

April 2017

# Financial Analysis 2016

General Acute Care Hospitals

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An Annual Report on the Financial Health  
of Pennsylvania Hospitals



Volume One

Pennsylvania Health Care Cost Containment Council

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## About PHC4

*The Pennsylvania Health Care Cost Containment Council (PHC4) is an independent state agency charged with collecting, analyzing, and reporting information that can be used to improve the quality and restrain the cost of health care in the state. It was created in the mid-1980s when Pennsylvania businesses and labor unions, in collaboration with other key stakeholders, joined forces to enact market-oriented health care reforms. As a result of their efforts, the General Assembly passed legislation (Act 89 of 1986) creating PHC4.*

*PHC4's primary goal is to empower purchasers of health care benefits, such as businesses and labor unions, as well as other stakeholders, with information they can use to improve quality and restrain costs. More than 840 thousand public reports on patient treatment results are downloaded from the PHC4 website each year. Additionally, nearly 100 organizations and individuals annually utilize PHC4's special requests process to access and use data. Today, PHC4 is a recognized national leader in public health care reporting.*

*PHC4 is governed by a 25-member board of directors representing business, labor, consumers, health care providers, insurers, and state government.*

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# FINANCIAL ANALYSIS

A high-quality, cost-effective health care delivery system requires financially healthy hospitals and health systems. Since fiscal year 1989, the Pennsylvania Health Care Cost Containment Council (PHC4) has produced a series of financial reports measuring the financial condition and utilization of the Commonwealth's hospitals and health systems.

*Volume One* presents a financial profile of Pennsylvania's general acute care (GAC) hospitals. *Volume Two* provides financial information about ambulatory surgery centers, and *Volume Three* addresses non-GAC (rehabilitation, long-term acute, psychiatric and specialty) hospitals.

The GAC hospital data included in *Volume One* is, for most GAC hospitals, on a fiscal year 2016 (FY16) basis. FY16 began on July 1, 2015 and ended on June 30, 2016. A small number of facilities operate fiscally on a calendar year; their reporting period is from January 1, 2015 to December 31, 2015.

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 responsibility for data accuracy lies with each hospital.

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# REPORT HIGHLIGHTS

## Report Highlights

*(Pennsylvania General Acute Care Hospitals Fiscal Year 2016)*

- **Net Patient Revenue:** The revenue hospitals received for patient care increased 4.4% during FY16. Statewide net patient revenue was \$42 billion during FY16, making up 95% of statewide hospital total operating revenue.
- **Patient Accounts Receivable:** On a statewide basis, the amount of time the average bill remained in accounts receivable decreased two days from 47 days in FY15 to 45 days in FY16.
- **Operating Margin:** Statewide operating income increased from \$2.3 billion in FY15 to \$2.6 billion in FY16. As a result, the statewide average operating margin increased from 5.44% in FY15 to 5.94% in FY16. Total operating revenue increased to \$44.4 billion and operating expenses increased to \$41.7 billion in FY16.
- **Total Margin:** The statewide total margin realized by the hospitals increased slightly by 0.26 percentage points, from 5.64% in FY15 to 5.90% in FY16.
- **Uncompensated Care:** The statewide percentage of uncompensated care to net patient revenue has been steadily decreasing for the past 3 years. In FY14 the percentage decreased from 2.81% in FY13 to 2.78% in FY14. In FY15 it decreased from 2.78% in FY14 to 2.43% in FY15. In FY16, the percent of uncompensated care to net patient revenue dropped from 2.43% in FY15 to 2.01% in FY16. The foregone dollar value for statewide uncompensated care has fallen from \$975 million in FY15 to \$846 million in FY16.

| PHC4 Region | Operating Margin FY16 | Total Margin FY16 | 3-year Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of Net Patient Revenue FY16 | Medical Assistance Share of Net Patient Revenue FY16 |
|-------------|-----------------------|-------------------|-----------------------------------|------------------------------------|--|--|
| Region 1    | 5.30%                 | 5.35%             | 4.41%                             | 1.95%                              | 38.30%                                     | 13.67%   |
| Region 2    | 1.04%                 | 1.33%             | 3.03%                             | 2.36%                              | 45.54%                                     | 11.91%   |
| Region 3    | 4.13%                 | 3.92%             | 2.85%                             | 2.15%                              | 44.80%                                     | 11.87%   |
| Region 4    | 9.17%                 | 8.85%             | 8.71%                             | 1.65%                              | 32.66%                                     | 9.47%  |
| Region 5    | 9.84%                 | 8.90%             | 9.18%                             | 2.73%                              | 30.96%                                     | 8.01%  |
| Region 6    | 5.65%                 | 4.62%             | 5.48%                             | 1.98%                              | 39.92%                                     | 10.42%   |
| Region 7    | 6.62%                 | 5.48%             | 4.47%                             | 1.83%                              | 34.47%                                     | 8.46%  |
| Region 8    | 4.62%                 | 4.91%             | 5.18%                             | 1.58%                              | 38.83%                                     | 9.48%  |
| Region 9    | 5.20%                 | 5.98%             | 5.86%                             | 1.93%                              | 25.69%                                     | 20.76%   |
| Statewide   | 5.94%                 | 5.90%             | 5.73%                             | 2.01%                              | 33.86%                                     | 13.21%   |

# HOSPITAL INCOME

## Pennsylvania GAC Hospitals

The Commonwealth of Pennsylvania licenses general acute care (GAC) hospitals, including specialty acute care hospitals, to offer medical and/or surgical services to the public. A GAC hospital provides care to patients who require hospitalization for more than 24 hours, and may offer emergency care. Many GAC hospitals operate subunits, such as skilled nursing, psychiatric, rehabilitation, and long-term acute care, which are included in the information presented in this report. Ancillary operations, such as physician practice groups, were excluded whenever possible.

There were 169 licensed GAC hospitals in Pennsylvania that operated during at least some portion of fiscal year 2016 (FY16). There were 170 GAC hospitals operating during the prior year. One hospital closed between reporting periods, Mid-Valley Hospital.

This report includes statewide and regional analysis based on data for all GAC hospitals. The individual hospital data tables include data for all 168 GAC hospitals that submitted FY16 data. One hospital, Saint Joseph's Hospital in Philadelphia closed during FY16.

## Hospital Income

Hospitals need positive income levels (total margin) to operate effectively. Those that have a negative total margin, or deficit, are not receiving sufficient revenue to pay all of their expenses.

Hospitals operating at a deficit must find other sources of revenue, such as debt restructuring, charitable donations, or endowments, etc., or review spending patterns to find ways to save on costs.

Hospitals need to receive sufficient income to be able to improve their facilities and equipment. Such improvements are necessary to replace worn out or obsolete equipment and buildings, keep pace with changes in medical technology, and meet a community's changing health care needs.

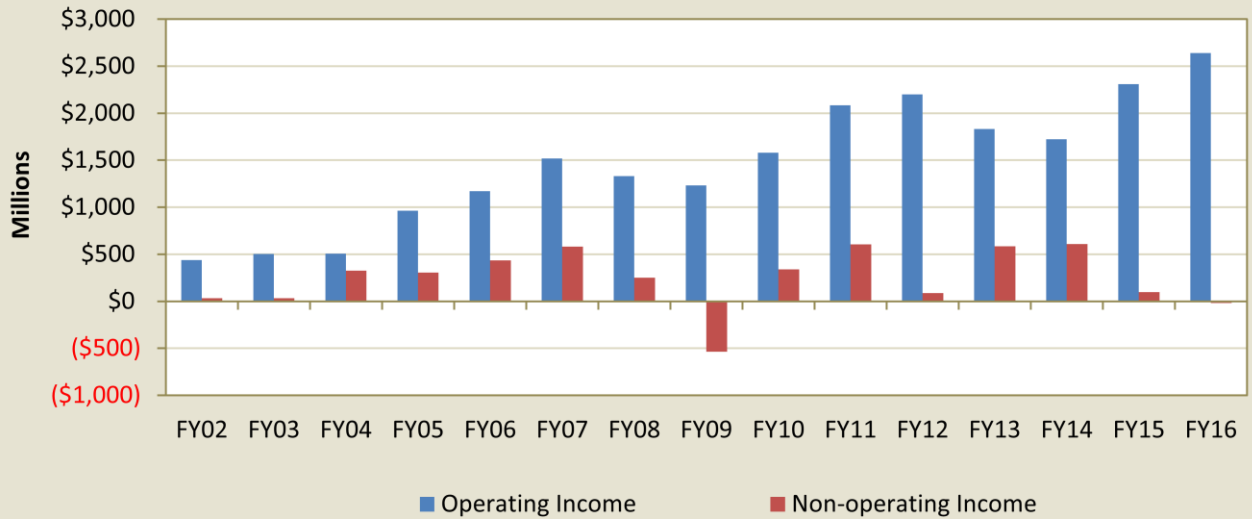
In addition to using their own funds, hospitals finance improvements to facilities and equipment by issuing bonds or entering into other debt financing. Financial institutions and potential bondholders, however, must believe that a hospital is capable of repaying its debt. Hospitals projected to have low or negative income may encounter difficulty borrowing money.

The level of income needed to keep a hospital financially healthy will be different for each hospital or health system. The precise amount of income a hospital needs depends on several factors, including, but not limited to: the condition of its plant and equipment, the 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 debt, and replenish capital reserves. Alternatively, a hospital with a history of continuous moderate income levels in all likelihood can maintain operations 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.

# HOSPITAL INCOME

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



## Operating Margin & 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 (operating income). A hospital's operations include patient care and other related functions, such as medical education, cafeteria services, community health education and screening programs, and parking services. A positive operating margin indicates that operating revenues exceed operating expenses. Alternatively, a negative operating margin indicates that revenues are not covering costs. To cover operating expenses, hospitals with a negative operating margin, for instance, may use funds that were reserved to replace obsolete or worn out facilities and equipment.

Total margin reflects the percent of net income, which is both operating income and income from all

other sources, (non-operating income). Examples of non-operating income are investment gains, trust income and contributions. However, some hospitals may include all or part of investment and trust income in operating revenue, specifically 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.

Endowments enable some hospitals with negative operating margins to continue operations to provide care. For endowed hospitals, a negative operating margin may not be critical, provided the facility realizes a healthy positive total margin.

Hospitals without endowments or other non-operating income sources may have very similar operating and total margins. In such cases, a low or

# HOSPITAL INCOME

negative operating and/or total margin may indicate the hospital is under financial stress.

## Statewide Margins

Statewide operating income for GAC hospitals increased from \$2.3 billion in FY15 to \$2.6 billion in FY16 (Figure 1). As a result, the statewide average operating margin increased from 5.44% in FY15 to 5.94% in FY16 (Figure 2).

Statewide operating income increased because the increase in operating revenues outpaced the increase in operating expenses. Collectively, GAC hospitals posted an increase in operating revenue of 4.4%, or \$1.9 billion, while operating expenses increased 3.9%, or \$1.6 billion. Total operating revenue increased to \$44.4 billion and operating expenses increased to \$41.7 billion in FY16.

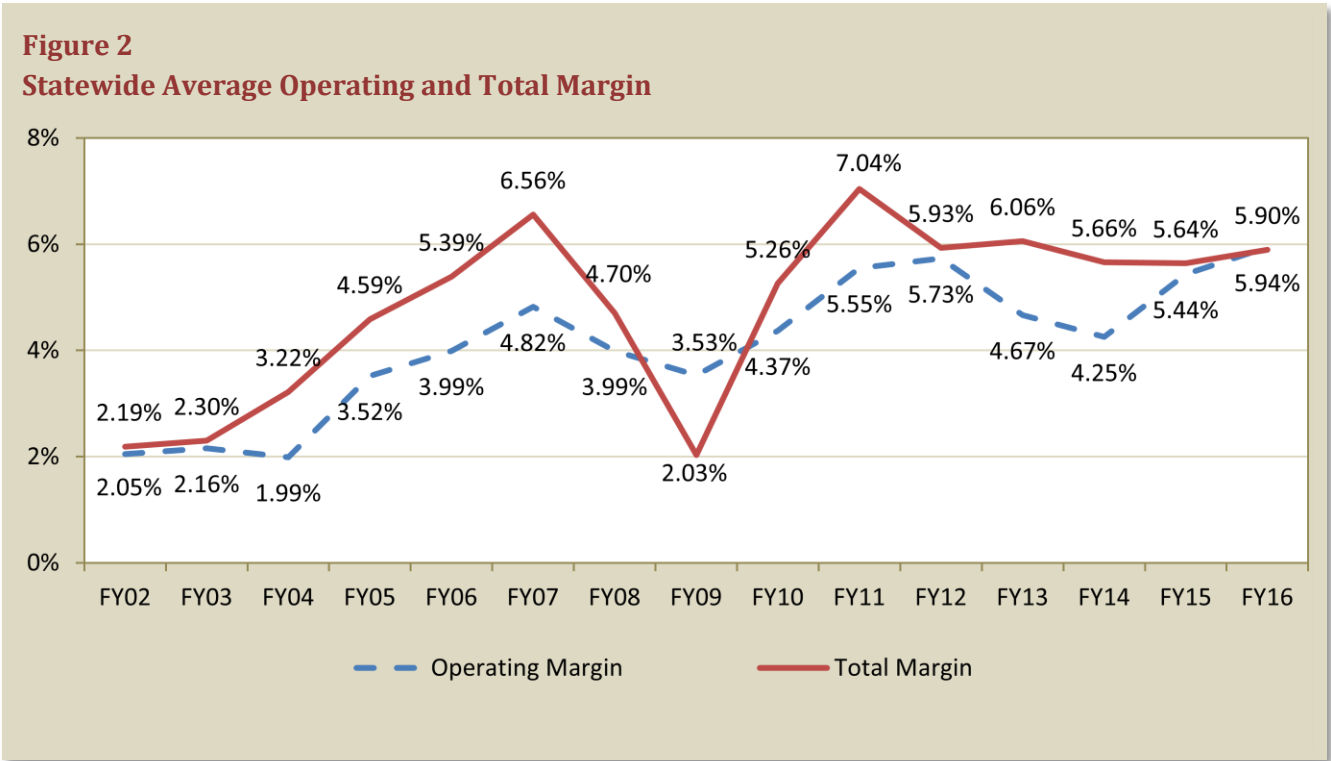
The revenue hospitals received for patient care, net patient revenue, increased 4.4% during FY16.

Statewide net patient revenue was \$42.0 billion during FY16, making up 95% of statewide total operating revenue.

The overall total margin realized by GAC hospitals increased by 0.26 percentage points during FY16, from 5.64% in FY15 to 5.90% in FY16. The average total margin decreased 0.02 percentage points the previous year, from 5.66% in FY14 to 5.64% in FY15.

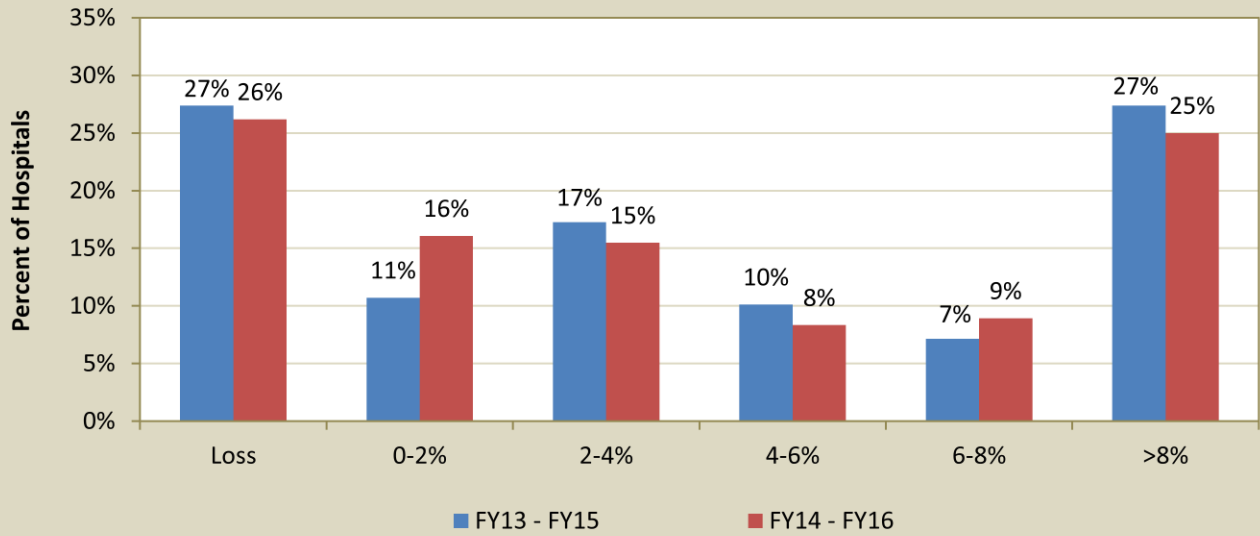
The increase in the statewide total margin during FY16 was the product of the decrease in non-operating income combined with an increase in operating income. Non-operating income decreased \$115.4 million and operating income increased \$327.6 million, which led to the \$212.2 million increase in statewide net income.

The net result is statewide net income increased from \$2.4 billion in FY15 to \$2.6 billion in FY16.



# HOSPITAL INCOME

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



| 3-yr Average Total Margin | Number of Hospitals |             |
|---------------------------|---------------------|-------------|
|                           | FY13 - FY15         | FY14 - FY16 |
| Loss                      | 46                  | 44          |
| 0-2%                      | 18                  | 27          |
| 2-4%                      | 29                  | 26          |
| 4-6%                      | 17                  | 14          |
| 6-8%                      | 12                  | 15          |
| >8%                       | 46                  | 42          |
| <b>Total</b>              | <b>168</b>          | <b>168</b>  |



# HOSPITAL INCOME

## GAC Hospital Margins

Fifty-one, or 30%, of 168 GAC hospitals included in this analysis posted a negative operating margin in FY16. In FY15, 49 hospitals, or 29%, reported a negative operating margin.

For these hospitals with negative operating margins, revenue from patient care and other operations was not sufficient to cover operating expenses.

Among the 51 hospitals with operating losses in FY16, 43, or 84%, of these hospitals had annual net patient revenues below \$150 million.

The number of hospitals with a negative total margin increased in FY16. Forty-nine, or 29%, hospitals posted a negative total margin in FY16. In FY15, 46 hospitals, or 27%, reported a negative total margin.

Since extraordinary or short-term events can have a significant 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 168 hospitals that operated from FY14 through FY16, 44, or 26%, realized average losses over this three-year period (Figure 3). Forty-six hospitals realized average losses in the prior three-year period between FY13 and FY15.

There was an increase in the number of hospitals with a positive three-year average total margin in FY16. Seventy-four percent, or 124, hospitals experienced a positive three-year average total margin in FY16. During FY15, 122, or 73%, of the 168 hospitals had a positive three-year average total margin.

The number of hospitals with a three-year average total margin in the 0% to 2% range in-

creased from 18 at the end of FY15 to 27 at the end of FY16. The number of hospitals that posted a three-year average total margin above 8% dropped by four, from 46 at the end of FY15 to 42 at the end of FY16.

## Uncompensated Care Levels

The foregone dollar value of uncompensated care decreased by 13.3%, or about \$129.6 million, from \$975.2 million during FY15 to \$845.7 million during FY16 (Figure 4). Uncompensated care as a percent of net patient revenue decreased from 2.43% in FY15 to 2.01% in FY16 (Figure 5).

Fifty-one percent of uncompensated care was categorized as bad debt during FY16. The remaining 49% of unreimbursed care was provided as charity care to patients that met the individual hospital's charity care guidelines.

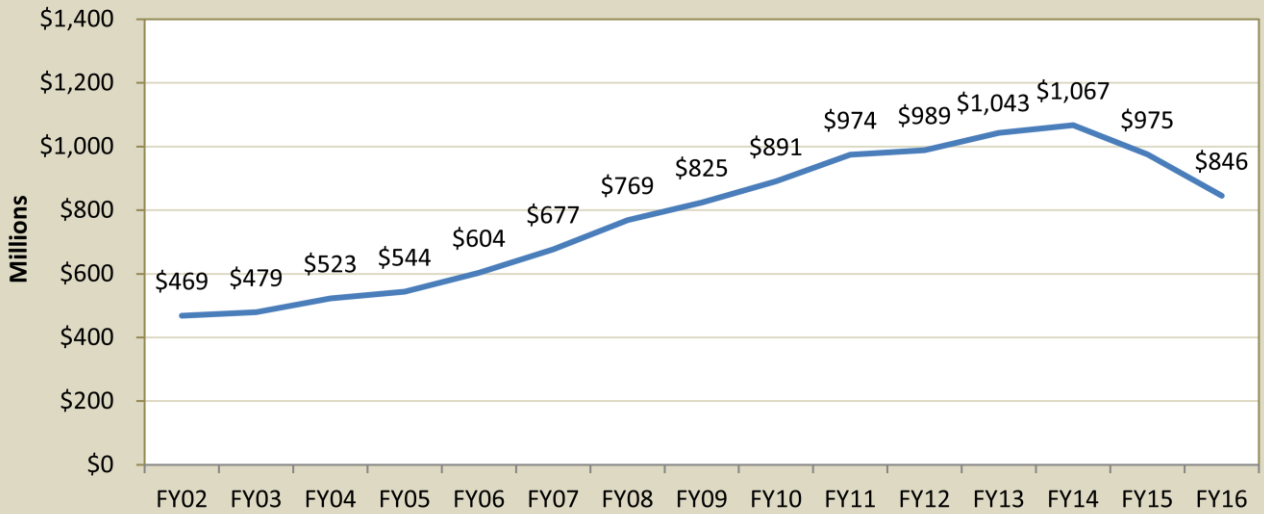
## Uncompensated Care Calculation

Hospitals report bad debt and charity care at charges. Using each hospital's revenue-to-charge ratio, bad debt charges and charity care charges were converted to a dollar value known as foregone revenue. This uncompensated care foregone revenue provides an estimate of the amount of revenue from all payers (commercial health insurers, Medicare, Medical Assistance, and patients) that hospitals did not receive due to bad debt and charity care.

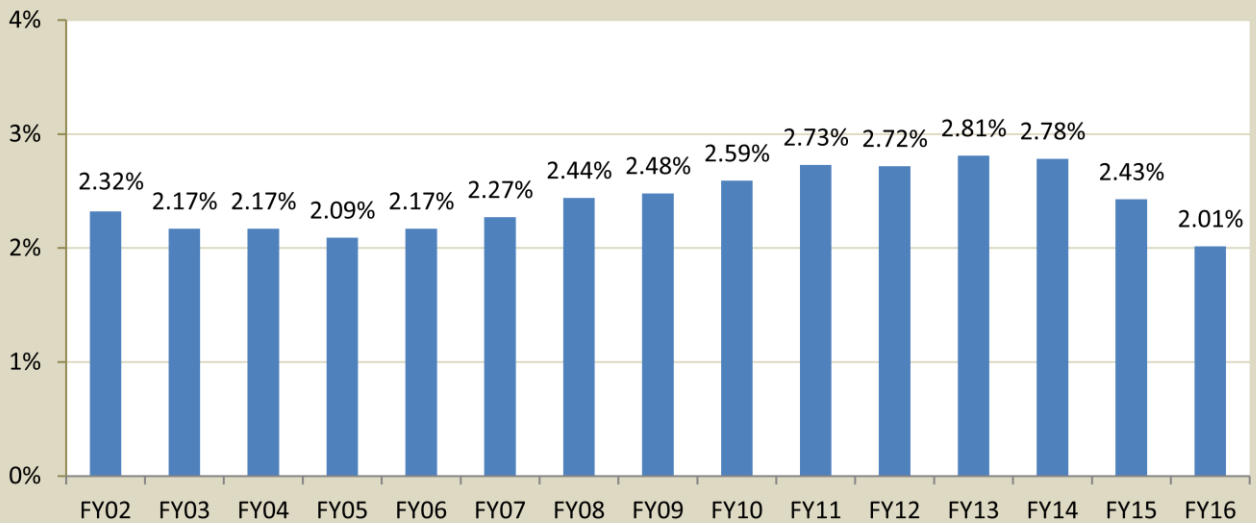
All services and materials that are provided to the general public under an established fee are eligible to be included in uncompensated care. Consequently, costs associated with hospital-sponsored community health programs are not included.

# HOSPITAL INCOME

**Figure 4**  
**Statewide Uncompensated Care Foregone Dollar Value**



**Figure 5**  
**Statewide Uncompensated Care Percent of Net Patient Revenue**



# HOSPITAL INCOME

A few hospitals include the difference between reimbursements 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 payer, these foregone revenues may be included in either charity care or bad debt.

## For-Profit GAC Hospitals

During FY16, thirty-seven of the 168 GAC hospitals operated solely as for-profit organizations (Table 1). Non-profit hospitals retain all income from their operations within the organization. Their income is used primarily to fund capital improvements, retire outstanding debt, and create 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 FY16, two publicly traded for-profit corporations, Community Health Systems Inc. and Tenet Healthcare Corporation operated 20 of the 37 for-profit GAC hospitals in Pennsylvania. The remaining 17 for-profit hospitals were privately held companies. Nine of the hospitals operated by the publicly traded corporations made a profit during FY16, and eleven hospitals operated at a loss.

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

Since for-profit hospitals typically have little or, not any, non-operating income, the difference between the operating and non-operating income of for-profit hospitals is primarily the effect of federal income taxes.

Typically, 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, thereby reducing the hospital's total margin.

If a for-profit hospital lost money and its parent corporation posted a tax credit, typically a tax credit is posted for the facility. The tax credit is an estimate of how much the hospital's loss reduced the parent's net income, and therefore its tax expense. In these circumstances, the tax credit will increase the hospital's total margin.

Additionally, based on the corporate structure of the hospital, e.g., a Limited Liability Corporation (LLC), some for-profit hospitals' income tax expense may be passed on to the owners, in which case the hospitals are not directly subject to income tax.

Of the 37 for-profit hospitals reporting data, eleven reported federal income tax expenses totaling \$53.5 million in FY16, about 3.1% of their total operating revenue. Nine of the 37 hospitals received tax credits totaling \$43.3 million. The remaining hospitals include limited partnerships and LLC's that passed tax liability on to the owners. The average operating margin for the statewide for-profit hospitals in FY16 is 2.40% and the average total margin (after taxes) is 2.40%.

# HOSPITAL INCOME

**Table 1**  
**Statewide For-Profit General Acute Care Hospitals**

| Corporate Owner                           | Hospital                  | Region | Operating Margin FY16 | Total Margin FY16 |
|---|---------------------------|--------|-----------------------|-------------------|
| Barix Clinics of Pennsylvania, LLC        | Barix Clinics PA          | 8      | -55.88%               | -55.88%           |
| Bucks County Specialty Hospital, LLC      | Rothman Ortho Specialty   | 8      | 20.27%                | 22.11%            |
| Community Health Systems                  | Berwick                   | 4      | 7.82%                 | 4.38%             |
| Community Health Systems                  | Brandywine                | 8      | -19.93%               | -11.72%           |
| Community Health Systems                  | Carlisle Regional         | 5      | 28.20%                | 15.79%            |
| Community Health Systems                  | Chestnut Hill             | 9      | -1.90%                | -1.74%            |
| Community Health Systems                  | Easton                    | 7      | 8.47%                 | 4.96%             |
| Community Health Systems                  | Heart of Lancaster        | 5      | 23.31%                | 23.31%            |
| Community Health Systems                  | Jennersville Regional     | 8      | -12.36%               | -7.25%            |
| Community Health Systems                  | Lancaster Regional        | 5      | 19.83%                | 12.20%            |
| Community Health Systems                  | Lock Haven                | 4      | -26.95%               | -15.77%           |
| Community Health Systems                  | Memorial York             | 5      | -2.66%                | -1.62%            |
| Community Health Systems                  | Moses Taylor              | 6      | 1.55%                 | 0.91%             |
| Community Health Systems                  | Phoenixville              | 8      | 1.91%                 | 0.74%             |
| Community Health Systems                  | Pottstown Memorial        | 8      | 16.56%                | 11.38%            |
| Community Health Systems                  | Regional Scranton         | 6      | -1.25%                | -1.77%            |
| Community Health Systems                  | Sharon Regional           | 2      | -12.08%               | -7.17%            |
| Community Health Systems                  | Sunbury Community         | 4      | -58.94%               | -34.54%           |
| Community Health Systems                  | Tyler Memorial            | 6      | -2.73%                | -4.47%            |
| Community Health Systems                  | Wilkes-Barre General      | 6      | 5.59%                 | 3.27%             |
| Coordinated Health Holding Company, LLC   | Coordinated Health Ortho  | 7      | 16.54%                | 16.77%            |
| Coordinated Health Holding Company, LLC   | Surgical Spec Coordinated | 7      | 16.63%                | 16.72%            |
| DLP Conemaugh Health System, LLC          | Conemaugh Memorial        | 3      | 7.60%                 | 7.61%             |
| DLP Conemaugh Health System, LLC          | Conemaugh Meyersdale      | 3      | -5.20%                | -5.20%            |
| DLP Conemaugh Health System, LLC          | Conemaugh Miners          | 3      | -5.48%                | -5.48%            |
| Eastern Regional Medical Center, Inc      | Eastern Regional          | 9      | 1.69%                 | 0.69%             |
| Essent Healthcare, LLC                    | Washington HS Greene      | 1      | -6.76%                | 9.28%             |
| Nason Medical Center, LLC                 | Nason                     | 3      | -11.54%               | -11.54%           |
| OSS Orthopaedic Hospital, LLC             | OSS Orthopaedic           | 5      | 1.94%                 | 2.23%             |
| Physicians Care Surgical Hospital, LP     | Physicians Care           | 8      | 27.50%                | 32.09%            |
| Prime Healthcare Services, LLC            | Lower Bucks               | 8      | 2.44%                 | 2.56%             |
| Prime Healthcare Services, LLC            | Roxborough Memorial       | 9      | -8.70%                | -5.96%            |
| Surgical Institute of Reading LP          | Surgical Inst Reading     | 7      | 24.76%                | 24.76%            |
| Surgical Care Affiliates, LLC             | Advanced Surgical         | 1      | 19.47%                | 19.47%            |
| Tenet Health System                       | Hahnemann University      | 9      | -9.46%                | -5.96%            |
| Tenet Health System                       | St Christopher's Children | 9      | -1.11%                | -0.70%            |
| The Surgery Center at Edgewood Place, LLC | Edgewood Surgical         | 2      | 12.44%                | 12.50%            |
| <b>Statewide</b>                          |                           |        | <b>2.40%</b>          | <b>2.40%</b>      |

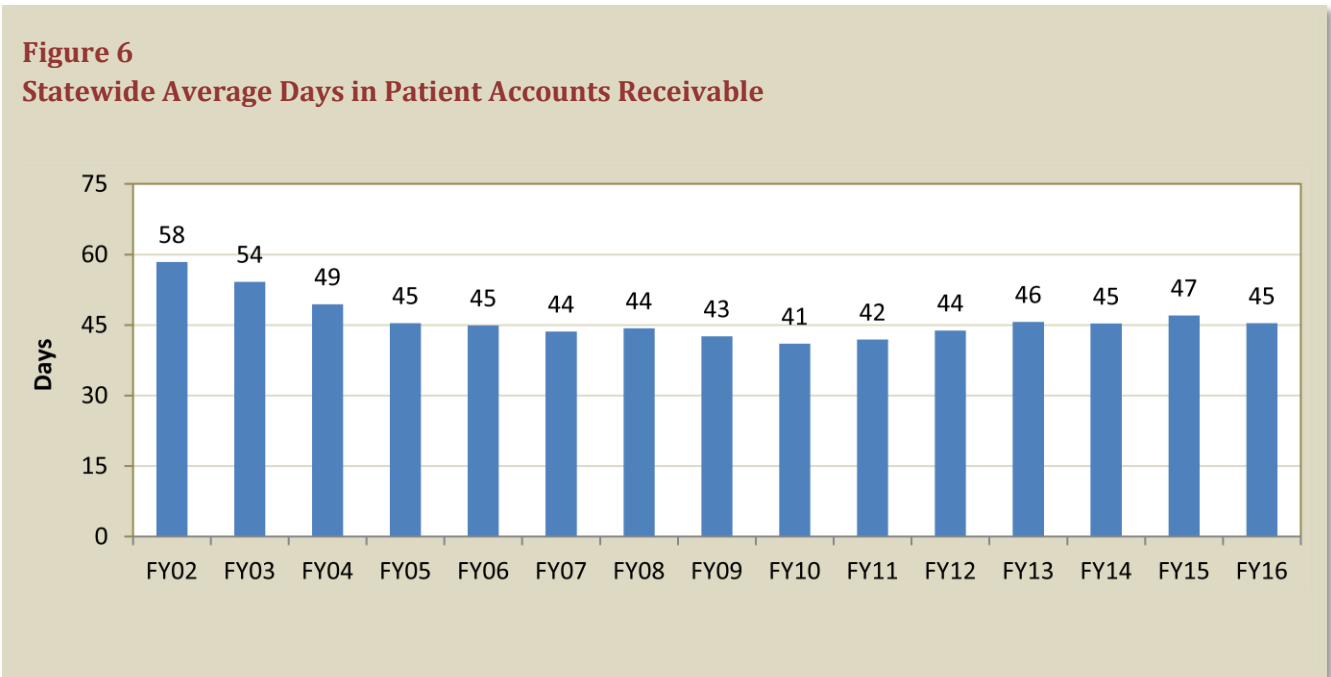
# HOSPITAL INCOME

## Average Days in Patient Accounts Receivable

During the period between a hospital concluding services to a patient and receiving payment for those services, the amount the hospital expects to receive is booked as patient accounts receivable. Accounts receivable can be affected by a number of factors including: the efficiency of hospital billing and claims systems, the time it takes third-party payers and individuals to pay bills,

communications between hospitals and payers, 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 accounts receivable decreased two days from 47 days in FY15 to 45 days in FY16 (Figure 6).



# HOSPITAL UTILIZATION

## Statewide Utilization

Statewide hospital discharges reported by GAC hospitals declined from 1.58 million in FY15 to 1.57 million in FY16 (Figure 7).

The statewide total number of patient days declined for the ninth consecutive year at GAC hospitals, from 8.23 million in FY15 to 8.11 million in FY16 (Figure 8).

Statewide average length of stay (ALOS) has remained level from FY02 through FY16 (Figure 9). During FY16 the ALOS was 5.18 days.

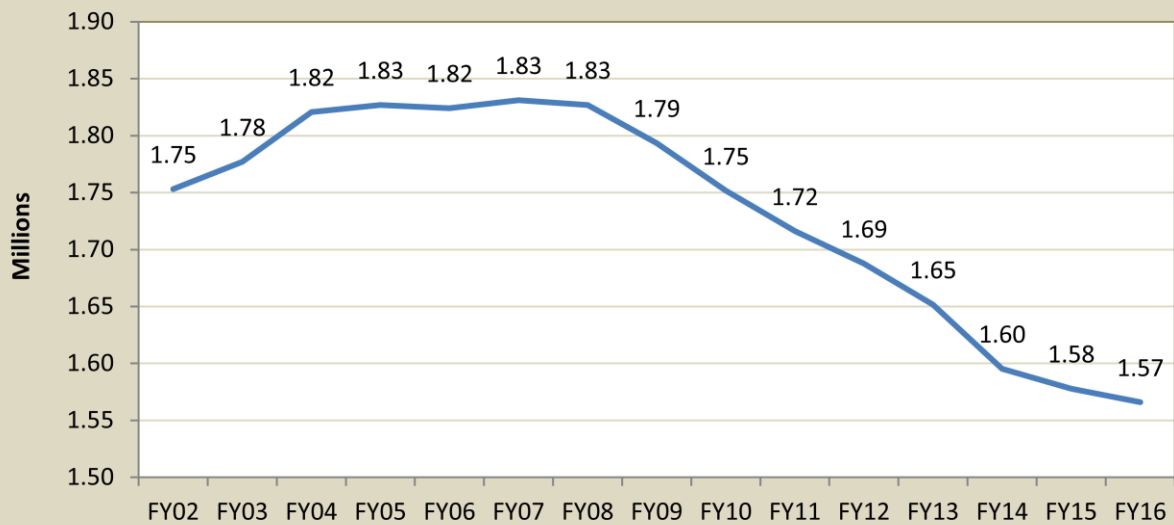
Of the \$42.0 billion in statewide net patient revenue 53.1%, or \$22.3 billion, was derived from inpatient care. Statewide inpatient revenue increased 3.1% during FY16.

Statewide outpatient revenue increased 6.2%

during FY16, rising to \$19.5 billion. Outpatient revenue made up 46.4% of total net patient revenue in FY16. Hospitals reported a 1.5% increase in the number of outpatient visits in FY16 to 39.5 million visits.

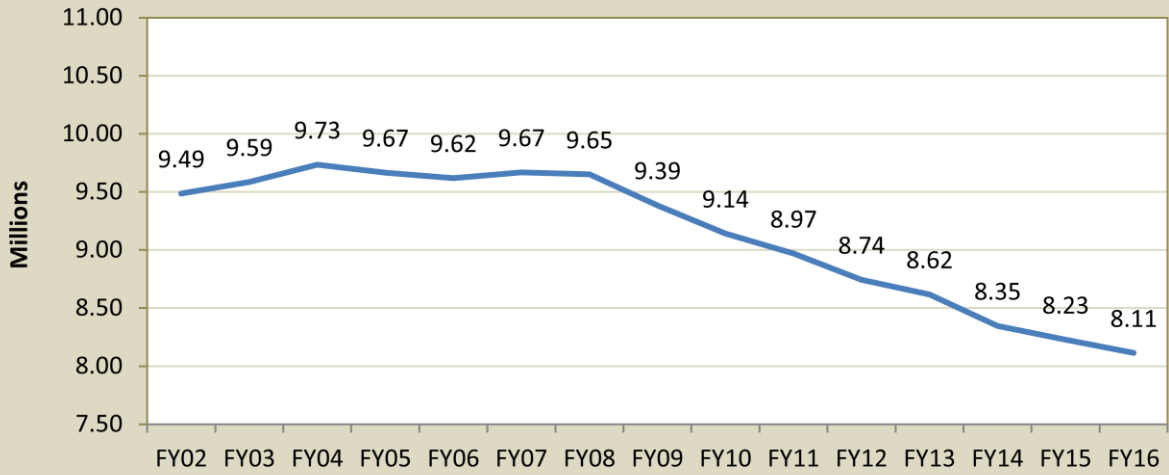
The remaining 0.5% of statewide net patient revenue was generated by home health care provided by hospitals. Thirty-five of the hospitals offered home health services during FY16. Statewide home health revenue decreased 8.7% during FY16 to \$224 million. The number of visits to patients' homes by hospital home health staff decreased 20.1% to 1.1 million visits in FY16.

**Figure 7**  
**Statewide Inpatient Discharges**

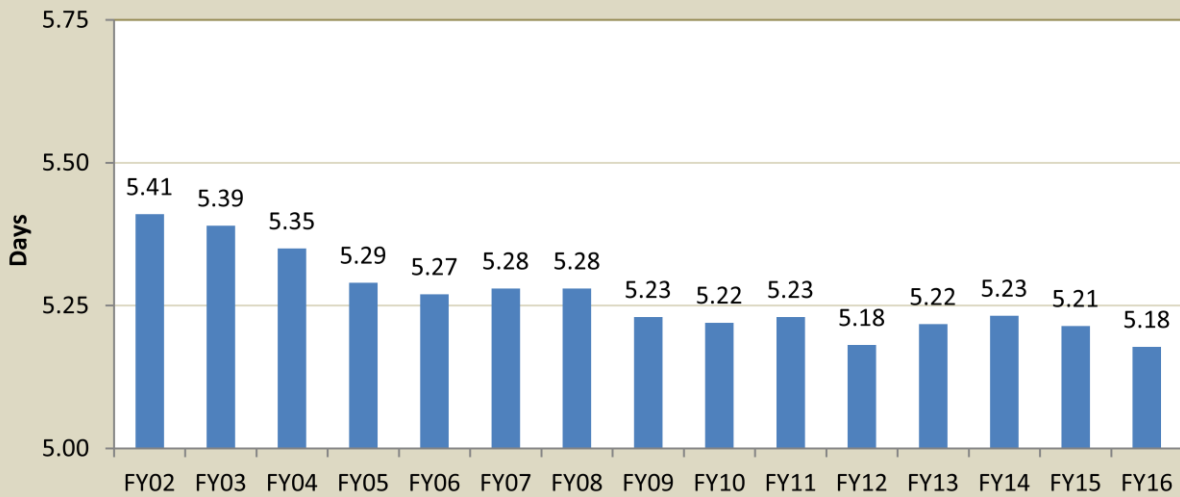


# HOSPITAL UTILIZATION

**Figure 8**  
**Statewide Inpatient Days**



**Figure 9**  
**Statewide Average Length of Stay**



# HOSPITAL UTILIZATION

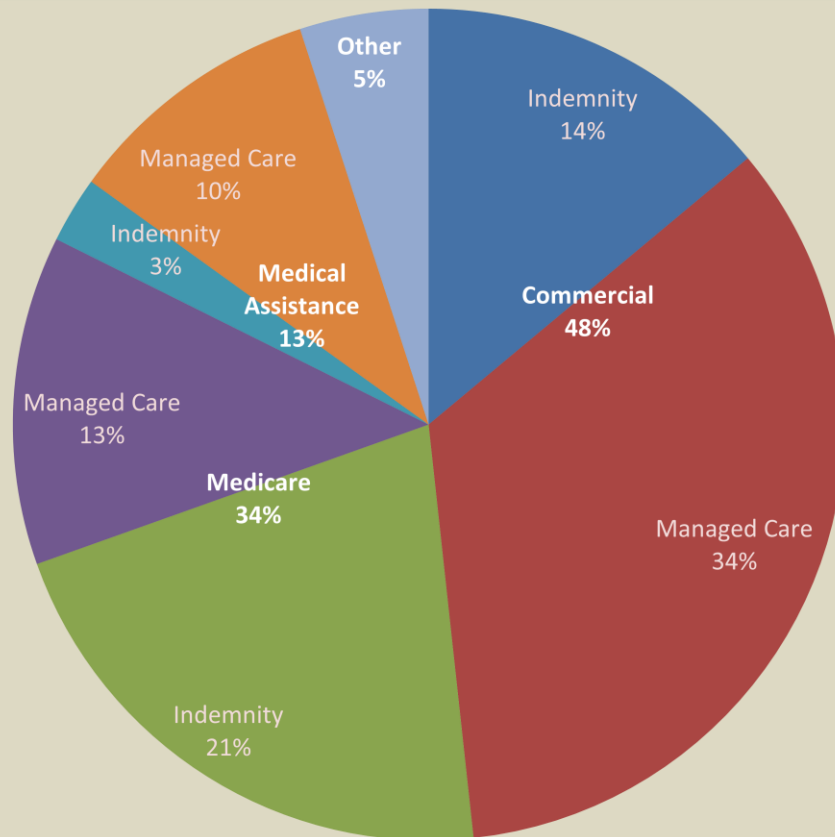
## Revenue by Payer

GAC hospitals received 95% of their net patient revenue, which encompasses inpatient, outpatient and home health services, from third-party health care insurers in FY16 (Figure 10). These health insurers included the federal Medicare program, the state and federally-funded Medical Assistance program, and commercial managed care and indemnity companies. The remaining 5% came from patients and other insurers, such as auto insurance and workers' compensation.

Commercial third-party health care insurers provided 48%, or \$20.1 billion, of statewide net patient revenue at GAC hospitals in FY16. Medicare paid for 34%, or \$14.2 billion, and Medical Assistance provided 13% or \$5.5 billion of statewide net patient revenue (Table 2).

Except for Medical Assistance, the number of patient days and patient discharges statewide decreased in all payer categories at GAC hospitals during FY16 (Table 3 & Table 4).

**Figure 10**  
**Statewide Net Patient Revenue by Payer, FY16**





# HOSPITAL UTILIZATION

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

| Payer              | FY15      | FY16      |
|--------------------|-----------|-----------|
| Commercial         | \$ 19,379 | \$ 20,128 |
| Medicare           | \$ 13,779 | \$ 14,211 |
| Medical Assistance | \$ 5,037  | \$ 5,543  |
| Other              | \$ 1,990  | \$ 2,087  |
| Statewide          | \$ 40,185 | \$ 41,969 |

**Table 3**  
Discharges by Payer

| Payer              | Discharges |           | Average Inpatient Revenue per Discharge |           |
|--------------------|------------|-----------|---|-----------|
|                    | FY15       | FY16      | FY15                                    | FY16      |
| Commercial         | 443,294    | 432,337   | \$ 18,671                               | \$ 19,617 |
| Medicare           | 769,530    | 762,703   | \$ 11,717                               | \$ 11,975 |
| Medical Assistance | 283,653    | 300,308   | \$ 12,241                               | \$ 12,532 |
| Other              | 81,531     | 70,639    | \$ 10,157                               | \$ 12,565 |
| Statewide          | 1,578,009  | 1,565,987 | \$ 13,684                               | \$ 14,218 |

# HOSPITAL UTILIZATION

**Table 4**  
**Patient Days by Payer**

| Payer              | Patient Days     |                  | Average Inpatient Revenue per Day |                 |
|--------------------|------------------|------------------|-----------------------------------|-----------------|
|                    | FY15             | FY16             | FY15                              | FY16            |
| Commercial         | 1,856,729        | 1,814,490        | \$ 4,458                          | \$ 4,674        |
| Medicare           | 4,298,263        | 4,190,424        | \$ 2,098                          | \$ 2,180        |
| Medical Assistance | 1,673,243        | 1,743,286        | \$ 2,078                          | \$ 2,159        |
| Other              | 399,862          | 365,370          | \$ 2,071                          | \$ 2,429        |
| <b>Statewide</b>   | <b>8,228,097</b> | <b>8,113,571</b> | <b>\$ 2,624</b>                   | <b>\$ 2,744</b> |

# INDIVIDUAL HOSPITAL DATA

## Hospital Data

The tables on the following pages provide hospital-specific financial data for 168 GAC hospitals that reported data for FY16. The hospitals are arranged by the PHC4’s nine regions.

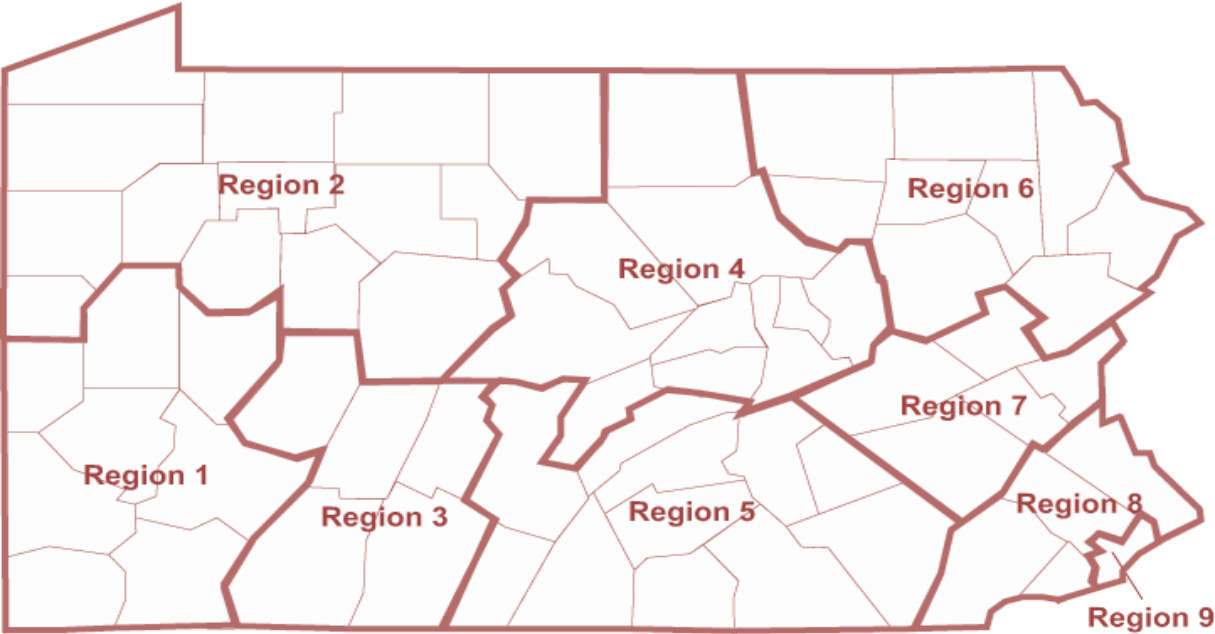
Operating and total margins for each hospital are reported. Each hospital’s corresponding operating income, total income, and total operating revenue can be obtained on PHC4’s website, [www.phc4.org](http://www.phc4.org). (Note: Other operating revenue must be included with net patient revenue to calculate the operating income that is used to calculate operating margin.)

Averages for all of the hospitals in the state and region are presented in the first and second

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 was a single reporting entity. For example, the regional average operating margins are calculated by adding operating income and operating revenue for all hospitals within 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.

No estimated data was used for the individual hospital data.



# INDIVIDUAL HOSPITAL DATA

| Hospital                                 | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|--|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|  | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>                 | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 1 Average</b>                  | <b>\$274</b>                            | <b>\$268</b> | <b>\$258</b> | <b>\$248</b> | <b>3.43%</b>                            | <b>\$278</b>                                 | <b>\$274</b> | <b>\$270</b> | <b>\$261</b> | <b>2.07%</b>                            |
| ACMH <sup>5</sup>                        | \$97                                    | \$94         | \$93         | \$92         | 1.69%                                   | \$101  | \$98         | \$94         | \$92         | 3.23%                                   |
| Advanced Surgical <sup>1,2,10</sup>      | \$5                                     | \$18         | \$15         | \$14         | NA                                      | \$5  | \$15         | \$13         | \$13         | NA                                      |
| Allegheny General <sup>1,3</sup>         | \$708                                   | \$678        | \$308        | \$593        | NA                                      | \$663  | \$638        | \$301        | \$616        | NA                                      |
| Allegheny Valley <sup>1,3,5</sup>        | \$102                                   | \$99         | \$50         | \$108        | NA                                      | \$106  | \$108        | \$54         | \$117        | NA                                      |
| Butler Memorial <sup>5</sup>             | \$248                                   | \$232        | \$217        | \$202        | 7.62%                                   | \$220  | \$213        | \$206        | \$203        | 2.78%                                   |
| Canonsburg <sup>1,3,5</sup>              | \$43                                    | \$45         | \$23         | \$48         | NA                                      | \$48   | \$48         | \$24         | \$55         | NA                                      |
| Children's Hosp Pgh UPMC <sup>5</sup>    | \$566                                   | \$523        | \$481        | \$445        | 9.02%                                   | \$597  | \$567        | \$524        | \$483        | 7.88%                                   |
| Excelsa Hlth Westmoreland <sup>5,7</sup> | \$234                                   | \$226        | \$212        | \$205        | 4.70%                                   | \$226  | \$215        | \$214        | \$221        | 0.87%                                   |
| Forbes <sup>1,3,5</sup>                  | \$193                                   | \$195        | \$93         | \$173        | NA                                      | \$199  | \$193        | \$117        | \$186        | NA                                      |
| Frick                                    | \$43                                    | \$44         | \$45         | \$44         | -0.81%                                  | \$40   | \$38         | \$41         | \$46         | -4.81%                                  |
| Heritage Valley Beaver <sup>5</sup>      | \$227                                   | \$219        | \$214        | \$209        | 2.95%                                   | \$225  | \$220        | \$228        | \$229        | -0.56%                                  |
| Heritage Valley Sewickley <sup>5,7</sup> | \$120                                   | \$119        | \$118        | \$115        | 1.49%                                   | \$128  | \$124        | \$129        | \$127        | 0.16%                                   |
| Highlands <sup>5</sup>                   | \$23                                    | \$24         | \$23         | \$20         | 5.35%                                   | \$25   | \$24         | \$24         | \$23         | 3.57%                                   |
| Jefferson <sup>1,3,5</sup>               | \$242                                   | \$219        | \$107        | \$215        | NA                                      | \$236  | \$241        | \$120        | \$239        | NA                                      |
| Latrobe Area <sup>5,7</sup>              | \$122                                   | \$122        | \$117        | \$115        | 1.97%                                   | \$119  | \$113        | \$112        | \$123        | -1.11%                                  |
| Magee Womens UPMC <sup>5</sup>           | \$852                                   | \$837        | \$510        | \$467        | 27.52%                                  | \$800  | \$795        | \$483        | \$420        | 30.15%                                  |
| Monongahela Valley <sup>5</sup>          | \$131                                   | \$131        | \$125        | \$125        | 1.55%                                   | \$132  | \$132        | \$127        | \$127        | 1.37%                                   |
| Ohio Valley General <sup>5,7</sup>       | \$53                                    | \$55         | \$50         | \$54         | -0.35%                                  | \$61   | \$61         | \$59         | \$58         | 1.79%                                   |
| St Clair Memorial <sup>5,7</sup>         | \$273                                   | \$260        | \$240        | \$223        | 7.45%                                   | \$259  | \$247        | \$232        | \$223        | 5.28%                                   |
| Uniontown <sup>5</sup>                   | \$125                                   | \$120        | \$116        | \$119        | 1.62%                                   | \$126  | \$119        | \$120        | \$125        | 0.29%                                   |
| UPMC East <sup>5</sup>                   | \$131                                   | \$126        | \$112        | \$82         | 20.01%                                  | \$131  | \$126        | \$114        | \$97         | 11.76%                                  |
| UPMC McKeesport <sup>5</sup>             | \$130                                   | \$133        | \$139        | \$131        | -0.06%                                  | \$136  | \$138        | \$145        | \$137        | -0.20%                                  |
| UPMC Mercy <sup>5</sup>                  | \$359                                   | \$356        | \$340        | \$354        | 0.49%                                   | \$372  | \$369        | \$372        | \$387        | -1.26%                                  |
| UPMC Passavant <sup>5</sup>              | \$340                                   | \$354        | \$379        | \$372        | -2.82%                                  | \$344  | \$351        | \$373        | \$356        | -1.11%                                  |
| UPMC Presby Shadyside <sup>5</sup>       | \$1,731                                 | \$1,758      | \$2,078      | \$2,024      | -4.83%                                  | \$1,947                                      | \$1,953      | \$2,200      | \$2,176      | -3.50%                                  |
| UPMC St Margaret <sup>5</sup>            | \$213                                   | \$224        | \$226        | \$222        | -1.42%                                  | \$216  | \$227        | \$230        | \$227        | -1.67%                                  |
| Washington <sup>5,7</sup>                | \$230                                   | \$224        | \$223        | \$216        | 2.20%                                   | \$225  | \$218        | \$229        | \$222        | 0.39%                                   |
| Washington HS Greene <sup>3,5,7,10</sup> | \$25                                    | \$14         | \$29         | \$33         | NA                                      | \$28   | \$25         | \$31         | \$37         | NA                                      |
| West Penn <sup>1,3,5</sup>               | \$366                                   | \$316        | \$104        | \$183        | NA                                      | \$324  | \$301        | \$149        | \$214        | NA                                      |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                                    | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                    | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 1 Average</b>                     | <b>5.30%</b>          | <b>5.35%</b>      | <b>4.41%</b>                    | <b>1.95%</b>                       | <b>38.30%</b>              | <b>13.67%</b>                        |
| ACMH <sup>5</sup>                           | 0.77%                 | 1.62%             | 4.14%                           | 1.19%                              | 44.92%                     | 10.62%                               |
| Advanced Surgical <sup>1, 2, 10</sup>       | 19.47%                | 19.47%            | 17.37%                          | 0.58%                              | 26.72%                     | 0.01%                                |
| Allegheny General <sup>1, 3</sup>           | 10.36%                | 12.42%            | 11.90%                          | 1.64%                              | 38.70%                     | 11.46%                               |
| Allegheny Valley <sup>1, 3, 5</sup>         | 0.18%                 | 0.15%             | -0.72%                          | 2.68%                              | 49.83%                     | 8.05%                                |
| Butler Memorial <sup>5</sup>                | 14.97%                | 17.00%            | 10.90%                          | 1.27%                              | 44.13%                     | 7.28%                                |
| Canonsburg <sup>1, 3, 5</sup>               | -8.05%                | -9.01%            | -2.16%                          | 2.90%                              | 47.07%                     | 4.86%                                |
| Children's Hosp Pgh UPMC <sup>5</sup>       | 4.72%                 | 4.73%             | 3.61%                           | 2.30%                              | 2.39%                      | 43.26%                               |
| Excelsa Hlth Westmoreland <sup>5, 7</sup>   | 6.43%                 | 5.80%             | 7.88%                           | 1.64%                              | 39.85%                     | 8.10%                                |
| Forbes <sup>1, 3, 5</sup>                   | -1.57%                | -1.40%            | -3.06%                          | 2.59%                              | 47.64%                     | 7.83%                                |
| Frick                                       | 8.88%                 | 8.87%             | 11.67%                          | 2.78%                              | 39.11%                     | 9.56%                                |
| Heritage Valley Beaver <sup>5</sup>         | 5.52%                 | 7.11%             | 5.22%                           | 2.46%                              | 52.00%                     | 10.16%                               |
| Heritage Valley Sewickley <sup>5, 7</sup>   | 0.42%                 | 1.67%             | 1.88%                           | 2.47%                              | 43.73%                     | 7.95%                                |
| Highlands <sup>5</sup>                      | -9.54%                | -6.34%            | 1.17%                           | 3.94%                              | 38.82%                     | 20.70%                               |
| Jefferson <sup>1, 3, 5</sup>                | 9.34%                 | 7.27%             | 2.51%                           | 1.93%                              | 49.73%                     | 4.81%                                |
| Latrobe Area <sup>5, 7</sup>                | 6.77%                 | 7.71%             | 12.66%                          | 2.15%                              | 40.48%                     | 7.94%                                |
| Magee Womens UPMC <sup>5</sup>              | 10.24%                | 10.39%            | 8.80%                           | 1.79%                              | 27.24%                     | 11.18%                               |
| Monongahela Valley <sup>5</sup>             | 1.38%                 | 2.85%             | 3.16%                           | 1.07%                              | 51.42%                     | 11.69%                               |
| Ohio Valley General <sup>5, 7</sup>         | -9.29%                | -24.13%           | -4.62%                          | 1.57%                              | 58.50%                     | 5.37%                                |
| St Clair Memorial <sup>5, 7</sup>           | 9.42%                 | 9.59%             | 11.33%                          | 1.78%                              | 43.33%                     | 4.23%                                |
| Uniontown <sup>5</sup>                      | 1.80%                 | 2.95%             | 3.12%                           | 3.12%                              | 51.90%                     | 20.40%                               |
| UPMC East <sup>5</sup>                      | 2.23%                 | 2.23%             | 1.78%                           | 2.89%                              | 48.61%                     | 8.18%                                |
| UPMC McKeesport <sup>5</sup>                | 1.80%                 | 1.80%             | 1.26%                           | 3.80%                              | 57.79%                     | 15.29%                               |
| UPMC Mercy <sup>5</sup>                     | 0.04%                 | 0.04%             | -1.28%                          | 3.22%                              | 42.96%                     | 20.31%                               |
| UPMC Passavant <sup>5</sup>                 | 1.58%                 | 1.58%             | 2.86%                           | 1.58%                              | 43.37%                     | 4.95%                                |
| UPMC Presby Shadyside <sup>5</sup>          | 1.92%                 | 1.93%             | 2.53%                           | 1.59%                              | 39.73%                     | 15.33%                               |
| UPMC St Margaret <sup>5</sup>               | 1.47%                 | 1.47%             | 1.72%                           | 1.63%                              | 49.76%                     | 7.68%                                |
| Washington <sup>5, 7</sup>                  | 9.02%                 | 0.24%             | 7.11%                           | 3.84%                              | 44.69%                     | 12.78%                               |
| Washington HS Greene <sup>3, 5, 7, 10</sup> | -6.76%                | 9.28%             | -10.83%                         | 2.41%                              | 49.81%                     | 18.96%                               |
| West Penn <sup>1, 3, 5</sup>                | 14.19%                | 13.66%            | 4.52%                           | 0.75%                              | 30.07%                     | 10.26%                               |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                               | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|--|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|  | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>               | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 2 Average</b>                | <b>\$90</b>                             | <b>\$92</b>  | <b>\$89</b>  | <b>\$86</b>  | <b>1.66%</b>                            | <b>\$93</b>                                  | <b>\$94</b>  | <b>\$92</b>  | <b>\$91</b>  | <b>0.92%</b>                            |
| Bradford Regional <sup>1,5</sup>       | \$60                                    | \$67         | \$67         | \$58         | 1.17%                                   | \$65   | \$70         | \$69         | \$58         | 3.58%                                   |
| Charles Cole Memorial <sup>5</sup>     | \$75                                    | \$74         | \$73         | \$71         | 1.72%                                   | \$84   | \$81         | \$77         | \$75         | 4.09%                                   |
| Clarion <sup>5</sup>                   | \$51                                    | \$52         | \$47         | \$47         | 3.30%                                   | \$53   | \$52         | \$50         | \$49         | 2.78%                                   |
| Corry Memorial                         | \$19                                    | \$18         | \$18         | \$17         | 2.53%                                   | \$20   | \$19         | \$19         | \$19         | 1.86%                                   |
| Edgewood Surgical <sup>1,7,10</sup>    | \$8                                     | \$9          | \$8          | \$8          | 1.31%                                   | \$7  | \$7          | \$8          | \$8          | -2.21%                                  |
| Ellwood City <sup>5</sup>              | \$24                                    | \$25         | \$28         | \$28         | -4.47%                                  | \$30   | \$29         | \$33         | \$32         | -2.11%                                  |
| Grove City <sup>5</sup>                | \$43                                    | \$42         | \$42         | \$42         | 0.90%                                   | \$45   | \$43         | \$44         | \$43         | 1.37%                                   |
| Kane Community                         | \$19                                    | \$20         | \$19         | \$20         | -1.09%                                  | \$22   | \$22         | \$20         | \$19         | 4.26%                                   |
| Meadville <sup>5,6</sup>               | \$161                                   | \$157        | \$150        | \$148        | 2.82%                                   | \$176  | \$161        | \$151        | \$153        | 5.13%                                   |
| Millcreek Community <sup>5</sup>       | \$54                                    | \$53         | \$45         | \$38         | 14.93%                                  | \$53   | \$50         | \$46         | \$42         | 8.55%                                   |
| Penn Highlands Brookville <sup>5</sup> | \$26                                    | \$25         | \$24         | \$25         | 0.94%                                   | \$27   | \$26         | \$26         | \$28         | -0.98%                                  |
| Penn Highlands Clearfield <sup>5</sup> | \$41                                    | \$43         | \$46         | \$50         | -6.28%                                  | \$45   | \$48         | \$55         | \$58         | -7.58%                                  |
| Penn Highlands DuBois <sup>5</sup>     | \$248                                   | \$250        | \$225        | \$211        | 5.92%                                   | \$257  | \$260        | \$235        | \$225        | 4.70%                                   |
| Penn Highlands Elk <sup>5</sup>        | \$53                                    | \$58         | \$67         | \$69         | -7.71%                                  | \$54   | \$59         | \$70         | \$72         | -8.25%                                  |
| Punxsutawney Area <sup>5</sup>         | \$33                                    | \$33         | \$29         | \$29         | 4.86%                                   | \$34   | \$33         | \$32         | \$31         | 3.26%                                   |
| Saint Vincent <sup>1,5,7</sup>         | \$245                                   | \$244        | \$236        | \$213        | 5.12%                                   | \$250  | \$238        | \$235        | \$242        | 0.99%                                   |
| Sharon Regional <sup>1,3,5,10</sup>    | \$120                                   | \$103        | \$35         | \$149        | NA                                      | \$137  | \$111        | \$38         | \$166        | NA                                      |
| Titusville Area <sup>6</sup>           | \$23                                    | \$22         | \$22         | \$26         | -3.68%                                  | \$26   | \$26         | \$29         | \$30         | -4.65%                                  |
| UPMC Hamot                             | \$355                                   | \$360        | \$343        | \$317        | 3.91%                                   | \$329  | \$338        | \$334        | \$317        | 1.24%                                   |
| UPMC Horizon <sup>5</sup>              | \$152                                   | \$159        | \$147        | \$141        | 2.53%                                   | \$154  | \$158        | \$148        | \$140        | 3.31%                                   |
| UPMC Jameson <sup>5</sup>              | \$98                                    | \$103        | \$105        | \$110        | -3.68%                                  | \$103  | \$111        | \$110        | \$113        | -2.89%                                  |
| UPMC Northwest <sup>5</sup>            | \$102                                   | \$106        | \$100        | \$99         | 1.15%                                   | \$100  | \$103        | \$98         | \$90         | 3.65%                                   |
| Warren General <sup>5,6</sup>          | \$68                                    | \$67         | \$66         | \$64         | 1.81%                                   | \$72   | \$77         | \$75         | \$74         | -0.63%                                  |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                               | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|--|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>               | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 2 Average</b>                | <b>1.04%</b>          | <b>1.33%</b>      | <b>3.03%</b>                    | <b>2.36%</b>                       | <b>45.54%</b>              | <b>11.91%</b>                        |
| Bradford Regional <sup>1,5</sup>       | 0.13%                 | 0.13%             | 1.72%                           | 3.23%                              | 39.95%                     | 16.46%                               |
| Charles Cole Memorial <sup>5</sup>     | -2.72%                | -1.13%            | 0.87%                           | 2.79%                              | 38.81%                     | 16.78%                               |
| Clarion <sup>5</sup>                   | -0.47%                | 0.65%             | 1.83%                           | 1.46%                              | 53.09%                     | 6.05%                                |
| Corry Memorial                         | -5.96%                | -3.81%            | -1.97%                          | 3.58%                              | 48.65%                     | 14.79%                               |
| Edgewood Surgical <sup>1,7,10</sup>    | 12.44%                | 12.50%            | 13.31%                          | 0.42%                              | 40.02%                     | 8.12%                                |
| Ellwood City <sup>5</sup>              | -16.02%               | 1.63%             | 0.72%                           | 2.36%                              | 60.66%                     | 5.21%                                |
| Grove City <sup>5</sup>                | -3.45%                | 1.47%             | 3.27%                           | 2.20%                              | 43.39%                     | 6.23%                                |
| Kane Community                         | -9.15%                | -9.18%            | -5.39%                          | 2.49%                              | 49.97%                     | 13.61%                               |
| Meadville <sup>5,6</sup>               | -6.04%                | -17.71%           | -2.88%                          | 2.02%                              | 43.12%                     | 8.79%                                |
| Millcreek Community <sup>5</sup>       | 9.64%                 | 10.52%            | 13.28%                          | 2.29%                              | 49.55%                     | 22.72%                               |
| Penn Highlands Brookville <sup>5</sup> | -0.12%                | 1.39%             | 0.76%                           | 2.47%                              | 56.02%                     | 12.72%                               |
| Penn Highlands Clearfield <sup>5</sup> | -6.89%                | -2.87%            | -6.24%                          | 2.35%                              | 51.47%                     | 9.75%                                |
| Penn Highlands DuBois <sup>5</sup>     | 2.50%                 | 3.48%             | 3.12%                           | 1.65%                              | 44.23%                     | 12.01%                               |
| Penn Highlands Elk <sup>5</sup>        | 2.63%                 | 4.40%             | 2.96%                           | 2.83%                              | 38.98%                     | 20.94%                               |
| Punxsutawney Area <sup>5</sup>         | -1.85%                | -0.40%            | 1.16%                           | 5.57%                              | 50.14%                     | 13.32%                               |
| Saint Vincent <sup>1,5,7</sup>         | 5.75%                 | 6.21%             | 6.89%                           | 1.31%                              | 50.11%                     | 11.52%                               |
| Sharon Regional <sup>1,3,5,10</sup>    | -12.08%               | -7.17%            | -5.11%                          | 2.31%                              | 44.41%                     | 8.56%                                |
| Titusville Area <sup>6</sup>           | -7.62%                | -4.72%            | 1.34%                           | 4.55%                              | 54.63%                     | 16.88%                               |
| UPMC Hamot                             | 9.68%                 | 9.75%             | 10.00%                          | 2.62%                              | 44.34%                     | 14.51%                               |
| UPMC Horizon <sup>5</sup>              | 0.25%                 | 0.25%             | 1.27%                           | 2.96%                              | 42.86%                     | 10.33%                               |
| UPMC Jameson <sup>5</sup>              | -2.30%                | -1.66%            | 1.06%                           | 2.81%                              | 55.23%                     | 8.69%                                |
| UPMC Northwest <sup>5</sup>            | 3.29%                 | 3.29%             | 3.48%                           | 3.35%                              | 43.60%                     | 9.84%                                |
| Warren General <sup>5,6</sup>          | -4.28%                | -2.62%            | -5.55%                          | 1.61%                              | 30.81%                     | 7.14%                                |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                             | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|--------------------------------------|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|                                      | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>             | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 3 Average</b>              | <b>\$116</b>                            | <b>\$112</b> | <b>\$107</b> | <b>\$103</b> | <b>4.08%</b>                            | <b>\$115</b>                                 | <b>\$111</b> | <b>\$110</b> | <b>\$105</b> | <b>3.31%</b>                            |
| Conemaugh Memorial <sup>5,10</sup>   | \$388                                   | \$386        | \$360        | \$353        | 3.32%                                   | \$375  | \$374        | \$372        | \$358        | 1.61%                                   |
| Conemaugh Meyersdale <sup>5,10</sup> | \$13                                    | \$14         | \$13         | \$12         | 2.76%                                   | \$14   | \$14         | \$13         | \$12         | 6.20%                                   |
| Conemaugh Miners <sup>10</sup>       | \$15                                    | \$16         | \$16         | \$16         | -2.42%                                  | \$16   | \$17         | \$16         | \$17         | -0.84%                                  |
| Indiana Regional <sup>5</sup>        | \$140                                   | \$136        | \$133        | \$128        | 3.04%                                   | \$146  | \$138        | \$137        | \$131        | 3.57%                                   |
| Nason <sup>1,3,10</sup>              | \$28                                    | \$14         | \$31         | \$30         | NA                                      | \$32   | \$15         | \$32         | \$31         | NA                                      |
| Somerset <sup>5,6</sup>              | \$66                                    | \$63         | \$62         | \$62         | 2.06%                                   | \$66   | \$66         | \$64         | \$62         | 1.82%                                   |
| Soon-Shiong MC Windber <sup>5</sup>  | \$34                                    | \$37         | \$36         | \$39         | -4.03%                                  | \$43   | \$44         | \$45         | \$47         | -3.50%                                  |
| Tyrone                               | \$23                                    | \$20         | \$21         | \$18         | 8.51%                                   | \$34   | \$29         | \$24         | \$21         | 21.22%                                  |
| UPMC Altoona <sup>5</sup>            | \$392                                   | \$355        | \$343        | \$328        | 6.50%                                   | \$373  | \$337        | \$346        | \$328        | 4.56%                                   |
| UPMC Bedford                         | \$57                                    | \$59         | \$51         | \$43         | 10.74%                                  | \$56   | \$57         | \$51         | \$43         | 10.48%                                  |

See footnotes on page 34.

| Hospital                            | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|-------------------------------------|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|                                     | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>            | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 4 Average</b>             | <b>\$171</b>                            | <b>\$163</b> | <b>\$153</b> | <b>\$145</b> | <b>5.99%</b>                            | <b>\$163</b>                                 | <b>\$155</b> | <b>\$152</b> | <b>\$144</b> | <b>4.40%</b>                            |
| Berwick <sup>1,5,10</sup>           | \$58                                    | \$61         | \$61         | \$66         | -3.99%                                  | \$54   | \$57         | \$55         | \$59         | -2.68%                                  |
| Bucktail <sup>5</sup>               | \$6                                     | \$5          | \$5          | \$6          | -2.36%                                  | \$7  | \$7          | \$7          | \$7          | -0.43%                                  |
| Evangelical Community <sup>5</sup>  | \$174                                   | \$164        | \$152        | \$132        | 10.54%                                  | \$152  | \$148        | \$141        | \$129        | 5.74%                                   |
| Geisinger Bloomsburg <sup>5</sup>   | \$36                                    | \$32         | \$29         | \$30         | 6.84%                                   | \$40   | \$37         | \$41         | \$36         | 3.16%                                   |
| Geisinger Danville <sup>5</sup>     | \$1,057                                 | \$1,014      | \$950        | \$903        | 5.66%                                   | \$1,009                                      | \$937        | \$934        | \$872        | 5.24%                                   |
| Geisinger Lewistown <sup>5</sup>    | \$102                                   | \$96         | \$87         | \$90         | 4.75%                                   | \$94   | \$93         | \$93         | \$93         | 0.55%                                   |
| Jersey Shore                        | \$23                                    | \$25         | \$24         | \$27         | -4.87%                                  | \$25   | \$27         | \$28         | \$28         | -3.58%                                  |
| Lock Haven <sup>1,5,10</sup>        | \$30                                    | \$28         | \$31         | \$30         | -0.35%                                  | \$38   | \$30         | \$29         | \$34         | 3.11%                                   |
| Mount Nittany <sup>5,7</sup>        | \$336                                   | \$314        | \$291        | \$258        | 10.14%                                  | \$290  | \$277        | \$269        | \$254        | 4.84%                                   |
| Muncy Valley <sup>5</sup>           | \$46                                    | \$45         | \$45         | \$41         | 3.78%                                   | \$42   | \$41         | \$39         | \$38         | 3.72%                                   |
| Soldiers & Sailors <sup>5</sup>     | \$59                                    | \$55         | \$53         | \$51         | 5.14%                                   | \$58   | \$54         | \$53         | \$48         | 6.40%                                   |
| Sunbury Community <sup>1,5,10</sup> | \$18                                    | \$19         | \$21         | \$23         | -7.78%                                  | \$29   | \$28         | \$31         | \$32         | -3.12%                                  |
| Williamsport Regional <sup>5</sup>  | \$280                                   | \$261        | \$244        | \$228        | 7.60%                                   | \$285  | \$274        | \$261        | \$244        | 5.54%                                   |

See footnotes on page 34.



## INDIVIDUAL HOSPITAL DATA

| Hospital                              | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---------------------------------------|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>              | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 3 Average</b>               | <b>4.13%</b>          | <b>3.92%</b>      | <b>2.85%</b>                    | <b>2.15%</b>                       | <b>44.80%</b>              | <b>11.87%</b>                        |
| Conemaugh Memorial <sup>5, 10</sup>   | 7.60%                 | 7.61%             | 2.82%                           | 1.70%                              | 45.75%                     | 14.41%                               |
| Conemaugh Meyersdale <sup>5, 10</sup> | -5.20%                | -5.20%            | -2.27%                          | 4.53%                              | 62.38%                     | 8.13%                                |
| Conemaugh Miners <sup>10</sup>        | -5.48%                | -5.48%            | -1.91%                          | 3.28%                              | 44.11%                     | 11.09%                               |
| Indiana Regional <sup>5</sup>         | 0.42%                 | 0.53%             | 5.02%                           | 2.11%                              | 41.51%                     | 4.92%                                |
| Nason <sup>1, 3, 10</sup>             | -11.54%               | -11.54%           | -5.04%                          | 2.31%                              | 49.02%                     | 7.00%                                |
| Somerset <sup>5, 6</sup>              | 2.78%                 | -1.93%            | 1.06%                           | 1.01%                              | 44.37%                     | 17.99%                               |
| Soon-Shiong MC Windber <sup>5</sup>   | -3.90%                | -3.88%            | -4.32%                          | 1.53%                              | 45.05%                     | 6.40%                                |
| Tyrone                                | -9.85%                | -8.18%            | -3.27%                          | 2.92%                              | 44.46%                     | 8.42%                                |
| UPMC Altoona <sup>5</sup>             | 6.04%                 | 6.04%             | 4.69%                           | 2.53%                              | 45.01%                     | 12.27%                               |
| UPMC Bedford                          | 3.40%                 | 3.32%             | 2.97%                           | 3.15%                              | 39.36%                     | 10.19%                               |

See footnotes on page 34.

| Hospital                              | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---------------------------------------|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>              | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 4 Average</b>               | <b>9.17%</b>          | <b>8.85%</b>      | <b>8.71%</b>                    | <b>1.65%</b>                       | <b>32.66%</b>              | <b>9.47%</b>                         |
| Berwick <sup>1, 5, 10</sup>           | 7.82%                 | 4.38%             | 4.67%                           | 1.14%                              | 25.27%                     | 4.86%                                |
| Bucktail <sup>5</sup>                 | -2.34%                | -1.08%            | -10.84%                         | 2.73%                              | 48.08%                     | 30.07%                               |
| Evangelical Community <sup>5</sup>    | 15.78%                | 17.35%            | 16.05%                          | 2.13%                              | 25.45%                     | 8.76%                                |
| Geisinger Bloomsburg <sup>5</sup>     | -4.97%                | -4.31%            | -11.78%                         | 2.78%                              | 31.62%                     | 13.29%                               |
| Geisinger Danville <sup>5</sup>       | 8.68%                 | 8.15%             | 8.35%                           | 1.28%                              | 33.97%                     | 11.05%                               |
| Geisinger Lewistown <sup>5</sup>      | 10.02%                | 8.49%             | 5.96%                           | 2.63%                              | 41.11%                     | 10.47%                               |
| Jersey Shore                          | -2.52%                | -1.92%            | -3.83%                          | 3.18%                              | 42.35%                     | 7.78%                                |
| Lock Haven <sup>1, 5, 10</sup>        | -26.95%               | -15.77%           | -5.11%                          | 1.63%                              | 16.24%                     | 18.52%                               |
| Mount Nittany <sup>5, 7</sup>         | 16.02%                | 13.25%            | 14.49%                          | 1.71%                              | 28.50%                     | 3.72%                                |
| Muncy Valley <sup>5</sup>             | 12.32%                | 12.74%            | 15.69%                          | 2.78%                              | 30.70%                     | 18.61%                               |
| Soldiers & Sailors <sup>5</sup>       | 7.45%                 | 7.74%             | 8.20%                           | 3.03%                              | 33.98%                     | 9.15%                                |
| Sunbury Community <sup>1, 5, 10</sup> | -58.94%               | -34.54%           | -28.52%                         | 1.77%                              | 40.75%                     | 13.31%                               |
| Williamsport Regional <sup>5</sup>    | 9.60%                 | 9.76%             | 7.75%                           | 1.63%                              | 35.92%                     | 7.92%                                |

See footnotes on page 34.

## INDIVIDUAL HOSPITAL DATA

| Hospital                                | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|---|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|   | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>                | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 5 Average</b>                 | <b>\$322</b>                            | <b>\$302</b> | <b>\$284</b> | <b>\$272</b> | <b>6.13%</b>                            | <b>\$299</b>                                 | <b>\$283</b> | <b>\$267</b> | <b>\$254</b> | <b>6.00%</b>                            |
| Carlisle Regional <sup>1, 5, 10</sup>   | \$114                                   | \$121        | \$131        | \$136        | -5.34%                                  | \$82   | \$108        | \$98         | \$106        | -7.65%                                  |
| Chambersburg <sup>5</sup>               | \$313                                   | \$291        | \$280        | \$265        | 6.14%                                   | \$279  | \$253        | \$241        | \$237        | 5.95%                                   |
| Ephrata Community <sup>5</sup>          | \$182                                   | \$181        | \$176        | \$174        | 1.65%                                   | \$183  | \$177        | \$172        | \$168        | 3.03%                                   |
| Fulton County <sup>5</sup>              | \$44                                    | \$40         | \$39         | \$35         | 8.39%                                   | \$47   | \$43         | \$38         | \$35         | 11.17%                                  |
| Gettysburg <sup>7</sup>                 | \$170                                   | \$160        | \$136        | \$135        | 8.59%                                   | \$147  | \$138        | \$124        | \$123        | 6.64%                                   |
| Good Samaritan Lebanon <sup>5, 7</sup>  | \$171                                   | \$162        | \$155        | \$154        | 3.60%                                   | \$188  | \$168        | \$174        | \$169        | 3.86%                                   |
| Hanover <sup>5</sup>                    | \$164                                   | \$158        | \$143        | \$137        | 6.49%                                   | \$152  | \$139        | \$132        | \$133        | 4.74%                                   |
| Heart of Lancaster <sup>1, 10</sup>     | \$62                                    | \$61         | \$63         | \$66         | -2.31%                                  | \$47   | \$52         | \$53         | \$53         | -3.74%                                  |
| Holy Spirit <sup>5</sup>                | \$273                                   | \$289        | \$304        | \$313        | -4.19%                                  | \$273  | \$285        | \$306        | \$305        | -3.52%                                  |
| J C Blair Memorial <sup>5</sup>         | \$42                                    | \$39         | \$34         | \$38         | 2.74%                                   | \$46   | \$44         | \$40         | \$41         | 3.68%                                   |
| Lancaster General <sup>5</sup>          | \$912                                   | \$876        | \$820        | \$778        | 5.76%                                   | \$856  | \$825        | \$794        | \$734        | 5.52%                                   |
| Lancaster Regional <sup>1, 5, 10</sup>  | \$115                                   | \$110        | \$112        | \$114        | 0.23%                                   | \$92   | \$92         | \$94         | \$97         | -1.65%                                  |
| Memorial York <sup>1, 3, 10</sup>       | \$80                                    | \$77         | \$86         | \$48         | NA                                      | \$83   | \$84         | \$85         | \$48         | NA                                      |
| Milton S Hershey                        | \$1,376                                 | \$1,262      | \$1,158      | \$1,070      | 9.55%                                   | \$1,305                                      | \$1,209      | \$1,092      | \$1,000      | 10.19%                                  |
| OSS Orthopaedic <sup>1, 10</sup>        | \$86                                    | \$82         | \$79         | \$29         | 64.52%                                  | \$85   | \$80         | \$79         | \$29         | 66.10%                                  |
| Pinnacle Health <sup>5, 6</sup>         | \$897                                   | \$810        | \$738        | \$708        | 8.89%                                   | \$804  | \$765        | \$675        | \$638        | 8.64%                                   |
| Waynesboro                              | \$66                                    | \$62         | \$57         | \$61         | 2.92%                                   | \$55   | \$53         | \$51         | \$51         | 2.45%                                   |
| Wellspring Surgery & Rehab <sup>5</sup> | \$65                                    | \$52         | \$43         | \$30         | 39.82%                                  | \$54   | \$52         | \$46         | \$39         | 13.71%                                  |
| York <sup>5</sup>                       | \$978                                   | \$911        | \$834        | \$821        | 6.35%                                   | \$870  | \$810        | \$779        | \$764        | 4.62%                                   |

See footnotes on page 34.

## INDIVIDUAL HOSPITAL DATA

| Hospital                                | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 5 Average</b>                 | <b>9.84%</b>          | <b>8.90%</b>      | <b>9.18%</b>                    | <b>2.73%</b>                       | <b>30.96%</b>              | <b>8.01%</b>                         |
| Carlisle Regional <sup>1, 5, 10</sup>   | 28.20%                | 15.79%            | 13.55%                          | 1.69%                              | 34.19%                     | 4.61%                                |
| Chambersburg <sup>5</sup>               | 12.17%                | 9.66%             | 13.88%                          | 3.53%                              | 34.62%                     | 7.09%                                |
| Ephrata Community <sup>5</sup>          | 1.13%                 | 1.30%             | 4.12%                           | 2.72%                              | 25.23%                     | 4.04%                                |
| Fulton County <sup>5</sup>              | 1.34%                 | -0.47%            | 0.31%                           | 2.85%                              | 36.21%                     | 15.02%                               |
| Gettysburg <sup>7</sup>                 | 14.48%                | 11.68%            | 15.62%                          | 5.95%                              | 29.04%                     | 4.85%                                |
| Good Samaritan Lebanon <sup>5, 7</sup>  | -7.63%                | -4.93%            | -3.61%                          | 2.58%                              | 47.17%                     | 7.70%                                |
| Hanover <sup>5</sup>                    | 8.99%                 | 9.63%             | 10.98%                          | 2.40%                              | 34.15%                     | 2.42%                                |
| Heart of Lancaster <sup>1, 10</sup>     | 23.31%                | 23.31%            | 18.20%                          | 1.23%                              | 15.11%                     | 7.44%                                |
| Holy Spirit <sup>5</sup>                | 2.37%                 | 0.52%             | 2.81%                           | 1.85%                              | 36.13%                     | 5.55%                                |
| J C Blair Memorial <sup>5</sup>         | 0.46%                 | 3.65%             | 2.31%                           | 1.78%                              | 41.22%                     | 9.80%                                |
| Lancaster General <sup>5</sup>          | 12.25%                | 12.50%            | 11.15%                          | 2.95%                              | 32.18%                     | 6.47%                                |
| Lancaster Regional <sup>1, 5, 10</sup>  | 19.83%                | 12.20%            | 10.78%                          | 0.93%                              | 34.19%                     | 9.08%                                |
| Memorial York <sup>1, 3, 10</sup>       | -2.66%                | -1.62%            | -1.14%                          | 4.91%                              | 28.16%                     | 10.79%                               |
| Milton S Hershey                        | 9.08%                 | 8.82%             | 8.17%                           | 1.82%                              | 22.59%                     | 11.06%                               |
| OSS Orthopaedic <sup>1, 10</sup>        | 1.94%                 | 2.23%             | 2.22%                           | 1.10%                              | 38.79%                     | 3.87%                                |
| Pinnacle Health <sup>5, 6</sup>         | 12.90%                | 10.93%            | 7.03%                           | 3.55%                              | 35.40%                     | 7.69%                                |
| Waynesboro                              | 17.51%                | 20.47%            | 20.11%                          | 4.82%                              | 33.78%                     | 8.20%                                |
| Wellspring Surgery & Rehab <sup>5</sup> | 17.39%                | 17.41%            | 7.44%                           | 2.52%                              | 37.74%                     | 4.58%                                |
| York <sup>5</sup>                       | 12.14%                | 11.27%            | 14.40%                          | 2.89%                              | 31.27%                     | 9.04%                                |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                                 | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|--|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|  | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>                 | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 6 Average</b>                  | <b>\$151</b>                            | <b>\$133</b> | <b>\$128</b> | <b>\$124</b> | <b>7.15%</b>                            | <b>\$148</b>                                 | <b>\$131</b> | <b>\$128</b> | <b>\$124</b> | <b>6.44%</b>                            |
| Barnes-Kasson County <sup>5</sup>        | \$17                                    | \$18         | \$20         | \$19         | -2.03%                                  | \$20   | \$20         | \$21         | \$21         | -1.15%                                  |
| Endless Mountains <sup>1, 5</sup>        | \$20                                    | \$20         | \$16         | \$15         | 12.04%                                  | \$24   | \$23         | \$17         | \$15         | 20.29%                                  |
| Geisinger Community <sup>5</sup>         | \$221                                   | \$188        | \$175        | \$161        | 12.47%                                  | \$223  | \$188        | \$177        | \$174        | 9.45%                                   |
| Geisinger Wyoming Valley <sup>5, 7</sup> | \$471                                   | \$445        | \$452        | \$418        | 4.23%                                   | \$447  | \$419        | \$425        | \$395        | 4.44%                                   |
| Guthrie Towanda Memorial <sup>5</sup>    | \$30                                    | \$32         | \$31         | \$33         | -2.70%                                  | \$32   | \$33         | \$33         | \$34         | -2.38%                                  |
| Lehigh Valley Hazleton <sup>3, 5</sup>   | \$117                                   | \$109        | \$51         | \$99         | NA                                      | \$111  | \$101        | \$49         | \$89         | NA                                      |
| Moses Taylor <sup>1, 5, 10</sup>         | \$138                                   | \$123        | \$118        | \$124        | 3.76%                                   | \$138  | \$130        | \$127        | \$131        | 1.75%                                   |
| Pocono <sup>5, 11</sup>                  | \$265                                   | \$258        | \$234        | \$238        | 3.80%                                   | \$241  | \$248        | \$234        | \$232        | 1.33%                                   |
| Regional Scranton <sup>1, 10</sup>       | \$152                                   | \$142        | \$141        | \$134        | 4.70%                                   | \$158  | \$157        | \$156        | \$151        | 1.50%                                   |
| Robert Packer <sup>5, 7</sup>            | \$283                                   | \$276        | \$259        | \$246        | 5.00%                                   | \$280  | \$259        | \$244        | \$239        | 5.72%                                   |
| Troy Community                           | \$21                                    | \$20         | \$16         | \$16         | 10.66%                                  | \$20   | \$19         | \$19         | \$14         | 11.82%                                  |
| Tyler Memorial <sup>1, 10</sup>          | \$16                                    | \$17         | \$19         | \$16         | -0.96%                                  | \$17   | \$18         | \$25         | \$21         | -6.76%                                  |
| Wayne Memorial <sup>5</sup>              | \$81                                    | \$77         | \$70         | \$70         | 5.41%                                   | \$85   | \$75         | \$72         | \$72         | 5.91%                                   |
| Wilkes-Barre General <sup>1, 5, 10</sup> | \$282                                   | \$264        | \$262        | \$267        | 1.93%                                   | \$271  | \$261        | \$255        | \$255        | 2.08%                                   |

See footnotes on page 34.

## INDIVIDUAL HOSPITAL DATA

| Hospital                                | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 6 Average</b>                 | <b>5.65%</b>          | <b>4.62%</b>      | <b>5.48%</b>                    | <b>1.98%</b>                       | <b>39.92%</b>              | <b>10.42%</b>                        |
| Barnes-Kasson County <sup>5</sup>       | -0.52%                | -0.44%            | 0.71%                           | 4.55%                              | 46.02%                     | 19.49%                               |
| Endless Mountains <sup>1,5</sup>        | -13.89%               | -13.88%           | -9.22%                          | 3.09%                              | 51.54%                     | 9.24%                                |
| Geisinger Community <sup>5</sup>        | 3.56%                 | 3.04%             | 6.49%                           | 1.72%                              | 40.80%                     | 12.15%                               |
| Geisinger Wyoming Valley <sup>5,7</sup> | 5.94%                 | 5.42%             | 6.96%                           | 2.08%                              | 34.13%                     | 9.76%                                |
| Guthrie Towanda Memorial <sup>5</sup>   | 0.95%                 | 0.97%             | 1.48%                           | 3.26%                              | 32.96%                     | 15.09%                               |
| Lehigh Valley Hazleton <sup>3,5</sup>   | 7.10%                 | 6.73%             | 9.53%                           | 2.78%                              | 39.82%                     | 13.09%                               |
| Moses Taylor <sup>1,5,10</sup>          | 1.55%                 | 0.91%             | -1.07%                          | 0.31%                              | 29.44%                     | 11.76%                               |
| Pocono <sup>5,11</sup>                  | 10.61%                | 8.92%             | 7.69%                           | 3.05%                              | 38.10%                     | 10.25%                               |
| Regional Scranton <sup>1,10</sup>       | -1.25%                | -1.77%            | -9.14%                          | 0.39%                              | 46.91%                     | 14.14%                               |
| Robert Packer <sup>5,7</sup>            | 11.54%                | 9.64%             | 14.91%                          | 2.81%                              | 47.10%                     | 7.93%                                |
| Troy Community                          | 10.04%                | 10.34%            | 5.81%                           | 3.75%                              | 44.52%                     | 8.50%                                |
| Tyler Memorial <sup>1,10</sup>          | -2.73%                | -4.47%            | -14.90%                         | 1.79%                              | 26.56%                     | 60.20%                               |
| Wayne Memorial <sup>5</sup>             | -2.04%                | -0.55%            | 5.08%                           | 2.38%                              | 46.40%                     | 8.69%                                |
| Wilkes-Barre General <sup>1,5,10</sup>  | 5.59%                 | 3.27%             | 2.43%                           | 0.94%                              | 42.86%                     | 5.57%                                |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                                    | Net Patient Revenue (NPR)<br>(millions) |         |         |         | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |         |         |         | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|---|---|---------|---------|---------|---|--|---------|---------|---------|---|
|   | FY16                                    | FY15    | FY14    | FY13    |   | FY16   | FY15    | FY14    | FY13    |   |
| <b>Statewide Average</b>                    | \$248                                   | \$236   | \$224   | \$218   | 4.59%                                   | \$247  | \$236   | \$227   | \$220   | 4.09%                                   |
| <b>Region 7 Average</b>                     | \$256                                   | \$240   | \$214   | \$212   | 6.92%                                   | \$249  | \$239   | \$210   | \$203   | 7.52%                                   |
| Coordinated Health Ortho <sup>1,10</sup>    | \$35                                    | \$31    | \$31    | \$28    | 7.93%                                   | \$29   | \$28    | \$27    | \$25    | 5.77%                                   |
| Easton <sup>1,5,10</sup>                    | \$176                                   | \$171   | \$181   | \$188   | -2.23%                                  | \$162  | \$153   | \$154   | \$154   | 1.80%                                   |
| Gnaden Huetten Memorial <sup>5,11</sup>     | \$57                                    | \$57    | \$54    | \$55    | 1.24%                                   | \$58   | \$56    | \$55    | \$57    | 0.25%                                   |
| Lehigh Valley Allentown <sup>5,7</sup>      | \$1,268                                 | \$1,194 | \$1,066 | \$1,017 | 8.23%                                   | \$1,357                                      | \$1,247 | \$1,114 | \$1,046 | 9.92%                                   |
| Lehigh Valley Muhlenberg                    | \$250                                   | \$225   | \$217   | \$220   | 4.64%                                   | \$230  | \$210   | \$205   | \$207   | 3.71%                                   |
| Palmerton <sup>5,11</sup>                   | \$29                                    | \$29    | \$28    | \$28    | 1.50%                                   | \$30   | \$30    | \$29    | \$29    | 0.38%                                   |
| Reading <sup>5</sup>                        | \$838                                   | \$770   | \$751   | \$778   | 2.58%                                   | \$795  | \$783   | \$754   | \$725   | 3.23%                                   |
| Sacred Heart Allentown <sup>5</sup>         | \$100                                   | \$94    | \$96    | \$95    | 1.67%                                   | \$99   | \$98    | \$92    | \$93    | 2.23%                                   |
| Schuylkill East Norwegian <sup>5</sup>      | \$54                                    | \$51    | \$50    | \$54    | 0.01%                                   | \$55   | \$57    | \$57    | \$58    | -1.47%                                  |
| Schuylkill South Jackson <sup>5</sup>       | \$71                                    | \$79    | \$84    | \$85    | -5.58%                                  | \$82   | \$85    | \$88    | \$86    | -1.55%                                  |
| St Joseph Reading                           | \$203                                   | \$201   | \$193   | \$196   | 1.19%                                   | \$202  | \$234   | \$189   | \$189   | 2.17%                                   |
| St Luke's Anderson                          | \$175                                   | \$156   | \$141   | \$109   | 20.12%                                  | \$142  | \$126   | \$112   | \$90    | 19.17%                                  |
| St Luke's Bethlehem <sup>5</sup>            | \$642                                   | \$603   | \$563   | \$575   | 3.85%                                   | \$577  | \$559   | \$531   | \$542   | 2.15%                                   |
| St Luke's Miners <sup>5</sup>               | \$53                                    | \$53    | \$48    | \$45    | 6.12%                                   | \$48   | \$46    | \$43    | \$41    | 5.06%                                   |
| Surgical Inst Reading <sup>1,10</sup>       | \$27                                    | \$24    | \$22    | \$20    | 10.87%                                  | \$20   | \$19    | \$18    | \$18    | 4.69%                                   |
| Surgical Spec Coordinated <sup>1,7,10</sup> | \$114                                   | \$102   | \$98    | \$93    | 7.42%                                   | \$95   | \$89    | \$82    | \$76    | 8.21%                                   |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                                    | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                    | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 7 Average</b>                     | <b>6.62%</b>          | <b>5.48%</b>      | <b>4.47%</b>                    | <b>1.83%</b>                       | <b>34.47%</b>              | <b>8.46%</b>                         |
| Coordinated Health Ortho <sup>1,10</sup>    | 16.54%                | 16.77%            | 13.99%                          | 0.54%                              | 35.64%                     | 2.27%                                |
| Easton <sup>1,5,10</sup>                    | 8.47%                 | 4.96%             | 6.80%                           | 1.05%                              | 40.89%                     | 7.18%                                |
| Gnaden Huetten Memorial <sup>5,11</sup>     | 3.03%                 | 3.08%             | 3.14%                           | 2.70%                              | 47.12%                     | 16.30%                               |
| Lehigh Valley Allentown <sup>5,7</sup>      | 0.10%                 | 0.94%             | 0.96%                           | 1.06%                              | 29.52%                     | 8.91%                                |
| Lehigh Valley Muhlenberg                    | 10.32%                | 13.33%            | 15.08%                          | 1.17%                              | 35.09%                     | 5.57%                                |
| Palmerton <sup>5,11</sup>                   | 0.13%                 | 0.29%             | 0.28%                           | 2.68%                              | 46.10%                     | 9.98%                                |
| Reading <sup>5</sup>                        | 8.48%                 | 8.54%             | 4.65%                           | 2.60%                              | 33.31%                     | 7.49%                                |
| Sacred Heart Allentown <sup>5</sup>         | 9.52%                 | 9.70%             | 8.70%                           | 1.15%                              | 41.51%                     | 20.45%                               |
| Schuylkill East Norwegian <sup>5</sup>      | -0.42%                | -0.42%            | -4.96%                          | 2.36%                              | 66.10%                     | 7.03%                                |
| Schuylkill South Jackson <sup>5</sup>       | -11.91%               | -11.91%           | -5.71%                          | 2.71%                              | 36.79%                     | 17.69%                               |
| St Joseph Reading                           | 3.77%                 | 3.59%             | -1.55%                          | 2.45%                              | 34.72%                     | 10.78%                               |
| St Luke's Anderson                          | 20.09%                | 9.17%             | 11.22%                          | 2.81%                              | 37.48%                     | 4.25%                                |
| St Luke's Bethlehem <sup>5</sup>            | 12.27%                | 6.68%             | 5.35%                           | 2.34%                              | 38.16%                     | 8.64%                                |
| St Luke's Miners <sup>5</sup>               | 12.23%                | 3.42%             | 6.12%                           | 3.43%                              | 37.10%                     | 11.64%                               |
| Surgical Inst Reading <sup>1,10</sup>       | 24.76%                | 24.76%            | 23.11%                          | 0.15%                              | 27.88%                     | 1.99%                                |
| Surgical Spec Coordinated <sup>1,7,10</sup> | 16.63%                | 16.72%            | 15.51%                          | 0.95%                              | 24.10%                     | 2.19%                                |

See footnotes on page 34.

# INDIVIDUAL HOSPITAL DATA

| Hospital                                 | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|--|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|  | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>                 | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 8 Average</b>                  | <b>\$203</b>                            | <b>\$196</b> | <b>\$191</b> | <b>\$188</b> | <b>2.54%</b>                            | <b>\$203</b>                                 | <b>\$195</b> | <b>\$192</b> | <b>\$188</b> | <b>2.66%</b>                            |
| Abington Memorial <sup>5</sup>           | \$644                                   | \$598        | \$591        | \$600        | 2.40%                                   | \$639  | \$607        | \$614        | \$608        | 1.68%                                   |
| Barix Clinics PA <sup>1, 10</sup>        | \$7                                     | \$6          | \$5          | NR           | NR                                      | \$13   | \$12         | \$11         | NR           | NR                                      |
| Brandywine <sup>1, 5, 10</sup>           | \$108                                   | \$114        | \$122        | \$120        | -3.54%                                  | \$131  | \$134        | \$138        | \$136        | -1.19%                                  |
| Chester County                           | \$288                                   | \$269        | \$233        | \$236        | 7.34%                                   | \$302  | \$274        | \$251        | \$240        | 8.66%                                   |
| Crozer Chester <sup>5, 7</sup>           | \$488                                   | \$465        | \$468        | \$512        | -1.58%                                  | \$490  | \$500        | \$516        | \$528        | -2.40%                                  |
| Delaware County Memorial <sup>5, 7</sup> | \$153                                   | \$150        | \$157        | \$168        | -3.08%                                  | \$162  | \$160        | \$170        | \$178        | -2.84%                                  |
| Doylestown                               | \$234                                   | \$229        | \$217        | \$211        | 3.61%                                   | \$242  | \$234        | \$225        | \$217        | 3.80%                                   |
| Einstein MC Montgomery <sup>3</sup>      | \$198                                   | \$182        | \$167        | \$111        | NA                                      | \$199  | \$189        | \$186        | \$135        | NA                                      |
| Grand View <sup>5, 7</sup>               | \$183                                   | \$180        | \$169        | \$165        | 3.82%                                   | \$185  | \$180        | \$168        | \$163        | 4.46%                                   |
| Holy Redeemer <sup>5</sup>               | \$180                                   | \$181        | \$172        | \$173        | 1.47%                                   | \$180  | \$181        | \$177        | \$180        | -0.08%                                  |
| Jennersville Regional <sup>1, 10</sup>   | \$41                                    | \$45         | \$43         | \$43         | -1.24%                                  | \$47   | \$47         | \$47         | \$46         | 1.08%                                   |
| Lansdale <sup>5</sup>                    | \$85                                    | \$80         | \$78         | \$76         | 3.77%                                   | \$82   | \$76         | \$77         | \$76         | 2.89%                                   |
| Lower Bucks <sup>1, 3, 5, 10</sup>       | \$78                                    | \$71         | \$76         | \$14         | NA                                      | \$77   | \$75         | \$88         | \$24         | NA                                      |
| Main Line Bryn Mawr <sup>5</sup>         | \$328                                   | \$316        | \$306        | \$310        | 1.90%                                   | \$312  | \$302        | \$285        | \$285        | 3.22%                                   |
| Main Line Lankenau <sup>5</sup>          | \$461                                   | \$437        | \$395        | \$374        | 7.72%                                   | \$473  | \$427        | \$391        | \$353        | 11.35%                                  |
| Main Line Paoli                          | \$299                                   | \$296        | \$284        | \$276        | 2.78%                                   | \$270  | \$251        | \$239        | \$227        | 6.30%                                   |
| Mercy Fitzgerald <sup>5</sup>            | \$172                                   | \$166        | \$166        | \$169        | 0.53%                                   | \$185  | \$178        | \$174        | \$180        | 1.05%                                   |
| Mercy Suburban <sup>1, 2, 5, 11</sup>    | \$46                                    | \$98         | \$92         | \$100        | NA                                      | \$57   | \$102        | \$104        | \$112        | NA                                      |
| Phoenixville <sup>1, 3, 5, 7, 10</sup>   | \$149                                   | \$150        | \$148        | \$149        | -0.14%                                  | \$148  | \$148        | \$140        | \$140        | 2.01%                                   |
| Physicians Care <sup>1, 10</sup>         | \$29                                    | \$25         | \$20         | \$10         | 62.15%                                  | \$21   | \$20         | \$16         | \$12         | 26.76%                                  |
| Pottstown Memorial <sup>1, 5, 10</sup>   | \$164                                   | \$157        | \$172        | \$180        | -2.96%                                  | \$139  | \$139        | \$139        | \$141        | -0.49%                                  |
| Riddle Memorial <sup>5</sup>             | \$179                                   | \$171        | \$161        | \$156        | 4.94%                                   | \$181  | \$172        | \$166        | \$169        | 2.17%                                   |
| Rothman Ortho Specialty <sup>1, 10</sup> | \$45                                    | \$39         | \$42         | \$37         | 7.61%                                   | \$36   | \$34         | \$30         | \$29         | 8.42%                                   |
| St Luke's Quakertown <sup>5</sup>        | \$62                                    | \$56         | \$56         | \$60         | 0.92%                                   | \$61   | \$56         | \$55         | \$56         | 3.06%                                   |
| St Mary MC <sup>5</sup>                  | \$419                                   | \$429        | \$426        | \$404        | 1.29%                                   | \$389  | \$384        | \$385        | \$371        | 1.57%                                   |

See footnotes on page 34.



# INDIVIDUAL HOSPITAL DATA

| Hospital                                | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 8 Average</b>                 | <b>4.62%</b>          | <b>4.91%</b>      | <b>5.18%</b>                    | <b>1.58%</b>                       | <b>38.83%</b>              | <b>9.48%</b>                         |
| Abington Memorial <sup>5</sup>          | 6.25%                 | 6.49%             | 4.47%                           | 2.00%                              | 41.13%                     | 6.88%                                |
| Barix Clinics PA <sup>1,10</sup>        | -55.88%               | -55.88%           | -77.90%                         | 0.53%                              | 7.24%                      | 0.00%                                |
| Brandywine <sup>1,5,10</sup>            | -19.93%               | -11.72%           | -9.43%                          | 1.45%                              | 34.79%                     | 11.18%                               |
| Chester County                          | 2.13%                 | 2.96%             | 1.99%                           | 1.81%                              | 35.54%                     | 7.00%                                |
| Crozer Chester <sup>5,7</sup>           | 4.33%                 | 4.33%             | 0.82%                           | 1.59%                              | 36.47%                     | 27.94%                               |
| Delaware County Memorial <sup>5,7</sup> | -4.47%                | -4.47%            | -2.40%                          | 2.36%                              | 39.65%                     | 23.34%                               |
| Doylestown                              | 2.10%                 | 3.29%             | 3.74%                           | 0.67%                              | 47.21%                     | 3.06%                                |
| Einstein MC Montgomery <sup>3</sup>     | 1.97%                 | 4.14%             | -8.66%                          | 2.03%                              | 39.33%                     | 14.30%                               |
| Grand View <sup>5,7</sup>               | 1.23%                 | 5.18%             | 7.53%                           | 1.80%                              | 47.72%                     | 3.62%                                |
| Holy Redeemer <sup>5</sup>              | 4.46%                 | 6.93%             | 6.91%                           | 0.83%                              | 46.75%                     | 8.41%                                |
| Jennersville Regional <sup>1,10</sup>   | -12.36%               | -7.25%            | -4.66%                          | 1.67%                              | 36.61%                     | 12.09%                               |
| Lansdale <sup>5</sup>                   | 5.71%                 | 5.71%             | 5.94%                           | 1.52%                              | 51.50%                     | 4.35%                                |
| Lower Bucks <sup>1,3,5,10</sup>         | 2.44%                 | 2.56%             | -4.37%                          | 3.60%                              | 45.37%                     | 14.56%                               |
| Main Line Bryn Mawr <sup>5</sup>        | 9.50%                 | 10.37%            | 11.20%                          | 0.81%                              | 34.89%                     | 2.24%                                |
| Main Line Lankenau <sup>5</sup>         | 3.77%                 | 3.88%             | 10.47%                          | 1.16%                              | 39.93%                     | 6.25%                                |
| Main Line Paoli                         | 12.72%                | 13.94%            | 17.06%                          | 1.75%                              | 31.61%                     | 2.30%                                |
| Mercy Fitzgerald <sup>5</sup>           | 3.41%                 | 3.21%             | 2.19%                           | 2.80%                              | 42.00%                     | 28.77%                               |
| Mercy Suburban <sup>1,2,5,11</sup>      | -20.96%               | -21.38%           | -21.89%                         | 1.78%                              | 40.13%                     | 19.45%                               |
| Phoenixville <sup>1,5,7,10</sup>        | 1.91%                 | 0.74%             | 2.14%                           | 0.69%                              | 41.03%                     | 8.54%                                |
| Physicians Care <sup>1,10</sup>         | 27.50%                | 32.09%            | 27.32%                          | 0.40%                              | 27.60%                     | 0.19%                                |
| Pottstown Memorial <sup>1,5,10</sup>    | 16.56%                | 11.38%            | 11.19%                          | 1.18%                              | 35.53%                     | 10.97%                               |
| Riddle Memorial <sup>5</sup>            | 3.90%                 | 6.38%             | 6.38%                           | 0.83%                              | 42.58%                     | 3.86%                                |
| Rothman Ortho Specialty <sup>1,10</sup> | 20.27%                | 22.11%            | 22.82%                          | 0.25%                              | 20.40%                     | 0.00%                                |
| St Luke's Quakertown <sup>5</sup>       | 3.58%                 | -1.95%            | 0.81%                           | 2.89%                              | 41.42%                     | 5.85%                                |
| St Mary MC <sup>5</sup>                 | 11.06%                | 6.34%             | 12.14%                          | 1.96%                              | 32.87%                     | 2.00%                                |

See footnotes on page 34.

## INDIVIDUAL HOSPITAL DATA

| Hospital                                  | Net Patient Revenue (NPR)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in NPR<br>FY13-16 | Total Operating Expenses (TOE)<br>(millions) |              |              |              | 3-yr Avg<br>Change<br>in TOE<br>FY13-16 |
|---|---|--------------|--------------|--------------|---|--|--------------|--------------|--------------|---|
|   | FY16                                    | FY15         | FY14         | FY13         |   | FY16   | FY15         | FY14         | FY13         |   |
| <b>Statewide Average</b>                  | <b>\$248</b>                            | <b>\$236</b> | <b>\$224</b> | <b>\$218</b> | <b>4.59%</b>                            | <b>\$247</b>                                 | <b>\$236</b> | <b>\$227</b> | <b>\$220</b> | <b>4.09%</b>                            |
| <b>Region 9 Average</b>                   | <b>\$559</b>                            | <b>\$528</b> | <b>\$501</b> | <b>\$509</b> | <b>3.28%</b>                            | <b>\$574</b>                                 | <b>\$547</b> | <b>\$521</b> | <b>\$526</b> | <b>3.02%</b>                            |
| Albert Einstein <sup>5,7</sup>            | \$626                                   | \$562        | \$538        | \$559        | 4.01%                                   | \$677  | \$604        | \$592        | \$613        | 3.50%                                   |
| Aria Health <sup>5</sup>                  | \$460                                   | \$419        | \$380        | \$415        | 3.64%                                   | \$461  | \$441        | \$429        | \$408        | 4.36%                                   |
| Chestnut Hill <sup>1,5,10</sup>           | \$115                                   | \$104        | \$102        | \$99         | 5.38%                                   | \$118  | \$109        | \$109        | \$103        | 4.76%                                   |
| Children's Hosp Phila <sup>5,7</sup>      | \$1,760                                 | \$1,601      | \$1,503      | \$1,395      | 8.73%                                   | \$1,853                                      | \$1,736      | \$1,614      | \$1,546      | 6.61%                                   |
| Eastern Regional <sup>10</sup>            | \$322                                   | \$387        | \$459        | \$415        | -7.51%                                  | \$322  | \$391        | \$462        | \$410        | -7.12%                                  |
| Hahnemann University <sup>1,5,10</sup>    | \$431                                   | \$427        | \$385        | \$416        | 1.19%                                   | \$498  | \$519        | \$483        | \$474        | 1.71%                                   |
| Hospital Fox Chase Cancer                 | \$314                                   | \$292        | \$247        | \$245        | 9.43%                                   | \$275  | \$256        | \$223        | \$216        | 9.14%                                   |
| Hospital University PA <sup>5</sup>       | \$2,468                                 | \$2,350      | \$2,241      | \$2,109      | 5.69%                                   | \$2,363                                      | \$2,218      | \$2,087      | \$2,025      | 5.55%                                   |
| Jeanes                                    | \$147                                   | \$137        | \$137        | \$139        | 1.77%                                   | \$158  | \$148        | \$154        | \$159        | -0.21%                                  |
| Mercy Philadelphia <sup>5</sup>           | \$136                                   | \$133        | \$128        | \$134        | 0.48%                                   | \$137  | \$132        | \$131        | \$138        | -0.45%                                  |
| Nazareth <sup>5</sup>                     | \$138                                   | \$144        | \$141        | \$142        | -1.02%                                  | \$139  | \$143        | \$145        | \$148        | -1.91%                                  |
| Penn Presbyterian <sup>5</sup>            | \$700                                   | \$599        | \$513        | \$489        | 14.41%                                  | \$755  | \$647        | \$534        | \$530        | 14.15%                                  |
| Pennsylvania <sup>5</sup>                 | \$572                                   | \$524        | \$478        | \$439        | 10.03%                                  | \$584  | \$550        | \$529        | \$488        | 6.53%                                   |
| Roxborough Memorial <sup>1,3,5,10</sup>   | \$70                                    | \$61         | \$59         | \$45         | NA                                      | \$80   | \$73         | \$70         | \$52         | NA                                      |
| Shriners Children Phila <sup>1</sup>      | \$9                                     | \$12         | \$14         | \$13         | -10.85%                                 | \$52   | \$51         | \$50         | \$48         | 2.49%                                   |
| St Christopher's Children <sup>1,10</sup> | \$313                                   | \$317        | \$313        | \$316        | -0.35%                                  | \$367  | \$351        | \$327        | \$314        | 5.58%                                   |
| Temple University <sup>5</sup>            | \$1,013                                 | \$916        | \$856        | \$808        | 8.44%                                   | \$1,016                                      | \$917        | \$837        | \$813        | 8.35%                                   |
| Thomas Jefferson Univ <sup>5</sup>        | \$1,495                                 | \$1,456      | \$1,421      | \$1,390      | 2.52%                                   | \$1,522                                      | \$1,506      | \$1,502      | \$1,414      | 2.54%                                   |
| Wills Eye                                 | \$21                                    | \$21         | \$15         | NA           | NA                                      | \$37   | \$36         | \$32         | NA           | NA                                      |

See footnotes on page 34.

## INDIVIDUAL HOSPITAL DATA

| Hospital                                  | Operating Margin FY16 | Total Margin FY16 | 3-yr Avg Total Margin FY14-FY16 | Percent of Uncompensated Care FY16 | Medicare Share of NPR FY16 | Medical Assistance Share of NPR FY16 |
|---|-----------------------|-------------------|---------------------------------|------------------------------------|----------------------------|--------------------------------------|
| <b>Statewide Average</b>                  | <b>5.94%</b>          | <b>5.90%</b>      | <b>5.73%</b>                    | <b>2.01%</b>                       | <b>33.86%</b>              | <b>13.21%</b>                        |
| <b>Region 9 Average</b>                   | <b>5.20%</b>          | <b>5.98%</b>      | <b>5.86%</b>                    | <b>1.93%</b>                       | <b>25.69%</b>              | <b>20.76%</b>                        |
| Albert Einstein <sup>5,7</sup>            | -1.57%                | -1.37%            | 1.79%                           | 3.32%                              | 40.59%                     | 37.82%                               |
| Aria Health <sup>5</sup>                  | 6.70%                 | 7.38%             | 2.87%                           | 3.33%                              | 44.99%                     | 16.85%                               |
| Chestnut Hill <sup>1,5,10</sup>           | -1.90%                | -1.74%            | -3.23%                          | 1.41%                              | 56.31%                     | 11.79%                               |
| Children's Hosp Phila <sup>5,7</sup>      | 12.47%                | 12.66%            | 11.89%                          | 2.05%                              | 1.13%                      | 25.79%                               |
| Eastern Regional <sup>10</sup>            | 1.69%                 | 0.69%             | 0.49%                           | 6.67%                              | 17.02%                     | 0.00%                                |
| Hahnemann University <sup>1,5,10</sup>    | -9.46%                | -5.96%            | -6.48%                          | 0.71%                              | 34.61%                     | 25.47%                               |
| Hospital Fox Chase Cancer                 | 13.56%                | 13.65%            | 12.65%                          | 0.31%                              | 32.25%                     | 3.48%                                |
| Hospital University PA <sup>5</sup>       | 11.37%                | 12.88%            | 14.12%                          | 0.85%                              | 26.01%                     | 10.91%                               |
| Jeanes                                    | -2.75%                | -2.19%            | -2.28%                          | 1.89%                              | 42.20%                     | 16.40%                               |
| Mercy Philadelphia <sup>5</sup>           | 2.59%                 | 2.47%             | 2.18%                           | 3.47%                              | 31.12%                     | 55.68%                               |
| Nazareth <sup>5</sup>                     | 1.51%                 | 1.34%             | 1.74%                           | 4.19%                              | 47.51%                     | 22.14%                               |
| Penn Presbyterian <sup>5</sup>            | 1.39%                 | 1.37%             | 2.33%                           | 1.55%                              | 34.35%                     | 15.91%                               |
| Pennsylvania <sup>5</sup>                 | 3.31%                 | 5.22%             | 2.24%                           | 1.51%                              | 27.10%                     | 15.26%                               |
| Roxborough Memorial <sup>1,3,5,10</sup>   | -8.70%                | -5.96%            | -8.99%                          | 1.88%                              | 59.83%                     | 11.51%                               |
| Shriners Children Phila <sup>1</sup>      | -428.71%              | -428.71%          | -316.55%                        | 16.70%                             | 0.00%                      | 26.46%                               |
| St Christopher's Children <sup>1,10</sup> | -1.11%                | -0.70%            | 0.40%                           | 0.95%                              | 2.98%                      | 61.12%                               |
| Temple University <sup>5</sup>            | 1.48%                 | 1.81%             | 3.18%                           | 2.23%                              | 29.54%                     | 41.34%                               |
| Thomas Jefferson Univ <sup>5</sup>        | 3.29%                 | 3.72%             | 2.35%                           | 1.76%                              | 29.99%                     | 14.29%                               |
| Wills Eye                                 | -25.81%               | -22.44%           | -6.20%                          | 0.48%                              | 41.47%                     | 5.54%                                |

See footnotes on page 34.

# EXPLANATION OF TERMS & MEASURES

**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 FY13 through FY16.

$$(((\text{NPR}_{16} - \text{NPR}_{13}) / \text{NPR}_{13}) / 3) \text{ or } (((\text{TOE}_{16} - \text{TOE}_{13}) / \text{TOE}_{13}) / 3)$$

**3-year Average Total Margin:** The average total margin realized by the hospital during FY14 through FY16.

$$(\Sigma \text{ revenue over expenses}_{16, 15, 14} / \Sigma \text{ total revenue}_{16, 15, 14})$$

**Commercial Third-Party Payers:** 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. Government-funded programs, such as Medicare managed care, are not included even if a commercial insurer administers the program.

**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 (net of bad debt) 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 payers for care provided during a previous fiscal year.

**Other Third-Party Payers:** Third-party payers 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.

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

**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 later was 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 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 Net Income (Revenue over Expenses):** Total net income reflects the sum of operating income and non-operating income. Total net income may also include an extraordinary item.

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 Operating Expenses (TOE):** All costs associated with operating the entire facility such as salaries, professional fees, supplies, depreciation, interest, and insurance. The acquisition of durable equipment and other property is 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.

# FOOTNOTES

## 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. FY16 data is less than 12 months; therefore, a three-year comparison is not appropriate for some of the measures.
3. Prior year(s) reflect less than 12 months of data; therefore, a three-year comparison is not appropriate for some of the measures.
4. This is the first reporting year for this facility. Expenses are often higher than operating revenue during the start-up period.
5. The hospital has specialty units such as psychiatric, rehab, long-term care, skilled nursing, etc., which are included in the data presented for the facility.
6. Extraordinary item(s) is 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 FY16 reporting period.
9. Acquired or merged with another licensed hospital during the FY14 or FY15 reporting periods.
10. For-profit facility; total margin includes *pro rata* share of the parent corporation's federal income taxes.
11. Facility is referred to by a different name, or it closed after the FY16 reporting period.
12. Facility failed to satisfy the financial filing requirements.
13. One or more of the required financial submissions was filed late.
14. Facility submitted incomplete or inaccurate data.

NA Not applicable.

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



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