

**Administration Department**  
655 W. 8th Street  
Jacksonville, Florida 32209  
Phone: 904.244.4000  
Fax: 904.244.4027  
UFHealthJax.org

May 18, 2015

Office of Governor Rick Scott  
State of Florida  
The Capitol  
400 S. Monroe Street  
Tallahassee, FL 32399-0001

Dear Governor Scott:

I am writing in response to your May 13, 2015 letter requesting hospital profile data. I am pleased that you have included UF Health Jacksonville in the conversation regarding hospital financing. I additionally support your commitment to a data- and analytics-based approach to advancing the conversation.

Your commitment to supplemental funding through the LIP program benefits thousands of patients we serve and is critical to our survival. On behalf of all our patients, faculty and staff, we appreciate your efforts to explore funding solutions.

On the worksheet you sent to us, we have provided our submission. As you will see, in a few instances we have definitional questions and need further guidance from your staff. In the remaining areas, we have provided the data which we have regularly submitted to various state agencies on a regular basis. I would also direct your attention to the accompanying letter and worksheet submitted to you by the Safety Net Hospital Alliance of Florida. The package reflects our sentiment as well.

I look forward to working with you, your staff and the Commission on Healthcare and Hospital Financing as we explore strategies to address the health care needs of Florida's most vulnerable populations. Thank you.

Sincerely,



Russell Armistead  
CEO, UF Health Jacksonville

Enclosures



|  |    | Need instructions to ensure uniform reporting |           |           |           |           |           |           |            |  |  |
|--|----|---|-----------|-----------|-----------|-----------|-----------|-----------|------------|--|--|
|  |    | 2006  | 2007      | 2008      | 2009      | 2010      | 2011      | 2012      | 2013       |  |  |
| <b>Number of Volunteer Hours</b>                               |    |   |           |           |           |           |           |           |            |  |  |
| <b>Hospital Services</b>                                       |    |   |           |           |           |           |           |           |            |  |  |
| <b>Total Number of In-Patient Admissions</b>                   |    |   |           |           |           |           |           |           |            |  |  |
|  |    | 25,766  | 27,273    | 27,421    | 28,779    | 28,550    | 28,644    | 26,476    | 24,001     |  |  |
| <b>Ten Most Common In-Patient Conditions and Procedures</b>    |    |   |           |           |           |           |           |           |            |  |  |
| <i>Ten Leading Discharge Diagnoses and Prices</i>              |    |   |           |           |           |           |           |           |            |  |  |
| V30.00   | 1  | \$ 6,507                                      | \$ 5,837  | \$ 5,538  | \$ 4,956  | \$ 7,791  | \$ 7,109  | \$ 7,866  | \$ 6,555   |  |  |
| 038.9  | 2  | \$ 45,648                                     | \$ 48,082 | \$ 55,589 | \$ 55,320 | \$ 26,360 | \$ 75,167 | \$ 73,956 | \$ 78,610  |  |  |
| V30.01   | 3  | \$ 17,382                                     | \$ 15,911 | \$ 23,441 | \$ 23,441 | \$ 19,259 | \$ 20,986 | \$ 24,087 | \$ 20,769  |  |  |
| V57.89   | 4  | \$ 67,328                                     | \$ 82,825 | \$ 94,031 | \$ 80,163 | \$ 99,581 | \$ 71,152 | \$ 69,330 | \$ 79,010  |  |  |
| 584.9  | 5  | \$ 24,640                                     | \$ 28,706 | \$ 25,813 | \$ 25,669 | \$ 21,170 | \$ 31,188 | \$ 21,856 | \$ 29,337  |  |  |
| 786.59   | 6  | \$ 14,330                                     | \$ 14,838 | \$ 18,868 | \$ 18,069 | \$ 21,170 | \$ 23,057 | \$ 21,856 | \$ 30,606  |  |  |
| 491.21   | 7  | \$ 18,664                                     | \$ 22,513 | \$ 23,459 | \$ 22,937 | \$ 22,237 | \$ 26,942 | \$ 27,497 | \$ 29,769  |  |  |
| 414.01   | 8  | \$ 46,618                                     | \$ 48,606 | \$ 53,475 | \$ 56,194 | \$ 61,674 | \$ 68,737 | \$ 72,098 | \$ 81,267  |  |  |
| 518.81   | 9  | \$ 21,555                                     | \$ 23,637 | \$ 27,982 | \$ 25,455 | \$ 26,436 | \$ 27,718 | \$ 30,740 | \$ 34,118  |  |  |
| 434.91   | 10 | \$ 29,596                                     | \$ 33,375 | \$ 31,063 | \$ 37,395 | \$ 37,105 | \$ 40,661 | \$ 53,415 | \$ 51,628  |  |  |
| <i>Ten Leading Primary Procedures and Prices</i>               |    |   |           |           |           |           |           |           |            |  |  |
| MANUAL ASSIST DELIV REC  | 1  | \$ 8,348                                      | \$ 8,253  | \$ 8,681  | \$ 9,265  | \$ 10,437 | \$ 10,580 | \$ 11,781 | \$ 11,581  |  |  |
| CIRCUMCISION   | 2  | \$ 7,040                                      | \$ 7,485  | \$ 4,067  | \$ 2,780  | \$ 2,349  | \$ 2,727  | \$ 2,552  | \$ 5,134   |  |  |
| LOW CERVICAL SECTION   | 3  | \$ 13,376                                     | \$ 12,935 | \$ 13,989 | \$ 13,318 | \$ 14,778 | \$ 15,532 | \$ 16,461 | \$ 15,421  |  |  |
| URGENT ENDOTRACHEAL TUBE                                       | 4  | \$ 51,584                                     | \$ 69,604 | \$ 67,130 | \$ 67,130 | \$ 79,726 | \$ 86,761 | \$ 77,365 | \$ 117,274 |  |  |
| VERDIOUS CATH REC  | 5  | \$ 37,868                                     | \$ 41,361 | \$ 42,459 | \$ 42,606 | \$ 48,151 | \$ 55,072 | \$ 59,480 | \$ 70,393  |  |  |
| PACED CELL THROMBOLYSIS  | 6  | \$ 22,135                                     | \$ 24,059 | \$ 26,978 | \$ 27,135 | \$ 33,732 | \$ 36,529 | \$ 34,980 | \$ 41,945  |  |  |
| CV CATH PLACMT W GUIDANCE                                      | 7  | N/A   | N/A       | N/A       | N/A       | N/A       | \$ 35,222 | \$ 57,129 | \$ 87,788  |  |  |
| LEFT HEART CATH  | 8  | \$ 31,573                                     | \$ 32,686 | \$ 35,385 | \$ 39,100 | \$ 39,429 | \$ 40,422 | \$ 42,028 | \$ 51,605  |  |  |
| HEMODYALYSIS   | 9  | \$ 22,554                                     | \$ 27,241 | \$ 27,695 | \$ 26,482 | \$ 31,631 | \$ 37,576 | \$ 32,446 | \$ 36,963  |  |  |
| PTCA   | 10 | \$ 61,884                                     | \$ 62,753 | \$ 70,921 | \$ 77,181 | \$ 71,910 | \$ 76,399 | \$ 83,942 | \$ 93,969  |  |  |
| <b>Total Number of Out-Patient Visits</b>                      |    |   |           |           |           |           |           |           |            |  |  |
|  |    | 284,081                                       | 306,624   | 282,954   | 266,248   | 269,473   | 270,676   | 279,686   | 291,341    |  |  |
| <b>Ten Most Common Out-Patient Conditions and Procedures</b>   |    |   |           |           |           |           |           |           |            |  |  |
| <i>Ten Leading Discharge Diagnoses and Prices</i>              |    |   |           |           |           |           |           |           |            |  |  |
| V67.59   | 1  | \$ 140  | \$ 183    | \$ 128    | \$ 147    | \$ 121    | \$ 137    | \$ 150    | \$ 200     |  |  |
| 401.9  | 2  | \$ 244  | \$ 264    | \$ 299    | \$ 334    | \$ 373    | \$ 351    | \$ 384    | \$ 373     |  |  |
| 401.1  | 3  | \$ 226  | \$ 206    | \$ 226    | \$ 230    | \$ 262    | \$ 275    | \$ 284    | \$ 258     |  |  |
| V76.12   | 4  | \$ 331  | \$ 395    | \$ 411    | \$ 428    | \$ 445    | \$ 495    | \$ 509    | \$ 543     |  |  |
| 068.1  | 5  | \$ 203  | \$ 121    | \$ 203    | \$ 153    | \$ 147    | \$ 190    | \$ 268    | \$ 383     |  |  |
| 724.2  | 6  | \$ 755  | \$ 713    | \$ 932    | \$ 973    | \$ 911    | \$ 689    | \$ 641    | \$ 585     |  |  |
| V70.0  | 7  | \$ 306  | \$ 326    | \$ 335    | \$ 374    | \$ 315    | \$ 319    | \$ 393    | \$ 485     |  |  |
| 250.00   | 8  | \$ 229  | \$ 176    | \$ 207    | \$ 181    | \$ 183    | \$ 199    | \$ 234    | \$ 284     |  |  |
| V76.51   | 9  | \$ 2,694                                      | \$ 2,732  | \$ 2,991  | \$ 3,138  | \$ 3,028  | \$ 2,955  | \$ 2,948  | \$ 2,497   |  |  |
| V22.1  | 10 | \$ 348  | \$ 397    | \$ 460    | \$ 524    | \$ 591    | \$ 595    | \$ 608    | \$ 635     |  |  |
| <i>Ten Leading Primary (Out-Patient) Procedures and Prices</i> |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| <b>Total Number of Emergency Department Visits</b>             |    |   |           |           |           |           |           |           |            |  |  |
| <i>Ten Leading Diagnoses on Admission and Prices</i>           |    |   |           |           |           |           |           |           |            |  |  |
| 648.93   | 1  | \$ 741  | \$ 846    | \$ 1,042  | \$ 1,197  | \$ 1,340  | \$ 1,622  | \$ 1,706  | \$ 1,807   |  |  |
| 786.50   | 2  | \$ 2,880                                      | \$ 3,181  | \$ 2,681  | \$ 3,730  | \$ 3,653  | \$ 5,480  | \$ 6,024  | \$ 6,860   |  |  |
| 485.9  | 3  | \$ 580  | \$ 650    | \$ 723    | \$ 808    | \$ 907    | \$ 1,246  | \$ 1,282  | \$ 1,282   |  |  |
| 789.00   | 4  | \$ 2,653                                      | \$ 3,205  | \$ 3,210  | \$ 3,977  | \$ 4,434  | \$ 4,917  | \$ 4,603  | \$ 4,740   |  |  |
| 780.60   | 5  | N/A   | N/A       | N/A       | \$ 1,309  | \$ 1,399  | \$ 1,760  | \$ 1,895  | \$ 1,895   |  |  |
| 784.0  | 6  | \$ 2,925                                      | \$ 2,905  | \$ 3,231  | \$ 3,484  | \$ 3,663  | \$ 4,118  | \$ 4,026  | \$ 4,026   |  |  |
| 724.5  | 7  | \$ 1,204                                      | \$ 1,384  | \$ 1,702  | \$ 1,838  | \$ 2,302  | \$ 2,302  | \$ 2,759  | \$ 2,385   |  |  |
| 724.5  | 8  | \$ 1,550                                      | \$ 1,562  | \$ 1,771  | \$ 1,969  | \$ 2,170  | \$ 2,533  | \$ 2,600  | \$ 2,702   |  |  |
| 401.9  | 9  | \$ 1,431                                      | \$ 1,436  | \$ 1,628  | \$ 1,813  | \$ 2,158  | \$ 2,158  | \$ 3,970  | \$ 2,079   |  |  |
| 789.09   | 10 | \$ 3,008                                      | \$ 4,062  | \$ 3,755  | \$ 4,606  | \$ 5,568  | \$ 5,323  | \$ 4,886  | \$ 5,631   |  |  |
| <i>Ten Leading Primary Procedures and Prices</i>               |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| AHICA data as required by FAC 598-9                            |    |   |           |           |           |           |           |           |            |  |  |
| <b>Total Number of Observation Visits</b>                      |    |   |           |           |           |           |           |           |            |  |  |
|  |    | 6,529   | 6,000     | 6,153     | 5,319     | 5,518     | 5,728     | 6,241     | 7,964      |  |  |

|   | 1.466 | 1.457 | 1.503 | 1.502 | 1.516 | 1.515 | 1.509 | 1.596 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|
| Rate of In-Patient Readmissions   |       |       |       |       |       |       |       |       |
| Rate of In-Patient Complications  |       |       |       |       |       |       |       |       |
| Rate of Adverse Incidents (AIHQ Mortality Rating and Infection Reporting)                     |       |       |       |       |       |       |       |       |
| Hospital Consumer Assessment of Healthcare Providers and Systems Survey (HCAHPS) Star Ratings |       |       |       |       |       |       |       |       |
| Communication with Nurses   |       |       |       |       |       |       |       |       |
| Communication with Doctors  |       |       |       |       |       |       |       |       |
| Responsiveness of Hospital Staff  |       |       |       |       |       |       |       |       |
| Pain Management   |       |       |       |       |       |       |       |       |
| Communication about Medicines   |       |       |       |       |       |       |       |       |
| Discharge Information   |       |       |       |       |       |       |       |       |
| Care Transition   |       |       |       |       |       |       |       |       |
| Cleanliness of Hospital Environment   |       |       |       |       |       |       |       |       |
| Quietness of Hospital Environment   |       |       |       |       |       |       |       |       |
| Overall Hospital Rating   |       |       |       |       |       |       |       |       |
| Recommend the Hospital  |       |       |       |       |       |       |       |       |
| Summary Star Rating   |       |       |       |       |       |       |       |       |
| Casemix (All)   |       |       |       |       |       |       |       |       |
|   | 1.466 | 1.457 | 1.503 | 1.502 | 1.516 | 1.515 | 1.509 | 1.596 |

N/A HCAHPS Star Ratings only became available in April 2015



May 18, 2015

**Teaching Hospitals**

Broward Health

Jackson Health System

Mount Sinai  
Medical Center

Orlando Health

UF Health Shands Hospital

UF Health Jacksonville

Tampa General Hospital

**Public Hospitals**

Halifax Health

Lee Memorial  
Health System

Memorial Healthcare System

Sarasota Memorial  
Health Care System

**Children's Hospitals**

All Children's Hospital

Nicklaus Children's Hospital

**Regional Perinatal Intensive  
Care Center**

Sacred Heart Health System

**Anthony Carvalho**

President

Office of Governor Rick Scott  
State of Florida  
The Capitol  
400 S. Monroe Street  
Tallahassee, FL 32399-0001

Dear Governor Scott:

It is with pleasure that I write in response to your May 13 letter requesting hospital profile data. I agree, "Florida families deserve access to the healthcare services they need". I also strongly support uniform hospital data reporting and look forward to working with the *Commission on Healthcare and Hospital Financing*.

Thank you for your support of Florida's Low Income Pool (LIP) program and efforts to renew the LIP waiver. The supplemental funding that LIP adds to Florida's Medicaid hospital reimbursement rates is critical to safety net hospitals providing care to large volumes of Medicaid patients. We stand in support of the Florida LIP redesign model submitted to US Department of Health & Human Services.

I am responding to your request on behalf of the Safety Net Hospital Alliance of Florida (SNHAF). The SNHAF is comprised of 14 members that are Florida's top teaching, public, children's, and regional perinatal intensive care center hospitals. Our members shoulder a disproportionate share of Florida's hospital care responsibilities, while providing the most highly specialized medical care and innovation. SNHAF members account for only 10% of the state's hospitals, yet provide 100% of all pediatric level one trauma care, over 88% of all level one trauma care, 72% of graduate medical education programs, 41% of all charity care, 40% of all Medicaid days, and 25% of all hospital admissions.

I look forward to working with the Commission and completing the hospital profile data collection exercise. To ensure that the hospital profile data offers comparative values, I recommend the following:

First, much of the requested data is readily available pursuant Florida hospital data reporting laws and rules. Instead of receiving this comprehensive data from each hospital's own data sources, the Commission should compile much of the data from existing government sources. Data extraction from a few government websites will provide uniformity of most of the profile components.



These Florida Agency for Health Care Administration website links and units include: Florida Hospital Uniform Reporting System (FHURS); Florida Health Finder; AHCA Data Center; AHCA Revenue Maximization Reports; and Financial Analysis (FA) Unit to name a few. Attached is your hospital profile data request form with a legend of these sources notated for your convenience.

Second, there are some data elements collected in FHURS that are inadequate. These insufficiencies will directly jeopardize your Commission's analysis of hospital operating margins and deliberations on revenue sharing scenarios.

The FHURS fails to collect data on costs unique to mission-driven hospital systems that support Florida's communities by operating clinics serving low-income residents in underserved areas. Many of these hospital systems meet their community's needs by also providing home health care and skilled nursing care, to name a few. These cost centers outside of the traditional hospital setting are fundamental for hospital system-wide operating margin analyses and are missing from the FHURS.

Additionally, healthcare delivery has evolved considerably since the FHURS was originally constructed. There are many ancillary services that were historically performed in physician offices that today are performed in the hospital setting. For example, physician specialty services such as oncology chemotherapy and cardiology diagnostic testing. These physician specialty services are cost intensive, yet also are not recorded in the FHURS cost data.

Failure to define and collect these expenditures will result in hospital operating margin comparisons that are insufficient. For these reasons, and in order for the Commission to reach the desired goals as set forth in your Executive Order, the Commission should request a tailored hospital operating margin template be designed, with input from the hospital industry, prior to embarking on a comparative analysis of profit sharing scenarios.

Third, there are data elements requested in your form that simply require clarification. The Commission should provide a common set of terms and definitions to ensure the hospital profile data submitted offers consistent comparative values. For example the term 'case mix' could be: the Medicare MS-DRG casemix; the Medicaid AP-DRG casemix; or the AHCA FHURS interpreted casemix.

Governor Rick Scott  
May 18, 2015  
Page 3

On behalf of the hundreds of thousands of pediatric and adult patients, medical residents, and employees of SNHAF hospitals, we look forward to working with you and the Commission.

Regards,

  
Anthony P. Carvalho  
President

## Legend

- 1 = AHCA, Florida Hospital Uniform Reporting System (annual report, goes years back)
  - 2 = AHCA, Florida Health Finder [www.FloridaHealthFinder.gov](http://www.FloridaHealthFinder.gov) (website 2011, 2012, 2013, prior data AHCA Data Center has)
  - 3 = AHCA LIP department also Revenue Maximization Reports submitted annually to Governor / Legislature, goes back to 2002-03
  - 4 = AHCA, Financial Analysis (FA) Unit provides annual excel file with all these calculations
  - 5 = AHCA, Florida Health Finder, query tool, Inpatient (website 2011, 2012, 2013, prior data AHCA Data Center has)
  - 6 = AHCA, Florida Health Finder, query tool, Ambulatory (Surgery) Outpatient (website 2011, 2012, 2013, prior data AHCA Data Center has)
  - 7 = AHCA, Florida Health Finder, query tool, Emergency Department (website 2011, 2012, 2013, prior data AHCA Data Center has)
  - 8 = Data not readily available from AHCA or CMS websites, provider required to research and extract data, data extracted may lack uniformity and therefore not be found comparable from one hospital to the next and/or data may be confidential
  - 9 = Clarification needed: data requested does not exist or does not exist in formation requested, or unsure of definition of requested item (ie Margin of Next Patient Served)
  - 10 = Data may be available at AHCA in current format is insufficient representation of all hospital services, as it is limited in scope or definition (ie Casemix: Medicare or Medicaid or other )
  - 11 = AHCA, Florida Statewide Medicaid Enrollment Report
- \* Note: If an asterick is present, data may be available at AHCA for a group, but not as a singular line item as requested.





# Hospital Review

## Hospital Profile



Hospital Name:  License Number: 2

Address:

Ownership Type:  Proprietary |  Not-for-Profit |  Local Government Owned

Prepared by:  , pursuant to Executive Order 15-99

Hospital Website: 2

Charge Master Website: 9

Initial Licensure Date: 2

Number of Hospital Facilities: 8

Total Licensed Beds:

|                                     |
|-------------------------------------|
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |

|                                     |
|-------------------------------------|
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |

Acute Care  
 Adult Psychiatric  
 Adult Substance Abuse  
 Child Psychiatric

|                                     |
|-------------------------------------|
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |
| <input type="text" value="1 or 2"/> |

Child Substance Abuse  
 Comprehensive Medical Rehabilitation  
 Neonatal Intensive Care - Level II  
 Neonatal Intensive Care - Level III

|   | 2006    | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|---------|------|------|------|------|------|------|------|
| <b>Financial Data:</b>                            |         |      |      |      |      |      |      |      |
| Total Margin                                      | 1 & 10  |      |      |      |      |      |      |      |
| Total Margin Percent                              | 3 & 10  |      |      |      |      |      |      |      |
| Total Deductions from Gross Revenue               |         |      |      |      |      |      |      |      |
| <i>Total Deductions from Bad Debt</i>             | 1, C-3a |      |      |      |      |      |      |      |
| <i>Total Deductions from Charity Care</i>         | 1, C-3a |      |      |      |      |      |      |      |
| <i>Total Deductions from Medicare</i>             | 1, C-3a |      |      |      |      |      |      |      |
| <i>Total Deductions from Medicaid</i>             | 1, C-3a |      |      |      |      |      |      |      |
| <i>Total Deductions from Commercial Insurance</i> | 1, C-3a |      |      |      |      |      |      |      |
| Local Tax Revenue                                 | 1, C-4  |      |      |      |      |      |      |      |
| Taxes   | 1, C-6  |      |      |      |      |      |      |      |
| Licensing Fees                                    | 1, C-6  |      |      |      |      |      |      |      |
| Intergovernmental Transfers                       | 3       |      |      |      |      |      |      |      |
| Total Low Income Pool (LIP) Funding Received      | 3       |      |      |      |      |      |      |      |
| Foundation Contributions                          | 10      |      |      |      |      |      |      |      |
| Marketing/Advertising Expenses                    | 1, C-6* |      |      |      |      |      |      |      |
| Average cost per patient per day                  | 4       |      |      |      |      |      |      |      |
| Average cost per patient per admission            | 4       |      |      |      |      |      |      |      |
| Operating margin for next patient served          | 9       |      |      |      |      |      |      |      |



|  | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|--|------|------|------|------|------|------|------|------|
| 7  |      |      |      |      |      |      |      |      |
| 8  |      |      |      |      |      |      |      |      |
| 9  |      |      |      |      |      |      |      |      |
| 10   |      |      |      |      |      |      |      |      |
|  | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| <b>Total Number of Out-Patient Visits</b>                      | 6    |      |      |      |      |      |      |      |
| <b>Ten Most Common Out-Patient Conditions and Procedures</b>   |      |      |      |      |      |      |      |      |
| <i>Ten Leading Discharge Diagnoses and Prices</i>              |      |      |      |      |      |      |      |      |
| 1  | 6    |      |      |      |      |      |      |      |
| 2  |      |      |      |      |      |      |      |      |
| 3  |      |      |      |      |      |      |      |      |
| 4  |      |      |      |      |      |      |      |      |
| 5  |      |      |      |      |      |      |      |      |
| 6  |      |      |      |      |      |      |      |      |
| 7  |      |      |      |      |      |      |      |      |
| 8  |      |      |      |      |      |      |      |      |
| 9  |      |      |      |      |      |      |      |      |
| 10   |      |      |      |      |      |      |      |      |
| <b>Ten Leading Primary (Out-Patient) Procedures and Prices</b> |      |      |      |      |      |      |      |      |
| 1  | 6    |      |      |      |      |      |      |      |
| 2  |      |      |      |      |      |      |      |      |
| 3  |      |      |      |      |      |      |      |      |
| 4  |      |      |      |      |      |      |      |      |
| 5  |      |      |      |      |      |      |      |      |
| 6  |      |      |      |      |      |      |      |      |
| 7  |      |      |      |      |      |      |      |      |
| 8  |      |      |      |      |      |      |      |      |
| 9  |      |      |      |      |      |      |      |      |
| 10   |      |      |      |      |      |      |      |      |
|  | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
| <b>Total Number of Emergency Department Visits</b>             | 7    |      |      |      |      |      |      |      |
| <b>Ten Leading Diagnoses on Admission and Prices</b>           |      |      |      |      |      |      |      |      |
| <i>Ten Leading Discharge Diagnoses and Prices</i>              |      |      |      |      |      |      |      |      |
| 1  | 7    |      |      |      |      |      |      |      |
| 2  |      |      |      |      |      |      |      |      |
| 3  |      |      |      |      |      |      |      |      |
| 4  |      |      |      |      |      |      |      |      |
| 5  |      |      |      |      |      |      |      |      |
| 6  |      |      |      |      |      |      |      |      |
| 7  |      |      |      |      |      |      |      |      |
| 8  |      |      |      |      |      |      |      |      |
| 9  |      |      |      |      |      |      |      |      |
| 10   |      |      |      |      |      |      |      |      |
| <b>Ten Leading Primary Procedures and Prices</b>               |      |      |      |      |      |      |      |      |
| 1  | 8    |      |      |      |      |      |      |      |
| 2  |      |      |      |      |      |      |      |      |
| 3  |      |      |      |      |      |      |      |      |
| 4  |      |      |      |      |      |      |      |      |
| 5  |      |      |      |      |      |      |      |      |
| 6  |      |      |      |      |      |      |      |      |
| 7  |      |      |      |      |      |      |      |      |
| 8  |      |      |      |      |      |      |      |      |

|   | 2006   | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|---|--------|------|------|------|------|------|------|------|
| 9   |        |      |      |      |      |      |      |      |
| 10  |        |      |      |      |      |      |      |      |
| Total Number of Observation Visits  | 1, 8-1 |      |      |      |      |      |      |      |
| Rate of In-Patient Readmissions   | 5      |      |      |      |      |      |      |      |
| Rate of In-Patient Complications  | 5      |      |      |      |      |      |      |      |
| Rate of Adverse Incidents (AHRQ Mortality Rating and Infection Reporting)                     | 5      |      |      |      |      |      |      |      |
| Hospital Consumer Assessment of Healthcare Providers and Systems Survey (HCAHPS) Star Ratings |        |      |      |      |      |      |      |      |
| Communication with Nurses   | 8      |      |      |      |      |      |      |      |
| Communication with Doctors  | 8      |      |      |      |      |      |      |      |
| Responsiveness of Hospital Staff  | 8      |      |      |      |      |      |      |      |
| Pain Management   | 8      |      |      |      |      |      |      |      |
| Communication about Medicines   | 8      |      |      |      |      |      |      |      |
| Discharge Information   | 8      |      |      |      |      |      |      |      |
| Care Transition   | 8      |      |      |      |      |      |      |      |
| Cleanliness of Hospital Environment   | 8      |      |      |      |      |      |      |      |
| Quietness of Hospital Environment   | 8      |      |      |      |      |      |      |      |
| Overall Hospital Rating   | 8      |      |      |      |      |      |      |      |
| Recommend the Hospital  | 8      |      |      |      |      |      |      |      |
| Summary Star Rating   | 8      |      |      |      |      |      |      |      |
| Casemix   | 5 & 10 |      |      |      |      |      |      |      |