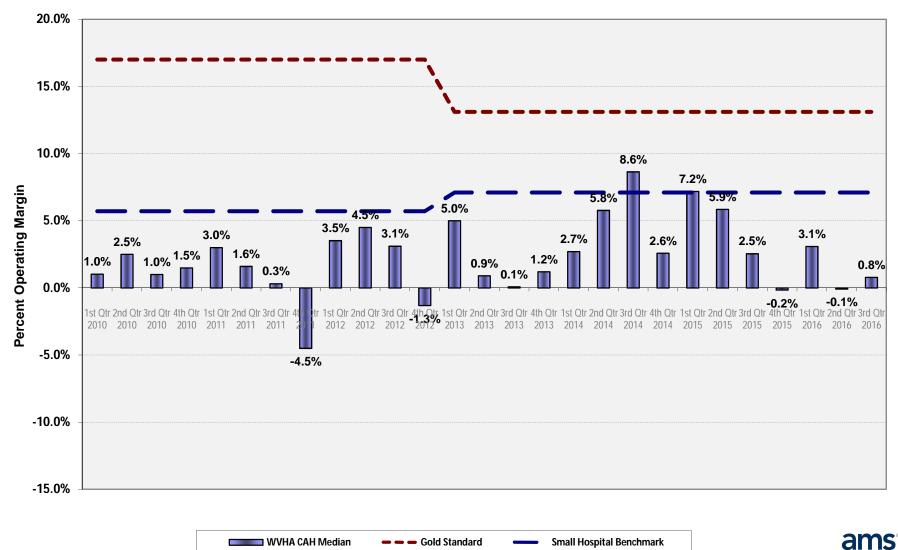
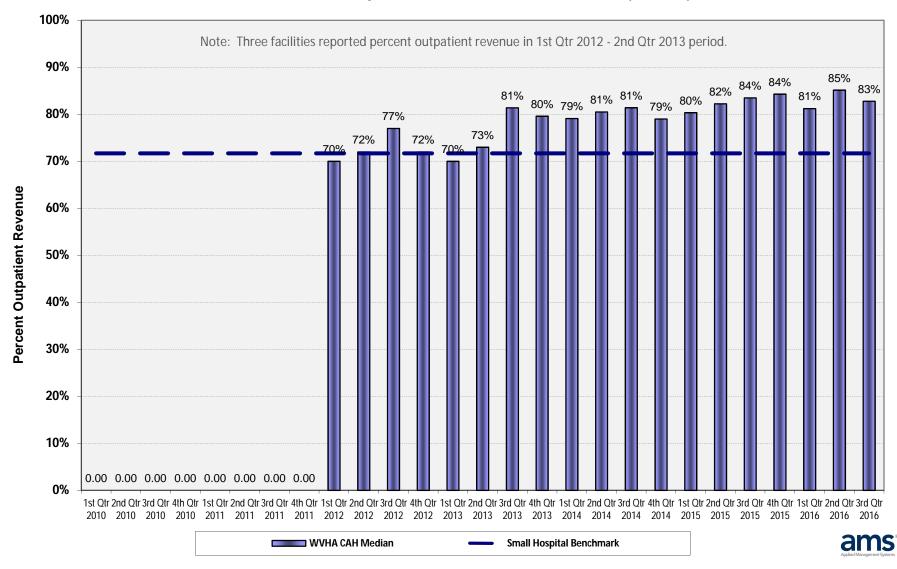
WVHA Critical Access Hospitals: Quarterly Balanced Scorecard Datasheet

Updated: 11-2-2016																												
Item Quadrant	t Metric Description	1st Qtr 2010	2nd Qtr 2010	3rd Qtr 2010	4th Qtr 2010	1st Qtr 2011	2nd Qtr 2011	3rd Qtr 2011	4th Qtr 2011	1st Qtr 2012	2nd Qtr 2012	3rd Qtr 2012	4th Qtr 2012	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016
1 Finance	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	61.6%	51.5%	52.0%	55.8%	51.2%	51.0%	51.5%	57.0%	55.1%	52.5%	53.4%	60.7%	53.3%	50.2%	47.1%	49.3%	47.7%	45.2%	43.0%	47.0%	46.3%	46.5%	46.2%	47.2%	46.0%	50.0%	46.0%
2 Finance	Net Days in Accounts Receivable	51.5	53.0	52.6	47.8	50.9	45.3	50.6	51.1	56.0	47.4	54.0	56.6	49.0	47.0	46.7	53.8	56.2	49.0	53.7	45.5	46.0	53.0	50.0	48.1	49.9	49.9	46.9
3 Finance	Days Cash on Hand Contractual Allowance Percent of Gross Patient	25	15		22			. 19		26	25	29			38	43	13	20	26		42		39	26			61	
3a Finance 4 Learning & Gro	Revenue wth Retention of Clinical / Professional Staff	n/a 2.7%	n/a 2.1%	n/a 1.5%	n/a 1.7%	n/a 2.3%	n/a 2.0%	n/a 2.5%	n/a 2.2%	n/a 3.2%	n/a 2.2%	n/a 2.5%	n/a 2.3%	n/a 1.9%	n/a 1.4%	n/a 1.4%	n/a 1.4%	n/a 1.5%	n/a 1.2%	n/a 2.5%	n/a 2.3%	n/a 1.0%	n/a 2.1%	n/a 2.2%	n/a 3.9%	n/a 4.0%	n/a 2.8%	43.8% 3.4%
5 Internal	ED Left Without Treatment (LWOT) Rate	0.8%	1.0%	1.2%	1.3%	1.0%	1.6%	2.0%	1.0%	1.1%	1.3%	0.9%	1.1%	1.0%	1.4%	1.4%	1.4%	1.3%	1.2%	1.4%	1.2%	0.9%	1.4%	1.5%	1.0%	1.2%	1.2%	1.1%
6 Internal	% of Admissions Through the Emergency Department	7.6%	7.2%	5.1%	6.9%	7.1%	5.9%	4.9%	4.7%	6.1%	5.9%	6.2%	7.1%	6.3%	7.5%	6.5%	6.5%	7.8%	8.0%	7.3%	8.0%	5.1%	7.5%	7.4%	7.7%	7.5%	6.3%	6.3%
7a Internal	Admissions	n/a	n/a n/a	n/a n/a	n/a n/a	n/a	n/a	n/a	n/a	147 745	106 636	57	94 634	94 1,132	109 813	163 1.071	125 1.344	142 1,181										
7b Internal 7c Internal	Adjusted Admissions Occupancy Rate - Hospital Total Trended	n/a 42.8%	n/a 39.5%	n/a 40.0%	n/a 43.3%	n/a 42.0%	n/a 40.8%	n/a 44.2%	n/a 39.7%	n/a 50.0%	n/a 39.9%	n/a 40.1%	38.0%	48.6%	51.9%	n/a 53.1%	n/a 58.8%	n/a 59.0%	n/a 39.5%	47.0%	38.3%	200 29.0%	33.6%	27.4%	30.0%	43.3%	35.5%	36.0%
7d Internal 7e Internal	Acute ADC Swing ADC	4.0 3.9	3.9 2.7	3.5 2.8	3.3 4.8	4.3 2.0	3.2 3.8	2.7	2.7	2.9 4.3	2.6 6.9	2.5 5.1	2.8	3.6 5.0	3.3	3.5 3.8	2.5 3.7	3.1 4.4	2.4	4.2 3.1	2.9	1.9 1.6	2.7	2.2	2.6 1.6	3.4 2.8	2.9	3.3 2.8
7f Internal	Observation ADC	1.4	1.4	1.1	1.4	1.3	1.2	1.3	1.4	1.3	1.3	1.4	2.1	1.6	1.7	1.5	1.7	1.5	0.8	1.6	1.4	1.5	1.5	1.6	1.8	1.6	2.1	2.0
8 Finance 9a Finance	Quarterly Net Operating Revenue per FTE Acute Care - FTE/AOB	\$22,101 4.73	\$24,540 4.27	\$23,637 3.30	\$23,255 4.11	\$26,122 4.70	\$24,003 5.56	\$23,484 3.67	\$21,864 4.42	\$27,420 4.15	\$26,857 3.49	\$28,448 4.02	\$23,460 4.70	\$27,889 3.99	\$26,321 3.80	\$29,849 3.97	\$28,665 4.49	\$29,692 4.42	\$28,641 4.02	\$29,581 4.47	\$27,294 4.01	\$ 27,206 3.70	\$ 30,378 4.78	\$ 26,806 3.81	\$ 27,267 3.64	\$ 30,650 4.89	\$ 29,411 4.29	\$ 27,632 3.95
9b Finance	LTC - FTE/Occupied Resident Bed (Tot. Oper. Rev - Tot Oper Exp) x 100	n/a	0.80	2.00	0.80	0.79	0.91	0.69	0.79	0.80	0.80	0.80	0.80	0.80	0.80	0.90	0.87	1.08	1.02	1.09								
10 Operating Marg	gin Total Operating Rev	1.0%	2.5%	1.0%	1.5%	3.0%	1.6%	0.3%	-4.5%	3.5%	4.5%	3.1%	-1.3%	5.0%	0.9%	0.1%	1.2%	2.7%	5.8%	8.6%	2.6%	7.2%	5.9%	2.5%	-0.2%	3.1%	-0.1%	0.8%
11a Internal 11b Internal	Acute Care Patient Falls/100 Patient Days LTC (only) Resident Falls/100 Resident Days	n/a n/a	0.64 n/a	0.48	0.52 0.26	0.30 0.64	0.36	0.35 0.53	0.31 0.51	0.34 0.47	0.41 0.23	0.50 0.40	0.57 0.58	0.35 0.45	0.48	0.21 0.33	0.37 0.49	0.45 0.25	0.73 0.67	0.46 0.36								
12 Finance	Percent Outpatient Revenue	n/a	70%	72%	77%	72%	70%	73%	81%	80%	79%	81%	81%	79%	80%	82%	84%	84%	81%	85%	83%							
	Gold Standard																											
1 Finance	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
2 Finance	Net Days in Accounts Receivable	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5	41.5
3 Finance 4 Learning & Gro	Days Cash on Hand wth Retention of Clinical / Professional Staff	360 4.0%	126 4.0%																									
5 Internal	ED Left Without Treatment (LWOT) Rate	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
6 Internal	% of Admissions Through the Emergency Department	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%
7 Internal 8 Finance	Occupancy Rate - Total Quarterly Net Operating Revenue per FTE	88.0% \$38,544	75.0% \$39,703																									
9a Finance 9b Finance	Acute Care - FTE/AOB LTC - FTE/Occupied Resident Bed	2.80 TBD																										
10 Operating Marc	nin (Tot. Oper. Rev - Tot Oper Exp) x 100	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%	13.1%
11a Internal	Total Operating Rev Acute Care Patient Falls/100 Patient Days	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
11b Internal 12 Finance	LTC (only) Resident Falls/100 Resident Days Percent Outpatient Revenue	TBD n/a	TBD n/a	TBD n/a	TBD n /a	TBD n /a	TBD n /a	TBD n/a	TBD n/a	TBD n/a	TBD n/a	TBD n/a	TBD n/a	TBD n /a	TBD n/a	TBD n /a	TBD n/a	TBD n/a	TBD n/a	TBD n /a	TBD n /a							
	Salaries, Wages, Benefits as a Percent Of Net												Benchma															
1 Finance	Operating Revenue	50% 59.6	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
2 Finance 3 Finance	Net Days in Accounts Receivable Days Cash on Hand	59.6 100	52.2 68																									
3a Finance	Contractual Allowance Percent of Gross Patient Revenue	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%	36.8%
4 Learning & Gro	wth Retention of Clinical / Professional Staff	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
5 Internal	ED Left Without Treatment (LWOT) Rate % of Admissions Through the Emergency Department	1.8% 13.0%	1.8% 13.0%	1.8%	1.8%	1.8%	1.8% 13.0%	1.8%	1.8% 13.0%	1.8%	1.8%	1.8%	1.8% 13.0%	1.8% 13.0%	1.8% 13.0%	1.8% 13.0%	1.8%	1.8%	1.8%	1.8% 13.0%	1.8%							
7 Internal	Occupancy Rate - Total	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%	36.0%
8 Finance	Quarterly Net Operating Revenue per FTE	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$30,762	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392	\$33,392
9a Finance 9b Finance	Acute Care - FTE/AOB LTC - FTE/Occupied Resident Bed	4.00 TBD																										
10 Operating Mar	(Tot Oper Rev. Tot Oper Exp) x 100	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%	7.1%
11a Internal	Acute Care Patient Falls/100 Patient Days	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
11b Internal 12 Finance	LTC (only) Resident Falls/100 Resident Days Percent Outpatient Revenue	TBD 72%																										



Operating Margin CAH Quarterly Balanced Scorecard Data Trend (Median)



Percent Outpatient Revenue CAH Quarterly Balanced Scorecard Data Trend (Median)

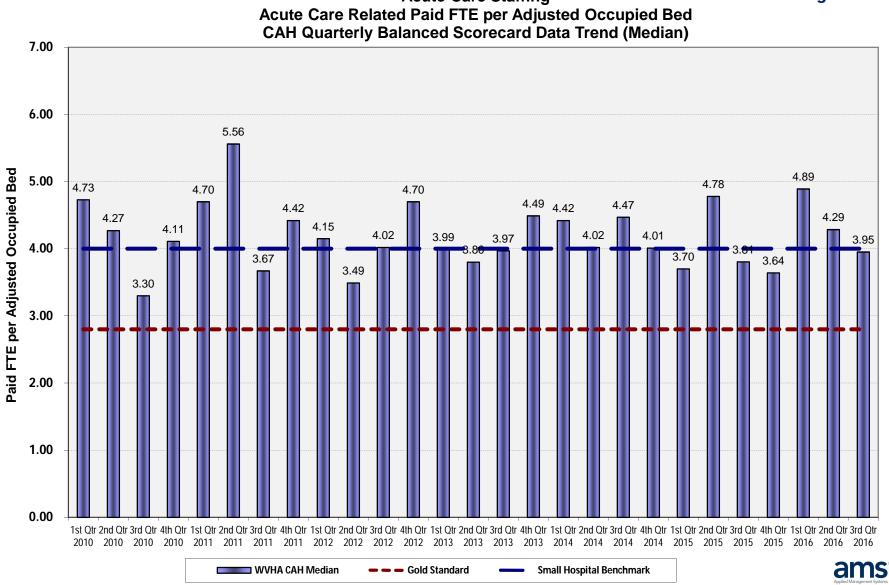
100% 90% 80% 70% Percent Contractual Alloawance 60% 50% 43.8% 40% 30% 20% 10% 0% 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 1st Qtr 2nd Qtr 3rd Qtr 4th Qt ams WVHA CAH Median Small Hospital Benchmark

Contractual Allowance Percent of Gross Patient Revenue Figure 2a CAH Quarterly Balanced Scorecard Data Trend (Median)

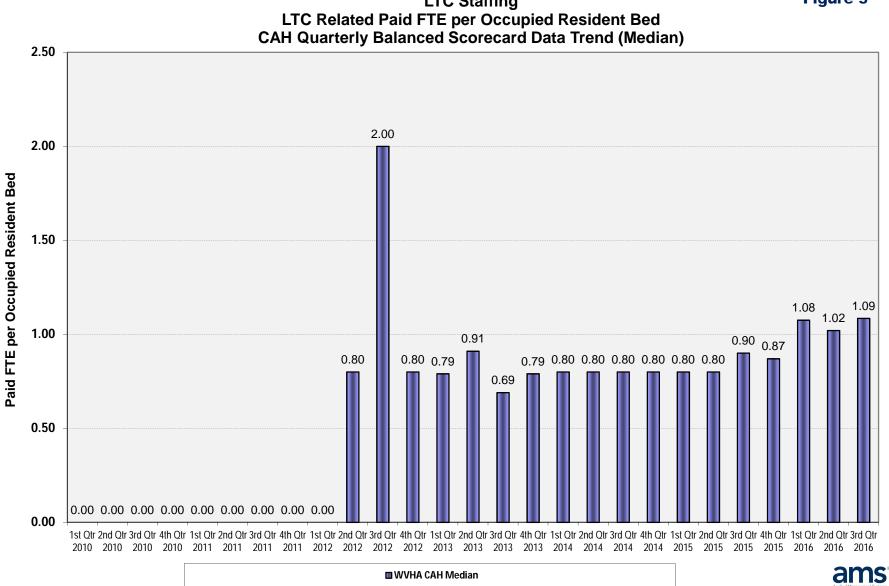
70% Provider compensation excluded in 2nd guarter 2013 forward 61.6% 60.7% 60% 57.0% 55.8% 55.1% 52.5%^{53.4}% 51.5%52.0% 53.3% 51.2%51.0%^{51.5%} 50.2% 50.0% 49.3% 50% 47.0% 46.5% 4 _____46.3% 46.2% 47.2% 47.7% Percent of Net Operating Revenue 47.1% 46.0% 46.0% 45.2% 40% 30% 20% 10% 0% 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 1st Qtr 2nd Qtr 4th Qtr 3rd Qt WVHA CAH Median - - Gold Standard **Small Hospital Benchmark** ams

Salaries, Wages, Benefits as a Percent Of Net Operating Revenue CAH Quarterly Balanced Scorecard Data Trend (Median)

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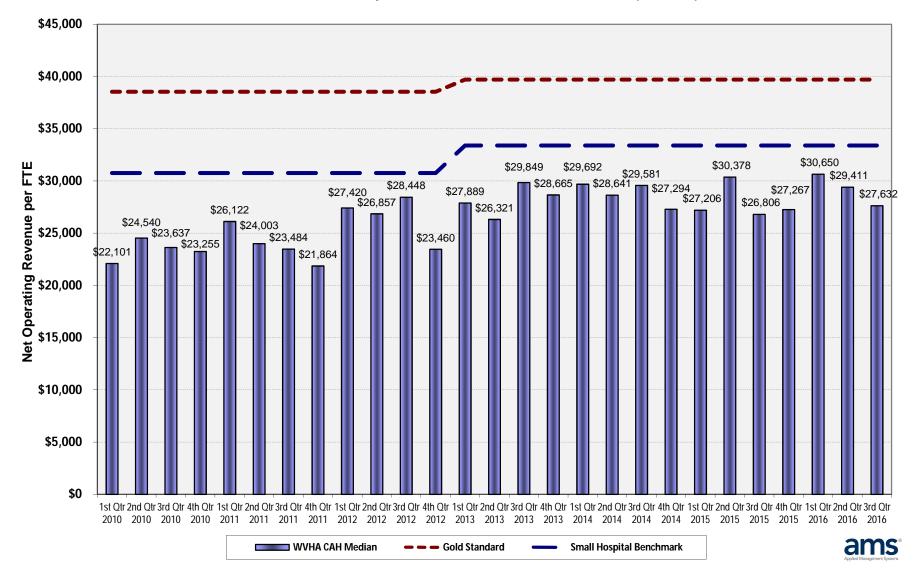


Acute Care Staffing



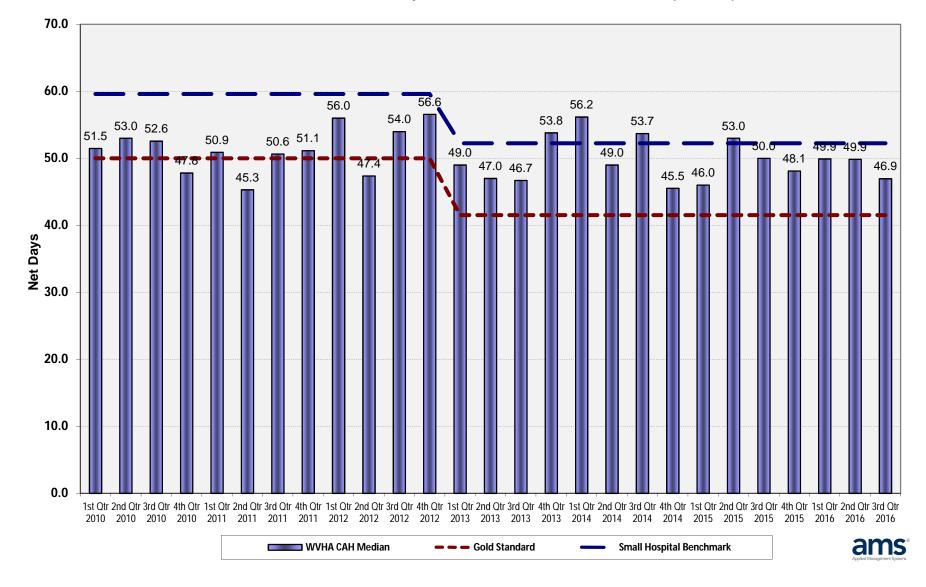
Quarterly Net Operating Revenue per FTE CAH Quarterly Balanced Scorecard Data Trend (Median)

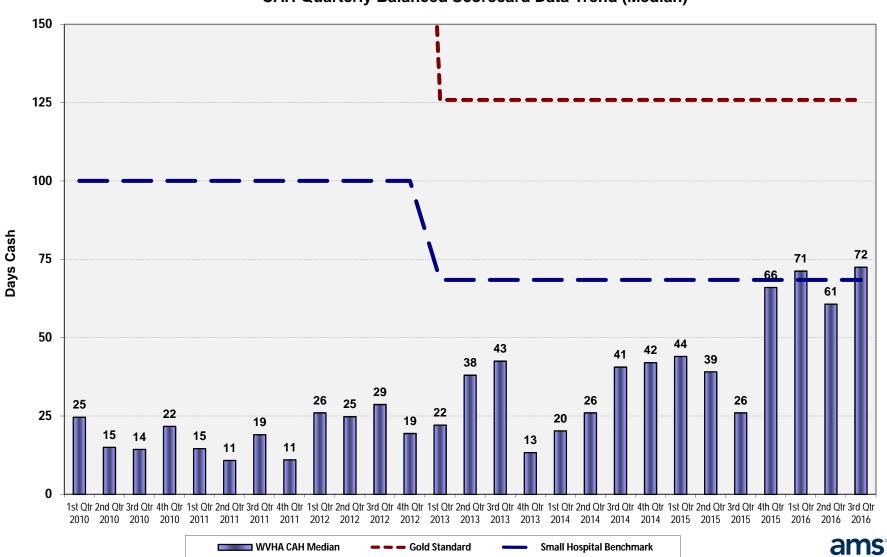




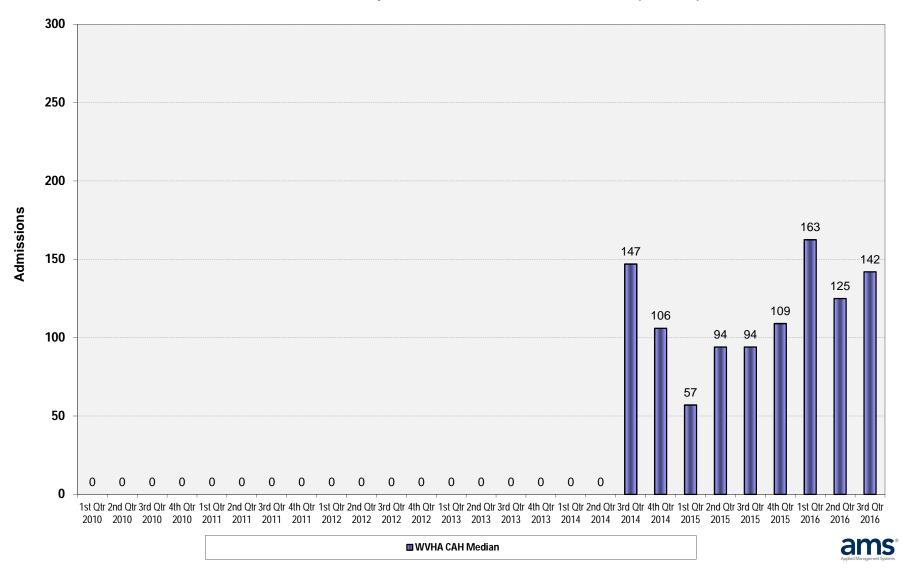
Net Days in Accounts Receivable CAH Quarterly Balanced Scorecard Data Trend (Median)



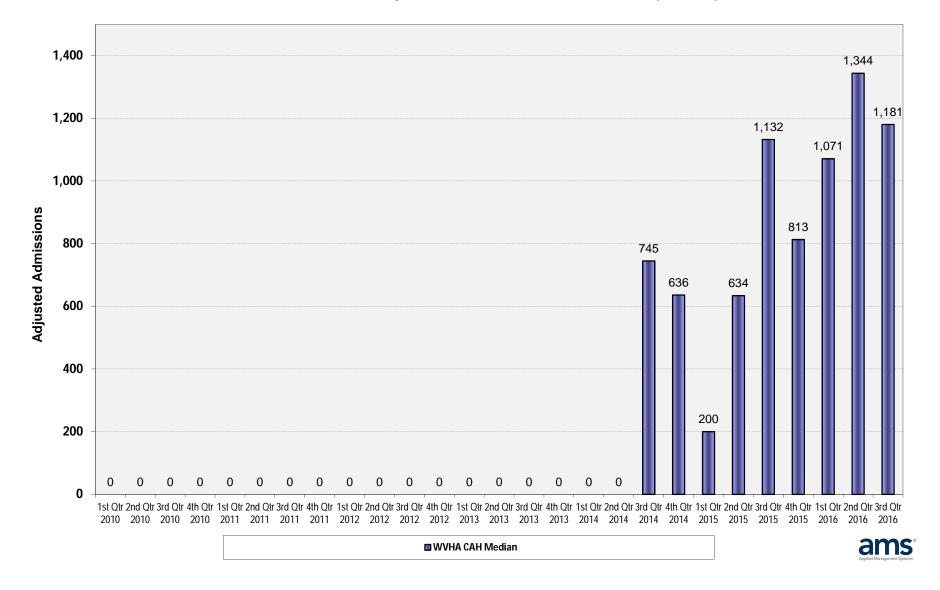




Admissions CAH Quarterly Balanced Scorecard Data Trend (Median)



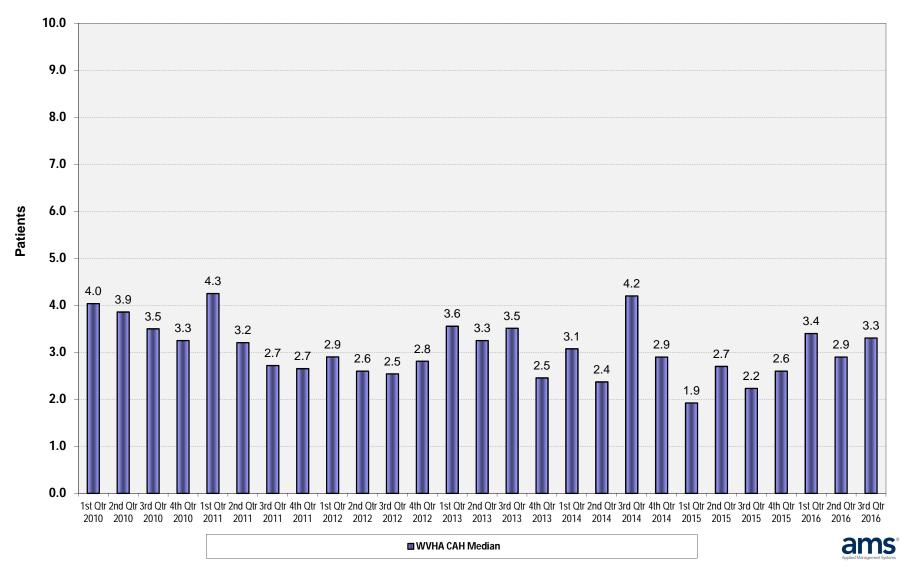
Adjusted Admissions CAH Quarterly Balanced Scorecard Data Trend (Median)

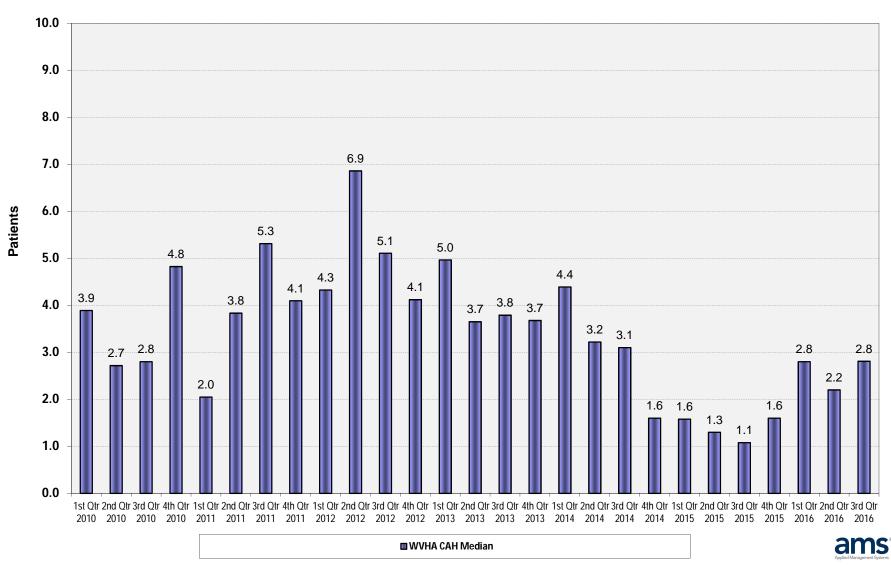


100% 90% 80% 70% 59.0% 58.8% 60% **Percent Occupancy** 53.1% 51.9% 50.0% 8.6% 50% 47.0% 43.3% 44.2% 40.1% 39.9% 43.3% 42.8% 39.5% 40.0% 39.5% 39.7% 38.3% 40% 38.0% 35.5%36.0% 33.6% 30.0% 29.0% 30% 27.4% 20% 10% 0% 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 1st Qtr 2nd Qtr 3rd Qtr 4th Qt ams 🗖 WVHA CAH Median - Individual WVHA CAH Median - Summed Gold Standard Small Hospital Benchmark

Total Occupancy Rate CAH Quarterly Balanced Scorecard Data Trend (Median)

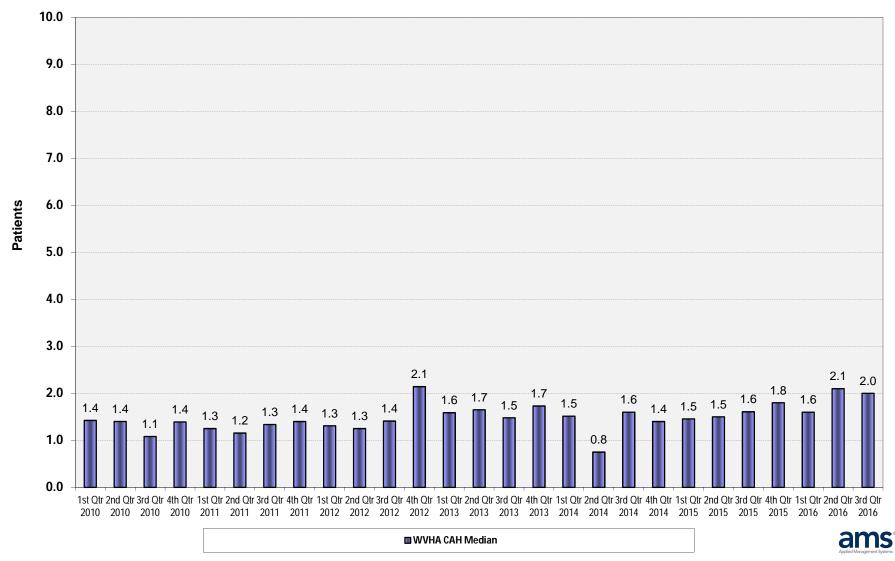
Acute Care Patients Average Daily Census CAH Quarterly Balanced Scorecard Data Trend (Median)





Swing Patients Average Daily Census CAH Quarterly Balanced Scorecard Data Trend (Median)

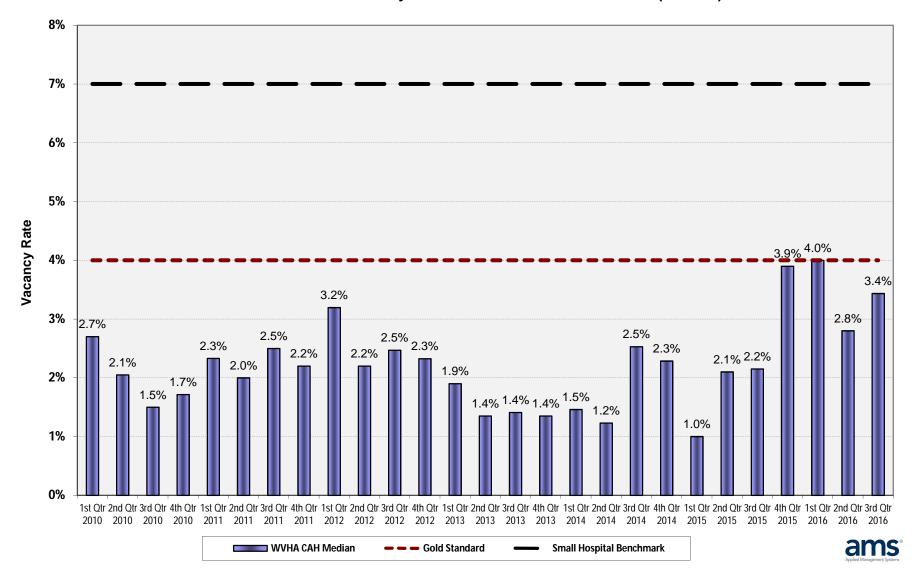
Observation Patients Average Daily Census CAH Quarterly Balanced Scorecard Data Trend (Median)



14% 12% 10% 7.8% 8.0% **Percent Admitted** 8.0% 8% 7.5% 7.4% _____ 7.5% 7.6% 7.5% 7.3% 7.2% 6.9% ^{7.1%} 7.1% 6.5% 6.5% 6.3% 6.3% 6.1% _{5.9%} 6.2% 6.3% 5.9% 6% 5.1% 4.9% 4.7% 5.1% 4% 2% 0% 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr 3rd Qtr 4th Qtr 1st Qtr 2nd Qtr 3rd Qtr 4th Qt ams 🔲 WVHA CAH Median Gold Standard Small Hospital Benchmark

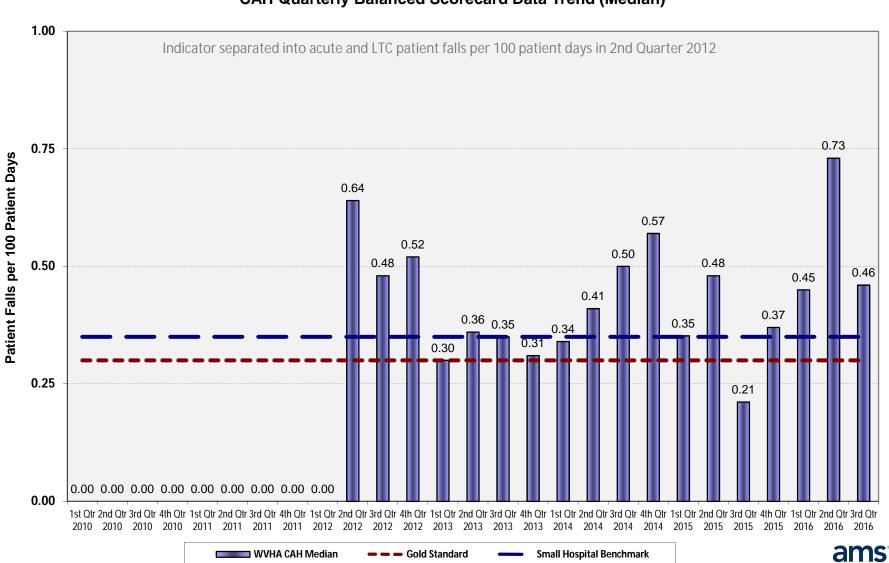
Percent of Admissions Through the Emergency Department CAH Quarterly Balanced Scorecard Data Trend (Median)

Retention of Clinical / Professional Staff (Vacancy Rate)Figure 16CAH Quarterly Balanced Scorecard Data Trend (Median)

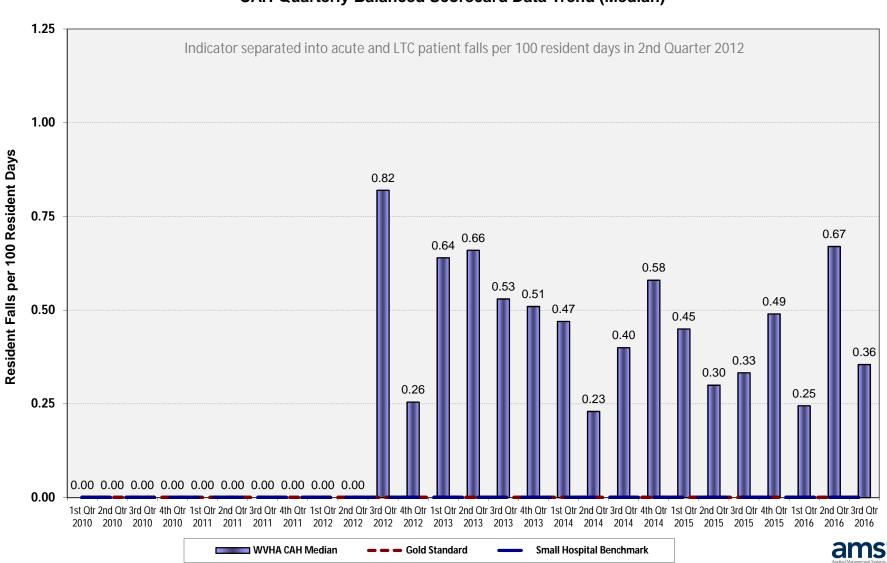


2.5% 2.0% 2.0% 1.6% 1.5% 1.5% 1.5% 1.4% Percent LWOT 1.4% 1.3% 1.3% 1.3% 1.2% 1.2% 1.2% 1.2% 1.2% 1.2% 1.1% 1.1% 1.1% 1.1% 1.0% 1.0% 1.0% 1.0% 1.0% 1.0% 0.9% 0.9% 0.8% 0.5% 0.0% 1st Qtr 2nd Qtr 3rd Qtr 4th Qtr Qt ams 🗖 WVHA CAH Median - - Gold Standard **Small Hospital Benchmark**

ED Left Without Treatment (LWOT) Rate CAH Quarterly Balanced Scorecard Data Trend (Median)



Acute Care Patient Falls CAH Quarterly Balanced Scorecard Data Trend (Median)



Long Term Care Resident Falls CAH Quarterly Balanced Scorecard Data Trend (Median)