

CERTIFICATE OF NEED
Department Staff Project Summary, Analysis & Recommendations
Transfer of Ownership

Name of Facility: Mountainside Hospital CN# FR 120203-07-01

Name of Applicant: Montclair Health System, LLC Acquisition Cost: \$190 million

Location: Montclair

Service Area: Essex County

Applicant's Project Description:

This application is for the transfer of ownership of Mountainside Hospital (Mountainside) from Merit Health System, LLC (Merit) to Montclair Health System, LLC (Montclair Health, a for-profit, New Jersey limited liability company, which is a joint venture between LHP Montclair, LLC, a New Jersey limited liability company, a subsidiary of LHP Hospital Group, Inc. (LHP), a privately held Delaware corporation that provides essential capital and expertise to not-for-profit hospitals and health systems across the nation and Hackensack University Medical Center (HUMC). Montclair Health would operate Mountainside as a general acute care hospital at the same licensed bed complement and service levels previously provided by Merit and consistent with the federal community benefit standards to which not-for-profit hospitals are held. LHP Management Services, a Delaware limited liability company and subsidiary of LHP, will manage the hospital.

When the transfer of ownership is completed, the overall acute care bed capacity would remain at 365 beds. Categorically, the bed composition would continue to reflect 263 Medical/Surgical beds, 15 OB/GYN beds, 10 Pediatric beds, 35 Adult ICU/CCU beds, 30 Adult Acute Psychiatric beds, 19 Child/Adolescent Acute Psychiatric beds, and 4 Intermediate bassinets. The hospital's service complement would include the existing 7 Inpatient Operating rooms, 2 Cystoscopy rooms, 2 Cardiac catheterization labs, 1 Closed MRI unit, 1 Lithotripsy, 2 Linear Accelerators, 3 Hyperbaric chambers, 1 PET, 30 stationed Chronic Hemodialysis service and Acute Hemodialysis services. The hospital's designations include Community Perinatal Center-Intermediate and Primary Stroke Center. Montclair Health will also continue to operate the 18 bed long term care Transitional Care Unit, which operates under a separate licensing number; and the Mountainside School of Nursing. The hospital currently does not operate any hospital based off-site ambulatory care facilities.

The applicant believes that the proposed transfer ensures the continuation of the hospital's recent successes it has experienced under the ownership of Merit, which according to the application includes an improved operating margin from 2.3% in 2008 to 12.2% YTD ending 9/30/11. Montclair Health believes that it will continue the trend that Merit has set for the last five years since it acquired the ownership and operational rights of Mountainside Hospital in 2007. Montclair Health has committed to maintaining Mountainside as a general acute care hospital for the remainder of the 10-year time

period stipulated in the 2007 CN approval of Merit's purchase of Mountainside. Five (5) years of the required 10-year time period will remain as of June 1, 2012.

Applicant's Justification of Need:

Merit, the owner and operator of Mountainside Hospital since 2007, has accomplished its mission to guide the hospital back to financial stability and self-sufficiency. Merit has now made the decision to exit the acute care business in New Jersey and, through a competitive process, identified Montclair Health as the party most able to ensure the continuation of Mountainside's important to the communities it has historically served.

Montclair Health, the applicant, is a joint venture between a subsidiary of LHP and HUMC, of which the LHP subsidiary owns 80% of the ownership interests and HUMC owns the remaining 20% ownership interest. Montclair Health was selected by Merit as the most appropriate party to which to transfer Mountainside, believing that the possibility of developing a relationship with HUMC would best position Mountainside for success once federal payment reform is implemented. Montclair Health was selected by Merit after engaging Moelis and Company, a global advisory firm, to design and conduct a competitive process to identify a suitable party to which Merit could transfer Mountainside and ensure the continuation of the hospital's important mission to the communities it has historically served. Consequently, Merit and Montclair Health entered into a Purchase Agreement.

The applicant believes that there are many benefits to having the proposed transfer of ownership approved. One benefit is LHP's unique strategy to collaborate with leading, high quality, not-for-profit organizations by forming joint ventures to own, operate, and manage community hospitals and other health care facilities demonstrates its financial successes. LHP has assembled the talent and resources necessary to be successful in its hospital endeavors nationally. LHP's distinguished Board of Directors includes three former chairs of the American Hospital Association as well as other individuals with extensive health care and financial expertise. LHP's financial sponsors are affiliates of private equity firm CCMP Capital Advisors, LLC, a global private equity firm that, since its founding in 1984, has invested over \$13 billion in health care, consumer, and other sectors and the Canada Pension Plan Investment Board, a professional investment management organization that manages more than \$150 billion in investments. LHP hospital partners include:

- (1) Portneuf Medical Center, Pocatello, Idaho (PMC), a regional provider of advanced health care, which, with LHP's help, recently opened a new \$150 million facility.
- (2) Texas Health Presbyterian Hospital – WNJ, Sherman, Texas (PWNJ), which is owned by a joint venture between a subsidiary of LHP and Texas Health Resources, the largest health care delivery system in North Texas in terms of patients served.
- (3) Seton Harker Heights Medical Center, Harker Heights, Texas (SHHMC), a joint venture between an LHP subsidiary and Seton

Healthcare is currently developing SHHMC, a new full-service acute care hospital in Harker Heights, Bell County, Texas, near Fort Hood. The new hospital is slated to be completed and begin admitting patients during the second quarter of 2012. The joint venture also presently owns a controlling interest in, and operates, a freestanding ambulatory surgery center in Temple, Texas, near the location of SHHMC.

Montclair Health is governed by LHP and HUMC equally, with each party having five seats on the governing board of Montclair Health. In order to support clinical excellence at Mountainside, the chairs of HUMC's governing committees concerning clinical quality will serve on those same committees at Mountainside.

The applicant believes that the management of Mountainside's day-to-day operations by the LHP subsidiary will provide a broad spectrum of administrative support services including but not exclusive to financial operations support; capital management; construction and equipment planning; real estate; licensure; accreditation; policies and procedures; clinical integration; marketing; human resources; legal matters and medical and professional matters. In addition, the applicant believes that Mountainside will also benefit from the operational and clinical synergies associated with being a member of the HUMC health care network, including the ability to (1) utilize HUMC's continuing education programs for physicians and nurses; (2) join with HUMC in developing common utilization review and case management procedures; (3) adopt with HUMC common quality assurance and patient safety standards; (4) develop with HUMC common physician practice protocols, nursing standards, and best practices, and (5) engage with HUMC in joint marketing and public relations activities.

The applicant believes that the end result of this transaction would be that Montclair Health will continue to serve area residents and indigent patients without any disruption or gaps in the delivery of health care services.

Applicant's Statement of Compliance with Statutory & Regulatory Requirements:

The applicant has stated the following to demonstrate its compliance with the statutory criteria contained in the Health Care Facilities Planning Act, as amended, at N.J.S.A. 26:2H-1 et seq. and N.J.A.C. 8:33-1.1 et seq. as follows:

1. The availability of facilities or services which may serve as alternatives or substitutes:

According to the Applicant:

The applicant acknowledges that there are other hospitals which also serve the residents of Mountainside's service area, but the need for Mountainside to continue operating as a general hospital is recognized, and Montclair Health has committed to operating it as such through 2017 in accordance with the 2007 Certificate of Need Conditions of Approval when the hospital was purchased by

Merit. Montclair Health expects that the hospital will continue to serve primarily the residents of Montclair, Glen Ridge, Bloomfield, and the other 15 towns (Belleville, Caldwell, Cedar Grove, Clifton, East Orange, Fairfield, Irvington, Little Falls, Newark, Nutley, Orange, Passaic, South Orange, Verona and West Orange) comprising the hospital's primary and secondary service areas and will continue to serve approximately 11,000 inpatients annually, and provide 38,902 emergency department visits, 2,380 inpatient surgical procedures and 4,639 outpatient surgical procedures.

2. The need for special equipment and services in the area:

According to the Applicant:

The applicant states that as a general acute care hospital, Mountainside provides a diversified set of comprehensive inpatient and outpatient services and that all the necessary equipment to operate the facility as a general hospital is currently in use at the hospital and will continue to be in use after the consummation of the transfer of ownership.

3. The adequacy of financial resources and sources of present and future revenues:

According to the Applicant:

Montclair Health has access to sufficient capital to acquire the interest in Merit Mountainside and expects Mountainside will continue to generate revenue sufficient to fund its operating and maintenance capital needs. The applicant states Montclair Health will have access to cash in the form of cash generated by hospital operations; a revolving credit facility made available to Montclair Health by LHP; and capital contributions made to Montclair Health by its members, LHP and HUMC.

4. The availability of sufficient manpower in the several professional disciplines:

According to the Applicant:

The applicant is committed to retaining substantially all the individuals who are employed at the hospital at the time of the transfer of ownership. Appendix 7 - Purchase Agreement - Section 6.5 - "Employee Matters" addresses the continued employment of all of the then current employees of the Purchaser at the time of purchase and with respect to the salaries and wages at the levels in effect immediately prior to the effective time of the purchase; with benefit levels that are competitive in the marketplace and similar to those offered to hospital employees of the Purchaser and its Affiliates. In addition, Montclair Health accepts all obligations held by Mountainside at the time of the transfer of

ownership including the labor contracts between the hospital and the unions serving the hospital as well as the contracts between the hospital and commercial insurers. Mountainside maintains agreements with all insurers operating in New Jersey and requires its hospital-owned physician practices to do the same.

5. Will not have an adverse economic or financial impact on the delivery of health care services in the region or statewide and will contribute to the orderly development of adequate and effective health care services:

According to the Applicant:

As stated in the Executive Summary of the CN Application, Montclair Health seeks to continue operating Mountainside as a general acute care hospital and to continue the services currently in place consistent with the May 2007 Certificate of Need approval letter for the transfer of ownership to Merit. In addition, Montclair Health will also comply with the other transferrable conditions of the 2007 Certificate of Need Approval letter. Merit indicates that the transfer of ownership will not have any adverse economic or financial impact on the delivery of health care services in the region or statewide because of its commitment to continue operating Mountainside as a general hospital in its current location and will continue its current complement of services.

Public Hearing:

On April 19, 2012, a public hearing was held at Glen Ridge High School, LGI Room, 200 Ridgewood Avenue in Glen Ridge, NJ from 6:00 p.m. to 8:00 p.m. Approximately 30 people were in attendance. Five (5) people including the CEO of Mountainside spoke, all of whom were in favor of the proposed transfer of ownership.

Department Staff Analysis:

Department staff has concluded that the applicant has adequately documented compliance with the applicable Certificate of Need rules (N.J.A.C. 8:33-1.1 et seq.) and general statutory standards at N.J.S.A. 26:2H-1 et seq. For the purposes of this review, this application is considered a transfer of ownership of a licensed facility currently offering health care services and not a reduction, elimination, or relocation of health care services.

Department staff reviewed the applicant's Certificate of Need and determined that the applicant's rationale to transfer the ownership of Mountainside is a realistic assessment of the Mountainside service area and the health care services environment for Essex County. Considering that once transferred, Montclair Health is committed to operate Mountainside at the same bed and service capacity levels while maintaining all of the hospital's current employees and same contract agreements that are currently in place, the proposed transfer appears to be a feasible option for ensuring that Mountainside

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continues to provide quality health care services to the community and to maintain its financial viability. According to the application, Merit's decision to transfer the ownership of Mountainside is not due to any financial distress or loss from the operation of Mountainside, but is based on their decision to no longer be involved in healthcare in New Jersey.

The partners of Montclair Health, LHP and HUMC have demonstrated that they have the capital resources to complete the transaction and projections submitted with the application forecast gains from operations in 2013 and 2014 of \$17.5 million and \$25.5 million respectively. Those gains translate to operating margins of 7.4% and 9.9%. Although the projections forecast limited cash reserves, the applicant has stated that the hospital will have access to a revolving credit facility through LHP.

The applicant has acknowledged that there are other general hospitals providing services in Mountainside's service area and, as noted above, has committed to the continued operation of the hospital as it currently operates with no changes in services and to continue to serve all area residents including indigent patients, without any disruption in the delivery of health care services. Department staff notes that there are six hospitals (Clara Maass Medical Center, East Orange General Hospital, Saint Barnabas General Hospital, UMDNJ University Hospital, Newark Beth Israel Medical Center and Saint Michael's Medical Center) located in Mountainside's service area and within Essex County. Please refer to Table 1 for drive times and driving miles for each from Mountainside.

Table 1
Distance from Mountainside Hospital - 10708
1 Bay Avenue, Montclair, NJ 07042
to Area Hospitals

Provider/Location	Distance from Mountainside (miles)	Travel times from Mountainside
Clara Maass Medical Center ID# 10701 One Clara Maass Drive Bellville, NJ 07052	3.54	10 minutes
East Orange General Hospital ID# 10704 300 Central Avenue East Orange, NJ 07018	5.83	11 minutes
Saint Barnabas Medical Center ID# 10710 94 Old Short Hills Road Livingston, NJ 07039	8.64	19 minutes
UMDNJ University Hospital ID# 10702 150 Bergen Street Newark, NJ 07101	6.75	16 minutes
Newark Beth Israel Medical Center ID# 10709 201 Lyons Avenue Newark, NJ 07112	8.62	19 minutes
Saint Michael's Medical Center ID# 10713 111 Central Avenue Newark, NJ 07102	7.10	15 minutes

Source: Map Quest

After carefully reviewing the data, Department staff believes that the transfer of ownership of Mountainside to Montclair Health will not result in any negative impact on the community or patients that the hospital has historically served or other area hospitals. Department staff is satisfied that the new owners/operators will continue to operate Mountainside in full compliance with all licensing and CN requirements.

The need for special equipment and services in the area will not be impacted because the applicant is to maintain the facility as an acute care general hospital at the same licensed bed complement and service levels. Department staff relies on the applicant's statement to maintain inpatient services and acknowledgement that the applicant's business does not include the reduction of any existing inpatient services, staff or ancillary services such as the Mountainside School of Nursing.

Adequacy of Financial Resources and Sources of Present and Future Revenues:

Department staff notes that the applicant states and confirms in completeness responses that LHP will contribute \$152 million dollars and HUMC will contribute \$38 million dollars to Montclair Health for the purchase of Mountainside.

The partners of Montclair Health, LHP and HUMC have demonstrated that they have the capital resources to complete the transaction and projections submitted with the application forecast gains from operations in 2013 and 2014 of \$17.5 million and \$25.5 million respectively. Those gains translate to operating margins of 7.4% and 9.9%. Although the projections forecast limited cash reserves, the applicant has stated that the hospital will have access to a revolving credit facility through LHP.

According to Completeness Responses, the applicant notes an overall increase in annual Net Patient Services Revenue for Mountainside that is attributable to 2.0% volume growth and between 4.4% to 5.9% in improved reimbursement. The annual breakout is listed below in Table 2.

Table 2
Annual Breakout of Net Patient Service Revenue of Mountainside Hospital

	<u>2012</u>	<u>2013</u>	<u>2014</u>
Annual Net Revenue \$ Increase (in \$000's)	\$13,229	\$17,103	\$18,913
% Attributable to Volume Increases	2.0%	2.0%	2.0%
% Attributable to Reimbursement Increases	4.4%	5.7%	5.9%
<u>Total % Increase</u>	6.4%	7.7%	7.9%

According to unaudited statements provided by the New Jersey Health Care Facilities Financing Authority (NJHCFFA), as previously noted in this summary, Mountainside showed a gain from operations of \$17,180,489 on revenues of \$211,760,512 for 2011, which translates to an 8.11% operating margin. With a small non-operating loss, the profit margin for 2011 was 8.08%. Cash at year end was \$6,619,866 or 13.8 days cash on hand.

Track Record:

The Department is aware that HUMC intends to temporarily cease renal transplant surgeries on May 18, 2012 due to historically higher than expect mortality rates and quality assurance systems oversight issues, and during this time the hospital will be taking steps to address these issues. However, staff is convinced that, while serious, this is an isolated instance in an otherwise commendable track record of compliance with federal Medicare and State licensing requirements. Since this does not involve a pattern or practice of non-compliance with requirements and since proper resolution of the transplant issue has no significant relationship with this proposed transfer, staff does not believe this one issue should impact the decision regarding this application.

Other Documents Reviewed – B2 Data

**For Mountainside and Other Essex County Service Area Hospitals
Licensed Beds, Maintained Beds and Utilization Data
See Appendixes - Pages 15 – 26**

Staff Recommendations:

Based on this documentation of compliance with regulatory and statutory criteria, Department staff recommends approving the transfer of ownership of Mountainside from Merit to Montclair Health for the following reasons and with the conditions noted below:

Reasons:

1. Montclair Health has stated its commitment to continuing to operate Mountainside as a general hospital for at least the remainder of the 10-year time period as required of Merit as a condition of approval for its purchase of the hospital in May 2007.
2. Montclair Health has committed to operating Mountainside without any proposed reduction of existing services, or without any adverse impact on the health care of its service community, and will continue providing care to all patients who present at Mountainside regardless of ability to pay for the care they receive.
3. Staff agrees that the maintenance of Mountainside with its current bed/service complement will positively impact service area communities with no negative impact on other area hospitals.
4. The proposed service integration with HUMC should enhance the quality of care at both facilities.

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5. The applicant complies with the Department's general transfer of ownership criteria: there is a willing buyer and seller; the buyer has presented a financially feasible project; and the buyer has an acceptable licensing track record.

Conditions:

Based on this documentation of compliance with regulatory and statutory criteria, Department staff recommends approving this transfer of ownership with the following conditions:

1. The applicant shall file a licensing application with the Department's Certificate of Need and Healthcare Facility Licensure Program (CNHCFL) to execute the transfer of the ownership of Mountainside to Montclair Health. A license to operate will not be issued to Montclair Health until the transaction is approved by the Attorney General under P.L. 2000, c. 143, the Community Health Assets Protection Act (CHAPA), and a notarized letter indicating the actual date of the transfer has been submitted to the Office of Certificate of Need and Healthcare Facilities Licensing.
2. The applicant shall notify the Department's CNHCFL in writing, specifically who is responsible for the safekeeping and accessibility of all Mountainside patients' medical records (both active and stored) in accordance with N.J.S.A. 8:26-8.5 et seq. and N.J.A.C. 8:43G-15.2.
3. Montclair Health shall hire substantially all of the employees who are currently employed at Mountainside in accordance with Section 6.5 – Employee Matters of the Purchase Agreement. As stated in the CN application, Montclair Health shall recognize all current employees' existing levels of service and seniority.
4. As stated in the CN application and in accordance with the provisions of N.J.S.A. 26:2H-18.59h, Montclair Health shall "offer to its employees who were affected by the transfer, health insurance coverage at substantially equivalent levels, terms and conditions to those that were offered to the employees prior to the transfer."
5. Montclair Health shall comply with CN Condition #4 of the May 11, 2007 letter approving Merit's CN application as the then applicant to own and operate Mountainside. CN Condition #4 required Merit to operate Mountainside as a general hospital, for a ten (10) year time period. Merit will have operated the hospital for five (5) years as of June 1, 2012. Montclair Health shall operate Mountainside, in compliance with all regulatory requirements, for five (5) years from the date of this CN approval letter through June 30, 2017. This condition shall be imposed as a contractual condition of any subsequent sale or transfer, subject to appropriate regulatory or legal review, by Montclair Health within the five year period.

6. As noted in the CN application, Montclair Health shall continue all clinical services currently offered at Mountainside and continue the operation of the Mountainside School of Nursing. Any changes in this commitment involving either a reduction, relocation out of Mountainside's current service area, or elimination of clinical services offered by Mountainside, shall require prior written approval from the Department and shall be subject to all applicable statutory and regulatory requirements.
7. Montclair Health shall continue compliance with N.J.A.C. 8:43G-5.21(a), which requires that "[a]ll hospitals . . . provide on a regular and continuing basis, out-patient and preventive services, including clinical services for medically indigent patients, for those services provided on an in-patient basis." Documentation of compliance shall be submitted within 30 days of the issuance of the license and quarterly thereafter for a period of five years.
8. In accordance with N.J.S.A. 26:2H-18.64 and N.J.A.C. 8:43G-5.2(c), Montclair Health shall not only comply with federal EMTALA requirements, but also provide care for all patients who present themselves at Mountainside without regard to their ability to pay or payment source.
9. The value of indigent care provided by Mountainside shall be determined by the dollar value of documented charity care, calculated at the prevailing Medicaid rate, and shall not be limited to the amount of charity care provided historically by Mountainside.
10. As stated in Completeness Responses by the applicant to the Department, Montclair Health shall establish joint venture Board of Directors comprised of 10 members, five appointed by each of LHP and HUMC. The function of the joint venture Board of Directors is to provide strategic direction for Montclair Health. Actions of the joint venture Board of Directors will be accomplished through block voting; such actions require the approval of both a majority of the LHP-appointed members and a majority of the HUMC-appointed Board members.
11. Also as stated in above noted Completeness Responses, the joint venture Board of Directors will appoint a 12-member local Board of Trustees for Mountainside, at least 50% of its members will be physicians from the active medical staff at the hospital, at least one of whom will be a resident of Montclair, and the remainder of whom will be local leaders from the hospital's service area. The hospital local Board of Trustees will be responsible for, among other things, (1) adopting a vision, mission, and values statement for the hospital; (2) monitoring performance improvement at the hospital; (3) granting medical staff privileges and, when necessary and with the advice of counsel, taking disciplinary action consistent with the medical staff bylaws; (4) ensuring medical staff compliance with the requirements of the Joint Commission; (5) supporting physician recruitment efforts; and (6) fostering community relationships and identifying service and education opportunities in the community.

12. Within 30 days of the issuance of the hospital's new license, Montclair Health shall provide the Department with an organizational chart of the hospital and each service that shows lines of authority, responsibility, and communication among, Montclair Health, hospital management and the board. Montclair Health, as licensee, shall be responsible for compliance.
13. An outreach plan shall be placed into effect to ensure that all residents of the hospital service area, especially the medically indigent, have access to the available services at the location. A self-evaluation of this effort shall be conducted on a yearly basis beginning the first full year after licensure and for four years thereafter to measure its effectiveness including any payments accounted for activities, including but not limited to, outreach, community programs, health professional education, and shall be submitted to the Department every year for review and comment and presented to the public at the hospital's annual public meeting.
14. Montclair Health shall report annually on the anniversary date of CN approval to the Department's CNHCFL Program concerning the status of the conditions referenced in this approval letter.
15. All reports required in these conditions shall be forwarded to the Department's Office of Certificate of Need and Healthcare Facility Licensure.
16. All the above conditions shall also apply to any successor organization to Montclair Health who acquires Mountainside within five (5) years from the date of the Certificate of Need approval.

Appendix A - Licensed Beds

2008					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	263	10	35	308
	OccRt	38.35%	0%	48.63%	38.27%
	ADC	100.85	0	17.02	117.87
Clara Maass Medical Center - 10701	Beds	347	20	29	396
	OccRt	45.97%	32.27%	90.13%	48.51%
	ADC	159.51	6.45	26.14	192.10
East Orange General Hospital - 10704	Beds	160	0	15	175
	OccRt	78.08%	0%	90.15%	79.12%
	ADC	124.93	0	13.52	138.45
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	76.45%	54.67%	64.93%	73.53%
	ADC	293.58	19.13	35.06	347.78
UMDNJ University Hospital - 10702	Beds	270	60	70	400
	OccRt	38.69%	18.34%	32.84%	34.62%
	ADC	104.47	11.00	22.99	138.46
Newark Beth Israel Medical Center - 10709	Beds	391	48	88	527
	OccRt	51.09%	57.17%	64.06%	53.81%
	ADC	199.75	27.44	56.37	283.56
Saint Michael's - 10713	Beds	277	6	33	316
	OccRt	62.76%	23.09%	73.99%	63.18%
	ADC	173.86	1.39	24.42	199.66

2009					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	263	10	35	308
	OccRt	36.02%	0%	46.69%	36.06%
	ADC	94.72	0	16.34	111.06
Clara Maass Medical Center - 10701	Beds	340	20	29	389
	OccRt	48.67%	39.88%	86.40%	51.03%
	ADC	165.49	7.98	25.06	198.52
East Orange General Hospital - 10704	Beds	160	0	15	175
	OccRt	67.85%	0%	60.84%	67.25%
	ADC	108.56	0	9.13	117.69
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	75.75%	63.06%	53.91%	72.32%
	ADC	290.87	22.07	29.11	342.05
UMDNJ University Hospital - 10702	Beds	270	60	73	403
	OccRt	59.81%	29.21%	62.93%	55.82%
	ADC	161.50	17.52	45.94	224.96
Newark Beth Israel Medical Center - 10709	Beds	391	44	88	523
	OccRt	49.78%	64.33%	50.77%	51.17%
	ADC	194.64	28.30	44.67	267.62
Saint Michael's - 10713	Beds	275	6	36	317
	OccRt	66.34%	0%	73.87%	65.94%
	ADC	182.43	0	26.59	209.02

2010					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	263	10	35	308
	OccRt	36.13%	0%	41.30%	35.55%
	ADC	95.03	0	14.46	109.48
Clara Maass Medical Center - 10701	Beds	340	20	29	389
	OccRt	48.61%	34.70%	89.67%	50.95%
	ADC	165.26	6.94	26.01	198.21
East Orange General Hospital - 10704	Beds	160	0	15	175
	OccRt	66.77%	0%	79.03%	67.82%
	ADC	106.83	0	11.86	118.69
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	75.51%	45.12%	54.06%	70.81%
	ADC	289.95	15.79	29.20	334.94
UMDNJ University Hospital - 10702	Beds	270	60	73	403
	OccRt	56.42%	18.83%	57.78%	51.07%
	ADC	152.34	11.30	42.18	205.81
Newark Beth Israel Medical Center - 10709	Beds	391	40	88	519
	OccRt	50.82%	50.75%	61.40%	51.61%
	ADC	198.72	20.30	54.03	273.05
Saint Michael's - 10713	Beds	280	1	36	317
	OccRt	55.04%	0%	72.44%	56.84%
	ADC	154.10	0	26.08	180.18

2011					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	263	10	35	308
	OccRt	33.65%	0%	39.58%	33.24%
	ADC	88.51	0	13.85	102.36
Clara Maass Medical Center - 10701	Beds	340	20	29	389
	OccRt	49.26%	35.74%	92.22%	51.76%
	ADC	167.47	7.15	26.74	201.36
East Orange General Hospital - 10704	Beds	160	0	15	175
	OccRt	69.02%	0%	82.21%	70.15%
	ADC	110.42	0	12.33	122.76
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	76.52%	44.92%	56.02%	71.84%
	ADC	293.84	15.72	30.25	339.81
UMDNJ University Hospital - 10702	Beds	270	60	73	403
	OccRt	54.95%	19.70%	50.19%	48.84%
	ADC	148.37	11.82	36.64	196.82
Newark Beth Israel Medical Center - 10709	Beds	391	40	88	519
	OccRt	55.26%	50.73%	65.56%	56.65%
	ADC	216.05	20.29	57.69	294.04
Saint Michael's - 10713	Beds	281	0	36	317
	OccRt	40.53%	0%	64.23%	43.22%
	ADC	113.88	0	23.12	137

Appendix B - Maintained Beds

2008					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	159	0	20	179
	OccRt	64.43%	0%	85.11%	65.85%
	ADC	100.85	0	17.02	117.87
Clara Maass Medical Center - 10701	Beds	226	20	29	278
	OccRt	70.58	32.37%	90.13%	69.85%
	ADC	159.51	15.63	26.14	192.10
East Orange General Hospital - 10704	Beds	151	0	15	166
	OccRt	82.74%	0%	90.15%	83.41%
	ADC	124.93	0	13.52	138.45
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	76.45%	54.67%	64.93%	73.53%
	ADC	293.58	19.13	35.06	347.78
UMDNJ University Hospital - 10702	Beds	252	43	62	357
	OccRt	41.46%	25.59%	37.07%	38.78%
	ADC	104.47	11.00	22.99	138.46
Newark Beth Israel Medical Center - 10709	Beds	222	31	80	333
	OccRt	89.87%	88.52%	70.46%	85.15%
	ADC	199.75	27.44	56.37	283.56
Saint Michael's - 10713	Beds	225	5	30	260
	OccRt	77.27%	27.70%	81.39%	76.79%
	ADC	173.86	1.39	24.42	199.66

2009					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	159	0	20	179
	OccRt	59.57%	0%	81.71%	62.05%
	ADC	94.72	0	16.34	111.06
Clara Maass Medical Center - 10701	Beds	229	20	29	278
	OccRt	72.27%	39.88%	86.40%	71.41%
	ADC	165.49	7.98	25.06	198.52
East Orange General Hospital - 10704	Beds	151	0	15	166
	OccRt	71.90%	0%	60.84%	70.90%
	ADC	108.56	0	9.13	117.69
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	75.75%	63.06%	53.91%	72.32%
	ADC	290.87	22.07	29.11	342.05
UMDNJ University Hospital - 10702	Beds	210	37	62	309
	OccRt	76.90%	47.36%	74.10%	72.80%
	ADC	161.50	17.52	45.94	224.96
Newark Beth Israel Medical Center - 10709	Beds	228	31	82	341
	OccRt	85.37%	91.30%	54.48%	78.48%
	ADC	194.64	28.30	44.67	267.62
Saint Michael's - 10713	Beds	246	0	36	282
	OccRt	74.16%	0%	73.87%	74.12%
	ADC	182.43	0	26.59	209.02

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2010					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	159	0	20	179
	OccRt	59.77%	0%	72.27%	61.16%
	ADC	95.03	0	14.46	109.48
Clara Maass Medical Center - 10701	Beds	229	20	29	278
	OccRt	72.17%	34.70%	89.67%	71.30%
	ADC	165.26	6.94	26.01	198.21
East Orange General Hospital - 10704	Beds	154	0	15	169
	OccRt	69.37%	0%	79.03%	70.23%
	ADC	106.83	0	11.86	118.69
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	75.51%	45.12%	54.06%	70.81%
	ADC	289.95	15.79	29.20	334.94
UMDNJ University Hospital - 10702	Beds	195	32	69	296
	OccRt	78.12%	35.31%	61.13%	69.53%
	ADC	152.34	11.30	42.18	205.81
Newark Beth Israel Medical Center - 10709	Beds	230	31	82	343
	OccRt	86.40%	65.49%	65.89%	79.61%
	ADC	198.72	20.30	54.03	273.05
Saint Michael's - 10713	Beds	207	0	32	239
	OccRt	74.45%	0%	81.50%	75.39%
	ADC	154.10	0	26.08	180.18

2011					
		Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital - 10708	Beds	159	0	20	179
	OccRt	55.67%	0%	69.26%	57.19%
	ADC	88.51	0	13.85	102.36
Clara Maass Medical Center - 10701	Beds	229	20	29	278
	OccRt	73.13%	35.74%	92.22%	72.43%
	ADC	167.47	7.15	26.74	201.36
East Orange General Hospital - 10704	Beds	152	0	15	167
	OccRt	72.65%	0%	82.21%	73.51%
	ADC	110.42	0	12.33	122.76
Saint Barnabas Medical Center - 10710	Beds	384	35	54	473
	OccRt	76.52%	44.92%	56.02%	71.84%
	ADC	293.84	15.72	30.25	339.81
UMDNJ University Hospital - 10702	Beds	195	31	69	295
	OccRt	76.09%	38.13%	53.10%	66.72%
	ADC	148.37	11.82	36.64	196.82
Newark Beth Israel Medical Center - 10709	Beds	252	31	82	365
	OccRt	85.73%	65.46%	70.36%	80.56%
	ADC	216.05	20.29	57.69	294.04
Saint Michael's - 10713	Beds	151	0	30	181
	OccRt	75.42%	0%	77.08%	75.69%
	ADC	113.88	0	23.12	137

Source: DHSS Health Care Financing Systems Summary of Inpatient Utilization (B-2)

Appendix C Admissions

2008

	Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital – 1070	8088	0	1239	9327
Clara Maass Medical Center - 10701	12,356	1125	989	14,470
East Orange General Hospital - 10704	6806	0	190	6996
Saint Barnabas Medical Center - 10710	22,635	2915	617	26,167
UMDNJ University Hospital - 10702	7748	515	263	8526
Newark Beth Israel Medical Center - 10709	13,955	2228	1740	17,923
Saint Michael's – 10713	12,510	199	113	12,822
Total	84,098	6982	5151	96,231

2009

	Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital – 1070	9645	0	0	9645
Clara Maass Medical Center - 10701	13,527	1380	981	15,888
East Orange General Hospital - 10704	6455	0	436	6891
Saint Barnabas Medical Center - 10710	22,821	3055	503	26,379
UMDNJ University Hospital - 10702	15,476	569	994	17,039
Newark Beth Israel Medical Center - 10709	13,531	2523	1118	17,172
Saint Michael's – 10713	13,765	0	285	14,050
Total	95,220	7527	4317	107,064

2010

	Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital – 1070	8633	0	0	8633
Clara Maass Medical Center - 10701	13,459	1210	824	15,493
East Orange General Hospital - 10704	6120	0	390	65610
Saint Barnabas Medical Center - 10710	21,749	2283	684	24,716
UMDNJ University Hospital - 10702	14,944	404	898	16,246
Newark Beth Israel Medical Center - 10709	13,358	1938	2076	17,372
Saint Michael's – 10713	11,468	0	369	11,837
Total	89,731	5835	5241	100,807

2011

	Med/Surg	Ped	ICU/CCU	Combined
Mountainside Hospital – 1070	7956	0	0	7956
Clara Maass Medical Center - 10701	14,125	1190	656	15,971
East Orange General Hospital - 10704	6485	0	219	6704
Saint Barnabas Medical Center - 10710	21,421	2298	807	24,526
UMDNJ University Hospital - 10702	14,366	387	886	15,639
Newark Beth Israel Medical Center - 10709	13,777	1979	2100	17,856
Saint Michael's – 10713	9141	0	298	9439
Total	87,271	5854	4966	98,091

Source: DHSS Health Care Financing Systems Summary of Inpatient Utilization (B-2)