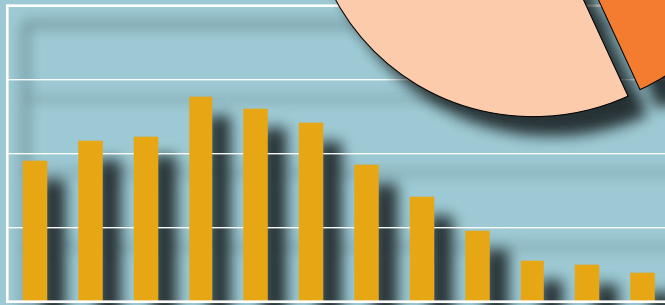
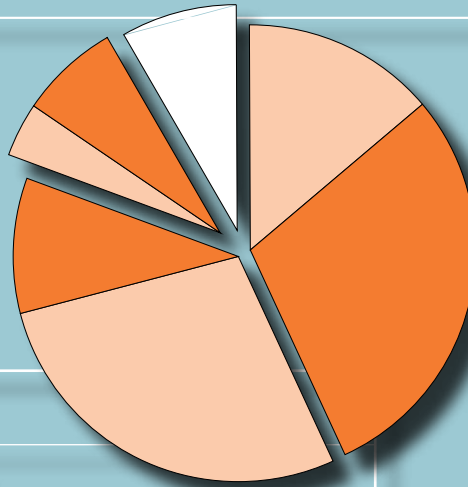
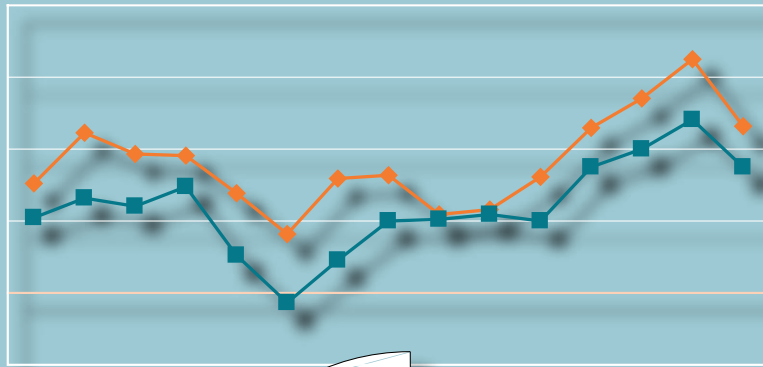


# Financial Analysis

## Volume One • General Acute Care Hospitals

*Fiscal Year 2008 (July 1, 2007 to June 30, 2008)*



## About This Report

This report includes financial data for most Pennsylvania General Acute Care (GAC) hospitals on a Fiscal Year 2008 (FY08) basis. FY08 began on July 1, 2007 and ended on June 30, 2008. A small number of facilities operate on a Calendar Year fiscal basis so their reporting period ran from January 1, 2007 to December 31, 2007. **The report does not cover the period from July 1, 2008 to the date of this release.**

**The Pennsylvania Health Care Cost Containment Council (PHC4) would like to stress that the fiscal year covered in this report ended on or before June 30, 2008 – PRIOR TO THE SEVERE NATIONAL ECONOMIC FALLOUT BEGINNING APPROXIMATELY IN OCTOBER OF 2008 AND CONTINUING TO DATE. Therefore, the full impact of the nation’s economic decline, one undoubtedly shared by Pennsylvania’s hospitals, is not reflected in the numbers in this report. This impact is most likely felt in the area of non-operating income, which is derived primarily from investments in stocks and bonds, the value of held securities, endowments and charitable contributions. Media accounts have also reported that recession-related decreases in utilization and increases in uncompensated care may be negatively affecting**

**hospital bottom lines.**

**For example,** after two consecutive years of increases in statewide non-operating income, total non-operating income fell by 64% or \$332 million during FY08. Since the FY08 accounting period for most GAC hospitals ended June 30, 2008, this decline in non-operating income does not reflect the more recent declines in the economy and financial markets.

With the declines in the financial indices since June 30, 2008, it can be anticipated that the decline in statewide non-operating income during the current fiscal year, FY09, which runs from July 1, 2008 to June 30, 2009, will be greater than in FY08 (July 1, 2007 to June 30, 2008).

## PHC4’s Financial Reporting

PHC4 is an independent state agency charged with addressing the cost and quality of health care in Pennsylvania. PHC4 fosters competition in the health care market through the collection, analysis and dissemination of quality health care information.

In order to maintain a high quality, cost-effective health care delivery system, hospitals and free-standing surgery centers must be financially viable. Beginning with fiscal year 1989, PHC4 has produced a series of financial reports

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that measure the financial health of the Commonwealth’s hospitals and surgery centers and the utilization of their services.

This is the first of two reports in PHC4’s Financial Analysis 2008 series. This volume presents a profile of the financial health of Pennsylvania’s 170 General Acute Care (GAC) hospitals. A subsequent volume will report on the non-GAC hospitals (rehabilitation, long-term acute, psychiatric and specialty) as well as ambulatory surgery centers.

The information contained in this report was derived from annual hospital financial statements supplemented with additional data supplied by each hospital. Every reasonable effort has been made to ensure the accuracy of the information contained herein. Each facility had the opportunity to review its data and to make corrections. The ultimate responsibility for data accuracy lies with each individual facility.

## Hospital Income

### Pennsylvania's GAC Hospitals

General Acute Care (GAC) hospitals include all non-federal, short-term general and specialty acute care hospitals open to the public. Many GAC hospitals operate subunits, such as skilled nursing, psychiatric, rehabilitation, and long-term acute care. Generally, all of the activities of a hospital and any of its subunits are included in the information presented in this report. Ancillary operations, such as physician practice groups, have been excluded whenever possible.

There were 172 licensed GAC hospitals that operated during at least some portion of fiscal year 2008 (FY08). There were 170 licensed GAC hospitals that operated during FY07. From FY07 to FY08, four hospitals (Surgical Institute of Reading, Westfield Hospital, Coordinated Health Orthopedic Hospital LLC and DSI of Bucks County) opened, one hospital (Graduate Hospital) closed, and one hospital (Temple University Children's Medical Center) merged into another GAC hospital (Temple University Hospital). In this FY08 report, there are only 169 hospitals listed in the individual hospital data tables because three hospitals

did not submit data. However, the statewide analysis in this report covers 170 hospitals.

In FY08, all but 25 of the 170 GAC hospitals functioned solely as non-profit organizations or as components of larger non-profit organizations. All income or "profit" from their operations is retained within the organization. The primary uses of income are to fund capital improvements, retire outstanding debt, and to provide a reserve in the event that revenues do not cover expenses in the future.

For-profit hospitals may distribute a portion of their income to shareholders as dividends. In FY08, four publicly traded for-profit corporations operated 16 of the 25 for-profit GAC hospitals in Pennsylvania. The remaining nine for-profit hospitals were privately held companies.

All of the four publicly traded corporations made a profit during FY08 (calendar year 2007, CY07) and one of these corporations paid regular dividends to its shareholders.

### Why is Income Important?

Hospitals need a positive total income (total margin) to operate effectively. Those that have a negative total margin (deficit) are not receiving sufficient revenue

to pay all of their expenses. Hospitals operating at a deficit must use other sources of funds, such as cash reserves or the liquidation of assets, to pay their expenses. Unless these hospitals can alleviate the deficit by increasing revenues and/or cutting expenses, they can stay in business only as long as they have assets to liquidate.

Earning a positive total margin alone may not be enough to remain viable. Hospitals need to earn sufficient income to make improvements to their facilities and equipment. These investments are necessary to replace worn out or obsolete buildings and equipment, keep pace with changes in medical technology, and meet the changing health care needs of the community.

In addition to using their own funds, hospitals finance improvements to facilities and equipment by issuing bonds or entering into other debt financing. However, financial institutions and potential bondholders must be convinced that a hospital is capable of repaying its debt. Therefore, it may be difficult for hospitals that are projected to have low or negative income to borrow money.

It is very important to closely monitor hospital income levels

# Hospital Income

because relatively small changes in revenues or expenses can make a large difference in the financial health of a hospital. For example, a hospital realizing an average 5% operating margin one year can have an operating deficit the following year if revenues fall by 3% and expenses rise at the rate of inflation (e.g., 3%).

## What is an “Appropriate” Income Level?

The “appropriate” level of income needed to keep a hospital viable will be different for each individual hospital or health system. The precise amount of in-

come a hospital needs depends on several factors, including, but not limited to: the condition of its plant and equipment, amount of debt, assets available for capital improvements, the mix of care provided by the hospital, the level of payment risk, and the current and future needs of the market a hospital serves.

For example, a hospital that has experienced low or negative income levels for a number of years may need to realize an above average income level if it is to make overdue capital improvements, reduce outstanding debts, and replenish its capital reserves. Alternatively, a hospi-

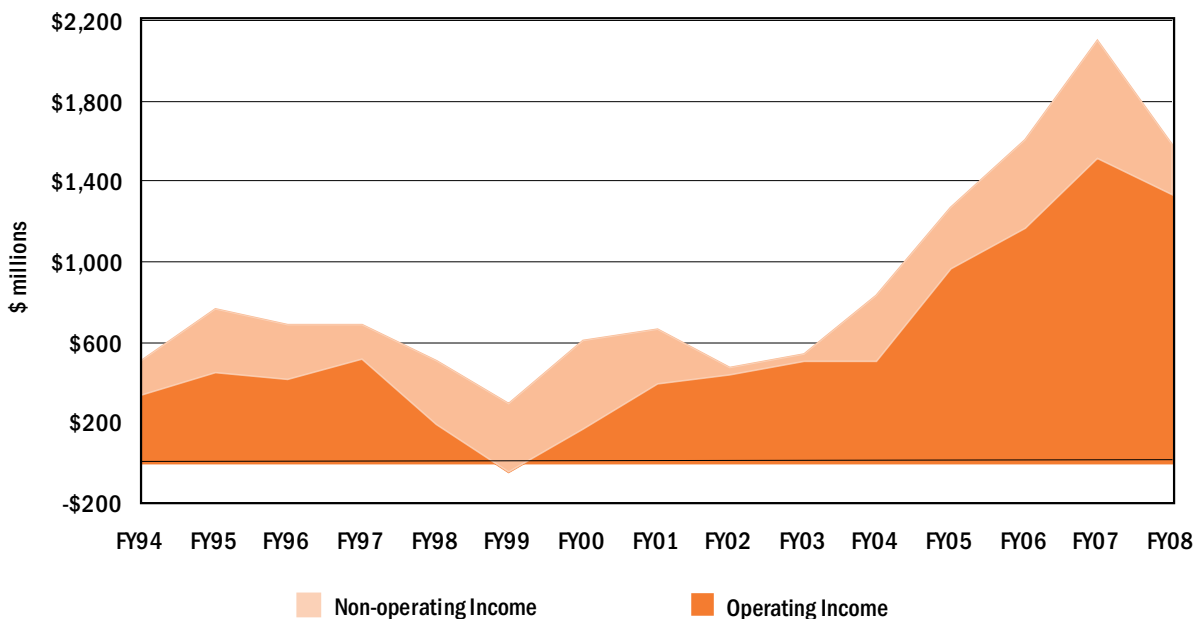
tal with a history of continuous moderate income levels can probably remain viable with a lower income level if it has kept pace with needed improvements and has not depleted its capital reserves or acquired debt in order to meet expenses in the past.

## Operating Margin vs. Total Margin

Hospital income is usually expressed as either operating margin or total margin.

Operating margin reflects the percent of operating revenue remaining after all operating expenses are paid. A hospital’s operations include patient care,

**Figure 1**  
**Statewide Operating and Non-operating Income**



# Hospital Income

as well as a variety of other related functions, such as medical education, cafeterias, office space, and parking. A positive operating margin indicates that operating revenues are greater than operating expenses. Alternatively, a negative operating margin indicates that revenues are not covering costs. Hospitals with a negative operating margin may be using funds that should be dedicated to replacing obsolete or worn out facilities and equipment to pay their operating expenses.

Total margin includes both operating income and income from all other sources. The

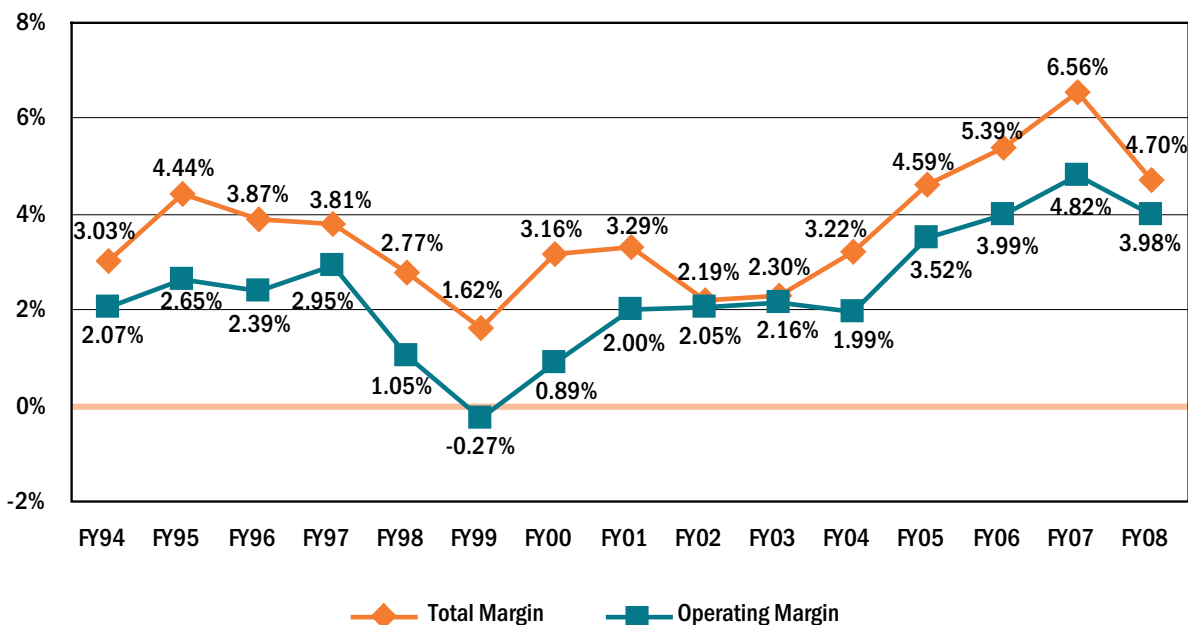
income from sources other than operations is called “non-operating income.” Examples of non-operating income are investment gains, trust income and contributions. However, some hospitals include all or part of investment and trust income in operating revenue, particularly when the funds have been designated to support specific operations of a hospital.

Total margin reveals the composite financial health of a facility during the year. If total margin is negative, the hospital is losing money after all sources of revenue and income have been considered.

Some hospitals have endowments that enable them to provide care beyond the level of operating revenue they receive. For those hospitals, a negative operating margin may not be that critical as long as they can realize a healthy positive total margin.

Other hospitals may not have large endowments or other sources of non-operating income and their operating margin and total margin will be very similar. In these instances, a low or negative operating and/or total margin may reveal the hospital is under financial stress.

**Figure 2**  
**Statewide Average Total and Operating Margins**



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# Hospital Income

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Unlike non-profit hospitals, the income realized by for-profit hospitals is subject to income tax. PHC4 reflects income taxes as a non-operating expense. Consequently, the operating margins for both non-profit and for-profit hospitals are comparable.

Since for-profit hospitals typically have little or no non-operating income, the difference between the operating and non-operating income of for-profit hospitals is primarily the effect of income taxes.

If a for-profit hospital had a positive operating margin and its parent corporation paid income taxes, the hospital will have an income tax expense. This tax expense will cause the hospital's total margin to be lower than the operating margin.

If a for-profit hospital lost money and its parent corporation was subject to income taxes or the parent posted a tax credit, a tax credit is posted for the facility. The tax credit is an estimate of how much the parent's tax expense was affected because the hospital's loss reduced the parent's net income. In these circumstances, the tax credit will make the hospital's total margin greater than the operating margin.

Three of the for-profit hospitals, Coordinated Health Orthopedic Hospital, Edgewood Surgical Hospital, and St. Catherine Medical Center Fountain Springs, operated as Limited Liability Corporations (LLCs) during FY08, and were not directly subject to income tax. Therefore, their total margin is not affected by tax expense.

## For-Profit Taxes

Of the 16 for-profit hospitals operated by multi-state corporations in Pennsylvania, eight hospitals had positive operating margins and reported federal income tax expenses totaling \$37.5 million during FY08. As a group, federal taxes for these eight hospitals were equal to about 3.6% of their total operating revenue.

Eight of the 16 hospitals had negative operating margins during FY08. Because their losses either reduced the overall tax expense or increased the tax credit posted by the parent corporations, net tax credits of \$20.5 million were recorded for these hospitals.

The net effect of the eight for-profit hospitals that generated positive operating income and the eight hospitals that operated at a loss was an overall net

federal tax of \$17 million for the 16 for-profit hospitals.

## Statewide Total Margin Fell for First Time Since FY02

The overall net income or total margin realized by General Acute Care (GAC) hospitals declined by 1.86 percentage points, falling from 6.56% in FY07 to 4.70% in FY08. This decline marks the end of five consecutive years of growth in statewide GAC hospital income. The average total margin had increased from 2.19% in FY02 to 6.56% in FY07.

The drop in the FY08 statewide total margin was the product of decreases in both operating and non-operating income. Sixty-four percent of the \$518 million decrease in the statewide net income was the result of a \$332 million decline in non-operating income. The primary components of non-operating income are net investment gains, contributions and the net effect of federal taxes on for-profit hospitals. Statewide non-operating income decreased from \$583 million in FY07 to \$251 million in FY08.

The other 36% of the decrease in the statewide total margin was the result of a \$186 million decline in operating

# Hospital Income

income. Statewide operating income decreased from \$1.52 billion in FY07 to \$1.33 billion in FY08. As a result, the statewide average operating margin fell from 4.82% in FY07 to 3.98% in FY08. The operating margin is the percent of operating revenue remaining after operating expenses are paid (operating income).

With these decreases in operating and non-operating income, statewide net income (revenue over expenses) fell from \$2.10 billion in FY07 to \$1.58 billion in FY08. Operating income contributed 84% (\$1.33 billion) of the total net income and the remaining 16% (\$251 million) came from non-operating sources.

Statewide operating income declined because operating

expenses grew more than operating revenue. GAC hospitals collectively posted an increase in operating expenses of about 7.1% or \$2.13 billion, while operating revenue grew about 6.2% or \$1.95 billion. Total operating revenue rose to \$33.42 billion, and the hospitals posted operating expenses totaling \$32.09 billion.

The revenue hospitals received for patient care, net patient revenue (NPR), grew 6.0% during FY08. Statewide NPR was \$31.58 billion, making up 95% of statewide operating revenue in FY08.

## In FY08, 30% of GAC Hospitals Lost Money

Fifty-one or 30% of the 169 reporting General Acute Care (GAC) hospitals posted a negative

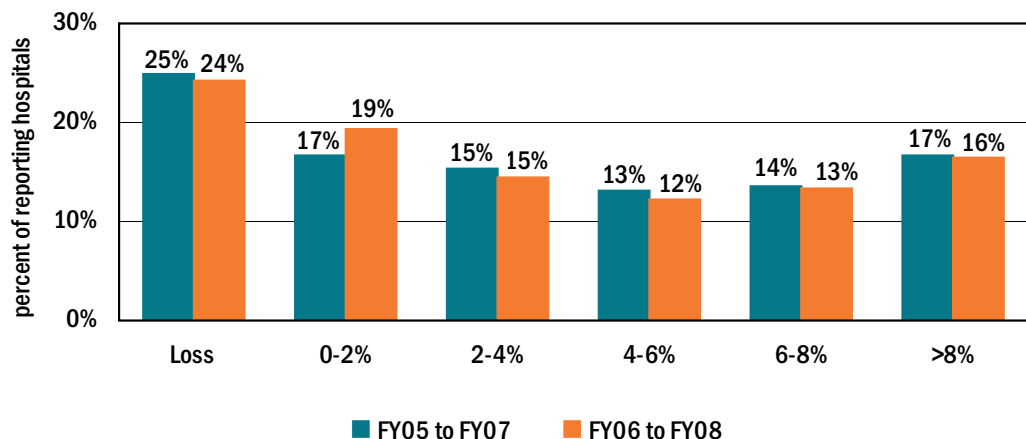
total margin in FY08. In FY07, 42 hospitals (out of 170) reported a negative total margin.

The number of hospitals with negative operating margins also increased from 50 in FY07 to 55 in FY08. For these hospitals, revenue from patient care and other operations was not sufficient to cover operating expenses.

Among the 55 GAC hospitals with operating losses in FY08, 45 or 82% had annual net patient revenues (NPRs) below \$150 million. The average FY08 NPR for the 55 hospitals with a negative operating margin was \$107 million. The average FY08 NPR for the hospitals with a positive operating margin was \$225 million.

Since extraordinary or short-term events can have a sig-

**Figure 3**  
**Statewide Distribution of 3-Year Average Total Margin**



3-yr Average Total Margin	Hospitals	
	FY05 to FY07	FY06 to FY08
Loss	42	40
0-2%	28	32
2-4%	26	24
4-6%	22	20
6-8%	23	22
>8%	28	27
Total	169	165

# Hospital Income

**Table 1**  
**Statewide Ratio of Charges to Net Patient Revenue (NPR)**

FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
222%	231%	243%	255%	274%	294%	329%	348%	352%	356%	364%	365%

nificant impact on a hospital's annual total margin, a three-year average total margin often provides a better perspective on a hospital's medium-term financial health. Among the 165 hospitals that operated from FY06 through FY08, 40 hospitals realized average losses over this three-year period. There was a general decline in the three-year average total margin among the 164 hospitals that operated and reported data to PHC4 between FY05 and FY08. Ninety-two or 56% of the 164 hospitals experienced a decrease in their three-year average total margin during FY08.

There were 40 hospitals that realized average losses over the

three-year period between FY06 and FY08 compared to the 42 hospitals that reported average losses in the prior three-year period between FY05 and FY07. The number of hospitals with a three-year average total margin in the 0% to 2% range increased from 28 at the end of FY07 to 32 at the end of FY08. The number of hospitals that posted three-year average total margins above 8% fell by one, from 28 at the end of FY07 to 27 at the end of FY08.

### **The Growth in Hospital Charges Continues to Outpace the Growth in Net Patient Revenue**

Hospitals maintain a schedule of charges or "charge mas-

ter" for all of the services they provide. Table 1 reveals that charges are much higher than the payments hospitals actually receive (net patient revenue - NPR) and that charges have been growing at a faster rate than payments. For example, in FY98, statewide hospital charges were 2.3 times greater than total NPR. By the end of FY08, statewide charges were almost 3.7 times greater than statewide NPR. During FY08, statewide charges increased 6.3%, compared to the 6.0% increase in total NPR.



## Statewide Utilization

### Inpatient Care Remains Constant

After two years of significant growth in the number of inpatient discharges during FY03 and FY04, statewide discharges have remained in the 1.82 to 1.83 million range over the past five years between FY04 and FY08.

The statewide average length of stay (ALOS) was 5.28 days in FY08, the same as in FY07. Figure 6 reveals that, until FY07, the ALOS had declined every year since PHC4 began publicly reporting this measure in the early 1990s.

There was a small decrease

in total patient days from 9.67 million in FY07 to 9.65 million in FY08.

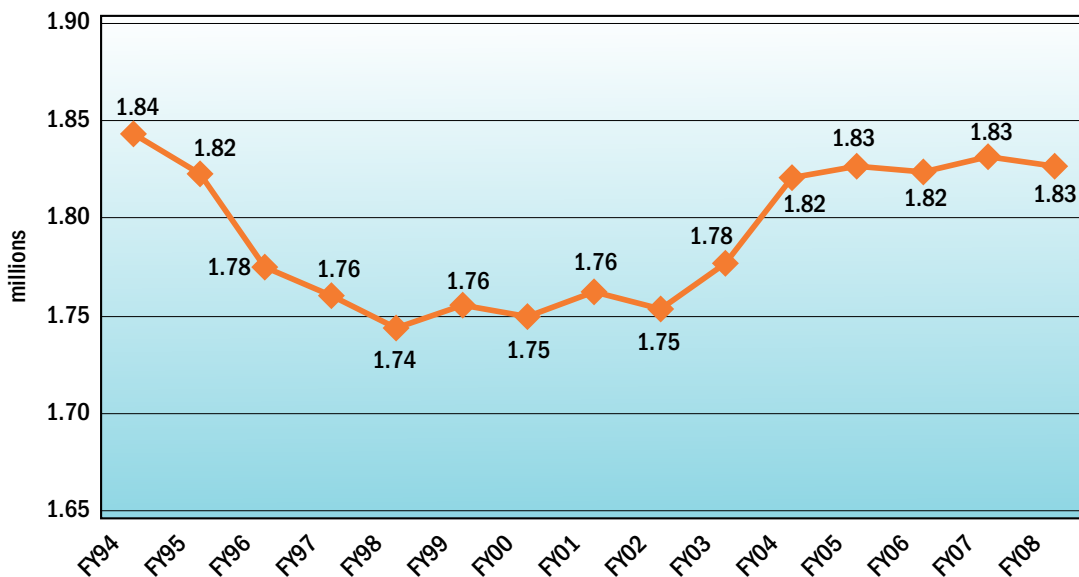
Of the \$31.6 billion in statewide net patient revenue (NPR), 60.7% or \$19.2 billion was derived from inpatient care. Statewide inpatient revenue grew 1.7 percentage points slower than overall NPR. Statewide inpatient revenue increased 4.3% during FY08 compared to the 6.0% growth in the total NPR for all hospital care.

Statewide outpatient revenue reported by General Acute Care (GAC) hospitals increased 8.9% during FY08, rising to \$12.1 billion. Outpatient revenue made up 38.5% of total NPR in FY08.

Hospitals reported 37.6 million outpatient visits during FY08, a 1.8% increase over the 36.9 million visits during FY07.

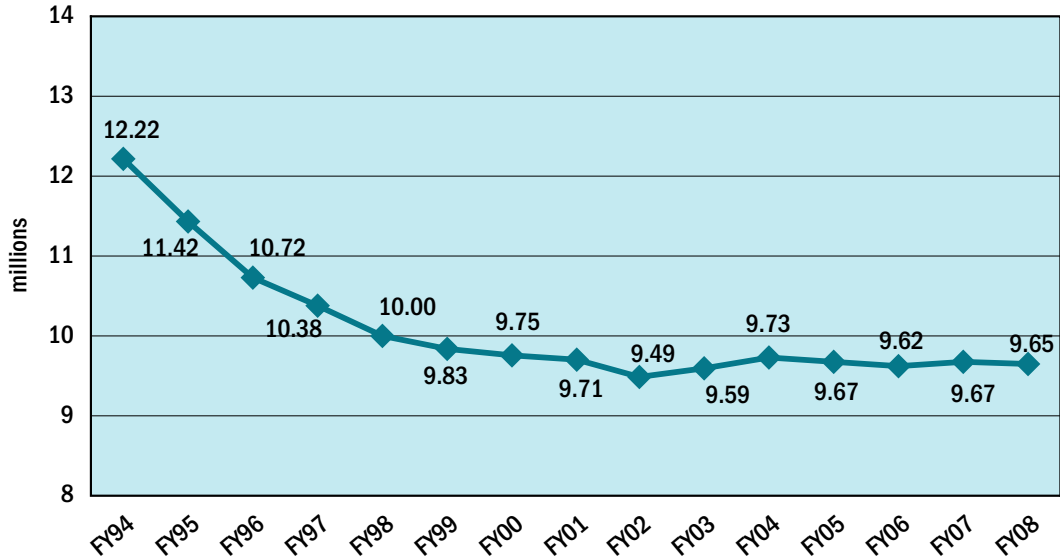
The remaining 0.8% of statewide NPR was generated by home health care provided by hospitals. Fifty-eight (58) of the 170 GAC hospitals offered home health services, generating a total \$251 million in patient revenue during FY08. Statewide home health revenue generated by hospitals grew 4.0% from the \$241 million reported for FY07. The number of visits to patients' homes by hospital home health staff remained relatively constant at 1.8 million visits.

**Figure 4**  
**Statewide Inpatient Discharges**

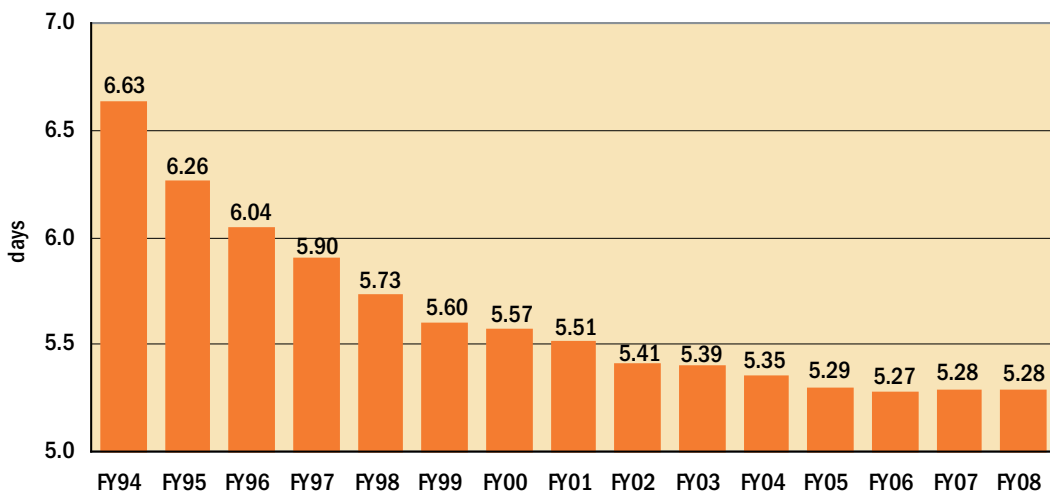


# Statewide Utilization

**Figure 5**  
**Statewide Inpatient Days**



**Figure 6**  
**Statewide Average Length of Stay**



# Utilization and Revenue by Payor

## Utilization and Revenue by Payor

Hospitals received 92.5% of their net patient revenue (NPR), which encompasses inpatient, outpatient and home health services, from third-party health care insurers in FY08. These third-party health insurers include the federal Medicare program, the state and federally-funded Medical Assistance (MA) program, and commercial managed care and indemnity companies. The remaining 7.5% came from patients and other

insurers, such as auto insurance and workers compensation.

During FY08, total NPR from commercial health insurers grew 7.4% or \$987 million dollars compared to the 4.6% or \$506 million growth in Medicare NPR.

Commercial health insurers now provide 45.1% or \$14.26 billion of statewide NPR at General Acute Care (GAC) hospitals. Hospitals reported a 6.3% increase in the average revenue per discharge and a 4.8% increase in average revenue per day in FY08.

There was a 0.1% increase in Medicare discharges reported

for FY08. This 0.1% increase in discharges coupled with a 3.3% increase in the average revenue per discharge resulted in a 3.5% increase in statewide inpatient NPR from Medicare. During FY08, Medicare paid for 36.6% of GAC hospital inpatient and outpatient care in Pennsylvania.

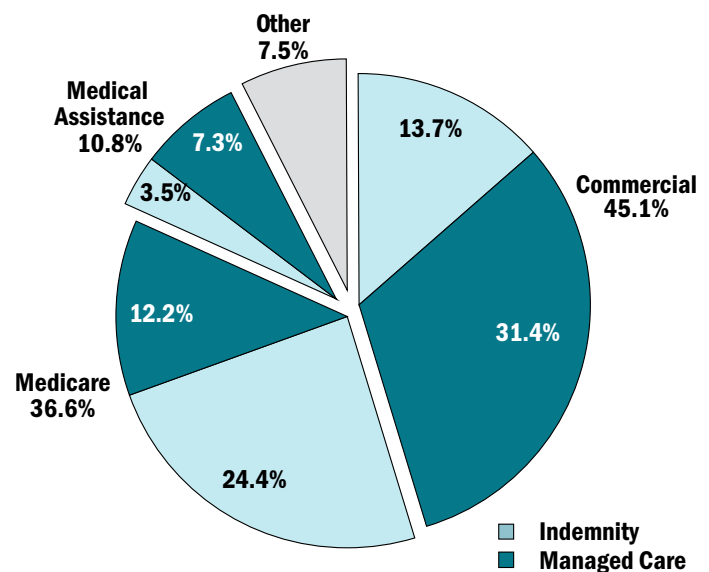
### Growing Migration to Medicare Managed Care

Consistent with the national trend in rising Medicare managed care enrollment\*, annual data from Pennsylvania General Acute Care (GAC) hospitals reflects a migration from Medicare

**Table 2**  
**Net Patient Revenue by Payor (millions)**

	FY07	FY08	Percent Change FY07 to FY08
<b>Commercial</b>	\$13,268	\$14,256	7.44%
Indemnity	\$4,183	\$4,331	3.55%
Managed Care	\$9,085	\$9,925	9.24%
<b>Medicare</b>	\$11,055	\$11,561	4.58%
Indemnity	\$7,585	\$7,705	1.59%
Managed Care	\$3,470	\$3,855	11.10%
<b>Medical Assistance</b>	\$3,239	\$3,399	4.95%
Indemnity	\$1,080	\$1,089	0.85%
Managed Care	\$2,159	\$2,310	7.00%
<b>Other</b>	\$2,229	\$2,366	6.17%
<b>STATEWIDE</b>	\$29,790	\$31,582	6.01%

**Figure 7**  
**Statewide Net Patient Revenue by Payor, FY08**



\* Medicare Payment Advisory Committee (Medpac). *A Data Book: Healthcare Spending and the Medicare Program*. June 2008.

# Utilization and Revenue by Payor

**Table 3**  
**Discharges by Payor**

	Discharges			Inpatient Revenue per Discharge		
	FY07	FY08	Percent Change FY07 to FY08	FY07	FY08	Percent Change FY07 to FY08
<b>Commercial</b>	585,500	575,747	-1.67%	\$11,220	\$11,927	6.30%
Indemnity	166,916	156,066	-6.50%	\$11,785	\$12,453	5.66%
Managed Care	418,584	419,681	0.26%	\$10,994	\$11,731	6.70%
<b>Medicare</b>	856,402	857,515	0.13%	\$9,871	\$10,199	3.33%
Indemnity	599,051	585,101	-2.33%	\$9,892	\$10,148	2.59%
Managed Care	257,351	272,414	5.85%	\$9,821	\$10,308	4.97%
<b>Medical Assistance</b>	297,687	303,262	1.87%	\$8,099	\$8,375	3.41%
Indemnity	104,874	105,205	0.32%	\$8,629	\$8,561	-0.79%
Managed Care	192,813	198,057	2.72%	\$7,810	\$8,276	5.97%
<b>Other</b>	91,638	90,645	-1.08%	\$10,517	\$11,363	8.05%
<b>STATEWIDE</b>	1,831,227	1,827,169	-0.22%	\$10,046	\$10,498	4.50%

**Table 4**  
**Patient Days by Payor**

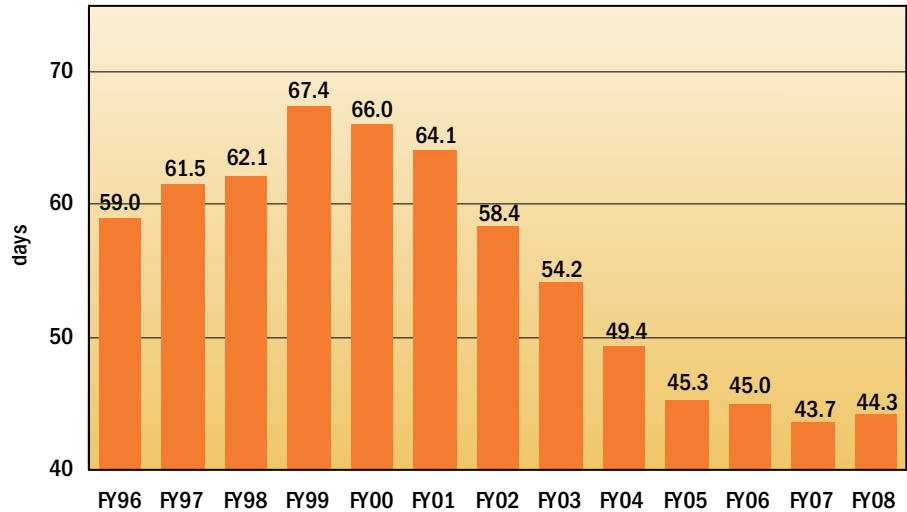
	Patient Days			Inpatient Revenue per Day		
	FY07	FY08	Percent Change FY07 to FY08	FY07	FY08	Percent Change FY07 to FY08
<b>Commercial</b>	2,359,449	2,353,208	-0.26%	\$2,784	\$2,918	4.81%
Indemnity	654,825	638,885	-2.43%	\$3,004	\$3,042	1.26%
Managed Care	1,704,624	1,714,323	0.57%	\$2,700	\$2,872	6.38%
<b>Medicare</b>	5,104,568	5,076,724	-0.55%	\$1,656	\$1,723	4.03%
Indemnity	3,607,314	3,487,762	-3.31%	\$1,643	\$1,702	3.63%
Managed Care	1,497,254	1,588,962	6.13%	\$1,688	\$1,767	4.70%
<b>Medical Assistance</b>	1,762,395	1,777,885	0.88%	\$1,368	\$1,429	4.43%
Indemnity	820,600	792,933	-3.37%	\$1,103	\$1,136	3.00%
Managed Care	941,795	984,952	4.58%	\$1,599	\$1,664	4.08%
<b>Other</b>	442,764	442,966	0.05%	\$2,177	\$2,325	6.83%
<b>STATEWIDE</b>	9,669,176	9,650,783	-0.19%	\$1,903	\$1,988	4.47%

indemnity to Medicare-funded managed care plans. While Medicare indemnity discharges still outnumber Medicare managed care discharges by a ratio of 2.1:1, there was an increase of 15,063 discharges by Medicare managed care participants, compared to a 13,950 discharge decline for Medicare indemnity participants in FY08. This 5.9% one-year growth in FY08 Medicare managed care discharges was less than the 20.5% growth reported for FY07 and the 11.6% growth reported for FY06, but is a continuation of growth since FY03. The average revenue per discharge was \$160 or 1.58% greater for Medicare managed care patients than Medicare indemnity patients during FY08.

### The Average Days in Patient Accounts Receivable Rose Slightly

During the period between when hospital services to a patient are concluded and when a hospital receives the payment for those services, the amount the hospital expects to receive

**Figure 8**  
**Statewide Average Days in Patient Accounts Receivable**



is booked as patient accounts receivable (AR). AR can be affected by a number of factors including: the efficiency of hospital billing and claims systems, the time it takes third-party payors and individuals to pay bills, communications between hospitals and payors, and the time it takes hospitals to remove uncollectible accounts from accounts receivable.

On a statewide basis, the amount of time the average bill remained in AR increased 0.6 days to 44.3 days in FY08. Figure 8 shows that this increase marks the first time in nine years that the statewide average days in AR grew. Statewide average days in AR had declined 23.7 days from the peak of 67.4 days in FY99 to 43.7 days in FY07.

## Uncompensated Care

### Uncompensated Care Levels Increase

The dollar value of uncompensated care or “uncompensated care revenue” grew by 11.1% or about \$75 million from \$677 million during FY07 to \$753 million during FY08. Since statewide uncompensated care grew faster than the 6.0% increase in statewide net patient revenue (NPR), uncompensated care as a percent of NPR rose from 2.27% in FY07 to 2.38% in FY08, the highest percentage since the 2.46% reported in FY01.

Sixty-three percent (63%) of uncompensated care was categorized as bad debt during FY08. This indicates that Penn-

sylvania hospitals as a group attempted to collect for about two-thirds of the care that was ultimately determined to be uncompensated care. Alternatively, about 37% of unreimbursed care was provided as charity care to patients that met the individual hospital’s charity care guidelines.

### How Uncompensated Care is Calculated

Hospitals report bad debt and charity care as charges. Each hospital’s bad debt charges and charity care charges are converted to a revenue basis using each hospital’s revenue-to-charge ratio. This “uncompensated care revenue” provides an estimate of the amount of revenue hospitals lost due to bad debt and char-

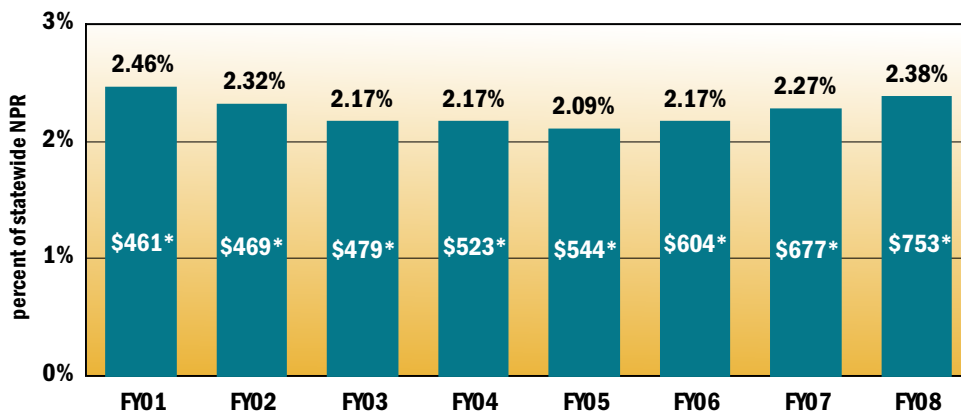
ity care. This foregone revenue reflects what hospitals would have received if they had been reimbursed for uncompensated care from all payors, including commercial health insurers, Medicare, Medical Assistance, and patients.

All services and materials that are provided to the general public under an established fee are eligible to be included in uncompensated care. Consequently, some of the costs of important public health programs may not be included. Hospitals frequently report these activities separately.

A few hospitals include the difference between the reimbursement they receive from government-funded programs, such as Medical Assistance,

and their customary fees or charges as a component of charity care in their audited financial statements. These differences are NOT included in the uncompensated care levels reported to PHC4. However, if a patient fails to pay a required co-payment, or receives care beyond the range of services covered by a third-party payor, these foregone revenues may be included in charity care or bad debt.

**Figure 9**  
**Statewide Uncompensated Care**



\* Statewide Uncompensated Care Revenue in millions.

## Individual Hospital Data

The tables on the following pages provide hospital-specific financial data for the 169 general acute care hospitals that reported data and operated for some period of time during fiscal year 2008 (FY08). The hospitals have been arranged by PHC4's nine regions.

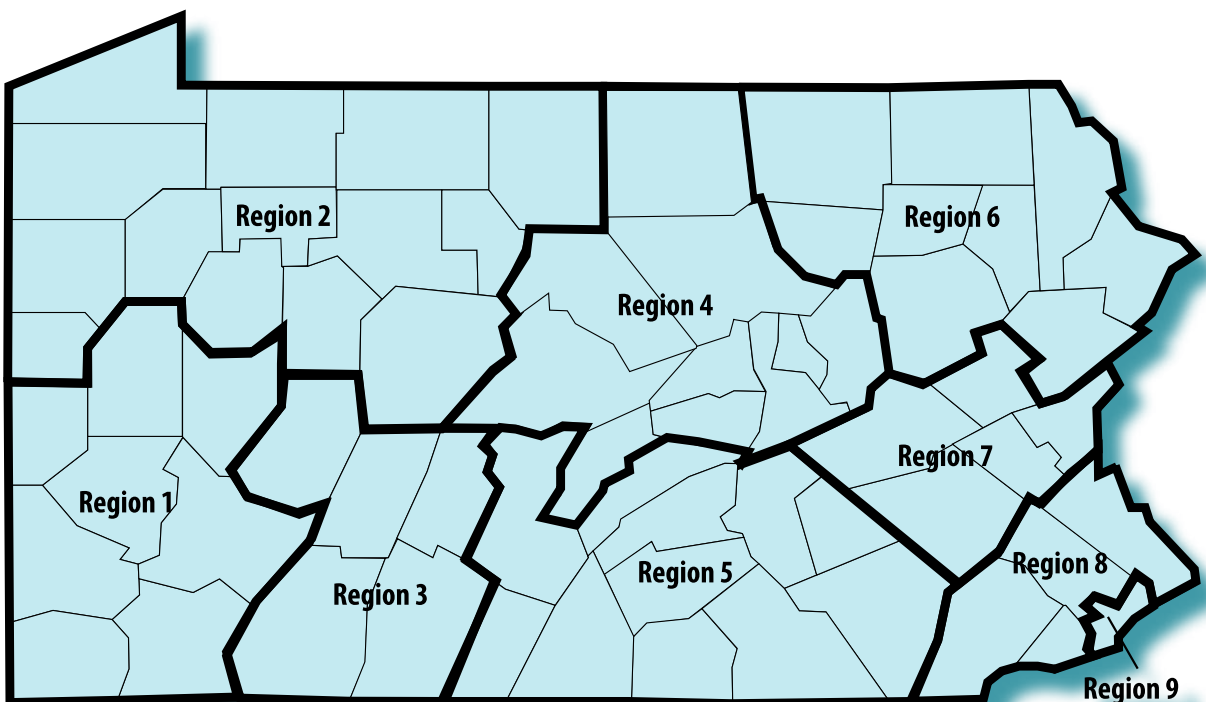
Included in these tables are the FY08 operating and total margins for each individual hospital. The corresponding operating income and total income expressed in dollars, as well as each hospital's total

operating revenue, can be found on PHC4's Web site at [www.phc4.org](http://www.phc4.org). (Note: Comparing net patient revenue to total operating expenses will not provide operating income or operating margin. Operating revenue from the PHC4 Web site must be used to compute operating income.)

Averages for all of the hospitals in the region are presented in the first row of each table. The regional averages that are expressed as a percentage (e.g., "3-Year Average Change in NPR" and "Operating Margin") are calculated as if the entire region were a single reporting entity. For example, the regional

average operating margins are calculated by adding the operating income and the operating revenue for all hospitals in the region. The regional total operating income is divided by the regional total operating revenue to yield a regional average operating margin.

In calculating the regional averages, estimated data was used for hospitals that reported less than a full year of data due to a change in the fiscal year, usually caused by a change in ownership. No estimated data was used for the individual hospital data.



# Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 1</b>	<b>\$213</b>	<b>\$199</b>	<b>\$179</b>	<b>\$161</b>	<b>5.42%</b>	<b>\$225</b>	<b>\$206</b>	<b>\$183</b>	<b>\$166</b>	<b>6.68%</b>
ACMH <sup>5</sup>	\$81	\$76	\$72	\$68	6.21%	\$83	\$77	\$72	\$69	6.80%
Allegheny General <sup>5</sup>	\$582	\$565	\$557	\$536	2.85%	\$645	\$595	\$570	\$545	6.07%
Alle-Kiski <sup>5</sup>	\$115	\$107	\$103	\$98	5.70%	\$119	\$107	\$97	\$93	9.10%
Butler Memorial <sup>5</sup>	\$168	\$160	\$149	\$140	6.57%	\$161	\$152	\$142	\$135	6.47%
Canonsburg General <sup>5</sup>	\$46	\$47	\$44	\$44	1.32%	\$56	\$51	\$47	\$44	8.74%
Children's Hosp Pgh	\$358	\$323	\$300	\$273	10.38%	\$453	\$387	\$354	\$314	14.74%
Frick <sup>5</sup>	\$47	\$46	\$45	\$44	2.51%	\$48	\$45	\$46	\$46	1.46%
Highlands <sup>5</sup>	\$25	\$25	\$23	\$23	3.26%	\$26	\$25	\$25	\$24	3.33%
Jefferson Regional <sup>5, 6</sup>	\$184	\$182	\$175	\$165	3.89%	\$199	\$191	\$184	\$173	4.98%
Latrobe Area <sup>5</sup>	\$118	\$110	\$108	\$108	2.90%	\$121	\$115	\$114	\$114	2.03%
Magee-Womens <sup>5</sup>	\$336	\$301	\$259	\$210	20.04%	\$294	\$263	\$234	\$195	16.89%
Medical Center Beaver <sup>5, 11</sup>	\$195	\$190	\$177	\$175	3.89%	\$201	\$192	\$180	\$178	4.21%
Mercy Pittsburgh <sup>1, 5, 11</sup>	\$245	\$270	\$262	\$260	-1.86%	\$281	\$282	\$287	\$286	-0.53%
Monongahela Valley <sup>5</sup>	\$109	\$107	\$102	\$97	4.08%	\$110	\$108	\$103	\$98	4.01%
Ohio Valley General <sup>5</sup>	\$58	\$56	\$54	\$51	4.63%	\$59	\$57	\$54	\$52	4.59%
Sewickley Valley <sup>5, 7, 11</sup>	\$113	\$110	\$100	\$95	6.01%	\$120	\$118	\$111	\$107	3.78%
Southwest Regional MC <sup>3, 5, 10</sup>	\$31	\$29	\$19	\$23	NA	\$33	\$34	\$20	\$25	NA
St Clair Memorial <sup>5</sup>	\$177	\$167	\$159	\$152	5.41%	\$182	\$176	\$173	\$160	4.58%
Uniontown <sup>5</sup>	\$114	\$112	\$99	\$94	7.24%	\$116	\$112	\$100	\$94	7.66%
UPMC Braddock <sup>5</sup>	\$57	\$58	\$53	\$51	4.50%	\$63	\$61	\$58	\$56	4.15%
UPMC McKeesport <sup>5</sup>	\$107	\$107	\$102	\$100	2.44%	\$116	\$115	\$108	\$105	3.34%
UPMC Passavant <sup>5, 9</sup>	\$268	\$238	\$208	\$154	24.72%	\$240	\$215	\$190	\$145	21.70%
UPMC Presby Shadyside <sup>5</sup>	\$1,684	\$1,645	\$1,615	\$1,414	6.38%	\$1,798	\$1,730	\$1,611	\$1,442	8.23%
UPMC South Side <sup>5</sup>	\$83	\$81	\$78	\$60	12.91%	\$92	\$81	\$78	\$60	17.34%
UPMC St Margaret <sup>5</sup>	\$215	\$203	\$188	\$172	8.32%	\$211	\$195	\$179	\$169	8.21%
Washington <sup>5, 7</sup>	\$200	\$192	\$180	\$172	5.55%	\$217	\$208	\$196	\$183	6.24%
Western PA Hosp/Forbes <sup>5</sup>	\$142	\$131	\$125	\$119	6.36%	\$145	\$126	\$121	\$116	8.31%
Western Pennsylvania <sup>5</sup>	\$285	\$303	\$309	\$313	-2.91%	\$334	\$326	\$324	\$315	1.97%
Westmoreland Regional <sup>5, 11</sup>	\$185	\$163	\$155	\$150	7.92%	\$186	\$161	\$154	\$150	7.93%

See footnotes on pages 26 and 27.



## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 1</b>	<b>1.59%</b>	<b>2.20%</b>	<b>4.85%</b>	<b>1.91%</b>	<b>40.66%</b>	<b>10.66%</b>
ACMH <sup>5</sup>	-0.14%	1.36%	2.73%	1.90%	44.45%	8.37%
Allegheny General <sup>5</sup>	-5.23%	-5.23%	-1.20%	2.29%	39.48%	11.87%
Alle-Kiski <sup>5</sup>	1.92%	1.92%	4.13%	1.19%	55.10%	6.31%
Butler Memorial <sup>5</sup>	6.99%	9.01%	9.25%	1.73%	47.33%	7.71%
Canonsburg General <sup>5</sup>	-9.67%	-9.67%	-3.54%	1.92%	57.42%	5.01%
Children's Hosp Pgh	-5.03%	-6.06%	5.03%	1.50%	2.94%	31.62%
Frick <sup>5</sup>	0.14%	0.15%	1.19%	2.67%	53.96%	6.37%
Highlands <sup>5</sup>	-2.72%	-0.54%	-0.36%	4.75%	43.21%	17.36%
Jefferson Regional <sup>5,6</sup>	1.58%	3.88%	5.39%	1.56%	61.17%	4.45%
Latrobe Area <sup>5</sup>	1.53%	3.75%	4.11%	2.24%	47.24%	9.97%
Magee-Womens <sup>5</sup>	17.06%	17.39%	16.00%	1.94%	12.01%	15.64%
Medical Center Beaver <sup>5,11</sup>	1.75%	4.11%	6.47%	1.46%	52.06%	6.07%
Mercy Pittsburgh <sup>1,5,11</sup>	-7.02%	-2.45%	1.44%	3.50%	42.44%	12.45%
Monongahela Valley <sup>5</sup>	0.19%	1.50%	2.62%	2.34%	59.74%	9.40%
Ohio Valley General <sup>5</sup>	-0.23%	2.63%	4.87%	2.28%	55.32%	7.03%
Sewickley Valley <sup>5,7,11</sup>	3.53%	5.13%	6.15%	1.45%	45.52%	5.66%
Southwest Regional MC <sup>3,5,10</sup>	-3.90%	-1.47%	-3.73%	3.61%	58.55%	8.39%
St Clair Memorial <sup>5</sup>	4.22%	3.38%	4.18%	0.83%	52.15%	2.95%
Uniontown <sup>5</sup>	0.21%	2.26%	3.38%	3.44%	52.70%	13.96%
UPMC Braddock <sup>5</sup>	-7.11%	-7.11%	-5.46%	4.36%	52.27%	17.78%
UPMC McKeesport <sup>5</sup>	-3.50%	-3.50%	-1.52%	3.42%	61.27%	10.47%
UPMC Passavant <sup>5,9</sup>	12.42%	13.78%	14.35%	1.29%	44.86%	1.46%
UPMC Presby Shadyside <sup>5</sup>	3.56%	3.59%	6.42%	1.75%	36.59%	10.66%
UPMC South Side <sup>5</sup>	-7.19%	-7.19%	-0.59%	2.87%	43.27%	7.84%
UPMC St Margaret <sup>5</sup>	4.89%	4.92%	6.85%	1.37%	47.14%	2.97%
Washington <sup>5,7</sup>	0.04%	-0.09%	2.40%	1.64%	45.07%	9.51%
Western PA Hosp/Forbes <sup>5</sup>	3.41%	3.41%	5.84%	2.22%	53.25%	8.53%
Western Pennsylvania <sup>5</sup>	-3.95%	-3.95%	1.54%	1.31%	44.99%	11.71%
Westmoreland Regional <sup>5,11</sup>	1.90%	3.87%	5.69%	1.71%	51.93%	7.29%

See footnotes on pages 26 and 27.

# Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 2</b>	<b>\$80</b>	<b>\$77</b>	<b>\$73</b>	<b>\$70</b>	<b>4.86%</b>	<b>\$81</b>	<b>\$78</b>	<b>\$74</b>	<b>\$70</b>	<b>5.45%</b>
Bradford Regional <sup>5</sup>	\$61	\$61	\$56	\$55	3.44%	\$63	\$66	\$64	\$55	4.74%
Brookville <sup>5</sup>	\$25	\$24	\$24	\$24	0.66%	\$25	\$25	\$26	\$27	-2.54%
Charles Cole Memorial <sup>5</sup>	\$55	\$53	\$53	\$51	2.02%	\$58	\$57	\$58	\$54	2.58%
Clarion <sup>5</sup>	\$45	\$42	\$39	\$40	3.92%	\$43	\$42	\$41	\$40	2.98%
Clearfield <sup>5</sup>	\$73	\$66	\$60	\$56	10.36%	\$73	\$68	\$62	\$56	10.32%
Corry Memorial <sup>5</sup>	\$19	\$19	\$19	\$18	2.11%	\$19	\$19	\$20	\$20	-1.85%
DuBois Regional <sup>5</sup>	\$173	\$158	\$151	\$136	9.05%	\$169	\$152	\$146	\$131	9.72%
Edgewood Surgical <sup>1, 3, 10</sup>	\$6	\$6	\$6	\$2	NA	\$6	\$5	\$6	\$6	NA
Elk Regional <sup>5</sup>	\$59	\$57	\$56	\$53	4.11%	\$61	\$58	\$57	\$52	5.37%
Ellwood City <sup>5</sup>	\$29	\$28	\$27	\$28	1.29%	\$33	\$33	\$30	\$29	4.77%
Grove City <sup>5</sup>	\$42	\$40	\$36	\$37	4.79%	\$41	\$39	\$36	\$36	4.49%
Hamot	\$286	\$275	\$257	\$247	5.20%	\$284	\$268	\$249	\$232	7.50%
Jameson Memorial <sup>5</sup>	\$108	\$107	\$108	\$104	1.34%	\$109	\$107	\$108	\$106	1.06%
Kane Community <sup>7</sup>	\$16	\$16	\$15	\$15	1.35%	\$17	\$17	\$16	\$16	1.35%
Meadville <sup>5</sup>	\$119	\$108	\$90	\$82	14.76%	\$116	\$102	\$90	\$84	12.68%
Millcreek Community <sup>5</sup>	\$32	\$32	\$29	\$28	4.60%	\$35	\$33	\$30	\$28	7.89%
Punxsutawney Area	\$31	\$30	\$28	\$27	4.74%	\$32	\$30	\$28	\$27	5.81%
Saint Vincent Health <sup>5, 6</sup>	\$231	\$229	\$227	\$226	0.67%	\$231	\$231	\$226	\$218	2.06%
Sharon Regional <sup>5</sup>	\$141	\$131	\$132	\$129	3.21%	\$148	\$137	\$138	\$132	3.90%
Titusville Area	\$29	\$30	\$27	\$30	-0.51%	\$29	\$31	\$30	\$29	-0.05%
UPMC Horizon <sup>5</sup>	\$115	\$107	\$105	\$101	4.59%	\$119	\$114	\$109	\$102	5.55%
UPMC Northwest <sup>5</sup>	\$92	\$86	\$80	\$72	9.14%	\$92	\$87	\$80	\$71	9.49%
Warren General <sup>5</sup>	\$62	\$62	\$54	\$51	7.56%	\$63	\$62	\$54	\$51	7.72%

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 2</b>	<b>1.78%</b>	<b>3.26%</b>	<b>3.36%</b>	<b>2.20%</b>	<b>45.64%</b>	<b>8.58%</b>
Bradford Regional <sup>5</sup>	-1.10%	-1.01%	-4.82%	1.80%	42.68%	13.56%
Brookville <sup>5</sup>	1.15%	1.25%	-2.97%	3.66%	55.13%	3.89%
Charles Cole Memorial <sup>5</sup>	-3.68%	-1.07%	-1.81%	2.14%	42.42%	11.64%
Clarion <sup>5</sup>	5.69%	6.90%	5.53%	2.73%	46.63%	11.33%
Clearfield <sup>5</sup>	1.87%	4.04%	2.69%	2.30%	48.89%	7.27%
Corry Memorial <sup>5</sup>	1.93%	2.34%	0.36%	2.93%	52.24%	5.41%
DuBois Regional <sup>5</sup>	4.64%	6.58%	6.94%	1.55%	42.75%	7.34%
Edgewood Surgical <sup>1, 3, 10</sup>	8.22%	8.28%	6.01%	2.12%	22.20%	6.81%
Elk Regional <sup>5</sup>	1.33%	3.19%	4.80%	2.43%	43.42%	12.87%
Ellwood City <sup>5</sup>	-11.01%	-2.33%	1.28%	2.91%	52.06%	6.19%
Grove City <sup>5</sup>	5.83%	9.91%	8.34%	2.78%	35.49%	1.41%
Hamot	3.29%	4.00%	5.36%	2.05%	42.25%	7.48%
Jameson Memorial <sup>5</sup>	1.41%	2.31%	2.96%	2.30%	56.88%	7.54%
Kane Community <sup>7</sup>	-1.01%	-0.25%	-0.85%	1.99%	49.12%	3.93%
Meadville <sup>5</sup>	4.73%	8.01%	7.03%	2.18%	40.99%	9.52%
Millcreek Community <sup>5</sup>	1.17%	6.63%	10.03%	4.80%	37.24%	21.89%
Punxsutawney Area	-1.72%	0.18%	1.78%	3.71%	49.98%	11.02%
Saint Vincent Health <sup>5, 6</sup>	2.30%	2.35%	2.63%	1.70%	47.16%	10.51%
Sharon Regional <sup>5</sup>	0.58%	1.92%	3.64%	1.83%	46.48%	9.62%
Titusville Area	0.37%	1.77%	-2.52%	4.08%	52.87%	8.90%
UPMC Horizon <sup>5</sup>	-1.57%	-0.28%	-0.66%	2.59%	47.65%	6.57%
UPMC Northwest <sup>5</sup>	1.90%	1.98%	2.01%	2.29%	47.12%	4.83%
Warren General <sup>5</sup>	0.05%	2.16%	2.49%	1.57%	46.86%	6.69%

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 3</b>	<b>\$91</b>	<b>\$89</b>	<b>\$78</b>	<b>\$70</b>	<b>2.91%</b>	<b>\$95</b>	<b>\$93</b>	<b>\$81</b>	<b>\$71</b>	<b>3.75%</b>
Altoona Regional <sup>5,7</sup>	\$288	\$288	\$269	\$244	5.94%	\$300	\$289	\$279	\$241	8.19%
Conemaugh Valley Memorial <sup>5,7,9</sup>	\$305	\$305	\$310	\$242	8.76%	\$326	\$323	\$320	\$242	11.57%
Indiana Regional <sup>5</sup>	\$116	\$109	\$99	\$90	9.45%	\$114	\$106	\$97	\$88	10.01%
Meyersdale Community	\$9	\$9	\$8	\$7	9.78%	\$9	\$9	\$8	\$8	7.14%
Miners	\$15	\$16	\$17	\$15	-1.49%	\$16	\$17	\$17	\$16	-0.03%
Nason	\$28	\$26	\$25	\$23	5.94%	\$27	\$33	\$25	\$23	6.49%
Somerset <sup>5</sup>	\$61	\$57	\$52	\$52	5.90%	\$61	\$57	\$54	\$51	6.10%
Tyrone	\$13	\$13	\$12	\$12	4.63%	\$16	\$15	\$18	\$14	5.41%
UPMC Bedford	\$38	\$36	\$33	\$29	10.21%	\$37	\$35	\$32	\$29	9.56%
Windber <sup>5</sup>	\$39	\$36	\$27	\$25	18.18%	\$45	\$44	\$33	\$30	16.37%

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 4</b>	<b>\$104</b>	<b>\$94</b>	<b>\$84</b>	<b>\$76</b>	<b>9.36%</b>	<b>\$102</b>	<b>\$94</b>	<b>\$83</b>	<b>\$76</b>	<b>8.40%</b>
Berwick <sup>1,5,10</sup>	\$66	\$60	\$60	\$54	7.43%	\$58	\$52	\$51	\$47	7.78%
Bloomsburg <sup>5</sup>	\$36	\$32	\$32	\$31	5.47%	\$37	\$35	\$36	\$33	4.06%
Bucktail <sup>5</sup>	\$5	\$6	\$5	\$5	-0.30%	\$6	\$6	\$6	\$5	5.52%
Evangelical Community <sup>5</sup>	\$106	\$100	\$96	\$88	6.64%	\$106	\$100	\$102	\$92	5.04%
Geisinger/Danville <sup>5</sup>	\$655	\$572	\$540	\$462	13.93%	\$622	\$560	\$513	\$449	12.81%
Jersey Shore	\$22	\$21	\$21	\$19	4.51%	\$21	\$21	\$21	\$19	3.57%
Lewistown <sup>5</sup>	\$85	\$80	\$78	\$74	4.71%	\$86	\$82	\$78	\$71	7.31%
Lock Haven <sup>1,5,10</sup>	\$34	\$34	\$31	\$30	3.74%	\$35	\$34	\$32	\$29	6.88%
Mount Nittany <sup>5</sup>	\$154	\$128	\$117	\$110	13.43%	\$144	\$127	\$117	\$107	11.41%
Muncy Valley <sup>5</sup>	\$34	\$32	\$31	\$26	10.83%	\$33	\$30	\$28	\$28	5.74%
Shamokin Area Community <sup>5</sup>	\$36	\$33	\$31	\$29	7.88%	\$35	\$32	\$31	\$28	9.04%
Soldiers & Sailors <sup>5</sup>	\$38	\$37	\$35	\$32	6.38%	\$39	\$37	\$35	\$34	4.95%
Sunbury Community <sup>1,5,10</sup>	\$30	\$29	\$27	\$28	1.35%	\$34	\$33	\$32	\$35	-1.13%
Williamsport <sup>5</sup>	\$157	\$153	\$144	\$136	5.13%	\$176	\$166	\$160	\$152	5.24%

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 3</b>	<b>0.54%</b>	<b>3.15%</b>	<b>3.53%</b>	<b>2.45%</b>	<b>47.86%</b>	<b>7.55%</b>
Altoona Regional <sup>5,7</sup>	-2.01%	-0.82%	1.08%	2.45%	43.15%	7.24%
Conemaugh Valley Memorial <sup>5,7,9</sup>	0.72%	3.57%	4.76%	2.55%	52.59%	9.18%
Indiana Regional <sup>5</sup>	3.44%	10.71%	9.83%	2.03%	45.49%	5.83%
Meyersdale Community	2.91%	3.98%	3.05%	3.67%	60.42%	-0.44%
Miners	1.14%	1.15%	-1.23%	2.77%	50.77%	5.94%
Nason	1.08%	0.69%	-6.14%	2.65%	45.05%	6.71%
Somerset <sup>5</sup>	1.94%	3.63%	3.89%	2.63%	44.35%	9.11%
Tyrone	-5.59%	-4.10%	-11.85%	4.18%	51.75%	5.82%
UPMC Bedford	3.66%	5.96%	7.33%	1.95%	40.87%	7.43%
Windber <sup>5</sup>	4.34%	5.94%	3.52%	1.93%	61.47%	3.68%

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 4</b>	<b>6.10%</b>	<b>5.55%</b>	<b>6.26%</b>	<b>2.19%</b>	<b>33.43%</b>	<b>6.16%</b>
Berwick <sup>1,5,10</sup>	14.02%	8.16%	8.68%	1.52%	38.46%	4.46%
Bloomsburg <sup>5</sup>	0.49%	1.20%	-2.88%	2.70%	37.55%	5.05%
Bucktail <sup>5</sup>	-17.38%	-17.38%	-8.68%	3.25%	36.54%	33.33%
Evangelical Community <sup>5</sup>	4.80%	6.63%	7.65%	3.53%	32.40%	3.44%
Geisinger/Danville <sup>5</sup>	8.35%	6.46%	8.62%	1.33%	28.89%	6.02%
Jersey Shore	4.88%	5.13%	2.30%	2.69%	41.00%	2.32%
Lewistown <sup>5</sup>	1.14%	3.36%	2.83%	3.40%	43.51%	6.36%
Lock Haven <sup>1,5,10</sup>	-3.69%	-2.16%	-0.66%	3.01%	28.92%	17.08%
Mount Nittany <sup>5</sup>	7.77%	8.61%	5.03%	2.58%	27.82%	2.94%
Muncy Valley <sup>5</sup>	6.29%	6.82%	8.79%	2.79%	32.97%	22.59%
Shamokin Area Community <sup>5</sup>	4.89%	5.73%	6.34%	3.61%	57.66%	2.67%
Soldiers & Sailors <sup>5</sup>	3.92%	4.98%	4.79%	3.70%	38.45%	9.17%
Sunbury Community <sup>1,5,10</sup>	-13.31%	-7.79%	-8.16%	2.32%	55.75%	13.84%
Williamsport <sup>5</sup>	4.21%	4.12%	5.41%	2.85%	38.87%	5.01%

See footnotes on pages 26 and 27.

# Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 5</b>	<b>\$233</b>	<b>\$218</b>	<b>\$203</b>	<b>\$185</b>	<b>8.74%</b>	<b>\$225</b>	<b>\$205</b>	<b>\$195</b>	<b>\$179</b>	<b>8.58%</b>
Carlisle Regional <sup>1, 5, 10</sup>	\$102	\$101	\$99	\$98	1.37%	\$100	\$88	\$75	\$78	9.32%
Chambersburg <sup>5</sup>	\$221	\$203	\$190	\$173	9.27%	\$208	\$193	\$183	\$165	8.63%
Ephrata Community <sup>5</sup>	\$164	\$144	\$135	\$122	11.32%	\$156	\$137	\$129	\$117	10.88%
Fulton County <sup>5, 6</sup>	\$27	\$22	\$22	\$21	9.75%	\$28	\$23	\$22	\$20	12.89%
Gettysburg <sup>5, 7</sup>	\$97	\$93	\$81	\$76	9.09%	\$91	\$81	\$73	\$69	10.82%
Good Samaritan/Lebanon <sup>5</sup>	\$145	\$135	\$131	\$111	10.18%	\$154	\$143	\$141	\$120	9.46%
Hanover <sup>5, 7</sup>	\$115	\$107	\$99	\$93	8.19%	\$116	\$106	\$98	\$91	9.05%
Heart of Lancaster <sup>1, 10</sup>	\$49	\$45	\$43	\$34	14.82%	\$45	\$48	\$43	\$38	6.34%
Holy Spirit <sup>5</sup>	\$225	\$202	\$196	\$193	5.53%	\$223	\$208	\$206	\$208	2.52%
J C Blair Memorial <sup>5</sup>	\$37	\$34	\$33	\$32	5.06%	\$39	\$37	\$36	\$34	4.74%
Lancaster General <sup>5</sup>	\$738	\$688	\$633	\$542	12.03%	\$665	\$587	\$560	\$493	11.64%
Lancaster Regional <sup>1, 5, 10</sup>	\$83	\$89	\$107	\$111	-8.20%	\$84	\$90	\$103	\$104	-6.42%
Memorial York	\$94	\$88	\$82	\$75	8.66%	\$98	\$90	\$83	\$75	10.24%
Milton S Hershey <sup>5</sup>	\$651	\$618	\$548	\$507	9.47%	\$639	\$604	\$539	\$490	10.11%
Pinnacle Health <sup>5</sup>	\$515	\$487	\$480	\$453	4.50%	\$512	\$477	\$480	\$451	4.48%
Waynesboro	\$59	\$58	\$50	\$46	9.73%	\$55	\$51	\$47	\$44	8.17%
York <sup>5</sup>	\$644	\$586	\$517	\$456	13.75%	\$603	\$530	\$489	\$437	12.65%

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 6</b>	<b>\$96</b>	<b>\$90</b>	<b>\$78</b>	<b>\$74</b>	<b>7.53%</b>	<b>\$99</b>	<b>\$92</b>	<b>\$81</b>	<b>\$77</b>	<b>7.36%</b>
Barnes Kasson County <sup>1, 5</sup>	\$16	\$18	\$16	\$16	1.39%	\$18	\$19	\$18	\$19	-1.18%
Community/Scranton <sup>5</sup>	\$156	\$151	\$139	\$142	3.19%	\$155	\$152	\$152	\$150	1.11%
Geisinger Wilkes-Barre <sup>3, 5</sup>	\$75	\$75	\$40	\$81	NA	\$102	\$88	\$47	\$83	NA
Geisinger Wyoming Valley <sup>5, 7</sup>	\$187	\$156	\$134	\$114	21.37%	\$186	\$159	\$139	\$114	20.89%
Hazleton General <sup>1, 5, 9</sup>	\$91	\$91	\$72	\$49	28.83%	\$95	\$92	\$64	\$49	31.25%
Marian Community <sup>1, 5</sup>	\$35	\$35	\$35	\$34	0.50%	\$37	\$38	\$37	\$36	1.16%
Memorial/Towanda <sup>5</sup>	\$32	\$32	\$32	\$36	-3.33%	\$33	\$32	\$32	\$33	0.20%
Mercy/Scranton <sup>1, 5</sup>	\$140	\$137	\$127	\$122	4.92%	\$143	\$141	\$129	\$125	4.87%
Mid-Valley	\$11	\$11	\$10	\$10	2.70%	\$12	\$12	\$11	\$12	0.17%
Montrose General <sup>1</sup>	\$13	\$13	\$9	\$10	13.28%	\$14	\$13	\$10	\$10	14.20%
Moses Taylor <sup>5</sup>	\$129	\$117	\$109	\$105	7.60%	\$135	\$122	\$117	\$112	6.86%
Pocono <sup>5</sup>	\$218	\$187	\$157	\$145	16.86%	\$207	\$178	\$154	\$142	15.42%
Robert Packer <sup>5</sup>	\$203	\$192	\$186	\$170	6.46%	\$188	\$190	\$171	\$163	5.19%
Troy Community	\$13	\$11	\$10	\$10	12.85%	\$11	\$11	\$10	\$10	6.77%
Tyler Memorial	\$27	\$27	\$26	\$26	1.79%	\$29	\$28	\$27	\$27	2.95%
Wayne Memorial <sup>5</sup>	\$68	\$65	\$52	\$50	11.32%	\$68	\$62	\$60	\$53	9.91%
WVHCS <sup>5, 11</sup>	\$225	\$211	\$202	\$185	7.20%	\$248	\$232	\$221	\$205	6.94%

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 5</b>	<b>6.57%</b>	<b>6.13%</b>	<b>8.26%</b>	<b>2.86%</b>	<b>33.07%</b>	<b>6.23%</b>
Carlisle Regional <sup>1, 5, 10</sup>	1.77%	1.11%	7.33%	3.25%	33.89%	7.56%
Chambersburg <sup>5</sup>	5.95%	7.91%	8.18%	4.31%	39.06%	4.05%
Ephrata Community <sup>5</sup>	7.52%	7.64%	7.65%	3.08%	28.62%	2.61%
Fulton County <sup>5, 6</sup>	-0.86%	-1.97%	4.79%	2.93%	37.36%	13.55%
Gettysburg <sup>5, 7</sup>	6.80%	5.26%	14.05%	4.10%	27.05%	3.62%
Good Samaritan/Lebanon <sup>5</sup>	-1.17%	-0.23%	-1.11%	5.39%	42.31%	5.36%
Hanover <sup>5, 7</sup>	0.58%	1.58%	2.75%	3.64%	33.63%	1.47%
Heart of Lancaster <sup>1, 10</sup>	9.20%	5.66%	0.05%	1.52%	24.16%	4.06%
Holy Spirit <sup>5</sup>	3.67%	3.48%	1.74%	2.06%	38.81%	4.16%
J C Blair Memorial <sup>5</sup>	-1.82%	-2.09%	0.15%	2.94%	42.57%	15.02%
Lancaster General <sup>5</sup>	13.70%	14.04%	16.20%	1.55%	28.55%	4.44%
Lancaster Regional <sup>1, 5, 10</sup>	0.71%	0.44%	0.98%	1.58%	40.10%	7.88%
Memorial York	-1.07%	-0.75%	0.81%	5.68%	35.62%	6.28%
Milton S Hershey <sup>5</sup>	6.24%	6.63%	7.23%	1.73%	26.01%	10.67%
Pinnacle Health <sup>5</sup>	2.99%	0.84%	3.84%	3.09%	39.81%	7.66%
Waynesboro	8.44%	11.63%	11.88%	5.00%	33.87%	4.32%
York <sup>5</sup>	8.30%	5.66%	11.76%	3.74%	34.27%	5.60%

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 6</b>	<b>1.05%</b>	<b>1.13%</b>	<b>2.72%</b>	<b>2.79%</b>	<b>43.10%</b>	<b>7.00%</b>
Barnes Kasson County <sup>1, 5</sup>	0.51%	0.51%	1.19%	5.04%	44.09%	23.32%
Community/Scranton <sup>5</sup>	4.48%	5.44%	2.89%	3.04%	34.38%	7.64%
Geisinger Wilkes-Barre <sup>3, 5</sup>	-32.64%	-32.86%	-21.88%	1.99%	44.11%	9.15%
Geisinger Wyoming Valley <sup>5, 7</sup>	1.06%	1.06%	1.18%	1.46%	41.39%	7.72%
Hazleton General <sup>1, 5, 9</sup>	-1.24%	0.12%	1.81%	3.07%	44.82%	5.75%
Marian Community <sup>1, 5</sup>	-1.78%	-0.71%	-2.54%	3.10%	45.91%	6.97%
Memorial/Towanda <sup>5</sup>	1.67%	3.84%	3.97%	3.86%	28.34%	14.08%
Mercy/Scranton <sup>1, 5</sup>	0.07%	0.79%	1.06%	2.93%	52.97%	4.35%
Mid-Valley	-5.30%	-2.61%	-4.83%	3.51%	59.36%	2.06%
Montrose General <sup>1</sup>	-3.36%	-3.23%	-1.34%	3.04%	44.72%	6.38%
Moses Taylor <sup>5</sup>	0.68%	1.47%	0.42%	2.43%	43.10%	10.06%
Pocono <sup>5</sup>	6.17%	7.84%	6.89%	4.44%	37.42%	4.66%
Robert Packer <sup>5</sup>	11.09%	5.23%	13.40%	2.70%	44.91%	6.20%
Troy Community	14.71%	13.07%	10.64%	2.88%	47.46%	10.52%
Tyler Memorial	-5.05%	-5.37%	-0.18%	3.05%	38.40%	5.67%
Wayne Memorial <sup>5</sup>	4.10%	3.96%	6.54%	2.68%	46.52%	3.45%
WVHCS <sup>5, 11</sup>	-2.32%	-0.45%	0.77%	2.08%	47.28%	7.72%

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 7</b>	<b>\$186</b>	<b>\$211</b>	<b>\$191</b>	<b>\$175</b>	<b>10.19%</b>	<b>\$183</b>	<b>\$204</b>	<b>\$188</b>	<b>\$172</b>	<b>10.39%</b>
Coordinated Health Ortho <sup>1, 4, 10</sup>	\$19	NA	NA	NA	NA	\$15	NA	NA	NA	NA
Easton <sup>1, 5, 10</sup>	\$198	\$201	\$185	\$180	3.30%	\$166	\$163	\$158	\$158	1.63%
Gnaden Huetten Memorial <sup>5</sup>	\$56	\$49	\$49	\$48	5.45%	\$53	\$51	\$53	\$49	2.41%
Lehigh Valley <sup>5</sup>	\$769	\$717	\$668	\$606	8.94%	\$795	\$708	\$659	\$584	12.07%
Lehigh Valley/Muhlenberg	\$187	\$170	\$155	\$129	15.16%	\$178	\$160	\$147	\$121	15.86%
Palmerton <sup>5</sup>	\$23	\$21	\$21	\$24	-2.30%	\$28	\$24	\$24	\$28	0.24%
Reading <sup>5</sup>	\$622	\$591	\$513	\$450	12.74%	\$594	\$545	\$495	\$436	12.02%
Sacred Heart/Allentown <sup>5</sup>	\$108	\$115	\$110	\$104	1.18%	\$120	\$118	\$117	\$108	3.46%
Saint Catherine <sup>1, 3, 9, 10, 12, 14</sup>	\$18	\$12	\$19	\$18	NA	\$22	\$13	\$21	\$19	NA
Schuylkill-East Norwegian <sup>5</sup>	\$65	\$66	\$65	\$62	2.14%	\$72	\$70	\$70	\$67	2.57%
Schuylkill-South Jackson <sup>5</sup>	\$85	\$82	\$74	\$67	9.25%	\$87	\$83	\$76	\$69	8.54%
St Joseph/Reading <sup>5</sup>	\$179	\$163	\$154	\$152	6.01%	\$183	\$171	\$149	\$147	8.05%
St Luke's Miners <sup>5</sup>	\$44	\$42	\$37	\$35	8.85%	\$44	\$41	\$37	\$34	9.22%
St Luke's/Bethlehem <sup>5</sup>	\$588	\$512	\$433	\$405	15.01%	\$565	\$503	\$441	\$416	11.90%
Surg Institute of Reading <sup>1, 2, 4, 10</sup>	\$13	NA	NA	NA	NA	\$10	NA	NA	NA	NA
Westfield <sup>1, 2, 4, 5, 10, 14</sup>	\$2	NA	NA	NA	NA	\$6	NA	NA	NA	NA

See footnotes on pages 26 and 27.



## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 7</b>	<b>4.82%</b>	<b>4.65%</b>	<b>5.87%</b>	<b>2.90%</b>	<b>37.20%</b>	<b>7.33%</b>
Coordinated Health Ortho <sup>1, 4, 10</sup>	21.91%	22.08%	NA	2.62%	26.49%	0.49%
Easton <sup>1, 5, 10</sup>	16.77%	9.83%	10.00%	1.01%	41.10%	4.35%
Gnaden Huetten Memorial <sup>5</sup>	-0.68%	-0.40%	-4.18%	3.73%	45.58%	12.13%
Lehigh Valley <sup>5</sup>	2.98%	2.22%	6.54%	2.65%	35.33%	8.75%
Lehigh Valley/Muhlenberg	7.61%	6.41%	9.17%	2.72%	40.78%	3.11%
Palmerton <sup>5</sup>	-2.84%	-2.24%	-12.12%	2.53%	51.21%	2.83%
Reading <sup>5</sup>	7.34%	7.78%	8.76%	3.23%	30.82%	5.21%
Sacred Heart/Allentown <sup>5</sup>	-7.27%	-7.27%	-1.67%	3.23%	47.81%	10.88%
Saint Catherine <sup>1, 3, 9, 10, 12, 14</sup>	-16.87%	-16.87%	-12.00%	4.33%	NR	NR
Schuylkill-East Norwegian <sup>5</sup>	-6.82%	-6.48%	0.12%	2.62%	60.67%	1.73%
Schuylkill-South Jackson <sup>5</sup>	0.15%	0.15%	1.09%	3.25%	43.16%	8.22%
St Joseph/Reading <sup>5</sup>	-0.46%	-0.15%	1.02%	3.29%	39.33%	14.98%
St Luke's Miners <sup>5</sup>	0.57%	2.02%	1.82%	3.85%	42.80%	8.77%
St Luke's/Bethlehem <sup>5</sup>	7.00%	8.96%	6.33%	3.28%	36.82%	7.54%
Surg Institute of Reading <sup>1, 2, 4, 10</sup>	26.25%	26.42%	NA	0.00%	21.05%	0.25%
Westfield <sup>1, 2, 4, 5, 10, 14</sup>	-188.39%	-186.95%	NA	NR	NR	NR

See footnotes on pages 26 and 27.

# Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 8</b>	<b>\$185</b>	<b>\$175</b>	<b>\$162</b>	<b>\$150</b>	<b>7.75%</b>	<b>\$186</b>	<b>\$173</b>	<b>\$162</b>	<b>\$151</b>	<b>7.70%</b>
Abington Memorial <sup>5,8</sup>	\$583	\$531	\$482	\$439	10.90%	\$587	\$537	\$490	\$451	9.99%
Brandywine <sup>1,5,10</sup>	\$105	\$109	\$104	\$106	-0.14%	\$113	\$114	\$101	\$99	4.56%
Central Montgomery <sup>1,5,10,11</sup>	\$66	\$65	\$61	\$57	5.33%	\$68	\$65	\$65	\$62	3.53%
Chester County	\$183	\$169	\$159	\$150	7.18%	\$190	\$174	\$162	\$147	9.78%
Crozer-Chester <sup>5</sup>	\$603	\$589	\$539	\$495	7.28%	\$615	\$599	\$546	\$503	7.42%
Delaware County Memorial <sup>5</sup>	\$199	\$178	\$165	\$152	10.38%	\$201	\$182	\$165	\$153	10.50%
Doylestown	\$188	\$176	\$174	\$172	3.18%	\$190	\$177	\$180	\$167	4.52%
DSI of Bucks County <sup>1,2,4,10,11,12</sup>	\$5	NA	NA	NA	NA	\$15	NA	NA	NA	NA
Grand View <sup>5,7</sup>	\$171	\$159	\$139	\$125	12.43%	\$175	\$159	\$138	\$124	13.62%
Holy Redeemer <sup>5</sup>	\$175	\$163	\$148	\$142	7.64%	\$182	\$171	\$160	\$155	5.64%
Jennersville Regional <sup>1,10</sup>	\$45	\$47	\$47	\$43	1.78%	\$47	\$46	\$43	\$41	4.94%
Lower Bucks <sup>5</sup>	\$117	\$110	\$107	\$107	3.35%	\$128	\$117	\$114	\$109	6.07%
Main Line Bryn Mawr <sup>5</sup>	\$261	\$249	\$230	\$200	10.20%	\$250	\$219	\$216	\$199	8.45%
Main Line Lankenau <sup>5</sup>	\$334	\$319	\$303	\$287	5.49%	\$329	\$308	\$312	\$296	3.67%
Main Line Paoli	\$196	\$190	\$172	\$142	12.57%	\$161	\$151	\$141	\$125	9.70%
Mercy Fitzgerald <sup>1,5</sup>	\$166	\$156	\$158	\$152	3.14%	\$186	\$170	\$168	\$166	4.06%
Mercy Suburban <sup>1,5</sup>	\$112	\$100	\$97	\$90	8.34%	\$111	\$99	\$93	\$88	8.75%
Montgomery <sup>5</sup>	\$107	\$98	\$96	\$93	5.08%	\$109	\$103	\$102	\$96	4.57%
Phoenixville <sup>1,10</sup>	\$149	\$131	\$122	\$108	12.66%	\$134	\$121	\$114	\$104	9.68%
Pottstown Memorial <sup>1,5,10</sup>	\$161	\$153	\$134	\$121	11.02%	\$141	\$134	\$120	\$111	8.89%
Riddle Memorial <sup>5</sup>	\$146	\$131	\$117	\$110	11.15%	\$152	\$136	\$125	\$114	11.12%
St Luke's Quakertown <sup>5</sup>	\$54	\$43	\$38	\$35	17.34%	\$50	\$43	\$38	\$36	13.37%
St Mary <sup>1,5</sup>	\$290	\$264	\$235	\$222	10.11%	\$283	\$251	\$224	\$208	11.97%
Warminster <sup>1,2,5,8,10,14</sup>	\$19	\$48	\$46	\$50	NA	\$35	\$62	\$58	\$62	NA

See footnotes on pages 26 and 27.

## Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 8</b>	<b>2.95%</b>	<b>3.09%</b>	<b>4.41%</b>	<b>1.97%</b>	<b>39.71%</b>	<b>6.82%</b>
Abington Memorial <sup>5,8</sup>	3.01%	3.39%	3.35%	1.95%	46.15%	3.96%
Brandywine <sup>1,5,10</sup>	-5.59%	-3.32%	-0.72%	1.24%	41.46%	5.92%
Central Montgomery <sup>1,5,10,11</sup>	-0.66%	-5.21%	-2.84%	1.60%	43.89%	2.66%
Chester County	0.28%	0.47%	1.44%	2.14%	30.24%	7.20%
Crozer-Chester <sup>5</sup>	0.36%	0.67%	1.04%	3.44%	30.44%	15.28%
Delaware County Memorial <sup>5</sup>	0.17%	0.90%	0.89%	2.65%	35.88%	11.18%
Doylestown	1.78%	-0.79%	1.62%	0.99%	42.04%	2.67%
DSI of Bucks County <sup>1,2,4,10,11,12</sup>	-211.61%	-211.61%	NA	0.00%	3.50%	0.00%
Grand View <sup>5,7</sup>	1.07%	4.76%	9.04%	2.29%	40.91%	2.92%
Holy Redeemer <sup>5</sup>	0.17%	0.42%	1.67%	0.63%	49.46%	4.31%
Jennersville Regional <sup>1,10</sup>	-2.10%	-1.22%	1.75%	2.39%	39.74%	10.05%
Lower Bucks <sup>5</sup>	-3.58%	-3.38%	-2.67%	3.56%	35.45%	10.60%
Main Line Bryn Mawr <sup>5</sup>	9.25%	7.49%	12.23%	0.94%	43.54%	1.54%
Main Line Lankenau <sup>5</sup>	8.19%	9.60%	11.02%	1.30%	45.10%	3.94%
Main Line Paoli	21.26%	23.82%	24.02%	0.76%	34.37%	0.88%
Mercy Fitzgerald <sup>1,5</sup>	-6.81%	-7.09%	-3.44%	2.47%	46.05%	18.16%
Mercy Suburban <sup>1,5</sup>	2.09%	2.21%	3.76%	2.54%	40.29%	10.65%
Montgomery <sup>5</sup>	2.02%	3.77%	3.85%	2.58%	42.11%	8.15%
Phoenixville <sup>1,10</sup>	10.87%	6.34%	5.28%	1.58%	37.45%	2.10%
Pottstown Memorial <sup>1,5,10</sup>	13.23%	7.97%	7.63%	1.67%	40.21%	6.95%
Riddle Memorial <sup>5</sup>	2.65%	2.75%	1.93%	1.21%	36.07%	3.47%
St Luke's Quakertown <sup>5</sup>	8.26%	8.66%	4.88%	3.37%	31.06%	4.34%
St Mary <sup>1,5</sup>	6.31%	4.60%	6.33%	1.79%	40.90%	5.77%
Warminster <sup>1,2,5,8,10,14</sup>	-89.82%	-55.65%	-22.47%	NR	NR	NR

See footnotes on pages 26 and 27.

# Individual Hospital Data

Hospital	Net Patient Revenue NPR (millions)				3-yr Avg Change in NPR FY05-FY08	Total Operating Expenses TOE (millions)				3-yr Avg Change in TOE FY05-FY08
	FY08	FY07	FY06	FY05		FY08	FY07	FY06	FY05	
<b>Region 9</b>	<b>\$419</b>	<b>\$356</b>	<b>\$314</b>	<b>\$296</b>	<b>7.40%</b>	<b>\$430</b>	<b>\$365</b>	<b>\$326</b>	<b>\$312</b>	<b>6.38%</b>
Albert Einstein <sup>5, 7</sup>	\$546	\$522	\$463	\$454	6.74%	\$564	\$528	\$479	\$466	7.05%
Chestnut Hill <sup>1, 3, 10</sup>	\$101	\$100	\$86	\$61	NA	\$115	\$110	\$86	\$62	NA
Children's Hosp Phila <sup>5, 7, 8</sup>	\$1,020	\$892	\$823	\$743	12.40%	\$1,183	\$1,040	\$940	\$837	13.79%
Eastern Regional <sup>3, 10</sup>	\$183	\$101	\$20	NA	NA	\$170	\$101	\$36	NA	NA
Frankford <sup>5, 11</sup>	\$441	\$421	\$394	\$348	8.90%	\$409	\$394	\$378	\$340	6.83%
Hahnemann University <sup>1, 5, 10</sup>	\$392	\$338	\$360	\$375	1.49%	\$436	\$426	\$418	\$422	1.11%
Hospital Fox Chase Cancer	\$200	\$191	\$166	\$146	12.42%	\$190	\$172	\$157	\$138	12.82%
Hospital University PA <sup>5</sup>	\$1,602	\$1,507	\$1,374	\$1,212	10.70%	\$1,533	\$1,408	\$1,291	\$1,191	9.58%
Jeanes <sup>5</sup>	\$126	\$127	\$118	\$114	3.61%	\$131	\$138	\$126	\$117	3.74%
Mercy Philadelphia <sup>1, 5, 11</sup>	\$134	\$127	\$124	\$116	5.25%	\$146	\$135	\$129	\$124	5.87%
Nazareth <sup>1, 5</sup>	\$142	\$130	\$122	\$118	6.77%	\$141	\$129	\$120	\$116	7.10%
Penn Presbyterian <sup>5</sup>	\$451	\$416	\$398	\$350	9.67%	\$456	\$408	\$393	\$379	6.74%
Pennsylvania <sup>5</sup>	\$411	\$377	\$338	\$322	9.17%	\$415	\$376	\$358	\$331	8.40%
Roxborough Memorial <sup>1, 5, 10</sup>	\$55	\$55	\$53	\$54	0.42%	\$70	\$66	\$77	\$64	3.10%
St Christopher's Children <sup>1, 10</sup>	\$219	\$195	\$190	\$153	14.44%	\$236	\$219	\$209	\$146	20.65%
St Joseph's/Philadelphia	\$61	\$59	\$57	\$57	2.22%	\$61	\$59	\$58	\$58	2.14%
Temple East	\$110	\$111	\$93	\$98	3.81%	\$119	\$107	\$103	\$100	6.63%
Temple University <sup>5</sup>	\$669	\$626	\$605	\$619	2.74%	\$697	\$608	\$614	\$610	4.75%
Thomas Jefferson Univ <sup>5, 9</sup>	\$1,093	\$1,023	\$942	\$902	7.08%	\$1,104	\$1,029	\$945	\$918	6.77%

## Footnotes

1. The end of the fiscal year is not June 30. The data reflects the fiscal year that ended prior to June 30.
2. FY08 data is less than 12 months; therefore, a 3-year comparison is not appropriate for some of the measures.
3. Prior year(s) reflect less than 12 months of data; therefore, a 3-year comparison is not appropriate for some of the measures.
4. This is the first reporting year for this facility. Often expenses are higher than operating revenue during the start-up period. Three-year comparisons are not appropriate for this facility.
5. The hospital has specialty units such as psychiatric, rehabilitation, long-term care, skilled nursing, home health, etc., which are included in the data presented for the facility.
6. Extraordinary item(s) reported on audited financial statement was included in the calculation of total margin.
7. Balance sheet ratios are for the parent organization.
8. Acquired or merged with another licensed hospital during the FY08 reporting period.

# Individual Hospital Data

Hospital	Operating Margin FY08	Total Margin FY08	3-yr Average Total Margin FY06-FY08	Percent of Uncompensated Care FY08	Medicare Share of NPR FY08	Medical Assistance Share of NPR FY08
<b>Region 9</b>	<b>5.97%</b>	<b>7.87%</b>	<b>6.47%</b>	<b>2.54%</b>	<b>28.97%</b>	<b>18.57%</b>
Albert Einstein <sup>5,7</sup>	1.68%	7.22%	6.08%	3.11%	42.29%	26.64%
Chestnut Hill <sup>1,3,10</sup>	-12.32%	-8.10%	-4.62%	1.35%	38.93%	8.52%
Children's Hosp Phila <sup>5,7,8</sup>	14.97%	15.64%	9.41%	2.48%	2.20%	26.90%
Eastern Regional <sup>3,10</sup>	7.95%	7.78%	0.37%	8.84%	15.94%	0.00%
Frankford <sup>5,11</sup>	10.07%	9.93%	9.54%	3.81%	44.60%	11.26%
Hahnemann University <sup>1,5,10</sup>	-5.00%	-3.10%	-6.49%	1.99%	37.91%	19.43%
Hospital Fox Chase Cancer	7.83%	7.85%	8.80%	2.01%	35.50%	1.29%
Hospital University PA <sup>5</sup>	10.88%	13.11%	14.30%	2.10%	24.35%	10.83%
Jeanes <sup>5</sup>	0.38%	4.58%	2.61%	0.49%	47.62%	6.25%
Mercy Philadelphia <sup>1,5,11</sup>	-3.48%	-3.64%	-0.80%	4.68%	39.69%	40.80%
Nazareth <sup>1,5</sup>	2.61%	3.68%	3.79%	2.98%	52.98%	5.60%
Penn Presbyterian <sup>5</sup>	5.52%	6.04%	6.07%	1.98%	36.90%	13.63%
Pennsylvania <sup>5</sup>	5.68%	8.75%	7.78%	1.58%	31.20%	11.54%
Roxborough Memorial <sup>1,5,10</sup>	-24.04%	-4.60%	-12.58%	0.78%	67.87%	9.27%
St Christopher's Children <sup>1,10</sup>	1.94%	1.20%	0.25%	1.09%	3.28%	49.26%
St Joseph's/Philadelphia	-0.09%	0.43%	0.73%	13.31%	38.37%	50.48%
Temple East	-6.88%	-5.87%	-2.29%	1.92%	37.70%	41.02%
Temple University <sup>5</sup>	-1.75%	4.88%	4.89%	2.28%	33.75%	38.14%
Thomas Jefferson Univ <sup>5,9</sup>	4.21%	3.74%	4.91%	2.34%	32.83%	11.27%

9. Acquired or merged with another licensed hospital during the FY06 or FY07 reporting periods.

10. For-profit facility; total margin includes pro rata share of taxes, other gains and/or expenses experienced by the parent organization.

11. Facility is referred to by a different name, or it closed after the FY08 reporting period.

12. Facility did not provide annual financial and utilization data on the PHC4 Web site and/or did not provide financial statements to document the Web submission.

13. One or more of the financial submissions was provided after the collection period had ended.

14. Facility submitted incomplete or inaccurate data.

NR Information necessary to report or calculate this measure was not reported by the hospital.

NA Not applicable.

## Explanation of Terms

**NOTE: Utilization and financial data include subunits of a hospital such as skilled nursing, long-term care, rehabilitation and psychiatric. Utilization data excludes routine newborn care; the mother and routine newborn are presented as a single patient.**

**3-year Average Change in Net Patient Revenue (NPR) or Total Operating Expenses (TOE):** The average annual change in the hospital's NPR or TOE that occurred from the end of FY05 through FY08.

$$\left( \frac{((\text{NPR}_{08} - \text{NPR}_{05}) / \text{NPR}_{05}) / 3 \right) \text{ or } \left( \frac{((\text{TOE}_{08} - \text{TOE}_{05}) / \text{TOE}_{05}) / 3 \right)$$

**3-year Average Total Margin:** The average total margin realized by the hospital during FY06 through FY08.

$$\frac{(\Sigma \text{ revenue over expenses}_{08,07,06})}{\Sigma \text{ total revenue}_{08,07,06}}$$

### Commercial Third-Party Payors:

Commercial insurers encompass all indemnity and managed care health insurance plans, including Blue Cross and Blue Shield plans, and hospital and health care system plans. Commercial insurers do not include government-funded programs such as Medicare or Medical Assistance sponsored managed care.

**Discharges:** The total inpatient discharges that occurred during the fiscal year.

**Managed Care:** Managed care includes all licensed HMO, PPO, and POS plans that require some form of pre-authorization or limit care to in-network providers.

**Net Patient Revenue (NPR):** Net patient revenue reflects revenue for patient care only and does not include revenue from other operations such as the cafeteria, parking, rent, research and educational activities. Revenue from those operations

is included in total operating revenue. NPR may include retroactive adjustments from third-party payors for care provided during a prior fiscal year.

**Other Third-Party Payors:** Third-party payors other than health insurance companies and managed care organizations. These include direct payments by employers or associations, auto insurance, workers' compensation, and government programs (other than Medicare and Medical Assistance).

**Operating Income:** The amount by which total operating revenue exceeds total operating expenses.

$$(\text{total operating revenue} - \text{total operating expenses})$$

**Operating Margin:** The ratio of operating income to total operating revenue. This measure places operating income in perspective with the volume of business realized by the hospital.

$$(\text{operating income} / \text{total operating revenue})$$

**Patient Day:** Each day a patient stays in an inpatient facility.

**Percent of Uncompensated Care:** This is the ratio of uncompensated care (charity care and bad debt) to the total care provided by the hospital. Charity care is the care a hospital provides without charge because the patient is unable to compensate the hospital through third-party coverage or the patient's own resources. Bad debt represents the foregone revenue for care in which the hospital initially anticipated payment, extended credit to the patient, but was later determined to be uncollectable. This rate can be used to express uncompensated care as a percent of total charges or as an estimate of the percent of total net patient revenue.

$$(\text{charity care charges} + \text{bad debt charges}) / \text{total charges}$$

### Total Net Income (Revenue over

**Expenses):** Total net income reflects the sum of operating income and non-operating income. Total income may also include an extraordinary item such as the gain or loss from the sale of securities.

For the for-profit hospitals, total net income is net of a pro rata share of income taxes, gains and non-operating expenses incurred by the parent corporation.

**Total Margin:** The ratio of total income to total revenue. This measure puts income from all sources in perspective with all revenues received by a hospital.

$$(\text{revenue over expenses} / \text{total revenue})$$

### Total Operating Expenses (TOE):

All costs associated with operating the entire facility such as salaries, professional fees, supplies, depreciation, interest, insurance, and bad debts. The acquisition of durable equipment and other property are not considered expenses and are reflected on the hospital's balance sheet as assets. However, the cost to finance equipment (interest) as well as the depreciation, operation and maintenance costs of capital equipment are operating expenses.

### Total Operating Revenue (TOR):

All revenues allocated by the hospital to meet operating expenses. Includes revenue sources such as net patient revenue, investment income, contributions, and revenue from other operations (e.g., cafeteria, parking, rent, research and educational activities). Individual hospitals may also allocate investment income, contributions, etc., as non-operating income.

**Total Revenue:** Operating revenue plus non-operating income. The non-operating income component typically includes unrestricted contributions, investment income, and net investment gains and losses on marketable securities.

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### Hospitals with Fiscal Year-End other than 6/30/08

Barnes Kasson County .....	9/30/2007
Berwick .....	12/31/2007
Brandywine.....	12/31/2007
Carlisle Regional.....	12/31/2007
Central Montgomery .....	12/31/2007
Chestnut Hill.....	12/31/2007
Coordinated Health Ortho .....	12/31/2007
DSI of Bucks County.....	12/31/2007
Easton .....	12/31/2007
Edgewood Surgical .....	12/31/2007
Hahnemann University .....	12/31/2007
Hazleton General .....	12/31/2007
Heart of Lancaster .....	12/31/2007
Jennersville Regional .....	12/31/2007
Lancaster Regional .....	12/31/2007
Lock Haven .....	12/31/2007
Marian Community.....	12/31/2007
Mercy Fitzgerald .....	12/31/2007
Mercy Jeannette.....	12/31/2007
Mercy Philadelphia .....	12/31/2007
Mercy Pittsburgh.....	12/31/2007
Mercy/Scranton .....	12/31/2007
Mercy Suburban.....	12/31/2007
Montrose General .....	12/31/2007
Nazareth.....	12/31/2007
Phoenixville .....	12/31/2007
Pottstown Memorial.....	12/31/2007
Roxborough Memorial.....	12/31/2007
Saint Catherine .....	12/31/2007
St Christopher's Children .....	12/31/2007
St Mary.....	12/31/2007
Sunbury Community.....	12/31/2007
Surg Institute of Reading.....	12/31/2007
Warminster .....	12/31/2007
Westfield .....	12/31/2007

The following facilities did not provide any annual financial and utilization data to PHC4 for Fiscal Year 2008 and are not included in this report.

- Barix Clinics/PA
- Commonwealth Medical Center (closed 12/2008)
- Mercy Jeannette (merged 5/2008 Excelsa Health Westmoreland)



## **Pennsylvania Health Care Cost Containment Council**

**David Wilderman, Acting Executive Director**

**225 Market Street, Suite 400, Harrisburg, PA 17101**

**Phone: 717-232-6787 • Fax: 717-232-3821**

**[www.phc4.org](http://www.phc4.org)**

### **FOR MORE INFORMATION**

Additional financial and utilization data for Fiscal Year 2008 and prior years may be purchased. For more information, contact PHC4's Special Requests Unit. The information contained in this report and other PHC4 publications is available on our Web site at [www.phc4.org](http://www.phc4.org).