

IDEAL DATA COLLECTION FOR PERFORMANCE OF HEALTH SYSTEMS

The following is the “ideal” data requested for profiling a hospital/system’s performance. *In order to minimize costs, it is important that the data be provided in the formats provided.* We recognize that some of the data requested may not be available and/or is available in a different form. If this is the case, please contact us prior to submitting the data so that we can discuss how to proceed.

- A. Recent strategic plans, planning studies, physician need studies, etc. Also include Capital Expenditure Plan and Loan Forgiveness Schedule for physician recruitment (if any).**

- B. Service Area Definition – (see Example 1)**
 - 1. Service area map – plotting patient origin by subregion (e.g. zip or city), hospital, competing facilities and other significant providers.
 - 2. Population growth and characteristics in the service area by subregion.
 - Growth
 - Sociodemographics (age, race, median household income)
 - 3. Demographics of the service area.
 - 4. Trends.

EXAMPLE 1 – SERVICE AREA DEFINITION – SEPARATE REPORTS FOR EACH HOSPITAL

Zip or County	Population	Annual Growth	Patient Origin	Market Share

C. Hospital Service Utilization Profile – Separate reports for each hospital, excluding employed physicians, home health, JVs and other freestanding services.

Three-year trends for major inpatient services and procedures. (see Example 2).

EXAMPLE 2 – SERVICE TRENDS – HOSPITAL - SEPARATE REPORTS FOR EACH HOSPITAL

INPATIENT	ADM/DISCHARGES					LOS					PROFITABILITY				
				% CHG	% CHG				% CHG	% CHG				%	% CHG
	Y1	Y2	Y3	Y1-Y2	Y2-Y3	Y1	Y2	Y3	Y1-Y2	Y2-Y3	Y1	Y2	Y3	CHG	Y2-Y3
Medical/Surgical ICU/CCU OB PEDS (excludes newborns) Other – Specify, i.e. (Rehab, Psych, SNF, etc.)															
TOTAL															

PROCEDURES/ OUTPATIENTS	PROCEDURES					PROFITABILITY								
				% CHG	% CHG				% CHG	% CHG				
	Y1	Y2	Y3	Y1-Y2	Y2-Y3	Y1	Y2	Y3	Y1-Y2	Y2-Y3				
Total Inpatient Surg - Cardiac Total Outpatient Surg Total Cardiac Cath - CATH - DX - Therapeutic ER - ER Admissions MRI CT Other- Specify														

D. Employed Medical Group Profile: Please provide the following data for your employed medical group (see example 3). Note: allocate all central overhead to each practice.

EXAMPLE 3- EMPLOYED PHYSICIAN PROFILE

	Physician Name	Years Employed	Current Year			3 Year Trend in Net Revenue			3 Year Trend in Overhead Expense (Excluding Physician Salary)		
			RVUs	Net Revenue	Salary	Year 1	Year 1	Year 2	Year 3	Year 2	Year 3
Family Practice											
1											
2											
3											
	Specialty Total										
Internal Medicine											
1											
2											
3											
	Specialty Total										

Please continue with any additional physicians by specialty.

E. Freestanding Service Profile: Please provide data on freestanding non-hospital services (see Example 4).

EXAMPLE 4-FREESTANDING SERVICE PROFILE

	JV- Y/N	Current Year			Prior Year		
		Volume	Net Rev	Net Income	Volume	Net Rev	Net Income
	Home Health Outpatient Surgery Center Imaging Center Fitness Center Other List						

F. Hospital Service Line Trends: Please provide three-year trends in service lines (see Example 5).

EXAMPLE 5 – SERVICE LINE TRENDS – SEPARATE REPORTS FOR EACH HOSPITAL

SERVICE LINES	Net Revenue					ADM/DISCHARGES					LOS					PROFITABILITY				
	Y1	Y2	Y3	% CHG	% CHG Y2	Y1	Y2	Y3	% CHG Y1	% CHG Y2	Y1	Y2	Y3	% CHG	% CHG Y2	Y1	Y2	Y3	% CHG	% CHG
				Y1-Y2	Y3				Y2	Y3				Y1-Y2	Y3				Y1-Y2	Y3
CARDIAC SURGERY																				
CARDIOLOGY																				
ORTHOPEDECS																				
PULMONARY																				
Other - Specify, i.e., Genral Surgery, Oncology, etc.																				

G. Financial Profile

1. Balance Sheet for the System.
2. P/L Statements for System, then for each hospital and each freestanding entity (See Example 6). For hospital P/L, include physician stipends, directorships, etc. but exclude all expenses associated with employed physicians

Example 6- Separate P/L Reports for the System and For Each Entity – Note hospital P/L should exclude employed physicians

Fiscal Year Ended
May 31,

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	Change <u>Y1-Y2</u>	Change <u>Y2-Y3</u>
Net patient service revenue					
Other operating revenue					
Total revenues, gains and other support					
Expenses:					
Salaries					
Employee Benefits					
Agency Fees					
Physician Fees					
Supplies and Rx					
Other Operating Exp					
Depreciation and amortization					
Interest					
Bad debts					
Total expenses					
Operating Income					
Operating Margin					
Contributions					
Investment Income					
Other Inc. and/or Exp.					
Total Income					

H. Key Ratios – Please provide the key ratios for the first 12 rows *for hospital only*—exclude all revenue and expense associated with employed physicians, home health, and other non-hospital services. Note: the last four rows are for employed physicians (see Example 7).

Example 7 – Key Ratios- SEPARATE REPORTS FOR EACH HOSPITAL – EXCLUDE HOME HEALTH, FITNESS CENTER, AND OTHER NON-HOSPITAL SERVICES --EMPLOYED PHYSICIANS SHOULD BE EXCLUDED EXCEPT THE LAST FOUR ROWS DEAL ONLY WITH EMPLOYED PHYSICIANS.

	Y1	Y2	Y3	Change Y1-Y2	Change Y2-Y3
Net Revenue Per Adjusted Discharge	-	-	-	-	-
Expense per Adjusted Discharge	-	-	-	-	-
Employment Expenses (incl. agency fees) as percent of Net Rev.					
Expense per FTE					
FTE Employees per adjusted occupied bed					
Supplies Inc. Rx as percent of Net Rev.					
Inpatient Surgeries per 100 Admissions					
Depreciation and amortization as a percent of Net Rev.					
Interest as Percent of Net Rev.					
Bad debts/Charity as Percent of Net Rev.					
Physician Expenses as Percent of Net Rev.					
Supplies Inc. Rx as percent of Net Rev.					
Profit/Loss per Employed Specialist					
FTEs per Physician in the Employed Physician Group					
Cost per Primary Care Visit					

I. Payor Profile – Patient days, Gross Revenue, Net Revenue, Percent Discount, and Profitability of each payor including Medicare and Medicaid in order of Gross Revenue (see Example 8).

EXAMPLE 8 – PAYOR PROFILE – FOR EACH HOSPITAL, SEPARATE REPORTS FOR INPATIENT, OUTPATIENT, AND TOTAL (MOST RECENT YEAR)

PAYOR	PATIENT DAYS	GROSS REVENUE	NET REVENUE	\$ DISCOUNT	Cost	Net Income	Margin
Medicare Medicaid Blue Cross List each payer							
Note: Separate Schedules for inpatient, outpatient and total							

Note: As an add-on option to our proposal, we will be happy to review specific major payer contracts.

Net Rev/Discharge	Health Plan: _____ % of Gross Revenue: _____	Health Plan: _____ % of Gross Revenue: _____	Health Plan: _____ % of Gross Revenue: _____	Health Plan: _____ % of Gross Revenue: _____	Health Plan: _____ % of Gross Revenue: _____
Top DRGs					
1)					
2)					
3)					
4)					
5)					
Normal Vaginal Delivery					
Normal Newborn Delivery					
Outpatient					
Mid Level ED Visit					
CT w/out Contrast					
Colonoscopy					
Office Visit					
99203					
99213					
99214					
Stop Loss (Y/N) Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____
Carveouts (Y/N) Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____	Y _____ N _____

J. Physician Profile – For each Hospital, utilization and profitability trends by each physician in each specialty (see Example 9).

**EXAMPLE 9 – SPECIALTY PROFILE
(SEPARATE SCHEDULE FOR EACH SPECIALTY)**

SPECIALTY	ADMIN/DISCHARGES			LOS	SURGERIES			NET INPATIENT REVENUE			OUTPATIENT REVENUE			TOTAL PROFITABILITY			
	Y1	Y2	% CHG Y1-Y2	Y2	Y1	Y2	% CHG Y1-Y2	Y1	Y2	% CHG Y1-Y2	Y1	Y2	% CHG Y1-Y2	Y1	Y2	% CHG Y1-Y2	
PHYSICIAN ID List Below																	
SPECIALTY TOTAL																	

K. Physician Profile (cont.) – For each hospital Net Revenue by physician, by specialty, by years on staff (see Example 10).

**EXAMPLE 10 – REVENUE CONTRIBUTION
(BY YEARS ON STAFF)**

SPECIALTY	# Physicians in Service Area	# Physicians On Active Staff	Percent of Admissions by Years on Staff					% TOTAL REVENUE
			0-2	3-5	5-9	10+	UNKNOWN	
CARDIOLOGY ORTHOPEDECS								
TOTAL								

Note: Total in the right colmn is % of the hospital's total admissions.

L. Physician Profile (cont.) – If applicable, for each hospital, Net revenue and profitability by major medical group, IPA, etc. (see Example 11).

EXAMPLE 11 – MEDICAL GROUP PROFILE

MEDICAL GROUP	NET REVENUE			% OF TOTAL	PROFITABILITY			% OF TOTAL
	Y1	Y2	% CHG		Y1	Y2	% CHG	
			Y1-Y2				Y1-Y2	
A								
B								
C								

Note: We have a computerized medical staff profile system that provides a state of the art, comprehensive analysis of the medical staff. If you are interested, we can forward our data input sheet for this program.

M. Competitive Profile

1. Market share trends by service line by major competitor by hospital.
2. Market share trends by geography by hospital.
3. Utilization trends of major competitors .
4. Identification of competing major ancillary providers – surgicenters, imaging centers, etc.

N. “Mission” Related Programs

1. Brief description of program, cost and benefits.

O. Quality Indicators