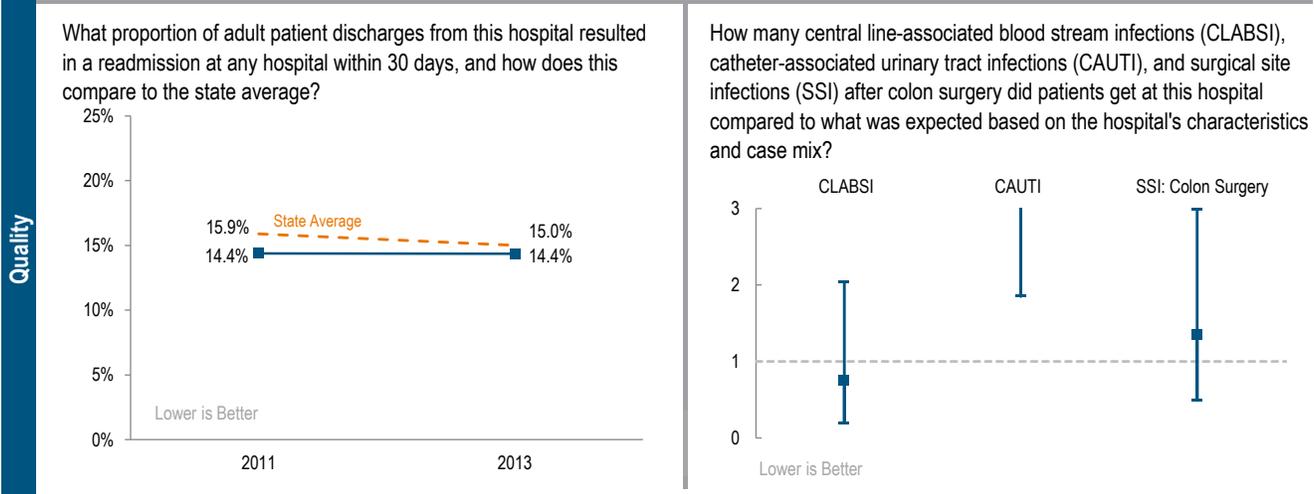
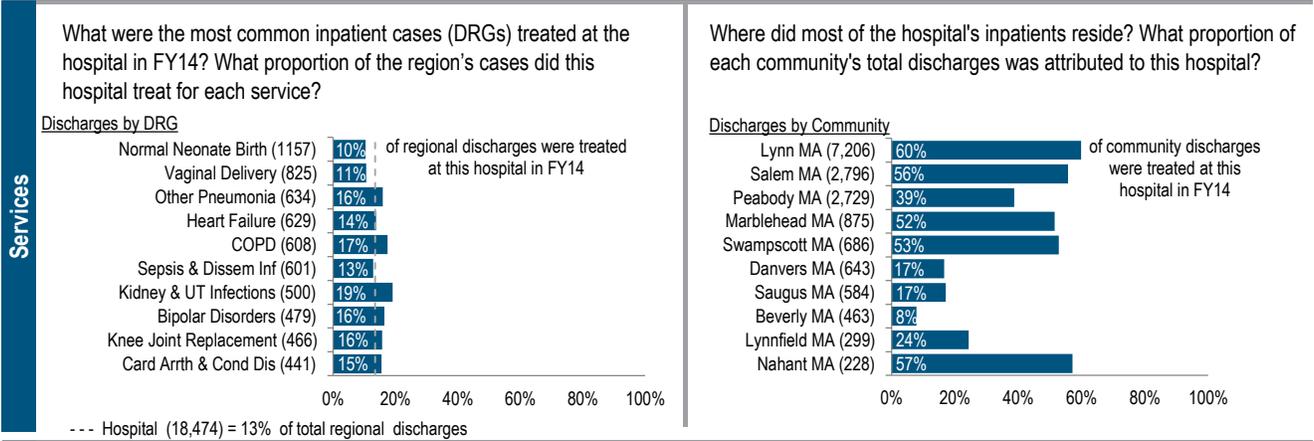


North Shore Medical Center is a large, non-profit community-Disproportionate Share Hospital (DSH) located in the Northeastern Massachusetts region. It is a member of Partners HealthCare System. Inpatient discharges decreased by 13.1% from FY10 to FY14, compared to a median decrease of 9.4% at peer cohort hospitals during that time. Outpatient visits decreased by 15.3% from FY10 to FY14, compared to the median decrease of 3.6% among cohort hospitals. The hospital was unprofitable each year from FY10 to FY14, with a total margin of -5.3% in FY14, compared to the 5.3% median total margin of peer hospitals.

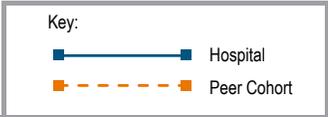
At a Glance	Overview / Size	
	Hospital System Affiliation:	Partners HealthCare System
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	431, 8th largest acute hospital
	% Occupancy:	58.1%, < cohort avg. (66%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 3
	Case Mix Index:	0.91, > cohort avg. (0.85); < statewide (1.00)
	Financial	
	Adjusted [†] Cost per Discharge:	\$13,457
Inpatient NPSR per CMAD:	\$11,977	
Change FY13-FY14:	4.8%	
Inpatient:Outpatient Revenue in FY14:	39%:61%	
Outpatient Revenue in FY14:	\$191,121,833	
Change FY13-FY14:	-2.5%	
Total Revenue in FY14:	\$415,999,000	
Total Surplus (Loss) in FY14:	(\$22,158,000)	
Payer Mix		
Public Payer Mix:	70.5% (DSH* Hospital)	
CY14 Commercial Payer Price Level:	62nd 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:	18,474	
Change FY13-FY14:	-7.0%	
Emergency Department Visits in FY14:	73,117	
Change FY13-FY14:	-5.0%	
Outpatient Visits in FY14:	107,903	
Change FY13-FY14:	-6.4%	
Quality		
Readmission Rate in FY13:	14.4%	
Change FY11-FY13 (percentage points):	0.0%	
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Available	



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

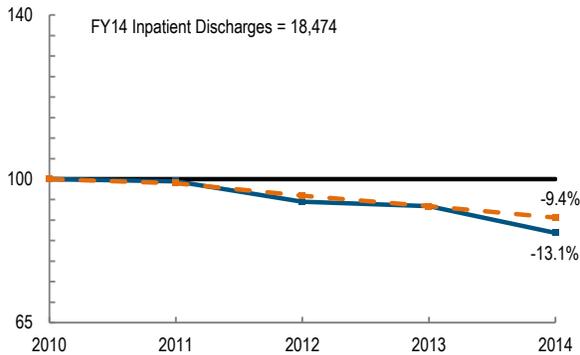
2014 HOSPITAL PROFILE: NORTH SHORE MEDICAL CENTER

Cohort: Community, Disproportionate Share Hospital

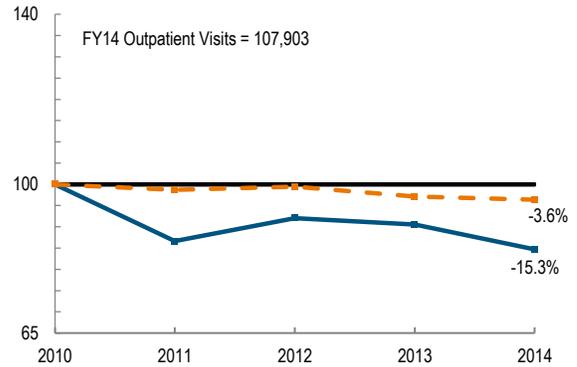


Utilization

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)

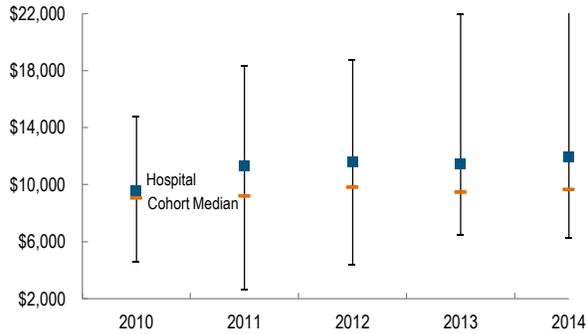


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

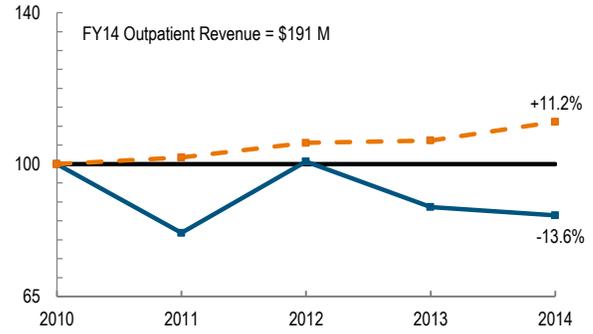


Patient Revenue Trends

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)



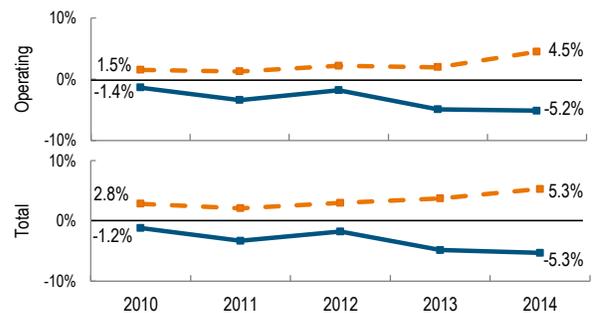
Financial Performance

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	\$ 426	\$ 423	\$ 447	\$ 417	\$ 417
Non-Operating Revenue	\$ 1	\$ 0	\$ 0	\$ 0	\$ (1)
Total Revenue	\$ 427	\$ 423	\$ 447	\$ 417	\$ 416
Total Costs	\$ 432	\$ 438	\$ 455	\$ 437	\$ 438
Total Profit (Loss)	\$ (5.2)	\$ (14.1)	\$ (8.0)	\$ (20.3)	\$ (22.2)

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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