

Oregon Acute Care Hospitals: Financial and Utilization Trends

2nd Quarter
2014

Oregon Health Authority
Office of Health Analytics



This report monitors and compares financial information and utilization of Oregon's acute care inpatient hospitals. It will report trend data going back 5 years through the most current quarter. This report will always compare similar time periods (e.g. data through 2nd quarter will be compared to data through 2nd quarter in previous years).

Trend information are provided for 3 major cohorts of hospitals: DRG, Type A and Type B. A DRG hospital is typically a large, urban hospital that receives Medicare and Medicaid payments based on the prospective Diagnostic Related Groups (DRG) system. A Type A hospital is a small hospital with fewer than 50 beds and is more than 30 miles from another hospital. A Type B hospital is a small hospital with fewer than 50 beds and within 30 miles of another hospital. Asterisks next to hospital names designate Health District Hospitals. A health district hospital is a hospital that is under the control of a formal health district (generally county government control) and receives additional funding from local tax sources.

The Oregon Health Authority receives data from each Oregon hospital on a quarterly basis. These data sources include Databank and the Hospital Inpatient Discharge Data. This report utilizes the Databank information that is reported. Databank is a database of financial and utilization information that is self-reported from each hospital. It is important to remember that self-reported data are not audited. Databank financial information is not intended to be a substitute for audited financial statements. At the conclusion of the year the Office of Health Analytics releases audited financial data.

Kaiser hospitals do not report financial data to Databank due to its integrated accounting systems that aggregates all facilities. They are included in utilization reports. As of 2014, there are 60 acute care inpatient hospitals in Oregon. Most recently, Kaiser Westside opened for business in August of 2013, and Shriners's Children Hospital moved to DRG status in the beginning of 2013. These facilities may not have past year data available to make comparisons to. There have not been any hospital closures in recent years.

Additional Information:

Databank
www.oregon.gov/oha/OHPR/RSCH/Pages/databank.aspx
 Audited Financials
www.oregon.gov/oha/OHPR/RSCH/Pages/Hospital_Reporting.aspx
 Office of Health Analytics
www.oregon.gov/oha/analytics/Pages/index.aspx
 Oregon Health Authority
www.oregon.gov/oha/Pages/index.aspx

List of Oregon Acute Care Hospitals

Through 2nd Quarter 2014

DRG

Adventist Med Center
 Asante Rogue Med Center
 Asante Three Rivers Med Center
 Bay Area Hospital
 Good Samaritan Regional Med Ctr
 Kaiser Sunnyside Med Center
 Kaiser Westside Med Ctr
 Legacy Emanuel Med Center
 Legacy Good Samaritan Med Ctr
 Legacy Meridian Park Med Center
 Legacy Mt Hood Med Center
 McKenzie-Willamette Med Ctr
 Mercy Med Center
 OHSU Hospital
 PeaceHealth Sacred Heart Riverbend
 PeaceHealth Sacred Heart University
 Providence Medford Med Center
 Providence Milwaukie Hospital
 Providence Portland Med Center
 Providence St Vincent Med Ctr
 Providence Willamette Falls
 Salem Hospital
 Samaritan Albany Hospital
 Shriners
 Sky Lakes Med Center
 St Charles - Bend
 Tuality Healthcare
 Willamette Valley Med Ctr

Type B

Ashland Comm Hospital
 Columbia Memorial Hospital
 Coquille Valley Hospital*
 Lower Umpqua Hospital*
 Mid-Columbia Med Center
 PeaceHealth Cottage Grove
 PeaceHealth Peace Harbor
 Pioneer Memorial Prineville
 Providence Hood River Hospital
 Providence Newberg Med Center
 Providence Seaside Hospital*
 Samaritan Lebanon Hospital
 Samaritan North Lincoln Hospital*
 Samaritan Pacific Comm Hospital*
 Santiam Memorial Hospital
 Silverton Hospital
 Southern Coos Hospital*
 St Charles - Madras*
 St Charles - Redmond
 West Valley Hospital

Type A

Blue Mountain Hospital*
 Curry General Hospital*
 Good Shepherd Med Center
 Grande Ronde Hospital
 Harney District Hospital*
 Lake District Hospital*
 Pioneer Memorial Heppner*
 St Alphonsus Med Ctr Baker City
 St Alphonsus Med Ctr Ontario
 St Anthony Hospital
 Tillamook County Gen Hospital
 Wallowa Memorial Hospital*

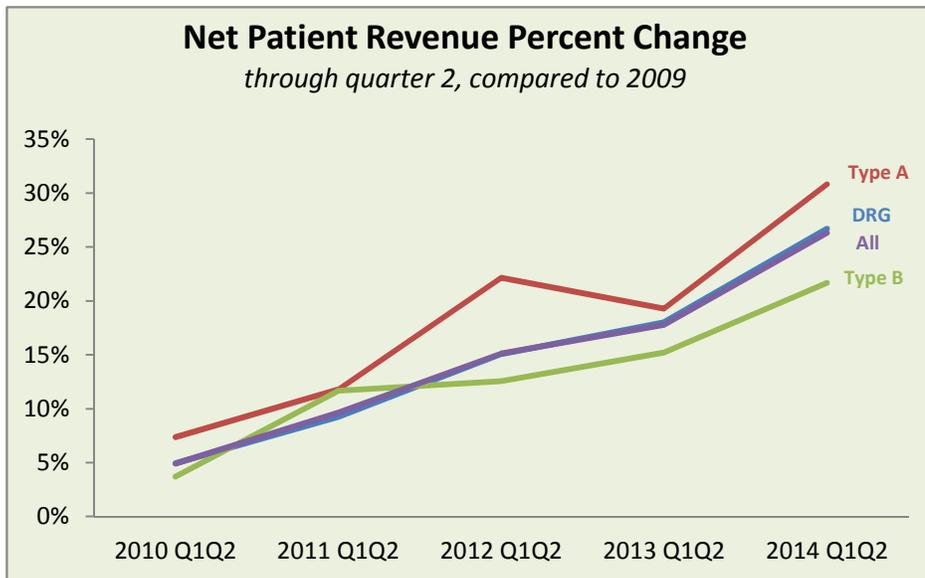
*Health District Hospital

source: Databank

Net Patient Revenue (NPR) represents the amount a hospital expects to receive for services after accounting for contractual allowances to third party payers and for uncompensated care. This basic patient service revenue equation is:

$$NPR = \text{Gross Patient Revenue} - \text{Contractual Allowances} - \text{Uncompensated Care}$$

Every payer (e.g. Medicare, Medicaid, insurance companies) pays different negotiated amounts for specific services from the gross patient billed amount. NPR is affected by utilization, quantity of uncompensated care and contractual allowances given to third party payers.



- Statewide, NPR is up about 25% for all hospital types since 2009.
- NPR growth was slowed in 2013, but has rebounded strongly in the first two quarters of 2014.
- Large growth in NPR is not unusual and reflects growing costs of providing care. Hospitals will usually increase prices around the 4th quarter of each year and renegotiate contractual allowances with third party payers.

Average NPR per Hospital, in millions

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	58	\$69.0	\$72.1	\$75.7	\$77.5	\$83.1
DRG	26	\$129.6	\$134.9	\$142.1	\$145.8	\$156.5
Type B	20	\$22.2	\$23.9	\$24.0	\$24.6	\$26.0
Type A	12	\$15.9	\$16.5	\$18.1	\$17.6	\$19.4

NPR by Hospital

in Millions

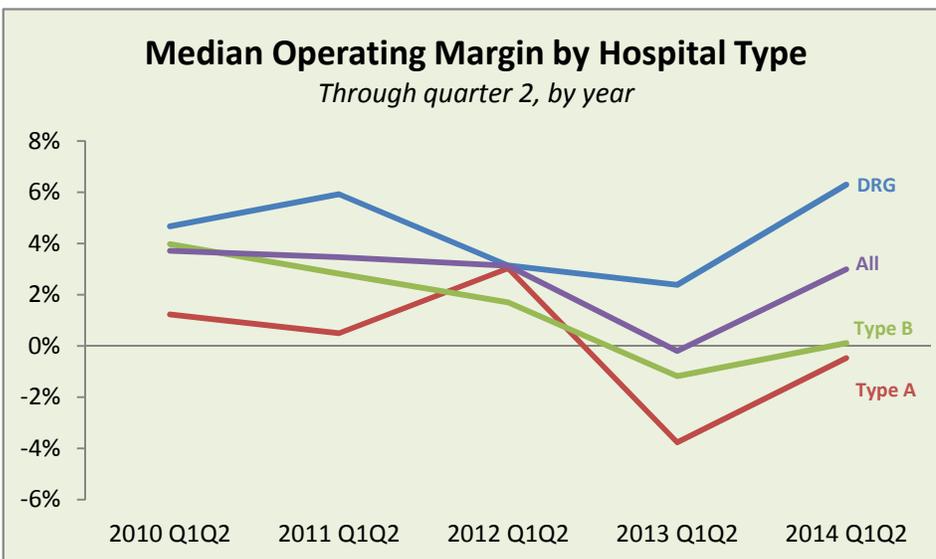
DRG	
OHSU Hospital	\$654.1
Providence St Vincent Med Ctr	\$392.9
Providence Portland Med Center	\$294.9
Legacy Emanuel Med Center	\$292.7
Salem Hospital	\$291.7
PeaceHealth Sacred Heart Riverbend	\$288.6
St Charles - Bend	\$214.3
Asante Rogue Med Center	\$203.3
Good Samaritan Regional Med Ctr	\$157.0
Adventist Med Center	\$142.6
Legacy Good Samaritan Med Ctr	\$141.7
Legacy Meridian Park Med Center	\$95.5
Sky Lakes Med Center	\$95.1
Mercy Med Center	\$93.3
Providence Medford Med Center	\$86.9
Tuality Healthcare	\$80.0
Samaritan Albany Hospital	\$74.4
Bay Area Hospital	\$72.5
McKenzie-Willamette Med Ctr	\$68.8
Asante Three Rivers Med Center	\$66.1
Legacy Mt Hood Med Center	\$63.8
Providence Willamette Falls	\$54.5
PeaceHealth Sacred Heart University	\$48.4
Willamette Valley Med Ctr	\$45.4
Providence Milwaukie Hospital	\$43.7
Shriners	\$6.2
Kaiser Westside Med Ctr	\$0.0
Kaiser Sunnyside Med Center	\$0.0
Type B	
Providence Newberg Med Center	\$47.1
Silverton Hospital	\$46.8
Mid-Columbia Med Center	\$44.3
Samaritan Lebanon Hospital	\$43.5
Columbia Memorial Hospital	\$35.8
St Charles - Redmond	\$35.7
PeaceHealth Peace Harbor	\$35.6
Samaritan Pacific Comm Hospital*	\$35.2
Providence Hood River Hospital	\$34.2
Providence Seaside Hospital*	\$24.5
Ashland Comm Hospital	\$22.0
Samaritan North Lincoln Hospital*	\$21.3
Santiam Memorial Hospital	\$18.1
PeaceHealth Cottage Grove	\$14.0
Pioneer Memorial Prineville	\$13.8
St Charles - Madras*	\$11.5
West Valley Hospital	\$11.5
Coquille Valley Hospital*	\$9.2
Lower Umpqua Hospital*	\$8.8
Southern Coos Hospital*	\$6.9
Type A	
Good Shepherd Med Center	\$38.3
Grande Ronde Hospital	\$35.2
St Anthony Hospital	\$31.7
Tillamook County Gen Hospital	\$29.2
St Alphonsus Med Ctr Ontario	\$28.6
St Alphonsus Med Ctr Baker City	\$16.0
Curry General Hospital*	\$14.5
Harney District Hospital*	\$9.8
Lake District Hospital*	\$9.7
Blue Mountain Hospital*	\$7.9
Wallowa Memorial Hospital*	\$7.8
Pioneer Memorial Heppner*	\$3.7

*Health District Hospital source: Databank

Operating Margin is a measure of financial performance of a hospital. Operating Margin is calculated as a ratio of operating revenue minus operating costs divided by operating revenue. As shown below:

$$OM = \frac{\text{Operating Revenue} - \text{Operating Costs}}{\text{Operating Revenue}}$$

Operating Revenue includes revenue received from patient care (NPR) as well as other sources from within the hospital, such as cafeteria sales, gift shop sales, and research grants, but does not include investments or tax credits. If operating revenue exceeds costs, the ratio is positive and the hospital is operating at a profit. Many factors affect a hospital's operating margin, including utilization, medical cases mix, labor costs, services provided and payer mix.



- Many Type A and Type B hospitals are currently operating at a loss, with 10 of 20 type B and 8 of 12 Type A hospitals having negative operating margins.
- While smaller hospitals are still struggling with operating margins, all hospitals and all hospital types had overall improved margins in the first two quarters of 2014 compared to the same time period of 2013.
- 43 of 57 reporting hospitals had greater operating margins through the first two quarters of 2014 than for the same time period of 2013.

Median Operating Revenue Amounts, through 2nd quarter (Millions)

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	57	\$37.3	\$39.6	\$39.5	\$41.3	\$44.0
DRG	25	\$76.7	\$82.3	\$85.6	\$90.2	\$99.2
Type B	20	\$23.4	\$23.8	\$23.4	\$23.4	\$23.5
Type A	12	\$11.5	\$11.8	\$14.9	\$14.5	\$15.5

Operating Margin by Hospital

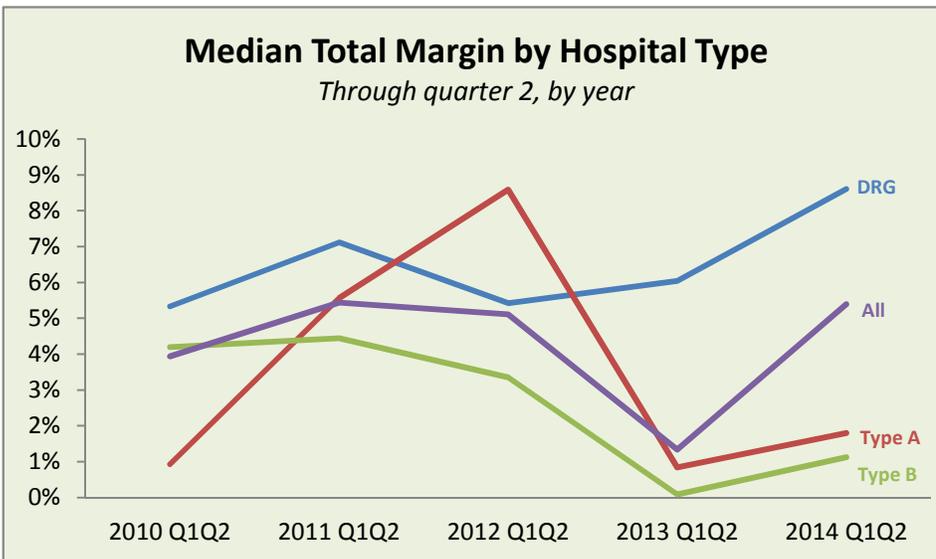
Through 2nd quarter 2014

DRG	
Willamette Valley Med Ctr	16.3%
PeaceHealth Sacred Heart Riverbend	16.0%
Asante Rogue Med Center	11.3%
Legacy Mt Hood Med Center	10.9%
Sky Lakes Med Center	9.6%
Providence St Vincent Med Ctr	9.5%
McKenzie-Willamette Med Ctr	9.1%
Mercy Med Center	9.0%
Providence Willamette Falls	8.0%
Asante Three Rivers Med Center	7.5%
St Charles - Bend	7.3%
OHSU Hospital	7.1%
Legacy Meridian Park Med Center	6.3%
Providence Milwaukie Hospital	5.4%
Legacy Good Samaritan Med Ctr	5.3%
Salem Hospital	4.6%
Legacy Emanuel Med Center	4.6%
Bay Area Hospital	3.0%
PeaceHealth Sacred Heart University	1.3%
Providence Portland Med Center	1.1%
Samaritan Albany Hospital	1.1%
Tuality Healthcare	0.5%
Providence Medford Med Center	-1.2%
Good Samaritan Regional Med Ctr	-2.0%
Adventist Med Center	-2.3%
Shriners	NA
Kaiser Sunnyside Med Center	NA
Kaiser Westside Med Ctr	NA
Type B	
PeaceHealth Cottage Grove	23.8%
PeaceHealth Peace Harbor	14.3%
Providence Newberg Med Center	11.7%
West Valley Hospital	10.9%
St Charles - Redmond	8.3%
Mid-Columbia Med Center	7.5%
Columbia Memorial Hospital	4.7%
Samaritan Lebanon Hospital	1.5%
Pioneer Memorial Prineville	0.6%
Providence Hood River Hospital	0.3%
Samaritan Pacific Comm Hospital*	-0.1%
Providence Seaside Hospital*	-1.0%
St Charles - Madras*	-1.2%
Silverton Hospital	-1.4%
Ashland Comm Hospital	-1.5%
Samaritan North Lincoln Hospital*	-5.2%
Coquille Valley Hospital*	-6.3%
Lower Umpqua Hospital*	-9.0%
Southern Coos Hospital*	-11.7%
Santiam Memorial Hospital	-11.7%
Type A	
St Anthony Hospital	11.6%
Good Shepherd Med Center	10.1%
Grande Ronde Hospital	7.8%
St Alphonsus Med Ctr Ontario	3.4%
Tillamook County Gen Hospital	-0.2%
Harney District Hospital*	-0.4%
Curry General Hospital*	-0.5%
Lake District Hospital*	-1.5%
St Alphonsus Med Ctr Baker City	-3.0%
Wallowa Memorial Hospital*	-8.8%
Blue Mountain Hospital*	-14.2%
Pioneer Memorial Heppner*	-16.2%

*Health District Hospital source: Databank

Total margin measures the overall financial position of the hospital. It is calculated in the same manner as operating margin with the addition of revenue from non-operating sources such as investments and tax subsidies. The sum of operating revenue and these additional sources is considered the **Total Revenue** of the hospital. Investments may also be a source of income loss for some hospitals depending on market conditions. Generally speaking, hospitals have higher or equal total margins compared to operating margins due to factoring other income sources, but having the same expenses. If investment losses occur it is possible to have a total margin lower than the operating margin.

Like operating margin, total margin is influenced by utilization, medical cases mix, labor costs, services provided and payer mix. Total margin will also be influenced by investment performance and larger economic factors that influence tax revenues and subsidies.



- The median hospital in Oregon operates at a gain. Smaller hospitals still struggle compared to DRG hospitals, with 7 of 20 Type B and 5 of 12 Type A hospitals operating at a loss. Just 4 of 25 DRG hospitals are running a loss.
- Typically, type A and type B hospitals do not have significant additional resources of revenue, such as investments, that DRGs have. Generally, their total margins are close to their operating margins.
- 41 of 57 hospitals had greater total margins through the first two quarters of 2014 than in the same time period of 2013.

Median Total Revenue Amounts, through 2nd quarter (Millions)

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	57	\$37.0	\$39.5	\$39.3	\$41.6	\$43.5
DRG	25	\$78.5	\$84.7	\$93.7	\$92.1	\$103.3
Type B	20	\$23.6	\$23.4	\$23.5	\$23.4	\$23.8
Type A	12	\$11.7	\$12.0	\$15.4	\$14.8	\$15.8

Total Margin by Hospital

Through 2nd quarter 2014

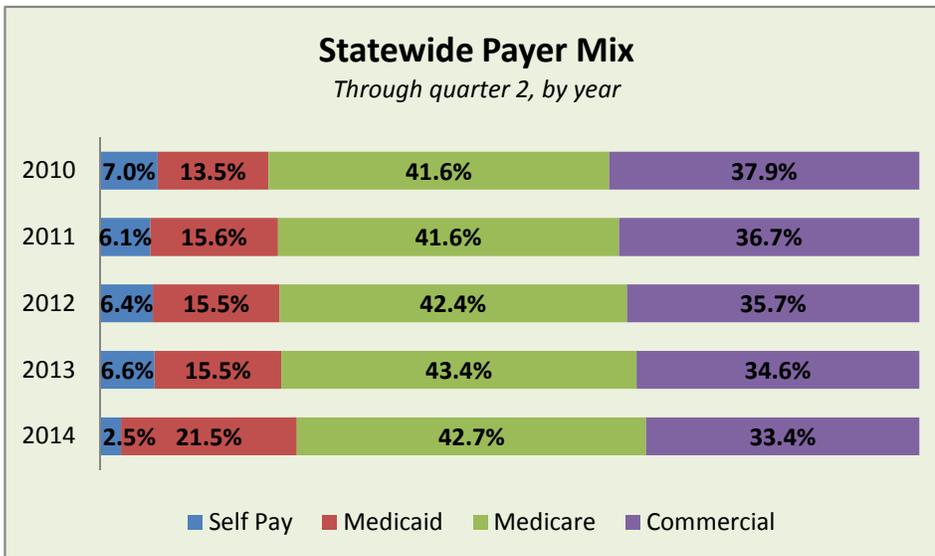
DRG	
PeaceHealth Sacred Heart Riverbend	16.3%
Willamette Valley Med Ctr	16.3%
Asante Rogue Med Center	15.7%
St Charles - Bend	15.0%
Asante Three Rivers Med Center	13.5%
Legacy Meridian Park Med Center	13.0%
Mercy Med Center	12.4%
Legacy Mt Hood Med Center	12.2%
Sky Lakes Med Center	10.0%
Providence St Vincent Med Ctr	9.5%
McKenzie-Willamette Med Ctr	9.1%
OHSU Hospital	9.0%
Legacy Good Samaritan Med Ctr	8.6%
Providence Willamette Falls	8.0%
Salem Hospital	7.6%
Legacy Emanuel Med Center	6.0%
Providence Milwaukie Hospital	5.4%
Bay Area Hospital	5.4%
Tuality Healthcare	2.2%
PeaceHealth Sacred Heart University	1.8%
Samaritan Albany Hospital	1.3%
Providence Portland Med Center	1.1%
Providence Medford Med Center	-1.1%
Good Samaritan Regional Med Ctr	-1.5%
Adventist Med Center	-2.3%
Shriners	NA
Kaiser Sunnyside Med Center	NA
Kaiser Westside Med Ctr	NA
Type B	
PeaceHealth Cottage Grove	24.1%
Southern Coos Hospital*	19.9%
PeaceHealth Peace Harbor	14.9%
Providence Newberg Med Center	11.7%
West Valley Hospital	10.9%
St Charles - Redmond	8.4%
Mid-Columbia Med Center	7.7%
Columbia Memorial Hospital	5.9%
Samaritan Lebanon Hospital	2.3%
Samaritan Pacific Comm Hospital*	1.4%
Pioneer Memorial Prineville	0.8%
Lower Umpqua Hospital*	0.4%
Providence Hood River Hospital	0.3%
Coquille Valley Hospital*	-0.8%
Providence Seaside Hospital*	-1.0%
St Charles - Madras*	-1.1%
Silverton Hospital	-1.4%
Ashland Comm Hospital	-1.5%
Samaritan North Lincoln Hospital*	-2.6%
Santiam Memorial Hospital	-11.5%
Type A	
St Anthony Hospital	14.3%
Good Shepherd Med Center	11.9%
Grande Ronde Hospital	9.9%
Pioneer Memorial Heppner*	6.2%
St Alphonsus Med Ctr Ontario	5.0%
Curry General Hospital*	1.9%
Tillamook County Gen Hospital	1.7%
Harney District Hospital*	0.2%
Lake District Hospital*	-0.1%
St Alphonsus Med Ctr Baker City	-1.8%
Wallowa Memorial Hospital*	-2.2%
Blue Mountain Hospital*	-3.5%

*Health District Hospital source: Databank

Payer Mix is a way to measure the volume of specific payers a hospital bills. A payer is an entity that assumes the majority of the financial burden of the hospital charges. We consider four broad types of payer: Medicare, Medicaid, Commercial (private insurance) and Self-Pay (uninsured patients).

Payer mix is calculated by dividing a payer's total charges by the total charges for all payers. A payer's share of total charges are important because each payer reimburses at a different amount, depending on the specific rate they negotiated with each hospital. Therefore, actual revenue varies by payer

Because Medicaid reimburses at the lowest level, volumes of Medicaid is of particular interest in assessing financial performance. Commercial payers typically reimburse at the highest rate.



- The drop in self-pay and increase in Medicaid payers is an expected outcome of the Affordable Care Act legislation taking effect Jan 1, 2014.
- The loss of commercial payers can be attributed to multiple factors including an aging population, economic conditions and policy changes under the ACA.
- As shown below, DRG and Type B hospitals experienced the greater share of Medicaid increases in 2014. Both increased 39% so far in 2014, compared to the same time period of 2013.

Change in Medicaid Share From Previous Two Quarter Period

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	58	4.2%	15.3%	-0.8%	0.2%	38.6%
DRG	26	3.3%	15.5%	-1.0%	-0.1%	39.0%
Type B	20	10.5%	16.3%	-0.2%	1.0%	39.0%
Type A	12	8.2%	9.8%	2.8%	5.8%	28.4%

Medicaid Percent of Revenue

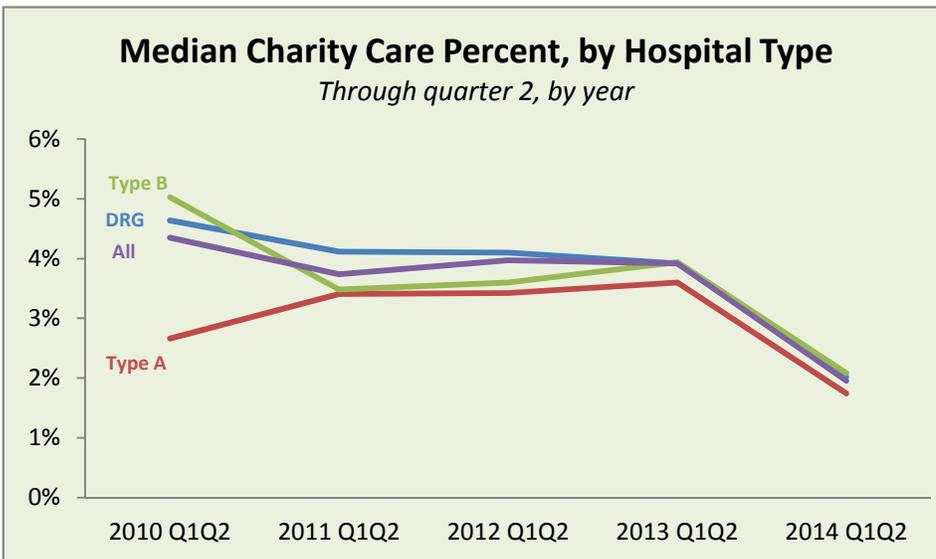
Through 2nd quarter 2014

DRG	
Shriners	46.5%
Legacy Emanuel Med Center	37.8%
Legacy Mt Hood Med Center	28.9%
OHSU Hospital	24.8%
Willamette Valley Med Ctr	24.1%
PeaceHealth Sacred Heart University	23.5%
Providence Willamette Falls	23.0%
Providence Milwaukie Hospital	22.9%
Tuality Healthcare	22.6%
PeaceHealth Sacred Heart Riverbend	22.1%
Samaritan Albany Hospital	21.6%
Mercy Med Center	21.3%
Providence Medford Med Center	21.2%
Sky Lakes Med Center	21.1%
Asante Three Rivers Med Center	20.8%
Salem Hospital	20.4%
McKenzie-Willamette Med Ctr	19.5%
Providence Portland Med Center	19.0%
Asante Rogue Med Center	18.8%
Bay Area Hospital	18.3%
Adventist Med Center	17.8%
St Charles - Bend	17.2%
Legacy Good Samaritan Med Ctr	16.6%
Good Samaritan Regional Med Ctr	16.1%
Providence St Vincent Med Ctr	14.5%
Legacy Meridian Park Med Center	9.9%
Kaiser Sunnyside Med Center	NA
Kaiser Westside Med Ctr	NA
Type B	
St Charles - Madras*	37.7%
Silverton Hospital	27.5%
Samaritan Lebanon Hospital	27.0%
St Charles - Redmond	26.7%
PeaceHealth Cottage Grove	26.5%
Pioneer Memorial Prineville	26.1%
Samaritan North Lincoln Hospital*	25.4%
Providence Seaside Hospital*	24.4%
West Valley Hospital	23.6%
Samaritan Pacific Comm Hospital*	23.2%
Santiam Memorial Hospital	20.4%
Lower Umpqua Hospital*	20.2%
Providence Newberg Med Center	19.8%
Providence Hood River Hospital	19.0%
Columbia Memorial Hospital	18.1%
Mid-Columbia Med Center	18.1%
PeaceHealth Peace Harbor	17.1%
Southern Coos Hospital*	15.1%
Ashland Comm Hospital	13.8%
Coquille Valley Hospital*	11.8%
Type A	
Harney District Hospital*	26.3%
Good Shepherd Med Center	25.8%
St Alphonsus Med Ctr Ontario	24.0%
St Alphonsus Med Ctr Baker City	23.0%
St Anthony Hospital	21.6%
Grande Ronde Hospital	21.0%
Blue Mountain Hospital*	19.3%
Curry General Hospital*	18.4%
Tillamook County Gen Hospital	17.9%
Pioneer Memorial Heppner*	16.7%
Wallowa Memorial Hospital*	14.9%
Lake District Hospital*	11.4%

*Health District Hospital source: Databank

Charity Care is a measure of the services a hospital agrees to provide free of charge, or at a significantly reduced rate to eligible patients. Charity Care may be presented as both dollar amounts or as a percentage of gross patient revenue. Charity Care is considered an expense for the hospital, as it reduces potential revenue. It is up to the individual hospital to determine criteria for a patient to be eligible for charity care, and the amount of care they offer each year.

Charity care in general is an indicator of need in the area surrounding a hospital. It reflects the population's ability to pay for necessary hospitalization care. It also reflects a hospital's willingness to provide community services. In order for a non-profit hospital to maintain tax-exempt status, they are expected to provide community benefits. These benefits include, but are not limited to, charity care. All hospitals in Oregon except McKenzie-Willamette and Willamette Valley Medical Center are non-profit.



- Median charity care as a percent has remained consistent from 2011-2013. All hospital types experienced similar drops in charity care percent in the first two quarters of 2014, due to expansion of coverage under ACA legislation.
- 53 of 58 hospitals had lower charity care amounts through the first two quarters of 2014 than in the same time period of 2013.
- Statewide, total charity care spending is down 47% percent so far in 2014 compared to the same time period of 2013.

Total Charity Care Spending, through Quarter 2 (millions)

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	58	\$403.1	\$391.7	\$415.4	\$414.7	\$218.3
DRG	26	\$348.2	\$339.6	\$365.0	\$357.5	\$184.9
Type B	20	\$41.8	\$35.6	\$35.1	\$39.5	\$24.2
Type A	12	\$13.0	\$16.5	\$15.3	\$17.6	\$9.2

Charity Care as Percent of Revenue

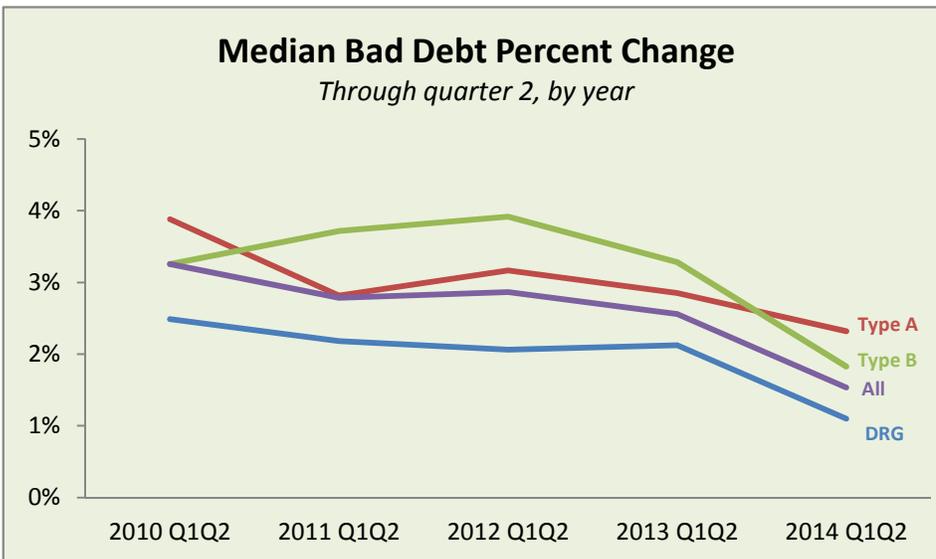
Through 2nd quarter 2014

DRG	
Providence Medford Med Center	4.4%
Shriners	3.3%
Adventist Med Center	3.2%
PeaceHealth Sacred Heart University	3.2%
Providence Milwaukie Hospital	3.0%
Legacy Mt Hood Med Center	2.7%
Legacy Emanuel Med Center	2.4%
Tuality Healthcare	2.3%
Sky Lakes Med Center	2.3%
Asante Three Rivers Med Center	2.2%
Providence St Vincent Med Ctr	2.2%
OHSU Hospital	2.1%
Providence Portland Med Center	2.1%
PeaceHealth Sacred Heart Riverbend	2.0%
Salem Hospital	1.9%
Legacy Good Samaritan Med Ctr	1.8%
Providence Willamette Falls	1.7%
Asante Rogue Med Center	1.7%
Samaritan Albany Hospital	1.5%
Legacy Meridian Park Med Center	1.4%
St Charles - Bend	1.4%
Good Samaritan Regional Med Ctr	1.3%
Mercy Med Center	0.8%
Bay Area Hospital	0.8%
Willamette Valley Med Ctr	0.4%
McKenzie-Willamette Med Ctr	0.3%
Kaiser Westside Med Ctr	NA
Kaiser Sunnyside Med Center	NA
Type B	
Silverton Hospital	4.4%
Lower Umpqua Hospital*	3.6%
Mid-Columbia Med Center	3.2%
Providence Hood River Hospital	3.1%
Samaritan North Lincoln Hospital*	3.0%
Providence Newberg Med Center	2.4%
Samaritan Lebanon Hospital	2.2%
West Valley Hospital	2.1%
St Charles - Madras*	2.1%
Pioneer Memorial Prineville	2.1%
St Charles - Redmond	2.1%
PeaceHealth Peace Harbor	2.0%
PeaceHealth Cottage Grove	1.9%
Providence Seaside Hospital*	1.8%
Samaritan Pacific Comm Hospital*	1.7%
Santiam Memorial Hospital	1.5%
Columbia Memorial Hospital	1.3%
Ashland Comm Hospital	0.9%
Coquille Valley Hospital*	0.9%
Southern Coos Hospital*	0.5%
Type A	
St Alphonsus Med Ctr Ontario	3.7%
Tillamook County Gen Hospital	3.2%
Good Shepherd Med Center	2.9%
St Anthony Hospital	1.9%
Pioneer Memorial Heppner*	1.8%
Grande Ronde Hospital	1.8%
Harney District Hospital*	1.7%
Lake District Hospital*	1.1%
St Alphonsus Med Ctr Baker City	1.1%
Curry General Hospital*	1.0%
Wallowa Memorial Hospital*	0.7%
Blue Mountain Hospital*	0.4%

*Health District Hospital source: Databank

Bad Debt is the unpaid obligation for care, based on a hospital's full established charges, which a hospital expects payment but is unable to collect. Bad debt arises when a patient has either not requested financial assistance or does not qualify for financial assistance. For uninsured patients, the amount of bad debt can pertain to any portion of the bill that that is not paid. For insured patients, bad debt may pertain to amounts left unpaid that are patient responsibility, such as deductible and coinsurance payments.

In general, bad debt is an indicator of employment and insurance trends in a community. It may also reflect a hospital's charity care and collection practices. Bad debt may be expressed as a percentage of gross patient revenues, or as total dollar amounts. Because bad debt balances continually fluctuate based on collection practices, accounting adjustments may result in a hospital's quarterly bad debt expense to be reported as a negative amount. A negative bad debt amount means collections from past accounts have exceeded recent bad debts.



- While bad debt had slowly been falling after peaking during the height of the recession, all hospital types experienced significant drops in the first two quarters of 2014 compared to the same time period of 2013.
- As shown below, Oregon hospitals combined for \$118.7M in bad debt expense through the first two quarters of 2014, compared to \$210.8M during the same time period of 2013. That is a reduction of 43% year to year.
- The Median bad debt expense in Oregon is now 1.5% of GPR, down from 2.5% in the first two quarters of 2013.

Total Bad Debt Expense, through Quarter 2 (millions)

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	58	\$197.8	\$187.2	\$187.7	\$210.8	\$119.0
DRG	26	\$159.7	\$145.7	\$144.9	\$175.2	\$93.3
Type B	20	\$25.2	\$31.0	\$30.6	\$25.3	\$16.9
Type A	12	\$12.9	\$10.5	\$12.2	\$10.3	\$8.8

Bad Debt as Percent of Revenue

Through 2nd quarter 2014

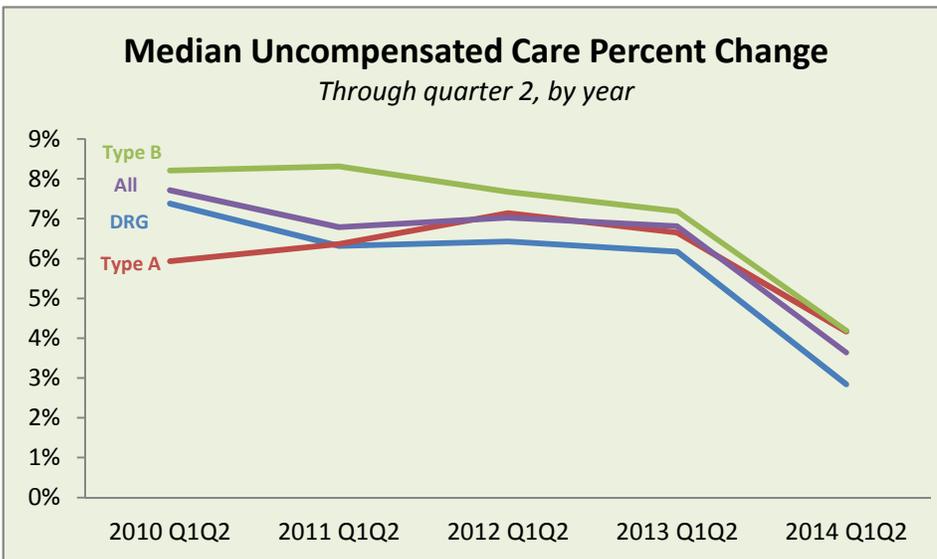
DRG	
Sky Lakes Med Center	3.1%
Legacy Mt Hood Med Center	2.4%
McKenzie-Willamette Med Ctr	2.2%
Bay Area Hospital	2.1%
Tuality Healthcare	2.0%
Salem Hospital	1.7%
Willamette Valley Med Ctr	1.6%
OHSU Hospital	1.6%
Providence Willamette Falls	1.5%
Providence Milwaukie Hospital	1.5%
Good Samaritan Regional Med Ctr	1.3%
Samaritan Albany Hospital	1.2%
Legacy Emanuel Med Center	1.1%
Mercy Med Center	1.1%
Legacy Meridian Park Med Center	1.0%
St Charles - Bend	0.9%
Providence Portland Med Center	0.8%
Providence St Vincent Med Ctr	0.6%
Legacy Good Samaritan Med Ctr	0.6%
PeaceHealth Sacred Heart University	0.4%
Asante Three Rivers Med Center	0.4%
PeaceHealth Sacred Heart Riverbend	0.0%
Shriners	0.0%
Asante Rogue Med Center	-0.1%
Adventist Med Center	-0.1%
Providence Medford Med Center	-1.0%
Kaiser Westside Med Ctr	NA
Kaiser Sunnyside Med Center	NA
Type B	
Coquille Valley Hospital*	5.5%
Southern Coos Hospital*	4.2%
St Charles - Madras*	4.1%
West Valley Hospital	3.6%
Santiam Memorial Hospital	3.5%
Columbia Memorial Hospital	3.3%
PeaceHealth Cottage Grove	3.2%
Pioneer Memorial Prineville	2.4%
Samaritan North Lincoln Hospital*	2.1%
Providence Seaside Hospital*	1.9%
St Charles - Redmond	1.7%
Samaritan Pacific Comm Hospital*	1.4%
Providence Newberg Med Center	1.4%
Ashland Comm Hospital	1.4%
PeaceHealth Peace Harbor	1.2%
Samaritan Lebanon Hospital	1.2%
Providence Hood River Hospital	1.1%
Mid-Columbia Med Center	0.9%
Lower Umpqua Hospital*	-0.2%
Silverton Hospital	-0.6%
Type A	
Harney District Hospital*	4.1%
Blue Mountain Hospital*	4.0%
Good Shepherd Med Center	3.6%
Lake District Hospital*	3.1%
Wallowa Memorial Hospital*	2.7%
Grande Ronde Hospital	2.3%
St Alphonsus Med Ctr Ontario	2.3%
St Alphonsus Med Ctr Baker City	2.2%
St Anthony Hospital	1.9%
Pioneer Memorial Heppner*	1.4%
Tillamook County Gen Hospital	1.1%
Curry General Hospital*	-1.6%

*Health District Hospital source: Databank

Uncompensated Care is the total of charity care and bad debt charges. It measures the total amount of care a hospital provides without receiving payment. Total uncompensated care may provide a better indicator of the amount of care a hospital provides to those unable to pay than looking at charity care and bad debt separately. This is because hospitals often have different methods for distinguishing between bad debt and charity care.

For example, some hospitals have less restrictive eligibility for charity care and efficient processes for identifying charity care patients. This likely results in greater charity care charges, and fewer bad debt charges. Hospitals that are more restrictive in charity care may have lower charity care charges and greater bad debt charges.

Like charity care and bad debt, uncompensated care may be expressed as a percent of gross patient revenue, or as total dollar amounts.



- Uncompensated care remained fairly flat on average, until the first two quarters of 2014. In total, hospitals combined to charge \$337.8M in uncompensated care through quarter 2 of 2014, down from \$625.5M in the first two quarters of 2013.
- The median uncompensated care expense in Oregon is now 3.6% of GPR, down from 6.8% in the first two quarters of 2013. The observed reductions in uncompensated care are expected outcomes of ACA policy changes enacted on January 1st, 2014.

Total Uncompensated Care Expense, through Quarter 2 (millions)

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	58	\$600.9	\$578.9	\$603.1	\$625.5	\$337.3
DRG	26	\$508.0	\$485.4	\$509.9	\$532.7	\$278.2
Type B	20	\$67.1	\$66.6	\$65.7	\$64.8	\$41.1
Type A	12	\$25.8	\$26.9	\$27.4	\$28.0	\$18.0

Uncompensated Care % of Revenue

Through 2nd quarter 2014

DRG	
Sky Lakes Med Center	5.4%
Legacy Mt Hood Med Center	5.0%
Providence Milwaukie Hospital	4.5%
Tuality Healthcare	4.3%
Salem Hospital	3.7%
OHSU Hospital	3.6%
PeaceHealth Sacred Heart University	3.6%
Legacy Emanuel Med Center	3.5%
Providence Medford Med Center	3.5%
Shriners	3.3%
Providence Willamette Falls	3.2%
Adventist Med Center	3.1%
Providence St Vincent Med Ctr	2.9%
Providence Portland Med Center	2.8%
Bay Area Hospital	2.8%
Samaritan Albany Hospital	2.7%
Asante Three Rivers Med Center	2.6%
Good Samaritan Regional Med Ctr	2.6%
McKenzie-Willamette Med Ctr	2.4%
Legacy Good Samaritan Med Ctr	2.4%
Legacy Meridian Park Med Center	2.4%
St Charles - Bend	2.3%
Willamette Valley Med Ctr	2.0%
PeaceHealth Sacred Heart Riverbend	2.0%
Mercy Med Center	1.9%
Asante Rogue Med Center	1.6%
Kaiser Westside Med Ctr	NA
Kaiser Sunnyside Med Center	NA
Type B	
Coquille Valley Hospital*	6.4%
St Charles - Madras*	6.2%
West Valley Hospital	5.8%
PeaceHealth Cottage Grove	5.2%
Samaritan North Lincoln Hospital*	5.1%
Santiam Memorial Hospital	5.0%
Southern Coos Hospital*	4.8%
Columbia Memorial Hospital	4.6%
Pioneer Memorial Prineville	4.5%
Providence Hood River Hospital	4.3%
Mid-Columbia Med Center	4.1%
Silverton Hospital	3.9%
St Charles - Redmond	3.8%
Providence Seaside Hospital*	3.8%
Providence Newberg Med Center	3.8%
Lower Umpqua Hospital*	3.4%
Samaritan Lebanon Hospital	3.4%
PeaceHealth Peace Harbor	3.2%
Samaritan Pacific Comm Hospital*	3.1%
Ashland Comm Hospital	2.2%
Type A	
Good Shepherd Med Center	6.5%
St Alphonus Med Ctr Ontario	6.0%
Harney District Hospital*	5.8%
Blue Mountain Hospital*	4.4%
Tillamook County Gen Hospital	4.3%
Lake District Hospital*	4.2%
Grande Ronde Hospital	4.1%
St Anthony Hospital	3.8%
Wallowa Memorial Hospital*	3.4%
St Alphonus Med Ctr Baker City	3.2%
Pioneer Memorial Heppner*	3.2%
Curry General Hospital*	-0.6%

*Health District Hospital source: Databank

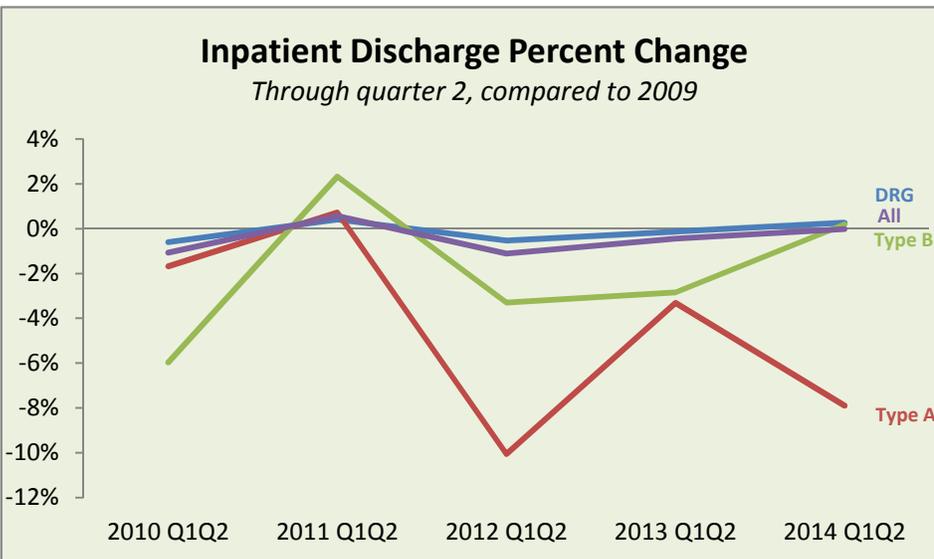
Utilization Trends

Inpatient Discharges

An Inpatient Discharge is the formal release of a patient and termination of services from a hospital after being lodged for at least 24 hours.

Inpatient discharges are a common measure of hospital utilization and a major factor in the financial performance of a hospital. Inpatient care generally accounts for approximately 30% of all health care spending nationwide. The number of patients a hospital sees can be affected by a number of factors. Changes in populations and their health status, competition from other hospitals, care shifting to outpatient environments all contribute to changes in discharge numbers.

Inpatient discharge counts had been slightly falling statewide for a number of years, driven mostly by declines in Type A and B hospitals. It is unclear what the long term impact certain health care reform changes will have on inpatient discharges.



- Over the past 5 years, all hospitals have been seeing lower volumes of inpatient discharges as a general trend. Statewide, discharges are down about 1% over the past 5 years.
- DRG and Type B hospitals experienced slight (less than 1%) growth in the first two quarters of 2014 compared to the same time period of 2013.
- Type A hospitals have seen the most significant loss in discharges, losing 7% in the first two quarters of 2014 compared to the same time frame of 2013. Type A hospitals have seen 20% fewer discharges compared to 2009.

Total Inpatient Discharges

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	60	170,945	171,911	170,005	169,240	169,212
DRG	28	151,304	151,917	151,115	150,916	151,315
Type B	20	13,122	13,428	12,985	12,615	12,639
Type A	12	6,519	6,566	5,905	5,709	5,258

Change in Discharges

Q1Q2 2014 compared to Q1Q2 2013

DRG

Asante Three Rivers Med Center	14.2%
Asante Rogue Med Center	11.2%
Providence Willamette Falls	8.0%
PeaceHealth Sacred Heart University	6.5%
Sky Lakes Med Center	5.8%
Salem Hospital	5.6%
Samaritan Albany Hospital	3.8%
Bay Area Hospital	3.7%
Legacy Meridian Park Med Center	2.1%
PeaceHealth Sacred Heart Riverbend	1.1%
Good Samaritan Regional Med Ctr	0.7%
St Charles - Bend	0.5%
McKenzie-Willamette Med Ctr	0.1%
Kaiser Westside Med Ctr	0.0%
Providence Medford Med Center	0.0%
Tuality Healthcare	-0.6%
Legacy Mt Hood Med Center	-1.0%
Adventist Med Center	-2.8%
Legacy Good Samaritan Med Ctr	-3.0%
Mercy Med Center	-4.0%
OHSU Hospital	-5.3%
Legacy Emanuel Med Center	-5.4%
Willamette Valley Med Ctr	-5.4%
Providence Portland Med Center	-6.8%
Providence St Vincent Med Ctr	-7.9%
Providence Milwaukie Hospital	-9.8%
Shriners	-21.7%
Kaiser Sunnyside Med Center	-23.4%

Type B

Southern Coos Hospital*	69.8%
PeaceHealth Cottage Grove	23.1%
Columbia Memorial Hospital	18.0%
PeaceHealth Peace Harbor	13.0%
Providence Newberg Med Center	12.5%
Santiam Memorial Hospital	8.3%
St Charles - Redmond	4.5%
Providence Seaside Hospital*	1.9%
Ashland Comm Hospital	0.9%
Mid-Columbia Med Center	0.2%
Silverton Hospital	-1.5%
Samaritan Lebanon Hospital	-2.2%
Samaritan North Lincoln Hospital*	-6.9%
Pioneer Memorial Prineville	-6.9%
Lower Umpqua Hospital*	-7.5%
Providence Hood River Hospital	-8.5%
Samaritan Pacific Comm Hospital*	-11.2%
West Valley Hospital	-12.5%
St Charles - Madras*	-27.9%
Coquille Valley Hospital*	-29.1%

Type A

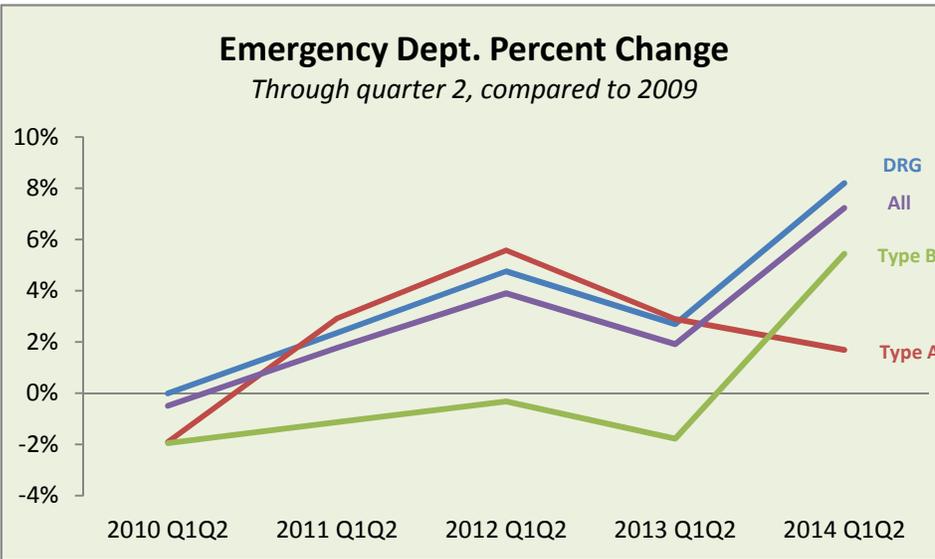
Curry General Hospital*	16.0%
Wallowa Memorial Hospital*	0.8%
Grande Ronde Hospital	-1.5%
St Alphonsus Med Ctr Ontario	-3.4%
Lake District Hospital*	-3.7%
St Anthony Hospital	-9.8%
Good Shepherd Med Center	-9.8%
Tillamook County Gen Hospital	-13.6%
St Alphonsus Med Ctr Baker City	-16.9%
Harney District Hospital*	-19.9%
Blue Mountain Hospital*	-25.7%
Pioneer Memorial Heppner*	-28.6%

*Health District Hospital source: Databank

An **Emergency Department Visit** is reported as the number of visits to a hospital emergency department that do not result in an admission to the hospital. A person that visits the emergency department and is then admitted is counted as an inpatient discharge.

Tracking emergency department visits is important because emergency departments typically represent the more expensive source of care. Many services performed in the emergency department could be provided at a lower cost in an alternate setting, such as urgent care or a primary care office.

It is a goal of health reform policies to reduce emergency room visits through increased use of preventive care and coordinated care. Under Oregon's health system transformations, Coordinated Care Organizations are being held accountable for reducing emergency department utilization in the Medicaid population.



- Most hospital types have experienced significant increases in emergency department volume. In total, hospitals have seen about 5% more visits through the 2nd quarter of 2014 compared to the same time period of 2013.
- Since 2010, total emergency department visits are up just over 7%.
- Only Type A hospitals in Oregon experienced a decline in emergency department visits, losing 1% in the first two quarters of 2014 from the same time period of 2013 and have fallen for 3 straight years.

Total Emergency Department Visits

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	60	614,803	628,816	642,050	629,698	662,608
DRG	28	461,434	472,360	483,492	473,978	499,389
Type B	20	109,070	109,977	110,878	109,256	117,296
Type A	12	44,299	46,479	47,680	46,464	45,923

Change in Emergency Visits

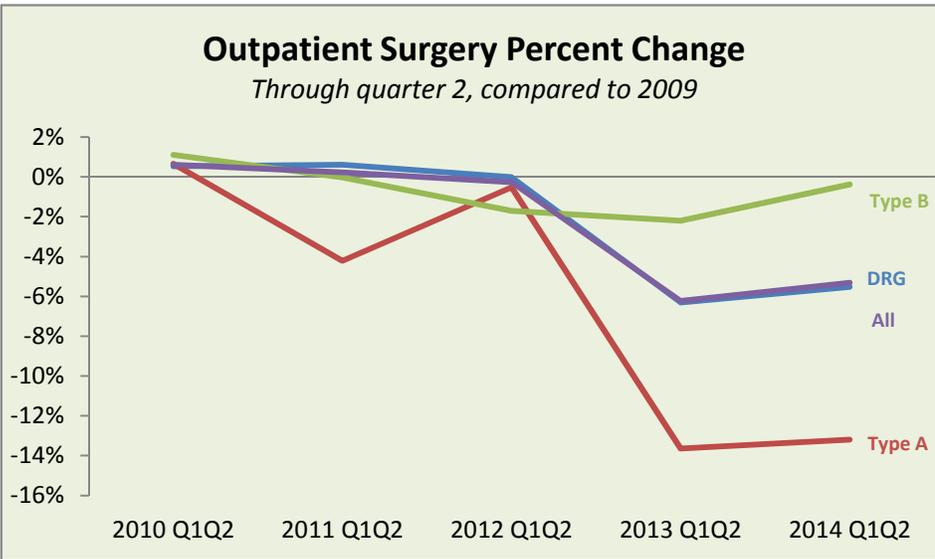
Q1Q2 2014 compared to Q1Q2 2013

DRG	
St Charles - Bend	17.5%
McKenzie-Willamette Med Ctr	14.8%
Good Samaritan Regional Med Ctr	12.9%
Asante Rogue Med Center	12.6%
Willamette Valley Med Ctr	10.6%
Sky Lakes Med Center	10.2%
Providence Milwaukie Hospital	8.7%
Samaritan Albany Hospital	8.4%
Legacy Good Samaritan Med Ctr	7.1%
PeaceHealth Sacred Heart Riverbend	6.1%
PeaceHealth Sacred Heart University	5.3%
Legacy Meridian Park Med Center	4.6%
Legacy Mt Hood Med Center	4.6%
Legacy Emanuel Med Center	4.4%
Adventist Med Center	3.9%
Salem Hospital	2.6%
Providence Willamette Falls	1.9%
Providence Portland Med Center	1.7%
Providence Medford Med Center	1.2%
Kaiser Sunnyside Med Center	0.7%
Kaiser Westside Med Ctr	0.0%
Shriners	0.0%
Asante Three Rivers Med Center	-0.8%
OHSU Hospital	-1.0%
Tuality Healthcare	-2.2%
Mercy Med Center	-2.8%
Bay Area Hospital	-4.4%
Providence St Vincent Med Ctr	-11.1%
Type B	
Samaritan Pacific Comm Hospital*	19.9%
Samaritan Lebanon Hospital	17.3%
Ashland Comm Hospital	16.3%
Providence Hood River Hospital	15.9%
Providence Seaside Hospital*	11.1%
PeaceHealth Cottage Grove	10.5%
Providence Newberg Med Center	9.9%
Pioneer Memorial Prineville	9.6%
St Charles - Madras*	9.0%
PeaceHealth Peace Harbor	8.5%
Southern Coos Hospital*	8.3%
Santiam Memorial Hospital	7.7%
Silverton Hospital	7.2%
St Charles - Redmond	5.9%
Mid-Columbia Med Center	1.2%
West Valley Hospital	-0.1%
Samaritan North Lincoln Hospital*	-1.8%
Columbia Memorial Hospital	-3.7%
Lower Umpqua Hospital*	-4.5%
Coquille Valley Hospital*	-11.2%
Type A	
St Anthony Hospital	9.0%
Curry General Hospital*	7.7%
Harney District Hospital*	7.5%
St Alphonsus Med Ctr Baker City	5.3%
Lake District Hospital*	2.8%
Blue Mountain Hospital*	2.2%
Wallowa Memorial Hospital*	1.2%
Grande Ronde Hospital	-0.3%
Pioneer Memorial Heppner*	-3.4%
St Alphonsus Med Ctr Ontario	-5.4%
Tillamook County Gen Hospital	-5.4%
Good Shepherd Med Center	-8.0%

*Health District Hospital source: Databank

An Outpatient Surgery is a surgery or procedure performed at the hospital that does not require an overnight stay. These discharges consist primarily of non-emergency, planned services in which the patient is treated and released in the same day. Outpatient surgery numbers do not include standard lab work, clinic visits or most diagnostic imaging work.

Outpatient surgery numbers are affected much in the same way inpatient visits are. Changes in population, offered services and competition can affect the number of outpatient encounters a hospital sees. Because outpatient surgeries are usually non-emergency and planned, it is possible outpatient surgeries are more vulnerable to variability due to economic conditions than emergency room and inpatient numbers. Unlike inpatient visits, Outpatient surgeries face competition from Free Standing Ambulatory Surgical Centers (ASCs) for services. ASC competition can help explain overall volume loss for outpatient surgeries.



- In total, outpatient surgeries performed at hospitals have been declining since 2010, as shown above, discharges have fallen by 6% through the first two quarters of 2014, when compared to the same time period in 2010.
- Compared to 2013 however, Hospitals did show growth in outpatient surgeries, gaining about 1% in the first two quarters of 2014.
- As a percent, Type A hospitals have been the hardest hit since 2010, losing close to 16% of their outpatient surgeries.

Total Outpatient Surgery Visits

Hospital Type	n	2010 Q1Q2	2011 Q1Q2	2012 Q1Q2	2013 Q1Q2	2014 Q1Q2
Statewide	60	110,811	110,382	109,840	103,282	104,284
DRG	28	88,836	88,916	88,364	82,792	83,493
Type B	20	14,976	14,806	14,559	14,486	14,755
Type A	12	6,999	6,660	6,917	6,004	6,036

Change in Outpatient Surgeries

Q1Q2 2014 compared to Q1Q2 2013

DRG	
Kaiser Sunnyside Med Center	144.9%
Asante Rogue Med Center	24.7%
Sky Lakes Med Center	20.2%
Asante Three Rivers Med Center	16.5%
McKenzie-Willamette Med Ctr	10.1%
St Charles - Bend	8.0%
Adventist Med Center	6.4%
Mercy Med Center	5.9%
PeaceHealth Sacred Heart Riverbend	5.7%
Tuality Healthcare	4.9%
OHSU Hospital	2.5%
Legacy Mt Hood Med Center	0.7%
Bay Area Hospital	0.6%
Legacy Emanuel Med Center	0.4%
Kaiser Westside Med Ctr	0.0%
PeaceHealth Sacred Heart University	0.0%
Legacy Good Samaritan Med Ctr	-0.4%
Good Samaritan Regional Med Ctr	-1.7%
Legacy Meridian Park Med Center	-2.9%
Salem Hospital	-4.0%
Shriners	-4.7%
Willamette Valley Med Ctr	-7.6%
Samaritan Albany Hospital	-8.0%
Providence Milwaukie Hospital	-9.9%
Providence Portland Med Center	-10.2%
Providence Medford Med Center	-14.0%
Providence St Vincent Med Ctr	-22.4%
Providence Willamette Falls	-43.7%
Type B	
West Valley Hospital	46.9%
PeaceHealth Peace Harbor	46.1%
Southern Coos Hospital*	28.7%
Pioneer Memorial Prineville	20.1%
Silverton Hospital	13.7%
Ashland Comm Hospital	6.7%
Samaritan Lebanon Hospital	6.6%
St Charles - Madras*	4.7%
St Charles - Redmond	4.5%
Samaritan Pacific Comm Hospital*	3.5%
Providence Newberg Med Center	2.4%
Santiam Memorial Hospital	0.9%
PeaceHealth Cottage Grove	0.0%
Samaritan North Lincoln Hospital*	-1.4%
Mid-Columbia Med Center	-1.9%
Providence Hood River Hospital	-6.6%
Lower Umpqua Hospital*	-9.1%
Providence Seaside Hospital*	-15.6%
Columbia Memorial Hospital	-17.2%
Coquille Valley Hospital*	-46.4%
Type A	
St Anthony Hospital	15.6%
Good Shepherd Med Center	14.9%
Tillamook County Gen Hospital	6.4%
St Alphonsus Med Ctr Baker City	1.8%
Pioneer Memorial Heppner*	0.0%
Lake District Hospital*	-2.6%
Grande Ronde Hospital	-6.8%
St Alphonsus Med Ctr Ontario	-9.8%
Blue Mountain Hospital*	-20.6%
Wallowa Memorial Hospital*	-23.3%
Harney District Hospital*	-32.9%
Curry General Hospital*	-35.9%

*Health District Hospital source: Databank

All financial trend data is presented in nominal dollars and are not adjusted for inflation. Databank is self-reported data that is not audited. Individual hospitals are responsible for the content and accuracy of their submitted data.

Databank only specifically captures Medicaid, Medicare and Self-pay financial and utilization data. The remaining amounts (called "other" in Databank) are taken to represent Commercial insurance amounts in this report. Commercial mixes reported may contain small percentages of workers compensation and other uncommon versions of government insurance.

Medicaid and Medicare numbers are the combination of fee-for-service and managed care.

All questions or comments regarding this report may be directed to:

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Oregon Health Authority
Office of Health Analytics
500 Summer Street NE, E-64
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Office of Health Analytics

The Oregon Health Authority's Office of Health Analytics collects and analyzes data to inform policy development, program implementation, and system evaluation. The Office of Health Analytics supports OHA efforts to further the triple aim goals of improving health, improving health care quality and reducing costs by leveraging qualitative and quantitative data to monitor progress and identify future policy and program opportunities.

The Oregon Health Authority

The Oregon Health Authority is at the forefront of lowering and containing costs, improving quality and increasing access to care in order to improve the lifelong health of Oregonians. OHA is overseen by a nine-member citizen Oregon Health Policy Board working towards comprehensive health reform in our state.

The Health Authority will transform the health care system in Oregon by:

- Improving the lifelong health of Oregonians
- Increasing the quality, reliability and availability of care for all Oregonians
- Lowering or containing the cost of care so it's affordable to everyone

The Health Authority is working to fundamentally improve how health care is delivered and paid for, but because poor health is only partially due to lack of medical care, OHA will also be working to reduce health disparities and to broaden the state's focus on prevention.

