

Percentile Values for the 58 Performance Measures, All Hospitals

| Percentile | 2000 | | | 1999 | | | 1998 | | | 1997 | 1996 |
|--|---------|---------|--------|---------|---------|--------|---------|---------|--------|---------|---------|
| | 75th | 50th | 25th | 75th | 50th | 25th | 75th | 50th | 25th | 50th | 50th |
| CAPACITY & UTILIZATION | | | | | | | | | | | |
| Beds in Service, Acute Care | 223 | 111 | 51 | 218 | 113 | 53 | 216 | 113 | 53 | 115 | 116 |
| Total Discharges, Acute Care | 10,936 | 4,749 | 1,734 | 10,423 | 4,610 | 1,756 | 10,196 | 4,489 | 1,785 | 4,322 | 4,373 |
| Occupancy Rate (%) | 63.19 | 47.85 | 30.73 | 61.33 | 46.40 | 29.91 | 60.07 | 45.62 | 30.07 | 45.02 | 44.92 |
| Average Length of Stay | 4.67 | 3.98 | 3.41 | 4.71 | 4.01 | 3.45 | 4.75 | 4.06 | 3.48 | 4.11 | 4.18 |
| ALOS, Case Mix-Adjusted | 3.60 | 3.11 | 2.75 | 3.63 | 3.12 | 2.73 | 3.66 | 3.13 | 2.72 | 3.15 | 3.18 |
| ALOS, Medicare | 5.84 | 5.01 | 4.24 | 5.93 | 5.10 | 4.33 | 5.96 | 5.17 | 4.40 | 5.31 | 5.50 |
| ALOS, Non-Medicare | 3.94 | 3.22 | 2.67 | 3.94 | 3.22 | 2.69 | 3.94 | 3.22 | 2.69 | 3.22 | 3.19 |
| PATIENT & PAYER MIX | | | | | | | | | | | |
| % Medicare Discharges | 53.03 | 43.32 | 32.92 | 52.42 | 42.46 | 32.48 | 52.77 | 43.25 | 33.03 | 43.54 | 43.02 |
| % Medicaid Discharges | 18.58 | 11.17 | 6.27 | 18.97 | 11.34 | 6.20 | 19.12 | 11.76 | 6.52 | 12.44 | 13.21 |
| % Medicare Acute Care Days | 63.80 | 54.67 | 42.89 | 63.50 | 54.54 | 42.55 | 63.86 | 55.53 | 43.49 | 56.73 | 57.08 |
| % Medicaid Acute Care Days | 14.49 | 8.94 | 5.05 | 14.73 | 8.84 | 4.89 | 14.84 | 9.10 | 5.14 | 9.46 | 9.86 |
| % Special Care Days | 14.51 | 10.45 | 6.76 | 14.56 | 10.38 | 6.88 | 14.13 | 10.25 | 6.82 | 10.02 | 9.63 |
| Medicare Case Mix Index | 1.4169 | 1.2452 | 1.1016 | 1.4262 | 1.2535 | 1.1158 | 1.4290 | 1.2639 | 1.1257 | 1.2823 | 1.2814 |
| % Outpatient Revenue | 53.64 | 43.50 | 33.01 | 52.13 | 42.46 | 32.86 | 50.67 | 41.66 | 32.10 | 40.39 | 38.93 |
| CAPITAL STRUCTURE | | | | | | | | | | | |
| Average Age of Plant | 12.48 | 9.75 | 7.37 | 12.20 | 9.50 | 7.16 | 12.02 | 9.42 | 7.09 | 9.26 | 8.97 |
| Net PP&E per Bed (\$) | 245,835 | 155,840 | 82,221 | 222,680 | 138,803 | 74,038 | 208,450 | 131,251 | 70,505 | 122,822 | 114,138 |
| Debt per Bed (\$) | 271,106 | 139,767 | 56,925 | 247,558 | 128,741 | 54,163 | 230,232 | 120,352 | 50,139 | 110,547 | 103,377 |
| % Capital Costs | 8.68 | 7.04 | 5.54 | 8.91 | 7.21 | 5.48 | 8.75 | 7.09 | 5.42 | 7.08 | 7.26 |
| Capital Costs per Adj Disch (\$) | 540 | 380 | 260 | 540 | 379 | 259 | 518 | 362 | 248 | 362 | 352 |
| Capital Acquisitions as a % of Net Patient Revenue | 9.94 | 5.73 | 3.25 | 10.88 | 6.26 | 3.50 | 10.51 | 6.23 | 3.72 | 6.09 | 5.63 |
| LT Debt to Total Assets | 0.44 | 0.28 | 0.13 | 0.45 | 0.28 | 0.14 | 0.43 | 0.28 | 0.14 | 0.27 | 0.27 |
| LT Debt to Net Fixed Assets | 1.02 | 0.64 | 0.30 | 1.01 | 0.64 | 0.31 | 1.01 | 0.65 | 0.31 | 0.61 | 0.59 |
| LT Debt to Capitalization | 0.51 | 0.30 | 0.09 | 0.52 | 0.31 | 0.10 | 0.51 | 0.31 | 0.11 | 0.31 | 0.32 |
| Cash Flow to Total Debt | 0.37 | 0.19 | 0.07 | 0.37 | 0.19 | 0.07 | 0.41 | 0.21 | 0.09 | 0.26 | 0.25 |
| Debt Service Coverage Ratio | 9.67 | 3.72 | 1.15 | 9.47 | 3.69 | 1.19 | 10.23 | 4.24 | 1.56 | 5.10 | 4.57 |
| LIQUIDITY | | | | | | | | | | | |
| Current Ratio | 3.10 | 2.12 | 1.42 | 3.03 | 2.08 | 1.40 | 3.03 | 2.07 | 1.38 | 2.06 | 2.03 |
| Acid Test Ratio | 0.69 | 0.23 | 0.04 | 0.70 | 0.23 | 0.04 | 0.79 | 0.26 | 0.05 | 0.33 | 0.35 |
| Days in Net Accounts Receivable | 81.94 | 68.19 | 56.26 | 83.56 | 68.68 | 56.36 | 79.49 | 66.16 | 53.72 | 63.21 | 62.04 |
| Average Payment Period | 75.27 | 55.94 | 40.98 | 80.02 | 57.54 | 42.30 | 78.54 | 57.46 | 41.72 | 57.78 | 56.60 |
| IPC Score | 121.65 | 100.60 | 80.89 | 120.53 | 100.09 | 81.49 | 122.84 | 102.51 | 84.18 | 106.55 | 106.58 |
| REVENUES & EXPENSES | | | | | | | | | | | |
| Gross Rev per Adj Disch (\$) | 14,473 | 9,572 | 6,910 | 13,479 | 9,044 | 6,553 | 12,581 | 8,587 | 6,352 | 8,296 | 7,805 |
| Gross Rev per Adj Disch* (\$) | 10,367 | 8,104 | 6,589 | 9,746 | 7,650 | 6,261 | 9,215 | 7,251 | 5,975 | 6,956 | 6,591 |
| Operating Rev per Adj Disch (\$) | 7,129 | 5,445 | 4,324 | 6,939 | 5,342 | 4,235 | 6,793 | 5,228 | 4,212 | 5,205 | 4,987 |
| Expense per Adj Disch (\$) | 6,968 | 5,342 | 4,244 | 6,783 | 5,232 | 4,163 | 6,613 | 5,097 | 4,083 | 4,980 | 4,803 |
| Expense per Adj Disch* (\$) | 5,275 | 4,532 | 3,913 | 5,165 | 4,404 | 3,794 | 5,025 | 4,285 | 3,705 | 4,139 | 4,009 |
| Lab Cost per Adj Disch** (\$) | 344 | 273 | 213 | 336 | 268 | 210 | 329 | 262 | 207 | 260 | 255 |
| Radiology Cost per Adj Disch** (\$) | 361 | 279 | 209 | 340 | 265 | 202 | 323 | 251 | 193 | 241 | 233 |
| Pharmacy Cost per Adj Disch** (\$) | 325 | 257 | 202 | 310 | 244 | 194 | 285 | 227 | 179 | 212 | 203 |
| Admin Cost per Adj Disch (\$) | 887 | 643 | 479 | 879 | 634 | 470 | 852 | 621 | 456 | 602 | 585 |
| % Deductions from Gross Rev | 55.39 | 45.09 | 35.83 | 53.43 | 43.10 | 34.24 | 50.77 | 40.94 | 32.07 | 38.81 | 37.56 |
| Operating Profit Margin (%) | 5.97 | 1.81 | (2.32) | 5.96 | 1.90 | (2.24) | 7.11 | 3.02 | (0.87) | 4.09 | 4.02 |
| Total Profit Margin (%) | 7.34 | 3.06 | (1.10) | 7.35 | 3.14 | (1.05) | 8.44 | 4.25 | 0.20 | 5.45 | 5.14 |
| Cash Flow Margin (%) | 14.06 | 9.25 | 4.47 | 13.94 | 9.21 | 4.44 | 14.98 | 10.43 | 5.41 | 11.99 | 11.99 |
| Return on Assets (%) | 6.68 | 2.91 | (1.09) | 6.61 | 2.72 | (1.61) | 7.69 | 3.80 | (0.36) | 5.31 | 5.03 |
| Cash Flow per Bed (\$) | 59,231 | 29,836 | 9,775 | 50,210 | 26,851 | 8,456 | 52,744 | 27,863 | 10,285 | 31,406 | 30,064 |
| PRODUCTIVITY & EFFICIENCY | | | | | | | | | | | |
| FTEs per Avg Daily Census | 6.19 | 5.19 | 4.39 | 6.28 | 5.28 | 4.47 | 6.27 | 5.31 | 4.50 | 5.29 | 5.23 |
| FTEs per 100 Adj Disch | 6.93 | 5.69 | 4.67 | 7.13 | 5.85 | 4.82 | 7.21 | 5.94 | 4.86 | 5.94 | 5.96 |
| FTEs per 100 Adj Disch ** | 5.36 | 4.49 | 3.79 | 5.51 | 4.58 | 3.86 | 5.53 | 4.63 | 3.89 | 4.60 | 4.62 |
| Salary & Benefits Exp per FTEs (\$) | 46,629 | 40,973 | 35,892 | 44,810 | 39,251 | 34,215 | 43,505 | 37,627 | 32,992 | 36,519 | 35,057 |
| % Salary and Benefits Expense | 53.05 | 47.90 | 41.94 | 53.36 | 48.17 | 42.36 | 53.71 | 48.46 | 42.45 | 48.64 | 47.85 |
| % Overhead Expense | 35.72 | 31.58 | 28.05 | 36.11 | 32.01 | 28.39 | 35.96 | 32.03 | 28.40 | 32.23 | 32.84 |
| Discharges per Bed | 52.85 | 41.80 | 29.53 | 50.98 | 40.51 | 28.58 | 50.33 | 39.18 | 28.12 | 38.30 | 37.44 |
| Total Assets Turnover Ratio | 1.25 | 0.93 | 0.71 | 1.22 | 0.92 | 0.70 | 1.24 | 0.92 | 0.72 | 0.93 | 0.97 |
| PRICING STRATEGIES | | | | | | | | | | | |
| Markup, All Ancillary Services | 3.35 | 2.72 | 2.27 | 3.24 | 2.62 | 2.19 | 3.14 | 2.57 | 2.14 | 2.52 | 2.42 |
| Markup Ratio, Medical Supplies | 4.14 | 2.74 | 1.88 | 4.20 | 2.82 | 1.93 | 4.19 | 2.78 | 1.95 | 2.79 | 2.75 |
| Markup Ratio, Drugs Sold | 4.32 | 3.13 | 2.37 | 4.28 | 3.10 | 2.31 | 4.25 | 3.10 | 2.33 | 3.13 | 3.07 |
| Markup Ratio, Laboratory | 4.11 | 2.98 | 2.28 | 3.90 | 2.84 | 2.18 | 3.63 | 2.75 | 2.11 | 2.67 | 2.58 |
| Markup Ratio, Diagnostic Radiology | 3.71 | 2.87 | 2.20 | 3.50 | 2.71 | 2.12 | 3.31 | 2.60 | 2.03 | 2.48 | 2.31 |

* Case Mix- and Wage-Adjusted ** Case Mix-Adjusted