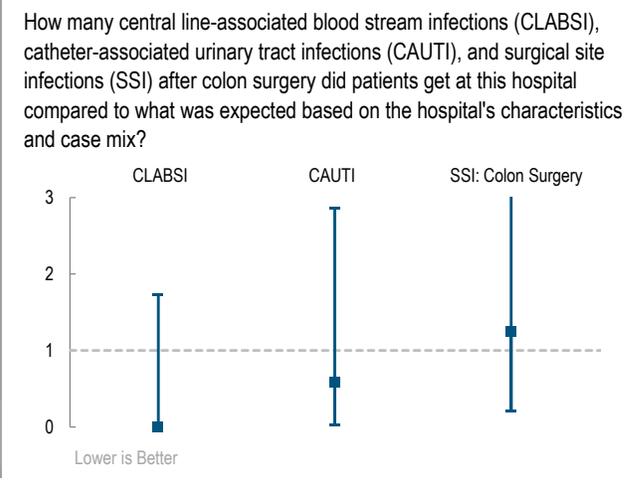
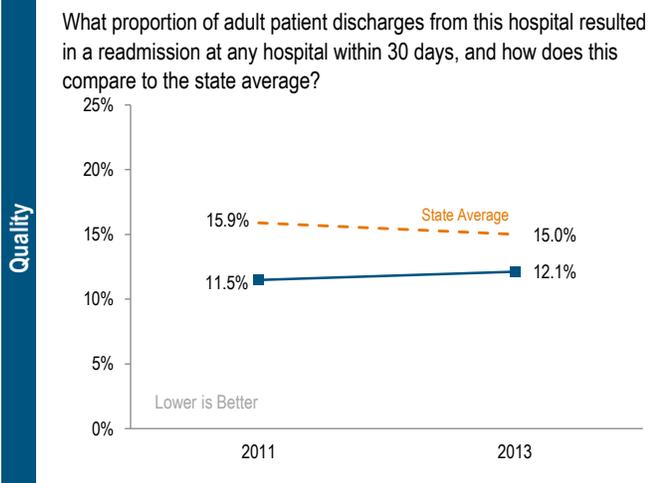
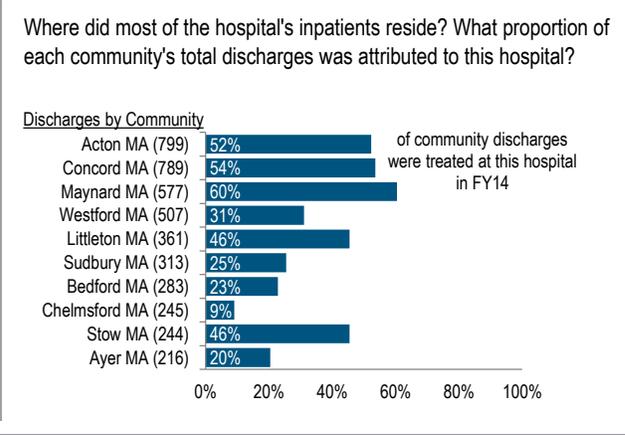
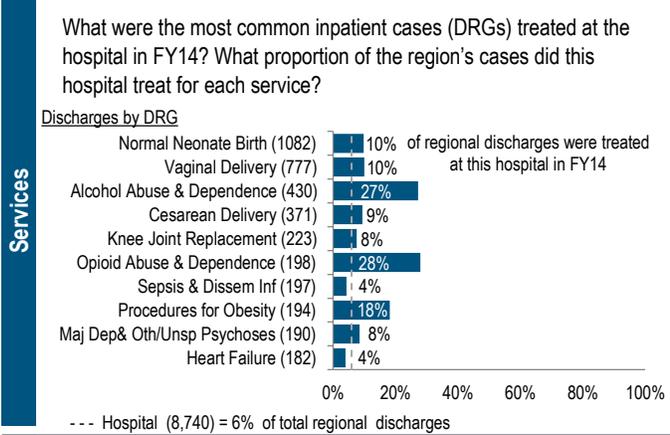


Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. While outpatient visits at the hospital decreased 2.9% between FY10 and FY14, outpatient revenue increased 8.2% in that same period. Though it was only responsible for 6% of total regional discharges in FY14, it treated 28% of all regional Opioid & Abuse cases and 27% of all Alcohol Abuse & Dependence cases. It earned a profit each year from FY11 to FY14, with a 1.1% total margin in FY14, compared with its peer cohort's median of 2.9%.

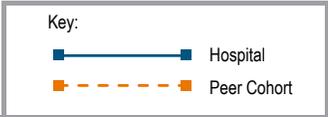
Overview / Size	
Hospital System Affiliation:	Not Applicable
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	199, mid-size acute hospital
% Occupancy:	54.6%, < cohort avg. (61%)
Special Public Funding:	CHART ^A , ICB ^B
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.77, < cohort avg. (0.81); < statewide (1.00)
Financial	
Adjusted ^F Cost per Discharge:	\$10,142
Inpatient NPSR per CMAD:	\$10,049
Change FY13-FY14:	-2.9%
Inpatient:Outpatient Revenue in FY14:	28%:72%
Outpatient Revenue in FY14:	\$121,362,273
Change FY13-FY14:	4.0%
Total Revenue in FY14:	\$193,301,365
Total Surplus (Loss) in FY14:	\$2,076,704
Payer Mix	
Public Payer Mix:	44.9% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	35th Percentile
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.
Utilization	
Inpatient Discharges in FY14:	8,740
Change FY13-FY14:	-3.6%
Emergency Department Visits in FY14:	32,471
Change FY13-FY14:	-2.8%
Outpatient Visits in FY14:	92,957
Change FY13-FY14:	-1.8%
Quality	
Readmission Rate in FY13:	12.1%
Change FY11-FY13 (percentage points):	0.6%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	1.6%



For descriptions of the metrics, please see the technical appendix.

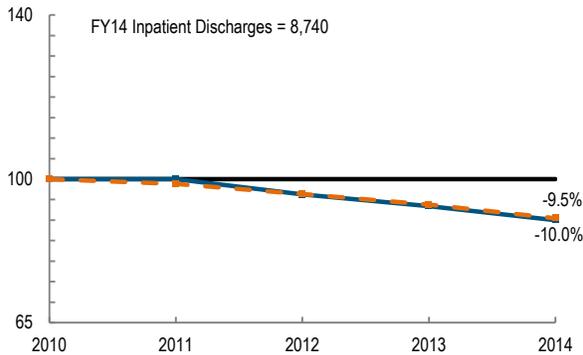
2014 HOSPITAL PROFILE: EMERSON HOSPITAL

Cohort: Community Hospital

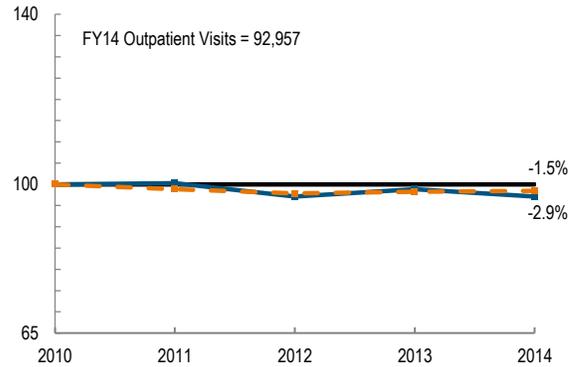


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

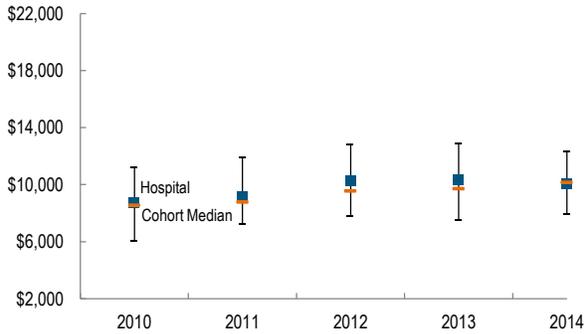


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

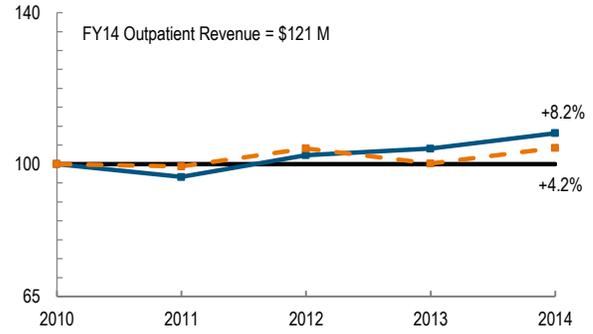


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)



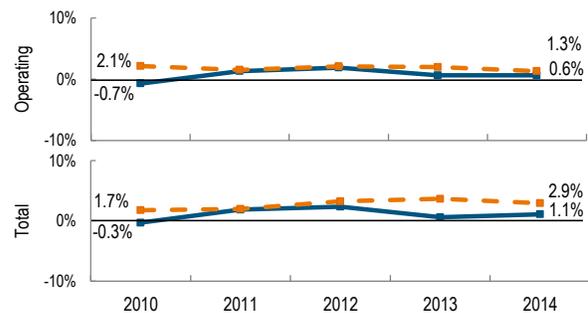
Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

Revenue, Cost, & Profit/Loss (in millions)

FY	2010	2011	2012	2013	2014
Operating Revenue	\$ 183	\$ 179	\$ 189	\$ 190	\$ 192
Non-Operating Revenue	\$ 1	\$ 1	\$ 1	\$ (0)	\$ 1
Total Revenue	\$ 184	\$ 180	\$ 190	\$ 190	\$ 193
Total Costs	\$ 184	\$ 177	\$ 185	\$ 188	\$ 191
Total Profit (Loss)	\$ (0.6)	\$ 3.3	\$ 4.5	\$ 1.1	\$ 2.1

What were the hospital's total margin and operating margins between FY10 and FY14, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

^o For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

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

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

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

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