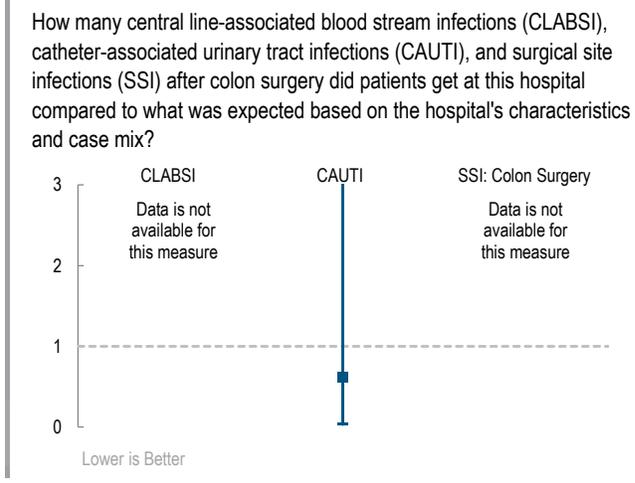
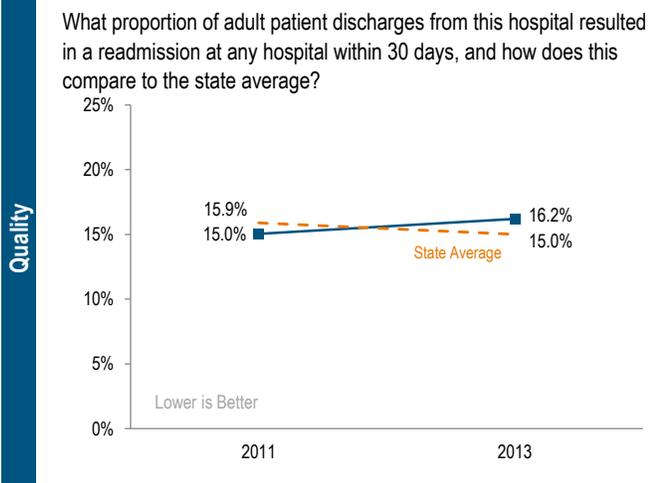
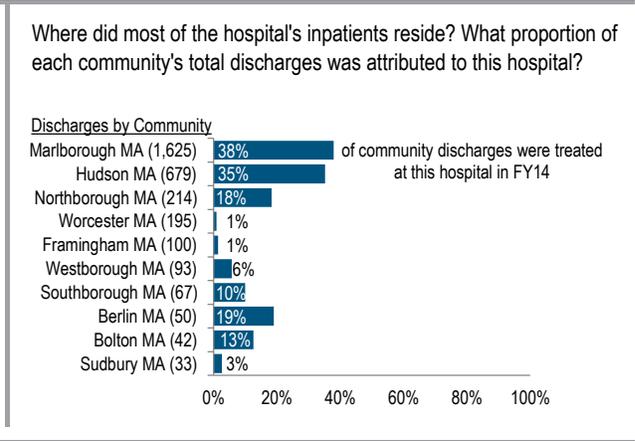
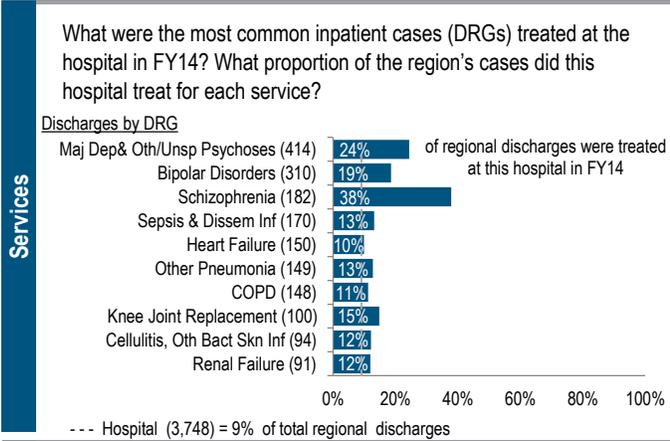


Marlborough Hospital is a non-profit community-Disproportionate Share Hospital (DSH) located in the Metro West region. It is among the smaller acute hospitals in Massachusetts and is a member of the UMass Memorial Health Care system. Marlborough Hospital was profitable each year from FY10 to FY14, with a total margin of 3.6% in FY14, compared to a median total margin of 5.3% for peer hospitals. In FY14, Marlborough Hospital had 11.0% fewer inpatient discharges, compared with a median decrease of 9.4% among hospitals in its peer cohort.

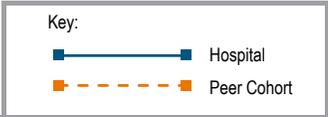
Overview / Size	
Hospital System Affiliation:	UMass Memorial Health Care
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	67, among the smaller acute hospitals
% Occupancy:	64.2%, < cohort avg. (66%)
Special Public Funding:	CHART ^A , ICB ^B
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.87, > cohort avg. (0.85); < statewide (1.00)
Financial	
Adjusted ^F Cost per Discharge:	\$7,307
Inpatient NPSR per CMAD:	\$6,247
Change FY13-FY14:	-3.0%
Inpatient:Outpatient Revenue in FY14:	26%:74%
Outpatient Revenue in FY14:	\$44,475,097
Change FY13-FY14:	-4.2%
Total Revenue in FY14:	\$82,033,000
Total Surplus (Loss) in FY14:	\$2,927,000
Payer Mix	
Public Payer Mix:	63.6% (DSH* Hospital)
CY14 Commercial Payer Price Level:	38th Percentile
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated Health Maintenance Org. Harvard Pilgrim Health Care
Utilization	
Inpatient Discharges in FY14:	3,748
Change FY13-FY14:	-2.0%
Emergency Department Visits in FY14:	25,933
Change FY13-FY14:	-3.2%
Outpatient Visits in FY14:	78,442
Change FY13-FY14:	5.0%
Quality	
Readmission Rate in FY13:	16.2%
Change FY11-FY13 (percentage points):	1.1%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Available



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

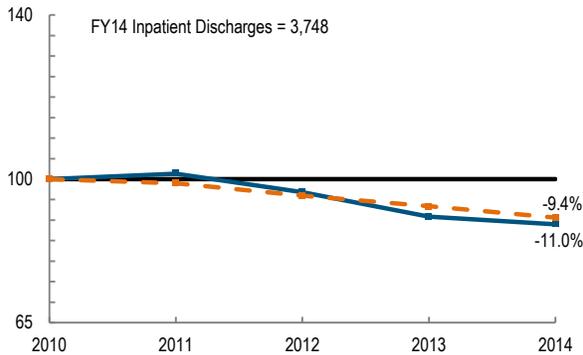
2014 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

Cohort: Community, Disproportionate Share Hospital

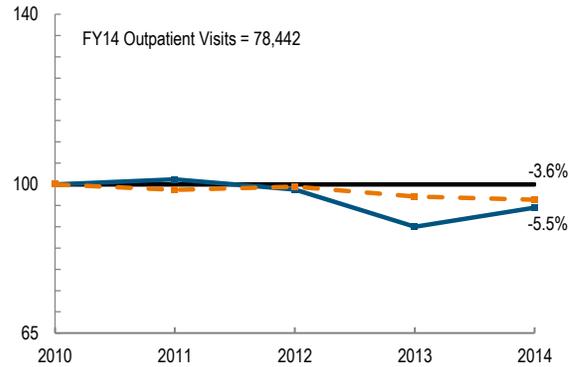


Utilization

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)

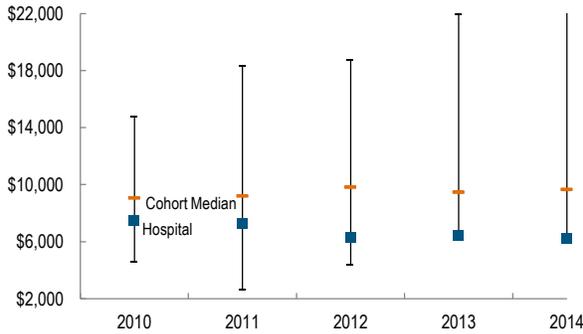


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

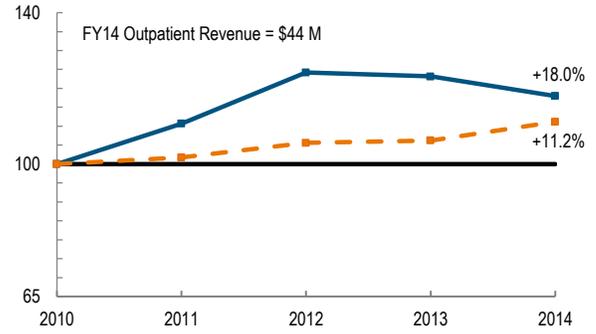


Patient Revenue Trends

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)



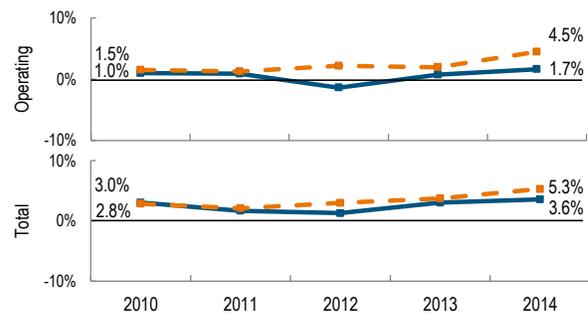
Financial Performance

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	\$ 71	\$ 76	\$ 77	\$ 79	\$ 80
Non-Operating Revenue	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2
Total Revenue	\$ 73	\$ 76	\$ 79	\$ 81	\$ 82
Total Costs	\$ 70	\$ 75	\$ 78	\$ 78	\$ 79
Total Profit (Loss)	\$ 2.2	\$ 1.3	\$ 1.0	\$ 2.4	\$ 2.9

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.

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

^h 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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