



# Bulletin

Michigan Department of Community Health

**Distribution:** Hospital 01-15

**Issued:** August 13, 2001

**Subject:** Outpatient Hospital Adjustor Pool for FY '00/01

**Effective:** September 14, 2001

**Programs Affected:** Medicaid

Section 1701 of P.A. 296 of 2000 directs the Department of Community Health (DCH) to distribute \$14,000,000 in funds to eligible Michigan hospitals in the form of an outpatient hospital adjustor for fiscal year 00/01.

The first pool, in the amount of \$4.7 million, will be distributed to hospitals based on each hospital's Title XIX fee-for-service outpatient hospital charges. The second pool, in the amount of \$9.3 million, will be distributed to hospitals based on each hospital's Title XIX HMO outpatient hospital charges.

To receive funds from either of the pools, a hospital must be open and operating on the date the payment is made. Outpatient hospital data used to calculate the distributions will be drawn from hospital cost reports ending in state fiscal year 1998/99 (between October 1, 1998 and September 30, 1999). Outpatient hospital charges will be limited to those charges eligible for reimbursement under Title XIX. Allowable charges will also include Title XIX psychiatric charges. Charges will be converted to costs using each hospital's outpatient hospital cost to charge ratio. If a hospital's cost to charge ratio is greater than one, then one will be used. Costs will be inflated to a common point in time. Inflation factors will be taken from *Standard and Poor's DRI - Health Care Cost Review - First Quarter 2000*. Hospitals with year ends during a quarter will be inflated using the inflation factor for the quarter in which the hospital's year ends. A hospital's distribution from a pool will be determined by dividing its adjusted costs by the adjusted costs for all eligible hospitals *times* the available funds in the pool.

Hospitals that filed more than a single cost report during the eligibility period for these pools will have their cost report data combined and annualized to allow for only twelve months of combined cost data. Hospitals that merged during the eligibility period will have their distribution payments combined. Payments will be made to the surviving hospital.

Charge data taken from hospital cost reports is subject to review and appeal at the time the cost report is filed. The hospital's outpatient hospital cost to charge ratio is subject to review at rebasing. No further appeal of either the charge data or the outpatient hospital cost to charge ratio, as part of the distribution of funds from these pools, will be allowed.

Aggregate Medicaid reimbursement to Michigan hospitals for outpatient services (including the special indigent pools) will not be allowed to exceed the federally mandated upper payment limit for outpatient services provided to Michigan beneficiaries. To account for varying hospital year end dates, the test will be made based on data taken from hospital fiscal years ending during the same state fiscal year used to do the distribution (e.g. the test for 2000 will use hospital cost report years ending between October 1, 1998 and September 30, 1999). If the test against the upper payment limit finds that the upper payment limit was exceeded, the size of these pools will be reduced proportionately by the amount in excess of the limit.

Inflation factors used to inflate costs to September 30, 2000 are as follows:

| <u>Fiscal Year Ending</u> | <u>Inflation Factor</u> |
|---------------------------|-------------------------|
| 12/31/98                  | 1.083                   |
| 3/31/99                   | 1.077                   |
| 6/30/99                   | 1.070                   |
| 9/30/99                   | 1.064                   |

### **Fee-For-Service Pool**

Distributions from the fee-for-service outpatient hospital adjustor pool will be calculated as follows:

*Charges are limited to outpatient hospital charges for provider types 40, 41, and 75.*

*Hospital Charges = Title XIX FFS outpatient hospital charges*  
*Hospital Costs = Hospital Charges x CC Ratio x Inflation Factor*

$$Hospital's\ Distribution = \frac{Hospital's\ Costs}{\sum Hospital's\ Costs} \times \$4,700,000$$

*Title XIX = Medicaid fee-for-service charges*  
*CC Ratio = Hospital's outpatient cost- to- charge ratio*

### **Managed Care Pool**

To receive funds from the managed care outpatient hospital adjustor pool, a hospital must meet by September 14, 2001, the following criteria:

- If no Medicaid HMO has been authorized by Medicaid to enroll beneficiaries in the county which the hospital is located or in a hospital's service area within the county, the hospital will be allowed to participate in the distribution of funds from this pool.
- If only a single Medicaid HMO has been authorized by Medicaid to enroll beneficiaries in the county which the hospital is located, then the hospital must have a signed agreement with that HMO.
- If two or more Medicaid HMOs have been authorized by Medicaid to enroll beneficiaries in the county which the hospital is located, then the hospital must have a signed agreement with at least two of these HMOs.

At a minimum, agreements must provide for appropriately authorized, medically necessary inpatient hospital, outpatient hospital, emergency and clinical care arranged by a physician with admitting privileges to the facility and credentialed by the HMO.

Distributions from the managed care outpatient hospital adjustor pool will be calculated as follows:

*Charges are limited to outpatient hospital charges for provider types 40, 41, and 75.*

*Hospital Charges = Title XIX HMO outpatient hospital charges*  
*Hospital Costs = Hospital Charges x CC Ratio x Inflation Factor*

$$\text{Hospital's Distribution} = \frac{\text{Hospital's Costs}}{\sum \text{Hospital's Costs}} \times \$9,300,000$$

*Title XIX = Medicaid*

*CC Ratio = Hospital's outpatient cost- to- charge ratio*

A single distribution of funds from all pools will be made prior to September 30, 2001. A table listing hospitals and tentative distributions from each pool is attached. Should a hospital fail to qualify for a distribution from either pool, its share will not be redistributed.


### Manual Update

Manual pages will be updated in the future; **retain this Bulletin.**

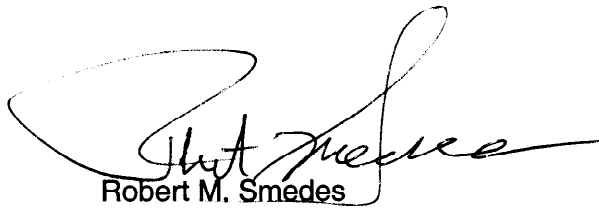
### Questions

Any questions regarding this bulletin should be directed to: Provider Inquiry, Medical Services Administration, P.O. Box 30479, Lansing, Michigan 48909-7979, or e-mail at [ProviderSupport@state.mi.us](mailto:ProviderSupport@state.mi.us). When you submit an e-mail, be sure to include your name, affiliation, and a phone number so you may be contacted if necessary. Providers may phone toll free 1-800-292-2550.

Approved



James K. Haveman, Jr.  
Director



Robert M. Smedes  
Deputy Director for  
Medical Services Administration

This distribution assumes all hospitals have the requisite number of contracts to meet the managed care pool criteria and uses managed care charges converted to costs available to the DCH from hospital cost reports on file for reporting periods ending during State Fiscal Year 1998-1999.

**OUTPATIENT HOSPITAL ADJUSTOR**

| <b>HOSPITAL</b>                       | <b>Fee-For-Service<br/>\$4.7 Million</b> | <b>Managed Care<br/>\$9.3 Million</b> | <b>Total \$14.0 Million<br/>Distribution</b> |
|---------------------------------------|--|---------------------------------------|--|
| ALLEGAN GENERAL HOSPITAL              | \$9,246                                  | \$13,199                              | \$22,445                                     |
| ALPENA GENERAL HOSPITAL               | \$22,667                                 | \$28,767                              | \$51,434                                     |
| AURORA HOSPITAL                       | \$58,307                                 | \$103,667                             | \$161,974                                    |
| BARAGA COUNTY MEMORIAL HOSPITAL       | \$6,347                                  | \$5,716                               | \$12,063                                     |
| BATTLE CREEK HEALTH SYSTEM            | \$62,008                                 | \$0                                   | \$62,008                                     |
| BAY MEDICAL CENTER                    | \$40,291                                 | \$83,179                              | \$123,470                                    |
| BI-COUNTY COMMUNITY HOSPITAL          | \$22,059                                 | \$8,747                               | \$30,806                                     |
| BON SECOURS HOSPITAL                  | \$12,997                                 | \$0                                   | \$12,997                                     |
| BORGESS MEDICAL CENTER                | \$69,634                                 | \$122,976                             | \$192,609                                    |
| BOTSFORD GENERAL OSTEOPATHIC HOSPITAL | \$39,888                                 | \$148,275                             | \$188,163                                    |
| BRONSON METHODIST HOSPITAL            | \$107,003                                | \$152,979                             | \$259,982                                    |
| BRONSON VICKSBURG HOSPITAL            | \$2,148                                  | \$1,510                               | \$3,658                                      |
| CARO COMMUNITY HOSPITAL               | \$6,555                                  | \$0                                   | \$6,555                                      |
| CARSON CITY OSTEOPATHIC HOSPITAL      | \$43,295                                 | \$0                                   | \$43,295                                     |
| CENTRAL MICHIGAN COMMUNITY HOSPITAL   | \$14,742                                 | \$20,319                              | \$34,561                                     |
| CHARLEVOIX AREA HOSPITAL              | \$7,817                                  | \$0                                   | \$7,817                                      |
| CHELSEA COMMUNITY HOSPITAL            | \$6,455                                  | \$7,038                               | \$13,493                                     |
| CHILDREN'S HOSPITAL OF MICHIGAN       | \$318,510                                | \$1,032,959                           | \$1,351,469                                  |
| CHIPPEWA COUNTY WAR MEMORIAL HOSPITAL | \$10,115                                 | \$10,317                              | \$20,432                                     |
| CLINTON MEMORIAL HOSPITAL             | \$4,532                                  | \$0                                   | \$4,532                                      |
| COMMUNITY HEALTH CENTER               | \$45,726                                 | \$0                                   | \$45,726                                     |
| COMMUNITY HOSPITAL - WATERVLIET       | \$9,015                                  | \$26,388                              | \$35,403                                     |
| COMMUNITY MEMORIAL HOSPITAL           | \$32,422                                 | \$0                                   | \$32,422                                     |
| COTTAGE HOSPITAL OF GROSSE POINTE     | \$5,804                                  | \$0                                   | \$5,804                                      |
| COVENANT MEDICAL CENTER, INC.         | \$69,521                                 | \$109,104                             | \$178,625                                    |
| CRITTENTON HOSPITAL                   | \$6,230                                  | \$1,553                               | \$7,784                                      |
| DECKERVILLE COMMUNITY HOSPITAL        | \$1,901                                  | \$0                                   | \$1,901                                      |
| DETROIT RECEIVING HOSPITAL            | \$190,771                                | \$289,523                             | \$480,294                                    |
| DETROIT RIVERVIEW HOSPITAL            | \$44,692                                 | \$326,319                             | \$371,011                                    |
| DICKINSON COUNTY MEMORIAL HOSPITAL    | \$23,067                                 | \$0                                   | \$23,067                                     |
| DOCTOR'S HOSPITAL OF JACKSON          | \$8,747                                  | \$0                                   | \$8,747                                      |
| EATON RAPIDS MEDICAL CENTER           | \$3,463                                  | \$0                                   | \$3,463                                      |
| EDWARD W. SPARROW HOSPITAL            | \$144,618                                | \$180,275                             | \$324,893                                    |
| EMMA L. BIXBY MEDICAL CENTER          | \$52,001                                 | \$39,647                              | \$91,648                                     |
| FORREST VIEW PSYCHIATRIC HOSPITAL     | \$539                                    | \$0                                   | \$539  |
| FRANCIS BELL MEMORIAL HOSPITAL        | \$9,527                                  | \$0                                   | \$9,527                                      |
| GARDEN CITY HOSPITAL                  | \$18,774                                 | \$35,497                              | \$54,271                                     |
| GENESYS REGIONAL MEDICAL CENTER       | \$51,250                                 | \$227,723                             | \$278,973                                    |
| GERBER MEMORIAL HOSPITAL              | \$31,774                                 | \$9,901                               | \$41,675                                     |

This distribution assumes all hospitals have the requisite number of contracts to meet the managed care pool criteria and uses managed care charges converted to costs available to the DCH from hospital cost reports on file for reporting periods ending during State Fiscal Year 1998-1999.

### OUTPATIENT HOSPITAL ADJUSTOR

| HOSPITAL                            | Fee-For-Service<br>\$4.7 Million | Managed Care<br>\$9.3 Million | Total \$14.0 Million<br>Distribution |
|-------------------------------------|----------------------------------|-------------------------------|--------------------------------------|
| GRACE HOSPITAL DIVISION             | \$123,195                        | \$521,432                     | \$644,627                            |
| GRAND VIEW HOSPITAL                 | \$12,044                         | \$0                           | \$12,044                             |
| GRATIOT COMMUNITY HOSPITAL          | \$37,740                         | \$15,524                      | \$53,263                             |
| HACKLEY HOSPITAL                    | \$34,714                         | \$87,231                      | \$121,945                            |
| HARBOR BEACH COMMUNITY HOSPITAL     | \$2,347                          | \$0                           | \$2,347                              |
| HARBOR OAKS HOSPITAL                | \$0                              | \$0                           | \$0                                  |
| HARPER-HUTZEL HOSPITAL              | \$180,322                        | \$634,538                     | \$814,860                            |
| HAVENWYCK HOSPITAL                  | \$0                              | \$0                           | \$0                                  |
| HAYES-GREEN-BEACH MEMORIAL HOSPITAL | \$6,827                          | \$6,650                       | \$13,477                             |
| HEALTHSOURCE SAGINAW                | \$480                            | \$0                           | \$480                                |
| HELEN NEWBERRY JOY HOSPITAL         | \$7,545                          | \$0                           | \$7,545                              |
| HENRY FORD HOSPITAL                 | \$89,870                         | \$465,873                     | \$555,744                            |
| HENRY FORD WYANDOTTE HOSPITAL       | \$30,404                         | \$0                           | \$30,404                             |
| HERRICK MEMORIAL HOSPITAL, INC.     | \$4,433                          | \$5,337                       | \$9,769                              |
| HILLS & DALES GENERAL HOSPITAL      | \$7,678                          | \$0                           | \$7,678                              |
| HILLSDALE COMMUNITY HEALTH CENTER   | \$17,224                         | \$0                           | \$17,224                             |
| HOLLAND COMMUNITY HOSPITAL          | \$34,943                         | \$22,474                      | \$57,417                             |
| HURLEY MEDICAL CENTER               | \$125,960                        | \$759,761                     | \$885,721                            |
| HURON MEMORIAL HOSPITAL             | \$9,429                          | \$0                           | \$9,429                              |
| HURON VALLEY HOSPITAL               | \$9,320                          | \$15,140                      | \$24,460                             |
| HUTZEL HOSPITAL, DETROIT            | \$119,444                        | \$459,326                     | \$578,770                            |
| INGHAM REGIONAL MEDICAL CENTER      | \$26,240                         | \$70,128                      | \$96,369                             |
| IONIA COUNTY MEMORIAL HOSPITAL      | \$9,793                          | \$0                           | \$9,793                              |
| IRON COUNTY GENERAL HOSPITAL        | \$10,456                         | \$0                           | \$10,456                             |
| KALKASKA MEMORIAL HEALTH CENTER     | \$10,446                         | \$0                           | \$10,446                             |
| KELSEY MEMORIAL HOSPITAL            | \$6,462                          | \$0                           | \$6,462                              |
| KERN HOSPITAL & MEDICAL CENTER      | \$2,397                          | \$0                           | \$2,397                              |
| KEWEENAW MEMORIAL MEDICAL CENTER    | \$9,814                          | \$0                           | \$9,814                              |
| KINGSWOOD PSYCHIATRIC HOSPITAL      | \$4,884                          | \$0                           | \$4,884                              |
| LAKE VIEW COMMUNITY HOSPITAL        | \$11,781                         | \$5,567                       | \$17,348                             |
| LAKELAND MEDICAL CENTER, ST. JOSEPH | \$73,619                         | \$167,878                     | \$241,497                            |
| LAKESHORE COMMUNITY HOSPITAL        | \$7,122                          | \$0                           | \$7,122                              |
| LAPEER REGIONAL HOSPITAL            | \$11,201                         | \$9,412                       | \$20,613                             |
| LEE MEMORIAL HOSPITAL               | \$5,293                          | \$10,911                      | \$16,204                             |
| LEELANAU MEMORIAL HOSPITAL          | \$698                            | \$0                           | \$698                                |
| MACKINAC STRAITS HOSPITAL           | \$0                              | \$0                           | \$0                                  |
| MACOMB HOSPITAL CENTER              | \$16,566                         | \$37,038                      | \$53,604                             |
| MADISON COMMUNITY HOSPITAL          | \$2,809                          | \$0                           | \$2,809                              |
| MARLETTE COMMUNITY HOSPITAL         | \$4,637                          | \$5,435                       | \$10,072                             |
| MARQUETTE GENERAL HOSPITAL          | \$33,538                         | \$0                           | \$33,538                             |

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### OUTPATIENT HOSPITAL ADJUSTOR

| HOSPITAL                                 | Fee-For-Service<br>\$4.7 Million | Managed Care<br>\$9.3 Million | Total \$14.0 Million<br>Distribution |
|--|----------------------------------|-------------------------------|--------------------------------------|
| MARY FREE BED GUILD                      | \$12,351                         | \$0                           | \$12,351                             |
| MCKENZIE MEMORIAL HOSPITAL               | \$3,812                          | \$6,562                       | \$10,374                             |
| MCLAREN REGIONAL MEDICAL CENTER          | \$59,088                         | \$93,168                      | \$152,256                            |
| MCPHERSON HOSPITAL                       | \$8,296                          | \$6,129                       | \$14,424                             |
| MECOSTA COUNTY GENERAL HOSPITAL          | \$20,173                         | \$0                           | \$20,173                             |
| MEMORIAL HEALTHCARE CENTER               | \$41,155                         | \$0                           | \$41,155                             |
| MEMORIAL MEDICAL CENTER OF WEST MICHIGAN | \$21,853                         | \$0                           | \$21,853                             |
| MERCY GENERAL HEALTH PARTNERS            | \$55,814                         | \$26,923                      | \$82,737                             |
| MERCY HOSPITAL, CADILLAC                 | \$33,960                         | \$10,345                      | \$44,304                             |
| MERCY HOSPITAL, GRAYLING                 | \$17,395                         | \$5,079                       | \$22,474                             |
| MERCY HOSPITAL, PORT HURON               | \$13,608                         | \$14,463                      | \$28,071                             |
| MERCY-MEMORIAL HOSPITAL                  | \$21,840                         | \$36,976                      | \$58,816                             |
| METROPOLITAN HOSPITAL                    | \$38,566                         | \$135,580                     | \$174,146                            |
| MIDMICHIGAN MEDICAL CENTER - GLADWIN     | \$9,398                          | \$3,726                       | \$13,124                             |
| MIDMICHIGAN REG MED CNTR - MIDLAND       | \$45,749                         | \$1,831                       | \$47,581                             |
| MIDMICHIGAN REG. MED. CNTR - CLARE       | \$15,338                         | \$4,036                       | \$19,434                             |
| MT. CLEMENS GENERAL OSTEOPATHIC HOSPITAL | \$58,961                         | \$198,840                     | \$257,801                            |
| MUNISING MEMORIAL HOSPITAL               | \$1,693                          | \$0                           | \$1,693                              |
| MUNSON MEDICAL CENTER                    | \$79,618                         | \$0                           | \$79,618                             |
| NORTH OAKLAND MEDICAL CENTERS            | \$43,803                         | \$95,133                      | \$138,936                            |
| NORTH OTTAWA COMMUNITY HOSPITAL          | \$8,238                          | \$7,246                       | \$15,484                             |
| NORTHERN MICHIGAN HOSPITALS, INC.        | \$23,556                         | \$0                           | \$23,556                             |
| OAKLAWN HOSPITAL                         | \$12,520                         | \$2,154                       | \$14,675                             |
| OAKWOOD HOSPITAL AND MEDICAL CENTER      | \$59,338                         | \$106,437                     | \$165,775                            |
| OAKWOOD HOSPITAL ANNAPOLIS CENTER        | \$24,060                         | \$45,294                      | \$69,354                             |
| OAKWOOD HOSPITAL HERITAGE CENTER         | \$32,157                         | \$45,157                      | \$77,314                             |
| OAKWOOD HOSPITAL SEAWAY CENTER           | \$5,701                          | \$7,454                       | \$13,155                             |
| ONTONOGAN MEMORIAL HOSPITAL              | \$4,936                          | \$0                           | \$4,936                              |
| OTSEGO COUNTY MEMORIAL HOSPITAL          | \$15,652                         | \$0                           | \$15,652                             |
| PAUL OLIVER MEMORIAL HOSPITAL            | \$6,466                          | \$0                           | \$6,466                              |
| PENNOCK HOSPITAL                         | \$14,561                         | \$0                           | \$14,561                             |
| PINE REST CHRISTIAN HOSPITAL             | \$1,950                          | \$0                           | \$1,950                              |
| PONTIAC OSTEOPATHIC HOSPITAL             | \$22,632                         | \$105,067                     | \$127,699                            |
| PORT HURON HOSPITAL                      | \$29,675                         | \$26,364                      | \$56,039                             |
| PORTAGE HOSPITAL                         | \$12,778                         | \$0                           | \$12,778                             |
| PROVIDENCE HOSPITAL AND MEDICAL CENTERS  | \$45,187                         | \$129,723                     | \$174,910                            |
| REHABILITATION INSTITUTE                 | \$9,153                          | \$15,675                      | \$24,828                             |
| RIVERSIDE OSTEOPATHIC HOSPITAL           | \$13,988                         | \$11,069                      | \$25,057                             |
| SALINE COMMUNITY HOSPITAL                | \$2,001                          | \$2,310                       | \$4,311                              |
| SCHEURER HOSPITAL                        | \$5,752                          | \$11,789                      | \$17,541                             |

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**OUTPATIENT HOSPITAL ADJUSTOR**

| HOSPITAL                                    | Fee-For-Service<br>\$4.7 Million | Managed Care<br>\$9.3 Million | Total \$14.0 Million<br>Distribution |
|---|----------------------------------|-------------------------------|--------------------------------------|
| SCHOOLCRAFT MEMORIAL HOSPITAL               | \$11,479                         | \$0                           | \$11,479                             |
| SHERIDAN COMMUNITY HOSPITAL                 | \$9,307                          | \$0                           | \$9,307                              |
| SINAI-GRACE HOSPITAL                        | \$99,752                         | \$155,601                     | \$255,353                            |
| SOUTH HAVEN COMMUNITY HOSPITAL              | \$7,557                          | \$14,659                      | \$22,216                             |
| SOUTHWEST MICHIGAN REHAB HOSPITAL           | \$2,445                          | \$0                           | \$2,445                              |
| SPECTRUM HEALTH - DOWNTOWN CAMPUS           | \$144,886                        | \$314,909                     | \$459,795                            |
| SPECTRUM HEALTH - EAST CAMPUS               | \$44,833                         | \$99,844                      | \$144,677                            |
| SPECTRUM HEALTH - KENT COMMUNITY CAMPUS     | \$2,300                          | \$0                           | \$2,300                              |
| SPECTRUM HEALTH - REED CITY CAMPUS          | \$16,176                         | \$0                           | \$16,176                             |
| ST FRANCIS HOSPITAL                         | \$12,348                         | \$35,190                      | \$47,538                             |
| ST JOSEPH MERCY HOSPITAL                    | \$29,298                         | \$69,941                      | \$99,239                             |
| ST MARYS HEALTH SERVICES                    | \$49,273                         | \$76,723                      | \$125,997                            |
| ST. JOHN HEALTH SYSTEM - NE COMMUNITY HOSP. | \$12,884                         | \$86,410                      | \$99,295                             |
| ST. JOHN HEALTH SYSTEM OAKLAND HOSPITAL     | \$14,002                         | \$55,628                      | \$69,630                             |
| ST. JOHN HOSPITAL - MACOMB CENTER           | \$4,379                          | \$0                           | \$4,379                              |
| ST. JOHN HOSPITAL AND MEDICAL CENTER        | \$53,127                         | \$257,678                     | \$310,805                            |
| ST. JOHN RIVER DISTRICT HOSPITAL            | \$8,196                          | \$10,291                      | \$18,487                             |
| ST. JOSEPH HOSPITAL - EAST                  | \$14,547                         | \$7,710                       | \$22,257                             |
| ST. JOSEPH MERCY HOSPITAL - PONTIAC         | \$45,752                         | \$102,490                     | \$148,242                            |
| ST. MARY MERCY HOSPITAL                     | \$6,018                          | \$17,735                      | \$23,753                             |
| ST. MARYS MEDICAL CENTER - SAGINAW          | \$27,552                         | \$68,675                      | \$96,227                             |
| STANDISH COMMUNITY HOSPITAL                 | \$7,548                          | \$11,072                      | \$18,620                             |
| STRAITH HOSPITAL FOR SPECIAL SURGERY        | \$886                            | \$0                           | \$886                                |
| STURGIS HOSPITAL                            | \$9,396                          | \$11,393                      | \$20,790                             |
| TAWAS ST. JOSEPH HOSPITAL                   | \$33,974                         | \$35,157                      | \$69,131                             |
| THREE RIVERS HOSPITAL                       | \$38,034                         | \$0                           | \$38,034                             |
| TRILLIUM HOSPITAL                           | \$10,282                         | \$0                           | \$10,282                             |
| UNITED MEMORIAL HOSPITAL                    | \$14,074                         | \$0                           | \$14,074                             |
| UNIVERSITY HEALTH SYSTEM                    | \$160,300                        | \$281,032                     | \$441,332                            |
| W. A. FOOTE MEMORIAL HOSPITAL               | \$48,980                         | \$104,327                     | \$153,307                            |
| WEST BRANCH REGIONAL MEDICAL CENTER         | \$13,595                         | \$10,568                      | \$24,162                             |
| WEST SHORE MEDICAL CENTER                   | \$14,888                         | \$5,984                       | \$20,872                             |
| WILLIAM BEAUMONT HOSPITAL - ROYAL OAK       | \$51,801                         | \$10,310                      | \$62,112                             |
| WILLIAM BEAUMONT HOSPITAL - TROY            | \$9,625                          | \$14,655                      | \$24,280                             |
| ZEELAND COMMUNITY HOSPITAL                  | \$2,042                          | \$2,253                       | \$4,294                              |
|   | \$4,700,000                      | \$9,300,000                   | \$14,000,000                         |