

Flex Monitoring Team Data Summary Report No. 11

CAH Financial Indicators Report: Quartiles of Financial Indicators by State and Peer Group (2009)

December 2012



The Flex Monitoring Team is a consortium of the Rural Health Research Centers located at the Universities of Minnesota, North Carolina at Chapel Hill, and Southern Maine. Under contract with the federal Office of Rural Health Policy (PHS Grant No. U27RH01080), the Flex Monitoring Team is cooperatively conducting a performance monitoring project for the Medicare Rural Hospital Flexibility Program (Flex Program). The monitoring project is assessing the impact of the Flex Program on rural hospitals and communities and the role of states in achieving overall program objectives, including improving access to and the quality of health care services; improving the financial performance of Critical Access Hospitals; and engaging rural communities in health care system development.

The authors of this report are the CAH Financial Indicators Report Team at the North Carolina Rural Health Research and Policy Analysis Center, Cecil G. Sheps Center for Health Services Research. Email: CAH.finance@schsr.unc.edu

Flex Monitoring Team
<http://www.flexmonitoring.org>

University of Minnesota
Division of Health Services Research & Policy
420 Delaware Street, SE, Mayo Mail Code 729
Minneapolis, MN 55455-0392
612.624.8618

University of North Carolina at Chapel Hill
Cecil B. Sheps Center for Health Services Research
725 Martin Luther King, Jr. Boulevard, CB #7590
Chapel Hill, NC 27599-7590
919.966.5541

University of Southern Maine
Muskie School of Public Service
PO Box 9300
Portland, ME 04104-9300
207.780.4435

The Medicare Rural Hospital Flexibility Program

The Medicare Rural Hospital Flexibility Program (Flex Program), created by Congress in 1997, allows small hospitals to be licensed as Critical Access Hospitals (CAHs) and offers grants to States to help implement initiatives to strengthen the rural health care infrastructure. To participate in the Flex Program, States are required to develop a rural health care plan that provides for the creation of one or more rural health networks, promotes regionalization of rural health services in the State, and improves the quality of and access to hospital and other health services for rural residents of the State. Consistent with their rural health care plans, states may designate eligible rural hospitals as CAHs.

CAHs must be located in a rural area or an area treated as rural; be more than 35 miles (or 15 miles in areas with mountainous terrain or only secondary roads available) from another hospital, or be certified before January 1, 2006 by the State as being a necessary provider of health care services. CAHs are required to make available 24-hour emergency care services that a State determines are necessary. CAHs may have a maximum of 25 acute care and swing beds, and must maintain an annual average length of stay of 96 hours or less for their acute care patients. CAHs are reimbursed by Medicare on a cost basis (i.e., for the reasonable costs of providing inpatient, outpatient, and swing bed services).

The legislative authority for the Flex Program and cost-based reimbursement for CAHs are described in the Social Security Act, Title XVIII, Sections 1814 and 1820, available at http://www.ssa.gov/OP_Home/ssact/title18/1800.htm.

Quartiles of Financial Indicators by State and Peer Group

Introduction

All hospitals, regardless of size and organizational structure, benefit from comparative data on financial condition and performance. The unique reimbursement and organizational structure of critical access hospitals (CAHs) make it important to have financial indicators that capture their own circumstances for performance assessment. CAHs differ from urban and other rural hospitals that are paid under the Medicare Prospective Payment System (PPS) in important aspects that affect the most appropriate way to measure financial condition. Unlike PPS hospitals, CAHs receive cost-based reimbursement for inpatient and outpatient care, and the incentives, financial management, and utilization practices under these two payment methods differ substantially. There are also organizational differences between CAHs and other hospitals that may affect financial performance; for instance, CAHs have relaxed staffing rules under Medicare, and they have limits on bed-size and average length of stay (and low volume hospitals have been found to face substantially more annual variation in demand for services, making financial planning difficult).

This document presents the the 25th, 50th (median), and 75th percentiles on a national, state, and peer group basis for each of the twenty-one financial indicators included in the *CAH Financial Indicators Report*, a report that is distributed to each CAH administrator annually. As part of ongoing work of the Flex Monitoring Team, these indicators were specifically designed to capture the financial performance of CAHs. In order to identify the indicators that were most relevant to the financial performance of CAHs, a Technical Advisory Group (TAG) of four individuals knowledgeable in CAH financial and operational issues, data, and reporting practices was selected to provide advice to a research team from the University of North Carolina at Chapel Hill. The TAG evaluated frequently used indicators of hospital financial performance for their applicability to CAHs.¹ Their evaluation relied on three criteria: *feasibility* (whether the indicator can be accurately calculated from Medicare cost report data²), *importance* (whether the indicator is an important measure of the financial management of CAHs), and *usefulness* (whether the indicator is useful to CAH administrators). The TAG retained 13 of the most frequently used indicators from the review. In addition, 7 other financial ratios were added that are not commonly used in the financial assessment of larger hospitals, but that group members believed capture important attributes of CAH financial management. One more was added in 2010. The resulting 21 indicators fall under six domains: 1) profitability, 2) liquidity, 3) capital structure, 4) revenue, 5) cost, and 6) utilization. In each of the pages that follow, we present the quartiles for all twenty-one indicators for the nation, each state (and state groupings, for states with few CAHs), and each peer group.

More detailed information about the definition and interpretation of the indicators can be found in the document “Briefing Paper No. 7. Financial Indicators for Critical Access Hospitals May 2005” which can be downloaded from the Flex Monitoring Team website:

http://www.flexmonitoring.org/documents/BriefingPaper7_FinancialIndicators.pdf.

There are 24 peer groups that were created by identifying whether a Critical Access Hospital:

- **Operated a Rural Health Clinic** as defined by whether any of the Worksheet S-2, column 2, line 14.XX [Hospital-Based Health Clinic (specify)] fields have values within the following ranges: 3400–3499, 3975–3999, 8500–8899.
- **Was owned by a government entity** as defined by S-2, column 1, line 18 [Type of Control (see instructions)] values 7–13.
- **Had less than 7.5 million, 7.5-20 million, or over 20 million dollars in net patient revenue** as defined by net patient revenue (G3, column 1, line 3; [Net patient revenues (line 1 minus line 2)]).
- **Provided long-term care** as defined by whether Worksheet S-3, Part I, column 6, lines 15, 16, and/or 17 [Skilled Nursing Facility; Nursing Facility; Other Long-Term Care] are strictly positive and nonmissing. Column 6 is “Total All Patients.” Note that this category does not include hospitals that provide long-term care only through swing beds.

More information on peer group definitions and justification can be obtained from “Variations in Financial Performance Among Peer Groups of Critical Access Hospitals” (Pink et al., *J Rural Health*, 2007).

Note: higher values do not necessarily denote better performance. For example, a higher long term debt to capitalization ratio implies greater leverage, and so denotes greater risk. Higher days in accounts receivable denotes the hospital collects its receivables at a slower rate.

¹The list of potential indicators resulted from a review of financial ratios in articles, peer-reviewed journals, and other industry and scientific publications.

²Medicare cost reports were selected as the data source for calculating indicator values because they are the only national data that use standard definitions, have sufficient detail, and will eventually include data for all CAHs.

2009 Quartile Values for US

CAH Financial Indicators Report

Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -2.33 | 1.89 | 5.73 |
| Cash Flow Margin | 0.29 | 5.65 | 10.38 |
| Return on Equity | -3.20 | 4.54 | 10.81 |
| Operating Margin | -5.01 | 0.63 | 5.04 |
| Current Ratio | 1.51 | 2.26 | 3.60 |
| Days Cash on Hand | 20.31 | 65.94 | 131.40 |
| Net Days Revenue in Accounts Receivable | 44.63 | 53.47 | 64.61 |
| Equity Financing | 41.37 | 60.32 | 77.65 |
| Debt Service Coverage | 0.85 | 2.44 | 5.01 |
| Long-Term Debt to Capitalization | 7.88 | 26.71 | 48.17 |
| Outpatient Revenues to Total Revenues | 62.12 | 70.43 | 77.44 |
| Patient Deductions | 25.79 | 35.99 | 46.28 |
| Medicare Inpatient Payer Mix | 61.07 | 73.23 | 83.13 |
| Medicare Outpatient Payer Mix | 29.39 | 35.94 | 42.63 |
| Medicare Outpatient Cost to Charge | 0.38 | 0.48 | 0.58 |
| Medicare Revenue per Day | 1395 | 1763 | 2238 |
| Salaries to Net Patient Revenue | 39.03 | 44.65 | 51.19 |
| Average Age of Plant | 6.82 | 9.88 | 13.75 |
| FTEs per Adjusted Occupied Bed | 4.37 | 5.74 | 7.91 |
| Average Daily Census Swing-SNF Beds | 0.85 | 1.61 | 2.72 |
| Average Daily Census Acute Beds | 2.10 | 4.20 | 7.69 |
| Number of Included CAHs | 1263 | 1263 | 1263 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for LA

CAH Financial Indicators Report

Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -2.76 | 1.60 | 5.92 |
| Cash Flow Margin | -0.88 | 4.45 | 11.64 |
| Return on Equity | -5.10 | 5.70 | 10.33 |
| Operating Margin | -5.61 | 0.47 | 5.09 |
| Current Ratio | 1.16 | 2.31 | 4.12 |
| Days Cash on Hand | 19.74 | 48.83 | 88.12 |
| Net Days Revenue in Accounts Receivable | 37.64 | 56.21 | 79.99 |
| Equity Financing | 55.99 | 68.87 | 88.80 |
| Debt Service Coverage | 0.26 | 2.08 | 5.91 |
| Long-Term Debt to Capitalization | 0.56 | 17.38 | 25.33 |
| Outpatient Revenues to Total Revenues | 60.22 | 67.67 | 80.19 |
| Patient Deductions | 25.55 | 45.56 | 54.16 |
| Medicare Inpatient Payer Mix | 56.62 | 68.19 | 76.41 |
| Medicare Outpatient Payer Mix | 26.32 | 34.50 | 39.81 |
| Medicare Outpatient Cost to Charge | 0.38 | 0.47 | 0.56 |
| Medicare Revenue per Day | 1332 | 1632 | 1887 |
| Salaries to Net Patient Revenue | 38.82 | 44.43 | 56.36 |
| Average Age of Plant | 5.97 | 7.47 | 11.04 |
| FTEs per Adjusted Occupied Bed | 3.94 | 5.05 | 6.21 |
| Average Daily Census Swing-SNF Beds | 0.45 | 1.20 | 2.13 |
| Average Daily Census Acute Beds | 3.07 | 4.59 | 8.67 |
| Number of Included CAHs | 26 | 26 | 26 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, <\$7.5m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -7.42 | -1.98 | 9.43 |
| Cash Flow Margin | -21.05 | -4.63 | 1.93 |
| Return on Equity | -9.14 | -5.24 | 22.07 |
| Operating Margin | -26.20 | -10.92 | -5.31 |
| Current Ratio | 1.49 | 1.99 | 2.47 |
| Days Cash on Hand | 17.21 | 74.31 | 112.13 |
| Net Days Revenue in Accounts Receivable | 50.70 | 55.04 | 69.79 |
| Equity Financing | 26.16 | 65.69 | 80.70 |
| Debt Service Coverage | 0.67 | 1.53 | 1.83 |
| Long-Term Debt to Capitalization | 0.15 | 20.61 | 72.25 |
| Outpatient Revenues to Total Revenues | 38.12 | 51.47 | 52.06 |
| Patient Deductions | 18.36 | 23.37 | 30.95 |
| Medicare Inpatient Payer Mix | 63.42 | 87.72 | 93.64 |
| Medicare Outpatient Payer Mix | 16.70 | 44.42 | 50.63 |
| Medicare Outpatient Cost to Charge | 0.57 | 0.74 | 0.78 |
| Medicare Revenue per Day | 1212 | 1502 | 1723 |
| Salaries to Net Patient Revenue | 53.10 | 63.07 | 74.89 |
| Average Age of Plant | 9.96 | 14.43 | 16.21 |
| FTEs per Adjusted Occupied Bed | 5.59 | 5.82 | 7.54 |
| Average Daily Census Swing-SNF Beds | 1.42 | 1.68 | 2.70 |
| Average Daily Census Acute Beds | 0.17 | 0.69 | 1.34 |
| Number of Included CAHs | 9 | 9 | 9 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, <\$7.5m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -7.23 | 0.88 | 4.41 |
| Cash Flow Margin | -14.38 | -1.93 | 3.14 |
| Return on Equity | -17.78 | 1.95 | 11.63 |
| Operating Margin | -18.58 | -7.06 | -2.69 |
| Current Ratio | 1.85 | 2.49 | 3.42 |
| Days Cash on Hand | 15.13 | 38.51 | 117.25 |
| Net Days Revenue in Accounts Receivable | 42.05 | 51.60 | 71.57 |
| Equity Financing | 56.57 | 66.33 | 82.96 |
| Debt Service Coverage | 0.27 | 3.56 | 5.52 |
| Long-Term Debt to Capitalization | 4.38 | 15.05 | 30.87 |
| Outpatient Revenues to Total Revenues | 44.12 | 52.96 | 62.45 |
| Patient Deductions | 7.11 | 19.12 | 28.63 |
| Medicare Inpatient Payer Mix | 81.98 | 88.69 | 93.94 |
| Medicare Outpatient Payer Mix | 35.20 | 44.81 | 52.40 |
| Medicare Outpatient Cost to Charge | 0.60 | 0.70 | 0.81 |
| Medicare Revenue per Day | 1380 | 1632 | 2319 |
| Salaries to Net Patient Revenue | 50.78 | 56.34 | 64.44 |
| Average Age of Plant | 10.47 | 15.48 | 20.31 |
| FTEs per Adjusted Occupied Bed | 6.67 | 8.62 | 14.27 |
| Average Daily Census Swing-SNF Beds | 0.59 | 1.04 | 1.27 |
| Average Daily Census Acute Beds | 0.42 | 0.62 | 1.34 |
| Number of Included CAHs | 35 | 35 | 35 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, <\$7.5m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -7.76 | 1.19 | 6.58 |
| Cash Flow Margin | -8.73 | 0.08 | 7.43 |
| Return on Equity | -15.06 | 1.85 | 12.43 |
| Operating Margin | -12.65 | -6.00 | 2.75 |
| Current Ratio | 1.54 | 2.75 | 4.82 |
| Days Cash on Hand | 42.98 | 80.51 | 132.71 |
| Net Days Revenue in Accounts Receivable | 51.93 | 59.01 | 85.55 |
| Equity Financing | 43.81 | 63.04 | 85.66 |
| Debt Service Coverage | -0.80 | 1.22 | 4.66 |
| Long-Term Debt to Capitalization | 1.40 | 11.81 | 39.92 |
| Outpatient Revenues to Total Revenues | 57.33 | 68.67 | 76.19 |
| Patient Deductions | 12.95 | 25.67 | 50.50 |
| Medicare Inpatient Payer Mix | 75.00 | 83.96 | 91.83 |
| Medicare Outpatient Payer Mix | 31.33 | 34.51 | 41.23 |
| Medicare Outpatient Cost to Charge | 0.49 | 0.60 | 0.75 |
| Medicare Revenue per Day | 1514 | 1822 | 2751 |
| Salaries to Net Patient Revenue | 44.01 | 54.28 | 59.16 |
| Average Age of Plant | 7.02 | 10.74 | 19.11 |
| FTEs per Adjusted Occupied Bed | 4.43 | 6.17 | 8.78 |
| Average Daily Census Swing-SNF Beds | 0.69 | 1.31 | 2.01 |
| Average Daily Census Acute Beds | 0.83 | 1.50 | 2.58 |
| Number of Included CAHs | 49 | 49 | 49 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, <\$7.5m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -5.98 | -0.98 | 2.22 |
| Cash Flow Margin | -7.54 | -1.45 | 4.74 |
| Return on Equity | -8.18 | -2.52 | 5.71 |
| Operating Margin | -11.64 | -5.98 | -0.96 |
| Current Ratio | 1.63 | 2.48 | 3.94 |
| Days Cash on Hand | 31.92 | 50.13 | 110.84 |
| Net Days Revenue in Accounts Receivable | 52.59 | 62.78 | 72.68 |
| Equity Financing | 44.15 | 74.21 | 83.75 |
| Debt Service Coverage | 0.02 | 0.93 | 4.76 |
| Long-Term Debt to Capitalization | 2.00 | 10.97 | 37.59 |
| Outpatient Revenues to Total Revenues | 63.29 | 72.02 | 80.08 |
| Patient Deductions | 12.59 | 22.55 | 38.15 |
| Medicare Inpatient Payer Mix | 73.59 | 82.82 | 88.06 |
| Medicare Outpatient Payer Mix | 34.99 | 42.03 | 49.32 |
| Medicare Outpatient Cost to Charge | 0.52 | 0.59 | 0.75 |
| Medicare Revenue per Day | 1407 | 1946 | 2301 |
| Salaries to Net Patient Revenue | 48.32 | 56.99 | 65.82 |
| Average Age of Plant | 7.54 | 11.22 | 20.14 |
| FTEs per Adjusted Occupied Bed | 4.94 | 5.81 | 8.02 |
| Average Daily Census Swing-SNF Beds | 0.65 | 1.02 | 1.65 |
| Average Daily Census Acute Beds | 0.88 | 1.60 | 2.26 |
| Number of Included CAHs | 59 | 59 | 59 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, >\$20m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | 0.93 | 4.89 | 6.93 |
| Cash Flow Margin | 2.79 | 7.30 | 12.85 |
| Return on Equity | 2.21 | 7.72 | 9.74 |
| Operating Margin | -3.67 | 1.66 | 5.67 |
| Current Ratio | 1.78 | 2.59 | 4.87 |
| Days Cash on Hand | 28.71 | 88.80 | 149.54 |
| Net Days Revenue in Accounts Receivable | 50.03 | 55.53 | 66.32 |
| Equity Financing | 51.77 | 59.29 | 72.05 |
| Debt Service Coverage | 1.91 | 2.99 | 3.81 |
| Long-Term Debt to Capitalization | 13.87 | 30.26 | 42.25 |
| Outpatient Revenues to Total Revenues | 58.40 | 65.37 | 69.71 |
| Patient Deductions | 34.38 | 41.37 | 44.25 |
| Medicare Inpatient Payer Mix | 41.93 | 62.08 | 67.85 |
| Medicare Outpatient Payer Mix | 22.76 | 28.73 | 36.44 |
| Medicare Outpatient Cost to Charge | 0.36 | 0.40 | 0.44 |
| Medicare Revenue per Day | 1662 | 2052 | 2495 |
| Salaries to Net Patient Revenue | 38.74 | 40.92 | 44.24 |
| Average Age of Plant | 8.36 | 10.01 | 12.66 |
| FTEs per Adjusted Occupied Bed | 7.20 | 10.62 | 12.31 |
| Average Daily Census Swing-SNF Beds | 0.39 | 1.80 | 2.95 |
| Average Daily Census Acute Beds | 5.18 | 7.10 | 11.37 |
| Number of Included CAHs | 27 | 27 | 27 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, >\$20m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | 0.37 | 4.75 | 7.78 |
| Cash Flow Margin | 5.24 | 6.68 | 12.42 |
| Return on Equity | 2.61 | 8.76 | 10.37 |
| Operating Margin | -0.56 | 1.38 | 8.23 |
| Current Ratio | 2.19 | 3.05 | 4.32 |
| Days Cash on Hand | 86.10 | 96.76 | 166.43 |
| Net Days Revenue in Accounts Receivable | 46.38 | 52.93 | 63.26 |
| Equity Financing | 48.81 | 61.70 | 75.07 |
| Debt Service Coverage | 2.32 | 4.01 | 14.32 |
| Long-Term Debt to Capitalization | 14.41 | 30.06 | 46.52 |
| Outpatient Revenues to Total Revenues | 57.28 | 71.11 | 74.14 |
| Patient Deductions | 32.43 | 37.41 | 44.81 |
| Medicare Inpatient Payer Mix | 57.74 | 65.89 | 79.71 |
| Medicare Outpatient Payer Mix | 28.11 | 32.47 | 43.51 |
| Medicare Outpatient Cost to Charge | 0.33 | 0.41 | 0.49 |
| Medicare Revenue per Day | 1350 | 1438 | 1705 |
| Salaries to Net Patient Revenue | 36.19 | 41.86 | 46.90 |
| Average Age of Plant | 7.20 | 8.72 | 12.88 |
| FTEs per Adjusted Occupied Bed | 5.89 | 7.90 | 9.87 |
| Average Daily Census Swing-SNF Beds | 0.81 | 2.24 | 5.03 |
| Average Daily Census Acute Beds | 4.47 | 6.68 | 8.28 |
| Number of Included CAHs | 14 | 14 | 14 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, >\$20m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -1.84 | 2.15 | 5.73 |
| Cash Flow Margin | 4.72 | 9.03 | 12.37 |
| Return on Equity | -3.10 | 2.54 | 6.66 |
| Operating Margin | -2.99 | 2.60 | 5.40 |
| Current Ratio | 2.23 | 2.65 | 3.80 |
| Days Cash on Hand | 60.37 | 125.52 | 212.73 |
| Net Days Revenue in Accounts Receivable | 44.21 | 49.98 | 63.33 |
| Equity Financing | 52.07 | 63.21 | 79.01 |
| Debt Service Coverage | 1.76 | 2.58 | 3.96 |
| Long-Term Debt to Capitalization | 12.52 | 30.14 | 45.27 |
| Outpatient Revenues to Total Revenues | 68.39 | 73.04 | 78.32 |
| Patient Deductions | 35.24 | 41.08 | 50.86 |
| Medicare Inpatient Payer Mix | 51.51 | 60.63 | 67.76 |
| Medicare Outpatient Payer Mix | 28.85 | 32.80 | 36.29 |
| Medicare Outpatient Cost to Charge | 0.36 | 0.43 | 0.53 |
| Medicare Revenue per Day | 1639 | 1934 | 2403 |
| Salaries to Net Patient Revenue | 37.62 | 39.69 | 43.74 |
| Average Age of Plant | 6.40 | 8.41 | 10.85 |
| FTEs per Adjusted Occupied Bed | 4.80 | 5.66 | 6.82 |
| Average Daily Census Swing-SNF Beds | 0.44 | 1.34 | 1.95 |
| Average Daily Census Acute Beds | 7.85 | 9.96 | 11.45 |
| Number of Included CAHs | 37 | 37 | 37 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, >\$20m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -0.42 | 3.19 | 8.03 |
| Cash Flow Margin | 0.63 | 6.59 | 11.61 |
| Return on Equity | -0.07 | 6.84 | 11.52 |
| Operating Margin | -3.99 | 0.71 | 5.81 |
| Current Ratio | 1.67 | 2.36 | 3.51 |
| Days Cash on Hand | 50.26 | 67.75 | 112.56 |
| Net Days Revenue in Accounts Receivable | 44.81 | 53.90 | 62.60 |
| Equity Financing | 52.57 | 61.04 | 75.82 |
| Debt Service Coverage | 1.26 | 4.08 | 8.15 |
| Long-Term Debt to Capitalization | 14.84 | 28.16 | 39.54 |
| Outpatient Revenues to Total Revenues | 68.69 | 74.71 | 80.58 |
| Patient Deductions | 34.41 | 40.57 | 47.55 |
| Medicare Inpatient Payer Mix | 54.22 | 60.24 | 71.79 |
| Medicare Outpatient Payer Mix | 31.17 | 34.52 | 39.84 |
| Medicare Outpatient Cost to Charge | 0.34 | 0.45 | 0.48 |
| Medicare Revenue per Day | 1644 | 2317 | 2913 |
| Salaries to Net Patient Revenue | 38.57 | 42.33 | 48.45 |
| Average Age of Plant | 6.50 | 8.73 | 12.41 |
| FTEs per Adjusted Occupied Bed | 4.80 | 6.03 | 7.41 |
| Average Daily Census Swing-SNF Beds | 0.75 | 1.33 | 2.72 |
| Average Daily Census Acute Beds | 6.12 | 8.63 | 10.39 |
| Number of Included CAHs | 34 | 34 | 34 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, \$7.5-\$20m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -1.15 | 2.41 | 6.06 |
| Cash Flow Margin | -0.02 | 4.60 | 8.93 |
| Return on Equity | -0.84 | 4.47 | 9.29 |
| Operating Margin | -5.96 | -1.33 | 2.92 |
| Current Ratio | 1.60 | 2.65 | 3.60 |
| Days Cash on Hand | 33.77 | 83.76 | 148.35 |
| Net Days Revenue in Accounts Receivable | 45.82 | 54.73 | 68.56 |
| Equity Financing | 50.51 | 70.88 | 83.38 |
| Debt Service Coverage | 1.42 | 3.63 | 5.70 |
| Long-Term Debt to Capitalization | 3.07 | 15.65 | 37.21 |
| Outpatient Revenues to Total Revenues | 50.99 | 59.72 | 66.39 |
| Patient Deductions | 20.88 | 25.05 | 29.98 |
| Medicare Inpatient Payer Mix | 61.34 | 74.34 | 78.95 |
| Medicare Outpatient Payer Mix | 28.93 | 36.71 | 41.59 |
| Medicare Outpatient Cost to Charge | 0.51 | 0.56 | 0.64 |
| Medicare Revenue per Day | 1429 | 1686 | 2042 |
| Salaries to Net Patient Revenue | 44.18 | 48.16 | 51.86 |
| Average Age of Plant | 9.98 | 12.73 | 17.25 |
| FTEs per Adjusted Occupied Bed | 6.41 | 9.50 | 13.85 |
| Average Daily Census Swing-SNF Beds | 1.09 | 1.61 | 2.68 |
| Average Daily Census Acute Beds | 1.89 | 3.06 | 4.48 |
| Number of Included CAHs | 43 | 43 | 43 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, \$7.5-\$20m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -3.46 | 1.33 | 3.97 |
| Cash Flow Margin | -5.45 | 2.35 | 7.76 |
| Return on Equity | -6.75 | 3.45 | 8.45 |
| Operating Margin | -10.81 | -2.04 | 1.18 |
| Current Ratio | 1.57 | 1.99 | 3.37 |
| Days Cash on Hand | 19.55 | 36.21 | 91.61 |
| Net Days Revenue in Accounts Receivable | 44.74 | 54.37 | 63.78 |
| Equity Financing | 33.28 | 57.27 | 78.02 |
| Debt Service Coverage | 0.31 | 1.56 | 3.78 |
| Long-Term Debt to Capitalization | 10.95 | 24.61 | 55.00 |
| Outpatient Revenues to Total Revenues | 55.89 | 63.06 | 74.71 |
| Patient Deductions | 22.27 | 31.37 | 40.48 |
| Medicare Inpatient Payer Mix | 68.36 | 82.70 | 86.14 |
| Medicare Outpatient Payer Mix | 32.07 | 40.80 | 45.20 |
| Medicare Outpatient Cost to Charge | 0.42 | 0.46 | 0.57 |
| Medicare Revenue per Day | 1209 | 1513 | 1915 |
| Salaries to Net Patient Revenue | 44.50 | 50.03 | 55.23 |
| Average Age of Plant | 8.33 | 12.36 | 17.25 |
| FTEs per Adjusted Occupied Bed | 5.05 | 7.90 | 11.49 |
| Average Daily Census Swing-SNF Beds | 1.37 | 1.98 | 3.44 |
| Average Daily Census Acute Beds | 1.99 | 2.91 | 3.77 |
| Number of Included CAHs | 48 | 48 | 48 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, \$7.5-\$20m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -2.08 | 1.75 | 6.06 |
| Cash Flow Margin | -0.81 | 5.44 | 11.23 |
| Return on Equity | -4.23 | 3.45 | 9.78 |
| Operating Margin | -6.95 | -1.04 | 3.57 |
| Current Ratio | 1.79 | 2.66 | 4.20 |
| Days Cash on Hand | 39.12 | 91.94 | 160.36 |
| Net Days Revenue in Accounts Receivable | 46.63 | 57.41 | 68.55 |
| Equity Financing | 40.64 | 64.68 | 81.78 |
| Debt Service Coverage | 0.74 | 2.39 | 4.14 |
| Long-Term Debt to Capitalization | 6.12 | 24.02 | 55.69 |
| Outpatient Revenues to Total Revenues | 64.65 | 71.92 | 77.65 |
| Patient Deductions | 26.30 | 32.31 | 42.77 |
| Medicare Inpatient Payer Mix | 63.11 | 74.59 | 81.51 |
| Medicare Outpatient Payer Mix | 29.98 | 37.12 | 44.07 |
| Medicare Outpatient Cost to Charge | 0.44 | 0.53 | 0.61 |
| Medicare Revenue per Day | 1398 | 1794 | 2211 |
| Salaries to Net Patient Revenue | 38.87 | 43.05 | 48.49 |
| Average Age of Plant | 7.07 | 9.24 | 11.35 |
| FTEs per Adjusted Occupied Bed | 4.00 | 4.91 | 6.10 |
| Average Daily Census Swing-SNF Beds | 1.16 | 2.03 | 2.91 |
| Average Daily Census Acute Beds | 2.90 | 4.00 | 5.83 |
| Number of Included CAHs | 88 | 88 | 88 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Government, \$7.5-\$20m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -1.22 | 1.96 | 5.48 |
| Cash Flow Margin | 0.85 | 6.09 | 9.90 |
| Return on Equity | -3.20 | 3.69 | 10.38 |
| Operating Margin | -5.70 | -0.23 | 3.94 |
| Current Ratio | 1.67 | 2.67 | 4.39 |
| Days Cash on Hand | 31.32 | 78.72 | 162.38 |
| Net Days Revenue in Accounts Receivable | 46.52 | 56.78 | 69.07 |
| Equity Financing | 33.26 | 56.90 | 75.10 |
| Debt Service Coverage | 1.58 | 3.32 | 5.81 |
| Long-Term Debt to Capitalization | 12.52 | 30.37 | 59.46 |
| Outpatient Revenues to Total Revenues | 69.70 | 75.32 | 80.38 |
| Patient Deductions | 25.94 | 36.42 | 45.28 |
| Medicare Inpatient Payer Mix | 68.21 | 76.11 | 82.46 |
| Medicare Outpatient Payer Mix | 32.15 | 38.38 | 44.37 |
| Medicare Outpatient Cost to Charge | 0.42 | 0.50 | 0.57 |
| Medicare Revenue per Day | 1344 | 1623 | 2084 |
| Salaries to Net Patient Revenue | 41.83 | 47.33 | 53.41 |
| Average Age of Plant | 6.28 | 9.72 | 11.98 |
| FTEs per Adjusted Occupied Bed | 4.13 | 5.13 | 6.16 |
| Average Daily Census Swing-SNF Beds | 0.98 | 1.75 | 3.05 |
| Average Daily Census Acute Beds | 2.70 | 4.10 | 5.99 |
| Number of Included CAHs | 105 | 105 | 105 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, <\$7.5m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -4.33 | 2.73 | 5.25 |
| Cash Flow Margin | -3.54 | 4.59 | 8.65 |
| Return on Equity | -2.99 | 9.92 | 14.50 |
| Operating Margin | -8.84 | -3.96 | 3.96 |
| Current Ratio | 1.45 | 1.79 | 2.56 |
| Days Cash on Hand | 9.09 | 37.51 | 158.82 |
| Net Days Revenue in Accounts Receivable | 41.87 | 47.63 | 61.80 |
| Equity Financing | 35.15 | 71.79 | 84.02 |
| Debt Service Coverage | 0.74 | 0.98 | 2.11 |
| Long-Term Debt to Capitalization | 0.00 | 9.68 | 33.55 |
| Outpatient Revenues to Total Revenues | 33.35 | 39.75 | 51.12 |
| Patient Deductions | 5.70 | 12.75 | 27.85 |
| Medicare Inpatient Payer Mix | 79.62 | 84.21 | 89.22 |
| Medicare Outpatient Payer Mix | 28.05 | 37.17 | 54.04 |
| Medicare Outpatient Cost to Charge | 0.53 | 0.61 | 0.82 |
| Medicare Revenue per Day | 1275 | 1372 | 2001 |
| Salaries to Net Patient Revenue | 46.65 | 49.06 | 58.96 |
| Average Age of Plant | 6.96 | 12.62 | 20.07 |
| FTEs per Adjusted Occupied Bed | 7.18 | 10.78 | 17.26 |
| Average Daily Census Swing-SNF Beds | 0.60 | 0.78 | 2.17 |
| Average Daily Census Acute Beds | 0.35 | 0.70 | 1.17 |
| Number of Included CAHs | 12 | 12 | 12 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, <\$7.5m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -5.12 | -1.79 | 3.48 |
| Cash Flow Margin | -3.17 | 1.72 | 5.00 |
| Return on Equity | -17.87 | -1.43 | 7.71 |
| Operating Margin | -5.51 | -2.36 | -1.07 |
| Current Ratio | 0.76 | 1.69 | 2.86 |
| Days Cash on Hand | 13.80 | 32.96 | 87.83 |
| Net Days Revenue in Accounts Receivable | 52.35 | 57.51 | 66.88 |
| Equity Financing | 24.88 | 71.86 | 86.21 |
| Debt Service Coverage | 0.16 | 2.27 | 6.58 |
| Long-Term Debt to Capitalization | 5.73 | 14.73 | 47.03 |
| Outpatient Revenues to Total Revenues | 36.64 | 52.03 | 62.66 |
| Patient Deductions | 10.80 | 16.85 | 24.16 |
| Medicare Inpatient Payer Mix | 80.69 | 87.60 | 94.50 |
| Medicare Outpatient Payer Mix | 38.49 | 46.26 | 50.12 |
| Medicare Outpatient Cost to Charge | 0.50 | 0.61 | 0.74 |
| Medicare Revenue per Day | 1091 | 1312 | 1706 |
| Salaries to Net Patient Revenue | 49.80 | 55.00 | 59.98 |
| Average Age of Plant | 9.46 | 13.92 | 16.22 |
| FTEs per Adjusted Occupied Bed | 7.19 | 11.86 | 15.46 |
| Average Daily Census Swing-SNF Beds | 1.05 | 1.85 | 2.23 |
| Average Daily Census Acute Beds | 0.72 | 0.96 | 1.33 |
| Number of Included CAHs | 19 | 19 | 19 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, <\$7.5m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -8.89 | -2.76 | 3.73 |
| Cash Flow Margin | -4.40 | 1.35 | 8.09 |
| Return on Equity | -13.66 | -6.36 | 6.66 |
| Operating Margin | -9.31 | -5.01 | 3.27 |
| Current Ratio | 0.80 | 1.60 | 2.76 |
| Days Cash on Hand | 3.27 | 31.32 | 90.21 |
| Net Days Revenue in Accounts Receivable | 43.98 | 52.55 | 67.06 |
| Equity Financing | 38.69 | 59.63 | 86.00 |
| Debt Service Coverage | -0.01 | 0.59 | 2.53 |
| Long-Term Debt to Capitalization | 0.00 | 22.02 | 47.29 |
| Outpatient Revenues to Total Revenues | 61.90 | 67.04 | 76.53 |
| Patient Deductions | 20.07 | 26.91 | 40.91 |
| Medicare Inpatient Payer Mix | 71.30 | 82.91 | 90.95 |
| Medicare Outpatient Payer Mix | 33.86 | 45.45 | 52.38 |
| Medicare Outpatient Cost to Charge | 0.47 | 0.58 | 0.66 |
| Medicare Revenue per Day | 1323 | 1714 | 1921 |
| Salaries to Net Patient Revenue | 40.59 | 44.88 | 52.56 |
| Average Age of Plant | 3.77 | 8.89 | 14.50 |
| FTEs per Adjusted Occupied Bed | 3.94 | 4.66 | 6.19 |
| Average Daily Census Swing-SNF Beds | 1.01 | 1.73 | 2.20 |
| Average Daily Census Acute Beds | 0.99 | 1.71 | 3.26 |
| Number of Included CAHs | 38 | 38 | 38 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, <\$7.5m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -3.13 | 1.52 | 4.44 |
| Cash Flow Margin | -3.12 | 1.52 | 6.91 |
| Return on Equity | -3.61 | 4.34 | 16.48 |
| Operating Margin | -6.88 | -2.66 | 3.62 |
| Current Ratio | 1.21 | 2.00 | 2.84 |
| Days Cash on Hand | 12.74 | 30.93 | 78.80 |
| Net Days Revenue in Accounts Receivable | 46.98 | 57.05 | 69.10 |
| Equity Financing | 39.85 | 61.79 | 72.27 |
| Debt Service Coverage | 0.36 | 1.29 | 2.69 |
| Long-Term Debt to Capitalization | 5.11 | 17.86 | 30.91 |
| Outpatient Revenues to Total Revenues | 65.31 | 72.71 | 81.19 |
| Patient Deductions | 10.44 | 19.29 | 35.70 |
| Medicare Inpatient Payer Mix | 78.27 | 84.20 | 90.62 |
| Medicare Outpatient Payer Mix | 37.81 | 42.01 | 48.38 |
| Medicare Outpatient Cost to Charge | 0.49 | 0.60 | 0.74 |
| Medicare Revenue per Day | 1375 | 1718 | 2552 |
| Salaries to Net Patient Revenue | 44.86 | 50.95 | 57.18 |
| Average Age of Plant | 3.31 | 8.79 | 14.58 |
| FTEs per Adjusted Occupied Bed | 3.81 | 4.75 | 6.15 |
| Average Daily Census Swing-SNF Beds | 0.72 | 1.10 | 2.15 |
| Average Daily Census Acute Beds | 0.70 | 1.42 | 2.47 |
| Number of Included CAHs | 46 | 46 | 46 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, >\$20m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -0.05 | 2.58 | 5.99 |
| Cash Flow Margin | 6.06 | 7.82 | 11.09 |
| Return on Equity | -0.17 | 5.16 | 10.58 |
| Operating Margin | 0.19 | 3.03 | 5.94 |
| Current Ratio | 1.90 | 2.27 | 3.55 |
| Days Cash on Hand | 50.04 | 82.10 | 147.03 |
| Net Days Revenue in Accounts Receivable | 44.75 | 52.41 | 60.91 |
| Equity Financing | 48.13 | 60.42 | 71.64 |
| Debt Service Coverage | 1.69 | 2.88 | 5.04 |
| Long-Term Debt to Capitalization | 17.24 | 30.99 | 45.55 |
| Outpatient Revenues to Total Revenues | 60.67 | 65.21 | 73.51 |
| Patient Deductions | 31.30 | 38.94 | 49.57 |
| Medicare Inpatient Payer Mix | 50.91 | 62.28 | 70.64 |
| Medicare Outpatient Payer Mix | 25.44 | 29.96 | 35.76 |
| Medicare Outpatient Cost to Charge | 0.36 | 0.43 | 0.50 |
| Medicare Revenue per Day | 1527 | 1971 | 2402 |
| Salaries to Net Patient Revenue | 40.18 | 42.20 | 47.74 |
| Average Age of Plant | 6.94 | 10.21 | 12.85 |
| FTEs per Adjusted Occupied Bed | 6.65 | 8.59 | 10.65 |
| Average Daily Census Swing-SNF Beds | 1.36 | 2.14 | 3.27 |
| Average Daily Census Acute Beds | 6.32 | 8.14 | 11.11 |
| Number of Included CAHs | 56 | 56 | 56 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, >\$20m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -1.04 | 1.27 | 4.83 |
| Cash Flow Margin | 1.86 | 5.98 | 10.00 |
| Return on Equity | -1.09 | 3.79 | 8.89 |
| Operating Margin | 0.00 | 2.41 | 6.67 |
| Current Ratio | 1.37 | 1.92 | 3.35 |
| Days Cash on Hand | 34.65 | 87.00 | 134.72 |
| Net Days Revenue in Accounts Receivable | 41.16 | 50.29 | 61.16 |
| Equity Financing | 41.37 | 50.65 | 70.95 |
| Debt Service Coverage | 0.54 | 2.28 | 4.56 |
| Long-Term Debt to Capitalization | 20.34 | 42.39 | 50.54 |
| Outpatient Revenues to Total Revenues | 64.98 | 70.47 | 74.04 |
| Patient Deductions | 30.56 | 38.32 | 45.21 |
| Medicare Inpatient Payer Mix | 56.83 | 62.62 | 69.74 |
| Medicare Outpatient Payer Mix | 30.41 | 34.21 | 38.55 |
| Medicare Outpatient Cost to Charge | 0.36 | 0.39 | 0.46 |
| Medicare Revenue per Day | 1641 | 1805 | 2130 |
| Salaries to Net Patient Revenue | 43.83 | 46.92 | 49.31 |
| Average Age of Plant | 7.70 | 10.58 | 12.21 |
| FTEs per Adjusted Occupied Bed | 7.97 | 9.13 | 11.28 |
| Average Daily Census Swing-SNF Beds | 0.99 | 1.85 | 2.64 |
| Average Daily Census Acute Beds | 5.73 | 7.15 | 11.03 |
| Number of Included CAHs | 28 | 28 | 28 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, >\$20m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | 0.00 | 3.85 | 8.46 |
| Cash Flow Margin | 5.03 | 9.15 | 14.30 |
| Return on Equity | 1.07 | 7.12 | 15.81 |
| Operating Margin | 0.78 | 4.43 | 10.21 |
| Current Ratio | 1.51 | 2.44 | 3.46 |
| Days Cash on Hand | 23.53 | 71.54 | 155.63 |
| Net Days Revenue in Accounts Receivable | 38.98 | 48.07 | 57.83 |
| Equity Financing | 43.33 | 61.10 | 80.88 |
| Debt Service Coverage | 1.37 | 2.86 | 6.30 |
| Long-Term Debt to Capitalization | 7.70 | 29.39 | 47.61 |
| Outpatient Revenues to Total Revenues | 67.38 | 73.51 | 77.88 |
| Patient Deductions | 35.09 | 43.88 | 53.42 |
| Medicare Inpatient Payer Mix | 47.88 | 57.42 | 68.66 |
| Medicare Outpatient Payer Mix | 25.46 | 29.98 | 35.94 |
| Medicare Outpatient Cost to Charge | 0.32 | 0.41 | 0.48 |
| Medicare Revenue per Day | 1831 | 2093 | 2530 |
| Salaries to Net Patient Revenue | 32.44 | 37.65 | 42.38 |
| Average Age of Plant | 6.28 | 8.53 | 12.10 |
| FTEs per Adjusted Occupied Bed | 4.63 | 5.48 | 6.46 |
| Average Daily Census Swing-SNF Beds | 0.42 | 1.10 | 2.07 |
| Average Daily Census Acute Beds | 7.44 | 9.42 | 12.28 |
| Number of Included CAHs | 149 | 149 | 149 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
 See complete report for discussion.

2009 Quartile Values for Non Government, >\$20m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -0.27 | 2.85 | 6.52 |
| Cash Flow Margin | 3.81 | 7.50 | 11.32 |
| Return on Equity | 1.13 | 6.79 | 11.76 |
| Operating Margin | -0.02 | 3.83 | 6.78 |
| Current Ratio | 1.86 | 2.59 | 3.36 |
| Days Cash on Hand | 19.05 | 66.40 | 161.23 |
| Net Days Revenue in Accounts Receivable | 43.03 | 48.35 | 57.60 |
| Equity Financing | 48.85 | 63.42 | 75.60 |
| Debt Service Coverage | 1.42 | 3.25 | 6.09 |
| Long-Term Debt to Capitalization | 13.49 | 28.68 | 45.45 |
| Outpatient Revenues to Total Revenues | 70.46 | 74.09 | 78.71 |
| Patient Deductions | 34.85 | 41.30 | 49.79 |
| Medicare Inpatient Payer Mix | 54.71 | 65.23 | 76.38 |
| Medicare Outpatient Payer Mix | 30.45 | 35.51 | 41.34 |
| Medicare Outpatient Cost to Charge | 0.35 | 0.40 | 0.46 |
| Medicare Revenue per Day | 1612 | 2043 | 2478 |
| Salaries to Net Patient Revenue | 36.31 | 41.03 | 45.41 |
| Average Age of Plant | 6.47 | 9.33 | 12.10 |
| FTEs per Adjusted Occupied Bed | 4.34 | 5.57 | 6.60 |
| Average Daily Census Swing-SNF Beds | 0.80 | 1.68 | 2.82 |
| Average Daily Census Acute Beds | 6.58 | 8.21 | 11.21 |
| Number of Included CAHs | 62 | 62 | 62 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, \$7.5-\$20m, LTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -4.40 | 1.39 | 4.23 |
| Cash Flow Margin | 1.53 | 3.83 | 9.46 |
| Return on Equity | -9.53 | 3.84 | 10.01 |
| Operating Margin | -4.28 | -0.38 | 4.29 |
| Current Ratio | 1.10 | 1.82 | 2.94 |
| Days Cash on Hand | 24.88 | 63.38 | 121.06 |
| Net Days Revenue in Accounts Receivable | 42.68 | 51.64 | 61.42 |
| Equity Financing | 35.65 | 51.51 | 70.58 |
| Debt Service Coverage | 0.58 | 1.49 | 3.54 |
| Long-Term Debt to Capitalization | 17.03 | 34.32 | 57.24 |
| Outpatient Revenues to Total Revenues | 50.80 | 59.67 | 67.02 |
| Patient Deductions | 19.85 | 30.11 | 40.10 |
| Medicare Inpatient Payer Mix | 69.65 | 76.81 | 86.09 |
| Medicare Outpatient Payer Mix | 29.53 | 37.55 | 44.50 |
| Medicare Outpatient Cost to Charge | 0.46 | 0.52 | 0.61 |
| Medicare Revenue per Day | 1185 | 1524 | 2042 |
| Salaries to Net Patient Revenue | 42.73 | 46.53 | 52.23 |
| Average Age of Plant | 8.64 | 11.08 | 13.95 |
| FTEs per Adjusted Occupied Bed | 7.70 | 9.04 | 11.58 |
| Average Daily Census Swing-SNF Beds | 1.35 | 2.00 | 3.34 |
| Average Daily Census Acute Beds | 1.59 | 2.79 | 4.23 |
| Number of Included CAHs | 51 | 51 | 51 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, \$7.5-\$20m, LTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -4.15 | -1.06 | 1.64 |
| Cash Flow Margin | -0.08 | 3.61 | 6.72 |
| Return on Equity | -9.06 | 1.14 | 9.28 |
| Operating Margin | -4.80 | -0.59 | 2.05 |
| Current Ratio | 0.97 | 1.64 | 2.31 |
| Days Cash on Hand | 7.74 | 33.01 | 88.61 |
| Net Days Revenue in Accounts Receivable | 44.91 | 53.11 | 59.78 |
| Equity Financing | 25.87 | 41.89 | 55.88 |
| Debt Service Coverage | 0.23 | 1.25 | 3.16 |
| Long-Term Debt to Capitalization | 25.12 | 47.00 | 59.46 |
| Outpatient Revenues to Total Revenues | 57.98 | 64.80 | 71.19 |
| Patient Deductions | 25.91 | 33.09 | 40.99 |
| Medicare Inpatient Payer Mix | 68.25 | 77.91 | 84.64 |
| Medicare Outpatient Payer Mix | 34.26 | 38.03 | 44.69 |
| Medicare Outpatient Cost to Charge | 0.38 | 0.47 | 0.53 |
| Medicare Revenue per Day | 1263 | 1597 | 1869 |
| Salaries to Net Patient Revenue | 44.11 | 47.87 | 52.29 |
| Average Age of Plant | 6.27 | 12.11 | 15.13 |
| FTEs per Adjusted Occupied Bed | 5.24 | 8.55 | 11.73 |
| Average Daily Census Swing-SNF Beds | 0.96 | 1.80 | 3.19 |
| Average Daily Census Acute Beds | 1.87 | 3.07 | 4.25 |
| Number of Included CAHs | 45 | 45 | 45 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, \$7.5-\$20m, NoLTC, NoRHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -2.26 | 2.02 | 6.17 |
| Cash Flow Margin | 1.74 | 7.30 | 12.11 |
| Return on Equity | 0.29 | 5.64 | 12.79 |
| Operating Margin | -2.90 | 2.59 | 7.30 |
| Current Ratio | 1.42 | 2.11 | 3.38 |
| Days Cash on Hand | 13.02 | 40.47 | 120.20 |
| Net Days Revenue in Accounts Receivable | 43.91 | 53.97 | 64.38 |
| Equity Financing | 39.44 | 60.83 | 79.59 |
| Debt Service Coverage | 0.86 | 2.53 | 6.09 |
| Long-Term Debt to Capitalization | 1.30 | 17.98 | 43.87 |
| Outpatient Revenues to Total Revenues | 66.20 | 71.90 | 79.07 |
| Patient Deductions | 33.77 | 42.88 | 51.47 |
| Medicare Inpatient Payer Mix | 62.91 | 73.30 | 82.54 |
| Medicare Outpatient Payer Mix | 27.54 | 33.36 | 41.56 |
| Medicare Outpatient Cost to Charge | 0.35 | 0.42 | 0.52 |
| Medicare Revenue per Day | 1282 | 1563 | 2032 |
| Salaries to Net Patient Revenue | 35.59 | 40.38 | 45.59 |
| Average Age of Plant | 4.82 | 8.81 | 12.58 |
| FTEs per Adjusted Occupied Bed | 3.47 | 4.08 | 5.37 |
| Average Daily Census Swing-SNF Beds | 1.11 | 2.12 | 3.39 |
| Average Daily Census Acute Beds | 3.08 | 4.36 | 6.58 |
| Number of Included CAHs | 130 | 130 | 130 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
See complete report for discussion.

2009 Quartile Values for Non Government, \$7.5-\$20m, NoLTC, RHC
CAH Financial Indicators Report
Issue 9

| Indicator | 25th Percentile | 50th Percentile | 75th Percentile |
|---|-----------------|-----------------|-----------------|
| Total Margin | -1.24 | 1.54 | 6.03 |
| Cash Flow Margin | 1.19 | 5.16 | 9.31 |
| Return on Equity | 0.61 | 6.19 | 14.33 |
| Operating Margin | -3.58 | 0.23 | 5.53 |
| Current Ratio | 1.56 | 2.08 | 2.93 |
| Days Cash on Hand | 8.28 | 34.19 | 87.83 |
| Net Days Revenue in Accounts Receivable | 44.64 | 53.47 | 65.83 |
| Equity Financing | 34.56 | 56.77 | 67.53 |
| Debt Service Coverage | 0.94 | 2.46 | 5.79 |
| Long-Term Debt to Capitalization | 12.61 | 32.97 | 55.65 |
| Outpatient Revenues to Total Revenues | 67.51 | 76.22 | 82.24 |
| Patient Deductions | 29.52 | 38.11 | 48.62 |
| Medicare Inpatient Payer Mix | 64.94 | 74.37 | 83.29 |
| Medicare Outpatient Payer Mix | 29.58 | 36.58 | 41.54 |
| Medicare Outpatient Cost to Charge | 0.37 | 0.44 | 0.51 |
| Medicare Revenue per Day | 1301 | 1545 | 1949 |
| Salaries to Net Patient Revenue | 39.48 | 43.84 | 49.84 |
| Average Age of Plant | 6.96 | 9.76 | 14.82 |
| FTEs per Adjusted Occupied Bed | 3.92 | 4.84 | 5.64 |
| Average Daily Census Swing-SNF Beds | 1.01 | 1.97 | 3.31 |
| Average Daily Census Acute Beds | 2.92 | 3.87 | 6.13 |
| Number of Included CAHs | 79 | 79 | 79 |

Number of Included CAHs is the Number of CAHs with a Medicare Cost Report for at least 360 days (used in analysis).
 See complete report for discussion.