

Hospital Profile: WINCHESTER HOSPITAL

Community Hospital
West Merrimack / Middlesex Region

Winchester Hospital is a non-profit, acute care community hospital. It is a mid-size hospital in Massachusetts, with 229 staffed beds. Winchester Hospital is located in the West Merrimack/Middlesex region and represents 21% of all acute hospital staffed beds in the region.

PATIENTS Thirty-six percent of all inpatient cases treated at Winchester Hospital are from Woburn, Stoneham, Winchester, and Wilmington.

INPATIENT SERVICES Compared with the other community hospitals, Winchester Hospital treats a greater proportion of lower-severity cases. In FY12, it accounted for 20% of all inpatient discharges from acute hospitals within the West Merrimack/Middlesex region. Of note, based on its most common FY12 inpatient cases (DRGs), Winchester Hospital treated 35% of all Newborn & Delivery cases in the West Merrimack/Middlesex region.

FINANCIAL PERFORMANCE Winchester Hospital's total revenue in FY12 was \$294 million. Its FY12 public payer mix was 41%, the second lowest among all community hospitals. Winchester Hospital's FY12 inpatient cost⁺ per case mix adjusted discharge was \$10,261, approximately equal to the average community hospital. Winchester Hospital's CY12 average commercial payer price level was at the 45th percentile, lower than the average community hospital. It earned a surplus of \$21.1 million (7.2% total margin) in FY12, its highest in the FY08 to FY12 period, and it earned a surplus each year in this period.

AT A GLANCE

TOTAL STAFFED BEDS: 229, mid-size acute hospital

% OCCUPANCY: 63%, > cohort avg. (62%)

TOTAL REVENUE in FY12: \$294 million

PUBLIC PAYER MIX: 41% (Non-DSH* Hospital)

SPECIAL PUBLIC FUNDING: CHART^A

TAX STATUS: Non-profit

TRAUMA CENTER DESIGNATION: Not Applicable

CY12 COMMERCIAL PAYER PRICE LEVEL: 45th Percentile

CASE MIX INDEX in FY12: 0.73, < cohort avg. (0.81); < statewide (1.06)

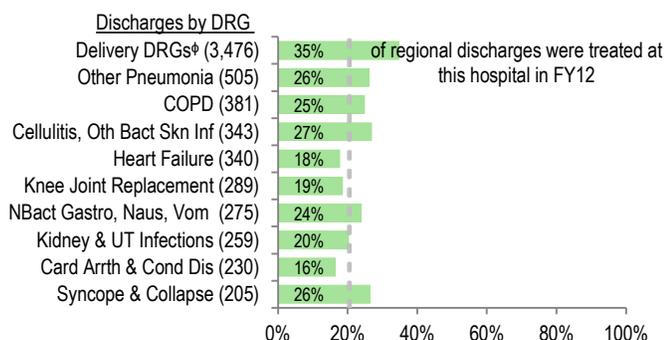
INPATIENT:OUTPATIENT REVENUE in FY12: 27%:73%

TOTAL MARGIN in FY12: 7.2% (\$21.1 million)

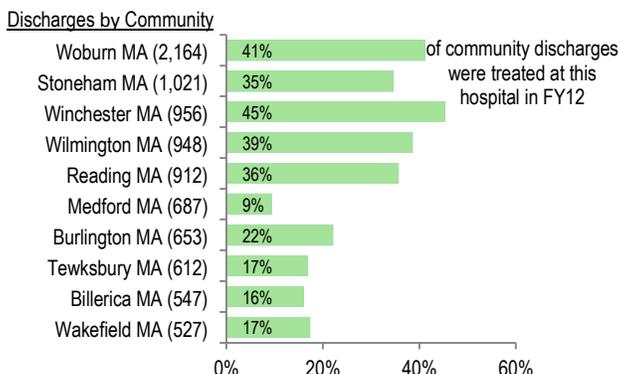
CHANGE in OWNERSHIP (FY08-FY12): Not Applicable

SERVICES

What were the most common inpatient cases (DRGs) treated at the hospital? What proportion of the region's cases did this hospital treat for each service?

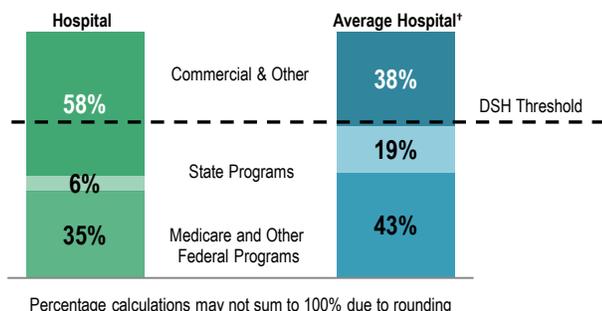


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

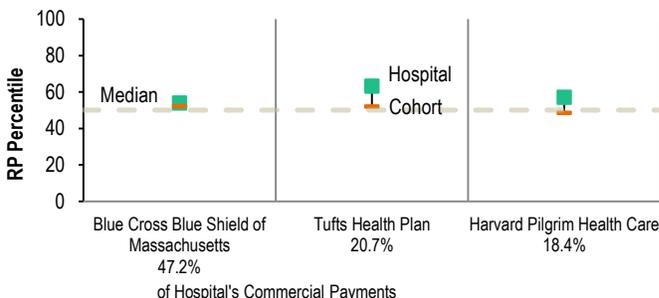


PAYER MIX

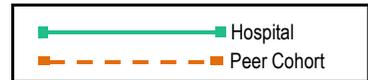
What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?

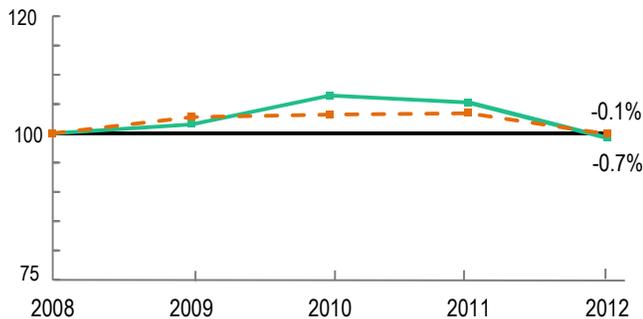


For descriptions of the metrics, please see Technical Appendix.

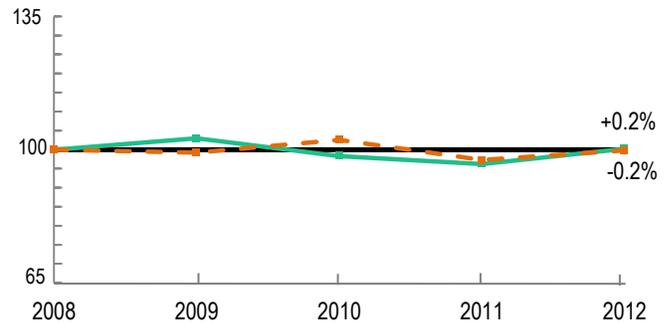


UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

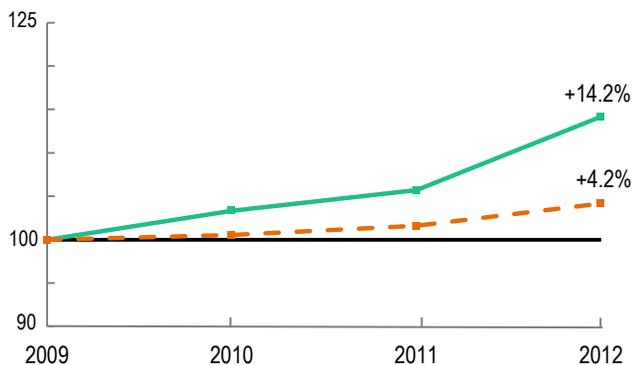


How has the volume of the hospital's outpatient visits changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

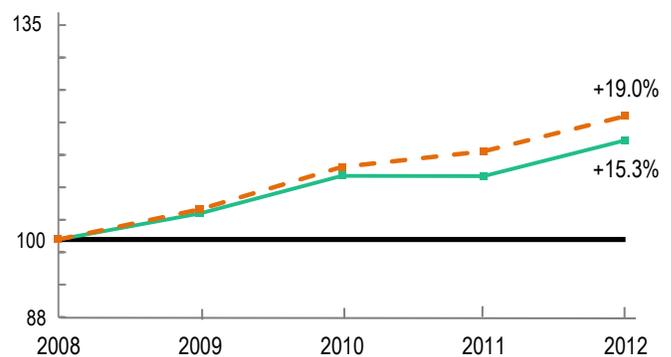


COST TRENDS

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



How have the hospital's total outpatient costs changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

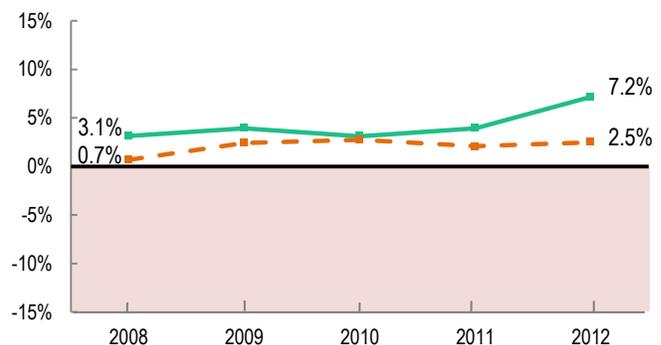


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$243		\$235		\$7.6
2009	\$255	5.1%	\$245	4.2%	\$10.0
2010	\$267	4.6%	\$258	5.5%	\$8.3
2011	\$271	1.4%	\$260	0.6%	\$10.6
2012	\$294	8.8%	\$273	5.1%	\$21.1

What was the hospital's total margin between FY08 and FY12, and how does this compare to the median of its peer cohort hospitals?



For descriptions of the metrics, please see Technical Appendix.

[†] Costs were adjusted to exclude direct medical education costs and physician compensation.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

[^] For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

^{*} Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.

[†] Average Hospital does not include Specialty hospitals.

For more information, please contact:

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