

Lahey Hospital & Medical Center is a non-profit teaching hospital located in the Northeastern Massachusetts region. It is among the larger acute hospitals in Massachusetts and is one of the state's eight transplant centers. Lahey Hospital & Medical Center and Northeast Hospital formed Lahey Health System in 2012. Lahey Hospital & Medical Center earned a profit each year from FY10 to FY14, with a total margin of 8.2% in FY14, the same as the median total margin in its peer cohort.

At a Glance

Overview / Size

Hospital System Affiliation:	Lahey Health System
Change in Ownership (FY10-FY14):	Lahey Health - 2012
Total Staffed Beds:	343, among the larger acute hospitals
% Occupancy:	82.1%, > cohort avg. (73%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 2
Case Mix Index:	1.42, > cohort avg. (0.99); > statewide (1.00)

Financial

Adjusted [†] Cost per Discharge:	\$8,782
Inpatient NPSR per CMAD:	\$12,370
Change FY13-FY14:	3.2%
Inpatient:Outpatient Revenue in FY14:	31%:69%
Outpatient Revenue in FY14:	\$431,412,763
Change FY13-FY14:	3.3%
Total Revenue in FY14:	\$822,336,515
Total Surplus (Loss) in FY14:	\$67,184,249

Payer Mix

Public Payer Mix:	58.2% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	72nd 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:	21,005
Change FY13-FY14:	0.4%
Emergency Department Visits in FY14:	56,140
Change FY13-FY14:	1.8%
Outpatient Visits in FY14:	938,403
Change FY13-FY14:	1.4%

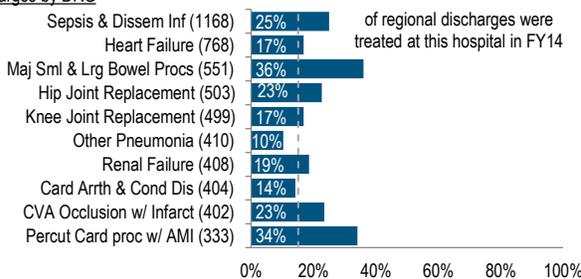
Quality

Readmission Rate in FY13:	15.1%
Change FY11-FY13 (percentage points):	0.5%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Applicable

Services

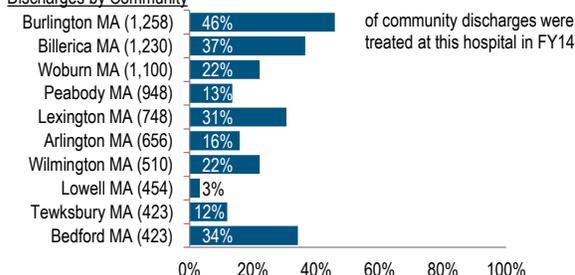
What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



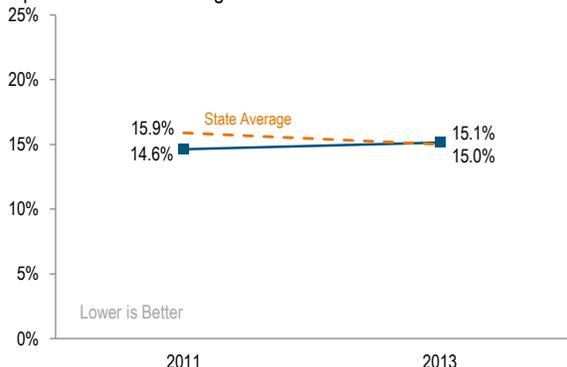
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

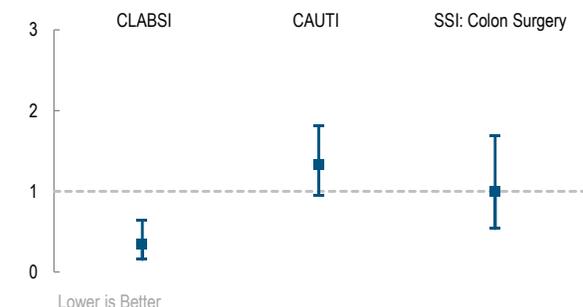


Quality

What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



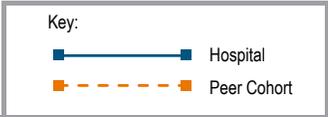
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

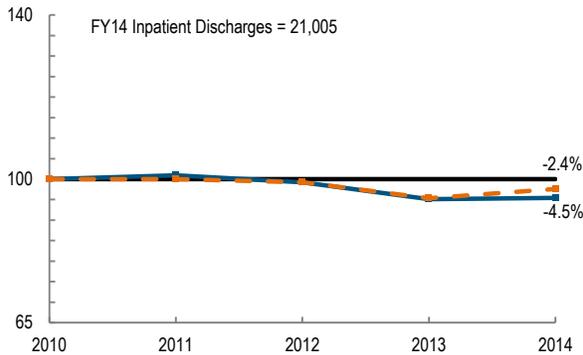
2014 HOSPITAL PROFILE: LAHEY HOSPITAL & MEDICAL CENTER

Cohort: Teaching Hospital

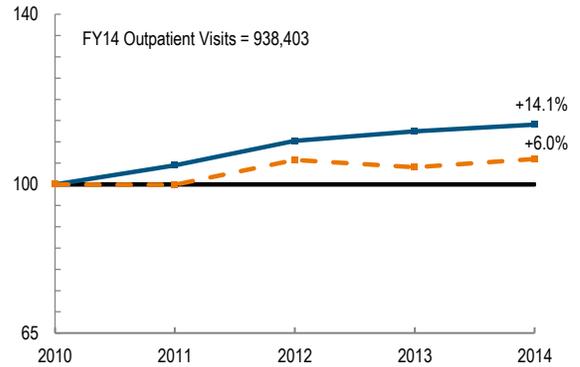


Utilization

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)

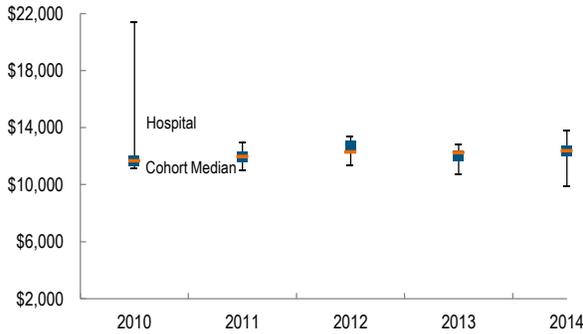


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

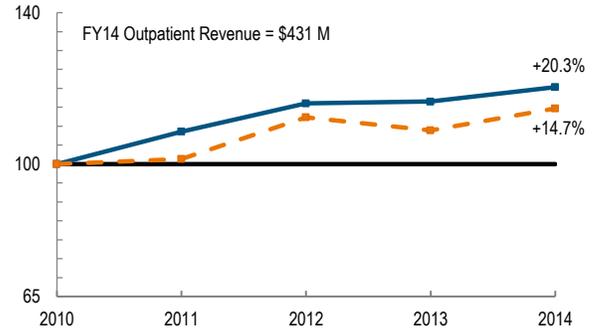


Patient Revenue Trends

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)



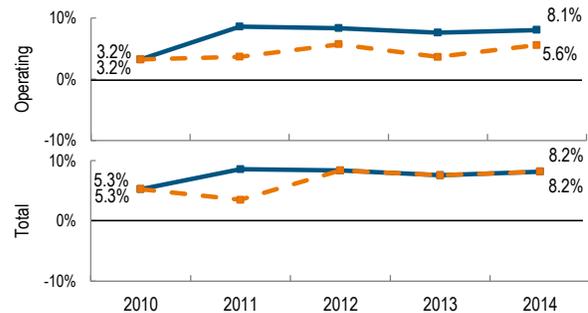
Financial Performance

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	\$ 894	\$ 760	\$ 816	\$ 794	\$ 821
Non-Operating Revenue	\$ 19	\$ (0)	\$ 0	\$ (0)	\$ 1
Total Revenue	\$ 913	\$ 760	\$ 817	\$ 794	\$ 822
Total Costs	\$ 865	\$ 695	\$ 748	\$ 734	\$ 755
Total Profit (Loss)	\$ 47.9	\$ 65.1	\$ 68.3	\$ 60.1	\$ 67.2

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.

* 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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