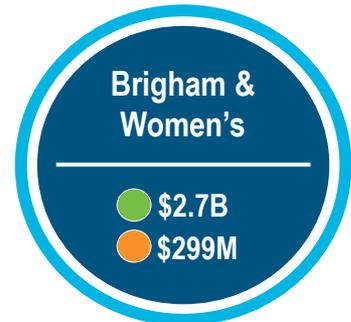


Fiscal Year 2016:
Partners HealthCare System

\$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)

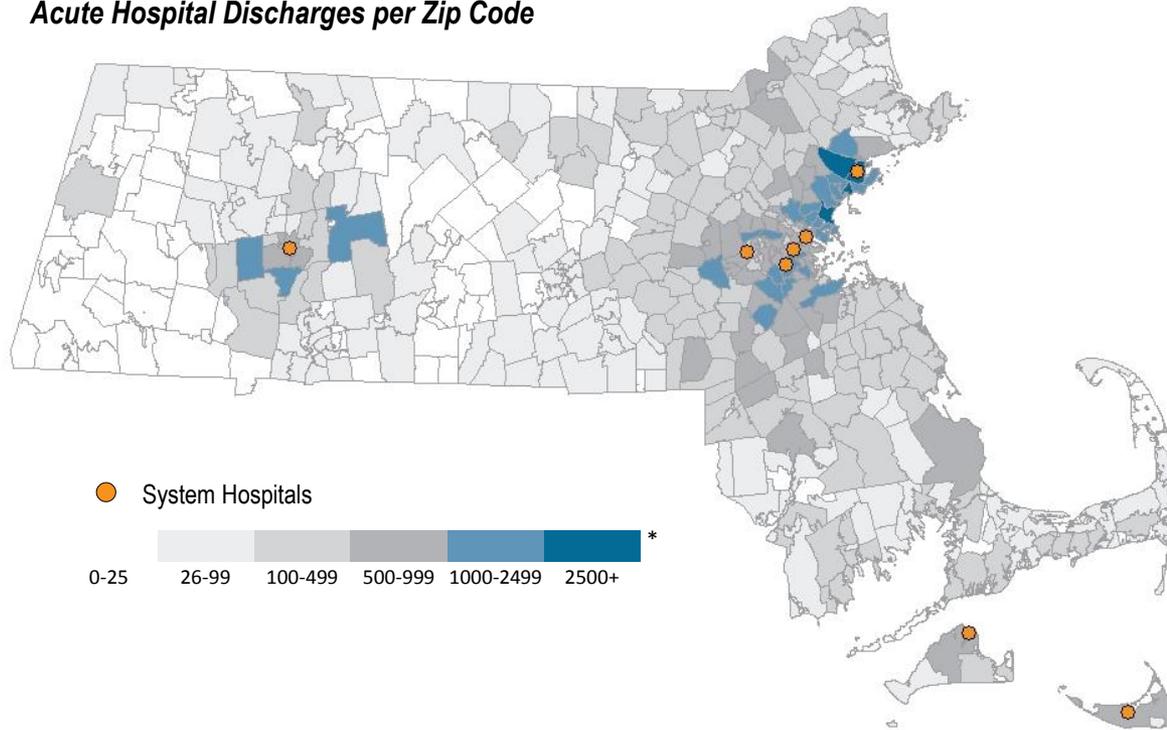
\$1.5B Annual Research Revenue

(\$249M) Total Profit/Loss

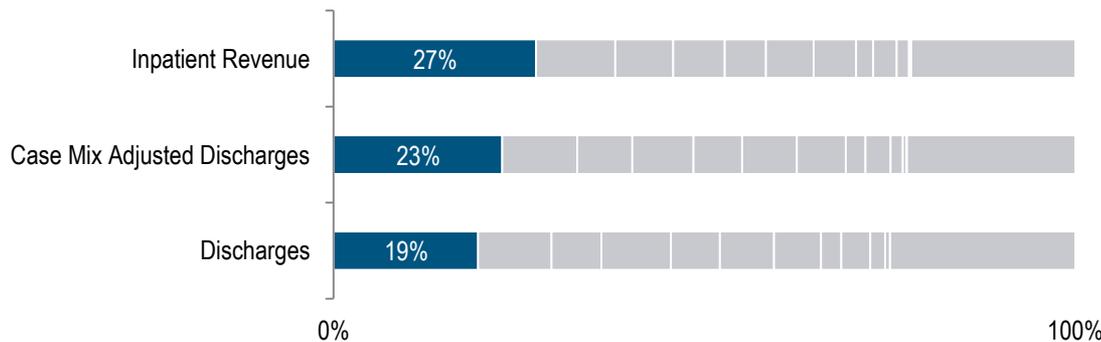
-2.0% Total Margin

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