

HOSPITAL INDUSTRY REPORT



State of Michigan

*Region: Grand Rapids,
Traverse City,
Northern Michigan*

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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 Grand Rapids-Traverse City-Northern 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.

Overall quality performance is strong, with 90% of rated hospitals receiving four or five CMS stars. Hospitals also performed well on several infection and pneumonia measures, although postoperative sepsis remains a concern, with eleven of thirteen hospitals performing worse than the national benchmark.

Financially, hospitals generated approximately \$8.43 billion in net patient revenue and an aggregate operating margin of 17.5% in 2024, though profitability varied widely across facilities.

Commercial prices were comparatively high, averaging 223% of Medicare, with thirteen hospitals charging more than twice Medicare rates. Fifteen of seventeen hospitals with comparable data also had commercial prices more than 100 percentage points above their estimated breakeven levels.

Overall, the region combines strong quality with relatively high commercial prices, suggesting an opportunity to preserve access to high-quality care while pursuing more sustainable payment levels.



Hospitals in this region rank well above the nation on quality. 90% of hospitals earned a 4- or 5-star CMS Overall Hospital Quality Rating, compared with 41% of hospitals nationwide.



Hospitals are highly profitable in this region, generating an aggregate 17.5% operating margin in 2024, approximately \$17.50 in operating profit for every \$100 of patient care revenue.



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

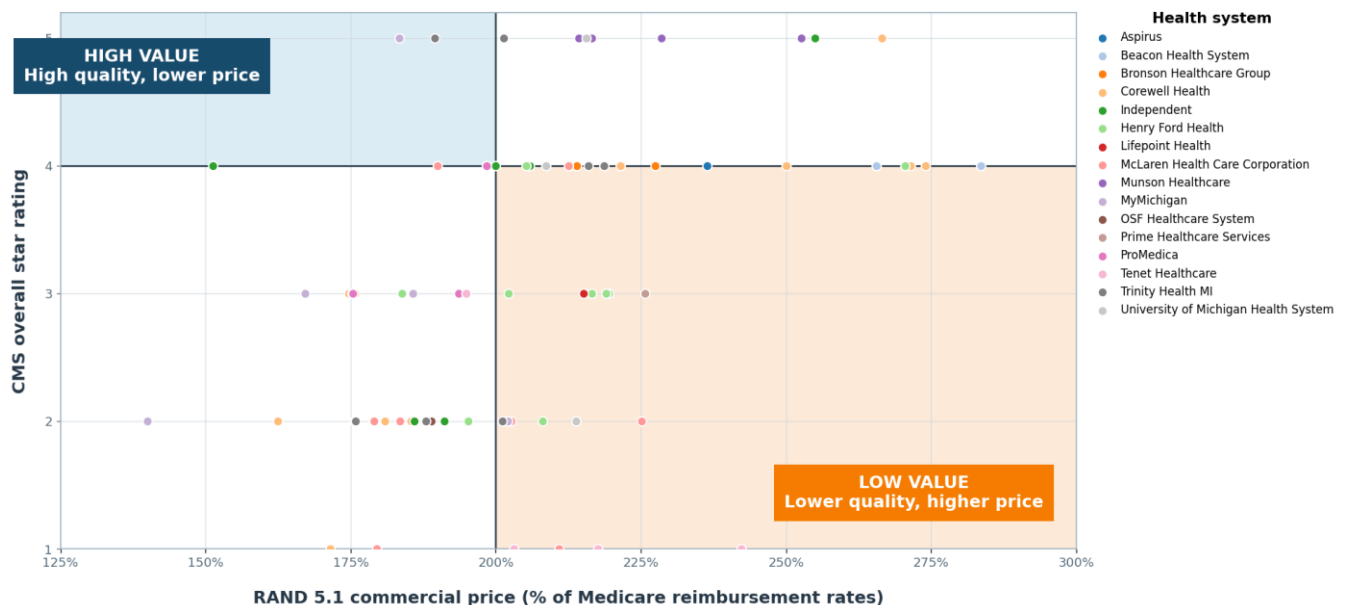
LANDSCAPE OF MICHIGAN HOSPITALS

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

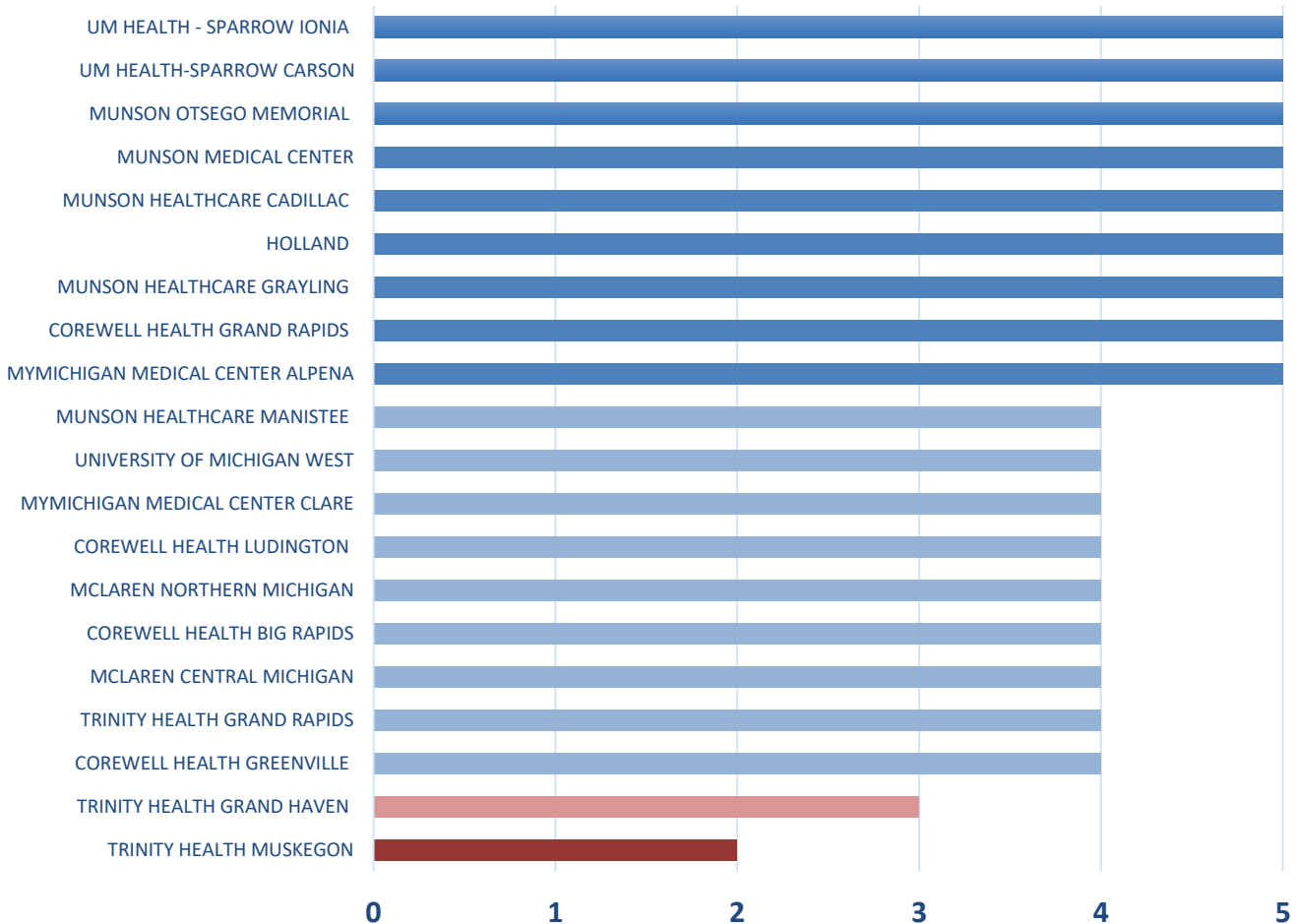


Hospital safety is a critical component of the healthcare system, helping to prevent avoidable harm, improve the quality of care, reduce costs, and create a safer environment for patients. The use of standardized quality measures is essential to ensuring that patients receive high-quality care and to 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
Grand Rapids Traverse City Northern Lower MI



In 2024 41% of hospitals nationwide received a 4 or 5-star Overall Star Rating. In this area, 90% of hospitals received a 4 or 5 star rating, as shown on the graph above.

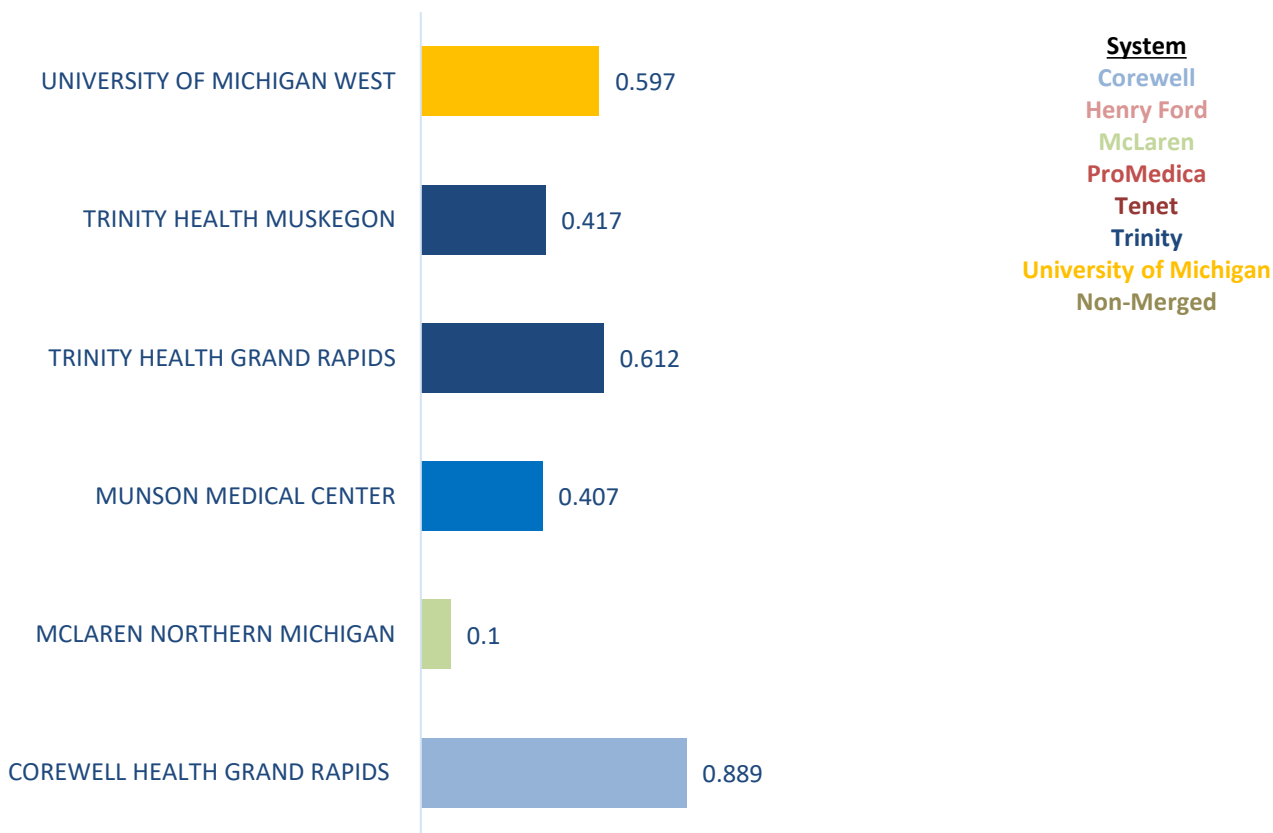
SAFETY OF CARE MEASURES

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. All hospitals with available data in this region performed better than the national benchmark.

MRSA Blood Infections; Grand Rapids Traverse City Northern MI Region; Lower numbers are better

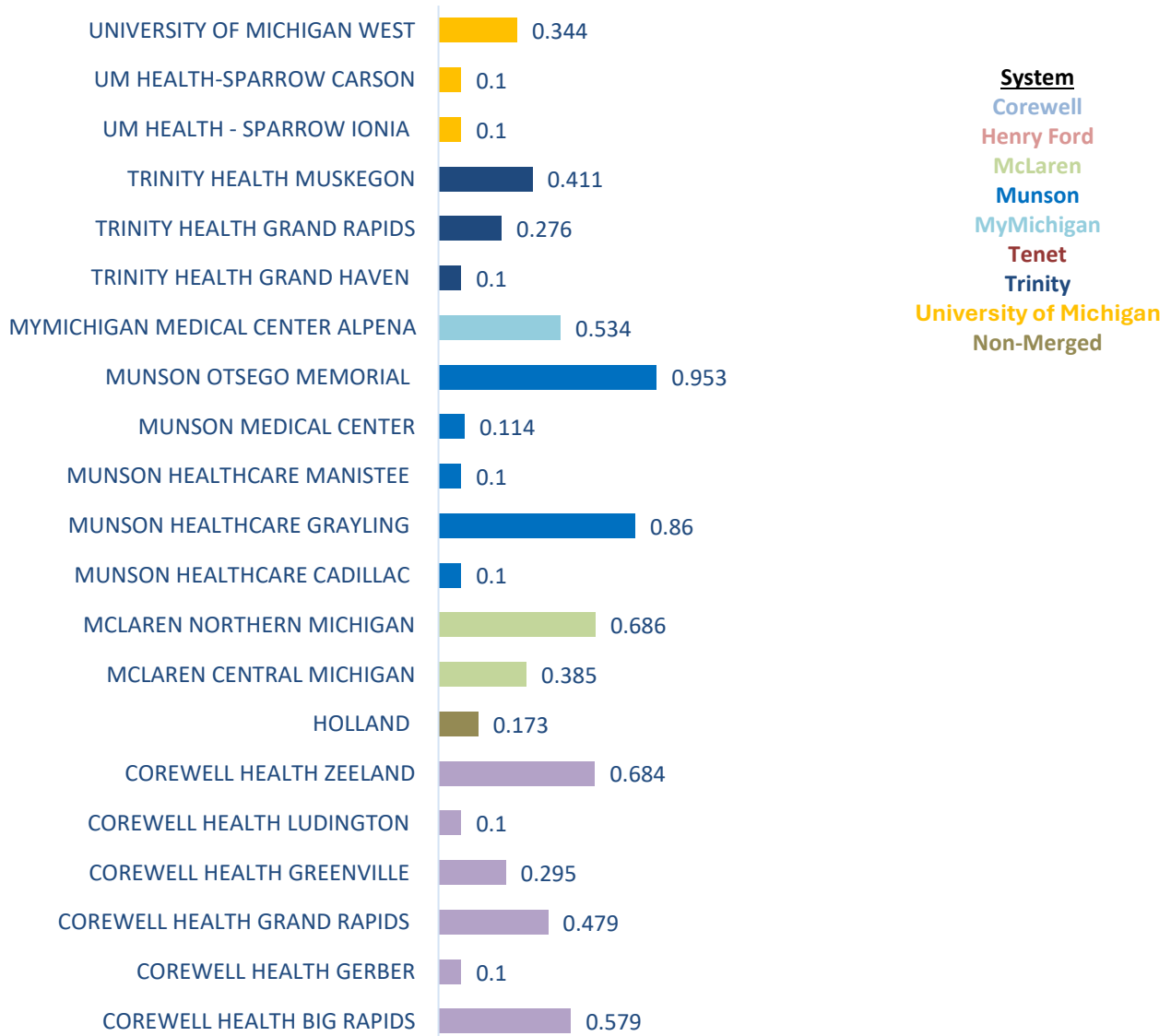


SAFETY OF CARE MEASURES

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. All twenty-one hospitals in this area with available data performed better than the national benchmark.

C. diff Intestinal Infections ; Grand Rapids Traverse City Northern MI Region; Lower numbers are better



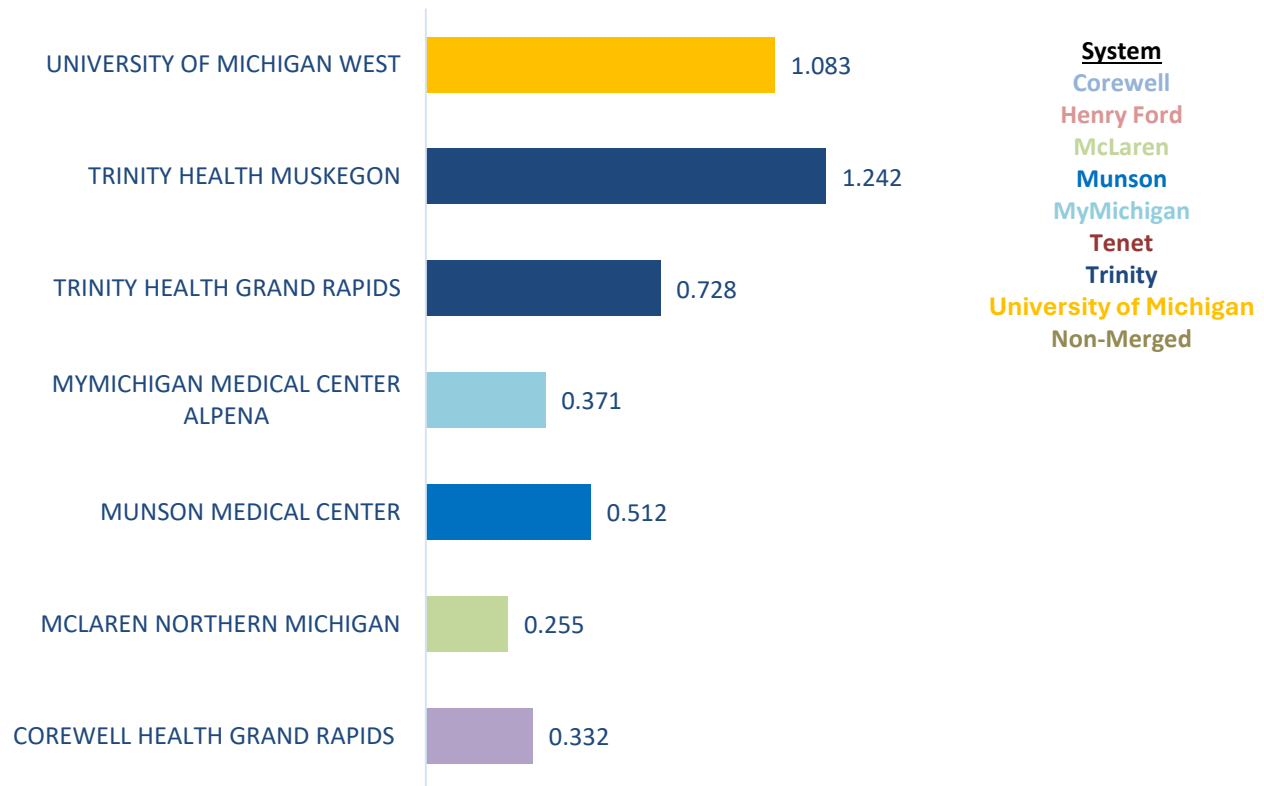
SAFETY OF CARE MEASURES

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. Two hospitals in this area (University of Michigan West and Trinity Health Muskegon) with available data performed worse than the national benchmark on this measure.

CAUTI Infections; Grand Rapids Traverse City Northern MI Region;
Lower numbers are better

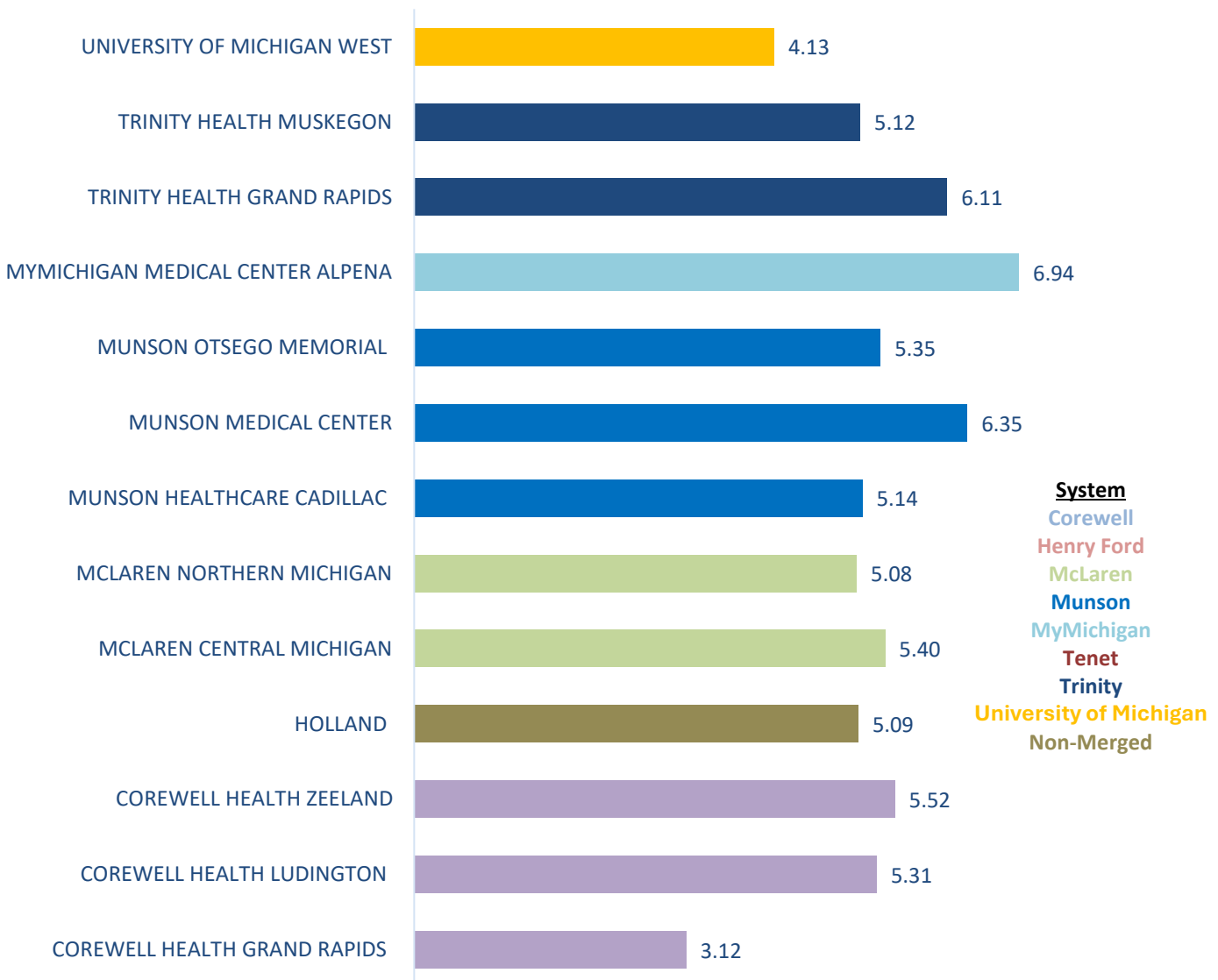


TIMELY & EFFECTIVE CARE MEASURES

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. Eleven out of thirteen hospitals in this area with available data performed worse than the national benchmark.

Postoperative Sepsis Rate; Grand Rapids Traverse City Northern MI Region; Lower numbers are better

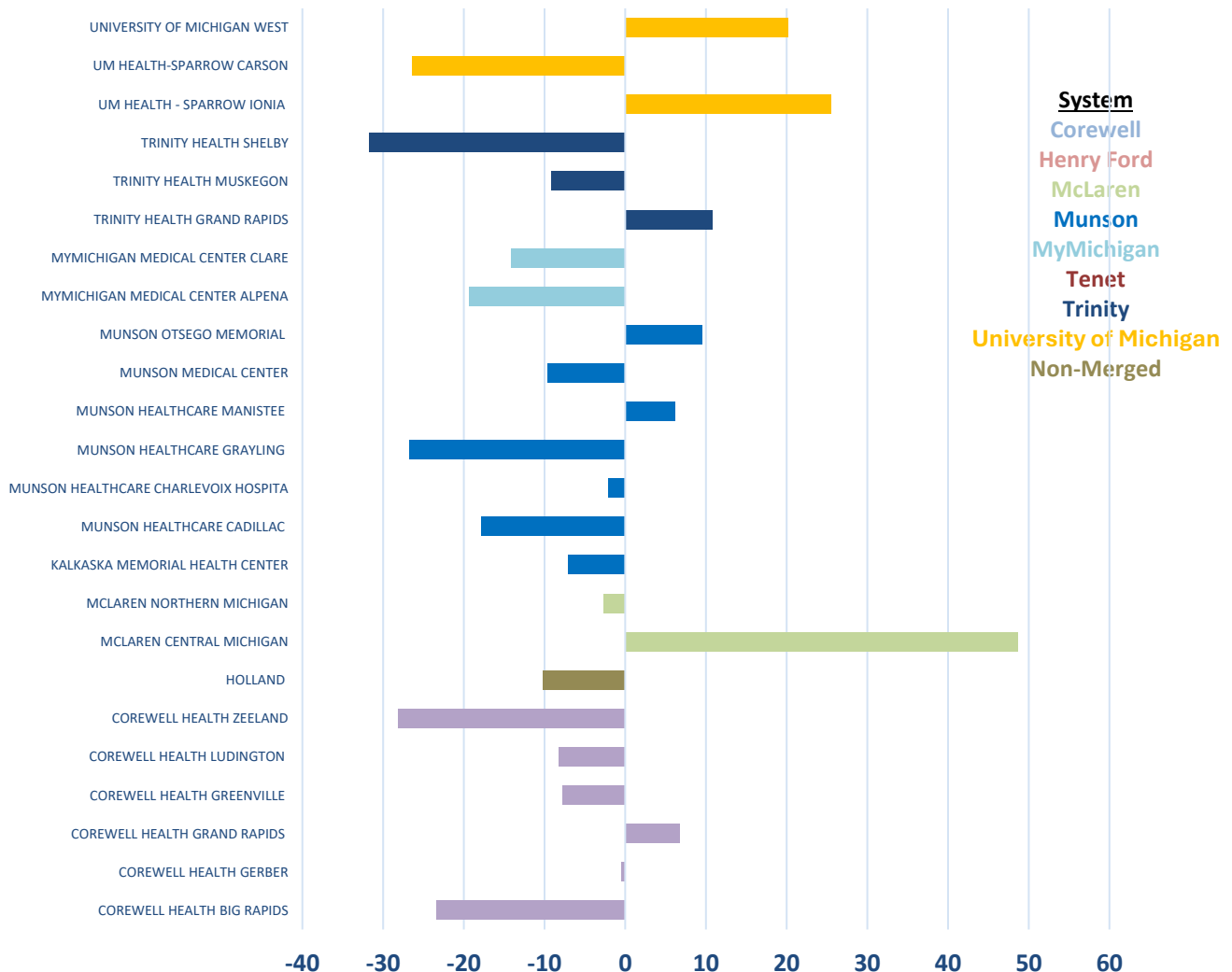


READMISSION MEASURES

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.

Seventeen hospitals performed better than expected, with an average of fourteen fewer hospital return days per 100 discharges. Seven hospitals performed worse than expected, with an average of 18 more return days per 100 discharges than expected.

Hospital Return Days for Pneumonia; Grand Rapids Traverse City Northern MI Region; Scores less than zero are better



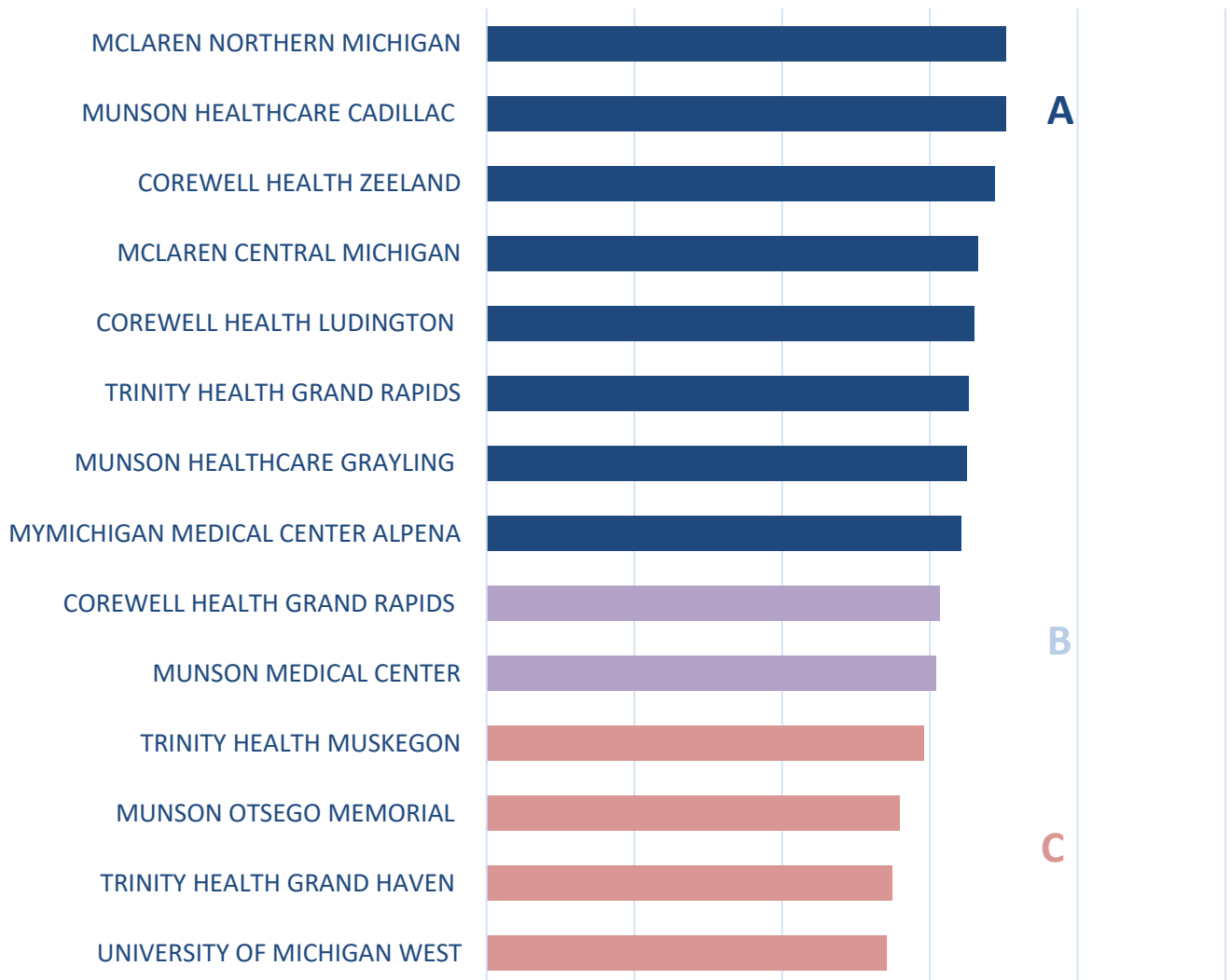
PATIENT SAFETY



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.”

In this region, eight out of fourteen hospitals graded received an “A.” Two hospitals received a “B” grade, and four received a “C” grade.

Leapfrog Hospital Safety Grades, Spring 2024 Grand Rapids Traverse City Northern Lower MI





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

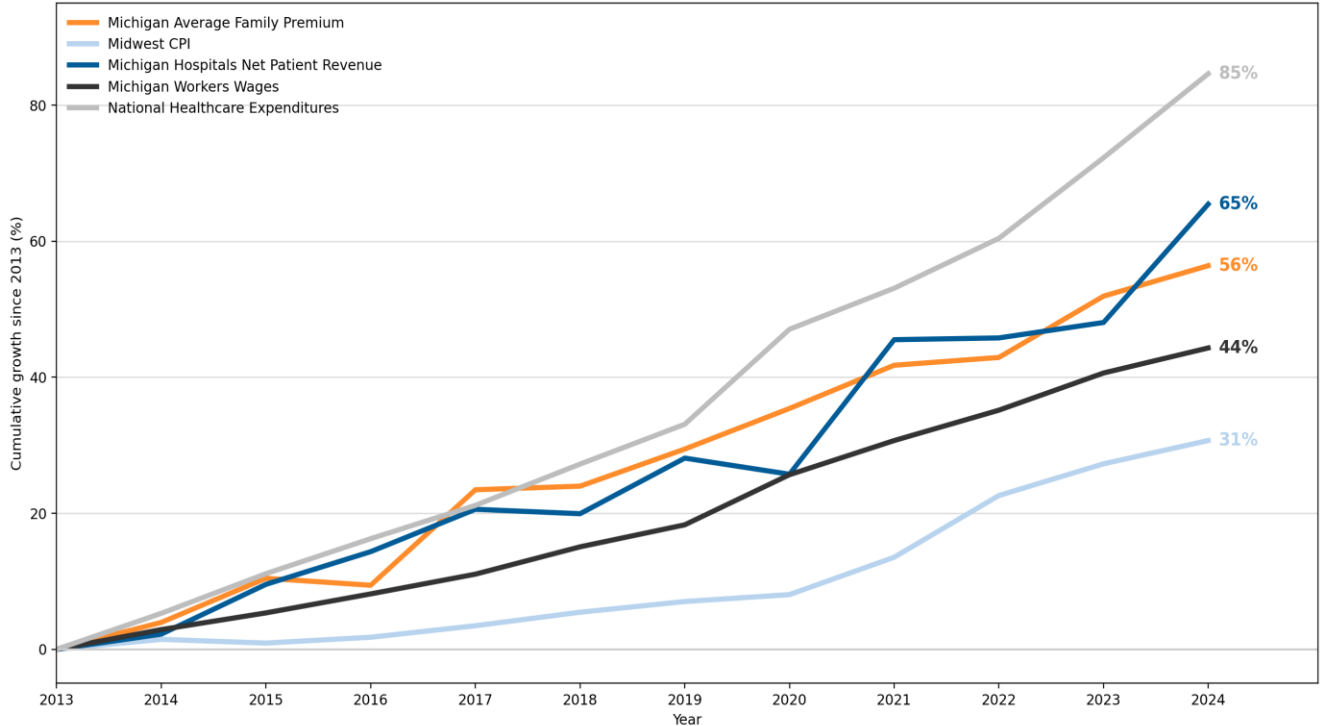
While gross domestic product (GDP) has grown steadily, healthcare expenditures have risen at an even faster pace, widening the gap between healthcare costs and overall economic growth. In 2024, health care expenditures represented approximately 18% of the United States GDP. This is substantially higher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

GRAND RAPIDS TRAVERSE CITY

NORTHERN MI

Hospitals in this region generated \$8.43 billion in net patient revenue in 2024, compared with \$6.42 billion in operating costs. This resulted in approximately \$2.01 billion in operating profit and an aggregate operating margin of 17.5%, or about \$17.50 in profit for every \$100 of patient care revenue. However, profitability varied widely across hospitals, with operating margins ranging from -24.4% to 35.4%.

	Net Patient Revenue (\$)	Hospital Operating Costs	Operating Profit (Loss) (\$)	Operating Profit Margin
COREWELL HEALTH BIG RAPIDS	\$102,516,021	\$74,894,697	\$27,621,324	26.9%
COREWELL HEALTH GERBER	\$138,460,792	\$94,586,608	\$43,874,184	31.7%
COREWELL HEALTH GRAND RAPIDS	\$3,159,089,270	\$2,040,999,622	\$1,118,089,648	35.4%
COREWELL HEALTH GREENVILLE	\$157,314,939	\$121,072,204	\$36,242,735	23.0%
COREWELL HEALTH LUDINGTON	\$117,895,544	\$94,885,512	\$23,010,032	19.5%
COREWELL HEALTH REED CITY	\$92,749,803	\$63,954,502	\$28,795,301	31.0%
COREWELL HEALTH ZEELAND	\$112,894,548	\$74,416,935	\$38,477,613	34.1%
Corewell Health Network Total	\$3,880,920,917	\$2,564,810,080	\$1,316,110,837	28.8%
MCLAREN CENTRAL MICHIGAN	\$120,149,572	\$149,479,473	-\$29,329,901	-24.4%
MCLAREN NORTHERN MICHIGAN	\$279,476,733	\$240,389,708	\$39,087,025	14.0%
McLaren Health Network Total	\$399,626,305	\$389,869,181	\$9,757,124	-5.2%
KALKASKA MEMORIAL HEALTH CENTER	\$75,221,358	\$75,747,811	-\$526,453	-0.7%
MUNSON HEALTHCARE CADILLAC HOSPITAL	\$131,592,666	\$104,973,923	\$26,618,743	20.2%
MUNSON HEALTHCARE CHARLEVOIX HOSPITAL	\$78,205,135	\$60,535,434	\$17,669,701	22.6%
MUNSON HEALTHCARE GRAYLING HOSPITAL	\$91,678,751	\$80,210,771	\$11,467,980	12.5%
MUNSON HEALTHCARE MANISTEE HOSPITAL	\$55,243,739	\$44,805,552	\$10,438,187	18.9%
MUNSON MEDICAL CENTER	\$799,021,195	\$690,815,064	\$108,206,131	13.5%
MUNSON OTSEGO MEMORIAL HOSPITAL	\$122,127,957	\$100,929,245	\$21,198,712	17.4%
PAUL OLIVER MEMORIAL HOSPITAL	\$25,488,349	\$24,146,396	\$1,341,953	5.3%
Munson Healthcare Network Total	\$1,378,579,150	\$1,182,164,196	\$196,414,954	13.7%
MYMICHIGAN MEDICAL CENTER - ALPENA	\$279,840,367	\$211,979,245	\$67,861,122	24.2%
MYMICHIGAN MEDICAL CENTER CLARE	\$103,545,717	\$81,376,200	\$22,169,517	21.4%
MyMichigan Medical Center Network Total	\$383,386,084	\$293,355,445	\$90,030,639	22.8%
TRINITY HEALTH GRAND HAVEN HOSPITAL	\$53,151,556	\$44,739,043	\$8,412,513	15.8%
TRINITY HEALTH GRAND RAPIDS	\$669,553,940	\$529,679,021	\$139,874,919	20.9%
TRINITY HEALTH MUSKEGON	\$684,347,304	\$601,427,306	\$82,919,998	12.1%
TRINITY HEALTH SHELBY	\$38,491,293	\$36,775,624	\$1,715,669	4.5%
Trinity Health Network Total	\$1,445,544,093	\$1,212,620,994	\$232,923,099	13.3%
UM HEALTH - SPARROW IONIA	\$71,374,475	\$51,943,653	\$19,430,822	27.2%
UM HEALTH-SPARROW CARSON	\$50,570,172	\$42,559,898	\$8,010,274	15.8%
UNIVERSITY OF MICHIGAN WEST	\$554,867,574	\$432,321,806	\$122,545,768	22.1%
UM Health Network Total	\$676,812,221	\$526,825,357	\$149,986,864	21.7%
HOLLAND HOSPITAL	\$269,971,402	\$251,475,054	\$18,496,348	6.9%
Aggregate	\$8,434,840,172	\$6,421,120,307	\$2,013,719,865	17.5%

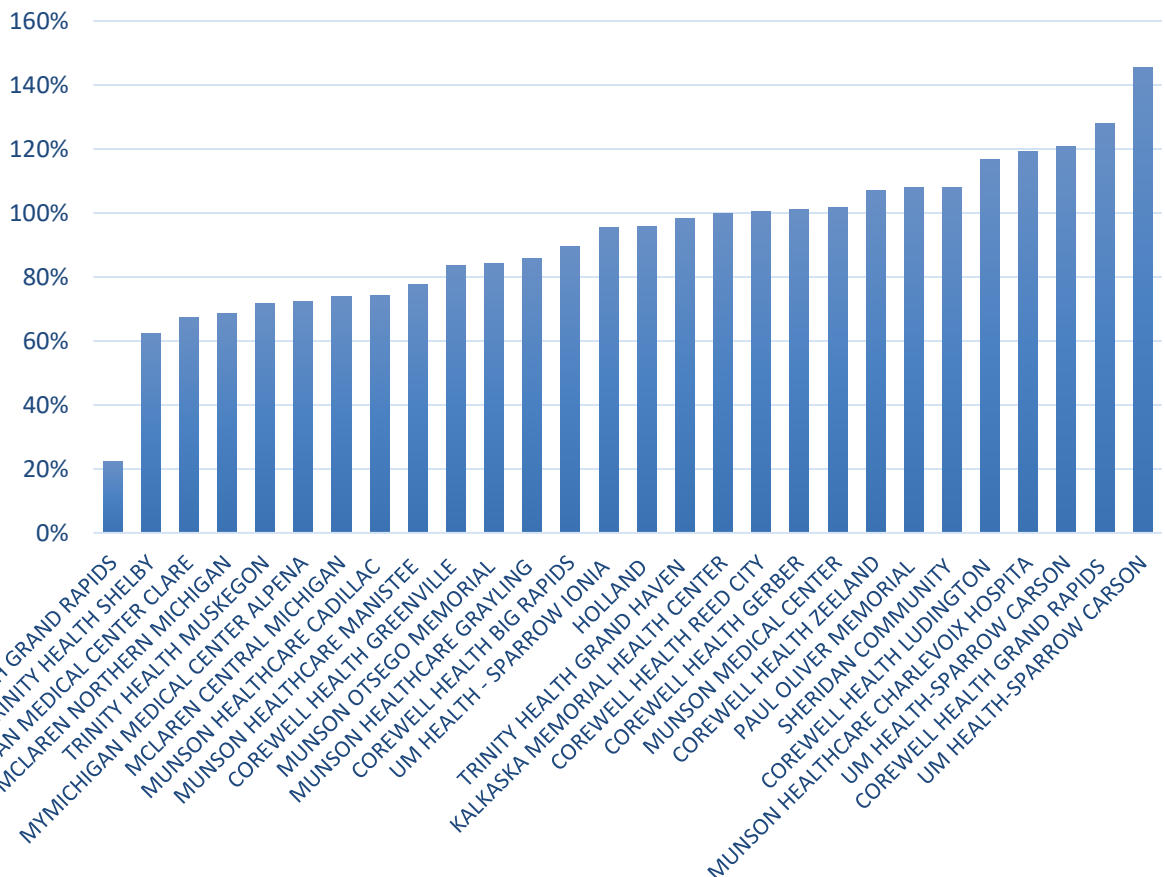
How Much Could Hospitals Charge Commercial Payers to Break Even?

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.

Five hospitals in this area had commercial breakevens above the national median of 112% in 2024.

2024 Commercial Breakeven, as a Percent of Medicare Reimbursement Rates



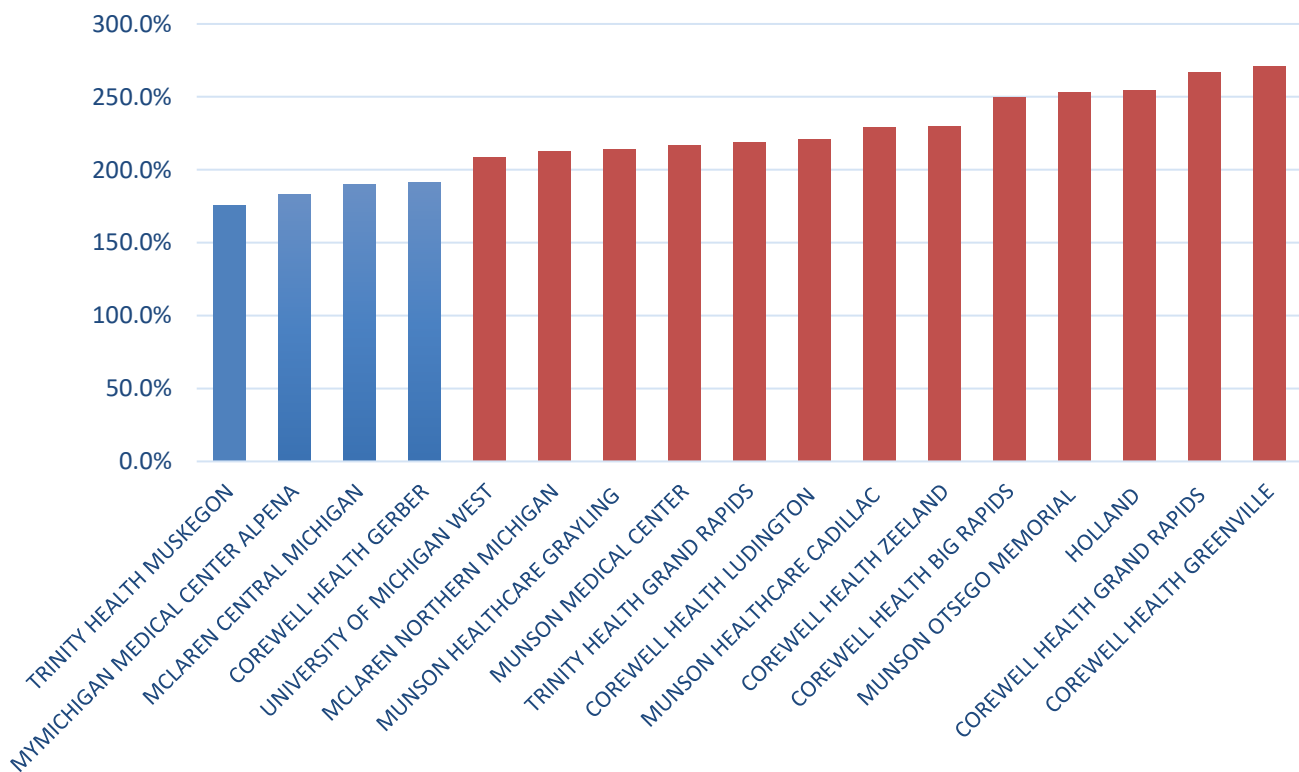
Are Hospitals Charging Commercial Payers a Fair Price?

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 area was 223% in 2024. Thirteen 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

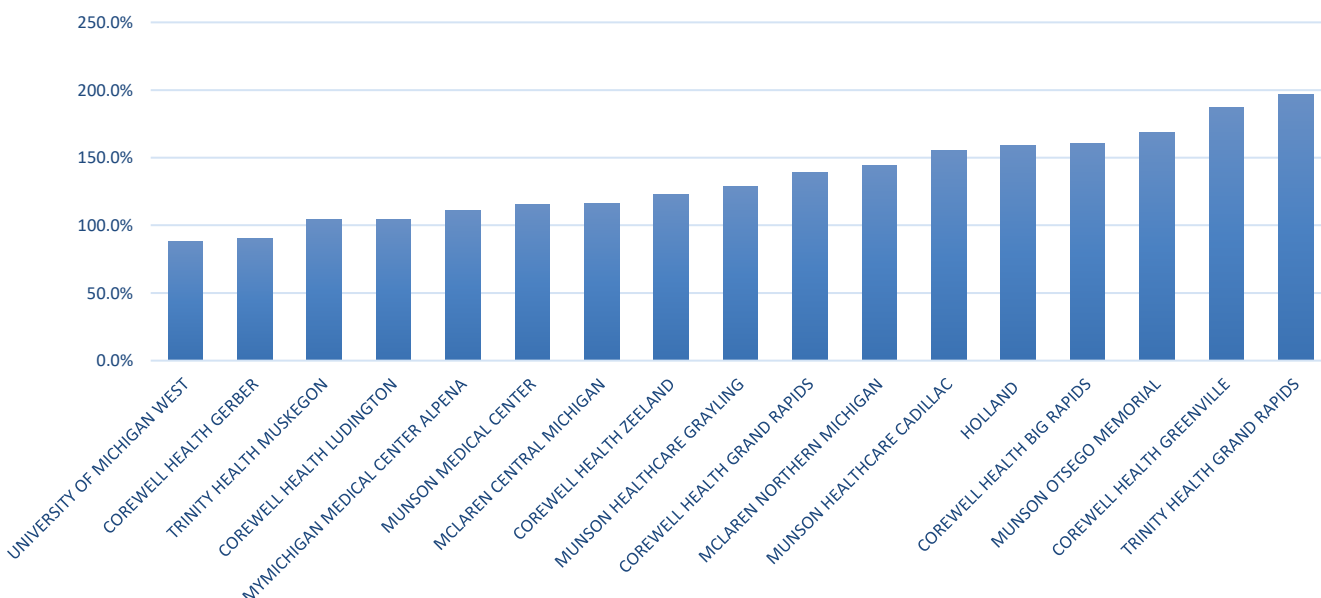
Question 2: How does the commercial price compare to the commercial breakeven?

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 area 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, thirteen hospitals had commercial prices over 200% of their Medicare rates, indicating a disproportionate number of hospitals charging higher commercial rates.

Fifteen out of 17 hospitals had a difference of over 100% between their commercial price and their commercial breakeven. Six of those hospitals difference was over 150%. This data weakens the claims that high commercial pricing is necessary to ensure Michigan hospital sustainability.

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

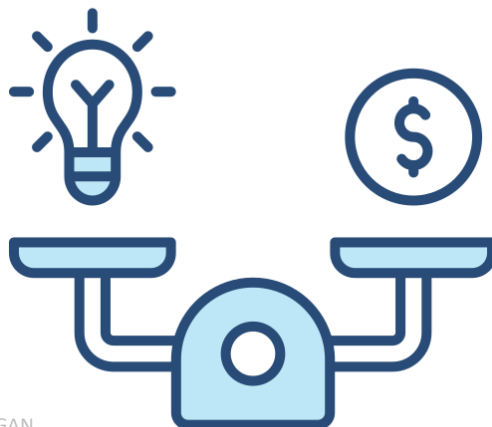
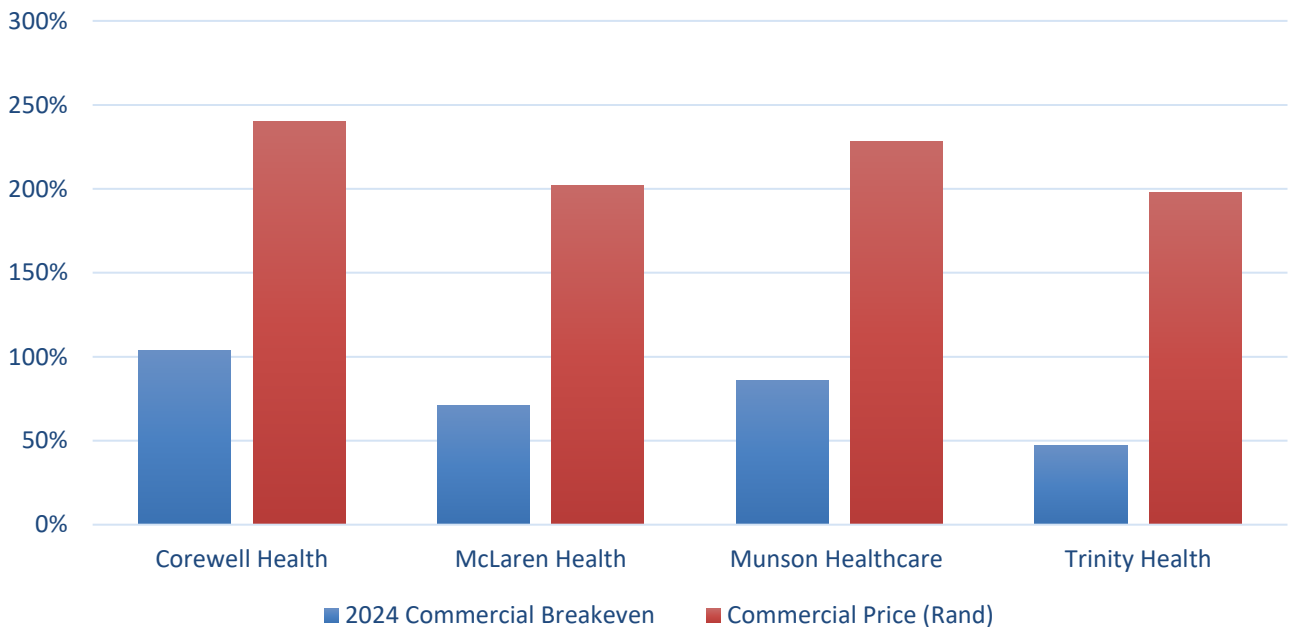


PRICE VS BREAK EVEN

Commercial Prices Higher Than Needed to Cover Hospital Costs

Among all hospitals in this area with available commercial breakeven and commercial price data, every health system showed a gap of more than 100 percentage points between its commercial breakeven and commercial price. Only one health system, Corewell, had a commercial breakeven above 100%, and every system except Trinity Health (198%) had a commercial price above 200%.

2024 Commercial Breakeven & Commercial Price, 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.

None of the fifteen hospitals in this graph fall into the low value, high price quadrant. The only hospital with a below 4 star CMS rating, Trinity Health Muskegon, sit on the lower price side of the 200% line. MyMichigan Medical Center Alpena and McLaren Central Michigan are the only two hospitals that have both CMS star ratings of 4 or 5 with commercial prices below 200% of Medicare reimbursement rates. The remaining twelve hospitals cluster in the high price, high-quality space, with 4 and 5 star ratings but commercial prices above 200% of Medicare.

2024 CMS Overall Star Rating and RAND 5.1 Commercial Price

Region 6 and 7 hospitals with both CMS star rating and RAND 5.1 pricing data



CONCLUSION

Hospitals in this region generally demonstrate strong quality performance. Most hospitals with CMS ratings received four or five stars, infection measures were favorable across much of the region, and the majority of hospitals performed better than expected on pneumonia-related return days. These results suggest that employers and families in the region often have access to high-quality hospital care. At the same time, elevated postoperative sepsis rates at most hospitals with available data show that meaningful opportunities for patient safety improvement remain.

The greater concern in this region is affordability. Commercial hospital prices averaged 223% of Medicare, and thirteen hospitals charged more than 200% of Medicare. At the same time, hospitals collectively generated approximately \$2.01 billion in operating profit and an aggregate operating margin of 17.5% in 2024.

Comparisons between commercial prices and estimated breakeven levels further suggest that high prices are not uniformly necessary to maintain hospital financial sustainability. No hospital had a commercial breakeven above 200% of Medicare, yet fifteen of seventeen hospitals with comparable data had commercial prices more than 100 percentage points above breakeven. At the health-system level, every system with available data also showed a gap of more than 100 percentage points between commercial prices and commercial breakeven.

The region's value analysis reinforces this pattern. Most hospitals with both quality and pricing data deliver four- or five-star care but charge commercial prices above 200% of Medicare. Only a small number combine high quality with prices below that threshold. This suggests that purchasers may be able to achieve meaningful savings without sacrificing quality by identifying and rewarding hospitals that deliver strong outcomes at more reasonable prices.

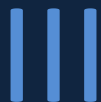
For employers and health plans, the priority should be to use transparent price, cost, and quality data together when making contracting and network decisions. High quality should be recognized and preserved, but it should not automatically justify commercial prices substantially above both Medicare and a hospital's estimated breakeven level. Ultimately, improving healthcare value in West Central and Northern Lower Michigan will require maintaining the region's strong quality performance while bringing commercial prices into better alignment with the actual cost of delivering care.



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



No hospital analyzed fell into the high-value category, combining higher quality ratings with lower commercial prices.



APPENDIX



HOSPITAL INDUSTRY REPORT

- Hospital Rate Cards: Grand Rapids, Traverse City, Northern MI Region
- Definitions
- Sources

ABOUT THE REPORT

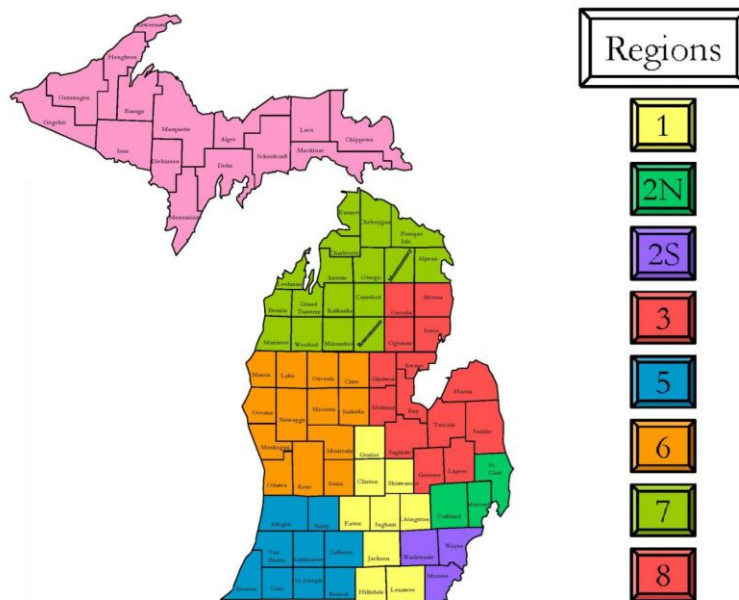
This report brings together public quality, patient safety, hospital finance, commercial price, and value metrics to support purchaser and policy discussions about hospital affordability and performance in the state of Michigan.

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

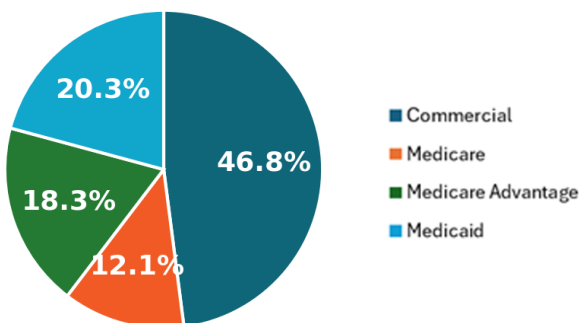
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH BIG RAPIDS

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Mecosta / Big Rapids
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	49
INPATIENT OCCUPANCY:	38.0%
340B STATUS:	Active, start year 2014

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	27 out of 125
COMMERCIAL PRICE RANK	50 out of 61
COMMERICAL BREAKEVEN RANK	51 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

26.9%

COMMERCIAL PRICE
(ABOVE MEDICARE)

250.0%

COMMERCIAL
BREAKEVEN

89.6%

PRICE
BREAKEVEN GAP

160.4%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$102.5M
OPERATING EXPENSES	\$94.1M
HOSPITAL OPERATING COSTS	\$74.9M
OPERATING PROFIT (LOSS)	\$27.6M
NET INCOME (LOSS)	\$9.3M
NET PROFIT MARGIN	9.1%
COMMERCIAL OPERATING PROFIT MARGIN	39.9%
MEDICARE OPERATING PROFIT MARGIN	14.3%
MEDICARE ADV OPERATING PROFIT MARGIN	21.5%
MEDICAID OPERATING PROFIT MARGIN	3.8%

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)	0.58
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

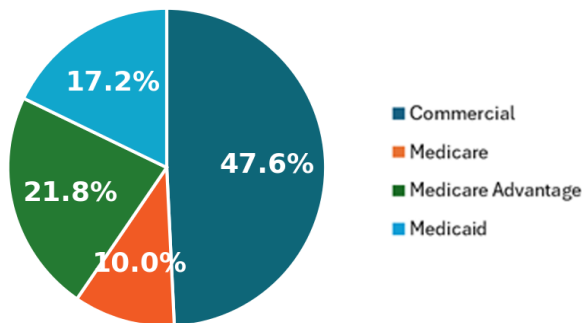
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH GERBER

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Newaygo / Fremont
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	58.8%
340B STATUS:	Active, start year 2015

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	10 out of 125
COMMERCIAL PRICE RANK	20 out of 61
COMMERICAL BREAKEVEN RANK	77 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

31.7%

COMMERCIAL PRICE
(ABOVE MEDICARE)

190.9%

COMMERCIAL
BREAKEVEN

101.0%

PRICE
BREAKEVEN GAP

90.0%

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$138.5M
OPERATING EXPENSES	\$115.3M
HOSPITAL OPERATING COSTS	\$94.6M
OPERATING PROFIT (LOSS)	\$43.9M
NET INCOME (LOSS)	\$25.6M
NET PROFIT MARGIN	18.5%
COMMERCIAL OPERATING PROFIT MARGIN	44.6%
MEDICARE OPERATING PROFIT MARGIN	7.4%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	32.5%

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)	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

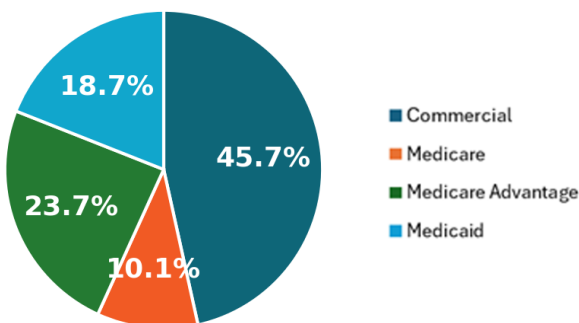
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH GRAND RAPIDS

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Kent / Grand Rapids
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	1,117
INPATIENT OCCUPANCY:	80.1%
340B STATUS:	Active, start year 2004

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	5 out of 125
COMMERCIAL PRICE RANK	54 out of 61
COMMERICAL BREAKEVEN RANK	108 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

35.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

266.5%

COMMERCIAL
BREAKEVEN

128.0%

PRICE
BREAKEVEN GAP

139.0%

CMS STARS

★★★★★

5

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$3,159.1M
OPERATING EXPENSES	\$2,699.9M
HOSPITAL OPERATING COSTS	\$2,041.0M
OPERATING PROFIT (LOSS)	\$1,118.1M
NET INCOME (LOSS)	\$525.4M
NET PROFIT MARGIN	16.6%
COMMERCIAL OPERATING PROFIT MARGIN	51.6%
MEDICARE OPERATING PROFIT MARGIN	1.6%
MEDICARE ADV OPERATING PROFIT MARGIN	17.1%
MEDICAID OPERATING PROFIT MARGIN	22.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	0.89
C. DIFF (1.0 or lower is better)	0.48
CAUTI (1.0 or lower is better)	0.33
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	3.12

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

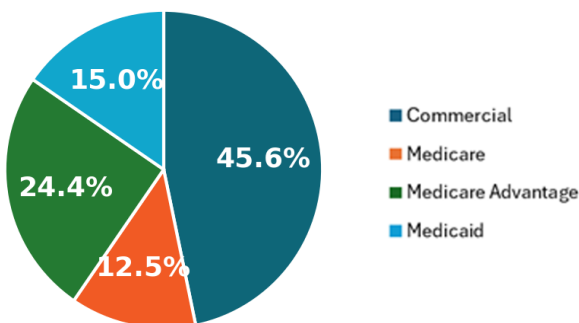
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH GREENVILLE

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Montcalm / Greenville
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	45
INPATIENT OCCUPANCY:	53.6%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	41 out of 125
COMMERCIAL PRICE RANK	56 out of 61
COMMERICAL BREAKEVEN RANK	43 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

23.0%

COMMERCIAL PRICE
(ABOVE MEDICARE)

271.4%

COMMERCIAL
BREAKEVEN

83.6%

PRICE
BREAKEVEN GAP

187.4%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$157.3M
OPERATING EXPENSES	\$142.3M
HOSPITAL OPERATING COSTS	\$121.1M
OPERATING PROFIT (LOSS)	\$36.2M
NET INCOME (LOSS)	\$15.9M
NET PROFIT MARGIN	10.1%
COMMERCIAL OPERATING PROFIT MARGIN	29.8%
MEDICARE OPERATING PROFIT MARGIN	16.7%
MEDICARE ADV OPERATING PROFIT MARGIN	25.9%
MEDICAID OPERATING PROFIT MARGIN	9.4%

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)	0.29
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

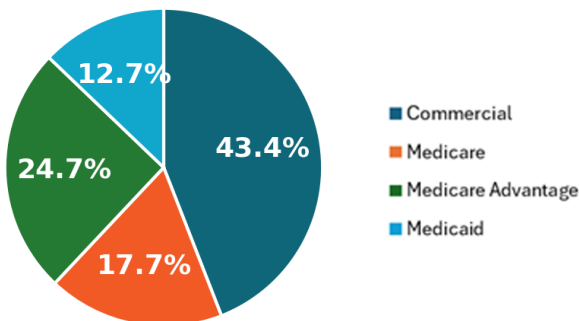
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH LUDINGTON

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Mason / Ludington
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	39
INPATIENT OCCUPANCY:	47.5%
340B STATUS:	Active, start year 2020

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	59 out of 125
COMMERCIAL PRICE RANK	42 out of 61
COMMERICAL BREAKEVEN RANK	93 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

19.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

221.4%

COMMERCIAL
BREAKEVEN

116.6%

PRICE
BREAKEVEN GAP

104.4%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$117.9M
OPERATING EXPENSES	\$115.7M
HOSPITAL OPERATING COSTS	\$94.9M
OPERATING PROFIT (LOSS)	\$23.0M
NET INCOME (LOSS)	\$4.3M
NET PROFIT MARGIN	3.6%
COMMERCIAL OPERATING PROFIT MARGIN	36.4%
MEDICARE OPERATING PROFIT MARGIN	1.2%
MEDICARE ADV OPERATING PROFIT MARGIN	6.8%
MEDICAID OPERATING PROFIT MARGIN	-8.7%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
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)	5.31

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

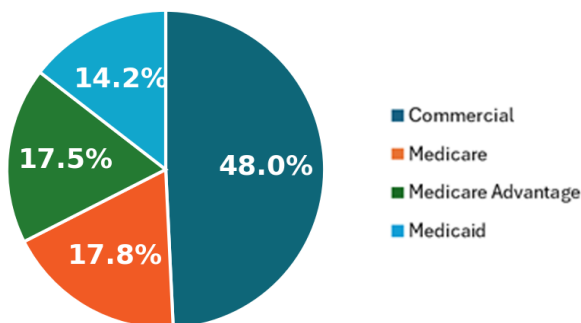
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH REED CITY

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Osceola / Reed City
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	22
INPATIENT OCCUPANCY:	5.4%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	12 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	75 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

31.0%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

100.5%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$92.7M
OPERATING EXPENSES	\$71.7M
HOSPITAL OPERATING COSTS	\$64.0M
OPERATING PROFIT (LOSS)	\$28.8M
NET INCOME (LOSS)	\$22.0M
NET PROFIT MARGIN	23.7%
COMMERCIAL OPERATING PROFIT MARGIN	45.2%
MEDICARE OPERATING PROFIT MARGIN	4.7%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	28.1%

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.

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

MICHIGAN HOSPITAL RATE CARD

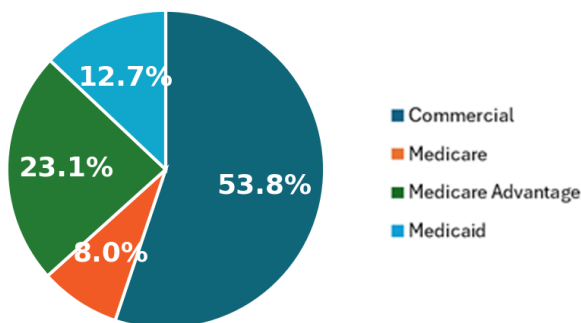
Key financial, quality and safety and market insights using 2024 data

COREWELL HEALTH ZEELAND

HOSPITAL SNAPSHOT

SYSTEM:	Corewell Health
COUNTY/CITY:	Ottawa / Zeeland
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	55
INPATIENT OCCUPANCY:	39.5%
340B STATUS:	Not Active

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	7 out of 125
COMMERCIAL PRICE RANK	47 out of 61
COMMERICAL BREAKEVEN RANK	87 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

34.1%

COMMERCIAL PRICE
(ABOVE MEDICARE)

230.0%

COMMERCIAL
BREAKEVEN

107.1%

PRICE
BREAKEVEN GAP

122.9%

CMS STARS

N/A

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$112.9M
OPERATING EXPENSES	\$91.8M
HOSPITAL OPERATING COSTS	\$74.4M
OPERATING PROFIT (LOSS)	\$38.5M
NET INCOME (LOSS)	\$22.4M
NET PROFIT MARGIN	19.8%
COMMERCIAL OPERATING PROFIT MARGIN	48.5%
MEDICARE OPERATING PROFIT MARGIN	8.2%
MEDICARE ADV OPERATING PROFIT MARGIN	14.9%
MEDICAID OPERATING PROFIT MARGIN	-0.6%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	N/A
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.68
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.52

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

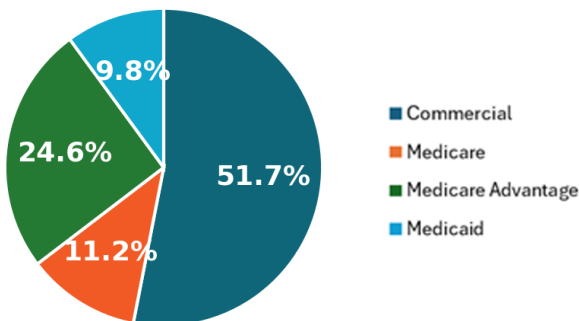
Key financial, quality and safety and market insights using 2024 data

HOLLAND HOSPITAL

HOSPITAL SNAPSHOT

SYSTEM:	Holland Hospital
COUNTY/CITY:	Ottawa / Holland
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	189
INPATIENT OCCUPANCY:	37.0%
340B STATUS:	Active, start year 2012

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	100 out of 125
COMMERCIAL PRICE RANK	52 out of 61
COMMERICAL BREAKEVEN RANK	64 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

6.9%

COMMERCIAL PRICE
(ABOVE MEDICARE)

255.0%

COMMERCIAL
BREAKEVEN

95.6%

PRICE
BREAKEVEN GAP

159.4%

CMS STARS



5

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$270.0M
OPERATING EXPENSES	\$298.0M
HOSPITAL OPERATING COSTS	\$251.5M
OPERATING PROFIT (LOSS)	\$18.5M
NET INCOME (LOSS)	\$47.3M
NET PROFIT MARGIN	17.5%
COMMERCIAL OPERATING PROFIT MARGIN	27.6%
MEDICARE OPERATING PROFIT MARGIN	-24.8%
MEDICARE ADV OPERATING PROFIT MARGIN	-15.8%
MEDICAID OPERATING PROFIT MARGIN	-110.8%

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)	0.17
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.09

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

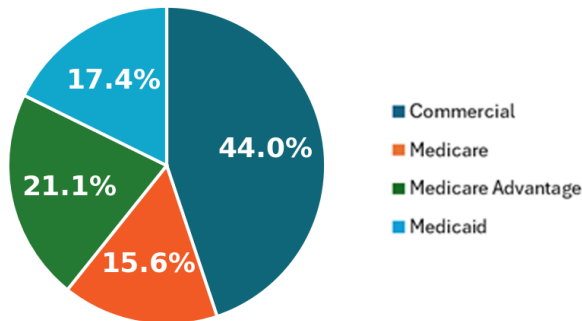
Key financial, quality and safety and market insights using 2024 data

KALKASKA MEMORIAL HEALTH CENTER

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Kalkaska / Kalkaska
TYPE:	Critical Access
URBAN/RURAL:	Urban
BEDS:	8
INPATIENT OCCUPANCY:	23.1%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	113 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	73 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

-0.7%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

99.8%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$75.2M
OPERATING EXPENSES	\$79.7M
HOSPITAL OPERATING COSTS	\$75.7M
OPERATING PROFIT (LOSS)	-\$0.5M
NET INCOME (LOSS)	\$3.2M
NET PROFIT MARGIN	4.2%
COMMERCIAL OPERATING PROFIT MARGIN	11.0%
MEDICARE OPERATING PROFIT MARGIN	-2.1%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	-53.6%

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

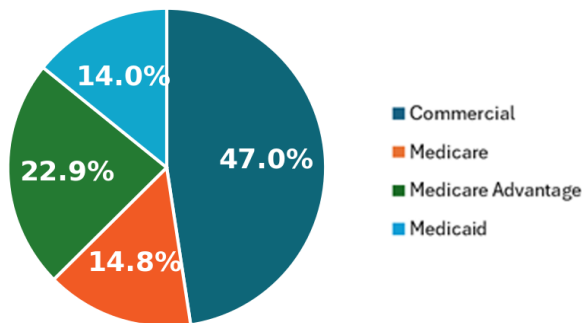
Key financial, quality and safety and market insights using 2024 data

MCLAREN CENTRAL MICHIGAN

HOSPITAL SNAPSHOT

SYSTEM:	McLaren Health Care Corporation
COUNTY/CITY:	Isabella / Mt Pleasant
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	49
INPATIENT OCCUPANCY:	33.7%
340B STATUS:	Active, start year 2012

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	123 out of 125
COMMERCIAL PRICE RANK	19 out of 61
COMMERICAL BREAKEVEN RANK	34 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

-24.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

190.0%

COMMERCIAL
BREAKEVEN

73.9%

PRICE
BREAKEVEN GAP

116.1%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$120.1M
OPERATING EXPENSES	\$167.2M
HOSPITAL OPERATING COSTS	\$149.5M
OPERATING PROFIT (LOSS)	-\$29.3M
NET INCOME (LOSS)	-\$24.8M
NET PROFIT MARGIN	-20.7%
COMMERCIAL OPERATING PROFIT MARGIN	-88.9%
MEDICARE OPERATING PROFIT MARGIN	7.2%
MEDICARE ADV OPERATING PROFIT MARGIN	15.4%
MEDICAID OPERATING PROFIT MARGIN	-26.0%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.39
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.40

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

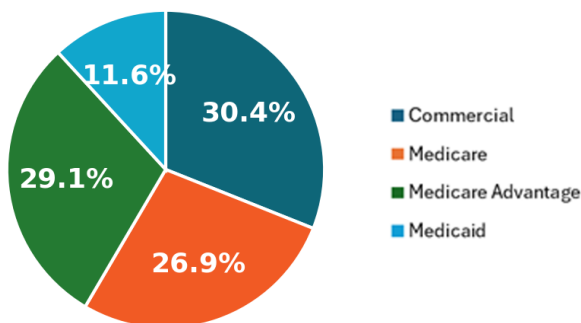
Key financial, quality and safety and market insights using 2024 data

MCLAREN NORTHERN MICHIGAN

HOSPITAL SNAPSHOT

SYSTEM:	McLaren Health Care Corporation
COUNTY/CITY:	Emmet / Petoskey
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	159
INPATIENT OCCUPANCY:	54.6%
340B STATUS:	Not Active

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	80 out of 125
COMMERCIAL PRICE RANK	35 out of 61
COMMERICAL BREAKEVEN RANK	26 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

14.0%

COMMERCIAL PRICE
(ABOVE MEDICARE)

212.5%

COMMERCIAL
BREAKEVEN

68.5%

PRICE
BREAKEVEN GAP

144.5%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$279.5M
OPERATING EXPENSES	\$286.3M
HOSPITAL OPERATING COSTS	\$240.4M
OPERATING PROFIT (LOSS)	\$39.1M
NET INCOME (LOSS)	\$8.9M
NET PROFIT MARGIN	3.2%
COMMERCIAL OPERATING PROFIT MARGIN	20.7%
MEDICARE OPERATING PROFIT MARGIN	9.4%
MEDICARE ADV OPERATING PROFIT MARGIN	16.1%
MEDICAID OPERATING PROFIT MARGIN	18.5%

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)	0.69
CAUTI (1.0 or lower is better)	0.26
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.08

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

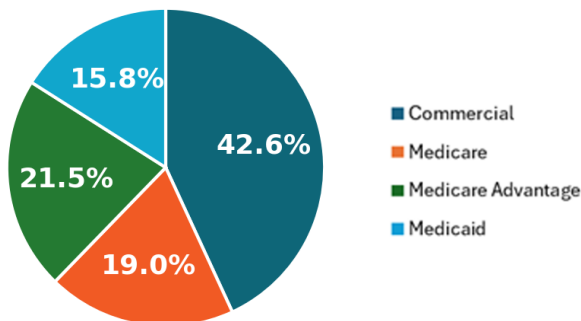
Key financial, quality and safety and market insights using 2024 data

MUNSON HEALTHCARE CADILLAC

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Wexford / Cadillac
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	49
INPATIENT OCCUPANCY:	48.2%
340B STATUS:	Active, start year 2012

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	55 out of 125
COMMERCIAL PRICE RANK	46 out of 61
COMMERICAL BREAKEVEN RANK	35 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

20.2%

COMMERCIAL PRICE
(ABOVE MEDICARE)

228.6%

COMMERCIAL
BREAKEVEN

74.1%

PRICE
BREAKEVEN GAP

154.9%

CMS STARS

★★★★★

5

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$131.6M
OPERATING EXPENSES	\$124.9M
HOSPITAL OPERATING COSTS	\$105.0M
OPERATING PROFIT (LOSS)	\$26.6M
NET INCOME (LOSS)	\$10.4M
NET PROFIT MARGIN	7.9%
COMMERCIAL OPERATING PROFIT MARGIN	30.2%
MEDICARE OPERATING PROFIT MARGIN	12.6%
MEDICARE ADV OPERATING PROFIT MARGIN	19.4%
MEDICAID OPERATING PROFIT MARGIN	6.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
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)	5.14

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

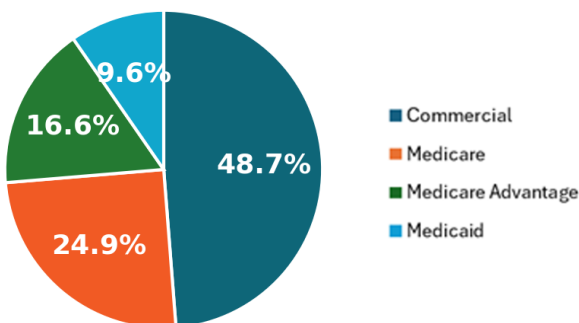
Key financial, quality and safety and market insights using 2024 data

MUNSON HEALTHCARE CHARLEVOIX HOSPITAL

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Charlevoix / Charlevoix
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	25
INPATIENT OCCUPANCY:	20.7%
340B STATUS:	Active, start year 2012

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	43 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	95 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

22.6%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

119.2%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$78.2M
OPERATING EXPENSES	\$73.6M
HOSPITAL OPERATING COSTS	\$60.5M
OPERATING PROFIT (LOSS)	\$17.7M
NET INCOME (LOSS)	\$5.7M
NET PROFIT MARGIN	7.3%
COMMERCIAL OPERATING PROFIT MARGIN	39.3%
MEDICARE OPERATING PROFIT MARGIN	0.9%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	-34.0%

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

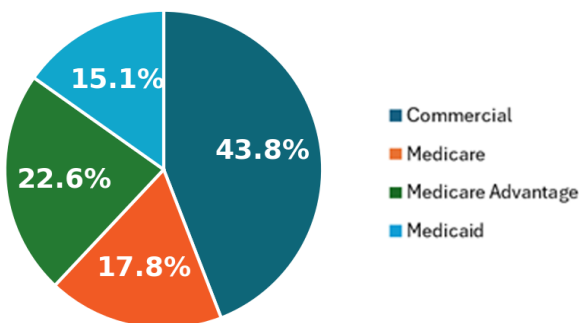
Key financial, quality and safety and market insights using 2024 data

MUNSON HEALTHCARE GRAYLING

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Crawford / Grayling
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	42
INPATIENT OCCUPANCY:	39.5%
340B STATUS:	Active, start year 2016

PAYER MIX

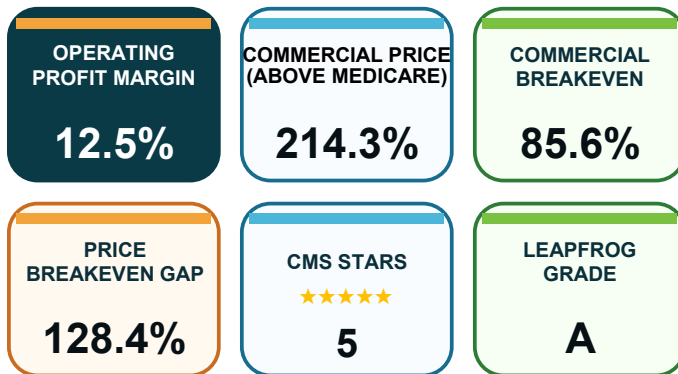


STATEWIDE RANKINGS

OPERATING MARGIN RANK	85 out of 125
COMMERCIAL PRICE RANK	46 out of 61
COMMERICAL BREAKEVEN RANK	36 out of 122

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

EXECUTIVE SCORECARD



FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$91.7M
OPERATING EXPENSES	\$96.0M
HOSPITAL OPERATING COSTS	\$80.2M
OPERATING PROFIT (LOSS)	\$11.5M
NET INCOME (LOSS)	-\$1.4M
NET PROFIT MARGIN	-1.6%
COMMERCIAL OPERATING PROFIT MARGIN	20.2%
MEDICARE OPERATING PROFIT MARGIN	9.5%
MEDICARE ADV OPERATING PROFIT MARGIN	16.1%
MEDICAID OPERATING PROFIT MARGIN	-13.4%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.86
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

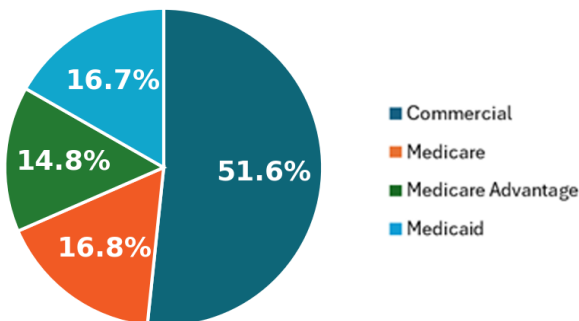
Key financial, quality and safety and market insights using 2024 data

MUNSON HEALTHCARE MANISTEE

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Manistee / Manistee
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	45
INPATIENT OCCUPANCY:	13.2%
340B STATUS:	Active, start year 2017

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	61 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	39 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

18.9%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

77.8%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$55.2M
OPERATING EXPENSES	\$55.6M
HOSPITAL OPERATING COSTS	\$44.8M
OPERATING PROFIT (LOSS)	\$10.4M
NET INCOME (LOSS)	\$0.9M
NET PROFIT MARGIN	1.6%
COMMERCIAL OPERATING PROFIT MARGIN	27.0%
MEDICARE OPERATING PROFIT MARGIN	17.0%
MEDICARE ADV OPERATING PROFIT MARGIN	23.4%
MEDICAID OPERATING PROFIT MARGIN	-25.9%

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

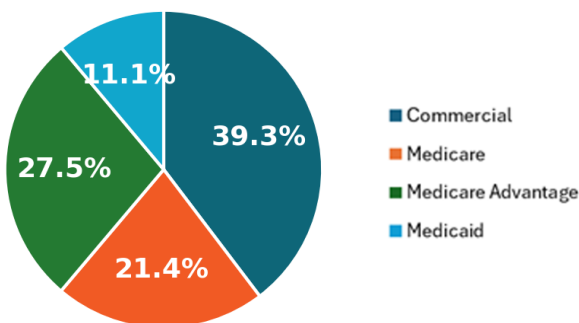
Key financial, quality and safety and market insights using 2024 data

MUNSON MEDICAL CENTER

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Grand Traverse / Traverse City
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	401
INPATIENT OCCUPANCY:	64.5%
340B STATUS:	Active, start year 2017

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	83 out of 125
COMMERCIAL PRICE RANK	39 out of 61
COMMERICAL BREAKEVEN RANK	79 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

13.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

216.5%

COMMERCIAL
BREAKEVEN

101.7%

PRICE
BREAKEVEN GAP

115.3%

CMS STARS

★★★★★

5

LEAPFROG
GRADE

B

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$799.0M
OPERATING EXPENSES	\$812.5M
HOSPITAL OPERATING COSTS	\$690.8M
OPERATING PROFIT (LOSS)	\$108.2M
NET INCOME (LOSS)	\$17.0M
NET PROFIT MARGIN	2.1%
COMMERCIAL OPERATING PROFIT MARGIN	28.7%
MEDICARE OPERATING PROFIT MARGIN	0.9%
MEDICARE ADV OPERATING PROFIT MARGIN	8.5%
MEDICAID OPERATING PROFIT MARGIN	-17.1%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	B
MRSA (1.0 or lower is better)	0.41
C. DIFF (1.0 or lower is better)	0.11
CAUTI (1.0 or lower is better)	0.51
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.35

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

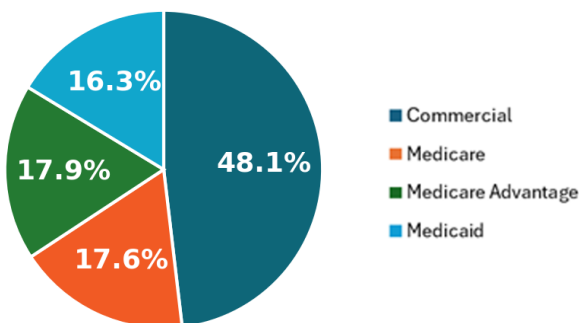
Key financial, quality and safety and market insights using 2024 data

MUNSON OTSEGO MEMORIAL

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Otsego / Gaylord
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	46
INPATIENT OCCUPANCY:	33.2%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	69 out of 125
COMMERCIAL PRICE RANK	51 out of 61
COMMERICAL BREAKEVEN RANK	44 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

17.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

252.6%

COMMERCIAL
BREAKEVEN

84.1%

PRICE
BREAKEVEN GAP

168.9%

CMS STARS

★★★★★

5

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$122.1M
OPERATING EXPENSES	\$120.2M
HOSPITAL OPERATING COSTS	\$100.9M
OPERATING PROFIT (LOSS)	\$21.2M
NET INCOME (LOSS)	\$4.7M
NET PROFIT MARGIN	3.9%
COMMERCIAL OPERATING PROFIT MARGIN	24.3%
MEDICARE OPERATING PROFIT MARGIN	11.9%
MEDICARE ADV OPERATING PROFIT MARGIN	18.7%
MEDICAID OPERATING PROFIT MARGIN	-6.3%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.95
CAUTI (1.0 or lower is better)	N/A
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.35

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

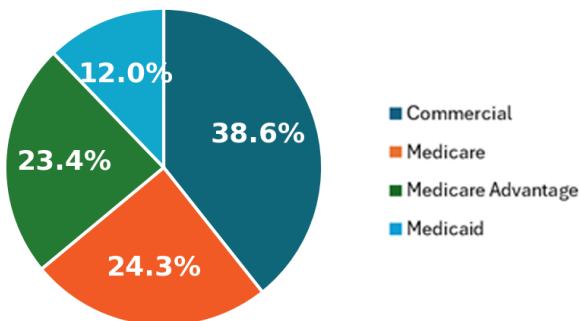
Key financial, quality and safety and market insights using 2024 data

MYMICHIGAN MEDICAL CENTER ALPENA

HOSPITAL SNAPSHOT

SYSTEM:	MyMichigan
COUNTY/CITY:	Alpena / Alpena
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	128
INPATIENT OCCUPANCY:	34.4%
340B STATUS:	Active, start year 2018

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	34 out of 125
COMMERCIAL PRICE RANK	13 out of 61
COMMERICAL BREAKEVEN RANK	33 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

24.2%

COMMERCIAL PRICE
(ABOVE MEDICARE)

183.3%

COMMERCIAL
BREAKEVEN

72.3%

PRICE
BREAKEVEN GAP

110.7%

CMS STARS

★★★★★

5

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$279.8M
OPERATING EXPENSES	\$256.1M
HOSPITAL OPERATING COSTS	\$212.0M
OPERATING PROFIT (LOSS)	\$67.9M
NET INCOME (LOSS)	\$42.9M
NET PROFIT MARGIN	15.3%
COMMERCIAL OPERATING PROFIT MARGIN	36.5%
MEDICARE OPERATING PROFIT MARGIN	15.0%
MEDICARE ADV OPERATING PROFIT MARGIN	21.0%
MEDICAID OPERATING PROFIT MARGIN	12.6%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	5
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	N/A
C. DIFF (1.0 or lower is better)	0.53
CAUTI (1.0 or lower is better)	0.37
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.94

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

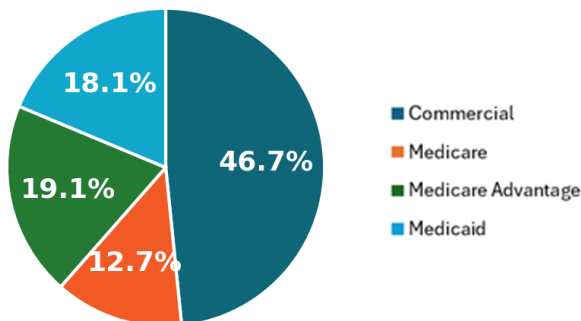
Key financial, quality and safety and market insights using 2024 data

MYMICHIGAN MEDICAL CENTER CLARE

HOSPITAL SNAPSHOT

SYSTEM:	MyMichigan
COUNTY/CITY:	Clare / Clare
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	49
INPATIENT OCCUPANCY:	16.8%
340B STATUS:	Not Active

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	48 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	25 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

21.4%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

67.2%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$103.5M
OPERATING EXPENSES	\$87.8M
HOSPITAL OPERATING COSTS	\$81.4M
OPERATING PROFIT (LOSS)	\$22.2M
NET INCOME (LOSS)	\$25.5M
NET PROFIT MARGIN	24.6%
COMMERCIAL OPERATING PROFIT MARGIN	35.1%
MEDICARE OPERATING PROFIT MARGIN	11.3%
MEDICARE ADV OPERATING PROFIT MARGIN	18.6%
MEDICAID OPERATING PROFIT MARGIN	9.6%

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)	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

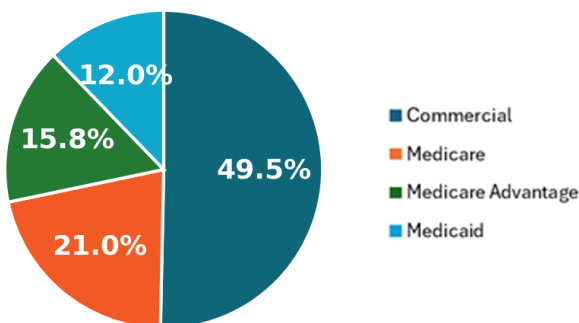
Key financial, quality and safety and market insights using 2024 data

PAUL OLIVER MEMORIAL

HOSPITAL SNAPSHOT

SYSTEM:	Munson Healthcare
COUNTY/CITY:	Benzie / Frankfort
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	8
INPATIENT OCCUPANCY:	0.3%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	103 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	88 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

5.3%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

107.9%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$25.5M
OPERATING EXPENSES	\$25.1M
HOSPITAL OPERATING COSTS	\$24.1M
OPERATING PROFIT (LOSS)	\$1.3M
NET INCOME (LOSS)	\$1.9M
NET PROFIT MARGIN	7.3%
COMMERCIAL OPERATING PROFIT MARGIN	18.9%
MEDICARE OPERATING PROFIT MARGIN	-0.9%
MEDICARE ADV OPERATING PROFIT MARGIN	6.6%
MEDICAID OPERATING PROFIT MARGIN	-111.7%

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

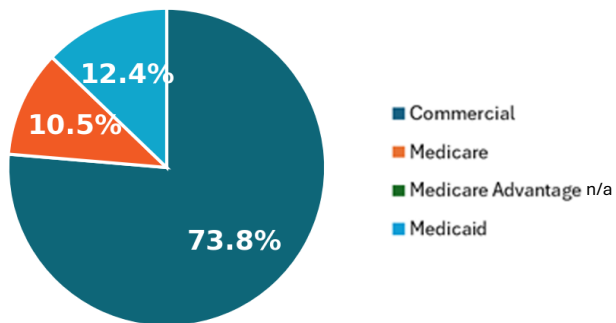
Key financial, quality and safety and market insights using 2024 data

SHERIDAN COMMUNITY

HOSPITAL SNAPSHOT

SYSTEM:	Independent
COUNTY/CITY:	Montcalm / Sheridan
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	22
INPATIENT OCCUPANCY:	9.4%
340B STATUS:	Active, start year 2017

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	N/A out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	89 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)

N/A

COMMERCIAL
BREAKEVEN

108.1%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	N/A
OPERATING EXPENSES	\$17.2M
HOSPITAL OPERATING COSTS	\$15.9M
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	-0.9%
MEDICARE ADV OPERATING PROFIT MARGIN	N/A
MEDICAID OPERATING PROFIT MARGIN	-9.2%

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

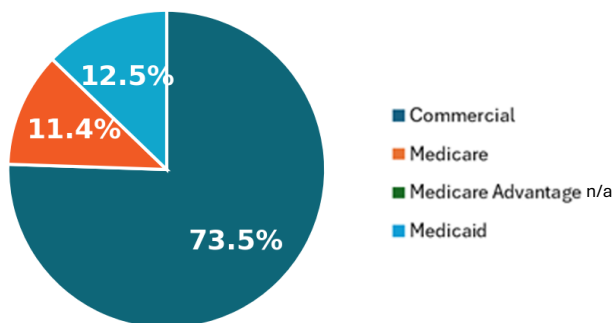
Key financial, quality and safety and market insights using 2024 data

TRINITY HEALTH GRAND HAVEN

HOSPITAL SNAPSHOT

SYSTEM:	Trinity Health MI
COUNTY/CITY:	Ottawa / Grand Haven
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	36
INPATIENT OCCUPANCY:	18.6%
340B STATUS:	Not Active

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	75 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	69 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

15.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

98.1%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★☆

3

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$53.2M
OPERATING EXPENSES	\$51.8M
HOSPITAL OPERATING COSTS	\$44.7M
OPERATING PROFIT (LOSS)	\$8.4M
NET INCOME (LOSS)	\$4.5M
NET PROFIT MARGIN	8.6%
COMMERCIAL OPERATING PROFIT MARGIN	23.4%
MEDICARE OPERATING PROFIT MARGIN	-8.1%
MEDICARE ADV OPERATING PROFIT MARGIN	N/A
MEDICAID OPERATING PROFIT MARGIN	2.0%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	3
FALL 2024 LEAPFROG GRADE	C
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

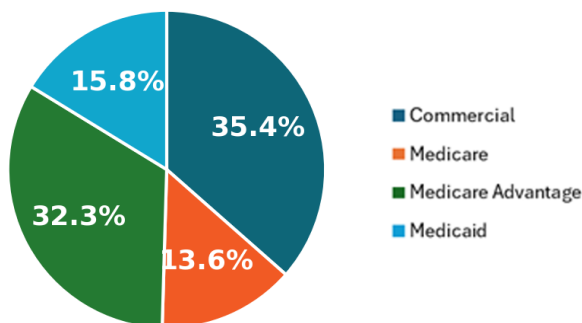
Key financial, quality and safety and market insights using 2024 data

TRINITY HEALTH GRAND RAPIDS

HOSPITAL SNAPSHOT

SYSTEM:	Trinity Health MI
COUNTY/CITY:	Kent / Grand Rapids
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	276
INPATIENT OCCUPANCY:	65.9%
340B STATUS:	Active, start year 2005

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	49 out of 125
COMMERCIAL PRICE RANK	41 out of 61
COMMERICAL BREAKEVEN RANK	5 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

20.9%

COMMERCIAL PRICE
(ABOVE MEDICARE)

218.6%

COMMERCIAL
BREAKEVEN

22.3%

PRICE
BREAKEVEN GAP

196.7%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$669.6M
OPERATING EXPENSES	\$834.8M
HOSPITAL OPERATING COSTS	\$529.7M
OPERATING PROFIT (LOSS)	\$139.9M
NET INCOME (LOSS)	\$115.2M
NET PROFIT MARGIN	17.2%
COMMERCIAL OPERATING PROFIT MARGIN	47.7%
MEDICARE OPERATING PROFIT MARGIN	-14.7%
MEDICARE ADV OPERATING PROFIT MARGIN	1.6%
MEDICAID OPERATING PROFIT MARGIN	32.9%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	A
MRSA (1.0 or lower is better)	0.61
C. DIFF (1.0 or lower is better)	0.28
CAUTI (1.0 or lower is better)	0.73
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	6.11

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

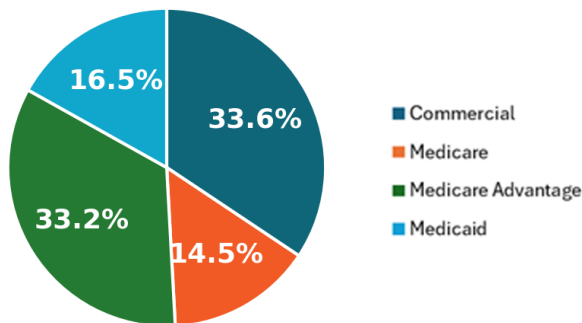
Key financial, quality and safety and market insights using 2024 data

TRINITY HEALTH MUSKEGON

HOSPITAL SNAPSHOT

SYSTEM:	Trinity Health MI
COUNTY/CITY:	Muskegon / Muskegon
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	261
INPATIENT OCCUPANCY:	80.5%
340B STATUS:	Active, start year 2005

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	87 out of 125
COMMERCIAL PRICE RANK	9 out of 61
COMMERICAL BREAKEVEN RANK	32 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

12.1%

COMMERCIAL PRICE
(ABOVE MEDICARE)

175.9%

COMMERCIAL
BREAKEVEN

71.8%

PRICE
BREAKEVEN GAP

104.2%

CMS STARS

★★★★☆

2

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$684.3M
OPERATING EXPENSES	\$756.1M
HOSPITAL OPERATING COSTS	\$601.4M
OPERATING PROFIT (LOSS)	\$82.9M
NET INCOME (LOSS)	-\$3.3M
NET PROFIT MARGIN	-0.5%
COMMERCIAL OPERATING PROFIT MARGIN	22.0%
MEDICARE OPERATING PROFIT MARGIN	-8.6%
MEDICARE ADV OPERATING PROFIT MARGIN	5.3%
MEDICAID OPERATING PROFIT MARGIN	28.3%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	2
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	0.42
C. DIFF (1.0 or lower is better)	0.41
CAUTI (1.0 or lower is better)	1.24
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	5.12

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

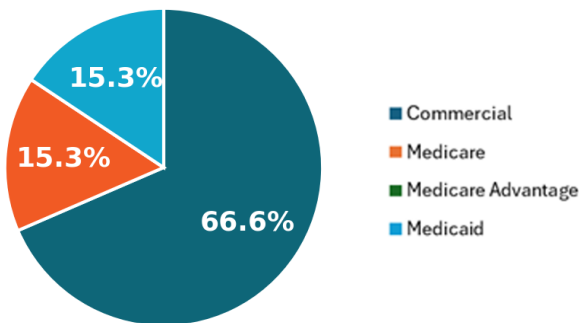
Key financial, quality and safety and market insights using 2024 data

TRINITY HEALTH SHELBY

HOSPITAL SNAPSHOT

SYSTEM:	Trinity Health MI
COUNTY/CITY:	Oceana / Shelby
TYPE:	Critical Access
URBAN/RURAL:	Rural
BEDS:	24
INPATIENT OCCUPANCY:	14.5%
340B STATUS:	Active, start year 2010

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	104 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	21 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

4.5%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

62.4%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

N/A

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$38.5M
OPERATING EXPENSES	\$37.2M
HOSPITAL OPERATING COSTS	\$36.8M
OPERATING PROFIT (LOSS)	\$1.7M
NET INCOME (LOSS)	\$10.8M
NET PROFIT MARGIN	28.1%
COMMERCIAL OPERATING PROFIT MARGIN	8.6%
MEDICARE OPERATING PROFIT MARGIN	2.3%
MEDICARE ADV OPERATING PROFIT MARGIN	N/A
MEDICAID OPERATING PROFIT MARGIN	8.3%

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

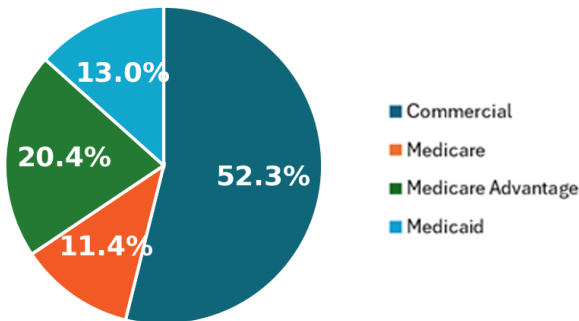
Key financial, quality and safety and market insights using 2024 data

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

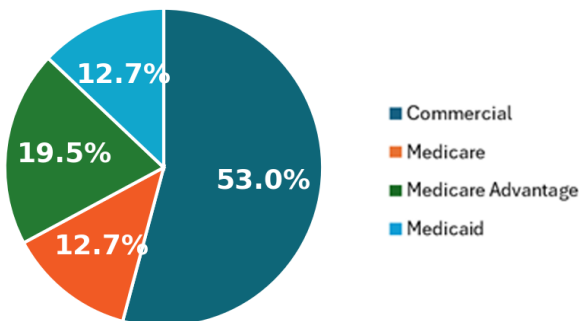
Key financial, quality and safety and market insights using 2024 data

UM HEALTH - SPARROW CARSON

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Montcalm / Carson City
TYPE:	General acute care
URBAN/RURAL:	Rural
BEDS:	48
INPATIENT OCCUPANCY:	7.8%
340B STATUS:	Active, start year 2008

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	74 out of 125
COMMERCIAL PRICE RANK	N/A out of 61
COMMERICAL BREAKEVEN RANK	113 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

15.8%

COMMERCIAL PRICE
(ABOVE MEDICARE)

N/A

COMMERCIAL
BREAKEVEN

145.4%

PRICE
BREAKEVEN GAP

N/A

CMS STARS

★★★★★

5

LEAPFROG
GRADE

N/A

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$50.6M
OPERATING EXPENSES	\$52.1M
HOSPITAL OPERATING COSTS	\$42.6M
OPERATING PROFIT (LOSS)	\$8.0M
NET INCOME (LOSS)	\$0.2M
NET PROFIT MARGIN	0.4%
COMMERCIAL OPERATING PROFIT MARGIN	36.0%
MEDICARE OPERATING PROFIT MARGIN	-17.1%
MEDICARE ADV OPERATING PROFIT MARGIN	-13.6%
MEDICAID OPERATING PROFIT MARGIN	-33.3%

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

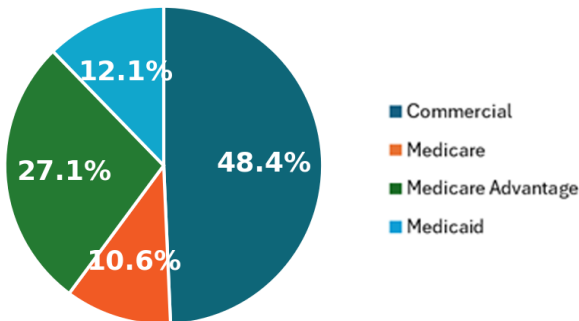
Key financial, quality and safety and market insights using 2024 data

UNIVERSITY OF MICHIGAN WEST

HOSPITAL SNAPSHOT

SYSTEM:	University of Michigan Health System
COUNTY/CITY:	Kent / Wyoming
TYPE:	General acute care
URBAN/RURAL:	Urban
BEDS:	201
INPATIENT OCCUPANCY:	53.7%
340B STATUS:	Active, start year 2004

PAYER MIX



STATEWIDE RANKINGS

OPERATING MARGIN RANK	45 out of 125
COMMERCIAL PRICE RANK	33 out of 61
COMMERICAL BREAKEVEN RANK	99 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

22.1%

COMMERCIAL PRICE
(ABOVE MEDICARE)

208.6%

COMMERCIAL
BREAKEVEN

120.9%

PRICE
BREAKEVEN GAP

88.1%

CMS STARS

★★★★☆

4

LEAPFROG
GRADE

C

FINANCIAL PERFORMANCE

NET PATIENT REVENUE	\$554.9M
OPERATING EXPENSES	\$599.1M
HOSPITAL OPERATING COSTS	\$432.3M
OPERATING PROFIT (LOSS)	\$122.5M
NET INCOME (LOSS)	-\$17.8M
NET PROFIT MARGIN	-3.2%
COMMERCIAL OPERATING PROFIT MARGIN	40.3%
MEDICARE OPERATING PROFIT MARGIN	-16.0%
MEDICARE ADV OPERATING PROFIT MARGIN	2.2%
MEDICAID OPERATING PROFIT MARGIN	12.5%

QUALITY & PATIENT SAFETY

CMS 2024 STAR RATING	4
FALL 2024 LEAPFROG GRADE	C
MRSA (1.0 or lower is better)	0.60
C. DIFF (1.0 or lower is better)	0.34
CAUTI (1.0 or lower is better)	1.08
POSTOPERATIVE SEPSIS RATE (4.18 or lower is better)	4.13

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.

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