



2016 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES CENTRAL VIRGINIA HOSPITAL EXCERPTS

Employers and healthcare purchasers want to spend their healthcare dollars wisely. Finding the best value in healthcare often means choosing hospitals that provide services based on good science while avoiding duplicative and unnecessary services. Making healthcare information transparent to the public helps consumers and businesses make better healthcare decisions. Below are a few select Efficiency and Productivity measures from Virginia Health Information's **2016 Industry Report: Virginia Hospitals and Nursing Facilities**. Designed for businesses and large purchasers, the report contains important information on how much hospitals are paid, charity care, staffing levels and profit margins. For the bottom line on efficiency, the Composite Efficiency and Productivity Score is 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.

Central Virginia Hospitals	Tax Status	CEP Score	\$ Paid/ Admin	Operating Margin	Total Margin	Charity Care
Bon Secours Memorial Regional Medical Center	NP	1.7	\$8,986	4.8%	2.9%	9.5%
Bon Secours Richmond Community Hospital	NP	2.1	\$8,030	31.7%	31.9%	18.0%
Bon Secours St. Francis Medical Center	NP	2.2	\$10,554	7.0%	6.0%	9.9%
Bon Secours St. Mary's Hospital	NP	2.5	\$11,342	6.3%	5.5%	7.4%
Centra Southside Community Hospital	NP	2.1	\$7,434	19.9%	20.2%	14.7%
CJW Medical Center	P	2.5	\$11,320	7.7%	7.7%	13.7%
Cumberland Hospital for Children and Adolescents	P	3.1	\$120,085	46.8%	46.8%	1.8%
Henrico Doctors' Hospital	P	3.1	\$13,512	13.5%	13.5%	13.7%
John Randolph Medical Center	P	3.1	\$10,324	-3.7%	-3.7%	15.1%
Sentara Halifax Regional Hospital	NP	2.6	\$8,088	4.7%	2.5%	10.3%
Southern Virginia Regional Medical Center	P	3.9	\$12,360	-23.7%	-23.7%	25.3%
Southside Regional Medical Center	P	2.3	\$9,356	4.6%	4.6%	33.1%
VCU Community Memorial Hospital	NP	3.2	\$11,926	10.4%	32.6%	24.8%
VCU Health System	NP	3	\$16,754	13.9%	15.1%	8.0%
Regional Medians			\$11,320	7.0%	6.0%	13.7%

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

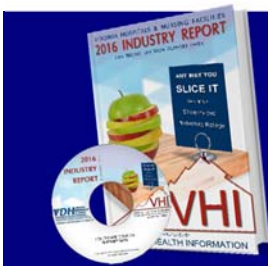
Composite Efficiency and Productivity Score –The average of ten select indicator quartile scores. The desired direction is toward a lower score. The Statewide average score is 2.5.

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.

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

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.



2016 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES EASTERN VIRGINIA HOSPITAL EXCERPTS

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Eastern Virginia Hospitals	Tax Status	CEP Score	\$ Paid/ Admin	Operating Margin	Total Margin	Charity Care
Bon Secours DePaul Medical Center	NP	2.9	\$8,963	-4.8%	-4.9%	14.3%
Bon Secours Mary Immaculate Hospital	NP	2.3	\$10,049	9.9%	9.6%	9.5%
Bon Secours Maryview Medical Center	NP	2.3	\$8,418	0.0%	0.2%	13.1%
Bon Secours Rappahannock General Hospital	NP	3.0	\$8,143	-4.0%	9.4%	10.9%
Chesapeake Regional Medical Center	NP	1.9	\$8,986	1.9%	2.2%	19.1%
Children's Hospital of The King's Daughters	NP	3.1	\$18,006	9.6%	12.2%	4.4%
Hampton Roads Specialty Hospital	NP	1	\$20,157	-10.3%	-10.3%	1.43%
Hospital for Extended Recovery	NP	1	\$27,159	1.3%	1.7%	0.74%
Lake Taylor Transitional Care Hospital	NP	3.1	\$36,412	20.2%	20.5%	0.1%
Riverside Doctors' Hospital Williamsburg	NP	2.8	\$9,322	-9.4%	-9.4%	17.4%
Riverside Regional Medical Center	NP	1.9	\$9,694	11.7%	11.7%	16.5%
Riverside Shore Memorial Hospital	NP	2.7	\$10,085	0.1%	0.1%	20.9%
Riverside Tappahannock Hospital	NP	1.9	\$9,301	7.5%	7.5%	19.4%
Riverside Walter Reed Hospital	NP	1.5	\$8,271	11.6%	11.6%	21.6%
Sentara Careplex Hospital	NP	1.9	\$8,602	9.1%	9.1%	19.0%
Sentara Leigh Hospital	NP	1.6	\$8,613	12.6%	12.6%	12.9%
Sentara Norfolk General Hospital	NP	2.3	\$11,434	10.2%	10.2%	13.1%
Sentara Obici Hospital	NP	2.0	\$8,500	7.2%	7.4%	15.9%
Sentara Princess Anne Hospital	NP	2.5	\$9,985	11.5%	8.4%	13.1%
Sentara Virginia Beach General Hospital	NP	1.8	\$9,003	12.6%	12.6%	15.5%
Sentara Williamsburg Regional Medical Center	NP	3.0	\$9,083	2.0%	2.0%	11.0%
Southampton Memorial Hospital	P	4.0	\$11,602	-14.7%	-14.6%	11.9%
Regional Medians			\$9,192	8.3%	8.7%	13.7%

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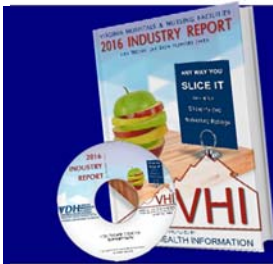
Composite Efficiency and Productivity Score –The average of ten select indicator quartile scores. The desired direction is toward a lower score. The Statewide average score is 2.5.

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.

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

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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Northern Virginia Hospitals	Tax Status	CEP Score	\$ Paid/ Admin	Operating Margin	Total Margin	Charity Care
Haymarket Medical Center	NP	1.9	\$9,012	11.6%	11.6%	16.3%
Inova Alexandria Hospital	NP	2.4	\$10,390	17.0%	17.0%	12.2%
Inova Fair Oaks Hospital	NP	1.7	\$10,400	21.6%	21.6%	7.1%
Inova Fairfax Hospital	NP	2.3	\$10,664	9.5%	9.6%	8.5%
Inova Loudoun Hospital	NP	1.9	\$9,729	14.1%	16.1%	9.8%
Inova Mount Vernon Hospital	NP	2.8	\$10,924	2.0%	2.0%	9.8%
Novant Health Prince William Medical Center	NP	1.5	\$7,304	-8.7%	-11.7%	18.3%
Reston Hospital Center	P	2.1	\$11,069	16.6%	16.6%	14.6%
Sentara Northern Virginia Medical Center	NP	2.6	\$9,728	4.4%	4.4%	20.9%
Virginia Hospital Center	NP	1.3	\$7,433	10.8%	7.5%	8.9%
Regional Medians			\$10,059	11.2%	10.6%	11.0%

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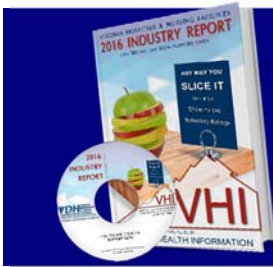
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2016 INDUSTRY REPORT: VIRGINIA HOSPITALS AND NURSING FACILITIES NORTHWESTERN HOSPITAL EXCERPTS

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Northwestern Virginia Hospitals	Tax Status	CEP Score	\$ Paid/ Admin	Operating Margin	Total Margin	Charity Care
Augusta Health	NP	2.5	\$9,990	12.7%	7.4%	11.6%
Bath County Community Hospital	NP	3.1	\$15,747	-21.4%	7.5%	8.1%
Carilion Stonewall Jackson Hospital	NP	3.1	\$6,940	5.4%	4.7%	15.8%
Fauquier Hospital - Hospital in Northern Virginia	P	3	\$11,345	13.6%	13.6%	13.0%
Martha Jefferson Hospital	NP	2.1	\$7,819	4.8%	4.8%	7.1%
Mary Washington Hospital	NP	2	\$8,564	2.0%	2.1%	14.5%
Page Memorial Hospital	NP	3.1	\$7,272	-17.0%	-12.9%	17.5%
Sentara RMH Medical Center	NP	3.1	\$12,069	10.9%	10.9%	8.8%
Spotsylvania Regional Medical Center	P	2.2	\$7,874	-11.4%	-11.4%	3.8%
Stafford Hospital Center	NP	2.4	\$9,504	8.4%	8.4%	16.9%
University of Virginia Medical Center	NP	2.8	\$15,652	5.1%	6.4%	8.8%
UVA Culpeper Hospital	NP	2.7	\$7,645	-0.5%	-0.5%	14.4%
UVA Transitional Care Hospital	NP	3.1	\$23,206	1.5%	-3.7%	3.7%
Valley Health Shenandoah Memorial Hospital	NP	3.1	\$8,028	-8.3%	-5.9%	16.0%
Valley Health Warren Memorial Hospital	NP	3.7	\$9,596	-17.5%	-14.4%	20.1%
Valley Health Winchester Medical Center	NP	2.7	\$9,436	7.4%	11.9%	9.1%
Regional Medians			\$9,470	3.4%	4.8%	12.3%

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Southwestern Virginia Hospitals	Tax Status	CEP Score	\$ Paid/ Admin	Operating Margin	Total Margin	Charity Care
Bedford Memorial Hospital	NP	2.6	\$6,530	-2.5%	0.9%	14.7%
Buchanan General Hospital	NP	3.2	\$8,960	-0.2%	1.3%	22.9%
Carilion Franklin Memorial Hospital	NP	2.2	\$8,209	5.6%	5.6%	22.2%
Carilion Giles Community Hospital	NP	3.1	\$8,823	9.0%	1.8%	15.0%
Carilion Medical Center	NP	2.6	\$12,755	4.7%	5.1%	13.4%
Carilion New River Valley dba St. Albans	NP	2.8	\$10,753	15.3%	13.7%	14.5%
Carilion Tazewell Community Hospital	NP	2.7	\$8,533	-9.8%	-9.8%	23.9%
Centra Health – (Virginia Baptist & Lynchburg General)	NP	2.7	\$10,503	13.7%	3.4%	7.4%
Centra Specialty Hospital	NP	3.1	\$18,000	3.8%	3.9%	4.8%
Clinch Valley Medical Center	P	3.1	\$11,310	7.9%	7.9%	30.0%
Danville Regional Medical Center	P	3.2	\$11,505	-0.9%	-0.9%	22.8%
Dickenson Community Hospital	NP	3.1	\$4,686	-33.7%	-33.4%	12.2%
Johnston Memorial Hospital	NP	1.7	\$8,040	15.7%	17.8%	5.3%
LewisGale Hospital - Alleghany	P	3.4	\$10,217	5.0%	5.0%	10.0%
LewisGale Hospital Montgomery	P	1.9	\$10,777	18.6%	18.6%	23.1%
LewisGale Hospital Pulaski	P	2.4	\$8,457	0.5%	0.5%	7.6%
LewisGale Medical Center	P	2.2	\$10,424	11.9%	11.9%	17.4%
Memorial Hospital of Martinsville & Henry County	P	2.3	\$8,781	4.3%	4.3%	24.9%
Norton Community Hospital	NP	2.3	\$7,900	14.1%	15.6%	5.8%
Pioneer Community Hospital of Patrick	P	3.1	\$7,974	-7.4%	-7.4%	14.6%
Russell County Medical Center	NP	3.6	\$7,230	-29.0%	-29.2%	7.3%
Smyth County Community Hospital	NP	2.9	\$7,628	-8.2%	-3.9%	6.0%
Twin County Regional Hospital	P	2.3	\$8,459	8.3%	8.3%	24.0%
Wellmont Lonesome Pine Mt. View Hospital	NP	2.3	\$7,803	1.3%	1.3%	18.6%
Wythe County Community Hospital	P	2.3	\$10,945	9.8%	9.8%	28.5%
Regional Medians			\$8,781	4.7%	3.9%	14.7%

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