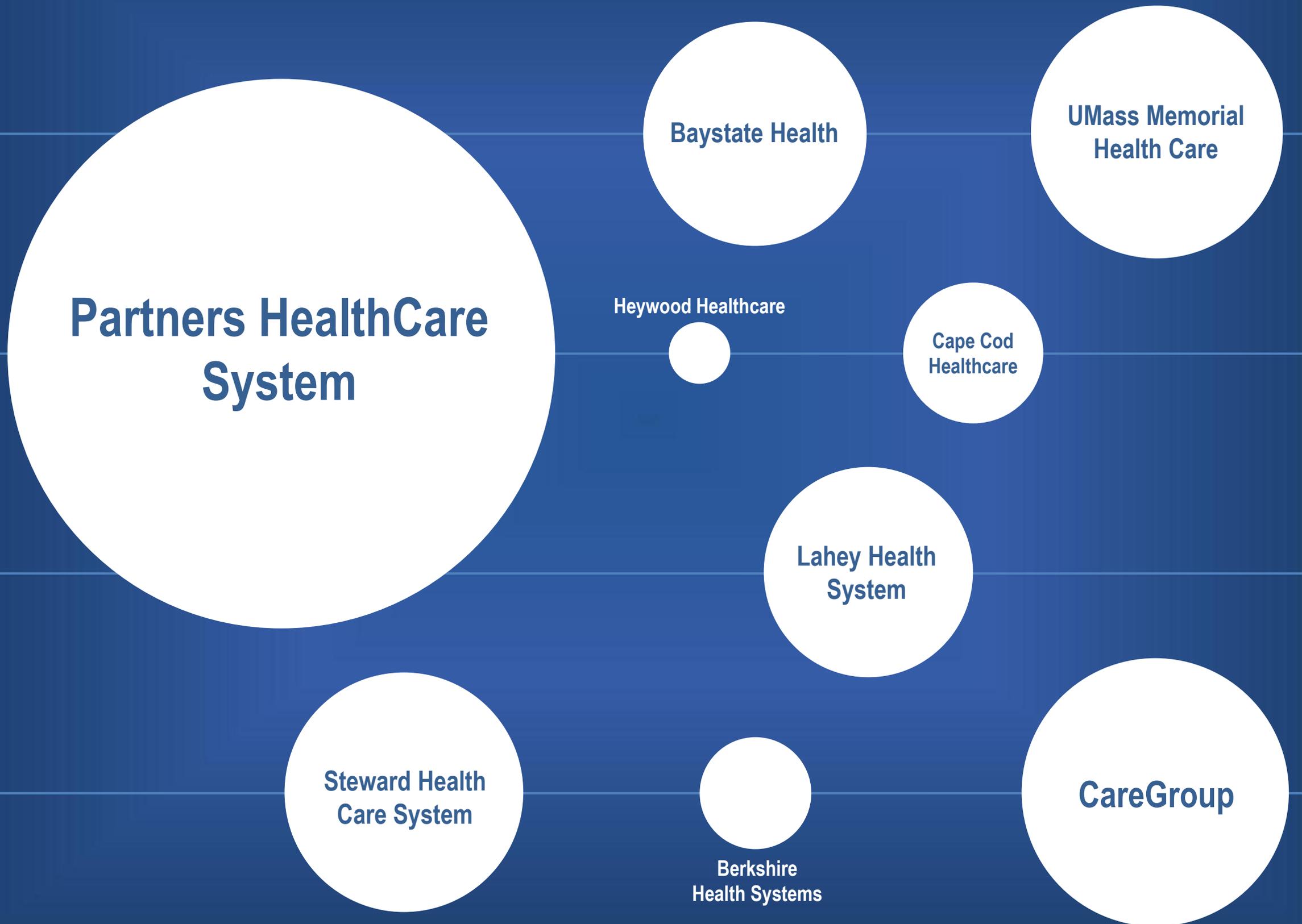


# Multi-Acute Hospital System Profiles: Comparative Overview

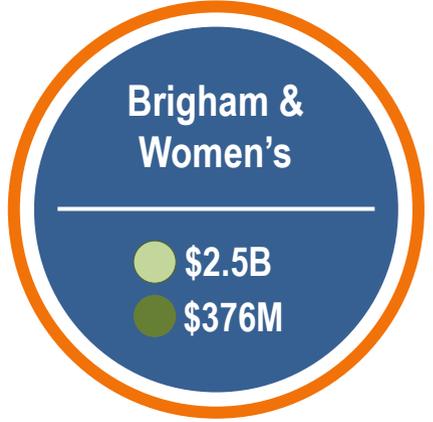
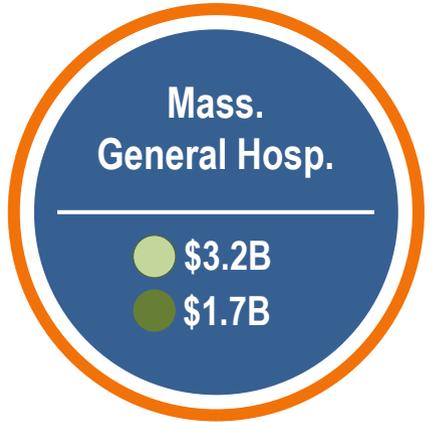
Circle areas are scaled based on system operating revenue



**\$10.3 Billion**  
Operating Revenue

**\$7.0 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 Technical Appendix for details



**Consolidating Eliminations:** (\$901M) / (\$754M)

**At a Glance**

Partners HealthCare System, Inc. (Partners) is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY13):

**\$600M**  
Total Profit/Loss

**5.6%**  
Total Margin

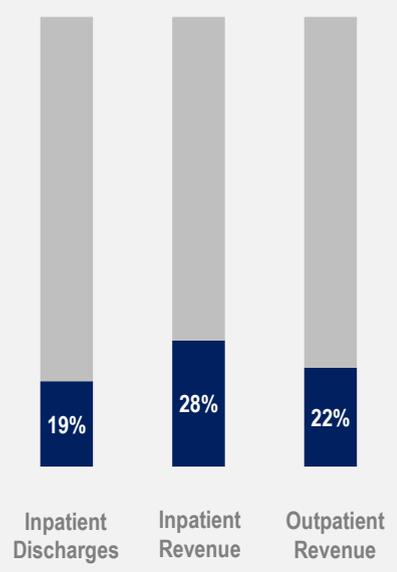
**8** Acute Hospitals

**5** Non-Acute Hospitals

**64K**  
Employees (Approximately)

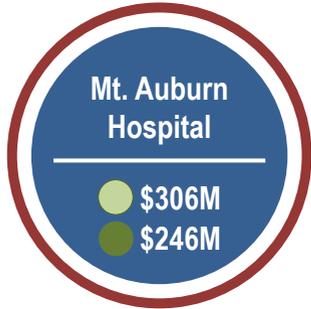
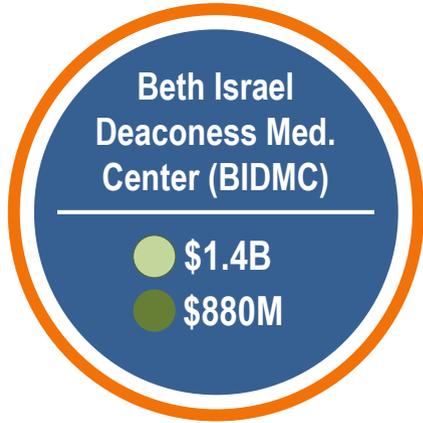
**\$1.4B**  
Annual Research Revenue

**System's Percentage of total Massachusetts Acute Hospital...**



% of System's Operating Revenue: ○ < 10% ○ 10-20% ○ > 20%

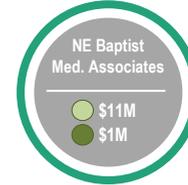
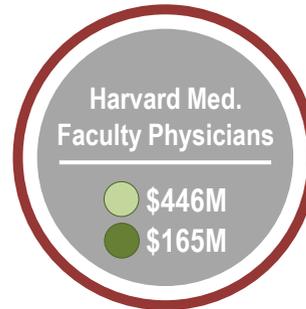
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers

Not applicable

**OO** Other Organizations

See Technical Appendix for details



Consolidating Eliminations: ● (\$168M) ● (\$2M)

**At a Glance**

CareGroup, Inc. is a non-profit entity that oversees several regional teaching and community hospitals and physician groups. Some figures from its most recent audited financial statements (FY13):

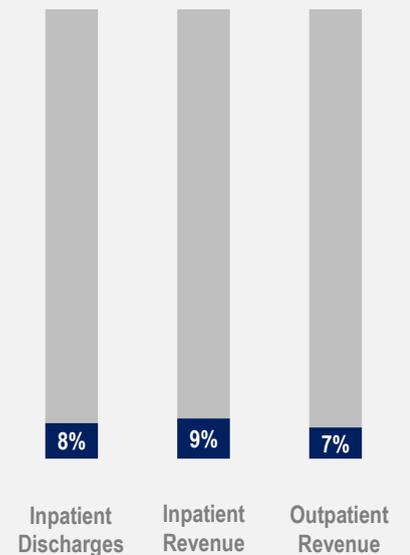
**\$137M**  
Total Profit/Loss

**5.4%**  
Total Margin

**5**   
Acute Hospitals

**12K**  
Employees (Approximately)

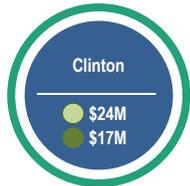
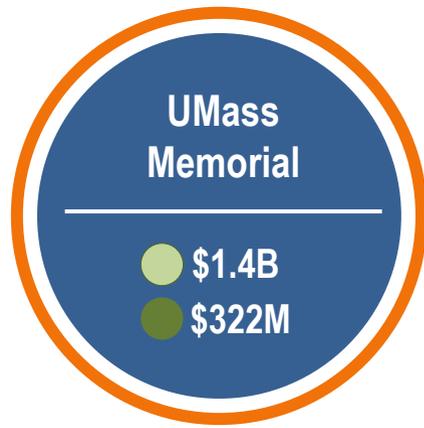
**System's Percentage of total Massachusetts Acute Hospital...**



**\$2.2 Billion**  
Operating Revenue

**\$860 Million**  
Net Assets

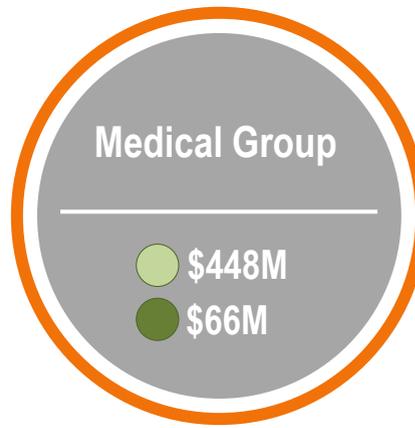
**AH** Acute Hospitals



**NH** Non-Acute Hospitals

*Fairlawn Rehabilitation Hospital\**

**PO** Physician Organizations



**HP** Health Plans

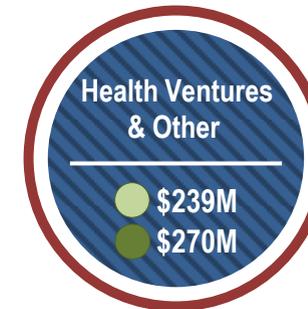
*Not applicable*

**OP** Other Health Care Providers



**OO** Other Organizations

*See Technical Appendix for details*



**Consolidating Eliminations:** (\$329M) (\$60M)

**At a Glance**

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY13):

**\$75M**  
Total Profit/Loss

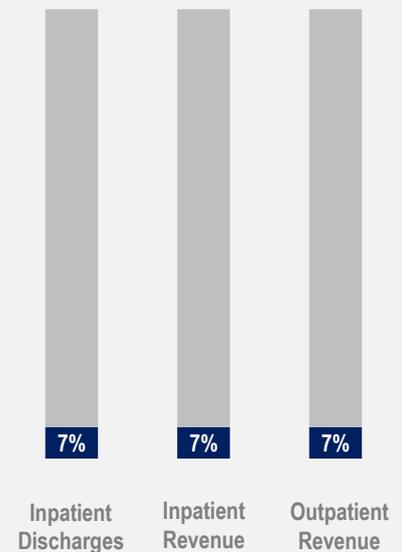
**3.4%**  
Total Margin

**5** Acute Hospitals

**1** Rehabilitation Hospital

**12K**  
Employees  
(Approximately)

**System's Percentage of total Massachusetts Acute Hospital...**



\*Fairlawn Rehabilitation Hospital was 50% owned by UMass and 50% owned by HealthSouth Corporation in FY13.

Fiscal Year 2012\*:  
**Steward Health Care System**

**\$2.0 Billion**  
 Operating Revenue

**\$21 Million**  
 Net Assets

**AH** Acute Hospitals



**NH** Non-Acute Hospitals



**PO** Physician Organizations

**Steward Medical Group\***  
**Steward Emergency Physicians\***  
**Steward Physician Contracting\***

**HP** Health Plans

See Technical Appendix for details

**OP** Other Health Care Providers

**Steward Home Care\***  
**Steward PET Imaging\***

**OO** Other Organizations

See Technical Appendix for details

**Steward Health Care Network\***  
**Tailored Risk Assurance Company\***

**At a Glance**

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY12):

**-\$33M**  
 Total Profit/Loss

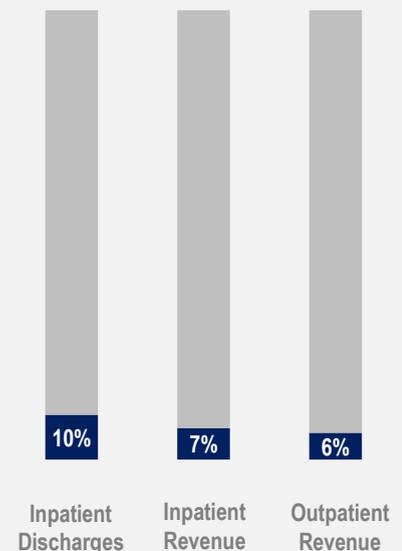
**-1.7%**  
 Total Margin

**10**   
 Acute Hospitals

**1**   
 Chronic Care Hospital

**17K**  
 Employees  
 (Approximately)

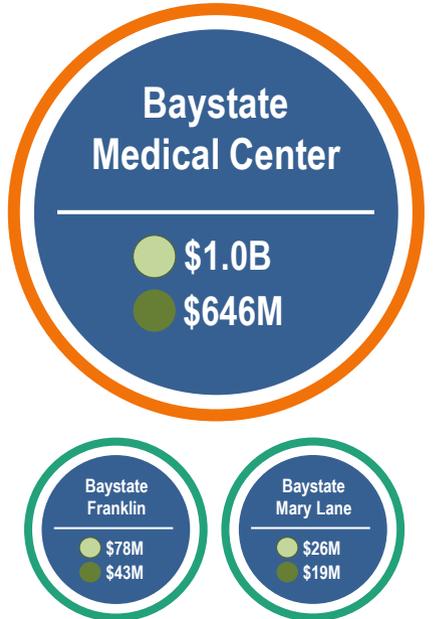
**System's Percentage of total Massachusetts Acute Hospital...**



\*Steward's FY12 consolidated financial statements, the most recent on record with CHIA, only provide a financial breakout for the system's hospital organizations. The other organizations presented on this profile are mentioned in the financial statements, but CHIA does not have their financial information.

**Consolidating Eliminations:** ● Unknown\*  
 ● Unknown\*

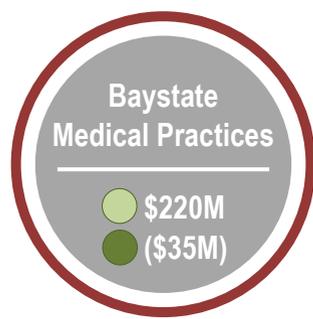
**AH** Acute Hospitals



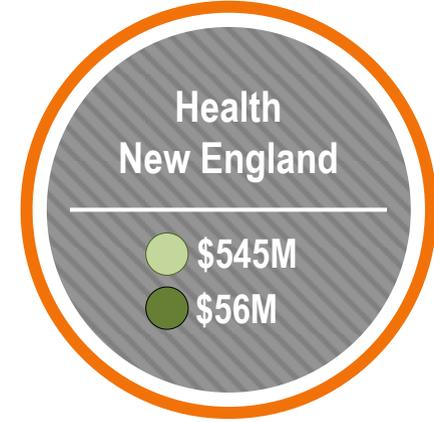
**NH** Non-Acute Hospitals

Not applicable

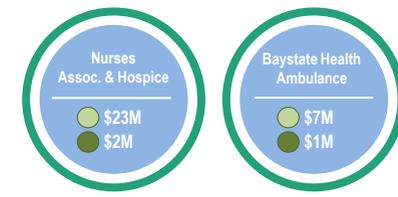
**PO** Physician Organizations



**HP** Health Plans



**OP** Other Health Care Providers



**OO** Other Organizations  
*See Technical Appendix for details*

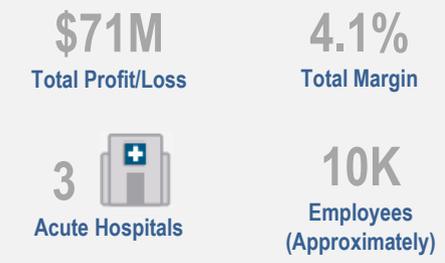


**Consolidating Eliminations:**

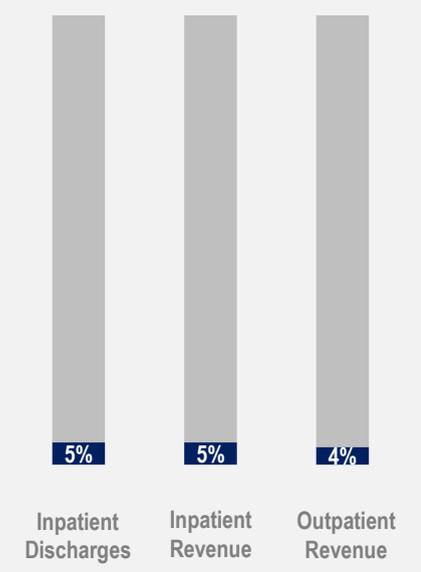
- (\$310M)
- (\$76M)

**At a Glance**

Baystate Health, Inc. (Baystate) is an organization that provides health care services throughout Western Massachusetts. Some figures from its most recent audited financial statements (FY13):



**System's Percentage of total Massachusetts Acute Hospital...**



**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

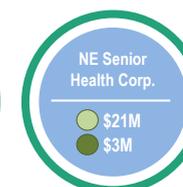
**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers



**OO** Other Organizations

See Technical Appendix for details



**Consolidating Eliminations:** (\$49M) / (\$16M)

**At a Glance**

Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Clinic Foundation, Inc.; Lahey Affiliates; Northeast Health System, Inc.; and Northeast Affiliates. Some figures from its most recent audited financial statements (FY13):

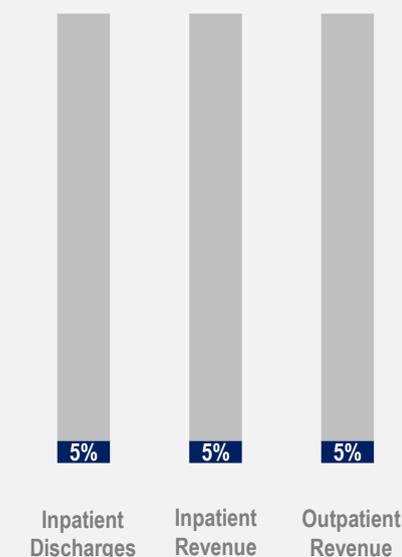
**\$83M**  
 Total Profit/Loss

**5.4%**  
 Total Margin

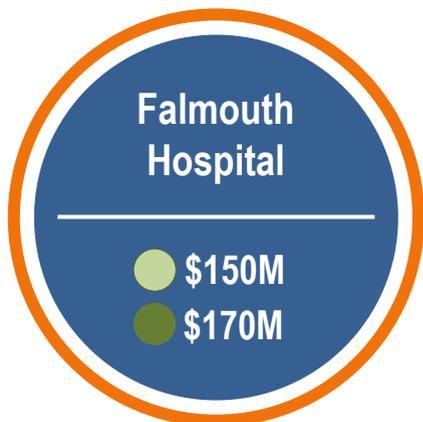
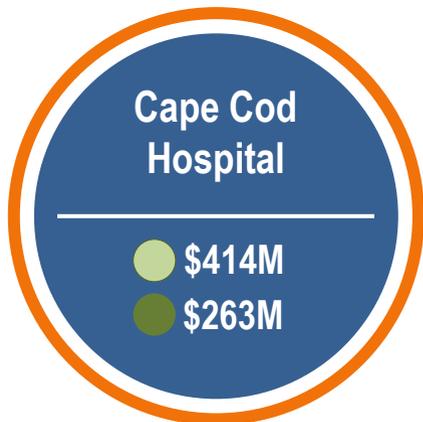
**2**   
 Acute Hospitals

**11K**  
 Employees (Approximately)

**System's Percentage of total Massachusetts Acute Hospital...**



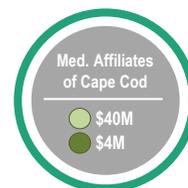
**AH Acute Hospitals**



**NH Non-Acute Hospitals**

Not applicable

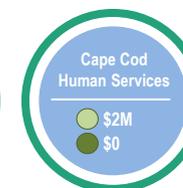
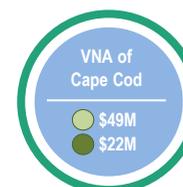
**PO Physician Organizations**



**HP Health Plans**

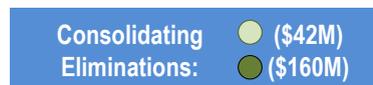
Not applicable

**OP Other Health Care Providers**



**OO Other Organizations**

See Technical Appendix for details



**At a Glance**

Cape Cod Healthcare, Inc. provides health care services in Cape Cod, Massachusetts. Some figures from its most recent audited financial statements (FY13):

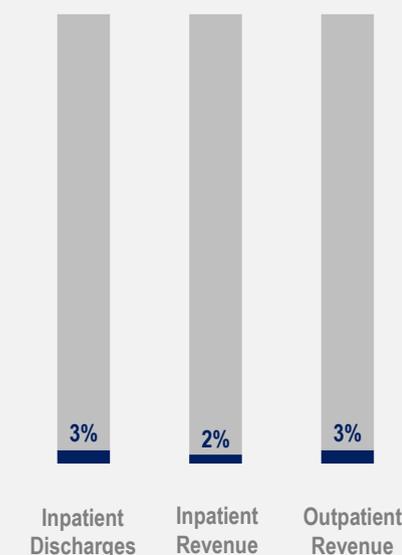
**\$37M**  
 Total Profit/Loss

**5.5%**  
 Total Margin

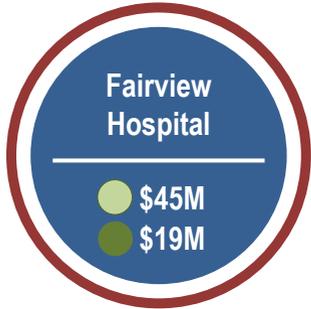
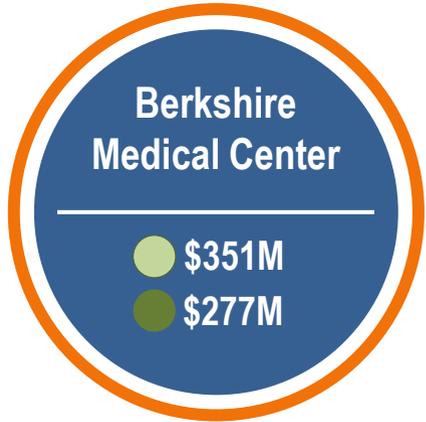
**2**  
 Acute Hospitals

**5K**  
 Employees (Approximately)

**System's Percentage of total Massachusetts Acute Hospital...**



**AH** Acute Hospitals



**NH** Non-Acute Hospitals

Not applicable

**PO** Physician Organizations



**HP** Health Plans

Not applicable

**OP** Other Health Care Providers



**OO** Other Organizations

See Technical Appendix for details



Consolidating Eliminations: (\$42M) (\$0.1K)

**At a Glance**

Berkshire Health Systems, Inc. (Berkshire) is a not-for-profit organization that provides health care services to Western Massachusetts. Some figures from its most recent audited financial statements (FY13):

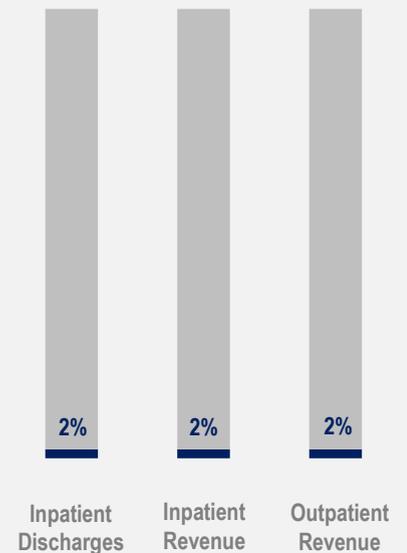
**\$26M**  
 Total Profit/Loss

**5.9%**  
 Total Margin

**2**   
 Acute Hospitals

**3K**  
 Employees (Approximately)

**System's Percentage of total Massachusetts Acute Hospital...**



**AH Acute Hospitals**



**NH Non-Acute Hospitals**

Not applicable

**PO Physician Organizations**



**HP Health Plans**

Not applicable

**OP Other Health Care Providers**

Not applicable

**OO Other Organizations**

See Technical Appendix for details



Consolidating Eliminations: (\$2M) / \$0.5K

**At a Glance**

Heywood Healthcare, Inc., operates two not-for-profit acute care hospitals in central Massachusetts. Some figures from its most recent audited financial statements (FY13):

**\$3M**  
 Total Profit/Loss

**2.1%**  
 Total Margin

**2**  
 Acute Hospitals

**1K**  
 Employees (Approximately)

**System's Percentage of total Massachusetts Acute Hospital...**

