Westwood Pembroke Hospital, which includes Westwood Lodge and Pembroke campuses, is a for-profit psychiatric hospital located in Westwood and Pembroke. It has 245 staffed beds, making up 25% of all staffed hospital beds among psychiatric hospitals. All 245 of its beds are psychiatric beds. It is a member of Arbour Health System.

SERVICES

The Westwood Lodge campus provides inpatient and partial hospitalization psychiatric services for adults, adolescents, and children. The Pembroke campus provides inpatient psychiatric services for adults, adolescents, and older adults, and partial hospitalization programs for adults and adolescents. In FY12, the average length of stay at Westwood Pembroke Hospital was 11 days.

FINANCIAL PERFORMANCE

Westwood Pembroke Hospital's total revenue in FY12 was $63 million. Its FY12 public payer mix was 77%, higher than the average psychiatric hospital. Its FY12 inpatient cost per day was $475, approximately 26% lower than the average psychiatric hospital, and the lowest among all psychiatric hospitals. It earned a surplus of $15.4 million (24.5% total margin) in FY12, and earned a surplus each year from FY09 to FY12.

For descriptions of the metrics, please see Technical Appendix.
Hospital Profile: WESTWOOD PEMBROKE HOSPITAL  
Cohort: Psychiatric Hospital

How has the hospital's inpatient cost† per day changed compared to FY09, and how does this hospital compare to the average hospital in its peer cohort? (FY09=100)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>% Change</th>
<th>Total Cost</th>
<th>% Change</th>
<th>Total Profit/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$53</td>
<td></td>
<td>$43</td>
<td></td>
<td>$10.8</td>
</tr>
<tr>
<td>2010</td>
<td>$57</td>
<td>6.6%</td>
<td>$43</td>
<td>0.8%</td>
<td>$13.9</td>
</tr>
<tr>
<td>2011</td>
<td>$60</td>
<td>5.9%</td>
<td>$47</td>
<td>8.5%</td>
<td>$13.6</td>
</tr>
<tr>
<td>2012</td>
<td>$63</td>
<td>4.4%</td>
<td>$47</td>
<td>1.9%</td>
<td>$15.4</td>
</tr>
</tbody>
</table>

For descriptions of the metrics, please see Technical Appendix.

Non-acute hospitals in Massachusetts are typically identified as psychiatric, rehabilitation, and chronic care facilities. CHIA has defined non-acute hospitals in this publication using the Massachusetts Department of Public Health (DPH) and Department of Mental Health (DMH) license criteria.

Psychiatric hospitals are licensed by DMH for psychiatric services, and by DPH for substance abuse services.

Rehabilitation hospitals provide intensive post-acute rehabilitation services, such as physical, occupational, and speech therapy services. For Medicare payment purposes, the federal government classifies hospitals as rehabilitation hospitals if they provide more than 60% of their inpatient services to patients with one or more of 13 diagnoses listed in federal regulations.

Chronic hospitals are hospitals with an average length of patient stay greater than 25 days. These hospitals typically provide longer-term care, such as ventilator dependent care. Medicare classifies chronic hospitals as Long-Term Care Hospitals, using the same 25-day threshold.

— Costs were adjusted to exclude direct medical education costs and physician compensation.

— Average Non-Acute Hospital does not include Specialty hospitals.