



North Carolina CAH Learning and Action Network (LAN) Performance Benchmarking

August 27, 2020



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	2019												2020						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	21.64	22.30	17.27	15.83	19.58	19.18	18.83	15.28	16.32	18.72	18.72	14.12	18.65	18.04	15.59	20.25	30.83	23.94	25.01	13.01	13.01
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	12.97	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	19.05	12.08	13.88	15.64	13.82	20.56	16.67	4.67	4.67
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 ..	12.22	12.50	8.91	10.09	10.55	8.02	13.01	9.66	8.82	13.01	9.66	8.82	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	14.14	12.49	9.80	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	9.19	10.76	14.77	26.82	11.60	10.50	16.31	4.31	4.31
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	26.10	19.53	17.60	26.10	19.53	17.60	21.08	9.08	9.08
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	38.94	42.39	34.67	38.94	42.39	34.67	36.62	36.24	41.96	36.62	36.24	41.96	36.62	36.24	41.96	36.62	36.24	41.96	38.27	26.27	26.27
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	11.36	10.29	11.89	9.77	15.97	11.90	12.55	0.55	0.55
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	15.03	16.76	14.91	15.03	16.76	14.91	15.57	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	8.69	7.06	9.55	8.69	7.06	9.55	8.43	-3.57	-3.57
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	11.50	11.16	11.98	11.50	11.16	11.98	11.55	-0.45	-0.45
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	40.88	44.53	39.50	40.88	44.53	39.50	41.64	29.64	29.64
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	27.82	36.83	30.02	27.82	36.83	30.02	31.56	19.56	19.56

Data supplied by Hospital

Blue bar is desired variance

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 Q2 2020 the rest was copied from the previous months. Alleghany, Ashe, Dosher, Pender

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 Visit

Target Benchmark

2.75

Paid Nursing Hours per ED Visit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2019												2020						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	5.18	3.85	4.20	4.03	4.30	3.96	4.79	3.80	3.56	3.74	4.24	3.85	4.09	4.61	5.77	6.63	4.62	5.33	5.53	2.78	2.78
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	2.68	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	5.21	3.06	3.36	4.26	3.32	4.18	3.92	1.17	1.17
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 ..	3.41	3.63	3.94	3.62	3.10	3.19	2.79	2.71	2.97	2.79	2.71	2.97	2.79	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	2.50	2.93	2.34	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	3.28	3.32	3.74	8.28	4.03	3.58	5.30	2.55	2.55
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	2.06	1.68	1.81	2.06	1.68	1.81	1.85	-0.90	-0.90
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	7.93	9.05	10.49	7.93	9.05	10.49	4.62	5.68	6.53	4.62	5.68	6.53	4.62	5.68	6.53	4.62	5.68	6.53	5.61	2.86	2.86
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	2.07	2.27	2.38	4.17	4.35	2.89	3.80	1.05	1.05
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	2.73	3.16	2.48	2.73	3.16	2.48	2.79	0.04	0.04
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	2.04	2.41	3.25	2.04	2.41	3.25	2.57	-0.18	-0.18
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	2.57	2.29	2.53	2.57	2.29	2.53	2.46	-0.29	-0.29
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	5.26	6.74	5.63	5.26	6.74	5.63	5.88	3.13	3.13
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	9.72	11.71	11.07	9.72	11.71	11.07	10.83	8.08	8.08

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 Q2 2020 the rest was copied from the previous months, Alleghany, Ashe, Doshier, Pender

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	2019												2020						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	0.98	1.04	1.27	1.21	1.09	1.10	0.96	1.04	1.20	1.11	1.13	0.91	0.90	0.89	1.01	1.22	0.93	0.74	0.96	0.46	0.46
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	0.88	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	0.83	0.50	0.50	0.58	0.50	0.78	0.62	0.12	0.12
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 ..	0.68	0.73	0.67	0.80	0.85	0.74	0.46	0.47	0.60	0.46	0.47	0.60	0.46	0.47	0.60	0.46	0.47	0.60	0.51	0.01	0.01
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	0.76	0.83	0.81	0.76	0.83	0.81	0.80	0.30	0.30
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	0.40	0.45	0.47	0.99	0.56	0.43	0.66	0.16	0.16
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	0.50	0.58	0.63	0.50	0.58	0.63	0.57	0.07	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	0.45	0.52	0.52	0.45	0.52	0.52	0.50	0.00	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	0.46	0.47	0.48	0.54	0.49	0.50	0.00	0.00
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	0.68	0.97	0.84	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	0.63	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	0.58	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

Blue bar is desired variance

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 Q2 2020 the rest was copied from the previous months, Alleghany, Ashe, Doshier, Pender

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 Weighted U..

Target Benchmark

0.35

Imaging Paid hours per Weighted Unit

3 Month Avg & Variance From Target Benchmark

Hospital Name	2019												2020						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	0.49	0.50	0.49	0.50	0.46	0.50	0.51	0.46	0.49	0.41	0.53	0.42	0.88	0.52	0.59	0.67	0.54	0.49	0.57	0.22	0.22
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	0.24	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	0.48	0.30	0.33	0.42	0.30	0.35	0.36	0.01	0.01
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 ..	0.35	0.34	0.41	0.36	0.39	0.44	0.32	0.32	0.39	0.32	0.32	0.39	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	0.31	0.27	0.26	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	0.30	0.31	0.36	0.89	0.44	0.34	0.56	0.21	0.21
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	0.41	0.44	0.45	0.41	0.44	0.45	0.43	0.08	0.08
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	0.41	0.41	0.47	0.41	0.41	0.47	0.31	0.33	0.39	0.31	0.33	0.39	0.31	0.33	0.39	0.31	0.33	0.39	0.34	-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	0.35	0.37	0.40	0.58	0.56	0.29	0.48	0.13	0.13
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	0.40	0.51	0.46	0.40	0.51	0.46	0.46	0.11	0.11
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	0.68	0.79	0.88	0.68	0.79	0.88	0.78	0.43	0.43
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	0.27	0.29	0.28	0.27	0.29	0.28	0.28	-0.07	-0.07
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	0.44	0.47	0.45	0.44	0.47	0.45	0.45	0.10	0.10
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	0.32	0.29	0.35	0.32	0.29	0.35	0.32	-0.03	-0.03

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 Q2 2020 the rest was copied from the previous months, Alleghany, Ashe, Doshier, Pender

Blue bar is desired variance

Financial Indicator Tracking and Benchmarking

Operating and Financial Performance Metrics

Metrics
Operating Metrics:
% Total Margin
% Operating Margin
Net Patient Revenue
Bad Debt & Charity Care as % of Gross Charges
Personnel Expense as % of Operating Revenue
Cash Flow Margin
Patient Deductions
Liquidity Metrics:
Days Cash and Investments on Hand
Gross Days Revenue in Gross A/R
Days of Net Revenue in Net A/R
Days of Operating Expense in A/P and Liabilities
Capital Metrics:
Debt Service Coverage Ratio (DSCR)
Average Age of Plant

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
 - [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)]

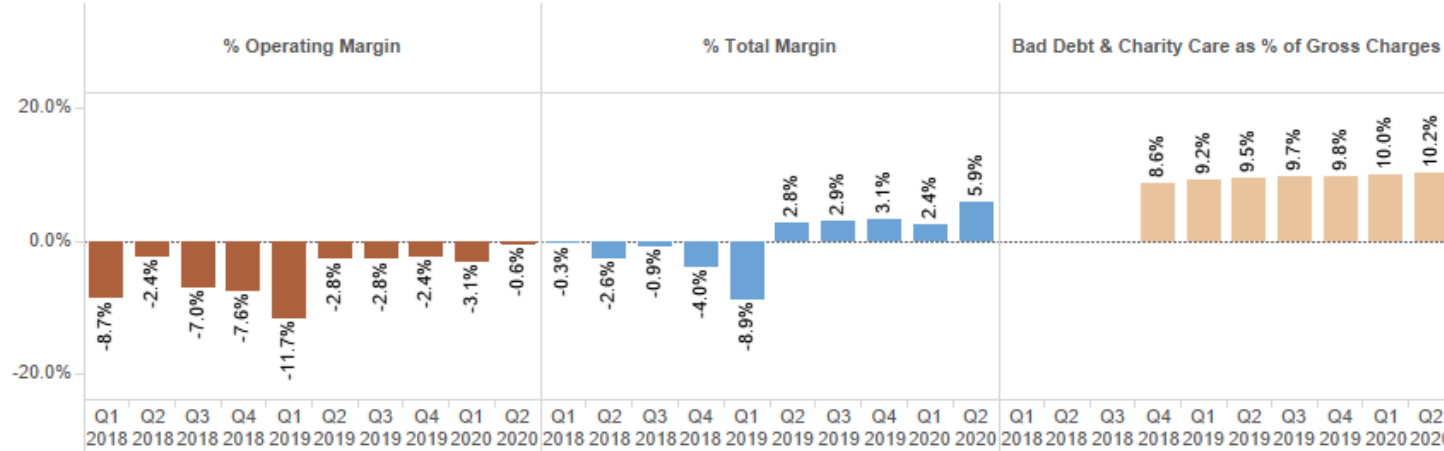
Definitions: Capital Metrics

- **Capital Metrics:**
 - Debt Service Coverage Ratio (DSCR)
 - $[DSCR = (\text{Net income} + \text{Depreciation exp.} + \text{Interest expense}) / (\text{Current portion of long-term debt} * (\text{Days in period} / 365) + \text{Interest expense})]$
 - 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

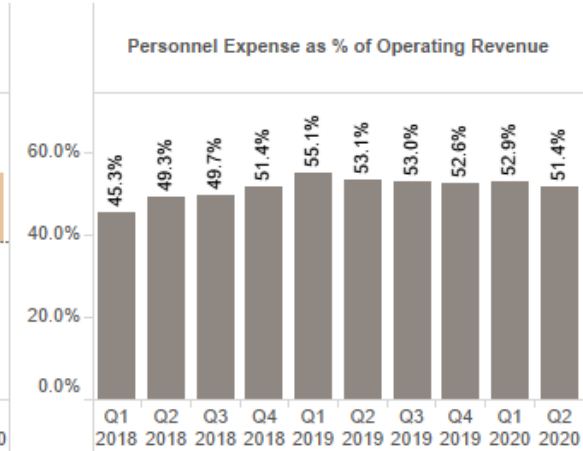
Network Benchmarks and Targets

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

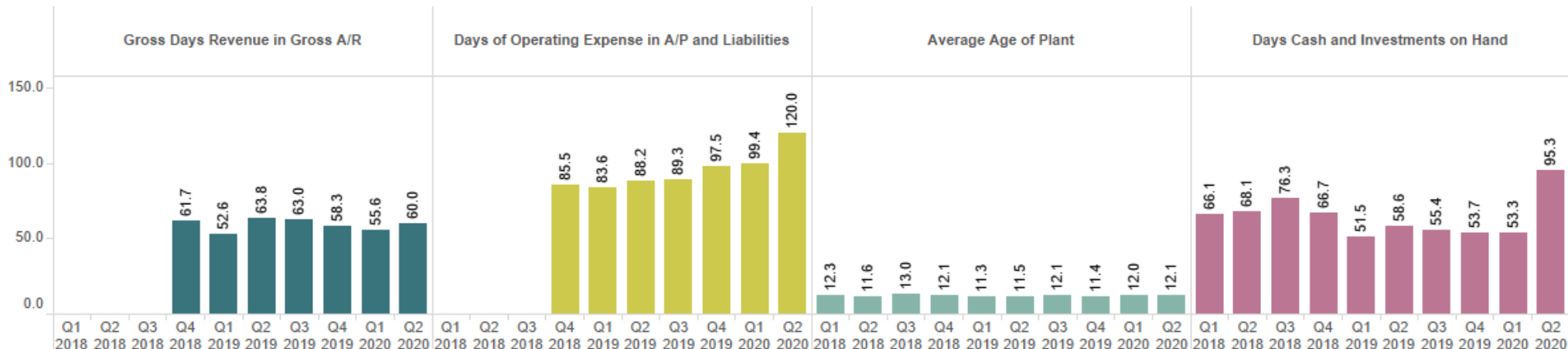
Network Avg-Profitability



Network Avg-Personnel

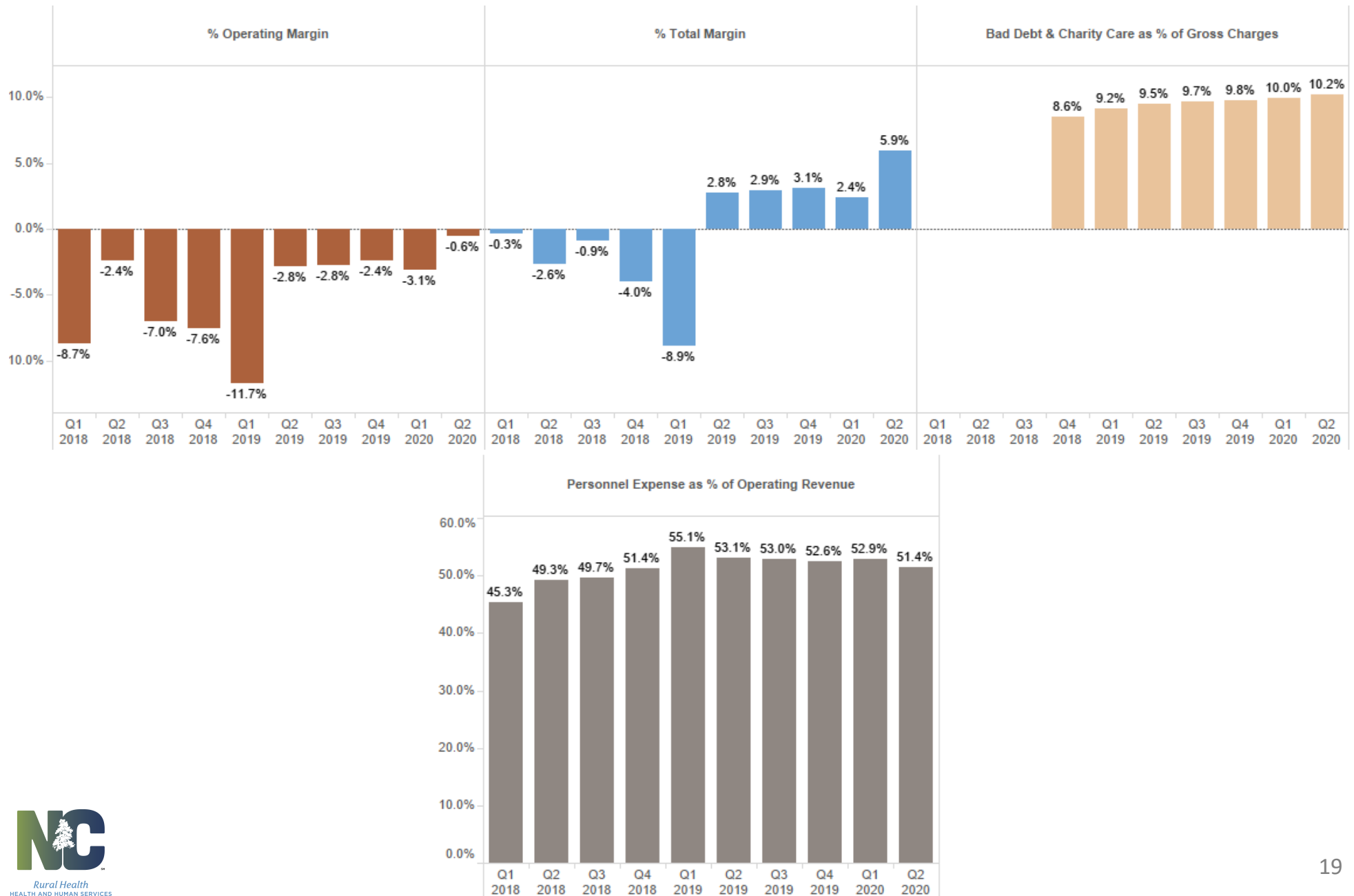


Network Avg-Liquidity



Operating 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	State Rural Benchmark	Target Benchmark
2.5%	1.6%	0.5%

% Total Margin	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	-18.6%	-24.4%	-46.8%	-34.3%	-28.6%	-25.0%	-21.3%	11.7%	11.2%	11.2%
Angel Medical Center	17.7%	1.0%	-7.1%	-12.6%	-12.6%	-12.6%	-12.6%	-12.6%	-13.1%	-13.1%
Ashe Memorial Hospital	-0.1%	0.5%	-1.6%	-2.1%	-1.7%	-2.1%	-3.3%	-8.0%	-8.5%	-8.5%
Bladen County Hospital	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-24.9%	-25.4%	-25.4%
Blue Ridge Regional Hospital, Inc.	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	7.7%	7.7%
Charles A. Cannon Jr. Memorial Hospital	20.8%	21.2%	15.4%	5.5%	5.0%	5.0%	5.0%	5.0%	4.5%	4.5%
Chatham Hospital	-8.7%	-8.7%	-7.0%	-5.7%	-4.2%	-4.0%	-4.0%	-4.0%	-4.5%	-4.5%
Dosher Memorial Hospital	-20.2%	0.9%	-0.6%	1.0%	0.0%	0.0%	-4.3%	-7.4%	-7.9%	-7.9%
FirstHealth Montgomery Memorial Hospital	-79.2%	-79.2%	-79.2%	66.3%	66.3%	66.3%	66.3%	66.3%	65.8%	65.8%
Highlands-Cashiers Hospital	24.4%	10.8%	-33.6%	29.9%	29.9%	29.9%	29.9%	29.9%	29.4%	29.4%
Murphy Medical Center, Inc.	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	-0.3%	-0.3%
Outer Banks Hospital	31.2%	21.0%	23.0%	28.9%	32.2%	28.7%	16.7%	25.1%	24.6%	24.6%
Pender Memorial Hospital	-2.0%	-33.9%	-17.8%	-18.8%	-36.8%	-31.0%	-36.3%	-25.3%	-25.8%	-25.8%
St. Lukes Hospital	15.1%	15.1%	-1.6%	-2.9%	3.2%	0.0%	0.0%	0.0%	-0.5%	-0.5%
Swain Community Hospital	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.3%	0.3%
Transylvania Regional Hospital	7.1%	7.1%	7.1%	6.5%	6.5%	6.5%	6.5%	6.5%	6.0%	6.0%
Vidant Bertie Hospital	10.2%	0.5%	-11.2%	-12.1%	-6.3%	-4.6%	-0.3%	15.1%	14.6%	14.6%
Vidant Chowan Hospital	2.1%	11.6%	17.0%	15.9%	15.8%	15.1%	16.4%	20.3%	19.8%	19.8%
Average	-0.9%	-4.0%	-8.9%	2.8%	2.9%	3.1%	2.4%	5.9%	5.4%	18.4%

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 Q4 2019 to Q2 2020
Angel, Blue Ridge, Cannon, Cape Fear, Chatham, FirstHealth Montgomery, Murphy, Highland-Cashiers, Murphy, St.Lukes, 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	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	-19.8%	-32.6%	-47.1%	-37.6%	-35.6%	-32.2%	-29.6%	-9.8%	-7.5%	-7.5%
Angel Medical Center	18.5%	1.0%	-6.7%	-12.7%	-12.7%	-12.7%	-12.7%	-12.7%	-10.4%	-10.4%
Ashe Memorial Hospital	-0.8%	-2.0%	-1.8%	-2.3%	-2.3%	-3.5%	-3.3%	-8.5%	-6.2%	-6.2%
Bladen County Hospital	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-25.0%	-22.7%	-22.7%
Blue Ridge Regional Hospital, Inc.	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%	6.6%	8.9%	8.9%
Charles A. Cannon Jr. Memorial Hospital	-11.2%	-21.2%	-20.7%	-12.9%	-12.3%	-12.3%	-12.3%	-12.3%	-10.0%	-10.0%
Chatham Hospital	-9.3%	-9.3%	-7.1%	-5.9%	-4.3%	-4.2%	-4.2%	-4.2%	-1.9%	-1.9%
Dosher Memorial Hospital	-27.3%	-4.7%	-5.9%	-5.5%	-7.4%	-6.9%	-10.3%	-16.3%	-14.0%	-14.0%
FirstHealth Montgomery Memorial Hospital	-79.2%	-79.2%	-79.2%	2.3%	2.3%	2.3%	2.3%	2.3%	4.6%	4.6%
Highlands-Cashiers Hospital	24.2%	10.8%	-33.1%	29.9%	29.9%	29.9%	29.9%	29.9%	32.2%	32.2%
Murphy Medical Center, Inc.	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	-2.3%	0.0%	0.0%
Outer Banks Hospital	30.5%	19.1%	21.8%	27.7%	31.1%	27.5%	15.2%	24.0%	26.3%	26.3%
Pender Memorial Hospital	-65.2%	-32.2%	-18.1%	-19.4%	-37.4%	-31.6%	-36.9%	-27.8%	-25.5%	-25.5%
St. Lukes Hospital	14.5%	14.5%	-6.1%	-6.1%	1.2%	3.0%	3.0%	3.0%	5.3%	5.3%
Swain Community Hospital	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	3.1%	3.1%
Transylvania Regional Hospital	6.4%	6.4%	6.4%	6.5%	6.5%	6.5%	6.5%	6.5%	8.8%	8.8%
Vidant Bertie Hospital	10.0%	1.0%	-10.5%	-11.4%	-5.8%	-4.1%	-0.1%	15.4%	17.7%	17.7%
Vidant Chowan Hospital	2.4%	12.0%	17.5%	16.4%	16.3%	15.6%	16.6%	20.5%	22.8%	22.8%
Average	-7.0%	-7.6%	-11.7%	-2.8%	-2.8%	-2.4%	-3.1%	-0.6%	1.7%	-10.9%

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%	8.8%

Bad Debt & Charity Care as % of Gross Charges	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital		6.2%	6.0%	6.5%	5.8%	5.9%	10.1%	10.7%	1.9%	1.9%
Angel Medical Center		9.0%	11.6%	10.1%	10.1%	10.1%	10.1%	10.1%	1.3%	1.3%
Ashe Memorial Hospital		7.5%	7.2%	6.8%	7.2%	7.3%	8.3%	7.9%	-0.9%	-0.9%
Bladen County Hospital										
Blue Ridge Regional Hospital, Inc.										
Charles A. Cannon Jr. Memorial Hospital		7.2%	9.3%	8.9%	8.7%	8.7%	8.7%	8.7%	-0.1%	-0.1%
Chatham Hospital			17.1%	16.3%	16.9%	16.7%	16.7%	16.7%	7.9%	7.9%
Dosher Memorial Hospital		6.5%	7.1%	7.5%	9.2%	9.3%	4.5%	6.7%	-2.1%	-2.1%
FirstHealth Montgomery Memorial Hospital				18.0%	18.0%	18.0%	18.0%	18.0%	9.2%	9.2%
Highlands-Cashiers Hospital		9.4%	8.8%	9.0%	9.0%	9.0%	9.0%	9.0%	0.2%	0.2%
Murphy Medical Center, Inc.										
Outer Banks Hospital		9.2%	7.0%	7.6%	7.7%	8.1%	8.5%	8.7%	-0.1%	-0.1%
Pender Memorial Hospital		10.6%	9.3%	8.2%	9.2%	9.8%	11.8%	10.2%	1.4%	1.4%
St. Lukes Hospital			5.6%	5.1%	5.2%	5.3%	5.3%	5.3%	-3.5%	-3.5%
Swain Community Hospital										
Transylvania Regional Hospital				7.6%	7.6%	7.6%	7.6%	7.6%	-1.2%	-1.2%
Vidant Bertie Hospital		10.5%	12.8%	12.4%	11.7%	11.8%	13.1%	13.6%	4.8%	4.8%
Vidant Chowan Hospital		9.5%	7.9%	8.9%	9.4%	9.6%	8.3%	9.4%	0.6%	0.6%
Average		8.6%	9.2%	9.5%	9.7%	9.8%	10.0%	10.2%	1.4%	1.4%

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 Q4 2019 to Q2 2020
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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	State Rural Benchmark	Target Benchmark
44.8%	55.0%	51.2%

Personnel Expense as % of Operating Revenue	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	37.0%	69.3%	73.1%	68.8%	66.4%	60.5%	63.6%	52.1%	0.9%	0.9%
Angel Medical Center	27.0%	30.3%	28.9%	30.8%	30.8%	30.8%	30.8%	30.8%	-20.4%	-20.4%
Ashe Memorial Hospital	55.0%	55.9%	72.4%	73.3%	73.8%	75.5%	74.5%	78.9%	27.7%	27.7%
Bladen County Hospital	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	38.8%	38.8%
Blue Ridge Regional Hospital, Inc.	39.0%	39.0%	39.0%	39.0%	39.0%	39.0%	39.0%	39.0%	-12.2%	-12.2%
Charles A. Cannon Jr. Memorial Hospital	55.0%	60.1%	70.1%	66.0%	65.7%	65.7%	65.7%	65.7%	14.5%	14.5%
Chatham Hospital	43.0%	43.0%	41.0%	40.9%	39.8%	39.5%	39.5%	39.5%	-11.7%	-11.7%
Dosher Memorial Hospital	66.0%	48.7%	50.7%	50.5%	52.4%	51.9%	54.3%	57.4%	6.2%	6.2%
FirstHealth Montgomery Memorial Hospital	92.0%	92.0%	92.0%	66.5%	66.5%	66.5%	66.5%	66.5%	15.3%	15.3%
Highlands-Cashiers Hospital	32.0%	30.1%	35.7%	22.2%	22.2%	22.2%	22.2%	22.2%	-29.0%	-29.0%
Murphy Medical Center, Inc.	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	56.0%	4.8%	4.8%
Outer Banks Hospital	27.0%	33.0%	35.8%	33.0%	31.3%	32.7%	37.3%	32.3%	-18.9%	-18.9%
Pender Memorial Hospital	68.0%	58.7%	66.9%	67.1%	76.9%	73.4%	73.6%	65.2%	14.0%	14.0%
St. Lukes Hospital	33.0%	33.0%	50.9%	50.9%	45.7%	46.0%	46.0%	46.0%	-5.2%	-5.2%
Swain Community Hospital	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	-1.2%	-1.2%
Transylvania Regional Hospital	36.0%	36.0%	36.0%	50.0%	50.0%	50.0%	50.0%	50.0%	-1.2%	-1.2%
Vidant Bertie Hospital	44.0%	57.6%	62.3%	61.6%	57.8%	56.9%	54.8%	46.1%	-5.1%	-5.1%
Vidant Chowan Hospital	44.0%	42.1%	40.2%	39.8%	39.6%	40.2%	38.9%	37.4%	-13.8%	-13.8%
Average	49.7%	51.4%	55.1%	53.1%	53.0%	52.6%	52.9%	51.4%	0.2%	-11.9%

Data supplied by Hospital

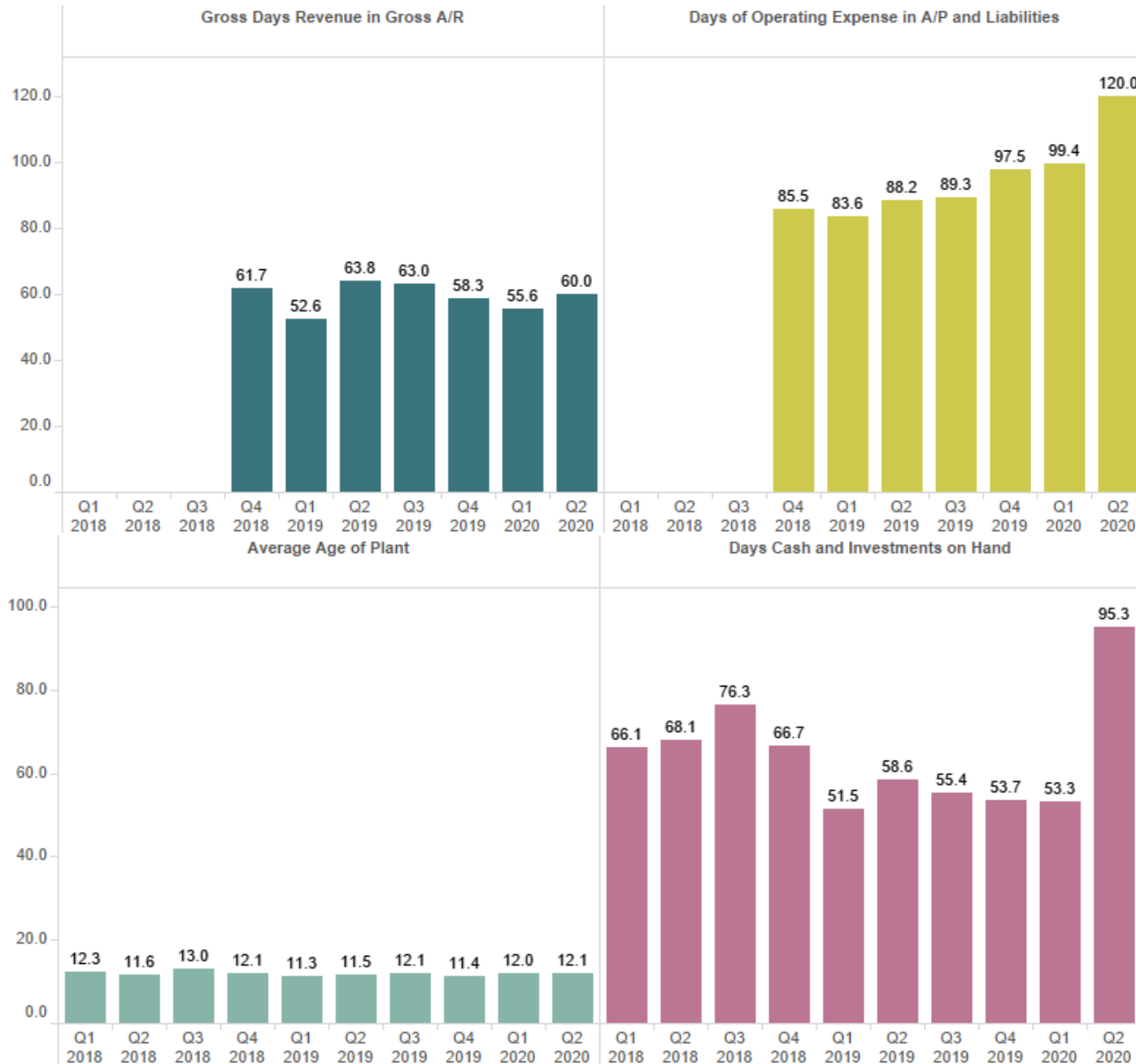
ANDI data ended with Q3 2018
Hospitals supplied data with Stroudwater tool starting with Q4 2018

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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	38.40

Days Cash and Investments on Hand	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	24.0	15.4	8.0	28.8	19.5	10.9	12.9	200.6	162.2	162.2
Angel Medical Center	13.0	11.8	3.8	0.6	0.6	0.6	0.6	0.6	-37.8	-37.8
Ashe Memorial Hospital	58.0	46.1	35.6	38.7	38.4	30.6	24.9	154.6	116.2	116.2
Bladen County Hospital	42.0	42.0	42.0	42.0	42.0	42.0	42.0	42.0	3.6	3.6
Blue Ridge Regional Hospital, Inc.	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	47.6	47.6
Charles A. Cannon Jr. Memorial Hospital	17.0	22.1	32.0	11.7	8.3	8.3	8.3	8.3	-30.1	-30.1
Chatham Hospital	31.0	31.0	28.3	33.7	16.9	0.0	0.0	0.0	-38.4	-38.4
Dosher Memorial Hospital	85.0	67.3	82.2	102.8	117.7	115.2	147.7	276.2	237.8	237.8
FirstHealth Montgomery Memorial Hospital	8.0	8.0	8.0							
Highlands-Cashiers Hospital	6.0	60.1	4.4	4.5	4.5	4.5	4.5	4.5	-33.9	-33.9
Murphy Medical Center, Inc.	88.0	88.0	88.0	88.0	88.0	88.0	88.0	88.0	49.6	49.6
Outer Banks Hospital	263.0	74.3	29.5	67.9	44.5	59.7	38.7	102.4	64.0	64.0
Pender Memorial Hospital	86.0	100.4	147.8	161.8	187.0	202.1	180.6	247.5	209.1	209.1
St. Lukes Hospital	166.0	166.0	21.7	54.4	45.8	53.2	53.2	53.2	14.8	14.8
Swain Community Hospital	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-37.4	-37.4
Transylvania Regional Hospital	101.0	101.0	101.0	8.8	8.8	8.8	8.8	8.8	-29.6	-29.6
Vidant Bertie Hospital	267.0	252.5	188.6	216.1	207.2	185.9	190.0	281.8	243.4	243.4
Vidant Chowan Hospital	31.0	27.1	19.6	49.3	26.0	15.1	19.6	64.0	25.6	25.6
Average	76.3	66.7	51.5	58.6	55.4	53.7	53.3	95.3	56.9	106.7

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	State Rural Benchmark	Target Benchmark
53.60	60.10	57.10

Gross Days Revenue in Gross A/R	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital		69.5	71.8	68.0	64.1	65.7	55.0	68.6	11.5	11.5
Angel Medical Center		85.9	47.8	67.2	67.2	67.2	67.2	67.2	10.1	10.1
Ashe Memorial Hospital		39.0	42.6	40.5	43.7	44.9	45.0	49.7	-7.4	-7.4
Bladen County Hospital										
Blue Ridge Regional Hospital, Inc.										
Charles A. Cannon Jr. Memorial Hospital		57.0	55.8	62.4	60.8	60.8	60.8	60.8	3.7	3.7
Chatham Hospital			41.8	40.2	42.1	38.8	38.8	38.8	-18.3	-18.3
Dosher Memorial Hospital		65.3	67.8	60.6	58.3	56.3	48.5	50.7	-6.4	-6.4
FirstHealth Montgomery Memorial Hospital										
Highlands-Cashiers Hospital		90.0	44.3	88.6	88.6	88.6	88.6	88.6	31.5	31.5
Murphy Medical Center, Inc.										
Outer Banks Hospital		55.3	55.2	58.2	54.8	52.6	51.8	60.5	3.4	3.4
Pender Memorial Hospital		58.5	50.3	57.1	55.2	54.6	46.4	50.5	-6.6	-6.6
St. Lukes Hospital			54.9	56.1	54.4	0.0	0.0	0.0	-57.1	-57.1
Swain Community Hospital										
Transylvania Regional Hospital				129.3	129.3	129.3	129.3	129.3	72.2	72.2
Vidant Bertie Hospital		47.0	47.1	47.7	47.6	49.0	44.2	56.2	-0.9	-0.9
Vidant Chowan Hospital		49.8	51.3	53.2	52.5	50.7	47.7	58.5	1.4	1.4
Average		61.7	52.6	63.8	63.0	58.3	55.6	60.0	2.9	-16.1

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 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
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	52.4	62.0	65.5	57.8	55.6	59.0	43.1	44.6	-11.0	-11.0
Angel Medical Center	51.7	109.1	60.1	83.4	83.4	83.4	83.4	83.4	27.8	27.8
Ashe Memorial Hospital	26.9	30.2	34.7	30.8	33.7	33.4	31.8	29.9	-25.7	-25.7
Bladen County Hospital	70.6	70.6	70.6	70.6	70.6	70.6	70.6	70.6	15.0	15.0
Blue Ridge Regional Hospital, Inc.	53.1	53.1	53.1	53.1	53.1	53.1	53.1	53.1	-2.5	-2.5
Charles A. Cannon Jr. Memorial Hospital	42.6	49.3	46.6	54.5	54.9	54.9	54.9	54.9	-0.7	-0.7
Chatham Hospital	37.1	37.1	59.3	4.5	45.9	40.9	40.9	40.9	-14.7	-14.7
Dosher Memorial Hospital	97.9	112.1	116.2	96.4	86.7	75.8	64.0	56.8	1.2	1.2
FirstHealth Montgomery Memorial Hospital	86.7	86.7	86.7							
Highlands-Cashiers Hospital	54.1	84.7	56.6	50.4	50.4	50.4	50.4	50.4	-5.2	-5.2
Murphy Medical Center, Inc.	43.7	43.7	43.7	43.7	43.7	43.7	43.7	43.7	-11.9	-11.9
Outer Banks Hospital	58.8	66.6	60.4	61.5	59.4	54.9	53.9	59.7	4.1	4.1
Pender Memorial Hospital	57.0	65.7	69.5	72.7	67.5	63.1	50.4	64.7	9.1	9.1
St. Lukes Hospital	32.9	32.9	45.2	46.4	41.4	42.2	42.2	42.2	-13.4	-13.4
Swain Community Hospital	41.2	41.2	41.2	41.2	41.2	41.2	41.2	41.2	-14.4	-14.4
Transylvania Regional Hospital	63.4	63.4	63.4	136.8	136.8	136.8	136.8	136.8	81.2	81.2
Vidant Bertie Hospital	64.1	75.9	92.6	78.3	73.1	76.9	65.2	66.6	11.0	11.0
Vidant Chowan Hospital	59.3	59.5	61.3	61.1	61.3	57.2	58.6	59.0	3.4	3.4
Average	55.2	63.5	62.6	61.4	62.3	61.0	57.9	58.7	3.1	-11.0

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 Q4 2019 to Q2 2020
Angel, Blue Ridge, Cannon, Cape Fear, Chatham, FirstHealth Montgomery, Murphy, Highland-Cashiers, Murphy, St.Lukes, Transylvania, Swain, Washington County, Pioneer Stokes

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	State Rural Benchmark	Target Benchmark
0.00	0.00	41.20

Days of Operating Expense in A/P and Liabilities	Variance from Target Benchmark
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital		83.4	96.2	89.1	87.4	97.0	97.0	104.6	63.4	63.4
Angel Medical Center		76.5	220.3	239.1	239.1	239.1	239.1	239.1	197.9	197.9
Ashe Memorial Hospital		39.1	40.6	42.2	41.2	42.3	43.6	43.9	2.7	2.7
Bladen County Hospital										
Blue Ridge Regional Hospital, Inc.										
Charles A. Cannon Jr. Memorial Hospital		14.9	17.4	12.7	23.7	23.7	23.7	23.7	-17.5	-17.5
Chatham Hospital			32.6	36.0	23.9	23.2	23.2	23.2	-18.0	-18.0
Dosher Memorial Hospital		30.5	41.3	35.7	34.9	31.4	50.0	177.0	135.8	135.8
FirstHealth Montgomery Memorial Hospital										
Highlands-Cashiers Hospital		358.7	341.6	432.6	432.6	432.6	432.6	432.6	391.4	391.4
Murphy Medical Center, Inc.										
Outer Banks Hospital		57.9	33.3	37.0	35.6	34.1	31.8	24.3	-16.9	-16.9
Pender Memorial Hospital		92.9	83.7	93.8	117.9	98.3	100.1	173.4	132.2	132.2
St. Lukes Hospital			0.0	0.0	0.0	131.6	131.6	131.6	90.4	90.4
Swain Community Hospital										
Transylvania Regional Hospital				25.4	25.4	25.4	25.4	25.4	-15.8	-15.8
Vidant Bertie Hospital		49.0	50.9	58.5	45.2	45.9	50.0	93.0	51.8	51.8
Vidant Chowan Hospital		52.0	45.9	43.7	54.6	43.5	44.4	68.3	27.1	27.1
Average		85.5	83.6	88.2	89.3	97.5	99.4	120.0	78.8	121.4

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	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	-11.9%	-26.6%	-38.9%	-30.1%	-28.4%	-25.2%	-23.6%	-4.4%	-10.0%	-10.0%
Angel Medical Center	18.0%	5.7%	-2.2%	-8.5%	-8.5%	-8.5%	-8.5%	-8.5%	-14.1%	-14.1%
Ashe Memorial Hospital	3.4%	1.8%	2.0%	1.5%	1.3%	0.1%	0.2%	-4.6%	-10.2%	-10.2%
Bladen County Hospital	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-16.1%	-21.7%	-21.7%
Blue Ridge Regional Hospital, Inc.	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	11.2%	5.6%	5.6%
Charles A. Cannon Jr. Memorial Hospital	33.4%	30.6%	21.0%	11.3%	6.6%	6.6%	6.6%	6.6%	1.0%	1.0%
Chatham Hospital	2.0%	2.0%	-0.9%	0.1%	1.7%	1.9%	1.9%	1.9%	-3.7%	-3.7%
Dosher Memorial Hospital	-9.6%	3.4%	2.1%	2.5%	1.2%	1.4%	-1.9%	-7.7%	-13.3%	-13.3%
FirstHealth Montgomery Memorial Hospital	-24.5%	-24.5%	-24.5%	70.1%	70.1%	70.1%	70.1%	70.1%	64.5%	64.5%
Highlands-Cashiers Hospital	25.5%	14.6%	-24.9%	34.7%	34.7%	34.7%	34.7%	34.7%	29.1%	29.1%
Murphy Medical Center, Inc.	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	-1.1%	-1.1%
Outer Banks Hospital	30.4%	23.4%	25.8%	31.6%	34.5%	31.1%	19.8%	28.3%	22.7%	22.7%
Pender Memorial Hospital	1.4%	-21.5%	-8.8%	-10.9%	-28.5%	-22.9%	-27.5%	-19.1%	-24.7%	-24.7%
St. Lukes Hospital	17.3%	17.3%	0.0%	2.6%	9.3%	5.6%	5.6%	5.6%	0.0%	0.0%
Swain Community Hospital	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	6.9%	1.3%	1.3%
Transylvania Regional Hospital	9.1%	9.1%	9.1%	19.2%	19.2%	19.2%	19.2%	19.2%	13.6%	13.6%
Vidant Bertie Hospital	12.3%	5.5%	-5.1%	-6.1%	-1.3%	0.5%	4.6%	19.5%	13.9%	13.9%
Vidant Chowan Hospital	5.8%	16.6%	21.9%	20.7%	20.4%	19.7%	20.6%	24.4%	18.8%	18.8%
Average	6.6%	3.5%	-1.0%	8.1%	7.7%	7.8%	7.1%	9.6%	4.0%	-11.0%

Data supplied by Hospital

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

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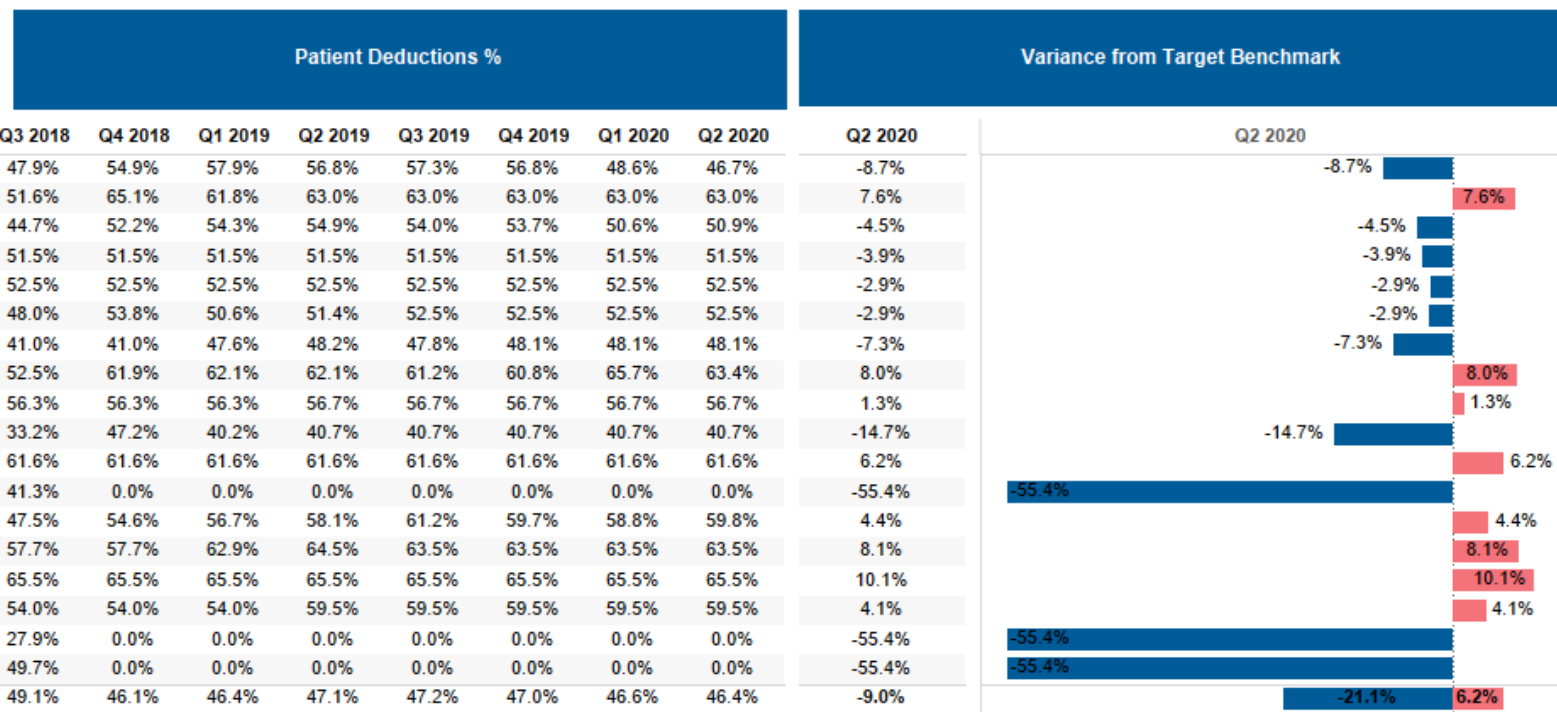
Blue bar is desired variance

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%



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

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
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	-64.5		0.0	0.0	0.0	0.0	0.0	61.6	56.6	56.6
Angel Medical Center	22.8	12.6								
Ashe Memorial Hospital	2.2	2.2	0.4	0.6	1.0	3.6	0.3	0.0	-5.0	-5.0
Bladen County Hospital	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	95.0	95.0
Blue Ridge Regional Hospital, Inc.	30.6	30.6	30.6	30.6	30.6	30.6	30.6	30.6	25.6	25.6
Charles A. Cannon Jr. Memorial Hospital	8.0	12.3	5.0	4.9	6.2	6.2	6.2	6.2	1.2	1.2
Chatham Hospital	0.3	0.3	0.0	0.1	0.8	1.0	1.0	1.0	-4.0	-4.0
Dosher Memorial Hospital	-6.8	6.7	3.2	5.9	6.2	6.4	1.5	0.4	-4.6	-4.6
FirstHealth Montgomery Memorial Hospital	100.0	100.0	100.0							
Highlands-Cashiers Hospital	100.0									
Murphy Medical Center, Inc.	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	-2.4	-2.4
Outer Banks Hospital	100.0									
Pender Memorial Hospital	100.0		0.0	0.0	0.0	0.0	0.0	0.0	-5.0	-5.0
St. Lukes Hospital	37.4	37.4	11.8	15.7	33.1	21.5	21.5	21.5	16.5	16.5
Swain Community Hospital	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0	0.0
Transylvania Regional Hospital	7.7	7.7	7.7	0.7	0.7	0.7	0.7	0.7	-4.3	-4.3
Vidant Bertie Hospital	100.0	2.5	0.0	0.0	0.0	0.0	0.9	8.4	3.4	3.4
Vidant Chowan Hospital	22.7	35.3	48.3	46.2	45.7	47.8	71.8	87.0	82.0	82.0
Average	37.1	25.4	21.0	15.2	16.6	16.1	17.3	23.2	18.2	35.0

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

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
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Hospital Name	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q2 2020	Q2 2020
Alleghany Memorial Hospital	28.3	27.9	23.9	25.1	26.3	27.1	29.8	30.2	17.8	17.8
Angel Medical Center	5.2	4.6	0.2	0.4	0.4	0.4	0.4	0.4	-12.0	-12.0
Ashe Memorial Hospital	23.8	24.2	24.2	25.2	26.1	26.2	25.5	26.4	14.0	14.0
Bladen County Hospital	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	-6.5	-6.5
Blue Ridge Regional Hospital, Inc.	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	0.0	0.0
Charles A. Cannon Jr. Memorial Hospital	13.8	14.2	13.9	14.5	14.9	14.9	14.9	14.9	2.5	2.5
Chatham Hospital	11.7	11.7	14.3	14.5	14.4	13.7	13.7	13.7	1.3	1.3
Dosher Memorial Hospital	11.9	12.5	11.7	12.1	12.4	0.0	12.7	13.0	0.6	0.6
FirstHealth Montgomery Memorial Hospital	4.4	4.4	4.4							
Highlands-Cashiers Hospital	4.3	4.9	0.2	0.5	0.5	0.5	0.5	0.5	-11.9	-11.9
Murphy Medical Center, Inc.	16.8	16.8	16.8	16.8	16.8	16.8	16.8	16.8	4.4	4.4
Outer Banks Hospital	16.1	12.0	12.1	12.0	13.0	13.0	11.4	11.7	-0.7	-0.7
Pender Memorial Hospital	22.5	9.2	9.2	10.6	11.8	11.8	11.0	11.3	-1.1	-1.1
St. Lukes Hospital	12.7	12.7	10.8	7.5	8.1	8.7	8.7	8.7	-3.7	-3.7
Swain Community Hospital	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	-9.5	-9.5
Transylvania Regional Hospital	5.8	5.8	5.8	0.5	0.5	0.5	0.5	0.5	-11.9	-11.9
Vidant Bertie Hospital	18.8	18.5	18.3	18.6	22.3	21.4	18.5	18.8	6.4	6.4
Vidant Chowan Hospital	17.3	16.3	16.2	16.6	17.7	17.9	17.8	18.0	5.6	5.6
Average	13.0	12.1	11.3	11.5	12.1	11.4	12.0	12.1	-0.3	-7.2

Data supplied by Hospital

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Blue bar is desired variance

NC Data Management 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	lloewrie@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

Please contact Gregg Lathrop (glathrop@stroudwater.com) or Matt Mendez (mmendez@stroudwater.com) if the above data management contact information is no longer current

Questions?