

BENCHMARK	Ad valorem property tax (cents per \$100)	SIZE (# of annual outpatient visits)	Revenue (in millions)	Expenses (in millions)	Hospitals	FQHC/CHC	IDS?	Managed Care Plan	DSRIP	Other	Medical Assistance Plan	Payor Mix	Patient Demographics
Central Health	11.05	500,000	253	195	1	26	Yes	Sendero	Yes	Community Health Champions, mobile health teams through CUC	Yes		
Parkland (Dallas)	27.94	1,000,000	1,697	1,741	1	15	Yes	Parkland HEALTHfirst	Yes	mobile homeless outreach medical services	Yes	38% charity, 10% self-pay, 16% Medicare, 8% commercial insurance, 28% Medicaid	34% African-American, 26% Caucasian, 21% Hispanic, 15% Asian
Harris (Houston)	17.18	2,000,000	1,352	1,307	3	23	Yes		Yes	immunization and homeless outreach programs		62% uninsured, 20% Medicaid/CHIP, 10% Medicare, 8% commercial/other	58% Hispanic, 26% African-American, 9% Caucasian, 5% Asian/Pacific, 3% Other
JPS (Fort Worth)	22.79	1,700,000	890	875	1	40			Yes				
University Health (San Antonio)	27.62	434,269	1,531	1,416	1	13		Community First Health Plans	Yes		Yes	74% Medicaid, 11% commercial, 7% CHIP, 7% StarKids, 1% ASO	
El Paso	23.45		669	669	1			El Paso First Health Plans	Yes		Yes		
Christus Health System/Neuces County (Corpus Christi)	12.97		120	115	1	6		Neuces Aid Program	Yes				
Cook County Health & Hospital System (Chicago, IL)		1,000,000	1,701	1,908	2	16		CountyCare	No	jail/prison health services	Yes	37.2% self-pay (uninsured), 41.5% Medicaid, 10% Medicare, 4.9% Commercial, 6.4% Other	53.3% Black, 27.3% White, 3.9% Asian Pacific, 3.6 American Indian, 1.1% Multi-race, 10.8% Other
Denver Health (CO)			1,001	1,018	1	10		Denver Health Medical Plan	No				
Jackson (Miami, FL)			1,720	1,558	6	38			DSRIP-like program				
Lee Memorial (Fort Myers, FL)		1,500,000	1,690	1,427	6	6	Yes		DSRIP-like program			52% Medicare, 14% Medicaid, 22% commercial, 6% self-pay/charity, 6% other	
Maricopa Integrated Health System (Phoenix, AZ)			863	803	1	15		Mercy Maricopa Integrated Care	DSRIP-like program			41% Medicaid, 22% Medicare, 20% commercial, 17% other	
NYC Health + Hospitals (NY)			9,656	9,756	11	70		MetroPlus	Yes	home health agency, nursing home, post-acute centers	Yes		
Palm Beach Health Care District (FL)	8.99		238	229	1	8			DSRIP-like program	coordinated care is an option for uninsured that do not qualify for care under ACA	Yes	68% ad valorem taxes, 22% charges for service, 6% grants, 4% other	
Riverside University Health System (CA)			1,600		1	10	Yes		Yes	mobile medical clinic			
Spartanburg Regional Health System (SC)			1,073	1,061	4	4			No	Project SEARCH - provides education/job training for young adults with developmental disabilities	Yes		
University of Alabama at Birmingham Health System (AL)			1,651		8		Yes		No		Yes		
Zuckerberg San Francisco			950	1,159	1				Yes				
University of New Mexico Medical Center (Albuquerque, NM)		200,000	1,536	1,593	3				Yes		Yes		
Orlando Health/West Orange County Health District (Orange Co, FL)		3,000,000	2,456	2,283	8	3			DSRIP-like program				

BENCHMARK	Access	Planning	Communication/Outreach	Population Health Management	Organizational/Governance	Funds Flow
Central Health						
Parkland (Dallas)	See Access tab	1) Strategic Plan through 2020 is clearly labeled on website; provides insights on priorities and vision within coming years 2) Each area to improve within Strategic Plan contains specific, clear goals	1) Numerous outreach/education programs 2) Page on website where displaying Community Calendar and Events - easily accessible 3) Strong presence on social media: LinkedIn (21,825 followers); Facebook (20,271 followers) 4) Has "Diversity Dialogues" to better understand cultural and health needs within community	1) Aware of cultural and health needs within patient population, made apparent by the services and programs offered to patients	1) Board of Managers, which includes seven members appointed by Dallas County Commissioners Court. Three-year terms and are limited to two terms (six years total). 2) 9 Senior Executives	1) One-third of revenue (\$536 M) came from ad valorem property taxes in FY2016 (\$0.2794). 2) Nearly half of revenue (\$772 M) came from patient services
Harris (Houston)	See Access tab	1) 2012-2016 Strategic Plan (nothing newer) with goals and initiatives. While goals and initiatives are stated in detail, the report is not comprehensive and does not provide much background or discuss community needs	1) Partners and Collaborates with health promotion activities and community outreach events (not specified) 2) Moderate presence on social media: LinkedIn (17,190 followers); Facebook (4,577 followers)	1) Extremely aware of different populations within Harris County 2) With nearly 60% of patients being Hispanic, the website is also offered in Spanish 3) Community Health Workers must receive training on cultural differences	1) Board of Trustees with nine members appointed by Harris County Commissioners' Court. Each term is two years, and there are no term limits.	1) Property taxes (\$0.1718) totaling \$699 M in FY2017 (51% of revenue) 2) Net patient services account for \$391 M (29% of revenue)
JPS (Fort Worth)	See Access tab	1) Shows detailed timeline of public meetings and planning meetings. Gives documents and presentations (Community Needs Assessment, Town Hall/Commissioners' Court presentations) with specific plans for expansion and renovation of current infrastructure 2) 2017 "Implementation Plan" that identifies community efforts and priority topic areas with	1) Partners and Collaborates with health promotion activities and community outreach events (not specified) 2) Implements community-based programs (not specified) 3) Moderate social media presence: LinkedIn (12,750 followers); Facebook (7,875 followers)	1) Population health listed as one of JPS' pillars in its most recent Community Report 2) Identifies social determinants as large part within population health, as well as environment and behavioral health	1) 11 members of Board of Managers, appointed by Tarrant County Commissioners' Court. Terms are two years, and there are no term limits. 2) 23 Executives	1) Property tax (\$0.2279) totaling \$349 M (39% of revenue) 2) Net patient revenue account for \$344 M (just under 39% of revenue)
University Health (San Antonio)	See Access tab	1) Website easily shows meeting agendas and minutes from Board of Managers meetings 2) A great deal of planning was put into Annual Report, which talks about current accomplishments and looks to future goals as well	1) Making an effort to outreach to community to improve communication gap between patient and providers 2) Making community aware of specific health risks in geographic locations (Zika virus) 3) Moderate social media presence: LinkedIn (7,590 followers); Facebook (15,625 followers)	1) Very aware of demographics and offers language services at for all patients 2) Many focuses on population-specific needs (i.e. pediatrics, prevention of spread of Zika virus, trauma) 3) Offers variety of services to community to monitor health status	1) Board of Managers composed of seven members, who are appointed by the Bexar County Commissioners' Court. Terms are two years, and there is no limit on the number of terms they may serve. 2) Leadership team including C-suite and Senior VPs	1) Ad valorem tax for 2016-2017 as \$0.2762, equaling \$325 M in revenue (23% of total revenue) 2) \$693 M of revenue (49%) comes from net patient revenue
El Paso County Hospital District	See Access tab	1) Detailed Community Health Needs Assessment, which highlights deficiencies and shortages in certain areas of care. These are then targeted in El Paso's outreach programs and variety of services.	1) Several community programs geared toward at-risk populations, including Community Coalition Partnership, El Paso Occupant Protection Program, Injury Prevention Program, Nurse-Family Partnership Program 2) Weak social media presence: LinkedIn (1,072 followers); Facebook (3,601 followers)	1) Very aware of population - including language needs, socioeconomic levels, and at-risk groups	1) Board of Managers, consisting of seven members with three-year terms and may be re-appointed. Appointed by El Paso County Commissioners' Court. 2) Administrative Staff (C-suite) and Medical Staff Officers	1) The tax rate recently rose from \$0.2226 to \$0.2345, raising tax revenue to \$95 M (16% total revenue)
Christus Health System/Neuces County (Corpus Christi)	See Access tab	unclear - the websites (explained in next section) are not specific. CHRISTUS Health manages the health services in the county, while Nueces County takes care of administrative tasks. Difficult to understand who does what.	1) Appears that no community outreach programs are offered. There is information online about community health information (i.e. immunizations, HIV/AIDS prevention, etc), but the information is not consolidated and contains an overwhelming amount of documents. 2) Websites are extremely difficult to navigate; there are three (3) sites. An old site for the health district, a new one, and the CHRISTUS website. Very difficult to make the connections. 3) Extremely weak social media presence for Nueces	1) Community Health Needs Assessment performed by CHRISTUS, specifying areas that meet and underperform targeted areas of service	1) Board of Manager with seven members. They are appointed by the Commissioners Court and serve staggered three-years terms.	unclear - Nueces County has very little revenue due to the fact that CHRISTUS runs the clinical services, but CHRISTUS is a multinational corporation with healthcare facilities around the world. Again, difficult to understand.
Cook County Health & Hospital System (Chicago, IL)	See Access tab	1) 2017-2019 strategic planning involved five principles to incorporate in the coming years 2) Budget appears to be in line with strategic planning	1) Held four community town hall meetings for strategic planning input 2) Weak social media presence: LinkedIn (1,891 followers), Facebook (2,480 followers).	1) Strategic Plan states how data have been analyzed on social determinants of health and describes many programs/processes on how to improve health equity	1) 11 Board Members; term length and limits unclear	1) About 6% of funding comes from tax payers. Has been consistently reducing reliance on taxpayers. \$481M in tax funding in FY09 and \$110M for proposed FY17. 2) Large investment recently in renovating and restructuring of current health centers

Denver Health (CO)	See Access tab	<p>1) A good amount of planning was put into annual report (Denver Health Report). While it is apparent that there the health district has collected a large amount of data on the populations in Denver, it is unclear if the community members'/patients' opinions were taken into consideration for future plans</p>	<p>1) Numerous outreach/education programs. Also provides education on certain health topics within clinics 2) Easy access to information online 3) Moderate social media presence: LinkedIn (13,353 followers); Facebook (12,220 followers)</p>	<p>1) Cognizant of different ethnicities and needs of community. Examples include translation of documents into Spanish due to large Hispanic population, Poison/Drug Center, and recognition of special populations with certain risks</p>	<p>1) Board of Directors with eleven members who are appointed by the Mayor of Denver. Members serve five-year terms. Term limits are unclear.</p>	<p>1) \$505 M (over 50% of total revenue) came from patient services</p>
Jackson (Miami, FL)	See Access tab	<p>1) Annual Report to Community displayed on website with accomplishments, however it does not touch on goals or plans going forward. Nothing comparable to a Strategic Plan available.</p>	<p>1) Provides education on a variety of areas, including injury prevention (schools), infectious diseases, smoking, etc. 2) There is a good amount of educational information on the website, but whether or not there are actual outreach programs to the community is unclear. 3) Strong social media presence: LinkedIn (21,244 followers); Facebook (12,220 followers)</p>	<p>1) Understands populations within community (different languages, ethnicities, etc) and how to target their needs.</p>	<p>1) Public Health Trust Board of Trustees - seven members with what appears to be unlimited amount of time to serve 2) Senior executives</p>	<p>1) \$1.1 Billion (61% of total revenue) came from patient services 2) \$252 M (14% of total revenue) came from the penny sales tax 3) \$161 M came (9% of total revenue) came from county taxes</p>
Lee Memorial Health System (Fort Myers, FL)	See Access tab	<p>1) Excellent job in Community Benefit (annual) Report outlining 7 specific goals for next several years. 2) A "HealthyLee" website was specifically created for initiatives within community 3) Focus on advocacy for children's health</p>	<p>1) Provides education to community on how to adopt healthier lifestyle, emphasizing prevention, health care education, chronic care issues, and others. 2) Multiple, specific outreach programs listed in Community Benefit Report 3) Moderate presence on social media: LinkedIn (9,876 followers); Facebook (8,854 followers)</p>	<p>1) Understands that community has a large population of low-income households, so the Health System opened up two primary care clinics in these low-income areas 2) Aware of prevalence of chronic diseases in these areas, and routinely performs screenings, classes, workshops with information on signs, symptoms, and prevention measures.</p>	<p>1) The Board of Directors consists of ten publicly-elected officials. Two officials are elected from each of the county's five districts. Terms are four years, with staggered terms 2) Senior executives</p>	<p>1) No taxing power and no direct tax support 2) About 94% of revenue comes from patient services (\$1.590 Billion). Of this revenue, 65% comes from Medicare/Medicaid</p>
Maricopa Integrated Health System (Phoenix, AZ)	See Access tab	<p>1) Excellent website and Annual report summarizing accomplishments and areas in which the health system is flourishing and improving 2) "Care Reimagined" is name of current plan to rebuilding health system by improving outpatient and behavioral health care and to expand the teaching hospital</p>	<p>1) Excellent statistics provided within Annual Report on the many number of events and the participants throughout the years. Examples include health fairs, medical/dental screening, distribution of bicycle helmets. 2) Moderate presence on social media: LinkedIn (5,514 followers); Facebook (11,165 followers).</p>	<p>1) Aware of community's needs, specifically with different languages. Elaborates on statistics for translation services. 2) Aware of need to expand behavioral health and other services as mentioned in "Planning" section</p>	<p>1) Board of Directors with five members. The members are elected officials; elected to office by voters of Maricopa County. There is one member for each district of the county. Board members serve a four-year term. 2) A Governing Council maintains oversight of the 13 family health centers/clinics. Currently 12 members with no specifics as to how they are chosen. 3) Senior executives</p>	<p>1) \$323 M (68% of total revenue) came from patient services, where \$203 M (43% of total revenue) came specifically from Medicare/Medicaid 2) Ad Valorem Tax totaling \$69 M (15% of total revenue)</p>
NYC Health + Hospitals (NY)	See Access tab	<p>1) Extensive planning and input for current "Transformation" - the process underway to improve infrastructure and delivery of care. Based on "One New York plan" from Mayor de Blasio's office; focuses on quality care regardless of patient's ability to pay as well as massive transformation of current health system.</p>	<p>1) Several community forums to engage community in ongoing transformation within health system 2) Provides easily-accessible statistics and reports on website 3) Strong presence on social media: LinkedIn (17,503 followers); Facebook (41,038 followers)</p>	<p>1) Free interpretation in 170+ language 2) Very good understanding of population and minorities living with New York City and surrounding neighborhoods. Sensitive to culture, language, and needs of subgroups.</p>	<p>1) Fifteen members on Board of Directos. Term length and limits unclear 2) Senior executives + facility CEOs</p>	<p>1) Majority of revenue received from "charges for services" (\$8.3 Billion).</p>
Palm Beach Health Care District (FL)	See Access tab	<p>1) Outdated and not-detailed Community Benefit Report from 2013-2014. Neither Strategic Plan nor Community Needs Assessment shown on website. 2) Notice of public committee meetings on website</p>	<p>1) 9 Sponsored Programs (community agencies/programs that have a funding agreement to provide health services to uninsured or underinsured) 2) Funding requests available online for qualified organizations in community 3) Weak social media presence: LinkedIn (2,369 followers), Facebook (801 followers)</p>	<p>1) Difficult to assess without in-depth information or Community Needs Assessment.</p>	<p>1) Board of Commissioners containing seven members. Terms are four years, and members may hold their appointments for a maximum of eight years. Three appointed by Governor of FL, three appointed by Palm Beach County Board of Commissioners, and one is a representative of the State Department of Health</p>	<p>1) Ad valorem tax for 2017-2018: \$0.7807. Has been consistently reduced for 20 years. Nearly half of funding comes from this tax 2) Largest expenditure: providing health coverage for the uninsured in Palm Beach County; 92% of budget is used to fund health care services and prescription pharmaceuticals 3) Request available on website for organizations to receive funding</p>
Riverside University Health System (CA)	See Access tab	<p>1) Community Needs Assessment identifies several issues within community and the goals on how to conquer these issues. A very informative report, but hidden deep within website.</p>	<p>1) Performs a good amount of community awareness/education, public relations, and fundraising activities through the Riverside University Health System Foundation (non-profit) 2) Actual health system seems to perform very few events 3) Website is very difficult to navigate - documents/info are in very hard places to locate 3) Extremely weak social media presence: LinkedIn (207 followers); Facebook (743 followers)</p>	<p>1) Aware of needs of the community. Has separate (and confusing) Public Health website in partnership with the health system. Provided information on diseases, water sanitation, and education/informative programs</p>	<p>1) Senior leadership 2) Riverside does NOT have a Board of Directors for the health system itself. It DOES, however, have a Board of Directors for the Riverside University Health System Foundation</p>	<p>Could not find detailed financials</p>

Spartanburg Regional Health System (SC)	See Access tab	Could not find annual report/community benefit report	<p>1) Website has listed (with hyperlinks) several of programs available for community members. 2) Strong presence on social media: LinkedIn (5,695 followers); Facebook (23,111 followers).</p>	<p>1) Difficult to assess without in-depth information or Community Needs Assessment. 2) Website does not touch on different populations within the community and their needs</p>	<p>1) Board of Trustees with only three members (Chair, Vice Chair, and Secretary). 2) Similar to Riverside, there is also a Board of Trustees for the Spartanburg Regional Health System Foundation</p>	<p>1) The health system is a self-funded, political subdivision of the state and does not receive tax dollars from the community 2) Could not find detailed financials</p>
University of Alabama at Birmingham Health System	See Access tab	Could not find annual report/community benefit report	<p>1) Website limited with information. Highlights basic facts and accomplishments, but does not specify any outreach programs or activities. 2) Strong presence on social media: LinkedIn (10,886 followers); Facebook (23,054 followers)</p>	<p>1) Difficult to assess without in-depth information or Community Needs Assessment. 2) Website does not touch on different populations within the community or their needs</p>	<p>1) Board of Directors: lists 25+ individuals for 2015 Board.</p>	<p>1) Difficult to find financials specifically for health system since it is under the financial umbrella of UAB. Was able to calculate revenue (\$1.651 Billion) for health system based off entire UAB financials</p>
Zuckerberg San Francisco General Hospital	See Access tab	<p>1) Have mostly broad goals in 2015 Annual Report (ie.implementing strategic deployment; executing on new value; Building 5 renovation). 2) Could not find Community Needs Assessment 2) Not transparent in planning processes; this could be due to fault in system or due to bad website</p>	<p>1) Large impact in community largely due to the ZSFG Foundation, which is a non-profit aimed in providing charity and education towards the SF community. 2) Strong social media presence (on Facebook): LinkedIn (899 followers); Facebook (20,502 followers)</p>	<p>1) Aware of community's needs, offering interpretation services in 20+ languages, leading care in HIV/AIDS, and more</p>	<p>1) Senior leadership 2) ZSFG does NOT have a Board of Directors, but it DOES have a Board of Directors for its Foundation</p>	<p>1) Operating revenue for FY15 is \$950 M</p>
University of New Mexico Medical Center (Albuquerque, NM)	See Access tab	<p>1) Have held several forums to undersand concerns and priorities of communities within the surrounding counties. 2) An Implementation Strategy has been created to begin to solve the problems within these communities 2) There is a Community Health Needs Assessment to incorporate into future planning</p>	<p>1) Consumer (Patient) Advisory Boards that allow for firsthand feedback 2) Quarterly Community Meetings 3) Weak-moderate presence on social media: LinkedIn (4,484 followers); Facebook (4,350 followers)</p>	<p>1) As stated in "Planning," UNM understands the community it serves (ethnicity, languages, socio-economic status, etc) through Community Needs Assessment and various forums 2) Analyses of the data acquired have lead to new policies being implemented throughout the system</p>	<p>1) Board of Trustees for UNM Hospital consists of 9 members with 8 ex-officio (non-voting) members. The Board must represent the diverse community in which they serve.</p>	<p>1) Net patient revenue (\$1.158 Billion) accounted for 75% of total revenue in FY2015 2) Mil levy (\$100 M) accounted for 7% in total revenue</p>
Orlando Health/West Orange County Health District (Orange Co, FL)	See Access tab	<p>1) 2013 and 2016 Community Needs Assessments that are very detailed and are incorporated into future planning for the health system 2) Community Benefit Reports highlights accomplishments and areas found in Community Needs Assessment that need improvement</p>	<p>1) Multiple affiliations, events, health screenings, etc 2) Very strong social media presence: LinkedIn (26,691 followers); Facebook (37,878 followers)</p>	<p>1) Very aware of language and cultural needs of the different populations within the community. Offers "Culture and Language Resources" with translation services in 150+ languages 2) Even more aware of community issues due to regular Community Needs Assessments</p>	<p>1) Senior leadership 2) Orlando Health does NOT have a Board of Directors for the entity, but the Central Health Hospital DOES - composed of 10 members</p>	<p>1) Net patient revenue (\$2.326 Billion) accounted for 93% of total revenue in FY2016 2) "Community Sponsorship Form" where Orlando Health gives funding to qualified organizations in the community.</p>

BENCHMARK	ACCESS
Central Health	
Parkland (Dallas)	Inpatient: 1 hospital including a Level 1 Trauma Center, the second-largest burn center in US, and a Level 3 Neonatal ICU: Total of 870 beds Outpatient: 12 school-based clinics and 12 health centers, which have services in FM, IM, Womens, Behavioral Health, Dental, FM, Peds, and some specialties
Harris (Houston)	Inpatient: 3 hospitals, including a Level 1 Trauma Center, a Level 3 Trauma Center, and a Comprehensive Stroke Center. Total of 700 beds Outpatient: 5 school-based clinics, 10 homeless shelter clinics, 19 community health centers, which include services in FM, IM, Peds, Dental, Womens, Behavioral Health, and some specialties
JPS (Fort Worth)	Inpatient: 1 hospital: 573 beds Outpatient: 40 primary and specialty care health centers (including 20 school-based clinics), which have services in FM, IM, Womens, Behavioral Health, Dental, Peds, and some specialties
University Health (San Antonio)	Inpatient: 1 hospital: 456 beds Outpatient: 21 outpatient centers with services in FM, IM, Womens, Behavioral, Peds, and some specialites. Did not see Dental as a service.
El Paso	Inpatient: 1 hospital: 394 beds Outpatient: 8 outpatient clinics, which have services in FM, IM, Peds, Womens and other specialty services. Did not see Dental or Behavioral Health
Christus Health System/Neuces County (Corpus Christi)	Inpatient: 3 hospitals Outpatient: 6 primary care clinics, having services in FM, IM, Womens, Peds, and some specialties. Did not see Dental or Behavioral Health.
Cook County Health & Hospital System (Chicago, IL)	Inpatient: 2 hospitals: Total beds ~500 Outpatient: 16 clinics which have services in FM, IM, Peds, Womens, Behavioral, and some specialties
Denver Health (CO)	Inpatient: 1 hospital, Trauma Center (separate from hospital) which includes an Adult Level 1 trauma center and a Pediatric Level 2 trauma center. Total beds: 525 Outpatient: Seventeen school-based health centers and nine family health centers, including services such as IM, FM, Peds, Womens, Dental, Behavioral, and some specialites
Jackson (Miami, FL)	Inpatient: 6 hospitals, 15 specialty care centers. Total beds: 1,550 Outpatient: 8 health clinics, including services such as IM, FM, Peds, Dentistry, Womens, and some specialties. Behavioral health not listed in clinics, but listed for inpatient settings.
Lee Memorial (Fort Myers, FL)	Inpatient: 6 hospitals. Total beds: 1,426 Outpatient: 20+ outpatient centers, which have services in IM, FM, Peds, Womens, Behavioral, and some specialties. Did not see Dental listed.
Maricopa Integrated Health System (Phoenix, AZ)	Inpatient: 1 hospital: 515 beds Outpatient: 2 behavioral health centers, 13 family health centers, including services in: IM, FM, Peds, Behavioral, Womens, and some specialties
NYC Health + Hospitals (NY)	Inpatient: 11 acute care hospitals Outpatient: 70 community-based clinics, which have services in FM, IM, Peds, Womens, Behavioral, Dental, and some specialties.
Palm Beach Health Care District (FL)	Inpatient: 1 hospital with two trauma centers; Number of beds in system: 1,426 Outpatient: 8 primary care clinics, which have services in Peds, Dental, IM, FM, Womens, Behavioral
Riverside University Health System (CA)	Inpatient: 1 hospital, which includes a Stroke Center, Level 2 Trauma Center, and the only Pediatric ICU in the region. Total beds: 439 Outpatient: 10 FQHCs which have services in FM, IM, Peds, Womens, Behavioral, Dental, and some specialties
Spartanburg Regional Health System (SC)	Inpatient: 4 hospitals: 700+ beds Outpatient: 24 primary care clinics and various other specialty, cancer, OB/GYN clinics which include services in IM, FM, Peds, Womens, Behavioral, and some specialties. Dental not included.
University of Alabama at Birmingham Health System (AL)	Inpatient: 5 hospitals with a total of 2,156 beds Outpatient: 6 primary care clinics with services in IM, FM, Peds, Womens, and some specialty services. Dental and Behavioral not listed.

Zuckerberg San Francisco General Hospital	Inpatient: 1 hospital including Level 1 Trauma Center: ~400 beds Outpatient: some outpatient services (primary care and some specialties) offered within hospital
University of New Mexico Medical Center (Albuquerque, NM)	Inpatient: 3 hospitals; several specialty centers. 500+ beds Outpatient: 10 family health centers offering services in FM, IM, Peds, Womens, Behavioral, and some specialties. Dental not listed.
Orlando Health/West Orange County Health District (Orange Co, FL)	Inpatient: 6 hospitals and 2 affiliated hospitals. Total beds: 2,145 Outpatient: 100+ clinics with services in: IM, FM, Womens, Peds, Behavioral, and some specialty services. Dental not listed.