



Rural Health
HEALTH AND HUMAN SERVICES

North Carolina CAH Learning and Action Network (LAN)

February 19, 2020



Agenda

Desired Outcomes:

- ❖ Provide Critical Access and Small and Rural Hospital Leaders the opportunity to network with peers and other leaders committed to rural health improvement
- ❖ Review and highlight best practices amongst CAHs for enhancing performance in quality, patient safety, population health, and financial operations in innovative rural health models
- ❖ Receive and discuss national, state and market updates on issues impacting CAHs
- ❖ Gain an understanding of provider alignment and practice optimization best practices

Agenda Day 2	
Welcome & Introductions <i>NC Office of Rural Health Updates</i> <i>Nicholas Galvez, NC ORH</i>	9:00-9:20
NC Medicaid Reform: Impact on CAHs <i>Sarah Gregorsky, NC Medicaid</i>	9:20-9:50
New Market & Healthcare Updates <i>Matthew Mendez, Stroudwater</i>	9:50-10:20
Group Discussion	10:20-10:40
Break	10:40-10:55
Part I- Practice Management Optimization and Alignment <i>Opal Greenway, Stroudwater Associates</i>	10:55-12:00
Lunch/Networking	12:00-12:50

Agenda Continued

Performance Improvement Projects: <ul style="list-style-type: none">• St. Luke's Hospital Culture Initiative Case <i>Michelle Fortune, St. Luke's and Matthew Mendez, Stroudwater Associates</i>• 2020 Project Selections (4) <i>Nicholas Galvez, NC ORH</i>	12:50-1:20 1:20-1:35
Part II: Practice Management Optimization and Alignment <i>Opal Greenway, Stroudwater Associates</i>	1:35-2:35
Break	2:35-2:45
Financial, Operational, and Departmental Productivity Benchmarks <i>Matthew Mendez</i>	2:45-3:15
Wrap Up/Evaluations	3:15-3:30

NC Medicaid Reform Update

Sarah Gregorsky, NC Medicaid

Market Updates

Group Sharing / Discussion

Practice Management Optimization and Alignment

Opal Greenway, Stroudwater Associates

Performance Improvement Projects

Financial Indicator Tracking and Benchmarking

Definitions: Operating Statement Metrics

- **Operating Statement Metrics:**
 - % Total Margin
 - [% Total Margin = (Operating Revenue - Operating Expense + Non-Operating Revenue and Expense) / (Total Revenue)]
 - Notes:
 - Operating Revenue includes 340B revenue
 - Non-Operating Revenue and Expense excludes debt swaps
 - % Operating Margin
 - [% Operating Margin = (Operating Revenue - Operating Expense) / (Operating Revenue)]
 - Bad Debt & Charity Care (as a % of Gross Charges)
 - [Bad Debt & Charity Care as % of Gross Charges = (Bad Debt + Charity Care) / Gross Charges]
 - Personnel Expense as % of Operating Revenue
 - [Personnel Expense = (Salaries + Benefits + Contract Labor) / 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
 - [Days Cash on Hand = Cash and Investments / ((Operating Expense – depreciation expense) / 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
 - [Days of Net Revenue in Net A/R = (Gross A/R – Contractual Allowance Reserve – Bad Debt Reserve) / (Net Patient Revenue / Days in the covered period)]

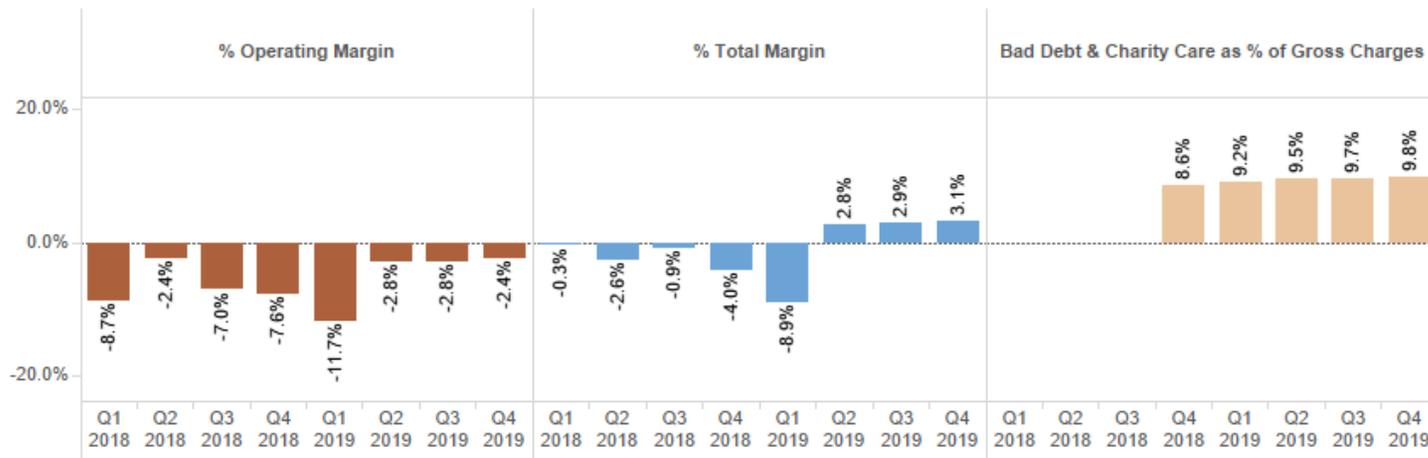
Definitions: Capital Metrics

- **Capital Metrics:**
 - Debt Service Coverage Ratio (DSCR)
 - [DSCR = (Net income + Depreciation exp. + Interest expense) / (Current portion of long-term debt *(Days in period / 365) + 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
 - [Average Age of Plant = Accumulated Depreciation / Depreciation Expense]
 - Note:
 - Metric will be calculated on a rolling Three Month period including current month and 2 preceding months

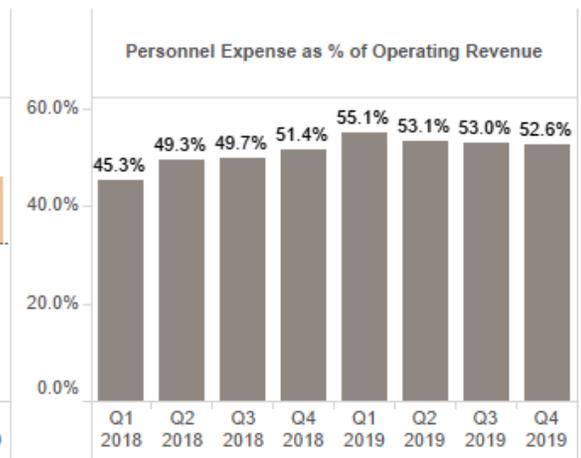
Network Benchmarks and Targets

- 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

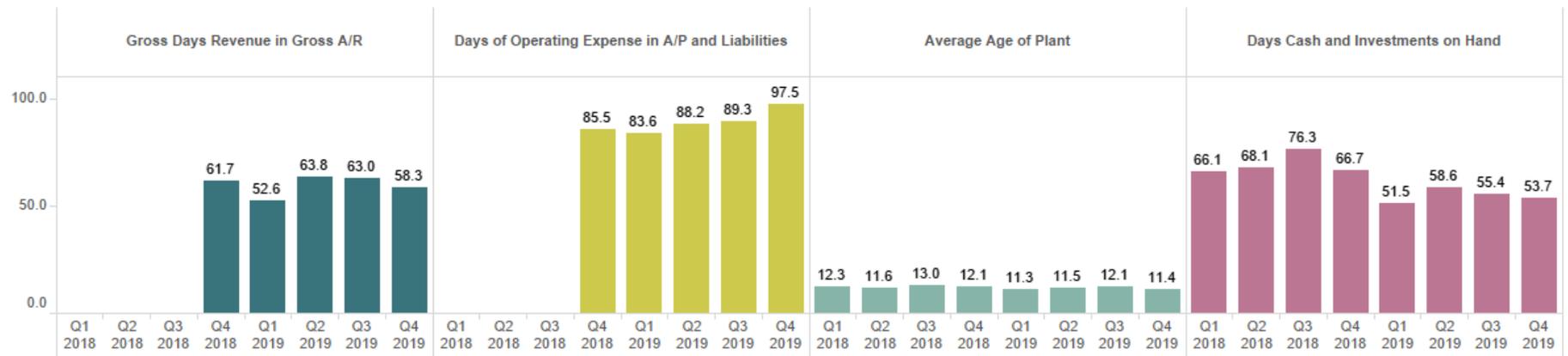
Network Avg-Profitability



Network Avg-Personnel



Network Avg-Liquidity



Operating and Financial Performance Metrics



North Carolina CAH Network

CAH Financial Metrics Tracking Program Input Sheet

HOSPITAL NAME

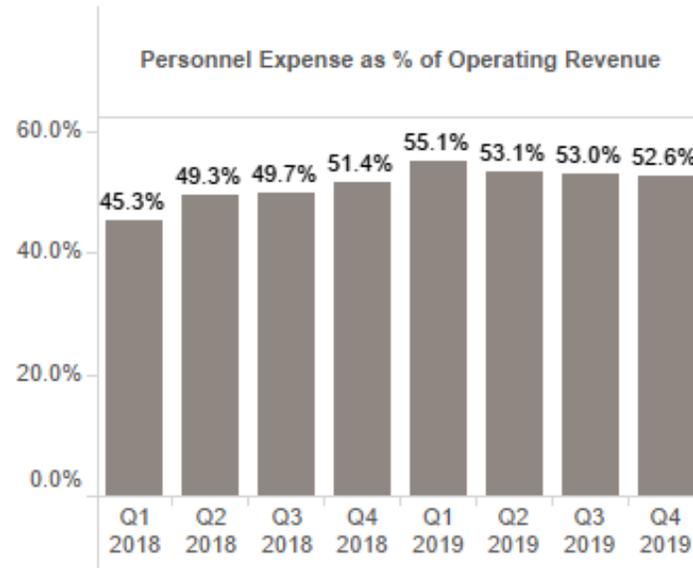
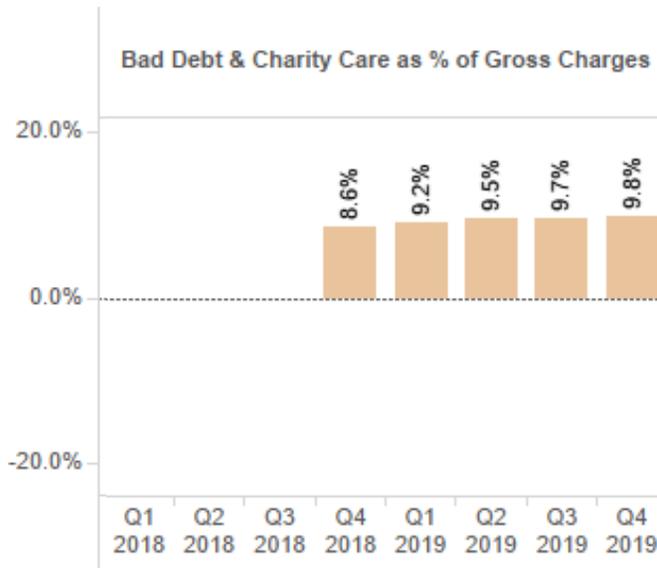
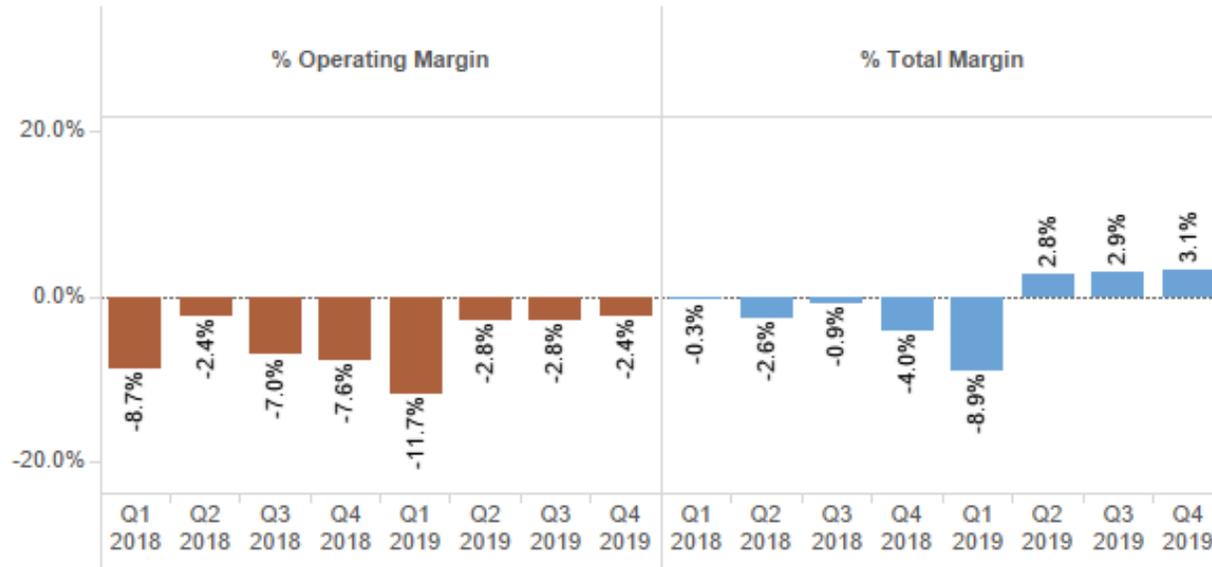
Select Hospital Name

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

Network Avg-Profitability



Percent Total Margin

Select Finance Metric

% Total Margin

Select Benchmark

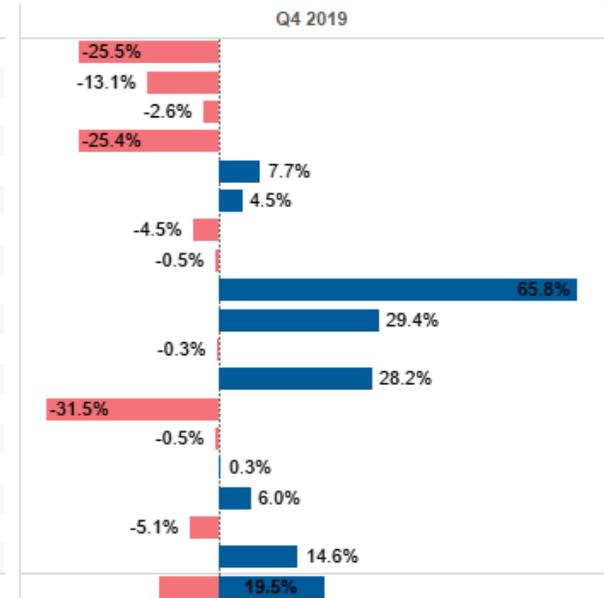
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
2.5%	1.6%	0.5%

% Total Margin

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	8.5%	-4.5%	-18.6%	-24.4%	-46.8%	-34.3%	-28.6%	-25.0%	-25.5%
Angel Medical Center	4.0%	0.5%	17.7%	1.0%	-7.1%	-12.6%	-12.6%	-12.6%	-13.1%
Ashe Memorial Hospital	-2.3%	4.1%	-0.1%	0.5%	-1.6%	-2.1%	-1.7%	-2.1%	-2.6%
Bladen County Hospital	-55.5%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-25.4%
Blue Ridge Regional Hospital, Inc.	10.4%	13.3%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	7.7%
Charles A. Cannon Jr. Memorial Hospital	-14.6%	-23.5%	20.8%	21.2%	15.4%	5.5%	5.0%	5.0%	4.5%
Chatham Hospital	-8.7%	-8.7%	-8.7%	-8.7%	-7.0%	-5.7%	-4.2%	-4.0%	-4.5%
Dosher Memorial Hospital	0.3%	1.0%	-20.2%	0.9%	-0.6%	1.0%	0.0%	0.0%	-0.5%
FirstHealth Montgomery Memorial Hospital	8.1%	-41.4%	-79.2%	-79.2%	-79.2%	66.3%	66.3%	66.3%	65.8%
Highlands-Cashiers Hospital	-30.3%	-3.0%	24.4%	10.8%	-33.6%	29.9%	29.9%	29.9%	29.4%
Murphy Medical Center, Inc.	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	-0.3%
Outer Banks Hospital	18.5%	29.9%	31.2%	21.0%	23.0%	28.9%	32.2%	28.7%	28.2%
Pender Memorial Hospital	5.7%	-53.9%	-2.0%	-33.9%	-17.8%	-18.8%	-36.8%	-31.0%	-31.5%
St. Lukes Hospital	15.1%	15.1%	15.1%	15.1%	-1.6%	-2.9%	3.2%	0.0%	-0.5%
Swain Community Hospital	-2.7%	-2.7%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.3%
Transylvania Regional Hospital	11.7%	11.7%	7.1%	7.1%	7.1%	6.5%	6.5%	6.5%	6.0%
Vidant Bertie Hospital	8.4%	20.3%	10.2%	0.5%	-11.2%	-12.1%	-6.3%	-4.6%	-5.1%
Vidant Chowan Hospital	17.0%	18.9%	2.1%	11.6%	17.0%	15.9%	15.8%	15.1%	14.6%
Average	-0.3%	-2.6%	-0.9%	-4.0%	-8.9%	2.8%	2.9%	3.1%	2.6%



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 Q3 2019 to Q4 2019
Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes



Blue bar is desired variance



Percent Operating Margin

Select Finance Metric

% Operating Margin

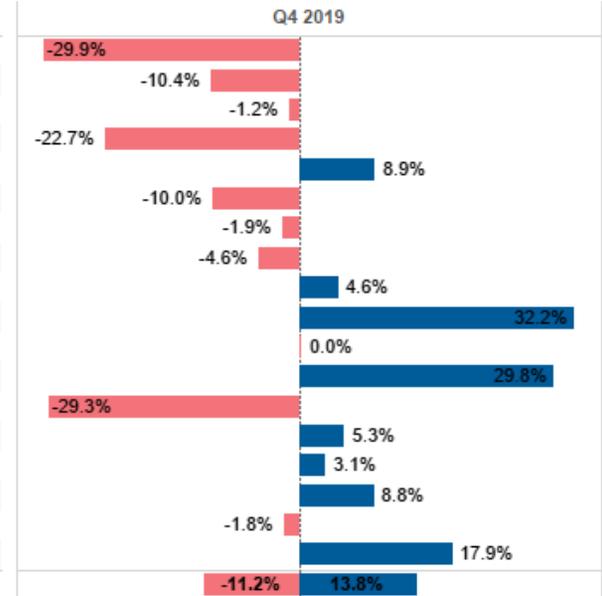
Select Benchmark

- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
1.0%	1.6%	-2.3%

% Operating Margin									Variance from Target Benchmark	
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Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	7.0%	-4.7%	-19.8%	-32.6%	-47.1%	-37.6%	-35.6%	-32.2%	-29.9%
Angel Medical Center	5.1%	0.6%	18.5%	1.0%	-6.7%	-12.7%	-12.7%	-12.7%	-10.4%
Ashe Memorial Hospital	-2.4%	3.4%	-0.8%	-2.0%	-1.8%	-2.3%	-2.3%	-3.5%	-1.2%
Bladen County Hospital	-55.5%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-22.7%
Blue Ridge Regional Hospital, Inc.	10.5%	12.7%	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%	8.9%
Charles A. Cannon Jr. Memorial Hospital	-21.9%	-24.8%	-11.2%	-21.2%	-20.7%	-12.9%	-12.3%	-12.3%	-10.0%
Chatham Hospital	-9.3%	-9.3%	-9.3%	-9.3%	-7.1%	-5.9%	-4.3%	-4.2%	-1.9%
Dosher Memorial Hospital	-4.0%	-5.5%	-27.3%	-4.7%	-5.9%	-5.5%	-7.4%	-6.9%	-4.6%
FirstHealth Montgomery Memorial Hospital	-83.1%	-41.4%	-79.2%	-79.2%	-79.2%	2.3%	2.3%	2.3%	4.6%
Highlands-Cashiers Hospital	-30.4%	-3.1%	24.2%	10.8%	-33.1%	29.9%	29.9%	29.9%	32.2%
Murphy Medical Center, Inc.	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	0.0%
Outer Banks Hospital	16.4%	29.0%	30.5%	19.1%	21.8%	27.7%	31.1%	27.5%	29.8%
Pender Memorial Hospital	-35.5%	-35.5%	-65.2%	-32.2%	-18.1%	-19.4%	-37.4%	-31.6%	-29.3%
St. Lukes Hospital	14.5%	14.5%	14.5%	14.5%	-6.1%	-6.1%	1.2%	3.0%	5.3%
Swain Community Hospital	-2.7%	-2.7%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	3.1%
Transylvania Regional Hospital	11.7%	11.7%	6.4%	6.4%	6.4%	6.5%	6.5%	6.5%	8.8%
Vidant Bertie Hospital	8.3%	20.3%	10.0%	1.0%	-10.5%	-11.4%	-5.8%	-4.1%	-1.8%
Vidant Chowan Hospital	17.1%	19.0%	2.4%	12.0%	17.5%	16.4%	16.3%	15.6%	17.9%
Average	-8.7%	-2.4%	-7.0%	-7.6%	-11.7%	-2.8%	-2.8%	-2.4%	-0.1%



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 Q3 2019 to Q4 2019
Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes

Blue bar is desired variance



Bad Debt as % of Gross Charges

Select Finance Metric

Bad Debt & Charity Care as % of Gross Cha...

Select Benchmark

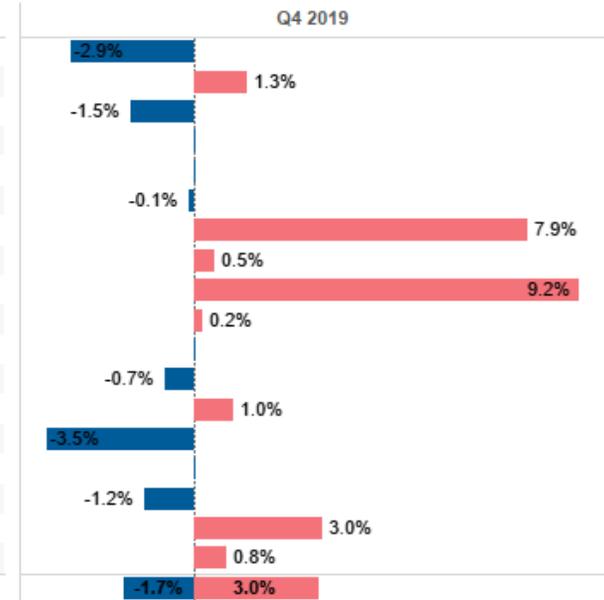
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
0.0%	3.9%	8.8%

Bad Debt & Charity Care as % of Gross Charges

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital				6.2%	6.0%	6.5%	5.8%	5.9%	-2.9%
Angel Medical Center				9.0%	11.6%	10.1%	10.1%	10.1%	1.3%
Ashe Memorial Hospital				7.5%	7.2%	6.8%	7.2%	7.3%	-1.5%
Bladen County Hospital									
Blue Ridge Regional Hospital, Inc.									
Charles A. Cannon Jr. Memorial Hospital				7.2%	9.3%	8.9%	8.7%	8.7%	-0.1%
Chatham Hospital					17.1%	16.3%	16.9%	16.7%	7.9%
Dosher Memorial Hospital				6.5%	7.1%	7.5%	9.2%	9.3%	0.5%
FirstHealth Montgomery Memorial Hospital						18.0%	18.0%	18.0%	9.2%
Highlands-Cashiers Hospital				9.4%	8.8%	9.0%	9.0%	9.0%	0.2%
Murphy Medical Center, Inc.									
Outer Banks Hospital				9.2%	7.0%	7.6%	7.7%	8.1%	-0.7%
Pender Memorial Hospital				10.6%	9.3%	8.2%	9.2%	9.8%	1.0%
St. Lukes Hospital					5.6%	5.1%	5.2%	5.3%	-3.5%
Swain Community Hospital									
Transylvania Regional Hospital						7.6%	7.6%	7.6%	-1.2%
Vidant Bertie Hospital				10.5%	12.8%	12.4%	11.7%	11.8%	3.0%
Vidant Chowan Hospital				9.5%	7.9%	8.9%	9.4%	9.6%	0.8%
Average				8.6%	9.2%	9.5%	9.7%	9.8%	1.0%



Data supplied by Hospital

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Blue bar is desired variance



Personnel Expense as a % of Operating Expenses



Select Finance Metric

Personnel Expense as % of Operating Reve...

Select Benchmark

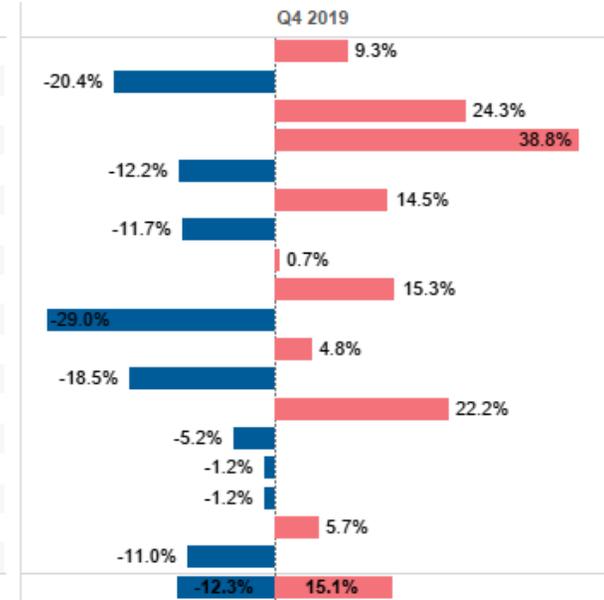
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
44.8%	55.0%	51.2%

Personnel Expense as % of Operating Revenue

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	36.0%	36.0%	37.0%	69.3%	73.1%	68.8%	66.4%	60.5%	9.3%
Angel Medical Center	32.0%	35.0%	27.0%	30.3%	28.9%	30.8%	30.8%	30.8%	-20.4%
Ashe Memorial Hospital	57.0%	53.0%	55.0%	55.9%	72.4%	73.3%	73.8%	75.5%	24.3%
Bladen County Hospital	59.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	38.8%
Blue Ridge Regional Hospital, Inc.	34.0%	34.0%	39.0%	39.0%	39.0%	39.0%	39.0%	39.0%	-12.2%
Charles A. Cannon Jr. Memorial Hospital	52.0%	81.0%	55.0%	60.1%	70.1%	66.0%	65.7%	65.7%	14.5%
Chatham Hospital	43.0%	43.0%	43.0%	43.0%	41.0%	40.9%	39.8%	39.5%	-11.7%
Dosher Memorial Hospital	49.0%	50.0%	66.0%	48.7%	50.7%	50.5%	52.4%	51.9%	0.7%
FirstHealth Montgomery Memorial Hospital	58.0%	92.0%	92.0%	92.0%	92.0%	66.5%	66.5%	66.5%	15.3%
Highlands-Cashiers Hospital	42.0%	37.0%	32.0%	30.1%	35.7%	22.2%	22.2%	22.2%	-29.0%
Murphy Medical Center, Inc.	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	4.8%
Outer Banks Hospital	33.0%	27.0%	27.0%	33.0%	35.8%	33.0%	31.3%	32.7%	-18.5%
Pender Memorial Hospital	61.0%	58.0%	68.0%	58.7%	66.9%	67.1%	76.9%	73.4%	22.2%
St. Lukes Hospital	33.0%	33.0%	33.0%	33.0%	50.9%	50.9%	45.7%	46.0%	-5.2%
Swain Community Hospital	55.0%	55.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	-1.2%
Transylvania Regional Hospital	24.0%	24.0%	36.0%	36.0%	36.0%	50.0%	50.0%	50.0%	-1.2%
Vidant Bertie Hospital	52.0%	45.0%	44.0%	57.6%	62.3%	61.6%	57.8%	56.9%	5.7%
Vidant Chowan Hospital	40.0%	38.0%	44.0%	42.1%	40.2%	39.8%	39.6%	40.2%	-11.0%
Average	45.3%	49.3%	49.7%	51.4%	55.1%	53.1%	53.0%	52.6%	1.4%



Data supplied by Hospital

ANDI data ended with Q3 2018

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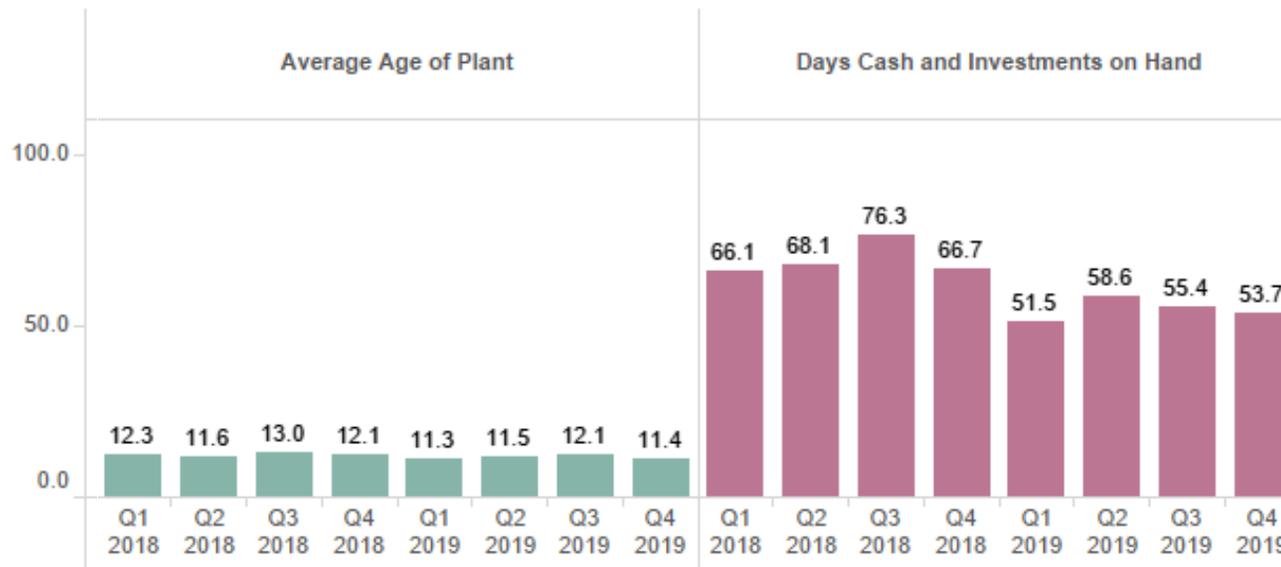
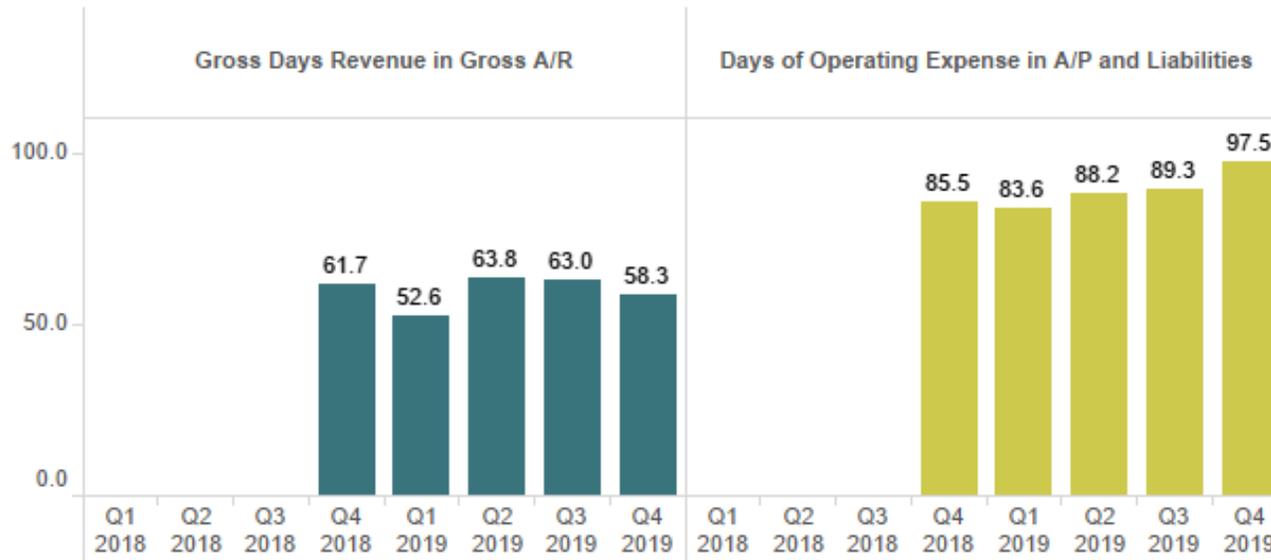
Blue bar is desired variance



Liquidity Metrics

Network Averages - Liquidity/ Capital

Network Avg-Liquidity



Days Cash and Investments on Hand



Select Finance Metric

Days Cash and Investments on Hand

Select Benchmark

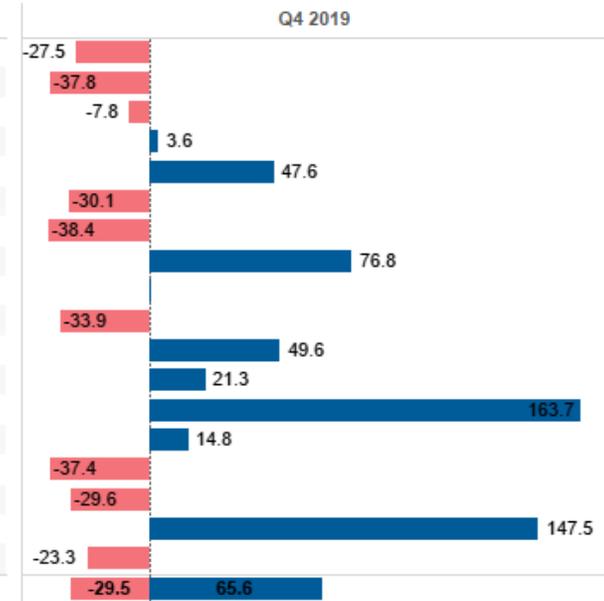
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
68.83	39.53	38.40

Days Cash and Investments on Hand

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	26.0	15.0	24.0	15.4	8.0	28.8	19.5	10.9	-27.5
Angel Medical Center	11.0	20.0	13.0	11.8	3.8	0.6	0.6	0.6	-37.8
Ashe Memorial Hospital	43.0	53.0	58.0	46.1	35.6	38.7	38.4	30.6	-7.8
Bladen County Hospital	47.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	3.6
Blue Ridge Regional Hospital, Inc.	47.0	69.0	86.0	86.0	86.0	86.0	86.0	86.0	47.6
Charles A. Cannon Jr. Memorial Hospital	12.0	12.0	17.0	22.1	32.0	11.7	8.3	8.3	-30.1
Chatham Hospital	31.0	31.0	31.0	31.0	28.3	33.7	16.9	0.0	-38.4
Dosher Memorial Hospital	76.0	78.0	85.0	67.3	82.2	102.8	117.7	115.2	76.8
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	4.5	4.5	-33.9
Murphy Medical Center, Inc.	88.0	88.0	88.0	88.0	88.0	88.0	88.0	88.0	49.6
Outer Banks Hospital	218.0	213.0	263.0	74.3	29.5	67.9	44.5	59.7	21.3
Pender Memorial Hospital	61.0	17.0	86.0	100.4	147.8	161.8	187.0	202.1	163.7
St. Lukes Hospital	166.0	166.0	166.0	166.0	21.7	54.4	45.8	53.2	14.8
Swain Community Hospital	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-37.4
Transylvania Regional Hospital	94.0	94.0	101.0	101.0	101.0	8.8	8.8	8.8	-29.6
Vidant Bertie Hospital	232.0	260.0	267.0	252.5	188.6	216.1	207.2	185.9	147.5
Vidant Chowan Hospital	21.0	55.0	31.0	27.1	19.6	49.3	26.0	15.1	-23.3
Average	66.1	68.1	76.3	66.7	51.5	58.6	55.4	53.7	15.3



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 Q3 2019 to Q4 2019
Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes

Blue bar is desired variance



Days in Gross A/R

Select Finance Metric

Gross Days Revenue in Gross A/R

Select Benchmark

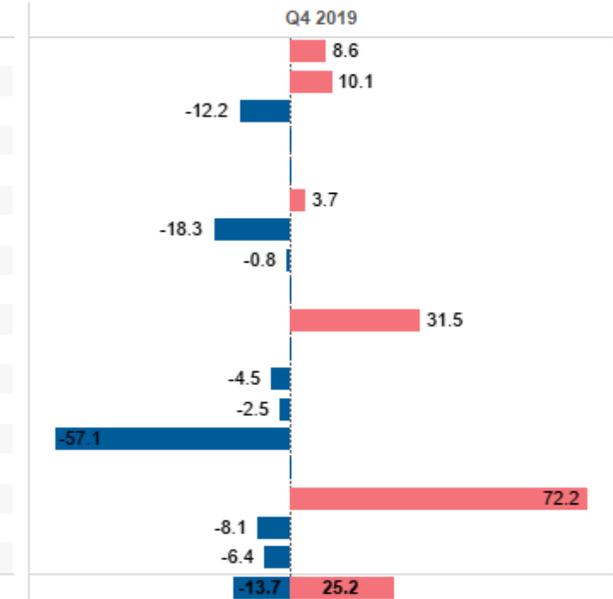
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
53.60	60.10	57.10

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	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital				69.5	71.8	68.0	64.1	65.7	8.6
Angel Medical Center				85.9	47.8	67.2	67.2	67.2	10.1
Ashe Memorial Hospital				39.0	42.6	40.5	43.7	44.9	-12.2
Bladen County Hospital									
Blue Ridge Regional Hospital, Inc.									
Charles A. Cannon Jr. Memorial Hospital				57.0	55.8	62.4	60.8	60.8	3.7
Chatham Hospital					41.8	40.2	42.1	38.8	-18.3
Dosher Memorial Hospital				65.3	67.8	60.6	58.3	56.3	-0.8
FirstHealth Montgomery Memorial Hospital									
Highlands-Cashiers Hospital				90.0	44.3	88.6	88.6	88.6	31.5
Murphy Medical Center, Inc.									
Outer Banks Hospital				55.3	55.2	58.2	54.8	52.6	-4.5
Pender Memorial Hospital				58.5	50.3	57.1	55.2	54.6	-2.5
St. Lukes Hospital					54.9	56.1	54.4	0.0	-57.1
Swain Community Hospital									
Transylvania Regional Hospital						129.3	129.3	129.3	72.2
Vidant Bertie Hospital				47.0	47.1	47.7	47.6	49.0	-8.1
Vidant Chowan Hospital				49.8	51.3	53.2	52.5	50.7	-6.4
Average				61.7	52.6	63.8	63.0	58.3	1.2



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 Q3 2019 to Q4 2019
Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes

Blue bar is desired variance



Days in Net A/R

Select Finance Metric

Days of Net Revenue in Net A/R

Select Benchmark

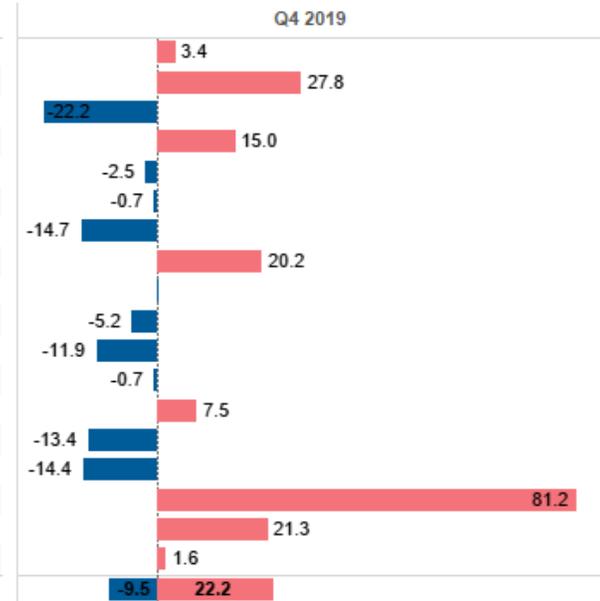
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
53.60	60.10	55.60

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	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	39.0	47.8	52.4	62.0	65.5	57.8	55.6	59.0	3.4
Angel Medical Center	73.4	72.4	51.7	109.1	60.1	83.4	83.4	83.4	27.8
Ashe Memorial Hospital	23.6	24.3	26.9	30.2	34.7	30.8	33.7	33.4	-22.2
Bladen County Hospital	77.6	70.6	70.6	70.6	70.6	70.6	70.6	70.6	15.0
Blue Ridge Regional Hospital, Inc.	58.4	48.7	53.1	53.1	53.1	53.1	53.1	53.1	-2.5
Charles A. Cannon Jr. Memorial Hospital	53.4	39.8	42.6	49.3	46.6	54.5	54.9	54.9	-0.7
Chatham Hospital	37.1	37.1	37.1	37.1	59.3	4.5	45.9	40.9	-14.7
Dosher Memorial Hospital	103.8	136.7	97.9	112.1	116.2	96.4	86.7	75.8	20.2
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	50.4	50.4	-5.2
Murphy Medical Center, Inc.	43.7	43.7	43.7	43.7	43.7	43.7	43.7	43.7	-11.9
Outer Banks Hospital	57.7	59.8	58.8	66.6	60.4	61.5	59.4	54.9	-0.7
Pender Memorial Hospital	54.3	52.5	57.0	65.7	69.5	72.7	67.5	63.1	7.5
St. Lukes Hospital	32.9	32.9	32.9	32.9	45.2	46.4	41.4	42.2	-13.4
Swain Community Hospital	58.6	58.6	41.2	41.2	41.2	41.2	41.2	41.2	-14.4
Transylvania Regional Hospital	69.8	69.8	63.4	63.4	63.4	136.8	136.8	136.8	81.2
Vidant Bertie Hospital	54.2	49.6	64.1	75.9	92.6	78.3	73.1	76.9	21.3
Vidant Chowan Hospital	52.1	54.9	59.3	59.5	61.3	61.1	61.3	57.2	1.6
Average	58.1	56.3	55.2	63.5	62.6	61.4	62.3	61.0	5.4



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 Q3 2019 to Q4 2019
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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 Liabil... ▾

Select Benchmark

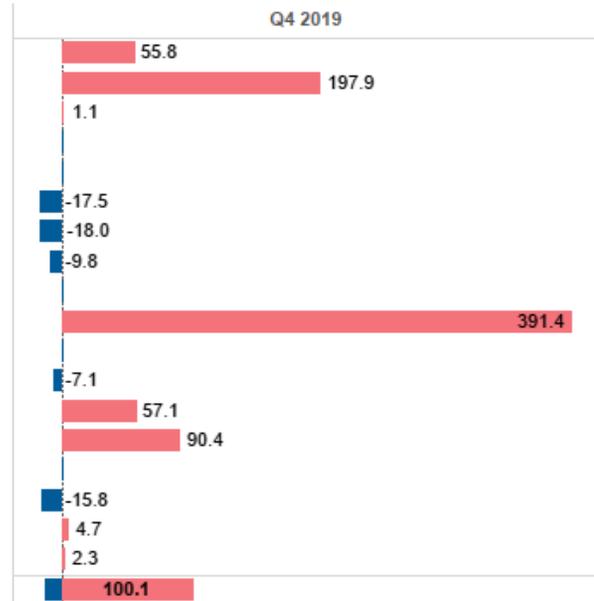
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
0.00	0.00	41.20

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	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital				83.4	96.2	89.1	87.4	97.0	55.8
Angel Medical Center				76.5	220.3	239.1	239.1	239.1	197.9
Ashe Memorial Hospital				39.1	40.6	42.2	41.2	42.3	1.1
Bladen County Hospital									
Blue Ridge Regional Hospital, Inc.									
Charles A. Cannon Jr. Memorial Hospital				14.9	17.4	12.7	23.7	23.7	-17.5
Chatham Hospital					32.6	36.0	23.9	23.2	-18.0
Dosher Memorial Hospital				30.5	41.3	35.7	34.9	31.4	-9.8
FirstHealth Montgomery Memorial Hospital									
Highlands-Cashiers Hospital				358.7	341.6	432.6	432.6	432.6	391.4
Murphy Medical Center, Inc.									
Outer Banks Hospital				57.9	33.3	37.0	35.6	34.1	-7.1
Pender Memorial Hospital				92.9	83.7	93.8	117.9	98.3	57.1
St. Lukes Hospital					0.0	0.0	0.0	131.6	90.4
Swain Community Hospital									
Transylvania Regional Hospital						25.4	25.4	25.4	-15.8
Vidant Bertie Hospital				49.0	50.9	58.5	45.2	45.9	4.7
Vidant Chowan Hospital				52.0	45.9	43.7	54.6	43.5	2.3
Average				85.5	83.6	88.2	89.3	97.5	56.3



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 ■



Cash Flow Margin %

Select Finance Metric

Cash Flow Margin %

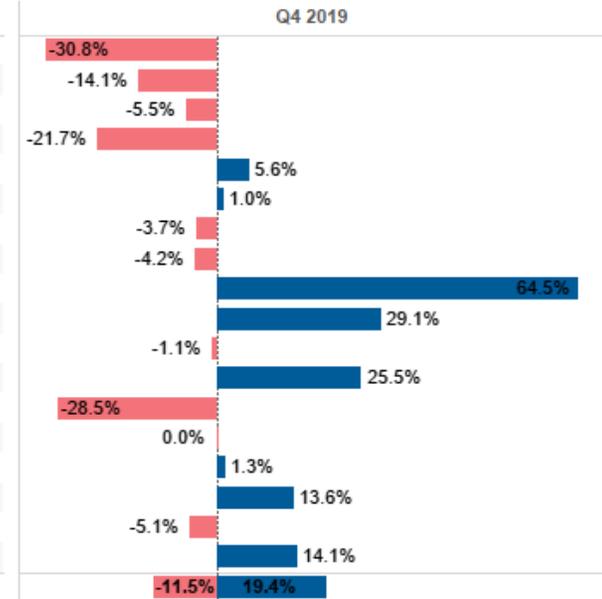
Select Benchmark

- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
-3.9%	-3.9%	5.6%

Cash Flow Margin %	Variance from Target Benchmark
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Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	12.4%	-0.1%	-11.9%	-26.6%	-38.9%	-30.1%	-28.4%	-25.2%	-30.8%
Angel Medical Center	6.6%	3.6%	18.0%	5.7%	-2.2%	-8.5%	-8.5%	-8.5%	-14.1%
Ashe Memorial Hospital	1.7%	7.2%	3.4%	1.8%	2.0%	1.5%	1.3%	0.1%	-5.5%
Bladen County Hospital	-30.8%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-21.7%
Blue Ridge Regional Hospital, Inc.	13.4%	15.6%	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	5.6%
Charles A. Cannon Jr. Memorial Hospital	-4.4%	-11.6%	33.4%	30.6%	21.0%	11.3%	6.6%	6.6%	1.0%
Chatham Hospital	2.0%	2.0%	2.0%	2.0%	-0.9%	0.1%	1.7%	1.9%	-3.7%
Dosher Memorial Hospital	6.1%	9.3%	-9.6%	3.4%	2.1%	2.5%	1.2%	1.4%	-4.2%
FirstHealth Montgomery Memorial Hospital	-38.8%	-24.5%	-24.5%	-24.5%	-24.5%	70.1%	70.1%	70.1%	64.5%
Highlands-Cashiers Hospital	-21.9%	1.5%	25.5%	14.6%	-24.9%	34.7%	34.7%	34.7%	29.1%
Murphy Medical Center, Inc.	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	-1.1%
Outer Banks Hospital	21.2%	31.0%	30.4%	23.4%	25.8%	31.6%	34.5%	31.1%	25.5%
Pender Memorial Hospital	16.5%	16.5%	1.4%	-21.5%	-8.8%	-10.9%	-28.5%	-22.9%	-28.5%
St. Lukes Hospital	17.3%	17.3%	17.3%	17.3%	0.0%	2.6%	9.3%	5.6%	0.0%
Swain Community Hospital	9.5%	9.5%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	1.3%
Transylvania Regional Hospital	12.4%	12.4%	9.1%	9.1%	9.1%	19.2%	19.2%	19.2%	13.6%
Vidant Bertie Hospital	10.9%	21.8%	12.3%	5.5%	-5.1%	-6.1%	-1.3%	0.5%	-5.1%
Vidant Chowan Hospital	19.0%	21.3%	5.8%	16.6%	21.9%	20.7%	20.4%	19.7%	14.1%
Average	3.2%	6.7%	6.6%	3.5%	-1.0%	8.1%	7.7%	7.8%	2.2%



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 Q3 2019 to Q4 2019

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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	State Rural Benchmark	Target Benchmark
39.9%	53.3%	55.4%

Hospital Name	Patient Deductions %								Q4 2019	Variance from Target Benchmark	
	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019		Q4 2019	Q4 2019
Alleghany Memorial Hospital	45.3%	47.5%	47.9%	54.9%	57.9%	56.8%	57.3%	56.8%	1.4%	1.4%	
Angel Medical Center	53.1%	56.3%	51.6%	65.1%	61.8%	63.0%	63.0%	63.0%	7.6%	7.6%	
Ashe Memorial Hospital	45.4%	47.0%	44.7%	52.2%	54.3%	54.9%	54.0%	53.7%	-1.7%	-1.7%	
Bladen County Hospital	59.3%	51.5%	51.5%	51.5%	51.5%	51.5%	51.5%	51.5%	-3.9%	-3.9%	
Blue Ridge Regional Hospital, Inc.	51.4%	50.8%	52.5%	52.5%	52.5%	52.5%	52.5%	52.5%	-2.9%	-2.9%	
Charles A. Cannon Jr. Memorial Hospital	44.3%	37.8%	48.0%	53.8%	50.6%	51.4%	52.5%	52.5%	-2.9%	-2.9%	
Chatham Hospital	41.0%	41.0%	41.0%	41.0%	47.6%	48.2%	47.8%	48.1%	-7.3%	-7.3%	
Dosher Memorial Hospital	57.1%	77.7%	52.5%	61.9%	62.1%	62.1%	61.2%	60.8%	5.4%	5.4%	
FirstHealth Montgomery Memorial Hospital	54.0%	59.3%	56.3%	56.3%	56.3%	56.7%	56.7%	56.7%	1.3%	1.3%	
Highlands-Cashiers Hospital	35.3%	34.9%	33.2%	47.2%	40.2%	40.7%	40.7%	40.7%	-14.7%	-14.7%	
Murphy Medical Center, Inc.	61.6%	61.6%	61.6%	61.6%	61.6%	61.6%	61.6%	61.6%	6.2%	6.2%	
Outer Banks Hospital	40.9%	38.1%	41.3%	0.0%	0.0%	0.0%	0.0%	0.0%	-55.4%	-55.4%	
Pender Memorial Hospital	50.1%	48.5%	47.5%	54.6%	56.7%	58.1%	61.2%	59.7%	4.3%	4.3%	
St. Lukes Hospital	57.7%	57.7%	57.7%	57.7%	62.9%	64.5%	63.5%	63.5%	8.1%	8.1%	
Swain Community Hospital	52.2%	52.2%	65.5%	65.5%	65.5%	65.5%	65.5%	65.5%	10.1%	10.1%	
Transylvania Regional Hospital	53.8%	53.8%	54.0%	54.0%	54.0%	59.5%	59.5%	59.5%	4.1%	4.1%	
Vidant Bertie Hospital	31.4%	29.6%	27.9%	0.0%	0.0%	0.0%	0.0%	0.0%	-55.4%	-55.4%	
Vidant Chowan Hospital	45.4%	46.3%	49.7%	0.0%	0.0%	0.0%	0.0%	0.0%	-55.4%	-55.4%	
Average	48.8%	49.5%	49.1%	46.1%	46.4%	47.1%	47.2%	47.0%	-8.4%	-22.2%	5.4%

Data supplied by Hospital

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Blue bar is desired variance



Capital Metrics

Debt Service Coverage Ratio (DSCR)

Select Finance Metric

Debt Service Coverage Ratio (DSCR)

Select Benchmark

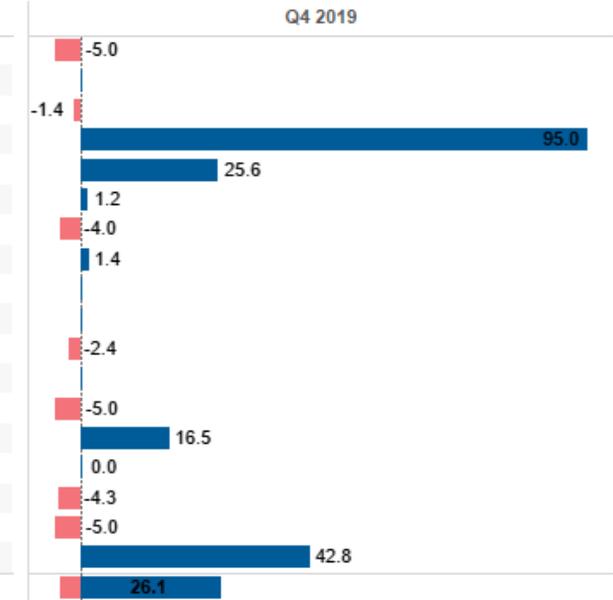
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
2.73	3.39	5.00

Debt Service Coverage Ratio (DSCR)

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	8.7	-0.3	-64.5		0.0	0.0	0.0	0.0	-5.0
Angel Medical Center	3.1	5.7	22.8	12.6					
Ashe Memorial Hospital	1.0	5.3	2.2	2.2	0.4	0.6	1.0	3.6	-1.4
Bladen County Hospital	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	95.0
Blue Ridge Regional Hospital, Inc.	31.1	43.1	30.6	30.6	30.6	30.6	30.6	30.6	25.6
Charles A. Cannon Jr. Memorial Hospital	-1.0	-2.8	8.0	12.3	5.0	4.9	6.2	6.2	1.2
Chatham Hospital	0.3	0.3	0.3	0.3	0.0	0.1	0.8	1.0	-4.0
Dosher Memorial Hospital	4.8	1.5	-6.8	6.7	3.2	5.9	6.2	6.4	1.4
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	2.6	2.6	-2.4
Outer Banks Hospital	100.0	100.0	100.0						
Pender Memorial Hospital	100.0	100.0	100.0		0.0	0.0	0.0	0.0	-5.0
St. Lukes Hospital	37.4	37.4	37.4	37.4	11.8	15.7	33.1	21.5	16.5
Swain Community Hospital	2.0	2.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0
Transylvania Regional Hospital	20.2	20.2	7.7	7.7	7.7	0.7	0.7	0.7	-4.3
Vidant Bertie Hospital	100.0	100.0	100.0	2.5	0.0	0.0	0.0	0.0	-5.0
Vidant Chowan Hospital	82.0	89.4	22.7	35.3	48.3	46.2	45.7	47.8	42.8
Average	32.9	40.4	37.1	25.4	21.0	15.2	16.6	16.1	11.1



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 Q3 2019 to Q4 2019

Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes

Blue bar is desired variance



Average Age of Plant

Select Finance Metric

Average Age of Plant

Select Benchmark

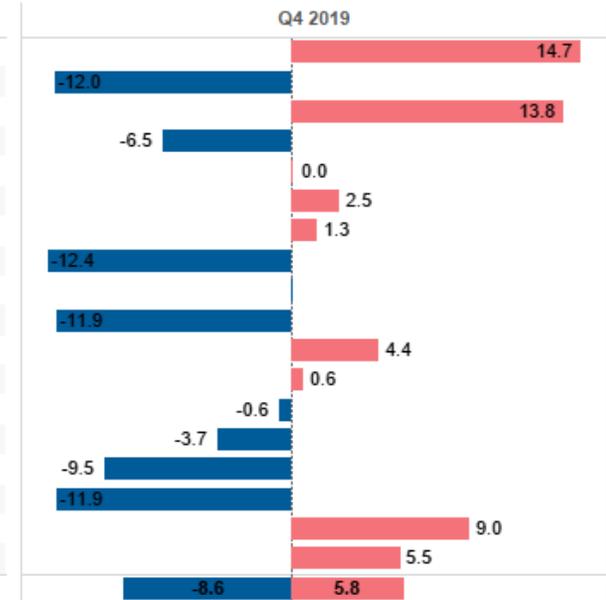
- Regional CAH Benchmark
- State Rural Benchmark
- Target Benchmark

Regional CAH Benchmark	State Rural Benchmark	Target Benchmark
9.77	10.61	12.40

Average Age of Plant

Variance from Target Benchmark

Hospital Name	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q4 2019
Alleghany Memorial Hospital	29.3	28.8	28.3	27.9	23.9	25.1	26.3	27.1	14.7
Angel Medical Center	4.5	5.0	5.2	4.6	0.2	0.4	0.4	0.4	-12.0
Ashe Memorial Hospital	22.0	22.1	23.8	24.2	24.2	25.2	26.1	26.2	13.8
Bladen County Hospital	5.5	5.9	5.9	5.9	5.9	5.9	5.9	5.9	-6.5
Blue Ridge Regional Hospital, Inc.	12.1	11.9	12.4	12.4	12.4	12.4	12.4	12.4	0.0
Charles A. Cannon Jr. Memorial Hospital	12.2	14.0	13.8	14.2	13.9	14.5	14.9	14.9	2.5
Chatham Hospital	11.7	11.7	11.7	11.7	14.3	14.5	14.4	13.7	1.3
Dosher Memorial Hospital	12.5	12.1	11.9	12.5	11.7	12.1	12.4	0.0	-12.4
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	0.5	0.5	-11.9
Murphy Medical Center, Inc.	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	4.4
Outer Banks Hospital	11.3	11.6	16.1	12.0	12.1	12.0	13.0	13.0	0.6
Pender Memorial Hospital	8.1	9.6	22.5	9.2	9.2	10.6	11.8	11.8	-0.6
St. Lukes Hospital	12.7	12.7	12.7	12.7	10.8	7.5	8.1	8.7	-3.7
Swain Community Hospital	2.7	2.7	2.9	2.9	2.9	2.9	2.9	2.9	-9.5
Transylvania Regional Hospital	6.5	6.5	5.8	5.8	5.8	0.5	0.5	0.5	-11.9
Vidant Bertie Hospital	16.2	16.5	18.8	18.5	18.3	18.6	22.3	21.4	9.0
Vidant Chowan Hospital	16.1	16.6	17.3	16.3	16.2	16.6	17.7	17.9	5.5
Average	12.3	11.6	13.0	12.1	11.3	11.5	12.1	11.4	-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 Q3 2019 to Q4 2019

Angel, Blue Ridge, Cannon, Cape Fear, FirstHealth Montgomery, Murphy, Highland-Cashiers, Transylvania, Swain, Washington County, Pioneer Stokes

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

3 Month Avg & Variance From Target Benchmark

Paid IP Nursing Hours per Day

Hospital Name	2019												3 Month Avg	3 Month Variance	Dec
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Alleghany Memorial Hospital	21.64	22.30	17.27	15.83	19.58	19.18	18.83	15.28	16.32	18.72	18.72	14.12	17.19	5.19	5.19
Angel Medical Center	14.64	12.35	10.95	12.97	10.67	12.80	12.97	10.67	12.80	12.97	10.67	12.80	12.15	0.15	0.15
Ashe Memorial Hospital	12.06	14.80	11.90	11.70	11.81	21.21	15.13	14.02	12.91	12.67	14.86	12.52	13.35	1.35	1.35
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	14.57	2.57	2.57
Charles A. Cannon Jr. Memorial ..	12.22	12.50	8.91	10.09	10.55	8.02	13.01	9.66	8.82	13.01	9.66	8.82	10.50	-1.50	-1.50
Chatham Hospital	11.96	10.27	10.79	12.91	12.48	10.85	11.80	11.86	11.48	14.14	12.49	9.80	12.14	0.14	0.14
Dosher Memorial Hospital	8.63	10.26	11.09	9.20	9.74	8.96	9.84	10.30	11.15	15.75	10.97	9.59	12.10	0.10	0.10
FirstHealth Montgomery Memoria..	20.69	28.62	20.77	26.10	19.53	17.60	26.10	19.53	17.60	26.10	19.53	17.60	21.08	9.08	9.08
Highlands-Cashiers Hospital	9.64	7.89	8.86	9.83	11.30	9.77	19.66	22.59	19.54				12.30	0.30	0.30
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	38.27	26.27	26.27
Outer Banks Hospital	38.94	42.39	34.67	38.94	42.39	34.67	36.62	36.24	41.96	36.62	36.24	41.96	11.60	-0.40	-0.40
Pender Memorial Hospital	9.63	8.51	8.51	9.44	9.07	16.26	12.61	10.87	12.64	11.69	14.69	8.41	15.57	3.57	3.57
St. Lukes Hospital	18.40	19.98	15.76	13.65	17.10	13.39	11.08	13.45	14.10	15.03	16.76	14.91	8.43	-3.57	-3.57
Swain Community Hospital	8.69	7.06	9.55	8.69	7.06	9.55	8.69	7.06	9.55	8.69	7.06	9.55	11.55	-0.45	-0.45
Transylvania Regional Hospital	13.64	11.99	10.15	11.50	11.16	11.98	11.50	11.16	11.98	11.50	11.16	11.98	41.64	29.64	29.64
Vidant Bertie Hospital	36.54	37.01	35.46	36.54	37.01	35.46	40.88	44.53	39.50	40.88	44.53	39.50	31.56	19.56	19.56
Vidant Chowan Hospital	26.51	28.88	28.34	26.51	28.88	28.34	27.82	36.83	30.02	27.82	36.83	30.02			

Data supplied by Hospital

ANDI data ended with Q3 2018
Hospitals supplied data with Stroudwater tool starting with Q4 2018

Only the the following hospital's supplied data for Q4 2019 the rest was copied from the previous months. Alleghany, Ashe, Chatham, Doshier, Pender, St.Lukes,

Blue bar is desired variance

Emergency Department

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 V... ▾

Target Benchmark

2.75

Paid Nursing Hours per ED Visit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2019												3 Month Avg	3 Month Variance	Dec
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Alleghany Memorial Hospital	5.18	3.85	4.20	4.03	4.30	3.96	4.79	3.80	3.56	3.74	4.24	3.85	3.95	1.20	1.20
Angel Medical Center	3.79	3.29	2.88	2.68	2.51	2.89	2.68	2.51	2.89	2.68	2.51	2.89	2.70	-0.05	-0.05
Ashe Memorial Hospital	3.65	3.31	2.93	2.83	2.58	6.21	3.19	3.24	3.26	3.74	3.61	2.76	3.37	0.62	0.62
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	5.37	2.62	2.62
Charles A. Cannon Jr. Memorial ..	3.41	3.63	3.94	3.62	3.10	3.19	2.79	2.71	2.97	2.79	2.71	2.97	2.82	0.07	0.07
Chatham Hospital	2.69	2.36	2.88	2.63	2.46	2.40	2.76	2.73	2.71	2.50	2.93	2.34	2.59	-0.16	-0.16
Dosher Memorial Hospital	3.22	3.28	3.55	3.01	2.70	2.69	2.78	3.06	3.28	4.90	3.21	2.91	3.67	0.92	0.92
FirstHealth Montgomery Memoria..	2.15	2.30	2.10	2.06	1.68	1.81	2.06	1.68	1.81	2.06	1.68	1.81	1.85	-0.90	-0.90
Highlands-Cashiers Hospital	5.12	4.89	6.39	5.14	4.51	3.55	10.29	9.03	7.09				2.17	-0.58	-0.58
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	5.61	2.86	2.86
Outer Banks Hospital	7.93	9.05	10.49	7.93	9.05	10.49	4.62	5.68	6.53	4.62	5.68	6.53	2.39	-0.36	-0.36
Pender Memorial Hospital	2.01	2.21	2.27	2.09	2.13	3.50	2.10	2.26	2.11	1.88	3.33	1.96	2.79	0.04	0.04
St. Lukes Hospital	4.08	3.44	3.13	3.50	3.20	3.62	2.90	3.01	2.80	2.73	3.16	2.48	2.57	-0.18	-0.18
Swain Community Hospital	2.04	2.41	3.25	2.04	2.41	3.25	2.04	2.41	3.25	2.04	2.41	3.25	2.46	-0.29	-0.29
Transylvania Regional Hospital	3.30	2.78	2.31	2.57	2.29	2.53	2.57	2.29	2.53	2.57	2.29	2.53	5.88	3.13	3.13
Vidant Bertie Hospital	4.85	4.78	5.38	4.85	4.78	5.38	5.26	6.74	5.63	5.26	6.74	5.63	10.83	8.08	8.08
Vidant Chowan Hospital	9.35	9.29	9.78	9.35	9.29	9.78	9.72	11.71	11.07	9.72	11.71	11.07			

Data supplied by Hospital

ANDI data ended with Q3 2018
Hospitals supplied data with Stroudwater tool starting with Q4 2018

Only the the following hospital's supplied data for Q4 2019 the rest was copied from the previous months, Alleghany, Ashe, Chatham, Dosher, Pender, St.Lukes,

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 Billabl... ▾

Target Benchmark

0.50

Paid Hours per Rehab Billable Unit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2019												3 Month Avg	3 Month Variance	Dec
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Alleghany Memorial Hospital	0.98	1.04	1.27	1.21	1.09	1.10	0.96	1.04	1.20	1.11	1.13	0.91	1.05	0.55	0.55
Angel Medical Center	0.88	0.71	0.78	0.88	0.84	0.79	0.88	0.84	0.79	0.88	0.84	0.79	0.84	0.34	0.34
Ashe Memorial Hospital	0.43	0.68	0.68	0.53	0.59	1.00	0.69	0.64	0.63	0.44	0.46	0.60	0.50	0.00	0.00
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	0.90	0.40	0.40
Charles A. Cannon Jr. Memorial ..	0.68	0.73	0.67	0.80	0.85	0.74	0.46	0.47	0.60	0.46	0.47	0.60	0.51	0.01	0.40
Chatham Hospital	0.54	0.49	0.57	0.73	0.78	0.75	0.75	0.81	1.03	0.76	0.83	0.81	0.80	0.30	0.01
Dosher Memorial Hospital	0.50	0.54	0.51	0.50	0.52	0.48	0.43	0.49	0.53	0.71	0.44	0.48	0.54	0.04	0.30
FirstHealth Montgomery Memoria..	0.45	0.64	0.66	0.50	0.58	0.63	0.50	0.58	0.63	0.50	0.58	0.63	0.57	0.07	0.04
Highlands-Cashiers Hospital	0.83	0.62	0.77	0.81	0.67	0.64	1.63	1.34	1.27				0.50	0.00	0.07
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			0.00
Outer Banks Hospital															
Pender Memorial Hospital	0.46	0.46	0.42	0.43	0.45	0.54	0.45	0.44	0.48	0.42	0.53	0.45	0.47	-0.03	-0.03
St. Lukes Hospital	0.87	1.00	0.93	0.83	0.89	0.84	0.84	0.72	0.69	0.68	0.97	0.84	0.83	0.33	0.33
Swain Community Hospital	0.63	0.68	0.74	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	0.61	0.56	0.56	0.58	0.58	0.62	0.58	0.58	0.62	0.58	0.58	0.62	0.59	0.09	0.09
Vidant Bertie Hospital															
Vidant Chowan Hospital															

Data supplied by Hospital

ANDI data ended with Q3 2018
Hospitals supplied data with Stroudwater tool starting with Q4 2018

Only the the following hospital's supplied data for Q4 2019 the rest was copied from the previous months, Alleghany, Ashe, Chatham, Dosher, Pender, St.Lukes,

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 Weig... ▾

Target Benchmark

0.35

Imaging Paid hours per Weighted Unit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2019												3 Month Avg	3 Month Variance	Dec
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Alleghany Memorial Hospital	0.49	0.50	0.49	0.50	0.46	0.50	0.51	0.46	0.49	0.41	0.53	0.42	0.45	0.10	0.10
Angel Medical Center	0.29	0.26	0.23	0.24	0.25	0.26	0.24	0.25	0.26	0.24	0.25	0.26	0.25	-0.10	-0.10
Ashe Memorial Hospital	0.29	0.34	0.31	0.29	0.27	0.48	0.25	0.28	0.29	0.26	0.32	0.29	0.29	-0.06	-0.06
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	0.36	0.01	0.01
Charles A. Cannon Jr. Memorial ..	0.35	0.34	0.41	0.36	0.39	0.44	0.32	0.32	0.39	0.32	0.32	0.39	0.34	-0.01	0.01
Chatham Hospital	0.37	0.34	0.33	0.33	0.35	0.37	0.31	0.29	0.28	0.31	0.27	0.26	0.28	-0.07	-0.07
Dosher Memorial Hospital	0.31	0.32	0.32	0.30	0.29	0.29	0.27	0.31	0.37	0.44	0.32	0.35	0.37	0.02	0.02
FirstHealth Montgomery Memoria..	0.38	0.47	0.44	0.41	0.44	0.45	0.41	0.44	0.45	0.41	0.44	0.45	0.43	0.08	0.08
Highlands-Cashiers Hospital	0.54	0.50	0.56	0.49	0.41	0.36	0.98	0.82	0.73				0.26	-0.09	-0.09
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	0.34	-0.01	-0.01
Outer Banks Hospital	0.41	0.41	0.47	0.41	0.41	0.47	0.31	0.33	0.39	0.31	0.33	0.39	0.36	0.01	0.01
Pender Memorial Hospital	0.38	0.36	0.34	0.35	0.33	0.50	0.34	0.31	0.36	0.29	0.46	0.33	0.46	0.11	0.11
St. Lukes Hospital	0.53	0.27	0.42	0.40	0.35	0.47	0.33	0.46	0.46	0.40	0.51	0.46	0.78	0.43	0.43
Swain Community Hospital	0.68	0.79	0.88	0.68	0.79	0.88	0.68	0.79	0.88	0.68	0.79	0.88	0.28	-0.07	-0.07
Transylvania Regional Hospital	0.31	0.27	0.29	0.27	0.29	0.28	0.27	0.29	0.28	0.27	0.29	0.28	0.45	0.10	0.10
Vidant Bertie Hospital	0.54	0.54	0.47	0.54	0.54	0.47	0.44	0.47	0.45	0.44	0.47	0.45	0.32	-0.03	-0.03
Vidant Chowan Hospital	0.33	0.31	0.34	0.33	0.31	0.34	0.32	0.29	0.35	0.32	0.29	0.35			

Data supplied by Hospital

ANDI data ended with Q3 2018
Hospitals supplied data with Stroudwater tool starting with Q4 2018

Only the the following hospital's supplied data for Q4 2019 the rest was copied from the previous months, Alleghany, Ashe, Chatham, Dosher, Pender, St.Lukes,

Blue bar is desired variance



NC Contact List

Hospital	Contact	E-mail
Alleghany Memorial Hospital	Julie Tucker	jtucker@amhsparta.org
Angel Medical Center	Wendy Duvall	wendy.duvall@msj.org
Ashe Memorial	Kim Harless	kim.harless@ashememorial.org
Blue Ridge Regional	Tim Reeves	Tim.Reeves@msj.org
Cannon Memorial	Jodi Ruediger	jruediger@apprhs.org
Cannon Memorial	Lynn Lowrie	llyowrie@apprhs.org
Cape Fear - Bladen	Stephen Fife	sfife@capefearvalley.com
Chatham Hospital	Jeff LeGay	Jeff.Legay@unchealth.unc.edu
Dosher Hospital	Susan Shomaker	susanshomaker@dosher.org
First Health Montgomery Memorial Hospital	Felicia Phillips	FPhillips@firsthealth.org
Highlands-Cashiers Hospital	Martha Jennings	wendy.duvall@hcahealthcare.com
Murphy Medical Center	Stephanie Worley	sworley@murphymedical.org
Outer Banks Hospital	Todd Warlitner	twarlitn@theobh.com
Pender Memorial	Lisa Mordecai	Lisa.Mordecai@nhrmc.org
Pender Memorial	Ben Whitlock	Ben.Whitlock@nhrmc.org
St. Luke's	Elizabeth Presnell	Elizabeth.Presnell@carolinashealthcare.org
Swain Community Hospital	Matt Seagroves	matt.seagroves@haymed.org
Swain Community Hospital	Scott Steven	steven.scott@haymed.org
Vidant Bertie	Dee Shingara	Dee.Shingara@vidanthealth.com
Vidant Chowan	Dee Shingara	Dee.Shingara@vidanthealth.com
Vidant Hospitals	Taylor Williams	Taylor.Williams@vidanthealth.com
Washington County Hospital	Melanie Perry	MELANIE_PERRY@WCHONLINE.COM
Transylvania	Sandra Owen / Theresa Parker	Sandra.Owen@msj.org
Pioneer Stokes	Pam Tillman	ptillman@lifebriestokes.com

If the information above is no longer current for Finance or Productivity data please contact

Matt Mendez or

Gregg Lathrop (glathrop@stroudwater.com)