



El Camino Hospital
THE HOSPITAL OF SILICON VALLEY

Summary of Financial Operations

Fiscal Year 2014 – Period 2
7/1/2013 to 8/31/2013

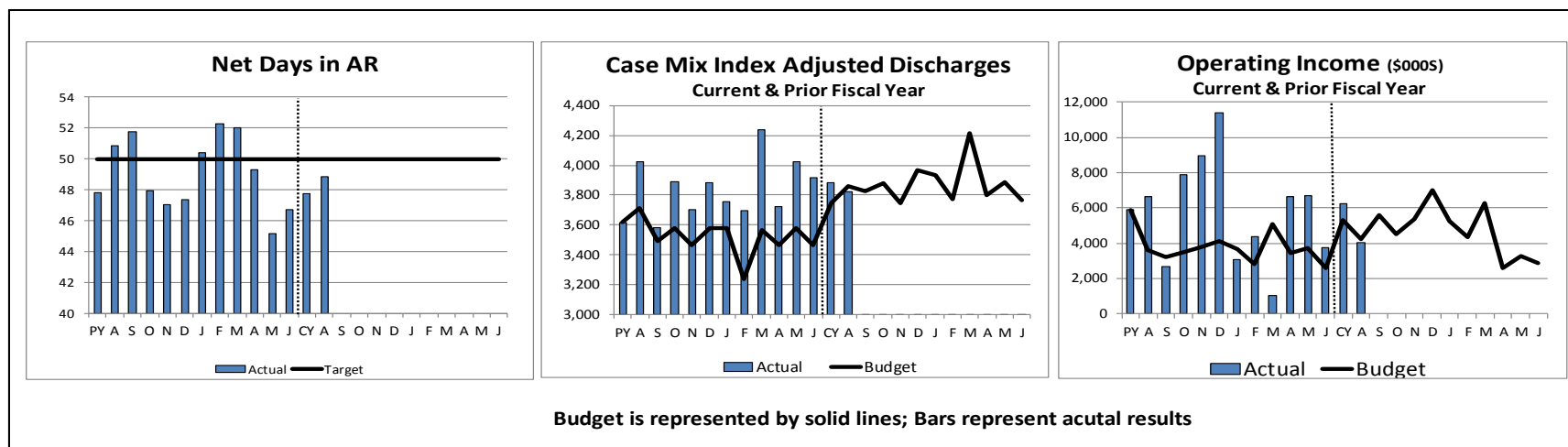
EL CAMINO HOSPITAL
(Excludes Controlled Affiliates)
EXECUTIVE FINANCIAL SUMMARY
Period Ending August 31, 2013

YTD STATEMENT OF REVENUE AND EXPENSES (\$000s)				BALANCE SHEET (\$000s)		
	Actual	Budget	Var F(U)		August 31, 2013	Aug 31, 2012
Gross Revenue	\$398,798	\$402,490	(\$3,692)	Cash and Investments	576,743	478,600
Deductions from Revenue	(283,134)	(286,062)	2,927	Non Cash Current Assets	145,128	134,949
Net Patient Revenue	115,664	116,428	(764)	Property, Plant & Equipment (Net)	628,246	652,379
Other Operating Revenue	2,461	2,725	(264)	Other Assets	37,107	37,933
Total Operating Revenue	118,125	119,153	(1,028)	Total Assets	1,387,225	1,303,860
Salaries & Wages	63,147	63,779	632	Current Liabilities	91,006	86,898
Supplies	16,619	17,382	764	Long-Term Debt	230,370	235,092
Fees & Purchased Services	13,247	12,796	(450)	Fund Balance/Capital Accounts	1,065,849	981,870
Other Operating Expense	5,498	5,703	205	Total Liabilities & Equity	1,387,225	1,303,860
Total Non Capital Operating Expense	98,510	99,660	1,150	KEY ECH STATISTICS - YTD		
OPERATING EBITDA	19,614	19,493	122	Balance Sheet	Actual	Target ⁽¹⁾
Interest, Depreciation & Amortization	9,307	9,958	651	Debt Service Coverage Ratio (MADS)	7.9	1.2
NET OPERATING SURPLUS	10,308	9,535	773	Debt to Capitalization	13.7%	37.5%
Non Operating Income	6,403	3,325	3,078	Days of Cash	358	278
TOTAL NET SURPLUS	16,711	12,859	3,852	Net AR Days	48.8	49.7
Yield Percent (NPR / Gross Revenue)	29.0%	28.9%	0.1%	Other	Actual	Budget
EBITDA Margin	16.6%	16.4%	0.2%	Acute Discharges	3,077	3,159
Operating Margin	8.7%	8.0%	0.7%	Acute Average Daily Census	217	224
Total Margin	14.1%	10.8%	3.4%	Deliveries	875	830
				Emergency Department Visits	9,841	9,159
				Surgical Cases	1,813	1,747
				Full Time Equivalent Employees	2,370	2,383
				Worked Hrs/CMI Adjusted Discharge	94.56	96.54

⁽¹⁾ For Debt Service Coverage Ratio and Debt to Capitalization, Target represents Bond Covenants
For Days Cash and Net AR Days, Target represents S&P A+ Rated Hospital Medians

⁽¹⁾ Hospital entity only, excludes controlled affiliates

Management Commentary⁽¹⁾



Net Days in AR Net outstanding receivables decreased by \$620 thousand between July and August, but this was more than offset by net revenues which were \$2.1 million lower in August. Consequently, net days in A/R are still favorable to goal, but increased to 48.8 days. For the most recent 12-month period, A/R days averaged 48.9 days or 1.1 day favorable to the 50-day target.

CMI Adjusted Discharges Although Case Mix in August was 4% below budget and discharges were 5% short, these unfavorable variances were largely offset by outpatient revenues which exceeded budget by 9.5%, resulting in CMI Adjusted Discharges which were just slightly (0.9%) unfavorable to budget. Fiscal year to date CMI Adjusted Discharges are 1.4% favorable to budget.

Operating Margin July's gross charges were \$6.7 million unfavorable to budget, all but \$1.1 million of which was offset at the total revenue line by favorable payer mix, by a favorable shift towards outpatient utilization, and by \$1.5 million higher than expected recoveries on accounts previously reserved as uncollectible. Expenses were \$950 thousand favorable to budget, resulting in hospital operations which were \$150 thousand unfavorable to budget. After investment performance in July's that was \$9.3m favorable to budget, August results were \$6.2 million unfavorable. YTD results are 93% favorable to budget.

(1) Hospital entity only, excludes controlled affiliates

Key Hospital Indicators⁽¹⁾

Statistic	FYE 2011	FYE 2012	FYE 2013	FYTD 2014	Target (2)	+/-
Operating Margin	7.9%	10.5%	9.9%	8.7%	8.0%	
EBITDA Margin	16.6%	19.4%	17.8%	16.6%	16.4%	
Days of Cash	250	321	350	358	278	
Debt Service Coverage Ratio (MADS)	7.5	7.2	7.9	7.9	5.1	
Debt to Capitalization	17.1%	15.8%	14.0%	13.7%	26.8%	
Net AR Days	48.6	48.1	48.3	48.8	49.7	

⁽¹⁾ Hospital Only - Excludes Affiliates

⁽²⁾ Target source: FYTD Budget for Operating Margin and EBITDA Margin

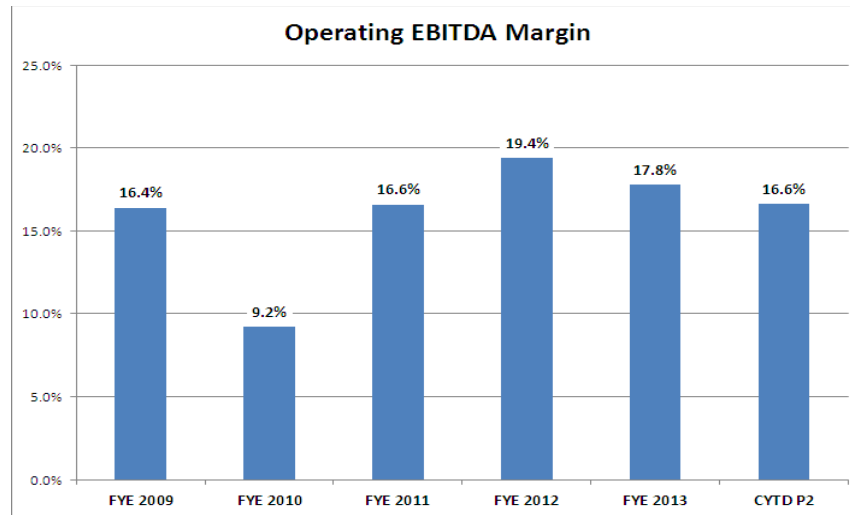
Target source: S&P 2012 A+ Rated Hospital Medians for all others

*Prior Year numbers represent full year

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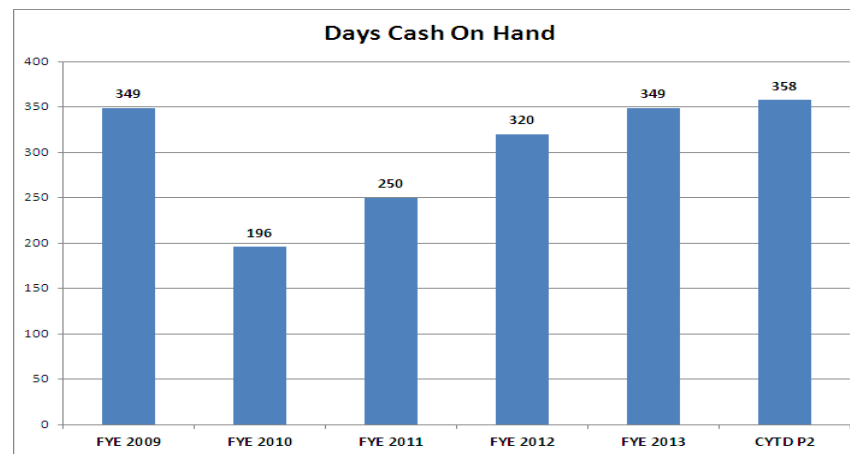
El Camino Hospital Financial Metrics Trend ⁽¹⁾

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**0.2%
Favorable to
Budget**

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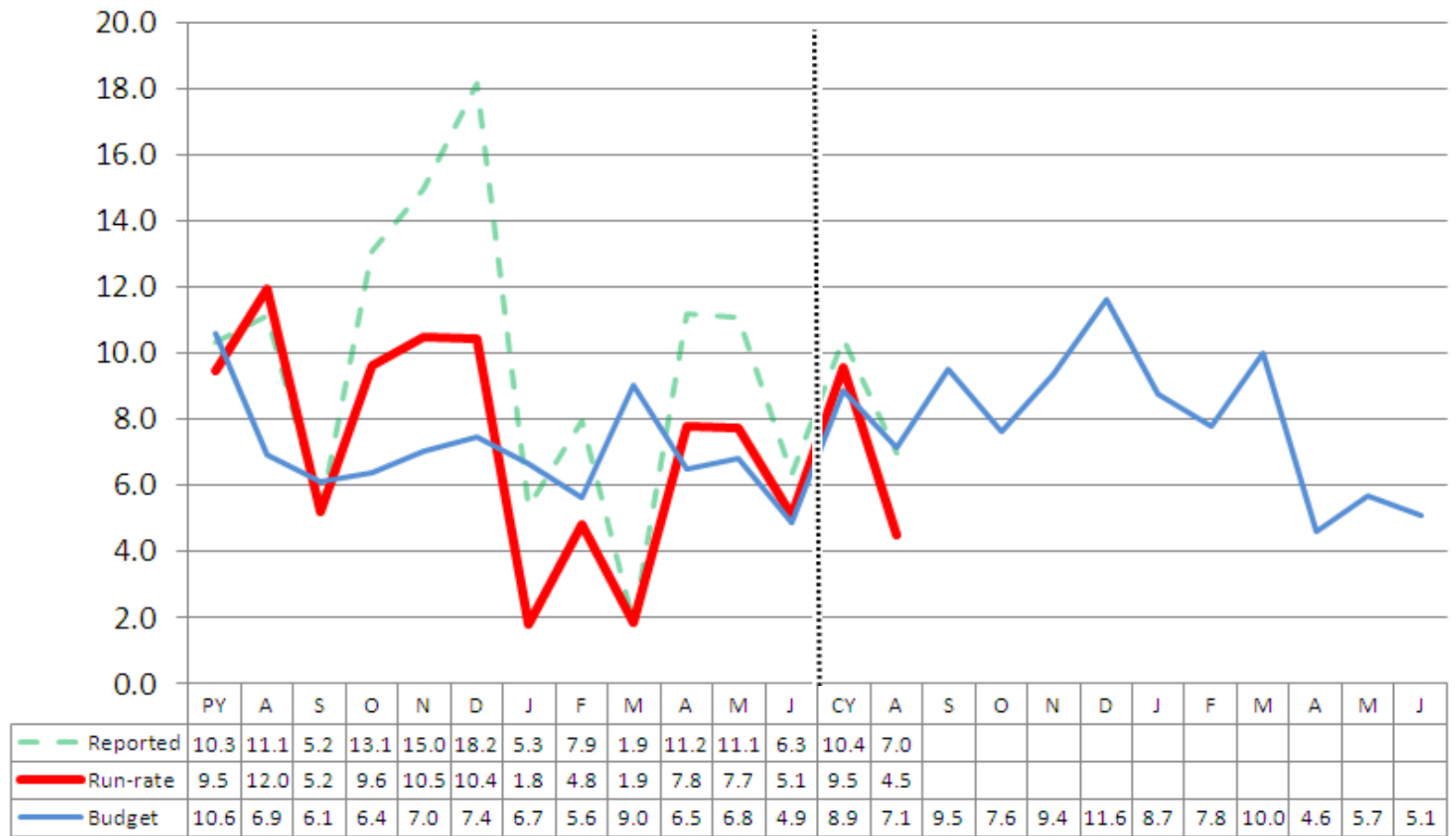


**2 Days
Favorable to
Budget**

**Represents
cash of \$577
million**

⁽¹⁾ Hospital entity only, excludes controlled affiliates

ECH Operating Margin ⁽¹⁾



⁽¹⁾ Hospital entity only, excludes controlled affiliates

ECH Volume Statistics ⁽¹⁾

	Month of Aug, 2013			Year to Date			Prior Year	
	Act	Bud	Var%	Act	Bud	Var%	Act	Var%
Discharges ⁽²⁾	1,253	1,333	-6.0%	2,488	2,602	-4.4%	2,655	-6.3%
ADC ⁽²⁾	172	188	-8.6%	172	183	-6.1%	180	-4.0%
Deliveries	370	360	2.6%	756	704	7.4%	859	-12.0%
ED Visits	3,852	3,720	3.5%	7,639	7,265	5.1%	7,052	8.3%
Surgical Cases	529	563	-6.0%	1,085	1,099	-1.3%	1,041	4.2%

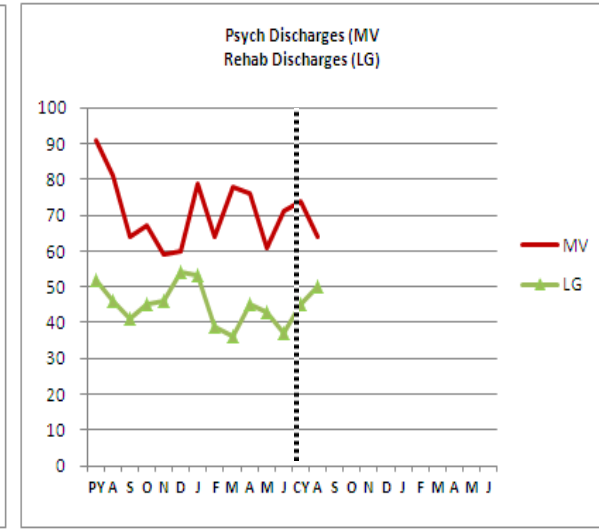
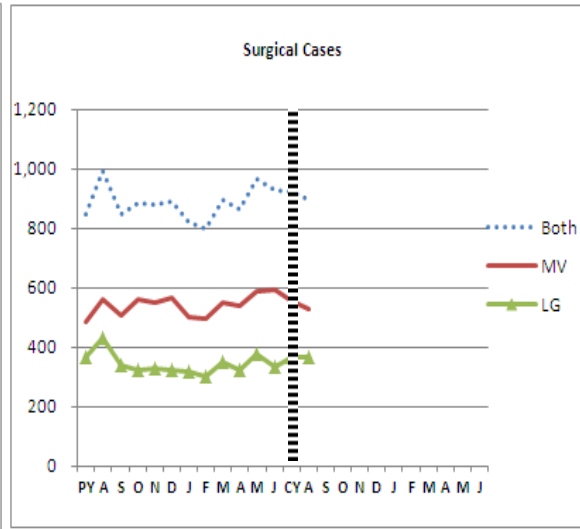
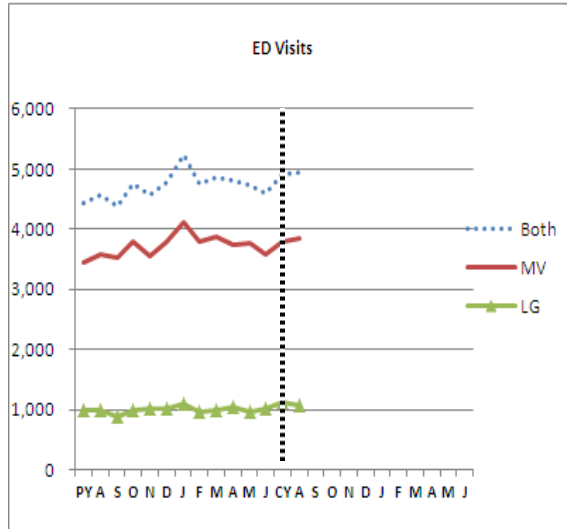
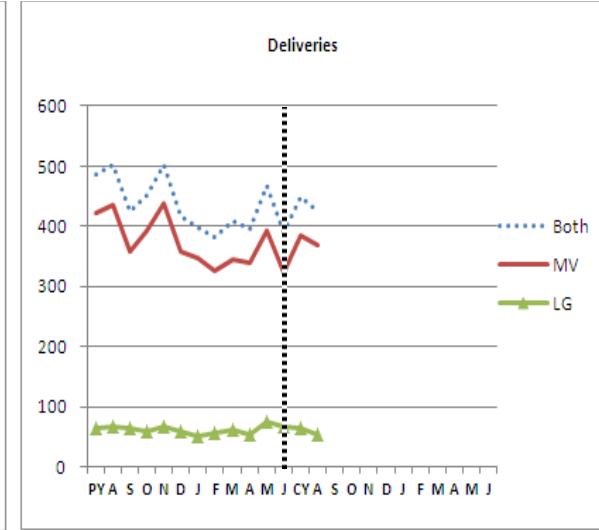
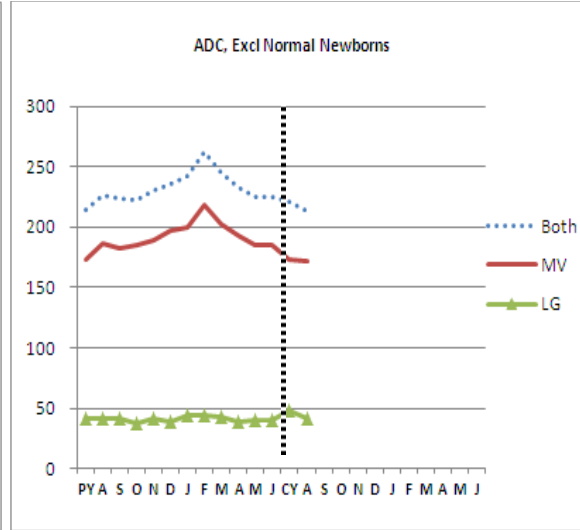
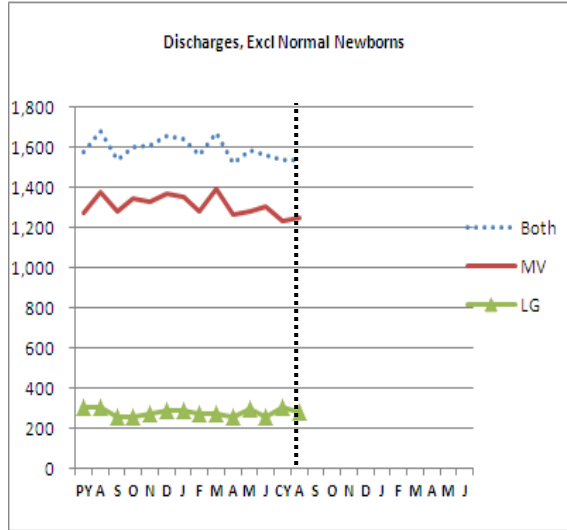
	Month of Aug, 2013			Year to Date			Prior Year	
	Act	Bud	Var	Act	Bud	Var	Act	Var%
Discharges ⁽²⁾	282	285	-1.1%	589	557	5.8%	607	-3.0%
ADC ⁽²⁾	41	41	-0.9%	45	40	10.9%	41	9.2%
Deliveries	55	64	-14.5%	119	126	-5.3%	131	-9.2%
ED Visits	1,081	970	11.5%	2,202	1,894	16.2%	1,967	11.9%
Surgical Cases	364	332	9.8%	728	648	12.4%	799	-8.9%

	Month of Aug, 2013			Year to Date			Prior Year	
	Act	Bud	Var	Act	Bud	Var	Act	Var%
Discharges ⁽²⁾	1,535	1,618	-5.1%	3,077	3,159	-2.6%	3,262	-5.7%
ADC ⁽²⁾	212	229	-7.2%	217	224	-3.0%	220	-1.6%
Deliveries	425	425	0.1%	875	830	5.5%	990	-11.6%
ED Visits	4,933	4,690	5.2%	9,841	9,159	7.4%	9,019	9.1%
Surgical Cases	893	894	-0.2%	1,813	1,747	3.8%	1,840	-1.5%

(1) Hospital entity only, excludes controlled affiliates

(2) Excludes normal newborns (MS-DRG 795)

El Camino Hospital Volume Trends Prior and Current Fiscal Years



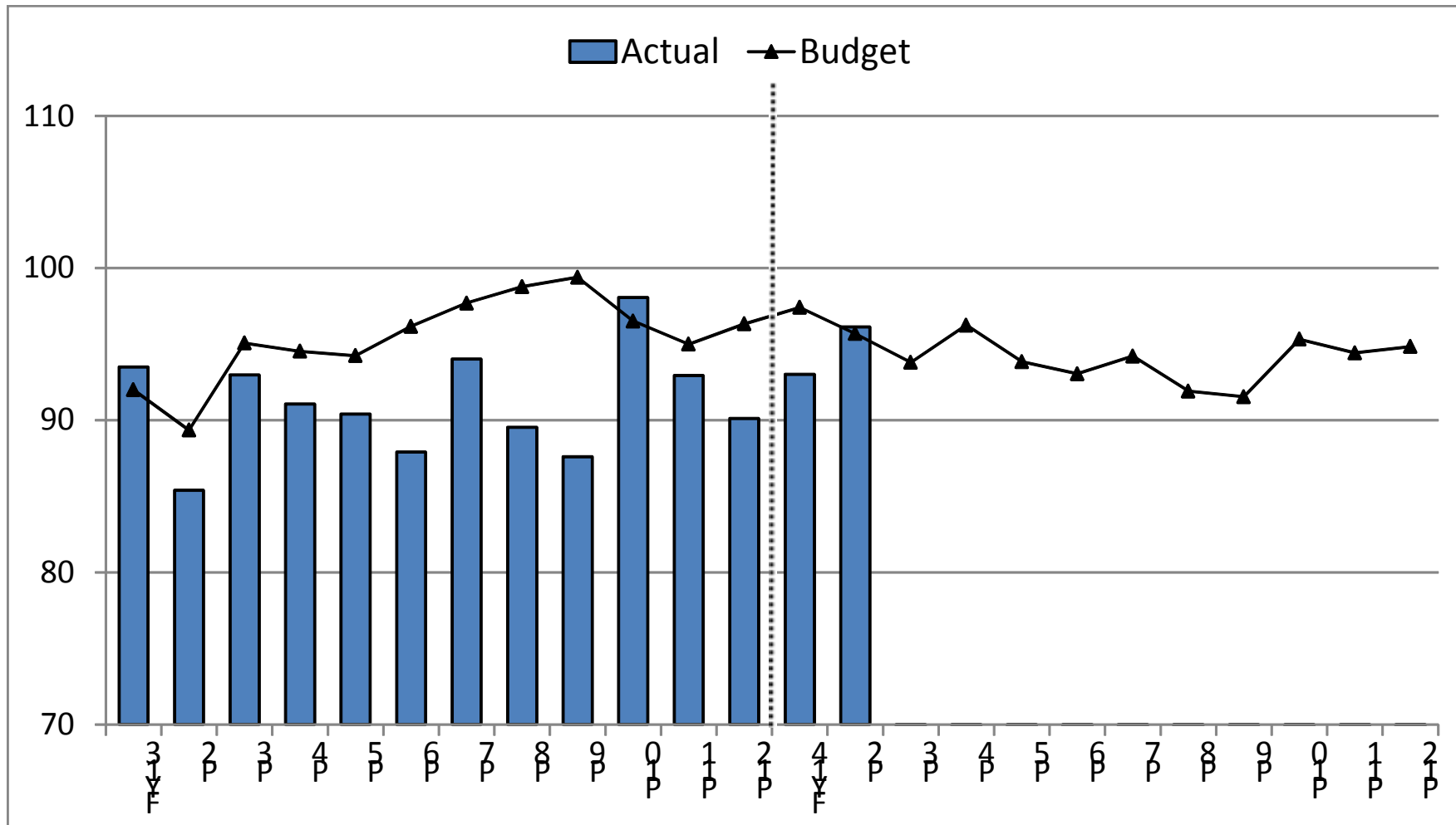
APPENDIX

Summary of Financial Results

\$ in Thousands

	Period 2 - Month			Period 2 - FYTD		
	Actual	Budget	Variance	Actual	Budget	Variance
El Camino Hospital Income (Loss) from Operations						
Mountain View	3,507	3,068	440	7,957	7,550	407
Los Gatos	543	1,137	(594)	2,351	1,985	366
Sub Total - El Camino Hospital, excl. Affiliates	4,051	4,205	(154)	10,308	9,535	773
Operating Margin %	7.0%	7.1%		8.7%	8.0%	
El Camino Hospital Non Operating Income						
Investments **	(4,667)	2,016	(6,683)	6,148	4,028	2,120
Swap Adjustments	405	0	405	904	0	904
Community Benefit	(330)	0	(330)	(510)	0	(510)
Other	2	(352)	354	(139)	(703)	564
Sub Total - Non Operating Income	(4,591)	1,664	(6,255)	6,403	3,325	3,078
El Camino Hospital Net Income (Loss)	(540)	5,869	(6,409)	16,711	12,859	3,852
ECH Net Margin %	-0.9%	9.9%		14.1%	10.8%	
Net Income Hospital Affiliates	(189)	198	(386)	553	431	121
Total Net Income Hospital & Affiliates	(729)	6,067	(6,796)	17,264	13,291	3,973

Worked Hours per CMI Adjusted Discharge⁽¹⁾

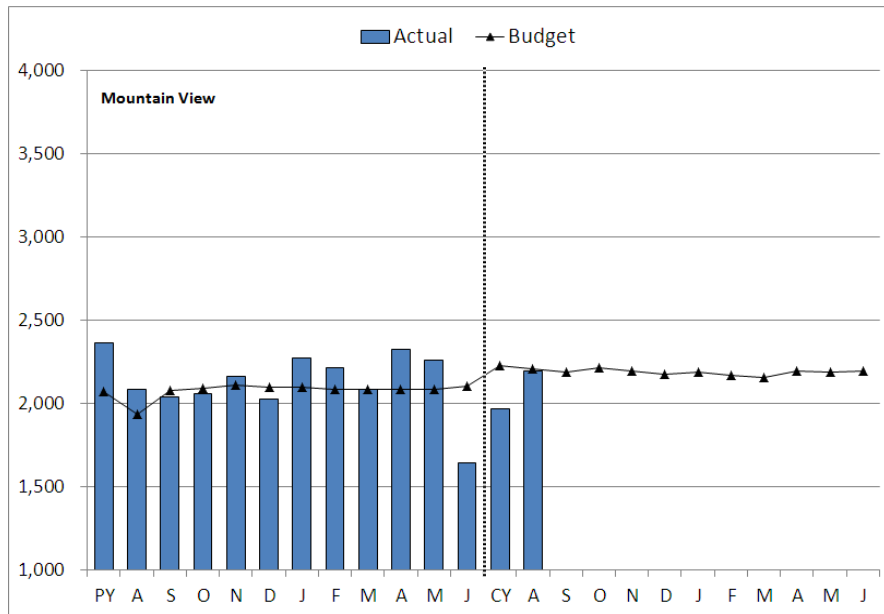


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Supply Cost per CMI Adjusted Discharges ⁽¹⁾

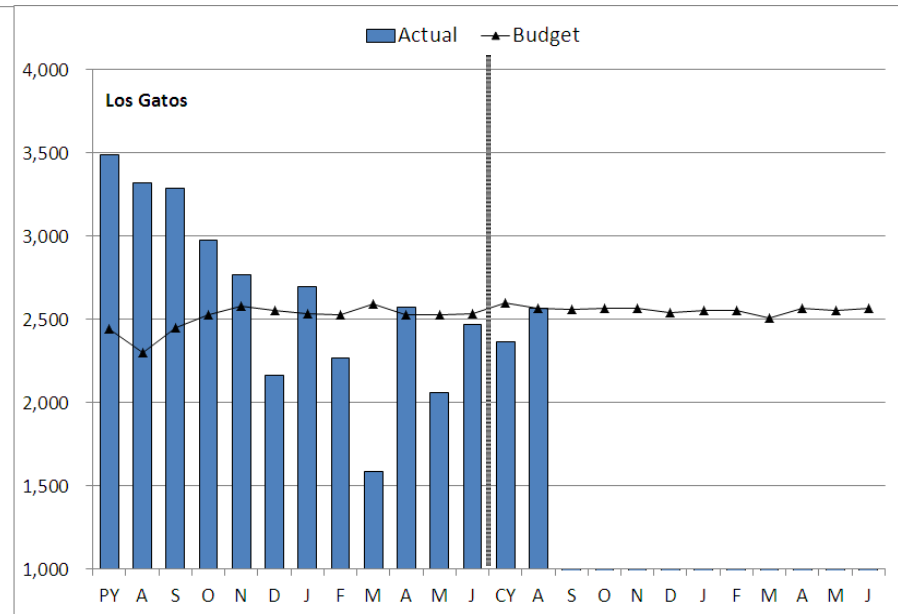
YTD: -6.0% under budget

Mountain View



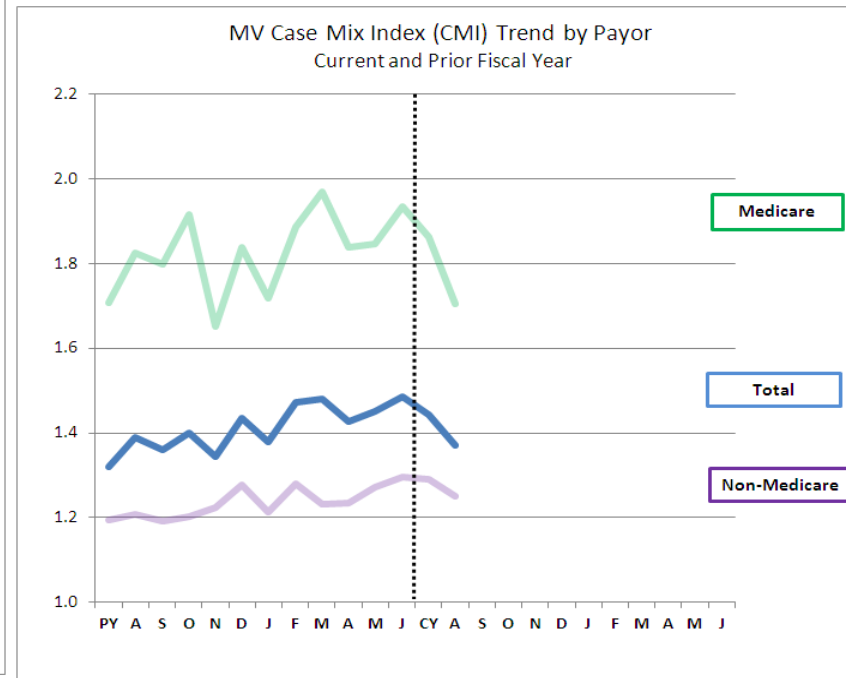
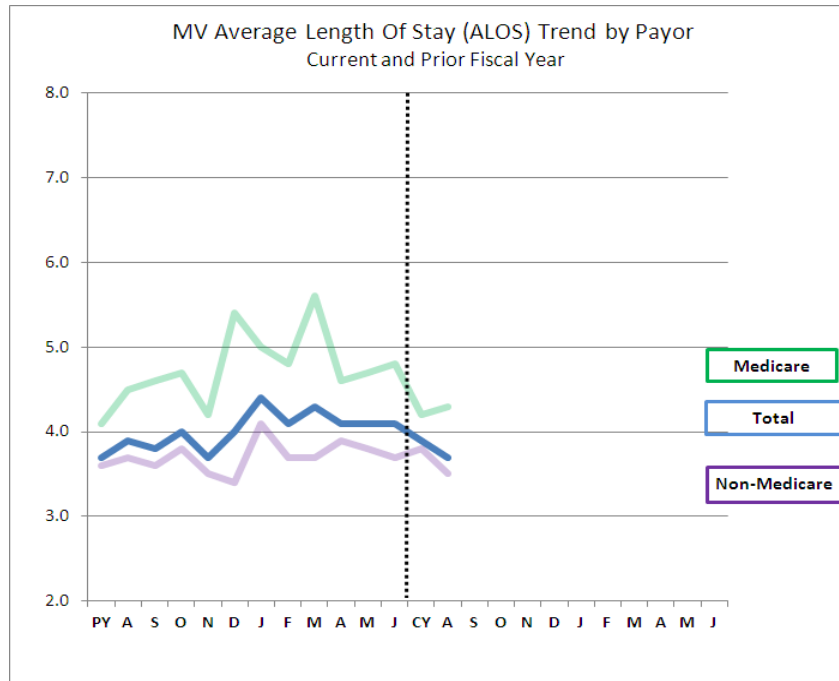
YTD: -4.4% under budget

Los Gatos



⁽¹⁾ Hospital entity only, excludes controlled affiliates

Mountain View LOS & CMI Trend ⁽¹⁾

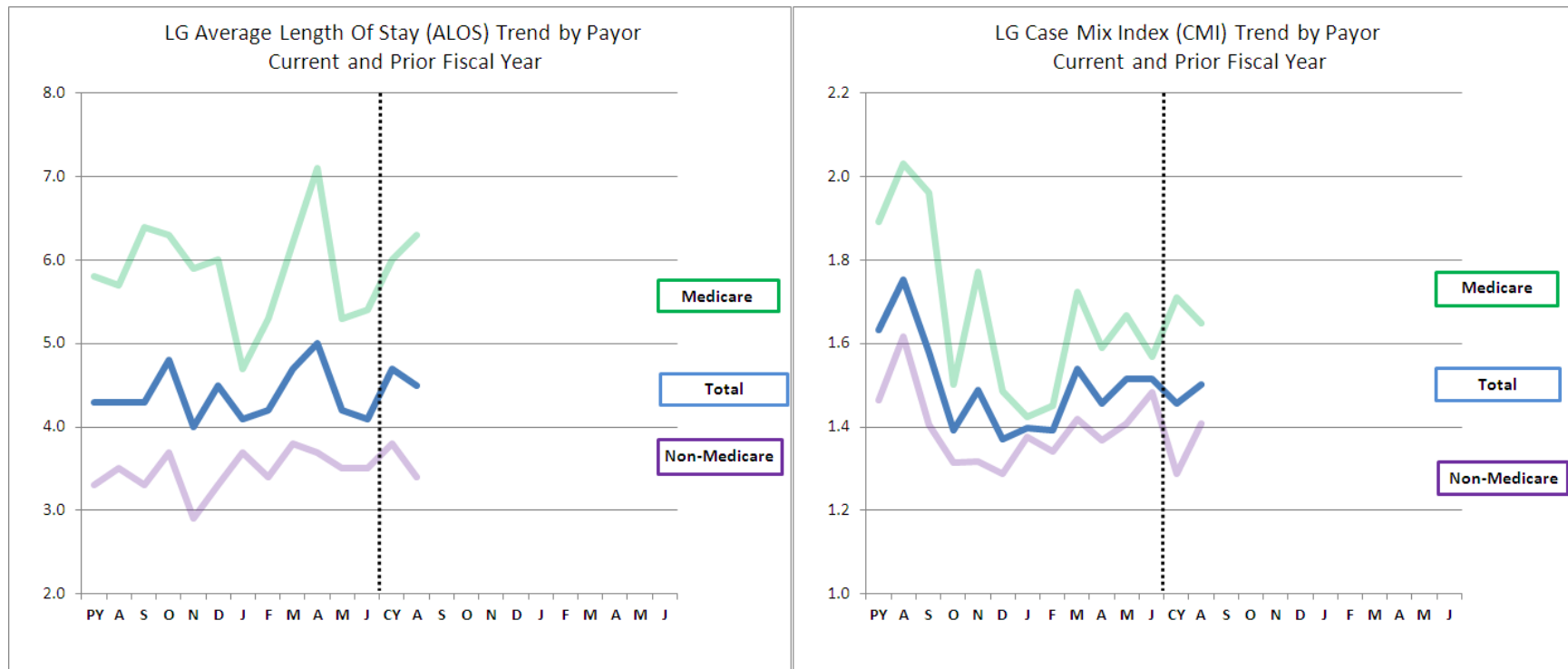


- Medicare: Due to DRG reimbursement, financial results usually improve with decreased LOS and increased CMI
- Non-Medicare: Reimbursement varies; financial results usually improve when both LOS & CMI increase

(1) Hospital entity only, excludes controlled affiliates

All data excludes normal newborns (MS-DRG=795), Medicare data excludes Medicare HMOs and PPOs

Los Gatos LOS & CMI Trend ⁽¹⁾



- Medicare: Due to DRG reimbursement, financial results usually improve with decreased LOS and increased CMI
- Non-Medicare: Reimbursement varies; financial results usually improve when both LOS & CMI increase

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All data excludes normal newborns (MS-DRG=795), Medicare data excludes Medicare HMOs and PPOs

El Camino Hospital ⁽¹⁾

Results from Operations vs. Prior Year
2 months ending 8/31/2013

\$000s	FY 2014	FY 2013	Variance Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	398,798	412,725	(13,927)	-3.4%
Deductions	(283,134)	(298,701)	15,567	-5.2%
Net Patient Revenue	115,664	114,024	1,640	1.4%
Other Operating Revenue	2,461	2,560	(99)	-3.9%
Total Operating Revenue	118,125	116,584	1,541	1.3%
OPERATING EXPENSE:				
Salaries & Wages	63,147	57,783	(5,364)	-9.3%
Supplies	16,619	18,844	2,225	11.8%
Fees & Purchased Services	13,247	14,548	1,301	8.9%
Other Operating Expense	14,805	12,895	(1,910)	-14.8%
Total Operating Expense	107,817	104,069	(3,748)	-3.6%
Net Operating Income/(Loss)	10,308	12,515	(2,207)	-17.6%
Non Operating Income	6,403	5,417	986	18.2%
Net Income(Loss)	16,711	17,932	(1,221)	-6.8%
Collection Rate	29.0%	27.6%	1.4%	
Operating Margin	8.7%	10.7%	-2.0%	
Net Margin	14.1%	15.4%	-1.2%	

(1) Hospital entity only, excludes controlled affiliates

El Camino Hospital – Mountain View⁽¹⁾

Results from Operations vs. Prior Year
2 months ending 8/31/2013

\$000s	FY 2014	FY 2013	Variance Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	320,096	322,113	(2,017)	-0.6%
Deductions	(226,341)	(232,503)	6,162	-2.7%
Net Patient Revenue	93,755	89,610	4,145	4.6%
Other Operating Revenue	2,390	2,420	(31)	-1.3%
Total Operating Revenue	96,145	92,030	4,114	4.5%
OPERATING EXPENSE:				
Salaries & Wages	52,569	47,828	(4,741)	-9.9%
Supplies	13,070	13,396	326	2.4%
Fees & Purchased Services	10,834	12,130	1,296	10.7%
Other Operating Expense	11,715	9,750	(1,965)	-20.2%
Total Operating Expense	88,187	83,104	(5,084)	-6.1%
Net Operating Income/(Loss)	7,957	8,926	(969)	-10.9%
Non Operating Income	6,405	5,406	999	18.5%
Net Income(Loss)	14,362	14,332	30	0.2%
Collection Rate	29.3%	27.8%	1.5%	
Operating Margin	8.3%	9.7%	-1.4%	
Net Margin	14.9%	15.6%	-0.6%	

⁽¹⁾ Hospital entity only, excludes controlled affiliates

El Camino Hospital – Los Gatos⁽¹⁾

Results from Operations vs. Prior Year

2 months ending 8/31/2013

\$000s	FY 2014	FY 2013	Variance Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	78,702	90,612	(11,910)	-13.1%
Deductions	(56,793)	(66,198)	9,405	-14.2%
Net Patient Revenue	21,909	24,413	(2,504)	-10.3%
Other Operating Revenue	71	140	(69)	-49.1%
Total Operating Revenue	21,980	24,554	(2,573)	-10.5%
OPERATING EXPENSE:				
Salaries & Wages	10,578	9,955	(624)	-6.3%
Supplies	3,549	5,448	1,899	34.9%
Fees & Purchased Services	2,412	2,418	5	0.2%
Other Operating Expense	3,090	3,145	55	1.8%
Total Operating Expense	19,629	20,966	1,336	6.4%
Net Operating Income/(Loss)	2,351	3,588	(1,237)	-34.5%
Non Operating Income	(2)	11	(13)	-119.2%
Net Income(Loss)	2,349	3,599	(1,251)	-34.7%
Collection Rate	27.8%	26.9%	0.9%	
Operating Margin	10.7%	14.6%	-3.9%	
Net Margin	10.7%	14.7%	-4.0%	

⁽¹⁾ Hospital entity only, excludes controlled affiliates

El Camino Hospital⁽¹⁾

Results from Operations vs. Budget
2 months ending 8/31/2013

\$000s	FY 2014	Budget 2014	Variance Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	398,798	402,490	(3,692)	-0.9%
Deductions	(283,134)	(286,062)	2,927	-1.0%
Net Patient Revenue	115,664	116,428	(764)	-0.7%
Other Operating Revenue	2,461	2,725	(264)	-9.7%
Total Operating Revenue	118,125	119,153	(1,028)	-0.9%
OPERATING EXPENSE:				
Salaries & Wages	63,147	63,779	632	1.0%
Supplies	16,619	17,382	764	4.4%
Fees & Purchased Services	13,247	12,796	(450)	-3.5%
Other Operating Expense	14,805	15,661	856	5.5%
Total Operating Expense	107,817	109,618	1,801	1.6%
Net Operating Income/(Loss)	10,308	9,535	773	8.1%
Non Operating Income	6,403	3,325	3,078	92.6%
Net Income(Loss)	16,711	12,859	3,852	30.0%
Collection Rate	29.0%	28.9%	0.1%	
Operating Margin	8.7%	8.0%	0.7%	
Net Margin	14.1%	10.8%	3.4%	

(1) Hospital entity only, excludes controlled affiliates

El Camino Hospital – Mountain View⁽¹⁾

Results from Operations vs. Budget
2 months ending 8/31/2013

\$000s	FY 2014	Budget 2014	Variance Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	320,096	327,457	(7,361)	-2.2%
Deductions	(226,341)	(232,333)	5,992	-2.6%
Net Patient Revenue	93,755	95,125	(1,370)	-1.4%
Other Operating Revenue	2,390	2,635	(245)	-9.3%
Total Operating Revenue	96,145	97,760	(1,615)	-1.7%
OPERATING EXPENSE:				
Salaries & Wages	52,569	53,615	1,047	2.0%
Supplies	13,070	13,742	672	4.9%
Fees & Purchased Services	10,834	10,302	(532)	-5.2%
Other Operating Expense	11,715	12,550	835	6.7%
Total Operating Expense	88,187	90,210	2,022	2.2%
Net Operating Income/(Loss)	7,957	7,550	407	5.4%
Non Operating Income	6,405	3,325	3,081	92.7%
Net Income(Loss)	14,362	10,875	3,488	32.1%
Collection Rate	29.3%	29.0%	0.2%	
Operating Margin	8.3%	7.7%	0.6%	
Net Margin	14.9%	11.1%	3.8%	

⁽¹⁾ Hospital entity only, excludes controlled affiliates

El Camino Hospital – Los Gatos⁽¹⁾

Results from Operations vs. Budget

2 months ending 8/31/2013

\$000s	FY 2014	Budget 2014	Variance	
			Fav (Unfav)	Var%
OPERATING REVENUE:				
Gross Revenue	78,702	75,032	3,670	4.9%
Deductions	(56,793)	(53,729)	(3,064)	5.7%
Net Patient Revenue	21,909	21,303	605	2.8%
Other Operating Revenue	71	90	(18)	-20.4%
Total Operating Revenue	21,980	21,393	587	2.7%
OPERATING EXPENSE:				
Salaries & Wages	10,578	10,163	(415)	-4.1%
Supplies	3,549	3,640	91	2.5%
Fees & Purchased Services	2,412	2,494	82	3.3%
Other Operating Expense	3,090	3,111	21	0.7%
Total Operating Expense	19,629	19,409	(221)	-1.1%
Net Operating Income/(Loss)	2,351	1,985	366	18.5%
Non Operating Income	(2)	0	(2)	0.0%
Net Income(Loss)	2,349	1,985	364	18.3%
Collection Rate	27.8%	28.4%	-0.6%	
Operating Margin	10.7%	9.3%	1.4%	
Net Margin	10.7%	9.3%	1.4%	

⁽¹⁾ Hospital entity only, excludes controlled affiliates

El Camino Hospital⁽¹⁾

Balance Sheet (\$ Thousands)

ASSETS

	Period Ending Aug 31	
	FY 2014	FY 2013
CURRENT ASSETS		
Cash	60,811	29,875
Short Term Investments	131,551	172,307
Patient Accounts Receivable, NET	88,552	88,744
Other Accounts and Notes Receivable	3,171	3,266
Intercompany Receivables	1,208	1,812
Inventories and Prepays	52,198	41,126
Total Current Assets	337,491	337,131
BOARD DESIGNATED ASSETS		
Plant & Equipment Fund	82,601	65,098
Operational Reserve Fund	100,196	100,989
Community Benefit Fund	-	4,667
Workers Compensation Reserve Fund	26,399	20,827
Postretirement Health/Life Reserve Fund	15,717	15,022
PTO Liability Fund	18,848	16,316
Malpractice Reserve Fund	2,002	2,318
Catastrophic Reserves Fund	14,713	12,335
Total Board Designated Assets	260,477	237,573
FUNDS HELD BY TRUSTEE	9,384	9,384
LONG TERM INVESTMENTS	123,904	38,844
INVESTMENTS IN AFFILIATES	23,081	23,732
PROPERTY AND EQUIPMENT		
Fixed Assets at Cost	1,012,695	1,003,983
Less: Accumulated Depreciation	(395,531)	(357,265)
Construction in Progress	11,082	5,661
Property, Plant & Equipment - Net	628,246	652,379
DEFERRED COSTS/BOND ISSUE COSTS	4,632	4,813
RESTRICTED ASSETS - CASH	9	4
TOTAL ASSETS	1,387,225	1,303,860

LIABILITIES AND FUND BALANCE

	Period Ending Aug 31	
	FY 2014	FY 2013
CURRENT LIABILITIES		
Accounts Payable	16,762	15,865
Salaries and Related Liabilities	18,961	18,554
Accrued PTO	18,848	16,316
Worker's Comp Reserve	2,300	2,300
Third Party Settlements	21,867	19,633
Intercompany Payables	130	355
Malpractice Reserves	2,002	2,318
Bonds Payable - Current	3,000	2,850
Bond Interest Payable	1,317	1,369
Other Liabilities	5,817	7,338
Total Current Liabilities	91,006	86,898
LONG TERM LIABILITIES		
Post Retirement Benefits	15,717	15,022
Worker's Comp Reserve	24,099	18,527
Other L/T Obligation (Asbestos)	3,329	3,216
Other L/T Liabilities (IT/Medl Leases)	-	2,801
Bond Payable	187,224	195,526
Total Long Term Liabilities	230,370	235,092
FUND BALANCE/CAPITAL ACCOUNTS		
Unrestricted	805,335	744,294
Board Designated	260,477	237,573
Restricted	37	4
Total Fund Bal & Capital Accts	1,065,849	981,870
TOTAL LIABILITIES AND FUND BALANCE	1,387,225	1,303,860

⁽¹⁾ Hospital entity only, excludes controlled affiliates

Corporate Scorecard FY13

Key Performance Indicator	Status	Trend vs Goal	Current Period	Previous Period	FY12 Baseline	FY13 Goal	Benchmark	Benchmark Standard
Quality								
Core Measures								
		Quarterly	Apr-May 2013	Jan-Mar 2013				
PNE Blood Culture in ED Before First Antibiotic	😊		100.0%	100.0%	95.5%	100%	100%	best Decile
PNE Initial Antibiotic Selection	😊		100.0%	100.0%	97.4%	100%	100%	best Decile
SCIP Prophylactic Antibiotic Selection	😊		100.0%	100.0%	99.0%	100%	100%	best Decile
SCIP Prophylactic Antibiotics Stopped within 24 Hours	😐		97.4%	98.0%	97.1%	100%	100%	best Decile
Core Measures % of Possible Performance Points	😊		88.2%	77.3%	73.7%	86%	NA	
Service*								
		Monthly	Apr-Jun 2013	Mar-May 2013				
Communication with Nurses*	😊		75.7%	75.7%	73.2%	75.0%	80.5%	best Quartile
Responsiveness of Hospital Staff*	😐		63.2%	63.2%	60.2%	64.0%	70.9%	best Quartile
Communication About Medicines*	😊		62.2%	63.5%	56.6%	60.0%	65.8%	best Quartile
HCAHPS % of Possible Performance Points*	😐		28%	33%	NA	28%	NA	
Outcomes								
		Monthly	Apr-Jun 2013	Mar-May 2013				
Hospital Onset <i>C. diff</i> Infection Rate	😐		9.66	12.98	8.46	8.04	7.00	CA Mean
			Mar-May	Feb-Apr				
Complications Index	😊		1.16	1.15	1.60	1.50	1.00	best Decile
Mortality Index	😐		1.10	1.31	1.22	1.00	1.00	best Decile
Patient Safety								
		Monthly	Apr-Jun 2013	Mar-May 2013				
Stage 3-4 Hospital Acquired Pressure Ulcer/10,000 Acute PD	😊		0.97	0.93	2.61	1.99	0.00	best Quartile
Patient Falls / 1000 Adj Pt Days	😊		1.22	1.19	2.06	1.87	NA	
5 Rights Medication Errors / 1000 Adj Pt Days	😊		1.81	2.10	1.99	2.00	NA	
Mislabeled Specimens per Month	😊		34	51	NA	60	NA	

Corporate Scorecard FY13

Key Performance Indicator	Status	Trend vs Goal	Current Period	Previous Period	FY12 Baseline	FY13 Goal	Benchmark	Benchmark Standard
Affordability			Apr-Jun 2013	Mar-May 2013				
Efficiency			Monthly					
Medical-Surgical Length of Stay Improvement Opportunity*	☺		0.33	0.40	0.40	0.35	0.00	GMLOS
Observation ALOS (hours)	☹		34	33	34	31	NA	
Minutes from ED Arrival to Admit to Unit	☺		284	296	319	296	308	CEP Mean
OR Room Turnaround within 35 min	☹		65%	66%	66%	67%	NA	
Worked Hours per CMI Adjusted Discharge	☹		95.8	94.0	89.9	86.6	87.4	median
Total Operating Expense per CMI Adjusted Discharge	☹		14,090	13,827	13,045	14,332	NA	
Financial Viability			Monthly					
Total Operating Margin	☺		9.2%	8.1%	10.5%	0.0%	3.3%	median
Inpatient Operating Margin	☺		NA	NA	2.0%	1.4%	NA	
Outpatient Operating Margin	☺		NA	NA	27.4%	19.2%	NA	
Adjusted Discharges	☺		7,949	8,145	7,826	7,438	NA	
Total Days Cash on Hand	☺		349	343	321	294	162	median
Days of Accounts Receivable	☺		47.9	49.2	48.1	50.0	48.2	median
Continuum of Care			Monthly	Apr-Jun 2013	Mar-May 2013			
Patient Centered Medical Home Visits	☹		NA	NA	NA	1440	NA	
30 Day All Cause Readmission	☹		7.95%	8.00%	7.77%	7.65%	7.40%	CA Top Decile
7 Day Unplanned Readmission after Discharge	☹		2.73%	2.63%	2.53%	2.28%	NA	
Adj 7 Day Unplanned Readmission after Disch to a SNF	☹		5.46%	5.08%	4.69%	4.41%	NA	
Employee Wellbeing			Quarterly	Jan-Mar 2013	Oct-Dec 2012			
Employee Lift/Transfer Injury Rate	☹		5.80	4.20	6.30	5.45	NA	
% Employees Completing Health Risk Assessment	☹		13.1%	NA	7%	20%	NA	
% Employees Completing Biometric Screening	☺		20.9%	NA	9%	20%	NA	

* Values for this measure take a couple of months to finalize. The value displayed was accurate as of 8/16/2013.