

Sturdy Memorial Hospital is a mid-size, non-profit community-Disproportionate Share Hospital (DSH) located in the Metro West region. Inpatient discharges at Sturdy decreased 7.8% between FY10 and FY14, compared to a median decrease of 9.4% among peer cohort hospitals. Likewise, outpatient visits decreased 0.3% at the hospital over the FY10 to FY14 period, compared with a median 3.6% decrease in its cohort. Sturdy was profitable from FY10 to FY14, and had a total margin of 17.3% in FY14, the highest in its peer cohort.

At a Glance

Overview / Size

Hospital System Affiliation:	Not Applicable
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	149, mid-size acute hospital
% Occupancy:	50.1%, < cohort avg. (66%)
Special Public Funding:	ICB ⁹
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.82, < cohort avg. (0.85); < statewide (1.00)

Financial

Adjusted ⁷ Cost per Discharge:	\$10,296
Inpatient NPSR per CMAD:	\$8,888
Change FY13-FY14:	3.1%
Inpatient:Outpatient Revenue in FY14:	29%:71%
Outpatient Revenue in FY14:	\$109,018,198
Change FY13-FY14:	2.4%
Total Revenue in FY14:	\$180,800,778
Total Surplus (Loss) in FY14:	\$31,212,306

Payer Mix

Public Payer Mix:	65.0% (DSH* Hospital)
CY14 Commercial Payer Price Level:	56th 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:	6,670
Change FY13-FY14:	-0.3%
Emergency Department Visits in FY14:	51,551
Change FY13-FY14:	0.4%
Outpatient Visits in FY14:	114,215
Change FY13-FY14:	-1.0%

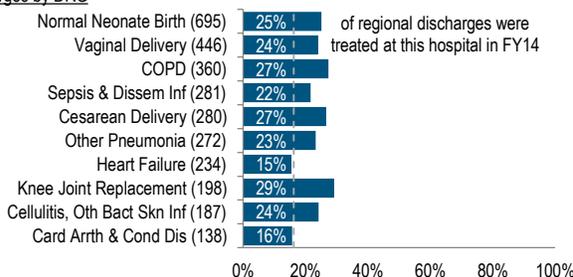
Quality

Readmission Rate in FY13:	13.0%
Change FY11-FY13 (percentage points):	-0.6%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	4.4%

Services

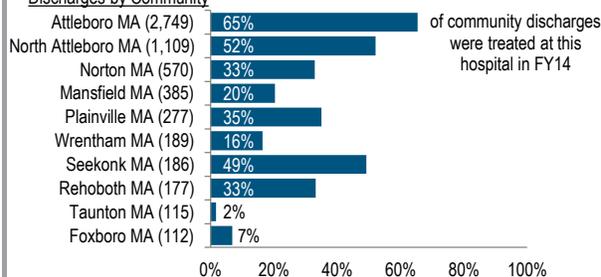
What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



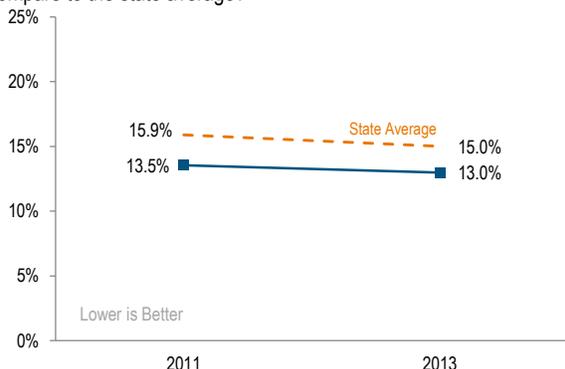
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

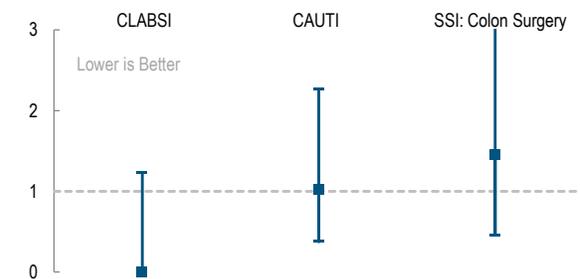


Quality

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?



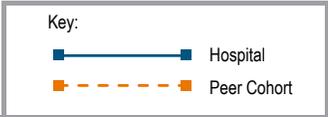
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

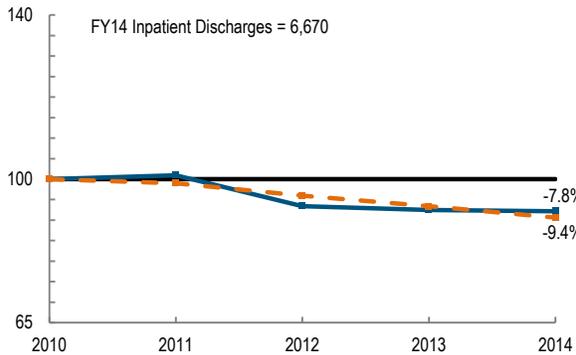
2014 HOSPITAL PROFILE: STURDY MEMORIAL HOSPITAL

Cohort: Community, Disproportionate Share Hospital

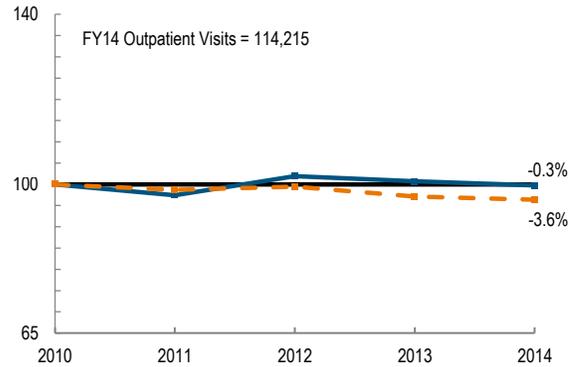


Utilization

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)

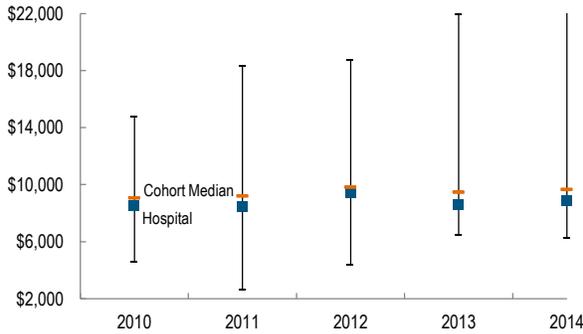


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

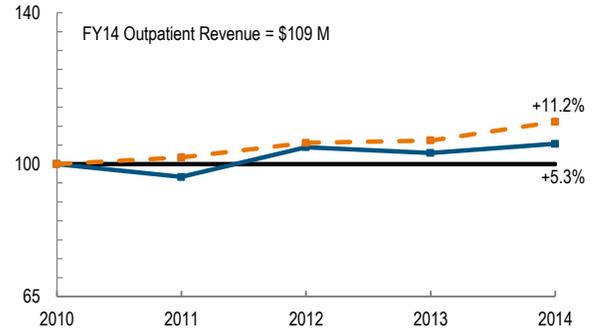


Patient Revenue Trends

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)



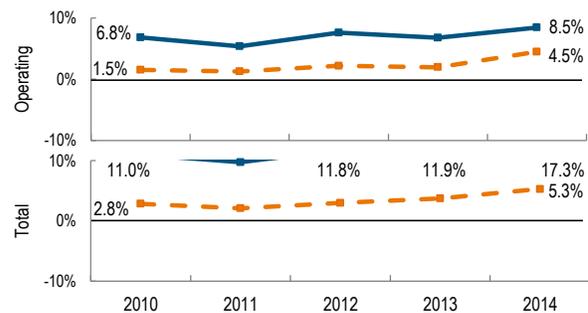
Financial Performance

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	\$ 160	\$ 157	\$ 166	\$ 162	\$ 165
Non-Operating Revenue	\$ 7	\$ 7	\$ 7	\$ 9	\$ 16
Total Revenue	\$ 167	\$ 164	\$ 174	\$ 170	\$ 181
Total Costs	\$ 148	\$ 148	\$ 153	\$ 150	\$ 150
Total Profit (Loss)	\$ 18.3	\$ 15.9	\$ 20.5	\$ 20.2	\$ 31.2

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.

⁰ 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.

[†] Costs were adjusted to exclude direct medical education costs and physician compensation.

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