2013


Lehigh Valley Health Network

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The future begins with you.
THE FUTURE BEGINS WITH YOU

*When it comes to your health, you’re in control.*

To take charge of your health, you must take the first step.
It’s up to you to exercise and eat right. It’s up to you to see your doctor regularly.
It’s up to you to prevent health problems by following your doctor’s advice.
It’s up to you to seek care when your body tells you something is wrong.

The first step is yours. The rest is up to us.
At Lehigh Valley Health Network, we will support you through every step of your journey and help make your future healthy.

*The future begins with you.*
CREATING A HEALTHY FUTURE

No one can predict the future, but everyone can plan for it. That’s especially true when it comes to your health. You can create a future in which you are active, vibrant and happy by making wise health decisions today.

At Lehigh Valley Health Network (LVHN), we’re honored to help you create your healthy future. To provide the support you need, we constantly plan for tomorrow. Years ago, we realized our nation’s health care system would face change, challenges and uncertainty. That time is now. We are prepared because we’re focused on your needs. That drives our passion for better medicine.

We’re creating a better future by focusing on three things: making our community healthier, controlling the cost of care and giving patients the best possible experience. Known as the “Triple Aim,” this model gives health care providers nationwide a framework for change. In a nation that has the most costly health system in the world – accounting for 17 percent of our gross domestic product – change is imperative.

We’re bringing the Triple Aim to life at LVHN. We’re making our community healthier by helping you prevent illness, and teaching you how to avoid and manage chronic conditions. We’re controlling costs by creating partnerships and discovering new ways to deliver care more efficiently. We’re giving you the best possible experience by elevating the quality of care, addressing your needs and making care more accessible.

The Triple Aim is more than a framework for change. It’s an outline for what you expect and deserve from your health care provider. With the commitment of more than 12,000 LVHN colleagues, we will continue to prepare for the future and support you through every step of your health care journey. Take comfort in knowing we are always here for you, and remember that when it comes to your health, the future begins with you.

Ronald W. Swinfard, MD  
President and chief executive officer

William F. Hecht  
Chairman, Board of Trustees
HOW DOES THE FUTURE BEGIN WITH YOU?
The people and services below embody the way LVHN is embracing the future. Watch videos of each at LVHN.org/Report.

KEEPING PEOPLE HEALTHY
Fed up with being overweight, Tina Handwerk of Allentown partnered with LVHN to take charge of her health. Today she is 100 pounds lighter and feels terrific. At LVHN, we support people like Handwerk who are taking steps to make their future healthy.

SERVICE YOU DESERVE
When Agnes Ziegler walks the halls of Lehigh Valley Hospital–Cedar Crest, she is on a mission. She looks for patients and visitors who appear lost and delivers exceptional service by greeting people warmly and walking them to their destination.

COMMITMENT TO QUALITY
When fully implemented in 2015, Epic, our new electronic medical records system, will give you 24/7 access to your health information, give your providers easy access, and will enhance the quality of care you receive.

COST AND VALUE
Months ago, Lehigh Valley Hospital–Muhlenberg patients were taken to a specific unit to complete the admission process. Hours later, they would be transferred to their permanent room. To make the process more efficient and reduce costs, patients now go directly to their room for the admission process.

GROWING FOR YOU
Months after Lauren Flood was born with a brain injury, technology was developed that would have helped her at birth. When Lauren passed away, her mother, Ann, of Bath, partnered with LVHN to bring lifesaving brain-cooling technology to our area, helping us to expand services and grow.

Watch!
WATCH A VIDEO OF TINA HANDWERK AT LVHN.ORG/REPORT.

Watch!
WATCH A VIDEO OF AGNES ZIEGLER AT LVHN.ORG/REPORT.

Watch!
WATCH A VIDEO OF HOW EPIC WILL TRANSFORM CARE AT LVHN.ORG/REPORT.

Watch!
WATCH A VIDEO OF NEW ADMISSION PROCESS AT LVHN.ORG/REPORT.

Watch!
WATCH A VIDEO OF ANN FLOOD AT LVHN.ORG/REPORT.
KEEPING PEOPLE HEALTHY

We’re improving the health of everyone in our community by:

- Addressing the health needs of our population
- Preventing the spread of flu with free drive-through flu shot clinics
- Keeping you fit at our LVHN Fitness facilities
- Helping you find a doctor with videos on LVHN.org
- Bringing our people to you with TeleHealth technology. Our nurses’ role in TeleHealth won LVHN the national 2013 Magnet™ Prize.

12,000
People vaccinated during our drive-through flu shot clinics

3
Hospital locations

1,129
Medical staff physicians

5,684
Participants in the LVHN Via Marathon

125
Lehigh Valley Physician Group (LVPG) practices

2,190
LVHN Fitness members

12,000
People vaccinated during our drive-through flu shot clinics

25,799
TeleHealth encounters
SERVICE YOU DESERVE

We’re providing exceptional service by:

- Providing walk-in care for common illnesses and minor injuries
- Creating a welcoming lobby and more private rooms at Lehigh Valley Hospital–Cedar Crest
- Giving children specialized care at Children’s Hospital at Lehigh Valley Hospital
- Opening new facilities to make care easily accessible in your neighborhood

- 4,655 Prescription refills delivered in the mail
- 45,218 Walk-in care visits since 2011
- 377,412 Prescriptions filled by Health Spectrum Pharmacy
- 281,441 Calls to 610-402-CARE
- 2,264,962 Visits to LVHN.org
- 18,353 Visits to the Children’s ER
- 9 Health Centers
COMMITMENT TO QUALITY

We’re providing care that is recognized nationally, as exemplified by our:

- 18th consecutive year on the U.S. News & World Report Best Hospitals list
- Certification as a Comprehensive Stroke Center
- Innovative heart treatments, including transcatheter aortic valve replacement and left ventricular assist device
- Robotic surgery program, which results in numerous benefits to patients
- National Comprehensive Cancer Network membership, giving you access to leading-edge clinical trials

Leapfrog Group Hospital Safety Score

A

3,077

3-D mammograms performed

LVPG patients counseled for smoking cessation

7

Percentage of Magnet™ hospitals nationwide

306,000
COST AND VALUE

We’re making health care affordable by:

- Participating in AllSpire, an alliance with other health systems to reduce costs through group purchasing, and the sharing of information and services
- Helping you avoid illness in our community clinics, Community Health and Wellness Center and patient-centered medical homes
- Offering help for the uninsured through our financial assistance program
- Reducing costs through green initiatives

TOTAL COMMUNITY BENEFIT

$326,824,479

$270,191,405 Direct patient care

$41,752,395 Professional and patient education and research

$8,885,526 Community partnerships and support

$5,995,153 Community education and prevention
MEANINGFUL GROWTH

We’re meeting our community’s demand for care by:

- Establishing an agreement for LVHN and the Greater Hazleton Health Alliance to merge
- Creating collaborative partnerships with regional health care providers
- Acquiring the assets of Westfield Hospital to create a Center for Orthopedic Medicine
- Opening the Health Center at Bangor, our 10th health center
- Bringing health care services to downtown Allentown as part of the Allentown Arena project
- Bringing young physicians to our area through SELECT, our medical school partnership with USF Morsani College of Medicine

1,107
Patients transported by MedEvac helicopters and ambulances

54,112
Acute admissions

177,361
ER visits

515,252
Outpatient encounters

1,787,541
Visits to LVPG practices
FACTS AND FIGURES

$32,984,000
Operating margin

12,077
Employees

975
LVPG physicians and advanced practice clinicians
TOTAL OF OUR COMMUNITY BENEFIT

$326,824,479

HOW A NOT-FOR-PROFIT ORGANIZATION DETERMINES COMMUNITY BENEFIT

The not-for-profit entities of Lehigh Valley Health Network qualify as charitable organizations under Pennsylvania Act 55. The Act sets specific criteria for what constitutes a charitable organization, defines the uncompensated goods and services that qualify as community benefit, and prescribes how these goods and services are measured.
### DIRECT PATIENT CARE

**Medicare Shortfall***
The difference between Medicare and Medicare Managed Care payments and the cost of providing patient care.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$118,567,982</td>
</tr>
</tbody>
</table>

**Medical Assistance Shortfall***
The difference between Medical Assistance and Medical Assistance Managed Care payments and the cost of providing patient care.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
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<tbody>
<tr>
<td>$80,481,420</td>
</tr>
</tbody>
</table>

**Bad Debt**
The cost of providing care to patients who the health network believes were able to pay for their services but did not.

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td>$29,516,106</td>
</tr>
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</table>

**Uncompensated Charity Care**
Free care for people unable to pay.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$25,766,790</td>
</tr>
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</table>

**Care for People Who Are Uninsured or Underinsured**
Includes difference between clinic payments and costs for primary and specialty clinics and related services.

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td>$14,839,498</td>
</tr>
</tbody>
</table>

**Blue Cross Special Care and CHIP Shortfall***
Blue Cross Special Care is a low-cost insurance plan for people who otherwise would be uninsured. CHIP (Children’s Health Insurance Program) is a state program to provide health insurance to uninsured children and teens who are not eligible for or enrolled in medical assistance.

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td>$540,639</td>
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</table>

**TRICARE Shortfall***
TRICARE is a federally funded health plan for military personnel, retirees and their families.

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td>$478,970</td>
</tr>
</tbody>
</table>

*About shortfalls and Act 55: As per Act 55, community benefit provided by charitable organizations includes shortfalls between payments received from Medicare, Medical Assistance and patients, and the cost of providing care.*

### PROFESSIONAL AND PATIENT EDUCATION AND RESEARCH

**Medical Education***
Includes salaries and benefits for medical residents, a portion of salaries and benefits for program directors and others who support graduate and undergraduate medical education, and support activities such as the hospital library.

<table>
<thead>
<tr>
<th>Amount</th>
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<tbody>
<tr>
<td>$24,286,046</td>
</tr>
</tbody>
</table>

**Nursing Education***
Includes salaries and benefits for nurses during the extended period of time in which they are learning the professional skills for our acute environment. During this time, nurse orientees participate in classroom and clinical activities and are not directly responsible for patient care. Also includes salaries and benefits for personnel providing education and professionals attending mandatory education.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$14,128,109</td>
</tr>
</tbody>
</table>

**Research Activities**
Includes research in areas such as cardiology, neurology and internal medicine that are not grant funded.

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,081,912</td>
</tr>
</tbody>
</table>

**Patient Education**
Includes salaries, benefits and other expenses for patient educators and patient education materials.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$256,328</td>
</tr>
</tbody>
</table>

*About education and Act 55: As per Act 55, community benefit provided by charitable organizations includes the difference between the full cost of education and research programs and payments received to support these programs.*

### COMMUNITY EDUCATION AND PREVENTION

**Community Health and Health Studies Department**
Includes community-based initiatives through grant acquisition and management, Community Health Needs Assessment, Community Exchangeschool-based dental sealant program, the Community Issues Management system, teen pregnancy data, place-based approaches to community health improvement, pediatric asthma and health literacy.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$1,317,493</td>
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</tbody>
</table>

**Health Promotion and Disease Prevention**
Includes Healthy You magazine, fitness programs, health fairs, Heart Help for Women programs, patient education publications and other publications promoting wellness and disease awareness.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$1,945,580</td>
</tr>
</tbody>
</table>

**Pastoral Care**
Provides ministry to patients, family and staff. Includes a portion of salaries and benefits for pastoral care staff, and the cost of our pastoral care residency program after Medicare reimbursement.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$868,139</td>
</tr>
</tbody>
</table>

**Emergency Education**
Includes training and education for physicians, nurses and first-responders region-wide. We also provide bioterrorism and disaster preparedness training in our community.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$395,476</td>
</tr>
</tbody>
</table>

**Lehigh Valley Hospital Cancer Center**
Includes nurse navigators, support groups, classes, programs, screenings, a patient education library, nutrition counseling and survivor celebrations. This amount reflects the cost of providing these services free of charge.

<table>
<thead>
<tr>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>$969,579</td>
</tr>
</tbody>
</table>
**Physician Referral and Health Information Line**
Provides free phone-based health services through 610-402-CARE.

498,886

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### COMMUNITY PARTNERSHIPS AND SUPPORT

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equivalent Value of Support for Agencies and Municipalities</strong></td>
<td>$3,646,281</td>
</tr>
<tr>
<td>Includes free physical exams for municipal workers and financial support for municipalities, disease prevention programs, services and exams at Allentown’s Central Elementary School. Also includes real estate taxes paid by the health network on owned and leased property.</td>
<td></td>
</tr>
<tr>
<td><strong>Equivalent Value of Volunteer Assistance</strong></td>
<td>$2,533,465</td>
</tr>
<tr>
<td>Includes 112,299 hours donated by volunteers.</td>
<td></td>
</tr>
<tr>
<td><strong>Patient Care Community Activities</strong></td>
<td>$1,461,029</td>
</tr>
<tr>
<td>Includes free flu shots, free medications for people unable to pay, portion of wages and benefits for pharmacy coordinator and the difference between payments for mental health services from Lehigh County and the cost of providing services at two residential aftercare programs.</td>
<td></td>
</tr>
<tr>
<td><strong>Interpreting Service and Patient Representative</strong></td>
<td>$1,011,036</td>
</tr>
<tr>
<td>Includes hospital-based language interpreting services, purchased foreign language and sign language interpreting services provided free of charge, and costs associated with patient satisfaction surveys.</td>
<td></td>
</tr>
<tr>
<td><strong>Sponsorships for Community Service Organizations</strong></td>
<td>$233,715</td>
</tr>
<tr>
<td>Includes support for numerous not-for-profit organizations that are aligned with our health network’s mission, along with support of the Burn Prevention Network.</td>
<td></td>
</tr>
</tbody>
</table>

*About volunteers and Act 55: As per Act 55, it is appropriate for charitable organizations to report volunteer service. This shows how valuable volunteers are to the institution and the community. Act 55 provides a formula for calculating this based on the Pennsylvania Workers Compensation Act. We follow that formula.*

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$8,885,526
## Assets

<table>
<thead>
<tr>
<th>Assets Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$25,989</td>
<td>$26,062</td>
</tr>
<tr>
<td>Patient accounts receivable, net</td>
<td>223,856</td>
<td>209,002</td>
</tr>
<tr>
<td>Prepaid, inventories and other accounts receivable</td>
<td>51,521</td>
<td>49,167</td>
</tr>
<tr>
<td>Assets limited under bond-debt service fund</td>
<td>15,186</td>
<td>14,984</td>
</tr>
<tr>
<td>Assets limited under primary professional liability arrangements</td>
<td>5,392</td>
<td>4,790</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>321,944</td>
<td>304,005</td>
</tr>
<tr>
<td><strong>NONCURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assets limited by Board of Trustees for capital improvements</td>
<td>804,304</td>
<td>716,810</td>
</tr>
<tr>
<td>Assets limited by Board of Trustees for retained excess liability arrangements</td>
<td>16,745</td>
<td>17,755</td>
</tr>
<tr>
<td>Assets limited under primary professional liability arrangements</td>
<td>45,675</td>
<td>42,637</td>
</tr>
<tr>
<td>Assets limited by management</td>
<td>29,475</td>
<td>30,632</td>
</tr>
<tr>
<td>Assets limited under bond indenture, bond construction, debt service and debt service reserve agreements</td>
<td>5,274</td>
<td>11,084</td>
</tr>
<tr>
<td>Assets restricted by donors or grantors</td>
<td>151,123</td>
<td>139,693</td>
</tr>
<tr>
<td>Assets limited to fund deferred compensation and other liabilities</td>
<td>49,147</td>
<td>39,874</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>638,460</td>
<td>620,635</td>
</tr>
<tr>
<td>Partnership investments</td>
<td>9,481</td>
<td>10,665</td>
</tr>
<tr>
<td>Deferred financing costs, net and other noncurrent assets</td>
<td>38,919</td>
<td>35,501</td>
</tr>
<tr>
<td><strong>TOTAL OTHER ASSETS</strong></td>
<td>1,788,603</td>
<td>1,665,286</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>2,110,547</td>
<td>1,969,291</td>
</tr>
</tbody>
</table>

## Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Liabilities and Net Assets Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>59,714</td>
<td>60,178</td>
</tr>
<tr>
<td>Accrual for estimated third-party payer settlements</td>
<td>2,419</td>
<td>3,475</td>
</tr>
<tr>
<td>Accrued compensation</td>
<td>49,444</td>
<td>53,282</td>
</tr>
<tr>
<td>Other accrued expenses</td>
<td>32,054</td>
<td>34,562</td>
</tr>
<tr>
<td>Pension</td>
<td>4,054</td>
<td>3,154</td>
</tr>
<tr>
<td>Professional liability</td>
<td>5,892</td>
<td>4,790</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>12,303</td>
<td>11,530</td>
</tr>
<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>165,880</td>
<td>170,971</td>
</tr>
<tr>
<td><strong>NONCURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt, net of current portion</td>
<td>569,369</td>
<td>502,276</td>
</tr>
<tr>
<td>Deferred compensation and other liabilities funded with matching assets</td>
<td>49,147</td>
<td>39,874</td>
</tr>
<tr>
<td>Pension</td>
<td>176,836</td>
<td>267,849</td>
</tr>
<tr>
<td>Professional liability</td>
<td>55,273</td>
<td>54,177</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>28,249</td>
<td>37,443</td>
</tr>
<tr>
<td><strong>TOTAL NONCURRENT LIABILITIES</strong></td>
<td>878,874</td>
<td>901,619</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>1,044,754</td>
<td>1,072,590</td>
</tr>
</tbody>
</table>

## NET ASSETS

<table>
<thead>
<tr>
<th>NET ASSETS Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>LVHN and component entities</td>
<td>895,304</td>
<td>737,944</td>
</tr>
<tr>
<td>Noncontrolling interests in subsidiaries</td>
<td>19,366</td>
<td>19,064</td>
</tr>
<tr>
<td><strong>TOTAL UNRESTRICTED NET ASSETS</strong></td>
<td>914,670</td>
<td>757,008</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>103,382</td>
<td>93,252</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>47,341</td>
<td>46,441</td>
</tr>
<tr>
<td><strong>TOTAL RESTRICTED NET ASSETS</strong></td>
<td>151,123</td>
<td>139,693</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>1,065,793</td>
<td>896,701</td>
</tr>
</tbody>
</table>

## TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>TOTAL LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,110,547</td>
<td>$1,969,291</td>
</tr>
</tbody>
</table>
## COMBINED STATEMENTS OF OPERATIONS

(In Thousands) For the periods ended June 30, 2013 and 2012

### PATIENT SERVICES AND SUPPORTING OPERATIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient service revenue*</td>
<td>$1,520,026</td>
<td>$1,473,259</td>
</tr>
<tr>
<td>Other supporting operations revenue</td>
<td>36,988</td>
<td>36,941</td>
</tr>
<tr>
<td>Net assets released from restrictions-operations</td>
<td>4,858</td>
<td>4,083</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>1,561,872</strong></td>
<td><strong>1,514,283</strong></td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>741,399</td>
<td>688,013</td>
</tr>
<tr>
<td>Benefits</td>
<td>146,794</td>
<td>129,552</td>
</tr>
<tr>
<td>Supplies</td>
<td>272,036</td>
<td>259,176</td>
</tr>
<tr>
<td>Purchased services</td>
<td>155,487</td>
<td>148,084</td>
</tr>
<tr>
<td>Other</td>
<td>105,879</td>
<td>100,355</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>84,574</td>
<td>83,867</td>
</tr>
<tr>
<td>Interest expense</td>
<td>22,719</td>
<td>22,318</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>1,528,888</strong></td>
<td><strong>1,431,365</strong></td>
</tr>
</tbody>
</table>

Operating income          | 32,984     | 82,918     |

### OTHER REVENUE AND EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
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</thead>
<tbody>
<tr>
<td>Realized investment earnings, gains (losses)</td>
<td>31,745</td>
<td>52,732</td>
</tr>
<tr>
<td>Provision for income taxes</td>
<td>(2,935)</td>
<td>(3,430)</td>
</tr>
<tr>
<td>Other nonoperating gains (losses)</td>
<td>(1,890)</td>
<td>212</td>
</tr>
<tr>
<td><strong>Other revenue and expenses, net</strong></td>
<td><strong>26,920</strong></td>
<td><strong>49,514</strong></td>
</tr>
</tbody>
</table>

### REVENUES AND GAINS IN EXCESS OF EXPENSES AND LOSSES ATTRIBUTED TO LVHN AND COMPONENT ENTITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$59,904</strong></td>
<td><strong>$132,432</strong></td>
<td></td>
</tr>
</tbody>
</table>

*FY12 has been restated to reflect bad debts as a reduction of revenue instead of an operating expense.

### UNDERSTANDING THIS REPORT

The Combined Statements of Financial Position report our assets, liabilities and net assets. The Combined Statements of Operations report our revenues and expenses. The amount of revenues minus the amount of expenses creates our operating income.
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Karina Reed, MD
Sandra Thomas, DO
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Kristen Keenan, CRNP
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LEHIGH VALLEY HEALTH NETWORK ANNUAL REPORT 2013 6
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