WVHA Critical Access Hospitals: Quarterly Balanced Scorecard Datasheet

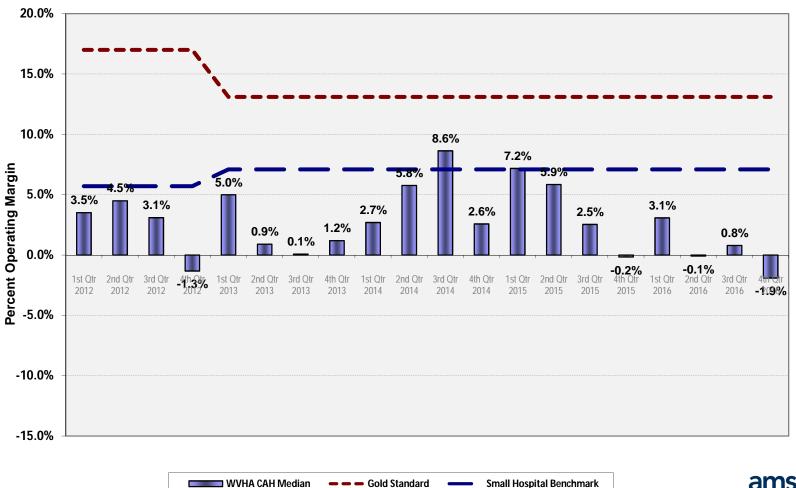
Updated: 2-14-2017																					
ltem	Metric Description	1st Qtr 2012	2nd Qtr 2012	3rd Qtr 2012	4th Qtr 2012	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 2014	3rd Qtr 2014	4th Qtr 2014	1st Qtr 2015	2nd Qtr 2015	3rd Qtr 2015	4th Qtr 2015	1st Qtr 2016	2nd Qtr 2016	3rd Qtr 2016	4th Qtr 2016
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	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%	49.0%
2	Net Days in Accounts Receivable	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	43.9
3	Days Cash on Hand	26	25	29	19	22	38	43	13	20	26	41	42	44	39	26	66	71	61	72	68
3a	Contractual Allowance Percent of Gross Patient Revenue	n/a	43.8%	45.1%																	
4	Retention of Clinical / Professional Staff	3.2%	2.2%	2.5%	2.3%	1.9%	1.4%	1.4%	1.4%	1.5%	1.2%	2.5%	2.3%	1.0%	2.1%	2.2%	3.9%	4.0%	2.8%	3.4%	3.2%
5	ED Left Without Treatment (LWOT) Rate	1.1%	1.3%	0.9%	1.1%	1.0%	1.1%	1.5%	1.3%	1.2%	1.2%	1.4%	1.2%	0.9%	1.4%	1.5%	1.0%	1.2%	1.2%	1.1%	0.7%
6	% of Admissions Through the Emergency Department	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%	6.0%
7a	Admissions	n/a	147	106	57	94	94	109	163	125	142	106									
7b	Adjusted Admissions	n/a	745	636	200	634	1,132	813	1,071	1,344	1,181	1,052									
7c	Occupancy Rate - Hospital Total Trended	50.0%	39.9%	40.1%	38.0%	48.6%	51.9%	53.1%	58.8%	59.0%	39.5%	47.0%	38.3%	29.0%	33.6%	27.4%	30.0%	43.3%	35.5%	36.0%	41.0%
7d	Acute ADC	2.9	2.6	2.5	2.8	3.6	3.3	3.5	2.5	3.1	2.4	4.2	2.9	1.9	2.7	2.2	2.6	3.4	2.9	3.3	3.6
7e	Swing ADC	4.3	6.9	5.1	4.1	5.0	3.7	3.8	3.7	4.4	3.2	3.1	1.6	1.6	1.3	1.1	1.6	2.8	2.2	2.8	2.4
7f	Observation ADC	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	2.2
8	Quarterly Net Operating Revenue per FTE	\$ 27,420	\$ 26,857	\$ 28,448	\$ 23,460	\$ 27,889	\$ 26,321	\$ 29,849	\$ 28,665	\$ 29,692	\$ 28,641	\$ 29,581	\$ 27,294	\$ 27,206	\$ 30,378	\$ 26,806	\$ 27,267	\$ 30,650	\$ 29,411	\$ 27,632	\$ 30,891
9a	Acute Care - FTE/AOB	4.15	3.49	4.02	4.70	3.99	3.80	3.97	4.49	4.42	4.02	4.47	4.01	3.70	4.78	3.81	3.64	4.89	4.29	3.95	5.05
9b	LTC - FTE/Occupied Resident Bed	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	1.05
10	(Tot. Oper. Rev - Tot Oper Exp) x 100 Total Operating Rev	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%	-1.9%
11a	Acute Care Patient Falls/100 Patient Days	n/a	0.64	0.48	0.52	0.30	0.36	0.35	0.31	0.34	0.41	0.50	0.57	0.35	0.48	0.21	0.37	0.45	0.73	0.46	0.54
11b	LTC (only) Resident Falls/100 Resident Days	n/a	n/a	0.82	0.26	0.64	0.66	0.53	0.51	0.47	0.23	0.40	0.58	0.45	0.30	0.33	0.49	0.25	0.67	0.36	0.27
12	Percent Outpatient Revenue	70%	72%	77%	72%	70%	73%	81%	80%	79%	81%	81%	79%	80%	82%	84%	84%	81%	85%	83%	83%

WVHA Critical Access Hospitals: Quarterly Balanced Scorecard Datasheet

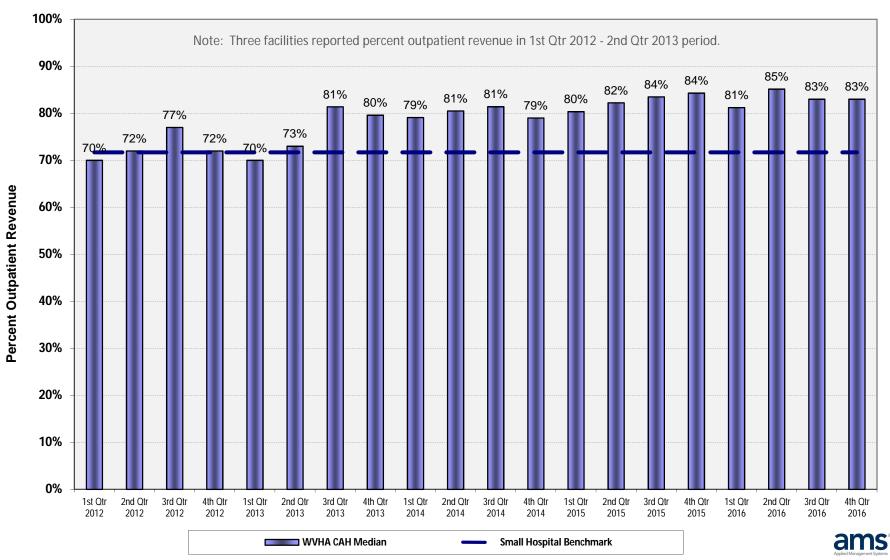
Updated	: 2-14-2017	4	0.100	0.100	411.01	4.1.01	0.100	2.12	411.01	4 - 1 - 2 - 1	0.100	0.10	411.01	4 - 4 - 24 -	0.100	0.10	411.01	4 . 0	0.100	0.100	411.01
Item	Metric Description	1st Qtr 2012	2nd Qtr 2012	3rd Qtr 2012	4th Qtr 2012	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	2nd Qtr 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	4th Qtr 2016
									Gol	d Standard											
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	45%	45%	45%	45%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
2	Net Days in Accounts Receivable	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	41.5
3	Days Cash on Hand	360	360	360	360	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126	126
4	Retention of Clinical / Professional Staff	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
5	ED Left Without Treatment (LWOT) Rate	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%	0.7%
6	% 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%
7	Occupancy Rate - Total	88.0%	88.0%	88.0%	88.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
8	Quarterly Net Operating Revenue per FTE	\$ 38,544	\$ 38,544	\$ 38,544	\$ 38,544	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703	\$ 39,703
9a	Acute Care - FTE/AOB	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80
9b	LTC - FTE/Occupied Resident Bed	TBD																			
10	(Tot. Oper. Rev - Tot Oper Exp) x 100 Total Operating Rev	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%	13.1%
11a	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
11b	LTC (only) Resident Falls/100 Resident Days	TBD																			
12	Percent Outpatient Revenue	n /a																			
									Small Hos	pital Bencl	nmark										
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	50%	50%	50%	50%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
2	Net Days in Accounts Receivable	59.6	59.6	59.6	59.6	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2	52.2
3	Days Cash on Hand	100	100	100	100	68	68	68	68	68	68	68	68	68	68	68	68	68	68	68	68
3a	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%
4	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%
5	ED Left Without Treatment (LWOT) Rate	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
6	% of Admissions Through the Emergency Department	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%	13.0%
7	Occupancy Rate - Total	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%	36.0%
8	Quarterly Net Operating Revenue per FTE	\$ 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	\$ 33,392
9a	Acute Care - FTE/AOB	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
9b	LTC - FTE/Occupied Resident Bed	TBD																			
10	(Tot. Oper. Rev - Tot Oper Exp) x 100 Total Operating Rev	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%	7.1%
11a	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
11b	LTC (only) Resident Falls/100 Resident Days	TBD																			
12	Percent Outpatient Revenue	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%

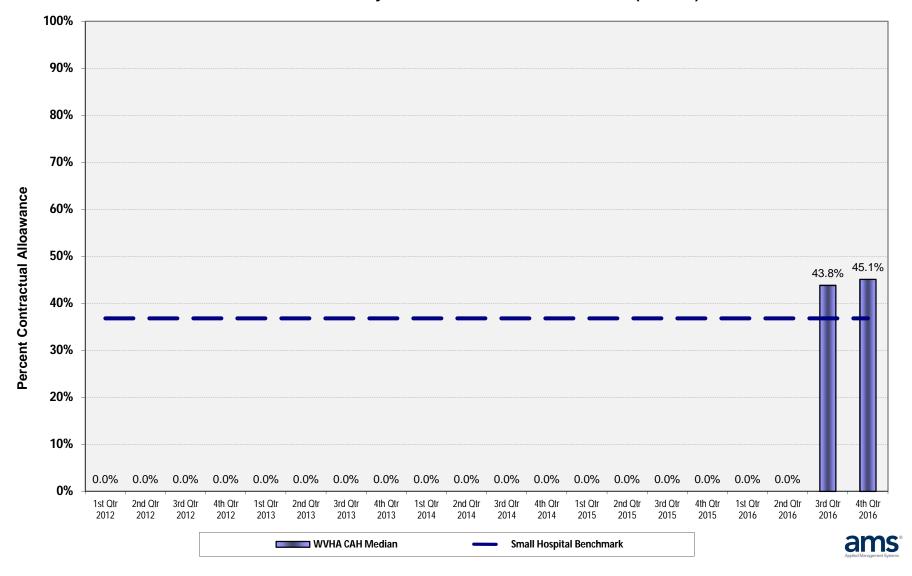


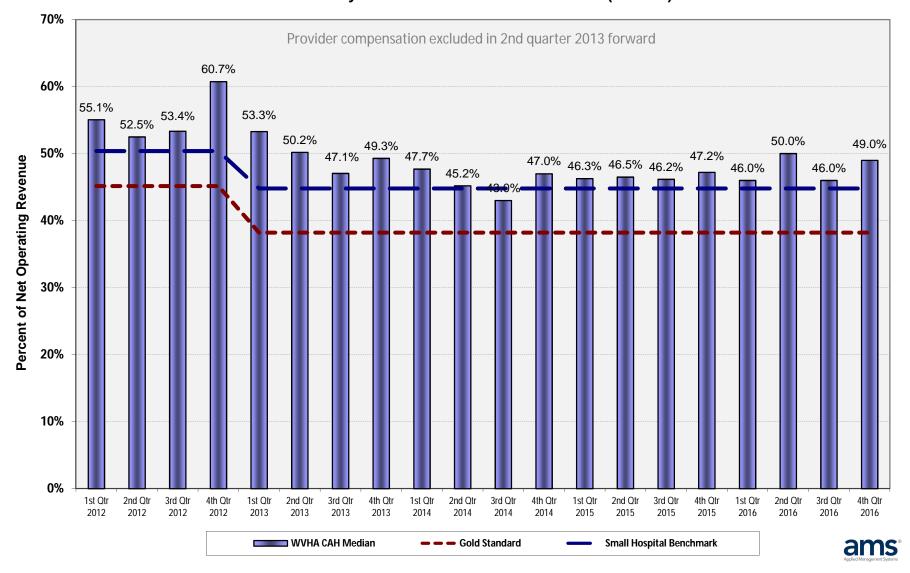




Percent Outpatient Revenue CAH Quarterly Balanced Scorecard Data Trend (Median)

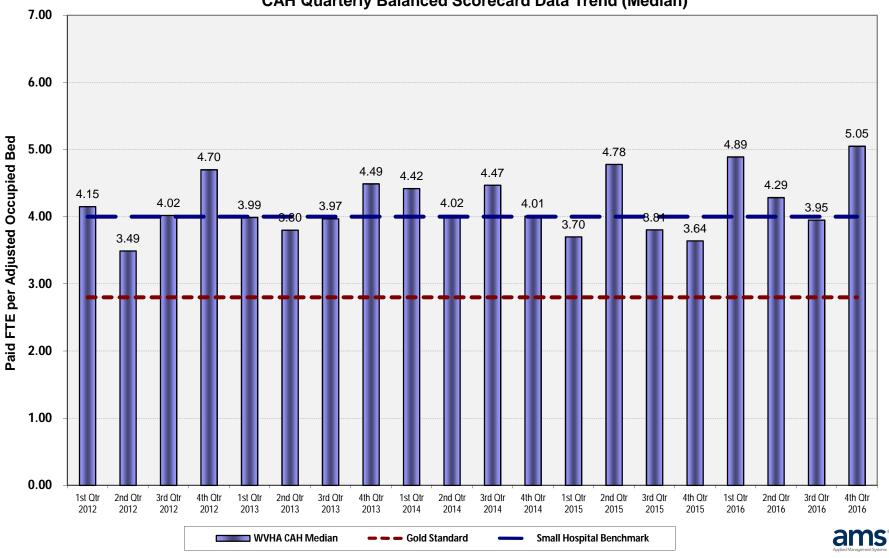






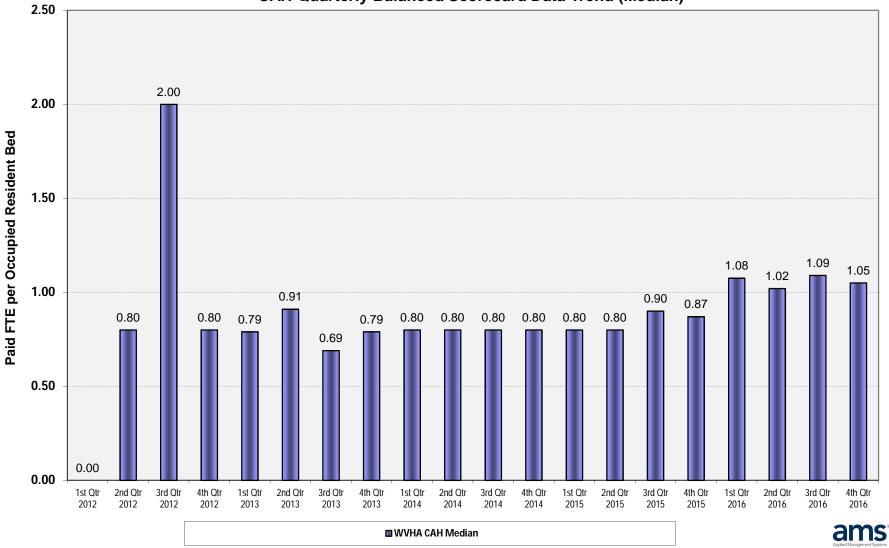
Acute Care Staffing
Acute Care Related Paid FTE per Adjusted Occupied Bed
CAH Quarterly Balanced Scorecard Data Trend (Median)

Figure 4



LTC Staffing
LTC Related Paid FTE per Occupied Resident Bed
CAH Quarterly Balanced Scorecard Data Trend (Median)

Figure 5



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

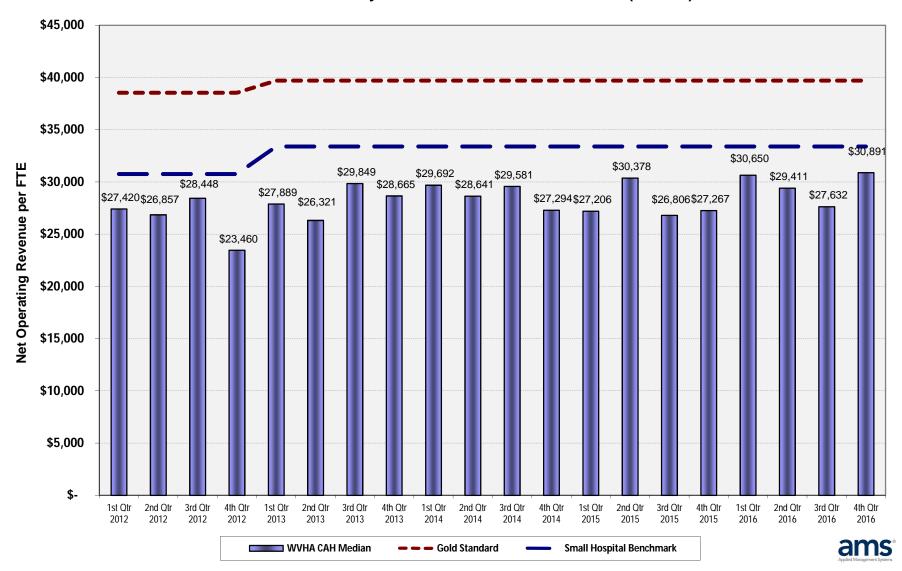


Figure 7

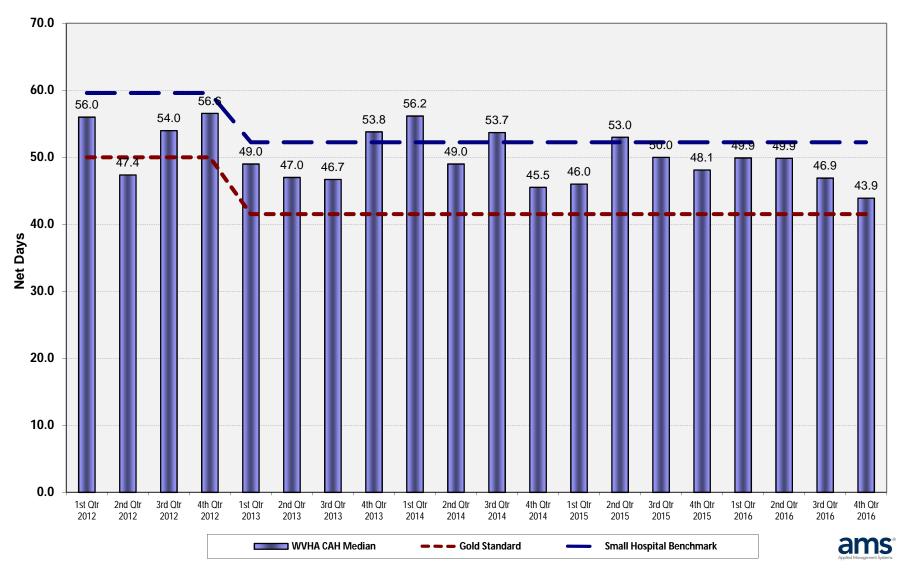
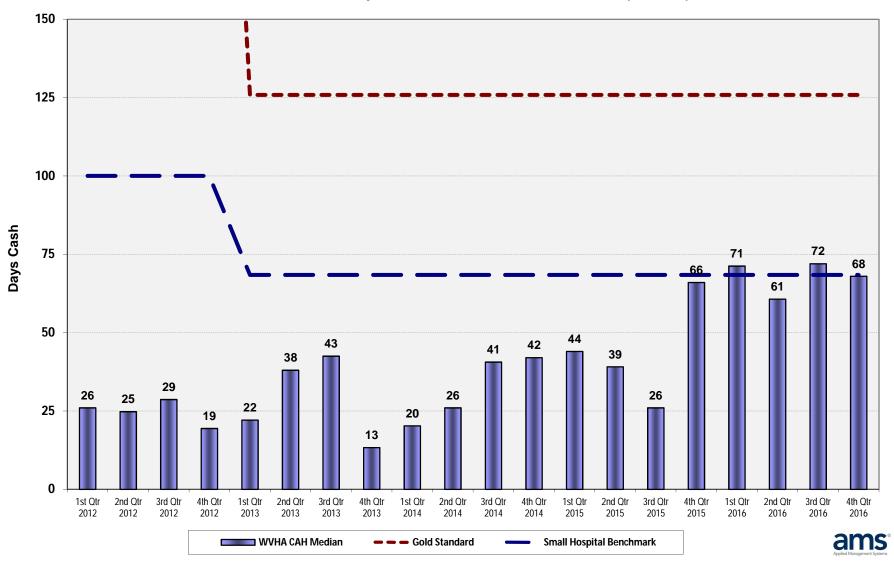


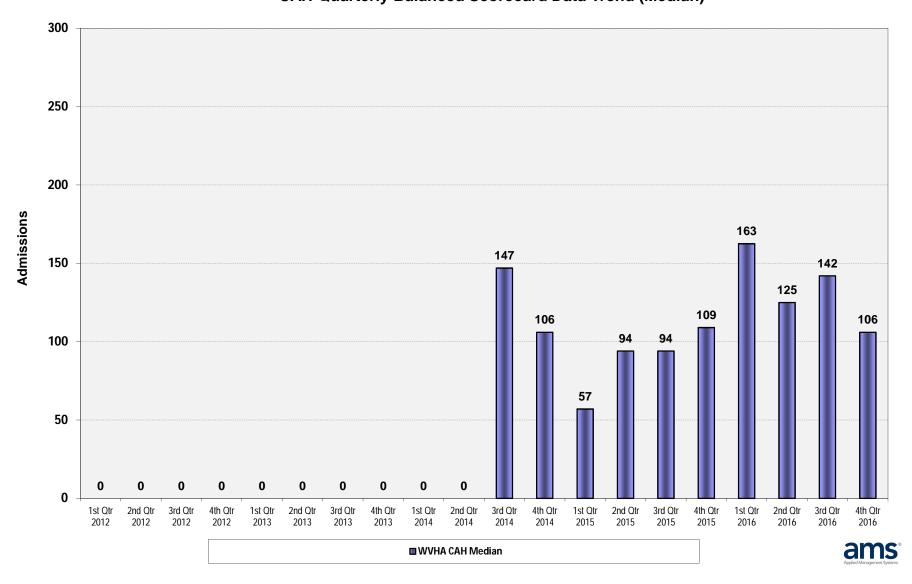
Figure 8

Days Cash on Hand
CAH Quarterly Balanced Scorecard Data Trend (Median)



Admissions
CAH Quarterly Balanced Scorecard Data Trend (Median)

Figure 9



Adjusted Admissions
CAH Quarterly Balanced Scorecard Data Trend (Median)

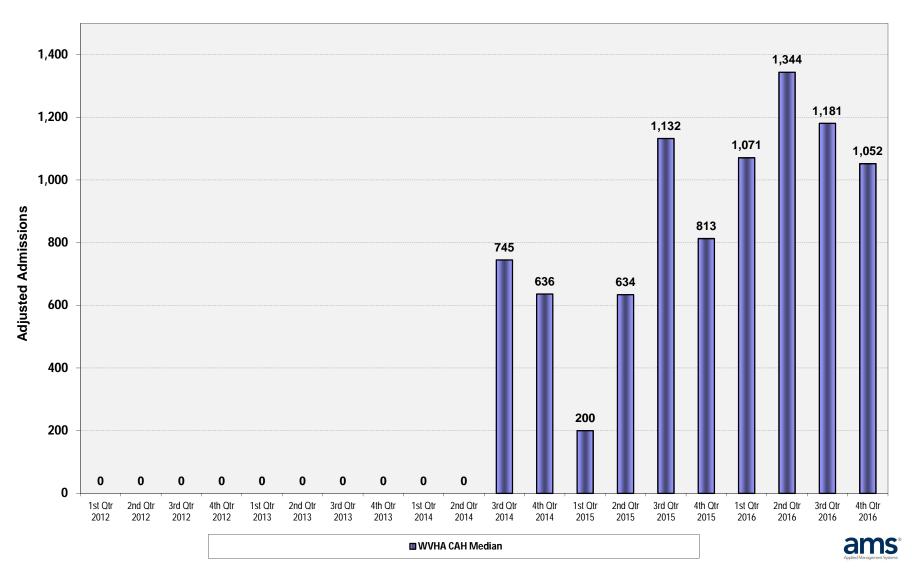
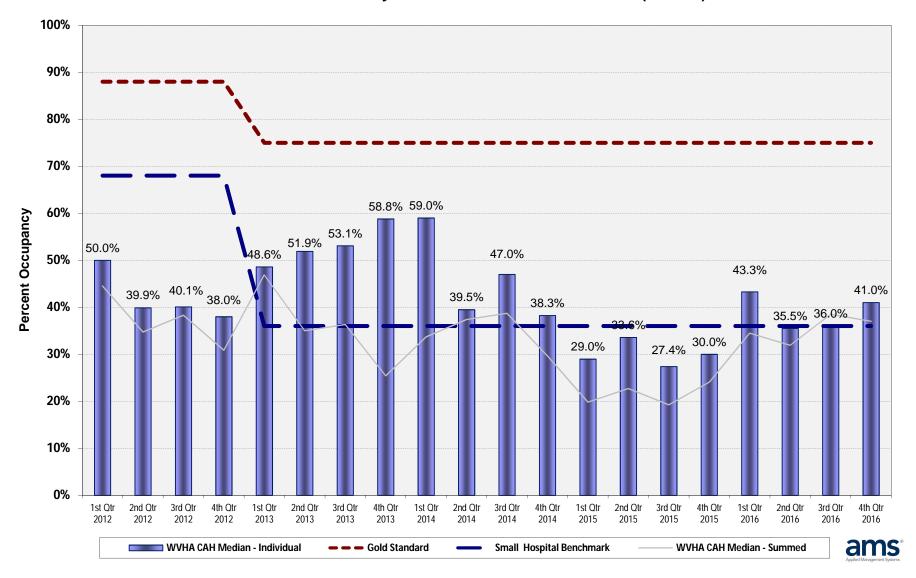


Figure 11



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

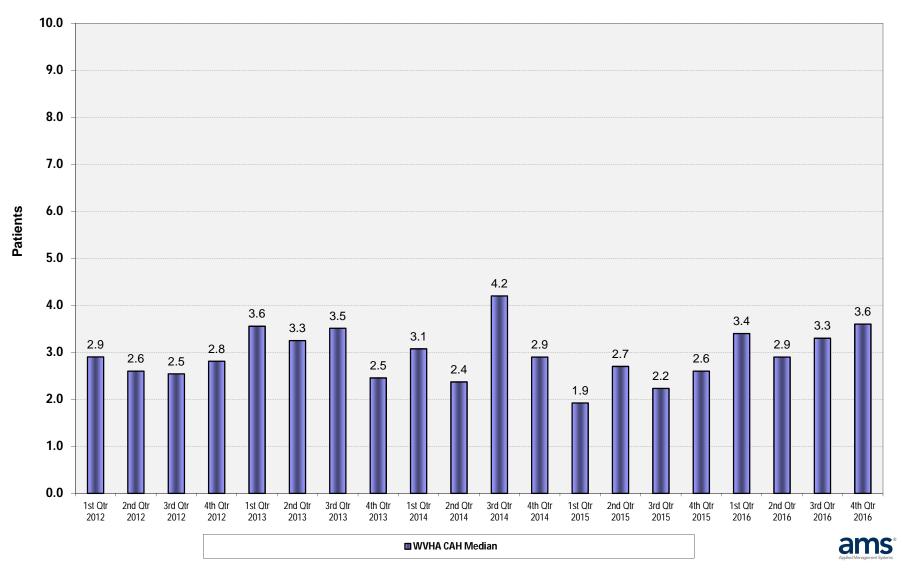
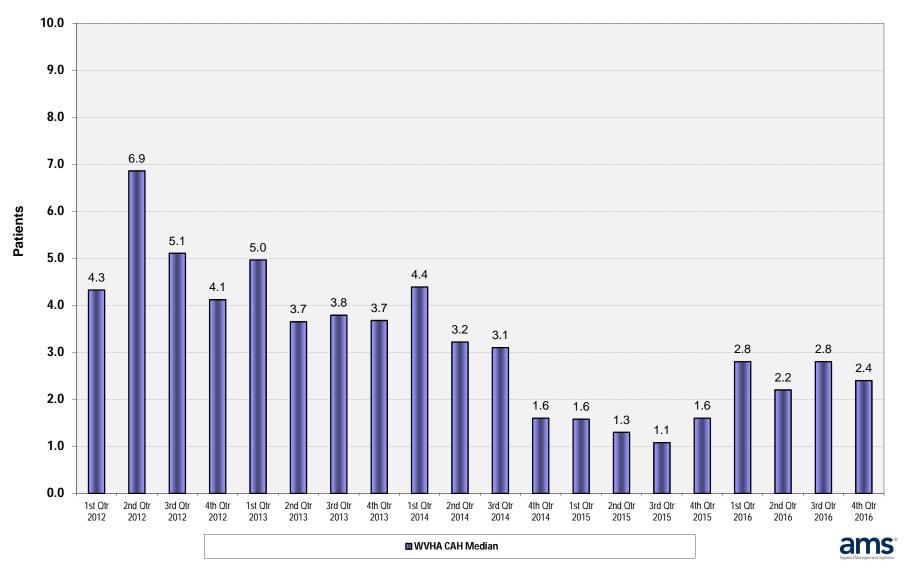
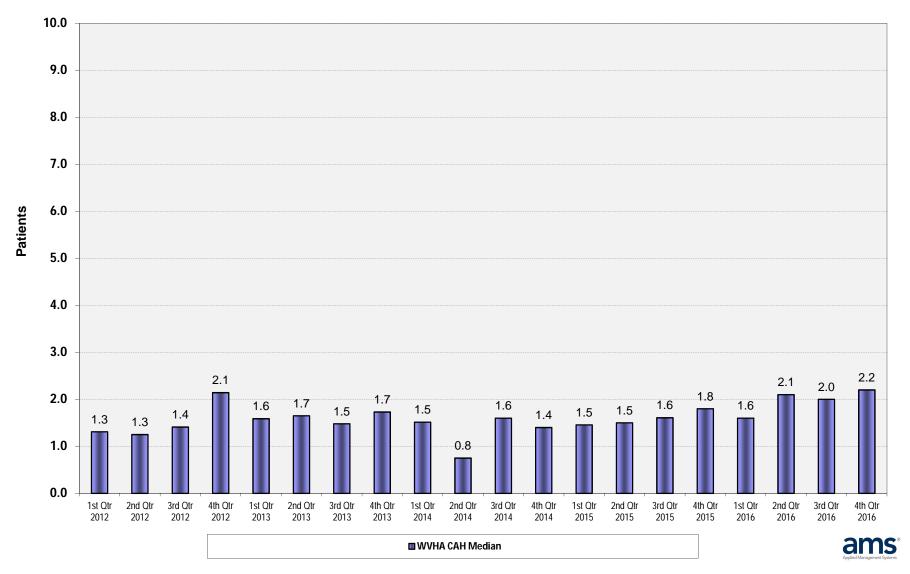
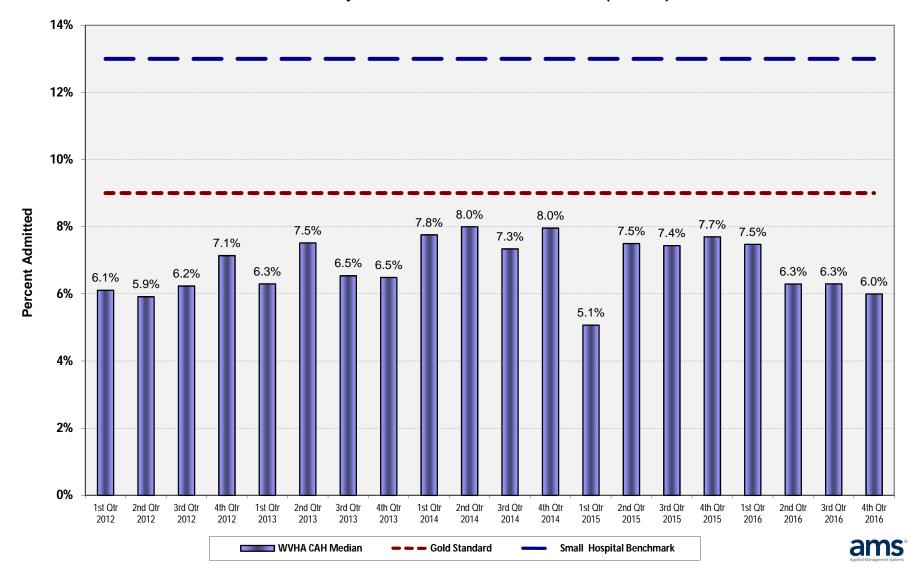
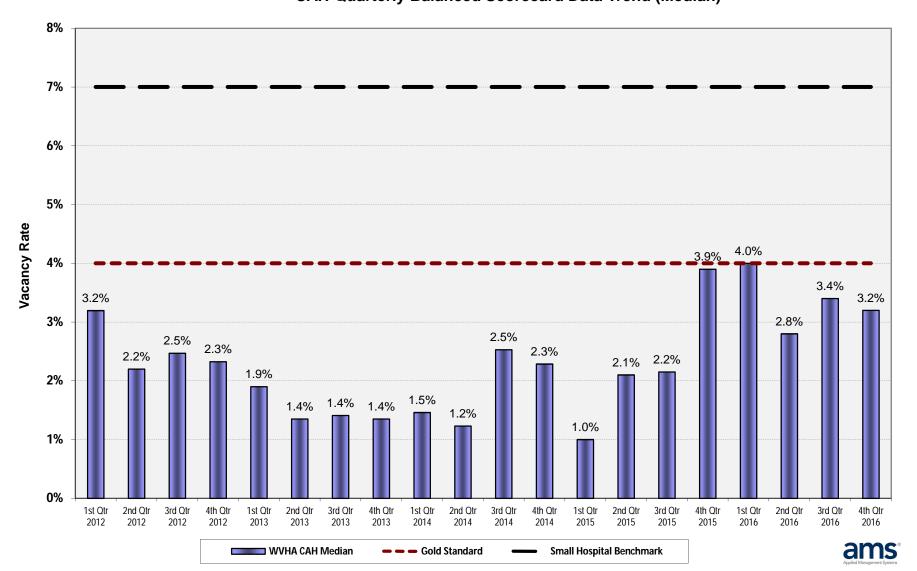


Figure 13

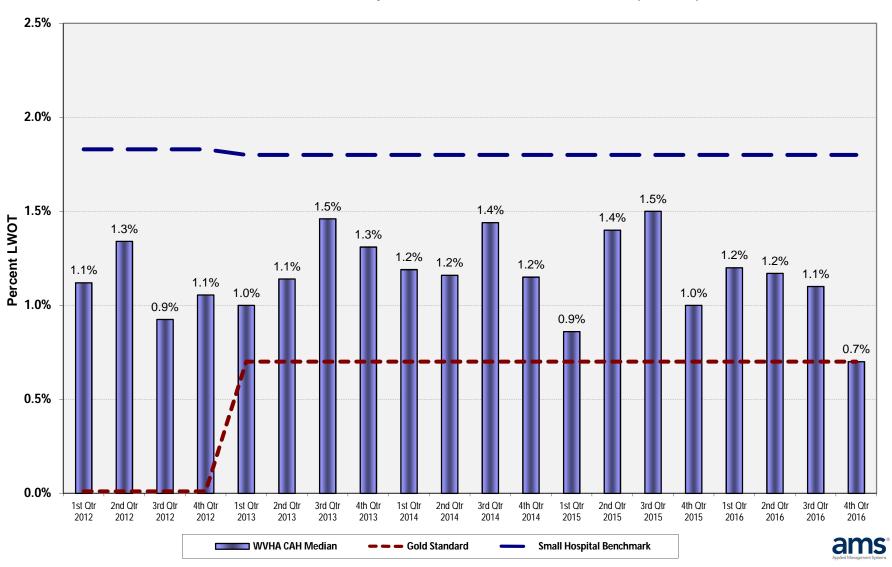








ED Left Without Treatment (LWOT) Rate CAH Quarterly Balanced Scorecard Data Trend (Median)



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

