

2011 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES CENTRAL VIRGINIA HOSPITAL EXCERPTS

Making health care information transparent to the public helps consumers and businesses make better health care decisions. Below are a few select Efficiency and Productivity measures from Virginia Health Information's **2011 Industry Report: Virginia Hospitals and Nursing Facilities**. Designed for businesses and large purchasers, the report also contains important information for consumers on how much hospitals are paid, charity care, staffing levels and profit margins. This is the third year of the new Composite Efficiency and Productivity Score, an overall ranking of hospitals based on ten cost, utilization and efficiency measures. All indicators are on the web at www.vhi.org or in the easy-to-use files on the CD found in the publication.

	Tax Status	CEP Score	Dollars Paid Per Admission	Hours Per Admission	Total Margin	Charity Care
Central Virginia Hospitals						
Bon Secours Memorial Regional Medical Center	NP	1.3	\$7,200	84	3.17%	9.01%
Bon Secours Richmond Community Hospital	NP	2.1	\$5,436	62	-0.50%	28.48%
Bon Secours St. Francis Medical Center	NP	2	\$8,582	89	6.53%	8.84%
Bon Secours St. Mary's Hospital	NP	1.9	\$9,021	94	11.03%	6.94%
Centra Southside Community Hospital	NP	2.9	\$8,089	101	-0.48%	16.86%
CJW Medical Center	P	2.4	\$10,456	93	14.49%	21.57%
Community Memorial Healthcenter	NP	3	\$9,005	118	4.44%	19.09%
Halifax Regional Hospital	NP	2.2	\$7,388	104	9.13%	12.51%
Henrico Doctors' Hospital	P	3	\$11,380	103	11.19%	14.74%
John Randolph Medical Center	P	2.6	\$9,976	109	3.19%	20.34%
Southern Virginia Regional Medical Center	P	2.8	\$8,814	104	2.10%	22.15%
Southside Regional Medical Center	P	3	\$9,575	128	4.32%	19.26%
VCU Health System	NP	3.1	\$12,669	158	9.89%	6.49%
Regional Medians			\$9,005	103	4.44%	16.86%

Tax Status – NP - Not-for-Profit; P – Proprietary (For Profit)

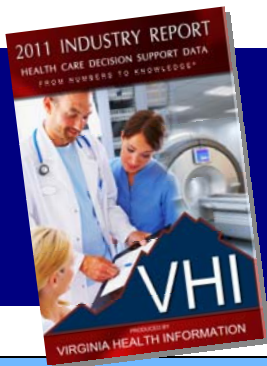
Composite Efficiency and Productivity Score –The average of ten select indicator quartile. The desired direction is toward a lower score. The Statewide average score is 2.5.

Dollars Paid Per Admission - The average dollar amount expected to be collected for each admission. An adjustment is made for outpatient care, wage price index and patient severity of illness. The desired direction is toward a lower score.

Hours Per Admission - The average number of hours the hospital paid to employees or an agency per adjusted admission. An adjustment is made for outpatient care and patient severity of illness. The desired direction is toward a lower score.

Total Margin (%) – A percentage that expresses the difference between total revenue and cost as a proportion of total revenue. The desired direction is toward a higher value.

Charity Care (%). - **Charity Care, Bad Debt and Taxes** - Expressed as a percentage, the amount of charity care (converted to a cost basis,) bad debt and taxes the facility incurred in relation to its total expenses. The desired direction is toward a higher value.



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Eastern Virginia Hospitals	Tax Status	CEP Score	Dollars Paid Per Admission	Hours Per Admission	Total Margin	Charity Care
Bon Secours DePaul Medical Center	NP	2.0	\$6,303	65	-1.94%	18.07%
Bon Secours Mary Immaculate Hospital	NP	1.5	\$8,357	75	11.00%	13.27%
Bon Secours Maryview Medical Center	NP	2.0	\$7,114	78	4.45%	14.63%
Chesapeake Regional Medical Center	NP	2.1	\$7,984	107	3.65%	13.23%
Rappahannock General Hospital	NP	3.3	\$8,484	138	1.32%	8.39%
Riverside Regional Medical Center	NP	2.0	\$8,325	74	9.85%	15.77%
Riverside Shore Memorial Hospital	NP	3.6	\$9,776	126	-4.38%	20.30%
Riverside Tappahannock Hospital	NP	2.4	\$8,362	77	-0.02%	20.87%
Riverside Walter Reed Hospital	NP	1.3	\$6,662	68	16.10%	20.42%
Sentara Bayside Hospital	NP	2.2	\$9,126	91	16.19%	21.79%
Sentara Careplex Hospital	NP	1.8	\$8,398	95	9.36%	17.12%
Sentara Leigh Hospital	NP	1.8	\$8,184	97	7.73%	11.17%
Sentara Norfolk General Hospital	NP	2.6	\$10,231	111	4.19%	12.67%
Sentara Obici Hospital	NP	2.8	\$8,178	108	-2.48%	16.48%
Sentara Virginia Beach General Hospital	NP	1.9	\$8,529	97	6.61%	12.78%
Sentara Williamsburg Regional Medical Center	NP	2.4	\$7,983	95	3.18%	12.39%
Southampton Memorial Hospital	P	3.5	\$9,343	106	-6.86%	10.30%
Regional Medians			\$8,357	95	4.19%	14.63%

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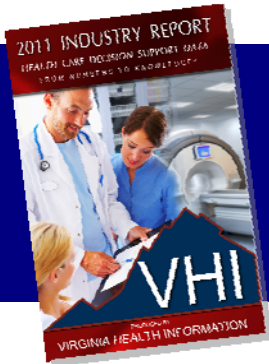
Composite Efficiency and Productivity Score –The average of ten select indicator quartile. The desired direction is toward a lower score. The Statewide average score is 2.5.

Dollars Paid Per Admission - The average dollar amount expected to be collected for each admission. An adjustment is made for outpatient care, wage price index and patient severity of illness. The desired direction is toward a lower score.

Hours Per Admission - The average number of hours the hospital paid to employees or an agency per adjusted admission. An adjustment is made for outpatient care and patient severity of illness. The desired direction is toward a lower score.

Total Margin (%) – A percentage that expresses the difference between total revenue and cost as a proportion of total revenue. The desired direction is toward a higher value.

Charity Care (%). - **Charity Care, Bad Debt and Taxes** - Expressed as a percentage, the amount of charity care (converted to a cost basis,) bad debt and taxes the facility incurred in relation to its total expenses. The desired direction is toward a higher value.



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	Tax Status	CEP Score	Dollars Paid Per Admission	Hours Per Admission	Total Margin	Charity Care
Northern Virginia Hospitals						
Inova Alexandria Hospital	NP	2.4	\$8,518	105	7.54%	13.46%
Inova Fair Oaks Hospital	NP	2.4	\$9,516	98	14.99%	8.25%
Inova Fairfax Hospital	NP	2.2	\$9,189	109	9.06%	10.01%
Inova Loudoun Hospital	NP	2.7	\$9,433	109	16.30%	10.85%
Inova Mount Vernon Hospital	NP	2.4	\$8,290	111	1.98%	10.48%
Prince William Hospital	NP	1.6	\$7,801	85	11.06%	19.67%
Reston Hospital Center	P	2.0	\$9,704	81	11.97%	16.20%
Sentara Potomac Hospital	NP	2.1	\$8,051	91	3.15%	21.56%
Virginia Hospital Center	NP	1.4	\$6,994	83	19.52%	9.14%
Regional Medians			\$8,518	98	11.06%	10.85%

Tax Status – NP - Not-for-Profit; P – Proprietary (For Profit)

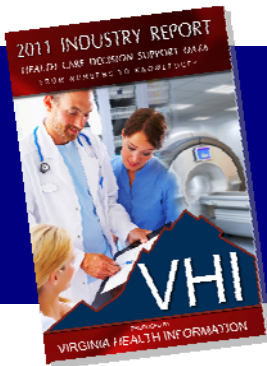
Composite Efficiency and Productivity Score –The average of ten select indicator quartile. The desired direction is toward a lower score. The Statewide average score is 2.5.

Dollars Paid Per Admission - The average dollar amount expected to be collected for each admission. An adjustment is made for outpatient care, wage price index and patient severity of illness. The desired direction is toward a lower score.

Hours Per Admission - The average number of hours the hospital paid to employees or an agency per adjusted admission. An adjustment is made for outpatient care and patient severity of illness. The desired direction is toward a lower score.

Total Margin (%) – A percentage that expresses the difference between total revenue and cost as a proportion of total revenue. The desired direction is toward a higher value.

Charity Care (%). - **Charity Care, Bad Debt and Taxes** - Expressed as a percentage, the amount of charity care (converted to a cost basis,) bad debt and taxes the facility incurred in relation to its total expenses. The desired direction is toward a higher value.



2011 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES NORTHWESTERN HOSPITAL EXCERPTS

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	Tax Status	CEP Score	Dollars Paid Per Admission	Hours Per Admission	Total Margin	Charity Care
Northwestern Virginia Hospitals						
Augusta Health	NP	1.9	\$7,794	92	18.19%	12.13%
Culpeper Regional Hospital	NP	2.4	\$7,895	117	4.25%	19.21%
Fauquier Hospital	NP	3.1	\$9,071	125	4.40%	12.16%
Martha Jefferson Hospital	NP	2.2	\$7,794	86	5.16%	8.82%
Mary Washington Hospital	NP	2.2	\$9,555	99	3.77%	17.39%
Rockingham Memorial Hospital	NP	2.9	\$8,544	107	-6.08%	9.33%
Spotsylvania Regional Medical Center	P	3.9	\$6,696	151	-97.64%	-23.09%
Stafford Hospital Center	NP	3.3	\$9,441	110	-14.95%	21.90%
University of Virginia Medical Center	NP	2.7	\$13,009	157	10.48%	8.24%
Warren Memorial Hospital	NP	2.3	\$6,021	81	-8.09%	21.56%
Winchester Medical Center	NP	2.0	\$8,138	94	10.95%	11.33%
Regional Medians			\$8,138	107	4.25%	12.13%

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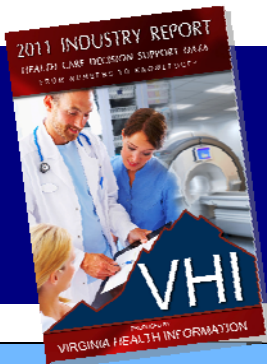
Composite Efficiency and Productivity Score –The average of ten select indicator quartile. The desired direction is toward a lower score. The Statewide average score is 2.5.

Dollars Paid Per Admission - The average dollar amount expected to be collected for each admission. An adjustment is made for outpatient care, wage price index and patient severity of illness. The desired direction is toward a lower score.

Hours Per Admission - The average number of hours the hospital paid to employees or an agency per adjusted admission. An adjustment is made for outpatient care and patient severity of illness. The desired direction is toward a lower score.

Total Margin (%) – A percentage that expresses the difference between total revenue and cost as a proportion of total revenue. The desired direction is toward a higher value.

Charity Care (%). - **Charity Care, Bad Debt and Taxes** - Expressed as a percentage, the amount of charity care (converted to a cost basis,) bad debt and taxes the facility incurred in relation to its total expenses. The desired direction is toward a higher value.



2011 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES SOUTHWESTERN HOSPITAL EXCERPTS

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	Tax Status	CEP Score	Dollars Paid Per Admission	Hours Per Admission	Total Margin	Charity Care
Southwestern Virginia Hospitals						
Bedford Memorial Hospital	NP	3.1	\$8,695	123	8.70%	22.77%
Buchanan General Hospital	NP	3.2	\$8,016	120	2.32%	14.72%
Carilion Franklin Memorial Hospital	NP	2.7	\$7,047	111	-7.87%	21.91%
Carilion Medical Center	NP	3.0	\$10,920	158	2.67%	11.19%
Carilion New River Valley Medical Center	NP	3.2	\$9,473	122	5.36%	11.72%
Carilion Tazewell Community Hospital	NP	2.6	\$5,367	111	-46.06%	16.06%
Centra Health	NP	2.9	\$9,466	123	8.38%	10.14%
Clinch Valley Medical Center	P	2.9	\$7,889	89	4.16%	16.79%
Danville Regional Medical Center	P	2.8	\$9,111	111	-2.13%	16.61%
Johnston Memorial Hospital	NP	2.8	\$7,800	94	7.55%	3.05%
Lee Regional Medical Center	NP	2.1	\$5,814	75	-3.14%	13.18%
LewisGale Hospital - Alleghany	P	2.7	\$8,405	103	10.15%	13.93%
LewisGale Hospital Montgomery	P	1.9	\$8,998	76	15.51%	22.97%
LewisGale Medical Center	P	2.1	\$9,287	83	12.45%	17.74%
Memorial Hospital of Martinsville & Henry County	P	3.0	\$9,282	103	6.47%	22.38%
Mountain View Regional Medical Center	NP	2.0	\$5,134	82	-20.07%	9.32%
Norton Community Hospital	NP	2.5	\$6,594	114	3.94%	4.08%
Pulaski Community Hospital	P	2.2	\$6,483	74	-3.38%	10.59%
Russell County Medical Center	NP	3.8	\$8,051	143	-15.73%	1.56%
Smyth County Community Hospital	NP	3.5	\$7,663	125	-9.94%	2.66%
Twin County Regional Hospital	NP	3.6	\$9,045	152	-2.97%	13.59%
Wellmont Lonesome Pine Hospital	NP	1.8	\$5,339	63	-0.66%	12.31%
Wythe County Community Hospital	P	2.0	\$6,717	73	-3.34%	17.50%
Regional Medians			\$8,016	111	2.32%	13.59%

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Total Margin (%) – A percentage that expresses the difference between total revenue and cost as a proportion of total revenue. The desired direction is toward a higher value.

Charity Care (%) - Charity Care, Bad Debt and Taxes - Expressed as a percentage, the amount of charity care (converted to a cost basis,) bad debt and taxes the facility incurred in relation to its total expenses. The desired direction is toward a higher value.