## Performance Measures and Target Levels

| **BSC Perspective** | **Common Measures and Target Levels[[1]](#footnote-2)[[2]](#footnote-3)** |
| --- | --- |
| Learning and Growth | Staff turnover rate  Employee satisfaction levels  Physician satisfaction levels  Employee and physician satisfaction survey return rate  Physician retention rate  Percent of employees completing annual trainings |
| Internal Processes | Length of Stay (LOS)  Core quality measures (target at least at or above state or national average)  Medicare Beneficiary Quality Improvement Project (MBQIP) measures (target at least at or above state or national average)  Percent of wellness visits  Percent of appropriate patients receiving chronic care management (CCM)  Percent of patients placed in appropriate level of care assignment on admission  Average daily swing bed census (target best practice level of ADC of 4 or more patients)  ED admission rates - acute and observation (target best practice level of 8% - 10%, following review of ED transfers for appropriateness)  Revenue cycle key performance indicators such as:   * Cash collected and cash percentage of net revenue * In-house and discharged not-final-billed receivables * Cost to collect * Denials as a fraction of gross charges * Percent of clean claims * Point of service collections as a fraction of goal |
| Patients, Partners and Community | HCAHPS (target at least at or above state or national average)  Length of Stay (LOS)  Readmission rates  Percentage of people receiving preventive services (by service) |
| Financial and Value | Days in net accounts receivable (AR) (target best practice level of 45 days or less; U.S. median 52)  Days in gross AR (target best practice level of 45 days or less; U.S. median 50)  Days cash on hand (target U.S. median of 76 days or above)  Average Payment Period (target best-practice level of 35 days or less)  Total margin (target U.S. median of 3.09% or above)  Operating margin (target U.S. median of 1.79% or above)  Debt service coverage (target at least U.S. median 2.89 or above)  Salaries to net patient revenue (target U.S. median of 44.7% or below)  Medicare inpatient payer mix (target at U.S. median 73% or less)  Average age of plant (years)  Long-term debt to capitalization  Bad Debt as a percentage of gross revenue (target best practice level of less than 10% as a percentage of gross revenue) |

1. Referenced best practice levels obtained from [Small Rural Hospital Transition (SRHT) Project](https://www.ruralcenter.org/rhi/srht) 2016 – 2017 hospital reports [↑](#footnote-ref-2)
2. 2015 US median level referenced from [CAH Finance 101 Manual, updated 2017](https://www.ruralcenter.org/tasc/resources/cah-finance-101-manual) [↑](#footnote-ref-3)