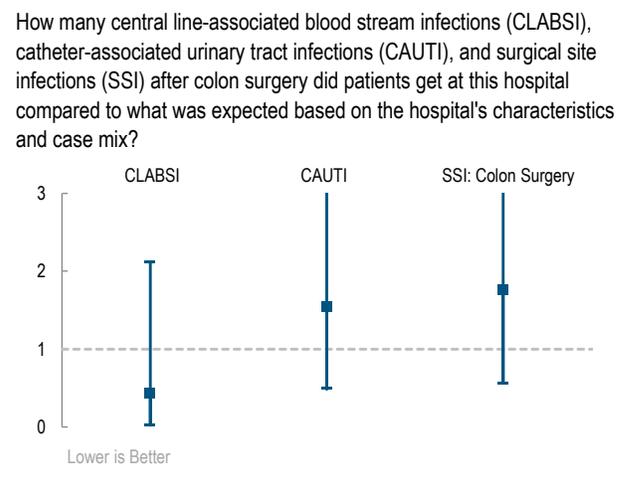
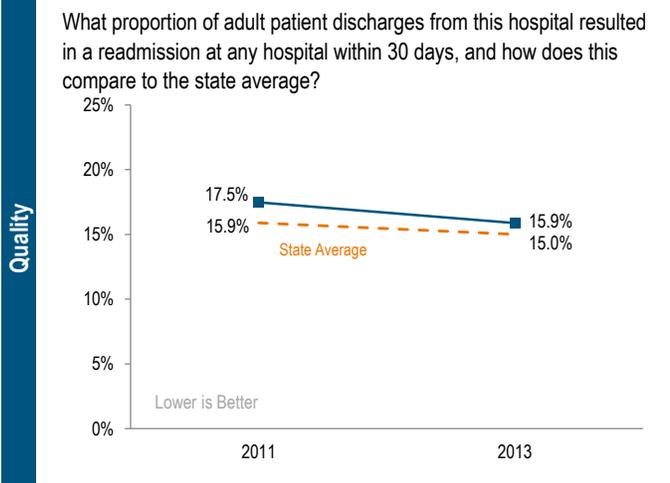
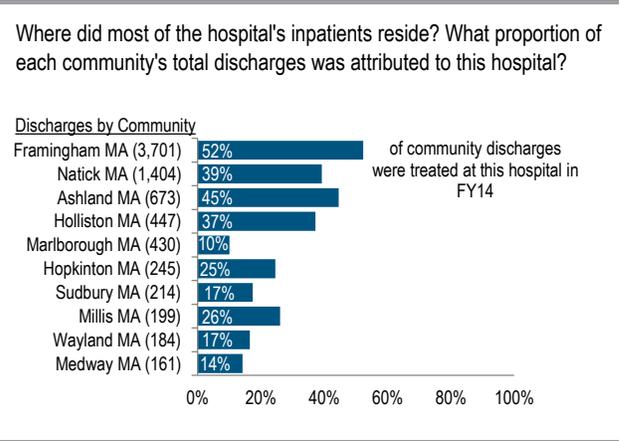
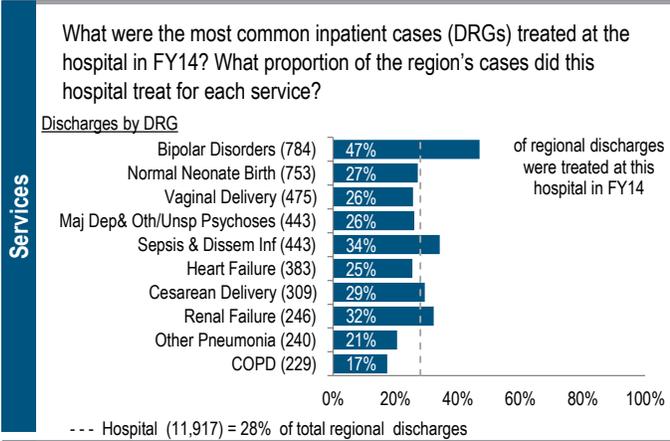


MetroWest Medical Center is a for-profit community hospital located in the Metro West region. It is among the larger acute hospitals in Massachusetts. Along with Saint Vincent Hospital, MetroWest Medical Center was bought by Tenet Healthcare Corporation in 2013. Between FY10 and FY14, MetroWest Medical Center's inpatient discharges decreased by 24.8%, compared with a median decrease of 9.5% among cohort hospitals. Outpatient visits increased by 14.3% during that period, compared with a median decrease of 1.5% in its peer cohort. MetroWest operated at a loss each year from FY10 to FY14, and had a total margin of -2.4% in FY14, compared with a median total margin of 2.9% in its cohort.

Overview / Size	
Hospital System Affiliation:	Tenet Healthcare
Change in Ownership (FY10-FY14):	Tenet - 2013
Total Staffed Beds:	284, among the larger acute hospitals
% Occupancy:	50.4%, < cohort avg. (61%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.92, > cohort avg. (0.81); < statewide (1.00)
Financial	
Adjusted [†] Cost per Discharge:	\$9,636
Inpatient NPSR per CMAD:	\$8,374
Change FY13-FY14:	-5.7%
Inpatient:Outpatient Revenue in FY14:	30%:70%
Outpatient Revenue in FY14:	\$144,819,089
Change FY13-FY14:	2.2%
Total Revenue in FY14:	\$249,364,378
Total Surplus (Loss) in FY14:	(\$5,993,741)

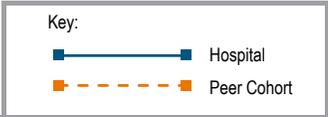
Payer Mix	
Public Payer Mix:	61.5% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	47th Percentile
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.
Utilization	
Inpatient Discharges in FY14:	11,917
Change FY13-FY14:	-7.3%
Emergency Department Visits in FY14:	64,068
Change FY13-FY14:	3.8%
Outpatient Visits in FY14:	190,584
Change FY13-FY14:	3.0%
Quality	
Readmission Rate in FY13:	15.9%
Change FY11-FY13 (percentage points):	-1.6%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	0.0%



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

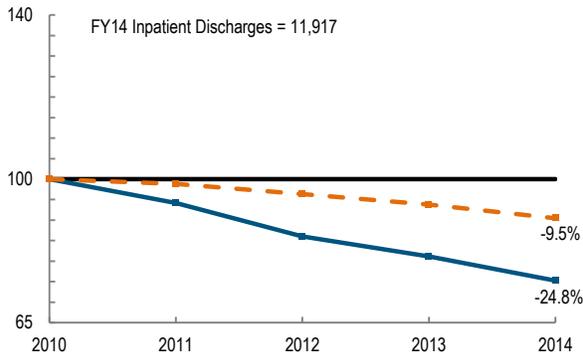
2014 HOSPITAL PROFILE: METROWEST MEDICAL CENTER

Cohort: Community Hospital

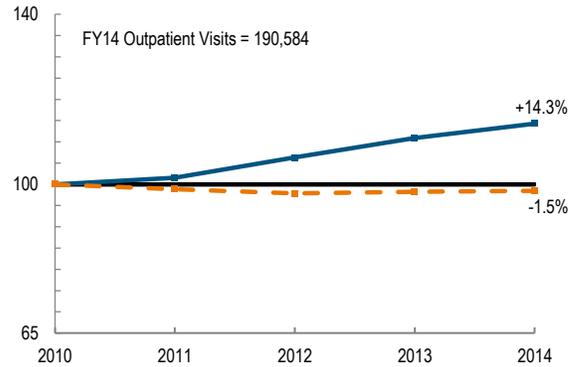


Utilization

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)

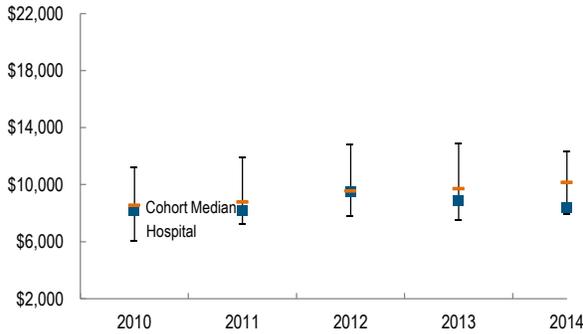


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

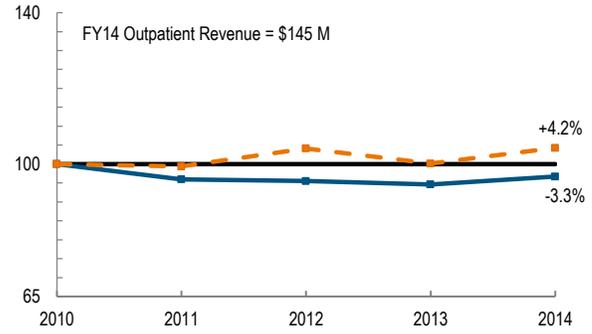


Patient Revenue Trends

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)



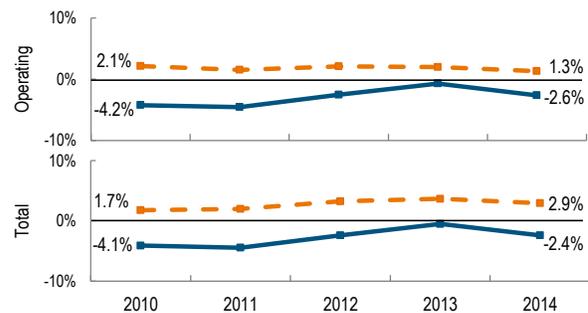
Financial Performance

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	\$ 258	\$ 256	\$ 259	\$ 256	\$ 249
Non-Operating Revenue	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1
Total Revenue	\$ 258	\$ 256	\$ 259	\$ 256	\$ 249
Total Costs	\$ 269	\$ 268	\$ 266	\$ 257	\$ 255
Total Profit (Loss)	\$ (10.6)	\$ (11.4)	\$ (6.3)	\$ (1.4)	\$ (6.0)

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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