

EXHIBIT L

NCA Presentation, April 19, 2011



Quincy Medical Center

Confidential Presentation to the Board of Trustees

April 19, 2011



CONFIDENTIAL

*Privileged & Confidential Communication
Preliminary Draft - Subject to material change based on continued review*

Disclaimer Statement

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Due to time and other limitations, this report has been prepared utilizing limited due diligence. It is based on assumptions and estimates made by the management of the Hospital, information provided to NCA by Hospital personnel, information provided by industry sources, and, in some cases, assumptions made by NCA, which may not have been reviewed with Hospital management. Any historical financial information given to, and subsequently presented by NCA may not be reliable. Neither NCA nor its Members, officers, associates or employees, have audited the information contained herein and no warranty is provided as to the accuracy and completeness of this information.

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NCA is neither a law firm nor a certified public accounting firm. Accordingly, the information contained herein is not intended to be and should not be relied upon as legal, auditing or accounting advice.

Situational Assessment

Historical Financial Performance

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HISTORICAL FINANCIAL PERFORMANCE

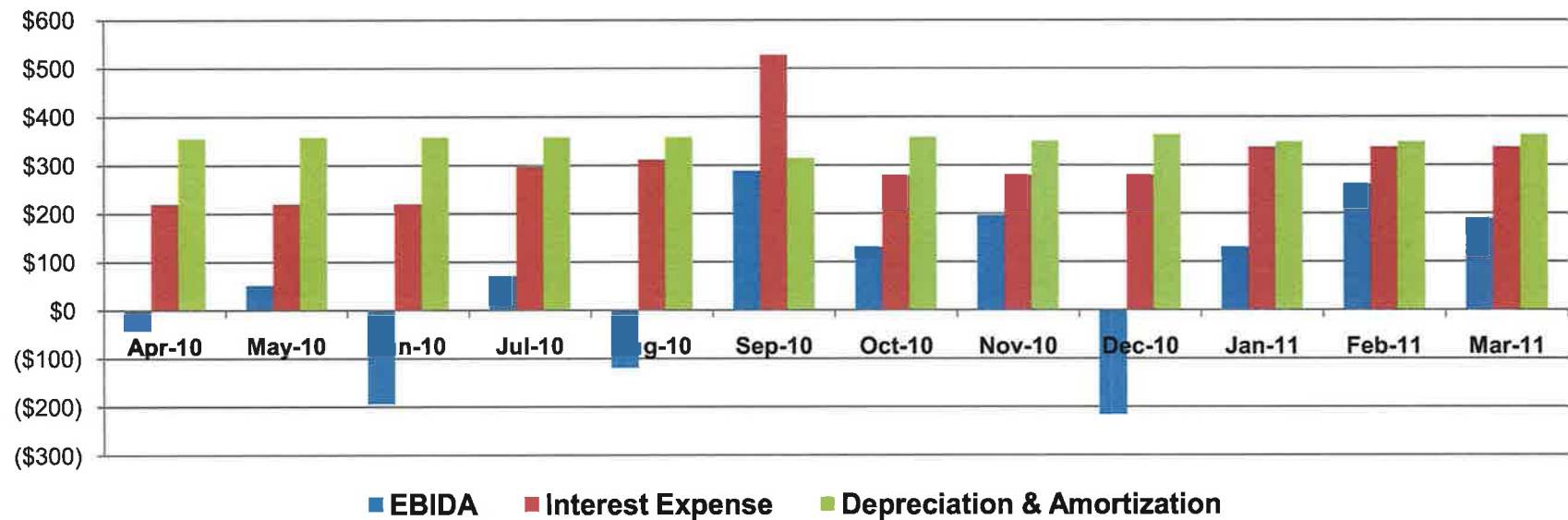
\$ in 000s	FY ended Sept. 30,			6mo ended Mar 31,	
	2008 Audited	2009 Audited	2010 Audited	2010 Actual	2011 Actual
Revenues					
Net Patient Service Revenue	\$96,323	\$101,709	\$97,298	\$49,079	\$48,367
Other Operating Revenue	8,272	7,439	5,287	2,702	2,313
Net assets released from restrictions	365	250	416	0	0
Total Revenue	\$104,960	\$109,397	\$103,002	\$51,781	\$50,680
Operating Expenses					
Salaries and Wages	50,046	53,199	50,027	25,651	24,211
Benefits	10,924	11,011	10,417	5,578	5,377
Physician Fees	7,348	8,499	9,505	5,034	4,610
Supplies and Other	28,117	26,268	26,624	12,445	13,126
Insurance	1,045	1,025	911	485	502
Provision For Bad Debts	3,739	4,401	4,147	1,688	2,164
Total Operating Expenses	\$101,219	\$104,403	\$101,631	\$50,882	\$49,992
EBIDA	\$3,741	\$4,995	\$1,371	\$899	\$689
Margin	3.6%	4.6%	1.3%	1.7%	1.4%
Total EBIDA Adjustments	1,063	209	1,980	327	283
Adjusted EBIDA	\$4,804	\$5,203	\$3,351	\$1,226	\$971
Margin	4.6%	4.8%	3.3%	2.4%	1.9%
Depreciation and Amortization	3,753	3,781	4,248	2,148	2,127
Interest	2,476	2,833	2,953	1,159	1,848
Loss from Operations	(2,489)	(1,620)	(5,830)	(2,407)	(3,286)
Total Nonoperating Losses	(266)	(140)	(99)	15	(11)
Deficiency of Revenues Over Expenses	(2,755)	(1,760)	(5,928)	(2,392)	(3,297)
Total Other Changes in Unrestricted Net Assets	696	214	653	648	1,204
Total Change in Unrestricted Net Assets	(2,059)	(1,546)	(5,276)	(1,744)	(2,093)
<u>Selected Balance Sheet Items:</u>					
Cash and Cash equivalents	4,760	4,799	3,026	2,298	2,939
Total Assets Limited to Use	41,183	29,203	25,886	27,383	20,771
Total Debt	58,464	57,979	57,250	57,220	56,451

Situational Assessment

Overview

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- While the performance improvement initiatives identified in 2010 have largely been implemented, Quincy Medical Center (“QMC” or the “Hospital”) is currently not generating sufficient cash flow to service its debt and make routine capital expenditure to keep the Hospital competitive with other facilities in the area.



Situational Assessment

2010 Performance Improvement Initiatives

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- The 2010 performance improvement initiatives have been implemented, however, \$1.1 million of the labor savings will be eliminated in FY 2011 based upon labor union contract negotiations and roll back of non-union salary reductions. For FY 2012, the full year impact is \$1.6 million.

2010 PERFORMANCE IMPROVEMENT INITIATIVES^[1]

Initiative	Annual Target	Management Target	Achieved Savings	Comments
Labor Reductions & Productivity Improvement	\$1,525,000	\$3,500,000	\$3,500,000	- Management RIF (\$1.1MM), Labor negotiations (\$2.4MM)
Clinical Operations	1,500,000	1,644,000	1,594,000	- Perioperative redesign and radiology productivity
Revenue Cycle Improvements	1,000,000	1,250,000	In progress	- Insurance eligibility software, electronic claims processing, payment verification, denials management. Implementation of software expected by May 2011.
Supplies	290,000	290,000	431,274	Ongoing initiatives working with group purchasing organization.
Administrative Productivity	1,050,000	940,000	940,000	- Anesthesia professional services, ED contract negotiation, Chief Transformation Officer, union negotiations.
Clinical Growth Strategies	2,140,000	2,056,243	650,000	- Increased volumes from better relationships with skilled nursing facilities, acute care facilities. Doesn't include Tufts initiatives.
Other Initiatives	-	673,191	134,441	Tufts initiatives impact TBD. Includes efficiency teams, employee benefits.
Total	\$7,505,000	\$10,353,434	\$7,249,715	

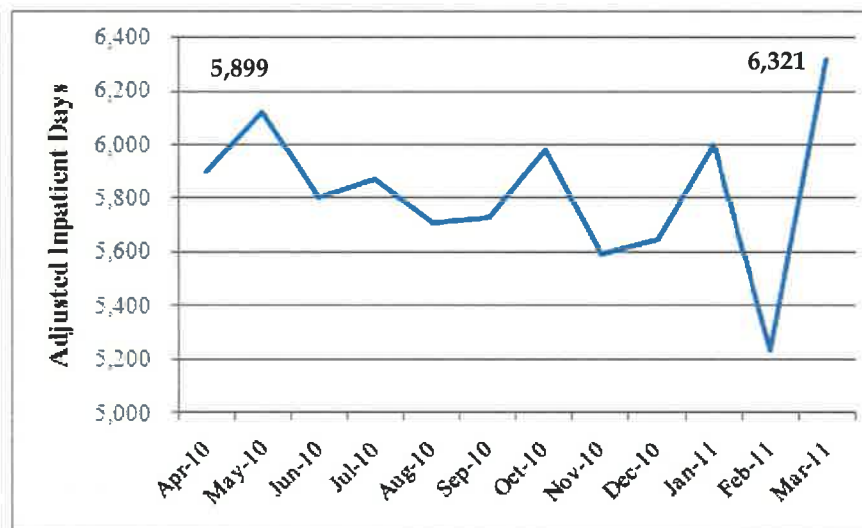
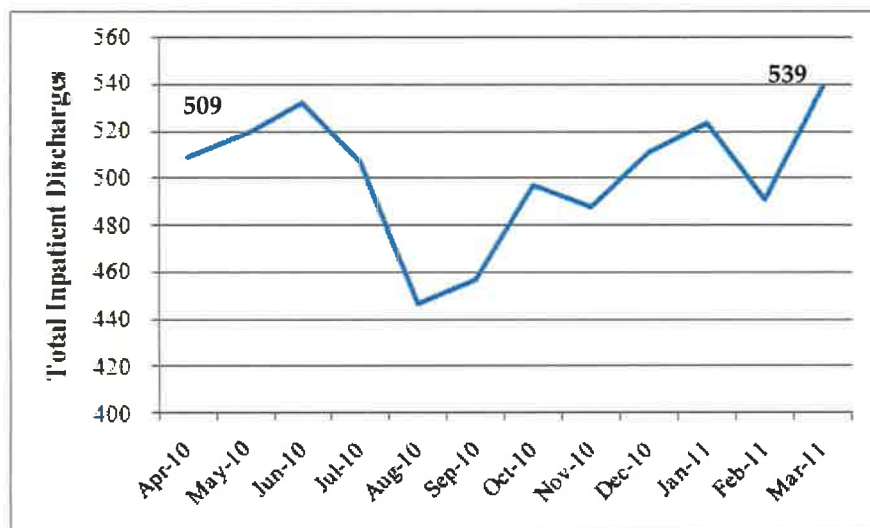
[1] Note: Labor savings were negotiated for a limited time period. Approximately \$1.1MM of the labor savings will be eliminated in FY2011 based upon labor union contract negotiations and roll back of non-union salary reductions. For FY2012, full year impact is \$1.6MM

Situational Assessment

Declining Operating Statistics

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- While discharges have improved over the past quarter as a result of strategic initiatives, key operating trends continue to be weak, particularly inpatient statistics, as inpatient discharges and adjusted patient days are highly concerning.



	Jan 10 to Mar 11	Jan 09 to Mar 10	%
	Monthly Avg.	Monthly Avg.	Change
Total Inpatient Discharges	518	510	1.6%
Inpatient Adjusted Days	5,851	5,831	0.3%
Inpatient Patient Days	2,619	2,637	(0.7%)
ER Visits	3,169	2,981	6.3%

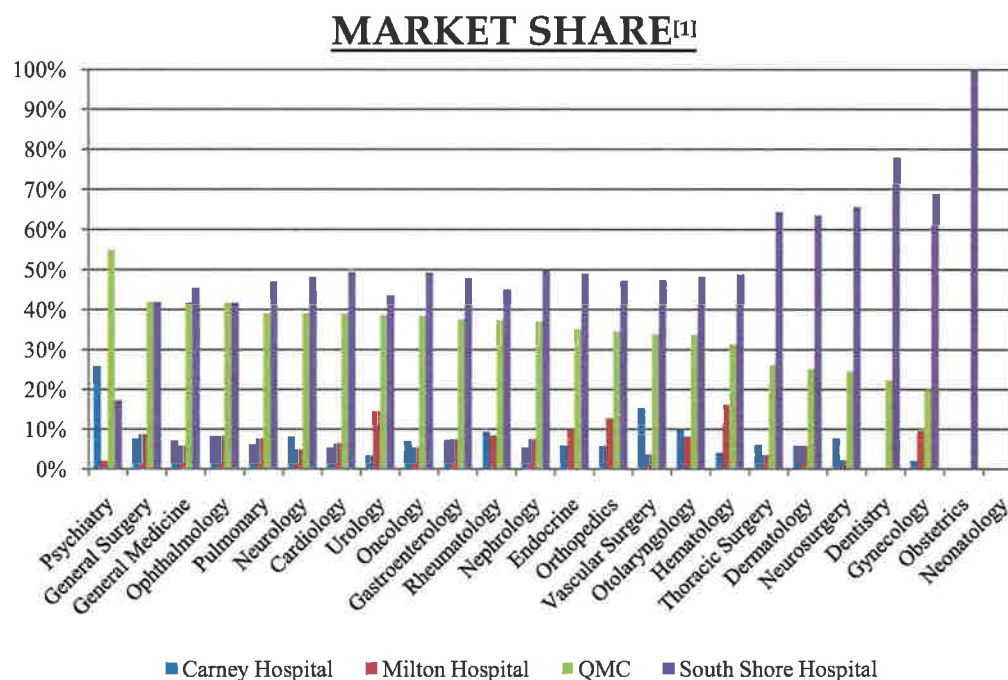
Situational Assessment

Market Share

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- Of the clinical offerings available at QMC, market share as compared to primary competitors is strong in the areas of Psychiatry, General Surgery and General Medicine^[1].
- However, QMC's market position is in jeopardy if immediate capital is not invested into QMC's facility as patients will continue to migrate to hospitals with more advanced technology.
- QMC's leading market share position in Psychiatry is in danger as a result of deferred payments to BMC.
 - BMC sent a demand letter for approximately \$1 million of back payment.

	Primary Competitors Total 2009 Discharges ^[1]	QMC 2009 Discharges	QMC Share
Psychiatry	435	239	54.9%
General Surgery	1,373	575	41.9%
General Medicine	668	279	41.8%
Ophthalmology	12	5	41.7%
Pulmonary	2,016	789	39.1%
Neurology	857	335	39.1%
Cardiology	2,387	929	38.9%
Urology	207	80	38.6%
Oncology	187	72	38.5%
Gastroenterology	1,692	635	37.5%
Rheumatology	107	40	37.4%
Nephrology	803	297	37.0%
Endocrine	500	176	35.2%
Orthopedics	1,313	453	34.5%
Vascular Surgery	165	56	33.9%
Otolaryngology	160	54	33.8%
Hematology	224	70	31.3%
Thoracic Surgery	115	30	26.1%
Dermatology	52	13	25.0%
Neurosurgery	90	22	24.4%
Dentistry	9	2	22.2%
Gynecology	147	29	19.7%
Obstetrics	1,034	1	0.1%
Neonatology	998	-	0.0%



[1] Source: Massachusetts Health Data Consortium. Market share measured by 2009 discharges among QMC and its primary competitors, Carney Hospital, Milton Hospital, and South Shore Hospital.

Situational Assessment

Navigant Identified Performance Improvement Initiatives

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- Navigant has identified additional areas of performance improvement that are currently being reviewed by management.
 - Total performance improvement opportunity identified is approximately \$1.9 million
 - Management is currently reviewing these opportunities with Navigant

INITIATIVES IDENTIFIED BY NAVIGANT

<u>Net Revenue Opportunity</u>	Base Case
Clinical Documentation Improvement*	\$220,068
Revenue Cycle**	295,919
Total Revenue Opportunity	\$515,987
<hr/>	
<u>Expense Opportunity</u>	Base Case
Labor Productivity	690,829
Care Management (LOS Management)	401,459
Total Expense Opportunity	\$1,092,288
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Total P&L Improvement	\$1,608,275
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<u>Cash Flow Opportunity</u>	Base Case
Revenue Cycle	310,978
Total Cash Flow Opportunity	\$310,978

* Reflects net opportunity after implementation costs year 1. Opportunity increases in out years.

** Management reports \$300,000 of this opportunity budgeted.

Situational Assessment

Deferred Capital Expenditure

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- Due to its undercapitalized position, QMC has deferred facility maintenance and equipment upgrades over the past decade.
- The deferred capital expenditure is now negatively impacting the operations of the Hospital and could impact quality of care delivery.

SUMMARY CAPEX^[1]

<u>Priority 1 Items (FY 2011)</u>		<u>Priority 2 Items (FY 2012)</u>		<u>Priority 2 Items (FY 2012)</u>	
Anesthesia machines	\$360	Cooling tower replacement	\$337	Dinamp Monitor	\$3
ER patient bays replacements	350	Trane Chiller #2 Overhaul	39	Server for SMART inpatient	8
Glidescope	20	IT Server room AC upgrade	32	IT Server Room A/C upgrade	32
Ambulance bay door	12	West Wing elevator replacement	500	T&A, HR & Nursing Combined System	425
Stretchers	60	Replace ICU Beds	102	Wireless Phones	17
Staff work chairs (ED area)	2	Cardiac monitors	103	Replace mail machine	5
Visitor chairs (ED area)	1	Ortho drill & saw	12	Facility Management Software	10
Bathroom renovation (ED area)	25	Replace all EKG Machines	210	Meditech BMV application	0
Steris System	120	Replace M/S Beds	560	EKG MUUSE System	215
OR table	49	Oximeters	4	Statement of Conditions	100
Laposcopic (2 units)	150	Reagent Freezer	8	Patient room furniture	420
Oto / Opthos (7 units)	4	Replace all defibrillators	150	Geri Psych Unit living room furniture	5
Air compressor for CSR sterilizers	15	Medication rooms conversion	40	Parking lot repair & electronic access	360
Medical air compressor	60	Replace Portable Echo Machine	90	Patient TVs	12
		Replace Geri Psych Beds	110	Patient TVs	94
		Replace Vital Sign Equipment	81	Generator exhaust stack	0
		Upgrade PACU Telemetry	120	Site fencing replacement	0
		Replace Transport Stretchers	30	Pathology lab upgrades	0
		Tissue Processor	66	Renovate back side of B bldg	0
		Chair Alarms	1	Update all common areas	0
Total	\$1,228	Sub Total	\$2,593	Sub Total	\$1,707
Total Estimated CapEx		\$5,528			

[1] The above capex analysis does not include facility refurbishment necessary to keep the Hospital competitive.

Situational Assessment

Historical & Projected P&L

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- Historically, the Hospital generated approximately \$5 million of adjusted EBIDA, post performance improvement initiatives, QMC is projected to achieve an estimated \$2.7 million of adjusted EBIDA in FY 2011 and \$2.9 million in FY 2012.

HISTORICAL & PROJECTED FINANCIAL PERFORMANCE

\$ in 000s	FY ended Sept. 30,			6mo ended Mar 31,		FY ended Sept. 30,	
	2008 Audited	2009 Audited	2010 Audited	2010 Actual	2011 Actual	2011 Projected	2012 Projected
Revenues							
Net Patient Service Revenue	\$96,323	\$101,709	\$97,298	\$49,079	\$48,367	\$98,140	\$101,088
Other Operating Revenue	8,272	7,439	5,287	2,702	2,313	4,600	5,000
Net assets released from restrictions	365	250	416	0	0	0	0
Total Revenue	\$104,960	\$109,397	\$103,002	\$51,781	\$50,680	\$102,740	\$106,088
Operating Expenses							
Salaries and Wages	50,046	53,199	50,027	25,651	24,211	49,448	51,649
Benefits	10,924	11,011	10,417	5,578	5,377	10,995	11,497
Physician Fees	7,348	8,499	9,505	5,034	4,610	9,221	9,367
Supplies and Other	28,117	26,268	26,624	12,302	13,126	26,076	26,690
Insurance	1,045	1,025	911	485	502	999	1,015
Provision For Bad Debts	3,739	4,401	4,147	1,688	2,164	4,478	4,640
Total Operating Expenses	\$101,219	\$104,403	\$101,631	\$50,738	\$49,992	\$101,218	\$104,858
EBIDA	\$3,741	\$4,995	\$1,371	\$1,043	\$689	\$1,522	\$1,230
Margin	3.6%	4.6%	1.3%	2.0%	1.4%	1.5%	1.2%
Adjustments							
Restructuring Advisory	192	0	626	101	396	0	0
Interim Management	0	0	105	0	20	20	0
Legal Fees	103	200	341	82	87	87	0
Severance	155	0	907	144	0	0	0
IT	613	9	0	0	175	175	0
Performance Improvements	0	0	0	0	0	968	1,675
Total EBIDA Adjustments	1,063	209	1,980	327	679	1,251	1,675
Adjusted EBIDA	\$4,804	\$5,203	\$3,351	\$1,370	\$1,368	\$2,773	\$2,905
Margin	4.6%	4.8%	3.3%	2.6%	2.7%	2.7%	2.7%

Situational Assessment

Public Company Valuation Analysis

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- Based upon the current trading values of these comparable hospital companies, average values are 1.08x LTM revenue and 7.34x LTM EBITDA.
- When considering forward-looking estimates in calendar year 2011, average multiples for hospital companies are .85x CY 2011 revenue and 6.31x CY 2011 EBITDA.
- Trading values for these hospital companies are not reflective of the distress, deteriorating operating performance, and need for capital expenditure occurring at QMC.**

(\$ in millions, except per share data)		Stock Price	% of 52 Wk High	Enterprise Value	Latest Twelve Months (LTM)			Cal Year 2011		Enterprise Value/				
Company Name	Ticker	4/13/11	High	Value	Latest Twelve Months (LTM)			Cal Year 2011		LTM		CY 2011		
					Revenue	EBITDA	EBITDA %	Revenue	EBITDA	Revenue	EBITDA	Revenue	EBITDA	
Community Health Systems, Inc.	CYH	\$32.83	77%	\$12,448	\$12,987	\$1,677	12.9%	\$14,895	\$1,959	0.96x	7.42x	0.84x	6.36x	
HCA, Inc.	HCA	\$32.06	93%	\$45,789	\$30,683	\$5,626	18.3%	\$34,097	\$6,460	1.49x	8.14x	NM	NM	
Health Management Associates Inc.	HMA	\$10.34	89%	5,705	5,115	742	14.5%	6,018	854	1.12x	7.69x	0.95x	6.68x	
Lifepoint Hospitals Inc.	LPNT	\$38.86	93%	3,392	3,262	517	15.9%	3,740	561	1.04x	6.56x	0.91x	6.04x	
Tenet Healthcare Corp.	THC	\$6.54	85%	7,223	9,205	1,050	11.4%	10,122	1,255	0.78x	6.88x	0.71x	5.76x	
										High:	1.49x	8.14x	0.95x	6.68x
										Low:	0.78x	6.56x	0.71x	5.76x
										Mean:	1.08x	7.34x	0.85x	6.21x
										Median:	1.04x	7.42x	0.87x	6.20x
Source: Capital IQ														

Source: Capital IQ

Situational Assessment

Comparable Precedent Transactions

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- Based on the 79 comparable hospital acquisitions from 2010 and 2011 transaction activity with publicly disclosed imply acquisition multiples of .70x revenue, 7.18x EBIDA and \$393,200 per Bed, respectively.

(\$ in millions, except price per bed)				Whole Company Transactions Method Multiples								
Date	Buyer	Target	ST	Status	Target			Transaction			Transaction Value [2] /	
					Revenue	EBIDA [1]	Beds	Value	Revenue	EBIDA	Bed	
04/07/11	AmSurg Corp.	National Surgical Care, Inc.	TX	For Profit	\$124.5	\$21.5	NA	\$173.5	1.4x	8.1x	NA	
03/30/11	Steward Health Care	Morton Hospital & Medical Center	MA	Non-profit	135.8	4.0	154	58.5	0.4x	14.6x	379,870	
02/23/11	Steward Health Care System	Jackson Health System	FL	Non-profit	NA	NA	2,482	1,100.0	NA	NA	443,191	
02/10/11	Community Health Systems, Inc.	Mercy Health Partners	PA	Non-profit	NA	NA	265	70.0	NA	NA	264,151	
01/17/11	Sisters of Mercy Health System	Johnston Memorial Hospital	OK	Non-profit	NA	NA	15	1.6	NA	NA	106,667	
12/31/10	Ascend Health Corporation	Behavioral Hospital of Bellaire and Denton Rehabilitation Hospital	TX	For Profit	NA	NA	130	NA	NA	NA	NA	
12/28/10	Anderson Regional Medical Center	Riley Hospital	MS	For Profit	NA	NA	140	NA	NA	NA	NA	
12/21/10	Hospital Authority of Albany-Dougherty	Palmyra Park Hospital	GA	For profit	166.5	NA	248	195.0	1.2x	NA	786,290	
12/21/10	Medical Properties Trust Inc.	Three Long-Term Acute Care Hospital Facilities	Various	For Profit	NA	NA	220	99.5	NA	NA	452,273	
12/20/10	Healthcare Trust of America, Inc.	Multi-state Portfolio	Various	For profit	NA	NA	209	102.0	NA	NA	488,254	
12/17/10	Wesley Medical Center	Galichia Heart Hospital	KS	For profit	62.8	7.9	82	NA	NA	NA	NA	
12/15/10	Vanguard Health Systems Inc.	Holy Cross Hospital	IL	Non-profit	100.8	19.5	331	NA	NA	NA	NA	
12/14/10	Bronson Healthcare Group	Battle Creek Health System	MI	Non-profit	94.9	NA	211	NA	NA	NA	NA	
12/10/10	Grubb & Ellis Healthcare RET II, Inc.	Humble Surgical Hospital, LLC	TX	For profit	NA	NA	NA	13.1	NA	NA	NA	
12/09/10	Avita Health System	Bucyrus Community Hospital	OH	Non-profit	35.1	4.6	25	NA	NA	NA	NA	
12/09/10	Community Health Systems, Inc.	Tenet Healthcare Corp.	TX	For profit	9,200.0	987.0	14,352	7,330.0	0.8x	7.4x	510,730	
12/01/10	Steward Health Care System, LLC	Two Essence Healthcare Hospitals	MA	For profit	98.1	4.8	181	NA	NA	NA	NA	
11/29/10	Spectrum Health System	Zeeland Community Hospital	MI	Non-profit	45.1	4.9	57	NA	NA	NA	NA	
11/19/10	Victory Valley Hospital Acquisition, Inc.	Victory Valley Community Hospital	CA	Non-profit	55.8	3.1	115	37.0	0.7x	11.9x	321,739	
11/18/10	North Country Health Services	Sanford Health & MeritCare	MN	Non-profit	93.5	3.2	118	75.0	0.8x	23.4x	635,593	
11/17/10	Prime Healthcare Services, Inc.	Alvarado Hospital Medical Center, Inc.	CA	For profit	176.4	6.1	2,437	40.0	0.2x	6.6x	16,414	
11/05/10	Methodist Healthcare System Of San Antonio Ltd.	Heart Hospital Of San Antonio, LP	TX	For profit	94.7	14.0	55	78.5	0.8x	5.6x	1,427,273	
11/03/10	St. Anthony Hospital	Newman Memorial Hospital	OK	Non-profit	8.6	0.8	79	NA	NA	NA	NA	
10/31/10	St. Lukes Episcopal Health System	Patients Medical Center	TX	For profit	57.2	11.6	61	NA	NA	NA	NA	
10/28/10	Kindred Healthcare Inc.	Signature Health Services, LLC	OH	Non-profit	13.4	2.3	NA	NA	NA	NA	NA	
10/27/10	The Johns Hopkins Hospital	Sibley Memorial Hospital	DC	Non-profit	NA	NA	328	NA	NA	NA	NA	
10/26/10	Vibra Healthcare, LLC	Two Indiana LT Acute Care Hospitals	IN	For Profit	NA	NA	NA	21.0	NA	NA	NA	
10/26/10	Vibra Healthcare, LLC	Two Ohio LT Acute Care Hospitals	OH	For Profit	NA	NA	NA	21.0	NA	NA	NA	
10/25/10	Lakeland HealthCare	Community Hospital	MI	Non-profit	28.2	NA	58	NA	NA	NA	NA	
10/12/10	ThedaCare	Shawano Medical Center	WI	Non-profit	NA	NA	25	4.3	NA	NA	172,000	
10/11/10	SUNY Downstate Medical Center	Long Island College Hospital	NY	For profit	NA	NA	506	110.0	NA	NA	217,391	
10/06/10	Central DuPage Health, Inc.	Delnor Community Hospital Inc.	IL	Non-profit	205.0	NA	159	NA	NA	NA	NA	
10/01/10	New Directions Health Systems, LLC	Pike County Memorial Hospital	AR	Non-profit	3.5	0.2	32	2.0	0.6x	8.1x	62,500	
09/30/10	Atlantic Health Systems	Newton Memorial Hospital	NJ	Non-profit	128.7	14.2	146	NA	NA	NA	NA	
09/29/10	McLaren Health Care Corp.	Central Michigan Community Hospital	MI	Non-profit	68.0	2.2	78	NA	NA	NA	NA	
09/16/10	West Virginia United Health System	Camden-Clark Memorial Hospital/St. Joseph's	WV	For profit	154.0	NA	367	NA	NA	NA	NA	
09/16/10	Scott & White	Trinity Medical Center	TX	Non-profit	33.5	NA	60	NA	NA	NA	NA	
09/10/10	asis Healthcare	Brim Holdings	TN	For profit	NA	NA	165	95.0	NA	NA	575,758	
09/03/10	Swedish Medical Center	Stevens Hospital	WA	Non-profit	NA	NA	217	NA	NA	NA	NA	
09/02/10	Adventist Health Systems, Inc.	University Community Health, Inc.	FL	Non-profit	502.5	NA	NA	353.0	0.7x	NA	NA	
09/01/10	Seton Family of Hospitals	Smithville Regional Hospital	TX	Non-profit	13.2	2.0	36	NA	NA	NA	NA	
09/01/10	Health Management Associates, Inc.	Wuesthoff Health System	FL	Non-profit	290.0	NA	406	151.5	0.5x	NA	373,153	

Valuation Analysis

Comparable Precedent Transactions (continued)

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(\$ in millions, except price per bed)				Whole Company Transactions Method Multiples							
Date	Buyer	Target	ST	Status	Target			Transaction Value	Transaction Value[2] /		
					Revenue	EBIDA [1]	Beds		Revenue	EBIDA	Bed
08/30/10	Avera MacKenna	Avera Heart Hospital	SD	For profit	NA	NA	55	36.0	NA	NA	654,545
08/24/10	Kindred Healthcare Inc.	Five Long Term Acute Care Hospitals	CA	For profit	150.0	27.0	250	178.0	1.2x	6.6x	712,000
08/16/10	Management	Prospect Medical Holdings, Inc.	CA	For profit	468.0	54.0	759	363.0	0.8x	6.7x	478,261
08/09/10	Vanguard Health Systems, Inc.	Arizona Heart Hospital	AZ	For profit	NA	NA	59	32.4	NA	NA	549,153
08/06/10	Community Health Systems, Inc.	Forum Health	OH	Non-profit	300.4	NA	625	200.0	0.7x	NA	320,000
08/06/10	MHA, LLC	Meadowlands Hospital	NJ	Non-profit	61.6	NA	230	16.0	0.3x	NA	69,565
08/04/10	Cornerstone Healthcare Group	Solara Healthcare Group	TX	For profit	NA	NA	300	NA	NA	NA	NA
08/03/10	Scott & White	Johns Community Hospital	TX	Non-profit	12.9	NA	153	NA	NA	NA	NA
07/20/10	Johns Hopkins Health System Corp.	All Childrens Hospital and Health System	FL	Non-profit	274.8	NA	259	NA	NA	NA	NA
07/10/10	District of Columbia	United Medical Center	DC	For profit	99.4	NA	184	20.0	0.2x	NA	108,696
07/09/10	HCA, Inc.	Eastside Medical Center	GA	Non-profit	159.6	22.0	247	NA	NA	NA	NA
07/09/10	Emory Healthcare	Emory Johns Creek Hospital	GA	For profit	64.3	4.4	72	NA	NA	NA	NA
07/01/10	Danbury Hospital	New Milford Hospital	CT	Non-profit	89.6	NA	85	NA	NA	NA	NA
06/24/10	HCA, Inc.	Mercy Hospital	FL	Non-profit	262.5	NA	473	NA	NA	NA	NA
06/21/10	Select Medical Group	Regency Hospital Group	IL	For profit	350.0	NA	NA	210.0	0.6x	NA	NA
06/17/10	RegionalCare Hospital Partners	Clinton Memorial Hospital	OH	Non-profit	103.0	8.8	95	82.0	0.8x	9.3x	863,158
06/10/10	Long Beach Memorial Hospital	Community Hospital of Long Beach	CA	Non-profit	49.7	NA	81	NA	NA	NA	NA
06/04/10	Adventist Health Systems, Inc.	Bert Fish Medical Center	FL	Non-profit	63.8	4.9	112	51.5	0.8x	10.5x	459,821
06/01/10	Grubb & Ellis Healthcare REIT	Muskogee Long-Term Acute Care Hospital	OK	For profit	NA	NA	41	11.0	NA	NA	268,293
05/27/10	Johns Hopkins Health System Corp.	Sibey Memorial Hospital	DC	Non-profit	203.5	35.9	328	NA	NA	NA	NA
05/27/10	Health Management Associates, Inc.	Three Shands Hospitals	FL	Non-profit	100.0	NA	139	22.0	0.2x	NA	158,273
05/24/10	RegionalCare Hospital Partners	Coffee Health Group	AL	Non-profit	143.3	13.0	517	150.0	1.0x	11.5x	290,135
05/19/10	North Shore Long Island Jewish Health System	Lenox Hill Hospital	NY	Non-profit	674.3	NA	652	NA	NA	NA	NA
05/13/10	OSF Healthcare Systems	Rockford Health System	IL	Non-profit	309.8	19.6	297	NA	NA	NA	NA
05/10/10	Covenant Health	Morristown n-Hamblen Healthcare System	TN	Non-profit	84.4	7.9	167	100.0	1.2x	12.7x	598,802
04/30/10	LifePoint Hospitals, Inc.	Sumner Regional Health Systems, Inc.	TN	Non-profit	130.7	1.4	268	156.0	1.2x	111.4x	582,090
04/15/10	Texas Health Resources, Inc.	Wilson N. Jones Medical Center	TX	Non-profit	132.8	9.0	191	NA	NA	NA	NA
04/09/10	Fedmont Healthcare	St. Joseph's Hospital	GA	For profit	359.0	19.0	410	NA	NA	NA	NA
04/06/10	Valley Baptist Health System	Knapp Medical Center	TX	Non-profit	122.3	8.4	209	NA	NA	NA	NA
04/05/10	Community Health Systems, Inc.	Marion Regional Healthcare System	SC	Non-profit	59.3	7.2	169	25.7	0.4x	3.6x	152,071
04/02/10	Community Health Systems, Inc.	Bluefield Regional Medical Center	WV	Non-profit	72.4	NA	240	NA	NA	NA	NA
04/01/10	LifePoint Hospitals, Inc.	Clark Regional Medical Center	KY	Non-profit	53.4	3.8	100	60.0	1.1x	15.8x	600,000
03/25/10	Cerberus Capital Management, LP	Caritas Christi Health Care	MA	For profit	1,320.0	NA	1,552	830.0	0.6x	NA	534,794
03/19/10	Vanguard Health Systems, Inc.	Detroit Medical Center	MI	Non-profit	2,010.0	NA	1,734	1,267.0	0.6x	NA	730,681
02/17/10	St. David's HealthCare Partnership	Heart Hospital of Austin	TX	For profit	NA	12.8	58	83.6	NA	6.5x	1,441,379
02/02/10	St. Vincent Jennings Hospital	Washington County Memorial	IN	Non-profit	29.7	NA	25	3.5	0.1x	NA	140,000
01/03/10	Restoration Healthcare, LLC	BJC Medical Center	GA	Non-profit	27.3	NA	90	7.1	0.3x	NA	78,889

Notes:

[1] For-profit hospital data is before taxes, thus comparable to EBIDA.

[2] Compiled metrics exclude EBIDA multiples > 11x, per Bed multiples > \$1 mil.

Source: Irving Levin Associates, Inc., CapitalIQ.

High	1.39x	111.43x	\$1,441,379
Low	0.12x	3.57x	\$16,414
Mean	0.70x	7.18x	\$393,200
Median	0.67x	6.72x	\$411,531

Situational Assessment

Implied Valuation

DRAFT

- Based on current operations, QMC's operating performance, and deferred capital expenditure, likely valuation for QMC is in the range of \$15 million to \$25 million.
- Cash on hand would be added to Hospital valuation to apply toward debt retirement.

IMPLIED HOSPITAL VALUATION

Multiple	EBIDA		
	<u>\$3,000</u>	<u>\$4,000</u>	<u>\$5,000</u>
5.0x	\$15,000	\$20,000	\$25,000
6.0x	\$18,000	\$24,000	\$30,000
7.0x	\$21,000	\$28,000	\$35,000