



University of Connecticut
Health Center

**Fiscal Year 2007 Proposed Operating Budget
Executive Summary**

TO: Board of Directors
FROM: Daniel L. Upton, Chief Financial Officer
DATE: June 12, 2006
SUBJECT: **Fiscal Year 2007 Proposed Operating Budget**

As you know, we have faced a dual financial challenge in the current fiscal year: a declining trend in clinical volume and decreases in research awards and revenue. Clinical volumes were impacted by unusually high faculty turnover and a coincidental increase in medical leaves for physicians. With successful recruitment of new faculty, current clinical results are beginning to show a recovery in volume. Research awards and revenue have been affected by federal budget changes reducing funding available from the NIH. The goal of the proposed Fiscal Year 2007 budget is to strategically reduce expenses while continuing to hold true to the Strategic Plan. The proposed budget reflects continued investment in the Research Strategic Plan, “Signature Programs”, Information Technology, and Compliance. The budget for the clinical operation assumes increased growth as a result of the faculty recruitment plan, the Dental Implant Center, the opening of the Electrophysiology Lab and changes related to the Farmington Surgery Center. The FY '07 budget plan represents an increase of 5.6% over FY '06 in overall revenues from sources other than state appropriations. The state appropriation increases by 1.0%. In addition, the budget plan for FY '07 shows an overall increase in expenses of 4.7%, thereby producing an excess of revenues over expenses of \$94,000. This is an improvement over the current fiscal year's projected deficit of \$1.3 million.

The proposal incorporates the following assumptions in the calculation of the revenue budget:

- **Tuition and Fees** increase by 15% as previously approved by the Board of Directors.
- **Research Awards** are expected to remain the same as FY '06. This anticipated leveling off is significantly lower than the 17 % average annual increase from FY 2000 to FY 2004, and is caused by declining NIH support through the federal budget. The revenue recognition in the financial statements for the current fiscal year shows a 1.1% increase; the FY '07 budget assumes a 1.0% increase.
- **Clinical Revenues** include volume assumptions that continue the historical growth trends. In addition, the volume projection reflects Signature Program business plans, new faculty recruitments, increased marketing efforts, the impact of UMG's clinical incentive plan, and other performance improvement initiatives.
 - Inpatient Admissions are expected to increase by 430 cases, or 4.4%.
 - Length of Stay is expected to decrease .1 days, which will allow for a stable Average Daily Census.

Fiscal Year 2007 Proposed Operating Budget

- JDH Outpatient Visits are expected to increase by 23,000 visits, or 8.9%. The current year forecast is a 5.8% increase.
 - Dental Clinical operations have developed a plan for visit growth of 18.7%. The forecast for the current year's increase is 1.8%.
 - UConn Medical Group visits are anticipated to increase by 45,000 visits, or 9.0%. It is projected that this growth will be a result of the faculty recruitment plan, which includes 26 new FTE's.
- **Clinical Revenues** include price assumptions that impact the net revenue per unit. They include a continued slight shift to managed care, non-governmental contractual increases of 3%, and the impact of the Medicare and Medicaid changes.
 - **Other Revenue Categories**, which include Auxiliary Enterprises, Interns & Residents, Endowment/Foundation and Investment Income, were reviewed and adjusted for expected inflation increases, cash position, number of residents and new services.
 - **State Budget**
 - The State Appropriation is \$76,920,245.
 - The Correctional Managed Health Care Program budget, part of the Department of Correction appropriation, is \$90,677,037, which we believe to be a funding level that will enable a breakeven operation for FY '07.

The budget incorporates current market forecasts for inflation, as well as the following factors and assumptions on the expense side:

- Contractual salary and fringe benefit increases average 3.5%, which is a \$7.4 million increase.
- Other salary and fringe benefit increases come to \$1.2 million. This is a \$1.3 million reduction from the FY '06 level.
- A workforce reduction plan provides an expense reallocation of more than \$6 million.
- Changes in the Clinical Incentive and Research Incentive Plans will produce FY '07 cost reductions.
- Signature Programs will see new investment of over \$3.0 million.
- Increased expenses related to compliance and regulatory activity includes internal audit expansion, corporate compliance, research compliance, HIPAA, Standard Wage Act, and Core CT.
- Expenditures to support the expected growth in clinical volumes are in the plan.
- An increased investment of \$190,000 in the UConn Foundation will support fundraising and alumni outreach efforts.
- Information Technology and Campus planning needs are addressed.
- The impact of changes related to the Farmington Surgery Center is incorporated.

The challenge will continue to be managing the organization in an ever-changing environment, which includes the possibility of changes in state support and Medicaid reimbursement, regulatory pressures, clinical market conditions and the continued fluctuations in the economy. Management will continue to monitor the monthly results and make appropriate adjustments to ensure that the UConn Health Center meets its budgeted goal.



University of Connecticut

University of Connecticut Health Center

Finance Sub-committee Meeting

May 17, 2006

Board of Directors Meeting

June 12, 2006

Board of Trustees Meeting

June 20, 2006

Proposed Operating Budget

Fiscal Year Ending 2007



Key Financial and Statistical Indicators

Proposed Operating Budget
Fiscal Year Ending June 30, 2007

<u>Line #</u>	<u>Category</u>	<u>Projected Actuals FY06</u>	<u>Proposed Budget FY07</u>	<u>Variance</u>	<u>Percent</u>
1	Total UCHC Excess/Deficiency	(\$1,321,383)	\$94,101	\$1,415,484	107.1%
2	Education, Research & Institutional Support-Excess/(Deficiency)	(\$106,420,800)	(\$110,172,997)	(\$3,752,197)	-3.5%
3	Clinical Operations - Excess/(Deficiency)	\$4,118,000	\$7,436,714	\$3,318,714	80.6%
4	CMHC - Excess/(Deficiency)	\$48,000	\$8,801	(\$39,199)	-81.7%
5	State Appropriation-Block Grant	\$76,161,417	\$76,920,245	\$758,828	1.0%
6	Fringe Benefits & Other Adjustments	\$24,772,000	\$25,901,338	\$1,129,338	4.6%
7	Total State Support	\$100,933,417	\$102,821,583	\$1,888,166	1.9%
8	State Support as a Percent of Total Expenses	16.18%	15.70%	-0.48%	-2.95%
9	Total Revenues (000's)	\$522,900	\$551,988	\$29,089	5.6%
10	Total Expenses (000's)	\$625,155	\$654,716	\$29,561	4.7%
11	Research Awards	\$88,000,000	\$88,000,000	\$0	0.0%
12	Research Revenue Recognition in Financial Statements	\$88,900,000	\$89,816,396	\$916,396	1.0%
John Dempsey Hospital/Dental Clinics					
13	Inpatient Admissions	9,770	10,200	430	4.4%
14	Outpatient Visits (excluding Dental)	257,000	280,000	23,000	8.9%
15	Dental Visits	94,200	111,800	17,600	18.7%
16	Total Revenue per Adjusted Discharge	\$12,280	\$12,176	(\$104)	-0.8%
17	Cost per Adjusted Discharge	\$11,895	\$11,786	(\$109)	-0.9%
18	Days Revenue in Accounts Receivable	48	45	(3)	-6.3%
19	Case Mix Index	1.4030	1.4100	0.0070	0.5%
20	FTE's per Adjusted Occupied Bed	4.32	4.27	(0.05)	-1.2%
21	Excess of Revenues over Expenses/(Deficiency)	\$6,854,000	\$7,422,751	\$568,751	8.3%
UConn Medical Group					
22	Unique Patient Visits	501,000	544,000	43,000	8.6%
23	Net Revenue Per Unique Patient Visit	\$137.72	\$143.07	\$5.35	3.9%
24	Cost per Unique Patient Visit	\$143.18	\$143.05	(\$0.13)	-0.1%
25	Days Revenue in Accounts Receivable	48	45	(3)	-6.3%
26	Excess of Revenues over Expenses/(Deficiency)	(\$2,736,000)	\$13,963	\$2,749,963	100.5%

University of Connecticut Health Center
Consolidated Statement of Revenues and Expenses (with Eliminations)
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	Percent Variance
	Projected Actuals	Proposed Budget	Variance	Variance
Revenues:				
Tuitions	\$ 7,861,200	\$ 9,267,879	\$ 1,406,679	17.9%
Fees	5,038,000	5,675,006	637,006	12.6%
Federal Research Grants and Contracts	67,300,000	68,729,553	1,429,553	2.1%
Non-Federal Research Grants and Contracts	21,600,000	21,086,843	(513,157)	-2.4%
Auxiliary Enterprises	14,167,000	16,952,402	2,785,402	19.7%
Interns and Residents	30,019,225	29,652,211	(367,014)	-1.2%
Net Patient Care	281,112,984	298,647,686	17,534,702	6.2%
Correctional Managed Health Care	86,722,332	90,677,037	3,954,705	4.6%
Endowment/Foundation Income	3,130,000	4,012,651	882,651	28.2%
Investment Income	2,107,000	2,306,285	199,285	9.5%
Other Income	3,842,004	4,980,760	1,138,756	29.6%
Total Revenues	\$ 522,899,745	\$ 551,988,313	\$ 29,088,568	5.6%
Expenses:				
Personal Services	\$ 312,724,000	\$ 330,301,103	\$ 17,577,103	5.6%
State Supported Fringe Benefits	24,772,000	25,173,338	401,338	1.6%
Fringe Benefits	59,367,000	60,740,887	1,373,887	2.3%
Medical Contractual Support	8,382,264	8,198,575	(183,689)	-2.2%
Medical/Dental House Staff	32,203,225	32,557,718	354,493	1.1%
Outside Agency Per Diems	4,473,000	3,639,466	(833,534)	-18.6%
Drugs	31,967,376	33,387,758	1,420,382	4.4%
Medical Supplies	34,591,000	38,973,841	4,382,841	12.7%
Utilities	11,309,000	13,639,196	2,330,196	20.6%
Outside & Other Purchased Services	38,862,353	41,101,980	2,239,627	5.8%
Insurance	8,094,327	4,968,149	(3,126,178)	-38.6%
Repairs & Maintenance	8,696,000	9,944,913	1,248,913	14.4%
Provision for Bad Debts	6,271,000	6,783,194	512,194	8.2%
Other Expenses	21,374,000	21,743,817	369,817	1.7%
Depreciation	22,068,000	23,561,860	1,493,860	6.8%
Total Expenses	\$ 625,154,545	\$ 654,715,795	\$ 29,561,250	4.7%
Excess/(Deficiency) of Revenues over Expenses Prior to State Appropriations	\$ (102,254,800)	\$ (102,727,482)	(472,682)	-0.5%
State Appropriation-Block Grant	76,161,417	76,920,245	758,828	1.0%
State Supported Fringe Benefits & Other Adjustments	24,772,000	25,901,338	1,129,338	4.6%
Excess/(Deficiency)	\$ (1,321,383)	\$ 94,101	\$ 1,415,484	107.1%
Total State Support	100,933,417	102,821,583	1,888,166	1.9%
Percent of Total Revenues	16.18%	15.70%	-0.48%	-2.9%

University of Connecticut Health Center
Summary of Revenues Variances
Proposed Budget for the Fiscal Year Ending June 30, 2007

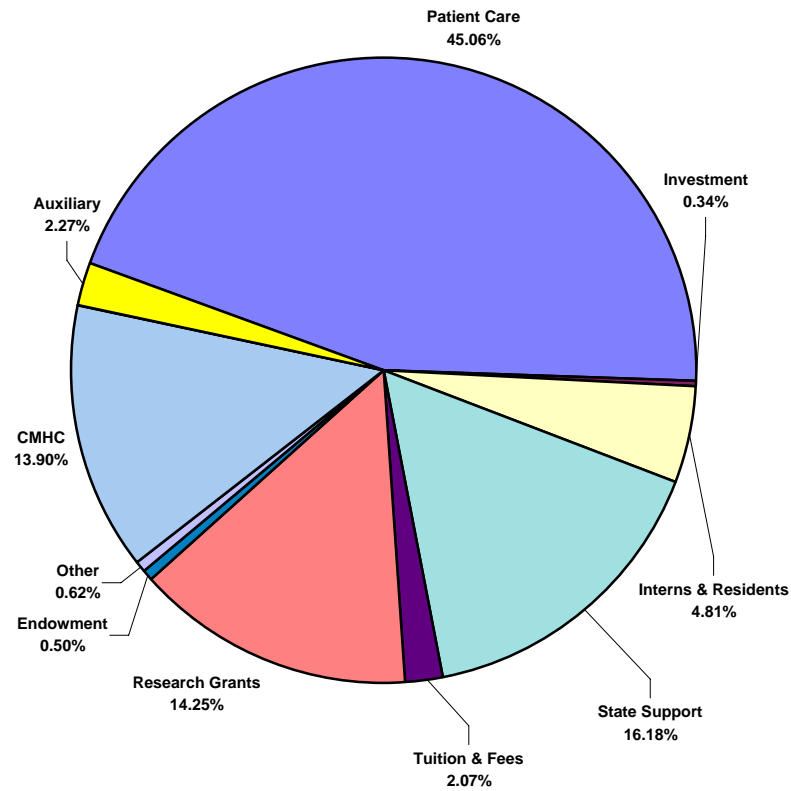
	<u>Amount</u>
Tuition & Fees - 15% Tuition increase	2,044,000
Research Grants and Contracts	
Research Revenues are expected to be flat in FY 2007	916,000
Auxiliary Enterprises	
Adoption Assistance Program	667,000
Occupational Medicine Contracts	625,000
Anesthesiology Contract	506,000
Federally Qualified Health Center	244,000
Core Lab - Stem Cell Program	450,000
Increases In all other agreements	293,000
Total Auxiliary Revenue	<u>2,785,000</u>
Interns & Residents	(367,000)
Projecting a lower number of Residents in FY 2007	
Net Patient Care	
John Dempsey Hospital	
Volume variance (430 admissions, 4.4% increase)	4,300,000
Volume variance (23,000 Outpatient Visits, 8.9% increase)	5,283,000
Medicaid Revenue in FY 2006	(4,733,000)
Dental Clinics	
Volume increases (14,800 visits, 16% increase)	2,099,000
UConn Medical Group	
Volume variance (43,000 visits, 8.6% increase)	6,931,000
Price Variance due to Faculty Recruitments	450,000
Contractual Increases	1,056,000
Dental Faculty Practice Plan	
Implant Center	1,460,000
Volume increases	291,000
Institutional Support	
NICU Transport	398,000
Total Net Patient Revenue	<u>17,535,000</u>
Correctional Managed Health Care	
Increase in funds from Department of Corrections	3,955,000
Endowment/Foundation Income	
Increased draw downs from available funds at the Foundation	883,000
Investment Income	199,000
Increased Cash Position in Malpractice Trust Fund	
Other Income	
Impact of the Change in the Farmington Surgery Center	1,139,000
Total Revenue Variance	<u><u>29,089,000</u></u>

University of Connecticut Health Center
Summary of Expense Variance
Proposed Budget for the Fiscal Year Ending June 30, 2007
Total Expenses

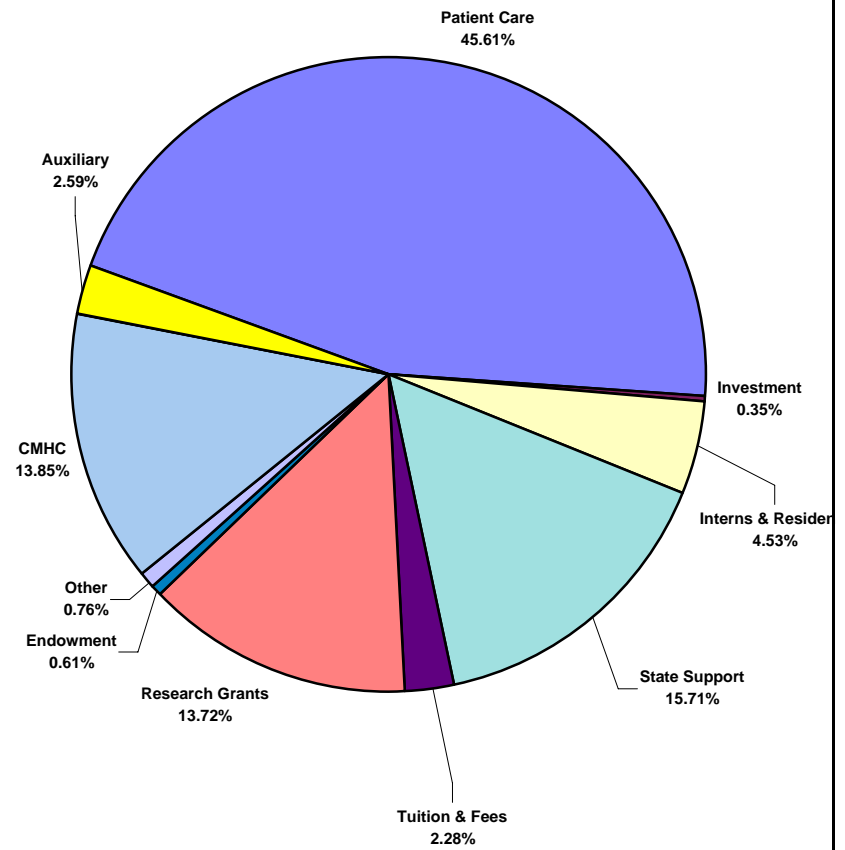
	<u>Amount</u>
Personal Services & Fringe Benefits	
Contractual Salary Increases including Fringe Benefits	6,592,300
Other Salary and Fringe Benefit increases (Delayed to January 1 and Other restrictions applied)	
Managerial & Confidential	188,000
Academic Merit School of Medicine & School of Dental Medicine	533,000
Promotional & Equity Increases	170,000
Research Incentive Plan restructuring	(880,000)
JDH Faculty Promotional & Equity Increases	175,000
UMG Faculty Promotional & Equity Increases	313,000
UMG Incentive Plan (Reduced due to revised plan along with restructured base salaries)	(1,300,000)
Workforce Reduction Plan	
Filled Positions (61.3 FTE's)	(4,724,000)
Recent Vacant Positions eliminated (15.6 FTE's)	(1,276,000)
School of Medicine - New Positions - Salary & F/B	4,150,000
School of Dental Medicine - New Positions - Salary & F/B	996,000
Dental Implant Center	662,000
Dental Clinics	799,000
Research - New Positions to support new Grant Revenues	2,580,700
John Dempsey Hospital	
Volume Related Increase	2,056,000
UConn Medical Group - New Faculty and support staff	7,299,000
Institutional Support	1,018,000
	<hr/>
Total Personal Services & Fringe Benefits	19,352,000
Medical Contractual Support	(184,000)
Reduced use of Contracted Physicians	
Medical House/Dental Staff	355,000
3% increase in overall cost and a reduction in the number of residents	
Outside Agency Per Diems	
CMHC - Reduction In Staff from Agencies	(302,000)
JDH - Reduction in Staff from Agencies	(532,000)
Drugs	
Correctional Managed Health Care	1,420,000
Medical Supplies	4,383,000
JDH - EP Lab, Positron Emission Tomography, other volume increase and inflation	
UMG - Derm-Mohs Surgery, ENT-Hearing aides	
Dental Implant Center	
Dental Clinics	
Education - Stem Cell	
Utilities - Rate increases	2,330,000
Outside & Other Purchased Services	2,240,000
SOM - Adoption Assistance Prg, Student Health, Stem Cell, MSI Signature Prg	
Dental Implant Center	
JDH - Siemens RMS and PACS Software License, Red Cross	
UMG - Derm-Mohs Surgery, Radiology, Physician Recruitment, UHC and CHA Dues	
CMHC - Siemens Software License	
Institutional Support - Development, Compliance, HIPAA, IT Hardware/software Maint	
Insurance	(3,126,000)
Decrease is due to Substantial increase in FY 06 that is not expected to repeat in FY 07	
Repairs & Maintenance	1,249,000
Increased expense due to full years effect of new buildings	
Provision for Bad Debts	512,000
Other Expenses	370,000
Depreciation	1,494,000
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Total Expense Variance	29,561,000

University of Connecticut Health Center Revenue by Source With Eliminations

FY 2005/06 Projected

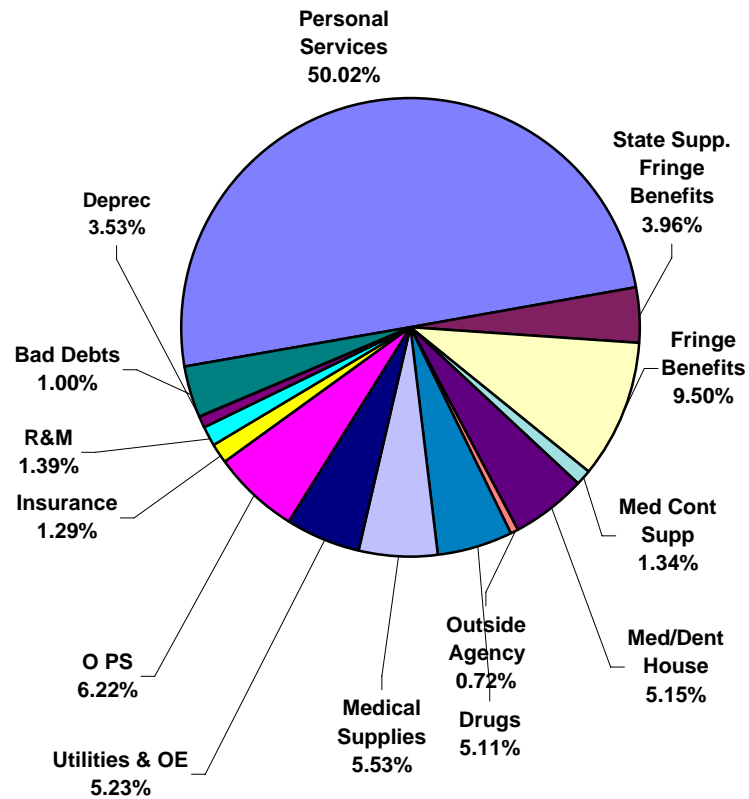


FY 2006/07 Budget

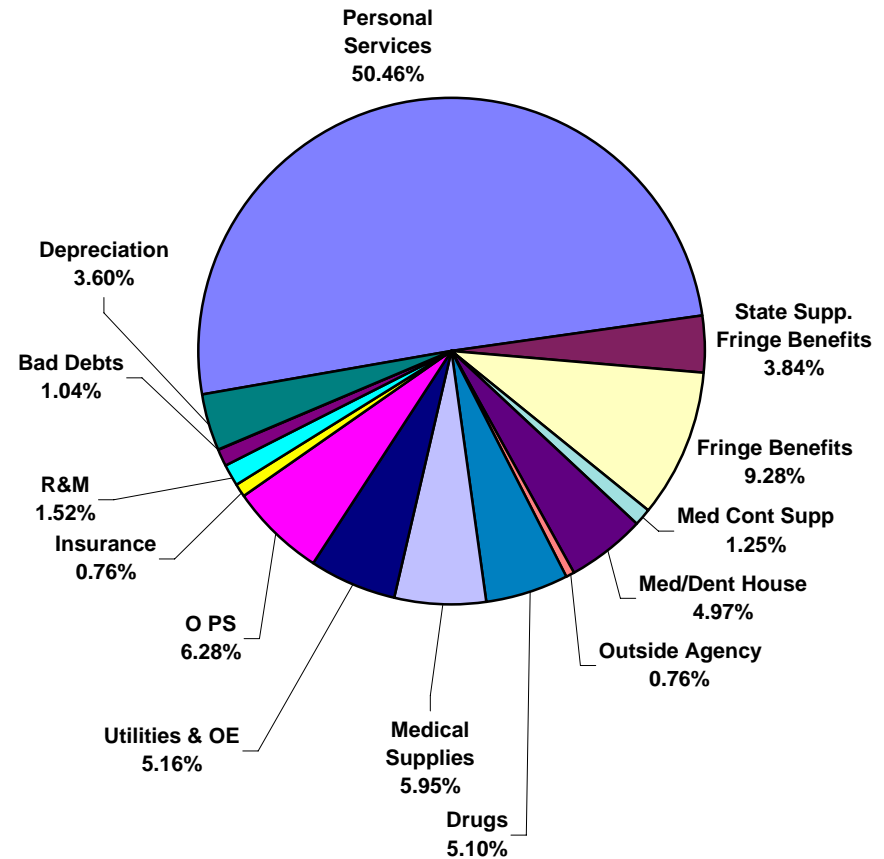


University of Connecticut Health Center Expenses by Source With Eliminations

FY 2005/06 Projected



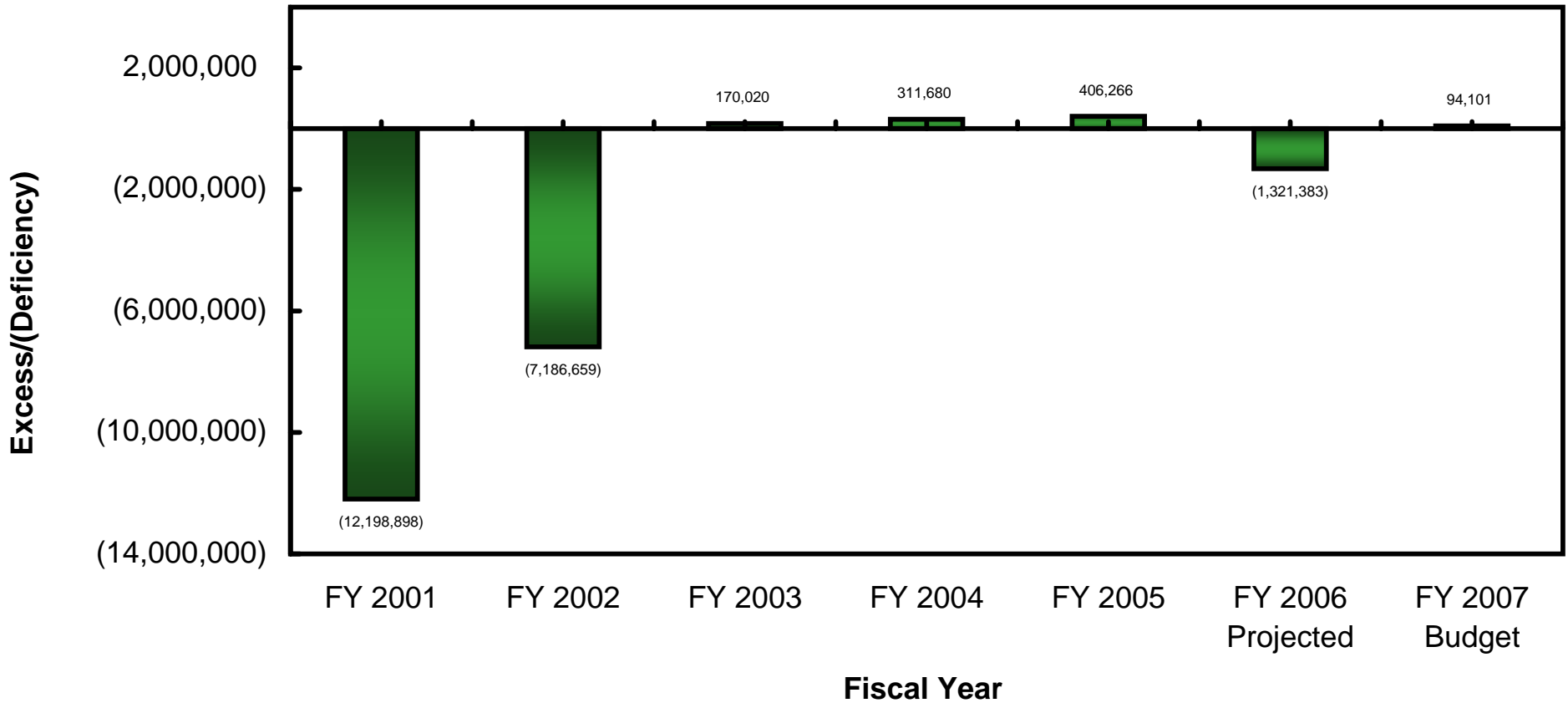
FY 2006/07 Budget



University of Connecticut Health Center

EXCESS/(DEFICIENCY) BY FISCAL YEAR

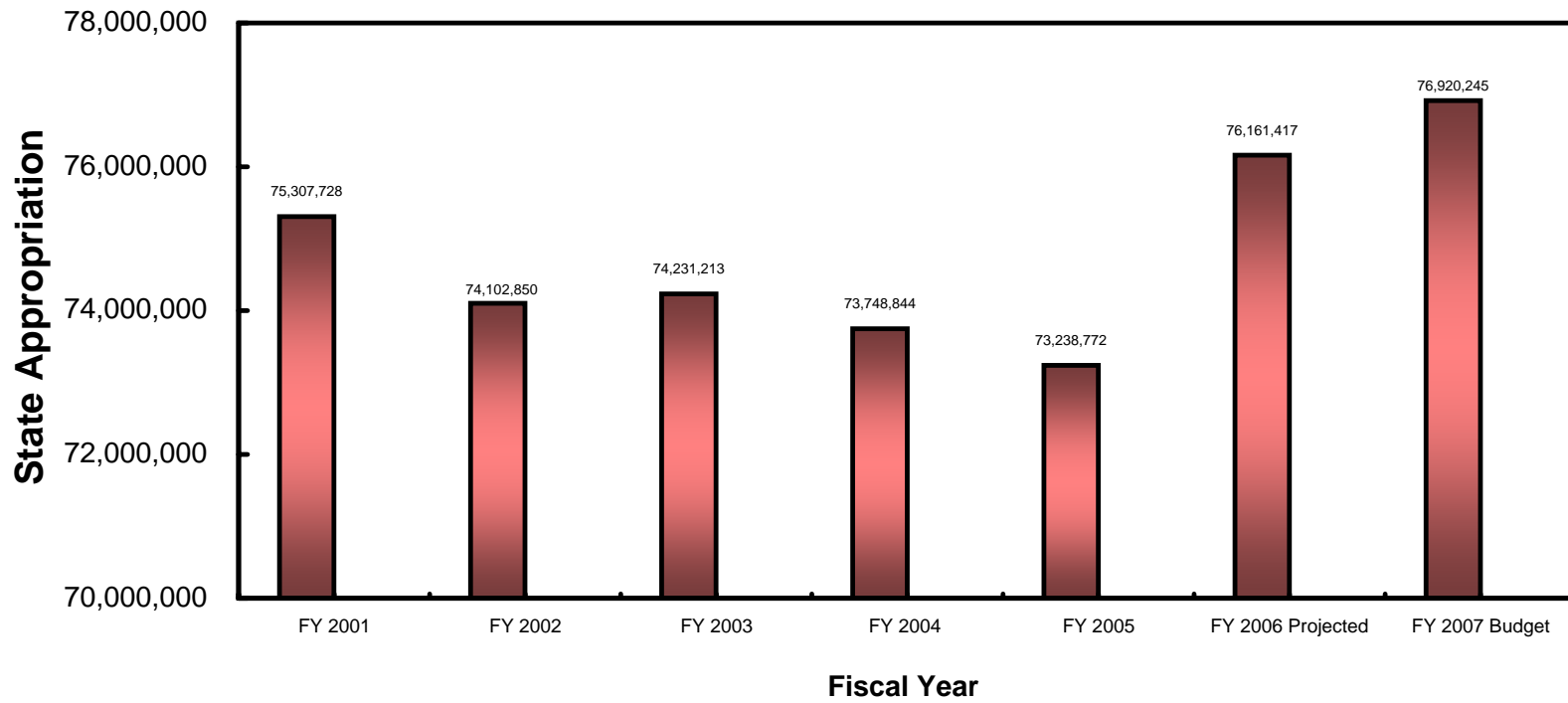
Before Deficit and Research Appropriations



UNIVERSITY OF CONNECTICUT HEALTH CENTER

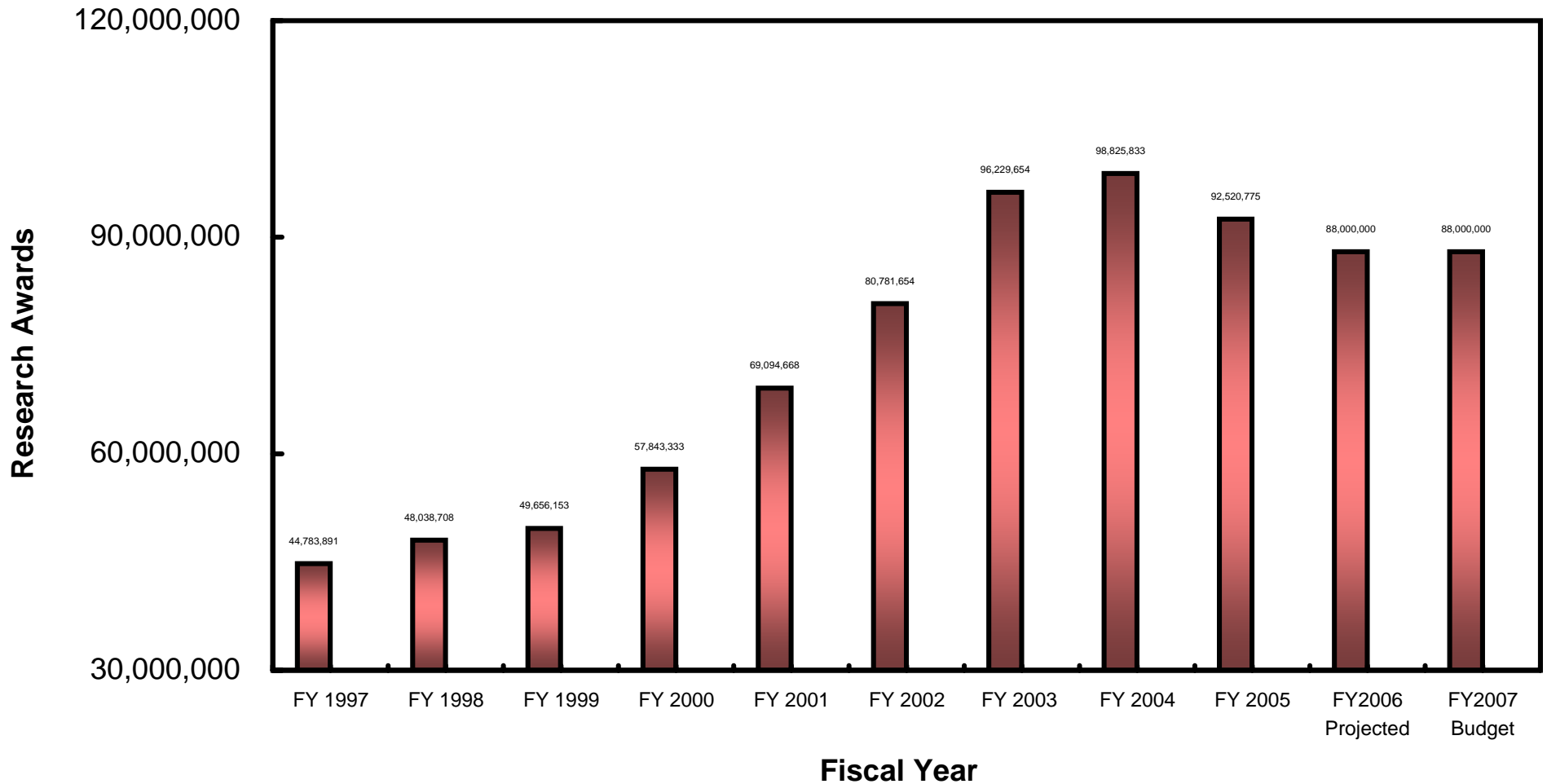
STATE APPROPRIATION w/o Fringe Benefits BY FISCAL YEAR

Note: Does not include special Deficit appropriations of \$4.4M in FY 2001



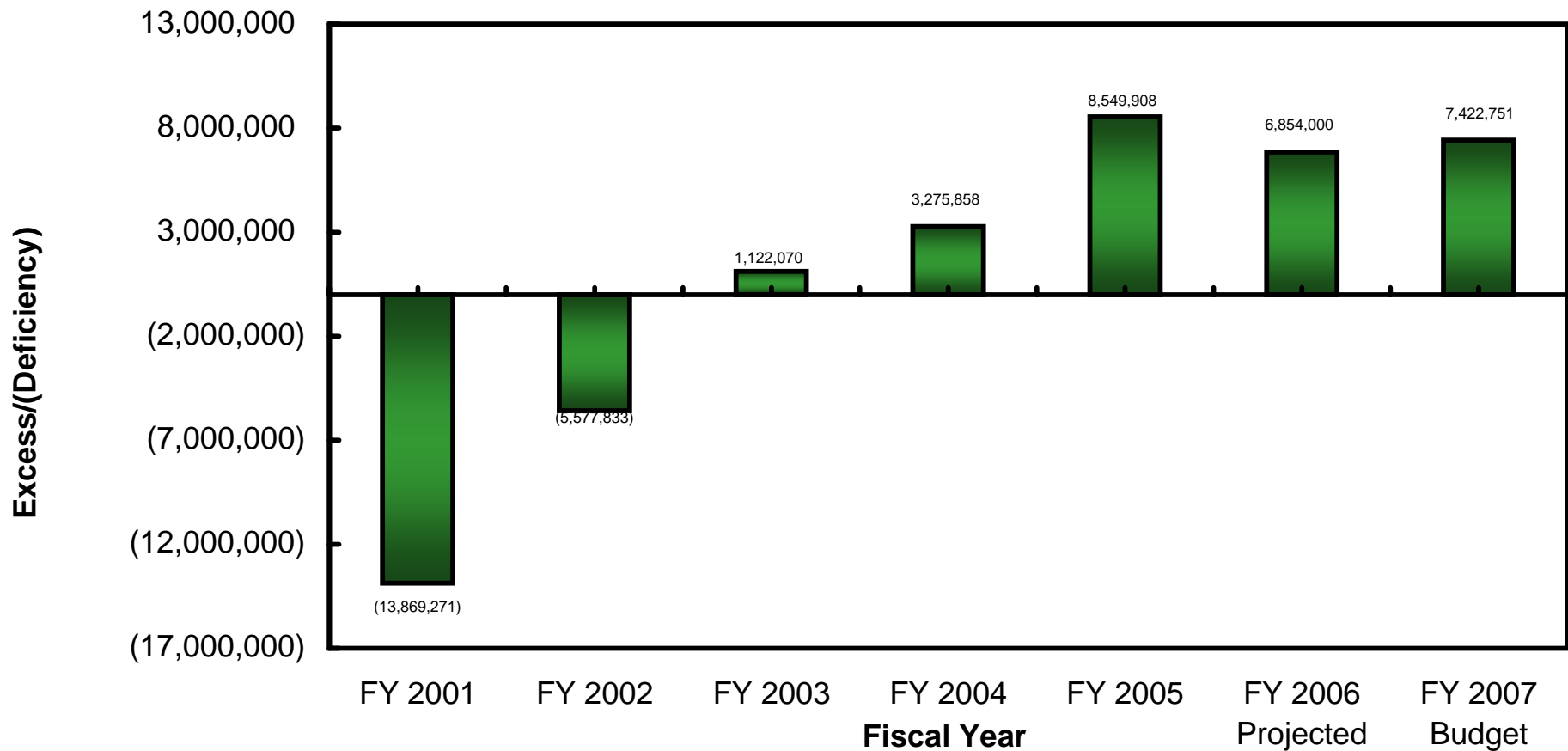
UNIVERSITY OF CONNECTICUT HEALTH CENTER RESEARCH AWARDS BY FISCAL YEAR

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



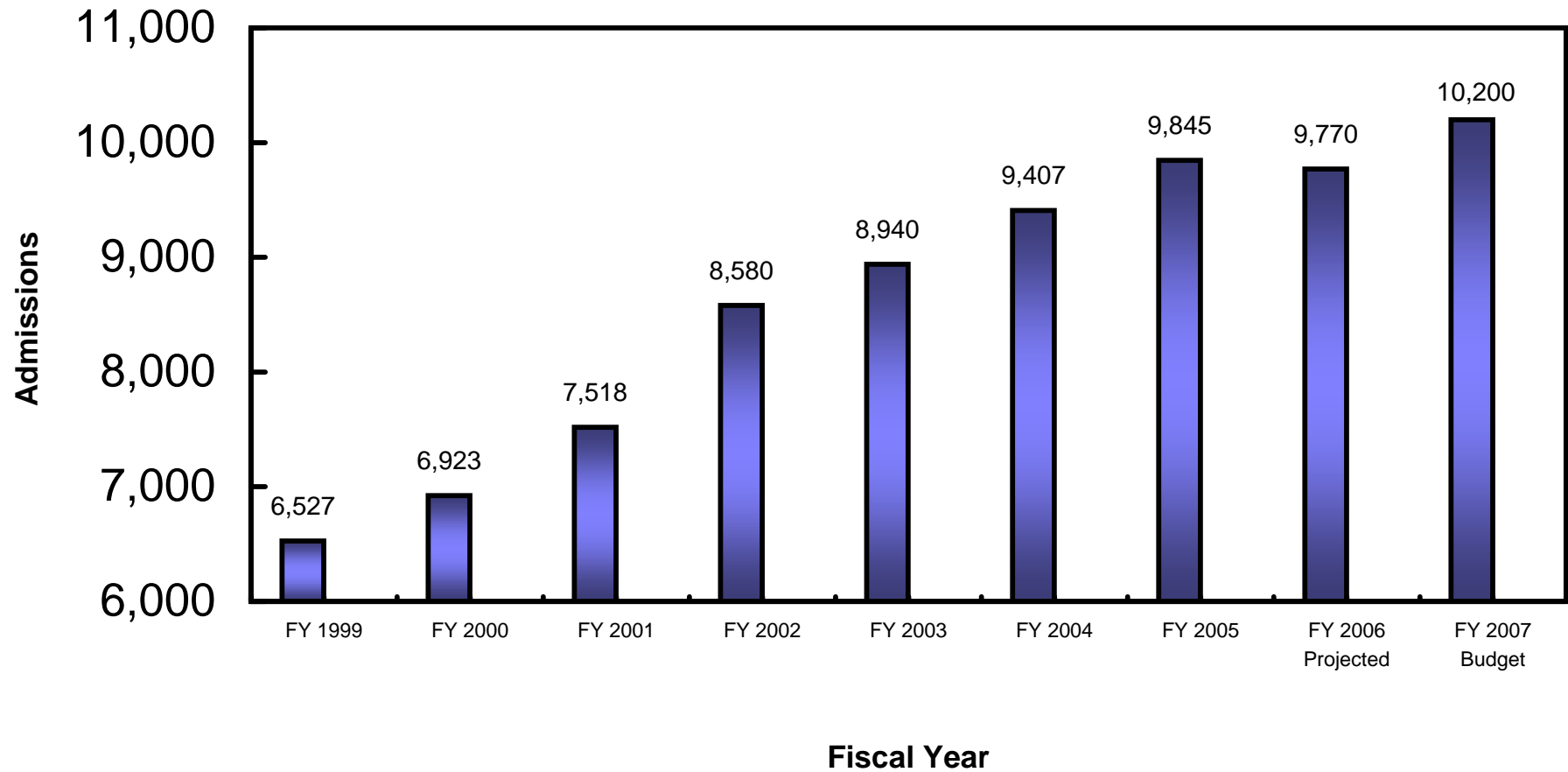
John Dempsey Hospital

EXCESS / (DEFICIENCY) BY FISCAL YEAR



JOHN DEMPSEY HOSPITAL

ADMISSIONS BY FISCAL YEAR

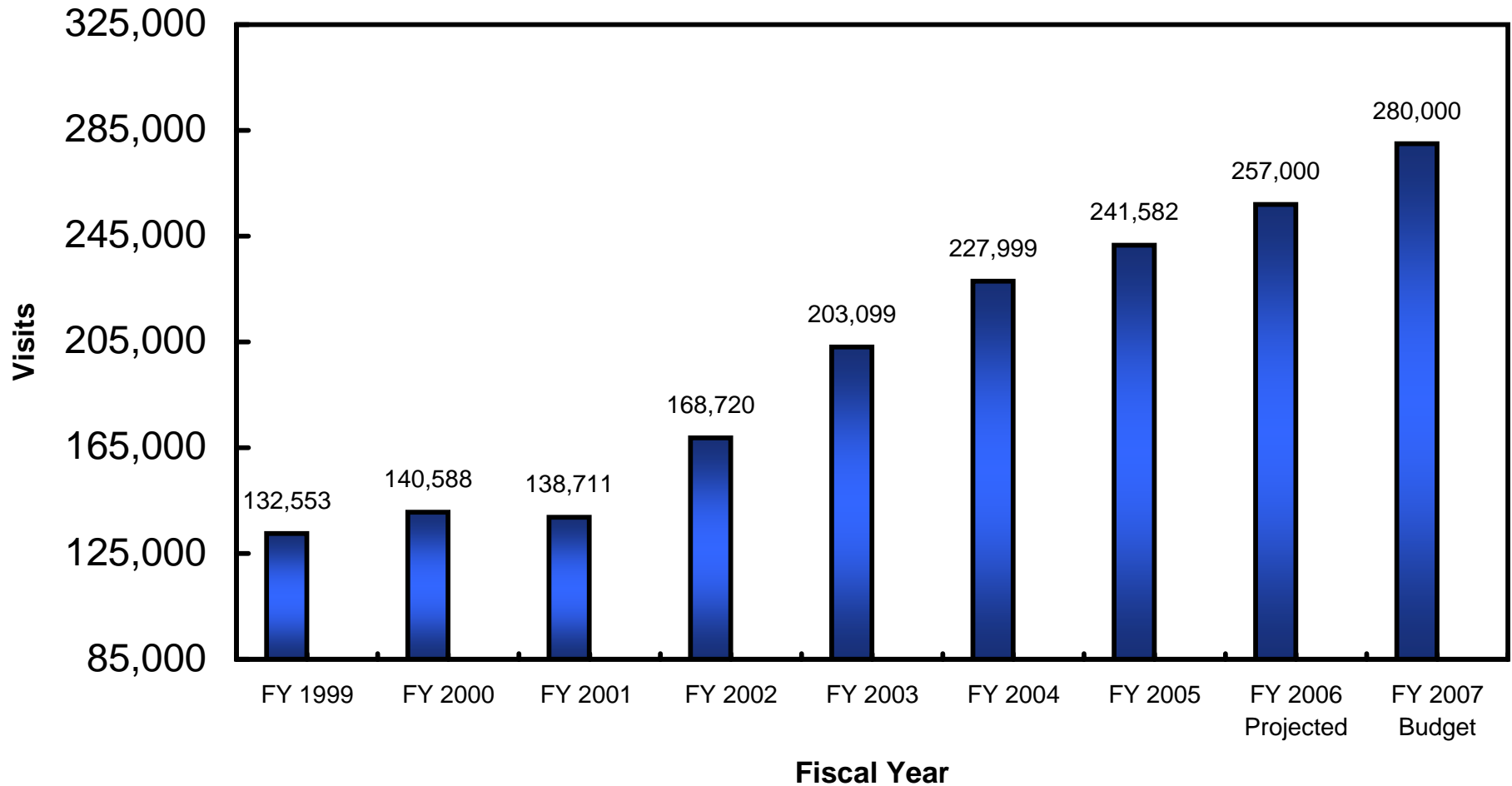


John Dempsey Hospital
Admissions by Service - FY 2007 Budget

<u>Nursing Units</u>	<u>Actual FY 2004</u>	<u>Actual FY 2005</u>	<u>Forecasted FY 2006</u>	<u>Budget FY 2007</u>	<u>Variance</u>	<u>Percent</u>	<u>Explanation & Notes</u>
Psychiatric	1,078	999	1,030	1,030	0	0.00%	
Cardiology	1,030	1,096	1,109	1,279	170	15.33%	EP Lab Opens July 2006 = 120 cases New Cardiologist to start July 2006 = 50 cases
Cancer	1,178	1,205	1,142	1,172	30	2.63%	Two new Faculty with offers = 30 cases Active recruitment for new Oncologist; used "0" cases
Surgery							
Neurosurgery	602	513	420	480	60	14.29%	Decrease in FY 06 due to Neurosurgeon leaving and staying local New Neurosurgeon started November 2005 - ramping up and annualized impact = 60 cases Active recruitment for third Neurosurgeon; used "0" cases
Orthopaedics	820	851	944	1,014	70	7.42%	MSI Director Recruitment = 56 cases Hand Surgeon Hired = 10 cases Bone Oncologist Hired = 20 Cases Nissan leaving = minus 16 cases Active recruitment for 3 Faculty positions; used "0" cases
General	573	613	600	630	30	5.00%	Surgeon hired in October annualized impact for FY 2007= 90 cases Surgeon Leaving = minus 200 cases New Surgeon hired July = 110 cases Active Recruitment of new surgeon
Total Surgery	1,995	1,977	1,964	2,124	160	8.15%	
ICU	650	730	730	730	0	0.00%	
OB/GYN	789	891	853	853	0	0.00%	
NICU	441	529	433	433	0	0.00%	
Nursery	383	437	478	478	0	0.00%	
Medical 4th Floor	1,589	1,686	1,743	1,813	70	4.02%	Annualized impact of new Primary Care Faculty hire in FY 2006 = 70 Cases
Medical 5 - Prison Unit	274	295	288	288	0	0.00%	
Total Discharges	9,407	9,845	9,770	10,200	430	4.40%	

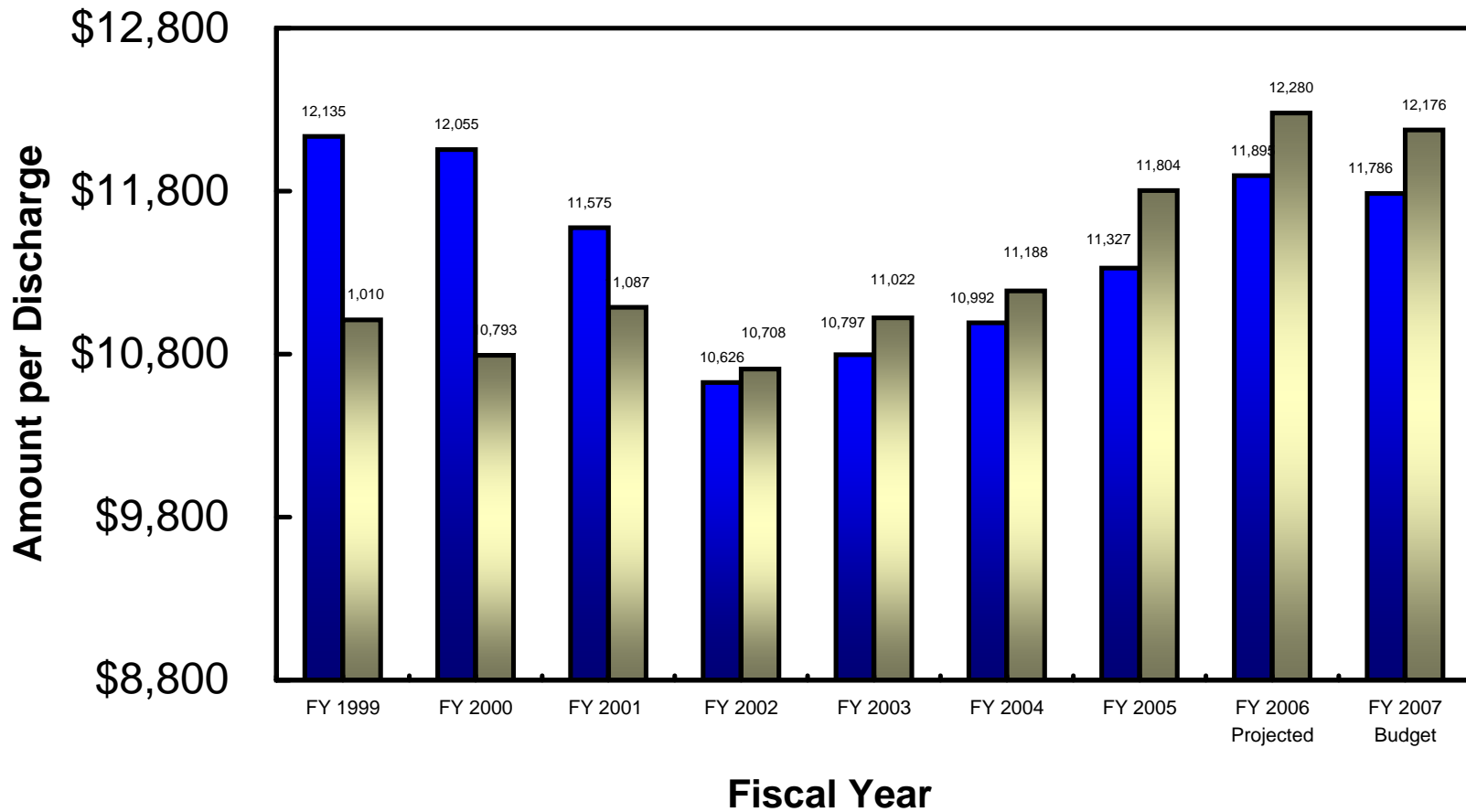
JOHN DEMPSEY HOSPITAL

OUTPATIENT VISITS BY FISCAL YEAR



JOHN DEMPSEY HOSPITAL

EXPENSE & REVENUE PER ADJUSTED DISCHARGE BY FISCAL YEAR

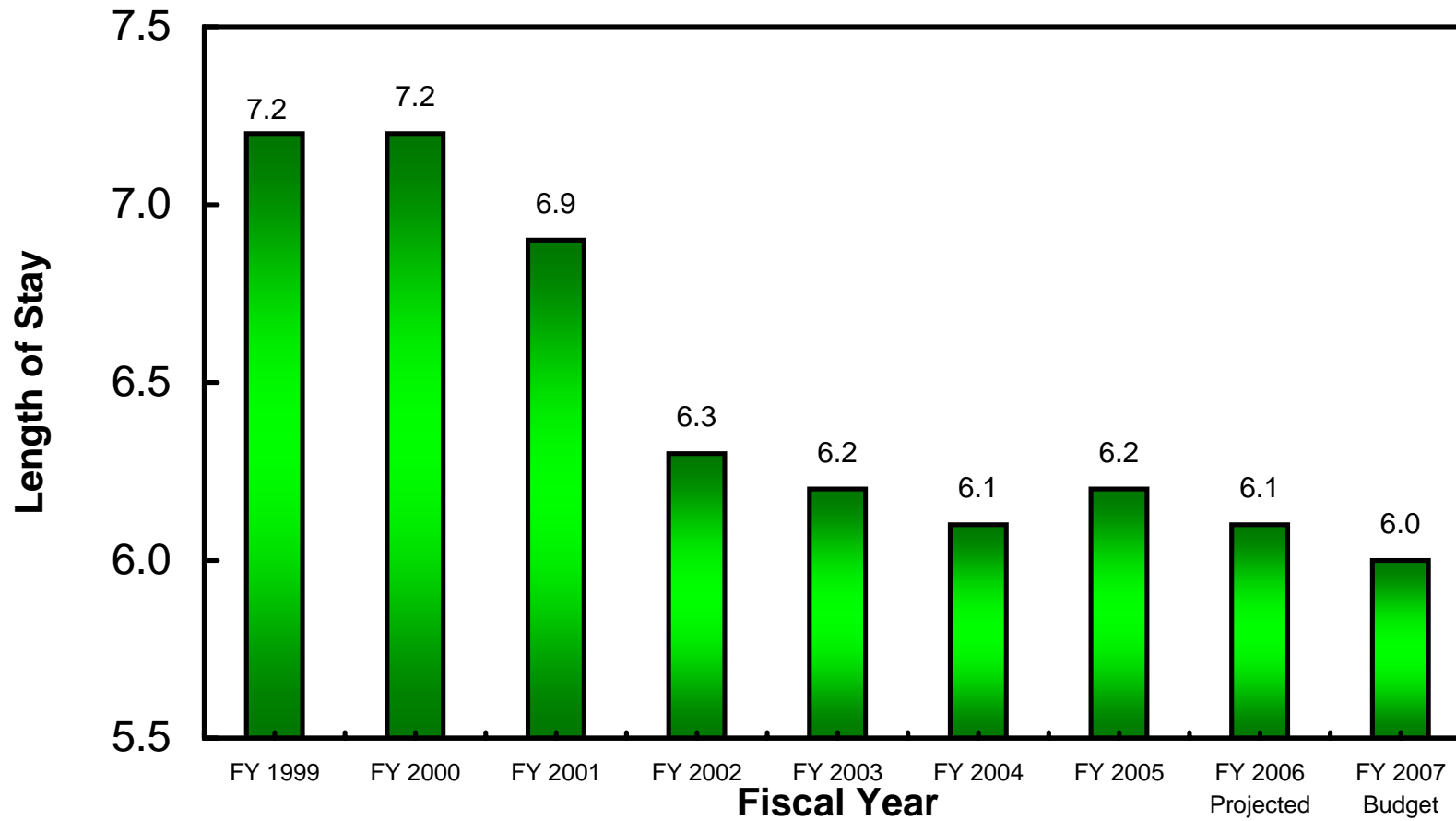


■ Expense per Adj. Discharge

■ Revenue per Adj. Discharge

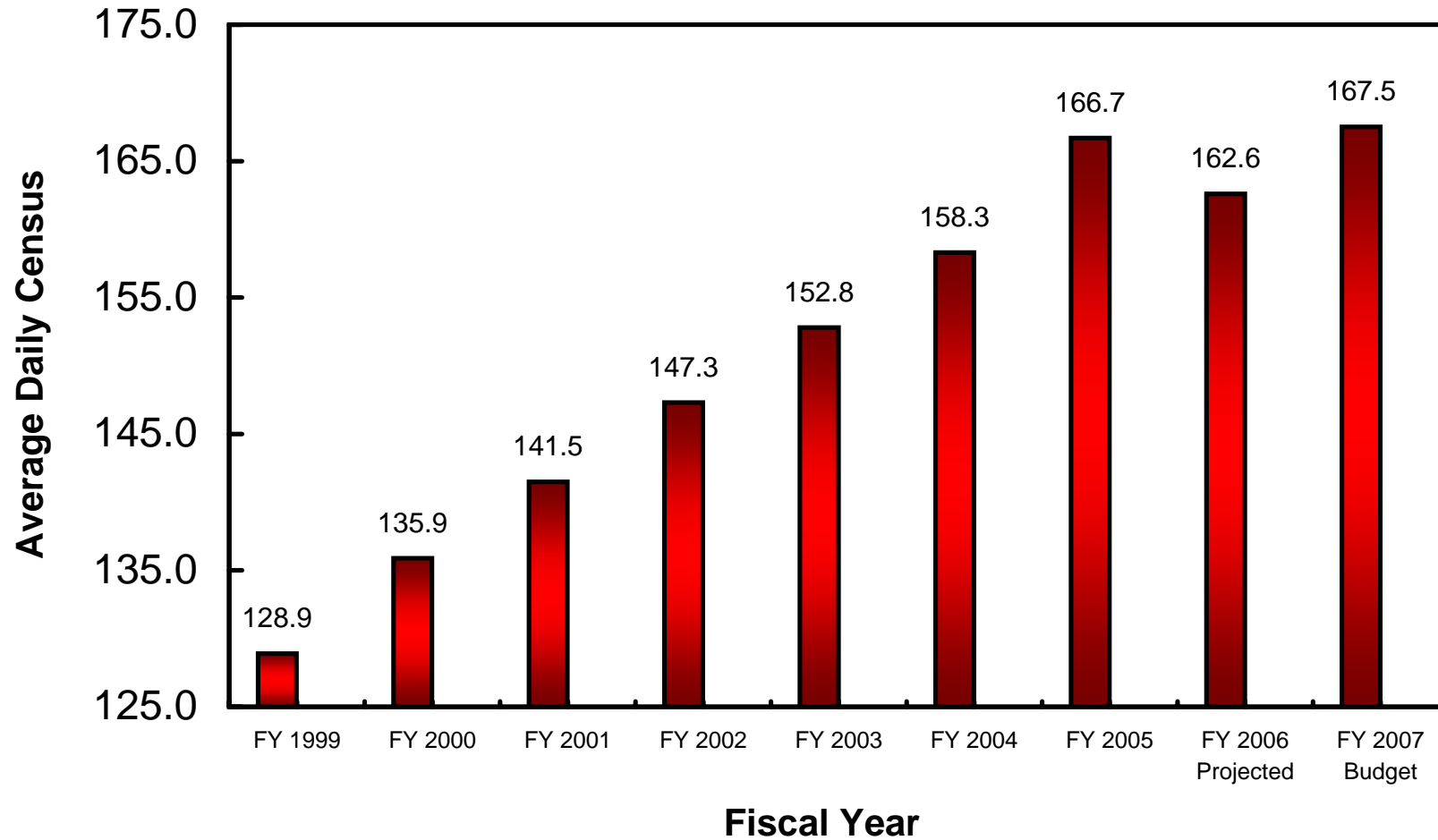
JOHN DEMPSEY HOSPITAL

LENGTH OF STAY BY FISCAL YEAR



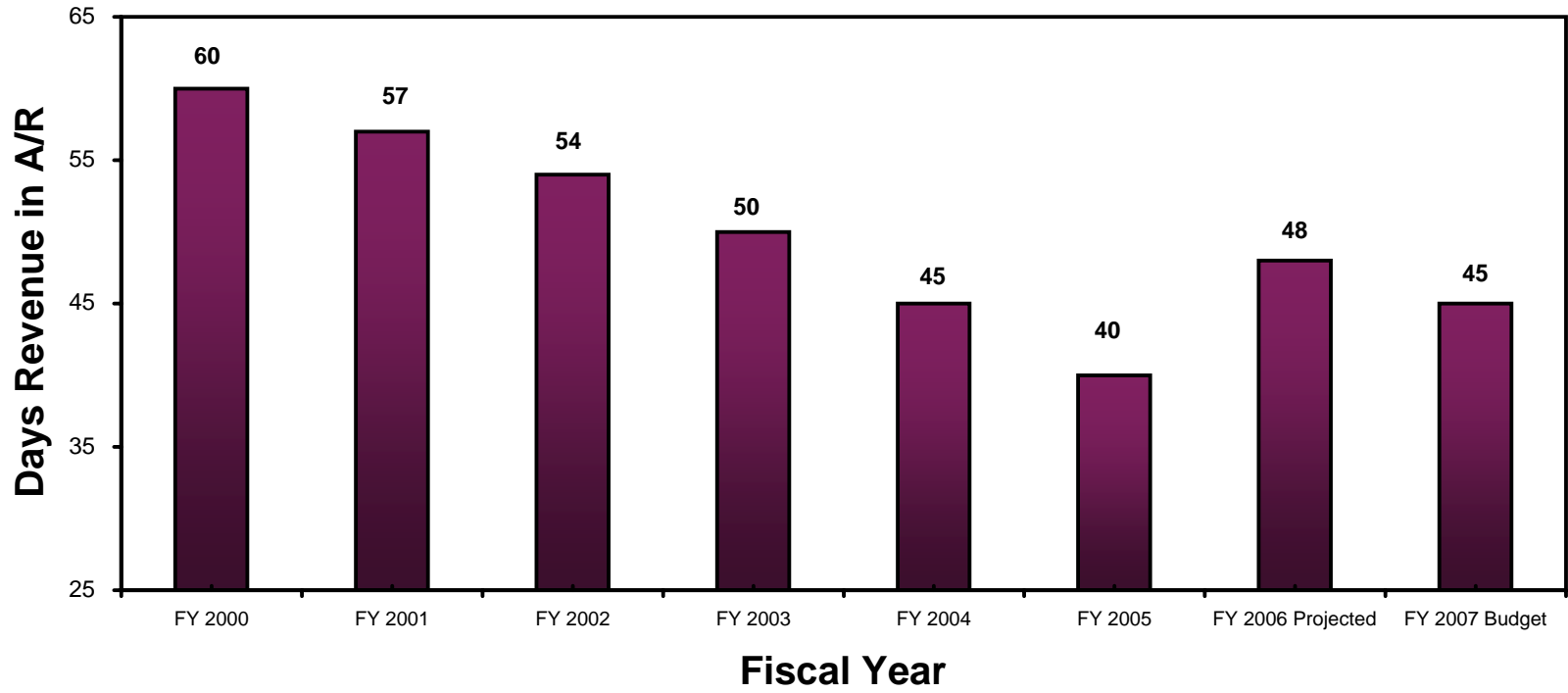
JOHN DEMPSEY HOSPITAL

AVERAGE DAILY CENSUS BY FISCAL YEAR



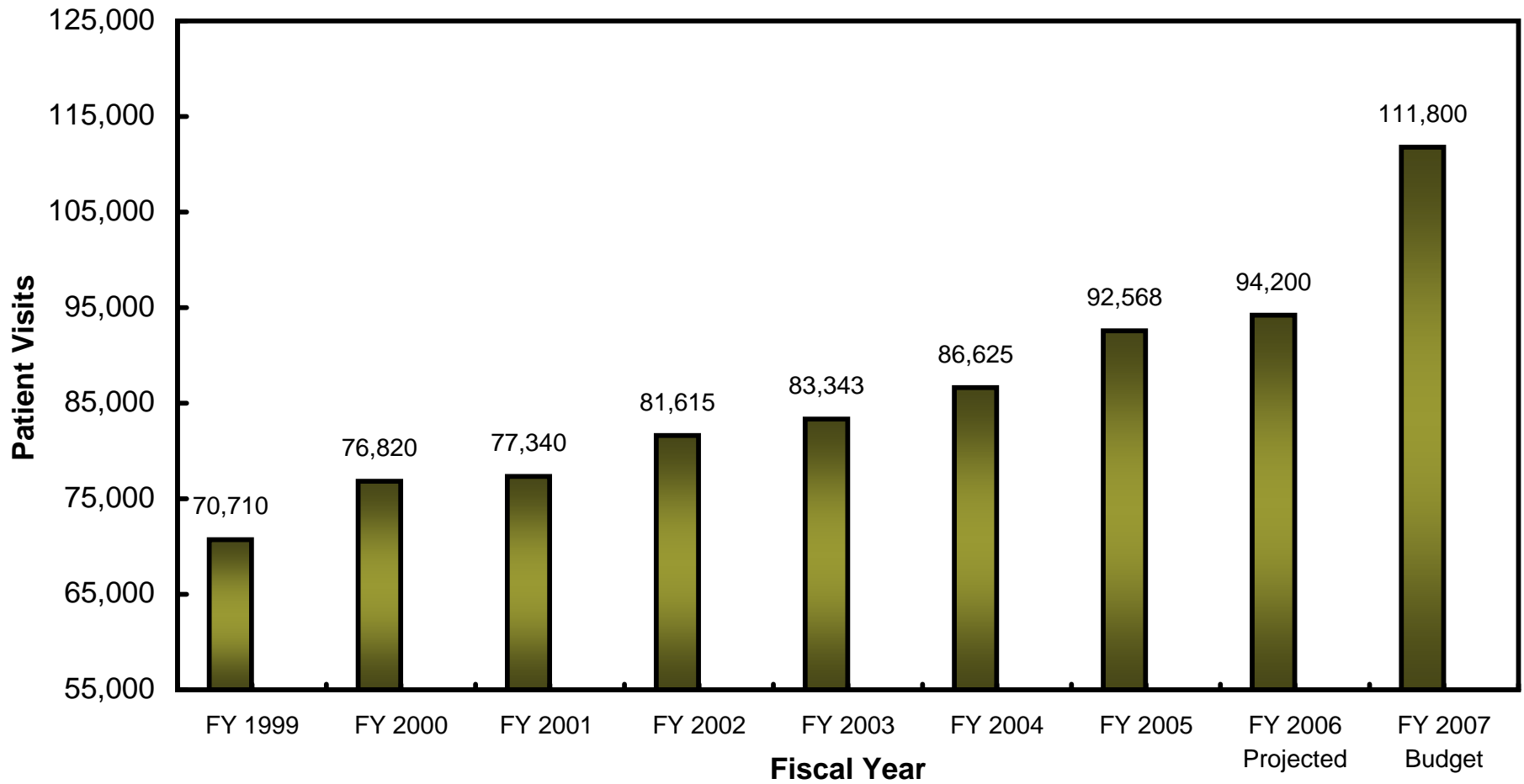
John Dempsey Hospital/Dental Clinics

Days Revenue in Accounts Receivable by Fiscal Year



Dental Clinics

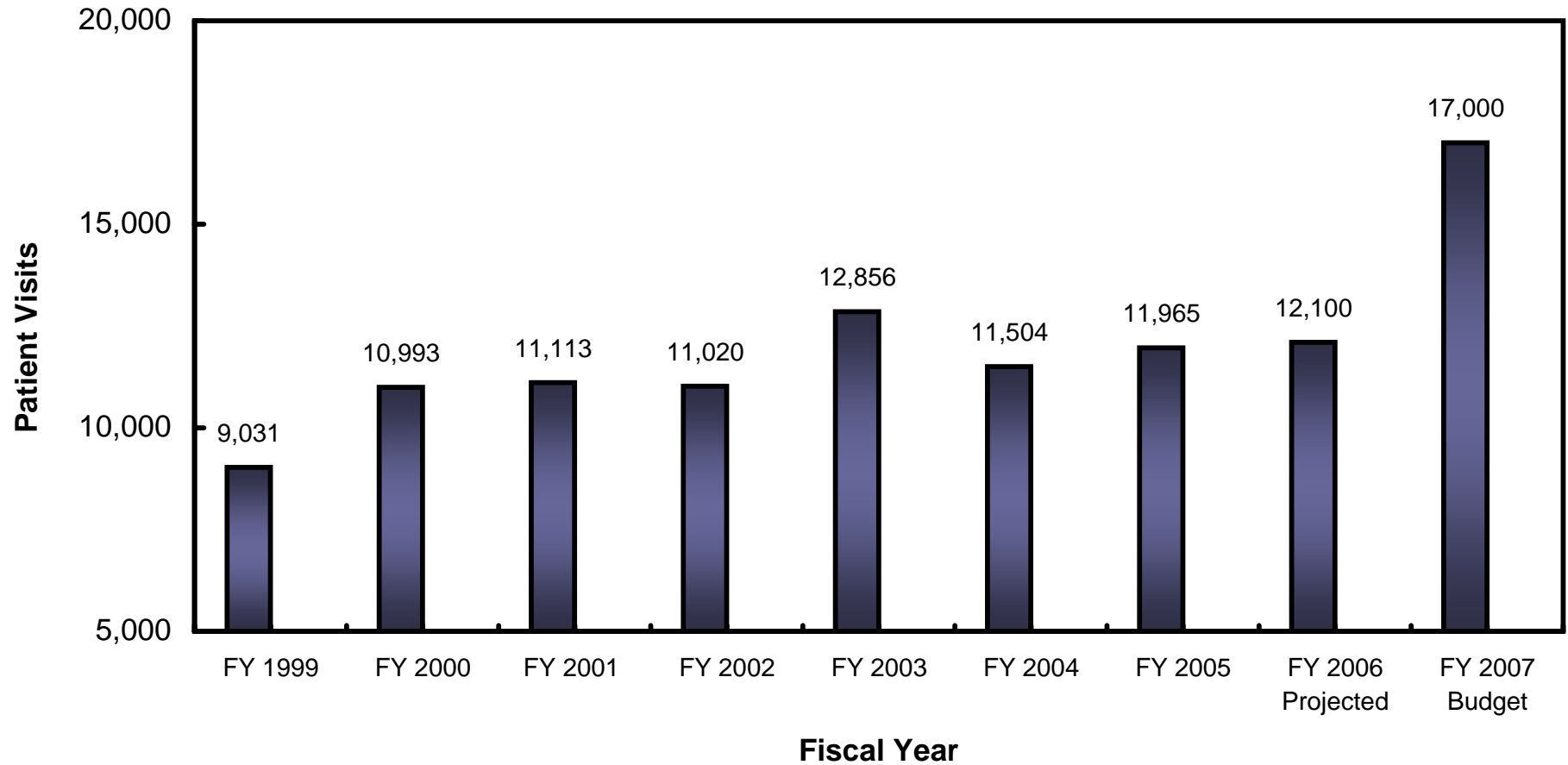
PATIENT VISITS BY FISCAL YEAR



University Dentists

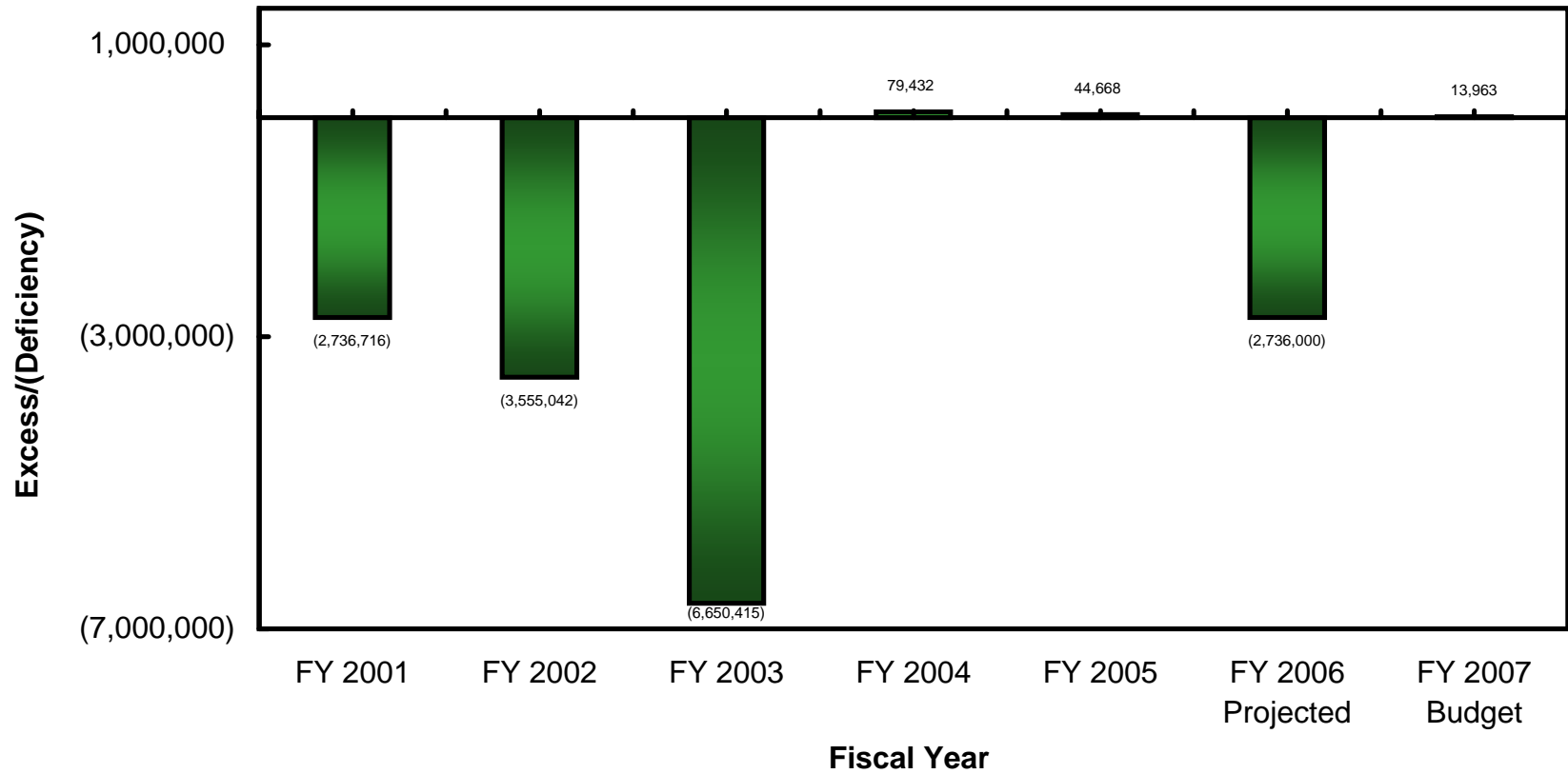
PATIENT VISITS BY FISCAL YEAR

(Includes 2,200 Dental Implant Visits)



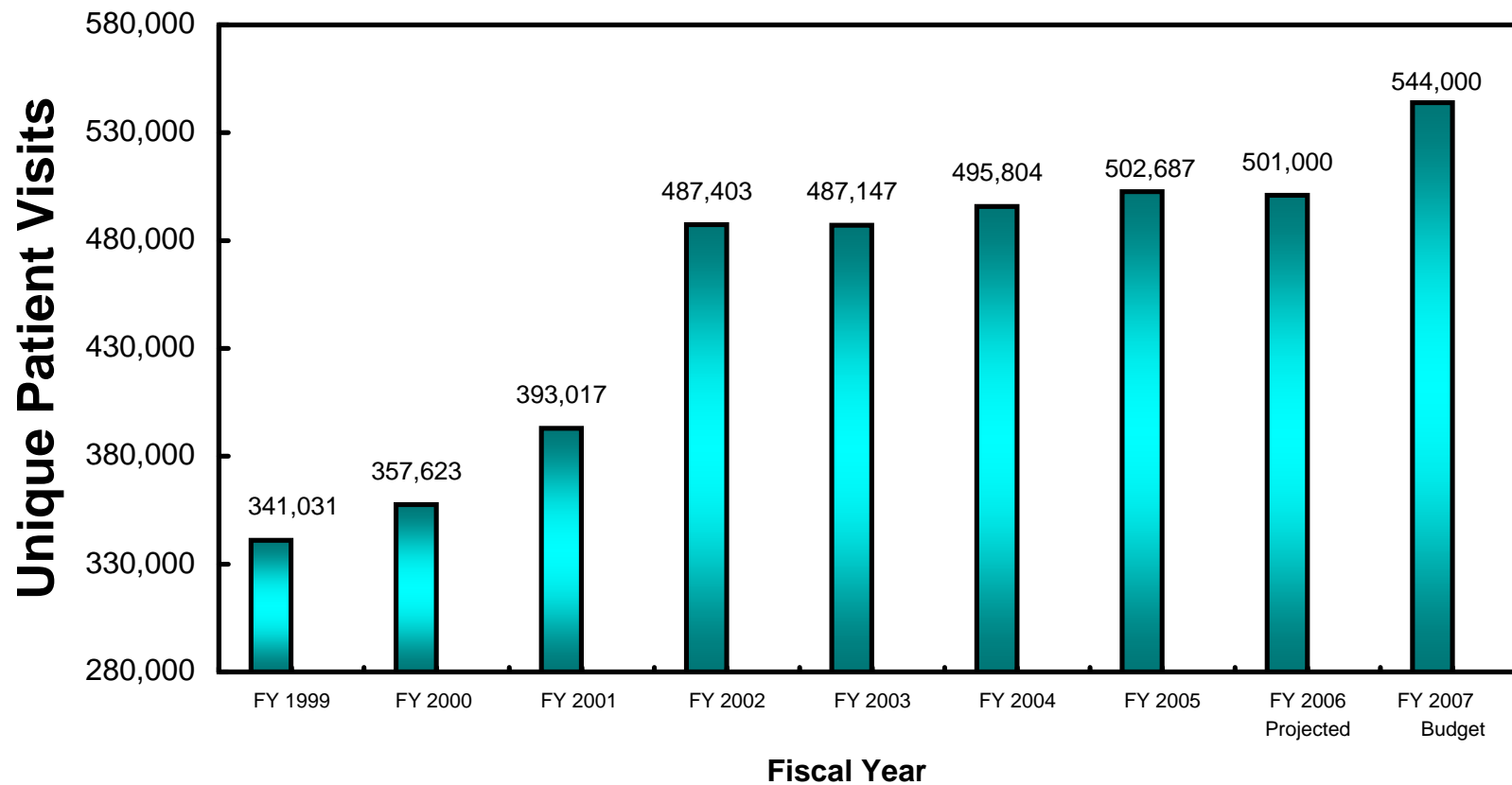
Uconn Medical Group

EXCESS / (DEFICIENCY) BY FISCAL YEAR



UConn Medical Group

VOLUME BY FISCAL YEAR (Unique Patient Visits)



* Fiscal Year 2002 includes a full year impact of UConn Health Partners

UConn Medical Group

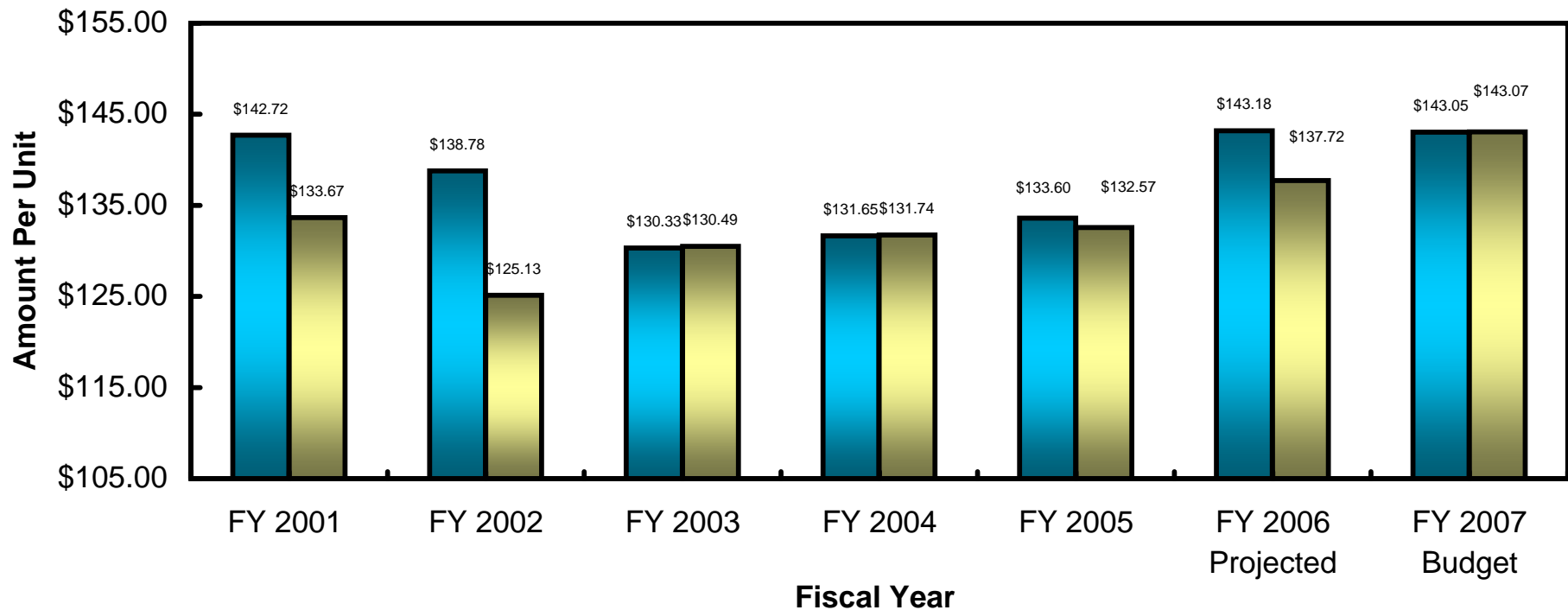
Schedule of Physician Recruitment and Activity

Fiscal Year 2007 Budget - Encounters- Unique visits

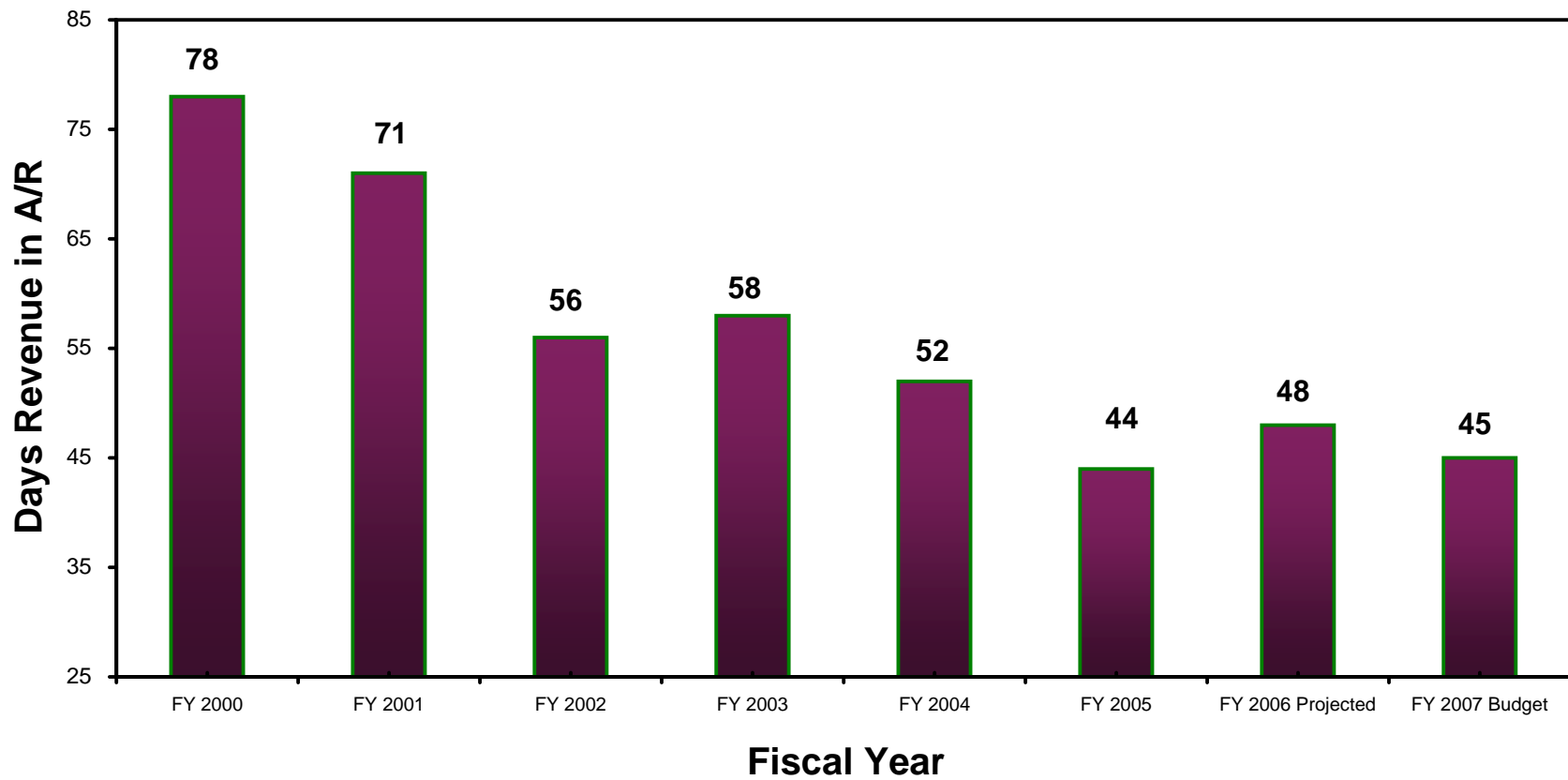
Department	Budget FY 2007	Forecasted FY 2006	Variance	Percent
Physician Currently on Staff	446,167	449,111	(2,944)	-0.66%
Physician that have departed	0	26,098	(26,098)	-100.00%
Physicians That have been hired during FY 2006	33,254	25,791	7,463	28.94%
Replacement Physicians that have been hired for FY 2007	16,999	0	16,999	100.00%
New Faculty that have been hired for FY 2007	14,863	0	14,863	100.00%
Total of all Current Faculty & Identified Recruitments	511,283	501,000	10,283	2.05%
Replacement Physicians under recruitment	17,653	0	17,653	100.00%
New Faculty under recruitment	15,064	0	15,064	100.00%
Total Visits	544,000	501,000	43,000	8.58%

UConn Medical Group

EXPENSE & REVENUE PER UNIT BY FISCAL YEAR



UConn Medical Group
Days Revenue in Accounts Receivable by Fiscal Year



University of Connecticut Health Center--School of Medicine
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ 5,125,000	\$ 6,324,675	\$ 1,199,675	23.4%
Fees	3,713,000	4,019,409	306,409	8.3%
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	7,803,000	10,998,328	3,195,328	40.9%
Internal Income	2,400,000	2,471,391	71,391	3.0%
Interns and Residents	38,697,000	38,597,211	(99,789)	-0.3%
Net Patient Care	-	-	-	
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	1,146,000	1,401,576	255,576	22.3%
Investment Income	-	3,113	3,113	
Other Income	1,187,000	1,338,462	151,462	12.8%
Total Revenues	\$ 60,071,000	\$ 65,154,165	\$ 5,083,165	8.5%
<u>Expenses:</u>				
Personal Services	\$ 45,103,000	\$ 48,245,466	\$ 3,142,466	7.0%
State Supported Fringe Benefits	9,280,000	9,316,264	36,264	0.4%
Fringe Benefits	2,052,000	2,252,885	200,885	9.8%
Medical Contractual Support	2,092,000	2,134,702	42,702	2.0%
Medical/Dental House Staff	32,006,000	32,551,569	545,569	1.7%
Outside Agency Per Diems	118,000	151,386	33,386	28.3%
Drugs	17,000	7,921	(9,079)	-53.4%
Medical Supplies	1,900,000	2,389,679	489,679	25.8%
Utilities	18,000	20,260	2,260	12.6%
Outside & Other Purchased Services	8,024,000	9,670,327	1,646,327	20.5%
Insurance	565,000	698,716	133,716	23.7%
Repairs & Maintenance	301,000	341,516	40,516	13.5%
Provision for Bad Debts	-	-	-	
Other Expenses	3,697,000	3,782,288	85,288	2.3%
Depreciation	887,000	959,342	72,342	8.2%
Total Expenses	\$ 106,060,000	\$ 112,522,321	\$ 6,462,321	6.1%
<u>Excess/(Deficiency)</u> <u>of Revenues over Expenses</u>	\$ (45,989,000)	\$ (47,368,156)	\$ (1,379,156)	-3.0%

University of Connecticut Health Center--School of Dental Medicine
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	Percent Variance
	Projected Actual	Proposed Budget	Variance	
<u>Revenues:</u>				
Tuition	\$ 2,736,200	\$ 2,943,204	\$ 207,004	7.6%
Fees	1,230,000	1,547,431	317,431	25.8%
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	918,000	968,878	50,878	5.5%
Internal Income	3,000	21,373	18,373	612.4%
Interns and Residents	-	-	-	
Net Patient Care	-	-	-	
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	890	890	100.0%
Investment Income	-	2,149	2,149	100.0%
Other Income	126,000	58,072	(67,928)	-53.9%
Total Revenues	\$ 5,013,200	\$ 5,541,997	\$ 528,797	10.5%
<u>Expenses:</u>				
Personal Services	\$ 11,301,000	\$ 12,357,669	\$ 1,056,669	9.4%
State Supported Fringe Benefits	3,520,000	3,797,053	277,053	7.9%
Fringe Benefits	149,000	140,539	(8,461)	-5.7%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	-	8	8	100.0%
Medical Supplies	311,000	377,375	66,375	21.3%
Utilities	-	-	-	
Outside & Other Purchased Services	940,000	1,033,876	93,876	10.0%
Insurance	59,000	56,668	(2,332)	-4.0%
Repairs & Maintenance	19,000	16,667	(2,333)	-12.3%
Provision for Bad Debts	-	-	-	
Other Expenses	1,050,000	1,161,443	111,443	10.6%
Depreciation	299,000	323,008	24,008	8.0%
Total Expenses	\$ 17,648,000	\$ 19,264,306	\$ 1,616,306	9.2%
<u>Excess/(Deficiency)</u>				
of Revenues over Expenses	\$ (12,634,800)	\$ (13,722,309)	\$ (1,087,509)	-8.6%

University of Connecticut Health Center--Dental Faculty
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	Percent Variance
	Projected Actual	Proposed Budget	Variance	
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	-	-	-	
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	-	-	-	
Internal Income	-	-	-	
Interns and Residents	-	-	-	
Net Patient Care	2,150,000	2,441,639	291,639	13.6%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	-	-	
Investment Income	-	-	-	
Other Income	-	-	-	
Total Revenues	\$ 2,150,000	\$ 2,441,639	\$ 291,639	13.6%
<u>Expenses:</u>				
Personal Services	\$ 1,239,000	\$ 1,352,116	\$ 113,116	9.1%
State Supported Fringe Benefits	-	-	-	
Fringe Benefits	420,000	424,837	4,837	1.2%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	1,000	542	(458)	-45.8%
Medical Supplies	113,000	130,733	17,733	15.7%
Utilities	-	-	-	
Outside & Other Purchased Services	79,000	191,980	112,980	143.0%
Insurance	194,000	199,799	5,799	3.0%
Repairs & Maintenance	-	207	207	100.0%
Provision for Bad Debts	188,000	47,873	(140,127)	-74.5%
Other Expenses	6,000	1,090	(4,910)	-81.8%
Depreciation	26,000	17,073	(8,927)	-34.3%
Total Expenses	\$ 2,266,000	\$ 2,366,250	\$ 100,250	4.4%
<u>Excess/(Deficiency)</u>				
<u>of Revenues over Expenses</u>	\$ (116,000)	\$ 75,389	\$ 191,389	165.0%

University of Connecticut Health Center--Dental Implant Center
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	
	Projected Actual	Proposed Budget	Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	-	-	-	
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	-	-	-	
Internal Income	-	-	-	
Interns and Residents	-	-	-	
Net Patient Care	-	1,460,587	1,460,587	100.0%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	-	-	
Investment Income	-	-	-	
Other Income	-	-	-	
Total Revenues	\$ -	\$ 1,460,587	\$ 1,460,587	100.0%
<u>Expenses:</u>				
Personal Services	\$ -	\$ 544,750	\$ 544,750	100.0%
State Supported Fringe Benefits	-	-	-	
Fringe Benefits	-	117,639	117,639	100.0%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	-	-	-	
Medical Supplies	-	358,288	358,288	100.0%
Utilities	-	-	-	
Outside & Other Purchased Services	-	201,700	201,700	100.0%
Insurance	-	-	-	
Repairs & Maintenance	-	-	-	
Provision for Bad Debts	-	50,000	50,000	100.0%
Other Expenses	-	1,800	1,800	100.0%
Depreciation	-	102,000	102,000	100.0%
Total Expenses	\$ -	\$ 1,376,177	\$ 1,376,177	100.0%
<u>Excess/(Deficiency)</u>				
<u>of Revenues over Expenses</u>	\$ -	\$ 84,410	\$ 84,410	100.0%

University of Connecticut Health Center-Research
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	10,000	17,635	7,635	76.4%
Federal Research Grants and Contracts	67,300,000	68,729,553	1,429,553	2.1%
Non-Federal Research Grants and Contracts	21,600,000	21,086,843	(513,157)	-2.4%
Auxiliary Enterprises	1,408,000	1,328,394	(79,606)	-5.7%
Internal Income	2,355,000	3,190,638	835,638	35.5%
Interns and Residents	-	-	-	
Net Patient Care	-	-	-	
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	1,828,000	2,050,075	222,075	12.1%
Investment Income	1,051,000	1,055,394	4,394	0.4%
Other Income	1,385,000	1,401,816	16,816	1.2%
Total Revenues	\$ 96,937,000	\$ 98,860,348	\$ 1,923,348	2.0%
<u>Expenses:</u>				
Personal Services	\$ 47,568,000	\$ 47,206,282	\$ (361,718)	-0.8%
State Supported Fringe Benefits	454,000	452,649	(1,351)	-0.3%
Fringe Benefits	12,587,000	12,392,173	(194,827)	-1.5%
Medical Contractual Support	180,000	92,667	(87,333)	-48.5%
Medical/Dental House Staff	19,000	6,149	(12,851)	-67.6%
Outside Agency Per Diems	183,000	137,505	(45,495)	-24.9%
Drugs	39,000	37,086	(1,914)	-4.9%
Medical Supplies	5,874,000	6,224,192	350,192	6.0%
Utilities	3,037,000	3,954,402	917,402	30.2%
Outside & Other Purchased Services	12,224,000	12,089,268	(134,732)	-1.1%
Insurance	1,000	172	(828)	-82.8%
Repairs & Maintenance	1,195,000	1,226,029	31,029	2.6%
Provision for Bad Debts	-	-	-	
Other Expenses	8,465,000	8,407,319	(57,681)	-0.7%
Depreciation	6,245,000	6,443,792	198,792	3.2%
Total Expenses	\$ 98,071,000	\$ 98,669,685	\$ 598,685	0.6%
<u>Excess/(Deficiency)</u>				
<u>of Revenues over Expenses</u>	\$ (1,134,000)	\$ 190,663	\$ 1,324,663	116.8%

University of Connecticut Health Center--John Dempsey Hospital
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	5,000	4,169	(831)	-16.6%
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	627,000	280,537	(346,463)	-55.3%
Internal Income	152,000	214,436	62,436	41.1%
Interns and Residents	-	-	-	
Net Patient Care	210,568,000	216,000,000	5,432,000	2.6%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	-	-	
Investment Income	563,000	750,600	187,600	33.3%
Other Income	448,000	1,127,208	679,208	151.6%
Total Revenues	\$ 212,363,000	\$ 218,376,950	\$ 6,013,950	2.8%
<u>Expenses:</u>				
Personal Services	\$ 77,736,000	\$ 80,730,407	\$ 2,994,407	3.9%
State Supported Fringe Benefits	-	-	-	
Fringe Benefits	29,400,000	29,614,139	214,139	0.7%
Medical Contractual Support	5,493,000	5,792,054	299,054	5.4%
Medical/Dental House Staff	8,856,000	8,945,000	89,000	1.0%
Outside Agency Per Diems	1,870,000	1,350,575	(519,425)	-27.8%
Drugs	13,425,000	13,254,115	(170,885)	-1.3%
Medical Supplies	22,429,000	24,640,591	2,211,591	9.9%
Utilities	2,600,000	2,870,507	270,507	10.4%
Outside & Other Purchased Services	20,700,000	22,787,241	2,087,241	10.1%
Insurance	6,293,000	2,983,935	(3,309,065)	-52.6%
Repairs & Maintenance	3,154,000	3,564,252	410,252	13.0%
Provision for Bad Debts	3,800,000	4,000,000	200,000	5.3%
Other Expenses	2,198,000	2,346,998	148,998	6.8%
Depreciation	7,660,000	8,613,000	953,000	12.4%
Total Expenses	\$ 205,614,000	\$ 211,492,814	\$ 5,878,814	2.9%
<u>Excess/(Deficiency)</u> <u>of Revenues over Expenses</u>	\$ 6,749,000	\$ 6,884,136	\$ 135,136	2.0%

University of Connecticut Health Center--Dental Clinics
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuitions	\$ -	\$ -	\$ -	
Fees	17,000	21,396	4,396	25.9%
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	-	25,418	25,418	100.0%
Internal Income	86,000	79,229	(6,771)	-7.9%
Interns and Residents	-	-	-	
Net Patient Care	5,771,000	7,870,622	2,099,622	36.4%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	-	-	
Investment Income	3,000	2,395	(605)	-20.2%
Other Income	1,975,000	2,584,202	609,202	30.8%
Total Revenues	\$ 7,852,000	\$ 10,583,262	\$ 2,731,262	34.8%
<u>Expenses:</u>				
Personal Services	\$ 2,806,000	\$ 3,969,513	\$ 1,163,513	41.5%
State Supported Fringe Benefit	-	-	-	
Fringe Benefits	929,000	1,166,296	237,296	25.5%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	23,000	24,995	1,995	8.7%
Medical Supplies	1,617,000	2,198,699	581,699	36.0%
Utilities	-	-	-	
Outside & Other Purchased Services	994,000	997,366	3,366	0.3%
Insurance	-	-	-	
Repairs & Maintenance	37,000	41,705	4,705	12.7%
Provision for Bad Debts	517,000	791,839	274,839	53.2%
Other Expenses	519,000	557,736	38,736	7.5%
Depreciation	305,000	296,498	(8,502)	-2.8%
Total Expenses	\$ 7,747,000	\$ 10,044,647	\$ 2,297,647	29.7%
<u>Excess/(Deficiency)</u> <u>of Revenues over Expenses</u>	\$ 105,000	\$ 538,615	\$ 433,615	413.0%

University of Connecticut Health Center--UCONN Medical Group
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	
	Projected Actual	Proposed Budget	Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	-	-	-	
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	-	-	-	
Internal Income	-	-	-	
Interns and Residents	-	-	-	
Net Patient Care	70,427,000	78,864,398	8,437,398	12.0%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	156,000	560,000	404,000	259.0%
Investment Income	-	-	-	
Other Income	-	-	-	
Total Revenues	\$ 70,583,000	\$ 79,424,398	\$ 8,841,398	12.5%
<u>Expenses:</u>				
Personal Services	\$ 42,767,000	\$ 47,994,369	\$ 5,227,369	12.2%
State Supported Fringe Benefits	-	-	-	
Fringe Benefits	11,941,000	12,754,375	813,375	6.8%
Medical Contractual Support	1,544,000	1,266,358	(277,642)	-18.0%
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	1,418,000	1,406,091	(11,909)	-0.8%
Medical Supplies	1,313,000	1,509,463	196,463	15.0%
Utilities	154,000	160,388	6,388	4.1%
Outside & Other Purchased Services	8,911,000	9,437,221	526,221	5.9%
Insurance	900,000	896,932	(3,068)	-0.3%
Repairs & Maintenance	561,000	579,725	18,725	3.3%
Provision for Bad Debts	1,586,000	1,591,872	5,872	0.4%
Other Expenses	1,276,000	863,897	(412,103)	-32.3%
Depreciation	948,000	949,744	1,744	0.2%
Total Expenses	\$ 73,319,000	\$ 79,410,435	\$ 6,091,435	8.3%
<u>Excess/(Deficiency)</u> of Revenues over Expenses	\$ (2,736,000)	\$ 13,963	\$ 2,749,963	100.5%

University of Connecticut Health Center--Correctional Managed Health Care
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuitions	\$ -	\$ -	\$ -	
Fees	-	-	-	
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	311,000	408,000	97,000	31.2%
Internal Income	-	-	-	
Interns and Residents	-	-	-	
Net Patient Care	-	-	-	
Correctional Managed Health Care	86,722,332	90,677,037	3,954,705	4.6%
Endowment/Foundation Income	-	-	-	
Investment Income	-	-	-	
Other Income	-	-	-	
Total Revenues	\$ 87,033,332	\$ 91,085,037	\$ 4,051,705	4.7%
<u>Expenses:</u>				
Personal Services	\$ 53,187,000	\$ 54,443,780	\$ 1,256,780	2.4%
State Supported Fringe Benefit	-	-	-	
Fringe Benefits	52,000	73,624	21,624	41.6%
Medical Contractual Support	888,000	1,000,000	112,000	12.6%
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	2,302,000	2,000,000	(302,000)	-13.1%
Drugs	16,133,332	18,657,000	2,523,668	15.6%
Medical Supplies	971,000	1,083,942	112,942	11.6%
Utilities	-	-	-	
Outside & Other Purchased Services	13,200,000	13,500,000	300,000	2.3%
Insurance	13,000	17,600	4,600	35.4%
Repairs & Maintenance	75,000	100,000	25,000	33.3%
Provision for Bad Debts	-	-	-	
Other Expenses	164,000	200,290	36,290	22.1%
Depreciation	-	-	-	
Total Expenses	\$ 86,985,332	\$ 91,076,236	\$ 4,090,904	4.7%
<u>Excess/(Deficiency)</u>				
<u>of Revenues over Expenses</u>	\$ 48,000	\$ 8,801	\$ (39,199)	-81.7%

University of Connecticut Health Center--CMHC Pharmacy Program
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs	
	Projected Actual	Proposed Budget	FY06 Actuals Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	-	-	-	
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	-	-	-	
Internal Income	19,800,000	20,049,979	249,979	1.3%
Interns and Residents	-	-	-	
Net Patient Care	-	-	-	
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	-	-	
Investment Income	-	-	-	
Other Income	-	-	-	
Total Revenues	\$ 19,800,000	\$ 20,049,979	\$ 249,979	1.3%
<u>Expenses:</u>				
Personal Services	\$ 1,589,000	\$ 1,656,539	\$ 67,539	4.3%
State Supported Fringe Benefits	-	-	-	
Fringe Benefits	614,000	622,908	8,908	1.5%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	16,750,000	16,828,094	78,094	0.5%
Medical Supplies	1,000	1,044	44	4.4%
Utilities	-	-	-	
Outside & Other Purchased Services	301,000	382,720	81,720	27.1%
Insurance	-	-	-	
Repairs & Maintenance	48,000	51,341	3,341	7.0%
Provision for Bad Debts	-	-	-	
Other Expenses	199,000	204,243	5,243	2.6%
Depreciation	3,000	3,090	90	3.0%
Total Expenses	\$ 19,505,000	\$ 19,749,979	\$ 244,979	1.3%
<u>Excess/(Deficiency)</u>				
<u>of Revenues over Expenses</u>	\$ 295,000	\$ 300,000	\$ 5,000	1.7%

University of Connecticut Health Center--Institutional Support
Statement of Revenues and Expenses
Operating Budget - Fiscal Year 2007

	Fiscal Year 2006	Fiscal Year 2007	FY 07 Budget vs FY06 Actuals	
	Projected Actual	Proposed Budget	Variance	Percent Variance
<u>Revenues:</u>				
Tuition	\$ -	\$ -	\$ -	
Fees	63,000	64,966	1,966	3.1%
Federal Research Grants and Contracts	-	-	-	
Non-Federal Research Grants and Contracts	-	-	-	
Auxiliary Enterprises	3,100,000	2,942,847	(157,153)	-5.1%
Internal Income	23,000,000	26,524,891	3,524,891	15.3%
Interns and Residents	-	-	-	
Net Patient Care	812,000	1,210,440	398,440	49.1%
Correctional Managed Health Care	-	-	-	
Endowment/Foundation Income	-	110	110	100.0%
Investment Income	490,000	492,634	2,634	0.5%
Other Income	-	-	-	
Total Revenues	\$ 27,465,000	\$ 31,235,888	\$ 3,770,888	13.7%
<u>Expenses:</u>				
Personal Services	\$ 29,428,000	\$ 31,800,212	\$ 2,372,212	8.1%
State Supported Fringe Benefits	11,518,000	11,607,372	89,372	0.8%
Fringe Benefits	1,223,000	1,181,472	(41,528)	-3.4%
Medical Contractual Support	-	-	-	
Medical/Dental House Staff	-	-	-	
Outside Agency Per Diems	-	-	-	
Drugs	-	-	-	
Medical Supplies	62,000	59,835	(2,165)	-3.5%
Utilities	5,500,000	6,633,639	1,133,639	20.6%
Outside & Other Purchased Services	12,605,000	14,235,918	1,630,918	12.9%
Insurance	991,000	1,054,327	63,327	6.4%
Repairs & Maintenance	3,306,000	4,023,471	717,471	21.7%
Provision for Bad Debts	180,000	301,610	121,610	67.6%
Other Expenses	3,800,000	4,216,713	416,713	11.0%
Depreciation	5,695,000	5,854,313	159,313	2.8%
Total Expenses	\$ 74,308,000	\$ 80,968,882	\$ 6,660,882	9.0%
<u>Excess/(Deficiency)</u>				
of Revenues over Expenses	\$ (46,843,000)	\$ (49,732,994)	\$ (2,889,994)	-6.2%