



Baylor Scott & White Health

Annual Report of Community Benefits

Baylor Scott & White – Grapevine

1650 West College Street

Grapevine, Texas 76051

Taxpayer ID # 75-1777119

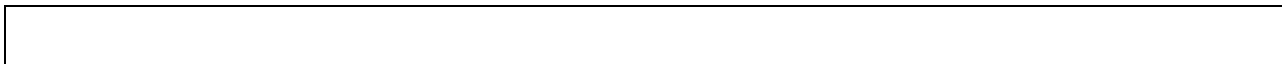
For the Fiscal Year Ended June 30, 2016



BaylorScott&White

MEDICAL CENTER

GRAPEVINE



Baylor Scott & White Medical Center – Grapevine
Annual Report of Community Benefits
1650 West College Street
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For the Fiscal Year Ended June 30, 2016

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June 30, 2016

Dear Fellow Texan:

At Baylor Scott & White Medical Center – Grapevine, we recognize that prevention, early detection and health education are very important areas of healthcare and have the potential to make a great difference in the overall health of the communities we serve. Being able to share our knowledge, expertise, and range of services with the community is essential in our culture of service excellence.

With advanced medical services for cardiovascular health, women’s health, neurosciences, stroke, orthopedics, spine, diagnostic imaging, neonatal intensive care, sleep disorders, intensive and emergency care, Baylor Scott & White – Grapevine serves more than 20 cities in the Dallas/Fort Worth Metroplex. Baylor Scott & White – Grapevine is committed to fulfilling the mission:

“Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.”

As a preferred community partner, we work collaboratively with school districts, businesses, community groups, and not-for-profit health organizations to support healthy lifestyles and improve quality of life in the region. Enclosed is the report for Fiscal Year 2016. Our plan is developed according to community needs identified by the FY 2013-16 Community Benefit Implementation Plan, Tarrant County, as well as specific focus areas identified by Baylor Scott & White Health.

I encourage you to provide any feedback you may have. Please address comments to me, in care of Jennifer Coleman, Senior Vice President, Public Affairs, Baylor Health Care System, 3500 Gaston Avenue, Suite 150, Dallas, Texas 75246.

Sincerely,



Steven R. Newton
President

Baylor Scott & White Medical Center – Grapevine
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1650 west College Street
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For the Fiscal Year Ended June 30, 2016

I. Effective Dates of the Report

The annual report of community benefits provided is for the fiscal year ended June 30, 2016 (Fiscal Year 2016).

II. Hospital Description

Baylor Scott & White Medical Center – Grapevine (Hospital), an affiliate of Baylor Scott & White Health (BSWH), is a leading community and safety-net hospital in its service area. The 302-bed Hospital offers advanced medical services for cardiovascular services, women’s services, neurosciences, stroke, orthopedics, spine, diagnostic imaging, a neonatal intensive care unit (NICU), intensive and emergency care. During Fiscal Year 2016, Baylor Scott & White – Grapevine enhanced health care services by adding a 14-bed Inpatient Rehabilitation Unit and began active pursuit of Level II Trauma Center Designation.

Founded by Drs. Ed and Minnie Lee Lancaster in 1953, The Hospital has a rich history of providing safe, quality, compassionate health care to each and every one of the communities we serve. A comprehensive team of specialists treat complex medical conditions demanding specialized care.

The Hospital has received numerous awards and commendations for excellent care. Recent honors include:

- Gold Seal of Approval Certification: Total Joint Hip & Knee Replacement – The Joint Commission
- Outstanding Achievement Award – Commission on Cancer
- High Performer in “Best Hospitals” ratings for heart failure, COPD, colon cancer surgery, hip and knee replacement – *U.S. News & World Report*, 2016-2017
- Cycle IV Chest Pain Center Accreditation – Society of Cardiovascular Patient Care
- Atrial Fibrillation Certification – Society of Cardiovascular Patient Care
- Primary Stroke Center – The Joint Commission
- National Accreditation Program for Breast Centers – American College of Surgeons
- Best Hospital in *Living Magazine*, Northeast Tarrant County edition, *Coppell Gazette*, *Grapevine Courier/Colleyville Courier*
- Nurses Improving Care for Healthsystem Elders (NICHE) Designation
- Target Stroke Honor Roll – American Heart Association/American Stroke Association
- Endoscopy Unit Recognition Program – American Society for Gastrointestinal Endoscopy

The Hospital uses its revenue after expenses to improve the health of Fort Worth and surrounding communities through patient care, education, research, and community service. In the fiscal year ending June 30, 2016, the Hospital had 12,501 total adult and special care nursery admits resulting in a total of 56,466 days of care; 2406 babies were delivered and there were 40,762 emergency department visits.

As part of the Hospital's commitment to the community, the Hospital provides financial assistance in the form of charity care to patients who are indigent and satisfy certain requirements. Additionally, the Hospital is committed to treating patients who are eligible for means tested government programs such as Medicaid and other government sponsored programs including Medicare, which is provided regardless of the reimbursement shortfall, and thereby relieves the state and federal government of the burden of paying the full cost of care for these patients. Often, patients are unaware of the federal, state and local programs open to them for financial assistance, or they are unable to access them due to the cumbersome enrollment process required to receive these benefits. The Hospital offers assistance in enrollment to these government programs or extends financial assistance in the form of charity care through the Hospital's Financial Assistance Policy which can be located on the Hospital's website at BaylorHealth.com/Financial Assistance. In addition to the Hospital's Financial Assistance Policy, as part of a large faith based integrated health care delivery System the areas of medical education, research, subsidized services and community health education and screenings are initiatives that take place across the System, and also comprise a significant portion of the Hospital's community benefit program.

The Hospital is also committed to assisting with the preparation of future nurses at entry and advanced levels of the profession to establish a workforce of qualified nurses. Through the System's relationships with six North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. In the fiscal year ending June 30, 2016, the Hospital invested in training 317 nurses. Total unreimbursed cost of these programs was \$462,305. Like physicians, nursing graduates trained at a System entity are not obligated to join the staff although many remain in the North Texas area to provide top quality nursing services to many health care institutions.

III. Hospital Mission Statement

Baylor Scott & White Health exists to serve all people by providing personalized health and wellness through exemplary care, education and research as a Christian ministry of healing.

"Personalized health" refers to a commitment to develop innovative therapies and procedures focusing on predictive, preventive and personalized care. For example, data from the electronic health record helps predict the possibility of disease in a person or a population. And with that knowledge, measures are put into place to either prevent the disease altogether or significantly decrease its impact on the patient or the population. Care is tailored to meet the individual medical, spiritual and emotional needs of patients.

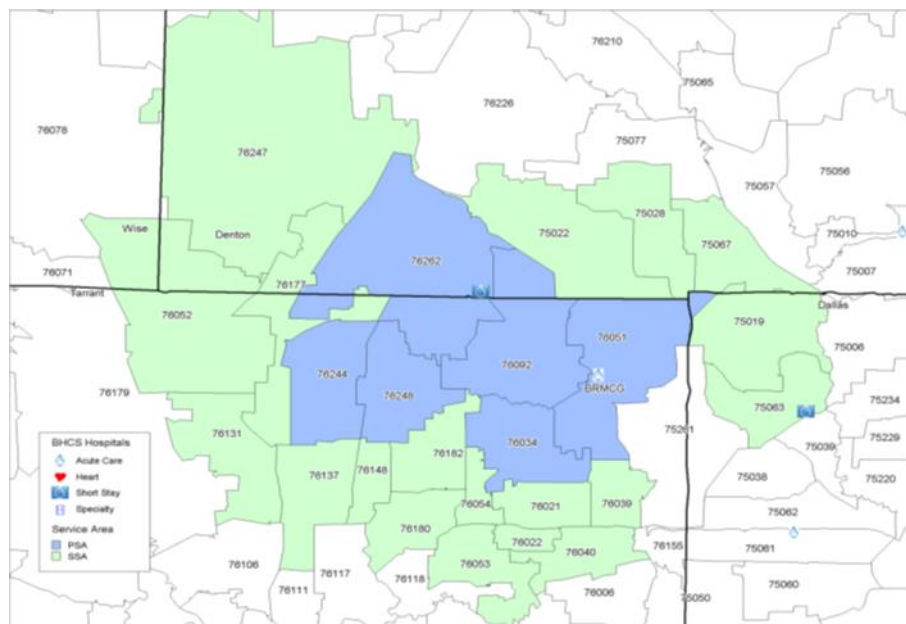
"Wellness" refers to ongoing efforts to educate the people served, helping them get healthy and stay healthy.

“Christian ministry” reflects the heritage of Baylor Health Care’s founders and Drs. Scott and White, who showed their dedication to the spirit of servanthood — to equally serve people of all faiths and those of none.

IV. Description of Community Served

The System is committed to serving a vast array of neighborhoods comprising its service area and recognizes the importance of preserving a local community focus to effectively meet community needs.

Located in Tarrant County, the Hospital serves the Western Region of the System and its total service area (TSA) includes ZIP codes from Tarrant, Parker, Hood and Johnson counties. It combines urban, suburban and rural areas with a total 2011 population of nearly 1.2 million residents.



- An urban/suburban geographic area
- Service Area Population: 783,365
- Service Area Ethnicity: White Non-Hispanic = 69.8 percent; Black Non-Hispanic = 5.6 percent; Hispanic = 15.2 percent; Asian and Pacific Islanders Non-Hispanic = 6.5 percent; All Others = 2.9 percent
- Service Area Payer Mix: Managed Care = 50.5 percent; Medicaid = 9.0 percent; Medicare = 31.0 percent; Self Pay/Charity = 9.2 percent; Other = 0.4 percent
- Service Area Household Average Income = \$94,463
- Service Area living below the Federal Poverty Level (“FPL”): 4.7 percent (compared to 10.5 percent living below the FPL in the Dallas/Fort Worth Metroplex, and 10.2 percent living below the FPL in the United States)
- Number of other hospitals serving the community: 10 hospitals other than Baylor Grapevine

- Medically Underserved: Tarrant County is partially medically underserved. The areas designated as underserved by the Texas Department of State Health Services comprise the Diamond Hill area census tracts, the East Side low income census tracts and the Central Tarrant low income census tracts
- Service Area Education: Less than High School = 2.6 percent; Some High School = 4.7 percent; High School Diploma = 20.6 percent; Some College/Associates Degree = 33.4 percent; Bachelor's Degree or Greater = 38.7 percent
- Service Area male population = 391,579; Service Area female population = 391,786
- Service Area Age: 0-14 = 24.4 percent; 15-17 = 4.5 percent; 18-24 = 8.2 percent; 25-34 = 14.8 percent; 35-54 = 30.9 percent; 55-64 = 10.2 percent; 65+ = 7.0 percent

V. Identified Community Health Needs

During the fiscal year ending June 30, 2013, the Hospital conducted a Community Health Needs Assessment (CHNA) to assess the health care needs of the community. The CHNA took into account input from persons who represent the broad interest of the community served by the Hospital, including those with special knowledge of or expertise in public health. The CHNA has been made widely available to the public and is located on the website at the following address, BaylorHealth.com/Community. A summary of the CHNA is outlined below including the list of the needs identified in the assessment.

Creating healthy communities requires a high level of mutual understanding and collaboration with community individuals and partner groups. The development of this assessment brings together information from community health leaders and providers along with local residents for the purposes of researching, prioritizing and documenting the community health needs for the geographies served by the Hospital. This health assessment will serve as the foundation for community health improvement efforts for next three years.

The FY 2013 CHNA brings together a variety of health status information. This assessment consolidates information from the recent community health needs assessment conducted for the Texas' Regional Healthcare Partnership Regions 9 and 10 (Region 9 and 10 RHP) and the Consumer Health Report conducted by the National Research Corporation (NRC) for the Hospital, each of which takes into account input from person who represent the broad interest of the community including those with special knowledge of or expertise in public health.

The identified community health needs as outlined below were reviewed and prioritized with input from the BSWH Senior Leadership, the BSWH Mission and Community Benefit Committee and approved by the BSWH Board of Trustees. The methodology for prioritization can be found in the CHNA executive summary. Although each identified need is prioritized as high, medium or low, the Hospital will address all identified needs in the Plan.

The importance and benefits of compiling information from other recognized assessments are as follows: 1) Increases knowledge of community health needs and resources, 2) Creates a common understanding of the priorities of the community's health needs, 3) Enhances relationships and mutual understanding between and among stakeholders, 4) Provides a basis upon which community stakeholders can make decisions about how they can contribute to improving the health of the community, 5) Provides rationale for current and potential funders to support efforts to improve the health of the community, 6) Creates opportunities for collaboration in delivery of services to the community and 7) Provides guidance to the hospital how it can align its services and community benefit programs to best meet needs.

In developing a plan to address all identified community health needs, the Hospital and the System found that aggregating the needs allows for significant, crosscutting initiatives. Therefore, this community health implementation plan organizes the needs as follows:

- A. Access to Care for Low Income/Underserved
- B. Behavioral Health
- C. Care Coordination and Care Transitions
- D. Dental Care
- E. Emergency and Urgent Care
- F. Multiple Chronic Conditions
- G. Preventive Health Screenings
- H. Patient Safety and Hospital Acquired Conditions

VI. Programs Addressing Identified Community Health Needs

Program Title: **Community Benefit Operations**

Description: Community benefit operations include costs associated with assigned staff and community health needs and/or assets assessment, as well as other costs associated with community benefit strategy and operations. Staff costs for managing or overseeing community benefit program activities that are not included in other categories of community benefit. Staff costs for internal tracking and reporting community benefit.

- Costs associated with community benefit evaluation.
- Cost of fundraising for hospital sponsored and community sponsored community health improvement programs, including grant writing.
- Grant writing and other fundraising costs related to equipment used for Hospital sponsored community benefit services and activities.
- Costs associated with developing a community benefit plan, conducting community forums, and reporting community benefit.
- Overhead and office expenses associated with community benefit operations.

Needs Addressed Under This Program:

- Multiple Chronic Conditions

- Preventive Health Screening

Program Title: **Community Health Education**

Description: These events provide education and outreach through support groups that teach residents in the Hospital's area about living with chronic diseases and issues related to care givers of those living with serious life altering injury or chronic diseases to aid in maintaining a healthy lifestyle. This program improves the quality of life for those living with or providing care for those living with chronic illnesses and conditions, and those for whom depression alters their ability to function optimally.

Persons Served: 3,412

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved
- Multiple Chronic Conditions

Program Title: **Community Health Education-Aramark/Nutrition**

Description: Aramark provides a means to healthy living, disease prevention and disease management through nutrition education. The goals of this program include provoking lifelong healthy eating and physical activity habits by using the principles of the Food Guide Pyramid; building nutrition knowledge and skills which encourage healthy eating and physical activity choices; to positively influence stated of physical wellness, recovery from illness, disease prevention and chronic disease management through nutrition education; and to promote a healthy nutritional paradigm in the community. The education program includes: analysis of food nutrition labels; research referencing the benefits of nutrients, minerals and vitamins; food guide research; developing healthy eating habits via production of grocery lists, menu preparation, budgeting for food and creating a balanced diet; brainstorming about nutrition and making healthy choices with food consumption in relation to physical need and body requirements while emphasizing the results of poor long term nutritional decisions; and measuring body fat and muscle density and providing appropriate nutrition education for optimal health status achievement.

Persons Served: 40

Needs Addressed Under This Program:

- Multiple Chronic Conditions

Program Title: **Community Health Education-Trauma Services Injury Prevention**

Description: For persons between birth and age 45, trauma is the leading cause of death in the United States. Baylor Scott & White – Grapevine is dedicated to preventing injuries and deaths. The Hospital offers these injury prevention programs:

- A Matter of Balance
- RED-Reality Education for Drivers
- CarFit

Persons Served: 520

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved
- Emergency and Urgent Care

Program Title: Community Support Groups

Description: Baylor Scott & White Medical Center – Grapevine offers free support groups for individuals living with certain medical conditions and their caregivers. The cost of community support groups includes staff and facilitator fees. Community support groups offered at The Hospital offers general cancer, breast cancer, and weight loss surgery support groups.

Persons Served: 981

Needs Addressed Under This Program:

- Behavioral Health
- Care Coordination and Care Transition

Program Title: Donations—Financial

Description: Baylor Regional Medical Center at Grapevine provides financial support to non-profit organizations that serve residents in the hospital's primary and secondary service area. The hospital supports organizations that address chronic health conditions, support education, and serve the poor and underserved.

Partnerships Receiving Donations:

- Alzheimer's Association: The Alzheimer's Association works on a global, national, and local level to enhance care and support for all those affected by Alzheimer's and other dementias.
- American Cancer Society: The American Cancer Society is the nationwide, community-based, voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.
- American Heart Association: The American Heart Association is the nation's oldest, largest voluntary organization devoted to fighting cardiovascular diseases and stroke.
- Aramark: ARAMARK is a leader in professional services, providing award-winning food services to Baylor Health Care System and other health care institutions, universities and school districts, stadiums and arenas, and businesses around the world.
- Arts Council Northeast: For over 35 years, Arts Council Northeast has worked to become an integral partner with the cities, schools, and businesses, including state and national organizations, to raise awareness that art, culture, and entertainment are vital to the economic well-being of our communities.

- Buckner International: For more than 135 years, Buckner International has been transforming lives through hands-on ministry, serving the most vulnerable from the beginning to the ending of life. Buckner is one of the oldest and most unique faith-based social service organizations of its kind, serving hundreds of thousands of people each year in the United States and around the world. Buckner International transforms the lives of vulnerable children, enriches the lives of senior adults, and builds strong families through Christ-centered values.\
- Carroll Education Foundation: The mission statement of the Carroll Education Foundation is to generate and distribute resources for the benefit of the Carroll Independent School District to enrich, maintain, and expand programs needed to meet the school district's stated mission of excellence in education.
- Colleyville Lions Club Foundation: The mission of the club is to empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote international understanding through Lions Clubs.
- Colleyville Woman's Club: The Colleyville Woman's Club, is a dedicated group of more than 200 members who improve the community through volunteer service and charitable fundraising, all while enjoying new friendships.
- Grapevine-Colleyville ISD Education Foundation: The Grapevine-Colleyville Education Foundation was created to support the educational programs of the Grapevine-Colleyville Independent School District. The Foundation will provide funds beyond the normal operating budget for educational programs and activities for students and staff.
- Grapevine Heritage Foundation: The Grapevine Heritage Foundation is a not-for – profit community organization committed to promoting the preservation, protection and economic development of Grapevine's physical and cultural heritage.
- Greater Keller Women's Club: The Greater Keller Women's Club's goal is to improve the general welfare of the people of the community and to provide a means for members to pursue mutual interests and participate in the community.
- HEB ISD Education Foundation: The mission of the HEB ISD Education Foundation is to raise and award private funds and community resources to support the HEB ISD's commitment to excellence in education.
- Keller ISD Education Foundation: The Keller ISD Education Foundation supports enhancement of the academic environment within the Keller Independent School District through financial aid made available to students and teachers.
- Lifestyle Improvement Challenge: Lifestyle Improvement Challenge's goal is to engage communities in Northeast Tarrant County in a discussion of healthy communities. The key objectives for the initiative were to create sustainable programs that promote wellness and disease prevention, develop healthy lifestyles directly impacting future health care needs and to challenge communities to take charge of their health offerings and services.
- Mid-Cities Care Corps: Is a non-profit organization established in 1981 with a mission "to preserve the independence of senior neighbors in Northeast Tarrant County.
- Northwest ISD Education Foundation: The mission of the Northwest Education Foundation is to generate and distribute resources to the Northwest Independent

School District to enrich, maintain, and expand programs needed to meet the district's stated mission.

- PDK Foundation: The PKD Foundation leads the fight against polycystic kidney disease (PKD) through research, education, advocacy, support and awareness.
- Project HandUp: In August 2012, Project HandUp purchased 61 acres outside DFW Airport with unanimous Grapevine City Council approval, and the stepping stones were laid for The Gatehouse, a supportive living community where women and their children in crisis can discover a new path for permanent change. The Hand Up for Success initiative aims to ignite action from corporations and their employees so women and their children in crisis have a hand up for permanent, positive change.
- Southlake Women's Club Foundation: The Southlake Women's Club is responsible for presenting several successful fundraising and enrichment events that, over the years, have helped fund the needs of the community.

Needs Addressed Under This Program:

- Behavioral Health
- Multiple Chronic Conditions

Program Title: Donations—**In Kind-Faith in Action Initiatives**

Description: The Hospital donates retired medical supplies and equipment to the office of Faith in Action Initiatives 2nd Life program for the purpose of providing for the health care needs of populations in the community and nation whose needs cannot be met through their own organization.

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved
- Behavioral Health
- Care Coordination and Care Transitions
- Emergency and Urgent Care
- Multiple Chronic Conditions
- Patient Safety and Hospital Acquired Conditions

Program Title: **Donations—In Kind**

Description: Baylor Grapevine supports area organizations through the donation of equipment, medical supplies and emergency medical care at community events. This provides a service to cities, municipalities, school districts and non-profit organizations that may otherwise not be provided.

Needs Addressed Under This Program:

- Behavioral Health

Program Title: **Health Care Support Services**

Description: Health care support services are provided by the hospital in increase access and quality of care in health services to individuals, especially persons living in poverty and those in vulnerable situations.

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved
- Multiple Chronic Conditions

Program Title: Health Screenings—Cardiology

Description: Cardiology screening events are focused on educational materials and screenings that will impact lifestyle habits. The focus is on risk factors associated with cardiovascular disease. Events will include the Women's Health Day, Men's Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year.

Persons Served: 4,616

Needs Addressed Under This Program:

- Preventative Health Screenings

Program Title: Health Screenings—Pulmonary

Description: Pulmonary screening events focus on educational materials and screenings that will impact lifestyle habits. The focus is on risk factors associated with a variety of pulmonary diseases. Events will include the Women's Health Day, Men's Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year.

Persons Served: 768

Needs Addressed Under This Program:

- Preventative Health Screenings

Program Title: Health Screenings—Wellness

Description: Wellness events focus on educational materials and screenings that impact lifestyle habits, with attention to risk factors associated with obesity and other chronic conditions. Wellness events include the Women's Health Day, Men's Health Day, community and corporate sponsored health fairs, seminars and screenings held throughout the year.

Persons Served: 483

Needs Addressed Under This Program:

- Preventative Health Screenings

Program Title: Medical Education

Description: The Hospital is committed to assisting with the preparation of future nurses at entry and advanced levels of the profession to establish a workforce of qualified nurses. Through the System's relationships with many North Texas schools of nursing, the Hospital maintains strong affiliations with schools of nursing. Like physicians, nursing graduates trained at the Hospital are not obligated to join the staff although many remain in the North Texas area to provide top quality nursing services to many health care institutions.

Persons Served: 317

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved

Program Title: Palliative Care

Description: Palliative care services provide relief of emotional pain that accompanies

end-of-life care through services addressing cultural, spiritual, ethnic and social needs in a manner respectful of the patient's individuality and inherent human dignity and worth. Patients and their families are assisted in coping with stages of illness and grief and planning for the future.

Needs Addressed Under This Program:

- Behavioral Health
- Care Coordination and Care Transition

Program Title: Physician Recruitment

Description: The Hospital will provide recruitment assistance to physicians and other allied health professionals in order to relocate their practice into the community to satisfy a documented shortage of physicians in the service area and other medically underserved areas.

Needs Addressed Under This Program:

- Access to Care for the Low Income/Underserved
- Multiple Chronic Conditions

VII. Charity Care and Government-Sponsored Indigent Health Care Provided

For Fiscal Year 2016, Baylor Scott & White Medical Center – Grapevine provided \$9,974,735 in unreimbursed costs of charity care and government-sponsored indigent health care.

VIII. Government-Sponsored Health Care Provided

For Fiscal Year 2016, Baylor Scott & White Medical Center – Grapevine provided \$27,020,565 in unreimbursed costs of government-sponsored health care.

IX. Other Types of Community Benefits Provided \$1,203,486

Baylor Scott & White Medical Center – Grapevine is committed to improving the quality of life for the many citizens living and working in its area. Baylor Scott & White – Grapevine was pleased to allocate funds to the following community benefit activities.

A. Community Health and Wellness Improvement Services	\$32,006
B. Community Benefit Operations	\$313,365
C. Financial Donations	\$41,825
D. In Kind Donations	\$5,678
E. Health Care Support Services	\$48,901
F. Health Screenings	\$47,422

G. Medical Education	\$462,305
H. Workforce Development	\$206,702
I. Subsidized Health Services	\$45,282

X. Total Operating Expenses and Calculation of the Ratio of Cost to Charge
 As required by Section 311.046 (a) (4), Baylor Scott & White Medical Center – Grapevine reports \$192,019,398 in total operating expenses. As required by Section 311.046(1) (5), the ratio of cost to charges was 28.70%. Please see the attached worksheet for the full calculation.

XI. Report of Community Benefit Provided During Fiscal Year 2016
 In a commitment to fulfill its mission, Baylor Scott & White Medical Center – Grapevine reports benefit to the community, conservatively estimated, was \$38,198,786 for Fiscal Year 2016. Baylor Scott & White Medical Center-Grapevine is filing its Annual Statement of Community Benefits Standard (Statement) as a consolidated system with the other affiliated hospitals of BSWH excluding those that qualify as Medicaid disproportionate share hospitals).

Through community benefit activities, BSWH-affiliated hospitals provided: quality patient care and subsidized services otherwise not available in the community; medical education, training for medical technicians, hospital chaplains, nurses, and future physicians; and medical research that will speed the time between scientific finding and its application to improving medical care.

Any comments or suggestions in regard to the community benefit activities are greatly welcomed and may be addressed to Jennifer Coleman, Senior Vice President, Consumer Affairs, Baylor Scott and White Health, 3600 Gaston Avenue, Suite 150, Dallas, Texas 75246.

Baylor Regional Medical Center at Grapevine

**Total Operating Expenses
Section 311.046(a) (4)**

For the Fiscal Year Ended June 30, 2015 192,019,398

**Calculation of the Ratio of Cost to Charge
Section 311.046(a) (5)**

Total Patient Revenues (from 2015 Medicare Cost Report, Worksheet G-3, Line 1)	(a)	639,092,839
Total Operating Expenses (from 2015 Medicare Cost Report, Worksheet A, Line 118, Col. 7)	(b)	177,233,979
Initial Ratio of Cost to Charge ((b) divided by (a))	(c)	27.73%
Application of Initial Ratio of Cost to Charge to Bad-Debt Expense		
Bad Debt Expense (from 2016 audited financial statements)	(d)	22,328,138
Multiply "Bad Debt Expense" by "Initial Ratio of Cost to Charge" ((d)*(c))	(e)	6,191,593
Add the allowable "Bad-Debt Expense" to "Total Operating Expenses" ((b) + (e))	(f)	183,425,572
Calculation of Ratio of Cost to Charge ((f) divided by (a))	(g)	28.70%