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2022 Health Care Program

Hospitals: Medicare Reimbursement Cuts (July 2022), Rural Challenges and Beyond

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2022 ABI Health Care Program October 27-28 | Nashville, TN

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IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

BY SCOTT K. PHILLIPS

RESEARCH OBJECTIVE: USING OBJECTIVE DATA IDENTIFY THE GENERAL ACUTE CARE (“GAC”) HOSPITALS AND SKILLED NURSING FACILITIES (“SNF”) WHICH ARE OPERATIONALLY AND FINANCIALLY DISTRESSED TO A DEGREE THAT WOULD INDICATE THAT THEY ARE UNLIKELY TO BE ABLE TO CONTINUE IN THE FUTURE AS INDEPENDENT ENTITIES.



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National General Acute Care Hospitals



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-4-

HMP METRICS

National General Acute Care Hospitals

National GAC Hospitals

	Top Performers ² (n = 472)	Average Performers ³ (n = 1890)	At-Risk Facilities ⁴ (n = 224)		Top Performers ² (n = 218)	Average Performers ³ (n = 1178)	At-Risk Facilities ⁴ (n = 326)
Urban Facilities				Rural Facilities			
Operating Margin	13.4%	5.0%	-5.1%	Operating Margin	9.6%	3.2%	-5.2%
Occupancy Rate	56.1%	56%	45%	Occupancy Rate	34.6%	30%	18%
Star Rating	3.74	2.99	2.28	Star Rating	3.95	3.41	3.38
Labor / Revenue	31.7%	40%	48.8%	Labor / Revenue	34.6%	41%	49.0%
Days AR	41.9	44.8	51.2	Days AR	40.3	45.1	49.1
CMI / ALOS	2.3	2.6	3.2	CMI / ALOS	2.3	2.7	3.3
Percent of Urban Providers	18%	73%	9%	Percent of Rural Providers	13%	68%	19%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

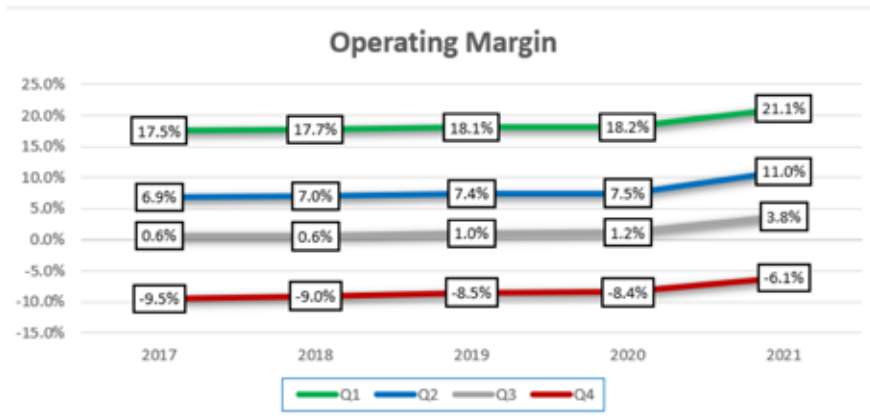


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-5-



National General Acute Care Hospitals



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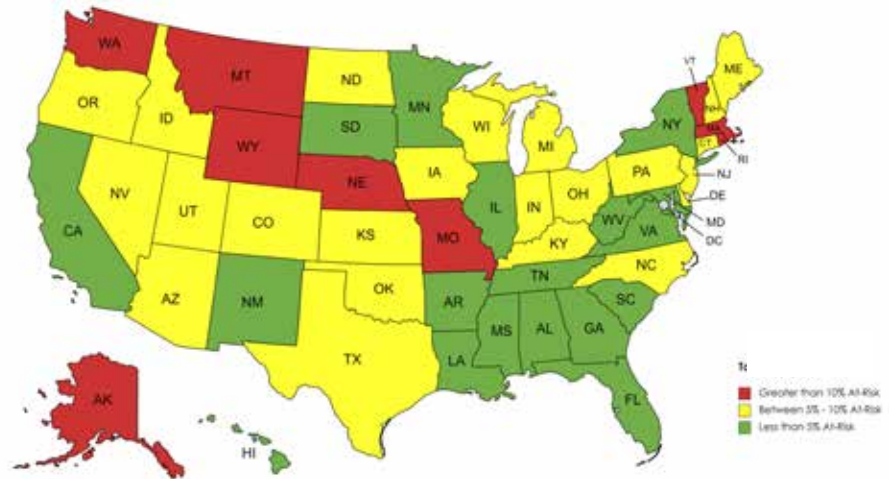
-6-



2022 HEALTH CARE PROGRAM

2022 ABI Health Care Program

National Skilled Nursing Facilities



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-7-

HMP METRICS

2022 ABI Health Care Program

National Skilled Nursing Facilities



National Skilled Nursing Facilities

	Top Performers ² (n = 315)	Average Performers ³ (n = 3235)	At-Risk Facilities ⁴ (n = 231)		Top Performers ² (n = 1102)	Average Performers ³ (n = 8891)	At-Risk Facilities ⁴ (n = 555)
Rural Facilities				Urban Facilities			
Operating Margin	7.5%	1.6%	-4.3%	Operating Margin	6.2%	0.5%	-5.8%
Occupancy Rate	86.2%	74%	62%	Occupancy Rate	88.2%	80%	70%
Star Rating	4.04	3.25	2.55	Star Rating	4.05	3.29	2.43
Labor / Revenue	41.2%	48%	53.2%	Labor / Revenue	39.5%	47%	53.4%
Days AR	43.5	38.0	33.7	Days AR	47.5	41.6	38.5
Age of Facility	14	23	31	Age of Facility	16	25	34
Percent of Rural Providers	8%	86%	6%	Percent of Urban Providers	10%	84%	5%

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-8-

HMP METRICS

National Skilled Nursing Facilities



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-9-

HMP METRICS

Rural Health and other smaller acute care facilities

*Tales from the field
small facilities and rural facilities*

- 136 rural hospitals closures from 2010 to 2021—19 in 2020
- Issues causing closures:
 - Low Reimbursement
 - Staffing Shortages
 - Physician Expertise/Specialist
 - Low Patient Volume
 - Regulatory Barriers



Suzanne Richards
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AHA report: Rural hospital closures threaten patient access to care, 2022

Classification: Internal Use

Headwinds

- ☐ Soaring, unsustainable labor costs
- ☐ PAYGO sequester requirements
- ☐ Expiration of MDH and LVH programs
- ☐ Inexplicable refusal of legislatures to accept expanded Medicaid
- ☐ SNF PPS decrease 0.9 percent

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Mitigation

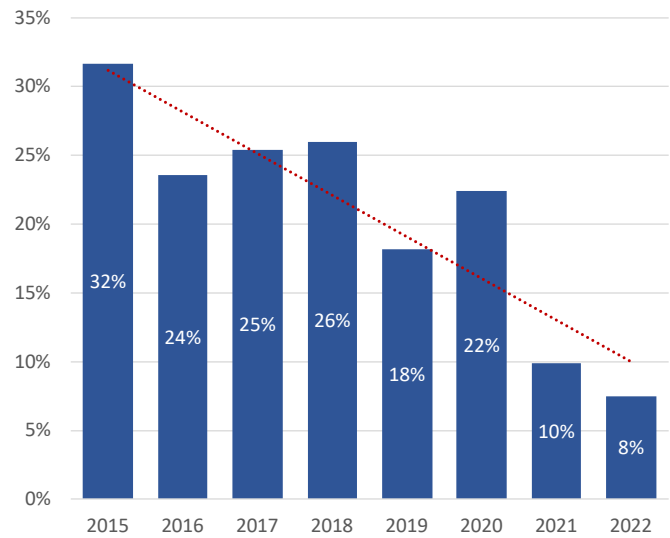
- ☐ Increased operating discipline
- ☐ Major restructure of care delivery
 - ☐ Fewer RNs
 - ☐ Automation
- ☐ Lobby state legislators re Medicaid
- ☐ Join larger integrated delivery system
- ☐ Restructure

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Small Hospital M&A Trend

Hospitals with < \$200MM in
revenue as a % of total
Hospital & Health System M&A



H₂C

2022 Bankruptcy Workshop

2022 ABI Healthcare Program October 27-28

By Scott K. Phillips¹

RESEARCH OBJECTIVE

Using objective data identify the General Acute Care Hospitals (“GACH”)² and Skilled Nursing Facilities (“SNF”)³ which are operationally and financially distressed to a degree that would indicate that they are unlikely to be able to continue in the future as independent entities⁴.

RESEARCH METHODOLOGY

For the 4,308 General Acute Care Hospitals and 14,329 Skilled nursing Facilities in the U.S., we elected to compute the metrics detailed below for each year 2017 to 2021.⁵ (the “Study Period”)

Used for **BOTH** Hospitals and Nursing Homes

- Operating Margin⁶
- Inpatient Occupancy Rate⁷
- Overall Facility Star Rating⁸
- Total Labor Cost as a Percentage of Total Operating Revenue⁹

Used **ONLY** for Hospitals

- Days Net Patient Revenue in Net Patient Accounts Receivable¹⁰
- Case Mix Index (“CMI”) Adjusted Average Length of Stay (“ALOS”)¹¹

¹ Scott is a Managing Director in the Washington, DC office of Healthcare Management Partners, LLC (www.hcmpllc.com)

² All hospitals in the United States, excluding Long-Term, Rehabilitation, Psychiatric, Children’s and state and federal institutions

³ Only stand-alone facilities with a unique Medicare provider number, excludes hospital based distinct part units.

⁴ High probability that the identified facilities in the near or midterm will either close, be acquired or be subject to some form of judicial or non-judicial corporate restructuring.

⁵ 2021 is the last full year for which all of the required data sets was available in an electronic format.

⁶ Defined as Net Operating Profit or Loss divided by Total Operating Revenues.

⁷ Defined as Total Inpatient Days divided by the product of Total Licensed Beds times 365 Days. For Hospitals only acute care patient days and beds were considered.

⁸ This an overall “Star Rating” for various quality measures as defined by the U.S. Centers for Medicare and Medicaid Services (“CMS”) in its “Hospital Compare” data set. (5 stars is the highest possible rating 1 star is the lowest possible rating).

⁹ Total Labor Cost is defined as the sum of amounts paid for: Employee Salaries and Wages + Total Contract Labor, including Agency Staff + Employee Fringe Benefits.

¹⁰ Defined as Total Net Patient Accounts Receivable divided by the dividend of Total Net Patient Revenue divided by 365 Days.

¹¹ Case Mix Adjusted ALOS is an indicator of the efficacy with which a hospital manages a patient’s program of care during their stay for a single admission. The CMI is a measure of the average complexity of the hospital’s inpatient population. It is computed based on relative weights assigned to each patient’s assigned Diagnosis Related Group

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

Used **ONLY** for Skilled Nursing Homes

- Average Age of the Facility (Building)¹²

All of the metrics were computed using the HMP Metrics, LLC^{13,14}, integrated data set. Once the metrics had been calculated for every GACH or SNF operating during the Study Period the following additional steps were taken:

1. **Eliminate Non-Conforming Facilities** - All GACHs and SNFs which opened or closed during the Study Period were removed from the target population. The remaining facilities had operated during all five years of the Study Period. In total 4,308 General Acute Care Hospitals and 14,329 Skilled Nursing Facilities remained.
2. **Quartile Ranking** - For each of the seven identified metric for each of the five years were assigned to a specific quartile. The first quartile for each year for each metric would contain the top 25% of GACH or SNF (the “Best Performers”) and so on. (1-25%, 26-50%, 51-75% and below 75%) those below 75% would be in the fourth quartile based on the facility’s performance against its peers for the metric being measured.
3. **Compute Facility Quartile Average** - Once a Facility had been assigned to a quartile for each of the five years [30 Metric Measurements (6 metrics X 5 years for GACHs)]¹⁵ and [25 Metric Measurements (5 metrics X 5 years for SNFs)]¹⁶ compute the average quartile ranking for the 30 Metric Measurements (25 for SNF) and assign the computed five-year quartile average to each facility.
4. **Defined At-Risk Facilities** – At-Risk Facilities were defined as those facilities with a five-year quartile average below three. In other words, these facilities had on average performance at or below the third quartile for the last five years¹⁷

(“DRG”) as established by CMS. The national weighted average DRG weight is 1.00. The CMI adjusted ALOS is computed by dividing the hospital’s acute inpatient ALOS by the hospital’s CMI.

¹² Computed as the arithmetic average age for each quartile or grouping of SNFs. The age of the individual SNF is based on the age reported in the SNF’s Medicare Cost Report for the year or years indicated.

¹³ HMP Metrics, LLC is a wholly owned subsidiary of Healthcare Management Partners, LLC (<https://hmpmetrics.com>)

¹⁴ HMP Metrics, LLC is a data product that uses a custom electronic database that includes data from 11 individual data sets including the Healthcare Cost Report Information System (HCRIS) data from more than 750,000 Medicare Cost Reports filed by hospitals, nursing homes, home health agencies since 1994. For hospitals, the HMP Metrics database also includes selected data elements from the Medicare Limited Data Set (100% Standard Analytic Files) database and data sets licensed by HMP. Metrics in the database included financial, operational, and quality metrics used across the healthcare industry to measure provider performance. Data contained in the HMP Metrics database has been “scrubbed” to exclude partial period or statistically aberrant data elements reported by individual providers. This careful data validation process produces highly accurate and defensible benchmarks for the hundreds of industry metrics reported in the database. Each metric in the HMP Metrics database is chosen to highlight a specific aspect of a provider’s performance.

¹⁵ See HOSPITAL EXHIBITS 1-7, below

¹⁶ See SKILLED NURSING FACILITY EXHIBITS 1-6, below

¹⁷ See HOSPITAL EXHIBIT 1 and SKILLED NURSING FACILITY EXHIBIT 1

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IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

5. **Identify and remove facilities that are not part of the continental united states.**¹⁸ The At-Risk facilities were then separately identified and weighted average metric measurements were computed for each of the individual metrics¹⁹.
6. **Determine the Geographic Classification**²⁰ **of the At-Risk Facilities** – The At-Risk Facilities were then divided to demonstrate the influence that location can have on a facility's success.

¹⁸ Virgin Islands, American Samoa, Guam, Northern Mariana Islands, Puerto Rico, and District of Columbia

¹⁹ See HOSPITAL EXHIBIT 1 and SKILLED NURSING FACILITY EXHIBIT 1

²⁰ For Urban and Rural

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

HOSPITAL EXHIBIT 1

***National Urban GAC Providers by Average Quartile
2017 Through 2021 (2586 Urban Hospitals)***

	Top Performers² (n = 472)	Average Performers³ (n = 1890)	At-Risk Facilities⁴ (n = 224)
Urban Facilities			
Operating Margin	13.4%	5.0%	-5.1%
Occupancy Rate	56.1%	56%	45%
Star Rating	3.74	2.99	2.28
Labor / Revenue	31.7%	40%	48.8%
Days AR	41.9	44.8	51.2
CMI / ALOS	2.3	2.6	3.2
Percent of Urban Providers	18%	73%	9%

***National Rural GAC Providers by Average Quartile
2017 Through 2021 (1722 Rural Hospitals)***

	Top Performers² (n = 218)	Average Performers³ (n = 1178)	At-Risk Facilities⁴ (n = 326)
Rural Facilities			
Operating Margin	9.6%	3.2%	-5.2%
Occupancy Rate	34.6%	30%	18%
Star Rating	3.95	3.41	3.38
Labor / Revenue	34.6%	41%	49.0%
Days AR	40.3	45.1	49.1
CMI / ALOS	2.3	2.7	3.3
Percent of Rural Providers	13%	68%	19%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

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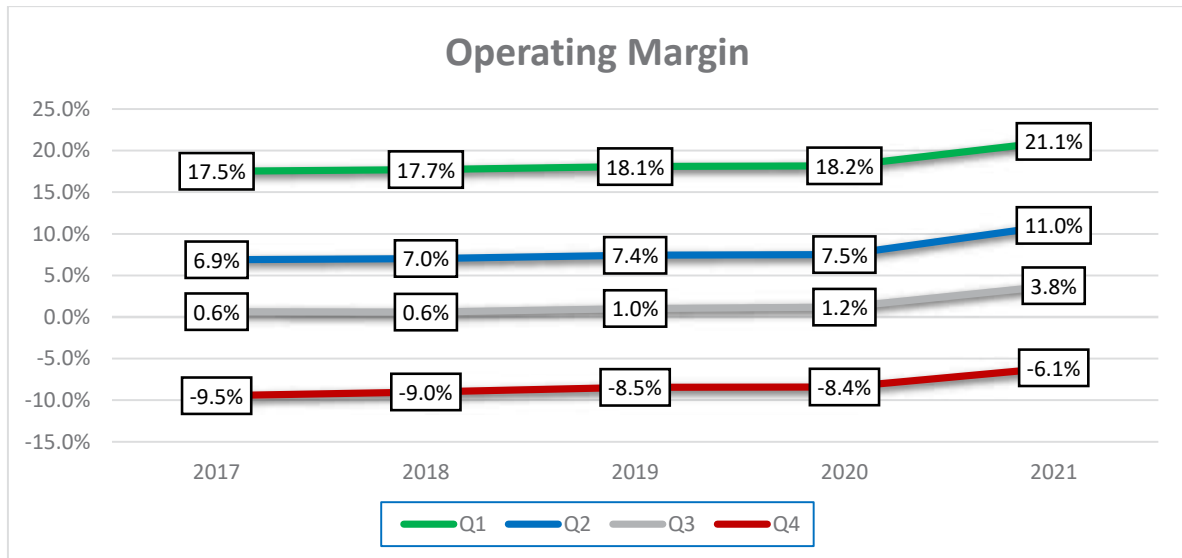
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HOSPITAL EXHIBIT 2

Operating Margin

Expressed as a percentage, operating margin is computed by dividing the provider's operating profit (or loss) by its operating revenues (Total Net Patient Revenue). A negative percentage indicates a loss from operations.

Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	17.5%	17.7%	18.1%	18.2%	21.1%
Quartile 2.0	6.9%	7.0%	7.4%	7.5%	11.0%
Quartile 3.0	0.6%	0.6%	1.0%	1.2%	3.8%
Quartile 4.0	-9.5%	-9.0%	-8.5%	-8.4%	-6.1%

Note: Quartile based on National Benchmarks

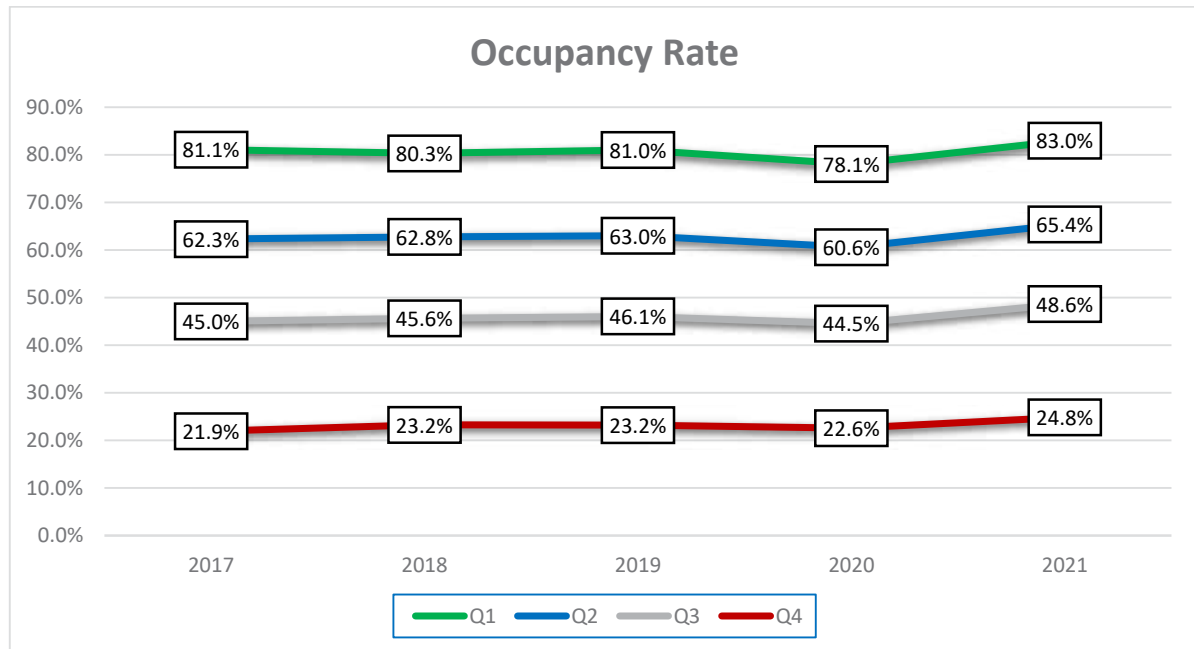
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HOSPITAL EXHIBIT 3

Occupancy Rate

Acute Occupancy shows the proportion of acute beds in use over the provider's reporting period. It is calculated by dividing the number of acute patient days by the total number of acute bed days available
Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	81.1%	80.3%	81.0%	78.1%	83.0%
Quartile 2.0	62.3%	62.8%	63.0%	60.6%	65.4%
Quartile 3.0	45.0%	45.6%	46.1%	44.5%	48.6%
Quartile 4.0	21.9%	23.2%	23.2%	22.6%	24.8%

Note: Quartile based on National Benchmarks

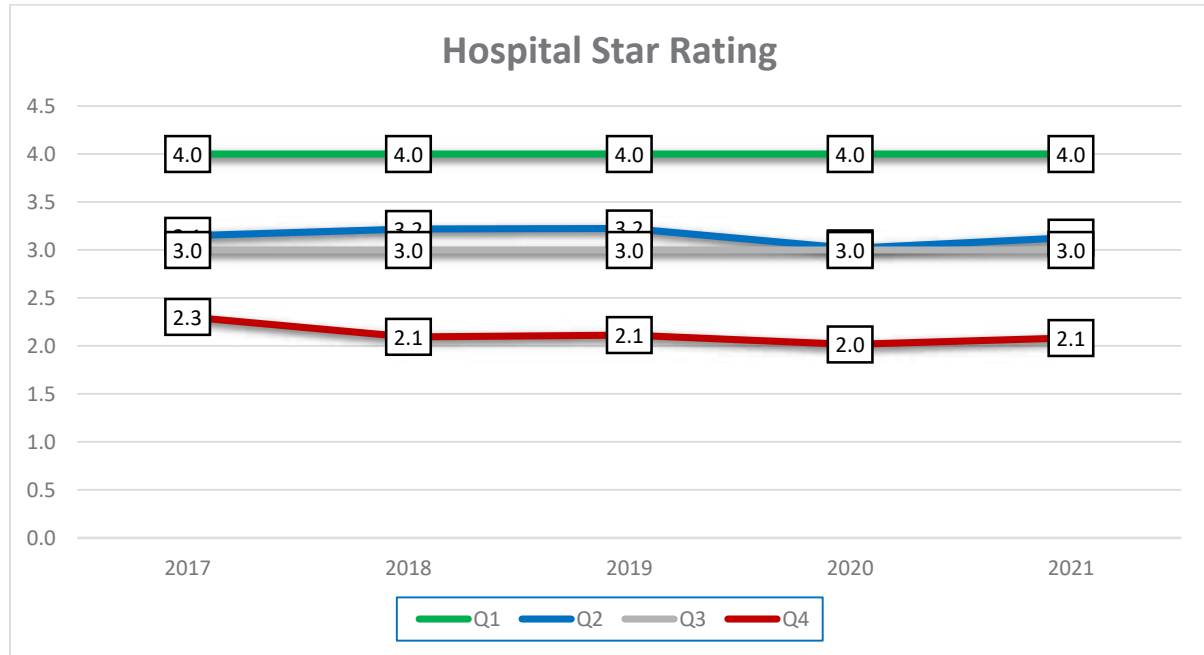
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HOSPITAL EXHIBIT 4

Hospital Star Rating

Centers for Medicare and Medicaid Services (CMS) developed 11 HCAHPS star ratings that combine questions from the HCAHPS Survey. Star Rating: Hospital is derived from Questions 21. (Medicare.gov, Hospital Compare)



	2017	2018	2019	2020	2021
Quartile 1.0	4.0	4.0	4.0	4.0	4.0
Quartile 2.0	3.1	3.2	3.2	3.0	3.1
Quartile 3.0	3.0	3.0	3.0	3.0	3.0
Quartile 4.0	2.3	2.1	2.1	2.0	2.1

Note: Quartile based on National Benchmarks

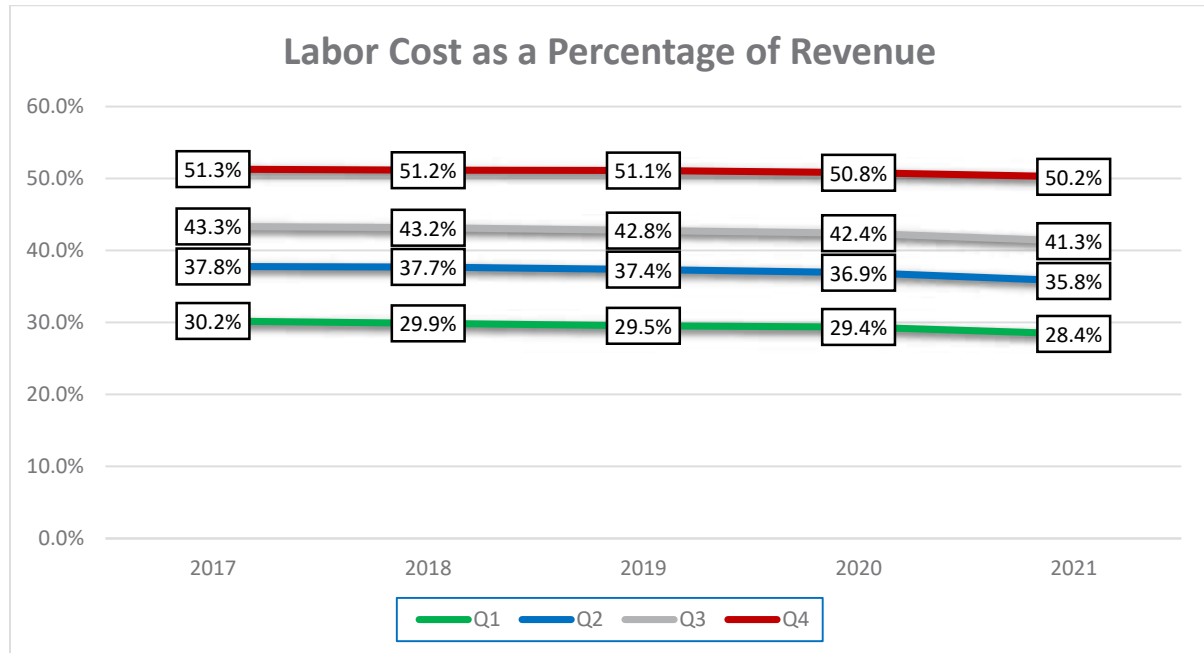
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HOSPITAL EXHIBIT 5

Labor Cost as a Percentage of Revenue

The provider's Total Labor Cost (Wages, Salaries, and Labor Cost) before Benefits, shown as a proportion of its Total Operating Revenue

Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	30.2%	29.9%	29.5%	29.4%	28.4%
Quartile 2.0	37.8%	37.7%	37.4%	36.9%	35.8%
Quartile 3.0	43.3%	43.2%	42.8%	42.4%	41.3%
Quartile 4.0	51.3%	51.2%	51.1%	50.8%	50.2%

Note: Quartile based on National Benchmarks

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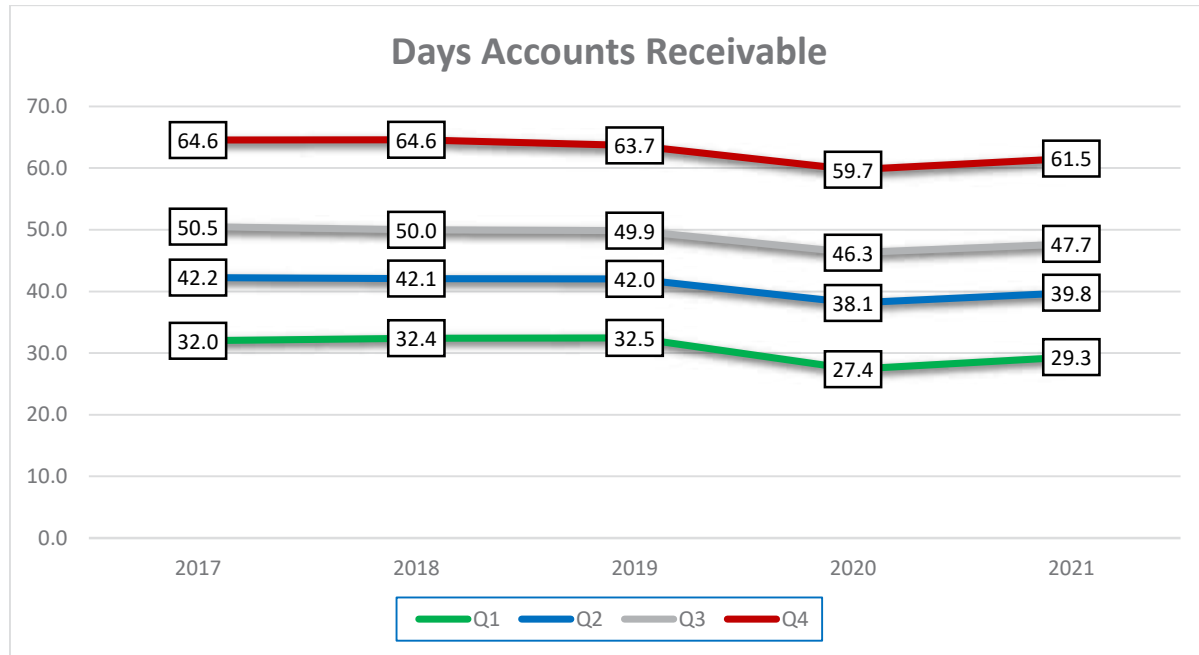
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HOSPITAL EXHIBIT 6

Days Accounts Receivable

Average number of days it takes the provider to collect its receivables. It is calculated by dividing the provider's accounts receivable by one day's net patient revenue.

Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	32.0	32.4	32.5	27.4	29.3
Quartile 2.0	42.2	42.1	42.0	38.1	39.8
Quartile 3.0	50.5	50.0	49.9	46.3	47.7
Quartile 4.0	64.6	64.6	63.7	59.7	61.5

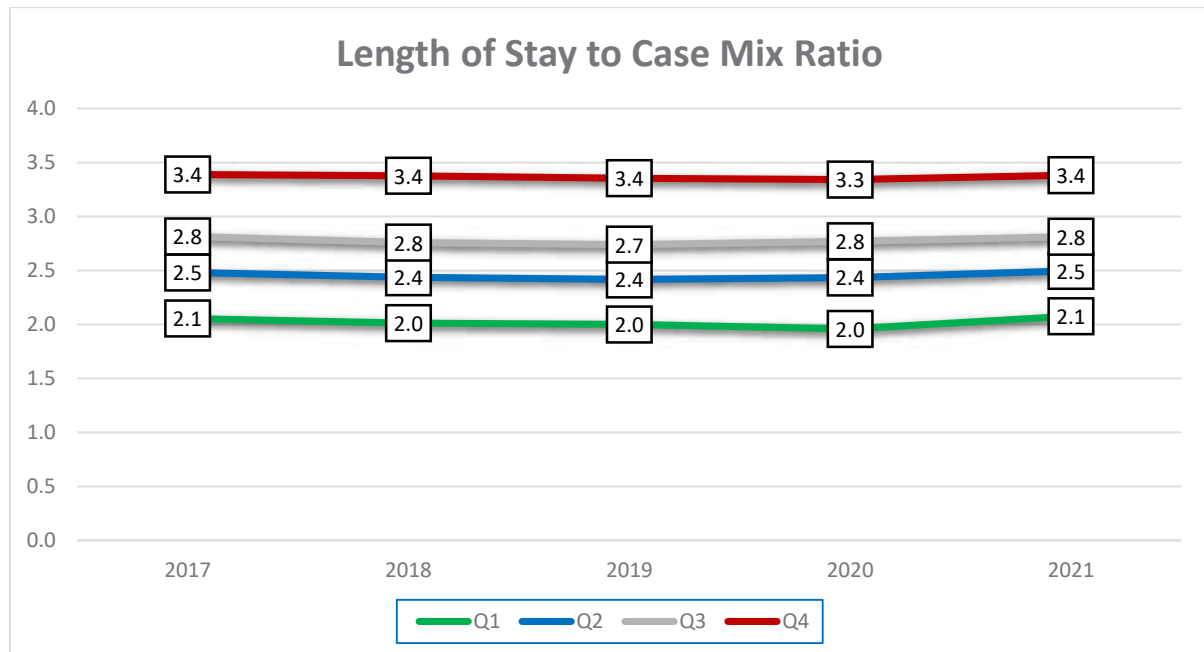
Note: Quartile based on National Benchmarks

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

HOSPITAL EXHIBIT 7

Length of Stay to Case Mix Ratio

Case Mix Adjusted ALOS is an indicator of the efficacy with which a hospital manages a patient's program of care during their stay for a single admission. The CMI is a measure of the average complexity of the hospital's inpatient population. It is computed based on relative weights assigned to each patient's assigned Diagnosis Related Group



	2017	2018	2019	2020	2021
Quartile 1.0	2.1	2.0	2.0	2.0	2.1
Quartile 2.0	2.5	2.4	2.4	2.4	2.5
Quartile 3.0	2.8	2.8	2.7	2.8	2.8
Quartile 4.0	3.4	3.4	3.4	3.3	3.4

Note: Quartile based on National Benchmarks

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IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

SKILLED NURSING FACILITY (“SNF”) EXHIBIT 1

National Urban Skilled Nursing Facilities by Average Quartile 2017 Through 2021 (10,548 Urban SNFs)

	Top Performers ² (n = 1102)	Average Performers ³ (n = 8891)	At-Risk Facilities ⁴ (n = 555)
Urban Facilities			
Operating Margin	6.2%	0.5%	-5.8%
Occupancy Rate	88.2%	80%	70%
Star Rating	4.05	3.29	2.43
Labor / Revenue	39.5%	47%	53.4%
Days AR	47.5	41.6	38.5
Age of Facility	16	25	34
Percent of Urban Providers	10%	84%	5%

National Rural Skilled Nursing Facilities by Average Quartile 2017 Through 2021 (3,781 Urban SNFs)

	Top Performers ² (n = 315)	Average Performers ³ (n = 3235)	At-Risk Facilities ⁴ (n = 231)
Rural Facilities			
Operating Margin	7.5%	1.6%	-4.3%
Occupancy Rate	86.2%	74%	62%
Star Rating	4.04	3.25	2.55
Labor / Revenue	41.2%	48%	53.2%
Days AR	43.5	38.0	33.7
Age of Facility	14	23	31
Percent of Rural Providers	8%	86%	6%

¹ Some facilities are excluded to remove outliers from the dataset.

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³ Indicates an average quartile rank between 2 and 3.

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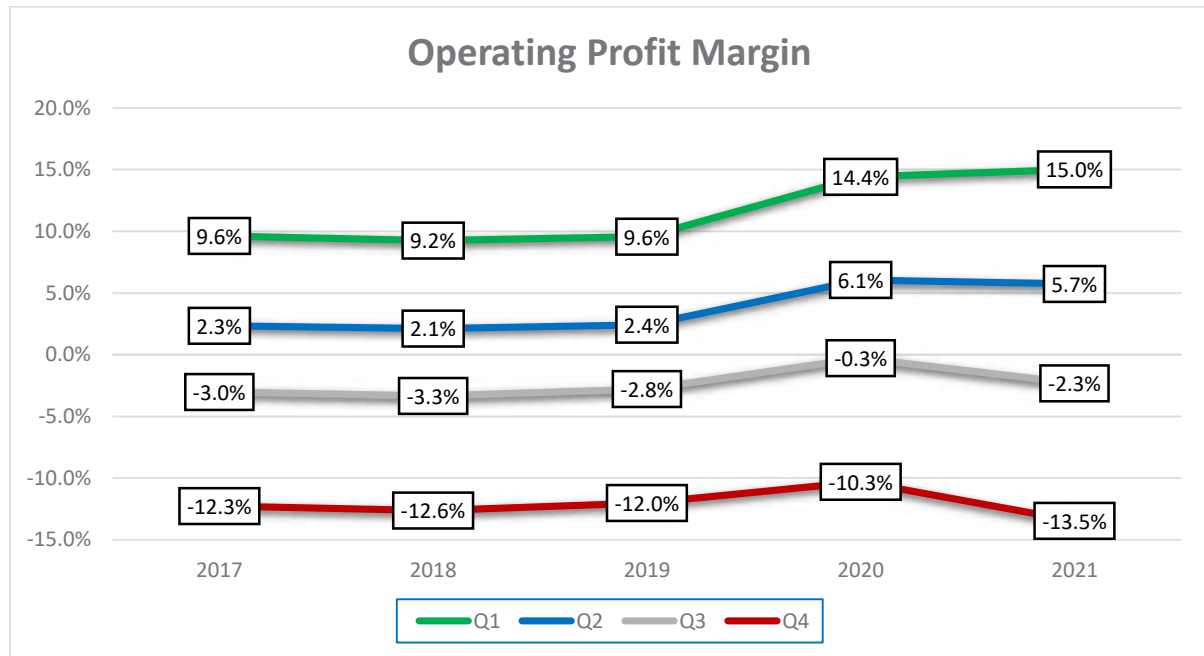
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SKILLED NURSING FACILITY (“SNF”) EXHIBIT 2

Operating Profit Margin

Expressed as a percentage, operating margin is computed by dividing the provider's operating profit (or loss) by its operating revenues (Total Net Patient Revenue). A negative percentage indicates a loss from operations Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	9.6%	9.2%	9.6%	14.4%	15.0%
Quartile 2.0	2.3%	2.1%	2.4%	6.1%	5.7%
Quartile 3.0	-3.0%	-3.3%	-2.8%	-0.3%	-2.3%
Quartile 4.0	-12.3%	-12.6%	-12.0%	-10.3%	-13.5%

Note: Quartile based on National Benchmarks

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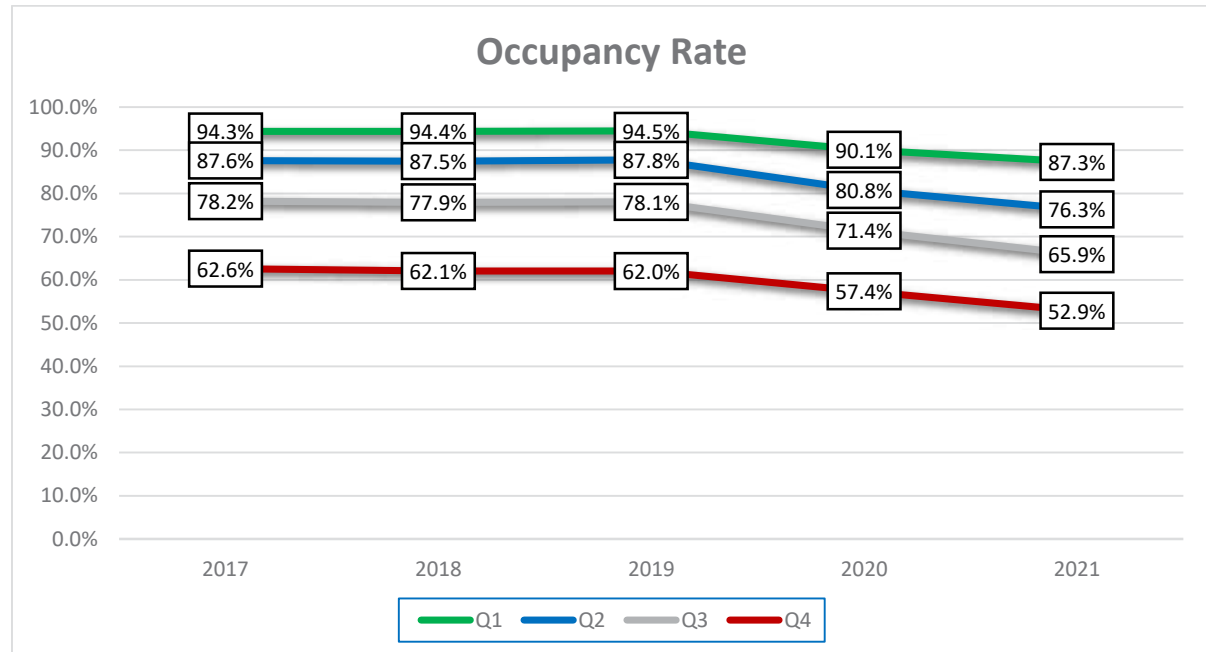
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SKILLED NURSING FACILITY (“SNF”) EXHIBIT 3

Occupancy Rate

Total Bed Days Available divided by the total number of IP Discharges.

Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	94.3%	94.4%	94.5%	90.1%	87.4%
Quartile 2.0	87.6%	87.5%	87.8%	80.8%	76.3%
Quartile 3.0	78.2%	77.9%	78.1%	71.4%	65.9%
Quartile 4.0	62.6%	62.1%	62.0%	57.4%	51.9%

Note: Quartile based on National Benchmarks

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

SKILLED NURSING FACILITY (“SNF”) EXHIBIT 4

Overall 5 Star Rating

CMS assigned overall rating on a scale of 1 to 5 stars with 5 being the highest. Many providers and prospective patients and families utilize this rating to assess potential care from a facility. The rating system features an Overall Quality Rating of one to five stars based on nursing home performance on three domains, each of which has its own rating:

- 1) Health Inspections - Measures based on outcomes from state health inspections
- 2) Staffing - Measures based on nursing home staffing levels
- 3) Quality Measures - Measures based on MDS and claims-based quality measures (QMs).



	2017	2018	2019	2020	2021
Quartile 1.0	4.9	5.0	5.0	4.9	4.9
Quartile 2.0	3.9	4.0	4.0	3.9	3.8
Quartile 3.0	2.7	2.7	2.8	2.7	2.6
Quartile 4.0	1.4	1.5	1.6	1.4	1.4

Note: Quartile based on National Benchmarks

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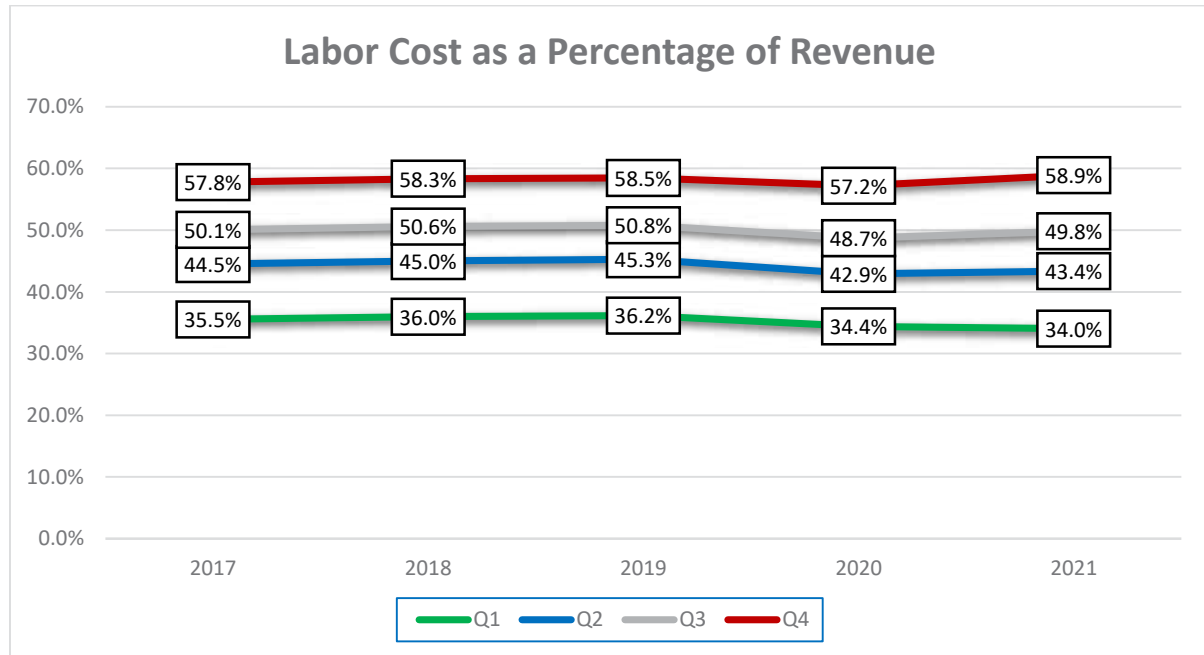
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SKILLED NURSING FACILITY (“SNF”) EXHIBIT 5

Labor Cost as a Percentage of Revenue

The provider's Total Labor Cost (Wages, Salaries, and Labor Cost), shown as a proportion of its Total Operating Revenue

Source: CMS Cost Reports



	2017	2018	2019	2020	2021
Quartile 1.0	35.5%	36.0%	36.2%	34.4%	34.0%
Quartile 2.0	44.5%	45.0%	45.3%	42.9%	43.4%
Quartile 3.0	50.1%	50.6%	50.8%	48.7%	49.8%
Quartile 4.0	57.8%	58.3%	58.5%	57.2%	58.9%

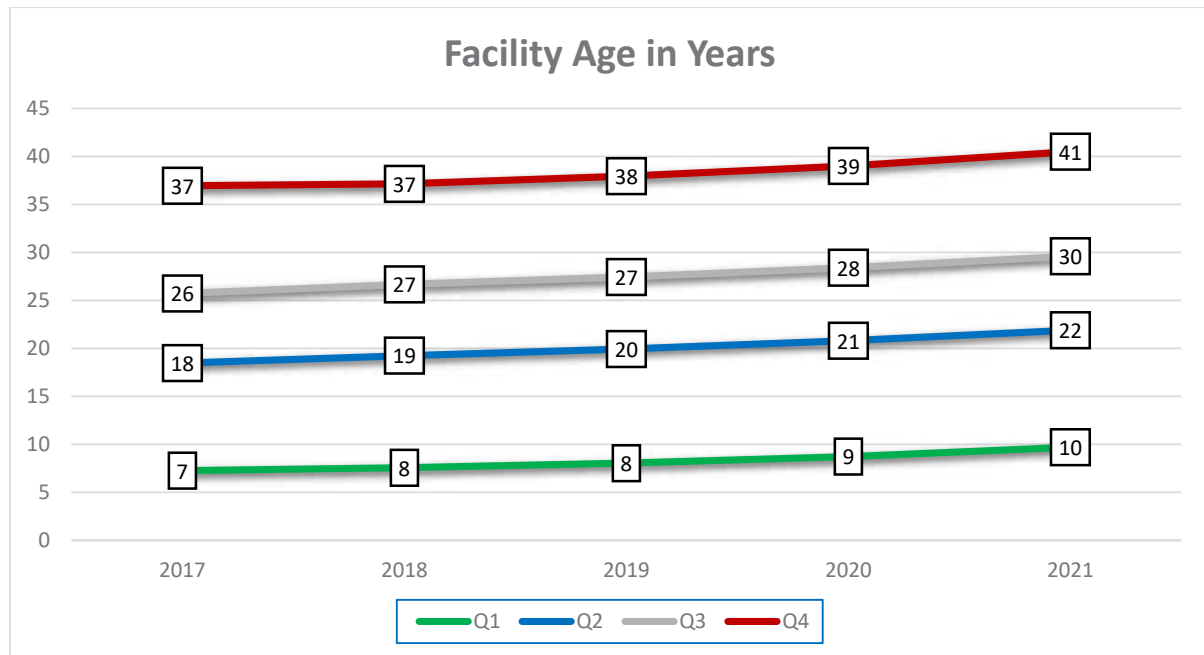
Note: Quartile based on National Benchmarks

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

SKILLED NURSING FACILITY (“SNF”) EXHIBIT 6

Facility Age in Years

The average age of a nursing home is calculated by counting the days between the date certified and the end date of the fiscal period.



	2017	2018	2019	2020	2021
Quartile 1.0	7	8	8	9	10
Quartile 2.0	18	19	20	21	22
Quartile 3.0	26	27	27	28	30
Quartile 4.0	37	37	38	39	41

Note: Quartile based on National Benchmarks

IDENTIFYING AT-RISK HOSPITALS AND NURSING HOMES

CONCLUSIONS

The seven critical metrics identified in this study provide a good glimpse into a facility's operational and financial well-being. Quickly identifying those At-Risk providers most likely to become distressed can allow steps to be taken to address deficiencies. Below are a few of our findings.

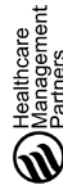
1. 550 General Acute Care Hospitals and 786 Skilled Nursing Facilities are currently at High Risk of failing.
2. High probability that the identified At-Risk facilities in the near or midterm will either close, be acquired, or be subject to some form of judicial or non-judicial corporate restructuring.
3. Facilities located in rural areas generally have fewer beds with lower occupancy rates. Because labor is a fixed cost, this causes situations where the low occupancy plus high labor as a percent of revenue caused lower operating margins.

Exhibits

2022 ABI Health Care Program

Table of Contents

1-2	National Statistics at a Glance	16	Indiana	30	Nevada	44	Tennessee
3	Alabama	17	Iowa	31	New Hampshire	45	Texas
4	Alaska	18	Kansas	32	New Jersey	46	Utah
5	Arizona	19	Kentucky	33	New Mexico	47	Vermont
6	Arkansas	20	Louisiana	34	New York	48	Virginia
7	California	21	Maine	35	North Carolina	49	Washington
8	Colorado	22	Maryland	36	North Dakota	50	West Virginia
9	Connecticut	23	Massachusetts	37	Ohio	51	Wisconsin
10	Delaware	24	Michigan	38	Oklahoma	52	Wyoming
11	Florida	25	Minnesota	39	Oregon		
12	Georgia	26	Mississippi	40	Pennsylvania		
13	Hawaii	27	Missouri	41	Rhode Island		
14	Idaho	28	Montana	42	South Carolina		
15	Illinois	29	Nebraska	43	South Dakota		



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At a Glance

2022 ABI Health Care Program

National GAC Hospitals

Urban Facilities		Top Performers ² (n = 472)	Average Performers ³ (n = 1890)	At-Risk Facilities ⁴ (n = 224)	Rural Facilities		Top Performers ² (n = 218)	Average Performers ³ (n = 1178)	At-Risk Facilities ⁴ (n = 32)
Operating Margin		13.4%	5.0%	-5.1%	Operating Margin		9.6%	3.2%	-5.2%
Occupancy Rate		96.1%	96%	45%	Occupancy Rate		94.6%	90%	18%
Star Rating		3.74	2.99	2.28	Star Rating		3.95	3.41	3.38
Labor / Revenue		31.7%	40%	48.6%	Labor / Revenue		34.6%	41%	49.0%
Days AR		41.9	44.8	51.2	Days AR		40.3	45.1	49.1
CMI / ALOS		2.3	2.6	3.2	CMI / ALOS		2.3	2.7	3.3
Percent of Urban Providers		18%	73%	9%	Percent of Rural Providers		13%	68%	19%

¹ Rural facilities are excluded to ensure patients from the dataset.
² Facilities on average quartile rank above 5.
³ Facilities on average quartile rank between 2 and 5.
⁴ Facilities on average quartile rank below 5.

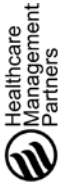
Total National GAC Hospitals



Urban GAC Hospitals



Rural GAC Hospitals



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At a Glance

2022 ABI Health Care Program

National Skilled Nursing Facilities

Rural Facilities	Top Performers ² (n = 315)	Average Performers ² (n = 3233)	At-Risk Facilities ³ (n = 231)	Urban Facilities	Top Performers ² (n = 1102)	Average Performers ² (n = 8881)	At-Risk Facilities ³ (n = 555)
Operating Margin	7.5%	1.6%	-4.3%	Operating Margin	6.2%	0.5%	-5.8%
Occupancy Ratio	88.2%	74%	62%	Occupancy Ratio	88.2%	80%	70%
Star Rating	4.04	3.25	2.55	Star Rating	4.65	3.29	2.43
Labor / Revenue	41.2%	48%	53.2%	Labor / Revenue	39.5%	47%	53.4%
Days A/R	43.5	38.0	33.7	Days A/R	47.5	41.6	38.5
Age of Facility	14	23	31	Age of Facility	18	25	34
Percent of Rural Providers	8%	88%	6%	Percent of Urban Providers	10%	84%	6%

¹Some facilities are excluded to remove outliers from the dataset.

²Indicates an average quartile rank below 2.

³Indicates an average quartile rank between 2 and 3.

⁴Indicates an average quartile rank above 3.

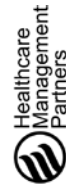
Total National Skilled Nursing Facilities



Urban Skilled Nursing Facilities



Rural Skilled Nursing Facilities



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GAC Hospitals in Alabama

	Top Performers ² (n = 8)	Average Performers ³ (n = 32)	At-Risk Facilities ⁴ (n = 5)		Top Performers ² (n = 0)	Average Performers ³ (n = 20)	At-Risk Facilities ⁴ (n = 15)
Urban Facilities				Rural Facilities			
Operating Margin	8.3%	1.9%	-4.3%	Operating Margin	-	0.2%	-4.4%
Occupancy Rate	60.5%	61.0%	26.8%	Occupancy Rate	-	38.1%	28.5%
Star Rating	3.6	3.1	3.0	Star Rating	-	3.3	3.3
Labor / Revenue	31.1%	40.6%	49.6%	Labor / Revenue	-	43.1%	47.8%
Days AR	41.4	42.0	45.6	Days AR	-	39.3	48.8
CMI / ALOS	2.4	2.9	5.1	CMI / ALOS	-	3.1	3.3
Percent of Urban Providers in (AL)	18%	71%	11%	Percent of Rural Providers in (AL)	0%	57%	43%

Skilled Nursing Homes in Alabama

	Top Performers ² (n = 14)	Average Performers ³ (n = 123)	At-Risk Facilities ⁴ (n = 3)		Top Performers ² (n = 9)	Average Performers ³ (n = 67)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities				Rural Facilities			
Operating Margin	3.6%	1.3%	-4.7%	Operating Margin	7.4%	2.5%	-
Occupancy Rate	91.3%	82.2%	75.3%	Occupancy Rate	89.9%	83.9%	-
Star Rating	4.1	3.3	2.8	Star Rating	4.6	3.7	-
Labor / Revenue	38.0%	42.4%	51.0%	Labor / Revenue	43.8%	44.5%	-
Days AR	28.0	27.7	35.4	Days AR	29.4	29.2	-
Average Age	15.8	27.7	38.2	Average Age	15.1	26.3	-
Percent of Urban Providers in (AL)	10%	88%	2%	Percent of Rural Providers in (AL)	12%	88%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Alaska

Urban Facilities	Top Performers ² (n = 1)	Average Performers ³ (n = 4)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	25.9%	15.3%	-
Occupancy Rate	64.9%	55.0%	-
Star Rating	3.0	3.2	-
Labor / Revenue	31.3%	36.1%	-
Days AR	-	60.3	-
CMI / ALOS	2.4	2.8	-
Percent of Urban Providers in (AK)	20%	80%	0%

Rural Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 11)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	3.7%	3.7%	-
Occupancy Rate	20.5%	22.8%	35.7%
Star Rating	-	3.6	2.3
Labor / Revenue	35.5%	42.9%	-
Days AR	18.5	53.7	-
CMI / ALOS	-	3.0	2.8
Percent of Rural Providers in (AK)	25%	69%	6%

Skilled Nursing Homes in Alaska

Urban Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 2)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	4.1%	5.6%	-26.1%
Occupancy Rate	95.9%	88.7%	85.9%
Star Rating	3.0	3.6	4.3
Labor / Revenue	40.6%	41.3%	60.4%
Days AR	39.7	46.9	63.1
Average Age	4.6	21.7	35.5
Percent of Urban Providers in (AK)	40%	40%	20%

Rural Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 2)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	9.4%	7.9%	-
Occupancy Rate	91.1%	91.2%	-
Star Rating	3.4	2.9	-
Labor / Revenue	31.3%	51.0%	-
Days AR	72.5	57.4	-
Average Age	11.0	13.7	-
Percent of Rural Providers in (AK)	50%	50%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Arizona

	Top Performers ² (n = 6)	Average Performers ³ (n = 44)	At-Risk Facilities ⁴ (n = 7)		Top Performers ² (n = 3)	Average Performers ³ (n = 8)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities				Rural Facilities			
Operating Margin	15.0%	7.7%	-3.6%	Operating Margin	3.2%	2.4%	-
Occupancy Rate	49.5%	54.3%	33.6%	Occupancy Rate	27.2%	25.2%	28.0%
Star Rating	3.9	2.7	2.3	Star Rating	3.0	3.3	2.8
Labor / Revenue	29.4%	38.6%	44.8%	Labor / Revenue	27.6%	41.0%	-
Days AR	48.4	52.8	56.6	Days AR	34.3	52.2	-
CMI / ALOS	2.0	2.3	2.6	CMI / ALOS	-	1.9	3.4
Percent of Urban Providers in (AZ)	11%	77%	12%	Percent of Rural Providers in (AZ)	19%	50%	31%

Skilled Nursing Homes in Arizona

	Top Performers ² (n = 14)	Average Performers ³ (n = 110)	At-Risk Facilities ⁴ (n = 10)		Top Performers ² (n = 2)	Average Performers ³ (n = 6)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities				Rural Facilities			
Operating Margin	9.8%	2.5%	-3.5%	Operating Margin	6.7%	3.8%	-1.2%
Occupancy Rate	87.9%	73.3%	60.2%	Occupancy Rate	78.4%	73.9%	48.5%
Star Rating	4.4	3.7	2.7	Star Rating	3.7	3.4	3.2
Labor / Revenue	45.5%	46.0%	52.8%	Labor / Revenue	45.0%	49.0%	55.1%
Days AR	47.1	43.1	44.8	Days AR	40.5	51.4	52.0
Average Age	15.3	24.2	31.4	Average Age	14.5	13.5	34.0
Percent of Urban Providers in (AZ)	10%	82%	7%	Percent of Rural Providers in (AZ)	22%	67%	11%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

Arkansas

GAC Hospitals in Arkansas

Urban Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 20)	At-Risk Facilities ⁴ (n = 4)
Operating Margin	11.7%	6.2%	-3.6%
Occupancy Rate	59.8%	49.9%	36.2%
Star Rating	4.2	2.9	2.5
Labor / Revenue	32.8%	38.7%	48.8%
Days AR	36.6	47.7	53.8
CMI / ALOS	2.1	2.4	2.7
Percent of Urban Providers in (AR)	14%	71%	14%

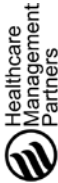
Rural Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 34)	At-Risk Facilities ⁴ (n = 6)
Operating Margin	2.5%	2.9%	-4.5%
Occupancy Rate	41.9%	28.6%	25.6%
Star Rating	4.1	3.3	3.0
Labor / Revenue	38.4%	43.9%	49.1%
Days AR	33.2	44.9	56.8
CMI / ALOS	2.0	2.9	2.7
Percent of Rural Providers in (AR)	9%	77%	14%

Skilled Nursing Homes in Arkansas

Urban Facilities	Top Performers ² (n = 7)	Average Performers ³ (n = 106)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	7.5%	1.1%	2.2%
Occupancy Rate	87.6%	75.3%	69.9%
Star Rating	3.9	2.9	1.6
Labor / Revenue	45.8%	47.6%	50.4%
Days AR	46.8	32.5	35.4
Average Age	8.4	12.9	21.4
Percent of Urban Providers in (AR)	6%	94%	0%

Rural Facilities	Top Performers ² (n = 5)	Average Performers ³ (n = 95)	At-Risk Facilities ⁴ (n = 2)
Operating Margin	7.4%	-0.2%	-3.7%
Occupancy Rate	87.6%	66.7%	58.3%
Star Rating	4.8	3.5	2.4
Labor / Revenue	42.7%	48.2%	52.5%
Days AR	23.1	29.1	24.4
Average Age	8.2	11.3	15.8
Percent of Rural Providers in (AR)	5%	93%	2%

1 Some facilities are excluded to remove outliers from the dataset.
2 Indicates an average quartile rank below 2.
3 Indicates an average quartile rank between 2 and 3.
4 Indicates an average quartile rank above 3.



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GAC Hospitals in California

Urban Facilities	Top Performers ² (n = 26)	Average Performers ³ (n = 216)	At-Risk Facilities ⁴ (n = 38)
Operating Margin	11.6%	4.5%	-4.6%
Occupancy Rate	63.5%	54.4%	50.6%
Star Rating	3.4	2.7	2.1
Labor / Revenue	34.5%	41.2%	47.6%
Days AR	39.2	45.2	51.5
CMI / ALOS	2.4	2.5	2.8
Percent of Urban Providers in (CA)	9%	77%	14%

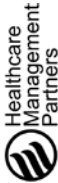
Rural Facilities	Top Performers ² (n = 11)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 3)
Operating Margin	8.5%	3.2%	-0.1%
Occupancy Rate	29.0%	35.1%	14.9%
Star Rating	3.9	3.0	2.8
Labor / Revenue	33.8%	40.8%	47.4%
Days AR	38.0	43.4	45.3
CMI / ALOS	2.5	2.5	3.2
Percent of Rural Providers in (CA)	37%	53%	10%

Skilled Nursing Homes in California

Urban Facilities	Top Performers ² (n = 111)	Average Performers ³ (n = 903)	At-Risk Facilities ⁴ (n = 29)
Operating Margin	8.9%	2.6%	-4.1%
Occupancy Rate	89.2%	84.8%	75.4%
Star Rating	4.5	3.6	2.5
Labor / Revenue	42.4%	48.1%	54.0%
Days AR	51.3	44.8	43.8
Average Age	21.4	32.0	41.1
Percent of Urban Providers in (CA)	11%	87%	3%

Rural Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 8)
Operating Margin	17.0%	1.3%	-5.5%
Occupancy Rate	90.4%	75.5%	66.9%
Star Rating	4.2	3.3	2.5
Labor / Revenue	40.6%	49.7%	50.3%
Days AR	-	43.7	33.0
Average Age	32.1	34.5	43.0
Percent of Rural Providers in (CA)	8%	62%	31%

¹ Some facilities are excluded to remove outliers from the dataset.
² Indicates an average quartile rank below 2.
³ Indicates an average quartile rank between 2 and 3.
⁴ Indicates an average quartile rank above 3.



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GAC Hospitals in Colorado

Urban Facilities	Top Performers ² (n = 12)	Average Performers ³ (n = 28)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	17.6%	4.4%	-13.2%
Occupancy Rate	66.5%	50.2%	30.1%
Star Rating	3.6	3.4	4.0
Labor / Revenue	30.1%	37.8%	51.7%
Days AR	44.0	48.9	53.7
CMI / ALOS	2.2	2.2	3.0
Percent of Urban Providers in (CO)	29%	68%	2%

Rural Facilities	Top Performers ² (n = 5)	Average Performers ³ (n = 27)	At-Risk Facilities ⁴ (n = 7)
Operating Margin	12.2%	3.4%	-1.3%
Occupancy Rate	33.9%	22.7%	8.5%
Star Rating	4.2	3.7	3.2
Labor / Revenue	33.2%	40.8%	48.8%
Days AR	41.4	46.2	48.9
CMI / ALOS	2.0	1.9	2.5
Percent of Rural Providers in (CO)	13%	69%	18%

Skilled Nursing Homes in Colorado

Urban Facilities	Top Performers ² (n = 5)	Average Performers ³ (n = 143)	At-Risk Facilities ⁴ (n = 17)
Operating Margin	4.4%	0.3%	-4.3%
Occupancy Rate	88.8%	80.9%	71.4%
Star Rating	4.8	3.8	2.4
Labor / Revenue	28.2%	48.3%	48.5%
Days AR	30.5	28.9	28.2
Average Age	8.0	24.6	33.6
Percent of Urban Providers in (CO)	3%	87%	10%

Rural Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 4)
Operating Margin	-	3.9%	-3.2%
Occupancy Rate	-	78.3%	58.5%
Star Rating	-	3.8	2.5
Labor / Revenue	-	49.7%	44.2%
Days AR	-	31.8	25.3
Average Age	-	23.7	31.5
Percent of Rural Providers in (CO)	0%	91%	9%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

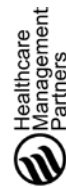
GAC Hospitals in Connecticut

	Top Performers ² (n = 4)	Average Performers ³ (n = 22)	At-Risk Facilities ⁴ (n = 1)	Top Performers ² (n = 0)	Average Performers ³ (n = 2)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities						
Operating Margin	8.0%	1.8%	-10.0%	-	-8.1%	-
Occupancy Rate	72.9%	72.7%	24.6%	-	61.4%	-
Star Rating	3.5	3.0	1.7	-	2.8	-
Labor / Revenue	36.0%	42.2%	47.4%	-	52.2%	-
Days AR	31.8	39.3	51.6	-	37.6	-
CMI / ALOS	2.4	3.1	-	-	2.6	-
Percent of Urban Providers in (CT)	45%	84%	4%	0%	100%	0%

Skilled Nursing Homes in Connecticut

	Top Performers ² (n = 7)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 17)	Top Performers ² (n = 1)	Average Performers ³ (n = 10)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities						
Operating Margin	3.6%	-0.4%	-5.6%	5.1%	0.2%	-1.7%
Occupancy Rate	88.2%	85.1%	71.4%	84.8%	85.7%	54.6%
Star Rating	4.3	3.8	2.7	4.5	3.4	3.0
Labor / Revenue	44.5%	50.6%	54.1%	48.4%	51.9%	49.6%
Days AR	53.5	41.5	40.2	69.3	54.0	55.9
Average Age	10.3	29.1	39.1	21.5	35.8	42.0
Percent of Urban Providers in (CT)	6%	88%	9%	8%	83%	8%

¹ Some facilities are excluded to remove outliers from the dataset.
² Indicates an average quartile rank below 2.
³ Indicates an average quartile rank between 2 and 3.
⁴ Indicates an average quartile rank above 3.



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GAC Hospitals in Delaware

Urban Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 6)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	-	8.1%	-
Occupancy Rate	-	62.1%	-
Star Rating	-	3.1	-
Labor / Revenue	-	39.6%	-
Days AR	-	45.1	-
CMI / ALOS	-	2.7	-
Percent of Urban Providers in (DE)	0%	100%	0%

No Rural Facilities at risk

Skilled Nursing Homes in Delaware

Urban Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 36)	At-Risk Facilities ⁴ (n = 2)
Operating Margin	6.8%	4.0%	-2.7%
Occupancy Rate	87.7%	84.9%	79.7%
Star Rating	4.4	3.7	2.4
Labor / Revenue	36.6%	42.1%	50.0%
Days AR	35.8	31.7	18.4
Average Age	13.6	31.9	30.5
Percent of Urban Providers in (DE)	10%	86%	5%

No Rural Facilities at risk

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Florida

	Top Performers ² (n = 29)	Average Performers ³ (n = 102)	At-Risk Facilities ⁴ (n = 15)		Top Performers ² (n = 2)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities				Rural Facilities			
Operating Margin	17.7%	9.2%	-3.2%	Operating Margin	22.5%	2.1%	-6.8%
Occupancy Rate	70.0%	64.8%	48.9%	Occupancy Rate	48.7%	26.9%	16.1%
Star Rating	3.0	2.5	2.1	Star Rating	3.6	3.0	3.2
Labor / Revenue	33.3%	38.8%	45.8%	Labor / Revenue	28.0%	41.2%	53.3%
Days AR	40.2	45.5	52.9	Days AR	35.2	43.6	58.3
CMI / ALOS	2.4	2.7	3.1	CMI / ALOS	2.9	2.9	3.2
Percent of Urban Providers in (FL)	20%	70%	10%	Percent of Rural Providers in (FL)	10%	80%	10%

Skilled Nursing Homes in Florida

	Top Performers ² (n = 79)	Average Performers ³ (n = 562)	At-Risk Facilities ⁴ (n = 20)		Top Performers ² (n = 5)	Average Performers ³ (n = 35)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities				Rural Facilities			
Operating Margin	2.8%	-1.1%	-6.7%	Operating Margin	5.5%	-0.9%	-
Occupancy Rate	90.7%	84.9%	75.3%	Occupancy Rate	87.6%	83.4%	-
Star Rating	4.2	3.6	2.9	Star Rating	3.8	4.1	-
Labor / Revenue	39.7%	43.1%	50.7%	Labor / Revenue	36.7%	46.0%	-
Days AR	43.1	37.4	30.7	Days AR	47.1	43.0	-
Average Age	14.5	26.3	36.3	Average Age	18.5	19.7	-
Percent of Urban Providers in (FL)	12%	85%	3%	Percent of Rural Providers in (FL)	13%	88%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

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³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Georgia

	Top Performers ² (n = 9)	Average Performers ² (n = 56)	At-Risk Facilities ² (n = 7)	Top Performers ² (n = 4)	Average Performers ² (n = 38)	At-Risk Facilities ² (n = 16)
Urban Facilities						
Operating Margin	12.6%	5.4%	-3.4%	10.6%	4.2%	-4.2%
Occupancy Rate	73.1%	57.2%	41.7%	30.7%	42.3%	24.2%
Star Rating	3.2	2.7	2.1	4.0	3.3	3.0
Labor / Revenue	34.0%	37.9%	48.5%	40.4%	40.1%	40.1%
Days AR	44.5	48.3	46.7	43.1	45.6	53.2
CMI / ALOS	2.4	2.8	3.2	2.6	3.1	3.1
Percent of Urban Providers in (GA)	14%	76%	11%	7%	66%	20%

Skilled Nursing Homes in Georgia

	Top Performers ² (n = 27)	Average Performers ² (n = 180)	At-Risk Facilities ² (n = 9)	Top Performers ² (n = 19)	Average Performers ² (n = 88)	At-Risk Facilities ² (n = 3)
Rural Facilities						
Operating Margin	6.7%	-0.1%	-6.6%	6.0%	-0.5%	-6.1%
Occupancy Rate	66.8%	82.6%	72.7%	87.5%	80.2%	64.5%
Star Rating	3.6	2.8	2.4	3.5	2.9	2.0
Labor / Revenue	36.7%	44.1%	54.0%	37.9%	45.6%	50.1%
Days AR	39.0	40.5	41.1	39.8	43.2	37.5
Average Age	13.2	22.5	29.6	12.4	20.9	25.0
Percent of Rural Providers in (GA)	13%	83%	4%	17%	80%	3%

¹ Some facilities are excluded to remove outliers from the dataset.

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³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

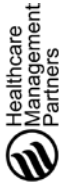
GAC Hospitals in Hawaii

Urban Facilities		Top Performers ² (n = 1)	Average Performers ³ (n = 4)	At-Risk Facilities ⁴ (n = 4)	Rural Facilities		Top Performers ² (n = 1)	Average Performers ³ (n = 6)	At-Risk Facilities ⁴ (n = 2)
Operating Margin		6.2%	4.1%	-4.7%	Operating Margin		11.5%	1.1%	-12.6%
Occupancy Rate		72.9%	63.2%	20.9%	Occupancy Rate		0.2%	30.1%	30.9%
Star Rating		4.0	3.8	2.8	Star Rating		-	3.4	2.6
Labor / Revenue		36.2%	43.3%	48.5%	Labor / Revenue		35.9%	43.6%	40.5%
Days AR		37.7	45.3	49.7	Days AR		25.7	37.3	55.0
CMI / ALOS		2.8	2.9	3.4	CMI / ALOS		-	3.0	3.7
Percent of Urban Providers in (H)		11%	44%	44%	Percent of Rural Providers in (H)		11%	67%	22%

Skilled Nursing Homes in Hawaii

Urban Facilities		Top Performers ² (n = 10)	Average Performers ³ (n = 15)	At-Risk Facilities ⁴ (n = 0)	Rural Facilities		Top Performers ² (n = 5)	Average Performers ³ (n = 3)	At-Risk Facilities ⁴ (n = 0)
Operating Margin		4.1%	2.7%	-	Operating Margin		7.4%	9.5%	-
Occupancy Rate		88.2%	80.0%	-	Occupancy Rate		83.9%	81.0%	-
Star Rating		4.6	4.1	-	Star Rating		4.7	3.7	-
Labor / Revenue		42.7%	42.0%	-	Labor / Revenue		44.2%	40.9%	-
Days AR		54.0	40.5	-	Days AR		39.5	36.1	-
Average Age		16.4	30.1	-	Average Age		13.4	27.3	-
Percent of Urban Providers in (H)		40%	60%	0%	Percent of Rural Providers in (H)		63%	38%	0%

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GAC Hospitals in Idaho

	Top Performers ² (n = 4)	Average Performers ³ (n = 10)	At-Risk Facilities ⁴ (n = 3)		Top Performers ² (n = 3)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities							
Operating Margin	13.3%	3.6%	-4.4%	Rural Facilities	11.8%	2.7%	1.3%
Occupancy Rate	51.3%	43.5%	7.9%	Operating Margin	24.3%	21.3%	9.5%
Star Rating	3.7	3.5	3.0	Occupancy Rate	4.5	3.8	3.8
Labor / Revenue	31.9%	39.8%	54.5%	Star Rating	34.0%	42.2%	49.1%
Days AR	48.9	55.4	53.8	Labor / Revenue	49.8	53.1	55.3
CMI / ALOS	2.0	2.3	-	Days AR	1.4	2.2	3.6
Percent of Urban Providers in (ID)	24%	59%	18%	CMI / ALOS	14%	76%	10%
				Percent of Rural Providers in (ID)			

Skilled Nursing Homes in Idaho

	Top Performers ² (n = 2)	Average Performers ³ (n = 45)	At-Risk Facilities ⁴ (n = 3)		Top Performers ² (n = 1)	Average Performers ³ (n = 17)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities							
Operating Margin	4.5%	3.6%	2.8%	Rural Facilities	10.8%	6.2%	0.8%
Occupancy Rate	88.1%	72.1%	49.8%	Operating Margin	91.0%	66.7%	66.5%
Star Rating	5.0	3.8	2.8	Occupancy Rate	5.0	3.8	1.7
Labor / Revenue	42.7%	45.3%	45.0%	Star Rating	43.2%	44.8%	48.9%
Days AR	40.9	31.6	22.3	Labor / Revenue	40.8	31.0	28.0
Average Age	5.5	23.9	35.3	Days AR	32.7	29.3	40.3
Percent of Urban Providers in (ID)	4%	90%	6%	Average Age	5%	89%	5%
				Percent of Rural Providers in (ID)			

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GAC Hospitals in Illinois

	Top Performers ² (n = 17)	Average Performers ³ (n = 69)	At-Risk Facilities ⁴ (n = 16)		Top Performers ² (n = 8)	Average Performers ³ (n = 44)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities				Rural Facilities			
Operating Margin	12.1%	5.9%	-2.4%	Operating Margin	11.9%	4.5%	-1.9%
Occupancy Rate	55.6%	53.5%	47.0%	Occupancy Rate	27.0%	26.0%	7.6%
Star Rating	3.8	3.1	1.9	Star Rating	3.9	3.9	3.6
Labor / Revenue	31.9%	37.6%	47.3%	Labor / Revenue	31.6%	40.6%	47.5%
Days AR	43.6	50.6	48.8	Days AR	41.4	51.9	58.8
CMI / ALOS	2.3	2.6	3.2	CMI / ALOS	1.9	2.5	3.3
Percent of Urban Providers in (IL)	17%	68%	16%	Percent of Rural Providers in (IL)	14%	77%	9%

Skilled Nursing Homes in Illinois

	Top Performers ² (n = 62)	Average Performers ³ (n = 405)	At-Risk Facilities ⁴ (n = 21)		Top Performers ² (n = 20)	Average Performers ³ (n = 111)	At-Risk Facilities ⁴ (n = 4)
Urban Facilities				Rural Facilities			
Operating Margin	6.4%	-1.8%	-7.1%	Operating Margin	10.0%	-0.5%	-6.0%
Occupancy Rate	96.0%	72.0%	64.9%	Occupancy Rate	76.2%	66.2%	66.6%
Star Rating	3.5	3.0	2.6	Star Rating	3.7	3.1	3.2
Labor / Revenue	40.4%	46.7%	53.2%	Labor / Revenue	40.3%	48.4%	52.5%
Days AR	50.2	51.6	45.4	Days AR	56.4	52.3	36.8
Average Age	18.1	19.9	34.7	Average Age	12.5	19.3	37.4
Percent of Urban Providers in (IL)	13%	83%	4%	Percent of Rural Providers in (IL)	11%	84%	4%

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GAC Hospitals in Indiana

Urban Facilities	Top Performers ² (n = 19)	Average Performers ³ (n = 52)	At-Risk Facilities ⁴ (n = 2)
Operating Margin	15.8%	8.7%	-4.7%
Occupancy Rate	43.0%	50.6%	54.8%
Star Rating	3.9	3.2	2.3
Labor / Revenue	27.0%	36.3%	47.6%
Days AR	47.4	51.3	52.2
CMI / ALOS	2.2	2.6	3.3
Percent of Urban Providers in (IN)	26%	71%	3%

Rural Facilities	Top Performers ² (n = 8)	Average Performers ³ (n = 33)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	7.8%	3.7%	-7.8%
Occupancy Rate	25.0%	33.9%	7.9%
Star Rating	4.1	3.6	4.5
Labor / Revenue	27.1%	38.9%	46.6%
Days AR	40.4	48.9	60.7
CMI / ALOS	2.2	2.5	-
Percent of Rural Providers in (IN)	20%	80%	0%

Skilled Nursing Homes in Indiana

Urban Facilities	Top Performers ² (n = 48)	Average Performers ³ (n = 274)	At-Risk Facilities ⁴ (n = 27)
Operating Margin	6.3%	1.2%	-5.0%
Occupancy Rate	83.1%	72.8%	65.5%
Star Rating	3.7	3.1	2.0
Labor / Revenue	38.7%	44.7%	51.8%
Days AR	50.8	41.9	37.7
Average Age	16.3	21.0	37.9
Percent of Urban Providers in (IN)	14%	79%	8%

Rural Facilities	Top Performers ² (n = 23)	Average Performers ³ (n = 142)	At-Risk Facilities ⁴ (n = 10)
Operating Margin	5.2%	1.2%	-5.3%
Occupancy Rate	83.3%	70.1%	61.8%
Star Rating	4.5	3.5	2.7
Labor / Revenue	40.9%	44.7%	52.2%
Days AR	44.4	39.4	32.0
Average Age	16.8	21.6	29.4
Percent of Rural Providers in (IN)	13%	81%	6%

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2022 HEALTH CARE PROGRAM

GAC Hospitals in Iowa

	Top Performers ² (n = 3)	Average Performers ³ (n = 24)	At-Risk Facilities ⁴ (n = 4)
Urban Facilities			
Operating Margin	12.3%	4.8%	-7.4%
Occupancy Rate	36.1%	39.0%	36.2%
Star Rating	4.0	3.5	2.9
Labor / Revenue	33.5%	40.4%	46.9%
Days AR	42.2	46.2	52.4
CMI / ALOS	2.0	2.4	2.9
Percent of Urban Providers in (IA)	10%	77%	13%
Rural Facilities			
Operating Margin	5.5%	1.8%	-5.2%
Occupancy Rate	17.6%	18.1%	13.0%
Star Rating	4.7	3.9	3.5
Labor / Revenue	36.5%	39.6%	50.3%
Days AR	36.7	43.6	56.9
CMI / ALOS	-	2.5	3.3
Percent of Rural Providers in (IA)	11%	81%	8%

Skilled Nursing Homes in Iowa

	Top Performers ² (n = 15)	Average Performers ³ (n = 130)	At-Risk Facilities ⁴ (n = 10)
Urban Facilities			
Operating Margin	6.6%	-0.4%	-5.4%
Occupancy Rate	90.6%	79.2%	63.1%
Star Rating	4.3	3.3	2.1
Labor / Revenue	39.4%	50.1%	56.4%
Days AR	33.0	38.0	38.7
Average Age	16.9	18.3	30.8
Percent of Urban Providers in (IA)	9%	86%	6%
Rural Facilities			
Operating Margin	9.4%	2.2%	-5.4%
Occupancy Rate	90.2%	74.3%	62.5%
Star Rating	4.2	3.7	2.8
Labor / Revenue	45.6%	52.4%	57.4%
Days AR	30.2	33.4	30.1
Average Age	13.7	19.6	27.1
Percent of Rural Providers in (IA)	6%	89%	6%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Kansas

	Top Performers ² (n = 9)	Average Performers ³ (n = 20)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities			
Operating Margin	16.5%	2.2%	-3.1%
Occupancy Rate	46.5%	43.8%	14.9%
Star Rating	4.1	3.7	3.6
Labor / Revenue	25.4%	45.9%	50.4%
Days AR	42.0	46.9	59.5
CMI / ALOS	2.1	2.4	2.9
Percent of Urban Providers in (KS)	26%	59%	15%
Rural Facilities			
Operating Margin	22.9%	-2.3%	-8.0%
Occupancy Rate	47.4%	31.2%	8.2%
Star Rating	4.0	3.2	3.5
Labor / Revenue	28.0%	45.5%	51.0%
Days AR	40.0	50.6	52.5
CMI / ALOS	2.4	2.0	2.8
Percent of Rural Providers in (KS)	2%	46%	52%

Skilled Nursing Homes in Kansas

	Top Performers ² (n = 13)	Average Performers ³ (n = 121)	At-Risk Facilities ⁴ (n = 8)
Urban Facilities			
Operating Margin	2.5%	-1.0%	-7.5%
Occupancy Rate	89.8%	80.0%	65.0%
Star Rating	4.4	3.4	2.6
Labor / Revenue	38.0%	48.1%	57.6%
Days AR	37.8	35.6	40.3
Average Age	9.8	19.1	28.3
Percent of Urban Providers in (KS)	9%	85%	6%
Rural Facilities			
Operating Margin	9.3%	1.0%	-4.6%
Occupancy Rate	79.4%	80.0%	69.8%
Star Rating	3.6	3.3	2.5
Labor / Revenue	36.8%	51.7%	54.1%
Days AR	39.7	31.7	26.7
Average Age	13.0	18.4	22.2
Percent of Rural Providers in (KS)	1%	94%	4%

- 1 Some facilities are excluded to remove outliers from the dataset.
2 Indicates an average quartile rank below 2.
3 Indicates an average quartile rank between 2 and 3.
4 Indicates an average quartile rank above 3.

GAC Hospitals in Kentucky

	Top Performers ² (n = 6)	Average Performers ³ (n = 20)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	14.0%	6.9%	-1.5%
Occupancy Rate	51.4%	50.9%	32.1%
Star Rating	3.4	3.1	2.6
Labor / Revenue	32.2%	35.2%	50.2%
Days AR	39.1	47.3	42.4
CMI / ALOS	2.5	2.6	2.7
Percent of Urban Providers in (KY)	23%	77%	0%
Rural Facilities			
Operating Margin	9.5%	7.1%	-2.9%
Occupancy Rate	34.6%	37.7%	23.4%
Star Rating	3.6	3.4	3.2
Labor / Revenue	34.0%	39.9%	48.1%
Days AR	41.7	44.4	48.5
CMI / ALOS	2.2	2.9	3.5
Percent of Rural Providers in (KY)	9%	84%	7%

Skilled Nursing Homes in Kentucky

	Top Performers ² (n = 14)	Average Performers ³ (n = 107)	At-Risk Facilities ⁴ (n = 9)
Urban Facilities			
Operating Margin	8.7%	-0.1%	-5.8%
Occupancy Rate	87.8%	82.2%	73.1%
Star Rating	3.5	3.0	2.3
Labor / Revenue	40.7%	46.5%	52.9%
Days AR	49.3	37.4	37.1
Average Age	14.2	24.0	37.4
Percent of Urban Providers in (KY)	11%	82%	7%
Rural Facilities			
Operating Margin	4.0%	0.1%	-5.8%
Occupancy Rate	90.6%	84.3%	67.3%
Star Rating	3.7	2.8	2.2
Labor / Revenue	39.0%	44.3%	54.9%
Days AR	42.3	40.0	40.4
Average Age	15.2	27.8	25.0
Percent of Rural Providers in (KY)	7%	90%	3%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Louisiana

	Top Performers ² (n = 18)	Average Performers ³ (n = 52)	At-Risk Facilities ⁴ (n = 6)
Urban Facilities			
Operating Margin	12.7%	4.1%	-0.5%
Occupancy Rate	44.0%	40.9%	21.9%
Star Rating	4.0	3.5	3.3
Labor / Revenue	30.3%	37.7%	48.9%
Days AR	39.2	41.5	53.0
CMI / ALOS	2.5	2.7	3.0
Percent of Urban Providers in (LA)	24%	68%	8%
Rural Facilities			
Operating Margin	7.8%	3.9%	-12.6%
Occupancy Rate	41.6%	29.2%	26.5%
Star Rating	4.3	3.6	3.9
Labor / Revenue	35.9%	41.1%	50.5%
Days AR	25.0	39.9	37.3
CMI / ALOS	3.0	3.3	3.4
Percent of Rural Providers in (LA)	17%	55%	28%

Skilled Nursing Homes in Louisiana

	Top Performers ² (n = 42)	Average Performers ³ (n = 149)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	10.3%	5.4%	-5.3%
Occupancy Rate	86.8%	74.4%	73.8%
Star Rating	3.5	2.5	2.0
Labor / Revenue	37.7%	43.6%	52.4%
Days AR	45.0	42.4	46.6
Average Age	17.0	20.1	33.9
Percent of Urban Providers in (LA)	22%	78%	1%
Rural Facilities			
Operating Margin	11.0%	5.4%	-
Occupancy Rate	80.9%	65.9%	-
Star Rating	3.2	2.4	-
Labor / Revenue	36.4%	42.5%	-
Days AR	49.9	44.9	-
Average Age	16.7	18.9	-
Percent of Rural Providers in (LA)	24%	76%	0%

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⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Maine

Urban Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 10)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	-	0.1%	-2.3%
Occupancy Rate	-	45.6%	59.0%
Star Rating	-	3.6	3.2
Labor / Revenue	-	45.9%	50.6%
Days AR	-	42.0	50.5
CMI / ALOS	-	2.6	3.2
Percent of Urban Providers in (ME)	0%	91%	9%

Rural Facilities	Top Performers ² (n = 5)	Average Performers ³ (n = 15)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	7.6%	1.9%	-4.0%
Occupancy Rate	28.7%	52.3%	41.1%
Star Rating	4.2	3.5	3.4
Labor / Revenue	36.8%	49.4%	50.6%
Days AR	32.4	37.7	62.5
CMI / ALOS	-	3.5	3.4
Percent of Rural Providers in (ME)	24%	71%	5%

Skilled Nursing Homes in Maine

Urban Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 38)	At-Risk Facilities ⁴ (n = 5)
Operating Margin	-5.0%	0.8%	-5.9%
Occupancy Rate	91.6%	86.5%	85.0%
Star Rating	4.3	3.8	2.5
Labor / Revenue	42.7%	53.2%	58.1%
Days AR	34.5	30.5	33.5
Average Age	11.5	27.2	37.0
Percent of Urban Providers in (ME)	4%	84%	11%

Rural Facilities	Top Performers ² (n = 3)	Average Performers ³ (n = 37)	At-Risk Facilities ⁴ (n = 2)
Operating Margin	-6.1%	-1.4%	-8.1%
Occupancy Rate	89.3%	86.0%	76.8%
Star Rating	4.8	3.6	3.4
Labor / Revenue	39.8%	52.5%	60.3%
Days AR	43.5	33.1	28.0
Average Age	21.3	24.3	25.0
Percent of Rural Providers in (ME)	7%	88%	5%

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² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Maryland

	Top Performers ² (n = 2)	Average Performers ³ (n = 34)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities			
Operating Margin	7.4%	4.7%	-2.4%
Occupancy Rate	66.8%	69.3%	63.2%
Star Rating	3.3	2.6	1.8
Labor / Revenue	36.9%	43.1%	47.0%
Days AR	32.8	38.4	43.2
CMI / ALOS	2.1	2.9	3.2
Percent of Urban Providers in (MD)	5%	83%	12%
Rural Facilities			
Operating Margin	-	-	-
Occupancy Rate	-	57.7%	-
Star Rating	-	3.4	-
Labor / Revenue	-	40.6%	-
Days AR	-	35.6	-
CMI / ALOS	-	3.0	-
Percent of Rural Providers in (MD)	0%	100%	0%

Skilled Nursing Homes in Maryland

	Top Performers ² (n = 29)	Average Performers ³ (n = 188)	At-Risk Facilities ⁴ (n = 7)
Urban Facilities			
Operating Margin	5.6%	0.2%	-3.6%
Occupancy Rate	89.7%	82.7%	79.2%
Star Rating	3.9	3.3	2.9
Labor / Revenue	38.0%	45.2%	52.7%
Days AR	50.3	42.4	36.1
Average Age	21.0	26.3	34.0
Percent of Urban Providers in (MD)	13%	84%	3%
Rural Facilities			
Operating Margin	2.6%	-4.1%	-4.1%
Occupancy Rate	90.7%	79.7%	66.3%
Star Rating	4.7	3.7	1.8
Labor / Revenue	43.6%	43.7%	49.2%
Days AR	57.1	32.2	44.1
Average Age	14.5	29.2	21.8
Percent of Rural Providers in (MD)	15%	85%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

— Massachusetts

2022 ABI Health Care Program

GAC Hospitals in Massachusetts

	Top Performers ² (n = 8)	Average Performers ³ (n = 48)	At-Risk Facilities ⁴ (n = 0)		Top Performers ² (n = 0)	Average Performers ³ (n = 1)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities				Rural Facilities			
Operating Margin	5.8%	1.7%	-	Operating Margin	-	9.9%	-
Occupancy Rate	62.8%	70.1%	-	Occupancy Rate	-	24.6%	-
Star Rating	4.0	3.1	-	Star Rating	-	-	-
Labor / Revenue	36.6%	43.9%	-	Labor / Revenue	-	43.7%	-
Days AR	35.2	36.4	-	Days AR	-	27.0	-
CMI / ALOS	2.5	3.0	-	CMI / ALOS	-	3.4	-
Percent of Urban Providers in (MA)	14%	86%	0%	Percent of Rural Providers in (MA)	0%	100%	0%

Skilled Nursing Homes in Massachusetts

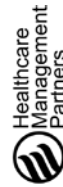
	Top Performers ² (n = 6)	Average Performers ³ (n = 310)	At-Risk Facilities ⁴ (n = 43)		Top Performers ² (n = 0)	Average Performers ³ (n = 2)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities				Rural Facilities			
Operating Margin	2.4%	-1.5%	-7.0%	Operating Margin	-	-5.8%	-
Occupancy Rate	89.3%	84.0%	75.6%	Occupancy Rate	-	82.6%	-
Star Rating	4.7	3.6	2.4	Star Rating	-	3.7	-
Labor / Revenue	42.8%	52.4%	56.7%	Labor / Revenue	-	44.0%	-
Days AR	33.6	41.2	40.5	Days AR	-	25.4	-
Average Age	13.5	27.5	34.0	Average Age	-	18.5	-
Percent of Urban Providers in (MA)	2%	86%	12%	Percent of Rural Providers in (MA)	0%	100%	0%

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² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.



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GAC Hospitals in Michigan

Urban Facilities	Top Performers ² (n = 19)	Average Performers ³ (n = 52)	At-Risk Facilities ⁴ (n = 3)
Operating Margin	8.3%	3.1%	-2.8%
Occupancy Rate	56.8%	57.5%	32.6%
Star Rating	3.6	2.9	2.5
Labor / Revenue	38.2%	44.5%	52.1%
Days AR	34.7	40.6	39.4
CMI / ALOS	2.3	2.5	2.6
Percent of Urban Providers in (MI)	26%	70%	4%

Rural Facilities	Top Performers ² (n = 9)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 3)
Operating Margin	8.6%	1.1%	1.6%
Occupancy Rate	34.3%	24.0%	4.8%
Star Rating	4.1	3.9	-
Labor / Revenue	35.6%	41.5%	50.2%
Days AR	36.6	36.2	46.5
CMI / ALOS	2.0	2.3	-
Percent of Rural Providers in (MI)	16%	78%	5%

Skilled Nursing Homes in Michigan

Urban Facilities	Top Performers ² (n = 65)	Average Performers ³ (n = 218)	At-Risk Facilities ⁴ (n = 18)
Operating Margin	4.7%	-1.1%	-6.6%
Occupancy Rate	85.5%	77.8%	70.6%
Star Rating	4.0	3.4	2.6
Labor / Revenue	40.8%	45.5%	48.5%
Days AR	50.1	43.3	30.0
Average Age	10.8	21.5	34.0
Percent of Urban Providers in (MI)	22%	72%	6%

Rural Facilities	Top Performers ² (n = 19)	Average Performers ³ (n = 81)	At-Risk Facilities ⁴ (n = 5)
Operating Margin	5.2%	1.1%	-4.8%
Occupancy Rate	86.3%	79.2%	71.8%
Star Rating	4.8	3.9	2.3
Labor / Revenue	41.9%	47.5%	49.8%
Days AR	54.3	39.0	32.8
Average Age	16.7	33.9	34.8
Percent of Rural Providers in (MI)	18%	77%	5%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Minnesota

Urban Facilities	Top Performers ² (n = 5)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	12.5%	4.6%	-7.5%
Occupancy Rate	56.1%	44.6%	43.6%
Star Rating	4.3	3.6	2.8
Labor / Revenue	36.9%	43.9%	52.2%
Days AR	42.3	46.9	61.1
CMI / ALOS	2.1	2.4	3.0
Percent of Urban Providers in (MN)	10%	90%	0%

Rural Facilities	Top Performers ² (n = 7)	Average Performers ³ (n = 55)	At-Risk Facilities ⁴ (n = 9)
Operating Margin	7.9%	5.5%	-4.8%
Occupancy Rate	36.7%	17.5%	9.7%
Star Rating	4.2	4.1	3.6
Labor / Revenue	36.1%	40.0%	46.9%
Days AR	46.5	48.4	48.7
CMI / ALOS	2.1	2.3	2.8
Percent of Rural Providers in (MN)	10%	77%	13%

Skilled Nursing Homes in Minnesota

Urban Facilities	Top Performers ² (n = 14)	Average Performers ³ (n = 156)	At-Risk Facilities ⁴ (n = 5)
Operating Margin	5.2%	1.3%	-4.2%
Occupancy Rate	90.8%	82.8%	69.9%
Star Rating	4.5	3.7	2.1
Labor / Revenue	39.5%	50.8%	55.7%
Days AR	33.4	42.8	48.5
Average Age	11.3	26.8	32.4
Percent of Urban Providers in (MN)	8%	89%	3%

Rural Facilities	Top Performers ² (n = 8)	Average Performers ³ (n = 112)	At-Risk Facilities ⁴ (n = 2)
Operating Margin	5.7%	1.3%	-7.1%
Occupancy Rate	91.3%	81.4%	64.2%
Star Rating	4.4	3.9	2.9
Labor / Revenue	38.6%	48.7%	54.8%
Days AR	43.7	37.8	37.4
Average Age	18.3	31.1	29.7
Percent of Rural Providers in (MN)	7%	92%	2%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Mississippi

	Top Performers ² (n = 2)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 7)	Rural Facilities	Top Performers ² (n = 3)	Average Performers ³ (n = 34)	At-Risk Facilities ⁴ (n = 23)
Urban Facilities							
Operating Margin	1.4%	4.0%	-5.9%	Operating Margin	11.9%	3.5%	-3.2%
Occupancy Rate	28.5%	62.1%	16.2%	Occupancy Rate	42.5%	43.1%	21.3%
Star Rating	3.7	2.9	3.0	Star Rating	4.0	3.4	2.9
Labor / Revenue	32.6%	40.5%	49.5%	Labor / Revenue	34.9%	39.9%	50.1%
Days AR	30.5	51.0	57.7	Days AR	38.5	43.3	47.3
CMI / ALOS	-	2.5	2.5	CMI / ALOS	2.0	3.2	3.2
Percent of Urban Providers in (MS)	8%	64%	28%	Percent of Rural Providers in (MS)	5%	57%	38%

Skilled Nursing Homes in Mississippi

	Top Performers ² (n = 9)	Average Performers ³ (n = 50)	At-Risk Facilities ⁴ (n = 1)	Rural Facilities	Top Performers ² (n = 13)	Average Performers ³ (n = 96)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities							
Operating Margin	7.0%	2.7%	-3.7%	Operating Margin	5.5%	2.6%	-3.8%
Occupancy Rate	90.8%	83.1%	63.4%	Occupancy Rate	93.0%	82.3%	65.4%
Star Rating	3.4	2.7	2.0	Star Rating	4.2	3.1	1.8
Labor / Revenue	41.6%	45.3%	52.8%	Labor / Revenue	45.5%	44.5%	50.8%
Days AR	44.6	39.6	17.8	Days AR	48.4	35.8	31.0
Average Age	10.7	19.2	25.0	Average Age	13.4	19.9	24.7
Percent of Urban Providers in (MS)	15%	83%	2%	Percent of Rural Providers in (MS)	12%	87%	1%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Missouri

	Top Performers ² (n = 10)	Average Performers ³ (n = 41)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities			
Operating Margin	9.5%	4.0%	-10.4%
Occupancy Rate	62.9%	52.7%	69.8%
Star Rating	3.5	3.2	2.5
Labor / Revenue	33.3%	41.1%	52.8%
Days AR	46.6	43.4	72.4
CMI / ALOS	2.4	2.6	4.2
Percent of Urban Providers in (MO)	19%	77%	4%
Rural Facilities			
Operating Margin	2.3%	3.4%	-5.4%
Occupancy Rate	23.2%	29.3%	19.1%
Star Rating	-	3.2	3.2
Labor / Revenue	34.8%	41.7%	48.5%
Days AR	34.3	42.8	53.3
CMI / ALOS	-	2.6	3.1
Percent of Rural Providers in (MO)	2%	80%	17%

Skilled Nursing Homes in Missouri

	Top Performers ² (n = 13)	Average Performers ³ (n = 242)	At-Risk Facilities ⁴ (n = 30)
Urban Facilities			
Operating Margin	4.6%	0.3%	-6.9%
Occupancy Rate	87.4%	73.7%	64.6%
Star Rating	4.2	3.0	2.4
Labor / Revenue	39.4%	47.6%	54.8%
Days AR	35.3	36.5	35.3
Average Age	16.1	19.4	28.3
Percent of Urban Providers in (MO)	5%	85%	11%
Rural Facilities			
Operating Margin	8.6%	2.4%	-4.6%
Occupancy Rate	80.8%	66.5%	51.7%
Star Rating	3.7	3.4	2.8
Labor / Revenue	39.3%	47.5%	52.4%
Days AR	35.5	35.9	33.6
Average Age	14.9	21.9	28.7
Percent of Rural Providers in (MO)	5%	81%	15%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Montana

	Top Performers ² (n = 3)	Average Performers ³ (n = 5)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	8.9%	10.4%	-
Occupancy Rate	63.9%	35.6%	-
Star Rating	4.0	3.0	-
Labor / Revenue	30.0%	38.3%	-
Days AR	45.9	45.4	-
CMI / ALOS	1.9	2.6	-
Percent of Urban Providers in (MT)	38%	63%	0%
Rural Facilities			
Operating Margin	14.8%	4.7%	-2.8%
Occupancy Rate	38.6%	25.1%	4.7%
Star Rating	3.2	3.6	2.5
Labor / Revenue	29.6%	41.9%	49.4%
Days AR	41.6	52.3	53.3
CMI / ALOS	1.7	2.2	3.1
Percent of Rural Providers in (MT)	4%	45%	51%

Skilled Nursing Homes in Montana

	Top Performers ² (n = 0)	Average Performers ³ (n = 11)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	-	1.5%	-0.9%
Occupancy Rate	-	69.0%	62.3%
Star Rating	-	3.0	2.0
Labor / Revenue	-	47.1%	47.1%
Days AR	-	43.2	32.6
Average Age	-	37.7	38.4
Percent of Urban Providers in (MT)	0%	92%	8%
Rural Facilities			
Operating Margin	9.9%	3.9%	-4.9%
Occupancy Rate	92.4%	61.5%	58.0%
Star Rating	3.9	3.8	2.6
Labor / Revenue	44.7%	46.3%	51.0%
Days AR	39.3	35.8	34.7
Average Age	17.6	29.6	37.2
Percent of Rural Providers in (MT)	8%	74%	18%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Nebraska

Urban Facilities	Top Performers ² (n = 8)	Average Performers ³ (n = 12)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	15.5%	7.2%	-
Occupancy Rate	32.8%	42.5%	-
Star Rating	4.3	3.3	-
Labor / Revenue	31.2%	39.9%	-
Days AR	42.4	45.3	-
CMI / ALOS	2.1	2.5	-
Percent of Urban Providers in (NE)	40%	60%	0%

Rural Facilities	Top Performers ² (n = 9)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 12)
Operating Margin	11.9%	3.6%	-3.4%
Occupancy Rate	21.4%	16.8%	3.6%
Star Rating	4.4	3.8	-
Labor / Revenue	34.7%	39.8%	45.7%
Days AR	42.3	49.8	49.3
CMI / ALOS	2.2	2.4	-
Percent of Rural Providers in (NE)	14%	67%	19%

Skilled Nursing Homes in Nebraska

Urban Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 48)	At-Risk Facilities ⁴ (n = 6)
Operating Margin	10.0%	-1.8%	-4.8%
Occupancy Rate	83.1%	77.1%	72.5%
Star Rating	4.2	3.6	3.3
Labor / Revenue	36.7%	51.3%	55.7%
Days AR	36.6	36.2	35.1
Average Age	8.4	19.0	32.3
Percent of Urban Providers in (NE)	7%	83%	10%

Rural Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 96)	At-Risk Facilities ⁴ (n = 13)
Operating Margin	-	0.2%	-4.8%
Occupancy Rate	-	74.5%	61.7%
Star Rating	-	3.6	2.9
Labor / Revenue	-	50.9%	55.4%
Days AR	-	27.3	27.4
Average Age	-	19.2	25.7
Percent of Rural Providers in (NE)	0%	88%	12%

¹ Some facilities are excluded to remove outliers from the dataset.² Indicates an average quartile rank below 2.³ Indicates an average quartile rank between 2 and 3.⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Nevada

	Top Performers ² (n = 1)	Average Performers ³ (n = 20)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities			
Operating Margin	11.5%	9.1%	-3.7%
Occupancy Rate	83.0%	70.1%	57.2%
Star Rating	3.4	2.3	1.9
Labor / Revenue	34.2%	37.9%	50.5%
Days AR	55.9	53.4	54.6
CMI / ALOS	2.1	2.6	2.7
Percent of Urban Providers in (NV)	4%	87%	9%
Rural Facilities			
Operating Margin	-	-	4.5%
Occupancy Rate	-	-	27.5%
Star Rating	-	-	2.9
Labor / Revenue	-	-	41.8%
Days AR	-	-	49.9
CMI / ALOS	-	-	2.0
Percent of Rural Providers in (NV)	0%	82%	18%

Skilled Nursing Homes in Nevada

	Top Performers ² (n = 9)	Average Performers ³ (n = 38)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	9.6%	2.5%	-2.3%
Occupancy Rate	93.4%	80.0%	70.3%
Star Rating	4.7	3.1	3.1
Labor / Revenue	37.8%	46.3%	51.5%
Days AR	48.6	42.3	52.5
Average Age	9.4	17.9	49.9
Percent of Urban Providers in (NV)	19%	79%	2%
Rural Facilities			
Operating Margin	-	-	9.6%
Occupancy Rate	-	-	75.2%
Star Rating	-	-	2.1
Labor / Revenue	-	-	44.2%
Days AR	-	-	43.9
Average Age	-	-	17.3
Percent of Rural Providers in (NV)	0%	60%	40%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

— New Hampshire —

2022 ABI Health Care Program

GAC Hospitals in New Hampshire

Urban Facilities	Top Performers ² (n = 4)	Average Performers ³ (n = 5)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	11.2%	6.3%	-3.8%
Occupancy Rate	69.8%	68.7%	39.6%
Star Rating	3.4	3.3	2.8
Labor / Revenue	32.3%	39.7%	45.6%
Days AR	40.7	39.5	42.8
CMI / ALOS	2.8	2.9	3.2
Percent of Urban Providers in (NH)	40%	50%	10%

Rural Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 13)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	2.8%	4.1%	-11.7%
Occupancy Rate	61.6%	36.4%	48.5%
Star Rating	3.0	3.7	3.0
Labor / Revenue	29.9%	40.2%	56.0%
Days AR	35.8	41.0	33.9
CMI / ALOS	2.5	2.7	3.1
Percent of Rural Providers in (NH)	13%	87%	0%

Skilled Nursing Homes in New Hampshire

Urban Facilities	Top Performers ² (n = 1)	Average Performers ³ (n = 35)	At-Risk Facilities ⁴ (n = 3)
Operating Margin	9.2%	-0.7%	-1.1%
Occupancy Rate	92.7%	84.6%	77.8%
Star Rating	3.8	3.4	2.0
Labor / Revenue	41.3%	51.0%	56.1%
Days AR	24.2	39.6	42.3
Average Age	24.0	24.4	31.8
Percent of Urban Providers in (NH)	3%	90%	8%

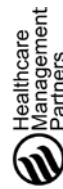
Rural Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 31)	At-Risk Facilities ⁴ (n = 1)
Operating Margin	7.5%	-2.3%	-3.1%
Occupancy Rate	86.9%	85.5%	37.6%
Star Rating	3.7	3.5	4.0
Labor / Revenue	47.9%	52.1%	53.8%
Days AR	37.8	36.9	26.0
Average Age	14.0	24.5	23.0
Percent of Rural Providers in (NH)	6%	91%	3%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

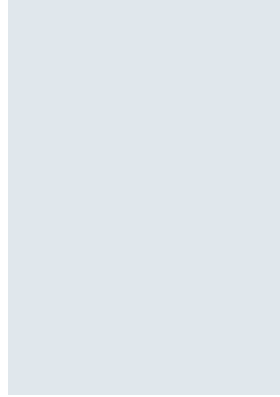
⁴ Indicates an average quartile rank above 3.



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GAC Hospitals in New Jersey



Urban Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 46)	At-Risk Facilities ⁴ (n = 11)
Operating Margin	10.1%	3.5%	-5.0%
Occupancy Rate	69.4%	69.1%	61.0%
Star Rating	3.1	2.7	1.9
Labor / Revenue	31.3%	42.8%	49.3%
Days AR	34.2	38.6	46.3
OMI / ALOS	2.5	2.8	3.1
Percent of Urban Providers in (NJ)	3%	78%	19%

Skilled Nursing Homes in New Jersey

Urban Facilities	Top Performers ² (n = 23)	Average Performers ³ (n = 302)	At-Risk Facilities ⁴ (n = 24)
Operating Margin	6.7%	-0.4%	-5.4%
Occupancy Rate	84.6%	79.6%	72.0%
Star Rating	4.0	3.8	2.9
Labor / Revenue	38.4%	46.1%	53.6%
Days AR	55.1	43.1	33.2
Average Age	19.7	29.1	36.8
Percent of Urban Providers in (NJ)	7%	87%	7%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in New Mexico

	Top Performers ² (n = 0)	Average Performers ³ (n = 10)	At-Risk Facilities ⁴ (n = 2)		Top Performers ² (n = 5)	Average Performers ³ (n = 18)	At-Risk Facilities ⁴ (n = 6)
Urban Facilities				Rural Facilities			
Operating Margin	-	7.5%	-	Operating Margin	7.7%	5.6%	-10.6%
Occupancy Rate	-	61.8%	21.4%	Occupancy Rate	43.8%	25.2%	23.6%
Star Rating	-	2.6	2.8	Star Rating	3.1	2.8	3.0
Labor / Revenue	-	37.3%	-	Labor / Revenue	36.5%	37.9%	49.7%
Days AR	-	44.5	48.2	Days AR	35.9	39.9	-
CMI / ALOS	-	2.5	3.1	CMI / ALOS	2.2	2.4	3.3
Percent of Urban Providers in (NM)	0%	83%	17%	Percent of Rural Providers in (NM)	17%	62%	21%

Skilled Nursing Homes in New Mexico

	Top Performers ² (n = 4)	Average Performers ³ (n = 34)	At-Risk Facilities ⁴ (n = 0)		Top Performers ² (n = 4)	Average Performers ³ (n = 29)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities				Rural Facilities			
Operating Margin	5.9%	1.1%	-	Operating Margin	4.9%	3.3%	-
Occupancy Rate	86.0%	78.5%	-	Occupancy Rate	82.8%	74.1%	-
Star Rating	4.4	3.0	-	Star Rating	3.7	2.8	-
Labor / Revenue	35.1%	44.6%	-	Labor / Revenue	40.1%	45.1%	-
Days AR	32.4	53.0	-	Days AR	53.4	49.5	-
Average Age	15.4	21.7	-	Average Age	10.0	23.5	-
Percent of Urban Providers in (NM)	11%	89%	0%	Percent of Rural Providers in (NM)	12%	88%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in New York

	Top Performers ² (n = 4)	Average Performers ³ (n = 96)	At-Risk Facilities ⁴ (n = 20)
Urban Facilities			
Operating Margin	8.2%	0.9%	-8.9%
Occupancy Rate	68.0%	68.0%	74.1%
Star Rating	3.9	2.7	2.0
Labor / Revenue	39.1%	45.1%	53.4%
Days AR	41.3	38.1	41.9
CMI / ALOS	2.4	3.1	3.4
Percent of Urban Providers in (NY)	3%	80%	17%
Rural Facilities			
Operating Margin	6.9%	0.6%	-6.3%
Occupancy Rate	19.7%	38.2%	40.4%
Star Rating	-	2.9	2.5
Labor / Revenue	30.9%	46.6%	49.8%
Days AR	34.5	37.8	43.4
CMI / ALOS	-	3.0	3.4
Percent of Rural Providers in (NY)	3%	60%	37%

Skilled Nursing Homes in New York

	Top Performers ² (n = 122)	Average Performers ³ (n = 356)	At-Risk Facilities ⁴ (n = 11)
Urban Facilities			
Operating Margin	5.9%	1.5%	-4.0%
Occupancy Rate	91.5%	87.9%	78.7%
Star Rating	4.0	3.2	2.2
Labor / Revenue	38.3%	45.8%	56.6%
Days AR	58.2	49.7	42.7
Average Age	22.6	34.4	46.7
Percent of Urban Providers in (NY)	25%	73%	2%
Rural Facilities			
Operating Margin	6.7%	1.4%	-8.9%
Occupancy Rate	91.5%	87.3%	77.3%
Star Rating	2.6	2.4	2.4
Labor / Revenue	45.0%	45.9%	55.5%
Days AR	58.8	51.6	38.8
Average Age	7.4	34.0	45.8
Percent of Rural Providers in (NY)	8%	84%	8%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

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⁴ Indicates an average quartile rank above 3.

—North Carolina

2022 ABI Health Care Program

GAC Hospitals in North Carolina

	Top Performers ² (n = 11)	Average Performers ³ (n = 50)	At-Risk Facilities ⁴ (n = 1)		Top Performers ² (n = 6)	Average Performers ³ (n = 30)	At-Risk Facilities ⁴ (n = 4)
Urban Facilities				Rural Facilities			
Operating Margin	14.7%	8.3%	-12.3%	Operating Margin	13.6%	4.0%	-2.2%
Occupancy Rate	64.3%	56.9%	23.8%	Occupancy Rate	50.3%	44.0%	31.2%
Star Rating	3.8	3.2	2.3	Star Rating	4.0	3.2	2.9
Labor / Revenue	31.6%	39.1%	43.8%	Labor / Revenue	31.8%	41.5%	44.0%
Days AR	40.1	44.5	57.9	Days AR	44.2	48.4	48.8
CMI / ALOS	2.4	2.7	2.4	CMI / ALOS	2.3	2.8	3.0
Percent of Urban Providers in (NC)	18%	81%	2%	Percent of Rural Providers in (NC)	15%	75%	10%

Skilled Nursing Homes in North Carolina

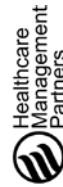
	Top Performers ² (n = 41)	Average Performers ³ (n = 246)	At-Risk Facilities ⁴ (n = 12)		Top Performers ² (n = 6)	Average Performers ³ (n = 95)	At-Risk Facilities ⁴ (n = 7)
Urban Facilities				Rural Facilities			
Operating Margin	6.9%	2.7%	-3.8%	Operating Margin	7.8%	2.3%	-6.7%
Occupancy Rate	86.3%	80.4%	68.0%	Occupancy Rate	85.2%	75.5%	65.5%
Star Rating	4.2	2.9	2.0	Star Rating	3.6	2.9	2.7
Labor / Revenue	36.2%	42.3%	49.2%	Labor / Revenue	37.7%	42.6%	50.7%
Days AR	41.2	38.8	33.1	Days AR	40.2	38.5	34.8
Average Age	13.5	23.2	30.8	Average Age	15.2	24.8	33.5
Percent of Urban Providers in (NC)	14%	82%	4%	Percent of Rural Providers in (NC)	6%	88%	6%

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² Indicates an average quartile rank below 2.

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GAC Hospitals in North Dakota

	Top Performers ² (n = 0)	Average Performers ³ (n = 6)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	-	2.3%	-
Occupancy Rate	-	56.5%	-
Star Rating	-	2.9	-
Labor / Revenue	-	50.1%	-
Days AR	-	40.8	-
CMI / ALOS	-	2.3	-
Percent of Urban Providers in (ND)	0%	100%	0%
Rural Facilities			
Operating Margin	12.0%	5.0%	-2.5%
Occupancy Rate	14.9%	13.6%	5.2%
Star Rating	-	3.5	-
Labor / Revenue	31.7%	39.8%	48.2%
Days AR	40.4	45.8	46.9
CMI / ALOS	-	2.5	4.2
Percent of Rural Providers in (ND)	9%	62%	29%

Skilled Nursing Homes in North Dakota

	Top Performers ² (n = 1)	Average Performers ³ (n = 19)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	2.8%	2.0%	-8.1%
Occupancy Rate	98.8%	92.5%	61.5%
Star Rating	5.0	3.9	2.2
Labor / Revenue	50.1%	54.0%	57.3%
Days AR	33.2	32.6	36.8
Average Age	9.0	25.1	51.8
Percent of Urban Providers in (ND)	5%	95%	0%
Rural Facilities			
Operating Margin	-	1.2%	-2.7%
Occupancy Rate	-	87.6%	78.2%
Star Rating	-	3.7	2.4
Labor / Revenue	-	56.4%	56.0%
Days AR	-	29.4	30.9
Average Age	-	33.3	36.8
Percent of Rural Providers in (ND)	0%	91%	9%

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GAC Hospitals in Ohio

	Top Performers ² (n = 25)	Average Performers ³ (n = 73)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities			
Operating Margin	12.8%	5.3%	-7.5%
Occupancy Rate	53.9%	52.9%	47.0%
Star Rating	3.7	3.3	2.3
Labor / Revenue	32.8%	38.3%	48.4%
Days AR	40.5	44.8	45.1
CMI / ALOS	2.3	2.5	3.1
Percent of Urban Providers in (OH)	25%	73%	2%
Rural Facilities			
Operating Margin	14.1%	6.0%	-3.6%
Occupancy Rate	37.3%	31.3%	24.7%
Star Rating	4.1	3.4	3.6
Labor / Revenue	31.0%	38.5%	44.3%
Days AR	40.4	47.2	63.8
CMI / ALOS	2.2	2.4	2.9
Percent of Rural Providers in (OH)	39%	58%	4%

Skilled Nursing Homes in Ohio

	Top Performers ² (n = 77)	Average Performers ³ (n = 567)	At-Risk Facilities ⁴ (n = 39)
Urban Facilities			
Operating Margin	6.0%	-0.3%	-7.7%
Occupancy Rate	87.6%	79.5%	70.2%
Star Rating	4.0	3.2	2.2
Labor / Revenue	41.6%	47.6%	52.9%
Days AR	49.7	44.1	44.4
Average Age	16.4	24.4	35.3
Percent of Urban Providers in (OH)	11%	83%	6%
Rural Facilities			
Operating Margin	9.2%	1.6%	-5.5%
Occupancy Rate	89.3%	77.9%	73.1%
Star Rating	4.3	3.1	2.8
Labor / Revenue	42.7%	46.9%	52.4%
Days AR	41.9	41.2	38.0
Average Age	15.4	24.9	37.1
Percent of Rural Providers in (OH)	11%	83%	6%

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GAC Hospitals in Oklahoma

	Top Performers ² (n = 14)	Average Performers ³ (n = 30)	At-Risk Facilities ⁴ (n = 6)	Top Performers ² (n = 2)	Average Performers ³ (n = 39)	At-Risk Facilities ⁴ (n = 13)
Urban Facilities						
Operating Margin	14.5%	7.6%	-1.2%	14.8%	-0.8%	-4.2%
Occupancy Rate	44.7%	41.2%	15.2%	59.0%	32.3%	12.7%
Star Rating	4.1	3.1	2.3	3.1	3.4	2.4
Labor / Revenue	27.0%	37.5%	46.1%	38.4%	44.2%	47.8%
Days AR	43.9	42.4	49.1	42.1	46.0	50.3
CMI / ALOS	2.2	2.6	3.0	2.2	2.5	3.4
Percent of Urban Providers in (OK)	28%	60%	12%	4%	72%	24%
Rural Facilities						
Operating Margin						
Occupancy Rate						
Star Rating						
Labor / Revenue						
Days AR						
CMI / ALOS						
Percent of Rural Providers in (OK)						

Skilled Nursing Homes in Oklahoma

	Top Performers ² (n = 7)	Average Performers ³ (n = 124)	At-Risk Facilities ⁴ (n = 8)	Top Performers ² (n = 9)	Average Performers ³ (n = 122)	At-Risk Facilities ⁴ (n = 14)
Urban Facilities						
Operating Margin	4.4%	2.9%	-3.8%	8.3%	4.2%	-0.6%
Occupancy Rate	87.3%	70.3%	62.4%	81.6%	60.9%	55.1%
Star Rating	4.4	2.9	2.1	3.7	2.8	2.2
Labor / Revenue	41.2%	46.0%	52.7%	42.7%	47.0%	52.2%
Days AR	44.8	36.1	17.2	56.6	31.5	20.0
Average Age	9.0	15.9	22.3	10.6	17.5	22.1
Percent of Urban Providers in (OK)	5%	89%	6%	6%	84%	10%
Rural Facilities						
Operating Margin						
Occupancy Rate						
Star Rating						
Labor / Revenue						
Days AR						
Average Age						
Percent of Rural Providers in (OK)						

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GAC Hospitals in Oregon

	Top Performers ² (n = 11)	Average Performers ³ (n = 21)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	9.2%	1.5%	2.0%
Occupancy Rate	58.7%	60.0%	21.6%
Star Rating	3.7	3.5	3.3
Labor / Revenue	38.7%	44.2%	48.2%
Days AR	41.4	45.4	53.6
CMI / ALOS	2.1	2.4	2.6
Percent of Urban Providers in (OR)	33%	64%	3%
Rural Facilities			
Operating Margin	10.5%	3.0%	-7.9%
Occupancy Rate	36.0%	32.6%	6.7%
Star Rating	4.0	3.7	-
Labor / Revenue	35.5%	42.4%	51.3%
Days AR	40.4	49.4	49.7
CMI / ALOS	-	2.3	-
Percent of Rural Providers in (OR)	25%	67%	8%

Skilled Nursing Homes in Oregon

	Top Performers ² (n = 14)	Average Performers ³ (n = 78)	At-Risk Facilities ⁴ (n = 7)
Urban Facilities			
Operating Margin	6.5%	3.7%	0.2%
Occupancy Rate	86.2%	72.5%	63.8%
Star Rating	4.4	3.6	2.5
Labor / Revenue	39.6%	41.4%	51.2%
Days AR	35.8	41.8	43.5
Average Age	13.3	30.8	35.4
Percent of Urban Providers in (OR)	14%	79%	7%
Rural Facilities			
Operating Margin	14.5%	5.9%	3.6%
Occupancy Rate	72.4%	62.3%	42.2%
Star Rating	3.3	3.6	3.0
Labor / Revenue	44.8%	43.3%	52.4%
Days AR	61.7	43.9	37.8
Average Age	2.5	26.3	36.7
Percent of Rural Providers in (OR)	4%	78%	17%

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² Indicates an average quartile rank below 2.

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⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Pennsylvania

	Top Performers ² (n = 33)	Average Performers ³ (n = 78)	At-Risk Facilities ⁴ (n = 6)
Urban Facilities			
Operating Margin	13.1%	1.5%	-6.2%
Occupancy Rate	60.0%	59.1%	39.7%
Star Rating	3.7	3.2	2.5
Labor / Revenue	31.0%	39.6%	46.4%
Days AR	37.7	39.8	47.4
CMI / ALOS	2.4	2.7	2.9
Percent of Urban Providers in (PA)	28%	67%	5%
Rural Facilities			
Operating Margin	12.9%	-0.7%	-7.0%
Occupancy Rate	38.5%	38.8%	22.4%
Star Rating	3.9	3.1	3.1
Labor / Revenue	33.5%	42.4%	49.6%
Days AR	34.3	37.6	45.2
CMI / ALOS	2.4	3.0	3.2
Percent of Rural Providers in (PA)	25%	59%	16%

Skilled Nursing Homes in Pennsylvania

	Top Performers ² (n = 34)	Average Performers ³ (n = 482)	At-Risk Facilities ⁴ (n = 29)
Urban Facilities			
Operating Margin	4.1%	-1.5%	-9.0%
Occupancy Rate	90.1%	83.5%	73.6%
Star Rating	4.3	3.3	2.5
Labor / Revenue	37.0%	45.9%	53.2%
Days AR	48.3	42.3	42.5
Average Age	22.1	32.7	40.0
Percent of Urban Providers in (PA)	6%	88%	5%
Rural Facilities			
Operating Margin	2.9%	-1.6%	-5.6%
Occupancy Rate	87.5%	83.0%	70.3%
Star Rating	3.8	3.0	2.3
Labor / Revenue	42.5%	48.6%	54.4%
Days AR	51.2	44.9	39.1
Average Age	12.7	33.0	37.7
Percent of Rural Providers in (PA)	8%	79%	12%

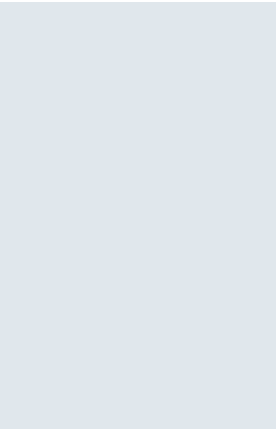
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GAC Hospitals in Rhode Island



Urban Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 8)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	1.2%	0.5%	-
Occupancy Rate	71.6%	63.1%	-
Star Rating	3.9	3.1	-
Labor / Revenue	41.0%	42.4%	-
Days AR	30.6	39.1	-
GMI / ALOS	2.3	2.9	-
Percent of Urban Providers in (RI)	20%	80%	0%

Skilled Nursing Homes in Rhode Island

Urban Facilities	Top Performers ² (n = 1)	Average Performers ³ (n = 65)	At-Risk Facilities ⁴ (n = 10)
Operating Margin	3.6%	-1.4%	-5.2%
Occupancy Rate	87.0%	85.9%	79.5%
Star Rating	4.6	3.8	3.2
Labor / Revenue	48.1%	53.1%	57.0%
Days AR	36.4	39.7	30.4
Average Age	16.0	31.5	42.5
Percent of Urban Providers in (RI)	1%	86%	13%

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⁴ Indicates an average quartile rank above 3.

GAC Hospitals in South Carolina

	Top Performers ² (n = 10)	Average Performers ³ (n = 26)	At-Risk Facilities ⁴ (n = 1)	Top Performers ² (n = 0)	Average Performers ³ (n = 9)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities				Rural Facilities		
Operating Margin	19.6%	6.1%	0.4%	Operating Margin	-	-5.3%
Occupancy Rate	52.4%	60.2%	36.6%	Occupancy Rate	41.1%	31.9%
Star Rating	3.8	3.1	2.8	Star Rating	3.3	2.8
Labor / Revenue	27.6%	37.1%	46.6%	Labor / Revenue	40.3%	47.8%
Days AR	48.3	48.6	50.8	Days AR	48.6	54.3
CMI / ALOS	2.2	2.8	3.1	CMI / ALOS	2.8	3.0
Percent of Urban Providers in (SC)	27%	70%	3%	Percent of Rural Providers in (SC)	0%	38%

Skilled Nursing Homes in South Carolina

	Top Performers ² (n = 15)	Average Performers ³ (n = 138)	At-Risk Facilities ⁴ (n = 4)	Top Performers ² (n = 4)	Average Performers ³ (n = 31)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities				Rural Facilities		
Operating Margin	4.9%	0.1%	-11.4%	Operating Margin	0.9%	-0.4%
Occupancy Rate	88.9%	84.5%	62.7%	Occupancy Rate	88.8%	85.6%
Star Rating	3.8	3.3	2.6	Star Rating	3.6	2.9
Labor / Revenue	37.6%	44.5%	58.3%	Labor / Revenue	44.3%	45.3%
Days AR	57.7	40.6	47.8	Days AR	51.5	44.9
Average Age	15.1	25.6	24.2	Average Age	17.0	23.9
Percent of Urban Providers in (SC)	10%	88%	3%	Percent of Rural Providers in (SC)	11%	86%

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GAC Hospitals in South Dakota

	Top Performers ² (n = 3)	Average Performers ³ (n = 8)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	21.1%	10.2%	-
Occupancy Rate	35.6%	33.2%	-
Star Rating	4.8	3.7	-
Labor / Revenue	31.4%	39.2%	-
Days AR	44.6	50.5	-
CMI / ALOS	1.3	2.4	-
Percent of Urban Providers in (SD)	27%	73%	0%
Rural Facilities			
Operating Margin	15.4%	5.1%	-1.2%
Occupancy Rate	13.0%	16.2%	12.3%
Star Rating	3.6	3.7	-
Labor / Revenue	35.6%	42.8%	47.4%
Days AR	31.9	47.7	57.9
CMI / ALOS	2.2	2.2	3.9
Percent of Rural Providers in (SD)	11%	71%	18%

Skilled Nursing Homes in South Dakota

	Top Performers ² (n = 1)	Average Performers ³ (n = 26)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	9.7%	1.1%	-25.7%
Occupancy Rate	93.9%	85.2%	77.2%
Star Rating	4.4	3.0	4.4
Labor / Revenue	42.7%	51.8%	60.3%
Days AR	20.3	33.9	34.2
Average Age	19.0	22.9	27.0
Percent of Urban Providers in (SD)	4%	96%	0%
Rural Facilities			
Operating Margin	14.5%	2.2%	-1.7%
Occupancy Rate	87.0%	79.8%	62.7%
Star Rating	4.6	3.6	2.0
Labor / Revenue	46.3%	55.0%	57.9%
Days AR	31.8	31.9	26.2
Average Age	17.9	23.3	14.0
Percent of Rural Providers in (SD)	4%	94%	2%

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² Indicates an average quartile rank below 2.

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⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Tennessee

	Top Performers ² (n = 11)	Average Performers ³ (n = 41)	At-Risk Facilities ⁴ (n = 4)
Urban Facilities			
Operating Margin	13.2%	4.7%	-10.7%
Occupancy Rate	71.4%	55.5%	49.5%
Star Rating	3.4	2.9	2.4
Labor / Revenue	32.2%	39.6%	49.7%
Days AR	42.7	47.2	46.8
CMI / ALOS	2.4	2.8	2.8
Percent of Urban Providers in (TN)	20%	73%	7%
Rural Facilities			
Operating Margin	11.5%	1.8%	-0.9%
Occupancy Rate	74.8%	26.6%	28.9%
Star Rating	3.2	3.5	3.9
Labor / Revenue	34.0%	42.2%	46.8%
Days AR	42.9	40.5	48.2
CMI / ALOS	2.6	2.8	3.3
Percent of Rural Providers in (TN)	3%	77%	19%

Skilled Nursing Homes in Tennessee

	Top Performers ² (n = 17)	Average Performers ³ (n = 164)	At-Risk Facilities ⁴ (n = 8)
Urban Facilities			
Operating Margin	5.7%	-0.3%	-4.0%
Occupancy Rate	85.4%	76.5%	66.4%
Star Rating	4.1	3.2	2.1
Labor / Revenue	38.8%	43.8%	50.4%
Days AR	46.6	38.8	38.4
Average Age	13.2	23.7	33.2
Percent of Urban Providers in (TN)	9%	87%	4%
Rural Facilities			
Operating Margin	7.3%	1.0%	-1.4%
Occupancy Rate	84.5%	69.9%	53.3%
Star Rating	4.4	3.2	3.3
Labor / Revenue	39.1%	42.0%	48.7%
Days AR	39.8	36.3	34.1
Average Age	13.7	25.1	27.2
Percent of Rural Providers in (TN)	10%	87%	3%

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GAC Hospitals in Texas

	Top Performers ² (n = 51)	Average Performers ³ (n = 172)	At-Risk Facilities ⁴ (n = 17)
Urban Facilities			
Operating Margin	16.1%	6.3%	-5.4%
Occupancy Rate	48.9%	52.3%	33.3%
Star Rating	4.0	3.0	2.4
Labor / Revenue	28.0%	37.4%	48.5%
Days AR	41.7	46.0	50.3
CMI / ALOS	2.3	2.6	2.8
Percent of Urban Providers in (TX)	21%	72%	7%
Rural Facilities			
Operating Margin	9.4%	4.8%	-3.7%
Occupancy Rate	22.9%	19.6%	13.7%
Star Rating	4.0	3.2	2.9
Labor / Revenue	31.8%	39.6%	48.2%
Days AR	31.4	38.3	44.4
CMI / ALOS	2.1	2.7	3.2
Percent of Rural Providers in (TX)	14%	89%	17%

Skilled Nursing Homes in Texas

	Top Performers ² (n = 47)	Average Performers ³ (n = 781)	At-Risk Facilities ⁴ (n = 46)
Urban Facilities			
Operating Margin	6.3%	1.1%	-4.7%
Occupancy Rate	83.8%	70.8%	61.1%
Star Rating	3.7	2.8	2.1
Labor / Revenue	38.2%	47.2%	54.7%
Days AR	50.3	44.4	41.5
Average Age	12.4	16.6	25.4
Percent of Urban Providers in (TX)	5%	89%	5%
Rural Facilities			
Operating Margin	9.5%	3.3%	-1.6%
Occupancy Rate	81.3%	61.3%	50.1%
Star Rating	3.9	2.7	2.1
Labor / Revenue	40.5%	48.2%	54.3%
Days AR	42.5	40.0	36.0
Average Age	11.3	17.0	25.4
Percent of Rural Providers in (TX)	2%	91%	7%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Utah

	Top Performers ² (n = 16)	Average Performers ³ (n = 12)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	16.1%	12.4%	-
Occupancy Rate	52.6%	27.4%	-
Star Rating	3.6	3.1	-
Labor / Revenue	29.8%	29.4%	-
Days AR	48.7	53.2	-
CMI / ALOS	2.0	1.9	-
Percent of Urban Providers in (UT)	57%	43%	0%
Rural Facilities			
Operating Margin	12.3%	9.0%	-
Occupancy Rate	21.9%	14.8%	-
Star Rating	4.3	3.2	-
Labor / Revenue	29.5%	36.7%	-
Days AR	43.5	48.4	-
CMI / ALOS	1.7	2.1	-
Percent of Rural Providers in (UT)	33%	67%	0%

Skilled Nursing Homes in Utah

	Top Performers ² (n = 15)	Average Performers ³ (n = 56)	At-Risk Facilities ⁴ (n = 5)
Urban Facilities			
Operating Margin	8.1%	3.2%	-8.9%
Occupancy Rate	88.2%	69.2%	63.0%
Star Rating	4.2	3.7	2.6
Labor / Revenue	39.5%	43.8%	56.8%
Days AR	42.6	46.6	38.8
Average Age	7.6	24.0	34.1
Percent of Urban Providers in (UT)	20%	74%	7%
Rural Facilities			
Operating Margin	7.2%	1.8%	-
Occupancy Rate	95.2%	56.9%	-
Star Rating	3.2	3.6	-
Labor / Revenue	38.5%	41.6%	-
Days AR	40.6	46.9	-
Average Age	8.0	24.9	-
Percent of Rural Providers in (UT)	8%	92%	0%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Vermont

	Top Performers ² (n = 0)	Average Performers ³ (n = 2)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	-	2.7%	-
Occupancy Rate	-	56.4%	-
Star Rating	-	3.5	-
Labor / Revenue	-	47.1%	-
Days AR	-	35.2	-
CMI / ALOS	-	2.8	-
Percent of Urban Providers in VT	0%	100%	0%
Rural Facilities			
Operating Margin	2.5%	0.5%	-
Occupancy Rate	43.7%	43.1%	-
Star Rating	4.3	3.8	-
Labor / Revenue	37.9%	45.9%	-
Days AR	29.4	39.6	-
CMI / ALOS	2.8	3.2	-
Percent of Rural Providers in VT	18%	82%	0%

Skilled Nursing Homes in Vermont

	Top Performers ² (n = 0)	Average Performers ³ (n = 6)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	-	1.8%	-2.6%
Occupancy Rate	-	78.0%	80.3%
Star Rating	-	4.0	2.6
Labor / Revenue	-	50.6%	59.4%
Days AR	-	33.0	40.4
Average Age	-	21.0	41.8
Percent of Urban Providers in VT	0%	86%	14%
Rural Facilities			
Operating Margin	-	0.1%	-4.7%
Occupancy Rate	-	83.8%	76.5%
Star Rating	4.6	3.7	2.9
Labor / Revenue	-	56.8%	59.4%
Days AR	-	36.8	38.0
Average Age	18.0	23.7	31.7
Percent of Rural Providers in VT	4%	81%	15%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Virginia

	Top Performers ² (n = 11)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities			
Operating Margin	14.8%	6.7%	-3.3%
Occupancy Rate	71.0%	61.6%	28.0%
Star Rating	3.3	3.0	2.4
Labor / Revenue	33.2%	37.3%	44.5%
Days AR	42.7	49.1	55.7
CMI / ALOS	2.5	2.7	4.6
Percent of Urban Providers in (VA)	20%	77%	4%
Rural Facilities			
Operating Margin	0.7%	7.7%	-7.9%
Occupancy Rate	45.9%	39.3%	18.0%
Star Rating	4.0	3.1	3.0
Labor / Revenue	40.3%	39.5%	47.9%
Days AR	50.5	53.1	50.5
CMI / ALOS	2.4	2.5	3.1
Percent of Rural Providers in (VA)	9%	83%	9%

Skilled Nursing Homes in Virginia

	Top Performers ² (n = 21)	Average Performers ³ (n = 170)	At-Risk Facilities ⁴ (n = 3)
Urban Facilities			
Operating Margin	5.0%	2.6%	-1.6%
Occupancy Rate	91.4%	84.6%	68.7%
Star Rating	4.2	3.0	1.9
Labor / Revenue	37.5%	45.2%	53.3%
Days AR	41.2	39.7	43.6
Average Age	15.6	25.0	34.5
Percent of Urban Providers in (VA)	11%	88%	2%
Rural Facilities			
Operating Margin	7.2%	4.7%	-4.6%
Occupancy Rate	88.4%	84.1%	73.6%
Star Rating	3.8	2.9	1.2
Labor / Revenue	43.9%	48.2%	51.9%
Days AR	41.4	41.8	39.2
Average Age	15.8	25.8	29.1
Percent of Rural Providers in (VA)	13%	86%	2%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Washington

	Top Performers ² (n = 4)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 9)		Top Performers ² (n = 1)	Average Performers ³ (n = 22)	At-Risk Facilities ⁴ (n = 8)
Urban Facilities				Rural Facilities			
Operating Margin	9.4%	2.1%	-9.0%	Operating Margin	10.2%	2.3%	-4.6%
Occupancy Rate	61.0%	61.0%	39.9%	Occupancy Rate	35.8%	20.8%	13.6%
Star Rating	4.0	3.1	2.4	Star Rating	4.8	3.6	2.3
Labor / Revenue	35.0%	41.8%	51.6%	Labor / Revenue	42.7%	44.5%	50.3%
Days AR	46.5	44.4	53.4	Days AR	40.4	45.2	49.8
CMI / ALOS	2.3	2.5	3.0	CMI / ALOS	-	2.6	3.1
Percent of Urban Providers in (WA)	7%	77%	16%	Percent of Rural Providers in (WA)	3%	71%	26%

Skilled Nursing Homes in Washington

	Top Performers ² (n = 6)	Average Performers ³ (n = 138)	At-Risk Facilities ⁴ (n = 26)		Top Performers ² (n = 1)	Average Performers ³ (n = 16)	At-Risk Facilities ⁴ (n = 6)
Urban Facilities				Rural Facilities			
Operating Margin	6.8%	-1.5%	-7.9%	Operating Margin	12.3%	-1.1%	-4.8%
Occupancy Rate	89.3%	78.5%	68.6%	Occupancy Rate	89.5%	75.0%	63.0%
Star Rating	4.6	3.9	2.7	Star Rating	3.0	3.7	2.8
Labor / Revenue	34.5%	47.0%	54.8%	Labor / Revenue	33.0%	46.8%	51.6%
Days AR	38.1	36.8	35.8	Days AR	34.4	33.8	33.1
Average Age	15.3	26.5	31.8	Average Age	21.3	28.1	28.5
Percent of Urban Providers in (WA)	4%	81%	15%	Percent of Rural Providers in (WA)	4%	70%	26%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in West Virginia

	Top Performers ² (n = 4)	Average Performers ³ (n = 18)	At-Risk Facilities ⁴ (n = 2)
Urban Facilities			
Operating Margin	13.3%	2.9%	1.2%
Occupancy Rate	27.1%	50.9%	21.5%
Star Rating	4.5	2.9	2.4
Labor / Revenue	28.5%	37.1%	47.5%
Days AR	44.3	45.9	58.2
CMI / ALOS	-	2.9	2.9
Percent of Urban Providers in (WV)	17%	75%	8%
Rural Facilities			
Operating Margin	13.9%	5.4%	-1.7%
Occupancy Rate	23.0%	39.3%	7.8%
Star Rating	4.3	2.7	4.2
Labor / Revenue	33.9%	39.5%	51.7%
Days AR	35.3	43.9	41.3
CMI / ALOS	-	3.6	3.9
Percent of Rural Providers in (WV)	5%	75%	20%

Skilled Nursing Homes in West Virginia

	Top Performers ² (n = 15)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 0)
Urban Facilities			
Operating Margin	12.0%	1.2%	-
Occupancy Rate	91.2%	89.4%	-
Star Rating	3.8	2.6	-
Labor / Revenue	36.8%	40.5%	-
Days AR	36.6	37.5	-
Average Age	19.1	29.2	-
Percent of Urban Providers in (WV)	26%	74%	0%
Rural Facilities			
Operating Margin	11.4%	3.3%	0.6%
Occupancy Rate	91.1%	85.7%	73.2%
Star Rating	4.2	2.7	1.0
Labor / Revenue	39.4%	41.7%	46.9%
Days AR	36.7	36.6	35.3
Average Age	17.8	24.6	37.0
Percent of Rural Providers in (WV)	27%	74%	2%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Wisconsin

	Top Performers ² (n = 22)	Average Performers ³ (n = 43)	At-Risk Facilities ⁴ (n = 1)
Urban Facilities			
Operating Margin	13.0%	7.7%	-1.9%
Occupancy Rate	52.6%	38.6%	31.7%
Star Rating	4.1	3.6	3.0
Labor / Revenue	31.7%	37.0%	49.9%
Days AR	48.2	49.1	51.3
CMI / ALOS	2.3	2.6	2.6
Percent of Urban Providers in (WI)	33%	65%	2%
Rural Facilities			
Operating Margin	11.7%	5.6%	10.5%
Occupancy Rate	30.8%	24.9%	5.2%
Star Rating	4.2	4.1	-
Labor / Revenue	33.9%	39.3%	42.7%
Days AR	45.4	50.5	47.1
CMI / ALOS	2.2	2.4	-
Percent of Rural Providers in (WI)	32%	67%	2%

Skilled Nursing Homes in Wisconsin

	Top Performers ² (n = 11)	Average Performers ³ (n = 171)	At-Risk Facilities ⁴ (n = 15)
Urban Facilities			
Operating Margin	5.9%	-1.6%	-6.7%
Occupancy Rate	87.1%	75.7%	71.8%
Star Rating	4.6	3.5	2.2
Labor / Revenue	42.2%	48.1%	53.7%
Days AR	47.8	42.4	39.3
Average Age	11.8	25.2	33.6
Percent of Urban Providers in (WI)	6%	87%	8%
Rural Facilities			
Operating Margin	6.7%	0.2%	-4.7%
Occupancy Rate	79.2%	74.4%	65.7%
Star Rating	4.7	3.8	2.6
Labor / Revenue	41.1%	48.2%	52.8%
Days AR	51.1	40.5	44.2
Average Age	6.5	24.6	32.5
Percent of Rural Providers in (WI)	10%	87%	3%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

GAC Hospitals in Wyoming

Urban Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 3)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	-	6.2%	-
Occupancy Rate	-	45.5%	-
Star Rating	-	3.2	-
Labor / Revenue	-	35.0%	-
Days AR	-	58.9	-
CMI / ALOS	-	2.5	-
Percent of Urban Providers in (WY)	0%	100%	0%

Rural Facilities	Top Performers ² (n = 1)	Average Performers ³ (n = 13)	At-Risk Facilities ⁴ (n = 7)
Operating Margin	14.1%	3.9%	-7.7%
Occupancy Rate	24.3%	18.6%	12.8%
Star Rating	4.0	3.7	3.8
Labor / Revenue	31.5%	41.2%	55.3%
Days AR	33.2	56.6	58.5
CMI / ALOS	2.6	2.1	2.4
Percent of Rural Providers in (WY)	5%	62%	33%

Skilled Nursing Homes in Wyoming

Urban Facilities	Top Performers ² (n = 0)	Average Performers ³ (n = 7)	At-Risk Facilities ⁴ (n = 0)
Operating Margin	-	4.0%	-
Occupancy Rate	-	81.4%	-
Star Rating	-	2.7	-
Labor / Revenue	-	45.9%	-
Days AR	-	45.3	-
Average Age	-	26.1	-
Percent of Urban Providers in (WY)	0%	100%	0%

Rural Facilities	Top Performers ² (n = 2)	Average Performers ³ (n = 14)	At-Risk Facilities ⁴ (n = 3)
Operating Margin	15.9%	2.2%	0.8%
Occupancy Rate	85.4%	72.9%	67.5%
Star Rating	4.6	3.4	3.1
Labor / Revenue	42.6%	46.1%	57.1%
Days AR	35.9	43.7	24.1
Average Age	4.5	18.0	31.5
Percent of Rural Providers in (WY)	11%	74%	16%

¹ Some facilities are excluded to remove outliers from the dataset.

² Indicates an average quartile rank below 2.

³ Indicates an average quartile rank between 2 and 3.

⁴ Indicates an average quartile rank above 3.

Faculty

C. Richard Bayman is a managing director of H2C Securities Inc. in Atlanta and has assisted many prominent health care organizations across the country in the design and execution of strategic advisory and capital financing assignments. He has experience advising clients on acquisitions, divestitures and joint-venture transactions for health systems, home health organizations, laboratory businesses, imaging companies and other ancillary service providers. His financing and advisory experience includes both public and private debt and equity offerings. Mr. Bayman has completed mergers and acquisitions engagements totaling over \$10 billion and over \$5 billion in capital markets transactions. His clients include FMOL, Henry Ford Health System, Bon Secours Mercy Health System, Baptist Health System, Centra Health, Seattle Children's Health System, John Muir Health and McLaren Health. Prior to the formation of H2C, Mr. Bayman spent almost eight years with Shattuck Hammond Partners, where he was most recently a managing director. He then started his investment banking career with SG Cowen & Co. in its Mergers & Acquisitions group. Prior to attending graduate school, Mr. Bayman worked for more than seven years at GE Capital, where he completed its Management Development Program and held various roles in operations, risk-management, marketing and business development. He received his B.A. in economics from the University of Connecticut and his M.B.A. from the Goizueta School of Business at Emory University, where he graduated *beta gamma sigma*.

Samuel R. Maizel is a partner in Dentons US LLP in Los Angeles and leads the firm's health care industry restructuring efforts nationwide. His practice includes bankruptcy matters as well as financial restructurings, both in- and out-of-court, involving a broad spectrum of industries, but he is a nationally recognized expert in the unique issues that arise in the restructuring of health care industry entities. In chapter 11 cases, Mr. Maizel has served as lead counsel to debtors, trustees and creditors' committees, and has acted as a trustee, examiner, patient care ombudsman and consumer privacy ombudsman. He has also represented many buyers and sellers of assets in chapter 11 cases. In chapter 9 cases, he has represented local hospital districts and other governmental units, serving as debtor's counsel and as counsel to creditors' committees. Before joining Dentons, Mr. Maizel was a partner in a national bankruptcy firm, and prior to that, he was a trial attorney in the U.S. Department of Justice's Commercial Litigation Branch, where he represented the federal government in U.S. bankruptcy, district and appellate courts nationwide. He also served in the U.S. Army Judge Advocate General's Corps, including service in Operation Desert Shield/Desert Storm, for which he was awarded the Bronze Star Medal. Previously he served as an infantry officer in the 101st Airborne Division and the 3rd US Infantry Regiment (The Old Guard). Mr. Maizel has lectured extensively, is widely published, and has been interviewed on television and radio. He is the only lawyer in the U.S. ranked in both health care and bankruptcy by *Chambers and Partners* and *The Best Lawyers in America*. He also is a Fellow of the American College of Bankruptcy, the *Daily Journal* named him one of California's "Top Healthcare Lawyers" in 2021, and Global M&A Network named him "Restructuring Lawyer of the Year" in 2020. He also has been listed in *Super Lawyers* every year since 2007. Mr. Maizel received his B.S. in 1977 from the U.S. Military Academy at West Point, his M.A. from Georgetown University in government in 1983 and his J.D. in 1985 from George Washington University School of Law, where he won the Jacob Burns Prize for excellence in appellate advocacy and served as president of the Moot Court Board.

Scott K. Phillips, CPA is a managing director with Healthcare Management Partners in Washington, D.C., and CEO of HMP Senior Solutions. He has significant experience with government, tax-exempt and investor-owned health care service providers. Mr. Phillips has executive-level experience with mergers, acquisitions and turnaround situations, including restructuring in bankruptcy. In all of his health care provider turnaround assignments, he has successfully designed and implemented plans that simultaneously added patient volume and revenues while conserving cash and reducing unit costs. In addition to other responsibilities, Mr. Phillips is currently serving as the president and CEO of HMP Senior Solutions LLC, a wholly owned subsidiary of HMP that provides long-term management services to eldercare facilities (assisted living, skilled nursing and CCRCs). He also recently led the successful financial turnaround and chapter 9 reorganization of a 179-bed county-owned hospital, and in 2016, he was appointed CRO for a regional hospital company in chapter 11 that owned or managed eight critical-access hospitals, a billing and management company and a therapy services company. In addition, Mr. Phillips was the financial advisor to 18 tax-exempt continuing-care retirement communities, with more than 20,000 residents in 12 states who were affected by the bankruptcy and sale of Erickson Retirement Communities. He also has been the testifying expert, lead investigator or arbitrator in more than 50 high-profile health care industry legal disputes. Mr. Phillips received his B.S. in accounting from the University of Florida.

Suzanne Richards, RN, CHE, CHP, CPHQ is CEO of SMR Healthcare Management, Inc. in Las Vegas, where she works as a health care consultant focusing primarily on hospital operations, owns and operates two home care companies in California and Nevada, and owns and operates an ambulatory surgery center in California. Prior to owning her own businesses, she had six years of successful leadership as the CEO of Healthcare Operations for KPC Healthcare, overseeing a group of seven acute-care hospitals. She also served as CEO during that time of its Southern California-based flagship hospital and regional trauma center, Orange County Global Medical Center. Prior to her appointment as CEO of KPC Healthcare, Ms. Richards served as the chief clinical officer for Prime Healthcare. Named Businesswoman of the Year in 2017 by the *Orange County Business Journal*, Ms. Richards is an accomplished health care executive with a diverse background in management and direct patient care. Throughout her career spanning more than 25 years, she has added significant value to the organizations and people she has served. She is now providing innovative leadership and a strategic vision to KPC Health and its system of community hospitals. KPC funds approximately \$47 million in Medi-Cal/Medi-Cal Managed Care, and another \$40 million in charity/indigent costs annually. In addition to her duties as a corporate and hospital CEO, in 2014 Ms. Richards was appointed by the CalOptima board of directors as the hospital representative to the Provider Advisory Committee, an agency ranked California's top Medi-Cal Plan by NCQA for 2014-15 with \$3 billion in revenues serving over 500,000 members. In 2014, she was elected by her peers to serve as the Orange County Area Representative on the board of directors for the Hospital Association of Southern California and is currently its chairwoman. In 2015, Ms. Richards was selected by the Orange County Board of Supervisors to serve on an Ad Hoc Committee tasked with developing policy reforms to address Emergency Department overcrowding and the need for expanding Behavioral Health Crisis Stabilization services. She has served as CEO, COO and CNO at for-profit and nonprofit hospitals in Orange and Los Angeles counties. Ms. Richards has experience with diverse medical groups, health plans, IPAs, workers' compensation, case management, Medi-Cal, and health care legal consultation. She also has contracted with the county during COVID-19 pandemic to write and implement Alternative Care Sites. Ms. Richards is a former surveyor for The Joint Commission and has conducted accreditation surveys of health care entities throughout the U.S. since 2005.

She is a Registered Nurse (RN), a Certified Professional in Healthcare Quality (CPHQ), a Certified Healthcare Executive (CHE), a Diplomat and Fellow of the American Board of Quality Assurance and Utilization Review Physicians (CHCQM), a Certified HIPAA Professional (CHP), a Fellow of the American Institute of Healthcare Quality (FAIHQ), and a Fellow of the American College of Healthcare Executives (FACHE). Ms. Richards is a member and/or leader of multiple associations, including the March of Dimes LA Market and the chair of the board of trustees for American University of Health Sciences. She currently teaches strategic planning and population health for the graduate program at California State University Long Beach, and she is a frequent speaker on health care issues and trends. Ms. Richards received her B.S. in nursing from the California State University, Fullerton and spent the majority of her clinical career as an intensive care unit nurse. She received her Master of Public Health (MPH) with an emphasis in biostatistics from Loma Linda University and her M.B.A. from the University of California, Irvine in its Healthcare Executive Program.