

# WVHA Critical Access Hospitals: Quarterly Balanced Scorecard Datasheet

Updated: 11-16-2017

Item	Metric Description	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	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	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%	45.6%	47.7%	50.0%
2	Net Days in Accounts Receivable	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	43.1	41.4	41.0
3	Days Cash on Hand	22	38	43	13	20	26	41	42	44	39	26	66	71	61	72	68	76	80	79
3a	Contractual Allowance Percent of Gross Patient Revenue	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	43.8%	45.1%	44.4%	47.1%	41.6%
4	Retention of Clinical / Professional Staff	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%	3.6%	3.1%	4.0%
5	ED Left Without Treatment (LWOT) Rate	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%	1.0%	0.9%	1.1%
6	% of Admissions Through the Emergency Department	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%	6.1%	7.3%	4.2%
7a	Admissions	n/a	n/a	n/a	n/a	n/a	n/a	147	106	57	94	94	109	163	125	142	106	133	107	69
7b	Adjusted Admissions	n/a	n/a	n/a	n/a	n/a	n/a	745	636	200	634	1,132	813	1,071	1,344	1,181	1,052	1,082	1,839	1,256
7c	Occupancy Rate - Hospital Total Trended	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%	45.0%	37.7%	24.0%
7d	Acute ADC	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	3.9	3.4	1.6
7e	Swing ADC	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	3.1	2.5	1.7
7f	Observation ADC	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	2.0	1.9	1.8
8	Quarterly Net Operating Revenue per FTE	\$ 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	\$ 32,330	\$ 31,412	\$ 28,854
9a	Acute Care - FTE/AOB	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	5.02	4.76	4.14
9b	LTC - FTE/Occupied Resident Bed	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	1.00	1.00	0.93
10	$\frac{(\text{Tot. Oper. Rev} - \text{Tot Oper Exp}) \times 100}{\text{Total Operating Rev}}$	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%	4.6%	-0.4%	-1.5%
11a	Acute Care Patient Falls/100 Patient Days	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	0.57	0.38	0.71
11b	LTC (only) Resident Falls/100 Resident Days	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	0.43	0.28	0.57
12	Percent Outpatient Revenue	70%	73%	81%	80%	79%	81%	81%	79%	80%	82%	84%	84%	81%	85%	83%	83%	86%	87%	88%

# WVHA Critical Access Hospitals: Quarterly Balanced Scorecard Datasheet

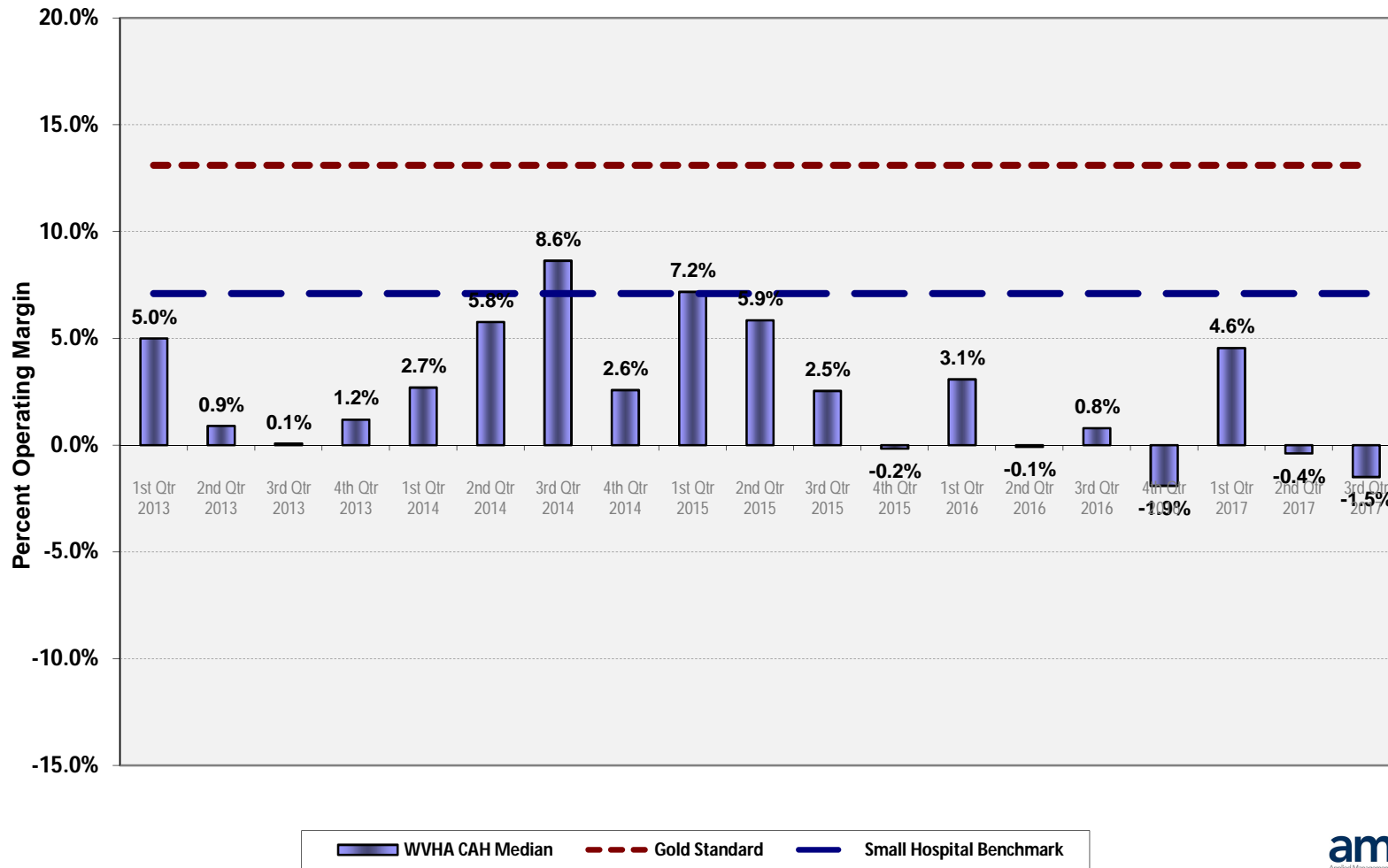
Updated: 11-16-2017

Item	Metric Description	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	1st Qtr 2017	2nd Qtr 2017	3rd Qtr 2017
<b>Gold Standard</b>																				
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%	38%
2	Net Days in Accounts Receivable	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	41.5	41.5	41.5
3	Days Cash on Hand	126	126	126	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%
5	ED Left Without Treatment (LWOT) Rate	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%
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%
7	Occupancy Rate - Total	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%	75.0%	75.0%	75.0%
8	Quarterly Net Operating Revenue per FTE	\$ 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	\$ 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
9b	LTC - FTE/Occupied Resident Bed	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
10	$\frac{\text{Tot. Oper. Rev} - \text{Tot Oper Exp}}{\text{Total Operating Rev}} \times 100$	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%	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
11b	LTC (only) Resident Falls/100 Resident Days	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
12	Percent Outpatient Revenue	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

<b>Small Hospital Benchmark</b>																				
1	Salaries, Wages, Benefits as a Percent Of Net Operating Revenue	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%	45%
2	Net Days in Accounts Receivable	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	52.2	52.2	52.2
3	Days Cash on Hand	68	68	68	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%
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%
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%
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%
7	Occupancy Rate - Total	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%	36.0%	36.0%	36.0%
8	Quarterly Net Operating Revenue per FTE	\$ 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	\$ 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
9b	LTC - FTE/Occupied Resident Bed	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
10	$\frac{\text{Tot. Oper. Rev} - \text{Tot Oper Exp}}{\text{Total Operating Rev}} \times 100$	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%	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
11b	LTC (only) Resident Falls/100 Resident Days	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
12	Percent Outpatient Revenue	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%	72%

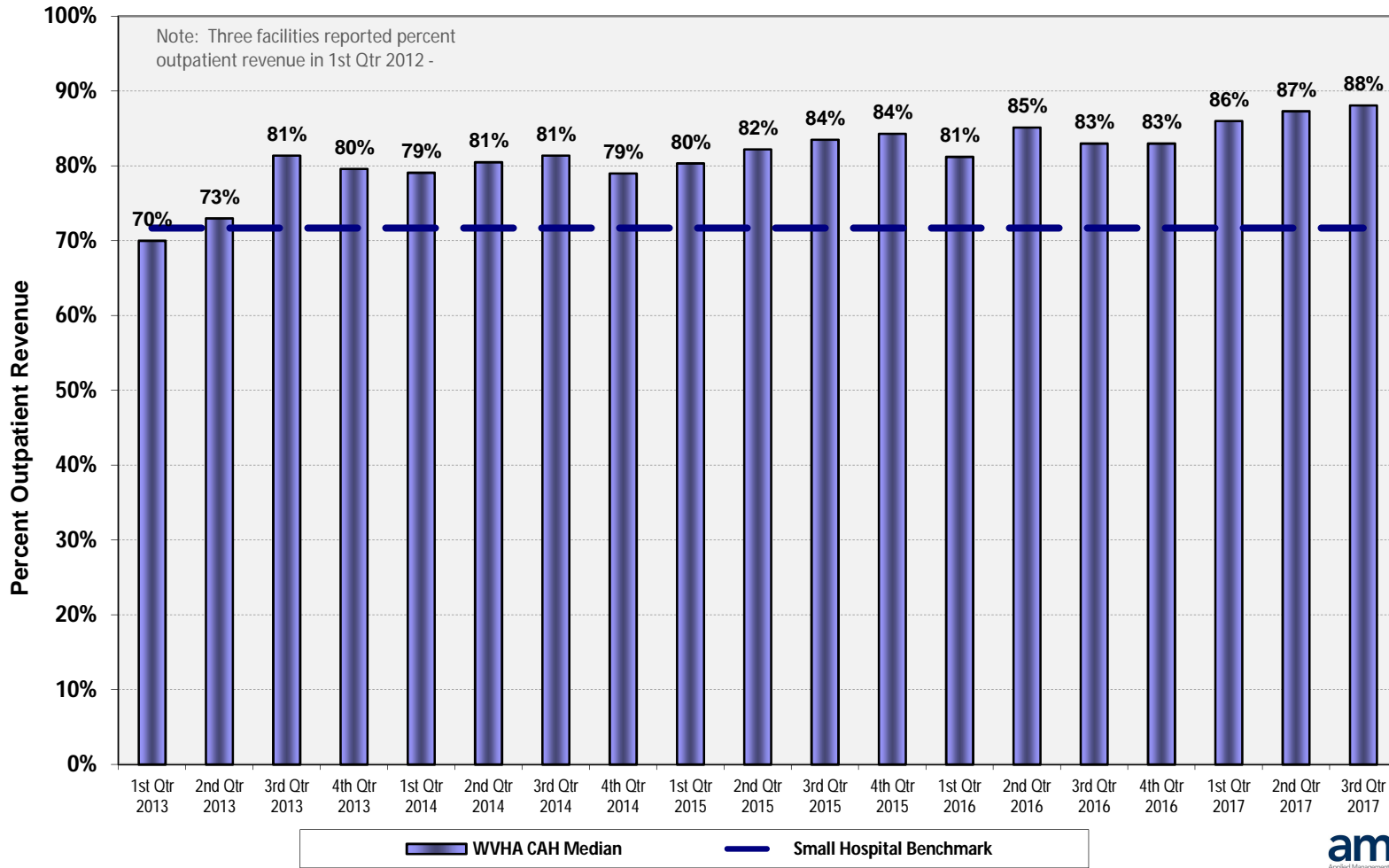
**Operating Margin**  
**CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 1



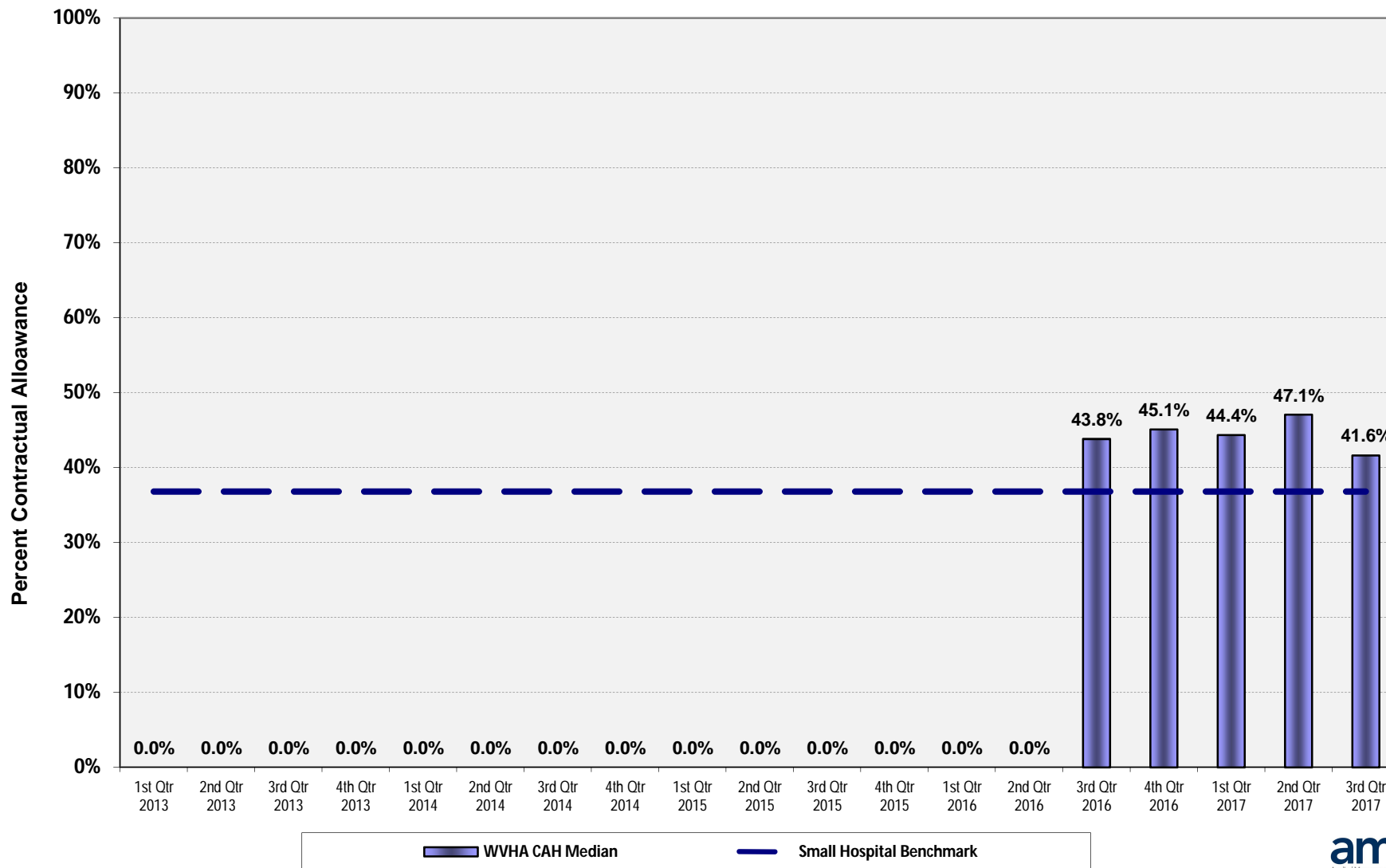
**Percent Outpatient Revenue  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 2



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

Figure 2a



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

Figure 3

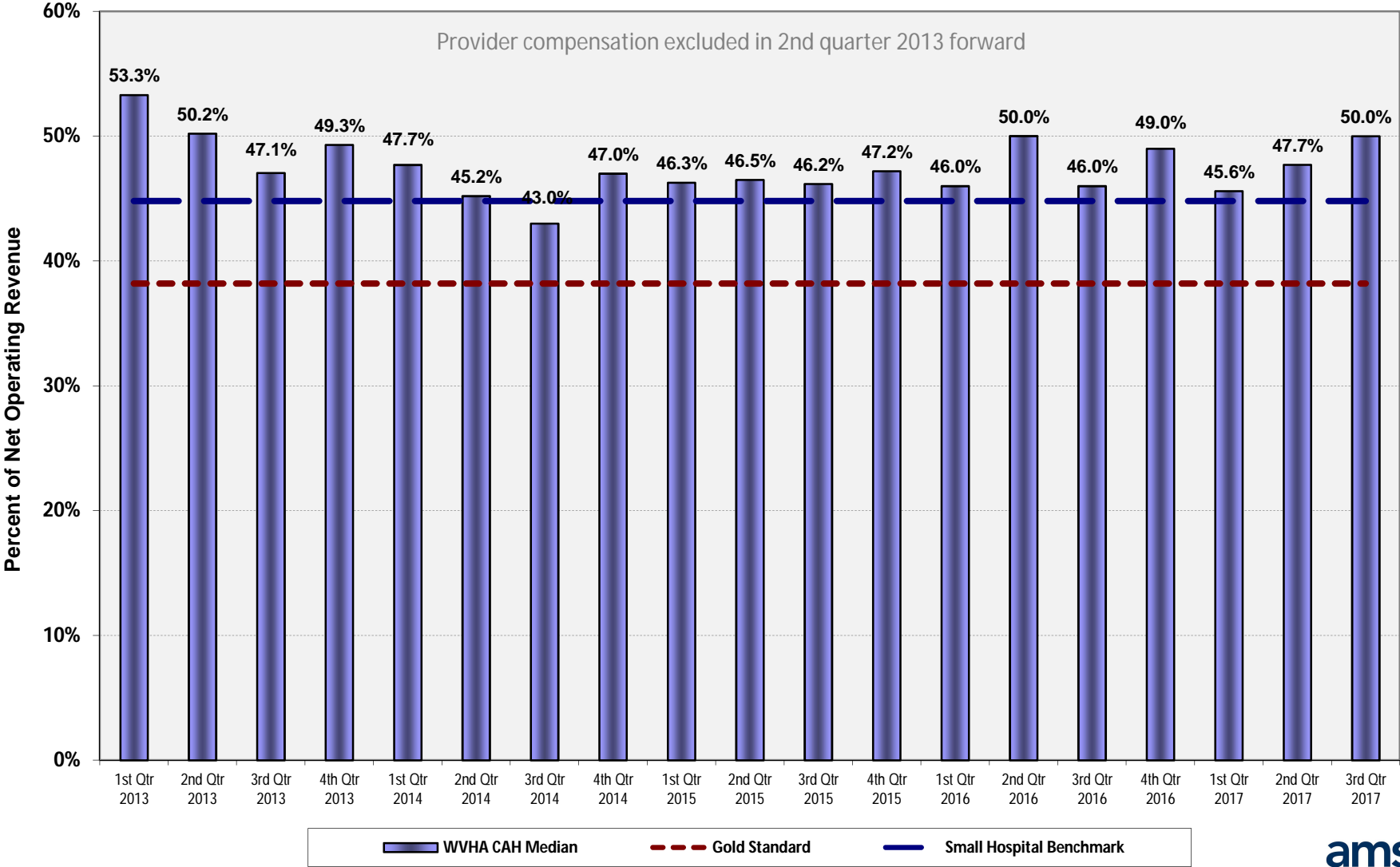


Figure 4

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

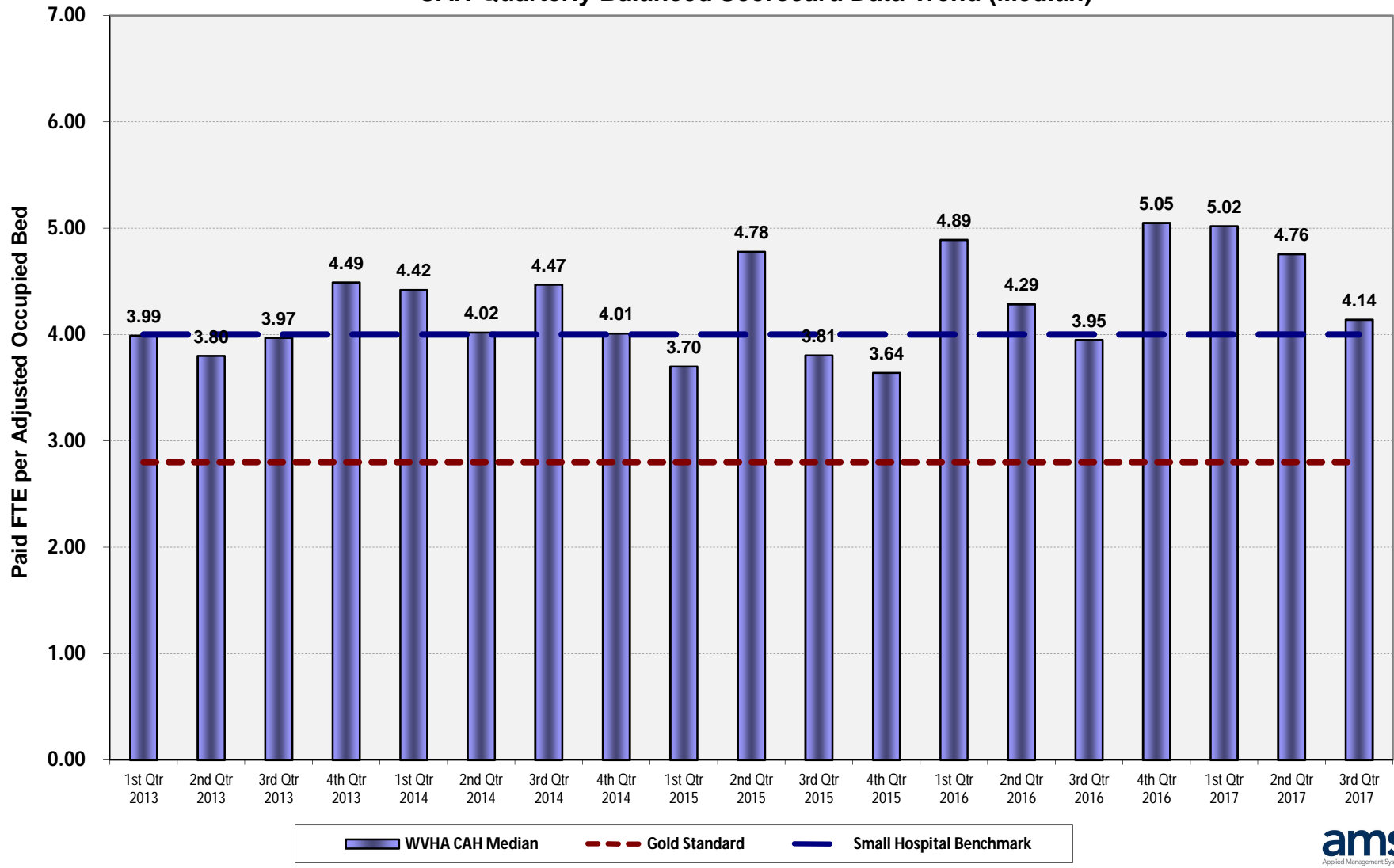
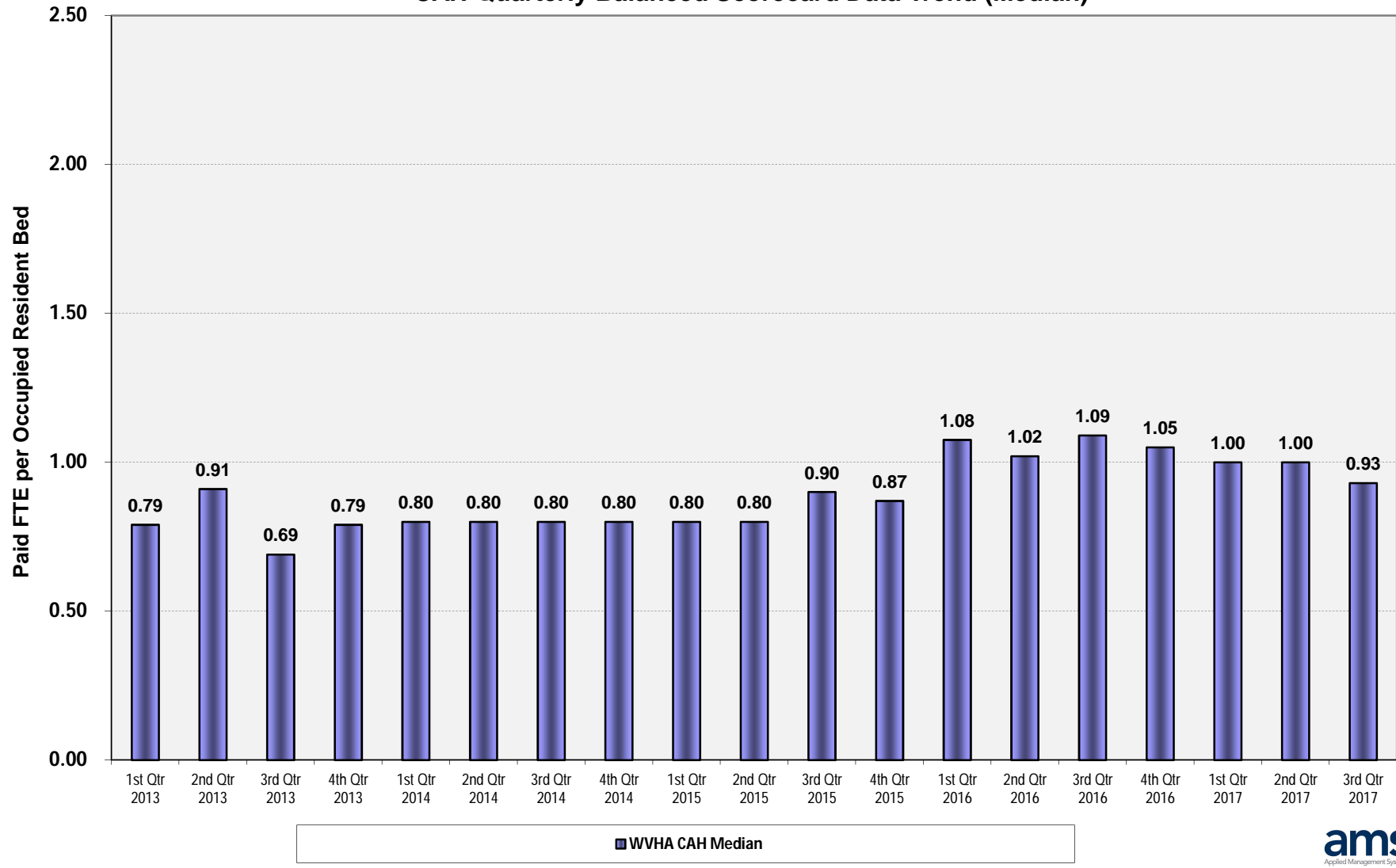


Figure 5

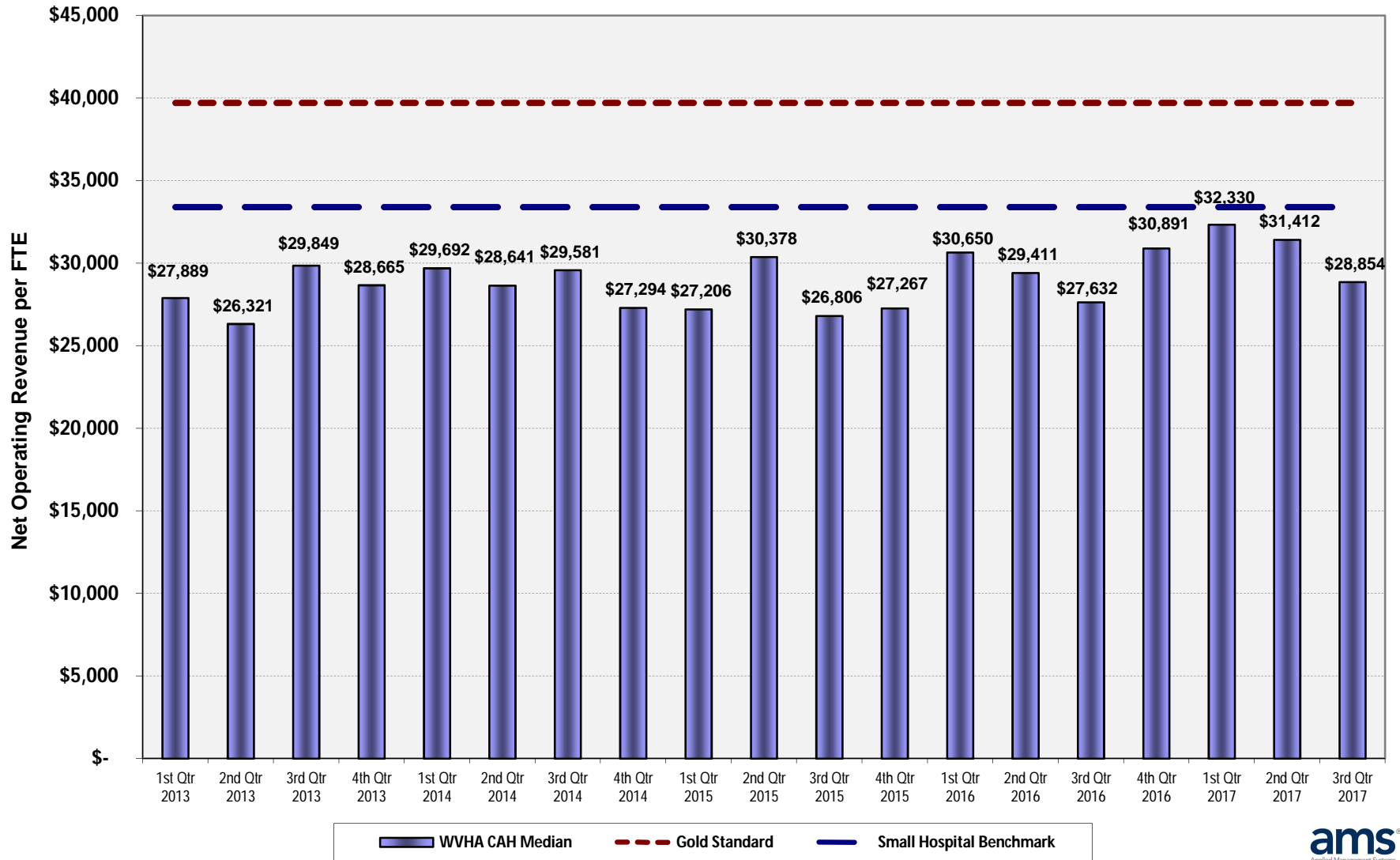
### LTC Staffing LTC Related Paid FTE per Occupied Resident Bed CAH Quarterly Balanced Scorecard Data Trend (Median)





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

Figure 6



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

Figure 7

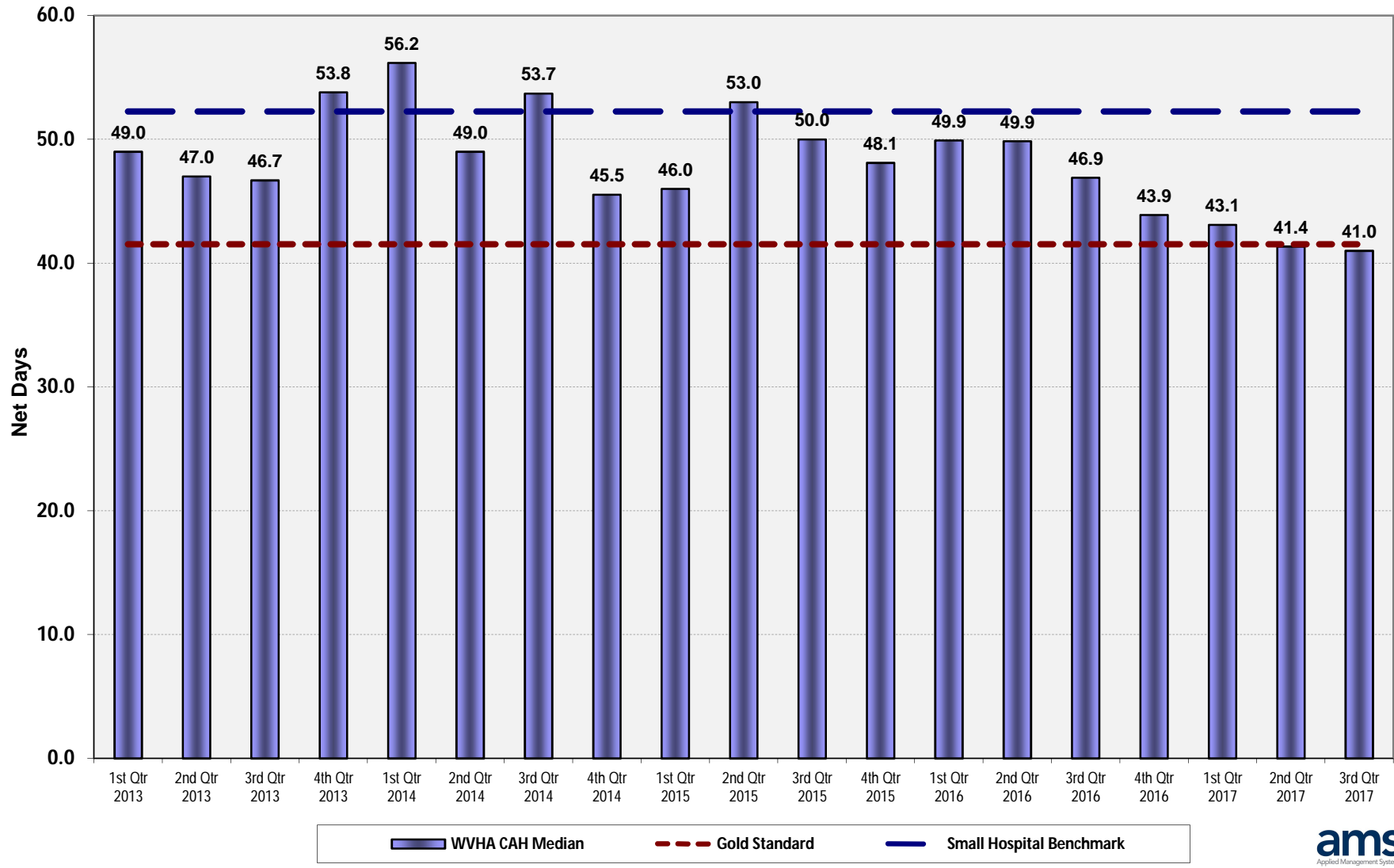
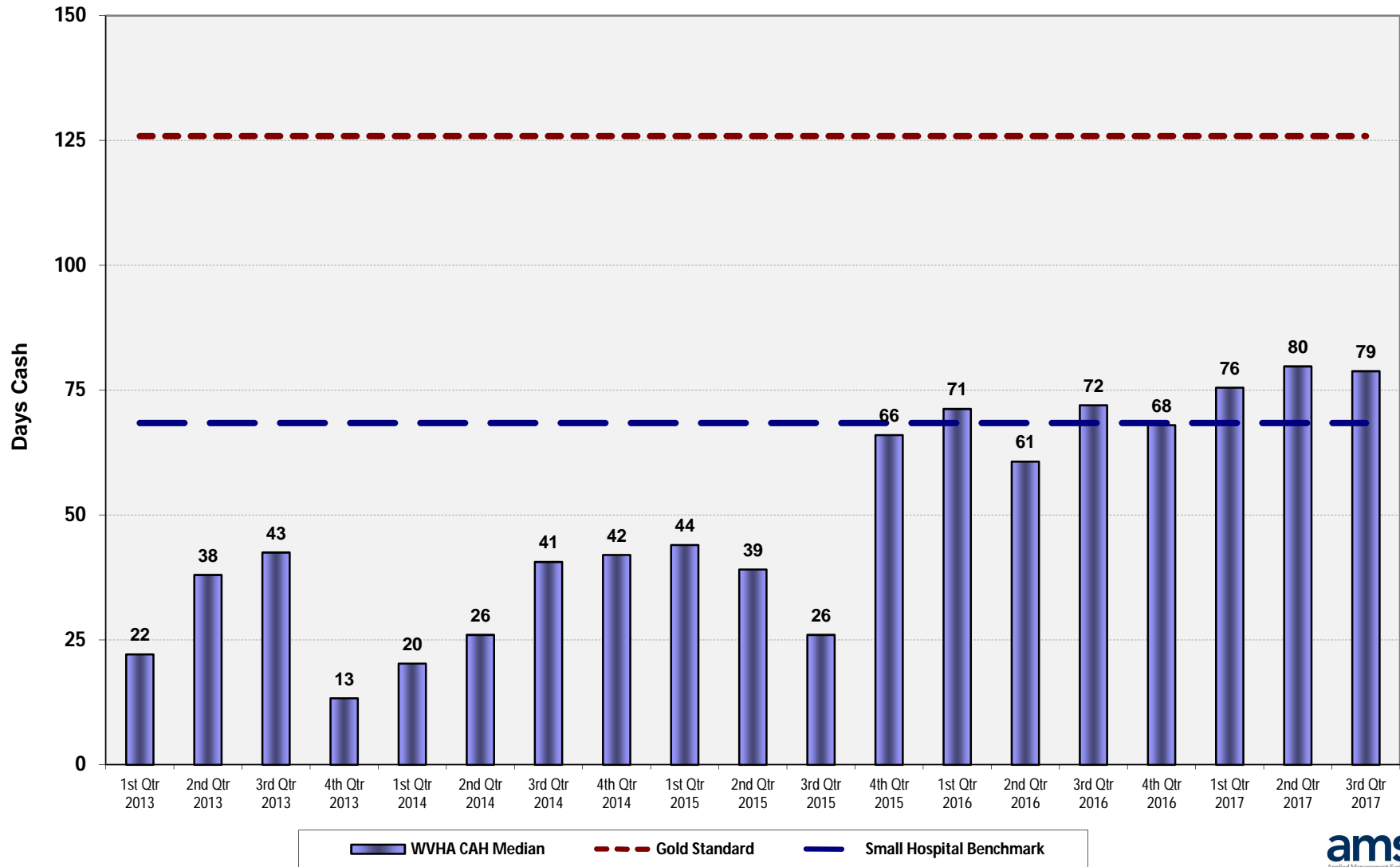


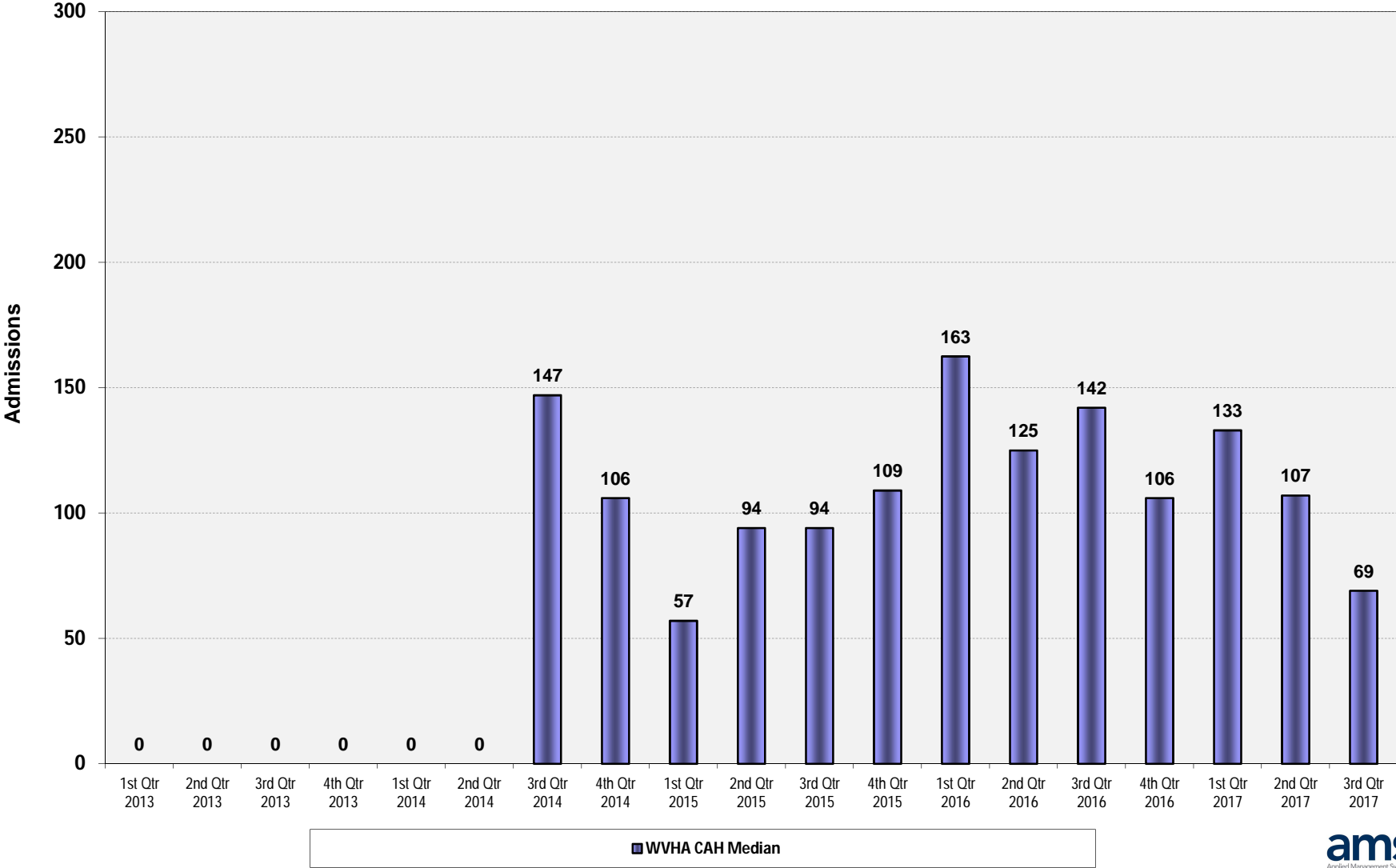
Figure 8

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



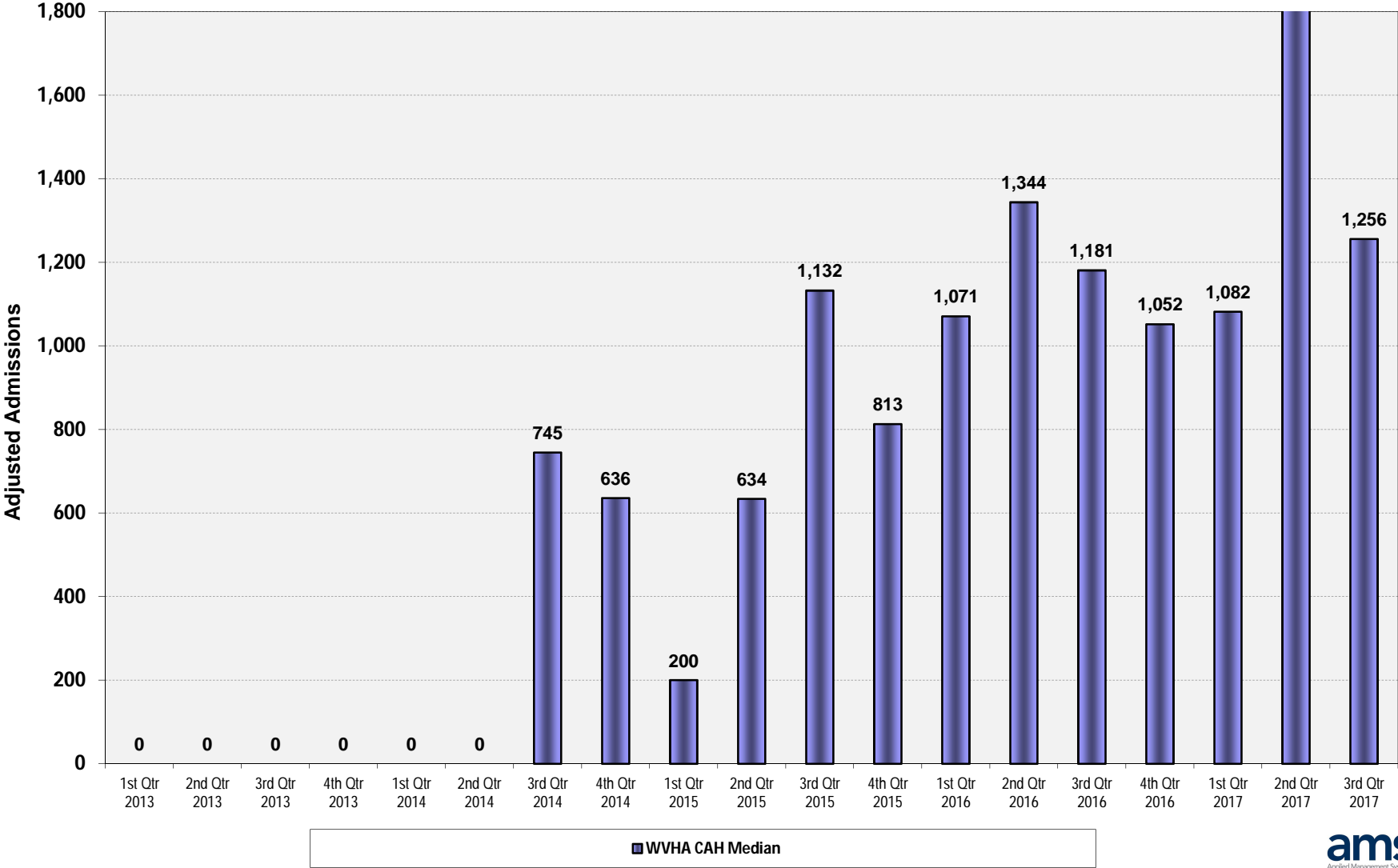
**Admissions**  
**CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 9



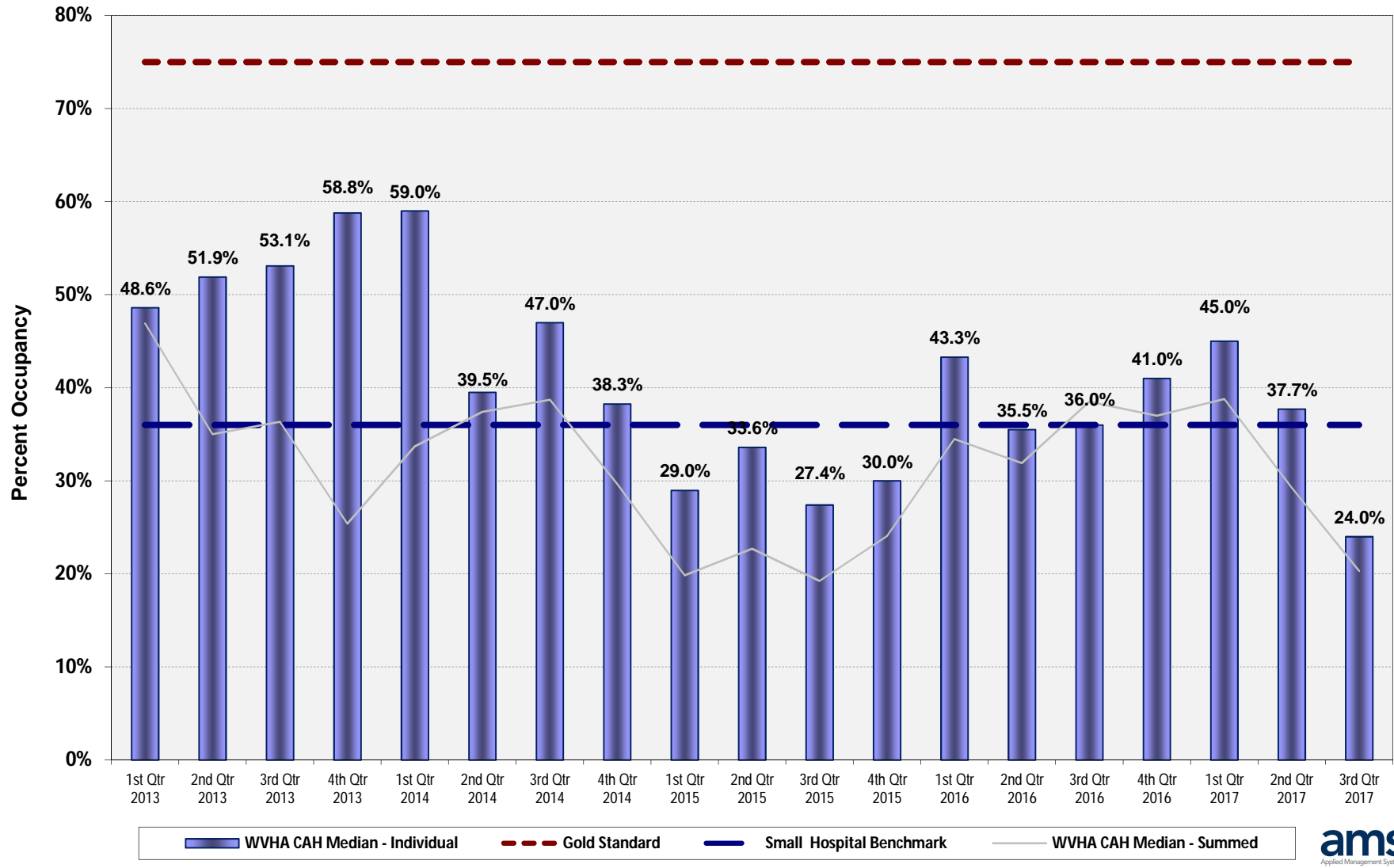
**Adjusted Admissions  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 10



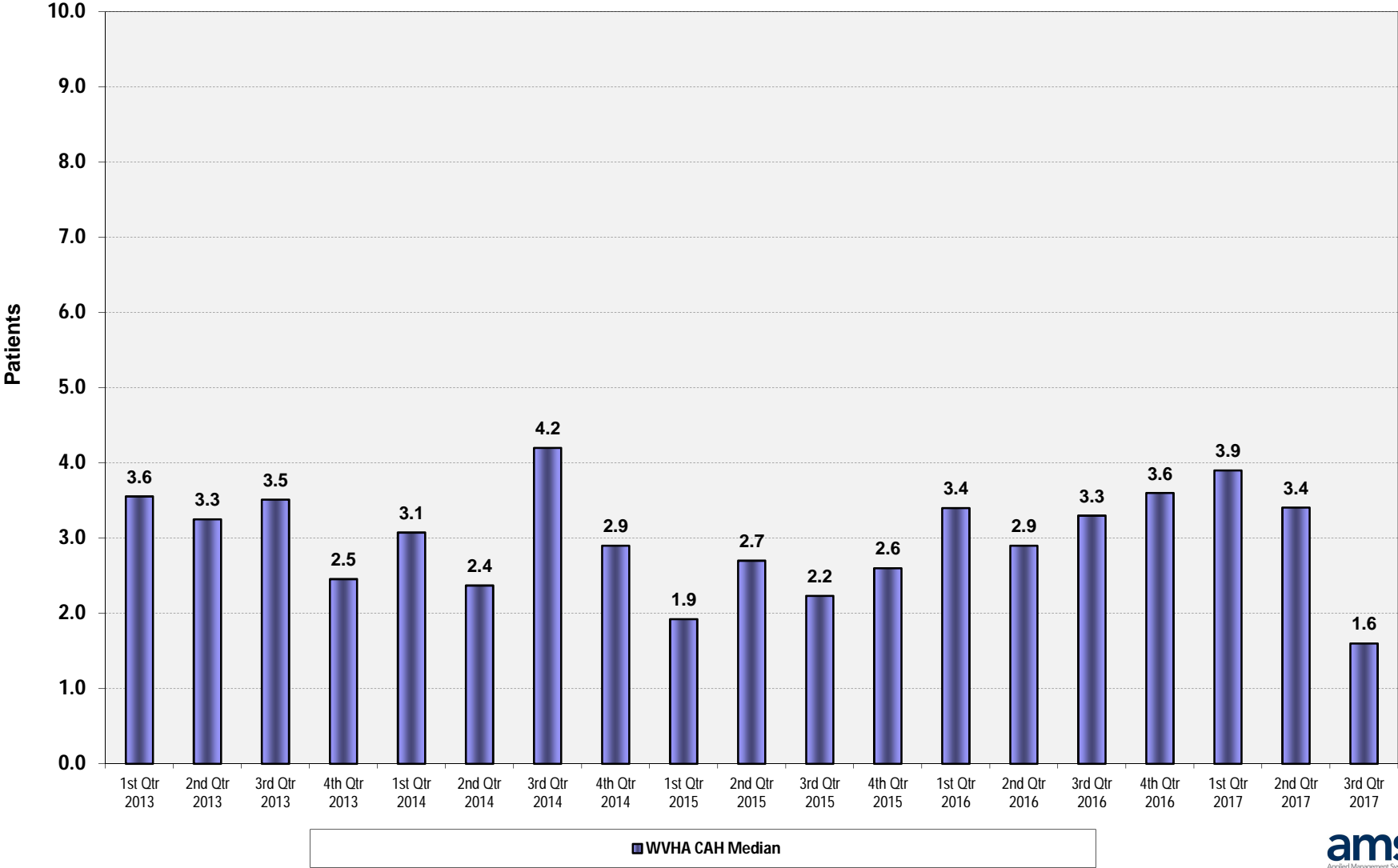
**Total Occupancy Rate  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 11



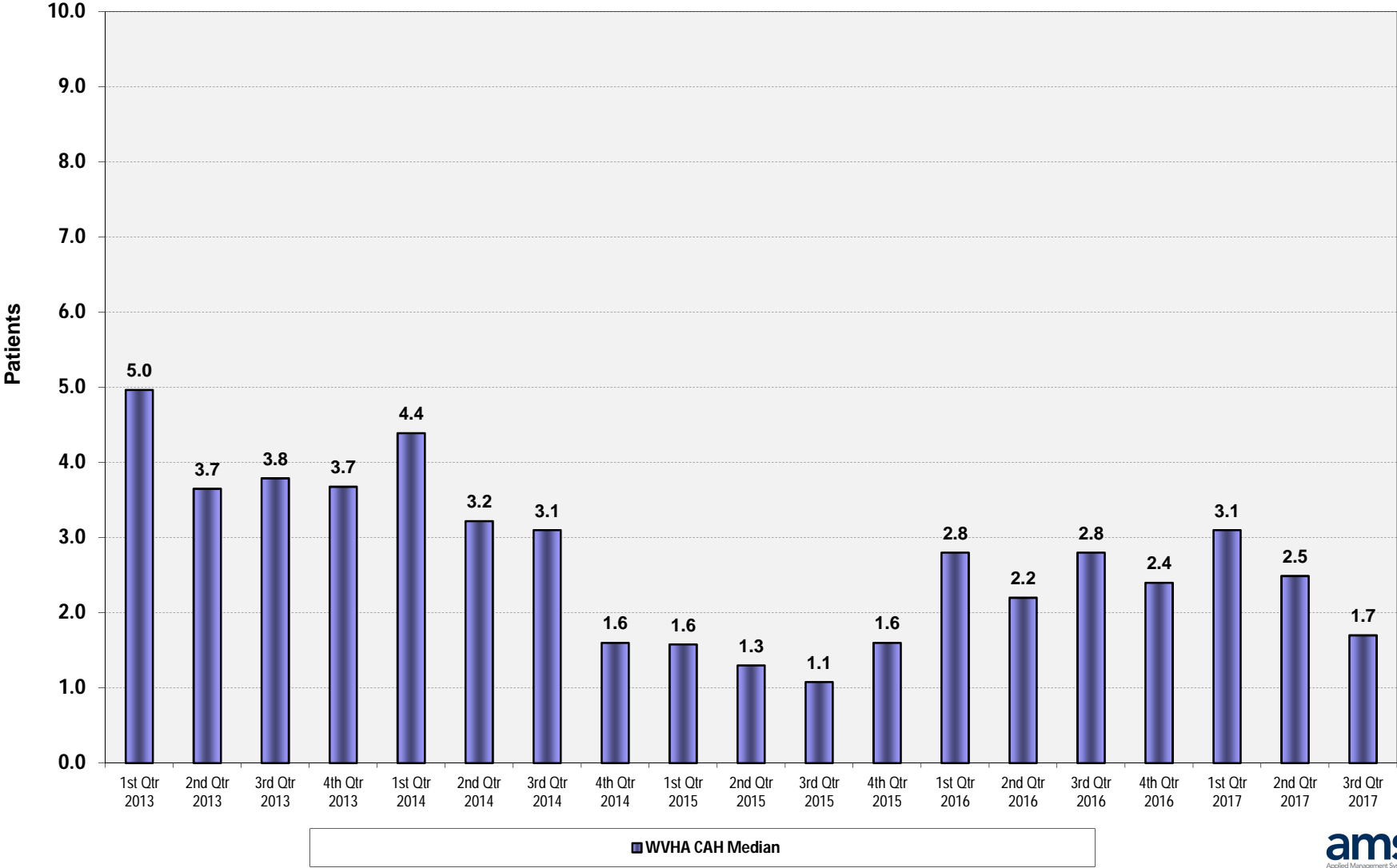
**Acute Care Patients Average Daily Census  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 12



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

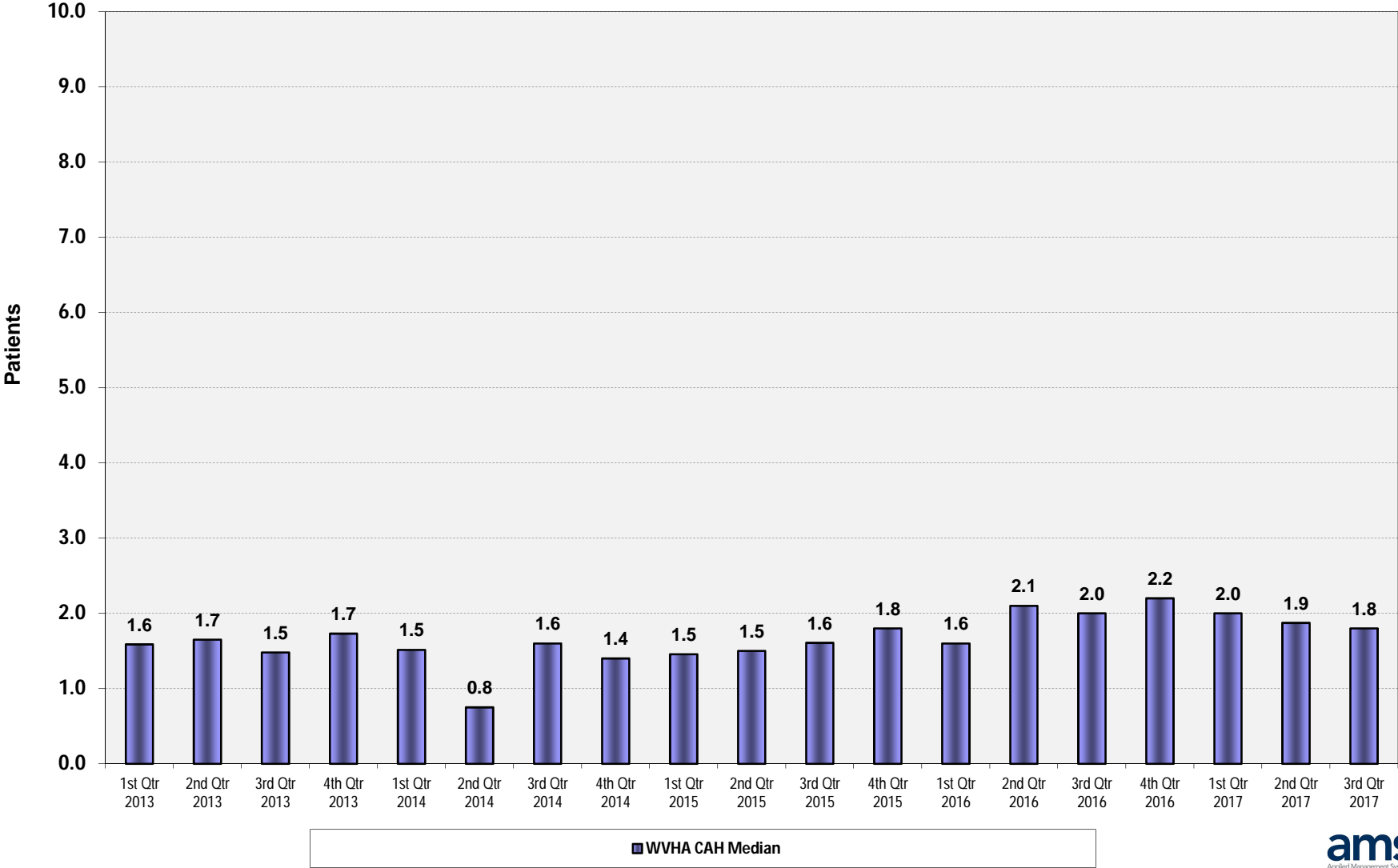
Figure 13





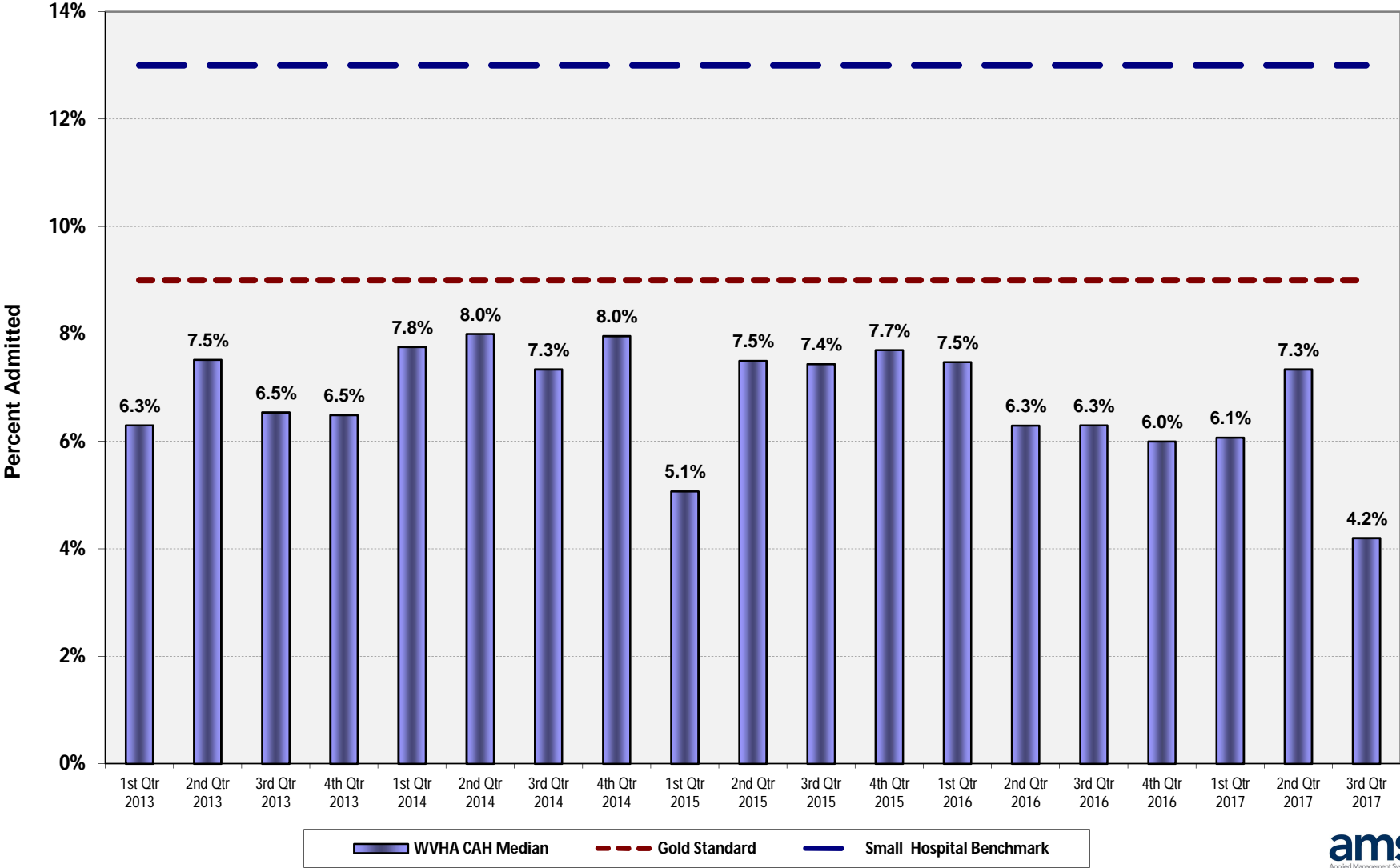
**Observation Patients Average Daily Census  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 14



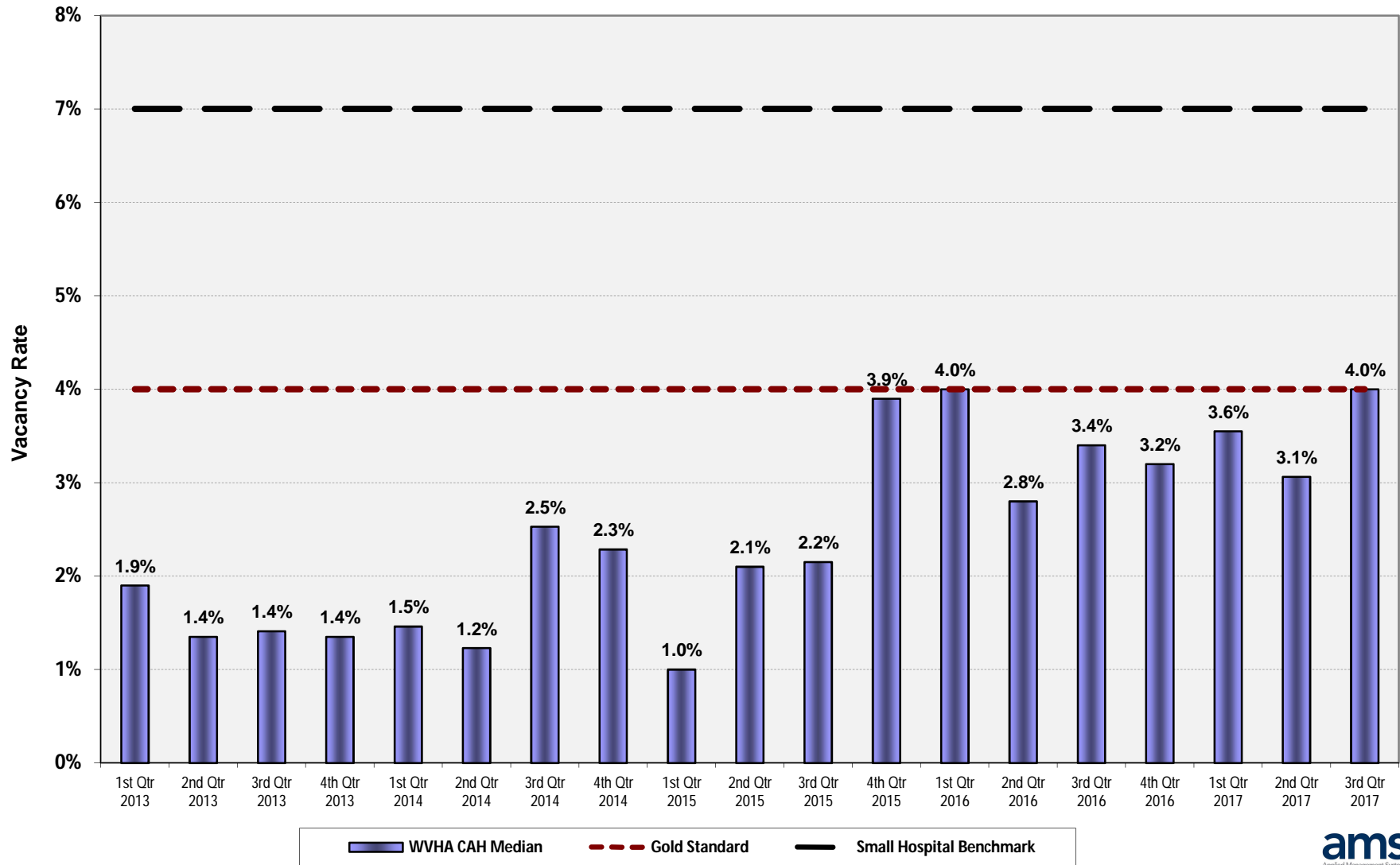
**Percent of Admissions Through the Emergency Department  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 15



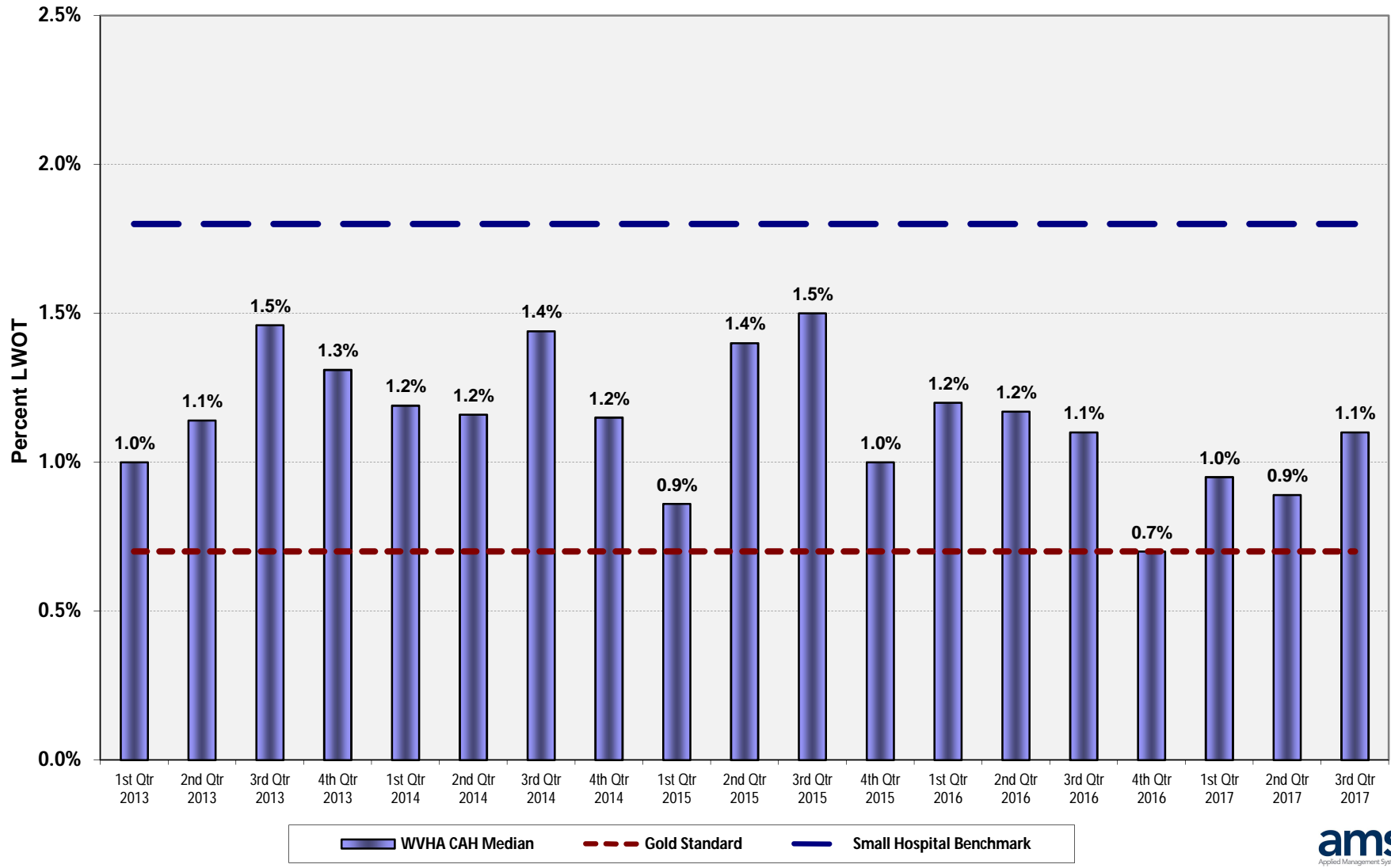
**Retention of Clinical / Professional Staff (Vacancy Rate)  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 16



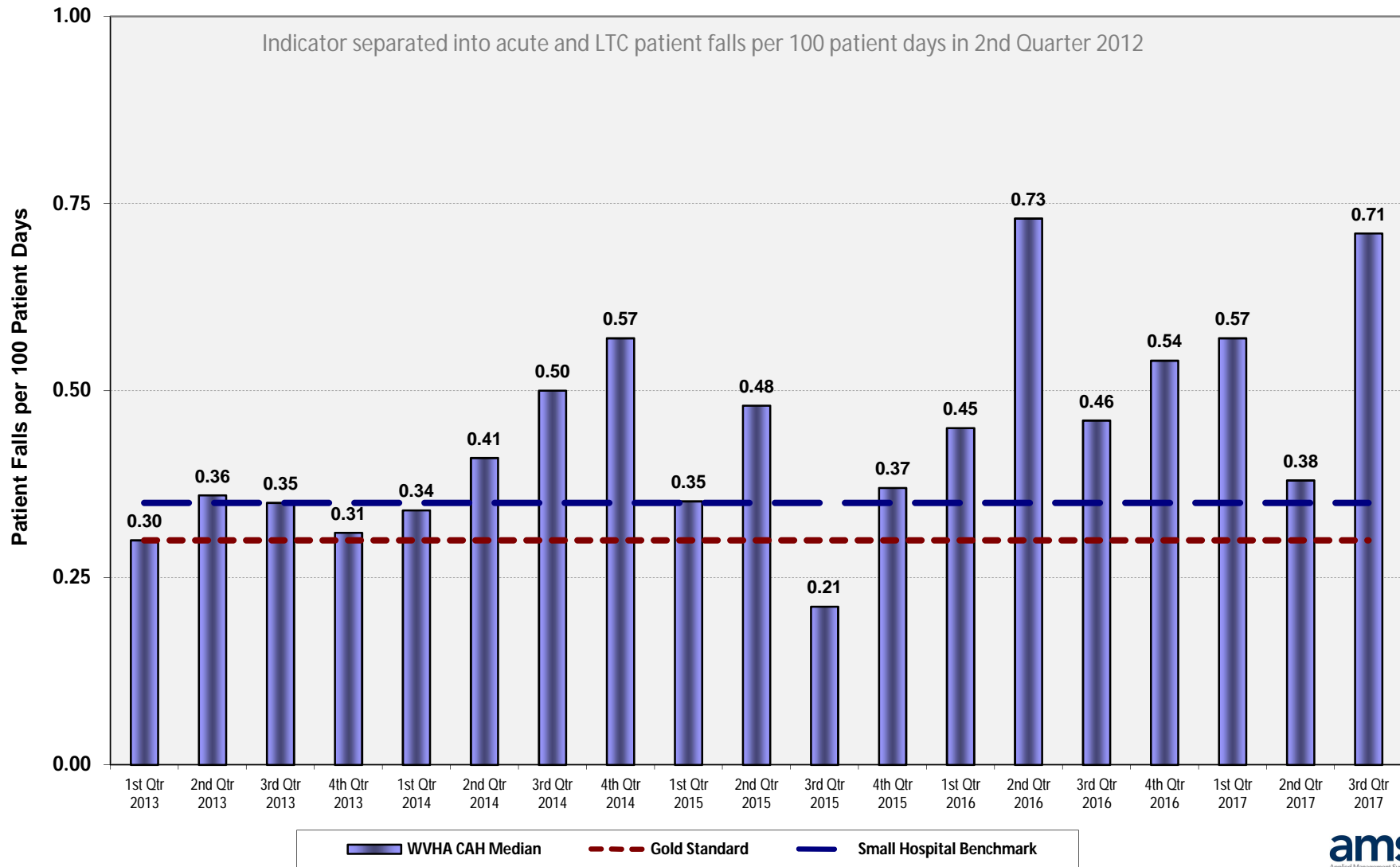
**ED Left Without Treatment (LWOT) Rate  
CAH Quarterly Balanced Scorecard Data Trend (Median)**

Figure 17



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

Figure 18



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

Figure 19

