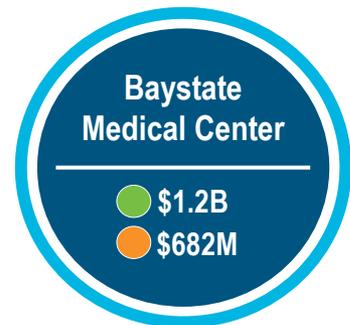


 **\$2.4 Billion**  
 Operating Revenue

 **\$850 Million**  
 Net Assets

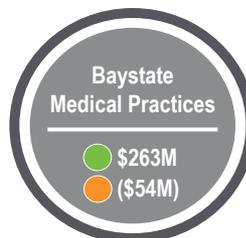
**AH** Acute Hospitals



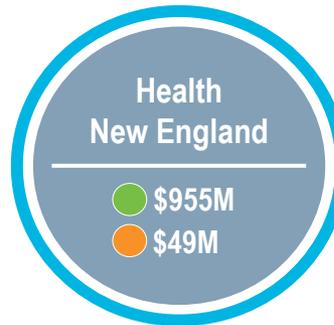
**NH** Non-Acute Hospitals

*Not applicable*

**PO** Physician Organizations



**HP** Health Plans



**OP** Other Health Care Providers



**OO** Other Organizations

*See the technical appendix for details*



Consolidating  **(\$497M)**  
 Eliminations:  **(\$120M)**

**At a Glance**

Baystate Health, Inc. is an organization that provides health care services throughout western Massachusetts.

**5**   
 Acute Hospitals

**12K**  
 Employees  
 (Approximately)

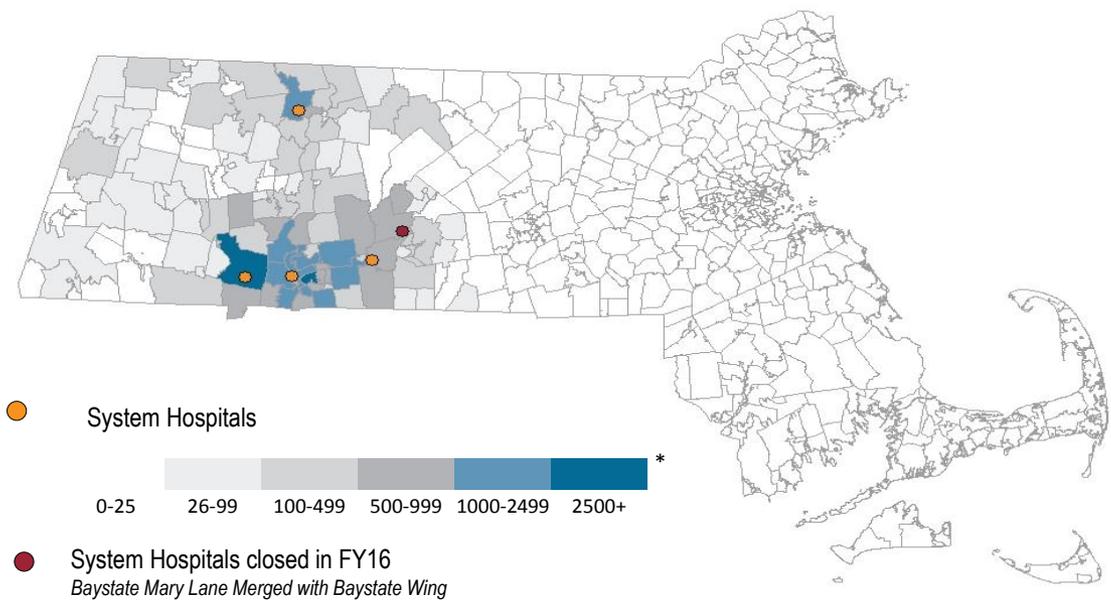
**\$60M**  
 Total Profit/Loss

**2.6%**  
 Total Margin

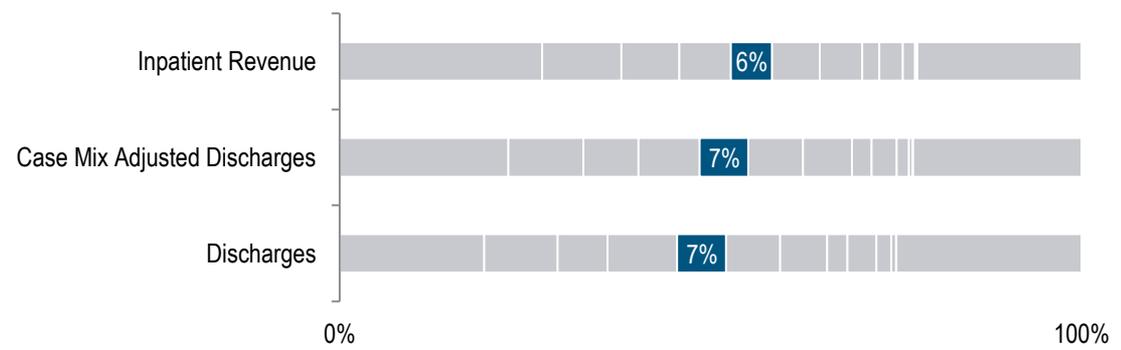
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

**AH** *Acute Hospital Discharges per Zip Code*



**AH** *System's Percentage of all Massachusetts Acute Hospital...*



	Entity	Profit (Loss) in Millions	Total Margin
AH	Baystate Franklin Medical Center	\$2.2	2.2%
AH	Baystate Mary Lane Hospital	(\$1.5)	-6.8%
AH	Baystate Medical Center	\$97.8	8.0%
AH	Baystate Noble Hospital	\$3.3	5.3%
AH	Baystate Wing Hospital	(\$6.2)	-8.1%
PO	Baystate Medical Practices	(\$34.9)	-13.4%
PO	Baystate Westfield	(\$5.8)	-54.9%
HP	Health New England	\$15.2	1.6%

*\*Origin(s) of patients served by system hospitals*

# Berkshire Health Systems

**\$577 Million**  
Operating Revenue

**\$405 Million**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals

Not applicable

## PO Physician Organizations



## HP Health Plans

Not applicable

## OP Other Health Care Providers

Not applicable

## OO Other Organizations

See the technical appendix for details



Consolidating: (\$49M)  
Eliminations: \$0

## At a Glance

Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts.

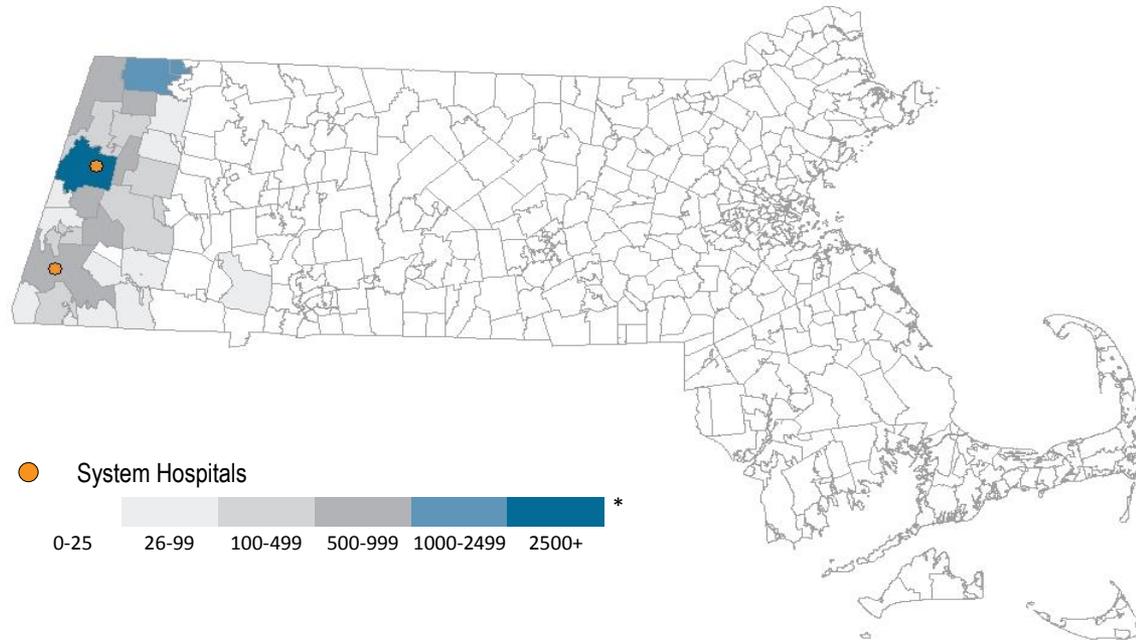
**2**  
Acute Hospitals

**4K**  
Employees  
(Approximately)

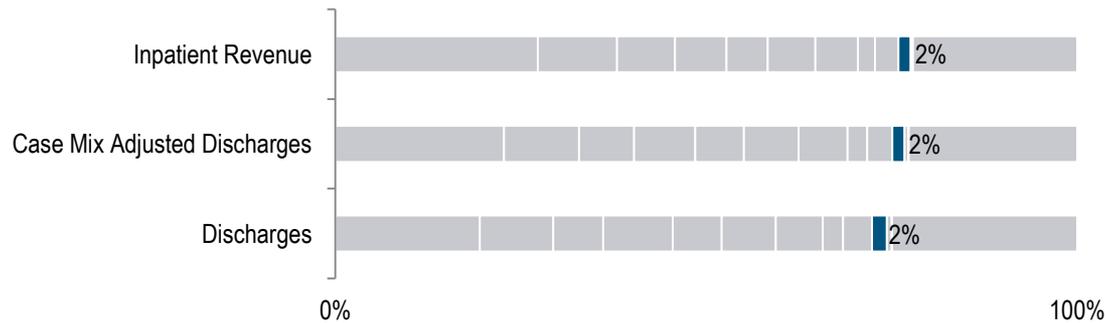
**\$32M**  
Total Profit/Loss

**5.4%**  
Total Margin

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospitals



	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Berkshire Medical Center	\$47.2	9.7%
<b>AH</b>	Fairview Hospital	\$3.2	6.3%
<b>PO</b>	Berkshire Faculty Services	(\$17.4)	-50.3%
<b>PO</b>	Williamstown Medical Associates	(\$1.1)	-23.9%

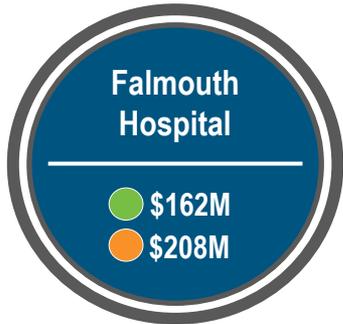
\*Origin(s) of patients served by system hospitals

# Cape Cod Healthcare

**\$838 Million**  
Operating Revenue

**\$634 Million**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals

Not applicable

## PO Physician Organizations



## HP Health Plans

Not applicable

## OP Other Health Care Providers



## OO Other Organizations

See the technical appendix for details



Consolidating: **\$66M**  
Eliminations: **\$181M**

## At a Glance

Cape Cod Healthcare, Inc. provides health care services on Cape Cod, Massachusetts.

**2**  
Acute Hospitals

**4K**  
Employees  
(Approximately)

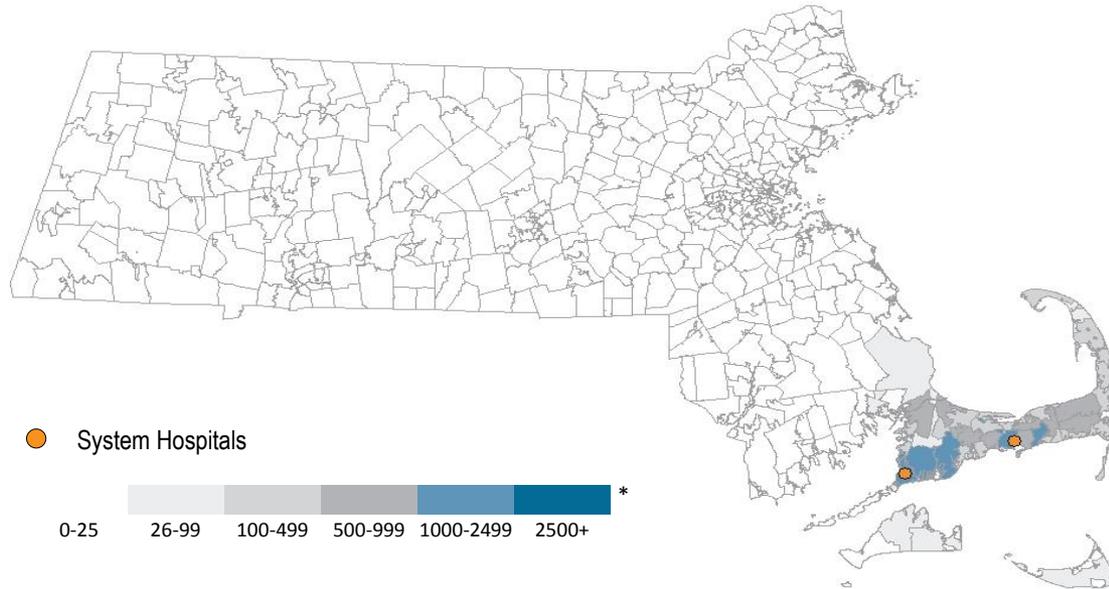
**\$49M**  
Total Profit/Loss

**5.8%**  
Total Margin

% of System's Operating Revenue:  < 10%  10-20%  > 20%

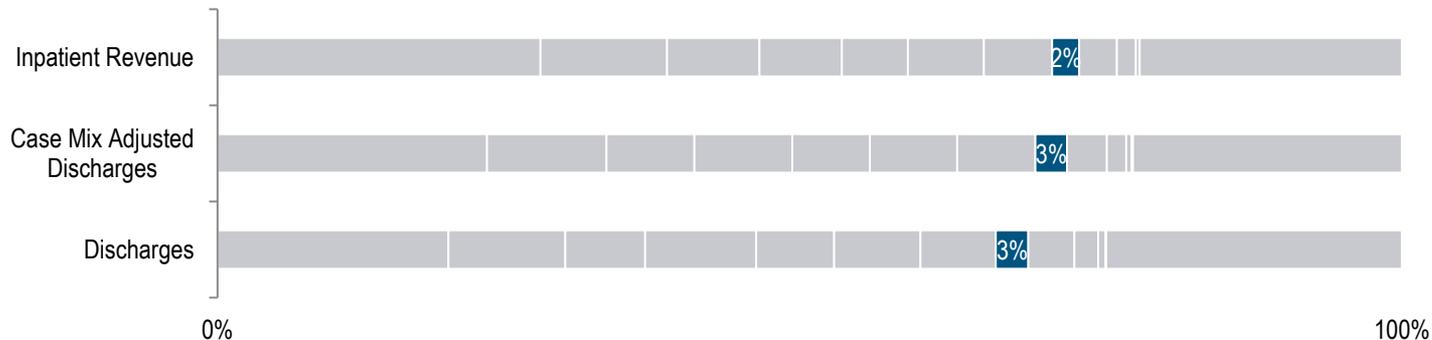
● Operating Revenue ● Net Assets

**AH** Acute Hospital Discharges per Zip Code



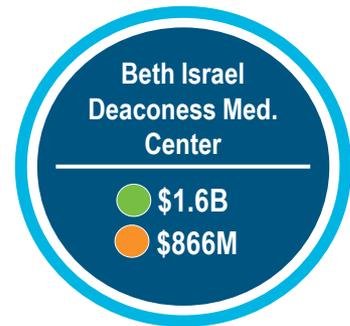
	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Cape Cod Hospital	\$44.2	8.5%
<b>AH</b>	Falmouth Hospital	\$16.1	9.6%
<b>PO</b>	Medical Affiliates of Cape Cod	(\$12.9)	-16.1%

**AH** System's Percentage of all Massachusetts Acute Hospital...



*\*Origin(s) of patients served by system hospitals*

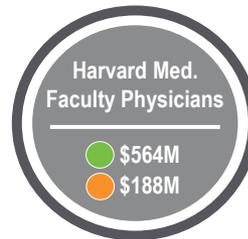
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating: **(\$226M)**  
 Eliminations: **\$0**

**At a Glance**

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

**6**  
 Acute Hospitals

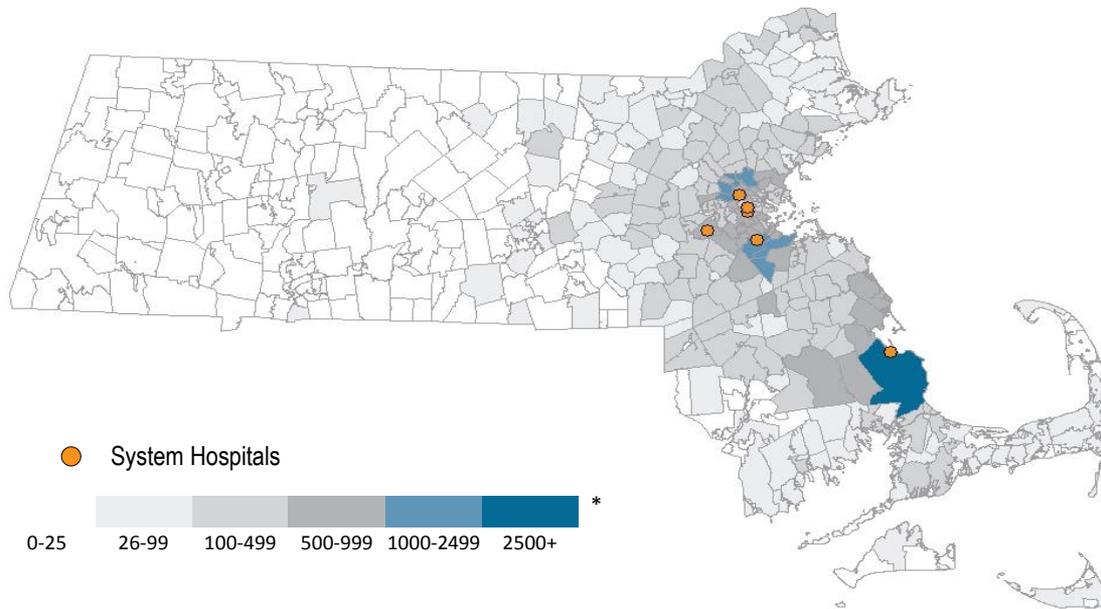
**14K**  
 Employees  
 (Approximately)

**\$44M**  
 Total Profit/Loss

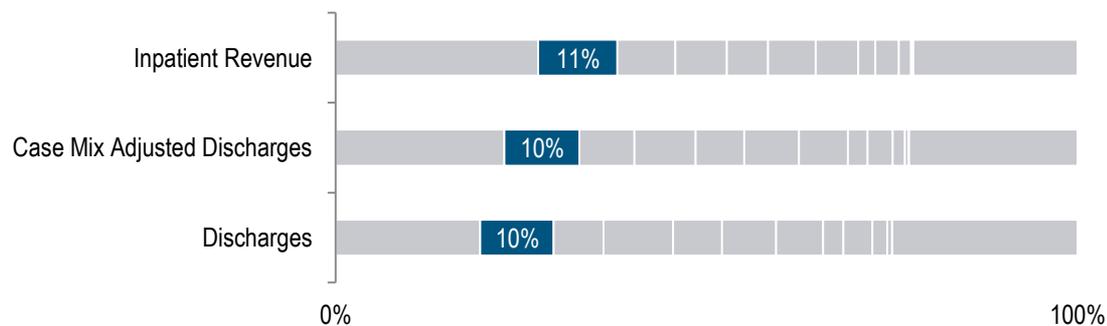
**1.4%**  
 Total Margin

**\$214.5M**  
 Annual Research  
 Revenue

**AH** **Acute Hospital Discharges per Zip Code**



**AH** **System's Percentage of all Massachusetts Acute Hospital...**



	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$5.4	5.1%
AH	Beth Israel Deaconess Hospital - Needham	(0.5)	-0.7%
AH	Beth Israel Deaconess Hospital - Plymouth	\$3.6	1.5%
AH	Beth Israel Deaconess Medical Center	\$49.8	3.1%
AH	Mt. Auburn Hospital	\$23.7	6.7%
AH	NE Baptist Hospital	\$6.2	2.6%
PO	Affiliated Physicians Group	(\$25.8)	-31.5%
PO	Harvard Medical Faculty Physicians	\$12.4	2.2%
PO	Jordan Physician Associates	(\$7.6)	-42.6%
PO	Mount Auburn Professional Serv.	-\$20.0	-27.4%
PO	N.E. Baptist Medical Assoc.	-\$3.6	-29.0%

\*Origin(s) of patients served by system hospitals

# Heywood Healthcare

 **\$148 Million**  
Operating Revenue

 **\$65 Million**  
Net Assets

**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See the technical appendix for details



Consolidating  (\$4M)  
Eliminations:  \$0

**At a Glance**

Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts.

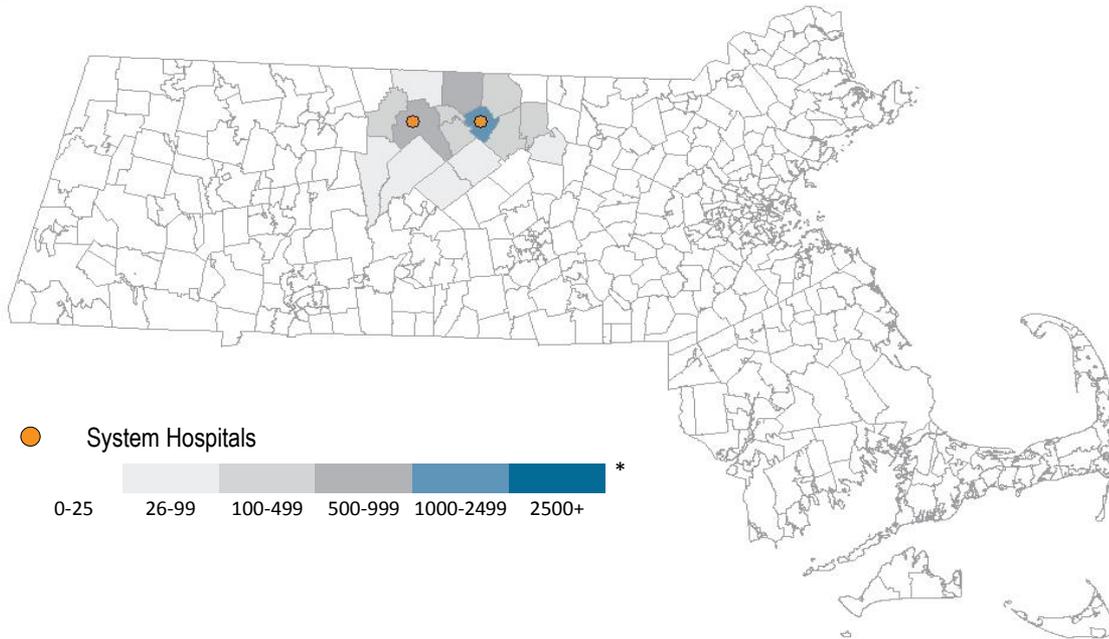
**2**  
Acute Hospitals

**2K**  
Employees  
(Approximately)

**\$3M**  
Total Profit/Loss

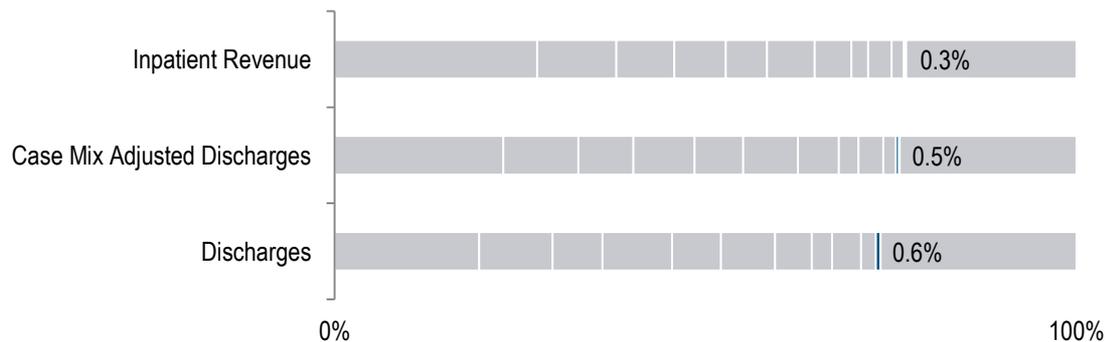
**1.8%**  
Total Margin

**AH** Acute Hospital Discharges per Zip Code



	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Athol Hospital	\$0.8	3.2%
<b>AH</b>	Heywood Hospital	\$5.4	4.8%
<b>PO</b>	Heywood Medical Group	(\$3.0)	-18.1%

**AH** System's Percentage of all Massachusetts Acute Hospitals



\*Origin(s) of patients served by system hospitals

**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

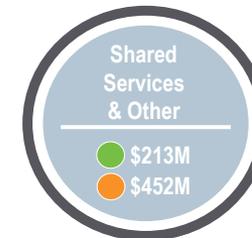
Not applicable

**OP** Other Health Care Providers



**OO** Other Organizations

See the technical appendix for details



Consolidating:  (\$246M)  
Eliminations:  (\$5M)

**At a Glance**

Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Affiliates; Lahey Clinic Foundation, Inc. and Affiliates; Northeast Hospital Corp. and Affiliate; and Winchester Healthcare Management, Inc. and Affiliates.

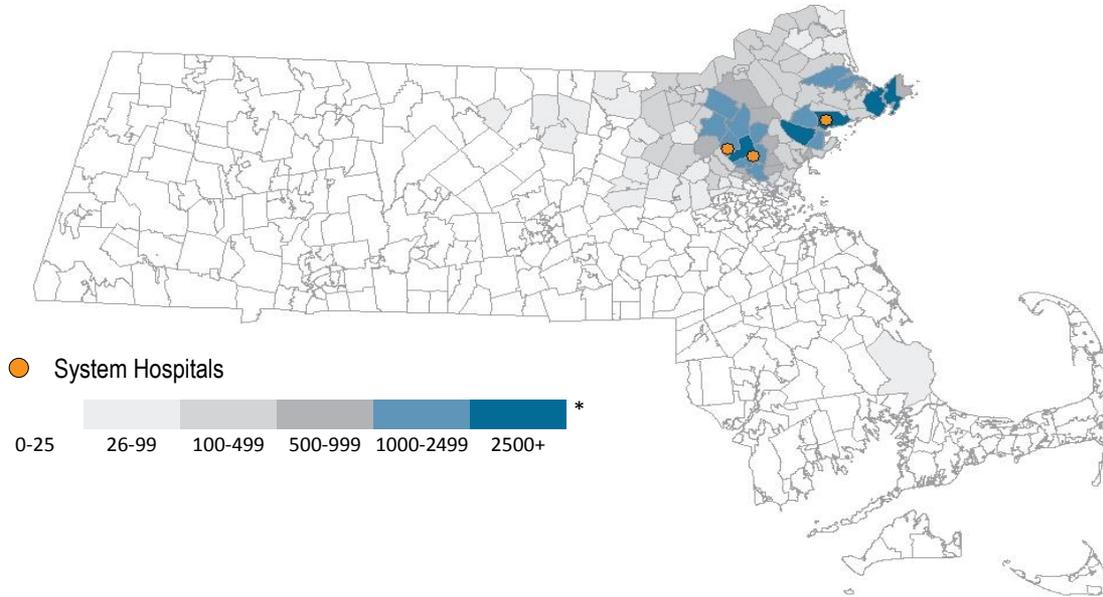
**3**  
Acute Hospitals

**14K**  
Employees  
(Approximately)

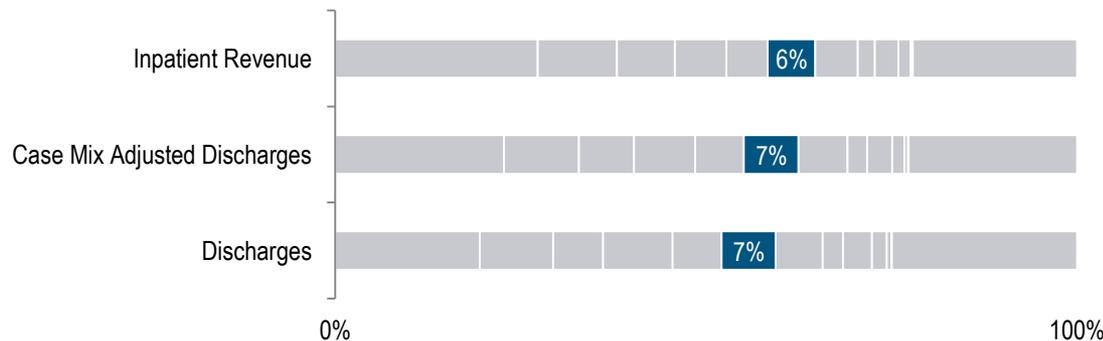
**\$34M**  
Total Profit/Loss

**1.7%**  
Total Margin

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Lahey Hospital & Medical Center	\$52.4	5.7%
<b>AH</b>	Northeast Hospital	\$25.9	7.2%
<b>AH</b>	Winchester Hospital	\$29.5	9.8%
<b>PO</b>	Lahey Clinic	(\$55.0)	-19.4%
<b>PO</b>	Lahey Physician Community Org.	(\$1.0)	-57.3%
<b>PO</b>	Northeast Medical Practice	(\$10.5)	-44.2%
<b>PO</b>	Winchester Physician Association	(\$2.1)	-5.3%

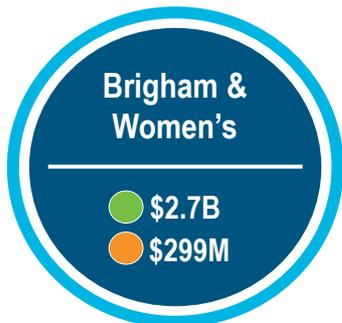
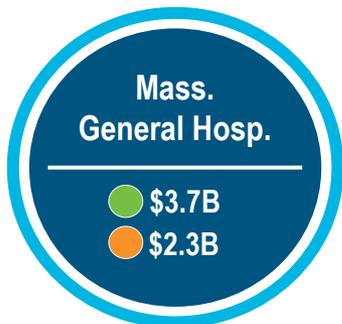
\*Origin(s) of patients served by system hospitals

Fiscal Year 2016:  
Partners HealthCare System

● \$12.5 Billion  
Operating Revenue

● \$5.5 Billion  
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals



PO Physician Organizations



HP Health Plans



OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating: ● (\$1.3B)  
Eliminations: ● (\$928M)

At a Glance

Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts.

8 Acute Hospitals

4 Non-Acute Hospitals

68K Employees (Approximately)

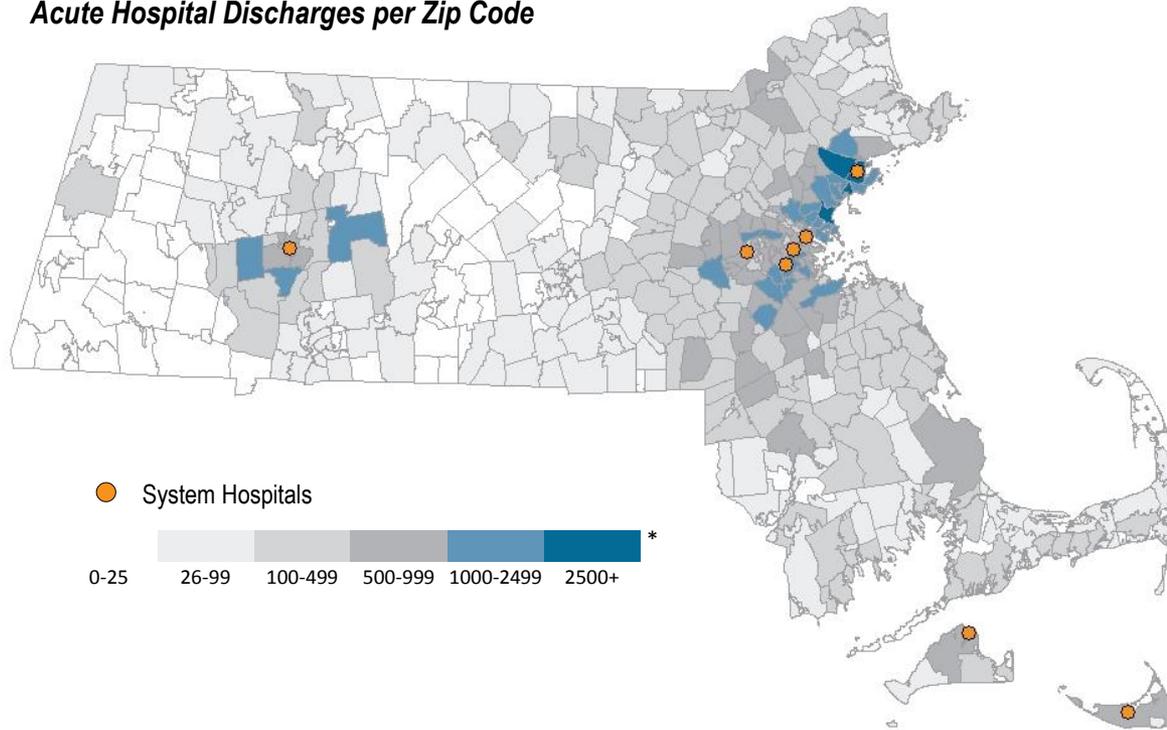
\$1.5B Annual Research Revenue

(\$249M) Total Profit/Loss

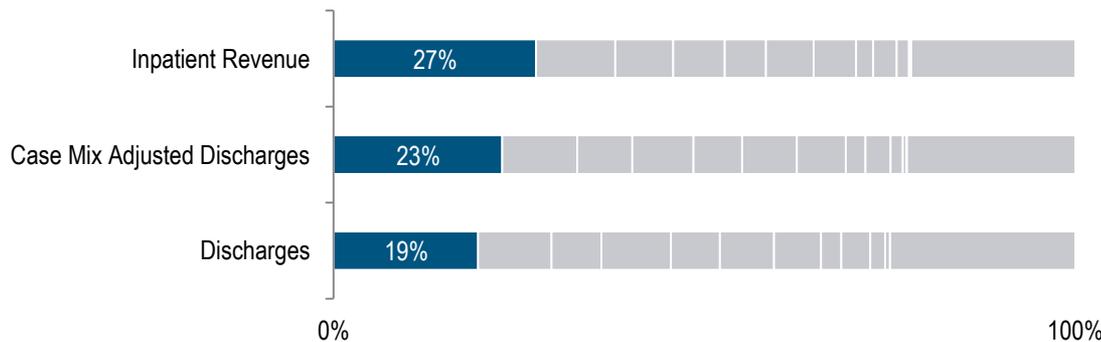
-2.0% Total Margin

Note: Spaulding North Shore Hospital closed inpatient operations in July 2015.

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital



	Entity	Profit (Loss) in Millions	Total Margin
AH	Brigham & Women's Faulkner Hospital	\$18.8	7.4%
AH	Brigham & Women's Hospital	\$94.4	3.5%
AH	Cooley Dickinson Hospital	\$7.0	3.9%
AH	Martha's Vineyard Hospital	\$3.7	4.6%
AH	Massachusetts General Hospital	\$142.8	3.9%
AH	Nantucket Cottage Hospital	(\$2.3)	-4.8%
AH	Newton-Wellesley Hospital	(\$6.8)	-1.6%
AH	North Shore Medical Center	(\$48.0)	-11.4%
NH	McLean Hospital	\$36.5	14.7%
NH	Spaulding Cambridge	(\$5.0)	-7.4%
NH	Spaulding Rehab	(\$17.0)	-12.7%
NH	Spaulding Cape Cod	\$1.6	3.8%
PO	Brigham & Women's Physicians Org	\$28.8	3.5%
PO	CD Practice Associates	(\$9.9)	-28.0%
PO	Mass. General Physicians Org.	\$35.7	3.6%
PO	N-W Ambulatory Services	(\$0.2)	-0.3%
PO	North Shore Physicians Group	(\$8.8)	-6.5%
PO	Partners Community Physicians Org	\$7.5	4.4%
HP	Neighborhood Health Plan	(\$113.9)	-4.6%

\*Origin(s) of patients served by system hospitals

# Shriners Hospitals for Children

 **\$664 Million**  
Operating Revenue

 **\$8.8 Billion**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals

Not applicable

## PO Physician Organizations

Not applicable

## HP Health Plans

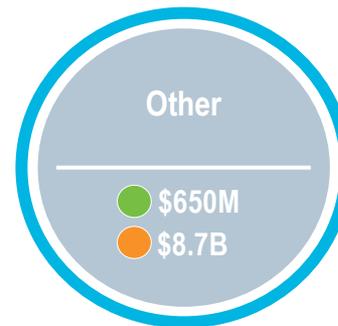
Not applicable

## OP Other Health Care Providers

Not applicable

## OO Other Organizations

See the technical appendix for details



Consolidating  \$0  
 Eliminations:  \$0

## At a Glance

Shriners Hospitals for Children is a health care system dedicated to pediatric specialty care, research, and teaching programs for medical professionals. Children up to 18 with certain conditions are eligible for care and receive all services regardless of a family's ability to pay. Shriners Hospitals for Children has 22 facilities in North America, including 2 in Massachusetts.

**2**  
Acute Hospitals

**4K**  
MA Employees  
(Approximately)

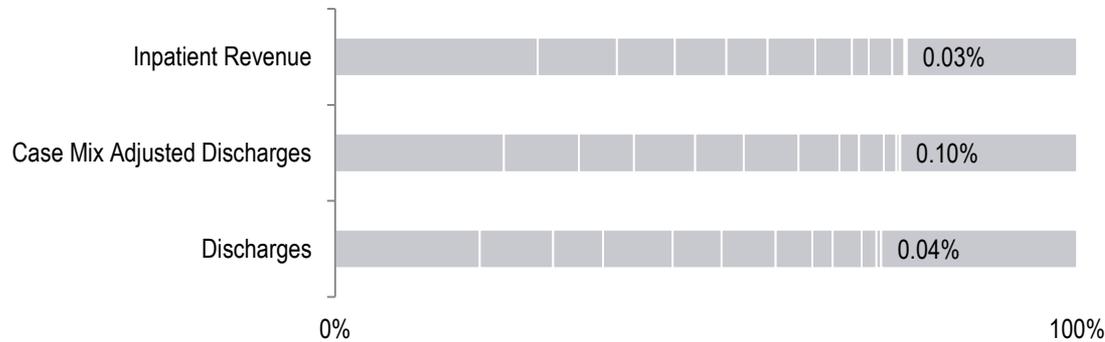
**\$158M**  
Total Profit/Loss

**15.9%**  
Total Margin

**AH** *Acute Hospital Discharges per Zip Code*

Shriners Hospitals for Children had 314 acute hospital discharges in Massachusetts in FY 2016. Map has been suppressed as no community accounted for more than 25 of the system's total discharges.

**AH** *System's Percentage of all Massachusetts Acute Hospitals*



	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Shriners Hospitals for Children - Boston	(\$36.2)	-694.0%
<b>AH</b>	Shriners Hospitals for Children - Springfield	(\$9.8)	-111.2%

# Steward Health Care System

**^\$2.2 Billion**  
Operating Revenue

**^\$131 Million**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals



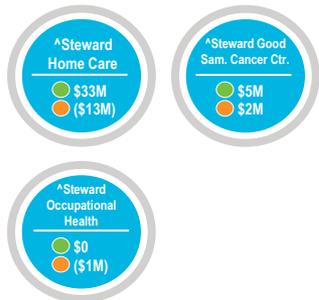
## PO Physician Organizations



## HP Health Plans

See Technical Appendix for details

## OP Other Health Care Providers



## OO Other Organizations

See Technical Appendix for details



^Consolidating Eliminations: **(\$323M)**  
**(\$11M)**

## At a Glance

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts.



**^17K**  
Employees  
(Approximately)

**^\$116M**  
Total Profit/Loss

**^5.3%**  
Total Margin

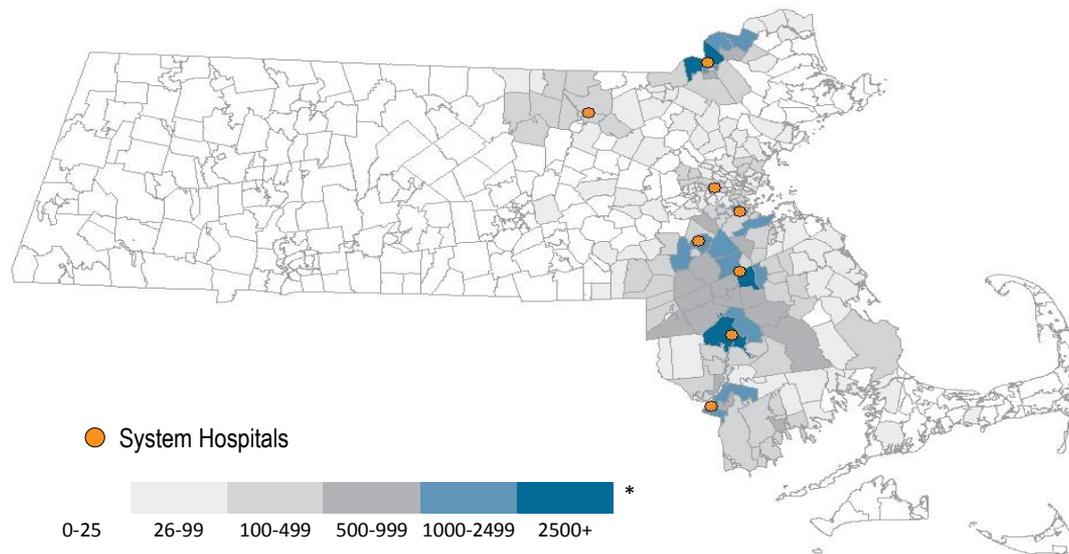
\*\* Unaudited financial data

^ 2015 data. The Steward Health Care Parent System did not submit 2016 financial data

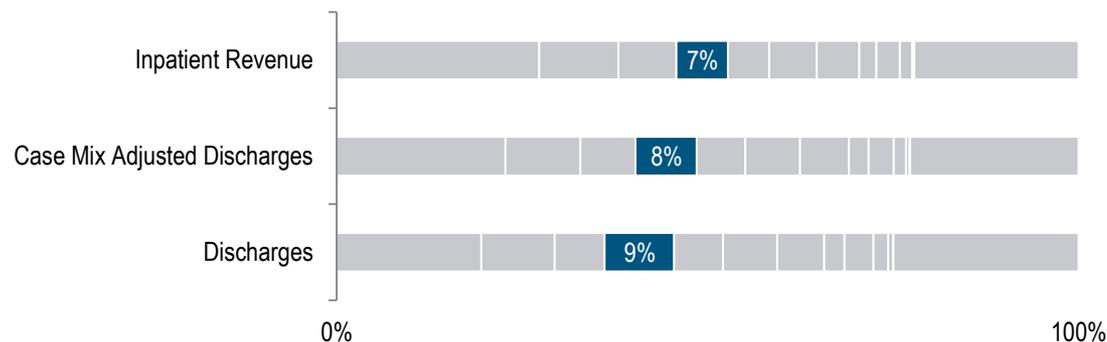
% of System's Operating Revenue: < 10% 10-20% > 20%

Operating Revenue Net Assets

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



	Entity	**Profit (Loss) in Millions	**Total Margin
AH	Morton Hospital	\$0.9	0.7%
AH	Nashoba Valley Medical Center	\$1.3	2.5%
AH	Steward Carney Hospital	(\$9.5)	-7.5%
AH	Steward Good Samaritan Medical Center	\$30.3	10.9%
AH	Steward Holy Family Hospital	\$8.9	3.8%
AH	Steward Norwood Hospital	\$21.3	11.2%
AH	Steward Saint Anne's Hospital	\$29.0	10.9%
AH	Steward St. Elizabeth's Medical Center	\$8.8	2.6%
NH	^ New England Sinai Hospital	(\$1.1)	-2.6%
PO	^ Steward Medical Group	\$3.7	0.8%

\*Origin(s) of patients served by system hospitals

\*\* Unaudited financial data

^ 2015 data. The Steward Health Care Parent System did not submit 2016 Financial data

**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

**OO** Other Organizations

See the technical appendix for details



Consolidating: ● \$0  
Eliminations: ● \$0

**At a Glance**

Tenet Healthcare Corporation is a national company with two Massachusetts hospitals that provide health care services in Metro West and Central Massachusetts.

**2**  
Acute Hospitals

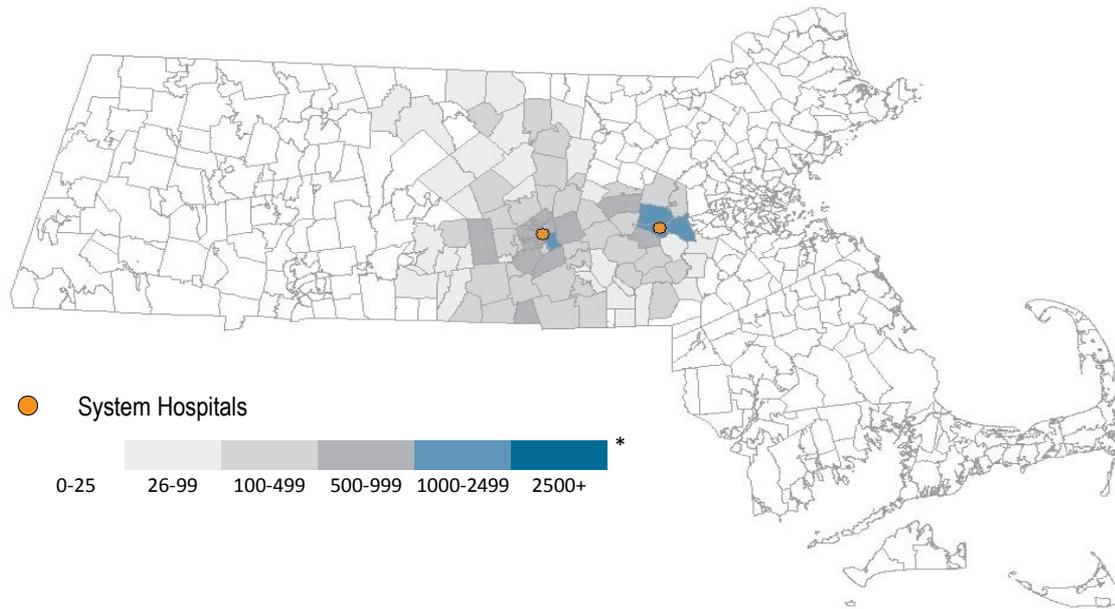
**4K**  
MA Employees  
(Approximately)

**\$181M**  
Total Profit/Loss

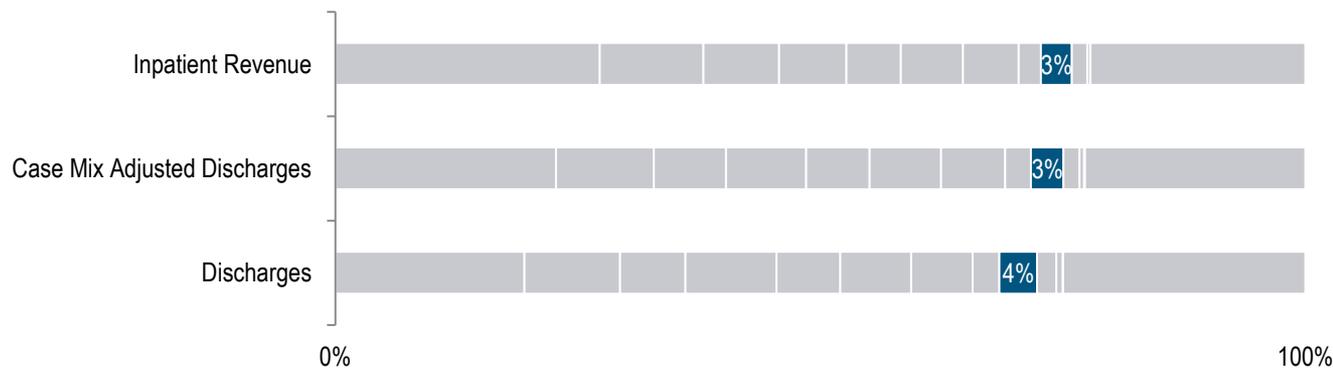
**0.9%**  
Total Margin

*\*Amounts indicated are from standardized financial statements*

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



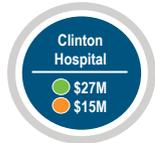
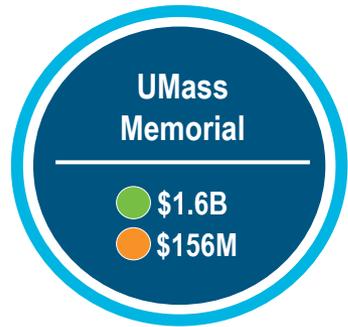
	Entity	Profit (Loss) in Millions	Total Margin
AH	MetroWest Medical Center	\$0.8	0.3%
AH	Saint Vincent Hospital	\$47.6	10.4%
PO	MetroWest Physician Services	(\$2.6)	-17.2%
PO	Saint Vincent Medical Company	(\$6.0)	-15.3%

\*Origin(s) of patients served by system hospitals

 **\$2.4 Billion**  
Operating Revenue

 **\$847 Million**  
Net Assets

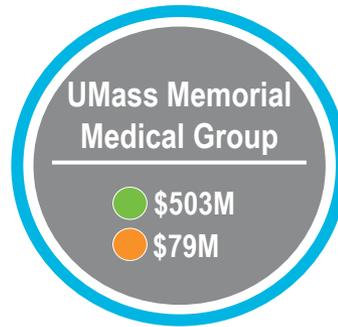
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers



**OO** Other Organizations

See the technical appendix for details



Consolidating  (\$367M)  
Eliminations:  (\$64M)

**At a Glance**

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

**4**   
Acute Hospitals

**13K**  
Employees  
(Approximately)

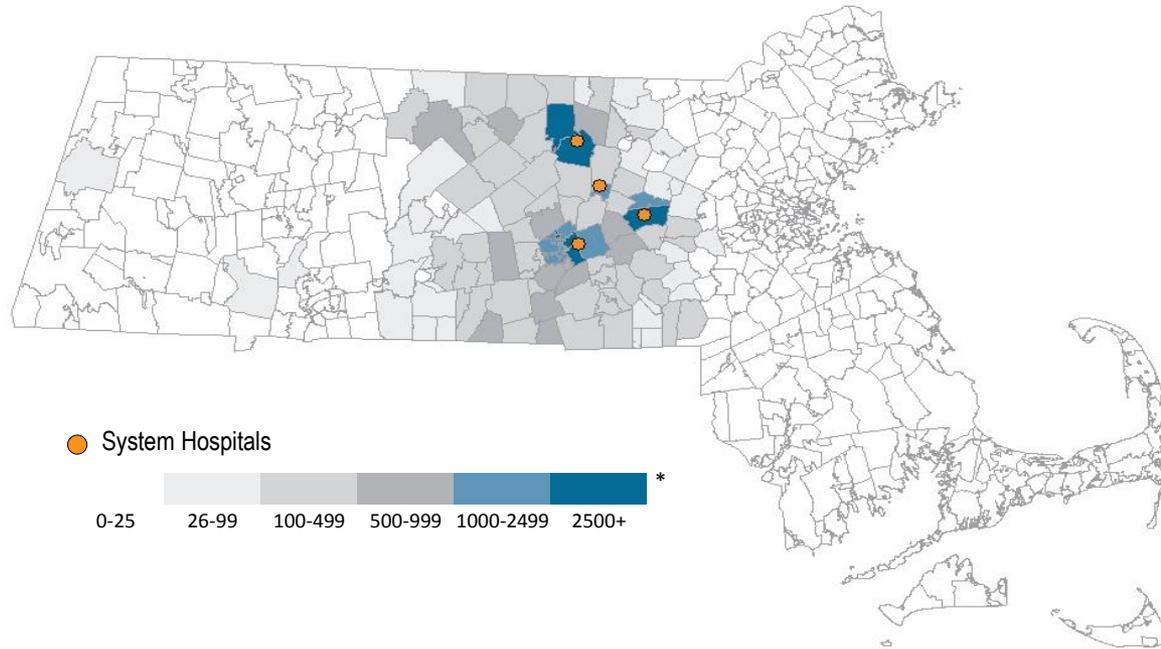
**\$68M**  
Total Profit/Loss

**2.8%**  
Total Margin

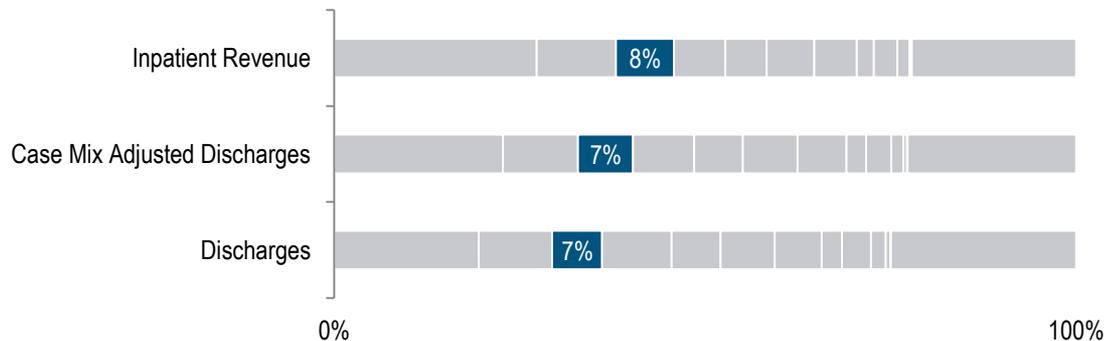
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

**AH** Acute Hospital Discharges per Zip Code



**AH** System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Clinton Hospital	(\$2.3)	-8.5%
<b>AH</b>	HealthAlliance Hospital	\$8.2	4.5%
<b>AH</b>	Marlborough Hospital	\$8.9	10.0%
<b>AH</b>	UMass Memorial Medical Center	\$47.6	2.9%
<b>PO</b>	UMass Memorial Medical Group	(\$28.7)	-5.7%

*\*Origin(s) of patients served by system hospitals*

Fiscal Year 2016: ^

## Tufts Medical Center Parent

**\$975 Million**  
Operating Revenue

**\$170 Million**  
Net Assets

### At a Glance

Wellforce provides health care services in Boston and eastern Massachusetts. It is comprised of the parent companies of Tufts Medical Center and Circle Health and was not financially consolidated in FY 2016.

### Tufts Medical Center Parent

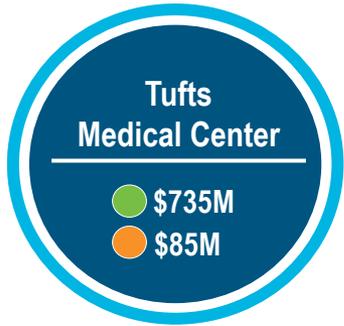
1   
Acute Hospital

5K  
Employees  
(Approximately)

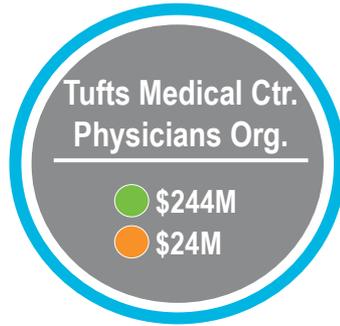
**\$15M**  
Total Profit/Loss

**1.5%**  
Total Margin

#### AH Acute Hospitals



#### PO Physician Organizations



#### OP Other Health Care Providers



#### OO Other Organizations



Consolidating Eliminations: **(\$49M)**  
**(\$0.1M)**

See the technical appendix for details

Fiscal Year 2016: ^

## Circle Health

**\$477 Million**  
Operating Revenue

**\$163 Million**  
Net Assets

### Circle Health

1   
Acute Hospital

4K  
Employees  
(Approximately)

**\$2M**  
Total Profit/Loss

**0.4%**  
Total Margin

#### AH Acute Hospitals



#### PO Physician Organizations



#### OP Other Health Care Providers

Not applicable

#### OO Other Organizations



Consolidating Eliminations: **(\$8M)**  
**\$0M**

See the technical appendix for details

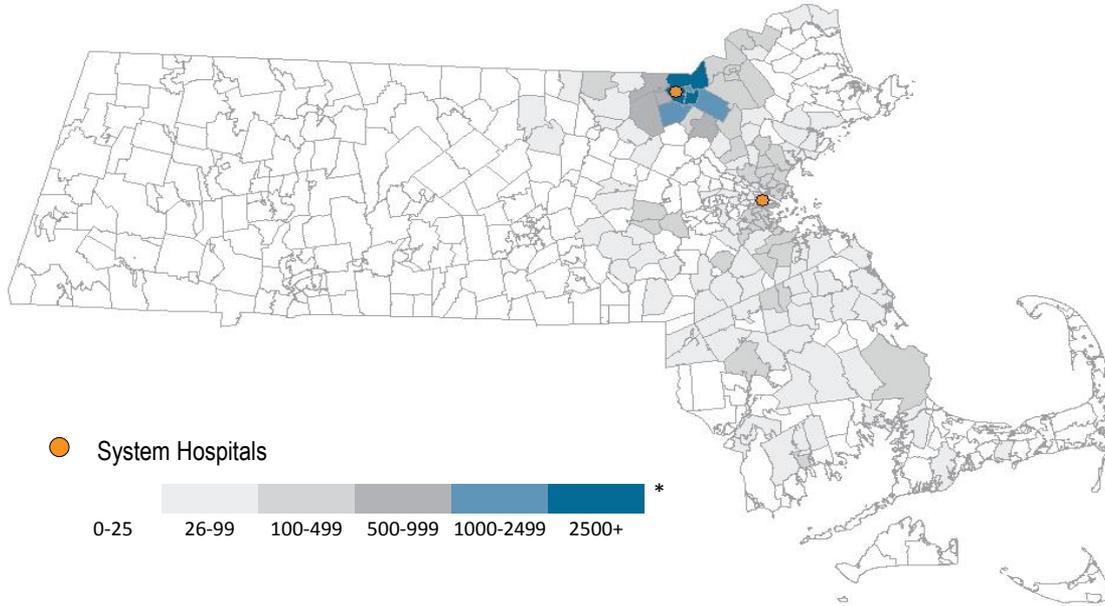
\* Wellforce was not financially consolidated in FY16.

^ Operating revenue percentages are calculated based on Tufts Medical Center Parent and Circle Health's respective total FY16 values.

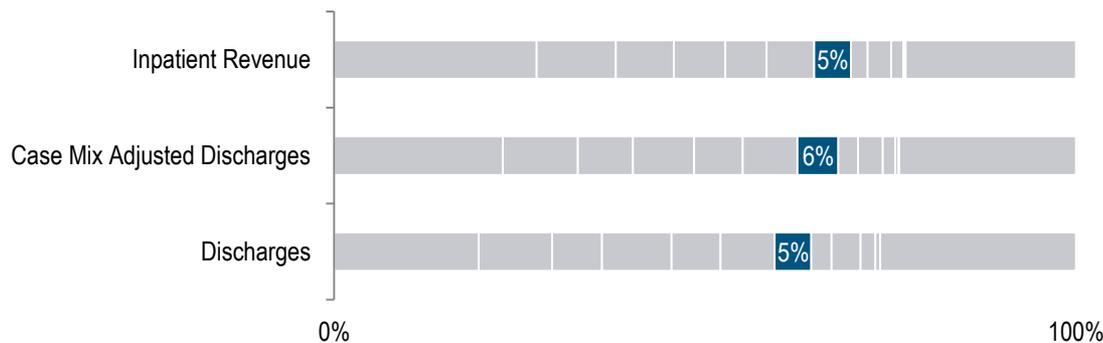
% of System's Operating Revenue:  < 10%  10-20%  > 20%

● Operating Revenue ● Net Assets

**AH** *Acute Hospital Discharges per Zip Code*



**AH** *System's Percentage of all Massachusetts Acute Hospital...*



**Tufts Medical Center Parent**

	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Tufts Medical Center	\$14.8	2.0%
<b>PO</b>	Tufts Medical Center Physicians Org.	(\$5.5)	-2.2%

**Circle Health**

	Entity	Profit (Loss) in Millions	Total Margin
<b>AH</b>	Lowell General Hospital	\$10.4	2.3%
<b>PO</b>	Circle Health Physicians	(\$6.7)	-18.0%

*\*Origin(s) of patients served by system hospitals*