

Lawrence General Hospital is a mid-size, non-profit community-Disproportionate Share Hospital (DSH) located in the Northeastern Massachusetts region. Inpatient discharges at Lawrence General Hospital increased 1.7% between FY10 and FY14, compared with a median decrease of 9.4% among community-DSH hospitals. Outpatient revenue increased 26.5% in that period, compared to a median increase of 11.2% among cohort hospitals. Lawrence General Hospital earned a profit each year in the five-year period, with a total margin of 4.2% in FY14, while the median total margin in its peer cohort was 5.3%.

At a Glance

Overview / Size

Hospital System Affiliation:	Not Applicable
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	230, mid-size acute hospital
% Occupancy:	57.5%, < cohort avg. (66%)
Special Public Funding:	CHART [^] , DSTI [†]
Trauma Center Designation:	Adult: Level 3
Case Mix Index:	0.77, < cohort avg. (0.85); < statewide (1.00)

Financial

Adjusted [‡] Cost per Discharge:	\$11,729
Inpatient NPSR per CMAD:	\$9,857
Change FY13-FY14:	5.1%
Inpatient:Outpatient Revenue in FY14:	37%:63%
Outpatient Revenue in FY14:	\$121,886,699
Change FY13-FY14:	13.6%
Total Revenue in FY14:	\$230,443,000
Total Surplus (Loss) in FY14:	\$9,770,000

Payer Mix

Public Payer Mix:	73.5% (DSH* Hospital)
CY14 Commercial Payer Price Level:	22nd 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:	12,664
Change FY13-FY14:	-1.6%
Emergency Department Visits in FY14:	75,616
Change FY13-FY14:	6.5%
Outpatient Visits in FY14:	237,992
Change FY13-FY14:	2.6%

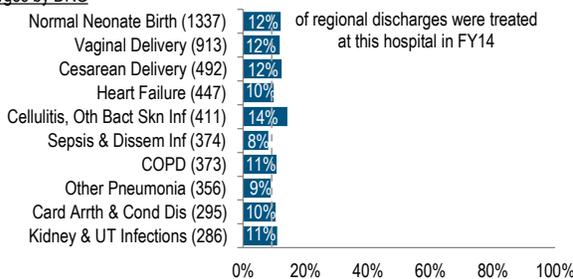
Quality

Readmission Rate in FY13:	14.7%
Change FY11-FY13 (percentage points):	0.3%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	4.3%

Services

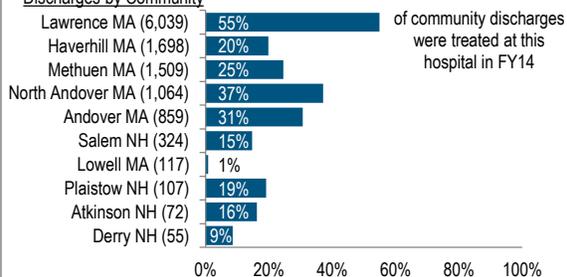
What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



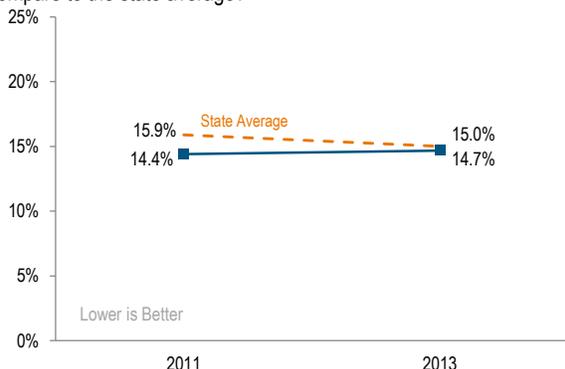
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

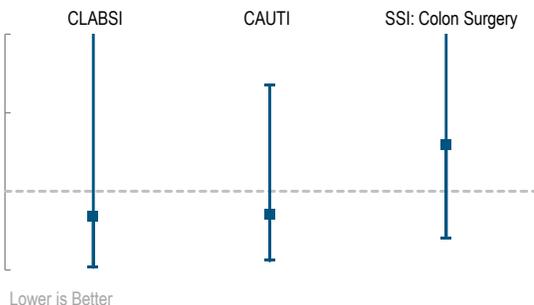


Quality

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?



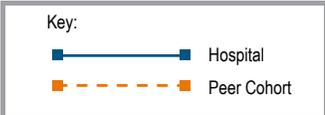
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

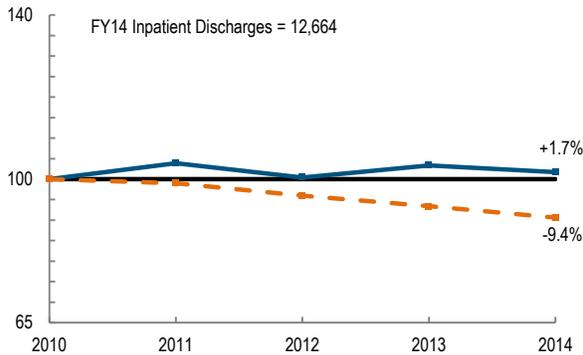
2014 HOSPITAL PROFILE: LAWRENCE GENERAL HOSPITAL

Cohort: Community, Disproportionate Share Hospital

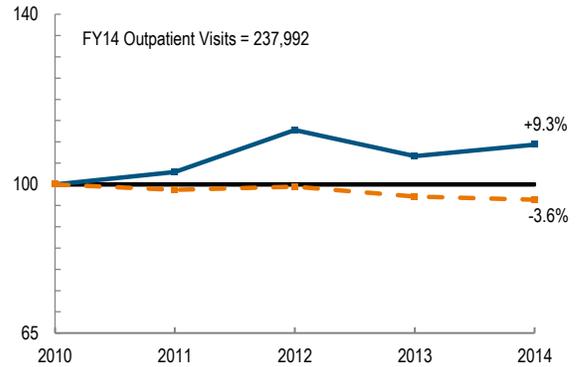


Utilization

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)

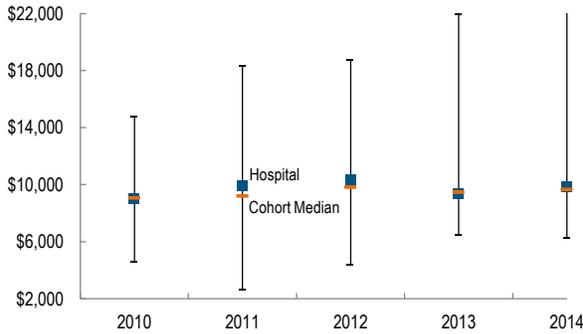


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

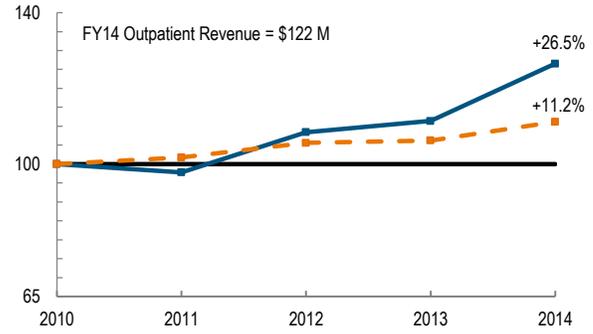


Patient Revenue Trends

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)



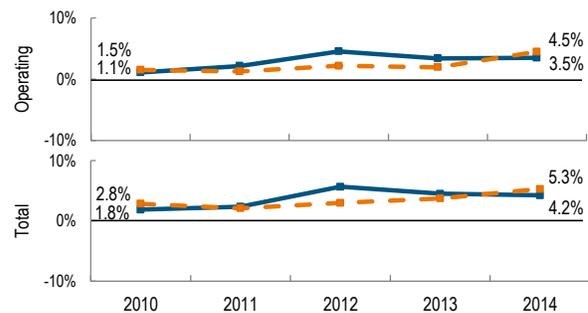
Financial Performance

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
Operating Revenue	\$ 178	\$ 190	\$ 217	\$ 217	\$ 229
Non-Operating Revenue	\$ 1	\$ 0	\$ 2	\$ 2	\$ 2
Total Revenue	\$ 179	\$ 190	\$ 220	\$ 220	\$ 230
Total Costs	\$ 176	\$ 185	\$ 207	\$ 210	\$ 221
Total Profit (Loss)	\$ 3.3	\$ 4.4	\$ 12.4	\$ 9.9	\$ 9.8

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.

¹ For more information on Delivery System Transformation Initiative (DSTI) special funding, please contact the Massachusetts Executive Office of Health and Human Service (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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