



National  
Association  
of Public  
Hospitals  
and Health  
Systems

## AMERICA'S SAFETY NET HOSPITALS AND HEALTH SYSTEMS, 2010

Results of the Annual NAPH Hospital Characteristics Survey







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*and* Health  
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NPHHI

National Public Health  
*and* Hospital Institute

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Results of the Annual NAPH Hospital Characteristics Survey

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This report was developed for the National Association of Public Hospitals and Health Systems by the National Public Health and Hospital Institute.

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## About the National Public Health and Hospital Institute

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The National Public Health and Hospital Institute (NPHHI) is the research affiliate of the National Association of Public Hospitals and Health Systems (NAPH). NPHHI is a private, nonprofit organization established in 1988 to address the major issues facing public hospitals, safety net organizations, underserved communities, and related health policy issues of national priority. Its membership includes the health care organizations that make up NAPH. The NPHHI board includes public and nonprofit sector leaders in health policy and service delivery.

## About the National Association of Public Hospitals and Health Systems

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NAPH represents America's safety net hospitals and health systems. These facilities provide high-quality health services for all patients, including the uninsured and underinsured, regardless of ability to pay. They provide many essential communitywide services—such as primary care, trauma care, and neonatal intensive care—and educate a substantial proportion of America's doctors and nurses. NAPH member hospitals and health systems are also major providers of ambulatory care services, providing more than 53 million ambulatory care visits annually. NAPH advocates on behalf of its members on issues of importance to safety net health systems across the country.

## Acknowledgments

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## Foreword

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Our health care system is undergoing extraordinary change. The everyday reality of economic uncertainty has led many Americans to re-evaluate their health care options. And a growing number of uninsured and low-income patients are turning to safety net hospitals and health systems for their care. Now more than ever, the National Association of Public Hospitals and Health Systems (NAPH) and our members must be prepared to serve the nation's most vulnerable citizens—who have nowhere else to turn.

At the same time, we are building better, safer systems. NAPH members are leading the transformation of our nation's hospitals into integrated delivery systems that provide high-quality, cost-efficient care. While some health systems may struggle with this transition, safety net hospitals are on familiar ground. Many NAPH members have long had to serve large volumes of patients with limited financial resources. They have responded with innovative, cost-effective programs, which have led them to the forefront of transformation—even before it became a central theme of the Affordable Care Act.

By establishing integrated delivery systems, hospitals and health systems can provide seamless services to their patients, easily adapt to patient flow, and more readily handle increasing patient volumes. The results of the 2010

NAPH Characteristics Survey show that NAPH members are already serving an increasing number of patients in both inpatient and outpatient settings. Over the past decade, outpatient visits have grown by more than 28 percent and inpatient discharges have increased by 13 percent. As the number of insured increases under health reform, including the number of patients covered by Medicaid, NAPH members will see an even greater volume of patients.

As a result, safety net financing will be a major topic as health reform proceeds. While NAPH members are developing creative solutions to cost and care problems, they need continued government support to implement these programs. NAPH and its members are committed to helping lawmakers develop a financing system built upon principles of equity, fairness, and transparency. This system must encourage high standards for quality while maintaining a commitment to keeping the safety net intact.

As NAPH and its members continue to work with policymakers to build a better health system, sound decision making based on reliable data will be essential. The results from the 2010 NAPH Characteristics Survey can guide the action we take today to provide the best care for all Americans.

**Bruce Siegel** MD, MPH  
President and Chief Executive Officer



## Executive Summary

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As the health care landscape in the United States continues to evolve, members of the National Association of Public Hospitals and Health Systems (NAPH) are leading the transformation of health care delivery to the country's most vulnerable patients. But providing high-quality, cost-effective health care to the uninsured and underinsured comes with a number of challenges, which are examined in this report. The report describes the operations and activities of NAPH members in 2010, including the clinical and community services they provided, profiles of their patients, and financial characteristics. Information on the 96 hospitals included in this report was taken from the annual NAPH member survey, which has provided insight into safety net hospitals and their patients for 27 years.

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Key findings include the following:

### **Serving Patients and Communities**

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- NAPH members continued a steady increase in ambulatory care visits in 2010, with the typical network including 20 or more ambulatory care sites. Members averaged more than 573,000 ambulatory care visits for the year, delivering higher volumes of outpatient care than many other acute care hospitals in their markets and nationwide.
- NAPH members provided higher volumes of inpatient services than other acute care hospitals both

nationally and within their markets, averaging more than 20,000 discharges per member.

- In 2010, NAPH members provided nearly \$128 billion in total inpatient and outpatient services, nearly half of which was for low-income patients. Specifically, Medicaid patients received 28 percent and the uninsured received 19 percent of these services.
  - Many safety net hospitals serve as training sites for physicians, nurses, and other health care professionals. In 2010, NAPH members trained more than 19,000 full-time equivalent (FTE) medical and dental residents
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and more than 300 FTE allied health professionals. These future providers represent 21 percent of the doctors (and more than 9 percent of allied health professionals) who received their training at acute care facilities nationwide.

- Safety net hospitals continue to serve as first receivers in times of crisis and disaster, both natural and man-made. NAPH members are the only level I trauma care centers, or the only trauma centers of any level, in 31 communities across the country.

### Safety Net Financing

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- In 2010, 16 percent of NAPH members' costs were uncompensated, compared to 6 percent of costs for hospitals nationally. NAPH members represent only 2 percent of the nation's acute care hospitals, but delivered 20 percent of the uncompensated care provided by U.S. hospitals in 2010.
- Medicaid remained the most important source of financing for NAPH members, representing 35 percent of total net revenue in 2010. Medicaid disproportionate share hospital (DSH) funding represented 8 percent of total revenue and financed

24 percent of the unreimbursed care provided by NAPH members in 2010. Additional federal, state, and local payments financed 30 percent of unreimbursed care.

- NAPH members continued to operate with lower margins than the rest of the hospital industry. The average margin for NAPH hospitals was 2.3 percent, compared to 7.2 percent for all hospitals nationwide. Without Medicaid DSH, overall NAPH member margins would have dropped to -6.1 percent. Without other supplemental Medicaid payments, this figure would have dropped further to -10.6 percent.

Maintaining their commitment to provide high-quality care to their communities—especially to vulnerable populations—has been a challenge for NAPH members over the years. And they now find themselves in the unprecedented circumstances of operating within a transforming health care system while facing anticipated cuts to critical safety net financing and coping with a struggling national economy. These factors require NAPH and its members to improve care delivery in an innovative, efficient, and cost-effective way.

## The Role of Safety Net Hospitals: Improving the Health of Patients and Communities

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As essential health care providers in their communities, NAPH members serve a large volume of patients. The average member has more than 20,000 discharges and more than half a million outpatient visits annually. NAPH members provide critical community services, such as trauma care and emergency preparedness, and are key providers of specialty care to underserved populations. As teaching hospitals, many NAPH members also serve as the training ground for the next generation of health care professionals.

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In order to better serve their patients and communities, many NAPH members began integrating their delivery systems even before the concept became an important component of health reform under the Affordable Care Act (ACA). But challenges exist, as NAPH members have limited resources with which to invest in the infrastructure and technology needed to facilitate highly integrated care.

### Ambulatory Care

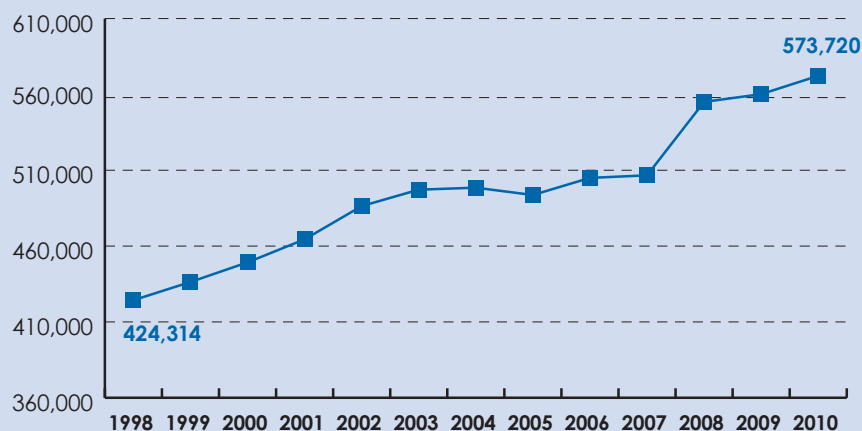
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Safety net hospitals ensure access to ambulatory care for the uninsured and other vulnerable populations. The average NAPH member oversees a network of 20 or more ambulatory care sites. In addition to on-campus clinics, these networks often include freestanding health clinics that serve

as medical homes to residents. Members also deliver ambulatory care services to schools and housing developments through mobile units. In 2010, members averaged more than 573,000 outpatient visits, a 35 percent increase since 1998 (see Figure 1).

According to the American Hospital Association (AHA), in 2010 the average NAPH member saw almost five times as many non-emergency outpatient visits as other acute care hospitals in the country, and three times as many as those seen at other acute care hospitals in their markets (see Figure 2). As a whole, NAPH members saw more than 46 million non-emergency outpatient visits in 2010. NAPH combined member data with data from 1,124 community health centers that received Health Resources and Services Administration (HRSA) Bureau of

**FIGURE 1** Average Outpatient Visit Volumes for NAPH Members, 1998–2010



**SOURCE** AHA Annual Survey of Hospitals, 2010 and NAPH Hospital Characteristics Survey, 2010.

**NOTE** Numbers reflect average volumes for all ambulatory care, including primary care, specialty care, and emergency services.

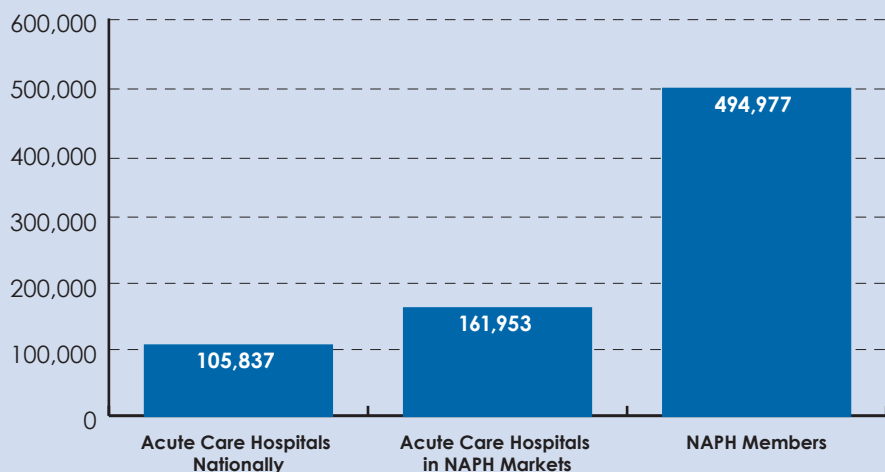
Primary Health Care grants and found that NAPH members represent more than one-third of the total non-emergency ambulatory care visits among these two groups (see Figure 3).

NAPH member facilities averaged close to 79,000 emergency department (ED) visits in 2010—almost three times the volume as the average U.S. hospital (see Figure 4).

Of the total amount of ambulatory care services provided by NAPH members in 2010, 30 percent—13.4 million non-emergency and 2.8 million ED visits—were for uninsured patients, reflecting the commitment of safety net hospitals to provide ambulatory care to low-income individuals and the chronically ill, regardless of their ability to pay.

While safety net hospitals are leading providers of primary care in outpatient settings, NAPH members are also major providers of outpatient specialty care—an area markedly under-resourced in the nation’s health care safety net. The national shortage of specialty care available to uninsured and low-income individuals has resulted in long waits or the inability to access care at all. The lack of access to specialty care has been shown to cause poorer health and greater use of ED and inpatient services.<sup>1</sup> NAPH members are often the only source of specialty care in their service areas. Of the non-emergency visits at NAPH member facilities in 2010, roughly 58 percent were for specialty care services.

**FIGURE 2** Average Outpatient Visit Volume (Not Including ED Visits), 2010

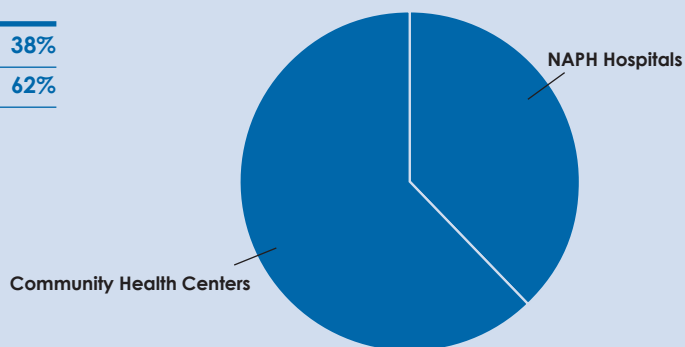


SOURCE AHA Annual Survey of Hospitals, 2010 and NAPH Hospital Characteristics Survey, 2010.

Of the non-emergency visits at NAPH member facilities in 2010, roughly 58 percent were for specialty care services.

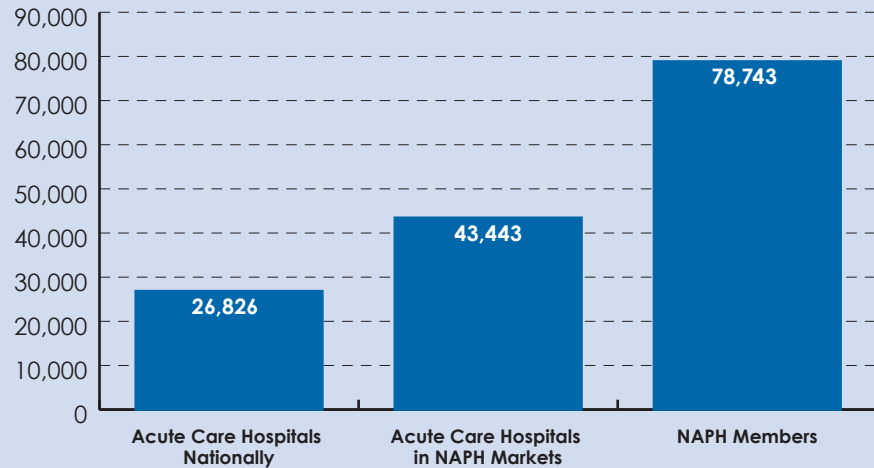
**FIGURE 3** Outpatient Visits to Safety Net Providers, 2010

NAPH Hospitals	38%
Community Health Centers	62%



SOURCE NAPH Hospital Characteristics Survey, 2010 and U.S. Department of Health and Human Services, HRSA, Uniform Data Set, 2010.

**FIGURE 4** Average ED Visit Volume, 2010



SOURCE AHA Annual Survey of Hospitals, 2010 and NAPH Hospital Characteristics Survey, 2010.

## Inpatient Care

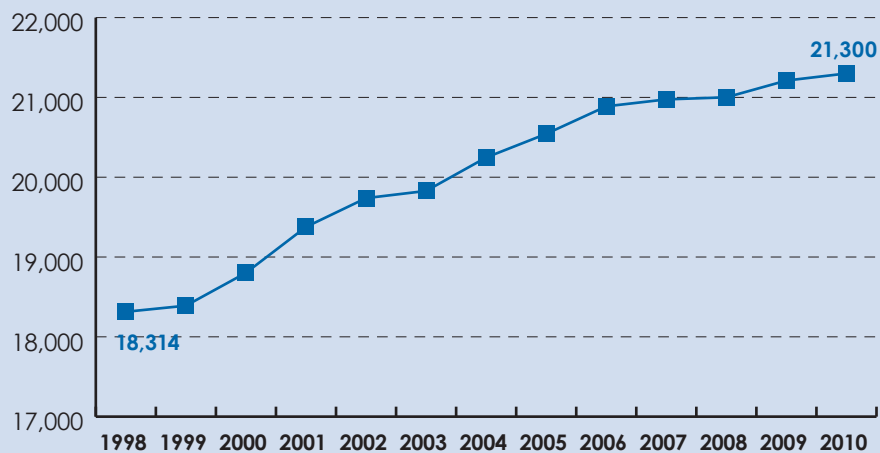
The rising demand for ambulatory care has not eclipsed the importance of inpatient services at safety net hospitals. As a whole, NAPH members accounted for nearly 2 million discharges in 2010. (See Table 1 in Appendix C for data on individual NAPH members.) And as Figure 5 illustrates, the average inpatient volume for NAPH members has steadily increased—from slightly more than 18,000 admissions in 1998 to more than 21,000 in 2010. On average, NAPH members reported almost three times the volume of admissions seen in other acute

care hospitals in the country in 2010 (see Figure 6),<sup>2</sup> and they exceeded average admissions within their markets by 44 percent.

NAPH members tend to be larger than other acute care hospitals, both nationally and in their markets, which means they can typically accommodate more patients. The average NAPH facility has 438 beds—more than double the size of the average acute care hospital nationally. However, within the NAPH membership, bed size varies significantly, as indicated in Figure 7. Of NAPH members, 28 percent have 250 beds or fewer, 31 percent have between 251

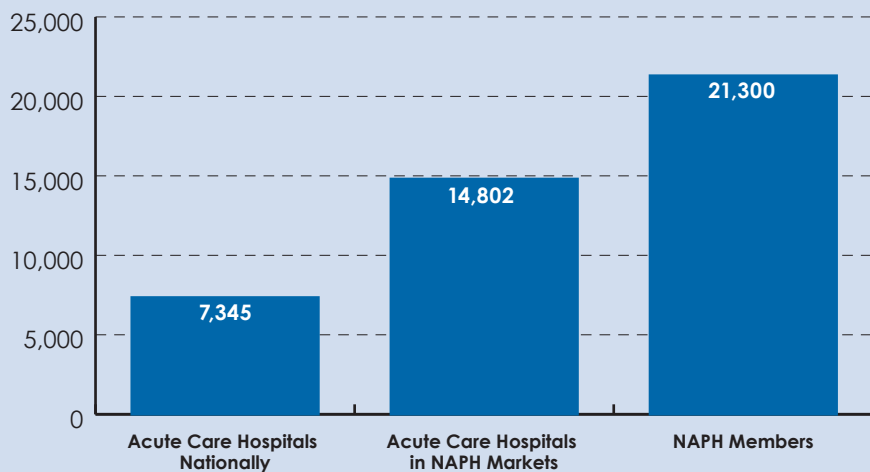


**FIGURE 5** Average Admissions for NAPH Members, 1998–2010



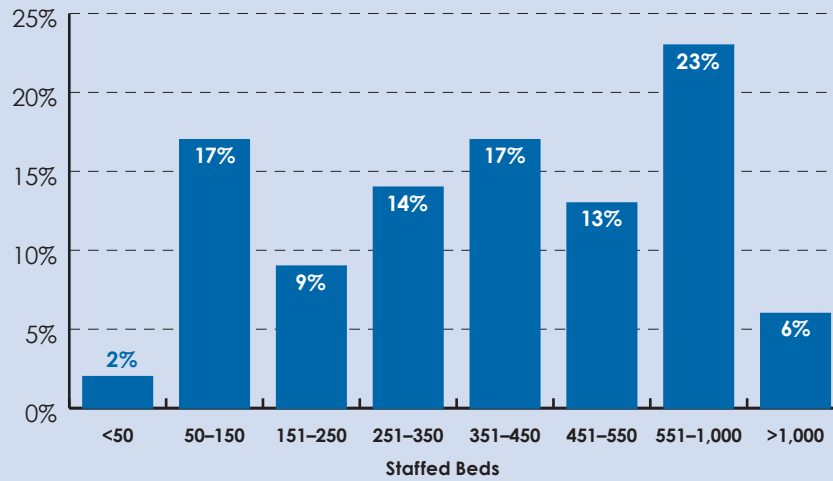
SOURCE AHA Annual Survey of Hospitals, 2010.

**FIGURE 6** Acute Care Hospital Average Admissions, 2010



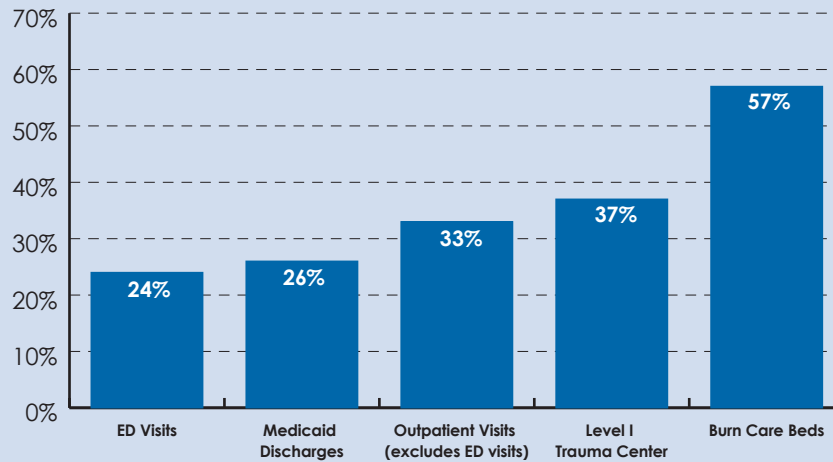
SOURCE AHA Annual Survey of Hospitals, 2010.

**FIGURE 7** NAPH Members by Bed Size, 2010



SOURCE NAPH Hospital Characteristics Survey, 2010.

**FIGURE 8** Percentage of Services Provided by NAPH Members in the 10 Largest U.S. Cities, 2010



SOURCE AHA Annual Survey of Hospitals, 2010.

and 450 beds, 36 percent have between 451 and 1,000 beds, and 6 percent have more than 1,000 beds. (See Table 1 in Appendix C for data on individual NAPH members.)

## Community Health Services

NAPH members strive to improve the health status of the communities they serve, often by providing public health services to residents. In order to fulfill this mission, most NAPH members maintain relationships with their local health department. One-third of NAPH members have a contractual agreement or share personnel and resources with their local health department. In fact, several NAPH members, including those in Cambridge, Denver, Los Angeles, San Francisco, Cook County, Ill., and Contra Costa County, Calif., are integrated with the local public health department. Another third of NAPH members regularly share information or meet with their local health department.

Community services offered by NAPH members include immunizations, teen pregnancy and low birthweight programs, violence and injury prevention, and mammography and other cancer screenings. NAPH members also provide a significant amount of adult and teen outreach, crisis prevention,

reproductive health services and education, and dental care.

NAPH members often serve as the primary source of care for the uninsured and the critically injured in their communities. In an analysis of the 10 largest U.S. cities, NAPH members represented only 12 percent of local acute care hospitals, but provided a disproportionate share of certain critical services (see Figure 8).<sup>3</sup>

## Trauma Care

Trauma care—highly specialized emergency and intensive care administered to critically ill and injured patients—is among the most important services offered by safety net hospitals. Level I trauma centers, which are the most highly specialized, are able to address every aspect of severe injury. Level I trauma centers also play a leading role in trauma research and education. In 2010, NAPH members represented 37 percent of the level I trauma care and 57 percent of the burn care beds available to treat the critically injured in the 10 largest U.S. cities. In 31 communities across the country—including Albuquerque, Las Vegas, Memphis, Richmond, and San Francisco—NAPH members are either the only level I trauma center or the only trauma center

### COMMUNITIES WHERE MEMBERS REPRESENT THE ONLY LEVEL I TRAUMA CENTER OR THE ONLY TRAUMA CENTER OF ANY LEVEL

Albuquerque, NM  
Birmingham, AL  
Cambridge, MA  
Charlotte, NC  
Daytona Beach, FL  
Flint, MI  
Fort Lauderdale, FL  
Fort Myers, FL  
Gainesville, FL  
Independence, LA  
Jacksonville, FL  
Kansas City, KS  
Ketchum, ID  
Las Vegas, NV  
Lexington, KY  
Memphis, TN  
Mobile, AL  
New Orleans, LA  
Newark, NJ  
Orange, CA  
Orlando, FL  
Richmond, VA  
Sacramento, CA  
San Antonio, TX  
San Francisco, CA  
Seattle, WA  
Stony Brook, NY  
Syracuse, NY  
Tampa, FL  
Ventura, CA  
Worcester, MA

SOURCE AHA Annual Survey of Hospitals, 2010

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of any level. Because of their leading role as providers of emergency, trauma, and burn care services, NAPH members have long been first receivers for catastrophes such as chemical spills, fires, disease outbreaks, and natural disasters.

### Emergency Preparedness

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Because of their extensive trauma coverage and direct relationships with local governments, NAPH members are uniquely poised to be leaders in emergency preparedness. Of NAPH members, 97 percent serve on a community emergency preparedness coordinating committee, and more than half (62 percent) are involved with three or more such groups. Most NAPH members (82 percent) also participate in the Metropolitan Medical Response Service, a federal system that assists highly populated jurisdictions with increasing their capacity to respond to a mass casualty event caused by a terrorist attack or other public health emergency. Most NAPH members also have explicit provisions in their emergency plans addressing the needs of vulnerable patients, such as those with limited English proficiency; those in nonambulatory, nursing home, or assisted living care; children; and the homeless.<sup>4</sup>

### Professional Training

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In addition to promoting high-quality, community-centered health care today, NAPH members work to ensure that this

care will be available to patients in the future by training the next generation of health care providers. More than three-quarters (82 percent) of NAPH members are teaching institutions, as defined by the Accreditation Council for Graduate Medical Education (ACGME),<sup>5</sup> and 52 percent are academic medical centers, as defined by the Council of Teaching Hospitals of the Association of American Medical Colleges (COATH).<sup>6</sup> As such, NAPH members serve as the training ground for a large percentage of the country's physicians, nurses, and other health care professionals.

In 2010, NAPH members trained more than 19,000 FTE medical and dental residents and more than 300 FTE allied health professionals. These future providers represented 21 percent of the doctors and more than 9 percent of the allied health professionals trained at acute care facilities that year. In their markets, NAPH members played an even larger teaching role, training 37 percent of the medical and dental residents and 21 percent of the allied health professionals.

### Patient Diversity

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U.S. safety net hospitals and health systems have long been the health care providers of first resort for immigrant groups of virtually every ethnic and language background. And NAPH members—which are some of the nation's largest metropolitan-area hospitals and health systems—continue to serve racially and

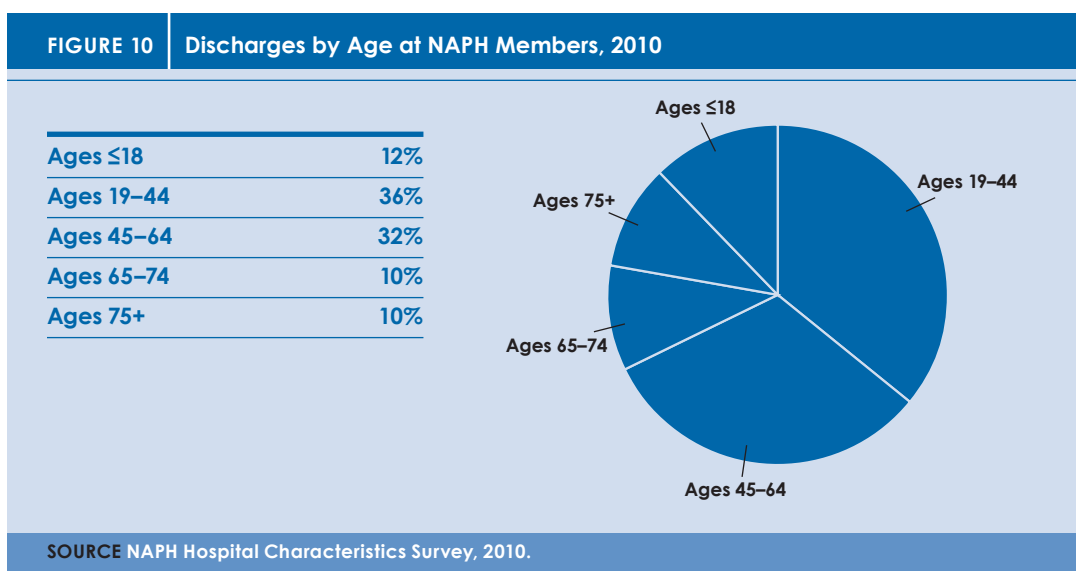
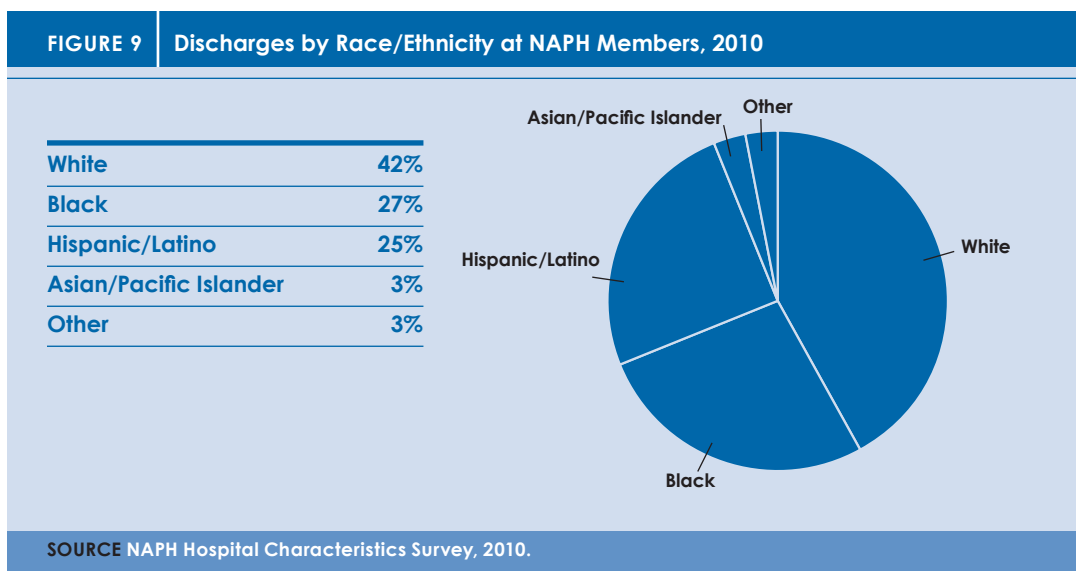
ethnically diverse communities. As Figure 9 shows, the majority of NAPH member discharges in 2010 were for racial and ethnic minorities.

Patient diversity refers to more than just ethnicity, however. As comprehensive systems of care, NAPH members address patient health needs through every stage of life, which

means their patients range in age from newborn to senior citizen. Figure 10 illustrates the wide age range of patients served by NAPH members.

### Low-Income and Uninsured Patients

According to the U.S. Census Bureau, nearly 50 million people—16.3



**PROVIDING CARE TO UNINSURED PATIENTS**

**In 2010, NAPH members provided the following:**

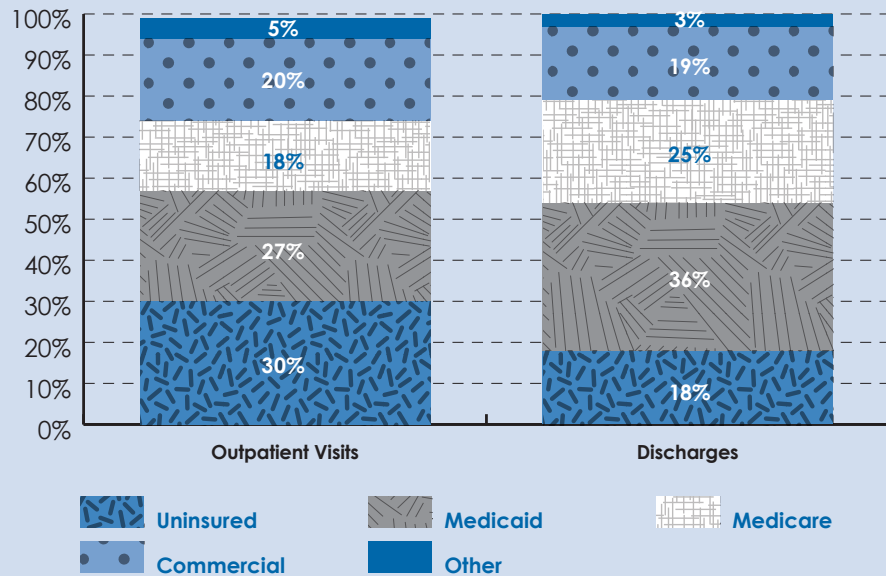
30 percent of ambulatory care visits for uninsured patients

19 percent of inpatient services for uninsured patients

20 percent of the uncompensated hospital care in the country

**FIGURE 11**

**Outpatient Visits and Discharges at NAPH Members by Payer Source, 2010**



SOURCE NAPH Hospital Characteristics Survey, 2010.

NOTE Chart percentages may not add up to 100 percent due to rounding.

percent of the U.S. population—were uninsured in 2010.<sup>7</sup> And these numbers continue to rise, as high national unemployment rates have caused many Americans to lose employer-sponsored insurance coverage. Such vulnerable populations often turn to safety net hospitals when they lack the resources to pay for their care. As Figure 11 illustrates, patients with commercial insurance accounted for only 20 percent of outpatient volume and 19 percent of inpatient volume at NAPH member hospitals in 2010. More than half of all discharges and outpatient

visits were either for uninsured or Medicaid patients. (See Tables 3 and 4 in Appendix C for data on individual NAPH members.)

When compared to other hospitals nationally, NAPH members had far higher rates of uncompensated care as a percentage of total costs—16 percent for NAPH members versus 6 percent for other hospitals.<sup>8</sup> NAPH members represent only 2 percent of the acute care hospitals in the country, but administered 20 percent of the uncompensated care provided at hospitals across the nation in 2010.<sup>9</sup>

## The Challenge of Safety Net Hospitals: Securing Sustainable Funding

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NAPH members are striving to transform their care delivery systems and comply with new health care regulations against a backdrop of unprecedented financial challenge. They depend on funding from a variety of sources—including Medicaid, Medicare, private insurance, and state and local government support—to provide the vital services their patients need. But the economic crisis has left state and local governments with fewer resources to devote to funding the health care safety net.<sup>10</sup> Medicaid DSH payments, which in 2010 represented 8 percent of total hospital revenue for NAPH members, are scheduled to be cut back under the new federal law starting in 2014. At the same time, NAPH members struggle to contain the increased costs of training, supplies, and equipment while continuing to invest in the technology and infrastructure necessary to improve care delivery. This landscape presents clear challenges to NAPH members as they continue to serve the health care needs of their communities.

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### Government Support

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Medicaid remains the single most important source of financing for NAPH members, accounting for 35 percent of total net revenues in 2010. Medicaid DSH payments and other supplemental Medicaid payments are critical components of Medicaid

revenue intended to help compensate for care provided to Medicaid patients and the uninsured. Without DSH and supplemental payments, NAPH members would have lost \$3.3 billion caring for Medicaid patients in 2010, and their Medicaid payment-to-cost ratio would have been 0.76. For 41 percent of NAPH members, these additional Medicaid

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Without DSH and supplemental payments, NAPH members would have lost \$3.3 billion caring for Medicaid patients in 2010.

payments did not even cover the full cost of providing care to Medicaid patients, leaving no DSH funding to help cover the care of the uninsured.

Medicare revenues are supplemented by Medicare DSH payments, which also target hospitals that serve low-income and uninsured patients, and indirect medical education (IME) payments, which subsidize the higher costs incurred by teaching hospitals. In addition, safety net hospitals rely heavily on payments from state and local governments.

### Financial Characteristics

NAPH members provided nearly \$128 billion in total inpatient and outpatient services, averaging more than \$1.3 billion in gross charges per member in 2010. Of these services, 28 percent were provided to Medicaid patients and 19 percent to uninsured patients who were considered self-pay, charity care, or were covered by state or local indigent care programs (see Figure 12). Medicare patients received 26 percent of services and the commercially insured received 23 percent. Services for “other” groups of patients, including military veterans and those covered by disability compensation, accounted for the remaining 4 percent of care provided to patients. (See Table 5 in Appendix C for data on individual NAPH members.)

Net revenues for NAPH members amounted to \$47 billion in 2010, representing a per-member average

of \$495 million. Nearly two-thirds of revenues came from federal, state, and local payment sources: 35 percent from Medicaid, 21 percent from Medicare, and 11 percent from additional federal, state, and local payments (see Figure 13). An additional 27 percent of net revenues came from commercially insured patients, while payments from uninsured patients accounted for 2 percent. Payments for “other” patient groups accounted for 4 percent of net revenues. (See Table 6 in Appendix C for data on individual NAPH members.)

### Financing Unreimbursed Care

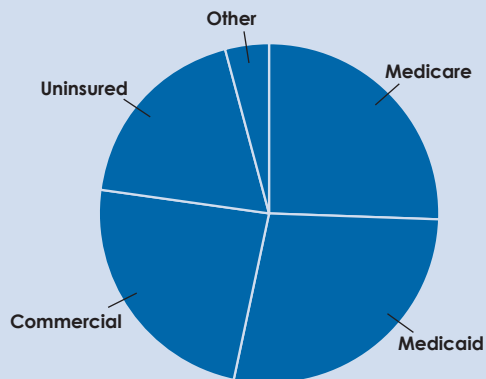
In addition to caring for a number of uninsured patients, NAPH members provide a large percentage of unreimbursed care. Since base payments received for unreimbursed care do not fully cover the costs of providing the care, offering these services results in a significant financial burden.

As Figure 14 indicates, Medicaid DSH financed 24 percent of the unreimbursed care provided by NAPH members in 2010, and other supplemental Medicaid payments (called upper payment limit [UPL] payments) financed another 11 percent. Medicare DSH and IME payments paid for 10 percent of unreimbursed care, and additional federal, state, and local payments financed 30 percent. Revenues unrelated to patient care—including interest and investment income, cafeteria and parking revenues,



**FIGURE 12** Gross Charges by Payer Source at NAPH Members, 2010

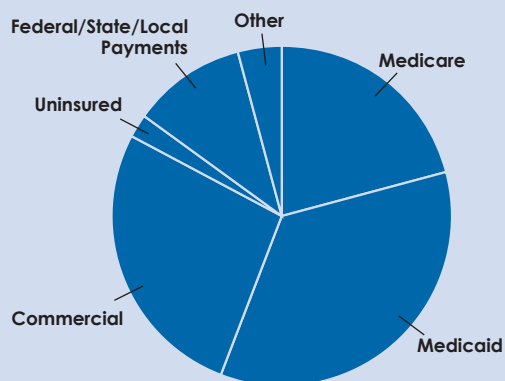
Medicare	26%
Medicaid	28%
Commercial	23%
Uninsured	19%
Other	4%



SOURCE NAPH Hospital Characteristics Survey, 2010.

**FIGURE 13** Net Revenues by Payer Source at NAPH Members, 2010

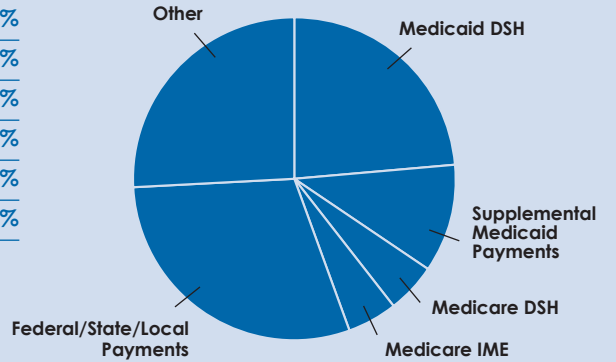
Medicare	21%
Medicaid	35%
Commercial	27%
Uninsured	2%
Federal/State/Local Payments	11%
Other	4%



SOURCE NAPH Hospital Characteristics Survey, 2010.

**FIGURE 14** NAPH Member Sources of Financing for Unreimbursed Care, 2010

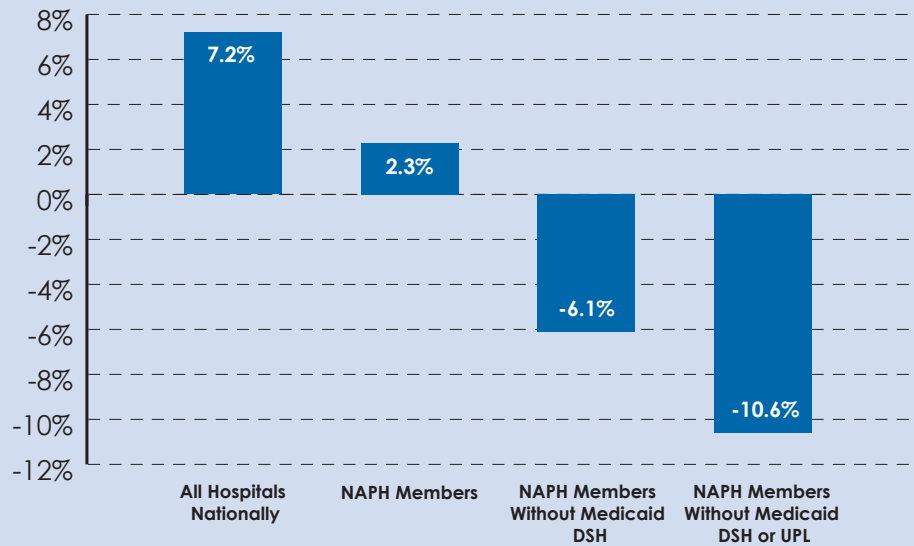
Medicaid DSH	24%
Supplemental Medicaid Payments	11%
Medicare DSH	5%
Medicare IME	5%
Federal/State/Local Payments	30%
Other	26%



SOURCE NAPH Hospital Characteristics Survey, 2010.

NOTE Chart percentages may not add up to 100 percent due to rounding.

**FIGURE 15** Hospital Margins, 2010



SOURCE NAPH Hospital Characteristics Survey, 2010 and AHA Hospital Statistics, 2010.

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medical record fees, sales tax, tobacco settlement monies, and rental income—covered 26 percent of unreimbursed care costs.

## Financial Performance

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Due to the level of unreimbursed care they provide, NAPH member hospitals typically have lower hospital margins than other hospitals nationally. In 2010, the average margin for NAPH members was 2.3 percent, while the average margin for all U.S. hospitals was 7.2 percent (see Figure 15). Medicaid DSH and other supplemental Medicaid payments are essential to the financial viability of safety net hospitals. Without the critical support of Medicaid DSH, the overall NAPH member margin would have dropped to -6.1 percent, and even further to -10.6 percent without UPL payments. These figures underscore the magnitude of Medicaid DSH and other supplemental Medicaid payments to the financial viability of safety net hospitals.

## Future of Safety Net Funding

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Under the ACA, Medicaid DSH payments are initially scheduled to be cut by \$18 billion over a 7-year period beginning in fiscal year (FY) 2014. These planned reductions are based, in part, on the assumption that

as health insurance coverage increases under health reform, hospitals will experience lower uncompensated care costs. This assumption depends heavily on the adequacy of payments for the newly insured, including those covered by an expanded Medicaid program. But as Massachusetts' experience with health reform showed, payments for the newly insured may not meet the costs of providing patient care.<sup>11</sup> Payment inadequacies coupled with access problems for those who remain uninsured even after coverage expansion underscore the need to keep support for the safety net intact while restructuring the financing system to be more equitable, reliable, and sustainable.

NAPH is working with its members and policymakers to develop recommendations that will provide targeted government support during this time of transition. With government support, safety net hospitals can continue to innovate in their care delivery systems while simultaneously building infrastructure capacity to meet future challenges. These targeted goals coincide with the mission of NAPH and its members to maintain accountability for high-quality care and value. Partnerships between lawmakers, policy experts, and safety net providers are, and will continue to be, essential to ensuring that access to care, not just coverage, is realized under health care reform.

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This report is an update on the status of NAPH member hospitals and health systems based on data collected for FY 2010 through an annual hospital characteristics survey of 100 acute care facilities. Of those surveyed in 2010, 95 NAPH acute care hospitals responded, generating a survey response rate of 95 percent.

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The annual survey is sent by email to NAPH members, and responses are submitted online using a secure survey website. The NAPH research department provides technical support and analysis of the results. Some members are excluded from certain tables due to missing or incomplete data. Trend analyses in this report may differ slightly from prior published reports on survey findings due to changes in membership.

In order to compare NAPH members to other acute care hospitals nationally and in the markets they serve, NAPH relied on data from the AHA Annual Survey of Hospitals for 2010. AHA has conducted this survey since 1946 and uses this tool to collect data on organizational structure, facilities, services, community orientation, utilization, finances, and staffing.

**Ambulatory Care.** Outpatient health care that includes ED visits, clinic visits, and outpatient surgery.

**Bad Debt.** The unpaid obligation for care provided to patients who are considered able to pay, but who do not pay. Bad debt includes unpaid copayments from insured patients.

**Charity Care.** Care provided to individuals who are determined to be unable to pay. Charity care comes from providers who offer services free of charge to individuals who meet certain financial criteria.

**Discharge.** The formal release of a patient from a hospital following a procedure or course of treatment delivered in the inpatient hospital setting.

**Disproportionate Share Hospital (DSH) Payments.** Payments made either by Medicare or a state's Medicaid program to hospitals that serve a disproportionate share of low-income patients. These payments are in addition to the regular payments such hospitals receive for providing care to Medicare and Medicaid beneficiaries. Medicare DSH payments are based on a federal statutory qualifying formula and payment methodology. Medicaid DSH payments

are based on certain minimum federal criteria, but qualifying formulas and payment methodologies are largely determined by states.

#### **Graduate Medical Education (GME)**

**Payments.** Medicare payments to a hospital or qualified nonhospital provider for costs related to the salaries and supervision of medical residents (known as direct graduate medical education payments, or DGME) as well as the additional costs of operating a teaching hospital (known as indirect medical education payments, or IME). In 2010, the Medicare program reimbursed providers an estimated \$2.5 billion in DGME payments and \$6.6 billion in IME payments.

- DGME pays for stipends and fringe benefits for residents, salaries, fringe benefits for supervising medical faculty, other direct costs (such as the cost of clerical support staff who work directly on GME administration), and allocated institutional overhead costs (such as maintenance and electricity).
- IME recognizes the indirect costs of GME, that is, the higher costs incurred by teaching hospitals with medical education programs. Such costs include additional tests ordered by residents in their training, higher patient acuity, etc.

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**Gross Charges.** The amount hospitals charge for providing services to all patients, irrespective of payments received for services.

**Hospital Margin.** A measure of the financial condition of a hospital. It is calculated as the difference between total net revenues and total expenses divided by total net revenues.

**Medicaid.** A program jointly funded by the federal and state governments to provide health coverage to those who qualify on the basis of income and eligibility, e.g., low-income families with children, low-income elderly, and people with disabilities. Many states also extend coverage to groups that meet higher income limits or to certain medically needy populations. Through waivers, some states have expanded coverage even further.

**Medicare.** A federal program that provides health coverage for individuals 65 and older, for certain disabled individuals younger than 65, and for people with end-stage renal disease. While covering broad categories of services, Medicare leaves major gaps in coverage, including many preventive services. The program provides coverage for hospital care through what is known as Part A, and physician and other ambulatory care through what is called Part B. Beneficiaries may also enroll in a Medicare managed care plan, or Medicare Advantage plan, through Medicare Part C and in the Medicare Part D prescription drug benefit.

**Net Revenues.** Payments a hospital receives for services provided, including both the portion paid by the patient and that paid by a third party.

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**Payment-to-Cost Ratio.** A ratio indicating the degree to which revenues cover expenses, calculated by dividing total revenues by total expenses.

**State and Local Payments.** Payments made to hospitals by state or local governments to subsidize unreimbursed patient care. Payments are usually made as a lump sum or as periodic installments and are not tied to volume of services or per-patient amounts. State or local payments are different from state or local indigent care programs, which usually have eligibility requirements and make payments on a per-person or per-service basis.

**Uncompensated Care.** The sum of charity care and bad debt.

**Unreimbursed Care.** Losses on patient care, including losses on self-pay patients and losses on Medicare and Medicaid patients (excluding funding such as DSH payments, IME payments, and state and local government payments).

**Upper Payment Limit (UPL).** A limit set by the Centers for Medicare & Medicaid Services on the amount of Medicaid payments a state may make to hospitals, nursing facilities, and other classes of providers and plans. Payments in excess of the UPL do not qualify for federal Medicaid matching funds. The UPL generally is keyed to the reasonably estimated amount that would be paid, in the aggregate, to the class of providers in question using Medicare payment rules.

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## Hospital-Specific Data on Utilization and Finances

**Table 1.** NAPH Member Hospitals and Health Systems—Inpatient Utilization Data, 2010

Hospital Name	Staffed Beds	Discharges	Inpatient Days	Births
Alameda County Medical Center	389	13,809	114,363	1,258
Arrowhead Regional Medical Center	353	23,967	106,573	3,638
Bergen Regional Medical Center	1,004	12,602	335,470	-
Boston Medical Center	511	28,876	136,779	2,283
Broadlawns Medical Center	89	3,897	16,433	288
Broward Health-Broward General Medical Center	656	29,058	161,333	3,333
Broward Health-Coral Springs Medical Center	182	12,980	49,807	2,337
Broward Health-Imperial Point Medical Center	180	9,111	38,969	-
Broward Health-North Broward Medical Center	360	13,950	78,043	-
Cambridge Health Alliance	165	11,084	61,284	1,430
Contra Costa Regional Medical Center	118	9,329	39,081	2,370
Cook County HHS-Oak Forest Hospital of Cook County	65	3,075	21,119	-
Cook County HHS-Provident Hospital of Cook County	94	4,066	16,303	250
Cook County HHS-The John H. Stroger, Jr. Hospital of Cook County	460	23,763	109,694	834
Cooper Green Mercy Hospital	163	4,051	19,290	385
Denver Health	404	20,562	95,767	3,480
Grady Health System	658	26,134	164,751	2,855
Halifax Community Health System	568	24,587	121,616	1,967
Harris County Hospital District	838	40,666	227,443	9,115
The Health and Hospital Corporation of Marion County	312	16,344	83,468	2,486
Health Care District of Palm Beach County	70	3,033	12,147	554
Hennepin County Medical Center	469	21,973	120,317	2,184
Howard University Hospital	290	12,649	56,661	671
Hurley Medical Center	418	19,626	102,686	2,705
Jackson Health System	1,637	65,230	430,954	7,064
JPS Health Network	547	26,520	139,196	6,273
LAC-Harbor/UCLA Medical Center	347	23,286	125,445	1,071
LAC-LAC+USC Medical Center	667	34,792	208,366	1,089
LAC-Olive View/UCLA Medical Center	275	14,506	67,625	859
Lee Memorial Health System	1,423	74,074	357,225	4,895
LSUHCS-D-Bogalusa Medical Center	98	3,377	15,746	178
LSUHCS-D-Earl K. Long Medical Center	102	5,331	22,519	612
LSUHCS-D-Interim LSU Public Hospital	245	13,390	77,628	756
LSUHCS-D-Lallie Kemp Regional Medical Center	25	1,135	4,502	-
LSUHCS-D-Leonard J. Chabert Medical Center	95	4,822	24,734	361
LSUHCS-D-University Medical Center	113	4,780	25,654	333
LSUHCS-D-Walter O. Moss Regional Medical Center	47	1,284	8,643	-
Maricopa Integrated Health System	534	18,573	139,057	3,016
Memorial Hospital at Gulfport	371	15,860	87,268	1,374
The MetroHealth System	545	24,867	127,856	2,893
MHS-Memorial Hospital Miramar	178	10,476	36,467	3,092
MHS-Memorial Hospital Pembroke	149	6,482	28,576	-
MHS-Memorial Hospital West	304	22,130	93,037	4,744
MHS-Memorial Regional Hospital	994	39,375	210,776	3,956
Mount Sinai Hospital at Chicago	291	21,714	82,955	3,449
Nashville General Hospital at Meharry	114	4,926	22,988	731
Nassau University Medical Center	481	23,299	149,643	1,482
Natividad Medical Center	137	10,284	39,354	2,735
NYCHHC-Bellevue Hospital Center	809	28,764	243,134	1,910
NYCHHC-Coney Island Hospital	371	18,386	121,016	1,366
NYCHHC-Elmhurst Hospital Center	551	25,507	172,155	3,759



## Hospital-Specific Data on Utilization and Finances

Hospital Name	Staffed Beds	Discharges	Inpatient Days	Births
NYCHHC-Harlem Hospital Center	257	11,944	76,820	1,178
NYCHHC-Jacobi Medical Center	477	20,066	135,046	2,203
NYCHHC-Kings County Hospital Center	599	25,259	182,763	2,681
NYCHHC-Lincoln Medical and Mental Health Center	322	23,230	92,500	2,465
NYCHHC-Metropolitan Hospital Center	349	13,368	88,134	1,488
NYCHHC-North Central Bronx Hospital	213	7,739	47,453	1,655
NYCHHC-Queens Hospital Center	267	16,203	93,907	2,092
NYCHHC-Woodhull Medical and Mental Health Center	368	16,201	115,827	2,011
The Ohio State University Medical Center	1,134	58,040	321,489	4,566
Orlando Health	1,464	87,056	421,728	13,988
Parkland Health & Hospital System	798	41,294	222,748	13,487
Regional Medical Center at Memphis	348	14,579	94,450	4,300
Riverside County Regional Medical Center	415	21,194	116,913	2,709
San Francisco General Hospital	507	15,403	147,997	1,225
San Joaquin General Hospital	110	8,601	37,780	2,342
San Mateo Medical Center	92	3,822	33,126	-
Santa Clara Valley Health & Hospital System	554	23,433	123,551	4,746
Shands HealthCare-Shands at the University of Florida	821	36,170	224,986	3,281
Shands HealthCare-Shands Jacksonville Medical Center	596	28,525	168,806	3,318
SUNY-Downstate Medical Center	346	17,157	112,122	1,566
SUNY-Stony Brook University Hospital	573	31,452	181,929	3,833
SUNY-Upstate Medical University	409	20,034	130,213	-
Tampa General Hospital	1,004	38,865	270,357	5,372
Truman Medical Centers	577	21,431	151,177	3,298
UK HealthCare Hospital System	644	32,355	185,593	1,770
UMass Memorial Medical Center	685	42,118	214,493	3,939
UMDNJ-University Hospital	418	20,117	103,350	1,545
University Health System at San Antonio	375	20,004	126,484	2,772
University Hospital, The University of New Mexico Health Sciences Center	466	25,561	146,477	3,667
University Medical Center of El Paso	296	16,208	68,592	4,114
University Medical Center of Southern Nevada	575	26,436	138,951	4,002
University of California-Davis Medical Center	563	29,264	164,798	2,145
University of California-Irvine Medical Center	364	16,389	103,465	1,211
University of California-San Diego Medical Center	531	23,706	134,855	2,325
University of Colorado Hospital Authority	407	21,767	121,366	3,112
The University of Kansas Hospital	604	26,181	148,336	1,536
University of South Alabama Medical Center	137	6,329	40,373	5
The University of Texas Health Science Center at Tyler	116	2,402	11,835	-
University of Utah Health Care	466	24,455	127,789	3,400
UW Medicine Health System-Harborview Medical Center	413	19,578	135,124	-
UW Medicine Health System-UW Medical Center	389	19,942	116,447	1,948
VCU Health System	719	32,244	190,322	2,257
Ventura County Medical Center	162	13,908	51,822	3,134
Westchester Medical Center	643	23,558	195,155	839
<b>Total</b>	<b>41,839</b>	<b>1,975,950</b>	<b>11,469,365</b>	<b>229,946</b>
<b>Average</b>	<b>440</b>	<b>20,799</b>	<b>120,730</b>	<b>2,737</b>
<b>Count</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>84</b>

Note: Averages are for hospitals that have the service, e.g., if no births are reported, that hospital is not included in the average.  
Note: Row percentages may not add up to 100 percent due to rounding.

Source: NAPH Hospital Characteristics Survey, 2010

# Appendix C

## Hospital-Specific Data on Utilization and Finances

**Table 2.** NAPH Member Hospitals and Health Systems—ED and Other Outpatient Visits, 2010

Hospital Name	ED Number	ED % of Total	All Other Outpatient Number	All Other Outpatient % of Total	Total
Alameda County Medical Center	78,509	21%	303,434	79%	381,943
Arrowhead Regional Medical Center	112,300	20%	442,181	80%	554,481
Bergen Regional Medical Center	14,516	12%	104,151	88%	118,667
Boston Medical Center	123,042	13%	823,638	87%	946,680
Broadlawns Medical Center	31,835	18%	146,247	82%	178,082
Broward Health-Broward General Medical Center	121,949	30%	279,525	70%	401,474
Broward Health-Coral Springs Medical Center	51,677	40%	77,544	60%	129,221
Broward Health-Imperial Point Medical Center	32,583	37%	54,778	63%	87,361
Broward Health-North Broward Medical Center	59,314	37%	99,066	63%	158,380
Cambridge Health Alliance	100,776	16%	540,321	84%	641,097
Contra Costa Regional Medical Center	66,727	14%	404,143	86%	470,870
Cook County Health & Hospitals System*	178,615	20%	719,753	80%	898,368
Cooper Green Mercy Hospital	24,465	16%	128,229	84%	152,694
Denver Health	63,502	6%	975,222	94%	1,038,724
Grady Health System	97,848	3%	3,784,098	97%	3,881,946
Halifax Community Health System	118,350	46%	139,060	54%	257,410
Harris County Hospital District	169,622	11%	1,438,189	89%	1,607,811
The Health and Hospital Corporation of Marion County	102,616	9%	1,082,600	91%	1,185,216
Health Care District of Palm Beach County	20,166	58%	14,437	42%	34,603
Hennepin County Medical Center	106,440	23%	349,013	77%	455,453
Howard University Hospital	46,071	29%	114,175	71%	160,246
Hurley Medical Center	81,746	18%	382,065	82%	463,811
Jackson Health System	216,372	45%	261,020	55%	477,392
JPS Health Network	87,047	8%	1,001,601	92%	1,088,648
LAC-Harbor/UCLA Medical Center	86,936	16%	449,412	84%	536,348
LAC-LAC+USC Medical Center	102,786	20%	416,879	80%	519,665
LAC-Olive View/UCLA Medical Center	40,649	13%	284,030	87%	324,679
Lee Memorial Health System	165,585	33%	336,742	67%	502,327
LSUHCS-D-Bogalusa Medical Center	29,063	21%	107,123	79%	136,186
LSUHCS-D-Earl K. Long Medical Center	47,869	20%	192,879	80%	240,748
LSUHCS-D-Interim LSU Public Hospital	67,548	25%	207,710	75%	275,258
LSUHCS-D-Lallie Kemp Regional Medical Center	25,851	25%	76,524	75%	102,375
LSUHCS-D-Leonard J. Chabert Medical Center	43,757	20%	171,787	80%	215,544
LSUHCS-D-University Medical Center	50,155	23%	171,773	77%	221,928
LSUHCS-D-Walter O. Moss Regional Medical Center	27,939	24%	87,592	76%	115,531
Maricopa Integrated Health System	53,913	12%	391,199	88%	445,112
Memorial Hospital at Gulfport	61,538	39%	94,502	61%	156,040
The MetroHealth System	99,670	11%	816,198	89%	915,868
MHS-Memorial Hospital Miramar	55,583	51%	54,236	49%	109,819
MHS-Memorial Hospital Pembroke	34,955	27%	94,306	73%	129,261
MHS-Memorial Hospital West	90,529	34%	174,300	66%	264,829
MHS-Memorial Regional Hospital	164,641	33%	329,271	67%	493,912
Mount Sinai Hospital at Chicago	56,195	13%	365,645	87%	421,840
Nashville General Hospital at Meharry	32,250	33%	66,406	67%	98,656
Nassau University Medical Center	72,722	25%	212,588	75%	285,310
Natividad Medical Center	51,962	39%	82,722	61%	134,684
NYCHHC-Bellevue Hospital Center	116,437	18%	532,865	82%	649,302
NYCHHC-Coney Island Hospital	70,878	19%	304,401	81%	375,279
NYCHHC-Elmhurst Hospital Center	126,503	18%	586,380	82%	712,883

## Hospital-Specific Data on Utilization and Finances

Hospital Name	ED Number	ED % of Total	All Other Outpatient Number	All Other Outpatient % of Total	Total
NYCHHC-Harlem Hospital Center	76,306	22%	273,612	78%	349,918
NYCHHC-Jacobi Medical Center	103,775	21%	390,136	79%	493,911
NYCHHC-Kings County Hospital Center	139,806	18%	631,480	82%	771,286
NYCHHC-Lincoln Medical and Mental Health Center	154,056	26%	441,291	74%	595,347
NYCHHC-Metropolitan Hospital Center	52,776	13%	368,823	87%	421,599
NYCHHC-North Central Bronx Hospital	67,914	26%	195,713	74%	263,627
NYCHHC-Queens Hospital Center	92,597	20%	369,006	80%	461,603
NYCHHC-Woodhull Medical and Mental Health Center	106,669	20%	416,922	80%	523,591
The Ohio State University Medical Center	120,137	11%	943,000	89%	1,063,137
Orlando Health	246,951	16%	1,298,612	84%	1,545,563
Parkland Health & Hospital System	179,812	14%	1,150,854	86%	1,330,666
Regional Medical Center at Memphis	47,669	25%	142,169	75%	189,838
Riverside County Regional Medical Center	112,551	18%	511,363	82%	623,914
San Francisco General Hospital	51,793	7%	738,476	93%	790,269
San Joaquin General Hospital	39,228	17%	196,021	83%	235,249
San Mateo Medical Center	38,986	8%	433,447	92%	472,433
Santa Clara Valley Health & Hospital System	72,587	8%	795,779	92%	868,366
Shands HealthCare-Shands at the University of Florida	67,001	9%	688,347	91%	755,348
Shands HealthCare-Shands Jacksonville Medical Center	88,811	23%	293,044	77%	381,855
SUNY-Downstate Medical Center	74,250	21%	282,608	79%	356,858
SUNY-Stony Brook University Hospital	91,242	28%	240,132	72%	331,374
SUNY-Upstate Medical University	57,059	13%	386,505	87%	443,564
Tampa General Hospital	78,362	28%	197,352	72%	275,714
Truman Medical Centers	98,885	13%	678,519	87%	777,404
UK HealthCare Hospital System	69,671	18%	319,297	82%	388,968
UMass Memorial Medical Center	137,795	12%	1,045,895	88%	1,183,690
UMDNJ-University Hospital	99,175	38%	162,813	62%	261,988
University Health System at San Antonio	67,714	4%	1,625,181	96%	1,692,895
University Hospital, The University of New Mexico Health Sciences Center	70,392	6%	1,181,243	94%	1,251,635
University Medical Center of El Paso	56,652	10%	517,988	90%	574,640
University Medical Center of Southern Nevada	120,058	16%	633,459	84%	753,517
University of California-Davis Medical Center	53,505	2%	2,866,795	98%	2,920,300
University of California-Irvine Medical Center	34,788	8%	384,495	92%	419,283
University of California-San Diego Medical Center	60,161	21%	232,544	79%	292,705
University of Colorado Hospital Authority	50,919	7%	669,338	93%	720,257
The University of Kansas Hospital	33,378	6%	563,846	94%	597,224
University of South Alabama Medical Center	29,598	74%	10,395	26%	39,993
The University of Texas Health Science Center at Tyler	13,250	8%	145,584	92%	158,834
University of Utah Health Care	28,217	3%	1,078,865	97%	1,107,082
UW Medicine Health System-Harborview Medical Center	62,172	19%	268,272	81%	330,444
UW Medicine Health System-UW Medical Center	25,604	5%	480,768	95%	506,372
VCU Health System	84,784	9%	844,341	91%	929,125
Ventura County Medical Center	44,816	8%	540,932	92%	585,748
Westchester Medical Center	39,272	24%	125,610	76%	164,882
<b>Total</b>	<b>7,323,146</b>	<b>14%</b>	<b>46,032,832</b>	<b>86%</b>	<b>53,355,978</b>
<b>Average</b>	<b>78,744</b>		<b>494,977</b>		<b>573,720</b>
<b>Count</b>	<b>93</b>		<b>93</b>		<b>93</b>

Note: Row percentages may not add up to 100 percent due to rounding.  
 \* Data for the three hospitals of the Cook County Health and Hospitals System have been consolidated because community ambulatory care volumes are not associated with specific hospitals.

Source: NAPH Hospital Characteristics Survey, 2010

# Appendix C

## Hospital-Specific Data on Utilization and Finances

**Table 3.** NAPH Member Hospitals and Health Systems—Discharges by Payer Source, 2010

Hospital Name	Medicare		Medicaid		Commercial		Uninsured*		Other**		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Alameda County Medical Center	2,182	16%	6,816	49%	610	4%	4,201	30%	0	0%	13,809
Arrowhead Regional Medical Center	3,176	13%	11,550	48%	1,485	6%	6,986	29%	770	3%	23,967
Bergen Regional Medical Center	2,244	18%	1,945	15%	855	7%	7,406	59%	152	1%	12,602
Boston Medical Center	9,244	32%	12,014	42%	5,496	19%	1,815	6%	307	1%	28,876
Broadlawns Medical Center	536	14%	895	23%	364	9%	2,102	54%	0	0%	3,897
Broward Health-Broward General Medical Center	7,196	25%	10,418	36%	5,299	18%	6,145	21%	0	0%	29,058
Broward Health-Coral Springs Medical Center	3,593	28%	3,538	27%	3,962	31%	1,887	15%	0	0%	12,980
Broward Health-Imperial Point Medical Center	3,965	44%	1,296	14%	1,766	19%	2,084	23%	0	0%	9,111
Broward Health-North Broward Medical Center	6,847	49%	1,759	13%	2,362	17%	2,982	21%	0	0%	13,950
Cambridge Health Alliance	4,276	39%	4,074	37%	1,910	17%	807	7%	17	0.2%	11,084
Contra Costa Regional Medical Center	1,633	18%	4,859	52%	876	9%	1,853	20%	108	1%	9,329
Cook County HHS-Oak Forest Hospital of Cook County	531	17%	707	23%	35	1%	1,802	59%	0	0%	3,075
Cook County HHS-Provident Hospital of Cook County	860	21%	828	20%	1,029	25%	1,349	33%	0	0%	4,066
Cook County HHS-The John H. Stroger, Jr. Hospital of Cook County	2,322	10%	7,960	33%	1,080	5%	12,401	52%	0	0%	23,763
Cooper Green Mercy Hospital	339	8%	850	21%	324	8%	2,214	55%	324	8%	4,051
Denver Health	3,638	18%	9,051	44%	2,072	10%	5,139	25%	662	3%	20,562
Grady Health System	4,465	17%	8,160	31%	5,317	20%	8,192	31%	0	0%	26,134
Halifax Community Health System	10,405	42%	5,124	21%	6,512	26%	2,245	9%	301	1%	24,587
Harris County Hospital District	3,292	8%	18,142	45%	892	2%	16,174	40%	2,166	5%	40,666
The Health and Hospital Corporation of Marion County	3,888	24%	5,820	36%	1,589	10%	4,497	28%	550	3%	16,344
Health Care District of Palm Beach County	259	9%	1,770	58%	162	5%	836	28%	6	0.2%	3,033
Hennepin County Medical Center	5,120	23%	10,318	47%	2,371	11%	2,531	12%	1,633	7%	21,973
Howard University Hospital	3,134	25%	5,239	41%	2,044	16%	2,068	16%	164	1%	12,649
Hurley Medical Center	5,782	29%	8,137	41%	4,166	21%	1,150	6%	391	2%	19,626
Jackson Health System	14,638	22%	28,400	44%	9,987	15%	11,983	18%	222	0.3%	65,230
JPS Health Network	3,523	13%	10,613	40%	2,202	8%	9,852	37%	330	1%	26,520
LAC-Harbor/UCLA Medical Center	2,218	10%	12,166	52%	710	3%	7,722	33%	470	2%	23,286
LAC-LAC+USC Medical Center	2,219	6%	16,859	48%	942	3%	12,248	35%	2,524	7%	34,792
LAC-Olive View/UCLA Medical Center	977	7%	7,914	55%	149	1%	5,037	35%	429	3%	14,506
Lee Memorial Health System	36,253	49%	13,461	18%	16,171	22%	5,506	7%	2,683	4%	74,074
LSUHCSD-Bogalusa Medical Center	1,015	30%	1,130	33%	327	10%	884	26%	21	1%	3,377
LSUHCSD-Earl K. Long Medical Center	463	9%	2,395	45%	135	3%	1,632	31%	706	13%	5,331
LSUHCSD-Interim LSU Public Hospital	1,360	10%	5,428	41%	787	6%	5,324	40%	491	4%	13,390
LSUHCSD-Lallie Kemp Regional Medical Center	222	20%	265	23%	65	6%	541	48%	42	4%	1,135
LSUHCSD-Leonard J. Chabert Medical Center	838	17%	2,166	45%	286	6%	1,464	30%	68	1%	4,822
LSUHCSD-University Medical Center	556	12%	1,819	38%	216	5%	2,110	44%	79	2%	4,780
LSUHCSD-Walter O. Moss Regional Medical Center	175	14%	311	24%	43	3%	735	57%	20	2%	1,284
Maricopa Integrated Health System	2,276	12%	7,162	39%	2,066	11%	4,535	24%	2,534	14%	18,573
Memorial Hospital at Gulfport	7,099	45%	3,364	21%	2,823	18%	1,671	11%	903	6%	15,860
The MetroHealth System	6,698	27%	9,462	38%	4,805	19%	3,431	14%	471	2%	24,867
MHS-Memorial Hospital Miramar	2,158	21%	2,220	21%	4,664	45%	862	8%	572	5%	10,476
MHS-Memorial Hospital Pembroke	2,790	43%	868	13%	1,401	22%	1,052	16%	371	6%	6,482
MHS-Memorial Hospital West	8,096	37%	3,526	16%	7,789	35%	1,618	7%	1,101	5%	22,130
MHS-Memorial Regional Hospital	14,540	37%	8,799	22%	9,629	24%	4,843	12%	1,564	4%	39,375
Mount Sinai Hospital at Chicago	3,333	15%	14,235	66%	1,308	6%	2,611	12%	227	1%	21,714
Nashville General Hospital at Meharry	725	15%	1,373	28%	191	4%	1,763	36%	874	18%	4,926
Nassau University Medical Center	4,660	20%	11,350	49%	4,236	18%	1,380	6%	1,673	7%	23,299
Natividad Medical Center	1,071	10%	6,708	65%	799	8%	976	9%	730	7%	10,284
NYCHHC-Bellevue Hospital Center	4,518	16%	16,496	57%	2,129	7%	2,286	8%	3,335	12%	28,764
NYCHHC-Coney Island Hospital	6,870	37%	8,835	48%	1,471	8%	1,091	6%	119	1%	18,386

## Hospital-Specific Data on Utilization and Finances

Hospital Name	Medicare		Medicaid		Commercial		Uninsured*		Other**		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
NYCHHC-Elmhurst Hospital Center	5,280	21%	15,373	60%	2,198	9%	1,470	6%	1,186	5%	25,507
NYCHHC-Harlem Hospital Center	2,659	22%	7,430	62%	935	8%	670	6%	250	2%	11,944
NYCHHC-Jacobi Medical Center	4,346	22%	11,973	60%	1,952	10%	1,185	6%	610	3%	20,066
NYCHHC-Kings County Hospital Center	4,675	19%	15,686	62%	2,625	10%	1,768	7%	505	2%	25,259
NYCHHC-Lincoln Medical and Mental Health Center	5,045	22%	15,306	66%	1,547	7%	935	4%	397	2%	23,230
NYCHHC-Metropolitan Hospital Center	2,492	19%	9,375	70%	763	6%	707	5%	31	0.2%	13,368
NYCHHC-North Central Bronx Hospital	1,479	19%	5,301	68%	514	7%	430	6%	15	0.2%	7,739
NYCHHC-Queens Hospital Center	3,486	22%	9,544	59%	1,329	8%	1,730	11%	114	1%	16,203
NYCHHC-Woodhull Medical and Mental Health Center	3,165	20%	10,644	66%	860	5%	1,488	9%	44	0.3%	16,201
The Ohio State University Medical Center	18,350	32%	14,201	24%	17,739	31%	4,195	7%	3,555	6%	58,040
Orlando Health	25,391	29%	20,371	23%	32,566	37%	6,612	8%	2,116	2%	87,056
Parkland Health & Hospital System	4,266	10%	11,490	28%	1,773	4%	23,018	56%	747	2%	41,294
Regional Medical Center at Memphis	1,663	11%	7,561	52%	1,876	13%	3,283	23%	196	1%	14,579
Riverside County Regional Medical Center	2,538	12%	8,786	41%	1,294	6%	6,415	30%	2,161	10%	21,194
San Francisco General Hospital	3,253	21%	5,323	35%	765	5%	3,836	25%	2,226	14%	15,403
San Joaquin General Hospital	782	9%	5,442	63%	663	8%	1,714	20%	0	0%	8,601
San Mateo Medical Center	930	24%	1,506	39%	101	3%	1,244	33%	41	1%	3,822
Santa Clara Valley Health & Hospital System	3,326	14%	12,790	55%	2,109	9%	4,824	21%	384	2%	23,433
Shands HealthCare-Shands at the University of Florida	11,933	33%	10,316	29%	10,113	28%	2,357	7%	1,451	4%	36,170
Shands HealthCare-Shands Jacksonville Medical Center	9,703	34%	10,101	35%	3,003	11%	4,369	15%	1,349	5%	28,525
SUNY-Downstate Medical Center	6,158	36%	7,428	43%	2,967	17%	576	3%	28	0.2%	17,157
SUNY-Stony Brook University Hospital	10,803	34%	6,628	21%	11,255	36%	1,818	6%	948	3%	31,452
SUNY-Upstate Medical University	6,625	33%	5,146	26%	6,149	31%	702	4%	1,412	7%	20,034
Tampa General Hospital	12,363	32%	15,182	39%	6,554	17%	3,525	9%	1,241	3%	38,865
Truman Medical Centers	4,192	20%	9,753	46%	1,429	7%	5,917	28%	140	1%	21,431
UK HealthCare Hospital System	9,478	29%	9,146	28%	9,333	29%	3,776	12%	622	2%	32,355
UMass Memorial Medical Center	17,383	41%	7,433	18%	15,189	36%	1,910	5%	203	0.5%	42,118
UMDNJ-University Hospital	3,967	20%	8,098	40%	3,365	17%	4,467	22%	220	1%	20,117
University Health System at San Antonio	3,124	16%	5,956	30%	2,470	12%	7,564	38%	890	4%	20,004
University Hospital, The University of New Mexico Health Sciences Center	4,800	19%	9,827	38%	4,916	19%	3,808	15%	2,210	9%	25,561
University Medical Center of El Paso	2,067	13%	5,369	33%	1,762	11%	7,010	43%	0	0%	16,208
University Medical Center of Southern Nevada	4,097	15%	8,214	31%	4,770	18%	8,377	32%	978	4%	26,436
University of California-Davis Medical Center	6,989	24%	6,291	21%	11,944	41%	3,254	11%	786	3%	29,264
University of California-Irvine Medical Center	4,599	28%	4,715	29%	4,754	29%	2,321	14%	0	0%	16,389
University of California-San Diego Medical Center	7,061	30%	6,114	26%	7,693	32%	2,838	12%	0	0%	23,706
University of Colorado Hospital Authority	6,495	30%	4,189	19%	6,747	31%	2,863	13%	1,473	7%	21,767
The University of Kansas Hospital	9,025	34%	5,534	21%	9,025	34%	1,763	7%	834	3%	26,181
University of South Alabama Medical Center	1,055	17%	1,010	16%	1,286	20%	2,496	39%	482	8%	6,329
The University of Texas Health Science Center at Tyler	1,370	57%	298	12%	372	15%	279	12%	83	3%	2,402
University of Utah Health Care	6,421	26%	5,116	21%	9,673	40%	2,171	9%	1,074	4%	24,455
UW Medicine Health System-Harborview Medical Center	5,373	27%	5,027	26%	5,948	30%	3,226	16%	4	0.02%	19,578
UW Medicine Health System-UW Medical Center	5,172	26%	3,356	17%	8,195	41%	2,918	15%	301	2%	19,942
VCU Health System	8,695	27%	8,953	28%	7,946	25%	4,756	15%	1,894	6%	32,244
Ventura County Medical Center	2,192	16%	6,981	50%	1,821	13%	2,794	20%	120	1%	13,908
Westchester Medical Center	5,984	25%	7,283	31%	7,952	34%	772	3%	1,567	7%	23,558
<b>Total</b>	<b>488,468</b>	<b>25%</b>	<b>710,161</b>	<b>36%</b>	<b>366,149</b>	<b>19%</b>	<b>346,174</b>	<b>18%</b>	<b>64,998</b>	<b>3%</b>	<b>1,975,950</b>
<b>Average</b>	<b>5,142</b>		<b>7,475</b>		<b>3,854</b>		<b>3,644</b>		<b>684</b>		<b>20,799</b>
<b>Count</b>											<b>95</b>

Note: Row percentages may not add up to 100 percent due to rounding.

\* Uninsured discharges are attributed to patients who are considered self-pay, charity care, or covered by a state or local indigent care program.

\*\* Examples of Other payer sources include workers' compensation, veterans' care, and prisoner care.

Source: NAPH Hospital Characteristics Survey, 2010

# Appendix C

## Hospital-Specific Data on Utilization and Finances

**Table 4.** NAPH Member Hospitals and Health Systems—Total Outpatient Visits by Payer Source, 2010

Hospital Name	Medicare		Medicaid		Commercial		Uninsured**		Other***		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Alameda County Medical Center	30,440	8%	171,329	45%	10,108	3%	169,926	44%	140	0.04%	381,943
Arrowhead Regional Medical Center	33,897	6%	176,239	32%	11,024	2%	285,627	52%	47,694	9%	554,481
Bergen Regional Medical Center	15,471	13%	7,745	7%	10,391	9%	84,780	71%	280	0.2%	118,667
Boston Medical Center	207,584	22%	379,519	40%	246,684	26%	100,384	11%	12,509	1%	946,680
Broadlawns Medical Center	19,170	11%	30,503	17%	14,954	8%	113,455	64%	0	0%	178,082
Broward Health-Broward General Medical Center	35,087	9%	91,771	23%	67,703	17%	206,913	52%	0	0%	401,474
Broward Health-Coral Springs Medical Center	22,492	17%	23,259	18%	60,335	47%	23,135	18%	0	0%	129,221
Broward Health-Imperial Point Medical Center	32,870	38%	7,638	9%	30,356	35%	16,497	19%	0	0%	87,361
Broward Health-North Broward Medical Center	31,675	20%	28,671	18%	27,187	17%	70,847	45%	0	0%	158,380
Cambridge Health Alliance	112,334	18%	257,360	40%	181,863	28%	83,315	13%	6,225	1%	641,097
Contra Costa Regional Medical Center	62,135	13%	244,237	52%	59,618	13%	102,092	22%	2,788	1%	470,870
Cook County Health & Hospitals System*	86,883	10%	170,119	19%	46,059	5%	595,307	66%	0	0%	898,368
Cooper Green Mercy Hospital	17,320	11%	28,309	19%	14,843	10%	84,679	55%	7,543	5%	152,694
Denver Health	78,359	8%	274,742	26%	90,314	9%	347,396	33%	247,913	24%	1,038,724
Grady Health System	784,396	20%	862,663	22%	271,318	7%	1,963,569	51%	0	0%	3,881,946
Halifax Community Health System	94,196	37%	52,563	20%	67,657	26%	37,584	15%	5,410	2%	257,410
Harris County Hospital District	135,785	8%	237,454	15%	10,699	1%	1,186,960	74%	36,913	2%	1,607,811
The Health and Hospital Corporation of Marion County	357,300	30%	186,299	16%	64,245	5%	266,844	23%	310,528	26%	1,185,216
Health Care District of Palm Beach County	1,567	5%	15,589	45%	3,771	11%	12,887	37%	789	2%	34,603
Hennepin County Medical Center	80,378	18%	188,864	41%	54,115	12%	105,923	23%	26,173	6%	455,453
Howard University Hospital	31,884	20%	56,471	35%	30,933	19%	39,213	24%	1,745	1%	160,246
Hurley Medical Center	95,806	21%	176,205	38%	124,371	27%	56,966	12%	10,463	2%	463,811
Jackson Health System	54,232	11%	135,869	28%	36,542	8%	249,100	52%	1,649	0.3%	477,392
JPS Health Network	120,155	11%	297,996	27%	45,010	4%	612,169	56%	13,318	1%	1,088,648
LAC-Harbor/UCLA Medical Center	36,163	7%	165,608	31%	5,404	1%	301,801	56%	27,372	5%	536,348
LAC-LAC+USC Medical Center	25,272	5%	215,466	41%	12,332	2%	233,587	45%	33,008	6%	519,665
LAC-Olive View/UCLA Medical Center	17,151	5%	83,667	26%	1,189	0%	174,050	54%	48,622	15%	324,679
Lee Memorial Health System	208,641	42%	87,131	17%	113,006	22%	52,062	10%	41,487	8%	502,327
LSUHCS-D-Bogalusa Medical Center	27,670	20%	27,574	20%	20,711	15%	57,426	42%	2,805	2%	136,186
LSUHCS-D-Earl K. Long Medical Center	21,960	9%	65,945	27%	7,186	3%	130,665	54%	14,992	6%	240,748
LSUHCS-D-Interim LSU Public Hospital	24,194	9%	50,104	18%	12,387	5%	181,010	66%	7,563	3%	275,258
LSUHCS-D-Lallie Kemp Regional Medical Center	12,534	12%	15,265	15%	7,699	8%	64,549	63%	2,328	2%	102,375
LSUHCS-D-Leonard J. Chabert Medical Center	35,852	17%	48,114	22%	16,333	8%	111,295	52%	3,950	2%	215,544
LSUHCS-D-University Medical Center	31,910	14%	49,863	22%	13,081	6%	122,467	55%	4,607	2%	221,928
LSUHCS-D-Walter O. Moss Regional Medical Center	16,953	15%	17,466	15%	7,272	6%	71,743	62%	2,097	2%	115,531
Maricopa Integrated Health System	41,319	9%	293,984	66%	14,611	3%	56,212	13%	38,986	9%	445,112
Memorial Hospital at Gulfport	62,873	40%	24,692	16%	30,442	20%	23,475	15%	14,558	9%	156,040
The MetroHealth System	162,727	18%	294,520	32%	198,179	22%	239,884	26%	20,558	2%	915,868
MHS-Memorial Hospital Miramar	11,230	10%	18,937	17%	62,921	57%	13,099	12%	3,632	3%	109,819
MHS-Memorial Hospital Pembroke	21,122	16%	15,002	12%	42,683	33%	42,040	33%	8,414	7%	129,261
MHS-Memorial Hospital West	62,745	24%	37,040	14%	125,993	48%	33,603	13%	5,448	2%	264,829
MHS-Memorial Regional Hospital	91,119	18%	96,117	19%	125,451	25%	159,451	32%	21,774	4%	493,912
Mount Sinai Hospital at Chicago	33,064	8%	166,570	39%	121,121	29%	88,899	21%	12,186	3%	421,840
Nashville General Hospital at Meharry	13,059	13%	21,962	22%	10,512	11%	43,469	44%	9,654	10%	98,656
Nassau University Medical Center	40,064	14%	83,631	29%	75,283	26%	69,206	24%	17,126	6%	285,310
Natividad Medical Center	12,715	9%	70,637	52%	23,710	18%	21,484	16%	6,138	5%	134,684
NYCHHC-Bellevue Hospital Center	88,870	14%	291,325	45%	46,717	7%	203,258	31%	19,132	3%	649,302
NYCHHC-Coney Island Hospital	61,745	16%	164,069	44%	28,331	8%	116,913	31%	4,221	1%	375,279
NYCHHC-Elmhurst Hospital Center	73,736	10%	354,030	50%	41,742	6%	230,497	32%	12,878	2%	712,883
NYCHHC-Harlem Hospital Center	51,213	15%	166,295	48%	20,953	6%	108,354	31%	3,103	1%	349,918
NYCHHC-Jacobi Medical Center	62,933	13%	254,647	52%	48,549	10%	119,179	24%	8,603	2%	493,911
NYCHHC-Kings County Hospital Center	83,099	11%	359,416	47%	59,222	8%	265,988	34%	3,561	0.5%	771,286

## Hospital-Specific Data on Utilization and Finances

Hospital Name	Medicare		Medicaid		Commercial		Uninsured**		Other***		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
NYCHHC-Lincoln Medical and Mental Health Center	86,326	15%	313,126	53%	35,284	6%	152,532	26%	8,079	1%	595,347
NYCHHC-Metropolitan Hospital Center	68,725	16%	219,621	52%	21,356	5%	110,635	26%	1,262	0.3%	421,599
NYCHHC-North Central Bronx Hospital	23,278	9%	151,378	57%	19,105	7%	69,422	26%	444	0.2%	263,627
NYCHHC-Queens Hospital Center	64,749	14%	212,526	46%	34,581	7%	147,587	32%	2,160	0.5%	461,603
NYCHHC-Woodhull Medical and Mental Health Center	65,289	12%	266,086	51%	26,337	5%	126,580	24%	39,299	8%	523,591
The Ohio State University Medical Center	266,187	25%	161,392	15%	523,023	49%	67,003	6%	45,532	4%	1,063,137
Orlando Health	354,297	23%	282,871	18%	727,367	47%	164,872	11%	16,156	1%	1,545,563
Parkland Health & Hospital System	155,877	12%	402,017	30%	24,722	2%	713,728	54%	34,322	3%	1,330,666
Regional Medical Center at Memphis	27,867	15%	59,498	31%	41,988	22%	60,485	32%	0	0%	189,838
Riverside County Regional Medical Center	41,185	7%	204,680	33%	38,692	6%	284,890	46%	54,467	9%	623,914
San Francisco General Hospital	132,454	17%	219,075	28%	10,496	1%	278,690	35%	149,554	19%	790,269
San Joaquin General Hospital	40,929	17%	110,809	47%	20,307	9%	63,204	27%	0	0%	235,249
San Mateo Medical Center	60,556	13%	182,356	39%	10,949	2%	216,057	46%	2,515	1%	472,433
Santa Clara Valley Health & Hospital System	93,373	11%	441,097	51%	94,725	11%	234,638	27%	4,533	1%	868,366
Shands HealthCare-Shands at the University of Florida	208,804	28%	154,090	20%	288,082	38%	65,059	9%	39,313	5%	755,348
Shands HealthCare-Shands Jacksonville Medical Center	97,487	26%	124,618	33%	43,452	11%	88,486	23%	27,812	7%	381,855
SUNY-Downstate Medical Center	93,844	26%	149,051	42%	82,488	23%	29,265	8%	2,210	1%	356,858
SUNY-Stony Brook University Hospital	84,334	25%	59,265	18%	145,280	44%	23,855	7%	18,640	6%	331,374
SUNY-Upstate Medical University	125,991	28%	114,524	26%	146,323	33%	19,280	4%	37,446	8%	443,564
Tampa General Hospital	53,553	19%	81,787	30%	62,970	23%	64,143	23%	13,261	5%	275,714
Truman Medical Centers	143,571	18%	171,575	22%	78,323	10%	367,701	47%	16,234	2%	777,404
UK HealthCare Hospital System	81,634	21%	67,865	17%	174,997	45%	46,748	12%	17,724	5%	388,968
UMass Memorial Medical Center	349,190	30%	216,541	18%	520,719	44%	84,402	7%	12,838	1%	1,183,690
UMDNJ-University Hospital	30,207	12%	76,117	29%	28,433	11%	124,198	47%	3,033	1%	261,988
University Health System at San Antonio	187,008	11%	109,832	6%	51,729	3%	688,087	41%	656,239	39%	1,692,895
University Hospital, The University of New Mexico Health Sciences Center	211,774	17%	356,327	28%	290,974	23%	297,447	24%	95,113	8%	1,251,635
University Medical Center of El Paso	98,840	17%	112,374	20%	94,767	16%	268,659	47%	0	0%	574,640
University Medical Center of Southern Nevada	80,139	11%	136,436	18%	187,790	25%	309,716	41%	39,436	5%	753,517
University of California-Davis Medical Center	585,140	20%	233,128	8%	1,877,814	64%	175,422	6%	48,796	2%	2,920,300
University of California-Irvine Medical Center	131,715	31%	85,234	20%	159,562	38%	42,772	10%	0	0%	419,283
University of California-San Diego Medical Center	112,121	38%	81,524	28%	75,382	26%	23,678	8%	0	0%	292,705
University of Colorado Hospital Authority	218,215	30%	63,923	9%	266,962	37%	64,927	9%	106,230	15%	720,257
The University of Kansas Hospital	162,319	27%	46,349	8%	356,906	60%	23,699	4%	7,951	1%	597,224
University of South Alabama Medical Center	4,928	12%	6,244	16%	9,473	24%	17,317	43%	2,031	5%	39,993
The University of Texas Health Science Center at Tyler	74,190	47%	28,420	18%	44,775	28%	11,113	7%	336	0.2%	158,834
University of Utah Health Care	254,545	23%	167,000	15%	549,714	50%	81,651	7%	54,172	5%	1,107,082
UW Medicine Health System-Harborview Medical Center	80,638	24%	96,733	29%	77,762	24%	74,728	23%	583	0.2%	330,444
UW Medicine Health System-UW Medical Center	118,918	23%	63,176	12%	257,969	51%	56,526	11%	9,783	2%	506,372
VCU Health System	222,258	24%	166,665	18%	291,630	31%	195,092	21%	53,480	6%	929,125
Ventura County Medical Center	66,060	11%	248,940	42%	108,059	18%	104,683	18%	58,006	10%	585,748
Westchester Medical Center	29,984	18%	57,899	35%	56,818	34%	12,906	8%	7,275	4%	164,882
<b>Total</b>	<b>9,361,848</b>	<b>18%</b>	<b>14,142,660</b>	<b>27%</b>	<b>10,831,205</b>	<b>20%</b>	<b>16,203,117</b>	<b>30%</b>	<b>2,817,148</b>	<b>5%</b>	<b>53,355,978</b>
<b>Average</b>	<b>100,665</b>		<b>152,072</b>		<b>116,465</b>		<b>174,227</b>		<b>30,292</b>		<b>573,720</b>
<b>Count</b>											<b>93</b>

\* Data for the three hospitals of the Cook County Health & Hospitals System have been consolidated because community clinic ambulatory care volumes are not associated with specific hospitals.

\*\* Uninsured visits are attributed to patients who are considered self-pay, charity care, or covered by a state or local indigent care program.

\*\*\* Examples of Other payer sources include workers' compensation, veterans' care, and prisoner care.

Source: NAPH Hospital Characteristics Survey, 2010

**Table 5.** NAPH Member Hospitals and Health Systems—Gross Charges by Payer Source, 2010

Hospital Name	Medicare		Medicaid	
	Charges	Percent	Charges	Percent
Alameda County Medical Center	\$138,001,364	15%	\$461,688,561	49%
Arrowhead Regional Medical Center	\$153,163,718	12%	\$574,433,901	46%
Bergen Regional Medical Center	\$126,925,787	24%	\$130,225,222	25%
Boston Medical Center	\$465,981,401	30%	\$573,156,672	37%
Broadlawns Medical Center	\$10,952,553	8%	\$27,155,202	20%
Broward Health-Broward General Medical Center	\$447,977,198	25%	\$550,575,678	30%
Broward Health-Coral Springs Medical Center	\$170,403,441	28%	\$104,024,757	17%
Broward Health-Imperial Point Medical Center	\$186,293,584	44%	\$43,507,634	10%
Broward Health-North Broward Medical Center	\$350,392,336	43%	\$113,590,780	14%
Cambridge Health Alliance	\$193,475,549	25%	\$287,174,019	37%
Contra Costa Regional Medical Center	\$94,686,431	18%	\$252,202,470	47%
Cook County HHS-Oak Forest Hospital of Cook County	\$7,191,851	11%	\$17,111,968	25%
Cook County HHS-Provident Hospital of Cook County	\$11,018,430	18%	\$17,316,955	28%
Cook County HHS-The John H. Stroger, Jr. Hospital of Cook County	\$63,638,310	9%	\$237,963,160	33%
Cooper Green Mercy Hospital	\$18,192,167	17%	\$27,191,207	26%
Denver Health	\$208,702,341	16%	\$440,614,785	34%
Grady Health System	\$325,751,275	18%	\$442,886,507	24%
Halifax Community Health System	\$551,744,995	48%	\$167,974,448	14%
Harris County Hospital District	\$190,494,606	9%	\$515,539,162	23%
The Health and Hospital Corporation of Marion County	\$200,078,810	22%	\$195,355,654	22%
Health Care District of Palm Beach County	\$31,749,654	26%	\$43,851,004	36%
Hennepin County Medical Center	\$283,933,837	26%	\$433,392,497	40%
Howard University Hospital	\$165,698,134	30%	\$235,042,125	42%
Hurley Medical Center	\$270,982,444	28%	\$365,509,793	37%
Jackson Health System	\$634,196,976	15%	\$966,967,528	23%
JPS Health Network	\$252,655,000	14%	\$449,444,000	25%
LAC-Harbor/UCLA Medical Center	\$136,952,818	10%	\$741,136,959	53%
LAC-LAC+USC Medical Center	\$146,107,179	7%	\$1,121,496,490	54%
LAC-Olive View/UCLA Medical Center	\$49,397,343	7%	\$353,014,807	49%
Lee Memorial Health System	\$1,779,303,937	50%	\$516,962,630	15%
LSUHCS-D-Bogalusa Medical Center	\$28,351,972	26%	\$24,328,047	22%
LSUHCS-D-Earl K. Long Medical Center	\$17,375,513	9%	\$71,419,045	36%
LSUHCS-D-Interim LSU Public Hospital	\$62,053,090	10%	\$251,739,630	41%
LSUHCS-D-Lallie Kemp Regional Medical Center	\$8,409,891	16%	\$11,894,914	22%
LSUHCS-D-Leonard J. Chabert Medical Center	\$30,427,877	17%	\$59,160,863	33%
LSUHCS-D-University Medical Center	\$25,084,301	15%	\$57,640,805	35%
LSUHCS-D-Walter O. Moss Regional Medical Center	\$7,864,790	15%	\$13,133,628	26%
Maricopa Integrated Health System	\$234,054,592	16%	\$710,638,878	48%
Memorial Hospital at Gulfport	\$669,956,090	48%	\$205,906,471	15%
The MetroHealth System	\$327,648,000	24%	\$444,492,000	33%
MHS-Memorial Hospital Miramar	\$133,429,492	20%	\$102,939,739	15%
MHS-Memorial Hospital Pembroke	\$206,880,397	32%	\$89,484,336	14%
MHS-Memorial Hospital West	\$611,312,991	36%	\$214,798,803	13%
MHS-Memorial Regional Hospital	\$953,549,130	31%	\$620,002,965	20%
Mount Sinai Hospital at Chicago	\$176,392,027	21%	\$446,321,307	52%
Nashville General Hospital at Meharry	\$29,737,806	15%	\$54,239,189	27%
Nassau University Medical Center	\$161,320,956	28%	\$247,158,231	43%
Natividad Medical Center	\$112,710,831	17%	\$329,481,249	50%
NYCHHC-Bellevue Hospital Center	\$217,036,157	20%	\$594,017,343	56%
NYCHHC-Coney Island Hospital	\$188,164,783	34%	\$237,433,946	43%
NYCHHC-Elmhurst Hospital Center	\$170,026,363	18%	\$496,998,194	53%



## Hospital-Specific Data on Utilization and Finances

Commercial		Uninsured*		Other**		Total
Charges	Percent	Charges	Percent	Charges	Percent	
\$38,357,689	4%	\$306,237,644	32%	\$0	0%	\$944,285,258
\$103,761,937	8%	\$374,346,478	30%	\$41,361,447	3%	\$1,247,067,481
\$44,785,516	8%	\$224,212,295	42%	\$3,733,438	1%	\$529,882,258
\$360,666,977	23%	\$133,477,133	9%	\$20,225,001	1%	\$1,553,507,184
\$7,236,184	5%	\$93,797,937	67%	\$0	0%	\$139,141,876
\$432,903,931	24%	\$393,230,665	22%	\$0	0%	\$1,824,687,472
\$234,080,228	38%	\$108,813,830	18%	\$0	0%	\$617,322,256
\$125,667,692	30%	\$70,272,732	17%	\$0	0%	\$425,741,642
\$178,165,680	22%	\$173,210,603	21%	\$0	0%	\$815,359,399
\$190,487,543	25%	\$96,736,826	12%	\$6,629,983	1%	\$774,503,920
\$58,936,098	11%	\$120,535,286	23%	\$6,380,166	1%	\$532,740,451
\$1,068,308	2%	\$42,026,726	62%	\$0	0%	\$67,398,853
\$2,745,847	4%	\$31,625,521	50%	\$183,480	0%	\$62,890,233
\$38,003,827	5%	\$374,402,478	52%	\$0	0%	\$714,007,775
\$11,418,290	11%	\$44,710,676	42%	\$4,616,949	4%	\$106,129,289
\$205,775,523	16%	\$410,978,093	32%	\$26,531,608	2%	\$1,292,602,350
\$283,246,301	15%	\$709,448,805	38%	\$92,664,165	5%	\$1,853,997,053
\$322,613,169	28%	\$104,361,228	9%	\$12,787,000	1%	\$1,159,480,840
\$47,257,392	2%	\$1,371,028,507	62%	\$103,756,697	5%	\$2,228,076,364
\$99,189,937	11%	\$0	0%	\$68,097,807	8%	\$902,349,723
\$19,570,959	16%	\$25,380,980	21%	\$807,727	1%	\$121,360,324
\$196,586,838	18%	\$129,714,803	12%	\$51,019,085	5%	\$1,094,647,060
\$87,213,391	16%	\$67,519,362	12%	\$0	0%	\$555,473,012
\$215,678,508	22%	\$94,656,551	10%	\$35,157,477	4%	\$981,984,773
\$1,254,815,845	30%	\$1,222,815,552	29%	\$98,769,976	2%	\$4,177,565,877
\$125,232,000	7%	\$916,325,000	51%	\$37,102,000	2%	\$1,780,758,000
\$39,244,259	3%	\$452,849,777	32%	\$25,586,625	2%	\$1,395,770,438
\$55,509,201	3%	\$723,210,334	35%	\$47,251,562	2%	\$2,093,574,766
\$9,186,800	1%	\$267,819,115	37%	\$39,228,660	5%	\$718,646,725
\$875,919,440	25%	\$229,340,761	6%	\$143,520,985	4%	\$3,545,047,753
\$15,624,434	14%	\$40,779,949	37%	\$942,582	1%	\$110,026,984
\$7,480,322	4%	\$80,372,519	41%	\$20,519,112	10%	\$197,166,511
\$50,432,580	8%	\$228,319,620	37%	\$17,290,982	3%	\$609,835,902
\$4,858,697	9%	\$28,032,311	52%	\$1,038,491	2%	\$54,234,304
\$13,085,405	7%	\$74,079,893	41%	\$2,671,489	1%	\$179,425,527
\$11,057,764	7%	\$70,794,538	42%	\$2,267,657	1%	\$166,845,065
\$3,598,632	7%	\$25,278,378	49%	\$1,255,678	2%	\$51,131,106
\$163,653,321	11%	\$188,529,698	13%	\$170,048,070	12%	\$1,466,924,559
\$256,208,455	19%	\$157,953,756	11%	\$91,897,855	7%	\$1,381,922,627
\$363,484,000	27%	\$188,366,000	14%	\$21,587,000	2%	\$1,345,577,000
\$340,526,387	50%	\$92,423,607	14%	\$12,182,833	2%	\$681,502,058
\$192,161,271	30%	\$149,857,019	23%	\$6,389,922	1%	\$644,772,945
\$656,421,288	38%	\$207,881,200	12%	\$14,596,026	1%	\$1,705,010,308
\$934,616,775	31%	\$524,716,419	17%	\$29,142,365	1%	\$3,062,027,654
\$77,389,651	9%	\$142,537,510	17%	\$11,222,505	1%	\$853,863,000
\$12,025,606	6%	\$74,778,983	37%	\$33,036,372	16%	\$203,817,956
\$79,750,390	14%	\$46,571,035	8%	\$44,296,998	8%	\$579,097,610
\$65,433,236	10%	\$92,527,980	14%	\$57,753,247	9%	\$657,906,543
\$57,928,198	5%	\$183,202,898	17%	\$14,820,972	1%	\$1,067,005,568
\$38,896,089	7%	\$79,634,555	15%	\$5,028,968	1%	\$549,158,341
\$70,974,578	8%	\$165,981,414	18%	\$41,940,863	4%	\$945,921,412

## Hospital-Specific Data on Utilization and Finances

**Table 5.** NAPH Member Hospitals and Health Systems—Gross Charges by Payer Source, 2010

Hospital Name	Medicare		Medicaid	
	Charges	Percent	Charges	Percent
NYCHHC-Harlem Hospital Center	\$96,983,775	23%	\$217,018,731	51%
NYCHHC-Jacobi Medical Center	\$155,501,166	19%	\$382,969,067	48%
NYCHHC-Kings County Hospital Center	\$177,731,859	18%	\$555,564,789	55%
NYCHHC-Lincoln Medical and Mental Health Center	\$112,622,481	18%	\$352,439,620	55%
NYCHHC-Metropolitan Hospital Center	\$78,752,617	18%	\$213,851,159	49%
NYCHHC-North Central Bronx Hospital	\$47,809,172	15%	\$171,948,654	55%
NYCHHC-Queens Hospital Center	\$99,180,173	17%	\$272,058,378	47%
NYCHHC-Woodhull Medical and Mental Health Center	\$120,675,816	18%	\$352,718,523	53%
The Ohio State University Medical Center	\$1,535,311,073	30%	\$795,975,991	16%
Orlando Health	\$1,883,980,855	31%	\$1,152,656,570	19%
Parkland Health & Hospital System	\$440,205,637	15%	\$737,507,680	25%
Regional Medical Center at Memphis	\$160,175,617	15%	\$347,445,091	32%
Riverside County Regional Medical Center	\$176,783,603	13%	\$516,803,721	37%
San Francisco General Hospital	\$318,006,951	20%	\$680,026,672	43%
San Joaquin General Hospital	\$74,855,065	15%	\$268,541,584	54%
San Mateo Medical Center	\$46,117,523	14%	\$151,529,005	44%
Santa Clara Valley Health & Hospital System	\$421,025,460	16%	\$1,125,748,677	43%
Shands HealthCare-Shands at the University of Florida	\$802,627,604	34%	\$515,287,498	22%
Shands HealthCare-Shands Jacksonville Medical Center	\$647,911,296	35%	\$512,107,204	28%
SUNY-Downstate Medical Center	\$269,548,557	34%	\$330,683,869	41%
SUNY-Stony Brook University Hospital	\$792,871,107	37%	\$429,769,926	20%
SUNY-Upstate Medical University	\$384,960,953	36%	\$238,048,862	22%
Tampa General Hospital	\$1,479,402,494	36%	\$672,011,283	16%
Truman Medical Centers	\$114,547,104	19%	\$247,805,497	42%
UK HealthCare Hospital System	\$581,835,827	30%	\$442,907,591	23%
UMass Memorial Medical Center	\$1,132,760,707	36%	\$570,981,210	18%
UMDNJ-University Hospital	\$406,330,000	21%	\$583,270,000	30%
University Health System at San Antonio	\$237,289,029	20%	\$237,223,901	20%
University Hospital, The University of New Mexico Health Sciences Center	\$273,282,589	21%	\$368,691,653	28%
University Medical Center of El Paso	\$118,119,776	17%	\$162,686,075	23%
University Medical Center of Southern Nevada	\$360,206,647	19%	\$417,406,439	22%
University of California-Davis Medical Center	\$1,548,578,860	30%	\$1,324,537,698	25%
University of California-Irvine Medical Center	\$784,383,500	31%	\$697,474,743	28%
University of California-San Diego Medical Center	\$635,241,000	30%	\$449,514,000	21%
University of Colorado Hospital Authority	\$821,126,049	31%	\$361,707,928	14%
The University of Kansas Hospital	\$887,918,612	36%	\$307,653,345	13%
University of South Alabama Medical Center	\$51,528,382	21%	\$33,030,505	14%
The University of Texas Health Science Center at Tyler	\$72,299,241	56%	\$19,170,118	15%
University of Utah Health Care	\$481,914,168	32%	\$186,365,853	12%
UW Medicine Health System-Harborview Medical Center	\$406,352,000	28%	\$308,100,000	22%
UW Medicine Health System-UW Medical Center	\$437,867,679	31%	\$254,120,189	18%
VCU Health System	\$723,683,291	28%	\$461,249,701	18%
Ventura County Medical Center	\$137,526,808	16%	\$376,539,490	45%
Westchester Medical Center	\$717,364,830	30%	\$682,332,396	28%
<b>Total</b>	<b>\$33,291,027,471</b>	<b>26%</b>	<b>\$35,175,217,044</b>	<b>28%</b>
<b>Average</b>	<b>\$350,431,868</b>		<b>\$370,265,443</b>	
<b>Count</b>				

## Hospital-Specific Data on Utilization and Finances

(continued)

Commercial		Uninsured*		Other**		Total
Charges	Percent	Charges	Percent	Charges	Percent	
\$27,271,060	6%	\$74,299,667	18%	\$8,317,322	2%	\$423,890,555
\$34,038,709	4%	\$166,092,823	21%	\$60,605,527	8%	\$799,207,292
\$63,103,713	6%	\$196,060,944	20%	\$9,376,427	1%	\$1,001,837,732
\$58,839,287	9%	\$99,802,311	16%	\$16,247,802	3%	\$639,951,501
\$30,079,786	7%	\$109,325,958	25%	\$2,024,716	0.5%	\$434,034,236
\$24,336,424	8%	\$66,907,636	21%	\$2,500,284	1%	\$313,502,170
\$51,889,154	9%	\$144,782,564	25%	\$5,946,883	1%	\$573,857,152
\$63,123,866	9%	\$128,892,688	19%	\$3,599,674	1%	\$669,010,567
\$2,114,274,491	42%	\$335,386,262	7%	\$302,613,608	6%	\$5,083,561,425
\$2,103,977,125	35%	\$506,207,765	8%	\$340,918,493	6%	\$5,987,740,808
\$155,947,936	5%	\$1,528,418,368	52%	\$75,776,463	3%	\$2,937,856,084
\$225,786,465	21%	\$326,509,550	30%	\$25,761,884	2%	\$1,085,678,607
\$87,354,303	6%	\$439,098,064	31%	\$186,955,491	13%	\$1,406,995,182
\$99,749,134	6%	\$262,222,673	17%	\$213,291,031	14%	\$1,573,296,461
\$42,661,578	9%	\$113,140,647	23%	\$0	0%	\$499,198,874
\$13,176,435	4%	\$120,825,779	35%	\$9,882,326	3%	\$341,531,068
\$355,241,910	14%	\$648,663,939	25%	\$40,370,973	2%	\$2,591,050,959
\$797,438,185	34%	\$145,892,387	6%	\$103,033,857	4%	\$2,364,279,531
\$255,189,359	14%	\$308,221,157	17%	\$113,239,687	6%	\$1,836,668,703
\$169,968,063	21%	\$24,363,483	3%	\$3,109,088	0.4%	\$797,673,060
\$743,458,426	34%	\$83,575,139	4%	\$105,293,738	5%	\$2,154,968,336
\$320,496,321	30%	\$30,389,661	3%	\$102,116,916	9%	\$1,076,012,713
\$1,080,665,439	26%	\$624,853,265	15%	\$273,527,924	7%	\$4,130,460,405
\$55,589,121	9%	\$161,022,774	27%	\$9,724,113	2%	\$588,688,609
\$716,965,322	37%	\$204,239,188	10%	\$17,189,297	1%	\$1,963,137,225
\$1,255,999,085	40%	\$170,620,413	5%	\$22,427,808	1%	\$3,152,789,223
\$382,528,000	20%	\$545,210,000	28%	\$19,363,000	1%	\$1,936,701,000
\$152,517,474	13%	\$526,745,757	43%	\$59,562,447	5%	\$1,213,338,608
\$258,182,397	20%	\$292,299,767	23%	\$104,591,116	8%	\$1,297,047,522
\$105,829,633	15%	\$326,001,848	46%	\$0	0%	\$712,637,332
\$388,460,261	20%	\$622,436,398	33%	\$110,669,380	6%	\$1,899,179,125
\$1,915,804,272	37%	\$422,584,973	8%	\$8,519,304	0%	\$5,220,025,107
\$788,255,588	31%	\$237,537,764	9%	\$0	0%	\$2,507,651,595
\$856,075,000	40%	\$181,862,000	9%	\$0	0%	\$2,122,692,000
\$934,126,822	35%	\$288,653,497	11%	\$231,287,526	9%	\$2,636,901,822
\$1,059,567,406	43%	\$112,954,211	5%	\$88,763,121	4%	\$2,456,856,695
\$70,232,255	29%	\$70,210,317	29%	\$16,442,303	7%	\$241,443,762
\$22,587,306	18%	\$11,150,884	9%	\$3,836,950	3%	\$129,044,499
\$699,921,255	47%	\$56,667,744	4%	\$67,930,632	5%	\$1,492,799,652
\$515,250,000	36%	\$196,398,000	14%	\$0	0%	\$1,426,100,000
\$507,351,024	36%	\$41,763,509	3%	\$150,116,817	11%	\$1,391,219,218
\$705,510,673	28%	\$508,411,064	20%	\$153,813,042	6%	\$2,552,667,771
\$133,518,088	16%	\$173,935,666	21%	\$22,331,938	3%	\$843,851,990
\$776,733,644	32%	\$65,322,534	3%	\$176,698,497	7%	\$2,418,451,901
<b>\$30,300,004,184</b>	<b>23%</b>	<b>\$23,855,666,018</b>	<b>19%</b>	<b>\$4,733,119,230</b>	<b>4%</b>	<b>\$127,694,661,462</b>
<b>\$318,947,412</b>		<b>\$251,112,274</b>		<b>\$49,822,308</b>		<b>\$1,344,154,331</b>
						<b>95</b>

Note: Row percentages may not add up to 100 percent due to rounding.

\* Uninsured charges are attributed to patients who are considered self-pay, charity care, or covered by a state or local indigent care program.

\*\* Examples of Other payer sources include workers' compensation, veterans' care, and prisoner care.

Source: NAPH Hospital Characteristics Survey, 2010

# Appendix C

## Hospital-Specific Data on Utilization and Finances

**Table 6.** NAPH Member Hospitals and Health Systems—Net Revenues by Payer Source, 2010

Hospital Name	Medicare		Medicaid*	
	Revenues	Percent	Revenues	Percent
Alameda County Medical Center	\$48,158,973	10%	\$182,480,115	39%
Arrowhead Regional Medical Center	\$49,865,168	12%	\$241,937,504	56%
Bergen Regional Medical Center	\$42,823,000	22%	\$135,235,000	69%
Boston Medical Center	\$249,112,631	26%	\$269,788,553	28%
Broadlawns Medical Center	\$5,902,649	6%	\$16,543,085	18%
Broward Health-Broward General Medical Center	\$121,465,828	25%	\$147,208,053	31%
Broward Health-Coral Springs Medical Center	\$39,134,315	27%	\$25,620,475	17%
Broward Health-Imperial Point Medical Center	\$45,883,086	44%	\$13,514,222	13%
Broward Health-North Broward Medical Center	\$84,817,271	41%	\$33,812,427	16%
Cambridge Health Alliance	\$77,598,356	22%	\$131,640,449	38%
Contra Costa Regional Medical Center	\$38,572,917	12%	\$202,154,911	65%
Cook County HHS-Oak Forest Hospital of Cook County	\$1,368,505	2%	\$44,460,946	54%
Cook County HHS-Provident Hospital of Cook County	\$7,200,413	8%	\$39,416,299	43%
Cook County HHS-The John H. Stroger, Jr. Hospital of Cook County	\$45,798,573	7%	\$361,084,498	54%
Cooper Green Mercy Hospital	\$14,360,204	16%	\$21,037,662	24%
Denver Health	\$68,833,417	13%	\$317,197,654	58%
Grady Health System	\$129,119,726	21%	\$254,521,981	41%
Halifax Community Health System	\$163,546,753	44%	\$63,046,809	17%
Harris County Hospital District	\$71,610,824	7%	\$326,130,289	33%
The Health and Hospital Corporation of Marion County	\$83,016,146	20%	\$93,429,155	23%
Health Care District of Palm Beach County	\$4,437,689	14%	\$4,147,453	13%
Hennepin County Medical Center	\$131,691,299	26%	\$195,299,226	38%
Howard University Hospital	\$67,115,686	27%	\$131,146,965	53%
Hurley Medical Center	\$78,770,065	24%	\$170,468,205	52%
Jackson Health System	\$216,851,696	14%	\$508,607,463	33%
JPS Health Network	\$79,275,000	13%	\$166,554,000	28%
LAC-Harbor/UCLA Medical Center	\$38,899,259	6%	\$345,767,072	57%
LAC-LAC+USC Medical Center	\$82,388,387	7%	\$648,635,993	58%
LAC-Olive View/UCLA Medical Center	\$14,332,948	4%	\$172,135,112	46%
Lee Memorial Health System	\$394,599,780	41%	\$112,854,326	12%
LSUHCS-D-Bogalusa Medical Center	\$8,119,297	14%	\$38,646,764	67%
LSUHCS-D-Earl K. Long Medical Center	\$7,472,559	5%	\$117,080,917	78%
LSUHCS-D-Interim LSU Public Hospital	\$29,178,244	8%	\$292,106,374	78%
LSUHCS-D-Lallie Kemp Regional Medical Center	\$5,472,665	12%	\$31,253,731	70%
LSUHCS-D-Leonard J. Chabert Medical Center	\$14,113,628	13%	\$82,657,093	74%
LSUHCS-D-University Medical Center	\$10,694,728	10%	\$87,743,519	79%
LSUHCS-D-Walter O. Moss Regional Medical Center	\$3,039,578	7%	\$27,478,440	67%
Maricopa Integrated Health System	\$57,385,063	16%	\$168,954,111	47%
Memorial Hospital at Gulfport	\$185,698,974	39%	\$97,686,664	20%
The MetroHealth System	\$163,419,000	29%	\$201,047,141	35%
MHS-Memorial Hospital Miramar	\$17,085,409	12%	\$22,018,589	15%
MHS-Memorial Hospital Pembroke	\$26,421,108	24%	\$15,074,590	13%
MHS-Memorial Hospital West	\$96,823,848	26%	\$40,376,324	11%
MHS-Memorial Regional Hospital	\$182,450,993	25%	\$142,366,621	20%
Mount Sinai Hospital at Chicago	\$57,042,697	24%	\$150,729,420	64%
Nashville General Hospital at Meharry	\$11,839,089	10%	\$21,646,620	18%
Nassau University Medical Center	\$83,383,000	23%	\$183,073,169	51%
Natividad Medical Center	\$14,291,733	9%	\$88,407,446	53%
NYCHHC-Bellevue Hospital Center	\$114,264,646	19%	\$345,799,955	59%
NYCHHC-Coney Island Hospital	\$114,474,000	41%	\$111,779,000	40%
NYCHHC-Elmhurst Hospital Center	\$92,805,529	14%	\$476,800,229	71%
NYCHHC-Harlem Hospital Center	\$65,860,487	27%	\$118,582,687	49%

## Hospital-Specific Data on Utilization and Finances

Commercial		Uninsured**		Other***		Additional Federal/ State/Local Payments		Total
Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	
\$13,209,569	3%	\$1,787,567	0.4%	\$0	0%	\$220,582,390	47%	\$466,218,614
\$48,441,968	11%	\$14,358,191	3%	\$11,347,733	3%	\$62,702,410	15%	\$428,652,974
\$11,300,000	6%	\$5,722,000	3%	\$579,000	0.3%	\$0	0%	\$195,659,000
\$152,656,686	16%	\$78,222,121	8%	\$10,045,328	1%	\$206,538,000	21%	\$966,363,319
\$4,725,855	5%	\$13,776,140	15%	\$0	0%	\$51,264,531	56%	\$92,212,260
\$147,536,014	31%	\$6,318,098	1%	\$0	0%	\$58,047,115	12%	\$480,575,108
\$68,726,325	47%	\$1,480,862	1%	\$0	0%	\$12,391,353	8%	\$147,353,330
\$33,754,821	32%	\$3,711,191	4%	\$0	0%	\$7,463,083	7%	\$104,326,403
\$59,249,946	29%	\$3,476,268	2%	\$0	0%	\$25,749,855	12%	\$207,105,767
\$69,486,006	20%	\$59,144,064	17%	\$2,966,478	1%	\$6,000,000	2%	\$346,835,353
\$24,938,576	8%	\$1,791,202	1%	\$273,916	0.1%	\$41,793,548	14%	\$309,525,070
\$255,673	0.3%	\$122,110	0.1%	\$0	0%	\$35,834,357	44%	\$82,041,591
\$1,372,923	1%	(\$6,592,940)	-7%	\$0	0%	\$50,687,798	55%	\$92,084,493
\$9,649,758	1%	\$4,653,335	1%	\$0	0%	\$246,625,793	37%	\$667,811,957
\$3,489,436	4%	\$5,544,158	6%	\$1,502,908	2%	\$41,203,287	47%	\$87,137,655
\$114,179,114	21%	\$14,541,118	3%	\$5,983,164	1%	\$27,977,301	5%	\$548,711,768
\$95,783,198	15%	\$12,509,861	2%	\$6,311,611	1%	\$125,453,305	20%	\$623,699,682
\$134,075,639	36%	\$2,896,015	1%	\$4,514,800	1%	\$0	0%	\$368,080,016
\$25,004,713	3%	\$19,958,160	2%	\$14,329,207	1%	\$528,613,282	54%	\$985,646,475
\$56,596,337	14%	\$2,602,695	1%	\$47,265,921	12%	\$126,223,758	31%	\$409,134,012
\$5,505,282	17%	\$12,573,230	39%	\$528,626	2%	\$4,925,000	15%	\$32,117,281
\$101,033,196	20%	\$8,782,238	2%	\$25,087,204	5%	\$53,185,783	10%	\$515,078,946
\$29,759,280	12%	\$21,013,255	8%	\$0	0%	\$0	0%	\$249,035,186
\$62,694,135	19%	\$14,208,594	4%	\$4,458,915	1%	\$0	0%	\$330,599,914
\$995,951,924	64%	(\$491,991,086)	-32%	(\$34,085,522)	-2%	\$352,234,758	23%	\$1,547,569,233
\$45,164,000	7%	\$29,809,000	5%	\$1,137,000	0.2%	\$281,513,000	47%	\$603,452,000
\$27,049,765	4%	\$6,074,110	1%	\$17,843,196	3%	\$169,395,247	28%	\$605,028,649
\$35,239,062	3%	\$4,886,862	0.4%	\$40,594,684	4%	\$312,428,735	28%	\$1,124,173,723
\$5,775,428	2%	\$3,071,255	1%	\$21,465,538	6%	\$158,940,299	42%	\$375,720,580
\$335,075,645	35%	(\$15,312,694)	-2%	\$132,927,269	14%	\$0	0%	\$960,144,326
\$5,268,918	9%	\$586,700	1%	\$0	0%	\$4,845,808	8%	\$57,467,487
\$2,710,987	2%	\$1,354,370	1%	\$0	0%	\$20,884,263	14%	\$149,503,096
\$26,601,389	7%	\$1,902,808	1%	\$0	0%	\$26,129,631	7%	\$375,918,446
\$2,555,879	6%	\$563,536	1%	\$0	0%	\$4,734,884	11%	\$44,580,695
\$6,036,034	5%	\$1,564,763	1%	\$0	0%	\$6,772,218	6%	\$111,143,736
\$3,724,228	3%	\$1,550,582	1%	\$0	0%	\$7,003,875	6%	\$110,716,932
\$1,518,781	4%	\$603,847	1%	\$0	0%	\$8,470,770	21%	\$41,111,416
\$69,310,384	19%	\$6,180,820	2%	\$54,024,020	15%	\$0	0%	\$355,854,398
\$115,548,793	24%	\$42,396,993	9%	\$39,531,110	8%	\$0	0%	\$480,862,534
\$160,784,000	28%	\$2,361,000	0.4%	\$2,505,000	0.4%	\$39,907,000	7%	\$570,023,141
\$92,336,547	65%	\$6,636,777	5%	\$2,863,412	2%	\$1,592,702	1%	\$142,533,436
\$59,263,098	53%	\$5,092,095	5%	\$2,383,834	2%	\$4,100,127	4%	\$112,334,852
\$212,985,116	57%	\$14,698,350	4%	\$3,696,294	1%	\$5,603,653	1%	\$374,183,585
\$326,691,518	46%	\$7,859,343	1%	\$10,983,331	2%	\$47,358,468	7%	\$717,710,274
\$19,460,776	8%	\$5,204,406	2%	\$1,346,701	1%	\$0	0%	\$233,784,000
\$5,260,834	4%	\$2,776,148	2%	\$11,391,340	10%	\$64,103,918	55%	\$117,017,949
\$26,038,250	7%	\$33,034,290	9%	\$35,258,445	10%	\$0	0%	\$360,787,154
\$31,074,244	19%	\$1,736,970	1%	\$20,178,604	12%	\$9,644,048	6%	\$165,333,045
\$27,274,660	5%	\$4,584,000	1%	\$22,912,681	4%	\$72,742,645	12%	\$587,578,587
\$23,270,000	8%	\$1,948,000	1%	\$2,130,353	1%	\$24,707,649	9%	\$278,309,002
\$25,427,741	4%	\$3,203,000	0.5%	\$17,581,327	3%	\$51,328,925	8%	\$667,146,751
\$16,220,752	7%	\$1,557,000	1%	\$13,281,707	5%	\$26,734,937	11%	\$242,237,570

# Appendix C

## Hospital-Specific Data on Utilization and Finances

**Table 6.** NAPH Member Hospitals and Health Systems—Net Revenues by Payer Source, 2010 (continued)

Hospital Name	Medicare		Medicaid*	
	Revenues	Percent	Revenues	Percent
NYCHHC-Jacobi Medical Center	\$118,276,518	19%	\$394,592,116	64%
NYCHHC-Kings County Hospital Center	\$83,108,247	11%	\$558,369,076	74%
NYCHHC-Lincoln Medical and Mental Health Center	\$95,051,687	21%	\$297,012,104	66%
NYCHHC-Metropolitan Hospital Center	\$50,868,125	21%	\$148,990,743	61%
NYCHHC-North Central Bronx Hospital	\$28,772,904	14%	\$128,938,185	64%
NYCHHC-Queens Hospital Center	\$48,522,016	11%	\$279,408,929	65%
NYCHHC-Woodhull Medical and Mental Health Center	\$87,729,604	22%	\$242,395,140	60%
The Ohio State University Medical Center	\$459,058,639	29%	\$215,594,361	14%
Orlando Health	\$366,833,712	24%	\$244,448,734	16%
Parkland Health & Hospital System	\$138,037,626	21%	\$301,389,711	46%
Regional Medical Center at Memphis	\$33,447,001	12%	\$119,485,496	42%
Riverside County Regional Medical Center	\$33,689,552	9%	\$201,674,831	55%
San Francisco General Hospital	\$58,660,497	11%	\$165,424,890	31%
San Joaquin General Hospital	\$20,530,168	11%	\$106,956,467	56%
San Mateo Medical Center	\$16,235,576	10%	\$100,171,904	64%
Santa Clara Valley Health & Hospital System	\$126,620,208	13%	\$415,459,269	42%
Shands HealthCare-Shands at the University of Florida	\$274,662,066	31%	\$204,156,417	23%
Shands HealthCare-Shands Jacksonville Medical Center	\$175,484,464	37%	\$152,403,786	32%
SUNY-Downstate Medical Center	\$120,566,053	30%	\$225,028,830	56%
SUNY-Stony Brook University Hospital	\$234,138,169	29%	\$216,150,754	27%
SUNY-Upstate Medical University	\$151,204,849	28%	\$170,602,763	32%
Tampa General Hospital	\$209,164,413	22%	\$112,763,200	12%
Truman Medical Centers	\$84,125,451	23%	\$213,522,991	58%
UK HealthCare Hospital System	\$199,547,223	26%	\$192,428,395	25%
UMass Memorial Medical Center	\$361,897,966	31%	\$325,678,385	28%
UMDNJ-University Hospital	\$91,463,000	17%	\$114,859,000	21%
University Health System at San Antonio	\$99,048,015	16%	\$147,424,330	23%
University Hospital, The University of New Mexico Health Sciences Center	\$114,215,517	19%	\$278,828,014	47%
University Medical Center of El Paso	\$37,894,751	17%	\$60,135,212	28%
University Medical Center of Southern Nevada	\$70,305,158	13%	\$189,490,857	36%
University of California-Davis Medical Center	\$291,551,487	27%	\$212,763,674	19%
University of California-Irvine Medical Center	\$152,522,805	25%	\$141,539,326	24%
University of California-San Diego Medical Center	\$208,890,000	25%	\$178,255,000	22%
University of Colorado Hospital Authority	\$197,185,094	26%	\$68,397,957	9%
The University of Kansas Hospital	\$210,351,247	27%	\$91,678,145	12%
University of South Alabama Medical Center	\$33,842,739	28%	\$17,427,257	14%
The University of Texas Health Science Center at Tyler	\$18,256,098	23%	\$7,026,724	9%
University of Utah Health Care	\$237,743,455	27%	\$130,059,327	15%
UW Medicine Health System-Harborview Medical Center	\$171,701,000	26%	\$110,442,000	17%
UW Medicine Health System-UW Medical Center	\$207,447,185	27%	\$106,565,161	14%
VCU Health System	\$216,651,679	23%	\$284,698,997	31%
Ventura County Medical Center	\$33,697,754	16%	\$127,225,014	60%
Westchester Medical Center	\$216,857,126	27%	\$243,251,043	31%
<b>Total</b>	<b>\$10,043,743,683</b>	<b>21%</b>	<b>\$16,480,299,821</b>	<b>35%</b>
<b>Average</b>	<b>\$105,723,618</b>		<b>\$173,476,840</b>	
<b>Count</b>				

## Hospital-Specific Data on Utilization and Finances

Commercial		Uninsured**		Other***		Additional Federal/ State/Local Payments		Total
Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	
\$41,663,492	7%	\$1,920,000	0.3%	\$8,750,035	1%	\$52,183,807	8%	\$617,385,968
\$26,412,980	3%	\$2,703,000	0.4%	\$5,052,303	1%	\$81,896,479	11%	\$757,542,085
\$26,964,978	6%	\$1,584,000	0.4%	(\$1,448,103)	-0.3%	\$30,939,628	7%	\$450,104,294
\$20,919,621	9%	\$1,964,000	1%	\$5,551,550	2%	\$15,525,528	6%	\$243,819,567
\$18,145,931	9%	\$522,000	0.3%	\$1,709,997	1%	\$23,325,291	12%	\$201,414,308
\$32,316,227	7%	\$3,021,000	1%	\$17,819,632	4%	\$51,124,676	12%	\$432,212,480
\$25,232,189	6%	\$1,641,000	0.4%	\$16,049,847	4%	\$32,112,889	8%	\$405,160,669
\$715,202,056	45%	\$96,877,755	6%	\$98,079,819	6%	\$0	0%	\$1,584,812,630
\$786,969,645	52%	\$22,445,431	1%	\$95,479,477	6%	\$0	0%	\$1,516,176,999
\$91,018,086	14%	\$72,142,412	11%	\$47,604,023	7%	\$0	0%	\$650,191,858
\$83,225,013	29%	\$3,384,462	1%	\$12,353,652	4%	\$35,104,663	12%	\$287,000,287
\$39,578,786	11%	\$4,015,725	1%	\$44,814,276	12%	\$45,207,725	12%	\$368,980,895
\$86,529,549	16%	\$538,178	0.1%	\$15,433,055	3%	\$205,222,835	39%	\$531,809,004
\$10,260,077	5%	\$6,203,262	3%	\$0	0%	\$48,260,667	25%	\$192,210,641
\$5,460,442	4%	\$6,537,435	4%	\$97,810	0.1%	\$27,226,919	17%	\$155,730,086
\$188,446,094	19%	\$32,956,077	3%	\$9,472,290	1%	\$206,467,857	21%	\$979,421,795
\$385,253,596	43%	\$0	0%	\$35,859,755	4%	\$0	0%	\$899,931,834
\$98,961,047	21%	\$18,613,831	4%	\$27,230,284	6%	\$0	0%	\$472,693,412
\$56,391,628	14%	(\$1,634,542)	-0.4%	\$1,530,593	0.4%	\$0	0%	\$401,882,562
\$339,863,360	42%	\$10,753,052	1%	\$9,687,641	1%	\$0	0%	\$810,592,976
\$169,153,562	32%	\$14,938,993	3%	\$25,576,286	5%	\$0	0%	\$531,476,453
\$310,793,926	33%	\$127,619,970	14%	\$174,925,210	19%	\$0	0%	\$935,266,719
\$21,109,224	6%	\$6,112,640	2%	\$2,389,117	1%	\$38,180,075	10%	\$365,439,498
\$341,525,480	44%	\$22,918,784	3%	\$10,017,305	1%	\$1,053,000	0.1%	\$767,490,187
\$447,912,626	38%	\$30,989,416	3%	\$6,342,112	1%	\$0	0%	\$1,172,820,505
\$119,465,000	22%	\$111,904,000	21%	\$13,194,000	2%	\$90,644,000	17%	\$541,529,000
\$53,845,437	9%	\$35,935,032	6%	\$11,394,017	2%	\$285,675,944	45%	\$633,322,775
\$164,358,103	28%	\$8,958,900	2%	\$26,924,640	5%	\$0	0%	\$593,285,174
\$31,917,363	15%	\$20,490,591	9%	\$0	0%	\$66,994,675	31%	\$217,432,592
\$91,414,600	17%	\$92,511,364	17%	\$17,357,035	3%	\$70,565,593	13%	\$531,644,607
\$578,628,028	53%	\$13,616,598	1%	\$2,005,098	0%	\$0	0%	\$1,098,564,885
\$268,289,322	45%	\$27,279,902	5%	\$0	0%	\$11,299,425	2%	\$600,930,780
\$414,681,000	50%	\$18,281,000	2%	\$0	0%	\$6,146,000	1%	\$826,253,000
\$434,278,435	56%	\$10,558,818	1%	\$61,025,735	8%	\$0	0%	\$771,446,039
\$440,534,372	58%	\$4,969,153	1%	\$18,526,436	2%	\$0	0%	\$766,059,353
\$41,319,327	34%	\$2,511,651	2%	\$3,204,129	3%	\$23,835,624	20%	\$122,140,727
\$8,424,810	11%	\$1,746,917	2%	\$1,996,381	2%	\$42,770,985	53%	\$80,221,915
\$476,788,813	53%	\$4,682,751	1%	\$38,901,026	4%	\$4,730,842	1%	\$892,906,214
\$332,688,000	51%	\$30,762,000	5%	\$0	0%	\$7,180,000	1%	\$652,773,000
\$356,891,177	46%	\$5,995,043	1%	\$87,115,087	11%	\$7,654,293	1%	\$771,667,946
\$343,539,945	37%	\$14,749,960	2%	\$73,777,382	8%	\$0	0%	\$933,417,963
\$27,879,024	13%	\$19,978,348	9%	\$4,673,177	2%	\$0	0%	\$213,453,317
\$279,543,466	35%	\$2,192,759	0.3%	\$48,905,864	6%	\$0	0%	\$790,750,258
<b>\$12,810,839,040</b>	<b>27%</b>	<b>\$902,425,446</b>	<b>2%</b>	<b>\$1,634,523,108</b>	<b>4%</b>	<b>\$5,145,768,929</b>	<b>11%</b>	<b>\$47,017,600,028</b>
<b>\$134,850,937</b>		<b>\$9,499,215</b>		<b>\$17,205,506</b>		<b>\$54,165,989</b>		<b>\$494,922,106</b>

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Note: Row percentages may not add up to 100 percent due to rounding.

\* Medicaid net revenues include base Medicaid payments, net Medicaid DSH payments, and net supplemental Medicaid payments. Intergovernmental transfers and provider taxes related to base Medicaid payments are excluded.

\*\* Uninsured revenues are attributed to patients who are considered self-pay, charity care, or covered by a state or local indigent care program.

\*\*\* Examples of Other payer sources include workers' compensation, veterans' care, and prisoner care.

Source: NAPH Hospital Characteristics Survey, 2010

## Notes

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1. Laurie E. Felland, S. Felt-Lisk, and M. McHugh, *Health Care Access For Low-income People: Significant Safety Net Gaps Remain*. Issue Brief No. 84 (Washington, DC: Center for Studying Health System Change, June 2004); Marsha Regenstein, L. Nolan, M. Wilson, H. Mead, and B. Siegel, “Walking a Tightrope: The State of the Safety Net in 10 U.S. Communities.” (Washington, DC: The George Washington University Medical Center Urgent Matters Initiative, 2004); Judith Graham, “Needy Patients Find Door Shut When Searching for Specialist,” *Chicago Tribune* (May 23, 2005).
2. The AHA survey collects data on inpatient admissions, while the NAPH survey collects discharge data.
3. The analysis is based on data regarding the 10 largest U.S. cities presented in U.S. Census Bureau: Table 1: Annual Estimates of the Population for Incorporated Places >100,000 (July 1, 2010). These cities include New York City, Los Angeles, Chicago, Houston, Phoenix, Philadelphia, San Antonio, San Diego, Dallas, and San Jose.
4. Sari Siegel-Spieler, M. Ptacek-Singer, and L. Cummings, *Emergency Preparedness in Public Hospitals: Complete Findings of the 2006–2007 Emergency Preparedness Study* (Washington, DC: National Association of Public Hospitals and Health Systems, June 2008).
5. ACGME designates a hospital as a teaching hospital if it meets at least one of the following criteria: reports a medical school affiliation to the American Medical Association, supports a residency program accredited by the ACGME, supports an internship program approved by the American Osteopathic Association (AOA), or supports a residency program approved by the AOA.
6. Using ACGME definitions, all members of the COTH are considered academic medical center hospitals. COTH membership is limited to organizations having a documented affiliation agreement with a medical school accredited by the Liaison Committee on Medical Education. These organizations must sponsor, or participate significantly in, at least four approved, active residency programs. At least two of the approved residency programs should be in medicine, surgery, obstetrics/gynecology, pediatrics, family practice, or psychiatry. For additional information, please refer to [www.aamc.org/members/coth/membercriteria.htm](http://www.aamc.org/members/coth/membercriteria.htm).
7. U.S. Census Bureau, *Income, Poverty, and Health Insurance Coverage in the United States: 2010*. Data released September 2010. Table 8. People With or Without Health Insurance Coverage by Selected Characteristics: 2009 and 2010.
8. National figure is reported in *American Hospital Association Uncompensated Hospital Care Cost Fact Sheet*, January 2012.
9. National uncompensated care provided in 2010 totaled \$39.3 billion, *American Hospital Association Uncompensated Hospital Care Cost Fact Sheet*, January 2012.
10. Nicholas Johnson, P. Oliff, and E. Williams, *An Update on State Budget Cuts* (Washington, DC: Center on Budget and Policy Priorities, August 4, 2010).
11. *Massachusetts Health Reform: Lessons Learned about the Critical Role of Safety Net Health Systems* (Washington, DC: National Association of Public Hospitals and Health Systems, April 2009).



# NAPH Members

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**Alameda County Medical Center** Oakland, CA

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**Arrowhead Regional Medical Center** Colton, CA

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**Bergen Regional Medical Center** Paramus, NJ

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**Boston Medical Center** Boston, MA

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**Broadlawns Medical Center** Des Moines, IA

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**Broward Health** Fort Lauderdale, FL

**Broward Health Broward General Medical Center**  
Fort Lauderdale, FL

**Broward Health Coral Springs Medical Center**  
Coral Springs, FL

**Broward Health Imperial Point Medical Center**  
Fort Lauderdale, FL

**Broward Health North Broward Medical Center**  
Pompano Beach, FL

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**Cambridge Health Alliance** Cambridge, MA

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**Cambridge Hospital Campus** Cambridge, MA

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**Central Health** Austin, TX

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**City and County of San Francisco Department  
of Public Health** San Francisco, CA

**Laguna Honda Hospital** San Francisco, CA

**San Francisco General Hospital and Trauma Center**  
San Francisco, CA

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**Contra Costa Health Services** Martinez, CA

**Contra Costa Regional Medical Center and  
Health Centers** Martinez, CA

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**Cook County Health & Hospitals Systems** Chicago, IL

**John H. Stroger, Jr. Hospital of Cook County**  
Chicago, IL

**Oak Forest Hospital of Cook County** Oak Forest, IL

**Provident Hospital of Cook County** Chicago, IL

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**Cooper Green Mercy Hospital** Birmingham, AL

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**Denver Health** Denver, CO

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**GACH - Georgia Alliance of Community Hospitals**  
Tifton, GA

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**Grady Health System** Atlanta, GA

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**Halifax Health** Daytona Beach, FL

**Atlantic Campus** Daytona Beach, FL

**Medical Center of Port Orange** Port Orange, FL

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**Harris County Hospital District** Houston, TX

**Ben Taub General Hospital** Houston, TX

**Lyndon B. Johnson Hospital** Houston, TX

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**Health and Hospital Corporation of Marion County**  
Indianapolis, IN

**Wishard Health Services** Indianapolis, IN

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**Health Care District of Palm Beach County**  
West Palm Beach, FL

**Lakeside Medical Center** Belle Glade, FL

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**Hennepin County Medical Center** Minneapolis, MN

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**Howard University Hospital** Washington, DC

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**Hurley Medical Center** Flint, MI

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**Jackson Health System** Miami, FL

**Jackson Memorial Hospital** Miami, FL

**Jackson North Medical Center** Miami, FL

**Jackson South Community Hospital** Miami, FL

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**JPS Health Network** Fort Worth, TX

**JPS Hospital** Fort Worth, TX

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**Kern Medical Center** Bakersfield, CA

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**Lee Memorial Health System** Fort Myers, FL

**Cape Coral Hospital** Cape Coral, FL

**Gulf Coast Medical Center** Fort Myers, FL

**HealthPark Medical Center** Fort Myers, FL

**Lee Memorial Hospital** Fort Myers, FL

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**Los Angeles County Department of Health Services**  
Los Angeles, CA

**Harbor-UCLA Medical Center** Torrance, CA

**High Desert Health System** Lancaster, CA

**LAC+USC Healthcare Network** Los Angeles, CA

**Martin Luther King Jr. Multi-Service Ambulatory  
Care Center** Los Angeles, CA

**Olive View-UCLA Medical Center** Sylmar, CA

**Rancho Los Amigos National Rehabilitation Center**  
Downey, CA

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**LSU Health Care Services Division** Baton Rouge, LA

**Bogalusa Medical Center** Bogalusa, LA

**Earl K. Long Medical Center** Baton Rouge, LA

**Interim LSU Public Hospital** New Orleans, LA

**Lallie Kemp Regional Medical Center**  
Independence, LA

**Leonard J. Chabert Medical Center** Houma, LA

**University Medical Center** Lafayette, LA

**Walter O. Moss Regional Medical Center**  
Lake Charles, LA

## NAPH Members

**Maricopa Integrated Health System** Phoenix, AZ

**Maricopa Medical Center** Phoenix, AZ

**Memorial Healthcare System** Hollywood, FL

**Joe Dimaggio Children's Hospital** Hollywood, FL

**Memorial Hospital Miramar** Miramar, FL

**Memorial Hospital Pembroke** Pembroke Pines, FL

**Memorial Hospital West** Pembroke Pines, FL

**Memorial Regional Hospital** Hollywood, FL

**Memorial Regional Hospital South** Hollywood, FL

**Memorial Hospital at Gulfport** Gulfport, MS

**The MetroHealth System** Cleveland, OH

**MetroHealth Medical Center—Main Campus**  
Cleveland, OH

**Metropolitan Nashville Hospital Authority** Nashville, TN

**Nashville General Hospital At Meharry** Nashville, TN

**Natividad Medical Center** Salinas, CA

**New York City Health and Hospitals Corporation**  
New York, NY

**Bellevue Hospital Center** New York, NY

**Central Brooklyn Family Health Network** Brooklyn, NY

**Coler—Goldwater Specialty Hospital and Nursing Facility** New York, NY

**Coney Island Hospital** Brooklyn, NY

**Cumberland Diagnostics & Treatment Center**  
Brooklyn, NY

**Dr. Susan Smith McKinney Nursing and Rehabilitation Center** Brooklyn, NY

**East New York Diagnostic & Treatment Center**  
Brooklyn, NY

**Elmhurst Hospital Center** Elmhurst, NY

**Generations+/Northern Manhattan Health Network**  
Bronx, NY

**Gouverneur Healthcare Services** New York, NY

**Harlem Hospital Center** New York, NY

**Jacobi Medical Center** Bronx, NY

**Kings County Hospital Center** Brooklyn, NY

**Lincoln Medical & Mental Health Center** Bronx, NY

**Metropolitan Hospital Center** New York, NY

**Morrisania Diagnostics & Treatment Center** Bronx, NY

**North Bronx Healthcare Network** Bronx, NY

**North Brooklyn Health Network** Brooklyn, NY

**North Central Bronx Hospital** Bronx, NY

**Queens Health Network** Elmhurst, NY

**Queens Hospital Center** Jamaica, NY

**Renaissance Health Care Network Diagnostic & Treatment Center** New York, NY

**Sea View Hospital Rehabilitation Center & Home**  
Staten Island, NY

**Segundo Ruiz Belvis Neighborhood Family Health**  
Bronx, NY

**South Manhattan Healthcare Network** New York, NY

**Southern Brooklyn and Staten Island Health Network**  
Brooklyn, NY

**Woodhull Medical & Mental Health Center**  
Brooklyn, NY

**Norton Healthcare** Louisville, KY

**Kosair Children's Hospital** Louisville, KY

**Norton Audubon Hospital** Louisville, KY

**Norton Brownsboro Hospital** Louisville, KY

**Norton Hospital** Louisville, KY

**Norton Suburban Hospital** Louisville, KY

**NuHealth/Nassau University Medical Center**  
East Meadow, NY

**Orlando Health** Orlando, FL

**Arnold Palmer Hospital for Children** Orlando, FL

**Orlando Regional Medical Center** Orlando, FL

**Parkland Health & Hospital System** Dallas, TX

**Regional Medical Center at Memphis** Memphis, TN

**Riverside County Regional Medical Center**  
Moreno Valley, CA

**San Joaquin General Hospital** French Camp, CA

**San Mateo Medical Center** San Mateo, CA

**Santa Clara Valley Health & Hospital System**  
San Jose, CA

**Santa Clara Valley Medical Center** San Jose, CA

**Shands HealthCare** Gainesville, FL

**Shands At the University of Florida** Gainesville, FL

**Shands Jacksonville** Jacksonville, FL

**Sinai Health System** Chicago, IL

**Mount Sinai Medical Center** Chicago, IL

# NAPH Members

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**SNHAF—Safety Net Hospital Alliance of Florida**  
Tallahassee, FL

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**St. Luke's Health System** Boise, ID

**McCall Memorial Hospital** McCall, ID

**St. Luke's Children's Hospital** Boise, ID

**St. Luke's Health Magic Valley Regional Medical Center** Twin Falls, ID

**St. Luke's Meridian Medical Center** Meridian, ID

**St. Luke's Regional Medical Center** Boise, ID

**St. Luke's Wood River Medical Center** Ketchum, ID

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**SUNY—State University of New York** Albany, NY

**Long Island College Hospital** Brooklyn, NY

**Stony Brook University Medical Center**  
Stony Brook, NY

**SUNY Downstate Medical Center** Brooklyn, NY

**SUNY Upstate Medical University** Syracuse, NY

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**Tampa General Hospital** Tampa, FL

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**The Ohio State University Medical Center** Columbus, OH

**James Cancer Hospital and Solove Research Institute** Columbus, OH

**Ohio State University Health System** Columbus, OH

**The Ohio State University Hospital** Columbus, OH

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**The University of Kansas Hospital** Kansas City, KS

**University of Kansas Cancer Center** Kansas City, KS

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**Truman Medical Centers** Kansas City, MO

**TMC Behavioral Health** Kansas City, MO

**Truman Medical Center Hospital Hill** Kansas City, MO

**Truman Medical Center-Lakewood** Kansas City, MO

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**UK HealthCare** Lexington, KY

**UK Chandler Hospital** Lexington, KY

**UK Good Samaritan Hospital** Lexington, KY

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**UMass Memorial Health Care** Worcester, MA

**Clinton Hospital** Clinton, MA

**HealthAlliance Hospital** Leominster, MA

**Marlborough Hospital** Marlborough, MA

**UMass Memorial Medical Center** Worcester, MA

**Wing Memorial Hospital** Palmer, MA

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**UMDNJ- The University Hospital** Newark, NJ

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**University Health System** San Antonio, TX

**University Hospital** San Antonio, TX

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**University Medical Center of El Paso** El Paso, TX

**University Medical Center of Southern Nevada**  
Las Vegas, NV

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**University of Alabama Hospital** Birmingham, AL

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**University of California Health System** Oakland, CA

**UC Davis Medical Center** Sacramento, CA

**UC Irvine Medical Center** Orange, CA

**UC San Diego Health System** San Diego, CA

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**University of Colorado Hospital** Aurora, CO

**Anschutz Inpatient Pavilion** Aurora, CO

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**University of Texas Health Science Center at Tyler**  
Tyler, TX

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**University of Utah Health Care** Salt Lake City, UT

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**UNM-Health Sciences Center** Albuquerque, NM

**UNM Hospital** Albuquerque, NM

**UNM-Cancer Center** Albuquerque, NM

**UNM-Carrie Tingley Hospital** Albuquerque, NM

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**USA Medical Center (University of South Alabama)**  
Mobile, AL

**University of South Alabama Children's and Women's Hospital** Mobile, AL

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**UW Medicine Health System** Seattle, WA

**Harborview Medical Center** Seattle, WA

**UW Medical Center** Seattle, WA

**Valley Medical Center** Renton, WA

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**VCU Health System** Richmond, VA

**MCV Hospitals** Richmond, VA

**VCU Massey Cancer Center** Richmond, VA

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**Ventura County Health Care Agency** Ventura, CA

**Ventura County Medical Center** Ventura, CA

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**Westchester Medical Center** Valhalla, NY

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