

Merrimack Valley Hospital merged with Steward Holy Family Hospital in July 2014, and is now a campus of Holy Family Hospital. Merrimack Valley Hospital was unprofitable each year from FY10 to FY13, with a total margin of -22.1% in FY13, compared with a median total margin of 4.1% in its peer cohort. Financial data and some utilization data for FY14 is included in Steward Holy Family's data for that year, and is reported in Steward Holy Family Hospital's profile.

<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Steward Health Care System	Public Payer Mix:	74.7% (DSH* Hospital)
	Change in Ownership (FY10-FY14):	Steward Health Care - 2011	CY14 Commercial Payer Price Level:	30th Percentile
	Total Staffed Beds:	56, among the smaller acute hospitals	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated Health Maintenance Org. Harvard Pilgrim Health Care
	% Occupancy:	97.7%, highest in cohort (avg. 66%)	<b>Utilization</b>	
	Special Public Funding:	ICB <sup>o</sup>	Inpatient Discharges in FY14:	3,064
	Trauma Center Designation:	Not Applicable	Change FY13-FY14:	-3.7%
	Case Mix Index:	0.90, > cohort avg. (0.85); < statewide (1.00)	Emergency Department Visits in FY14:	17,367
			Change FY13-FY14:	-19.5%
			Outpatient Visits in FY14:	28,089
		Change FY13-FY14:	-12.5%	
		<b>Quality</b>		
<b>Financial</b>		Readmission Rate in FY13:	17.5%	
Adjusted <sup>†</sup> Cost per Discharge:	\$9,068	Change FY11-FY13 (percentage points):	0.7%	
Inpatient NPSR per CMAD:	\$8,658	Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Available	
Change FY13-FY14:	0.0%			
Inpatient:Outpatient Revenue in FY14:	43%:57%			
Outpatient Revenue in FY14:	\$18,684,563			
Change FY13-FY14:	-12.0%			
Total Revenue in FY14:	Not Applicable			
Total Surplus (Loss) in FY14:	Not Applicable			

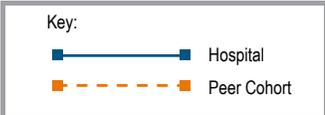
<b>Services</b>	<p>What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?</p> <p>Data for this measure was reported under Steward Holy Family as a result of a merger in FY14.</p>	<p>Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?</p> <p>Data for this measure was reported under Steward Holy Family as a result of a merger in FY14.</p>
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<b>Quality</b>	<p>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?</p> <table border="1"> <caption>Readmission Rates</caption> <thead> <tr> <th>Year</th> <th>Hospital Rate</th> <th>State Average</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>16.9%</td> <td>15.9%</td> </tr> <tr> <td>2013</td> <td>17.5%</td> <td>15.0%</td> </tr> </tbody> </table>	Year	Hospital Rate	State Average	2011	16.9%	15.9%	2013	17.5%	15.0%	<p>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?</p> <table border="1"> <caption>Infection Rates</caption> <thead> <tr> <th>Infection Type</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td>CLABSI</td> <td>~1.0</td> </tr> <tr> <td>CAUTI</td> <td>~0.5</td> </tr> <tr> <td>SSI: Colon Surgery</td> <td>~1.0</td> </tr> </tbody> </table>	Infection Type	Rate	CLABSI	~1.0	CAUTI	~0.5	SSI: Colon Surgery	~1.0
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For descriptions of the metrics, please see the technical appendix.

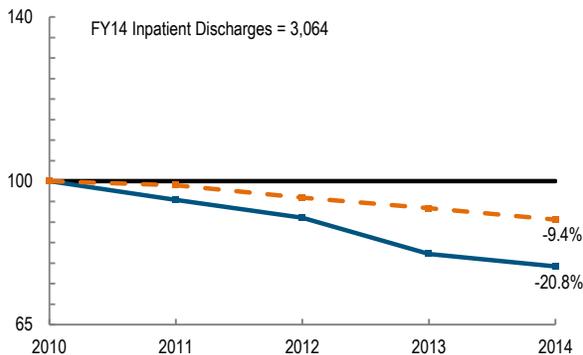
# 2014 HOSPITAL PROFILE: MERRIMACK VALLEY HOSPITAL

Cohort: Community, Disproportionate Share Hospital

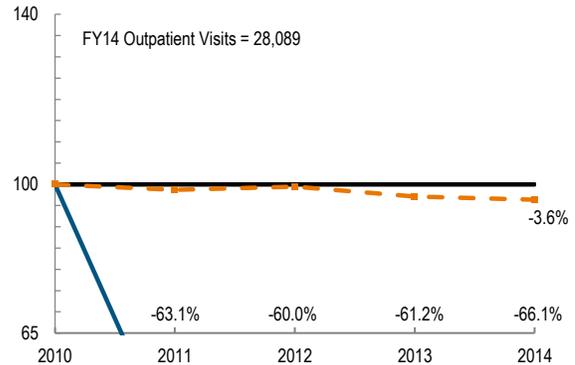


## Utilization

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)

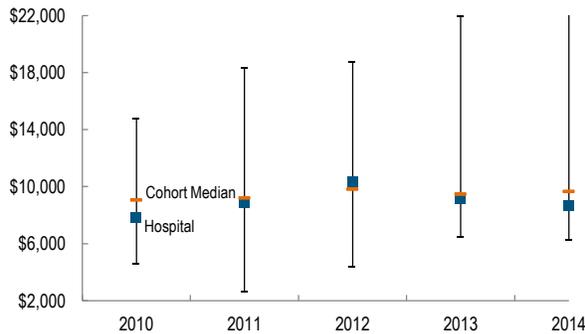


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

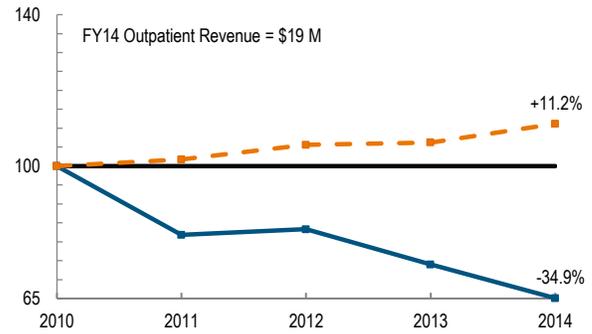


## Patient Revenue Trends

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)



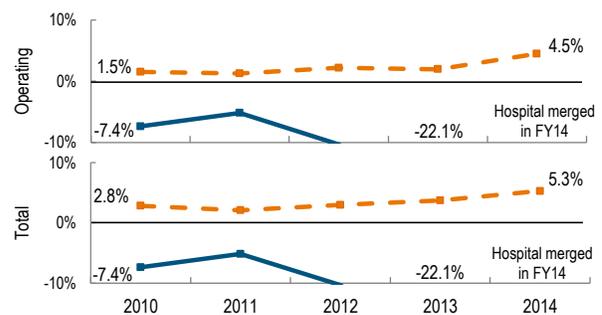
## Financial Performance

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>	\$ 55	\$ 23	\$ 56	\$ 48	N/A
<b>Non-Operating Revenue</b>	\$ 0	\$ 0	\$ (0)	\$ (0)	N/A
<b>Total Revenue</b>	\$ 55	\$ 23	\$ 56	\$ 48	N/A
<b>Total Costs</b>	\$ 59	\$ 24	\$ 62	\$ 59	N/A
<b>Total Profit (Loss)</b>	\$ (4.1)	\$ (1.2)	\$ (5.8)	\$ (10.7)	N/A

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>0</sup> For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

\* 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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