

## Referral and Visit Lags

**Table One: Referral Lags for Hospital-Owned Services**

Please input referral lags for all hospital-owned services.

Type of Service	Total number of patients	The percentage of appointments scheduled within three business days of referral
All Primary Care		
All Addiction Services		
All Allergy Care		
All Cardiology		
All Dermatology		
All Ear, Nose, and Throat	38	92%
All Endocrinology		
All Gastroenterology		
All General Surgery	5	100%
All Infectious Diseases		
All Neurology		
All OB/GYN**	28	89%
All Oncology / Hematology		
All Ophthalmology		
All Orthopedics	46	96%
All Pain Medicine		
All Podiatry	14	100%
All Psychiatry		
All Pulmonology		
All Radiology		
All Rheumatology		
All Sleep Medicine		
All Urology	12	100%
[CUSTOM ENTRIES]		

\*\* GYN ONLY

**Table Two: Referral Lags for Imaging Procedures**

Please input referral lags for the top five most frequent imaging procedures.

Imaging Procedure	Total number of patients	The percentage of appointments scheduled within three business days of referral
MRI	60	83%
Ultrasound	59	58%
CT	40	83%
Mammography	27	56%
Bone Density	22	68%
Echo	17	76%
Nuclear Medicine	7	100%

**Table Three: Visit Lags for Hospital-Owned Services**

Please input visit lags for all hospital-owned services. Please remember to *include* weekends and holidays in your calculation.

Type of Service	Total number of new patients	Percentage of new patients scheduled to be seen within 14 days	Percentage of new patients scheduled to be seen within 30 days	Percentage of new patients scheduled to be seen within 90 days	Percentage of new patients scheduled to be seen within 180 days
All Primary Care					
All Addiction Services					
All Allergy Care					
All Cardiology					
All Dermatology					
All Ear, Nose, and Throat	38	15%	82%	9%	0
All Endocrinology					
All Gastroenterology					
All General Surgery	5	80%	20%	0	0
All Infectious Diseases					
All Neurology					
All OB/GYN**	28	39%	54%	7%	0
All Oncology / Hematology					
All Ophthalmology					
All Orthopedics	46	98%	2%	0	0
All Pain Medicine					
All Podiatry	14	14%	14%	72%	0
All Psychiatry					
All Pulmonology					

All Radiology All Rheumatology All Sleep Medicine All Urology [CUSTOM ENTRIES]	12	58%	25%	17%	0
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\*\*GYN ONLY

**Table Four: Visit Lags for Imaging Procedures**  
Please input visit lags for the top five most frequent imaging procedures. Please remember to include weekends and holidays in your calculation.

Imaging Procedures	Total number of new patients	Percentage of new patients scheduled to be seen within 14 days	Percentage of new patients scheduled to be seen within 30 days	Percentage of new patients scheduled to be seen within 90 days	Percentage of new patients scheduled to be seen within 180 days
MRI	60	98%	2%	0	0
Ultrasound	59	58%	39%	3%	0
CT	40	95%	5%	0	0
Mammography	27	0%	85%	15%	0
Bone Density	22	14%	55%	27%	5%
Echo	17	18%	76%	6%	0
Nuclear Medicine	7	85%	14%	0%	0

## Boarding and Transfer Issues

Note: These questions were lifted from budget narratives of previous years. If you are unable to answer the questions in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

**Table Five: Patient Boarding**

Please estimate total number of discharges, patient days, associated expenditures and reimbursements for FY22 (Actuals), FY23 (Actuals), FY24 (Projected) and FY25 (Budget): Provision of care due to the inability to discharge patients home due to lack of services or transfer patients to post-acute or other more appropriate care settings. Examples might include hospital stays beyond what is clinically indicated due to difficulties discharging/transferring after patients are deemed safe and appropriate for discharge/transfer or stays for which patients received care that would not generally be provided in a hospital setting (i.e. admissions for social reasons)

Year	Total Number of Discharges	Total Number of Patient Days	Associated Expenditures	Associated Reimbursements
FY2022 (Actuals)				
FY2023 (Actuals)				
FY2024 (Projected)				
FY2025 (Budget)				

**Table Six: Patient Boarding (LOS)**

Assuming the majority of patients who stay in emergency departments for greater than 24 hours without an admitted disposition are patients boarding for a mental health evaluation, please define the LOS in patient hours for patients who have a LOS greater 24 hours without an admitted disposition and the total number of episodes this represents. Please estimate the associated expenditures and reimbursements associated with these encounters.

Year	LOS in patient hours for patients who have a LOS greater 24 hours (without an admitted disposition)	Total Number of Episodes	Associated Expenditures	Associated Reimbursements
[CUSTOM ENTRY]				

SH does not have the ability to easily track this type of information. However, we can report that Boarding patients in the ED continues to climb and is a huge barrier to patient care. We are running into issues of higher-level hospitals not accepting patients, and we also have a transport issue statewide. Patients may be accepted elsewhere but arranging transport can sometimes take hours or even days. This backlogs the ED, increases wait times due to bed availability in the ED, and can cause a negative patient experience or patients leaving without being seen. Regarding mental health patients in the ED, SH had 143 mental health patients with a stay greater than 24 hours from 5/1/23-5/31/24.

## Clinical Productivity

Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

**Table Seven: Clinical Productivity**

Please report average work RVUs per clinical physician FTE by department – both the level and the associated percentile of national benchmarks, or similar, for the most recent year available. Report the number of clinical and budgeted FTEs (if different) that are included in the denominator.

	work RVUS / Clinical Physician FTEs	Associated Percentile of National Benchmark	Benchmark Source Details	Number of Clinical Physician FTEs	Number of Budgeted Clinical Physician FTEs (if different)	Year of Data	
Physician	Orthopedics	2,662.31	-	-	2.43	2.43	FY24 May YTD
Mid-Level	Orthopedics	2,274.41	-	-	1.75	1.75	FY24 May YTD
Physician	ENT	2,538.41	-	-	1.00	1.00	FY24 May YTD
Physician	General Surgery	2,838.92	-	-	2.07	1.69	FY24 May YTD
Physician	Gynecology	3,478.47	-	-	1.75	1.75	FY24 May YTD
Physician	Podiatry	2,215.94	-	-	1.00	1.00	FY24 May YTD
Physician	Urology	3,246.93	-	-	0.55	0.55	FY24 May YTD
Mid-Level	Urology	2,076.25	-	-	1.00	1.00	FY24 May YTD

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## Staff Turnover

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Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

Table Eight: Staff Turnover and Vacancies			
	Employed as of May 31, 2024	Terminated employment between June 1, 2023 and May 31, 2024	Vacancies as of May 31, 2024
FTE physicians	7.5	0	0
FTE mid-level providers	4.35	0.75	1.5
FTE nurses	37.74	3.085	6.3

**Please note that in the Comm Rate tab, Inpatient Psych is reported in "Other Services" but the Payer Revenue in Adaptive is grouped with Inpatient as we could not identify where to separate inpatient psych.**



FPP - Medicare				-	0.00													0.0%	0.0%	0.0%	0.0%	0.0%
FPP - Medicaid	95,190	503,604	418,274	323,084	0.04	95,190	-	-	94,551	-	(639)	96,106	916	95,270	80	322,727	-	0.0%	0.0%	0.0%	339.4%	13.7%
Risk/Reserves					0.00													0.0%	0.0%	0.0%	0.0%	0.0%
<b>Other (Bad Debt, Free Care, DSH)</b>	<b>(114)</b>	<b>(23,832)</b>	<b>(14,804)</b>	<b>(14,690)</b>	<b>0.00</b>	<b>(114)</b>	-	-	<b>(596)</b>	<b>(482)</b>	<b>(114)</b>	-	<b>(28,209)</b>	<b>(28,095)</b>	<b>13,887</b>	<b>13,887</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>12886.0%</b>	<b>-0.6%</b>	
Overall Other Services	2,354,193	2,290,761	2,744,428	390,235	1.00	2,369,828	15,635	6,254	9,381	2,347,998	(6,195)	2,401,268	(49,031)	2,324,398	(29,795)	459,621	0.7%	0.9%	0.7%	16.6%	16.6%	
<b>TOTAL</b>	<b>NPR FY24 Budget</b>	<b>NPR FY24 Proj.</b>	<b>NPR FY25 Budget</b>	<b>NPR YOY (Budget to Budget)</b>	<b>W</b>	<b>NPR FY24 @FY25 Comm. Prices</b>	<b>NPR FY25 due to Comm. Price</b>	<b>NPR FY25 due to Comm. Price (FY24 Proj. to FY24 Budget)</b>	<b>NPR FY25 due to Comm. Price (FY25 Budget to FY24 Proj.)</b>	<b>NPR FY24 @FY25 Utiliz.</b>	<b>NPR FY25 due to Utiliz.</b>	<b>NPR FY24 @FY25 Public Payer Prices</b>	<b>NPR FY25 due to Public Payer Prices</b>	<b>NPR FY24 @FY25 Payer Mix</b>	<b>NPR FY25 due to Payer Mix</b>	<b>NPR FY25 due to all other</b>	<b>FY25 Comm Rate NPR Impact</b>	<b>FY25 Estimated Annualized Comm Rate</b>	<b>FY25 Comm Rate (W/Avg)</b>	<b>FY25 NPR Growth</b>	<b>FY25 NPR Growth (W/Avg)</b>	
Medicaid	3,518,065	2,534,869	2,319,245	801,880	0.02	3,518,065	-	-	1,703,716	185,651	1,532,665	14,600	1,663,535	146,470	455,459	0.0%	0.0%	0.0%	52.8%	1.3%		
Medicare - Traditional	20,711,693	13,312,445	17,819,600	(2,892,091)	0.34	20,711,693	-	-	22,364,786	1,653,093	21,011,230	389,537	17,651,999	(3,059,694)	(1,875,029)	0.0%	0.0%	0.0%	-14.0%	-4.8%		
Medicare - Advantage	7,243,706	10,426,929	10,365,827	3,122,121	0.12	7,243,706	-	-	8,211,789	968,083	7,903,631	659,925	8,331,292	1,087,586	406,527	0.0%	0.0%	0.0%	43.1%	5.1%		
Commercial	26,970,080	30,531,625	33,697,021	6,727,841	0.44	27,552,883	582,803	233,121	349,682	30,714,050	3,743,970	26,970,080	-	28,071,073	1,100,993	3,300,075	2.2%	2.9%	1.0%	24.9%	11.1%	
Fixed Prospective Payments	3,680,790	6,148,037	4,484,082	803,292	0.06	3,680,790	-	-	4,130,527	450,137	5,709,758	2,028,968	4,033,504	352,714	(2,028,527)	0.0%	0.0%	0.0%	21.8%	1.3%		
FPP - Medicare	-	6,148,037	4,484,082	803,292	0.06	3,680,790	-	-	4,130,527	450,137	3,716,189	35,399	4,033,504	352,714	(34,958)	0.0%	0.0%	0.0%	21.8%	1.3%		
FPP - Medicaid	3,680,790	6,148,037	4,484,082	803,292	0.06	3,680,790	-	-	4,130,527	450,137	3,716,189	35,399	4,033,504	352,714	(34,958)	0.0%	0.0%	0.0%	21.8%	1.3%		
Risk/Reserves	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%	
<b>Other (Bad Debt, Free Care, DSH)</b>	<b>690,221</b>	<b>(266,242)</b>	<b>12,102</b>	<b>(678,119)</b>	<b>0.01</b>	<b>690,221</b>	-	-	<b>698,136</b>	<b>7,915</b>	<b>690,221</b>	-	<b>(112,501)</b>	<b>(802,722)</b>	<b>116,688</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>-98.2%</b>	<b>-1.1%</b>		
Overall Total	60,814,555	62,687,663	68,698,777	7,884,222	1.00	61,397,358	582,803	233,121	349,682	67,823,404	7,008,849	61,914,016	3,093,030	59,638,902	(1,175,653)	(1,624,807)	1.0%	1.3%	1.0%	13.0%	13.0%	

Notes  
Please report IP Psych consistently with prior years, and indicate in your narrative whether it is included in "inpatient" or "other services".