

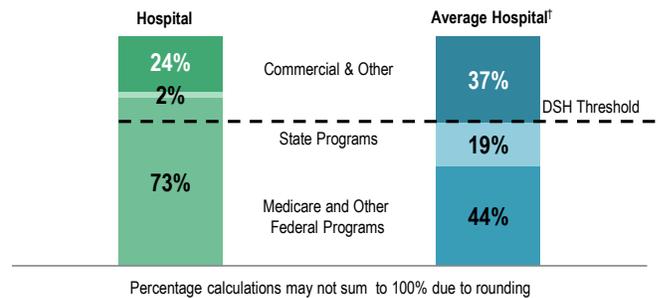
Kindred Hospital- Boston North Shore is a for-profit acute hospital that specializes in providing long-term acute care services. It is located in the Northeastern Massachusetts region, and is among the smaller acute hospitals in Massachusetts. Kindred Hospital-Boston North Shore provides acute cardiac and pulmonary medicine, dialysis, wound care, infectious disease, and rehabilitation services following long-term illness. Inpatient days decreased 15.4% between FY09 and FY13 at the hospital. It reported a loss each year from FY09 to FY13, with a -9.4% total margin in FY13.

## AT A GLANCE

TOTAL BEDS: 50  
% OCCUPANCY: 65%  
INPATIENT DISCHARGES in FY13: 457  
PUBLIC PAYER MIX: 76% (Non-DSH\* Hospital)  
TOTAL REVENUE in FY13: \$17 million; 1% of statewide  
TAX STATUS: For profit  
INPATIENT:OUTPATIENT REVENUE in FY13: 100%:0%  
ADJUSTED<sup>†</sup> COST PER DAY: \$1,491  
CHANGE in OWNERSHIP (FY09-FY13): Not Applicable

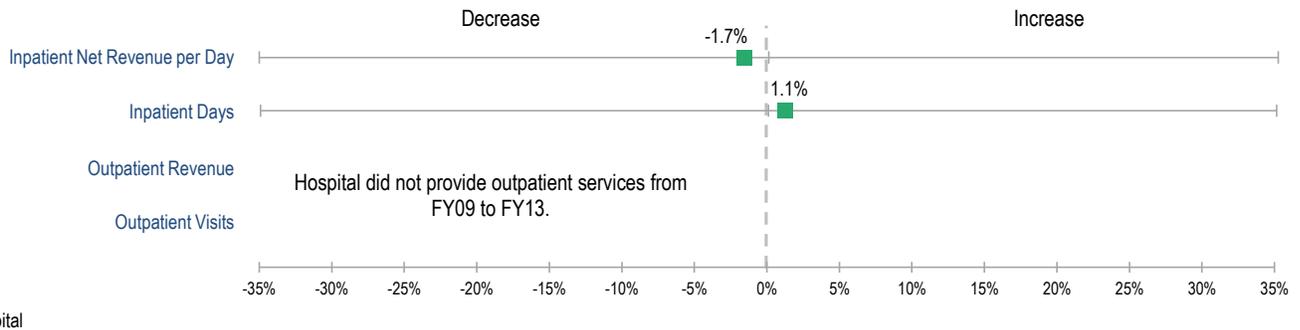
## PAYER MIX

What was the hospital's overall payer mix (gross charges) in FY13, and how does this hospital compare to the average acute hospital's payer mix?



## GROWTH MEASURES

What were the FY12 to FY13 growth rates at this hospital for the following measures?



## SERVICES

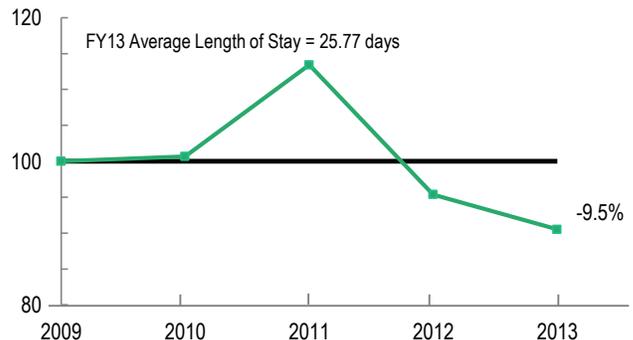
What type(s) of inpatient services, categorized by bed type, did the hospital provide in FY13?

Discharges by bed type for this hospital in FY13 were:

Med/Surg: 457

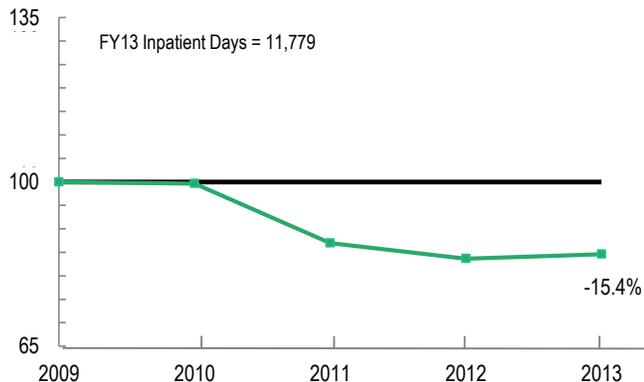
As a provider of specialty services, this hospital does not have a comparative group

How has the hospital's average length of stay changed compared to FY09? (FY09=100)



**UTILIZATION TRENDS**

How has the volume of the hospital's inpatient days changed compared to FY09? (FY09=100)

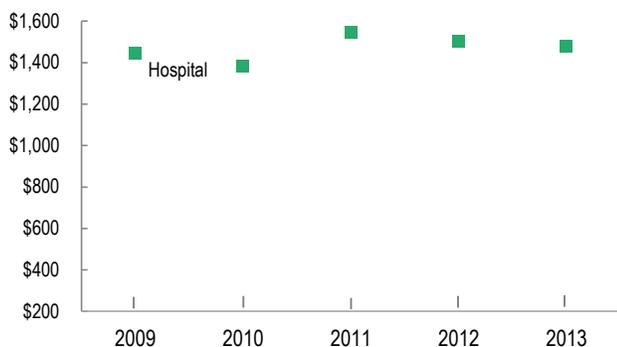


How has the volume of the hospital's outpatient visits changed compared to FY09? (FY09=100)

This hospital did not provide outpatient services from FY09 to FY13.

**PATIENT REVENUE TRENDS**

What was the hospital's net inpatient service revenue per inpatient day between FY09 and FY13?



FY13 Net Inpatient Revenue per Day = \$1,477 Full Cost per Day = \$1,506

How has the hospital's total outpatient revenue changed compared to FY09? (FY09=100)

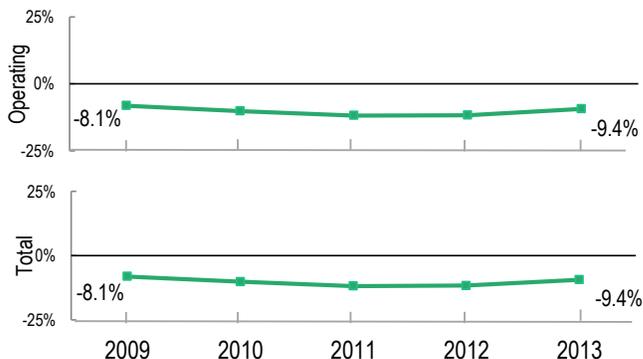
This hospital did not provide outpatient services from FY09 to FY13.

**FINANCIAL PERFORMANCE**

How have the hospital's total revenue and costs changed between FY09 and FY13?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	Operating Revenue	Non-Operating Revenue	Costs	Total Profit/Loss
2009	\$19	\$19	\$0	\$21	(\$1.5)
2010	\$19	\$19	\$0	\$21	(\$1.9)
2011	\$18	\$18	\$0	\$20	(\$2.1)
2012	\$18	\$18	\$0	\$20	(\$2.0)
2013	\$17	\$17	\$0	\$19	(\$1.6)

What were the hospital's operating and total margins between FY09 and FY13?



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.  
 † Average Hospital does not include Specialty hospitals.