

**STATE OF NEW YORK**  
**PUBLIC HEALTH AND HEALTH PLANNING COUNCIL**

**AGENDA**

*December 4, 2025*

*Immediately following the Committee on Codes, Regulations and Legislation Meeting  
(Codes scheduled to begin at 9:30 a.m.)*

*90 Church Street, 4th Floor, Conference Rooms 4 A/B, NYC, 10007*

**I. INTRODUCTION OF OBSERVERS**

Jeffrey Kraut, Chair

**II. APPROVAL OF MINUTES**

September 18, 2025 PHHPC Meeting Minutes

**III. REPORT OF DEPARTMENT OF HEALTH ACTIVITIES**

**A. Report of the Office of Health Equity and Human Rights**

Tina Kim, MSPH, Deputy Commissioner, Office of Health Equity and Human Rights

**B. Report of the Office of Aging and Long Term Care**

Valerie Deetz, Deputy Director, Office of Aging & Long-Term Care

**C. Report of the Department of Health**

James V. McDonald, M.D., M.P.H., Commissioner of Health

**IV. PUBLIC HEALTH SERVICES**

**Report on the Activities of the Public Health Committee**

Jo Ivey Boufford, M.D., Chair of Public Health Committee

**V. HEALTH POLICY**

**A. Report on the Activities of the Health Planning Committee**

John Ruge, M.D., Chair of Health Planning Committee

**B. Report on the Activities of the Nursing Home Certificate of Need Ad Hoc Committee**

Scott LaRue, Co-Chair, Nursing Home Certificate of Need Ad Hoc Committee

Thomas Holt, Co-Chair, Nursing Home Certificate of Need Ad Hoc Committee

**VI. REGULATION**

**Report of the Committee on Codes, Regulations and Legislation**

Thomas Holt, Chair of the Committee on Codes, Regulations and Legislation

**For Information**

24-05 Amendment of Subpart 7-2 of Title 10 NYCRR (Children's Camps)

**VII. PROJECT REVIEW RECOMMENDATIONS AND ESTABLISHMENT ACTIONS**

**Report of the Committee on Establishment and Project Review**

Peter Robinson, Chair of Establishment and Project Review Committee

**A. APPLICATIONS FOR CONSTRUCTION OF HEALTH CARE FACILITIES**

**CATEGORY 1:** Applications Recommended for Approval – No Issues or Recusals, Abstentions/Interests

**CON Applications**

**Acute Care Services – Construction**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	251219 C	Memorial Hospital for Cancer and Allied Diseases (New York County)	Contingent Approval
2.	252033 C	Guthrie Cortland Medical Center (Tompkins County)	Contingent Approval

**Ambulatory Surgery Centers – Construction**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	252042 C	Queens Surgical Center (Kings County)	Contingent Approval

**CATEGORY 2:** Applications Recommended for Approval with the Following:

- ❖ PHHPC Member Recusals
- ❖ Without Dissent by HSA
- ❖ Without Dissent by Establishment and Project Review Committee

**CON Applications**

**Acute Care Services – Construction**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	251235 C	NYU Langone Hospital - Suffolk (Suffolk County) Dr. Kalkut – Recusal	Contingent Approval

**Ambulatory Surgery Center – Construction**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	252076 C	Liberty Endoscopy Center (New York County) Dr. Lim – Interest	Contingent Approval

**CATEGORY 3:** Applications Recommended for Approval with the Following:

- ❖ No PHHPC Member Recusals
- ❖ Establishment and Project Review Committee Dissent, or
- ❖ Contrary Recommendations by HSA

**NO APPLICATIONS**

**CATEGORY 4:** Applications Recommended for Approval with the Following:

- ❖ PHHPC Member Recusals
- ❖ Establishment and Project Review Committee Dissent, or
- ❖ Contrary Recommendation by HSA

**NO APPLICATIONS**

**CATEGORY 5:** Applications Recommended for Disapproval by OHSM or Establishment and Project Review Committee - with or without Recusals

**NO APPLICATIONS**

**CATEGORY 6:** Applications for Individual Consideration/Discussion

**NO APPLICATIONS**

**B. APPLICATIONS FOR ESTABLISHMENT AND CONSTRUCTION OF HEALTH CARE FACILITIES**

**CATEGORY 1:** Applications Recommended for Approval – No Issues or Recusals, Abstentions/Interests

**CON Applications**

**Ambulatory Surgery Centers - Establish/Construct**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	251223 E	Advanced Surgery Center, LLC d/b/a EMU Health - Rockland County (Rockland County)	Contingent Approval
2.	252019 B	Hamptons Endoscopy (Suffolk County)	Contingent Approval

**Diagnostic and Treatment Center - Establish/Construct**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	252038 B	Springbrook Wellness Clinic (Otsego County)	Contingent Approval

**Dialysis Services - Establish/Construct**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	242213 E	Ulster Dialysis, LLC (Ulster County)	Approval

**Residential Healthcare Facilities – Establishment**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	231002 E	JCH Operations, LLC d/b/a Sands Point Center for Rehab & Nursing (Nassau County)	Contingent Approval
2.	241018 E	Kirkhaven SNF OPCO LLC d/b/a Kirkhaven Nursing & Rehab (Monroe County)	Contingent Approval
3.	252050 E	Maplewood Senior Care, Inc. d/b/a The Maplewood Nursing Home (Monroe County)	Contingent Approval

## Home Care Service Agency Licensures

### Changes of Ownership

	<u>Number</u>	<u>Applicant/Facility</u>	<u>E.P.R.C. Recommendation</u>
1.	231227 E	Nolimits NYC, Corp (Please see exhibit for list of Geographical Service Area)	Approval
2.	231279 E	Exclusive Home Care Services, Inc. (Please see exhibit for list of Geographical Service Area)	Approval
3.	232007 E	Crocus Home Care LLC (Please see exhibit for list of Geographical Service Area)	Approval
4.	232067 E	Affirmed Home Care (Please see exhibit for list of Geographical Service Area)	Approval
5.	232107 E	Agincare Homecare Services, Inc. d/b/a CNT Home Care (Please see exhibit for list of Geographical Service Area)	Approval
6.	232114 E	Expert Home Care, Inc. (Please see exhibit for list of Geographical Service Area)	Approval
7.	232161 E	Constant Care 247, LLC (Please see exhibit for list of Geographical Service Area)	Approval
8.	232174 E	Silver Lining Homecare Agency, Inc. (Please see exhibit for list of Geographical Service Area)	Approval
9.	232210 E	B-Well Home Care Agency, Inc (Please see exhibit for list of Geographical Service Area)	Approval
10.	241001 E	Efficient Health Careers Inc. d/b/a Unicare Home Care (Please see exhibit for list of Geographical Service Area)	Approval

11.	242154 E	Bayshore Home Healthcare, Inc. (Please see exhibit for list of Geographical Service Area)	Approval
12.	242238 E	Accent Health Care Services, Inc. (Please see exhibit for list of Geographical Service Area)	Approval
13.	251172 E	Meadow Hills Assisted Living, LLC (Please see exhibit for list of Geographical Service Area)	Approval

**Certificates**

**Certificate of Amendment of the Certificate of Incorporation**

**Applicant**

Mercy Hospital of Buffalo

**E.P.R.C. Recommendation**

Approval

**Certificate of Assumed Name**

**Applicant**

Fresenius Kidney Care – Home Dialysis of the Bronx

Approval

Fresenius Kidney Care – Woodstock Bronx  
Dialysis Center

Approval

Fresenius Kidney Care – Norwood Dialysis Center

Approval

Fresenius Kidney Care – Park Slope Dialysis Center

Approval

**Amended Certificate of Assumed Name**

**Applicant**

Fresenius Kidney Care – Hutchinson Metro Center  
Dialysis

**E.P.R.C. Recommendation**

Approval

Fresenius Kidney Care – Morris Park Dialysis Center

Approval

Fresenius Kidney Care – St. Albans Dialysis Center

Approval

Fresenius Kidney Care – Greenwich Village Dialysis  
Center

Approval

Fresenius Kidney Care – East Harlem Dialysis Center

Approval

Fresenius Kidney Care – South Slope Dialysis Center

Approval

Fresenius Kidney Care – Crown Heights Dialysis Center	Approval
Fresenius Kidney Care – Bensonhurst Dialysis Center	Approval
Fresenius Kidney Care – Maspeth Dialysis Center	Approval
Fresenius Kidney Care – Jackson Heights Dialysis Center	Approval
Fresenius Kidney Care – Home Dialysis of Queens	Approval
Fresenius Kidney Care – Jamaica Queens Dialysis Center	Approval
Fresenius Kidney Care – Centereach Dialysis Center	Approval
Fresenius Kidney Care – Port Jefferson Station Dialysis Center	Approval
Fresenius Kidney Care – Bay Shore Dialysis Center	Approval
Fresenius Kidney Care – Park Hill Dialysis Center	Approval
Fresenius Kidney Care – New Rochelle Dialysis Center	Approval
Fresenius Kidney Care – Bayside Dialysis Center	Approval

**Certificate of Merger**

<u>Applicant</u>	<u>E.P.R.C. Recommendation</u>
Clifton Springs Hospital & Clinic Foundation, Inc. and Rochester Regional Health Foundation into Rochester Regional Health Foundation	Approval
United Memorial Medical Center Foundation, Inc. and Rochester Regional Health Foundation into Rochester Regional Health Foundation	Approval
Newark-Wayne Community Hospital Foundation, Inc. and Rochester Regional Health Foundation into Rochester Regional Health Foundation	Approval

**CATEGORY 2:** Applications Recommended for Approval with the Following:

- ❖ PHHPC Member Recusals
- ❖ Without Dissent by HSA
- ❖ Without Dissent by Establishment and Project Review Committee

**CON Applications**

**Ambulatory Surgery Centers – Establish/Construct**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	251185 B	Hempstead Multispecialty ASC, LLC (Nassau County) Mr. Kraut – Interest Mr. LaRue – Abstained Dr. Lim – Abstained	Contingent Approval
2.	252056 E	New York Surgery Center Queens, LLC (Queens County) Dr. Lim – Interest	Contingent Approval

**Residential Healthcare Facility – Establish/Construct**

	<b><u>Number</u></b>	<b><u>Applicant/Facility</u></b>	<b><u>E.P.R.C. Recommendation</u></b>
1.	251167 E	Eger Health Care and Rehabilitation Center d/b/a ArchCare at Eger Healthcare and Rehabilitation Center (Richmond County) Mr. Larue – Recusal	Approval

**CATEGORY 3:** Applications Recommended for Approval with the Following:

- ❖ No PHHPC Member Recusals
- ❖ Establishment and Project Review Committee Dissent, or
- ❖ Contrary Recommendations by HSA

**NO APPLICATIONS**

**CATEGORY 4:** Applications Recommended for Approval with the Following:

- ❖ PHHPC Member Recusals
- ❖ Establishment and Project Review Committee Dissent, or
- ❖ Contrary Recommendation by HSA

**NO APPLICATIONS**

**CATEGORY 5:** Applications Recommended for Disapproval by OHSM or  
Establishment and Project Review Committee - with or without  
Recusals

**NO APPLICATIONS**

**CATEGORY 6:** Applications for Individual Consideration/Discussion

**NO APPLICATIONS**

Memorial Sloan Kettering Cancer Center  
and Affiliated Corporations

Combined Balance Sheets

	December 31	
	2024	2023
	<i>(In Thousands)</i>	
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 604,218	\$ 675,870
Short-term investments – at fair value	1,320,031	1,077,070
Accounts receivable – net	887,656	742,168
Pledges, trusts and estates receivable – net	203,445	156,096
Other current assets	251,292	197,948
Total current assets	<u>3,266,642</u>	<u>2,849,152</u>
Noncurrent assets:		
Assets whose use is limited:		
Investments in marketable securities – at fair value:		
Construction and debt service funds	68,290	102,510
Captive insurance funds	105,673	65,625
Employee benefit funds	117,547	107,114
Total investments in marketable securities whose use is limited	<u>291,510</u>	<u>275,249</u>
Investments – at fair value	6,410,605	6,089,699
Property and equipment – net	4,573,283	4,502,520
Pledges, trusts and estates receivable – net	434,265	368,862
Other noncurrent assets	513,598	596,301
Total noncurrent assets	<u>12,223,261</u>	<u>11,832,631</u>
Total assets	<u>\$ 15,489,903</u>	<u>\$ 14,681,783</u>
<b>Liabilities and net assets</b>		
Current liabilities:		
Accounts payable	\$ 715,777	\$ 634,340
Accrued expenses	698,895	694,804
Current portion of long-term debt and finance lease liabilities	29,416	28,821
Current portion of operating lease liabilities	24,193	26,137
Total current liabilities	<u>1,468,281</u>	<u>1,384,102</u>
Noncurrent liabilities:		
Long-term debt and finance lease liabilities – less current portion	3,138,992	3,173,140
Operating lease liabilities – less current portion	62,825	75,087
Other noncurrent liabilities	829,000	815,595
Total noncurrent liabilities	<u>4,030,817</u>	<u>4,063,822</u>
Total liabilities	<u>5,499,098</u>	<u>5,447,924</u>
Net assets:		
Without donor restrictions:		
Undesignated	7,435,863	6,886,856
Board-designated	616,699	600,768
Total without donor restrictions	<u>8,052,562</u>	<u>7,487,624</u>
With donor restrictions	1,938,243	1,746,235
Total net assets	<u>9,990,805</u>	<u>9,233,859</u>
Total liabilities and net assets	<u>\$ 15,489,903</u>	<u>\$ 14,681,783</u>

Memorial Sloan Kettering Cancer Center  
and Affiliated Corporations

Combined Statements of Activities Without Donor Restrictions

	<b>Year Ended December 31</b>	
	<b>2024</b>	<b>2023</b>
	<i>(In Thousands)</i>	
<b>Undesignated operating revenues</b>		
Hospital care and services	\$ 6,854,880	\$ 6,082,112
Grants and contracts	512,988	475,076
Contributions	188,470	201,427
Net assets released from restrictions	146,346	189,579
Other income	193,969	184,042
Investment earnings supporting operations	248,176	221,992
Total operating revenues	<u>8,144,829</u>	<u>7,354,228</u>
<b>Operating expenses</b>		
Compensation and fringe benefits	3,990,592	3,714,130
Purchased supplies and services	3,382,634	2,943,840
Depreciation and amortization	436,837	430,356
Interest	132,574	131,625
Total operating expenses	<u>7,942,637</u>	<u>7,219,951</u>
Income from operations	202,192	134,277
<b>Nonoperating income and expenses – net</b>		
Investment returns, net of expenses, allocations to operations and amounts recorded in net assets with donor restrictions	409,903	332,867
Other components of net periodic benefit credits	31,186	37,497
Other nonoperating income and expenses – net	2,762	1,369
Total nonoperating income and expenses – net	<u>443,851</u>	<u>371,733</u>
Net assets released from restrictions for capital purposes	1,909	–
Change in pension and postretirement benefit obligations other than net periodic benefit cost to be recognized in future periods	(83,014)	(74,215)
Transfer of Board-designated funds	(15,931)	(21,811)
Increase in undesignated net assets	<u>549,007</u>	<u>409,984</u>
<b>Board-designated</b>		
Board-designated philanthropy	–	21
Board-designated other additions and transfers	15,931	21,811
Increase in Board-designated net assets	<u>15,931</u>	<u>21,832</u>
Increase in net assets without donor restrictions	<u>\$ 564,938</u>	<u>\$ 431,816</u>

## COMBINED BALANCE SHEETS

\$ in Thousands	June 30, 2025	December 31, 2024
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$691,326	\$604,218
Short term investments – at fair value	1,330,670	1,320,031
Accounts receivable – net	1,003,261	887,656
Pledges, trusts and estates receivable – net	193,445	203,445
Other current assets	279,284	251,292
Total current assets	3,497,986	3,266,642
Noncurrent assets:		
Assets whose use is limited:		
Investments in marketable securities – at fair value:		
Construction and debt service funds	106,461	68,290
Captive insurance funds	106,672	105,673
Employee benefit funds	117,995	117,547
Total investments in marketable securities whose use is limited	331,128	291,510
Investments – at fair value	6,692,990	6,410,605
Property and equipment – net	4,554,146	4,573,283
Pledges, trusts and estates receivable – net	395,346	434,265
Other noncurrent assets	523,753	513,598
Total noncurrent assets	12,497,363	12,223,261
Total assets	<u>\$15,995,349</u>	<u>\$15,489,903</u>
<b>Liabilities and net assets</b>		
Current liabilities:		
Accounts payable	\$739,327	\$715,777
Accrued expenses	656,953	698,895
Current portion of long-term debt and finance lease liabilities	29,485	29,416
Current portion of operating lease liabilities	21,547	24,193
Total current liabilities	1,447,312	1,468,281
Noncurrent liabilities:		
Long-term debt and finance lease liabilities – less current portion	3,625,840	3,138,992
Operating lease liabilities – less current portion	52,771	62,825
Other noncurrent liabilities	835,121	829,000
Total noncurrent liabilities	4,513,732	4,030,817
Total liabilities	5,961,044	5,499,098
Net assets:		
Without donor restrictions:		
Undesignated	7,485,938	7,435,863
Board-designated	625,598	616,699
Total without donor restrictions	8,111,536	8,052,562
With donor restrictions	1,922,769	1,938,243
Total net assets	10,034,305	9,990,805
Total liabilities and net assets	<u>\$15,995,349</u>	<u>\$15,489,903</u>

**COMBINED STATEMENTS OF ACTIVITIES WITHOUT DONOR RESTRICTIONS**

\$ in Thousands	Period Ended June 30,	
	2025	2024
<b>Undesignated operating revenues</b>		
Hospital care and services	\$ 3,437,747	\$ 3,307,749
Grants and contracts	281,454	247,425
Contributions	86,069	82,464
Net assets released from restrictions	97,503	60,253
Other income	88,339	88,521
Investment earnings supporting operations	123,841	124,088
Total operating revenues	<u>4,114,953</u>	<u>3,910,500</u>
<b>Operating expenses</b>		
Compensation and fringe benefits	2,122,951	1,948,419
Purchased supplies and services	1,811,334	1,626,268
Depreciation and amortization	222,838	214,233
Interest	70,983	66,148
Total operating expenses	<u>4,228,106</u>	<u>3,855,068</u>
(Deficiency) excess of operating revenue over expenses	<u>(113,153)</u>	<u>55,432</u>
<b>Nonoperating income and expenses – net</b>		
Investment returns, net of expenses, allocation to operations and amounts recorded in net assets with donor restrictions	160,061	203,795
Other components of net periodic benefit credits	10,283	14,978
Other nonoperating income and expenses – net	91	1,352
Total nonoperating income and expenses – net	<u>170,435</u>	<u>220,125</u>
Net assets released from restrictions for capital purposes	1,692	1,000
Transfer of board-designated funds	(8,899)	(7,548)
Increase in undesignated net assets	<u>50,075</u>	<u>269,009</u>
<b>Board-designated</b>		
Board-designated other additions and transfers	8,899	7,636
Increase in Board-designated net assets	8,899	7,636
Increase in net assets without donor restrictions	<u>58,974</u>	<u>276,645</u>

## Health Equity Impact Assessment

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### Part 1 – Project Details

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**CON Number:** 251219

**Facility Name:** Memorial Hospital for Cancer and Allied Diseases

**Project Type:** Full Review

**Independent Entity:** The Chartis Group

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### Part 2 – Health Equity Impact Summary

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**A summary statement or paragraph that succinctly demonstrates the anticipated health equity impacts of the proposed project (200 words or less).**

The Applicant is seeking approval to construct a new hospital facility adjacent to its existing location with a total net increase of 161 beds, all of which are expected to be single room configurations. The project will increase access to cancer services, incorporate advanced robotic technology, and include modernized digital infrastructure to support innovative treatment approaches, which the current facility is unable to accommodate. With these enhancements, the project aims to expand critical healthcare needs, improve inpatient capacity, help address growing rates of cancer among the population and elevate the overall standard of care. Single-patient rooms will support infection prevention, augment patient comfort and enable the delivery of culturally sensitive and personalized care. The Independent Entity identified unintended negative impacts which include challenges in building trust and awareness within historically marginalized groups and transportation barriers for patients residing outside of New York County and others who identify as medically underserved. These barriers stem from parking limitations, traffic congestion, long commute times, navigating sidewalks and costs associated with parking and tolls. The Independent Entity recommends that the Applicant expand on community engagement, explore transportation offerings, enhance language access and incorporate diverse perspectives in the design and layout of the facility.

<b>Part 3 – Impact Assessment</b>		
<b>When answering questions in Part 3, the reviewer should be guided by the tenet, “Have my responses been reasonable considering the potential health consequences for a proposed project?”</b>	<b>No or small impact may occur</b>	<b>Moderate to large impact may occur</b>
1. Will the proposed project result in an adverse change in health outcomes experienced by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Will the proposed project result in a reduction of use of services and health care by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Will the proposed project result in a reduction of access to quality services and health care?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Will the proposed project result in an increase in health disparities or negative health consequences experienced by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Will the proposed project increase systemic barriers to equitable access to services and health care (e.g., architectural barriers, indigent care, transportation, language barriers, etc.)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Will the proposed project adversely affect the perceived health status, quality of life, access to programs/services, etc. of potentially impacted medically underserved groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Will the proposed project impede the achievement of the highest level of health for the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Key insights from community engagement and a summary of how the applicant plans to mitigate any negative health equity impacts to the medically underserved groups identified (200 words or less).**

Approximately 913 stakeholders participated in meaningful engagement which included community leaders, employees, patients, caregivers and a public health expert. Community support for the project was substantial, with 85% of participants in favor of the project. Of the remaining 15%, less than 1% expressed opposition, while the rest remained neutral. Meaningful engagement highlighted that patients stand to benefit from expanded access to cancer services, state of the art treatment and reduced delays in inpatient care.

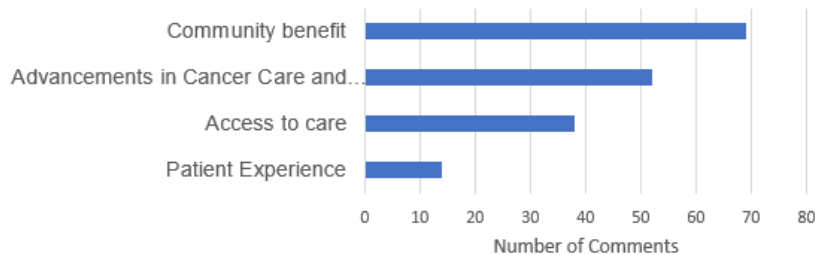
To mitigate unintended and/or negative impacts the Applicant states they will implement a comprehensive communication plan tailored to various audiences. Project updates will be provided in multiple languages and designed to be accessible to individuals with limited visual and/or hearing impairments. The Applicant has invested in marketing campaigns aimed at reaching marginalized communities to enhance trust, and community awareness. In addition, they will develop a strategic health equity plan aimed at addressing cancer care and broader health needs across the service area. To address transportation concerns the Applicant reports providing shuttle services and has established partnerships with transportation providers for patient utilization. Lastly the Applicant will continue to offer financial assistance for eligible uninsured or underinsured patients.

**Table depicting the impact of the project on each medically underserved group.**

<b>Underserved Group(s)</b>	<b>Impact of Project on Demographic</b>
<p><b>Low-income, people who are eligible for or receive public health benefits, people who do not have third-party health coverage or have inadequate third-party health coverage, other people who are unable to obtain health care</b></p>	<ul style="list-style-type: none"> <li>• This project is expected to improve access to cancer care by increasing the number of inpatient beds.</li> <li>• The advanced and evolving technology that the pavilion will provide will be available to these groups.</li> <li>• The Applicant prioritizes engagement with local communities through outreach efforts and partnerships, recognizing the importance of expanding education about their services and access to screening and cancer care support; these efforts should help improve access to care for these medically underserved groups.</li> </ul>
<p><b>Racial and ethnic minorities, Immigrants, Women, LGBTQ+, Individuals with limited English language proficiency</b></p>	<ul style="list-style-type: none"> <li>• The Applicant provides language access, cultural sensitivity training, social needs screening, and resources to support care delivery for diverse populations, including LGBTQ individuals, immigrants, and refugees.</li> <li>• The Applicant provides patient education in other languages including Chinese, Arabic and Spanish, to help improve access to healthcare services and to impact health outcomes.</li> <li>• The Applicant shared that the technology planned for the Pavilion would enhance access to language support services through the new interactive translation services platform.</li> <li>• The improved private patient rooms will allow for privacy and increase the ability to accommodate individual religious and cultural preferences.</li> </ul>
<p><b>Persons living with a prevalent infectious disease or condition</b></p>	<ul style="list-style-type: none"> <li>• The expanded access to cancer services will help to address the growing rates of cancer among the population; and provide access to high quality care and advanced treatment options.</li> <li>• The new single patient rooms will help with infection control.</li> </ul>

**913 stakeholders were engaged: community leaders, employees, caregivers and patients, and a public health expert. 85% voiced support of the project.**

### Themes from Meaningful Engagement



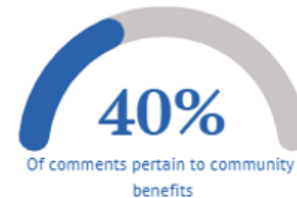
### In their words...

"The proposed construction ... is not just an architectural endeavor; it is a beacon of hope for countless individuals and families touched by cancer. This state-of-the-art facility symbolizes our collective commitment to advancing cancer care and research, ensuring that the future holds not just more years for our patients, but more life in those years. By embracing innovation, technology, and patient-centered care, the Pavilion stands as a testament to what we can achieve when we unite in the fight against cancer. Let us support this monumental project, for in doing so, we are investing in a future where cancer no longer defines the length or quality of a life."  
-Patient

"I believe that the construction of the new Pavilion will positively impact the health and well-being of the community. MSK is truly one of the best cancer centers in the world, so I appreciate that they are expanding to address the cancer needs of the community. I also appreciate that the expansion will address disparities in access to cancer care for medically underserved communities. There are so many barriers to cancer care, and MSK is in the forefront and addressing those barriers, so people can have equitable care."  
-Community Leader

"It will be a great benefit to the community in terms of jobs, economic impact, travel, social and medical impact."  
-Community Leader

### Stakeholders have feedback about:



### Community Benefit

Stakeholders believe the new facility will be a benefit to both the local community in the city as well as the "cancer" community at large. Concerns were raised regarding the impact on the environment during construction but overall, the project is seen as an improvement for the area and increasing access to care for medically underserved groups battling cancer.

### Advancements in Cancer Care and Technology

Stakeholders discuss the CDC's estimations that cancer cases will rise by nearly 50 percent in the next 25 years with more young people being diagnosed with cancer and cancer care becoming more complex as people are living longer with cancer. The new building will help with MSK's mission to advance cancer care treatment by using the latest technology, robotics, improved digital infrastructure and enhanced operating suites.

### Access to Care

Stakeholders are hoping the new facility will provide greater access to care for cancer patients. They anticipate the new facility will help reduce delays in inpatient care and overflow. They stress the importance of communication and providing regular updates to stakeholders.

### Patient Experience

Many former and current patients and caregivers discuss the high-quality care they have received at MSK Cancer Center. There is praise the employees for their compassionate care and expertise. Stakeholders are also hopeful that the extra space will provide privacy and increase the ability to accommodate individual religious and cultural preferences thus improving patient experience.

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## Part 4 – Conclusion

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Approval is recommended based on the information and analysis presented in the Health Equity Impact Assessment and the applicant's mitigation plan, which demonstrates the proposed project will not result in any significant adverse health equity impacts.

Approval is not recommended based on the information and analysis presented in the Health Equity Impact Assessment, which demonstrates that the proposed project may result in one or more potentially large or significant adverse health equity impacts.

**Lead DOH Office:**

Center for Health Equity Impact Assessments, Office of Health Equity and Human Rights

**Date:**

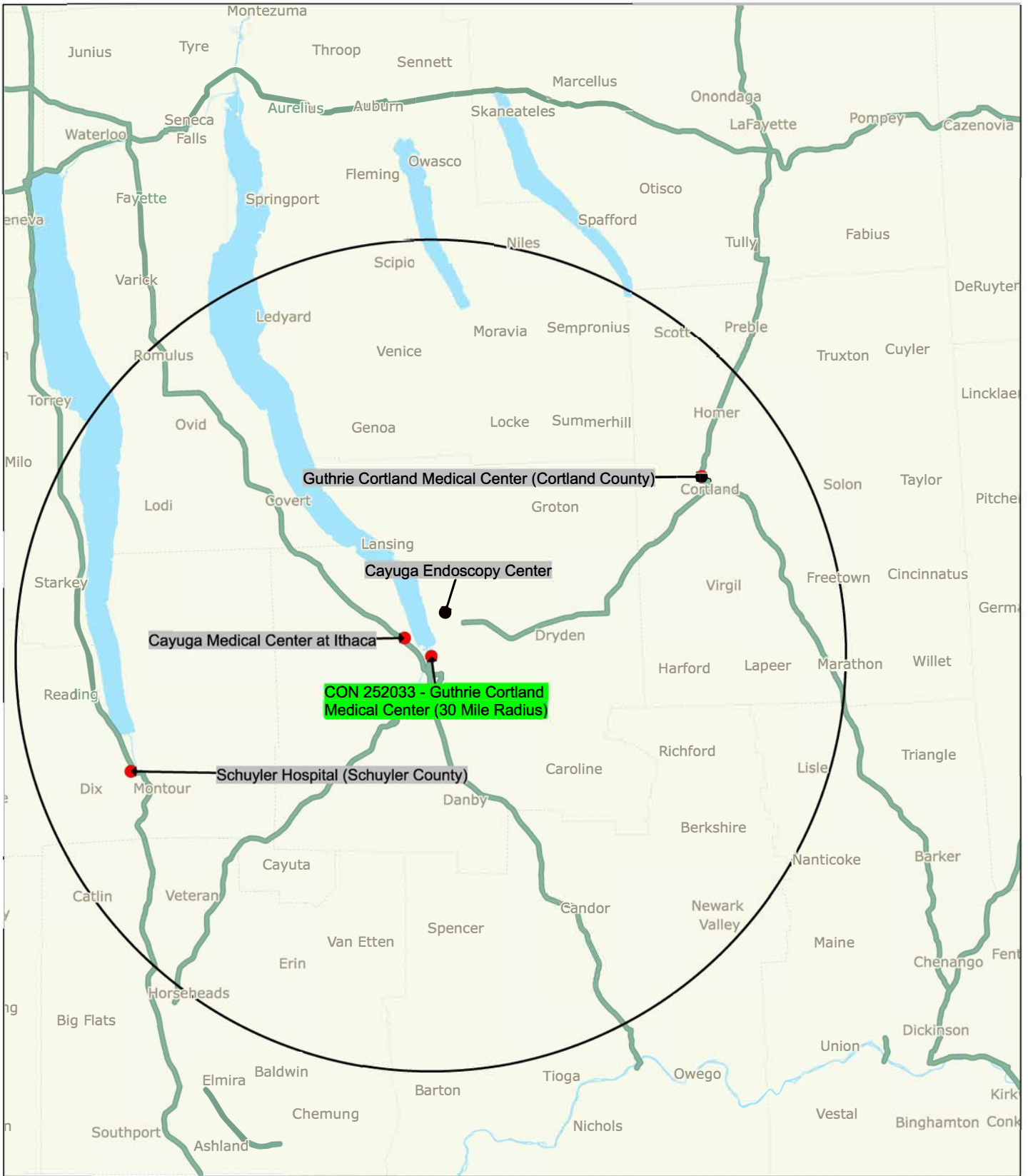
7/16/2025

**Full Name of Reviewer:**

Sabrina Khan

**Center Director:**

Olutomisin Akanbi



Map depicts facilities within a 30 mile radius providing single specialty - gastroenterology or multi-specialty ambulatory gastroenterology surgical services.

**60000-Guthrie Cortland Medical Cntr**  
**Consolidated Balance Sheet**  
**For the Period Ending March 2025**  
**(In Thousands)**

	Mar-25	Feb-25	June 2024
<b>Current Assets</b>			
000005-Cash	7,763	7,575	6,316
000009-Notes Receivable - Affiliate	0	0	0
000011-Accounts Receivable, Net	20,954	19,929	18,982
000008-Notes Receivable	0	0	0
000007-Inventory	3,443	3,387	2,689
000010-Prepaid Expenses	7,527	7,979	1,634
000214-Notes Receivable-Guthrie Clinic	0	0	0
000012-Receivable-GH Affiliates	0	0	0
000006-Due From Affiliates	429,681	415,622	309,120
<b>Total Current Assets</b>	<b>469,368</b>	<b>454,492</b>	<b>338,740</b>
<b>Assets limited as to use:</b>			
000017-Investment - Trustee Held - Current	0	0	0
000018-Investment Trustee Held LT	0	0	0
000014-Board Designated Funds	6,635	6,674	6,263
000015-Temporary & Permanently Restricted Funds	104	105	104
000016-Self Insured Trust Funds	1,456	1,470	1,069
000019-Patient Escrow	45	46	46
000212-Deferred Compensation	0	0	0
<b>Total Assets limited as to use</b>	<b>8,240</b>	<b>8,295</b>	<b>7,482</b>
<b>Other Assets</b>			
000227-Interest in Net Assets of Foundation	0	0	0
000021-Investment - Long Term	2,603	2,619	2,684
000023-Notes Receivable Affiliate Long Term	0	0	0
000025-Receivable-Guthrie Medical Group-LT	0	0	0
176100-Right of Use Asset - Finance Leases	52	52	0
176101-ROU Asset Accumulated Amortization - Finance Lease	(35)	(29)	0
000221-ROU Operating Lease-Real Estat	0	0	0
000222-ROU Oper. Lease-Equipment	2	3	22
000026-Property, Plant & Equipment, Net	57,222	57,037	57,585
000024-Prepaid Pension	0	0	0
000022-Other Assets Net	420	420	420
<b>Total Other Assets</b>	<b>60,265</b>	<b>60,101</b>	<b>60,710</b>
<b>Total Assets</b>	<b>537,873</b>	<b>522,888</b>	<b>406,933</b>

Project # 252033  
BFA Attachment A cont

Current Liabilities

000050-Note Payable - Line of Credit	(0)	(0)	(0)
000049-Long Term Debt - Current Portion	(0)	(0)	(0)
214100-Lease Liabilities - Finance Leases-Current	18	17	(0)
214200-Lease Liabilities-Operating Leases-Current	2	3	15
000041-Due to Affiliates	406,413	393,847	294,185
000045-Accrued Expense/Accounts Payable	7,381	7,507	6,232
000046-Accrued Payroll, Taxes, and Other	1,449	1,314	1,183
000048-Accrued Vacation	2,297	2,234	2,276
000047-Accrued Interest	(0)	(0)	(0)
000044-Third Party Payable	2,254	2,213	2,164
000043-Contract Liab-Advanced Payments	(0)	(0)	(0)
000052-Other Current Liabilities	466	403	199
<b>Total Current Liabilities</b>	<b>420,280</b>	<b>407,538</b>	<b>306,254</b>

Other Liabilities

000057-Notes Payable Affiliate Long Term	(0)	(0)	(0)
000224-Lease Liab-Finance Lease LT	(0)	(0)	(0)
000225-Lease Liab-Operating Leases LT	(0)	(0)	2
000056-Long Term Debt	9,946	9,951	9,972
000058-Patient Escrow	45	46	46
000213-Deferred Compensation	(0)	(0)	(0)
000055-Accrued Pension Costs	2,007	1,975	1,948
000054-Other Liabilities	4,428	4,360	4,171
<b>Total Other Liabilities</b>	<b>16,427</b>	<b>16,332</b>	<b>16,137</b>

**Total Liabilities**

**436,706      423,870      322,391**

Net Assets

000078-Equity Transfers	32,974	16,813	16,813
000080-Net Income	11,845	9,695	18,194
Unrestricted Net Assets	53,239	68,877	49,303
000061-Temporarily Restricted Net Assets	3,008	3,533	131
000068-Permanently Restricted Net Assets	100	100	100
<b>Total Net Assets</b>	<b>101,167</b>	<b>99,019</b>	<b>84,542</b>

**Total Liabilities and Net Assets**

**537,873      522,888      406,933**

Update Date: 04/10/2025 time: 9:49:23 AM

Project # 252033  
BFA Attachment A cont

60000 - Guthrie Cortland Medical Center Detailed Operating Statement  
For Period Ending MARCH 2025  
In Thousands

	Year to Date							YTD Baseline
	Actual	Forecast	\$ Variance	% Variance	Prior Year	\$ Variance	% Variance	Fcst
000085 - Gross Patient Service Revenue	402,930,505	385,365,256	17,565,249	4.6%	364,186,784	38,743,720	10.6%	379,807,503
000111 - Contractuals and Allowances	285,933,387	275,511,820	(10,421,567)	-3.8%	255,238,121	30,695,266	12.0%	271,667,439
000120 - Denial	1,322,730	1,342,686	19,956	1.5%	1,414,975	(92,245)	-6.5%	1,570,444
000119 - Charity Care	1,518,215	1,215,351	(302,865)	-24.9%	1,165,519	352,696	30.3%	1,349,550
000121 - Insurance Incentives	739,409	-	739,409	0.0%	296,128	443,281	149.7%	-
Patient Service Revenue Net of Contractual and Other Allowances	114,895,581	107,295,399	7,600,183	7.1%	106,664,298	8,231,284	7.7%	105,220,070
000083 - Patient Related Bad Debt	4,483,543	2,832,045	(1,651,497)	-58.3%	1,596,007	(2,887,536)	-180.9%	1,681,532
000083 - Net Patient Service Revenue	110,412,039	104,463,353	5,948,685	5.7%	105,068,291	5,343,748	5.1%	103,538,538
000123 - Operating Revenue Support	2,718,291	2,734,209	(15,918)	-0.6%	1,441,163	1,277,128	88.6%	1,300,847
<b>TOTAL OPERATING REVENUE</b>	<b>113,130,330</b>	<b>107,197,563</b>	<b>5,932,768</b>	<b>5.5%</b>	<b>106,509,454</b>	<b>6,620,876</b>	<b>6.2%</b>	<b>104,839,385</b>
00013 - Non Provider Salaries	38,449,212	36,872,350	(1,576,862)	-4.3%	33,974,104	(4,475,108)	-13.2%	35,472,299
000135 - Contract Labor	1,574,559	1,627,481	52,922	3.3%	2,871,247	1,296,687	45.2%	1,489,976
000136 - Employee Benefits	8,470,363	8,257,534	(212,829)	-2.6%	7,695,716	(774,647)	-10.1%	8,260,992
000169 Purchased Services	16,302,752	15,879,830	(422,922)	-2.7%	14,873,658	(1,429,094)	-9.6%	15,249,124
000175 - Physician Fees	6,657,296	6,321,715	(335,581)	-5.3%	5,648,557	(1,008,738)	-17.9%	5,832,951
000147 - Supplies	10,296,467	9,732,126	(564,341)	-5.8%	9,839,023	(457,445)	-4.6%	8,908,766
000167 - Pharmaceuticals	10,122,834	9,810,238	(312,596)	-3.2%	9,165,054	(957,780)	-10.5%	9,577,772
000166 - Insurance	521,685	521,465	(220)	0.0%	(274,206)	(795,891)	290.3%	835,350
000150 - Other Expenses	4,933,818	4,493,499	(440,320)	-9.8%	3,618,493	(1,315,325)	-36.4%	4,225,595
<b>TOTAL OPERATING EXPENSES</b>	<b>97,328,986</b>	<b>93,516,237</b>	<b>(3,812,749)</b>	<b>-4.1%</b>	<b>87,411,647</b>	<b>(9,917,339)</b>	<b>-11.3%</b>	<b>89,852,825</b>
EBIDA	15,801,344	13,681,326	2,120,019	15.5%	19,097,808	(3,296,464)	-17.3%	14,986,560
000176 - Depreciation and Amortization	4,200,665	4,270,386	69,721	1.6%	4,811,038	610,373	12.7%	4,462,772
000179 - Interest	293,757	254,252	(39,505)	-15.5%	237,338	(56,419)	-23.8%	236,921
<b>INCOME FROM OPERATIONS</b>	<b>11,306,922</b>	<b>9,156,688</b>	<b>2,150,234</b>	<b>23.5%</b>	<b>14,049,432</b>	<b>(2,742,509)</b>	<b>-19.5%</b>	<b>10,286,867</b>
000197 - Investment Interest and Dividends			135,001					
000196 - Gain (Loss) from Sale of Investments, net	209,005	74,004	(135,001)	-182.4%	211,686	(2,681)	-1.3%	60,141
000201 - Unrealized Gain (loss) on Investments	185,227	100,029	(85,198)	-85.2%	82,344	102,883	124.9%	-
000198 - Investment Expense	246,869	344,468	(97,599)	-28.3%	543,956	(297,087)	-54.6%	-
000192 - Restructure	(20,213)	(19,043)	(1,170)	-6.1%	(19,892)	(321)	1.6%	(14,043)
000202 - Other Gains	-	-	-	0.0%	-	-	0.0%	-
000202 - Other Gains	(32,250)	(59,750)	27,500	46.0%	(193,500)	161,250	-83.3%	(73,500)
Non Operating Gains	588,638	439,708	148,930	-33.9%	624,594	(35,956)		(27,402)
<b>EXCESS MARGIN</b>	<b>11,895,560</b>	<b>9,596,396</b>	<b>2,299,164</b>	<b>24.0%</b>	<b>14,674,026</b>	<b>(2,778,465)</b>	<b>9.3%</b>	<b>10,259,465</b>

**The Guthrie Clinic and Affiliates**

Consolidated Balance Sheets  
June 30, 2024 and 2023  
(In Thousands of Dollars)

	<u>2024</u>	<u>2023</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$ 63,761	\$ 23,515
Patient accounts receivable	193,773	107,844
Inventories	36,702	24,972
Prepaid expenses and other current assets	52,750	39,897
	<u>346,986</u>	<u>196,228</u>
<b>Assets Limited as to Use</b>		
Trustee held funds under trust indenture agreement	28,300	25,572
Board-designated funds	224,954	207,183
Self-insured trust funds	56,628	62,780
Other	81,921	72,837
	<u>391,803</u>	<u>368,372</u>
Interest in net assets of affiliate	33,134	-
Investments	549,080	551,872
Property and equipment, net	510,829	417,011
Finance lease right-of-use assets	19,150	3,072
Operating lease right-of-use assets	42,608	15,549
Prepaid pension	31,843	31,227
Other assets, net	12,984	6,842
	<u>\$ 1,938,417</u>	<u>\$ 1,590,173</u>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Finance lease obligations, current	\$ 1,657	\$ 1,039
Operating lease obligations, current	7,176	3,100
Current maturities of long-term obligations	11,599	11,270
Accounts payable and accrued expenses	105,283	63,105
Accrued payroll, taxes and vacation	80,211	53,804
Estimated third-party payables, net	4,803	5,167
Contract liability, advance payments	13,180	-
Other current liabilities	16,451	1,683
	<u>240,360</u>	<u>139,168</u>
Finance lease obligations	15,942	2,070
Operating lease obligations	37,890	12,731
Long-term obligations, net	528,537	401,147
Accrued pension cost	1,948	4,168
Asset retirement obligation	6,948	6,645
Insurance liabilities, net of current portion	53,544	61,167
Other long-term liabilities	7,874	4,960
	<u>893,043</u>	<u>632,056</u>
<b>Net Assets</b>		
Net assets without donor restrictions	932,152	884,662
Net assets with donor restrictions	113,222	73,455
	<u>1,045,374</u>	<u>958,117</u>
Total liabilities and net assets	<u>\$ 1,938,417</u>	<u>\$ 1,590,173</u>

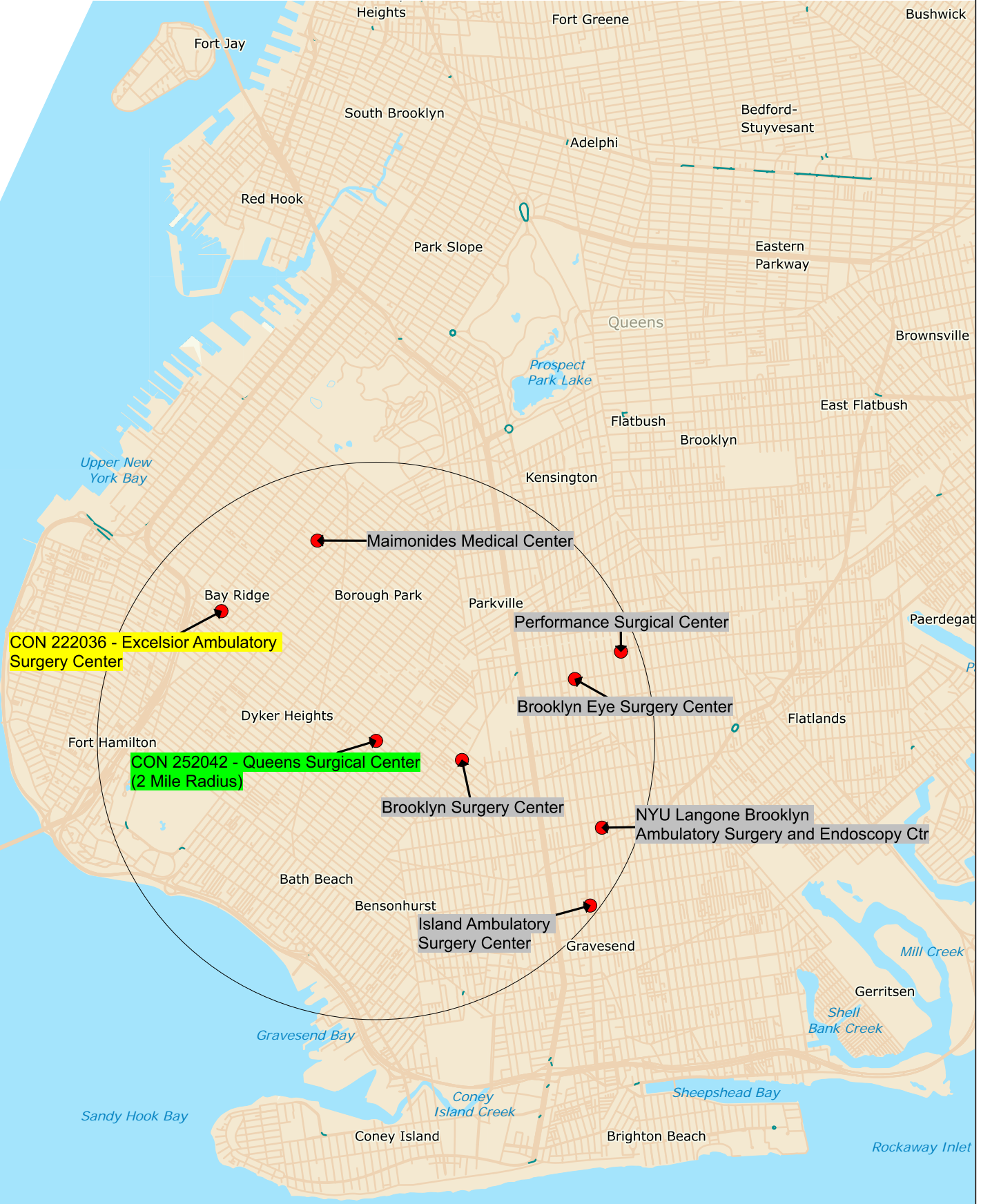
See notes to consolidated financial statements

**The Guthrie Clinic and Affiliates**

Consolidated Statements of Operations and Changes in Net Assets  
Years Ended June 30, 2024 and 2023  
(In Thousands of Dollars)

	<u>2024</u>	<u>2023</u>
<b>Revenues and Other Support</b>		
Net patient service revenue	\$ 1,414,166	\$ 1,087,754
Other operating revenue	35,971	28,622
	<u>1,450,137</u>	<u>1,116,376</u>
<b>Expenses</b>		
Salaries and wages	712,946	593,134
Employee benefits	138,766	109,831
Purchased services	113,647	82,618
Supplies	143,944	119,642
Pharmaceuticals	174,350	120,169
Insurance	4,531	10,940
Other expenses	101,235	84,982
Depreciation and amortization	63,326	54,330
Interest	17,721	13,465
Credit loss expense	53	103
	<u>1,470,519</u>	<u>1,189,214</u>
Total expenses	<u>1,470,519</u>	<u>1,189,214</u>
Loss from operations	(20,382)	(72,838)
<b>Nonoperating Income</b>		
Other income, net (Note 12)	<u>61,361</u>	<u>53,536</u>
Revenues in excess of (less than) expenses (carried forward)	<u>\$ 40,979</u>	<u>\$ (19,302)</u>

See notes to consolidated financial statements



Map depicts facilities within a two mile radius providing multi or single-specialty ambulatory surgical services that include at least one of the specialties proposed by the applicant.

**Queens Surgical Center LLC**  
**Balance Sheet**  
**As of December 31, 2024**

**ASSETS**

## Current assets :

Cash	\$ 146,534
Accounts receivable, net	504,682
Inventory	207,224
Other receivable	37,340
Prepaid expenses	<u>81,720</u>
Total Current assets	977,500

Property and equipment, net	5,126,784
Operating lease right-of-use assets	1,024,297
Other assets - debt finance cost	13,541
Security deposit	230,734

**Total Assets** \$ 7,372,856

**LIABILITIES AND MEMBERS' EQUITY**

## Current liabilities:

Accounts payable and accrued expenses	\$ 604,818
Equipment lease liabilities, current	346,558
Operating lease liabilities, current	656,556
Loan payable, current	<u>954,424</u>
Total Current liabilities	2,562,356

Equipment lease liabilities, net of current portion	493,468
Operating lease liabilities, net of current portion	390,348
Loan payable, net of current portion	<u>3,131,875</u>
<b>Total Liabilities</b>	6,578,047

Members' equity	794,809
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**Total Liabilities and members' equity** \$ 7,372,856

See accompanying notes to financial statements

**Queens Surgical Center LLC**  
**Statement of Operations**  
**For the Year Ended December 31, 2024**

<b>Medical Service Revenue</b>	\$ 6,802,002
<b>Cost of Service</b>	
Medical supplies	3,432,772
Compensation and benefits	1,017,960
Allocated operational expenses	2,512,338
<b>Total Cost of Service</b>	<u>6,963,070</u>
<b>Gross Profit (Loss)</b>	<u>(161,068)</u>
<b>Operational Expenses</b>	
Compensation and benefits	767,934
Interest expenses	204,284
Office expenses	119,408
Occupancy	107,271
Professional fees	52,104
Hiring expenses	9,866
Insurance	68,557
Bad debt expenses	56,000
Depreciation and amortization	29,312
Repairs and maintenance	30,465
Advertising	32,313
Telephone	21,301
Cleaning services	10,468
Information technology	8,574
Other expenses	12,118
<b>Total Operational Expenses</b>	<u>1,529,975</u>
<b>Loss from operation before other income/ (expenses)</b>	(1,691,043)
<b>Other income/ ( expenses)</b>	
Insurance recovery	148,809
Loss on damaged equipments	(275,562)
<b>Total other income/ (expenses)</b>	<u>(126,753)</u>
<b>Net Loss</b>	<u><u>\$ (1,817,796)</u></u>

See accompanying notes to financial statements

**QUEENS SURGICAL CENTER LLC**  
**BALANCE SHEET**  
**JUNE 30, 2025**

**ASSETS**

**Current Assets**

Cash	\$	574,780
Prepaid Expenses		1,889
Accounts Receivable		2,315,667
		<hr/>
		2,892,336
		<hr/>

**Fixed Assets**

Renovation - ASC Center		5,342,118
Equipment		1,946,670
Less: accumulated depreciation		(2,033,284)
		<hr/>
		5,255,504
		<hr/>

**Other Assets**

Financing Cost		38,542
Right of Use Assets		1,024,296
Security Deposits		231,140
Service Contracts		23,696
		<hr/>
		1,317,674
		<hr/>

**TOTAL ASSETS**

**\$ 9,465,514**

**LIABILITIES AND MEMBERS' EQUITY**

**Current Liabilities**

Accounts Payable and Accrued Expenses	\$	449,603
		<hr/>
		449,603
		<hr/>

**Long Term Liabilities**

Loan Payable		3,614,000
Equipment Lease		703,094
Lease Liabilities		1,046,905
		<hr/>
		5,363,999
		<hr/>

Total Liabilities

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5,813,602

**Members' Equity**

Members' Equity		2,086,906
Net Income		1,565,006
		<hr/>

Total Members' Equity

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3,651,912

**TOTAL LIABILITIES AND MEMBERS' EQUITY**

**\$ 9,465,514**

**QUEENS SURGICAL CENTER LLC**  
**STATEMENT OF OPERATIONS**  
**FOR THE PERIOD FROM JANUARY 1, 2025 TO JUNE 30, 2025**

<b>Revenue</b>	
Net Facilities Income	<u>\$ 6,540,276</u>
<b>Total Revenue</b>	<u>6,540,276</u>
<b>Cost of Service</b>	<u>2,164,826</u>
<b>Gross Profit</b>	<u>4,375,450</u>
<b>Operational Expenses</b>	
Salaries and Wages	1,384,272
Bank Services Charges	48,007
Cleaning Expenses	47,785
Fire Alarm and Safety	385
Hiring Expenses	51,578
Insurance	52,142
Equipment Leasing	50,289
Office Expenses	35,925
Professional Fees	147,121
Rent	573,040
Repair and Maintenance	101,341
Surgical IT System and Support	117,818
Telephone and Internet	11,796
Travelling	63,840
Utilities	<u>48,994</u>
<b>Total Operational Expenses</b>	<u>2,734,333</u>
<b>Operation Income before Other Expenses</b>	<b>1,641,117</b>
<b>Other Income &amp; (Expenses)</b>	
Interest Expenses	<u>(76,111)</u>
<b>Total Other Income &amp; (Expenses)</b>	<u>(76,111)</u>
<b>Net Income</b>	<u><u>\$ 1,565,006</u></u>

**NYU Langone Health  
Combining Balance Sheet  
August 31, 2024**

	NYU Langone Hospitals Obligated Group	CCC550	Eliminations	Consolidated NYU Langone Hospitals	Long Island Community Hospital Obligated Group	NYU Langone Health System and Other Entities	Eliminations	Consolidated NYU Langone Health System	NYU Schools of Medicine	Eliminations	Total NYU Langone Health
<b>Assets</b>											
Current assets											
Cash and cash equivalents	\$ 1,547,908	\$ -	\$ -	\$ 1,547,908	\$ 15,388	\$ 10,017	\$ -	\$ 1,573,313	\$ 48,066	\$ -	\$ 1,621,379
Short-term investments	1,794,678	-	-	1,794,678	20,301	33,701	-	1,848,680	-	-	1,848,680
Assets limited as to use	49,208	-	-	49,208	-	-	-	49,208	24,467	-	73,675
Patient accounts receivable, net	1,285,479	-	-	1,285,479	55,800	-	-	1,341,279	191,104	-	1,532,383
Contribution receivable, current	74,152	-	-	74,152	-	-	-	74,152	52,010	-	126,162
Insurance receivables - billed	-	75,788	(69,531)	6,257	-	-	-	6,257	-	-	6,257
Other current assets	553,474	-	-	561,039	34,241	69,909	(56,618)	608,571	249,718	(121,925)	736,364
Total current assets	5,304,899	83,353	(69,531)	5,318,721	125,730	113,627	(56,618)	5,501,460	565,365	(121,925)	5,944,900
Long-term investments	91,390	-	-	91,390	-	-	-	91,390	1,487,017	-	1,578,407
Assets limited as to use, less current portion	70,563	1,281,349	-	1,351,912	10,136	14,401	-	1,376,449	463,679	-	1,840,128
Contributions receivable, less current portion	235,536	-	-	235,536	-	-	-	235,536	74,597	-	310,133
Professional liabilities insurance recovery receivable	48,119	-	-	48,119	-	-	-	48,119	-	-	48,119
Operating lease right-of-use assets	485,772	-	-	485,772	1,053	-	-	486,825	1,085,509	-	1,572,334
Other assets	578,420	-	(446,012)	132,408	40,472	135,604	(234,721)	73,763	36,634	(2,277)	108,120
Property, plant and equipment, net	5,311,588	-	-	5,311,588	220,756	-	-	5,532,344	4,185,762	-	9,718,126
Total assets	\$ 12,126,287	\$ 1,364,702	\$ (515,543)	\$ 12,975,446	\$ 398,147	\$ 263,632	\$ (291,339)	\$ 13,345,886	\$ 7,898,583	\$ (124,202)	\$ 21,120,267
<b>Liabilities and Net Assets</b>											
Current liabilities											
Current portion of long-term debt and finance lease obligations	\$ 38,696	\$ -	\$ -	\$ 38,696	\$ 2,645	\$ -	\$ -	\$ 41,341	\$ 80,261	\$ -	\$ 121,602
Current portion of operating lease obligations	38,021	-	-	38,021	396	-	-	38,417	107,344	-	145,761
Accounts payable and accrued expenses	541,172	434	-	541,606	42,802	54,879	-	639,287	269,666	-	908,953
Accrued salaries and related liabilities	374,455	-	-	374,455	26,338	27,456	-	428,249	414,171	-	842,420
Other current liabilities	154,573	634	(42,824)	112,383	70,442	31,714	(56,618)	157,921	157,351	(121,925)	193,347
Total current liabilities	1,146,917	1,068	(42,824)	1,105,161	142,623	114,049	(56,618)	1,305,215	1,028,793	(121,925)	2,212,083
Long-term debt and finance lease obligations	3,064,743	-	-	3,064,743	90,535	-	-	3,155,278	2,252,645	-	5,407,923
Long-term operating lease obligations	505,994	-	-	505,994	722	-	-	506,716	1,091,076	-	1,597,792
Professional liabilities	85,519	917,622	-	1,003,141	29,460	-	-	1,032,601	-	-	1,032,601
Accrued pension and postretirement liabilities	285,258	-	(26,707)	258,551	-	-	-	285,258	72,444	-	357,702
Other liabilities	428,282	-	-	401,573	124,620	18,142	(103,735)	440,602	660,468	(2,277)	1,098,793
Total liabilities	5,516,713	918,690	(69,531)	6,365,872	387,960	132,191	(160,353)	6,725,670	5,105,426	(124,202)	11,706,894
Net assets											
Net assets without donor restrictions	6,084,023	446,012	(446,012)	6,084,023	5,843	126,830	(126,521)	6,090,175	1,367,942	-	7,458,117
Net assets with donor restrictions	525,551	-	-	525,551	4,344	4,611	(4,465)	530,041	1,425,215	-	1,955,256
Total net assets	6,609,574	446,012	(446,012)	6,609,574	10,187	131,441	(130,986)	6,620,216	2,793,157	-	9,413,373
Total liabilities and net assets	\$ 12,126,287	\$ 1,364,702	\$ (515,543)	\$ 12,975,446	\$ 398,147	\$ 263,632	\$ (291,339)	\$ 13,345,886	\$ 7,898,583	\$ (124,202)	\$ 21,120,267

**NYU Langone Health  
Combining Statement of Operations  
Year Ended August 31, 2024**

<i>(in thousands)</i>	NYU Langone Hospitals Obligated Group	Consolidated NYU Langone Hospitals	Long Island Community Hospital Obligated Group	NYU Langone Health System and Other Entities	Consolidated NYU Langone Health System	NYU Schools of Medicine	Eliminations	Total NYU Langone Health
<b>Operating revenue</b>								
Net patient service revenue	\$ 7,993,231	\$ 7,993,231	\$ 360,233	\$ -	\$ 8,353,464	\$ 3,721,879	\$ (1,015,479)	\$ 11,059,864
Pharmacy revenue	873,299	873,299	-	-	873,299	-	(2,390)	870,909
Grants and sponsored programs	3,394	3,394	936	-	4,330	783,853	-	788,183
Insurance premiums earned	-	191,043	-	-	131,382	-	(103,690)	27,692
Contributions	11,679	11,679	133	404	12,216	35,580	-	47,796
Endowment distribution and return on short-term investments	148,439	261,706	1,345	1,099	264,150	51,364	-	315,514
Other revenue	380,797	217,998	8,295	21,434	247,727	1,312,402	(698,520)	861,609
Net assets released from restrictions for operating purposes	54,081	54,081	-	-	54,081	44,170	-	98,251
Total operating revenue	9,464,920	9,546,770	370,942	22,937	9,940,649	5,949,248	(1,820,079)	14,069,818
<b>Operating expenses</b>								
Salaries and wages	2,686,429	2,686,429	131,116	585	2,818,130	3,621,237	-	6,439,367
Employee benefits	885,707	885,707	49,378	139	935,224	899,189	(43,892)	1,790,521
Supplies and other	4,552,232	4,634,082	178,361	20,340	4,832,783	1,306,587	(1,776,187)	4,363,183
Depreciation and amortization	468,905	468,905	25,067	194	494,166	329,509	-	823,675
Interest	121,693	121,693	3,851	-	125,544	96,092	-	221,636
Total operating expenses	8,714,966	8,796,816	387,773	21,258	9,205,847	6,252,614	(1,820,079)	13,638,382
Gain (loss) from operations	749,954	749,954	(16,831)	1,679	734,802	(303,366)	-	431,436
<b>Other items</b>								
Other component of pension and postretirement costs	25,621	25,621	-	-	25,621	(1,235)	-	24,386
Investment return, net	172,251	172,251	-	3,439	175,690	32,824	-	208,514
Mission based payment to NYUGSoM	(50,000)	(50,000)	-	-	(50,000)	50,000	-	-
Proceeds from settlements	122,246	122,246	-	-	122,246	-	-	122,246
Other	44,272	44,272	-	-	44,272	5,043	-	49,315
Excess (deficiency) of revenue over expenses	1,064,344	1,064,344	(16,831)	5,118	1,052,631	(216,734)	-	835,897
<b>Other changes in net assets without donor restrictions</b>								
Changes in pension and postretirement obligations	(14,821)	(14,821)	-	-	(14,821)	27,982	-	13,171
Equity transfer (to) from related organizations, net	(563,966)	(563,966)	-	-	(563,966)	563,966	-	-
Net assets released from restrictions for capital purposes	6,249	6,249	-	-	6,249	32,477	-	38,726
Other	(4,520)	(4,520)	1,340	-	(3,180)	5,837	-	2,657
Net increase (decrease) in net assets without donor restrictions	\$ 487,286	\$ 487,286	\$ (15,491)	\$ 5,118	\$ 476,913	\$ 413,538	\$ -	\$ 890,451

**NYU Langone Hospitals**  
**Statement of Financial Position**  
**(Amounts In Thousands)**

Amounts Reported include NYU Langone Hospitals - Suffolk, merged 3/1/25

**(Unaudited)**  
**April 30,**  
**2025**

**Assets**

Current assets:

Cash and cash equivalents	\$ 1,139,123
Short-term investments	2,289,422
Assets limited as to use	14,438
Patient accounts receivable, net	1,274,175
Due from related organizations	333,199
Contributions receivable - current	93,475
Inventories	236,360
Other current assets	329,427
Total current assets	5,709,619

Long-term investments	188,499
Assets limited as to use, less current portion	74,188
Contribution receivable, less current portion	190,553
Professional liabilities insurance receivable	48,119
Other assets	300,547
Due from related organizations less current portion	-
Right-of-use-assets	483,642
Property, plant and equipment - net	5,704,348
Total assets	<u>\$ 12,699,515</u>

**Liabilities and net assets**

Current liabilities:

Current portion of long-term debt	31,565
Accounts payable and accrued expenses	538,698
Accrued salaries and related liabilities	401,655
Accrued interest payable	39,339
Current portion of accrued postretirement liabilities	2,719
Current portion of professional liabilities	1,831
Current portion of operating lease liabilities	33,758
Deferred revenue	10,184
Due to related organizations	41,192
Other current liabilities	85,732
Total current liabilities	1,186,673

Long-term debt, less current portion	3,139,655
Operating lease liabilities, less current portion	510,435
Professional liabilities	82,136
Accrued pension liabilities	121,355
Accrued postretirement liabilities	30,122
Due to related organization, net	8,434
Other liabilities	489,169
Total liabilities	<u>\$ 5,567,979</u>

**Net assets:**

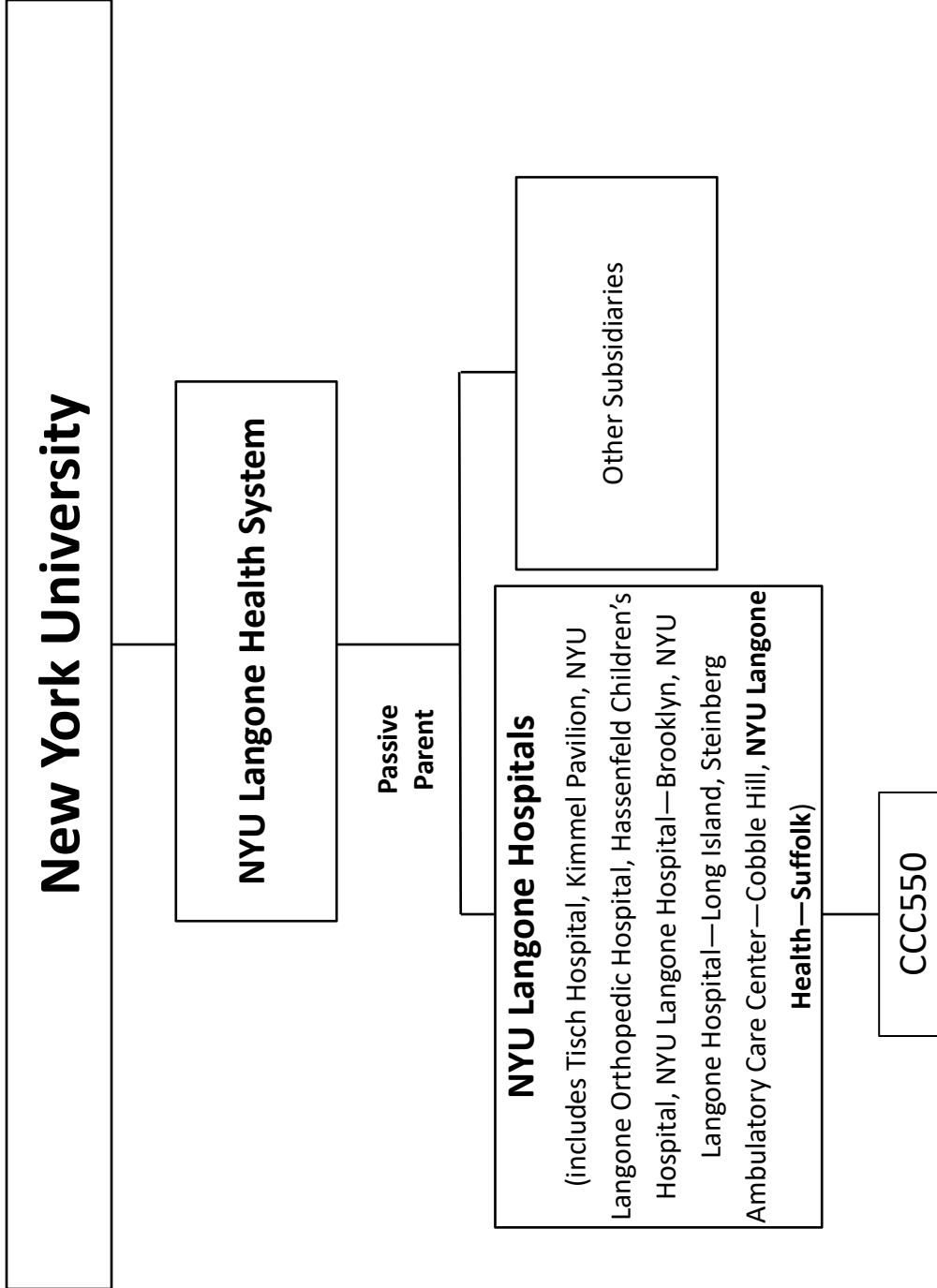
Without donor restrictions	\$ 6,627,533
With donor restrictions	504,003
Total net assets	<u>\$ 7,131,536</u>
Total liabilities and net assets	<u>\$ 12,699,515</u>

**NYU Langone Hospitals**  
**Statement Of Operations**  
**For The Eight Months Ended April 30, 2025**  
**(Amounts In Thousands)**

Amounts Reported include NYU Langone Hospitals - Suffolk, merged 3/1/25

	<b>(Unaudited)</b>
	<b>Fiscal Year To Date</b>
	<b>Actual</b>
<b>Operating revenue</b>	
Inpatient	\$ 3,048,637
Outpatient	2,872,397
Grants and sponsored programs	2,726
Affiliations	17,327
Contributions	14,319
Endowment distribution and return on short-term investments	85,838
Other revenue	857,561
Net assets released from restrictions for operating purposes	58,238
<b>Total operating revenue</b>	<b>6,957,043</b>
<b>Operating expenses</b>	
Salaries and wages	2,073,514
Temporary agencies	11,991
Employee benefits	691,324
Pharmaceuticals	909,795
Medical supplies	589,928
Professional fees	92,566
Purchased services	97,192
Facility costs	183,106
Other expenses	267,903
FGP physician services	399,016
GME purchased services	38,424
Malpractice	42,208
Depreciation and amortization	334,250
Interest	81,874
<b>Total operating expenses</b>	<b>5,813,091</b>
<b>Gain from operations before support:</b>	<b>1,143,952</b>
SoM support	755,946
<b>Gain from operations after support</b>	<b>388,006</b>
<b>Operating Margin</b>	<b>5.6%</b>
<b>Other items</b>	
Disaster recovery reimbursement for capital	3,014
Other	-
Other component of pension & post retirement costs	20,178
Support to NYUSoM	(33,336)
Gain on extinguishment of debt	12,143
Return on long-term investment	(14,504)
Investment return less endowment distribution, net	(2,540)
<b>Excess of revenue over expenses</b>	<b>372,961</b>
<b>Other changes in unrestricted net assets without donor restrictions</b>	
Changes in pension and post retirement obligations	26,588
Grants and contributions for capital asset acquisitions	307
Equity transfer	(419)
Transfers	(1,688)
Net assets released from restrictions for capital purposes	-
<b>Net increase in net assets without donor restrictions</b>	<b>\$ 397,749</b>

*Post-Merger Structure*





Map depicts facilities within a 2 mile radius providing multi or single-specialty ambulatory surgical services that include at least one of the specialties proposed by the applicant.

## Comparative Balance Sheet (Unaudited)

	2024 June	2025 June
<b>Assets:</b>		
Cash	1,151,224	884,494
Net Accounts Receivable	1,779,035	1,472,501
Prepaid Expenses and Other Current Assets	1,204,681	1,122,914
<b>Total Current Assets</b>	<b>4,134,940</b>	<b>3,479,909</b>
Net Property, Plant & Equipment	1,817,545	1,808,489
Intangible Assets, Net of Amortization	0	0
<b>Total Other Assets</b>	<b>\$ 1,817,545</b>	<b>\$ 1,808,489</b>
Other Net Long Term Assets	4,109,804	3,644,325
<b>TOTAL ASSETS</b>	<b>\$ 10,062,289</b>	<b>\$ 8,932,722</b>
Accounts Payable	\$ 506,625	92,589
Salaries & Wages Payable	96,260	150,964
Current Portion Long Term Debt	566,725	704,856
Accrued Interest	-	-
Patient Refunds	570,303	359,222
Other Current Liabilities	34,256	200,058
<b>Total Current Liabilities</b>	<b>\$ 1,774,170</b>	<b>\$ 1,507,688</b>
Non-Current Portion Long-Term Debt	4,798,530	4,225,195
Other Long-Term Liabilities	0	0
<b>Total Long Term Liabilities</b>	<b>\$ 4,798,530</b>	<b>\$ 4,225,195</b>
<b>TOTAL LIABILITIES</b>	<b>\$ 6,572,700</b>	<b>\$ 5,732,884</b>
Non-Controlling Interest	\$ ( 1,262,693 )	\$ ( 1,395,085 )
General Partners' Interest	(731,459)	(813,037)
Current YTD Income	5,483,742	5,407,961
<b>TOTAL STOCKHOLDERS' EQUITY</b>	<b>\$ 3,489,590</b>	<b>\$ 3,199,839</b>
<b>TOTAL LIABILITIES &amp; SH. EQUITY</b>	<b>\$ 10,062,289</b>	<b>\$ 8,932,722</b>

## Income Statement - Prior Year Comparison

	Current Month			YTD				
	Jun FY25 Actual	Jun FY24 Actual	Var	Var %	Jun FY25 Actual	Jun FY24 Actual	Var	Var %
Cases	791	726	65	9%	4,575	4,768	(193)	-4%
Procedures	1,082	975	107	11%	6,404	6,571	(167)	-3%
Anesthesia Cases	788	726	62	9%	4,555	4,742	(187)	-4%
Net Patient Revenue	1,410,028	1,187,623	222,405	19%	8,227,120	8,131,978	95,142	1%
Anesthesia Revenue	479,173	385,852	93,321	24%	2,532,182	2,470,799	61,383	2%
Other Income	46	15	32	216%	130	127	3	3%
<b>Total Revenue</b>	<b>1,889,247</b>	<b>1,573,490</b>	<b>315,758</b>	<b>20%</b>	<b>10,759,432</b>	<b>10,602,903</b>	<b>156,529</b>	<b>1%</b>
Anesthesia Labor	161,948	232,274	(70,326)	-30%	1,118,020	1,189,336	(71,317)	-6%
Facility Labor	269,170	179,701	89,468	50%	1,515,013	1,343,581	171,432	13%
Drug & Medical Supplies	65,731	72,933	(7,202)	-10%	424,102	472,410	(48,308)	-10%
Fixed Expenses	78,311	78,722	(410)	-1%	452,113	451,613	501	0%
Other Operating Expenses	144,554	154,560	(10,007)	-6%	864,970	874,012	(9,042)	-1%
Bad Debt	62,286	58,501	3,785	6%	387,737	373,472	14,265	4%
<b>Total Operating Expenses</b>	<b>782,000</b>	<b>776,692</b>	<b>5,308</b>	<b>1%</b>	<b>4,761,955</b>	<b>4,704,424</b>	<b>57,531</b>	<b>1%</b>
<b>EBITDAM</b>	<b>1,107,247</b>	<b>796,798</b>	<b>310,449</b>	<b>39%</b>	<b>5,997,477</b>	<b>5,898,479</b>	<b>98,998</b>	<b>2%</b>
Management Fees	22,443	22,112	332	2%	134,661	132,670	1,990	2%
Depreciation & Amortization	21,003	17,268	3,735	22%	127,123	109,512	17,612	16%
Interest	1,062	(155)	1,217	784%	7,096	1,463	5,632	385%
Federal and State Income Taxes	47,077	23,066	24,012	104%	320,637	171,092	149,545	87%
<b>Net Income</b>	<b>1,015,662</b>	<b>734,508</b>	<b>281,154</b>	<b>38%</b>	<b>5,407,961</b>	<b>5,483,742</b>	<b>(75,781)</b>	<b>-1%</b>
NPR/Case	1,783	1,636	147	9%	1,798	1,706	93	5%
Anesthesia Revenue/Case	608	531	77	14%	556	521	35	7%
Labor % of Total NR	23%	26%	-3%	-13%	24%	24%	1%	2%
Supplies % of Total NR	3%	5%	-1%	-25%	4%	4%	-1%	-12%
Opex % of Total NR	12%	15%	-3%	-20%	12%	13%	0%	-2%
Variable Expenses/Case	811	881	(70)	-8%	857	814	44	5%
EBITDAM/Case	1,400	1,098	302	28%	1,311	1,237	74	6%
EBITDAM Margin	59%	51%	8%	16%	56%	56%	0%	0%

**LIBERTY ENDOSCOPY CENTER, LLC**

**BALANCE SHEETS**

**DECEMBER 31, 2024 AND 2023**

**ASSETS**

	<u>2024</u>	<u>2023</u>
Current assets:		
Cash	\$ 1,822,877	\$ 992,478
Accounts receivable, net	1,301,645	1,950,573
Prepaid expenses	<u>51,818</u>	<u>219,748</u>
Total current assets	3,176,340	3,162,799
Security deposits	1,069,532	1,069,532
Property and equipment, net	1,750,073	1,927,056
Right-of-use assets, operating leases	3,864,678	4,270,046
Right-of-use asset, finance lease	<u>185,539</u>	<u>-</u>
Total assets	<u>\$ 10,046,162</u>	<u>\$ 10,429,433</u>

**LIABILITIES AND MEMBERS' EQUITY**

Current liabilities:		
Accounts payable and accrued expenses	\$ 1,190,602	\$ 861,156
Current portion of note payable	-	154,953
Current portion of operating leases liabilities	588,132	544,785
Current portion of finance lease liability	74,911	-
Due to related party	<u>144,885</u>	<u>85,210</u>
Total current liabilities	1,998,530	1,646,104
Long-term liabilities		
Operating leases liabilities, net of current portion	4,500,720	5,085,355
Finance lease liability, net of current portion	<u>89,567</u>	<u>-</u>
Total liabilities	6,588,817	6,731,459
Members' equity	<u>3,457,345</u>	<u>3,697,974</u>
Total liabilities and members' equity	<u>\$ 10,046,162</u>	<u>\$ 10,429,433</u>

**LIBERTY ENDOSCOPY CENTER, LLC**  
**STATEMENTS OF INCOME AND MEMBERS' EQUITY**  
**YEARS ENDED DECEMBER 31, 2024 AND 2023**

	<u>2024</u>	<u>2023</u>
Revenues:		
Facility service revenue, net	\$ 15,236,594	\$ 17,620,478
Anesthesia revenue, net	<u>4,994,193</u>	<u>1,407,065</u>
Net revenues	<u>20,230,787</u>	<u>19,027,543</u>
Operating expenses:		
Personnel costs	5,032,802	4,527,476
Medical supplies and medications	845,283	793,961
Rent	777,642	804,659
Other	596,438	596,592
Administrative and billing fees	540,103	446,208
Repairs and maintenance	411,906	270,258
Management fees	266,336	346,271
Depreciation and amortization	256,251	276,802
Insurance	139,320	104,900
Professional fees	<u>121,656</u>	<u>142,922</u>
Operating expenses	<u>8,987,737</u>	<u>8,310,049</u>
Income from operations	<u>11,243,050</u>	<u>10,717,494</u>
Other income (expense):		
Other income	720	12,004
Interest expense	<u>(18,804)</u>	<u>(11,611)</u>
Total other income (expense), net	<u>(18,084)</u>	<u>393</u>
Income before provision for income taxes	11,224,966	10,717,887
Provision for income taxes	<u>(378,115)</u>	<u>(428,820)</u>
Net income	10,846,851	10,289,067
Members' equity - Beginning of year	3,697,974	2,583,164
Members' distributions	<u>(11,087,480)</u>	<u>(9,174,257)</u>
Members' equity - End of year	<u>\$ 3,457,345</u>	<u>\$ 3,697,974</u>

## Health Equity Impact Assessment

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### Part 1 – Project Details

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**CON Number:** 252076

**Facility Name:** Liberty Endoscopy Center

**Project Type:** Full Review

**Independent Entity:** Sachs Policy Group

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### Part 2 – Health Equity Impact Summary

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**A summary statement or paragraph that succinctly demonstrates the anticipated health equity impacts of the proposed project (200 words or less).**

This project proposes to convert an ambulatory surgery center located in lower Manhattan from a single-specialty to dual-specialty center, specializing in gastroenterology and vascular surgery. The addition of another service will increase the availability of appointments and will be implemented quickly since no major construction is required. The facility is fully ADA compliant and is easily accessible via public transportation. Older adults will benefit from this project as the risk of vascular diseases increases with age. Varicose veins are more prevalent in women, and pregnancy may increase the risk of developing varicose veins and chronic venous insufficiency, making this project beneficial to women. The Applicant will continue to offer charitable care, maintain Medicaid contracts, and receive referrals from Federally Qualified Health Centers which will benefit low-income individuals, people eligible to receive public health benefits and who people who have inadequate or no third-party health coverage. Because the project will increase the total number of services offered, there may also be an increase in the amount of indigent care offered. Residents of the service area may avoid potentially high cost overnight hospital stays due to the expansion of outpatient services at the center.

<b>Part 3 – Impact Assessment</b>		
<b>When answering questions in Part 3, the reviewer should be guided by the tenet, “Have my responses been reasonable considering the potential health consequences for a proposed project?”</b>	<b>No or small impact may occur</b>	<b>Moderate to large impact may occur</b>
1. Will the proposed project result in an adverse change in health outcomes experienced by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Will the proposed project result in a reduction of use of services and health care by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Will the proposed project result in a reduction of access to quality services and health care?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Will the proposed project result in an increase in health disparities or negative health consequences experienced by the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Will the proposed project increase systemic barriers to equitable access to services and health care (e.g., architectural barriers, indigent care, transportation, language barriers, etc.)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Will the proposed project adversely affect the perceived health status, quality of life, access to programs/services, etc. of potentially impacted medically underserved groups?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7. Will the proposed project impede the achievement of the highest level of health for the potentially impacted medically underserved group(s)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Key insights from community engagement and a summary of how the Applicant plans to mitigate any negative health equity impacts to the medically underserved groups identified (200 words or less).**

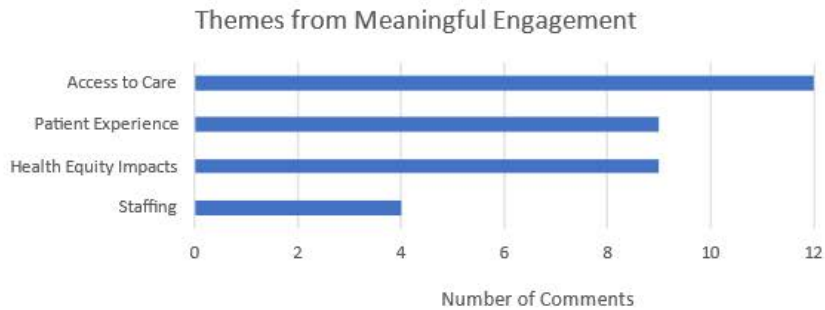
Twelve stakeholders were engaged with 10 expressing support and 2 with neutral feedback. The Independent Entity distributed a survey conducted in English and Spanish; however, the response rate was low. They were still able to speak to people from different backgrounds, including employees, public health experts, and patients. One respondent, the NYC Department of Health and Mental Hygiene, was not opposed to the project and made recommendations to improve outreach, access to care, appointments, staffing, and charitable care. The project will free up more space in hospitals for high intensity acuity cases and divert low intensity cases to this outpatient facility. There are no anticipated negative impacts.

The Applicant offers an interpreter service to those who use American Sign Language and those with limited English-speaking ability. The Independent Entity recommends several changes to better address the needs of each medically underserved group. These include a referral system for women via partnerships with women’s health care and social service providers, and collaboration with senior centers, long term care providers and home health agencies to better serve older adults. They also suggested the Applicant develops partnerships with vascular surgeons to help develop safety and clinical quality metrics. The Applicant currently uses surveys, risk assessments, and clinical data to analyze patient experiences.

**Table depicting the impact of the project on each medically underserved group.**

Underserved Group	Impact of Project on Demographic
<p><b>Low income, people who are eligible for or receive public health benefits, people who do not have third-party health coverage or have inadequate third-party health coverage</b></p>	<ul style="list-style-type: none"> <li>• The facility’s patient panel is primarily commercially insured however the facility maintains Medicaid managed care contracts and a comprehensive charity care policy; therefore, there may be modest impacts to these groups.</li> <li>• The Applicant receives referrals from partnerships with Federally Qualified Health Centers (FQHCs), which may be leveraged to improve access to vein procedure services for low-income and uninsured/underinsured populations.</li> <li>• Access improvements are likely through the facility’s eight partnerships with NYC-based FQHCs, contracts with five Medicaid managed care plans, and a charity-care policy that commits to at least 2% of cases annually.</li> </ul>
<p><b>Older Adults</b></p>	<ul style="list-style-type: none"> <li>• The service area has a large aging population, and the prevalence of venous disease and varicose veins increases with age.</li> <li>• Older adults are also at greater risk for complications related to varicose veins, such as venous thrombosis or ulcers. Earlier intervention can reduce the likelihood of advanced skin changes, increased discomfort, ulcers, and other complications that disproportionately affect older adults.</li> <li>• Varicose veins are an increasingly frequent cause of discomfort and decreased quality of life with age, but surgical treatment can be more effective than conservative management. As a result, older adults may be</li> <li>• more in need of additional access points for low acuity vein procedures in the service area.</li> <li>• For older adults, the outpatient model avoids an overnight stay in a hospital setting and the local community access can minimize transportation barriers for mobility-limited seniors.</li> <li>• This project could divert low acuity vein cases from higher need settings, such as hospital operating rooms, freeing those rooms for higher acuity and more emergent procedures.</li> </ul>
<p><b>Women</b></p>	<ul style="list-style-type: none"> <li>• Most studies indicate that varicose veins present more commonly in women compared with men.</li> <li>• Pregnancy is a contributing factor in the increased incidence of varicose veins in women and is also considered a risk factor for chronic venous insufficiency. As a result, women may be more in need of additional access points for low acuity vein procedures in the service area.</li> <li>• The improved access to same-day procedures in an outpatient setting with flexible scheduling may improve convenience and help with childcare constraints or other time limitations.</li> </ul>

**12 stakeholders were engaged: patients, public health experts, employees, and others. 10 voiced support of the project, 2 were neutral.**



**In their words...**

The respondent was supportive of the project, noting that there is currently a backlog for vein procedures on an outpatient basis because there are not enough rooms. Particularly in Manhattan, where the facility is located, with the closure of Beth Israel there are not enough procedure rooms and ASCs are an important resource to fill the gap. Additionally, costs in Manhattan for setting up new procedure sites can be prohibitive, and space can be difficult, so being innovative and using existing space to add services is important. The respondent noted that vein procedures typically happen in the afternoon, which fits in well with a GI center where the existing services (e.g., colonoscopy) take place in the morning.

-Summary statement from NYSAASC

...it won't impact existing GI patients and may promote care continuity and patient choice. While the facility anticipates mostly self-referred patients, they should partner with retirement homes, CBOs, faith-based organizations, DOHMH, and FQHCs to reach and educate marginally underserved populations about these services' availability and potential benefits. The facility should monitor marketing and referral partnerships to ensure they're advancing equitable access (e.g., making resources accessible and tailored to older populations), and adjust outreach if underserved populations disproportionately experience access challenges...

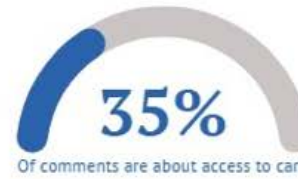
-Excerpt from summary statement from Public Health Expert

The respondent supported the project and felt that it could lead to better options for health care but questioned what steps that facility will take to make appropriate adjustments for the vein procedures.

-Summary statement from a patient

**Stakeholders have feedback about:**

**Access to Care**



Many stakeholders comment on how addition of vascular procedures and vein treatments will increase access to care. Because this service will be added to an ambulatory surgery center that is already licensed, the project can open access to safe, sterile procedures without disrupting existing services, immediately expanding healthcare options and appointment availability.

**Patient Experience**



Stakeholders discuss the outpatient model and the convenience of same-day treatments which avoid hospital fees and overnight stays. This model will support continuity of care, earlier intervention, and reduced complications, narrowing treatment gaps and easing cost, time, and mobility burdens, all of which is expected to improve the patient experience for older adults and busy women.

**Health Equity Impacts**



Stakeholders reflect on broader health equity themes and ways to reduce disparities. It is recommended that the Center connect with women's health providers, nursing homes and senior centers to publicize the service and coordinate transportation. It is also advised that they leverage existing ties with FQHC's and community partners to reach broader underserved populations and sustain open dialogue with stakeholders to monitor services and capture feedback.

**Staffing**



Stakeholders talk about the importance of staff training, recruitment and retention. Stakeholders are supportive of the project so long as the new services are appropriately staffed.

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## Part 4 – Conclusion

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Approval is recommended based on the information and analysis presented in the Health Equity Impact Assessment and the Applicant’s mitigation plan, which demonstrates the proposed project will not result in any significant adverse health equity impacts.

Approval is not recommended based on the information and analysis presented in the Health Equity Impact Assessment, which demonstrates that the proposed project may result in one or more potentially large or significant adverse health equity impacts.

**Lead DOH Office:**

Center for Health Equity Impact Assessments, Office of Health Equity and Human Rights

**Date:**

10/15/2025

**Full Name of Reviewer:**

Bryan Barrientos

**Center Director:**

Olutomisin Akanbi

**ADVANCED SURGERY, LLC.**

Balance Sheet  
December 31, 2024

	<u>2024</u>
<b>ASSETS</b>	
Current Assets	
Cash	\$ 25,907
Accounts Receivable	6,454
Inventory	51,871
Total Current Assets	<u>84,232</u>
Property and Equipment, Net	21,725
Right-of-Use Asset	<u>1,568,356</u>
Total Assets	<u><u>\$ 1,674,313</u></u>
<b>LIABILITIES AND MEMBER'S EQUITY</b>	
Current Liabilities:	
Accounts Payable and Accrued Expenses	\$ 71,296
Lease Liability	<u>137,045</u>
Total Current Liabilities	<u>208,341</u>
Lease Liability, Non-Current Portion	<u>1,431,311</u>
Total Liabilities	<u>1,639,652</u>
Member's Equity	<u>34,661</u>
Total Liabilities and Member's Equity	<u><u>\$ 1,674,313</u></u>

**ADVANCED SURGERY CENTER LLC**  
Statement of Operations  
For the Year Ended December 31, 2024

Revenues	\$	846,395
Cost of Revenues:		
Medical Supplies		100,531
Outside Labor		213,125
Processing Fees		11,485
Total Cost of Revenues		325,141
Gross Profit	\$	521,254
Operating Expenses:		
Depreciation	\$	911
Cleaning and Laundry		11,434
Data Processing		12,249
Dues and Subscriptions		7,285
Insurance		11,358
Licenses and Permits		200
Meals and Entertainment		1,635
Office Expense		26,398
Payroll Taxes		12,757
Pension Costs		5,048
Professional Fees		45,530
Rent		217,714
Repairs and Maintenance		4,573
Salaries and Wages		235,612
Utilities		21,107
Uniforms		2,991
Total Operating Expenses		616,802
Net Income	\$	(95,548)

**ADVANCED SURGERY CENTER LLC**  
Statement of Membership's Equity  
For the Year Ended December 31, 2024

Member's Equity, Beginning of Year	\$ 86,193
Net Income	(95,548)
Member Contribution	70,000
Member Distribution	<u>(25,984)</u>
Member's Equity, End of Year	<u>\$ 34,661</u>

**Balance Sheet**  
 Advanced Surgery Center, LLC  
 As of September 25, 2025

DISTRIBUTION ACCOUNT	TOTAL
<b>Assets</b>	
Current Assets	
Bank Accounts	
ASC-TD Bank	37,262.00
Cash-BONJ	
<b>Total for Bank Accounts</b>	<b>\$37,262.00</b>
Accounts Receivable	
Other Current Assets	
Due from Michael Fiorillo MD PC	
Loans & Exchanges	
<b>Total for Other Current Assets</b>	<b>0</b>
<b>Total for Current Assets</b>	<b>\$37,262.00</b>
Fixed Assets	
Equipment	37,265.76
Equipment - A/D	-31,202.00
Leasehold Improvements	44,659.00
Leasehold Improvements A/D	-26,100.00
<b>Total for Fixed Assets</b>	<b>\$24,622.76</b>
Other Assets	
<b>Total for Assets</b>	<b>\$61,884.76</b>
<b>Liabilities and Equity</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Credit Cards	
American Express Payable	16,572.12
<b>Total for Credit Cards</b>	<b>\$16,572.12</b>
Other Current Liabilities	
401K Payable	
Accrued Pension Payable	
Due to Michael Fiorillo MD PC	48,794.83
Fica/Fwt payable	
net payroll	-12,074.66
PPP/Cares SBA Loan	
SWT Payable	
Tax Impound	
<b>Total for Other Current Liabilities</b>	<b>\$36,720.17</b>
<b>Total for Current Liabilities</b>	<b>\$53,292.29</b>

**Balance Sheet**  
Advanced Surgery Center, LLC  
As of September 25, 2025

DISTRIBUTION ACCOUNT	TOTAL
Long-term Liabilities	
<b>Total for Liabilities</b>	<b>\$53,292.29</b>
Equity	
Capital - M Fiorillo	14,531.61
Owner's Draw	\$1,760.02
Draws	
<b>Total for Owner's Draw</b>	<b>\$1,760.02</b>
*Retained Earnings	2,275.96
Net Income	-9,975.12
<b>Total for Equity</b>	<b>\$8,592.47</b>
<b>Total for Liabilities and Equity</b>	<b>\$61,884.76</b>

**Profit and Loss**  
 Advanced Surgery Center, LLC  
 January 1-August 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
<b>Income</b>	
Fee Income	553,387.75
Refunds	-7,533.00
Sales	
<b>Total for Income</b>	<b>\$545,854.75</b>
<b>Cost of Goods Sold</b>	
Medical Supplies	61,897.86
Merchant Credit Card Fees	19,416.65
Outside Labor	128,262.50
<b>Total for Cost of Goods Sold</b>	<b>\$209,577.01</b>
<b>Gross Profit</b>	<b>\$336,277.74</b>
<b>Expenses</b>	
Auto Expense	995.63
Credit Card Charges	573.87
Data Processing	3,298.19
Dues and Subscriptions	5,660.08
Equipment Rental	578.55
Insurance	7,426.71
Laundry & Cleaning	3,243.12
Licenses & Permits	980.00
Meals & Entertainment	198.14
Office Expense	2,614.97
Payroll Tax Expense	16,323.25
Postage	30.62
Professional Fees	30,071.23
Rent	111,034.02
Repairs & Maintenance	11,385.34
Salaries	136,465.98
Supplies	906.52
Telephone & Internet Expense	1,977.30
Uniforms	1,886.92
Utilities	13,373.55
<b>Total for Expenses</b>	<b>\$349,023.99</b>
<b>Net Operating Income</b>	<b>-\$12,746.25</b>
<b>Other Income</b>	
Early Pay Discount	208.06
Other Income--ERTC	12,152.02
<b>Total for Other Income</b>	<b>\$12,360.08</b>
<b>Other Expenses</b>	
<b>Net Other Income</b>	<b>\$12,360.08</b>
<b>Net Income</b>	<b>-\$386.17</b>

Existing Organizational Chart

Advanced Surgery Center, LLC

Michael Fiorillo, M.D., Sole Member 100%

Proposed Organizational Chart

Advanced Surgery Center, LLC

EMU Holdings, LLC 100%

Daniel J. Lowy - Sole Member, EMU Holdings, LLC



Map depicts facilities within a 15 mile radius providing single specialty - gastroenterology or multi-specialty gastroenterology surgical services in a hospital setting.

Hamptons Endoscopy, LLC

ESTABLISH A SINGLE-SPECIALTY FREESTANDING AMBULATORY SURGERY CENTER

PRO FORMA BALANCE SHEET

ASSETS

Cash (Working Capital need)	\$422,164
Leasehold Improvements	\$2,510,887
Equipment	\$800,000
Landlord-Tenant Allowance	\$204,980

**TOTAL ASSETS** \$3,938,031

LIABILITIES AND MEMBER EQUITY

LIABILITIES

Construction Loan	\$2,500,000
Working Capital Loan	\$211,082
<b>TOTAL LIABILITIES</b>	<b>\$2,711,082</b>

**MEMBER EQUITY (Includes Landlord-Tenant Allowance)** \$1,226,949

**TOTAL LIABILITIES AND MEMBER EQUITY** \$3,938,031

**Hamptons Endoscopy, LLC**

Organizational Chart

Hamptons Endoscopy, LLC

Rahul Bajaj, M.D. (18.0%)

Joel Chandy, M.D.(18.0%)

Rachana Oak, DO (4.0%)

Ajish Pillai, M.D.(18.0%)

Kevin Sano, M.D.(18.0%)

Ravi Singh, M.D.(18.0%)

Sapient Health Management, LLC (6.0%)

**Sapient Health Management, LLC**

Organizational Chart

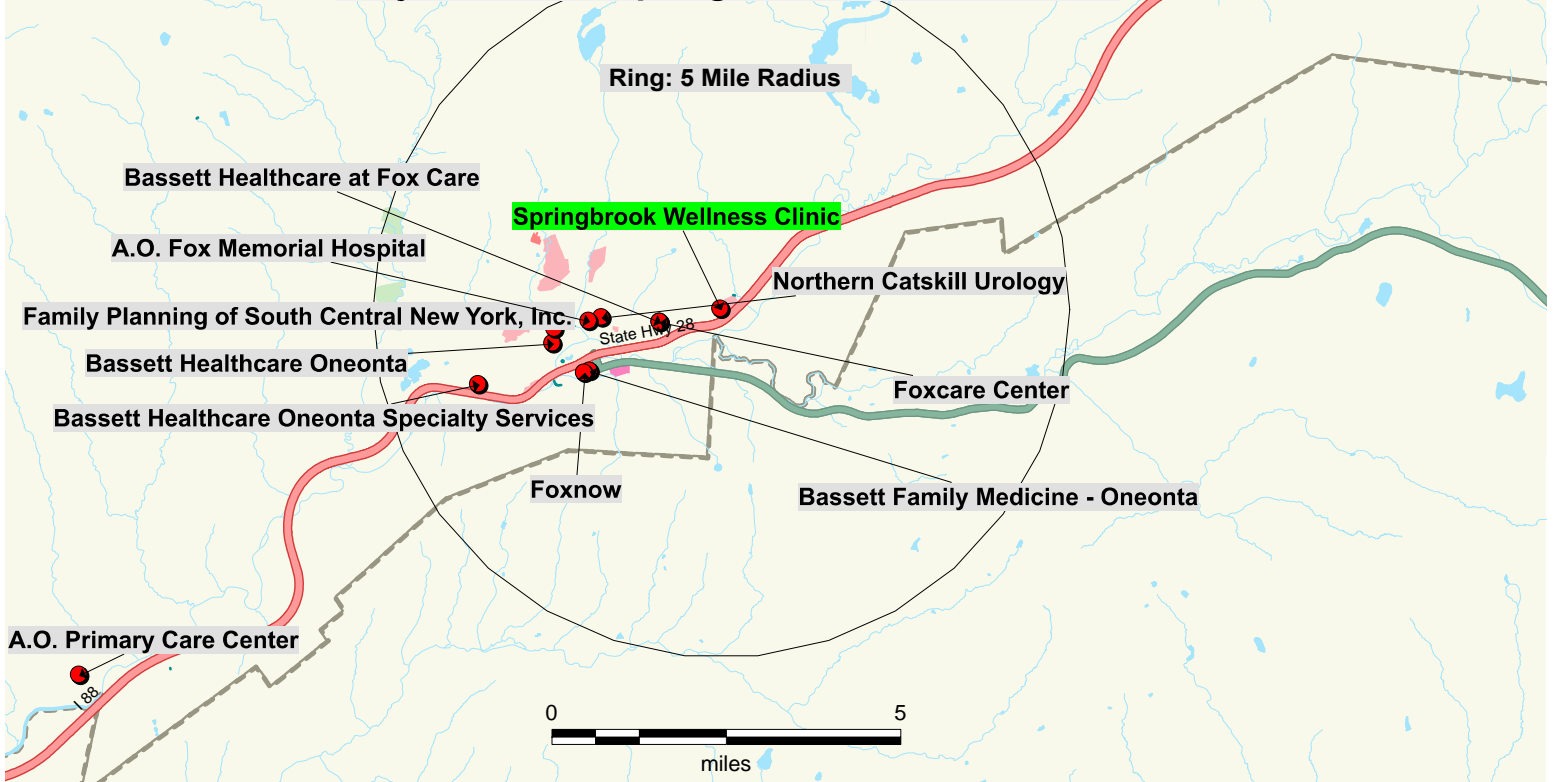
Joseph Romano (50.0%)

Alexander Ingram (50.0%)

The members of Sapient Health Management, LLC are as follows:

<u>Member Name</u>	<u>Direct Membership in Sapient Health Management, LLC</u>	<u>Indirect Membership in Hamptons Endoscopy, LLC</u>
Alexander Ingram	50%	3.0%
Joseph Romano	50%	3.0%
<b>Total</b>	<b>100%</b>	<b>6.0%</b>

# Project 252038 Springbrook Wellness Clinic



Facilities listed on the map provide primary care, a service proposed by the new facility highlighted in green within a 5-mile radius. There are currently no facilities under review for primary care in Chenango, Otsego, and Delaware Counties.

**Springbrook Foundation**  
**Statement of Financial Position**  
**June 30, 2023**

ASSETS	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>Current Assets</b>			
Cash	\$ 271,463	\$ -	\$ 271,463
Investments	6,323,581	-	6,323,581
Other receivable	-	-	-
Pledges receivable - current, net	-	126,050	126,050
Total Current Assets	<u>6,595,044</u>	<u>126,050</u>	<u>6,721,094</u>
<b>Furniture, Fixtures and Equipment</b>			
Furniture, fixtures and equipment	21,472	-	21,472
Less accumulated depreciation	21,472	-	21,472
Net Furniture, Fixtures and Equipment	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other Assets</b>			
Restricted cash	-	453,080	453,080
Beneficial interest in perpetual trust	-	2,691,833	2,691,833
Beneficial interest in charitable remainder unitrust	-	859,268	859,268
Assets held in Springbrook Pooled Trust	-	1,951,018	1,951,018
Pledges receivable - long-term, net	-	12,468	12,468
Other assets	4,000	-	4,000
Total Other Assets	<u>4,000</u>	<u>5,967,667</u>	<u>5,971,667</u>
<b>TOTAL ASSETS</b>	<u>\$ 6,599,044</u>	<u>\$ 6,093,717</u>	<u>\$ 12,692,761</u>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accrued expenses	\$ -	\$ -	\$ -
Due to affiliate	397,309	-	397,309
Total Current Liabilities	<u>397,309</u>	<u>-</u>	<u>397,309</u>
<b>Other Liabilities</b>			
Springbrook Pooled Trust	<u>-</u>	<u>1,951,018</u>	<u>1,951,018</u>
Total Liabilities	<u>397,309</u>	<u>1,951,018</u>	<u>2,348,327</u>
<b>Net Assets</b>			
Without donor restrictions	6,201,735	-	6,201,735
With donor restrictions	-	4,142,699	4,142,699
Total Net Assets	<u>6,201,735</u>	<u>4,142,699</u>	<u>10,344,434</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 6,599,044</u>	<u>\$ 6,093,717</u>	<u>\$ 12,692,761</u>

**Springbrook Foundation**  
**Statement of Activities**  
**For the Year Ended June 30, 2023**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>Support and Revenue</b>			
Contributions and pledges	\$ 241,734	\$ 136,215	\$ 377,949
Investment interest and dividends	178,520	77,729	256,249
Net realized/unrealized gain (loss) on investments, net of investment fees	210,386	71,135	281,521
Special events	-	-	-
Miscellaneous income (loss)	(121)	-	(121)
Net assets released from restrictions	581,112	(581,112)	-
<b>Total Support and Revenue</b>	<u>1,211,631</u>	<u>(296,033)</u>	<u>915,598</u>
<b>Functional Expenses</b>			
Program services	361,349	-	361,349
Management and general	202,824	-	202,824
Fundraising	43,232	-	43,232
<b>Total Functional Expenses</b>	<u>607,405</u>	<u>-</u>	<u>607,405</u>
<b>Change in Net Assets</b>	<u>604,226</u>	<u>(296,033)</u>	<u>308,193</u>
Net Assets, Beginning of Year	<u>5,597,509</u>	<u>4,438,732</u>	<u>10,036,241</u>
<b>Net Assets, End of Year</b>	<u>\$ 6,201,735</u>	<u>\$ 4,142,699</u>	<u>\$ 10,344,434</u>

**Springbrook Foundation**  
**Statement of Financial Position**  
**June 30, 2024**

ASSETS	Without Donor Restrictions	With Donor Restrictions	Total
<b>Current Assets</b>			
Cash	\$ 421,613	\$ -	\$ 421,613
Investments	7,098,198	-	7,098,198
Other receivable	43,620	-	43,620
Pledges receivable - current, net	-	28,950	28,950
Total Current Assets	<u>7,563,431</u>	<u>28,950</u>	<u>7,592,381</u>
<b>Furniture, Fixtures and Equipment</b>			
Furniture, fixtures and equipment	21,472	-	21,472
Less accumulated depreciation	21,472	-	21,472
Net Furniture, Fixtures and Equipment	<u>-</u>	<u>-</u>	<u>-</u>
<b>Other Assets</b>			
Restricted cash	-	617,231	617,231
Beneficial interest in perpetual trust	-	2,782,733	2,782,733
Beneficial interest in charitable remainder unitrusts	-	939,460	939,460
Assets held in Springbrook Pooled Trust	-	2,249,436	2,249,436
Pledges receivable - long-term, net	-	9,061	9,061
Other assets	4,000	-	4,000
Total Other Assets	<u>4,000</u>	<u>6,597,921</u>	<u>6,601,921</u>
<b>TOTAL ASSETS</b>	<u><u>\$ 7,567,431</u></u>	<u><u>\$ 6,626,871</u></u>	<u><u>\$ 14,194,302</u></u>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accrued expenses	\$ -	\$ -	\$ -
Due to affiliate	102,659	-	102,659
Total Current Liabilities	<u>102,659</u>	<u>-</u>	<u>102,659</u>
<b>Other Liabilities</b>			
Springbrook Pooled Trust	-	2,249,436	2,249,436
Total Liabilities	<u>102,659</u>	<u>2,249,436</u>	<u>2,352,095</u>
<b>Net Assets</b>			
Without donor restrictions	7,464,772	-	7,464,772
With donor restrictions	-	4,377,435	4,377,435
Total Net Assets	<u>7,464,772</u>	<u>4,377,435</u>	<u>11,842,207</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><u>\$ 7,567,431</u></u>	<u><u>\$ 6,626,871</u></u>	<u><u>\$ 14,194,302</u></u>

CON#252038  
 BFA Attachment A Cont.  
**Springbrook Foundation**  
**Statement of Activities**  
**For the Year Ended June 30, 2024**

	<u>Without Donor Restrictions</u>	<u>With Donor Restrictions</u>	<u>Total</u>
<b>Support and Revenue</b>			
Contributions and pledges	\$ 379,172	\$ 328,335	\$ 707,507
Investment interest and dividends	246,080	83,075	329,155
Net realized/unrealized gain (loss) on investments, net of investment fees	426,317	223,920	650,237
Special events	-	-	-
Miscellaneous income (loss)	397,280	-	397,280
Net assets released from restrictions	400,594	(400,594)	-
Total Support and Revenue	<u>1,849,443</u>	<u>234,736</u>	<u>2,084,179</u>
<b>Functional Expenses</b>			
Program services	318,400	-	318,400
Management and general	215,947	-	215,947
Fundraising	52,059	-	52,059
Total Functional Expenses	<u>586,406</u>	<u>-</u>	<u>586,406</u>
<b>Change in Net Assets</b>	<u>1,263,037</u>	<u>234,736</u>	<u>1,497,773</u>
Net Assets, Beginning of Year	<u>6,201,735</u>	<u>4,142,699</u>	<u>10,344,434</u>
<b>Net Assets, End of Year</b>	<u><u>\$ 7,464,772</u></u>	<u><u>\$ 4,377,435</u></u>	<u><u>\$ 11,842,207</u></u>

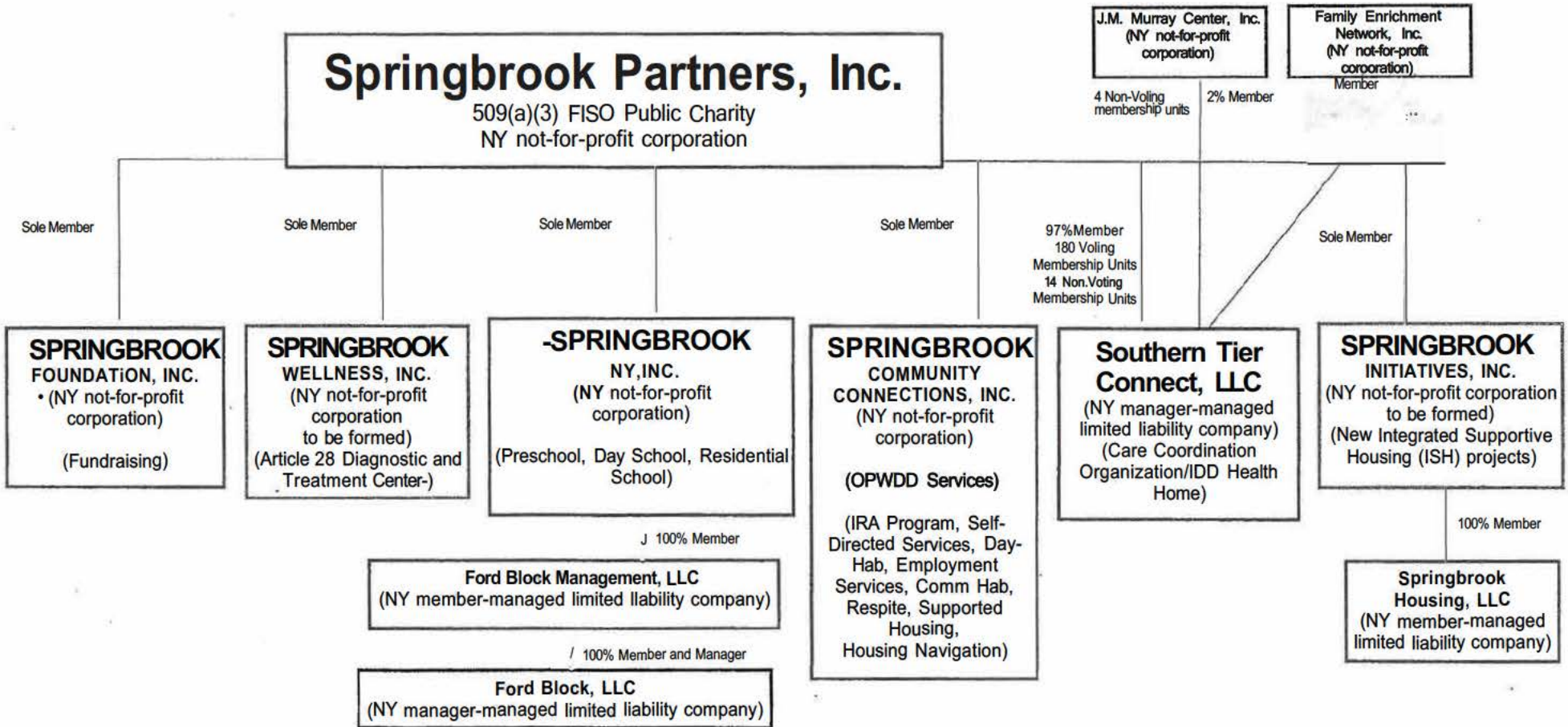
**Springbrook Wellness Inc. - Proforma Balance Sheet**

<b>ASSETS</b>	
Current Assets	
Cash ( Gift From Foundation )	\$2,500,000
Accounts Receivable	\$0
Other Current Asset	\$0
<b>Total Current Assets</b>	<b>\$2,500,000</b>
Fixed Assets	\$0
Other Assets	\$0
<b>Total ASSETS</b>	<b>\$2,500,000</b>
<b>Liabilities &amp; Equity</b>	
Current Liabilities	
Accounts Payable	\$0
Other Current Liability	\$0
<b>Total Current Liabilities</b>	<b>\$0</b>
Long Term Liabilities	
Mortgages Payable (Long-Term)	\$0
SWAP Agreement	\$0
Reserves	\$0
<b>Total Long Term Liabilities</b>	<b>\$0</b>
Equity	
Retained Earnings	\$2,500,000
<b>Total Equity</b>	<b>\$2,500,000</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$2,500,000</b>

**Organizational Chart**

CON#252038

BFA Attachment C



**Springbrook Partners, Inc.**

509(a)(3) FISO Public Charity  
NY not-for-profit corporation

J.M. Murray Center, Inc.  
(NY not-for-profit corporation)

4 Non-Voting membership units

Family Enrichment Network, Inc.  
(NY not-for-profit corporation)

2% Member

Member

Sole Member

Sole Member

Sole Member

Sole Member

97% Member  
180 Voting Membership Units  
14 Non-Voting Membership Units

Sole Member

**SPRINGBROOK FOUNDATION, INC.**  
• (NY not-for-profit corporation)  
(Fundraising)

**SPRINGBROOK WELLNESS, INC.**  
(NY not-for-profit corporation to be formed)  
(Article 28 Diagnostic and Treatment Center-)

**-SPRINGBROOK NY, INC.**  
(NY not-for-profit corporation)  
(Preschool, Day School, Residential School)

**SPRINGBROOK COMMUNITY CONNECTIONS, INC.**  
(NY not-for-profit corporation)  
(OPWDD Services)  
(IRA Program, Self-Directed Services, Day-Hab, Employment Services, Comm Hab, Respite, Supported Housing, Housing Navigation)

**Southern Tier Connect, LLC**  
(NY manager-managed limited liability company)  
(Care Coordination Organization/IDD Health Home)

**SPRINGBROOK INITIATIVES, INC.**  
(NY not-for-profit corporation to be formed)  
(New Integrated Supportive Housing (ISH) projects)

**Springbrook Housing, LLC**  
(NY member-managed limited liability company)

**Ford Block Management, LLC**  
(NY member-managed limited liability company)

**Ford Block, LLC**  
(NY manager-managed limited liability company)

J 100% Member

/ 100% Member and Manager

100% Member

**U.S. RENAL CARE, INC. AND SUBSIDIARIES**

Consolidated Balance Sheets

December 31, 2024 and 2023

(Dollars in thousands, except share information)

CON#242213  
Attachment A

<b>Assets</b>	<b>2024</b>	<b>2023</b>
Cash and cash equivalents	\$ 95,862	175,859
Accounts receivable, net	292,541	216,097
Inventories and supplies	27,495	14,949
Other receivables	162,228	115,840
Other current assets	41,959	76,137
Total current assets	<u>620,085</u>	<u>598,882</u>
Operating lease right-of-use assets	371,163	364,699
Property and equipment, net	221,853	246,225
Investments in unconsolidated affiliates	57,539	58,704
Amortizable intangibles, net	25,554	32,599
Other intangibles	83,020	81,800
Goodwill	1,441,738	1,391,214
Other long-term assets	12,261	11,370
Total assets	<u>\$ 2,833,213</u>	<u>2,785,493</u>
<b>Liabilities and Equity</b>		
Accounts payable	\$ 81,622	30,423
Accrued compensation and benefits	128,913	89,421
Accrued expenses	230,750	180,578
Current portion of long-term debt	32,946	29,866
Current portion of obligations under finance leases	3,664	4,287
Current portion of operating lease liabilities	78,855	73,936
Total current liabilities	<u>556,750</u>	<u>408,511</u>
Long-term debt, net of current portion	1,910,415	1,943,099
Obligations under finance leases, net of current portion	1,511	4,056
Operating lease liabilities	319,212	316,040
Deferred tax liability, net	64,277	80,570
Total liabilities	<u>2,852,165</u>	<u>2,752,276</u>
Commitments and contingencies		
U.S. Renal Care, Inc. equity:		
Common stock (\$0.01 par value. Authorized shares, 100; issued and outstanding, 100 shares)	—	—
Additional paid-in capital	812,848	801,797
Accumulated deficit	(957,025)	(870,965)
Accumulated other comprehensive income	7,015	29,317
Total U.S. Renal Care, Inc. stockholders' equity	<u>(137,162)</u>	<u>(39,851)</u>
Noncontrolling interests (including redeemable interests with redemption values of \$112,020 and \$108,301)	118,210	73,068
Total equity	<u>(18,952)</u>	<u>33,217</u>
Total liabilities and equity	<u>\$ 2,833,213</u>	<u>2,785,493</u>

**U.S. RENAL CARE, INC. AND SUBSIDIARIES**

Consolidated Statements of Operations  
Years ended December 31, 2024 and 2023  
(Dollars in thousands)

CON#242213  
Attachment A Cont.

	<u>2024</u>	<u>2023</u>
Net operating revenue	\$ 1,897,675	1,518,444
Operating expenses:		
Patient care costs	1,415,099	1,124,699
General and administrative	235,922	198,495
Transaction and legal costs	17,518	18,922
Pandemic income, net	—	(5,366)
Depreciation and amortization	76,786	74,376
Equity in earnings of unconsolidated affiliates	(5,752)	(12,391)
Total operating expenses	<u>1,739,573</u>	<u>1,398,735</u>
Operating income	158,102	119,709
Interest expense, net	180,774	195,205
Loss on sale of assets	1,295	722
Gain on acquisition of a business	(10,844)	(26,290)
Loss on impairment	—	1,197,181
Gain on extinguished debt	—	(447,646)
Loss before income taxes	<u>(13,123)</u>	<u>(799,463)</u>
Income tax provision (benefit)	14,085	(14,840)
Net loss	<u>(27,208)</u>	<u>(784,623)</u>
Less net (loss) income attributable to noncontrolling interests	59,133	(231,518)
Net loss attributable to U.S. Renal Care, Inc.	<u>\$ (86,341)</u>	<u>(553,105)</u>



**Consolidated U.S. Renal Care, Inc and Subsidiaries**

CON#242213  
Attachment B

	<u>Sep 2024</u>	<u>Dec 2024</u>	<u>Mar 2025</u>	<u>Jun 2025</u>	<u>Jul 2025</u>	<u>Aug 2025</u>
<b>Assets</b>						
<b>Current Assets</b>						
Cash	136,443,756	77,108,696	90,622,452	61,583,906	62,548,088	70,606,887
A/R, Net	277,043,344	292,540,805	340,568,346	352,363,422	344,865,773	340,317,909
Other Receivables	120,720,696	158,766,158	154,839,589	160,608,745	169,278,858	177,018,233
Inventory	15,553,674	27,494,685	39,718,137	41,026,655	40,522,479	29,813,759
Other Current Assets	44,116,979	41,959,314	37,529,110	33,099,061	35,869,398	40,329,808
<b>Total Current Assets</b>	<b>593,878,450</b>	<b>597,869,659</b>	<b>663,277,634</b>	<b>648,681,789</b>	<b>653,084,596</b>	<b>658,086,597</b>
PP&E, Net	589,977,789	593,036,319	601,601,492	621,785,194	618,426,581	611,771,931
Goodwill and Other Intangibles, Net	1,613,414,053	1,607,851,947	1,621,980,182	1,619,249,739	1,619,984,307	1,618,357,042
Other Assets	29,295,782	97,216,769	99,037,245	96,731,467	96,706,780	96,680,504
<b>Total Assets</b>	<b>2,826,566,075</b>	<b>2,895,974,693</b>	<b>2,985,896,554</b>	<b>2,986,448,190</b>	<b>2,988,202,263</b>	<b>2,984,896,074</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Accounts Payable and Accrued Expenses	353,819,602	391,202,353	460,469,786	450,672,088	445,961,412	428,664,946
Accrued Payroll	127,054,922	128,913,413	121,836,876	123,100,864	125,646,559	132,088,459
Current Portion of Long Term Debt	30,823,778	36,610,313	31,247,104	29,662,603	29,674,292	29,426,561
Other Current Liabilities	22,249	22,249	22,249	22,249	22,249	22,249
<b>Total Current Liabilities</b>	<b>511,720,551</b>	<b>556,748,328</b>	<b>613,576,015</b>	<b>603,457,804</b>	<b>601,304,512</b>	<b>590,202,215</b>
<b>Long Term Liabilities</b>						
Capital Leases	2,008,873	1,511,086	3,170,558	5,001,429	4,632,131	4,579,893
1st Lien Term Debt	1,716,807,922	1,716,180,513	1,715,548,027	1,714,910,465	1,715,941,725	1,716,972,986
Senior Notes	149,102,201	149,309,711	149,517,221	149,724,732	149,793,902	149,863,072
Revolving Line of Credit	55,000,000	25,000,000	75,000,000	65,000,000	65,000,000	65,000,000
Notes Payable	27,481,715	19,924,740	15,538,376	13,263,566	12,535,067	11,818,131
Intercompany - JV Loans	(4,977,938)	(4,047,184)	(1,735,560)	(867,167)	(831,033)	(794,900)
Intercompany - Revolving Credit	(1,862,399)	(1,811,957)	(300,000)	(300,000)	(300,000)	(300,000)
Intercompany - Working Capital	(25,932,567)	(16,356,319)	(22,067,158)	(27,278,774)	(27,425,416)	(15,317,101)
Other LT Liabilities	426,737,357	468,465,397	482,433,176	514,867,577	513,085,801	508,452,338
<b>Total Long Term Liabilities</b>	<b>2,344,365,164</b>	<b>2,358,175,987</b>	<b>2,417,104,640</b>	<b>2,434,321,828</b>	<b>2,432,432,177</b>	<b>2,440,274,419</b>
<b>Total Liabilities</b>	<b>2,856,085,715</b>	<b>2,914,924,315</b>	<b>3,030,680,655</b>	<b>3,037,779,632</b>	<b>3,033,736,689</b>	<b>3,030,476,634</b>
<b>Equity</b>						
Additional Paid in Capital	801,574,029	812,848,146	829,043,377	830,969,070	834,058,150	835,611,815
Noncontrolling Interest	126,094,545	118,210,300	110,847,193	121,471,717	124,593,389	125,794,100
Retained Earnings	(965,283,910)	(957,024,254)	(985,571,773)	(1,002,602,990)	(1,003,016,726)	(1,005,817,236)
Accumulated Other Comprehensive Income (Loss)	8,095,696	7,016,186	897,102	(1,169,239)	(1,169,239)	(1,169,239)
<b>Total Equity</b>	<b>(29,519,640)</b>	<b>(18,949,622)</b>	<b>(44,784,101)</b>	<b>(51,331,442)</b>	<b>(45,534,426)</b>	<b>(45,580,560)</b>
<b>Total Liabilities &amp; Equity</b>	<b>2,826,566,075</b>	<b>2,895,974,693</b>	<b>2,985,896,554</b>	<b>2,986,448,190</b>	<b>2,988,202,263</b>	<b>2,984,896,074</b>

**SUMMARY P&L**  
Consolidated U.S. Renal Care, Inc and Subsidiaries

CONFIDENTIAL NON-PUBLIC INFORMATION  
UNAUDITED

CON#242213  
Attachment B Cont.

	Q3 '24	Q4 '24	Q1 '25	Q2 '25	June 2025	July 2025	August 2025	FY '25 YTD
<b>Total Treatments</b>	<b>1,274,136</b>	<b>1,271,717</b>	<b>1,240,797</b>	<b>1,273,555</b>	<b>413,607</b>	<b>435,814</b>	<b>426,798</b>	<b>3,376,964</b>
Revenue Before Reserve and Bad Debt Expense	483,835,155	482,796,913	470,394,793	500,689,100	168,378,588	173,491,872	165,178,805	1,309,754,570
Revenue - TDAPA	13,245,182	22,901,701	59,859,076	81,651,173	27,875,754	26,898,494	30,450,735	198,859,478
Revenue Reserve	(14,708,023)	(16,164,552)	(15,831,615)	(19,093,759)	(7,549,247)	(6,908,756)	(6,845,085)	(48,679,215)
Bad Debt Expense	(346,717)	(34,764)	0	0	0	0	0	0
<b>Net Revenue</b>	<b>482,025,597</b>	<b>489,499,298</b>	<b>514,422,254</b>	<b>563,246,514</b>	<b>188,705,095</b>	<b>193,481,610</b>	<b>188,784,455</b>	<b>1,459,934,833</b>
<b>Facility Expenses</b>								
Labor Expense	182,018,545	190,674,341	186,222,965	187,752,859	60,357,108	64,482,847	63,850,128	502,308,798
Medical Supplies	37,477,973	35,789,957	35,510,384	36,240,993	10,982,679	11,648,770	12,230,479	95,630,626
Medications	16,495,759	15,379,688	14,888,040	16,024,046	4,705,871	5,570,031	5,519,923	42,002,039
Medications - TDAPA	9,134,579	15,651,105	42,608,994	61,157,637	21,182,757	22,297,069	20,917,999	146,981,698
Calcimimetics	4,425,069	3,564,236	3,532,101	3,398,219	935,017	1,134,724	658,458	8,723,502
Medical Director Fees	11,672,857	11,741,513	11,735,965	12,004,529	3,984,616	4,046,821	4,407,254	32,194,568
Rent	26,401,447	28,595,503	27,575,155	27,394,480	8,931,769	9,326,938	9,141,604	73,438,176
Other Expenses	71,753,388	72,986,904	70,132,701	72,597,112	23,424,629	24,741,714	24,147,518	191,619,045
<b>Total Facility Expenses</b>	<b>359,379,617</b>	<b>374,383,247</b>	<b>392,206,305</b>	<b>416,569,875</b>	<b>134,504,446</b>	<b>143,248,914</b>	<b>140,873,363</b>	<b>1,092,898,452</b>
<b>Facility EBITDAM</b>	<b>122,645,980</b>	<b>115,116,051</b>	<b>122,215,949</b>	<b>146,676,639</b>	<b>54,200,649</b>	<b>50,232,696</b>	<b>47,911,092</b>	<b>367,036,381</b>
<b>As a Percent of Revenue</b>	<b>24.7%</b>	<b>22.8%</b>	<b>23.0%</b>	<b>25.2%</b>	<b>27.6%</b>	<b>25.1%</b>	<b>24.5%</b>	<b>24.3%</b>
Management Fee	(2,702,478)	(4,085,990)	(2,075,094)	(3,448,375)	(928,809)	(1,677,361)	(926,004)	(8,126,833)
<b>Facility EBITDA</b>	<b>125,348,458</b>	<b>119,202,041</b>	<b>124,291,043</b>	<b>150,125,014</b>	<b>55,129,458</b>	<b>51,910,057</b>	<b>48,837,096</b>	<b>375,163,214</b>
<b>As a Percent of Revenue</b>	<b>25.2%</b>	<b>23.6%</b>	<b>23.4%</b>	<b>25.8%</b>	<b>28.1%</b>	<b>25.9%</b>	<b>25.0%</b>	<b>24.9%</b>
<b>Value Based Care Expenses</b>								
Value Based Care Labor	6,844,133	6,920,738	7,181,399	7,224,576	2,323,051	2,392,099	2,354,727	19,152,800
Value Based Care Other Expenses	678,294	(3,926,217)	3,043,981	789,675	(471,480)	1,685,713	502,905	6,022,274
<b>Total Value Based Care Expenses</b>	<b>7,522,427</b>	<b>2,994,521</b>	<b>10,225,380</b>	<b>8,014,251</b>	<b>1,851,571</b>	<b>4,077,812</b>	<b>2,857,632</b>	<b>25,175,074</b>
<b>As a Percent of Revenue</b>	<b>1.5%</b>	<b>0.6%</b>	<b>1.9%</b>	<b>1.4%</b>	<b>0.9%</b>	<b>2.0%</b>	<b>1.5%</b>	<b>1.7%</b>
<b>Corporate Expenses</b>								
Corporate Labor	36,294,246	35,125,875	35,133,820	36,494,037	11,569,901	12,777,170	12,282,279	96,687,307
Corporate Operating Expenses	10,776,721	12,352,515	9,911,078	12,540,807	4,085,202	3,929,937	5,866,259	32,248,081
<b>Total Corporate Expenses</b>	<b>47,070,967</b>	<b>47,478,390</b>	<b>45,044,898</b>	<b>49,034,844</b>	<b>15,655,103</b>	<b>16,707,107</b>	<b>18,148,538</b>	<b>128,935,388</b>
<b>As a Percent of Revenue</b>	<b>9.5%</b>	<b>9.4%</b>	<b>8.5%</b>	<b>8.4%</b>	<b>8.0%</b>	<b>8.3%</b>	<b>9.3%</b>	<b>8.5%</b>
<b>Corporate EBITDA</b>	<b>70,755,064</b>	<b>68,729,130</b>	<b>69,020,765</b>	<b>93,075,919</b>	<b>37,622,784</b>	<b>31,125,138</b>	<b>27,830,926</b>	<b>221,052,752</b>
<b>As a Percent of Revenue</b>	<b>14.2%</b>	<b>13.6%</b>	<b>13.0%</b>	<b>16.0%</b>	<b>19.2%</b>	<b>15.5%</b>	<b>14.2%</b>	<b>14.7%</b>
Earnings from Investments	(1,481,900)	(1,697,694)	(671,983)	2,379,592	2,661,458	(449,579)	(250,660)	1,007,370
Minority Interest Expenses	15,469,893	11,215,103	12,344,310	16,053,932	6,204,220	5,478,484	4,788,412	38,665,138
<b>Corporate EBITDA Less MI</b>	<b>56,767,071</b>	<b>59,211,721</b>	<b>57,348,438</b>	<b>74,642,395</b>	<b>28,757,106</b>	<b>26,096,233</b>	<b>23,293,174</b>	<b>181,380,244</b>
<b>Non-Operating Expenses</b>								
Interest Expense	46,023,218	46,578,476	47,558,431	51,298,464	16,888,200	17,260,338	17,517,869	133,635,101
Depreciation	19,697,185	21,578,333	18,829,104	21,933,144	7,030,372	6,303,624	6,399,686	53,465,557
Loss on Early Retirement of Debt	0	0	0	0	0	0	0	0
(Gain) Loss on Sale of Assets	(3,104,722)	(198,088)	(2,834,911)	(506,684)	326	215,987	8,380	(3,117,228)
General Service Fee	1,875,000	1,875,000	1,875,000	1,875,000	625,000	625,000	625,000	5,000,000
Other Non-Cash Expense	3,965,352	3,913,870	3,747,239	3,791,806	1,259,922	1,248,264	1,239,308	10,026,617
Pandemic Costs	(6,939)	0	0	0	0	0	0	0
Pandemic Costs-Grant Relief	0	0	0	0	0	0	0	0
Transaction, Settlements and Other Non Recurring Costs	(38,384)	4,858,392	1,474,529	1,845,443	875,103	629,822	164,358	4,114,152
<b>Total Non-Operating Expenses</b>	<b>68,410,710</b>	<b>78,605,983</b>	<b>70,649,392</b>	<b>80,237,173</b>	<b>26,678,923</b>	<b>26,283,035</b>	<b>25,954,601</b>	<b>203,124,199</b>
<b>Net Income Before Income Taxes</b>	<b>(11,643,639)</b>	<b>(19,394,262)</b>	<b>(13,300,954)</b>	<b>(5,594,778)</b>	<b>2,078,183</b>	<b>(186,802)</b>	<b>(2,661,427)</b>	<b>(21,743,955)</b>
<b>Income Taxes</b>	<b>19,090,134</b>	<b>(27,653,919)</b>	<b>15,246,567</b>	<b>11,436,442</b>	<b>10,662,350</b>	<b>228,412</b>	<b>139,083</b>	<b>27,050,504</b>
<b>Net Income</b>	<b>(30,733,773)</b>	<b>8,259,657</b>	<b>(28,547,521)</b>	<b>(17,031,220)</b>	<b>(8,584,167)</b>	<b>(415,214)</b>	<b>(2,800,510)</b>	<b>(48,794,459)</b>

Balance Sheet  
For the Twelve Months Ending Sunday, December 31, 2023  
Ulster Dialysis, LLC  
Accounting Basis - Accrual

CON#242213  
Attachment C

	Dec 2022	Mar 2023	Jun 2023	Sep 2023	Dec 2023
<b>Assets</b>					
<b>Current Assets</b>					
Cash	2,232	12,588	609,176	0	69,219
A/R, Net	571,545	655,062	847,958	789,366	807,595
Other Receivables	11,225	13,799	25,974	27,011	37,045
Inventory	39,430	30,966	34,214	32,545	34,635
Other Current Assets	18,232	17,720	15,348	23,500	19,512
<b>Total Current Assets</b>	<b>642,664</b>	<b>730,135</b>	<b>1,532,670</b>	<b>872,422</b>	<b>968,006</b>
PP&E, Net	3,019,262	2,923,519	2,824,704	2,730,012	2,635,122
Other Assets	1,650	1,650	1,650	1,650	1,650
<b>Total Assets</b>	<b>3,663,576</b>	<b>3,655,304</b>	<b>4,359,024</b>	<b>3,604,084</b>	<b>3,604,778</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Accounts Payable and Accrued Expenses	134,588	138,688	141,732	149,328	144,479
Credit Liability	108,266	110,923	130,160	164,500	132,791
Accrued Payroll	98,655	111,659	64,241	90,541	89,597
Current Portion of Long Term Debt	6,538	4,906	0	0	0
<b>Total Current Liabilities</b>	<b>348,047</b>	<b>366,176</b>	<b>336,133</b>	<b>404,369</b>	<b>366,867</b>
<b>Long Term Liabilities</b>					
Third-Party - Loans	1,951,200	1,842,767	1,734,367	1,625,967	1,517,567
Third-Party - Revolving Credit	300,000	304,703	312,020	319,552	327,121
Third-Party - Working Capital	3,559,299	3,875,803	4,877,301	4,341,432	4,351,117
Other LT Liabilities	923,854	904,890	885,725	866,355	846,779
<b>Total Long Term Liabilities</b>	<b>6,734,353</b>	<b>6,928,163</b>	<b>7,809,413</b>	<b>7,153,306</b>	<b>7,042,584</b>
<b>Total Liabilities</b>	<b>7,082,400</b>	<b>7,294,339</b>	<b>8,145,546</b>	<b>7,557,675</b>	<b>7,409,451</b>
<b>Equity</b>					
Partner's Capital	(3,418,824)	(3,639,035)	(3,786,522)	(3,953,591)	(3,804,673)
<b>Total Equity</b>	<b>(3,418,824)</b>	<b>(3,639,035)</b>	<b>(3,786,522)</b>	<b>(3,953,591)</b>	<b>(3,804,673)</b>
<b>Total Liabilities &amp; Equity</b>	<b>3,663,576</b>	<b>3,655,304</b>	<b>4,359,024</b>	<b>3,604,084</b>	<b>3,604,778</b>

Income Statement  
For the Twelve Months Ending Sunday, December 31, 2023  
Ulster Dialysis, LLC  
Accounting Basis - Accrual

CON#242213  
Attachment C Cont.

	FY 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Nov 2023	Dec 2023	YTD 2023
Total Treatments	6,076.	1,993.	2,307.	2,287.	2,279.	738.	801.	8,867.
Revenue Before Reserve and Bad Debt Expense	2,161,636	835,794	922,809	893,886	1,223,501	582,795	296,480	3,875,989
Revenue Reserve	(122,749)	(43,298)	(48,843)	(47,169)	(5,678)	(33,229)	45,967	(144,988)
<b>Net Revenue</b>	<b>2,038,887</b>	<b>792,496</b>	<b>873,966</b>	<b>846,717</b>	<b>1,217,823</b>	<b>549,566</b>	<b>342,447</b>	<b>3,731,001</b>
Facility Expenses								
Labor Expense	1,462,515	378,973	370,854	355,337	402,430	124,740	138,843	1,507,593
Medical Supplies	190,254	61,286	65,464	65,197	64,659	28,587	21,992	256,606
Medications	129,717	47,716	37,869	31,818	37,253	7,025	12,858	154,656
Medical Director Fees	75,000	18,750	18,750	18,750	18,750	6,250	6,250	75,000
Rent	173,710	42,853	42,853	42,853	42,853	14,284	14,284	171,410
Management Fee	600,000	150,000	150,000	150,000	150,000	50,000	50,000	600,000
Other Expenses	376,077	88,270	101,506	110,421	113,253	43,295	33,640	413,450
<b>Total Facility Expenses</b>	<b>3,007,273</b>	<b>787,848</b>	<b>787,296</b>	<b>774,376</b>	<b>829,198</b>	<b>274,181</b>	<b>277,867</b>	<b>3,178,715</b>
Facility EBITDA	(968,386)	4,648	86,670	72,341	388,625	275,385	64,580	552,286
As a Percent of Revenue	(44.8%)	0.6%	9.4%	8.1%	31.8%	47.3%	21.8%	14.2%
Interest Expense	349,185	147,266	159,416	165,512	165,807	55,158	54,581	638,001
Depreciation	305,193	77,594	74,742	73,899	73,899	24,633	24,633	300,135
Pandemic Costs	49,272	0	0	0	0	0	0	0
<b>Total Non-Operating Expenses</b>	<b>703,650</b>	<b>224,860</b>	<b>234,158</b>	<b>239,411</b>	<b>239,706</b>	<b>79,791</b>	<b>79,214</b>	<b>938,136</b>
<b>Net Income</b>	<b>(1,672,036)</b>	<b>(220,212)</b>	<b>(147,488)</b>	<b>(167,070)</b>	<b>148,919</b>	<b>195,594</b>	<b>(14,634)</b>	<b>(385,850)</b>

CON#242213  
Attachment C Cont.

**Balance Sheet**  
**For the Twelve Months Ending Tuesday, December 31, 2024**  
**Ulster Dialysis**  
**Accounting Basis - Accrual**

	<u>YTD 2024</u>
<b>Assets</b>	
Current Assets	
AVR, Net	518,657
Other Receivables	80,308
Inventory	32,837
Other Current Assets	19,573
<b>Total Current Assets</b>	<b>651,375</b>
PP&E, Net	2,258,072
Other Assets	35,292
<b>Total AsSEts</b>	<b>2,944,739</b>
<b>Liabilities</b>	
Current Liabilities	
Accounts Payable and Accrued Expenses	178,273
Credit Liability	128,254
Accrued Payroll	103,386
<b>Total Current Liabilities</b>	<b>409,913</b>
Long Term Liabilities	
<b>Third Party - Loans</b>	1,083,967
<b>Third Party - Revolving Credit</b>	300,000
<b>Third Party - Working capital</b>	4,430,559
<b>Other Liabilities</b>	763,341
<b>Total Long Term Liabilities</b>	<b>6,577,867</b>
<b>Total Liabilities</b>	<b>6,987,780</b>
<b>Equity</b>	
Partner's capital	(4,043,041)
<b>Total Equity</b>	<b>(4,043,041)</b>
<b>Total Liabilities &amp; Equity</b>	<b>2,944,739</b>

CON#242213  
Attachment C Cont.

**Income Statement**  
**For the Twelve Months Ending Tuesday, December 31, 2024**  
**Ulster Dialysis**  
**Accounting Basis - Accrual**

	<u>YTD 2024</u>
<b>Total Treatments</b>	<b>9,862</b>
Revenue Befor-e Reserve and Bad Debt Expense	4,295,080
Revenue Reserve	(132,912)
<b>Net Revenue</b>	<b><u>4,162,168</u></b>
<b>Facility Expenses</b>	
Labor Expense	1,630,664
Medical Supplies	360,869
Medcations	129,125
Medical Director Fees	75,000
Rent	176,591
Management ♦	600,000
Other Expenses	632,130
<b>Total Facility Expenses</b>	<b>3,604,379</b>
<b>Facility EBITDA</b>	<b>557,789</b>
<b>As a Percent of Revenue</b>	<b>13.0%</b>
Interest Expense	625,330
Depreciation	291,071
<b>Total Non-Operating Expenses</b>	<b>916,401</b>
<b>Net Income</b>	<b><u>(358,612)</u></b>

**Balance Sheet**  
**For the Eight Months Ending Sunday, August 31, 2025**  
**Ulster Dialysis Summary**  
**Accounting Basis -Accrual**

	Sep 2024	Dec 2024	Mar 2025	Jun 2025	Jul 2025	Aug 2025
<b>Assets</b>						
<b>Current Assets</b>						
A/R, Net	530,243	518,657	724,759	677,082	637,308	530,444
Other Receivables	76,126	80,308	97,562	121,826	129,589	121,145
Inventory	36,419	32,837	51,320	56,883	44,485	40,035
Other Current Assets	24,092	19,573	16,255	13,542	14,042	25,015
<b>Total Current Assets</b>	<b>666,880</b>	<b>651,375</b>	<b>889,896</b>	<b>869,333</b>	<b>825,424</b>	<b>716,639</b>
PP&E, Net	2,351,988	2,258,072	2,166,635	2,074,331	2,043,122	2,011,943
Other Assets	35,292	35,292	35,292	35,292	35,292	35,292
<b>Total Assets</b>	<b>3,054,160</b>	<b>2,944,739</b>	<b>3,091,823</b>	<b>2,978,956</b>	<b>2,903,838</b>	<b>2,763,874</b>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Accounts Payable and Accrued Expenses	216,993	178,273	288,207	233,992	260,026	267,787
Credit Liability	162,387	128,254	152,640	141,156	141,104	156,623
Accrued Payroll	104,209	103,386	132,054	104,286	102,691	112,030
<b>Total Current Liabilities</b>	<b>483,589</b>	<b>409,913</b>	<b>572,901</b>	<b>479,434</b>	<b>503,821</b>	<b>536,440</b>
<b>Long Term Liabilities</b>						
Third Party - Loans	1,884,868	1,083,967	975,567	867,167	831,033	794,900
Third Party - Revolving Credit	349,789	300,000	300,000	300,000	300,000	300,000
Third Party - Working Capital	4,145,794	4,430,559	4,712,924	4,939,669	4,895,939	4,798,123
Other LT Liabilities	786,794	763,341	739,639	715,684	707,643	699,573
<b>Total Long Term Liabilities</b>	<b>7,167,245</b>	<b>6,577,867</b>	<b>6,728,130</b>	<b>6,822,520</b>	<b>6,734,615</b>	<b>6,592,596</b>
<b>Total Liabilities</b>	<b>7,650,834</b>	<b>6,987,780</b>	<b>7,301,031</b>	<b>7,301,954</b>	<b>7,238,436</b>	<b>7,129,036</b>
<b>Equity</b>						
Partner's Capital	(4,596,674)	(4,043,041)	(4,209,208)	(4,322,998)	(4,334,598)	(4,365,162)
<b>Total Equity</b>	<b>(4,596,674)</b>	<b>(4,043,041)</b>	<b>(4,209,208)</b>	<b>(4,322,998)</b>	<b>(4,334,598)</b>	<b>(4,365,162)</b>
<b>Total Liabilities &amp; Equity</b>	<b>3,054,160</b>	<b>2,944,739</b>	<b>3,091,823</b>	<b>2,978,956</b>	<b>2,903,838</b>	<b>2,763,874</b>

**Income Statement**  
**For the Eight Months Ending Sunday, August 31, 2025**  
**Ulster Dialysis Summary**  
**Accounting Basis -Accrual**

CON#242213  
Attachment D Cont.

	<u>FY 2024</u>	<u>Q3 2024</u>	<u>Q4 2024</u>	<u>Q1 2025</u>	<u>Q2 2025</u>	<u>Jul 2025</u>	<u>Aug 2025</u>	<u>YTD 2025</u>
<b>Total Treatments</b>	<b>9,862</b>	<b>2,505</b>	<b>2,586</b>	<b>2,569</b>	<b>2,551</b>	<b>875</b>	<b>862</b>	<b>6,857</b>
Revenue Before Reserve and Bad Debt Expense	4,295,080	938,177	1,042,613	1,152,138	1,192,450	401,331	382,772	3,128,691
Revenue Reserve	(132,912)	(28,421)	(31,659)	(32,563)	(33,679)	(9,396)	(8,280)	(83,918)
<b>Net Revenue</b>	<b>4,162,168</b>	<b>909,756</b>	<b>1,010,954</b>	<b>1,119,575</b>	<b>1,158,771</b>	<b>391,935</b>	<b>374,492</b>	<b>3,044,773</b>
<b>Facility Expenses</b>								
Labor Expense	1,630,664	368,194	429,814	453,014	386,233	111,447	133,678	1,084,372
Medical Supplies	360,869	95,806	88,297	92,383	71,583	26,465	23,575	214,005
Medications	129,125	30,123	33,759	174,453	259,070	76,803	61,751	572,076
Medical Director Fees	75,000	18,750	18,750	18,750	18,750	6,250	6,250	50,000
Rent	176,591	52,383	42,853	39,989	42,853	14,284	14,284	111,410
Management Fee	600,000	150,000	150,000	150,000	150,000	50,000	50,000	400,000
Other Expenses	632,130	226,851	169,516	141,072	124,169	44,750	42,755	352,746
<b>Total Facility Expenses</b>	<b>3,604,379</b>	<b>942,107</b>	<b>932,989</b>	<b>1,069,661</b>	<b>1,052,658</b>	<b>329,999</b>	<b>332,293</b>	<b>2,784,609</b>
<b>Facility EBITDA</b>	<b>557,789</b>	<b>(32,351)</b>	<b>77,965</b>	<b>49,914</b>	<b>106,113</b>	<b>61,936</b>	<b>42,199</b>	<b>260,164</b>
<b>As a Percent of Revenue</b>	<b>13.0%</b>	<b>(3.4%)</b>	<b>7.5%</b>	<b>4.3%</b>	<b>8.9%</b>	<b>15.4%</b>	<b>11.0%</b>	<b>8.3%</b>
Interest Expense	625,330	154,451	147,218	144,870	148,876	49,783	49,061	392,590
Depreciation	291,071	72,451	72,115	71,212	71,027	23,754	23,702	189,695
<b>Total Non-Operating Expenses</b>	<b>916,401</b>	<b>226,902</b>	<b>219,333</b>	<b>216,082</b>	<b>219,903</b>	<b>73,537</b>	<b>72,763</b>	<b>582,285</b>
<b>Net Income</b>	<b>(358,612)</b>	<b>(259,253)</b>	<b>(141,368)</b>	<b>(166,168)</b>	<b>(113,790)</b>	<b>(11,601)</b>	<b>(30,564)</b>	<b>(322,121)</b>

**Balance Sheet**  
**For the Eight Months Ending Sunday, August 31, 2025**  
**Ulster Dialysis Partners**  
**Accounting Basis - Accrual**

CON#242213  
Attachment E

	Sep 2024	Dec 2024	Mar 2025	Jun 2025	Jul 2025	Aug 2025
<b>Assets</b>						
Current Assets						
Cash	2,209,421	2,318,963	2,111,946	2,221,089	2,260,016	2,297,192
Other Current Assets	(408)	0	0	0	0	0
<b>Total Current Assets</b>	<b>2,209,013</b>	<b>2,318,963</b>	<b>2,111,946</b>	<b>2,221,089</b>	<b>2,260,016</b>	<b>2,297,192</b>
<b>Total Assets</b>	<b>2,209,013</b>	<b>2,318,963</b>	<b>2,111,946</b>	<b>2,221,089</b>	<b>2,260,016</b>	<b>2,297,192</b>
<b>Liabilities</b>						
Current Liabilities						
Accounts Payable and Accrued Expenses	2,243	1	1,674	1	0	1
<b>Total Current Liabilities</b>	<b>2,243</b>	<b>1</b>	<b>1,674</b>	<b>1</b>	<b>0</b>	<b>1</b>
Long Term Liabilities						
Intercompany - Working Capital	(122,226)	(196,761)	0	(60,397)	(71,300)	(98,682)
<b>Total Long Term Liabilities</b>	<b>(122,226)</b>	<b>(196,761)</b>	<b>0</b>	<b>(60,397)</b>	<b>(71,300)</b>	<b>(98,682)</b>
<b>Total Liabilities</b>	<b>(119,983)</b>	<b>(196,760)</b>	<b>1,674</b>	<b>(60,396)</b>	<b>(71,300)</b>	<b>(98,681)</b>
<b>Equity</b>						
Partner's Capital	2,328,996	2,515,723	2,110,272	2,281,485	2,331,316	2,395,873
<b>Total Equity</b>	<b>2,328,996</b>	<b>2,515,723</b>	<b>2,110,272</b>	<b>2,281,485</b>	<b>2,331,316</b>	<b>2,395,873</b>
<b>Total Liabilities &amp; Equity</b>	<b>2,209,013</b>	<b>2,318,963</b>	<b>2,111,946</b>	<b>2,221,089</b>	<b>2,260,016</b>	<b>2,297,192</b>

**Ulster Dialysis, LLC**  
**Change in Membership CON Application**

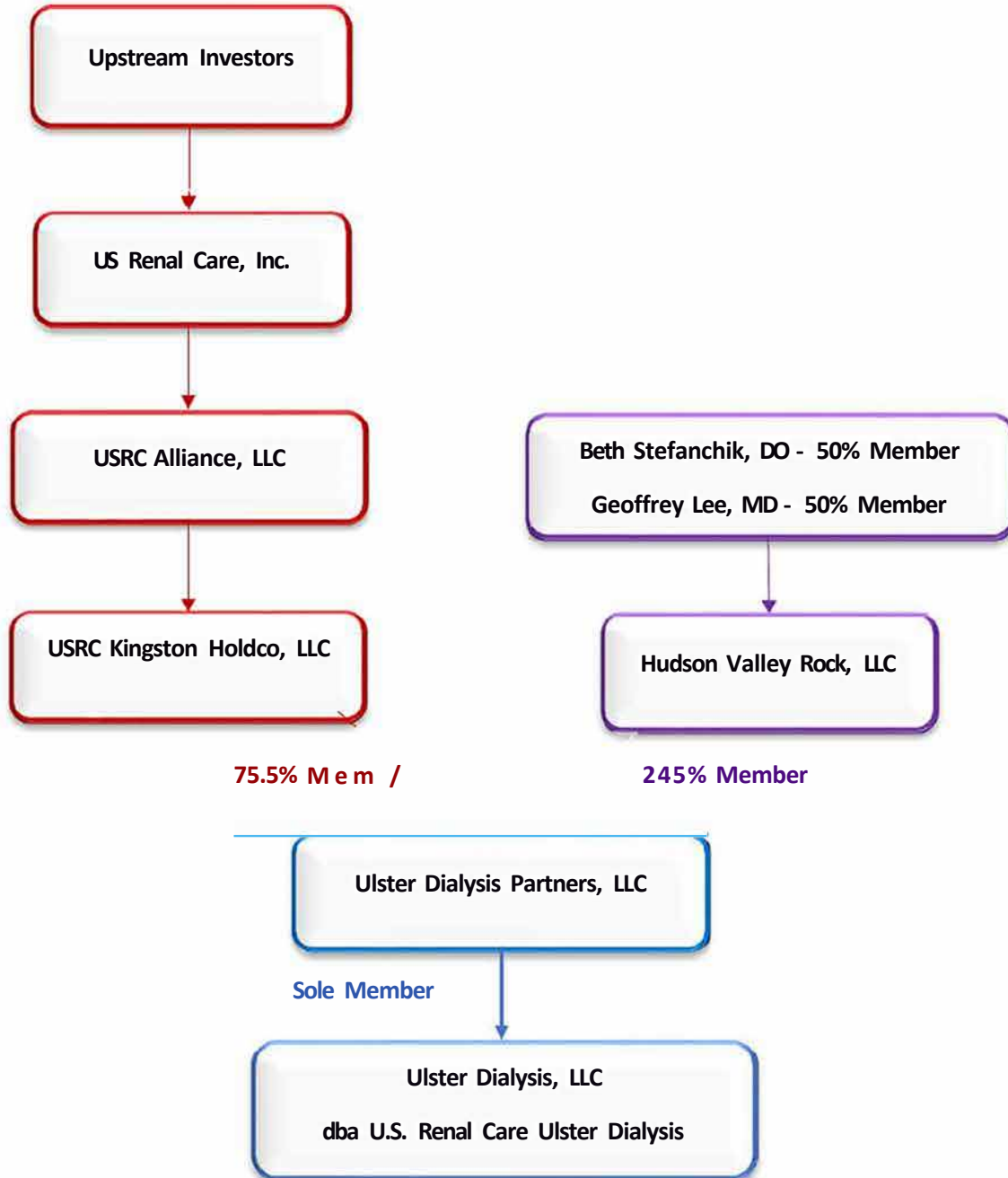
	<b>Membership Interest Current(1)</b>	<b>Membership Interest Proposed</b>
Shawn Dhupar, MD	33.33%	0.00%
Beth Stefanchik, DO	33.33%	12.25% via being a 50% member of Hudson Valley Rock LLC, with Hudson Valley Rock becoming a 24.50% member
Geoffrey Lee, MD	33.33%	12.25% via being a 50% member of Hudson Valley Rock LLC, with Hudson Valley Rock becoming a 24.50% member
U.S. Renal Care and subsidiaries	0.00%	75.50%
	100.00%	100.00%

## Post Change of Membership Approval

# Ulster Dialysis, LLC

dba U.S. Renal Care Ulster Dialysis

## Organizational Chart



**U.S. Renal Care  
Out of State Facilities**

Facility Name	Address	Star Rating
Denali	360 Boniface Pkwy, #A11, Anchorage, AK 99504	****
Dimond (Liberty Dialysis - Alaska LLC)	901 E Dimond Blvd, Suite G, Anchorage, AK 99515	*****
Fairbanks (Fresenius Medical Care Fairbanks)	1863 Airport Way, Fairbanks, AK 99701-4007	***
Laurel Street	3950 Laurel Street, Anchorage, AK 99508	***
Reifenstein	9109 Mendenhall Mall Rd, Ste 6, Juneau, AK 99801	****
Soldotna (Fresenius Medical Care Soldotna)	289 N Fireweed St, Ste A, Soldotna, AK 99669	*****
Tudor Dialysis	2735 E Tudor Rd, Anchorage, AK 99502	**
Wasilla (Renal Care Group Wasilla)	3787 E Meridian Loop, Wasilla, AK 99564	***
Paragould (US Renal Care of Northeast AR - Paragould)	901 W. Kings Highway, Paragould, AR 72450	*
Pine Bluff (US Renal Care - Pine Bluff)	2800 West 28th Street, Pine Bluff, AR 71603	*
Avondale (032608 Avondale Dialysis (Dsi))	13055 W McDowell Rd, Ste 101F, Avondale, AZ 85392	**
Flagstaff (032636 US Renal Care Flagstaff Dialysis)	2268 N Walgreens St, Flagstaff, AZ 86004	*
Mesa (032551 Usrc Mesa Dialysis)	1337 S Gilbert Rd, Ste 109, Mesa, AZ 85204	*
Northeast Phoenix (032596 Usrc Northeast Phoenix)	3305 E Greenway Rd Ste 1 Phoenix, AZ 85032	***
South Phoenix (032583 Usrc South Phoenix)	4621 S Central Ave, Phoenix, AZ 85040	*
Southwest Mesa (032526 Usrc Southwest Mesa)	1457 W Southern Ave, Ste D-19, Mesa, AZ 85202	*
Baldwin Hills	3705 S. La Brea Avenue, Los Angeles, CA 90016-5309	**
Beverly Hills	8420 Wilshire Blvd, Beverly Hills, CA 90211	***
Carson	930 E Dominguez St, Suite A, Carson, CA 90746	****
Chula Vista	2084 Otay Lakes Rd., Suite 101, Chula Vista, CA 91913-1368	n/a
Chula Vista Broadway	1181 Broadway, Ste 5, Chula Vista, CA 91911	****
Culver City	9808 Venice Blvd, Suite 200, Culver City, CA 90232	**
Downtown Los Angeles	2511 W 3rd St, Suite 120, Los Angeles, CA 90057	***
Earl Street	20911 Earl St, Suite 160, Torrance, CA 90503	***
Gala	1666 W 3rd St, Los Angeles, CA 9001	****
Gardena	1045 W Redondo Beach Blvd, Suite 105, Gardena, CA 90247	***
Grand Ave	1400 S Grand Ave, Suite# 105, Los Angeles, CA 90015	****

<b>Grand Home</b>	<b>1145 West 6th Street, Los Angeles, CA 90017</b>	<b>*****</b>
<b>Little Tokyo</b>	<b>420 E 3rd Street, Suite 120, Los Angeles, CA 90013-1645</b>	<b>*</b>
<b>Lomita</b>	<b>1830 Lomita Blvd, Lomita, CA 90717</b>	<b>***</b>
<b>Long Beach</b>	<b>1045 Atlantic Ave, Suite 108, Long Beach, CA 90813</b>	<b>*</b>
<b>Los Alamitos</b>	<b>3810 Katella Ave, Los Alamitos, CA 90720</b>	<b>**</b>
<b>Los Angeles</b>	<b>1125 W. 6th St., Suite 101, Los Angeles, CA 90017</b>	<b>*****</b>
<b>Metropolitan</b>	<b>3100 Del Mar Ave, Rosemead, CA 91770</b>	<b>****</b>
<b>Modesto</b>	<b>305 E Granger Ave, Suite 102, Modesto, CA 95350</b>	<b>*****</b>
<b>Montebello</b>	<b>433 N. 4th. Street, Suite 102, Montebello, CA 90640</b>	<b>***</b>
<b>Monterey</b>	<b>2066 N Fremont, Monterey, CA 93940</b>	<b>*****</b>
<b>Napa</b>	<b>3219 Jefferson Street, Napa, CA 94558-3435</b>	<b>****</b>
<b>North Hollywood</b>	<b>13019 Victory Blvd, North Hollywood, CA 91606</b>	<b>**</b>
<b>Northridge Roscoe</b>	<b>18546 Roscoe Blvd, Suite 108, Northridge, CA 91324</b>	<b>****</b>
<b>Oakdale</b>	<b>1405 West F Street, Suite B, Oakdale, CA 95361</b>	<b>****</b>
<b>Oceanside</b>	<b>2227 S El Camino Real, Ste B, Oceanside, CA 92054</b>	<b>***</b>
<b>Orange County Home</b>	<b>10941 Bloomfield St, Ste C, Los Alamitos, CA 90720-6704</b>	<b>***</b>
<b>Panorama</b>	<b>14600 Roscoe Blvd, Panorama City, CA 91402</b>	<b>***</b>
<b>Parkway</b>	<b>2200 Plaza Pkwy, Suites B1-B4, Modesto CA 95350</b>	<b>***</b>
<b>Patterson</b>	<b>1700 Keystone Pacific Parkway, Suite A-1 Patterson, CA 95363</b>	<b>****</b>
<b>Satellite</b>	<b>18330 Hwy 108, Jamestown, CA 9537-9615</b>	<b>***</b>
<b>Satellite Blossom Valley</b>	<b>1450 Kooser Road, San Jose, CA 95118-3428</b>	<b>****</b>
<b>Satellite Capitola</b>	<b>3801 Clares St, Capitola, CA 95010-2537</b>	<b>*****</b>
<b>Satellite Central Merced</b>	<b>66/70 W Olive Ave, Merced, CA 95348</b>	<b>***</b>
<b>Satellite Central Modesto</b>	<b>1315 10th St, Ste 300, Modesto, CA 95354-0721</b>	<b>****</b>
<b>Satellite Ceres</b>	<b>1372 Mitchell Road, Modesto, CA 95351-4920</b>	<b>***</b>
<b>Satellite Daly City</b>	<b>2001 Junipero Serra Blvd, Ste 100, Daly City, CA 94014-3889</b>	<b>*****</b>
<b>Satellite East San Jose</b>	<b>2121 Alexian Drive, Ste 100, San Jose, CA 95116-1905</b>	<b>*****</b>
<b>Satellite Evergreen</b>	<b>3251 South White Road, Ste 10, San Jose, CA 95148-4056</b>	<b>***</b>
<b>Satellite Folsom</b>	<b>210 Blue Ravine Rd, Ste 100, Folsom, CA 95630-4795</b>	<b>**</b>
<b>Satellite Geary</b>	<b>3716 Geary Blvd, San Francisco, CA 94118-3209</b>	<b>*****</b>
<b>Satellite Gilroy</b>	<b>8095 Camino Arroyo, Ste 100, Gilroy CA 95020-7304</b>	<b>****</b>
<b>Satellite Healthcare North Modesto</b>	<b>4207 Bangs Ave, Ste 100, Modesto, CA 95356</b>	<b>****</b>
<b>Satellite Hollister</b>	<b>1100 East Park Street, Hollister, CA 95023-5198</b>	<b>*****</b>
<b>Satellite Laguna Hills</b>	<b>25251 Paseo DE Alicia, Ste 105, Laguna Hills, CA 92653-4616</b>	<b>*****</b>
<b>Satellite Larkspur</b>	<b>565 Sir Francis Drake Blvd, Ste 105, Greenbrae, CA 94904-2305</b>	<b>***</b>

Satellite Merced	3376 North State Hwy 59, Suite I, Merced, CA 95348-9411	****
Satellite Milpitas	1860 Milmont Drive, Milpitas, CA 95035-2512	****
Satellite Modesto	3500 Coffee Road, Suite 21, Modesto, CA 95355-1315	***
Satellite Modesto Briggsmore	2401 E Orangeburg Ave, Ste 340, Modesto, CA 95355-3471	****
Satellite Morgan Hill	16060 Caputo Drive, Suite 140 & 160, Morgan Hill, CA 95037-5534	***
Satellite Mountain View	247 West El Camino Real, Ste 100, Mountain View, CA 94040-2605	*****
Satellite North Sunnyvale	610 N Pastoria Ave, Sunnyvale, CA 94085-3521	****
Satellite Oakland	255 2nd Street, Ste 150, Oakland, CA 94607-4307	****
Satellite Rohnert Park	6265 Commerce Blvd, Ste 156, Rohnert Park, CA 94928-6300	***
Satellite Sacramento	646 North Market Blvd, Sacramento, CA 95834-1207	***
Satellite San Francisco	1700 California Street, San Francisco, CA 94109-4588	****
Satellite San Leandro	801 Davis Street, San Leandro, CA 94577-1511	***
Satellite San Mateo	2000 South El Camino Real, 1st Floor, San Mateo, CA 94403-1805	****
Satellite Santa Rosa	2301 Circadian Way, Ste C, Santa Rosa, CA 95407-5457	***
Satellite Santa Teresa	7019 Realm Drive, San Jose, CA 95119-1321	****
Satellite Silver Creek	1620 East Capitol Expressway, San Jose, CA 95121-1860	****
Satellite South Bascom	888 South Bascom Avenue, San Jose, CA 95128-2605	****
Satellite South San Francisco	205 Kenwood Way, South San Francisco, CA 94080-5737	*****
Satellite South San Jose	393 Blossom Hill Rd, Ste 110, San Jose, CA 95123-1653	*****
Satellite South White Road	1450 South White Road, Ste 30, San Jose, CA 95127-4798	****
Satellite St. Joseph [Santa Ana]	2212 East 4th Street, Ste 101, Santa Ana, CA 92705-3871	****
Satellite Stevens Creek	4360-A Stevens Creek Blvd, San Jose, CA 95129-1103	****
Satellite Stockton	1801 East March Lane, Ste A100, Stockton, CA 95210-6609	****
Satellite Tracy	2156 West Grant Line Road, Ste 150, Tracy, CA 95377-7338	*****
Satellite Turlock	1729 North Olive, Ste 9, Turlock, CA 95382-2501	***
Satellite University Park	590 East Harding Way, Stockton, CA 95204-6110	***
Satellite Vallejo	4300 Sonoma Blvd, Ste 25, Vallejo, CA 94589-2276	*****
Satellite Watsonville	5 Nielson St, Watsonville, CA 95076-2468	*****
Satellite WellBound Daly City	2001 Junipero Serra Blvd, Ste 535, Daly City, CA 94014-3889	*****
Satellite Wellbound North Modesto	1315 Tenth Street, Ste 100, Modesto, CA 95354-0721	****
Satellite Wellbound of Fremont	39510 Paseo Padre Pkwy, Ste 100, Fremont, CA 94538-4707	***

Satellite Wellbound of Milpitas	1850 Milmont Dr, Milpitas, CA 95035-2512	n/a
Satellite Wellbound of Mountain View	247 W. El Camino Real, Ste 200, Mountain View, CA 94040-2605	*****
Satellite Wellbound of North Modesto	4207 Bangs Ave, Ste 200, Modesto, CA 95356-9049	****
Satellite Wellbound of Sacramento	2629 Marconi Ave, Sacramento, CA 95821-5105	****
Satellite Wellbound of San Leandro	1040 Davis St, Ste 101, San Leandro, CA 94577-1513	*****
Satellite Wellbound of San Mateo	2000 S El Camino Real, Floor 2, San Mateo, CA 94403-1805	****
Satellite Wellbound of Santa Cruz	2128 Soquel Ave, Santa Cruz, CA 95062-1401	****
Satellite Wellbound of Santa Rosa	2301 Circadian Way, Ste B, Santa Rosa, CA 95407-5457	****
Satellite Wellbound San Jose	1525 Meridian Ave, Ste 101, San Jose, CA 95125-5354	****
Satellite Wellbound Stockton	3555 Deer Park Drive, Ste 140, Stockton, CA 95219-2379	***
Satellite West San Leandro	2401 Merced Street, Ste 110, San Leandro, CA 94577-4200	****
Satellite West Turlock	2350 Maryann Drive, Turlock, CA 95380-6565	****
Satellite Windsor	8911 Lakewood Drive, Ste 16, Windsor, CA 95492-7857	*****
Sherman Oaks	4955 Van Nuys Blvd, Suite 111, Sherman Oaks, CA 91403	*
Simi Valley	1407 E Los Angeles Ave, Suites G&H, Simi Valley, CA 93065	***
Skypark	3295 Skypark Dr, Torrance, CA 90505	****
South Bay	4450 182nd St, Redondo Beach, CA 90278-3933	***
South Bay Home	23441 Madison Suite 315, 320, 330 Torrance, CA 90505	*****
Torrance	20430 Hawthorne Blvd, Torrance, CA 90503	***
Van Nuys	14624 Sherman Way, Suite 106, Van Nuys, CA 91405	**
Verdugo Hills	1808 Verdugo Blvd, Suite 200, Glendale, CA 91208	***
Victorville	17125 Silica Drive, Suite 100, Victorville, CA 92395-7715	***
West Coast	3780 Kilroy Airport Way, Suite 110, Long Beach, CA 90806	***
West LA	1801 S La Cienega Blvd, Suite 100, Los Angeles, CA 90035	*****
Westside	300 S Robertson Blvd, Los Angeles, CA 90048	****
Altitude	12100 E. Iliff Ave, Ste 102, Aurora, CO 80014	***
Lone Tree	9777 S Yosemite St, Ste 130 A-C, Lone Tree, CO 80124	*****
Pueblo	850 Eagleridge Blvd, Pueblo, CO 81008	***
Branford	322 E Main St, Ste 1A, Branford, CT 6405	****
North Haven	510 Washington Ave, North Haven, CT 6473	**
Orange	240 Indian River Rd, Bldg. D, Orange, CT 6477	****
Laurel	30214 Sussex Highway, Laurel, DE 19956	**

Seaford	600 Health Services Dr, Seaford, DE 19973	**
Wilmington	913 Delaware Ave, Wilmington, DE 19806	***
Boynton Beach	1500 W Gateway Blvd, Suite 198, Boynton Beach, FL 33426-7219	**
Cape Coral Home	326 Del Prado Blvd N, Ste 101, Cape Coral, FL 33909	****
Cape Coral North	3571 Del Prado Blvd North, Ste 110, Cape Coral, FL 33909	**
Cape Coral South	2336 Surfside Blvd, Cape Coral, FL 33991	***
Fort Myers	3745 Broadway, Ste 100, Fort Myers, FL 33901	**
Fort Myers South	6800 Shoppes at Plantation, Ste 100, Fort Myers, FL 33912	*
Lehigh Acres	3400 Lee Blvd, Ste 108, Lehigh Acres, FL 33971	**
Memorial West	601 N Flamingo Rd, Suite 109, Pembroke Pines, FL 33028	***
Mustang	12250 Tamiami Trail E, Suite 103 & 104, Naples, FL 34113	***
New Smyrna Beach	821 State Road 44, New Smyrna Beach, FL 32168	***
North Tampa	3421 N Lakeview Dr, Tampa, FL 33618	****
Palmer Ranch	5700 Honore Avenue, Sarasota, FL 34233-3249	***
Sarasota	1921 Waldemere St, Ste 107, Sarasota, FL 34239	***
South Tampa	731 W Lumsden Rd, Brandon, FL 33511	***
Tampa Central	4705 N Armenia Ave, Tampa, FL 33603	***
Uptown Naples	2700 Immokalee Rd, Ste 22, Naples, FL 34110	**
Viera	8041 Spyglass Hill Rd, Ste 101, Viera, FL 32940	**
West Palm Beach	300 Executive Center Drive, Suite 101, West Palm Beach, FL 33401	*****
Adel	701 North Hutchinson Ave, Adel, GA 31620	*
Calhoun	105 Professional Place, Calhoun, GA 30701	***
Central Valdosta	506 N Patterson St, Valdosta, GA 31601	*
Cobb County	506 Roswell St, Bldg. 100, Marietta, GA 30060	**
Conyers	1927 Highway 138 NE, Conyers, GA 300133	***
Covington	4179 Baker Street NE, Covington, GA 30014	***
Cumming	1370 Buford Highway, Suite 110, Cumming, GA 30041	***
Dalton	1009 Professional Blvd, Dalton, GA 30720	***
Dekalb	4570-B Memorial Dr, Decatur, GA 30032	**
Forsyth	91 Martin Luther King Jr. Dr. Forsyth, GA 31029	**
Gray	1002 Boulder D,r Gray, GA 31032	*
Griffin	1837 W McIntosh Rd, Griffin, GA 30223	**
Hawkinsville	292 Industrial Blvd, Suite 100, Hawkinsville, GA 31036	***
Macon Clinton	280 Clinton St, Macon, GA 31217	**
Macon Hemlock	657 Hemlock St, Suite 100, Macon, GA 31201	***
Milledgeville	411 N Jefferson St NE, Milledgeville, GA 31061	***
Monroe	2161 W Spring St, Suite B, Monroe, GA 30655-0000	***
Murray County	108 Hospital Dr, Chatsworth, GA 30705	****

Northwest Georgia	3721 New Macland Rd, Suite 100B, Powder Springs, GA 30127-2000	*
Roswell	11660 Alpharetta Hwy, Suite 650, Roswell, GA 30076	***
Royston	611 Cook St, Royston, GA 30662	***
Snellville	3370 SUGARLOAF PKWY, Suite A1, Lawrenceville, GA 30044	***
South Georgia	3564 N Crossing Circle, Suite A, Valdosta, GA 31602	**
Winder	429 Loganville Hwy, Suite 107, Winder, GA 30680	***
Woodstock	2001 Professional Pkwy, Ste 100, Woodstock, GA 30188	***
Finegayan	781 Route 3, Suite 101, Dededo, GU 96929	**
Sinajana	736 Route 4, Suite 101, Sinajana, GU 96910	**
Aloha	1520 Liliha St, 1st Floor, Honolulu, HI 96817	***
Beretania	1908 S Beretania St, Ste 1, Honolulu, HI 96826-1308	****
Ewa Beach	91-919 Fort Weaver Road, Ste 110, Ewa Beach, HI 96706-2257	***
Hilo	111 E Puainako Street, Ste 655, Hilo, HI 96720-5278	**
Honolulu	226 N Kuakini St, 2nd Floor, Honolulu, HI 96817	***
Kapahulu	750 Palani Ave, Honolulu, HI 96816	***
Kapolei	555 Farrington Highway, Kapolei, HI 96707	***
Ko Olau	47-388 Hui Iwa St, Kaneohe, HI 96744	****
Pearlridge	98-1005 Moanalua Rd, Ste 420, Aiea, HI 96701	****
Wahiawa	850 Kilani Ave, Wahiawa, HI 96786	****
Waianae	86-120 Farrington Hwy, STE B211, Waianae, HI 96792-3072	***
Waipahu	94-862 Kahuilani St, Waipahu, HI 96797-3341	****
Waipio	94-1042 KA UKA Blvd, Suite 100, Waipahu, HI 96797-6209	*****
West Oahu	889 Kamokila Blvd, Suite 200, Kapolei, HI 96707	****
Windward	45-480 Kaneohe Bay Dr, Ste D09, Kaneohe, HI 96744	***
Mercy Plaza	5264 Council Street NE, Ste 200, Cedar Rapids, IA 52402	***
Hayden	8556 N Wayne Dr, Hayden, ID 83835	***
Post Falls	920 N Highway 41, Ste 3, Post Falls, ID 83854	***
Bolingbrook	396 Remington Blvd, Suite 110, Bolingbrook, IL 60440	****
Dan Ryan	112 West 87th St., Ste. N, Chicago, IL 60620-1318	***
Downers Grove Home	1201-A Butterfield Rd, Suite A, Downers Grove, IL 60515	n/a
Hickory Hills	9640 S Roberts Rd, Suite B-3A, Hickory Hills, IL 60457-2238	***
Northwestern	676 N. St. Clair, Arkes Pavilion, Suite 2020, Chicago, IL 60611	***
Scottsdale	4651 W. 79th Street, Ste 100, Chicago, IL 60652	**
Streamwood	149 E Irving Park Rd, Streamwood, IL 60107	***
Villa Park	200 E. North Ave, Villa Park, IL 60181-1221	***

Coffee Creek	3100 Village Point, Ste 101, Chesterton, IN 46304	*****
Greenwood	973 Emerson Pkwy, Suite C, Greenwood, IN 46143-6907	***
Kokomo	3760 S Reed Rd, Kokomo, IN 46902	**
La Porte	103 W 18th St, La Porte, IN 46350	****
Lafayette	915 Mezzanine Drive, Suite B, Lafayette, IN 47905	*
MHP	2460 Intelliplex Dr, Suite 120, Shelbyville, IN 46176-8591	***
Michigan City	3727 N. Frontage Road, Michigan City, IN 46360	***
North Muncie	2705 W North St, Muncie, IN 47303	**
Northwest Indianapolis	6488 Corporate Dr, Indianapolis, IN 46278	****
Foxborough	10 Lincoln Rd., Ste 101, Foxborough, MA 2035	*****
Quincy	500 Victory Road, Quincy, MA 2171	*****
Weymouth	587 Washington St, Weymouth, MA 02188-3441	*****
Bethesda	4701 Sangamore Rd, P017, Bethesda, MD 20816	****
Fort Washington	10707 Indian Head Hwy, Fort Washington, MD 20744	****
Hyattsville	4920 LaSalle Rd, Hyattsville, MD 20782	**
New Carrollton	8317 Annapolis Rd, New Carrollton, MD 20784	***
Old Alexandria	7201 Old Alexandria Ferry Rd, Ste 6, Clinton, MD 20735	*****
Prince Frederick	205 Steeple Chase Dr, Suite 201, Prince Frederick, MD 20678	****
Rockville	11800 Nebel St, Rockville, MD 20852	*****
Silver Hills	5652 Silver Hill Rd, District Heights, MD 20747	***
West Baltimore	22 S Athol Street, Baltimore, MD 21229	*
Watervliet	8816 Red Arrow Hwy, Watervliet, MI 49098	***
Creve Coeur	1009 Executive Parkway Dr. Creve Coeur, MO 63141	***
Ellisville	257 Clarkson Rd, Ellisville, MO 63011	***
St Charles	2655 Muegge Rd, Suite 102, Saint Charles, MO 63303	***
Glenwater	9030 Glenwater Dr, Charlotte, NC 28262	**
Latrobe	3515 Latrobe Dr, Charlotte, NC 28211	***
Gloucester	601 Berlin Cross Keys Road, Sicklerville, NJ 08081-9563	***
Marlton	9 Eves Drive, Suite 170, Marlton, NJ 8053	****
Penns Grove	1 Collins Dr, Suite 105, Carneys Point, NJ 08069-3640	**
Vineland	1450 East Chestnut Ave, Bldg. 2 Ste C, Vineland, NJ 8361	***
Voorhees	1000 Haddonfield Berlin Road, Suite 100, Voorhees, NJ 08043-3520	*****
Albuquerque Home	4333 Pan American Pkwy, Ste C, Albuquerque, NM 87107-6833	*
Clovis	4024 N. Prince St, Suite H, Clovis, NM 88101-9704	**
Crownpoint	Hwy 371, Route 9 Crownpoint Shopping Ctr., Crownpoint, NM 87313	****

<b>Gallup</b>	<b>725 Hospital Dr, Gallup, NM 87301</b>	<b>***</b>
<b>Gallup Home</b>	<b>1801 Red Rock Dr. Gallup, NM 87301</b>	<b>***</b>
<b>Las Cruces</b>	<b>250 E. Amador Avenue, Suite B, Las Cruces, NM 88001-3649</b>	<b>***</b>
<b>Lenox Avenue</b>	<b>1020 Lenox Ave, Las Cruces, NM 88005-1303</b>	<b>***</b>
<b>Solid Rock</b>	<b>1580 Highway 264, Ste A, Gallup, NM 87301-3302</b>	<b>***</b>
<b>Zuni</b>	<b>#20 D Avenue, PO Box 467, Zuni, NM 87327</b>	<b>****</b>
<b>Akron</b>	<b>632 E Market St, Suite an, Akron, OH 44304-1661</b>	<b>*</b>
<b>Alexis</b>	<b>5719 Jackman Rd, Toledo, OH 43613</b>	<b>**</b>
<b>Barberton</b>	<b>33 3rd Street S.E., Suite 100, Barberton, OH 44203</b>	<b>****</b>
<b>Blanchard Valley</b>	<b>1717 Medical Blvd, Suite C, Findlay, OH 45840</b>	<b>***</b>
<b>Bowling Green</b>	<b>1037 Conneaut Ave, Suite 101, Bowling Green, OH 43402</b>	<b>***</b>
<b>Briarfield Home</b>	<b>3214 Briarfield Boulevard, Maumee, OH 43537-9501</b>	<b>***</b>
<b>Cuyahoga</b>	<b>421 Portage Trail, Suite B, Cuyahoga Falls, OH 44221</b>	<b>***</b>
<b>Defiance</b>	<b>220 Stadium Dr, Defiance, OH 43512</b>	<b>***</b>
<b>Delaware County</b>	<b>1788 Columbus Pike, Suite #160, Delaware, OH 43015</b>	<b>*****</b>
<b>Fremont</b>	<b>2400 Enterprise St, Fremont, OH 43420</b>	<b>****</b>
<b>Kent</b>	<b>1720 E Main St, Suite B, Kent, OH 44240-2850</b>	<b>*</b>
<b>Kenwood</b>	<b>5150 E Galbraith Rd, Cincinnati, OH 45236</b>	<b>**</b>
<b>Maumee</b>	<b>1787 Indian Wood Circle, Suite B, Maumee, OH 43537-4175</b>	<b>**</b>
<b>Mt Healthy</b>	<b>7600 Affinity Place, Mt Healthy, OH 45231</b>	<b>**</b>
<b>Northwest Ohio</b>	<b>3829 Woodley Rd, Suite C12, Toledo, OH 43606</b>	<b>**</b>
<b>Norwood</b>	<b>1721 Tennessee Ave, Cincinnati, OH 45229</b>	<b>**</b>
<b>Sylvania</b>	<b>7635 W Sylvania Ave, Sylvania, OH 43560</b>	<b>***</b>
<b>Tiffin</b>	<b>100 Shaffer Park Dr, Suite A, Tiffin, OH 44883-8536</b>	<b>***</b>
<b>Wildwood</b>	<b>2249 N Reynolds Rd, Toledo, OH 43615</b>	<b>**</b>
<b>Altus</b>	<b>1401 E Broadway St, Altus, OK 73521</b>	<b>***</b>
<b>Sooner</b>	<b>924 SW 38th St, Lawton, OK 73505</b>	<b>**</b>
<b>East Portland Home</b>	<b>10802 SE Washington Street, Portland, OR 97216</b>	<b>*****</b>
<b>Gresham</b>	<b>1360 E Powell Blvd, Gresham, OR 97030</b>	<b>***</b>
<b>Portland</b>	<b>10595 SE Stark St, Portland, OR 97216</b>	<b>***</b>
<b>Altoona</b>	<b>118 E Chestnut Ave, Altoona, PA 16601</b>	<b>****</b>
<b>Bedford</b>	<b>141 Memorial Drive, Everett, PA 15537</b>	<b>***</b>
<b>Carlisle</b>	<b>101 Noble Blvd, Suite 103, Carlisle, PA 17013</b>	<b>****</b>
<b>Central York</b>	<b>1920 Queenswood Rd, Suite 100, York, PA 17403</b>	<b>***</b>
<b>Chambersburg</b>	<b>765 5th Ave, Suite A, Chambersburg, PA 17201</b>	<b>**</b>
<b>Coatesville</b>	<b>160 Airport Road, Coatesville, PA 19320-5800</b>	<b>***</b>
<b>Hanover</b>	<b>191 Wilson Avenue, Hanover, PA 17331</b>	<b>***</b>
<b>Huntingdon</b>	<b>820 Bryan St, Suite 4, Huntingdon, PA 16652</b>	<b>*****</b>
<b>Philadelphia</b>	<b>2910 S 70th St Unit 3A Philadelphia PA 19142</b>	<b>****</b>

Pottstown	5 S Sunnybrook Rd, Suite 500, Pottstown, PA 19464	****
South York	2721 S. Queen Street, York, PA 17403-9716	****
St Marys	753 Johnsonburg Rd, St. Marys, PA 15857	***
York	1975 Kenneth Rd, York, PA 17408	**
Barnwell	10708 Marlboro Ave, Barnwell, SC 29812	**
Downtown Easley	200 E 1st Avenue, Easley, SC 29640	***
Easley Home	121 Commerce Blvd, Easley, SC 29642	***
Edgefield	306 Main St, Edgefield, SC 29824	***
Greenville	1004 Grove Rd, Greenville, SC 29605	**
Holly Tree	1328 Hwy 14 Simpsonville, SC 29681-5659	*****
Lyman	208 Holly Springs Rd, Lyman, SC 29365	****
North Aiken	208 University Parkway, Ste 208, Aiken, SC 29801	***
Pleasantburg	110 Chalmers Rd Ste C Greenville SC 29605	***
Powderhorn	16 Powderhorn Rd, Simpsonville, SC 29681	***
South Aiken	169 Crepe Myrtle Drive, Aiken, SC 29803	**
Travelers Rest	36 S Main St, Travelers Rest, SC 29690	***
Cool Springs	1648 Westgate Circle, Ste 100, Brentwood, TN 37027	***
Gallatin	270 E Main St Ste 100 Gallatin, TN 37066	*
Galleria	8592 Ricky Bell Cv Memphis, TN 38133	**
Manchester	367 Interstate Dr, Manchester, TN 37355	**
McMinnville	1524 Sparta St, McMinnville, TN 37110	***
Satellite Chickasaw Gardens	2980 Poplar Ave, Ste 102, Memphis, TN 38111-3527	**
Satellite Pace Road	4185 Pace Road, Memphis, TN 38116-5871	**
Satellite Poplar Avenue	1333 Poplar Ave, Memphis, TN 38104-2006	**
Satellite South	6548 Quince Road, Memphis, TN 38119-8211	*
Satellite Wellbound Memphis	780 Truse Parkway, Ste 102, Memphis, TN 38117-5361	***
Southwest Whitehaven	4711 Neely Rd, Memphis, TN 38109	**
Alvin	100 E. House Street, Alvin, TX 77511	**
Amarillo	1915 S Coulter St, Suite 200, Amarillo, TX 79106	*
Arlington	203 W. Randol Mill Road, Arlington, TX 76011	*
Atascosa County	1320 W. Oaklawn Road, Suite G&H, Pleasanton, TX 78064	****
Bandera Road	7831 Westchase, San Antonio, TX 78240	**
Baylor Scott Street	6120 Scott Street, Suite F, Houston, TX 77021	***
Beeville	100 W Huntington Street, Beeville, TX 78102	**
Bluebonnet	1902 Windsor PL, Suite 100, Fort Worth, TX 76110-1866	*
Bluebonnet Home	1902 Windsor PL, Suite 202, Fort Worth, TX 76110-1866	***
Boerne	1595 S. Main, Suite 107, Boerne, TX 78006	*****
Bryan	1612 N Texas Ave, Bryan, TX 77803	***
Bryant Irvin	5729 Bryant Irvin Road, Fort Worth, TX 76132	**

Burleson	265 SE John Jones Dr, Burleson, TX 76028	*
Canton	400 E Hwy 243, Suite 14, Canton, TX 75103	****
Central San Antonio	215 North San Saba, Suite 101, San Antonio, TX 78207-3121	***
Chinatown	7329 W. Sam Houston Parkway S, Suite 101A, Houston, TX 77072	**
Chinatown Home	7329 W Sam Houston Parkway S, Suite 101B, Houston, TX 77072-5251	*****
Cleburne	1206 W. Henderson, Suite C, Cleburne, TX 76033	**
Conroe	200 South Rivershire Dr., Suite 100, Conroe, TX 77304-2976	***
Conway	200 West 2 Mile Road, Mission, TX 78574	**
Datapoint	8115 Data Point Dr., Suite 100, San Antonio, TX 78229-3227	**
Delta	400 E. Edinburg Ave, Elsa, TX 78543	**
Dialysis at Home	12011 State Hwy 151, Ste 222, San Antonio, TX 78251-1230	****
East El Paso	10737 Gateway Blvd W, Ste 100, El Paso, TX 79935	****
East Fort Worth	6450 Brentwood Stair Rd, Fort Worth, TX 76112	*
Edinburg	206 Conquest, Edinburg, TX 78539	**
Friendswood	3324 East F.M. 528, Friendswood, TX 77546	***
Gateway	230 Knoll Wood Drive, San Antonio, TX 78227	****
Grand Prairie	1006 N. Carrier Parkway, Grand Prairie, TX 75050	*
Harlingen	4302 E. Sesame Drive, Harlingen, TX 78550	****
Hill Country	12011 State Hwy 151, San Antonio, TX 78251-1230	****
Houston Home Therapies	8515 Fannin St, Houston, TX 77054	**
Houston St	2011 E. Houston Street, Suite 102D, San Antonio, TX 78202	***
Keller	4420 Heritage Trace Pkwy, Suite 312, Fort Worth, TX 76244	*
Kingwood	24006 Hwy 59 North, Kingwood, TX 77339	**
Laredo	6801 McPherson Road, Suite 107, Laredo, TX 78041	***
Laredo South	4602 Ben Cha Road, Laredo, TX 78043	****
Las Canteras	10502 Sandia Dr, Laredo, TX 78045	***
Live Oak	12970 Suite 101 Toepperwein Road, Live Oak, TX 78233-4767	***
Lubbock	3801 21st St, Suite 100, Lubbock, TX 79410	**
Mansfield	1800 Hwy 157 North, Suite 101, Mansfield, TX 76063	**
Maverick County	3307 Bob Rogers Drive, Eagle Pass, TX 78852-6781	****
McAllen	1301 E. Ridge Road, Suite C, McAllen, TX 78503	****
Meadows Place	4743 Lexington Blvd, Missouri City, TX 77459-2825	**
Med Center	4511 NW Loop 410, Ste 101, San Antonio, TX 78229	****
Medina County	205 22nd Street, Hondo, TX 78861	*****
Mid Valley Weslaco	1005 S. Airport Drive, Weslaco, TX 78596	***
Mission	1200 Saint Claire Blvd. Mission, TX 78572-6601	**
North Dallas	10740 N Central Expressway, Suite 150, Dallas, TX 75231	**

North El Paso	3359 Fred Wilson Ave, El Paso, TX 79904	*****
North Harlingen	913 N. 13TH STREET, Suite 29, Harlingen, TX 78550-5034	****
North Lubbock	1826 Parkway Drive, Suite 200, Lubbock, TX 79403	*
North Richland Hills	6455 Hilltop Drive, Suite 112, North Richland Hills, TX 76180	*
Oso Bay	7502 South Padre Island Dr, Corpus Christi, TX 78412	***
Pearland Luxury	11161 Shadow Creek Parkway, Ste 101, Pearland, TX 77584	**
Plano	4108 W 15th St, Suite 100, Plano, TX 75093	***
Pleasanton Road	8119 South Flores Street, San Antonio, TX 78221	***
Premier	8181 N. Stadium Dr, Suite 100, Houston, TX 77054-1847	***
Premier Cedar Hill	458 N Hwy 67, Suite 400, Cedar Hill, TX 75104-0004	****
Premier Charlton	3571 W. Wheatland Road, Suite 103, Dallas, TX 75237	**
Premier Duncanville	1038 US Highway 67, Duncanville, TX 75137	**
Premier East Dallas	11255 Garland Road, Suite 1160, Dallas, TX 75218-2573	**
Premier Garland	219 W Kingsley Rd, Garland, TX 75041	**
Premier Gaston Ave	3417 Gaston Avenue, Suite 180, Dallas, TX 75246	***
Premier Lancaster	3250 W. Pleasant Run Road, #280, Lancaster, TX 75146	***
Premier Mansfield	2651 E. Broad Street, Suite 109, Mansfield, TX 76063	*
Premier McKinney	1434 N Central Expressway, Ste 116, McKinney, TX 75070	****
Premier Mesquite	3330 North Galloway Avenue, Suite 160, Mesquite, TX 75150	**
Premier Plano Dexter	4708 Dexter Dr., Plano, TX 75093-5288	*
Premier Richardson	1621 North Central Expressway, Suite 200, Richardson, TX 75080	***
Premier Rockwall	2850 Ridge Road, Suite 112, Rockwall, TX 75032	***
Premier South Arlington	801 E. Border St, Ste 151, Arlington, TX 76010	***
Premier Stephenville	946 Bluebonnet St., Stephenville, TX 76401-1764	***
Premier Waxahachie	1011 North Highway 77, Suite 102, Waxahachie, TX 75165	***
Premier West Grand Prairie	4045 S Great SW Pkwy, Ste 100, Grand Prairie, TX 75052	***
Premier Wylie	2300 W FM 544, Suite 140, Wylie, TX 75098	****
Richardson	3321 E. Renner Rd, Suite 100, Richardson, TX 75082	***
Rio Grande	2787 Pharmacy Road, Rio Grande City, TX 78582	**
Rowlett	7600 Lakeview Parkway, Suite 200, Rowlett, TX 75088-4181	**
Royal Central	11343 North Central Expressway, Dallas, TX 75243-6703	*
San Antonio Home Therapies	215 North San Saba, Suite 314, San Antonio, TX 78207	*****

<b>San Benito</b>	<b>910 North McCullough Street, San Benito, TX 78586-0084</b>	<b>*****</b>
<b>Satellite Kyle</b>	<b>134 Elmhurst Drive, Kyle, TX 78640-6060</b>	<b>***</b>
<b>Satellite Mueller</b>	<b>10000 Metric Boulevard, Ste 100, Austin, TX 78758-5210</b>	<b>**</b>
<b>Satellite Round Rock</b>	<b>1801 East 51st Street, Ste 100, Bldg. G, Austin, TX 78723</b>	<b>***</b>
<b>Satellite South Austin</b>	<b>16010 Park Valley Drive, Ste. 100, Round Rock, TX 78681-3575</b>	<b>***</b>
<b>Satellite Southwood</b>	<b>10001 South IH-35, Ste 100, Austin, TX 78747</b>	<b>****</b>
<b>Satellite Tech Ridge</b>	<b>1701 West Ben White Boulevard, Ste 180, Austin, TX 78704</b>	<b>****</b>
<b>Sharpstown</b>	<b>6888 SW Freeway, Ste 100, Houston, TX 77074</b>	<b>*</b>
<b>South El Paso</b>	<b>10651 N Loop Dr, Socorro, TX 79927</b>	<b>****</b>
<b>South San Antonio</b>	<b>137 Palo Alto Rd. San Antonio, TX 78211</b>	<b>****</b>
<b>Southeast San Antonio</b>	<b>2635 SE Military Dr, San Antonio, TX 78233</b>	<b>***</b>
<b>Southwest Fort Worth</b>	<b>5127 Granbury Road, Fort Worth, TX 76133</b>	<b>*</b>
<b>Space City - Pasadena</b>	<b>3402 BURKE RD, Pasadena, TX 77504</b>	<b>*</b>
<b>Stadium Home</b>	<b>2000 Crawford Street, Suite 777, Houston, TX 77002</b>	<b>***</b>
<b>Sunnyvale</b>	<b>220 S Collins Rd, Sunnyvale, TX 75182-4625</b>	<b>***</b>
<b>TDC Central Fort Worth</b>	<b>4201 E. Berry St. Suite 8, Fort Worth, TX 76105</b>	<b>*</b>
<b>TDC Fort Worth</b>	<b>501 College Avenue, Suite 100, Fort Worth, TX 76104</b>	<b>*</b>
<b>TDC North Fort Worth</b>	<b>1978 Ephriham Ave. Fort Worth, TX 76164</b>	<b>**</b>
<b>TDC Tarrant County PD</b>	<b>501 College Avenue, Suite 200, Fort Worth, TX 76104</b>	<b>*</b>
<b>Texas City</b>	<b>6518 Memorial Drive, Texas City, TX 77591-4056</b>	<b>***</b>
<b>Tri-County</b>	<b>19910 Interstate 35 S, Ste 101, Lytle, TX 78052-3547</b>	<b>****</b>
<b>Valley McAllen</b>	<b>2000 South Cynthia St, McAllen, TX 78503</b>	<b>**</b>
<b>Weatherford</b>	<b>504 Santa Fe Dr, Weatherford, TX 76086</b>	<b>*</b>
<b>Webster</b>	<b>1914 Caroline Street, Houston, TX 77002</b>	<b>**</b>
<b>West El Paso</b>	<b>3100 North Stanton St, Suite B, El Paso, TX 79902</b>	<b>*****</b>
<b>West Fork</b>	<b>725 N. Industrial Blvd. Suite 100, Bedford, TX 76021-6134</b>	<b>**</b>
<b>West Fort Worth</b>	<b>1704 S. Cherry Lane, Suite 200, White Settlement, TX 76108</b>	<b>**</b>
<b>West University</b>	<b>9219 Stella Link Road, Houston, TX 77025</b>	<b>***</b>
<b>Westover Hills</b>	<b>11212 State Hwy 151 Plaza 2, Suite 100, San Antonio, TX 78251</b>	<b>****</b>
<b>Layton Crossing</b>	<b>756 N. Main Street, Layton, UT 84041</b>	<b>**</b>
<b>Logan</b>	<b>480 N 100 E, Ste 100, Logan, UT 84321</b>	<b>****</b>
<b>Ogden</b>	<b>4345 Harrison Blvd, Ste 100, Ogden, UT 84403</b>	<b>**</b>
<b>Arlington County</b>	<b>2445 Army Navy Dr, Suite 202, Anderson Bldg. Arlington, VA 22206</b>	<b>****</b>
<b>Ashland</b>	<b>113 N Washington Hwy, Asland, VA 203005</b>	<b>***</b>
<b>Colonial Heights</b>	<b>1617 Boulevard, Ste B&amp;C, Colonial Heights, VA 23834</b>	<b>***</b>
<b>Fairfax</b>	<b>3930 Walnut St, Ste 100, Fairfax, VA 22030</b>	<b>*****</b>

<b>Petersburg</b>	<b>1964 S Crater Rd. Petersburg, VA 23805</b>	<b>***</b>
<b>Reston</b>	<b>12330 Pinecrest Rd, Suite 200, Reston, VA 20191</b>	<b>****</b>
<b>Warsaw</b>	<b>4709 Richmond Rd, Warsaw, VA 22572</b>	<b>***</b>
<b>Woodbridge</b>	<b>14000 Crown Court, Suite 110, Woodbridge, VA 22193</b>	<b>*****</b>
<b>Casper</b>	<b>1300 Venture Way, Suite 100, Casper, WY 82609</b>	<b>***</b>
<b>Cheyenne</b>	<b>1760 Prairie Ave, Ste 102, Cheyenne, WY 82009</b>	<b>**</b>
<b>Wyoming</b>	<b>1141 Wilkins Circle, Casper, WY 82601</b>	<b>***</b>



# Office of the State Long Term Care Ombudsman

Two Empire State Plaza  
Fifth Floor, Albany, NY 12223-1251  
[www.ltombudsman.ny.gov](http://www.ltombudsman.ny.gov)  
6769

Claudette Royal  
State Ombudsman  
1-855-582-

To: Public Health and Health Planning Council

Re: 231002 JCH Operations, LLC d/b/a Sands Point Center for Rehab & Nursing

Date: October 30, 2025

Long Term Care Ombudsman Program Review:

The Office of the State Long Term Care Ombudsman has received and reviewed the application for change in ownership submitted by JCH Operations, LLC d/b/a Sands Point Center for Rehab & Nursing. The Office reviewed the five facilities currently operated by the proposed owners, which includes the subject facility as the proposed owners are currently involved in the operations. There is a weekly Ombudsman presence in three facilities, and quarterly presence in two facilities. Based on the Office's review of any programmatic interactions and complaints received for these facilities, the Office determined four of the five facilities did not have any concerns noted that would be a concern with the proposed owners purchasing this facility. The Office did note concerns with the subject facility (Sands Point) that should be followed if this project is approved.

Residents and several staff members at Sands Point Center for Rehab & Nursing have reported they thought the facility had already changed ownership to the proposed owners back in 2023. Residents and staff have reported that since that time, they feel the services and care have declined under what they thought was new ownership. This is very concerning, as although there has not been an official change in ownership, the facility currently has an active consulting agreement with the proposed owners which may be impacting current operations.

Residents and staff both have reported staffing concerns at this facility. Residents have specifically addressed this concern at their Resident Council meetings with the

The Office of the State Long-Term Care Ombudsman is a programmatically independent advocacy service located within the New York State Office for the Aging. Points of view, opinions or positions of the Ombudsman Program do not necessarily represent the views, positions or policy of the New York State Office for the Aging.

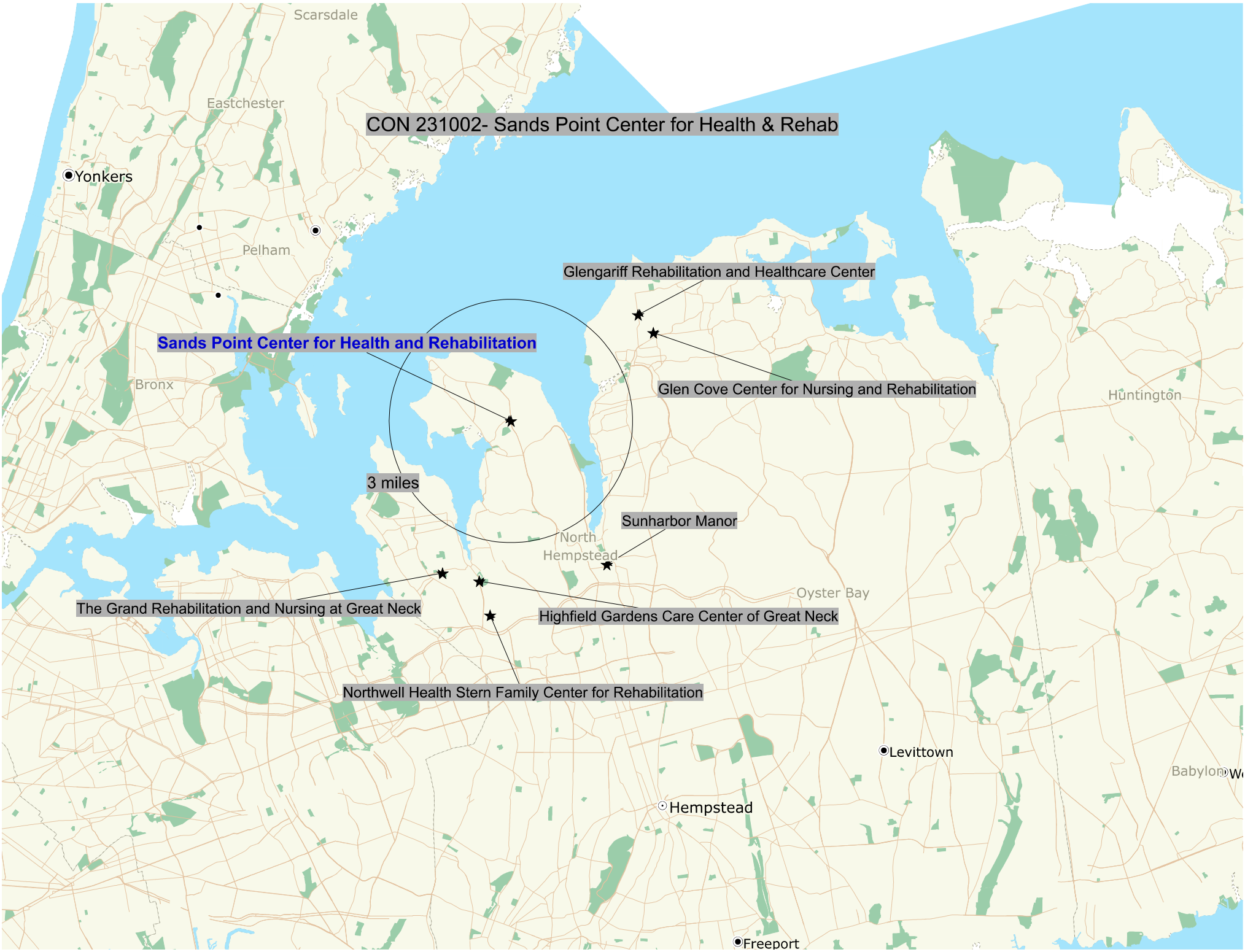
Administrator, who is fairly new. He informed residents that they had hired eight new staff members; however, after several weeks residents had not noticed any changes in staffing. Residents feel staff morale is low, which the ombudsman has also seen indicators of. The Administrator has been responsive to residents and the ombudsman overall; however, the staffing issues remain a concern.

Another issue that has been observed by the ombudsman and reported by residents is the environment. The facility is old, has very stained carpet that has a foul odor and the hallways are very worn as well. While these areas may not be in violation of any regulations, the appearance, cleanliness and odor of a facility can impact the resident's perception of their home.

Based on the Office's review and findings that there are concerns with the subject facility, the Office recommends the Council consider a contingency approval, where Sands Point Center for Rehab & Nursing proposed owners can address their plan for improving staffing and the facility environmental concerns, to ensure residents are able to live in a comfortable and safe environment.

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

Claudette Royal  
New York State Ombudsman



CON 231002- Sands Point Center for Health & Rehab

**Sands Point Center for Health and Rehabilitation**

3 miles

Glengariff Rehabilitation and Healthcare Center

Glen Cove Center for Nursing and Rehabilitation

Sunharbor Manor

The Grand Rehabilitation and Nursing at Great Neck

Highfield Gardens Care Center of Great Neck

Northwell Health Stern Family Center for Rehabilitation

Yonkers

Pelham

Bronx

Scarsdale

Eastchester

North Hempstead

Oyster Bay

Huntington

Levittown

Hempstead

Freeport

Babylon

**JCH OPERATIONS LLC D/B/A SANDS POINT CENTER FOR REHAB & NURSING**

**FORECASTED BALANCE SHEET**

**January 1, 2026**

**ASSETS**

	<b><u>JCH Operations LLC d/b/a Sands Point Center for Rehab &amp; Nursing</u></b>
<b>Current Assets</b>	
Cash & Cash Equivalents	\$ 5,797,700
<b>Total Current Assets</b>	5,797,700
<b>Non Current Assets</b>	
Resident Funds	164,000
Fixed Assets - Net	<u>670,100</u>
<b>Total Non Current Assets</b>	<u>834,100</u>
<b>Total Assets</b>	<u>\$ 6,631,800</u>

**LIABILITIES AND MEMBERS' EQUITY**

<b>Liabilities</b>	
Long Term Debt, Current Portion	\$ <u>495,049</u>
<b>Total current liabilities</b>	<u>495,049</u>
<b>Long term Liabilities</b>	
Resident Funds	164,000
Long Term Debt, Net of Current Portion	<u>2,304,951</u>
<b>Total Long-term Liabilities</b>	<u>2,468,951</u>
<b>Total Liabilities</b>	2,964,000
<b>Members' Equity</b>	<u>3,667,800</u>
<b>Total Liabilities and Members' Equity</b>	<u>\$ 6,631,800</u>

**Financial Summary****Sands Point Center for Health and Rehabilitation**

FISCAL PERIOD ENDED	<u>12/31/2024</u>	<u>12/31/2023</u>	<u>12/31/2022</u>
ASSETS - CURRENT	\$11,632,450	\$11,910,060	\$6,530,198
ASSETS - FIXED AND OTHER	\$153,151,770	\$159,094,977	\$1,317,091
LIABILITIES - CURRENT	\$16,883,010	\$17,060,758	\$2,596,816
LIABILITIES - LONG-TERM	<u>\$154,878,631</u>	<u>\$157,601,544</u>	<u>\$5,139,207</u>
EQUITY	-\$6,977,421	-\$3,657,265	\$111,266
<hr/>			
INCOME	\$30,893,369	\$30,900,786	\$26,616,165
EXPENSE	<u>\$34,213,525</u>	<u>\$34,274,317</u>	<u>\$25,967,139</u>
NET INCOME	-\$3,320,156	-\$3,373,531	\$649,026
Grant Income	<u>\$0</u>		
Excess Revenues Over Expenses	-\$3,320,156		
<hr/>			
NUMBER OF BEDS	180	180	180
PERCENT OF OCCUPANCY (DAYS)	81.28%	89.53%	93.02%
<hr/>			
PERCENT OCCUPANCY (DAYS):			
MEDICAID	52.67%	55.17%	65.42%
MEDICARE	29.03%	24.67%	23.39%
PRIVATE/OTHER	18.30%	20.16%	11.19%
<hr/>			

**AGMA, Inc.**  
**d/b/a**  
**Sands Point Nursing Home**

Project # 231002  
BFA Attachment C cont

**BALANCE SHEET**  
**December 31, 2024**

**ASSETS**

**CURRENT ASSETS**

Cash	\$	4,335,491
Resident accounts receivable, net of allowance for credit losses of \$801,026		4,709,501
Due from Medicaid		140,041
Other receivables - Employee Retention Credits		463,186
Loans receivable - Related Parties		1,672,555
Prepaid expenses		311,676

**TOTAL CURRENT ASSETS** 11,632,450

RESIDENT FUND		163,641
RIGHT-OF-USE ASSET		151,482,645
PROPERTY AND EQUIPMENT, at cost, less accumulated depreciation		855,484
LOANS RECEIVABLE - RELATED PARTIES		650,000

**TOTAL ASSETS** \$ 164,784,220

**LIABILITIES AND SHAREHOLDERS' EQUITY / (DEFICIT)**

**CURRENT LIABILITIES**

Accounts payable	\$	4,984,477
Accrued payroll expenses and taxes payable		800,886
Other accrued expenses		392,590
Payable to third party and private payors		1,249,657
Operating lease liability, current portion		9,455,400

**TOTAL CURRENT LIABILITIES** 16,883,010

ACCOUNTS PAYABLE, less current portion		191,066
OTHER LIABILITIES		47,256
RESIDENT FUND		159,507
LOANS PAYABLE - RELATED PARTY		4,352,403
DUE TO OTHERS		3,128,373
OPERATING LEASE LIABILITY, less current portion		147,000,026
CONTINGENCIES		-

**TOTAL LIABILITIES** 171,761,641

**SHAREHOLDERS' EQUITY / (DEFICIT)**

CAPITAL STOCK, NO PAR VALUE		1,000
ADDITIONAL PAID IN CAPITAL		921,464
ACCUMULATED DEFICIT		(7,899,885)

**TOTAL SHAREHOLDERS' EQUITY / (DEFICIT)** (6,977,421)

**TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY/(DEFICIT)** \$ 164,784,220

The accompanying Notes to Financial Statements are an integral part of this statement.

**AGMA, Inc.**  
**d/b/a**  
**Sands Point Nursing Home**

**STATEMENT OF INCOME/(LOSS)**  
**For the Year Ended December 31, 2024**

	<u>Amount</u>	<u>Per Day</u>
<b>OPERATING INCOME</b>		
Total resident service income	\$ 30,798,016	\$ 576.74
Other operating income	95,353	1.79
<b>TOTAL OPERATING INCOME</b>	<u>30,893,369</u>	<u>578.53</u>
<b>OPERATING EXPENSES</b>		
Administrative services	4,125,592	77.26
Fiscal services	239,708	4.49
Plant, operations and maintenance	8,175,231	153.09
Resident food services	2,545,524	47.66
Housekeeping services	1,201,838	22.51
Laundry services	337,322	6.32
Nursing administration	1,284,927	24.06
Medical care services	409,083	7.66
Leisure time activities	459,289	8.60
Social services and admitting	613,956	11.50
Ancillary service centers	4,197,780	78.61
Program service centers	9,936,111	186.07
Medicaid Assessment	806,787	15.11
<b>TOTAL OPERATING EXPENSES</b>	<u>34,333,148</u>	<u>642.94</u>
<b>NET LOSS BEFORE INCOME TAXES</b>	(3,439,779)	(64.41)
NYS Pass Through Entity Tax	119,623	2.24
<b>NET LOSS</b>	<u>\$ (3,320,156)</u>	<u>(62.17)</u>

The accompanying Notes to Financial Statements are an integral part of this statement.

231002  
BFA Attachment D

<u>Operator</u>	<u>Name of the facility</u>	<u>Date</u>	<u>Beds</u>	<u>County</u>	<u>Allen Stein</u>	<u>Israel Nachfolger</u>
L&A Operational, LLC	Adira at Riverside Rehab & Nursing	1-Sep-15	120	Westchester	43%	
Sprain Brook Manor Rehab LLC	Sprain Brook Manor Rehab	1-Sep-12	121	Westchester	27.59%	
J&H Operations LLC	Swan Lake Nursing & Rehabilitation'	1-Apr-24	120	Suffolk	9.90%	
Pending						
JCH Operations, LLC	Sands Point Center for Rehab	CON 231002	180	Naussa	50%	50%
S&A Operations, LLC	Rego Park Nursing Home	CON 251270	200	Queens	50%	50%

## Affiliated Nursing Homes (Page 1)

BFA Attachment D cont

		<b>Beds County</b>	<u>12/31/2024</u>	<u>12/31/2023</u>	<u>12/31/2022</u>
<u>L&amp;A Operational, LLC</u>	<u>Adira at Riverside Rehab &amp; Nursing</u>	<u>120 Westchester</u>			
Current Assets			\$9,856,361	\$9,186,440	\$8,218,081
Fixed Assets			\$38,918,408	\$36,461,520	\$35,090,078
Total Assets			\$48,774,769	\$45,647,960	\$43,308,159
Current Liabilities			\$10,904,175	\$10,181,086	\$8,541,387
Long Term Liabilities			\$28,536,409	\$28,853,450	\$29,421,786
Total Liabilities			\$39,440,584	\$39,034,536	\$37,963,173
Net Assets			\$9,334,185	\$6,613,424	\$5,344,986
Working Capital Position			-\$1,047,814	-\$994,646	-\$323,306
Revenue			\$32,214,192	\$30,413,809	\$28,024,244
Expenses			\$28,793,431	\$29,017,371	\$26,882,738
Net Income			\$3,420,761	\$1,396,438	\$1,141,506
<u>Sprain Brook Manor Rehab LLC</u>	<u>Sprain Brook Manor Rehab</u>	<u>121 Westchester</u>			
Current Assets			\$9,180,186	\$11,252,715	\$7,427,963
Fixed Assets			\$33,705,787	\$31,234,063	\$27,699,984
Total Assets			\$42,885,973	\$42,486,778	\$35,127,947
Current Liabilities			\$12,917,922	\$12,552,595	\$8,280,347
Long Term Liabilities			\$11,892,098	\$12,104,947	\$9,786,199
Total Liabilities			\$24,810,020	\$24,657,542	\$18,066,546
Net Assets			\$18,075,953	\$17,829,236	\$17,061,401
Working Capital Position			-\$3,737,736	-\$1,299,880	-\$852,384
Revenue			\$28,713,653	\$27,377,073	\$25,270,271
Expenses			\$26,291,936	\$26,084,238	\$24,031,291
Net Income			\$2,421,717	\$1,292,835	\$1,238,980
<u>J&amp;H Operations LLC</u>	<u>Swan Lake Nursing &amp; Rehabilitation'</u>	<u>120 Suffolk</u>			
Current Assets			\$3,987,029	\$4,817,613	\$0
Fixed Assets			\$77,146,952	\$80,103,640	\$0
Total Assets			\$81,133,981	\$84,921,253	\$0
Current Liabilities			\$7,683,709	\$9,298,618	\$0
Long Term Liabilities			\$81,888,679	\$79,792,607	\$0
Total Liabilities			\$89,572,388	\$89,091,225	\$0
Net Assets			-\$8,438,407	-\$4,169,972	\$0
Working Capital Position			-\$3,696,680	-\$4,481,005	\$0
Revenue			\$17,579,655	\$18,832,923	\$0
Expenses			\$21,848,090	\$21,687,167	\$0
Net Income			-\$4,268,435	-\$2,854,244	\$0

S&N Acquisitions, LLC

Location: 1440 Port Washington Boulevard, Port Washington (Nassau County)

Old Ownership

New Ownership

AGMA Realty, LLC

100%

S&N Acquisitions, LLCF

Allen Stein

75.0%

Israel Nachfolger

25.0%



# Office of the State Long Term Care Ombudsman

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[www.ltombudsman.ny.gov](http://www.ltombudsman.ny.gov)

Claudette Royal  
State Ombudsman  
1-855-582-6769

To: Public Health and Health Planning Council

Re: 241018 Kirkhaven SNF OPCO LLC d/b/a Kirkhaven Nursing & Rehab

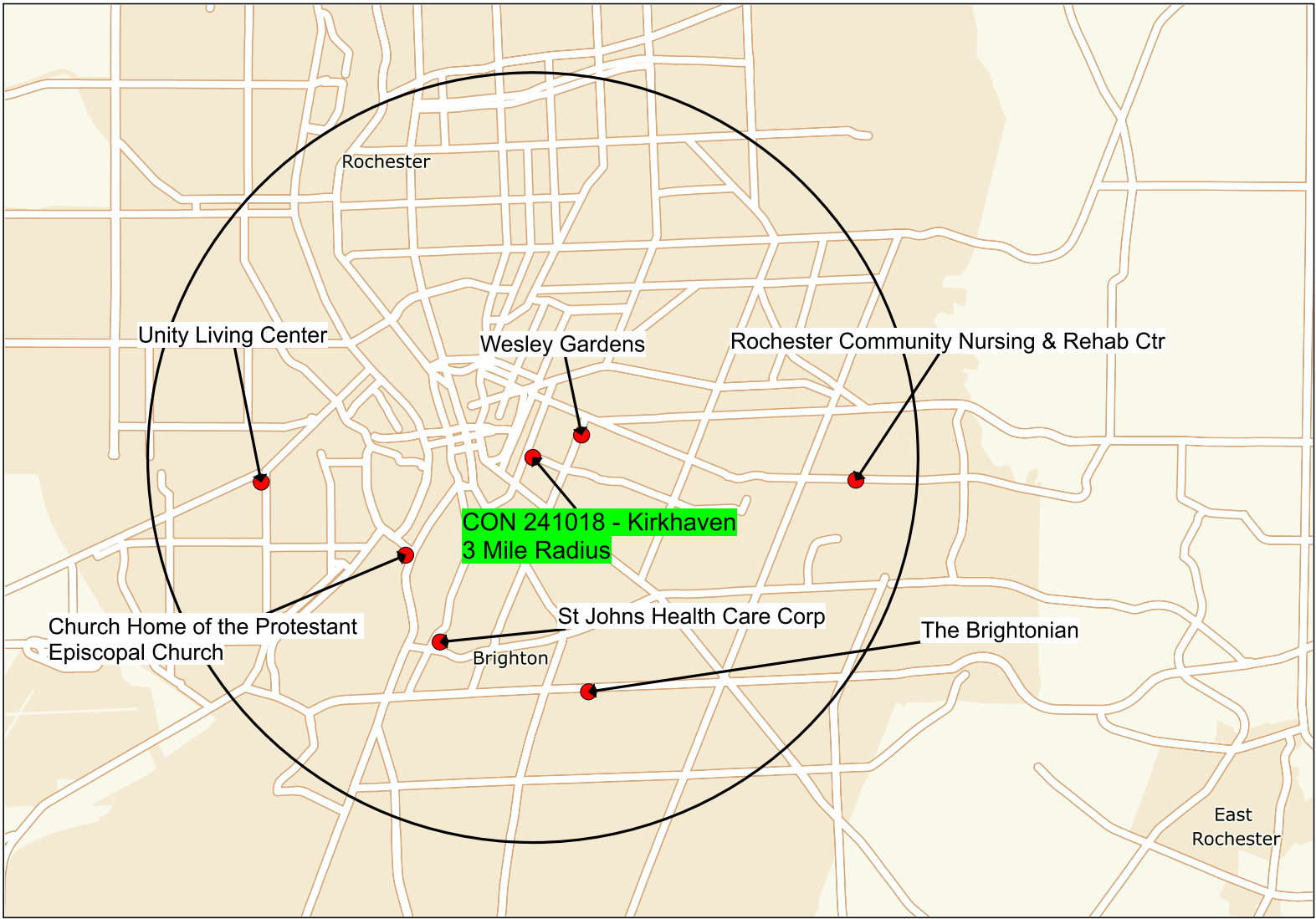
Date: July 31, 2025

Long Term Care Ombudsman Program Review:

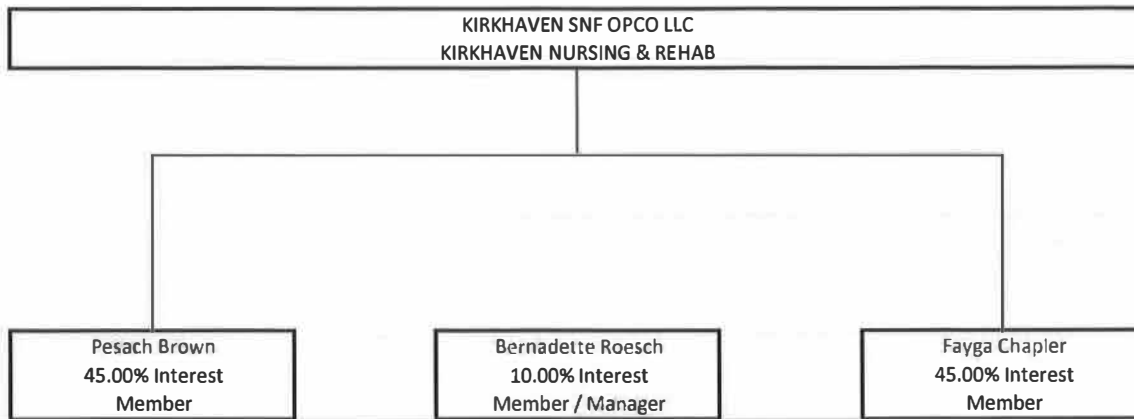
The Office of the State Long Term Care Ombudsman has received and reviewed the application for change in ownership submitted by Kirkhaven SNF OPCO LLC d/b/a Kirkhaven Nursing & Rehab. The Office reviewed the three facilities currently operated by the proposed owners, which includes the subject facility as the proposed owners are currently involved in the operations. There is a weekly Ombudsman presence in two facilities, and a quarterly presence in one facility. Based on the Office's review of any programmatic interactions and complaints received for these facilities, the Office has no objection to the approval of this application.

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

Claudette Royal  
New York State Ombudsman



Map depicts RHCf's within a 3 mile radius of Kirkhaven



KIRKHAVEN SNF OPCO, LLC d/b/a KIRKHAVEN

PROFORMA BALANCE SHEET

ASSETS

	<u>Kirkhaven Snf Opco, Llc D/B/A Kirkhaven</u>
<b>Current Assets</b>	
Cash & Cash Equivalents (Members Contribution)	\$ 2,583,000
<b>Total Current Assets</b>	<u>2,583,000</u>
<b>Non Current Assets</b>	
Resident Funds	331,500
Intangible Assets- Goodwill	3,000,000
Fixed Assets - Net	<u>25,000</u>
<b>Total Non Current Assets</b>	<u>3,356,500</u>
<b>Total Assets</b>	<u>\$ 5,939,500</u>

LIABILITIES AND MEMBERS' EQUITY

<b>Liabilities</b>	
Accounts payable	\$ <u>-</u>
<b>Total current liabilities</b>	<u>-</u>
<b>Long term Liabilities</b>	
Resident Funds	331,500
Due to Related Party- Realty	<u>500,000</u>
<b>Total Long-term Liabilities</b>	<u>831,500</u>
<b>Total Liabilities</b>	831,500
<b>Members' Equity</b>	<u>5,108,000</u>
<b>Total Liabilities and Members' Equity</b>	<u>\$ 5,939,500</u>

Kirkhaven SNF OPCO, LLC D/B/A Kirkhaven Nursing & Rehab				
	1/1/2025-6/30/2025 Internal	2024	2023	2022
ASSETS - CURRENT	\$5,627,596	\$4,281,154	\$6,784,077	\$6,113,954
ASSETS - FIXED AND OTHER	\$1,981,680	\$20,413,631	\$2,495,227	\$2,071,637
TOTAL ASSETS	\$7,609,276	\$24,694,785	\$9,279,304	\$8,185,591
LIABILITIES - CURRENT	\$1,022,497	\$3,006,941	\$3,170,783	\$3,530,520
LIABILITIES - LONG-TERM	\$896,186	\$19,815,235	\$5,860,630	\$5,548,912
TOTAL LIABILITIES	\$1,918,683	\$22,822,176	\$9,031,413	\$9,079,432
WORKING CAPITAL	\$4,605,099	\$1,274,213	\$3,613,294	\$2,583,434
NET ASSET POSITION	\$5,690,593	\$1,872,609	\$247,891	(\$893,841)
INCOME	\$8,492,386	\$17,790,871	\$15,840,458	\$12,441,602
EXPENSE	\$6,839,159	\$16,166,153	\$14,855,295	\$15,558,153
NET INCOME	\$1,653,227	\$1,624,718	\$985,163	(\$3,116,551)



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6769

Claudette Royal  
State Ombudsman  
1-855-582-

To: Public Health and Health Planning Council

Re: 252050 Maplewood Senior Care, Inc d/b/a Maplewood Nursing Home Inc

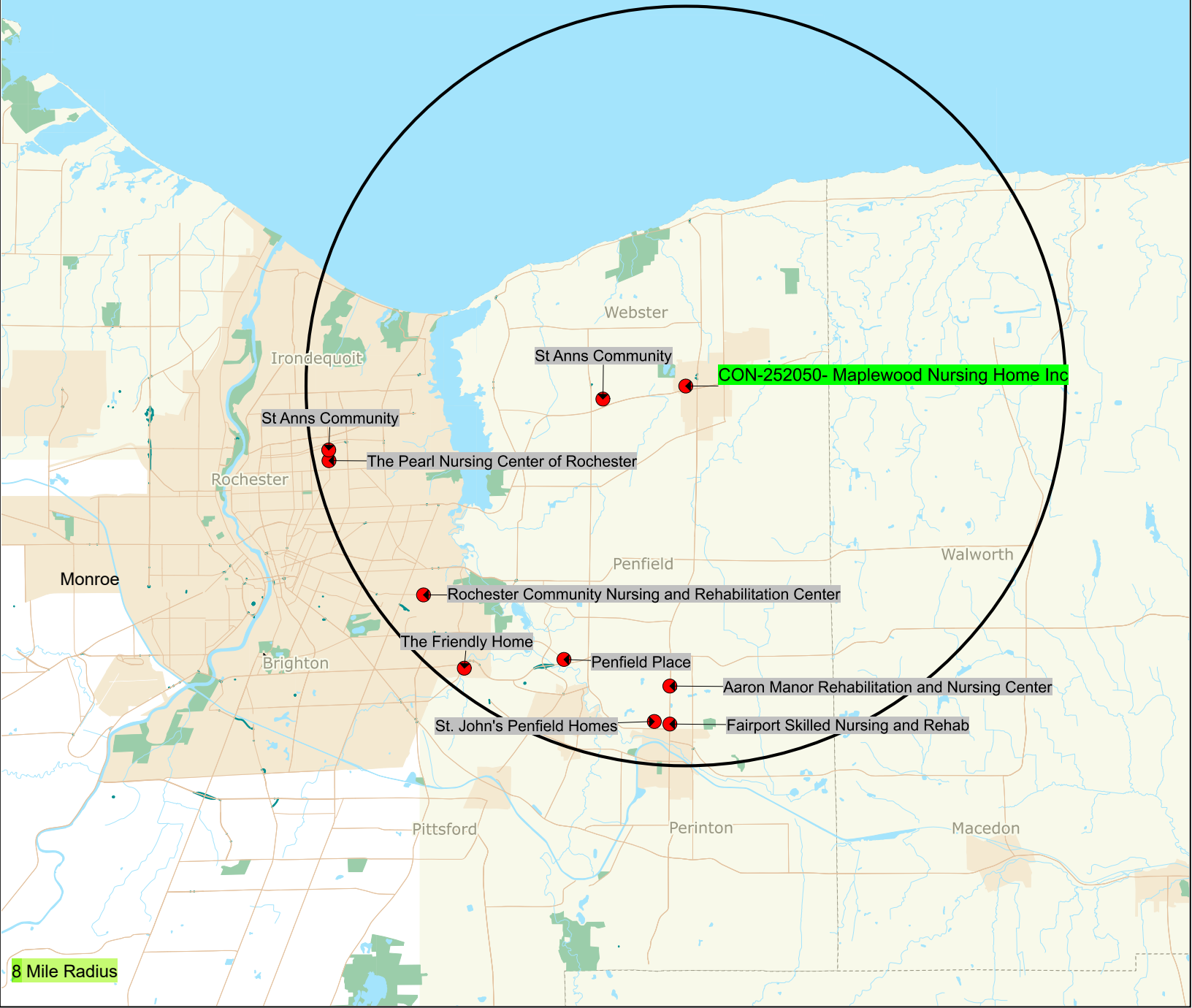
Date: October 30, 2025

Long Term Care Ombudsman Program Review:

The Office of the State Long Term Care Ombudsman has received and reviewed the application for change in ownership submitted by Maplewood Senior Care, Inc d/b/a Maplewood Nursing Home Inc. The Office reviewed the one facility currently operated by the proposed owners. There is a weekly Ombudsman presence their one facility. Based on the Office's review of any programmatic interactions and complaints received for these facilities, the Office has no objection to the approval of this application.

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

Claudette Royal  
New York State Ombudsman



Facilities listed on the map are all RHC (residential Health Care Facilities). Facility Highlighted in Green is the applicant with a 8 miles radius showing near by RHC facilities.

**ROCHESTER FRIENDLY SENIOR SERVICES  
D/B/A FRIENDLY SENIOR LIVING**

**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION  
DECEMBER 31, 2024 AND 2023**

	<u>2024</u>	<u>2023</u>
<b>ASSETS</b>		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 222,588	\$ 4,017,627
Pledges receivable - current portion	64,285	-
Due from related parties	<u>1,266,543</u>	<u>378,849</u>
Total current assets	<u>1,553,416</u>	<u>4,396,476</u>
OTHER LONG-TERM ASSETS:		
Pledges receivable - net of current portion	143,599	-
Investments	55,248,643	41,921,150
Investments in affiliates	<u>14,641</u>	<u>25,358</u>
Total other long-term assets	<u>55,406,883</u>	<u>41,946,508</u>
Total assets	<u>\$ 56,960,299</u>	<u>\$ 46,342,984</u>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT LIABILITIES:		
Accounts payable	\$ 96,724	\$ 29,509
Accrued expenses	<u>172,985</u>	<u>159,917</u>
Total current liabilities	269,709	189,426
NET ASSETS:		
Without donor restrictions	55,384,019	45,214,863
With donor restrictions	<u>1,306,571</u>	<u>938,695</u>
Total net assets	<u>56,690,590</u>	<u>46,153,558</u>
Total liabilities and net assets	<u>\$ 56,960,299</u>	<u>\$ 46,342,984</u>

The accompanying notes are an integral part of these statements.

**ROCHESTER FRIENDLY SENIOR SERVICES  
D/B/A FRIENDLY SENIOR LIVING**

**CONSOLIDATED STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS  
FOR THE YEARS ENDED DECEMBER 31, 2024 AND 2023**

	<u>2024</u>	<u>2023</u>
REVENUE AND PUBLIC SUPPORT		
Investment income - net	\$ 3,656,527	\$ 4,507,837
Gain (loss) on investments in affiliates	(10,716)	3,490
Contributions	159,521	-
Net assets released from restrictions	71,202	314,550
	<hr/>	<hr/>
Total revenue and public support	3,876,534	4,825,877
OPERATING EXPENSES:		
Salaries and wages	156,701	151,682
Fringe benefits	20,638	16,472
Training and education	100,922	73,180
Advertising	33,581	60,835
Grants to related parties	56,542	216,672
Legal and professional services	81,512	130,032
Affiliation and expansion	206,813	189,783
Real estate taxes	-	114,386
Other expenses	242,977	119,834
	<hr/>	<hr/>
Total operating expenses	899,686	1,072,876
GAIN FROM OPERATIONS	<hr/>	<hr/>
	2,976,848	3,753,001
NON-OPERATING ITEMS:		
Other revenue	271,635	58,504
Grant revenue - related party	920,673	817,193
Gain on sale of fixed assets	-	1,075,454
Loss on impairment	-	(2,557,399)
	<hr/>	<hr/>
Total non-operating items	1,192,308	(606,248)
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	<hr/>	<hr/>
	4,169,156	3,146,753
NET ASSETS WITH DONOR RESTRICTIONS:		
Contributions	439,078	49,146
Net assets released from restrictions	(71,202)	(314,550)
	<hr/>	<hr/>
CHANGE IN NET ASSETS WITH DONOR RESTRICTIONS	367,876	(265,404)
CHANGE IN NET ASSETS BEFORE TRANSFER OF NET ASSETS FROM AFFILIATE	4,537,032	2,881,349
TRANSFER OF NET ASSETS FROM AFFILIATE	6,000,000	-
CHANGE IN NET ASSETS	10,537,032	2,881,349
NET ASSETS - beginning of year	46,153,558	43,272,209
	<hr/>	<hr/>
NET ASSETS - end of year	\$ 56,690,590	\$ 46,153,558

The accompanying notes are an integral part of these statements.

Friendly Senior Living

Balance Sheet

For the Periods Ending July 31, 2025, June 30, 2025, and December 31, 2024

Project # 252050  
BFA Attachment B

	Jul	Jun	Increase (Decrease)	Audited Dec
<b>Assets</b>				
Cash	385,781	307,581	78,199	222,588
Deposit - Maplewood	100,000	100,000	-	-
<b>Total Cash &amp; Deposits</b>	<b>485,781</b>	<b>407,581</b>	<b>78,199</b>	<b>222,588</b>
<b>Investments - Morgan Stanley</b>				
Karpus Fund - Investment	2,854,302	2,800,079	54,223	2,779,056
Karpus Fund - Market	49,321	67,895	(18,574)	24,970
London Fund - Investment	472	271,649	(271,177)	3,132,257
Lazard Fund - Investment	1,533,511	1,534,105	(594)	1,485,612
Lazard Fund - Market	264,339	245,841	18,499	54,429
CGA Fixed Fund - Investment	3,877,134	3,861,376	15,758	5,674,760
CGA Fixed Fund - Market	45,760	76,019	(30,259)	(257,019)
CGA Fund - Investment	8,638,711	8,638,711	-	9,569,113
CGA Fund - Market	543,671	542,370	1,301	514,838
Waycross Fund - Investment	2,233,930	2,221,227	12,703	1,724,964
Waycross Fund - Market	142,627	88,104	54,523	(45,718)
Dolan McEniry Fund - Investment	2,364,262	2,362,308	1,955	2,322,578
Dolan McEniry Fund - Market	23,686	26,791	(3,104)	(34,050)
Silvercrest Fund - Investment	1,525,781	1,488,491	37,290	1,429,448
Silvercrest Fund - Market	355,797	396,168	(40,372)	598,070
Polen Fund - Investment	2,750,222	3,150,721	(400,499)	2,973,841
Polen Fund - Market	1,567,704	1,667,220	(99,517)	1,748,246
Investco International Fund - Investment	1,448,069	1,445,922	2,147	1,442,098
Investco International Fund - Market	55,598	77,548	(21,951)	187,256
Lazard International Fund - Investment	1,730,936	1,717,554	13,382	1,655,578
Lazard International Fund - Market	343,870	413,806	(69,937)	230,466
Confluence Fund - Investment	1,944,018	1,883,425	60,593	1,779,345
Confluence Fund - Market	1,199,288	1,211,703	(12,415)	1,220,905
Advisor S&P 500 - Investment	13,826,481	13,811,526	14,955	10,882,049
Advisor S&P 500 - Market	1,571,521	1,382,547	188,975	666,764
IPS - Cash	34,056	1,611,113	(1,577,057)	2,124,048
Vanguard - Investment	1,232,886	1,232,886	-	1,198,853
Vanguard - Market	224,554	205,503	19,051	165,886
<b>Total Investments</b>	<b>52,382,505</b>	<b>54,432,607</b>	<b>(2,050,102)</b>	<b>55,248,642</b>
<b>Receivables</b>				
Contribution Receivable - Capital Campaign	207,884	207,884	-	207,884
Due from Third Parties	(276,237)	(277,187)	950	(126,762)
Due from Capital Campaign	823,203	781,522	41,681	744,804
<b>Total Receivables</b>	<b>754,851</b>	<b>712,220</b>	<b>42,631</b>	<b>825,926</b>
<b>Prepays</b>				
Prepaid Insurance	3,660	4,393	(732)	-
<b>Total Prepays</b>	<b>3,660</b>	<b>4,393</b>	<b>(732)</b>	<b>-</b>
<b>Property and Equipment</b>				
Furniture and Fixtures	45,595	45,595	-	-
<b>Total Property and Equipment</b>	<b>45,595</b>	<b>45,595</b>	<b>-</b>	<b>-</b>
<b>Investments in Affiliates</b>				
Investments in Senior Care Communities	8,879	8,879	-	8,879
Investment in Alliance in Senior Care IPA	5,762	5,762	-	5,762
<b>Total Investments in Affiliates</b>	<b>14,641</b>	<b>14,641</b>	<b>-</b>	<b>14,641</b>

Friendly Senior Living

Balance Sheet

For the Periods Ending July 31, 2025, June 30, 2025, and December 31, 2024

Project # 252050 BFA

Attachment B cont

	Jul	Jun	Increase (Decrease)	Audited Dec
<b>Long-Term Receivable</b>				
Note Receivable - Lily Brook	5,299,970	3,762,709	1,537,261	713,459
<b>Total Long-Term Receivable</b>	<b>5,299,970</b>	<b>3,762,709</b>	<b>1,537,261</b>	<b>713,459</b>
<b>Total Assets</b>	<b>58,987,004</b>	<b>59,379,747</b>	<b>(392,743)</b>	<b>57,025,256</b>
<b>Liabilities</b>				
Accounts Payable	-	917,266	(917,266)	109,496
Accrued Expense	229	5,549	(5,320)	59,937
Due to Capital Campaign	2,888	2,734	154	1,734
Accrued Audit Fees	11,900	10,200	1,700	15,500
Accrued Payroll	53,968	46,839	7,129	106,539
Accrued 403(b)	15,972	13,690	2,282	15,720
Accrued Vacation	24,907	24,907	-	24,907
Grant Payable	2,621	-	2,621	832
<b>Total Liabilities</b>	<b>112,484</b>	<b>1,021,185</b>	<b>(908,700)</b>	<b>334,665</b>
<b>Equity</b>				
Retained Earnings	56,690,592	56,690,592	-	46,153,556
Net Income - Current Period	2,183,928	1,667,970	515,958	10,537,035
<b>Total Equity</b>	<b>58,874,520</b>	<b>58,358,562</b>	<b>515,958</b>	<b>56,690,592</b>
<b>Total Liabilities and Equity</b>	<b>58,987,004</b>	<b>59,379,747</b>	<b>(392,743)</b>	<b>57,025,256</b>

**Friendly Senior Living**  
**Income Statement**  
**For the Seven Months Ending 7/31/2025**

Project # 252050  
BFA Attachment B cont

	ANNUAL	YEAR TO DATE			
	BUDGET	ACTUAL	BUDGET	VARIANCE	% VARIANCE
<b>OPERATING EXPENSES</b>					
MANAGEMENT SALARIES	547,642	328,071	319,459	(8,612)	-3%
SALARIES ALLOCATED OUT	(438,113)	(262,457)	(255,563)	6,894	-3%
BENEFITS ALLOCATION OUT	(62,304)	(47,971)	(36,344)	11,627	-32%
ADMINISTRATIVE ALLOCATION	57,266	34,342	33,404	(938)	-3%
FICA	19,116	15,622	15,401	(221)	-1%
GROUP LIFE INSURANCE	2,200	1,158	1,281	123	10%
403(B) PLAN CONTRIBUTION	16,429	8,705	9,583	878	9%
403(B) PLAN MATCH	10,953	4,567	6,391	1,824	29%
457(B)	35,162	28,752	23,754	(4,998)	-21%
DBL PAID FAMILY LEAVE	2,800	1,461	1,631	170	10%
MEMBERSHIP DUES	11,400	5,261	6,650	1,389	21%
ACCRUED VACATION	9,075	-	5,292	5,292	100%
TRAVEL REIMBURSEMENT	15,000	5,961	2,000	(3,961)	-198%
OFFICE SUPPLIES	500	-	294	294	100%
POSTAGE	8,500	2,861	4,956	2,095	42%
PRINTING/PHOTO COPY	500	-	294	294	100%
ADVERTISING/MARKETING	50,000	22,856	29,169	6,313	22%
INSURANCE	10,552	5,125	6,153	1,028	17%
AUDIT/TAX FEES	20,400	14,700	11,900	(2,800)	-24%
LEGAL	115,000	33,868	67,500	33,632	50%
CONSULTING FEES	20,000	-	-	-	0%
CAPITAL CAMPAIGN	50,000	7,916	29,169	21,253	73%
EXPANSION HOLDING COSTS	150,000	-	87,500	87,500	100%
STRATEGIC PLANNING	50,000	1,084	29,169	28,085	96%
AFFILIATION/EXPANSION	225,000	273,577	131,250	(142,327)	-108%
EDUCATION/ANNUAL MEETING	57,500	6,696	5,500	(1,196)	-22%
STRATEGIC PLAN IMPLEMENTATION:					
TECHNOLOGY ENHANCEMENTS	50,000	-	-	-	0%
MASTER CAPITAL PLAN	-	60	-	(60)	0%
EXPANSION COMMUNITY BASED SERVICES	50,000	-	-	-	0%
AGE IN PLACE INITIATIVES	25,000	-	-	-	0%
INVESTMENT IN IPA	50,000	-	-	-	0%
OTHER EXPENSES	8,625	3,256	5,026	1,770	35%
<b>TOTAL OPERATING EXPENSES</b>	<b>1,168,203</b>	<b>495,472</b>	<b>540,819</b>	<b>45,347</b>	<b>8%</b>
<b>OPERATING NET INCOME (LOSS)</b>	<b>(1,168,203)</b>	<b>(495,472)</b>	<b>(540,819)</b>	<b>45,347</b>	<b>-8%</b>
<b>NON-OPERATING REVENUES &amp; EXPENSES</b>					
INVESTMENT INCOME- MORGAN STANLEY	3,311,628	2,487,419	1,931,783	555,636	29%
INVESTMENT INCOME - VANGUARD	-	92,701	-	92,701	0%
MANAGEMENT INVESTMENT FEES	(238,410)	(146,255)	(139,076)	(7,179)	5%
GRANT EXPENSE	-	78,399	-	78,399	0%

**Friendly Senior Living**  
**Income Statement**  
**For the Seven Months Ending 7/31/2025**

Project # 252050  
BFA Attachment B cont

	ANNUAL	YEAR TO DATE		VARIANCE	% VARIANCE
	BUDGET	ACTUAL	BUDGET		
GRANT DISTRIBUTION	(30,000)	(8,479)	(17,500)	9,021	-52%
UNDESIGNATED CONTRIBUTIONS	-	(13,002)	-	(13,002)	0%
UNDESIGNATED CONTRIBUTIONS - CC	-	179,505	-	179,505	0%
EMPLOYEE HARDSHIP	-	1,985	-	1,985	0%
STAFF EDUCATION	-	(81)	-	(81)	0%
SPECIAL EVENT INCOME	-	1,000	-	1,000	0%
SPECIAL EVENT EXPENSES	-	(290)	-	(290)	0%
ANNUAL APPEAL	-	6,497	-	6,497	0%
<b>NON-OPERATING NET INCOME (LOSS)</b>	<b>3,043,218</b>	<b>2,679,400</b>	<b>1,775,207</b>	<b>904,193</b>	<b>51%</b>
<b>TOTAL NET INCOME (LOSS)</b>	<b>1,875,015</b>	<b>2,183,928</b>	<b>1,234,388</b>	<b>949,540</b>	<b>77%</b>

**MAPLEWOOD NURSING HOME, INC.**

**BALANCE SHEETS  
OPENING DAY**

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	<u>OPENING DAY</u>
<b>ASSETS</b>	
CURRENT ASSETS:	
Cash and cash equivalents / Working Capital	\$ 3,130,000
Accounts receivable - net of allowance for credit losses of \$0 at December 31, 2024	-
Prepaid expenses	-
Due from related party	-
	<hr/>
Total current assets	3,130,000
	<hr/>
PROPERTY AND EQUIPMENT - net	18,500,000
	<hr/>
OTHER ASSETS:	
Goodwill	4,000,000
Restricted - Debt Service Reserve Fund	1,550,000
Third party receivable	-
Right-of-use asset - operating leases	-
Security deposit	-
	<hr/>
Total other assets	5,550,000
	<hr/>
Total assets	\$ 27,180,000
	<hr/> <hr/>
<b>LIABILITIES AND STOCKHOLDER'S EQUITY</b>	
CURRENT LIABILITIES:	
Bond payable - current portion	\$ 243,156
Accounts payable and accrued expenses	-
Accrued payroll and related liabilities	-
Deferred revenue	-
Operating lease liability - current portion	-
	<hr/>
Total current liabilities	243,156
	<hr/>
OTHER LIABILITIES:	
Operating lease liability - net of current portion	-
Bond payable - net of current portion	19,935,997
	<hr/>
Total long-term liabilities	19,935,997
	<hr/>
Total liabilities	20,179,153
	<hr/> <hr/>

NET ASSETS:

Without donor restrictions	7,000,847
With donor restrictions	<u>-</u>
Total net assets	<u>7,000,847</u>
Total liabilities and net assets	<u>\$ 27,180,000</u>
	\$ -

**Financial Summary****Maplewood Nursing Home, Inc**

FISCAL PERIOD ENDED	<u>12/31/2024</u>	<u>12/31/2023</u>	<u>12/31/22</u>
ASSETS - CURRENT	\$1,235,590	\$2,418,612	\$2,626,418
ASSETS - FIXED AND OTHER	\$7,830,502	\$9,871,985	\$8,344,779
LIABILITIES - CURRENT	\$2,389,858	\$3,041,845	\$1,517,166
LIABILITIES - LONG-TERM	<u>\$2,890,045</u>	<u>\$4,730,416</u>	<u>\$4,474,693</u>
EQUITY	\$3,786,189	\$4,518,336	\$4,979,338
<hr/>			
INCOME	\$16,008,658	\$15,571,608	\$14,584,536
EXPENSE	<u>\$15,729,268</u>	<u>\$14,795,842</u>	<u>\$13,413,049</u>
NET INCOME	\$279,390	\$775,766	\$1,171,487
<hr/>			
NUMBER OF BEDS	74	74	74
PERCENT OF OCCUPANCY (DAYS)	98.34%	97.84%	98.12%
<hr/>			
PERCENT OCCUPANCY (DAYS):			
MEDICAID	20.48%	20.07%	20.93%
MEDICARE	2.88%	1.28%	3.12%
PRIVATE/OTHER	76.64%	78.65%	75.95%
<hr/>			

**Led by Glen Cooper, the management team is consistent across all entities.**

Project # 252050  
BFA Attachment E

**Common Board Membership**  
The four proposed directors of Maplewood Senior Care, Inc. are the four board officers of The Friendly Home.

**Rochester Friendly Home  
d/b/a The Friendly Home (NFP)**  
Skilled Nursing Care  
Rehabilitation/Transitional Care  
Hospice  
Memory Care (Alzheimer's Special Care)

**Maplewood Senior Care, Inc.  
d/b/a The Maplewood Nursing Home (NFP)**  
Skilled Nursing Care  
Rehabilitation/Transitional Care  
Palliative Care

**Rochester Friendly Senior Services  
d/b/a Friendly Senior Living (NFP)**  
Supporting Organization  
Community Service Programs  
Service Expansion

The Friendly Senior Living board is comprised of former board members of The Friendly Home. These individuals were selected for their vast knowledge of the Friendly community and the Rochester aging population.

**Linden Knoll, Inc. (NFP)**  
Senior Living Residence

**Eastside Senior Care, Inc.  
d/b/a Lily Brook (NFP)**  
Senior Living Residence  
Memory Care

**Identical Board Membership**  
Linden Knoll, Lily Brook, Cloverwood and Glenmere at Cloverwood have identical board membership. Several of these board members Also serve on the board of Friendly Senior Living.

**Cloverwood Senior Living, Inc. (NFP)**  
Retirement Community  
**d/b/a Glenmere at Cloverwood**  
Assisted Living Residence  
Memory Care

Service affiliation -----

**What the current availability of professionals/paraprofessionals workers to staff your program?**

Nolimits NYC, Inc. has 150 + PCA/HHAs available in our database. We have 2 Registered Nurses who see patients for assessments and aide supervision. We do all placement of patients from currently available trained employees who have all required documentation in place to start working. Demand is high due to an aging population and increasing number of patients who want to receive care in their own homes. Our agency continues to continuously analyze workforce needs based upon the needs of the communities we serve.

**Who are the competing employers?**

Hotel/Restaurants and other health care agencies to include other LHCSAs in our area.

**How do you propose to successfully compete? Include training, recruitment, and transportation strategies.**

As our agency serves a high percentage of Bengali patients, who have been underserved, and we will continue to improve diversity in our workforce through cultural sensitivity and language compatibility. We continue to leverage funding opportunities including investing in helping pay for HHA/PCA certification for potential applicants who do not have certification. Our administrative staff are bilingual. We assign staff based upon language and zip code compatibility to ease transportation costs/time for workers to get to the patient.

The agency is applying for a HHA/PCA Training program to also increase the base of potential applicants such as CNAs, and PCA Upgrade and competency testing.

Our pay rates are competitive, and we offer other benefits such as PTO, and health care and transportation assistance monthly for staff to travel. We ensure that staff have reliable public transportation to their cases. We also offer flexible scheduling which is well received by our present employees.

Our education is complete and comprehensive, and we also provide not only mandatory in-service, but also provide education in difficult to serve patients, caring for one's mental health, TBI, Chronic Disease Management, and specialized cases requiring one on one education.

We have many of our own staff referring friends and relatives to us as they consider Nolimits NYC a wonderful place to work.

We are proposing to initiate Community Health Workers as a Job Description who will serve as recruitment coordinators to attract new potential applicants to our agency. We also have made inroads with website development and social media awareness to make people aware of the possibilities of employment with Nolimits NYC.

**How do you coordinate with the Department of Labor or any other local workforce initiatives?**

Nolimits NYC has spoken to the Dept. of Labor recently to review job descriptions of PCA/HHA/RN and noted to the Dept. of Labor, the organizational chart, reporting mechanisms, and emergency preparedness in communications. We would plan to participate in the Dept. of Labor's job placement programs.

We work with a local unemployment agency to recruit potential applicants with no certificates and have sent them to a training program approved by the NYS DOH for a PCA certificate. We recruit candidates who have experience as caregivers and who have ties to the community, We also recruit individuals who may have the skills and experience to provide behavioral interventions as well as personal care.

We also have participated in job fairs and events within our communities we serve. We have forged strong relationships with community partners.

**What impact will the initiation/expansion of your program have on the workforce or other health care providers in the community?**

We have hired workers who have ties to the community. We serve a Bengali population (along with other ethnic groups) who have welcomed us into their community as this population has been underserved. We promote community engagement, and we connect our workers with community-based resources as needed which assists to build trust. We work very hard to instill a culture of respect and communication with our workers, which is greatly appreciated.

Expansion of our program will occur with the need to keep people in their homes with assistance, and people want to be in their homes. When we increase staff, it will help reduce unemployment.

We provide patient centered care which provides satisfaction for both the patient and the worker. Patient engagement remains high and our outcomes for patients are good. We are also providing career paths for our workers as our programs expand, new job opportunities arise which leads to increased retention and long-term employment in a traditionally high turnover career.

In some cases, we may provide an alternative worker for a patient receiving services from another agency who is not happy with the care provided. This will cause market drop off and will encourage agencies to provide high level quality care to all patients receiving such care.

**How will you minimize any adverse impact?**

We do not expect adverse impact, as we feel that our agency has leadership to analyze what has been accomplished in "real time" to proactively respond. Our agency supports an underserved population, and we will continue to evaluate other underserved populations and work to provide services to those populations.

Nolimits NYC will utilize its Quality Cycle Management Program to provide oversight and institute quality control measures in every workforce protocol put into place. In its quarterly QI meeting, the Committee will be given data on all benchmarks of the initiation of the program and review what is working and what is not working and redesign the protocol if necessary.

The agency is open to forming collaborative partnerships with organizations in the communities it serves. Representation on the QI Committee will be expanded to include community organization leaders as well as consumers who have had home care services.

Our website and social media connections will be constantly updated to provide the best information to the public about the services we provide. Then Nolimits NYC will stand behind the services it provides.

Our annual report, which is completed the first quarter of the following year will include our initiation/expansion impact and what the agency looked at for data and how the agency utilized the data given to increase the high quality of care and provide value for the patients we provide services to.

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

Branding our company with a look to our vision and mission. Existing employees already recommend Nolimits NYC as a good place to work.

We treat our employees as our internal customers. We track our applications for employment and continuously call potential applicants who have a complete file and have not had a patient. Our job ads will reflect what our company is looking for in an employee for that specific job and not "surprise" a potential applicant with tasks not listed on the JD. Our interviews are 2 sided and invite conversation with the applicant requesting feedback from them so that we can learn if they are a 'good fit" for the job that we want them to do. We also let applicants speak with employees who are working with us. It takes a long time to do this type of interview, but we find it pays off when we hire the right person for the position.

We provide competitive pay rates and benefits. We promote communication with management at any time. We deliver data outcomes on patient satisfaction surveys and also communicate with all staff if we receive communication from a patient or family member on a wonderful job done for them. We allow employees to make suggestions about how things could be done in a more meaningful way or a way that makes things easier. We provide education that allows employees to learn new skills or a disease process or a task.

We look to promote career advancement and provide recognition and awards. We also provide flexible scheduling, which is warmly received. We will provide holiday bonuses.

Lastly, we provide a culture of respect and communication that increases the bond between management and staff that also creates a loyal workforce.

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

According to my client's records, Exclusive currently employs 9 nurses and 228 PCA/HHAs.

Exclusive Home Care Services, Inc. competes with all LHCSA agencies whose service area covers the five boroughs of New York City and Nassau, and who provide services to clients with the same cultural and care needs as Crocus's patients. Naming all of the competing employers would not apply to this application as Exclusive is not required to overcome the Need Presumption as it currently actively services significantly more than twenty-five patients.

**From my clients:**

We are currently in contract with several insurance payers such as VillageCareMax. As such, we have a steady flow of referred patients submitted to us by the insurance payers to see if we are able to staff the patients. Our job is to ensure we have trained and competent field staff who are able to staff cases that are offered to us to service. We also operate the NHTD (Nursing Home Transition Diversion) and TBI (Traumatic Brain Injury).

Our HR department interviews daily to find successful candidates and our pay rate and bonuses allow us to find caring and compassionate professionals. We use various strategies to recruit field personnel. For example, we are very successful with online employment websites such as Indeed, Monster, and others. We have had a good flow of referrals from our currently employed staff due to the current workers' satisfaction with our employment approach. Lastly, we also often visit local Job Fairs and Community Events. We partner with three HHA/PCA schools that consistently feed us employees.

Our DPS and staff members are trained to provide extensive hands-on and theoretical training to our field workers. Once the aides are retained, our DPS provides them with detailed in-service training to ensure the aides are comfortable with their assigned patients. For those aides who have difficulty getting to their assignments, we provide courtesy Uber and Lyft rides where necessary.

We coordinate with our local Departments of Labor and participate in many of their job fairs throughout our service area.

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

**From my clients:**

We foresee a positive impact on the local workforce or other healthcare providers in the community from our growth and expansion. Currently, there is a shortage of home care staff in New York State and our local communities. We receive multiple calls daily from our payors and try our best to provide quality staff and services. Our recruitment efforts, which have been successful to date due to the fair pay and incentives will help relieve this state-wide problem in our service area and help the community. We do not expect any adverse impact to the community. In fact, we will positively affect the community in terms of helping more clients in

need and provide more jobs. Moreover, through our PCA training schools' partnership, we will increase the pool of PCA aides that our competitors can select from to alleviate the state-wide staff shortages.

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

From my clients:

To retain field workers, we have adopted several measures. We have competitive pay rates, bonuses, incentives, complimentary transportation or mileage reimbursements, full health insurance, vacation time, and holiday pay to attract and retain the right talent. We also offer flexible work schedules for those employees who are not able to work on a steady schedule. Our rigorous in-service program ensures that our workers are well-trained and do not experience working anxiety due to the lack of knowledge of the job tasks. We have skilled coordinators who ensure that our field workers feel wanted, are treated with respect, and have a reliable support network. We treat our staff with dignity and respect and do not discriminate based on race, color, gender, orientation, origin, or otherwise. Lastly, we will institute a loyalty bonus program for field workers to ensure their retention. For our Nurses, we pay a premium hourly rate.

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

According to my client's records, Crocus currently employs two nurses and three hundred fifty PCA/HHA's. They are an active existing LHCSA.

**Who are competing employers?**

Crocus competes with all LHCSA agencies whose service area covers the five boroughs of New York City and Westchester, and who provide services to clients with the same cultural and care needs as Crocus's patients. Naming all of the competing employers would not apply to this application as Crocus is not required to overcome the Need Presumption as it currently actively services over twenty-five patients.

**How do you propose to successfully compete? Include training, recruitment, and transportation strategies?**

As we are a fully active LHCSA, we are currently contracted with several insurance payers such as Anthem. As such, we have a steady flow of referred patients submitted to us by the insurance payers to see if we are able to staff the patients. Our job is to ensure we have trained and competent field staff who are able to staff cases that are offered to us to service. We also operate the NHTD (Nursing Home Transition Diversion) and TBI (Traumatic Brain Injury) waivers as they desperately need vendors for staffing patients in our service area. Our Recruiting department interviews daily to find successful candidates and our pay rate and bonuses allow us to find caring and compassionate professionals. We use various strategies to recruit field personnel. For example, we are very successful with online employment websites such as Indeed, Zip recruiter, Simply Hired, Monster and others. We also have a great local presence and recruitment returns from social media and word of mouth. Lately we have had a good flow of referrals from our currently employed staff due to the current workers' satisfaction with our employment approach. Lastly, we also often visit local Job Fairs and Community Events. We operate an in-house training school for PCA and train unlicensed applicants free of charge. Our DPS and staff members are trained to provide extensive hands-on and theoretical training to our field workers. Once the aides are retained, our DPS provides them with detailed in-service training to ensure the aides are comfortable with their assigned patients. For those aides that have difficulty getting to their assignment, we provide curtesy Uber and Lyft rides where necessary.

**How do you coordinate with the Department of Labor or any other local workforce initiatives?**

We coordinate with our local Departments of Labor and participate in and sponsor many of their job fairs throughout our service area.

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

We foresee a positive impact on the local workforce or other health care providers in the community from our growth and expansion. Currently, there is a shortage of home care staff in New York State and our local communities. We receive multiple calls daily from our payors and try our best to provide quality staff and services. Our recruitment efforts, which have been successful to date due to the fair pay and incentives will help relieve this state-wide problem in our service area and help the community. We do not expect any adverse impact to the community. In fact, we will positively affect the community in terms of helping more clients in need and provide more jobs. Moreover, through our PCA training school, we will increase the pool of PCA aides that our competitors can select from to alleviate the state wide staff shortages.

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

To retain field workers, we have adopted several measures. We have competitive pay rates, bonuses, incentives, complementary transportation or mileage reimbursements, full health insurance, vacation time, and holiday pay to attract and retain the right talent. We also offer flexible work schedules for those employees who are not able to work on a steady schedule. Our rigorous in-service program ensures that our workers are well trained and do not experience working anxiety due to the lack of knowledge of the job tasks. We have skilled coordinators who ensure that our field workers feel wanted, are treated with respect, and have a reliable support network. We treat our staff with dignity and respect and do not discriminate based on race, color, gender, orientation, origin or otherwise. Lastly, we will institute a loyalty bonus program for field workers to ensure their retention.

### **Workforce Availability of Professional/Paraprofessional Workers to Staff Program**

Upon approval of this application, Affirmed will become the new operator of the existing, operational LHCSA, which provides Nursing, Home Health Aide, Personal Care, Physical Therapy, Occupational Therapy, Respiratory Therapy, Speech-Language Pathology, Audiology, Medical Social Work, Nutritional, Homemaker and Housekeeper services in Bronx, Kings, Nassau, New York, Queens, Richmond, Suffolk and Westchester Counties. It is the intention of Affirmed to retain the professional/paraprofessional staff currently employed by the LHCSA. The LHCSA currently has approximately 350 working caregivers to cover current cases and more available caregivers on file should the need arise for additional staff. Also, the LHCSA has an additional 30 staff members who oversee and manage the workforce, including schedulers, recruiters and payroll staff members. The workforce team will also be responsible for maintaining the workforce planning documents, such as the on-boarding plan, strategic plan, employee development plan and leadership assessment.

### **Competing Employers and Strategy to Compete**

The applicant identified the following home care agencies as potential competitors: Privatus; Alliance Homecare, Inc.; Alvita Care; Caring People NY, LLC; and Elder Care Homecare Inc. There are 112 CHHAs, 290 RHCFs, 314 ACFs and 102 Hospitals considered as competing employers in the service area counties. Affirmed is currently the approved manager of the LHCSA and maintains a strong relationship with the local health care facilities and agencies, especially with hospital planners who provide the majority of referrals, which are robust because the LHCSA executes the referrals very well. The LHCSA will continue to compete by offering highly competitive wages and benefits, creating pathways toward career advancement, introducing an organizational culture that is employee-focused, offering staff appreciation, employee inclusion programs and diversity inclusion programs for all employees. Prioritizing employee work-life balance and providing a strong education reimbursement program and focusing on resident care to recruit and retain staff is a very important part of the operations.

### **Training, Recruitment and Transportation Strategies**

The training program currently in place utilizes a hands-on approach as well as digital education methods to make sure staff members are well-prepared to handle their job duties with confidence. The agency is located at 70 West 36th Street, 6th Floor, New York (New York County), New York 10018, with one (1) branch office located at 70 Sunrise Highway, Suite 500, Valley Stream (Nassau County), New York 11581. The office locations

offer easy access to each of the service area counties, convenient for staff to travel for training, interviewing and appointments with clients. Coordination with the Department of Labor and/or Other Local Workforce Initiatives The applicant currently does not interface with the Department of Labor. Impact on the Workforce or Other Health Care Providers in the Community The applicant does not believe that this application will have any impact on other providers in the community because Affirmed will become the new operator of an existing, operational LHCSA, with no proposed change in licensed services or service area counties. Additionally, LHCSAs utilize a different workforce than nursing homes and standard ACFs (HHAs/PCAs). Educational programs to train staff for certification are relatively brief and will only add to the existing healthcare workforce. The agency will be able to employ nurses, home health aides and other staff in service area counties, utilizing resources and personnel not pinned to one location, spreading out the draw from other settings and areas. Within the agency, there will also be the ability to be flexible with staff schedules, as opposed to other healthcare settings that require ironclad schedules to accommodate inpatient resident care. This will allow professional staff working in other settings the ability to accept additional shifts in the LHCSA if they wish to work in multiple settings.

#### **Minimize Any Adverse Impact**

The agency will continue to work closely with the other healthcare providers in the service area to advance initiatives that will grow the capable workforce rather than reshuffle in the service area counties. The intention of Affirmed Home Care, Inc. is to positively impact the workforce and the communities it will serve through partnering with other healthcare providers and investing in the growth of its own team members who will remain in this segment of the workforce and in the community long-term.

#### **Measures Promoting Retention of Specific Categories of Your Workforce**

Affirmed Home Care, Inc. will promote cultural diversity and an inclusion-focused model strategy to recruit and retain a racially and ethnically diverse and culturally competent workforce. The agency will also provide employees with retention and referral bonuses, merit-based increases tied into performance evaluations and pathways/funding to career advancement. As stated above, Affirmed Home Care, Inc. has been managing the day-to-day operations of the LHCSA since March 6, 2020 and has not experienced issues with staff retention. The LHCSA offers competitive salaries, a fair and equitable workload to keep all staff busy and a workplace atmosphere that emphasizes mutual respect. The agency will invest in its employees by providing the tools needed for their success. Referrals to the LHCSA currently originate from discharge planners at hospitals, nursing homes, assisted living facilities, elder law attorneys and geriatric care managers, as well as referrals from

patients, families and staff. Please refer to the Section F Attachment for a list of referral sources. Additionally, the LHCSA maintains (and will enhance, as needed) its operating policies and procedures in accordance with 10 New York Codes, Rules and Regulations (NYCRR), covering the following areas: • Patient Rights; • Patient Care; • Service Delivery; • Patient Assessment and Plan of Care; • Medical Orders; • Clinical Supervision; • Patient Care Record; • Governing Authority; • Contracts; • Personnel; • Records and Reports; • Quality Assurance; and • Disaster and Emergency Preparedness.

**1. What is the current availability of professional/paraprofessional workers to staff your program?**

CNT was initially licensed as a LHCSA in 2018 to serve individuals in the counties of Nassau, Bronx, Kings, New York, Queens and Richmond, and intends to serve the same counties after the approval of the pending transfer of ownership application.

Notably, because the Company does not intend to expand into additional counties, most of its staffing levels will remain the same.

CNT's robust staffing is partly why it has maintained its competitive position in the highly competitive homecare industry.

To illustrate, and with respect to CNT's paraprofessionals, it currently hires 1,385 Personal Care Aides ("PCAs") and Home Health Aides ("HHAs"). With respect to its professional staffing, CNT currently hires 6 Registered Nurses. These workers are and will be readily available to serve CNT's expanding patient caseload after the change of ownership application is approved.

**2. Who are the competing employers?**

CNT is a licensed LHCSA providing home care services in the counties of Nassau, Bronx, Kings, New York, Queens and Richmond. CNT's competitors are the other LHCSAs that hire similar paraprofessional and professional health care workers in these counties.

**3. How do you propose to successfully compete? Include training, staffing, and transportation strategies.**

CNT engages in a multipronged approach to maintain a competitive edge in the homecare industry that is predicated on unique workforce recruitment and retention efforts, enhanced training and innovative customized technologies to promote care coordination and support value-based payment initiatives like Electronic Visit Verification (EVV).

With respect to staff recruitment, all staff undergo an initial screening process which includes both phone and in-person interviews. The phone screening is designed to confirm that the candidate meets basic qualifications, such as holding a valid PCA or HHA certification, being of the required age, and having work authorization. During this stage, the candidate's availability, schedule preferences, patient type preferences, and language capabilities are also discussed and taken into consideration. Once the candidate successfully completes the phone screening, they move on to the in-person interview. A successful candidate then proceeds to the pre-employment screening phase, and successful screenings result in employment or engagement by CNT.

Additionally, with respect to staff recruitment, CNT is developing formal relationships with aide training programs that will serve as a pipeline for aide recruitment. CNT anticipates that this outreach strategy will enable them to successfully recruit PCAs and HHAs.

CNT also prioritizes staff retention to ensure continuity of care for patients. Retention efforts include competitive wages, comprehensive benefits (including health insurance and paid time off) and opportunities for career advancement through additional training and certifications which are offered to its PCAs.

Further, to support retention, CNT provides ongoing training programs designed to enhance the skills and knowledge of PCAs. These programs include annual refresher courses on topics like infection control, emergency procedures, and personal care techniques. Specialized training, such as the proper use of medical equipment like Hoyer lifts, is also provided. By investing in continuous training, CNT ensures that its employees are prepared to handle the varying needs of patients, thereby improving job satisfaction and retention.

CNT also uses enhanced technologies to promote care coordination and support EVV initiatives by improving financial accountability.

Finally, with respect to transportation, CNT's staff works with their home care workers to ensure that they have flexible scheduling options that coordinate around their transportation options and needs.

**4. How do you coordinate with the Department of Labor or any other local workforce initiatives?**

CNT maintains various policies and procedures to ensure compliance with all applicable state and local guidance, including from the New York State Department of Labor (the "DOL"). For example, CNT complies with all DOL directives regarding its obligations under the New York State Home Care Worker Wage Parity Law. The Company compensates its employees in a manner consistent with the Home Care Worker Wage Parity Law and relevant State guidance. On an annual basis, CNT verifies in a written certification to the DOH that they have received from the licensed home care services agency, fiscal intermediary, or other third party. Company policy accordingly requires the submission of an Annual Compliance Statement of Wage Parity Hours and Expenses (Form LS300), as well as an Independently Audited Financial Statement Verifying Wage Parity Hours and Expenses (Form LS301) to the DOH annually. It is the Company's practice to retain copies of these completed forms for no less than ten years in a manner readily accessible at the request of the DOL, as required by applicable law.

Separately, CNT's staff are kept updated with any changes or updates to DOL regulations and requirements through contracted attorneys specializing in labor and employment matters. CNT also actively participates in any local workforce initiatives like community events to conduct outreach about the agency and to provide opportunities to reach a wide prospective range of applicants to apply for our staff positions.

**5. What impact will the initiation/expansion of your program have on the workforce or other health care providers in the community?**

We do not anticipate that the approval of the transfer of ownership application will have any adverse impact on the workforce or other health care providers in the community. Importantly, CNT is not expanding into additional service areas or counties and will continue to provide services in Nassau, Bronx, Kings, New York, Queens and Richmond largely by its current staffing in place. In fact, CNT's additional staffing needs will create positive impacts on the workforce by creating additional job opportunities for these workers.

**6. How will you minimize any adverse impact?**

To the extent that the continuation of its long-established services in Nassau, Bronx, Kings, New York, Queens, and Richmond counties would have any impact on the workforce or other community providers, the Company's policies and practices aim to thwart any adverse impacts and comply with all applicable laws and guidance. With consideration for the ongoing industry-wide labor shortage, and consistent with the National Labor Relations Board's challenge of the enforceability of broadly drafted non-competition agreements, it is CNT's practice to refrain from entering into non-competition agreements with its staff. This practice is designed to promote competition and eliminate any adverse impacts caused by the Company in the communities in which it serves York, Queens, and Richmond counties would have any impact on the workforce or other community providers, the Company's policies and practices aim to thwart any adverse impacts and comply with all applicable laws and guidance. With consideration for the ongoing industry-wide labor shortage, and consistent with the National Labor Relations Board's challenge of the enforceability of broadly drafted non-competition agreements, it is CNT's practice to refrain from entering into non-competition agreements with its staff. This practice is designed to promote competition and eliminate any adverse impacts caused by the Company in the communities in which it serves.

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

For professionals, CNT offers competitive salaries, and excellent benefits. For example, it not only offers any required Department of Labor benefits like worker's compensation, disability and unemployment insurance, but offers competitive salaries. Further, CNT's focus on delivering quality services that are founded in the principles of "Compassion" and "Trust," and customized technology solutions are particularly attractive features among the professionals that it hires. For paraprofessionals, and as noted above, CNT offers competitive wages, excellent benefits in combination with other workforce retention initiatives. Furthermore, and as noted above, CNT prioritizes ongoing training courses designed to enhance the skills and knowledge of PCAs as a tool to promote retention. All of these retention tools set CNT apart from its competitors and help it maintain a competitive edge in the homecare industry.

**What is the current availability of professional/paraprofessional workers to staff your program?**

Expert Home Care has 10 RN's  
Expert Home Care has 1040 HHA/PCA's

**Who are the competing employers?**

We are well established in the community and do not struggle with competing employers

**How do you propose to successfully compete?**

Include training, recruitment, and transportation strategies. We plan on recruiting additional staff with advertising on-line, field recruitment, job fairs, flyers, signs, advertising and college campus presence for nurses, PCAs and HHAs.

**How do you coordinate with the Department of Labor or any other local workforce initiatives? N/A**

**What impact will the initiation/expansion of your program have on the workforce or other health care providers in the community.**

We are not looking to expand. We are already established in the community. This is a change of ownership application

**How will you minimize any adverse impact?**

This is a change of ownership application. The business is already established, and we have a significant presence in the community.

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

We have a significant retention rate of our employees. We offer competitive wages and benefits and will continue to do so.

### **Availability of Professional/Paraprofessional Workers to Staff Program**

Upon approval of this Application, Constant Care 247, LLC will become the new operator of the existing, operational LHCSA, which provides Nursing, Home Health Aide, and Personal Care services in Cayuga, Cortland, Madison, Oneida, Onondaga, and Oswego Counties. As described under the Applicant section above, Gwen Crossett is the Founder and CEO of Constant Care, a New York State licensed caregiver/nurse placement registry company located in Syracuse, Onondaga County, and is very familiar with the healthcare needs of the LHCSA's patients and how to meet those needs by employing qualified caregivers. Additionally, in accordance with the June 8, 2023, Interim Consulting Agreement, Ms. Crossett has been providing consultative services to the LHCSA, which include but are not limited to the following: ensuring there is a sufficient number of staff; determining the number and qualifications of caregivers needed to provide the licensed services; establishing in-service training and staffing schedules, and managing the LHCSA's workforce. The Management Agreement was approved on October 16, 2023, which will allow Ms. Crossett to manage the LHCSA and its workforce while this Application is under review. It is the intention of Constant Care to utilize its current roster of existing full-time employees.

### **Competing Employers and Strategy to Compete**

The applicant identified the following as potential competitors: HCR Home Care Services; New Beginnings; Nascentia; Guthrie Home Care; At Home Independent Living; Elderchoice; Classen; Visiting Nurse Association of Oneida County; Homecare Your Way, LLC; Loretto; Senior Home Care Solutions; Changing Seasons; Interim; Peace at Homecare; and Touching Hearts. Additionally, there are 24 CHHAs, 45 RHCs, 45 ACFs, and 15 Hospitals considered as competing employers in the service area counties. As described in detail above, Ms. Crossett understands the healthcare needs of the service area and maintains strong relationships with local healthcare facilities and agencies, especially with hospital planners who provide the majority of referrals, which are robust because the LHCSA executes the referrals very well. The LHCSA will continue to compete by offering highly competitive wages and benefits, creating pathways toward career advancement, introducing an organizational culture that is employee-focused, offering staff appreciation, employee inclusion programs, and diversity inclusion programs for all employees. Prioritizing employee work life balance and focusing on resident care to recruit and retain staff is a very important part of the operations. The current need in the service area counties is strong and the quick increase in census demonstrates the ability to compete.

### **Training, Recruitment and Transportation Strategies**

The Agency has a training room and regular recruitment takes place through the current roster and social media. All staff will use their own transportation to handle their assigned caseload in a timely manner. The workforce team will also be responsible for maintaining the workforce planning documents, such as the onboarding plan, strategic plan, employee development plan, and leadership assessment.

### **Coordination with the Department of Labor and/or Other Local Workforce Initiatives**

The applicant currently does not interface with the Department of Labor; however, Ms. Crossett is open to utilizing some local workforce initiatives, when needed.

### **Impact on the Workforce or Other Health Care Providers in the Community**

The applicant does not believe that this Application will have any impact on other providers in the community because Constant Care will become the new operator of an existing, operational

LHCSA, with no proposed change in licensed services or service area counties. The LHCSA will provide additional opportunities for healthcare providers and will continue to provide needed services for the community at large. Additionally, LHCSAs utilize a different workforce than nursing homes and standard ACFs (HHAs/PCAs). The agency will be able to employ nurses, home health aides and personal care aides in the service area counties, utilizing resources and personnel not pinned to one location, spreading out the draw from other settings and areas. Within the agency, there will also be the ability to be flexible with staff schedules, as opposed to other healthcare settings that require ironclad schedules to accommodate inpatient resident care. This will allow professional staff working in other settings the ability to accept additional shifts in the LHCSA if they wish to work in multiple settings.

**Minimize Any Adverse Impact**

The agency will continue to work closely with the other healthcare providers in the service area to advance initiatives that will grow the capable workforce rather than reshuffle in the service area counties. The intention of Constant Care is to positively impact the workforce and the communities it will serve through partnering with other healthcare providers and investing in the growth of its own team members, who will remain in this segment of the workforce and in the community long-term.

**Measures Promoting Retention of Specific Categories of Your Workforce**

Constant Care will offer compensation at the high end of the market spectrum, a positive work environment, and opportunities for bonuses based on client service and team-building initiatives. The agency will invest in its employees by providing the tools needed for their success.

**What is the current availability of professional/paraprofessional workers to staff your program?**

Current Availability of Professional and Paraprofessional Workers to Staff Our Program

Silver Lining Homecare Agency maintains a highly available and responsive workforce of professional and paraprofessional staff, ensuring continuity of care and rapid responsiveness to client needs across our service areas. Our team includes registered nurses (RNs), personal care aides (PCAs), home health aides (HHAs), and social workers, all of whom are available 24/7 to meet the diverse and dynamic requirements of our clients.

Personal Care Aides (PCAs) and Home Health Aides (HHAs)

Our PCA and HHA staff are critical to the daily support and personal care of our clients. With our New York State Department of Health-approved PCA Training Program, we maintain a continuous pipeline of trained aides who are equipped to deliver quality care. The agency's PCA and HHA teams are accessible around the clock, allowing for flexibility in scheduling and the ability to quickly fill shifts, including short-notice requests for clients requiring additional support or emergency care.

Registered Nurses (RNs)

Our nursing staff, comprised of licensed and experienced RNs, is available 24/7 for clinical support, care assessments, and supervision of aides. The RNs play an essential role in case management and ensure adherence to each client's care plan, overseeing complex medical needs and providing direct nursing care when required. This availability allows us to address urgent medical issues promptly, ensuring high-quality care and continuity.

Social Workers

The agency's licensed social workers are available 24/7 to support the emotional and social needs of our clients and their families. They provide case management, counseling, and assistance with accessing community resources. Their constant availability ensures that clients receive comprehensive, person-centered care that addresses not only physical health but also mental and social well-being.

Unionized Support and Reliability

Our workforce is unionized, which promotes job stability, reliable staffing levels, and enhanced retention of skilled professionals and paraprofessionals. The union's focus on job security, guaranteed wages, and access to benefits helps maintain a steady and dependable workforce, reducing turnover and ensuring that clients consistently receive care from familiar and skilled caregivers.

### **Specialized Services and Therapy Support**

Silver Lining Homecare Agency offers an extensive range of specialized services to meet varied client needs. Our licensed audiologists provide hearing assessments and support services, addressing critical sensory needs. Our homemaker and housekeeping staff assist clients with essential daily tasks, ensuring a clean and safe home environment. The medical social services team helps clients navigate healthcare challenges, coordinate services, and address psychosocial needs.

In addition to personal and medical care, we provide a full spectrum of nutritional support and therapies, including **occupational, physical, respiratory, and speech-language pathology therapies**, all of which are staffed by certified and licensed professionals. These therapists are available as needed to support rehabilitation goals, enhance mobility, and improve communication skills, contributing to overall quality of life. Nutritional support staff work closely with clients to develop and implement diet plans tailored to specific health needs, under the supervision of licensed dietitians.

Silver Lining Homecare Agency's commitment to 24/7 availability across our professional and paraprofessional teams ensures comprehensive, responsive, and uninterrupted care for our clients. This structure allows us to accommodate the varying needs of clients, including those requiring immediate attention, while maintaining the high standards of care expected by the New York State Department of Health.

- **Who are the competing employers?**

In the New York City area, Silver Lining Homecare Agency competes for professional and paraprofessional staff with various healthcare providers, including:

- **Hospitals:** Major institutions such as NewYork-Presbyterian, Mount Sinai Health System, and NYU Langone Health offer diverse employment opportunities for healthcare professionals.
- **Nursing Homes and Assisted Living Facilities:** Establishments like The New Jewish Home and Atria Senior Living provide residential care services, employing a range of healthcare staff.
- **Other Home Care Agencies:** Numerous agencies operate within the city.
- **Outpatient Clinics and Rehabilitation Centers:** Facilities such as the Hospital for Special Surgery and Rusk Rehabilitation employ healthcare professionals for outpatient services.
- **Community Health Organizations:** Entities like the Visiting Nurse Service of New York provide home health care and community-based services, competing for similar talent pools.

These organizations collectively contribute to a competitive employment landscape for healthcare professionals in New York City.

- **How do you propose to successfully compete? Include training, recruitment, and transportation strategies.**

### **How We Propose to Successfully Compete: Training, Recruitment, Transportation, and Union Benefits**

Silver Lining Homecare Agency leverages a multi-faceted approach to remain competitive in New York's healthcare employment market. We emphasize comprehensive training, strategic recruitment, transportation support, and robust union-backed benefits to attract and retain top talent in a competitive landscape.

#### **1. Training**

Silver Lining Homecare Agency operates an **NYS DOH-approved Personal Care Aide Training Program (PCATP)**, offering free, high-quality training for personal care aides. The program covers essential skills through a structured 40-hour curriculum, with language-specific training options to support culturally competent care. In addition to basic training, we provide ongoing education for all roles, including home health aides (HHAs), registered nurses (RNs), and social workers. Our continuous training investments ensure staff stay current on best practices, which supports their professional growth and enhances client care quality.

#### **2. Recruitment**

Our recruitment strategies focus on connecting with local communities and diverse talent pools. We collaborate with cultural centers, refugee support groups, and community organizations to reach candidates with bilingual skills and cultural awareness, qualities essential to serving New York City's diverse populations. Additionally, we actively participate in job fairs and utilize online job boards to broaden our reach. The agency's unionized environment adds to our recruitment appeal, as it offers a stable and supportive workplace with structured protections and benefits.

#### **3. Transportation**

Recognizing the challenges of urban commuting, Silver Lining Homecare Agency provides various transportation supports to our workforce. We offer commuting allowances and metro card subsidies, and we prioritize local assignments to minimize commute times. For staff serving clients in areas less accessible by public transit, the agency arranges shared transportation options, ensuring reliable and efficient travel. This focus on convenient and supported travel helps reduce commute-related stress and lateness, contributing to our workforce's overall well-being and job satisfaction.

#### **4. Unionized Workforce and Benefits**

As a unionized employer, Silver Lining Homecare Agency provides our workforce with significant advantages through the Home Healthcare Workers Association (HHWA). The union

structure enhances employee satisfaction, stability, and retention by offering the following key benefits:

- **Job Security and Legal Support:** The union provides job protections, reducing turnover by safeguarding employees from unfair termination. HHWA also offers legal services for work-related issues, supporting employees with a range of concerns related to their roles and personal lives.
- **Competitive Wages and Benefits:** Through collective bargaining, the union has secured competitive wages, often higher than industry averages, and guaranteed pay structures. Members also have access to comprehensive health and retirement benefits, contributing to their long-term financial security.
- **Time Off and Improved Working Conditions:** The union ensures that our employees have access to paid time off, supporting a healthier work-life balance. HHWA also advocates for improved working conditions, including workplace safety protections and access to necessary personal protective equipment.
- **Professional Recognition and Respect:** HHWA advocates for industry-wide recognition of home healthcare workers as skilled professionals, promoting respect and dignity within the workplace. This support enhances worker morale and fosters a culture of appreciation and respect, further strengthening employee retention.

Silver Lining Homecare Agency's competitive edge lies in our commitment to training, community-focused recruitment, transportation solutions, and a supportive unionized environment. By prioritizing the well-being, security, and growth of our employees, we attract and retain a highly skilled and dedicated workforce that aligns with our mission of delivering compassionate, high-quality care across New York City.

- **How do you coordinate with the Department of Labor or any other local workforce initiatives?**

To effectively coordinate with the Department of Labor (DOL) and other local workforce initiatives, Silver Lining Homecare Agency leverages the resources and support available to our unionized workforce through the Home Healthcare Workers Association (HHWA). Having a unionized workforce provides our employees with access to a broad range of workforce initiatives that enhance training, job security, and professional development. This coordination is strengthened through the following union-backed benefits and strategies:

### **1. Workforce Stability and Job Security**

Our unionized workforce benefits from job security protections, including safeguards against unfair termination, which aligns with DOL's objectives of supporting sustainable employment. This stability allows us to maintain a reliable, long-term workforce, helping to fulfill the DOL's mission of promoting fair and secure work environments.

## **2. Access to Legal Support and Career Resources**

Through HHWA, our workforce has access to free and discounted legal services, assisting with job-related issues and personal legal concerns. This support allows employees to address employment-related challenges efficiently, minimizing work disruptions and absenteeism. Legal resources provided through HHWA also boost employee confidence, leading to greater job satisfaction and retention—goals shared with DOL’s workforce support programs.

## **3. Training and Professional Development**

The union’s focus on career development and professional recognition of home healthcare workers as skilled professionals ensures that our workforce has access to enhanced training opportunities. We provide ongoing skills development for all roles—Personal Care Aides (PCAs), Home Health Aides (HHAs), nurses, and social workers—supporting long-term career growth and elevating the skill level within the industry.

## **4. Competitive Wages and Benefits Alignment**

With collective bargaining through HHWA, our workforce enjoys competitive wages, paid time off, and comprehensive health benefits, which align with local workforce initiatives focusing on fair pay and worker protections. This structured compensation model supports workforce stability, helping retain skilled workers and reducing turnover, consistent with the DOL’s mission to improve wage standards across industries.

## **5. Collaboration with Local Workforce Development Programs**

Our unionized workforce participates in local job fairs, recruitment events, and workforce development programs in partnership with the DOL and community organizations. Access to these initiatives through HHWA strengthens our recruitment pipeline and fosters connections with agencies that support job placement and vocational training, particularly for underrepresented and immigrant communities in New York City.

With a unionized workforce that benefits from resources aligned with Department of Labor objectives, Silver Lining Homecare Agency supports a secure, stable, and professionally developing team. These union-backed benefits provide our employees with job security, competitive benefits, and structured career pathways, enhancing our capacity to deliver high-quality, compassionate care to our clients.

- **Who are competing employers?**

In the New York City area, Silver Lining Homecare Agency competes with various healthcare providers that attract similar professional and paraprofessional staff. Key competing employers include:

1. **Hospitals and Medical Centers**

Major hospitals such as NewYork-Presbyterian, Mount Sinai Health System, and NYU Langone Health provide diverse job opportunities for healthcare professionals, offering benefits and career growth that appeal to workers in the home care sector.

2. **Nursing Homes and Assisted Living Facilities**

Facilities such as The New Jewish Home, Atria Senior Living, and other local nursing homes and assisted living centers employ caregivers, personal care aides, nurses, and support staff for in-residence care services.

3. **Other Home Care Agencies**

Numerous home care agencies operate within the same areas we serve.

4. **Outpatient Clinics and Rehabilitation Centers**

Facilities like the Hospital for Special Surgery, Rusk Rehabilitation, and smaller outpatient centers provide opportunities for skilled healthcare workers, including therapists and nurses.

5. **Community Health Organizations**

Organizations like the Visiting Nurse Service of New York and local federally qualified health centers (FQHCs) offer home health and community-based services, attracting similar talent pools for in-home and field-based care positions.

Together, these institutions and agencies contribute to a competitive employment market for healthcare professionals and paraprofessionals in the New York City area.

- **How do you propose to successfully compete? Include training, recruitment, and transportation strategies?**

To successfully compete in New York City's healthcare employment landscape, Silver Lining Homecare Agency implements a strategic approach focused on high-quality training, community-centered recruitment, and practical transportation solutions to attract and retain top talent.

1. **Training**

Silver Lining Homecare Agency operates an **NYS DOH-approved Personal Care Aide Training Program (PCATP)**, which is free of charge and provides comprehensive training for personal care aides. The program includes a 40-hour curriculum that covers essential care skills and person-centered approaches to ensure aides are well-prepared to deliver quality services. Training is also available in multiple languages, accommodating New York's diverse cultural landscape and ensuring aides can communicate effectively with clients from various

backgrounds. Additionally, we provide continuous in-service training to keep all staff, including home health aides (HHAs), personal care aides (PCAs), registered nurses (RNs), and social workers, updated on best practices and regulatory standards. This investment in training supports staff professional growth and is a valuable incentive for recruitment and retention.

## **2. Recruitment**

Silver Lining Homecare Agency's recruitment strategies are community-centered and inclusive, aiming to build a workforce that reflects New York City's diversity. We collaborate with local cultural centers, nonprofit organizations, and community groups to reach candidates with language skills and cultural awareness critical to serving our client base. The agency actively participates in local job fairs, community events, and targeted online job platforms to broaden our reach to qualified candidates. Furthermore, our unionized environment strengthens our recruitment appeal by offering competitive wages, job security, comprehensive health benefits, and legal support for work-related issues, which enhance job stability and attract dedicated caregivers.

## **3. Transportation**

Recognizing that accessible transportation is crucial for caregivers, Silver Lining Homecare Agency provides various transportation supports to our workforce. We offer commuting allowances and metro card subsidies and prioritize local assignments to minimize travel times. For aides working in areas with limited public transportation, we arrange shared rides and other transport options to ensure reliable and efficient travel. Our scheduling practices also focus on grouping clients by location to reduce commute times, which helps staff maintain a better work-life balance and reduces the stress associated with long commutes.

## **4. Union Benefits for Enhanced Retention**

Our unionized workforce enjoys added benefits, which help to retain skilled professionals. The union provides access to legal support, competitive wages, guaranteed paid time off, and comprehensive health and retirement benefits, all of which align with local workforce initiatives and promote job satisfaction. Additionally, union support for professional recognition and improved working conditions fosters a respectful and secure environment, contributing to workforce stability and longevity.

Through high-quality training, community-driven recruitment, accessible transportation, and union-supported benefits, Silver Lining Homecare Agency establishes itself as a competitive and attractive employer. By focusing on the well-being, growth, and stability of our workforce, we can consistently deliver compassionate, high-quality care to our clients and meet the demands of New York City's healthcare sector.

- **What impact will the initiation/expansion of your program have on the workforce or other healthcare providers in the community? How will you minimize any adverse impact?**

The initiation and expansion of Silver Lining Homecare Agency's program are designed to strengthen the local healthcare workforce and enhance service availability within the community, with minimal adverse impact on other providers. Here's an overview of how we approach this growth responsibly and collaboratively:

**Positive Impacts on the Workforce and Community**

The expansion of our program supports the healthcare ecosystem by creating new job opportunities for a range of healthcare professionals, including personal care aides (PCAs), home health aides (HHAs), registered nurses (RNs), social workers, and other specialized roles. Through our **NYS DOH-approved Personal Care Aide Training Program (PCATP)**, we cultivate a pipeline of skilled workers, contributing to workforce stability by preparing new aides to deliver quality care across our service areas. This training initiative, offered at no cost, helps individuals from underserved communities to enter the healthcare field, thereby increasing workforce diversity and access to culturally competent care providers.

**Enhanced Service Capacity Without Competing for Existing Talent**

The addition of newly trained caregivers to our workforce alleviates local competition for existing healthcare talent. By training aides through our in-house program, we reduce dependency on the open market for staffing, ensuring that our expansion does not negatively impact staffing levels at other agencies, hospitals, or clinics. Furthermore, our unionized structure and enhanced training support job satisfaction and retention, contributing to overall workforce stability within the healthcare sector.

**Coordination and Collaboration with Community Partners**

To minimize any adverse impact on other healthcare providers, Silver Lining Homecare Agency partners with community organizations, cultural centers, and local workforce development initiatives to align our recruitment efforts with the broader needs of the community. We work closely with local job placement programs to ensure our recruitment focuses on individuals entering the healthcare field rather than drawing staff away from other facilities.

**Union Benefits and Competitive Advantage**

Our unionized workforce also enjoys competitive wages, job security, health benefits, and paid time off, making Silver Lining an attractive option for professionals who may otherwise be recruited by competitors. This advantage helps reduce turnover and provides a stable source of high-quality care providers for the community, creating less disruption in the labor market and allowing other providers to retain their workforce.

**Commitment to Workforce Development and Community Health Goals**

As we expand, Silver Lining remains committed to supporting New York's community health goals by ensuring our staff receive continuous training and development. Our agency actively participates in local health initiatives and coordinates with public health entities to ensure that our growth aligns with community needs, addressing specific gaps in home care services, particularly in underserved areas.

Silver Lining Homecare Agency's expansion is structured to enhance the local healthcare workforce through responsible training, recruitment, and retention strategies. By creating a self-sustaining pipeline of trained aides, supporting local workforce initiatives, and focusing on community health, our expansion strengthens the healthcare landscape while minimizing any adverse impact on other providers in the community.

- **What measures will you adopt to promote retention of specific categories of your workforce?**

### **Measures to Promote Retention of Specific Workforce Categories**

To promote retention among our home health aides (HHAs), personal care aides (PCAs), registered nurses (RNs), social workers, and specialized therapists, Silver Lining Homecare Agency implements targeted strategies focused on professional growth, job security, and support within a community-focused workplace.

#### **1. Peer Mentoring Program for New Home Health Aides**

For new HHAs trained through our NYS DOH-approved Personal Care Aide Training Program (PCATP), we offer a **Peer Mentoring Program**. This initiative pairs experienced home health aides with newly trained aides, allowing them to provide guidance, share insights, and offer emotional support as the new aides transition into their roles. Peer mentors help bridge the gap between training and real-world experience, reducing feelings of isolation that can occur in home care settings. This program fosters a sense of community, builds confidence in new aides, and gives mentors an opportunity for leadership, contributing to stronger retention within our agency.

#### **2. Competitive Compensation and Benefits**

Our unionized workforce benefits from collective bargaining agreements that secure competitive wages, paid time off, comprehensive health insurance, and retirement benefits. This attractive benefits package is particularly appealing to PCAs, HHAs, and social workers, providing job stability and financial security that help retain skilled professionals within the agency.

#### **3. Career Advancement and Ongoing Training**

We encourage long-term career growth by offering ongoing training and career advancement opportunities:

- **PCAs and HHAs:** Our in-house training provides aides with a strong foundation and a pathway to advanced roles, such as senior aide positions, mentor roles, or specialized areas.

- **RNs and Therapists:** We support advanced certifications and clinical leadership development, ensuring our skilled professionals have room to grow within the agency.
- **Social Workers:** We offer workshops in case management and psychosocial care, preparing social workers for senior roles and enhancing their career satisfaction.

#### **4. Supportive Work Environment and Job Security**

Our unionized workforce benefits from added job security, including protections against unfair termination and access to legal support for work-related issues. This security fosters a safe, stable work environment that is especially important for PCAs, HHAs, and social workers who may face high-stress situations. The union's advocacy for fair working conditions and respect for healthcare workers contributes to a positive workplace culture.

#### **5. Flexible Scheduling and Transportation Support**

To reduce burnout and support work-life balance, we offer flexible scheduling for our aides, RNs, and therapists, allowing them to adapt to complex care schedules. Localized assignments reduce commute times, and transportation allowances and metro card subsidies are provided to ease travel burdens. For employees assigned to clients in harder-to-reach areas, we coordinate shared transport options, further reducing commute-related stress.

#### **6. Recognition and Respect for Skilled Caregivers**

Silver Lining Homecare Agency, with support from HHWA, promotes the recognition of home healthcare workers as skilled professionals. Regular appreciation events, employee recognition programs, and awards for exceptional service enhance job satisfaction and reinforce a sense of value and pride within our workforce.

Through a combination of peer mentoring, competitive benefits, career advancement, job security, flexible scheduling, and professional recognition, Silver Lining Homecare Agency supports a welcoming and growth-oriented environment tailored to the needs of each role. These measures ensure that our employees feel supported, respected, and motivated, reducing turnover and enhancing the quality of care we deliver to our clients.

1. We have provided the signed attestation with the application, which is attached to this email. As of today, there are 188 PCA patients. Please confirm this satisfies your inquiry.

2. Staffing inquiries:

a. We have the following availability of professional/paraprofessional workers in our program: We currently have 557 active PCA/HHA aides and are in the process of registering another 87 PCA/HHA aides in the coming weeks. We have 5 active field nurses and a nurse who serves as a Director of Patient Services. We also have a fully staffed Human Resources Department, which is responsible for addressing the needs and resolving any issues of the employees. To make sure the program's operations run smoothly and all cases are timely and appropriately staffed, we have employed staffing coordinators and nursing clerks. Our administrators, who are well educated, trained and experienced; ensure that all aspect of the agency are in compliance and that all needs of employees and patients are met.

b. Our competing employers are LHCA's located within the counties, where the agency operates, especially those agencies that service Ukrainian, Russian and Hispanic communities and the communities of the countries of the former USSR.

c. How do we successfully compete: As we are a fully active LHCSA, we are currently contracted with several insurance payers such as Centers Plan for Healthy Living, VNS, Anthem, RiverSpring, and Senior Whole Health. As such, we have a steady flow of referred patients submitted to us by the insurance payers to see if we are able to staff the patients. Our job is to ensure we have trained and competent field staff who are able to take and staff cases that are offered to us to service. In addition, we also provide case management as this service is desperately needed in our service area.

Our Recruiting Department interviews candidates daily to find competent and fitting employees. We provide competitive pay rates and benefits, which allow us to find caring and compassionate professionals. We use various strategies to recruit field personnel. For example, we are very successful with online employment websites such as Indeed, Zip recruiter, Simply Hired, Monster and others. We also have a great local presence, and recruitment returns from social media and word of mouth. Furthermore, we have had a good flow of referrals from our currently employed staff due to the current workers' satisfaction with our employment approach. We also participate in local Job Fairs and Community Events, specifically those that target the immigrant population. On a case-by-case basis, we provide scholarships for prospective employees to receive HHA/PCA training.

Our DPS and staff members are trained to provide extensive hands-on and theoretical training for our field workers. Once the aides are retained, our DPS provides them with detailed in-service training to ensure the aides are comfortable with their assigned patients. In seldom occasions, for those aides that have difficulty getting to their assignment, we contract with a transportation company

to assist with transportation needs and provide curtesy Uber rides where necessary.

- d. Coordination with department of Labor or any other local work force initiatives: we participate in job fairs in our service areas and have established relationships with local employment offices that provide employment opportunities to those in need, including immigrants and refugees, who have recently arrived in the country, have the permission to work and a desire to earn wages.
3. Expansion questions:
- a. What impact our expansion will have on the workforce or other providers in the community. We foresee a positive impact on the local workforce or other health care providers in the community from our growth and expansion. Currently, there is a shortage of home care staff in New York State and our local communities. We receive multiple calls on a daily basis from our partners looking to staff cases and find competent staff. Our recruitment efforts, which have been successful to date due to our competitive pay and incentives, will help relieve this state-wide problem and help the community at least in a local setting. The positive impact on our community is the ability to help more clients, provide more jobs and more opportunities for the workforce. Us being able to provide competitive wages, benefits and healthy work environment encourages our competitors to follow suit, thereby improving their work environment and increasing job opportunities for the community members. Competition improves the work standard and the growth of the ecosystem.
  - b. How will you minimize any adverse impact. We believe that the adverse impacts are limited. As the competition grows, it becomes harder to retain qualified staff, who may be interested in pursuing higher paying opportunities. To alleviate this, we endeavor to make sure that we pay competitive wages and benefits, address any problems that the employees have in a timely and professional manner, and foster a healthy work environment for the employees. We believe that by educating and investing into our staff to the best of our ability will foster employee retention, strong trust and relationships of the employees and a healthy growth of the program. We are already heavily invested in the education of our employees, and in the near future we intent to provide even more training and, perhaps, to open a training facility to provide more quality HHA/PCA personnel for our program and the community in general.
4. What measures will you adopt to provide retention of specific categories of the workforce. To retain field workers, we have adopted several measures. We have competitive pay rates, bonuses, incentives, complementary transportation or mileage reimbursements (when necessary), health insurance, paid time off, and holiday pay to attract and retain the right talent. We also offer flexible work schedules for those employees who are not able to work on a steady schedule. For those employees who have limited English language skills, we assist them with finding free education courses locally to improve their English. Our rigorous in-service program ensures that our workers are well trained and do not experience working anxiety due to the lack of

knowledge of the job tasks. We have skilled coordinators who ensure that our field workers feel wanted, are treated with respect, and have a reliable support network. We treat our staff with dignity and respect and do not discriminate based on race, color, gender, orientation, origin or otherwise.

**What is the current availability of professional/paraprofessional workers to staff your program? Who are the competing employers?**

Efficient Health Careers Inc. d/b/a Unicare Home Care (“Unicare” or the “Agency”) maintains a stable and well-established workforce to ensure continuity of care for our patients. At present, we employ approximately 400 Home Health Aides and Personal Care Aides who provide direct paraprofessional services to our patient population. In addition, our clinical team consists of three licensed registered nurses who perform nursing assessments, care planning, supervisory visits and ongoing clinical oversight in accordance with New York State Department of Health regulations.

This staffing model reflects our longstanding capacity to meet the needs of our existing patient population. Our workforce is actively engaged in serving our current patients and we have sufficient staffing resources to maintain all authorized services without interruption. The Agency has the professional and paraprofessional availability necessary to continue providing high-quality compliant care under the proposed change of ownership.

**How do you propose to successfully compete? Include training, recruitment, and transportation strategies.**

As an established LHCSA, our Agency has been successfully competing in the New York marketplace for many years. We have a recognized reputation and have consistently demonstrated our ability to recruit and train qualified staff. We have a DOH approved personal care aide training program which we use as a resource for recruitment, and also partner with schools for additional training. We have built strong relationships with referral and community. We already have our footprint and will continue to rely on the same proven practices, workforce capacity and reputation for compliance and quality that have enabled us to serve our community effectively to date.

**How do you coordinate with the Department of Labor or any other local workforce initiatives?**

Unicare coordinates with the New York State Department of Labor and other local workforce development initiatives which support recruitment, retention and training of home care paraprofessionals. We routinely post employment opportunities and work collaboratively with local workforce development boards, colleges, and training programs to identify candidates for paraprofessional roles.

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

This question is not directly applicable to our application, as Unicare is not initiating or expanding services. Unicare's application relates to a change of ownership and Unicare is maintaining its existing operations and patient population. We are an established LHCSA that has successfully served our community for many years and our workforce and provider relationships are already fully integrated and established. Accordingly, the proposed transaction will have no negative impact on the workforce or other health providers in the community. Our staffing model and referral relationships will remain unchanged and we will continue the same services with no interruption. The change of ownership is administrative only and does not introduce competition or adversely affect other providers.

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

We will continue with our established measures designed to support the retention of our workforce including offering competitive compensation and benefits packages in accordance with applicable wage and hour laws and regulations. We acknowledge and reward long-term service, promoting loyalty and retention among both professional and paraprofessional staff. We collaborate with community partners, training programs to create career pipelines, providing aides and nurses with opportunities for advancement and ongoing engagement in the field. We are committed to continuing these efforts to ensure staff satisfaction and retention, which in turn supports the highest standard of patient care.

## **Workforce**

### **Current availability of professional/paraprofessional workers to staff your program**

This application involves the change of the ownership structure of Bayshore Home Healthcare, Inc., an existing, operational LHCSA that provides nursing, home health aide and personal care services in Bronx, Kings, Nassau, New York, Queens, Richmond and Suffolk Counties. Upon approval, KB Homecare Solutions Inc. will become the new shareholder of the LHCSA. There will be no change in the existing professional/paraprofessional staff.

### **Competing Employees and Strategy to Compete**

As indicated, this application involves a change in the ownership structure of an existing, operational LHCSA. There are no changes to the LHCSA's licensed services and service area counties. Bayshore Home Healthcare, Inc. considers the following as direct competitors: Aides At Home; and Best Care Inc. Additionally, the applicant's market/competitive analysis has identified the following range of senior service providers (competing employers) in the service area: 898 LHCSAs; 49 CHHAs; 245 RHCfs; and 98 Hospitals. The staff the LHCSA employs are fluent in various languages besides English, including Twi, French Creole and Spanish.

The agency will continue to offer competitive wages and benefits, pathways toward career advancement, staff appreciation, and a strong education and resident care focus to retain and, when needed, recruit staff.

### **Training, Recruitment and Transportation Strategies**

Recruitment – As an organization, the applicant understands that every effort has to be made to ensure that all open positions are always visible, whether on the agency's website or on major job boards. Candidates will be able to apply via phone, text message, direct application, email and in person, ensuring that there are no barriers to applying for a position.

The competition in the service area counties for professional/paraprofessional employees is high; the applicant intends to have a designated recruiter assigned to focus on these job applicants.

Training – Upon completion of the on-boarding process, the agency will provide all existing and new professional/paraprofessional staff with an orientation. The orientation will be conducted by a Registered Nurse, who has experience in general homecare matters. Staff will also receive training on the specific functions of their employment from individuals who have the experience and the relevant skill sets needed to help them thrive. In an effort to make training readily available to all staff, the applicant will employ digital AI and virtual training methods.

In addition to orientation and virtual training, professional/paraprofessional staff will receive training throughout the year, covering topics such as patient rights, emergency preparedness, infection control, fall prevention, etc. The agency will also monitor trends and update training based on the needs of the patient.

Transportation – The LHCSA's main office is located in Bayshore in Suffolk County, with a branch office in Long Island City in Queens County, which are near various forms of public transportation including trains and bus routes. This will provide the staff with the ability to easily commute.

**Coordination with the Department of Labor and/or Other Local Workforce Initiatives**

Utilizing available resources is an important part of ensuring that the LHCSA continues to employ qualified candidates to provide high-quality care to patients in accordance with their service plans. The agency uses a variety of staffing strategies including connections with the local training programs and employee incentives for referring other staff. The agency has been able to successfully attract and retain staff. Newly certified aides are often enthusiastic about beginning this work and the agency aims to provide them with a positive experience that will propel them in their career.

**Impact on the Workforce or Other Health Care Providers in the Community and minimize any adverse impact**

As indicated above, this application involves a change in the ownership structure of an operational LHCSA, which has existing professional/paraprofessional staff. Therefore, the applicant does not believe that this application will have any impact on other providers in the community. Mr. Elia Kohn, President, KB Homecare Solutions Inc., has extensive experience in recruitment, hiring, training and orientation of service staff.

**Measures Promoting Retention of Specific Categories of your Workforce**

Appreciation – Bayshore Home Healthcare, Inc. will continue a monthly appreciation program to demonstrate staff appreciation.

Opportunity for skill development – A priority of the applicant is to ensure that employees who are excelling can build on their current skill set, gain exposure to industry trends and receive training to utilize any new and current technology.

Promotions – Employees who have demonstrated a desire to continue to work in the healthcare field and who are working above and beyond expectations will be elected to receive leadership roles where they can utilize their experience, while gaining increased exposure to learn about the industry. Employees who demonstrate these qualities will receive positive recognition from management for their efforts. Through these positive reinforcements, the staff will see a secure future in the organization and will want to stay and grow in the agency’s community.

Longevity benefits – Offering incentives to employees based on performance and longevity will highlight the value the applicant places on employees who remain with the organization.

Bayshore Home Healthcare, Inc. will continue to implement a mandatory annual evaluation for every employee. This will create an opportunity for the supervisor to provide the staff members with positive feedback and provide tangible goals for the coming year. The aim is for each employee to feel recognized for his or her efforts.

The LHCSA maintains (and will enhance, as needed) its operating policies and procedures in accordance with 10 New York Codes, Rules and Regulations (NYCRR), covering the following areas:

- Patient Rights;
- Patient Care;
- Service Delivery;
- Patient Referral, Admission, and Discharge;
- Patient Assessment and Plan of Care;
- Medical Orders;

- Clinical Supervision;
- Patient Care Record;
- Governing Authority;
- Contracts;
- Personnel;
- Records and Reports;
- Quality Assurance; and
- Disaster and Emergency Preparedness.

## Workforce Response

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

A: The applicant is an ongoing operation; this application seeks only to replace the stockholder of the applicant corporate entity. The agency is fully staffed and has in place a regular program of recruiting, training, and maintaining staffing. Competing employers are several other agencies in the counties making up the agency's service area, such as Belvedere, All-Metro and Attentive Care. However, the applicant maintains competitive wages, bonuses, ongoing training, and a clear path to advancement. The applicant's service area has ample public transportation, therefore there is no issue with transportation. There are no ongoing DOL or other workplace initiatives in place, however it has not been the experience of the applicant that it is needed.

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

A: This is not an expansion, but rather a change of shareholder.

**Q: What measures will you adopt to promote retention of specific categories of your workforce?**

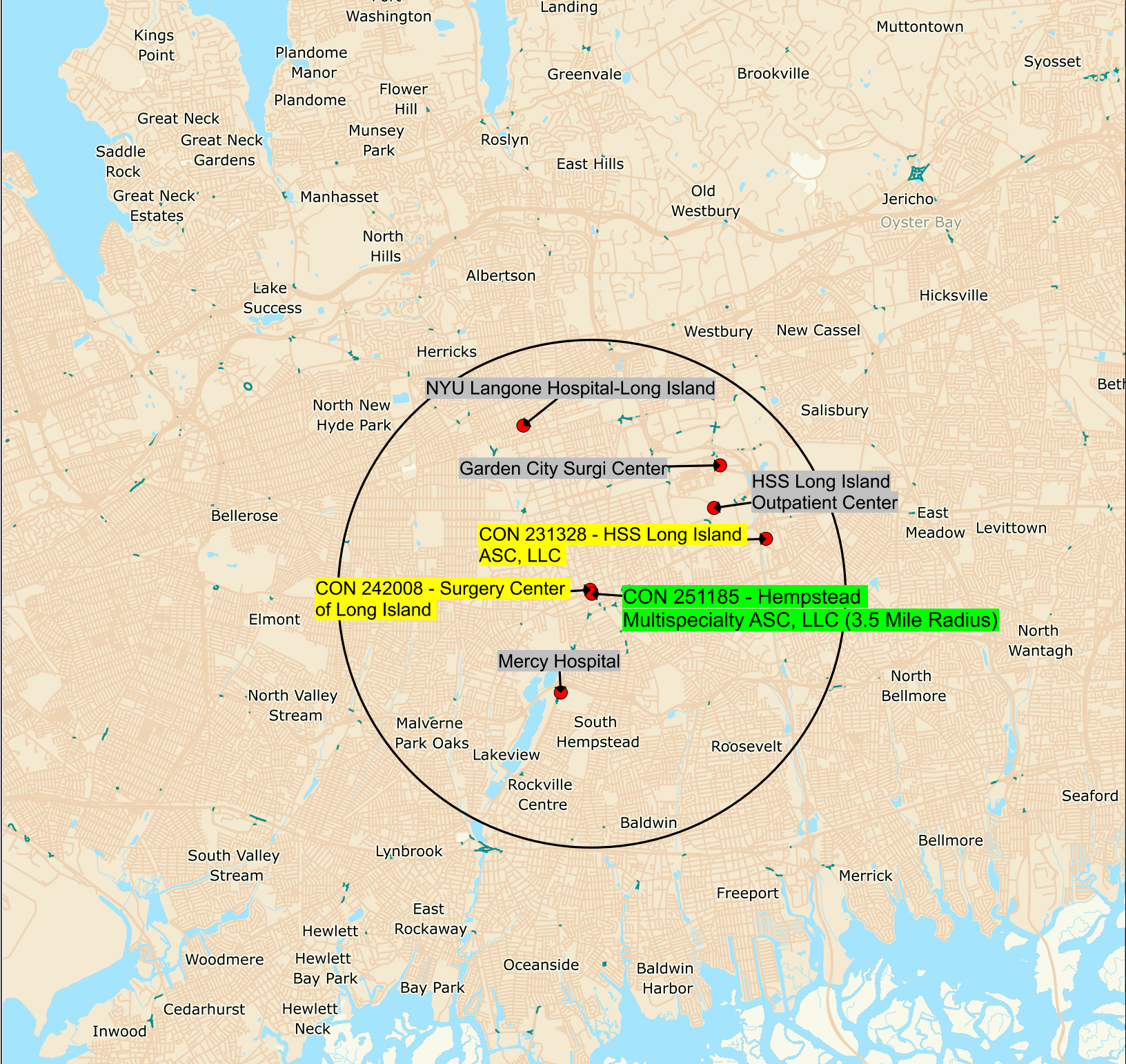
As mentioned above, the applicant pays competitive wages, bonuses staff regularly, provides workplace enhancements to create a safe and friendly workplace, and most importantly, provides staff with a clear path to advancement with ongoing trainings and available opportunities.

RESPONSE REGARDING WORKFORCE:

The applicant is acquiring on ongoing operation. Therefore, they are fully staffed and have in place a regular program of recruiting, training, and maintaining staffing. Competing employers are several other agencies in the county. However, given that the applicant is a home care agency serving a residential facility, it is a more attractive workplace that the typical home care agency requiring travel. The applicant is confident this will continue to be a major advantage in recruiting in the workforce. Moreover, the applicant maintains competitive wages, bonuses, ongoing training, and a clear path to advancement. Located in a city, near a bus line, there is no issue with transportation. There are no ongoing DOL or other workplace initiatives in place, however it has not been the experience of the applicant that it is needed.

Given that this application involves the acquisition of an ongoing operations, there is no impact of the program have on the workforce or other health care providers in the community; the workforce is already in place.

Measures that the applicant will adopt to promote retention of specific categories of your workforce, as also those mentioned above, includes competitive wages, bonuses to staff with regularity, workplace enhancements to create a safe and friendly workplace, and most importantly, providing staff with a clear path to advancement with ongoing trainings and available opportunities.



Facilities shown on the map provide one or all of the services proposed by the applicant (CON 251185 Hempstead Multispecialty ASC, LLC ) within a 3.5-mile radius. Proposed services include Orthopedic, Spine, Pain Management, and Ophthalmology surgical procedures. Highlighted in yellow, CON 231328 HSS Long Island, is under construction, and CON 242008 Surgery Center of Long Island is currently under review.

**Hempstead Multispecialty ASC**

**ESTABLISH A MULTI-SPECIALTY FREESTANDING AMBULATORY SURGERY CENTER**

**PRO FORMA BALANCE SHEET**

**ASSETS**

Cash (Working Capital need) *	\$876,062
Leasehold Improvements	\$3,890,338
Equipment	\$204,265

**TOTAL ASSETS** **\$4,970,662**

**LIABILITIES AND MEMBER EQUITY**

**LIABILITIES**

Construction Loan	\$3,685,143
Working Capital Loan	\$438,031

**TOTAL LIABILITIES** **\$4,123,174**

**MEMBER EQUITY** **\$847,488**

**TOTAL LIABILITIES AND  
MEMBER EQUITY** **\$4,970,662**

\* Funded by a loan and the individual members of RT Fulton Avenue Associates, LLC and Surgicore Hempstead, LLC, the members of Hempstead Multispecialty ASC, LLC

EXHIBIT A

**MEMBERSHIP INTEREST OWNERSHIP (PRE-CLOSING)**

<b>Member Name</b>	<b>Membership Interest Units Currently Owned</b>	<b>Percentage Membership Interests</b>	<b>Membership Interest Units to be Sold</b>
Daniel J. Lowy	.0093	.0095%	.0093
DJLV1 LLC	23.116	23.709%	23.116
David Kleinman	23.125	23.723%	13.375
Michelle Kleinman	23.125	23.723%	23.125
Dror Rosenfeld, M.D.	23.125	23.723%	18.25
Matthew Wert, M.D.	2.5	2.564%	2.5
Sanford Wert, M.D.	2.5	2.564%	2.5
<b>Total</b>	<b>97.50</b>	<b>100.00%</b>	<b>82.875</b>

**MEMBERSHIP INTEREST OWNERSHIP (POST-CLOSING)**

<b>Member Name</b>	<b>Membership Interest Units</b>	<b>Percentage Membership Interests</b>
AS 87013011 LLC	27.6315	28.34%
Kira Oppenheim	27.6315	28.34%
Adam Efrem	13.806	14.16%
Abigail Efrem	13.806	14.16%
David Kleinman	9.75	10.00%
Dror Rosenfeld, M.D.	4.875	5.0%
<b>Total</b>	<b>97.50</b>	<b>100.00%</b>

**NEW YORK SURGERY CENTER QUEENS, LLC****Balance Sheet**  
**December 31, 2024****ASSETS****Current assets**

Cash	\$	102,237
Patient accounts receivable, net of allowance for credit losses of \$300,000		6,671,852
Grant receivable		323,796
Medical supplies inventory		642,136
<b>Total current assets</b>		<b>7,740,021</b>

**Fixed assets, net**

294,560

**Other assets**

Security and other deposits		57,000
Right-of-use asset - operating		7,826,038
<b>Total other assets</b>		<b>7,883,038</b>

**Total assets**

\$ 15,917,619

**LIABILITIES AND MEMBERS' EQUITY****Current liabilities**

Accounts payable	\$	1,687,569
Credit cards payable		236,097
Accrued payroll		32,989
Other liability		10,000
Operating lease liability - current portion		387,584
<b>Total current liabilities</b>		<b>2,354,239</b>

**Long-term liabilities**

Operating lease liability		8,325,125
<b>Total long-term liabilities</b>		<b>8,325,125</b>

**Members' equity**

5,238,255

**Total liabilities and members' equity**\$ 15,917,619

**NEW YORK SURGERY CENTER QUEENS, LLC**  
*Statements of Income and Changes in Members' Equity*  
*For the Year Ended December 31, 2024*

<b>Revenue</b>		
Patient service revenue	\$	<u>17,153,565</u>
<b>Total revenue</b>		<u>17,153,565</u>
<b>Expenses</b>		
Direct cost of services		7,191,432
General and administrative expenses		6,130,592
<b>Total expenses</b>		<u>13,322,024</u>
<b>Income before other expenses</b>		3,831,541
<b>Other expenses</b>		
Depreciation		77,184
Interest expense		3,425
Provision for income taxes		26,769
<b>Total other expenses</b>		107,378
<b>Net income</b>		3,724,163
<b>Members' equity - beginning</b>		1,555,292
Members' distributions		(41,200)
<b>Members' equity - ending</b>	\$	5,238,255

# New York Surgery Center Queens LLC

BFA Attachment D  
CON 252056

## Balance Sheet (Cash Basis)

As of June 30, 2025

	TOTAL		
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)	CHANGE
<b>ASSETS</b>			
Current Assets			
Bank Accounts			
TD 2664 Checking	305,245.80	266,592.58	38,653.22
<b>Total Bank Accounts</b>	<b>\$305,245.80</b>	<b>\$266,592.58</b>	<b>\$38,653.22</b>
Accounts Receivable			
Accounts Receivable	720,627.58	720,627.58	0.00
<b>Total Accounts Receivable</b>	<b>\$720,627.58</b>	<b>\$720,627.58</b>	<b>\$0.00</b>
Other Current Assets			
Allowance for Doubtful Accounts	-300,000.00	-300,000.00	0.00
ERC Receivable	0.00	323,796.04	-323,796.04
Inventory Asset	642,136.31	642,136.31	0.00
Prepaid Expense	0.00	46,800.68	-46,800.68
<b>Total Other Current Assets</b>	<b>\$342,136.31</b>	<b>\$712,733.03</b>	<b>\$ -370,596.72</b>
<b>Total Current Assets</b>	<b>\$1,368,009.69</b>	<b>\$1,699,953.19</b>	<b>\$ -331,943.50</b>
Fixed Assets			
Accumulated depreciation	-1,648,727.33	-1,648,727.33	0.00
Leasehold Improvements	669,098.12	669,098.12	0.00
Property and equipment	18,551.44	18,551.44	0.00
Medical equipment	756,939.43	756,939.43	0.00
Office equipment and machinery	425,535.07	425,535.07	0.00
Other Medical Equipment	191,000.00	191,000.00	0.00
<b>Total Property and equipment</b>	<b>1,392,025.94</b>	<b>1,392,025.94</b>	<b>0.00</b>
<b>Total Fixed Assets</b>	<b>\$412,396.73</b>	<b>\$412,396.73</b>	<b>\$0.00</b>
Other Assets			
ROU Asset - Operating	7,826,038.00	7,826,038.00	0.00
Security deposits	57,000.44	57,000.44	0.00
<b>Total Other Assets</b>	<b>\$7,883,038.44</b>	<b>\$7,883,038.44</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$9,663,444.86</b>	<b>\$9,995,388.36</b>	<b>\$ -331,943.50</b>
<b>LIABILITIES AND EQUITY</b>			
Liabilities			
Current Liabilities			
Credit Cards			
American Express Gold	194,586.68	198,286.10	-3,699.42
<b>Total Credit Cards</b>	<b>\$194,586.68</b>	<b>\$198,286.10</b>	<b>\$ -3,699.42</b>
Other Current Liabilities			
Accrued Payroll	32,989.00	32,989.00	0.00
HCRA Liability	10,000.00	10,000.00	0.00
ST Lease Liability - Operating	387,584.00	387,584.00	0.00
<b>Total Other Current Liabilities</b>	<b>\$430,573.00</b>	<b>\$430,573.00</b>	<b>\$0.00</b>
<b>Total Current Liabilities</b>	<b>\$625,159.68</b>	<b>\$628,859.10</b>	<b>\$ -3,699.42</b>

	TOTAL		
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)	CHANGE
Long-Term Liabilities			
LT Lease Liability - Operating	8,325,125.00	8,325,125.00	0.00
<b>Total Long-Term Liabilities</b>	<b>\$8,325,125.00</b>	<b>\$8,325,125.00</b>	<b>\$0.00</b>
<b>Total Liabilities</b>	<b>\$8,950,284.68</b>	<b>\$8,953,984.10</b>	<b>\$ -3,699.42</b>
Equity			
Partner Equity			
DJLV1 (Daniel Lowy) Equity	-350,180.95	-275,180.95	-75,000.00
Kleinman (David) Equity	-490,560.26	-415,560.26	-75,000.00
Kleinman (Yehuda) Equity	-313,223.96	-313,223.96	0.00
Rosenfeld (Dror) Equity	-383,729.95	-308,729.95	-75,000.00
Vipul Patel Equity	-41,792.97	-41,792.97	0.00
Wert (Matthew) Equity	-59,792.97	-59,792.97	0.00
Wert (Sanford) Equity	-59,792.97	-59,792.97	0.00
<b>Total Partner Equity</b>	<b>-1,699,074.03</b>	<b>-1,474,074.03</b>	<b>-225,000.00</b>
Retained Earnings	1,772,082.57	1,772,082.57	0.00
Net Income	640,151.64	743,395.72	-103,244.08
<b>Total Equity</b>	<b>\$713,160.18</b>	<b>\$1,041,404.26</b>	<b>\$ -328,244.08</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$9,663,444.86</b>	<b>\$9,995,388.36</b>	<b>\$ -331,943.50</b>

## New York Surgery Center Queens LLC

## Balance Sheet (Cash Basis)

As of June 30, 2025

	TOTAL		
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)	CHANGE
<b>ASSETS</b>			
Current Assets			
Bank Accounts			
TD 2664 Checking	305,245.80	266,592.58	38,653.22
<b>Total Bank Accounts</b>	<b>\$305,245.80</b>	<b>\$266,592.58</b>	<b>\$38,653.22</b>
Accounts Receivable			
Accounts Receivable	720,627.58	720,627.58	0.00
<b>Total Accounts Receivable</b>	<b>\$720,627.58</b>	<b>\$720,627.58</b>	<b>\$0.00</b>
Other Current Assets			
Allowance for Doubtful Accounts	-300,000.00	-300,000.00	0.00
ERC Receivable	0.00	323,796.04	-323,796.04
Inventory Asset	642,136.31	642,136.31	0.00
Prepaid Expense	0.00	46,800.68	-46,800.68
<b>Total Other Current Assets</b>	<b>\$342,136.31</b>	<b>\$712,733.03</b>	<b>\$ -370,596.72</b>
<b>Total Current Assets</b>	<b>\$1,368,009.69</b>	<b>\$1,699,953.19</b>	<b>\$ -331,943.50</b>
Fixed Assets			
Accumulated depreciation	-1,648,727.33	-1,648,727.33	0.00
Leasehold Improvements	669,098.12	669,098.12	0.00
Property and equipment	18,551.44	18,551.44	0.00
Medical equipment	756,939.43	756,939.43	0.00
Office equipment and machinery	425,535.07	425,535.07	0.00
Other Medical Equipment	191,000.00	191,000.00	0.00
<b>Total Property and equipment</b>	<b>1,392,025.94</b>	<b>1,392,025.94</b>	<b>0.00</b>
<b>Total Fixed Assets</b>	<b>\$412,396.73</b>	<b>\$412,396.73</b>	<b>\$0.00</b>
Other Assets			
ROU Asset - Operating	7,826,038.00	7,826,038.00	0.00
Security deposits	57,000.44	57,000.44	0.00
<b>Total Other Assets</b>	<b>\$7,883,038.44</b>	<b>\$7,883,038.44</b>	<b>\$0.00</b>
<b>TOTAL ASSETS</b>	<b>\$9,663,444.86</b>	<b>\$9,995,388.36</b>	<b>\$ -331,943.50</b>
<b>LIABILITIES AND EQUITY</b>			
Liabilities			
Current Liabilities			
Credit Cards			
American Express Gold	194,586.68	198,286.10	-3,699.42
<b>Total Credit Cards</b>	<b>\$194,586.68</b>	<b>\$198,286.10</b>	<b>\$ -3,699.42</b>
Other Current Liabilities			
Accrued Payroll	32,989.00	32,989.00	0.00
HCRA Liability	10,000.00	10,000.00	0.00
ST Lease Liability - Operating	387,584.00	387,584.00	0.00
<b>Total Other Current Liabilities</b>	<b>\$430,573.00</b>	<b>\$430,573.00</b>	<b>\$0.00</b>
<b>Total Current Liabilities</b>	<b>\$625,159.68</b>	<b>\$628,859.10</b>	<b>\$ -3,699.42</b>

	TOTAL			
	JAN - JUN, 2025	JAN - JUN, 2024 (PP)	CHANGE	% CHANGE
Payroll Taxes				
FICA	103,846.33	84,710.94	19,135.39	22.59 %
FUTA	6,487.23	4,342.27	2,144.96	49.40 %
SUI	23,811.49	27,048.05	-3,236.56	-11.97 %
<b>Total Payroll Taxes</b>	<b>134,145.05</b>	<b>116,101.26</b>	<b>18,043.79</b>	<b>15.54 %</b>
<b>Total Payroll</b>	<b>134,145.05</b>	<b>116,101.26</b>	<b>18,043.79</b>	<b>15.54 %</b>
Postage	2,060.51	2,605.30	-544.79	-20.91 %
Professional fees				
Accounting fees	54,183.58	14,637.95	39,545.63	270.16 %
Legal	174,835.70	16,714.68	158,121.02	946.00 %
<b>Total Professional fees</b>	<b>229,019.28</b>	<b>31,352.63</b>	<b>197,666.65</b>	<b>630.46 %</b>
Rent expense	309,394.08	293,200.99	16,193.09	5.52 %
Repairs and maintenance	21,286.06	12,004.79	9,281.27	77.31 %
Security systems and services		517.16	-517.16	-100.00 %
Taxes				
NY Pass-Through Entity Tax PTET	15,500.00	12,200.00	3,300.00	27.05 %
NYC UBT Taxes	15,000.00	26,769.00	-11,769.00	-43.97 %
Property	43,284.46		43,284.46	
<b>Total Taxes</b>	<b>73,784.46</b>	<b>38,969.00</b>	<b>34,815.46</b>	<b>89.34 %</b>
Telephone	33,018.60	20,837.46	12,181.14	58.46 %
Travel				
Meals & Entertainment	12,268.73	16,889.92	-4,621.19	-27.36 %
Travel	87.91		87.91	
<b>Total Travel</b>	<b>12,356.64</b>	<b>16,889.92</b>	<b>-4,533.28</b>	<b>-26.84 %</b>
Unapplied Cash Bill Payment Expense	-42.67	0.00	-42.67	
Uniforms	1,129.03	961.10	167.93	17.47 %
Utilities	50,777.09	53,517.29	-2,740.20	-5.12 %
<b>Total Expenses</b>	<b>\$8,303,946.05</b>	<b>\$5,322,412.48</b>	<b>\$2,981,533.57</b>	<b>56.02 %</b>
<b>NET OPERATING INCOME</b>	<b>\$640,854.95</b>	<b>\$1,394,515.81</b>	<b>\$ -753,660.86</b>	<b>-54.04 %</b>
Other Expenses				
Interest expense	703.31	310.06	393.25	126.83 %
<b>Total Other Expenses</b>	<b>\$703.31</b>	<b>\$310.06</b>	<b>\$393.25</b>	<b>126.83 %</b>
<b>NET OTHER INCOME</b>	<b>\$ -703.31</b>	<b>\$ -310.06</b>	<b>\$ -393.25</b>	<b>-126.83 %</b>
<b>NET INCOME</b>	<b>\$640,151.64</b>	<b>\$1,394,205.75</b>	<b>\$ -754,054.11</b>	<b>-54.08 %</b>



## Office of the State Long Term Care Ombudsman

Two Empire State Plaza  
Fifth Floor, Albany, NY 12223-1251  
[www.ltombudsman.ny.gov](http://www.ltombudsman.ny.gov)  
6769

Claudette Royal  
State Ombudsman  
1-855-582-

To: Public Health and Health Planning Council

Re: 251167 Eger Health Care and Rehabilitation Center d/b/a ArchCare at Eger  
Healthcare and Rehabilitation Center

Date: October 30, 2025

Long Term Care Ombudsman Program Review:

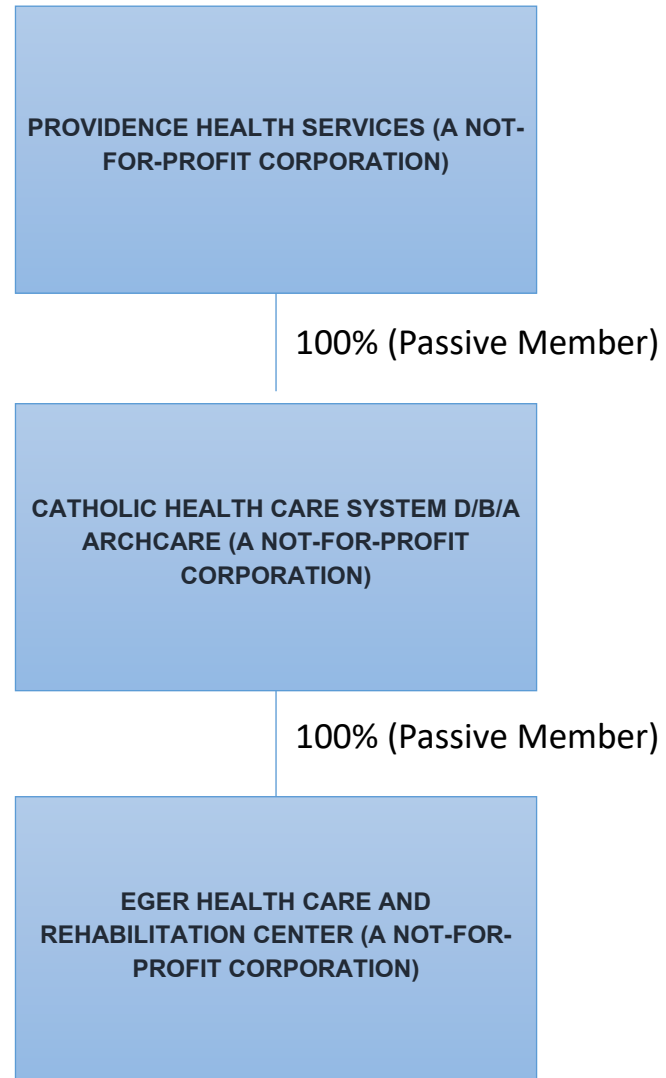
The Office of the State Long Term Care Ombudsman has received and reviewed the application for change in ownership submitted by Eger Health Care and Rehabilitation Center d/b/a ArchCare at Eger Healthcare and Rehabilitation Center. The Office reviewed the seven facilities currently operated by the proposed owners, which includes the subject facility as the proposed owners are currently involved in the operations. There is a weekly Ombudsman presence in one facility, and a quarterly presence in six facilities. Based on the Office's review of any programmatic interactions and complaints received for these facilities, the Office has no objection to the approval of this application.

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

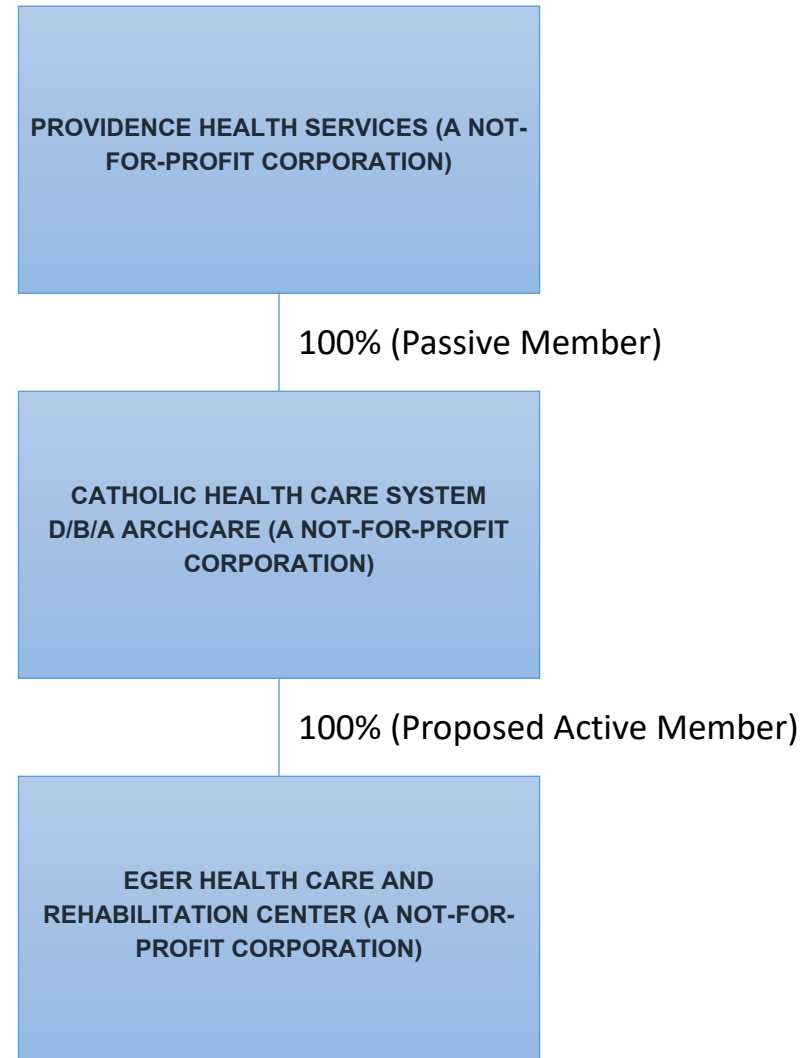
Claudette Royal  
New York State Ombudsman

The Office of the State Long-Term Care Ombudsman is a programmatically independent advocacy service located within the New York State Office for the Aging. Points of view, opinions or positions of the Ombudsman Program do not necessarily represent the views, positions or policy of the New York State Office for the Aging.

## CURRENT ORGANIZATIONAL CHART



## PROPOSED ORGANIZATIONAL CHART



Eger Health Care and Rehabilitation Center				
	1/1/2025- 06/30/2025 Internal	2024	2023	2022
ASSETS - CURRENT	\$12,702,737	\$15,560,145	\$12,920,105	\$10,112,502
ASSETS - FIXED AND OTHER	\$14,176,260	\$16,956,600	\$15,933,392	\$16,090,395
TOTAL ASSETS	\$26,878,997	\$32,516,745	\$28,853,497	\$26,202,897
LIABILITIES - CURRENT	\$26,720,114	\$29,810,943	\$26,361,204	\$17,512,403
LIABILITIES - LONG-TERM	\$17,444,307	\$17,485,204	\$16,382,419	\$19,296,138
TOTAL LIABILITIES	\$44,164,421	\$47,296,147	\$42,743,623	\$36,808,541
WORKING CAPITAL	(\$14,017,377)	(\$14,250,798)	(\$13,441,099)	(\$7,399,901)
NET ASSET POSITION	(\$17,285,424)	(\$14,779,402)	(\$13,890,126)	(\$10,605,644)
INCOME	\$26,164,958	\$58,825,681	\$51,688,113	\$45,826,225
EXPENSE	\$28,670,979	\$59,714,957	\$54,972,595	\$48,851,977
NET INCOME	(\$2,506,021)	(\$889,276)	(\$3,284,482)	(\$3,025,752)

**Catholic Health Care System**  
Consolidated Statements of Financial Position

	December 31,	
	2023	2022
<b>ASSETS</b>		
Current Assets		
Cash and cash equivalents	\$ 608,437	\$ 866,704
Dues and assessments receivable from related parties, current	856,273	1,452,304
Due from related parties - other	600,715	52,912
Prepaid expenses and other current assets	400,105	496,786
Resident security deposits	10,560	11,560
Assets limited as to use - self insured medical benefits, current	3,542,637	5,383,717
Total Current Assets	6,018,727	8,263,983
Loan receivable from Catholic Special Needs Plan, LLC	2,000,000	2,000,000
Dues and assessments receivable from related parties, net of current portion	18,647,949	12,865,231
Assets limited as to use - self insured medical benefits, net of current portion	5,011,591	1,361,329
Assets limited as to use - letter of credit and unearned grants	6,748,479	6,635,176
Right-of-use assets - operating lease, net	8,383,574	9,458,834
Furniture, equipment and leasehold improvements, net	7,138,406	3,593,400
	<b>\$ 53,948,726</b>	<b>\$ 44,177,953</b>
<b>LIABILITIES AND NET ASSETS (DEFICIT)</b>		
Current Liabilities		
Bank overdraft	\$ 199,365	\$ -
Accounts payable and accrued expenses	4,275,673	2,727,311
Accrued salaries and related benefits	2,411,008	2,721,171
Due to related parties	825,629	1,239,199
Resident security deposits	10,560	11,560
Loan payable	1,800,000	-
Operating lease liability, current portion	1,096,213	931,874
Incurred but not paid medical claims	5,943,147	5,814,343
Other current liabilities	3,823,216	1,391,614
Total Current Liabilities	20,384,811	14,837,072
Revolving note	1,425,453	1,425,453
Loan and security agreement	2,000,000	2,000,000
Deferred grant revenue	6,555,750	7,572,779
Operating lease liability, net of current portion	7,534,196	8,630,409
Accrued pension liability	11,762,640	12,879,287
Total Liabilities	49,662,850	47,345,000
Net Assets (Deficit)		
Without donor restrictions	4,285,876	(3,167,047)
	<b>\$ 53,948,726</b>	<b>\$ 44,177,953</b>

**Catholic Health Care System**

Consolidated Statements of Operations and Changes in Net Assets (Deficit)

	Year Ended December 31,	
	<u>2023</u>	<u>2022</u>
<b>NET ASSETS (DEFICIT) WITHOUT DONOR RESTRICTIONS</b>		
Revenue		
Membership dues and assessments	\$ 29,461,854	\$ 24,537,324
Insurance premiums from affiliates	31,259,669	29,514,441
Interest income	122,520	17,316
Other revenue	<u>895,217</u>	<u>1,302,775</u>
Total Revenue	<u>61,739,260</u>	<u>55,371,856</u>
Expenses		
Salaries	17,191,956	16,357,901
Employee benefits	3,180,431	1,633,868
Supplies and other expenses	10,968,921	9,330,294
Self-insured health insurance	30,735,168	29,687,763
Depreciation and amortization	495,722	498,092
Interest	284,548	169,877
Bad debt expense from related parties	<u>-</u>	<u>1,027,286</u>
Total Expenses	<u>62,856,746</u>	<u>58,705,081</u>
Deficiency of Revenue Over Expenses	(1,117,486)	(3,333,225)
Non-operating Revenue		
Grants	10,777,922	4,555,299
Equity transfers to related parties	(3,914,626)	(1,668,179)
Pension liability adjustment	<u>1,707,113</u>	<u>(12,278,645)</u>
Change in Net Assets (Deficit) Without Donor Restrictions	7,452,923	(12,724,750)
<b>NET ASSETS (DEFICIT) WITHOUT DONOR RESTRICTIONS</b>		
Beginning of year	<u>(3,167,047)</u>	<u>9,557,703</u>
End of year	<u>\$ 4,285,876</u>	<u>\$ (3,167,047)</u>

**Catholic Health Care System**  
 Consolidated Statements of Financial Position

Attachment C  
 (Cont.)

	<u>December 31,</u>	
	<u>2024</u>	<u>2023</u>
<b>ASSETS</b>		
Current Assets		
Cash and cash equivalents	\$ 3,731,049	\$ 608,437
Dues and assessments receivable from related parties, current	1,334,900	856,273
Due from related parties - other	367,423	600,715
Prepaid expenses and other current assets	588,415	400,105
Resident security deposits	11,860	10,560
Assets limited as to use - medical benefits, current	7,692,625	3,542,637
Total Current Assets	<u>13,726,272</u>	<u>6,018,727</u>
Loan receivable from Catholic Special Needs Plan, LLC	2,000,000	2,000,000
Dues and assessments receivable from related parties, net of current portion	20,586,921	18,647,949
Assets limited as to use - medical benefits, net of current portion	4,390,349	5,011,591
Assets limited as to use - letter of credit and unearned grants	7,655,562	6,748,479
Right-of-use assets - operating lease, net	7,222,821	8,383,574
Furniture, equipment and leasehold improvements, net	8,801,250	7,138,406
	<u>\$ 64,383,175</u>	<u>\$ 53,948,726</u>
<b>LIABILITIES AND NET ASSETS (DEFICIT)</b>		
Current Liabilities		
Bank overdraft	\$ -	\$ 199,365
Accounts payable and accrued expenses	2,960,391	4,275,673
Accrued salaries and related benefits	2,848,980	2,411,008
Due to related parties	1,545,978	825,629
Resident security deposits	11,860	10,560
Loan and mortgage payable, current portion	1,830,000	1,800,000
Loan and security agreement, current portion	2,000,000	-
Revolving note, current portion	1,425,453	-
Operating lease liability, current portion	1,129,802	1,096,213
Incurred but not paid medical claims	5,650,538	5,943,147
Deferred premium revenue	3,852,470	-
Other current liabilities	3,636,185	3,823,216
Total Current Liabilities	<u>26,891,657</u>	<u>20,384,811</u>
Loan and security agreement, net of current portion	-	2,000,000
Revolving note, net of current portion	-	1,425,453
Loan and mortgage payable, net of current portion	412,500	-
Deferred grant revenue	7,373,638	6,555,750
Operating lease liability, net of current portion	6,394,590	7,534,196
Accrued pension liability	6,418,795	11,762,640
Total Liabilities	<u>47,491,180</u>	<u>49,662,850</u>
Net Assets (Deficit)		
Without donor restrictions	<u>16,891,995</u>	<u>4,285,876</u>
	<u>\$ 64,383,175</u>	<u>\$ 53,948,726</u>

**Catholic Health Care System**

Consolidated Statements of Operations and Changes in Net Assets (Deficit)

	Year Ended December 31,	
	<u>2024</u>	<u>2023</u>
<b>NET ASSETS (DEFICIT) WITHOUT DONOR RESTRICTIONS</b>		
Revenue		
Dues and assessments	\$ 30,645,039	\$ 29,461,854
Medical premiums from affiliates	28,780,080	31,259,669
Interest income	188,959	122,520
Other revenue	862,447	895,217
Total Revenue	<u>60,476,525</u>	<u>61,739,260</u>
Expenses		
Salaries	19,591,429	17,191,956
Employee benefits	3,055,697	3,180,431
Supplies and other expenses	8,504,062	10,968,921
Self-insured health insurance	30,645,827	30,735,168
Depreciation and amortization	503,915	495,722
Interest	400,951	284,548
Total Expenses	<u>62,701,881</u>	<u>62,856,746</u>
Deficiency of Revenue Over Expenses	(2,225,356)	(1,117,486)
Non-operating Revenue		
Grants	8,760,539	10,777,922
Equity transfers from related parties	2,000,000	-
Equity transfers to related parties	(1,307,836)	(3,914,626)
Pension liability adjustment	5,378,772	1,707,113
Change in Net Assets (Deficit) Without Donor Restrictions	<u>12,606,119</u>	<u>7,452,923</u>
<b>NET ASSETS (DEFICIT) WITHOUT DONOR RESTRICTIONS</b>		
Beginning of year	<u>4,285,876</u>	<u>(3,167,047)</u>
End of year	<u>\$ 16,891,995</u>	<u>\$ 4,285,876</u>

**Catholic Health Care System**  
**Statement of Financial Position**  
**June 30, 2025**

<b>Assets:</b>	<b>06/30/2025</b>	<b>12/31/2024</b>	<b>Variance</b>	<b>Variance %</b>
<b>Current Assets:</b>				
Cash and Cash Equivalents	\$ 237,382	\$ 1,600,745	\$ (1,363,363)	-85.2%
Dues and Assessments Receivable, net of Allowance <i>December 31, 2024</i> \$4,800,000 <i>June 30, 2025</i> \$ -	25,267,130	22,549,205	2,717,926	12.1%
Other Receivables	29,250	0	29,250	0.0%
Prepaid Expenses and Other Current Assets	226,592	267,082	(40,490)	-15.2%
<b>Total Current Assets</b>	<b>25,760,355</b>	<b>24,417,032</b>	<b>1,343,323</b>	<b>5.5%</b>
Loan Receivable From Affiliate, net of reserve <i>June 30, 2025</i> \$ -	2,000,000	2,000,000	0	0.0%
Assets Limited to Use (CHCS TPA)	8,633,432	12,814,418	(4,180,986)	-32.6%
Assets Limited to Use	5,642,601	6,369,124	(726,523)	-11.4%
Investments Held for Deferred Compensation Obligations	0	0	0	0.0%
Furniture and Equipment and Leasehold Improvements, net	329,655	363,979	(34,324)	-9.4%
Other	3,872,115	4,337,005	(464,890)	-10.7%
<b>Total Assets</b>	<b>\$ 46,238,158</b>	<b>\$ 50,301,558</b>	<b>\$ (4,063,400)</b>	<b>-8.1%</b>
<b>Liabilities And Net Assets (Deficiency)</b>				
<b>Current Liabilities:</b>				
Accrued Medical Cost (CHCS TPA)	5,650,538	5,650,538	0	0.0%
Accounts payable and accrued expenses	8,368,887	3,963,143	4,405,744	111.2%
Accrued Salaries and Related Benefits	1,115,485	1,444,523	(329,038)	-22.8%
Deferred Revenue	5,741,204	9,976,108	(4,234,904)	-42.5%
Due to related party	710,821	2,539,566	(1,828,745)	-72.0%
<b>Total Current Liabilities</b>	<b>21,586,935</b>	<b>23,573,877</b>	<b>(1,986,942)</b>	<b>-8.4%</b>
Line Of Credit	0	1,425,453	(1,425,453)	-100.0%
Loan - SNP	2,000,000	2,000,000	0	0.0%
Long-term Debt, net of Current Portion	475,558	950,788	(475,229)	-50.0%
Other Long Term Liabilities (CHCS TPA)	3,088,436	3,636,185	(547,750)	-15.1%
Other Long Term Liabilities	3,574,350	3,574,350	0	0.0%
Pension Liability and Deferred Compensation Obligation	6,412,984	6,412,984	0	0.0%
<b>Total Liabilities</b>	<b>\$ 37,138,263</b>	<b>\$ 41,573,637</b>	<b>\$ (4,435,374)</b>	<b>-10.7%</b>
<b>Commitments And Contingencies</b>				
<b>Net Assets, (Deficiency)</b>				
Unrestricted	9,099,896	8,727,921	371,974	4.3%
<b>Total Net Assets</b>	<b>9,099,896</b>	<b>8,727,921</b>	<b>371,974</b>	<b>4.3%</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 46,238,158</b>	<b>\$ 50,301,558</b>	<b>\$ (4,063,400)</b>	<b>-8.1%</b>

**Catholic Health Care System**  
**Statement of Operations**  
**June 30, 2025**

	Month-to-Date			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Operating Revenues</b>						
Administrative Services	\$ 2,545,455	\$ 2,545,455	\$ (0)	\$ 15,245,369	\$ 15,245,370	\$ (1)
Insurance Premiums Paid by Facilities	5,588,189	5,588,189	0	17,952,886	17,952,886	0
Other Operating Revenue	5,143	7,084	(1,941)	47,024	42,504	4,520
<b>Total Operating Revenues</b>	<b>\$ 8,138,787</b>	<b>\$ 8,140,728</b>	<b>\$ (1,941)</b>	<b>\$ 33,245,279</b>	<b>\$ 33,240,759</b>	<b>\$ 4,519</b>
<b>Operating Expenses</b>						
Salaries & Wages	\$ 724,862	\$ 746,133	\$ 21,271	\$ 4,503,629	\$ 4,551,638	\$ 48,009
Employee Benefits	160,563	158,003	(2,560)	1,039,085	944,278	(94,807)
Administrative Fees & Consultants	22,925	56,066	33,141	408,205	336,396	(71,809)
Supplies & Materials	921	6,992	6,071	57,630	41,952	(15,678)
Purchased & Contracted Services	648,888	831,790	182,902	2,601,155	4,990,740	2,389,585
Depreciation	11,267	11,267	0	67,602	67,602	0
Leases and Rentals	134,156	133,761	(395)	806,407	802,566	(3,841)
Utilities	4,019	5,662	1,643	24,535	29,341	4,806
Insurance	16,178	23,033	6,855	107,891	138,198	30,307
Interest	0	10,989	10,989	4,779	66,299	61,520
Interest, SNP	12,056	13,923	1,867	70,653	84,002	13,349
Related Party Medical Funding Reserve	83,499	83,499	0	(1,030,986)	(1,030,986)	0
Self Health Insurance	2,354,689	2,354,689	0	15,083,872	15,833,872	750,000
Other	66,663	147,858	81,195	932,704	887,148	(45,556)
<b>Total Operating Expenses</b>	<b>\$ 4,240,686</b>	<b>\$ 4,583,666</b>	<b>\$ 342,979</b>	<b>\$ 24,677,160</b>	<b>\$ 27,743,046</b>	<b>\$ 3,065,886</b>
<b>Change in Unrestricted Net Assets from Operations</b>	<b>\$ 3,898,101</b>	<b>\$ 3,557,062</b>	<b>\$ 341,038</b>	<b>\$ 8,568,119</b>	<b>\$ 5,497,713</b>	<b>\$ 3,070,405</b>
<b>Non-Operating Revenues</b>						
Other Non-Operating Int. Income	\$ 14,187	\$ 12,500	\$ 1,687	\$ 91,215	\$ 75,000	\$ 16,215
Contributions	0	0	0	0	0	0
Income From Investments	0	0	0	0	0	0
Grants	445,301	0	445,301	1,084,904	0	1,084,904
Forgiveness of Amounts Due to/(From) Related Party	(3,150,000)	0	(3,150,000)	(3,150,000)	0	(3,150,000)
<b>Total Non-Operating Revenues</b>	<b>\$ (2,690,512)</b>	<b>\$ 12,500</b>	<b>\$ (2,703,012)</b>	<b>\$ (1,973,882)</b>	<b>\$ 75,000</b>	<b>\$ (2,048,882)</b>
<b>Estimated Pension Liability Adj.</b>	<b>\$ (100,000)</b>	<b>\$ 0</b>	<b>\$ (100,000)</b>	<b>\$ (600,000)</b>	<b>\$ 0</b>	<b>\$ (600,000)</b>
<b>Transfer of Assets To Affiliate</b>	<b>\$ (933,285)</b>	<b>\$ (731,505)</b>	<b>\$ (201,779)</b>	<b>\$ (5,622,263)</b>	<b>\$ (4,349,086)</b>	<b>\$ (1,273,177)</b>
<b>Transfer of Assets From Affiliate</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Increase/(Decrease) in Net Assets</b>	<b>\$ 174,304</b>	<b>\$ 2,838,057</b>	<b>\$ (2,663,753)</b>	<b>\$ 371,974</b>	<b>\$ 1,223,627</b>	<b>\$ (851,653)</b>

**Catholic Health Care Foundation of  
the Archdiocese of New York, Inc.**

Statements of Financial Position

	December 31,	
	<u>2023</u>	<u>2022</u>
<b>ASSETS</b>		
Cash	\$ 1,120,557	\$ 1,866,804
Investments	28,906,048	25,212,774
Due from related parties	5,253,538	8,306,836
Prepaid expenses	47,959	12,959
Loan receivable from ArchCare at Home	1,072,329	1,042,329
Due from Eger Lutheran Homes and Services, Inc.	2,750,000	1,750,000
	<u>\$ 39,150,431</u>	<u>\$ 38,191,702</u>
<b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 111,339	\$ 82,067
Due to related parties	4,504	155,203
Total Liabilities	<u>115,843</u>	<u>237,270</u>
Net Assets		
Without donor restrictions	38,608,638	37,586,084
With donor restrictions	425,950	368,348
Total Net Assets	<u>39,034,588</u>	<u>37,954,432</u>
	<u>\$ 39,150,431</u>	<u>\$ 38,191,702</u>

**Catholic Health Care Foundation of  
 the Archdiocese of New York, Inc.**

Statements of Activities and Changes in Net Assets

	Year Ended December 31,	
	2023	2022
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
Support and Revenue		
Contributions	\$ 566,899	\$ 472,552
Special events revenue, net of direct donor benefit costs of approximately \$376,000 and \$333,000	1,468,114	1,525,623
Net assets released from restrictions	112,862	67,053
Total Support and Revenue	<u>2,147,875</u>	<u>2,065,228</u>
Expenses		
Program grants to related parties	2,643,200	1,417,659
Program grants - others	38,879	34,854
Management and general	436,082	202,575
Fundraising	112,862	67,053
Total Expenses	<u>3,231,023</u>	<u>1,722,141</u>
(Deficiency) Excess of Support and Revenue over Expenses	<u>(1,083,148)</u>	<u>343,087</u>
Non-operating Revenue (Loss)		
Interest and dividends	613,948	490,832
Realized loss on investments	(50,206)	(117,935)
Unrealized gain (loss) on investments	4,179,790	(4,355,367)
Investment fees	(87,830)	(90,085)
Total Non-operating Revenue (Loss)	<u>4,655,702</u>	<u>(4,072,555)</u>
Equity transfers to related parties	<u>(4,950,000)</u>	<u>-</u>
Equity transfers from related parties	<u>2,400,000</u>	<u>2,300,000</u>
Change in Net Assets Without Donor Restrictions	1,022,554	(1,429,468)
Net Assets Without Donor Restrictions, beginning of year	37,586,084	39,015,552
Net Assets Without Donor Restrictions, end of year	<u>\$ 38,608,638</u>	<u>\$ 37,586,084</u>
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>		
Contributions	\$ 170,464	\$ 114,550
Net assets with donor restrictions released from restrictions	(112,862)	(67,053)
Change in Net Assets With Donor Restrictions	57,602	47,497
Net Assets With Donor Restrictions, beginning of year	368,348	320,851
Net Assets With Donor Restrictions, end of year	<u>\$ 425,950</u>	<u>\$ 368,348</u>
Change in Net Assets	\$ 1,080,156	\$ (1,381,971)
<b>NET ASSETS</b>		
Beginning of year	37,954,432	39,336,403
End of year	<u>\$ 39,034,588</u>	<u>\$ 37,954,432</u>

**Catholic Health Care Foundation of  
 the Archdiocese of New York, Inc.**

Statements of Financial Position

	December 31,	
	<u>2024</u>	<u>2023</u>
<b>ASSETS</b>		
Cash	\$ 749,022	\$ 1,120,557
Investments	24,687,515	28,906,048
Due from related parties	7,479,764	5,253,538
Prepaid expenses	47,959	47,959
Loan receivable from ArchCare at Home	1,102,411	1,072,329
Due from Eger Lutheran Homes and Services, Inc.	3,500,000	2,750,000
	<u>\$ 37,566,671</u>	<u>\$ 39,150,431</u>
 <b>LIABILITIES AND NET ASSETS</b>		
Liabilities		
Accounts payable and accrued expenses	\$ 94,802	\$ 111,339
Due to related parties	1,070	4,504
Total Liabilities	<u>95,872</u>	<u>115,843</u>
Net Assets		
Without donor restrictions	36,973,693	38,608,638
With donor restrictions	497,106	425,950
Total Net Assets	<u>37,470,799</u>	<u>39,034,588</u>
	<u>\$ 37,566,671</u>	<u>\$ 39,150,431</u>

**Catholic Health Care Foundation of  
 the Archdiocese of New York, Inc.**

Statements of Activities and Changes in Net Assets

	Year Ended December 31,	
	2024	2023
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS</b>		
Support and Revenue		
Contributions	\$ 402,365	\$ 566,899
Special events revenue, net of direct donor benefit costs of approximately \$392,000 and \$376,000	1,386,794	1,468,114
Net assets released from restrictions	<u>112,153</u>	<u>112,862</u>
Total Support and Revenue	<u>1,901,312</u>	<u>2,147,875</u>
Expenses		
Program grants to related parties	3,821,391	2,643,200
Program grants - others	3,097,565	38,879
Management and general	356,025	436,082
Fundraising	<u>112,153</u>	<u>112,862</u>
Total Expenses	<u>7,387,134</u>	<u>3,231,023</u>
Deficiency of Support and Revenue over Expenses	<u>(5,485,822)</u>	<u>(1,083,148)</u>
Non-operating Revenue (Loss)		
Interest and dividends	578,175	613,948
Realized gain (loss) on investments	3,207,916	(50,206)
Unrealized gain on investments	947,669	4,179,790
Investment fees	<u>(82,883)</u>	<u>(87,830)</u>
Total Non-operating Revenue (Loss)	<u>4,650,877</u>	<u>4,655,702</u>
Equity transfers to related parties	<u>(2,000,000)</u>	<u>(4,950,000)</u>
Equity transfers from related parties	<u>1,200,000</u>	<u>2,400,000</u>
Change in Net Assets Without Donor Restrictions	(1,634,945)	1,022,554
Net Assets Without Donor Restrictions, beginning of year	<u>38,608,638</u>	<u>37,586,084</u>
Net Assets Without Donor Restrictions, end of year	<u>\$ 36,973,693</u>	<u>\$ 38,608,638</u>
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>		
Contributions	\$ 183,309	\$ 170,464
Net assets with donor restrictions released from restrictions	<u>(112,153)</u>	<u>(112,862)</u>
Change in Net Assets With Donor Restrictions	71,156	57,602
Net Assets With Donor Restrictions, beginning of year	<u>425,950</u>	<u>368,348</u>
Net Assets With Donor Restrictions, end of year	<u>\$ 497,106</u>	<u>\$ 425,950</u>
Change in Net Assets	\$ (1,563,789)	\$ 1,080,156
<b>NET ASSETS</b>		
Beginning of year	<u>39,034,588</u>	<u>37,954,432</u>
End of year	<u>\$ 37,470,799</u>	<u>\$ 39,034,588</u>

**Catholic Health Care Foundation of the Archdiocese of New York, Inc.**  
**Statement of Financial Position**  
**June 30, 2025**

<b>ASSETS</b>	<b>06/30/2025</b>	<b>12/30/2024</b>	<b>Variance</b>	<b>Variance %</b>
<b>Current Assets</b>				
Cash and Cash Equivalents	\$ 1,891,909	\$ 894,694	\$ 997,215	111.5%
Investments	20,689,090	\$ 24,440,672	(3,751,582)	-15.3%
Due from Related Parties	6,688,056	\$ 7,692,955	(1,004,899)	-13.1%
Other	97,959	\$ 47,959	50,000	104.3%
<b>Total Current Assets</b>	<b>\$ 29,367,015</b>	<b>\$ 33,076,281</b>	<b>\$ (3,709,266)</b>	<b>-11.2%</b>
Conditional Grant Receivable (Eger)	3,500,000	\$ 3,500,000	0	0.0%
Loan Receivable, Long-Term	1,000,000	\$ 1,000,000	0	0.0%
<b>Total Assets</b>	<b>\$ 33,867,015</b>	<b>\$ 37,576,281</b>	<b>\$ (3,709,266)</b>	<b>-9.9%</b>
<b>LIABILITIES and NET ASSETS</b>				
<b>Current Liabilities</b>				
Accounts Payable and Accrued Expenses	\$ 142,675	\$ 105,482	37,193	35.3%
<b>Total Current Liabilities</b>	\$ 142,675	\$ 105,482	\$ 37,193	35.3%
<b>Total Liabilities</b>	142,675	\$ 105,482	37,193	35.3%
<b>Net Assets</b>				
Unrestricted	\$ 33,241,185	\$ 36,973,692	\$ (3,732,506)	-10.1%
Temporarily Restricted	483,154	\$ 497,108	(13,953)	-2.8%
<b>Total Net Assets</b>	\$ 33,724,340	\$ 37,470,799	\$ (3,746,459)	-10.0%
<b>Total Liabilities and Net Assets</b>	<b>\$ 33,867,015</b>	<b>\$ 37,576,281</b>	<b>\$ (3,709,266)</b>	<b>-9.9%</b>

**Catholic Health Care Foundation of the Archdiocese of New York, Inc.**  
**Statement of Operations**  
**June 30, 2025**

	Month-to-Date			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Operating Revenues:</b>						
2024 ArchCare Event	\$ 21,000	\$ 0	\$ 21,000	\$ 149,120	\$ 0	\$ 149,120
2025 ArchCare Event	0	0	0	0	0	0
Realized Gain/(Loss) on Invest	824,971	0	824,971	1,530,985	0	1,530,985
Operating Interest Income	919	0	919	5,383	0	5,383
Contributions	421,100	350,000	71,100	425,250	350,000	75,250
Operating Interest Income, DSFHS	2,466	0	2,466	14,877	0	14,877
Net Assets Rel. from Restrictions	1,398	1,667	(269)	17,772	10,002	7,770
<b>Total Operating Revenues</b>	<b>\$ 1,271,854</b>	<b>\$ 351,667</b>	<b>\$ 920,187</b>	<b>\$ 2,143,386</b>	<b>\$ 360,002</b>	<b>\$ 1,783,384</b>
<b>Operating Expenses:</b>						
Administrative Fees & Consultants	482	1,500	1,018	7,112	9,000	1,888
Housing Grant	5,000	3,479	(1,521)	35,000	20,874	(14,126)
ArchCare Event	0	0	0	25,000	0	(25,000)
Spirit of the Season (HD event)	1,398	5,000	3,602	3,376	10,000	6,624
TCC HD Grant	0	1,667	1,667	1,714,396	10,002	(1,704,394)
Grants to Related Parties (ACS) - Hospital Chaplaincy	189,991	139,050	(50,941)	835,210	835,839	629
Grants to Related Parties (ACS) - Parish Integration	23,003	23,469	466	140,643	142,366	1,723
Grants to Related Parties (ACS) - Autism Housing	2,876	0	(2,876)	24,326	0	(24,326)
Grants to Related Parties - SVDP	0	0	0	400,000	0	(400,000)
Grants to Related Parties - Ferncliff	4,500,000	0	(4,500,000)	4,600,000	0	(4,600,000)
Other	65,569	2,495	(63,074)	179,132	14,970	(164,162)
<b>Total Operating Expenses</b>	<b>\$ 4,788,318</b>	<b>\$ 176,660</b>	<b>\$ (4,611,658)</b>	<b>\$ 7,968,046</b>	<b>\$ 1,043,051</b>	<b>\$ (6,924,995)</b>
<b>Change in Unrestricted Net Assets from Operations</b>	<b>\$ (3,516,465)</b>	<b>\$ 175,007</b>	<b>\$ (3,691,472)</b>	<b>\$ (5,824,660)</b>	<b>\$ (683,049)</b>	<b>\$ (5,141,611)</b>
<b>Non-Operating Revenues:</b>						
Unrealized Gain/(Loss) on Invest	\$ (52,389)	\$ 0	\$ (52,389)	\$ (307,846)	\$ 0	\$ (307,846)
<b>Total Non-Operating Revenues</b>	<b>\$ (52,389)</b>	<b>\$ 0</b>	<b>\$ (52,389)</b>	<b>\$ (307,846)</b>	<b>\$ 0</b>	<b>\$ (307,846)</b>
<b>Transfer of Assets To Affiliate</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Transfer of Assets From Affiliate</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,400,000</b>	<b>\$ 0</b>	<b>\$ 2,400,000</b>
<b>Change in Unrestricted Net Assets</b>	<b>\$ (3,568,854)</b>	<b>\$ 175,007</b>	<b>\$ (3,743,861)</b>	<b>\$ (3,732,506)</b>	<b>\$ (683,049)</b>	<b>\$ (3,049,457)</b>
<b>Temporarily Restricted Net Assets</b>						
Temp. Restricted Contribution (HD)	\$ 0	\$ 0	\$ 0	\$ 3,819	\$ 0	\$ 3,819
TR Net Assets Released	\$ (1,398)	\$ (1,667)	\$ 269	\$ (17,772)	\$ (10,002)	\$ (7,770)
<b>Change in Temp Restricted Net Assets</b>	<b>\$ (1,398)</b>	<b>\$ (1,667)</b>	<b>\$ 269</b>	<b>\$ (13,953)</b>	<b>\$ (10,002)</b>	<b>\$ (3,951)</b>
<b>Increase/(Decrease) in Net Assets</b>	<b>\$ (3,570,252)</b>	<b>\$ 173,340</b>	<b>\$ (3,743,592)</b>	<b>\$ (3,746,459)</b>	<b>\$ (693,051)</b>	<b>\$ (3,053,408)</b>