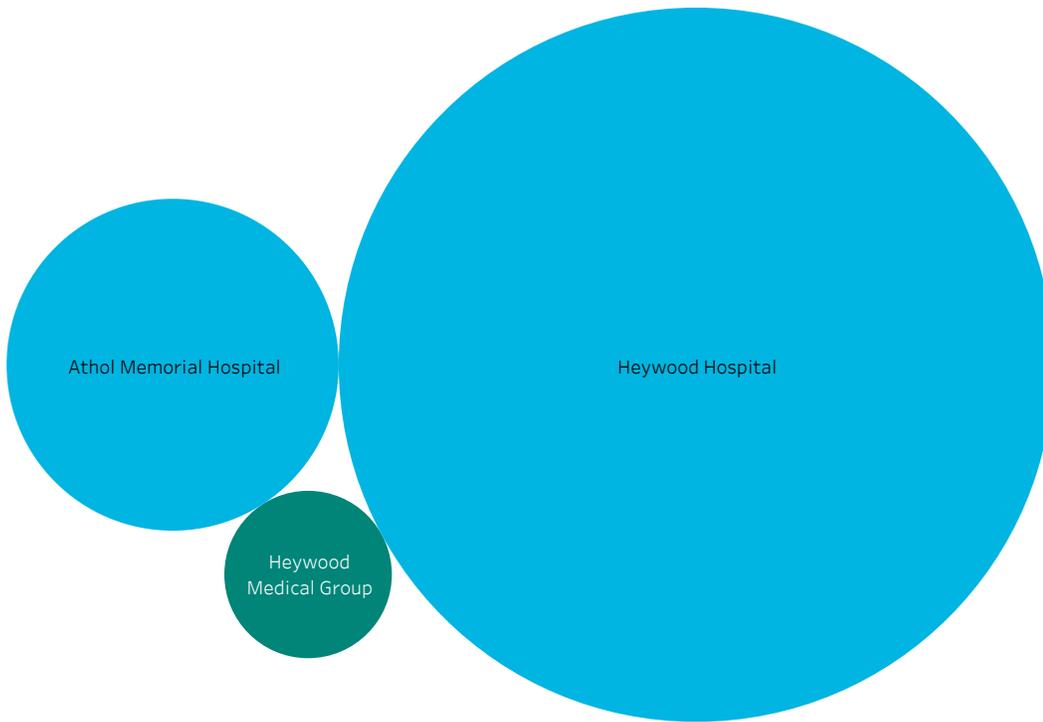


Heywood Healthcare System

- Community-High Public Payer
- Physician Organization



Images are sized based on the entity's portion of operating revenue within their health system. Image size is not comparable between systems.

		Operating Revenue in Millions	Net Assets in Millions	Profit (Loss) in Millions	Operating Margin	Total Margin
Hospital Health System	Heywood Healthcare System	\$178.1	\$70.6	\$2.3	0.9%	1.3%
Acute Hospital	Athol Memorial Hospital	\$30.7	\$9.3	\$0.7	1.9%	2.1%
	Heywood Hospital	\$142.3	\$53.5	\$4.0	2.3%	2.8%
Physician Organization	Heywood Medical Group	\$7.8		(\$1.9)	-24.8%	-24.9%

* Table includes only the system's affiliated acute hospitals, physician organizations, and health plans. System totals may also include non-acute hospitals, other health care providers, other owned organizations, and consolidating eliminations.