

America's Safety Net Hospitals and Health Systems, 2002

Results of the
2002 Annual NAPH
Member Survey

National Association
of Public Hospitals and
Health Systems



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Executive Summary

This report describes the important and unique role of National Association of Public Hospitals and Health Systems' (NAPH) member hospitals in our nation's health care system. NAPH has conducted an annual member survey since the mid-1980s. This report includes information about 82 of our members' financial performance and utilization volumes from our most recently completed survey, for the fiscal year 2002. (See Appendix A for a description of the survey methodology.) The report also contains information about our members and the markets that they serve derived from the American Hospital Association (AHA) annual survey of hospitals for the same year.

Overview of Key Findings

Key findings about NAPH member public hospitals and health systems in fiscal year 2002 include the following:

- NAPH hospitals and health systems had a slightly negative margin of -0.3 percent in 2002. The margins of NAPH members continue to lag significantly behind those of other hospitals in the industry. In 2002, the average margin of all hospitals nationwide was 4.5 percent.
- More NAPH members experienced negative margins in 2002 compared to 2001. Fifty-two percent of NAPH member public hospitals lost money in 2002 compared to 42 percent in 2001.
- In fiscal year 2002, NAPH member hospitals and health systems provided \$5.4 billion in uncompensated hospital care costs, representing over 24 percent of the uncompensated hospital care in the U.S.
- Uncompensated care represents 21 percent of NAPH members' costs as compared to 5.4 percent of costs for hospitals nationally.
- NAPH members continue to rely heavily on government funding sources. Seventy-one percent of NAPH member hospitals and health systems' net revenues come from Medicaid, Medicare, and state and local governments. Reimbursement from these sources is not adequate to cover the costs of providing patient care.
- In fiscal year 2002, 90 percent of NAPH members lost money on Medicare. Even with Medicare disproportionate share hospital (DSH) and indirect medical education (IME) payments included, NAPH member public hospitals lost \$903 million treating Medicare patients.
- Medicaid continues to be a significant source of revenue for public hospitals and health systems. In 2002, Medicaid provided 37 percent of total net revenues for NAPH members.
- Medicaid DSH payments cover nearly one-quarter of unreimbursed costs for NAPH member systems – partially compensating for losses on Medicaid, Medicare, and uninsured patients.
- Despite its importance, in many states Medicaid falls short of adequately covering the costs of providing low-income care for many NAPH hospitals and

health systems. Even with Medicaid DSH payments included, 56 percent of members lost money on care provided to Medicaid patients.

- NAPH members provide an extraordinary volume of ambulatory care. In 2002, the average NAPH member provided triple the volume of emergency department visits and non-emergency ambulatory care visits provided by the average acute care hospital nationally and double that provided by the average acute care hospital in the predominantly urban markets (or counties) in which they are located. Forty-six percent of ambulatory care visits provided by NAPH members were for primary care.
- NAPH member public hospitals and health systems play a vital role in emergency and disaster preparedness. In 23 communities in the U.S., NAPH members are the only Level 1 trauma center or the only trauma center of any level. In 16 communities, they are the only providers of burn care. NAPH members in Chattanooga, Las Vegas, Memphis, and Miami are the only providers of both trauma and burn care in those communities.

Conclusion & Recommendations

Public hospitals and health systems bring high quality health care to all people in their communities, even those who cannot afford it. These providers meet many health and other needs in their communities – including trauma and burn care, neonatal intensive care, mental health services, and preventive and specialty care. However, data from the 2002 NAPH member survey shows that public hospitals meet the growing health care needs of their communities with increasingly inadequate resources. In 2002, the average NAPH member lost money. More than half of NAPH members had negative margins. Many health systems that operated in the black had only small positive margins.

NAPH members are a crucial component of the nation's safety net infrastructure. They provide high quality medical care and ensure health care access to all, including the nation's growing number of uninsured and underinsured individuals and families. NAPH hospitals and health systems also operate many of the nation's trauma and burn centers as well as some of the country's busiest emergency rooms. These providers also work closely with local public health departments and other first responders like police, fire, and emergency services to coordinate response in the event of terrorist attacks.

Given the important role public hospitals play in caring for the communities that they serve, federal, state, and local policy-makers must make a continued and sustained investment in strengthening our nation's public hospitals and health systems.

The Situation of NAPH Member Hospitals, 2002

Members of the National Association of Public Hospitals and Health Systems (NAPH) share the mission of treating all patients regardless of their ability to pay. As safety net hospitals, they provide a significant volume of care to millions of low-income, uninsured, and vulnerable individuals and families and are an essential part of the nation's health care infrastructure. They provide care to "at risk" populations such as the elderly, low-income families on Medicaid, minorities, and individuals with chronic illnesses such as HIV/AIDS, mental illness, diabetes, and asthma. Additionally, NAPH members are leading providers of essential, high cost, around-the-clock services that everyone in their community, regardless of income or insurance status, relies upon, including trauma care, burn care, neonatal and pediatric intensive care, and emergency care.

This report describes the situation of NAPH members in 2002, the latest year for which data are available.

Trends Affecting the Safety Net

Financial Performance

NAPH members struggled financially in 2002, and their operating margins continued to lag behind those of other hospitals in the industry. In 2002, NAPH hospitals and health systems had an average margin of -0.3 percent as compared to an average margin of 4.5 percent for all hospitals nationwide (See Figure 1). Fifty-two percent of NAPH members lost money in 2002, compared to 42 percent in 2001. Almost two-thirds of NAPH members had margins of less than 2 percent. According to industry analysts, margins of less than two percent are inadequate for financing working capital or reinvesting in infrastructure and technology, not to mention financing the special services that make public hospitals the core of our nation's safety net.

Figure 1

Hospital Margins, Fiscal Year 2002

**Source: NAPH Hospital Characteristics Survey for FY 2002 and MedPAC analysis of data from the National Hospital Indicators Survey (sponsored by CMS and MedPAC, conducted by the American Hospital Association).*



While NAPH members have historically had to struggle to ensure their viability while fulfilling their safety net missions, these hospital systems are facing increased burdens. In the last decade, the number of uninsured and underinsured has risen in the U.S. as a result of a poor economy. Recent federal and state budget deficits have led to crippling funding cuts in Medicaid and other health care programs. Public hospitals and health systems have led the way in preparing our nation to respond to bioterrorism and other public health threats. Many public hospitals have had to address capital needs that they could no longer postpone.

All have had to respond to new privacy and patient safety regulations that require significant investments in systems and other equipment. Continuing medical workforce shortages have driven up labor costs. And double-digit increases in pharmaceutical prices have caused costs associated with patient care to rise faster than revenues. Barely breaking even is insufficient to guarantee survival in such an inhospitable environment.

Changes in Government Support of Safety Net Hospitals

NAPH members uniquely rely on government funding sources, as 71 percent of their net revenues come from Medicaid, Medicare, and state and local governments. At the federal, state, and local levels, public hospitals have faced budget cuts in the last several years in spite of new challenges and demands for services.

Medicaid has historically been a significant source of revenue for public hospitals and health systems. In 2002, Medicaid represented 37 percent of total net revenues for NAPH members. Yet without Medicaid DSH payments, which are intended to reduce shortfalls providers experience in treating Medicaid patients and to partially subsidize care to the uninsured, the Medicaid payment-to-cost ratio for NAPH members was only 0.77. Without Medicaid DSH, NAPH members would have lost over \$1.8 billion on the care of Medicaid patients. But even with DSH, 57 percent of members still lost money on care provided to Medicaid patients.

In 2002, NAPH members once again experienced significant losses on the care of Medicare patients. Ninety percent of NAPH members lost money on Medicare patients in 2002, for a total of \$903 million. When taking subsidies from Medicare DSH and indirect medical education (IME) funding into account, the Medicare payment-to-cost ratio remained at 0.81 in 2002. Without DSH and IME funds however, the average Medicare payment-to-cost ratio for NAPH members would have been a mere 0.65 in 2002.

State and local government subsidies have remained relatively steady since the mid 1990s, hovering between 14 percent and 16 percent of costs for a matched set of NAPH members. In 2002, the revenues received by this same matched set of hospitals and health systems from their state and local governments covered 15 percent of their total costs.

Commitment to the Uninsured

The latest uninsured figures from the Kaiser Commission on Medicaid and the Uninsured indicate that there were 43 million Americans without health insurance in 2002. That number represents a 10 percent increase over the number of uninsured just two years earlier, an increase largely attributed to the downturn in the economy. In addition, another 30 million people are estimated to be underinsured. This group consists primarily of persons with high deductible, catastrophic insurance policies, and out-of-pocket costs that they often cannot afford to pay. Care for these uninsured and underinsured populations is often provided by public hospitals whose mission is to serve all patients regardless of ability to pay.

As leading providers of low-income care, NAPH members have had historically high rates of uncompensated care as a percent of total costs. Twenty-one percent of NAPH members' costs are uncompensated, as compared to 5.4 percent of costs for hospitals nationally. In 2002, just 81 NAPH members provided almost a quarter of the uncompensated hospital care in the country.

Shift to Ambulatory Care

Over the past decade, NAPH members have experienced remarkable growth in the amount of ambulatory care that they provide. This ambulatory care growth has been accompanied by steady decreases in discharge volumes. The combination of these trends is troublesome for NAPH members because much of the ambulatory care these health systems provide is to uninsured patients, which means that much of their care is unreimbursed. In 2002, 38 percent of ambulatory care services were provided to uninsured patients as compared to 23 percent of inpatient services (See Tables 3 and 4 in Appendix B).

Improved Medicaid Enrollment

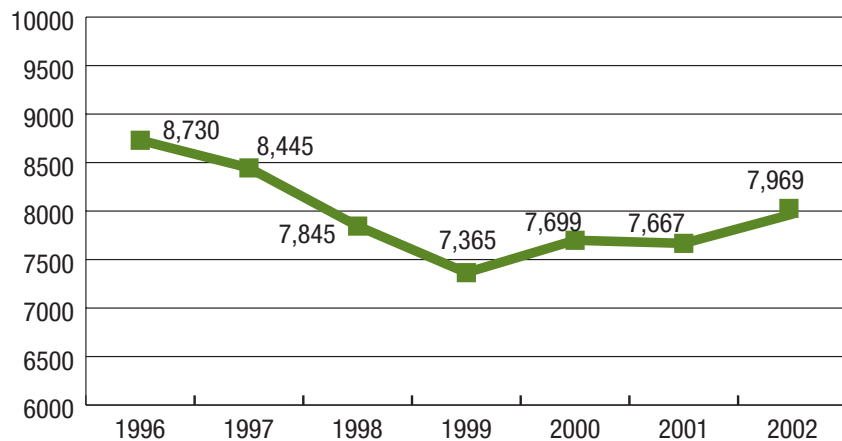
NAPH survey data indicate that during the late 1990s, Medicaid discharges dropped 16 percent for a matched set of members (from an average of 8,730 discharges in 1996 to 7,365 discharges in 1999) (See Figure 2). This decrease was due to competition from other providers that had not traditionally served the Medicaid population. Medicaid payment rates from managed care made Medicaid patients more attractive to these providers who began marketing their services to attract pregnant women covered by Medicaid. NAPH members lost a significant fraction of their Medicaid birth market share, resulting in a reduction in overall Medicaid discharges.

Since 1999, NAPH members have been taking measures to reverse this trend. Discharge volumes began to increase as health systems more actively used Medicaid enrollment campaigns and began more aggressive financial screening of uninsured patients. These efforts have led to increased success in obtaining coverage for uninsured individuals. Between 1999 and 2002, the volume of Medicaid discharges at NAPH facilities increased by 8 percent.

Figure 2

Medicaid Discharges at NAPH Hospitals and Health Systems, 1996-2002

Source: NAPH Hospital Characteristics Survey, 2002



In addition to their screening and enrollment efforts, members have worked aggressively to retain their Medicaid market share of births. Updating their birthing facilities with state-of-the-art labor, delivery, and recovery suites and increasing the number of private post-partum rooms are measures that are paying off for NAPH members, who have experienced an increase in births since 1999 (See Figure 3). In 2002, NAPH members delivered over 18 percent of all births in their markets.

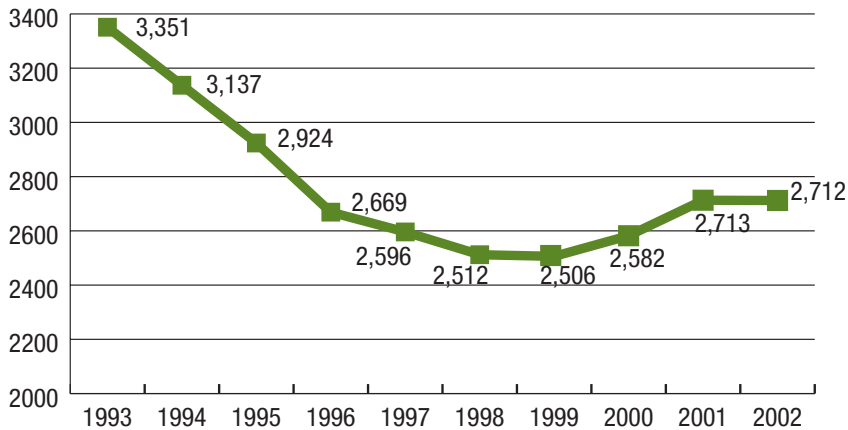


Figure 3
Average Birth Volume at NAPH
Hospitals and Health Systems,
1993-2002

Source: AHA Annual Survey of Hospitals, 2002

Characteristics of NAPH Members

Role in Providing Low-Income Care

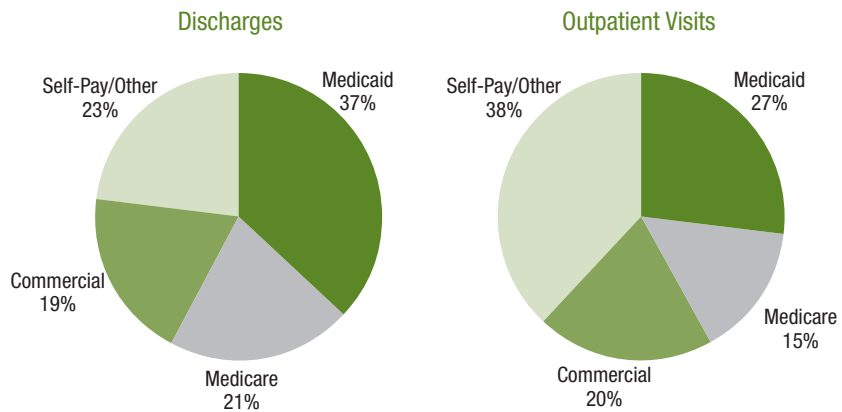
A majority of the care that NAPH members provide is to patients who are uninsured, underinsured, or covered by the Medicaid program. In 2002, an average of 37 percent of patients discharged from NAPH hospitals were covered by Medicaid and another 23 percent of patients were uninsured (See Figure 4). Patients covered by Medicare or commercial insurance represented 21 percent and 19 percent of the discharges, respectively (See Table 3 in Appendix B for data on individual NAPH members).

NAPH members provide an even higher proportion of care to low-income populations through their ambulatory care networks. Much of this care is unreimbursed. Over two-thirds of the outpatient visits that NAPH members provided was to uninsured and Medicaid patients (38 percent and 27 percent, respectively). Fifteen percent of outpatient visits were for Medicare patients, and the remaining 20 percent were provided to commercially insured patients (See Table 4 in Appendix B for data on individual NAPH members).

Figure 4

Discharges and Outpatient Visits at NAPH Hospitals and Health Systems by Payer Source, 2002

Source: NAPH Hospital Characteristics Survey, 2002



In 2002, 81 NAPH members provided almost \$44 billion in total inpatient and outpatient services, averaging more than \$542 million per member hospital or health system. Thirty-two percent of these services was provided to Medicaid patients and 25 percent was provided to self-pay patients (See Figure 5). Medicare and commercially insured patients accounted for 21 percent and 22 percent of services, respectively. (See Table 6 in Appendix B for data on individual NAPH members.)

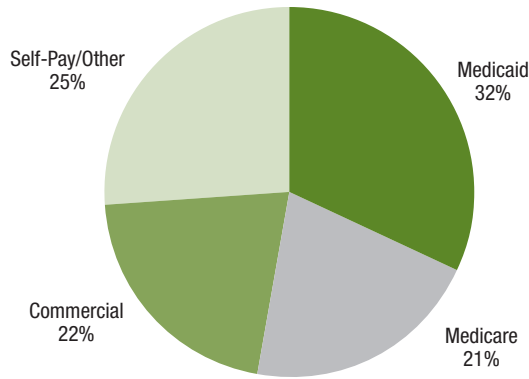


Figure 5

Gross Charges by Payer Source at NAPH Hospitals and Health Systems, 2002

Source: NAPH Hospital Characteristics Survey, 2002

NAPH hospitals and health systems collected nearly \$23 billion in revenues, an average of more than \$284 million per member. These providers continue to rely primarily on a combination of federal, state, and local funding sources to sustain their operations. In 2002, 71 percent of revenues for NAPH members came from federal, state, and local payments, including 37 percent from Medicaid, 19 percent from Medicare, and 15 percent from state and local subsidies (See Figure 6). An additional 22 percent of revenues came from commercially insured patients, while uninsured patients accounted for only 7 percent of net revenues (See Table 7 in Appendix B for data on individual NAPH members).

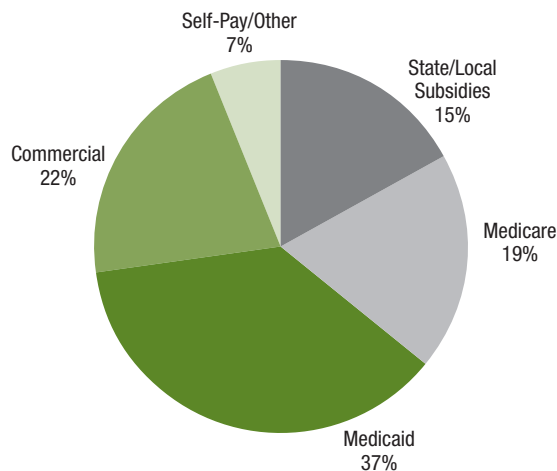


Figure 6

Net Revenues by Payer Source at NAPH Hospitals and Health Systems, 2002

Source: NAPH Hospital Characteristics Survey, 2002

Financing Unreimbursed Care

The term “unreimbursed care” describes losses on care provided to Medicare, Medicaid, and self-pay patients, excluding “mission-related” funding such as DSH payments, indirect medical education payments (IME), and state and local government subsidies. In 2002, 77 NAPH members lost over \$1.7 billion on care provided to Medicare patients (without Medicare DSH and IME payments) and over \$1.8 billion on care provided to Medicaid patients (without Medicaid DSH payments).

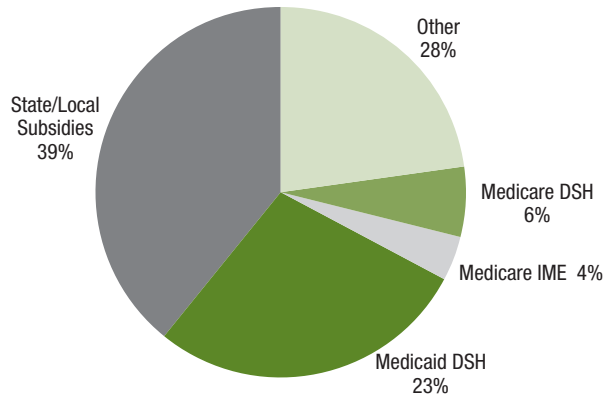
As Figure 7 indicates, state and local subsidies financed 39 percent of the unreimbursed care provided by NAPH members in 2002. Medicaid DSH was a critical funding source, financing almost a quarter of the unreimbursed care provided. Medicare DSH and IME subsidized 10 percent of unreimbursed costs,

with Medicare DSH covering six percent of costs and IME payments covering four percent. Revenues unrelated to patient care, which can include interest and investment income, cafeteria and parking revenues, medical record fees, sales tax, tobacco settlement monies, and rental income, covered the remaining 28 percent of unreimbursed costs.

Figure 7

**Sources of Financing for
Unreimbursed Care at NAPH
Hospitals and Health Systems,
2002**

Source: NAPH Hospital Characteristics Survey, 2002



Role of Safety Net Facilities

NAPH member public hospitals and health systems represent only 2 percent of acute care hospitals in the nation and 12 percent of acute care hospitals in their respective markets, yet these health systems are often the major providers of inpatient care, outpatient care, and specialized services within the communities that they serve (See Figure 8). In 2002, the average NAPH member provided triple the volume of emergency department visits and non-emergency ambulatory care visits provided by the average acute care hospital nationally and double that provided by the average acute care hospital in the predominantly urban markets (or counties) in which they are located. On the inpatient side, the volume of hospital admissions provided by the average NAPH member was more than double that provided by the average acute care hospital nationally. Admissions at NAPH hospitals also exceeded those at the average hospital in their markets by 30 percent.

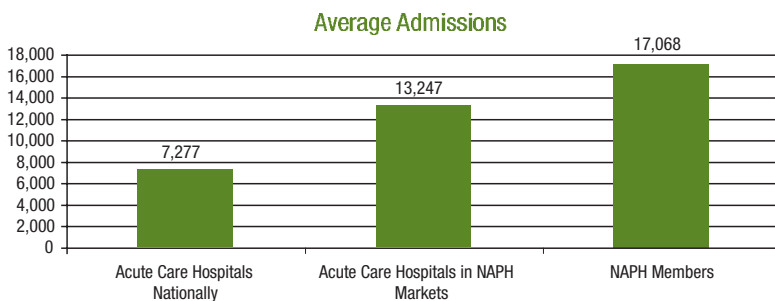
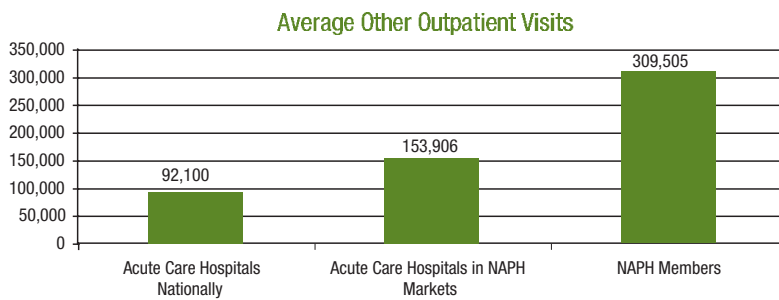
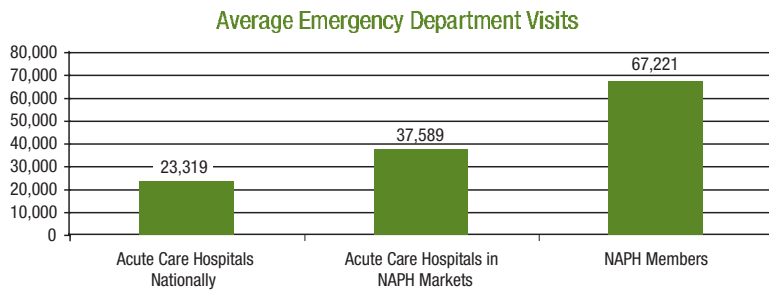


Figure 8

Utilization at NAPH Acute Care Facilities versus all Acute Care Hospitals Nationally and in NAPH Markets, 2002

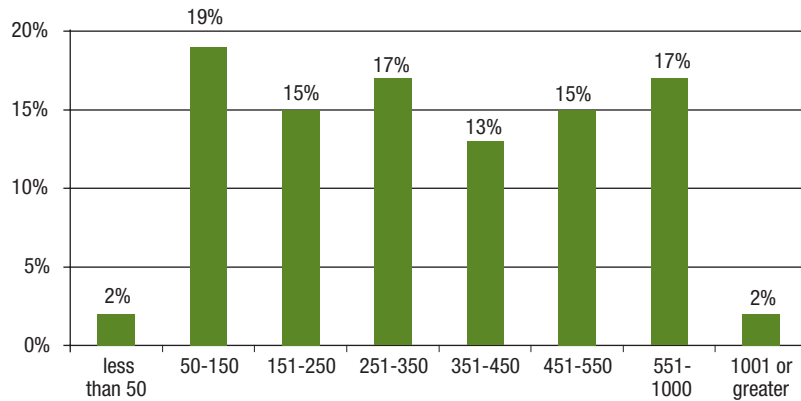
Source: AHA Annual Survey of Hospitals, 2002

NAPH member hospitals and health systems tend to be larger than other acute care hospitals nationally and in their markets. NAPH facilities have, on average, 381 beds, making these hospitals 1.3 times larger than the average acute care hospital in their markets and more than double the size of the average acute care hospital nationally. However, there is a great deal of variation in bed size across the NAPH membership. As Figure 9 shows, while 36 percent of NAPH members have fewer than 250 beds, 30 percent have between 251 and 450 beds, 32 percent have between 451 and 1000 beds, and 2 percent have more than 1000 beds.

Figure 9

Distribution of NAPH Hospitals and Health Systems by Bed Size, 2002

Source: AHA Annual Survey of Hospitals, 2002



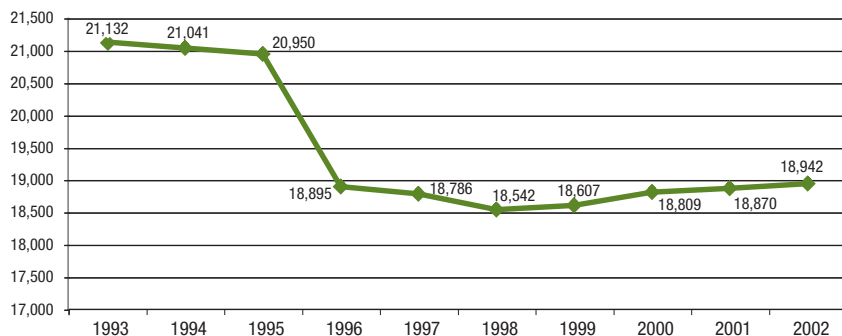
Inpatient and Outpatient Care Volumes

According to American Hospital Association survey data for fiscal year 2002, the average inpatient volume for NAPH acute care facilities was 2.2 times greater than for the average acute care hospital nationally (17,068 admissions versus 7,277 admissions for the average acute care hospital nationally). Despite the volume of care provided however, data collected for a matched set of members through the NAPH Hospital Characteristics Survey over the past nine years indicates a significant decline in discharges since 1993.¹ While the average discharge volume since 1996 has remained relatively stable, current volumes remain about 10 percent lower than they were in the early 1990s (See Figure 10). Much of this decrease was due to the loss of Medicaid patients, particularly obstetrics patients, as described in the Medicaid enrollment section.

Figure 10

Average Discharges at NAPH Hospitals and Health Systems, 1993-2002

Source: NAPH Hospital Characteristics Survey, 2002



¹ The AHA survey collects data on inpatient admissions, while the NAPH survey collects discharge data.

Over the past decade, NAPH members have seen a steady increase in the volume of outpatient care that they provide. AHA data indicate that between 1993 and 2002, a matched set of 81 NAPH hospitals and health systems experienced an increase of over 26 percent in the average volume of ambulatory care visits provided, from just under 276,000 visits in 1993 to over 368,000 visits in 2002 (See Figure 11).²

Public hospitals and health systems not only provide ambulatory care through their on-campus hospital clinics, but also through extensive community clinic networks that include free-standing clinics, mobile units, and clinics in schools and housing developments. By developing such an extensive community presence, these health systems have become leading providers of outpatient primary care services. NAPH survey data indicate that of the 28 million non-emergency ambulatory care visits provided by NAPH members in 2002, 46 percent of these were for primary care.

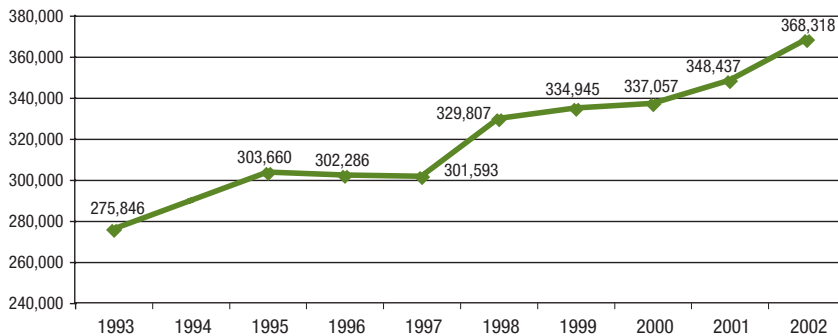


Figure 11

Average Outpatient Visits at NAPH Hospitals and Health Systems, 1993-2002

Source: AHA Annual Survey of Hospitals, 2002

Emergency Preparedness Activities

NAPH member public hospitals and health systems are among the nation's leading providers of emergency room, trauma, and burn care services and have long been first responders for such tragedies as chemical spills, fires, disease outbreaks, and natural disasters. Safety net hospitals and health systems now play a key role in ensuring homeland security. Their work in the area of emergency preparedness includes working with local governments, health departments, and other first responders like police, fire and emergency services to coordinate communication and response in the event of a terrorist attack. The strong relationships that many NAPH members have with their local public health departments allow them to monitor disease trends to identify any potential incidents of bioterrorism or outbreaks of disease.

Trauma care is another highly specialized service provided by safety net hospitals and health systems. Trauma centers are facilities that are specially equipped to provide emergency and specialized intensive care to critically ill and injured patients. Level I trauma centers, the most highly specialized centers, are equipped to provide total care for every aspect of injury. They also play a leading role in trauma research and education. In 23 communities, including several major cities such as Albuquerque, Atlanta, Las Vegas, Memphis, Miami, New Orleans, Richmond, and San Francisco, NAPH members are either the only Level I trauma center or the only trauma center of any level (See Figure 12).

² AHA data on outpatient visits are used so that NAPH member data can be compared to that of hospitals in their markets and in the rest of the nation. This AHA data, referenced in Figure 11, differ slightly from that reported in Appendix B-Tables 2 and 4 because the AHA survey database includes a higher number of NAPH members.

Figure 12

Communities Where NAPH Hospitals and Health Systems Provide the Only Level I Trauma Center or the Only Trauma Center of Any Level

Source: AHA Annual Survey of Hospitals, 2002

Albuquerque, NM	Las Vegas, NV
Atlanta, GA	Macon, GA
Bakersfield, CA	Memphis, TN
Bogalusa, LA	Miami, FL
Chattanooga, TN	New Orleans, LA
Daytona Beach, FL	Newark, NJ
El Paso, TX	Richmond, VA
Flint, MI	San Francisco, CA
Ft. Lauderdale, FL	Seattle, WA
Galveston, TX	Stony Brook, NY
Hollywood, FL	Valhalla, NY
Independence, LA	

Burn care is another essential and highly specialized service provided by safety net health systems. In 16 communities across the country, including cities such as Cleveland, Dallas, Denver, Las Vegas, Memphis, Miami, and Minneapolis, NAPH member hospitals are the only providers of burn care (See Figure 13). In many cases, the NAPH members in these communities are the only burn care providers not only for their designated markets, but also for communities in neighboring counties or even states.

Figure 13

Communities Where NAPH Hospitals and Health Systems are the Only Providers of Burn Care

Source: AHA Annual Survey of Hospitals, 2002

Chattanooga, TN	Memphis, TN
Cleveland, OH	Miami, FL
Colton, CA	Minneapolis, MN
Dallas, TX	Phoenix, AZ
Denver, CO	San Jose, CA
East Meadow, NY	Stockton, CA
Flint, MI	Stony Brook, NY
Las Vegas, NV	Worcester, MA

Role in Training the Nation’s Physicians and Other Health Professionals

NAPH hospitals and health systems play a pivotal role in training the country’s physicians, nurses, and other health care professionals. Eighty percent of NAPH member public hospitals are teaching institutions. Fifty-one percent are additionally classified as academic medical centers, defined as having four or more approved residency programs.

In 2002, NAPH members trained almost 11,500 full-time equivalent (FTE) medical and dental residents and over 500 FTE allied health professionals. This accounts for 15 percent of the doctors and more than 19 percent of the allied health

professionals who received their training at acute care facilities during that year. In the markets in which they are located, NAPH members play an even larger role in teaching health professionals. In 2002, NAPH members trained 31 percent of the medical and dental residents and 35 percent of the allied health trainees in their markets (See Figure 14).

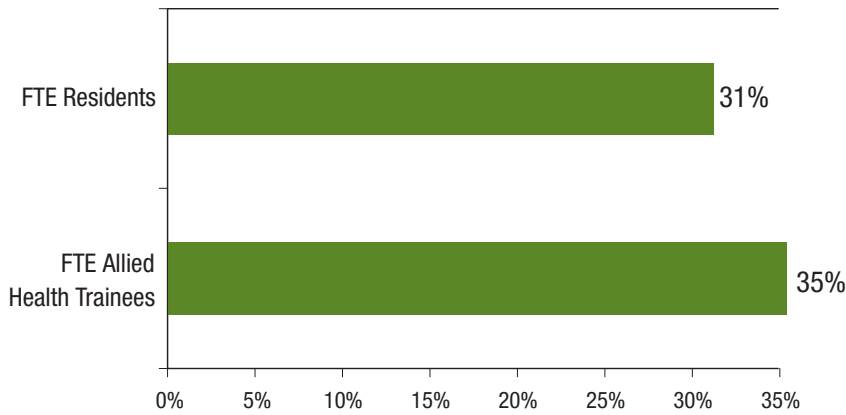


Figure 14

Volume of Medical and Dental Resident and Allied Health Professional Training, Provided by NAPH Hospitals and Health Systems as a Percent of Total in their Markets, 2002

Source: AHA Annual Survey of Hospitals, 2002

Community Health Services

Most NAPH member public hospitals have close ties to their county health departments, and a significant number are responsible for public health services in their communities. In several major cities across the country, including Cambridge, Chicago, Denver, Los Angeles, Martinez (CA), and San Francisco, the CEO of the safety net hospital or health system is responsible for running the local public health department.

NAPH hospitals and health systems play a leading role in various efforts to improve the health status of the communities they serve. NAPH members have established programs to provide immunizations, address problems with teen pregnancy and low birth-weight, prevent violence and injury, and provide mammography and other cancer screenings. In the markets that they serve, NAPH acute care hospitals comprise 23 percent of hospitals providing community outreach services, 29 percent of those providing teen outreach services, and 35 percent of those providing crisis prevention services. They also comprise 31 percent of hospitals providing reproductive health services and 38 percent of those providing dental services.

Common Governance Structures

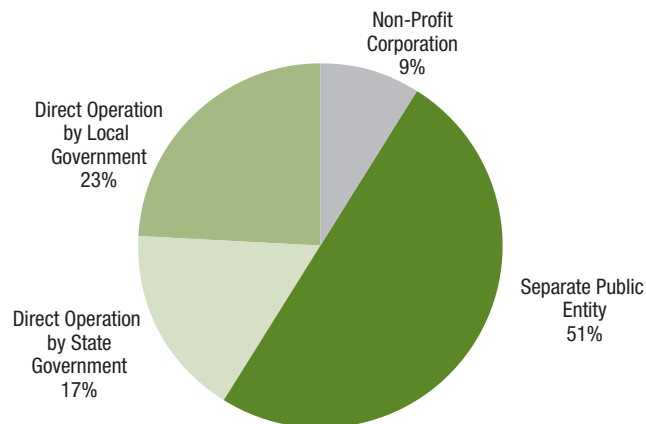
The NAPH membership can be categorized into three governance models: direct operation by local or state governments (or state university), separate public entities, and non-profit corporations. (See Appendix C for a list of NAPH members by governance structure.) Within these general categories, there might be some variations designed to address health systems' specific needs.

Of the NAPH member hospitals who participated in the 2002 Survey, 40 percent reported that they are operated directly by their local or state government or state university (See Figure 15). This governance structure offers little flexibility, and often imposes civil service requirements, procurement rules, and sunshine laws. These requirements provide health systems little autonomy, affecting their ability to plan strategically and to react proactively in competitive situations. Some NAPH members have subsequently chosen to move towards other governance arrangements that allow for more flexibility.

Half of all NAPH members are organized as separate public entities. Within this governance structure, health systems may be organized as a separate board within a governmental entity, a hospital taxing district, a hospital authority, or a public benefit corporation (See Figure 16 for descriptions of these models).

Figure 15

Common Governance Structures at NAPH Hospitals and Health Systems, 2002



The remaining 9 percent of NAPH members are non-profit corporations. Under this model, health systems tend to be structured as tax-exempt corporations under a contractual agreement with the local government to provide health services to the uninsured and underserved. In some cases, the local government may retain some control over board appointments or other aspects of the corporation.

Figure 16

**Common Governance Models for
Separate Public Entities**³

Separate Board within Governmental Entity:

The hospital or public health board has authority to manage the daily operations of the hospital. This entails a higher degree of autonomy than direct operation by state or local government.

Hospital Taxing District:

An independent instrumentality of the state government with taxing authority and defined geographic boundaries. A district is typically organized under state legislation.

Hospital Authority:

A separate public entity existing independent of local government and governed by a separate board, often with the involvement of local government. A hospital authority may be organized under generic, statewide hospital authority statutes.

Public Benefit Corporation:

A distinctive public corporate entity providing a benefit to state residents. While several states have a body of law applicable to PBCs, this model is generally developed with unique enabling legislation drafted to address the needs of the particular health system.

³ Camper A, Gage LS, Eyman B, Stranne S. *Reforming the Legal Structure and Governance of Safety Net Health Systems (The Safety Net in Transition, Monograph II)*. National Association of Public Hospitals and Health Systems, June 1996.

Appendix A: Methodology

Each year, the National Association of Public Hospitals and Health Systems (NAPH) reports on the financial and utilization characteristics of its membership, which is comprised of approximately 100 safety net institutions across the country. This report is an update on the status of our members based on data collected through the NAPH Hospital Characteristics Survey for fiscal year 2002.

In 2002, 82 NAPH members responded to the annual survey in time to be included in this report. Some members are excluded from certain tables due to missing or incomplete data. Fewer members are represented in the various trend analyses because we relied on a matched set of hospitals that have consistently participated in the survey over the years. This methodology allows us to ensure comparability over time.

In order to compare NAPH members to other acute care hospitals nationally and in the markets they serve, we relied on data from the American Hospital Association (AHA) Annual Survey of Hospitals for 2002. 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.

Appendix B: Hospital-Specific Data on Utilization and Finances

Table 1

NAPH Member Hospitals and Health Systems - Inpatient Utilization Data, 2002

Hospital Name	Staffed	Discharges Beds	Inpatient Days	Births	Occupancy Rate
Alameda County Medical Center	430	13,628	123,137	1,336	78%
Arrowhead Regional Medical Center	373	19,886	104,688	2,862	77%
Boston Medical Center	417	24,798	136,971	1,858	90%
Broadlawns Medical Center	117	4,803	19,328	365	45%
Cambridge Health Alliance	362	15,696	98,750	965	75%
Central Georgia Health System, Inc	485	27,952	143,873	3,093	81%
Community Medical Centers	724	39,783	191,478	9,485	72%
Contra Costa Regional Medical Center	126	8,067	43,846	1,651	95%
Cook County BHS-The John H. Stroger, Jr. Hospital of Cook County	525	24,926	141,570	1,133	74%
Cook County BHS-Oak Forest Hospital	519	2,840	155,362	-	82%
Cook County BHS-Provident Hospital of Cook County	119	6,060	27,394	787	65%
Denver Health	300	16,904	77,912	3,608	71%
Erlanger Health System	494	25,393	125,903	4,101	70%
Halifax Fish Community Health	515	25,724	122,269	2,020	65%
Harborview Medical Center	363	16,758	122,392	-	92%
Harris County Hospital District	838	39,184	226,302	10,546	74%
Health and Hospital Corporation of Marion County, The	261	16,919	80,482	3,015	84%
Hennepin County Medical Center	424	22,223	114,886	2,638	74%
HHSC-Hilo Medical Center	271	7,237	81,116	1,024	82%
HHSC-Kona Hospital	92	3,706	25,395	488	76%
HHSC-Maui Memorial Hospital	196	10,699	56,839	1,559	79%
Hurley Medical Center	463	23,575	121,224	2,729	72%
Jackson Memorial Hospital	1,606	60,819	424,990	9,484	73%
JPS Health Network	325	16,653	93,332	5,654	79%
Kern Medical Center	187	13,133	53,058	3,894	78%
LAC-Harbor/UCLA Medical Center	335	21,941	121,647	1,048	99%
LAC-High Desert Hospital	70	1,658	25,895	-	101%
LAC-LAC+USC Healthcare Network	735	43,908	267,772	1,745	100%
LAC-Martin Luther King/Charles Drew Medical Center	249	11,796	78,687	1,033	87%
LAC-Olive View-UCLA Medical Center	237	14,194	68,188	1,059	79%
LAC-Rancho Los Amigos National Rehabilitation Center	207	3,269	73,949	-	98%
LSUHCS-D-Earl K. Long Medical Center	135	6,005	34,770	1,169	71%
LSUHCS-D-Huey P. Long Medical Center	67	3,911	17,252	436	71%
LSUHCS-D-Lallie Kemp Regional Med Ctr	33	1,821	8,193	-	68%
LSUHCS-D-Leonard J. Chabert Medical Center	82	5,916	25,867	775	86%
LSUHCS-D-Medical Center of Louisiana at New Orleans	580	24,969	148,829	2,923	70%
LSUHCS-D-University Medical Center	116	5,054	26,575	738	63%
LSUHCS-D-W.O. Moss Regional Hospital	50	1,958	11,083	-	61%
LSUHCS-D-Washington-St. Tammany Regional Medical Center	32	1,460	8,933	-	76%
MetroHealth System, The	526	23,824	132,717	3,426	69%
MHS-Memorial Hospital Pembroke	149	6,822	33,904	-	62%

Hospital Name	Staffed	Discharges Beds	Inpatient Days	Births	Occupancy Rate
MHS-Memorial Hospital West	220	15,437	64,310	4,435	80%
MHS-Memorial Regional Hospital	684	33,362	193,075	3,645	77%
Nassau University Medical Center	481	22,475	136,632	1,806	78%
Natividad Medical Center	163	8,195	38,470	2,917	65%
NBHD-Broward General Medical Center	560	23,638	142,970	3,967	70%
NBHD-Coral Springs Medical Center	182	11,869	43,059	2,189	65%
NBHD-Imperial Point Medical Center	180	7,011	41,765	-	64%
NBHD-North Broward Medical Center	309	15,905	81,848	-	73%
NYCHHC-Bellevue Hospital Center	828	24,761	241,622	2,173	80%
NYCHHC-Coney Island Hospital	376	15,313	104,085	1,139	76%
NYCHHC-Elmhurst Hospital Center	525	22,711	166,508	4,784	87%
NYCHHC-Harlem Hospital Center	275	12,117	85,186	1,069	85%
NYCHHC-Jacobi Medical Center	534	20,655	147,757	2,134	76%
NYCHHC-Kings County Hospital	627	21,633	197,516	2,342	86%
NYCHHC-Lincoln Medical and Mental Health Center	322	20,160	99,779	2,937	85%
NYCHHC-Metropolitan Hospital Center	341	12,854	113,700	1,806	91%
NYCHHC-North Central Bronx Hospital	199	7,417	51,828	1,915	71%
NYCHHC-Queens Hospital Center	200	11,739	71,231	1,731	98%
NYCHHC-Woodhull Medical and Mental Health Center	385	17,313	123,820	1,286	88%
Ohio State University Hospital, The	543	27,759	157,181	3,894	79%
Parkland Health & Hospital System	730	43,123	207,219	15,963	78%
Regional Medical Center at Memphis	370	15,267	98,536	4,058	73%
Riverside County Regional Medical Center	304	16,938	84,318	2,047	76%
San Francisco General Hospital	547	16,486	158,866	1,276	80%
San Joaquin General Hospital	181	9,378	48,685	1,899	74%
San Mateo Medical Center	146	3,206	47,634	-	89%
Santa Clara Valley Health & Hospital System	506	20,967	121,081	4,564	66%
SUNY Downstate Medical Center	376	12,863	80,484	1,541	59%
Thomason Hospital	232	13,818	61,182	4,913	72%
Truman Medical Centers	501	16,201	140,360	2,982	77%
UMass Memorial Healthcare System	632	40,684	199,745	4,417	87%
UMDNJ-University Hospital	403	18,386	122,493	1,843	83%
University Hospital, University of New Mexico Health Sciences Center	298	19,071	95,503	3,595	88%
University Medical Center of Southern Nevada	531	30,176	172,375	5,289	89%
University of Chicago Hospitals & Health Systems	573	26,233	159,173	3,120	76%
University of Colorado Hospital	333	18,034	84,977	2,953	70%
University of Texas-Health Center at Tyler	119	3,797	29,021	-	67%
University of Texas-M.D. Anderson Cancer Center	456	18,826	136,610	-	82%
University of Texas-Medical Branch at Galveston	766	35,099	186,975	5,775	67%
VCU Health System Authority	663	31,637	180,168	2,205	74%
Westchester Medical Center	956	23,208	303,892	1,322	87%
Total	31,692	1,451,594	9,018,397	204,578	
Average	387	17,703	109,981	2,965	
Count	82	82	82	69	

Note: Averages are for hospitals that have the service, e.g., if no births are reported, that hospital is not included in the average.

Table 2

NAPH Member Hospitals and Health Systems - Emergency Department and Outpatient Visits, 2002

Hospital Name	Emergency Dept. No.	Emergency Dept. % of Total	All Other Outpatient No.	All Other Outpatient % of Total	Total
Alameda County Medical Center	55,777	15%	316,277	85%	372,054
Arrowhead Regional Medical Center	75,740	27%	210,057	74%	285,797
Boston Medical Center	101,471	13%	696,538	87%	798,009
Broadlawns Medical Center	32,351	25%	96,845	75%	129,196
Cambridge Health Alliance	80,541	13%	527,816	87%	608,357
Central Georgia Health System, Inc	56,024	13%	360,407	87%	416,431
Community Medical Centers	129,562	25%	380,026	75%	509,588
Contra Costa Regional Medical Center	52,776	16%	287,502	84%	340,278
Cook County Bureau of Health Services*	214,260	21%	815,805	79%	1,030,065
Denver Health	49,326	5%	1,000,129	95%	1,049,455
Erlanger Health System	88,691	31%	192,983	69%	281,674
Halifax Fish Community Health	81,056	21%	302,572	79%	383,628
Harborview Medical Center	81,559	24%	260,012	76%	341,571
Harris County Hospital District	155,236	17%	759,152	83%	914,388
Health and Hospital Corporation of Marion County, The	130,641	13%	863,346	87%	993,987
Hennepin County Medical Center	99,896	21%	369,041	79%	468,937
HHSC-Hilo Medical Center	24,905	72%	9,886	28%	34,791
HHSC-Kona Hospital	14,047	68%	6,659	32%	20,706
HHSC-Maui Memorial Hospital	23,988	59%	16,533	41%	40,521
Hurley Medical Center	78,171	16%	406,586	84%	484,757
Jackson Memorial Hospital	187,640	31%	417,760	69%	605,400
JPS Health Network	49,957	9%	526,928	91%	576,885
Kern Medical Center	49,861	16%	260,744	84%	310,605
LAC-Harbor/UCLA Medical Center	75,239	21%	282,614	79%	357,853
LAC-High Desert Hospital	-	0%	46,940	100%	46,940
LAC-LAC+USC Healthcare Network	140,705	19%	592,559	81%	733,264
LAC-Martin Luther King/ Charles Drew Medical Center	47,653	19%	198,334	81%	245,987
LAC-Olive View-UCLA Medical Center	41,570	22%	147,728	78%	189,298
LAC-Rancho Los Amigos National Rehabilitation Center	-	0%	57,614	100%	57,614
LSUHCS-D-Earl K. Long Medical Center	56,900	26%	160,005	74%	216,905
LSUHCS-D-Huey P. Long Medical Center	31,546	22%	111,686	78%	143,232
LSUHCS-D-Lallie Kemp Regional Med Ctr	31,316	23%	104,446	77%	135,762
LSUHCS-D-Leonard J. Chabert Medical Center	47,117	22%	164,628	78%	211,745
LSUHCS-D-Medical Center of Louisiana at New Orleans	172,474	33%	354,581	67%	527,055
LSUHCS-D-University Medical Center	39,605	20%	157,407	80%	197,012
LSUHCS-D-W.O. Moss Regional Hospital	35,392	27%	96,600	73%	131,992
LSUHCS-D-Washington-St. Tammany Regional Medical Center	18,257	34%	35,541	66%	53,798
MetroHealth System, The	71,964	10%	652,145	90%	724,109
MHS-Memorial Hospital Pembroke	33,634	30%	80,042	70%	113,676
MHS-Memorial Hospital West	66,697	30%	158,267	70%	224,964
MHS-Memorial Regional Hospital	81,737	26%	229,991	74%	311,728
Nassau University Medical Center	82,699	24%	258,308	76%	341,007
Natividad Medical Center	33,002	21%	122,927	79%	155,929

Hospital Name	Emergency Dept. No.	Emergency Dept. % of Total	All Other Outpatient No.	All Other Outpatient % of Total	Total
NBHD-Broward General Medical Center	68,022	26%	190,811	74%	258,833
NBHD-Coral Springs Medical Center	44,802	51%	43,788	49%	88,590
NBHD-Imperial Point Medical Center	22,954	36%	39,977	64%	62,931
NBHD-North Broward Medical Center	54,567	41%	77,508	59%	132,075
NYCHHC-Bellevue Hospital Center	92,279	15%	533,087	85%	625,366
NYCHHC-Coney Island Hospital	64,517	18%	286,295	82%	350,812
NYCHHC-Elmhurst Hospital Center	145,257	20%	582,445	80%	727,702
NYCHHC-Harlem Hospital Center	71,709	18%	327,722	82%	399,431
NYCHHC-Jacobi Medical Center	79,812	18%	371,835	82%	451,647
NYCHHC-Kings County Hospital	146,931	20%	579,049	80%	725,980
NYCHHC-Lincoln Medical and Mental Health Center	161,412	30%	382,902	70%	544,314
NYCHHC-Metropolitan Hospital Center	76,928	18%	357,774	82%	434,702
NYCHHC-North Central Bronx Hospital	46,146	18%	210,200	82%	256,346
NYCHHC-Queens Hospital Center	69,712	19%	289,575	81%	359,287
NYCHHC-Woodhull Medical and Mental Health Center	93,243	25%	273,791	75%	367,034
Ohio State University Hospital, The	56,347	19%	234,226	81%	290,573
Parkland Health & Hospital System	142,536	14%	840,823	86%	983,359
Regional Medical Center at Memphis	64,032	22%	222,219	78%	286,251
Riverside County Regional Medical Center	66,394	33%	135,626	67%	202,020
San Francisco General Hospital	47,079	7%	656,435	93%	703,514
San Joaquin General Hospital	41,816	16%	227,931	85%	269,747
San Mateo Medical Center	18,470	9%	187,190	91%	205,660
Santa Clara Valley Health & Hospital System	56,056	9%	601,237	91%	657,293
SUNY Downstate Medical Center	45,363	14%	280,601	86%	325,964
Thomason Hospital	62,737	14%	394,899	86%	457,636
Truman Medical Centers	77,061	15%	430,898	85%	507,959
UMass Memorial Healthcare System	85,340	7%	1,097,092	93%	1,182,432
UMDNJ-University Hospital	72,744	17%	351,751	83%	424,495
University Hospital, University of New Mexico Health Sciences Center	65,224	16%	340,417	84%	405,641
University Medical Center of Southern Nevada	106,562	10%	944,661	90%	1,051,223
University of Chicago Hospitals & Health Systems	72,941	11%	601,648	89%	674,589
University of Colorado Hospital	31,949	8%	362,655	92%	394,604
University of Texas-Health Center at Tyler	9,188	7%	131,298	93%	140,486
University of Texas-M.D. Anderson Cancer Center	-	0%	720,185	100%	720,185
University of Texas-Medical Branch at Galveston	69,960	8%	780,590	92%	850,550
VCU Health System Authority	80,917	18%	370,187	82%	451,104
Total	5,531,990	17%	27,555,295	83%	33,087,285
Average	70,923		344,441		408,485
Count	78		80		81

Note: Averages are for hospitals that provide the service, e.g., hospitals without emergency departments are not included in the calculation.

* Data for the three hospitals of the Cook County Bureau of Health Services has been consolidated because community clinic ambulatory care volumes are not associated with specific hospitals

Table 3

NAPH Member Hospitals and Health Systems - Discharges by Payer Source, 2002

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Alameda County Medical Center	1,317	10%	6,182	45%	610	4%	5,519	41%	13,628
Arrowhead Regional Medical Center	1,644	8%	11,363	57%	1,327	7%	5,552	28%	19,886
Boston Medical Center	8,416	34%	6,828	28%	4,877	20%	4,677	19%	24,798
Broadlawns Medical Center	993	21%	693	14%	358	7%	2,759	57%	4,803
Cambridge Health Alliance	6,325	40%	4,117	26%	2,410	15%	2,844	18%	15,696
Central Georgia Health System, Inc	11,303	40%	5,076	18%	9,864	35%	1,709	6%	27,952
Community Medical Centers	9,033	23%	12,691	32%	11,855	30%	6,204	16%	39,783
Contra Costa Regional Medical Center	1,514	19%	4,054	50%	819	10%	1,680	21%	8,067
Cook County BHS-The John H. Stroger, Jr. Hospital of Cook County	3,365	14%	10,740	43%	1,146	5%	9,675	39%	24,926
Cook County BHS-Oak Forest Hospital	312	11%	2,130	75%	231	8%	167	6%	2,840
Cook County BHS-Provident Hospital of Cook County	951	16%	1,619	27%	493	8%	2,997	49%	6,060
Denver Health	2,168	13%	6,490	38%	2,589	15%	5,657	33%	16,904
Erlanger Health System	6,535	26%	7,121	28%	10,585	41%	1,152	5%	25,393
Halifax Fish Community Health	12,071	47%	3,868	15%	7,283	28%	2,502	10%	25,724
Harborview Medical Center	3,936	23%	6,925	41%	4,142	25%	1,755	10%	16,758
Harris County Hospital District	4,083	10%	15,738	40%	875	2%	18,488	47%	39,184
Health and Hospital Corporation of Marion County, The	3,321	20%	7,338	43%	1,306	8%	4,954	29%	16,919
Hennepin County Medical Center	5,927	27%	10,923	49%	4,385	20%	988	4%	22,223
HHSC-Hilo Medical Center	2,623	36%	2,130	29%	2,012	28%	472	7%	7,237
HHSC-Kona Hospital	1,084	29%	812	22%	1,519	41%	291	8%	3,706
HHSC-Maui Memorial Hospital	3,474	32%	1,579	15%	4,973	46%	673	6%	10,699
Hurley Medical Center	5,824	25%	8,573	36%	7,580	32%	1,598	7%	23,575
Jackson Memorial Hospital	7,475	12%	14,821	24%	8,880	15%	29,643	49%	60,819
JPS Health Network	2,121	13%	7,259	44%	914	5%	6,359	38%	16,653
Kern Medical Center	1,582	12%	7,017	53%	1,653	13%	2,881	22%	13,133
LAC-Harbor/UCLA Medical Center	2,299	10%	10,680	49%	673	3%	8,289	38%	21,941
LAC-High Desert Hospital	86	5%	845	51%	7	0%	720	43%	1,658
LAC-LAC+USC Healthcare Network	2,277	5%	18,007	41%	3,806	9%	19,818	45%	43,908
LAC-Martin Luther King/Charles Drew Medical Center	934	8%	5,970	51%	281	2%	4,611	39%	11,796
LAC-Olive View-UCLA Medical Center	741	5%	7,134	50%	188	1%	6,131	43%	14,194
LAC-Rancho Los Amigos National Rehabilitation Center	359	11%	2,006	61%	135	4%	769	24%	3,269
LSUHSCD-Earl K. Long Medical Center	361	6%	2,536	42%	138	2%	2,970	49%	6,005
LSUHSCD-Huey P. Long Medical Center	304	8%	1,435	37%	190	5%	1,982	51%	3,911
LSUHSCD-Lallie Kemp Regional Med Ctr	468	26%	273	15%	79	4%	1,001	55%	1,821
LSUHSCD-Leonard J. Chabert Medical Center	896	15%	2,669	45%	369	6%	1,982	34%	5,916
LSUHSCD-Medical Center of Louisiana at New Orleans	2,161	9%	9,077	36%	1,870	7%	11,861	48%	24,969
LSUHSCD-University Medical Center	491	10%	1,599	32%	232	5%	2,732	54%	5,054
LSUHSCD-W.O. Moss Regional Hospital	256	13%	389	20%	71	4%	1,242	63%	1,958
LSUHSCD-Washington-St. Tammany Regional Medical Center	319	22%	248	17%	44	3%	849	58%	1,460
MetroHealth System, The	5,743	24%	8,810	37%	5,916	25%	3,355	14%	23,824
MHS-Memorial Hospital Pembroke	3,843	56%	422	6%	1,864	27%	693	10%	6,822
MHS-Memorial Hospital West	4,620	30%	1,356	9%	8,695	56%	766	5%	15,437
MHS-Memorial Regional Hospital	11,800	35%	4,825	14%	11,898	36%	4,839	15%	33,362
Nassau University Medical Center	3,762	17%	10,980	49%	4,688	21%	3,045	14%	22,475
Natividad Medical Center	926	11%	4,417	54%	2,170	26%	682	8%	8,195

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
NBHD-Broward General Medical Center	5,844	25%	5,944	25%	4,886	21%	6,964	29%	23,638
NBHD-Coral Springs Medical Center	3,329	28%	1,458	12%	5,725	48%	1,357	11%	11,869
NBHD-Imperial Point Medical Center	3,580	51%	696	10%	1,495	21%	1,240	18%	7,011
NBHD-North Broward Medical Center	8,175	51%	1,787	11%	3,311	21%	2,632	17%	15,905
NYCHHC-Bellevue Hospital Center	3,999	16%	13,838	56%	1,803	7%	5,121	21%	24,761
NYCHHC-Coney Island Hospital	5,425	35%	7,316	48%	1,124	7%	1,448	9%	15,313
NYCHHC-Elmhurst Hospital Center	3,629	16%	15,192	67%	1,541	7%	2,349	10%	22,711
NYCHHC-Harlem Hospital Center	2,902	24%	5,958	49%	1,022	8%	2,235	18%	12,117
NYCHHC-Jacobi Medical Center	3,748	18%	12,701	61%	2,037	10%	2,169	11%	20,655
NYCHHC-Kings County Hospital	2,999	14%	10,070	47%	1,175	5%	7,389	34%	21,633
NYCHHC-Lincoln Medical and Mental Health Center	3,891	19%	13,769	68%	1,063	5%	1,437	7%	20,160
NYCHHC-Metropolitan Hospital Center	2,205	17%	7,013	55%	501	4%	3,135	24%	12,854
NYCHHC-North Central Bronx Hospital	1,114	15%	5,290	71%	515	7%	498	7%	7,417
NYCHHC-Queens Hospital Center	1,702	15%	8,662	74%	858	7%	517	4%	11,739
NYCHHC-Woodhull Medical and Mental Health Center	3,469	20%	11,892	69%	1,134	7%	818	5%	17,313
Ohio State University Hospital, The	7,965	29%	5,211	19%	10,595	38%	3,988	14%	27,759
Parkland Health & Hospital System	4,363	10%	23,968	56%	3,133	7%	11,659	27%	43,123
Regional Medical Center at Memphis	1,589	10%	8,150	53%	1,746	11%	3,782	25%	15,267
Riverside County Regional Medical Center	1,289	8%	5,985	35%	2,024	12%	7,640	45%	16,938
San Francisco General Hospital	3,015	18%	8,687	53%	1,040	6%	3,744	23%	16,486
San Joaquin General Hospital	1,291	14%	4,990	53%	832	9%	2,265	24%	9,378
San Mateo Medical Center	851	27%	1,326	41%	132	4%	897	28%	3,206
Santa Clara Valley Health & Hospital System	3,055	15%	10,510	50%	2,988	14%	4,414	21%	20,967
SUNY Downstate Medical Center	3,062	24%	3,842	30%	2,106	16%	3,853	30%	12,863
Thomason Hospital	1,450	10%	6,933	50%	1,071	8%	4,364	32%	13,818
Truman Medical Centers	3,601	22%	7,647	47%	1,297	8%	3,656	23%	16,201
UMass Memorial Healthcare System	12,046	30%	6,006	15%	21,204	52%	1,428	4%	40,684
UMDNJ-University Hospital	2,747	15%	7,390	40%	1,175	6%	7,074	38%	18,386
University Hospital, University of New Mexico Health Sciences Center	2,853	15%	6,176	32%	3,461	18%	6,581	35%	19,071
University Medical Center of Southern Nevada	5,059	17%	9,373	31%	7,621	25%	8,123	27%	30,176
University of Chicago Hospitals & Health Systems	7,172	27%	8,175	31%	9,902	38%	984	4%	26,233
University of Colorado Hospital	3,782	21%	4,587	25%	5,193	29%	4,472	25%	18,034
University of Texas-Health Center at Tyler	2,163	57%	307	8%	659	17%	668	18%	3,797
University of Texas-M.D. Anderson Cancer Center	5,340	28%	1,088	6%	9,890	53%	2,508	13%	18,826
University of Texas-Medical Branch at Galveston	6,420	18%	13,958	40%	4,535	13%	10,186	29%	35,099
VCU Health System Authority	7,540	24%	6,986	22%	8,759	28%	8,352	26%	31,637
Westchester Medical Center	6,382	28%	6,136	26%	8,427	36%	2,263	10%	23,208
Total	299,089	21%	538,782	37%	271,980	19%	341,743	23%	1,451,594
Average	3,648		6,571		3,317		4,168		17,703
Count									82

Table 4

NAPH Member Hospitals and Health Systems - Outpatient Visits by Payer Source, 2002

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
Alameda County Medical Center	32,260	9%	143,908	39%	7,050	2%	188,836	51%	372,054
Arrowhead Regional Medical Center	21,246	7%	81,691	29%	20,180	7%	162,680	57%	285,797
Boston Medical Center	119,701	15%	198,593	25%	160,356	20%	319,359	40%	798,009
Broadlawns Medical Center	16,537	13%	22,057	17%	10,578	8%	80,024	62%	129,196
Cambridge Health Alliance	119,412	20%	109,989	18%	176,203	29%	202,753	33%	608,357
Central Georgia Health System, Inc	113,136	27%	78,954	19%	161,815	39%	62,526	15%	416,431
Community Medical Centers	128,889	25%	169,328	33%	140,658	28%	70,713	14%	509,588
Contra Costa Regional Medical Center	49,982	15%	153,561	45%	47,213	14%	89,522	26%	340,278
Cook Country Bureau of Health Services*	91,801	9%	146,278	14%	35,093	3%	756,893	73%	1,030,065
Denver Health	63,079	6%	157,311	15%	167,418	16%	661,647	63%	1,049,455
Erlanger Health System	49,679	18%	87,100	31%	122,866	43%	22,029	8%	281,674
Halifax Fish Community Health	153,041	40%	50,813	13%	135,900	35%	43,874	11%	383,628
Harborview Medical Center	56,565	17%	108,521	32%	95,619	28%	80,866	24%	341,571
Harris County Hospital District	183,242	20%	93,585	10%	10,870	1%	626,691	69%	914,388
Health and Hospital Corporation of Marion County, The	191,808	19%	317,145	32%	78,188	8%	406,846	41%	993,987
Hennepin County Medical Center	91,094	19%	219,732	47%	99,557	21%	58,554	12%	468,937
HHSC-Hilo Medical Center	7,800	22%	11,058	32%	11,866	34%	4,067	12%	34,791
HHSC-Kona Hospital	4,562	22%	3,623	18%	9,728	47%	2,793	13%	20,706
HHSC-Maui Memorial Hospital	9,850	24%	4,817	12%	20,431	50%	5,423	13%	40,521
Hurley Medical Center	101,410	21%	150,585	31%	191,872	40%	40,890	8%	484,757
Jackson Memorial Hospital	72,577	12%	127,133	21%	79,310	13%	326,380	54%	605,400
JPS Health Network	67,182	12%	112,524	20%	18,541	3%	378,638	66%	576,885
Kern Medical Center	12,165	4%	88,828	29%	35,305	11%	174,307	56%	310,605
LAC-Harbor/UCLA Medical Center	28,153	8%	119,293	33%	5,188	1%	205,219	57%	357,853
LAC-High Desert Hospital	2,081	4%	21,820	46%	244	1%	22,795	49%	46,940
LAC-LAC+USC Healthcare Network	27,529	4%	173,565	24%	54,331	7%	477,839	65%	733,264
LAC-Martin Luther King/ Charles Drew Medical Center	11,745	5%	94,612	38%	1,418	1%	138,212	56%	245,987
LAC-Olive View-UCLA Medical Center	7,735	4%	76,457	40%	7,927	4%	97,179	51%	189,298
LAC-Rancho Los Amigos National Rehabilitation Center	11,989	21%	30,363	53%	1,152	2%	14,110	24%	57,614
LSUHCS-D- Earl K. Long Medical Center	16,242	7%	52,342	24%	8,977	4%	139,344	64%	216,905
LSUHCS-D- Huey P. Long Medical Center	12,872	9%	28,053	20%	7,340	5%	94,967	66%	143,232
LSUHCS-D- Lallie Kemp Regional Med Ctr	21,531	16%	17,481	13%	7,958	6%	88,792	65%	135,762
LSUHCS-D- Leonard J. Chabert Medical Center	32,355	15%	47,399	22%	15,954	8%	116,037	55%	211,745
LSUHCS-D- Medical Center of Louisiana at New Orleans	47,242	9%	115,696	22%	28,962	6%	335,155	64%	527,055
LSUHCS-D- University Medical Center	21,660	11%	35,030	18%	12,088	6%	128,234	65%	197,012
LSUHCS-D- W.O. Moss Regional Hospital	16,690	13%	13,902	11%	9,450	7%	91,950	70%	131,992
LSUHCS-D- Washington-St. Tammany Regional Medical Center	7,568	14%	6,032	11%	3,807	7%	36,391	68%	53,798
MetroHealth System, The	116,112	16%	243,964	34%	209,957	29%	154,076	21%	724,109
MHS-Memorial Hospital Pembroke	28,313	25%	9,076	8%	53,471	47%	22,816	20%	113,676
MHS-Memorial Hospital West	58,928	26%	12,783	6%	139,089	62%	14,164	6%	224,964
MHS-Memorial Regional Hospital	69,266	22%	37,273	12%	136,492	44%	68,697	22%	311,728
Nassau University Medical Center	50,768	15%	109,510	32%	67,367	20%	113,362	33%	341,007
Natividad Medical Center	14,820	10%	54,144	35%	54,668	35%	32,297	21%	155,929
NBHD-Broward General Medical Center	15,824	6%	39,761	15%	69,701	27%	133,547	52%	258,833
NBHD-Coral Springs Medical Center	7,711	9%	5,942	7%	64,312	73%	10,625	12%	88,590

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
NBHD-Imperial Point Medical Center	14,047	22%	2,973	5%	36,080	57%	9,831	16%	62,931
NBHD-North Broward Medical Center	17,417	13%	13,224	10%	51,804	39%	49,630	38%	132,075
NYCHHC-Bellevue Hospital Center	73,103	12%	303,081	48%	47,069	8%	202,113	32%	625,366
NYCHHC-Coney Island Hospital	61,840	18%	155,646	44%	24,912	7%	108,414	31%	350,812
NYCHHC-Elmhurst Hospital Center	70,156	10%	313,956	43%	71,066	10%	272,524	37%	727,702
NYCHHC-Harlem Hospital Center	47,820	12%	223,711	56%	14,251	4%	113,649	28%	399,431
NYCHHC-Jacobi Medical Center	61,471	14%	258,074	57%	48,978	11%	83,124	18%	451,647
NYCHHC-Kings County Hospital	31,875	4%	298,056	41%	15,350	2%	380,699	52%	725,980
NYCHHC-Lincoln Medical and Mental Health Center	64,905	12%	309,845	57%	20,342	4%	149,222	27%	544,314
NYCHHC-Metropolitan Hospital Center	49,292	11%	160,822	37%	23,353	5%	201,235	46%	434,702
NYCHHC-North Central Bronx Hospital	21,930	9%	155,111	61%	22,286	9%	57,019	22%	256,346
NYCHHC-Queens Hospital Center	39,755	11%	139,085	39%	34,697	10%	145,750	41%	359,287
NYCHHC-Woodhull Medical and Mental Health Center	38,102	10%	192,760	53%	21,111	6%	115,061	31%	367,034
Ohio State University Hospital, The	63,864	22%	39,033	13%	152,781	53%	34,895	12%	290,573
Parkland Health & Hospital System	153,349	16%	128,598	13%	114,115	12%	587,297	60%	983,359
Regional Medical Center at Memphis	42,365	15%	115,932	41%	65,551	23%	62,403	22%	286,251
Riverside County Regional Medical Center	8,786	4%	63,122	31%	5,362	3%	124,750	62%	202,020
San Francisco General Hospital	114,337	16%	233,413	33%	43,023	6%	312,741	44%	703,514
San Joaquin General Hospital	31,953	12%	144,394	54%	30,808	11%	62,592	23%	269,747
San Mateo Medical Center	19,852	10%	76,523	37%	5,108	2%	104,177	51%	205,660
Santa Clara Valley Health & Hospital System	99,454	15%	248,545	38%	66,332	10%	242,962	37%	657,293
SUNY Downstate Medical Center	69,236	21%	81,050	25%	50,781	16%	124,897	38%	325,964
Thomason Hospital	73,744	16%	102,722	22%	69,923	15%	211,247	46%	457,636
Truman Medical Centers	63,021	12%	161,824	32%	47,129	9%	235,985	46%	507,959
UMass Memorial Healthcare System	198,111	17%	111,737	9%	801,076	68%	71,508	6%	1,182,432
UMDNJ-University Hospital	71,744	17%	180,622	43%	27,117	6%	145,012	34%	424,495
University Hospital, University of New Mexico Health Sciences Center	65,804	16%	95,063	23%	83,543	21%	161,231	40%	405,641
University Medical Center of Southern Nevada	96,512	9%	146,095	14%	538,581	51%	270,035	26%	1,051,223
University of Chicago Hospitals & Health Systems	175,851	26%	177,184	26%	304,690	45%	16,864	2%	674,589
University of Colorado Hospital	91,315	23%	40,909	10%	148,420	38%	113,960	29%	394,604
University of Texas-Health Center at Tyler	54,221	39%	15,152	11%	52,624	37%	18,489	13%	140,486
University of Texas-M.D. Anderson Cancer Center	206,528	29%	24,091	3%	394,402	55%	95,164	13%	720,185
University of Texas-Medical Branch at Galveston	174,756	21%	104,360	12%	170,388	20%	401,046	47%	850,550
VCU Health System Authority	91,278	20%	74,776	17%	135,428	30%	149,622	33%	451,104
Total	4,941,946	15%	8,873,121	27%	6,534,951	20%	12,737,267	38%	33,087,285
Average	61,012		109,545		80,678		157,250		408,485
Count									81

* Data for the three hospitals of the Cook County Bureau of Health Services has been consolidated because community clinic ambulatory care volumes are not associated with specific hospitals

Table 5**NAPH Member Hospitals and Health Systems - Total Uncompensated Care Costs, 2002**

Hospital Name	Bad Debt & Charity Care Costs	% of Total Costs
Alameda County Medical Center	\$74,585,003	23%
Arrowhead Regional Medical Center	\$119,640,759	34%
Boston Medical Center	\$151,441,019	19%
Broadlawns Medical Center	\$41,381,147	48%
Cambridge Health Alliance	\$78,011,890	26%
Central Georgia Health System, Inc	\$34,623,096	9%
Community Medical Centers	\$18,117,441	4%
Contra Costa Regional Medical Center	\$49,953,712	22%
Cook County BHS-The John H. Stroger, Jr. Hospital of Cook County	\$275,055,391	61%
Cook County BHS-Oak Forest Hospital	\$35,058,740	28%
Cook County BHS-Provident Hospital of Cook County	\$49,982,473	53%
Denver Health	\$152,996,830	38%
Erlanger Health System	\$59,183,221	17%
Halifax Fish Community Health	\$26,641,513	9%
Harborview Medical Center	\$41,506,329	10%
Harris County Hospital District	\$342,677,487	59%
Health and Hospital Corporation of Marion County, The	\$135,587,623	40%
Hennepin County Medical Center	\$23,067,446	6%
HHSC-Hilo Medical Center	\$2,009,478	3%
HHSC-Kona Hospital	\$1,389,752	4%
HHSC-Maui Memorial Hospital	\$1,607,884	2%
Hurley Medical Center	\$12,305,836	4%
Jackson Memorial Hospital	\$277,040,791	24%
JPS Health Network	\$153,923,327	47%
Kern Medical Center	\$31,522,586	21%
LAC-Harbor/UCLA Medical Center	\$102,644,480	30%
LAC-High Desert Hospital	\$20,674,329	34%
LAC-LAC+USC Healthcare Network	\$273,614,750	37%
LAC-Olive View-UCLA Medical Center	\$66,726,140	29%
LAC-Rancho Los Amigos National Rehabilitation Center	\$31,755,672	20%
LSUHCSO-Earl K. Long Medical Center	\$45,165,949	58%
LSUHCSO-Huey P. Long Medical Center	\$26,440,088	59%
LSUHCSO-Lallie Kemp Regional Med Ctr	\$17,855,162	61%
LSUHCSO-Leonard J. Chabert Medical Center	\$27,999,198	43%
LSUHCSO-Medical Center of Louisiana at New Orleans	\$205,864,004	52%
LSUHCSO-University Medical Center	\$38,064,848	59%
LSUHCSO-W.O. Moss Regional Hospital	\$21,322,107	71%
LSUHCSO-Washington-St. Tammany Regional Medical Center	\$9,795,478	61%
MetroHealth System, The	\$49,268,200	13%
MHS-Memorial Hospital Pembroke	\$10,345,856	14%
MHS-Memorial Hospital West	\$10,180,852	7%
MHS-Memorial Regional Hospital	\$50,184,774	13%
Nassau University Medical Center	\$44,048,233	13%
Natividad Medical Center	\$6,098,052	5%
NBHD-Broward General Medical Center	\$57,149,700	23%
NBHD-Coral Springs Medical Center	\$9,243,277	11%
NBHD-Imperial Point Medical Center	\$8,666,897	12%

Hospital Name	Bad Debt & Charity Care Costs	% of Total Costs
NBHD-North Broward Medical Center	\$21,554,630	16%
NYCHHC-Bellevue Hospital Center	\$46,420,798	10%
NYCHHC-Coney Island Hospital	\$17,663,899	8%
NYCHHC-Elmhurst Hospital Center	\$44,608,346	11%
NYCHHC-Harlem Hospital Center	\$32,517,986	11%
NYCHHC-Jacobi Medical Center	\$37,810,061	9%
NYCHHC-Kings County Hospital	\$35,926,994	8%
NYCHHC-Lincoln Medical and Mental Health Center	\$51,449,190	16%
NYCHHC-Metropolitan Hospital Center	\$16,247,302	6%
NYCHHC-North Central Bronx Hospital	\$22,555,628	15%
NYCHHC-Queens Hospital Center	\$72,973,981	31%
NYCHHC-Woodhull Medical and Mental Health Center	\$26,505,454	9%
Ohio State University Hospital, The	\$30,350,983	7%
Parkland Health & Hospital System	\$358,133,523	43%
Regional Medical Center at Memphis	\$52,552,563	21%
Riverside County Regional Medical Center	\$94,902,446	43%
San Francisco General Hospital	\$85,454,781	22%
San Joaquin General Hospital	\$34,101,752	24%
San Mateo Medical Center	\$41,147,140	28%
Santa Clara Valley Health & Hospital System	\$93,082,257	18%
SUNY Downstate Medical Center	\$10,587,077	3%
Thomason Hospital	\$70,464,466	36%
Truman Medical Centers	\$43,914,129	17%
UMass Memorial Healthcare System	\$17,331,446	3%
UMDNJ-University Hospital	\$64,361,037	16%
University Hospital, University of New Mexico Health Sciences Center	\$74,997,999	27%
University Medical Center of Southern Nevada	\$51,972,636	13%
University of Chicago Hospitals & Health Systems	\$34,024,734	6%
University of Colorado Hospital	\$41,130,578	11%
University of Texas-Health Center at Tyler	\$14,891,684	19%
University of Texas-M.D. Anderson Cancer Center	\$123,424,350	9%
University of Texas-Medical Branch at Galveston	\$163,434,755	32%
VCU Health System Authority	\$96,804,621	21%
Westchester Medical Center	\$17,323,118	3%
Total	\$5,363,041,164	21%
Average	\$66,210,385	
Count		81

Table 6

NAPH Member Hospitals and Health Systems - Gross Charges by Payer Source, 2002

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Charges	Percent	Charges	Percent	Charges	Percent	Charges	Percent	
Alameda County Medical Center	\$56,549,905	12%	\$222,481,033	47%	\$22,579,463	5%	\$171,225,927	36%	\$472,836,328
Arrowhead Regional Medical Center	\$63,852,288	10%	\$303,332,296	47%	\$65,556,755	10%	\$219,504,357	34%	\$652,245,696
Boston Medical Center	\$187,219,469	25%	\$163,813,301	22%	\$175,823,070	23%	\$234,784,625	31%	\$761,640,465
Broadlawns Medical Center	\$14,721,167	19%	\$14,176,145	18%	\$5,348,827	7%	\$44,635,702	57%	\$78,881,841
Cambridge Health Alliance	\$114,859,142	27%	\$107,433,864	25%	\$92,165,064	22%	\$111,229,658	26%	\$425,687,728
Community Medical Centers	\$317,219,180	28%	\$353,799,100	32%	\$330,090,318	29%	\$118,031,733	11%	\$1,119,140,331
Contra Costa Regional Medical Center	\$56,857,846	20%	\$123,985,037	44%	\$34,406,900	12%	\$64,854,488	23%	\$280,104,271
Cook County BHS-The John H. Stroger, Jr. Hospital of Cook County	\$58,620,135	11%	\$156,094,404	30%	\$19,716,944	4%	\$288,092,242	55%	\$522,523,725
Cook County BHS-Oak Forest Hospital	\$21,005,640	18%	\$69,968,159	59%	\$15,849,512	13%	\$11,477,232	10%	\$118,300,543
Cook County BHS-Provident Hospital of Cook County	\$9,233,596	9%	\$41,341,239	40%	\$5,036,461	5%	\$46,516,011	46%	\$102,127,307
Denver Health	\$73,268,400	13%	\$139,757,000	25%	\$117,881,000	21%	\$224,253,807	40%	\$555,160,207
Erlanger Health System	\$233,975,928	30%	\$200,798,604	25%	\$318,020,062	40%	\$39,818,642	5%	\$792,613,236
Halifax Fish Community Health	\$367,596,310	50%	\$68,289,693	9%	\$232,022,085	32%	\$65,845,455	9%	\$733,753,543
Harborview Medical Center	\$141,408,348	22%	\$243,108,279	37%	\$202,383,679	31%	\$61,569,255	9%	\$648,469,561
Harris County Hospital District	\$127,376,101	16%	\$227,038,485	28%	\$17,464,471	2%	\$442,646,943	54%	\$814,526,000
Health and Hospital Corporation of Marion County	\$88,405,971	23%	\$108,245,854	28%	\$39,587,710	10%	\$156,219,711	40%	\$392,459,246
Hennepin County Medical Center	\$184,509,907	27%	\$279,292,453	41%	\$169,434,622	25%	\$46,040,890	7%	\$679,277,872
HHSC-Hilo Medical Center	\$60,252,551	41%	\$41,531,270	29%	\$31,790,073	22%	\$11,873,791	8%	\$145,447,685
HHSC-Kona Hospital	\$20,795,646	31%	\$13,861,515	21%	\$25,879,090	39%	\$6,134,420	9%	\$66,670,671
HHSC-Maui Memorial Hospital	\$88,418,973	42%	\$22,396,923	11%	\$83,084,347	40%	\$15,426,804	7%	\$209,327,047
Hurley Medical Center	\$128,981,097	27%	\$137,577,831	29%	\$187,321,905	39%	\$23,790,259	5%	\$477,671,092
Jackson Memorial Hospital	\$376,791,374	18%	\$663,253,432	32%	\$460,142,984	22%	\$601,199,430	29%	\$2,101,387,220
JPS Health Network	\$53,727,000	12%	\$116,979,000	26%	\$46,556,000	10%	\$237,386,000	52%	\$454,648,000
Kern Medical Center	\$33,494,667	12%	\$125,044,812	46%	\$31,994,772	12%	\$78,758,814	29%	\$269,293,065
LAC-Harbor/UCLA Medical Center	\$127,020,818	12%	\$564,404,150	52%	\$38,015,382	4%	\$353,839,403	33%	\$1,083,279,753
LAC-High Desert Hospital	\$5,681,973	5%	\$46,320,026	44%	\$1,096,280	1%	\$52,401,916	50%	\$105,500,195
LAC-LAC+USC Healthcare Network	\$98,988,236	5%	\$1,040,101,965	52%	\$43,967,923	2%	\$800,644,740	40%	\$1,983,702,864
LAC-Martin Luther King/Charles Drew Medical Center	\$63,569,847	8%	\$388,379,689	48%	\$21,145,429	3%	\$342,273,322	42%	\$815,368,287
LAC-Olive View-UCLA Medical Center	\$16,953,797	4%	\$292,919,299	62%	\$3,611,106	1%	\$162,621,940	34%	\$476,106,142
LAC-Rancho Los Amigos National Rehabilitation Center	\$42,426,322	11%	\$234,895,540	63%	\$18,286,269	5%	\$75,803,188	20%	\$371,411,319
LSUHCS-D-Earl K. Long Medical Center	\$6,659,913	6%	\$35,555,080	34%	\$2,459,894	2%	\$60,940,074	58%	\$105,614,961
LSUHCS-D-Huey P. Long Medical Center	\$7,267,764	11%	\$16,165,026	25%	\$3,019,190	5%	\$37,875,739	59%	\$64,327,719
LSUHCS-D-Lallie Kemp Regional Med Ctr	\$6,626,665	22%	\$3,618,605	12%	\$1,485,902	5%	\$18,568,470	61%	\$30,299,642
LSUHCS-D-Leonard J. Chabert Medical Center	\$17,262,849	17%	\$33,673,088	33%	\$6,615,386	7%	\$43,506,598	43%	\$101,057,921
LSUHCS-D-Medical Center of Louisiana at New Orleans	\$51,336,259	10%	\$163,028,931	32%	\$34,599,516	7%	\$267,650,906	52%	\$516,615,612
LSUHCS-D-University Medical Center	\$10,341,947	12%	\$19,516,773	23%	\$3,956,180	5%	\$49,311,485	59%	\$83,126,385
LSUHCS-D-W.O. Moss Regional Hospital	\$4,886,822	13%	\$3,460,817	9%	\$2,210,691	6%	\$26,510,377	72%	\$37,068,707
LSUHCS-D-Washington-St. Tammany Regional Medical Center	\$2,910,758	17%	\$2,595,676	15%	\$980,359	6%	\$10,427,632	62%	\$16,914,425
MetroHealth System, The	\$138,595,000	23%	\$181,080,000	30%	\$200,000,000	33%	\$84,766,000	14%	\$604,441,000
MHS-Memorial Hospital Pembroke	\$117,556,296	44%	\$19,586,598	7%	\$93,967,250	35%	\$33,935,214	13%	\$265,045,358
MHS-Memorial Hospital West	\$152,984,376	35%	\$27,834,112	6%	\$231,762,541	53%	\$25,285,453	6%	\$437,866,482
MHS-Memorial Regional Hospital	\$394,756,782	38%	\$133,099,181	13%	\$380,600,669	37%	\$127,386,482	12%	\$1,035,843,114
Nassau University Medical Center	\$120,543,404	24%	\$190,087,830	38%	\$87,796,903	18%	\$95,517,991	19%	\$493,946,128
Natividad Medical Center	\$36,510,055	13%	\$144,506,478	50%	\$75,160,404	26%	\$31,061,859	11%	\$287,238,796
NBHD-Broward General Medical Center	\$258,207,627	28%	\$216,391,732	23%	\$228,185,514	25%	\$225,649,870	24%	\$928,434,743
NBHD-Coral Springs Medical Center	\$93,764,055	30%	\$31,180,841	10%	\$152,497,240	49%	\$31,396,070	10%	\$308,838,206

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		Total
	Charges	Percent	Charges	Percent	Charges	Percent	Charges	Percent	
NBHD-Imperial Point Medical Center	\$109,631,230	45%	\$20,537,055	8%	\$81,779,395	34%	\$31,748,886	13%	\$243,696,566
NBHD-North Broward Medical Center	\$241,293,967	49%	\$52,804,033	11%	\$118,269,068	24%	\$78,921,266	16%	\$491,288,334
NYCHHC-Bellevue Hospital Center	\$121,405,515	18%	\$382,649,483	57%	\$39,331,755	6%	\$131,438,661	19%	\$674,825,414
NYCHHC-Coney Island Hospital	\$88,355,266	28%	\$168,429,041	54%	\$16,031,390	5%	\$39,517,269	13%	\$312,332,966
NYCHHC-Elmhurst Hospital Center	\$113,557,397	18%	\$370,787,353	60%	\$40,962,599	7%	\$95,814,440	15%	\$621,121,789
NYCHHC-Harlem Hospital Center	\$68,149,967	23%	\$145,414,648	49%	\$19,135,335	6%	\$66,507,597	22%	\$299,207,547
NYCHHC-Jacobi Medical Center	\$116,670,845	23%	\$298,520,766	58%	\$36,298,451	7%	\$65,426,644	13%	\$516,916,706
NYCHHC-Kings County Hospital	\$75,108,342	13%	\$230,388,126	40%	\$44,526,106	8%	\$227,757,324	39%	\$577,779,898
NYCHHC-Lincoln Medical and Mental Health Center	\$73,967,432	19%	\$237,557,891	62%	\$15,164,123	4%	\$54,356,270	14%	\$381,045,716
NYCHHC-Metropolitan Hospital Center	\$65,037,845	20%	\$183,272,856	56%	\$13,412,857	4%	\$68,412,167	21%	\$330,135,725
NYCHHC-North Central Bronx Hospital	\$34,494,352	18%	\$116,855,621	62%	\$7,519,831	4%	\$28,921,634	15%	\$187,791,438
NYCHHC-Queens Hospital Center	\$41,287,019	18%	\$130,376,918	58%	\$16,071,095	7%	\$38,916,193	17%	\$226,651,225
NYCHHC-Woodhull Medical and Mental Health Center	\$67,256,028	19%	\$218,288,479	63%	\$24,835,262	7%	\$37,920,097	11%	\$348,299,866
Ohio State University Hospital, The	\$200,192,000	31%	\$70,076,000	11%	\$318,203,000	49%	\$66,232,000	10%	\$654,703,000
Parkland Health & Hospital System	\$143,371,523	15%	\$267,482,197	27%	\$107,597,577	11%	\$470,160,436	48%	\$988,611,733
Regional Medical Center at Memphis	\$75,355,981	15%	\$211,162,226	42%	\$113,164,092	22%	\$108,439,941	21%	\$508,122,240
Riverside County Regional Medical Center	\$30,210,943	7%	\$164,397,875	37%	\$54,493,025	12%	\$197,892,733	44%	\$446,994,576
San Francisco General Hospital	\$92,762,821	18%	\$244,854,923	47%	\$47,074,571	9%	\$137,265,278	26%	\$521,957,593
San Joaquin General Hospital	\$38,073,503	16%	\$115,245,708	49%	\$21,766,382	9%	\$60,411,099	26%	\$235,496,692
San Mateo Medical Center	\$31,374,938	19%	\$66,932,884	42%	\$4,789,146	3%	\$58,173,081	36%	\$161,270,049
Santa Clara Valley Health & Hospital System	\$155,715,897	16%	\$446,110,785	45%	\$151,018,472	15%	\$228,673,286	23%	\$981,518,440
SUNY Downstate Medical Center	\$113,958,385	30%	\$114,310,307	30%	\$52,671,675	14%	\$103,613,505	27%	\$384,553,872
Thomason Hospital	\$35,893,921	13%	\$91,191,157	34%	\$42,260,510	16%	\$99,829,517	37%	\$269,175,105
Truman Medical Centers	\$56,969,700	21%	\$120,707,810	45%	\$23,424,273	9%	\$65,816,780	25%	\$266,918,563
UMass Memorial Healthcare System	\$368,628,336	29%	\$131,802,004	10%	\$711,162,755	57%	\$45,098,715	4%	\$1,256,691,810
UMDNJ-University Hospital	\$153,019,000	18%	\$264,066,000	31%	\$45,468,000	5%	\$393,339,000	46%	\$855,892,000
University Hospital, University of New Mexico Health Sciences Center	\$70,824,521	17%	\$108,693,515	26%	\$89,478,052	21%	\$148,514,283	36%	\$417,510,371
University Medical Center of Southern Nevada	\$205,650,507	21%	\$204,351,319	21%	\$312,255,795	32%	\$259,785,557	26%	\$982,043,178
University of Chicago Hospitals & Health Systems	\$480,077,190	31%	\$374,199,369	24%	\$653,643,165	42%	\$47,736,357	3%	\$1,555,656,081
University of Colorado Hospital	\$197,390,748	27%	\$100,084,728	13%	\$284,330,783	38%	\$161,012,104	22%	\$742,818,363
University of Texas-Health Center at Tyler	\$61,660,148	51%	\$9,776,464	8%	\$26,625,710	22%	\$23,531,736	19%	\$121,594,058
University of Texas-M.D. Anderson Cancer Center	\$473,581,300	27%	\$66,405,619	4%	\$991,197,277	56%	\$254,211,011	14%	\$1,785,395,207
University of Texas-Medical Branch at Galveston	\$192,966,867	23%	\$214,902,636	25%	\$142,443,383	17%	\$297,842,455	35%	\$848,155,341
VCU Health System Authority	\$222,168,917	25%	\$139,289,770	16%	\$282,520,534	32%	\$244,877,053	28%	\$888,856,274
Westchester Medical Center	\$235,806,168	29%	\$249,748,848	31%	\$259,730,162	32%	\$66,677,953	8%	\$811,963,131
Total	\$9,505,860,725	21%	\$14,063,675,580	32%	\$9,570,211,748	22%	\$10,783,483,253	25%	\$43,923,231,306
Average	\$117,356,305		\$173,625,624		\$118,150,762		\$133,129,423		\$542,262,115
Count									81

Table 7

NAPH Member Hospitals and Health Systems - Net Revenues by Payer Source, 2002

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		State/Local Subsidies		Total
	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	
Alameda County Medical Center	\$31,667,947	12%	\$123,328,714	45%	\$12,644,500	5%	\$21,315,251	8%	\$85,836,856	31%	\$274,793,268
Arrowhead Regional Medical Center	\$20,576,135	7%	\$175,042,592	61%	\$36,210,072	13%	\$6,671,624	2%	\$48,927,365	17%	\$287,427,788
Boston Medical Center	\$127,867,378	25%	\$109,247,872	22%	\$86,605,476	17%	\$151,323,190	30%	\$26,911,084	5%	\$501,955,000
Broadlawn Medical Center	\$12,749,579	20%	\$8,608,359	13%	\$4,806,350	8%	\$4,474,137	7%	\$33,447,579	52%	\$64,086,004
Cambridge Health Alliance	\$70,922,888	27%	\$49,638,147	19%	\$46,493,334	17%	\$0	0%	\$99,816,858	37%	\$266,871,227
Community Medical Centers	\$123,594,957	26%	\$132,093,572	28%	\$182,213,417	39%	\$12,907,329	3%	\$16,052,336	3%	\$466,861,611
Contra Costa Regional Medical Center	\$31,629,292	18%	\$93,017,040	54%	\$14,219,556	8%	\$2,843,825	2%	\$31,400,763	18%	\$173,110,476
Cook County BHS- The John H. Stroger, Jr. Hospital of Cook County	\$39,414,821	8%	\$229,648,946	46%	\$6,944,657	1%	\$3,523,965	1%	\$221,529,764	44%	\$501,062,153
Cook County BHS-Oak Forest Hospital	\$7,545,358	7%	\$68,514,130	63%	\$2,004,512	2%	\$1,497,232	1%	\$28,896,040	27%	\$108,457,272
Cook County BHS-Provident Hospital of Cook County	\$1,512,928	2%	\$42,623,560	49%	\$2,220,359	3%	\$17,851,763	21%	\$22,664,450	26%	\$86,873,060
Denver Health	\$33,086,910	10%	\$164,279,991	51%	\$87,378,501	27%	\$12,493,693	4%	\$26,900,004	8%	\$324,139,099
Erlanger Health System	\$104,034,855	32%	\$50,738,889	16%	\$166,465,077	51%	\$1,592,746	0%	\$3,500,000	1%	\$326,331,567
Halifax Fish Community Health	\$136,986,785	51%	\$20,356,411	8%	\$106,806,517	39%	\$6,437,774	2%	\$0	0%	\$270,587,487
Harborview Medical Center	\$79,501,797	19%	\$141,357,858	35%	\$154,395,756	38%	\$24,954,434	6%	\$7,866,369	2%	\$408,076,214
Harris County Hospital District	\$53,211,554	9%	\$147,181,628	26%	\$15,112,062	3%	\$31,105,163	5%	\$320,417,000	57%	\$667,027,407
Health and Hospital Corporation of Marion County, The	\$52,794,676	17%	\$170,859,154	54%	\$24,408,045	8%	\$14,929,768	5%	\$52,309,399	17%	\$315,301,042
Hennepin County Medical Center	\$97,480,717	27%	\$136,107,387	38%	\$103,649,448	29%	\$6,333,614	2%	\$17,345,487	5%	\$360,916,653
HHSC-Hilo Medical Center	\$25,997,633	39%	\$15,372,943	23%	\$19,056,786	29%	\$6,093,166	9%	\$0	0%	\$66,520,528
HHSC-Kona Hospital	\$9,205,063	30%	\$4,976,161	16%	\$13,651,738	45%	\$2,577,335	8%	\$0	0%	\$30,410,297
HHSC-Maui Memorial Hospital	\$30,805,777	34%	\$5,795,426	6%	\$47,600,516	53%	\$6,108,843	7%	\$0	0%	\$90,310,562
Hurley Medical Center	\$63,649,217	27%	\$70,682,023	30%	\$92,439,070	39%	\$11,739,948	5%	\$0	0%	\$238,510,258
Jackson Memorial Hospital	\$195,695,391	19%	\$276,035,801	26%	\$231,844,907	22%	\$102,587,020	10%	\$250,028,809	24%	\$1,056,191,928
JPS Health Network	\$19,286,000	6%	\$96,886,000	30%	\$30,236,000	9%	\$7,617,000	2%	\$171,573,000	53%	\$325,598,000
Kern Medical Center	\$18,448,226	14%	\$48,066,997	37%	\$9,562,903	7%	\$20,357,852	16%	\$32,180,979	25%	\$128,616,957
LAC-Harbor/UCLA Medical Center	\$33,130,992	10%	\$194,253,585	58%	\$16,638,481	5%	\$21,352,369	6%	\$68,713,043	21%	\$334,088,470
LAC-High Desert Hospital	\$895,663	2%	\$19,828,106	36%	\$425,632	1%	\$4,733,399	9%	\$28,641,137	53%	\$54,523,937
LAC-LAC-USC Healthcare Network	\$20,966,710	3%	\$440,755,042	57%	\$16,321,551	2%	\$53,659,697	7%	\$239,082,858	31%	\$770,785,858
LAC-Martin Luther King/Charles Drew Medical Center	\$9,589,873	3%	\$201,962,376	59%	\$7,987,054	2%	\$16,707,605	5%	\$107,821,681	31%	\$344,068,589
LAC-Olive View-UCLA Medical Center	\$6,752,028	3%	\$134,426,140	58%	\$3,611,106	2%	\$11,874,863	5%	\$74,428,427	32%	\$231,092,564
LAC-Rancho Los Amigos National Rehabilitation Center	\$7,793,410	5%	\$103,317,405	64%	\$5,814,445	4%	\$2,744,374	2%	\$40,842,519	25%	\$160,512,153
LSUHCSD-Earl K. Long Medical Center	\$3,286,225	5%	\$67,140,518	94%	\$621,315	1%	\$180,214	0%	\$126,358	0%	\$71,354,630
LSUHCSD-Huey P. Long Medical Center	\$1,922,361	5%	\$35,003,314	91%	\$1,138,076	3%	\$175,436	0%	\$99,493	0%	\$38,338,680
LSUHCSD-Lallie Kemp Regional Med Ctr	\$3,104,241	15%	\$16,828,346	81%	\$614,322	3%	\$151,066	1%	\$103,191	1%	\$20,801,166
LSUHCSD-Leonard J. Chabert Medical Center	\$8,117,488	11%	\$61,777,542	85%	\$2,544,808	3%	\$278,989	0%	\$113,501	0%	\$72,832,328
LSUHCSD-Medical Center of Louisiana at New Orleans	\$22,853,196	8%	\$263,958,554	87%	\$13,233,981	4%	\$947,852	0%	\$978,498	0%	\$301,972,081

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		State/Local Subsidies		Total
	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	
LSUHCS-University Medical Center	\$5,236,137	9%	\$53,143,494	88%	\$1,607,570	3%	\$310,557	1%	\$112,464	0%	\$60,410,222
LSUHCS-W.O. Moss Regional Hospital	\$2,712,064	12%	\$18,711,956	83%	\$735,242	3%	\$149,031	1%	\$107,996	0%	\$22,416,289
LSUHCS-Washington-St. Tammany Regional Medical Center	\$1,695,069	14%	\$10,157,367	82%	\$397,090	3%	\$70,495	1%	\$88,025	1%	\$12,408,046
MetroHealth System, The	\$91,420,000	25%	\$147,320,000	40%	\$99,574,000	27%	\$10,261,000	3%	\$21,600,000	6%	\$370,175,000
MHS-Memorial Hospital Pembroke	\$28,730,792	37%	\$3,247,278	4%	\$38,809,259	50%	\$2,506,526	3%	\$4,210,151	5%	\$77,504,006
MHS-Memorial Hospital West	\$38,828,900	24%	\$6,440,755	4%	\$109,573,533	68%	\$3,521,071	2%	\$2,596,593	2%	\$160,960,852
MHS-Memorial Regional Hospital	\$123,660,377	33%	\$44,303,071	12%	\$179,943,209	48%	\$5,968,202	2%	\$23,190,467	6%	\$377,065,326
Nassau University Medical Center	\$68,576,831	23%	\$148,661,026	49%	\$44,343,813	15%	\$41,613,989	14%	\$0	0%	\$303,195,659
Natividad Medical Center	\$14,311,773	13%	\$59,775,737	54%	\$24,742,549	23%	\$0	0%	\$11,103,963	10%	\$109,934,022
NBHD-Broward General Medical Center	\$71,534,479	25%	\$83,151,424	30%	\$66,940,033	24%	\$3,266,281	1%	\$56,074,904	20%	\$280,967,121
NBHD-Coral Springs Medical Center	\$21,387,030	25%	\$8,341,793	10%	\$48,299,857	55%	\$1,082,992	1%	\$8,062,992	9%	\$87,174,664
NBHD-Imperial Point Medical Center	\$31,217,303	42%	\$7,525,470	10%	\$24,992,881	34%	\$1,209,571	2%	\$9,341,307	13%	\$74,286,532
NBHD-North Broward Medical Center	\$62,012,584	47%	\$13,167,869	10%	\$35,359,942	27%	\$1,751,797	1%	\$19,329,780	15%	\$131,621,972
NYCHHC-Bailevue Hospital Center	\$89,368,046	22%	\$246,000,161	59%	\$32,563,300	8%	\$9,595,386	2%	\$37,285,000	9%	\$414,811,893
NYCHHC-Coney Island Hospital	\$62,459,737	32%	\$109,674,448	57%	\$6,546,480	3%	\$8,242,358	4%	\$6,822,000	4%	\$193,745,023
NYCHHC-Elmhurst Hospital Center	\$74,372,191	21%	\$178,408,227	50%	\$29,543,202	8%	\$42,749,398	12%	\$34,456,000	10%	\$359,529,018
NYCHHC-Harlem Hospital Center	\$38,500,972	18%	\$150,702,239	68%	\$16,004,884	7%	\$3,545,784	2%	\$11,278,000	5%	\$220,031,879
NYCHHC-Jacobi Medical Center	\$85,363,943	27%	\$202,539,569	63%	\$9,301,709	3%	\$10,747,259	3%	\$11,304,000	4%	\$319,256,480
NYCHHC-Kings County Hospital	\$66,104,404	17%	\$235,919,750	61%	\$38,264,573	10%	\$18,036,137	5%	\$28,666,000	7%	\$386,990,864
NYCHHC-Lincoln Medical and Mental Health Center	\$53,539,689	18%	\$21,678,522	72%	\$7,831,332	3%	\$5,405,714	2%	\$13,551,000	5%	\$292,006,257
NYCHHC-Metropolitan Hospital Center	\$36,207,469	16%	\$172,099,620	77%	\$8,659,380	4%	\$7,399,703	3%	\$0	0%	\$224,366,172
NYCHHC-North Central Bronx Hospital	\$22,888,178	18%	\$96,633,503	75%	\$499,889	0%	\$727,662	1%	\$7,809,000	6%	\$128,558,232
NYCHHC-Queens Hospital Center	\$28,465,594	17%	\$111,376,708	66%	\$11,567,534	7%	\$11,206,182	7%	\$6,633,000	4%	\$169,249,018
NYCHHC-Woodhull Medical and Mental Health Center	\$44,396,380	16%	\$189,278,497	70%	\$17,813,973	7%	\$5,924,922	2%	\$12,407,000	5%	\$269,820,772
Ohio State University Hospital, The	\$135,353,000	36%	\$42,417,499	11%	\$178,338,000	47%	\$10,826,000	3%	\$9,100,000	2%	\$376,034,499
Parkland Health & Hospital System	\$71,038,804	11%	\$214,434,922	32%	\$49,996,233	7%	\$28,421,526	4%	\$310,763,284	46%	\$674,654,769
Regional Medical Center at Memphis	\$30,916,697	14%	\$71,252,008	32%	\$80,873,498	36%	\$4,216,720	2%	\$36,301,470	16%	\$223,560,393
Riverside County Regional Medical Center	\$10,568,347	5%	\$100,416,984	52%	\$34,287,598	18%	\$4,326,913	2%	\$43,398,391	22%	\$192,998,233
San Francisco General Hospital	\$50,373,645	30%	\$96,823,797	57%	\$16,350,374	10%	\$7,208,608	4%	\$0	0%	\$170,756,424
San Joaquin General Hospital	\$15,562,603	13%	\$61,937,202	51%	\$11,449,908	9%	\$3,557,677	3%	\$29,099,827	24%	\$121,607,217
San Mateo Medical Center	\$12,000,776	17%	\$43,528,057	60%	\$2,288,814	3%	\$14,545,479	20%	\$0	0%	\$72,363,126
Santa Clara Valley Health & Hospital System	\$75,824,520	14%	\$301,674,871	55%	\$68,726,017	12%	\$24,383,631	4%	\$80,389,958	15%	\$550,998,997
SUNY Downstate Medical Center	\$57,692,863	17%	\$76,095,634	23%	\$12,877,618	4%	\$125,141,236	36%	\$61,524,477	18%	\$333,331,828
Thomason Hospital	\$25,017,751	17%	\$64,915,420	44%	\$17,741,704	12%	\$2,313,245	2%	\$37,325,530	25%	\$147,313,650
Truman Medical Centers	\$44,045,154	20%	\$92,740,826	43%	\$13,446,016	6%	\$27,168,448	12%	\$40,199,497	18%	\$217,599,941
UMass Memorial Healthcare System	\$208,054,415	35%	\$49,297,179	8%	\$328,165,027	56%	\$5,626,955	1%	\$0	0%	\$591,143,576
UMDNJ-University Hospital	\$73,449,000	18%	\$89,798,000	22%	\$25,917,000	6%	\$158,716,000	39%	\$54,224,000	13%	\$402,104,000

Hospital Name	Medicare		Medicaid		Commercial		Self-Pay/Other		State/Local Subsidies		Total
	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	Revenues	Percent	
University Hospital, University of New Mexico Health Sciences Center	\$41,661,932	16%	\$99,508,296	37%	\$53,663,513	20%	\$22,994,352	9%	\$50,425,782	19%	\$268,253,875
University Medical Center of Southern Nevada	\$70,941,076	20%	\$86,553,676	24%	\$127,460,395	35%	\$77,885,799	21%	\$0	0%	\$362,840,946
University of Chicago Hospitals & Health Systems	\$153,522,000	26%	\$110,875,765	19%	\$322,357,000	55%	\$2,656,000	0%	\$0	0%	\$589,410,765
University of Colorado Hospital	\$84,064,198	23%	\$67,684,062	19%	\$161,110,120	44%	\$41,047,407	11%	\$10,828,090	3%	\$364,733,877
University of Texas-Health Center at Tyler	\$26,590,155	32%	\$3,047,544	4%	\$12,714,363	16%	\$1,268,122	2%	\$38,313,322	47%	\$81,933,506
University of Texas-M.D. Anderson Cancer Center	\$219,931,029	20%	\$23,693,197	2%	\$680,857,912	61%	\$42,150,013	4%	\$154,673,512	14%	\$1,121,305,663
University of Texas-Medical Branch at Galveston	\$97,278,169	19%	\$95,890,485	18%	\$70,526,535	14%	\$74,022,428	14%	\$182,243,564	35%	\$519,961,181
VCU Health System Authority	\$113,896,246	25%	\$172,260,940	38%	\$143,999,434	32%	\$26,189,547	6%	\$0	0%	\$456,346,167
Westchester Medical Center	\$130,869,915	29%	\$174,912,725	38%	\$115,999,309	25%	\$36,170,549	8%	\$0	0%	\$457,952,498
Total	\$4,417,720,308	19%	\$8,567,728,102	37%	\$4,948,981,952	22%	\$1,526,271,208	7%	\$3,523,395,194	15%	\$22,984,096,764
Average	\$54,539,757		\$105,774,421		\$61,098,543		\$18,842,854		\$43,488,706		\$283,754,281
Count											81

*Medicaid Net Revenues include base Medicaid payments and net Medicaid DSH payments

Appendix C

NAPH Member Hospitals and Health Systems Governance Profiles, 2002

Separate Public Entity*	
Alameda County Medical Center	Oakland, CA
Broadlawns Medical Center	Des Moines, IA
Cambridge Health Alliance	Cambridge, MA
Denver Health	Denver, CO
Erlanger Health System	Chattanooga, TN
Halifax Community Health Systems	Daytona Beach, FL
Harborview Medical Center	Seattle, WA
Harris County Hospital District	Houston, TX
HHSC-Hilo Medical Center	Hilo, HI
HHSC-Kona Community Hospital	Kealahou, HI
HHSC-Maui Memorial Hospital	Wailuku, HI
Health and Hospital Corporation of Marion County, The	Indianapolis, IN
Hurley Medical Center	Flint, MI
Jackson Memorial Hospital	Miami, FL
JPS Health Network	Fort Worth, TX
MetroHealth System, The	Cleveland, OH
MHS-Memorial Hospital Pembroke	Pembroke Pines, FL
MHS-Memorial Hospital West	Pembroke Pines, FL
MHS-Memorial Regional Hospital	Hollywood, FL
Nassau University Medical Center	East Meadow, NY
NBHD-Broward General Medical Center	Fort Lauderdale, FL
NBHD-Coral Springs Medical Center	Coral Springs, FL
NBHD-Imperial Point Medical Center	Imperial Point, FL
NBHD-North Broward Medical Center	Pompano Beach, FL
NYCHHC-Bellevue Hospital Center	New York, NY
NYCHHC-Coney Island Hospital	Brooklyn, NY
NYCHHC-Elmhurst Hospital Center	Elmhurst, NY
NYCHHC-Harlem Hospital Center	New York, NY
NYCHHC-Jacobi Medical Center	Bronx, NY
NYCHHC-Kings County Hospital Center	Brooklyn, NY
NYCHHC-Lincoln Medical and Mental Health Center	Bronx, NY
NYCHHC-Metropolitan Hospital Center	New York, NY
NYCHHC-North Central Bronx Hospital	Bronx, NY
NYCHHC-Queens Hospital Center	Jamaica, NY
NYCHHC-Woodhull Medical and Mental Health Center	Brooklyn, NY
Parkland Health & Hospital System	Dallas, TX
Thomason General Hospital	El Paso, TX
UMDNJ-University Hospital	Newark, NJ
University Medical Center of Southern Nevada	Las Vegas, NV
University of Colorado Hospital	Denver, CO
VCU Health System Authority	Richmond, VA
Westchester Medical Center	Valhalla, NY

Non-Profit Corporation**

Boston Medical Center	Boston, MA
Central Georgia Health System	Macon, GA
Community Medical Centers of Fresno	Fresno, CA
Regional Medical Center at Memphis	Memphis, TN
Truman Medical Centers	Kansas City, MO
UMass Memorial Health Care	Worcester, MA
University of Chicago Hospitals & Health System	Chicago, IL

Direct Operation by Local Government***

Arrowhead Regional Medical Center	Colton, CA
Contra Costa Regional Medical Center	Martinez, CA
Cook County BHS-The John H. Stroger, Jr. Hospital of Cook County	Chicago, IL
Cook County BHS-Oak Forest Hospital	Chicago, IL
Cook County BHS-Provident Hospital	Chicago, IL
Hennepin County Medical Center	Minneapolis, MN
Kern Medical Center	Bakersfield, CA
LAC-Harbor/UCLA Medical Center	Torrance, CA
LAC-High Desert Hospital	Lancaster, CA
LAC-Martin Luther King/ Charles Drew Medical Center	Los Angeles, CA
LAC-LAC+USC Healthcare Network	Los Angeles, CA
LAC-Olive View/UCLA Medical Center	Sylmar, CA
LAC-Rancho Los Amigos National Rehabilitation Center	Downey, CA
Natividad Medical Center	Salinas, CA
Riverside County Regional Medical Center	Moreno Valley, CA
San Francisco General Hospital	San Francisco, CA
San Joaquin General Hospital	French Camp, CA
San Mateo Medical Center	San Mateo, CA
Santa Clara Valley Health and Hospital System	San Jose, CA

Direct Operation by State Government***

LSUHCSD-Earl K. Long Medical Center	Baton Rouge, LA
LSUHCSD-Huey P. Long Medical Center	Pineville, LA
LSUHCSD-Lallie Kemp Regional Medical Center	Independence, LA
LSUHCSD-Leonard J. Chabert Medical Center	Houma, LA
LSUHCSD-Medical Center of Louisiana at N.O.	New Orleans, LA
LSUHCSD-University Medical Center	Lafayette, LA
LSUHCSD-Walter O. Moss Regional Medical Center	Lake Charles, LA
LSUHCSD-Washington/St. Tammany	Bogalusa, LA
Ohio State University Hospital, The	Columbus, OH
SUNY Downstate Medical Center	Brooklyn, NY
University Hospital, University of New Mexico Health Sciences Center	Albuquerque, NM
University of Texas-Health Center at Tyler	Tyler, TX
University of Texas- M.D. Anderson Cancer Center	Houston, TX
University of Texas-Medical Branch at Galveston	Galveston, TX

* *Separate Public Entity: Retains public status, but legally separate from state or local government; has autonomous governing board, though government retains some degree of control over Board or operations.*

** *Non-Profit Corporation: Created pursuant to a state's non-profit corporation statute; operates as a private corporation, often under contractual agreement with the local government; having adopted this structure, for most purposes the institution is not "public."*

*** *Direct Operation by Local or State Government; Directly administered by local or state government or state university, with or without a dedicated board; no independent legal existence.*

Appendix D

NAPH Membership

Alameda County Medical Center (Oakland CA)
Arrowhead Regional Medical Center (Colton CA)
Boston Medical Center (Boston MA)
Broadlawns Medical Center (Des Moines IA)
Cambridge Health Alliance (Cambridge MA)
Carolinas HealthCare System (Charlotte NC)
Central Georgia Health System Inc. (Macon GA)
Community Health Network of San Francisco (San Francisco CA)
 Laguna Honda Hospital & Rehabilitation Center (San Francisco CA)
 San Francisco General Hospital (San Francisco CA)
Community Medical Centers (Fresno CA)
Contra Costa Regional Medical Center (Martinez CA)
Cook County Bureau of Health Services (Chicago IL)
 The John H. Stroger, Jr. Hospital of Cook County (Chicago IL)
 Oak Forest Hospital (Oak Forest IL)
 Provident Hospital of Cook County (Chicago IL)
Cooper Green Hospital (Birmingham AL)
Denver Health (Denver CO)
Erlanger Health System (Chattanooga TN)
Governor Juan F. Luis Hospital and Medical Center (St. Croix VI)
Glades General Hospital (Belle Glade FL)
Grady Health System (Atlanta GA)
Halifax Fish Community Health (Daytona Beach FL)
Harborview Medical Center (Seattle WA)
Harris County Hospital District (Houston TX)
 Ben Taub General Hospital (Houston TX)
 Lyndon B. Johnson Hospital (Houston TX)
Hawaii Health Systems Corporation (Honolulu HI)
 Hale Ho'ola Kamaku Hospital (Honokaa HI)
 Hilo Medical Center (Hilo HI)
 Ka'u Hospital (Pahala HI)
 Kauai Veterans Memorial Hospital (Waimea HI)
 Kohala Hospital (Kapaa HI)
 Kona Community Hospital (Kealahou HI)
 Kula Hospital (Kula HI)
 Lana'i Community Hospital (Lanai City HI)
 Leahi Hospital (Honolulu HI)
 Maluhia (Honolulu HI)
 Maui Memorial Hospital (Wailuku HI)
 Samuel Mahelona Memorial Hospital (Kapaa HI)
The Health and Hospital Corporation of Marion County (Indianapolis IN)
Hennepin County Medical Center (Minneapolis MN)
Hillcrest Healthcare System (Tulsa OK)
Hurley Medical Center (Flint MI)
Howard University Hospital (Washington DC)
Jackson Memorial Hospital (Miami FL)
JPS Health Network (Fort Worth TX)
Kern Medical Center (Bakersfield CA)
Los Angeles County Department of Health Services (Los Angeles CA)
 Harbor/UCLA Medical Center (Torrance CA)
 High Desert Hospital (Lancaster CA)
 Martin Luther King/Drew Medical Center (Los Angeles CA)
 LAG+USC Healthcare Network (Los Angeles CA)
 Olive View-UCLA Medical Center (Sylmar CA)
 Rancho Los Amigos National Rehabilitation Center (Downey CA)
LSU Health Sciences Center Health Care Services Division (Baton Rouge LA)
 Earl K. Long Medical Center (Baton Rouge LA)
 Huey P. Long Medical Center (Pineville LA)
 Lallie Kemp Regional Medical Center (Independence LA)
 Leonard J. Chabert Medical Center (Houma LA)
 Medical Center of Louisiana at New Orleans (New Orleans LA)
 University Medical Center (Lafayette LA)
 Bogalusa Medical Center (Bogalusa LA)
 Dr. Walter O. Moss Regional Medical Center (Lake Charles LA)
Maricopa Integrated Health System (Phoenix AZ)
Memorial Healthcare System (Hollywood FL)
 Joe DiMaggio Children's Hospital at Memorial (Hollywood FL)
 Memorial Hospital Pembroke (Pembroke Pines FL)
 Memorial Hospital West (Pembroke Pines FL)
 Memorial Regional Hospital (Hollywood FL)
Memorial Hospital at Gulfport (Gulfport MS)
The MetroHealth System (Cleveland OH)
Nassau University Medical Center (East Meadow NY)
Natividad Medical Center (Salinas CA)
New York City Health and Hospitals Corporation (New York NY)
 Bellevue Hospital Center (New York NY)
 Segundo Ruiz Belvis Diagnostic & Treatment Center (Bronx NY)
 Coler-Goldwater Memorial Hospital (Roosevelt Island NY)
 Coney Island Hospital (Brooklyn NY)
 Cumberland Diagnostic & Treatment Center (Brooklyn NY)
 East New York Diagnostic & Treatment Center (Brooklyn NY)
 Elmhurst Hospital Center (Elmhurst NY)
 Gouverneur Nursing and Diagnostic & Treatment Center (New York NY)
 Harlem Hospital Center (New York NY)

Jacobi Medical Center (Bronx NY)
 Kings County Hospital (Brooklyn NY)
 Lincoln Medical and Mental Health Center (Bronx NY)
 Dr. Susan Smith McKinney Nursing and Rehabilitation Center
 (Brooklyn NY)
 Metropolitan Hospital Center (New York NY)
 Morrisania Diagnostic & Treatment Center (Bronx NY)
 North Central Bronx Hospital (Bronx 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)
 Woodhull Medical and Mental Health Center (Brooklyn NY)

North Broward Hospital District (Fort Lauderdale FL)
 Broward General Medical Center (Fort Lauderdale FL)
 Coral Springs Medical Center (Coral Springs FL)
 Imperial Point Medical Center (Imperial Point FL)
 North Broward Medical Center (Pompano Beach FL)

The Ohio State University Hospital (Columbus OH)
 Parkland Health & Hospital System (Dallas TX)
 Phoebe Putney Memorial Hospital (Albany GA)
 Regional Medical Center at Memphis (Memphis TN)
 Riverside County Regional Medical Center (Riverside CA)
 Roy Lester Schneider Hospital (St. Thomas VI)

San Joaquin General Hospital (Stockton CA)
 San Mateo Medical Center (San Mateo CA)
 Santa Clara Valley Health & Hospital System (San Jose CA)
 Stony Brook University Hospital (Stony Brook NY)
 SUNY Downstate Medical Center (Brooklyn NY)
 Thomason Hospital (El Paso TX)
 Truman Medical Centers (Kansas City MO)
 TMC Hospital Hill (Kansas City MO)
 TMC Lakewood (Kansas City MO)
 TMC Behavioral Health (Kansas City MO)
 UMass Memorial Health Care (Worcester MA)
 UMDNJ-University Hospital (Newark NJ)
 University HealthSystem Consortium (Oak Brook IL)
 University Hospital, The University of New Mexico Health Sciences Center
 (Albuquerque NM)
 University Medical Center of Southern Nevada (Las Vegas NV)
 University of Arkansas for Medical Sciences (Little Rock AR)
 University of Chicago Hospitals & Health System (Chicago IL)
 University of Colorado Hospital (Denver CO)
 University of Texas System (Austin TX)
 The University of Texas Health Center at Tyler (Tyler TX)
 The University of Texas M.D. Anderson Cancer Center (Houston TX)
 The University of Texas Medical Branch at Galveston (Galveston TX)
 VCU Health System (Richmond VA)
 Westchester Medical Center (Valhalla NY)