVERNOR ON MAY 10, 2016. THE LEGISLATION ESTABLISHED A WORKGROUP ON RURAL HEALTH CARE DELIVERY TO OVERSEE A STUDY OF HEALTHCARE DELIVERY IN THE MIDDLE SHORE REGION AND TO DEVELOP A PLAN FOR MEETING THE HEALTH CARE NEEDS OF THE FIVE COUNTIES -- CAROLINE, DORCHESTER, KENT, QUEEN ANNE'S AND TALBOT.</p> <p>THE PURPOSE OF THE STUDY WAS TO ASSESS THE HEALTH CARE OF THE RESIDENTS OF THE FIVE-COUNTY STUDY AREA AND THE CAPACITIES OF THE HEALTH SYSTEM IN THE REGION, AND PROPOSE OPTIONS FOR ENHANCING HEALTH AND HEALTH CARE DELIVERY ON THE MID-SHORE. THE RESEARCH TEAM WAS ASKED TO CONSIDER: (1) THE LIMITED AVAILABILITY OF HEALTH CARE PROVIDERS AND SERVICES; (2) THE SPECIAL NEEDS OF VULNERABLE POPULATIONS, INCLUDING THE FRAIL AND ELDERLY, RACIAL AND ETHNIC MINORITIES, IMMIGRANTS AND PATIENTS WITH PERSISTENT BEHAVIORAL ILLNESSES; (3) BARRIERS TO ACCESS CAUSED BY TRANSPORTATION LIMITATIONS; AND (4) THE ECONOMIC IMPACT OF CLOSURES, PARTIAL CLOSURES OR CONVERSIONS OF HEALTH CARE FACILITIES. THE SUMMARY REPORT PROVIDES HIGHLIGHTS OF FINDINGS FROM ALL COMPONENTS OF THE STUDY AND INTEGRATES THEM INTO KEY RECOMMENDATIONS. METHODS AND FINDINGS ARE DETAILED FOR REVIEW AT:<br/> <a href="http://mhcc.maryland.gov/mhcc/pages/home/workgroups/documents/rural_health/september%2025th%202017%20meeting/lgsrpt_%20executivesummary_rpt_20170928.pdf">HTTP://MHCC.MARYLAND.GOV/MHCC/PAGES/HOME/WORKGROUPS/DOCUMENTS/RURAL_HEALTH/SEPTEMBER%2025TH%202017%20MEETING/LGSRPT_%20EXECUTIVESUMMARY_RPT_20170928.PDF</a></p> <p>THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM IN PARTNERSHIP WITH UM SHORE REGIONAL HEALTH AS MEMBERS OF THE RURAL HEALTH CARE DELIVERY WORKGROUP PRODUCED A WHITE PAPER, COMMITMENT TO MEETING THE HEALTH CARE NEEDS OF OUR VULNERABLE RURAL COMMUNITIES. THIS PAPER EXPLORES CONCERNS ABOUT THE UNIQUE NEEDS OF RURAL HOSPITALS AND COMMUNITIES AND CAN BE ACCESSED AT:<br/> <a href="http://mhcc.maryland.gov/mhcc/pages/home/workgroups/documents/rural_health/july%2025th%202017%20meeting/lgsrpt_shore_white_paper_rpt20170523.pdf">HTTP://MHCC.MARYLAND.GOV/MHCC/PAGES/HOME/WORKGROUPS/DOCUMENTS/RURAL_HEALTH/JULY%2025TH%202017%20MEETING/LGSRPT_SHORE_WHITE_PAPER_RPT20170523.PDF</a></p>   |
| <p>SCHEDULE H, PART VI,<br/> LINE 3 - PATIENT<br/> EDUCATION</p> | <p>IT IS THE POLICY OF UM SHORE REGIONAL HEALTH TO WORK WITH OUR PATIENTS TO IDENTIFY AVAILABLE RESOURCES TO PAY FOR THEIR CARE. ALL PATIENTS PRESENTING AS SELF PAY AND REQUESTING CHARITY RELIEF FROM THEIR BILL WILL BE SCREENED AT ALL POINTS OF ENTRY, FOR POSSIBLE COVERAGE THROUGH STATE PROGRAMS AND A PROBABLE DETERMINATION FOR COVERAGE FOR EITHER MEDICAL ASSISTANCE OR FINANCIAL ASSISTANCE (CHARITY CARE) FROM THE HOSPITAL IS IMMEDIATELY GIVEN TO THE PATIENT. THE PROCESS IS RESOURCE INTENSIVE AND TIME CONSUMING FOR PATIENTS AND THE HOSPITAL; HOWEVER, IF PATIENTS QUALIFY FOR ONE OF THESE PROGRAMS, THEN THEY WILL HAVE HEALTH BENEFITS THAT THEY WILL CARRY WITH THEM BEYOND THEIR CURRENT HOSPITAL BILLS, AND ALLOW THEM TO ACCESS PREVENTIVE CARE SERVICES AS WELL.</p> <p>UM SHORE REGIONAL HEALTH WORKS WITH A BUSINESS PARTNER WHO WILL WORK WITH OUR PATIENTS TO ASSIST THEM WITH THE STATE ASSISTANCE PROGRAMS, WHICH IS FREE TO OUR PATIENTS. IF A PATIENT DOES NOT QUALIFY FOR MEDICAID OR ANOTHER PROGRAM, UM SHORE REGIONAL HEALTH OFFERS OUR FINANCIAL ASSISTANCE PROGRAM. UM SHORE REGIONAL HEALTH POSTS NOTICES OF OUR POLICY IN CONSPICUOUS PLACES THROUGHOUT THE HOSPITALS- INCLUDING THE EMERGENCY DEPARTMENT, HAS INFORMATION WITHIN OUR HOSPITAL BILLING BROCHURE, EDUCATES ALL NEW EMPLOYEES THOROUGHLY ON THE PROCESS DURING ORIENTATION, AND DOES A YEARLY RE- EDUCATION TO ALL EXISTING STAFF. ALL STAFF HAVE COPIES OF THE FINANCIAL ASSISTANCE APPLICATION, BOTH IN ENGLISH AND SPANISH, TO SUPPLY TO PATIENTS WHO, AFTER SCREENING, HAVE A NEED FOR ASSISTANCE. UM SHORE REGIONAL HEALTH HAS A DEDICATED FINANCIAL ASSISTANCE LIAISON TO WORK WITH OUR PATIENTS TO ASSIST THEM WITH THIS PROCESS AND EXPEDITE THE DECISION PROCESS. SHORE HEALTH NOTIFIES PATIENTS OF THE AVAILABILITY OF FINANCIAL ASSISTANCE FUNDS PRIOR TO SERVICE DURING OUR CALLS TO PATIENTS, THROUGH SIGNAGE AT ALL OF OUR REGISTRATION LOCATIONS, THROUGH OUR PATIENT BILLING BROCHURE AND THROUGH OUR DISCUSSIONS WITH PATIENTS DURING REGISTRATION. IN ADDITION, THE PATIENT INFORMATION SHEET IS MAILED TO PATIENTS WITH ALL STATEMENTS AND/OR HANDED TO THEM IF NEEDED.</p> <p>*SHORE HEALTH PREPARES ITS FINANCIAL ASSISTANCE POLICY (FAP) IN A CULTURALLY SENSITIVE MANNER, AT A READING COMPREHENSION LEVEL APPROPRIATE TO THE CBSA'S POPULATION, AND IN SPANISH.</p> <p>*SHORE HEALTH POSTS ITS FAP AND FINANCIAL ASSISTANCE CONTACT INFORMATION IN ADMISSIONS AREAS, EMERGENCY ROOMS, AND OTHER AREAS OF OUR FACILITIES IN WHICH ELIGIBLE PATIENTS ARE LIKELY TO PRESENT;</p> <p>*SHORE HEALTH PROVIDES A COPY OF THE FAP AND FINANCIAL ASSISTANCE CONTACT INFORMATION TO PATIENTS OR THEIR FAMILIES AS PART OF THE INTAKE PROCESS;</p> <p>*SHORE HEALTH PROVIDES A COPY OF THE FAP AND FINANCIAL ASSISTANCE CONTACT INFORMATION TO PATIENTS WITH DISCHARGE MATERIALS.</p> <p>*A COPY OF SHORE HEALTH'S FAP ALONG WITH FINANCIAL ASSISTANCE CONTACT INFORMATION, IS PROVIDED IN PATIENT BILLS; AND/OR</p> <p>*SHORE HEALTH DISCUSSES WITH PATIENTS OR THEIR FAMILIES THE AVAILABILITY OF VARIOUS GOVERNMENT BENEFITS, SUCH AS MEDICAID OR STATE PROGRAMS, AND ASSISTS PATIENTS WITH QUALIFICATION FOR SUCH PROGRAMS, WHERE APPLICABLE.</p> <p>*AN ABBREVIATED STATEMENT ADVISING OF SHORE HEALTH'S FINANCIAL ASSISTANCE POLICY, INCLUDING A PHONE NUMBER TO CALL FOR MORE INFORMATION, IS RUN ANNUALLY IN THE LOCAL NEWSPAPER (STAR DEMOCRAT)</p> |



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| <p>SCHEDULE H, PART VI,<br/>LINE 4 - COMMUNITY<br/>INFORMATION</p> | <p>SITUATED ON MARYLAND'S EASTERN SHORE, SHORE REGIONAL HEALTH'S THREE HOSPITALS, UNIVERSITY OF MARYLAND MEDICAL CENTER AT EASTON (UMC AT EASTON), UNIVERSITY OF MARYLAND MEDICAL CENTER AT DORCHESTER (UMC AT DORCHESTER), UNIVERSITY OF MARYLAND MEDICAL CENTER AT CHESTERTOWN (UMC AT CHESTERTOWN) ARE NOT- FOR-PROFIT HOSPITALS OFFERING A COMPLETE RANGE OF INPATIENT AND OUTPATIENT SERVICES TO OVER 170,000 PEOPLE THROUGHOUT THE MID-SHORE OF MARYLAND.</p> <p>SHORE REGIONAL HEALTH'S SERVICE AREA IS DEFINED AS THE MARYLAND COUNTIES OF CAROLINE, DORCHESTER, TALBOT, QUEEN ANNE'S AND KENT.</p> <p>UMC AT EASTON IS SITUATED AT THE CENTER OF THE MID-SHORE AREA AND THUS SERVES A LARGE RURAL GEOGRAPHICAL AREA (ALL FIVE COUNTIES OF THE MID-SHORE). UMC AT DORCHESTER IS LOCATED APPROXIMATELY 18 MILES FROM EASTON AND PRIMARILY SERVES DORCHESTER COUNTY AND PORTIONS OF CAROLINE COUNTY. UMC AT CHESTERTOWN LOCATED IN CHESTERTOWN, IN KENT COUNTY MERGED WITH SHORE REGIONAL HEALTH IN JULY 2013. UMC AT CHESTERTOWN SERVES THE RESIDENTS OF KENT COUNTY, PORTIONS OF QUEEN ANNE'S AND CAROLINE COUNTIES AND THE SURROUNDING AREAS.</p> <p>THE FIVE COUNTIES OF THE MID-SHORE COMPRISE 20% OF THE LANDMASS OF THE STATE OF MARYLAND AND 2% OF THE POPULATION. THE ENTIRE REGION HAS OVER 4,400 EMPLOYERS WITH NEARLY 45,000 WORKERS. ONLY 50 OF THOSE EMPLOYERS EMPLOY 100 OR MORE WORKERS.</p> <p>THE ECONOMIC CONDITION VARIES SIGNIFICANTLY THROUGHOUT THE REGION, ESPECIALLY FOR CAROLINE, DORCHESTER, AND KENT COUNTIES. IT SHOULD BE NOTED THAT TALBOT COUNTY APPEARS TO HAVE A SIGNIFICANTLY HIGHER MEDIAN INCOME THAN CAROLINE AND DORCHESTER; HOWEVER, A LARGE PERCENTAGE OF THE POPULATION HAS INCOMES IN LINE WITH THOSE OF CAROLINE AND DORCHESTER. THE FIGURES FOR TALBOT ARE SOMEWHAT SKEWED DUE TO LARGE INCOMES OF A FEW INDIVIDUAL FAMILIES AND HIGH NET WORTH INDIVIDUALS.</p> <p>SHORE REGIONAL HEALTH'S SERVICE AREA HAS A HIGHER PERCENTAGE OF POPULATION AGED 65 AND OLDER AS COMPARED TO MARYLAND OVERALL. TALBOT COUNTY HAS A 27.2% RATE FOR THIS AGE GROUP AND KENT COUNTY HAS 25.3% OF ITS RESIDENTS AGE 65 YEARS OR OLDER. THESE RATES ARE 65% HIGHER THAN MARYLAND'S AVERAGE PERCENTAGES, AND HIGHER THAN OTHER RURAL AREAS IN THE STATE BY ALMOST A QUARTER. TODAY, MORE THAN TWO-THIRDS OF ALL HEALTH CARE COSTS ARE FOR TREATING CHRONIC ILLNESSES. AMONG HEALTH CARE COSTS FOR OLDER AMERICANS, 95% ARE FOR CHRONIC DISEASES. THE COST OF PROVIDING HEALTH CARE FOR ONE PERSON AGED 65 OR OLDER IS THREE TO FIVE TIMES HIGHER THAN THE COST FOR SOMEONE YOUNGER THAN 65.<br/>SOURCE:HTTP://WWW.CDC.GOV/FEATURES/AGINGANDHEALTH/STATE_OF_AGING_AND_HEALTH_IN_AMERICA_2013.PDF HOFFMAN C, RICE D, SUNG HY. PERSONS WITH CHRONIC CONDITIONS: THEIR PREVALENCE AND COSTS. JAMA. 1996;276(18):1473-1479</p> <p>WHILE PROGRESS IS BEING MADE, THE MID-SHORE ECONOMY STILL FACES MYRIAD OF CHALLENGES THAT INCLUDE LIMITED ACCESS TO AFFORDABLE HIGH SPEED BROADBAND SERVICES, A SHORTAGE OF AFFORDABLE HOUSING, AN INADEQUATE SUPPLY OF SKILLED WORKERS, LOW PER CAPITA INCOME, AND MORE LAYOFFS IN THE MANUFACTURING SECTOR. (SOURCE: MID SHORE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS)</p> <p>COUNTY HEALTH RANKINGS FOR THE MID-SHORE COUNTIES ALSO REVEAL THE LARGE DISPARITIES BETWEEN COUNTIES FOR HEALTH OUTCOMES IN THE SERVICE AREA.</p> <p>OVERALL, QUEEN ANNE'S COUNTY RANKS 7TH; TALBOT COUNTY RANKS 9TH; DORCHESTER RANKS 22ND; CAROLINE RANKS 21ST, KENT RANKS 14TH (OUT OF 24 COUNTIES INCLUDING BALTIMORE CITY) IN HEALTH OUTCOMES THAT INDICATE THE OVERALL HEALTH OF THE COUNTY<br/>(SOURCE:HTTP://WWW.COUNTYHEALTHRANKINGS.ORG/MARYLAND/ 2019).</p> <p>SERVICE AREAS:<br/>UMC AT EASTON'S PRIMARY SERVICE AREA: 21601, 21613, 21629, 21632, 21655, 21639, 21643<br/>UMC AT DORCHESTER'S PRIMARY SERVICE AREA: 21613, 21643, 21631<br/>UMC AT CHESTERTOWN'S PRIMARY SERVICE AREA: 21620,21661,21651,21678</p> <p>COMMUNITY BENEFIT SERVICE AREA (CBSA) TARGET POPULATION: 170,000+<br/>TALBOT COUNTY<br/>TOTAL POPULATION: 37,278<br/>MALE: 47.4%, FEMALE: 52.6%<br/>WHITE, NOT HISPANIC (NH): 83.3%<br/>BLACK, NH: 13.0%<br/>HISPANIC: 6.6%<br/>ASIAN, NH: 1.4%<br/>AMERICAN INDIAN, NH: 0.4%<br/>MEDIAN AGE: 43.3<br/>MEDIAN HOUSEHOLD INCOME: \$58,228</p> <p>DORCHESTER COUNTY<br/>TOTAL POPULATION: 32,258<br/>MALE: 47.5%, FEMALE: 52.5%<br/>WHITE, NOT HISPANIC (NH): 67.4%<br/>BLACK, NH: 28.7%<br/>HISPANIC: 5.3%<br/>ASIAN, NH: 1.2%<br/>AMERICAN INDIAN, NH: 0.5%<br/>MEDIAN AGE: 40.7<br/>MEDIAN HOUSEHOLD INCOME: \$47,093</p> <p>CAROLINE COUNTY<br/>TOTAL POPULATION: 32,850<br/>MALE: 48.8%, FEMALE: 51.2%<br/>WHITE, NOT HISPANIC (NH): 81.3%<br/>BLACK, NH: 14.0%<br/>HISPANIC: 7.2%</p> |

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|                               | <p>ASIAN, NH: 1.1%<br/> AMERICAN INDIAN, NH: 0.3%<br/> MEDIAN AGE: 37<br/> MEDIAN HOUSEHOLD INCOME: \$52,465</p> <p>QUEEN ANNE'S COUNTY<br/> TOTAL POPULATION: 48,929<br/> MALE: 49.7%, FEMALE: 50.3%<br/> WHITE, NOT HISPANIC (NH): 89.7%<br/> BLACK, NH: 6.6%<br/> HISPANIC: 3.6%<br/> ASIAN, NH: 0.5%<br/> AMERICAN INDIAN, NH: 0.3%<br/> MEDIAN AGE: 38.8<br/> MEDIAN HOUSEHOLD INCOME: \$85,963</p> <p>KENT COUNTY<br/> TOTAL POPULATION: 19,730<br/> MALE: 47.9%, FEMALE: 52.1%<br/> WHITE, NOT HISPANIC (NH): 81.3%<br/> BLACK, NH: 15.3%<br/> HISPANIC: 4.5%<br/> ASIAN, NH: 1.2%<br/> AMERICAN INDIAN, NH: 0.3%<br/> MEDIAN AGE: 45.6<br/> MEDIAN HOUSEHOLD INCOME: \$58,145<br/> (SOURCE: <a href="http://quickfacts.census.gov/">HTTP://QUICKFACTS.CENSUS.GOV/</a>)</p> <p>PERCENTAGE OF HOUSEHOLDS WITH INCOMES BELOW THE FEDERAL POVERTY GUIDELINES WITHIN THE CBSA:<br/> TALBOT 10.4%, DORCHESTER 18.1%, CAROLINE 14.4%, QUEEN ANNE'S 7.2%, KENT 14.8%<br/> SOURCE: <a href="https://www.census.gov/quickfacts/fact/table/us">HTTPS://WWW.CENSUS.GOV/QUICKFACTS/FACT/TABLE/US</a></p> <p>PERCENTAGE OF UNINSURED PEOPLE BY COUNTY WITHIN THE CBSA:<br/> TALBOT 8%, DORCHESTER 8%, CAROLINE 12%, QUEEN ANNE'S 6%, KENT 8%<br/> SOURCE: <a href="http://www.towncharts.com/Maryland/Maryland-State-Healthcare-Data.html">HTTP://WWW.TOWNCHARTS.COM/MARYLAND/MARYLAND-STATE-HEALTHCARE-DATA.HTML</a></p> <p>PERCENTAGE OF MEDICAID RECIPIENTS BY COUNTY WITHIN THE CBSA:<br/> TALBOT 12%, DORCHESTER 22%, CAROLINE 21%, QUEEN ANNE'S 6%, KENT 14%<br/> SOURCE: <a href="http://www.towncharts.com/Maryland/Maryland-State-Healthcare-Data.html">HTTP://WWW.TOWNCHARTS.COM/MARYLAND/MARYLAND-STATE-HEALTHCARE-DATA.HTML</a></p> <p>LIFE EXPECTANCY BY COUNTY WITHIN THE CBSA:<br/> TALBOT COUNTY: ALL RACES 80.8 WHITE 81.6, BLACK 76.5<br/> DORCHESTER COUNTY: ALL RACES 77.6, WHITE 78.2, BLACK 75.7<br/> CAROLINE COUNTY: ALL RACES 76.1, WHITE 76.3, BLACK 75.4<br/> QUEEN ANNE'S COUNTY: ALL RACES 79.6, WHITE 79.7, BLACK 77.2<br/> KENT COUNTY: ALL RACES 79.5, WHITE 80.6, BLACK 74.5<br/> (SOURCE: <a href="http://dhhm.maryland.gov/">HTTP://DHMH.MARYLAND.GOV/</a>)</p> <p>MORTALITY RATES BY COUNTY WITHIN THE CBSA (CRUDE DEATH RATES BY RACE):<br/> MARYLAND: ALL RACES 838.5, WHITE 1059.7, BLACK 807<br/> TALBOT COUNTY: ALL RACES 1257.8 WHITE 1371.1, BLACK 1227.1<br/> DORCHESTER COUNTY: ALL RACES 1257.1, WHITE 1411.6, BLACK 1263.8<br/> CAROLINE COUNTY: ALL RACES 1074.9, WHITE 1126.2, BLACK 1309.6<br/> QUEEN ANNE'S COUNTY: ALL RACES 905.5, WHITE 921, BLACK 1317<br/> KENT COUNTY: ALL RACES 1449.7, WHITE 1465.1, BLACK 1894.5<br/> (SOURCE:<br/> <a href="https://health.maryland.gov/vsa/documents/reports%20and%20data/annual%20reports/2018/annual_revised2.pdf">HTTPS://HEALTH.MARYLAND.GOV/VSA/DOCUMENTS/REPORTS%20AND%20DATA/ANNUAL%20REPORTS/2018/ANNUAL_REVISED2.PDF</a>)</p> <p>ACCESS TO HEALTHY FOOD, POPULATION THAT IS FOOD INSECURE:<br/> TALBOT COUNTY: 10.5%<br/> DORCHESTER COUNTY: 15.8%<br/> CAROLINE COUNTY: 12.1%<br/> QUEEN ANNE'S COUNTY: 7.5%<br/> KENT COUNTY: 11.5%<br/> (SOURCE: URL: <a href="http://www.mdfoodsystemmap.org">HTTP://WWW.MDFOODSYSTEMMAP.ORG</a>)</p> <p>QUALITY OF HOUSING<br/> HOME OWNERSHIP RATE:<br/> TALBOT COUNTY: 68.6%<br/> DORCHESTER COUNTY: 65.6%<br/> CAROLINE COUNTY: 70.5%<br/> QUEEN ANNE'S COUNTY: 83.8%<br/> KENT COUNTY: 71.9%<br/> SOURCE: MID SHORE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS SOURCE:<br/> <a href="http://www.midshore.org/reports/">HTTP://WWW.MIDSHORE.ORG/REPORTS/</a></p> <p>ACCESS TO TRANSPORTATION WITHIN THE CBSA:<br/> TRANSIT SERVICES IN THE THREE COUNTY AREAS ARE PROVIDED UNDER CONTRACT BY DELMARVA COMMUNITY TRANSIT. SERVICES INCLUDE MEDICAL AND SENIOR CITIZEN DEMAND SERVICES AND FIXED ROUTE COUNTY AND REGIONAL SERVICE. WHILE MOST OF THE REGION IS SERVED BY THE FIXED ROUTES, THERE ARE GAPS IN COVERAGE IN THE LESS POPULATED AREAS OF THE COUNTIES. THE REGIONAL</p> |



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|                               | <p>SYSTEM, MARYLAND UPPER SHORE TRANSIT (MUST), PROVIDES LOW COST SERVICE FOR THE GENERAL PUBLIC FROM KENT ISLAND TO OCEAN CITY WITH CONVENIENT FREE TRANSFER POINTS AT KEY LOCATIONS ON THE SHORE.</p> <p>MUST IS A COORDINATED EFFORT OF SEVERAL UPPER SHORE AGENCIES AND GOVERNMENTS TO PROVIDE A REGIONAL TRANSIT SYSTEM FOR KENT, QUEEN ANNE'S, TALBOT, CAROLINE, AND DORCHESTER COUNTIES. TRANSIT SERVICES ARE PROVIDED BY QUEEN ANNE'S COUNTY RIDE (OPERATED BY THE COUNTY) AND DELMARVA COMMUNITY TRANSIT (DCT), A PRIVATE COMPANY UNDER CONTRACT TO THE COUNTIES. THE SYSTEM ALSO INCLUDES SHORE TRANSIT, WHICH PROVIDES SCHEDULED ROUTES ON THE LOWER SHORE. THE MTA AND THE MARYLAND DEPARTMENT OF HUMAN RESOURCES HAVE PROVIDED FUNDING. OVERALL MANAGEMENT OF THE REGIONAL SYSTEM IS THE RESPONSIBILITY OF THE TRANSPORTATION ADVISORY GROUP (TAG). THE COUNTY COMMISSIONERS OF THE FIVE UPPER SHORE COUNTIES APPOINT THE MEMBERS OF THE TAG.</p> <p>(SOURCE: MID SHORE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY CEDS(REVISED MARCH 2012) <a href="http://www.midshore.org/reports">HTTP://WWW.MIDSHORE.ORG/REPORTS</a>)</p> <p>ANNUAL AVERAGE CBSA UNEMPLOYMENT RATE:<br/> TALBOT 4.0%, DORCHESTER 5.2%, CAROLINE 4.2%, QUEEN ANNE'S 3.8%, KENT 4.3%<br/> (SOURCE: <a href="http://www.dllr.state.md.us">HTTP://WWW.DLLR.STATE.MD.US</a>)</p> <p>ACCESS TO QUALITY HEALTH CARE:<br/> HOSPITALS: UM SHORE REGIONAL HEALTH<br/> PENINSULA REGIONAL MEDICAL CENTER<br/> ANNE ARUNDEL MEDICAL CENTER<br/> FEDERALLY QUALIFIED HEALTH CENTERS (FQHCS): CHOPTANK COMMUNITY HEALTH</p> <p>(SOURCE: <a href="http://www.dhmm.state.md.us/getthehealthcare/fqhc.pdf">HTTP://WWW.DHMM.STATE.MD/US/GETTHEHEALTHCARE/FQHC.PDF</a>)</p> |

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| <p>SCHEDULE H, PART VI,<br/>LINE 5 - PROMOTION OF<br/>COMMUNITY HEALTH</p> | <p>BASED ON QUALITATIVE AND QUANTITATIVE DATA COLLECTED AND ANALYZED -SPECIFICALLY RELATED TO RACIAL, ETHNIC AND OTHER DEMOGRAPHIC AND GEOGRAPHIC-RELATED HEALTH DISPARITIES DURING THE CHNA PROCESS, UM SRH'S IMPLEMENTATION PLAN IS COMMITTED TO THE GOALS AND STRATEGIES IDENTIFIED IN THE CNHA AND TO EXAMINING WHAT EVIDENCE-BASED INITIATIVES CAN IMPROVE THE COUNTY'S HEALTH.</p> <p>MARYLAND'S STATE HEALTH IMPROVEMENT PROCESS (SHIP) PROVIDES A FRAMEWORK FOR CONTINUAL PROGRESS TOWARD A HEALTHIER MARYLAND. MARYLAND'S STATE HEALTH IMPROVEMENT PROCESS (SHIP) BEGAN WITH NATIONAL, STATE AND LOCAL DATA BEING REVIEWED AND ANALYZED BY THE MARYLAND DEPARTMENT OF HEALTH AND MENTAL HYGIENE (DHMH) OFFICE OF POPULATION HEALTH AS WELL AS BY THE FIVE DEPARTMENTS OF HEALTH (TALBOT, CAROLINE, DORCHESTER, QUEEN ANNE'S, KENT). IT HAS THREE MAIN COMPONENTS: ACCOUNTABILITY, LOCAL ACTION AND PUBLIC ENGAGEMENT.</p> <p>SHIP INCLUDES 39 MEASURES THAT PROVIDE A FRAMEWORK TO IMPROVE THE HEALTH OF MARYLAND RESIDENTS. TWENTY-EIGHT OF THE MEASURES HAVE BEEN IDENTIFIED AS CRITICAL RACIAL/ETHNIC HEALTH DISPARITIES. EACH MEASURE HAS A DATA SOURCE AND A TARGET, AND WHERE POSSIBLE, CAN BE ASSESSED AT THE COUNTY LEVEL.</p> <p>UM SRH'S PRIORITIES ARE ALIGNED WITH THE MARYLAND STATE HEALTH IMPROVEMENT PROCESS VISION AREAS AND THOSE OBJECTIVES OUTLINED BY THE LOCAL HEALTH IMPROVEMENT COALITION.</p> <p>HEALTH PRIORITIES FY2020-2022</p> <p>THE TOP FIVE PRIORITIES:</p> <ol style="list-style-type: none"> <li>1.ACCESS TO CARE</li> <li>2.PREVENTABLE ER VISITS</li> <li>3.CHRONIC DISEASE MANAGEMENT</li> <li>4.MENTAL HEALTH/SUBSTANCE ABUSE</li> <li>5.CANCER</li> </ol> <p>SEVERAL ADDITIONAL TOPIC AREAS WERE IDENTIFIED BY UM SRH: SAFE HOUSING, TRANSPORTATION, AND SUBSTANCE ABUSE. THE UNMET NEEDS NOT ADDRESSED BY UM SRH WILL CONTINUE TO BE ADDRESSED BY KEY GOVERNMENTAL AGENCIES AND EXISTING COMMUNITY- BASED ORGANIZATIONS. WHILE UM SRH WILL FOCUS THE MAJORITY OF OUR EFFORTS ON THE IDENTIFIED PRIORITIES OUTLINED IN THE CHNA IMPLEMENTATION PLAN, WE WILL REVIEW THE COMPLETE SET OF NEEDS IDENTIFIED IN THE CHNA FOR FUTURE COLLABORATION AND WORK. THESE AREAS, WHILE STILL IMPORTANT TO THE HEALTH OF THE COMMUNITY, WILL BE MET THROUGH OTHER HEALTH CARE ORGANIZATIONS WITH OUR ASSISTANCE AS AVAILABLE.</p> <p>INITIATIVE 1</p> <p>IDENTIFIED NEED: HEALTH PRIORITY #1. ACCESS TO CARE; HEALTH PRIORITY #5. CANCER<br/>HOW WAS THE NEED IDENTIFIED: IDENTIFIED THROUGH THE CHNA PROCESS<br/>NAME OF HOSPITAL INITIATIVE: SHORE REGIONAL WELLNESS FOR WOMEN OUTREACH AND WELLNESS FOR WOMEN SCREENING</p> <p>DESCRIBE THE CHARACTERISTICS OF THE TARGET POPULATION:</p> <p>FEMALE POPULATION OF FIVE COUNTY AREA OUTREACH= AGE 25+ (APPROXIMATELY 32,000) SCREENINGS= AGE 40-65. UNINSURED/ELIGIBLE = 2,800 AGE-ADJUSTED MORTALITY RATE FROM CANCER (PER 100,000 POPULATION) IN MARYLAND IS HIGHER THAN THE US CANCER MORTALITY RATE. CANCER IMPACTS PEOPLE ACROSS ALL POPULATION GROUPS, HOWEVER WIDE RACIAL DISPARITIES EXIST. MARYLAND 2017 GOAL 147.4 MARYLAND RATE: 159.3 CAROLINE COUNTY: 173.5 DORCHESTER COUNTY: 195.2 KENT COUNTY: 149.7 QUEEN ANNE'S COUNTY: 160.4 TALBOT COUNTY: 143</p> <p>TOTAL NUMBER OF PEOPLE REACHED BY THE INITIATIVE: WELLNESS FOR WOMEN OUTREACH: 1,600 LIVES TOUCHED<br/>SCREENINGS: 144</p> <p>PRIMARY OBJECTIVE OF INITIATIVE:REDUCE OVERALL CANCER DEATH RATE AGE-ADJUSTED MORTALITY RATE FROM CANCER (PER 100,000 POPULATION). MARYLAND IS HIGHER THAN THE US CANCER MORTALITY RATE. CANCER IMPACTS PEOPLE ACROSS ALL POPULATION GROUPS, HOWEVER WIDE RACIAL DISPARITIES EXIST. MARYLAND 2017 GOAL 147.4<br/>MARYLAND RATE: 159.3<br/>CAROLINE COUNTY: 173.5<br/>DORCHESTER COUNTY: 195.2<br/>KENT COUNTY: 149.7<br/>QUEEN ANNE'S COUNTY: 160.4<br/>TALBOT COUNTY: 143.8</p> <p>WELLNESS FOR WOMEN OUTREACH:</p> <ol style="list-style-type: none"> <li>1.INCREASE THE NUMBER OF WOMEN SURVIVING BREAST CANCER BY DIAGNOSING THEM AT AN EARLIER STAGE THROUGH EDUCATION AND PROMOTION OF PREVENTATIVE MEASURES AND EARLY DETECTION.</li> <li>2.DIAGNOSE AFRICAN AMERICAN AND HISPANIC WOMEN AT EARLIER STAGES OF BREAST CANCER, EQUIVALENT TO CAUCASIAN WOMEN.</li> <li>3.EDUCATE LATINA WOMEN IN BREAST SELF- EXAMINATION WITH THE ASSISTANCE OF A TRANSLATOR.</li> </ol> <p>SCREENINGS:</p> <ol style="list-style-type: none"> <li>1.THE PROGRAM SERVES AS A POINT OF ACCESS INTO CARE FOR AGE AND RISK SPECIFIC MAMMOGRAPHY SCREENING, CLINICAL BREAST EXAM, AND GENETIC TESTING FOR BREAST CANCER.</li> <li>2.OFFERS NO COST MAMMOGRAMS TO ELIGIBLE WOMEN: THOSE UNDER THE AGE OF 40 AND OVER 65 WHO HAVE NO INSURANCE AND LATINA WOMEN OF ALL AGES WHO WILL BE SCREENED ANNUALLY THEREAFTER. THOSE WOMEN NEEDING FURTHER DIAGNOSTIC TESTS OR WHO NEED TREATMENT FOR BREAST CANCER ARE ENROLLED IN THE STATE OF MARYLAND DIAGNOSIS AND TREATMENT PROGRAM THROUGH THE CASE MANAGER</li> </ol> <p>KEY COLLABORATORS IN DELIVERY:<br/>PARTICIPATING HOSPITAL STAFF; TALBOT, QA, KENT, DORCHESTER, CAROLINE COUNTIES HEALTH DEPARTMENTS FOR FIVE COUNTIES</p> <p>IMPACT OF HOSPITAL INITIATIVE: REDUCE CANCER MORTALITY</p> <p>EVALUATION OF OUTCOMES:<br/>THE STAGE AT DIAGNOSIS AS REPORTED BY THE TUMOR REGISTRY FOR THE CANCER CENTER INDICATES</p> |

| Return Reference - Identifier | Explanation  |
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|                               | <p>DISPARITY FOR WOMEN IN CAROLINE AND DORCHESTER COUNTY. THE OUTREACH PROGRAM INCREASED THE COMMUNITY'S AWARENESS OF BREAST CANCER PREVENTION, DETECTION AND TREATMENTS.</p> <p>OUTCOME:<br/> THE OUTREACH PROGRAM INCREASED THE COMMUNITY'S AWARENESS OF BREAST CANCER PREVENTION, DETECTION AND TREATMENTS. 1,600 LIVES TOUCHED (SOME EVENTS INCLUDED BOTH COMMUNITY AND PROFESSIONAL AUDIENCES) 52 COMMUNITY EVENTS; SCREENING: 144 -TALBOT COUNTY: # OF EVENTS=26; # OF BREAST CANCER DIAGNOSES=50; CAUCASIAN=39; AA/OTHER=9/1. CAROLINE COUNTY: # OF EVENTS=6; # OF BREAST CANCER DIAGNOSES=22; CAUCASIAN=18; AA/OTHER=4/2. DORCHESTER COUNTY: # OF EVENTS=10; # OF BREAST CANCER DIAGNOSES=35; CAUCASIAN=21 AA/OTHER=12/1. KENT COUNTY: # OF EVENTS=6; # OF BREAST CANCER DIAGNOSES=21; CAUCASIAN=16; AA/OTHER=5. QUEEN ANNE'S COUNTY: # OF EVENTS=4; # OF BREAST CANCER DIAGNOSES=4; CAUCASIAN=2; AA/OTHER=1/1.</p> <p>INITIATIVE 2<br/> IDENTIFIED NEED: HEALTH PRIORITY #4. MENTAL HEALTH/SUBSTANCE ABUSE<br/> HOW WAS THE NEED IDENTIFIED: IDENTIFIED THROUGH THE CHNA PROCESS<br/> NAME OF HOSPITAL INITIATIVE: UM SRH PARTNERSHIP WITH RECOVERY FOR SHORE (RFS) PROGRAM- PROMOTES RECOVERY THROUGH ADVOCACY, EDUCATION AND SUPPORT</p> <p>TOTAL NUMBER OF PEOPLE WITHIN TARGET POPULATION: MARYLAND ADULT RESIDENTS IN NEED OF TREATMENT, BY REGION 5--EASTERN SHORE (N=260,715) 25,624<br/> SOURCE:HTTPS://BHA.HEALTH.MARYLAND.GOV/STATE%20DRUG%20AND%20ALCOHOL%20ABUSE%20COUNCIL/DOCUMENTS/SDAACWEB/FORMLAWORKGROUP/REUTER_ESTIMATING%20TREATMENT%20NEED.PDF<br/> *ESTIMATED LESS THAN ONE-QUARTER, ARE ACTUALLY IN TREATMENT PROGRAMS</p> <p>TOTAL NUMBER OF PEOPLE REACHED BY THE INITIATIVE: SUPPORT 15-20 COMMUNITY EVENTS RAISING AWARENESS AND PROVIDING SUPPORT FOR THOSE AFFECTED BY SUBSTANCE ABUSE</p> <p>PRIMARY OBJECTIVE OF INITIATIVE:INDICATORS SUGGEST THE QUALITY OF LIFE FOR THE TARGET POPULATION OF THOSE IN LONG-TERM RECOVERY FROM ALCOHOL OR OTHER DRUG ADDICTION, IMPROVE AS A RESULT OF THE SUPPORT AND ADVOCACY PROVIDED BY RFS PROGRAMS.<br/> THE PRIMARY OBJECTIVE OF THIS INITIATIVE IS TO:<br/> *RAISE THE AWARENESS ABOUT ADDICTION AND RECOVERY<br/> *REDUCE THE STIGMA ABOUT ADDICTION AND MENTAL DISORDERS<br/> *ADVOCACY FOR THOSE IN RECOVERY<br/> *ENGAGE IN COMMUNITY ACTIVITIES THAT CELEBRATE RECOVERY AND WELLNESS</p> <p>KEY COLLABORATORS IN DELIVERY:<br/> *CAROLINE COUNSELING CENTER<br/> *CAROLINE COUNTY PREVENTION SERVICES<br/> *CHESAPEAKE TREATMENT SERVICES<br/> *CHESAPEAKE VOYAGERS, INC.<br/> *CIRCUIT COURT OF TALBOT COUNTY, PROBLEM SOLVING COURT<br/> *COMMUNITY NEWSPAPER PROJECT (CHESTERTOWN SPY AND TALBOT SPY)<br/> *DORCHESTER COUNTY ADDICTIONS PROGRAM<br/> *DRI-DOCK RECOVERY AND WELLNESS CENTER<br/> *KENT COUNTY DEPARTMENT OF HEALTH ADDICTION SERVICES<br/> *MID SHORE MENTAL HEALTH SYSTEMS, INC.<br/> *QUEEN ANNE'S COUNTY DEPARTMENT OF HEALTH - ADDICTIONS TREATMENT AND PREVENTION SERVICES<br/> *UNIVERSITY OF MARYLAND SHORE BEHAVIORAL HEALTH OUTPATIENT ADDICTIONS<br/> *TALBOT ASSOCIATION OF CLERGY AND LAITY<br/> *TALBOT COUNTY HEALTH DEPARTMENT ADDICTIONS PROGRAM (TCAP) AND PREVENTION<br/> *PAROLE AND PROBATION<br/> *TALBOT PARTNERSHIP FOR ALCOHOL AND OTHER DRUG ABUSE PREVENTION<br/> *UNIVERSITY OF MARYLAND SHORE REGIONAL HEALTH<br/> WARWICK MANOR BEHAVIORAL HEALTH</p> |

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| <p>SCHEDULE H, PART VI,<br/>LINE 5 - PROMOTION OF<br/>COMMUNITY HEALTH</p> | <p>IMPACT OF HOSPITAL INITIATIVE: REDUCTION OF UTILIZATION OF EMERGENCY ROOM SERVICES FOR ONGOING TREATMENT.</p> <p>EVALUATION OF OUTCOME: EDUCATION AND SUPPORT GROUPS WELL ATTENDED AND ATTENDEES DEMONSTRATED INCREASED KNOWLEDGE POST EDUCATION</p> <p>EVENTS AND PROGRAMS<br/>PARTICIPATION IN 15-20 COMMUNITY EVENTS RAISING AWARENESS AND PROVIDING SUPPORT TO THOSE AFFECTED BY SUBSTANCE ABUSE, SERVING FIVE COUNTIES OF MID-SHORE, INCLUDING:<br/>*OUT OF THE DARKNESS, SUICIDE PREVENTION<br/>*ADVOCACY FOR NALOXONE, LEGISLATIVE FORUMS IN CENTREVILLE AND CAMBRIDGE<br/>*ADDRESS ALCOHOL, BINGE DRINKING, DRUG/SUBSTANCE ABUSE THROUGH PARTNERSHIPS LISTED ABOVE<br/>*SPONSOR PEER SUPPORT PROGRAMS</p> <p>INITIATIVE 3</p> <p>IDENTIFIED NEED HEALTH: HEALTH PRIORITY #1, ACCESS TO CARE; HEALTH PRIORITY #3, CHRONIC DISEASE MANAGEMENT; PROVIDE OUTREACH FOR EDUCATION OPPORTUNITIES TO THE COMMUNITY FOR CHRONIC DISEASE AWARENESS AND MANAGEMENT.<br/>HOW WAS THE NEED IDENTIFIED: IDENTIFIED THROUGH THE CHNA PROCESS</p> <p>NAME OF HOSPITAL INITIATIVE:<br/>DIABETES, STROKE, HEART EDUCATION PROGRAMS<br/>EDUCATION SERIES<br/>SUPPORT GROUPS<br/>RADIO BROADCASTS<br/>HEART WELLNESS NEWSLETTER AND PRESENTATIONS<br/>STROKE EDUCATION/PRESENTATIONS<br/>BLOOD PRESSURE SCREENINGS<br/>TOTAL NUMBER OF PEOPLE WITHIN TARGET POPULATION: 5 COUNTY POPULATION (SEE BELOW FOR PREVALENCE OF DISEASE)<br/>PREVALENCE OF DIABETES IN THIS COMMUNITY IS HIGHER THAN AVERAGE WITHIN MARYLAND.<br/>DIAGNOSED DIABETES AMONG ADULTS:<br/>CAROLINE COUNTY: PREVALENCE=12.2 2,856 INDIVIDUALS<br/>DORCHESTER COUNTY: PREVALENCE=14.7 3,893 INDIVIDUALS<br/>KENT COUNTY: PREVALENCE=8.9 1,549 INDIVIDUALS<br/>QUEEN ANNE'S COUNTY: PREVALENCE=9.4 3,603 INDIVIDUALS<br/>TALBOT COUNTY: PREVALENCE=9.5 3,434 INDIVIDUALS<br/>MARYLAND: PREVALENCE=9.4<br/>SOURCE:<br/>PREVALENCE DATA PRESENTED HERE INCLUDE NUMBER OF EXISTING CASES AND RATES PER 100 OVERALL AND BY AGE, SEX, AND LEVEL OF EDUCATION<br/><a href="https://www.cdc.gov/diabetes/atlas/obesityrisk/24/atlas.htm">HTTPS://WWW.CDC.GOV/DIABETES/ATLAS/OBESITYRISK/24/ATLAS.HTM</a></p> <p>PREVALENCE OF AGE-ADJUSTED MORTALITY RATE FROM HEART DISEASE (PER 100,000 POPULATION), HEART DISEASE IS THE LEADING CAUSE OF DEATH IN MARYLAND ACCOUNTING FOR 25% OF ALL DEATHS.<br/>PREVALENCE FOR MARYLAND= 169.4: 2017 GOAL= 166.3<br/>CAROLINE COUNTY: PREVALENCE=195.6<br/>DORCHESTER COUNTY: PREVALENCE=190.9<br/>KENT COUNTY: PREVALENCE=154.3<br/>QUEEN ANNE'S COUNTY: PREVALENCE=159.8<br/>TALBOT COUNTY: PREVALENCE=143.0</p> <p>IN MARYLAND, 30% OF ALL DEATHS WERE ATTRIBUTED TO HEART DISEASE AND STROKE. HEART DISEASE AND STROKE CAN BE PREVENTED BY CONTROL OF HIGH BLOOD PRESSURE.<br/>THE RATE OF EMERGENCY DEPARTMENT VISITS DUE TO HYPERTENSION (PER 100,000 POPULATION) IN MARYLAND= 252.2 2017 GOAL=234<br/>CAROLINE COUNTY: RATE=257.8<br/>DORCHESTER COUNTY: RATE=465.4<br/>KENT COUNTY: RATE=334.7<br/>QUEEN ANNE'S COUNTY: RATE=187.8<br/>TALBOT COUNTY: PREVALENCE=265.1</p> <p>TOTAL NUMBER OF PEOPLE REACHED BY THE INITIATIVE: TOTAL COMMUNITY BENEFIT ENCOUNTERS OR "TOUCHPOINTS" IN FY2019 WAS OVER 2,000 FOR DIABETES, STROKE, HEART WELLNESS RELATED EDUCATION AND SUPPORT GROUPS.</p> <p>PRIMARY OBJECTIVE OF INITIATIVE:<br/>REDUCE INCIDENCE OF DIABETES, STROKE, CARDIOVASCULAR DISEASE<br/>IMPROVE MANAGEMENT OF DIABETES AND HYPERTENSION, LUNG AND HEART HEALTH,<br/>SUPPORT FOR POPULATION MANAGING DIABETES, STROKE, CANCER<br/>PROVIDE EDUCATIONAL MATERIAL TO PROMOTE A FOCUS ON PERSONAL HEALTH</p> <p>SINGLE OR MULTI-YEAR PLAN: MULTI YEAR 2006-PRESENT<br/>KEY COLLABORATORS IN DELIVERY:<br/>COMMUNITY SENIOR CENTERS<br/>UM CENTER FOR DIABETES AND ENDOCRINOLOGY<br/>UM CENTER AT EASTON PRIMARY STROKE CENTER<br/>HEALTH DEPARTMENTS<br/>IMPACT OF HOSPITAL INITIATIVE: RAISED/IMPROVED THE LEVEL OF DIABETES AWARENESS, STROKE, AND HEART WELLNESS EDUCATION AND MANAGEMENT IN THE COMMUNITY.<br/>EVALUATION OF OUTCOME: EDUCATION AND SUPPORT GROUPS WELL ATTENDED AND ATTENDEES DEMONSTRATED INCREASED KNOWLEDGE POST EDUCATION<br/>HEALTH FAIRS AND EDUCATION EVENTS INCLUDING:<br/>QUEEN ANNE'S COUNTY ANNUAL SENIOR SUMMIT, MAY 2017; 300 ATTENDEES</p> |

| Return Reference - Identifier | Explanation  |
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|                               | <p>THE FOLLOWING EDUCATIONAL MATERIALS, INFORMATION AND FREE SCREENINGS ON THE TOPICS WERE PROVIDED, INCLUDING:<br/> HIGH BLOOD PRESSURE AND HEART DISEASE<br/> DIABETES<br/> CANCER<br/> STROKE<br/> HOSPICE SERVICES AND PALLIATIVE CARE<br/> OBESITY, EXERCISE AND NUTRITION<br/> FREE BLOOD PRESSURE SCREENINGS</p> <p>HOMEPORTS HEALTH &amp; WELLNESS EXPO, PRESENTED STRATEGIES TO PROMOTE HEALTH AND WELL-BEING REGARDLESS OF AGE. 200 ATTENDEES<br/> THE FOLLOWING EDUCATIONAL MATERIALS, INFORMATION AND FREE SCREENINGS ON THE TOPICS WERE PROVIDED, INCLUDING:<br/> HIGH BLOOD PRESSURE AND HEART DISEASE<br/> DIABETES<br/> CANCER<br/> STROKE<br/> HOSPICE SERVICES AND PALLIATIVE CARE<br/> OBESITY, EXERCISE AND NUTRITION<br/> SCREENINGS<br/> FREE BLOOD PRESSURE SCREENINGS<br/> BALANCE AND FALL RISK TESTING<br/> CARDIAC AND LUNG HEALTH RISK ASSESSMENT<br/> LUNG FUNCTION TEST<br/> DEPRESSION AND ANXIETY SCREENING</p> <p>DIABETES EDUCATION SERIES "ASK THE DIETITIAN":<br/> 30 PARTICIPANTS ATTENDED 1-HOUR SESSION TO INCREASE THEIR KNOWLEDGE ON MANAGING THEIR DIABETES. ALL PARTICIPANTS MADE PROGRESS ON DEVELOPING STRATEGIES TO IMPROVE NUTRITIONAL HEALTH AND HEALTHY LIFESTYLES</p> <p>DIABETES SUPPORT GROUP:<br/> 8-10 PATIENTS ATTEND MONTHLY DIABETES SUPPORT GROUP AT MULTIPLE LOCATIONS THROUGHOUT THE FIVE COUNTY REGION. ATTENDEES, THEIR FRIENDS AND FAMILY MEET TO DISCUSS DIABETES: CONCERNS, PROBLEMS, AND CHALLENGES. FACILITATOR PROVIDES HEALTH EDUCATION AND ACCURATE INFORMATION.</p> <p>STROKE AWARENESS AND WARNING SIGNS EDUCATION/ PRESENTATIONS INFORM ADULTS OF SIGNS AND SYMPTOMS, RISK FACTORS, AND PREVENTION METHODS FOR STROKE. TWO PRESENTATIONS OFFERED WITH 35 ATTENDEES.</p> <p>BLOOD PRESSURE SCREENINGS- FREE SCREENINGS OFFERED AT MULTIPLE LOCATIONS EVERY WEEK - 275 REFERRALS</p> <p>RADIO BROADCASTS - 200+ LISTENERS FOR HEALTH SHOW</p> <p>MARYLAND HEALTH MATTERS- PUBLISHED 3X YEAR, MAILED TO 77,300 HOUSEHOLDS</p> <p>UM SRH OPERATES UNDER A UNIQUE REGULATORY SYSTEM THAT CAPS HOSPITAL REVENUES AND PROVIDES ADJUSTMENTS TO ALLOW FOR POPULATION HEALTH IMPROVEMENT INVESTMENTS. UNDER MARYLAND'S GLOBAL BUDGET REVENUE MODEL, UM SRH REPORTS ON A REGULAR BASIS HOW IT IS INVESTING IN EFFORTS TO IMPROVE POPULATION HEALTH. UM SRH PROVIDES ON-GOING SERVICES THAT ARE FUNDAMENTAL TO ADDRESSING THE IDENTIFIED COMMUNITY HEALTH NEEDS THAT DEMONSTRATE THE EXTENT TO WHICH OUR COMMITMENT TO SERVE OUR COMMUNITY IS INTEGRATED INTO OUR CARE DELIVERY MODEL.</p> <p>WE HAVE A STRONG FOCUS ON TREATING PATIENTS WITH CHRONIC CONDITIONS. UM SHORE REGIONAL HEALTH WORKS TO COORDINATE CARE, ENSURE SMOOTH TRANSITIONS AND PROMOTE DISEASE SELF-MANAGEMENT STRATEGIES AT EVERY STEP OF A PATIENT'S JOURNEY - WHETHER AT HOME, IN THE COMMUNITY, OR WITHIN OUR HOSPITAL.<br/> WE OPERATE SPECIALIZED CLINICS TO ENABLE ACCESS TO ROUTINE OUTPATIENT CARE. OUR TRANSITIONAL CARE SERVICES HELP PATIENTS NEWLY DIAGNOSED OR THOSE THAT HAVE HAD A RECENT HOSPITALIZATION TRANSITION SAFELY BACK TO THE COMMUNITY. TRANSITIONAL NURSE NAVIGATORS PROVIDE PATIENTS WITH DISEASE EDUCATION AND SELF-MANAGEMENT STRATEGIES, CONNECT THEM TO PRIMARY CARE PROVIDERS AND SPECIALISTS, AND HELP THEM OVERCOME ANY BARRIERS TO MAKING FOLLOW UP APPOINTMENTS. AN URGENT CARE CENTER TO ADDRESS OFF HOURS VISITS AND LOW ACUITY EMERGENCIES IS ALSO AVAILABLE.<br/> OUR COUDAMIN CLINIC PROVIDES ANTICOAGULATION MEDICATION MANAGEMENT, SPECIFICALLY MANAGING AND MONITORING WARFARIN (COUMADIN®) THERAPY UPON PHYSICIAN REFERRAL. IT ALSO PROVIDES PATIENTS WITH ONGOING MONITORING OF THEIR ANTICOAGULATION THERAPY TO ENSURE DESIRED OUTCOMES AND DECREASE ADVERSE EVENTS. ADDITIONALLY, OUR BEHAVIORAL HEALTH CLINIC PROVIDES A COMMUNITY ACCESS POINT FOR THOSE IN NEED OF OUTPATIENT MENTAL HEALTH SERVICES. RESOURCES ARE EMBEDDED THROUGHOUT THE HOSPITAL AND IN THE COMMUNITY SO THAT EVERY PATIENT RECEIVES THE SAME LEVEL OF CARE COORDINATION. CARE MANAGERS ARE EMBEDDED WITHIN OUR EMERGENCY DEPARTMENT AND HOSPITAL, AND PROVIDE IN-HOME VISITS AS NEEDED. COMMUNITY HEALTH WORKERS REACH OUT TO PATIENTS WHO ARE IDENTIFIED AS BEING HIGH RISK FOR READMISSION OR IN NEED OF CRITICAL RESOURCES. CLOSE RELATIONSHIPS ARE MAINTAINED WITH SKILLED NURSING FACILITIES AND HOME HEALTH AGENCIES SO THAT TRANSFERS FROM THE HOSPITAL TO THESE FACILITIES ARE SMOOTH, AND THE HIGHEST QUALITY OF CARE IS CONSTANTLY DELIVERED.<br/> STRONG RELATIONSHIPS EXIST WITH LOCAL EMERGENCY MEDICAL SERVICE (EMS) PROVIDERS THROUGH OUR MOBILE INTEGRATED HEALTH PROGRAM, WHICH DELIVERS EFFECTIVE AND EFFICIENT CARE TO PATIENTS OUTSIDE OF THE HOSPITAL. NURSES AND COMMUNITY HEALTH WORKERS FUNCTION OUTSIDE TRADITIONAL EMERGENCY RESPONSE ROLES, WITH A FOCUS ON MAINTAINING INDIVIDUALS' HEALTH AT THEIR HOMES WHILE ALSO PROVIDING CONVENIENT ACCESS TO CARE IN THE COMMUNITY. ADDITIONAL CARE PARTNERS INCLUDE PRIMARY CARE PROVIDERS, SPECIALISTS, LOCAL DEPARTMENT OF HEALTH, OFFICE ON AGING AND OTHER COMMUNITY BASED PARTNERS.</p> |

| Return Reference - Identifier  | Explanation   |
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| SCHEDULE H, PART VI, LINE 5 - PROMOTION OF COMMUNITY HEALTH            | WE ARE PROUD TO SERVE OUR COMMUNITY AND APPRECIATE OUR PARTNERS WHO ALLOW US TO FULFILL OUR MISSION. WE WILL ALWAYS DO WHAT IS RIGHT FOR THE PATIENT, NO MATTER WHERE THEY ARE IN THEIR HEALTH JOURNEY, AND WILL ALWAYS STRIVE TO HAVE OUR PATIENTS RECEIVE CARE IN THE COMMUNITY THEY RESIDE. AS A PART OF THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS) WE ARE SHAPING A NEW PARADIGM IN CARE DELIVERY THAT WE BELIEVE SHOULD BE THE FUTURE STANDARD OF CARE.  |
| SCHEDULE H, PART VI, LINE 6 - DESCRIPTION OF AFFILIATED GROUP          | UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION (UMMS) IS A PRIVATE, NOT-FOR-PROFIT CORPORATION PROVIDING COMPREHENSIVE HEALTHCARE SERVICES THROUGH AN INTEGRATED REGIONAL NETWORK OF HOSPITALS AND RELATED CLINICAL ENTERPRISES. UMMS WAS CREATED IN 1984 WHEN ITS FOUNDING HOSPITAL WAS PRIVATIZED BY THE STATE OF MARYLAND. OVER ITS 30-YEAR HISTORY, UMMS EVOLVED INTO A MULTI-HOSPITAL SYSTEM WITH ACADEMIC, COMMUNITY AND SPECIALTY SERVICE MISSIONS REACHING PRIMARILY ACROSS MARYLAND. AS PART OF THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS), SHORE REGIONAL HEALTH UNDERSTANDS THAT HEALTH CARE GOES BEYOND THE WALLS OF THE HOSPITAL AND INTO THE COMMUNITY IT SERVES. UMMS HOSPITALS ARE COMMITTED TO STRENGTHENING THEIR NEIGHBORING COMMUNITIES. IN DOING SO, UM SHORE REGIONAL MEDICAL CENTER ASSESSES THE COMMUNITY'S HEALTH NEEDS, IDENTIFIES KEY PRIORITIES, AND RESPONDS WITH SERVICES, PROGRAMS AND INITIATIVES WHICH MAKE A POSITIVE, SUSTAINED IMPACT ON THE HEALTH OF THE COMMUNITY. WITH REPRESENTATION FROM ALL UMMS HOSPITALS, THE MEDICAL SYSTEM'S COMMUNITY HEALTH IMPROVEMENT COUNCIL COORDINATES THE EFFECTIVE AND EFFICIENT UTILIZATION AND DEPLOYMENT OF RESOURCES FOR COMMUNITY-BASED ACTIVITIES AND EVALUATES HOW SERVICES AND ACTIVITIES MEET TARGETED COMMUNITY NEEDS WITHIN DEFINED GEOGRAPHIC AREAS. UM SHORE REGIONAL HEALTH IS COMMITTED TO HEALTH EDUCATION, ADVOCACY, COMMUNITY PARTNERSHIPS, AND ENGAGING PROGRAMS WHICH FOCUS ON HEALTH AND WELLNESS WITH THE GOAL OF ELIMINATING HEALTH CARE DISPARITIES ON MARYLAND'S MID-EASTERN SHORE. |
| SCHEDULE H, PART VI, LINE 7 - STATE FILING OF COMMUNITY BENEFIT REPORT | MD  |

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization

SHORE HEALTH SYSTEM, INC.

Employer identification number

52-0610538

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  Yes  No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name and address of organization or government | (b) EIN    | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|--|------------|---------------------------------|--------------------------|-----------------------------------|---|---------------------------------------|------------------------------------|
| (1) (SEE STATEMENT)                                  | 52-6055783 |                                 | 50,000                   |                                   |   |                                       | (SEE STATEMENT)                    |
| (2)  |            |                                 |                          |                                   |   |                                       |                                    |
| (3)  |            |                                 |                          |                                   |   |                                       |                                    |
| (4)  |            |                                 |                          |                                   |   |                                       |                                    |
| (5)  |            |                                 |                          |                                   |   |                                       |                                    |
| (6)  |            |                                 |                          |                                   |   |                                       |                                    |
| (7)  |            |                                 |                          |                                   |   |                                       |                                    |
| (8)  |            |                                 |                          |                                   |   |                                       |                                    |
| (9)  |            |                                 |                          |                                   |   |                                       |                                    |
| (10)   |            |                                 |                          |                                   |   |                                       |                                    |
| (11)   |            |                                 |                          |                                   |   |                                       |                                    |
| (12)   |            |                                 |                          |                                   |   |                                       |                                    |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 0

3 Enter total number of other organizations listed in the line 1 table ▶ 1

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50055P

Schedule I (Form 990) (2018)







**Part IV**

**Supplemental Information.** Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

| Return Reference - Identifier  | Explanation  |
|--|--|
| SCHEDULE I, PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANT FUNDS.     | SHORE HEALTH SYSTEM WORKS IN CLOSE CONNECTION WITH THE COUNTY HEALTH DEPARTMENTS TO ENSURE GRANTS ARE USED IN SUPPORT OF COMMON GOALS. |
| SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT | QUEEN ANNE'S COUNTY DEPARTMENT OF HEALTH<br>206 N. COMMERCE ST., CENTREVILLE, MD 21617-1049  |
| SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE                 | QUEEN ANNE'S COUNTY DEPARTMENT OF HEALTH:<br>MOBILE INTEGRATED COMMUNITY HEALTH PROGRAM  |

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

SHORE HEALTH SYSTEM, INC.

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Employer identification number

52-0610538

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence   |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain . . . . .

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? . . . . .

**3** Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- |  |           |                                     |                                     |
|--|-----------|-------------------------------------|-------------------------------------|
| <b>a</b> Receive a severance payment or change-of-control payment? . . . . .                             | <b>4a</b> |                                     | <input checked="" type="checkbox"/> |
| <b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan? . . . . . | <b>4b</b> | <input checked="" type="checkbox"/> |                                     |
| <b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement? . . . . .    | <b>4c</b> |                                     | <input checked="" type="checkbox"/> |

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- |  |           |  |                                     |
|--|-----------|--|-------------------------------------|
| <b>a</b> The organization? . . . . .         | <b>5a</b> |  | <input checked="" type="checkbox"/> |
| <b>b</b> Any related organization? . . . . . | <b>5b</b> |  | <input checked="" type="checkbox"/> |

If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- |  |           |  |                                     |
|--|-----------|--|-------------------------------------|
| <b>a</b> The organization? . . . . .         | <b>6a</b> |  | <input checked="" type="checkbox"/> |
| <b>b</b> Any related organization? . . . . . | <b>6b</b> |  | <input checked="" type="checkbox"/> |

If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III . . . . .

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III . . . . .

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? . . . . .

|           | Yes                                 | No                                  |
|-----------|-------------------------------------|-------------------------------------|
| <b>1a</b> |                                     |                                     |
| <b>1b</b> |                                     |                                     |
| <b>2</b>  |                                     |                                     |
| <b>3</b>  |                                     |                                     |
| <b>4a</b> |                                     | <input checked="" type="checkbox"/> |
| <b>4b</b> | <input checked="" type="checkbox"/> |                                     |
| <b>4c</b> |                                     | <input checked="" type="checkbox"/> |
| <b>5a</b> |                                     | <input checked="" type="checkbox"/> |
| <b>5b</b> |                                     | <input checked="" type="checkbox"/> |
| <b>6a</b> |                                     | <input checked="" type="checkbox"/> |
| <b>6b</b> |                                     | <input checked="" type="checkbox"/> |
| <b>7</b>  | <input checked="" type="checkbox"/> |                                     |
| <b>8</b>  |                                     | <input checked="" type="checkbox"/> |
| <b>9</b>  |                                     |                                     |

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

**Note:** The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

| (A) Name and Title  |      | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)–(D) | (F) Compensation in column (B) reported as deferred on prior Form 990 |
|---|------|--|-------------------------------------|-------------------------------------|--|-------------------------|---------------------------------|---|
|   |      | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |  |                         |                                 |   |
| 1 JOHN DILLON<br>CHAIRMAN (ENDED 04/19)                   | (i)  | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
|   | (ii) | 156,375  | 0                                   | 0                                   | 0  | 0                       | 156,375                         | 0   |
| 2 KENNETH D KOZEL<br>PRESIDENT AND CEO, UMSRH             | (i)  | 437,380  | 204,347                             | 74,976                              | 11,000   | 14,703                  | 742,406                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 3 JOHN W ASHWORTH, III<br>DIRECTOR                        | (i)  | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
|   | (ii) | 422,013  | 160,212                             | 70,894                              | 11,000   | 25,969                  | 690,088                         | 0   |
| 4 ROBERT A CHRENCIK<br>DIRECTOR (ENDED 04/19)             | (i)  | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
|   | (ii) | 1,355,350  | 995,365                             | 284,091                             | 11,000   | 25,554                  | 2,671,360                       | 0   |
| 5 ROBERT FRANK<br>COO                                     | (i)  | 278,046  | 111,054                             | 4,117                               | 45,681   | 22,707                  | 461,605                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 6 JOANNE R HAHEY<br>SVP FINANCE AND CFO                   | (i)  | 291,121  | 122,446                             | 21,638                              | 47,979   | 29,804                  | 512,988                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 7 WILLIAM E HUFFNER<br>CMO                                | (i)  | 382,488  | 148,243                             | 302,564                             | 11,000   | 21,829                  | 866,124                         | 255,930   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 8 RUTH A JONES<br>SVP & CNO                               | (i)  | 220,408  | 86,541                              | 74,671                              | 8,956  | 13,247                  | 403,823                         | 48,462  |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 9 KEVIN J CHAPPLE<br>MANAGER ALLIED CLINICAL              | (i)  | 155,645  | 15,573                              | 132                                 | 6,363  | 15,948                  | 193,661                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 10 NICHOLE L HILL<br>PHYSICIST                            | (i)  | 180,847  | 0                                   | 134                                 | 6,331  | 31,008                  | 218,320                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 11 FRANCIS G LEE<br>VP PHILANTHROPY                       | (i)  | 175,879  | 34,953                              | 23,977                              | 7,252  | 15,028                  | 257,089                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 12 PATTI K WILLIS<br>VP EXTERNAL RELATIONS                | (i)  | 219,865  | 87,365                              | 32,996                              | 8,981  | 19,602                  | 368,809                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 13 BRIAN A LEUTNER<br>VP CLINICAL AND AMBULATORY SERVICES | (i)  | 138,538  | 23,661                              | 169                                 | 5,755  | 24,791                  | 192,914                         | 0   |
|   | (ii) | 0  | 0                                   | 0                                   | 0  | 0                       | 0                               | 0   |
| 14  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|   | (ii) |  |                                     |                                     |  |                         |                                 |   |
| 15  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|   | (ii) |  |                                     |                                     |  |                         |                                 |   |
| 16  | (i)  |  |                                     |                                     |  |                         |                                 |   |
|   | (ii) |  |                                     |                                     |  |                         |                                 |   |

Part III

**Supplemental Information.** Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

| Return Reference - Identifier  | Explanation   |
|--|---|
| <p>SCHEDULE J, PART I, LINE 4B - SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN</p> | <p>DURING THE FISCAL YEAR- ENDED JUNE 30, 2019, CERTAIN OFFICERS AND KEY EMPLOYEES PARTICIPATED IN THE UMMS SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN. THE INDIVIDUALS LISTED BELOW HAVE NOT VESTED IN THE PLAN THEREFORE THE ACCRUED CONTRIBUTION TO THE PLAN FOR THE FISCAL YEAR IS REPORTED ON SCHEDULE J, PART II, COLUMN C, RETIREMENT AND OTHER DEFERRED COMPENSATION:<br/>                     ROBERT FRANK<br/>                     JOANNE R. HAHEY</p> <p>DURING THE FISCAL YEAR ENDED JUNE 30, 2019, CERTAIN OFFICERS AND KEY EMPLOYEES PARTICIPATED IN THE UMMS SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN. THE INDIVIDUAL LISTED BELOW HAS VESTED IN THE PLAN IN THE REPORTING TAX YEAR, THEREFORE THE FULL VALUE OF THE PLAN, INCLUDING ANY CONTRIBUTIONS TO THE PLAN FOR THE CURRENT FISCAL YEAR ARE REPORTED AS TAXABLE COMPENSATION AND REPORTED ON SCHEDULE J, PART II, LINE B(III), OTHER REPORTABLE COMPENSATION. PRIOR YEAR CONTRIBUTIONS TO THE PLAN WERE PREVIOUSLY REPORTED ON FORM 990 AND ARE INDICATED ON SCHEDULE J, PART II, COLUMN (F).<br/>                     RUTH A. JONES, \$68,639<br/>                     WILLIAM E. HUFFNER, \$296,808</p> <p>DURING THE FISCAL YEAR-ENDED JUNE 30, 2019, CERTAIN OFFICERS AND KEY EMPLOYEES PARTICIPATED IN THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS) SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN. THE INDIVIDUALS LISTED BELOW HAVE VESTED IN THE PLAN IN A PRIOR YEAR, THEREFORE THE CONTRIBUTIONS TO THE PLAN FOR THE FISCAL YEAR ARE REPORTED AS TAXABLE COMPENSATION AND REPORTED ON SCHEDULE J, PART II, LINE B (III), OTHER REPORTABLE COMPENSATION:<br/>                     KENNETH D. KOZEL<br/>                     FRANCIS G. LEE<br/>                     PATTI K. WILLIS<br/>                     JOHN W. ASHWORTH III<br/>                     ROBERT A. CHRENCIK</p> |
| <p>SCHEDULE J, PART I, LINE 7 - NON-FIXED PAYMENTS</p>                         | <p>BONUSES PAID ARE BASED ON A NUMBER OF VARIABLES INCLUDING BUT NOT LIMITED TO INDIVIDUAL GOAL ACHIEVEMENTS AS WELL AS ORGANIZATION OPERATION ACHIEVEMENTS. THE FINAL DETERMINATION OF THE BONUS AMOUNT IS DETERMINED AND APPROVED BY THE BOARD AS PART OF THE OVERALL COMPENSATION REVIEW OF THE OFFICERS AND KEY EMPLOYEES.</p>  |

**SCHEDULE L**  
**(Form 990 or 990-EZ)**

**Transactions With Interested Persons**

OMB No. 1545-0047

**2018**

**Open To Public Inspection**

Department of the Treasury  
Internal Revenue Service

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**  
▶ **Attach to Form 990 or Form 990-EZ.**  
▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

Name of the organization

SHORE HEALTH SYSTEM, INC.

Employer identification number

52-0610538

**Part I**

**Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and 501(c)(29) organizations only).

Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

| 1   | (a) Name of disqualified person | (b) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? |    |
|-----|---------------------------------|---|--------------------------------|----------------|----|
|     |                                 |   |                                | Yes            | No |
| (1) |                                 |   |                                |                |    |
| (2) |                                 |   |                                |                |    |
| (3) |                                 |   |                                |                |    |
| (4) |                                 |   |                                |                |    |
| (5) |                                 |   |                                |                |    |
| (6) |                                 |   |                                |                |    |

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. . . . . ▶ \$ \_\_\_\_\_

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . . ▶ \$ \_\_\_\_\_

**Part II**

**Loans to and/or From Interested Persons.**

Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22.

| (a) Name of interested person | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the organization? |      | (e) Original principal amount | (f) Balance due | (g) In default? |    | (h) Approved by board or committee? |    | (i) Written agreement? |    |
|-------------------------------|------------------------------------|---------------------|---------------------------------------|------|-------------------------------|-----------------|-----------------|----|-------------------------------------|----|------------------------|----|
|                               |                                    |                     | To                                    | From |                               |                 | Yes             | No | Yes                                 | No | Yes                    | No |
|                               |                                    |                     | (1)                                   |      |                               |                 |                 |    |                                     |    |                        |    |
| (2)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (3)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (4)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (5)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (6)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (7)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (8)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (9)                           |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| (10)                          |                                    |                     |                                       |      |                               |                 |                 |    |                                     |    |                        |    |
| <b>Total</b> . . . . . ▶      |                                    |                     |                                       |      |                               | \$              |                 |    |                                     |    |                        |    |

**Part III**

**Grants or Assistance Benefiting Interested Persons.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

| (a) Name of interested person | (b) Relationship between interested person and the organization | (c) Amount of assistance | (d) Type of assistance | (e) Purpose of assistance |
|-------------------------------|---|--------------------------|------------------------|---------------------------|
| (1)                           |   |                          |                        |                           |
| (2)                           |   |                          |                        |                           |
| (3)                           |   |                          |                        |                           |
| (4)                           |   |                          |                        |                           |
| (5)                           |   |                          |                        |                           |
| (6)                           |   |                          |                        |                           |
| (7)                           |   |                          |                        |                           |
| (8)                           |   |                          |                        |                           |
| (9)                           |   |                          |                        |                           |
| (10)                          |   |                          |                        |                           |



**Part IV****Business Transactions Involving Interested Persons** (continued)

| (a) Name of interested person | (b) Relationship between interested person and the organization                              | (c) Amount of transaction | (d) Description of transaction   | (e) Sharing of organization's revenues? |    |
|-------------------------------|--|---------------------------|--|---|----|
|                               |  |                           |  | Yes                                     | No |
| (1) BEST CARE AMBULANCE, INC  | WAYNE GARDNER IS A DIRECTOR OF THE FILING ORGANIZATION, AND AN OWNER OF BEST CARE AMBULANCE. | \$423,238                 | BEST CARE AMBULANCE WAS PAID FEES, AT OR BELOW FAIR MARKET VALUE, FOR AMBULANCE TRANSPORTATION SERVICES. |   | ✓  |
| (2) GARY JONES                | GARY JONES IS A FAMILY MEMBER OF RUTH JONES, A KEY EMPLOYEE OF THE FILING ORGANIZATION.      | \$137,094                 | GARY JONES WAS PAID REASONABLE COMPENSATION AS AN EMPLOYEE OF THE FILING ORGANIZATION.                   |   | ✓  |

**SCHEDULE O  
(Form 990 or 990-EZ)**

Department of Treasury Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

- ▶ Attach to Form 990 or 990-EZ.
- ▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

Open to Public Inspection

Name of the Organization  
**SHORE HEALTH SYSTEM, INC.**

Employer Identification Number  
**52-0610538**

| Return Reference - Identifier   | Explanation   |
|---|---|
| FORM 990, PART III, LINE 1 - ORGANIZATION'S MISSION                                     | ACCESSIBLE, AND CONVENIENT AND THAT ADDRESS THE NEEDS OF OUR PATIENTS, THEIR FAMILIES AND OUR WIDER COMMUNITIES.  |
| FORM 990, PART IV, LINE 24A - TAX EXEMPT BONDS  | <p>PURSUANT TO A MASTER LOAN AGREEMENT DATED DECEMBER 1, 2017 (THE "MASTER LOAN AGREEMENT"), AS AMENDED, UMMS AND SEVERAL OF ITS SUBSIDIARIES HAVE ISSUED DEBT THROUGH THE MARYLAND HEALTH AND HIGHER EDUCATIONAL FACILITIES AUTHORITY (THE "AUTHORITY"). AS SECURITY FOR THE PERFORMANCE OF THE BOND OBLIGATION UNDER THE MASTER LOAN AGREEMENT, THE AUTHORITY MAINTAINS A SECURITY INTEREST IN THE REVENUE OF THE OBLIGORS. THE MASTER LOAN AGREEMENT CONTAINS CERTAIN RESTRICTIVE COVENANTS. THESE COVENANTS REQUIRE THAT RATES AND CHARGES BE SET AT CERTAIN LEVELS, LIMIT INCURRENCE OF ADDITIONAL DEBT, REQUIRE COMPLIANCE WITH CERTAIN OPERATING RATIOS AND RESTRICT THE DISPOSITION OF ASSETS.</p> <p>THE OBLIGATED GROUP UNDER THE MASTER LOAN AGREEMENT INCLUDES THE CORPORATION, ROI, UM MIDTOWN, UM BALTIMORE WASHINGTON, SHORE HEALTH (UM MEMORIAL AND UM DORCHESTER), UM CHESTER RIVER, UM CHARLES REGIONAL, UM ST. JOSEPH, UM UPPER CHESAPEAKE, UM HARFORD MEMORIAL, UM LAUREL, UM PRINCE GEORGE'S, BOWIE HEALTH CENTER (BOWIE), AND THE UMMS FOUNDATION. EACH MEMBER OF THE OBLIGATED GROUP IS JOINTLY AND SEVERALLY LIABLE FOR THE REPAYMENT OF THE OBLIGATIONS UNDER THE MASTER LOAN AGREEMENT OF THE CORPORATION'S \$1,680,179,000 OF OUTSTANDING AUTHORITY BONDS ON JUNE 30, 2019. ALL OF THE BONDS WERE ISSUED IN THE NAME OF UMMS AND ARE REPORTED ON SCHEDULE K OF ITS FORM 990.</p> |
| FORM 990, PART VI, LINE 6 - CLASSES OF MEMBERS OR STOCKHOLDERS                          | UMMS IS THE SOLE MEMBER OF UNIVERSITY OF MARYLAND SHORE REGIONAL HEALTH, INC. (UMSRH). UMSRH IS THE SOLE MEMBER OF SHS.   |
| FORM 990, PART VI, LINE 7A - MEMBERS OR STOCKHOLDERS ELECTING MEMBERS OF GOVERNING BODY | UMMS AND UMSRH MAY ELECT ONE OR MORE BOARD MEMBERS OF THE GOVERNING BODY OF SHS.  |
| FORM 990, PART VI, LINE 7B - DECISIONS REQUIRING APPROVAL BY MEMBERS OR STOCKHOLDERS    | ALL DECISIONS OF THE GOVERNING BODY OF SHS MUST BE APPROVED BY UMMS AND UMSRH.  |
| FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY                      | <p>THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM ("UMMS") PREPARES THE IRS FORM 990 FOR UMMS AND ITS AFFILIATES. INFORMATION NEEDED TO COMPLETE THE RETURN IS GATHERED BY ACCOUNTING PERSONNEL IN THE FINANCE SHARED SERVICES DEPARTMENT UNDER THE SUPERVISION OF THE UMMS TAX DIRECTOR. DRAFT RETURNS ARE PREPARED USING IRS-APPROVED TAX SOFTWARE.</p> <p>ONCE A DRAFT RETURN IS PREPARED, IT UNDERGOES MULTIPLE LEVELS OF REVIEW BOTH INTERNALLY BY UMMS TAX &amp; FINANCE PERSONNEL, AND EXTERNALLY BY ERNST &amp; YOUNG LLP. FOLLOWING ANY NECESSARY CHANGES TO THE RETURN, A FINAL DRAFT IS REVIEWED BY EACH AFFILIATE'S VICE PRESIDENT OF FINANCE AND/OR CFO.</p> <p>PRIOR TO FILING THE IRS FORM 990, THE ORGANIZATION'S BOARD CHAIRMAN, TREASURER, GOVERNANCE COMMITTEE, FINANCE COMMITTEE OR OTHER MEMBER(S) OF THE BOARD WITH SIMILAR AUTHORITY WILL REVIEW THE IRS FORM 990. ALL BOARD MEMBERS ARE PROVIDED WITH A COPY OF THE FINAL IRS FORM 990 BEFORE FILING.</p>  |



| Return Reference - Identifier  | Explanation  |
|--|--|
| FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY  | <p>THE FILING ORGANIZATION FOLLOWS THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM (UMMS) CONFLICTS OF INTEREST POLICY, WHICH REQUIRES THAT ALL COVERED PERSONS DISCLOSE CONFLICTS OF INTEREST OR POTENTIAL CONFLICTS OF INTEREST BETWEEN THEIR PERSONAL INTERESTS AND THE INTERESTS OF THE ORGANIZATION, OR ANY ENTITY CONTROLLED BY OR OWNED IN SUBSTANTIAL PART BY THE ORGANIZATION. COVERED PERSONS MEANS ANY MEMBER OF THE ORGANIZATION'S BOARD OF DIRECTORS, A MEMBER OF A COMMITTEE OF THE BOARD, AN OFFICER, OR AN EMPLOYEE OF ORGANIZATION (INCLUDING SUBSIDIARIES) AT THE VP LEVEL OR ABOVE.</p> <p>THE ORGANIZATION (OR ITS SOLE MEMBER) IS RESPONSIBLE FOR ADMINISTERING AND ENFORCING THE CONFLICTS OF INTEREST POLICY (POLICY). THE GOVERNANCE COMMITTEE (OR OTHER BOARD COMMITTEE HAVING SIMILAR AUTHORITY) REVIEWS ANY AND ALL CONFLICTS, SHALL REPORT ANNUALLY TO THE FULL BOARD ON THE ADMINISTRATION, INFRACTIONS, AND ENFORCEMENT OF THE POLICY AND SHALL REPORT AT THE EARLIEST OPPORTUNITY ALL MATTERS OF CONCERN TO THE FULL BOARD IN EXECUTIVE SESSION WHILE INTERESTED PARTIES ARE RECUSED.</p> <p>THE ORGANIZATION OR ITS SOLE MEMBER'S COMPLIANCE OFFICER IS THE RESPONSIBLE ADMINISTRATIVE AUTHORITY TO ASSIST THE BOARD IN ADMINISTERING AND ENFORCING THE CONFLICTS OF INTEREST POLICY AND BRINGING CONCERNS TO THE OVERSIGHT COMMITTEE. A QUESTIONNAIRE WHICH DISCLOSES POTENTIAL CONFLICTS OF INTEREST IS DISTRIBUTED ANNUALLY TO COVERED PERSONS. THE CHIEF COMPLIANCE OFFICER OF THE UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION (UMMS) DISTRIBUTES AND COLLECTS THE RESPONSES FOR UMMS AND OTHER AFFILIATES, AND MAY BE CALLED FOR CONSULT WHEN POTENTIAL CONFLICTS ARE DISCLOSED.</p> <p>IF THE OVERSIGHT COMMITTEE DETERMINES THAT A CONFLICT OF INTEREST EXISTS, THE COMMITTEE SHALL NOTIFY THE COVERED PERSON AND THE ORGANIZATION'S BOARD CHAIR, AND FURTHER WILL NOTIFY THE FULL BOARD AT ITS NEXT MEETING. FURTHERMORE, IN THE EVENT THE COMMITTEE DETERMINES THAT AN ACTUAL OR PERCEIVED CONFLICT OF INTEREST EXISTS, THE COMMITTEE SHALL DECIDE HOW TO ADDRESS THE CONFLICT OF INTEREST. IF THE COMMITTEE DETERMINES THAT A CONFLICT OF INTEREST EXISTS BUT THAT THE ORGANIZATION MAY ENTER INTO THE SUBJECT TRANSACTION OR ARRANGEMENT, THE INTERESTED COVERED PERSON SHALL BE RECUSED FROM ALL DELIBERATIONS AND DECISIONS CONCERNING SAID TRANSACTION OR ARRANGEMENT, ANY ARRANGEMENTS WITH THAT ENTITY, AND COMPENSATION OR BENEFITS FOR OFFICERS, DIRECTORS, AND TRUSTEES. FURTHERMORE, THE CHAIR OF THE BOARD AND THE CHAIRS OF THE OVERSIGHT COMMITTEE AND THE AUDIT AND COMPLIANCE COMMITTEE SHALL NOT HAVE ANY BUSINESS TRANSACTIONS WITH UMMS, NOR SHALL THEIR FAMILY MEMBERS.</p> <p>IF THE OVERSIGHT COMMITTEE DETERMINES THAT A COVERED PERSON HAS USED THEIR POSITION TO ACCRUE EXCESS BENEFITS OR TO KNOWINGLY ASSIST OTHERS IN ACCRUING EXCESS BENEFITS IN ANY WAY AT THE EXPENSE OF THE ORGANIZATION, THE COMMITTEE SHALL RECOMMEND TO THE EXECUTIVE COMMITTEE APPROPRIATE CORRECTIVE ACTION TO BE TAKEN.</p> |
| FORM 990, PART VI, LINE 15A - PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL         | <p>SHS DETERMINES THE EXECUTIVE COMPENSATION PAID TO ITS EXECUTIVES IN THE FOLLOWING MANNER PRESCRIBED IN THE IRS REGULATIONS:</p> <p>EXECUTIVE COMPENSATION PACKAGES ARE DETERMINED BY A COMMITTEE OF THE BOARD THAT IS COMPOSED ENTIRELY OF BOARD MEMBERS WHO HAVE NO CONFLICT OF INTEREST. THE COMMITTEE ACQUIRES CREDIBLE COMPARABILITY MARKET DATA CONCERNING THE COMPENSATION PACKAGES OF SIMILARLY SITUATED EXECUTIVES. THE COMMITTEE CAREFULLY REVIEWS THAT DATA, THE EXECUTIVE'S PERFORMANCE AND THE PROPOSED COMPENSATION PACKAGES DURING THE DECISION MAKING PROCESS. THE COMMITTEE MEMORIALIZES ITS DELIBERATIONS IN DETAILED MINUTES REVIEWED AND ADOPTED AT THE NEXT-FOLLOWING MEETING.</p> <p>THE COMMITTEE SEEKS AN OPINION OF COUNSEL THAT IT HAS MET THE REQUIREMENTS OF THE IRS INTERMEDIATE SANCTIONS REGULATIONS. THIS PROCESS IS USED TO DETERMINE THE COMPENSATION PACKAGES FOR ALL MANAGEMENT EMPLOYEES FROM THE VICE PRESIDENT LEVEL AND UP.</p>  |
| FORM 990, PART VI, LINE 15B - PROCESS TO ESTABLISH COMPENSATION OF OTHER OFFICERS OR KEY EMPLOYEES | <p>SHS DETERMINES THE EXECUTIVE COMPENSATION PAID TO ITS EXECUTIVES IN THE FOLLOWING MANNER PRESCRIBED IN THE IRS REGULATIONS:</p> <p>EXECUTIVE COMPENSATION PACKAGES ARE DETERMINED BY A COMMITTEE OF THE BOARD THAT IS COMPOSED ENTIRELY OF BOARD MEMBERS WHO HAVE NO CONFLICT OF INTEREST. THE COMMITTEE ACQUIRES CREDIBLE COMPARABILITY MARKET DATA CONCERNING THE COMPENSATION PACKAGES OF SIMILARLY SITUATED EXECUTIVES. THE COMMITTEE CAREFULLY REVIEWS THAT DATA, THE EXECUTIVE'S PERFORMANCE AND THE PROPOSED COMPENSATION PACKAGES DURING THE DECISION MAKING PROCESS. THE COMMITTEE MEMORIALIZES ITS DELIBERATIONS IN DETAILED MINUTES REVIEWED AND ADOPTED AT THE NEXT-FOLLOWING MEETING.</p> <p>THE COMMITTEE SEEKS AN OPINION OF COUNSEL THAT IT HAS MET THE REQUIREMENTS OF THE IRS INTERMEDIATE SANCTIONS REGULATIONS. THIS PROCESS IS USED TO DETERMINE THE COMPENSATION PACKAGES FOR ALL MANAGEMENT EMPLOYEES FROM THE VICE PRESIDENT LEVEL AND UP.</p>  |
| FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC                            | <p>THE ORGANIZATION'S GOVERNING DOCUMENTS ARE MADE PUBLICLY AVAILABLE THROUGH THE STATE OF MARYLAND VIA THE SECRETARY OF STATE'S OFFICE. THE CONFLICT OF INTEREST POLICY IS GENERALLY AVAILABLE ON THE ORGANIZATION'S OR AFFILIATE'S WEBSITE. FINANCIAL STATEMENTS ARE MADE PUBLICLY AVAILABLE ON A QUARTERLY BASIS THROUGH FILINGS ON THE ELECTRONIC MUNICIPAL MARKET ACCESS ("EMMA") SYSTEM.</p>   |

| Return Reference - Identifier  | Explanation  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
|--|--|------------------------------|-------------------------------------|--------------------------|--|-----------------|--------------------|---------------------------------|-------------------------------------|--------------------------|-----------------|------------------------------------|-------------|------------------------|---------|--------------------|------------|-----------------|-----------|--------------------------------------|-------------------|-----------|-----------|---------|---|-----------------|-----------|-----------|---|---|------------|-----------|-----------|---------|---|----------------|-----------|-----------|---------|---|
| FORM 990, PART VII, SECTION A - HOURS ON RELATED ENTITIES                | UMMS IS A MULTI-ENTITY HEALTH CARE SYSTEM THAT INCLUDES 13 ACUTE CARE HOSPITALS, 1 ACUTE CARE HOSPITAL OWNED IN A JOINT VENTURE ARRANGEMENT AND VARIOUS SUPPORTING ENTITIES. A NUMBER OF INDIVIDUALS PROVIDE SERVICES TO VARIOUS ENTITIES WITHIN THE SYSTEM. IN GENERAL, THE OFFICERS AND KEY EMPLOYEES OF UMMS AVERAGE IN EXCESS OF 40 HOURS PER WEEK SERVING THE DIFFERENT ENTITIES THAT COMPRISE UMMS.  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| FORM 990, PART IX, LINE 11G - OTHER FEES FOR SERVICES                    | <table border="1"> <thead> <tr> <th data-bbox="457 287 750 363">(a) Description</th> <th data-bbox="753 287 941 363">(b) Total Expenses</th> <th data-bbox="945 287 1133 363">(c) Program Service Expenses</th> <th data-bbox="1136 287 1325 363">(d) Management and General Expenses</th> <th data-bbox="1328 287 1516 363">(e) Fundraising Expenses</th> </tr> </thead> <tbody> <tr> <td data-bbox="457 367 750 401">SHARED SERVICES</td> <td data-bbox="753 367 941 401">15,772,156</td> <td data-bbox="945 367 1133 401">13,721,776</td> <td data-bbox="1136 367 1325 401">2,050,380</td> <td data-bbox="1328 367 1516 401">0</td> </tr> <tr> <td data-bbox="457 405 750 438">PHYSICIAN SERVICES</td> <td data-bbox="753 405 941 438">13,879,609</td> <td data-bbox="945 405 1133 438">13,879,609</td> <td data-bbox="1136 405 1325 438">0</td> <td data-bbox="1328 405 1516 438">0</td> </tr> <tr> <td data-bbox="457 443 750 476">CONTRACT SERVICES</td> <td data-bbox="753 443 941 476">5,260,943</td> <td data-bbox="945 443 1133 476">4,721,271</td> <td data-bbox="1136 443 1325 476">539,672</td> <td data-bbox="1328 443 1516 476">0</td> </tr> <tr> <td data-bbox="457 480 750 514">TEMPORARY LABOR</td> <td data-bbox="753 480 941 514">5,537,942</td> <td data-bbox="945 480 1133 514">5,537,942</td> <td data-bbox="1136 480 1325 514">0</td> <td data-bbox="1328 480 1516 514">0</td> </tr> <tr> <td data-bbox="457 518 750 552">CONSULTING</td> <td data-bbox="753 518 941 552">2,219,793</td> <td data-bbox="945 518 1133 552">1,931,220</td> <td data-bbox="1136 518 1325 552">288,573</td> <td data-bbox="1328 518 1516 552">0</td> </tr> <tr> <td data-bbox="457 556 750 590">OTHER SERVICES</td> <td data-bbox="753 556 941 590">1,871,595</td> <td data-bbox="945 556 1133 590">1,631,374</td> <td data-bbox="1136 556 1325 590">240,221</td> <td data-bbox="1328 556 1516 590">0</td> </tr> </tbody> </table> |                              |                                     |                          |  | (a) Description | (b) Total Expenses | (c) Program Service Expenses    | (d) Management and General Expenses | (e) Fundraising Expenses | SHARED SERVICES | 15,772,156                         | 13,721,776  | 2,050,380              | 0       | PHYSICIAN SERVICES | 13,879,609 | 13,879,609      | 0         | 0                                    | CONTRACT SERVICES | 5,260,943 | 4,721,271 | 539,672 | 0 | TEMPORARY LABOR | 5,537,942 | 5,537,942 | 0 | 0 | CONSULTING | 2,219,793 | 1,931,220 | 288,573 | 0 | OTHER SERVICES | 1,871,595 | 1,631,374 | 240,221 | 0 |
| (a) Description  | (b) Total Expenses   | (c) Program Service Expenses | (d) Management and General Expenses | (e) Fundraising Expenses |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| SHARED SERVICES  | 15,772,156   | 13,721,776                   | 2,050,380                           | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| PHYSICIAN SERVICES   | 13,879,609   | 13,879,609                   | 0                                   | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| CONTRACT SERVICES  | 5,260,943  | 4,721,271                    | 539,672                             | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| TEMPORARY LABOR  | 5,537,942  | 5,537,942                    | 0                                   | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| CONSULTING   | 2,219,793  | 1,931,220                    | 288,573                             | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| OTHER SERVICES   | 1,871,595  | 1,631,374                    | 240,221                             | 0                        |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| FORM 990, PART XI, LINE 9 - OTHER CHANGES IN NET ASSETS OR FUND BALANCES | <table border="1"> <thead> <tr> <th data-bbox="457 577 1302 611">(a) Description</th> <th data-bbox="1305 577 1516 611">(b) Amount</th> </tr> </thead> <tbody> <tr> <td data-bbox="457 615 1302 648">EQUITY TRANSFER UMMS AFFILIATES</td> <td data-bbox="1305 615 1516 648">- 14,950,280</td> </tr> <tr> <td data-bbox="457 653 1302 686">CAPITAL CONTRIBUTIONS</td> <td data-bbox="1305 653 1516 686">- 3,234,284</td> </tr> <tr> <td data-bbox="457 690 1302 724">BENEFICIAL INTEREST IN FOUNDATIONS</td> <td data-bbox="1305 690 1516 724">- 4,896,763</td> </tr> <tr> <td data-bbox="457 728 1302 762">MALPRACTICE ADJUSTMENT</td> <td data-bbox="1305 728 1516 762">564,263</td> </tr> <tr> <td data-bbox="457 766 1302 800">VACATION TRANSFER</td> <td data-bbox="1305 766 1516 800">55,713</td> </tr> <tr> <td data-bbox="457 804 1302 837">SWAP ADJUSTMENT</td> <td data-bbox="1305 804 1516 837">- 840,708</td> </tr> <tr> <td data-bbox="457 842 1302 875">NET ASSETS RELEASED FROM RESTRICTION</td> <td data-bbox="1305 842 1516 875">- 147,465</td> </tr> </tbody> </table>  |                              |                                     |                          |  | (a) Description | (b) Amount         | EQUITY TRANSFER UMMS AFFILIATES | - 14,950,280                        | CAPITAL CONTRIBUTIONS    | - 3,234,284     | BENEFICIAL INTEREST IN FOUNDATIONS | - 4,896,763 | MALPRACTICE ADJUSTMENT | 564,263 | VACATION TRANSFER  | 55,713     | SWAP ADJUSTMENT | - 840,708 | NET ASSETS RELEASED FROM RESTRICTION | - 147,465         |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| (a) Description  | (b) Amount   |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| EQUITY TRANSFER UMMS AFFILIATES  | - 14,950,280   |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| CAPITAL CONTRIBUTIONS  | - 3,234,284  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| BENEFICIAL INTEREST IN FOUNDATIONS                                       | - 4,896,763  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| MALPRACTICE ADJUSTMENT   | 564,263  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| VACATION TRANSFER  | 55,713   |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| SWAP ADJUSTMENT  | - 840,708  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |
| NET ASSETS RELEASED FROM RESTRICTION                                     | - 147,465  |                              |                                     |                          |  |                 |                    |                                 |                                     |                          |                 |                                    |             |                        |         |                    |            |                 |           |                                      |                   |           |           |         |   |                 |           |           |   |   |            |           |           |         |   |                |           |           |         |   |

**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

SHORE HEALTH SYSTEM, INC.

**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Employer identification number

52-0610538

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a)<br>Name, address, and EIN (if applicable) of disregarded entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Total income | (e)<br>End-of-year assets | (f)<br>Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
| (1) -----   |                         |  |                     |                           |                                  |
| (2) -----   |                         |  |                     |                           |                                  |
| (3) -----   |                         |  |                     |                           |                                  |
| (4) -----   |                         |  |                     |                           |                                  |
| (5) -----   |                         |  |                     |                           |                                  |
| (6) -----   |                         |  |                     |                           |                                  |

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

| (a)<br>Name, address, and EIN of related organization  | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled entity? |    |
|--|-------------------------|--|----------------------------|---|----------------------------------|--|----|
|  |                         |  |                            |   |                                  | Yes  | No |
| (1) BALTIMORE WASHINGTON EMERGENCY PHYS INC (52-1756326)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061  | HEALTHCARE              | MD   | 501(C)(3)                  | 12 TYPE I   | BWHS                             |  | ✓  |
| (2) BALTIMORE WASHINGTON HEALTHCARE SERVICES (52-1830243)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061 | HEALTHCARE              | MD   | 501(C)(3)                  | 12 TYPE I   | UMBWMS                           |  | ✓  |
| (3) BALTIMORE WASHINGTON MEDICAL CENTER INC (52-0689917)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061  | HEALTHCARE              | MD   | 501(C)(3)                  | 3   | UMBWMS                           |  | ✓  |
| (4) UM BALTIMORE WASHINGTON MEDICAL SYSTEM (52-1830242)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061   | HEALTHCARE              | MD   | 501(C)(3)                  | 12 TYPE I   | UMMSC                            |  | ✓  |
| (5) NORTH ARUNDEL DEVELOPMENT CORPORATION (52-1318404)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061    | REAL ESTATE             | MD   | 501(C)(2)                  |   | NCC                              |  | ✓  |
| (6) NORTH COUNTY CORPORATION (52-1591355)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061                 | REAL ESTATE             | MD   | 501(C)(2)                  |   | UMBWMS                           |  | ✓  |
| (7) (SEE STATEMENT)  |                         |  |                            |   |                                  |  |    |

**Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Direct controlling entity | (e)<br>Predominant income (related, unrelated, excluded from tax under sections 512–514) | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Disproportionate allocations? |    | (i)<br>Code V—UBI amount in box 20 of Schedule K-1 (Form 1065) | (j)<br>General or managing partner? |    | (k)<br>Percentage ownership |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
|   |                         |  |                                  |  |                              |                                    | Yes                                  | No |  | Yes                                 | No |                             |
| (1) (SEE STATEMENT)                                   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (2)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (3)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (4)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (5)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (6)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |
| (7)   |                         |  |                                  |  |                              |                                    |                                      |    |  |                                     |    |                             |

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a)<br>Name, address, and EIN of related organization | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Direct controlling entity | (e)<br>Type of entity (C corp, S corp, or trust) | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Percentage ownership | (i)<br>Section 512(b)(13) controlled entity? |    |
|---|-------------------------|--|----------------------------------|--|------------------------------|------------------------------------|-----------------------------|--|----|
|   |                         |  |                                  |  |                              |                                    |                             | Yes  | No |
| (1) (SEE STATEMENT)                                   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (2)   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (3)   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (4)   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (5)   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (6)   |                         |  |                                  |  |                              |                                    |                             |  |    |
| (7)   |                         |  |                                  |  |                              |                                    |                             |  |    |

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

|  | Yes | No |
|--|-----|----|
| <b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? |     |    |
| <b>a</b> Receipt of <b>(i)</b> interest, <b>(ii)</b> annuities, <b>(iii)</b> royalties, or <b>(iv)</b> rent from a controlled entity                         |     | ✓  |
| <b>b</b> Gift, grant, or capital contribution to related organization(s)   |     | ✓  |
| <b>c</b> Gift, grant, or capital contribution from related organization(s)   | ✓   |    |
| <b>d</b> Loans or loan guarantees to or for related organization(s)  |     | ✓  |
| <b>e</b> Loans or loan guarantees by related organization(s)   |     | ✓  |
| <b>f</b> Dividends from related organization(s)  |     | ✓  |
| <b>g</b> Sale of assets to related organization(s)   |     | ✓  |
| <b>h</b> Purchase of assets from related organization(s)   |     | ✓  |
| <b>i</b> Exchange of assets with related organization(s)   |     | ✓  |
| <b>j</b> Lease of facilities, equipment, or other assets to related organization(s)  |     | ✓  |
| <b>k</b> Lease of facilities, equipment, or other assets from related organization(s)  | ✓   |    |
| <b>l</b> Performance of services or membership or fundraising solicitations for related organization(s)  |     | ✓  |
| <b>m</b> Performance of services or membership or fundraising solicitations by related organization(s)   | ✓   |    |
| <b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)   |     | ✓  |
| <b>o</b> Sharing of paid employees with related organization(s)  | ✓   |    |
| <b>p</b> Reimbursement paid to related organization(s) for expenses  | ✓   |    |
| <b>q</b> Reimbursement paid by related organization(s) for expenses  |     | ✓  |
| <b>r</b> Other transfer of cash or property to related organization(s)   | ✓   |    |
| <b>s</b> Other transfer of cash or property from related organization(s)   |     | ✓  |

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

| (a)<br>Name of related organization        | (b)<br>Transaction type (a-s) | (c)<br>Amount involved | (d)<br>Method of determining amount involved |
|--|-------------------------------|------------------------|--|
| MEMORIAL HOSPITAL FOUNDATION               | C                             | 5,093,390              | BOOK   |
| (1) DORCHESTER GENERAL HOSPITAL FOUNDATION | C                             | 125,755                | BOOK   |
| (2)  |                               |                        |  |
| (3)  |                               |                        |  |
| (4)  |                               |                        |  |
| (5)  |                               |                        |  |
| (6)  |                               |                        |  |

**Part VI** **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

| (a)<br>Name, address, and EIN of entity | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Predominant income (related, unrelated, excluded from tax under sections 512-514) | (e)<br>Are all partners section 501(c)(3) organizations? |    | (f)<br>Share of total income | (g)<br>Share of end-of-year assets | (h)<br>Disproportionate allocations? |    | (i)<br>Code V—UBI amount in box 20 of Schedule K-1 (Form 1065) | (j)<br>General or managing partner? |    | (k)<br>Percentage ownership |
|---|-------------------------|--|--|--|----|------------------------------|------------------------------------|--------------------------------------|----|--|-------------------------------------|----|-----------------------------|
|   |                         |  |  | Yes  | No |                              |                                    | Yes                                  | No |  | Yes                                 | No |                             |
| (1) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (2) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (3) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (4) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (5) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (6) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (7) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (8) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (9) .....                               |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (10) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (11) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (12) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (13) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (14) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (15) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |
| (16) .....                              |                         |  |  |  |    |                              |                                    |                                      |    |  |                                     |    |                             |

**Part II**

**Identification of Related Tax-Exempt Organizations** (continued)

| (a) Name, address and EIN of related organization   | (b) Primary Activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? |    |
|---|----------------------|---|-------------------------|--|-------------------------------|---|----|
|   |                      |   |                         |  |                               | Yes                                       | No |
| (7) CHESTER RIVER HEALTH FOUNDATION INC (52-1338861)<br>100 BROWN STREET, CHESTERTOWN, MD 21620           | FUNDRAISING          | MD  | 501(C)(3)               | 8  | UMSRH                         |   | ✓  |
| (8) UNIV OF MD SHORE REGIONAL HEALTH, INC (52-2046500)<br>100 BROWN STREET, CHESTERTOWN, MD 21620         | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE I  | UMMSC                         |   | ✓  |
| (9) CHESTER RIVER HOSPITAL CENTER (52-0679694)<br>100 BROWN STREET, CHESTERTOWN, MD 21620                 | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMSRH                         |   | ✓  |
| (10) CHESTER RIVER MANOR INC (52-6070333)<br>200 MORGNEC ROAD, CHESTERTOWN, MD 21620                      | HEALTHCARE           | MD  | 501(C)(3)               | 10   | UMSRH                         |   | ✓  |
| (11) MARYLAND GENERAL CLINICAL PRACTICE GROUP (52-1566211)<br>827 LINDEN AVENUE, BALTIMORE, MD 21201      | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE II                                       | UMMTH                         |   | ✓  |
| (12) UNIVERSITY OF MARYLAND MIDTOWN HEALTH, INC (52-1175337)<br>827 LINDEN AVENUE, BALTIMORE, MD 21201    | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE II                                       | UMMSC                         |   | ✓  |
| (13) MARYLAND GENERAL HOSPITAL INC (52-0591667)<br>827 LINDEN AVENUE, BALTIMORE, MD 21201                 | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMMTH                         |   | ✓  |
| (14) CARE HEALTH SERVICES INC (52-1510269)<br>219 SOUTH WASHINGTON STREET, EASTON, MD 21601               | HEALTHCARE           | MD  | 501(C)(3)               | 10   | SHS                           | ✓   |    |
| (15) MEMORIAL HOSPITAL FOUNDATION INC (52-1282080)<br>219 SOUTH WASHINGTON STREET, EASTON, MD 21601       | FUNDRAISING          | MD  | 501(C)(3)               | 12 TYPE I  | SHS                           | ✓   |    |
| (16) UNIVERSITY OF MARYLAND COMMUNITY MEDICAL (52-1874111)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201 | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMSRH                         |   | ✓  |
| (17) JAMES LAWRENCE KERNAN HOSPITAL INC (52-0591639)<br>2200 KERNAN DRIVE, BALTIMORE, MD 21207            | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMMSC                         |   | ✓  |
| (18) UMMS FOUNDATION, INC (52-2238893)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201                     | FUNDRAISING          | MD  | 501(C)(3)               | 12 TYPE I  | UMMSC                         |   | ✓  |
| (19) UNIVERSITY OF MD MEDICAL SYSTEM CORP (52-1362793)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201     | HEALTHCARE           | MD  | 501(C)(3)               | 3  | N/A                           |   | ✓  |
| (20) UNIVERSITY OF MARYLAND CHARLES REGIONAL (52-2155576)<br>PO BOX 1070, LA PLATA, MD 20646              | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE III-FI                                   | UMMSC                         |   | ✓  |
| (21) CIVISTA MEDICAL CENTER, INC (52-0445374)<br>PO BOX 1070, LA PLATA, MD 20646                          | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMCRH                         |   | ✓  |
| (22) CHARLES REGIONAL MEDICAL CENTER FOUNDATION (52-1414564)<br>PO BOX 1070, LA PLATA, MD 20646           | FUNDRAISING          | MD  | 501(C)(3)               | 12 TYPE I  | UMCRH                         |   | ✓  |
| (23) UNIV OF MD ST. JOSEPH FOUNDATION, INC (52-1681044)<br>7601 OSLER DRIVE, TOWSON, MD 21204             | FUNDRAISING          | MD  | 501(C)(3)               | 12 TYPE I  | UMSJHS                        |   | ✓  |
| (24) HARFORD MEMORIAL HOSPITAL, INC (52-0591484)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014            | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMUCHS                        |   | ✓  |
| (25) UMSJ HEALTH SYSTEM, LLC (46-2097818)<br>7601 OSLER DRIVE, TOWSON, MD 21204                           | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMMSC                         |   | ✓  |
| (26) UM UPPER CHESAPEAKE HEALTH SYSTEM, INC (52-1398513)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014    | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE III-O                                    | UMMSC                         |   | ✓  |
| (27) UPPER CHESAPEAKE HEALTH FOUNDATION, INC (52-1398507)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014   | FUNDRAISING          | MD  | 501(C)(3)               | 12 TYPE I  | UMUCHS                        |   | ✓  |
| (28) UPPER CHESAPEAKE MEDICAL CENTER, INC (52-1253920)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014      | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMUCHS                        |   | ✓  |
| (29) UPPER CHESAPEAKE MEDICAL SERVICES, INC (52-1501734)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014    | HEALTHCARE           | MD  | 501(C)(3)               | 10   | UMUCHS                        |   | ✓  |

| (a) Name, address and EIN of related organization   | (b) Primary Activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? |    |
|---|----------------------|---|-------------------------|--|-------------------------------|---|----|
|   |                      |   |                         |  |                               | Yes                                       | No |
| (30) UPPER CHESAPEAKE PROPERTIES, INC (52-1907237)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014          | REAL ESTATE          | MD  | 501(C)(2)               |  | UMUCHS                        |   | ✓  |
| (31) UPPER CHES RESIDENTIAL HOSPICE HOUSE, INC (26-0737028)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014 | HOSPICE              | MD  | 501(C)(3)               | 10   | UMUCHS                        |   | ✓  |
| (32) HARFORD CRISIS CENTER, INC. (52-1229742)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014               | HOME CARE            | MD  | 501(C)(3)               | 12 TYPE II                                       | UMUCHS                        |   | ✓  |
| (33) DIMENSIONS HEALTH CORPORATION (52-1289729)<br>3001 HOSPITAL DRIVE, CHEVERLY, MD 20785                | HEALTHCARE           | MD  | 501(C)(3)               | 3  | UMMSC                         |   | ✓  |
| (34) DIMENSIONS HEALTHCARE ASSOCIATES (52-1902711)<br>3001 HOSPITAL DRIVE, CHEVERLY, MD 20785             | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE I  | UMCAPRH                       |   | ✓  |
| (35) UM CAPITAL REGION HEALTH, INC (82-3596114)<br>250 W PRATT ST, STE 2400, BALTIMORE, MD 21201          | HEALTHCARE           | MD  | 501(C)(3)               | 12 TYPE III-FI                                   | UMMSC                         |   | ✓  |



**Part III**

**Identification of Related Organizations Taxable as a Partnership** (continued)

| (a) Name, address and EIN of related organization   | (b) Primary Activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income related, unrelated, excluded from tax under sections 512-514 | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? |    | (i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? |    | (k) Percentage ownership |
|---|----------------------|---|-------------------------------|---|---------------------------|---------------------------------|-----------------------------------|----|---|----------------------------------|----|--------------------------|
|   |                      |   |                               |   |                           |                                 | Yes                               | No |   | Yes                              | No |                          |
| (1) ARUNDEL PHYSICIANS ASSOCIATES (52-2000762)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061   | HEALTHCARE           | MD  | APA, INC                      |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (2) BALTIMORE WASHINGTON IMAGING (20-0806027)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061    | HEALTHCARE           | MD  | UMBWMS                        |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (3) UNIVERSITYCARE LLC (52-1914892)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201            | HEALTHCARE           | MD  | UMMSC                         |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (4) O'DEA MEDICAL ARTS LIMITED PAR (52-1682964)<br>7601 OSLER DRIVE, TOWSON, MD 21204         | RENTAL               | MD  | SJMC PROP.                    |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (5) ADVANCED IMAGING AT ST JOSEPH (52-1958002)<br>7601 OSLER DRIVE, TOWSON, MD 21204          | HEALTHCARE           | MD  | UMSJMC                        |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (6) UNIVERSITY OF MARYLAND CHARLES (30-0956382)<br>PO BOX 1070, LAPLATA, MD 20646             | HEALTHCARE           | MD  | UMCRCP                        |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (7) BALTIMORE ASC VENTURES, LLC (82-4133899)<br>7620 YORK ROAD, TOWSON, MD 21204              | HEALTHCARE           | DE  | UMSJMC                        |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |
| (8) UCHS/UMMS REAL ESTATE TRUST (27-6803540)<br>520 UPPER CHESAPEAKE DRIVE, BEL AIR, MD 21014 | HOLDING CO           | MD  | UMMSC                         |   |                           |                                 |                                   | ✓  |   |                                  | ✓  |                          |

**Part IV**

**Identification of Related Organizations Taxable as a Corporation or Trust (continued)**

| (a) Name, address and EIN of related organization  | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C-corp, S-corp or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? |    |
|--|----------------------|---|-------------------------------|--|---------------------------|---------------------------------|--------------------------|---|----|
|  |                      |   |                               |  |                           |                                 |                          | Yes                                       | No |
| (1) ARUNDEL PHYSICIANS ASSOCIATES, INC (52-1992649)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061           | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (2) BALTIMORE WASHINGTON HEALTH ENTERPRISES (52-1936656)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061      | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (3) BW PROFESSIONAL SERVICES, INC (52-1655640)<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061                | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (4) NA EXECUTIVE BUILDING CONDO ASSN, INC<br>301 HOSPITAL DRIVE, GLEN BURNIE, MD 21061                     | REAL ESTATE          | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (5) UM CHARLES REGIONAL CARE PARTNERS (52-2176314)<br>PO BOX 1070, LA PLATA, MD 20646                      | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (6) UNIVERSITY MIDTOWN PROF CENTER (52-1891126)<br>827 LINDEN AVENUE, BALTIMORE, MD 21201                  | REAL ESTATE          | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (7) UNIVERSITY OF MARYLAND HEALTH ADVANTAGE (46-1411902)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201    | INSURANCE            | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (8) UNIVERSITY OF MARYLAND HEALTH PARTNERS (45-2815803)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201     | INSURANCE            | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (9) UNIVERSITY OF MARYLAND MEDICAL SYSTEM HE (45-2815722)<br>22 SOUTH GREENE STREET, BALTIMORE, MD 21201   | INSURANCE            | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (10) UPPER CHESAPEAKE HEALTH VENTURES, INC (52-2031264)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014      | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (11) UPPER CHESAPEAKE MEDICAL CENTER LAND CON (77-0674478)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014   | REAL ESTATE          | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (12) UPPER CHESAPEAKE MEDICAL OFFICE BUILDING (52-1946829)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014   | REAL ESTATE          | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (13) SHORE ORTHOPEDICS, INC (37-1817262)<br>219 S WASHINGTON STREET, EASTON, MD 21601                      | HEALTHCARE           | MD  | YES                           | C CORPORATION                                | 8,796,925                 | 1,743,493                       | 100.00                   | ✓   |    |
| (14) MADISON MANOR, INC (52-1269059)<br>5801 42ND AVE, HYATTSVILLE, MD 20781                               | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (15) AFFILIATED ENTERPRISES, INC (52-1542144)<br>3001 HOSPITAL DRIVE, CHEVERLY, MD 20785                   | HEALTHCARE           | MD  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (16) DIMENSIONS ASSURANCE LTD (98-0348082)<br>PO BOX 1363, GENESIS BLDG, GRAND CAYMAN, CJ                  | INSURANCE            | CAYMAN ISLANDS                                | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (17) RIVERSIDE HEALTH OF DELAWARE, INC (46-3205820)<br>1966 GREENSPRING DRIVE, STE 600, TIMONIUM, MD 21093 | HEALTHCARE           | DE  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |
| (18) RIVERSIDE HEALTH OF DC, INC (46-1411713)<br>1966 GREENSPRING DRIVE, STE 600, TIMONIUM, MD 21093       | HEALTHCARE           | DC  | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |

| (a) Name, address and EIN of related organization   | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C-corp, S-corp or trust) | (f) Share of total income | (g) Share of end-of-year assets | (h) Percentage ownership | (i) Section 512(b)(13) controlled entity? |    |
|---|----------------------|---|-------------------------------|--|---------------------------|---------------------------------|--------------------------|---|----|
|   |                      |   |                               |  |                           |                                 |                          | Yes                                       | No |
| (19) UPPER CHESAPEAKE INSURANCE COMPANY, LTD.<br>(98-0468438)<br>520 UPPER CHESAPEAKE DR, BEL AIR, MD 21014 | INSURANCE            | CAYMAN ISLANDS                                | N/A                           | C CORPORATION                                | N/A                       | N/A                             | N/A                      |   | ✓  |



**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Financial Statements and Schedules

June 30, 2019 and 2018

(With Independent Auditors' Report Thereon)

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

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KPMG LLP  
750 East Pratt Street, 18th Floor  
Baltimore, MD 21202

## Independent Auditors' Report

The Board of Directors  
University of Maryland Medical System Corporation:

We have audited the accompanying consolidated financial statements of the University of Maryland Medical System Corporation and its subsidiaries (the Corporation), which comprise the consolidated balance sheets as of June 30, 2019 and 2018, and the related consolidated statements of operations and changes in net assets, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the University of Maryland Medical System Corporation and its subsidiaries as of June 30, 2019 and 2018, and the results of their operations, changes in net assets and their cash flows for the years then ended in accordance with U.S. generally accepted accounting principles.



*Emphasis of Matter*

As discussed in note 1(aa) to the consolidated financial statements, the Corporation adopted Accounting Standards Update (ASU) No. 2016-14, *Not-for-Profit Entities (Topic 958): Presentation of Financial Statements of Not-for-Profit Entities*, and ASU No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*, during the year ended June 30, 2019 on a modified retrospective basis. Our opinion is not modified with respect to these matters.

*Other Matter*

Our audit was conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying supplementary information in Schedules 1-8 is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audit of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the consolidated financial statements as a whole.

KPMG LLP

Baltimore, Maryland  
October 28, 2019



**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Balance Sheets

June 30, 2019 and 2018

(In thousands)

| <b>Assets</b>  | <b>2019</b>  | <b>2018</b> |
|--|--------------|-------------|
| Current assets:  |              |             |
| Cash and cash equivalents  | \$ 360,318   | 397,243     |
| Assets limited as to use, current portion  | 64,910       | 56,484      |
| Accounts receivable:   |              |             |
| Patient accounts receivable, net   | 458,437      | 431,665     |
| Other  | 91,103       | 88,718      |
| Inventories  | 70,478       | 70,776      |
| Assets held for sale   | 116,828      | 139,120     |
| Prepaid expenses and other current assets  | 48,055       | 41,115      |
| Total current assets   | 1,210,129    | 1,225,121   |
| Investments  | 885,640      | 859,905     |
| Assets limited as to use, less current portion   | 1,227,384    | 1,142,707   |
| Property and equipment, net  | 2,309,086    | 2,165,466   |
| Investments in joint ventures  | 91,942       | 88,063      |
| Other assets   | 409,188      | 548,201     |
| Total assets   | \$ 6,133,369 | 6,029,463   |
| <b>Liabilities and Net Assets</b>  |              |             |
| Current liabilities:   |              |             |
| Trade accounts payable   | \$ 288,841   | 267,396     |
| Accrued payroll and benefits   | 281,177      | 262,201     |
| Advances from third-party payors   | 139,163      | 153,867     |
| Lines of credit  | 161,300      | 99,300      |
| Short-term financing   | 150,000      | 150,000     |
| Other current liabilities  | 127,760      | 151,163     |
| Liabilities held for sale  | 60,830       | 86,834      |
| Long-term debt subject to short-term remarketing arrangements                                  | 18,895       | 58,054      |
| Current portion of long-term debt  | 47,621       | 51,989      |
| Total current liabilities  | 1,275,587    | 1,280,804   |
| Long-term debt, less current portion and amount subject to short-term remarketing arrangements | 1,484,960    | 1,508,334   |
| Other long-term liabilities  | 439,024      | 395,447     |
| Interest rate swap liabilities   | 196,174      | 149,789     |
| Total liabilities  | 3,395,745    | 3,334,374   |
| Net assets:  |              |             |
| Without donor restrictions   | 1,973,405    | 1,952,422   |
| With donor restrictions  | 764,219      | 742,667     |
| Total net assets   | 2,737,624    | 2,695,089   |
| Total liabilities and net assets   | \$ 6,133,369 | 6,029,463   |

See accompanying notes to consolidated financial statements.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Statements of Operations and Changes in Net Assets

Years ended June 30, 2019 and 2018

(In thousands)

|   | <b>2019</b>  | <b>2018</b> |
|---|--------------|-------------|
| Operating revenue, gains, and other support:                |              |             |
| Net patient service revenue                                 | \$ 4,017,054 | 3,877,341   |
| State and county support                                    | 41,521       | 40,374      |
| Other revenue   | 176,699      | 150,856     |
| Total operating revenue, gains, and other support           | 4,235,274    | 4,068,571   |
| Operating expenses:   |              |             |
| Salaries, wages and benefits                                | 2,158,136    | 2,020,075   |
| Expendable supplies   | 792,015      | 758,252     |
| Purchased services  | 634,618      | 615,978     |
| Contracted services   | 269,897      | 275,376     |
| Depreciation and amortization                               | 244,056      | 236,090     |
| Interest expense  | 57,792       | 55,627      |
| Total operating expenses                                    | 4,156,514    | 3,961,398   |
| Income from continuing operations                           | 78,760       | 107,173     |
| Nonoperating income and expenses, net:                      |              |             |
| Unrestricted contributions                                  | 5,607        | 12,377      |
| Inherent contribution – Capital Region                      | —            | 41,772      |
| Equity in net income of joint ventures                      | 3,624        | 5,489       |
| Investment income, net                                      | 30,632       | 37,465      |
| Change in fair value of investments                         | 24,421       | 23,976      |
| Change in fair value of undesignated interest rate swaps    | (47,995)     | 43,071      |
| Other nonoperating losses, net                              | (33,045)     | (27,120)    |
| Excess of revenues over expenses from continuing operations | \$ 62,004    | 244,203     |
| Loss on discontinued operations                             | (25,847)     | (27,366)    |
| Excess of revenues over expenses                            | \$ 36,157    | 216,837     |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Statements of Operations and Changes in Net Assets

Years ended June 30, 2019 and 2018

(In thousands)

|   | <u>Without donor<br/>restrictions</u> | <u>With donor<br/>restrictions</u> | <u>Total</u>     |
|---|---------------------------------------|------------------------------------|------------------|
| Balance at June 30, 2017  | \$ 1,711,329                          | 304,535                            | 2,015,864        |
| Excess of revenues over expenses  | 216,837                               | —                                  | 216,837          |
| Inherent contribution – Capital Region  | —                                     | 418,243                            | 418,243          |
| Investment gains, net   | —                                     | 2,967                              | 2,967            |
| State support for capital   | —                                     | 3,209                              | 3,209            |
| Contributions, net  | —                                     | 17,086                             | 17,086           |
| Net assets released from restrictions used for operations<br>and nonoperating activities  | —                                     | (3,956)                            | (3,956)          |
| Net assets released from restrictions used for purchase<br>of property and equipment      | 3,484                                 | (3,484)                            | —                |
| Change in economic and beneficial interests in the net<br>assets of related organizations | —                                     | 2,731                              | 2,731            |
| Change in ownership interest of joint ventures  | —                                     | 1,301                              | 1,301            |
| Amortization of accumulated loss of discontinued<br>designated interest rate swap         | 1,668                                 | —                                  | 1,668            |
| Change in funded status of defined benefit pension plans                                  | 16,287                                | —                                  | 16,287           |
| Asset reclassifications at request of donor   | 1,145                                 | (1,145)                            | —                |
| Other   | 1,672                                 | 1,180                              | 2,852            |
| Increase in net assets  | <u>241,093</u>                        | <u>438,132</u>                     | <u>679,225</u>   |
| Balance at June 30, 2018  | <u>1,952,422</u>                      | <u>742,667</u>                     | <u>2,695,089</u> |
| Excess of revenues over expenses  | 36,157                                | —                                  | 36,157           |
| Investment gains, net   | —                                     | 1,666                              | 1,666            |
| State support for capital   | —                                     | 5,565                              | 5,565            |
| Contributions, net  | —                                     | 26,782                             | 26,782           |
| Net assets released from restrictions used for operations<br>and nonoperating activities  | —                                     | (4,279)                            | (4,279)          |
| Net assets released from restrictions used for purchase<br>of property and equipment      | 14,130                                | (14,130)                           | —                |
| Change in economic and beneficial interests in the net<br>assets of related organizations | —                                     | 1,982                              | 1,982            |
| Change in ownership interest of joint ventures  | 68                                    | 1,178                              | 1,246            |
| Amortization of accumulated loss of discontinued<br>designated interest rate swap         | 1,610                                 | —                                  | 1,610            |
| Change in funded status of defined benefit pension plans                                  | (26,886)                              | —                                  | (26,886)         |
| Other   | (4,096)                               | 2,788                              | (1,308)          |
| Increase in net assets  | <u>20,983</u>                         | <u>21,552</u>                      | <u>42,535</u>    |
| Balance at June 30, 2019  | <u>\$ 1,973,405</u>                   | <u>764,219</u>                     | <u>2,737,624</u> |

See accompanying notes to consolidated financial statements.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Statements of Cash Flows

Years ended June 30, 2019 and 2018

(In thousands)

|   | <b>2019</b> | <b>2018</b> |
|---|-------------|-------------|
| Cash flows from operating activities:   |             |             |
| Increase in net assets from continuing operations   | \$ 42,535   | 679,225     |
| Adjustments to reconcile increase in net assets to net cash provided by operating activities:                   |             |             |
| Depreciation and amortization   | 244,056     | 236,090     |
| Amortization of bond premium and deferred financing costs   | 1,477       | 1,477       |
| Net realized gains and change in fair value of investments  | (41,626)    | (53,029)    |
| Equity in net income of joint ventures  | (3,624)     | (5,489)     |
| Change in economic and beneficial interests in net assets of related organizations                              | (1,982)     | (3,776)     |
| Change in fair value of interest rate swaps   | 46,385      | (44,735)    |
| Change in funded status of defined benefit pension plans  | 26,886      | (16,287)    |
| Inherent contribution – Capital Region  | —           | (460,015)   |
| Restricted contributions, grants and other support, net   | (22,503)    | (17,086)    |
| Change in operating assets and liabilities:   |             |             |
| Patient accounts receivable   | (26,772)    | (10,470)    |
| Other receivables, prepaid expenses, other current assets and other assets                                      | 152,963     | 92,974      |
| Inventories   | 298         | (4,778)     |
| Trade accounts payable, accrued payroll and benefits, other current liabilities and other long-term liabilities | 14,617      | (14,294)    |
| Change in contingent consideration  | —           | (35,700)    |
| Advances from third-party payors  | (14,704)    | 21,926      |
| Net cash provided by operating activities   | 418,006     | 366,033     |
| Cash flows from investing activities:   |             |             |
| Purchases and sales of investments and assets limited as to use, net  | (98,911)    | (347,160)   |
| Purchases of alternative investments  | (66,267)    | (64,375)    |
| Sales of alternative investments  | 89,948      | 38,938      |
| Cash acquired in contribution from Capital Region   | —           | 46,626      |
| Purchases of property and equipment   | (394,588)   | (217,153)   |
| (Contributions to)/distributions from joint ventures, net   | (1,238)     | 3,527       |
| Net cash used in investing activities   | (471,056)   | (539,597)   |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidated Statements of Cash Flows

Years ended June 30, 2019 and 2018

(In thousands)

|  | <u>2019</u>       | <u>2018</u>    |
|--|-------------------|----------------|
| Cash flows from financing activities:                              |                   |                |
| Proceeds from long-term debt                                       | \$ 10,016         | 190,928        |
| Repayment of long-term debt and capital leases                     | (78,394)          | (44,577)       |
| Draws (repayments) on lines of credit, net                         | 62,000            | (25,700)       |
| Payment of debt issuance costs                                     | —                 | (2,255)        |
| Restricted contributions, grants and other support                 | <u>22,503</u>     | <u>17,086</u>  |
| Net cash provided by financing activities                          | <u>16,125</u>     | <u>135,482</u> |
| Net decrease in cash and cash equivalents                          | (36,925)          | (38,082)       |
| Cash and cash equivalents, beginning of year                       | <u>397,243</u>    | <u>435,325</u> |
| Cash and cash equivalents, end of year                             | <u>\$ 360,318</u> | <u>397,243</u> |
| <br>   |                   |                |
| Cash flows from discontinued operations:                           |                   |                |
| Operating Activities   | \$ 2,150          | 10,615         |
| Investing Activities   | (3,131)           | (2,710)        |
| Financing activities   | —                 | —              |
| <br>   |                   |                |
| Supplemental disclosures of cash flow information:                 |                   |                |
| Cash paid during the year for interest, net of amounts capitalized | \$ 58,860         | 59,716         |
| Amount included in accounts payable for construction in progress   | 35,414            | 28,502         |
| <br>   |                   |                |
| Supplemental disclosures of noncash information:                   |                   |                |
| Capital leases   | \$ 427            | 1,077          |
| Contributed from Capital Region                                    | —                 | *              |

\* See footnote 1(a)(x) for detail of noncash contributions from Capital Region.

See accompanying notes to consolidated financial statements.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

**(1) Organization and Summary of Significant Accounting Policies**

**(a) Organization**

The University of Maryland Medical System Corporation (the Corporation or UMMS) is a private, not-for-profit corporation providing comprehensive healthcare services through an integrated regional network of hospitals and related clinical enterprises. UMMS was created in 1984 when its founding hospital was privatized by the State of Maryland. Prior to that time, the founding hospital was state-owned, operated and financed as part of the University of Maryland, now a part of the University System. As part of the privatization process, the Maryland General Assembly and the University of Maryland's Board of Regents adopted legislation (the "Governance Legislation") separating the major health care delivery components from the University System to UMMS. This Governance Legislation provides for certain level of oversight by the State of Maryland to ensure UMMS' founding purposes are consistently set forth in its functions and operating practices. The Corporation monitors compliance with all requirements of the Governance Legislation.

Over its 35-year history, UMMS evolved into a multi-hospital system with academic, community and specialty service missions reaching primarily across Maryland. In continuing partnership with the University of Maryland School of Medicine, UMMS operates healthcare programs that improve the physical and mental health of thousands of people each day.

The accompanying consolidated financial statements include the accounts of the Corporation, its wholly owned subsidiaries, and entities controlled by the Corporation. In addition, the Corporation maintains equity interests in various unconsolidated joint ventures, which are described in note 4. The significant operating divisions of the Corporation are described in further detail below.

All material intercompany balances and transactions have been eliminated in consolidation.

*(i) Recent Acquisitions and Divestitures*

During the year ended June 30, 2019, the Corporation approved a plan to sell the assets and liabilities of University of Maryland Medical System Health Plans, Inc. The sale, which will include both the Medicaid Plan and Medicare Advantage Plan, is expected to be completed within the next 12 months. Based on the criteria in Accounting Standards Codification (ASC) Topic 205, *Discontinued Operations*, it was determined that the pending sale met the criteria for discontinued operations treatment. The carrying amount of the assets and liabilities held for sale are stated at their net realizable value as of June 30, 2019 and any gain or loss on the sale is considered to be immaterial to the consolidated financial statements of the Corporation. As of June 30, 2019 and 2018, assets held for sale were approximately \$116,800 and \$139,100 and liabilities held for sale were approximately \$60,800 and \$86,800, respectively. For the years ended June 30, 2019 and 2018, operating revenues from discontinued operations were approximately \$379,630 and \$357,099, respectively. For the years ended June 30, 2019 and 2018, operating expenses from discontinued operations were approximately \$406,593 and \$388,693, respectively.

Effective September 1, 2017, the Corporation entered into an affiliation agreement with Dimensions Healthcare System and Subsidiaries (DHS) whereby the Corporation became the sole corporate member of DHS. DHS has changed its trade name to University of Maryland Capital Region Health (Capital Region) located in Prince George's County, Maryland, and includes one acute care

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

hospitals, one free standing medical facility (FMF), ambulatory and outpatient facilities, and other subsidiaries.

The transaction is described in more detail in note 1(a)(x).

*(ii) University of Maryland Medical Center (Medical Center)*

The Medical Center, which is a major component of UMMS, is a 767-bed academic medical center located in Baltimore. The Medical Center has served as the teaching hospital of the School of Medicine of the University System of Maryland, Baltimore since 1823. As part of the privatization in 1984, only clinical faculty members of the School of Medicine may serve as medical staff of the Medical Center.

The Medical Center is comprised of two operating divisions: University Hospital, which includes the Greenebaum Cancer Center, and Shock Trauma Center. University Hospital, which generates approximately 80% of the Medical Center's admissions and patient days, is a tertiary teaching hospital providing over 70 clinical services and programs. The Greenebaum Cancer Center specializes in the treatment of cancer patients and is a site for clinical cancer research. The Shock Trauma Center, which specializes in emergency treatment of patients suffering severe trauma, generates approximately 20% of admissions and patient days.

The Medical Center's operations include UniversityCARE, LLC (UCARE), a physician hospital organization of which the Corporation owns a majority ownership interest and therefore consolidates, and 36 South Paca Street, LLC, a wholly owned subsidiary of the Corporation that operates a residential apartment building.

The Corporation has certain agreements with various departments of the University of Maryland School of Medicine concerning the provision of professional and administrative services to the Corporation and its patients. Total expense under these agreements in the years ended June 30, 2019 and 2018 was approximately \$159,043 and \$163,321, respectively.

*(iii) University of Maryland Rehabilitation and Orthopaedic Institute (ROI)*

ROI is comprised of a medical/surgical and rehabilitation hospital in Baltimore with 137 licensed beds, which includes rehabilitation beds, chronic care beds, medical/surgical beds, and off-site physical therapy facilities.

A related corporation, The James Lawrence Kernan Endowment Fund, Inc. (Kernan Endowment), is governed by a separate, independent board of directors and is required to hold investments and income derived therefrom for the exclusive benefit of ROI. Accordingly, the accompanying consolidated financial statements reflect an economic interest in the net assets of the Kernan Endowment.

*(iv) University of Maryland Medical Center Midtown Campus (Midtown)*

Midtown is located in Baltimore city and is comprised of University of Maryland Midtown Hospital (UM Midtown), with 170 licensed beds, including 90 acute care beds and 80 chronic care beds and a wholly owned subsidiary providing primary care.



**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
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Notes to Consolidated Financial Statements

June 30, 2019 and 2018

(v) *University of Maryland Baltimore Washington Medical System, Inc. (Baltimore Washington)*

Baltimore Washington is located in Anne Arundel County, a suburb of Baltimore city, and is a health system comprised of University of Maryland Baltimore Washington Medical Center (UM Baltimore Washington), a 288-bed acute care hospital providing a broad range of services, and several wholly owned subsidiaries providing emergency physician and other services.

Baltimore Washington Medical Center Foundation, Inc. (BWMC Foundation) is governed by a separate, independent board of directors and is required to hold investments and income derived therefrom for the exclusive benefit of UM Baltimore Washington. Accordingly, the accompanying consolidated financial statements reflect an economic interest in the net assets of the BWMC Foundation.

(vi) *University of Maryland Shore Regional Health System (Shore Regional)*

Shore Regional is a health system located on the Eastern Shore of Maryland. Shore Regional owns and operates University of Maryland Memorial Hospital (UM Memorial), a 140-bed acute care hospital providing inpatient and outpatient services in Easton, Maryland; University of Maryland Dorchester Hospital (UM Dorchester), a 48-bed acute care hospital providing inpatient and outpatient services in Cambridge, Maryland; University of Maryland Chester River Hospital Center (UM Chester River), a 26-bed acute care hospital providing inpatient and outpatient services to the residents of Kent and Queen Anne's counties; Shore Emergency Center at Queenstown (Shore Emergency Center), a free-standing emergency center; Memorial Hospital Foundation (Memorial Foundation), a nonprofit corporation established to solicit donations for the benefit of UM Memorial; Chester River Health Foundation (Chester River Foundation), a nonprofit corporation established to solicit donations for the benefit of UM Chester River; and several other subsidiaries providing various outpatient and home care services.

Dorchester General Hospital Foundation, Inc. (Dorchester Foundation) is governed by a separate, independent board of directors to raise funds on behalf of UM Dorchester. Shore Regional does not have control over the policies or decisions of the Dorchester Foundation, and accordingly, the accompanying consolidated financial statements reflect a beneficial interest in the net assets of the Dorchester Foundation.

(vii) *University of Maryland Charles Regional Health System, Inc. (Charles Regional)*

Charles Regional owns and operates University of Maryland Charles Regional Medical Center (UM Charles Regional), which is comprised of a 109-bed acute care hospital and other community healthcare resources providing inpatient and outpatient services to the residents of Charles County in Southern Maryland.

(viii) *University of Maryland St. Joseph Health System, LLC (St. Joseph)*

St. Joseph owns and operates University of Maryland St. Joseph Medical Center (UM St. Joseph), a 224-bed, Catholic acute care hospital located in Towson, Maryland, as well as other subsidiaries providing inpatient and outpatient services to the residents of Baltimore County.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

(ix) *University of Maryland Upper Chesapeake Health System (Upper Chesapeake)*

Upper Chesapeake is a health system located in Harford County, Maryland. Upper Chesapeake's healthcare delivery system includes two acute care hospitals, University of Maryland Upper Chesapeake Medical Center (UM Upper Chesapeake), a 171-bed acute care hospital and University of Maryland Harford Memorial Hospital (UM Harford Memorial), an 86-bed acute care hospital; a physician practice; a captive insurance company; a land holding company; and Upper Chesapeake Health Foundation.

(x) *University of Maryland Capital Region Health (Capital Region)*

Capital Region is a health system located in Prince George's County. Capital Region owns and operates UM Prince George's Hospital Center (UM Prince George's), a 230-bed acute care teaching hospital providing an array of services including emergency medicine, behavioral health, cardiac surgery and a Level II Trauma Center; and UM Laurel Regional Health (UM Laurel), a 61-bed acute care hospital providing cardiopulmonary care, critical care, infusion and inpatient and outpatient surgery among other services.

Effective September 1, 2017, UMMS became the sole corporate member of Capital Region after several years of collaboration with Prince George's County and the state of Maryland. This affiliation represents the culmination of those discussions and includes plans to build a new state-of-the-art medical center in Largo, Maryland. In accordance with the agreement, Prince George's County and the state of Maryland have each approved funding through legislation of \$208,000 towards the construction of the new medical facility. The combined \$416,000 of county and state capital funding commitments was recorded as a receivable within other assets of the accompanying consolidated balance sheets and net assets with donor restrictions as of the affiliation date.

The affiliation was accounted for under the guidance of ASC Topic 805, *Business Combinations*, and the financial position and results of operations of Capital Region were consolidated by the Corporation beginning on September 1, 2017.

The following table summarizes the estimated fair value of the assets acquired and liabilities assumed at September 1, 2017:

|                        |                   |
|------------------------|-------------------|
| Assets:                |                   |
| Cash                   | \$ 46,626         |
| Current assets         | 63,472            |
| Investments            | 15,256            |
| Limited use funds      | 54,370            |
| Property and equipment | 96,089            |
| Other long-term assets | <u>393,747</u>    |
| Total assets           | <u>\$ 669,560</u> |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

|                                  |                          |
|----------------------------------|--------------------------|
| Liabilities:                     |                          |
| Current liabilities              | \$ 87,002                |
| Long-term liabilities            | <u>122,543</u>           |
| Total liabilities                | <u>209,545</u>           |
| Net assets:                      |                          |
| Without donor restrictions       | 41,772                   |
| With donor restrictions          | <u>418,243</u>           |
| Total net assets                 | <u>460,015</u>           |
| Total liabilities and net assets | <u><u>\$ 669,560</u></u> |

The following table summarizes the Corporation's unaudited pro forma consolidated results as though the acquisition date occurred at the beginning of fiscal year:

|   | <u>2018</u>                |
|---|----------------------------|
| Operating revenues:   |                            |
| The Corporation   | \$ 4,118,985               |
| Capital Region  | <u>413,142</u>             |
|   | <u><u>\$ 4,532,127</u></u> |
| Net nonoperating income:  |                            |
| The Corporation   | \$ 148,107                 |
| Capital Region  | <u>3,315</u>               |
|   | <u><u>\$ 151,422</u></u>   |
| Excess of revenues over expenses<br>from continuing operations: |                            |
| The Corporation   | \$ 207,117                 |
| Capital Region  | <u>10,520</u>              |
|   | <u><u>\$ 217,637</u></u>   |
| Changes in net assets:  |                            |
| Without donor restrictions                                      |                            |
| The Corporation   | \$ 228,935                 |
| Capital Region  | <u>12,158</u>              |
|   | <u><u>\$ 241,093</u></u>   |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

|                              | <b>2018</b> |
|------------------------------|-------------|
| With donor restrictions      |             |
| The Corporation              | \$ 416,225  |
| Capital Region               | 21,907      |
|                              | \$ 438,132  |
| Total changes in net assets: |             |
| The Corporation              | \$ 645,160  |
| Capital Region               | 34,065      |
|                              | \$ 679,225  |

(xi) *University of Maryland Medical System Foundation, Inc. (UMMS Foundation)*

The UMMS Foundation, a not-for-profit foundation, was established for the purpose of soliciting contributions on behalf of the Corporation.

(xii) *University of Maryland Community Medical Group, LLC (CMG)*

CMG is a physician network that employs more than 300 primary care physicians, specialists and advanced practice providers. CMG is a wholly owned subsidiary of UMMS and has over 75 locations across the state of Maryland. Effective July 1, 2018, CMG was decentralized, moving the primary care physicians back to their respective health systems.

(xiii) *University of Maryland Quality Care Network (QCN)*

QCN, a wholly owned subsidiary of UMMS, is a network comprised of UMMS employed physicians and independent physician practices in the UMMS service area. The participants bear shared responsibility for the care of a defined population of patients and can contract as one entity with payors.

(xiv) *University of Maryland Health Ventures, LLC. (UM Health Ventures)*

UM Health Ventures, a wholly owned subsidiary of UMMS, is the parent company of University of Maryland Medical System Health Plans, Inc. (UM Health Plans), a managed care healthcare company based in Baltimore, Maryland. UM Health Plans is the parent company of University of Maryland Health Partners (UMHP), which provides managed care health coverage to approximately 45,000 Medicaid recipients throughout Maryland; University of Maryland Health Advantage, Inc. (UMHA), which provides Medicare Advantage Plans to approximately 10,000 members; Riverside Health of Delaware Inc. (RHDE) and Riverside Health DC, Inc. See note 1(a)(i) for discussion on proposed sale.

**(b) Basis of Presentation**

The consolidated financial statements are prepared on the accrual basis of accounting in accordance with U.S. generally accepted accounting principles.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Notes to Consolidated Financial Statements

June 30, 2019 and 2018

**(c) Cash and Cash Equivalents**

Cash and cash equivalents, excluding amounts shown within investments and assets limited as to use, consist of cash and interest bearing deposits with maturities of three months or less from the date of purchase. Cash and cash equivalent balances may exceed amounts insured by federal agencies and, therefore, bear a risk of loss. The Corporation has not experienced such losses on these funds.

**(d) Investments and Assets Limited as to Use**

The Corporation's investment portfolios are classified as trading and are reported in the consolidated balance sheets, as long-term assets, at their fair value based on quoted market prices at June 30, 2019 and 2018. Unrealized holding gains and losses on trading securities with readily determinable market values are included in nonoperating income. Investment income, including realized gains and losses, is included in nonoperating income in the accompanying consolidated statements of operations and changes in net assets.

Assets limited as to use include investments set aside at the discretion of the board of directors for the replacement or acquisition of property and equipment, investments held by trustees under bond indenture agreements and self-insurance trust arrangements, and assets whose use is restricted by donors. Such investments are stated at fair value. Amounts required to meet current liabilities have been included in current assets in the consolidated balance sheets. Changes in fair values of donor-restricted investments are recorded in net assets with donor restrictions unless otherwise required by the donor or state law.

Assets limited as to use also include the Corporation's economic interests in financially interrelated organizations (note 12).

Alternative investments, which the Corporation defines to include multi-strategy commingled funds, hedge funds, hedge fund-of-funds, and private equity investments, are recorded under the equity method of accounting. Underlying securities of these alternative investments may include certain debt and equity securities that are not readily marketable. Because certain investments are not readily marketable, their fair value is subject to additional uncertainty, and therefore, values realized upon disposition may vary significantly from current reported values.

Investments are exposed to certain risks, such as interest rate, credit, and overall market volatility. Due to the level of risk associated with certain investment securities, changes in the value of investment securities could occur in the near term, and these changes could materially differ from the amounts reported in the accompanying consolidated financial statements.

**(e) Inventories**

Inventories, consisting primarily of drugs and medical/surgical supplies, are carried at the lower of cost or market, on a first-in, first-out basis.

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**(f) Economic Interests in Financially Interrelated Organizations**

The Corporation recognizes its rights to assets held by recipient organizations, which accept cash or other financial assets from a donor and agree to use those assets on behalf of or transfer those assets, the return on investment of those assets, or both, to the Corporation. Changes in the Corporation's economic interests in these financially interrelated organizations are recognized in the consolidated statements of changes in net assets.

**(g) Property and Equipment**

Property and equipment are stated at cost or estimated fair value at date of contribution, less accumulated depreciation. Depreciation is provided on a straight-line basis over the estimated useful lives of the depreciable assets using the half-year convention. The estimated useful lives of the assets are as follows:

|                                     |                |
|-------------------------------------|----------------|
| Buildings                           | 20 to 40 years |
| Building and leasehold improvements | 5 to 15 years  |
| Equipment                           | 3 to 15 years  |

Interest costs incurred on borrowed funds less interest income earned on the unexpended bond proceeds during the period of construction are capitalized as a component of the cost of acquiring those assets.

Gifts of long-lived assets, such as land, buildings, or equipment are reported as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, expirations of donor restrictions are reported when the donated or acquired long-lived assets are placed in service.

**(h) Deferred Financing Costs**

Costs incurred related to the issuance of long-term debt, which are included in long-term debt, are deferred and are amortized over the life of the related debt agreements or the related letter-of-credit agreements using the effective-interest method.

**(i) Goodwill and Intangible Assets**

Intangible assets include amounts recognized in connection with acquisitions. Intangible assets are initially valued at fair market value using generally accepted valuation methods. Amortization is recognized on a straight-line basis over the estimated useful life of the intangible assets. Intangible assets with definite and indefinite lives are reviewed for impairment if indicators of impairment arise.

Goodwill is an asset representing the future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognized. The Corporation adopted Accounting Standards Update (ASU) No. 2017-04, *Simplifying the Test for Goodwill Impairment*, for the year ended June 30, 2018. Goodwill is evaluated for impairment at least annually

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on June 30, in accordance with ASC Topic 350, *Intangibles – Goodwill and Other*, using a qualitative assessment (Step 0) to determine whether there are events or circumstances that indicate it is more likely than not that the fair value of the reporting unit is less than its carrying value, which determines whether a quantitative (Step 1) goodwill impairment test is necessary. Under the quantitative assessment, the fair value of the reporting unit is compared with its carrying value (including goodwill). If the fair value of the reporting unit is less than its carrying value, goodwill impairment exists for the reporting unit and the entity must record an impairment loss.

The Corporation has two reporting units, one of which includes all health care delivery assets and the other that includes UM Health Plan assets. Based on the Corporation's qualitative assessment, it was determined that it was more likely than not that the fair values of each reporting unit exceeded their respective carrying value for the year ended June 30, 2019. Based on the Corporation's qualitative assessment, it was determined that the fair value of the health care delivery reporting unit was more likely than not greater than its carrying value for the year ended June 30, 2018. The Health Plans reporting unit experienced increasing losses in the fiscal year ended June 30, 2018 primarily related to medical claims expenses in excess of premium revenues for its Medicare Advantage Plan, and as a result, the Corporation engaged a third party to perform the Step 1 impairment test using the income approach. The income approach provides an estimation of the fair value of an asset based on market participant expectations about the cash flows that asset would generate over its remaining useful life. The cash flow models were developed using projected revenues and expenses based on historical data, industry projections as well as management expectations.

Based on the results of the impairment test, the Corporation recognized a loss on impairment of \$12,794 related to goodwill and \$33,000 related to an intangible asset (Medicaid Contract) for the year ended June 30, 2018, and these were recorded in loss on discontinued operations in the consolidated financial statements. There was no impairment loss recognized for the year ended June 30, 2019.

The changes in the carrying amount of goodwill are as follows:

|                           | <u>Health Care<br/>Delivery</u> | <u>Health Plans</u> |
|---------------------------|---------------------------------|---------------------|
| Goodwill at June 30, 2017 | \$ 48,810                       | 42,019              |
| Acquisitions              | —                               | —                   |
| Write-downs               | —                               | (12,794)            |
|                           | <hr/>                           | <hr/>               |
| Goodwill at June 30, 2018 | 48,810                          | 29,225              |
| Acquisitions              | —                               | —                   |
| Write-downs               | —                               | —                   |
|                           | <hr/>                           | <hr/>               |
| Goodwill at June 30, 2019 | <u>\$ 48,810</u>                | <u>29,225</u>       |

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**(j) Contingent Consideration for Business Acquisitions**

Acquisitions may include contingent consideration payments based on future financial measures of an acquired company. Contingent consideration is required to be recognized at fair value as of the acquisition date. The fair value of these liabilities is estimated based on financial projections of the acquired companies and estimated probabilities of achievement and discount the liabilities to present value using a weighted average cost of capital. Contingent consideration is valued using significant inputs that are not observable in the market, which are defined as Level 3 inputs pursuant to fair value measurement accounting. At each reporting date, the contingent consideration obligation is revalued to estimated fair value and changes in fair value subsequent to the acquisition are reflected in operating income in the consolidated statements of operations and changes in net assets. Changes in the fair value of contingent consideration obligations may result from changes in discount periods and rates, changes in the timing and amount of revenue and/or earnings estimates, and changes in probability assumptions with respect to the likelihood of achieving the various earn-out criteria. The Corporation recorded a contingent liability of \$35,700 related to an earn-out clause in connection with the August 15, 2015 acquisition of UM Health Plans. This earn-out could result in an undiscounted payment ranging from \$0 to \$106,500 depending on the performance and membership of both plans. The final computation of the earn-out is not to be determined until March 31, 2020. Based on the earn-out calculation, the Corporation determined that the fair value of the contingent liability was \$0 at both June 30, 2019 and 2018. As such, the Corporation recognized a gain of \$0 and \$35,700 related to the change in fair value of the contingent consideration during the fiscal year ended June 30, 2019 and 2018, respectively. The gain is included in the loss on discontinued operations in the 2018 consolidated statement of operations and changes in net assets.

**(k) Impairment of Long-Lived Assets**

Long-lived assets, such as property, plant, and equipment, and purchased intangibles subject to amortization, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of assets to be held and used is measured by comparing the carrying amount of an asset to estimated undiscounted future cash flows expected to be generated by the asset. If the carrying amount of an asset exceeds its estimated future cash flows, an impairment charge is recognized in the amount by which the carrying amount of the asset exceeds the fair value of the asset. Assets to be disposed of would be separately presented in the consolidated balance sheets and reported at the lower of the carrying amount or fair value less costs to sell, and are no longer depreciated. The assets and liabilities of a disposed group classified as held for sale would be presented separately in the appropriate asset and liability sections of the consolidated balance sheets.

No impairment losses were recorded for the years ended June 30, 2019 or 2018.

**(l) Investments in Joint Ventures**

When the Corporation does not have a controlling interest in an entity, but exerts a significant influence over the entity, the Corporation applies the equity method of accounting.



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**(m) Self-Insurance**

Under the Corporation's self-insurance programs (general and professional liability, workers' compensation, and employee health and long-term disability benefits), claims are reflected as a present-value liability based upon actuarial estimates and reported and incurred but not reported claims analysis, taking into consideration the severity of incidents and the expected timing of claim payments.

**(n) Net Assets**

The Corporation classifies net assets based on the existence or absence of donor-imposed restrictions. Net assets without donor restrictions represent contributions, gifts, and grants, which have no donor-imposed restrictions or which arise as a result of operations. Net assets with donor restrictions are subject to donor-imposed restrictions that must or will be met either by satisfying a specific purpose and/or passage of time. Generally, the donors of these assets permit the use of all or part of the income earned on related investments for specific purposes. The restrictions associated with these net assets generally pertain to patient care, specific capital projects, and funding of specific hospital operations and community outreach programs.

**(o) Net Patient Service Revenue and Patient Accounts Receivable**

In accordance with ASC Topic 606, *Revenue from Contracts with Customers*, net patient service revenue, which includes hospital inpatient services, hospital outpatient services, physician services, and other patient services revenue, is recorded at the transaction price estimated by the Corporation to reflect the total consideration due from patients and third-party payors (including commercial payers and government programs) and others. Revenue is recognized over time as performance obligations are satisfied in exchange for providing goods and services in patient care. Revenue is recorded as these goods and services are provided. The services provided to a patient during an inpatient stay or outpatient visit represent a bundle of goods and services that are distinct and accounted for as a single performance obligation.

The Corporation's estimate of the transaction price includes the Corporation's standard charges for the goods and services provided with a reduction recorded related to price concessions for such items as contractual allowances, charity care, potential adjustments that may arise from payment and other reviews, and uncollectible amounts. The price concessions are determined using the portfolio approach as a practical expedient to account for patient contracts as collective groups rather than individually. Estimates for uncollectible amounts are based on the aging of the accounts receivable, historical collections experience for similar payors and patients, current market conditions, and other relevant factors. The Corporation recognizes a significant amount of patient service revenue at the time the services are rendered even though they do not assess the patient's ability to pay. Based on historical experience, a significant portion of the self pay population will be unable or unwilling to pay for services which is estimated in the transaction price. Subsequent changes to the estimate of the transaction price are generally recorded as adjustment to net patient service revenue in the period of change. Subsequent changes that are determined to be the result of an adverse change in the payor's or patient's ability to pay are recorded as bad debt expense. Bad debt expense for the year ended June 30, 2019 was not significant to the consolidated financial statements.

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The standard charges for goods and services for the Medical Center, ROI, Midtown, Baltimore Washington, Shore Regional, Charles Regional, St. Joseph, Upper Chesapeake, and Capital Region reflects actual charges to patients based on rates established by the State of Maryland Health Services Cost Review Commission (HSCRC) in effect during the period in which the services are rendered. See note 18 for further discussion on the HSCRC and regulated rates.

Patient accounts are recorded at the net realizable value based on certain assumptions determined by each payor. For third-party payors, including Medicare, Medicaid, and commercial insurance, the net realizable value is based on the estimated contractual adjustments, which is based on approved discounts on charges as permitted by the HSCRC. For self-pay accounts, which includes patients who are uninsured and the patient responsibility portion for patients with insurance, the net realizable value is determined using estimates of historical collection experience. Net patient accounts receivable shown on the consolidated balance sheet for June 30, 2018 is net of allowance for doubtful accounts of \$219,769. Net patient service revenue shown on the consolidated statement of operations and changes in net assets for June 30, 2018 are net of provision for bad debts of \$174,137. With the adoption of ASC Topic 606, all revenue and related accounts receivable are recorded at the net expected transaction price, therefore, there is no material allowance for doubtful accounts or provision for bad debts for the year ended June 30, 2019.

The Corporation has elected to apply the optional exemption in ASC Paragraph 606-10-50-14a as all performance obligations relate to contracts with duration of less than one year. Under this exemption, the Corporation was not required to disclose the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied or partially unsatisfied at the end of the reporting period. Any unsatisfied or partially unsatisfied performance obligations at the end of the year are completed within days or weeks of the end of the year.

Net patient service revenue by line of business are as follows for the years ended June 30:

|  | <u>2019</u>         | <u>2018</u>      |
|--|---------------------|------------------|
| Hospital inpatient and outpatient services | \$ 3,734,201        | 3,616,917        |
| Physician services                         | 245,150             | 225,555          |
| Non-hospital outpatient services           | 32,247              | 30,325           |
| Other                                      | <u>5,456</u>        | <u>4,544</u>     |
| Net patient service revenue                | <u>\$ 4,017,054</u> | <u>3,877,341</u> |

**(p) Premium Revenue and Medical Claims Expense**

Premium revenue consists of amounts received from the state of Maryland and the Centers for Medicare and Medicaid Services (CMS) by the Corporation's managed care organization for providing medical services to subscribing participants, regardless of services actually performed, and is accounted for under ASC Topic 944, *Financial Services – Insurance*. The managed care organization provides services primarily to enrolled Medicaid and Medicare beneficiaries. This revenue is recognized ratably over the contractual period for the provision of services. Medical expenses of the managed care organization include actuarially determined estimates of the ultimate costs for both

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reported claims and claims incurred but unreported and are included in medical claims expense on the consolidated statements of operations and changes in net assets. These accounts are included within loss on discontinued operations. See note 1(a)(i).

**(g) Charity Care**

The Corporation is committed to providing quality healthcare to all, regardless of one's ability to pay. Patients who meet the criteria of its charity care policy receive services without charge or at amounts less than its established rates. The criteria for charity care consider the household income in relation to the federal poverty guidelines. The Corporation provides services at no charge for patients with adjusted gross income equal to or less than 200% of the federal poverty guidelines. For uninsured patients with adjusted gross income greater than 200% of the federal poverty guidelines, a sliding scale discount is applied. Income and asset information obtained from patient credit reporting data are used to determine patients' ability to pay. The Corporation maintains records to identify and monitor the level of charity care it furnished under its charity care policy. The charity care policies of the new affiliates are generally consistent with that of the Corporation's policy.

Due to the complexity of the eligibility process, the Corporation provides eligibility services to patients free of charge to assist in the qualification process. These eligibility services include, but are not limited to, the following:

- Financial assistance brochures and other information are posted at each point of service. When patients have questions or concerns, they are encouraged to call a toll-free number to reach customer service representatives during the business day. Financial assistance programs are published on the Corporation's website and included on the statements provided to patients.
- The Corporation offers assistance to patients in completing the applications for Medicaid or other government payment assistance programs, or applying for care under the Corporation's charity care policy, if applicable. The Corporation also employs an external firm to assist in the eligibility process.
- Any patient, whether covered by insurance or not, may meet with a UMMS representative and receive financial counseling from UMMS' dedicated financial assistance unit.

The Corporation recognizes that a large number of uninsured and insured patients meet the charity care guidelines but do not respond to the Corporation's attempts to obtain necessary financial information. In these instances, the Corporation uses credit reporting data to properly classify these unpaid balances as charity care as opposed to bad debt expense. Utilization of income and asset information and credit reporting data indicate the vast majority of amounts reported as provision for bad debts represent amounts due from patients that would otherwise qualify for charity benefits but do not respond to the Corporation's attempts to obtain the necessary financial information. In these cases, reasonable collection efforts are pursued, but yield few collections. Amounts determined to meet the criteria under the charity care policy are not reported as net patient service revenue.

The amounts reported as charity care represent the cost of rendering such services. Costs incurred are estimated based on the cost-to-charge ratio for each hospital and applied to charity care charges. The Corporation estimates the total direct and indirect costs to provide charity care were \$48,821 and \$48,479 for the years ended June 30, 2019 and 2018, respectively.

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**(r) Nonoperating Income and Expenses, Net**

Other activities that are only indirectly related to the Corporation's primary business of delivering healthcare services are recorded as nonoperating income and expenses and include investment income, equity in the net income of joint ventures, general donations and fund-raising activities, inherent contributions, changes in fair value of investments, changes in fair value of undesignated interest rate swaps, and settlement payments on interest rate swaps that do not qualify for hedge accounting treatment. Settlement payments on interest rate swaps were approximately \$15,124 and \$19,227 for the years ended June 30, 2019 and 2018, respectively, and are reported within other nonoperating losses, net.

**(s) Derivative Financial Instruments**

The Corporation records derivative and hedging activities on the consolidated balance sheets at their respective fair values.

The Corporation utilizes derivative financial instruments to manage its interest rate risks associated with long-term tax-exempt debt. The Corporation does not hold or issue derivative financial instruments for trading purposes.

The Corporation's specific goals are to (a) manage interest rate sensitivity by modifying the reprising or maturity characteristics of some of its tax-exempt debt and (b) lower unrealized appreciation or depreciation in the market value of the Corporation's fixed-rate tax-exempt debt when that market value is compared with the cost of the borrowed funds. The effect of this unrealized appreciation or depreciation in market value, however, will generally be offset by the income or loss on the derivative instruments that are linked to the debt.

The Corporation formally documents all hedge relationships between hedging instruments and hedged items, as well as its risk-management objective and strategy for undertaking various hedge transactions. On the date the derivative contract is entered into, the Corporation may designate the derivative as either a hedge of the fair value of a recognized or forecasted liability (fair value hedge) or a hedge of the variability of cash flows to be received or paid related to a recognized liability (cash flow hedge), provided the derivative instrument meets certain criteria related to its effectiveness. This process includes linking all derivatives that are designated as fair value or cash flow hedges to specific liabilities on the consolidated balance sheets. The Corporation also formally assesses, both at the hedge's inception and on an ongoing basis, whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

All derivative instruments are reported as other assets or interest rate swap liabilities in the consolidated balance sheets and measured at fair value. Derivatives not designated as hedges or not meeting effectiveness criteria are carried at fair value with changes in the fair value recognized in other nonoperating income and expenses. For the years ended June 30, 2019 and 2018, none of the Corporation's derivatives qualify for hedge accounting.

Changes in the fair value of derivative instruments are included in or excluded from the excess of revenues over expenses depending on the use of the derivative and whether it qualifies for hedge accounting treatment. Changes in the fair value of a derivative that is designated and qualifies as a fair

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value hedge, along with the changes in the fair value of the hedged item related to the risk being hedged, are included in the excess of revenues over expenses. Changes in the fair value of a derivative that is designated as a cash flow hedge are excluded from the excess of revenues over expenses to the extent that the hedge is effective until the excess of revenues over expenses is affected by the variability of cash flows in the hedged transaction. Changes in the fair value that relate to ineffectiveness are included in the excess of revenues over expenses as interest expense.

**(t) Excess of Revenue over Expenses from continuing operations**

The consolidated statements of operations and changes in net assets includes a performance indicator, excess of revenues over expenses from continuing operations. Changes in net assets without donor restrictions that are excluded from the performance indicator, consistent with industry practice, include contributions of long-lived assets (including assets acquired using contributions, which, by donor restrictions, were to be used for the purpose of acquiring such assets), changes in the funded status of defined benefit pension plans, amortization of accumulated loss of discontinued designated interest rate swaps, loss on discontinued operations, and other items that are required by generally accepted accounting principles to be reported separately.

**(u) Income Taxes**

The Corporation and most of its subsidiaries are not-for-profit corporations formed under the laws of the State of Maryland, organized for charitable purposes and recognized by the Internal Revenue Service as tax-exempt organizations under Section 501(c)(3) of the Internal Revenue Code (the Code) pursuant to Section 501(a) of the Code. The effect of the taxable status of its for-profit subsidiaries is not material to the consolidated financial statements.

The Corporation had net operating loss carryforwards on for-profit and unrelated business activities of approximately \$103,627 and \$89,890 as of June 30, 2019 and June 30, 2018, respectively, which expire at various dates through 2032. The Corporation's deferred tax assets, which consist primarily of the net operating loss carryforwards, are approximately \$25,598 at June 30, 2019, and \$22,345 at June 30, 2018, were fully reserved as they are not expected to be utilized. The Corporation had a deferred tax liability in the amount of \$3,027 and \$3,027 related to indefinite-lived intangibles at June 30, 2019 and 2018, respectively, which is included in liabilities held for sale on the accompanying consolidated balance sheets.

The Corporation follows a threshold of more likely than not for recognition and derecognition of tax positions taken or expected to be taken in a tax return. Management does not believe that there are any unrecognized tax liabilities or benefits that should be recognized.

On December 22, 2017, the President signed into law H.R.1, originally known as the Tax Cuts and Jobs Act, as such the Corporation's effective tax rate was reduced from 35% to 21% during the fiscal year 2018. The new law includes several provisions that result in substantial changes to the tax treatment of tax-exempt organizations and their donors. The Company has reviewed these provisions and the potential impact and has concluded the enactment of H.R.1 did not have a material effect on the operations of the organization.

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**(v) Donor-Restricted Gifts**

Unconditional promises to give cash and other assets to the Corporation are reported at fair value at the date the promise is received. Conditional promises to give and indications of intentions to give are reported at fair value at the date the promise becomes unconditional. Contributions are reported as net assets with donor restrictions if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction is satisfied, net assets with donor restrictions are reclassified as net assets without donor restrictions and reported in the consolidated statements of operations and changes in net assets as net assets released from restrictions. Such amounts are classified as other revenue or transfers and additions to property and equipment.

Contributions to be received after one year are discounted at an appropriate discount rate commensurate with the risks involved. An allowance for uncollectible contributions receivable is provided based upon management's judgment, including such factors as prior collection history, type of contributions, and nature of fund-raising activity.

The Corporation follows accounting guidance for classifying the net assets associated with donor-restricted endowment funds held by organizations that are subject to an enacted version of the Uniform Prudent Management Institutional Funds Act of 2006 (UPMIFA).

**(w) Fair Value Measurements**

The following methods and assumptions were used by the Corporation in estimating the fair value of its financial instruments:

*Cash and cash equivalents, accounts receivable, assets limited as to use, investments, trade accounts payable, accrued payroll and benefits, other accrued expenses, and advances from third-party payors* – The carrying amounts reported in the consolidated balance sheets approximate the related fair values.

*Pension plan assets* – The Corporation applies ASU No. 2009-12, *Fair Value Measurements and Disclosures (Topic 820): Investments in Certain Entities That Calculate Net Asset per Share (or Its Equivalent)*, to its pension plan assets. The guidance permits, as a practical expedient, fair value of investments within its scope to be estimated using the net asset value (NAV) or its equivalent. The alternative investments classified within the fair value hierarchy have been recorded using the NAV.

The Corporation discloses its financial assets, financial liabilities, and fair value measurements of nonfinancial items according to the fair value hierarchy required by generally accepted accounting principles that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted market prices in active markets for identical assets or liabilities (Level 1 measurement) and the lowest priority to measurements involving significant unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are as follows:

- Level 1 inputs are quoted market prices (unadjusted) in active markets for identical assets or liabilities that the Corporation has the ability to access at the measurement date.

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- Level 2 inputs are inputs other than quoted market prices including within Level 1 that are observable for the asset or liability, either directly or indirectly. If the asset or liability has a specified (contractual) term, a Level 2 input must be observable for substantially the full term of the asset or liability.
- Level 3 inputs are unobservable inputs for the asset or liability.

Assets and liabilities classified as Level 1 are valued using unadjusted quoted market prices for identical assets or liabilities in active markets. The Corporation uses techniques consistent with the market approach and the income approach for measuring fair value of its Level 2 and Level 3 assets and liabilities. The market approach is a valuation technique that uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. The income approach generally converts future amounts (cash flows or earnings) to a single present value amount (discounted).

The level in the fair value hierarchy within which a fair value measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety.

As of June 30, 2019 and 2018, the Level 2 assets and liabilities listed in the fair value hierarchy tables presented in notes 2 and 10 utilize the following valuation techniques and inputs:

*(i) Cash Equivalents*

The fair value of investments in cash equivalent securities, with maturities within three months of the date of purchase, is determined using techniques that are consistent with the market approach. Significant observable inputs include reported trades and observable broker-dealer quotes.

*(ii) U.S. Government and Agency Securities*

The fair value of investments in U.S. government, state, and municipal obligations is primarily determined using techniques consistent with the income approach. Significant observable inputs to the income approach include data points for benchmark constant maturity curves and spreads.

*(iii) Corporate Bonds*

The fair value of investments in U.S. and international corporate bonds, including commingled funds that invest primarily in such bonds and foreign government bonds, is primarily determined using techniques that are consistent with the market approach. Significant observable inputs include benchmark yields, reported trades, observable broker-dealer quotes, issuer spreads, and security specific characteristics, such as early redemption options.

*(iv) Collateralized Corporate Obligations*

The fair value of collateralized corporate obligations is primarily determined using techniques consistent with the income approach, such as a discounted cash flow model. Significant observable inputs include prepayment speeds and spreads, benchmark yield curves, volatility measures, and quotes.

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**(v) *Derivative Liabilities***

The fair value of derivative contracts is primarily determined using techniques consistent with the market approach. Derivative contracts include interest rate, credit default, and total return swaps. Significant observable inputs to valuation models include interest rates, treasury yields, volatilities, credit spreads, maturity, and recovery rates.

**(x) *Commitments and Contingencies***

Liabilities for loss contingencies arising from claims, assessments, litigation, fines, penalties, and other sources are recorded when it is probable that a liability has been incurred and the amount can be reasonably estimated. Legal costs incurred in connection with loss contingencies are expensed as incurred.

**(y) *Going Concern***

Management evaluates whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Corporation's ability to continue as a going concern within one year after the date the financial statements are issued. As of the date of this report, there are no conditions or events that raise substantial doubt about the Corporation's ability to continue as a going concern.

**(z) *Use of Estimates***

The preparation of consolidated financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**(aa) *New Accounting Pronouncements***

The Financial Accounting Standards Board (FASB) issued ASU No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*. This ASU establishes principles for reporting useful information to users of financial statements about the nature, amount, timing, and uncertainty of revenue and cash flows arising from the entity's contracts with customers. The ASU requires that an entity recognizes revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The ASU was adopted on July 1, 2018 using the modified retrospective method for those contracts that were not substantially completed as of July 1, 2018. Results for reporting periods beginning on or after July 1, 2018 are presented under Topic 606, while prior period amounts have been revised to conform to the net presentation of a single net patient service revenue total. The adoption of the ASU primarily changes the Corporation's presentation of revenue and the provision and allowance for bad debts. The ASU requires revenue to be recognized based on the Corporation's estimate of the transaction price the Corporation expects to collect as a result of satisfying its performance obligations. Accordingly, for performance obligations satisfied after July 1, 2018, the Corporation no longer separately presents a provision for bad debts on the consolidated statement of operations and changes in net assets or the related allowance for bad debts on the consolidated balance sheets and these are included as price concessions and a reduction to net patient service revenue and net accounts receivable, respectively. Net patient accounts receivable shown on the consolidated balance sheet for June 30, 2018 are net of



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allowance for doubtful accounts of \$219,769. Net patient service revenue shown on the consolidated statement of operations and changes in net assets for June 30, 2018 is net of provision for bad debts of \$174,137. Changes to the allowance for bad debts, other than the write-offs of uncollectible accounts, are recorded through the provision for bad debts on the consolidated statements of operations and changes in net assets in accordance with Topic 605. The adoption of Topic 606 did not have significant impact on the recognition of net patient service revenues for any periods prior to adoption. The adoption of Topic 606 did not have a significant impact on any financial statement line items when compared to Topic 605.

The FASB issued ASU No. 2016-14, *Presentation of Financial Statements of Not-for-Profit Entities*, to improve the current net asset classification requirements and information presented in financial statements and notes about a not-for-profit entity's liquidity, financial performance, and cash flows. This update requires not-for-profit entities to present two classes of net assets (net assets with donor restrictions and net assets without donor restrictions), requires the presentation of expenses in both natural and functional classification, and other quantitative information regarding the entity's liquidity. UMMS adopted ASU No. 2016-14 with a retrospective approach as of July 1, 2018. There were no material changes to the consolidated balance sheets, statements of operations and changes in net assets or cash flows because of the adoption. Periods prior to adoption, which previously presented temporarily restricted of \$698,458 and permanently restricted net assets of \$44,209, have been revised to conform to the new presentation of a single classification of net assets with donor restrictions.

The FASB issued ASU No. 2016-02, *Leases (Topic 842)*, which will require lessees to recognize most leases on the balance sheet, increasing their reported assets and liabilities. This update was developed to provide financial statement users with more information about an entity's leasing activities and will require changes in processes and internal controls. The Corporation will adopt Topic 842 effective July 1, 2019, applying the modified retrospective approach in which the Corporation will not adjust comparable prior period information and disclosures. The Corporation expects to utilize the practical expedients being made available, including the package of practical expedients to not reassess whether a contract is or contains a lease, the lease classification and initial direct costs. The Corporation estimates the amount of right-of-use assets and obligations resulting from the adoption of ASU No. 2016-02 to be within a range of \$75,000 to \$125,000.

From time to time, new accounting guidance is issued by the FASB or other standard setting bodies that is adopted by the Corporation as of the effective date or, in some cases where early adoption is permitted, in advance of the effective date. The Corporation has assessed the recently issued guidance that is not yet effective and, unless otherwise indicated above, believes the new guidance will not have a material impact on the Corporation's consolidated financial position, results of operations, or cash flows.

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**(2) Investments and Assets Limited as to Use**

The carrying values of assets limited as to use were as follows at June 30:

|  | <b>2019</b>  | <b>2018</b> |
|--|--------------|-------------|
| Investments held for collateral  | \$ 113,586   | 84,590      |
| Debt service and reserve funds   | 86,157       | 82,820      |
| Construction funds – held by trustee   | 279,205      | 266,822     |
| Construction funds – held by the Corporation   | 183,917      | 145,052     |
| Board designated funds   | 140,689      | 123,729     |
| Self-insurance trust funds   | 212,384      | 230,589     |
| Funds restricted by donors   | 78,255       | 69,470      |
| Economic and beneficial interests in the net assets of related organizations (note 12) | 198,101      | 196,119     |
| Total assets limited as to use   | 1,292,294    | 1,199,191   |
| Less amounts available for current liabilities   | (64,910)     | (56,484)    |
| Total assets limited as to use, less current portion                                   | \$ 1,227,384 | 1,142,707   |

The carrying values of assets limited as to use were as follows at June 30, 2019:

|                                       | Investments<br>held for<br>collateral | Debt<br>service and<br>reserve<br>funds | Construction<br>funds | Board<br>designated<br>funds | Self-<br>insurance<br>trust funds | Funds<br>restricted<br>by donors | Economic<br>and<br>beneficial<br>interests | Total     |
|---------------------------------------|---------------------------------------|---|-----------------------|------------------------------|-----------------------------------|----------------------------------|--|-----------|
| Cash and cash equivalents \$          | 31,394                                | 25,070                                  | 265,160               | 19,216                       | 8,473                             | 13,924                           | —  | 363,237   |
| Corporate bonds                       | —                                     | —                                       | —                     | 27,003                       | 5,959                             | 13,152                           | —  | 46,114    |
| Collateralized corporate obligations  | —                                     | —                                       | —                     | 132                          | —                                 | 347                              | —  | 479       |
| U.S. government and agency securities | 82,192                                | 61,087                                  | 197,962               | 153                          | 11,151                            | 402                              | —  | 352,947   |
| Common stocks, including mutual funds | —                                     | —                                       | —                     | 48,283                       | 7,046                             | 23,074                           | —  | 78,403    |
| Alternative investments               | —                                     | —                                       | —                     | 45,902                       | —                                 | 27,356                           | —  | 73,258    |
| Assets held by other organizations    | —                                     | —                                       | —                     | —                            | 179,755                           | —                                | 198,101                                    | 377,856   |
| Total assets limited as to use        | \$ 113,586                            | 86,157                                  | 463,122               | 140,689                      | 212,384                           | 78,255                           | 198,101                                    | 1,292,294 |

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The carrying values of assets limited as to use were as follows at June 30, 2018:

|                                       | Investments<br>held for<br>collateral | Debt<br>service and<br>reserve<br>funds | Construction<br>funds | Board<br>designated<br>funds | Self-<br>insurance<br>trust funds | Funds<br>restricted<br>by donors | Economic<br>and<br>beneficial<br>interests | Total            |
|---------------------------------------|---------------------------------------|---|-----------------------|------------------------------|-----------------------------------|----------------------------------|--|------------------|
| Cash and cash equivalents \$          | 2,466                                 | 32,819                                  | 250,784               | 5,992                        | 16,619                            | 10,058                           | —  | 318,738          |
| Corporate bonds                       | —                                     | —                                       | —                     | 19,579                       | 19,603                            | 8,595                            | —  | 47,777           |
| Collateralized corporate obligations  | —                                     | —                                       | —                     | 155                          | —                                 | 390                              | —  | 545              |
| U.S. government and agency securities | 82,124                                | 50,001                                  | 161,090               | 170                          | 13,016                            | 427                              | —  | 306,828          |
| Common stocks, including mutual funds | —                                     | —                                       | —                     | 50,886                       | 6,840                             | 22,529                           | —  | 80,255           |
| Alternative investments               | —                                     | —                                       | —                     | 46,947                       | —                                 | 27,471                           | —  | 74,418           |
| Assets held by other organizations    | —                                     | —                                       | —                     | —                            | 174,511                           | —                                | 196,119                                    | 370,630          |
| Total assets limited as to use        | <u>\$ 84,590</u>                      | <u>82,820</u>                           | <u>411,874</u>        | <u>123,729</u>               | <u>230,589</u>                    | <u>69,470</u>                    | <u>196,119</u>                             | <u>1,199,191</u> |

Self-insurance trust funds include amounts held by the Maryland Medicine Comprehensive Insurance Program (MMCIP) for payment of malpractice claims. These assets consist primarily of stocks, fixed-income corporate obligations, and alternative investments. MMCIP is a funding mechanism for the Corporation's malpractice insurance program. As MMCIP is not an insurance provider, transactions with MMCIP are recorded under the deposit method of accounting. Accordingly, the Corporation accounts for its participation in MMCIP by carrying limited-use assets representing the amount of funds contributed to MMCIP and recording a liability for claims, which is included in other current and other long-term liabilities in the accompanying consolidated balance sheets.

The carrying values of investments were as follows at June 30:

|                                       | <u>2019</u>       | <u>2018</u>    |
|---------------------------------------|-------------------|----------------|
| Cash and cash equivalents             | \$ 61,004         | 85,188         |
| Corporate bonds                       | 118,738           | 57,820         |
| Collateralized corporate obligations  | 20,107            | 22,656         |
| U.S. government and agency securities | 23,304            | 24,771         |
| Common stocks                         | 213,139           | 191,994        |
| Alternative investments:              |                   |                |
| Hedge funds/private equity            | 137,693           | 139,388        |
| Commingled funds                      | 311,655           | 338,088        |
|                                       | <u>\$ 885,640</u> | <u>859,905</u> |

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Alternative investments include hedge fund, private equity, and commingled investment funds, which are valued using the equity method of accounting. As of June 30, 2019, the majority of these alternative investments are subject to 30 day or less notice requirements and are available to be redeemed on at least a monthly basis. Approximately \$140,600 of the alternative investments were subject to 31–60 day notice requirements and can only be redeemed monthly, quarterly, or annually. Other funds, totaling approximately \$72,000, are subject to over 60-day notice requirements and can only be redeemed monthly, quarterly, or annually. Of the funds with over 60-day notice requirements, approximately \$15,000 are subject to lockup restrictions and are not available to be redeemed until certain time restrictions are met, which range from one to three years. In addition, there are approximately \$5,700 of other funds that are subject to lockup restrictions and are not available to be redeemed until certain time restrictions are met, which range from one to three years. The Corporation had \$6,679 of unfunded commitments in alternative investments as of June 30, 2019.

As of June 30, 2018, the majority of these alternative investments are subject to 30 day or less notice requirements and are available to be redeemed on at least a monthly basis. Approximately \$56,300 of the alternative investment were subject to 31-60 day notice requirements and can only be redeemed monthly, quarterly, or annually. Other funds, totaling approximately \$72,400, are subject to over 60-day notice requirements and can only be redeemed monthly, quarterly, or annually. Of the funds with over 60-day notice requirements, approximately \$14,600 are subject to lockup restrictions and are not available to be redeemed until certain time restrictions are met, which range from one to three years. In addition, there are approximately \$6,900 of other funds that are subject to lockup restrictions and are not available to be redeemed until certain time restrictions are met, which range from one to three years. The Corporation had \$8,170 of unfunded commitments in alternative investments as of June 30, 2018.

The following table presents investments and assets limited as to use that are measured at fair value on a recurring basis excluding alternative investments in the amount of \$449,348 and \$73,258, respectively, which are accounted for under the equity method at June 30, 2019:

|   | <u>Level 1</u> | <u>Level 2</u> | <u>Level 3</u> | <u>Total</u>   |
|---|----------------|----------------|----------------|----------------|
| Assets:   |                |                |                |                |
| Investments:  |                |                |                |                |
| Cash and cash equivalents \$                        | 61,004         | —              | —              | 61,004         |
| Corporate bonds                                     | 83,822         | 34,916         | —              | 118,738        |
| Collateralized corporate obligations                | —              | 20,107         | —              | 20,107         |
| U.S. government and agency securities               | 15,581         | 7,723          | —              | 23,304         |
| Common and preferred stocks, including mutual funds | 213,139        | —              | —              | 213,139        |
|   | <u>373,546</u> | <u>62,746</u>  | <u>—</u>       | <u>436,292</u> |

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|   | <u>Level 1</u> | <u>Level 2</u> | <u>Level 3</u> | <u>Total</u>     |
|---|----------------|----------------|----------------|------------------|
| Assets limited as to use:                           |                |                |                |                  |
| Cash and cash equivalents \$                        | 278,625        | 84,612         | —              | 363,237          |
| Corporate bonds                                     | 43,559         | 3,846          | —              | 47,405           |
| Collateralized corporate obligations                | —              | 479            | —              | 479              |
| U.S. government and agency securities               | 93,581         | 259,366        | —              | 352,947          |
| Common and preferred stocks, including mutual funds | 77,112         | —              | —              | 77,112           |
| Investments held by other organizations             | —              | 377,856        | —              | 377,856          |
|   | <u>492,877</u> | <u>726,159</u> | <u>—</u>       | <u>1,219,036</u> |
| \$  | <u>866,423</u> | <u>788,905</u> | <u>—</u>       | <u>1,655,328</u> |

The following table presents investments and assets limited as to use that are measured at fair value on a recurring basis excluding alternative investments in the amount of \$477,476 and \$74,418, respectively, which are accounted for under the equity method at June 30, 2018:

|   | <u>Level 1</u> | <u>Level 2</u> | <u>Level 3</u> | <u>Total</u>   |
|---|----------------|----------------|----------------|----------------|
| Assets:   |                |                |                |                |
| Investments:  |                |                |                |                |
| Cash and cash equivalents \$                        | 85,188         | —              | —              | 85,188         |
| Corporate bonds                                     | 35,122         | 22,698         | —              | 57,820         |
| Collateralized corporate obligations                | —              | 22,656         | —              | 22,656         |
| U.S. government and agency securities               | 15,576         | 9,195          | —              | 24,771         |
| Common and preferred stocks, including mutual funds | 191,994        | —              | —              | 191,994        |
|   | <u>327,880</u> | <u>54,549</u>  | <u>—</u>       | <u>382,429</u> |

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|   | <u>Level 1</u>    | <u>Level 2</u> | <u>Level 3</u> | <u>Total</u>     |
|---|-------------------|----------------|----------------|------------------|
| Assets limited as to use:                           |                   |                |                |                  |
| Cash and cash equivalents \$                        | 191,914           | 126,824        | —              | 318,738          |
| Corporate bonds                                     | 44,415            | 3,362          | —              | 47,777           |
| Collateralized corporate obligations                | —                 | 545            | —              | 545              |
| U.S. government and agency securities               | 95,240            | 211,588        | —              | 306,828          |
| Common and preferred stocks, including mutual funds | 80,255            | —              | —              | 80,255           |
| Investments held by other organizations             | —                 | 370,630        | —              | 370,630          |
|   | <u>411,824</u>    | <u>712,949</u> | <u>—</u>       | <u>1,124,773</u> |
|   | <u>\$ 739,704</u> | <u>767,498</u> | <u>—</u>       | <u>1,507,202</u> |

Changes to Level 1 and Level 2 securities between June 30, 2019 and 2018 were the result of strategic investments and reinvestments, interest income earnings, and changes in the fair value of investments.

The Corporation's total return on its investments and assets limited as to use was as follows for the years ended June 30:

|  | <u>2019</u>      | <u>2018</u>   |
|--|------------------|---------------|
| Dividends and interest, net of fees        | \$ 18,059        | 11,379        |
| Net realized gains                         | 14,276           | 27,002        |
| Change in fair value of trading securities | <u>24,384</u>    | <u>26,027</u> |
| Total investment return                    | <u>\$ 56,719</u> | <u>64,408</u> |

Total investment return is classified in the consolidated statements of operations and changes in net assets as follows for the years ended June 30 (in thousands):

|  | <u>2019</u>      | <u>2018</u>   |
|--|------------------|---------------|
| Nonoperating investment income, net                    | \$ 30,632        | 37,465        |
| Change in fair value of unrestricted investments       | 24,421           | 23,976        |
| Investment gains on net assets with donor restrictions | <u>1,666</u>     | <u>2,967</u>  |
| Total investment return                                | <u>\$ 56,719</u> | <u>64,408</u> |

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Investment return does not include the returns on the economic interests in the net assets of related organizations, the returns on the self-insurance trust funds, returns on undesignated interest rates swaps, or the returns on certain construction funds where amounts have been capitalized.

**(3) Property and Equipment**

The following is a summary of property and equipment at June 30:

|  | <b>2019</b>         | <b>2018</b>      |
|--|---------------------|------------------|
| Land   | \$ 196,004          | 188,071          |
| Buildings                                      | 1,496,177           | 1,488,714        |
| Building and leasehold improvements            | 1,048,608           | 973,084          |
| Equipment                                      | 1,814,503           | 1,677,047        |
| Construction in progress                       | 321,660             | 164,674          |
|  | 4,876,952           | 4,491,590        |
| Less accumulated depreciation and amortization | (2,567,866)         | (2,326,124)      |
|  | <b>\$ 2,309,086</b> | <b>2,165,466</b> |

Interest cost capitalized was \$0 and \$1,152,000 for years ended June 30, 2019 and 2018, respectively.

Remaining contractual commitments on construction projects were approximately \$210,397 at June 30, 2019, of which approximately \$159,295 relates to Capital Region.

Construction in progress includes building and renovation costs for assets that have not yet been placed into service. These costs relate to major construction projects as well as routine renovations under way at the Corporation's facilities.

**(4) Investments in Joint Ventures**

The Corporation has investments of \$91,942 and \$88,063 at June 30, 2019 and 2018, respectively, in the following unconsolidated joint ventures:

| <b>Joint venture</b>                  | <b>Business purpose</b>                             | <b>Ownership percentage</b> |                |
|---------------------------------------|---|-----------------------------|----------------|
|                                       |   | <b>FY 2019</b>              | <b>FY 2018</b> |
| Shipley's Imaging Center, LLC         | Freestanding imaging center                         | 50%                         | 50%            |
| Innovative Health Services, LLC       | Third-party insurance claims processor              | 50                          | 50             |
| Terrapin Insurance Company (Terrapin) | Healthcare professional liability insurance company | 50                          | 50             |

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| <u>Joint venture</u>  | <u>Business purpose</u>                        | <u>Ownership percentage</u> |                |
|---|--|-----------------------------|----------------|
|   |  | <u>FY 2019</u>              | <u>FY 2018</u> |
| Mt. Washington Pediatric Hospital,<br>Inc. (Mt. Washington) | Healthcare services                            | 50%                         | 50%            |
| Central Maryland Radiation<br>Oncology Center LLC           | Healthcare services                            | 50                          | 50             |
| University of Maryland Medicine<br>ASC, LLC                 | Ambulatory surgical services                   | 50                          | 50             |
| Chesapeake-Potomac<br>Healthcare Alliance                   | Healthcare services                            | 33                          | 33             |
| Ruxton SurgiCenter  | Ambulatory surgical services                   | 20                          | —              |
| Civista Ambulatory<br>Surgery Center, Inc.                  | Ambulatory surgical services                   | 50                          | 50             |
| NRH/CPT/St. Mary's/Civista<br>Regional Rehab, LLC           | Medical rehabilitative and<br>therapy services | **                          | 15             |
| UM SJMC Choice One<br>Urgent Care Centers                   | Urgent care centers                            | 25/49 *                     | 25/49 *        |
| UM UCHS Choice One<br>Urgent Care Centers                   | Urgent care centers                            | 49                          | 49             |
| UM SRH Choice One<br>Urgent Care Centers                    | Urgent care centers                            | 49                          | 49             |
| UM BWMC Choice One<br>Urgent Care Centers                   | Urgent care centers                            | **                          | 49             |
| Maryland eCare, LLC   | Remote monitoring<br>technology                | 14                          | 14             |
| MRI at St. Joseph Medical<br>Center, LLC                    | Healthcare services                            | 51                          | 51             |
| Advanced/Upper Chesapeake<br>Health Center, LLC             | Imaging center                                 | 10                          | 10             |
| Madison Manor   | Nursing Home                                   | 25                          | 25             |

\* In each of the fiscal years 2019 and 2018, a new UM SJMC Choice One Urgent Care center was started at an ownership percentage of 49%. The remaining centers have an ownership percentage of 25%.

\*\* These ventures ceased operations during fiscal year 2019.

The Corporation recorded equity in net income of \$3,624 and \$5,489 related to these joint ventures for the years ended June 30, 2019 and 2018, respectively.



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The following is a summary of the Corporation's joint ventures' combined unaudited condensed financial information as of and for the years ended June 30:

|  | <b>2019</b>               |                 |                    |               |                |
|--|---------------------------|-----------------|--------------------|---------------|----------------|
|  | <b>Mt.<br/>Washington</b> | <b>Terrapin</b> | <b>Choice One*</b> | <b>Others</b> | <b>Total</b>   |
| Current assets                         | \$ 31,609                 | 52,058          | 4,571              | 30,471        | 118,709        |
| Noncurrent assets                      | 104,354                   | 242,783         | 13,772             | 36,307        | 397,216        |
| Total assets                           | <u>\$ 135,963</u>         | <u>294,841</u>  | <u>18,343</u>      | <u>66,778</u> | <u>515,925</u> |
| Current liabilities                    | \$ 14,565                 | 4,878           | 7,777              | 11,073        | 38,293         |
| Noncurrent liabilities                 | 6,452                     | 288,013         | 2,625              | 8,901         | 305,991        |
| Net assets                             | <u>114,946</u>            | <u>1,950</u>    | <u>7,941</u>       | <u>46,804</u> | <u>171,641</u> |
| Total liabilities and net assets       | <u>\$ 135,963</u>         | <u>294,841</u>  | <u>18,343</u>      | <u>66,778</u> | <u>515,925</u> |
| Total operating revenue                | \$ 64,668                 | 44,898          | 10,419             | 95,367        | 215,352        |
| Total operating expenses               | (61,835)                  | (49,435)        | (11,450)           | (84,621)      | (207,341)      |
| Total nonoperating gains/(losses), net | 2,157                     | 4,536           | —                  | 1,446         | 8,139          |
| Contributions from (to) owners         | 2,986                     | —               | —                  | (9,525)       | (6,539)        |
| Other changes in net assets, net       | —                         | —               | (266)              | 2,735         | 2,469          |
| Increase (decrease) in net assets      | <u>\$ 7,976</u>           | <u>(1)</u>      | <u>(1,297)</u>     | <u>5,402</u>  | <u>12,080</u>  |

\* Choice One is the combination of UM SJMC, UM UCHS, UM SRH, and UM BWMC Choice One Urgent Care Cen

|                                  | <b>2018</b>               |                 |                    |               |                |
|----------------------------------|---------------------------|-----------------|--------------------|---------------|----------------|
|                                  | <b>Mt.<br/>Washington</b> | <b>Terrapin</b> | <b>Choice One*</b> | <b>Others</b> | <b>Total</b>   |
| Current assets                   | \$ 30,302                 | 22,272          | 5,321              | 25,620        | 83,515         |
| Noncurrent assets                | 97,468                    | 229,838         | 6,369              | 23,902        | 357,577        |
| Total assets                     | <u>\$ 127,770</u>         | <u>252,110</u>  | <u>11,690</u>      | <u>49,522</u> | <u>441,092</u> |
| Current liabilities              | \$ 13,718                 | 3,631           | 2,016              | 7,836         | 27,201         |
| Noncurrent liabilities           | 7,082                     | 246,529         | 436                | 865           | 254,912        |
| Net assets                       | <u>106,970</u>            | <u>1,950</u>    | <u>9,238</u>       | <u>40,821</u> | <u>158,979</u> |
| Total liabilities and net assets | <u>\$ 127,770</u>         | <u>252,110</u>  | <u>11,690</u>      | <u>49,522</u> | <u>441,092</u> |

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|  | 2018              |          |             |          |           |
|--|-------------------|----------|-------------|----------|-----------|
|  | Mt.<br>Washington | Terrapin | Choice One* | Others   | Total     |
| Total operating revenue                | \$ 62,491         | 29,728   | 8,643       | 83,616   | 184,478   |
| Total operating expenses               | (58,384)          | (34,535) | (9,961)     | (72,188) | (175,068) |
| Total nonoperating gains/(losses), net | 3,281             | 4,806    | —           | (360)    | 7,727     |
| Contributions from (to) owners         | —                 | —        | 1,313       | (11,710) | (10,397)  |
| Other changes in net assets, net       | 2,602             | 1        | (238)       | 8        | 2,373     |
| Increase (decrease) in<br>net assets   | \$ 9,990          | —        | (243)       | (634)    | 9,113     |

\* Choice One is the combination of UM SJMC, UM UCHS, UMSRH, and UMBWMC Choice One Urgent Care Centers.

**(5) Leases**

The Corporation rents various equipment and facility space. Rent expense under these operating leases for the years ended June 30, 2019 and 2018 was approximately \$35,912 and \$31,731, respectively.

Future noncancelable minimum lease payments under operating leases are as follows for the years ending June 30:

|            |    |        |
|------------|----|--------|
| 2020       | \$ | 9,464  |
| 2021       |    | 7,076  |
| 2022       |    | 6,768  |
| 2023       |    | 6,522  |
| 2024       |    | 6,158  |
| Thereafter |    | 13,791 |
|            | \$ | 49,779 |

The Corporation rents property used for administration under a 99-year lease. The lease was recorded as a capital lease, and the Corporation recorded assets at their respective fair values of \$3,770 and \$29,230 for land and buildings, respectively. The lease includes an option for the Corporation to purchase the property during the period from April 20, 2017 to February 28, 2021 for a purchase price of not less than \$37,000 but not more than \$45,000, as determined by appraisals. Management exercised the option on October 21, 2019 to purchase the property for \$40,000. As of June 30, 2019 and 2018, amounts of \$38,093 and \$37,649, respectively, representing obligations under the lease have been recorded in other current liabilities.

As of June 30, 2019, amounts of \$2,260 and \$12,174 representing obligations under all other capital leases are included in other current liabilities and other long-term liabilities, respectively.

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The following is a summary of all property and equipment under capital leases at June 30:

|                               | <b>2019</b> | <b>2018</b> |
|-------------------------------|-------------|-------------|
| Land                          | \$ 3,770    | 3,770       |
| Buildings                     | 29,230      | 29,230      |
| Equipment                     | 28,571      | 28,843      |
|                               | 61,571      | 61,843      |
| Less accumulated amortization | (26,261)    | (23,941)    |
|                               | \$ 35,310   | 37,902      |

Future minimum lease payments under capital leases, together with the present value of the net minimum lease payments, are as follows as of June 30, 2019:

|  |           |
|--|-----------|
| 2020   | \$ 42,811 |
| 2021   | 1,862     |
| 2022   | 1,145     |
| 2023   | 891       |
| 2024   | 891       |
| Thereafter                                     | 12,083    |
| Total minimum lease payments                   | 59,683    |
| Less amounts representing interest             | (7,156)   |
| Present value of net minimum<br>lease payments | \$ 52,527 |

**(6) Line of Credit**

For the fiscal years ended June 30, 2019 and 2018, the Corporation had a \$250,000 revolving line of credit outstanding with a syndicate of banking partners. The line of credit is annually renewing and the current expiration date is August 26, 2020. Interest is calculated based on an optional base rate or percentage of 1-month LIBOR plus a credit spread. As of June 30, 2019 and 2018, the amount outstanding on the line of credit was \$161,300 and \$99,300, respectively. The calculated interest rates as of June 30, 2019 was a range from 3.14% to 5.5% and as of June 30, 2018 was 5.0%.

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**(7) Long-Term Debt and Other Borrowings**

Long-term debt consists of the following at June 30:

|  | <u>Interest<br/>rate</u> | <u>Payable in<br/>fiscal year(s)</u> | <u>2019</u>         | <u>2018</u>      |
|--|--------------------------|--------------------------------------|---------------------|------------------|
| MHHEFA project revenue bonds:                                    |                          |                                      |                     |                  |
| Corporation issue, payments due annually on July 1:              |                          |                                      |                     |                  |
| Series 2017D/E bonds   | 4.00%–4.17%              | 2045–2049                            | \$ 189,965          | 189,965          |
| Series 2017B/C bonds   | 2.23%–5.00%              | 2018–2040                            | 260,835             | 267,055          |
| Series 2017A bonds   | Variable rate            | 2017–2043 <sup>1</sup>               | 44,010              | 45,135           |
| Series 2016A–F bonds   | Variable rate            | 2017–2042 <sup>1</sup>               | 314,270             | 318,475          |
| Series 2015 bonds  | 3.63%–5.00%              | 2016–2042                            | 75,060              | 76,420           |
| Series 2013 bonds  | 4.00%–5.00%              | 2014–2044                            | 339,465             | 343,250          |
| Series 2010 bonds  | 4.75%–5.25%              | 2011–2032                            | 50,210              | 56,635           |
| Series 2008D/E bonds   | Variable rate            | 2025–2042                            | 105,000             | 105,000          |
| Series 2008F bonds   | 4.50%–5.25%              | 2009–2024                            | 27,555              | 34,125           |
| Series 2007A bonds   | Variable rate            | 2008–2035                            | 79,440              | 82,330           |
| MHHEFA Pooled Loan Program                                       | Variable rate            | 2017–2035                            | 17,099              | 8,034            |
| Other long-term debt:  |                          |                                      |                     |                  |
| UCHS term loan   | Variable rate            | 2020                                 | 150,000             | 150,000          |
| Term loans   | 1.86%–4.44%              | 2009–2022                            | 9,377               | 48,736           |
| Other loans, mortgages and notes payable                         | 3.25%–6.73%              | Monthly,<br>1991–2025                | 17,893              | 20,468           |
|  |                          |                                      | <u>1,680,179</u>    | <u>1,745,628</u> |
| Total debt   |                          |                                      | 1,680,179           | 1,745,628        |
| Less current portion of long-term debt                           |                          |                                      | 47,621              | 51,989           |
| Less short-term financing  |                          |                                      | 150,000             | 150,000          |
| Less long-term debt subject to short-term remarketing agreements |                          |                                      | 18,895              | 58,054           |
|  |                          |                                      | <u>1,463,663</u>    | <u>1,485,585</u> |
| Plus unamortized premiums and discounts, net                     |                          |                                      | 30,762              | 32,853           |
| Plus unamortized deferred financing costs                        |                          |                                      | (9,465)             | (10,104)         |
|  |                          |                                      | <u>\$ 1,484,960</u> | <u>1,508,334</u> |

<sup>1</sup> Mandatory purchase options are due in the following (fiscal years), unless the bondholding bank and the Obligated Group agree to an extension: Series 2016A (2024), 2016B (2022), 2016C&D (2024), 2016E&F (2027), and 2017A (2022).

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Pursuant to an Amended and Restated Master Loan Agreement dated December 1, 2017 (UMMS Master Loan Agreement), the Corporation and several of its subsidiaries have issued debt through Maryland Health and Higher Educational Facilities Authority (MHHEFA or the Authority). As security for the performance of the bond obligation under the UMMS Master Loan Agreement, the Authority maintains a security interest in the revenue of the obligors. The UMMS Master Loan Agreement contains certain restrictive covenants. These covenants require that rates and charges be set at certain levels, limit incurrence of additional debt, require compliance with certain operating ratios and restrict the disposition of assets.

The Obligated Group under the UMMS Master Loan Agreement includes the Medical Center, ROI, UM Midtown, UM Baltimore Washington, Shore Health (UM Memorial and UM Dorchester), UM Chester River, UM Charles Regional, UM St. Joseph, UM Upper Chesapeake, UM Harford Memorial, UM Laurel, UM Prince George's, Bowie Health Center (Bowie), and the UMMS Foundation. Each member of the Obligated Group is jointly and severally liable for the repayment of the obligations under the UMMS Master Loan Agreement.

Under the terms of the UMMS Master Loan Agreement and other loan agreements, certain funds are required to be maintained on deposit with the master trustee to provide for repayment of the obligations of the Obligated Group (note 2).

The Corporation has a term loan in the amount of \$150,000 related to the acquisition of Upper Chesapeake, which expires on March 1, 2020. The Corporation intends to refinance this obligation prior to its maturity date and has classified this obligation as a short-term financing at June 30, 2019 and 2018, in the consolidated balance sheets.

In December 2018, MHHEFA issued \$145,265 of tax-exempt revenue bonds, Series 2017D, and \$44,700 taxable revenue bonds, Series 2017E. These proceeds are to be used for the purpose of financing a portion of the costs of acquisition, construction and equipping of certain capital projects related to Capital Region, including (a) construction of a new regional medical center and an adjacent new ambulatory care center and (b) construction of a new freestanding medical facility.

The aggregate annual future maturities of long-term debt according to the original terms of the UMMS Master Loan Agreement and all other loan agreements are as follows for the years ending June 30:

|            |    |                         |
|------------|----|-------------------------|
| 2020       | \$ | 197,621                 |
| 2021       |    | 40,322                  |
| 2022       |    | 48,572                  |
| 2023       |    | 45,266                  |
| 2024       |    | 47,655                  |
| Thereafter |    | <u>1,300,743</u>        |
|            | \$ | <u><u>1,680,179</u></u> |

The Corporation's Series 2007A and 2008D-E bonds are variable rate demand bonds requiring remarketing agents to purchase and remarket any bonds tendered before the stated maturity date. The

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reimbursement obligations with respect to the letters of credit are evidenced and secured by the respective bonds. To provide liquidity support for the timely payment of any bonds that are not successfully remarketed, the Corporation has entered into letter-of-credit agreements with three banking institutions. These agreements have terms that expire in 2021 through 2022. If the bonds are not successfully remarketed, the Corporation is required to pay an interest rate specified in the letter-of-credit agreement, and the principal repayment of bonds may be accelerated to require repayment in periods ranging from 20 to 60 months from the date of the failed remarketing. The Corporation has reflected the amount of its long-term debt that is subject to these short-term remarketing arrangements as a separate component of current liabilities in its consolidated balance sheets. In the event that bonds are not remarketed, the Corporation maintains available letters of credit and has the ability to access other sources to obtain the necessary liquidity to comply with accelerated repayment terms. All variable rate demand bonds were successfully remarketed as of June 30, 2019.

The following table reflects the mandatory redemptions and required repayment terms for the years ended June 30 of the Corporation's debt obligations in the event that the put options associated with variable rate demand bonds subject to short-term remarketing agreements were exercised, but not successfully remarketed, and mandatory purchase options are not extended:

|            |  |    |           |
|------------|--|----|-----------|
| 2020       |  | \$ | 216,516   |
| 2021       |  |    | 88,113    |
| 2022       |  |    | 235,733   |
| 2023       |  |    | 62,214    |
| 2024       |  |    | 173,505   |
| Thereafter |  |    | 904,098   |
|            |  | \$ | 1,680,179 |

The approximate interest rates on outstanding debt bearing interest at variable rates were as follows at June 30:

|  | <b>2019</b> | <b>2018</b> |
|--|-------------|-------------|
| Series 2008D bonds                       | 1.92 %      | 1.54 %      |
| Series 2008E bonds                       | 1.85        | 1.49        |
| Series 2007A bonds                       | 1.85        | 1.55        |
| Series 2016A bonds                       | 2.74        | 2.51        |
| Series 2016B bonds                       | 2.62        | 2.34        |
| Series 2016C bonds                       | 2.54        | 2.36        |
| Series 2016D bonds                       | 2.63        | 2.66        |
| Series 2016E bonds                       | 2.66        | 2.50        |
| Series 2016F bonds                       | 2.63        | 2.47        |
| Series 2017A bonds                       | 2.46        | 2.26        |
| Series 1985 pooled Loan Program (MHHEFA) | 2.40        | 2.25        |
| UCHS term loan                           | 3.10        | 2.84        |

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Term loans outstanding are as follows at June 30:

|   | <u>Interest rate</u>     | <u>Interest rate<br/>as of<br/>June 30, 2019</u> | <u>Payable in<br/>fiscal year(s)</u> | <u>2019</u>     | <u>2018</u>   |
|---|--------------------------|--|--------------------------------------|-----------------|---------------|
| Term loan 1:<br>Payable monthly, beginning<br>March 2012    | Fixed rate               | 3.95 %   | 2012–2022                            | \$ 6,000        | 6,800         |
| Term loan 2:<br>Payable monthly, beginning<br>February 2010 | 1-month LIBOR<br>+ 2.00% | 4.44   | 2010–2023                            | 2,381           | 2,609         |
| Term loan 3:<br>Payable monthly, beginning<br>November 2015 | 1-month LIBOR<br>+ 1.95% | —  | 2016–2021                            | —               | 36,667        |
| Term loan 4:<br>Payable monthly, beginning<br>May 2016      | Fixed rate               | —  | 2016–2019                            | —               | 383           |
| Term loan 5:<br>Payable monthly, beginning<br>February 2017 | Fixed rate               | 2.47   | 2017–2020                            | 419             | 976           |
| Term loan 6:<br>Payable monthly, beginning<br>July 2017     | Fixed rate               | 2.66   | 2018–2020                            | <u>577</u>      | <u>1,301</u>  |
| Total term loans<br>(included in<br>long-term debt)         |                          |  |                                      | <u>\$ 9,377</u> | <u>48,736</u> |

**(8) Interest Rate Risk Management**

The Corporation uses a combination of fixed and variable rate debt to finance capital needs. The Corporation maintains an interest rate risk-management strategy that uses interest rate swaps to minimize significant, unanticipated earnings fluctuations that may arise from volatility in interest rates.

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At June 30, 2019 and 2018, the Corporation's notional values of outstanding interest rate swaps were \$746,348 and \$758,901, respectively, the details of which were as follows:

|                      | <u>Notional<br/>amount</u> | <u>Pay rate</u> | <u>Receive rate</u>         | <u>Maturity<br/>date</u> | <u>Mark to<br/>market</u> |
|----------------------|----------------------------|-----------------|-----------------------------|--------------------------|---------------------------|
| As of June 30, 2019: |                            |                 |                             |                          |                           |
| Swap #1              | \$ 80,998                  | 3.59 %          | 70% 1-month LIBOR           | 7/1/2031                 | \$ (11,813)               |
| Swap #2              | 84,000                     | 3.93            | 68% 1-month LIBOR           | 7/1/2041                 | (31,398)                  |
| Swap #3              | 21,000                     | 4.24            | 68% 1-month LIBOR           | 7/1/2041                 | (8,869)                   |
| Swap #4              | 33,200                     | 3.99            | 67% 1-month LIBOR           | 7/1/2034                 | (7,048)                   |
| Swap #5              | 25,160                     | 3.54            | 70% 1-month LIBOR           | 7/1/2031                 | (3,589)                   |
| Swap #6              | 196,000                    | 3.93            | 68% 1-month LIBOR           | 7/1/2041                 | (73,275)                  |
| Swap #7              | 49,000                     | 4.24            | 68% 1-month LIBOR           | 7/1/2041                 | (20,698)                  |
| Swap #8              | 77,450                     | 4.00            | 67% 1-month LIBOR           | 7/1/2034                 | (16,496)                  |
| Swap #9              | 2,850                      | 3.63            | 67% 1-month LIBOR           | 7/1/2032                 | (269)                     |
| Swap #10             | 98,425                     | 3.92            | 67% 1-month LIBOR           | 1/1/2043                 | (27,914)                  |
| Swap #11             | <u>78,265</u>              | 0.51            | 67% 1-month LIBOR + 0.5133% | 1/1/2038                 | <u>2,299</u>              |
|                      |                            |                 |                             |                          | (199,070)                 |
|                      |                            |                 |                             | Valuation<br>adjustments | <u>2,896</u>              |
| Total                | <u>\$ 746,348</u>          |                 |                             |                          | <u>\$ (196,174)</u>       |

|                      | <u>Notional<br/>amount</u> | <u>Pay rate</u> | <u>Receive rate</u>         | <u>Maturity<br/>date</u> | <u>Mark to<br/>market</u> |
|----------------------|----------------------------|-----------------|-----------------------------|--------------------------|---------------------------|
| As of June 30, 2018: |                            |                 |                             |                          |                           |
| Swap #1              | \$ 83,446                  | 3.59 %          | 70% 1-month LIBOR           | 7/1/2031                 | \$ (8,996)                |
| Swap #2              | 84,000                     | 3.93            | 68% 1-month LIBOR           | 7/1/2041                 | (23,745)                  |
| Swap #3              | 21,000                     | 4.24            | 68% 1-month LIBOR           | 7/1/2041                 | (6,905)                   |
| Swap #4              | 34,325                     | 3.99            | 67% 1-month LIBOR           | 7/1/2034                 | (5,685)                   |
| Swap #5              | 25,930                     | 3.54            | 70% 1-month LIBOR           | 7/1/2031                 | (2,704)                   |
| Swap #6              | 196,000                    | 3.93            | 68% 1-month LIBOR           | 7/1/2041                 | (55,421)                  |
| Swap #7              | 49,000                     | 4.24            | 68% 1-month LIBOR           | 7/1/2041                 | (16,117)                  |
| Swap #8              | 80,075                     | 4.00            | 67% 1-month LIBOR           | 7/1/2034                 | (13,321)                  |
| Swap #9              | 3,230                      | 3.63            | 67% 1-month LIBOR           | 7/1/2032                 | (233)                     |
| Swap #10             | 101,275                    | 3.92            | 67% 1-month LIBOR           | 1/1/2043                 | (21,731)                  |
| Swap #11             | <u>80,620</u>              | 0.51            | 67% 1-month LIBOR + 0.5133% | 1/1/2038                 | <u>1,086</u>              |
|                      |                            |                 |                             |                          | (153,772)                 |
|                      |                            |                 |                             | Valuation<br>adjustments | <u>3,983</u>              |
| Total                | <u>\$ 758,901</u>          |                 |                             |                          | <u>\$ (149,789)</u>       |



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The mark-to-market values of the Corporation's interest rate swaps include a valuation adjustment representing the creditworthiness of the counterparties to the swaps.

On January 1, 2013, in accordance with ASC Topic 815, *Derivatives and Hedging*, the Corporation elected to discontinue the cash flow hedging relationship for Swap #8. As of that date, the accumulated losses included in net assets without donor restrictions will be reclassified into earnings over the life of the Series 2007 bonds. For the years ended June 30, 2019 and 2018, \$1,610 and \$1,668, respectively, was reclassified from other changes in net assets into change in fair value of undesignated interest rate swaps. The accumulated losses included in net assets without donor restrictions were \$14,656 and \$16,266 at June 30, 2019 and 2018, respectively.

The Corporation recorded a net nonoperating (loss)/gain on changes in the fair value of nonqualifying interest rate swaps of (\$47,995) and \$43,071 for the years ended June 30, 2019 and 2018, respectively.

The swap agreements are included in the consolidated balance sheets at their fair value of \$196,174 and \$149,789 as of June 30, 2019 and 2018, respectively, an amount that is based on observable inputs other than quoted market prices in active markets for identical liabilities (Level 2 in the fair value hierarchy).

The Corporation is subject to a collateral posting requirement with two of its swap counterparties. Collateral posting requirements are based on the Corporation's long-term debt credit ratings, as well as the net liability position of total interest rate swap agreements outstanding with that counterparty. The amount of such posted collateral was \$109,934 and \$80,480 at June 30, 2019 and 2018, respectively. As of June 30, 2019 and 2018, the Corporation met its collateral posting requirement through the use of collateralized investments, which were selected and purchased by the Corporation and subsequently transferred to the custody of the swap counterparty. The amount of posted investments that is required to meet the collateral requirement is computed daily and is accounted for as a component of the Corporation's assets limited as to use on the accompanying consolidated balance sheets as of that date. Any excess investment value is considered a component of the Corporation's unrestricted investment portfolio and is included in investments on the accompanying consolidated balance sheets as of that date.

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**(9) Other Liabilities**

Other liabilities consist of the following at June 30:

|  | <u>2019</u>       | <u>2018</u>      |
|--|-------------------|------------------|
| Professional and general malpractice liabilities | \$ 313,136        | 290,306          |
| Capital lease obligations                        | 52,528            | 53,784           |
| Accrued pension obligations                      | 108,533           | 91,210           |
| Accrued interest payable                         | 21,922            | 23,809           |
| Unearned revenue                                 | 3,736             | 2,812            |
| Other miscellaneous                              | <u>66,929</u>     | <u>84,689</u>    |
| Total other liabilities                          | 566,784           | 546,610          |
| Less current portion                             | <u>(127,760)</u>  | <u>(151,163)</u> |
| Other long-term liabilities                      | <u>\$ 439,024</u> | <u>395,447</u>   |

Other miscellaneous liabilities consists of patient credit balances and other current and long-term liabilities.

**(10) Retirement Plans**

Employees of the Corporation are included in various retirement plans established by the Corporation, the Medical Center, ROI, Midtown, Baltimore Washington, Shore Regional, Charles Regional, St. Joseph, Upper Chesapeake, and Capital Region. Participation by employees in their specific plan(s) has evolved based upon the organization by which they were first employed and the elections that they made at the times when their original employers became part of the Corporation. The following is a brief description of each of the retirement plans in which employees of the Corporation participate:

**(a) Defined Benefit Plans**

*University of Maryland Medical Center Midtown Campus Retirement Plan for Non-Union Employees (Midtown Plan)* – A noncontributory defined benefit plan covering substantially all nonunion employees. The benefits are based on years of service and compensation. Contributions to this plan are made to satisfy the minimum funding requirements of ERISA. In 2006, Midtown froze the defined benefit pension plan.

*Baltimore Washington Medical Center Pension Plan (Baltimore Washington Plan)* – A noncontributory defined benefit pension plan covering full-time employees who have been employed for at least one year and have reached 21 years of age. In 2018, Baltimore Washington closed the defined benefit pension plan to new hires.

*Baltimore Washington Medical Center Supplemental Executive Retirement Plan* – A noncontributory defined benefit pension plan for senior management level employees. In 2018, Baltimore Washington terminated the defined benefit pension plan and liquidation of its remaining benefit obligation using its plan assets was completed on December 29, 2017.

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On June 30, 2015, the Corporation amended the Baltimore Washington Medical Center Pension Plan to provide for the merger of the Midtown Plan and the Charles Regional Plan into the Baltimore Washington Plan and to change the name of the newly consolidated plan to the University of Maryland Medical System Corporate Pension Plan (the Corporate Plan). All provisions of the respective previous plans shall continue to apply to the respective applicable participants. All of the assets of the three formerly separate plans are now available to pay benefits for all participants under the Corporate Plan.

*Chester River Health System, Inc. Pension Plan and Trust* – A noncontributory defined benefit pension plan covering substantially all CRHC employees as well as employees of a subsidiary. The benefits are paid to retirees based upon age at retirement, years of service, and average compensation. Chester River's funding policy is to satisfy the minimum funding requirements of ERISA. Effective June 30, 2008, Chester River froze the defined-benefit pension plan. On March 31, 2018, Chester River terminated the defined benefit pension plan and liquidation of its remaining benefit obligation using its plan assets was completed as of June 30, 2019.

*Civista Health Inc. Retirement Plan and Trust (Charles Regional Plan)* – A noncontributory defined benefit pension plan covering employees that have worked at least 1,000 hours per year during three or more plan years. Plan benefits are accumulated based upon a combination of years of service and percent of annual compensation. Charles Regional makes annual contributions to the plan based upon amounts required to be funded under provisions of ERISA.

*Upper Chesapeake Health System, Inc. Pension Plan and Trust* – A noncontributory defined benefit pension plan covering substantially all employees of the various affiliates of Upper Chesapeake who have completed six months of employment and attained the age of 20.5 years. Upper Chesapeake makes annual contributions to the plan equal to the minimum funding requirements pursuant to ERISA regulations. On December 31, 2005, Upper Chesapeake froze the defined benefit pension plan. On June 30, 2015, Upper Chesapeake terminated the defined benefit pension plan and liquidation of its remaining benefit obligation using its plan assets was completed by September 30, 2017.

*Dimensions Health Corporation Pension Plan (Capital Region Pension Plan)* – A noncontributory defined benefit pension plan covering substantially all employees. For employees not covered under collective-bargaining agreements and employees who are represented by the 1199 SEIU Health Care Workers East – Health Care Workers union (formerly District 1199E-DC, SEIU union and formerly Local No. 63 union), the plan operates as a cash balance plan. The annual contribution by the Corporation is allocated to individual employee accounts based on years of service and the individual's retirement account. For employees represented by the 1199 SEIU Health Care Workers East – Registered Nurses Chapter union (formerly Professional Staff Nurses Association union), benefits are based on years of service and average final compensation. On December 31, 2007, the Capital Region Pension Plan was frozen. No further benefit accruals will be made to the plan. The plan freeze substantially reduces annual funding obligations beginning with plan year 2008. The Corporation's funding policy is to contribute such actuarially determined amounts as necessary to provide assets sufficient to meet the benefits to be paid to the plan participants and to meet the funding requirements of the Employees Retirement Income Security Act of 1974 (ERISA).

*Dimensions Health Corporation Post Retirement Benefit Plans (Capital Region Post Retirement Benefit Plans)* – A postretirement health care plan is provided to both salaried and nonsalaried employees who

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have retired and certain other employees who were eligible to retire prior to July 1, 1995. The plan is contributory for those who retired prior to July 1, 1995, with retiree contributions adjusted annually. Employees who retired on July 1, 1995 and later are eligible to participate in the plan by paying 100% of the premiums without corporate contributions. The Corporation's policy has been to fund this plan on an as needed basis.

A defined postretirement life insurance plan is a noncontributory plan for all eligible retirees prior to July 1, 2001. For employees represented by the 1199 SEIU Health Care Workers East – Registered Nurses Chapter union, the plan was no longer offered to new retirees as of July 1, 1999. Effective July 1, 2001, the plan was modified to become contributory for the nonunion employees and employees represented by the 1199 SEIU Health Care Workers East – Health Care Workers union who retired prior to July 1, 2001 and for the employees represented by the 1199 SEIU Health Care Workers East – Registered Nurses Chapter union who retired prior to July 1, 1999. The Corporation's policy has been to fund its share of these benefits as they are incurred.

The Corporation recognizes the funded status (i.e., the difference between the fair value of plan assets and projected benefit obligations) of its defined benefit pension plans as an asset or liability in its consolidated balance sheets. The Corporation recognizes changes in the funded status in the year in which the changes occur as changes in unrestricted net assets. All defined benefit pension plans use a June 30 measurement date.

The following tables set forth the combined benefit obligations and assets of the defined benefit plans at June 30:

|  | <u>2019</u>       | <u>2018</u>     |
|--|-------------------|-----------------|
| Change in projected benefit obligations:     |                   |                 |
| Benefit obligations at beginning of year     | \$ 431,340        | 182,024         |
| Benefit obligations, Capital Region          | —                 | 278,165         |
| Settlements                                  | (37,686)          | (11,747)        |
| Curtailments and plan amendments             | —                 | (2,206)         |
| Service cost                                 | 3,093             | 3,093           |
| Interest cost                                | 17,812            | 17,120          |
| Actuarial loss                               | 30,783            | (13,064)        |
| Benefit payments                             | <u>(19,633)</u>   | <u>(22,045)</u> |
| Projected benefit obligations at end of year | <u>\$ 425,709</u> | <u>431,340</u>  |

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|  | <b>2019</b> | <b>2018</b> |
|--|-------------|-------------|
| Change in plan assets:                         |             |             |
| Fair value of plan assets at beginning of year | \$ 340,130  | 155,602     |
| Fair value of plan assets, Capital Region      | —           | 187,164     |
| Actual return on plan assets                   | 16,354      | 16,182      |
| Settlements                                    | (38,544)    | (11,747)    |
| Employer contributions                         | 18,869      | 14,974      |
| Benefit payments                               | (19,633)    | (22,045)    |
| Fair value of plan assets at end of year       | \$ 317,176  | 340,130     |

The funded status of the plans and amounts recognized as accrued payroll and benefits and other long-term liabilities in the consolidated balance sheets at June 30 are as follows:

|   | <b>2019</b>  | <b>2018</b> |
|---|--------------|-------------|
| Funded status, end of period:   |              |             |
| Fair value of plan assets   | \$ 317,176   | 340,130     |
| Projected benefit obligations   | 425,709      | 431,340     |
| Net funded status   | \$ (108,533) | (91,210)    |
| Accumulated benefit obligation at end of year                           | \$ 423,017   | 428,509     |
| Amounts recognized in consolidated balance sheets at June 30:           |              |             |
| Accrued payroll and benefits  | \$ —         | —           |
| Accrued pension obligation  | (108,533)    | (91,210)    |
|   | \$ (108,533) | (91,210)    |
| Amounts recognized in net assets without donor restrictions at June 30: |              |             |
| Net actuarial gain (loss)   | \$ (71,177)  | 44,165      |
| Prior service cost  | (159)        | 284         |
|   | \$ (71,336)  | 44,449      |

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The estimated amounts that will be amortized from net assets without donor restrictions into net periodic pension cost in fiscal year 2020 are as follows:

|                    |    |                     |
|--------------------|----|---------------------|
| Net actuarial loss | \$ | 3,974               |
| Prior service cost |    | <u>72</u>           |
|                    | \$ | <u><u>4,046</u></u> |

The components of net periodic pension cost for the years ended June 30 are as follows:

|                                |    | <u>2019</u>         | <u>2018</u>         |
|--------------------------------|----|---------------------|---------------------|
| Service cost                   | \$ | 3,093               | 3,093               |
| Interest cost                  |    | 17,812              | 17,120              |
| Expected return on plan assets |    | (19,849)            | (22,636)            |
| Prior service cost recognized  |    | 76                  | 464                 |
| Recognized gains or losses     |    | <u>8,173</u>        | <u>8,990</u>        |
| Net periodic pension cost      | \$ | <u><u>9,305</u></u> | <u><u>7,031</u></u> |

Components of net benefit cost other than the service cost of \$3,093 were recorded in other nonoperating losses, net in the consolidated statements of operations and changes in net assets for the years ended June 30, 2019 and 2018. Service cost is included as a component of fringe benefits, which is recorded as salaries, wages, and benefits in the accompanying consolidated statements of operations and changes in net assets.

The following table presents the weighted average assumptions used to determine benefit obligations for the plans at June 30:

|  | <u>2019</u> | <u>2018</u> |
|--|-------------|-------------|
| Discount rate                                      | 3.25%–3.70% | 4.22%–4.44% |
| Rate of compensation increase (for nonfrozen plan) | 3.00        | 3.00        |

The following table presents the weighted average assumptions used to determine net periodic benefit cost for the plans for the years ended June 30:

|  | <u>2019</u> | <u>2018</u> |
|--|-------------|-------------|
| Discount rate                                      | 4.22%–4.69% | 3.20%–4.10% |
| Expected long-term return on plan assets           | 6.25-6.50   | 6.50        |
| Rate of compensation increase (for nonfrozen plan) | 3.00        | 3.00        |

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The investment policies of the Corporation's pension plans incorporate asset allocation and investment strategies designed to earn superior returns on plan assets consistent with reasonable and prudent levels of risk. Investments are diversified across classes, sectors, and manager style to minimize the risk of loss. The Corporation uses investment managers specializing in each asset category and regularly monitors performance and compliance with investment guidelines. In developing the expected long-term rate of return on assets assumption, the Corporation considers the current level of expected returns on risk-free investments, the historical level of the risk premium associated with the other asset classes in which the portfolio is invested, and the expectations for future returns of each asset class. The expected return for each asset class is then weighted based on the target allocation to develop the expected long-term rate of return on assets assumption for the portfolio.

The Corporation's pension plans' target allocation and weighted average asset allocations at the measurement date of June 30, 2019 and 2018, by asset category, are as follows:

| <u>Asset category</u>     | <u>Target<br/>allocation</u> | <u>Percentage of plan assets<br/>as of June 30</u> |              |
|---------------------------|------------------------------|--|--------------|
|                           |                              | <u>2019</u>  | <u>2018</u>  |
| Cash and cash equivalents | 0%–10%                       | 4 %  | 2 %          |
| Fixed income securities   | 20%–40%                      | 28   | 30           |
| Equity securities         | 30%–50%                      | 41   | 39           |
| Global asset allocation   | 10%–20%                      | 17   | 17           |
| Hedge funds               | 5%–15%                       | 10   | 12           |
|                           |                              | <u>100 %</u>                                       | <u>100 %</u> |

Equity and fixed income securities include investments in hedge fund of funds that are categorized in accordance with each fund's respective investment holdings.

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The table below presents the Corporation's combined investable assets of the defined benefit pension plans as of June 30, 2019, aggregated by the fair value hierarchy as described in note 1(w):

|                             | <u>Level 1</u>    | <u>Level 2</u> | <u>Level 3</u> | <u>Investments<br/>reported<br/>at NAV*</u> | <u>Total</u>   |
|-----------------------------|-------------------|----------------|----------------|---|----------------|
| Cash and cash equivalents   | \$ 7,324          | 4,589          | —              | —   | 11,913         |
| Corporate bonds             | 19,531            | —              | —              | —   | 19,531         |
| Government and agency bonds | 16,509            | —              | —              | —   | 16,509         |
| Fixed income mutual funds   | 12,430            | —              | —              | —   | 12,430         |
| Common and preferred stocks | 21,840            | —              | —              | —   | 21,840         |
| Equity mutual funds         | 45,633            | 15,096         | —              | —   | 60,729         |
| Other mutual funds          | 26,582            | —              | —              | —   | 26,582         |
| Alternative investments     | 7,575             | 30,295         | —              | 109,772                                     | 147,642        |
|                             | <u>\$ 157,424</u> | <u>49,980</u>  | <u>—</u>       | <u>109,772</u>                              | <u>317,176</u> |

\* Fund investments reported at NAV as practical expedient

The table below presents the Corporation's combined investable assets of the defined benefit pension plans as of June 30, 2018, aggregated by the fair value hierarchy as described in note 1(w):

|                             | <u>Level 1</u>    | <u>Level 2</u> | <u>Level 3</u> | <u>Investments<br/>reported<br/>at NAV*</u> | <u>Total</u>   |
|-----------------------------|-------------------|----------------|----------------|---|----------------|
| Cash and cash equivalents   | \$ 5,107          | 3,010          | —              | —   | 8,117          |
| Corporate bonds             | 25,285            | —              | —              | —   | 25,285         |
| Government and agency bonds | 10,315            | —              | —              | —   | 10,315         |
| Fixed income mutual funds   | 21,556            | —              | —              | —   | 21,556         |
| Common and preferred stocks | 10,084            | —              | —              | —   | 10,084         |
| Equity mutual funds         | 100,309           | 12,091         | —              | —   | 112,400        |
| Other mutual funds          | 30,968            | —              | —              | —   | 30,968         |
| Alternative investments     | 26,961            | 27,153         | —              | 67,291                                      | 121,405        |
|                             | <u>\$ 230,585</u> | <u>42,254</u>  | <u>—</u>       | <u>67,291</u>                               | <u>340,130</u> |

\* Fund investments reported at NAV as practical expedient

Alternative investments include hedge funds and commingled investment funds. The majority of these alternative investments held as of June 30, 2019 are subject to notice requirements of 30 days or less and are available to be redeemed on at least a monthly basis. There are funds, totaling \$33,000, which are subject to notice requirements of 30-60 days and are available to be redeemed on a monthly or quarterly basis. Funds totaling \$14,500 are subject to notice requirements of 90 days and can be redeemed monthly or quarterly. Of these funds, one fund totaling \$2,100 is subject to a lock-up restriction of three years. In addition, one fund totaling \$13 is subject to lockup restrictions and is not available to be redeemed until certain time restrictions are met, which range from one to three years. The Corporation had no unfunded commitments as of June 30, 2019.



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Alternative investments include hedge funds and commingled investment funds. The majority of these alternative investments held as of June 30, 2018 are subject to notice requirements of 30 days or less and are available to be redeemed on at least a monthly basis. There are funds, totaling \$14,400, which are subject to notice requirements of 30-60 days and are available to be redeemed on a monthly or quarterly basis. Funds totaling \$13,400 are subject to notice requirements of 90 days and can be redeemed monthly or quarterly. Of these funds, one fund totaling \$1,200 is subject to a lock-up restriction of three years. In addition, one fund totaling \$800 is subject to lockup restrictions and is not available to be redeemed until certain time restrictions are met, which range from one to three years. The Corporation had no unfunded commitments as of June 30, 2018.

The Corporation expects to contribute \$17,590 to its defined benefit pension plans for the fiscal year ending June 30, 2020.

The following benefit payments, which reflect expected future employee service, as appropriate, are expected to be paid from plan assets in the following years ending June 30:

|           |    |         |
|-----------|----|---------|
| 2020      | \$ | 23,317  |
| 2021      |    | 24,170  |
| 2022      |    | 24,376  |
| 2023      |    | 25,105  |
| 2024      |    | 25,785  |
| 2025–2029 |    | 125,949 |

The expected benefits to be paid are based on the same assumptions used to measure the Corporation's benefit obligation at June 30, 2019.

**(b) Defined Contribution Plans**

*Corporation Salary Reduction 403(b) Plan* – A contributory benefit plan covering substantially all employees not participating in the plans described below. Employees are immediately eligible for elective deferrals of compensation as contributions to the plan. Employees are eligible for matching contributions after one year of service with a five-year gradual vesting schedule. Effective January 1, 2017, this plan was opened for new participants.

*Corporation Pension Plan* – A noncontributory defined contribution plan for all eligible Corporation employees not participating in the ROI Plan or the Midtown Plan described below. Contributions to this plan by the Corporation are determined as a fixed percentage of total employees' base compensation. Effective January 1, 2017, this plan was frozen to new participants.

*Corporation Salary Reduction 403(b) Plan* – A contributory benefit plan covering substantially all employees not participating in the plans described below. Employees are immediately eligible for elective deferrals of compensation as contributions to the plan. Effective July 29, 2016, the Baltimore Washington retirement plan was merged into this plan. Effective January 1, 2017, this plan was frozen to new participants.

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*Midtown 401(k) Profit Sharing Plan for Union Employees* – A defined contribution plan for substantially all union employees of Midtown. Employer contributions to this plan are determined based on years of service and hours worked. Employees are immediately eligible for elective deferrals of compensation as contributions to the plan.

*Baltimore Washington Retirement Plans* – There are defined contribution plans covering all employees of Baltimore Washington Medical Center and certain related entities. Effective July 29, 2016, these plans merged into the UMMS Voluntary 403(b) plan.

*Shore Health System Retirement Plan* – A contributory benefit plan covering substantially all employees of Shore Health. Employees are eligible for matching contributions after one year of service.

*Chester River Retirement Plan* – A contributory benefit plan covering substantially all employees of Chester River who have met the eligibility requirements. Employees are eligible for matching contributions after one year of service.

*Charles Regional Retirement Savings Plan* – A contributory benefit plan covering substantially all full-time employees of Charles Regional. Employees are eligible for matching contributions after three years of service as defined in the plan.

*Upper Chesapeake Retirement Plan* – A contributory benefit plan covering substantially all employees of Upper Chesapeake. Employees are eligible for elective deferrals of compensation as contributions to the plan. Employees are eligible for matching contributions after one year of service with a five-year gradual vesting schedule.

*Dimensions Health Retirement Plan (Capital Region Retirement Plan)* – A contributory benefit plan covering substantially all employees of Capital Region. This plan replaced the frozen defined benefit plan effective January 1, 2008. Employees are eligible for elective deferrals of compensation as contributions to the plan. Employees are eligible for matching contributions after one year of service with a three year “cliff” vesting schedule. Nonrepresented employees who, as of January 1, 2008, are both 55 years or older, who have at least one year of vesting service, and work in positions budgeted for at least 40 hours per pay period receive an additional contribution.

In accordance with the collective bargaining agreement with 1199 SEIU Health Care Workers East – Registered Nurses Chapter, represented employees with 15 years of service also receive a matching \$25 for each pay period in which they defer \$25 or more paid quarterly. These employees who are both 55 years or older, and who have 15 years of vesting service, and work in positions budgeted for at least 40 hours per pay period receive an additional contribution.

Total annual retirement costs incurred by the Corporation for the previously discussed defined contribution plans were \$48,972 and \$45,918 for the years ended June 30, 2019 and 2018, respectively. Such amounts are included in salaries, wages, and benefits in the accompanying consolidated statements of operations and changes in net assets.

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**(11) Net Assets with Donor Restrictions**

Net assets are restricted primarily for the following purposes at June 30:

|   | <b>2019</b> | <b>2018</b> |
|---|-------------|-------------|
| Facility construction and renovations, research, education,<br>and other:       |             |             |
| Capital region  | \$ 424,034  | 424,034     |
| All others  | 142,084     | 122,514     |
| Economic and beneficial interests in the net assets of related<br>organizations | 198,101     | 196,119     |
|   | \$ 764,219  | 742,667     |

Net assets were released from donor restrictions during the years ended June 30, 2019 and 2018 by expending funds satisfying the restricted purposes or by occurrence of other events specified by donors as follows:

|  | <b>2019</b> | <b>2018</b> |
|--|-------------|-------------|
| Purchases of equipment and construction costs      | \$ 14,130   | 3,484       |
| Research, education, uncompensated care, and other | 4,279       | 3,956       |
|  | \$ 18,409   | 7,440       |

The Corporation's endowments consist of donor-restricted funds established for a variety of purposes. Net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

**(a) Interpretation of Relevant Law**

The Corporation has interpreted the Maryland Uniform Prudent Management of Institutional Funds Act (MUPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Corporation classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund are classified in net assets with donor restrictions until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard of prudence prescribed by MUPMIFA. In accordance with MUPMIFA, the Corporation considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) The duration and preservation of the fund

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- (2) The purposes of the Corporation and the donor-restricted endowment fund
- (3) General economic conditions
- (4) The possible effect of inflation and deflation
- (5) The expected total return from income and the appreciation of investments
- (6) Other resources of the Corporation
- (7) The investment policies of the Corporation.

Endowment net assets are as follows:

|                                  | <b>June 30, 2019</b>                  |                                    |              |
|----------------------------------|---------------------------------------|------------------------------------|--------------|
|                                  | <b>Without donor<br/>restrictions</b> | <b>With donor<br/>restrictions</b> | <b>Total</b> |
| Donor-restricted endowment funds | \$ 39                                 | 65,433                             | 65,472       |

|                                  | <b>June 30, 2018</b>                  |                                    |              |
|----------------------------------|---------------------------------------|------------------------------------|--------------|
|                                  | <b>Without donor<br/>restrictions</b> | <b>With donor<br/>restrictions</b> | <b>Total</b> |
| Donor-restricted endowment funds | \$ 38                                 | 60,333                             | 60,371       |

Donor restricted endowment funds within net assets with donor restrictions whose use is restricted in perpetuity were \$48,826 and \$44,209 as of June 30, 2019 and 2018, respectively.

**(b) Funds with Deficiencies**

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or MUPMIFA requires the Corporation to retain as a fund of perpetual duration. The Corporation does not have any donor-restricted endowment funds that are below the level that the donor or MUPMIFA requires.

**(c) Investment Strategies**

The Corporation has adopted policies for corporate investments, including endowment assets that seek to maximize risk-adjusted returns with preservation of principal. Endowment assets include those assets of donor-restricted funds that the Corporation must hold in perpetuity or for a donor-specified period(s). The endowment assets are invested in a manner that is intended to hold a mix of investment assets designed to meet the objectives of the account. The Corporation expects its endowment funds, over time, to provide an average rate of return that generates earnings to achieve the endowment purpose.

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To satisfy its long-term rate-of-return objectives, the Corporation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Corporation employs a diversified asset allocation structure to achieve its long-term return objectives within prudent risk constraints.

The Corporation monitors the endowment funds' returns and appropriates average returns for use. In establishing this practice, the Corporation considered the long-term expected return on its endowment. This is consistent with the Corporation's objective to maintain the purchasing power of the endowment assets held in perpetuity or for a specified term, as well as to provide additional real growth through new gifts and investment return.

**(12) Economic and Beneficial Interests in the Net Assets of Related Organizations**

The Corporation is supported by several related organizations that were formed to raise funds on behalf of the Corporation and certain of its subsidiaries. These interests are accounted for as either economic or beneficial interests in the net assets of such organizations.

The following is a summary of economic and beneficial interests in the net assets of financially interrelated organizations as of June 30:

|  | <b>2019</b> | <b>2018</b> |
|--|-------------|-------------|
| Economic interests in:   |             |             |
| UCH Legacy Funding Corporation                                     | \$ 150,000  | 150,000     |
| The James Lawrence Kernan Hospital Endowment Fund,<br>Incorporated | 33,099      | 31,804      |
| Baltimore Washington Medical Center Foundation, Inc.               | 10,337      | 9,862       |
| Total economic interests   | 193,436     | 191,666     |
| Beneficial interest in the net assets of:                          |             |             |
| Dorchester General Hospital Foundation, Inc.                       | 3,709       | 3,711       |
| Prince George's Hospital Center Foundation, Inc.                   | 894         | 496         |
| Laurel Regional Hospital Auxiliary, Inc.                           | 62          | 170         |
| Laurel Regional Hospital Foundation, Inc.                          | —           | 76          |
|  | \$ 198,101  | 196,119     |

The UCH Legacy Funding Corporation was formed in December 2013 to hold funds restricted for the benefit of Upper Chesapeake.

At the discretion of its board of trustees, the Kernan Endowment Fund may pledge securities to satisfy various collateral requirements on behalf of ROI and may provide funding to ROI to support various clinical programs or capital needs.

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BWMC Foundation was formed in July 2000 and supports the activities of UM Baltimore Washington by soliciting charitable contributions on its behalf.

Shore Regional maintains a beneficial interest in the net assets of Dorchester Foundation, a nonprofit corporation organized to raise funds on behalf of Dorchester Hospital. Shore Regional does not have control over the policies or decisions of the Dorchester Foundation.

The Prince George's Hospital Center Foundation, Inc.; the Laurel Regional Hospital Auxiliary, Inc.; and the Laurel Regional Hospital Foundation, Inc. were established to solicit contributions from the general public solely for the funding of capital acquisitions and operations of the associated Capital Region hospitals. Capital Region does not have control over the policies or decisions of these entities. In the current year, the Prince George's Hospital Center Foundation, Inc. changed its name to University of Maryland Capital Region Health Foundation, Inc., and the Laurel Regional Hospital Foundation, Inc. was closed and its assets were transferred into the new University of Maryland Capital Region Health Foundation, Inc.

A summary of the combined unaudited condensed financial information of the financially interrelated organizations in which the Corporation holds an economic or beneficial interest as of June 30 is as follows:

|                                  | <u>2019</u>       | <u>2018</u>    |
|----------------------------------|-------------------|----------------|
| Current assets                   | \$ 4,447          | 3,355          |
| Noncurrent assets                | <u>193,658</u>    | <u>192,857</u> |
| Total assets                     | <u>\$ 198,105</u> | <u>196,212</u> |
| Current liabilities              | \$ 102            | 109            |
| Noncurrent liabilities           | (97)              | (16)           |
| Net assets                       | <u>198,101</u>    | <u>196,119</u> |
| Total liabilities and net assets | <u>\$ 198,106</u> | <u>196,212</u> |
| Total operating revenue          | \$ 4,481          | 3,897          |
| Total operating expense          | (2,505)           | (1,474)        |
| Other changes in net assets      | <u>5</u>          | <u>1,353</u>   |
| Total increase in net assets     | <u>\$ 1,981</u>   | <u>3,776</u>   |

**(13) State and County Support**

The Corporation received \$3,300 and \$3,200 in support for the Shock Trauma Center operations from the state of Maryland for the years ended June 30, 2019 and 2018, respectively.

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In support of Capital Region operations, the Corporation received the following for the years ended June 30:

|                                   | <b>2019</b>      | <b>2018</b>   |
|-----------------------------------|------------------|---------------|
| State of Maryland                 | \$ 27,000        | 28,000        |
| Prince George's County government | 10,178           | 8,305         |
| Magruder Memorial Hospital Trust  | 1,042            | 869           |
|                                   | <b>\$ 38,220</b> | <b>37,174</b> |

The State of Maryland appropriates funds for construction costs incurred, equipment purchases made, and other capital support. The Corporation recognizes this support as the funds are expended for the intended projects. The Corporation expended and recorded \$5,565 and \$3,209 during the years ended June 30, 2019 and 2018, respectively.

As described in note 1(a)(x), Prince George's County and the State of Maryland have each approved funding through legislation of \$208,000 towards the construction of the new medical facility.

**(14) Functional Expenses**

The Corporation provides healthcare services to residents within its geographic location. Expenses related to providing these services, based on management's estimates of expense allocations, are as follows for the years ended June 30:

|                               | Year ended June 30, 2019 |                    |                        |             |                       |         |              |           |
|-------------------------------|--------------------------|--------------------|------------------------|-------------|-----------------------|---------|--------------|-----------|
|                               | Healthcare service       |                    |                        |             |                       |         |              |           |
|                               | Hospital &<br>Ambulatory | Retail<br>Pharmacy | Physician<br>Practices | Risk Taking | Corporate<br>Services | Other   | Eliminations |           |
| Operating expenses:           |                          |                    |                        |             |                       |         |              |           |
| Salaries, wages and benefits  | \$ 1,646,025             | 5,177              | 268,023                | 3,886       | 190,219               | 46,915  | (2,109)      | 2,158,136 |
| Expendable supplies           | 678,620                  | 71,514             | 34,480                 | 42          | 2,924                 | 4,435   | —            | 792,015   |
| Purchased services:           |                          |                    |                        |             |                       |         |              |           |
| Purchased services            | 471,657                  | 9,150              | 65,400                 | 4,480       | 148,689               | 69,516  | (134,274)    | 634,618   |
| Purchased service recoveries  | 355,031                  | —                  | —                      | —           | (355,031)             | —       | —            | —         |
| Contracted services:          |                          |                    |                        |             |                       |         |              |           |
| Contracted services           | 274,221                  | —                  | 30,169                 | —           | —                     | 270     | —            | 304,660   |
| Contracted service recoveries | —                        | —                  | —                      | —           | —                     | —       | (34,763)     | (34,763)  |
| Depreciation and amortization | 232,436                  | —                  | 2,484                  | —           | 419                   | 8,717   | —            | 244,056   |
| Interest expense              | 54,698                   | —                  | —                      | 1,492       | 355                   | 1,247   | —            | 57,792    |
| Total operating expenses \$   | 3,712,688                | 85,841             | 400,556                | 9,900       | (12,425)              | 131,100 | (171,146)    | 4,156,514 |

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|                               | Year ended June 30, 2018 |                    |                        |                |                       |               |                 | Total            |
|-------------------------------|--------------------------|--------------------|------------------------|----------------|-----------------------|---------------|-----------------|------------------|
|                               | Healthcare service       |                    |                        |                |                       |               |                 |                  |
|                               | Hospital &<br>Ambulatory | Retail<br>Pharmacy | Physician<br>Practices | Risk<br>Taking | Corporate<br>Services | Other         | Eliminations    |                  |
| Operating expenses:           |                          |                    |                        |                |                       |               |                 |                  |
| Salaries, wages and benefits  | \$ 1,584,288             | 4,708              | 243,256                | 4,279          | 161,743               | 21,801        | —               | 2,020,075        |
| Expendable supplies           | 659,829                  | 63,394             | 27,649                 | 90             | 3,988                 | 3,302         | —               | 758,252          |
| Purchased services:           |                          |                    |                        |                |                       |               |                 |                  |
| Purchased services            | 422,885                  | 5,592              | 57,001                 | 7,857          | 136,758               | 22,174        | (36,289)        | 615,978          |
| Purchased service recoveries  | 303,255                  | —                  | —                      | —              | (303,255)             | —             | —               | —                |
| Contracted services:          |                          |                    |                        |                |                       |               |                 |                  |
| Contracted services           | 266,364                  | —                  | 29,054                 | —              | —                     | 60            | —               | 295,478          |
| Contracted service recoveries | —                        | —                  | —                      | —              | —                     | —             | (20,102)        | (20,102)         |
| Depreciation and amortization | 227,240                  | —                  | 2,482                  | —              | 695                   | 5,673         | —               | 236,090          |
| Interest expense              | 52,661                   | —                  | —                      | 1,369          | 321                   | 1,276         | —               | 55,627           |
| Total operating expenses \$   | <u>3,516,522</u>         | <u>73,694</u>      | <u>359,442</u>         | <u>13,595</u>  | <u>250</u>            | <u>54,286</u> | <u>(56,391)</u> | <u>3,961,398</u> |

Corporate services are allocated primarily using percentage of net patient service revenue.

**(15) Liquidity and Availability of Resources**

The Corporation had financial assets available to management for general expenditure within one year of the financial reporting date, or June 30, 2019 and 2018, as follows:

|  | 2019                | 2018             |
|--|---------------------|------------------|
| Cash and cash equivalents  | \$ 360,318          | 397,243          |
| Receivables, net   | 549,540             | 520,383          |
| Current investments and assets whose use is limited                                    | 64,910              | 56,484           |
| Long-term investments and assets whose use is limited                                  | <u>2,113,024</u>    | <u>2,002,612</u> |
| Total financial assets available within one year                                       | <u>3,087,792</u>    | <u>2,976,722</u> |
| Less:  |                     |                  |
| Amounts unavailable for general expenditures within one year due to:                   |                     |                  |
| Restricted by donors with purpose restrictions   | 78,255              | 69,470           |
| Restricted for swap collateral   | 113,586             | 84,590           |
| Debt service and reserve funds   | 86,157              | 82,820           |
| Self insurance trust funds   | 212,384             | 230,589          |
| Construction funds - held by trustee   | 279,205             | 266,822          |
| Alternative investments subject to lockup restrictions                                 | <u>20,700</u>       | <u>15,070</u>    |
| Total amounts unavailable for general expenditures within one year                     | <u>790,287</u>      | <u>749,361</u>   |
| Total financial assets available to management for general expenditure within one year | <u>\$ 2,297,505</u> | <u>2,227,361</u> |



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**(16) Insurance**

The Corporation maintains self-insurance programs for professional and general liability risks, employee health, employee long-term disability, and workers' compensation. Estimated liabilities have been recorded based on actuarial estimation of reported and incurred but not reported claims. The accrued liabilities for these programs as of June 30, 2019 and 2018 were as follows:

|  | <b>2019</b>       | <b>2018</b>    |
|--|-------------------|----------------|
| Professional and general malpractice liabilities | \$ 313,136        | 290,306        |
| Employee health                                  | 33,556            | 35,799         |
| Employee long-term disability                    | 5,577             | 6,369          |
| Workers' compensation                            | 20,977            | 19,869         |
| Total self-insured liabilities                   | 373,246           | 352,343        |
| Less current portion                             | (70,368)          | (73,226)       |
|  | <b>\$ 302,878</b> | <b>279,117</b> |

The Corporation provides for and funds the present value of the costs for professional and general liability claims and insurance coverage related to the projected liability from asserted and unasserted incidents, which the Corporation believes may ultimately result in a loss. In management's opinion, these accruals provide an adequate and appropriate loss reserve. The professional and general malpractice liabilities presented above include \$202,779 and \$168,452 as of June 30, 2019 and 2018, respectively, for which related insurance receivables have been recorded within other assets on the accompanying consolidated balance sheets.

The Corporation and each of its affiliates are self-insured for professional and general liability claims up to the limits of \$1,000 on individual claims and \$3,000 in the aggregate on an annual basis. For amounts in excess of these limits, the risk of loss has been transferred to Terrapin, an unconsolidated joint venture. Terrapin provides insurance for claims in excess of \$1,000 individually and \$3,000 in the aggregate, up to \$150,000 individually and \$150,000 in the aggregate, under claims made policies between the Corporation and Terrapin. For claims in excess of Terrapin's coverage limits, if any, the Corporation retains the risk of loss.

As discussed in note 4, Terrapin is a joint venture corporation in which a 50% equity interest is owned by the Corporation and a 50% equity interest is owned by Faculty Physicians, Inc.

Total malpractice insurance expense for the Corporation during the years ended June 30, 2019 and 2018 was approximately \$60,654 and \$52,652, respectively.

**(17) Business and Credit Concentrations**

The Corporation provides healthcare services through its inpatient and outpatient care facilities located in the State of Maryland. The Corporation generally does not require collateral or other security in extending credit; however, it routinely obtains assignment of (or is otherwise entitled to receive) patients' benefits

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receivable under their health insurance programs, plans, or policies (e.g., Medicare, Medicaid, Blue Cross, workers' compensation, health maintenance organizations (HMOs), and commercial insurance policies).

The Corporation maintains cash accounts with highly rated financial institutions, which generally exceed federally insured limits. The Corporation has not experienced any losses from maintaining cash accounts in excess of federally insured limits, and as such, management does not believe the Corporation is subject to any significant credit risks related to this practice.

The Corporation had receivables from patients and third-party payors as follows at June 30:

|                               | <b>2019</b> | <b>2018</b> |
|-------------------------------|-------------|-------------|
| Medicare                      | 23 %        | 23 %        |
| Medicaid                      | 21          | 23          |
| Commercial insurance and HMOs | 17          | 18          |
| Blue Cross                    | 10          | 10          |
| Self-pay and others           | 29          | 26          |
|                               | 100 %       | 100 %       |

The Corporation recorded revenues from patients and third-party payors for the years ended June 30 as follows:

|                               | <b>2019</b> | <b>2018</b> |
|-------------------------------|-------------|-------------|
| Medicare                      | 37 %        | 38 %        |
| Medicaid                      | 24          | 24          |
| Commercial insurance and HMOs | 24          | 22          |
| Blue Cross                    | 10          | 11          |
| Self-pay and others           | 5           | 5           |
|                               | 100 %       | 100 %       |

**(18) Certain Significant Risks and Uncertainties**

The Corporation provides general acute healthcare services in the state of Maryland. The Corporation and other healthcare providers in Maryland are subject to certain inherent risks, including the following:

- Dependence on revenues derived from reimbursement by the federal Medicare and state Medicaid programs;
- Regulation of hospital rates by the State of Maryland Health Services Cost Review Commission;
- Government regulation, government budgetary constraints, and proposed legislative and regulatory changes; and
- Lawsuits alleging malpractice and related claims.

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Such inherent risks require the use of certain management estimates in the preparation of the Corporation's consolidated financial statements, and it is reasonably possible that a change in such estimates may occur.

The Medicare and state Medicaid reimbursement programs represent a substantial portion of the Corporation's revenues, and the Corporation's operations are subject to a variety of other federal, state, and local regulatory requirements. Failure to maintain required regulatory approvals and licenses and/or changes in such regulatory requirements could have a significant adverse effect on the Corporation.

Changes in federal and state reimbursement funding mechanisms and related government budgetary constraints could have a significant adverse effect on the Corporation.

The healthcare industry is subject to numerous laws and regulations from federal, state, and local governments. The Corporation's compliance with these laws and regulations can be subject to periodic governmental review and interpretation, which can result in regulatory action unknown or unasserted at this time. Management is aware of certain asserted and unasserted legal claims and regulatory matters arising in the ordinary course of business, none of which, in the opinion of management, are expected to result in losses in excess of insurance limits or have a materially adverse effect on the Corporation's financial position.

The federal government and many states have aggressively increased enforcement under Medicare and Medicaid antifraud and abuse laws and physician self-referral laws (STARK law and regulation). Recent federal initiatives have prompted a national review of federally funded healthcare programs. In addition, the federal government and many states have implemented programs to audit and recover potential overpayments to providers from the Medicare and Medicaid programs. The Corporation has implemented a compliance program to monitor conformance with applicable laws and regulations, but the possibility of future government review and enforcement action exists.

**(19) Maryland Health Services Cost Review Commission**

Effective July 1, 2013, the Health System and the Health Services Cost Review Commission (HSCRC) agreed to implement the Global Budget Revenue (GBR) methodology for the following hospitals: Medical Center, ROI, UM Midtown, UM Baltimore Washington, UM Charles Regional, UM St. Joseph, UM Memorial, UM Dorchester, UM Chester River, Shore Emergency Center, UM Upper Chesapeake, UM Harford Memorial, UM Prince George's, and UM Laurel. The agreements will continue each year and on July 1 of each year thereafter; the agreements will renew for a one-year period unless it is canceled by the HSCRC or by the Corporation. The agreements were in place for the years ended June 30, 2019 and 2018. The GBR model is a revenue constraint and quality improvement system designed by the HSCRC to provide hospitals with strong financial incentives to manage their resources efficiently and effectively in order to slow the rate of increase in healthcare costs and improve healthcare delivery processes and outcomes. The GBR model is consistent with the Corporation's mission to provide the highest value of care possible to its patients and the communities it serves.

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June 30, 2019 and 2018

The GBR agreements establish a prospective, fixed revenue base “GBR cap” for the upcoming year. This includes both inpatient and outpatient regulated services. Under GBR, a hospital’s revenue for all HSCRC regulated services is predetermined for the upcoming year, regardless of changes in volume, service mix intensity, or mix of inpatient or outpatient services that occurred during the year. The GBR agreement allows the Corporation to adjust unit rates, within certain limits, to achieve the overall revenue base for the Corporation at year-end. Any overcharge or undercharge versus the GBR cap is prospectively subtracted from the subsequent year’s GBR cap. Although the GBR cap is fixed each year, it does not adjust for changes in volume or service mix. The GBR cap is also adjusted annually for inflation, and for changes in payor mix and uncompensated care. The Corporation will receive an annual adjustment to its cap for the change in population in the Corporation’s service areas. GBR is designed to encourage hospitals to operate efficiently by reducing excess utilization and managing patients in the appropriate care delivery setting. The HSCRC also may impose various other revenue adjustments, which could be significant in the future.

The HSCRC utilizes a bad debt pool into which each of the regulated hospitals in Maryland participates. The funds in the bad debt pool are distributed to the hospitals that exceed the state average based upon the amount of uncompensated care delivered to patients during the year. For the years ended June 30, 2019 and 2018, the Corporation recognized a net distribution from the pool of approximately \$23,974 and \$14,015, respectively, which is recorded as net patient service revenue.

**(20) Subsequent Events**

The Corporation evaluated all events and transactions that occurred after June 30, 2019 and through October 28, 2019, the date the consolidated financial statements were issued. Other than described in note 5, the Corporation did not have any material recognizable subsequent events during the period.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
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Consolidating Balance Sheet Information by Division

June 30, 2019  
(In thousands)

| Assets   | University of Maryland Medical Center & Affiliates |         | Rehabilitation & Orthopaedic Institute |         | Midtown |         | Baltimore Washington Medical System |         | Shore Regional |   | Charles Regional |   | St. Joseph Health |   | Upper Chesapeake |   | Capital Region |   | UM Health Plans |   | UMMS Foundation |   | Other |   | Eliminations |   | Consolidated total |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
|--|--|---------|--|---------|---------|---------|-------------------------------------|---------|----------------|---|------------------|---|-------------------|---|------------------|---|----------------|---|-----------------|---|-----------------|---|-------|---|--------------|---|--------------------|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--------------|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|--|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|-----------|
|  |  |         |  |         |         |         |                                     |         |                |   |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Current assets:  |  |         |  |         |         |         |                                     |         |                |   |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           | Cash and cash equivalents  | \$ 243,228   | 5,261   | 9,554   | 5,415   | 22,012  | 10,916  | 4,733   | 26,227  | 32,766  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 360,318   | Assets limited as to use, current portion                                    | 59,693       | —       | 497     | 1,484   | 1,020   | 329     | 1,281   | —       | 406     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 64,910    | Accounts receivable  | 194,391      | 7,952   | 15,115  | 51,729  | 43,890  | 18,916  | 41,725  | 40,367  | 49,339  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 458,437   | Patient accounts receivable, net   | 223,326      | 889     | 6,549   | 40,680  | 16,156  | 17,659  | 9,157   | 33,903  | 192,685 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 91,103    | Other  | 35,224       | 1,159   | 2,279   | 6,019   | 4,074   | 1,675   | 5,383   | 8,828   | 5,837   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net                    | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |
| Cash and cash equivalents  | \$ 243,228   | 5,261   | 9,554                                  | 5,415   | 22,012  | 10,916  | 4,733                               | 26,227  | 32,766         | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 360,318   | Assets limited as to use, current portion                                    | 59,693       | —       | 497     | 1,484   | 1,020   | 329     | 1,281   | —       | 406     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 64,910    | Accounts receivable  | 194,391      | 7,952   | 15,115  | 51,729  | 43,890  | 18,916  | 41,725  | 40,367  | 49,339  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 458,437   | Patient accounts receivable, net   | 223,326      | 889     | 6,549   | 40,680  | 16,156  | 17,659  | 9,157   | 33,903  | 192,685 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 91,103    | Other  | 35,224       | 1,159   | 2,279   | 6,019   | 4,074   | 1,675   | 5,383   | 8,828   | 5,837   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets                                   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |              | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets limited as to use, current portion                                    | 59,693   | —       | 497                                    | 1,484   | 1,020   | 329     | 1,281                               | —       | 406            | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 64,910    | Accounts receivable  | 194,391      | 7,952   | 15,115  | 51,729  | 43,890  | 18,916  | 41,725  | 40,367  | 49,339  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 458,437   | Patient accounts receivable, net   | 223,326      | 889     | 6,549   | 40,680  | 16,156  | 17,659  | 9,157   | 33,903  | 192,685 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 91,103    | Other  | 35,224       | 1,159   | 2,279   | 6,019   | 4,074   | 1,675   | 5,383   | 8,828   | 5,837   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets                                   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Accounts receivable  | 194,391  | 7,952   | 15,115                                 | 51,729  | 43,890  | 18,916  | 41,725                              | 40,367  | 49,339         | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 458,437   | Patient accounts receivable, net   | 223,326      | 889     | 6,549   | 40,680  | 16,156  | 17,659  | 9,157   | 33,903  | 192,685 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 91,103    | Other  | 35,224       | 1,159   | 2,279   | 6,019   | 4,074   | 1,675   | 5,383   | 8,828   | 5,837   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Patient accounts receivable, net   | 223,326  | 889     | 6,549                                  | 40,680  | 16,156  | 17,659  | 9,157                               | 33,903  | 192,685        | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 91,103    | Other  | 35,224       | 1,159   | 2,279   | 6,019   | 4,074   | 1,675   | 5,383   | 8,828   | 5,837   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Other  | 35,224   | 1,159   | 2,279                                  | 6,019   | 4,074   | 1,675   | 5,383                               | 8,828   | 5,837          | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 70,178    | Inventories  | —            | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Inventories  | —  | —       | —                                      | —       | —       | —       | —                                   | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 116,828   | Assets held for sale   | 21,254       | 136     | 2,622   | 3,098   | 2,152   | 669     | 1,849   | 11,612  | 3,066   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets held for sale   | 21,254   | 136     | 2,622                                  | 3,098   | 2,152   | 669     | 1,849                               | 11,612  | 3,066          | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 116,828   | Prepaid expenses and other current assets                                    | 777,116      | 14,797  | 36,616  | 108,425 | 89,304  | 50,264  | 64,128  | 120,937 | 284,099 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Prepaid expenses and other current assets                                    | 777,116  | 14,797  | 36,616                                 | 108,425 | 89,304  | 50,264  | 64,128                              | 120,937 | 284,099        | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 48,055    | Total current assets   | 293,857      | 39,599  | 17,269  | 154,416 | 77,712  | 24,266  | 12,849  | 265,615 | 57      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Total current assets   | 293,857  | 39,599  | 17,269                                 | 154,416 | 77,712  | 24,266  | 12,849                              | 265,615 | 57             | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 1,210,129 | Investments  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments  |  |         |  |         |         |         |                                     |         |                |   |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           | Assets limited as to use, less current portion:                              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets limited as to use, less current portion:                              |  |         |  |         |         |         |                                     |         |                |   |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           | Investments held for collateral  | 94,786       | 1,115   | 1,721   | 8,929   | 4,313   | 2,722   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments held for collateral  | 94,786   | 1,115   | 1,721                                  | 8,929   | 4,313   | 2,722   | —                                   | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 113,586   | Debt service funds   | 29,550       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Debt service funds   | 29,550   | —       | —                                      | —       | —       | —       | —                                   | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 29,550    | Construction funds   | 374,671      | 19,573  | 1,931   | 19,023  | 30,087  | 13,438  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Construction funds   | 374,671  | 19,573  | 1,931                                  | 19,023  | 30,087  | 13,438  | 4,389                               | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 463,122   | Board designated and escrow funds  | —            | —       | —       | —       | 76,564  | (181)   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Board designated and escrow funds  | —  | —       | —                                      | —       | 76,564  | (181)   | —                                   | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 140,689   | Self-insurance trust funds   | 76,676       | —       | —       | 26,009  | 36,016  | 9,400   | 8,280   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Self-insurance trust funds   | 76,676   | —       | —                                      | 26,009  | 36,016  | 9,400   | 8,280                               | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 204,081   | Funds restricted by donor  | —            | —       | 1,093   | —       | 34,384  | —       | 11,989  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Funds restricted by donor  | —  | —       | 1,093                                  | —       | 34,384  | —       | 11,989                              | —       | —              | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 78,255    | Economic and beneficial interests in the net assets of related organizations | 215,768      | 36,950  | 531     | 10,337  | 3,709   | —       | 9,503   | —       | 955     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Economic and beneficial interests in the net assets of related organizations | 215,768  | 36,950  | 531                                    | 10,337  | 3,709   | —       | 9,503                               | —       | 955            | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 198,101   | Property and equipment, net  | 791,451      | 57,638  | 16,490  | 64,298  | 185,083 | 25,379  | 34,161  | 43,985  | 37,441  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Property and equipment, net  | 791,451  | 57,638  | 16,490                                 | 64,298  | 185,083 | 25,379  | 34,161                              | 43,985  | 37,441         | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 1,227,984 | Investments in joint ventures and other assets                               | 1,087,230    | 43,324  | 106,606 | 253,452 | 147,200 | 103,666 | 226,849 | 253,201 | 87,109  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments in joint ventures and other assets                               | 1,087,230  | 43,324  | 106,606                                | 253,452 | 147,200 | 103,666 | 226,849                             | 253,201 | 87,109         | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 2,309,086 | Total assets   | 912,619      | 15,600  | 8,178   | 25,665  | 14,896  | 10,999  | 42,925  | 233,686 | 8,935   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Total assets   | 912,619  | 15,600  | 8,178                                  | 25,665  | 14,896  | 10,999  | 42,925                              | 233,686 | 8,935          | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 501,130   |  | \$ 3,862,273 | 170,958 | 185,159 | 606,256 | 514,195 | 214,574 | 380,912 | 917,424 | 417,641 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
|  | \$ 3,862,273                                       | 170,958 | 185,159                                | 606,256 | 514,195 | 214,574 | 380,912                             | 917,424 | 417,641        | — | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 6,133,969 |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |              |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division

June 30, 2019  
(In thousands)

| Liabilities and Net Assets                                    | University of Maryland Medical System & Affiliates |                                       |            |                                     |                |                  |                   |                  |                |                 | UMMS Foundation | Other      | Eliminations   | Consolidated total |  |
|---|--|---------------------------------------|------------|-------------------------------------|----------------|------------------|-------------------|------------------|----------------|-----------------|-----------------|------------|----------------|--------------------|--|
|   | University of Maryland Medical Center              | Rehabilitation & Orthopedic Institute | Midtown    | Baltimore Washington Medical System | Shore Regional | Charles Regional | St. Joseph Health | Upper Chesapeake | Capital Region | UM Health Plans |                 |            |                |                    |  |
| <b>Current liabilities:</b>                                   |  |                                       |            |                                     |                |                  |                   |                  |                |                 |                 |            |                |                    |  |
| Trade accounts payable  | \$ 142,988   | 15,839                                | 16,189     | 21,173                              | 22,211         | 6,574            | 23,218            | 20,269           | 18,832         | 261             | 217             | 1,090      | —              | 288,841            |  |
| Accrued payroll and benefits                                  | 142,095  | 4,991                                 | 9,341      | 24,979                              | 20,045         | 4,600            | 23,700            | 29,007           | 21,352         | —               | —               | 1,067      | —              | 281,177            |  |
| Advances from third-party payors                              | 73,408   | 5,544                                 | 6,180      | 11,672                              | 6,217          | 3,729            | 11,252            | 8,240            | 12,921         | —               | —               | —          | —              | 139,163            |  |
| Lines of credit   | 130,000  | —                                     | —          | —                                   | —              | —                | —                 | —                | —              | 31,300          | —               | —          | —              | 161,300            |  |
| Short-term financing  | 150,000  | 2,025                                 | 5,259      | 45,286                              | 17,103         | 22,315           | 5,715             | 44,680           | 173,062        | 116,544         | —               | 17,355     | (451,395)      | 150,000            |  |
| Long-term liabilities   | 123,611  | —                                     | —          | —                                   | —              | —                | —                 | —                | —              | 60,830          | —               | —          | —              | 127,800            |  |
| Long-term debt subject to short-term remarketing arrangements | 18,895   | —                                     | —          | —                                   | —              | —                | —                 | —                | —              | —               | —               | —          | —              | 60,830             |  |
| Current portion of long-term debt                             | 14,724   | 551                                   | 852        | 4,642                               | 2,932          | 3,226            | 15,043            | 5,418            | 233            | —               | —               | —          | —              | 47,621             |  |
| Total current liabilities                                     | 801,901  | 28,950                                | 37,821     | 107,762                             | 68,508         | 40,444           | 78,928            | 107,614          | 226,400        | 208,935         | 217             | 19,512     | (451,395)      | 1,275,987          |  |
| Long-term debt, less current portion                          | 758,114  | 18,726                                | 28,771     | 152,066                             | 77,521         | 52,126           | 210,265           | 185,920          | 1,451          | —               | —               | —          | —              | 1,484,960          |  |
| Other long-term liabilities                                   | 150,592  | 103                                   | 21,450     | 46,711                              | 25,252         | 16,801           | 111,226           | 36,638           | 120,297        | —               | —               | —          | (90,046)       | 439,024            |  |
| Interest rate swap liabilities                                | 196,174  | —                                     | —          | —                                   | —              | —                | —                 | —                | —              | —               | —               | —          | —              | 196,174            |  |
| Total liabilities   | 1,906,781  | 47,779                                | 88,042     | 306,529                             | 171,281        | 109,371          | 400,419           | 330,172          | 348,148        | 208,935         | 217             | 19,512     | (541,441)      | 3,395,745          |  |
| <b>Net assets:</b>  |  |                                       |            |                                     |                |                  |                   |                  |                |                 |                 |            |                |                    |  |
| Without donor restrictions                                    | 1,323,581  | 86,096                                | 95,493     | 288,390                             | 303,036        | 105,203          | (50,538)          | 427,880          | 35,437         | (89,890)        | 22,317          | (21,553)   | (563,047)      | 1,973,405          |  |
| With donor restrictions                                       | 631,911  | 37,083                                | 1,624      | 10,337                              | 39,878         | —                | 31,031            | 159,372          | 34,056         | —               | 47,832          | —          | (228,905)      | 764,219            |  |
| Total net assets  | 1,955,492  | 123,179                               | 97,117     | 298,727                             | 342,914        | 105,203          | (19,507)          | 587,252          | 69,493         | (89,890)        | 70,149          | (21,553)   | (781,952)      | 2,737,624          |  |
| Total liabilities and net assets                              | \$ 3,862,273                                       | \$ 170,958                            | \$ 185,159 | \$ 606,256                          | \$ 514,195     | \$ 214,574       | \$ 380,912        | \$ 917,424       | \$ 417,641     | \$ 119,045      | \$ 70,366       | \$ (2,041) | \$ (1,323,395) | \$ 6,133,369       |  |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – University of Maryland Medical Center & Affiliates (UMMC)

June 30, 2019

(In thousands)

| <b>Assets</b>   | <b>University of Maryland Medical Center</b> | <b>Corporate Shared Services</b> | <b>36 South Paca</b> | <b>University CARE</b> | <b>Eliminations</b> | <b>University of Maryland Medical Center &amp; Affiliates consolidated total</b> |
|---|--|----------------------------------|----------------------|------------------------|---------------------|--|
| Current assets:   |  |                                  |                      |                        |                     |  |
| Cash and cash equivalents                                     | \$ 47,596                                    | 188,756                          | 1,479                | 5,397                  | —                   | 243,228  |
| Assets limited as to use, current portion                     | 3,085  | 56,608                           | —                    | —                      | —                   | 59,693   |
| Accounts receivable:  |  |                                  |                      |                        |                     |  |
| Patient accounts receivable, net                              | 194,391                                      | —                                | —                    | —                      | —                   | 194,391  |
| Other   | 214,732                                      | 8,566                            | 28                   | —                      | —                   | 223,326  |
| Inventories   | 35,186                                       | 38                               | —                    | —                      | —                   | 35,224   |
| Prepaid expenses and other current assets                     | 2,225  | 19,027                           | —                    | 2                      | —                   | 21,254   |
| Total current assets  | 497,215                                      | 272,995                          | 1,507                | 5,399                  | —                   | 777,116  |
| Investments   | 292,107                                      | 1,750                            | —                    | —                      | —                   | 293,857  |
| Assets limited as to use, less current portion:               |  |                                  |                      |                        |                     |  |
| Investment held for collateral                                | —  | 94,786                           | —                    | —                      | —                   | 94,786   |
| Debt service funds  | —  | 29,550                           | —                    | —                      | —                   | 29,550   |
| Construction funds  | 59,522                                       | 315,149                          | —                    | —                      | —                   | 374,671  |
| Board designated and escrow funds                             | —  | —                                | —                    | —                      | —                   | —  |
| Self-insurance trust funds                                    | 76,676                                       | —                                | —                    | —                      | —                   | 76,676   |
| Funds restricted by donor                                     | —  | —                                | —                    | —                      | —                   | —  |
| Economic interests in the net assets of related organizations | 65,768                                       | 150,000                          | —                    | —                      | —                   | 215,768  |
| Property and equipment, net                                   | 201,966                                      | 589,485                          | —                    | —                      | —                   | 791,451  |
| Investments in joint ventures and other assets                | 739,746                                      | 339,605                          | 7,879                | —                      | —                   | 1,087,230  |
| Total assets  | 1,917,891                                    | 1,936,356                        | 12,663               | 5,399                  | (10,036)            | 3,862,273  |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – University of Maryland Medical Center & Affiliates (UMMC)

June 30, 2019

(In thousands)

| Liabilities and Net Assets                                    | University of Maryland Medical Center | Corporate Shared Services | 36 South Paca | University CARE | Eliminations | University of Maryland Medical Center & Affiliates consolidated total |
|---|---------------------------------------|---------------------------|---------------|-----------------|--------------|---|
| Current liabilities:  |                                       |                           |               |                 |              |   |
| Trade accounts payable  | 93,050                                | 49,299                    | 190           | 429             | —            | 142,968   |
| Accrued payroll and benefits                                  | 74,702                                | 67,393                    | —             | —               | —            | 142,095   |
| Advances from third-party payors                              | 73,408                                | —                         | —             | —               | —            | 73,408  |
| Lines of credit   | —                                     | 130,000                   | —             | —               | —            | 130,000   |
| Short-term financing  | —                                     | 150,000                   | —             | —               | —            | 150,000   |
| Other current liabilities                                     | 69,658                                | 60,031                    | 115           | 7               | —            | 129,811   |
| Long-term debt subject to short-term remarketing arrangements | —                                     | 18,895                    | —             | —               | —            | 18,895  |
| Current portion of long-term debt                             | 13,774                                | 950                       | —             | —               | —            | 14,724  |
| Total current liabilities                                     | 324,592                               | 476,568                   | 305           | 436             | —            | 801,901   |
| Long-term debt, less current portion                          | 549,416                               | 208,698                   | —             | —               | —            | 758,114   |
| Other long-term liabilities                                   | 150,587                               | —                         | 5             | —               | —            | 150,592   |
| Interest rate swaps   | —                                     | 196,174                   | —             | —               | —            | 196,174   |
| Total liabilities   | 1,024,595                             | 881,440                   | 310           | 436             | —            | 1,906,781   |
| Net assets:   |                                       |                           |               |                 |              |   |
| Without donor restrictions                                    | 827,528                               | 488,773                   | 12,353        | 4,963           | (10,036)     | 1,323,581   |
| With donor restrictions                                       | 65,768                                | 566,143                   | —             | —               | —            | 631,911   |
| Total net assets  | 893,296                               | 1,054,916                 | 12,353        | 4,963           | (10,036)     | 1,955,492   |
| Total liabilities and net assets                              | \$ 1,917,891                          | \$ 1,936,356              | \$ 12,663     | \$ 5,399        | \$ (10,036)  | \$ 3,862,273  |

See accompanying independent auditors' report.



**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Midtown Health, Inc. (Midtown)

June 30, 2019

(In thousands)

| <b>Assets</b>   | <b>UM Midtown<br/>Health<br/>Systems, Inc.</b> | <b>UMMC<br/>Midtown<br/>Campus</b> | <b>UM Midtown<br/>Clin. Prac.<br/>Group</b> | <b>Eliminations</b> | <b>Midtown<br/>consolidated<br/>total</b> |
|---|--|------------------------------------|---|---------------------|---|
| Current assets:   |  |                                    |   |                     |   |
| Cash and cash equivalents                                     | 8  | 9,537                              | 9   | —                   | 9,554                                     |
| Assets limited as to use, current portion                     | —  | 497                                | —   | —                   | 497                                       |
| Accounts receivable:  |  |                                    |   |                     |   |
| Patient accounts receivable, net                              | 168  | 13,447                             | 1,500                                       | —                   | 15,115                                    |
| Other   | 3,714  | 2,835                              | —   | —                   | 6,549                                     |
| Inventories   | —  | 2,279                              | —   | —                   | 2,279                                     |
| Prepaid expenses and other current assets                     | 2,194  | 428                                | —   | —                   | 2,622                                     |
| Total current assets  | 6,084  | 29,023                             | 1,509                                       | —                   | 36,616                                    |
| Investments   | —  | 17,269                             | —   | —                   | 17,269                                    |
| Assets limited as to use, less current portion:               |  |                                    |   |                     |   |
| Investment held for collateral                                | —  | 1,721                              | —   | —                   | 1,721                                     |
| Debt service funds  | —  | —                                  | —   | —                   | —   |
| Construction funds  | —  | 1,931                              | —   | —                   | 1,931                                     |
| Board designated and escrow funds                             | —  | —                                  | —   | —                   | —   |
| Self-insurance trust funds                                    | —  | 11,214                             | —   | —                   | 11,214                                    |
| Funds restricted by donor                                     | —  | 1,093                              | —   | —                   | 1,093                                     |
| Economic interests in the net assets of related organizations | —  | 531                                | —   | —                   | 531                                       |
| Property and equipment, net                                   | —  | 16,490                             | —   | —                   | 16,490                                    |
| Investments in joint ventures and other assets                | 3,970  | 102,547                            | 89  | —                   | 106,606                                   |
| Total assets  | 10,054   | 173,507                            | 1,598                                       | —                   | 185,159                                   |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Midtown Health, Inc. (Midtown)

June 30, 2019  
(In thousands)

| Liabilities and Net Assets           | UM Midtown<br>Health<br>Systems, Inc. | UMMC<br>Midtown<br>Campus | UM Midtown<br>Clin. Prac.<br>Group | Eliminations | Midtown<br>consolidated<br>total |
|--------------------------------------|---------------------------------------|---------------------------|------------------------------------|--------------|----------------------------------|
| Current liabilities:                 |                                       |                           |                                    |              |                                  |
| Trade accounts payable               | 384                                   | 15,755                    | 50                                 | —            | 16,189                           |
| Accrued payroll and benefits         | —                                     | 9,177                     | 164                                | —            | 9,341                            |
| Advances from third-party payors     | —                                     | 6,180                     | —                                  | —            | 6,180                            |
| Lines of credit                      | —                                     | —                         | —                                  | —            | —                                |
| Other current liabilities            | —                                     | 4,285                     | 974                                | —            | 5,259                            |
| Current portion of long-term debt    | —                                     | 852                       | —                                  | —            | 852                              |
| Total current liabilities            | 384                                   | 36,249                    | 1,188                              | —            | 37,821                           |
| Long-term debt, less current portion | —                                     | 28,771                    | —                                  | —            | 28,771                           |
| Other long-term liabilities          | —                                     | 21,450                    | —                                  | —            | 21,450                           |
| Total liabilities                    | 384                                   | 86,470                    | 1,188                              | —            | 88,042                           |
| Net assets:                          |                                       |                           |                                    |              |                                  |
| Without donor restrictions           | 9,670                                 | 85,413                    | 410                                | —            | 95,493                           |
| With donor restrictions              | —                                     | 1,624                     | —                                  | —            | 1,624                            |
| Total net assets                     | 9,670                                 | 87,037                    | 410                                | —            | 97,117                           |
| Total liabilities and net assets     | \$ 10,054                             | \$ 173,507                | \$ 1,598                           | —            | \$ 185,159                       |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Baltimore Washington Medical System (BWMS)

June 30, 2019

(In thousands)

| Assets  | Baltimore<br>Washington<br>Medical<br>System, Inc. | Baltimore<br>Washington<br>Medical<br>Center | Baltimore<br>Washington<br>Healthcare<br>Services | Baltimore<br>Washington<br>Health<br>Enterprises | North<br>County<br>Corporation | Eliminations     | BWMS<br>consolidated<br>total |
|---|--|--|---|--|--------------------------------|------------------|-------------------------------|
| Current assets:   |  |  |   |  |                                |                  |                               |
| Cash and cash equivalents                                     | \$ —   | 5,958  | 97  | —  | (640)                          | —                | 5,415                         |
| Assets limited as to use, current portion                     | —  | 1,484  | —   | —  | —                              | —                | 1,484                         |
| Accounts receivable:  |  |  |   |  |                                |                  |                               |
| Patient accounts receivable, net                              | 958  | 41,211                                       | 9,560   | —  | —                              | —                | 51,729                        |
| Other   | —  | 21,332                                       | 18,452  | —  | 896                            | —                | 40,680                        |
| Inventories   | —  | 6,019  | —   | —  | —                              | —                | 6,019                         |
| Prepaid expenses and other current assets                     | 1,449  | 1,445  | 198   | —  | 6                              | —                | 3,098                         |
| Total current assets  | <u>2,407</u>                                       | <u>77,449</u>                                | <u>28,307</u>                                     | <u>—</u>   | <u>262</u>                     | <u>—</u>         | <u>108,425</u>                |
| Investments   | —  | 154,416                                      | —   | —  | —                              | —                | 154,416                       |
| Assets limited as to use, less current portion:               |  |  |   |  |                                |                  |                               |
| Investment held for collateral                                | —  | 8,929  | —   | —  | —                              | —                | 8,929                         |
| Debt service funds  | —  | —  | —   | —  | —                              | —                | —                             |
| Construction funds  | —  | 19,023                                       | —   | —  | —                              | —                | 19,023                        |
| Board designated and escrow funds                             | —  | —  | —   | —  | —                              | —                | —                             |
| Self-insurance trust funds                                    | —  | 26,009                                       | —   | —  | —                              | —                | 26,009                        |
| Funds restricted by donor                                     | —  | —  | —   | —  | —                              | —                | —                             |
| Economic interests in the net assets of related organizations | —  | 10,337                                       | —   | —  | —                              | —                | 10,337                        |
| Property and equipment, net                                   | —  | 64,298                                       | —   | —  | —                              | —                | 64,298                        |
| Investments in joint ventures and other assets                | 4,709  | 230,961                                      | 2,053   | —  | 15,729                         | —                | 253,452                       |
|   | <u>337,592</u>                                     | <u>25,662</u>                                | <u>—</u>  | <u>—</u>   | <u>2</u>                       | <u>(337,591)</u> | <u>25,665</u>                 |
| Total assets  | <u>\$ 344,708</u>                                  | <u>552,786</u>                               | <u>30,360</u>                                     | <u>—</u>   | <u>15,993</u>                  | <u>(337,591)</u> | <u>606,256</u>                |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Baltimore Washington Medical System (BWMS)

June 30, 2019

(In thousands)

| Liabilities and Net Assets           | Baltimore<br>Washington<br>Medical<br>System, Inc. | Baltimore<br>Washington<br>Medical<br>Center | Baltimore<br>Washington<br>Healthcare<br>Services | Baltimore<br>Washington<br>Health<br>Enterprises | North<br>County<br>Corporation | Eliminations | BWMS<br>consolidated<br>total |
|--------------------------------------|--|--|---|--|--------------------------------|--------------|-------------------------------|
| Current liabilities:                 |  |  |   |  |                                |              |                               |
| Trade accounts payable               | \$ (139)   | 18,577                                       | 3,310   | —  | (575)                          | —            | 21,173                        |
| Accrued payroll and benefits         | 1,588  | 18,566                                       | 4,825   | —  | —                              | —            | 24,979                        |
| Advances from third-party payors     | —  | 11,672                                       | —   | —  | —                              | —            | 11,672                        |
| Lines of credit                      | —  | —  | —   | —  | —                              | —            | —                             |
| Other current liabilities            | 40,185   | 3,904  | 1,177   | —  | 20                             | —            | 45,286                        |
| Current portion of long-term debt    | —  | 4,417  | —   | —  | 225                            | —            | 4,642                         |
| Total current liabilities            | 41,634   | 57,136                                       | 9,312   | —  | (330)                          | —            | 107,752                       |
| Long-term debt, less current portion | —  | 149,910                                      | —   | —  | 2,156                          | —            | 152,066                       |
| Other long-term liabilities          | 2,806  | 43,905                                       | —   | —  | —                              | —            | 46,711                        |
| Total liabilities                    | 44,440   | 250,951                                      | 9,312   | —  | 1,826                          | —            | 306,529                       |
| Net assets:                          |  |  |   |  |                                |              |                               |
| Without donor restrictions           | 300,268  | 291,498                                      | 21,048  | —  | 14,167                         | (337,591)    | 289,390                       |
| With donor restrictions              | —  | 10,337                                       | —   | —  | —                              | —            | 10,337                        |
| Total net assets                     | 300,268  | 301,835                                      | 21,048  | —  | 14,167                         | (337,591)    | 299,727                       |
| Total liabilities and net assets     | \$ 344,708   | 552,786                                      | 30,360  | —  | 15,993                         | (337,591)    | 606,256                       |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – Shore Regional Health (Shore Regional)

June 30, 2019

(In thousands)

| Assets   | Shore Health System, Inc. | Shore Orthopedics | UM Shore Home Care | Queenstown ASC | Shore Medical Group | Memorial Hospital Foundation, Inc. and Subsidiary | Chester River Consolidated Total | Eliminations | Shore Regional consolidated total |
|--|---------------------------|-------------------|--------------------|----------------|---------------------|---|----------------------------------|--------------|-----------------------------------|
| Current assets:  |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Cash and cash equivalents  | \$ (14,169)               | 424               | 8                  | —              | 4                   | —   | 35,745                           | —            | 22,012                            |
| Assets limited as to use, current portion                                    | 907                       | —                 | —                  | —              | —                   | —   | 113                              | —            | 1,020                             |
| Accounts receivable:   |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Patient accounts receivable, net   | 34,554                    | 600               | 170                | (14)           | 4,241               | —   | 4,339                            | —            | 43,890                            |
| Other  | 14,741                    | 3                 | 3                  | —              | 1                   | 1,082   | 326                              | —            | 16,156                            |
| Inventories  | 3,346                     | —                 | —                  | —              | —                   | —   | 728                              | —            | 4,074                             |
| Prepaid expenses and other current assets                                    | 1,744                     | 224               | 34                 | —              | 88                  | 25  | 37                               | —            | 2,152                             |
| Total current assets   | 41,123                    | 1,251             | 215                | (14)           | 4,334               | 1,107   | 41,288                           | —            | 89,304                            |
| Investments  | 77,659                    | —                 | —                  | —              | —                   | 349   | (296)                            | —            | 77,712                            |
| Assets limited as to use, less current portion:                              |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Investment held for collateral   | 4,091                     | —                 | —                  | —              | —                   | —   | 222                              | —            | 4,313                             |
| Debt service funds   | —                         | —                 | —                  | —              | —                   | —   | —                                | —            | —                                 |
| Construction funds   | 25,987                    | —                 | —                  | —              | —                   | —   | 4,110                            | —            | 30,097                            |
| Board designated and escrow funds  | 25,000                    | —                 | —                  | —              | —                   | 46,526  | 5,038                            | —            | 76,564                            |
| Self-insurance trust funds   | 27,749                    | —                 | —                  | —              | —                   | —   | 8,267                            | —            | 36,016                            |
| Funds restricted by donor  | 4,975                     | —                 | —                  | —              | —                   | 24,851  | 4,558                            | —            | 34,384                            |
| Economic and beneficial interests in the net assets of related organizations | 79,326                    | —                 | —                  | —              | —                   | —   | 6,663                            | (82,280)     | 3,709                             |
| Property and equipment, net  | 167,128                   | —                 | —                  | —              | —                   | 71,377  | 28,858                           | (82,280)     | 185,083                           |
| Investments in joint ventures and other assets                               | 123,617                   | 491               | 178                | 43             | 1,978               | 3,018   | 17,875                           | —            | 147,200                           |
|  | 10,616                    | —                 | —                  | —              | —                   | 12  | 2,104                            | 2,164        | 14,896                            |
| Total assets   | \$ 420,143                | 1,742             | 393                | 29             | 6,312               | 75,863  | 89,829                           | (80,116)     | 514,195                           |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Shore Regional Health (Shore Regional)

June 30, 2019

(In thousands)

|                                      | Shore Health System, Inc. | Shore Orthopedics | UM Shore Home Care | Queenstown ASC | Shore Medical Group | Memorial Hospital Foundation, Inc. and Subsidiary | Chester River Consolidated Total | Eliminations | Shore Regional consolidated total |
|--------------------------------------|---------------------------|-------------------|--------------------|----------------|---------------------|---|----------------------------------|--------------|-----------------------------------|
| <b>Liabilities and Net Assets</b>    |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Current liabilities:                 |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Trade accounts payable               | \$ 15,499                 | 217               | 14                 | 2              | 1,512               | 3   | 4,964                            | —            | 22,211                            |
| Accrued payroll and benefits         | 11,299                    | 850               | 348                | —              | 5,345               | 22  | 2,181                            | —            | 20,045                            |
| Advances from third-party payors     | 5,562                     | —                 | —                  | —              | —                   | —   | 655                              | —            | 6,217                             |
| Lines of credit                      | —                         | —                 | —                  | —              | —                   | —   | —                                | —            | —                                 |
| Other current liabilities            | 4,159                     | 7,968             | 850                | —              | 800                 | 221   | 3,105                            | —            | 17,103                            |
| Current portion of long-term debt    | 2,824                     | —                 | —                  | —              | —                   | —   | 108                              | —            | 2,932                             |
| Total current liabilities            | 39,343                    | 9,035             | 1,212              | 2              | 7,657               | 246   | 11,013                           | —            | 68,508                            |
| Long-term debt, less current portion | 73,851                    | —                 | —                  | —              | —                   | —   | 3,670                            | —            | 77,521                            |
| Other long-term liabilities          | 18,159                    | —                 | —                  | —              | —                   | —   | 7,093                            | —            | 25,252                            |
| Total liabilities                    | 131,353                   | 9,035             | 1,212              | 2              | 7,657               | 246   | 21,776                           | —            | 171,281                           |
| Net assets:                          |                           |                   |                    |                |                     |   |                                  |              |                                   |
| Without donor restrictions           | 253,341                   | (7,293)           | (819)              | 27             | (1,345)             | 49,177  | 59,208                           | (49,260)     | 303,036                           |
| With donor restrictions              | 35,449                    | —                 | —                  | —              | —                   | 26,440  | 8,845                            | (30,856)     | 39,878                            |
| Total net assets                     | 288,790                   | (7,293)           | (819)              | 27             | (1,345)             | 75,617  | 68,053                           | (80,116)     | 342,914                           |
| Total liabilities and net assets     | \$ 420,143                | 1,742             | 393                | 29             | 6,312               | 75,863  | 89,829                           | (80,116)     | 514,195                           |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Chester River Health System, Inc. (CRHS) a subsidiary of Shore Regional Health

June 30, 2019

(In thousands)

| <b>Assets</b>   | <b>Chester<br/>River<br/>Hospital<br/>Center</b> | <b>UM Shore<br/>Nursing and<br/>Rehab.</b> | <b>UM Chester<br/>River<br/>Home Care</b> | <b>Chester<br/>River<br/>Health<br/>Foundation</b> | <b>Chester<br/>River<br/>consolidated<br/>total</b> |
|---|--|--|---|--|---|
| Current assets:   |  |  |   |  |   |
| Cash and cash equivalents                                     | \$ 35,738  | —  | 7   | —  | 35,745  |
| Assets limited as to use, current portion                     | 113  | —  | —   | —  | 113   |
| Accounts receivable:  |  |  |   |  |   |
| Patient accounts receivable, net                              | 4,104  | —  | 235                                       | —  | 4,339   |
| Other   | 263  | —  | 19  | 44   | 326   |
| Inventories   | 728  | —  | —   | —  | 728   |
| Prepaid expenses and other current assets                     | 19   | —  | 18  | —  | 37  |
| Total current assets  | <u>40,965</u>                                    | <u>—</u>                                   | <u>279</u>                                | <u>44</u>  | <u>41,288</u>                                       |
| Investments   | (4,168)  | —  | 1,707                                     | 2,165  | (296)   |
| Assets limited as to use, less current portion:               |  |  |   |  |   |
| Investment held for collateral                                | 222  | —  | —   | —  | 222   |
| Debt service funds  | —  | —  | —   | —  | —   |
| Construction funds  | 4,110  | —  | —   | —  | 4,110   |
| Board designated and escrow funds                             | 5,000  | —  | —   | 38   | 5,038   |
| Self-insurance trust funds                                    | 8,267  | —  | —   | —  | 8,267   |
| Funds restricted by donor                                     | 105  | —  | —   | 4,453  | 4,558   |
| Economic interests in the net assets of related organizations | 6,662  | —  | 1   | —  | 6,663   |
|   | <u>24,366</u>                                    | <u>—</u>                                   | <u>1</u>                                  | <u>4,491</u>                                       | <u>28,858</u>                                       |
| Property and equipment, net                                   | 17,684   | —  | 191                                       | —  | 17,875  |
| Investments in joint ventures and other assets                | 2,104  | —  | —   | —  | 2,104   |
| Total assets  | <u>\$ 80,951</u>                                 | <u>—</u>                                   | <u>2,178</u>                              | <u>6,700</u>                                       | <u>89,829</u>                                       |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Chester River Health System, Inc. (CRHS) a subsidiary of Shore Regional Health

June 30, 2019

(In thousands)

| Liabilities and Net Assets           | Chester<br>River<br>Hospital<br>Center | UM Shore<br>Nursing and<br>Rehab. | UM Chester<br>River<br>Home Care | Chester<br>River<br>Health<br>Foundation | Chester<br>River<br>consolidated<br>total |
|--------------------------------------|--|-----------------------------------|----------------------------------|--|---|
| Current liabilities:                 |  |                                   |                                  |  |   |
| Trade accounts payable               | 4,904                                  | —                                 | 61                               | (1)                                      | 4,964                                     |
| Accrued payroll and benefits         | 1,990                                  | —                                 | 191                              | —  | 2,181                                     |
| Advances from third-party payors     | 655                                    | —                                 | —                                | —  | 655                                       |
| Lines of credit                      | —                                      | —                                 | —                                | —  | —   |
| Other current liabilities            | 3,068                                  | —                                 | —                                | 37                                       | 3,105                                     |
| Current portion of long-term debt    | 108                                    | —                                 | —                                | —  | 108                                       |
| Total current liabilities            | 10,725                                 | —                                 | 252                              | 36                                       | 11,013                                    |
| Long-term debt, less current portion | 3,670                                  | —                                 | —                                | —  | 3,670                                     |
| Other long-term liabilities          | 7,093                                  | —                                 | —                                | —  | 7,093                                     |
| Total liabilities                    | 21,488                                 | —                                 | 252                              | 36                                       | 21,776                                    |
| Net assets:                          |  |                                   |                                  |  |   |
| Without donor restrictions           | 55,038                                 | —                                 | 1,922                            | 2,248                                    | 59,208                                    |
| With donor restrictions              | 4,425                                  | —                                 | 4                                | 4,416                                    | 8,845                                     |
| Total net assets                     | 59,463                                 | —                                 | 1,926                            | 6,664                                    | 68,053                                    |
| Total liabilities and net assets     | 80,951                                 | —                                 | 2,178                            | 6,700                                    | 89,829                                    |

See accompanying independent auditors' report.



UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – Charles Regional Health System, Inc. (Charles Regional)

June 30, 2019

(In thousands)

| Assets  | Charles Regional Health, Inc. | Charles Regional Medical Center, Inc. | Charles Regional Urgent Care | Charles Regional Care Partners, Inc. and Subsidiary | Charles Regional Health Foundation, Inc. | Charles Regional Medical Group | Charles Regional Imaging Center | Eliminations | Charles Regional consolidated total |
|---|-------------------------------|---------------------------------------|------------------------------|---|--|--------------------------------|---------------------------------|--------------|-------------------------------------|
| Current assets:   |                               |                                       |                              |   |  |                                |                                 |              |                                     |
| Cash and cash equivalents                                     | —                             | 9,066                                 | —                            | 100   | 1,650                                    | —                              | —                               | —            | 10,816                              |
| Assets limited as to use, current portion                     | —                             | 529                                   | —                            | —   | —  | —                              | —                               | —            | 529                                 |
| Accounts receivable:  |                               |                                       |                              |   |  |                                |                                 |              |                                     |
| Patient accounts receivable, net                              | —                             | 18,405                                | —                            | 143   | —  | 368                            | —                               | —            | 18,916                              |
| Other   | —                             | 17,425                                | —                            | 222   | 12                                       | —                              | —                               | —            | 17,659                              |
| Inventories   | —                             | 1,675                                 | —                            | —   | —  | —                              | —                               | —            | 1,675                               |
| Prepaid expenses and other current assets                     | —                             | 639                                   | —                            | —   | 20                                       | 10                             | —                               | —            | 669                                 |
| Total current assets  | —                             | 47,739                                | —                            | 465   | 1,682                                    | 378                            | —                               | —            | 50,264                              |
| Investments   | —                             | 21,775                                | —                            | —   | 2,491                                    | —                              | —                               | —            | 24,266                              |
| Assets limited as to use, less current portion:               |                               |                                       |                              |   |  |                                |                                 |              |                                     |
| Investments held for collateral                               | —                             | 2,722                                 | —                            | —   | —  | —                              | —                               | —            | 2,722                               |
| Debt service funds  | —                             | —                                     | —                            | —   | —  | —                              | —                               | —            | —                                   |
| Construction funds  | —                             | 13,434                                | —                            | 4   | —  | —                              | —                               | —            | 13,438                              |
| Board designated and escrow funds                             | (181)                         | —                                     | —                            | —   | —  | —                              | —                               | —            | (181)                               |
| Self-insurance trust funds                                    | —                             | 9,400                                 | —                            | —   | —  | —                              | —                               | —            | 9,400                               |
| Funds restricted by donor                                     | —                             | —                                     | —                            | —   | —  | —                              | —                               | —            | —                                   |
| Economic interests in the net assets of related organizations | —                             | 5,346                                 | —                            | —   | —  | —                              | —                               | (5,346)      | —                                   |
| Property and equipment, net                                   | (181)                         | 30,902                                | —                            | 4   | —  | —                              | —                               | (5,346)      | 25,379                              |
| Investments in joint ventures and other assets                | 23,862                        | 73,948                                | —                            | 3,194   | 2,466                                    | 196                            | —                               | —            | 103,666                             |
|   | 904                           | 10,839                                | —                            | (958)   | —  | 214                            | —                               | —            | 10,999                              |
| Total assets  | 24,585                        | 185,203                               | —                            | 2,705   | 6,639                                    | 788                            | —                               | (5,346)      | 214,574                             |

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Balance Sheet Information by Division – Charles Regional Health System, Inc. (Charles Regional)

June 30, 2019

(In thousands)

| Liabilities and Net Assets              | Charles<br>Regional<br>Health, Inc. | Charles<br>Regional<br>Medical<br>Center, Inc. | Charles<br>Regional<br>Urgent<br>Care | Charles<br>Regional<br>Care Partners,<br>Inc. and<br>Subsidiary | Charles<br>Regional<br>Health<br>Foundation,<br>Inc. | Charles<br>Regional<br>Medical<br>Group | Charles<br>Regional<br>Imaging<br>Center | Eliminations | Charles<br>Regional<br>consolidated<br>total |
|---|-------------------------------------|--|---------------------------------------|---|--|---|--|--------------|--|
| <b>Current liabilities:</b>             |                                     |  |                                       |   |  |   |  |              |  |
| Trade accounts payable                  | 23                                  | 6,216  | —                                     | 259   | 46   | 30                                      | —  | —            | 6,574  |
| Accrued payroll and benefits            | —                                   | 4,030  | —                                     | 51  | —  | 519                                     | —  | —            | 4,600  |
| Advances from third-party payors        | —                                   | 3,729  | —                                     | —   | —  | —                                       | —  | —            | 3,729  |
| Lines of credit                         | —                                   | —  | —                                     | —   | —  | —                                       | —  | —            | —  |
| Other current liabilities               | 9,138                               | 2,537  | 1,961                                 | 4,082   | 540  | 4,057                                   | —  | —            | 22,315                                       |
| Current portion of long-term debt       | 728                                 | 2,465  | —                                     | —   | 33   | —                                       | —  | —            | 3,226  |
| <b>Total current liabilities</b>        | 9,889                               | 18,977   | 1,961                                 | 4,392   | 619  | 4,606                                   | —  | —            | 40,444                                       |
| Long-term debt, less current portion    | 4,847                               | 46,605   | —                                     | —   | 674  | —                                       | —  | —            | 52,126                                       |
| Other long-term liabilities             | —                                   | 16,761   | —                                     | 30  | —  | 10                                      | —  | —            | 16,801                                       |
| <b>Total liabilities</b>                | 14,736                              | 82,343   | 1,961                                 | 4,422   | 1,293  | 4,616                                   | —  | —            | 109,371                                      |
| <b>Net assets:</b>                      |                                     |  |                                       |   |  |   |  |              |  |
| Without donor restrictions              | 9,849                               | 102,860  | (1,961)                               | (1,717)   | 5,346  | (3,828)                                 | —  | (5,346)      | 105,203                                      |
| With donor restrictions                 | —                                   | —  | —                                     | —   | —  | —                                       | —  | —            | —  |
| <b>Total net assets</b>                 | 9,849                               | 102,860  | (1,961)                               | (1,717)   | 5,346  | (3,828)                                 | —  | (5,346)      | 105,203                                      |
| <b>Total liabilities and net assets</b> | \$ 24,585                           | \$ 185,203                                     | \$ —                                  | \$ 2,705  | \$ 6,639   | \$ 788                                  | \$ —                                     | \$ (5,346)   | \$ 214,574                                   |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – University of Maryland St. Joseph Health System (SJHS)

June 30, 2019  
(In thousands)

| Assets  | St. Joseph Medical Center | St. Joseph Medical Group | St. Joseph Properties | St. Joseph Orthopaedics | O'Dea Medical Arts | St. Joseph Foundation | UM Regional Supplier svcs | UM Regional Prof svcs | UM Pain Specialist LLC | Eliminations | St. Joseph consolidated total |
|---|---------------------------|--------------------------|-----------------------|-------------------------|--------------------|-----------------------|---------------------------|-----------------------|------------------------|--------------|-------------------------------|
| <b>Current assets:</b>  |                           |                          |                       |                         |                    |                       |                           |                       |                        |              |                               |
| Cash and cash equivalents                                     | \$ 194                    | 115                      | —                     | —                       | 984                | 3,452                 | —                         | —                     | (12)                   | —            | 4,733                         |
| Assets limited as to use, current portion                     | 1,281                     | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | 1,281                         |
| Accounts receivable:  |                           |                          |                       |                         |                    |                       |                           |                       |                        |              |                               |
| Patient accounts receivable, net                              | 36,083                    | 2,353                    | —                     | 1,388                   | —                  | —                     | 1,013                     | 469                   | 419                    | —            | 41,725                        |
| Other   | 2,205                     | 245                      | —                     | —                       | 103                | 6,604                 | —                         | —                     | —                      | —            | 9,157                         |
| Inventories   | 5,230                     | —                        | —                     | —                       | —                  | —                     | 153                       | —                     | —                      | —            | 5,383                         |
| Prepaid expenses and other current assets                     | 1,012                     | 452                      | 182                   | 112                     | —                  | —                     | 55                        | 36                    | —                      | —            | 1,849                         |
| Total current assets  | 46,005                    | 3,165                    | 182                   | 1,500                   | 1,087              | 10,056                | 1,221                     | 505                   | 407                    | —            | 64,128                        |
| <b>Investments</b>  | —                         | —                        | —                     | —                       | —                  | 12,849                | —                         | —                     | —                      | —            | 12,849                        |
| <b>Assets limited as to use, less current portion:</b>        |                           |                          |                       |                         |                    |                       |                           |                       |                        |              |                               |
| Debt service funds  | —                         | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | —                             |
| Construction funds  | 4,389                     | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | 4,389                         |
| Board designated and escrow funds                             | —                         | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | —                             |
| Self-insurance trust funds                                    | 8,280                     | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | 8,280                         |
| Funds restricted by donor                                     | —                         | —                        | —                     | —                       | —                  | 11,989                | —                         | —                     | —                      | —            | 11,989                        |
| Economic interests in the net assets of related organizations | 9,503                     | —                        | —                     | —                       | —                  | —                     | —                         | —                     | —                      | —            | 9,503                         |
| Total current assets  | 22,172                    | —                        | —                     | —                       | —                  | 11,989                | —                         | —                     | —                      | —            | 34,161                        |
| <b>Property and equipment, net</b>                            | 213,412                   | 1,368                    | 215                   | 191                     | 11,542             | —                     | 43                        | 78                    | —                      | —            | 226,849                       |
| Investments in joint ventures and other assets                | 40,448                    | —                        | 1,948                 | —                       | —                  | 526                   | —                         | 1,951                 | —                      | (1,948)      | 42,925                        |
| Total assets  | \$ 322,037                | 4,533                    | 2,345                 | 1,691                   | 12,629             | 35,420                | 1,264                     | 2,534                 | 407                    | (1,948)      | 380,912                       |

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – University of Maryland St. Joseph Health System (SJHS)

June 30, 2019

(In thousands)

|                                      | St. Joseph<br>Medical<br>Center | St. Joseph<br>Medical<br>Group | St. Joseph<br>Properties | St. Joseph<br>Orthopaedics | O'Dea<br>Medical Arts | St. Joseph<br>Foundation | UM Regional<br>Supplier svcs | UM Regional<br>Prof svcs | UM Pain<br>Specialist LLC | Eliminations | St. Joseph<br>consolidated<br>total |
|--------------------------------------|---------------------------------|--------------------------------|--------------------------|----------------------------|-----------------------|--------------------------|------------------------------|--------------------------|---------------------------|--------------|-------------------------------------|
| <b>Liabilities and Net Assets</b>    |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Current liabilities:                 |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Trade accounts payable               | \$ 20,956                       | 751                            | 623                      | 1                          | 74                    | 104                      | 672                          | 37                       | —                         | —            | 23,218                              |
| Accrued payroll and benefits         | 16,837                          | 5,616                          | —                        | 1,005                      | —                     | —                        | 25                           | 190                      | 27                        | —            | 23,700                              |
| Advances from third-party payors     | 11,252                          | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | 11,252                              |
| Lines of credit                      | —                               | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | —                                   |
| Other current liabilities            | 3,564                           | 217                            | —                        | 791                        | 6                     | 346                      | —                            | 411                      | 380                       | —            | 5,715                               |
| Current portion of long-term debt    | 6,621                           | —                              | —                        | —                          | 8,222                 | —                        | —                            | —                        | —                         | —            | 15,043                              |
| Total current liabilities            | 59,430                          | 6,584                          | 623                      | 1,797                      | 8,302                 | 450                      | 697                          | 638                      | 407                       | —            | 78,928                              |
| Long-term debt, less current portion | 210,299                         | —                              | (34)                     | —                          | —                     | —                        | —                            | —                        | —                         | —            | 210,265                             |
| Other long-term liabilities          | 111,226                         | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | 111,226                             |
| Total liabilities                    | 380,955                         | 6,584                          | 589                      | 1,797                      | 8,302                 | 450                      | 697                          | 638                      | 407                       | —            | 400,419                             |
| Net assets:                          |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Without donor restrictions           | (58,919)                        | (2,051)                        | 1,756                    | (106)                      | 4,327                 | 3,940                    | 567                          | 1,896                    | —                         | (1,948)      | (50,538)                            |
| With donor restrictions              | 1                               | —                              | —                        | —                          | —                     | 31,030                   | —                            | —                        | —                         | —            | 31,031                              |
| Total net assets                     | (58,918)                        | (2,051)                        | 1,756                    | (106)                      | 4,327                 | 34,970                   | 567                          | 1,896                    | —                         | (1,948)      | (19,507)                            |
| Total liabilities and net assets     | \$ 322,037                      | 4,533                          | 2,345                    | 1,691                      | 12,629                | 35,420                   | 1,264                        | 2,534                    | 407                       | (1,948)      | 380,912                             |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division - University of Maryland Upper Chesapeake Health System (UCHS)

June 30, 2019  
(In thousands)

| Assets  | Upper Chesapeake Medical Center | Harford Memorial Hospital | UCHS Properties | Health Ventures | Medical Services | Residential Hospice House | Upper Chesapeake Health Foundation | Upper Chesapeake Health System | Behavioral Health Crisis Center | Upper Chesapeake Insurance Co. | Upper Chesapeake Land Trust | Eliminations | Upper Chesapeake consolidated total |
|---|---------------------------------|---------------------------|-----------------|-----------------|------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--------------------------------|-----------------------------|--------------|-------------------------------------|
| Current assets:   |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Cash and cash equivalents                                     | \$ 13,665                       | 9,522                     | 29              | —               | 109              | 5                         | 2,907                              | —                              | —                               | —                              | —                           | —            | 26,227                              |
| Assets limited as to use, current portion                     | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Accounts receivable:  |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Patient accounts receivable, net                              | 28,097                          | 5,935                     | —               | —               | 6,315            | 5                         | —                                  | —                              | 15                              | —                              | —                           | —            | 40,367                              |
| Other   | 33,903                          | 2,922                     | —               | —               | 601              | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 33,903                              |
| Inventories   | 5,305                           | 2,705                     | 16              | —               | 522              | 5                         | 5,720                              | 71                             | 14                              | —                              | —                           | —            | 8,828                               |
| Prepaid expenses and other current assets                     | 2,705                           | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 11,612                              |
| Total current assets  | 83,665                          | 20,938                    | 45              | —               | 7,547            | 15                        | 8,627                              | 71                             | 29                              | —                              | —                           | —            | 120,937                             |
| Investments   | 169,188                         | 95,813                    | —               | —               | —                | 614                       | —                                  | —                              | —                               | —                              | —                           | —            | 265,615                             |
| Assets limited as to use, less current portion:               |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Investments held for swap collateral                          | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Debt service funds  | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Construction funds  | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Board designated and escrow funds                             | 15,113                          | —                         | —               | —               | —                | —                         | 28,872                             | —                              | —                               | —                              | —                           | —            | 43,985                              |
| Self-insurance trust funds                                    | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Funds restricted by donor                                     | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Economic interests in the net assets of related organizations | —                               | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Property and equipment, net                                   | 15,113                          | —                         | —               | —               | —                | —                         | 28,872                             | —                              | —                               | —                              | —                           | —            | 43,985                              |
| Investments in joint ventures and other assets                | 207,759                         | 33,569                    | —               | 1,086           | 2,651            | 1,258                     | 49                                 | 772                            | 3,040                           | —                              | 3,007                       | —            | 253,201                             |
|   | 254,247                         | —                         | —               | 4,383           | —                | —                         | 23                                 | —                              | —                               | —                              | —                           | (24,977)     | 233,686                             |
| Total assets  | \$ 729,972                      | 150,320                   | 45              | 5,489           | 10,198           | 1,887                     | 37,571                             | 843                            | 3,069                           | —                              | 3,007                       | (24,977)     | 917,424                             |

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – University of Maryland Upper Chesapeake Health System (UCHS)

June 30, 2019  
(In thousands)

|                                      | Upper Chesapeake Medical Center | Harford Memorial Hospital | UCHS Properties | Health Ventures | Medical Services | Residential Hospice House | Upper Chesapeake Health Foundation | Upper Chesapeake Health System | Behavioral Health Crisis Center | Upper Chesapeake Insurance Co. | Upper Chesapeake Land Trust | Eliminations | Upper Chesapeake consolidated total |
|--------------------------------------|---------------------------------|---------------------------|-----------------|-----------------|------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--------------------------------|-----------------------------|--------------|-------------------------------------|
| <b>Liabilities and Net Assets</b>    |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Current liabilities:                 |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Trade accounts payable               | \$ 9,319                        | 6,977                     | —               | —               | 3,887            | —                         | —                                  | 86                             | —                               | —                              | —                           | —            | 20,269                              |
| Accrued payroll and benefits         | 21,990                          | 5,595                     | —               | —               | —                | —                         | —                                  | 1,422                          | —                               | —                              | —                           | —            | 29,007                              |
| Advances from third-party payors     | 6,569                           | 1,671                     | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 8,240                               |
| Other current liabilities            | 9,943                           | 10,408                    | 29              | 1,096           | 6,655            | 624                       | 12,594                             | —                              | 188                             | —                              | 3,143                       | —            | 44,680                              |
| Current portion of long-term debt    | 5,418                           | —                         | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 5,418                               |
| Total current liabilities            | 53,239                          | 24,651                    | 29              | 1,096           | 10,542           | 624                       | 12,594                             | 1,508                          | 188                             | —                              | 3,143                       | —            | 107,614                             |
| Long-term debt, less current portion | 162,344                         | 23,576                    | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 185,920                             |
| Other long-term liabilities          | 35,475                          | 1,162                     | —               | —               | —                | —                         | —                                  | 1                              | —                               | —                              | —                           | —            | 36,638                              |
| Total liabilities                    | 251,058                         | 49,389                    | 29              | 1,096           | 10,542           | 624                       | 12,594                             | 1,509                          | 188                             | —                              | 3,143                       | —            | 330,172                             |
| Net assets:                          |                                 |                           |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Without donor restrictions           | 303,937                         | 100,931                   | 16              | 4,393           | (344)            | 649                       | 16,219                             | (666)                          | 2,881                           | —                              | (136)                       | —            | 427,880                             |
| With donor restrictions              | 174,977                         | —                         | —               | —               | —                | 614                       | 8,758                              | —                              | —                               | —                              | —                           | (24,977)     | 159,372                             |
| Total net assets                     | 478,914                         | 100,931                   | 16              | 4,393           | (344)            | 1,263                     | 24,977                             | (666)                          | 2,881                           | —                              | (136)                       | (24,977)     | 587,252                             |
| Total liabilities and net assets     | \$ 729,972                      | \$ 150,320                | 45              | 5,489           | 10,198           | 1,887                     | 37,571                             | 843                            | 3,069                           | —                              | 3,007                       | (24,977)     | 917,424                             |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – University of Maryland Capital Region Health System (Capital Region)

June 30, 2019  
(In thousands)

| Assets  | Prince George's Hospital Center | Laurel Regional Hospital | Bowie Health Center | Gladys Spellman Specialty Care | Dimensions Healthcare Associates | Affiliated Enterprises, Inc. | Madison Manor Inc. | Dimensions Assurance, Ltd. | Dimensions Health System Corporate | Regional Medical Center | Eliminations | Capital Region consolidated total |
|---|---------------------------------|--------------------------|---------------------|--------------------------------|----------------------------------|------------------------------|--------------------|----------------------------|------------------------------------|-------------------------|--------------|-----------------------------------|
| <b>Current assets:</b>  |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Cash and cash equivalents                                     | —                               | —                        | 1                   | —                              | —                                | 1,719                        | 277                | —                          | 30,769                             | —                       | —            | 32,766                            |
| Assets limited as to use, current portion                     | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | 406                                | —                       | —            | 406                               |
| Accounts receivable:  |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Patient accounts receivable, net                              | 28,557                          | 12,052                   | 4,750               | 3,404                          | 576                              | —                            | —                  | —                          | —                                  | —                       | —            | 49,339                            |
| Other   | 159,420                         | 897                      | 8,740               | 17,926                         | 111                              | 1,312                        | 3,089              | 6,309                      | 529                                | 561                     | (6,209)      | 192,685                           |
| Inventories   | 3,922                           | 1,533                    | 382                 | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | 5,837                             |
| Prepaid expenses and other current assets                     | 177                             | 32                       | 14                  | —                              | 171                              | —                            | —                  | —                          | 2,672                              | —                       | —            | 3,066                             |
| Total current assets  | 192,076                         | 14,514                   | 13,887              | 21,330                         | 858                              | 3,031                        | 3,366              | 6,309                      | 34,376                             | 561                     | (6,209)      | 284,099                           |
| Investments   | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | 57                                 | —                       | —            | 57                                |
| Assets limited as to use, less current portion:               |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Investments held for swap collateral                          | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | —                                 |
| Debt service funds  | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | —                                 |
| Construction funds  | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | —                                 |
| Board designated and escrow funds                             | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | —                                 |
| Self-insurance trust funds                                    | —                               | —                        | —                   | —                              | —                                | —                            | —                  | 29,172                     | 7,314                              | —                       | —            | 36,486                            |
| Funds restricted by donor                                     | —                               | —                        | —                   | —                              | —                                | —                            | —                  | —                          | —                                  | —                       | —            | —                                 |
| Economic interests in the net assets of related organizations | 894                             | 61                       | —                   | —                              | —                                | —                            | —                  | —                          | 4,834                              | —                       | (4,834)      | 955                               |
|   | 894                             | 61                       | —                   | —                              | —                                | —                            | —                  | 29,172                     | 12,148                             | —                       | (4,834)      | 37,441                            |
| Property and equipment, net                                   | 13,561                          | 29,669                   | 7,015               | 33                             | 554                              | 2,228                        | —                  | —                          | 4,134                              | 29,915                  | —            | 87,109                            |
| Investments in joint ventures and other assets                | 2,039                           | 942                      | —                   | —                              | —                                | —                            | 2,228              | —                          | 4,951                              | —                       | (1,225)      | 8,935                             |
| Total assets  | 208,570                         | 45,186                   | 20,902              | 21,363                         | 1,412                            | 5,259                        | 5,594              | 35,481                     | 55,666                             | 30,476                  | (12,268)     | 417,641                           |

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division – University of Maryland Capital Region Health System (Capital Region)

June 30, 2019  
(In thousands)

|                                      | Prince George's Hospital Center | Laurel Regional Hospital | Bowie Health Center | Gladys Spellman Specialty Care | Dimensions Healthcare Associates | Affiliated Enterprises, Inc. | Madison Manor Inc. | Dimensions Assurance, Ltd. | Dimensions Health System Corporate | Regional Medical Center | Eliminations | Capital Region consolidated total |
|--------------------------------------|---------------------------------|--------------------------|---------------------|--------------------------------|----------------------------------|------------------------------|--------------------|----------------------------|------------------------------------|-------------------------|--------------|-----------------------------------|
| <b>Liabilities and Net Assets</b>    |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Current liabilities:                 |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Trade accounts payable               | 10,773                          | 2,251                    | 41                  | 75                             | 3,495                            | 25                           | (3)                | (2)                        | 2,177                              | —                       | —            | 18,832                            |
| Accrued payroll and benefits         | 8,226                           | 3,137                    | 440                 | 231                            | 1,770                            | —                            | —                  | —                          | 7,548                              | —                       | —            | 21,352                            |
| Advances from third-party payors     | 10,202                          | 2,307                    | 91                  | 321                            | —                                | —                            | —                  | —                          | —                                  | —                       | —            | 12,921                            |
| Other current liabilities            | 2,064                           | 48,458                   | 548                 | 3                              | 4,774                            | (6)                          | —                  | 157                        | 123,273                            | —                       | (6,209)      | 173,062                           |
| Current portion of long-term debt    | —                               | —                        | —                   | —                              | —                                | 233                          | —                  | —                          | —                                  | —                       | —            | 233                               |
| Total current liabilities            | 31,265                          | 56,153                   | 1,120               | 630                            | 10,039                           | 252                          | (3)                | 155                        | 132,998                            | —                       | (6,209)      | 226,400                           |
| Long-term debt, less current portion | —                               | —                        | —                   | —                              | —                                | 1,451                        | —                  | —                          | —                                  | —                       | —            | 1,451                             |
| Other long-term liabilities          | 206                             | —                        | —                   | —                              | —                                | —                            | —                  | 25,382                     | 94,709                             | —                       | —            | 120,297                           |
| Total liabilities                    | 31,471                          | 56,153                   | 1,120               | 630                            | 10,039                           | 1,703                        | (3)                | 25,537                     | 227,707                            | —                       | (6,209)      | 348,148                           |
| Net assets:                          |                                 |                          |                     |                                |                                  |                              |                    |                            |                                    |                         |              |                                   |
| Without donor restrictions           | 174,992                         | (14,281)                 | 19,723              | 20,733                         | (8,728)                          | 3,556                        | 5,597              | 9,944                      | (172,041)                          | 2,001                   | (6,059)      | 35,437                            |
| With donor restrictions              | 2,107                           | 3,314                    | 59                  | —                              | 101                              | —                            | —                  | —                          | —                                  | 28,475                  | —            | 34,056                            |
| Total net assets                     | 177,099                         | (10,967)                 | 19,782              | 20,733                         | (8,627)                          | 3,556                        | 5,597              | 9,944                      | (172,041)                          | 30,476                  | (6,059)      | 69,493                            |
| Total liabilities and net assets     | 208,570                         | 45,186                   | 20,902              | 21,363                         | 1,412                            | 5,259                        | 5,594              | 35,481                     | 55,666                             | 30,476                  | (12,268)     | 417,641                           |

See accompanying independent auditors' report.



UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division

June 30, 2018  
(In thousands)

| Assets   | University of Maryland Medical Center & Affiliates |         | Rehabilitation & Orthopaedic Institute |         | Midtown |         | Baltimore Washington Medical System |         | Shore Regional |         | Charles Regional |   | St. Joseph Health |   | Upper Chesapeake |   | Capital Region |   | UM Health Plans |   | UMMS Foundation |   | Other |   | Eliminations |   | Consolidated total |           |  |   |            |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |   |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
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|  |  |         |  |         |         |         |                                     |         |                |         |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           |  |   |            |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |   |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Current assets:  |  |         |  |         |         |         |                                     |         |                |         |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           |  | Cash and cash equivalents                 | \$ 259,415 | 2,274   | 8,172   | 10,482  | 3,619   | 12,677  | 5,631   | 1,987   | 41,809  | 57,872 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 397,243                         | Assets limited as to use, current portion | 51,674  | —       | 16,159  | 1,382   | 682     | 943     | 484     | 1,128   | —      | 181 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 56,464                          | Accounts receivable | 198,855 | 8,172   | 16,159  | 43,415  | 8,146   | 32,522  | 10,927  | 37,393  | 39,421  | 48,292 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 431,665                           | Other accounts of \$219,769 | 342,758 | 16,159  | 33,258  | 27,975  | 33,258  | 11,367  | 11,724  | 12,101  | 39,421 | 194,421 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 88,718                            | Inventories | 33,542  | 1,145   | 2,983   | 6,496   | 2,983   | 4,482   | 1,880   | 5,670   | 9,172  | 5,606 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 70,776                                    | Assets held for sale | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —   | 139,120  | Prepaid expenses and other current assets | 15,887  | 133     | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —   | 139,120  | Total current assets | 902,131 | 27,853  | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 1,225,121  | Investments | 288,289 | 37,828  | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —            | 859,905  | Assets limited as to use, less current portion: |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    | Investments held for collateral | 50,572  | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 84,590             | Debt service funds | 33,935  | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 33,935                            | Construction funds | 333,359 | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 411,874                    | Board designated and escrow funds | —       | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 123,729                   | Self-insurance trust funds | 79,742  | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267 | 41,491 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 222,990  | Funds restricted by donor | —       | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 69,470            | Economic and beneficial interests in the net assets of related organizations | 202,725 | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —      | 743 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —  | 196,119                     | Total investments | 700,333 | 52,732  | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328 | 42,234 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —            | 1,142,707                                      | Property and equipment, net | 925,452 | 45,094  | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —       | 2,165,466    | Investments in joint ventures and other assets | 1,007,331 | —       | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 636,264 | Total assets | \$ 3,823,536 | 163,537 | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |
| Cash and cash equivalents  | \$ 259,415   | 2,274   | 8,172                                  | 10,482  | 3,619   | 12,677  | 5,631                               | 1,987   | 41,809         | 57,872  | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | —         | 397,243  | Assets limited as to use, current portion | 51,674     | —       | 16,159  | 1,382   | 682     | 943     | 484     | 1,128   | —       | 181    | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 56,464   | Accounts receivable             | 198,855                                   | 8,172   | 16,159  | 43,415  | 8,146   | 32,522  | 10,927  | 37,393  | 39,421  | 48,292 | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 431,665  | Other accounts of \$219,769     | 342,758             | 16,159  | 33,258  | 27,975  | 33,258  | 11,367  | 11,724  | 12,101  | 39,421  | 194,421 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 88,718   | Inventories                       | 33,542                      | 1,145   | 2,983   | 6,496   | 2,983   | 4,482   | 1,880   | 5,670   | 9,172   | 5,606  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 70,776   | Assets held for sale              | —           | —       | —       | —       | —       | —       | —       | —       | —       | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 139,120  | Prepaid expenses and other current assets | 15,887               | 133     | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 139,120   | Total current assets   | 902,131                                   | 27,853  | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 1,225,121                                       | Investments  | 288,289              | 37,828  | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 859,905  | Assets limited as to use, less current portion:                              |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  | Investments held for collateral                 | 50,572  | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | —         | 84,590   | Debt service funds | 33,935                          | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds | 333,359            | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874  | Board designated and escrow funds | —                  | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729  | Self-insurance trust funds | 79,742                            | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990  | Funds restricted by donor | —                          | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470   | Economic and beneficial interests in the net assets of related organizations | 202,725                   | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 196,119  | Total investments | 700,333  | 52,732  | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234 | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 1,142,707                                      | Property and equipment, net | 925,452           | 45,094  | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 2,165,466    | Investments in joint ventures and other assets | 1,007,331                   | —       | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 636,264 | Total assets | \$ 3,823,536                                   | 163,537   | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets limited as to use, current portion                                    | 51,674   | —       | 16,159                                 | 1,382   | 682     | 943     | 484                                 | 1,128   | —              | 181     | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 56,464    | Accounts receivable  | 198,855                                   | 8,172      | 16,159  | 43,415  | 8,146   | 32,522  | 10,927  | 37,393  | 39,421  | 48,292  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 431,665   | Other accounts of \$219,769  | 342,758                         | 16,159                                    | 33,258  | 27,975  | 33,258  | 11,367  | 11,724  | 12,101  | 39,421  | 194,421 | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 88,718    | Inventories  | 33,542                          | 1,145               | 2,983   | 6,496   | 2,983   | 4,482   | 1,880   | 5,670   | 9,172   | 5,606   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,776    | Assets held for sale   | —                                 | —                           | —       | —       | —       | —       | —       | —       | —       | —       | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Prepaid expenses and other current assets                                    | 15,887                            | 133         | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234   | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Total current assets   | 902,131                                   | 27,853               | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments                                     | 288,289  | 37,828                                    | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion: |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral  | 50,572      | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590       | Debt service funds   | 33,935  | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935    | Construction funds   | 333,359            | 17,112                          | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 411,874   | Board designated and escrow funds  | —                  | —                  | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 123,729   | Self-insurance trust funds   | 79,742                            | —                  | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                          | —                                 | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                   | 35,620                     | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments                              | 700,333  | 52,732                    | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net                    | 925,452           | 45,094   | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets | 1,007,331                   | —                 | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets | \$ 3,823,536                                   | 163,537                     | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Accounts receivable  | 198,855  | 8,172   | 16,159                                 | 43,415  | 8,146   | 32,522  | 10,927                              | 37,393  | 39,421         | 48,292  | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 431,665   | Other accounts of \$219,769  | 342,758                                   | 16,159     | 33,258  | 27,975  | 33,258  | 11,367  | 11,724  | 12,101  | 39,421  | 194,421 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 88,718    | Inventories  | 33,542                          | 1,145                                     | 2,983   | 6,496   | 2,983   | 4,482   | 1,880   | 5,670   | 9,172   | 5,606   | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,776    | Assets held for sale   | —                               | —                   | —       | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Prepaid expenses and other current assets                                    | 15,887                            | 133                         | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234   | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Total current assets   | 902,131                           | 27,853      | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments  | 288,289                                   | 37,828               | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion: |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   | Investments held for collateral  | 50,572               | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds   | 33,935      | —       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935       | Construction funds   | 333,359   | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874   | Board designated and escrow funds  | —                  | —                               | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 123,729   | Self-insurance trust funds   | 79,742             | —                  | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                                 | —                  | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                    | 35,620                            | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                   | 52,732                     | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net                    | 925,452  | 45,094                    | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets | 1,007,331         | —  | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                   | \$ 3,823,536                | 163,537           | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Other accounts of \$219,769  | 342,758  | 16,159  | 33,258                                 | 27,975  | 33,258  | 11,367  | 11,724                              | 12,101  | 39,421         | 194,421 | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 88,718    | Inventories  | 33,542                                    | 1,145      | 2,983   | 6,496   | 2,983   | 4,482   | 1,880   | 5,670   | 9,172   | 5,606   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 70,776    | Assets held for sale   | —                               | —   | —       | —       | —       | —       | —       | —       | —       | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Prepaid expenses and other current assets                                    | 15,887                          | 133                 | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Total current assets   | 902,131                           | 27,853                      | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments  | 288,289                           | 37,828      | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion:                              |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   | Investments held for collateral  | 50,572                                    | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590  | Debt service funds   | 33,935               | —       | —       | —       | —       | —       | —       | —       | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds   | 333,359     | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874      | Board designated and escrow funds  | —   | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729   | Self-insurance trust funds   | 79,742             | —                               | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                  | —                  | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                           | 35,620             | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                    | 52,732                            | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                   | 45,094                     | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets | 1,007,331  | —                         | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                   | \$ 3,823,536      | 163,537  | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Inventories  | 33,542   | 1,145   | 2,983                                  | 6,496   | 2,983   | 4,482   | 1,880                               | 5,670   | 9,172          | 5,606   | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 70,776    | Assets held for sale   | —   | —          | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Prepaid expenses and other current assets                                    | 15,887                          | 133                                       | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234   | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Total current assets   | 902,131                         | 27,853              | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments  | 288,289                           | 37,828                      | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion:                              |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral           | 50,572               | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590  | Debt service funds   | 33,935                                    | —       | —       | —       | —       | —       | —       | —       | —       | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935  | Construction funds   | 333,359              | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874  | Board designated and escrow funds  | —           | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729      | Self-insurance trust funds   | 79,742  | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990   | Funds restricted by donor  | —                  | —                               | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725            | 35,620             | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                           | 52,732             | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                    | 45,094                            | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                 | —                          | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                   | \$ 3,823,536   | 163,537                   | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets held for sale   | —  | —       | —                                      | —       | —       | —       | —                                   | —       | —              | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 139,120   | Prepaid expenses and other current assets                                    | 15,887                                    | 133        | —       | 1,183   | 3,322   | 1,629   | 644     | 1,766   | 10,086  | 4,234   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 139,120   | Total current assets   | 902,131                         | 27,853                                    | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments  | 288,289                         | 37,828              | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion:                              |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral   | 50,572      | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds                        | 33,935               | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935  | Construction funds   | 333,359                                   | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874   | Board designated and escrow funds  | —                    | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729  | Self-insurance trust funds   | 79,742      | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990      | Funds restricted by donor  | —   | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725            | 35,620                          | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333            | 52,732             | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                           | 45,094             | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                  | —                                 | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536              | 163,537                    | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Prepaid expenses and other current assets                                    | 15,887   | 133     | —                                      | 1,183   | 3,322   | 1,629   | 644                                 | 1,766   | 10,086         | 4,234   | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 139,120   | Total current assets   | 902,131                                   | 27,853     | 81,722  | 90,943  | 52,010  | 63,620  | 31,090  | 60,045  | 100,488 | 310,606 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,225,121 | Investments  | 288,289                         | 37,828                                    | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion:                              |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral   | 50,572                      | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds                | 33,935      | —       | —       | —       | —       | —       | —       | —       | —       | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds                        | 333,359              | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874   | Board designated and escrow funds  | —   | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729   | Self-insurance trust funds   | 79,742               | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990  | Funds restricted by donor  | —           | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470       | Economic and beneficial interests in the net assets of related organizations | 202,725   | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743    | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 196,119   | Total investments  | 700,333            | 52,732                          | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452            | 45,094             | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                         | —                  | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536               | 163,537                           | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Total current assets   | 902,131  | 27,853  | 81,722                                 | 90,943  | 52,010  | 63,620  | 31,090                              | 60,045  | 100,488        | 310,606 | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 1,225,121 | Investments  | 288,289                                   | 37,828     | —       | 147,525 | 3       | 96,349  | 35,552  | 12,277  | 242,082 | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 859,905   | Assets limited as to use, less current portion:                              |                                 |   |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral | 50,572              | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds                | 33,935                      | —       | —       | —       | —       | —       | —       | —       | —       | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds                | 333,359     | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874  | Board designated and escrow funds         | —                    | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729   | Self-insurance trust funds   | 79,742                                    | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990   | Funds restricted by donor  | —                    | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470   | Economic and beneficial interests in the net assets of related organizations | 202,725     | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 196,119      | Total investments  | 700,333   | 52,732  | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 1,142,707 | Property and equipment, net  | 925,452            | 45,094                          | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331          | —                  | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                      | 163,537            | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments  | 288,289  | 37,828  | —                                      | 147,525 | 3       | 96,349  | 35,552                              | 12,277  | 242,082        | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 859,905   | Assets limited as to use, less current portion:                              |   |            |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  | Investments held for collateral | 50,572                                    | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds              | 33,935              | —       | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds                | 333,359                     | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874  | Board designated and escrow funds | —           | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729  | Self-insurance trust funds                | 79,742               | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990   | Funds restricted by donor  | —   | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470  | Economic and beneficial interests in the net assets of related organizations | 202,725              | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 196,119  | Total investments  | 700,333     | 52,732  | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 1,142,707    | Property and equipment, net  | 925,452   | 45,094  | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331          | —                               | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536       | 163,537            | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Assets limited as to use, less current portion:                              |  |         |  |         |         |         |                                     |         |                |         |                  |   |                   |   |                  |   |                |   |                 |   |                 |   |       |   |              |   |                    |           |  | Investments held for collateral           | 50,572     | —       | —       | 8,000   | 3,700   | —       | —       | —       | 22,318  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 84,590   | Debt service funds              | 33,935                                    | —       | —       | —       | —       | —       | —       | —       | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 33,935   | Construction funds              | 333,359             | 17,112  | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 411,874  | Board designated and escrow funds | —                           | —       | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 123,729  | Self-insurance trust funds        | 79,742      | —       | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491 | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 222,990  | Funds restricted by donor                 | —                    | —       | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 69,470  | Economic and beneficial interests in the net assets of related organizations | 202,725                                   | 35,620  | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 196,119   | Total investments  | 700,333              | 52,732  | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 1,142,707                                      | Property and equipment, net  | 925,452     | 45,094  | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 2,165,466    | Investments in joint ventures and other assets                               | 1,007,331                                       | —       | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648  | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | —         | 636,264   | Total assets   | \$ 3,823,536       | 163,537                         | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments held for collateral  | 50,572   | —       | —                                      | 8,000   | 3,700   | —       | —                                   | —       | 22,318         | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 84,590    | Debt service funds   | 33,935                                    | —          | —       | —       | —       | —       | —       | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 33,935    | Construction funds   | 333,359                         | 17,112                                    | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 411,874   | Board designated and escrow funds  | —                               | —                   | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 123,729   | Self-insurance trust funds   | 79,742                            | —                           | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                                 | —           | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                                   | 35,620               | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments                               | 700,333  | 52,732                                    | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net                     | 925,452  | 45,094               | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets | 1,007,331  | —           | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets | \$ 3,823,536   | 163,537   | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Debt service funds   | 33,935   | —       | —                                      | —       | —       | —       | —                                   | —       | —              | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 33,935    | Construction funds   | 333,359                                   | 17,112     | 17,112  | 10,613  | 8,589   | 24,378  | 13,434  | 4,389   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 411,874   | Board designated and escrow funds  | —                               | —   | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 123,729   | Self-insurance trust funds   | 79,742                          | —                   | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                                 | —                           | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                           | 35,620      | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                                   | 52,732               | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net                     | 925,452  | 45,094                                    | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets  | 1,007,331  | —                    | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                   | \$ 3,823,536   | 163,537     | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Construction funds   | 333,359  | 17,112  | 17,112                                 | 10,613  | 8,589   | 24,378  | 13,434                              | 4,389   | —              | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 411,874   | Board designated and escrow funds  | —   | —          | —       | —       | —       | 79,483  | (181)   | —       | 26,743  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 123,729   | Self-insurance trust funds   | 79,742                          | —   | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                               | —                   | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                           | 35,620                      | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                           | 52,732      | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                                   | 45,094               | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets  | 1,007,331  | —   | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                    | \$ 3,823,536   | 163,537              | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —       | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Board designated and escrow funds  | —  | —       | —                                      | —       | —       | 79,483  | (181)                               | —       | 26,743         | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 123,729   | Self-insurance trust funds   | 79,742                                    | —          | —       | 23,164  | 14,816  | 37,229  | 7,392   | 7,889   | 11,267  | 41,491  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 222,990   | Funds restricted by donor  | —                               | —   | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                         | 35,620              | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                           | 52,732                      | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                           | 45,094      | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                                 | —                    | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets                                    | \$ 3,823,536   | 163,537                                   | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —       | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Self-insurance trust funds   | 79,742   | —       | —                                      | 23,164  | 14,816  | 37,229  | 7,392                               | 7,889   | 11,267         | 41,491  | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 222,990   | Funds restricted by donor  | —   | —          | —       | —       | 1,093   | 34,417  | —       | 6,977   | —       | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                         | 35,620                                    | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                         | 52,732              | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                           | 45,094                      | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                         | —           | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                              | 163,537              | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Funds restricted by donor  | —  | —       | —                                      | —       | 1,093   | 34,417  | —                                   | 6,977   | —              | —       | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 69,470    | Economic and beneficial interests in the net assets of related organizations | 202,725                                   | 35,620     | —       | 9,862   | 447     | 3,711   | —       | 9,503   | —       | 743     | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 196,119   | Total investments  | 700,333                         | 52,732                                    | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                         | 45,094              | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                         | —                           | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                      | 163,537     | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —     | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Economic and beneficial interests in the net assets of related organizations | 202,725  | 35,620  | —                                      | 9,862   | 447     | 3,711   | —                                   | 9,503   | —              | 743     | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 196,119   | Total investments  | 700,333                                   | 52,732     | —       | 51,639  | 28,645  | 179,228 | 20,645  | 28,758  | 60,328  | 42,234  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 1,142,707 | Property and equipment, net  | 925,452                         | 45,094                                    | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                       | —                   | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                      | 163,537                     | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —       | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Total investments  | 700,333  | 52,732  | —                                      | 51,639  | 28,645  | 179,228 | 20,645                              | 28,758  | 60,328         | 42,234  | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 1,142,707 | Property and equipment, net  | 925,452                                   | 45,094     | —       | 255,253 | 104,904 | 157,506 | 105,942 | 221,008 | 250,550 | 91,425  | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                       | —   | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                    | 163,537             | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —       | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Property and equipment, net  | 925,452  | 45,094  | —                                      | 255,253 | 104,904 | 157,506 | 105,942                             | 221,008 | 250,550        | 91,425  | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 2,165,466 | Investments in joint ventures and other assets                               | 1,007,331                                 | —          | —       | 27,615  | 8,042   | 11,958  | 9,356   | 33,777  | 218,612 | 8,648   | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 636,264   | Total assets   | \$ 3,823,536                    | 163,537                                   | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | —   | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Investments in joint ventures and other assets                               | 1,007,331  | —       | —                                      | 27,615  | 8,042   | 11,958  | 9,356                               | 33,777  | 218,612        | 8,648   | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 636,264   | Total assets   | \$ 3,823,536                              | 163,537    | 183,604 | 572,975 | 183,604 | 508,661 | 202,585 | 355,865 | 872,060 | 452,913 | —      | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | — | 6,029,463 |  |                                 |   |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |
| Total assets   | \$ 3,823,536                                       | 163,537 | 183,604                                | 572,975 | 183,604 | 508,661 | 202,585                             | 355,865 | 872,060        | 452,913 | —                | — | —                 | — | —                | — | —              | — | —               | — | —               | — | —     | — | —            | — | —                  | 6,029,463 |  |   |            |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |   |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                 |                     |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                             |         |         |         |         |         |         |         |         |        |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |             |         |         |         |         |         |         |         |         |        |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |   |                      |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |   |         |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |   |  |                      |         |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |             |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |           |  |                    |                                 |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                    |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                                   |                    |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                            |                                   |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                           |                            |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |  |                           |         |         |         |         |         |         |         |         |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                   |  |         |         |         |         |         |         |         |         |        |     |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |  |                             |                   |         |         |         |         |         |         |         |         |        |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |              |  |                             |         |         |         |         |         |         |         |         |         |        |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |  |           |         |         |         |         |         |         |         |         |       |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |         |              |              |         |         |         |         |         |         |         |         |         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |           |

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Balance Sheet Information by Division

June 30, 2018

(In thousands)

| Liabilities and Net Assets                                    | University of Maryland Medical Center & Affiliates | Rehabilitation & Orthopaedic Institute | Midtown | Baltimore Washington Medical System | Shore Regional | Charles Regional | St. Joseph Health | Upper Chesapeake | Capital Region | UM Health Plans | UMMS Foundation | Other   | Eliminations | Consolidated total |
|---|--|--|---------|-------------------------------------|----------------|------------------|-------------------|------------------|----------------|-----------------|-----------------|---------|--------------|--------------------|
|   |  |  |         |                                     |                |                  |                   |                  |                |                 |                 |         |              |                    |
| Current liabilities:  |  |  |         |                                     |                |                  |                   |                  |                |                 |                 |         |              |                    |
| Trade accounts payable  | \$ 136,233   | 11,787                                 | 13,812  | 15,550                              | 14,847         | 6,231            | 19,019            | 21,878           | 23,579         | 230             | 176             | 3,154   | —            | 267,306            |
| Accrued payroll and benefits                                  | 111,564  | 5,789                                  | 10,595  | 23,104                              | 18,746         | 3,907            | 26,531            | 28,137           | 23,378         | —               | —               | 11,410  | —            | 262,201            |
| Accounts payable to third-party payors                        | 89,676   | 6,526                                  | 7,378   | 12,178                              | 6,238          | 3,508            | 11,412            | 9,387            | 14,584         | —               | —               | —       | —            | 153,867            |
| Lines of credit   | 99,300   | —                                      | —       | —                                   | —              | —                | —                 | —                | —              | —               | —               | —       | —            | 99,300             |
| Short-term financing  | 150,000  | —                                      | —       | —                                   | —              | —                | —                 | —                | —              | —               | —               | —       | —            | 150,000            |
| Other current liabilities                                     | 213,444  | 1,333                                  | 5,451   | 36,435                              | 20,850         | 16,829           | 101,333           | 35,905           | 196,083        | 80,216          | —               | 15,493  | (672,209)    | 151,163            |
| Liabilities held for sale                                     | —  | —                                      | —       | —                                   | —              | —                | —                 | —                | —              | 86,834          | —               | —       | —            | 86,834             |
| Long-term debt subject to short-term remarketing arrangements | 58,054   | —                                      | —       | —                                   | —              | —                | —                 | —                | —              | —               | —               | —       | —            | 58,054             |
| Current portion of long-term debt                             | 14,841   | 518                                    | 940     | 4,373                               | 2,802          | 3,255            | 14,939            | 5,088            | 233            | 5,000           | —               | —       | —            | 51,989             |
| Total current liabilities                                     | 866,102  | 25,953                                 | 38,176  | 90,640                              | 63,483         | 33,730           | 174,134           | 100,425          | 257,857        | 172,280         | 176             | 30,057  | (672,209)    | 1,280,804          |
| Long-term debt, less current portion                          | 725,170  | 19,278                                 | 29,623  | 156,708                             | 80,454         | 55,246           | 217,119           | 191,396          | 1,683          | 31,667          | —               | —       | —            | 1,508,334          |
| Other long-term liabilities                                   | 126,407  | 144                                    | 18,742  | 45,984                              | 22,600         | 16,387           | 29,971            | 36,036           | 99,116         | —               | —               | —       | —            | 395,447            |
| Interest rate swap liabilities                                | 149,789  | —                                      | —       | —                                   | —              | —                | —                 | —                | —              | —               | —               | —       | —            | 149,789            |
| Total liabilities   | 1,867,468  | 45,375                                 | 86,541  | 293,332                             | 166,537        | 105,363          | 421,224           | 327,907          | 356,656        | 203,947         | 176             | 30,057  | (672,209)    | 3,334,374          |
| Net assets:   |  |  |         |                                     |                |                  |                   |                  |                |                 |                 |         |              |                    |
| Without donor restrictions                                    | 1,338,378  | 82,409                                 | 105,523 | 269,781                             | 301,068        | 97,222           | (82,003)          | 384,991          | 60,688         | (62,610)        | 23,853          | (3,831) | (653,047)    | 1,952,422          |
| With donor restrictions                                       | 617,690  | 35,753                                 | 1,540   | 9,862                               | 41,056         | —                | 26,644            | 159,152          | 33,569         | —               | 33,136          | —       | (215,745)    | 742,667            |
| Total net assets  | 1,956,068  | 118,162                                | 107,063 | 279,643                             | 342,124        | 97,222           | (65,359)          | 544,143          | 94,257         | (62,610)        | 56,989          | (3,831) | (768,792)    | 2,695,089          |
| Total liabilities and net assets                              | \$ 3,823,536                                       | 163,537                                | 193,604 | 572,975                             | 508,661        | 202,585          | 355,865           | 872,050          | 452,913        | 141,337         | 57,165          | 26,226  | (1,341,001)  | 6,029,463          |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Operations Information by Division  
Year ended June 30, 2019  
(In thousands)

|  | University of Maryland Medical Center & Affiliates | Rehabilitation & Orthopaedic Institute | Midtown | Baltimore Washington Medical System | Shore Regional | Charles Regional | St. Joseph Health | UCHS    | Capital Region | UM Health Plans | UMMS Foundation | Other   | Eliminations | Consolidated total |
|--|--|--|---------|-------------------------------------|----------------|------------------|-------------------|---------|----------------|-----------------|-----------------|---------|--------------|--------------------|
| Operating revenue, gains and other support:              |  |  |         |                                     |                |                  |                   |         |                |                 |                 |         |              |                    |
| Net patient service revenue                              | 1,556,785  | 109,644                                | 207,202 | 456,452                             | 349,955        | 138,942          | 414,509           | 425,405 | 361,054        | —               | —               | —       | (2,894)      | 4,017,054          |
| State support  | 30,300   | —                                      | —       | —                                   | —              | —                | —                 | —       | 38,221         | —               | —               | —       | (27,000)     | 41,521             |
| Premium Revenue  | 181,570  | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | —               | —               | —       | (161,570)    | —                  |
| Other revenue  | 114,823  | 2,013                                  | 20,534  | 4,532                               | 10,366         | 1,068            | 7,313             | 4,379   | 8,013          | —               | —               | 4,766   | (1,127)      | 176,695            |
| Total operating revenue, gains and other support         | 1,883,478  | 111,657                                | 227,736 | 460,984                             | 360,320        | 140,030          | 421,822           | 429,784 | 407,288        | —               | —               | 4,766   | (212,591)    | 4,235,274          |
| Operating expenses:                                      |  |  |         |                                     |                |                  |                   |         |                |                 |                 |         |              |                    |
| Salaries, wages and benefits                             | 1,003,464  | 54,783                                 | 104,354 | 246,107                             | 191,154        | 63,663           | 213,225           | 246,626 | 211,698        | —               | —               | 4,642   | (161,570)    | 2,158,136          |
| Expendable supplies                                      | 424,121  | 3,911                                  | 35,250  | 73,351                              | 49,199         | 17,975           | 66,861            | 62,669  | 46,579         | —               | —               | 173     | —            | 792,015            |
| Medical services   | 146,581  | 23,536                                 | 51,674  | 83,013                              | 73,440         | 34,086           | 30,326            | 38,326  | 93,463         | —               | —               | 7,382   | (31,021)     | 634,016            |
| Medical expense  | —  | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | —               | —               | —       | —            | —                  |
| Contracted services                                      | 131,562  | 9,382                                  | 27,500  | 14,038                              | 19,023         | 7,702            | 8,598             | 12,027  | 39,965         | —               | —               | —       | —            | 269,897            |
| Depreciation and amortization                            | 100,803  | 6,879                                  | 13,730  | 28,334                              | 23,246         | 8,824            | 24,097            | 22,086  | 14,947         | —               | —               | 1,060   | —            | 244,056            |
| Interest expense   | 27,013   | 676                                    | 1,044   | 5,524                               | 2,683          | 1,991            | 9,283             | 7,786   | 120            | 1,432           | —               | —       | —            | 57,792             |
| Total operating expense before non-recurring items       | 1,833,534  | 109,077                                | 233,648 | 450,367                             | 360,995        | 134,251          | 412,392           | 411,120 | 408,772        | 1,492           | —               | 13,257  | (212,591)    | 4,156,514          |
| Operating income (loss) from continuing operations       | 49,944   | 2,580                                  | (6,112) | 10,617                              | (675)          | 5,779            | 9,430             | 18,664  | (1,484)        | (1,432)         | —               | (8,491) | —            | 78,760             |
| Nonoperating income and expenses, net:                   |  |  |         |                                     |                |                  |                   |         |                |                 |                 |         |              |                    |
| Contributions  | —  | —                                      | —       | —                                   | 122            | 288              | 161               | 1,614   | —              | —               | 3,422           | —       | —            | 5,607              |
| Equity in net income of joint ventures                   | 1,237  | 942                                    | —       | (518)                               | 257            | 678              | 1,236             | 192     | 542            | —               | —               | —       | —            | 3,624              |
| Investment income  | 11,193   | —                                      | 235     | 3,710                               | 5,288          | 1,006            | 1,385             | 6,313   | 93             | —               | 487             | —       | —            | 30,632             |
| Change in fair value of investments                      | 12,388   | 889                                    | 1,435   | 3,458                               | (1,509)        | 312              | 292               | 6,884   | —              | —               | 282             | —       | —            | 24,421             |
| Change in fair value of undesignated interest rate swaps | (47,995)   | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | —               | —               | —       | —            | —                  |
| Other nonoperating gains and losses                      | (6,924)  | 277                                    | (1,192) | (2,200)                             | (10,269)       | (494)            | (4,334)           | (2,263) | (656)          | —               | (4,793)         | —       | —            | (47,995)           |
| Total nonoperating income and expenses                   | (30,121)   | 2,108                                  | 478     | 4,450                               | (6,129)        | 1,790            | (1,260)           | 12,740  | (201)          | —               | (612)           | —       | —            | (16,756)           |
| Excess (deficiency) of revenues over expenses            | 19,823   | 4,688                                  | (5,634) | 15,067                              | (6,803)        | 7,569            | 8,170             | 31,404  | (1,685)        | (1,492)         | (612)           | (8,491) | —            | 62,004             |
| Loss on discontinued operations                          | —  | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | (25,847)        | —               | —       | —            | (25,847)           |
| Excess (deficiency) of revenues over expenses            | 19,823   | 4,688                                  | (5,634) | 15,067                              | (6,803)        | 7,569            | 8,170             | 31,404  | (1,685)        | (27,339)        | (612)           | (8,491) | —            | 36,157             |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for University of Maryland Medical Center & Affiliates (UMMC)

Year ended June 30, 2019  
(In thousands)

|  | University of Maryland Medical Center | Shock Trauma Center | Subtotal  | Corporate Shared Services | 36 South Paca | University CARE | Eliminations | University of Maryland Medical Center & Affiliates consolidated total |
|--|---------------------------------------|---------------------|-----------|---------------------------|---------------|-----------------|--------------|---|
| Operating revenue, gains and other support:              |                                       |                     |           |                           |               |                 |              |   |
| Net patient service revenue                              | \$ 1,363,125                          | 193,185             | 1,556,310 | —                         | —             | 475             | —            | 1,556,785   |
| State support  | —                                     | 3,300               | 3,300     | 27,000                    | —             | —               | —            | 30,300  |
| Premium Revenue  | —                                     | —                   | —         | 181,570                   | —             | —               | —            | 181,570   |
| Other revenue  | 113,638                               | 300                 | 113,938   | 2,033                     | 755           | 40              | (1,943)      | 114,823   |
| Total operating revenue, gains and other support         | 1,476,763                             | 196,785             | 1,673,548 | 210,603                   | 755           | 515             | (1,943)      | 1,883,478   |
| Operating expenses:                                      |                                       |                     |           |                           |               |                 |              |   |
| Salaries, wages and benefits                             | 565,236                               | 65,806              | 631,042   | 371,789                   | 119           | 504             | —            | 1,003,454   |
| Expendable supplies                                      | 392,332                               | 28,650              | 420,982   | 2,767                     | 307           | 65              | —            | 424,121   |
| Purchased services                                       | 284,588                               | 44,491              | 329,079   | (182,585)                 | 922           | 1,108           | (1,943)      | 146,581   |
| Contracted services                                      | 119,269                               | 12,293              | 131,562   | —                         | —             | —               | —            | 131,562   |
| Depreciation and amortization                            | 88,512                                | 11,915              | 100,427   | —                         | 376           | —               | —            | 100,803   |
| Interest expense   | 26,304                                | —                   | 26,304    | 355                       | 354           | —               | —            | 27,013  |
| Total operating expenses                                 | 1,476,241                             | 163,155             | 1,639,396 | 192,326                   | 2,078         | 1,677           | (1,943)      | 1,833,534   |
| Operating income (loss)                                  | 522                                   | 33,630              | 34,152    | 18,277                    | (1,323)       | (1,162)         | —            | 49,944  |
| Nonoperating income and expenses, net:                   |                                       |                     |           |                           |               |                 |              |   |
| Contributions  | (3,036)                               | —                   | (3,036)   | 1,903                     | —             | —               | 2,370        | —   |
| Equity in net income of joint ventures                   | 11,120                                | —                   | 11,120    | 73                        | —             | —               | —            | 11,193  |
| Investment income  | 9,747                                 | —                   | 9,747     | 2,621                     | —             | —               | —            | 12,368  |
| Change in fair value of investments                      | —                                     | —                   | —         | (47,995)                  | —             | —               | —            | (47,995)  |
| Change in fair value of undesignated interest rate swaps | (8,339)                               | —                   | (8,339)   | 1,299                     | —             | —               | 116          | (6,924)   |
| Other nonoperating gains and losses                      | 9,492                                 | —                   | 9,492     | (42,099)                  | —             | —               | 2,486        | (30,121)  |
| Total nonoperating income and expenses                   | 10,014                                | 33,630              | 43,644    | (23,822)                  | (1,323)       | (1,162)         | 2,486        | 19,823  |
| Excess (deficiency) of revenues over expenses            |                                       |                     |           |                           |               |                 |              |   |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for Midtown Health, Inc. (Midtown)

Year ended June 30, 2019

(In thousands)

|  | UM Midtown<br>Health<br>Systems, Inc. | UMMC<br>Midtown<br>Campus | UM Midtown<br>Clin. Prac.<br>Group | Eliminations   | Midtown<br>consolidated<br>total |
|--|---------------------------------------|---------------------------|------------------------------------|----------------|----------------------------------|
| Operating revenue, gains and other support:              |                                       |                           |                                    |                |                                  |
| Net patient service revenue                              | \$ 1,081                              | 203,649                   | 5,347                              | (2,875)        | 207,202                          |
| State support  | —                                     | —                         | —                                  | —              | —                                |
| Other revenue  | 1,043                                 | 19,457                    | 34                                 | —              | 20,534                           |
| Total operating revenue, gains and other support         | <u>2,124</u>                          | <u>223,106</u>            | <u>5,381</u>                       | <u>(2,875)</u> | <u>227,736</u>                   |
| Operating expenses:                                      |                                       |                           |                                    |                |                                  |
| Salaries, wages and benefits                             | 832                                   | 101,953                   | 1,569                              | —              | 104,354                          |
| Expendable supplies                                      | 70                                    | 35,027                    | 159                                | —              | 35,256                           |
| Purchased services                                       | 1,738                                 | 49,358                    | 778                                | —              | 51,874                           |
| Contracted services                                      | —                                     | 27,590                    | 2,875                              | (2,875)        | 27,590                           |
| Depreciation and amortization                            | 569                                   | 13,161                    | —                                  | —              | 13,730                           |
| Interest expense   | 3                                     | 1,041                     | —                                  | —              | 1,044                            |
| Total operating expenses                                 | <u>3,212</u>                          | <u>228,130</u>            | <u>5,381</u>                       | <u>(2,875)</u> | <u>233,848</u>                   |
| Operating income (loss)                                  | <u>(1,088)</u>                        | <u>(5,024)</u>            | <u>—</u>                           | <u>—</u>       | <u>(6,112)</u>                   |
| Nonoperating income and expenses, net:                   |                                       |                           |                                    |                |                                  |
| Contributions  | —                                     | —                         | —                                  | —              | —                                |
| Equity in net income of joint ventures                   | —                                     | —                         | —                                  | —              | —                                |
| Investment income  | —                                     | 235                       | —                                  | —              | 235                              |
| Change in fair value of investments                      | —                                     | 1,435                     | —                                  | —              | 1,435                            |
| Change in fair value of undesignated interest rate swaps | —                                     | —                         | —                                  | —              | —                                |
| Other nonoperating gains and losses                      | —                                     | (1,192)                   | —                                  | —              | (1,192)                          |
| Total nonoperating income and expenses                   | <u>—</u>                              | <u>478</u>                | <u>—</u>                           | <u>—</u>       | <u>478</u>                       |
| Excess (deficiency) of revenues over expenses            | <u>(1,088)</u>                        | <u>(4,546)</u>            | <u>—</u>                           | <u>—</u>       | <u>(5,634)</u>                   |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for Baltimore Washington Medical System (BWMS)

Year ended June 30, 2019

(In thousands)

|  | Baltimore<br>Washington<br>Medical<br>System, Inc. | Baltimore<br>Washington<br>Medical<br>Center | Baltimore<br>Washington<br>Healthcare<br>Services | Baltimore<br>Washington<br>Health<br>Enterprises | North<br>County<br>Corporation | ShIPLEY'S | Eliminations | BWMS<br>consolidated<br>total |
|--|--|--|---|--|--------------------------------|-----------|--------------|-------------------------------|
| Operating revenue, gains and other support:              |  |  |   |  |                                |           |              |                               |
| Net patient service revenue                              | \$ 6,578   | 389,018                                      | 62,740  | —  | —                              | —         | (1,884)      | 456,452                       |
| State support  | —  | —  | —   | —  | —                              | —         | —            | —                             |
| Other revenue  | 4,185  | 4,641  | 10,617  | —  | 2,718                          | —         | (17,629)     | 4,532                         |
| Total operating revenue, gains and other support         | 10,763   | 393,659                                      | 73,357  | —  | 2,718                          | —         | (19,513)     | 460,984                       |
| Operating expenses:                                      |  |  |   |  |                                |           |              |                               |
| Salaries, wages and benefits                             | 5,495  | 180,416                                      | 62,637  | —  | —                              | —         | (2,441)      | 246,107                       |
| Expendable supplies                                      | 246  | 59,048                                       | 13,857  | —  | 200                            | —         | —            | 73,351                        |
| Purchased services                                       | 3,223  | 72,493                                       | 14,350  | —  | 1,358                          | —         | (8,411)      | 83,013                        |
| Contracted services                                      | —  | 18,340                                       | 4,360   | —  | —                              | —         | (8,662)      | 14,038                        |
| Depreciation and amortization                            | 478  | 26,830                                       | 376   | —  | 650                            | —         | —            | 28,334                        |
| Interest expense   | 21   | 5,394  | —   | —  | 109                            | —         | —            | 5,524                         |
| Total operating expenses                                 | 9,463  | 362,521                                      | 95,580  | —  | 2,317                          | —         | (19,514)     | 450,367                       |
| Operating income (loss)                                  | 1,300  | 31,138                                       | (22,223)  | —  | 401                            | —         | 1            | 10,617                        |
| Nonoperating income and expenses, net:                   |  |  |   |  |                                |           |              |                               |
| Contributions  | —  | —  | —   | —  | —                              | —         | —            | —                             |
| Equity in net income of joint ventures                   | 13,420   | (518)  | —   | —  | —                              | —         | (13,420)     | (518)                         |
| Investment income  | —  | 3,708  | —   | 2  | —                              | —         | —            | 3,710                         |
| Change in fair value of investments                      | —  | 3,458  | —   | —  | —                              | —         | —            | 3,458                         |
| Change in fair value of undesignated interest rate swaps | —  | —  | —   | —  | —                              | —         | —            | —                             |
| Other nonoperating gains and losses                      | (455)  | (2,170)                                      | —   | 425  | —                              | —         | —            | (2,200)                       |
| Total nonoperating income and expenses                   | 12,965   | 4,478  | —   | 427  | —                              | —         | (13,420)     | 4,450                         |
| Excess (deficiency) of revenues over expenses            | \$ 14,265  | 35,616                                       | (22,223)  | 427  | 401                            | —         | (13,419)     | 15,067                        |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Operations Information by Division for Shore Regional Health (Shore Regional)

Year ended June 30, 2019

(In thousands)

|  | Shore Health System, Inc. | Shore Orthopedics | UM Shore Home Care | Queenstown ASC | Shore Med. Group | Memorial Hospital Foundation, Inc. and Subsidiary | Chester River Consolidated Total | Eliminations | SHS consolidated total |
|--|---------------------------|-------------------|--------------------|----------------|------------------|---|----------------------------------|--------------|------------------------|
| Operating revenue, gains and other support               |                           |                   |                    |                |                  |   |                                  |              |                        |
| Net patient service revenue                              | \$ 257,209                | 8,563             | 3,112              | (20)           | 35,874           | —   | 45,217                           | —            | 349,955                |
| State support  | —                         | —                 | —                  | —              | —                | —   | —                                | —            | —                      |
| Other revenue  | 9,160                     | 48                | 1                  | —              | 3,125            | —   | 1,189                            | (3,158)      | 10,365                 |
| Total operating revenue, gains and other support         | 266,369                   | 8,611             | 3,113              | (20)           | 38,999           | —   | 46,406                           | (3,158)      | 360,320                |
| Operating expenses:                                      |                           |                   |                    |                |                  |   |                                  |              |                        |
| Salaries, wages and benefits                             | 114,716                   | 8,845             | 3,582              | 111            | 46,108           | —   | 17,792                           | —            | 191,154                |
| Expendable supplies                                      | 37,512                    | 1,017             | 66                 | 23             | 6,728            | —   | 3,853                            | —            | 49,199                 |
| Purchased services                                       | 44,893                    | 1,554             | 615                | 400            | 7,651            | —   | 21,793                           | (1,466)      | 75,440                 |
| Contracted services                                      | 13,880                    | —                 | —                  | —              | 421              | —   | 6,414                            | (1,692)      | 19,023                 |
| Depreciation and amortization                            | 18,473                    | 133               | 23                 | 8              | 457              | —   | 4,202                            | —            | 23,296                 |
| Interest expense   | 2,751                     | —                 | —                  | —              | —                | —   | 132                              | —            | 2,883                  |
| Total operating expenses                                 | 232,225                   | 11,549            | 4,286              | 542            | 61,365           | —   | 54,186                           | (3,158)      | 360,995                |
| Operating income (loss)                                  | 34,144                    | (2,938)           | (1,173)            | (562)          | (22,366)         | —   | (7,780)                          | —            | (675)                  |
| Nonoperating income and expenses, net:                   |                           |                   |                    |                |                  |   |                                  |              |                        |
| Contributions  | 8                         | —                 | —                  | —              | —                | 25  | 89                               | —            | 122                    |
| Equity in net income of joint ventures                   | 257                       | —                 | —                  | —              | —                | —   | —                                | —            | 257                    |
| Investment income (loss)                                 | 3,129                     | —                 | —                  | —              | —                | 1,308   | 851                              | —            | 5,288                  |
| Change in fair value of investments                      | (862)                     | —                 | —                  | —              | —                | (184)   | (463)                            | —            | (1,509)                |
| Change in fair value of undesignated interest rate swaps | —                         | —                 | —                  | —              | —                | —   | —                                | —            | —                      |
| Other nonoperating gains and losses                      | (681)                     | —                 | —                  | —              | —                | (3,968)   | (5,637)                          | —            | (10,286)               |
| Total nonoperating income and expenses                   | 1,851                     | —                 | —                  | —              | —                | (2,819)   | (5,160)                          | —            | (6,128)                |
| Excess (deficiency) of revenues over expenses            | \$ 35,995                 | (2,938)           | (1,173)            | (562)          | (22,366)         | (2,819)   | (12,940)                         | —            | (6,803)                |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for Chester River Health System, Inc. (CRHS) a subsidiary of Shore Regional Health

Year ended June 30, 2019

(In thousands)

|  | Chester<br>River<br>Hospital<br>Center | UM Shore<br>Nursing and<br>Rehab. | UM Chester<br>River<br>Home Care | Chester<br>River<br>Health<br>Foundation | Chester<br>River<br>consolidated<br>total |
|--|--|-----------------------------------|----------------------------------|--|---|
| Operating revenue, gains and other support:              |  |                                   |                                  |  |   |
| Net patient service revenue                              | \$ 42,677                              | —                                 | 2,540                            | —  | 45,217                                    |
| State support  | —                                      | —                                 | —                                | —  | —   |
| Other revenue  | 1,187                                  | —                                 | 2                                | —  | 1,189                                     |
| Total operating revenue, gains and other support         | <u>43,864</u>                          | <u>—</u>                          | <u>2,542</u>                     | <u>—</u>                                 | <u>46,406</u>                             |
| Operating expenses:                                      |  |                                   |                                  |  |   |
| Salaries, wages and benefits                             | 15,508                                 | —                                 | 2,284                            | —  | 17,792                                    |
| Expendable supplies                                      | 3,807                                  | —                                 | 46                               | —  | 3,853                                     |
| Purchased services                                       | 21,222                                 | —                                 | 571                              | —  | 21,793                                    |
| Contracted services                                      | 6,414                                  | —                                 | —                                | —  | 6,414                                     |
| Depreciation and amortization                            | 4,192                                  | —                                 | 10                               | —  | 4,202                                     |
| Interest expense   | 132                                    | —                                 | —                                | —  | 132                                       |
| Total operating expenses                                 | <u>51,275</u>                          | <u>—</u>                          | <u>2,911</u>                     | <u>—</u>                                 | <u>54,186</u>                             |
| Operating loss   | <u>(7,411)</u>                         | <u>—</u>                          | <u>(369)</u>                     | <u>—</u>                                 | <u>(7,780)</u>                            |
| Nonoperating income and expenses, net:                   |  |                                   |                                  |  |   |
| Contributions  | —                                      | —                                 | —                                | 89                                       | 89  |
| Equity in net income of joint ventures                   | —                                      | —                                 | —                                | —  | —   |
| Investment income  | 416                                    | —                                 | 38                               | 397                                      | 851                                       |
| Change in fair value of investments                      | (109)                                  | —                                 | (10)                             | (344)                                    | (463)                                     |
| Change in fair value of undesignated interest rate swaps | —                                      | —                                 | —                                | —  | —   |
| Other nonoperating gains and losses                      | (4,594)                                | —                                 | —                                | (1,043)                                  | (5,637)                                   |
| Total nonoperating income and expenses                   | <u>(4,287)</u>                         | <u>—</u>                          | <u>28</u>                        | <u>(901)</u>                             | <u>(5,160)</u>                            |
| Excess (deficiency) of revenues over expenses            | <u>\$ (11,698)</u>                     | <u>—</u>                          | <u>(341)</u>                     | <u>(901)</u>                             | <u>(12,940)</u>                           |

See accompanying independent auditors' report.



**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for Charles Regional Health (Charles Regional)

Year ended June 30, 2019

(In thousands)

|  | Charles<br>Regional<br>Health, Inc. | Charles<br>Regional<br>Medical<br>Center, Inc. | Charles<br>Regional<br>Urgent Care | Charles<br>Regional<br>Care Partners,<br>Inc. and<br>Subsidiary | Charles<br>Regional<br>Health<br>Foundation,<br>Inc. | Charles<br>Regional<br>Medical<br>Group | Charles<br>Regional<br>Imaging<br>Center | Eliminations | Charles<br>Regional<br>consolidated<br>total |
|--|-------------------------------------|--|------------------------------------|---|--|---|--|--------------|--|
| Operating revenue, gains and other support:              |                                     |  |                                    |   |  |   |  |              |  |
| Net patient service revenue                              | —                                   | 132,932  | 143                                | 1,491   | —  | 4,376                                   | —  | —            | 138,942                                      |
| State support  | —                                   | —  | —                                  | —   | —  | —                                       | —  | —            | —  |
| Other revenue  | 226                                 | 541  | —                                  | —   | —  | 321                                     | —  | —            | 1,088  |
| Total operating revenue, gains and other support         | 226                                 | 133,473  | 143                                | 1,491   | —  | 4,697                                   | —  | —            | 140,030                                      |
| Operating expenses:                                      |                                     |  |                                    |   |  |   |  |              |  |
| Salaries, wages and benefits                             | —                                   | 58,291   | —                                  | —   | —  | 5,372                                   | —  | —            | 63,663                                       |
| Expendable supplies                                      | —                                   | 17,735   | 9                                  | 90  | —  | 141                                     | —  | —            | 17,975                                       |
| Purchased services                                       | 200                                 | 30,335   | 378                                | 1,599   | —  | 1,584                                   | —  | —            | 34,096                                       |
| Contracted services                                      | —                                   | 7,031  | —                                  | 212   | —  | 459                                     | —  | —            | 7,702  |
| Depreciation and amortization                            | 1,749                               | 6,151  | 12                                 | 833   | —  | 79                                      | —  | —            | 8,824  |
| Interest expense   | 254                                 | 1,737  | —                                  | —   | —  | —                                       | —  | —            | 1,991  |
| Total operating expenses                                 | 2,203                               | 121,280  | 399                                | 2,734   | —  | 7,635                                   | —  | —            | 134,251                                      |
| Operating income (loss)                                  | (1,977)                             | 12,193   | (256)                              | (1,243)   | —  | (2,938)                                 | —  | —            | 5,779  |
| Nonoperating income and expenses, net:                   |                                     |  |                                    |   |  |   |  |              |  |
| Contributions  | —                                   | —  | —                                  | —   | 288  | —                                       | —  | —            | 288  |
| Equity in net income of joint ventures                   | —                                   | 305  | —                                  | 373   | —  | —                                       | —  | —            | 678  |
| Investment income  | —                                   | 900  | —                                  | —   | 106  | —                                       | —  | —            | 1,006  |
| Change in fair value of investments                      | —                                   | 243  | —                                  | —   | 69   | —                                       | —  | —            | 312  |
| Change in fair value of undesignated interest rate swaps | —                                   | —  | —                                  | —   | —  | —                                       | —  | —            | —  |
| Other nonoperating gains and losses                      | —                                   | (532)  | —                                  | —   | (381)  | —                                       | —  | 419          | (494)  |
| Total nonoperating income and expenses                   | —                                   | 916  | —                                  | 373   | 82   | —                                       | —  | 419          | 1,790  |
| Excess (deficiency) of revenues over expenses            | (1,977)                             | 13,109   | (256)                              | (870)   | 82   | (2,938)                                 | —  | 419          | 7,569  |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for University of Maryland St. Joseph Health System (SJHS)

Year ended June 30, 2019

(In thousands)

|  | St. Joseph<br>Medical<br>Center | St. Joseph<br>Medical<br>Group | St. Joseph<br>Properties | St. Joseph<br>Orthopaedics | O'Dea<br>Medical Arts | St. Joseph<br>Foundation | UM Regional<br>Supplier Svcs | UM Regional<br>Prof Svcs | UM Pain<br>Specialist LLC | Eliminations | St. Joseph<br>consolidated<br>total |
|--|---------------------------------|--------------------------------|--------------------------|----------------------------|-----------------------|--------------------------|------------------------------|--------------------------|---------------------------|--------------|-------------------------------------|
| Operating revenue, gains and other support:              |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Net patient service revenue                              | \$ 341,266                      | 39,083                         | —                        | 23,556                     | —                     | —                        | 5,025                        | 4,212                    | 1,367                     | —            | 414,509                             |
| State support  | —                               | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | —                                   |
| Other revenue  | 4,032                           | 14,487                         | 1,812                    | 654                        | 2,647                 | —                        | 49                           | 214                      | —                         | (16,582)     | 7,313                               |
| Total operating revenue, gains and other support         | 345,298                         | 53,570                         | 1,812                    | 24,210                     | 2,647                 | —                        | 5,074                        | 4,426                    | 1,367                     | (16,582)     | 421,822                             |
| Operating expenses:                                      |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Salaries, wages and benefits                             | 139,503                         | 51,749                         | —                        | 17,301                     | —                     | —                        | 706                          | 3,125                    | 509                       | 332          | 213,225                             |
| Expendable supplies                                      | 62,174                          | 1,259                          | —                        | 21                         | —                     | —                        | 3,311                        | 96                       | —                         | —            | 66,861                              |
| Purchased services                                       | 65,195                          | 9,934                          | 2,714                    | 11,718                     | 1,398                 | —                        | 1,314                        | 750                      | 858                       | (3,553)      | 90,328                              |
| Contracted services                                      | 21,857                          | 102                            | —                        | —                          | —                     | —                        | —                            | —                        | —                         | (13,361)     | 8,588                               |
| Depreciation and amortization                            | 23,198                          | 250                            | 47                       | 49                         | 493                   | —                        | 29                           | 31                       | —                         | —            | 24,057                              |
| Interest expense   | 8,894                           | —                              | —                        | —                          | 389                   | —                        | —                            | —                        | —                         | —            | 9,283                               |
| Total operating expenses                                 | 320,821                         | 63,294                         | 2,761                    | 29,089                     | 2,280                 | —                        | 5,360                        | 4,002                    | 1,367                     | (16,582)     | 412,392                             |
| Operating income (loss)                                  | 24,477                          | (9,724)                        | (949)                    | (4,879)                    | 367                   | —                        | (286)                        | 424                      | —                         | —            | 9,430                               |
| Nonoperating income and expenses, net:                   |                                 |                                |                          |                            |                       |                          |                              |                          |                           |              |                                     |
| Contributions  | —                               | —                              | —                        | —                          | —                     | 161                      | —                            | —                        | —                         | —            | 161                                 |
| Equity in net income of joint ventures                   | 1,236                           | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | 1,236                               |
| Investment income  | —                               | —                              | —                        | —                          | 1                     | 1,384                    | —                            | —                        | —                         | —            | 1,385                               |
| Change in fair value of investments                      | —                               | —                              | —                        | —                          | —                     | 292                      | —                            | —                        | —                         | —            | 292                                 |
| Change in fair value of undesignated interest rate swaps | —                               | —                              | —                        | —                          | —                     | —                        | —                            | —                        | —                         | —            | —                                   |
| Other nonoperating gains and losses                      | (2,562)                         | —                              | —                        | —                          | —                     | (1,772)                  | —                            | —                        | —                         | —            | (4,334)                             |
| Total nonoperating income and expenses                   | (1,326)                         | —                              | —                        | —                          | 1                     | 65                       | —                            | —                        | —                         | —            | (1,260)                             |
| Excess (deficiency) of revenues over expenses            | \$ 23,151                       | (9,724)                        | (949)                    | (4,879)                    | 368                   | 65                       | (286)                        | 424                      | —                         | —            | 8,170                               |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Operations Information by Division for University of Maryland Upper Chesapeake Health System (UCHS)

Year ended June 30, 2019  
(In thousands)

|  | Upper Chesapeake Medical Center | Hartford Memorial Hospital | UCHS Properties | Health Ventures | Medical Services | Residential Hospice House | Upper Chesapeake Health Foundation | Upper Chesapeake Health System | Behavioral Health Crisis Center | Upper Chesapeake Insurance Co. | Upper Chesapeake Land Trust | Eliminations | Upper Chesapeake consolidated total |
|--|---------------------------------|----------------------------|-----------------|-----------------|------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--------------------------------|-----------------------------|--------------|-------------------------------------|
| Operating revenue, gains and other support:              |                                 |                            |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Net patient service revenue                              | \$ 276,845                      | 91,868                     | —               | —               | 56,437           | 239                       | —                                  | —                              | 16                              | —                              | —                           | —            | 425,405                             |
| State support  | —                               | —                          | —               | —               | —                | —                         | —                                  | 15,289                         | 500                             | 194                            | —                           | (27,070)     | —                                   |
| Other revenue  | 4,813                           | 1,347                      | —               | —               | 8,906            | 400                       | —                                  | —                              | —                               | —                              | —                           | —            | 4,379                               |
| Total operating revenue, gains and other support         | 281,658                         | 93,215                     | —               | —               | 65,343           | 639                       | —                                  | 15,289                         | 516                             | 194                            | —                           | (27,070)     | 429,784                             |
| Operating expenses:                                      |                                 |                            |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Salaries, wages and benefits                             | 127,890                         | 53,798                     | —               | —               | 51,974           | 798                       | —                                  | 11,902                         | 264                             | —                              | —                           | —            | 246,626                             |
| Expendable supplies                                      | 44,360                          | 7,229                      | —               | —               | 10,779           | 50                        | —                                  | 235                            | 36                              | —                              | —                           | —            | 62,689                              |
| Purchased services                                       | 42,159                          | 19,345                     | 287             | —               | 11,679           | 136                       | —                                  | 2,884                          | 651                             | 350                            | 21                          | (17,686)     | 59,926                              |
| Contracted services                                      | 12,481                          | 4,730                      | —               | —               | 2,931            | —                         | —                                  | 58                             | —                               | —                              | —                           | (6,173)      | 12,027                              |
| Depreciation and amortization                            | 17,806                          | 3,381                      | —               | —               | 401              | 274                       | —                                  | 109                            | 115                             | —                              | —                           | —            | 22,086                              |
| Interest expense   | 6,824                           | 942                        | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | 7,766                               |
| Total operating expenses                                 | 251,520                         | 89,425                     | 287             | —               | 77,764           | 1,258                     | —                                  | 15,288                         | 1,066                           | 350                            | 21                          | (25,859)     | 411,120                             |
| Operating income (loss)                                  | 30,138                          | 3,790                      | (287)           | —               | (12,421)         | (619)                     | —                                  | 1                              | (650)                           | (156)                          | (21)                        | (1,211)      | 18,664                              |
| Nonoperating income and expenses, net:                   |                                 |                            |                 |                 |                  |                           |                                    |                                |                                 |                                |                             |              |                                     |
| Contributors   | —                               | —                          | —               | —               | —                | —                         | 2,376                              | —                              | —                               | —                              | —                           | (762)        | 1,614                               |
| Equity in net income of joint ventures                   | —                               | —                          | —               | 92              | —                | —                         | —                                  | —                              | —                               | —                              | —                           | 100          | 192                                 |
| Investment income  | 3,101                           | 2,075                      | —               | —               | —                | 18                        | 963                                | —                              | —                               | 156                            | —                           | —            | 6,313                               |
| Change in fair value of investments                      | 3,563                           | 2,128                      | —               | —               | —                | 25                        | 1,168                              | —                              | —                               | —                              | —                           | —            | 6,884                               |
| Change in fair value of undesignated interest rate swaps | —                               | —                          | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Other nonoperating gains and losses                      | (2,263)                         | —                          | —               | —               | —                | —                         | —                                  | —                              | —                               | —                              | —                           | —            | —                                   |
| Total nonoperating income and expenses                   | 4,401                           | 4,203                      | —               | 92              | —                | 43                        | 4,507                              | —                              | —                               | 156                            | —                           | (662)        | 12,740                              |
| Excess (deficiency) of revenues over expenses            | \$ 34,539                       | 7,893                      | (287)           | 92              | (12,421)         | (576)                     | 4,507                              | 1                              | (650)                           | (156)                          | (21)                        | (1,873)      | 31,404                              |

See accompanying independent auditors' report.

**UNIVERSITY OF MARYLAND AND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES**

Consolidating Operations Information by Division for University of Maryland Capital Region Health System (Capital Region)

Year ended June 30, 2019

(In thousands)

|  | Prince<br>George's<br>Hospital<br>Center | Laural<br>Regional<br>Hospital | Bowie<br>Health<br>Center | Gladys<br>Spellman<br>Specialty Care | Dimensions<br>Healthcare<br>Associates | Affiliated<br>Enterprises, Inc. | Madison<br>Manor Inc. | Dimensions<br>Assurance, Ltd. | Dimensions<br>Health<br>System<br>Corporate | Regional<br>Medical<br>Center | Eliminations | Capital<br>Region<br>consolidated<br>total |
|--|--|--------------------------------|---------------------------|--------------------------------------|--|---------------------------------|-----------------------|-------------------------------|---|-------------------------------|--------------|--|
| Operating revenue, gains and other support:              |  |                                |                           |                                      |  |                                 |                       |                               |   |                               |              |  |
| Net patient service revenue                              | \$ 271,904                               | 57,853                         | 19,545                    | 4,061                                | 7,691                                  | —                               | —                     | —                             | —   | —                             | —            | 361,054                                    |
| State support  | 28,594                                   | 9,246                          | —                         | —                                    | 381                                    | —                               | —                     | —                             | —   | —                             | —            | 38,221                                     |
| Other revenue  | 6,572                                    | 310                            | 32                        | —                                    | 92                                     | 873                             | —                     | (493)                         | 77,161                                      | —                             | (76,534)     | 8,013                                      |
| Total operating revenue, gains and other support         | 307,070                                  | 67,409                         | 19,577                    | 4,061                                | 8,164                                  | 873                             | —                     | (493)                         | 77,161                                      | —                             | (76,534)     | 407,288                                    |
| Operating expenses:                                      |  |                                |                           |                                      |  |                                 |                       |                               |   |                               |              |  |
| Salaries, wages and benefits                             | 129,745                                  | 24,219                         | 9,092                     | 2,454                                | 20,174                                 | —                               | —                     | —                             | 26,014                                      | —                             | —            | 211,698                                    |
| Expendable supplies                                      | 36,969                                   | 7,865                          | 3,033                     | 347                                  | 545                                    | 4                               | —                     | —                             | (184)                                       | —                             | —            | 48,579                                     |
| Purchased services                                       | 103,358                                  | 21,814                         | 7,437                     | 1,576                                | (15,057)                               | 473                             | 300                   | 256                           | 47,840                                      | —                             | (76,534)     | 93,463                                     |
| Contracted services                                      | 16,125                                   | 4,908                          | (147)                     | 58                                   | 19,021                                 | —                               | —                     | —                             | —   | —                             | —            | 39,965                                     |
| Depreciation and amortization                            | 6,682                                    | 3,319                          | 1,401                     | 26                                   | 98                                     | 179                             | —                     | —                             | 3,242                                       | —                             | —            | 14,947                                     |
| Interest expense   | —  | 3                              | —                         | —                                    | —                                      | 46                              | —                     | —                             | 71  | —                             | —            | 120  |
| Total operating expenses                                 | 294,879                                  | 62,128                         | 20,816                    | 4,481                                | 24,781                                 | 702                             | 300                   | 256                           | 76,983                                      | —                             | (76,534)     | 408,772                                    |
| Operating income (loss)                                  | 12,191                                   | 5,281                          | (1,239)                   | (400)                                | (16,617)                               | 171                             | (300)                 | (749)                         | 178   | —                             | —            | (1,484)                                    |
| Nonoperating income and expenses, net:                   |  |                                |                           |                                      |  |                                 |                       |                               |   |                               |              |  |
| Contributions  | —  | —                              | —                         | —                                    | —                                      | —                               | —                     | —                             | —   | —                             | —            | —  |
| Equity in net income of joint ventures                   | —  | —                              | —                         | —                                    | —                                      | —                               | 542                   | —                             | —   | —                             | —            | 542  |
| Investment income  | —  | —                              | —                         | —                                    | —                                      | —                               | —                     | 200                           | (107)                                       | —                             | —            | 93   |
| Change in fair value of investments                      | —  | —                              | —                         | —                                    | —                                      | —                               | —                     | —                             | —   | —                             | —            | —  |
| Change in fair value of undesignated interest rate swaps | —  | —                              | —                         | —                                    | —                                      | —                               | —                     | —                             | —   | —                             | —            | —  |
| Other nonoperating gains and losses                      | (459)                                    | (207)                          | (12)                      | (28)                                 | (60)                                   | —                               | —                     | —                             | (70)  | —                             | —            | (836)                                      |
| Total nonoperating income and expenses                   | (459)                                    | (207)                          | (12)                      | (28)                                 | (60)                                   | —                               | 542                   | 200                           | (177)                                       | —                             | —            | (201)                                      |
| Excess (deficiency) of revenues over expenses            | \$ 11,732                                | 5,074                          | (1,251)                   | (428)                                | (16,677)                               | 171                             | 242                   | (649)                         | 1   | —                             | —            | (1,685)                                    |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Consolidating Operations Information by Division  
Year ended June 30, 2018  
(In thousands)

|  | University of Maryland Medical Center & Affiliates | Rehabilitation & Orthopaedic Institute | Midtown | Baltimore Washington Medical System | Shore Regional | Charles Regional | St. Joseph Health | UCHS    | Capital Region | UM Health Plans | UMMS Foundation | Other    | Eliminations | Consolidated total |
|--|--|--|---------|-------------------------------------|----------------|------------------|-------------------|---------|----------------|-----------------|-----------------|----------|--------------|--------------------|
| Operating revenue, gains and other support:              |  |  |         |                                     |                |                  |                   |         |                |                 |                 |          |              |                    |
| Net patient service revenue                              | \$ 1,467,986                                       | 110,469                                | 211,028 | 381,932                             | 314,862        | 136,071          | 427,381           | 439,963 | 303,212        | —               | —               | 75,781   | (1,944)      | 3,877,341          |
| State support  | 31,200   | —                                      | —       | —                                   | —              | —                | —                 | —       | 32,508         | —               | —               | —        | (23,334)     | 40,374             |
| Other revenue  | 98,979   | 2,735                                  | 19,617  | 6,889                               | 4,916          | 768              | 6,594             | 2,082   | 6,665          | —               | —               | 65,388   | (63,587)     | 150,856            |
| Total operating revenue, gains and other support         | 1,598,165  | 113,204                                | 231,245 | 388,821                             | 319,778        | 136,839          | 433,975           | 442,055 | 342,385        | —               | —               | 141,169  | (88,865)     | 4,068,571          |
| Operating expenses:                                      |  |  |         |                                     |                |                  |                   |         |                |                 |                 |          |              |                    |
| Salaries, wages and benefits                             | 767,394  | 54,716                                 | 97,227  | 187,436                             | 141,377        | 57,036           | 204,532           | 233,763 | 174,589        | —               | —               | 101,995  | —            | 2,020,075          |
| Expendable supplies                                      | 394,845  | 15,433                                 | 92,686  | 98,274                              | 45,245         | 19,286           | 63,121            | 79,353  | 43,570         | —               | —               | 16,047   | —            | 798,252            |
| Purchased services                                       | 134,747  | 23,172                                 | 55,174  | 99,174                              | 60,164         | 34,242           | 99,887            | 106,858 | 38,238         | —               | —               | 38,238   | —            | 416,776            |
| Professional services                                    | 148,537  | 6,153                                  | 21,407  | 17,864                              | 12,926         | 8,632            | 21,990            | 22,885  | 12,689         | —               | —               | 2,143    | —            | 216,376            |
| Depreciation and amortization                            | 98,109   | 6,668                                  | 12,843  | 27,864                              | 22,936         | 8,632            | 21,990            | 22,885  | 12,689         | —               | —               | 2,143    | —            | 206,090            |
| Interest expense   | 24,522   | 674                                    | 1,063   | 5,495                               | 2,853          | 2,032            | 9,413             | 7,737   | 188            | 1,369           | —               | 183      | —            | 55,827             |
| Total operating expenses                                 | 1,546,938  | 109,216                                | 226,423 | 382,807                             | 311,421        | 128,655          | 423,787           | 416,950 | 335,910        | 1,369           | —               | 165,027  | (88,865)     | 3,961,398          |
| Operating income/(loss) from continuing operations       | 49,467   | 3,988                                  | 4,822   | 15,814                              | 8,357          | 8,184            | 10,188            | 25,105  | 6,475          | (1,369)         | —               | (23,858) | —            | 107,173            |
| Nonoperating income and expenses, net:                   |  |  |         |                                     |                |                  |                   |         |                |                 |                 |          |              |                    |
| Contributions  | —  | —                                      | —       | —                                   | 289            | —                | 213               | 3,043   | —              | —               | 8,832           | —        | —            | 12,377             |
| Inherent contribution - Capital Region                   | 41,772   | —                                      | —       | —                                   | 223            | 240              | 1,418             | 445     | 307            | —               | —               | —        | —            | 41,772             |
| Equity in net income of joint ventures                   | 3,059  | 1,028                                  | 72      | (203)                               | 12,713         | 759              | 759               | 5,913   | 1,273          | —               | 710             | —        | —            | 5,489              |
| Investment income  | 10,317   | 1,318                                  | —       | 5,129                               | 631            | 1,282            | 277               | 7,983   | 483            | —               | —               | —        | —            | 37,465             |
| Change in fair value of investments                      | 6,913  | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | —               | —               | —        | —            | 23,976             |
| Change in fair value of undesignated interest rate swaps | 43,071   | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | —               | —               | —        | —            | 43,071             |
| Other nonoperating gains and losses                      | (9,309)  | (294)                                  | (3,535) | (6,252)                             | 3,546          | (530)            | (5,469)           | (2,702) | 1,665          | —               | (3,643)         | —        | —            | (27,120)           |
| Total nonoperating income and expenses                   | 95,223   | 2,052                                  | (3,463) | 2,578                               | 17,404         | 1,768            | (2,801)           | 14,692  | 3,245          | —               | 6,332           | —        | —            | 137,030            |
| Excess (deficiency) of revenues over expenses            | \$ 144,690   | 6,040                                  | 1,359   | 18,392                              | 25,761         | 9,952            | 7,387             | 39,797  | 9,720          | (1,369)         | 6,332           | (23,858) | —            | 244,203            |
| Loss on discontinued operations                          | —  | —                                      | —       | —                                   | —              | —                | —                 | —       | —              | (27,366)        | —               | —        | —            | (27,366)           |
| Excess (deficiency) of revenues over expenses            | \$ 144,690   | 6,040                                  | 1,359   | 18,392                              | 25,761         | 9,952            | 7,387             | 39,797  | 9,720          | (28,735)        | 6,332           | (23,858) | —            | 216,837            |

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Combining Balance Sheet Information – Obligated Group

June 30, 2019  
(In thousands)

| Assets  | University of Maryland Medical Center & Affiliate* | Rehabilitation & Orthopaedic Institute | University of Maryland Midtown Campus | Baltimore Washington Medical Center, Inc. | Shore Health System, Inc. | Chester River Medical Center | Charles Regional Medical Center | St. Joseph Medical Center | Upper Chesapeake Hospitals** | Capital Region Hospitals*** | UMMS Foundation | Eliminations | Obligated group total |
|---|--|--|---------------------------------------|---|---------------------------|------------------------------|---------------------------------|---------------------------|------------------------------|-----------------------------|-----------------|--------------|-----------------------|
| Current assets:   |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Cash and cash equivalents                                     | \$ 236,352   | 5,261                                  | 9,537                                 | 5,958                                     | (14,169)                  | 35,738                       | 9,066                           | 194                       | 23,177                       | 1                           | —               | —            | 311,115               |
| Assets limited as to use, current portion                     | 59,693   | —                                      | 497                                   | 1,484                                     | 907                       | 113                          | 529                             | 1,281                     | —                            | —                           | —               | —            | 64,504                |
| Accounts receivable:  |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Patient accounts receivable, net                              | 194,391  | 7,428                                  | 13,447                                | 41,211                                    | 34,554                    | 4,104                        | 18,405                          | 36,083                    | 34,032                       | 48,763                      | —               | —            | 432,418               |
| Other   | 223,298  | 889                                    | 2,835                                 | 21,332                                    | 14,741                    | 263                          | 17,425                          | 2,205                     | 33,903                       | 186,983                     | —               | (100,557)    | 403,317               |
| Inventories   | 35,224   | 1,159                                  | 2,279                                 | 6,019                                     | 3,346                     | 728                          | 1,675                           | 5,230                     | 8,227                        | 5,837                       | —               | —            | 69,724                |
| Prepaid expenses and other current assets                     | 21,252   | 136                                    | 428                                   | 1,445                                     | 1,744                     | 19                           | 639                             | 1,012                     | 5,264                        | 223                         | 1,500           | —            | 33,662                |
| Total current assets  | 770,210  | 14,873                                 | 29,023                                | 77,449                                    | 41,123                    | 40,965                       | 47,739                          | 46,005                    | 104,603                      | 241,807                     | 1,500           | (100,557)    | 1,314,740             |
| Investments   | 293,857  | 39,599                                 | 17,269                                | 154,416                                   | 77,659                    | (4,168)                      | 21,775                          | —                         | 265,001                      | —                           | —               | —            | 865,408               |
| Assets limited as to use, less current portion:               |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Investments held for collateral                               | 94,786   | 1,115                                  | 1,721                                 | 8,929                                     | 4,091                     | 222                          | 2,722                           | —                         | —                            | —                           | —               | —            | 113,586               |
| Debt service funds  | 29,550   | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 29,550                |
| Construction funds  | 374,671  | 19,573                                 | 1,931                                 | 19,023                                    | 25,987                    | 4,110                        | 13,434                          | 4,389                     | —                            | —                           | —               | —            | 463,118               |
| Board designated and escrow funds                             | —  | —                                      | —                                     | —   | 25,000                    | 5,000                        | —                               | —                         | 15,113                       | —                           | 20,321          | —            | 65,434                |
| Self-insurance trust funds                                    | 76,676   | —                                      | 11,214                                | 26,009                                    | 27,749                    | 8,267                        | 9,400                           | 8,280                     | —                            | —                           | 30,789          | —            | 167,595               |
| Funds restricted by donor                                     | —  | —                                      | 1,093                                 | —   | 4,975                     | 105                          | —                               | —                         | —                            | —                           | —               | —            | 36,982                |
| Economic interests in the net assets of related organizations | 215,768  | 35,655                                 | 531                                   | 10,337                                    | 79,326                    | 6,662                        | 5,346                           | 9,503                     | —                            | 955                         | —               | (79,652)     | 284,431               |
| Property and equipment, net                                   | 791,451  | 56,343                                 | 16,490                                | 64,298                                    | 167,128                   | 24,366                       | 30,902                          | 22,172                    | 15,113                       | 955                         | 51,110          | (79,652)     | 1,160,676             |
| Investments in joint ventures and other assets                | 1,079,351  | 43,324                                 | 102,547                               | 230,961                                   | 123,617                   | 17,884                       | 73,948                          | 213,412                   | 241,328                      | 50,278                      | —               | —            | 2,176,450             |
|   | 919,378  | 15,600                                 | 8,178                                 | 25,662                                    | 10,616                    | 2,104                        | 10,639                          | 40,448                    | 254,247                      | 2,991                       | 17,756          | (792,346)    | 515,463               |
| Total assets  | \$ 3,854,247                                       | 169,739                                | 173,507                               | 552,796                                   | 420,143                   | 80,951                       | 185,203                         | 322,037                   | 880,292                      | 296,021                     | 70,366          | (972,555)    | 6,032,737             |

\* Includes Corporate Shared Services  
\*\* Includes both Upper Chesapeake Medical Center and Harford Memorial Hospital  
\*\*\* Includes Prince George's Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spellman Specialty Care Unit

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Combining Balance Sheet Information – Obligated Group

June 30, 2019  
(In thousands)

|   | University of Maryland Medical Center & Affiliate* | Rehabilitation & Orthopaedic Institute | University of Maryland Midtown Campus | Baltimore Washington Medical Center, Inc. | Shore Health System, Inc. | Chester River Medical Center | Charles Regional Medical Center | St. Joseph Medical Center | Upper Chesapeake Hospitals** | Capital Region Hospitals*** | UMMS Foundation | Eliminations | Obligated group total |
|---|--|--|---------------------------------------|---|---------------------------|------------------------------|---------------------------------|---------------------------|------------------------------|-----------------------------|-----------------|--------------|-----------------------|
| <b>Liabilities and Net Assets</b>                             |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Current liabilities:  |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Trade accounts payable  | \$ 142,349   | 15,825                                 | 15,755                                | 18,577                                    | 15,489                    | 4,904                        | 6,216                           | 20,956                    | 16,296                       | 13,140                      | 217             | —            | 269,734               |
| Accrued payroll and benefits                                  | 142,095  | 4,886                                  | 9,177                                 | 18,566                                    | 11,299                    | 1,890                        | 4,030                           | 16,837                    | 27,585                       | 12,034                      | —               | —            | 248,499               |
| Advances from third-party payors                              | 73,408   | 5,544                                  | 6,180                                 | 11,672                                    | 5,562                     | 655                          | 3,729                           | 11,252                    | 8,240                        | 12,921                      | —               | —            | 139,163               |
| Short-term financing  | 130,000  | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 130,000               |
| Lines of credit   | 150,000  | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 150,000               |
| Other current liabilities                                     | 129,689  | 2,025                                  | 4,285                                 | 3,904                                     | 4,159                     | 3,068                        | 2,537                           | 3,564                     | 20,351                       | 51,073                      | —               | (100,557)    | 124,098               |
| Long-term debt subject to short-term remarketing arrangements | 18,895   | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 18,895                |
| Current portion of long-term debt                             | 14,724   | 551                                    | 852                                   | 4,417                                     | 2,824                     | 108                          | 2,465                           | 6,821                     | 5,418                        | —                           | —               | —            | 38,180                |
| Total current liabilities                                     | 801,160  | 28,831                                 | 36,249                                | 57,136                                    | 39,343                    | 10,725                       | 18,977                          | 59,430                    | 77,890                       | 89,168                      | 217             | (100,557)    | 1,118,569             |
| Long-term debt, less current portion                          | 798,114  | 18,726                                 | 28,771                                | 149,910                                   | 73,851                    | 3,670                        | 46,605                          | 210,299                   | 185,920                      | —                           | —               | —            | 1,475,866             |
| Other long-term liabilities                                   | 150,587  | 103                                    | 21,450                                | 43,905                                    | 18,159                    | 7,093                        | 16,761                          | 111,226                   | 36,637                       | 206                         | —               | (90,046)     | 316,081               |
| Interest rate swap liabilities                                | 196,174  | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 196,174               |
| Total liabilities   | 1,906,035  | 47,660                                 | 86,470                                | 250,951                                   | 131,353                   | 21,488                       | 82,343                          | 380,955                   | 300,447                      | 89,374                      | 217             | (190,603)    | 3,106,690             |
| Net assets:   |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Without donor restrictions                                    | 1,316,301  | 86,424                                 | 86,413                                | 291,498                                   | 253,341                   | 55,038                       | 102,860                         | (58,919)                  | 404,868                      | 201,167                     | 22,317          | (553,047)    | 2,207,261             |
| With donor restrictions                                       | 631,911  | 35,655                                 | 1,624                                 | 10,337                                    | 35,449                    | 4,425                        | —                               | 1                         | 174,977                      | 5,480                       | 47,832          | (228,905)    | 718,786               |
| Total net assets  | 1,948,212  | 122,079                                | 87,037                                | 301,835                                   | 288,790                   | 59,463                       | 102,860                         | (58,918)                  | 579,845                      | 206,647                     | 70,149          | (781,952)    | 2,926,047             |
| Total liabilities and net assets                              | \$ 3,854,247                                       | 169,739                                | 173,507                               | 552,786                                   | 420,143                   | 80,951                       | 185,203                         | 322,037                   | 880,292                      | 296,021                     | 70,366          | (972,555)    | 6,032,737             |

\* Includes Corporate Shared services  
\*\* Includes both Upper Chesapeake Medical Center and Harford Memorial Hospital  
\*\*\* Includes Prince George's Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spellman Specialty Care Unit

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Combining Balance Sheet Information – Obligated Group

June 30, 2018  
(In thousands)

| Assets  | University of Maryland Medical Center & Affiliate* | Rehabilitation & Orthopaedic Institute | University of Maryland Midtown Campus | Baltimore Washington Medical Center, Inc. | Shore Health System, Inc. | Chester River Medical Center | Charles Regional Medical Center | St. Joseph Medical Center | Upper Chesapeake Hospitals** | Capital Region Hospitals** | UMMS Foundation | Eliminations | Obligated group total |
|---|--|--|---------------------------------------|---|---------------------------|------------------------------|---------------------------------|---------------------------|------------------------------|----------------------------|-----------------|--------------|-----------------------|
| Current assets:   |  |  |                                       |   |                           |                              |                                 |                           |                              |                            |                 |              |                       |
| Cash and cash equivalents                                     | \$ 254,636   | 2,274                                  | 3,264                                 | 10,770                                    | (1,503)                   | 12,637                       | 3,954                           | (3,101)                   | 41,087                       | 3                          | —               | —            | 324,021               |
| Assets limited as to use, current portion                     | 51,674   | —                                      | 682                                   | 1,392                                     | 767                       | 176                          | 484                             | 1,128                     | —                            | —                          | —               | —            | 56,303                |
| Accounts receivable:  |  |  |                                       |   |                           |                              |                                 |                           |                              |                            |                 |              |                       |
| Patient accounts receivable, net                              | 198,855  | 8,172                                  | 7,260                                 | 35,056                                    | 25,109                    | 6,266                        | 10,658                          | 31,520                    | 33,326                       | 47,352                     | —               | —            | 403,574               |
| Other   | 385,791  | 16,159                                 | 34,529                                | 5,110                                     | 4,030                     | 3,737                        | 11,554                          | 683                       | —                            | 176,042                    | —               | (273,176)    | 361,469               |
| Inventories   | 33,503   | 1,145                                  | 2,983                                 | 6,496                                     | 3,810                     | 672                          | 1,680                           | 5,501                     | 8,478                        | 5,606                      | —               | —            | 69,874                |
| Prepaid expenses and other current assets                     | 15,800   | 133                                    | 839                                   | 1,220                                     | 1,428                     | 48                           | 617                             | 830                       | 3,169                        | 213                        | 1,500           | —            | 25,797                |
| Total current assets  | 940,259  | 27,883                                 | 46,557                                | 60,044                                    | 33,641                    | 23,536                       | 28,947                          | 36,571                    | 86,060                       | 229,216                    | 1,500           | (273,176)    | 1,241,038             |
| Investments   | 288,289  | 37,828                                 | 3                                     | 147,525                                   | 77,168                    | 14,319                       | 33,218                          | —                         | 241,512                      | —                          | —               | —            | 839,862               |
| Assets limited as to use, less current portion:               |  |  |                                       |   |                           |                              |                                 |                           |                              |                            |                 |              |                       |
| Investments held for collateral                               | 50,572   | —                                      | 3,700                                 | 8,000                                     | —                         | —                            | —                               | —                         | 22,318                       | —                          | —               | —            | 84,590                |
| Debt service funds  | 33,935   | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                          | —               | —            | 33,935                |
| Construction funds  | 333,359  | 17,112                                 | 8,589                                 | 10,613                                    | 20,268                    | 4,110                        | 13,434                          | 4,389                     | —                            | —                          | —               | —            | 411,874               |
| Board designated and escrow funds                             | —  | —                                      | —                                     | —   | 25,000                    | 5,000                        | —                               | —                         | —                            | —                          | 17,674          | —            | 47,674                |
| Self-insurance trust funds                                    | 79,742   | —                                      | 14,816                                | 23,164                                    | 29,050                    | 8,179                        | 7,392                           | 7,889                     | —                            | —                          | —               | —            | 170,232               |
| Funds restricted by donor                                     | —  | —                                      | 1,093                                 | —   | 5,252                     | 105                          | —                               | —                         | —                            | —                          | 26,983          | —            | 33,433                |
| Economic interests in the net assets of related organizations | 202,725  | 35,620                                 | 447                                   | 9,862                                     | 83,027                    | 7,574                        | 5,265                           | 9,503                     | —                            | 743                        | —               | (66,482)     | 288,274               |
| Property and equipment, net                                   | 700,333  | 52,732                                 | 28,645                                | 51,639                                    | 162,597                   | 24,868                       | 26,091                          | 21,781                    | 22,318                       | 743                        | 44,657          | (66,482)     | 1,070,012             |
| Investments in joint ventures and other assets                | 917,186  | 45,094                                 | 100,389                               | 236,600                                   | 132,787                   | 20,631                       | 73,626                          | 208,109                   | 242,621                      | 54,800                     | —               | —            | 2,031,843             |
|   | 1,013,950  | —                                      | 6,339                                 | 28,869                                    | 10,301                    | 1,995                        | 9,676                           | 31,300                    | 233,870                      | 3,386                      | 11,008          | (702,300)    | 648,394               |
| Total assets  | \$ 3,860,017                                       | 163,537                                | 181,933                               | 524,677                                   | 416,494                   | 85,449                       | 171,558                         | 297,761                   | 826,391                      | 288,145                    | 57,165          | (1,041,968)  | 5,831,149             |

\* Includes Corporate Shared Services

\*\* Includes both Upper Chesapeake Medical Center and Harford Memorial Hospital

\*\*\* Includes Prince George's Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spellman Specialty Care Unit



UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Combining Balance Sheet Information – Obligated Group

June 30, 2018  
(In thousands)

|   | University of Maryland Medical Center & Affiliate* | Rehabilitation & Orthopaedic Institute | University of Maryland Midtown Campus | Baltimore Washington Medical Center, Inc. | Shore Health System, Inc. | Chester River Medical Center | Charles Regional Medical Center | St. Joseph Medical Center | Upper Chesapeake Hospitals** | Capital Region Hospitals*** | UMMS Foundation | Eliminations | Obligated group total |
|---|--|--|---------------------------------------|---|---------------------------|------------------------------|---------------------------------|---------------------------|------------------------------|-----------------------------|-----------------|--------------|-----------------------|
| <b>Current liabilities:</b>                                   |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Trade accounts payable  | \$ 135,377   | 11,769                                 | 13,576                                | 15,782                                    | 11,773                    | 2,336                        | 5,922                           | 18,181                    | 18,418                       | 14,759                      | 176             | —            | 248,069               |
| Accrued payroll and benefits                                  | 111,521  | 5,684                                  | 10,595                                | 19,321                                    | 15,094                    | 2,467                        | 3,799                           | 21,433                    | 26,842                       | 12,465                      | —               | —            | 229,221               |
| Advances from third-party payors                              | 82,676   | 6,526                                  | 7,378                                 | 12,178                                    | 5,560                     | 620                          | 3,508                           | 11,412                    | 9,367                        | 14,684                      | —               | —            | 153,809               |
| Short-term financing  | 99,300   | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 99,300                |
| Lines of credit   | 150,000  | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 150,000               |
| Other current liabilities                                     | 256,404  | 1,333                                  | 4,197                                 | 4,480                                     | 13,405                    | 876                          | 1,181                           | 97,313                    | 11,967                       | 65,239                      | —               | (273,176)    | 183,219               |
| Long-term debt subject to short-term remarketing arrangements | 58,054   | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 58,054                |
| Current portion of long-term debt                             | 14,841   | 518                                    | 800                                   | 4,148                                     | 2,700                     | 102                          | 2,522                           | 6,429                     | 5,088                        | —                           | —               | —            | 37,148                |
| Total current liabilities                                     | 908,173  | 25,630                                 | 36,546                                | 55,909                                    | 48,532                    | 6,401                        | 16,932                          | 154,768                   | 71,662                       | 107,047                     | 176             | (273,176)    | 1,158,820             |
| Long-term debt, less current portion                          | 725,170  | 19,278                                 | 29,623                                | 154,327                                   | 76,675                    | 3,779                        | 48,971                          | 217,122                   | 191,386                      | —                           | —               | —            | 1,466,331             |
| Other long-term liabilities                                   | 126,396  | 144                                    | 18,742                                | 45,477                                    | 15,786                    | 6,814                        | 16,345                          | 28,971                    | 22,125                       | 350                         | —               | —            | 282,150               |
| Interest rate swap liabilities                                | 149,789  | —                                      | —                                     | —   | —                         | —                            | —                               | —                         | —                            | —                           | —               | —            | 149,789               |
| Total liabilities   | 1,909,528  | 45,252                                 | 84,911                                | 255,713                                   | 140,993                   | 16,994                       | 82,248                          | 401,861                   | 285,193                      | 107,397                     | 176             | (273,176)    | 3,057,090             |
| <b>Net assets:</b>  |  |  |                                       |   |                           |                              |                                 |                           |                              |                             |                 |              |                       |
| Unrestricted  | 1,332,799  | 82,665                                 | 95,482                                | 259,102                                   | 238,908                   | 63,998                       | 89,310                          | (104,101)                 | 368,698                      | 175,835                     | 23,853          | (553,047)    | 2,073,502             |
| Temporarily restricted  | 617,690  | 35,620                                 | 1,540                                 | 9,862                                     | 36,593                    | 4,457                        | —                               | 1                         | 172,490                      | 4,913                       | 33,136          | (215,745)    | 700,557               |
| Total net assets  | 1,950,489  | 118,285                                | 97,022                                | 268,964                                   | 275,501                   | 68,455                       | 89,310                          | (104,100)                 | 541,188                      | 180,748                     | 56,989          | (768,792)    | 2,774,059             |
| Total liabilities and net assets                              | \$ 3,860,017                                       | 163,537                                | 181,933                               | 524,677                                   | 416,494                   | 85,449                       | 171,558                         | 297,761                   | 826,381                      | 288,145                     | 57,165          | (1,041,968)  | 5,831,149             |

\* Includes Corporate Shared services  
\*\* Includes both Upper Chesapeake Medical Center and Harford Memorial Hospital  
\*\*\* Includes Prince George's Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spellman Specialty Care Unit

See accompanying independent auditors' report.

UNIVERSITY OF MARYLAND MEDICAL SYSTEM CORPORATION  
AND SUBSIDIARIES

Combining Operations and Changes in Net Assets Information - Obligated Group  
Year ended June 30, 2019  
(In thousands)

|   | University of Maryland Medical Center & Affiliates* | Rehabilitation & Orthopaedic Hospitals | University of Maryland System | Baltimore Washington Medical Center | Memorial Hospital | Shore Health System | QABC    | Subtotal | Chester River Hospital Center | Charles Regional Medical Center | St. Joseph Medical Center | Upper Chesapeake Hospital** | Capital Region Hospitals*** | UMMS Foundation | Eliminations | Obligated group total |
|---|---|--|-------------------------------|-------------------------------------|-------------------|---------------------|---------|----------|-------------------------------|---------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------|--------------|-----------------------|
| Operating revenue, gains and other support:   |   |  |                               |                                     |                   |                     |         |          |                               |                                 |                           |                             |                             |                 |              |                       |
| Net patient service revenue   | 1,556,310   | 109,207                                | 203,649                       | 389,016                             | 213,292           | 38,777              | 5,140   | 257,209  | 42,677                        | 132,932                         | 341,266                   | 368,713                     | 353,363                     | —               | (2,884)      | 3,751,450             |
| State support   | 30,300  | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | 37,840                      | —               | (27,000)     | 41,140                |
| Other revenue   | 115,971   | 2,013                                  | 19,457                        | 4,651                               | 8,153             | 894                 | 113     | 9,100    | 1,187                         | 541                             | 4,032                     | 6,180                       | 6,914                       | (1,127)         | 168,949      |                       |
| Total operating revenue, gains and other support                                      | 1,684,151   | 111,220                                | 223,106                       | 393,659                             | 221,445           | 39,671              | 5,253   | 266,309  | 43,864                        | 133,473                         | 345,298                   | 374,893                     | 398,117                     | —               | (212,991)    | 3,961,539             |
| Operating expenses:   |   |  |                               |                                     |                   |                     |         |          |                               |                                 |                           |                             |                             |                 |              |                       |
| Depreciation and amortization   | 1,092,891   | 63,890                                 | 101,859                       | 189,416                             | 99,164            | 21,095              | 3,457   | 144,716  | 16,509                        | 69,291                          | 139,593                   | 181,688                     | 168,610                     | —               | (61,570)     | 1,892,936             |
| Employee benefits   | 423,749   | 13,804                                 | 36,027                        | 59,048                              | 34,991            | 2,389               | 542     | 37,512   | 3,807                         | 17,735                          | 62,174                    | 51,989                      | 48,214                      | —               | (1,000)      | 752,869               |
| Purchased services  | 146,494   | 23,375                                 | 49,358                        | 72,493                              | 37,114            | 6,839               | 940     | 44,893   | 21,222                        | 30,335                          | 65,195                    | 61,504                      | 136,195                     | —               | (31,021)     | 620,033               |
| Contracted services   | 131,562   | 9,392                                  | 27,590                        | 18,340                              | 9,041             | 3,592               | 1,247   | 13,880   | 6,474                         | 7,031                           | 21,857                    | 17,211                      | 20,944                      | —               | —            | 274,221               |
| Depreciation and amortization   | 100,427   | 6,879                                  | 13,161                        | 26,800                              | 15,362            | 2,689               | 422     | 19,473   | 4,182                         | 6,151                           | 23,199                    | 21,187                      | 11,428                      | —               | —            | 231,926               |
| Interest expense  | 26,659  | 576                                    | 1,041                         | 3,894                               | 2,990             | 236                 | 103     | 2,751    | 182                           | 1,737                           | 6,894                     | 7,068                       | 3                           | —               | —            | 55,053                |
| Total operating expenses  | 1,831,722   | 108,116                                | 228,130                       | 367,521                             | 198,652           | 36,862              | 6,711   | 232,225  | 51,275                        | 121,280                         | 339,821                   | 340,945                     | 392,384                     | —               | (212,991)    | 3,766,828             |
| Operating income (loss)   | 52,429  | 3,104                                  | (5,024)                       | 31,138                              | 32,793            | 2,809               | (1,458) | 34,144   | (7,411)                       | 12,193                          | 24,477                    | 33,928                      | 15,733                      | —               | —            | 194,711               |
| Nonoperating income and expenses, net:  |   |  |                               |                                     |                   |                     |         |          |                               |                                 |                           |                             |                             |                 |              |                       |
| Contributions   | —   | —                                      | —                             | —                                   | 8                 | —                   | —       | 8        | —                             | —                               | —                         | —                           | —                           | 3,422           | —            | 3,430                 |
| Equity in net income of joint ventures  | (1,133)   | —                                      | —                             | (516)                               | 257               | —                   | —       | 257      | —                             | 305                             | 1,236                     | —                           | —                           | —               | —            | 147                   |
| Investment income   | 11,393  | 1,831                                  | 236                           | 3,708                               | 3,129             | —                   | —       | 3,129    | 416                           | 900                             | —                         | 5,176                       | —                           | 487             | —            | 27,055                |
| Change in fair value of undesignated interest rate swaps                              | (47,995)  | —                                      | (1,435)                       | 3,456                               | (862)             | —                   | —       | (862)    | (169)                         | 243                             | —                         | 5,691                       | 282                         | —               | —            | (47,995)              |
| Other nonoperating gains and losses   | (7,040)   | 277                                    | (1,192)                       | (2,170)                             | (891)             | —                   | —       | (891)    | (4,594)                       | (532)                           | (2,562)                   | (2,283)                     | (706)                       | —               | —            | (26,246)              |
| Total nonoperating income and expenses  | (32,807)  | 2108                                   | (478)                         | 4,478                               | 1,851             | —                   | —       | 1,851    | (4,287)                       | 916                             | (1,326)                   | 8,604                       | (706)                       | (612)           | —            | (21,103)              |
| Excess (deficiency) of revenues over expenses   | 19,622  | 5,212                                  | (4,546)                       | 35,616                              | 34,644            | 2,809               | (1,458) | 35,995   | (11,698)                      | 13,109                          | 23,151                    | 42,532                      | 15,027                      | (612)           | —            | 173,608               |
| Net assets released from restrictions used for purchase of property and equipment     | 5,385   | —                                      | 650                           | 904                                 | 1,901             | —                   | —       | 1,901    | 278                           | —                               | 1,987                     | —                           | —                           | —               | —            | 11,105                |
| Change in net assets on investments   | —   | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | —                           | —               | —            | —                     |
| Change in economic and beneficial interest in the net assets of related organizations | —   | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | —                           | —               | —            | —                     |
| Change in ownership interest of joint ventures  | —   | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | —                           | —               | —            | —                     |
| Capital transfers (to) from affiliate   | (43,305)  | (1,452)                                | (3,955)                       | (2,671)                             | (26,629)          | —                   | —       | (26,629) | (566)                         | 386                             | 20,637                    | (6,362)                     | 10,205                      | (1,002)         | —            | (53,713)              |
| Change in designated interest rate swaps  | 1,610   | —                                      | (2,205)                       | (1,455)                             | —                 | —                   | —       | —        | 1,995                         | —                               | —                         | —                           | —                           | —               | —            | 1,610                 |
| Change in funded status of defined benefit pension plans                              | —   | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | —                           | —               | —            | (1,685)               |
| Asset reclassifications at request of donor   | —   | —                                      | —                             | —                                   | —                 | —                   | —       | —        | —                             | —                               | —                         | —                           | —                           | —               | —            | 78                    |
| Other   | (10)  | (1)                                    | (13)                          | 2                                   | 2,166             | —                   | —       | 2,166    | 1,030                         | 55                              | (593)                     | —                           | —                           | —               | —            | 2,637                 |
| Total change in net assets  | (16,499)  | 3,759                                  | (10,089)                      | 32,395                              | 13,082            | 2,809               | (1,458) | 14,433   | (8,989)                       | 13,550                          | 45,182                    | 36,170                      | 25,232                      | (1,535)         | —            | 133,660               |

\* Includes Corporate Shared Services

\*\* Includes University of Maryland Medical Center and Harford Memorial Hospital

\*\*\* Includes Prince Georges Hospital Center, Laurel Regional Hospital, Bowie Health Center and Gladys Spaffman Specialty Care Unit

See accompanying independent auditors' report.

