



Axene Health Partners, LLC

2016 California Hospital Risk Outlook

Axene Health Partners, LLC

David V. Axene, FSA, FCA, CERA, MAAA
38975 Sky Canyon Drive, Suite 204
Murrieta, CA 92563

Email: david.axene@axenehp.com
Phone: 951.294.0841

November 1, 2015

Table of Contents

Section 1: Executive Summary	1
Introduction	1
Methodology.....	1
Summary of Findings	1
Caveats.....	2
Additional Information	3
Section 2: Statewide Analysis	4
Introduction	4
Scope of Review	4
Initial Statewide Results	4
Correlation Between Hospital Efficiency and Net Charge Levels	7
Section 3: Regional Analysis	8
Introduction	8
Region Results.....	8
Section 4: Analysis by Facility Size	11
Introduction	11
Results by Size of Facility	11
Section 5: Analysis by Type of Control	13
Introduction	13
Results by Type of Control	13
Section 6: Analysis by Individual Facility	14
Introduction	14
Top 20 and Bottom 20 Statewide Performers	14
Top Performers by Major Regional Area	15
Top Performers by Size Category	16
Appendix A: Performance Ranking by Hospital.....	17



Section 1: Executive Summary

Introduction

As part of its ongoing health care research and consulting activities, Axene Health Partners, LLC (i.e., AHP) is pleased to release this report describing the current hospital risk outlook for the State of California. This is one of a series of reports AHP is preparing for the hospital community nationwide.

As health care costs continue to escalate faster than both what is desired and that of general inflation, there is considerable concern regarding the ongoing affordability of the nation's health care system. Health care reform (i.e., PPACA) was formally introduced in 2014. Various PPACA initiatives continue to control and moderate the growth of the health care sector. The hospital sector, in particular, the hospital inpatient sector continues to be an area of major concern. This report focuses much of its analysis on the opportunity for improved and/or lowered hospital inpatient costs.

For many years our firm's consulting projects have demonstrated that approximately two-thirds (i.e., 2/3rds) of what can be saved in today's health care system directly relates to reductions in hospital inpatient costs. This report shows what hospital inpatient opportunity exists.

Methodology

Detailed hospital discharge information was gathered from publicly available Office of Statewide Planning and Development (i.e., OSHPD) files and compared to proprietary benchmarks developed by AHP in its **AHP Best Practice Norms™** database. This information included an analysis of length of stay, gross and net charges, scope of services, complexity and severity of care, and other measures. This report reflects the most currently available 2014 OSHPD data.

Summary of Findings

Our primary findings are:

- There is a strong likelihood that California hospital inpatient costs can be reduced by about 25% through continued efficiency improvements. This potential savings is valued at more than \$10 billion for the 275 hospitals included in this study.
- The greatest percentage efficiency improvement opportunity is with Medi-Cal patients. The greatest potential dollar savings is with commercial patients.



Payer	Potential % Improvement Savings	Potential \$ Savings (Billions)
Commercial	24.5%	\$3.7
Medi-Cal	27.7%	\$3.6
Medicare	23.5%	\$2.7
Other	26.1%	\$0.4
Total	25.3%	\$10.4

- On a case normalized basis, commercial carriers pay 60% more for care than the average. Medi-Cal payers pay 95% of the average. Medicare pays 76% of the average.
- California hospital discharges are coded with about 28% more complications and comorbidity status than observed nationally
- There is a small correlation between net patient charges and efficiency (i.e., more efficient facilities have slightly less prices).
- There is modest regional efficiency variation in California (i.e., 18.5% savings potential to 28.5% compared to the statewide average of about 25.3%). Los Angeles and San Francisco Counties tend to be the least efficient regions of the state.
- The smallest facilities tend to be the most efficient (i.e., less than 150 beds are most efficient)
- Public hospitals tend to be the least efficient. There is negligible difference between for-profit and non-profit.
- The top 20 most efficient facilities range from 6.2% to 17.6% potential savings. The bottom 20 least efficient facilities range from 29.6% to 49.3%.

Caveats

Although this analysis carefully reviews the key variables available in the OSHPD data files it has not explicitly considered detailed clinical information available to the attending physician and other health care providers involved in the care. The norms used to assess the relative efficiency of care have been developed from more than 35 years of active consulting to the hospital industry and the detailed clinical review of more than 10,000 individual medical charts. No matter how thorough this analysis, there are always exceptions to such findings (i.e., some have been noted later in this report). It is our professional opinion that we have thoroughly considered most of these and the findings shown in this report are reasonable.

About Axene Health Partners, LLC

Axene Health Partners, LLC is an independent consulting firm wholly owned by its senior leadership. AHP was established in 2003 to provide high value/high quality health consulting services to select organizations operating in the health



care space. All AHP consultants have extensive experience at industry recognized consulting organizations prior to joining AHP.

AHP's consulting mission is to two-fold:

- Have a positive impact on today's health care system assuring affordable, high-quality, cost-effective, patient-centered care for all.
- Provide a positive impact to our clients as they interact with the health care system

AHP will accomplish this mission by:

- Providing a workplace environment that encourages creativity and innovation, while providing appropriate financial rewards for individual involvement and effort.
- Effectively communicating our ideas, knowledge and work products to our clients and other publics to benefit them and to favorably impact their lives and their business operations.
- Utilizing value-based fee levels
- Attracting highly skilled, hard-working staff with well-rounded knowledge about health care delivery systems, health care financial structures, clinical aspects of patient care and treatment and varied administrative organizations and processes.

AHP believes this is best accomplished using a multi-disciplinary staff including actuaries, clinicians and those with expertise in information systems, provider relations, management of complex change and marketing.

Additional Information

For more information, please contact Axene Health Partners at info@axenehp.com or 951.294.0841.



Section 2: Statewide Analysis

Introduction

California is often viewed by experts as a mature managed care marketplace. Health plans, HMOs, and PPOs have been active for many years in this state. Both hospitals and medical groups have assumed significant risk under a variety of shared risk models for many years. Medicaid has actively contracted with health plans for its managed Medicaid (i.e., Medi-Cal in California) benefit programs. Medicare Advantage plans have been widely used for many years in California. California is the home of one of the nation's largest health plans (i.e., Kaiser).

Based upon this extensive activity, one might expect California to have limited opportunity for additional health care savings. This report will assess this hypothesis and determine whether or not it is a reasonable assumption.

Scope of Review

We limited our analysis of discharges to include only what are labeled as General Acute Care Hospitals. We excluded psychiatric and recovery hospitals in our analysis. In addition, we also excluded Kaiser hospitals that did not release cost information, closed hospitals, any transfer patients and deaths. Our detailed analysis by hospital also excluded any hospital with less than 600 discharges in the reporting period.

Initial Statewide Results

Table 2.1 presents the overall California Statewide results based upon OSHPD data for 2014. As Table 2.1 shows, this analysis is based upon 2.7 million discharges with gross billed charges of about \$166 trillion. Prior to removing the hospitals and discharges described above, the OSHPD data showed about 3.8 million discharges.

The format of Table 2.1 matches that completed for each studied hospital. The items in this table are defined as follows:

- **Gross Billed Charges/Day:** This was calculated as gross billed charges divided by the number of days. This is the amount reported by each hospital as billed.
- **Projected Net Charges/Day:** This was calculated by "line of business" (i.e., Commercial, Medi-Cal, Medicare, and Other) using information provided by OSHPD in other public reports. The composite for the hospital was based upon the distribution of stays shown in Table 2.1.



- **RVU Adjusted Charges/Day:** Using the proprietary AHP RVU/Day factors¹, the Gross Billed and Projected Net Charges per day were normalized by dividing the charges/day by the AHP RVU/Day factor. This was calculated at the discharge level and aggregated.
- **Actual ALOS:** average length of stay reported at the hospital
- **Ideal ALOS:** ideal average length of stay for the hospital based upon their actual mix of discharges by MS-DRG
- **Avoidable Days/Discharge:** Estimated avoidable days/discharge at the hospital based upon actual performance at that hospital. As the footnote in the table describes, these days exclude any stay where the actual ALOS was less than the ideal ALOS (i.e., negative potential).

Table 2.1 2014 Statewide Results – California

STATEWIDE	Hospital - STATEWIDE				
	Commercial	Medi-Cal	Medicare	Other	Total
Total Discharges	717,637	921,510	836,559	181,013	2,656,719
Total Days	2,429,982	3,520,159	3,974,990	695,822	10,620,953
Total Gross Billed Charges (\$ millions)	\$40,543.9	\$43,459.1	\$70,385.9	\$11,337.7	\$165,726.5
Total Projected Net Charges (\$ millions)	\$14,797.4	\$10,641.8	\$12,264.7	\$1,362.5	\$39,066.4
Gross Billed Charges / Day	\$16,685	\$12,346	\$17,707	\$16,294	\$15,604
Projected Net Charges/Day	\$6,089	\$3,023	\$3,085	\$1,958	\$3,678
RVU Adjusted Total Gross Billed Charges (\$ millions)	\$40,997.7	\$52,611.9	\$66,367.3	\$11,767.5	\$171,744.4
RVU Adjusted Total Projected Net Charges (\$ millions)	\$15,014.9	\$12,947.5	\$11,643.7	\$1,383.3	\$40,989.4
RVU Adjusted Gross Billed Charges / Day	\$16,872	\$14,946	\$16,696	\$16,912	\$16,170
RVU Adjusted Projected Net Charges/Day	\$6,179	\$3,678	\$2,929	\$1,988	\$3,859
Reported ALOS	3.39	3.82	4.75	3.84	4.00
Ideal ALOS	2.33	2.39	3.27	2.56	2.66
Avoidable Days/Discharge¹	1.38	1.75	1.93	1.68	1.70
Distribution of Stays by Acuity/Severity					
N	68.59%	65.27%	42.92%	67.57%	59.28%
CC	13.87%	14.43%	24.43%	14.41%	17.43%
MCC	13.53%	16.46%	31.16%	14.80%	20.19%
CC/MCC	4.00%	3.84%	1.48%	3.21%	3.10%
Total	100.00%	100.00%	100.00%	100.00%	100.00%
Severity Factor	1.529	1.589	1.912	1.536	1.671
Ideal					
Ratio to Ideal	100%	104%	125%	101%	109%
Statewide	1.529	1.589	1.912	1.536	1.671
Ratio to Statewide	100%	100%	100%	100%	100%
Potential Savings (\$ millions) ²	\$3,286.4	\$2,913.0	\$2,819.8	\$337.4	\$9,356.5
Potential Savings (% of Proj. Net Charges)	22.2%	27.4%	23.0%	24.8%	24.0%
RVU Adjusted Potential Savings (\$ millions) ²	\$3,673.2	\$3,592.7	\$2,732.7	\$361.1	\$10,359.6
RVU Adjusted Potential Savings (% of Proj. Net Charges)	24.5%	27.7%	23.5%	26.1%	25.3%
¹ Excludes stays with ALOS < Ideal ALOS					
² Based upon 65% Savings Factor reflecting lesser expensive days at end of stay.					

¹ AHP RVU/Day factors estimate the relative cost per day for each MS-DRG category. In total for the standard stay distribution, these factors composite to 1.000. These factors are used to normalize the actual charges/day to a normative level for inter-hospital comparisons.



- **Distribution by acuity/severity:** Discharges are categorized into one of four categories:
 - N: No complications or comorbidities, consistent with what might be called the “uncomplicated patient” (i.e., 59.28%)
 - CC: Patients with complications and comorbidities (i.e., 17.43%)
 - MCC: Patients with major complications and comorbidities (i.e., 20.19%)
 - CC/MCC: Patients with complications and comorbidities and major complications and comorbidities (i.e., 3.10%)

The AHP Benchmark data is shown below. Based upon recent coding practices, fewer of the California statewide discharges are being coded “N” than expected. More discharges are being coded “CC” and “MCC” than expected with fewer in the “CC/MCC” category.

	Weight
N	68.3%
CC	14.8%
MCC	12.7%
CC/MCC	4.2%
	100.0%

- **Severity:** Using the distribution of stays by the various severity categories we have derived a severity metric for comparison to norms. This is based upon a simple approach where each of the categories is assigned a number from 1 to 4 with the average calculated based upon the actual distribution of discharges by category. We calculate a ratio of actual severity metric to the benchmark severity metric. For the California statewide results, we find that the coded ratio is 109% of the benchmark ratio. Some of this is the result of coding, some is a difference in actual patient severity. We also show the average severity factor by line of business.
- **Potential Savings:** We have developed an estimate of potential savings if the actual stays could achieve the ideal performance level. The potential savings is calculated as the product of the following items:
 - Savings Factor: 65%²

² The 65% is applied to the average charges per day to reflect that the days being eliminated at the end of the stay tend to be cheaper days. The average charge per day includes the expensive early days of a stay and do not appropriately reflect the lesser expensive days at the end of the stay.



- Avoidable Days/Discharge
- Projected Net Charges per day
 - This was done at discharge level and savings was based on that discharge cost

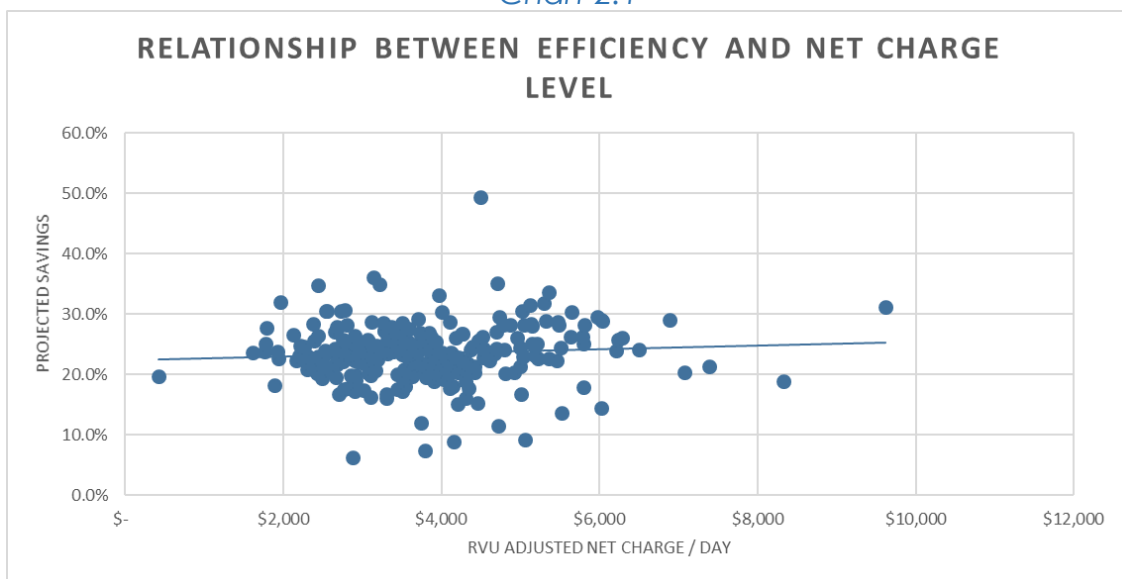
The product of these three items is the Projected Savings in Dollars. For convenience this is calculated as a percentage of Total Projected Net Charges. The California statewide results show a ratio of 24.0%. This suggests that there is a significant potential to reduce California statewide hospital costs by about 25%. On a RVU adjusted basis it is slightly higher.

The results of Table 2.1 suggest that California statewide hospital inpatient costs can be reduced by about 25%. Our client experiences have shown that the hospital inpatient cost savings potential is about two-thirds of what can be saved in total. For the studied hospitals in Table 2.1 we projected a \$10.4 billion opportunity. Based upon the two-thirds observation described above, this would suggest that there is a reasonable opportunity to save at least \$15.6 billion from the California health care system, a significant opportunity.

Correlation Between Hospital Efficiency and Net Charge Levels

As part of our analysis, we compared individual hospital efficiency with its net charge levels (i.e., on a per day basis) to determine whether or not there was any correlation. Chart 2.1 shows that there is only a very minor correlation in these variables. The regression line is only slightly better on the left side of the chart than the right.

Chart 2.1



Section 3: Regional Analysis

Introduction

This section segments the prior analysis by regional cohorts throughout the state of California. There are many regional categories that could be used (e.g., county, 3-digit zip code prefixes, MSAs, etc.). We have selected the 19 regional areas defined by CMS under PPACA. The purpose of this analysis is to determine whether or not there is any significant regional variation.

Region Results

Table 3.1 presents our regional analysis for each of the 15 area designations.

Table 3.1 Regional Results – California

Area	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
1. Northern Counties	108,209	393,100	\$ 3,498	\$ 3,817	3.633	2.670	1.336	1.759	20.3%	21.1%
2. North Bay Area	52,108	199,990	\$ 4,096	\$ 4,107	3.838	2.684	1.533	1.724	20.2%	21.7%
3. Greater Sacramento	129,495	507,361	\$ 4,535	\$ 4,414	3.918	2.752	1.575	1.697	21.6%	22.7%
4. San Francisco County	74,167	352,523	\$ 5,590	\$ 5,708	4.753	2.950	2.232	1.741	26.5%	28.5%
5. Contra Costa County	51,710	209,810	\$ 4,587	\$ 5,122	4.057	2.692	1.718	1.747	24.2%	25.6%
6. Alameda County	87,982	357,082	\$ 4,044	\$ 4,540	4.059	2.583	1.804	1.688	25.1%	26.6%
7. Santa Clara County	118,468	518,443	\$ 5,507	\$ 5,610	4.376	2.806	1.950	1.699	25.1%	27.3%
8. San Mateo County	28,483	113,673	\$ 3,957	\$ 4,410	3.991	2.685	1.681	1.727	23.3%	25.4%
9. Santa Cruz, San Benito, Monterey	51,205	187,977	\$ 4,725	\$ 5,427	3.671	2.474	1.512	1.647	22.8%	24.2%
10. Central Valley	144,861	564,957	\$ 3,014	\$ 3,391	3.900	2.526	1.666	1.651	24.3%	24.9%
11. Fresno, Kings, Madera Counties	98,562	395,737	\$ 3,054	\$ 3,191	4.015	2.529	1.804	1.594	25.2%	26.5%
12. Central Coast	107,573	417,868	\$ 3,678	\$ 3,864	3.885	2.553	1.655	1.628	23.1%	25.3%
13. Eastern Region	13,965	42,439	\$ 2,611	\$ 3,149	3.039	2.294	1.072	1.649	18.2%	18.5%
14. Kern County	70,991	254,013	\$ 3,257	\$ 3,668	3.578	2.530	1.404	1.607	22.6%	23.2%
15. Northeast Los Angeles County	327,994	1,272,815	\$ 3,088	\$ 3,449	3.881	2.545	1.663	1.612	25.0%	26.1%
16. Southwest Los Angeles County	456,488	1,971,373	\$ 3,699	\$ 3,861	4.319	2.786	1.935	1.689	25.9%	27.3%
17. Inland Empire	290,463	1,144,635	\$ 2,660	\$ 2,814	3.941	2.613	1.687	1.633	23.6%	24.5%
18. Orange County	219,245	819,253	\$ 3,568	\$ 3,641	3.737	2.640	1.487	1.658	21.6%	23.1%
19. San Diego County	224,750	897,904	\$ 3,814	\$ 3,592	3.995	2.786	1.632	1.736	22.5%	23.3%

Table 3.2 presents the results from Table 3.1 sorted by percentage of Total Percentage Savings (i.e., lowest to highest). The most efficient regions are shown at the top of Table 3.2. Table 3.2 shows some trends, the most dramatic is that LA county has a greater opportunity for savings than several other major metropolitan areas (i.e., Sacramento, San Diego County, Orange County and the Inland Empire). San Francisco County showed the least efficient results.

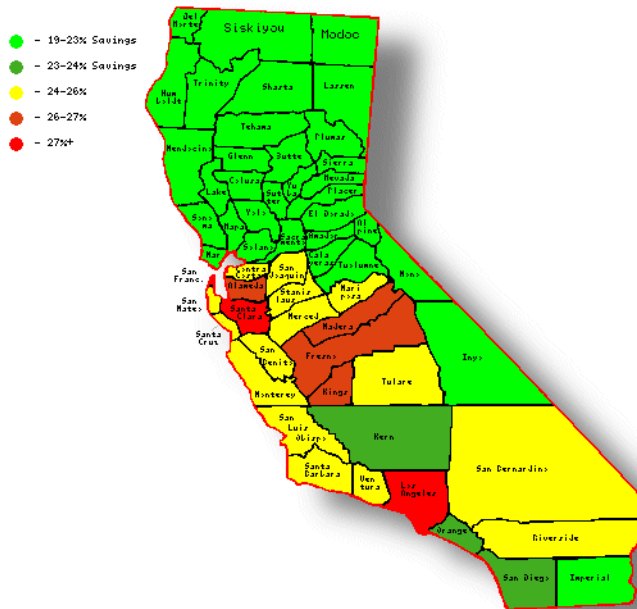


Table 3.2 Regional Results – California (sorted)

Area	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
13. Eastern Region	13,965	42,439	\$ 2,611	\$ 3,149	3.039	2.294	1.072	1.649	18.2%	18.5%
1. Northern Counties	108,209	393,100	\$ 3,498	\$ 3,817	3.633	2.670	1.336	1.759	20.3%	21.1%
2. North Bay Area	52,108	199,990	\$ 4,096	\$ 4,107	3.838	2.684	1.533	1.724	20.2%	21.7%
3. Greater Sacramento	129,495	507,361	\$ 4,535	\$ 4,414	3.918	2.752	1.575	1.697	21.6%	22.7%
18. Orange County	219,245	819,253	\$ 3,568	\$ 3,641	3.737	2.640	1.487	1.658	21.6%	23.1%
14. Kern County	70,991	254,013	\$ 3,257	\$ 3,668	3.578	2.530	1.404	1.607	22.6%	23.2%
19. San Diego County	224,750	897,904	\$ 3,814	\$ 3,592	3.995	2.786	1.632	1.736	22.5%	23.3%
9. Santa Cruz, San Benito, Monterey	51,205	187,977	\$ 4,725	\$ 5,427	3.671	2.474	1.512	1.647	22.8%	24.2%
17. Inland Empire	290,463	1,144,635	\$ 2,660	\$ 2,814	3.941	2.613	1.687	1.633	23.6%	24.5%
10. Central Valley	144,861	564,957	\$ 3,014	\$ 3,391	3.900	2.526	1.666	1.651	24.3%	24.9%
12. Central Coast	107,573	417,868	\$ 3,678	\$ 3,864	3.885	2.553	1.655	1.628	23.1%	25.3%
8. San Mateo County	28,483	113,673	\$ 3,957	\$ 4,410	3.991	2.685	1.681	1.727	23.3%	25.4%
5. Contra Costa County	51,710	209,810	\$ 4,587	\$ 5,122	4.057	2.692	1.718	1.747	24.2%	25.6%
15. Northeast Los Angeles County	327,994	1,272,815	\$ 3,088	\$ 3,449	3.881	2.545	1.663	1.612	25.0%	26.1%
11. Fresno, Kings, Madera Counties	98,562	395,737	\$ 3,054	\$ 3,191	4.015	2.529	1.804	1.594	25.2%	26.5%
6. Alameda County	87,982	357,082	\$ 4,044	\$ 4,540	4.059	2.583	1.804	1.688	25.1%	26.6%
7. Santa Clara County	118,468	518,443	\$ 5,507	\$ 5,610	4.376	2.806	1.950	1.699	25.1%	27.3%
16. Southwest Los Angeles County	456,488	1,971,373	\$ 3,699	\$ 3,861	4.319	2.786	1.935	1.689	25.9%	27.3%
4. San Francisco County	74,167	352,523	\$ 5,590	\$ 5,708	4.753	2.950	2.232	1.741	26.5%	28.5%

Chart 2.1 presents the results in the above Table graphically on a map. The most efficient regions are shown in green. The least efficient areas are shown in shades of red.

Chart 2.1 Graph of Hospital Efficiency By Region



Source: djynops.net (c)

The areas with the greatest opportunity for future savings are the major metropolitan areas and much of central California. The most efficient areas



include several rural areas (e.g., Northern California) plus four mature managed care areas (i.e., Sacramento area, Orange county, San Diego and Kern County).



Section 4: Analysis by Facility Size

Introduction

This section analyzes the performance of hospitals by size of facility. Some have suggested that a hospital's performance might be tied to its size and its ability to implement performance improvement programs. We have compared performance by size of hospital as shown below:

Hospital Beds

0 - 50
51 - 100
101 - 150
151 - 225
226 - 300
301 - 375
376 - 450
451+

Results by Size of Facility

Table presents the performance results by size of facility. Ironically the results tend to show that the most efficient facilities are the smallest. Somewhat contrary to what is believed by many it appears that larger might not improve performance.

Table 4.1 Analysis by Hospital Size – CA

Bed Size	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
0 - 50	43,276	124,924	\$ 3,661	\$ 4,049	2.887	2.220	0.981	1.530	18.5%	20.2%
51 - 100	88,509	307,700	\$ 3,370	\$ 3,579	3.476	2.530	1.296	1.644	19.2%	20.9%
101 - 150	243,305	865,133	\$ 3,106	\$ 3,520	3.556	2.583	1.347	1.665	21.5%	21.7%
151 - 225	403,090	1,516,250	\$ 3,298	\$ 3,608	3.762	2.545	1.550	1.637	23.5%	24.5%
226 - 300	386,208	1,516,265	\$ 3,592	\$ 3,798	3.926	2.628	1.653	1.667	23.5%	24.9%
301 - 375	487,347	1,978,393	\$ 3,381	\$ 3,823	4.060	2.611	1.794	1.676	24.8%	26.6%
376 - 450	460,478	1,869,963	\$ 3,554	\$ 3,612	4.061	2.670	1.744	1.669	23.6%	25.2%
451+	544,506	2,442,325	\$ 4,546	\$ 4,418	4.485	2.913	2.012	1.714	25.3%	26.6%

Table 4.2 presented a sorted version of Table 4.1 from lowest savings opportunity to largest savings opportunity. With only a few exceptions the smaller hospitals tend to be the most efficient.



Table 4. Analysis by Hospital Size – CA (sorted)

Bed Size	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
0 - 50	43,276	124,924	\$ 3,661	\$ 4,049	2.887	2.220	0.981	1.530	18.5%	20.2%
51 - 100	88,509	307,700	\$ 3,370	\$ 3,579	3.476	2.530	1.296	1.644	19.2%	20.9%
101 - 150	243,305	865,133	\$ 3,106	\$ 3,520	3.556	2.583	1.347	1.665	21.5%	21.7%
151 - 225	403,090	1,516,250	\$ 3,298	\$ 3,608	3.762	2.545	1.550	1.637	23.5%	24.5%
226 - 300	386,208	1,516,265	\$ 3,592	\$ 3,798	3.926	2.628	1.653	1.667	23.5%	24.9%
376 - 450	460,478	1,869,963	\$ 3,554	\$ 3,612	4.061	2.670	1.744	1.669	23.6%	25.2%
451+	544,506	2,442,325	\$ 4,546	\$ 4,418	4.485	2.913	2.012	1.714	25.3%	26.6%
301 - 375	487,347	1,978,393	\$ 3,381	\$ 3,823	4.060	2.611	1.794	1.676	24.8%	26.6%



Section 5: Analysis by Type of Control

Introduction

We have also analyzed the performance by type of control. There are claims by some that ownership impacts performance. We have analyzed performance by the type of control cohorts used by OSHPD. These are:

Type of Control
For-Profit
Non-Profit
Public

Results by Type of Control

Table 5.1 presents the results by type of control.

Table 5.1 Analysis By Type of Control

Control Type	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
Non-Profit	1,862,782	7,444,150	\$ 3,900	\$ 4,024	3.996	2.690	1.680	1.683	23.5%	25.0%
For-Profit	444,949	1,716,161	\$ 3,002	\$ 3,154	3.857	2.588	1.611	1.631	23.3%	24.2%
Public	348,988	1,460,642	\$ 3,345	\$ 3,847	4.185	2.622	1.933	1.656	27.4%	28.0%

Table 5.1 shows little difference in performance except the public hospitals are less efficient than the private hospitals, whether for-profit or non-profit. The non-profit hospitals are only slightly less efficient than the for-profit hospitals. This suggests that the public hospitals have a great opportunity to improve, although not materially, but they too are the hospitals that may be faced with challenging indigent patients which may not be reflected or recognized adequately in the benchmarks to assess efficiency.



Section 6: Analysis by Individual Facility

Introduction

We have reviewed key information by individual facility to identify both high and low performing facilities. The primary purpose of this analysis is to help differentiate those facilities performing much higher than the average and provide examples of high performance. As mentioned in other sections of this report, this analysis was based upon limited information about each stay, relies on hospital coding and reporting practices and does not explicitly consider detailed clinical information that would be available at time of the actual stay. We do not believe this materially impacts our analysis but need to recognize the potential for such variation. This is particularly important when individual facility information is reviewed and compared to other facilities. We excluded the smallest hospitals from the individual performance results (i.e., those with less than 600 discharges per year).

Top 20 and Bottom 20 Statewide Performers

Table 6.1 presents the top 20 performing hospitals in the State of California. Their savings opportunity ranged from a low of 6.2% to a high of 17.6%, averaging 14.1% (i.e., compared to a statewide average of 25.3%). These hospitals are spread throughout the state with no major geographic concentration. Most of these hospitals tend to be smaller facilities. Shasta is the only hospital in top 20 that has more than 225 beds.

Table 6.1 Top 20 Individual Hospital Performers

Bed Size	Discharges	Days	Net/Day	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings%	Savings % RVU
FRESNO SURGICAL HOSPITAL	2,174	3,786	\$ 7,046	\$ 2,882	1,741	1,803	0.233	1,105	5.8%	6.2%
CHINO VALLEY MEDICAL CENTER	4,528	12,536	\$ 3,242	\$ 3,789	2,769	3,432	0.407	2,243	7.9%	7.4%
HOAG ORTHOPEDIC INSTITUTE	3,963	9,031	\$ 10,259	\$ 4,158	2,279	2,121	0.425	1,204	9.2%	8.9%
CHAPMAN GLOBAL MEDICAL CENTER	1,758	6,463	\$ 2,889	\$ 5,062	3,676	3,534	0.956	1,340	14.6%	9.1%
GOLETA VALLEY COTTAGE HOSPITAL	1,457	3,539	\$ 8,055	\$ 4,716	2,429	2,213	0.585	1,318	11.8%	11.6%
ENCINO HOSPITAL MEDICAL CENTER	1,550	5,417	\$ 3,244	\$ 3,737	3,495	3,470	0.730	2,244	12.0%	11.9%
ST. HELENA HOSPITAL	3,190	9,705	\$ 7,812	\$ 5,525	3,042	2,746	0.918	1,520	10.6%	13.7%
MERCY MEDICAL CENTER MT. SHASTA	995	2,440	\$ 6,646	\$ 6,026	2,452	2,216	0.660	1,486	12.8%	14.4%
ST. ELIZABETH COMMUNITY HOSPITAL	3,438	8,787	\$ 3,289	\$ 4,206	2,556	2,292	0.679	1,728	14.1%	15.1%
NOVATO COMMUNITY HOSPITAL	1,182	3,832	\$ 4,492	\$ 4,459	3,242	2,872	0.865	1,797	15.7%	15.3%
SHERMAN OAKS HOSPITAL	4,126	16,134	\$ 3,264	\$ 3,309	3,910	3,749	1.007	2,069	16.4%	16.0%
SHARP CORONADO HOSPITAL AND HEALTHCARE CENTER	1,763	5,485	\$ 5,520	\$ 4,302	3,111	2,664	0.902	1,579	16.4%	16.1%
SUTTER COAST HOSPITAL	2,123	6,483	\$ 2,414	\$ 3,098	3,054	2,643	0.888	1,817	16.2%	16.3%
ADVENTIST MEDICAL CENTER - REEDLEY	3,307	6,472	\$ 1,648	\$ 3,299	1,957	1,584	0.571	1,399	16.1%	16.7%
WOODLAND MEMORIAL HOSPITAL	3,522	9,488	\$ 4,977	\$ 5,003	2,694	2,300	0.811	1,536	16.9%	16.7%
SHASTA REGIONAL MEDICAL CENTER	6,158	24,049	\$ 2,969	\$ 2,706	3,905	3,199	1.244	1,980	17.1%	16.8%
SUTTER AUBURN FAITH HOSPITAL	3,085	10,622	\$ 3,412	\$ 3,508	3,443	2,856	1.055	1,762	17.4%	17.2%
PIONEERS MEMORIAL HEALTHCARE DISTRICT	6,784	17,537	\$ 2,226	\$ 2,903	2,585	2,100	0.807	1,534	17.7%	17.2%
MONTECLAIR HOSPITAL MEDICAL CENTER	4,093	11,549	\$ 2,398	\$ 3,011	2,822	2,757	0.762	1,475	17.6%	17.4%
OROVILLE HOSPITAL	10,788	38,443	\$ 3,025	\$ 3,437	3,563	3,009	1.021	1,993	17.5%	17.6%

Table 6.2 presents the 20 least performing hospitals in the State of California. Their savings opportunity ranged from a low of 29.6% to a high of 49.3% (i.e., compared to a statewide average of 25.8%). These hospitals span the entire state but there are multiple children's hospitals included in this analysis. Based upon some other work completed for children's hospitals we find that the standard AHP benchmarks by MS-DRG fail to adequately recognize the intense



severity associated with children's hospital patients. The benchmarks are developed across all acute care hospitals. When assessing children's hospital performance specialized benchmarks are required. The nature of children's hospitals is unique and makes comparisons with non-children's hospitals difficult and potentially misleading.

Table 6.2 Bottom 20 Individual Hospital Performers

SIERRA VISTA REGIONAL MEDICAL CENTER	5,602	21,750	\$ 3,826	\$ 4,727	3,883	2,314	1,823	1,467	26.5%	29.6%
SAN FRANCISCO GENERAL HOSPITAL	13,447	67,235	\$ 5,345	\$ 5,966	5,000	2,855	2,568	1,716	30.2%	29.6%
CONTRA COSTA REGIONAL MEDICAL CENTER	9,915	40,470	\$ 3,878	\$ 5,651	4,082	2,294	2,063	1,697	30.1%	30.4%
SANTA MONICA - UCLA MEDICAL CENTER AND ORTHOPAEDIC HOSPITAL	15,062	66,143	\$ 3,624	\$ 4,005	4,391	2,634	2,123	1,651	29.0%	30.4%
MADERA COMMUNITY HOSPITAL	5,173	18,718	\$ 1,843	\$ 2,558	3,618	1,943	1,784	1,358	30.2%	30.4%
GOOD SAMARITAN HOSPITAL-BAKERSFIELD	642	3,225	\$ 1,867	\$ 2,536	5,023	2,853	2,431	1,646	31.0%	30.5%
RIVERSIDE COUNTY REGIONAL MEDICAL CENTER	14,975	73,302	\$ 2,363	\$ 2,733	4,895	2,704	2,531	1,633	30.1%	30.5%
ALTA BATES SUMMIT MEDICAL CENTER-ALTA BATES CAMPUS	19,736	77,452	\$ 3,484	\$ 5,014	3,924	2,242	1,903	1,633	29.4%	30.6%
ARROWHEAD REGIONAL MEDICAL CENTER	18,529	94,428	\$ 2,455	\$ 2,775	5,096	2,679	2,737	1,572	30.7%	30.7%
LUCILE SALTER PACKARD CHILDREN'S HOSP. AT STANFORD	11,784	55,396	\$ 7,931	\$ 9,619	4,701	2,983	2,235	1,906	28.6%	31.1%
CHILDREN'S HOSPITAL OF LOS ANGELES	12,528	67,415	\$ 5,344	\$ 5,121	5,381	3,400	2,778	1,812	30.1%	31.4%
CITY OF HOPE HELFORD CLINICAL RESEARCH HOSPITAL	5,465	48,776	\$ 6,067	\$ 5,298	8,925	4,978	4,437	2,016	31.3%	31.8%
LOMA LINDA UNIVERSITY MEDICAL CENTER	25,663	144,851	\$ 1,860	\$ 1,963	5,644	3,164	2,880	1,805	27.7%	32.0%
LAC/HARBOR-UCLA MEDICAL CENTER	16,620	88,838	\$ 3,578	\$ 3,974	5,345	3,026	2,769	1,695	33.6%	33.2%
EARL AND LORAIN MILLER CHILDRENS HOSPITAL	14,262	56,181	\$ 3,251	\$ 5,356	3,939	2,167	2,020	1,533	32.3%	33.6%
SILVER LAKE MEDICAL CENTER - DOWNTOWN CAMPUS	1,449	9,197	\$ 2,050	\$ 2,435	6,347	3,060	3,501	1,898	34.5%	34.7%
LAC+USC MEDICAL CENTER	26,765	148,008	\$ 2,717	\$ 3,219	5,530	3,063	3,004	1,708	35.5%	34.9%
LOS ANGELES COUNTY OLIVE VIEW-UCLA MEDICAL CENTER	10,853	48,135	\$ 3,496	\$ 4,704	4,435	2,610	2,259	1,621	33.9%	35.1%
TEMPLE COMMUNITY HOSPITAL	762	4,970	\$ 5,264	\$ 3,137	6,522	2,890	3,894	1,732	36.2%	36.1%
LAC/RANCHO LOS AMIGOS NATIONAL REHAB CENTER	1,093	14,992	\$ 3,664	\$ 4,493	13,716	3,643	10,451	1,652	46.3%	49.3%

Top Performers by Major Regional Area

Table 6.3 identifies the top performing hospitals within each of the 19 regions.



Table 6.3 Top Performing Hospitals within Region

Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings % RVU	Area	Rank
MERCY MEDICAL CENTER MT. SHASTA	995	2,440	\$ 6,026	2,452	2,216	0.660	1.486	14.4%	1. Northern Counties	1
ST. ELIZABETH COMMUNITY HOSPITAL	3,438	8,787	\$ 4,206	2,556	2,292	0.679	1.728	15.1%	1. Northern Counties	2
SUTTER COAST HOSPITAL	2,123	6,483	\$ 3,098	3,054	2,643	0.888	1.817	16.3%	1. Northern Counties	3
ST. HELENA HOSPITAL	3,190	9,705	\$ 5,525	3,042	2,746	0.918	1.520	13.7%	2. North Bay Area	1
NOVATO COMMUNITY HOSPITAL	1,182	3,832	\$ 4,459	3,242	2,872	0.865	1.797	15.3%	2. North Bay Area	2
SONOMA VALLEY HOSPITAL	1,210	4,110	\$ 2,819	3,397	2,723	1.057	1.808	17.8%	2. North Bay Area	3
WOODLAND MEMORIAL HOSPITAL	3,522	9,488	\$ 5,003	2,694	2,300	0.811	1.536	16.7%	3. Greater Sacramento	1
SUTTER AUBURN FAITH HOSPITAL	3,085	10,622	\$ 3,508	3,443	2,856	1.055	1.762	17.2%	3. Greater Sacramento	2
MERCY HOSPITAL OF FOLSOM	6,587	21,350	\$ 4,418	3,241	2,473	1.159	1.620	20.3%	3. Greater Sacramento	3
ST. MARY'S MEDICAL CENTER, SAN FRANCISCO	3,441	16,811	\$ 4,995	4,885	3,273	2.139	1.907	24.4%	4. San Francisco County	1
CHINESE HOSPITAL	1,570	6,987	\$ 4,298	4,450	2,770	1.936	1.766	26.7%	4. San Francisco County	2
CALIFORNIA PACIFIC MEDICAL CENTER - ST. LUKE'S CAMPUS	3,975	14,772	\$ 3,841	3,716	2,368	1.642	1.742	26.9%	4. San Francisco County	3
JOHN MUIR MEDICAL CENTER-CONCORD CAMPUS	8,221	36,543	\$ 4,271	4,445	3,172	1.727	1.887	21.2%	5. Contra Costa County	1
DOCTORS MEDICAL CENTER - SAN PABLO	3,415	15,474	\$ 2,454	4,531	3,277	1.755	1.926	22.6%	5. Contra Costa County	2
SAN RAMON REGIONAL MEDICAL CENTER	4,845	16,743	\$ 5,036	3,456	2,466	1.344	1.599	22.9%	5. Contra Costa County	3
SAN LEANDRO HOSPITAL	2,424	10,023	\$ 2,752	4,135	3,250	1.565	1.936	22.1%	6. Alameda County	1
VALLEY CARE MEDICAL CENTER	8,240	29,625	\$ 4,294	3,595	2,584	1.339	1.712	22.1%	6. Alameda County	2
ALAMEDA HOSPITAL	2,172	9,227	\$ 3,317	4,248	2,993	1.681	1.762	23.4%	6. Alameda County	3
ST. LOUISE REGIONAL HOSPITAL	3,052	9,973	\$ 3,973	3,268	2,437	1.135	1.638	20.2%	7. Santa Clara County	1
O'CONNOR HOSPITAL	12,852	44,950	\$ 2,500	3,498	2,292	1.481	1.530	22.9%	7. Santa Clara County	2
STANFORD HOSPITAL	21,412	111,455	\$ 6,492	5,205	3,599	2.142	1.810	24.1%	7. Santa Clara County	3
MILLS-PENINSULA MEDICAL CENTER	12,751	48,943	\$ 4,525	3,838	2,742	1.566	1.738	24.2%	8. San Mateo County	1
SAN MATEO MEDICAL CENTER	2,522	10,626	\$ 4,472	4,213	2,713	1.917	1.571	25.6%	8. San Mateo County	2
SEQUOIA HOSPITAL	6,542	22,768	\$ 6,631	3,480	2,314	1.408	1.608	26.2%	8. San Mateo County	3
HAZEL HAWKINS MEMORIAL HOSPITAL	2,425	7,589	\$ 4,610	3,129	2,186	1.190	1.570	22.2%	9. Santa Cruz, San Benito, Monterey	1
SALINAS VALLEY MEMORIAL HOSPITAL	10,890	42,539	\$ 5,180	3,906	2,683	1.555	1.736	23.2%	9. Santa Cruz, San Benito, Monterey	2
DOMINICAN HOSPITAL	9,574	37,936	\$ 6,215	3,962	2,767	1.604	1.705	24.0%	9. Santa Cruz, San Benito, Monterey	3
MEMORIAL HOSPITAL LOS BANOS	2,075	5,027	\$ 4,108	2,423	1,935	0.741	1.536	17.7%	10. Central Valley	1
SUTTER TRACY COMMUNITY HOSPITAL	4,315	12,953	\$ 3,630	3,002	2,362	0.990	1.651	19.6%	10. Central Valley	2
MERCY MEDICAL CENTER - MERCED	10,305	36,020	\$ 4,185	3,495	2,403	1.376	1.624	22.2%	10. Central Valley	3
FRESNO SURGICAL HOSPITAL	2,174	3,786	\$ 2,882	1,741	1,803	0.233	1.105	6.2%	11. Fresno, Kings, Madera Counties	1
A DVENTIST MEDICAL CENTER - REEDLEY	3,307	6,472	\$ 3,299	1,957	1,584	0.571	1.399	16.7%	11. Fresno, Kings, Madera Counties	2
FRESNO HEART AND SURGICAL HOSPITAL	3,061	10,276	\$ 2,895	3,357	2,692	1.192	1.387	18.7%	11. Fresno, Kings, Madera Counties	3
GOLETA VALLEY COTTAGE HOSPITAL	1,457	3,539	\$ 4,716	2,429	2,213	0.585	1.318	11.6%	12. Central Coast	1
OJAI VALLEY COMMUNITY HOSPITAL	643	2,323	\$ 1,889	3,613	2,839	1.103	1.754	18.2%	12. Central Coast	2
MARIAN REGIONAL MEDICAL CENTER, ARROYO GRANDE	2,036	7,778	\$ 2,668	3,820	2,802	1.427	1.693	19.4%	12. Central Coast	3
PIONEERS MEMORIAL HEALTHCARE DISTRICT	6,784	17,537	\$ 2,903	2,585	2,100	0.807	1.534	17.2%	13. Eastern Region	1
NORTHERN INYO HOSPITAL	1,011	2,923	\$ 8,328	2,891	2,254	0.961	1.573	18.9%	13. Eastern Region	2
EL CENTRO REGIONAL MEDICAL CENTER	5,554	20,689	\$ 2,169	3,725	2,552	1.482	1.823	22.4%	13. Eastern Region	3
BAKERSFIELD HEART HOSPITAL	3,365	13,309	\$ 3,549	3,955	3,220	1.314	1.936	19.4%	14. Kern County	1
DELANO REGIONAL MEDICAL CENTER	3,809	11,465	\$ 2,579	3,010	2,276	1.058	1.594	20.8%	14. Kern County	2
RIDGECREST REGIONAL HOSPITAL	2,176	6,452	\$ 7,385	2,965	2,068	1.107	1.478	21.3%	14. Kern County	3
ALHAMBRA HOSPITAL MEDICAL CENTER	2,853	10,651	\$ 4,143	3,733	3,024	1.164	1.850	18.0%	15. Northeast Los Angeles County	1
SAN DIMAS COMMUNITY HOSPITAL	3,147	10,375	\$ 3,073	3,297	2,360	1.248	1.572	20.2%	15. Northeast Los Angeles County	2
FOOTHILL PRESBYTERIAN HOSPITAL-JOHNSTON MEMORIAL	5,415	18,210	\$ 2,570	3,363	2,441	1.274	1.588	21.1%	15. Northeast Los Angeles County	3
ENCINO HOSPITAL MEDICAL CENTER	1,550	5,417	\$ 3,737	3,495	3,470	0.730	2,244	11.9%	16. Southwest Los Angeles County	1
SHERMAN OAKS HOSPITAL	4,126	16,134	\$ 3,309	3,910	3,749	1.007	2,069	16.0%	16. Southwest Los Angeles County	2
MARINA DEL REY HOSPITAL	3,480	12,814	\$ 2,893	3,482	2,804	1.150	1,710	17.6%	16. Southwest Los Angeles County	3
CHINO VALLEY MEDICAL CENTER	4,528	12,536	\$ 3,789	2,769	3,432	0.407	2,243	7.4%	17. Inland Empire	1
MONTECLAIR HOSPITAL MEDICAL CENTER	4,093	11,549	\$ 3,011	2,822	2,757	0.762	1,475	17.4%	17. Inland Empire	2
DESERT VALLEY HOSPITAL	9,967	31,943	\$ 2,760	3,205	2,893	0.958	1,728	17.6%	17. Inland Empire	3
HOAG ORTHOPEDIC INSTITUTE	3,963	9,031	\$ 4,158	2,279	2,121	0.425	1,204	8.9%	18. Orange County	1
CHAPMAN GLOBAL MEDICAL CENTER	1,758	6,463	\$ 5,062	3,676	3,534	0.956	1,340	9.1%	18. Orange County	2
COLLEGE HOSPITAL COSTA MESA	643	2,387	\$ 2,916	3,712	2,792	1.068	1,028	19.0%	18. Orange County	3
SHARP CORONADO HOSPITAL AND HEALTHCARE CENTER	1,763	5,485	\$ 4,302	3,111	2,664	0.902	1,579	16.1%	19. San Diego County	1
SCRIPPS GREEN HOSPITAL	7,833	28,649	\$ 4,342	3,657	3,045	1.155	1,673	17.8%	19. San Diego County	2
ALVARADO HOSPITAL MEDICAL CENTER	5,730	25,919	\$ 2,485	4,523	3,394	1.656	1,864	19.3%	19. San Diego County	3

Top Performers by Size Category

Table 6.4 presents top performing hospitals by size range.

Table 6.4 Top Performing Hospital by Size Range

Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings % RVU	BedSize	Rank
FRESNO SURGICAL HOSPITAL	2,174	3,786	\$ 2,882	1,741	1,803	0.233	1.105	6.2%	0 - 50	1
MERCY MEDICAL CENTER MT. SHASTA	995	2,440	\$ 6,026	2,452	2,216	0.660	1.486	14.4%	0 - 50	2
NOVATO COMMUNITY HOSPITAL	1,182	3,832	\$ 4,459	3,242	2,872	0.865	1.797	15.3%	0 - 50	3
HOAG ORTHOPEDIC INSTITUTE	3,963	9,031	\$ 4,158	2,279	2,121	0.425	1,204	8.9%	51 - 100	1
GOLETA VALLEY COTTAGE HOSPITAL	1,457	3,539	\$ 4,716	2,429	2,213	0.585	1,318	11.6%	51 - 100	2
ST. ELIZABETH COMMUNITY HOSPITAL	3,438	8,787	\$ 4,206	2,556	2,292	0.679	1,728	15.1%	51 - 100	3
CHINO VALLEY MEDICAL CENTER	4,528	12,536	\$ 3,789	2,769	3,432	0.407	2,243	7.4%	101 - 150	1
CHAPMAN GLOBAL MEDICAL CENTER	1,758	6,463	\$ 5,062	3,676	3,534	0.956	1,340	9.1%	101 - 150	2
ENCINO HOSPITAL MEDICAL CENTER	1,550	5,417	\$ 3,737	3,495	3,470	0.730	2,244	11.9%	101 - 150	3
ST. HELENA HOSPITAL	3,190	9,705	\$ 5,525	3,042	2,746	0.918	1,520	13.7%	151 - 225	1
SHERMAN OAKS HOSPITAL	4,126	16,134	\$ 3,309	3,910	3,749	1.007	2,069	16.0%	151 - 225	2
SCRIPPS GREEN HOSPITAL	7,833	28,649	\$ 4,342	3,657	3,045	1.155	1,673	17.8%	151 - 225	3
SHASTA REGIONAL MEDICAL CENTER	6,158	24,049	\$ 2,706	3,905	3,199	1.244	1,980	16.8%	226 - 300	1
ALVARADO HOSPITAL MEDICAL CENTER	5,730	25,919	\$ 2,485	4,523	3,394	1.656	1,864	19.3%	226 - 300	2
PARADISE VALLEY HOSPITAL	4,419	14,211	\$ 2,424	3,216	2,413	1.126	1,659	20.2%	226 - 300	3
CENTINELA HOSPITAL MEDICAL CENTER	16,179	62,073	\$ 3,551	3,837	3,133	1.261	1,949	19.1%	301 - 375	1
SUTTER ROSEVILLE MEDICAL CENTER	19,404	66,161	\$ 4,302	3,410	2,507	1.240	1,635	20.9%	301 - 375	2
ST. JUDE MEDICAL CENTER	13,551	49,718	\$ 3,797	3,669	2,785	1.326	1,762	21.5%	301 - 375	3
MERCY GENERAL HOSPITAL	14,450	53,714	\$ 4,248	3,717	2,764	1.372	1,713	20.5%	376 - 450	1
HOAG MEMORIAL HOSPITAL PRESBYTERIAN	28,599	103,038	\$ 3,938	3,603	2,695	1.350	1,728	21.9%	376 - 450	2
TRI-CITY MEDICAL CENTER	15,424	61,144	\$ 2,442	3,964	2,706	1.641	1,754	23.0%	376 - 450	3
EISENHOWER MEDICAL CENTER	16,553	62,674	\$ 3,517	3,786	3,009	1.276	1,752	18.8%	451+	1
ST. JOSEPH HOSPITAL - ORANGE	21,300	70,243	\$ 3,628	3,298	2,463	1.204	1,652	20.3%	451+	2
SUTTER MEDICAL CENTER, SACRAMENTO	10,563	43,411	\$ 4,035	4,110	3,071	1.514	1,723	20.6%	451+	3



Appendix A: Performance Ranking by Hospital

Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Available Days / Discharge	Severity	Savings % RVU	Area
FRESNO SURGICAL HOSPITAL	2,174	3,786	\$ 2,882	1,741	1,803	0.233	1,105	6.2%	11, Fresno, Kings, Madera Counties
CHINO VALLEY MEDICAL CENTER	4,528	12,536	\$ 3,789	2,769	3,432	0.407	2,243	7.4%	17, Inland Empire
HOAG ORTHOPEDIC INSTITUTE	3,963	9,001	\$ 4,158	2,279	2,121	0.425	1,204	8.9%	18, Orange County
CHAPMAN GLOBAL MEDICAL CENTER	1,758	6,463	\$ 5,042	3,676	3,534	0.956	1,340	9.1%	18, Orange County
GOLETA VALLEY COTTAGE HOSPITAL	1,457	3,539	\$ 4,716	2,429	2,213	0.585	1,318	11.6%	12, Central Coast
ENCINO HOSPITAL MEDICAL CENTER	1,550	5,417	\$ 3,737	3,495	3,470	0.730	2,244	11.9%	16, Southwest Los Angeles County
ST. HELENA HOSPITAL	3,190	9,705	\$ 5,203	3,242	2,746	0.918	1,520	13.7%	2, North Bay Area
MERCY MEDICAL CENTER W/ SHASTA	995	2,440	\$ 6,026	2,452	2,216	0.660	1,486	14.4%	1, Northern Counties
ST. ELIZABETH COMMUNITY HOSPITAL	3,438	8,787	\$ 4,206	2,556	2,292	0.679	1,728	15.1%	1, Northern Counties
NOVATO COMMUNITY HOSPITAL	1,182	3,832	\$ 4,459	3,242	2,872	0.865	1,797	15.2%	2, North Bay Area
SHERMAN OAKS HOSPITAL	4,126	16,134	\$ 3,309	3,910	3,749	1.007	2,069	16.0%	16, Southwest Los Angeles County
SHARP CORONADO HOSPITAL AND HEALTHCARE CENTER	1,763	5,485	\$ 4,302	3,111	2,664	0.902	1,579	16.1%	19, San Diego County
SUTTER COAST HOSPITAL	2,123	6,483	\$ 3,098	3,054	2,643	0.888	1,817	16.2%	1, Northern Counties
ADVENTIST MEDICAL CENTER - REEDLEY	3,307	6,472	\$ 3,299	1,957	1,584	0.571	1,399	16.7%	11, Fresno, Kings, Madera Counties
WOODLAND MEMORIAL HOSPITAL	3,522	9,488	\$ 5,003	2,694	2,300	0.811	1,536	16.7%	3, Greater Sacramento
SHASTA REGIONAL MEDICAL CENTER	6,158	24,049	\$ 2,706	3,905	3,199	1.244	1,980	16.8%	1, Northern Counties
SUTTER AUBURN FAITH HOSPITAL	3,085	10,022	\$ 3,508	3,443	2,856	1.055	1,702	17.2%	3, Greater Sacramento
PIONEERS MEMORIAL HEALTHCARE DISTRICT	6,784	17,537	\$ 2,903	2,585	2,100	0.807	1,534	17.2%	13, Eastern Region
MOUNTCLAIR HOSPITAL MEDICAL CENTER	4,093	11,549	\$ 3,011	2,822	2,757	0.742	1,475	17.4%	17, Inland Empire
OROVILLE HOSPITAL	10,788	38,443	\$ 3,437	3,563	3,009	1.021	1,993	17.6%	1, Northern Counties
DESERT VALLEY HOSPITAL	9,967	31,943	\$ 2,740	3,205	2,893	0.958	1,728	17.6%	17, Inland Empire
MARINA DEL REY HOSPITAL	3,680	12,814	\$ 2,893	3,482	2,804	1.150	1,710	17.6%	16, Southwest Los Angeles County
MEMORIAL HOSPITAL LOS BANOS	2,075	5,027	\$ 4,108	2,423	1,935	0.741	1,536	17.7%	10, Central Valley
SCRIPPS GREEN HOSPITAL	7,833	28,649	\$ 4,342	3,457	3,045	1.155	1,673	17.8%	19, San Diego County
SONOMA VALLEY HOSPITAL	1,210	4,110	\$ 2,819	3,397	2,729	1.057	1,808	17.8%	2, North Bay Area
TAHOE FOREST HOSPITAL	1,842	5,022	\$ 5,792	2,726	2,156	0.877	1,495	17.9%	1, Northern Counties
ALHAMBRA HOSPITAL MEDICAL CENTER	2,853	10,651	\$ 4,143	3,733	3,024	1.164	1,850	18.0%	15, Northeast Los Angeles County
MISSION COMMUNITY HOSPITAL - PANORAMA CAMPUS	4,188	20,279	\$ 3,541	4,842	3,482	1.663	1,990	18.1%	16, Southwest Los Angeles County
OJAI VALLEY COMMUNITY HOSPITAL	643	2,323	\$ 1,889	3,413	2,839	1.103	1,754	18.2%	12, Central Coast
FRESNO HEART AND SURGICAL HOSPITAL	3,061	10,276	\$ 2,895	3,357	2,692	1.192	1,387	18.7%	11, Fresno, Kings, Madera Counties
UKIAH VALLEY MEDICAL CENTER	4,069	12,340	\$ 4,310	3,033	2,484	0.962	1,724	18.8%	1, Northern Counties
EGENHOWER MEDICAL CENTER	16,553	62,674	\$ 3,517	3,786	3,009	1.276	1,752	18.8%	17, Inland Empire
REDWOOD MEMORIAL HOSPITAL	1,579	4,609	\$ 3,902	2,919	2,227	1.024	1,526	18.8%	1, Northern Counties
NORTHERN INTO HOSPITAL	1,011	2,923	\$ 8,328	2,891	2,254	0.961	1,573	18.9%	13, Eastern Region
COLLEGE HOSPITAL COSTA MESA	643	2,387	\$ 2,916	3,712	2,792	1.068	1,028	19.0%	18, Orange County
CENTINELA HOSPITAL MEDICAL CENTER	16,179	62,073	\$ 3,551	3,837	3,133	1.261	1,949	19.1%	16, Southwest Los Angeles County
PETALUMA VALLEY HOSPITAL	2,621	8,137	\$ 4,028	3,105	2,381	1.086	1,651	19.2%	2, North Bay Area
ALVARADO HOSPITAL MEDICAL CENTER	5,730	25,919	\$ 2,485	4,523	3,394	1.656	1,864	19.3%	19, San Diego County
BAKERSFIELD HEART HOSPITAL	3,365	13,309	\$ 3,549	3,955	3,220	1.314	1,936	19.4%	14, Kern County
MARIAN REGIONAL MEDICAL CENTER, ARROYO GRANDE	2,036	7,778	\$ 2,668	3,820	2,802	1.427	1,693	19.4%	12, Central Coast
SCRIPPS MEMORIAL HOSPITAL - ENCINITAS	10,958	35,585	\$ 3,938	3,247	2,561	1.064	1,755	19.5%	19, San Diego County
HUNTINGTON BEACH HOSPITAL	2,710	10,522	\$ 3,808	3,883	3,216	1.329	1,940	19.6%	18, Orange County
SUTTER AMADOR HOSPITAL	2,385	8,093	\$ 3,958	3,393	2,609	1.159	1,716	19.6%	1, Northern Counties
SUTTER TRACT COMMUNITY HOSPITAL	4,315	12,953	\$ 3,630	3,002	2,362	0.990	1,651	19.6%	10, Central Valley
TEMECULA VALLEY HOSPITAL	3,381	12,648	\$ 4,117	3,741	2,835	1.347	1,729	19.7%	17, Inland Empire
HD DESERT MEDICAL CENTER	3,027	8,824	\$ 2,857	2,915	2,229	0.993	1,477	19.8%	17, Inland Empire
PLACENTIA LINDA HOSPITAL	2,734	9,346	\$ 3,106	3,418	2,586	1.201	1,532	19.9%	18, Orange County
PHI HOSPITAL - DOWNEY	8,763	29,337	\$ 2,918	3,348	2,559	1.176	1,676	19.9%	16, Southwest Los Angeles County
JOHN F KENNEDY MEMORIAL HOSPITAL	9,451	26,827	\$ 3,436	2,839	2,095	1.028	1,378	20.1%	17, Inland Empire
SIERRA NEVADA MEMORIAL HOSPITAL	4,851	16,963	\$ 4,802	3,497	2,602	1.264	1,749	20.2%	1, Northern Counties
PARADISE VALLEY HOSPITAL	4,419	14,211	\$ 2,424	3,216	2,413	1.126	1,659	20.2%	19, San Diego County
SAN DINAS COMMUNITY HOSPITAL	3,147	10,375	\$ 3,073	3,297	2,360	1.248	1,572	20.2%	15, Northeast Los Angeles County
POWERS HOSPITAL	6,759	20,807	\$ 4,104	3,078	2,343	1.082	1,567	20.2%	19, San Diego County
PALOMAR HEALTH DOWNTOWN CAMPUS	21,718	74,211	\$ 3,785	3,417	2,548	1.272	1,629	20.2%	19, San Diego County
ST. LOUISE REGIONAL HOSPITAL	3,052	9,973	\$ 3,973	3,268	2,437	1.135	1,638	20.2%	7, Santa Clara County
ST. JOSEPH HOSPITAL - ORANGE	21,900	70,243	\$ 3,628	3,298	2,463	1.204	1,652	20.3%	18, Orange County
CHILDREN'S HOSPITAL AT MISSION	1,549	4,021	\$ 7,074	2,596	2,122	0.894	1,310	20.3%	18, Orange County
MENDOCINO COAST DISTRICT HOSPITAL	986	3,030	\$ 3,919	3,073	2,373	1.035	1,534	20.3%	1, Northern Counties
SONORA REGIONAL MEDICAL CENTER - GREENLEY	4,865	17,561	\$ 4,918	3,610	2,760	1.238	1,881	20.3%	1, Northern Counties
MERCY HOSPITAL OF FOLSOM	6,587	21,350	\$ 4,418	3,241	2,473	1.159	1,620	20.3%	3, Greater Sacramento
BANNER LASSEN MEDICAL CENTER	1,322	3,888	\$ 4,201	2,941	2,131	1.063	1,553	20.4%	1, Northern Counties
MERCY GENERAL HOSPITAL	14,450	53,714	\$ 4,248	3,717	2,764	1.377	1,713	20.5%	3, Greater Sacramento
SUTTER MEDICAL CENTER, SACRAMENTO	10,563	43,411	\$ 4,035	4,110	3,071	1.514	1,723	20.6%	3, Greater Sacramento
FRENCH HOSPITAL MEDICAL CENTER	4,294	14,276	\$ 3,163	3,325	2,440	1.180	1,517	20.7%	12, Central Coast
DELANO REGIONAL MEDICAL CENTER	3,809	11,465	\$ 2,579	3,010	2,274	1.058	1,594	20.8%	14, Kern County
GROSSMONT HOSPITAL	28,261	102,503	\$ 3,527	3,627	2,692	1.373	1,785	20.8%	19, San Diego County
CORONA REGIONAL MEDICAL CENTER-MAIN	7,330	25,057	\$ 2,302	3,418	2,480	1.275	1,633	20.8%	17, Inland Empire
SUTTER ROSEVILLE MEDICAL CENTER	19,404	66,161	\$ 4,302	3,410	2,507	1.240	1,635	20.9%	3, Greater Sacramento
MARSHALL MEDICAL CENTER	4,861	19,389	\$ 4,044	3,989	2,877	1.477	1,902	21.0%	3, Greater Sacramento
FOOTHILL PRESBYTERIAN HOSPITAL-JOHNSTON MEMORIAL	5,415	18,210	\$ 2,570	3,363	2,441	1.274	1,588	21.1%	15, Northeast Los Angeles County
LA PALMA INTERCOMMUNITY HOSPITAL	3,505	13,267	\$ 3,105	3,785	2,770	1.370	1,649	21.2%	18, Orange County
JOHN MUIR MEDICAL CENTER-COCONDO CAMPUS	8,221	36,543	\$ 4,271	4,445	3,172	1.727	1,887	21.2%	5, Contra Costa County
BARTON MEMORIAL HOSPITAL	2,178	7,529	\$ 4,419	3,457	2,847	1.400	1,583	21.3%	3, Greater Sacramento
NORTH BAY MEDICAL CENTER	9,121	34,778	\$ 4,999	3,813	2,680	1.524	1,733	21.3%	2, North Bay Area
RIDGECREST REGIONAL HOSPITAL	2,176	6,452	\$ 7,385	2,965	2,068	1.107	1,478	21.3%	14, Kern County
ST. JUDE MEDICAL CENTER	13,551	49,718	\$ 3,797	3,669	2,785	1.326	1,762	21.5%	18, Orange County
REDLANDS COMMUNITY HOSPITAL	12,769	41,118	\$ 4,162	3,220	2,368	1.163	1,599	21.6%	17, Inland Empire
SUTTER SOLANO MEDICAL CENTER	4,309	15,919	\$ 3,729	3,694	2,674	1.372	1,668	21.6%	2, North Bay Area
SAN ANTONIO COMMUNITY HOSPITAL	16,323	57,595	\$ 2,683	3,528	2,629	1.246	1,699	21.6%	17, Inland Empire
SUTTER LAKESIDE HOSPITAL	1,722	5,762	\$ 4,010	3,346	2,424	1.212	1,662	21.7%	1, Northern Counties
MISSION HOSPITAL REGIONAL MEDICAL CENTER	16,832	62,378	\$ 3,747	3,706	2,674	1.429	1,747	21.8%	18, Orange County
MEMORIAL HOSPITAL OF GARDENA	6,925	26,146	\$ 2,666	3,776	2,668	1.447	1,682	21.8%	16, Southwest Los Angeles County
GARDEN GROVE HOSPITAL AND MEDICAL CENTER	6,620	20,666	\$ 3,653	3,020	2,348	1.023	1,587	21.8%	18, Orange County
MERCY MEDICAL CENTER - REDDING	12,728	49,008	\$ 4,328	3,850	2,758	1.473	1,754	21.8%	1, Northern Counties
SAN JOAQUIN COMMUNITY HOSPITAL	20,228	72,697	\$ 3,016	3,594	2,597	1.346	1,636	21.9%	14, Kern County
WHITIER HOSPITAL MEDICAL CENTER	11,392	30,904	\$ 2,461	2,713	1,948	0.984	1,433	21.9%	15, Northeast Los Angeles County
HOAG MEMORIAL HOSPITAL PRESBYTERIAN	28,599	103,038	\$ 3,938	3,603	2,695	1.350	1,728	21.9%	18, Orange County



Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings % RVU	Area
ORANGE COAST MEMORIAL MEDICAL CENTER	12,397	43,670	\$ 3,679	3,523	2,568	1,326	1,634	21.9%	18, Orange County
FEATHER RIVER HOSPITAL	5,317	20,245	\$ 3,845	3,808	2,638	1,493	1,806	22.0%	1, Northern Counties
PRESBYTERIAN INTERCOMMUNITY HOSPITAL	21,425	73,046	\$ 3,688	3,409	2,554	1,233	1,639	22.0%	15, Northeast Los Angeles County
FAIRCHILD MEDICAL CENTER	1,465	4,523	\$ 2,309	3,087	2,325	1,040	1,553	22.0%	1, Northern Counties
SAN LEANDRO HOSPITAL	2,424	10,023	\$ 2,752	4,135	3,250	1,565	1,936	22.1%	6, Alameda County
VALLEYCARE MEDICAL CENTER	8,240	29,625	\$ 4,294	3,595	2,584	1,339	1,712	22.1%	6, Alameda County
PROVIDENCE LITTLE COMPANY OF MARY MC - SAN PEDRO	5,149	19,212	\$ 2,945	3,731	2,702	1,465	1,800	22.2%	15, Northeast Los Angeles County
MERCY MEDICAL CENTER - MERCED	10,305	36,020	\$ 4,185	3,495	2,403	1,376	1,624	22.2%	10, Central Valley
PACIFICA HOSPITAL OF THE VALLEY	3,295	10,287	\$ 2,901	3,122	2,264	1,235	1,305	22.2%	16, Southwest Los Angeles County
HAZEL HAWKINS MEMORIAL HOSPITAL	2,425	7,589	\$ 4,610	3,129	2,186	1,190	1,570	22.2%	9, Santa Cruz, San Benito, Monterey
MARK TWAIN MEDICAL CENTER	1,007	3,902	\$ 5,457	3,875	2,732	1,468	1,602	22.3%	1, Northern Counties
WEST ANAHEIM MEDICAL CENTER	5,030	23,641	\$ 2,756	4,700	3,521	1,807	2,024	22.3%	18, Orange County
EL CENTRO REGIONAL MEDICAL CENTER	5,554	20,689	\$ 2,169	3,725	2,552	1,482	1,823	22.4%	13, Eastern Region
LOWA LINDA UNIVERSITY MEDICAL CENTER-MURRIETA	8,875	31,207	\$ 3,119	3,516	2,468	1,349	1,607	22.4%	17, Inland Empire
FALLBROOK HOSPITAL DISTRICT	1,255	3,692	\$ 3,192	2,942	2,045	1,123	1,329	22.5%	19, San Diego County
SUTTER DAVIS HOSPITAL	4,671	11,632	\$ 4,235	2,490	1,857	905	1,447	22.5%	3, Greater Sacramento
QUEEN OF THE VALLEY MEDICAL CENTER	6,345	25,709	\$ 3,589	4,052	2,753	1,626	1,775	22.5%	2, North Bay Area
MERCY HOSPITAL - BAKERSFIELD	13,632	45,790	\$ 4,054	3,359	2,372	1,306	1,568	22.5%	14, Kern County
DOCTORS MEDICAL CENTER - SAN PABLO	3,415	15,474	\$ 2,454	4,531	3,277	1,755	1,926	22.6%	5, Contra Costa County
ST. HELENA HOSPITAL - CLEARLAKE	1,321	4,431	\$ 5,219	3,354	2,408	1,231	1,640	22.6%	1, Northern Counties
COLLEGE MEDICAL CENTER	2,686	9,766	\$ 3,363	3,636	2,588	1,440	1,643	22.7%	15, Northeast Los Angeles County
Hemet Valley Medical Center	10,204	39,532	\$ 1,941	3,874	2,582	1,611	1,684	22.7%	17, Inland Empire
METHOIST HOSPITAL OF SACRAMENTO	11,405	38,896	\$ 4,195	3,410	2,379	1,350	1,644	22.7%	3, Greater Sacramento
GREAT ER EL MONTE COMMUNITY HOSPITAL	3,479	10,864	\$ 3,173	3,123	2,229	1,208	1,511	22.7%	15, Northeast Los Angeles County
ENLOE MEDICAL CENTER - ESPLANADE	13,768	53,704	\$ 3,604	3,901	2,698	1,558	1,736	22.8%	1, Northern Counties
MARIN GENERAL HOSPITAL	8,652	32,603	\$ 3,973	3,768	2,577	1,529	1,714	22.8%	2, North Bay Area
FRANK R HOWARD MEMORIAL HOSPITAL	1,054	3,734	\$ 4,534	3,543	2,527	1,346	1,503	22.8%	1, Northern Counties
MERCY SAN JUAN HOSPITAL	22,074	91,001	\$ 4,215	4,123	2,853	1,719	1,732	22.9%	3, Greater Sacramento
PALMDALE REGIONAL MEDICAL CENTER	7,777	33,717	\$ 2,316	4,335	2,930	1,791	1,729	22.9%	15, Northeast Los Angeles County
SAN RAMON REGIONAL MEDICAL CENTER	4,845	16,743	\$ 5,036	3,456	2,466	1,344	1,599	22.9%	5, Contra Costa County
O'CONNOR HOSPITAL	12,852	44,950	\$ 2,500	3,498	2,292	1,481	1,630	22.9%	7, Santa Clara County
SUTTER DELTA MEDICAL CENTER	8,144	28,666	\$ 4,028	3,520	2,505	1,337	1,730	23.0%	5, Contra Costa County
TRICITY MEDICAL CENTER	15,424	61,144	\$ 2,442	3,964	2,706	1,641	1,754	23.0%	19, San Diego County
USC KENNETH NORRIS, JR. CANCER HOSPITAL	1,205	7,491	\$ 3,138	6,217	4,380	2,484	1,991	23.0%	16, Southwest Los Angeles County
SIERRA VIEW MEDICAL CENTER	7,118	23,517	\$ 2,207	3,304	2,253	1,327	1,605	23.0%	10, Central Valley
VICTOR VALLEY GLOBAL MEDICAL CENTER	6,924	22,783	\$ 3,089	3,290	2,287	1,320	1,583	23.1%	17, Inland Empire
SCRIPPS MEMORIAL HOSPITAL - LA JOLLA	17,040	61,687	\$ 3,873	3,620	2,478	1,454	1,593	23.1%	19, San Diego County
SALINAS VALLEY MEMORIAL HOSPITAL	10,890	42,539	\$ 5,180	3,906	2,683	1,555	1,736	23.2%	9, Santa Cruz, San Benito, Monterey
SOUTHWEST HEALTHCARE SYSTEM-MURRIETA	15,960	54,707	\$ 2,666	3,428	2,245	1,426	1,507	23.2%	17, Inland Empire
METHOIST HOSPITAL OF SOUTHERN CALIFORNIA	16,314	64,767	\$ 3,503	3,970	2,745	1,551	1,771	23.2%	15, Northeast Los Angeles County
COMMUNITY MEMORIAL HOSPITAL-SAN BUENAVENTURA	13,938	49,033	\$ 2,956	3,518	2,452	1,392	1,648	23.2%	12, Central Coast
DOCTORS HOSPITAL OF MANTECA	4,043	13,825	\$ 3,626	3,419	2,254	1,403	1,498	23.3%	10, Central Valley
ST. JOHN'S PLEASANT VALLEY HOSPITAL	2,262	10,477	\$ 2,892	4,632	3,008	1,941	1,793	23.3%	12, Central Coast
SHARP MEMORIAL HOSPITAL	16,401	77,790	\$ 4,126	4,743	3,239	1,991	1,795	23.4%	19, San Diego County
SUTTER MEDICAL CENTER OF SANTA ROSA	5,565	18,890	\$ 4,666	3,394	2,360	1,357	1,665	23.4%	2, North Bay Area
ALAMEDA HOSPITAL	2,172	9,227	\$ 3,317	4,248	2,993	1,681	1,762	23.4%	6, Alameda County
KECK HOSPITAL OF USC	9,103	51,654	\$ 3,672	5,674	3,790	2,458	1,801	23.4%	16, Southwest Los Angeles County
ST. AGNES MEDICAL CENTER	21,040	82,508	\$ 2,884	3,921	2,600	1,640	1,675	23.4%	11, Fresno, Kings, Madera Counties
PROVIDENCE LITTLE COMPANY OF MARY MEDICAL CENTER TORRANCE	19,019	70,015	\$ 2,934	3,681	2,557	1,467	1,672	23.4%	16, Southwest Los Angeles County
ST. MARY MEDICAL CENTER - APPLE VALLEY	16,824	62,948	\$ 2,797	3,742	2,552	1,536	1,617	23.5%	17, Inland Empire
OLYMPIA MEDICAL CENTER	3,394	16,312	\$ 1,610	4,806	3,193	2,007	1,798	23.5%	16, Southwest Los Angeles County
ALTA BATES SUMMIT MEDICAL CENTER	9,331	41,770	\$ 4,002	4,476	3,071	1,804	1,860	23.6%	6, Alameda County
MARIAN REGIONAL MEDICAL CENTER	13,197	43,339	\$ 4,123	3,284	2,314	1,273	1,602	23.6%	12, Central Coast
COLUSA REGIONAL MEDICAL CENTER	811	2,569	\$ 3,698	3,168	2,139	1,271	1,671	23.6%	1, Northern Counties
OAK VALLEY HOSPITAL DISTRICT	758	3,080	\$ 2,821	4,063	2,702	1,664	1,673	23.8%	10, Central Valley
SHARP CHULA VISTA MEDICAL CENTER	15,817	63,759	\$ 3,390	4,031	2,720	1,654	1,806	23.8%	19, San Diego County
CITRUS VALLEY MEDICAL CENTER - QV CAMPUS	18,032	62,373	\$ 2,803	3,459	2,301	1,454	1,524	23.8%	15, Northeast Los Angeles County
SIMI VALLEY HOSPITAL AND HEALTH CARE SVCS-SYCAMORE	6,007	24,709	\$ 3,105	4,113	2,739	1,739	1,720	23.8%	12, Central Coast
TULARE REGIONAL MEDICAL CENTER	4,417	14,312	\$ 1,767	3,240	2,303	1,264	1,645	23.8%	10, Central Valley
TORRANCE MEMORIAL MEDICAL CENTER	23,394	83,224	\$ 3,017	3,557	2,505	1,437	1,623	23.8%	16, Southwest Los Angeles County
COMMUNITY HOSPITAL OF HUNTINGTON PARK	2,945	11,387	\$ 1,924	3,867	2,661	1,551	1,688	23.8%	16, Southwest Los Angeles County
MEMORIAL HOSPITAL MEDICAL CENTER - MODESTO	17,123	73,286	\$ 3,293	4,280	2,789	1,795	1,765	23.8%	10, Central Valley
ST. JOSEPH HOSPITAL - EUREKA	5,666	25,570	\$ 3,068	4,513	2,928	1,965	1,828	23.8%	1, Northern Counties
HENRY MAYO NEWHALL HOSPITAL	11,492	45,687	\$ 2,522	3,976	2,620	1,700	1,721	23.9%	16, Southwest Los Angeles County
ANTELOPE VALLEY HOSPITAL	22,752	80,962	\$ 2,800	3,558	2,432	1,459	1,561	23.9%	15, Northeast Los Angeles County
SADDELBACK MEMORIAL MEDICAL CENTER	16,175	57,911	\$ 3,870	3,580	2,528	1,377	1,689	23.9%	18, Orange County
DAMERON HOSPITAL	8,141	21,657	\$ 3,665	3,889	2,603	1,599	1,648	23.9%	10, Central Valley
PALO VERDE HOSPITAL	1,046	3,486	\$ 3,347	3,333	2,193	1,361	1,490	23.9%	17, Inland Empire
DOMINICAN HOSPITAL	9,574	37,936	\$ 4,215	3,962	2,767	1,604	1,705	24.0%	9, Santa Cruz, San Benito, Monterey
LOWPOC VALLEY MEDICAL CENTER	2,686	9,223	\$ 2,740	3,434	2,267	1,409	1,510	24.0%	12, Central Coast
NORTHBRIDGE HOSPITAL MEDICAL CENTER	12,702	50,158	\$ 4,369	3,949	2,730	1,593	1,685	24.0%	16, Southwest Los Angeles County
ST. VINCENT MEDICAL CENTER	6,985	31,911	\$ 2,718	4,569	3,057	1,867	1,779	24.0%	16, Southwest Los Angeles County
SANTA ROSA MEMORIAL HOSPITAL-MONTGOMERY	9,693	45,477	\$ 5,534	4,692	2,957	2,128	1,818	24.1%	2, North Bay Area
JAHMC ANAHEIM REGIONAL MEDICAL CENTER	12,321	47,319	\$ 2,652	3,841	2,566	1,584	1,640	24.1%	18, Orange County
STANFORD HOSPITAL	21,412	111,455	\$ 6,492	5,205	3,599	2,142	1,810	24.1%	7, Santa Clara County
EDEN MEDICAL CENTER	9,095	36,135	\$ 4,791	3,973	2,661	1,609	1,760	24.2%	6, Alameda County
MILLS-PENINSULA MEDICAL CENTER	12,751	48,943	\$ 4,525	3,838	2,742	1,566	1,738	24.2%	8, San Mateo County
WHITE MEMORIAL MEDICAL CENTER	18,933	67,039	\$ 3,476	3,541	2,445	1,454	1,638	24.3%	16, Southwest Los Angeles County
ORANGE COUNTY GLOBAL MEDICAL CENTER	7,968	32,200	\$ 2,650	4,041	2,649	1,736	1,600	24.3%	18, Orange County
UNIVERSITY OF CALIFORNIA IRVINE MEDICAL CENTER	15,511	72,422	\$ 4,693	4,669	3,284	1,963	1,865	24.3%	18, Orange County
TWIN CITIES COMMUNITY HOSPITAL	4,738	16,862	\$ 3,465	3,559	2,312	1,484	1,471	24.4%	12, Central Coast
USC VERDUGO HILLS HOSPITAL	4,669	16,695	\$ 2,978	3,576	2,457	1,436	1,552	24.4%	15, Northeast Los Angeles County
NATIMAD MEDICAL CENTER	8,193	24,768	\$ 4,505	3,023	2,109	1,204	1,613	24.4%	9, Santa Cruz, San Benito, Monterey
ST. MARY'S MEDICAL CENTER, SAN FRANCISCO	3,441	16,811	\$ 4,995	4,885	3,273	2,139	1,907	24.4%	4, San Francisco County
ST. JOSEPH'S MEDICAL CENTER OF STOCKTON	16,110	66,715	\$ 3,920	4,141	2,754	1,712	1,701	24.4%	10, Central Valley
BAKERSFIELD MEMORIAL HOSPITAL	16,431	59,242	\$ 3,781	3,606	2,493	1,480	1,547	24.4%	14, Kern County
COMMUNITY HOSPITAL OF THE MONTEREY PENINSULA	10,744	46,544	\$ 5,510	4,334	2,822	1,881	1,660	24.4%	9, Santa Cruz, San Benito, Monterey



Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings % RVU	Area
RIDEOUT MEMORIAL HOSPITAL	12,402	50,421	\$ 3,760	4,066	2,678	1,712	1,751	24.4%	1. Northern Counties
ST. BERNARDINE MEDICAL CENTER	15,466	62,042	\$ 3,041	4,012	2,604	1,719	1,585	24.4%	17. Inland Empire
CLOVIS COMMUNITY MEDICAL CENTER	17,547	58,264	\$ 2,713	3,320	2,133	1,403	1,503	24.5%	11. Fresno, Kings, Madera Counties
PARKVIEW COMMUNITY HOSPITAL MEDICAL CENTER	11,359	39,286	\$ 3,162	3,459	2,270	1,444	1,510	24.5%	17. Inland Empire
KAWAHEI DELTA MEDICAL CENTER	22,020	86,692	\$ 2,269	3,937	2,553	1,690	1,706	24.6%	10. Central Valley
SCRIPPS MERCY HOSPITAL	30,433	120,993	\$ 3,678	3,976	2,684	1,676	1,709	24.6%	19. San Diego County
CHILDRENS HOSPITAL AND RESEARCH CTR AT OAKLAND	7,692	28,731	\$ 4,390	3,761	2,511	1,730	1,587	24.7%	6. Alameda County
BEVERLY HOSPITAL	8,854	33,721	\$ 3,175	3,810	2,547	1,608	1,626	24.7%	15. Northeast Los Angeles County
WEST HILLS HOSPITAL AND MEDICAL CENTER	8,272	37,085	\$ 3,644	4,483	2,937	1,939	1,732	24.8%	16. Southwest Los Angeles County
MAD RIVER COMMUNITY HOSPITAL	2,562	8,611	\$ 2,213	3,374	2,162	1,427	1,534	24.8%	1. Northern Counties
GLENDALE ADVENTIST MEDICAL CENTER	18,121	73,334	\$ 3,086	4,047	2,610	1,780	1,620	25.0%	15. Northeast Los Angeles County
COMMUNITY HOSPITAL LONG BEACH	2,493	10,271	\$ 1,781	4,120	2,682	1,790	1,653	25.0%	15. Northeast Los Angeles County
GEORGE L MEE MEMORIAL HOSPITAL	1,497	4,255	\$ 5,798	2,842	1,783	1,203	1,424	25.1%	9. Santa Cruz, San Benito, Monterey
WATSONVILLE COMMUNITY HOSPITAL	5,429	17,929	\$ 5,144	3,302	2,137	1,386	1,590	25.1%	9. Santa Cruz, San Benito, Monterey
SANTA BARBARA COTTAGE HOSPITAL	15,675	61,025	\$ 5,208	3,893	2,694	1,601	1,591	25.1%	12. Central Coast
RIVERSIDE COMMUNITY HOSPITAL	22,824	97,784	\$ 2,904	4,284	2,671	1,937	1,691	25.1%	17. Inland Empire
LOS ALAMOS MEDICAL CENTER	9,695	35,152	\$ 2,881	3,626	2,320	1,565	1,506	25.2%	18. Orange County
LONG BEACH MEMORIAL MEDICAL CENTER	17,379	77,262	\$ 3,592	4,446	2,947	1,918	1,680	25.3%	15. Northeast Los Angeles County
DESERT REGIONAL MEDICAL CENTER	18,011	68,834	\$ 3,741	3,822	2,491	1,669	1,543	25.3%	17. Inland Empire
COAST PLAZA HOSPITAL	2,685	11,736	\$ 2,860	4,371	2,832	1,911	1,704	25.4%	15. Northeast Los Angeles County
ST. ROSE HOSPITAL	5,974	23,841	\$ 3,931	3,991	2,485	1,774	1,565	25.5%	6. Alameda County
LOS ANGELES COMMUNITY HOSPITAL	3,441	14,290	\$ 3,073	4,153	2,849	1,765	1,734	25.5%	16. Southwest Los Angeles County
EMANUEL MEDICAL CENTER	9,001	34,747	\$ 2,761	3,883	2,399	1,746	1,603	25.5%	10. Central Valley
HUNTINGTON MEMORIAL HOSPITAL	24,809	99,652	\$ 3,805	4,017	2,611	1,759	1,599	25.5%	15. Northeast Los Angeles County
SOUTHERN CALIFORNIA HOSPITAL AT HOLLYWOOD	2,962	13,935	\$ 2,389	4,705	3,128	1,938	1,970	25.5%	16. Southwest Los Angeles County
LODI MEMORIAL HOSPITAL	7,379	29,084	\$ 3,383	3,941	2,416	1,751	1,586	25.5%	10. Central Valley
SAN MATEO MEDICAL CENTER	2,522	10,626	\$ 4,472	4,213	2,713	1,917	1,571	25.6%	8. San Mateo County
LAKEWOOD REGIONAL MEDICAL CENTER	6,781	32,783	\$ 2,763	4,835	3,026	2,208	1,701	25.6%	15. Northeast Los Angeles County
REGIONAL MEDICAL OF SAN JOSE	10,791	54,267	\$ 4,474	5,029	3,153	2,255	1,848	25.6%	7. Santa Clara County
PROVIDENCE HOLY CROSS MEDICAL CENTER	18,145	74,139	\$ 3,071	4,086	2,631	1,765	1,646	25.7%	16. Southwest Los Angeles County
CEDARS SINAI MEDICAL CENTER	46,481	213,327	\$ 6,232	4,570	2,989	2,001	1,761	25.7%	16. Southwest Los Angeles County
PROVIDENCE SAINT JOSEPH MEDICAL CENTER	17,494	71,221	\$ 3,312	4,071	2,639	1,750	1,647	25.7%	15. Northeast Los Angeles County
SAN GABRIEL VALLEY MEDICAL CENTER	10,720	35,792	\$ 2,747	3,339	2,197	1,406	1,553	25.7%	15. Northeast Los Angeles County
ST. JOHN'S REGIONAL MEDICAL CENTER	10,290	43,931	\$ 3,344	4,269	2,656	1,889	1,750	25.8%	12. Central Coast
KERN MEDICAL CENTER	10,079	39,939	\$ 4,175	3,963	2,613	1,725	1,819	26.0%	14. Kern County
JOHN MUIR MEDICAL CENTER-WALNUT CREEK CAMPUS	17,170	71,914	\$ 6,287	4,188	2,728	1,794	1,724	26.0%	5. Contra Costa County
MONTEFREY PARK HOSPITAL	6,170	18,227	\$ 4,479	2,954	1,866	1,260	1,368	26.1%	15. Northeast Los Angeles County
UNIVERSITY OF CALIFORNIA DAVIS MEDICAL CENTER	26,690	134,011	\$ 4,757	5,021	3,156	2,335	1,767	26.1%	3. Greater Sacramento
SEQUOIA HOSPITAL	6,542	22,768	\$ 5,621	3,480	2,314	1,408	1,608	26.2%	8. San Mateo County
SAN JOAQUIN GENERAL HOSPITAL	9,922	36,402	\$ 5,788	3,669	2,569	1,513	1,712	26.2%	10. Central Valley
WASHINGTON HOSPITAL - FREMONT	12,700	55,719	\$ 4,521	4,387	2,532	2,075	1,682	26.2%	6. Alameda County
PROVIDENCE SAINT JOHN'S HEALTH CENTER	13,283	51,937	\$ 3,865	3,881	2,528	1,661	1,565	26.3%	16. Southwest Los Angeles County
HOLLYWOOD PRESBYTERIAN MEDICAL CENTER	14,420	56,026	\$ 2,898	3,885	2,483	1,729	1,575	26.3%	16. Southwest Los Angeles County
SAN GORGONIO MEMORIAL HOSPITAL	3,746	14,541	\$ 2,435	3,882	2,481	1,662	1,626	26.4%	17. Inland Empire
JANAHAIM GLOBAL MEDICAL CENTER	3,625	12,105	\$ 2,129	3,339	1,900	1,590	1,388	26.6%	18. Orange County
CHINESE HOSPITAL	1,570	6,987	\$ 4,258	4,450	2,770	1,936	1,766	26.7%	4. San Francisco County
RADY CHILDREN'S HOSPITAL - SAN DIEGO	15,257	59,065	\$ 4,271	3,846	2,755	1,705	1,703	26.8%	19. San Diego County
CALIFORNIA PACIFIC MEDICAL CENTER - ST. LUKE'S CAMPUS	3,975	14,772	\$ 3,841	3,716	2,368	1,642	1,742	26.9%	4. San Francisco County
GOOD SAMARITAN HOSPITAL-LOS ANGELES	15,072	57,543	\$ 3,476	3,818	2,336	1,700	1,541	26.9%	16. Southwest Los Angeles County
ST. MARY MEDICAL CENTER - LONG BEACH	12,534	46,749	\$ 3,725	3,746	2,358	1,682	1,539	26.9%	15. Northeast Los Angeles County
FOUNTAIN VALLEY REGIONAL HOSPITAL & MEDICAL CENTER - EUCLID	18,990	81,286	\$ 2,652	4,286	2,518	2,039	1,580	27.1%	18. Orange County
ST. FRANCIS MEMORIAL HOSPITAL	3,604	18,150	\$ 4,700	5,036	3,041	2,431	1,733	27.1%	4. San Francisco County
COMMUNITY HOSPITAL OF SAN BERNARDINO	8,929	30,265	\$ 3,390	3,390	2,113	1,504	1,507	27.1%	17. Inland Empire
SETON MEDICAL CENTER	6,479	31,090	\$ 3,277	4,799	2,965	2,133	1,902	27.2%	8. San Mateo County
LOS ROBLES HOSPITAL & MEDICAL CENTER	15,088	70,400	\$ 3,273	4,666	2,720	2,260	1,678	27.2%	12. Central Coast
GARFIELD MEDICAL CENTER	15,569	55,237	\$ 3,570	3,548	2,222	1,551	1,547	27.4%	15. Northeast Los Angeles County
ST. FRANCIS MEDICAL CENTER	19,307	76,038	\$ 3,592	3,938	2,385	1,830	1,573	27.5%	16. Southwest Los Angeles County
GLENDORA COMMUNITY HOSPITAL	1,237	5,158	\$ 2,676	4,170	2,679	1,763	1,707	27.5%	15. Northeast Los Angeles County
SOUTH COAST GLOBAL MEDICAL CENTER	3,508	11,955	\$ 1,789	3,408	1,974	1,619	1,440	27.8%	18. Orange County
PROVIDENCE TAZZANA MEDICAL CENTER	14,147	58,417	\$ 2,672	4,129	2,490	1,918	1,607	27.8%	16. Southwest Los Angeles County
UNIVERSITY OF CALIF-SAN DIEGO MEDICAL CENTER	25,461	139,477	\$ 3,370	5,478	3,331	2,613	1,894	27.9%	19. San Diego County
EL CAMINO HOSPITAL	21,379	81,313	\$ 5,143	3,803	2,301	1,746	1,553	28.1%	7. Santa Clara County
CALIFORNIA PACIFIC MED CTR-PACIFIC CAMPUS	22,022	90,582	\$ 5,804	4,113	2,564	1,890	1,641	28.1%	4. San Francisco County
VENTURA COUNTY MEDICAL CENTER	9,469	38,609	\$ 5,489	4,077	2,564	1,857	1,674	28.2%	12. Central Coast
GLENDALE MEMORIAL HOSPITAL AND HEALTH CENTER	10,414	46,280	\$ 2,800	4,444	2,688	2,075	1,645	28.2%	15. Northeast Los Angeles County
RONALD REAGAN UCLA MEDICAL CENTER	19,419	104,321	\$ 4,778	5,372	3,464	2,486	1,783	28.2%	16. Southwest Los Angeles County
VALLEY CHILDREN'S HOSPITAL	10,902	44,620	\$ 5,048	4,093	2,733	1,904	1,650	28.2%	11. Fresno, Kings, Madera Counties
GOOD SAMARITAN HOSPITAL-SAN JOSE	17,214	71,128	\$ 4,876	4,132	2,529	1,907	1,629	28.3%	7. Santa Clara County
CALIFORNIA HOSPITAL MEDICAL CENTER - LOS ANGELES	18,218	70,045	\$ 5,131	3,845	2,334	1,790	1,608	28.3%	16. Southwest Los Angeles County
GARDENS REGIONAL HOSPITAL AND MEDICAL CENTER	2,977	14,193	\$ 2,379	4,768	2,791	2,267	1,713	28.3%	15. Northeast Los Angeles County
DOCTORS MEDICAL CENTER	21,418	95,296	\$ 3,502	4,449	2,512	2,166	1,566	28.5%	10. Central Valley
VALLEY PRESBYTERIAN HOSPITAL	16,438	64,389	\$ 3,267	3,917	2,384	1,809	1,546	28.6%	16. Southwest Los Angeles County
COMMUNITY REGIONAL MEDICAL CENTER-FRESNO	35,157	170,227	\$ 3,112	4,842	2,822	2,342	1,676	28.7%	11. Fresno, Kings, Madera Counties
SANTA CLARA VALLEY MEDICAL CENTER	19,984	89,961	\$ 5,472	4,502	2,831	2,093	1,713	28.7%	7. Santa Clara County
POMONA VALLEY HOSPITAL MEDICAL CENTER	24,446	92,432	\$ 4,108	3,781	2,412	1,690	1,636	28.7%	15. Northeast Los Angeles County
CHILDREN'S HOSPITAL OF ORANGE COUNTY	10,057	40,303	\$ 6,031	4,007	2,691	1,844	1,533	28.9%	18. Orange County
HIGHLAND HOSPITAL	10,604	43,845	\$ 5,320	4,135	2,637	1,946	1,639	28.9%	6. Alameda County
UCSF MEDICAL CENTER	26,062	137,763	\$ 6,021	5,286	3,369	2,439	1,816	28.9%	4. San Francisco County
SUITER MATERNITY AND SURGERY CENTER OF SANTA CRUZ	2,453	6,397	\$ 6,888	2,608	1,562	1,151	1,433	29.0%	9. Santa Cruz, San Benito, Monterey
EAST LOS ANGELES DOCTORS HOSPITAL	3,182	12,971	\$ 3,701	4,076	2,439	1,934	1,603	29.2%	16. Southwest Los Angeles County
SIERRA VISTA REGIONAL MEDICAL CENTER	5,602	21,750	\$ 4,727	3,883	2,314	1,823	1,467	29.6%	12. Central Coast
SAN FRANCISCO GENERAL HOSPITAL	13,447	67,235	\$ 5,966	5,000	2,855	2,568	1,716	29.6%	4. San Francisco County
CONTRA COSTA REGIONAL MEDICAL CENTER	9,915	40,470	\$ 5,651	4,082	2,294	2,063	1,697	30.4%	5. Contra Costa County
SANTA MONICA - UCLA MEDICAL CENTER AND ORTHOPAEDIC HOSPITAL	15,062	66,143	\$ 4,005	4,391	2,634	2,123	1,651	30.4%	16. Southwest Los Angeles County
MADERA COMMUNITY HOSPITAL	5,173	18,718	\$ 2,558	3,618	1,943	1,784	1,358	30.4%	11. Fresno, Kings, Madera Counties
GOOD SAMARITAN HOSPITAL-BAKERSFIELD	642	3,225	\$ 2,536	5,023	2,853	2,431	1,646	30.5%	14. Kern County
RIVERSIDE COUNTY REGIONAL MEDICAL CENTER	14,975	73,302	\$ 2,733	4,895	2,704	2,531	1,633	30.5%	17. Inland Empire



Hospital	Discharges	Days	Net/Day (RVU adj.)	Reported ALOS	Ideal ALOS	Avoidable Days / Discharge	Severity	Savings % RVU	Area
ALTA BATES SUMMIT MEDICAL CENTER-ALTA BATES CAMPUS	19,736	77,452	\$ 5,014	3,924	2,242	1,903	1,633	30.6%	6, Alameda County
ARROWHEAD REGIONAL MEDICAL CENTER	18,529	94,428	\$ 2,775	5,096	2,679	2,737	1,572	30.7%	17, Inland Empire
LUCILE SALTER PACKARD CHILDREN'S HOSP. AT STANFORD	11,784	55,396	\$ 9,619	4,701	2,983	2,235	1,906	31.1%	7, Santa Clara County
CHILDREN'S HOSPITAL OF LOS ANGELES	12,528	67,415	\$ 5,121	5,381	3,400	2,778	1,812	31.4%	16, Southwest Los Angeles County
CITY OF HOPE HELFORD CLINICAL RESEARCH HOSPITAL	5,465	48,776	\$ 5,298	8,925	4,978	4,437	2,016	31.8%	15, Northeast Los Angeles County
IOWA LINDA UNIVERSITY MEDICAL CENTER	25,663	144,851	\$ 1,963	5,644	3,164	2,880	1,805	32.0%	17, Inland Empire
LAC/HARBOR-UCLA MEDICAL CENTER	16,620	88,838	\$ 3,974	5,345	3,026	2,769	1,695	33.2%	16, Southwest Los Angeles County
EARLAND LORAINE MILLER CHILDREN'S HOSPITAL	14,262	56,181	\$ 5,356	3,939	2,167	2,020	1,533	33.6%	15, Northeast Los Angeles County
SILVER LAKE MEDICAL CENTER - DOWNTOWN CAMPUS	1,449	9,197	\$ 2,405	6,347	3,060	3,501	1,898	34.7%	16, Southwest Los Angeles County
LAC-USC MEDICAL CENTER	26,716	148,008	\$ 3,219	5,630	3,043	3,004	1,708	34.9%	16, Southwest Los Angeles County
LOS ANGELES COUNTY OLIVE VIEW-UCLA MEDICAL CENTER	10,853	48,135	\$ 4,704	4,435	2,610	2,259	1,621	35.1%	16, Southwest Los Angeles County
TEMPLE COMMUNITY HOSPITAL	762	4,970	\$ 3,137	6,522	2,890	3,894	1,732	36.1%	16, Southwest Los Angeles County
LAC/RANCHO LOS AMIGOS NATIONAL REHAB CENTER	1,093	14,992	\$ 4,493	13,716	3,643	10,451	1,652	49.3%	16, Southwest Los Angeles County



