

Winchester Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. Winchester Hospital had 20.2% fewer inpatient discharges in FY14 than in FY10, compared to a median decrease of 9.5% in its peer cohort. Outpatient visits at Winchester Hospital increased 7.0% over the period, compared with a median 1.5% decrease among peer cohort hospitals. Winchester Hospital earned a profit each year from FY10 to FY14, with a 3.1% total margin in FY14, higher than the 2.9% median total margin of its peer cohort.

At a Glance

Overview / Size

Hospital System Affiliation:	Lahey Health System
Change in Ownership (FY10-FY14):	Lahey Health - 2014
Total Staffed Beds:	229, mid-size acute hospital
% Occupancy:	57.0%, < cohort avg. (61%)
Special Public Funding:	CHART^
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.77, < cohort avg. (0.81); < statewide (1.00)

Financial

Adjusted [†] Cost per Discharge:	\$10,924
Inpatient NPSR per CMAD:	\$12,338
Change FY13-FY14:	2.3%
Inpatient:Outpatient Revenue in FY14:	30%:70%
Outpatient Revenue in FY14:	\$137,881,263
Change FY13-FY14:	-3.4%
Total Revenue in FY14:	\$271,510,740
Total Surplus (Loss) in FY14:	\$8,376,134

Payer Mix

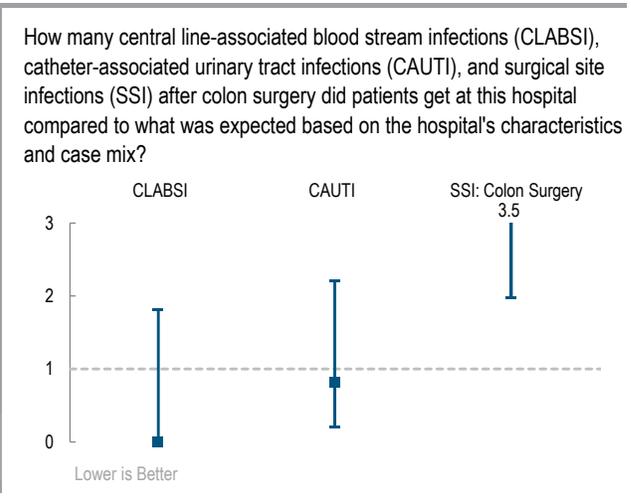
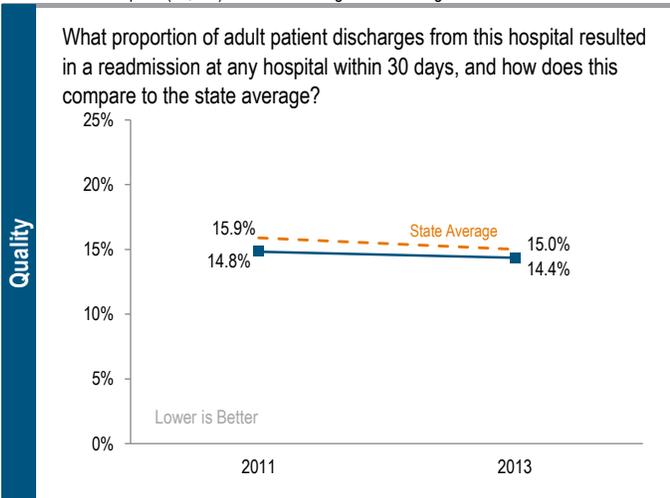
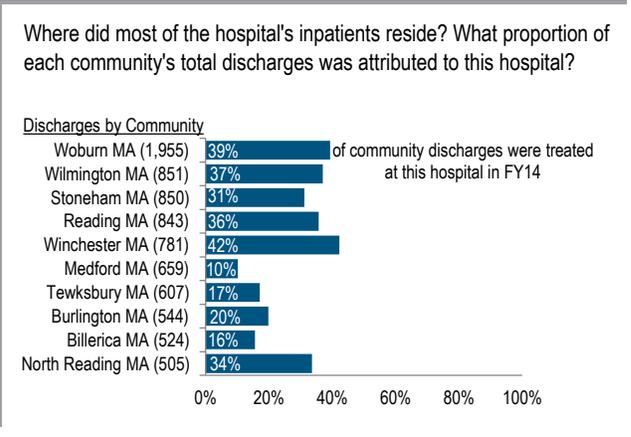
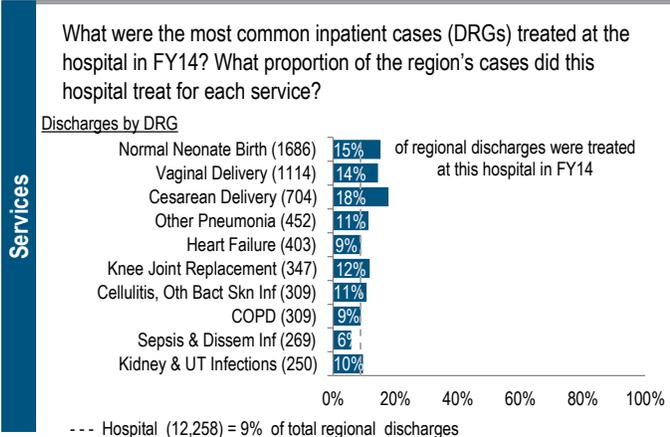
Public Payer Mix:	44.1% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	59th Percentile
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated Health Maintenance Org. Harvard Pilgrim Health Care

Utilization

Inpatient Discharges in FY14:	12,258
Change FY13-FY14:	-8.0%
Emergency Department Visits in FY14:	40,476
Change FY13-FY14:	-4.1%
Outpatient Visits in FY14:	224,286
Change FY13-FY14:	-1.4%

Quality

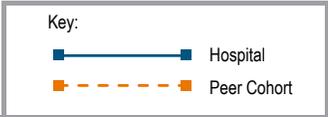
Readmission Rate in FY13:	14.4%
Change FY11-FY13 (percentage points):	-0.5%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	4.9%



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

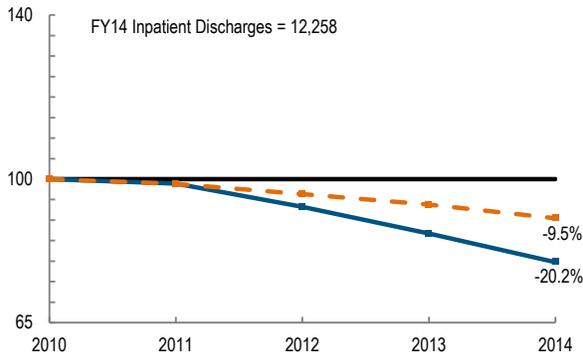
2014 HOSPITAL PROFILE: WINCHESTER HOSPITAL

Cohort: Community Hospital

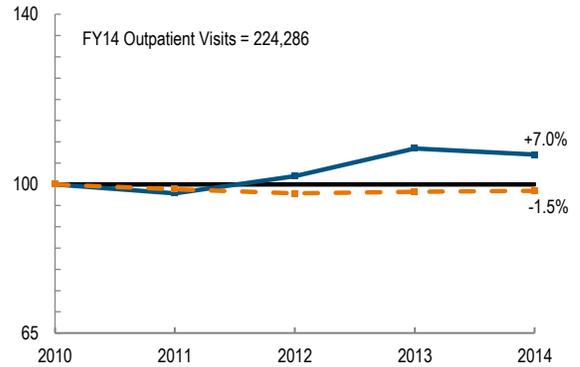


Utilization

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)

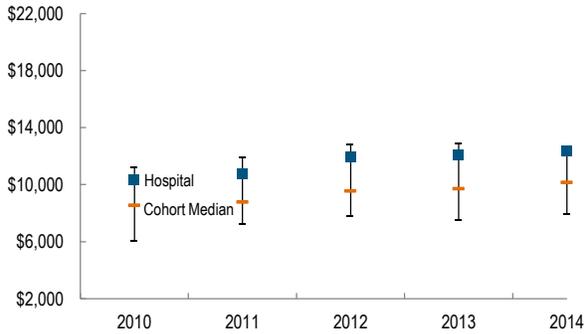


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

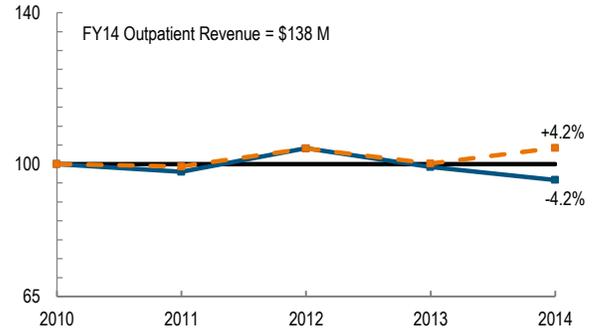


Patient Revenue Trends

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)



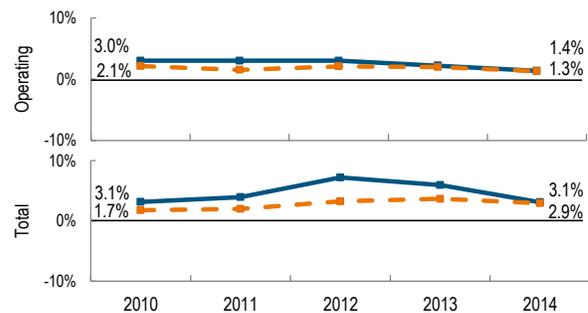
Financial Performance

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	\$ 266	\$ 268	\$ 282	\$ 273	\$ 267
Non-Operating Revenue	\$ 0	\$ 2	\$ 12	\$ 11	\$ 5
Total Revenue	\$ 267	\$ 271	\$ 294	\$ 283	\$ 272
Total Costs	\$ 258	\$ 260	\$ 273	\$ 266	\$ 263
Total Profit (Loss)	\$ 8.3	\$ 10.6	\$ 21.1	\$ 16.8	\$ 8.4

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.

[^] 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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