



# HB 711 Evaluation

Lakeside Medical Center  
February 5, 2013



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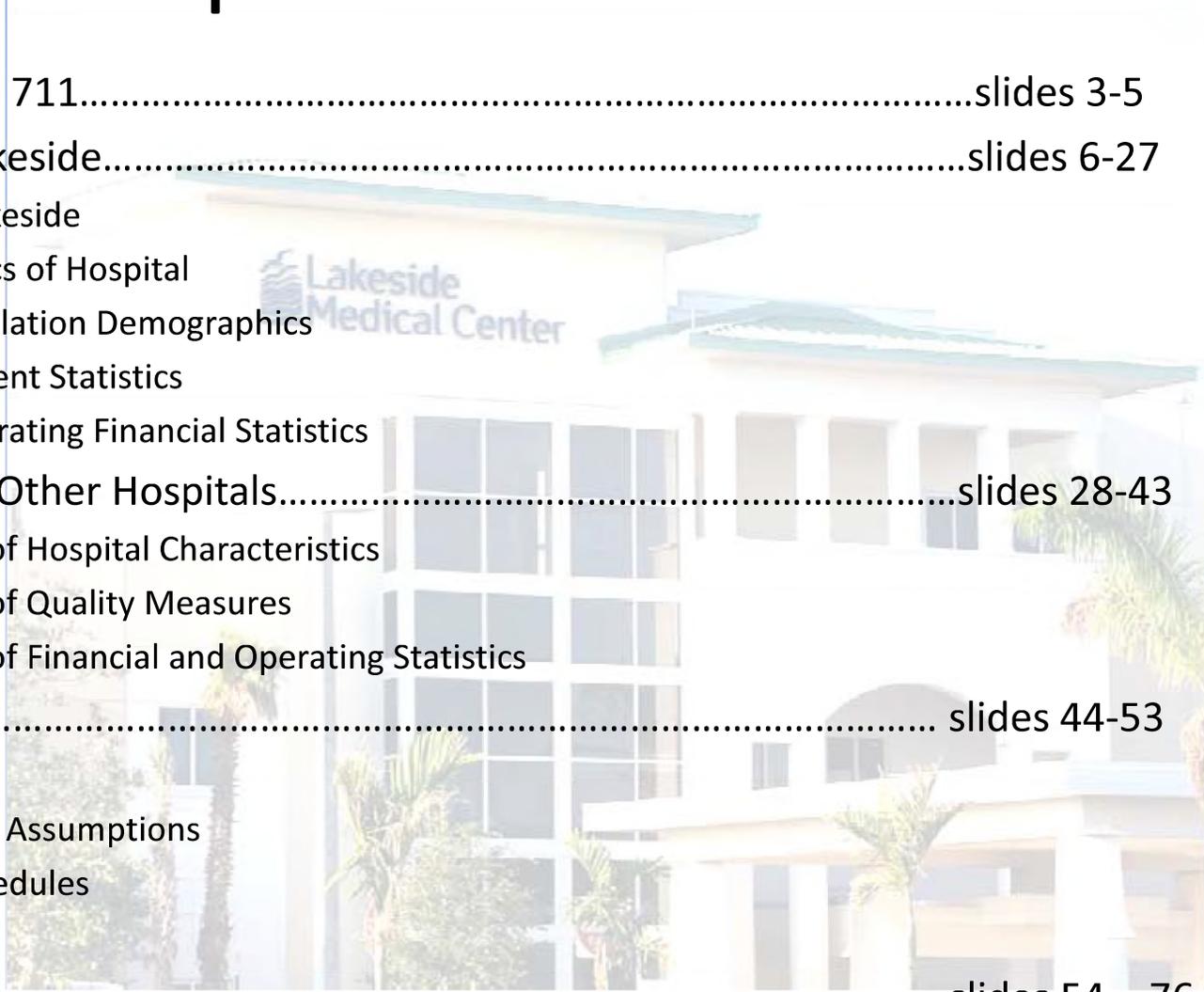
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# Summary of HB 711

# Summary of HB 711

- HB 711 amended Section 155.40 Florida Statutes, created Section 155.401 Florida Statutes, and amended Sections 395.002 and 395.3036 Florida Statutes, Chapter 2012-66 Laws of Florida
- The major requirements of the bill are:
  - Each public hospital must commence a one-time evaluation of the benefits of selling or leasing the hospital
  - This evaluation must include a financial valuation prepared by a CPA or a consulting firm
  - It must also include an operating comparison with similarly situated hospitals, based upon data available from the Agency for Health Care Administration (AHCA) and the Centers for Medicare and Medicaid Services (CMS)
  - Finally, a public hearing must be conducted to provide interested parties the opportunity to be heard
- There is no requirement to sell or lease the public hospital, but if the Board decides to pursue that course of action, then certain requirements must be complied with:
  - The Board must publicly advertise an offer to accept proposals for sale or lease
  - Any meetings in which the sale or lease are discussed must be publicly noticed
  - The sale or lease must be for fair market value, or if not fair market value, it must be in the best interest of the affected community

# Summary of HB 711 (*continued*)

- Any sale or lease proposal accepted, must be justified in writing that includes the following:
  - The proposal represents fair market value, or, if not, why it is in the best interest of the public
  - There will be a reduction or elimination of ad valorem taxes or other taxes used to support the hospital, if applicable
  - Programs, services and quality of care will not be affected, especially in relation to the indigent, uninsured and underinsured
  - Disclosure had been made of all conflicts of interest, for both the board members and any retained experts, and
  - Disclosure has been made of all physician or other health care provider contracts which may be void or voidable at the completion of the sale or lease
  
- Approval of the sale or lease must be granted by the Secretary of AHCA (the Secretary has 30 days to approve or deny the sale or lease and must apply the specific criteria in statute in making the determination) and is subject to review by the Florida Office of Attorney General
  
- Proceeds from the sale or lease must be used in accordance with the criteria in the statute
  - 50% of the net proceeds must be deposited into a “health care economic development trust fund, which shall be under the control of the county commission”
  - The remaining 50% of the net proceeds will be used for funding the delivery of indigent care, including but not limited to primary care, physician specialty care, outpatient care, inpatient care and behavioral health
  
- ***If a county, district, or municipal hospital is sold, any and all special district tax authority associated with the hospital subject to the sale shall cease on the effective date of the closing of the sale***

# Overview of Lakeside

- In the General Election of 1988 voters approved the Palm Beach Health Care Act to enable creation of a countywide health care district
- Prior to that time there were three independent hospital districts in Palm Beach County
  - Two districts in the western rural part of the county
  - One district in the southeastern part of the county
  - 38 percent of the county's residents fell within these three areas
- The countywide health care district established a maximum 2 mill county tax as opposed to the previous 10 mill maximum hospital district tax
- In 1996 the District began financial support of Glades General Hospital
  - Glades General was one of the two hospitals that remained in the region; the other hospital closed due to financial difficulties
  - Without Glades General the 40,000 residents in the region would have had no hospital within a 30 mile radius
  - The Health Care District therefore re-acquired Glades General Hospital to uphold one of the mandates of the District to provide medical services to the residents of the Glades
- In 2005 Hurricane Wilma caused damage to Glades General and the District decided to build a replacement hospital – construction on Lakeside Medical Center began in 2007
- ***The countywide health care district established a comprehensive model of health care, based on the assessed needs of the residents and enabled resources to be directed accordingly***

# Overview of Lakeside

- Lakeside Medical Center is a 70-bed acute care hospital located in rural Belle Glade, FL, serving primarily the region of Belle Glade, Pahokee, and South Bay, towns bordering Lake Okeechobee
- Lakeside Medical Center replaced Glades General Hospital and has been in operation since October 15, 2009
- For 55 years, there were two hospitals operating near Lake Okeechobee, Everglades Memorial Hospital in Pahokee and Glades General in Belle Glade



- In 1999, the District voted to sell Glades General to Province Healthcare Company, Inc., private for-profit corporation for \$15.5 million<sup>1</sup>
- In May 2004, Province returned the hospital to the Palm Beach County Health Care District; the District acquired certain net assets from Province at a cost of \$3,498,454
- “Since May 2004, the District has provided cumulative operating contributions of \$34,736,101”<sup>2</sup>
- In 2007 Lakeside Medical Center was built to replace Glades General Hospital; construction of Lakeside was complete in 2009 and the District made a capital contribution of \$61.6 million in Fiscal Year 2010 in the form of new hospital facilities

<sup>1</sup> This number is reported in the Audited Financial Statements, District Hospital Holdings, Inc., September 30, 2009 and 2008, p.3.

<sup>2</sup> Audited Financial Statements, District Hospital Holdings, Inc., September 30, 2010 and 2009, p.13

# Overview of Lakeside *(continued)*

- Lakeside Medical Center is built on a fifty-acre site leased from PRIDE<sup>3</sup>, effective July 31, 2006, until July 12, 2036
  - The terms and conditions state that “neither the HCD nor PRIDE shall assign, convey, or transfer its interest in this Agreement without prior written consent of the other”
  - The lease also indicates that the HCD shall pay an amount that will result in \$750,000 net income for the term of the lease <sup>4</sup>
- The Glades Healthcare Foundation received more than \$8 million of charitable funds raised by donors in Palm Beach County over the years
  - These funds were eventually used to build Lakeside
  - The Palm Beach County Health Care District is the successor to the interest of Glades Healthcare Foundation
- “Glades Healthcare Foundation received more than \$8 million of charitable funds raised by donors for non-profit hospitals to the east - which were then converted for use by the Court so that Glades Healthcare Foundation received the money: \$4.5 million in 2007; \$1.5 million in 2008; \$1.8 million in 2009; and \$300 K in 2011” <sup>5</sup>

<sup>3</sup>Prison Rehabilitative Industries and Diversified Enterprises, Inc. a private, non-profit corporation founded in 1981 by the state legislature

<sup>4</sup>July 31<sup>st</sup>, 2006, condition 13., page 5. The lease indicates that the HCD shall pay an amount that results in \$750,000 net income for the term of the lease. Agreement between Health Care District of Palm Beach County and Prison Rehabilitative Industries and Diversified Enterprises, Inc., for the indefinite purchase of goods and services in exchange for the release of leased land, July 31<sup>st</sup>, 2006, condition 13., page 5. The lease indicates that the HCD shall pay an amount that results in \$750,000 net income for the term of the lease.

<sup>5</sup>Judy Goodman, P.A., e-mail, October 16, 2012 referencing Order of the Court, January 22, 2007, Case #CL 01-0068AB, Circuit Court of the 15<sup>th</sup> Judicial Circuit; In and for Palm Beach County, Florida; Status Report filed with the Court 2011.

# Overview of Lakeside (*continued*)

## Governance

- Lakeside Medical Center is operated by the Health Care District of Palm Beach County (HCDPBC) through the District Hospital Holdings, Inc., not-for-profit corporation
- The HCDPBC provides health coverage programs for uninsured residents, a nationally recognized Trauma System, dedicated nurses in nearly 170 public schools, a pharmacy operation, a long-term skilled nursing and rehabilitation center, and acute hospital services at Lakeside Medical Center, the county's only public hospital, serving the rural western Palm Beach County communities along the southeastern shore of Lake Okeechobee.
- District Hospital Holdings, Inc., is charged with supporting the operations of Lakeside Medical Center in the following ways:
  - Review and approve the hospital's strategic plan on an annual basis
  - Approve the necessary financial resources to maintain safe, quality care, treatment and services
  - Establish and monitor a comprehensive financial regulatory audit compliance function
  - Evaluate and recommend to the Health Care District Board possible acquisitions of hospital-related facilities
  - Adopt policies and rules for operation
  - Work with the Glades Rural Area Support Board to carry out the mission created by the Palm Beach County Health Care Act.

# Overview of Lakeside *(continued)*

## The Role of the Glades Rural Area Support Board <sup>6</sup>

- Ensures a high level of care, treatment, services, quality, and safety at Lakeside Medical Center
- Recruits, appoints, re-appoints, credentials and disciplines the medical staff of the hospital, and approves and revises the medical staff bylaws, rules, and regulations and policies to be adopted by the medical staff
- Ensures the hospital meets federal and state requirements to remain in good standing with programs such as Medicare and Medicaid, and maintains accreditation with the Joint Commission on Accreditation of Healthcare Organizations
- Evaluates Community Health Needs and serves as health advocate for the Glades communities
- Supports fundraising efforts of Lakeside Medical Center
- Assesses customer satisfaction

<sup>6</sup> The Health Care District Board of Commissioners include: Carol Roberts, Vice Chair; Alina Alonso, M.D., Secretary; Philip H. Ward; Brian Lohmann; and Nancy C. Banner.

The Glades Rural Area Support Board of Directors include: Juan Cocuy, Chair; Donia Roberts, Vice Chair; Janet Moreland, Secretary; Alina Alonso, M.D.; Stephen Coffman; Angela K. Pope; Gilbert Alvarez; Sandra Chamblee; and Mary Weeks.



# Overview of Lakeside *(continued)*

## Lakeside Medical Center 2013 Mission and Vision

### **Mission**

Serve as the “Safety Net” for the Glades region by providing high-quality primary and acute medical services in a safe teaching environment.

### **Vision**

To be the PREMIER provider of quality, compassionate care that is patient centered, delivered efficiently and effectively.

# Overview of Lakeside *(continued)*

Per Chapter 2003-326, Laws of Florida, the Health Care District of Palm Beach County shall operate a hospital:

Section 6. (1) states:

*To plan, set policy guidelines for, fund, establish, construct, lease, operate, and maintain such health care facilities as shall be necessary for the use of the people of the County, including the continued presence of at least one hospital in the Glades area, subject to and limited by the future financial resources and constraints of the District; however, hospitals may not be constructed by the District, except that the District may construct a hospital in the Glades area. Said health care facilities shall be established, constructed, leased, owned, operated, and maintained for the preservation of the public health, for the public good, and for the use of the public of the County. The locations of such health care facilities shall be determined by said District Board.*

# Overview of Lakeside *(continued)*

- Lakeside Medical Center is located on a 50-acre medical campus at the intersection of State Rd 80 and State Rd 441.
- Lakeside has 70 private rooms but was designed to expand to 115 rooms.
- Lakeside provides a regional health care delivery system for all Palm Beach County communities bordering Lake Okeechobee and surrounding towns.
- The Hospital employed 257 FTEs in FY 2012 compared to 271 during the prior year, of which, over 50% live in the Glades Region.

## The facility includes:

**Women's Health**—6 labor and delivery rooms and 10 postpartum rooms

**Dedicated Emergency Room** and main entrance drop offs

**Emergency Care**—17 emergency room treatment areas, including 3 fast-track exam areas

**Critical Care**—6 private, spacious Intensive Care Unit rooms

**Surgery**—1,701 square feet of well-equipped, efficient surgical space



# Overview of Lakeside *(continued)*

- One of the 18 percent of hospitals nationally recognized by The Joint Commission for quality measures
- Recognized by National Association of Public Hospitals (2011) as a leader in patient satisfaction
- 2011 Health Grades for Excellence in Pulmonary Care
- October 2012, KIDZ Medical Services, Inc., began providing 24/7 on-sight pediatric hospitalist coverage for Lakeside Medical Center
- Participates with local schools for nursing education programs
- Developing primary care services in coordination with Federally Qualified Health Center

✓ Lakeside Medical Center was one of the nation's 18 percent of hospitals that achieved the award of the nation's "Top Performers on Key Quality Measures" by the Joint Commission... for exemplary performance in using evidence-based clinical processes that are shown to improve care for heart failure, pneumonia, and surgical care.

*Improving America's Hospitals:  
The Joint Commission's Annual  
Report on Quality and Safety  
2012*

# Capital Investments

- The District spends approximately \$800,000 in capital each year at Lakeside for new and replacement equipment
- Recent investments include
  - ✓ New Laparoscopy equipment
  - ✓ Endoscopy Equipment
  - ✓ New X-ray Room
  - ✓ Ultrasound Machine

# Capital Investments *(continued)*

## Repairs and Improvement Projects Needed

- An onsite visit to Lakeside Medical Center on November 19, 2012 revealed that significant repairs and improvements would be necessary prior to any sale of the property.
- For example, portions of the roadway around Lakeside are not stable and are sinking into neighboring muck areas; an assessment would be needed to determine the cost to repair the road on property where Lakeside Medical Center is located.
- Other needed capital investments were identified which include plumbing repairs and modifications to HVAC for appropriate climate control in the operating rooms.





# Overview of Lakeside (*continued*)

## Characteristics of Lakeside's service area include:

- Higher rate of poverty than other areas of the county (Belle Glade 38.1%; Palm Beach County 13.3%)<sup>7</sup>
- Designated as a medically underserved area<sup>8</sup>
- High unemployment (20% in the Lakeside Medical Center zip code area; 11% in Palm Beach County)<sup>9</sup>
- Geographic isolation/many residents don't have a car or transportation
- Low number of locally-based private physicians
- Family Medicine Residency Program to help address local physician shortage started in 2011 in partnership with Nova Southeastern University
- Low number of residents with a dedicated primary care provider
- High number of pregnant teens and women who do not access prenatal care (> 6.2%)<sup>10</sup>
- Higher prevalence of chronic conditions, like asthma, obesity and diabetes, than other areas of the county<sup>11</sup>

- ✓ **More than 20 percent of the population in Lakeside's service area has no access to an automobile.**<sup>12</sup>
- ✓ **14 percent of the population use public transportation.**<sup>13</sup>
- ✓ **The number of people who take public transportation in Belle Glade is 13 times higher than the Florida average and 11 times greater than the national average.**<sup>14</sup>

<sup>7</sup> U.S. Census Bureau State & County QuickFacts

<sup>8</sup> <http://bhpr.hrsa.gov/shortage/>

<sup>9</sup> <http://www.pbccounts.org/index.php?module=DemographicData&type=user&func=ddview&varset=1&ve=text&pct=2&levels=1>

<sup>10</sup> Florida Department of Health, Bureau of Vital Statistics. The link to this information is at the "Palm Beach County Counts website" at <http://www.pbccounts.org/modules.php?op=modload&name=NS-Indicator&file=indicator&iid=4451317>

<sup>11</sup> Florida Department of Health, Bureau of Vital Statistics.

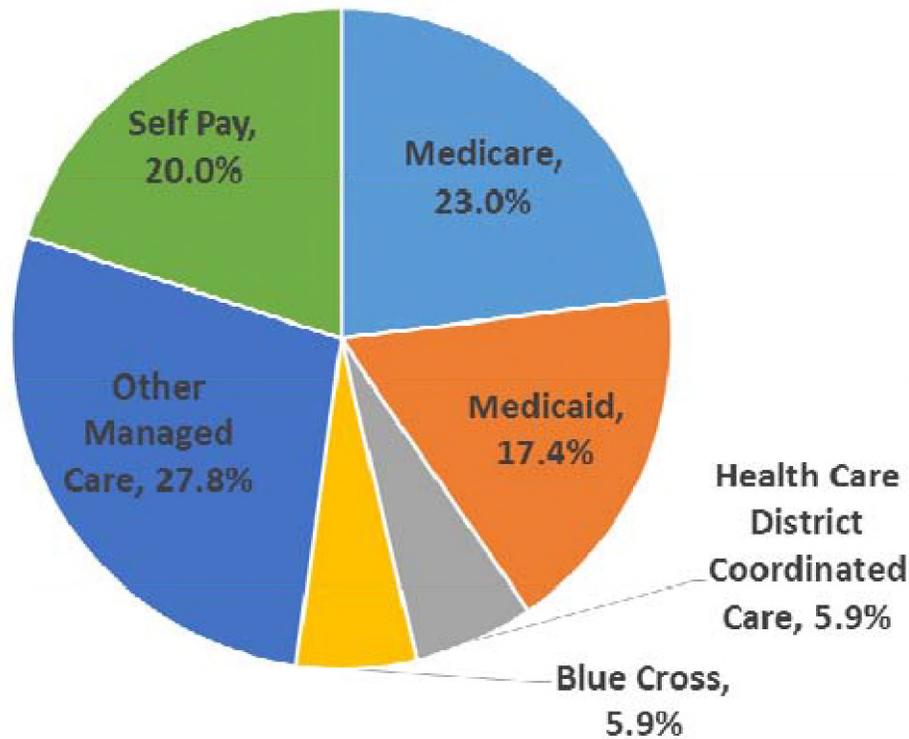
<sup>12</sup> Florida Department of Transportation Rural Economic Development Initiative, 2010.

<sup>13</sup> Onboard Informatics, 2011.

<sup>14</sup> Florida Department of Transportation.

# Overview of Lakeside *(continued)*

Lakeside has a challenging payer mix:<sup>15</sup>

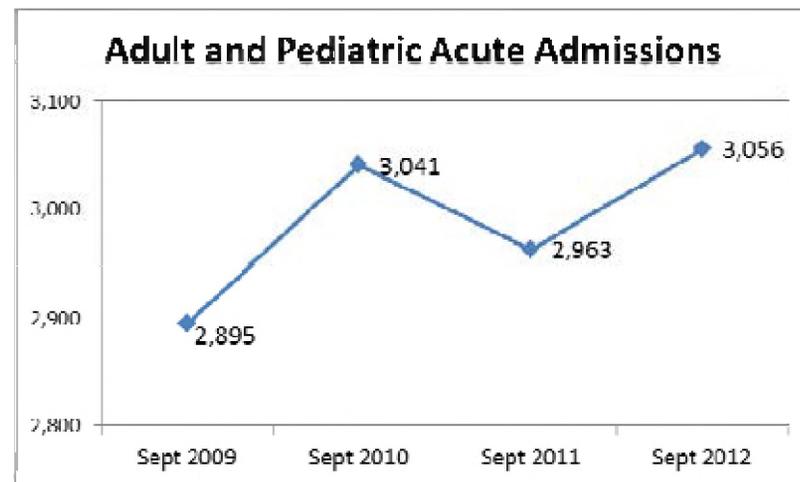
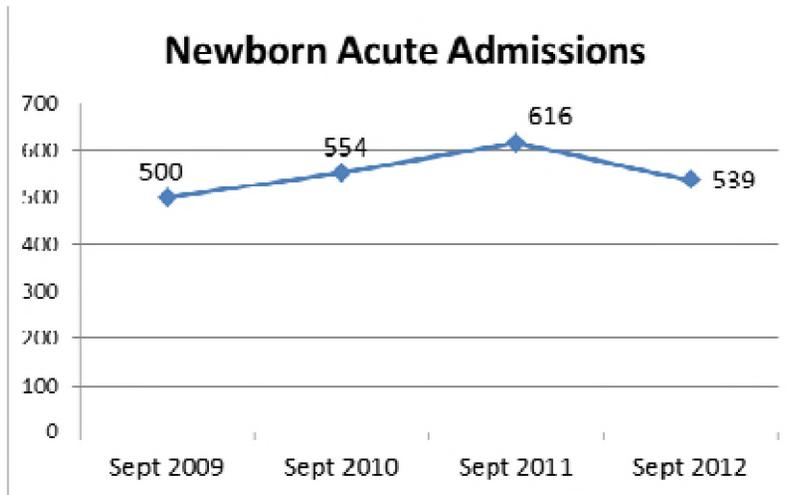


	2012	2011
Medicare	1.5037	1.2173
Medicaid	1.3000	1.3000
All Payers	1.0500	1.0000

Lakeside's case mix has increased for the Medicare population and remained stable for Medicaid; resulting in an overall increase in need for resources to care for more challenging cases.

<sup>15</sup> Lakeside Medical Center Year to Date Operating Statistics, September 30, 2012. Case Mix are Actual and Prior Year.

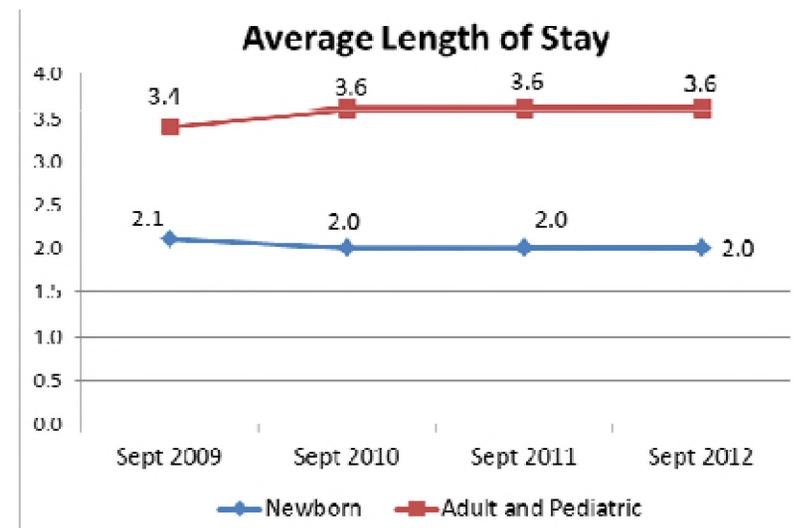
# Overview of Lakeside *(continued)*



## Lakeside's Patient Statistics

### Inpatient Service Trends <sup>16</sup>

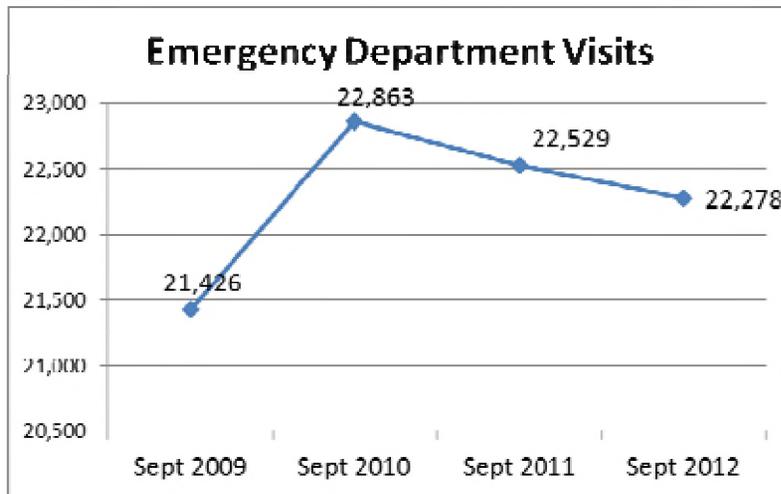
Admissions for newborns, adult and pediatric populations remained relatively stable (6 to 8 percent increase when comparing Sept 2009 to 2012 levels); average length of stay remained stable across recent years.



<sup>16</sup> Lakeside Medical Center Year to Date Statistics, September 30, 2009 through September 30, 2012.

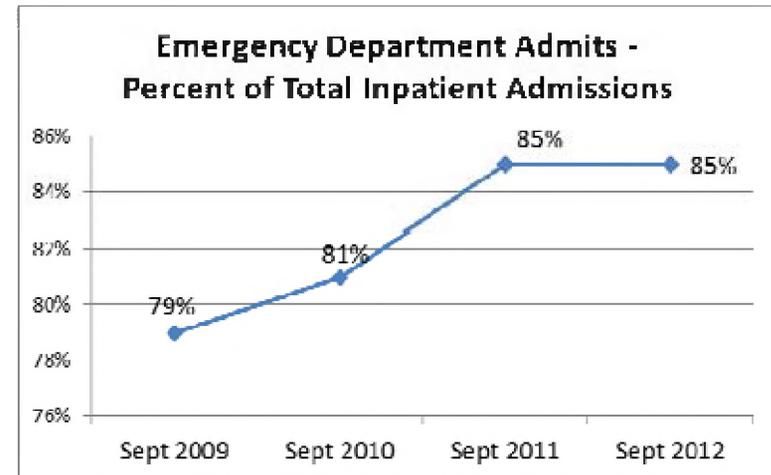
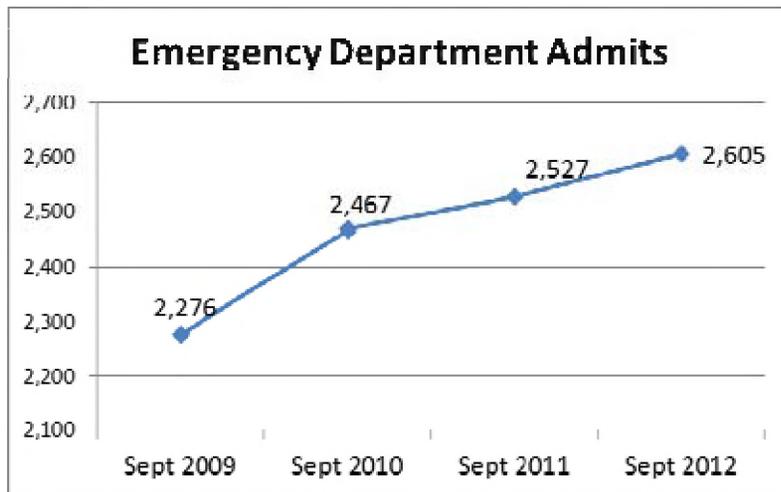
# Overview of Lakeside *(continued)*

## Lakeside's Patient Statistics



### Emergency Department (ED) Volume <sup>17</sup>

The number of emergency department visits increased 7 percent from 2009 to 2010; and has since seen modest declines of just over 1 percent each year. However, the proportion of ED visits that result in inpatient admissions has steadily increased from 10.6 to 11.7 percent. Currently, admissions through Lakeside's emergency department account for 85 percent of total inpatient admissions.



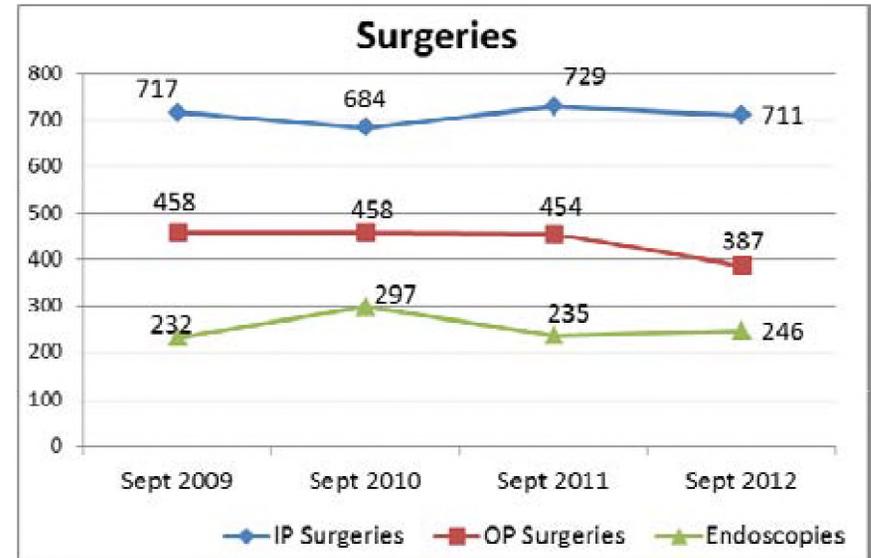
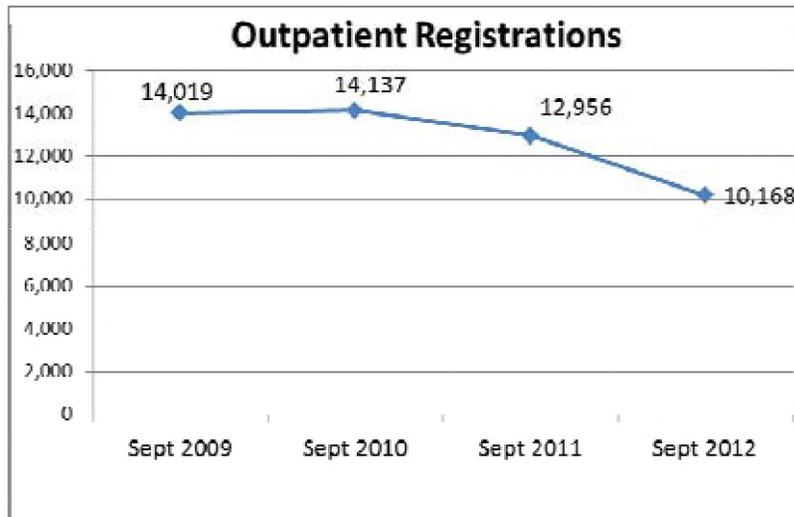
<sup>17</sup>Lakeside Medical Center Year to Date Statistics, September 30, 2009 through September 30, 2012.

# Overview of Lakeside *(continued)*

## Lakeside's Patient Statistics

### Service Trends <sup>18</sup>

Volume of inpatient surgeries and endoscopies have remained relatively stable over the most recent four years; outpatient surgeries and registrations have seen declines (27 percent decrease in outpatient registrations from September 2009 to September 2012; 16 percent decrease in outpatient surgeries during this same timeframe).



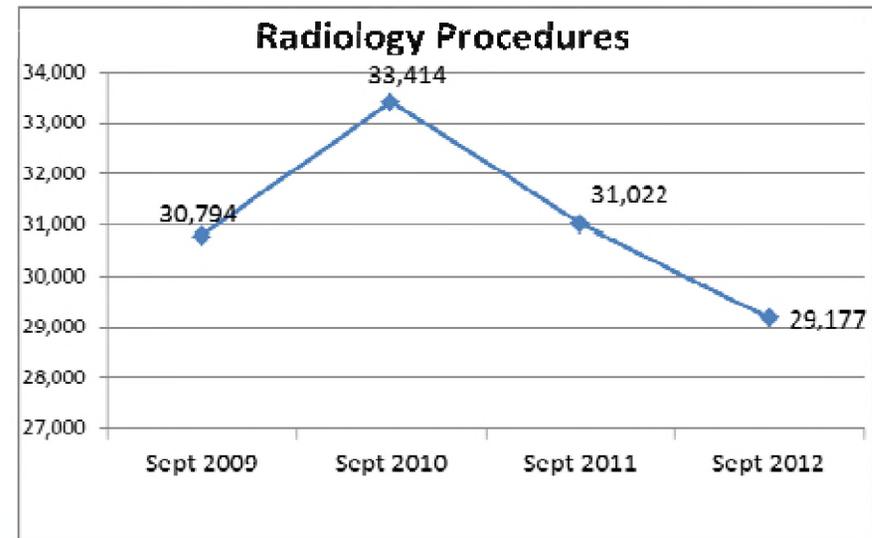
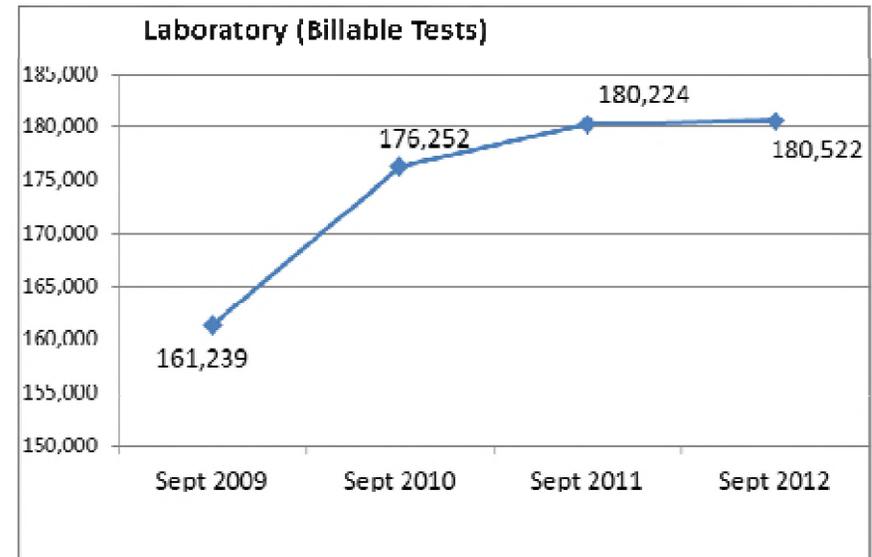
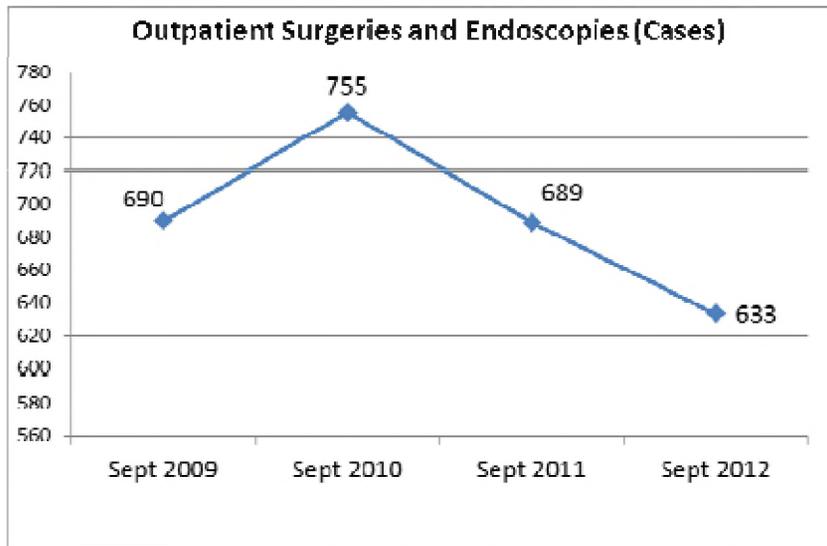
<sup>18</sup> Lakeside Medical Center Year to Date Statistics, September 30, 2009 through September 30, 2012.

# Overview of Lakeside *(continued)*

## Lakeside's Patient Statistics

### Outpatient Service Trends <sup>19</sup>

While outpatient surgeries, endoscopies and radiology procedures declined over the past 4 years, laboratory procedures increased by 12 percent during this time period.



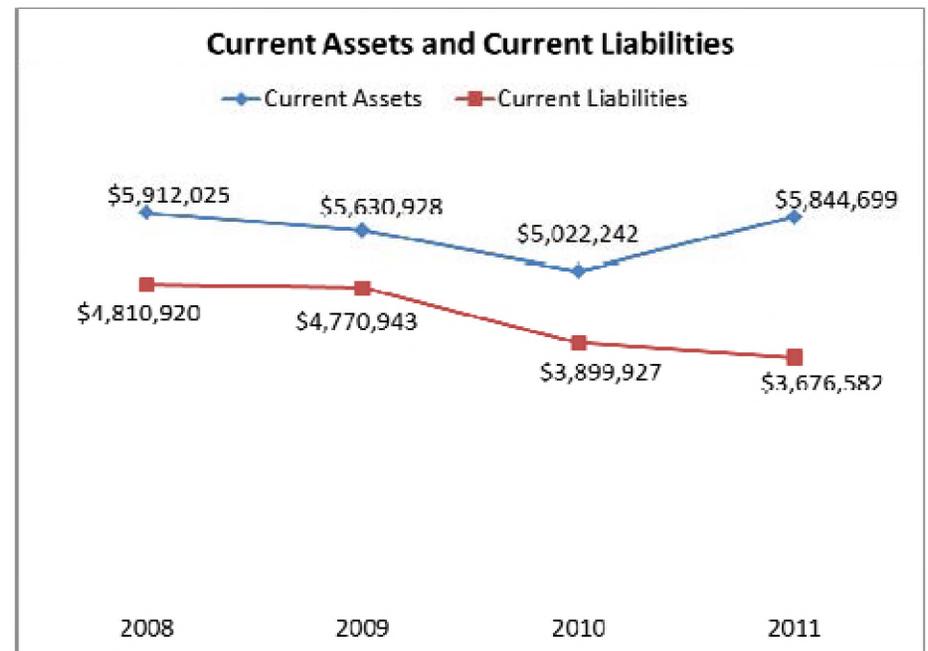
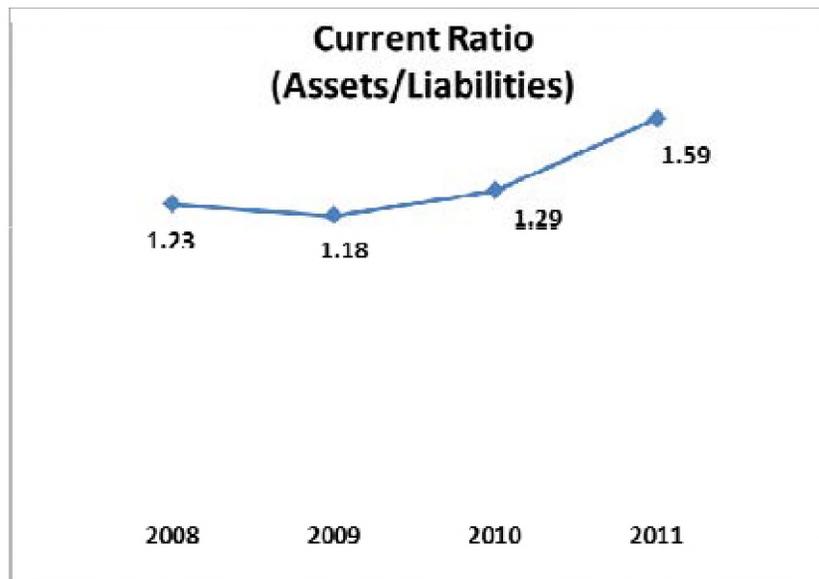
<sup>19</sup> Lakeside Medical Center Year to Date Statistics, September 30, 2009 through September 30, 2012.

# Overview of Lakeside *(continued)*

## Lakeside's Operating Financial Statistics

### Current Assets and Liabilities <sup>20</sup>

From 2008 to 2011, current assets have exceeded current liabilities; resulting in a current ratio supporting Lakeside's ability to cover all current obligations.



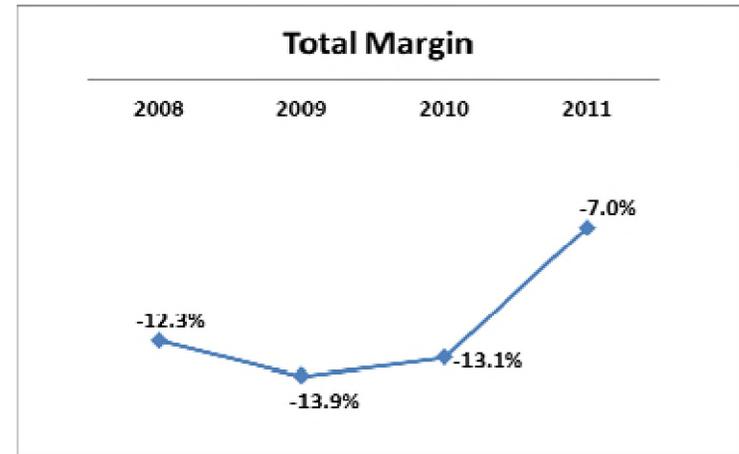
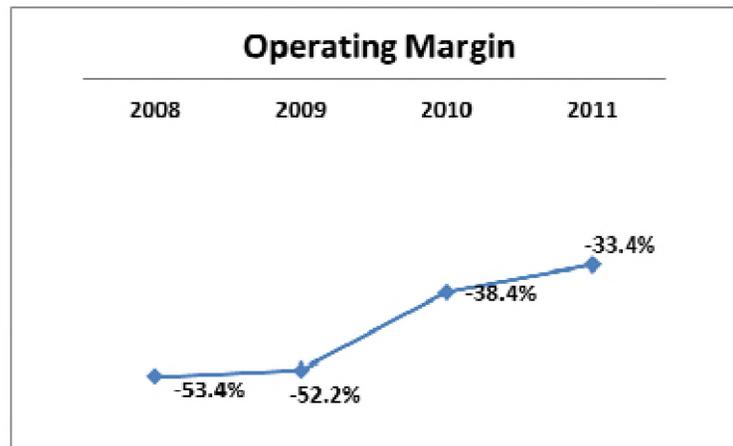
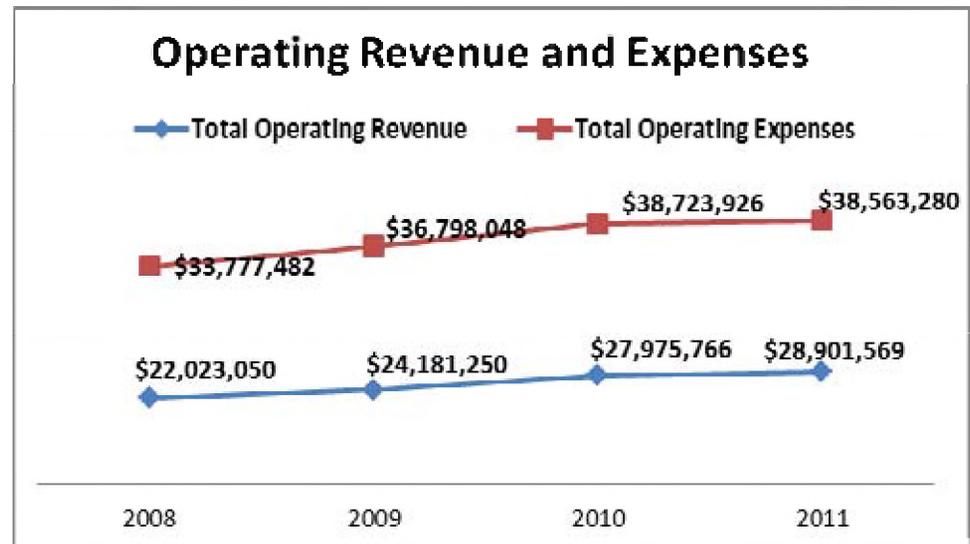
<sup>20</sup> Audited Financial Statements District Hospital Holdings, Inc. (A component unit of the Health Care District of Palm Beach County, Florida) September 30, 2011 and 2010 and September 30, 2009 and 2008.

# Overview of Lakeside (continued)

## Lakeside's Operating Financial Statistics

### Operating Revenue/Expenses <sup>21</sup>

- The **Operating Margin** measures the level of revenues in excess of expenses from core operations. Lakeside has a negative operating margin, as operating expenses continually exceed operating revenue.
- The **Total Margin**, or overall profitability of Lakeside, is also negative. This indicator takes into account all revenues and expenses from non-operating sources, such as sale of property or equipment, operation of an office building, income taxes, or physician management and consulting services.

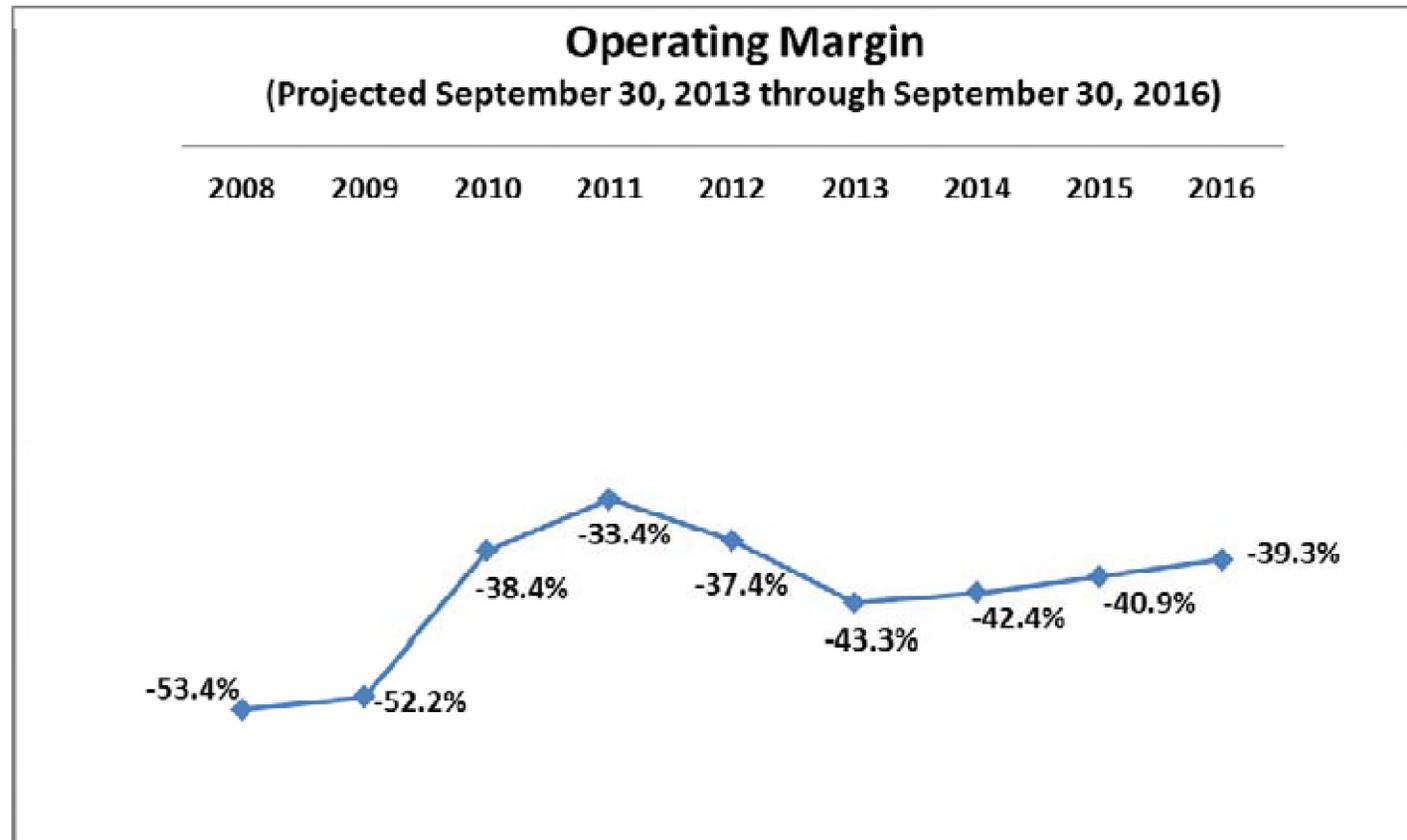


<sup>21</sup> Audited Financial Statements District Hospital Holdings, Inc. (A component unit of the Health Care District of Palm Beach County, Florida) September 30, 2011 and 2010 and September 30, 2009 and 2008.

# Overview of Lakeside *(continued)*

## Lakeside's Operating Financial Statistics

### Operating Margin – Trends and Projections <sup>22</sup>



<sup>22</sup>Audited Financial Statements District Hospital Holdings, Inc. (A component unit of the Health Care District of Palm Beach County, Florida) September 30, 2011 and 2010 and September 30, 2009 and 2008.

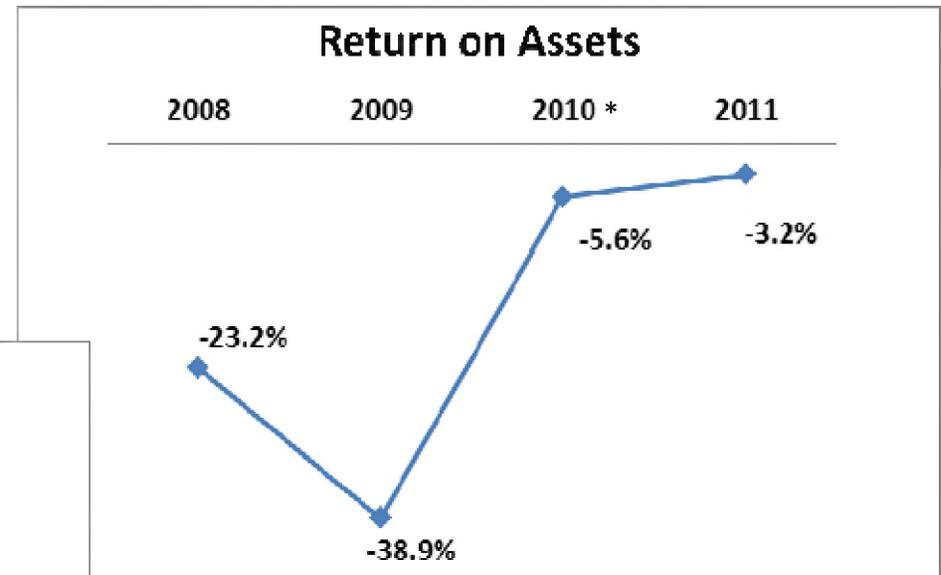
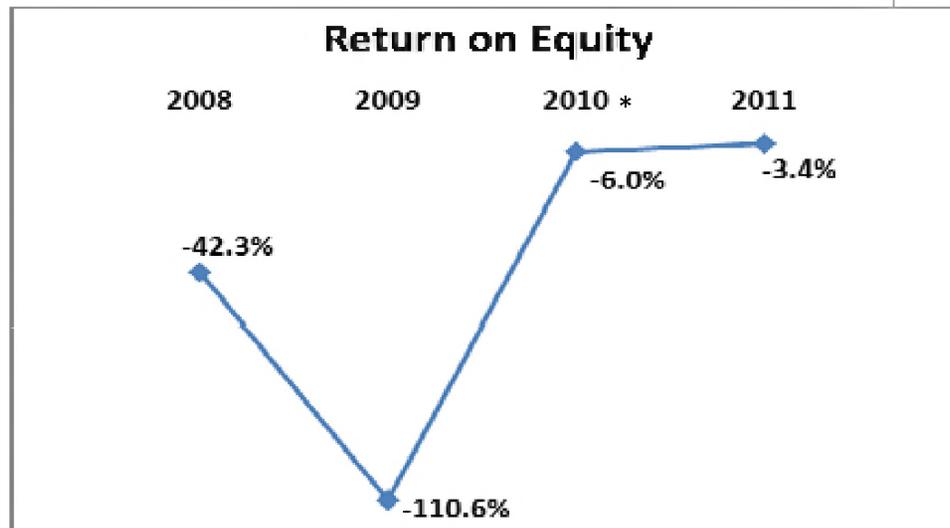
# Overview of Lakeside *(continued)*

## Lakeside's Operating Financial Statistics

### Return on Assets and Return on Equity <sup>23</sup>

"Rate of return" means the financial indicators used to determine or demonstrate reasonableness of the financial requirements of a hospital. Such indicators shall include, but not be limited to: return on assets, return on equity, total margin, and debt service coverage. F.S. 408.07 (42)

*Lakeside Medical Center does not carry any debt.*



**\* Note:** The District made a capital contribution of \$61.6 million in 2010 in the form of new hospital facilities; this resulted in the large change in Return on Equity and Return on Assets in 2010.

<sup>23</sup>Audited Financial Statements District Hospital Holdings, Inc. (A component unit of the Health Care District of Palm Beach County, Florida) September 30, 2011 and 2010 and September 30, 2009 and 2008.

# Comparison to Other Hospitals

# Comparisons to Similar Hospitals

**Comparisons to hospitals of similar size, function and case mix were conducted in accordance with HB 711 requirements:**

*An objective operating comparison must be considered between a hospital or health care system operated by the district, county, or municipality and other similarly situated hospitals, both not-for-profit and for-profit, which have a similar service mix, in order to determine whether there is a difference in the cost of operation using publicly available data provided by the Agency for Health Care Administration and the quality metrics identified by the Centers for Medicare and Medicaid Services Core Measures.*

- **The Agency for Health Care Administration was contacted to request data on comparable hospitals. Selection criteria for comparable hospitals were based on:**
  - rural hospital
  - number of beds
  - case mix
  - geographic proximity
  
- **No close match based on selection criteria was obtained. Lakeside and ten other hospitals that were most similar were identified and provided to the Agency for Health Care Administration to obtain a complete set of data for each.**

# Comparisons to Similar Hospitals

Hospitals identified for comparison range in size and case mix. Hospitals selected for comparisons include the following<sup>24</sup>:

Hospital	Type of Control	Hospital Classification	County	Total Beds	Case Mix* (excluding newborns)
DeSoto Memorial	Government, General Acute Care	Rural	DeSoto	49	1.05
Doctor's Memorial	Not-For-Profit, General Acute Care	Rural	Taylor	48	1.07
Fisherman's Hospital	For Profit, General Acute Care	Rural	Monroe	25	1.06
Hendry Regional	Government, General Acute Care	Rural	Hendry	25	0.98
Jackson Hospital	Government, General Acute Care	Rural	Jackson	100	1.11
<b>Lakeside Hospital</b>	<b>Government, General Acute Care</b>	<b>Rural</b>	<b>Palm Beach</b>	<b>70</b>	<b>1.05</b>
Mariner's Hospital	Not-For-Profit, General Acute Care	Rural	Monroe	25	1.04
Raulerson Hospital	For Profit, General Acute Care	Rural	Okeechobee	100	1.22
Shands at Lake Shore	For Profit, General Acute Care	Rural	Columbia	99	0.97
Shands at Live Oak	For Profit, General Acute Care	Rural	Suwannee	15	0.92
Shands at Starke	For Profit, General Acute Care	Rural	Bradford	25	0.93
* Case Mix is a comparison of each hospital's average patient acuity to the statewide average (average is set at 1.00; hospitals below 1.00 have lower acuity levels). Case Mix values were obtained from the Florida Agency For Health Care Administration, December 2012.					

**Additional information for all Lakeside and the 10 identified comparable hospitals was requested from AHCA. This included inpatient discharge data by major diagnostic Categories (MDCs) and procedures, as well as CMS Quality Metrics.**

Note: AHCA designates hospitals as for profit and not-for-profit; these terms are often used interchangeably with tax exempt and tax paying.

<sup>24</sup> [http://ahca.myflorida.com/Medicaid/cost\\_reim/pdf/201207\\_37303\\_calc\\_wIGTs.pdf](http://ahca.myflorida.com/Medicaid/cost_reim/pdf/201207_37303_calc_wIGTs.pdf)

Computation of Hospital Prospective Payment Rates For Rate Semester July 1, 2012 through June 30, 2013

# Comparisons to Similar Hospitals:

## *Inpatient Population Characteristics* <sup>25</sup>

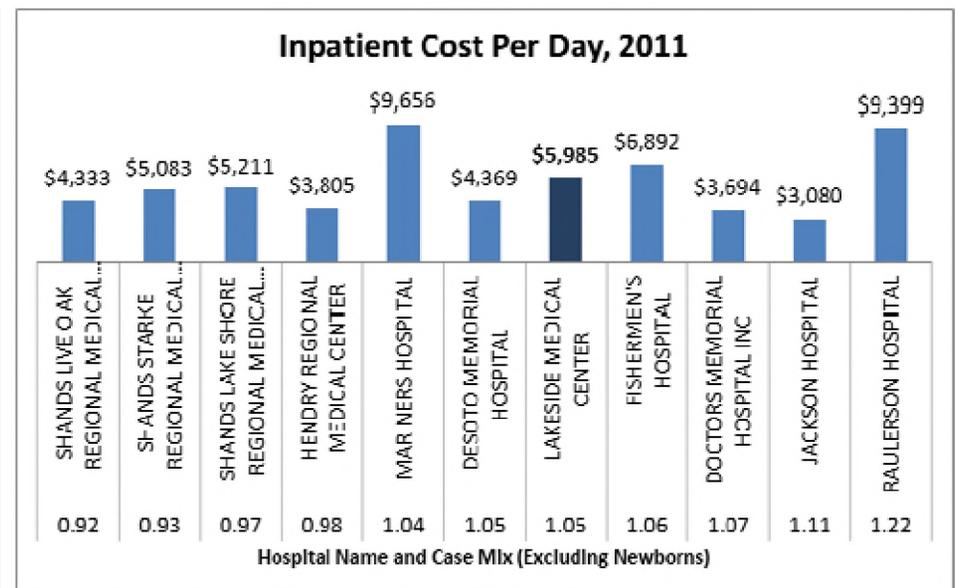
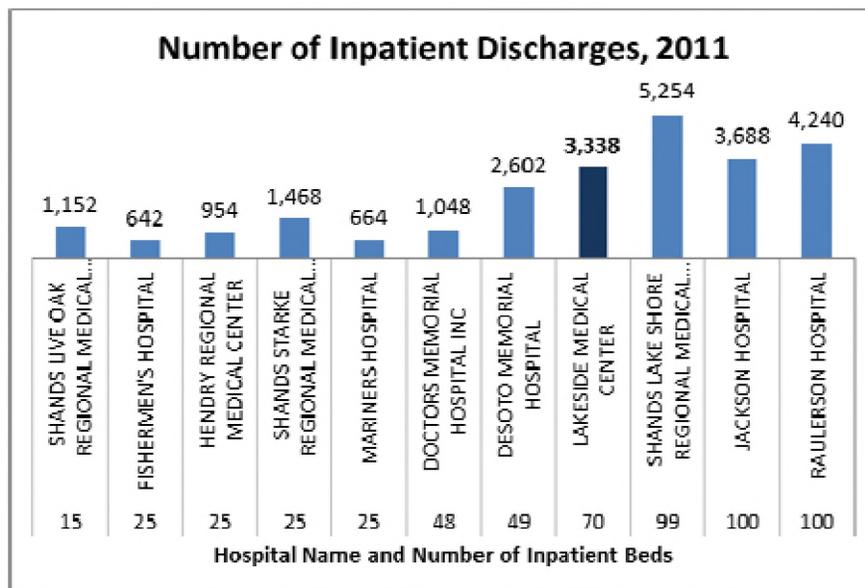
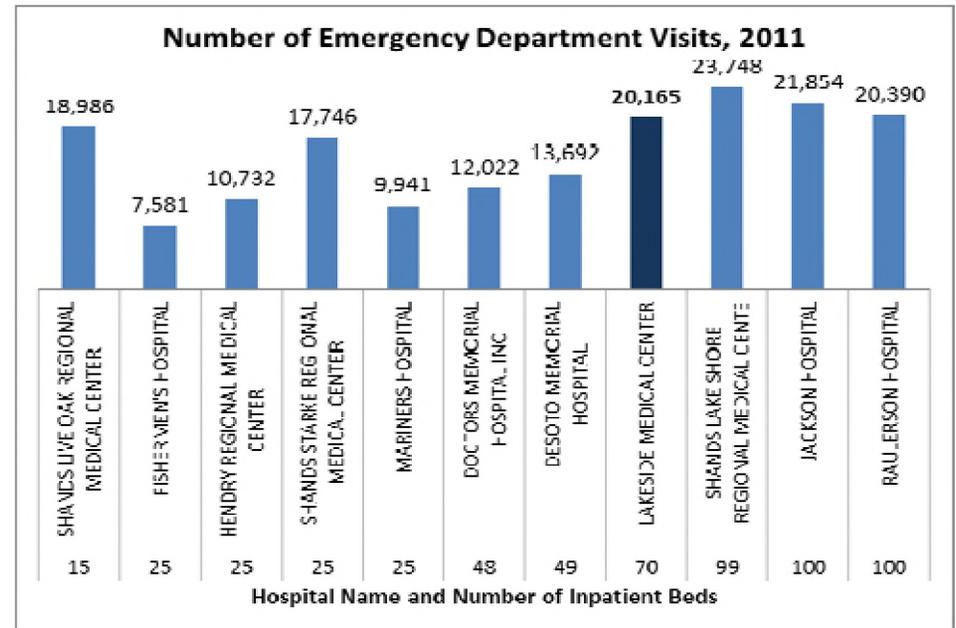
AHCA provided inpatient discharges by 17 Major Diagnostic Categories for Lakeside and the selected comparable hospitals. When compared across the 10 comparable hospitals, Lakeside discharges:

- ✓ Accounted for 13 percent of total discharges.
- ✓ Discharges for the top 12 MDCs (based on volume) at Lakeside are listed in the table.
- ✓ Reveal that Lakeside provides the majority of care to individuals with HIV infection (59 percent of all discharges from Lakeside and the 10 comparable hospitals for HIV infections were from Lakeside).

Major Diagnostic Category	Number of Discharges, 2011	
	Total - (11 Hospitals)	Lakeside (# and % of total discharges within each MDC)
HUMAN IMMUNODEFICIENCY VIRUS INFECTIONS	93	55 59%
BURNS	6	3 50%
NEWBORNS AND OTHER NEONATES WITH CONDITIONS ORIGINATING IN THE PERINATAL PERIOD	2,335	620 27%
PREGNANCY, CHILDBIRTH AND THE PUERPERIUM	2,600	666 26%
DISEASES AND DISORDERS OF THE FEMALE REPRODUCTIVE SYSTEM	354	62 18%
DISEASES AND DISORDERS OF THE MALE REPRODUCTIVE SYSTEM	67	11 16%
INFECTIOUS AND PARASITIC DISEASES	889	132 15%
DISEASES AND DISORDERS OF THE SKIN, SUBCUTANEOUS TISSUE AND BREAST	1,046	151 14%
ENDOCRINE, NUTRITIONAL AND METABOLIC DISEASES AND DISORDERS	1,008	131 13%
DISEASES AND DISORDERS OF THE BLOOD AND BLOOD-FORMING ORGANS AND IMMUNOLOGICAL DISORDERS	541	70 13%
DISEASES AND DISORDERS OF RESPIRATORY SYSTEM	4,409	527 12%
DISEASES AND DISORDERS OF THE KIDNEY AND URINARY TRACT	1,233	121 10%
Other MDCs	10,469	789 8%
<b>Total</b>	<b>25,050</b>	<b>3,338 13%</b>

# Comparisons to Similar Hospitals

## Emergency Department and Inpatient Volume<sup>26</sup>



<sup>26</sup>Agency for Health Care Administration, December 2012

# Comparisons of Quality Measures

- CMS quality data was requested and provided by the Agency for Health Care Administration for Lakeside and each of the 10 comparison hospitals for 2011<sup>27</sup>
- The hospitals were rated on 26 quality measures; each measure was assigned one of the following ratings:
  - Lower than expected: Fewer complications/infections/deaths
  - As expected: expected (in the normal range)
  - Higher than expected complications/infections/deaths
  - Not enough data to calculate—CMS requires a threshold volume of patients
- The patient volume in each category rated was provided by AHCA
- Lakeside had sufficient volume to be rated on 10 of the 26 quality measures, with the volume and rating
- The other ten hospitals vary on the number of categories rated based on volume requirements, but only one of the other hospitals received a rating of “higher than expected” for one category

<sup>27</sup> Comprehensive CMS Quality Data, aggregated by and obtained from the Florida Agency for Health Care Administration for all hospitals identified for comparison, is included in Appendix A. Detailed data elements may be accessed online at <https://data.medicare.gov>

# Comparison of Quality Measures:

## *Summary and Comparison of Findings* <sup>28</sup>

### Pediatric Quality Measures

Lakeside had sufficient volume to be rated on 2 of the 5 pediatric quality measures

- Pediatric Accidental Puncture or Laceration, Volume 2,377, “As Expected”
- Pediatric Central Venous Catheter-Related Bloodstream Infections, Volume 1,712, “As Expected”

For components of the above pediatric quality measures, 6 of the 10 comparable hospitals were also rated “As Expected”; 4 hospitals did not have enough data to calculate these measures.

### Complication/Infection Rates

Lakeside had sufficient volume to be rated on 5 of the 6 complication/infection rate quality measures

- Adult Central Venous Catheter Infections, volume 1566, “as expected”
- Adult Iatrogenic Pneumothorax, volume 1488, “as expected”
- Adult Postoperative Hip Fracture, volume 173, “as expected”
- Adult Postoperative Pulmonary Embolism or Deep Vein Thrombosis, volume 208, “as expected”
- Adult Pressure Ulcer, volume 402, “as expected”

For components of the above complication/infection rate measures, all comparable hospitals were also rated “As Expected.”

<sup>28</sup>Comprehensive CMS Quality Data, aggregated by and obtained from the Florida Agency for Health Care Administration for all hospitals identified for comparison, is included in Appendix A. Detailed data elements may be accessed online at <https://data.medicare.gov>

# Comparison of Quality Measures:

## *Summary and Comparison of Findings*<sup>29</sup> (continued)

### **Mortality Rates**

Lakeside had sufficient volume to be rated on 3 of the 15 mortality rate measures

- **Adult Congestive Heart Failure Mortality Rate, volume 115, “as expected”**
- **Adult Gastrointestinal Hemorrhage Mortality Rate, volume 34, “as expected”**
- **Adult Pneumonia Mortality Rate, volume 106, “as expected”**

**For components of the above measures, 9 of the 10 comparable hospitals were also rated “As Expected”; 1 hospital was rated higher than expected for the Adult Pneumonia Mortality Rate.**

<sup>29</sup> Comprehensive CMS Quality Data, aggregated by and obtained from the Florida Agency for Health Care Administration for all hospitals identified for comparison, is included in Appendix A.

Detailed data elements may be accessed online at <https://data.medicare.gov>

# Comparison of Quality Measures:

## *Summary and Comparison of Findings (continued)*

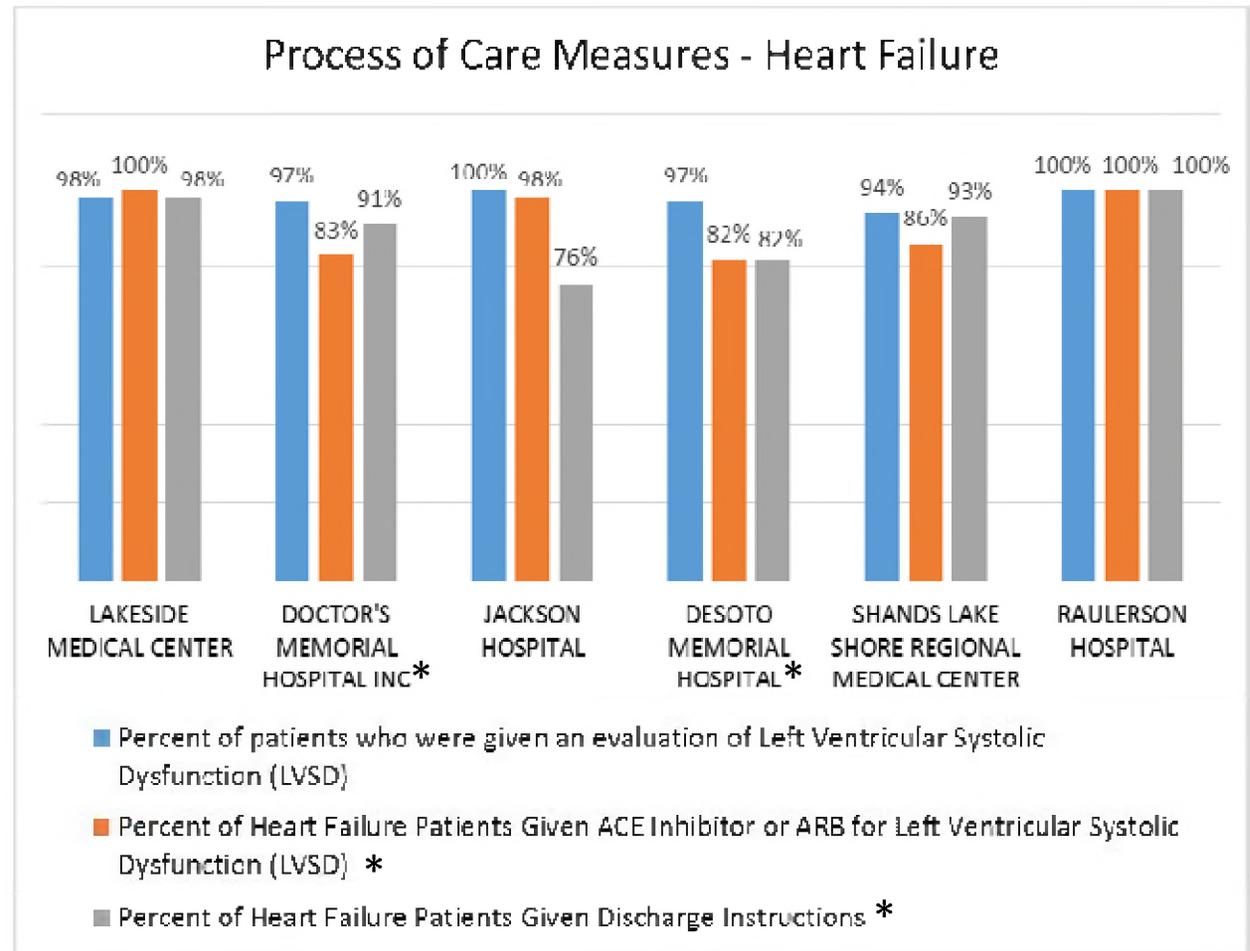
### **Lakeside is a Top Performer on Key Quality Measures for 2011** <sup>30</sup>

- ✓ Lakeside's rating in these CMS quality categories is consistent with their quality award by The Joint Commission for "Top Performers on Key Quality Measures."
- ✓ Lakeside Hospital was one of the nation's 18 percent of hospitals that achieved the award of the nation's "Top Performers on Key Quality Measures" by The Joint Commission.... for exemplary performance in using evidence-based clinical processes that are shown to improve care for heart failure, pneumonia, and surgical care.
- ✓ Only one other comparison hospital, Raulerson Hospital, achieved this Top Performer distinction award.

<sup>30</sup> *Improving America's Hospitals: The Joint Commission's Annual Report on Quality and Safety 2012.*

# Comparison of Quality Measures:

## *Summary and Comparison of Findings*<sup>31</sup> (continued)



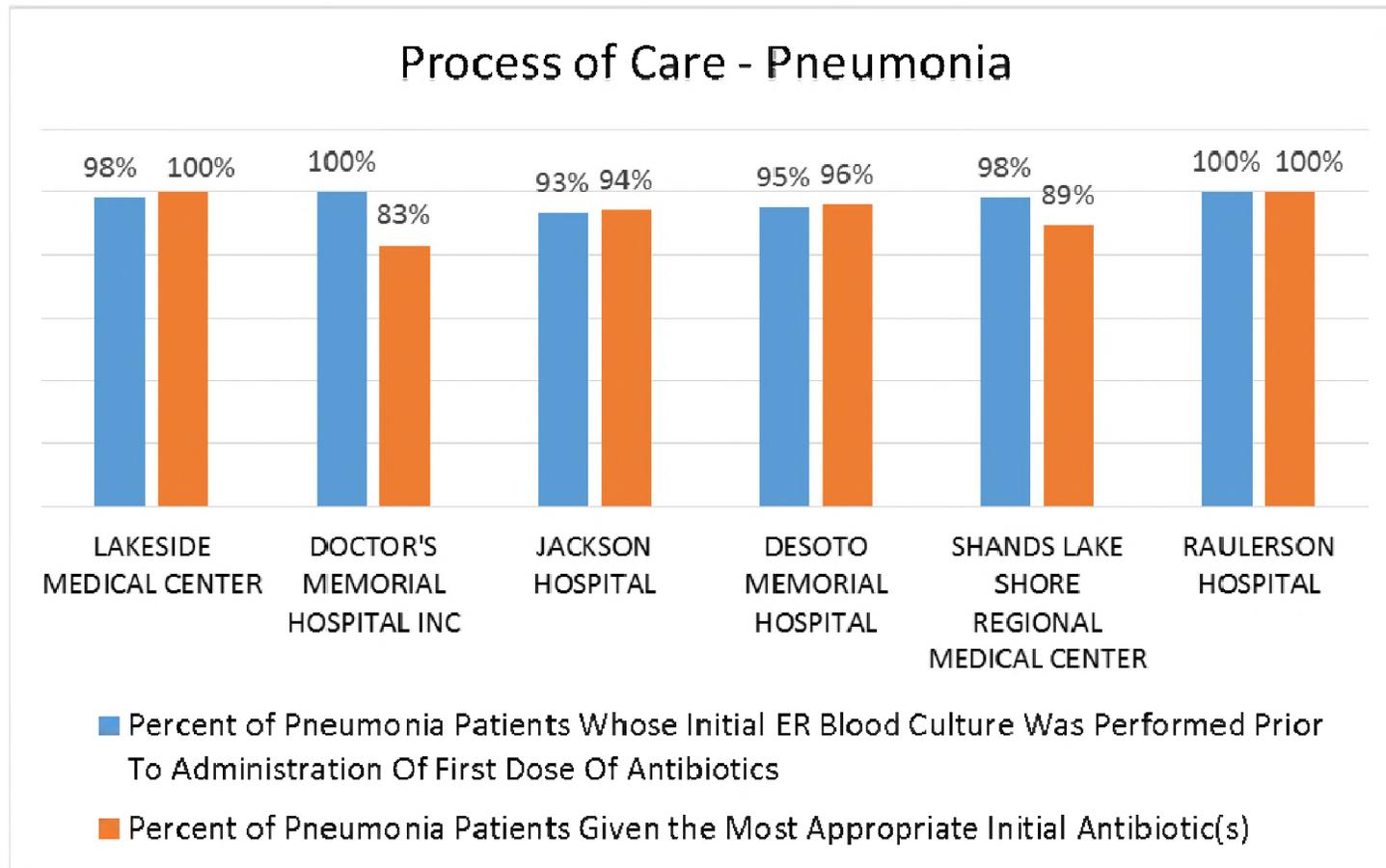
**NOTE:**

\*CMS notes that the number of cases is too small to reliably tell how well a hospital is performing for these measures for the last 2 measures for Doctor's Memorial and DeSoto Memorial Hospitals.

<sup>31</sup> <https://data.medicare.gov> data downloaded as of January 17, 2013. Comparison hospitals where CMS quality data is available are reported for these measures.

# Comparison of Quality Measures:

## *Summary and Comparison of Findings*<sup>32</sup> (continued)



<sup>32</sup> <https://data.medicare.gov> data downloaded as of January 17, 2013. Comparison hospitals where CMS quality data is available are reported for these measures.

# Comparison of Quality Measures:

## *Summary and Comparison of Findings*<sup>33</sup> (continued)

### Process of Care Measures

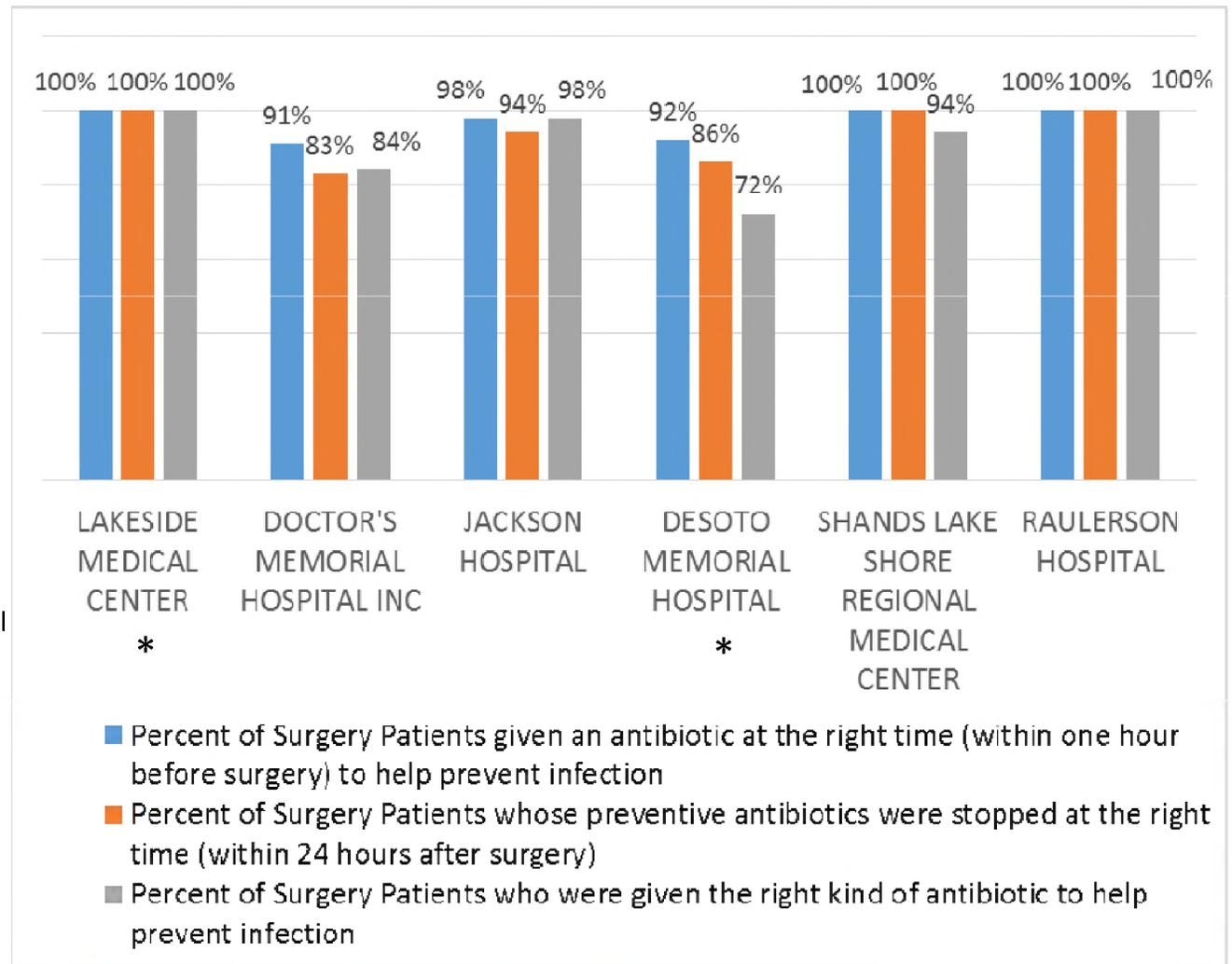
#### Surgical Care

*Quality measure ratings for surgical procedure standards of care*

**NOTE:**

\*CMS notes that the number of cases is too small to reliably tell how well a hospital is performing for these 3 surgical care measures for Lakeside, and for the % of surgery patients whose preventive antibiotics were stopped at the right time measure for DeSoto.

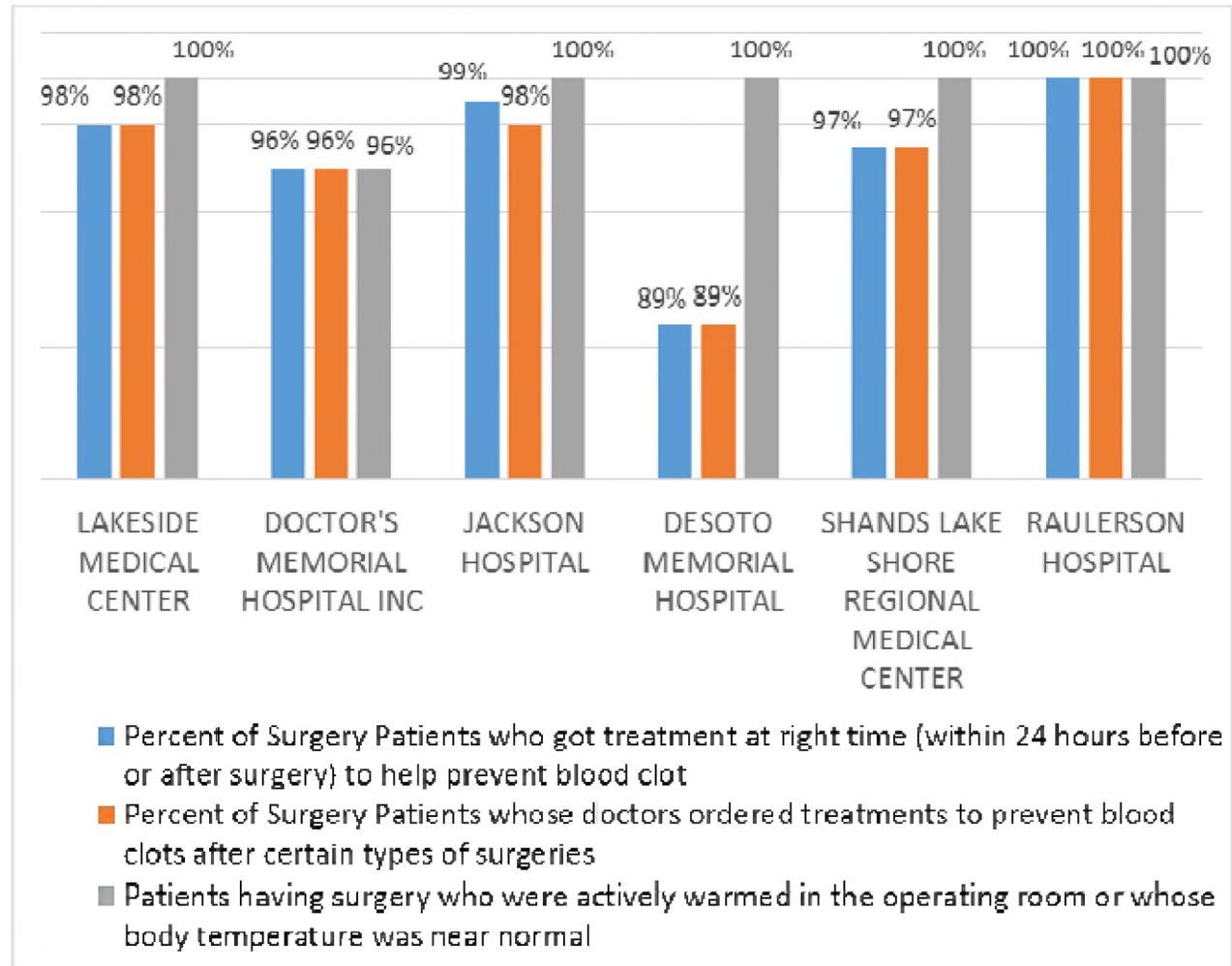
<sup>33</sup> <https://data.medicare.gov> data downloaded as of January 17, 2013. Comparison hospitals where CMS quality data is available are reported for these measures.



# Comparison of Quality Measures:

## *Summary and Comparison of Findings*<sup>34</sup> (continued)

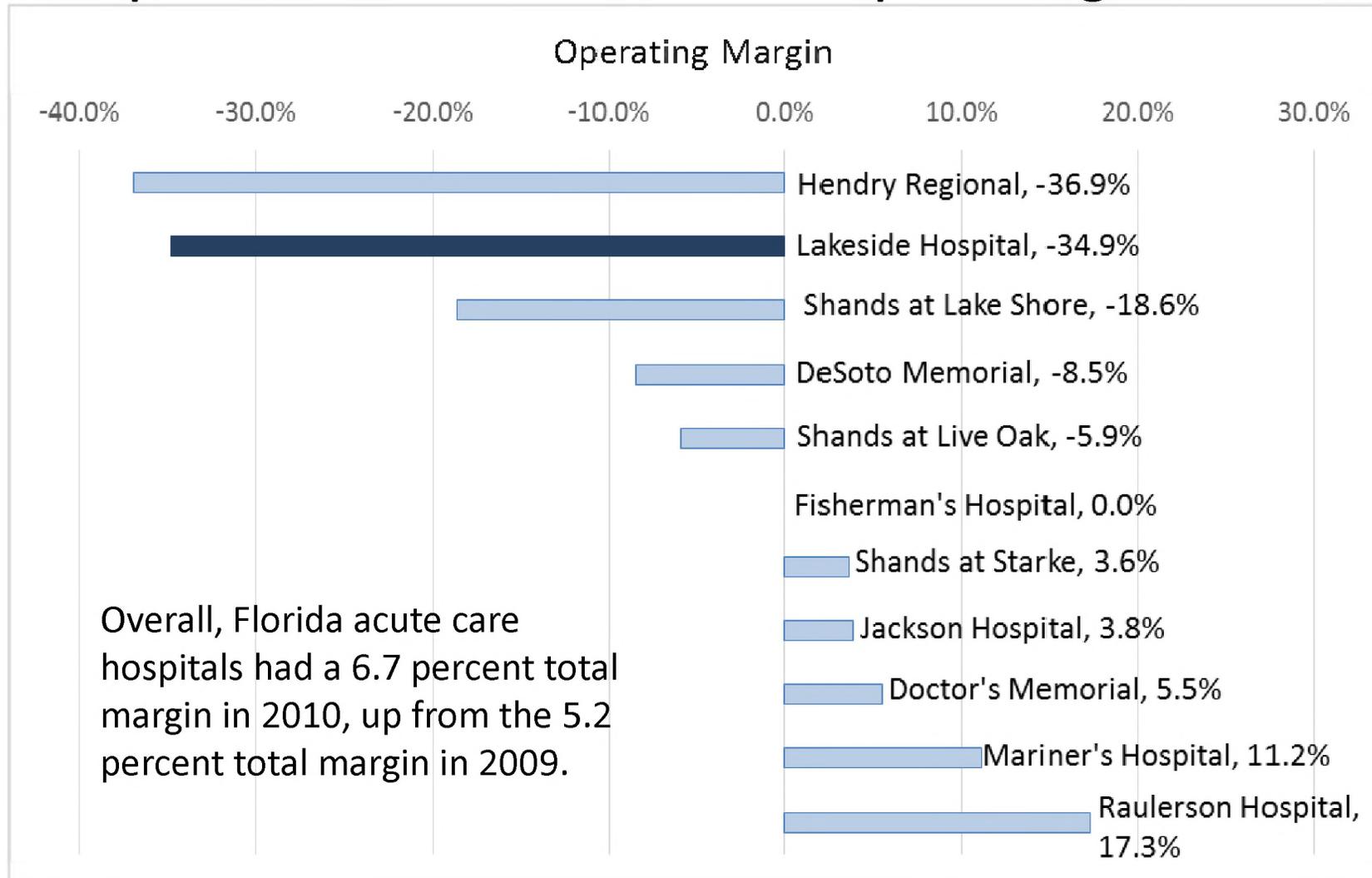
### Process of Care Measures Surgical Care (continued) *Quality measure ratings for surgical procedure standards of care*



<sup>34</sup> <https://data.medicare.gov> data downloaded as of January 17, 2013. Comparison hospitals where CMS quality data is available are reported for these measures.

# Comparison of Financial and Operating Statistics

# Comparison of Financial and Operating Statistics <sup>35</sup>

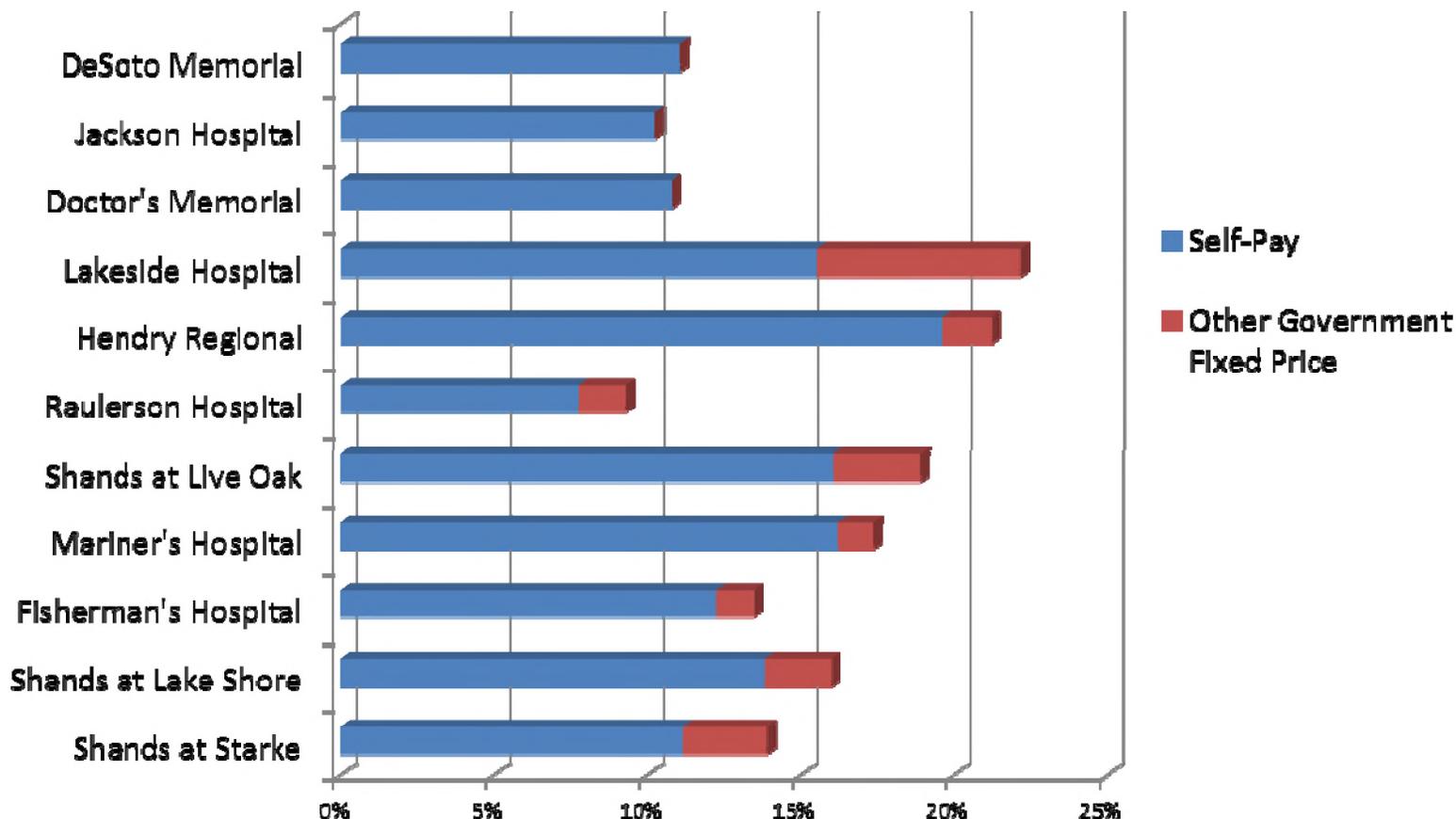


<sup>35</sup> Agency for Health Care Administration, 2010 Florida Hospital Financial Data.

Available at [http://ahca.myflorida.com/MCHQ/CON\\_FA/Publications/index.shtml](http://ahca.myflorida.com/MCHQ/CON_FA/Publications/index.shtml)

# Comparison of Financial and Operating Statistics <sup>36</sup>

**Percentage of Self-Pay and Other Government Fixed Price Payer to Gross Revenues**



<sup>36</sup> Agency for Health Care Administration, 2010 Florida Hospital Financial Data. Available at [http://ahca.myflorida.com/MCHQ/CON\\_FA/Publications/index.shtml](http://ahca.myflorida.com/MCHQ/CON_FA/Publications/index.shtml).

Please note that the information on this slide is from a different time period and source than information on slide 19

# Valuation

# Valuation - Overview

## Fair Value

- The objective of this portion of the analysis is to determine the fair market value of District Hospital Holdings, Inc. (Lakeside). This analysis uses industry standard valuation methods. These methods are routinely used to determine valuations for different business enterprises and will likely be the standard methods used in the analysis of Florida hospitals that was directed by HB 711.
- The three methods are:
  - Comparable Transactions
  - Public Company Multiples
  - Discounted Cash Flow
- Comparable transactions and Public Company Multiples determine value by using a multiple of several key financial measures:
  - Net Operating Revenue for the most recently completed fiscal year and the projection for the next fiscal year
  - Earnings, defined as operating income before deducting interest expense, income taxes (if applicable), depreciation and amortization (EBIDA) for the most recently completed fiscal year and the projection for the next fiscal year

# Valuation – Overview *(continued)*

## Fair Value *(continued)*

- Discounted Cash Flow which is usually EBIDA adjusted for capital expenditures, working capital and income taxes (if applicable)—the value is the present value of the free cash flows for the most recently completed fiscal year plus the projected cash flows for the next 4 fiscal years (5 years of free cash flows)
- In most cases earning capacity is the primary driver of valuation, not the net value of assets; in addition, HB 711 is predicated on the hospital continuing to function as a hospital; therefore no attempt to determine a valuation simply for the “real estate” value was completed
- Audited financial statements and projections supplied by management were used to prepare the schedules used in this valuation analysis

# Valuation Methods

- Comparable Transactions
  - Focuses on the prices paid for comparable hospitals in the market
  - Consider both for-profit and not-for-profit hospitals
  - Uses the multiples of revenue and EBIDA paid for comparable hospitals
  
- Public Company Multiples
  - Focuses on the valuation of comparable publicly traded hospital companies
  - Uses the multiples of EBIDA that is associated with the value of the publicly traded companies (aggregate stock value)
  
- Discounted Cash Flow
  - Calculate the present value of cash flow for a specified period of time
  - Determine the terminal value at the end of the projections period—based upon the cash flow in the last year
  - Present value is the sum of projected cash flow and the terminal value

# Valuation Assumptions

- The valuation is treated as a purchase of assets (minus the land) or as a capital lease assuming the lease with PRIDE would be extended to a new owner/operator
- The valuation has been done assuming the assets would continue to be operated as a hospital, therefore operating revenues and cash flow are the most appropriate metrics to be used in valuation; i.e., the property would not be converted to some other purpose.
  - ✓ We have not assigned a valuation to the physical property itself based upon depreciated historical cost of \$50.5 million
  - ✓ Typically only valuations for real estate entities use property valuation as a key component
- In accordance with HB711 requirements, the continuing hospital operations would provide the same services and programs and serve the same population that Lakeside currently serves, including the indigent
- The valuation is done with and without the contribution of the Health Care District of Palm Beach County. In the case of a sale, it is HMA's interpretation of the statutory language that the contribution would no longer be allowed to continue (per HB 711); however, in a lease the contribution would still be allowed. A legal opinion may be necessary to confirm this interpretation.<sup>37</sup>

<sup>37</sup> No formal third party legal opinion has been obtained and remains subject to HMA interpretation of the rule

# Financial Schedules

## *Financial schedules for Revenue and EBIDA*

Operating Earnings	Actual				Projected			
	9/30/2009	9/30/2010	9/30/2011	9/30/2012	9/30/2013	9/30/2014	9/30/2015	9/30/2016
<b>Income Statement Analysis</b>								
<b>Adjustments to Net Operating Revenue:</b>								
Net patient revenue	\$ 24,068,094	\$ 27,680,293	\$ 28,643,461	\$ 27,926,584	\$ 28,205,850	\$ 28,769,967	\$ 29,345,366	\$ 29,932,273
Other operating revenue	113,156	295,473	258,108	329,201	250,000	250,000	250,000	250,000
Other non-operating revenue	799,957	986,220	930,665	1,209,721	2,000,000	2,000,000	20,000	20,000
Total revenue	24,981,207	28,961,986	29,832,234	29,465,506	30,455,850	31,019,967	29,615,366	30,202,273
Contribution from Health Care District	8,450,000	6,100,000	6,700,000	5,600,000	6,500,000	6,500,000	8,200,000	8,000,000
Adjusted net revenue with contribution	33,431,207	35,061,986	36,532,234	35,065,506	36,955,850	37,519,967	37,815,366	38,202,273
<b>Adjustments to EBIDA:</b>								
Adjusted net operating revenue	24,181,250	27,975,766	28,901,569	28,255,785	28,455,850	29,019,967	29,595,366	30,182,273
Less operating expenses before int and deprec	33,474,979	34,863,440	34,703,519	34,949,170	36,918,700	37,448,200	37,797,600	38,147,100
<b>Adjusted EBIDA before contribution</b>	<b>(9,293,729)</b>	<b>(6,887,674)</b>	<b>(5,801,950)</b>	<b>(6,693,385)</b>	<b>(8,462,850)</b>	<b>(8,428,233)</b>	<b>(8,202,234)</b>	<b>(7,964,827)</b>
Contribution from Health Care District	8,450,000	6,100,000	6,700,000	5,600,000	6,500,000	6,500,000	8,200,000	8,000,000
<b>Adjusted EBIDA with contribution</b>	<b>\$ (843,729)</b>	<b>\$ (787,674)</b>	<b>\$ 898,050</b>	<b>\$(1,093,385)</b>	<b>\$(1,962,850)</b>	<b>\$(1,928,233)</b>	<b>\$ (2,234)</b>	<b>\$ 35,173</b>
<b>Notes:</b>								
Earnings before interest, depreciation and amortization are based upon operating revenue								
Contributions for 2010 do not include the capital contribution for the new hospital								
2009 thru 2011 are from audited financial statements, 2012 thru 2016 are representations of management								

# Financial Schedules *(continued)*

## *Free Cash Flow*

Operating Earnings	Actual				Projected			
	9/30/2009	9/30/2010	9/30/2011	9/30/2012	9/30/2013	9/30/2014	9/30/2015	9/30/2016
<b>Free Cash Flow Analysis</b>								
EBI Before Contribution	\$ (12,616,798)	\$ (10,748,160)	\$ (9,661,711)	\$ (10,562,139)	\$ (12,332,850)	\$ (12,308,233)	\$ (12,092,234)	\$ (11,854,827)
Less Depreciation	3,323,069	3,860,486	3,859,761	3,868,754	3,870,000	3,880,000	3,890,000	3,890,000
EBIDA	(9,293,729)	(6,887,674)	(5,801,950)	(6,693,385)	(8,462,850)	(8,428,233)	(8,202,234)	(7,964,827)
Less capital expenditures	-	(642,708)	(741,528)	(840,309)	(750,000)	(750,000)	(750,000)	(750,000)
<b>Free cash flow before contribution</b>	<b>(9,293,729)</b>	<b>(7,530,382)</b>	<b>(6,543,478)</b>	<b>(7,533,694)</b>	<b>(9,212,850)</b>	<b>(9,178,233)</b>	<b>(8,952,234)</b>	<b>(8,714,827)</b>
Contribution	8,450,000	6,100,000	6,700,000	5,600,000	6,500,000	6,500,000	8,200,000	8,000,000
<b>Free cash flow with contribution</b>	<b>\$ (843,729)</b>	<b>\$ (1,430,382)</b>	<b>\$ 156,522</b>	<b>\$ (1,933,694)</b>	<b>\$ (2,712,850)</b>	<b>\$ (2,678,233)</b>	<b>\$ (752,234)</b>	<b>\$ (714,827)</b>
<b>Notes:</b>								
Earnings before interest, depreciation and amortization are based upon operating revenue								
Contributions for 2010 do not include the capital contribution for the new hospital								
2009 thru 2011 are from audited financial statements, 2012 thru 2016 are representations of management								

# Valuation Summary

## Public Company Multiples

- The public company multiples approach to valuation calculates stock value in terms of multiples of earnings. For example, publicly traded companies' total stock valuations have typically been in the range of 5 to 6 times annual earnings.
- Using this approach based on the EBIDA at Lakeside for the most recent fiscal year and the projections for the current year yields the result that the fair market value of Lakeside is zero.

## Comparable Transactions

- The comparable transactions approach to valuation looks to sales of other hospitals to determine sales price based on revenue and earnings.
- The net operating revenue and/or earnings for Lakeside are multiplied by the comparable values of other hospitals that have been sold to determine value. For example, if similar hospitals are being sold for 0.2 to 0.5 of annual net operating revenue and/or 5 to 6 times annual earnings before interest, depreciation, and amortization (EBIDA), that establishes metrics to use in measuring the value of Lakeside.
- Based on Lakeside's EBIDA for the most recent completed fiscal year, this valuation approach yields the conclusion that Lakeside has a fair market value of zero.

# Valuation Summary *(continued)*

## Discounted Cash Flow

- The discounted cash flow approach to valuation calculates the net present value for some specified period of actual and projected cash flows. For example, the cash flow for the most recent complete fiscal year plus the projected cash flow for the next 4 years is used to determine the values of those dollars at the present time. Then typically the present value of the cash flows for that specified period is added to the present value of estimated cash flow in the final year for a specified time period.
- Discounting Lakeside's current and projected cash flow to calculate net present value leads to the conclusion that Lakeside has a fair market value of zero.

# Valuation Summary *(continued)*

<u>Valuation Method</u>			<u>Before Contribution</u>	<u>After Contribution</u>
<b>Public Company</b>	Current Year	EBIDA	\$ (6,693,385)	\$ (1,093,385)
		Multiple	5x	5x
		Range of Value	0	0
	One Year Forward	EBIDA	\$ (8,462,850)	\$ (1,962,850)
		Multiple	5x	5x
		Range of Value	0	0
<b>Comparable Transactions</b>	EBIDA Basis	EBIDA	\$ (6,693,385)	\$ (1,093,385)
		Multiple	5x	5x
		Range of Value	0	0
<b>Discounted Cash Flow</b>	Present Value of 5 year cash flow	Cash Flow	\$ (43,591,838)	\$ (8,791,838)
		Present Value	0	0
	Terminal Value	Cash Flow	\$ (8,714,827)	\$ (714,827)
		Present Value	0	0

# Appendix

- Appendix 1 Lakeside Financial Trends
- Appendix 2 Lakeside and Comparison Hospital Financial Data Sheet
- Appendix 3 Lakeside and Comparison Hospital Summary Characteristics, 2011
- Appendix 4 Inpatient Discharges by Major Diagnostic Category, 2011
- Appendix 5 Inpatient Discharges by Facility and Patient County Origin, 2011
- Appendix 6 CMS Quality Measures Provided by AHCA

# Appendix 1: Lakeside Financial Trends

Lakeside Financial Trends						
Financial Ratios						
		2011	2010	2009	2008	2007
<b>Current Ratio</b>						
	Current Assets	5,844,699	5,022,242	5,630,928	5,912,025	5,882,243
	Current Liabilities	3,676,582	3,899,927	4,770,943	4,810,920	3,055,397
		1.589709953	1.287778464	1.180254721	1.228876182	1.925197609
<b>Operating Margin</b>						
	Total Operating Revenue	28,901,569	27,975,766	24,181,250	22,023,050	25,334,740
	Total Operating Expenses	38,563,280	38,723,926	36,798,048	33,777,482	31,850,644
		-33.4%	-38.4%	-52.2%	-53.4%	-25.7%
<b>Total Margin</b>						
	Net Income (Loss) Before Capital Contribution	(2,031,046)	(3,661,940)	(3,366,841)	(2,712,514)	(828,203)
	Total Operating Revenue	28,901,569	27,975,766	24,181,250	22,023,050	25,334,740
		-7.0%	-13.1%	-13.9%	-12.3%	-3.3%
<b>Return on Assets</b>						
	Net Income (Loss) Before Capital Contribution	(2,031,046)	(3,661,940)	(3,366,841)	(2,712,514)	(828,203)
	Total Assets	63,604,917	65,915,224	8,653,652	11,690,392	12,650,447
		-3.2%	-5.6%	-38.9%	-23.2%	-6.5%

# Appendix 1: Lakeside Financial Trends (continued)

		2011	2010	2009	2008	2007
<b>Return on Equity</b>						
	Net Income (Loss) Before Capital Contribution	(2,031,046)	(3,661,940)	(3,366,841)	(2,712,514)	(828,203)
	Total Equity (Net Assets)	59,010,471	61,041,517	3,043,349	6,410,190	9,122,704
		-3.4%	-6.0%	-110.6%	-42.3%	-9.1%
<b>Debt Service Coverage</b>						
	Net Income (Loss) Before Capital Contribution	(2,031,046)	(3,661,940)	(3,366,841)	(2,712,514)	(828,203)
	Depreciation	3,859,761	3,860,486	3,323,069	964,311	911,570
	Interest	3,706	5,953	5,331	11,942	24,847
	Current Long Term Debt	32,721	28,851	27,504	81,484	
		50.30392291	5.875732674	-1.17073245	-18.58434483	
<p>Source: Audited Financial Statements District Hospital Holdings, Inc. (A Component Unit of the Health Care District of Palm Beach County, Florida) September 30, 2011 and 2010 and September 30, 2009 and 2008</p>						
<p>“Rate of return” means the financial indicators used to determine or demonstrate reasonableness of the financial requirements of a hospital. Such indicators shall include, but not be limited to: return on assets, return on equity, total margin, and debt service coverage. F.S. 408.07 (42)</p>						

# Appendix 2:

## Lakeside and Comparison Hospital Financial Data Sheet

Hospital	Shands at Starke	Shands at Lake Shore	Fisherman's Hospital	Mariner's Hospital	Shands at Live Oak	Raulerson Hospital	Hendry Regional	Lakeside Hospital	Doctor's Memorial	Jackson Memorial	DeSoto Memorial
Medicaid Number	100072	100331	101206	101214	101796	119750	100862	101443	101036	100421	101923
Type of Control	Not-For-Profit, General Acute Care	Not-For-Profit, General Acute Care	Corporation, General Acute Care	Not-For-Profit, General Acute Care	Not-For-Profit, General Acute Care	Corporation, General Acute Care	Hospital District, General Acute Care	Controlled Hospital – Other**	Not-For-Profit, General Acute Care	Hospital District, General Acute Care	Hospital District, General Acute Care
Hospital Classification*	Rural	Rural	Rural	Rural	Rural	Rural	Rural	Rural	Rural	Rural	Rural
County	Bradford	Columbia	Monroe	Monroe	Suwannee	Okeechobee	Hendry	Palm Beach	Taylor	Jackson	DeSoto
Number of Beds	25	99	25	25	15	100	25	70	48	100	49
Gross Patient Revenues	\$ 75,491,813	\$ 151,970,133	\$ 55,530,093	\$ 128,241,821	\$ 58,316,350	\$ 291,374,176	\$ 51,498,690	\$ 124,935,520	\$ 45,738,474	\$ 123,955,462	\$ 94,902,681
Charity /Uncompensated Care	\$ 5,755,701	\$ 20,999,185	\$ 694,717	\$ 10,236,329	\$ 5,379,181	\$ 2,301,616	\$ 3,331,605	\$ 4,897,042	\$ 759,773	\$ 5,786,324	\$ 4,236,165
Net Operating Revenue	\$ 24,808,689	\$ 37,946,997	\$ 19,784,776	\$ 42,326,912	\$ 17,382,631	\$ 62,921,011	\$ 15,794,704	\$ 28,714,603	\$ 17,393,725	\$ 40,688,436	\$ 25,876,296
Excess (Deficit) Operating Revenue Over Operating Expense	\$ (905,131)	\$ (7,039,306)	\$ 5,001	\$ 4,731,053	\$ (1,028,032)	\$ 10,859,499	\$ (5,825,287)	\$ (10,009,323)	\$ (589,568)	\$ 293,722	\$ (4,558,135)
Excess (Deficit) Total Revenue Over Total Expense	\$ (910,055)	\$ (7,039,306)	\$ (73,128)	\$ 4,679,399	\$ (1,028,032)	\$ 10,830,211	\$ 734,179	\$ (3,661,940)	\$ 965,268	\$ 1,541,273	\$ (2,204,324)
Operating Margin	3.6%	-18.6%	0.0%	11.2%	-5.9%	17.3%	-36.9%	-34.9%	5.5%	3.8%	-8.5%
Adjusted Admissions	5,178	8,049	2,196	2,623	5,187	7,670	3,797	5,406	\$ 5,346	\$ 9,744	5,663
Adjusted Patient Days	17,568	33,493	7,819	12,409	15,282	34,302	14,352	19,725	\$ 16,405	\$ 40,009	19,665
Gross Revenue/Adjusted Admission	\$ 14,578	\$ 18,881	\$ 25,288	\$ 48,889	\$ 11,243	\$ 37,988	\$ 13,562	\$ 23,109	\$ 8,556	\$ 12,721	\$ 16,760
Operating Expenses/Adjusted Admission	\$ 4,966	\$ 5,589	\$ 9,008	\$ 14,332	\$ 3,549	\$ 6,788	\$ 5,694	\$ 7,163	\$ 3,364	\$ 4,146	\$ 5,375
Net Operating Revenue/Adjusted Admission	\$ 4,791	\$ 4,715	\$ 9,010	\$ 16,136	\$ 3,351	\$ 8,203	\$ 4,160	\$ 5,311	\$ 3,254	\$ 4,176	\$ 4,570
Gross Revenue/Adjusted Patient Day	\$ 4,297	\$ 4,537	\$ 7,102	\$ 10,335	\$ 3,816	\$ 8,494	\$ 3,588	\$ 6,334	\$ 2,788	\$ 3,098	\$ 4,826
Operating Expenses/Adjusted Patient Day	\$ 1,464	\$ 1,343	\$ 2,530	\$ 3,030	\$ 1,205	\$ 1,518	\$ 1,506	\$ 1,963	\$ 1,096	\$ 1,010	\$ 1,548
Net Operating Revenue/Adjusted Patient Day	\$ 1,412	\$ 1,133	\$ 2,530	\$ 3,411	\$ 1,137	\$ 1,834	\$ 1,100	\$ 1,456	\$ 1,060	\$ 1,017	\$ 1,316
Salary per FTE	\$ 56,656	\$ 54,203	\$ 58,764	\$ 67,511	\$ 62,119	\$ 56,572	\$ 60,252	\$ 69,705	\$ 39,227	\$ 64,713	\$ 54,419

\*per Hospital Prospective Payment Rate Sheets available at [http://www.fdhc.state.fl.us/Medicaid/cost\\_reim/pdf/201207\\_37303\\_calc\\_wIGTs.pdf](http://www.fdhc.state.fl.us/Medicaid/cost_reim/pdf/201207_37303_calc_wIGTs.pdf)

\*\*Controlled by the same governing board as the district and is considered a blended component unit of the district. In 2011, reported as controlled by a Hospital District

Source: Agency for Health Care Administration, 2010 Florida Hospital Financial Data Available at [http://ahca.myflorida.com/MCHQ/CON\\_FA/Publications/index.shtml](http://ahca.myflorida.com/MCHQ/CON_FA/Publications/index.shtml)

## Appendix 2:

# Lakeside and Comparison Hospital Financial Data Sheet

### Additional Notes *(continued)*

"Adjusted admission" means the sum of acute and intensive care admissions divided by the ratio of inpatient revenues generated from acute, intensive, ambulatory, and ancillary patient services to gross revenues. If a hospital reports only subacute admissions, then "adjusted admission" means the sum of subacute admissions divided by the ratio of total inpatient revenues to gross revenues. F.S. 408.07(2)

"Net revenue" means gross revenue minus deductions from revenue.

"Operating expenses" means total expenses excluding income taxes.

"Other operating revenue" means all revenue generated from hospital operations other than revenue directly associated with patient care. F.S. 408.07(35),(38) and (39)

"Gross revenue" means the sum of daily hospital service charges, ambulatory service charges, ancillary service charges, and other operating revenue. Gross revenues do not include contributions, donations, legacies, or bequests made to a hospital without restriction by the donors. F.S. 408.07 (23)

## Appendix 2: Lakeside and Comparison Hospital Financial Data Sheet Additional Notes *(continued)*

- “Rural hospital” means an acute care hospital licensed under chapter 395, having 100 or fewer licensed beds and an emergency room, and which is:(a) The sole provider within a county with a population density of no greater than 100 persons per square mile;
- (b) An acute care hospital, in a county with a population density of no greater than 100 persons per square mile, which is at least 30 minutes of travel time, on normally traveled roads under normal traffic conditions, from another acute care hospital within the same county;
- (c) A hospital supported by a tax district or subdistrict whose boundaries encompass a population of 100 persons or fewer per square mile;
- (d) A hospital with a service area that has a population of 100 persons or fewer per square mile. As used in this paragraph, the term “service area” means the fewest number of zip codes that account for 75 percent of the hospital’s discharges for the most recent 5-year period, based on information available from the hospital inpatient discharge database in the Florida Center for Health Information and Policy Analysis at the Agency for Health Care Administration; or
- (e) A critical access hospital.

Population densities used in this subsection must be based upon the most recently completed United States census. A hospital that received funds under s. [409.9116](#) for a quarter beginning no later than July 1, 2002, is deemed to have been and shall continue to be a rural hospital from that date through June 30, 2015, if the hospital continues to have 100 or fewer licensed beds and an emergency room, or meets the criteria of s. [395.602\(2\)\(e\)](#)4. An acute care hospital that has not previously been designated as a rural hospital and that meets the criteria of this subsection shall be granted such designation upon application, including supporting documentation, to the Agency for Health Care Administration. F.S. 408.07(43)

# Appendix 3: Lakeside and Comparison Hospital Summary Characteristics, 2011

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	INPATIENT DISCHARGES	ED VISITS	INPATIENT ED ADMITS	ED ADMIT PERCENT OF INPT DISCHARGES (G/E)	INPATIENT BED DAYS (LOS)	INPATIENT TOTAL CHARGES	INPATIENT COST PER DAY (J/I)	INPATIENT BED CAPACITY	CASEMIX (ALL DRGS)	CASEMIX ** (EXCLUDING NEWBORNS)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	1,048	12,022	373	35.6%	3,290	\$12,153,838	\$3,694.18	48	1.07	1.07
2011	100142	JACKSON HOSPITAL	JACKSON	3,688	21,854	1,743	47.3%	14,316	\$44,087,587	\$3,079.60	100	1.01	1.11
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	2,602	13,692	1,627	62.5%	8,691	\$37,970,299	\$4,368.92	49	0.96	1.05
2011	100024	FISHERMEN'S HOSPITAL	MONROE	642	7,581	224	34.9%	2,112	\$14,555,943	\$6,892.02	25	1.06	1.06
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	954	10,732	468	49.1%	3,067	\$11,669,353	\$3,804.81	25	0.98	0.98
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	5,254	23,748	2,570	48.9%	19,034	\$99,186,955	\$5,211.04	99	0.91	0.97
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	1,468	17,746	1,269	86.4%	4,750	\$24,144,107	\$5,082.97	25	0.93	0.93
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	3,338	20,165	1,794	53.7%	10,620	\$63,563,059	\$5,985.22	70	0.94	1.05
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	1,152	18,986	1,116	96.9%	3,957	\$17,144,977	\$4,332.82	15	0.92	0.92
2011	100160	MARINERS HOSPITAL	MONROE	664	9,941	224	33.7%	2,743	\$26,487,582	\$9,656.43	25	1.04	1.04
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	4,240	20,390	3,220	75.9%	18,237	\$171,418,607	\$9,399.50	100	1.22	1.22

\*\* NOTE (casemix): Casemix may or may not vary between "All DRG Casemix" and "Casemix Excluding Newborns", as some facilities listed above do not have newborn discharges

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 4: Inpatient Discharges by Major Diagnostic Category, 2011

Facility Number	Facility Name	Facility County	PRE/ASSOCIATED	DISEASES AND DISORDERS OF THE NERVOUS SYSTEM	DISEASES AND DISORDERS OF THE EYE	DISEASES AND DISORDERS OF THE EAR, NOSE, MOUTH AND THROAT	DISEASES AND DISORDERS OF RESPIRATORY SYSTEM	DISEASES AND DISORDERS OF THE CIRCULATORY SYSTEM	DISEASES AND DISORDERS OF DIGESTIVE SYSTEM
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	3	21	0	12	287	107	140
100142	JACKSON HOSPITAL	JACKSON	22	147	3	16	553	386	280
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	8	80	1	16	392	287	262
100024	FISHERMEN'S HOSPITAL	MONROE	1	26	1	14	97	109	133
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	4	63	1	24	190	155	134
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	22	130	3	47	721	848	629
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	1	54	2	20	391	227	195
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	13	42	2	22	527	324	248
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	0	78	1	11	320	213	70
100160	MARINERS HOSPITAL	MONROE	0	31	0	2	134	118	88
100252	RAULERSON HOSPITAL	OKEECHOBEE	35	320	5	44	797	1,027	597

## Appendix 4: Inpatient Discharges by Major Diagnostic Category, 2011 (continued)

Facility Number	Facility Name	Facility County	DISEASES AND DISORDERS OF THE HEPATOBILIARY SYSTEM AND PANCREAS	DISEASES AND DISORDERS OF THE MUSCULOSKELETAL SYSTEM AND CONNECTIVE TISSUE	DISEASES AND DISORDERS OF THE SKIN, SUBCUTANEOUS TISSUE AND BREAST	ENDOCRINE, NUTRITIONAL AND METABOLIC DISEASES AND DISORDERS	DISEASES AND DISORDERS OF THE KIDNEY AND URINARY TRACT	DISEASES AND DISORDERS OF THE MALE REPRODUCTIVE SYSTEM	DISEASES AND DISORDERS OF THE FEMALE REPRODUCTIVE SYSTEM
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	50	29	68	88	80	4	6
100142	JACKSON HOSPITAL	JACKSON	103	169	94	113	173	17	68
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	89	55	66	107	103	4	13
100024	FISHERMEN'S HOSPITAL	MCFRCE	47	72	27	15	28	5	3
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	60	14	49	81	52	3	23
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	203	97	125	184	123	3	132
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	88	31	131	61	131	2	3
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	78	24	151	131	121	11	62
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	27	25	94	87	131	1	0
100160	MARINERS HOSPITAL	MCFRCE	34	52	44	18	47	3	6
100252	RAULERSON HOSPITAL	OKEECHOBEE	197	175	197	123	244	14	38

HEALTH MANAGEMENT ASSOCIATES

# Appendix 4: Inpatient Discharges by Major Diagnostic Category, 2011 (continued)

Facility Number	Facility Name	Facility County	PREGNANCY, CHILDBIRTH AND THE PUERPERIUM	NEWBORNS AND OTHER NEONATES WITH CONDITIONS ORIGINATING IN THE PERINATAL PERIOD	DISEASES AND DISORDERS OF THE BLOOD AND BLOOD-FORMING ORGANS AND IMMUNOLOGICAL DISORDERS	MYELOPROLIFERATIVE DISEASES AND DIORDERS AND PPOPLY DIFFERENTIATED NEOPLASMS	INFECTIOUS AND PARASITIC DISEASES	MENTAL DISEASES AND DISORDERS	ALCOHOL/DRUG USE AND ALCOHOL/DRUG-INDUCED ORGANIC MENTAL DISORDERS
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	2	4	36	0	78	4	6
100142	JACKSON HOSPITAL	JACKSON	550	526	73	5	129	11	143
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	483	463	41	8	73	4	5
100024	FISHERMEN'S HOSPITAL	MONROE	0	0	7	1	26	2	1
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	3	0	37	3	20	3	11
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	890	722	115	17	120	19	24
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	1	0	56	2	23	9	10
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	666	620	70	0	132	2	1
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	2	0	35	1	21	9	3
100160	MARINERS HOSPITAL	MONROE	0	0	10	1	15	3	6
100252	RAULERSON HOSPITAL	OKEECHOBEE	3	0	59	9	252	12	10

HEALTH MANAGEMENT ASSOCIATES

## Appendix 4: Inpatient Discharges by Major Diagnostic Category, 2011 (continued)

Facility Number	Facility Name	Facility County	INJURY, POISONING AND TOXIC EFFECTS OF DRUGS	BURNS	FACTORS INFLUENCING HEALTH STATUS AND OTHER CONTACTS WITH HEALTH SERVICES	MULTIPLE SIGNIFICANT TRAUMA	HUMAN IMMUNODEFICIENCY VIRUS INFECTIONS	TOTAL
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	10	0	6	1	4	1,048
100142	JACKSON HOSPITAL	JACKSON	53	1	47	5	1	3,688
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	13	1	18	2	8	2,602
100024	FISHERMEN'S HOSPITAL	MONROE	17	0	7	0	3	642
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	14	0	4	0	6	954
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	47	1	23	0	9	5,254
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	11	0	19	0	0	1,468
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	18	3	15	0	55	3,338
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	15	0	6	0	2	1,152
100160	MARINERS HOSPITAL	MONROE	23	0	23	2	2	664
100252	RAULERSON HOSPITAL	OKEECHOBEE	62	0	15	2	3	4,240

HEALTH MANAGEMENT ASSOCIATES

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011

2011 INPATIENT DISCHARGES BY FACILITY AND PATIENT COUNTY			PATIENT COUNTY											
Facility Number	Facility Name	Facility County	ALACHUA	BAKER	BAY	BRADFORD	BREVARD	BROWARD	CALHOUN	CHARLOTTE	CITRUS	CLAY	COLLIER	COLUMBIA
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	1	0	0	0	0	0	0	0	0	0	0	0
100142	JACKSON HOSPITAL	JACKSON	1	0	84	0	0	2	240	0	0	0	0	0
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	0	0	0	0	0	0	0	17	1	0	2	0
100024	FISHERMEN'S HOSPITAL	MONROE	0	0	1	0	0	2	0	0	0	0	1	0
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	0	0	0	0	0	1	0	0	0	0	2	0
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	42	43	1	41	1	1	0	0	0	15	0	3,172
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	66	6	0	926	0	0	0	0	0	252	0	1
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	0	0	0	0	1	2	0	0	0	0	1	0
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	0	0	0	1	0	1	0	0	0	1	0	29
100160	MARINERS HOSPITAL	MONROE	0	0	0	0	0	6	0	0	0	0	2	0
100252	RAULERSON HOSPITAL	OKEECHOBEE	0	0	0	0	4	8	0	0	1	3	1	2

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011 (continued)

Facility Number	Facility Name	Facility County	MIAMI-DADE	DESOTO	DIXIE	DUVAL	ESCAMBIA	FLAGLER	FRANKLIN	GADSDEN	GILCHRIST	GLADES	GULF	HAMILTON
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	0	0	13	0	0	0	0	0	1	0	0	0
100142	JACKSON HOSPITAL	JACKSON	0	0	0	0	2	1	1	51	0	0	7	0
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	0	2,104	0	0	0	0	0	0	0	1	0	0
100024	FISHERMEN'S HOSPITAL	MONROE	14	0	0	2	0	0	0	0	0	0	0	0
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	2	0	0	1	0	0	0	0	0	141	0	0
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	4	0	10	7	0	0	1	1	9	0	0	470
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	0	0	0	9	0	1	0	0	0	0	0	0
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	6	0	0	1	0	0	0	0	0	86	0	0
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	1	0	4	1	0	0	0	0	0	0	0	114
100160	MARINERS HOSPITAL	MONROE	24	0	0	1	0	0	0	0	0	0	0	0
100252	RAULERSON HOSPITAL	OKEECHOBEE	5	1	0	1	1	0	0	0	1	131	0	0

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011 (continued)

Facility Number	Facility Name	Facility County	HARDEE	HENDRY	HERNANDO	HIGHLANDS	HILLSBOROUGH	HOLMES	INDIAN RIVER	JACKSON	JEFFERSON	LAFAYETTE	LAKE	LEE
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	0	0	0	0	0	0	0	0	7	62	0	1
100142	JACKSON HOSPITAL	JACKSON	0	0	0	0	0	170	0	2,764	0	0	0	1
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	415	0	0	7	0	0	0	1	0	0	0	1
100024	FISHERMEN'S HOSPITAL	MONROE	0	0	0	0	2	0	0	0	0	0	2	2
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	0	753	0	0	1	0	0	0	0	0	0	1
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	0	0	0	0	0	0	0	0	0	76	2	0
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	0	0	0	0	1	0	0	1	0	0	0	0
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	0	581	0	0	2	0	0	0	0	0	1	4
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	0	0	0	0	1	0	0	0	0	62	1	0
100160	MARINERS HOSPITAL	MONROE	0	0	0	0	1	0	1	0	0	0	0	2
100252	RAULERSON HOSPITAL	OKEECHOBEE	0	7	0	38	0	0	5	0	0	0	0	2

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011 (continued)

Facility Number	Facility Name	Facility County	LEON	LEVY	LIBERTY	MADISON	MANATEE	MARION	MARTIN	MONROE	NASSAU	OKALOOSA	OKEECHOBEE	ORANGE
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	2	0	0	41	0	0	0	0	0	0	0	0
100142	JACKSON HOSPITAL	JACKSON	4	0	48	2	0	2	1	0	0	5	0	1
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	0	0	0	0	9	0	0	0	0	0	1	0
100024	FISHERMEN'S HOSPITAL	MONROE	0	0	0	0	2	0	2	492	0	0	0	0
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	0	0	0	0	2	0	0	0	0	0	3	0
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	4	5	0	18	0	0	0	0	0	0	0	0
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	0	0	0	0	0	0	0	0	2	0	0	0
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	0	0	0	0	1	0	4	0	0	0	7	2
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	1	1	0	18	0	0	0	0	0	0	1	0
100160	MARINERS HOSPITAL	MONROE	0	0	0	0	0	1	0	525	0	0	1	1
100252	RAULERSON HOSPITAL	OKEECHOBEE	2	0	0	0	0	0	19	0	0	0	3,800	1

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011 (continued)

Facility Number	Facility Name	Facility County	OSCEOLA	PALM BEACH	PASCO	PINELLAS	POLK	PUTNAM	ST. JOHNS	ST. LUCIE	SANTA ROSA	SARASOTA	SEMINOLE	SUMTER
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	0	0	0	1	0	0	0	0	0	0	0	0
100142	JACKSON HOSPITAL	JACKSON	0	1	0	2	0	0	0	1	1	0	0	2
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	0	0	0	1	6	0	0	1	0	8	1	0
100024	FISHERMEN'S HOSPITAL	MONROE	0	2	0	2	3	1	0	1	0	2	0	0
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	0	15	0	2	1	0	0	0	0	0	1	0
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	0	0	1	1	4	9	0	0	0	0	0	0
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	1	1	0	0	1	89	2	0	0	0	1	3
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	0	2,623	0	0	0	0	0	1	0	4	0	0
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	0	1	1	2	1	1	0	0	0	0	0	0
100160	MARINERS HOSPITAL	MONROE	0	1	0	0	2	0	1	0	0	0	1	0
100252	RAULERSON HOSPITAL	OKEECHOBEE	2	17	1	1	6	0	0	13	0	2	0	0

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 5: Inpatient Discharges by Facility and Patient County Origin, 2011 (continued)

Facility Number	Facility Name	Facility County	SUWANNEE	TAYLOR	UNION	VOLUSIA	WAKULLA	WALTON	WASHINGTON	UNKNOWN	Total
100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	13	894	0	1	1	0	0	10	1,048
100142	JACKSON HOSPITAL	JACKSON	0	0	0	2	3	13	239	37	3,688
100175	DESOTO MEMORIAL HOSPITAL	DESOTO	0	0	0	0	0	0	0	26	2,602
100024	FISHERMEN'S HOSPITAL	MONROE	0	0	0	0	0	0	0	109	642
100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	0	0	0	0	0	0	0	28	954
100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTE	COLUMBIA	1,178	6	91	1	1	0	0	39	5,254
100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	0	0	95	0	0	0	0	10	1,468
100130	LAKESIDE MEDICAL CENTER	PALM BEACH	0	0	0	0	0	0	0	11	3,338
100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	884	7	3	0	0	0	0	15	1,152
100160	MARINERS HOSPITAL	MONROE	0	0	0	0	0	0	0	94	664
100252	RAULERSON HOSPITAL	OKEECHOBEE	0	0	0	1	0	0	0	164	4,240

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 6:

## CMS Quality Measures Provided by AHCA

### AHRQ Pediatric Quality Measures

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Pediatric Accidental Puncture or Laceration (Volume-Rating)	Pediatric Heart Surgery Mortality (Volume-Rating)	Pediatric Heart Surgery (Volume-Rating)	Pediatric Postoperative Sepsis (Volume-Rating)	Pediatric Central Venous Catheter-Related Bloodstream Infections (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	570 - As Expected	N/A	N/A	N/A	342 - As Expected
2011	100142	JACKSON HOSPITAL	JACKSON	432 - As Expected	N/A	N/A	N/A	325 - As Expected
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	678 - As Expected	N/A	N/A	N/A	510 - As Expected
2011	100024	FISHERMENS HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	43 - As Expected	N/A	N/A	N/A	N/A
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	1,187 - As Expected	N/A	N/A	N/A	899 - As Expected
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	N/A	N/A	N/A	N/A	N/A
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	2,377 - As Expected	N/A	N/A	N/A	1,712 - As Expected
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	N/A	N/A	N/A	N/A	N/A
2011	100160	MARINERS HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	165 - As Expected	N/A	N/A	N/A	60 - As Expected
What the Pediatric Quality Measures mean:								
	Lower than Expected	- Fewer complications/infections than expected given how sick patients were (Better than expected)						
	As Expected	- Expected number of complications/infections given how sick patients were (As expected)						
	Higher than Expected	- More complications/infections than expected given how sick patients were (Worse than expected)						
	N/A	- Not enough data to calculate.						

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 6:

## CMS Quality Measures Provided by AHCA

### AHRQ Adult Mortality Rates

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Adult Abdominal Aortic Aneurysm Repair Mortality Rate (Volume-Rating)	Adult Carotid Endarterectomy Mortality Rate (Volume-Rating)	Adult Coronary Artery Bypass Graft Mortality Rate (Volume-Rating)	Adult Craniotomy Mortality Rate (Volume-Rating)	Adult Esophageal Resection Mortality Rate (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	N/A	N/A	N/A	N/A	N/A
2011	100142	JACKSON HOSPITAL	JACKSON	N/A	N/A	N/A	N/A	N/A
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	N/A	N/A	N/A	N/A	N/A
2011	100024	FISHERMEN'S HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	N/A	N/A	N/A	N/A	N/A
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	N/A	N/A	N/A	N/A	N/A
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	N/A	N/A	N/A	N/A	N/A
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	N/A	N/A	N/A	N/A	N/A
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	N/A	N/A	N/A	N/A	N/A
2011	100160	MARINERS HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	N/A	N/A	N/A	N/A	N/A

What the mortality rate means:	
Lower than Expected	- Fewer deaths than expected given how sick patients were (Better than expected)
As Expected	- Expected number of deaths given how sick patients were (As expected)
Higher than Expected	- More deaths than expected given how sick patients were (Worse than expected)
N/A	- Not enough data to calculate.

Source: Florida Agency for Health Care Administration, December 2012

## Appendix 6: CMS Quality Measures Provided by AHCA AHRQ Adult Mortality Rates (continued)

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Adult Hip Replacement Mortality Rate (Volume-Rating)	Adult Pancreatic Resection Mortality Rate (Volume-Rating)	Adult Percutaneous Transluminal Coronary Angioplasty Mortality Rate (Volume-Rating)	Adult Myocardial Infarction Morality Rate (Volume-Rating)	Adult Acute Myocardial Infarction Mortality Rate (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	N/A	N/A	N/A	N/A	N/A
2011	100142	JACKSON HOSPITAL	JACKSON	N/A	N/A	N/A	N/A	N/A
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	N/A	N/A	N/A	N/A	N/A
2011	100024	FISHERMEN'S HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	N/A	N/A	N/A	N/A	N/A
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	N/A	N/A	N/A	N/A	N/A
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	N/A	N/A	N/A	N/A	N/A
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	N/A	N/A	N/A	N/A	N/A
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	N/A	N/A	N/A	N/A	N/A
2011	100160	MARINERS HOSPITAL	MONROE	N/A	N/A	N/A	N/A	N/A
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	N/A	N/A	N/A	40 - As Expected	40 - As Expected

What the mortality rate means:	
Lower than Expected	- Fewer deaths than expected given how sick patients were (Better than expected)
As Expected	- Expected number of deaths given how sick patients were (As expected)
Higher than Expected	- More deaths than expected given how sick patients were (Worse than expected)
N/A	- Not enough data to calculate.

Source: Florida Agency for Health Care Administration, December 2012

## Appendix 6: CMS Quality Measures Provided by AHCA AHRQ Adult Mortality Rates (continued)

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Adult Acute Stroke Mortality Rate (Volume-Rating)	Adult Congestive Heart Failure Mortality Rate (Volume-Rating)	Adult Gastrointestinal Hemorrhage Mortality Rate (Volume-Rating)	Adult Hip Fracture Mortality Rate (Volume-Rating)	Adult Pneumonia Mortality Rate (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	N/A	44 - As Expected	30 - As Expected	N/A	47 - As Expected
2011	100142	JACKSON HOSPITAL	JACKSON	79 - As Expected	142 - As Expected	53 - As Expected	N/A	209 - Higher Than Expected
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	N/A	90 - As Expected	37 - As Expected	N/A	134 - As Expected
2011	100024	FISHERMEN'S HOSPITAL	MONROE	N/A	N/A	N/A	N/A	37 - As Expected
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	N/A	37 - As Expected	N/A	N/A	63 - As Expected
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENTER	COLUMBIA	N/A	128 - As Expected	65 - As Expected	N/A	149 - As Expected
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	N/A	49 - As Expected	N/A	N/A	147 - As Expected
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	N/A	115 - As Expected	34 - As Expected	N/A	106 - As Expected
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	N/A	63 - As Expected	N/A	N/A	101 - As Expected
2011	100160	MARINERS HOSPITAL	MONROE	N/A	37 - As Expected	N/A	N/A	51 - As Expected
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	63 - As Expected	258 - As Expected	101 - As Expected	N/A	99 - As Expected

What the mortality rate means:	
Lower than Expected	- Fewer deaths than expected given how sick patients were (Better than expected)
As Expected	- Expected number of deaths given how sick patients were (As expected)
Higher than Expected	- More deaths than expected given how sick patients were (Worse than expected)
N/A	- Not enough data to calculate.

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 6:

## CMS Quality Measures Provided by AHCA AHRQ Adult Patient Safety Indicator

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Adult Central Venous Catheter-Related Bloodstream Infections (Volume-Rating)	Adult Iatrogenic Pneumothorax (Volume-Rating)	Adult Postoperative Hip Fracture (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	655 - As Expected	839 - As Expected	69 - As Expected
2011	100142	JACKSON HOSPITAL	JACKSON	2,535 - As Expected	2,509 - As Expected	205 - As Expected
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	1,538 - As Expected	1,549 - As Expected	100 - As Expected
2011	100024	FISHERMEN'S HOSPITAL	MONROE	418 - As Expected	616 - As Expected	85 - As Expected
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	622 - As Expected	920 - As Expected	71 - As Expected
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENT	COLUMBIA	3,201 - As Expected	3,343 - As Expected	350 - As Expected
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	995 - As Expected	1,388 - As Expected	N/A
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	1,566 - As Expected	1,488 - As Expected	173 - As Expected
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	789 - As Expected	1,127 - As Expected	N/A
2011	100160	MARINERS HOSPITAL	MONROE	471 - As Expected	637 - As Expected	39 - As Expected
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	2,720 - As Expected	4,010 - As Expected	322 - As Expected

What the Complication/Infection rate means:	
Lower than Expected	- Fewer complications/infections than expected given how sick patients were (Better than expected)
As Expected	- Expected number of complications/infections given how sick patients were (As expected)
Higher than Expected	- More complications/infections than expected given how sick patients were (Worse than Expected)
N/A	- Not enough data to calculate.

Source: Florida Agency for Health Care Administration, December 2012

# Appendix 6:

## CMS Quality Measures Provided by AHCA

### AHRQ Adult Patient Safety Indicator (continued)

YEAR	FACLNBR	FACILITY NAME	FACILITY COUNTY	Adult Postoperative Pulmonary Embolism or Deep Vein Thrombosis (Volume-Rating)	Adult Postoperative Sepsis (Volume-Rating)	Adult Pressure Ulcer (Volume-Rating)
2011	100106	DOCTORS MEMORIAL HOSPITAL INC	TAYLOR	94 - As Expected	N/A	152 - As Expected
2011	100142	JACKSON HOSPITAL	JACKSON	374 - As Expected	55 - As Expected	834 - As Expected
2011	100175	DESOTO MEMORIAL HOSPITAL	DESOTO	141 - As Expected	N/A	458 - As Expected
2011	100024	FISHERMEN'S HOSPITAL	MONROE	150 - As Expected	24 - As Expected	107 - As Expected
2011	100098	HENDRY REGIONAL MEDICAL CENTER	HENDRY	83 - As Expected	N/A	147 - As Expected
2011	100102	SHANDS LAKE SHORE REGIONAL MEDICAL CENT	COLUMBIA	418 - As Expected	N/A	1,025 - As Expected
2011	100103	SHANDS STARKE REGIONAL MEDICAL CENTER	BRADFORD	N/A	N/A	250 - As Expected
2011	100130	LAKESIDE MEDICAL CENTER	PALM BEACH	208 - As Expected	N/A	402 - As Expected
2011	100146	SHANDS LIVE OAK REGIONAL MEDICAL CENTER	SUWANNEE	N/A	N/A	233 - As Expected
2011	100160	MARINERS HOSPITAL	MONROE	82 - As Expected	N/A	188 - As Expected
2011	100252	RAULERSON HOSPITAL	OKEECHOBEE	475 - As Expected	N/A	1,253 - As Expected

What the Complication/Infection rate means:	
Lower than Expected	- Fewer complications/infections than expected given how sick patients were (Better than expected)
As Expected	- Expected number of complications/infections given how sick patients were (As expected)
Higher than Expected	- More complications/infections than expected given how sick patients were (Worse than Expected)
N/A	- Not enough data to calculate.

Source: Florida Agency for Health Care Administration, December 2012

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Health Management Associates is an independent, national research and consulting firm with 15 offices nationwide. Our colleagues are former senior officials from the Centers for Medicare & Medicaid Services (CMS) and the Office of Management & Budget (OMB), state Medicaid directors, mental health commissioners, state budget officers, Cabinet-level health secretaries, and policy advisors to governors and other elected officials. Others are former CEO, COO, CFO and other hospital, health system and state-based health insurance exchange leaders. And rounding out our team are physicians and other clinicians who have run health centers and integrated systems of care – most who are still practicing medicine every week.