

HOSPITAL INDUSTRY REPORT



State of Michigan

*Region: Southwest and
Central Lower Michigan*

Published: September 2026



Provided by Michigan Health Purchasers Coalition

mihpc.org

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EXECUTIVE SUMMARY

This report evaluates the quality, patient safety, financial performance, pricing, and overall value of hospitals in the Southwest and Central Lower Michigan Region using nationally recognized data from the Centers for Medicare & Medicaid Services (CMS), Leapfrog, RAND Corporation, the National Academy for State Health Policy (NASHP), and other publicly available sources. The analysis examines whether hospitals are delivering high-quality care while charging prices that reflect their underlying costs. The analysis utilizes 2024 data. An overall State of Michigan landscape is provided for additional comparison between state and reported regions.

The region performs relatively well on broad quality measures, with 76% of rated hospitals earning four or five CMS stars and most outperforming national benchmarks for certain infections. However, important gaps remain: all hospitals evaluated had postoperative sepsis rates above the national benchmark, eight performed worse than expected on pneumonia return days, and only three of ten Leapfrog-graded hospitals received an “A.”

Financially, the region’s hospitals were highly profitable overall, generating approximately \$6.27 billion in net patient revenue and \$1.60 billion in operating profit in 2024, for an aggregate operating margin of 19.9%. Individual hospital performance varied widely.

Commercial prices were also high, averaging 217% of Medicare. Ten hospitals charged more than twice Medicare rates, while nine of fifteen hospitals with complete data had commercial prices more than 100 percentage points above their estimated breakeven.

Taken together, the findings suggest that higher hospital prices do not necessarily translate into higher-quality care, raising questions about the value employers, purchasers, and patients receive for the prices paid.



Southwest and Central Lower Michigan hospitals rank above the nation on quality. Seventy-six percent of hospitals earned a 4- or 5-star CMS Overall Hospital Quality Rating, compared with 41% of hospitals nationwide.



Hospitals in this region are highly profitable. Hospitals generated an aggregate 19.9% operating margin in 2024, approximately almost \$20 in operating profit for every \$100 of patient care revenue.



Many hospitals charge well above what is needed to cover their costs. No hospitals required commercial payments above 200% of Medicare to break even, yet ten hospitals charged commercial insurers more than 200% of Medicare rates.

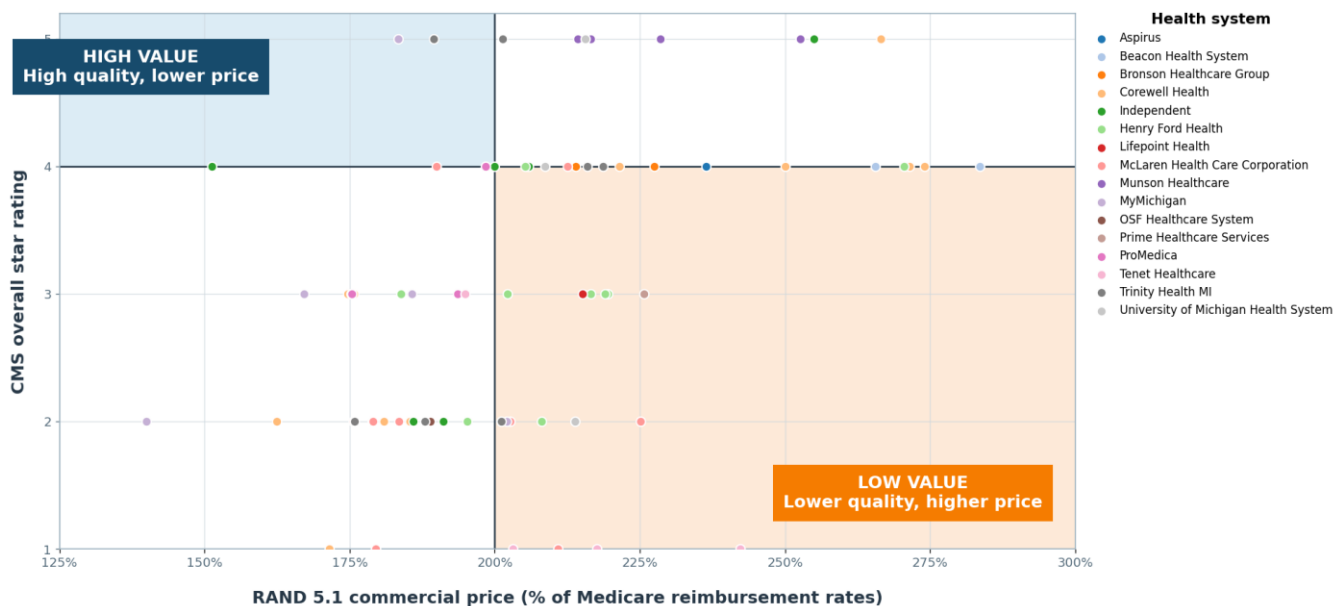
LANDSCAPE OF MICHIGAN HOSPITALS

Michigan hospitals showed uneven performance across quality, safety, and affordability measures in 2024. Of the 84 hospitals receiving CMS Overall Star Ratings, 48% earned four or five stars, while nearly one-third received only one or two stars. Leapfrog Hospital Safety Grades were somewhat stronger, with 71% of graded hospitals earning an A or B, although 29% received a C. These results demonstrate that hospital quality and patient safety vary meaningfully across the state and reinforce the importance of evaluating performance at the individual hospital level.

At the same time, Michigan hospitals remained financially strong overall, with an average operating profit margin of 17%. The average commercial breakeven was 96% of Medicare, while the average commercial price paid by private insurers was 209% of Medicare. This 113-percentage-point gap indicates that commercial purchasers, including employers and privately insured families, are often paying substantially more than the estimated amount hospitals need to cover their overall costs.

2024 CMS Overall Star Rating and RAND 5.1 Commercial Price

Michigan hospitals with both CMS star rating and RAND 5.1 pricing data



Together, quality and price metrics provide important insight into hospital value. Among the 73 Michigan hospitals with both quality and commercial pricing data, 16 fall into the lower-quality, higher-price quadrant; 26 fall into the lower-quality, lower-price quadrant; 25 fall into the higher-quality, higher-price quadrant; and only 6 fall into the higher-quality, lower-price quadrant.

Taken together, these statewide findings underscore the need to evaluate hospital price and quality together. Higher commercial prices should not be assumed to represent higher-quality care or greater financial need. Greater transparency, stronger purchaser engagement, and reimbursement strategies that reward both quality and reasonable pricing can help ensure that Michigan employers and families receive better value for their healthcare spending.



QUALITY & PATIENT SAFETY



HOSPITAL INDUSTRY REPORT

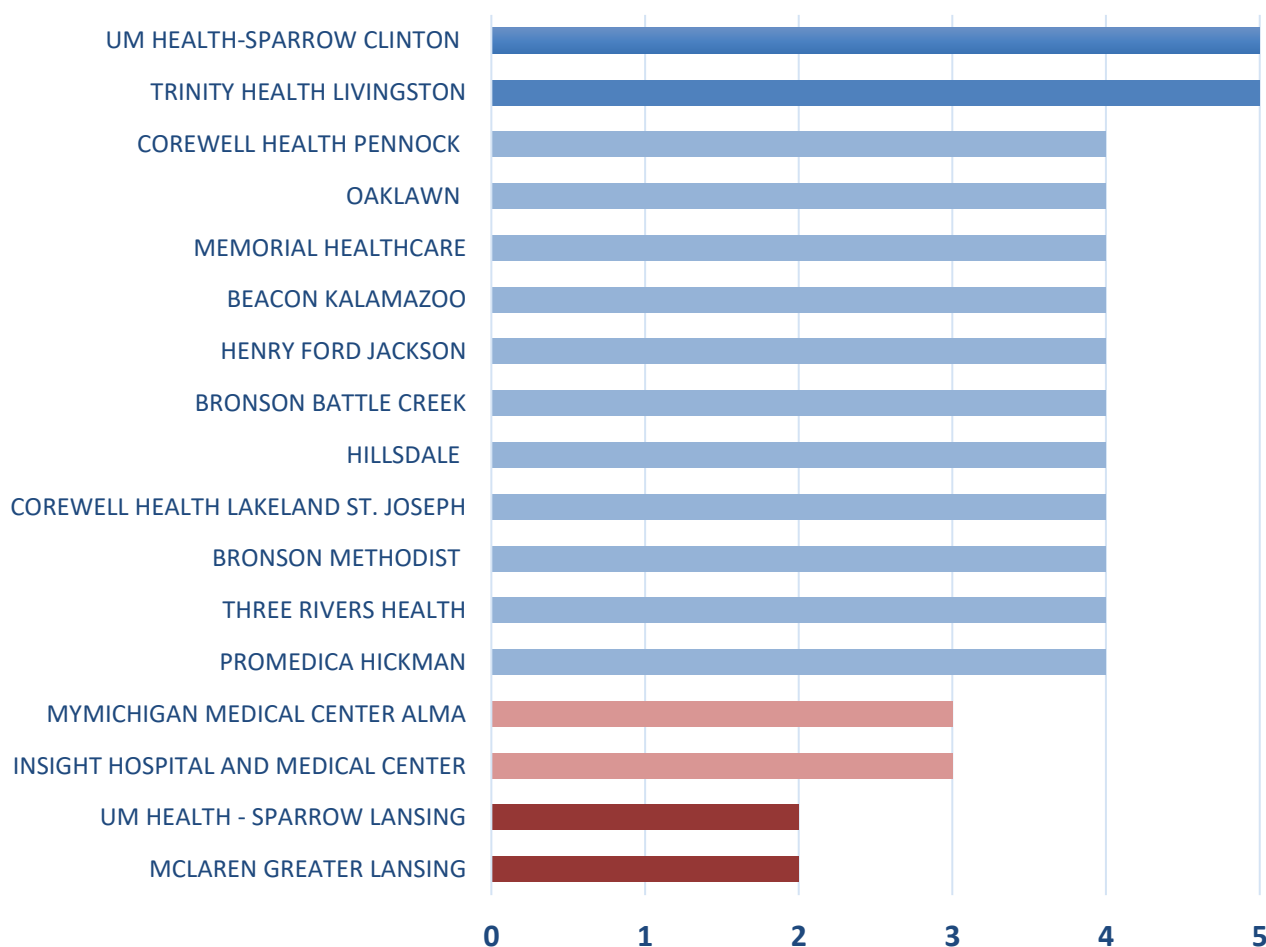


Hospital safety is a critical component of the healthcare system, helping to prevent avoidable harm, improve the quality of care, reduce costs, and create a safer environment for patients. The use of standardized quality measures is essential to ensuring that patients receive high-quality care and to promoting transparency and accountability among hospitals.

CMS OVERALL STAR RATINGS

The Centers for Medicare & Medicaid Services (CMS) Overall Hospital Quality Star Rating provides a consumer-friendly summary of the quality of care delivered by general acute care hospitals. Hospitals report data directly to CMS on 47 quality measures that are grouped into five domains: Mortality, Safety of Care, Readmission, Patient Experience, and Timely and Effective Care. These measures are used to calculate each hospital's Overall Star Rating, which ranges from 1 star (lowest performance) to 5 stars (highest performance).

CMS Overall Star Ratings, 2024
Southwest and Central Lower Michigan Hospitals



In 2024, 41% of hospitals nationwide received a 4 or 5-star Overall Star Rating. Thirteen Southwest and Central Lower Michigan hospitals (76%) with CMS scores received a 4 or 5 star rating, as shown on the graph above.

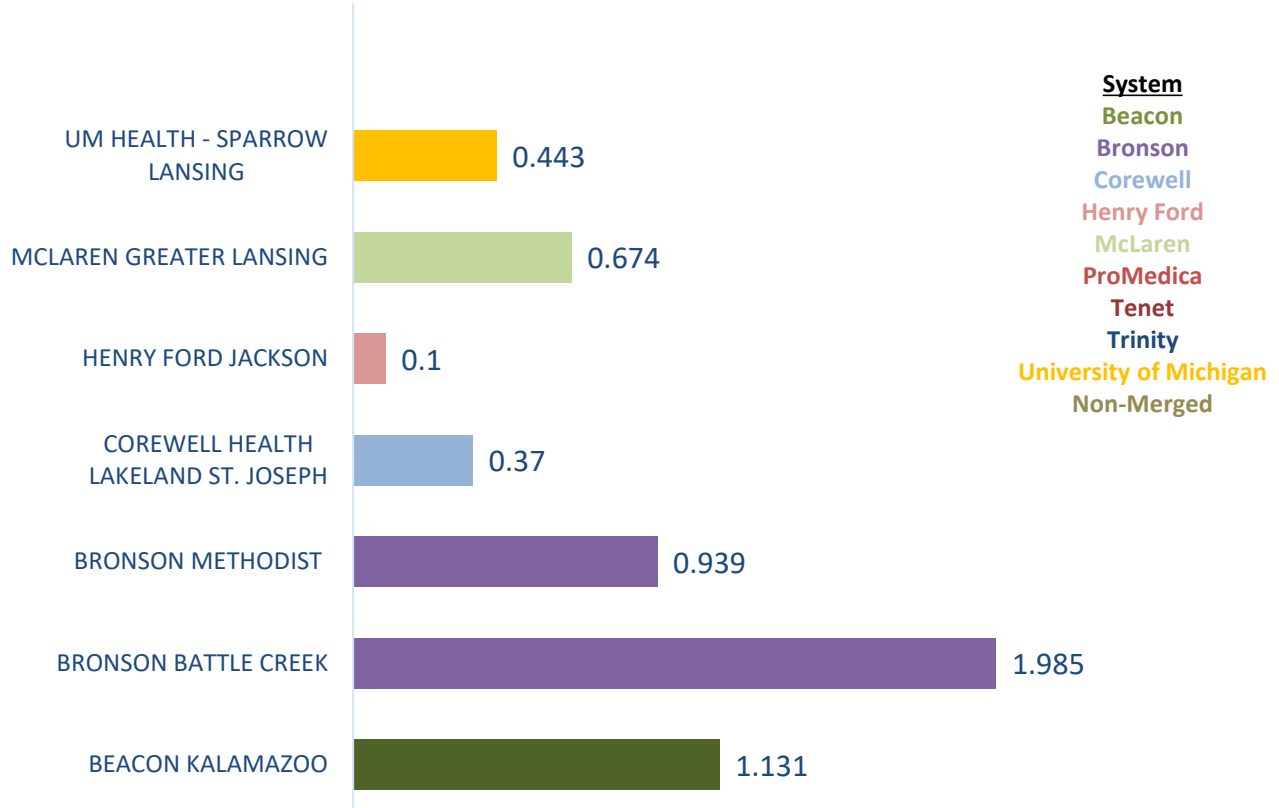
SAFETY OF CARE MEASURES

Safety of Care measures contributes to 22% of the CMS Overall Star Rating calculation. The purpose of these measures is to assess how well hospitals prevent infections, surgical complications, and patient harm.

Methicillin-resistant *Staphylococcus aureus* (MRSA) blood infections

MRSA, bacteria resistant to certain antibiotics, may be contracted in hospital settings and can lead to an infection of the bloodstream. With appropriate precautions, hospital staff can help prevent MRSA from being spread to patients. This measure assesses the number of MRSA-positive blood samples collected after patients entered the hospital. This number is compared to a national benchmark set at 1.0 in 2024. Most hospitals in this region performed better than the national benchmark. Two hospitals (Beacon Kalamazoo and Bronson Battle Creek) performed worse than the national benchmark.

MRSA Blood Infections; Southwest and Central Lower Michigan
Lower numbers are better

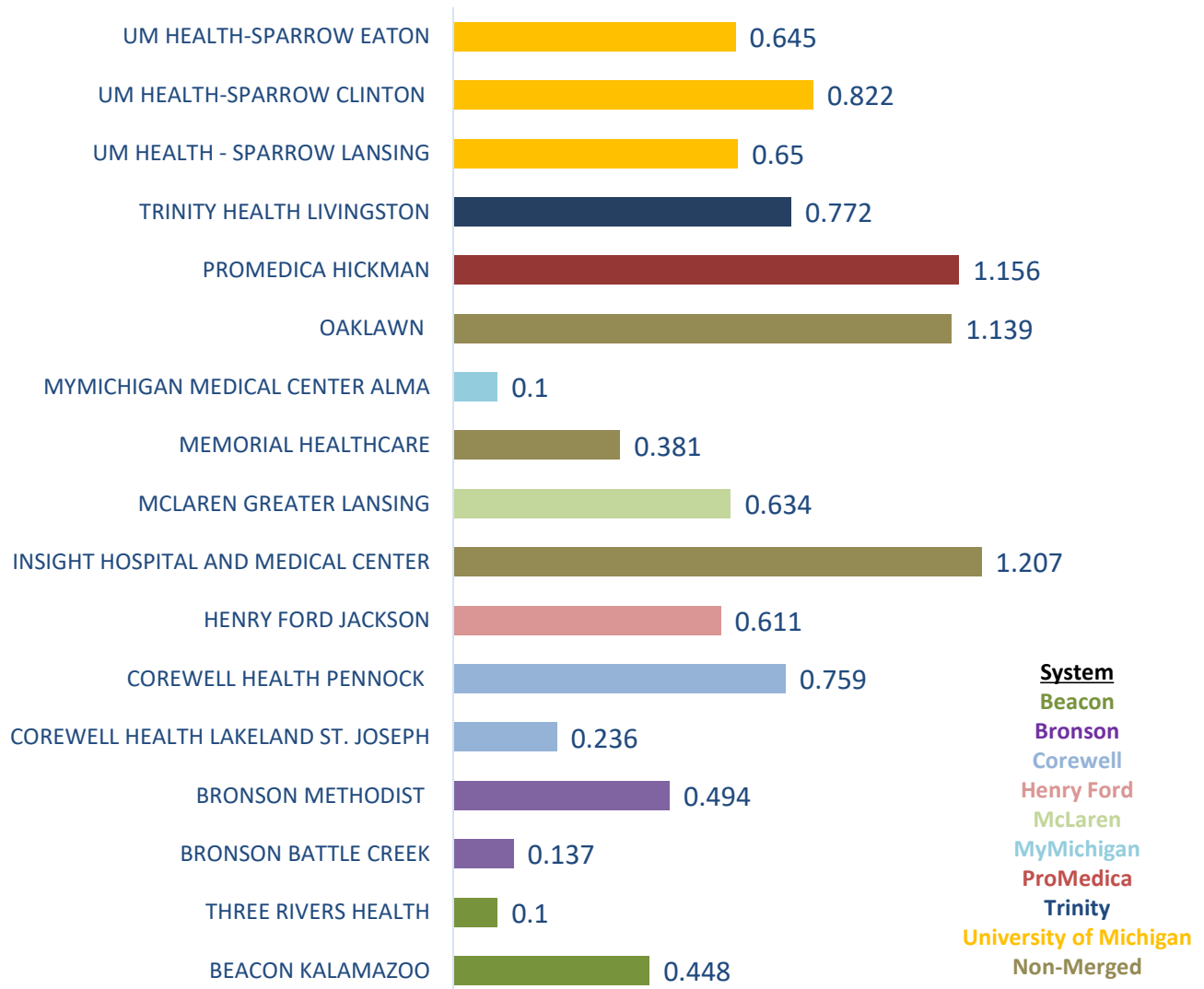


SAFETY OF CARE MEASURES

Clostridium difficile (C. diff) intestinal infections

C. diff, bacteria that cause colon inflammation, can lead to severe gastrointestinal symptoms and fever. By taking appropriate precautions, hospital staff can prevent *C. diff* infections in patients. This measure compares the number of *C. diff*-positive stool samples after patients are admitted to the hospital to a national benchmark set at 1.0. Three hospitals performed worse than the national benchmark. The fourteen other hospitals in this region performed better than the national benchmark.

C. diff Intestinal Infections ; Southwest and Central Lower Michigan Region; Lower numbers are better



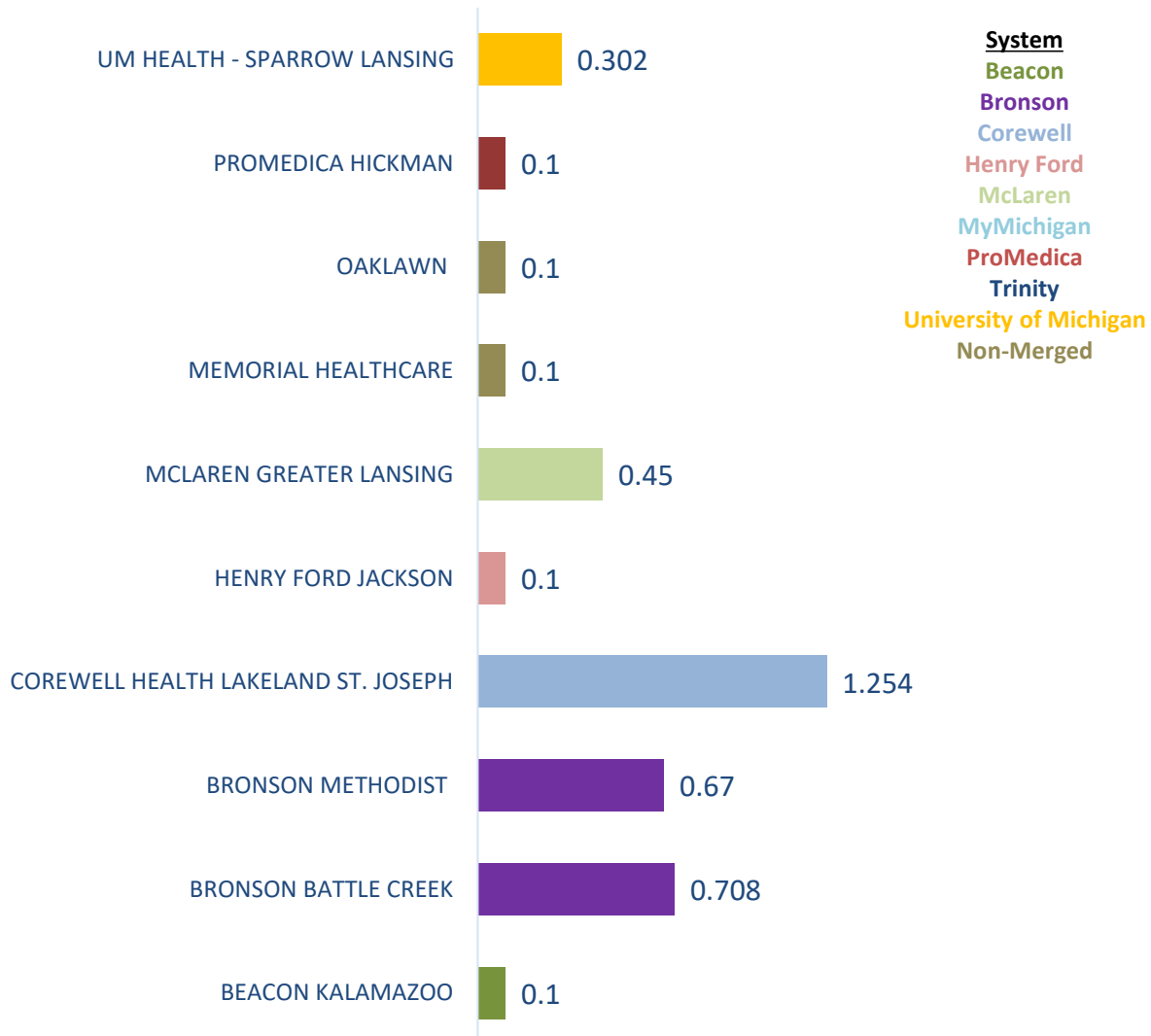
SAFETY OF CARE MEASURES

Catheter-associated urinary tract infections (CAUTI)

Catheters, when left in place for too long, contaminated during insertion, or not kept clean, create an easy entry point for germs. This can lead to serious urinary tract infections which are avoidable when hospital staff practice appropriate preventive care.

This measure compares the number of CAUTIs in hospital ICUs and select wards to a national benchmark set to 1.0. All but one hospital performed better than the national benchmark on this measure.

CAUTI Infections; Southwest and Central Lower Michigan; Lower numbers are better

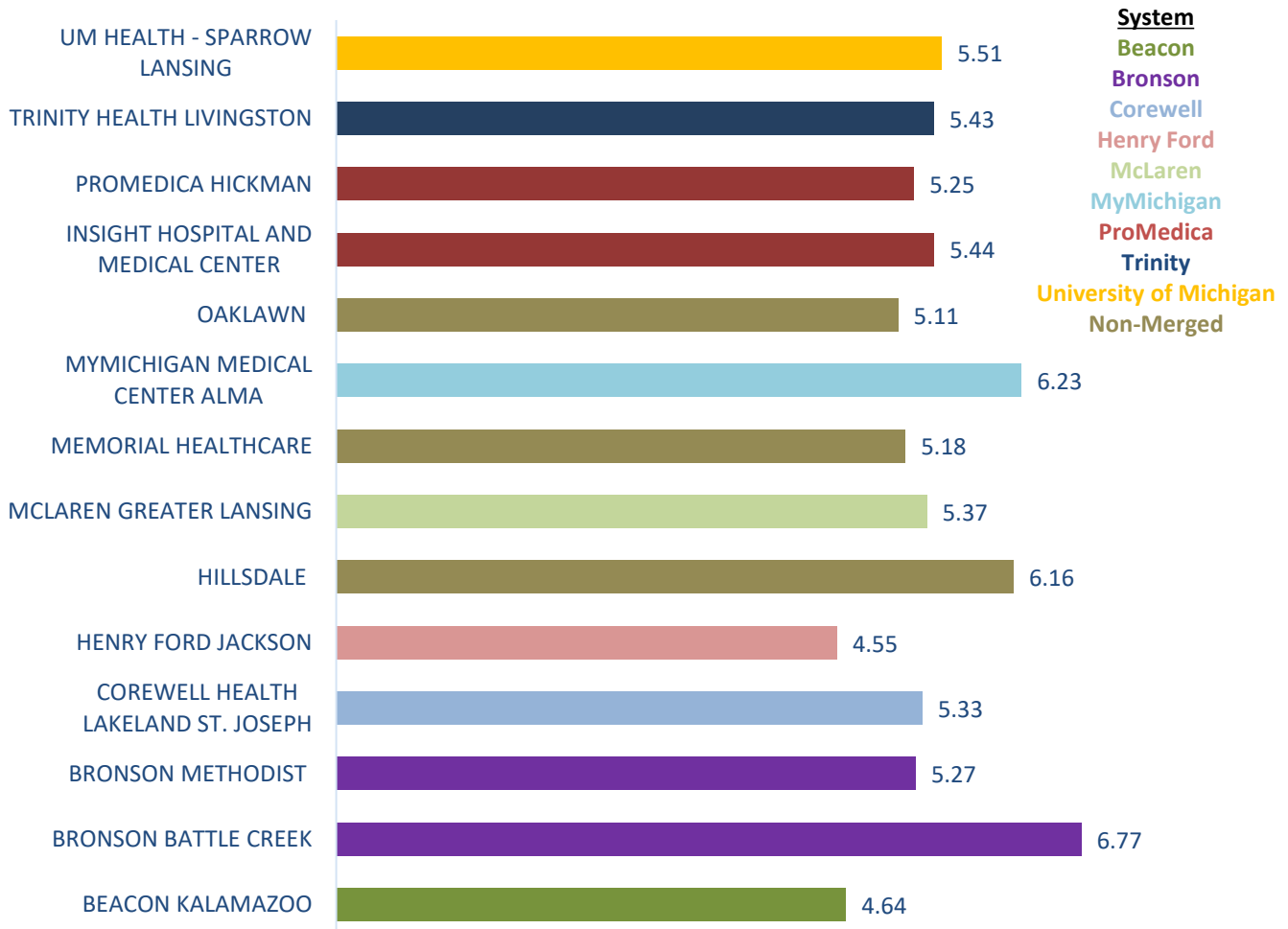


TIMELY & EFFECTIVE CARE MEASURES

Timely and Effective Care makes up 12% of the CMS Overall Star Rating calculation. This category measures efficiently and properly a hospital treats common medical conditions that could have high impact on a patient.

Included in this category is postoperative sepsis rate, measured as PSI 13. This measure looks at the number of cases of sepsis per 1,000 elective surgical discharges among adults. The national benchmark is set to 4.18 overall. All fourteen hospitals have scores higher than the national benchmark.

Postoperative Sepsis Rate; Southwest and Central Lower Michigan Region; Lower numbers are better

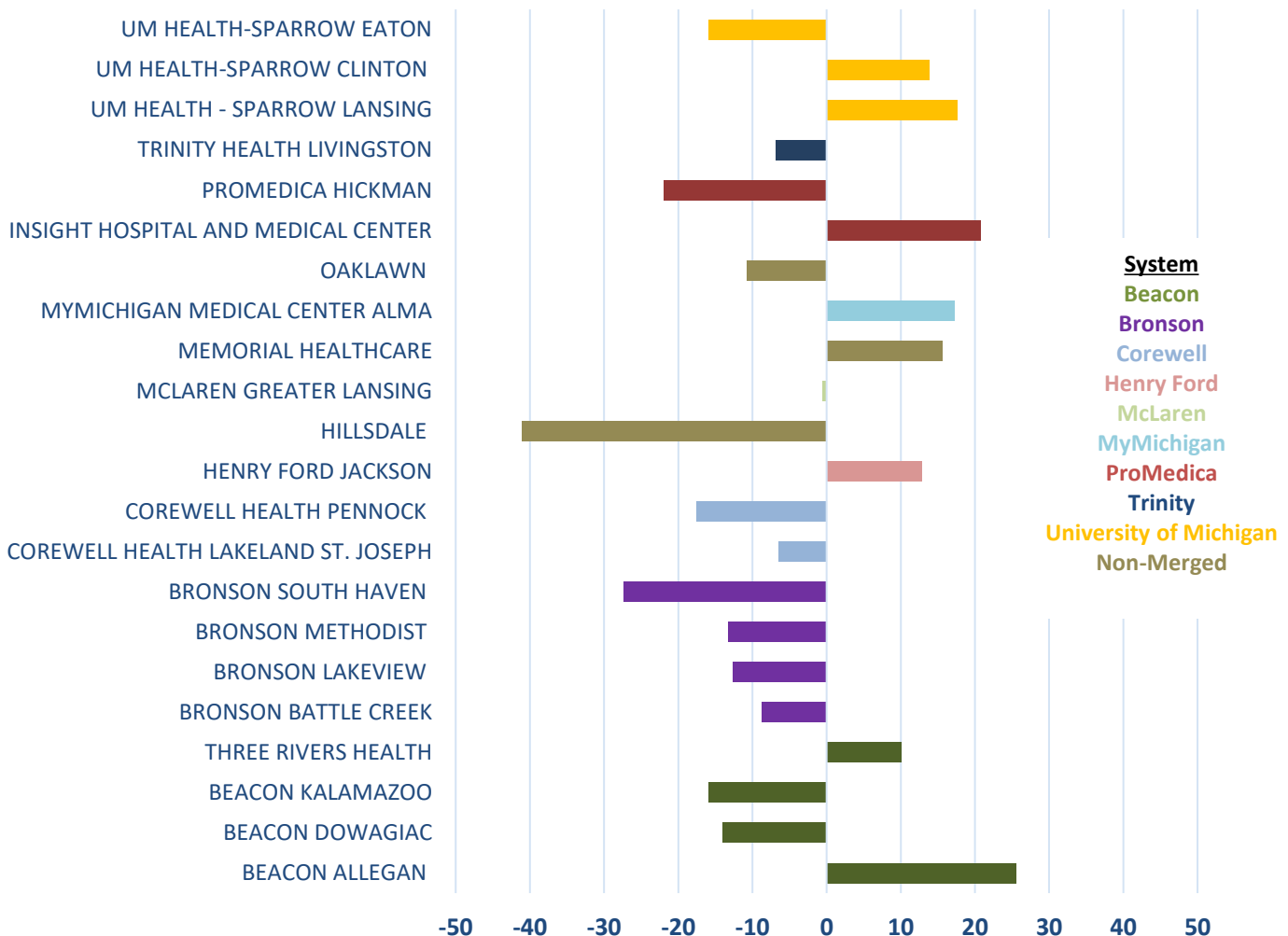


READMISSION MEASURES

Hospital return days for pneumonia assesses the total number of days in an inpatient hospital unit, under observation, or in an emergency department for any unplanned care within the first 30 days after a pneumonia patient leaves the hospital. The average amount of return days per 100 discharges is set to 0. A score below 0 indicates that hospital had fewer return days than expected, while a score above 0 indicates that hospital had more return days than expected.

Performance varied substantially across hospitals in this region. Fourteen hospitals performed better than expected, with an average of fifteen fewer hospital return days per 100 discharges. Eight hospitals performed worse than expected, with an average of 17 more return days per 100 discharges than expected.

Hospital Return Days for Pneumonia; Southwest and Central Lower Michigan Region; Scores less than zero are better



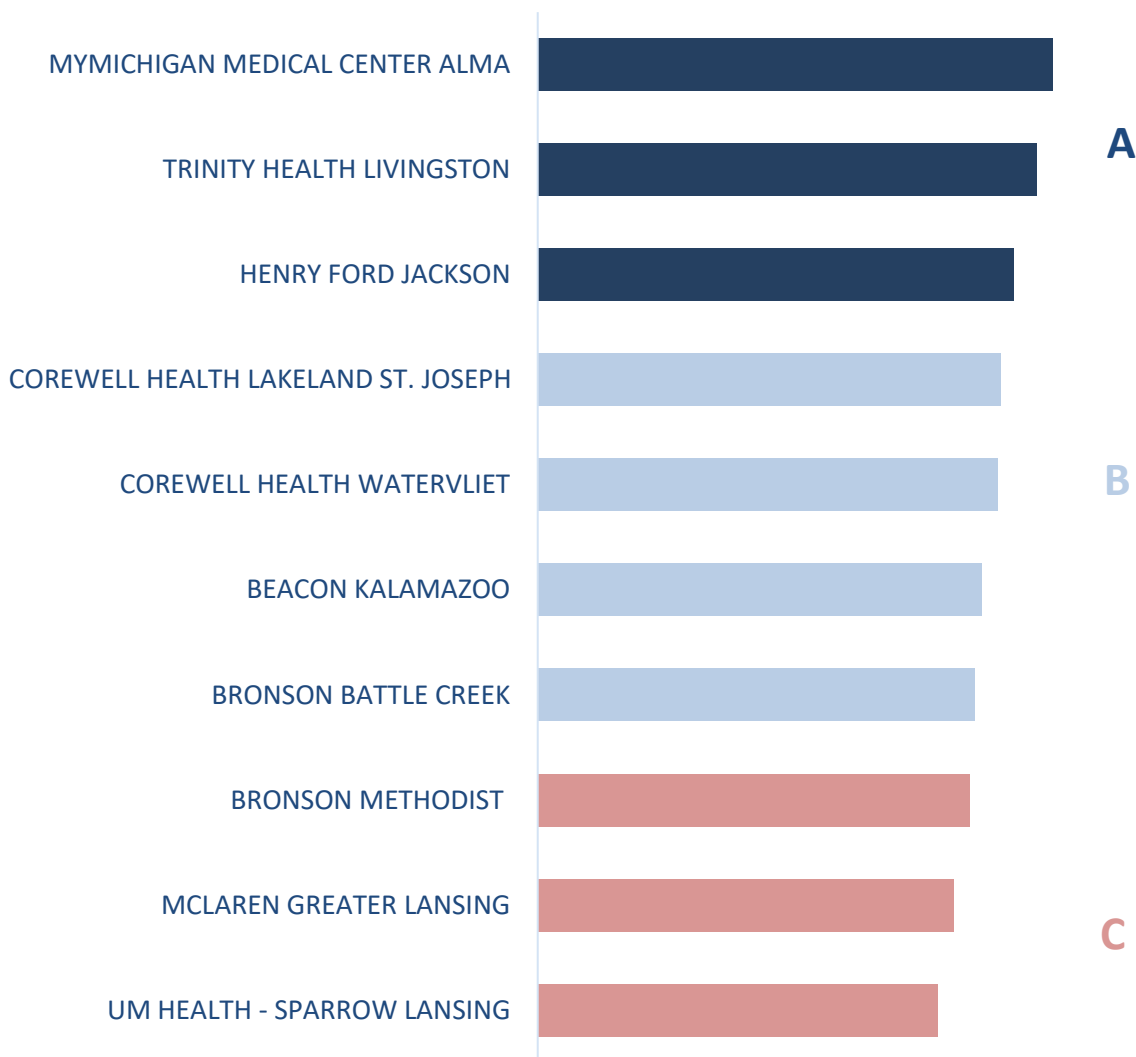
PATIENT SAFETY



The Leapfrog Hospital Safety Grade evaluates how well hospitals protect patients from medical errors, injuries, accidents, and infections. Leapfrog was founded by health care purchasers to push the importance of transparency in hospital safety. Using 22 patient safety measures, Leapfrog publishes grades on a scale from A to F. The risk of death due to a preventable problem is twice as likely at a hospital with a grade of “C”, “D”, or “F.”

Three out of ten hospitals graded received an “A.” Three hospitals received a “C” grade, and no hospitals received a D or F grade.

Leapfrog Hospital Safety Grades, Spring 2024 Southwest and Central Lower Michigan Hospitals





HOSPITAL FINANCES



HOSPITAL INDUSTRY REPORT



Healthcare spending in the United States has grown faster than the overall economy for many years, consuming a larger share of economic activity than in other developed countries. This trend is driven largely by higher healthcare prices rather than greater use of healthcare services. Michigan reflects this same pattern, with hospital revenue increasing faster than wages, inflation, and employer health insurance costs. Together, these trends suggest that rising hospital prices have become a significant factor driving higher healthcare costs for employers, workers, and families.

HOSPITAL FINANCES MICHIGAN

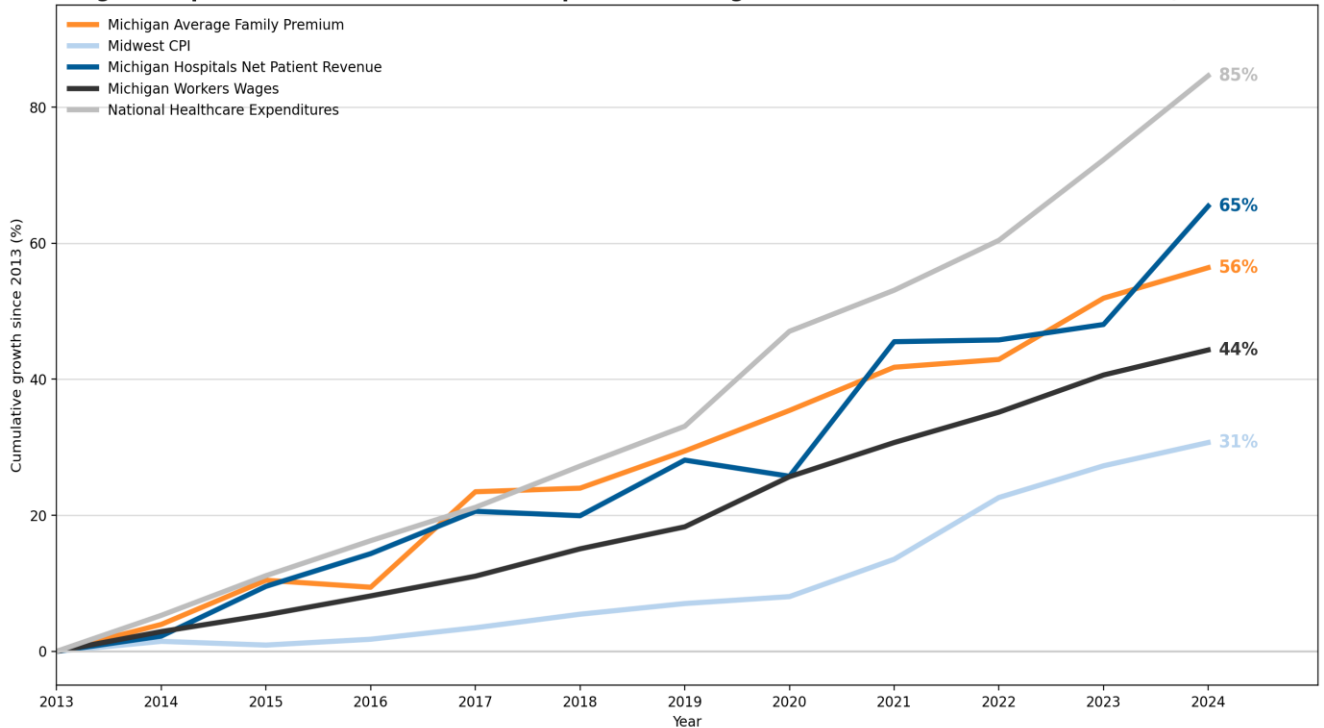
While gross domestic product (GDP) has grown steadily, healthcare expenditures have risen at an even faster pace, widening the gap between healthcare costs and overall economic growth. In 2024, health care expenditures represented approximately 18% of the United States GDP. This is substantially higher than other comparable countries, with an average 11% of GDP on health care spending.

This gap is driven by higher prices, not necessary substantially greater use of healthcare services. Health consumption expenditures per person in the U.S. was \$14,775 in 2024, compared to an average of \$7,860 in similar countries.

In Michigan, hospitals' net patient revenue grew about 65% from 2013 to 2024, outpacing nearly every major economic indicator, including Michigan workers' wages by 20%, Midwest-area CPI by 35%, and average Michigan family premiums by 6%. Only national healthcare expenditures increased at a faster rate. The fact that hospital revenue growth substantially outpaced inflation and wage growth suggests that rising healthcare prices, and not broader economic conditions alone, have been a major contributor to increasing healthcare spending.

Michigan Hospitals Net Patient Revenue Cumulative Growth Compared to Local and National Economic Indicators

Michigan Hospitals Net Patient Revenue Compared to Michigan and National Economic Indicators, 2013 to 2024



HOSPITAL FINANCES

SOUTHWEST & CENTRAL LOWER

HOSPITAL

INDUSTRY

REPORT

Hospitals in this region generated \$6.24 billion in net patient revenue in 2024, compared with \$5.04 billion in operating costs. This resulted in approximately \$1.61 billion in operating profit and an aggregate operating margin of 25%, or about \$25 in profit for every \$100 of patient care revenue. However, profitability varied widely across hospitals, with operating margins ranging from -7% to 76%.

	Net Patient Revenue (\$)	Hospital Operating Costs	Operating Profit (Loss) (\$)	Operating Profit Margin
BEACON ALLEGAN	\$38,477,160	\$32,130,182	\$6,346,978	16.5%
BEACON DOWAGIAC	\$17,316,965	\$17,731,607	-\$414,642	-2.4%
BEACON KALAMAZOO	\$360,342,711	\$384,716,566	-\$24,373,855	-6.8%
THREE RIVERS HEALTH	\$72,097,971	\$52,042,371	\$20,055,600	27.8%
Beacon Health Network Total	\$488,234,807	\$486,620,726	\$1,614,081	8.8%
BRONSON BATTLE CREEK	\$293,878,272	\$261,738,287	\$32,139,985	10.9%
BRONSON LAKEVIEW HOSPITAL	\$83,350,348	\$59,572,310	\$23,778,038	28.5%
BRONSON METHODIST HOSPITAL	\$1,212,536,206	\$875,637,930	\$336,898,276	27.8%
BRONSON SOUTH HAVEN HOSPITAL	\$40,648,139	\$33,057,335	\$7,590,804	18.7%
Bronson Health Network Total	\$1,630,412,965	\$1,230,005,862	\$400,407,103	21.5%
COREWELL HEALTH LAKELAND WATERVLIET	\$53,947,061	\$40,751,733	\$13,195,328	24.5%
COREWELL HEALTH PENNOCK	\$118,261,613	\$80,694,172	\$37,567,441	31.8%
Corewell Health Network Total	\$172,208,674	\$121,445,905	\$50,762,769	28.1%
UM HEALTH - SPARROW LANSING	\$1,143,211,662	\$843,020,422	\$300,191,240	26.3%
UM HEALTH-SPARROW CLINTON HOSPITAL	\$71,717,233	\$44,012,138	\$27,705,095	38.6%
UM HEALTH-SPARROW EATON	\$83,835,018	\$52,356,479	\$31,478,539	37.5%
UM Health Network Total	\$1,298,763,913	\$939,389,039	\$359,374,874	34.1%
INSIGHT HOSPITAL AND MEDICAL CENTER	\$272,426,875	\$64,318,064	\$208,108,811	76.4%
PROMEDICA HICKMAN HOSPITAL	\$146,934,213	\$111,516,057	\$35,418,156	24.1%
ProMedica Network Total	\$419,361,088	\$175,834,121	\$243,526,967	50.2%
EATON RAPIDS MEDICAL CENTER	\$40,303,936	\$31,559,391	\$8,744,545	21.7%
HENRY FORD JACKSON	\$792,277,443	\$563,876,247	\$228,401,196	28.8%
HILLSDALE HOSPITAL	\$85,964,047	\$70,488,382	\$15,475,665	18.0%
MCLAREN GREATER LANSING	\$459,061,767	\$387,630,989	\$71,430,778	15.6%
MEMORIAL HEALTHCARE	\$325,935,189	\$224,530,978	\$101,404,211	31.1%
MYMICHIGAN MEDICAL CENTER ALMA	\$144,261,201	\$120,258,236	\$24,002,965	16.6%
OAKLAWN HOSPITAL	\$173,610,867	\$133,371,281	\$40,239,586	23.2%
TRINITY HEALTH LIVINGSTON	\$213,030,615	\$147,609,051	\$65,421,564	30.7%
Region Hospital Aggregate	\$6,243,426,512	\$5,040,649,700	\$1,610,806,304	25%

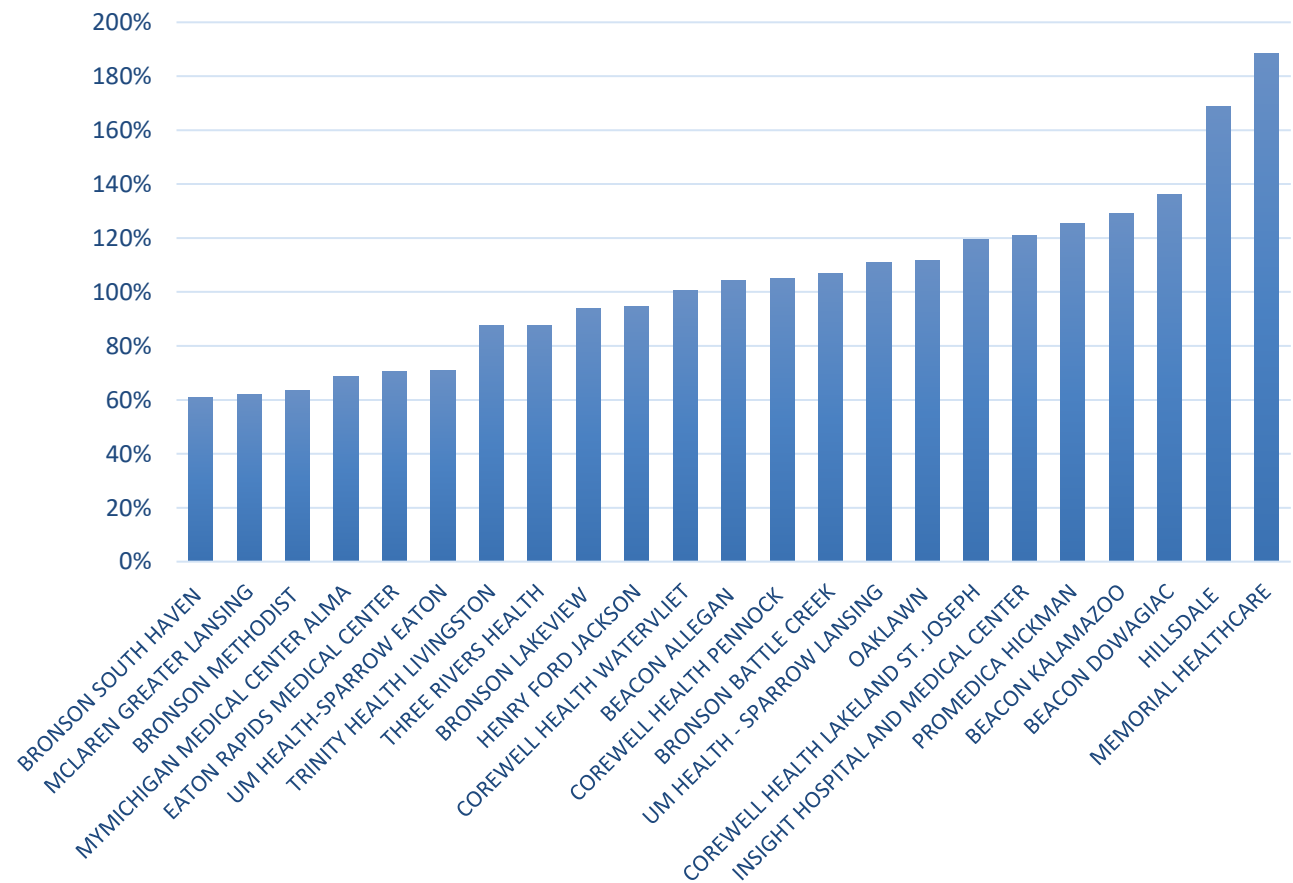
How Much Could Hospitals Charge Commercial Payers to Break Even?

The National Academy for State Health Policy (NASHP) utilizes the Medicare Cost Report (MCR) data submitted annually by hospitals to calculate a suite of financial metrics, including a commercial break-even calculation. Commercial breakeven is the percentage of the hospital's Medicare payment rate that, if paid by commercial insurers, would allow the hospital to break even across all payer types, covering all expenses for hospital inpatient and outpatient services, without profit.

Commercial breakeven levels are influenced by several factors, including a hospital's cost structure, payer mix, and non-patient-care revenue. Hospitals that receive substantial income from sources such as charitable donations, research funding, investment gains, federal relief payments, or 340B program profits may have lower commercial breakeven levels. Higher Medicare reimbursement rates can also reduce commercial breakeven by increasing overall hospital revenue.

Seven hospitals (out of twenty-six) had commercial breakevens above the national median of 112% in 2024.

2024 Commercial Breakeven, as a Percent of Medicare Reimbursement Rates



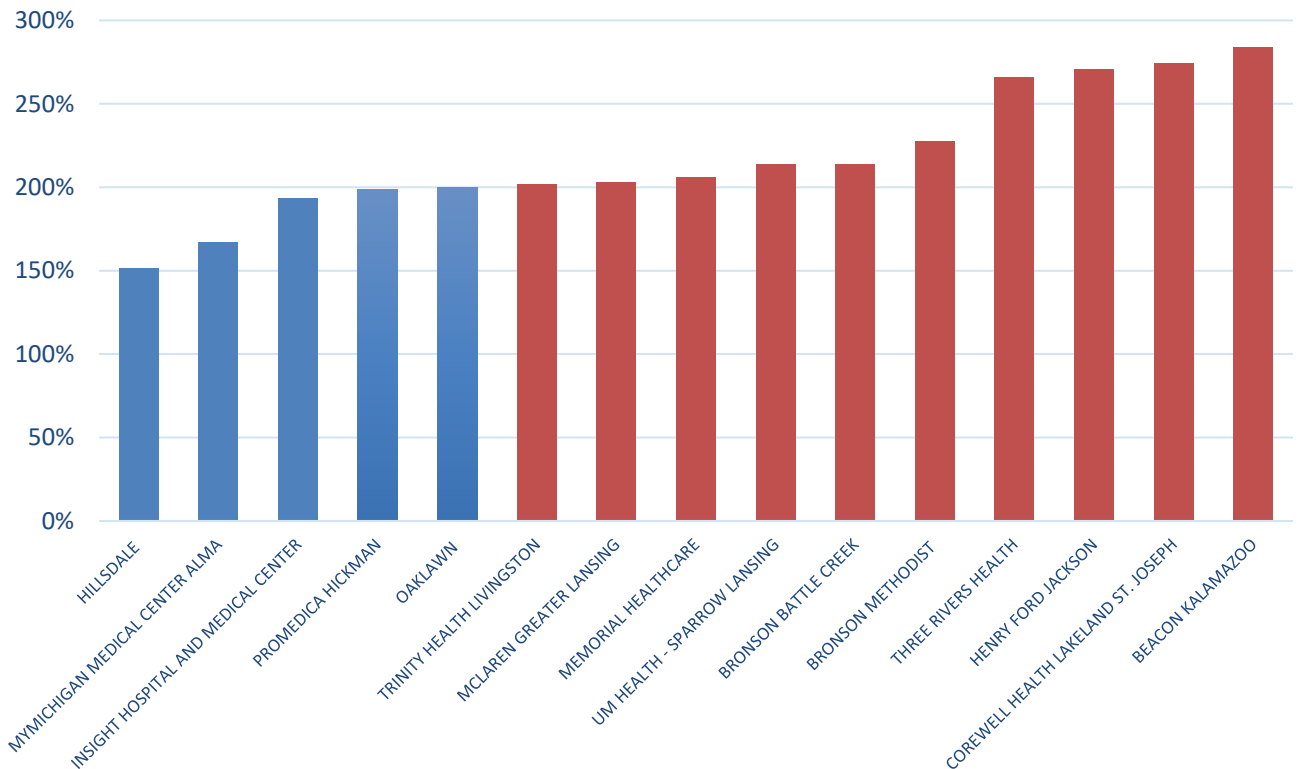
Are Hospitals Charging Commercial Payers a Fair Price?

The RAND 5.1 Hospital Price Transparency studies Michigan’s all-payer claims database and data from large self-funded purchasers to calculate the commercial price, an average commercial reimbursement rates relative to Medicare for all hospitals in the state from 2020-2022. The commercial price for hospitals can be evaluated with two key questions.

Question 1: Is the commercial price within the “fair price” range?

The National Alliance of Healthcare Purchaser Coalitions found that a “fair price” for hospital rates for privately insured patients is 140% - 200% of Medicare rates for the same services, which allows for a “reasonable markup from verifiable costs.” A commercial price outside of the fair price range (greater than 200%) can indicate inefficiency, adverse payer mix, or excess profits. The average commercial price across hospitals in this region was 218% in 2024. Ten hospitals (those with red bars in the graph above) had a commercial price over 200% of Medicare. Commercial payers paid these hospitals over double what Medicare would reimburse them for the same services and procedures.

Commercial Price, as a Percent of Medicare Reimbursement Rates



PRICE VS BREAK EVEN

Commercial Prices Higher Than Needed to Cover Hospital Costs

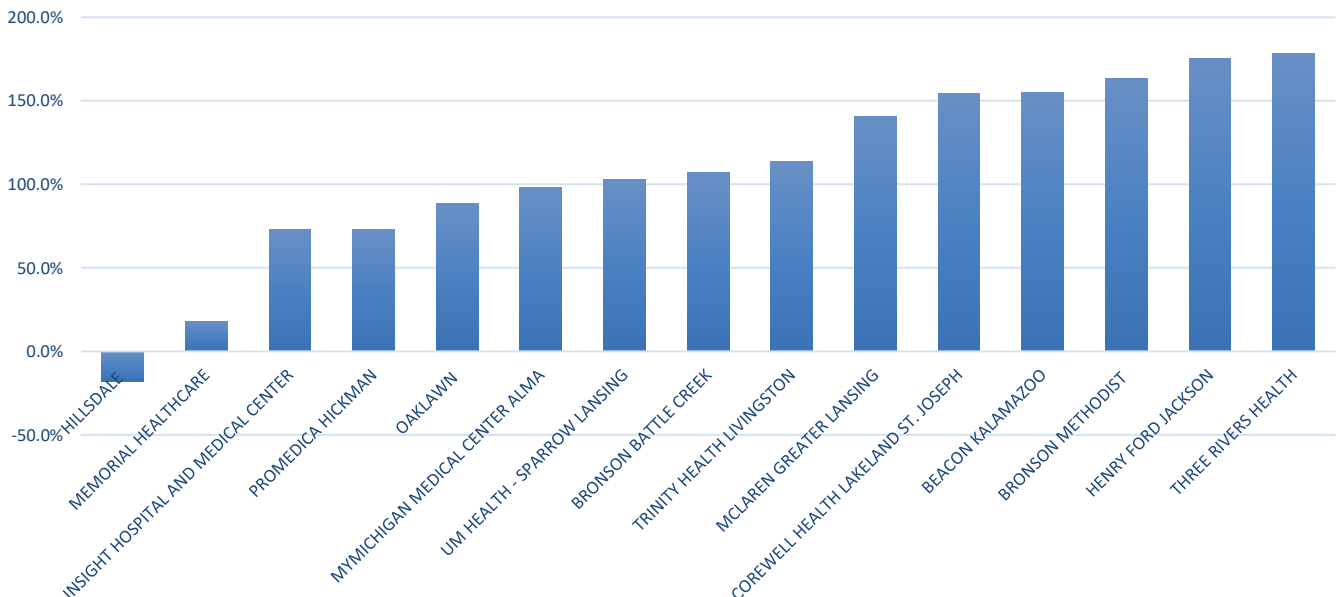
Question 2: How does the commercial price compare to the commercial breakeven?

If the commercial price exceeds the fair price range, is it because the commercial breakeven (the lowest price that the hospital could have charged its commercial payers and achieved break-even across all payer types) was also outside of the fair price range? A large difference between commercial price and commercial breakeven indicates that a hospital could accept lower prices from commercial payers and still cover all of their expenses across all payer types and business lines.

No hospitals in this region had a 2024 commercial breakeven higher than 200%. This means most hospitals would have been able to cover all 2024 expenses by charging commercial payers less than 200% of Medicare, even with the loss on patients with Medicare and/or Medicaid. However, ten hospitals had commercial prices over 200% of their Medicare rates, indicating a disproportionate number of hospitals charging higher commercial rates.

Nine out of 15 hospitals with data on both commercial price and commercial breakeven had a difference of over 100% between their commercial price and their commercial breakeven. This data weakens the claims that high commercial pricing is necessary to ensure Michigan hospital sustainability. To note, Hillsdale Hospital had a negative difference between the hospitals commercial price and commercial breakeven.

Difference Between Commercial Price and 2024 Commercial Breakeven, as a Percent of Medicare Reimbursement Rates



Together, quality and price metrics provide insight into hospital value. In the graph below, the x-axis represents commercial price, increasing from left to right. The y-axis represents CMS Overall Star Rating, increasing in quality from bottom to top. Value increases towards the upper left corner of the graph, as price decreases and quality of care increases. Value decreases towards the bottom right corner.

The majority of hospitals in this region fall into the two high-quality quadrants, with a mix between low value and high value. This variation shows that similar quality ratings can be associated with substantially different commercial prices, suggesting there may be opportunities to identify hospitals that provide comparable or better quality at a lower cost.

2024 CMS Overall Star Rating and RAND 5.1 Commercial Price

Michigan Region 1 and Region 5 hospitals with both CMS star rating and RAND 5.1 pricing data



CONCLUSION

Hospitals across Central and Southwest Michigan generally demonstrate strong performance on broad quality measures, but the results also reveal meaningful patient safety concerns and substantial variation among facilities. High CMS Star Ratings across much of the region are encouraging, yet elevated postoperative sepsis rates, mixed Leapfrog Safety Grades, and hospital-specific infection concerns indicate that continued attention to preventable harm remains necessary.

The region's financial results raise equally important questions about healthcare affordability. Collectively, hospitals generated a 25% operating margin in 2024, while commercial prices averaged 218% of Medicare. In many cases, the prices paid by employers and privately insured patients were substantially higher than the estimated amounts hospitals needed to cover their costs. These findings suggest that high commercial prices cannot be explained solely by financial instability or the cost of maintaining hospital operations.

The wide differences in price among hospitals with comparable quality ratings also reinforce that price and quality are not consistently aligned. Some hospitals provide strong quality at prices within or near the fair-price range, while others receive significantly higher commercial payments without evidence of proportionately better outcomes.

For employers, workers, and other healthcare purchasers, these findings underscore the importance of evaluating both quality and price when assessing hospital value. Greater transparency into hospital finances, commercial pricing, and quality outcomes can help purchasers make more informed decisions and encourage competition based on value rather than price alone.

Ultimately, improving healthcare affordability will require greater alignment between the prices hospitals charge and the value they deliver. Hospitals that consistently provide high-quality, safe care at reasonable prices should be rewarded, while continued attention should be given to reducing unwarranted price variation and improving quality across the region. Strengthening both transparency and accountability can help ensure that healthcare dollars produce better outcomes for patients while reducing unnecessary costs for employers and families.



9 hospitals had a difference of more than 100 percentage points between their commercial price and their commercial break-even level, weakening the claim that high commercial prices are necessary to sustain Michigan hospitals.



The majority of hospitals in this region fall into the two high-quality quadrants.



APPENDIX



HOSPITAL INDUSTRY REPORT

- Hospital Rate Cards: Southwest and Central Lower Michigan
- Definitions
- Sources

ABOUT THE REPORT

This report brings together public quality, patient safety, hospital finance, commercial price, and value metrics to support purchaser and policy discussions about hospital affordability and performance in the state of Michigan.

There are five regional reports, based on the Michigan Association for Local Public Health (MALPH) State Health Assessment regions. To account for the number of hospitals in each area and the availability of data, some regions were combined as follows:

Regions 1 and 5: Southwest and Central Lower Peninsula

Region 2S and 2N: Southeast Michigan - Metro Detroit

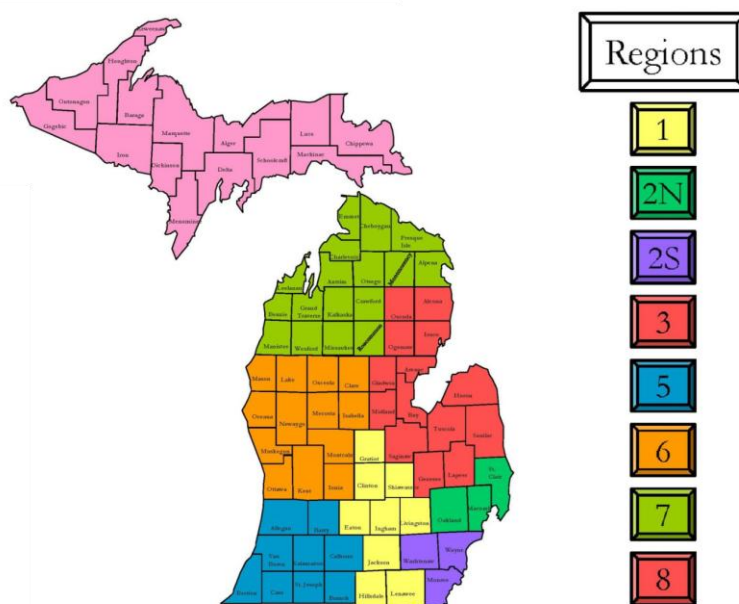
Region 3: Saginaw Valley-Flint-Thumb Region

Region 6 and 7: Grand Rapids-Traverse City-Northern Michigan

Region 8: Upper Peninsula

Hospitals within a region may not appear in every chart if data for a specific measure are missing or unavailable.

The appendix includes the complete list of hospitals assigned to each region, including hospitals that may not appear in every measure-specific chart. It also includes a QR code linking to a one-page snapshot for each Michigan hospital with available data.



MICHIGAN HOSPITAL RATE CARD

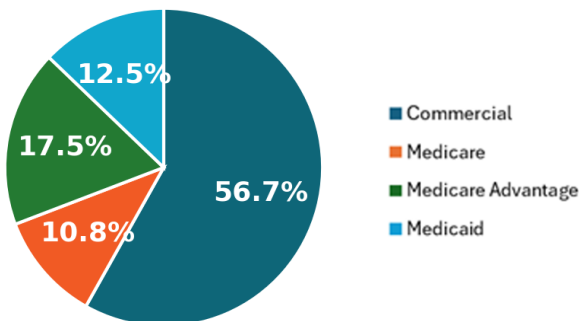
Key financial, quality and safety and market insights using 2024 data

BEACON ALLEGAN

HOSPITAL SNAPSHOT

SYSTEM:	Beacon Health System
COUNTY/CITY:	Allegan / Allegan
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	21.5%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	73 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	82 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

16.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

104.2%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$38.5M
OPERATING EXPENSES	\$33.4M
HOSPITAL OPERATING COSTS	\$32.1M
OPERATING PROFIT (LOSS)	\$6.3M
NET INCOME (LOSS)	\$6.3M
NET PROFIT MARGIN	16.4%
COMMERCIAL OPERATING PROFIT MARGIN	34.5%
MEDICARE OPERATING PROFIT MARGIN	4.6%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	-148.4%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

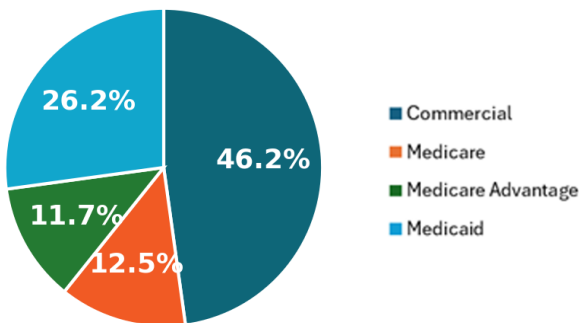
Key financial, quality and safety and market insights using 2024 data

BEACON DOWAGIAC

HOSPITAL SNAPSHOT

SYSTEM:	Beacon Health System
COUNTY/CITY:	Cass / Dowagiac
TYPE:	Critical access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	15.8%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	115 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	111 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

-2.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

136.1%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$17.3M
OPERATING EXPENSES	\$18.5M
HOSPITAL OPERATING COSTS	\$17.7M
OPERATING PROFIT (LOSS)	-\$0.4M
NET INCOME (LOSS)	-\$0.6M
NET PROFIT MARGIN	-3.6%
COMMERCIAL OPERATING PROFIT MARGIN	29.7%
MEDICARE OPERATING PROFIT MARGIN	3.0%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	-202.7%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

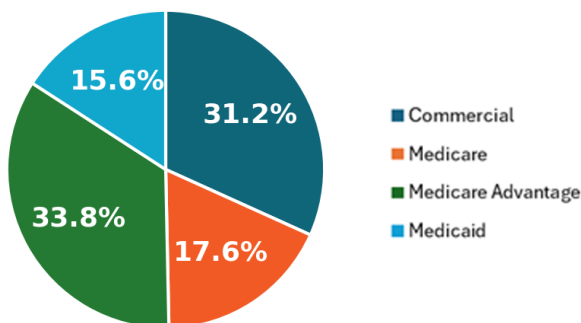
Key financial, quality and safety and market insights using 2024 data

BEACON KALAMAZOO

HOSPITAL SNAPSHOT

SYSTEM:	Beacon Health System
COUNTY/CITY:	Kalamazoo / Kalamazoo
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	236
INPATIENT OCCUPANCY:	54.2%
340B STATUS:	Active, start year 2024

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	120 out of 125
COMMERCIAL PRICE RANK	58 out of 61
COMMERICAL BREAKEVEN RANK	109 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

-6.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

283.5%

COMMERCIAL
BREAKEVEN

129.2%

PRICE
BREAKEVEN GAP

154.8%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$360.3M
OPERATING EXPENSES	\$484.5M
HOSPITAL OPERATING COSTS	\$384.7M
OPERATING PROFIT (LOSS)	-\$24.4M
NET INCOME (LOSS)	-\$107.8M
NET PROFIT MARGIN	-29.9%
COMMERCIAL OPERATING PROFIT MARGIN	-24.3%
MEDICARE OPERATING PROFIT MARGIN	-2.1%
MEDICARE ADV OPERATING PROFIT MARGIN	11.2%
MEDICAID OPERATING PROFIT MARGIN	-21.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	1.13
C. DIFF (1.0 or lower is better)	0.45
CAUTI (1.0 or lower is better)	0.00
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	4.64

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

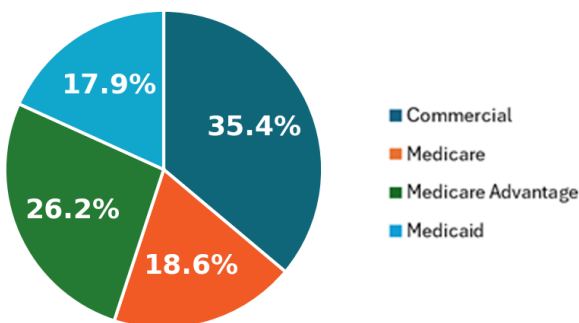
Key financial, quality and safety and market insights using 2024 data

BRONSON BATTLE CREEK

HOSPITAL SNAPSHOT

SYSTEM:	Bronson Healthcare Group
COUNTY/CITY:	Calhoun / Battle Creek
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	139
INPATIENT OCCUPANCY:	71.2%
340B STATUS:	Active, start year 2008

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	89 out of 125
COMMERCIAL PRICE RANK	36 out of 61
COMMERICAL BREAKEVEN RANK	86 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

10.9%

COMMERCIAL PRICE
(ABOVE MEDICARE)

214.0%

COMMERCIAL
BREAKEVEN

106.9%

PRICE
BREAKEVEN GAP

107.1%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$293.9M
OPERATING EXPENSES	\$339.2M
HOSPITAL OPERATING COSTS	\$261.7M
OPERATING PROFIT (LOSS)	\$32.1M
NET INCOME (LOSS)	-\$1.9M
NET PROFIT MARGIN	-0.6%
COMMERCIAL OPERATING PROFIT MARGIN	26.8%
MEDICARE OPERATING PROFIT MARGIN	-4.3%
MEDICARE ADV OPERATING PROFIT MARGIN	4.3%
MEDICAID OPERATING PROFIT MARGIN	4.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	1.99
C. DIFF (1.0 or lower is better)	0.14
CAUTI (1.0 or lower is better)	0.71
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.77

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

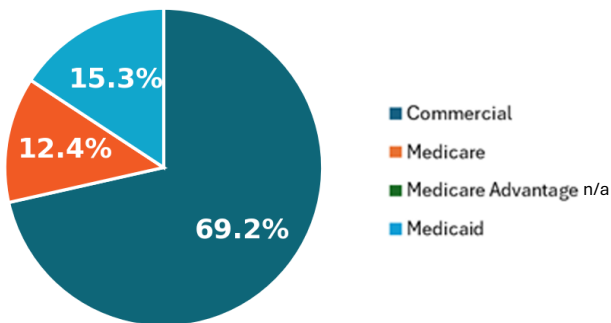
Key financial, quality and safety and market insights using 2024 data

BRONSON LAKEVIEW

HOSPITAL SNAPSHOT

SYSTEM:	Bronson Healthcare Group
COUNTY/CITY:	Van Buren / Paw Paw
TYPE:	Critical Access
URBAN/RURAL:	Urban
BEDS:	16
INPATIENT OCCUPANCY:	52.7%
340B STATUS:	Active, start year 2011

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	19 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	58 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

28.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

93.9%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$83.4M
OPERATING EXPENSES	\$67.1M
HOSPITAL OPERATING COSTS	\$59.6M
OPERATING PROFIT (LOSS)	\$23.8M
NET INCOME (LOSS)	\$20.5M
NET PROFIT MARGIN	24.7%
COMMERCIAL OPERATING PROFIT MARGIN	36.7%
MEDICARE OPERATING PROFIT MARGIN	4.5%
MEDICARE ADV OPERATING PROFIT MARGIN	N/A
MEDICAID OPERATING PROFIT MARGIN	16.2%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

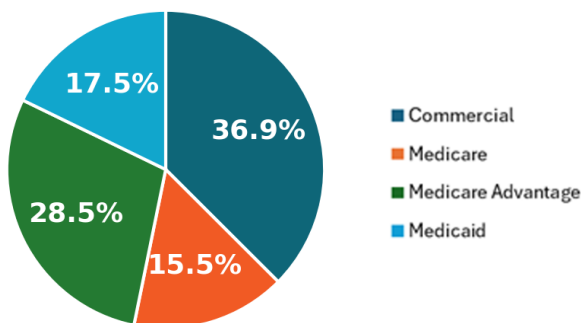
Key financial, quality and safety and market insights using 2024 data

BRONSON METHODIST

HOSPITAL SNAPSHOT

SYSTEM:	Bronson Healthcare Group
COUNTY/CITY:	Kalamazoo / Kalamazoo
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	415
INPATIENT OCCUPANCY:	82.0%
340B STATUS:	Active, start year 2004

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	21 out of 125
COMMERCIAL PRICE RANK	45 out of 61
COMMERICAL BREAKEVEN RANK	22 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

27.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

227.4%

COMMERCIAL
BREAKEVEN

63.4%

PRICE
BREAKEVEN GAP

163.6%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$1,212.5M
OPERATING EXPENSES	\$1,259.4M
HOSPITAL OPERATING COSTS	\$875.6M
OPERATING PROFIT (LOSS)	\$336.9M
NET INCOME (LOSS)	\$101.6M
NET PROFIT MARGIN	8.4%
COMMERCIAL OPERATING PROFIT MARGIN	47.5%
MEDICARE OPERATING PROFIT MARGIN	1.7%
MEDICARE ADV OPERATING PROFIT MARGIN	11.5%
MEDICAID OPERATING PROFIT MARGIN	8.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	0.94
C. DIFF (1.0 or lower is better)	0.49
CAUTI (1.0 or lower is better)	0.67
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.27

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

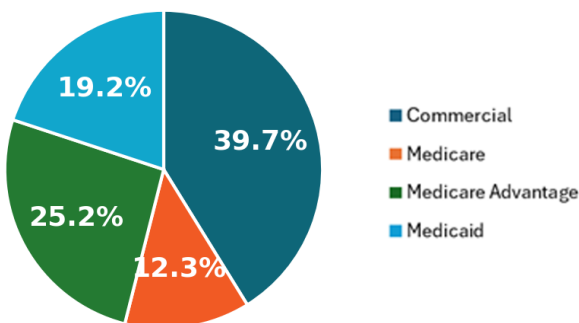
Key financial, quality and safety and market insights using 2024 data

BRONSON SOUTH HAVEN

HOSPITAL SNAPSHOT

SYSTEM:	Bronson Healthcare Group
COUNTY/CITY:	Van Buren / South Haven
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	8
INPATIENT OCCUPANCY:	61.4%
340B STATUS:	Active, start year 2009

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	62 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	19 out of 122

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EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

18.7%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

60.8%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$40.6M
OPERATING EXPENSES	\$42.4M
HOSPITAL OPERATING COSTS	\$33.1M
OPERATING PROFIT (LOSS)	\$7.6M
NET INCOME (LOSS)	\$1.2M
NET PROFIT MARGIN	3.1%
COMMERCIAL OPERATING PROFIT MARGIN	28.2%
MEDICARE OPERATING PROFIT MARGIN	-3.2%
MEDICARE ADV OPERATING PROFIT MARGIN	2.6%
MEDICAID OPERATING PROFIT MARGIN	35.4%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

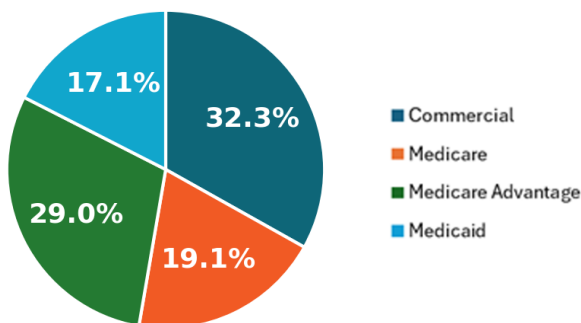
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH LAKELAND ST. JOSEPH

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Berrien / St. Joseph
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	225
INPATIENT OCCUPANCY:	60.7%
340B STATUS:	Active, start year 2004

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	N/A out of 125
COMMERCIAL PRICE RANK	57 out of 61
COMMERICAL BREAKEVEN RANK	96 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

N/A

COMMERCIAL PRICE
(ABOVE MEDICARE)

274.0%

COMMERCIAL
BREAKEVEN

119.4%

PRICE
BREAKEVEN GAP

154.6%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	N/A
OPERATING EXPENSES	\$537.5M
HOSPITAL OPERATING COSTS	\$408.0M
OPERATING PROFIT (LOSS)	N/A
NET INCOME (LOSS)	N/A
NET PROFIT MARGIN	N/A
COMMERCIAL OPERATING PROFIT MARGIN	100.0%
MEDICARE OPERATING PROFIT MARGIN	2.2%
MEDICARE ADV OPERATING PROFIT MARGIN	11.0%
MEDICAID OPERATING PROFIT MARGIN	23.1%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	0.37
C. DIFF (1.0 or lower is better)	0.24
CAUTI (1.0 or lower is better)	1.25
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.33

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

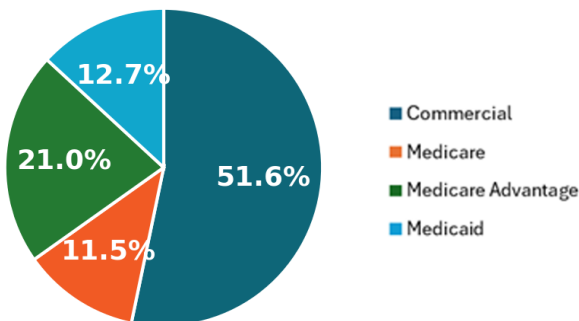
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH PENNOCK

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Barry / Hastings
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	54.7%
340B STATUS:	Active, start year 2019

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	8 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	83 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

31.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

105.1%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$118.3M
OPERATING EXPENSES	\$106.2M
HOSPITAL OPERATING COSTS	\$80.7M
OPERATING PROFIT (LOSS)	\$37.6M
NET INCOME (LOSS)	\$15.4M
NET PROFIT MARGIN	13.0%
COMMERCIAL OPERATING PROFIT MARGIN	45.1%
MEDICARE OPERATING PROFIT MARGIN	4.2%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	26.1%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.76
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

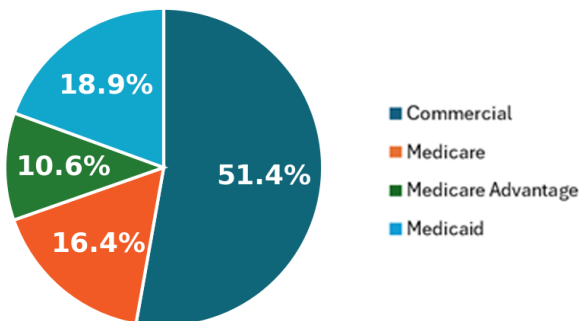
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH WATERVLIET

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Berrien / Watervliet
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	26
INPATIENT OCCUPANCY:	0.1%
340B STATUS:	Not Active

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	33 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	74 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

24.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

100.4%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$53.9M
OPERATING EXPENSES	\$47.4M
HOSPITAL OPERATING COSTS	\$40.8M
OPERATING PROFIT (LOSS)	\$13.2M
NET INCOME (LOSS)	\$7.1M
NET PROFIT MARGIN	13.2%
COMMERCIAL OPERATING PROFIT MARGIN	40.1%
MEDICARE OPERATING PROFIT MARGIN	4.3%
MEDICARE ADV OPERATING PROFIT MARGIN	9.0%
MEDICAID OPERATING PROFIT MARGIN	-9.1%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

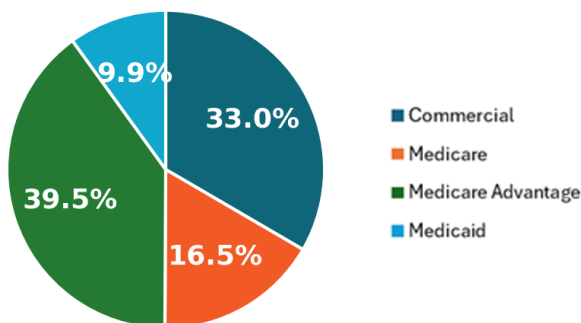
Key financial, quality and safety and market insights using 2024 data

EATON RAPIDS MEDICAL CENTER

HOSPITAL SNAPSHOT

SYSTEM:	Independent
COUNTY/CITY:	Eaton / Eaton Rapids
TYPE:	Critical Access
URBAN/RURAL:	Urban
BEDS:	20
INPATIENT OCCUPANCY:	22.5%
340B STATUS:	Active, start year 2017

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	47 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	30 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

21.7%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

70.7%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$40.3M
OPERATING EXPENSES	\$39.6M
HOSPITAL OPERATING COSTS	\$31.6M
OPERATING PROFIT (LOSS)	\$8.7M
NET INCOME (LOSS)	\$3.2M
NET PROFIT MARGIN	8.1%
COMMERCIAL OPERATING PROFIT MARGIN	39.0%
MEDICARE OPERATING PROFIT MARGIN	4.3%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	30.5%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

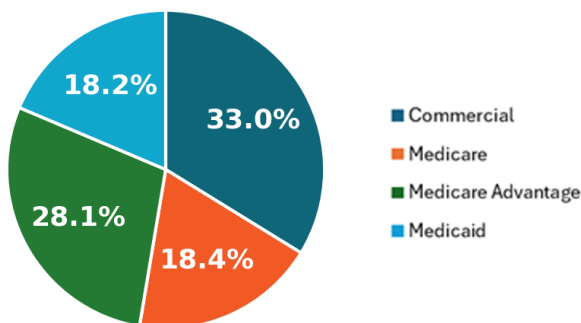
Key financial, quality and safety and market insights using 2024 data

HENRY FORD JACKSON

HOSPITAL SNAPSHOT

SYSTEM:	Henry Ford Health
COUNTY/CITY:	Jackson / Jackson
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	356
INPATIENT OCCUPANCY:	59.1%
340B STATUS:	Active, start year 2011

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	17 out of 125
COMMERCIAL PRICE RANK	55 out of 61
COMMERICAL BREAKEVEN RANK	59 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

28.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

270.5%

COMMERCIAL
BREAKEVEN

94.6%

PRICE
BREAKEVEN GAP

175.4%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$792.3M
OPERATING EXPENSES	\$791.6M
HOSPITAL OPERATING COSTS	\$563.9M
OPERATING PROFIT (LOSS)	\$228.4M
NET INCOME (LOSS)	\$119.2M
NET PROFIT MARGIN	15.0%
COMMERCIAL OPERATING PROFIT MARGIN	52.0%
MEDICARE OPERATING PROFIT MARGIN	-0.2%
MEDICARE ADV OPERATING PROFIT MARGIN	10.1%
MEDICAID OPERATING PROFIT MARGIN	24.2%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	0.00
C. DIFF (1.0 or lower is better)	0.61
CAUTI (1.0 or lower is better)	0.00
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	4.55

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

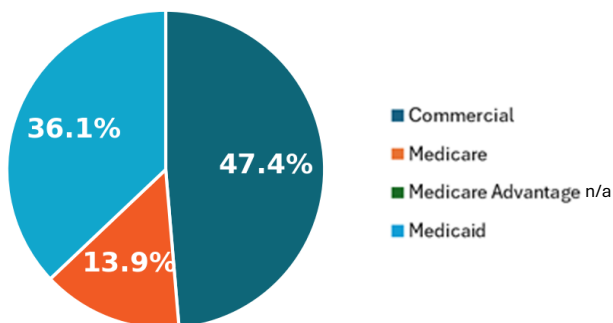
Key financial, quality and safety and market insights using 2024 data

HILLSDALE HOSPITAL

HOSPITAL SNAPSHOT

SYSTEM:	Independent
COUNTY/CITY:	Hillsdale / Hillsdale
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	44
INPATIENT OCCUPANCY:	24.5%
340B STATUS:	Active, start year 2012

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	65 out of 125
COMMERCIAL PRICE RANK	4 out of 61
COMMERICAL BREAKEVEN RANK	117 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

18.0%

COMMERCIAL PRICE
(ABOVE MEDICARE)

151.3%

COMMERCIAL
BREAKEVEN

168.8%

PRICE
BREAKEVEN GAP

-17.8%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$86.0M
OPERATING EXPENSES	\$86.8M
HOSPITAL OPERATING COSTS	\$70.5M
OPERATING PROFIT (LOSS)	\$15.5M
NET INCOME (LOSS)	\$4.0M
NET PROFIT MARGIN	4.7%
COMMERCIAL OPERATING PROFIT MARGIN	52.3%
MEDICARE OPERATING PROFIT MARGIN	-8.8%
MEDICARE ADV OPERATING PROFIT MARGIN	N/A
MEDICAID OPERATING PROFIT MARGIN	-246.0%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	N/A
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.16

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

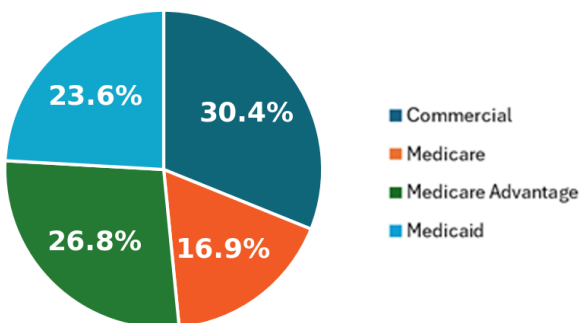
Key financial, quality and safety and market insights using 2024 data

INSIGHT HOSPITAL AND MEDICAL CENTER

HOSPITAL SNAPSHOT

SYSTEM:	ProMedica
COUNTY/CITY:	Branch / Coldwater
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	75
INPATIENT OCCUPANCY:	35.3%
340B STATUS:	Active, start year 2015

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	1 out of 125
COMMERCIAL PRICE RANK	21 out of 61
COMMERICAL BREAKEVEN RANK	100 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

76.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

193.5%

COMMERCIAL
BREAKEVEN

120.9%

PRICE
BREAKEVEN GAP

73.1%

CMS STARS

★★★★☆

3

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$272.4M
OPERATING EXPENSES	\$82.2M
HOSPITAL OPERATING COSTS	\$64.3M
OPERATING PROFIT (LOSS)	\$208.1M
NET INCOME (LOSS)	\$191.2M
NET PROFIT MARGIN	70.2%
COMMERCIAL OPERATING PROFIT MARGIN	91.2%
MEDICARE OPERATING PROFIT MARGIN	1.5%
MEDICARE ADV OPERATING PROFIT MARGIN	8.4%
MEDICAID OPERATING PROFIT MARGIN	-6.6%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	3
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	1.21
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.44

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

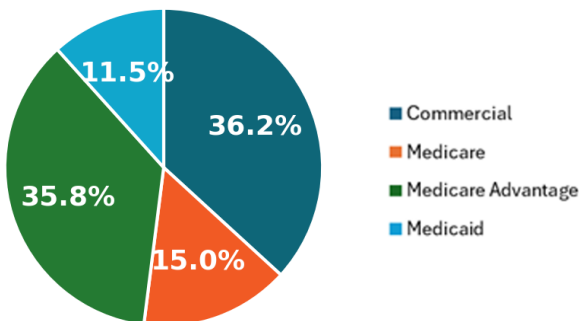
Key financial, quality and safety and market insights using 2024 data

MCLAREN GREATER LANSING

HOSPITAL SNAPSHOT

SYSTEM:	McLaren Health Care Corporation
COUNTY/CITY:	Ingham / Lansing
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	192
INPATIENT OCCUPANCY:	69.7%
340B STATUS:	Active, start year 2016

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	76 out of 125
COMMERCIAL PRICE RANK	29 out of 61
COMMERICAL BREAKEVEN RANK	20 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

15.6%

COMMERCIAL PRICE
(ABOVE MEDICARE)

202.6%

COMMERCIAL
BREAKEVEN

62.1%

PRICE
BREAKEVEN GAP

140.9%

CMS STARS

★★★★☆

2

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$459.1M
OPERATING EXPENSES	\$477.8M
HOSPITAL OPERATING COSTS	\$387.6M
OPERATING PROFIT (LOSS)	\$71.4M
NET INCOME (LOSS)	\$46.7M
NET PROFIT MARGIN	10.2%
COMMERCIAL OPERATING PROFIT MARGIN	21.9%
MEDICARE OPERATING PROFIT MARGIN	5.6%
MEDICARE ADV OPERATING PROFIT MARGIN	20.5%
MEDICAID OPERATING PROFIT MARGIN	5.3%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	2
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	0.67
C. DIFF (1.0 or lower is better)	0.63
CAUTI (1.0 or lower is better)	0.45
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.37

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

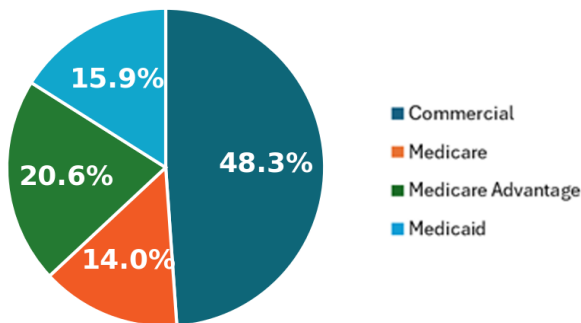
Key financial, quality and safety and market insights using 2024 data

MEMORIAL HEALTHCARE

HOSPITAL SNAPSHOT

SYSTEM:	Memorial Healthcare
COUNTY/CITY:	Shiawassee / Owosso
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	113
INPATIENT OCCUPANCY:	40.5%
340B STATUS:	Active, start year 2014

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	11 out of 125
COMMERCIAL PRICE RANK	31 out of 61
COMMERICAL BREAKEVEN RANK	119 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

31.1%

COMMERCIAL PRICE
(ABOVE MEDICARE)

205.9%

COMMERCIAL
BREAKEVEN

188.4%

PRICE
BREAKEVEN GAP

17.6%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$325.9M
OPERATING EXPENSES	\$327.0M
HOSPITAL OPERATING COSTS	\$224.5M
OPERATING PROFIT (LOSS)	\$101.4M
NET INCOME (LOSS)	\$12.5M
NET PROFIT MARGIN	3.8%
COMMERCIAL OPERATING PROFIT MARGIN	54.5%
MEDICARE OPERATING PROFIT MARGIN	-15.8%
MEDICARE ADV OPERATING PROFIT MARGIN	-7.3%
MEDICAID OPERATING PROFIT MARGIN	-86.7%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.38
CAUTI (1.0 or lower is better)	0.00
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.18

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

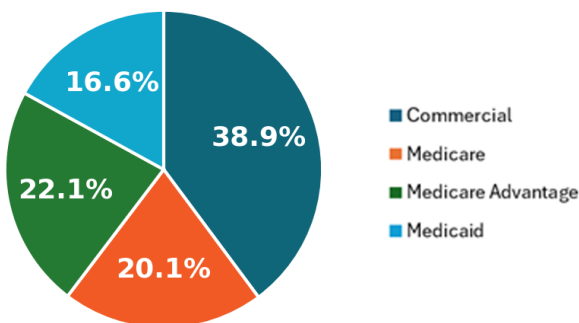
Key financial, quality and safety and market insights using 2024 data

MYMICHIGAN MEDICAL CENTER ALMA

HOSPITAL SNAPSHOT

SYSTEM:	MyMichigan
COUNTY/CITY:	Gratiot / Alma
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	35
INPATIENT OCCUPANCY:	93.2%
340B STATUS:	Active, start year 2014

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	72 out of 125
COMMERCIAL PRICE RANK	6 out of 61
COMMERICAL BREAKEVEN RANK	27 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

16.6%

COMMERCIAL PRICE
(ABOVE MEDICARE)

167.2%

COMMERCIAL
BREAKEVEN

68.8%

PRICE
BREAKEVEN GAP

98.2%

CMS STARS

★★★★☆

3

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$144.3M
OPERATING EXPENSES	\$151.1M
HOSPITAL OPERATING COSTS	\$120.3M
OPERATING PROFIT (LOSS)	\$24.0M
NET INCOME (LOSS)	\$2.7M
NET PROFIT MARGIN	1.9%
COMMERCIAL OPERATING PROFIT MARGIN	21.9%
MEDICARE OPERATING PROFIT MARGIN	16.1%
MEDICARE ADV OPERATING PROFIT MARGIN	22.5%
MEDICAID OPERATING PROFIT MARGIN	9.5%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	3
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.00
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.23

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

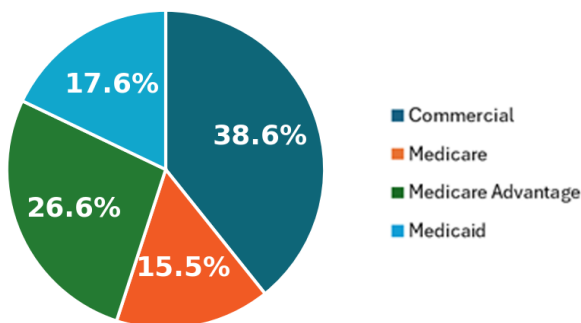
Key financial, quality and safety and market insights using 2024 data

OAKLAWN HOSPITAL

HOSPITAL SNAPSHOT

SYSTEM:	Oaklawn Hospital
COUNTY/CITY:	Calhoun / Marshall
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	78
INPATIENT OCCUPANCY:	35.3%
340B STATUS:	Active, start year 2011

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	37 out of 125
COMMERCIAL PRICE RANK	25 out of 61
COMMERICAL BREAKEVEN RANK	92 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

23.2%

COMMERCIAL PRICE
(ABOVE MEDICARE)

200.0%

COMMERCIAL
BREAKEVEN

111.6%

PRICE
BREAKEVEN GAP

88.4%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$173.6M
OPERATING EXPENSES	\$178.7M
HOSPITAL OPERATING COSTS	\$133.4M
OPERATING PROFIT (LOSS)	\$40.2M
NET INCOME (LOSS)	\$11.6M
NET PROFIT MARGIN	6.7%
COMMERCIAL OPERATING PROFIT MARGIN	51.2%
MEDICARE OPERATING PROFIT MARGIN	-23.3%
MEDICARE ADV OPERATING PROFIT MARGIN	-14.3%
MEDICAID OPERATING PROFIT MARGIN	-19.4%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	1.14
CAUTI (1.0 or lower is better)	0.00
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.11

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

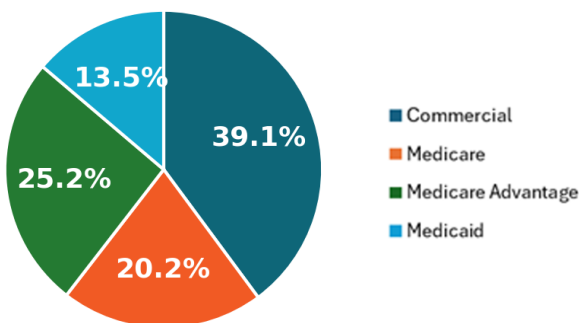
Key financial, quality and safety and market insights using 2024 data

PROMEDICA HICKMAN

HOSPITAL SNAPSHOT

SYSTEM:	ProMedica
COUNTY/CITY:	Lenawee / Adrian
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	58
INPATIENT OCCUPANCY:	52.5%
340B STATUS:	Active, start year 2019

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	35 out of 125
COMMERCIAL PRICE RANK	24 out of 61
COMMERICAL BREAKEVEN RANK	105 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

24.1%

COMMERCIAL PRICE
(ABOVE MEDICARE)

198.5%

COMMERCIAL
BREAKEVEN

125.3%

PRICE
BREAKEVEN GAP

73.2%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$146.9M
OPERATING EXPENSES	\$121.7M
HOSPITAL OPERATING COSTS	\$111.5M
OPERATING PROFIT (LOSS)	\$35.4M
NET INCOME (LOSS)	\$17.6M
NET PROFIT MARGIN	12.0%
COMMERCIAL OPERATING PROFIT MARGIN	44.8%
MEDICARE OPERATING PROFIT MARGIN	3.7%
MEDICARE ADV OPERATING PROFIT MARGIN	10.7%
MEDICAID OPERATING PROFIT MARGIN	5.8%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	1.16
CAUTI (1.0 or lower is better)	0.00
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.25

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

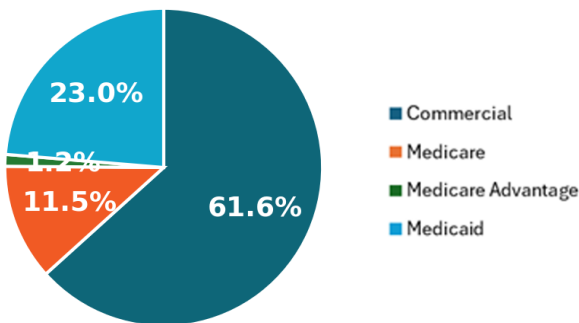
Key financial, quality and safety and market insights using 2024 data

THREE RIVERS HEALTH

HOSPITAL SNAPSHOT

SYSTEM:	Beacon Health System
COUNTY/CITY:	St. Joseph / Three Rivers
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	48
INPATIENT OCCUPANCY:	20.6%
340B STATUS:	Active, start year 2011

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	20 out of 125
COMMERCIAL PRICE RANK	53 out of 61
COMMERICAL BREAKEVEN RANK	49 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

27.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

265.6%

COMMERCIAL
BREAKEVEN

87.7%

PRICE
BREAKEVEN GAP

178.3%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$72.1M
OPERATING EXPENSES	\$68.9M
HOSPITAL OPERATING COSTS	\$52.0M
OPERATING PROFIT (LOSS)	\$20.1M
NET INCOME (LOSS)	\$6.6M
NET PROFIT MARGIN	9.1%
COMMERCIAL OPERATING PROFIT MARGIN	33.6%
MEDICARE OPERATING PROFIT MARGIN	10.5%
MEDICARE ADV OPERATING PROFIT MARGIN	15.0%
MEDICAID OPERATING PROFIT MARGIN	26.2%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.00
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

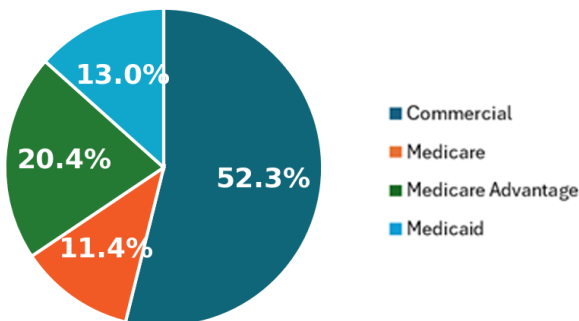
Key financial, quality and safety and market insights using 2024 data

UM HEALTH - SPARROW IONIA

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Ionia / Ionia
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	22
INPATIENT OCCUPANCY:	24.1%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	24 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	63 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

27.2%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

95.5%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★★

5

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$71.4M
OPERATING EXPENSES	\$59.2M
HOSPITAL OPERATING COSTS	\$51.9M
OPERATING PROFIT (LOSS)	\$19.4M
NET INCOME (LOSS)	\$14.1M
NET PROFIT MARGIN	19.7%
COMMERCIAL OPERATING PROFIT MARGIN	42.7%
MEDICARE OPERATING PROFIT MARGIN	5.9%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	1.5%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.00
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

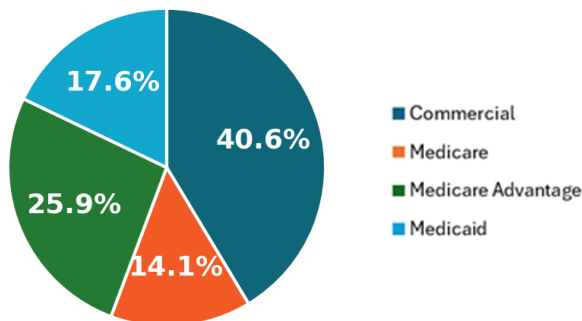
Key financial, quality and safety and market insights using 2024 data

UM HEALTH - SPARROW LANSING

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Ingham / Lansing
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	452
INPATIENT OCCUPANCY:	78.2%
340B STATUS:	Active, start year 2004

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	31 out of 125
COMMERCIAL PRICE RANK	36 out of 61
COMMERICAL BREAKEVEN RANK	91 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

26.3%

COMMERCIAL PRICE
(ABOVE MEDICARE)

213.8%

COMMERCIAL
BREAKEVEN

111.1%

PRICE
BREAKEVEN GAP

102.9%

CMS STARS

★★★★☆

2

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$1,143.2M
OPERATING EXPENSES	\$1,209.2M
HOSPITAL OPERATING COSTS	\$843.0M
OPERATING PROFIT (LOSS)	\$300.2M
NET INCOME (LOSS)	\$1.0M
NET PROFIT MARGIN	0.1%
COMMERCIAL OPERATING PROFIT MARGIN	41.8%
MEDICARE OPERATING PROFIT MARGIN	4.4%
MEDICARE ADV OPERATING PROFIT MARGIN	16.5%
MEDICAID OPERATING PROFIT MARGIN	13.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	2
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	0.44
C. DIFF (1.0 or lower is better)	0.65
CAUTI (1.0 or lower is better)	0.30
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.51

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

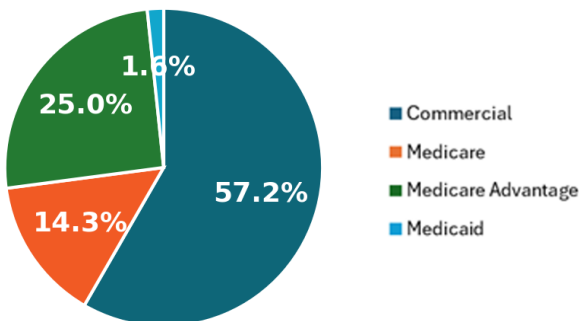
Key financial, quality and safety and market insights using 2024 data

UM HEALTH - SPARROW CLINTON

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Clinton / St. Johns
TYPE:	Critical Access
URBAN/RURAL:	Urban
BEDS:	25
INPATIENT OCCUPANCY:	31.3%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	3 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	N/A out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

38.6%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

N/A

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★★

5

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$71.7M
OPERATING EXPENSES	\$58.3M
HOSPITAL OPERATING COSTS	\$44.0M
OPERATING PROFIT (LOSS)	\$27.7M
NET INCOME (LOSS)	\$28.5M
NET PROFIT MARGIN	39.7%
COMMERCIAL OPERATING PROFIT MARGIN	22.8%
MEDICARE OPERATING PROFIT MARGIN	3.5%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	96.7%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.82
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

MICHIGAN HOSPITAL RATE CARD

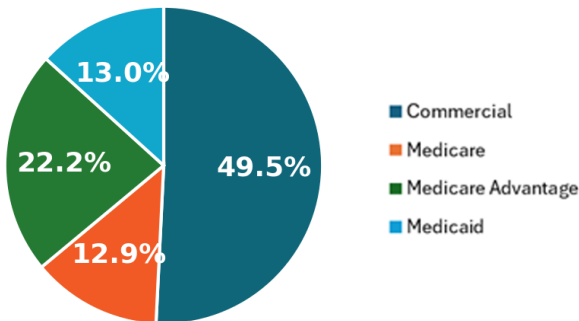
Key financial, quality and safety and market insights using 2024 data

UM HEALTH - SPARROW EATON

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Eaton / Charlotte
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	29.9%
340B STATUS:	Active, start year 2011

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	4 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	31 out of 122

Scan the QR code to access the full report, definitions, and data resource or go to mihpc.org.

EXECUTIVE SCORECARD

OPERATING
PROFIT MARGIN

37.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

70.7%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$83.8M
OPERATING EXPENSES	\$69.9M
HOSPITAL OPERATING COSTS	\$52.4M
OPERATING PROFIT (LOSS)	\$31.5M
NET INCOME (LOSS)	\$20.6M
NET PROFIT MARGIN	24.6%
COMMERCIAL OPERATING PROFIT MARGIN	56.1%
MEDICARE OPERATING PROFIT MARGIN	2.1%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	18.8%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	N/A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.65
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	N/A

Commercial Breakeven is the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across payers and services, without profit.

Commercial Price (Above Medicare) is the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data.

Price-Breakeven Gap is RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

Operating Profit Margin (OPM) is Operating Profit (Loss) divided by Net Patient Revenue.

DEFINITIONS

340B: U.S. federal program created in 1992 and managed by the Health Resources and Services Administration (HRSA). It requires pharmaceutical manufacturers to sell outpatient drugs at steep discounts (typically 20% to 50% off) to qualifying healthcare organizations and safety-net hospitals that care for low-income, uninsured, and vulnerable patient populations.

C.diff: short for *Clostridioides difficile*, a bacterium that can infect the large intestine and cause severe inflammation and diarrhea.

CAUTI: Catheter-Associated Urinary Tract Infection, an infection that happens when germs (like bacteria) enter the urinary tract through a tube—called a urinary catheter—that is put into the bladder to drain urine. It is one of the most common types of infections people can get in hospitals or care clinics.

Commercial OPM: Commercial Operating Profit divided by Commercial Net Patient Revenue.

CMS Stars: a 1-to-5 scale used by the Centers for Medicare & Medicaid Services to measure the quality, performance, and member satisfaction of Medicare Advantage (Part C) and Part D prescription drug plans, as well as nursing homes. Five stars represent excellent performance, while one star indicates poor quality

Commercial Breakeven: the percentage of Medicare payment that commercial payers would need to pay for the hospital to break even across.

Commercial Price (Above Medicare): the price average commercial reimbursement rate relative to Medicare from RAND 5.1 hospital price transparency data. Dictates how much more commercial plans are charged by hospitals compared to the Medicare rates.

Hospital Operating Costs: The portion of Hospital Expenses related only to Hospital Patient Care and eligible for reimbursement per Medicare federal regulations, sometimes referred to as Medicare Allowed Costs.

Leapfrog Grade: The Leapfrog Hospital Safety Grade are letter grades (A, B, C, D, or F) assigned to general hospitals across the United States based on patient safety measures. Uses up to 32 evidence-based measures of patient safety, relies on data from the Centers for Medicare & Medicaid Services (CMS) and volunteer transparency from hospitals. The rates are updated twice a year (in the spring and fall).

DEFINITIONS

Medicaid OPM: Medicaid Operating Profit divided by Medicaid Net Patient Revenue.

Medicare Adv OPM: Medicare Advantage Operating Profit divided by Medicare Advantage Net Patient Revenue.

Medicare OPM: Medicare Operating Profit divided by Medicare Net Patient Revenue.

MRSA: methicillin-resistant *Staphylococcus aureus*. It is a type of staph bacteria that does not respond to many common antibiotics like penicillin and methicillin.

Net Income (Loss): Net Patient Revenue, minus Operating Expenses, plus Other Income and Expense. Represents earnings retained by the hospital.

Net Patient Revenue: Gross patient charges, minus contractual discounts, bad debt and charity care allowances, and other deductions agreed to by the hospital. Numbers reported from hospital's accounting records.

Net Profit Margin: Net Income divided by Net Patient Revenue, representing the percentage of Net Patient Revenue retained by the hospital.

Operating Expenses: Hospital Operating Expenses, as recorded in hospital accounting records.

Operating Margin: Operating Profit (Loss) divided by Net Patient Revenue.

Operating Profit (Loss): Net Patient Revenue minus Hospital Operating Costs.

Payer Mix: Percentage of total hospital services provided to each payer type, as measured by hospital charges. Hospital charges are total inpatient and outpatient charges for services provided by the hospital, including charity care. Charges are the list prices set by the hospital, and similar to Manufacturer Suggested Retail Price in other markets.

Postoperative Sepsis Rate: measures the number of secondary sepsis cases that develop per 1,000 elective surgical hospital discharges for adult patients.

Price Gap: the RAND 5.1 Price minus Commercial Breakeven. Larger gaps suggest commercial prices are farther above the hospital's estimated break-even level.

RAND 5.1: an employer-led hospital price transparency initiative. It analyzes private health insurance and employer claims data to compare what commercial plans pay hospitals versus what Medicare pays for the same service.

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ABOUT MIHPC

The Michigan Health Purchasers Coalition (MIHPC) is a statewide, nonpartisan 501(c)(4) organization dedicated to improving the affordability, transparency, and accountability of healthcare in Michigan. The coalition's mission is to address the rising cost of employer-sponsored healthcare and to advocate for policies that create a more sustainable healthcare marketplace to ensure that employers can continue providing quality health benefits while protecting Michigan families from excessive healthcare costs.

MIHPC conducts independent research and data analysis to better understand the factors driving healthcare costs across the state. Through original studies, public reports, policy briefs, and educational resources, the coalition examines issues such as hospital pricing, market consolidation, facility fees, drug pricing, and price transparency. These research efforts help employers, policymakers, and the public make informed decisions based on objective data while encouraging meaningful reforms that improve affordability without compromising access to quality care.

By advancing evidence-based policy solutions and increasing public awareness of healthcare pricing practices, MIHPC is working toward a future where high-quality healthcare is both affordable and sustainable for Michigan employers, working families, and communities across the state. Learn more at mihpc.org.



www.mihpc.org