



Rural Health
HEALTH AND HUMAN SERVICES

North Carolina CAH Learning and Action Network (LAN)

August 23, 2019



Agenda

Desired Outcomes:

- ❖ Provide opportunities to network with CAH peers and other leaders committed to rural health
- ❖ Receive updates from NCORH, NCHF, and Stroudwater on FLEX and SHIP programs
- ❖ Receive updates, benchmarks, and best practices for enhancing performance on the following topics:
 - quality and patient safety
 - finance and operations, including service line productivity and market updates
 - Medicaid reform legislative activities
 - population health and innovative rural health models
- ❖ Share ideas and perspectives with peers to learn and improve performance
- ❖ Draft action plans to address innovative approaches to population health needs and improve overall performance

TOPIC	CONTENT	WHO	WHEN (min)
Registration / Continental Breakfast			8:00 am (15)
Welcome and introductions	Agenda and Logistics	Nick Galvez, NCORH Matt Mendez, Stroudwater Sue Collier, NCHF	8:15 am (15)
Market updates and CAH Sharing	New healthcare and market updates CAH Challenges and Ideas	Matt Mendez, Stroudwater	8:30 am (30)
Rural Primary Care	Review statewide scorecard Discuss priorities	Greg Wolf, Stroudwater Matt Mendez, Stroudwater	9:00 am (30)
Medicaid in NC	Update on Medicaid Reform and impact on CAHs	Sarah Gregorsky Deputy Director of Standard Plans NC Medicaid	9:30 am (30)
BREAK – 10:00 PM (15)			

Agenda Continued

TOPIC	CONTENT	WHO	WHEN (min)
Performance Improvement Project Updates	Individual hospital projects: Progress to date and next steps	Facilitator: Matt Mendez, Greg Wolf <ul style="list-style-type: none"> Alleghany Memorial Hospital: Craig James St. Luke's Hospital: Elizabeth Presnell and Michelle Fortune Cannon Memorial Hospital: Carmen Lacy FirstHealth Montgomery Memorial Hospital: Beth Walker 	10:15 am (120)
LUNCH and NETWORKING BREAK – 12:15 pm (60)			
Financial and Operational Best Practices	Best practices to drive improvement: Round table discussion	Matt Mendez	1:15 pm (60)
Financial, Operational, and Departmental Productivity Benchmarks	Group discussion regarding benchmark performance	Matt Mendez / Group	2:15 pm (30)
Wrap Up	Action Plans Feedback on the day	Matt Mendez / Group	2:45 pm (15)
Next meeting	Topics and PI Opportunities	ORH/NCHF/Stroudwater	3:00 pm (15)

Market Updates

Rural Primary Care

NC Medicaid Update

Performance Improvement Projects

Financial and Operational Best Practices

Financial Indicator Tracking and Benchmarking

Definitions: Operating Statement Metrics

- **Operating Statement Metrics:**
 - % Total Margin
 - $[\% \text{ Total Margin} = (\text{Operating Revenue} - \text{Operating Expense} + \text{Non-Operating Revenue and Expense}) / (\text{Total Revenue})]$
 - Notes:
 - Operating Revenue includes 340B revenue
 - Non-Operating Revenue and Expense excludes debt swaps
 - % Operating Margin
 - $[\% \text{ Operating Margin} = (\text{Operating Revenue} - \text{Operating Expense}) / (\text{Operating Revenue})]$
 - Bad Debt & Charity Care (as a % of Gross Charges)
 - $[\text{Bad Debt \& Charity Care as \% of Gross Charges} = - (\text{Bad Debt} + \text{Charity Care}) / \text{Gross Charges}]$
 - Personnel Expense as % of Operating Revenue
 - $[\text{Personnel Expense} = (\text{Salaries} + \text{Benefits} + \text{Contract Labor}) / \text{Operating Revenue}]$
 - Personnel expense is inclusive of salaries, benefits, non-physician contracted labor, and salaried ER physicians

Definitions: Liquidity Metrics

- **Liquidity Metrics:**
 - Days Cash and Investments on Hand
 - $\text{[Days Cash on Hand} = \text{Cash and Investments} / ((\text{Operating Expense} - \text{depreciation expense}) / \text{Days in the Covered Period})]$
 - Note:
 - Cash and Investments will include board designated cash and investments and exclude restricted funds
 - Days of Net Revenue in Net A/R
 - $\text{[Days of Net Revenue in Net A/R} = (\text{Gross A/R} - \text{Contractual Allowance Reserve} - \text{Bad Debt Reserve}) / (\text{Net Patient Revenue} / \text{Days in the covered period})]$

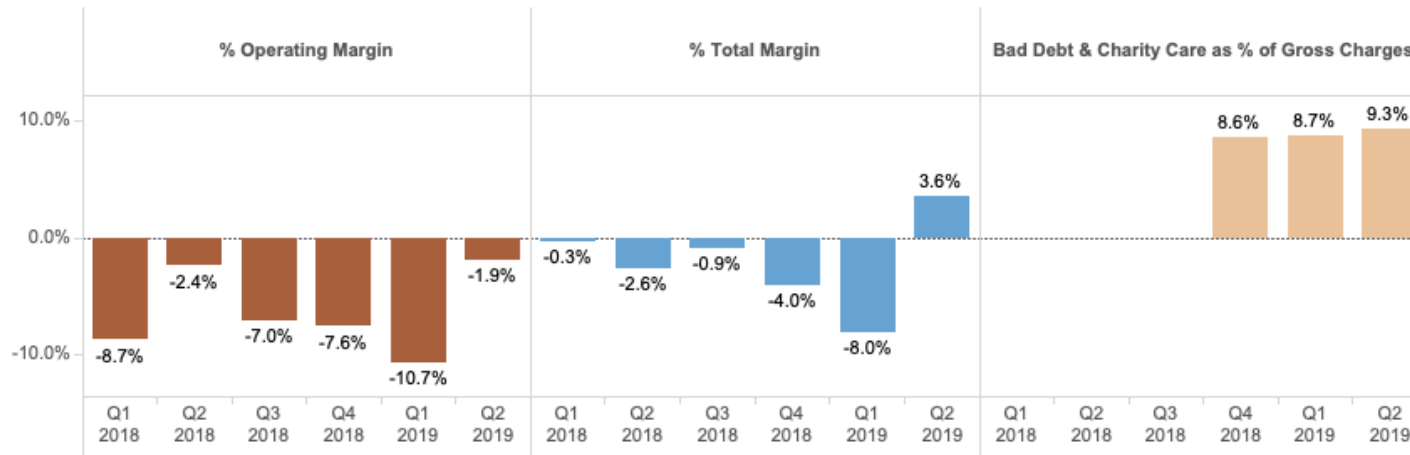
Definitions: Capital Metrics

- **Capital Metrics:**
 - Debt Service Coverage Ratio (DSCR)
 - $[DSCR = (\text{Net income} + \text{Depreciation exp.} + \text{Interest expense}) / (\text{Current portion of long-term debt} * (\text{Days in period} / 365) + \text{Interest expense})]$
 - Note:
 - Metric will be calculated on a rolling Three Month period including current month and 2 preceding months
 - Debt service includes all debt obligations, including principal repayment, interest payments, and capital lease payments
 - Average Age of Plant
 - $[\text{Average Age of Plant} = \text{Accumulated Depreciation} / \text{Depreciation Expense}]$
 - Note:
 - Metric will be calculated on a rolling Three Month period including current month and 2 preceding months

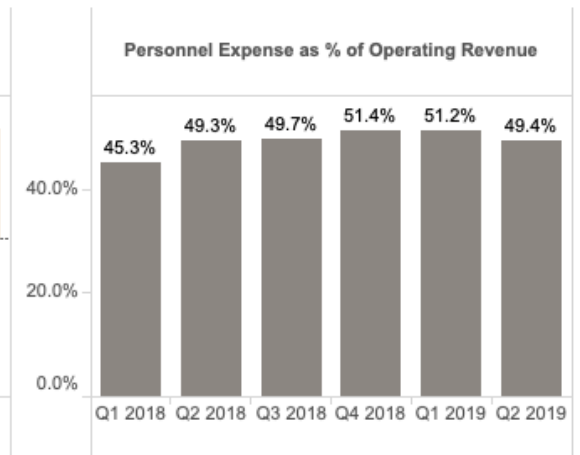
Network Benchmarks and Targets

- Rural and CAH metric benchmarks sourced from 2013 Optum Almanac of Hospital Financial and Operating Indicators, the 2016 Flex Monitoring Team, and the NC CAH peer group median
- 2013 target benchmarks are initially based on rural and best practice benchmark levels and percentage increase/decrease goals where applicable

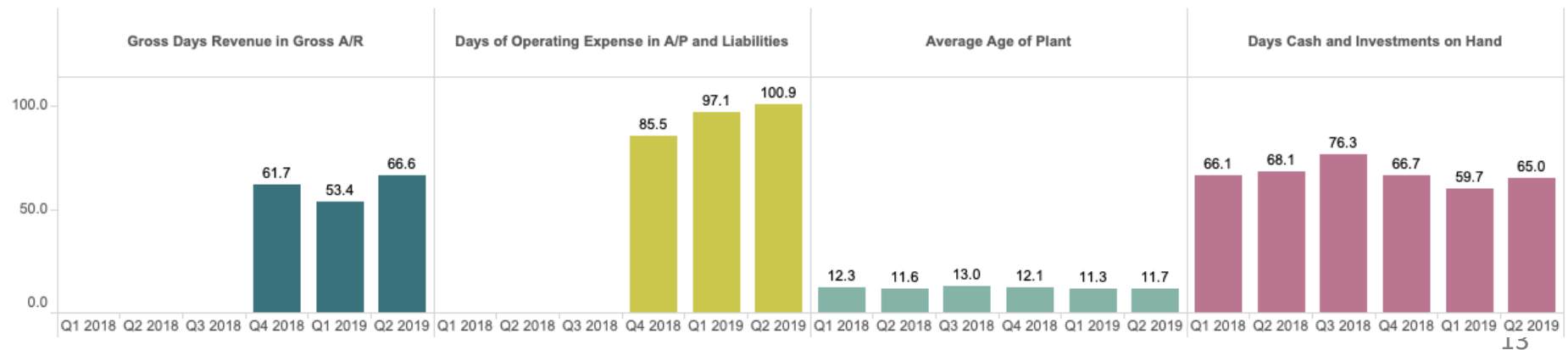
Network Avg-Profitability



Network Avg-Personnel



Network Avg-Liquidity



Operating and Financial Performance Metrics

North Carolina CAH Network

CAH Financial Metrics Tracking Program Input Sheet

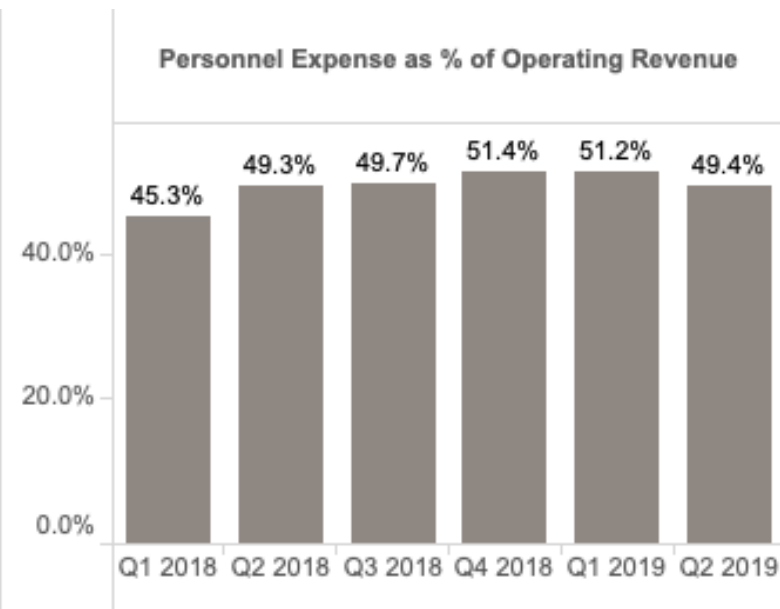
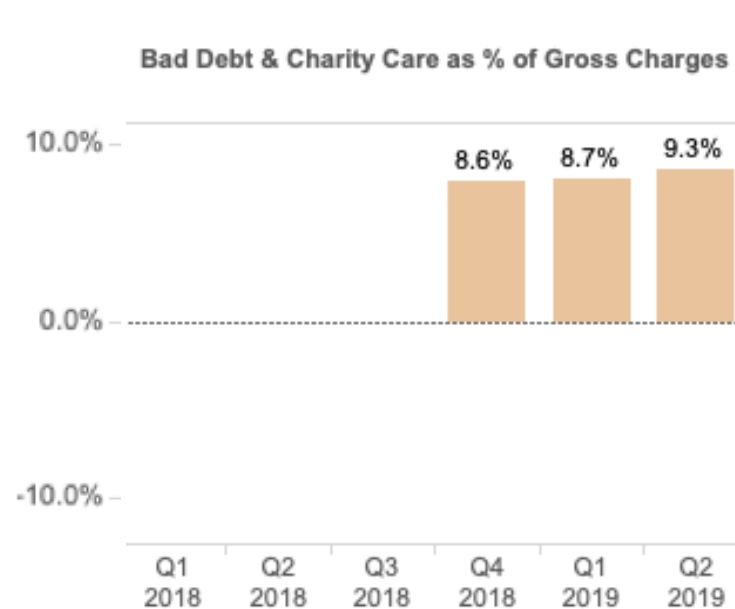
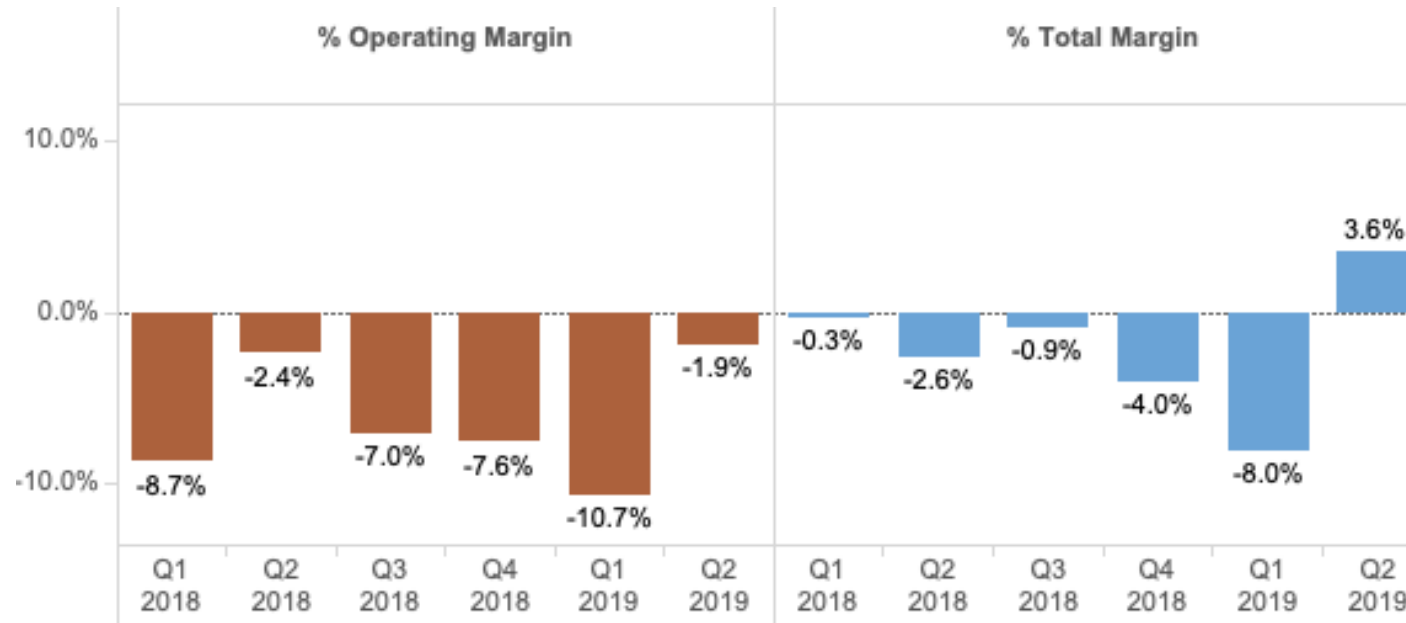
HOSPITAL NAME

Select Hospital Name

Metrics	Jan-19	Feb-19	Mar-19	Apr-19	May-19
Operating Metrics:					
% Total Margin	0.0%	0.0%	0.0%	0.0%	0.0%
% Operating Margin	0.0%	0.0%	0.0%	0.0%	0.0%
Net Patient Revenue	\$0	\$0	\$0	\$0	\$0
Bad Debt & Charity Care as % of Gross Charges	0.0%	0.0%	0.0%	0.0%	0.0%
Personnel Expense as % of Operating Revenue	0.0%	0.0%	0.0%	0.0%	0.0%
Cash Flow Margin	0.0%	0.0%	0.0%	0.0%	0.0%
Patient Deductions	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity Metrics:					
Days Cash and Investments on Hand	0.0	0.0	0.0	0.0	0.0
Gross Days Revenue in Gross A/R	0.0	0.0	0.0	0.0	0.0
Days of Net Revenue in Net A/R	0.0	0.0	0.0	0.0	0.0
Days of Operating Expense in A/P and Liabilities	0.0	0.0	0.0	0.0	0.0
Capital Metrics:					
Debt Service Coverage Ratio (DSCR)	0.0	0.0	0.0	0.0	0.0
Average Age of Plant	0.0	0.0	0.0	0.0	0.0
Days in the Monthly Period	31	28	31	30	31
Days in Current Year	365	365	365	365	365
Days in the rolling YTD Period	31	59	90	120	151

Operating Metrics

Network Averages - Profitability



Percent Total Margin

Select Finance Metric

% Total Margin

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH
Benchmark

2.5%

State Rural Benchmark

1.6%

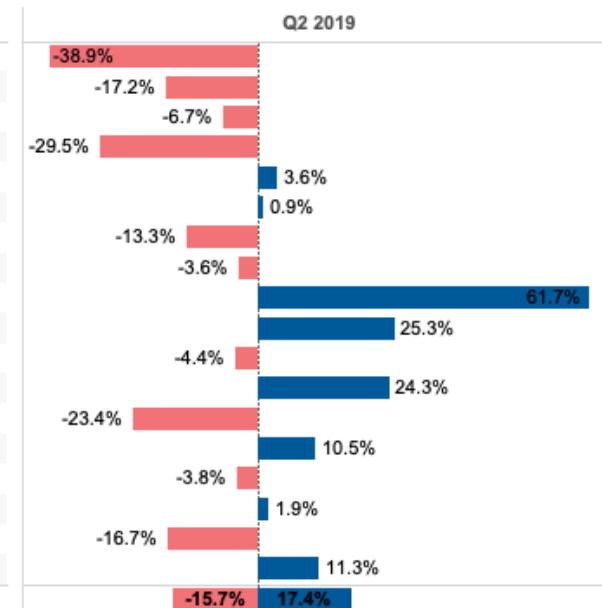
Target Benchmark

4.6%

% Total Margin

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	8.5%	-4.5%	-18.6%	-24.4%	-46.8%	-34.3%	-38.9%
Angel Medical Center	4.0%	0.5%	17.7%	1.0%	-7.1%	-12.6%	-17.2%
Ashe Memorial Hospital	-2.3%	4.1%	-0.1%	0.5%	-1.6%	-2.1%	-6.7%
Bladen County Hospital	-55.5%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-29.5%
Blue Ridge Regional Hospital, Inc.	10.4%	13.3%	8.2%	8.2%	8.2%	8.2%	3.6%
Charles A. Cannon Jr. Memorial Hospital	-14.6%	-23.5%	20.8%	21.2%	15.4%	5.5%	0.9%
Chatham Hospital	-8.7%	-8.7%	-8.7%	-8.7%	-8.7%	-8.7%	-13.3%
Dosher Memorial Hospital	0.3%	1.0%	-20.2%	0.9%	-0.6%	1.0%	-3.6%
FirstHealth Montgomery Memorial Hospital	8.1%	-41.4%	-79.2%	-79.2%	-79.2%	66.3%	61.7%
Highlands-Cashiers Hospital	-30.3%	-3.0%	24.4%	10.8%	-33.6%	29.9%	25.3%
Murphy Medical Center, Inc.	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	-4.4%
Outer Banks Hospital	18.5%	29.9%	31.2%	21.0%	23.0%	28.9%	24.3%
Pender Memorial Hospital	5.7%	-53.9%	-2.0%	-33.9%	-17.8%	-18.8%	-23.4%
St. Lukes Hospital	15.1%	15.1%	15.1%	15.1%	15.1%	15.1%	10.5%
Swain Community Hospital	-2.7%	-2.7%	0.8%	0.8%	0.8%	0.8%	-3.8%
Transylvania Regional Hospital	11.7%	11.7%	7.1%	7.1%	7.1%	6.5%	1.9%
Vidant Bertie Hospital	8.4%	20.3%	10.2%	0.5%	-11.2%	-12.1%	-16.7%
Vidant Chowan Hospital	17.0%	18.9%	2.1%	11.6%	17.0%	15.9%	11.3%
Average	-0.3%	-2.6%	-0.9%	-4.0%	-8.0%	3.6%	-1.0%



Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance

Percent Operating Margin

Select Finance Metric

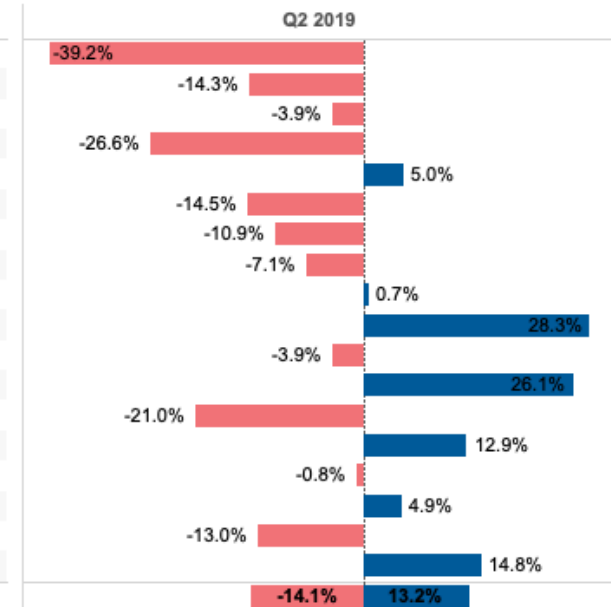
% Operating Margin

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
1.0%	1.6%	1.6%

Hospital Name	Rank	% Operating Margin					Variance from Target Benchmark	
		Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital		7.0%	-4.7%	-19.8%	-32.6%	-47.1%	-37.6%	-39.2%
Angel Medical Center		5.1%	0.6%	18.5%	1.0%	-6.7%	-12.7%	-14.3%
Ashe Memorial Hospital		-2.4%	3.4%	-0.8%	-2.0%	-1.8%	-2.3%	-3.9%
Bladen County Hospital		-55.5%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-26.6%
Blue Ridge Regional Hospital, Inc.		10.5%	12.7%	6.6%	6.6%	6.6%	6.6%	5.0%
Charles A. Cannon Jr. Memorial Hospital		-21.9%	-24.8%	-11.2%	-21.2%	-20.7%	-12.9%	-14.5%
Chatham Hospital		-9.3%	-9.3%	-9.3%	-9.3%	-9.3%	-9.3%	-10.9%
Dosher Memorial Hospital		-4.0%	-5.5%	-27.3%	-4.7%	-5.9%	-5.5%	-7.1%
FirstHealth Montgomery Memorial Hospital		-83.1%	-41.4%	-79.2%	-79.2%	-79.2%	2.3%	0.7%
Highlands-Cashiers Hospital		-30.4%	-3.1%	24.2%	10.8%	-33.1%	29.9%	28.3%
Murphy Medical Center, Inc.		-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-3.9%
Outer Banks Hospital		16.4%	29.0%	30.5%	19.1%	21.8%	27.7%	26.1%
Pender Memorial Hospital		-35.5%	-35.5%	-65.2%	-32.2%	-18.1%	-19.4%	-21.0%
St. Lukes Hospital		14.5%	14.5%	14.5%	14.5%	14.5%	14.5%	12.9%
Swain Community Hospital		-2.7%	-2.7%	0.8%	0.8%	0.8%	0.8%	-0.8%
Transylvania Regional Hospital		11.7%	11.7%	6.4%	6.4%	6.4%	6.5%	4.9%
Vidant Bertie Hospital		8.3%	20.3%	10.0%	1.0%	-10.5%	-11.4%	-13.0%
Vidant Chowan Hospital		17.1%	19.0%	2.4%	12.0%	17.5%	16.4%	14.8%
Average		-8.7%	-2.4%	-7.0%	-7.6%	-10.7%	-1.9%	-3.5%



Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

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Blue bar is desired variance



Bad Debt as % of Gross Charges

Select Finance Metric

Bad Debt & Charity Care as % of Gross Charges ▼

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
0.0%	3.9%	3.0%

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Variance from Target Benchmark	
							Q2 2019	Q2 2019
Alleghany Memorial Hospital				6.2%	6.0%	6.5%	3.5%	3.5%
Angel Medical Center				9.0%	11.6%	10.1%	7.1%	7.1%
Ashe Memorial Hospital				7.5%	7.2%	6.8%	3.8%	3.8%
Bladen County Hospital								
Blue Ridge Regional Hospital, Inc.								
Charles A. Cannon Jr. Memorial Hospital				7.2%	9.3%	8.9%	5.9%	5.9%
Chatham Hospital								
Dosher Memorial Hospital				6.5%	7.1%	7.5%	4.5%	4.5%
FirstHealth Montgomery Memorial Hospital						18.0%	15.0%	15.0%
Highlands-Cashiers Hospital				9.4%	8.8%	9.0%	6.0%	6.0%
Murphy Medical Center, Inc.								
Outer Banks Hospital				9.2%	7.0%	7.6%	4.6%	4.6%
Pender Memorial Hospital				10.6%	9.3%	8.2%	5.2%	5.2%
St. Lukes Hospital								
Swain Community Hospital								
Transylvania Regional Hospital						7.6%	4.6%	4.6%
Vidant Bertie Hospital				10.5%	12.8%	12.4%	9.4%	9.4%
Vidant Chowan Hospital				9.5%	7.9%	8.9%	5.9%	5.9%
Average				8.6%	8.7%	9.3%	6.3%	6.3%

Data supplied by Hospital

ANDI data ended with Q3 2018

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Blue bar is desired variance



Personnel Expense as a % of Operating Expenses

Select Finance Metric

Personnel Expense as % of Operating Revenue

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH
Benchmark

44.8%

State Rural Benchmark

55.0%

Target Benchmark

55.0%

Personnel Expense as % of Operating Revenue

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	36.0%	36.0%	37.0%	69.3%	66.2%	63.7%	8.7%	8.7%
Angel Medical Center	32.0%	35.0%	27.0%	30.3%	28.9%	30.8%	-24.2%	-24.2%
Ashe Memorial Hospital	57.0%	53.0%	55.0%	55.9%	55.2%	56.1%	1.1%	1.1%
Bladen County Hospital	59.0%	90.0%	90.0%	90.0%	90.0%	90.0%	35.0%	35.0%
Blue Ridge Regional Hospital, Inc.	34.0%	34.0%	39.0%	39.0%	39.0%	39.0%	-16.0%	-16.0%
Charles A. Cannon Jr. Memorial Hospital	52.0%	81.0%	55.0%	60.1%	57.7%	55.4%	0.4%	0.4%
Chatham Hospital	43.0%	43.0%	43.0%	43.0%	43.0%	43.0%	-12.0%	-12.0%
Dosher Memorial Hospital	49.0%	50.0%	66.0%	48.7%	49.3%	48.8%	-6.2%	-6.2%
FirstHealth Montgomery Memorial Hospital	58.0%	92.0%	92.0%	92.0%	92.0%	66.5%	11.5%	11.5%
Highlands-Cashiers Hospital	42.0%	37.0%	32.0%	30.1%	35.7%	22.2%	-32.8%	-32.8%
Murphy Medical Center, Inc.	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	1.0%	1.0%
Outer Banks Hospital	33.0%	27.0%	27.0%	33.0%	34.9%	31.9%	-23.1%	-23.1%
Pender Memorial Hospital	61.0%	58.0%	68.0%	58.7%	54.6%	53.9%	-1.1%	-1.1%
St. Lukes Hospital	33.0%	33.0%	33.0%	33.0%	33.0%	33.0%	-22.0%	-22.0%
Swain Community Hospital	55.0%	55.0%	50.0%	50.0%	50.0%	50.0%	-5.0%	-5.0%
Transylvania Regional Hospital	24.0%	24.0%	36.0%	36.0%	36.0%	50.0%	-5.0%	-5.0%
Vidant Bertie Hospital	52.0%	45.0%	44.0%	57.6%	60.5%	60.5%	5.5%	5.5%
Vidant Chowan Hospital	40.0%	38.0%	44.0%	42.1%	39.7%	39.1%	-15.9%	-15.9%
Average	45.3%	49.3%	49.7%	51.4%	51.2%	49.4%	-5.6%	-14.8%

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

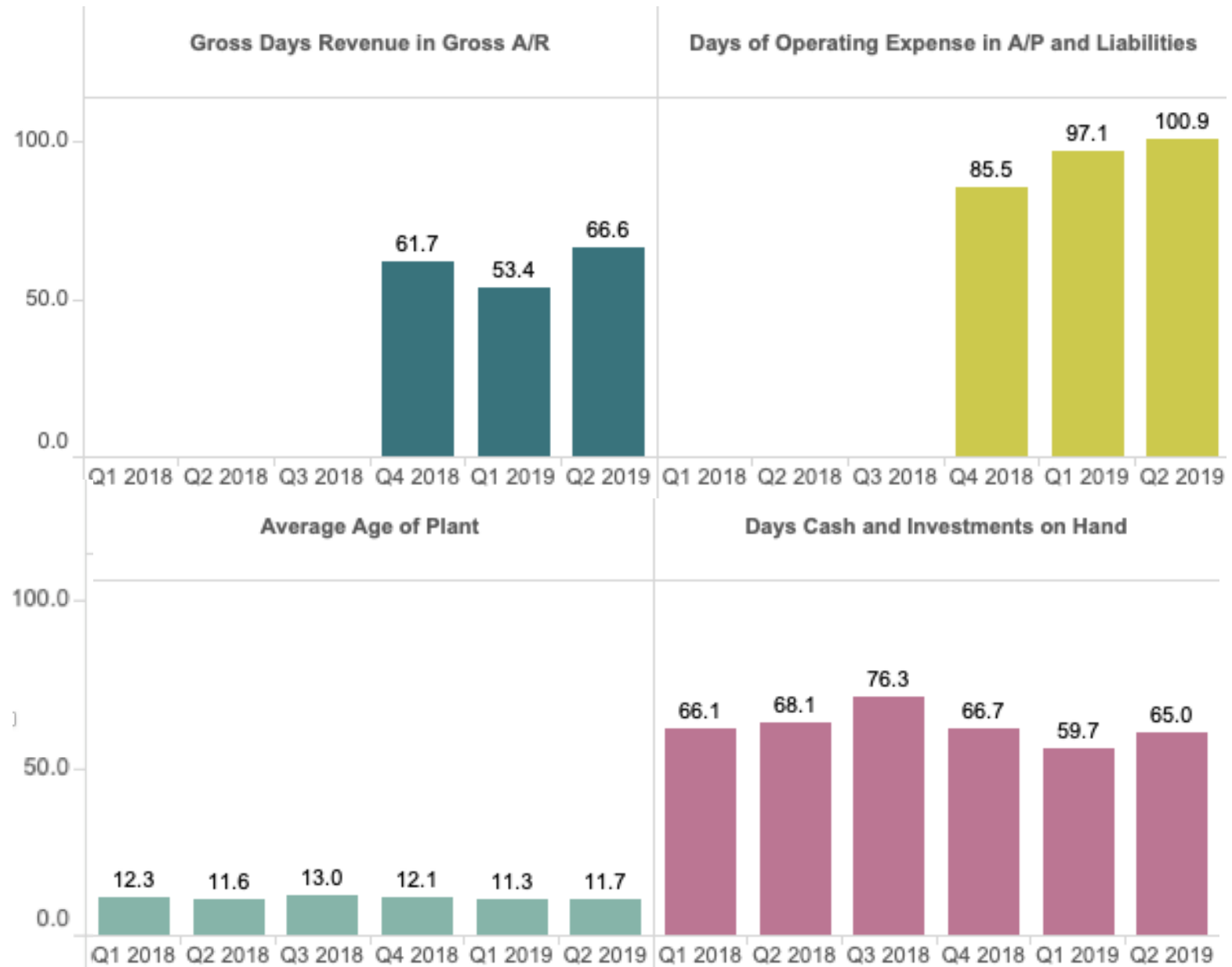
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Blue bar is desired variance

Liquidity Metrics

Network Averages - Liquidity/ Capital



Days Cash and Investments on Hand

Select Finance Metric

Days Cash and Investments on Hand ▼

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
68.83	39.53	71.50

Days Cash and Investments on Hand

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	26.0	15.0	24.0	15.4	8.0	28.8	-42.7	-42.7
Angel Medical Center	11.0	20.0	13.0	11.8	3.8	0.6	-70.9	-70.9
Ashe Memorial Hospital	43.0	53.0	58.0	46.1	35.6	38.7	-32.8	-32.8
Bladen County Hospital	47.0	42.0	42.0	42.0	42.0	42.0	-29.5	-29.5
Blue Ridge Regional Hospital, Inc.	47.0	69.0	86.0	86.0	86.0	86.0	14.5	14.5
Charles A. Cannon Jr. Memorial Hospital	12.0	12.0	17.0	22.1	32.0	11.7	-59.8	-59.8
Chatham Hospital	31.0	31.0	31.0	31.0	31.0	31.0	-40.5	-40.5
Dosher Memorial Hospital	76.0	78.0	85.0	67.3	82.2	102.8	31.3	31.3
FirstHealth Montgomery Memorial Hospital	8.0	8.0	8.0	8.0	8.0			
Highlands-Cashiers Hospital	8.0	4.0	6.0	60.1	4.4	4.5	-67.0	-67.0
Murphy Medical Center, Inc.	88.0	88.0	88.0	88.0	88.0	88.0	16.5	16.5
Outer Banks Hospital	218.0	213.0	263.0	74.3	29.5	67.9	-3.6	-3.6
Pender Memorial Hospital	61.0	17.0	86.0	100.4	147.8	161.8	90.3	90.3
St. Lukes Hospital	166.0	166.0	166.0	166.0	166.0	166.0	94.5	94.5
Swain Community Hospital	1.0	1.0	1.0	1.0	1.0	1.0	-70.5	-70.5
Transylvania Regional Hospital	94.0	94.0	101.0	101.0	101.0	8.8	-62.7	-62.7
Vidant Bertie Hospital	232.0	260.0	267.0	252.5	188.6	216.1	144.6	144.6
Vidant Chowan Hospital	21.0	55.0	31.0	27.1	19.6	49.3	-22.2	-22.2
Average	66.1	68.1	76.3	66.7	59.7	65.0	-6.5	-45.6

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

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Blue bar is desired variance



Days in Gross A/R

Select Finance Metric

Gross Days Revenue in Gross A/R

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark

53.60

State Rural Benchmark

60.10

Target Benchmark

45.00

Gross Days Revenue in Gross A/R

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital				69.5	71.8	68.0	23.0	23.0
Angel Medical Center				85.9	47.8	67.2	22.2	22.2
Ashe Memorial Hospital				39.0	42.6	40.5	-4.5	-4.5
Bladen County Hospital								
Blue Ridge Regional Hospital, Inc.								
Charles A. Cannon Jr. Memorial Hospital				57.0	55.8	62.4	17.4	17.4
Chatham Hospital								
Dosher Memorial Hospital				65.3	67.8	60.6	15.6	15.6
FirstHealth Montgomery Memorial Hospital								
Highlands-Cashiers Hospital				90.0	44.3	88.6	43.6	43.6
Murphy Medical Center, Inc.								
Outer Banks Hospital				55.3	55.2	58.2	13.2	13.2
Pender Memorial Hospital				58.5	50.3	57.1	12.1	12.1
St. Lukes Hospital								
Swain Community Hospital								
Transylvania Regional Hospital						129.3	84.3	84.3
Vidant Bertie Hospital				47.0	47.1	47.7	2.7	2.7
Vidant Chowan Hospital				49.8	51.3	53.2	8.2	8.2
Average				61.7	53.4	66.6	21.6	24.2

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance



Days in Net A/R

Select Finance Metric

Days of Net Revenue in Net A/R

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
53.60	60.10	45.00

Days of Net Revenue in Net A/R

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	39.0	47.8	52.4	62.0	65.5	57.8	12.8	12.8
Angel Medical Center	73.4	72.4	51.7	109.1	60.1	83.4	38.4	38.4
Ashe Memorial Hospital	23.6	24.3	26.9	30.2	34.7	30.8	-14.2	-14.2
Bladen County Hospital	77.6	70.6	70.6	70.6	70.6	70.6	25.6	25.6
Blue Ridge Regional Hospital, Inc.	58.4	48.7	53.1	53.1	53.1	53.1	8.1	8.1
Charles A. Cannon Jr. Memorial Hospital	53.4	39.8	42.6	49.3	46.6	54.5	9.5	9.5
Chatham Hospital	37.1	37.1	37.1	37.1	37.1	37.1	-7.9	-7.9
Dosher Memorial Hospital	103.8	136.7	97.9	112.1	116.2	96.4	51.4	51.4
FirstHealth Montgomery Memorial Hospital	97.7	54.5	86.7	86.7	86.7			
Highlands-Cashiers Hospital	57.9	60.0	54.1	84.7	56.6	50.4	5.4	5.4
Murphy Medical Center, Inc.	43.7	43.7	43.7	43.7	43.7	43.7	-1.3	-1.3
Outer Banks Hospital	57.7	59.8	58.8	66.6	60.4	61.5	16.5	16.5
Pender Memorial Hospital	54.3	52.5	57.0	65.7	69.5	72.7	27.7	27.7
St. Lukes Hospital	32.9	32.9	32.9	32.9	32.9	32.9	-12.1	-12.1
Swain Community Hospital	58.6	58.6	41.2	41.2	41.2	41.2	-3.8	-3.8
Transylvania Regional Hospital	69.8	69.8	63.4	63.4	63.4	136.8	91.8	91.8
Vidant Bertie Hospital	54.2	49.6	64.1	75.9	92.6	78.3	33.3	33.3
Vidant Chowan Hospital	52.1	54.9	59.3	59.5	61.3	61.1	16.1	16.1
Average	58.1	56.3	55.2	63.5	60.7	62.5	17.5	28.0

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance

Days of Operating Expense in A/P and Accrued Liabilities



Select Finance Metric

Days of Operating Expense in A/P and Liabilities ▼

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH
Benchmark

0.00

State Rural Benchmark

0.00

Target Benchmark

35.00

Days of Operating Expense in A/P and Liabilities

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital				83.4	96.2	89.1	54.1	54.1
Angel Medical Center				76.5	220.3	239.1	204.1	204.1
Ashe Memorial Hospital				39.1	40.6	42.2	7.2	7.2
Bladen County Hospital								
Blue Ridge Regional Hospital, Inc.								
Charles A. Cannon Jr. Memorial Hospital				14.9	17.4	12.7	-22.3	-22.3
Chatham Hospital								
Dosher Memorial Hospital				30.5	41.3	35.7	0.7	0.7
FirstHealth Montgomery Memorial Hospital								
Highlands-Cashiers Hospital				358.7	341.6	432.6	397.6	397.6
Murphy Medical Center, Inc.								
Outer Banks Hospital				57.9	33.3	37.0	2.0	2.0
Pender Memorial Hospital				92.9	83.7	93.8	58.8	58.8
St. Lukes Hospital								
Swain Community Hospital								
Transylvania Regional Hospital						25.4	-9.6	-9.6
Vidant Bertie Hospital				49.0	50.9	58.5	23.5	23.5
Vidant Chowan Hospital				52.0	45.9	43.7	8.7	8.7
Average				85.5	97.1	100.9	65.9	84.1

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance



Cash Flow Margin %

Select Finance Metric

Cash Flow Margin %

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark

-3.9%

State Rural Benchmark

-3.9%

Target Benchmark

4.0%

Cash Flow Margin %

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	12.4%	-0.1%	-11.9%	-26.6%	-38.9%	-30.1%	-34.1%	-34.1%
Angel Medical Center	6.6%	3.6%	18.0%	5.7%	-2.2%	-8.5%	-12.5%	-12.5%
Ashe Memorial Hospital	1.7%	7.2%	3.4%	1.8%	2.0%	1.5%	-2.5%	-2.5%
Bladen County Hospital	-30.8%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-20.1%	-20.1%
Blue Ridge Regional Hospital, Inc.	13.4%	15.6%	11.2%	11.2%	11.2%	11.2%	7.2%	7.2%
Charles A. Cannon Jr. Memorial Hospital	-4.4%	-11.6%	33.4%	30.6%	21.0%	11.3%	7.3%	7.3%
Chatham Hospital	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	-2.0%	-2.0%
Dosher Memorial Hospital	6.1%	9.3%	-9.6%	3.4%	2.1%	2.5%	-1.5%	-1.5%
FirstHealth Montgomery Memorial Hospital	-38.8%	-24.5%	-24.5%	-24.5%	-24.5%	70.1%	66.1%	66.1%
Highlands-Cashiers Hospital	-21.9%	1.5%	25.5%	14.6%	-24.9%	34.7%	30.7%	30.7%
Murphy Medical Center, Inc.	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	0.5%	0.5%
Outer Banks Hospital	21.2%	31.0%	30.4%	23.4%	25.8%	31.6%	27.6%	27.6%
Pender Memorial Hospital	16.5%	16.5%	1.4%	-21.5%	-8.8%	-10.9%	-14.9%	-14.9%
St. Lukes Hospital	17.3%	17.3%	17.3%	17.3%	17.3%	17.3%	13.3%	13.3%
Swain Community Hospital	9.5%	9.5%	6.9%	6.9%	6.9%	6.9%	2.9%	2.9%
Tennessee Valley Regional Hospital	12.4%	12.4%	9.1%	9.1%	9.1%	19.2%	15.2%	15.2%
Vidant Bertie Hospital	10.9%	21.8%	12.3%	5.5%	-5.1%	-6.1%	-10.1%	-10.1%
Vidant Chowan Hospital	19.0%	21.3%	5.8%	16.6%	21.9%	20.7%	16.7%	16.7%
Average	3.2%	6.7%	6.6%	3.5%	0.2%	9.0%	5.0%	18.8%

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance

Patient Deductions %

Select Finance Metric

Patient Deductions %

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH
Benchmark

39.9%

State Rural Benchmark

53.3%

Target Benchmark

48.8%

Patient Deductions %

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	45.3%	47.5%	47.9%	54.9%	57.9%	56.8%	8.0%	8.0%
Angel Medical Center	53.1%	56.3%	51.6%	65.1%	61.8%	63.0%	14.2%	14.2%
Ashe Memorial Hospital	45.4%	47.0%	44.7%	52.2%	54.3%	54.9%	6.1%	6.1%
Bladen County Hospital	59.3%	51.5%	51.5%	51.5%	51.5%	51.5%	2.7%	2.7%
Blue Ridge Regional Hospital, Inc.	51.4%	50.8%	52.5%	52.5%	52.5%	52.5%	3.7%	3.7%
Charles A. Cannon Jr. Memorial Hospital	44.3%	37.8%	48.0%	53.8%	50.6%	51.4%	2.6%	2.6%
Chatham Hospital	41.0%	41.0%	41.0%	41.0%	41.0%	41.0%	-7.8%	-7.8%
Dosher Memorial Hospital	57.1%	77.7%	52.5%	61.9%	62.1%	62.1%	13.3%	13.3%
FirstHealth Montgomery Memorial Hospital	54.0%	59.3%	56.3%	56.3%	56.3%	56.7%	7.9%	7.9%
Highlands-Cashiers Hospital	35.3%	34.9%	33.2%	47.2%	40.2%	40.7%	-8.1%	-8.1%
Murphy Medical Center, Inc.	61.6%	61.6%	61.6%	61.6%	61.6%	61.6%	12.8%	12.8%
Outer Banks Hospital	40.9%	38.1%	41.3%	0.0%	0.0%	0.0%	-48.8%	-48.8%
Pender Memorial Hospital	50.1%	48.5%	47.5%	54.6%	56.7%	58.1%	9.3%	9.3%
St. Lukes Hospital	57.7%	57.7%	57.7%	57.7%	57.7%	57.7%	8.9%	8.9%
Swain Community Hospital	52.2%	52.2%	65.5%	65.5%	65.5%	65.5%	16.7%	16.7%
Transylvania Regional Hospital	53.8%	53.8%	54.0%	54.0%	54.0%	59.5%	10.7%	10.7%
Vidant Bertie Hospital	31.4%	29.6%	27.9%	0.0%	0.0%	0.0%	-48.8%	-48.8%
Vidant Chowan Hospital	45.4%	46.3%	49.7%	0.0%	0.0%	0.0%	-48.8%	-48.8%
Average	48.8%	49.5%	49.1%	46.1%	45.8%	46.3%	-2.5%	-32.4%

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance

Capital Metrics

Debt Service Coverage Ratio (DSCR)

Select Finance Metric

Debt Service Coverage Ratio (DSCR) ▼

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
2.73	3.39	22.70

Debt Service Coverage Ratio (DSCR)

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital	8.7	-0.3	-64.5					
Angel Medical Center	3.1	5.7	22.8	12.6				
Ashe Memorial Hospital	1.0	5.3	2.2	2.2	1.2	1.5	-21.2	-21.2
Bladen County Hospital	100.0	100.0	100.0	100.0	100.0	100.0	77.3	77.3
Blue Ridge Regional Hospital, Inc.	31.1	43.1	30.6	30.6	30.6	30.6	7.9	7.9
Charles A. Cannon Jr. Memorial Hospital	-1.0	-2.8	8.0	12.3	10.4	8.9	-13.8	-13.8
Chatham Hospital	0.3	0.3	0.3	0.3	0.3	0.3	-22.4	-22.4
Dosher Memorial Hospital	4.8	1.5	-6.8	6.7	5.7	9.1	-13.6	-13.6
FirstHealth Montgomery Memorial Hospital	100.0	100.0	100.0	100.0	100.0			
Highlands-Cashiers Hospital	-100.0	23.1	100.0					
Murphy Medical Center, Inc.	2.6	2.6	2.6	2.6	2.6	2.6	-20.1	-20.1
Outer Banks Hospital	100.0	100.0	100.0					
Pender Memorial Hospital	100.0	100.0	100.0					
St. Lukes Hospital	37.4	37.4	37.4	37.4	37.4	37.4	14.7	14.7
Swain Community Hospital	2.0	2.0	5.0	5.0	5.0	5.0	-17.7	-17.7
Transylvania Regional Hospital	20.2	20.2	7.7	7.7	7.7	0.7	-22.0	-22.0
Vidant Bertie Hospital	100.0	100.0	100.0	2.5				
Vidant Chowan Hospital	82.0	89.4	22.7	35.3	48.3	46.2	23.5	23.5
Average	32.9	40.4	37.1	25.4	29.1	22.0	-0.7	-18.7

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance

Average Age of Plant

Select Finance Metric

Average Age of Plant

Select Benchmark

- ☐ Regional CAH Benchmark
☐ State Rural Benchmark
☒ Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
9.77	10.61	13.10

Hospital Name	A	Average Age of Plant						Variance from Target Benchmark	
		Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q2 2019	Q2 2019
Alleghany Memorial Hospital		29.3	28.8	28.3	27.9	23.9	25.1	12.0	12.0
Angel Medical Center		4.5	5.0	5.2	4.6	0.2	0.4	-12.7	-12.7
Ashe Memorial Hospital		22.0	22.1	23.8	24.2	24.2	25.2	12.1	12.1
Bladen County Hospital		5.5	5.9	5.9	5.9	5.9	5.9	-7.2	-7.2
Blue Ridge Regional Hospital, Inc.		12.1	11.9	12.4	12.4	12.4	12.4	-0.7	-0.7
Charles A. Cannon Jr. Memorial Hospital		12.2	14.0	13.8	14.2	13.9	14.5	1.4	1.4
Chatham Hospital		11.7	11.7	11.7	11.7	11.7	11.7	-1.4	-1.4
Dosher Memorial Hospital		12.5	12.1	11.9	12.5	11.7	12.1	-1.0	-1.0
FirstHealth Montgomery Memorial Hospital		16.3	0.2	4.4	4.4	4.4			
Highlands-Cashiers Hospital		4.4	4.5	4.3	4.9	0.2	0.5	-12.6	-12.6
Murphy Medical Center, Inc.		16.8	16.8	16.8	16.8	16.8	16.8	3.7	3.7
Outer Banks Hospital		11.3	11.6	16.1	12.0	12.1	12.0	-1.1	-1.1
Pender Memorial Hospital		8.1	9.6	22.5	9.2	9.2	10.6	-2.5	-2.5
St. Lukes Hospital		12.7	12.7	12.7	12.7	12.7	12.7	-0.4	-0.4
Swain Community Hospital		2.7	2.7	2.9	2.9	2.9	2.9	-10.2	-10.2
Tennessee Valley Regional Hospital		6.5	6.5	5.8	5.8	5.8	0.5	-12.6	-12.6
Vidant Bertie Hospital		16.2	16.5	18.8	18.5	18.3	18.6	5.5	5.5
Vidant Chowan Hospital		16.1	16.6	17.3	16.3	16.2	16.6	3.5	3.5
Average		12.3	11.6	13.0	12.1	11.3	11.7	-1.4	-5.7

Data supplied by Hospital

ANDI data ended with Q3 2018

Hospitals supplied data with Stroudwater tool starting with Q4 2018

The following hospital's data was copied from Q1 19 to Q2 19

Blue Ridge, Bladen, Chatham, Murphy, St Luke's, and Swain

Blue bar is desired variance



Department Productivity

Department Staffing Efficiency Focus Areas

- Inpatient Nursing (includes Med/Surg, Swing, Observation)
- Emergency Department
- Rehabilitation Services
- Imaging Services

Total Paid Care Hours for the period

Total IP, Swing, and Observation Days for the period

- Includes Med/Surg, Swing, Observation
- Includes all paid hours (Education, Paid time off, FMLA, Nurse managers providing care, etc.)
- Includes RN/LPN/CNA/Nursing technicians/Nursing Aides (include Agency nurses)
- Include two full pay periods if pay periods cross over end-of-month Includes Med/Surg, Swing, Observation)

Inpatient Nursing

Select Productivity Metric

Paid IP Nursing Hours per Day ▼

Target Benchmark

12.00

Paid IP Nursing Hours per Day

3 Month Avg & Variance From Target Benchmark

Hospital Name	2018												2019						3 Month Avg	3 Month Variance	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Alleghany Memorial Hospital	12.86	16.24	17.19	15.13	14.54	14.84	21.21	17.95	14.80	21.01	25.53	16.94	14.64	12.35	10.95	15.83	19.58	19.18	18.19	6.19	6.19
Angel Medical Center													14.64	12.35	10.95	12.97	10.67	12.80	12.15	0.15	0.15
Ashe Memorial Hospital	11.14	13.63	24.73	15.02	11.11	14.80	15.23	26.54	14.41	12.88	14.28	18.65	12.06	14.80	11.90	11.70	11.81	21.21	14.91	2.91	2.91
Bladen County Hospital	14.33	15.85	13.53	14.33	15.85	13.53	14.33	15.85	13.53	14.33	15.85	13.53	14.33	15.85	13.53	14.33	15.85	13.53	14.57	2.57	2.57
Charles A. Cannon Jr. Memorial ..	8.35	8.95	11.16	13.20	10.07	11.40	10.06	14.73	10.61	12.29	10.63	10.19	12.22	12.50	8.91	10.09	10.55	8.02	9.55	-2.45	-2.45
Chatham Hospital	10.18	9.79	10.40	11.33	10.73	12.67	11.96	10.27	10.79	11.96	10.27	10.79	11.96	10.27	10.79	11.96	10.27	10.79	11.01	-0.99	-0.99
Dosher Memorial Hospital	10.33	14.32	11.36	12.51	15.03	14.54	12.01	12.65	27.13	9.08	15.13	10.36	8.63	10.26	11.09	9.20	9.74	8.96	9.30	-2.70	-2.70
FirstHealth Montgomery Memoria..	20.10	28.09	22.10	17.86	21.83	33.36	19.81	26.19	23.71	20.69	28.62	20.77	20.69	28.62	20.77	26.10	19.53	17.60	21.08	9.08	9.08
Highlands-Cashiers Hospital	9.84	9.74	13.35	10.51	15.16	12.74	13.46	11.63	16.14	10.57	11.60	12.24	9.64	7.89	8.86	9.83	11.30	9.77	10.30	-1.70	-1.70
Murphy Medical Center, Inc.	9.87	14.55	12.48	9.87	14.55	12.48	9.87	14.55	12.48	9.87	14.55	12.48	9.87	14.55	12.48	9.87	14.55	12.48	12.30	0.30	0.30
Outer Banks Hospital	33.00	32.29	40.00	39.73	35.25	32.71	35.86	39.35	37.83	35.86	39.35	37.83	38.94	42.39	34.67	38.94	42.39	34.67	38.67	26.67	26.67
Pender Memorial Hospital	11.85	12.37	9.57	10.40	12.21	12.08	11.93	11.51	27.20	11.01	14.42	15.97	9.63	8.51	8.51	9.44	9.07	16.26	11.59	-0.41	-0.41
St. Lukes Hospital	18.40	19.95	20.84	18.40	19.95	20.84	18.40	19.95	20.84	18.40	19.95	20.84	18.40	19.95	20.84	18.40	19.95	20.84	19.73	7.73	7.73
Swain Community Hospital	8.74	8.37	18.53	8.74	8.37	18.53	8.74	8.37	18.53	8.69	7.06	9.55	8.69	7.06	9.55	8.69	7.06	9.55	8.43	-3.57	-3.57
Transylvania Regional Hospital	12.53	15.04	12.93	14.17	15.33	15.47	13.69	16.14	14.70	15.88	15.13	12.31	13.64	11.99	10.15	11.50	11.16	11.98	11.55	-0.45	-0.45
Vidant Bertie Hospital	27.12	34.63	32.72	30.53	40.80	40.19	46.68	50.04	39.14	46.68	50.04	39.14	36.54	37.01	35.46	36.54	37.01	35.46	36.34	24.34	24.34
Vidant Chowan Hospital	24.19	23.89	28.83	28.65	31.07	28.98	29.84	28.09	27.62	29.84	28.09	27.62	26.51	28.88	28.34	26.51	28.88	28.34	27.91	15.91	15.91

Note: Data from prior quarter was carried forward for the following: Bladen, Chatham, Murphy, St. Luke's, Swain, Vidant Bertie, and Vidant Chowan

Blue bar is desired variance



Total Paid Nursing Hours for the period

Total ER Visits for the period

- Includes all paid hours (Education, Paid time off, FMLA, Nurse managers providing care, etc.)
- Includes RN/LPN/CNA/Nursing technicians/Nursing Aides (include Agency nurses)
- Include two full pay periods if pay periods cross over end-of-month Utilize internal allocation (Cost Reporting) methodology for nurses and/or aides who staff ED and Med/Surg units on same shift

Emergency Department

Select Productivity Metric

Paid Nursing Hours per ED Visit ▼

Target Benchmark

2.75

Paid Nursing Hours per ED Visit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2018												2019						3 Month Avg	3 Month Variance	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Alleghany Memorial Hospital	4.27	3.86	4.13	4.08	3.83	3.83	3.56	4.14	3.02	3.67	3.19	4.83	3.79	3.29	2.88	4.03	4.30	3.96	4.10	1.35	1.35
Angel Medical Center													3.79	3.29	2.88	2.68	2.51	2.89	2.70	-0.05	-0.05
Ashe Memorial Hospital	3.01	3.38	5.26	3.42	2.49	2.87	2.48	5.29	3.19	3.43	3.03	5.07	3.65	3.31	2.93	2.83	2.58	6.21	3.88	1.13	1.13
Bladen County Hospital	5.12	5.49	5.49	5.12	5.49	5.49	5.12	5.49	5.49	5.12	5.49	5.49	5.12	5.49	5.49	5.12	5.49	5.49	5.37	2.62	2.62
Charles A. Cannon Jr. Memorial ..	2.88	3.86	4.51	4.72	4.40	3.75	2.79	3.05	3.31	3.98	4.65	3.76	3.41	3.63	3.94	3.62	3.10	3.19	3.30	0.55	0.55
Chatham Hospital	2.69	2.36	2.88	2.95	2.57	2.92	2.69	2.36	2.88	2.69	2.36	2.88	2.69	2.36	2.88	2.69	2.36	2.88	2.64	-0.11	-0.11
Dosher Memorial Hospital	3.03	3.44	3.50	3.25	4.76	3.01	2.83	3.26	4.67	4.06	5.67	3.20	3.22	3.28	3.55	3.01	2.70	2.69	2.80	0.05	0.05
FirstHealth Montgomery Memoria..	1.74	2.73	1.82	2.25	2.17	1.92	2.00	2.20	2.19	2.15	2.30	2.10	2.15	2.30	2.10	2.06	1.68	1.81	1.85	-0.90	-0.90
Highlands-Cashiers Hospital	6.77	6.48	7.02	6.05	4.66	3.79	2.42	2.96	3.65	3.89	4.70	5.15	5.12	4.89	6.39	5.14	4.51	3.55	4.40	1.65	1.65
Murphy Medical Center, Inc.	1.93	2.36	2.23	1.93	2.36	2.23	1.93	2.36	2.23	1.93	2.36	2.23	1.93	2.36	2.23	1.93	2.36	2.23	2.17	-0.58	-0.58
Outer Banks Hospital	8.27	7.42	9.64	8.18	7.19	5.68	4.88	5.25	7.15	4.88	5.25	7.15	7.93	9.05	10.49	7.93	9.05	10.49	9.15	6.40	6.40
Pender Memorial Hospital	2.78	2.50	2.41	2.33	2.32	2.51	2.63	2.61	5.06	2.76	2.77	3.93	2.01	2.21	2.27	2.09	2.13	3.50	2.57	-0.18	-0.18
St. Lukes Hospital	4.08	3.63	5.28	4.08	3.63	5.28	4.08	3.63	5.28	4.08	3.63	5.28	4.08	3.63	5.28	4.08	3.63	5.28	4.33	1.58	1.58
Swain Community Hospital	2.64	2.46	3.70	2.64	2.46	3.70	2.64	2.46	3.70	2.04	2.41	3.25	2.04	2.41	3.25	2.04	2.41	3.25	2.57	-0.18	-0.18
Transylvania Regional Hospital	3.53	3.14	3.73	3.75	3.43	3.20	3.02	3.76	3.85	3.24	4.02	3.72	3.30	2.78	2.31	2.57	2.29	2.53	2.46	-0.29	-0.29
Vidant Bertie Hospital	4.72	4.35	4.94	5.14	5.48	5.00	6.01	5.59	6.05	6.01	5.59	6.05	4.85	4.78	5.38	4.85	4.78	5.38	5.00	2.25	2.25
Vidant Chowan Hospital	9.20	8.81	10.30	10.03	10.16	9.77	11.08	10.96	11.16	11.08	10.96	11.16	9.35	9.29	9.78	9.35	9.29	9.78	9.48	6.73	6.73

Note: Data from prior quarter was carried forward for the following: Bladen, Chatham, Murphy, St. Luke's, Swain, Vidant Bertie, and Vidant Chowan

Blue bar is desired variance



Total Paid Hours for the period

Total Rehabilitation Billed Hours for the period

- Physical Therapy, Occupational Therapy and Speech Therapy and Therapy Techs (IP and OP)
- Includes all paid hours (Education, Paid time off, FMLA, etc.)
 - Physical Therapy: Include all PT and LPTA paid hours (IP and OP)
 - Occupational Therapy: Include all OT and COTA paid hours (IP and OP)
- Include two full pay periods if pay periods cross over end-of-month
- Include all employed and contracted therapists
- Include PRNs
- Physical Therapy, Occupational Therapy and Speech Therapy *Billable Units* are 15 minute therapy work increments

Rehabilitation

Select Productivity Metric

Paid Hours per Rehab Billable Unit ▼

Target Benchmark

0.50

Paid Hours per Rehab Billable Unit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2018												2019						3 Month Avg	3 Month Variance	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Alleghany Memorial Hospital	1.02	0.83	0.80	0.77	0.87	0.90	0.98	0.87	1.04	1.15	1.02	1.05	0.88	0.71	0.78	1.21	1.09	1.10	1.14	0.64	0.64
Angel Medical Center													0.88	0.71	0.78	0.88	0.84	0.79	0.84	0.34	0.34
Ashe Memorial Hospital	0.56	0.50	0.78	0.55	0.51	0.54	0.69	0.66	0.54	0.43	0.57	0.78	0.43	0.68	0.68	0.53	0.59	1.00	0.71	0.21	0.21
Bladen County Hospital	0.92	0.88	0.90	0.92	0.88	0.90	0.92	0.88	0.90	0.92	0.88	0.90	0.92	0.88	0.90	0.92	0.88	0.90	0.90	0.40	0.40
Charles A. Cannon Jr. Memorial ..	0.77	0.87	0.83	0.76	0.67	0.62	0.66	0.58	0.89	0.73	0.79	0.94	0.68	0.73	0.67	0.80	0.85	0.74	0.80	0.30	0.30
Chatham Hospital	0.54	0.49	0.57	0.47	0.47	0.55	0.54	0.49	0.57	0.54	0.49	0.57	0.54	0.49	0.57	0.54	0.49	0.57	0.53	0.03	0.03
Dosher Memorial Hospital	0.50	0.52	0.46	0.41	0.69	0.53	0.55	0.53	1.17	0.45	0.66	0.55	0.50	0.54	0.51	0.50	0.52	0.48	0.50	0.00	0.00
FirstHealth Montgomery Memoria..	0.56	0.53	0.88	0.73	0.59	0.52	0.55	0.50	0.59	0.45	0.64	0.66	0.45	0.64	0.66	0.50	0.58	0.63	0.57	0.07	0.07
Highlands-Cashiers Hospital	0.51	0.56	0.58	0.59	0.59	0.72	0.65	0.53	0.73	0.61	0.64	0.90	0.83	0.62	0.77	0.81	0.67	0.64	0.71	0.21	0.21
Murphy Medical Center, Inc.	0.45	0.52	0.52	0.45	0.52	0.52	0.45	0.52	0.52	0.45	0.52	0.52	0.45	0.52	0.52	0.45	0.52	0.52	0.50	0.00	0.00
Outer Banks Hospital																					
Pender Memorial Hospital	0.52	0.44	0.40	0.44	0.48	0.48	0.48	0.44	0.64	0.48	0.50	0.56	0.46	0.46	0.42	0.43	0.45	0.54	0.47	-0.03	-0.03
St. Lukes Hospital	0.87	0.83	0.75	0.87	0.83	0.75	0.87	0.83	0.75	0.87	0.83	0.75	0.87	0.83	0.75	0.87	0.83	0.75	0.82	0.32	0.32
Swain Community Hospital	0.44	0.45	0.70	0.44	0.45	0.70	0.44	0.45	0.70	0.63	0.68	0.74	0.63	0.68	0.74	0.63	0.68	0.74	0.68	0.18	0.18
Transylvania Regional Hospital	0.55	0.61	0.56	0.58	0.61	0.72	0.70	0.71	0.69	0.65	0.68	0.79	0.61	0.56	0.56	0.58	0.58	0.62	0.59	0.09	0.09
Vidant Bertie Hospital																					
Vidant Chowan Hospital																					

Note: Data from prior quarter was carried forward for the following: Bladen, Chatham, Murphy, St. Luke's, Swain, Vidant Bertie, and Vidant Chowan

Blue bar is desired variance



Total Paid Hours for the period

Total Weighted Service Units for the period

- IP and OP by major modality (IP and OP)
- Includes all paid hours (Education, Paid time off, FMLA, etc.)
- Include entire Imaging Department staff Include two full pay periods if pay periods cross over end-of-month
- Include costs associated with outside vendors
- IP and OP by major modality (including services rendered by outside vendors)

Imaging

Select Productivity Metric

Imaging Paid hours per Weighte... ▼

Target Benchmark

0.35

Imaging Paid hours per Weighted Unit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2018												2019						3 Month Avg	3 Month Variance	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Alleghany Memorial Hospital	0.39	0.39	0.38	0.36	0.40	0.36	0.41	0.47	0.46	0.42	0.44	0.45	0.29	0.26	0.23	0.50	0.46	0.50	0.48	0.13	0.13
Angel Medical Center													0.29	0.26	0.23	0.24	0.25	0.26	0.25	-0.10	-0.10
Ashe Memorial Hospital	0.29	0.33	0.49	0.26	0.27	0.30	0.29	0.40	0.28	0.27	0.29	0.44	0.29	0.34	0.31	0.29	0.27	0.48	0.35	0.00	0.00
Bladen County Hospital	0.35	0.35	0.38	0.35	0.35	0.38	0.35	0.35	0.38	0.35	0.35	0.38	0.35	0.35	0.38	0.35	0.35	0.38	0.36	0.01	0.01
Charles A. Cannon Jr. Memorial ..	0.36	0.42	0.43	0.51	0.41	0.40	0.30	0.30	0.30	0.31	0.39	0.33	0.35	0.34	0.41	0.36	0.39	0.44	0.39	0.04	0.04
Chatham Hospital	0.37	0.34	0.33	0.31	0.30	0.30	0.37	0.34	0.33	0.37	0.34	0.33	0.37	0.34	0.33	0.37	0.34	0.33	0.34	-0.01	-0.01
Dosher Memorial Hospital	0.32	0.34	0.31	0.35	0.46	0.33	0.36	0.34	0.51	0.27	0.50	0.36	0.31	0.32	0.32	0.30	0.29	0.29	0.29	-0.06	-0.06
FirstHealth Montgomery Memoria..	0.51	0.50	0.49	0.42	0.45	0.40	0.40	0.43	0.43	0.38	0.47	0.44	0.38	0.47	0.44	0.41	0.44	0.45	0.43	0.08	0.08
Highlands-Cashiers Hospital	0.55	0.53	0.50	0.49	0.44	0.47	0.34	0.42	0.38	0.37	0.48	0.68	0.54	0.50	0.56	0.49	0.41	0.36	0.42	0.07	0.07
Murphy Medical Center, Inc.	0.26	0.29	0.24	0.26	0.29	0.24	0.26	0.29	0.24	0.26	0.29	0.24	0.26	0.29	0.24	0.26	0.29	0.24	0.26	-0.09	-0.09
Outer Banks Hospital	0.42	0.39	0.39	0.36	0.33	0.33	0.27	0.30	0.37	0.27	0.30	0.37	0.41	0.41	0.47	0.41	0.41	0.47	0.43	0.08	0.08
Pender Memorial Hospital	0.41	0.39	0.37	0.36	0.37	0.36	0.35	0.35	0.75	0.32	0.37	0.65	0.38	0.36	0.34	0.35	0.33	0.50	0.39	0.04	0.04
St. Lukes Hospital	0.53	0.45	0.42	0.53	0.45	0.42	0.53	0.45	0.42	0.53	0.45	0.42	0.53	0.45	0.42	0.53	0.45	0.42	0.46	0.11	0.11
Swain Community Hospital	0.93	1.15	1.37	0.93	1.15	1.37	0.93	1.15	1.37	0.68	0.79	0.88	0.68	0.79	0.88	0.68	0.79	0.88	0.78	0.43	0.43
Transylvania Regional Hospital	0.35	0.33	0.30	0.34	0.34	0.39	0.34	0.31	0.34	0.28	0.32	0.38	0.31	0.27	0.29	0.27	0.29	0.28	0.28	-0.07	-0.07
Vidant Bertie Hospital	0.50	0.62	0.50	0.62	0.52	0.60	0.59	0.57	0.53	0.59	0.57	0.53	0.54	0.54	0.47	0.54	0.54	0.47	0.52	0.17	0.17
Vidant Chowan Hospital	0.34	0.34	0.31	0.30	0.28	0.33	0.33	0.32	0.35	0.33	0.32	0.35	0.33	0.31	0.34	0.33	0.31	0.34	0.33	-0.02	-0.02

Note: Data from prior quarter was carried forward for the following: Bladen, Chatham, Murphy, St. Luke's, Swain, Vidant Bertie, and Vidant Chowan

Blue bar is desired variance



Wrap Up / Debrief

Topic Selection / Next Meeting: TBD
