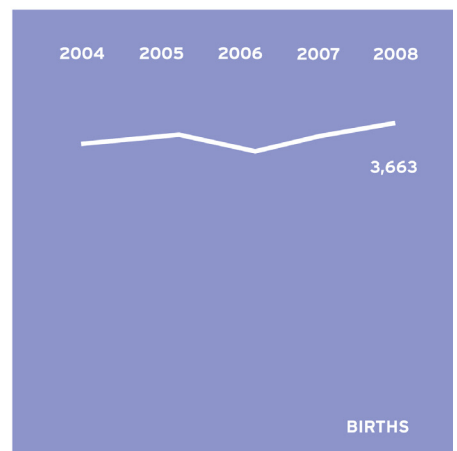
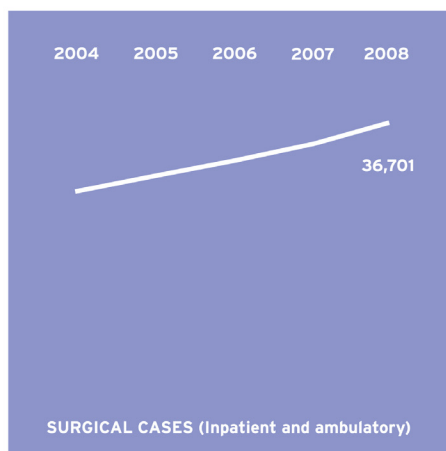
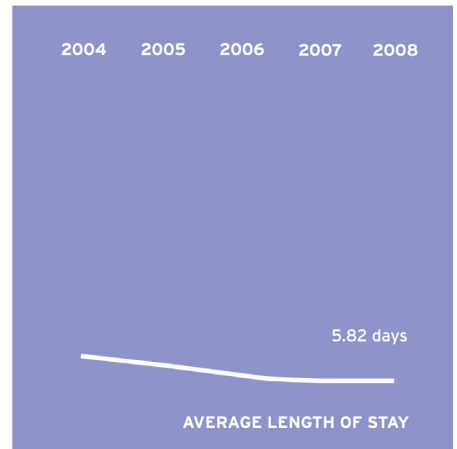
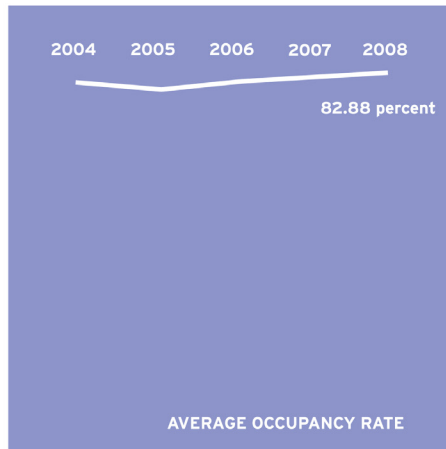
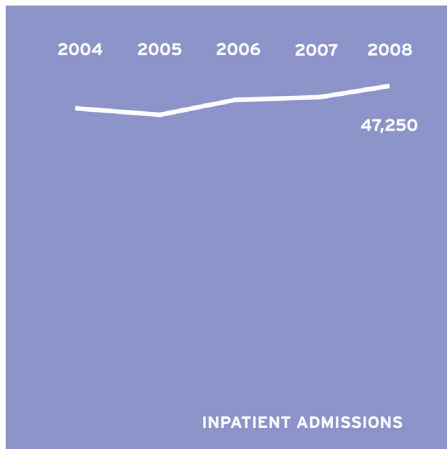


## FACTS AND FIGURES | 2008 STATISTICS



Available beds	907
Average occupancy rate	82.88%
Inpatient admissions	47,250
Average length of stay ( <i>in days</i> )	5.82
Admissions to observe	7,978
Births	3,663
Surgical cases	
Inpatient	19,233
Ambulatory	17,468
Total surgical cases	36,701

Ambulatory visits	
MGPO visits ( <i>approx.</i> )	487,826
Clinic visits	446,187
Health centers	
Charlestown	53,982
Chelsea	143,227
Revere	87,791
Back Bay	17,493
Total health center visits	302,493
Emergency visits	82,550
Total ambulatory and emergency visits	1,319,056

Staff	
Clinical staff	2,827
Residents	956
Clinical fellows	513
Research fellows	1,048
Nonclinical staff	1,245
Registered nurses	3,616
Per diem registered nurses	313
Other per diem	851
Bulfinch temps	1,490
Other employees	10,443
Total employees	23,302
Research expenditures	\$549,662,000

## FINANCIALS | THE GENERAL HOSPITAL CORPORATION

Excerpts from internal financial statements (in thousands of dollars).  
Years ending Sept. 30.

Revenue	2007	2008
Net patient service revenue	1,627,519	1,751,607
Other operating revenue		
Direct research revenue	390,636	409,199
Indirect research revenue	139,960	140,462
Other	145,509	160,657
<b>Total operating revenue</b>	<b>2,303,624</b>	<b>2,461,925</b>
<b>Expenses</b>		
Operating expenses		
Employee compensation and benefits	901,540	955,256
Supplies and other expenses	728,267	769,107
Direct research and academic expenses	448,226	475,842
Depreciation and amortization	98,345	107,745
Interest	18,795	17,331
Provision for bad debts	33,295	22,282
<b>Total operating expenses</b>	<b>2,228,468</b>	<b>2,347,563</b>
<b>Income from operations</b>	<b>75,156</b>	<b>114,362</b>
<b>Nonoperating gains, net</b>	<b>279,501</b>	<b>(7,713)</b>
<b>Excess of revenue over expenses</b>	<b>354,657</b>	<b>106,649</b>

**FINANCIALS** | MASSACHUSETTS GENERAL PHYSICIANS ORGANIZATION, INC.

Excerpts from internal financial statements (in thousands of dollars).  
Years ending Sept. 30.

Revenue	2007	2008
Net patient service revenue	428,774	474,609
Other operating revenue	118,285	137,424
<b>Total operating revenue</b>	<b>547,059</b>	<b>612,033</b>
Expenses		
Employee compensation and benefits	429,231	485,403
Supplies and other expenses	78,339	83,997
Depreciation and amortization	1,759	1,504
Provision for bad debts	11,129	13,895
<b>Total operating expenses</b>	<b>520,458</b>	<b>584,799</b>
<b>Income from operations</b>	<b>26,601</b>	<b>27,234</b>
Nonoperating gains (expenses)		
Income from investments	10,796	9,343
Change in net unrealized gains (losses) on equity method investments	12,610	(22,633)
Gifts and other	(1,391)	(2,524)
<b>Total nonoperating gains (losses)</b>	<b>22,015</b>	<b>(15,814)</b>
<b>Excess of revenue over expenses</b>	<b>48,616</b>	<b>11,420</b>
Other changes in net assets		
Transfer (to)/from affiliates	(475)	94
Other	313	623
<b>Increase in unrestricted net assets</b>	<b>48,454</b>	<b>12,137</b>