2019 AHA Annual Survey American Hospital Association

	PITAL NAME:		Please return to: AHA Annual Survey 155 N Wacker Drive Suite 400 Chicago IL 60606
Re	EPORTING PERIOD (please reapport data for a full 12-month period, prefor responses throughout various sections	erably your last completed fiscal year (finitions at the end of this questionnaire) 365 days). Be consistent in using the same reporting per
1.	Reporting Period used (beginning and	ending date)//Y	ear to///
2.	a. Were you in operation 12 full month	าร	b. Number of days open
	at the end of your reporting period?	PYES □ NO □	during reporting period
3.	Indicate the beginning of your current f	iscal year / Day /	Year —
в. о	RGANIZATIONAL STRUCTURE		
1.	CONTROL Indicate the type of organization that is	responsible for establishing policy for	overall operation of your hospital. CHECK ONLY ONE:
	Government, nonfederal	Nongovernment, not-for-profi	t (NFP)
	☐ 12 State	☐ 21 Church-operated	
	☐ 13 County	23 Other not-for-profit (inclu	iding NFP Corporation)
	☐ 14 City		
	☐ 15 City-County		
	☐ 16 Hospital district or authority		
	Investor-owned, for-profit	Government, federal	
	☐ 31 Individual	☐ 40 Department of Defense	☐ 46 Federal other than 40-45 or 47-48
	☐ 32 Partnership	☐ 44 Public Health Service	☐ 47 PHS Indian Service
	☐ 33 Corporation	☐ 45 Veterans' Affairs	☐ 48 Department of Justice
2.	SERVICE Indicate the ONE category that BEST of	describes your hospital or the type of se	ervice it provides to the MAJORITY of patients:
	_		_
	☐ 10 General medical and surgical☐ 11 Hospital unit of an institution (pr	ioon boonital callege infirme and	☐ 46 Rehabilitation ☐ 47 Orthopedic
			47 Ortnopedic 48 Chronic disease
		persons with intellectual disabilities	48 Chronic disease 62 Intellectual disabilities
	<u> </u>		80 Acute long-term care hospital
	22 Psychiatric	ory diagona	
	☐ 33 Tuberculosis and other respirate ☐ 41 Cancer	ory diseases	■ 82 Alcoholism and other chemical dependency■ 49 Other - specify treatment area:
	☐ 41 Cancer☐ 42 Heart		49 Other - specify treatment area:
	44 Obstetrics and gynecology		
	45 Eye, ear, nose, and throat		

B. ORGANIZATIONAL STRUCTURE (continued)

3. OTHER

a.	Does your hospital restrict admissions prim	narily to children?		YES 🗆	I NO □		
b.	Does the hospital itself operate subsidiary	corporations?		YES 🗖	I NO□		
c.	Is the hospital contract managed? If yes, p	please provide the name, city, and state	e of the organizati	on YES	I NO □		
	Name:	City:	State:				
d.	Is your hospital owned in whole or in part b	by physicians or a physician group?		YES [□ NO □		
e.	If you checked 80 Acute long-term care hospital acute care hospita		please indicate if	you are a frees	tanding LTCH or a	a LTCH	
	☐ Free standing LTCH	☐ LTCH arranged in a general acute	care hospital				
	If you are arranged in a general acute care hospital, what is your host hospital's name?						
	in you are arranged in a general addiction	Thoopital, what is your most hospital of	idilio:				
	Name	, , ,			State		
f. g.		Cityl in your hospital?		ΝΟ □	State		

C. FACILITIES AND SERVICES

For each service or facility listed below, please check all the categories that describe how each item is provided **as of the last day of the reporting period**. Check all categories that apply for an item. If you check column (1) C1-19, please include the number of **staffed beds**.

The sum of the beds reported in 1-19 should equal Section E(1b), beds set up and staffed on page 12.

	(1) Owned provided my hospi its subsid	d by my Health tal or System	formal contractual arrangement or joint venture with	(4) Do Not Provide
1. General medical-surgical care(#Beds) \square			П
2. Pediatric medical-surgical care(#Beds		Ī	Ī	Ē
3. Obstetrics[Hospital level of unit (1-3):()] (#Beds		┌	Ē	Ē
4. Medical-surgical intensive care(#Beds_		┌	Ē	Ē
5. Cardiac intensive care(#Beds			_	
6. Neonatal intensive care(#Beds				
7. Neonatal intermediate care(#Beds				
8. Pediatric intensive care(#Beds				
9. Burn care(#Beds				_
10. Other special care(#Beds				
11. Other intensive care(#Beds_				
12. Physical rehabilitation(#Beds) 🔲			
13. Alcoholism-chemical dependency care(#Beds) 🔲			
14. Psychiatric care(#Beds) 🔲			
15. Skilled nursing care(#Beds) 🔲			
16. Intermediate nursing care(#Beds) 🔲			
17. Acute long-term care(#Beds) 🔲			
18. Other long-term care(#Beds) 🔲			
19. Other care(#Beds)			
20. Adult day care program				
21. Airborne infection isolation room(#rooms) 🔲			
22. Alcoholism-chemical dependency care services				
a.Alcoholism-chemical dependency pediatric services (#Beds_)			
b. Alcoholism-chemical dependency outpatient services				
c. Alcoholism-chemical dependency partial hospitalization service	s			
23. Alzheimer center				
24. Ambulance services				
25. Air Ambulance services				
26. Ambulatory surgery center				
27. Arthritis treatment center				
28. Auxiliary				
29. Bariatric/weight control services				
30. Birthing room/LDR room/LDRP room				
31. Blood donor center				
32. Breast cancer screening/mammograms				

C. FACILITIES AND SERVICES (continued)

	(1) Owned or provided by my hospital or its subsidiary	(2) Provided by my Health System (in my local community)	(3) Provided through a formal contractual arrangement or joint venture with another provider that is not in my system (in my local community)	(4) Do Not Provide
a. Adult cardiology services b.Pediatric cardiology services		000000000000000000000000000000000000000		000000000000000000000000000000000000000
a. On-campus emergency department	_ _ _ _			
47. Endoscopic services a. Optical colonoscopy		0000000000000		0000000000000

C. FACILITIES AND SERVICES (continued) (1) (2) (3) (4) Owned or Provided by Provided through a Do Not my Health formal contractual provided by **Provide** my hospital or System arrangement or joint venture with its subsidiary (in my local community) another provider that is not in my system (in my local community) Genetic testing/counseling..... 58. Health screenings..... Health research..... 59. Hemodialysis..... П П HIV/AIDS services..... 61. Home health services П П 62. Hospice program Hospital-based outpatient care center services..... 65. Housing services П a. Assisted living..... **b.** Retirement housing П П П c. Supportive housing services..... 66. Immunization program П П П Indigent care clinic..... 67. Linguistic/translation services 68. Meal delivery services 69. Mobile health services 70. 71. Neurological services 72. Nutrition program..... 73. Occupational health services..... П П П п Oncology services..... 74. Orthopedic services..... 75. 76. Outpatient surgery..... П Pain management program 77. Palliative care program..... П П 78. 79. Palliative care inpatient unit Patient controlled analgesia (PCA) П 80. П п П Patient education center..... П П П 82. Patient representative services..... 83. Physical rehabilitation services a. Assistive technology center **b.** Electrodiagnostic services П П c. Physical rehabilitation outpatient services..... П d. Prosthetic and orthotic services..... П П П e. Robot-assisted walking therapy f. Simulated rehabilitation environment..... 84. Primary care department 85. Psychiatric services a. Psychiatric consultation-liaison services П b. Psychiatric pediatric care (#Beds П П П П П **c.** Psychiatric geriatric care...... (#Beds) П d. Psychiatric education services..... e. Psychiatric emergency services..... **f.** Psychiatric outpatient services..... П П п п g. Psychiatric intensive outpatient services.....

C. FACILITIES AND SERVICES (continued) 85. Psychiatric services (continued)	(1) Owned or provided by my hospital or its subsidiary	(2) Provided by my Health System (in my local community)	(3) Provided through a formal contractual arrangement or joint venture with another provider that is not in my system (in my local community)	(4) Do Not Provide
h. Psychiatric partial hospitalization services – adult i. Psychiatric partial hospitalization services – pediatric j. Psychiatric residential treatment – adult k. Psychiatric residential treatment – pediatric	_ _ _	_ _ _		
86. Radiology, diagnostic a. CT Scanner				
a. Image-guided radiation therapy (IGRT)	0000000000000			
a. Consultation and office visits b. eICU c. Stroke care d. Psychiatric and addiction treatment	_ _ _ _	_ _ _ _		
e. Remote patient monitoring 1.Post-discharge	_ _ _ _			

C. FACILITIES AND SERVICES (continued)	Own provi my ho or	ded by mospital s its (in	(2) ovided by y Health System n my local mmunity)	(3) Provided throug formal contracts arrangement o joint venture wi another provid that is not in m system (in my lo community)	ual Provide or ith er ny
98. Transplant services a. Bone marrow b. Heart c. Kidney d. Liver e. Lung f. Tissue g. Other 99. Transportation to health services (non-emergency) 100. Urgent care center 101. Violence prevention programs					
a. For the workplace					
Integration ranges from co-located physical and behavioral h where behavioral and physical health providers function as a Yes No a. Emergency services			ening and tre	atment planning, to	o rully integrated cal
 107a. For each of the physician-organization arrangements, pleas 1. Independent Practice Association (IPA) 	e report the numb Number of Involved Physicians	er of physician (1) My Hospital □	() My H Sys	n these arrangeme 2) (3 lealth Do N tem Prov) Not ride
2. Group practice without walls			[
Open Physician-Hospital Organization (PHO)			-]
Closed Physician-Hospital Organization (PHO)			-]
5. Management Service Organization (MSO)			[]
6. Integrated Salary Model			[]
7. Equity Model			[] []
8. Foundation			[] []
9. Other, please specify			-	_ 	1

C. FACILITIES AND SERVICES (continued)

107b. For those arrangements reported in 1a, please report the approximate ownership share.

	Hospital ownership share	Physician ownership share	Parent corporation ownership share	Insurance ownership share	
1. Independent Practice Association (IPA)	%	%	%	%	
2. Group practice without walls		%	%	%	
3. Open Physician-Hospital Organization (PHO)		%	%	%	
4. Closed Physician-Hospital Organization (PHO)	%	%	%	%	
5. Management Service Organization (MSO)	%	%	%	%	
6. Integrated Salary Model		%	%	%	
7. Equity Model		%	%	%	
8. Foundation		%	%	%	
9. Other, please specify	%	%	%	%	
107c. If the hospital owns physician practices, how are the	ey organized?				
	ercent	Number of physic	cians		
1.Solo practice	%				
2.Single specialty group	%				
3.Multi-specialty group	%				
 107d. Of the physician practices owned by the hospital, v 107e. Of the physician practices owned by the hospital, v 108. Looking across all the relationships identified in que engaged in an arrangement with your hospital that a performance between the hospital and physician? (A Number of physicians 	what percentage ar stion 107a, what is allows for joint cont	e specialty care? the total number of	% physicians (count e		clinical
109a. Does your hospital participate in any joint venture a	-			YES 🗖	№ □
109b. if your hospital participates in any joint ventures wi joint ventures. (Check all that apply)	th physicians or ph	ysician groups, plea	ase indicate which ty	pes of services are inv	olved in those
1. Limited service hospital					
Ambulatory surgical centers					
3. Imaging centers					
4 Other					
109c. If you selected '1. Limited service hospital', above, 1. Cardiac 2. Orthopedic 3. Surgical 4. Other	please tell us wha	t type(s) of services	are provided. (Ched	ck all that apply)	
4. U Other 109d. Does your hospital participate in joint venture arrar	ngements with orga	anizations other thar	n physician groups?	YES 🗖	NO 🗖

D. INSURANCE AND ALTERNATIVE PAYMENT MODELS

INSURANCE

1.	Does your hospital own or jointly ow	n a health pla	ın?				Yes 🔲	I	No 🔲	
	a.If yes, in what states? State	es:								
	Does your system own or jointly own a. If yes, in what states? States						Yes 🗖	i	No 🗖	
	Does your hospital/system have a s company/health plan?	ignificant part					Yes 🔲		No 🗖	
	a.If yes, in what states? States:	: 								
4.	If yes to 1, 2 and/or 3, please indica	te the insuran	ce products	and the tot	al medic	al enrollment. (C	heck all that a	pply)		
	Insurance Products		Hospital	System	JV	Medical Enrollment	New Product	No	Do not know	
a.	Medicare Advantage									
b.	Medicaid Managed Care									
c.	Health Insurance Marketplace ("ex	change")								
d.	Other Individual Market									
e.	Small Group									
f.	Large Group									
g.	Other									
lf y	ou have answered 'no' to all parts of q	uestions 1, 2	and 3, plea	se skip to q	uestion 8	ł.				
5.	Does your health plan make capit	ated payment	s to physici	ans either w	ithin or c	outside of your ne	etwork for spec	cific group	s or enrollees	3 ?
	a. Physicians within your networkb. Physicians outside your network	Yes Yes	No 🗆 No 🗖	Do not kno						
6.	Does your health plan make bundle	ed payments t	to providers	in your net	work or to	o outside provide	ers?			
	a. Providers within your network	Yes	No 🔲	Do not kno	ow \square					
	b. Providers outside your network	Yes \square	No \square	Do not kno	ow \square					
7.	Does your health plan offer other s bundled payment.)	hared risk cor	ntracts to eit	her provide	rs in youi	network or to o	utside provide	rs? (i.e., o	ther than cap	itation
	a. Providers within your network	Yes 🔲	No 🔲	Do not kno	_					
	b. Providers outside your network	Yes 🔲	No 🔲	Do not kno	оw Ц					
8.	Does your hospital or system offer a	a self-administ	tered health	plan for you	ur emplo	yees? Ye	s 🔲 No I			

D. INSURANCE AND ALTERNATIVE PAYMENT MODELS (continued)

ALTERNATIVE PAYMENT MODELS

If yes, please respond to 10a-10c: a. With which of the following types of payers does your hospital have a bundled payment arrangement? (Check all that apply) 1.	9. What percentage of your hospital's patient revenue is paid on a capitated by	%				
If yes, please respond to 10a-10c: a. With which of the following types of payers does your hospital have a bundled payment arrangement? (Check all that apply) 1. Traditional Medicare 2. A Medicare Advantage plan 3. A commercial insurance plan including ACA participants, individual, group or employer markets 4. Medicaid b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1. Cardiovascular 2. Orthopedic 3. Oncologic 4. Neurology 5. Hematology 6. Castrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 6. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 7. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 8. Infectious disease 9. Other, please specify: 11. Does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., Yes No No 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 4. No 13. Does your hospital barre upside or downside risk for any of those outside providers? 4. Does your hospital have contracts with commercial payers where payment is tied to Yes No 14. Does your hospital have contracts with commercial payers where payment is tied to Yes No 15. Aleas your hospital have contracts with commercial payers where payment is tied to Yes No 15. Has your hospital have contracts with commercial payers where payment is tied to Yes No 15. Why hospitaleysterm currently participates in an ACO (Skip to 15b) 3. Why hospitaleysterm currently participates in an ACO (Skip to 15f) 4. My hospitaleysterm perviously led or participated in an ACO (Skip to 17) 15. With which of the following lypes of payers does your hospitalsystem have an accountable	a. In total, how many enrollees do you serve under capitated contracts?	Total enrollees:				
a. With which of the following types of payers does your hospital have a bundled payment arrangement? (Check all that apply) 1.	10. Does your hospital participate in any bundled payment arrangements?	Yes \square			No 🗖	
1. Traditional Medicare 2. A Medicare Advantage plan 3. A commercial insurance plan including ACA participants, individual, group or employer markets 4. Medicaid b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1. Cardiovascular 2. Orthopedic 3. Concologic 4. Neurology 5. Hematology 6. Gastrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? we have been a bundled payment program involving care settings outside of the hospital (e.g., yes No physician, outpatient, post-acute)? 11. Does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., yes No 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to yes No 15. Hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently leads an ACO (Skip to 15b) 3. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 16a) 4. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 16a) 4. My hospital/system payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A dommercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)	If yes, please respond to 10a-10c:					
2. A Medicare Advantage plan 3. A commercial insurance plan including ACA participants, individual, group or employer markets 4. Medicaid b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1. Cardiovascular 2. Orthopedic 3. Oncologic 4. Neurology 5. Hematology 6. Gastrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: C. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 4. No physical, outpatient, post-acute)? a. If yes, does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., Yes No Physician, outpatient, post-acute)? 7. Yes No Physician, outpatient, post-acute)? 8. Jose your hospital share upside or downside risk for any of those outside providers? 9. No 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 12. What percentage of your hospital revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide are on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to yes No Pasian Accountable care or quality/safety metrics? 15. Has your hospital or health care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18a) 3. My hospital/system pas never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participa	a. With which of the following types of payers does your hospital have a bu	ndled payment ar	rangement? (Check all that	apply)		
3. A commercial insurance plan including ACA participants, individual, group or employer markets 4. Medicaid b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1. Cardiovascular 2. Orthopedic 3. Oncologic 4. Neurology 6. Gastrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 4. No physical participate in a bundled payment program involving care settings outside of the hospital (e.g., Yes No Physician, outpatient, post-acute)? a. If yes, does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., Yes No 2004) 12. What percentage of your hospital share upside or downside risk for any of those outside providers? Yes No 2004 13. Does your hospital contract directly with employers or a coalition of employers to provide are a capitated, predefermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to yes No Pospital share upside or downside an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 16a) 4. My hospital/system previously led or participated in an ACO (but is not inseed ong so (Skip to 16a) 4. My hospital/system previously led or participated in an ACO (but is not inseed ong so (Skip to 16a) 5. My hospital/system previously led or participated in an ACO (but is not inseed ong so (Skip to 16a) 6. My hospital/system previously led or participated in an ACO (but is not inseed ong so (Skip to 16a) 7. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 8. My hospital/system previously led or participated in an ACO (but is not inseed ong so (Skip to 16a) 9. My hospital/system previously led or participated in an ACO (but is not ins	1. Traditional Medicare					
b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1.	2. A Medicare Advantage plan					
b. For which of the following medical/surgical conditions does your hospital have a bundled payment arrangement? (Check all that apply) 1.	3. A commercial insurance plan including ACA participants, individua	I, group or employ	er markets			
1. Cardiovascular 2. Orthopedic 3. Oncologic 4. Neurology 5. Hematology 6. Gastrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 7. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 8. Infectious disease 9. Other, please specify: 9. No physician, outpatient, post-acute)? 11. Does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., Yes No No Daymon, outpatient, post-acute)? 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15a. Has your hospital or health care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system previously led or participated in an ACO (but is no longer doing so (Skip to 16a) 4. My hospital/system previously led or participated in an ACO (but is no longer doing so (Skip to 16a) 4. My hospital/system has never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. My Acommercial insurance plan (lincluding ACO participants, individual, group, and employer markets) (Skip to 15d)	4. ☐ Medicaid					
2.	b. For which of the following medical/surgical conditions does your hospital	have a bundled p	payment arrangement? (Che	eck all that ap	oply)	
a. ☐ Oncologic 4. ☐ Neurology 5. ☐ Hematology 6. ☐ Castrointestinal 7. ☐ Pulmonary 8. ☐ Infectious disease 9. ☐ Other, please specify:	1. Cardiovascular					
a. ☐ Oncologic 4. ☐ Neurology 5. ☐ Hematology 6. ☐ Castrointestinal 7. ☐ Pulmonary 8. ☐ Infectious disease 9. ☐ Other, please specify:	2. Orthopedic					
4.						
5. Hematology 6. Gastrointestinal 7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? yes No physician, outpatient, post-acute)? a. If yes, does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., yes No physician, outpatient, post-acute)? a. If yes, does your hospital share upside or downside risk for any of those outside providers? Yes No 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? **No 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15a. Has your hospital rhealth care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participated in an ACO (but is not its leader) (Skip to 18) 3. My hospital/system previously led or participated in an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)	<u> </u>					
6. ☐ Gastrointestinal 7. ☐ Pulmonary 8. ☐ Infectious disease 9. ☐ Other, please specify:	<u> </u>					
7. Pulmonary 8. Infectious disease 9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? ful. Does your hospital participate in a bundled payment program involving care settings outside of the hospital (e.g., physician, outpatient, post-acute)? a. If yes, does your hospital share upside or downside risk for any of those outside providers? 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15. Has your hospital or health care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18) 3. My hospital/system pas never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)	<u> </u>					
8.						
9. Other, please specify: c. What percentage of the hospital's patient revenue is paid through bundled payment arrangements? 7. The physician, outpatient, post-acute)? a. If yes, does your hospital share upside or downside risk for any of those outside providers? 12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15a. Has your hospital or health care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18) 3. My hospital/system previously led or participated in an ACO (but is no longer doing so (Skip to 16a) 4. My hospital/system has never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)	<u> </u>					
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12. What percentage of your hospital's patient revenue is paid on a shared risk basis (other than capitated or bundled payments)? 13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15a. Has your hospital or health care system established an accountable care organization (ACO)? 1.		re settings outside	e of the hospital (e.g.,	Yes	No 🗖	
13. Does your hospital contract directly with employers or a coalition of employers to provide care on a capitated, predetermined, or shared risk basis? 14. Does your hospital have contracts with commercial payers where payment is tied to performance on quality/safety metrics? 15a. Has your hospital or health care system established an accountable care organization (ACO)? 1.	a.If yes, does your hospital share upside or downside risk for any of those of	outside providers?		Yes	No 🗖	
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15a. Has your hospital or health care system established an accountable care organization (ACO)? 1. My hospital/system currently leads an ACO (Skip to 15b) 2. My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18) 3. My hospital/system previously led or participated in an ACO but is no longer doing so (Skip to 16a) 4. My hospital/system has never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)		oyers to provide	Yes 🔲	No		
 My hospital/system currently leads an ACO (Skip to 15b) My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18) My hospital/system previously led or participated in an ACO but is no longer doing so (Skip to 16a) My hospital/system has never participated or led an ACO (Skip to 17) With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) Traditional Medicare (MSSP and NextGen) (Skip to 15c) A Medicare Advantage plan (Skip to 15d) A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 		nt is tied to	Yes 🔲	No		
 My hospital/system currently participates in an ACO (but is not its leader) (Skip to 18) My hospital/system previously led or participated in an ACO but is no longer doing so (Skip to 16a) My hospital/system has never participated or led an ACO (Skip to 17) With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) Traditional Medicare (MSSP and NextGen) (Skip to 15c) A Medicare Advantage plan (Skip to 15d) A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 	15a. Has your hospital or health care system established an accountable ca	re organization (A	(CO)?			
 My hospital/system previously led or participated in an ACO but is no longer doing so (Skip to 16a) My hospital/system has never participated or led an ACO (Skip to 17) With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) Traditional Medicare (MSSP and NextGen) (Skip to 15c) A Medicare Advantage plan (Skip to 15d) A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 	1. My hospital/system currently leads an ACO (Skip to 15b)					
 4. My hospital/system has never participated or led an ACO (Skip to 17) 15b. With which of the following types of payers does your hospital/system have an accountable care contract? (Check all that apply) 1. Traditional Medicare (MSSP and NextGen) (Skip to 15c) 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 		, , ,	•			
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 Traditional Medicare (MSSP and NextGen) (Skip to 15c) A Medicare Advantage plan (Skip to 15d) A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 		•		414 () ()		
 2. A Medicare Advantage plan (Skip to 15d) 3. A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d) 		ve an accountable	e care contract? (Check all)	nat apply)		
3. \square A commercial insurance plan (including ACO participants, individual, group, and employer markets) (Skip to 15d)						
<u> </u>		al group and em	plover markets) (Skin to 15	id)		
4. └─ Medicaid (Skip to 15d)	4. ☐ Medicaid (Skip to 15d)	, 3 . 2 5 p, and on	, 5s	,		

D. INSURANCE AND ALTERNATIVE PAYMENT MODELS (continued)

ALTERNATIVE PAYMENT MODELS

15c. If you selected Traditional Medicare, in which of the following Medicare programs is you	ır hospital/system	participating? (Check all that apply)
1. MSSP Track 1		
2. MSSP Track 2		
3. MSSP Track 3		
4. D MSSP Track 1+		
5. D NextGen		
6. Comprehensive ESRD Care		
15d. What percentage of your hospital's/system's patients are covered by accountable care		
15e. What percentage of your hospital's/system's patient revenue came from ACO contracts	in 2019?	% (Skip to 18)
16a. In what year did your hospital's/system's last ACO contract end?	-	
16b. Which of the following types of payers did your hospital/system have an accountable ca	are contract with?	(Check all that apply)
1. Traditional Medicare (MSSP and NextGen) (Skip to 16c)		
2. \square A Medicare Advantage plan (Skip to 16d)		
3. A commercial insurance plan (including ACA participants, individual, group, and or participants).	employer markets	s) (Skip to 16d)
4. Medicaid (Skip to 18)	ale all that apply)	
16c. In which of the following Medicare programs did your hospital/system participate? (Cher	ск ан татарру)	
1. ☐ MSSP Track 1 2. ☐ MSSP Track 2		
2. ☐ MSSP Track 2 3. ☐ MSSP Track 3		
4. ☐ MSSP Track 1+		
5. NextGen		
6. ☐ Pioneer		
7. Comprehensive ESRD Care		
16d. How many commercial accountable care contracts has your hospital/system previously	been a part of?	
17. Has your hospital/system ever considered participating in an ACO?		
a. Yes, and we are planning to join one		
 b. ☐ Yes, but we are not planning to join one c. ☐ No, we have not even considered it 		
•		
18. Do any hospitals and/or physician groups with your system, or the system itself, plan to pany of the following risk arrangements in the next three years? (Check all that apply)	participate in	
a. Shared savings/losses		
b. ☐ Bundled payment		
c. Capitation		
d. \square ACO (ownership)		
e. \square ACO (joint venture)		
f. Health plan (ownership)		
g. 🗖 Health plan (joint venture)		
h. Other, please specify:		
i. 🗖 None		
19. Does your hospital/system have an established medical home program?	_	_
a. Hospital	Yes 🔲	No 🔲
b. System 20. Here your begoitel/everteen cotablished a clinically integrated natural/2	Yes	No 🗖
20. Has your hospital/system established a clinically integrated network? a. Hospital	🗖	🗖
b.System	Yes Ves	No No No No No No No No No No

Please report beds, utilization, financial, and staffing data for the 12-month period that is consistent with the period reported on page 1. Report financial data for reporting period only. Include within your operations all activities that are wholly owned by the hospital, including subsidiary corporations regardless of where the activity is physically located. Please do not include within your operations distinct and separate divisions that may be owned by your hospital's parent corporation. If final figures are not available, please estimate. Round to the nearest dollar. Report all personnel who were on the payroll and whose payroll expenses are reported in E3f. (Please refer to specific definitions on pages 28-30.)

Fill out column (2) if hospital owns and operates a nursing home type unit/facility. Column (1) should be the combined total of hospital plus nursing home unit/facility.

1.	BEDS AND UTILIZATION	(1) Total Facility	(2) Nursing Home Unit/Facility
a.	Total licensed beds		
b.	Beds set up and staffed for use at the end of the reporting period		
c.	Bassinets set up and staffed for use at the end of the reporting period		
d.	Births (exclude fetal deaths)		
e.	Admissions (exclude newborns; include neonatal & swing admissions)		
f.	Inpatient days (exclude newborns; include neonatal & swing days)		
g.	Emergency department visits		
h.	Total outpatient visits (include emergency department visits & outpatient surgeries)		
i.	Inpatient surgical operations		
j.	Number of operating rooms		
k.	Outpatient surgical operations		
2.	MEDICARE/MEDICAID UTILIZATION	(1) Total Facility	(2) Nursing Home Unit/Facility
a1	. Total Medicare (Title XVIII) inpatient discharges (including Medicare Managed Care)		
a2	. How many Medicare inpatient discharges were Medicare Managed Care?		
b1	. Total Medicare (Title XVIII) inpatient days (including Medicare Managed Care)		
b2	. How many Medicare inpatient days were Medicare Managed Care?		
c1	. Total Medicaid (Title XIX) inpatient discharges (including Medicaid Managed Care)		
c2	. How many Medicaid inpatient discharges were Medicaid Managed Care?		
d1	. Total Medicaid (Title XIX) inpatient days (including Medicaid Managed Care)		
d2	. How many Medicaid inpatient days were Medicaid Managed Care?		
3.	FINANCIAL	(1) Total Facility	(2) Nursing Home Unit/Facility
*a.	Net patient revenue (treat bad debt as a deduction from gross revenue)	.00	.00
*b	. Tax appropriations	.00	
*С.	. Other operating revenue	.00	
	Nonoperating revenue	.00	
	TOTAL REVENUE (add 3a thru 3d)	.00	00
f.	Payroll expense (only)		00.
g	. Employee benefits	.00	.00
h	. Depreciation expense (for reporting period only)	.00	
i.	Interest expense	00	
j.	Pharmacy expense	.00	
k	. Supply expense (other than pharmacy)	.00	
I.	All other expenses	.00	
m	n. TOTAL EXPENSES (add 3f thru 3l. Exclude bad debt)	.00	.00
n	. Do your total expenses (E3.m) reflect full allocation from your corporate office?	Yes	No 🗖

4. REVENUE BY TYPE *a. Total gross inpatient revenue .00 *b. Total gross outpatient revenue..... .00 *c. Total gross patient revenue00 5. UNCOMPENSATED CARE & PROVIDER TAXES *a. Bad debt (Revenue forgone at full established rates. Include in gross revenue.)..... .00 *b. Financial assistance (Includes charity care) (Revenue forgone at full-established rates. Include in gross .00 Yes 🔲 No \square *c. Is your bad debt (5a) reported on the basis of full charges? *d. Does your state have a provider Medicaid tax/assessment program? Yes 🗖 No \square *e. If yes, please report the total gross amount paid into the program. .00 *f. Due to differing accounting standards, please indicate whether the provider tax/assessment amount is included in: 1. Total expenses Yes 🔲 No \square № □ 2. Deductions from net patient revenue Yes \square (1) (2)6. REVENUE BY PAYER (report total facility gross & net figures) Gross Net *a. GOVERNMENT (1) Medicare: a) Fee for service patient revenue00 .00 .00 .00 b) Managed care revenue c) Total (a + b)00 .00 (2) Medicaid: Fee for service patient revenue..... .00 .00 a) Managed care revenue..... b) .00 .00 c) Medicaid Graduate Medical Education (GME) payments00 Medicaid Disproportionate Share Hospital Payments (DSH)..... d) .00 Medicaid Supplemental Payments (not including Medicaid DSH Payments) e) .00 Other Medicaid00 f) Total (a thru f) .00 .00 (3) Other government .00 .00 *b. NONGOVERNMENT (1) Self-pay .00 .00 (2) Third-party payers: a) Managed care (includes HMO and PPO)..... .00 .00 b) Other third-party payers..... .00 .00 Total third-party payers (a + b)00 .00 (3) All other nongovernment..... .00 .00 *c. TOTAL00 .00 (Total gross should equal 4c on page 13. Total net should equal 3a on page 12.) (1) (2)Inpatient Outpatient *d. If you report Medicaid Supplemental Payments on line 6.a(2)e, please break the payment total into inpatient and outpatient care. .00 .00 *e. If you are a government owned facility (control codes 12-16), does your facility Yes \square No \square participate in the Medicaid intergovernmental transfer or certified public expenditures program? (1) (2)Net Gross *f.If yes, please report gross and net revenue. .00 00 Yes \square No \square Are the financial data on pages 12-14 from your audited financial statement?

7.FINANCIA	L PERFORMANCE - MA	RGIN			
*a. Total Margi	n	%			
*b. Operating N	<i>l</i> argin	%			
*c. EBITDA Ma	ırgin	%			
*d. Medicare M	argin	%			
*e. Medicaid M	argin	%			
8. FIXED AS	SETS				
a. Property, pla	nt and equipment at cost				<u>.</u> 00
b. Accumulated	depreciation				00
c. Net property,	plant and equipment (a-b)				00
d. Total gross s	quare feet of your physical plant	t used for or in support of your	healthcare activities.		
9. TOTAL CA	APITAL EXPENSES				
	nses used to acquire assets, incl	udina buildinas, remodelina p	roiects. equipment. o	r property	.00
			, , , , ,	,	
10. INFORM	ATION TECHNOLOGY A	ND CYBERSECURITY			
a. IT operating	expense				00
	ense				
	mployed IT staff (in FTEs)				
	utsourced IT staff (in FTEs)				
*e. What percen	tage of your IT budget is spent o	on security?			%
*f. Which of the (check all that	following cybersecurity measure at apply)	es does your hospital or health	n system currently de	ploy?	
1. Annua	l risk assessment				
2. Incide	nt response plan				
	on detection systems				
4. Mobile	device encryption				
5. Mobile	device data wiping				
6. Penet	ration testing to identify security	vulnerabilities			
7. Strong	password requirements				
8. Two-fa	actor authentication		Ц		
	ospital or health system board ov n specifically include consideration		Yes 🗖	No 🗖	Unsure \square
*h. Does your ho	ospital or health system have cyt	bersecurity insurance?	Yes	No 🗖	Unsure
information-s	tal or health system participating haring activities with an outside nization to identify threats and v	information sharing and	Yes 🗆	№ □	Unsure \square

For members of the Catholic Health Association of the United States (CHA), AHA will also share these data with CHA unless there are objections expressed by checking this box \Box

The state/metropolitan/regional associations and CHA may not release these data without written permission from the hospital.

^{*} These data will be treated as confidential and not released without written permission. AHA will however, share these data with your respective state hospital association and, if requested, with your appropriate metropolitan/regional association.

11. STAFFING

Report full-time (35 hours or more) and part-time (less than 35 hours) personnel who were on the hospital/facility **payroll at the end of your reporting period.** Include members of religious orders for whom dollar equivalents were reported. Exclude private-duty nurses, volunteers, and all personnel whose salary is financed entirely by outside research grants. Exclude physicians and dentists who are paid on a fee basis. **FTE** is the total number of hours **worked** (excluding non-worked hours such as PTO, etc.) by all employees over the full (12 month) reporting period divided by the normal number of hours worked by a full-time employee for that same time period. For example, if your hospital considers a normal workweek for a full-time employee to be 40 hours, a total of 2,080 would be worked over a full year (52 weeks). If the total number of hours worked by all employees on the payroll is 208,000, then the number of Full-Time Equivalents (FTE) is 100 (employees). The FTE calculation for a specific occupational category such as registered nurses is exactly the same. The calculation for each occupational category should be based on the number of hours worked by staff employed in that specific category.

For each occupational category, please report the number of staff vacancies as of the last day of your reporting period. A vacancy is defined as a budgeted staff position which is unfilled as of the last day of the reporting period and for which the hospital is actively seeking either a full-time or part-time permanent replacement. Personnel who work in more than one area should be included only in the category of their primary responsibility and should be counted only once.

			(1) Full-Time (35 hr/wk or more) On Payroll (Headcount)	(2) Part-Time (Less than 35hr/wk) On Payroll (Headcount)	(3) FTE	(4) Vacancies (Headcount)
a.	Ph	ysicians				
b.	De	ntists				
C.	Me	edical residents/interns				
d.	De	ntal residents/interns				
e.	Otl	her trainees				
f.	Re	gistered nurses		·	- -	
g.	Lic	ensed practical (vocational) nurses				·
h.	Nu	rsing assistive personnel				·
i.	Ra	diology technicians		·	- -	
j.	Lal	boratory technicians				·
k.	Ph	armacists licensed				
I.	Ph	armacy technicians				
m.	Re	spiratory therapists				
n.	All	other personnel				
о.	To	tal facility personnel (add 11a through 11n)				
	((Total facility personnel (a-n) should include hos	pital and nursing hor	me type unit/facility,	if applicable.	
	ı	Nursing home type unit/facility personnel should	l also be reported sep	parately in 11p and 1	1q.)	
p.	Nu	rsing home type unit/facility registered nurses		- -		·
q.		tal nursing home type unit/facility personnel				
r.		r your employed RN FTEs reported above (E.11.f, c ne equivalents who are involved in direct patient care		the number of full-		Number of direct patient care FTEs
s.		r your medical residents/interns reported above (E.1 f full-time on payroll.by specialty.	1c. column 1) please i	ndicate the number	Full-Time (35 hr/wk or more) On Payroll	
	1.	Primary care (general practitioner, general international pediatrics, geriatrics)	l medicine, family prac	tice, general		
	2.	Other specialties				

12. PRIVILEGED PHYSICIANS

Report the total number of physicians with privileges at your hospital by type of relationship with the hospital. The sum of the physicians reported in 12a-12g should equal the total number of privileged physicians (12h) in the hospital.

		(1) Total Employed	(2) Total Individual Contract	(3) Total Group Contract	(4) Not Employed or Under Contract	(5) Total Privileged (add columns 1-4)
	Primary care (general practitioner, general internal medicine, family practice, general pediatrics)					
b. (Obstetrics/gynecology					
c. I	Emergency medicine					
d. I	Hospitalist					
e. I	Intensivist					·
f. I	Radiologist/pathologist/anesthesiologist					
g. (Other specialist					
h. ⁻ 13.	Total (add 12a-12g) HOSPITALISTS					45
a.	Do hospitalists provide care for patients in your hos	pital? (if no, pleas	se skip to 14)	Ye	s No No	(If yes, please report in E.12d)
b.	If yes, please report the total number of full-time eq	uivalent (FTE) ho	spitalists	<u> </u>	FTE	
14.	INTENSIVISTS					
a.	Do intensivists provide care for patients in your hos	pital? (if no, pleas	se skip to 15)		s No No	(If yes, please report in E.12.e)
b.	If yes, please report the total number of FTE intens area is closed to intensivists. (Meaning that only intensive care.) 1. Medical-surgical intensive care.	ensivists are auth	orized to care for		se indicate whethe	r the intensive care
	2. Cardiac intensive care					
	3. Neonatal intensive care					
	4. Pediatric intensive care					
	5. Other intensive care					
	6. Total		<u></u>			
15. a. b.	Do advanced practice nurses/physician assistants If yes, please report the number of full time, part patients in your hospital.	provide care for time and FTE a	patients in your ho	ospital? (If no, p nurses and ph	ysician assistants	
	Physician Assistants	Full-time	Part-time	F	TE	
c.	If yes, please indicate the type of service provided 1. Primary care 2. Anesthesia 4. Other specialty care 5. Patient edu	services (Certifie	ed registered nurs			department care
16. a.	FOREIGN EDUCATED NURSES Did your facility hire more foreign-educated nurses More Less L	s (including contra	act or agency nurs	· · · · · · · · · · · · · · · · · · ·	RN vacancies in 20	019 vs. 2018?
b.	From which countries/continents are you recruiting África South Korea	_	_	_	ndia Other D	

F. SUPPLEMENTAL INFORMATION

1. Airway endoscopy	duct exchange			Number of on-campus sites	Number of off-campu sites	S
3. Blood product exchange	duct exchange	1. Airway endoscopy		31103	Sites	
4. Cardiac/pulmonary rehabilitation	ulmonary rehabilitation	2. Ambulatory surgery				
5. Diagnostic/screening test and related procedures	c/screening test and related procedures	3. Blood product exchange				
6. Drug administration and clinical encology	inistration and clinical oncology	4. Cardiac/pulmonary rehabilitation				
7. Ear, nose throat (ENT) <td>throat (ENT)</td> <td>5. Diagnostic/screening test and related procedures</td> <td></td> <td></td> <td></td> <td></td>	throat (ENT)	5. Diagnostic/screening test and related procedures				
8. General surgery and related procedures	sestinal (GI)	6. Drug administration and clinical oncology			 '	
9. Gastrointestinal (GI)	estinal (GI)	7. Ear, nose throat (ENT)			 '	
10. Gynecology	gy y y giging gi	3. General surgery and related procedures			 	
11. Laboratory	y	Gastrointestinal (GI)				
11. Laboratory	y					
12. Major imaging	aging					
13. Minor imaging	keletal surgery keletal surgery system procedures loology / are lic care oncology attion listion list					
14. Musculoskeletal surgery	keletal surgery system procedures lology are loc care oncology ation ursing e abuse/chemical dependency are loredovascular/cardiovascular loredo					
15. Nervous system procedures	system procedures					
16. Ophthalmology	lology // are		$\overline{\Box}$			
17. Pathology <	are		$\overline{\Box}$			
18. Primary care	are		П			
19. Psychiatric care	ic care		$\overline{\Box}$			
20. Radiation oncology 21. Rehabilitation 22. Skilled nursing 23. Substance abuse/chemical dependency 24. Urgent care 25. Urology 26. Vascular/endovascular/cardiovascular 27. Visits and related services 28. Other, please specify: Does the hospital participate in a group purchasing arrangement? If yes, please provide the name, city, and state of the group purchasing organization(s). Name: City: Name: City: Does the hospital purchase medical/surgical supplies directly through a distributor? YES NO NO If yes, please provide the name of the distributor(s).	ation	·	$\overline{\Box}$		 ^	
21. Rehabilitation 22. Skilled nursing 23. Substance abuse/chemical dependency 24. Urgent care 25. Urology 26. Vascular/endovascular/cardiovascular 27. Visits and related services 28. Other, please specify: Does the hospital participate in a group purchasing arrangement? If yes, please provide the name, city, and state of the group purchasing organization(s). Name: City: Name: City: Does the hospital purchase medical/surgical supplies directly through a distributor? YES NO	ation		$\overline{\Box}$		 ^	
22. Skilled nursing	e abuse/chemical dependency e abuse/chemical dependency e abuse/chemical dependency dre lendovascular/cardiovascular related services pital participate in a group purchasing arrangement? provide the name, city, and state of the group purchasing organization(s). City: State: City: State: State: Spital purchase medical/surgical supplies directly through a distributor? PES NO State: State: State: Spital purchase medical/surgical supplies directly through a distributor? PES NO State: State: State: Spital purchase medical/surgical supplies directly through a distributor? PES NO		\Box		 	
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F. SUPPLEMENTAL INFORMATION (continued)

4. If your hospital hired RNs during the reporting period, how many	y were new graduates	from nursing schools?	
5. Describe the extent of your hospital's current partnerships with initiatives.	the following types of o	organizations for community o	r population health improvement
	Not Involved	Collaboration	Formal Alliance
a. Health care providers outside your system			
b. Local or state public health organizations			
c. Local or state human/social service organizations			
d. Other local or state government			
e. Non-profit organizations			
f. Faith-based organizations			
g. Health insurance companies			
h. Schools			
i. Local businesses or chambers of commerce			
j. National businesses			
k. Other (list)			
6. Does your hospital have an established patient and family advis families? Yes ☐ No ☐	sory council that meets	regularly to actively engage	the perspectives of patients and
7. Does your hospital have a policy or guidelines that facilitate unrin care according to patient preference?	estricted access, 24 h	ours a day, to hospitalized pat	tients by family and other partners
a. ☐Exists across all units			
b. □Exists across some units			
c. Does not exist in any hospital unit			
Use this space for comments or to elaborate on any information su	upplied on this survey.	Refer to the response by pag	e, section and item name.

As declared previously, hospital specific revenue data are treated as confidential. AHA's policy is not to release these data without written permission from your institution. The AHA will however, share these data with your respective state hospital association and if requested with your appropriate metropolitan/regional association.

On occasion, the AHA is asked to provide these data to external organizations, both public and private, for their use in analyzing crucial health care policy or research issues. The AHA is requesting your permission to allow us to release your confidential data to those requests that we consider legitimate and worthwhile. In every instance of disclosure, the receiving organization will be prohibited from releasing hospital specific information.

Please indicate below whether or not you agree to these types of disclosure:

HOSPITAL ASSOCIATION.

[] I hereby grant AHA permission to need to gain access to these data	release my hospital's revenue data to external usubject to the user's agreement with the AHA no	users that the AHA determines have a legitimate and worthwhile ot to release hospital specific information.
Chief Executive Officer	Date	
[] I do not grant AHA permission to re	elease my confidential data.	
Chief Executive Officer	Date	
With the exception of restrictions prote	ecting certain confidential information, the results	s of this survey may be publically released.
Does your hospital or health sys	stem have an Internet or Homepage address?	2 Yes Π No Π
	ss: http://	
Thank you for your apparation in comme	polating this curvey. If there are any questions al	bout your responses to this survey, who should be contacted?
Thank you for your cooperation in com	ipleurig tris survey. If there are any questions at	court your responses to this survey, who should be contacted?
Name (please print)	Title	(Area Code) Telephone Number
/	Chief Executive Officer	() Hospital's Main Fax Number
Contact Email address:		_

THANK YOU

NOTE: PLEASE PHOTOCOPY THE INFORMATION FOR YOUR HOSPITAL FILE BEFORE RETURNING THE ORIGINAL FORM TO THE AMERICAN HOSPITAL ASSOCIATION. ALSO, PLEASE FORWARD A PHOTOCOPY OF THE COMPLETED QUESTIONNAIRE TO YOUR STATE

SECTION A REPORTING PERIOD Instructions

INSTRUCTIONS AND DEFINITIONS FOR THE 2018 ANNUAL SURVEY OF HOSPITALS.

For purposes of this survey, a hospital is defined as the organization or corporate entity licensed or registered as a hospital by a state to provide diagnostic and therapeutic patient services for a variety of medical conditions, both surgical and nonsurgical.

- 1. Reporting period used (beginning and ending date): Record the beginning and ending dates of the reporting period in an eight-digit number: for example, January 1, 2019 should be shown as 01/01/2019. Number of days should equal the time span between the two dates that the hospital was open. If you are reporting for less than 365 days, utilization and finances should be presented for days reported only.
- 2. Were you in operation 12 full months at the end of your reporting period? If you are reporting for less than 365 days, utilization and finances should be presented for days reported only.
- 3. Number of days open during reporting period: Number of days should equal the time span between the two dates that the hospital was open.

SECTION B ORGANIZATIONAL STRUCTURE Instructions and Definitions

1. CONTROL

Check the box to the left of the type of organization that is responsible for establishing policy for overall operation of the hospital.

Government, nonfederal.

State. Controlled by an agency of state government.

County. Controlled by an agency of county government.

City. Controlled by an agency of municipal government.

City-County. Controlled jointly by agencies of municipal and county governments.

Hospital district or authority. Controlled by a political subdivision of a state, county, or city created solely for the purpose of establishing and maintaining medical care or health-related care institutions.

Nongovernment, not for profit. Controlled by not-for-profit organizations, including religious organizations (Catholic hospitals, for example), community hospitals, cooperative hospitals, hospitals operated by fraternal societies, and so forth.

Investor owned, for profit. Controlled on a for profit basis by an individual, partnership, or a profit making corporation.

Government, federal. Controlled by an agency or department of the federal government.

2. SERVICE

Indicate the ONE category that best describes the type of service that your hospital provides to the majority of patients.

General medical and surgical. Provides diagnostic and therapeutic services to patients for a variety of medical conditions, both surgical and nonsurgical.

Hospital unit of an institution. Provides diagnostic and therapeutic services to patients in an institution.

Hospital unit within a facility for persons with intellectual disabilities. Provides diagnostic and therapeutic services to persons with intellectual disabilities.

Surgical. An acute care specialty hospital where 2/3 or more of its inpatient claims are for surgical/diagnosis related groups.

Psychiatric. Provides diagnostic and therapeutic services to patients with mental or emotional disorders.

Tuberculosis and other respiratory diseases. Provides medical care and rehabilitative services to patients for whom the primary diagnosis is tuberculosis or other respiratory diseases.

Cancer. Provides medical care to patients for whom the primary diagnosis is cancer.

Heart. Provides diagnosis and treatment of heart disease.

Obstetrics and gynecology. Provides medical and surgical treatment to pregnant women and to mothers following delivery. Also provides diagnostic and therapeutic services to women with diseases or disorders of the reproductive organs.

Eye, ear, nose, and throat. Provides diagnosis and treatment of diseases and injuries of the eyes, ears, nose, and throat.

Rehabilitation. Provides a comprehensive array of restoration services for people with disabilities and all support services necessary to help them attain their maximum functional capacity.

Orthopedic. Provides corrective treatment of deformities, diseases, and ailments of the locomotive apparatus, especially affecting the limbs, bones, muscles, and joints.

Chronic disease. Provides medical and skilled nursing services to patients with long-term illnesses who are not in an acute phase, but who require an intensity of services not available in nursing homes.

Intellectual disabilities. Provides health-related care on a regular basis to patients with developmental or intellectual disabilities who cannot be treated in a skilled nursing unit.

Acute long-term care hospital. Provides high acuity interdisciplinary services to medically complex patients that require more intensive recuperation and care than can be provided in a typical nursing facility.

Alcoholism and other chemical dependency. Provides diagnostic and therapeutic services to patients with alcoholism or other drug dependencies.

3. OTHER

- a. Children admissions. A hospital whose primary focus is the health and treatment of children and adolescents.
- b. Subsidiary. A company that is wholly controlled by another or one that is more than 50% owned by another organization.
- c. Contract managed. General day-to-day management of an entire organization by another organization under a formal contract. Managing organization reports directly to the board of trustees or owners of the managed organization; managed organization retains total legal responsibility and ownership of the facility's assets and liabilities.
- d. Physician group. Cooperative practice of medicine by a group of physicians, each of whom as a rule specializes in some particular field.
- f. Co-located hospitals. Co-location refers to two or more entities, with separate CMS Certification Numbers occupying the same building, or conjoined buildings.

SECTION C FACILITIES AND SERVICES Definitions

Owned/provided by the hospital or its subsidiary. All patient revenues, expenses and utilization related to the provision of the service are reflected in the hospital's statistics reported elsewhere in this survey.

Provided by my health system (in my local community). Another health care provider in the same system as your hospital provides the service and patient revenue, expenses, and utilization related to the provision of the service are recorded at the point where the service was provided and would not be reflected in your hospital's statistics reported elsewhere in this survey. (A system is a corporate body that owns, leases, religiously sponsors and/or manages health providers)

Provided through a partnership or joint venture with another provider that is not in my system. All patient revenues and utilization related to the provision of the service are recorded at the site where the service was provided and would not be reflected in your hospital statistics reported elsewhere in this survey. (A joint venture is a contractual arrangement between two or more parties forming an unincorporated business. The participants in the arrangement remain independent and separate outside of the venture's purpose.)

- 1. General medical-surgical care. Provides acute care to patients in medical and surgical units on the basis of physicians' orders and approved nursing care plans.
- 2. Pediatric medical-surgical care. Provides acute care to pediatric patients on the basis of physicians' orders and approved nursing care plans.
- 3. Obstetrics. For service owned or provided by the hospital, level should be designated: (1) unit provides services for uncomplicated maternity and newborn cases; (2) unit provides services for uncomplicated cases, the majority of complicated problems, and special neonatal services; and (3) unit provides services for all serious illnesses and abnormalities and is supervised by a full-time maternal/fetal specialist.
- 4. Medical-surgical intensive care. Provides patient care of a more intensive nature than the usual medical and surgical care, on the basis of physicians' orders and approved nursing care plans. These units are staffed with specially trained nursing personnel and contain monitoring and specialized support equipment for patients who because of shock, trauma or other life-threatening conditions require intensified comprehensive observation and care. Includes mixed intensive care units.
- 5. Cardiac intensive care. Provides patient care of a more specialized nature than the usual medical and surgical care, on the basis of physicians' orders and approved nursing care plans. The unit is staffed with specially trained nursing personnel and contains monitoring and specialized support or treatment equipment for patients who, because of heart seizure, open-heart surgery, or other life-threatening conditions, require intensified, comprehensive observation and care. May include myocardial infarction, pulmonary care, and heart transplant units.
- 6. Neonatal intensive care. A unit that must be separate from the newborn nursery providing intensive care to all sick infants including those with the very lowest birth weights (less than 1500 grams). NICU has potential for providing mechanical ventilation, neonatal surgery, and special care for the sickest infants born in the hospital or transferred from another institution. A full-time neonatologist serves as director of the NICU.
- 7. Neonatal intermediate care. A unit that must be separate from the normal newborn nursery and that provides intermediate and/or recovery care and some specialized services, including immediate resuscitation, intravenous therapy, and capacity for prolonged oxygen therapy and monitoring.
- 8. Pediatric intensive care. Provides care to pediatric patients that is of a more intensive nature than that usually provided to pediatric Patients. The unit is staffed with specially trained personnel and contains monitoring and specialized support equipment for treatment of patients who, because of shock, trauma, or other life-threatening conditions, require intensified, comprehensive observation and care.
- 9. Burn care. Provides care to severely burned patients. Severely burned patients are those with any of the following: (1) second-degree burns of more than 25% total body surface area for children: (2) third-degree burns of more than 10% total body surface area; (3) any severe burns of the hands, face, eyes, ears, or feet; or (4) all inhalation injuries, electrical burns, complicated burn injuries involving fractures and other major traumas, and all other poor risk factors.
- 10. Other special care. Provides care to patients requiring care more intensive than that provided in the acute area, yet not sufficiently intensive to require admission to an intensive care unit. Patients admitted to this area are usually transferred here from an intensive care unit once their condition has improved. These units are sometimes referred to as definitive observation, step-down or progressive care units.
- 11. Other intensive care. A specially staffed, specialty equipped, separate section of a hospital dedicated to the observation, care, and treatment of patients with life-threatening illnesses, injuries, or complications from which recovery is possible. It provides special expertise and facilities for the support of vital function and utilizes the skill of medical nursing and other staff experienced in the management of these problems.
- 12. Physical rehabilitation. Provides care encompassing a comprehensive array of restoration services for people with disabilities and all support services necessary to help patients attain their maximum functional capacity.
- 13. Alcoholism-chemical dependency care. Provides diagnosis and therapeutic services to patients with alcoholism or other drug dependencies. Includes care for inpatient/residential treatment for patients whose course of treatment involves more intensive care than provided in an outpatient setting or where patient requires supervised withdrawal.
- 14. Psychiatric care. Provides acute or long-term care to patients with mental or emotional disorders, including patients admitted for diagnosis and those admitted for treatment of psychiatric disorders, on the basis of physicians' orders and approved nursing care plans. Long-term care may include intensive supervision to persons with chronic/severe mental illness.
- **15. Skilled nursing care.** Provides non-acute medical and skilled nursing care services, therapy, and social services under the supervision of a licensed registered nurse on a 24-hour basis.
- **16.** Intermediate nursing care. Provides health-related services (skilled nursing care and social services) to residents with a variety of physical conditions or functional disabilities. These residents do not require the care provided by a hospital or skilled nursing facility, but do need supervision and support services.
- 17. Acute long-term care. Provides specialized acute hospital care to medically complex patients who are critically ill, have multisystem complications and/or failure, and require hospitalization averaging 25 days, in a facility offering specialized treatment programs and therapeutic intervention on a 24-hour/7 days a week basis.
- 18. Other long-term care. Provision of long-term care other than skilled nursing care or intermediate care for those who do not require daily medical or nursing services, but may requires some assistance in the activities of daily living. This can include residential care, elderly care, or care facilities for those with developmental or intellectual disabilities.
- **19. Other care.** (specify) Any type of care other than those listed above.
 - The sum of the beds reported in Section C 1-19 should equal what you have reported in Section E(1b) for beds set up and staffed.
- 20. Adult day care program. Program providing supervision, medical and psychological care, and social activities for older adults who live at home or in another family setting, but cannot be alone or prefer to be with others during the day. May include intake assessment, health monitoring, occupational therapy, personal care, noon meal, and transportation services.
- 21. Airborne infection isolation room. A single-occupancy room for patient care where environmental factors are controlled in an effort to minimize the transmission of those infectious agents, usually spread person to person by droplet nuclei associated with coughing and inhalation. Such rooms typically have specific ventilation requirements for controlled ventilation, air pressure and filtration.

- 22. Alcoholism-chemical dependency care services.
 - a. Alcoholism-chemical dependency pediatric care services. Provides diagnosis and therapeutic services to pediatric patients with alcoholism or other drug dependencies. Includes care for inpatient/residential treatment for patients whose course of treatment involves more intensive care than provided in an outpatient setting or where patient requires supervised withdrawal. Please report staffed beds. The beds reported here should also be reported under 13, alcoholism-chemical dependency care. This line item should be a breakout of the pediatric beds only.
 - b. Alcoholism-chemical dependency outpatient services. Organized hospital services that provide medical care and/or rehabilitative treatment services to outpatients for whom the primary diagnosis is alcoholism or other chemical dependency.
 - c. Alcoholism-chemical dependency partial hospitalization services. Organized hospital services providing intensive day/evening outpatient services of three hour or more duration, distinguished from other outpatient visits of one hour.
- 23. Alzheimer center. Facility that offers care to persons with Alzheimer's disease and their families through an integrated program of clinical services, research, and education.
- 24. Ambulance services. Provision of ambulance service to the ill and injured who require medical attention on a scheduled and unscheduled basis.
- 25. Air ambulance services. Aircraft and especially a helicopter equipped for transporting the injured or sick. Most air ambulances carry critically ill or injured patients, whose condition could rapidly change for the worse.
- 26. Ambulatory surgery center. Facility that provides care to patients requiring surgery that are admitted and discharged on the same day. Ambulatory surgery centers are distinct from same day surgical units within the hospital outpatient departments for purposes of Medicare payment.
- 27. Arthritis treatment center. Specifically equipped and staffed center for the diagnosis and treatment of arthritis and other joint disorders.
- 28. Auxiliary. A volunteer community organization formed to assist the hospital in carrying out its purpose and to serve as a link between the institution and the community.
- 29. Bariatric/weight control services. The medical practice of weight reduction.
- 30. Birthing room/LDR room/LDRP room. A single-room type of maternity care with a more homelike setting for families than the traditional three-room unit (labor/delivery/recovery) with a separate postpartum area. A birthing room combines labor and delivery in one room. An LDR room accommodates three stages in the birthing process—labor, delivery, and recovery. An LDRP room accommodates all four stages of the birth process—labor, delivery, recovery, and postpartum.
- 31. Blood donor center. A facility that performs, or is responsible for the collection, processing, testing or distribution of blood and components.
- 32. Breast cancer screening/mammograms. Mammography screening The use of breast x-ray to detect unsuspected breast cancer in asymptomatic women. Diagnostic mammography The x-ray imaging of breast tissue in symptomatic women who are considered to have a substantial likelihood of having breast cancer already.
- **33. Cardiology and cardiac surgery services.** Services which include the diagnosis and treatment of diseases and disorders involving the heart and circulatory system.
 - a-b. Cardiology services. An organized clinical service offering diagnostic and interventional procedures to manage the full range of heart conditions
 - c-d. Diagnostic catheterization. (also called coronary angiography or coronary arteriography) is used to assist in diagnosing complex heart conditions. Cardiac angiography involves the insertion of a tiny catheter into the artery in the groin then carefully threading the catheter up into the aorta where the coronary arteries originate. Once the catheter is in place, a dye is injected which allows the cardiologist to see the size, shape, and distribution of the coronary arteries. These images are used to diagnose heart disease and to determine, among other things, whether or not surgery is indicated
 - **e-f.** Interventional cardiac catheterization. Nonsurgical procedure that utilizes the same basic principles as diagnostic catheterization and then uses advanced techniques to improve the heart's function. It can be a less invasive alternative to heart surgery.
 - g-h. Cardiac surgery. Includes minimally invasive procedures that include surgery done with only a small incision or no incision at all, such as through a laparoscope or an endoscope and more invasive major surgical procedures that include open chest and open heart surgery.
 - i-j. Cardiac electrophysiology. Evaluation and management of patients with complex rhythm or conduction abnormalities, including diagnostic testing, treatment of arrhythmias by catheter ablation or drug therapy, and pacemaker/defibrillator implantation and follow-up.
 - **k. Cardiac rehabilitation.** A medically supervised program to help heart patients recover quickly and improve their overall physical and mental functioning. The goal is to reduce risk of another cardiac event or to keep an already present heart condition from getting worse. Cardiac rehabilitation programs include: counseling to patients, an exercise program, helping patients modify risk factors such as smoking and high blood pressure, providing vocational guidance to enable the patient to return to work, supplying information on physical limitations and lending emotional support.
- **34.** Case management. A system of assessment, treatment planning, referral and follow-up that ensures the provision of comprehensive and continuous services and the coordination of payment and reimbursement for care.
- 35. Chaplaincy/pastoral care services. A service ministering religious activities and providing pastoral counseling to patients, their families, and staff of a health care organization.
- 36. Chemotherapy. An organized program for the treatment of cancer by the use of drugs or chemicals.
- 37. Children's wellness program. A program that encourages improved health status and a healthful lifestyle of children through health education, exercise, nutrition and health promotion.
- 38. Chiropractic services. An organized clinical service including spinal manipulation or adjustment and related diagnostic and therapeutic services.
- **39.** Community outreach. A program that systematically interacts with the community to identify those in need of services, alerting persons and their families to the availability of services, locating needed services, and enabling persons to enter the service delivery system.
- **40.** Complementary and alternative medicine services. Organized hospital services or formal arrangements to providers that provide care or treatment not based solely on traditional western allopathic medical teachings as instructed in most U.S. medical schools. Includes any of the following: acupuncture, chiropractic, homeopathy, osteopathy, diet and lifestyle changes, herbal medicine, massage therapy, etc.
- **41. Computer assisted orthopedic surgery (CAOS).** Orthopedic surgery using computer technology, enabling three-dimensional graphic models to visualize a patient's anatomy.
- **42. Crisis prevention.** Services provided in order to promote physical and mental wellbeing and the early identification of disease and ill health prior to the onset and recognition of symptoms so as to permit early treatment.
- 43. Dental services. An organized dental service or dentists on staff, not necessarily involving special facilities, providing dental or oral services to innatients or outpatients.
- 44. Diabetes prevention program. Program to prevent or delay the onset of type 2 diabetes by offering evidence-based lifestyle changes based on research studies, which showed modest behavior changes helped individuals with prediabetes reduce their risk of developing type 2 diabetes.
- **45. Emergency services.** Health services that are provided after the onset of a medical condition that manifests itself by symptoms of sufficient severity, including severe pain, that the absence of immediate medical attention could reasonably be expected by a prudent layperson, who possesses an average knowledge of health and medicine, to result in placing the patient's health in serious jeopardy.
 - a. On-campus emergency department. Hospital facilities for the provision of unscheduled outpatient services to patients whose conditions require immediate care
 - b. Off-campus emergency department. A facility owned and operated by the hospital but physically separate from the hospital for the provision of unscheduled outpatient services to patients whose conditions require immediate care. A freestanding ED is not physically connected to a hospital but has all the necessary emergency staffing and equipment on site.

- c. Pediatric emergency department. A recognized hospital emergency department capable of identifying those pediatric patients who are critically ill or injured, stabilizing pediatric patients, including the management of airway, breathing and circulation and providing an appropriate transfer to a definitive care facility.
- d. Trauma center (certified). A facility to provide emergency and specialized intensive care to critically ill and injured patients. For service owned or provided by the hospital, please specify trauma level. Level 1: A regional resource trauma center, which is capable of providing total care for every aspect of injury and plays a leadership role in trauma research and education. Level 2: A community trauma center, which is capable of providing trauma care to all but the most severely injured patients who require highly specialized care. Level 3: A rural trauma hospital, which is capable of providing care to a large number of injury victims and can resuscitate and stabilize more severely injured patients so that they can be transported to level 1 or 2 facilities.
- **46. Enabling services.** A program that is designed to help the patient access health care services by offering any of the following: transportation services and/or referrals to local social services agencies.
- 47. Endoscopic services.
 - a. Optical colonoscopy. An examination of the interior of the colon using a long, flexible, lighted tube with a small built-in camera.
 - b. Endoscopic ultrasound. Specially designed endoscope that incorporates an ultrasound transducer used to obtain detailed images of organs in the chest and abdomen. The endoscope can be passed through the mouth or the anus. When combined with needle biopsy the procedure can assist in diagnosis of disease and staging of cancer.
 - c. Ablation of Barrett's esophagus. Premalignant condition that can lead to adenocarcinoma of the esophagus. The nonsurgical ablation of premalignant tissue in Barrett's esophagus by the application of thermal energy or light through an endoscope passed from the mouth into the esophagus.
 - d. Esophageal impedance study. A test in which a catheter is placed through the nose into the esophagus to measure whether gas or liquids are passing from the stomach into the esophagus and causing symptoms.
 - e. Endoscopic retrograde cholangiopancreatography (ERCP). A procedure in which a catheter is introduced through an endoscope into the bile ducts and pancreatic ducts. Injection of contrast material permits detailed x-ray of these structures. The procedure is used diagnostically as well as therapeutically to relieve obstruction or remove stones.
- **48. Enrollment (insurance) assistance services.** A program that provides enrollment assistance for patients who are potentially eligible for public health insurance programs such as Medicaid, State Children's Health Insurance, or local/state indigent care programs. The specific services offered could include explanation of benefits, assist applicants in completing the application and locating all relevant documents, conduct eligibility interviews, and/or forward applications and documentation to state/local social service or health agency.
- 49. Employment support services. Services designed to support individuals with significant disabilities to seek and maintain employment.
- 50. Extracorporeal shock wave lithotripter (ESWL). A medical device used for treating stones in the kidney or urethra. The device disintegrates kidney stones noninvasively through the transmission of acoustic shock waves directed at the stones.
- **51. Fertility clinic.** A specialized program set in an infertility center that provides counseling and education as well as advanced reproductive techniques such as: injectable therapy, reproductive surgeries, treatment for endometriosis, male factor infertility, tubal reversals, in vitro fertilization (IVF), donor eggs, and other such services to help patients achieve successful pregnancies.
- 52. Fitness center. Provides exercise, testing, or evaluation programs and fitness activities to the community and hospital employees.
- **53. Freestanding outpatient care center.** A facility owned and operated by the hospital that is physically separate from the hospital and provides various medical treatments and diagnostic services on an outpatient basis only. Laboratory and radiology services are usually available.
- 54. Geriatric services. The branch of medicine dealing with the physiology of aging and the diagnosis and treatment of disease affecting the aged. Services could include: adult day care; Alzheimer's diagnostic-assessment services; comprehensive geriatric assessment; emergency response system; geriatric acute care unit; and/or geriatric clinics.
- 55. Health fair. Community health education events that focus on the prevention of disease and promotion of health through such activities as audiovisual exhibits and free diagnostic services.
- **56.** Community health education. Education that provides health information to individuals and populations as well as support for personal, family and community health decisions with the objective of improving health status.
- 57. Genetic testing/counseling. A service equipped with adequate laboratory facilities and directed by a qualified physician to advise patients on potential genetic diagnosis of vulnerabilities to inherited diseases. A genetic test is the analysis of human DNA, RNA, chromosomes, proteins, and certain metabolites in order to detect heritable disease-related genotypes, mutations, phenotypes, or karyotypes for clinical purposes. Genetic tests can have diverse purposes, including the diagnosis of genetic diseases in newborns, children, and adults; the identification of future health risks; the prediction of drug responses; and the assessment of risks to future children.
- 58. Health screening. A preliminary procedure such as a test or examination to detect the most characteristic sign or signs of a disorder that may require further investigation.
- **59. Health research.** Organized hospital research program in any of the following areas: basic research, clinical research, community health research, and/or research on innovative health care delivery.
- 60. Hemodialysis. Provision of equipment and personnel for the treatment of renal insufficiency on an inpatient or outpatient basis.
- **61. HIV/AIDS services.** Diagnosis, treatment, continuing care planning, and counseling services for HIV/AIDS patients and their families. Could include: HIV/AIDS unit, special unit or designated team, general inpatient care, or specialized outpatient program.
- 62. Home health services. Service providing nursing, therapy, and health-related homemaker or social services in the patient's home.
- **63. Hospice.** A program providing palliative care, chiefly medical relief of pain and supportive services, addressing the emotional, social, financial, and legal needs of terminally ill patients and their families. Care can be provided in a variety of settings, both inpatient and at home.
- **64. Hospital-based outpatient care center-services.** Organized hospital health care services offered by appointment on an ambulatory basis. Services may include outpatient surgery, examination, diagnosis, and treatment of a variety of medical conditions on a nonemergency basis, and laboratory and other diagnostic testing as ordered by staff or outside physician referral.
- **65a. Assisted living.** A special combination of housing, supportive services, personalized assistance and health care designed to respond to the individual needs of those who need help in activities of daily living and instrumental activities of daily living. Supportive services are available, 24 hours a day, to meet scheduled and unscheduled needs, in a way that promotes maximum independence and dignity for each resident and encourages the involvement of a resident's family, neighbor and friends.
- **65b. Retirement housing.** A facility that provides social activities to senior citizens, usually retired persons, who do not require health care but some short-term skilled nursing care may be provided. A retirement center may furnish housing and may also have acute hospital and long-term care facilities, or it may arrange for acute and long-term care through affiliated institutions.
- **65c. Supportive housing services.** A hospital program that provides decent, safe, affordable, community-based housing with flexible support services designed to help the individual or family stay housed and live a more productive life in the community.
- 66. Immunization program. Program that plans, coordinates and conducts immunization services in the community.
- **67. Indigent care clinic.** Health care services for uninsured and underinsured persons where care is free of charge or charged on a sliding scale. This would include "free clinics" staffed by volunteer practitioners, but could also be staffed by employees with the sponsoring health care organization subsidizing the cost of service.
- **68.** Linguistic/translation services. Services provided by the hospital designed to make health care more accessible to non-English speaking patients and their physicians.

- **69. Meal delivery services.** A hospital sponsored program which delivers meals to people, usually the elderly, who are unable to prepare their own meals. Low cost, nutritional meals are delivered to individuals' homes on a regular basis.
- 70. Mobile health services. Vans and other vehicles used for delivery of primary care services.
- 71. Neurological services. Services provided by the hospital dealing with the operative and nonoperative management of disorders of the central, peripheral, and autonomic nervous systems.
- 72. Nutrition programs. Services within a health care facility which are designed to provide inexpensive, nutritionally sound meals to patients.
- 73. Occupational health services. Includes services designed to protect the safety of employees from hazards in the work environment.
- **74. Oncology services.** Inpatient and outpatient services for patients with cancer, including comprehensive care, support and guidance in addition to patient education and prevention, chemotherapy, counseling and other treatment methods.
- **75. Orthopedic services.** Services provided for the prevention or correction of injuries or disorders of the skeletal system and associated muscles, joints and ligaments.
- 76. Outpatient surgery. Scheduled surgical services provided to patients who do not remain in the hospital overnight. The surgery may be performed in operating suites also used for inpatient surgery, specially designated surgical suites for outpatient surgery, or procedure rooms within an outpatient care facility.
- 77. Pain management program. A recognized clinical service or program providing specialized medical care, drugs or therapies for the management of acute or chronic pain and other distressing symptoms, administered by specially trained physicians and other clinicians, to patients suffering from acute illnesses of diverse causes.
- 78. Palliative care program. An organized program providing specialized medical care, drugs or therapies for the management of acute or chronic pain and/or the control of symptoms administered by specially trained physicians and other clinicians; and supportive care services, such as counseling on advanced directives, spiritual care, and social services, to patients with advanced diseases and their families.
- 79. Palliative care inpatient unit. An inpatient palliative care ward is a physically discreet, inpatient nursing unit where the focus is palliative care. The patient care focus is on symptom relief for complex patients who may be continuing to undergo primary treatment. Care is delivered by palliative medicine specialists.
- **80.** Patient controlled analgesia (PCA). Intravenously administered pain medicine under the patient's control. The patient has a button on the end of a cord than can be pushed at will, whenever more pain medicine is desired. This button will only deliver more pain medicine at predetermined intervals, as programmed by the doctor's order.
- 81. Patient education center. Written goals and objectives for the patient and/or family related to therapeutic regimens, medical procedures, and self-care
- **82. Patient representative services.** Organized hospital services providing personnel through whom patients and staff can seek solutions to institutional problems affecting the delivery of high quality care and services.
- 83. Physical rehabilitation services. Program providing medical, health-related, therapy, social, and/or vocational services to help people with disabilities attain or retain their maximum functional capacity.
 - a. Assistive technology center. A program providing access to specialized hardware and software with adaptations allowing individuals greater independence with mobility, dexterity, or increased communication options.
 - b. Electrodiagnostic services. Diagnostic testing services for nerve and muscle function such as nerve conduction studies and needle electromyography.
 - c. Physical rehabilitation outpatient services. Outpatient program providing medical, health-related, therapy, social, and/or vocational services to help people with disabilities attain or retain their maximum functional capacity.
 - d. Prosthetic and orthotic services. Services providing comprehensive prosthetic and orthotic evaluation, fitting, and training.
 - e. Robot-assisted walking therapy. A form of physical therapy that uses a robotic device to assist patients who are relearning how to walk.
 - f. Simulated rehabilitation environment. Rehabilitation focused on retraining functional skills in a contextually appropriate environment (simulated home and community settings) or in a traditional setting (gymnasium) using motor learning principles.
- 84. Primary care department. A unit or clinic within the hospital that provides primary care services (e.g., general pediatric care, general internal medicine, family practice, gynecology) through hospital-salaried medical and/or nursing staff, focusing on evaluating and diagnosing medical problems and providing medical treatment on an outpatient basis.
- 85. Psychiatric services. Services provided by the hospital that offer immediate initial evaluation and treatment to patients with mental or emotional disorders
 - a. Psychiatric consultation-liaison services. Provides organized psychiatric consultation/liaison services to nonpsychiatric hospital staff and/or departments on psychological aspects of medical care that may be generic or specific to individual patients.
 - b. Psychiatric pediatric services. The branch of medicine focused on the diagnosis, treatment and prevention of mental, emotional and behavioral disorders in pediatric patients. Please report the number of staffed beds. The beds reported here should be included in the staffed bed count for 14 psychiatric care.
 - c. Psychiatric geriatric services. Provides care to elderly patients with mental or emotional disorders, including those admitted for diagnosis and those admitted for treatment. Please report the number of staffed beds. The beds reported here should be included in the staffed bed count for 14 psychiatric care.
 - d. Psychiatric education services. Provides psychiatric educational services to community agencies and workers such as schools, police, courts, public health nurses, welfare agencies, clergy, and so forth. The purpose is to expand the mental health knowledge and competence of personnel not working in the mental health field and to promote good mental health through improved understanding, attitudes, and behavioral patterns.
 - e. Psychiatric emergency services. Services of facilities available on a 24-hour basis to provide immediate unscheduled outpatient care, diagnosis, evaluation, crisis intervention, and assistance to persons suffering acute emotional or mental distress.
 - f. Psychiatric outpatient services. Provides medical care, including diagnosis and treatment, of psychiatric outpatients.
 - g. Psychiatric intensive outpatient services. A prescribed course of treatment in which the patient receives outpatient care no less than three times a week (which might include more than one service/day)
 - h-i. Psychiatric partial hospitalization program adult/pediatric. Organized hospital services providing intensive day/evening outpatient services of three hours or more duration, distinguished from other outpatient visits of one hour.
 - **j-k.** Psychiatric residential treatment adult/pediatric. Overnight psychiatric care in conjunction with an intensive treatment program in a setting other than a hospital.
- **86. Radiology, diagnostic.** The branch of radiology that deals with the utilization of all modalities of radiant energy in medical diagnoses and therapeutic procedures using radiologic guidance. This includes, but is not restricted to, imaging techniques and methodologies utilizing radiation emitted by x-ray tubes, radionuclides, and ultrasonographic devices and the radiofrequency electromagnetic radiation emitted by atoms.
 - a. CT Scanner. Computed tomographic scanner for head or whole body scans.
 - b. Diagnostic radioisotope facility. The use of radioactive isotopes (Radiopharmaceuticals) as tracers or indicators to detect an abnormal condition or disease.
 - c. Electron beam computed tomography (EBCT). A high tech computed tomography scan used to detect coronary artery disease by measuring coronary calcifications. This imaging procedure uses electron beams which are magnetically steered to produce a visual of the coronary artery and the images are produced faster than conventional CT scans.

- d. Full-field digital mammography (FFDM). Combines the x-ray generators and tubes used in analog screen-film mammography (SFM) with a detector plate that converts the x-rays into a digital signal.
- e. Magnetic resonance imaging (MRI). The use of a uniform magnetic field and radio frequencies to study tissue and structure of the body.

 This procedure enables the visualization of biochemical activity of the cell in vivo without the use of ionizing radiation, radioisotopic substances or high-frequency sound.
- f. Intraoperative magnetic resonance imaging. An integrated surgery system which provides an MRI system in an operating room. The system allows for immediate evaluation of the degree to tumor resection while the patient is undergoing a surgical resection. Intraoperative MRI exists when a MRI (low-field or high-field) is placed in the operating theater and is used during surgical resection without moving the patient from the operating room to the diagnostic imaging suite.
- g. Magnetoencephalography (MEG). A noninvasive neurophysiological measurement tool used to study magnetic fields generated by neuronal activity of the brain. MEG provides direct information about the dynamics of evoked and spontaneous neural activity and its location in the brain. The primary uses of MEG include assisting surgeons in localizing the source of epilepsy, sensory mapping, and the study of brain function. When it is combined with structural imaging, it is known as *magnetic source imaging* (MSI).
- h. Multi-slice spiral computed tomography (<64+slice ČT). A specialized computed tomography procedure that provides three-dimensional processing and allows narrower and multiple slices with increased spatial resolution and faster scanning times as compared to a regular computed tomography scan.
- i. Multi-slice spiral computed tomography (64+ slice CT). Involves the acquisition of volumetric tomographic x-ray absorption data expressed in Hounsfield units using multiple rows of detectors. 64+ systems reconstruct the equivalent of 64 or more slices to cover the imaged volume.
- j. Positron emission tomography (PET). A nuclear medicine imaging technology which uses radioactive (positron emitting) isotopes created in a cyclotron or generator and computers to produce composite pictures of the brain and heart at work. PET scanning produces sectional images depicting metabolic activity or blood flow rather than anatomy.
- k. Positron emission tomography/CT (PET/CT). Provides metabolic functional information for the monitoring of chemotherapy, radiotherapy and surgical planning.
- I. Single photon emission computerized tomography (SPECT). A nuclear medicine imaging technology that combines existing technology of gamma camera imaging with computed tomographic imaging technology to provide a clearer and more precise image.
 m. Ultrasound. The use of acoustic waves above the range of 20,000 cycles per second to visualize internal body structures.
- **87. Radiology, therapeutic.** The branch of medicine concerned with radioactive substances and using various techniques of visualization, with the diagnosis and treatment of disease using any of the various sources of radiant energy. Services could include: megavoltage radiation therapy; radioactive implants; stereotactic radiosurgery; therapeutic radioisotope facility; X-ray radiation therapy.
 - a. Image-guided radiation therapy (IGRT). Automated system for image-guided radiation therapy that enables clinicians to obtain high-resolution x-ray images to pinpoint tumor sites, adjust patient positioning when necessary, and complete a treatment, all within the standard treatment time slot, allowing for more effective cancer treatments.
 - b. Intensity-Modulated Radiation Therapy (IMRT). A type of three-dimensional radiation therapy which improves treatment delivery by targeting a tumor in a way that is likely to decrease damage to normal tissues and allows for varying intensities.
 - c. Proton beam therapy. A form of radiation therapy which administers proton beams. While producing the same biologic effects as x-ray beams, the energy distribution of protons differs from conventional x-ray beams: proton beams can be more precisely focused in tissue volumes in a three-dimensional pattern, resulting in less surrounding tissue damage than conventional radiation therapy, permitting administration of higher doses.
 - d. Shaped beam radiation system. A precise, noninvasive treatment that involves targeted beams of radiation that mirror the exact size and shape of a tumor at a specific area to shrink or destroy cancerous cells. This procedure delivers a therapeutic dose of radiation that conforms precisely to the shape of the tumor, thus minimizing the risk to nearby tissues.
 - e. Stereotactic radiosurgery. A radiotherapy modality that delivers a high dosage of radiation to a discrete treatment area in as few as one treatment session. Includes Gamma Knife, Cyberknife, etc.
- 88. Robotic surgery. The use of mechanical guidance devices to remotely manipulate surgical instrumentation.
- 89. Rural health clinic. A clinic located in a rural, medically under-served area in the United States that has a separate reimbursement structure from the standard medical office under the Medicare and Medicaid programs.
- 90. Sleep center. Specially equipped and staffed center for the diagnosis and treatment of sleep disorders.
- **91. Social work services**. Could include: organized services that are properly directed and sufficiently staffed by qualified individuals who provide assistance and counseling to patients and their families in dealing with social, emotional, and environmental problems associated with illness or disability, often in the context of financial or discharge planning coordination.
- 92. Sports medicine. Provision of diagnostic screening, assessment, clinical and rehabilitation services for the prevention and treatment of sports-related injuries.
- **93.** Support groups. A hospital sponsored program that allows a group of individuals with common experiences or issues who meet periodically to share experiences, problems, and solutions in order to support each other.
- **94. Swing bed services.** A hospital bed that can be used to provide either acute or long-term care depending on community or patient needs. To be eligible a hospital must have a Medicare provider agreement in place, have fewer than 100 beds, be located in a rural area, not have a 24-hour nursing service waiver in effect, have not been terminated from the program in the prior two years, and meet various service conditions.
- 95. Teen outreach services. A program focusing on the teenager which encourages an improved health status and a healthful lifestyle including physical, emotional, mental, social, spiritual and economic health through education, exercise, nutrition and health promotion.
- 96. Tobacco treatment/cessation program. Organized hospital services with the purpose of ending tobacco-use habits of patients addicted to
- **97. Telehealth.** A broad variety of technologies and tactics to deliver virtual medical, public health, health education delivery and support services using telecommunications technologies. Telehealth is used more commonly as it describes the wide range of diagnosis and management, education, and other related fields of health care. This includes, but are not limited to: dentistry, counseling, physical and occupational therapy, home health, chronic disease monitoring and management, disaster management and consumer and professional education.
 - b. elCU. An electronic intensive care unit (elCU), also referred to as a tele-ICU, is a form of telemedicine that uses state of the art technology to provide an additional layer of critical care service. The goal of an elCU is to optimize clinical experience and facilitate 24-hour a day care by ICU caregivers.
 - c. Stroke care. Stroke telemedicine is a consultative modality that facilitates the care of patients with acute stroke by specialists at stroke centers.
 - d. Psychiatric and addiction treatment. Telepsychiatry can involve a range of services including psychiatric evaluations, therapy, patient education, and medication management.
 - e. Remote patient monitoring. The use of digital technologies to collect medical and other forms of health data from individuals in one location and electronically transmit the information securely to health care providers in a different location for assessment and recommendation.
- **98. Transplant services.** The branch of medicine that transfers an organ or tissue from one person to another or from one body part to another, to replace a diseased structure or to restore function or to change appearance. Services could include: Bone marrow, heart, lung, kidney, intestine, or tissue transplant. Please include heart/lung or other multi-transplant surgeries in 'other'.

- **99. Transportation to health facilities. (non-emergency)** A long-term care support service designed to assist the mobility of the elderly. Some programs offer improved financial access by offering reduced rates and barrier-free buses or vans with ramps and lifts to assist the elderly or people with disabilities; others offer subsidies for public transport systems or operate mini-bus services exclusively for use by senior citizens.
- 100. Urgent care center. A facility that provides care and treatment for problems that are not life threatening but require attention over the short term.
- 101. Violence Prevention
 - a. Workplace. A violence prevention program with goals and objectives for preventing workplace violence against staff and patients.
 - b. Community. An organized program that attempts to make a positive impact on the type(s) of violence a community is experiencing. For example, it can assist victims of violent crimes, e.g., rape, or incidents, e.g., bullying, to hospital or to community services to prevent further victimization or retaliation. A program that targets the underlying circumstances that contribute to violence such as poor housing, insufficient job training, and/or substance abuse through means such direct involvement and support, education, mentoring, anger management, crisis intervention and training programs would also qualify.
- 102. Virtual colonoscopy. Noninvasive screening procedure used to visualize, analyze and detect cancerous or potentially cancerous polyps in the colon.
- 103. Volunteer services department. An organized hospital department responsible for coordinating the services of volunteers working within the institution.
- **104. Women's health center/services.** An area set aside for coordinated education and treatment services specifically for and promoted to women as provided by this special unit. Services may or may not include obstetrics but include a range of services other than OB.
- 105. Wound management services. Services for patients with chronic wounds and nonhealing wounds often resulting from diabetes, poor circulation, improper seating and immunocompromising conditions. The goals are to progress chronic wounds through stages of healing, reduce and eliminate infections, increase physical function to minimize complications from current wounds and prevent future chronic wounds. Wound management services are provided on an inpatient or outpatient basis, depending on the intensity of service needed.
- **106.** Integration ranges from co-located physical and behavioral health providers, with some screening and treatment planning, to fully integrated care where behavioral and physical health providers function as a true team in a shared practice.
- **107a-b. Physician arrangements.** An integrated healthcare delivery program implementing physician compensation and incentive systems for managed care services. Please report the number of physicians and ownership percentage for each arrangement.
 - 1. Independent practice association (IPA). A legal entity that holds managed care contracts. The IPA then contracts with physicians, usually in solo practice, to provide care either on a fee-for-service or capitated basis. The purpose of an IPA is to assist solo physicians in obtaining managed care contracts.
 - 2. Group practice without walls. Hospital sponsors the formation of, or provides capital to physicians to establish, a "quasi" group to share administrative expenses while remaining independent practitioners.
 - 3. Open physician-hospital organization (PHO). A joint venture between the hospital and all members of the medical staff who wish to participate. The PHO can act as a unified agent in managed care contracting, own a managed care plan, own and operate ambulatory care centers or ancillary services projects, or provide administrative services to physician members.
 - 4. Closed physician-hospital organization (PHO). A PHO that restricts physician membership to those practitioners who meet criteria for cost effectiveness and/or high quality.
 - 5. Management services organization (MSO). A corporation, owned by the hospital or a physician/hospital joint venture, that provides management services to one or more medical group practices. The MSO purchases the tangible assets of the practices and leases them back as part of a full-service management agreement, under which the MSO employs all non-physician staff and provides all supplies/administrative systems for a fee.
 - 6. Integrated salary model. Physicians are salaried by the hospital or another entity of a health system to provide medical services for primary care and specialty care.
 - 7. **Equity model.** Allows established practitioners to become shareholders in a professional corporation in exchange for tangible and intangible assets of their existing practices.
 - 8. Foundation. A corporation, organized either as a hospital affiliate or subsidiary, which purchases both the tangible and intangible assets of one or more medical group practices. Physicians remain in a separate corporate entity but sign a professional services agreement with the foundation.
- 107c-e. Report the number of physicians and specialty breakdown for physician practices wholly owned by the hospital.
- 108. Of all physician arrangements listed in question 107a. (1-9), indicate the total number of physicians (count each physician only once) that are engaged in an arrangement with your hospital that allows for joint contracting with payers or shared responsibility for financial risk or clinical performance between the hospital and physician (arrangement may be any type of ownership). Joint contracting does not include contracting between physicians participating in an independent practice.
- **109a-d. Joint venture.** A contractual arrangement between two or more parties forming an unincorporated business. The participants in the arrangement remain independent and separate outside of the venture's purpose.

SECTION D INSURANCE AND ALTERNATIVE PAYMENT MODELS Definitions

4. Insurance Products

- a. Medicare Advantage. Health Insurance program within Part C of Medicare. Medicare Advantage plans provide a managed health care plan (typically a health maintenance organization (HMO) but also often a preferred provider organization (PPO) or another type of managed care arrangement) that is paid based on a monthly capitated fee. This Part of Medicare provides beneficiaries an alternative to "Original Medicare" Parts A and B Medicare, which provides insurance for the same medical services but pays providers a fee for service (FFS) directly rather than through managed care plans.
- b. Medicaid Managed Care. Services in through an arrangement between a state Medicaid agency and managed care organizations (MCOs) that accept a set payment "capitation" for these services.
- c. Health Insurance Marketplace. Also called health exchanges, are organizations set up to facilitate the purchase of health insurance in each state in accordance with Patient Protection and Affordable Care Act. Marketplaces provide a set of government-regulated and standardized health care plans from which individuals may purchase health insurance policies eligible for federal subsidies.
- d. Other Individual Market. Health insurance coverage offered to individuals other than in connection with a group health plan.
- e. Small Group. A group health plan that covers employees of an employer that has less than 50 employees.
- f. Large Group. A group health plan that covers employees of an employer that has 51 or more employees.
- 8. Self-administered health plan. A health plan in which the employer assumes the financial risk for providing health care benefits to its employees. The employer may or may not also be responsible for claims processing and the provider network.
- 9. Capitation. An at-risk payment arrangement in which an organization receives a fixed prearranged payment and in turn guarantees to deliver or arrange all medically necessary care required by enrollees in the capitated plan. The fixed amount is specified within contractual agreements between the payer and the involved organization. The fixed payment amount is based on an actuarial assessment of the services required by enrollees and the costs of providing these services, recognizing enrollees' adjustment factors such as age, sex, and family size.
- 10. Bundling. Bundling is a payment mechanism whereby a provider entity receives a single payment for services provided across one or parts of the care continuum. For example, an entity might receive a single payment for the hospital and physician services provided as part of an inpatient stay or might receive a single payment for the post-acute care services involved in a single episode of care. The entity then has responsibility for compensating each of the individual providers involved in the episode of care.
- 12. Shared risk payments. A payment arrangement in which a hospital and a managed care organization share the risk of adverse claims experience. Methods for sharing risk could include: capitation with partial refunds or supplements if billed hospital charges or costs differ from capitated payments, and service or discharge-based payments with withholds and bonus payouts that depend on expenditure targets
- 15. Accountable Care Organization (ACO) Contract. An ACO contract has two essential elements: (1) accountability for the total costs of care for the population of patients attributed to the primary care physicians in the organization; (2) financial incentives that link the magnitude of bonus payments to performance on quality measures (which could include technical quality, patient experience and/or health outcome measures) This will generally involve a contract where the payer establishes a target budget for one or more years for the total costs of care for the agreed-upon patient population, the payer tracks actual spending and performance on quality; and the provider receives bonus payments that could include a share of savings that are (or are not) contingent on meeting quality targets, with (or without) additional bonuses related to performance on those quality measures.

15c. Traditional Medicare ACO Programs

- **MSSP.** Medicare Shared Savings Program. For fee-for-service beneficiaries. The Shared Savings Program has different tracks that allow ACOs to select an arrangement that makes the most sense for their organization.
- **NextGen.** The Next Generation ACO Model is an initiative for ACOs that are experienced in coordinating care for populations of patients. It allows these provider groups to assume higher levels of financial risk and reward.
- Comprehensive ESRD Care. The model is designed to identify, test, and evaluate new ways to improve care for Medicare beneficiaries with End-Stage Renal Disease (ESRD.)
- 19. Patient-Centered Medical Home. The medical home concept refers to the provision of comprehensive primary care services that facilitates communication and shared decision-making between the patient, his/her primary care providers, other providers, and the patient's family.
- 20. Clinically integrated network. A clinically integrated network is a collection of healthcare providers, such as physicians, hospitals, and post-acute care treatment providers, that come together to improve patient care and reduce overall healthcare costs. Clinically integrated networks rely on evidence-based care guidelines to provide high-quality care across participating providers.

SECTION E TOTAL FACILITY BEDS, UTILIZATION, FINANCES, AND STAFFING Instructions and Definitions

For the purposes of this survey, a nursing home type unit/facility provides **long-term care for the elderly or other patients requiring chronic care** in a non-acute setting in any of the following categories: *Skilled nursing care *Intermediate care *Other long-term care (see page 21) The nursing home type unit/facility is to be owned and operated by the hospital. Only one legal entity may be vested with title to the physical property or operate under the authority of a duly executed lease of the physical property.

- 1. a. Total licensed beds. Report the total number of beds authorized by the state licensing (certifying) agency.
 - b. Beds set up and staffed. Report the number of beds regularly available (those set up and staffed for use) at the end of the reporting period. Report only operating beds, not constructed bed capacity. Include all bed facilities that are set up and staffed for use by inpatients that have no other bed facilities, such as pediatric bassinets, isolation units and quiet rooms. Exclude newborn bassinets and bed facilities for patients receiving special procedures for a portion of their stay and who have other bed facilities assigned to or reserved for them. Exclude, for example, labor room, post anesthesia, or postoperative recovery room beds, psychiatric holding beds, observation beds, and beds that are used only as holding facilities for patients prior to their transfer to another hospital.
 - c. Bassinets set up and staffed. Report the number of normal newborn bassinets. Do not include neonatal intensive care or intermediate care bassinets. These should be reported on page 3, C6 and C7 and included in E1b. beds set up and staffed.
 - d. Births. Total births should exclude fetal deaths.
 - e. Admissions. Include the number of adult and pediatric admissions (exclude births). This figure should include all patients admitted during the reporting period, including neonatal and swing admissions.
 - f. Inpatient days. Report the number of adult and pediatric days of care rendered during the entire reporting period. Do not include days of care rendered for normal infants born in the hospital, but do include those for their mothers. Include days of care for infants born in the hospital and transferred into a neonatal care unit. Also include swing bed inpatient days. An inpatient day of care (also commonly referred to as a <u>patient day</u> or a <u>census day</u>, or by some federal hospitals as an <u>occupied bed day</u>) is a period of service between the census-taking hours on two successive calendar days, the day of discharge being counted only when the patient was admitted the same day.
 - g. Emergency department visits. Should reflect the number of visits to the emergency unit. Emergency outpatients can be admitted to the inpatient areas of the hospital, but they are still counted as emergency visits and subsequently as inpatient admissions.
 - h. Total outpatient visits. A visit by a patient who is not lodged in the hospital while receiving medical, dental, or other services. Each appearance of an outpatient in each unit constitutes one visit regardless of the number of diagnostic and/or therapeutic treatments that the patient receives. Total outpatient visits should include all clinic visits, referred visits, observation services, outpatient surgeries (also reported on line E1k), home health service visits, and emergency department visits (also reported on line E1g).

Clinic visits should reflect total number of visits to each specialized medical unit that is responsible for the diagnosis and treatment of patients on an outpatient, nonemergency basis. (e.g., alcoholism, dental, gynecology.) Visits to the satellite clinics and primary group practices should be included if revenue is received by the hospital.

Referred visits should reflect total number of outpatient ancillary visits to each specialty unit of the hospital established for providing technical aid used in the diagnosis and treatment of patients. Examples of such units are diagnostic radiology, EKG, and pharmacy.

Observation services are those services furnished on a hospital's premises, including use of a bed and periodic monitoring by a hospital's nursing or other staff, which are reasonable and necessary to evaluate an outpatient's condition or determine the need for a possible admission to the hospital as an inpatient. Observation services usually do not exceed 24 hours; however, there is no hourly limit on the extent to which they may be used

Home health service visits are visits by home health personnel to a patient's residence.

- i. Inpatient surgical operations. Count each patient undergoing surgery as one surgical operation regardless of the number of surgical procedures that were performed while the patient was in the operating or procedure room.
- j. **Operating room.** A unit/room of a hospital or other health care facility in which surgical procedures requiring anesthesia are performed.
- k. Outpatient surgical operations. For outpatient surgical operations, please record operations performed on patients who do not remain in the hospital overnight. Include all operations whether performed in the inpatient operating rooms or in procedure rooms located in an outpatient facility. Include an endoscopy only when used as an operative tool and not when used for diagnosis alone. Count each patient undergoing surgery as one surgical operation regardless of the number of surgical procedures that were performed while the patient was in the operating or procedure room.
- 2a2. Managed Care Medicare Discharges. A discharge day where a Medicare Managed Care Plan is the source of payment.
- 2b2. Managed Care Medicare Inpatient Days. An inpatient day where a Medicare Managed Care Plan is the source of payment.
- 2c2. Managed Care Medicaid Discharges. A discharge day where a Medicaid Managed Care Plan is the source of payment.
- 2d2. Managed Care Medicaid Inpatient Days. An inpatient day where a Medicaid Managed Care Plan is the source of payment.
- **3a. Net patient revenue.** Reported at the estimated net realizable amounts from patients, third-party payers, and others for services rendered, including estimated retroactive adjustments under reimbursement agreements with third-party payers. Retroactive adjustments are accrued on an estimated basis in the period the related services are rendered and adjusted in future periods, as final settlements are determined.
- 3b. Tax appropriations. A predetermined amount set aside by the government from its taxing authority to support the operation of the hospital.
- **3c.** Other operating revenue. Revenue that arises from the normal day-to-day operations from services other than health care provided to patients. Includes sales and services to nonpatients, and revenue from miscellaneous sources (rental of hospital space, sale of cafeteria meals, gift shop sales). Also include operating gains in this category.
- 3d. Nonoperating revenue. Includes investment income, extraordinary gains and other nonoperating gains.
- 3e. Total revenue. Add net patient revenue, tax appropriations, other operating revenue and nonoperating revenue.
- 3f. Payroll expenses. Include payroll for all personnel including medical and dental residents/interns and trainees.
- 3g. Employee benefits. Includes social security, group insurance, retirement benefits, workman's compensation, unemployment insurance, etc.
- **3h.** Depreciation expense (for reporting period only). Report only the depreciation expense applicable to the reporting period. The amount should also be included in accumulated depreciation (E8b).
- 3i. Interest expense. Report interest expense for the reporting period only.
- 3j. Pharmacy Expense. Includes the cost of drugs and pharmacy supplies requested to patient care departments and drugs charged to patients.
- **3k.** Supply expense. The net cost of all tangible items that are expensed including freight, standard distribution cost, and sales and use tax minus rebates. This would exclude labor, labor-related expenses and services as well as some tangible items that are frequently provided as part of labor costs.
- 31. All other expenses. Any total facility expenses not included in E3f-E3k.
- 3m.Total expenses. Add 3f-3l. Includes all payroll and non-payroll expenses as well as any nonoperating losses (including extraordinary losses). Treat bad debt as a deduction from gross patient revenue and not as an expense.

- 4a. Total gross inpatient revenue. The hospital's full-established rates (charges) for all services rendered to inpatients.
- 4b. Total gross outpatient revenue. The hospital's full-established rates (charges) for all services rendered to outpatients.
- 4c. Total gross patient revenue. Add total gross inpatient revenue and total gross outpatient revenue.
- 5. Uncompensated care. Care for which no payment is expected or no charge is made. It is the sum of bad debt and charity care absorbed by a hospital or other health care organization in providing medical care for patients who are uninsured or are unable to pay.
- 5a. Bad debt. The provision for actual or expected uncollectibles resulting from the extension of credit. Report as a deduction from gross revenue. For Question 6 (Revenue by payer), if you cannot break out your bad debt by payer, deduct the amount from self-pay.
- **5b. Financial Assistance (Includes charity care).** Financial assistance and charity care refer to health services provided free of charge or at reduced rates to individuals who meet certain financial criteria. For purposes of this survey, charity care is measured on the basis of revenue forgone, at fullestablished rates.
- **5d. Medicaid Provider Tax, Fee or Assessment.** Dollars paid as a result of a state law that authorizes collecting revenue from specified categories of providers. Federal matching funds may be received for the revenue collected from providers and some or all of the revenues may be returned directly or indirectly back to providers in the form of a Medicaid payment.
- 6. REVENUE BY PAYER
 - 6a1. Medicare. Should agree with the Medicare utilization reported in questions E2a1-E2b2.
 - 6a1a. Fee for service patient revenue. Include traditional Medicare fee-for-service.
 - 6a1c. Total. Medicare revenue (add Medicare fee for service patient revenue and Medicare managed care revenue).
 - 6a2. Medicaid. Should agree with Medicaid utilization reported in questions E2c1-E2d2.
 - **6a2a.** Fee for service patient revenue. Do not include Medicaid disproportionate share payments (DSH) or other Medicaid supplemental payments. **6a2c.** Medicaid Graduate Medical Education (GME) payments. Payments for the cost of approved graduate medical education (GME) programs.
 - **6a2c. Medical Graduate Medical Education (GME) payments.** Payments for the cost of approved graduate medical education (GME) programs Report in 'net' column only.
 - **6a2d. Medicaid disproportionate share payment (DSH).** DSH minus associated provider taxes or assessments. Report in 'Net' column only. **6a2e. Medicaid supplemental payments.** Supplemental payments the Medicaid program pays the hospital that are NOT Medicaid DSH, minus associated provider taxes or assessments. Report in 'Net' column only.
 - **6a2f. Other Medicaid.** Any Medicaid payments such as delivery system reform incentive program (DSRIP) payments that are not included in lines 6a2a-e. Report in 'net' column only.
 - **6e. Medicaid Intergovernmental Transfers (IGT) or certified public expenditure program.** Exchange of public funds between different levels of government (e.g., county, city, or another state agency) to the state Medicaid agency.
- 7. FINANCIAL PERFORMANCE MARGIN
 - 7a. Total Margin. Total income over total revenue. Nonoperating income is included in revenue in the total margin.
 - 7b. Operating Margin. Measure of profit per dollar of revenue calculated by dividing net operating income by operating revenues.
 - 7c. EBITDA Margin. Earnings before interest, tax depreciation and amortization (EBITDA) divided by total revenue.
 - 7d. Medicare margin. (Medicare revenue-Medicare expenses)/Medicare revenue.
 - Medicare revenue = Patient revenue received from the Medicare program including traditional Medicare, Medicare Advantage, and any ACO, Bundled Payment, or other pilot program (net of disallowances)
 - Medicare expenses = Cost of patient care for Medicare beneficiaries in traditional Medicare, Medicare Advantage and any ACO, Bundled Payment, or other pilot program. If actual costs cannot be obtained, use cost-to-charge ratios to estimate based on Medicare charges.
 - 7e. Medicaid margin. (Medicaid revenue-Medicaid expenses)/Medicaid revenue.
 - Medicaid revenue = Patient revenue received from the Medicaid program including traditional Medicaid, Medicaid Managed Care, and any ACO, Bundled Payment, or other pilot program (net of disallowances)
 - Medicaid expenses = Cost of patient care for Medicaid beneficiaries in traditional Medicaid, Medicaid Managed Care and any ACO, Bundled Payment, or other pilot program. If actual costs cannot be obtained, use cost-to-charge ratios to estimate based on Medicaid charges.
- 8. Fixed Assets. Represent land and physical properties that are consumed or used in the creation of economic activity by the health care entity. The historical or acquisition costs are used in recording fixed assets. Net plant, property, and equipment represent the original costs of these items less accumulated depreciation and amortization.
- **8d. Gross Square Footage.** Include all inpatient, outpatient, office, and support space used for or in support of your health care activities. Exclude exterior, roof, and garage space in the figure.
- 9. Capital Expenses. Expenses used to acquire assets, including buildings, remodeling projects, equipment, or property.
- 10. Information Technology and Cybersecurity.
 - a. IT Operating expense. Exclude department depreciation and operating dollars paid against capital leases.
 - b. IT Capital expense. Include IT capital expense for the current year only. Any capital expense that is carried forward from the previous year should be excluded from this figure. Include IT related capital included in the budget of other departments. (e.g., lab, radiology) if known or can be reasonably estimated. Include the total value of capital leases to be signed in the current year.
 - c. Number of Employed IT staff (in FTEs). Number of full-time equivalent (FTE) staff employed in the IT department/organization and on the hospital payroll.
 - d. Total number of outsourced IT staff (in FTEs). i.e., contracted staff.
 - e. Cybersecurity. Measures taken to protect against the criminal or unauthorized use of electronic data.

STAFFING

- 11. Full-Time Equivalent (FTE) is the total number of hours worked (excluding all non-worked hours such as PTO, etc.) by all employees over the full 12-month reporting period, divided by the normal number of hours worked by a full-time employee for that same time period. For example, if your hospital considers a normal workweek for a full-time employee to be 40 hours, a total of 2,080 would be worked over a full year (52 weeks). If the total number of hours worked by all employees on the payroll is 208,000, then the number of full-time equivalents (FTE) is 100 (employees). The FTE calculation for a specific occupational category such as registered nurses is exactly the same. The calculation for each occupational category should be based on the number of hours worked by staff employed in that specific category.
- **a-b. Physicians and dentists.** Include only those physicians and dentists engaged in clinical practice and on the payroll. Those who hold administrative positions should be reported in all other personnel. (11n)
- e. Other trainees. A trainee is a person who has not completed the necessary requirements for certification or met the qualifications required for full salary under a related occupational category. Exclude medical and dental residents/interns who should be reported on line 11c-d.
- f. Registered nurses. Nurses who have graduated from approved schools of nursing and who are currently registered by the state. They are responsible for the nature and quality of all nursing care that patients receive. Do not include any registered nurses more appropriately reported in other occupational categories, such as facility administrators, and therefore listed under all other personnel. (11n)
- g. Licensed practical (vocational) nurses. Nurses who have graduated from an approved school of practical (vocational) nursing who work under the supervision of registered nurses and/or physicians.
- h. Nursing assistive personnel. Certified nursing assistant or equivalent unlicensed staff who assist registered nurses in providing patient care related services as assigned by and under the supervision of a registered nurse.
- i. Radiology technicians. Technical positions in imaging fields, including, but not limited to, radiology, sonography, nuclear medicine, radiation therapy, CT, MRI.

- j. Laboratory technicians. Professional and technical positions in all areas of the laboratory, including, but not limited to, histology, phlebotomy, microbiology, pathology, chemistry, etc.
- k. Pharmacists, licensed. Persons licensed within the state who are concerned with the preparation and distribution of medicinal products.
- Pharmacy technicians. Persons who assist the pharmacist with selected activities, including medication profile reviews for drug incompatibilities, typing labels and prescription packaging, handling of purchase records and inventory control.
- m. Respiratory Therapists. An allied health professional who specializes in scientific knowledge and theory of clinical problems of respiratory care. Duties include the collection and evaluation of patient data to determine an appropriate care plan, selection and assembly of equipment, conduction of therapeutic procedures, and modification of prescribed plans to achieve one or more specific objectives.
- n. All other personnel. This should include all other personnel not already accounted for in other categories.
- o. Total facility personnel. Add 11a-11n. Includes the total facility personnel hospital plus nursing home type unit/facility personnel (for those hospitals that own and operate a nursing home type unit/facility.)
 p-q. Nursing home type unit/facility personnel. These lines should be filled out only by hospitals that own and operate a nursing home type unit/
- **p-q. Nursing home type unit/facility personnel.** These lines should be filled out only by hospitals that own and operate a nursing home type unit/facility, where only one legal entity is vested with title to the physical property or operates under the authority of a duly executed lease of the physical property. If nursing home type unit/facility personnel are reported on the total facility personnel lines (11a-n), but cannot be broken out, please leave blank.
 - r. Direct patient care RN. Registered nurses providing care directly to patients. Direct patient care responsibilities are patient-centered nursing activities carried out in the presence of the patient (such as admission, transfer/discharge, patient teaching, patient communication, treatments, counseling, and administration of medication.)
- 12. Privileged Physicians. Report the total number of physicians (by type) on the medical staff with privileges except those with courtesy, honorary and provisional privileges. Do not include residents or interns. Physicians that provide only non-clinical services (administrative services, medical director services, etc.) should be excluded.

Employed by your hospital. Physicians that are either direct hospital employees or employees of a hospital subsidiary corporation. Individual contract. An independent physician under a formal contract to provide services at your hospital including at outpatient facilities, clinics and offices

Group contract. A physician that is part of a group (group practice, faculty practice plan or medical foundation) under a formal contract to provide services at your hospital including at inpatient and outpatient facilities, clinics and offices.

Not employed or under contract. Other physicians with privileges that have no employment or contractual relationship with the hospital to provide services

The sum of the physicians reported in 12a-12q should equal the total number of privileged physicians in the hospital.

- a. Primary care. A physician that provides primary care services including general practice, general internal medicine, family practice, general pediatrics and geriatrics.
- b. Obstetrics/gynecology. A physician who provides medical and surgical treatment to pregnant women and to mothers following delivery. Also provides diagnostic and therapeutic services to women with diseases or disorders of the reproductive organs.
- c. Emergency medicine. Physicians who provide care in the emergency department.
- d. Hospitalist. Physicians whose primary professional focus is the care of hospitalized medical patients (through clinical, education, administrative and research activity).
- e. Intensivist. A physician with special training to work with critically ill patients. Intensivists generally provided medical-surgical, cardiac, neonatal, pediatric and other types of intensive care.
- f. Radiologist/pathologist/anesthesiologist. Radiologist. A physician who has specialized training in imaging, including but not limited to radiology, sonography, nuclear medicine, radiation therapy, CT, MRI. Pathologist. A physician who examines samples of body tissues for diagnostic purposes. Anesthesiologist. A physician who specializes in administering medications or other agents that prevent or relieve pain, especially during surgery.
- g. Other specialist. Other physicians not included in the above categories that specialize in a specific type of medical care.
- 15. Advanced Practice Registered Nurses/Physician Assistants. Registered nurses with advanced didactic and clinical education, knowledge, skills, and scope of practice. Physician assistant. A healthcare professional licensed to practice medicine with supervision of a licensed physician. Includes: Nurse practitioner. A registered nurse with at least a master's degree in nursing and advanced education in primary care, capable of independent practice in a variety of settings. Clinical nurse specialist (CNS). A registered nurse who, through a formal graduate degree (masters or doctorate) CNS education program, has expertise in a specialty area of nursing practice. CNSs are clinical experts in the diagnosis and treatment of illness, and the delivery of evidence-based nursing interventions.
- **15c. Primary care.** Medical services including general practice, general internal medicine, family practice, general pediatrics, obstetrics/gynecology. **Emergency department care.** The provision of unscheduled outpatient services to patients whose conditions require immediate care in the emergency department setting.

Other specialty care. A clinic that provides specialized medical care beyond the scope of primary care.

Patient education. Goals and objectives for the patient and/or family related to therapeutic regimens, medical procedures and self-care. **Case management.** A system of assessment, treatment planning, referral and follow-up that ensures the provision of comprehensive and continuous services and the coordination of payment and reimbursement for care.

Other. Any type of care other than those listed above.

16. Foreign-educated nurses. Individuals who are foreign born and received basic nursing education in a foreign country. In general many of these nurses come to the US on employment-based visas which allow them to obtain a green card.

SECTION F. SUPPLEMENTAL INFORMATION DEFINITIONS

- 1a. Satellite facility. Services are available at a facility geographically remote from the hospital campus.
- 1b. Report the number of sites for outpatient services on the hospital campus and off-campus (satellite) sites owned and operated by the hospital.
 - 1. Airway endoscopy. Introduction of an instrument into the air passage while breathing spontaneously or under controlled ventilation. The airway is illuminated to look for any abnormalities under magnification and/or to perform a procedure in the upper or lower air passage.
 - 2. Ambulatory surgery. Operations performed on patients who do not stay overnight at the facility (admitted and discharged on the same day.) Include endoscopy only when used as an operative tool and not when used for diagnosis alone.
 - 3. Blood product exchange. Transfusion services or other blood product exchange procedures. Does not include general lab work.
 - 4. Cardiac/pulmonary rehabilitation. A medically supervised program to help heart patients recover quickly and improve their overall physical and mental functioning. The goal is to reduce risk of another cardiac event or to keep an already present heart condition from getting worse. Cardiac rehabilitation programs include: counseling to patients, an exercise program, helping patients modify risk factors such as smoking and high blood pressure, providing vocational guidance to enable the patient to return to work, supplying information on physical limitations and lending emotional support.
 - **5. Diagnostic/screening test and related procedures.** A preliminary test or examination to detect the most characteristic signs of a disorder than may require further investigation. Examples include mammography, EKG, CBC, colonoscopy, bone density, diabetes, or cholesterol test.

- 6. Drug administration and clinical oncology. E.g., infusion therapies, chemotherapy.
- 7. Ear, Nose, Throat (ENT). Services for conditions of the ear, nose, throat, and related structures of the head and neck, such as sinus and nasal allergies, audiology, and speech/voice care.
- 8. General surgery and related procedures. Operations performed on patients who do not stay overnight at the facility (admitted and discharged on the same day.) Include endoscopy only when used as an operative tool and not when used for diagnosis alone.
- 9. Gastrointestinal (GI). Services for conditions of the GI tract, including both functional and structural gastrointestinal disorders.
- **10. Gynecology.** Services and treatments dealing with the health of the female reproductive system. Services may or may not include obstetrics but include a range of services other than OB.
- 11. Laboratory. A medical or clinical laboratory where tests are usually done on clinical specimens in order to obtain information about the health of a patient as pertaining to diagnosis, treatment and prevention of disease.
- 12. Major imaging. Includes advanced breast imaging, MRI, PET, CT with contrast.
- 13. Minor imaging. Includes basic x-ray, nuclear medicine studies, CT without contrast.
- **14. Musculoskeletal surgery.** Surgical procedures that aim to improve, manage or treat disorders, diseases, injuries or congenital conditions of the musculoskeletal system. The musculoskeletal system involves bones, joints, tendons, ligaments, and muscles, and is responsible for providing form and support, ensuring stability and allowing movement to the human body.
- 15. Nervous system procedures. Services dealing with the operative and nonoperative management of disorders to the central, peripheral and autonomic nervous systems.
- 16. Ophthalmology. Consulting, diagnostic and treatment services for all conditions affecting the eyes.
- 17. Pathology. The medical practice dedicated to the general study of disease and its processes as well as the specific diagnosis of disease. Pathology procedures are performed by a physician clinical pathologist. Services may be performed after outpatient surgical procedures.
- 18. Primary care. Provision of primary care services (e.g., general pediatric care, general internal medicine, family practice, gynecology) focusing on evaluating and diagnosing medical problems and providing medical treatment on an outpatient basis.
- 19. Psychiatric care. Medical care, including diagnosis and treatment, of psychiatric outpatients.
- 20. Radiation oncology. The controlled use of radiation to treat cancer either to cure, or to reduce pain and other symptoms caused by cancer.
- 21. Rehabilitation. Services providing medical, health-related, therapy, social, and/or vocational services to help people attain or retain maximum functional capacity.
- 22. Skilled nursing. Provision of non-acute medical and skilled nursing care services, therapy, and social services under the supervision of a registered nurse.
- 23. Substance abuse/chemical dependency. Provision of medical care and/or rehabilitation treatment services to outpatients for whom the primary diagnosis is alcoholism or other chemical dependency.
- 24. Urgent care. Provision of care and treatment for illnesses or injuries that require prompt attention but are typically not of such seriousness as to require the services of a traditional emergency room.
- 25. Urology. Services that focus on surgical and medical diseases of the urinary tract system.
- 26. Vascular/endovascular/cardiovascular. Medical services for preventing, diagnosing and managing arterial, venous and lymphatic disorders.
- 27. Visits and related services. An outpatient clinic visit. Includes both new and established patients; visits of all intensity.
- 2. Group Purchasing Organization. An organization whose primary function is to negotiate contracts for the purpose of purchasing for members of the group or has a central supply site for its members.
- 3. **Distributor.** An entity that typically does not manufacture most of its own products but purchases and re-sells these products. Such a business usually maintains an inventory of products for sales to hospitals and physician offices and others.
- 5. Types of Partnerships:
 - a. Health care providers outside your system (Include other hospitals health care systems, FQHCs, community clinics)
 - b. Local or state public health organizations (Include public health departments, institutes, etc.)
 - c. Local or state human/social service organizations (Include food, housing/rental assistance, energy assistance, transportation assistance)
 - d. Other local or state government (Include municipal, city or county government, including public safety and policy/legislative initiatives at a local level)
 - e. Non-profit organizations (Include National health associations, United Way, YMCA, Service leagues, healthy communities coalitions)
 - f. Faith-based organizations
 - g. Health insurance companies
 - h. Schools (Include childhood, primary and secondary schools and colleges/universities)
 - i. Local businesses or chambers of commerce
 - j. National businesses or chambers of commerce
 - k. Other (list)

Scale of partnerships:

Not involved. No current partnerships with this type of organization

Collaboration. Exchange information and share resources for a similar mission to enhance the capacity of the other partner

Formal Alliance. Formalized partnership (binding agreement) among multiple organizations with merged initiatives, common goals and metrics

6. Patient and family advisory council. Advisory council dedicated to the improvement of quality in patient and family care. The advisory council is comprised of past/present patients, family members, and hospital staff.