

Puget Sound Behavioral Health

Performance Review Update

Pierce County Performance Audit Committee

and

Public Safety & Human Services Committee

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Submitted by

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INTRODUCTION

In December 2002, MCPP Healthcare Consulting completed a Performance Review of Puget Sound Behavioral Health (PSBH), pursuant to Pierce County Council Ordinance 2002-78s. The project was completed within three months, a very short timeframe, and yielded 18 findings and 14 recommendations. The main sections of the report focused on PSBH as part of the continuum of care in the Pierce County Regional Support Network, the hospital's overall operations, and a review of the inpatient services.

Earlier this year, PSBH management presented two Quarterly Reports describing progress toward meeting the recommendations of the Performance Review. In September 2003, the Performance Audit Committee commissioned MCPP Healthcare Consulting to review the progress to date and examine a set of specific issues that arose from the Quarterly Reports. The main tasks were to review the \$680 per day cost target recommended in the original report, examine the progress that has been made, and aid the Committee in providing oversight to PSBH. The following questions provided the framework for addressing these tasks.

- Are the hospitals cited in the original study the “best” peer group for Puget Sound Behavioral Health? Are there statistical or other methods that will yield a better peer group?
- Are there better ways to measure the performance of PSBH? Is cost per day the only measure that should be tracked? How can key stakeholders evaluate PSBH on an ongoing basis, in a cost-effective manner?

This Performance Review Update answers these questions and presents the results of this follow-up work in the form of four findings and four recommendations.

FINDINGS AND RECOMMENDATIONS UPDATE

Finding I: Monitoring Performance of Puget Sound Behavioral Health

While the original Performance Review report provided numerous findings and recommendations to PSBH management, it did not create a clear roadmap to support the County Council in tracking and evaluating the hospital's performance. Healthcare organizations are notoriously complex, and the Council should not have to review reams of documents to gain an understanding of the context and specifics of PSBH's progress in implementing the recommendations.

Recommendation 1: Monthly “Report Card”

PSBH should implement a monthly Report Card that contains key indicators for the hospital. This Report Card should include monthly trend information and serve as an executive reporting tool for communicating with the Pierce County Council. The PSBH Report Card should include performance indicators that will provide a clear picture of the hospital's performance and progress. The

consultants recommend immediate development and implementation of a one-page Report Card containing the following six performance indicators:

1. and 2. Bed Days and Average Occupancy. How many bed days are provided each month and how does this compare to PSBH’s target? How do the bed days translate into monthly occupancy rates, again comparing actual with target?

3. and 4. Revenue/Expenses and Revenue/Cost per Day. Is the hospital bringing in sufficient total revenues to cover its expenses each month and year to date? How are these figures trending over the course of the previous 12 months?

5. Cost per Day Comparisons. How does the actual cost per day compare with budget and the target figures from the peer group analysis? (See Finding 2 for additional peer group information.)

6. PSBH Pierce County Medicaid Prepaid Health Plan (PHP) Revenue Ratios. What percentage of Pierce County Medicaid PHP Revenue is being spent on the hospital? How do the monthly figures compare with the budget/target ratio? (Note: Because the non-hospital Medicaid PHP dollars are used to support other mental health services such as outpatient and crisis, this indicator is a measure of “system balance.”)

Tables 1 and 2 provide a view of these six indicators. The full Report Card can be found in Attachment A.

**Puget Sound Behavioral Health Report Card
For the 12 Months August 2003 - July 2004
(Sample Data)**

	Aug-03	Sep-03	...	Jun-04	Jul-04	12 Month Total/Avg
1. Bed Days						
Actual Bed Days	1,147	1,110		1,140	1,209	13,724
Target Bed Days	1,266	1,226		1,226	1,266	14,910
Over (Under) Target	(119)	(116)		(86)	(57)	(1,186)
2. Average Occupancy						
Average Bed Occupancy	37	37		38	39	38
Occupancy Rate	86%	86%		88%	91%	87%
Target	95%	95%		95%	95%	95%
Over (Under) Target	-9%	-9%		-7%	-4%	-8%
3. Revenue/Expense						
Revenue	\$900,000	\$900,000		\$900,000	\$900,000	\$10,800,000
Expense	\$900,000	\$900,000		\$900,000	\$900,000	\$10,800,000
Gain(Loss)	\$0	\$0		\$0	\$0	\$0

Table 1: Report Card Performance Measures 1 – 3

**Puget Sound Behavioral Health Report Card
For the 12 Months August 2003 - July 2004
(Sample Data)**

	Aug-03	Sep-03	...	Jun-04	Jul-04	12 Month Total/Avg
4. Revenue/Cost per Day						
Revenue per Day	\$784.66	\$810.81		\$789.47	\$744.42	\$786.94
Cost per Day	\$784.66	\$810.81		\$789.47	\$744.42	\$786.94
Gain(Loss) per Day	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00
5. Cost per Day						
Actual Cost per Day	\$784.66	\$810.81		\$789.47	\$744.42	\$786.94
Budget Cost per Day	\$843.10	\$843.10		\$843.10	\$843.10	\$843.10
Over (Under) Budget	-\$58.44	-\$32.29		-\$53.63	-\$98.68	-\$56.16
Peer Group Range - Low	\$686.00	\$686.00		\$717.00	\$717.00	\$704.08
Peer Group Range - High	\$765.00	\$765.00		\$799.00	\$799.00	\$784.83
Actual within Range?	No	No		Yes	Yes	No
6. Pierce County RSN/PHP Revenue Ratios						
PHP Revenue/day	\$300.00	\$300.00		\$300.00	\$300.00	\$300.00
Total Revenue/day	\$843.00	\$843.00		\$843.00	\$843.00	\$843.00
Ratio	36%	36%		36%	36%	36%
Target Ratio	35%	35%		35%	35%	35%
Over (Under) Target	1%	1%		1%	1%	1%

Table 2: Report Card Performance Measures 4 – 6

Finding II: Hospital Peer Group Update

The original Performance Review report selected a peer group of 123 hospitals out of a total of 532 hospitals collected from three separate data sources. The identified peer group included facilities with 25 to 75 psychiatric beds from across the United States. During the Performance Review Update, the same 532 hospitals were subjected to additional statistical analysis with the goal of creating a “tighter” PSBH peer group. Jim Andrianos, MCPP Healthcare Consulting Associate, in cooperation with Neal Wallace, a statistical consultant to PSBH, ran a series of regression analyses to determine whether a specific hospital category was a *statistically significant differentiating factor affecting Cost per Day*. From this study we learned the following:

- Hospitals in the Western United States should be included in the peer group; hospitals located elsewhere should not.
- Hospitals that are Government or Non-Profit Owned should be included in the peer group; investor-owned hospitals should not.
- An exception to the Government/Non-Profit rule should be made for State-run hospitals – they should not be included in the peer group.
- Hospitals with 100 or fewer beds should be included in the peer group; hospitals with a greater number of beds should not.

Recommendation 2: Puget Sound Behavioral Health Hospital Peer Group Update

Puget Sound Behavioral Health should be included in a peer group of 42 Western US, government or non-profit, non-state run hospitals with 100 or fewer beds. This peer group should be used when comparing key statistics such as Cost per Day, Average Length of Stay, Cost per Discharge, etc. The peer group hospitals are listed in Table 3 below.

Puget Sound Behavioral Health Peer Group

#	Facility Name	County	State	Category	Type	Beds
1	Affiliated Health Services	Skagit	WA	Acute w/Psych	Health District	26
2	Butte County Mental Health - PHF	Butte	CA	Psych Only	City/County	16
3	California Specialty Hospital	Solano	CA	Psych Only	Non-Profit	61
4	Canyon Ridge Hospital	San Bernardino	CA	Psych Only	Non-Profit	59
5	Children's Hospital & Regional Medical Center	King	WA	Acute w/Psych	Non-Profit	15
6	El Dorado County Mental Health-PHF	El Dorado	CA	Psych Only	City/County	10
7	Fresno County - PHF	Fresno	CA	Psych Only	City/County	16
8	Harborview Medical Center	King	WA	Acute w/Psych	County	61
9	Harrison Memorial Hospital	Kitsap	WA	Acute w/Psych	Non-Profit	17
10	Highline Community Hospital	King	WA	Acute w/Psych	Non-Profit	20
11	Kedren Community Mental Health Center	Los Angeles	CA	Psych Only	Non-Profit	48
12	Langley Porter Psychiatric Institute	San Francisco	CA	Psych Only	Non-Profit	41
13	Loma Linda Univ Behavioral Medicine Ctr.	San Bernardino	CA	Psych Only	Non-Profit	71
14	Lourdes Counseling Center	Benton	WA	Psych Only	Church Operated	32
15	Marie Green Psychiatric Center -PHF	Merced	CA	Psych Only	City/County	16
16	Mental Health Center	Albuquerque	NM	Psych Only	County	74
17	Mt Diablo Medical Pavilion	Contra Costa	CA	Psych Only	Non-Profit	65
18	Northwest Hospital	King	WA	Acute w/Psych	Non-Profit	27
19	Overlake Hospital Medical Center	King	WA	Acute w/Psych	Non-Profit	29
20	Peace Health - St John Medical Center	Cowlitz	WA	Acute w/Psych	Non-Profit	20
21	Providence St. Peter Hospital	Thurston	WA	Acute w/Psych	Church Operated	26
22	Puget Sound Behavioral Health	Pierce	WA	Psych Only	County	43
23	Sacred Heart Medical Center	Spokane	WA	Acute w/Psych	Church Operated	91
24	San Joaquin County Mental Health - PHF	San Joaquin	CA	Psych Only	City/County	40
25	San Luis Obispo County Mental Health	San Luis Obispo	CA	Psych Only	City/County	14
26	Santa Barbara County - PHF	Santa Barbara	CA	Psych Only	City/County	15
27	Sempervirens - PHF	Humboldt	CA	Psych Only	City/County	16
28	Shasta Co Mental Health Svcs - PHF	Shasta	CA	Psych Only	City/County	15
29	Southwest Washington Medical Center	Clark	WA	Acute w/Psych	Non-Profit	16
30	St. Francis Hospital	King	WA	Acute w/Psych	Church Operated	10
31	St. Joseph Hospital	Whatcom	WA	Acute w/Psych	Non-Profit	10
32	St. Joseph Medical Center	Pierce	WA	Acute w/Psych	Church Operated	18
33	St. Joseph's Behavioral Health Center	San Joaquin	CA	Psych Only	Non-Profit	27
34	Stanislaus Co Mental Health Services	Stanislaus	CA	Psych Only	City/County	67
35	Stevens Healthcare	Snohomish	WA	Acute w/Psych	Health District	25
36	Sutter Center For Psychiatry	Sacramento	CA	Psych Only	Non-Profit	69
37	Sutter-Yuba - PHF	Sutter	CA	Psych Only	City/County	16
38	Swedish Health Services Providence Campus	King	WA	Acute w/Psych	Non-Profit	36
39	UCLA Neuropsychiatric Hospital	Los Angeles	CA	Psych Only	Non-Profit	98
40	Valley Medical Center	King	WA	Acute w/Psych	Health District	20
41	West Seattle Psychiatric Hospital	King	WA	Psych Only	Non-Profit	40
42	Yakima Valley Memorial	Yakima	WA	Acute w/Psych	Non-Profit	18

Table 3: PSBH Peer Group Hospitals

Attachment B shows the costs per day for this peer group as of 2002.

Finding III: Peer Group Cost per Day Update

The original Performance Review identified a \$640 Median Cost per Day for the 123 hospital peer group and recommended a target of \$680 based on an analysis of potential changes that should be considered. In reviewing the materials presented in PSBH Management's two Quarterly Reports and the related communications, the consultants believe that a single data point, such as \$640 or \$680, should not be the future basis for judging PSBH's performance.

As occupancy rates and certain costs vary during the course of a year, cost per day will vary. A more useful method for monitoring these variations is to identify a Cost per Day Range within which PSBH should operate. This range should be derived from the costs of the updated peer group and adjusted annually for Medical Inflation.

Recommendation 3: Puget Sound Behavioral Health Cost per Day Target Range

PSBH should replace the single Cost per Day Target figure with a Cost per Day Target Range. This range should be set at 40% to 60% of the revised hospital peer group and updated annually. Table 4 shows the full percentile rankings along with the 40% to 60% range. The range is \$682 to \$765 for 2003 and \$713 to \$799 for 2004.

Puget Sound Behavioral Health Cost per Day Target Range
Revised October 2003 (based on 42 Hospitals)

<u>PERCENTILE</u>	<u>Cost per Day 2002 Dollars</u>	<u>Cost per Day 2003 Dollars</u>	<u>Cost per Day 2004 Dollars</u>	<u>Cost per Day 2005 Dollars</u>
95%	\$1,039	\$1,085	\$1,134	\$1,185
90%	\$966	\$1,009	\$1,055	\$1,102
85%	\$889	\$929	\$970	\$1,014
80%	\$822	\$859	\$898	\$938
75%	\$799	\$835	\$872	\$912
70%	\$796	\$832	\$870	\$909
65%	\$756	\$790	\$825	\$863
60%	\$732	\$765	\$799	\$835
55%	\$723	\$755	\$789	\$824
50%	\$694	\$725	\$758	\$792
45%	\$666	\$696	\$727	\$760
40%	\$653	\$682	\$713	\$745
35%	\$643	\$672	\$702	\$734
30%	\$617	\$645	\$674	\$704
25%	\$593	\$619	\$647	\$676
20%	\$569	\$595	\$621	\$649
15%	\$538	\$563	\$588	\$614
10%	\$490	\$512	\$535	\$559
5%	\$465	\$486	\$508	\$531

Table 4: PSBH Cost per Day Target Range

Finding IV: Puget Sound Behavioral Health 2004 Budget Analysis

A review of the PSBH Quarterly Reports shows significant cost reductions at PSBH during 2003, following previous cost reductions that occurred in late 2001 and 2002. In the original report (December 2002), we analyzed expenditure data for January-September 2002. Those cost per day data may be compared with data derived from the PSBH 2004 Budget. Table 5 illustrates this comparison.

	1-9/02 Actual (9 months) Revenue, Expense/Day	2004 Budget (12 months) Revenue, Expense/Day	2002-2004 Per Day Change	2002-2004 Per Day Change %
Projected Patient Days	10,050	14,235		
Occupancy Rate	75%	91%		
Revenue				
Medicaid Pierce Co PHP	\$534.20	\$290.83	-\$243.37	-46%
Medicaid Other RSNs	\$63.71	\$133.49	\$69.78	110%
Medicare	\$161.44	\$276.09	\$114.65	71%
Medicaid Physicians	\$26.16	\$23.43	-\$2.73	-10%
Insurance: Commercial/HMOs	\$60.48	\$79.56	\$19.08	32%
Self Pay	\$26.55	\$22.84	-\$3.71	-14%
Disproportionate Share	\$18.78	\$16.86	-\$1.92	-10%
Subtotal Other Revenue	\$357.11	\$552.27	\$195.16	55%
Total Revenue	\$891.31	\$843.10	-\$48.21	-5%
Expenses				
Direct Salary/Benefits	\$359.86	\$441.74	\$81.88	23%
Direct Professional Services	\$127.83	\$32.54	-\$95.29	-75%
Direct Other	\$8.51	\$1.52	-\$6.99	-82%
Total Direct Expenses	\$496.20	\$475.80	-\$20.40	-4%
Ancillary Expenses	\$134.40	\$82.89	-\$51.51	-38%
Indirect Expenses	\$281.52	\$284.41	\$2.89	1%
Total Expenses	\$912.13	\$843.10	-\$69.02	-8%
Excess (Deficit)	-\$20.81	\$0.00	\$20.81	

Table 5: January-September 2002 Actual Compared with 2004 Budget

Important items worth noting include:

- **Medicaid Pierce County PHP (Prepaid Health Plan) Revenue:** This important category of hospital funding decreased 46% on a cost-per-day basis. This reflects the cost reduction activities at the hospital, the reduction in Medicaid PHP funding, and an increase in the occupancy rate. This item is related to Performance Indicator 6 in Recommendation 1. The goal should be to manage this category of funding and keep the PHP revenue per day down, to help ensure adequate funding of outpatient and crisis services.
- **Other Revenue:** When the Medicaid Pierce County PHP Revenue is factored out of the revenue per day calculation, other revenue such as Medicare and Insurance is projected to increase \$195 per day. This is a positive trend.

- **Salaries and Benefits and Professional Fees:** These two line items should be examined together, since they represent the labor costs for the hospital. Although Salaries/Benefits have increased 23%, there is a net reduction in the two categories of \$13.41 per day. Considering the \$6.99 per day reduction in other expenses, Total Direct Expenses have declined a total of \$20.41 per day.
- **2004 Total Expense per Day:** A comparison of the Total Expense per Day above (\$843.10) with the 2004 Cost per Day Target Range (\$713 to \$799) shows that PSBH’s 2004 budgeted cost per day is \$44 above the high end of the range.

Recommendation 4: Puget Sound Behavioral Health 2004 Budgeted Cost per Day

PSBH should continue to manage its costs and work towards coming within the Cost per Day Target Range. Because PSBH has significantly reduced use of Pierce County Medicaid PHP funds and is projected to cover costs with other sources (Medicare, Insurance, etc.), we believe the Cost per Day figure has shifted from a “critical watch” level to a “should be monitored” level.

We recommend using the Report Card to monitor PSBH performance, using three levels of follow-up: Monitoring Only, Follow-Up Explanation Required, and Correction Action Plan Required. The following scenarios are examples of how this monitoring could occur.

Scenario 1: Monitoring Only when:

Indicator	Status	Action Needed
3. Revenue/Expense	PSBH breaking even or better, and	MONITORING ONLY
5. Cost per Day	PSBH within Budget, and	
6. PHP Revenue Ratio	PSBH within Target	

Scenario 2: Follow-Up Explanation Required when, for two or more consecutive months:

Indicator	Status	Action Needed
3. Revenue/Expense	PSBH breaking even or better, and	FOLLOW-UP EXPLANATION REQUIRED
5. Cost per Day	PSBH over Budget, and/or	
6. PHP Revenue Ratio	PSBH over Target	

Scenario 3: Corrective Action Plan Required when, for two or more consecutive months:

Indicator	Status	Action Needed
3. Revenue/Expense	PSBH losing money, and	CORRECTIVE ACTION PLAN REQUIRED
5. Cost per Day	PSBH over Budget, and/or	
6. PHP Revenue Ratio	PSBH over Target	

ATTACHMENT A – PSBH REPORT CARD

Puget Sound Behavioral Health Report Card For the 12 Months August 2002 - July 2003 (Sample Data)

	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Jan-04	Feb-04	Mar-04	Apr-04	May-04	Jun-04	Jul-04	12 Month Total/Avg
1. Bed Days													
Actual Bed Days	1,147	1,110	1,147	1,110	1,147	1,147	1,008	1,209	1,110	1,240	1,140	1,209	13,724
Target Bed Days	1,266	1,226	1,266	1,226	1,266	1,266	1,144	1,266	1,226	1,266	1,226	1,266	14,910
Over (Under) Target	(119)	(116)	(119)	(116)	(119)	(119)	(136)	(57)	(116)	(26)	(86)	(57)	(1,186)
2. Average Occupancy													
Average Bed Occupancy	37	37	37	37	37	37	36	39	37	40	38	39	38
Occupancy Rate	86%	86%	86%	86%	86%	86%	84%	91%	86%	93%	88%	91%	87%
Target	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Over (Under) Target	-9%	-9%	-9%	-9%	-9%	-9%	-11%	-4%	-9%	-2%	-7%	-4%	-8%
3. Revenue/Expense													
Revenue	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$10,800,000
Expense	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$10,800,000
Gain(Loss)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4. Revenue/Cost per Day													
Revenue per Day	\$784.66	\$810.81	\$784.66	\$810.81	\$784.66	\$784.66	\$892.86	\$744.42	\$810.81	\$725.81	\$789.47	\$744.42	\$786.94
Cost per Day	\$784.66	\$810.81	\$784.66	\$810.81	\$784.66	\$784.66	\$892.86	\$744.42	\$810.81	\$725.81	\$789.47	\$744.42	\$786.94
Gain(Loss) per Day	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
5. Cost per Day													
Actual Cost per Day	\$784.66	\$810.81	\$784.66	\$810.81	\$784.66	\$784.66	\$892.86	\$744.42	\$810.81	\$725.81	\$789.47	\$744.42	\$786.94
Budget Cost per Day	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10	\$843.10
Over (Under) Budget	-\$58.44	-\$32.29	-\$58.44	-\$32.29	-\$58.44	-\$58.44	\$49.76	-\$98.68	-\$32.29	-\$117.29	-\$53.63	-\$98.68	-\$56.16
Peer Group Range - Low	\$686.00	\$686.00	\$686.00	\$686.00	\$686.00	\$717.00	\$717.00	\$717.00	\$717.00	\$717.00	\$717.00	\$717.00	\$704.08
Peer Group Range - High	\$765.00	\$765.00	\$765.00	\$765.00	\$765.00	\$799.00	\$799.00	\$799.00	\$799.00	\$799.00	\$799.00	\$799.00	\$784.83
Actual within Range?	No	No	No	No	No	Yes	No	Yes	No	Yes	Yes	Yes	No
6. Pierce County RSN/PHP Revenue Ratios													
PHP Revenue/day	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Total Revenue/day	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00	\$843.00
Ratio	36%	36%	36%	36%	36%	36%	36%	36%	36%	36%	36%	36%	36%
Target Ratio	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Over (Under) Target	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%

Note: This should be a rolling 12 month report with the most recent month and the previous 11

Key: No Shading = Formula Yellow Shading = Actual Input Green Shading = Target Input

ATTACHMENT B – PSBH PEER GROUP 2002 COST PER DAY FIGURES

Facility Name	Cost per Day	Rank	Facility Name	Cost per Day	Rank
San Joaquin County Mental Health - PHF	\$408.36	1	Mt Diablo Medical Pavilion	\$695.81	22
El Dorado County Mental Health-PHF	\$465.15	2	Swedish Health Services Providence Campus	\$722.50	23
Marie Green Psychiatric Center -PHF	\$487.51	3	Harborview Medical Center	\$724.46	24
Butte County Mental Health - PHF	\$489.62	4	Fresno County - PHF	\$731.92	25
Sutter-Yuba - PHF	\$506.64	5	Shasta Co Mental Health Svcs - PHF	\$751.13	26
Lourdes Counseling Center	\$538.33	6	Peace Health - St John Medical Center	\$755.90	27
California Specialty Hospital	\$566.88	7	Santa Barbara County - PHF	\$794.35	28
St. Joseph's Behavioral Health Center	\$568.90	8	Mental Health Center	\$796.35	29
Canyon Ridge Hospital	\$570.23	9	San Luis Obispo County Mental Health	\$796.78	30
Highline Community Hospital	\$592.69	10	Northwest Hospital	\$798.92	31
Overlake Hospital Medical Center	\$596.87	11	Providence St. Peter Hospital	\$808.05	32
St. Joseph Medical Center	\$616.95	12	Sempervirens - PHF	\$822.32	33
Stanislaus Co Mental Health Services	\$623.84	13	Affiliated Health Services	\$888.68	34
Loma Linda Univ Behavioral Medicine Ctr.	\$642.90	14	Puget Sound Behavioral Health	\$912.13	35
Yakima Valley Memorial	\$644.61	15	Valley Medical Center	\$919.48	36
St. Francis Hospital	\$652.50	16	Southwest Washington Medical Center	\$965.66	37
Stevens Healthcare	\$656.61	17	Kedren Community Mental Health Center	\$994.40	38
West Seattle Psychiatric Hospital	\$665.92	18	Harrison Memorial Hospital	\$1,038.54	39
Sacred Heart Medical Center	\$675.55	19	Children's Hospital & Regional Medical Center	\$1,046.97	40
St. Joseph Hospital	\$679.51	20	Ucla Neuropsychiatric Hospital	\$1,190.39	41
Sutter Center For Psychiatry	\$694.20	21	Langley Porter Psychiatric Institute	\$2,215.35	42