

November 8, 2017

The Honorable Steve Yarborough, President
Arizona State Senate
1700 West Washington
Phoenix, Arizona 85007

Dear President Yarborough:

Pursuant to A.R.S. § 36-2903.08, please find the enclosed AHCCCS Report on Uncompensated Care and Hospital Profitability. This report has been reissued due to amended data submitted on behalf of a large hospital system which has a material impact on the data and conclusions of the original report. Please feel free to contact me if you have any questions about this report.

Sincerely,



Thomas J. Betlach
Director

cc: The Honorable Speaker J.D. Mesnard, Arizona House of Representatives
Richard Stavneak, Director, Joint Legislative Budget Committee
Matt Gress, Director, Governor's Office of Strategic Planning and Budgeting
Christina Corieri, Governor's Office, Senior Policy Advisor



**Report on Uncompensated Hospital Costs and
Hospital Profitability**

October 2017

Director, Tom Betlach

EXECUTIVE SUMMARY

The years of 2011 through 2016 have seen large growth and even larger declines in hospital uncompensated care. From Hospital Fiscal Year (HFY) 2011 to HFY 2013, hospital uncompensated care grew from \$500 million to almost \$900 million. This increase was followed by a sharp decline from HFY 2013 to HFY 2016. By HFY 2015 and HFY 2016, uncompensated care fell below its HFY 2011 levels. These fluctuations were due in part to state budgetary changes implemented during this time period. Of particular importance was the imposition of a freeze on childless adult enrollment effective July 2011, and its restoration and Medicaid expansion in January 2014.

Despite large increases in uncompensated care, total net operating profit remained relatively stable, fluctuating between \$554 million and \$765 million. This was achieved with the help of the AHCCCS Safety Net Care Pool program, a temporary program designed to help mitigate the increase in uncompensated care associated with the enrollment freeze.

Operating profitability varies considerably by hospital type. Both net operating and total margins for rehabilitation and short-term specialty hospitals exceeded 10% in HFY 2016, but margins were negative for long term care hospitals. In HFY 2016, net operating and total margins for critical access, psychiatric, and general acute care hospitals were in between 4.4% and 6.0%. Despite overall margins being higher in HFY 2016, the percentage of hospitals with a positive operating margin and a positive total margin declined.

Finally, it is important to note that there are a number of factors that influence hospital profitability and uncompensated care including long-term and short-term business decisions made by hospitals, occupancy rates (which are approximately 60%), the economy, federal and state policies, and changes in the healthcare industry as a whole.

This report has been reissued due to amended data submitted on behalf of a large hospital system which has a material impact on the data and conclusions of the original report.

BACKGROUND

A. R. S. § 36-2903.08 mandates that AHCCCS provide a report on hospital finances, specifically:

AHCCCS uncompensated care; hospital assessment; reports

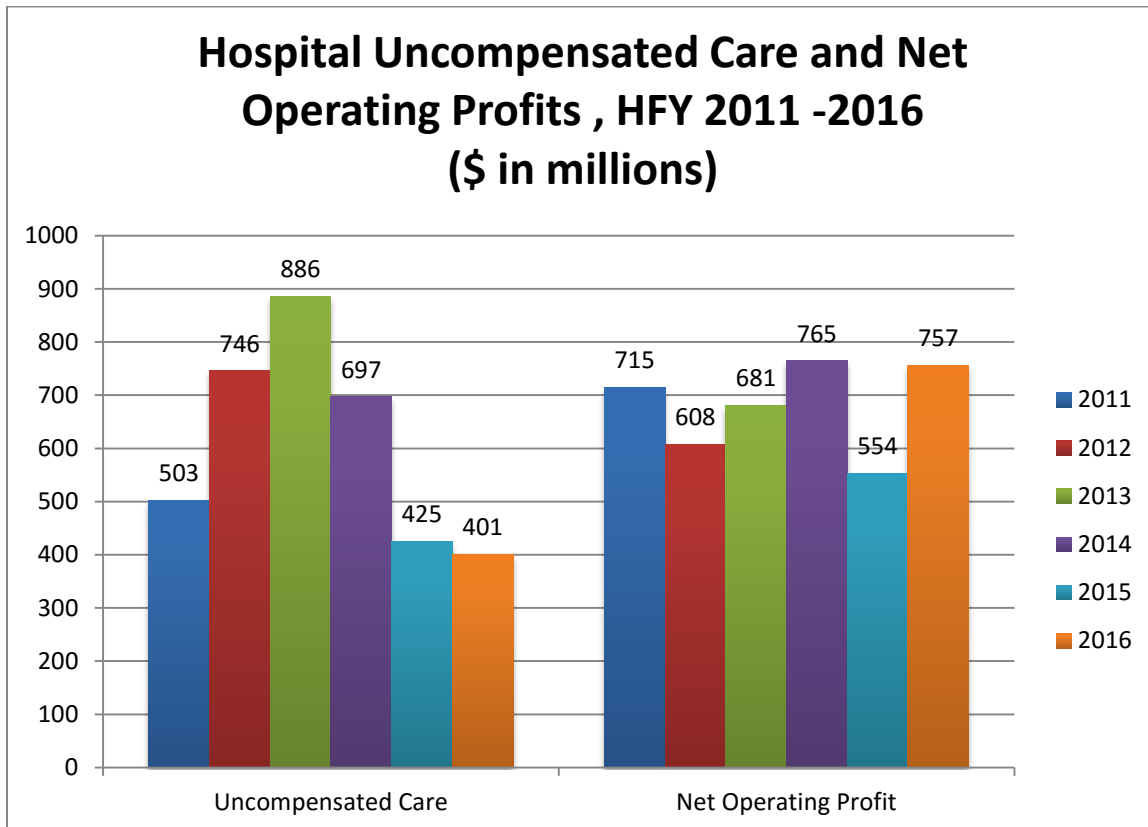
A. On or before October 1, 2014, and annually thereafter, the Arizona health care cost containment system administration shall report to the speaker of the house of representatives, the president of the senate and the directors of the joint legislative budget committee and governor's office of strategic planning and budgeting on the change in uncompensated hospital costs experienced by Arizona hospitals and hospital profitability during the previous fiscal year.

Hospital-reported data shows that total uncompensated care decreased from Hospital Fiscal Year (HFY) 2015 to HFY 2016 by (5.6)% and total net hospital profitability grew by 36.6%. During that time frame, average operating profit, as well as average total profit, also increased. The table below displays summary figures for Arizona hospitals going back to HFY 2011.

Hospital Profitability and Uncompensated Care, HFY 2011-2016							
(\$ in Millions)							
	<u>2011</u> ¹	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	2015-2016 Change
Total Uncompensated Care	\$503.3	\$745.7	\$885.9	\$697.4	\$425.3	\$401.4	\$(23.9)
Average Uncompensated Care Costs	\$5.8	\$8.0	\$8.9	\$7.0	\$4.1	\$3.8	\$(0.3)
Uncompensated Care Costs as a % of Total Expenses	3.8%	5.8%	6.7%	4.7%	2.9%	2.6%	(0.3)%
Total Net Operating Profitability	\$714.6	\$607.6	\$681.1	\$765.2	\$554.0	\$756.6	\$202.6
Average Operating Profitability	\$8.1	\$6.8	\$6.9	\$7.7	\$5.4	\$7.1	\$1.8
Average Operating Margin	5.1%	4.5%	4.9%	4.9%	3.6%	4.6%	1.0%
Hospitals with a Positive Operating Margin	79.5%	73.3%	64.6%	64.0%	63.1%	59.4%	(3.7)%
Average Total Income Margin	5.1%	5.1%	6.0%	5.5%	3.9%	5.3%	1.4%
Average Occupancy Rate	62.0%	60.0%	59.0%	59.6%	60.8%	60.2%	(0.6)%

¹ 2011 figures taken from the 2013 Hospital Uncompensated Costs and Hospital Profitability Report. These numbers were not audited by AHCCCS.

From HFY 2011 to 2013, total uncompensated care grew from approximately \$500 million to almost \$900 million and then started a steady and sharp decline annually, falling to just under \$400 million by HFY 2016. Meanwhile, total net operating profits have fluctuated during this period between \$554 million and \$765 over these same years, with the lowest point in HFY 2015 and the highest in HFY 2014.



Among other factors, these figures incorporate the impact of a number of different budgetary changes which have occurred since 2011:

- The sustained 5 percent hospital payment rate decrease, effective April 1, 2011
- The sustained 5 percent decrease to the outlier cost-to-charge ratios, effective April 1, 2011
- The sustained 5 percent hospital rate decrease, effective October 1, 2011
- The sustained 5 percent increase to the outlier threshold, effective October 1, 2011
- The establishment of a 25-day inpatient day limit, effective October 1, 2011-September 30, 2014
- The imposition of a freeze on the spend-down program population effective May 1, 2011, and the subsequent elimination of the program effective October 1, 2011

- The implementation and expansion of several short-term funding mechanisms, such as the Safety Net Care Pool (SNCP) program designed to help mitigate the increase in uncompensated care associated with the enrollment freeze
- The imposition of a freeze on childless adult enrollment, effective July 8, 2011 and its restoration on January 1, 2014
- The expansion of AHCCCS to adults from 106-138% of the federal poverty level beginning January 1, 2014.
- The implementation of a hospital assessment beginning on January 1, 2014. The hospital assessment is expected to collect \$290 million in SFY 2018.

It is important to note the role that SNCP played over the years. In Federal Fiscal Year (FFY) 2012, SNCP payments were made to four hospitals. The program was then expanded for FFY 2013 to include nine additional hospitals through a City of Phoenix assessment. By the third year of the program, 17 hospitals had received SNCP payments. Total SNCP payments increased from approximately \$185 million for FFY 2012 to \$510 million for FFY 2013, a \$325 million increase. With the exception of payments to Phoenix Children’s Hospital (PCH), SNCP payments ended on December 31, 2013. Consequently, SNCP payments fell to \$240 million in FFY 2014, \$119 million in HFY 2015, and \$125 million in HFY 2016. SNCP payments are expected to decline in HFY 2017 as the program is being phased out, with the last payments being made to PCH for HFY 2017.²

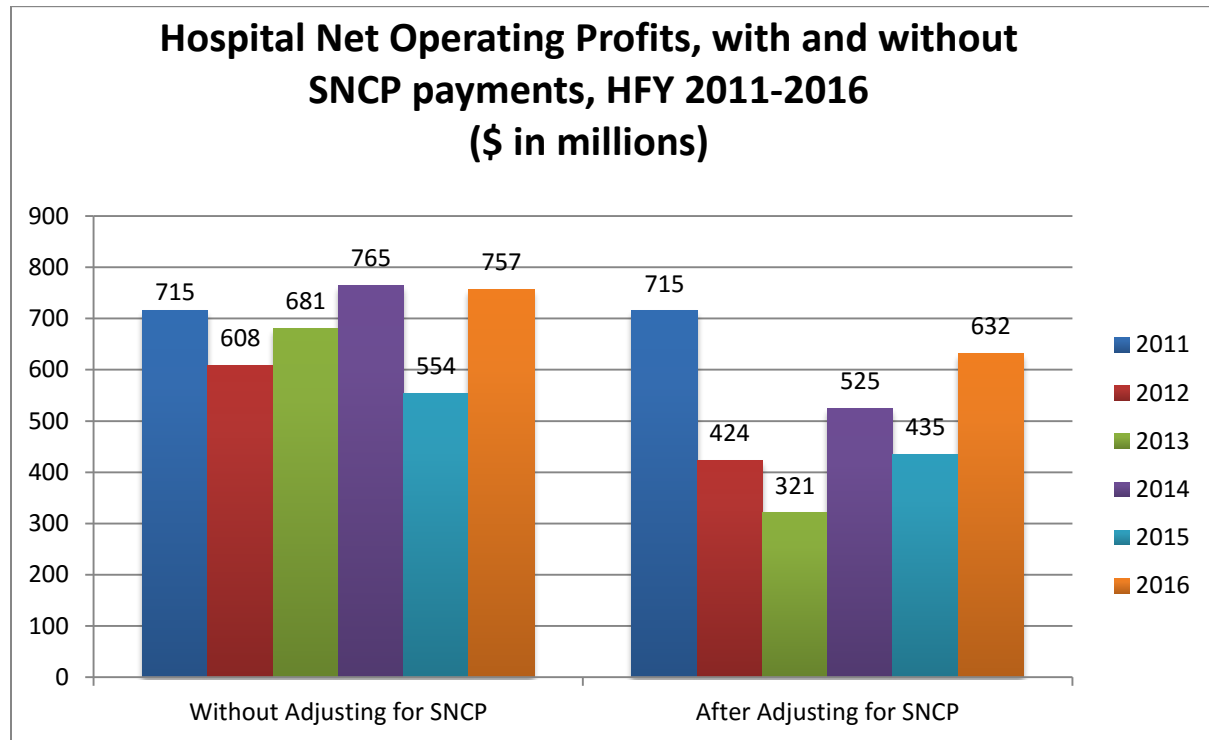
Due to the differences between hospital and federal fiscal years, as described in more detail in the next section, the reporting of SNCP payments on the UARs does not always match the FFY in which the payments were made. Additionally, the nine hospitals that received a payment where the state match was provided by the City of Phoenix assessment reduced their net operating revenues by the amount they contributed for the assessment. After adjusting the net operating revenues for net SNCP payments, hospitals report net operating profit falling from \$715 million in HFY 2011 to \$320 million in HFY 2013 and then rebounding to more than \$630 million by HFY 2016. A comparison is displayed in the chart on the next page.

DEFINITIONS, DATA SOURCES, AND LIMITATIONS

Under the authority of Arizona Revised Statutes §§ 36-125.04 and 36-436, Arizona Administrative Code, Title 9, Chapter 11 specifies requirements for hospital financial reporting to the State of Arizona. With the exception of Indian Health Services hospitals and tribally owned or operated hospitals, Arizona hospitals are required to submit annual audited financial statements, the Uniform Accounting Report (UAR), and hospital charge master rates and changes to the Arizona Department of Health Services (ADHS). AHCCCS used hospital-reported information in the UAR for the analysis conducted for this report. The data was reviewed by

² AHCCCS is currently in discussions with the Centers for Medicare and Medicaid about a potential SNCP extension for PCH.

AHCCCS, and AHCCCS attempted to follow up with hospitals when hospital-submitted data was incomplete or appeared to contain errors. Any revisions made to the UAR data were reported



to ADHS. AHCCCS chose to exclude three hospitals from this report: one tribal hospital, since it was the only tribal hospital to submit a UAR, and two hospitals that are not registered for Medicaid or Medicare. Additionally, one hospital was excluded in HFY 2016 (The Guidance Center) since they submitted their UAR late and were unresponsive to follow-up questions.

The most recent complete year for which UAR data was available was HFY 2016. Reporting periods in each year vary by hospital based on each hospital’s fiscal year date span; HFYs ended in June, July, August, September, or December. In a few cases, hospitals had less than twelve months of data due to the hospital changing its fiscal year. In cases where the hospital was open both prior to and after a fiscal year which contained greater than or less than 12 months’ worth of data, AHCCCS annualized the data for a more accurate year-over-year comparison and to approximate a 12 month period for each hospital. For new hospitals and hospitals which closed, AHCCCS did not annualize the data.

Various data points may provide a picture of hospital uncompensated care. Common definitions of uncompensated care include bad debt and charity care; other figures may specifically delineate the difference between Medicare and Medicaid payments and hospital “costs” (known as Medicare and Medicaid shortfall amounts). AHCCCS has defined uncompensated care costs to include bad debt and charity care data.

Bad debt consists of services for which the hospital anticipated but did not receive payments. Charity care, in contrast, consists of services which the hospital voluntarily provided free of charge or at a reduced charge due to the patient's inability to pay. Uncompensated care, charity care, and bad debt in this report are stated in terms of costs as opposed to charges. Costs are determined by multiplying the charges by the hospital specific cost-to-charge ratio computed by AHCCCS. The cost to charge ratio was calculated as follows:

$$\frac{\text{Total expenses exclusive of bad debt}}{\text{Gross patient revenue + other operating revenue}}$$

The cost-to-charge ratio averaged 23% in HFY 2015 and 22% in HFY 2016. That is, for every one dollar of hospital charges, hospital costs averaged twenty-three and twenty-two cents.

As with uncompensated care, there are several ways to examine profit levels. Total net operating profit is the amount of remaining operating revenue after all operating expenses are paid. A hospital's operating expenses include items such as salaries, employee benefits, supplies, purchased services and rentals. Total net profit includes total operating profit as well as revenues and expenses related to non-operating revenues and expenses. Non-operating revenues and expenses include items such as investments, endowments, donations, cafeteria and gift shop sales, and federal taxes paid by for-profit hospitals. Total net operating margin represents the percent of operating revenues left after operating expenses have been paid. Similarly, total income margin represents the total income available after operating and non-operating expenses are paid. AHCCCS has included both net operating margin and total income margin in this report.

SUMMARY OF FINDINGS

Statistics provided in this Summary of Findings are compiled based on individual and summary data for hospitals included in Appendix C. The HFY 2015 data has been updated to incorporate changes hospitals made to their reports.

1. Uncompensated Care Costs

AHCCCS found a wide range of uncompensated care costs reported by hospitals, with such costs across all hospitals reaching just above \$425 million in HFY 2015 and declining to just above \$400 million in HFY 2016. Uncompensated care costs for the two most recent reporting years are noted in Table 1 (in total dollars):

Table 1—Uncompensated Care Costs, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Total Uncompensated Care Costs	\$425.3 Million	\$401.4 Million	(5.6)%
Statewide Average Uncompensated Care Costs Per Hospital	\$4.1 Million	\$3.8 Million	(8.3)%
Lowest Uncompensated Care Costs *	\$492	\$5,119	
Highest Uncompensated Care Costs	\$76.0 Million	\$58.9 Million	

* Excludes hospitals which do not provide uncompensated care or reported negative uncompensated care.

2. Percentage of Uncompensated Care

Uncompensated care costs were also examined as a percentage of total expenses. Statewide average uncompensated care costs continued to fall during this period, declining to 2.6% as shown in Table 2. At its peak, uncompensated care costs were 6.7% in HFY 2013. By HFY 2016, only four hospitals had uncompensated care costs exceeding 5%.

Table 2—Percent of Uncompensated Care, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Average % of Uncompensated Care	2.9%	2.6%	(11.2)%
Lowest % of Uncompensated Care Costs	0.003%	0.003%	
Highest % of Uncompensated Care	14.9%	11.6%	

3. Operating Profitability

Operating profitability continues to range greatly, from significant losses to significant gains. In total, Arizona hospitals included in this analysis had operating profits increase by over \$200 million during this period. Despite this increase, a smaller percentage of hospitals had a profit in HFY 2016 compared to HFY 2015. Table 3 shows net operating profit (and loss) statistics observed.

Table 3—Operating Profitability, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Total Profitability	\$554.0 Million	\$756.6 Million	36.6%
Statewide Average Profitability	\$5.4 Million	\$7.1 Million	32.7%
Lowest Profitability/(Highest Loss)*	(\$113.6) Million	(\$77.6) Million	
Highest Profitability *	\$77.9 Million	\$87.8 Million	
Percent of Hospitals with a Profit	63.1%	59.4%	

* Excludes hospitals which have been open less than 3 years at the end of the reporting period.

4. Net Operating Margin

Net operating margin, defined as profit/loss as a percentage of total revenue, averaged 3.6% across all hospitals in HFY 2015 and 4.6% in HFY 2016 as shown in Table 4. For the purpose of this analysis, net operating margin equals the statewide total profit(loss)/statewide total revenue. Overall, 63.1% of hospitals in HFY 2015 and 59.4% in HFY 2016 had a positive operating margin.

Table 4—Net Operating Margin, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Average Net Operating Margin	3.6%	4.6%	27.2%
Lowest Net Operating Margin *	(283.1)%	(31.8)%	
Highest Net Operating Margin *	52.6%	52.8%	
Hospitals with Positive Margin	63.1%	59.4%	

* Excludes hospitals which have been open less than 3 years at the end of the reporting period.

5. Total Margin

As discussed earlier, total margin provides another way to evaluate the financial status of hospitals, as it includes non-operating revenues and expenses in addition to operating revenues and expenses. Total margin, defined as statewide operating and non-operating profit/loss as a percentage of total operating and non-operating revenue, increased almost 35% and at a

greater rate than average net operating margin. Average total margin was 3.9% across all hospitals in HFY 2015, increasing to 5.3% in HFY 2016, as shown in Table 5.

Table 5—Total Margin, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Average Total Margin	3.9%	5.3%	34.8%
Lowest Total Margin*	(228.3)%	(31.8)%	
Highest Total Margin*	52.6%	52.8%	
Hospitals with Positive Margin	65.0%	60.4%	

* Excludes hospitals which have been open less than 3 years at the end of the reporting period.

6. Occupancy Rates

In addition to the items specifically requested in legislation, hospital occupancy rates may also be of interest in helping provide context to these figures. Table 6 shows a slight decrease from HFY 2015 to HFY 2016, with occupancy rates decreasing from 60.8% to 60.2%.

Table 6—Occupancy Rates, All Hospitals

	<u>2015</u>	<u>2016</u>	<u>Percentage Change</u>
Average Occupancy Rate	60.8%	60.2%	(1.0)%
Lowest Occupancy Rate	0.0%	6.2%	
Highest Occupancy Rate	100.0%	100.6%	

7. Days in Accounts Receivable

Days in accounts receivable may also be of interest as an additional variable to provide context to the financial status of Arizona hospitals. Days in accounts receivable, or the average number of days that a hospital takes to collect payments, is one factor that is used to measure the liquidity of businesses. A high number of days in accounts receivable can indicate that a hospital is having trouble collecting payments and can have significant impacts on cash flow. As shown in Table 7, average days in accounts receivable were 64 in both HFY 2015 and HFY 2016.

Moody’s Investors Service reports an average accounts receivable of 48.4 days for not-for-profit hospitals in 2015.³

Table 7—Days in Accounts Receivable, All Hospitals

	<u>2015</u>	<u>2016</u>	Percentage Change
Average Days in Accounts Receivable	64	64	0.0%
Fewest Days	4	12	
Most Days	156	143	

DATA BY HOSPITAL TYPES

In order to provide more meaningful results, AHCCCS has stratified the data in a variety of ways. Below is a comparison of hospitals by peer group, urban and rural locations, for-profit and non-profit, Medicaid volume, and by hospital system.

Hospital Peer Types

Table 8 on the next page breaks out Arizona hospitals into 6 categories: critical access, long term, rehabilitation, psychiatric, short term specialty, and general acute care. Hospitals were assigned these categories based on their classification in the Arizona Department of Health Services’ Provider and Facility Database as of April 1, 2017. For purposes of this report, AHCCCS has categorized hospitals which do not fall into any of the other 5 categories as general acute care hospitals. Slightly more than half of the hospitals are classified as general acute care hospitals, but over 90% of the revenues are from general acute care hospitals.

In HFY 2015 and HFY 2016, hospital uncompensated care as a percentage of total expenses varied considerably by hospital peer type, but the differential was smaller than what it has been in recent years. Long term facilities, short-term specialty hospitals, and rehabilitation hospitals averaged less than 1% for uncompensated care in both HFY 2015 and HFY 2016. Meanwhile critical access hospitals had the highest level of uncompensated care in both years (3.9% in HFY 2015 and 3.4% in HFY 2016) followed by general acute care hospitals (3.0% in HFY 2015 and 2.6% in HFY 2016).

Despite a continual decline in uncompensated care overall, changes in net operating margins from the previous year are mixed. Long Term Care hospitals continue to experience a negative net operating margin while all other peer groups had a positive operating margin. Both

³ <http://www.beckershospitalreview.com/finance/65-financial-benchmarks-for-hospital-executives-022117.html>

rehabilitation hospitals (2.6 percentage points) and psychiatric hospitals (5.6 percentage points) experienced a decline in net operating margins, resulting in net operating margins of 16.0% and 6.0%, respectively. Despite negative net operating profits, Long Term Care hospitals had the strongest gain in overall net operating profit, with an increase of 4.3 percentage points. However, no long term care hospitals experienced a positive operating margin in HFY 2016. As a whole, net operating margins increased by 1.1 percentage points for general acute care

Table 8-- Uncompensated Care and Profitability by Hospital Peer Group

	Critical Access	Long Term	Rehabilitation	Psychiatric	Short Term Specialty	General Acute Care
Number of Hospitals (HFY 2016)	10	7	10	13	7	59
2015 Uniform Accounting Report						
Occupancy Rate	30.8%	62.1%	71.7%	82.4%	39.5%	59.9%
Total Gains, Revenues, and Other Support	\$ 238,383,150	\$ 145,503,853	\$ 165,433,046	\$ 228,870,673	\$ 250,725,939	\$ 14,178,475,810
Total Expenses	\$ 227,564,567	\$ 156,350,940	\$ 134,583,817	\$ 202,471,667	\$ 227,094,266	\$ 13,705,325,667
Net Operating Profit(Loss)	\$ 10,818,583	\$ (10,847,087)	\$ 30,849,229	\$ 26,399,006	\$ 23,631,673	\$ 473,150,143
Net Operating Margin	4.5%	-7.5%	18.6%	11.5%	9.4%	3.3%
Total Margin	5.2%	-6.2%	15.1%	9.8%	9.6%	3.7%
Days in Accounts Receivable	61	77	43	61	56	64
Cost to Charge Ratio	36.5%	32.0%	49.9%	36.5%	20.0%	22.7%
Cost of Bad Debts	\$ 7,091,493	\$ 505,125	\$ 848,344	\$ 3,292,366	\$ 605,757	\$ 213,751,082
Charity Cost	\$ 1,683,375	\$ -	\$ 394,060	\$ 1,176,668	\$ 543,874	\$ 193,749,480
Uncompensated Care Cost	\$ 8,774,868	\$ 505,125	\$ 1,242,405	\$ 4,469,035	\$ 1,149,631	\$ 407,500,562
Uncompensated Care Cost as a % of Total Expenses	3.9%	0.3%	0.9%	2.2%	0.5%	3.0%
2016 Uniform Accounting Report						
Occupancy Rate	30.1%	49.3%	65.3%	70.7%	37.7%	60.3%
Total Gains, Revenues, and Other Support	\$ 249,823,999	\$ 92,014,487	\$ 185,450,464	\$ 260,007,056	\$ 311,952,579	\$ 15,227,794,693
Total Expenses	\$ 238,116,305	\$ 94,918,188	\$ 155,756,482	\$ 244,536,300	\$ 278,864,838	\$ 14,558,034,062
Net Operating Profit(Loss)	\$ 11,707,694	\$ (2,903,701)	\$ 29,693,981	\$ 15,470,756	\$ 33,084,856	\$ 669,537,676
Net Operating Margin	4.7%	-3.2%	16.0%	6.0%	10.6%	4.4%
Total Margin	6.1%	-2.6%	11.0%	5.1%	10.7%	5.2%
Days in Accounts Receivable	69	69	48	52	55	64
Cost to Charge Ratio	33.8%	29.8%	51.0%	38.8%	20.1%	21.6%
Cost of Bad Debts	\$ 6,976,459	\$ 2,713	\$ 1,040,196	\$ 2,570,582	\$ 1,269,121	\$ 203,220,356
Charity Cost	\$ 1,171,793	\$ 12,426	\$ 363,505	\$ 1,501,371	\$ 1,177,457	\$ 180,009,866
Uncompensated Care Cost	\$ 8,148,253	\$ 15,138	\$ 1,403,701	\$ 4,071,953	\$ 2,446,578	\$ 383,230,222
Uncompensated Care Cost as a % of Total Expenses	3.4%	0.0%	0.9%	1.7%	0.9%	2.6%
CHANGE: 2015 to 2016						
Average Occupancy Percentage Points	(0.7)	(12.7)	(6.4)	(11.7)	(1.7)	0.4
Total Gains, Revenues, and Other Support	\$ 11,440,849	\$ (53,489,366)	\$ 20,017,418	\$ 31,136,383	\$ 61,226,640	\$ 1,049,318,883
Total Expenses	\$ 10,551,738	\$ (61,432,752)	\$ 21,172,665	\$ 42,064,633	\$ 51,770,572	\$ 852,708,395
Net Operating Profit(Loss)	\$ 889,111	\$ 7,943,385	\$ (1,155,248)	\$ (10,928,250)	\$ 9,453,183	\$ 196,387,533
Net Operating Margin	0.1	4.3	(2.6)	(5.6)	1.2	1.1
Total Margin	0.9	3.5	(4.1)	(3.8)	1.1	1.5
Average Days in Accounts Receivable	8.0	(8.0)	5.0	(9.0)	(1.0)	-
Cost to Charge Ratio	(2.7)	(2.1)	1.1	2.3	0.0	(1.1)
Cost of Bad Debts	\$ (115,033)	\$ (502,412)	\$ 191,852	\$ (721,784)	\$ 663,364	\$ (10,530,725)
Charity Cost	\$ (511,582)	\$ 12,426	\$ (30,556)	\$ 324,702	\$ 633,583	\$ (13,739,615)
Uncompensated Care Cost	\$ (626,615)	\$ (489,986)	\$ 161,297	\$ (397,082)	\$ 1,296,947	\$ (24,270,340)
Uncompensated Care Cost as % of Total Expenses	(0.4)	(0.3)	(0.0)	(0.5)	0.4	(0.3)

hospitals, but fewer general acute care hospitals had a positive operating margin in HFY 2016 (59.3%) than in HFY 2015 (67.9%).

Urban and Rural Hospitals

In addition to breaking out hospitals by peer group, the report displays the differences in uncompensated care and profitability for rural and urban hospitals in Table 9. For purposes of this report, AHCCCS has defined “urban hospital” consistent with R9-22-718, or one which is physically located in Maricopa County or Pima County. Rural hospitals include those located in any other Arizona county. During these two years, approximately 70% of hospitals were located in urban areas, and over 80% of net patient revenues went to urban hospitals. As a whole, both urban and rural hospitals had a decline in uncompensated care from 2.9% for urban hospitals and 2.8% for rural hospitals in HFY 2015 to 2.6% for urban hospitals and 2.7% for rural hospitals in HFY 2016. As a whole, rural hospitals continue to average higher net operating margins and total margins; in HFY 2016, rural hospitals had a net operating margin of 9.2% compared to 3.7% for urban hospitals. In HFY 2016, total margins were 8.6% for rural hospitals and 4.7% for urban hospitals. At 4.7% net operating margin and 6.1% for total margin for HFY 2016, profit levels for Critical Access Hospitals (CAHs), which are a subset of rural hospitals, was considerably lower than rural hospitals as a whole. CAH is a federal designation given to certain rural hospitals which have fewer than 25 acute care inpatient beds, are at least 35 miles from another hospital, offer emergency services 24/7, and has a minimum length of stay of 96 hours or less for acute care patients.

For Profit and Non-Profit Hospitals

Table 9 also stratifies hospitals by their tax status: for-profit and non-profit. Arizona non-profit hospitals are exempt from federal income taxes, sales taxes on most supplies and equipment, and some property taxes. Non-profit hospitals are required to provide charity care and community benefit⁴. Being a non-profit hospital does not mean that a hospital cannot make a profit. In fact, the most profitable hospitals continue to be non-profit hospitals.

Mayo Hospital had the largest net operating profit in HFY 2015 with \$78 million, and Banner Desert Medical Center had the largest net operating profit of \$88 million in HFY 2016. As a whole, non-profit hospitals had a net operating profit of approximately \$450 million in HFY 2015 and \$58500 million in HFY 2016. In comparison, for-profit hospitals’ net operating profit was approximately \$100 million and \$170 million in HFYs 2015 and 2016, respectively. These dollar figures, however, must be viewed in the context of hospital size and business model. While non-profit hospitals constitute approximately half of all hospitals in Arizona, they received approximately 80% of net patient revenues (in part because they are typically much larger than the types of hospitals that are more often for-profit). For-profit hospitals are more

⁴ Community benefits include patient financial assistance, unreimbursed Medicaid costs and other means-tested public programs, community health improvement services, health professions education, research, subsidized health services, and cash and in-kind support to community groups and organizations.

likely to be rehabilitative, psychiatric, short term specialty or long term care hospitals, whereas the majority of non-profit hospitals are acute care hospitals, which tend to be larger than other hospital types.

In recent years, for-profit hospitals had experienced higher net operating and total margins than non-profits, but in HFY 2016, non-profit hospitals experienced higher total margins. For-profit hospitals averaged 4.3% total margins in HFY 2015 and 3.9% in HFY 2016. Non-profit hospitals averaged 3.9% and 5.7% in HFY 2015 and HFY 2016, respectively. The total margin for for-profit hospitals was less than their net operating margin in both years. Non-profit hospitals, on the other hand, had higher total margins than net operating margins in both years.

Medicaid Volume

Table 9 also compares hospital uncompensated care and profitability by Medicaid volume: hospitals with Medicaid volume less than 25%, from 25-50%, and greater than 50%.⁵

Percentage of uncompensated care in both years was lowest at hospitals with Medicaid volume less than 25%, with uncompensated care at 1.9% and 1.7% in HFY 2015 and HFY 2016, respectively. Hospitals with Medicaid volume above 50% had the largest amounts of uncompensated care: 7.5% in HFY 2015 and 6.3% in HFY 2016. As explained earlier, we are defining uncompensated care in this report as the sum of charity care and the provision of bad debts, so the uncompensated care would not include any shortfall associated with Medicaid payments and the cost of services.

In addition to uncompensated care costs, there continues to be a strong correlation between Medicaid volume and net operating margin. In both years, hospitals with Medicaid volume greater than 50% collectively had the lowest net operating margins (which were negative in both years) and hospitals with Medicaid volume less than 25% had the highest net operating margins.

HOSPITAL SYSTEMS

Finally, AHCCCS has presented hospital profitability and uncompensated care by hospital systems. Table 10 lists hospital systems which include at least 3 hospitals, and a listing of hospitals in each system can be found in Appendix B. Eight hospital systems are included in Table 10, and net patient revenues and expenses have been included, as well as other variables provided in previous tables. Hospitals are included as part of a hospital system if they were in that system as of June 30, 2017, regardless of whether they were in that hospital system in

⁵ To calculate Medicaid volume, AHCCCS divided inpatient days recorded in the AHCCCS payment system by total inpatient days as recorded on the hospital's 2015 Medicare Cost Report.

Table 9 -- Uncompensated Care and Profitability by Various Hospital Type

	Urban	Rural	For-Profit	Non-Profit	Medicaid Volume > 50%	Medicaid Volume 25%-50%	Medicaid Volume < 25%
Number of Hospitals (HFY 2016)	75	30	54	51	18	37	51
2015 Uniform Accounting Report							
Occupancy Rate	63.1%	48.8%	57.8%	61.8%	70.0%	61.4%	56.8%
Total Gains, Revenues, and Other Support	\$ 12,605,105,918	\$ 2,602,286,553	\$ 2,339,034,404	\$ 12,868,358,067	\$ 1,466,464,185	\$ 8,395,004,285	\$ 5,345,924,002
Total Expenses	\$ 12,274,614,208	\$ 2,378,776,716	\$ 2,239,487,194	\$ 12,413,903,730	\$ 1,541,935,260	\$ 8,059,942,416	\$ 5,051,513,249
Net Operating Profit(Loss)	\$ 330,491,710	\$ 223,509,837	\$ 99,547,210	\$ 454,454,337	\$ (75,471,075)	\$ 335,061,869	\$ 294,410,752
Net Operating Margin	2.6%	8.6%	4.3%	3.5%	-5.1%	4.0%	5.5%
Total Margin	3.3%	7.2%	4.0%	3.9%	-0.5%	4.0%	5.2%
Days in Accounts Receivable	65	56	64	63	65	58	71
Cost to Charge Ratio	23.0%	23.5%	19.0%	24.0%	30.3%	22.6%	22.3%
Cost of Bad Debts	\$ 180,706,840	\$ 44,981,951	\$ 34,065,533	\$ 191,543,830	\$ 34,214,639	\$ 130,828,344	\$ 63,316,464
Charity Cost	\$ 176,779,044	\$ 22,761,973	\$ 3,377,767	\$ 203,546,795	\$ 81,671,022	\$ 100,129,944	\$ 33,842,788
Uncompensated Care Cost	\$ 357,485,884	\$ 67,743,924	\$ 37,443,300	\$ 395,090,625	\$ 115,885,660	\$ 230,958,288	\$ 97,159,252
Uncompensated Care Cost as a % of Total Expenses	2.9%	2.8%	1.7%	3.2%	7.5%	2.9%	1.9%
2016 Uniform Accounting Report							
Occupancy Rate	62.2%	49.6%	53.0%	64.1%	65.2%	62.8%	54.5%
Total Gains, Revenues, and Other Support	\$ 13,530,684,299	\$ 2,781,910,300	\$ 3,207,098,956	\$ 13,105,495,643	\$ 1,567,199,446	\$ 8,947,497,523	\$ 5,812,346,309
Total Expenses	\$ 13,028,529,617	\$ 2,526,919,161	\$ 3,035,108,290	\$ 12,520,340,489	\$ 1,613,222,959	\$ 8,500,512,814	\$ 5,456,490,401
Net Operating Profit(Loss)	\$ 501,954,117	\$ 254,968,749	\$ 171,767,711	\$ 585,155,155	\$ (46,023,514)	\$ 446,761,754	\$ 355,853,022
Net Operating Margin	3.7%	9.2%	5.4%	4.5%	-2.9%	5.0%	6.1%
Total Margin	4.7%	8.6%	3.9%	5.7%	5.9%	5.1%	5.6%
Days in Accounts Receivable	65	57	64	64	65	60	70
Cost to Charge Ratio	21.9%	22.6%	18.3%	23.1%	29.6%	21.5%	21.3%
Cost of Bad Debts	\$ 170,019,102	\$ 45,040,697	\$ 34,952,745	\$ 181,616,847	\$ 32,094,592	\$ 126,783,722	\$ 58,882,054
Charity Cost	\$ 163,111,826	\$ 23,008,922	\$ 4,691,633	\$ 189,964,481	\$ 69,253,398	\$ 99,501,992	\$ 31,720,332
Uncompensated Care Cost	\$ 333,130,928	\$ 68,049,619	\$ 39,644,379	\$ 371,581,328	\$ 101,347,989	\$ 226,285,714	\$ 90,602,386
Uncompensated Care Cost as a % of Total Expenses	2.6%	2.7%	1.3%	3.0%	6.3%	2.7%	1.7%
CHANGE: 2015 to 2016							
Average Occupancy Percentage Points	(0.9)	0.7	(4.9)	2.3	(4.8)	1.4	(2.3)
Total Gains, Revenues, and Other Support	\$ 925,578,380	\$ 179,623,747	\$ 868,064,551	\$ 237,137,576	\$ 100,735,261	\$ 552,493,238	\$ 466,422,307
Total Expenses	\$ 753,915,409	\$ 148,142,445	\$ 795,621,095	\$ 106,436,758	\$ 71,287,700	\$ 440,570,398	\$ 404,977,152
Net Operating Profit(Loss)	\$ 171,462,407	\$ 31,458,912	\$ 72,220,501	\$ 130,700,818	\$ 29,447,561	\$ 111,699,885	\$ 61,442,269
Net Operating Margin	1.1	0.6	1.1	0.9	2.2	1.0	0.6
Total Margin	1.4	1.5	(0.1)	1.7	6.4	1.1	0.4
Average Days in Accounts Receivable	-	1.0	-	1.0	-	2.0	(1.0)
Cost to Charge Ratio	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Cost of Bad Debts	\$ (10,687,738)	\$ 58,745	\$ 887,212	\$ (9,926,983)	\$ (2,120,047)	\$ (4,044,622)	\$ (4,434,410)
Charity Cost	\$ (13,667,218)	\$ 246,949	\$ 1,313,867	\$ (13,582,314)	\$ (12,417,624)	\$ (627,952)	\$ (2,122,456)
Uncompensated Care Cost	\$ (24,354,956)	\$ 305,695	\$ 2,201,079	\$ (23,509,297)	\$ (14,537,671)	\$ (4,672,574)	\$ (6,556,866)
Uncompensated Care Cost as a % of Total Expenses	(0.4)	(0.2)	(0.4)	(0.2)	(1.2)	(0.2)	(0.3)

both years. Hospital system operating profits ranged from approximately \$226 million (Banner Health) to \$(63) million (Abrazo Health Care) in HFY 2015 and \$333 million (Banner Health) to \$(30) million (IASIS Healthcare) in HFY 2016. Net operating margin ranged from 21.0% (HealthSouth) to (8.3)% (Curahealth Hospitals, formerly Kindred Healthcare) in HFY 2015 and from 23.1% (HealthSouth) to (8.6)% (IASIS Healthcare) in HY 2016.

Uncompensated care ranged widely between health systems, from a high of 4.4% to a low of 0.1% in HFY 2015 and a high of 3.5% to a low of 0.0%. In both years, Dignity Health had the largest uncompensated care while Curahealth Hospitals had the lowest. From HFY 2015 to HFY 2016, uncompensated care declined or remained flat for all hospital systems.

Banner Health, the state's largest health system, included 17 hospitals at the end of SFY 2017 and had annual hospital net patient revenues of approximately \$4.6 billion in each year. The next largest health systems had annual net patient revenues of approximately \$1.7 billion (Dignity Health) and \$1.5 billion (HonorHealth) in HFY 2015 and HFY 2016. Uncompensated care was 2.3% in both years for Banner Health, 3.5%-4.4% for Dignity Health, and 2.7% for HonorHealth in both years.

Regarding the system data, it is noted that HealthSouth consists of rehabilitative hospitals and Kindred Healthcare consists of long-term care hospitals. Consistent with their peer groups, both systems had a low level of uncompensated care in both years (under 1%). While uncompensated care was low for both health systems, net operating margins were considerably different. Net operating margins were 21.0% for HealthSouth in HFY 2015 and 23.1% in HFY 2016 and (8.3)% for Curahealth Hospitals in HFY 2015 and (3.0)% in HFY 2016.

Table 10 -- Uncompensated Care and Profitability by Hospital System

	Abrazo Health Care	Banner Health Systems	Community Health Systems	Curah Health Hospitals	Dignity Health	HealthSouth	Honor Health	IASIS Health care
Number of Hospitals (HFY 2016)	9	17	3	3	6	6	6	4
2015 Uniform Accounting Report								
Occupancy Rate	45.1%	64.5%	52.4%	49.0%	69.7%	69.2%	65.0%	57.9%
Total Revenue, Gains, and Other Support	\$ 1,069,223,113	\$ 4,492,400,682	\$ 488,427,434	\$ 46,807,212	\$ 1,698,128,621	\$ 126,500,305	\$ 1,481,663,554	\$ 341,363,000
Total Operating Expenses	\$ 1,132,651,083	\$ 4,265,915,563	\$ 448,226,776	\$ 50,669,253	\$ 1,660,404,803	\$ 99,895,408	\$ 1,417,866,537	\$ 330,475,000
Net Operating Profit(Loss)	\$ (63,427,970)	\$ 226,485,119	\$ 40,200,658	\$ (3,862,041)	\$ 37,723,818	\$ 26,604,897	\$ 63,797,017	\$ 10,888,000
Net Operating Margin	-5.9%	5.0%	8.2%	-8.3%	2.2%	21.0%	4.3%	3.2%
Total Margin	-4.4%	5.1%	8.6%	-5.3%	2.8%	16.4%	4.7%	3.2%
Days in Accounts Receivable	62	48	55	87	77	43	61	62
Cost to Charge Ratio	20.9%	20.9%	12.8%	32.4%	22.4%	49.1%	19.1%	16.7%
Cost of Bad Debts	\$ 14,492,424	\$ 47,091,828	\$ 5,454,662	\$ 34,234	\$ 42,124,511	\$ 740,430	\$ 19,557,085	\$ 6,093,935
Charity Cost	\$ 5,745,579	\$ 50,111,178	\$ 219,977	\$ -	\$ 31,731,156	\$ 204,530	\$ 18,529,426	\$ 336,698
Uncompensated Care Cost	\$ 20,238,003	\$ 97,203,006	\$ 5,674,638	\$ 34,234	\$ 73,855,667	\$ 944,960	\$ 38,086,511	\$ 6,430,633
Uncompensated Care Cost as a % of Total Expenses	1.8%	2.3%	1.3%	0.1%	4.4%	0.9%	2.7%	1.9%
2016 Uniform Accounting Report								
Occupancy Rate	46.1%	65.3%	53.9%	36.3%	75.1%	73.9%	57.1%	55.7%
Total Revenue, Gains, and Other Support	\$ 1,177,789,912	\$ 4,728,557,792	\$ 542,562,276	\$ 36,116,066	\$ 1,870,658,872	\$ 136,619,263	\$ 1,529,824,780	\$ 352,530,000
Total Expenses	\$ 1,155,586,871	\$ 4,395,488,083	\$ 463,441,604	\$ 37,188,548	\$ 1,889,995,862	\$ 105,100,566	\$ 1,500,871,532	\$ 382,792,000
Net Operating Profit(Loss)	\$ 22,203,041	\$ 333,069,709	\$ 79,120,672	\$ (1,072,482)	\$ (19,336,990)	\$ 31,518,697	\$ 28,953,248	\$ (30,262,000)
Net Operating Margin	1.9%	7.0%	14.6%	-3.0%	-1.0%	23.1%	1.9%	-8.6%
Total Margin	0.9%	7.0%	14.6%	-1.9%	-1.2%	16.5%	1.9%	-8.6%
Days in Accounts Receivable	80	48	51	74	76	42	64	60
Cost to Charge Ratio	18.3%	19.6%	11.5%	30.3%	21.8%	49.0%	18.9%	19.2%
Cost of Bad Debts	\$ 11,548,579	\$ 39,506,619	\$ 3,868,268	\$ -	\$ 43,513,670	\$ 637,361	\$ 23,633,477	\$ 5,827,204
Charity Cost	\$ 2,107,629	\$ 61,608,283	\$ 132,326	\$ 0.0%	\$ 23,260,469	\$ 79,754	\$ 16,538,256	\$ 225,575
Uncompensated Care Cost	\$ 13,656,208	\$ 101,114,901	\$ 4,000,594	\$ -	\$ 66,774,140	\$ 717,115	\$ 40,171,733	\$ 6,052,779
Uncompensated Care Cost as a % of Total Expenses	1.2%	2.3%	0.9%	0.0%	3.5%	0.7%	2.7%	1.6%
CHANGE: 2015 to 2016								
Average Occupancy Percentage Points	1.0	0.8	1.5	(12.7)	5.3	4.7	(7.9)	(2.2)
Total Revenue, Gains, and Other Support	\$ 108,566,799	\$ 236,157,110	\$ 54,134,842	\$ (10,691,146)	\$ 172,530,251	\$ 10,118,958	\$ 48,161,226	\$ 11,167,000
Total Expenses	\$ 22,935,788	\$ 129,572,520	\$ 15,214,828	\$ (13,480,705)	\$ 229,591,059	\$ 5,205,158	\$ 83,004,995	\$ 52,317,000
Total Net Operating Profit(Loss)	\$ 85,631,011	\$ 106,584,590	\$ 38,920,014	\$ 2,789,559	\$ (57,060,808)	\$ 4,913,800	\$ (34,843,769)	\$ (41,150,000)
Net Operating Margin	6.8	2.0	6.4	6.3	(3.4)	(4.6)	(2.4)	(11.8)
Total Margin	5.3	2.0	6.0	3.3	(4.0)	0.0	(2.8)	(11.8)
Average Days in Accounts Receivable	18.0	-	(4.0)	(13.0)	(1.0)	(1.0)	3.0	(2.0)
Cost to Charge Ratio	(2.7)	(1.3)	(1.4)	(2.1)	(0.6)	(0.1)	(0.2)	2.5
Cost of Bad Debts	\$ (2,943,844)	\$ (7,585,209)	\$ (1,586,394)	\$ (34,234)	\$ 1,389,159	\$ (103,069)	\$ 4,076,392	\$ (266,731)
Charity Cost	\$ (3,637,950)	\$ 11,497,104	\$ (87,651)	\$ -	\$ (8,470,687)	\$ (124,776)	\$ (1,991,170)	\$ (111,123)
Uncompensated Care Cost	\$ (6,581,795)	\$ 3,911,895	\$ (1,674,045)	\$ (34,234)	\$ (7,081,527)	\$ (227,845)	\$ 2,085,222	\$ (377,854)
Uncompensated Care Cost as % of Total Expenses	(0.6)	0.0	(0.4)	(0.1)	(0.9)	(0.3)	(0.0)	(0.4)

CONCLUSION

The HFY 2015 and HFY 2016 hospital uncompensated cost and profitability data, and the changes observed year-over-year, continue to provide useful information when evaluating hospital finances and the impact of the AHCCCS-related changes which began in 2011. Hospital uncompensated care continues to decline, falling to 2.6% in the most recent year data is available. Net operating profitability continues to remain relatively stable fluctuating from approximately \$550 million to \$750 million over each of the last five years. Despite the sharp increase in net operating profitability, a smaller percentage of hospitals had a positive net operating profitability in HFY 2016. On average, hospitals which were for-profit, were a long-term care facility, and/or had Medicaid volumes above 50% were less likely to have a positive operating margins than those which did not fit into those categories.

It is important to be aware that the most recent data included in this report is from HFY 2016. Since hospitals have different fiscal years, the most recently reported years ended between March 2016 and December 2016.

As mentioned in prior reports, there are a number of changes occurring across the health care delivery system that are impacting hospital finances. Since its rate reductions in FFY 2011-2012, AHCCCS has provided minimal rate increases for hospitals (an approximate 1.6% cumulative increase for outpatient services, an approximate cumulative 1.1%-3.2% for inpatient services depending on the type of hospital, and a potential 0.5% increase for both inpatient and outpatient services if providers meet certain requirements needed to receive value based purchasing payments). As part of the Affordable Care Act (ACA), Congress enacted a number of marketbasket reductions beginning in 2010, lowering what Medicare will pay for services. Beginning April 1, 2013, Medicare imposed a 2% reimbursement reduction due to the Sequestration. Since October 2012, Medicare also began reducing payments for hospitals with excessive readmissions. The Arizona Hospital and Healthcare Association estimates that these and other recent Medicare cuts reduced payments to Arizona hospitals by approximately \$450 million in 2016, and the cuts will grow in future years.

Hospitals are also faced with the uncertainties of the ACA. It is unclear what changes will be made by Congress. The passage of the ACA allowed AHCCCS to restore coverage to individuals without dependents under 100% of the federal poverty level, expand coverage for adults to up to 133% of the federal poverty level, and allows individuals to purchase health insurance on the exchange. All of this led to historical low levels of uncompensated care. However, as discussed above, the enactment of the ACA also led to the marketbasket reductions and a reduction to disproportionate share hospital payments through Medicaid which are expected to begin in 2018.

Other trends in the healthcare industry such as continuing to move additional procedures towards outpatient services, increased medical management and care coordination, value based purchasing, vertical integration and a continued focus on costs will continue to impact

hospital revenues and profits. The actual impacts will depend upon the extent to which hospitals adapt their business models to these new health care delivery reforms.

Hospitals and other providers have responded to payment changes though healthcare industry consolidation. Nationwide there has been a trend towards mergers, acquisitions, and partnerships. In Arizona, the John C. Lincoln Health Network merged with Scottsdale Healthcare in 2013 and became HonorHealth. Since 2013, Banner Health has acquired Casa Grande Medical Center, Payson Regional Medical Center, and the University of Arizona Health Network. Abrazo Healthcare grew from six to nine hospitals after creating a partnership with the three Carondelet Health Network Hospitals. This partnership has some unique features, as Dignity Health and Ascension are minority partners in the hospitals. In May 2017, it was announced that Steward Health Care plans to acquire IASIS Healthcare.

Nationally, hospital systems are also purchasing physician groups and other providers as well as becoming payers. These partnerships allow a hospital system to diversify its revenue sources, have a wider reach of referrals, integrate services, increase negotiation power, and have even greater economies of scale. Banner Health, for example, which has added four hospitals to its health system since the beginning of 2014, also acquired a physician practice (University of Arizona Physicians) and the University of Arizona Health Plans, which includes two AHCCCS-contracted health plans (University Family Care – Acute and Long Term Care), and a Medicare special needs plan.

Despite healthcare industry consolidation, access points in some areas have increased. Dignity Health opened two “micro-hospitals” (St. Joseph Westgate and Arizona General Hospital). Although AHCCCS has been unable to find an official definition of a “micro-hospital,” it is often described as a small inpatient hospital which operates 24/7, has an emergency department, and is usually around 15,000 to 50,000 square feet.^{6 7 8} Unlike full scale hospitals, micro-hospitals have a limited number of inpatient beds. They offer a small number of services, such as surgical suites, a labor and delivery room, or primary care services on-site.

A number of hospitals systems have built freestanding emergency departments (FrEDs) in recent years. FrEDs are facilities which are structurally separate and distinct from a hospital and are staffed 24/7 by emergency medicine physicians and nurses and do not offer any

⁶ Saulsberry, Kalyn. “To Grow Your Hospital, Think Micro.” Advisory Board. May 20, 2016. <https://www.advisory.com/research/financial-leadership-council/at-the-margins/2016/05/micro-hospitals>

⁷ Budryk, Zack. “Micro-hospitals Offer Alternative to Urgent Care Model.” FierceHealthcare. June 28, 2016. <http://www.fiercehealthcare.com/healthcare/micro-hospitals-offer-alternative-to-urgent-care-model>

⁸ Andrews, Michelle. “Sometimes Tiny is Just the Right Size: ‘Microhospitals Filling Some ER Needs.’ Kaiser Health News. July 19, 2016. <http://khn.org/news/sometimes-tiny-is-just-the-right-size-microhospitals-filling-some-er-needs/>

inpatient services. Although the services among FrEDs may vary, in addition to emergency and urgent care, most facilities offer x-rays, clinical laboratory services, CT scans, ultrasounds, and pharmaceuticals. While FrEDs initially emerged in the 1970s to fill a void in rural and underserved areas, FrEDs have recently proliferated in suburban areas. From 2008 to 2015 the number of FrEDs in the U.S. grew to 387, a 76% increase.⁹ In Arizona, at least fifteen such facilities have opened since 2010.

Banner Health also recently opened retail-based clinics in three Safeway stores.

Finally, it should be noted that a number of changes in the health care industry may be particularly challenging financially for rural hospitals. Since 2010, at least 80 rural hospitals have closed nationally, one of which was located in Arizona -- Cochise Regional Hospital in Douglas closed on July 31, 2015. Experts report varied reasons for these closures, including an often high number of Medicare and Medicaid recipients, the aging of the baby boomers, continued impacts from the recession, smaller economies of scale and challenges in adapting to changing health care service delivery models (e.g., formation of accountable care organizations). Closures of rural hospitals may be particularly challenging to nearby patients, who often must often travel a considerable distance to the next closest hospital. AHCCCS is continuing to monitor the situation to ensure that AHCCCS members have adequate access to care.

⁹ Harish Nir, Jennifer L. Wiler, and Richard Zane. "How the Freestanding Emergency Department Boom Can Help Patients." NEJM Catalyst. February 18, 2016. <http://catalyst.nejm.org/how-the-freestanding-emergency-department-boom-can-help-patients/>

Appendix A

Medicaid Volume <25%

Abrazo Arizona Heart
Acuity Hospital of Arizona at Mesa
Acuity Hospital of Arizona at Sun City
Arizona General Hospital
Arizona Orthopedic Surgical Hospital
Arizona Spine & Joint Hospital
Banner Baywood Medical Center
Banner Boswell Medical Center
Banner Del E. Webb Medical Center
Banner Goldfield Medical Center
Banner Heart Hospital
Cobalt Rehabilitation Hospital
The Core Institute (formerly The Surgical Specialty Hospital of Arizona)
Cornerstone Hospital of Southeast Arizona
Curahealth Hospital Phoenix (formerly Kindred Hospital – Phoenix)
Curahealth Hospital Phoenix – Northwest (formerly Kindred Hospital – NW Phoenix)
Curahealth Hospital Tucson (formerly Kindred Hospital – Tucson)
Dignity Health East Valley Rehabilitation Hospital
Green Valley Hospital
Havasu Regional Medical Center
Haven Senior Horizons
HealthSouth East Valley Rehabilitation Hospital
HealthSouth Rehabilitation Hospital of Southern Arizona
HealthSouth Rehabilitation Institute of Tucson
HealthSouth Valley of the Sun Rehabilitation Hospital, LLC
HealthSouth Scottsdale Rehabilitation Hospital
HonorHealth Deer Valley Medical Center
HonorHealth Rehabilitation Hospital
HonorHealth Scottsdale Shea Medical Center
HonorHealth Scottsdale Thompson Peak Medical Center
Kingman Regional Medical Center
La Paz Regional Hospital, Inc.
Mayo Clinic Arizona
Mercy Gilbert Medical Center
Mountain Valley Regional Rehabilitation Hospital
Northern Cochise Community Hospital
Northwest Medical Center
OASIS Hospital
Oro Valley Hospital
Promise Hospital of Phoenix

Select Specialty Hospital – Phoenix
Select Specialty Hospital – Phoenix Downtown
Select Specialty Hospital – Scottsdale
St. Joseph's Hospital (Tucson)
TMC Geropsychiatric Center at Handmaker
Valley View Medical Center
Verde Valley Medical Center
Western Arizona Regional Medical Center
White Mountain Regional Medical Center
Wickenburg Community Hospital
Yavapai Regional Medical Center
Yuma Rehabilitation Hospital

Medicaid Volume = 25-50%

Abrazo Arrowhead Campus
Abrazo Central Campus
Abrazo Scottsdale Campus
Abrazo West Campus
Banner Casa Grande Medical Center
Banner Desert Medical Center
Banner Estrella Medical Center
Banner Gateway Medical Center
Banner Ironwood Medical Center
Banner Payson Medical Center
Banner Thunderbird Medical Center
Banner - University Medical Center Phoenix
Banner - University Medical Center South
Banner - University Medical Center Tucson
Benson Hospital Corp
Canyon Vista Medical Center
Chandler Regional Medical Center
Cobre Valley Regional Medical Ctr
Copper Queen Community Hospital
Flagstaff Medical Center
Florence Hospital at Anthem
Gilbert Hospital
The Guidance Center, Inc.
Holy Cross Hospital
HonorHealth John C. Lincoln Medical Center
HonorHealth Scottsdale Osborn Medical Center
Mt. Graham Medical Center
Mountain Vista Medical Center
OASIS Behavioral Health

St. Joseph's Hospital and Medical Center
St. Joseph's Westgate Medical Center
St. Luke's Medical Center
St. Mary's Hospital
Summit Healthcare Association
Tempe St. Luke's Hospital
Tucson Medical Center
Yavapai Regional Medical Center – East
Yuma Regional Medical Center

Medicaid Volume > 50%

Abrazo Maryvale Campus
Aurora Behavioral Health System
Aurora Behavioral Healthcare-Tempe
Banner Behavioral Health Hospital
ChangePoint Psychiatric Hospital (formerly Community Counseling Centers, Inc. at PineView Hospital)
Copper Springs Hospital
Little Colorado Medical Center
Los Niños Hospital
Maricopa Medical Center
Page Hospital
Palo Verde Behavioral Health
Phoenix Children's Hospital
Sonora Behavioral Health Hospital
St. Luke's Behavioral Hospital
Quail Run Behavioral Health
Valley Hospital
Windhaven Psychiatric Hospital

Appendix B

Hospitals included in each hospital system are as follows:

Abrazo/Tenet

Abrazo Arizona Heart Hospital
Abrazo Arrowhead Campus
Abrazo Central Campus
Abrazo Maryvale Campus
Abrazo Scottsdale Campus
Abrazo West Campus
Holy Cross Hospital
St. Joseph's Hospital (Tucson)
St. Mary's Hospital

Banner Health

Banner Baywood Medical Center
Banner Behavioral Health Hospital
Banner Boswell Medical Center
Banner Casa Grande Medical Center
Banner Del E. Webb Medical Center
Banner Desert Medical Center
Banner Estrella Medical Center
Banner Gateway Medical Center
Banner Goldfield Medical Center
Banner Heart Hospital
Banner Ironwood Medical Center
Banner Payson Medical Center
Banner Thunderbird Medical Center
Banner - University Medical Center Phoenix
Banner - University Medical Center South
Banner - University Medical Center Tucson
Page Hospital

Community Health Systems

Northwest Medical Center
Oro Valley Hospital
Western Arizona Regional Medical Center

Curahealth

Curahealth Hospital Phoenix – Northwest (formerly Kindred Hospital – Northwest)
Curahealth Hospital Phoenix (formerly Kindred Hospital – Phoenix)
Curahealth Hospital Tucson (formerly Kindred Hospital – Tucson)

Dignity Health

Arizona General Hospital
Chandler Regional Medical Center
Mercy Gilbert Medical Center
St. Joseph's Hospital and Medical Center
St. Joseph's Westgate Medical Center

HealthSouth

HealthSouth East Valley Rehabilitation Hospital
HealthSouth Rehabilitation Hospital of Southern Arizona
HealthSouth Rehabilitation Institute of Tucson
HealthSouth Valley of the Sun Rehabilitation Hospital, LLC
HealthSouth Scottsdale Rehabilitation Hospital
Yuma Rehabilitation Hospital

HonorHealth

HonorHealth Deer Valley Medical Center
HonorHealth John C. Lincoln Medical Center
HonorHealth Rehabilitation Hospital
HonorHealth Scottsdale Osborn Medical Center
HonorHealth Scottsdale Shea Medical Center
HonorHealth Scottsdale Thompson Peak Medical Center

IASIS Healthcare

Mountain Vista Medical Center
St. Luke's Behavioral Hospital
St. Luke's Medical Center
Tempe St. Luke's Hospital

Hospital Name	Abrazo Arizona Heart Hospital	Abrazo Arrowhead Campus	Abrazo Central Campus	Abrazo Maryvale Campus	Abrazo Scottsdale Campus	Abrazo West Campus	Acuity Hospital of Arizona at Mesa	Acuity Hospital of Arizona at Sun City
2015 Uniform Accounting Report								
Occupancy Rate	58.0%	51.0%	36.0%	39.0%	48.0%	57.0%	79.0%	38.8%
Total Revenue, Gains, and Other Support	\$ 70,562,874	\$ 184,693,156	\$ 96,236,402	\$ 43,019,658	\$ 68,502,736	\$ 150,364,637	\$ 13,664,572	\$ 5,725,363
Total Expenses	\$ 79,511,018	\$ 167,102,585	\$ 121,587,145	\$ 56,462,710	\$ 78,017,877	\$ 151,580,379	\$ 15,339,430	\$ 7,763,930
Net Operating Profit(Loss)	\$ (8,948,144)	\$ 17,590,571	\$ (25,350,743)	\$ (13,443,052)	\$ (9,515,141)	\$ (1,215,742)	\$ (1,674,858)	\$ (2,038,566)
Net Operating Margin	-12.68%	9.52%	-26.34%	-31.25%	-13.89%	-0.81%	-12.26%	-35.61%
Total Income Margin	-7.72%	5.79%	-16.05%	-19.16%	-8.49%	-0.48%	-12.16%	-35.60%
Days in Accounts Receivable	64	58	79	78	72	75	4	19
Cost to Charge Ratio	22.12%	19.66%	22.19%	18.81%	21.58%	18.65%	28.25%	33.47%
Cost of Bad Debts	\$ 810,074	\$ 1,987,046	\$ 2,153,007	\$ 1,287,895	\$ 1,349,335	\$ 2,846,664	\$ 34,703	\$ (58,022)
Charity Cost	\$ 267,689	\$ 157,505	\$ 362,714	\$ 223,369	\$ 244,103	\$ 230,969	\$ -	\$ -
Uncompensated Care Cost	\$ 1,077,763	\$ 2,144,551	\$ 2,515,721	\$ 1,511,264	\$ 1,593,437	\$ 3,077,632	\$ 34,703	\$ (58,022)
Uncompensated Care Cost as a % of Total Expenses	1.36%	1.28%	2.07%	2.68%	2.04%	2.03%	0.23%	-0.75%
2016 Uniform Accounting Report								
Occupancy Rate	68.9%	58.9%	38.7%	33.1%	55.8%	62.9%		
Total Revenue, Gains, and Other Support	\$ 95,959,596	\$ 206,423,117	\$ 109,557,764	\$ 46,213,235	\$ 82,891,807	\$ 181,323,718		
Total Expenses	\$ 96,227,947	\$ 184,078,256	\$ 128,977,499	\$ 53,781,644	\$ 88,380,626	\$ 165,148,181		
Net Operating Profit(Loss)	\$ (268,351)	\$ 22,344,861	\$ (19,419,735)	\$ (7,568,409)	\$ (5,488,819)	\$ 16,175,537		
Net Operating Margin	-0.28%	10.82%	-17.73%	-16.38%	-6.62%	8.92%		
Total Income Margin	-0.18%	6.61%	-10.79%	-9.89%	-4.09%	5.45%		
Days in Accounts Receivable	57	57	66	79	73	76		
Cost to Charge Ratio	18.15%	18.12%	21.57%	16.84%	19.72%	16.93%		
Cost of Bad Debts	\$ 622,438	\$ 1,785,878	\$ 1,840,869	\$ 1,063,514	\$ 1,330,820	\$ 2,841,198		
Charity Cost	\$ 257,263	\$ 220,951	\$ 288,084	\$ 170,324	\$ 538,365	\$ 436,314		
Uncompensated Care Cost	\$ 879,701	\$ 2,006,829	\$ 2,128,953	\$ 1,233,838	\$ 1,869,185	\$ 3,277,512		
Uncompensated Care Cost as a % of Total Expenses	0.91%	1.09%	1.65%	2.29%	2.11%	1.98%		
CHANGE: 2015 to 2016								
Average Occupancy Rate Percentage Points	10.9	7.9	2.7	-5.9	7.8	5.9		
Total Revenue, Gains, and Other Support	\$ 25,396,722	\$ 21,729,961	\$ 13,321,362	\$ 3,193,577	\$ 14,389,071	\$ 30,959,081		
Total Expenses	\$ 16,716,929	\$ 16,975,671	\$ 7,390,354	\$ (2,681,066)	\$ 10,362,749	\$ 13,567,802		
Net Operating Profit(Loss)	\$ 8,679,793	\$ 4,754,290	\$ 5,931,008	\$ 5,874,643	\$ 4,026,322	\$ 17,391,279		
Net Operating Margin	12.4	1.3	8.6	14.9	7.3	9.7		
Total Income Margin	7.5	0.8	5.3	9.3	4.4	5.9		
Days in Accounts Receivable	(7)	(1)	(13)	1	1	1		
Cost to Charge Ratio	-4.0	-1.5	-0.6	-2.0	-1.9	-1.7		
Cost of Bad Debts	\$ (187,636)	\$ (201,169)	\$ (312,138)	\$ (224,381)	\$ (18,515)	\$ (5,466)		
Charity Cost	\$ (10,426)	\$ 63,446	\$ (74,630)	\$ (53,045)	\$ 294,262	\$ 205,346		
Uncompensated Care Cost	\$ (198,062)	\$ (137,723)	\$ (386,768)	\$ (277,426)	\$ 275,748	\$ 199,880		
Uncompensated Care Cost as a % of Total Expenses	-0.4	-0.2	-0.4	-0.4	0.1	0.0		

Arizona General Hospital	Arizona Orthopedic Surgical And Specialty Hospital	Arizona Spine & Joint Hospital	Aurora Behavioral Health System	Aurora Behavioral Healthcare-Tempe	Banner Baywood Medical Center	Banner Behavioral Health Hospital	Banner Boswell Medical Center	Banner Casa Grande Medical Center	Banner Del E. Webb Medical Center	Banner Desert Medical Center	Banner Estrella Medical Center
12.7%	21.0%	20.0%	91.0%	91.0%	60.0%	81.0%	55.0%	45.0%	55.0%	66.0%	65.0%
\$ 24,832,401	\$ 24,055,654	\$ 23,771,722	\$ 25,697,082	\$ 19,826,094	\$ 279,939,995	\$ 24,760,848	\$ 282,442,694	\$ 100,108,013	\$ 281,666,032	\$ 622,051,524	\$ 280,160,932
\$ 28,422,948	\$ 23,851,801	\$ 24,076,611	\$ 20,425,578	\$ 17,099,206	\$ 260,691,754	\$ 31,674,988	\$ 276,821,363	\$ 119,995,351	\$ 255,170,930	\$ 557,365,954	\$ 241,849,365
\$ (3,590,547)	\$ 203,853	\$ (304,889)	\$ 5,271,504	\$ 2,726,888	\$ 19,248,241	\$ (6,914,140)	\$ 5,621,331	\$ (19,887,338)	\$ 26,495,102	\$ 64,685,570	\$ 38,311,567
-14.46%	0.85%	-1.28%	20.51%	13.75%	6.88%	-27.92%	1.99%	-19.87%	9.41%	10.40%	13.67%
-14.46%	0.85%	-1.32%	20.53%	13.75%	6.89%	-27.92%	2.04%	-19.84%	9.42%	10.40%	13.68%
139	60	52	39	35	42	84	36	48	39	47	47
26.34%	17.32%	27.52%	37.81%	41.82%	17.54%	50.10%	19.76%	20.09%	17.29%	21.26%	16.06%
\$ 1,155,796	\$ -	\$ 73,830	\$ 276,141	\$ 187,446	\$ 1,829,667	\$ 786,107	\$ 1,218,428	\$ (290,103)	\$ 2,024,195	\$ 7,475,041	\$ 3,868,932
\$ 1,299,038	\$ -	\$ -	\$ 114,969	\$ 83,022	\$ 2,251,365	\$ 718,377	\$ 1,763,714	\$ 3,663,101	\$ 2,561,536	\$ 8,708,917	\$ 5,621,501
\$ 2,454,834	\$ -	\$ 73,830	\$ 391,111	\$ 270,468	\$ 4,081,032	\$ 1,504,485	\$ 2,982,142	\$ 3,372,998	\$ 4,585,732	\$ 16,183,958	\$ 9,490,433
8.64%	0.00%	0.31%	1.91%	1.58%	1.57%	4.75%	1.08%	2.81%	1.80%	2.90%	3.92%
43.1%	22.3%	21.6%	90.7%	54.9%	55.7%	94.3%	51.9%	44.1%	58.5%	67.5%	64.7%
\$ 46,036,224	\$ 25,943,427	\$ 30,181,155	\$ 26,055,314	\$ 22,276,667	\$ 277,007,164	\$ 24,054,921	\$ 293,307,554	\$ 103,553,141	\$ 292,596,844	\$ 669,409,011	\$ 292,536,320
\$ 70,619,132	\$ 26,079,194	\$ 26,643,187	\$ 21,232,819	\$ 20,193,598	\$ 253,234,908	\$ 31,284,744	\$ 287,732,274	\$ 116,816,056	\$ 263,042,645	\$ 581,664,647	\$ 250,424,466
\$ (24,582,908)	\$ (135,767)	\$ 3,537,968	\$ 4,822,495	\$ 2,083,069	\$ 23,772,257	\$ (7,229,822)	\$ 5,575,280	\$ (13,262,915)	\$ 29,554,199	\$ 87,744,364	\$ 42,111,854
-53.40%	-0.52%	11.72%	18.51%	9.35%	8.58%	-30.06%	1.90%	-12.81%	10.10%	13.11%	14.40%
-53.40%	-0.45%	11.72%	18.51%	9.35%	8.58%	-30.06%	1.90%	-12.81%	10.10%	13.12%	14.40%
73	55	47	30	52	42	55	44	47	41	54	45
22.68%	18.24%	20.44%	39.27%	43.55%	16.54%	44.89%	18.38%	18.10%	15.99%	19.64%	14.87%
\$ 4,193,909	\$ 65,915	\$ 112,709	\$ 157,888	\$ 266,936	\$ 1,913,141	\$ 657,894	\$ 1,374,986	\$ 1,324,346	\$ 1,813,540	\$ 6,978,852	\$ 3,211,742
\$ 2,023,313	\$ -	\$ -	\$ 148,234	\$ 75,249	\$ 2,401,478	\$ 795,381	\$ 1,932,296	\$ 2,222,619	\$ 3,024,836	\$ 11,235,268	\$ 6,756,670
\$ 6,217,223	\$ 65,915	\$ 112,709	\$ 306,123	\$ 342,184	\$ 4,314,619	\$ 1,453,275	\$ 3,307,282	\$ 3,546,965	\$ 4,838,376	\$ 18,214,120	\$ 9,968,412
8.80%	0.25%	0.42%	1.44%	1.69%	1.70%	4.65%	1.15%	3.04%	1.84%	3.13%	3.98%
30.4	1.3	1.6	-0.3	-36.1	-4.3	13.3	-3.1	-0.9	3.5	1.5	-0.3
\$ 21,203,823	\$ 1,887,773	\$ 6,409,433	\$ 358,232	\$ 2,450,573	\$ (2,932,831)	\$ (705,927)	\$ 10,864,860	\$ 3,445,128	\$ 10,930,812	\$ 47,357,487	\$ 12,375,388
\$ 42,196,184	\$ 2,227,393	\$ 2,566,576	\$ 807,241	\$ 3,094,392	\$ (7,456,846)	\$ (390,244)	\$ 10,910,911	\$ (3,179,295)	\$ 7,871,715	\$ 24,298,693	\$ 8,575,101
\$ (20,992,361)	\$ (339,620)	\$ 3,842,857	\$ (449,009)	\$ (643,819)	\$ 4,524,016	\$ (315,682)	\$ (46,051)	\$ 6,624,423	\$ 3,059,097	\$ 23,058,794	\$ 3,800,287
(38.9)	(1.4)	13.0	(2.0)	(4.4)	1.7	(2.1)	(0.1)	7.1	0.7	2.7	0.7
(38.9)	(1.3)	13.0	(2.0)	(4.4)	1.7	(2.1)	(0.1)	7.0	0.7	2.7	0.7
(66)	(5)	(5)	(9)	17	-	(29)	8	(1)	2	7	(2)
-3.7	0.9	-7.1	1.5	1.7	-1.0	-5.2	-1.4	-2.0	-1.3	-1.6	-1.2
\$ 3,038,113	\$ 65,915	\$ 38,880	\$ (118,253)	\$ 79,490	\$ 83,475	\$ (128,213)	\$ 156,557	\$ 1,614,449	\$ (210,655)	\$ (496,188)	\$ (657,190)
\$ 724,275	\$ -	\$ -	\$ 33,265	\$ (7,773)	\$ 150,113	\$ 77,003	\$ 168,582	\$ (1,440,482)	\$ 463,299	\$ 2,526,350	\$ 1,135,168
\$ 3,762,388	\$ 65,915	\$ 38,880	\$ (84,988)	\$ 71,716	\$ 233,588	\$ (51,210)	\$ 325,139	\$ 173,967	\$ 252,644	\$ 2,030,162	\$ 477,979
0.2	0.3	0.1	-0.5	0.1	0.1	-0.1	0.1	0.2	0.0	0.2	0.1

Banner Gateway Medical Center	Banner Goldfield Medical Center	Banner Heart Hospital	Banner Ironwood Medical Center	Banner Payson Medical Center	Banner Thunderbird Medical Center	Banner--University Medical Center Phoenix	Banner--University Medical Center South	Banner--University Medical Center Tucson	Benson Hospital	Canyon Vista Medical Center	Chandler Regional Medical Center
70.0%	22.0%	52.0%	40.0%	31.1%	73.0%	71.0%	63.7%	80.4%	27.0%	47.0%	74.0%
\$ 318,329,540	\$ 15,361,611	\$ 133,265,859	\$ 56,516,932	\$ 28,993,113	\$ 495,192,008	\$ 750,329,162	\$ 142,775,093	\$ 663,287,564	\$ 14,205,563	\$ 106,784,294	\$ 446,934,690
\$ 310,866,861	\$ 20,285,395	\$ 103,885,570	\$ 62,474,852	\$ 20,776,794	\$ 441,961,157	\$ 709,490,868	\$ 153,656,339	\$ 685,969,521	\$ 14,190,589	\$ 102,954,530	\$ 415,388,739
\$ 7,462,679	\$ (4,923,784)	\$ 29,380,289	\$ (5,957,920)	\$ 8,216,319	\$ 53,230,851	\$ 40,838,294	\$ (10,881,246)	\$ (22,681,957)	\$ 14,974	\$ 3,829,764	\$ 31,545,951
2.34%	-32.05%	22.05%	-10.54%	28.34%	10.75%	5.44%	-7.62%	-3.42%	0.11%	3.59%	7.06%
2.35%	-32.05%	22.05%	-10.54%	28.34%	10.76%	5.45%	-7.58%	-3.40%	0.13%	0.03%	8.61%
43	45	37	42	42	93	48	52	54	55	80	53
22.82%	18.70%	14.64%	21.43%	10.43%	20.54%	23.92%	25.71%	24.50%	51.24%	27.28%	16.85%
\$ 2,864,716	\$ 362,214	\$ 266,541	\$ 1,182,224	\$ 185,185	\$ 4,904,698	\$ 6,865,360	\$ 1,964,736	\$ 12,722,702	\$ 484,372	\$ 1,453,334	\$ 14,630,265
\$ 3,117,233	\$ 786,223	\$ 351,197	\$ 1,260,029	\$ 4,046	\$ 5,760,244	\$ 6,670,533	\$ 1,741,378	\$ 4,322,120	\$ 22,547	\$ 57,702	\$ 5,540,960
\$ 5,981,949	\$ 1,148,437	\$ 617,738	\$ 2,442,253	\$ 189,232	\$ 10,664,942	\$ 13,535,892	\$ 3,706,113	\$ 17,044,822	\$ 506,919	\$ 1,511,036	\$ 20,171,225
1.92%	5.66%	0.59%	3.91%	0.91%	2.41%	1.91%	2.41%	2.48%	3.57%	1.47%	4.86%
69.2%	27.6%	49.8%	41.7%	65.0%	80.5%	70.2%	74.7%	98.8%	23.7%	55.7%	83.6%
\$ 331,630,975	\$ 16,424,257	\$ 140,512,081	\$ 62,815,267	\$ 41,265,000	\$ 501,219,279	\$ 782,776,517	\$ 167,698,291	\$ 713,809,295	\$ 14,045,894	\$ 109,610,455	\$ 487,644,900
\$ 302,242,657	\$ 20,878,990	\$ 111,151,469	\$ 64,382,878	\$ 45,033,733	\$ 442,465,154	\$ 727,864,875	\$ 153,229,992	\$ 729,788,674	\$ 13,901,891	\$ 98,581,833	\$ 463,000,380
\$ 29,388,319	\$ (4,454,732)	\$ 29,360,612	\$ (1,567,611)	\$ (3,768,733)	\$ 58,754,126	\$ 54,911,642	\$ 14,468,299	\$ (15,979,379)	\$ 144,003	\$ 11,028,622	\$ 24,644,520
8.86%	-27.12%	20.90%	-2.50%	-9.13%	11.72%	7.01%	8.63%	-2.24%	1.03%	10.06%	5.05%
8.86%	-27.15%	20.90%	-2.50%	-9.13%	11.72%	7.02%	8.63%	-2.24%	1.03%	7.08%	4.37%
48	45	44	44	45	46	53	41	48	73	46	79
20.35%	17.27%	14.06%	18.96%	17.20%	19.18%	22.00%	24.38%	24.34%	48.40%	23.39%	15.68%
\$ 3,193,841	\$ 304,884	\$ 439,822	\$ 1,168,422	\$ 445,209	\$ 4,583,668	\$ 5,035,652	\$ 1,027,436	\$ 5,656,264	\$ 461,218	\$ 947,141	\$ 12,033,805
\$ 3,627,702	\$ 822,071	\$ 816,239	\$ 1,529,049	\$ 622,356	\$ 6,924,048	\$ 7,205,744	\$ 3,651,151	\$ 6,933,300	\$ 14,626	\$ 66,752	\$ 4,624,272
\$ 6,821,544	\$ 1,126,955	\$ 1,256,060	\$ 2,697,472	\$ 1,067,566	\$ 11,507,715	\$ 12,241,396	\$ 4,678,587	\$ 12,589,565	\$ 475,843	\$ 1,013,893	\$ 16,658,078
2.26%	5.40%	1.13%	4.19%	2.37%	2.60%	1.68%	3.05%	1.73%	3.42%	1.03%	3.60%
-0.8	5.6	-2.2	1.7	33.9	7.5	-0.8	11.0	18.4	-3.3	8.7	9.6
\$ 13,301,435	\$ 1,062,646	\$ 7,246,222	\$ 6,298,335	\$ 12,271,887	\$ 6,027,271	\$ 32,447,355	\$ 24,923,198	\$ 50,521,731	\$ (159,669)	\$ 2,826,161	\$ 40,710,210
\$ (8,624,204)	\$ 593,595	\$ 7,265,899	\$ 1,908,026	\$ 24,256,939	\$ 503,997	\$ 18,374,007	\$ (426,347)	\$ 43,819,153	\$ (288,698)	\$ (4,372,697)	\$ 47,611,641
\$ 21,925,640	\$ 469,052	\$ (19,677)	\$ 4,390,309	\$ (11,985,052)	\$ 5,523,275	\$ 14,073,348	\$ 25,349,544	\$ 6,702,579	\$ 129,029	\$ 7,198,858	\$ (6,901,431)
6.5	4.9	(1.2)	8.0	(37.5)	1.0	1.6	16.2	1.2	0.9	6.5	(2.0)
6.5	4.9	(1.2)	8.0	(37.5)	1.0	1.6	16.2	1.2	0.9	7.1	(4.2)
5	-	7	2	(48)	(2)	1	(13)	(7)	(7)	(7)	(9)
-2.5	-1.4	-0.6	-2.5	6.8	-1.4	-1.9	-1.3	-0.2	-2.8	-3.9	-1.2
\$ 329,126	\$ (57,330)	\$ 173,280	\$ (13,802)	\$ 260,024	\$ (321,030)	\$ (1,829,708)	\$ (937,299)	\$ (7,066,438)	\$ (23,154)	\$ (506,194)	\$ (2,596,460)
\$ 510,469	\$ 35,848	\$ 465,042	\$ 269,021	\$ 618,310	\$ 1,163,803	\$ 535,211	\$ 1,909,773	\$ 2,611,181	\$ (7,922)	\$ 9,050	\$ (916,688)
\$ 839,595	\$ (21,482)	\$ 638,322	\$ 255,219	\$ 878,334	\$ 842,773	\$ (1,294,497)	\$ 972,474	\$ (4,455,257)	\$ (31,076)	\$ (497,144)	\$ (3,513,147)
0.3	-0.3	0.5	0.3	1.5	0.2	-0.2	0.6	-0.8	-0.1	-0.4	-1.3

Changepoint Psychiatric	Cobalt Rehabilitation Hospital	Cobre Valley Regional Medical Center	Copper Queen Community Hospital	Copper Springs Hospital	Cornerstone Hospital of Southeast Arizona	Dignity Health East Valley Rehabilitation Hospital	Flagstaff Medical Center	Florence Hospital at Anthem	Gilbert Hospital	Green Valley Hospital	The Guidance Center
70.0%		59.0%	33.0%		67.2%		66.0%	25.0%		39.0%	65.0%
\$ 4,438,744		\$ 43,727,195	\$ 26,083,401		10,363,798		\$ 401,961,000	\$ 23,147,778	\$ 30,905,275		\$ 4,139,637
\$ 4,980,698		\$ 41,634,257	\$ 23,220,067		12,682,820		\$ 355,003,000	\$ 21,314,864	\$ 28,196,120		\$ 3,975,098
\$ (541,954)		\$ 2,092,938	\$ 2,863,334		\$ (2,319,022)		\$ 46,958,000	\$ 1,832,914	\$ 2,709,155		\$ 164,539
-12.21%		4.79%	10.98%		-22.38%		11.68%	7.92%	8.77%		3.97%
-12.21%		5.55%	12.17%		-22.91%		10.37%	7.92%	8.77%		3.97%
45		73	50		147		59	118	63		156
90.28%		48.01%	29.48%		31.75%		35.10%	21.93%	24.45%		96.03%
\$ 245,646		\$ 1,294,119	\$ 570,287		\$ 302,402		\$ 13,006,270	\$ 1,144,129	\$ 1,936,536		\$ -
\$ -		\$ 24,784	\$ 341,135		\$ -		\$ 1,187,460	\$ 10,241	\$ 34,752		\$ -
\$ 245,646		\$ 1,318,902	\$ 911,421		\$ 454,225		\$ 14,193,730	\$ 1,154,370	\$ 1,971,288		\$ -
4.93%		3.17%	3.93%		3.58%		4.00%	5.42%	6.99%		0.00%
70.3%	40.4%	55.5%	31.6%	49.1%	68.4%	17.7%	63.3%	52.5%	47.3%	34.1%	
\$ 4,125,169	\$ 7,733,095	\$ 45,848,056	\$ 31,915,910	\$ 6,420,073	\$ 12,646,296	\$ 796,020	\$ 430,257,000	\$ 31,354,303	\$ 29,773,799	\$ 26,120,372	
\$ 4,299,270	\$ 12,224,654	\$ 44,941,834	\$ 26,376,152	\$ 8,913,116	\$ 13,474,516	\$ 2,682,177	\$ 369,166,000	\$ 29,280,328	\$ 30,173,996	\$ 35,255,457	
\$ (174,101)	\$ (4,491,558)	\$ 906,222	\$ 5,539,758	\$ (2,493,043)	\$ (828,220)	\$ (1,886,157)	\$ 61,091,000	\$ 2,051,584	\$ (600,761)	\$ (9,135,085)	
-4.22%	-58.08%	1.98%	17.36%	-38.83%	-6.55%	-236.95%	14.20%	6.54%	-2.02%	-34.97%	
-4.22%	-58.08%	2.34%	17.69%	-38.83%	-6.78%	-236.95%	12.98%	5.10%	-6.23%	-34.97%	
34	94	74	56	123	49	365	68	84	89	35	
85.33%	55.42%	47.22%	25.39%	54.24%	28.49%	104.45%	33.68%	20.20%	24.05%	38.89%	
\$ 186,959	\$ 192,675	\$ 1,255,702	\$ 719,186	\$ 164,921	\$ (117,029)	\$ 16,712	\$ 12,430,371	\$ 726,805	\$ 753,144	\$ 936,884	
\$ -	\$ -	\$ 31,716	\$ 369,430	\$ -	\$ -	\$ -	\$ 3,511,704	\$ 16,586	\$ 62,292	\$ -	
	\$ 192,675	\$ 1,287,418	\$ 1,088,616	\$ 164,921	\$ (117,029)	\$ 16,712	\$ 15,942,075	\$ 743,391	\$ 815,437	\$ 936,884	
	1.58%	2.86%	4.13%	1.85%	-0.87%	0.62%	4.32%	2.54%	2.70%	2.66%	
0.3		-3.5	-1.4		1.2		-2.7	27.5	8.3		
\$ (313,575)		\$ 2,120,861	\$ 5,832,509		\$ 2,282,498		\$ 28,296,000	\$ 8,206,525	\$ (1,131,476)		
\$ (681,428)		\$ 3,307,577	\$ 3,156,085		\$ 791,696		\$ 14,163,000	\$ 7,965,464	\$ 1,977,876		
\$ 367,853		\$ (1,186,716)	\$ 2,676,424		\$ 1,490,802		\$ 14,133,000	\$ 218,670	\$ (3,309,916)		
8.0		(2.8)	6.4		15.8		2.5	(1.4)	(10.8)		
8.0		(3.2)	5.5		16.1		2.6	(2.8)	(15.0)		
(11)		1	6		(98)		9	(34)	26		
-4.9		-0.8	-4.1		-3.3		-1.4	-1.7	-0.4		
\$ (58,687)		\$ (38,417)	\$ 148,899		\$ (419,431)		\$ (575,900)	\$ (417,323)	\$ (1,183,392)		
\$ -		\$ 6,932	\$ 28,296		\$ -		\$ 2,324,244	\$ 6,345	\$ 27,540		
\$ (245,646)		\$ (31,484)	\$ 177,195		\$ (571,254)		\$ 1,748,344	\$ (410,979)	\$ (1,155,852)		
-4.9		-0.3	0.2		-4.4		0.3	-2.9	-4.3		

Hacienda Children's Hospital	Havasu Regional Medical Center	Haven Senior Horizons	HealthSouth East Valley Rehabilitation Hospital	HealthSouth Rehabilitation Institute of Tucson	HealthSouth Rehabilitation Hospital of Southern Arizona	HealthSouth Scottsdale Rehabilitation Hospital	HealthSouth Valley of the Sun Rehabilitation Hospital	Holy Cross Hospital	HonorHealth Deer Valley Medical Center	HonorHealth John C. Lincoln Hospital	HonorHealth Rehabilitation Hospital
	51.0%	95.0%	93.0%	67.0%	59.0%	59.0%	57.0%	19.7%	72.0%	73.0%	80.0%
	\$ 188,432,000	\$ 8,865,896	\$ 26,687,525	\$ 25,459,535	\$ 15,924,331	\$ 18,228,988	\$ 20,632,560	\$ 24,574,969	\$ 255,449,362	\$ 291,716,994	\$ 20,083,761
	\$ 136,025,000	\$ 7,414,675	\$ 20,144,024	\$ 20,226,326	\$ 14,070,792	\$ 15,271,600	\$ 17,723,387	\$ 23,009,693	\$ 234,909,212	\$ 292,468,218	\$ 19,363,262
	\$ 52,407,000	\$ 1,451,221	\$ 6,543,501	\$ 5,233,209	\$ 1,853,539	\$ 2,957,388	\$ 2,909,173	\$ 1,565,276	\$ 20,540,150	\$ (751,224)	\$ 720,499
	27.81%	16.37%	24.52%	20.56%	11.64%	16.22%	14.10%	6.37%	8.04%	-0.26%	3.59%
	18.31%	16.37%	12.32%	20.56%	6.89%	11.80%	8.51%	6.40%	8.97%	1.05%	3.59%
	61	69	32	58	23	49	57	42	60	65	39
	15.32%	60.66%	46.75%	47.59%	50.68%	54.81%	50.45%	24.21%	17.36%	19.03%	50.03%
	\$ 2,047,038	\$ 176,794	\$ 98,405	\$ 143,668	\$ 95,408	\$ 118,663	\$ 112,676	\$ 373,875	\$ 6,326,369	\$ 8,463,963	\$ 95,856
	\$ (38,751)	\$ 7,885	\$ -	\$ 49,056	\$ 13,174	\$ 28,417	\$ 64,108	\$ 366,609	\$ 5,415,292	\$ 4,757,786	\$ 186,191
	\$ 2,008,287	\$ 184,679	\$ 98,405	\$ 192,723	\$ 108,582	\$ 147,080	\$ 176,784	\$ 740,483	\$ 11,741,661	\$ 13,221,749	\$ 282,047
	1.48%	2.49%	0.49%	0.95%	0.77%	0.96%	1.00%	3.22%	5.00%	4.52%	1.46%
	11.1%	45.3%	81.0%	95.5%	64.1%	56.1%	60.2%	95.5%	25.5%	64.7%	70.6%
\$ 595,004	\$ 196,975,000	\$ 11,676,711	\$ 27,977,953	\$ 24,365,741	\$ 15,889,163	\$ 18,819,537	\$ 27,977,953	\$ 25,297,277	\$ 272,909,400	\$ 296,480,824	\$ 19,075,817
\$ 2,863,649	\$ 139,869,000	\$ 9,851,207	\$ 20,935,862	\$ 19,099,476	\$ 14,295,439	\$ 17,007,430	\$ 20,935,862	\$ 22,860,477	\$ 253,703,986	\$ 302,062,919	\$ 18,929,406
\$ (2,268,645)	\$ 57,106,000	\$ 1,825,503	\$ 7,042,091	\$ 5,266,265	\$ 1,593,724	\$ 1,812,107	\$ 7,042,091	\$ 2,436,800	\$ 19,205,414	\$ (5,582,095)	\$ 146,411
-381.28%	28.99%	15.63%	25.17%	21.61%	10.03%	9.63%	25.17%	9.63%	7.04%	-1.88%	0.77%
1873.52%	19.04%	15.63%	12.90%	21.61%	5.30%	5.89%	12.90%	7.67%	7.04%	-1.88%	0.77%
193	52	52	37	64	34	41	37	117	62	75	58
58.69%	13.96%	59.16%	47.32%	46.43%	52.65%	57.76%	47.32%	20.51%	16.89%	18.22%	49.61%
\$ -	\$ 1,812,985	\$ 212,513	\$ 40,842	\$ 130,446	\$ 116,609	\$ 143,228	\$ 40,842	\$ 263,729	\$ 4,173,136	\$ 5,588,434	\$ 187,004
\$ -	\$ 1,396	\$ 17,691	\$ -	\$ 74,566	\$ -	\$ 1,210	\$ -	\$ 804	\$ 4,253,551	\$ 3,366,815	\$ 268,797
\$ -	\$ 1,814,381	\$ 230,203	\$ 205,012	\$ 116,609	\$ 116,609	\$ 144,438	\$ 40,842	\$ 264,533	\$ 8,426,687	\$ 8,955,250	\$ 455,801
0.00%	1.30%	2.34%		1.07%	0.82%	0.85%	0.20%	1.16%	3.32%	2.96%	2.41%
	-5.7	-14.0		-2.9	-2.9	1.2	38.5	5.9	-7.3	-8.3	-9.4
	\$ 8,543,000	\$ 2,810,815	\$ (1,093,794)	\$ (35,168)	\$ 590,549	\$ 7,345,393	\$ 722,308	\$ 17,460,038	\$ 4,763,830	\$ (1,007,944)	
	\$ 3,844,000	\$ 2,436,532	\$ (1,126,850)	\$ 224,647	\$ 1,735,830	\$ 3,212,475	\$ (149,216)	\$ 18,794,774	\$ 9,594,701	\$ (433,856)	
	\$ 4,699,000	\$ 374,282	\$ 33,056	\$ (259,815)	\$ (1,145,281)	\$ 4,132,918	\$ 871,524	\$ (1,334,736)	\$ (4,830,871)	\$ (574,088)	
	1.2	(0.7)		1.1	(1.6)	(6.6)	11.1	3.3	(1.0)	(1.6)	(2.8)
	0.7	(0.7)		1.1	(1.6)	(5.9)	4.4	1.3	(1.9)	(2.9)	(2.8)
	(9)	(17)		6	11	(8)	(20)	75	2	10	19
	-1.4	-1.5		-1.2	2.0	3.0	-3.1	-3.7	-0.5	-0.8	-0.4
	\$ (234,052)	\$ 35,718	\$ (13,222)	\$ 21,201	\$ 24,566	\$ (71,835)	\$ (110,146)	\$ (2,153,233)	\$ (2,875,529)	\$ 91,147	
	\$ 40,146	\$ 9,806	\$ 25,510	\$ (13,174)	\$ (27,208)	\$ (64,108)	\$ (365,805)	\$ (1,161,742)	\$ (1,390,971)	\$ 82,606	
	\$ (193,906)	\$ 45,524	\$ 12,288	\$ 8,027	\$ (2,642)	\$ (135,942)	\$ (475,950)	\$ (3,314,975)	\$ (4,266,500)	\$ 173,754	
	-0.2	-0.2		0.1	0.0	-0.1	-0.8	-2.1	-1.7	-1.6	1.0

HonorHealth Scottsdale Osborn Medical Center	HonorHealth Scottsdale Shea Medical Center	HonorHealth Scottsdale Thompson Peak Medical Center	Kindred Hospital Arizona - Northwest Phoenix	Kindred Hospital Arizona - Phoenix	Kindred Hospital - Tucson	Kingman Regional Medical Center	La Paz Regional Hospital, Inc.	Little Colorado Medical Center	Los Niños Hospital	Maricopa Medical Center	Mayo Clinic Arizona
60.1%	61.0%	56.0%	45.0%	42.0%	61.0%	68.9%	39.0%	44.0%	27.0%	70.0%	68.0%
337,329,848	\$ 446,237,489	\$ 130,846,100	\$ 15,513,122	\$ 15,508,077	\$ 15,786,013	258,955,727	\$ 24,273,364	\$ 27,739,120	\$ 14,018,599	\$ 397,111,055	\$ 1,135,001,323
327,516,544	\$ 423,084,286	\$ 120,525,015	\$ 16,073,132	\$ 17,910,171	\$ 16,685,950	246,456,450	\$ 23,947,166	\$ 28,789,047	\$ 11,823,500	\$ 510,663,795	\$ 1,057,090,876
\$ 9,813,304	\$ 23,153,203	\$ 10,321,085	\$ (560,010)	\$ (2,402,094)	\$ (899,937)	\$ 12,499,277	\$ 326,198	\$ (1,049,927)	\$ 2,195,099	\$ (113,552,740)	\$ 77,910,447
2.91%	5.19%	7.89%	-3.61%	-15.49%	-5.70%	4.83%	1.34%	-3.79%	15.66%	-28.59%	6.86%
2.91%	5.19%	7.89%	-2.23%	-10.54%	-3.04%	8.32%	1.70%	-2.17%	13.87%	-8.77%	6.95%
82	43	69	74	97	90	64	45	61	50	118	139
18.79%	19.85%	19.52%	30.84%	33.27%	33.13%	22.53%	36.33%	27.68%	47.68%	25.47%	50.73%
\$ 6,064,175	\$ 6,064,175	\$ 712,986	\$ -	\$ -	\$ 34,989	\$ 4,106,111	\$ 655,253	\$ 1,191,979	\$ 17,869	\$ 17,552,936	\$ 9,614,252
\$ 4,860,520	\$ 2,149,098	\$ 724,886	\$ -	\$ -	\$ -	\$ 1,388,172	\$ 128,055	\$ 169,711	\$ -	\$ 58,433,324	\$ 6,972,943
\$ 10,924,695	\$ 8,213,273	\$ 1,437,872	\$ -	\$ -	\$ 34,989	\$ 5,494,282	\$ 783,308	\$ 1,361,690	\$ 17,869	\$ 75,986,260	\$ 16,587,195
3.34%	1.94%	1.19%	0.00%	0.00%	0.21%	2.23%	3.27%	4.73%	0.15%	14.88%	1.57%
53.2%	49.8%	59.8%	32.6%	31.8%	45.7%	72.1%	40.6%	39.5%	16.9%	68.8%	74.2%
342,492,360	\$ 454,735,562	\$ 144,130,817	\$ 11,047,589	\$ 12,822,058	\$ 12,246,419	281,389,240	\$ 23,966,612	\$ 29,375,235	\$ 11,827,399	\$ 428,037,209	\$ 1,278,598,004
330,580,688	\$ 455,892,843	\$ 139,701,691	\$ 11,496,821	\$ 13,239,397	\$ 12,452,330	273,039,439	\$ 23,310,378	\$ 28,128,950	\$ 12,690,002	\$ 505,682,523	\$ 1,204,011,228
\$ 11,911,672	\$ (1,157,280)	\$ 4,429,126	\$ (449,232)	\$ (417,339)	\$ (205,911)	\$ 8,349,801	\$ 656,234	\$ 1,246,285	\$ (862,603)	\$ (77,645,314)	\$ 74,586,776
3.48%	-0.25%	3.07%	-4.07%	-3.25%	-1.68%	2.97%	2.74%	4.24%	-7.29%	-18.14%	5.83%
3.48%	-0.25%	3.07%	-2.52%	-2.21%	-1.04%	3.69%	6.20%	5.61%	-143.23%	5.25%	6.02%
65	60	52	76	72	73	74	50	67	42	116	120
18.58%	20.25%	19.18%	29.65%	30.09%	31.16%	22.60%	32.75%	24.45%	55.57%	23.87%	50.05%
\$ 8,703,464	\$ 3,582,303	\$ 1,062,004	\$ -	\$ -	\$ -	\$ 3,400,412	\$ 805,894	\$ 760,149	\$ -	\$ 17,575,254	\$ 11,727,368
\$ 5,738,950	\$ 1,841,421	\$ 737,325	\$ -	\$ -	\$ -	\$ 1,402,263	\$ 97,280	\$ 141,561	\$ -	\$ 41,295,720	\$ 6,985,569
\$ 14,442,414	\$ 5,423,724	\$ 1,799,329	\$ -	\$ -	\$ -	\$ 4,802,675	\$ 903,174	\$ 901,710	\$ -	\$ 58,870,974	\$ 18,712,937
4.37%	1.19%	1.29%	0.00%	0.00%	0.00%	1.76%	3.87%	3.21%	0.00%	11.64%	1.55%
-6.9	-11.2	3.8	-12.4	-10.2	-15.3	3.2	1.6	-4.5	-10.1	-1.2	6.2
\$ 5,162,512	\$ 8,498,073	\$ 13,284,717	\$ (4,465,533)	\$ (2,686,019)	\$ (3,539,594)	\$ 22,433,513	\$ (306,752)	\$ 1,636,115	\$ (2,191,200)	\$ 30,926,154	\$ 143,596,681
\$ 3,064,144	\$ 32,808,557	\$ 19,176,676	\$ (4,576,311)	\$ (4,670,774)	\$ (4,233,620)	\$ 26,582,989	\$ (636,788)	\$ (660,097)	\$ 866,502	\$ (4,981,272)	\$ 146,920,352
\$ 2,098,368	\$ (24,310,483)	\$ (5,891,959)	\$ 110,778	\$ 1,984,755	\$ 694,026	\$ (4,149,476)	\$ 330,036	\$ 2,296,212	\$ (3,057,702)	\$ 35,907,426	\$ (3,323,671)
0.6	(5.4)	(4.8)	(0.5)	12.2	4.0	(1.9)	1.4	8.0	(23.0)	10.5	(1.0)
0.6	(5.4)	(4.8)	(0.3)	8.3	2.0	(4.6)	4.5	7.8	(157.1)	14.0	(0.9)
(17)	17	(17)	2	(25)	(17)	10	5	6	(8)	(2)	(19)
-0.2	0.4	-0.3	-1.2	-3.2	-2.0	0.1	-3.6	-3.2	7.9	-1.6	-0.7
\$ 2,639,289	\$ (2,481,872)	\$ 349,018	\$ -	\$ -	\$ (34,989)	\$ (705,699)	\$ 150,641	\$ (431,830)	\$ (17,869)	\$ 22,318	\$ 2,113,117
\$ 878,430	\$ (307,678)	\$ 12,439	\$ -	\$ -	\$ -	\$ 14,091	\$ (30,774)	\$ (28,150)	\$ -	\$ (17,137,603)	\$ 12,626
\$ 3,517,719	\$ (2,789,550)	\$ 361,457	\$ -	\$ -	\$ (34,989)	\$ (691,608)	\$ 119,866	\$ (459,980)	\$ (17,869)	\$ (17,115,286)	\$ 2,125,742
1.0	-0.8	0.1	0.0	0.0	-0.2	-0.5	0.6	-1.5	-0.2	-3.2	0.0

Mercy Gilbert Medical Center	Mountain Valley Regional Rehabilitation Hospital	Mountain Vista Medical Center	Mt. Graham Regional Medical Center	Northern Cochise Community Hospital	Northwest Medical Center	Oasis Behavioral Health Hospital	OASIS Hospital	Oro Valley Hospital	Page Hospital	Palo Verde Behavioral Health	Phoenix Children's Hospital
68.0%	85.0%	59.0%	25.0%	21.0%	61.0%	97.0%	34.1%	42.0%	10.0%	49.0%	62.5%
\$ 250,935,411	\$ 18,848,980	\$ 149,430,000	\$ 61,228,288	\$ 17,348,234	\$ 279,720,538	\$ 20,821,975	\$ 65,133,796	\$ 99,898,005	\$ 17,219,762	\$ 12,349,494	\$ 772,312,826
\$ 233,136,890	\$ 15,325,147	\$ 145,955,000	\$ 57,738,656	\$ 17,286,729	\$ 273,858,929	\$ 14,514,327	\$ 64,139,874	\$ 99,708,918	\$ 12,978,501	\$ 13,551,207	\$ 744,650,140
\$ 17,798,521	\$ 3,523,833	\$ 3,475,000	\$ 3,489,632	\$ 61,505	\$ 5,861,609	\$ 6,307,648	\$ 993,922	\$ 189,087	\$ 4,241,261	\$ (1,201,713)	\$ 27,662,686
7.09%	18.70%	2.33%	5.70%	0.35%	2.10%	30.29%	1.53%	0.19%	24.63%	-9.73%	3.58%
7.12%	18.70%	2.37%	6.81%	0.36%	2.10%	18.18%	1.53%	0.19%	24.63%	-27.61%	2.42%
78	42	54	33	62	50	45	91	48	45	67	43
16.88%	55.75%	15.17%	41.08%	42.36%	15.11%	42.59%	35.22%	14.97%	33.90%	39.49%	35.13%
\$ 6,863,895	\$ -	\$ 2,143,428	\$ 1,673,215	\$ 601,491	\$ 3,215,603	\$ 229,951	\$ 329,086	\$ 792,696	\$ 507,199	\$ 284,795	\$ 8,182,654
\$ 2,575,544	\$ 492	\$ 38,982	\$ 376,190	\$ 7,625	\$ 40,316	\$ 28,491	\$ 111,108	\$ 1,873	\$ 209,522	\$ 85,975	\$ 12,280,913
\$ 9,439,439	\$ 492	\$ 2,182,411	\$ 2,049,404	\$ 609,116	\$ 3,255,919	\$ 258,442	\$ 440,194	\$ 794,569	\$ 716,721	\$ 370,770	\$ 20,463,567
4.05%	0.00%	1.50%	3.55%	3.52%	1.19%	1.78%	0.69%	0.80%	5.52%	2.74%	2.75%
75.6%	79.9%	57.0%	21.5%	24.2%	61.0%	62.6%	38.2%	44.0%	10.6%	65.1%	64.7%
\$ 271,684,021	\$ 21,226,269	\$ 147,119,000	\$ 57,076,798	\$ 17,197,467	\$ 326,929,807	\$ 23,266,646	\$ 71,308,775	\$ 106,439,454	\$ 17,941,874	\$ 18,086,388	\$ 808,145,790
\$ 255,528,419	\$ 16,819,680	\$ 149,287,000	\$ 55,662,380	\$ 16,276,265	\$ 294,808,008	\$ 15,106,102	\$ 69,191,982	\$ 77,914,108	\$ 14,249,923	\$ 16,687,263	\$ 776,247,278
\$ 16,155,603	\$ 4,406,589	\$ (2,168,000)	\$ 1,414,418	\$ 921,202	\$ 32,121,799	\$ 8,160,544	\$ 2,116,793	\$ 28,525,346	\$ 3,691,951	\$ 1,399,125	\$ 31,898,512
5.95%	20.76%	-1.47%	2.48%	5.36%	9.83%	35.07%	2.97%	26.80%	20.58%	7.74%	3.95%
6.01%	20.76%	-1.47%	4.68%	5.18%	9.83%	35.07%	3.34%	26.80%	20.58%	-6.26%	8.91%
71	49	56	36	48	45	53	58	41	45	52	44
16.47%	59.21%	15.80%	41.18%	41.83%	13.18%	41.57%	30.19%	10.25%	35.04%	35.50%	34.37%
\$ 4,785,405	\$ -	\$ 1,720,492	\$ 1,238,772	\$ 774,120	\$ 1,999,530	\$ 141,346	\$ 460,474	\$ 548,332	\$ 455,002	\$ 142,252	\$ 6,285,448
\$ 1,300,248	\$ 5,119	\$ 17,854	\$ 294,401	\$ 15,059	\$ 38,172	\$ 16,109	\$ 17,840	\$ 387	\$ 243,761	\$ 86,566	\$ 18,959,725
\$ 6,085,653	\$ 5,119	\$ 1,738,346	\$ 1,533,173	\$ 789,179	\$ 2,037,702	\$ 157,456	\$ 478,314	\$ 548,719	\$ 698,763	\$ 228,818	\$ 25,245,173
2.38%	0.03%	1.16%	2.75%	4.85%	0.69%	1.04%	0.69%	0.70%	4.90%	1.37%	3.25%
7.6	-5.1	-2.0	-3.5	3.2	0.0	-34.4	4.1	2.0	0.6	16.1	2.2
\$ 20,748,610	\$ 2,377,289	\$ (2,311,000)	\$ (4,151,490)	\$ (150,767)	\$ 47,209,269	\$ 2,444,671	\$ 6,174,979	\$ 6,541,449	\$ 722,112	\$ 5,736,894	\$ 35,832,964
\$ 22,391,529	\$ 1,494,533	\$ 3,332,000	\$ (2,076,276)	\$ (1,010,464)	\$ 20,949,079	\$ 591,775	\$ 5,052,108	\$ (21,794,810)	\$ 1,271,422	\$ 3,136,056	\$ 31,597,138
\$ (1,642,918)	\$ 882,756	\$ (5,643,000)	\$ (2,075,214)	\$ 859,697	\$ 26,260,190	\$ 1,852,896	\$ 1,122,871	\$ 28,336,259	\$ (549,310)	\$ 2,600,838	\$ 4,235,826
(1.1)	2.1	(3.8)	(3.2)	5.0	7.7	4.8	1.4	26.6	(4.1)	17.5	0.4
(1.1)	2.1	(3.8)	(2.1)	4.8	7.7	16.9	1.8	26.6	(4.1)	21.4	6.5
(7)	7	2	3	(14)	(5)	8	(33)	(7)	-	(15)	1
-0.4	3.5	0.6	0.1	-0.5	-1.9	-1.0	-5.0	-4.7	1.1	-4.0	-0.8
\$ (2,078,489)	\$ -	\$ (422,936)	\$ (434,443)	\$ 172,629	\$ (1,216,073)	\$ (88,604)	\$ 131,389	\$ (244,364)	\$ (52,197)	\$ (142,543)	\$ (1,897,206)
\$ (1,275,296)	\$ 4,627	\$ (21,128)	\$ (81,788)	\$ 7,434	\$ (2,144)	\$ (12,382)	\$ (93,268)	\$ (1,486)	\$ 34,239	\$ 591	\$ 6,678,813
\$ (3,353,786)	\$ 4,627	\$ (444,064)	\$ (516,231)	\$ 180,063	\$ (1,218,217)	\$ (100,986)	\$ 38,120	\$ (245,849)	\$ (17,957)	\$ (141,952)	\$ 4,781,606
-1.7	0.0	-0.3	-0.8	1.3	-0.5	-0.7	0.0	-0.1	-0.6	-1.4	0.5

Promise Hospital	Quail Run Behavioral Health	Scottsdale Liberty Hospital	Select Specialty Hospital - Phoenix	Select Specialty Hospital - Phoenix Downtown	Select Specialty Hospital Scottsdale	Sonora Behavioral Health Hospital	St. Joseph's Hospital (Tucson)	St. Joseph's Hospital Medical Center	St. Joseph's Westgate Medical Center	St. Luke's Behavioral Hospital	St. Luke's Medical Center
83.0%	52.7%	0.0%	80.0%	68.0%	66.0%	86.0%	44.3%	71.0%	24.0%	100.0%	43.0%
\$ 22,511,688	\$ 10,095,485	\$ 2,282,771	\$ 22,660,420	\$ 12,761,964	\$ 11,008,836	\$ 20,461,387	\$ 234,051,977	\$ 957,950,403	\$ 17,475,716	\$ 38,786,000	\$ 110,806,000
\$ 22,114,034	\$ 12,374,587	\$ 8,744,696	\$ 22,387,272	\$ 13,537,050	\$ 11,857,151	\$ 15,538,186	\$ 256,282,244	\$ 958,003,090	\$ 25,453,136	\$ 31,575,000	\$ 107,796,000
\$ 397,654	\$ (2,279,102)	\$ (6,461,925)	\$ 273,148	\$ (775,086)	\$ (848,315)	\$ 4,923,201	\$ (22,230,267)	\$ (52,687)	\$ (7,977,420)	\$ 7,211,000	\$ 3,010,000
1.77%	-22.58%	-283.07%	1.21%	-6.07%	-7.71%	24.06%	-9.50%	-0.01%	-45.65%	18.59%	2.72%
1.77%	-22.58%	-228.27%	0.80%	-3.72%	-5.00%	24.06%	-9.47%	0.22%	-45.65%	18.59%	2.72%
76	106	138	82	93	65	72	51	70	0	71	62
28.68%	43.19%	89.94%	33.44%	33.50%	38.19%	43.84%	22.89%	28.41%	25.15%	22.50%	17.78%
\$ 93,005	\$ 353,249	\$ -	\$ 111,967	\$ 54,218	\$ 26,936	\$ 371,141	\$ 2,075,327	\$ 14,148,085	\$ 1,701,731	\$ 471,171	\$ 1,480,164
\$ -	\$ 23,593	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,944,215	\$ 23,959,678	\$ 1,139,243	\$ 192,384	\$ 93,688
\$ 93,005	\$ 376,842	\$ -	\$ 111,967	\$ 54,218	\$ 26,936	\$ 371,141	\$ 4,019,542	\$ 38,107,763	\$ 2,840,974	\$ 663,555	\$ 1,573,852
0.42%	3.05%	0.00%	0.50%	0.40%	0.23%	2.39%	1.57%	3.98%	11.16%	2.10%	1.46%
76.4%	86.7%	6.2%	79.9%	67.5%	59.9%	41.0%	39.3%	78.4%	32.8%	100.6%	40.4%
\$ 21,771,971	\$ 24,713,939	\$ 14,448,679	\$ 26,270,835	\$ 13,900,757	\$ 7,579,397	\$ 19,755,557	\$ 234,966,682	\$ 1,035,181,996	\$ 29,315,711	\$ 39,071,000	\$ 123,211,000
\$ 22,106,663	\$ 16,724,276	\$ 14,777,397	\$ 24,120,112	\$ 14,361,262	\$ 7,787,199	\$ 18,474,331	\$ 225,864,514	\$ 1,065,910,944	\$ 32,254,811	\$ 51,507,000	\$ 132,941,000
\$ (334,692)	\$ 7,989,663	\$ (331,604)	\$ 2,150,723	\$ (460,505)	\$ (207,802)	\$ 1,281,226	\$ 9,102,168	\$ (30,728,948)	\$ (2,939,100)	\$ (12,436,000)	\$ (9,730,000)
-1.54%	32.33%	-2.30%	8.19%	-3.31%	-2.74%	6.49%	3.87%	-2.97%	-10.03%	-31.83%	-7.90%
-1.54%	32.33%	-2.28%	5.47%	-3.04%	-1.46%	6.49%	1.81%	-3.00%	-10.03%	-31.83%	-7.90%
82	44	143	72	84	12	65	95	76	76	63	59
26.37%	25.91%	102.28%	30.32%	32.57%	38.58%	56.54%	18.28%	28.72%	20.75%	36.64%	20.73%
\$ 16,315	\$ 131,431	\$ -	\$ 100,476	\$ 90,507	\$ 30,896	\$ 245,633	\$ 969,564	\$ 19,179,060	\$ 1,840,247	\$ 316,576	\$ 1,420,072
\$ -	\$ 56,889	\$ -	\$ 73,505	\$ 13,566	\$ -	\$ -	\$ 138,535	\$ 16,128,989	\$ 916,833	\$ 341,858	\$ 4,767
\$ 16,315	\$ 188,320	\$ -	\$ 173,981	\$ 104,072	\$ 30,896	\$ 245,633	\$ 1,108,099	\$ 35,308,049	\$ 2,757,081	\$ 658,434	\$ 1,424,839
0.07%	1.13%	0.00%	0.72%	0.72%	0.40%	1.33%	0.49%	3.31%	8.55%	1.28%	1.07%
-6.6	34.0	6.2	-0.1	-0.5	-6.1	-45.0	-5.0	7.4	8.8	0.6	-2.6
\$ (739,717)	\$ 14,618,454	\$ 12,165,908	\$ 3,610,415	\$ 1,138,793	\$ (3,429,439)	\$ (705,830)	\$ 914,705	\$ 77,231,593	\$ 11,839,995	\$ 285,000	\$ 12,405,000
\$ (7,371)	\$ 4,349,689	\$ 6,032,700	\$ 1,732,840	\$ 824,212	\$ (4,069,952)	\$ 2,936,145	\$ (30,417,730)	\$ 107,907,854	\$ 6,801,675	\$ 19,932,000	\$ 25,145,000
\$ (732,346)	\$ 10,268,765	\$ 6,130,321	\$ 1,877,575	\$ 314,581	\$ 640,513	\$ (3,641,975)	\$ 31,332,435	\$ (30,676,261)	\$ 5,038,320	\$ (19,647,000)	\$ (12,740,000)
(3.3)	54.9	280.8	7.0	2.8	5.0	(17.6)	13.4	(3.0)	35.6	(50.4)	(10.6)
(3.3)	54.9	226.0	4.7	0.7	3.5	(17.6)	11.3	(3.2)	35.6	(50.4)	(10.6)
6	(62)	5	(10)	(9)	(53)	(7)	44	6	76	(8)	(3)
-2.3	-17.3	12.3	-3.1	-0.9	0.4	12.7	-4.6	0.3	-4.4	14.1	3.0
\$ (76,690)	\$ (221,817)	\$ -	\$ (11,491)	\$ 36,288	\$ 3,960	\$ (125,508)	\$ (1,105,763)	\$ 5,030,975	\$ 138,516	\$ (154,595)	\$ (60,092)
\$ -	\$ 33,296	\$ -	\$ 73,505	\$ 13,566	\$ -	\$ -	\$ (1,805,680)	\$ (7,830,689)	\$ (222,410)	\$ 149,475	\$ (88,921)
\$ (76,690)	\$ (188,522)	\$ -	\$ 62,014	\$ 49,854	\$ 3,960	\$ (125,508)	\$ (2,911,443)	\$ (2,799,714)	\$ (83,894)	\$ (5,121)	\$ (149,013)
-0.3	-1.9	0.0	0.2	0.3	0.2	-1.1	-1.1	-0.7	-2.6	-0.8	-0.4

St. Mary's Hospital & Health Care Center	Summit Healthcare Association	Surgical Specialty Hospital of Arizona	Tempe St. Luke's Hospital	TMC Geropsychiatric Center at Handmaker	Tucson Medical Center	Valley Hospital	Valley View Medical Center	Verde Valley Medical Center	Western Arizona	White Mountain Communities Hospital	Wickenburg Community Hospital
42.6%	39.0%		31.0%	60.9%	71.0%	90.0%	28.0%	49.0%	47.0%	20.2%	37.0%
\$ 197,216,704	\$ 158,281,934		\$ 42,341,000	\$ 2,216,137	\$ 487,478,715	\$ 34,234,798	\$ 50,014,000	\$ 143,790,000	\$ 108,808,891	\$ 16,805,612	\$ 26,405,930
\$ 199,097,432	\$ 149,368,882		\$ 45,149,000	\$ 2,395,714	\$ 482,744,000	\$ 24,850,267	\$ 55,049,000	\$ 127,683,000	\$ 74,658,929	\$ 17,186,784	\$ 25,321,734
\$ (1,880,728)	\$ 8,913,052		\$ (2,808,000)	\$ (179,577)	\$ 4,734,715	\$ 9,384,531	\$ (5,035,000)	\$ 16,107,000	\$ 34,149,962	\$ (381,172)	\$ 1,084,196
-0.95%	5.63%		-6.63%	-8.10%	0.97%	27.41%	-10.07%	11.20%	31.39%	-2.27%	4.11%
-0.93%	4.57%		-6.63%	-8.10%	0.67%	27.41%	-6.47%	0.92%	32.45%	-0.98%	4.67%
56	73		83	66	51	48	65	52	75	69	77
20.70%	30.38%		16.61%	35.27%	26.83%	25.57%	14.97%	23.58%	7.37%	53.00%	47.59%
\$ 1,398,233	\$ 3,941,941		\$ 1,989,009	\$ -	\$ 4,989,773	\$ 175,234	\$ 1,210,381	\$ 4,088,529	\$ 1,172,932	\$ 621,959	\$ 995,124
\$ 2,116,369	\$ 788,440		\$ 62,961	\$ -	\$ 3,072,331	\$ 6,122	\$ 150	\$ 1,009,098	\$ 105,748	\$ 11,129	\$ 103,668
\$ 3,514,602	\$ 4,730,381		\$ 2,051,971	\$ -	\$ 8,062,104	\$ 181,356	\$ 1,210,531	\$ 5,097,626	\$ 1,278,680	\$ 633,089	\$ 1,098,792
1.77%	3.17%		4.54%	0.00%	1.67%	0.73%	2.20%	3.99%	1.71%	3.68%	4.34%
42.5%	40.1%	12.7%	27.5%	74.2%	73.4%	88.0%	28.2%	45.6%	49.7%	22.1%	26.7%
\$ 195,156,716	\$ 161,597,618	\$ 26,390,078	\$ 43,129,000	\$ 3,168,384	\$ 507,962,022	\$ 36,147,100	\$ 48,389,000	\$ 143,971,000	\$ 109,193,015	\$ 16,483,752	\$ 27,751,921
\$ 190,267,727	\$ 160,223,821	\$ 28,475,473	\$ 49,057,000	\$ 2,546,137	\$ 488,560,579	\$ 25,475,739	\$ 51,665,000	\$ 122,143,000	\$ 90,719,488	\$ 17,391,382	\$ 30,679,053
\$ 4,888,989	\$ 1,373,797	\$ (2,085,394)	\$ (5,928,000)	\$ 622,247	\$ 19,401,443	\$ 10,671,361	\$ (3,276,000)	\$ 21,828,000	\$ 18,473,527	\$ (907,630)	\$ (2,927,132)
2.51%	0.85%	-7.90%	-13.74%	19.64%	3.82%	29.52%	-6.77%	15.16%	16.92%	-5.51%	-10.55%
0.40%	1.62%	-7.88%	-13.74%	19.64%	5.90%	29.52%	-4.29%	12.78%	16.92%	-3.98%	-1.42%
109	71	66	77	68	47	40	56	52	76	74	75
17.38%	29.50%	39.37%	18.13%	28.16%	24.80%	26.55%	12.60%	21.76%	8.69%	48.42%	48.60%
\$ 867,094	\$ 3,436,021	\$ 297,072	\$ 2,139,811	\$ -	\$ 5,907,764	\$ 188,661	\$ 1,136,958	\$ 3,406,559	\$ 1,147,900	\$ 801,902	\$ 1,226,339
\$ 85,092	\$ 591,533	\$ -	\$ 19,583	\$ -	\$ 2,136,385	\$ 7,603	\$ -	\$ 1,797,727	\$ 74,783	\$ 19,789	\$ 126,385
\$ 952,186	\$ 4,027,554	\$ 297,072	\$ 2,159,394	\$ -	\$ 8,044,149	\$ 196,264	\$ 1,136,958	\$ 5,204,286	\$ 1,222,683	\$ 821,691	\$ 1,352,724
0.50%	2.51%	1.04%	4.40%	0.00%	1.65%	0.77%	2.20%	4.26%	1.35%	4.72%	4.41%
-0.1	1.1		-3.5	13.3	2.4	-2.0	0.2	-3.4	2.7	1.9	-10.3
\$ (2,059,988)	\$ 3,315,684		\$ 788,000	\$ 952,247	\$ 20,483,307	\$ 1,912,302	\$ (1,625,000)	\$ 181,000	\$ 384,124	\$ (321,860)	\$ 1,345,991
\$ (8,829,705)	\$ 10,854,939		\$ 3,908,000	\$ 150,423	\$ 5,816,579	\$ 625,472	\$ (3,384,000)	\$ (5,540,000)	\$ 16,060,559	\$ 204,598	\$ 5,357,319
\$ 6,769,716	\$ (7,539,255)		\$ (3,120,000)	\$ 801,824	\$ 14,666,728	\$ 1,286,830	\$ 1,759,000	\$ 5,721,000	\$ (15,676,435)	\$ (526,458)	\$ (4,011,328)
3.5	(4.8)		(7.1)	27.7	2.8	2.1	3.3	4.0	(14.5)	(3.2)	(14.7)
1.3	(2.9)		(7.1)	27.7	5.2	2.1	2.2	11.9	(15.5)	(3.0)	(6.1)
53	(2)		(6)	2	(4)	(8)	(9)	-	1	5	(2)
-3.3	-0.9		1.5	-7.1	-2.0	1.0	-2.4	-1.8	1.3	-4.6	1.0
\$ (531,139)	\$ (505,920)		\$ 150,802	\$ -	\$ 917,991	\$ 13,427	\$ (73,423)	\$ (681,970)	\$ (25,032)	\$ 179,943	\$ 231,215
\$ (2,031,277)	\$ (196,907)		\$ (43,378)	\$ -	\$ (935,946)	\$ 1,481	\$ (150)	\$ 788,629	\$ (30,965)	\$ 8,659	\$ 22,717
\$ (2,562,416)	\$ (702,827)		\$ 107,424	\$ -	\$ (17,955)	\$ 14,908	\$ (73,573)	\$ 106,659	\$ (55,997)	\$ 188,602	\$ 253,932
-1.3	-0.7		-0.1	0.0	0.0	0.0	0.0	0.3	-0.4	1.0	0.1

Windhaven Psychiatric Hospital	Yavapai Regional Medical Center	Yavapai Regional Medical Center - East	Yuma Regional Medical Center	Yuma Rehabilitation Hospital
84.0%	48.0%	37.0%	50.0%	92.0%
\$ 4,393,233	\$ 153,615,698	\$ 111,541,069	\$ 371,381,025	\$ 19,567,366
\$ 4,497,850	\$ 182,954,982	\$ 52,832,980	\$ 349,723,146	\$ 12,459,279
\$ (104,617)	\$ (29,339,284)	\$ 58,708,089	\$ 21,657,879	\$ 7,108,087
-2.38%	-19.10%	52.63%	5.83%	36.33%
-2.38%	-19.17%	52.63%	3.70%	36.33%
68	49	32	42	37
101.12%	31.65%	16.01%	25.83%	45.81%
\$ -	\$ 4,158,370	\$ 1,047,408	\$ 2,155,943	\$ 168,677
\$ 55,297	\$ 1,831,311	\$ 825,995	\$ 8,833,061	\$ 49,823
\$ 55,297	\$ 5,989,681	\$ 1,873,403	\$ 10,989,005	\$ 218,500
1.23%	3.27%	3.55%	3.14%	1.75%
84.3%	49.2%	43.2%	50.2%	75.3%
\$ 4,357,571	\$ 181,818,468	\$ 116,946,551	\$ 415,904,185	\$ 21,588,916
\$ 4,786,835	\$ 193,470,422	\$ 55,242,595	\$ 394,574,665	\$ 12,826,497
\$ (429,264)	\$ (11,651,954)	\$ 61,703,956	\$ 21,329,520	\$ 8,762,419
-9.85%	-6.41%	52.76%	5.13%	40.59%
-9.85%	-9.61%	52.76%	9.05%	37.45%
75	43	40	44	35
108.59%	29.81%	14.70%	26.02%	45.53%
\$ -	\$ 3,170,894	\$ 1,220,028	\$ 4,854,327	\$ 171,691
\$ 54,868	\$ 1,846,697	\$ 651,210	\$ 7,892,421	\$ -
\$ 54,868	\$ 5,017,591	\$ 1,871,238	\$ 12,746,748	\$ 171,691
1.15%	2.59%	3.39%	3.23%	1.34%
0.3	1.2	6.2	0.2	-16.7
\$ (35,662)	\$ 28,202,770	\$ 5,405,482	\$ 44,523,160	\$ 2,021,550
\$ 288,985	\$ 10,515,440	\$ 2,409,615	\$ 44,851,519	\$ 367,218
\$ (324,647)	\$ 17,687,330	\$ 2,995,867	\$ (328,359)	\$ 1,654,332
(7.5)	12.7	0.1	(0.7)	4.3
(7.5)	9.6	0.1	5.3	1.1
7	(6)	8	2	(2)
7.5	-1.8	-1.3	0.2	-0.3
\$ -	\$ (987,476)	\$ 172,620	\$ 2,698,384	\$ 3,014
\$ (429)	\$ 15,386	\$ (174,785)	\$ (940,640)	\$ (49,823)
\$ (429)	\$ (972,090)	\$ (2,166)	\$ 1,757,744	\$ (46,809)
-0.1	-0.7	-0.2	0.1	-0.4

Summary	
Average Occupancy Rate	60.79%
Total Revenues, Gains, and Other Support	\$15,207,392,471
Total Expenses	\$14,653,390,925
Total Net Operating Profit(Loss)	\$554,001,547
Total Net Operating Margin	3.64%
Total Income Margin	3.95%
Average Days in Accounts Receivable	64
Cost to Charge Ratio	23.07%
Total Cost of Bad Debts	\$225,504,144
Total Charity Care Cost	\$199,754,127
Total Cost of Uncompensated Care	\$425,258,272
Uncompensated Care Cost as a % of Total Expenses	2.90%
Average Occupancy Rate	60.17%
Total Revenues, Gains, and Other Support	16,327,043,278
Total Expenses	15,570,226,175
Total Net Operating Profit(Loss)	756,591,262
Total Net Operating Margin	4.63%
Total Income Margin	5.32%
Average Days in Accounts Receivable	64
Cost to Charge Ratio	22.03%
Total Cost of Bad Debts	\$214,906,256
Total Charity Care Cost	\$186,483,890
Total Cost of Uncompensated Care	\$401,390,146
Uncompensated Care Cost as a % of Total Expenses	2.58%
CHANGE: 2015 to 2016	
Average Occupancy Percentage Points	-0.6
Total Revenue, Gains, and Other Support	\$ 1,119,650,806
Total Expenses	\$ 916,835,250
Total Net Operating Profit(Loss)	\$ 202,589,715
Net Operating Margin	\$ 1.7
Total Margin	1.37
Average Days in Accounts Receivable	-
Cost to Charge Ratio	-1.0
Cost of Bad Debts	(\$10,597,888)
Charity Cost	(\$13,270,237)
Uncompensated Care Cost	(\$23,868,125)
Uncompensated Care Cost as % of Total Expenses	-0.3