

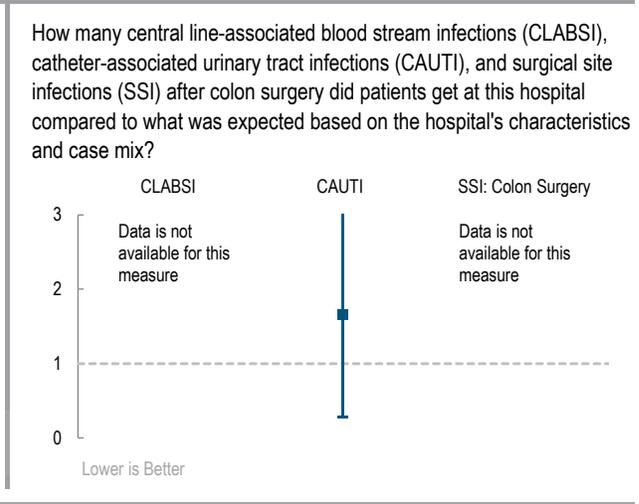
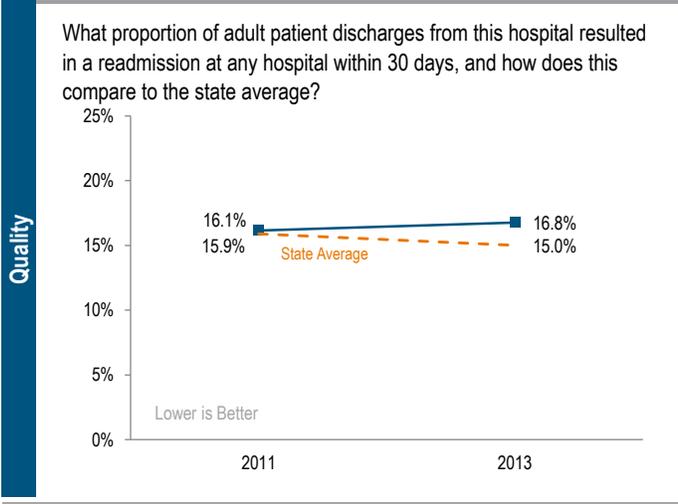
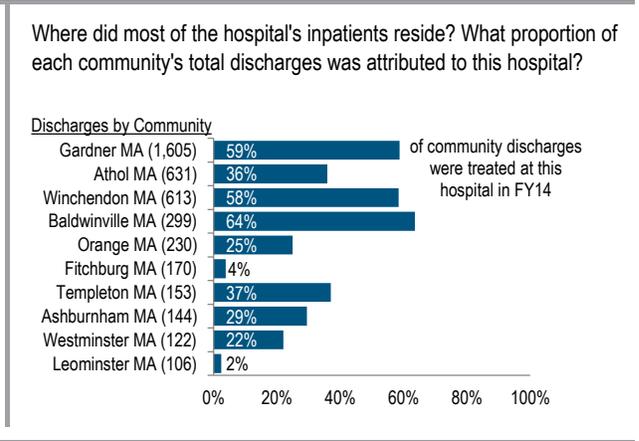
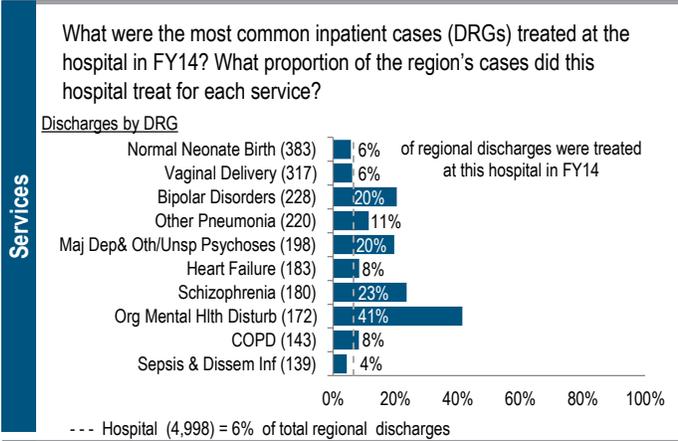
# HEYWOOD HOSPITAL

## 2014 Hospital Profile

Gardner, MA  
Community, Disproportionate Share Hospital  
Central Massachusetts

Heywood Hospital is a mid-size, non-profit community-Disproportionate Share Hospital (DSH) located in the Central Massachusetts region. It is a member of the Heywood Healthcare system. Though only responsible for 6% of total inpatient cases in the region, it treated 41% of all Organic Mental Health Disturbances and 23% of all Schizophrenia cases in Central Massachusetts. The hospital's outpatient visit, outpatient revenue, and total margin trends were similar to the medians of its cohort. Heywood Hospital earned a profit each year in the five-year period, except in FY11. Its total margin in FY14 was 4.1%, compared to the median of 5.3% in its peer cohort.

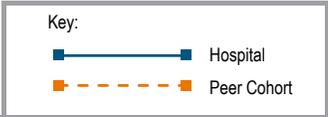
<b>At a Glance</b>	<b>Overview / Size</b>	
	Hospital System Affiliation:	Heywood Healthcare
	Change in Ownership (FY10-FY14):	Heywood Healthcare - 2012
	Total Staffed Beds:	106, mid-size acute hospital
	% Occupancy:	63.3%, < cohort avg. (66%)
	Special Public Funding:	CHART <sup>^</sup> , ICB <sup>o</sup>
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.81, < cohort avg. (0.85); < statewide (1.00)
	<b>Financial</b>	
	Adjusted <sup>†</sup> Cost per Discharge:	\$7,786
Inpatient NPSR per CMAD:	\$7,984	
Change FY13-FY14:	0.2%	
Inpatient:Outpatient Revenue in FY14:	24%:76%	
Outpatient Revenue in FY14:	\$62,764,335	
Change FY13-FY14:	-4.4%	
Total Revenue in FY14:	\$104,062,628	
Total Surplus (Loss) in FY14:	\$4,260,356	
<b>Payer Mix</b>		
Public Payer Mix:	64.5% (DSH* Hospital)	
CY14 Commercial Payer Price Level:	12th Percentile	
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated Health Maintenance Org. Harvard Pilgrim Health Care	
<b>Utilization</b>		
Inpatient Discharges in FY14:	4,998	
Change FY13-FY14:	-11.8%	
Emergency Department Visits in FY14:	25,636	
Change FY13-FY14:	-0.7%	
Outpatient Visits in FY14:	76,261	
Change FY13-FY14:	-0.5%	
<b>Quality</b>		
Readmission Rate in FY13:	16.8%	
Change FY11-FY13 (percentage points):	0.6%	
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Available	



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

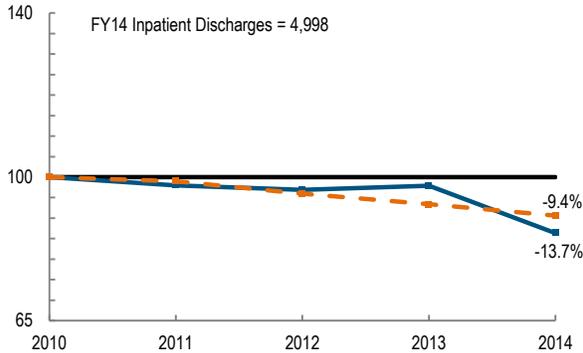
# 2014 HOSPITAL PROFILE: HEYWOOD HOSPITAL

Cohort: Community, Disproportionate Share Hospital

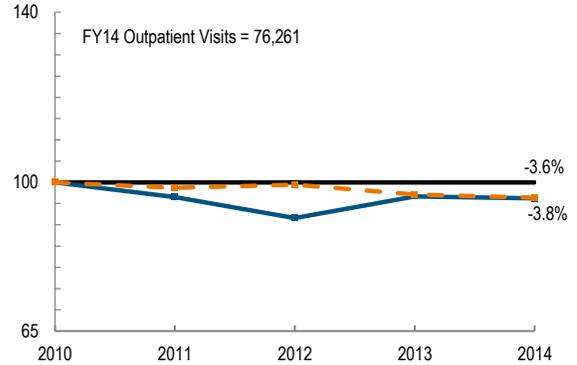


## Utilization

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)

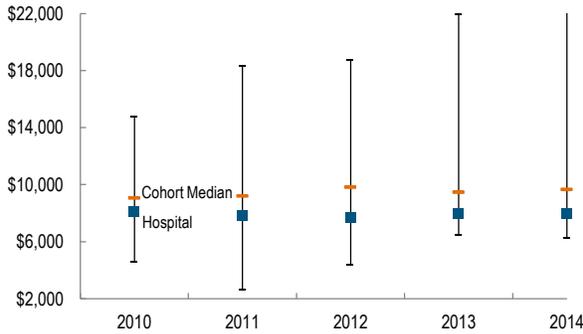


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

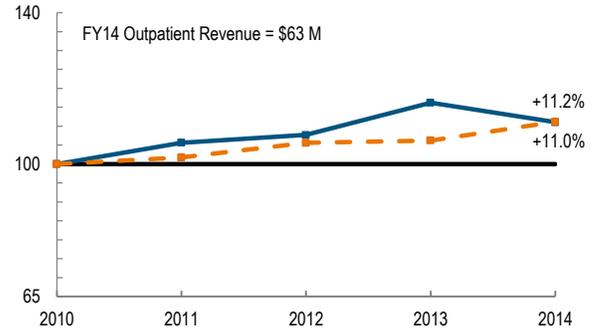


## Patient Revenue Trends

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)



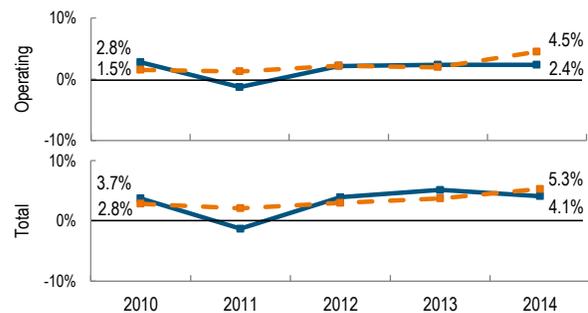
## Financial Performance

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
<b>Operating Revenue</b>	\$ 95	\$ 97	\$ 101	\$ 102	\$ 102
<b>Non-Operating Revenue</b>	\$ 1	\$ (0)	\$ 2	\$ 3	\$ 2
<b>Total Revenue</b>	\$ 96	\$ 97	\$ 103	\$ 105	\$ 104
<b>Total Costs</b>	\$ 92	\$ 99	\$ 99	\$ 100	\$ 100
<b>Total Profit (Loss)</b>	\$ 3.6	\$ (1.3)	\$ 4.0	\$ 5.4	\$ 4.3

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.

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

<sup>^</sup> 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.

<sup>†</sup> Costs were adjusted to exclude direct medical education costs and physician compensation.

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