

HENRY W. ZARETSKY & Associates, Inc. www.henryzaretsky.com

**1425 RIVER PARK DRIVE, SUITE 230
SACRAMENTO, CALIFORNIA 95815**

(916) 447-2018

E-MAIL: Hzaretsky@aol.com

**EVALUATION OF OPTIONS FOR THE FUTURE OF
ALAMEDA COUNTY MEDICAL CENTER**

Henry W. Zaretsky, Ph.D.

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TABLES

TABLE 1

HIGHLAND: INPATIENT TRAUMA GROSS REVENUE, DISCHARGES, AND PATIENT DAYS BY SERVICE

Service	Disch	GROSS REV	LOS	PD	ADC	GR/DISCH	GR/PD
Med	26	\$426,521	3.77	98.02	0.27	\$16,405	\$4,351
neurology	8	\$107,608	2.50	20.00	0.05	\$13,451	\$5,380
neurosurg	51	\$2,221,720	8.67	442.17	1.21	\$43,563	\$5,025
ob	6	\$53,029	2.00	12.00	0.03	\$8,838	\$4,419
ophth	3	\$74,313	4.67	14.01	0.04	\$24,771	\$5,304
oral surg	3	\$103,002	5.33	15.99	0.04	\$34,334	\$6,442
ortho	92	\$3,279,360	9.24	850.08	2.33	\$35,645	\$3,858
surg	3	\$71,636	4.67	14.01	0.04	\$23,879	\$5,113
trauma	772	\$17,756,449	3.80	2933.60	8.04	\$23,001	\$6,053
uro	1	\$16,931	6.00	6.00	0.02	\$16,931	\$2,822
tot	965	\$24,110,569	4.57	4405.88	12.07	\$24,985	\$5,472

TABLE 2

HIGHLAND: INPATIENT EMERGENCY GROSS REVENUE, DISCHARGES, AND PATIENT DAYS BY SERVICE

Service	Disch	GROSS REV	LOS	PD	ADC	GR/DISCH	GR/PD
ENT	42	\$283,955	3.26	136.92	0.38	\$6,761	\$2,074
GYN	208	\$1,356,022	2.63	547.04	1.50	\$6,519	\$2,479
JOHN GEO PAV	30	\$60,152	14.77	443.10	1.21	\$2,005	\$136
MEDICINE	3886	\$38,057,059	4.45	17292.70	47.38	\$9,793	\$2,201
NEUROLOGY	325	\$3,694,396	5.97	1940.25	5.32	\$11,367	\$1,904
NURSERY	27	\$152,524	4.30	116.10	0.32	\$5,649	\$1,314
NEUROSURG	80	\$2,577,475	8.16	652.80	1.79	\$32,218	\$3,948
OBSTETRICS	1794	\$11,539,984	2.30	4126.20	11.30	\$6,433	\$2,797
OPHTHALMOL	13	\$158,648	3.85	50.05	0.14	\$12,204	\$3,170
ORAL SURG	107	\$1,388,060	3.27	349.89	0.96	\$12,973	\$3,967
ORTHO	397	\$4,344,768	4.38	1738.86	4.76	\$10,944	\$2,499
PSYCH	5	\$9,870	17.80	89.00	0.24	\$1,974	\$111
SURGERY	586	\$11,501,656	6.79	3978.94	10.90	\$19,627	\$2,891
UROLOGY	55	\$506,855	4.29	235.95	0.65	\$9,216	\$2,148
TOTAL	7555	\$75,631,424	4.20	31697.80	86.84	\$10,011	\$2,386

TABLE 3

HIGHLAND: INPATIENT TRAUMA GROSS REVENUE, DISCHARGES, PATIENT DAYS AND ESTIMATED COSTS BY PAYOR

Payer	Disch	GROSS REV	LOS	PD	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PD
Bad Debt	94	\$2,000,253	3.67	344.76	0.94	\$21,279	\$5,802	\$14,576	\$3,974
Blue Cross	5	\$121,565	3.40	17.00	0.05	\$24,313	\$7,151	\$16,654	\$4,898
Champus	4	\$64,454	2.00	8.00	0.02	\$16,114	\$8,057	\$11,038	\$5,519
CMSP	191	\$4,186,830	4.37	834.67	2.29	\$21,921	\$5,016	\$15,016	\$3,436
Insurance	75	\$1,888,338	4.09	306.75	0.84	\$25,178	\$6,156	\$17,247	\$4,217
Jail	21	\$491,122	4.28	89.95	0.25	\$23,387	\$5,460	\$16,020	\$3,740
Kaiser	90	\$2,082,262	2.53	227.70	0.62	\$23,136	\$9,145	\$15,848	\$6,264
M/Cal	257	\$8,280,074	6.71	1725.44	4.73	\$32,218	\$4,799	\$22,069	\$3,287
Medicare	103	\$2,398,087	4.33	445.99	1.22	\$23,282	\$5,377	\$15,948	\$3,683
Medicare B	5	\$130,072	6.80	34.00	0.09	\$26,014	\$3,826	\$17,820	\$2,621
Personal Inj	42	\$995,305	3.67	154.14	0.42	\$23,698	\$6,457	\$16,233	\$4,423
Self Pay	55	\$877,167	2.41	132.76	0.36	\$15,948	\$6,607	\$10,925	\$4,526
Victim	23	\$595,042	3.74	86.02	0.24	\$25,871	\$6,917	\$17,722	\$4,738
TOTAL	965	\$24,110,571	4.57	4407.18	12.07	\$24,985	\$5,471	\$17,115	\$3,747

TABLE 4

HIGHLAND: EMERGENCY OUTPATIENT AND INPATIENT VOLUME, GROSS REVENUE AND ESTIMATED COSTS BY PAYOR

Payor	Outpatients	OP GR	DISCH	IP GR	PD	LOS	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PD	TOT GR
Bad Debt	6208	\$3,230,175	408	\$4,317,021	1755.60	4.30	4.81	\$10,581	\$2,459	\$7,248	\$1,684	\$7,547,196
Blue Cross	39	\$28,069	5	\$32,318	10.00	2.00	0.03	\$6,464	\$3,232	\$4,428	\$2,214	\$60,387
Champus	9	\$5,419	10	\$233,799	157.00	15.70	0.43	\$23,380	\$1,489	\$16,015	\$1,020	\$239,218
CMSP	10762	\$5,021,397	1486	\$12,165,036	5221.76	3.51	14.31	\$8,186	\$2,330	\$5,608	\$1,596	\$17,186,433
Insurance	217	\$129,339	50	\$493,801	144.00	2.88	0.39	\$9,876	\$3,429	\$6,765	\$2,349	\$623,140
Jail	1734	\$824,407	107	\$917,979	407.82	3.81	1.12	\$8,579	\$2,251	\$5,877	\$1,542	\$1,742,386
Kaiser	290	\$246,745	36	\$291,192	51.84	1.44	0.14	\$8,089	\$5,617	\$5,541	\$3,848	\$537,937
M/Cal	12604	\$6,462,597	4365	\$44,895,659	18395.62	4.21	50.40	\$10,285	\$2,441	\$7,045	\$1,672	\$51,358,256
Medicare	1724	\$859,848	705	\$9,047,304	3666.00	5.20	10.04	\$12,833	\$2,468	\$8,791	\$1,691	\$9,907,152
Medicare B	2	\$620	147	\$1,544,938	717.36	4.88	1.97	\$10,510	\$2,154	\$7,199	\$1,475	\$1,545,558
Mental	30	\$20,299	37	\$70,701	532.06	14.38	1.46	\$1,911	\$133	\$1,309	\$91	\$91,000
Othr Dept	7	\$2,698	1	\$674	1.00	1.00	0.00	\$674	\$674	\$462	\$462	\$3,372
Persona Inj	218	\$111,283	19	\$197,852	72.01	3.79	0.20	\$10,413	\$2,748	\$7,133	\$1,882	\$309,135
Rx	1	\$833	0									\$833
Self Pay	3825	\$1,382,774	173	\$1,393,950	543.32	3.14	1.49	\$8,058	\$2,566	\$5,519	\$1,757	\$2,776,724
Victim	22	\$12,739	6	\$29,202	10.02	1.67	0.03	\$4,867	\$2,914	\$3,334	\$1,996	\$41,941
TOTAL	37692	\$18,339,242	7555	\$75,631,426	31685.41	4.19	86.81	\$10,011	\$2,387	\$6,857	\$1,635	\$93,970,668

TABLE 5

HIGHLAND: TOTAL VERSUS TRAUMA AND EMERGENCY GROSS REVENUE AND VOLUME BY PAYOR

PAYOR	TOTAL OUTPATIENTS	TOTAL OP GR	TOTAL IP GR	TOTAL TOTAL GR	TRAUMA GR	ER GR	TRAUMA % TOT	ER % TOT	TOT ADC	TR ADC	ER ADC
Bad Debt	15064	\$10,526,936	\$8,171,499	\$18,698,435	\$4,262,263	\$7,547,196	22.79%	40.36%	7.52	0.94	4.81
Blue Cross	92	\$101,939	\$163,037	\$264,976	\$169,767	\$60,387	64.07%	22.79%	0.09	0.05	0.03
Champus	22	\$26,291	\$298,253	\$324,544	\$77,661	\$239,218	23.93%	73.71%	0.45	0.02	0.43
CMSP	30513	\$30,087,447	\$23,459,797	\$53,547,244	\$5,076,098	\$17,186,433	9.48%	32.10%	21.93	2.29	14.31
Insurance	690	\$495,986	\$2,619,074	\$3,115,060	\$2,062,804	\$623,140	66.22%	20.00%	1.43	0.84	0.39
Jail	2106	\$1,201,311	\$1,963,067	\$3,164,378	\$654,844	\$1,742,386	20.69%	55.06%	1.81	0.25	1.12
Kaiser	405	\$824,240	\$2,403,661	\$3,227,901	\$2,652,614	\$637,937	82.18%	16.67%	0.78	0.62	0.14
M/Cal	31414	\$31,770,217	\$74,976,851	\$106,747,068	\$9,528,585	\$51,358,256	8.93%	48.11%	85.50	4.73	50.40
Medicare	5025	\$6,196,617	\$13,473,225	\$19,669,842	\$2,398,087	\$9,907,152	12.19%	50.37%	13.28	1.22	10.04
Medicare B	5	\$809	\$2,098,387	\$2,099,196	\$413,553	\$1,545,558	19.70%	73.63%	2.52	0.09	1.97
Mental	10119	\$217,641	\$2,103,023	\$2,320,664	\$8,150	\$91,000	0.35%	3.92%	83.69		1.46
Othr Dept	154	\$547,151	\$1,523	\$648,674	\$0	\$3,372	0.00%	0.61%	0.01	0.42	0.00
Personal Inj	363	\$450,275	\$1,295,151	\$1,745,426	\$1,171,695	\$309,135	67.13%	17.71%	0.65		0.20
Rx	66	\$25,199	\$0	\$25,199	\$0	\$833	0.00%	3.31%			0.00
Self Pay	11669	\$4,536,232	\$2,528,087	\$7,064,319	\$1,688,095	\$2,776,724	23.90%	39.31%	2.23	0.36	1.49
Victim	60	\$72,126	\$670,880	\$743,006	\$621,917	\$41,941	83.70%	5.64%	0.30	0.24	0.03
TOTAL	107767	\$87,080,417	\$136,225,515	\$223,305,932	\$30,777,983	\$93,970,668	13.78%	42.08%	222.19	12.07	86.81

TABLE 6

HIGHLAND AND FAIRMONT: CMSP VOLUME, GROSS REVENUE AND ESTIMATED COSTS

CMSP PATIENTS -- HIGHLAND											
OP PATS	OP GR	OP GR/PAT	IP DISCH	IP GR	LOS	PD	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PD
30513	\$30,087,447	\$986	2257	\$23,459,797	3.55	8012.35	21.95	\$10,394	\$2,928	\$7,130	\$2,009
TOT GR											
\$53,547,244											

CMSP PATIENTS -- FAIRMONT											
OP PATS	OP GR	OP GR/PAT	IP DISCH	IP GR	LOS	PD	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PD
10044	\$7,219,531	\$719	95	\$976,741	9.77	928.15	2.54	\$10,281	\$1,052	\$7,238	\$741
TOT GR											
\$8,196,272											

CMSP PATIENTS -- BOTH CAMPUSES											
OP PATS	OP GR	OP GR/PAT	IP DISCH	IP GR	LOS	PD	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PD
40557	\$37,306,978	\$920	2352	\$24,436,538	3.80	8940.5	24.49	\$10,390	\$2,733	\$7,135	\$1,877
TOT GR											
\$61,743,516											

TABLE 7

HIGHLAND: TOTAL VERSUS EMERGENCY, TRAUMA AND CMSP INPATIENT GROSS REVENUE AND VOLUME BY SERVICE

Service	TOTAL		TOTAL		TOTAL		ER		TRAUMA		TRAUMA		CMSP		CMSP	
	Disch	GR	ADC	Disch	GR	ADC	Disch	GR	ADC	Disch	GR	ADC	Disch	GR	ADC	Disch
ENT	73	\$870,893	0.96	42	\$283,955	0.38							30	\$238,200	0.27	
GYN	449	\$4,650,888	4.06	208	\$1,356,022	1.50							125	\$1,511,948	1.22	
JOHN GEO PAV	2559	\$2,032,515	81.47	30	\$60,152	1.21							1	\$521	0.02	
MEDICINE	4421	\$44,385,631	56.20	3886	\$38,057,059	47.38							920	\$5,725,721	7.76	
NEWBORN	1	\$6,700	0.01						26	\$426,521	0.27					
NEUROLOGY	403	\$5,316,888	7.55	325	\$3,694,396	5.32			8	\$107,608	0.05		68	\$559,556	0.64	
NURSERY	1668	\$5,752,892	14.12	27	\$152,524	0.32			51	\$2,221,720	1.21		1	\$1,146	0.01	
NEUROSURG	179	\$6,806,049	4.21	80	\$2,577,475	1.79							34	\$624,831	0.39	
OBSTETRICS	1860	\$11,994,032	11.77	1794	\$11,539,984	11.30			6	\$53,029	0.03		6	\$54,100	0.04	
OPHTHALMOL	19	\$257,381	0.21	13	\$158,648	0.14			3	\$74,313	0.04		6	\$94,851	0.08	
ORAL SURG	215	\$3,316,133	1.66	107	\$1,388,060	0.96			3	\$103,002	0.04		113	\$1,751,171	0.95	
ORTHO	776	\$11,695,938	10.12	397	\$4,344,768	4.76			92	\$3,279,360	2.33		321	\$3,638,261	3.21	
PSYCH	101	\$70,189	2.26	5	\$9,870	0.24										
SURGERY	1029	\$19,993,717	18.13	586	\$11,501,656	10.90			3	\$71,636	0.04		427	\$5,647,881	5.22	
TRAUMA	774	\$18,050,212	8.21						772	\$17,756,449	8.04		162	\$3,227,146	1.71	
UROLOGY	96	\$1,025,456	1.11	55	\$506,855	0.65			1	\$16,931	0.02		43	\$384,466	0.41	
TOTAL	14623	\$136,225,514	222.04	7555	\$75,631,424	86.84			965	\$24,110,569	12.07		2257	\$23,459,799	21.91	
EXCL JOHN GEO AND NUR DISCH	10396	\$134,192,999	126.45	7498	\$75,571,272	85.31			914	\$24,110,569	10.86		2255	\$23,459,278	21.89	

TABLE 8

HIGHLAND: CALCULATION OF TRAUMA PLUS CMSP AND EMERGENCY PLUS CMSP

CMSP GROSS REV	\$53,547,244
CMSP ADC	21.95

NON CMSP TRAUMA

GR	\$25,701,885
ADC	9.79

NON CMSP EMERGENCY

GR	\$76,784,235
ADC	72.50

TR AUMA PLUS CMSP

GR	\$79,249,129
ADC	31.74

EMERGENCY PLUS CMSP

GR	\$130,331,479
ADC	94.45

TABLE 9

HIGHLAND: CMSP INPATIENT GROSS REVENUE AND VOLUME BY SERVICE

Service	Disch	GR	LOS	PD	ADC	GR/DISCH	GR/PD
ENT	30	\$238,200	3.27	98.10	0.27	\$7,940	\$2,428
GYN	125	\$1,511,948	3.55	443.75	1.22	\$12,096	\$3,407
JOHN GEO PAV	1	\$521	6.00	6.00	0.02	\$521	\$87
MEDICINE	920	\$5,725,721	3.08	2833.60	7.76	\$6,224	\$2,021
NEUROLOGY	68	\$559,556	3.41	231.88	0.64	\$8,229	\$2,413
NURSERY	1	\$1,146	2.00	2.00	0.01	\$1,146	\$573
NEUROSURG	34	\$624,831	4.15	141.10	0.39	\$18,377	\$4,428
OBSTETRICS	6	\$54,100	2.67	16.02	0.04	\$9,017	\$3,377
OPHTHALMOL	6	\$94,851	4.67	28.02	0.08	\$15,809	\$3,385
ORAL SURG	113	\$1,751,171	3.07	346.91	0.95	\$15,497	\$5,048
ORTHO	321	\$3,638,261	3.65	1171.65	3.21	\$11,334	\$3,105
SURGERY	427	\$5,647,881	4.46	1904.42	5.22	\$13,227	\$2,966
TRAUMA	162	\$3,227,146	3.86	625.32	1.71	\$19,921	\$5,161
UROLOGY	43	\$384,466	3.47	149.21	0.41	\$8,941	\$2,577
TOTAL	2257	\$23,459,799	3.54	7997.98	21.91	\$10,394	\$2,933

TABLE 10

HIGHLAND: TOTAL INPATIENT GROSS REVENUE, DISCHARGES, PATIENT DAYS AND ESTIMATED COSTS BY PAYOR

PAYER	DISCH	GR	LOS	PD	ADC	GR/DISCH	GR/PD	COST/DISCH	COST/PPD
Bad Debt	621	\$8,171,499	4.42	2743.50	7.52	\$13,159	\$2,978	\$9,014	\$2,040
Blue Cross	12	\$163,037	2.75	33.00	0.09	\$13,586	\$4,941	\$9,307	\$3,384
Champus	14	\$298,253	11.79	165.06	0.45	\$21,304	\$1,807	\$14,593	\$1,238
CMSP	2257	\$23,459,797	3.55	8005.00	21.93	\$10,394	\$2,931	\$7,120	\$2,007
Insurance	139	\$2,619,074	3.75	521.25	1.43	\$18,842	\$5,025	\$12,907	\$3,442
Jail	177	\$1,963,067	3.73	659.44	1.81	\$11,091	\$2,977	\$7,597	\$2,039
Kaiser	129	\$2,403,661	2.20	283.80	0.78	\$18,633	\$8,470	\$12,764	\$5,802
M/Cal	7157	\$74,976,851	4.36	31209.32	85.50	\$10,476	\$2,402	\$7,176	\$1,646
Medicare	911	\$13,473,225	5.32	4846.52	13.28	\$14,789	\$2,780	\$10,131	\$1,904
Medicare B	172	\$2,098,387	5.35	920.20	2.52	\$12,200	\$2,280	\$8,357	\$1,562
Mental	2661	\$2,103,023	11.48	30548.28	83.69	\$790	\$69	\$541	\$47
Othr Dept	2	\$1,523	1.00	2.00	0.01	\$762	\$762	\$522	\$522
Personal Inj	69	\$1,295,151	3.46	238.74	0.65	\$18,770	\$5,425	\$12,858	\$3,716
Rx	0	\$0							
Self Pay	270	\$2,528,087	3.02	815.68	2.23	\$9,363	\$3,099	\$6,414	\$2,123
Victim	32	\$670,880	3.41	109.12	0.30	\$20,965	\$6,148	\$14,361	\$4,211
TOTAL	14623	\$136,225,515	5.55	81100.91	222.19	\$9,316	\$1,680	\$6,381	\$1,151

TABLE 11

HIGHLAND: TOTAL VERSUS MEDI-CAL INPATIENT GROSS REVENUE DISCHARGES AND ADC BY SERVICE

Service	TOTAL Disch	TOTAL GR	TOTAL ADC	MEDI-CAL DISCH	MEDI-CAL GR	MEDI-CAL LOS	MEDI-CAL PD	MEDI-CAL ADC	MEDI-CAL %	MEDI-CAL COST PD
ENT	73	\$870,893	0.96	29	\$524,735	7.14	207.06	0.57	58.97%	\$1,736
GYN	449	\$4,650,888	4.06	276	\$2,633,402	3.26	899.76	2.47	60.72%	\$2,005
JOHN GEO PAV	2559	\$2,032,515	81.47	1	\$234	8.00	8.00	0.02	0.03%	\$20
MEDICINE	4421	\$44,385,631	56.20	2218	\$25,143,231	5.35	11866.30	32.51	57.85%	\$1,451
NEWBORN	1	\$6,700	0.01	1	\$6,700	4.00	4.00	0.01	100.00%	\$1,147
NEUROLOGY	403	\$5,316,888	7.55	223	\$3,436,837	8.26	1841.98	5.05	66.82%	\$1,278
NURSERY	1668	\$5,752,892	14.12	1613	\$5,594,841	3.09	4984.17	13.66	96.70%	\$769
NEUROSURG	179	\$6,806,049	4.21	75	\$3,656,133	10.61	795.75	2.18	51.81%	\$3,147
OBSTETRICS	1860	\$11,994,032	11.77	1771	\$11,453,771	2.33	4126.43	11.31	96.04%	\$1,901
OPHTHALMOL	19	\$257,381	0.21	5	\$73,439	4.00	20.00	0.05	25.99%	\$2,515
ORAL SURG	215	\$3,316,133	1.66	54	\$788,810	2.46	132.84	0.36	21.91%	\$4,068
ORTHO	776	\$11,695,938	10.12	259	\$4,961,983	6.63	1717.17	4.70	46.49%	\$1,979
PSYCH	101	\$70,189	2.26							
SURGERY	1029	\$19,993,717	18.13	408	\$10,334,719	8.24	3361.92	9.21	50.81%	\$2,106
TRAUMA	774	\$18,050,212	8.21	199	\$6,077,850	5.49	1092.51	2.99	36.47%	\$3,811
UROLOGY	96	\$1,025,456	1.11	25	\$290,166	4.88	122.00	0.33	30.19%	\$1,629
TOTAL	14623	\$136,225,514	222.04	7157	\$74,976,851	4.36	31179.89	85.42	38.47%	\$1,647
EXCL JOHN GEO AND NUR DISCH	10396	\$134,192,999	126.45	5543	\$74,976,617	4.72	26187.72	71.75	56.74%	\$1,961

TABLE 12

HIGHLAND: TOTAL INPATIENT GROSS REVENUE, DISCHARGES, ADC AND ESTIMATED COSTS BY SERVICE

Service	Disch	GR	LOS	PD	ADC	GR/DISCH	GRP/D	COST/DISCH	COST/PTD
ENT	73	\$870,893	4.81	351.13	0.96	\$11,930	\$2,480	\$8,172	\$1,699
GYN	449	\$4,650,888	3.30	1481.70	4.06	\$10,358	\$3,139	\$7,095	\$2,150
JOHN GEO PAV	2559	\$2,032,515	11.62	29735.58	81.47	\$794	\$68	\$544	\$47
MEDICINE	4421	\$44,385,631	4.64	20513.44	56.20	\$10,040	\$2,164	\$6,877	\$1,482
NEWBORN	1	\$6,700	4.00	4.00	0.01	\$6,700	\$1,675	\$4,590	\$1,147
NEUROLOGY	403	\$5,316,888	6.84	2756.52	7.55	\$13,193	\$1,929	\$9,037	\$1,321
NURSERY	1668	\$5,752,892	3.09	5154.12	14.12	\$3,449	\$1,116	\$2,363	\$765
NEUROSURG	179	\$6,806,049	8.58	1535.82	4.21	\$38,023	\$4,432	\$26,045	\$3,036
OBSTETRICS	1860	\$11,994,032	2.31	4296.60	11.77	\$6,448	\$2,792	\$4,417	\$1,912
OPHTHALMOL	19	\$257,381	4.05	76.95	0.21	\$13,546	\$3,345	\$9,279	\$2,291
ORAL SURG	215	\$3,316,133	2.82	606.30	1.66	\$15,424	\$5,469	\$10,565	\$3,747
ORTHO	776	\$11,695,938	4.76	3693.76	10.12	\$15,072	\$3,166	\$10,324	\$2,169
PSYCH	101	\$70,189	8.15	823.15	2.26	\$695	\$85	\$476	\$58
SURGERY	1029	\$19,993,717	6.43	6616.47	18.13	\$19,430	\$3,022	\$13,310	\$2,070
TRAUMA	774	\$18,050,212	3.87	2995.38	8.21	\$23,321	\$6,026	\$15,975	\$4,128
UROLOGY	96	\$1,025,456	4.21	404.16	1.11	\$10,682	\$2,537	\$7,317	\$1,738
TOTAL	14623	\$136,225,514	5.54	81045.08	222.04	\$9,316	\$1,681	\$6,381	\$1,151
EXCL JOHN GEO AND NUR DISCH	10396	\$134,192,999	4.44	46155.38	126.45	\$12,908	\$2,907	\$8,842	\$1,992

TABLE 13

ALAMEDA COUNTY HOSPITALS: OCCUPANCY, EXPENSES, NET REVENUE AND INDIGENT PAYOR MIX -- FY 1995

HOSPITAL	AVL-BEDS	TOT-PD	MCL-PD	CNTY-IND-PD	LT-PD	OCC-AVL	TOT-LOS	MCL-LOS	CNTY-IND-LOS
ALAMEDA CO MED CTR - FAIRMONT CAMPUS	293	69459	58331	1291	0	64.95	49.68	58.27	8.66
ALAMEDA CO MED CTR - HIGHLAND CAMPUS	274	76807	42211	7619	0	76.80	5.99	6.13	3.46
ALAMEDA HOSPITAL	145	21838	1712	105	5848	41.26	5.65	3.53	3.18
ALTA BATES MEDICAL CENTER	458	121686	27865	55	20264	71.61	6.33	8.91	3.93
C.P.C. FREMONT HOSPITAL	78	16333	614	0	0	57.37	9.72	4.99	2.50
CHILDREN'S HOSPITAL MED CTR OF NO CA	193	55168	37326	15	0	78.31	6.28	6.53	3.36
EDEN MEDICAL CENTER	244	42377	2859	708	12511	47.58	5.14	10.67	0
LAUREL GROVE HOSPITAL	61	10585	0	0	3307	17.38	10.43	0	0
MERRITT PERALTA INSTITUTE C.D.R.H.	48	4244	0	0	0	24.22	10.43	0	0
SAN LEANDRO HOSPITAL	136	22866	341	0	0	46.06	4.65	3.19	2.76
ST. ROSE HOSPITAL	175	34184	11028	259	0	53.52	5.35	4.29	0
SUMMIT MEDICAL CENTER	358	95425	19183	0	15217	73.03	5.19	3.78	115.41
THUNDER ROAD CHEMICAL DEPENDENCY	50	16262	0	9810	0	88.11	68.62	2.76	4.15
VALLEY MEMORIAL HOSPITAL	161	25539	1325	83	0	43.46	4.24	24.50	0
VENCOR HOSPITAL - SAN LEANDRO	56	13722	147	0	0	67.13	45.29	24.50	0
WASHINGTON HOSPITAL - FREMONT	213	48002	9316	28	0	61.74	4.16	4.41	2.55
TOTAL	2943	674497	212258	19973	57147	62.79			

HOSPITAL	TOT-NR	MCL-NR-INCL-SB855	MCL-NR	CNTY-IND-NR	TOT-EXP	MCL-EXP	CNTY-IND-EXP	MCL-EXP %	MCL-PD %	CNTY-IND-PD %
ALAMEDA CO MED CTR - FAIRMONT CAMPUS	\$47,493,651	\$34,846,603	\$29,487,418	\$5,360,089	\$46,445,041	\$31,153,741	\$6,251,011	9.13%	27.48%	6.46%
ALAMEDA CO MED CTR - HIGHLAND CAMPUS	\$182,435,078	\$109,701,035	\$46,141,516	\$30,326,964	\$160,450,304	\$76,982,406	\$31,660,050	22.57%	19.89%	38.15%
ALAMEDA HOSPITAL	\$33,763,405	\$1,435,024	\$1,435,024	\$169,336	\$33,894,702	\$2,693,203	\$96,605	0.79%	0.81%	0.53%
ALTA BATES MEDICAL CENTER	\$264,410,904	\$33,890,653	\$33,890,653	\$127,140	\$270,327,437	\$59,382,697	\$135,987	17.41%	13.13%	0.28%
C.P.C. FREMONT HOSPITAL	\$9,409,295	\$166,724	\$166,724	\$0	\$7,216,859	\$288,031	\$0	0.06%	0.29%	0.00%
CHILDREN'S HOSPITAL MED CTR OF NO CA	\$136,020,247	\$89,786,890	\$74,890,990	\$36,121	\$147,147,099	\$93,969,072	\$272,093	27.55%	17.59%	0.08%
EDEN MEDICAL CENTER	\$72,582,793	\$2,720,536	\$2,720,536	\$2,037,965	\$67,544,127	\$4,993,712	\$1,599,758	1.46%	1.35%	3.54%
LAUREL GROVE HOSPITAL	\$9,595,326	\$427,516	\$427,516	\$0	\$9,917,229	\$30,675	\$0	0.01%	0.00%	0.00%
MERRITT PERALTA INSTITUTE C.D.R.H.	\$1,557,781	\$0	\$0	\$0	\$1,401,689	\$0	\$0	0.00%	0.00%	0.00%
SAN LEANDRO HOSPITAL	\$42,195,305	\$582,083	\$582,083	\$0	\$39,222,562	\$976,463	\$0	0.29%	0.16%	0.00%
ST. ROSE HOSPITAL	\$46,655,318	\$9,672,001	\$9,672,001	\$0	\$45,971,585	\$15,484,495	\$361,548	4.54%	5.20%	1.30%
SUMMIT MEDICAL CENTER	\$171,567,685	\$22,132,808	\$18,649,808	\$0	\$171,550,320	\$33,908,221	\$0	9.94%	9.04%	0.00%
THUNDER ROAD CHEMICAL DEPENDENCY	\$2,918,937	\$0	\$0	\$1,660,775	\$0	\$0	\$1,558,514	0.00%	0.00%	49.12%
VALLEY MEMORIAL HOSPITAL	\$65,253,513	\$1,815,795	\$1,815,795	\$0	\$68,129,020	\$3,611,085	\$197,575	1.06%	0.62%	0.42%
VENCOR HOSPITAL - SAN LEANDRO	\$14,309,876	\$33,649	\$33,649	\$0	\$12,446,261	\$122,154	\$0	0.04%	0.07%	0.00%
WASHINGTON HOSPITAL - FREMONT	\$115,235,939	\$3,730,509	\$3,730,509	\$42,214	\$104,948,920	\$17,521,212	\$39,153	5.14%	4.39%	0.14%
TOTAL	\$1,214,405,053	\$310,941,826	\$223,644,222	\$39,760,624	\$1,189,817,604	\$341,117,167	\$42,172,292	100.00%	100.00%	100.00%

TABLE 14

TOTAL AND MANDATORY MEDICAL PATIENT DAYS AND ENROLLEE EQUIVALENTS: MAJOR HOSPITALS ALAMEDA COUNTY

HOSPITAL	PAT DAYS NON-CROSS-OVR	PAT DAYS CROSS-OVR	PAT DAYS MANDATORY	PAT DAYS MANDATORY CCS	PAT DAYS TOTAL CCS	PAT DAYS NET MANDATORY	NET MAND % NON-CROSS-OVR	ENROLLEE EQUIVALENTS AT COUNTY UTIL RATE	ADULT EQUIVALENTS AT COUNTY UTIL RATE
HIGHLAND GEN HOSPITAL	28736	3103	8320	1	3	8319	28.95%	31,358	18,821
CHILDRENS HOSP MED CTR	24454	0	18601	9816	14464	8685	35.52%	32,738	
FAIRMONT HOSPITAL	21517	2405	1229	0	8	1229	5.71%	4,633	
ALTA BATES HOSPITAL	20960	9564	9016	1352	2094	7664	36.56%	28,889	
SAMUEL MERRITT HOSPITAL	15293	0	6419	0	66	6419	41.97%	24,196	
WASHINGTON HOSPITAL	7981	4427	1838	0	0	1838	23.03%	6,928	
ST ROSE HOSPITAL	7813	0	2789	0	0	2789	35.70%	10,513	
EAST BAY HOSPITAL	5230	1279	381	0	0	381	7.28%	1,436	
U C SAN FRANCISCO HOSP	2874	0	1073	476	777	597	22.33%	2,250	
PROVIDENCE HOSPITAL	2804	2249	312	0	2	312	11.98%	1,176	
ALAMEDA HOSPITAL	2074	1999	297	0	0	297	14.32%	1,120	
EDEN HOSPITAL	1620	3241	313	0	0	313	19.32%	1,180	
STANFORD UNIVERSITY HOSP	1391	470	479	53	74	426	30.63%	1,606	
LUCILE SALTER PACKARD	1364	0	803	489	992	304	22.29%	1,146	
ST MARYS HOSP & MED CTR	1356	0	876	50	50	826	60.91%	3,114	
TOTAL > 1,000 PAT DAYS NXVR	145067	28737	52746	12347	18530	40399	27.85%	152,282	
ALL OTHER HOSPITALS	13331	23264	4910	475	841	4435	33.27%	16,778	
TOTAL	158398	52001	57656	12822	19371	44834	28.30%	169,000	
MAND PAT DAYS/1,000 BENES						265.29			
MAND ADULT PAT DAYS/1,000 ADULTS						442			

TABLE 15**HIGHLAND: TOTAL MEDI-CAL AND MANDATORY PATIENT DAYS BY SERVICE**

SERVICE	TOT PAT DAYS	MAND PAT DAYS	%
ICU	4670	562	12.03%
MED/SUR/GYN	16112	2498	15.50%
NICU	1313	875	66.64%
NURSERY	462	262	56.71%
OB	4125	1736	42.08%
OTHER ACUTE	1142	0	0.00%
TOTAL	27824	5933	21.32%

TABLE 16

ESTIMATED IMPACT ON PRIVATE HOSPITALS OF CMSP CONTRACTING

HIGHLAND AND FAIRMONT

TOTAL CMSP GROSS REV	\$61,743,516
ESTIMATED COST	\$42,400,475
REALIGNMENT REVENUE	\$24,770,000
SHORTFALL	\$17,630,475

HIGHLAND

MEDI-CAL GROSS REV INPAT	\$74,976,851
MEDI-CAL GROSS REV OUTPAT	\$31,770,217
MEDI-CAL TOTAL GROSS REV	\$106,747,068
MEDI-CAL ESTIMATED COST	\$73,121,742
ESTIMATED NET REV	\$43,827,521
NET REV % OF COST	59.94%