Health System Profiles: Comparative Overview

Circle areas are scaled based on system operating revenue

Partners HealthCare System

Baystate Health

UMass Memorial Health Care

Cape Cod Healthcare

Tenet Healthcare Corporation

Lahey Health System

Kindred Healthcare

Steward Health Care System

Shriners Hospitals for Children

Heywood Healthcare

Berkshire Health Systems

CareGroup
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Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts. ($92M)

Total Profit/Loss -0.8%
Total Margin 66K
Employees (Approximately)
Annual Research Revenue $1.7B

At a Glance
8 Acute Hospitals
5 Non-Acute Hospitals
66K Employees (Approximately)
($92M) Total Profit/Loss -0.8% Total Margin

Not applicable

<table>
<thead>
<tr>
<th>Entity</th>
<th>Profit (Loss) in Millions</th>
<th>Total Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>AH  Brigham &amp; Women’s Faulkner Hospital</td>
<td>$1.0</td>
<td>0.4%</td>
</tr>
<tr>
<td>AH  Brigham &amp; Women’s Hospital</td>
<td>$60.8</td>
<td>2.3%</td>
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<tr>
<td>AH  Cooley Dickinson Hospital</td>
<td>$3.7</td>
<td>2.4%</td>
</tr>
<tr>
<td>AH  Martha’s Vineyard Hospital</td>
<td>$2.4</td>
<td>3.1%</td>
</tr>
<tr>
<td>AH  Massachusetts General Hospital</td>
<td>$201.1</td>
<td>5.8%</td>
</tr>
<tr>
<td>NH  McLean Hospital</td>
<td>$3.0</td>
<td>1.5%</td>
</tr>
<tr>
<td>NH  Spaulding Cambridge</td>
<td>$0.4</td>
<td>0.6%</td>
</tr>
<tr>
<td>NH  Spaulding Rehab</td>
<td>($9.1)</td>
<td>-7.4%</td>
</tr>
<tr>
<td>NH  Spaulding Cape Cod</td>
<td>$3.0</td>
<td>7.2%</td>
</tr>
<tr>
<td>NH  Spaulding North Shore</td>
<td>($18.8)</td>
<td>-62.7%</td>
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<tr>
<td>PO  Brigham &amp; Women’s Physicians Org</td>
<td>($5.3)</td>
<td>-0.7%</td>
</tr>
<tr>
<td>PO  CD Practice Associates</td>
<td>($14.0)</td>
<td>-35.0%</td>
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<tr>
<td>PO  Mass. General Physicians Org.</td>
<td>$11.4</td>
<td>1.2%</td>
</tr>
<tr>
<td>PO  N-W Ambulatory Services</td>
<td>($0.3)</td>
<td>-0.5%</td>
</tr>
<tr>
<td>PO  North Shore Physicians Group</td>
<td>($5.2)</td>
<td>-3.8%</td>
</tr>
<tr>
<td>PO  Partners Community Physicians Org</td>
<td>($8.9)</td>
<td>-5.8%</td>
</tr>
<tr>
<td>HP  Neighborhood Health Plan</td>
<td>($10.0)</td>
<td>-0.5%</td>
</tr>
</tbody>
</table>

% of System’s Operating Revenue: 
< 10%  10-20%  > 20%

Notes
* Spaulding North Shore closed inpatient operations 7/31/2015

Consolidating Eliminations: ($1.1B) ($865M)
Partners HealthCare System

Acute Hospital Discharges per Zip Code

Acute Hospital Discharges

System's Percentage of all Massachusetts Acute Hospital...

Physician Organization Alternative Payment Adoption

Medicare Advantage

MassHealth MCO

Commercial

Statewide 73%

APM Adoption = 100%

30%

80%

43%

75%

19%

22%

27%

0%

Discharges

Case Mix Adjusted Discharges

Inpatient Revenue

Fiscal Year 2015:

http://chiamass.gov
CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

At a Glance

- **Acute Hospitals**: 6
- **Employees (Approximately)**: 14K
- **Total Profit/Loss**: $20M
- **Total Margin**: 0.7%

### Entity Profit (Loss) in Millions

- **AH Beth Israel Deaconess Hospital - Milton**: $1.1, 1.2%
- **AH Beth Israel Deaconess Hospital - Needham**: $3.7, 4.7%
- **AH Beth Israel Deaconess Hospital - Plymouth**: $6.6, 3.0%
- **AH Beth Israel Deaconess Medical Center**: $29.7, 2.0%
- **AH Mt. Auburn Hospital**: $24.7, 7.4%
- **AH NE Baptist Hospital**: $5.9, 2.4%
- **PO Affiliated Physicians Group**: $(20.0), -23.6%
- **PO Community Physicians Associates**: $(1.2), -75.1%
- **PO Harvard Medical Faculty Physicians**: $(2.2), -0.4%
- **PO Jordan Physician Associates**: $(6.2), -35.7%
- **PO Mt. Auburn Professional Services**: $(17.6), -26.3%
- **PO NE Baptist Medical Associates**: $(3.1), -24.4%

### Fiscal Year 2015:

% of System’s Operating Revenue:
- < 10%
- 10-20%
- > 20%

- **Operating Revenue**: $3.0 Billion
- **Net Assets**: $1.7 Billion

### Other Organizations

- **See the technical appendix for details**
**Acute Hospital Discharges per Zip Code**

- System Hospitals

**Physician Organization Alternative Payment Adoption**

- Medicare Advantage: APM Adoption = 0%
- MassHealth MCO: 0%
- Commercial: 43% - 63%

Statewide 73%
UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

**At a Glance**

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

- **Acute Hospitals**: 4
- **Employees (Approximately)**: 12K
- **Total Profit/Loss**: $47M
- **Total Margin**: 2.1%

**Fiscal Year 2015**

**Operating Revenue**: $2.2 Billion

**Net Assets**: $868 Million

**% of System’s Operating Revenue**:
- < 10%  
- 10-20%  
- > 20%

**Entity** | **Profit (Loss) in Millions** | **Total Margin**
--- | --- | ---
AH Clinton Hospital | $(1.2) | -4.6%
AH HealthAlliance Hospital | $7.0 | 4.2%
AH Marlborough Hospital | $4.6 | 5.7%
AH UMass Memorial Medical Center | $60.1 | 3.9%
AH UMass Memorial Medical Group | $(23.5) | -5.0%
PO UMass Memorial Medical Group | $(23.5) | -5.0%

**See the technical appendix for details**
Fiscal Year 2015:
UMass Memorial Health Care

Acute Hospital Discharges per Zip Code

System Hospitals

0-25 26-99 100-499 500-2499 2500+

Acute Hospital Discharges per Zip Code

Physician Organization Alternative Payment Adoption

Medicare Advantage
APM Adoption = 0%

MassHealth MCO
16%
30%

Commercial
16%
43%
61%

Statewide 73%
Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts.

**At a Glance**

- **Acute Hospitals**: 8
- **Chronic Care Hospital**: 1
- **Employees (Approximately)**: 17K
- **Total Profit/Loss**: $116M (5.3%)
- **Total Margin**: 5.3%

### Operating Revenue and Net Assets

- **Operating Revenue**: $2.2 Billion
- **Net Assets**: $131 Million

### Fiscal Year 2015

#### Non-Acute Hospitals

- **Steward Medical Group**: $482M ($19M)
- **Steward St. Elizabeth’s**: $325M ($63M)
- **Steward Good Samaritan**: $260M ($42M)
- **Steward Saint Anne’s**: $252M ($120M)
- **Steward Holy Family**: $234M ($25M)
- **Steward St. Elizabeth’s Medical Center**: $136M ($63M)
- **Steward Good Samaritan Medical Center**: $22.4 (8.6%)
- **Steward Carney Hospital**: ($8.3) (-7.3%)
- **Steward Holy Family Hospital**: $17.2 (7.3%)
- **Steward Norwood Hospital**: $13.8 (7.6%)
- **Steward Saint Anne’s Hospital**: $25.3 (10.0%)
- **Steward St. Elizabeth’s Medical Center**: $13.6 (4.2%)
- **Steward Medical Group**: $3.7 (0.8%)

### Other Organizations

- **SHCS & Other**: $408M ($10M)
- **Consolidating Eliminations**: ($323M) ($11M)

### Consistency in Operating Revenue and Net Assets

- **% of System’s Operating Revenue**:
  - < 10%
  - 10-20%
  - > 20%
- **Operating Revenue**
- **Net Assets**
Fiscal Year 2015: Steward Health Care System

Acute Hospital Discharges per Zip Code

System Hospitals

- System Hospitals closed in FY15
  Quincy Medical Center closed December 2014 – map reflects 3 months of data

Physician Organization Alternative Payment Adoption

Statewide 73%

- Medicare Advantage
  - APM Adoption = 99%

- MassHealth MCO
  - 30%
  - 65%

- Commercial
  - 43%
  - 80%

System’s Percentage of all Massachusetts Acute Hospital Discharges

Discharges: 100%
Case Mix Adjusted Discharges: 10%
Inpatient Revenue: 8%
Baystate Health is an organization that provides health care services throughout western Massachusetts.

### At a Glance
- **5** Acute Hospitals
- **12K** Employees (Approximately)
- **$34M** Total Profit/Loss
- **1.6%** Total Margin

### Fiscal Year 2015:

#### Baystate Health Systems

- **Operating Revenue:** $2.1 Billion
- **Net Assets:** $834 Million

#### Other Organizations

- **Baystate Health Systems acquired The Trustees of Noble Hospital and subsidiaries on July 1, 2015. Data for these components reflect the time period from July 1 – September 30, 2015.**

#### Acute Hospitals

- **Baystate Medical Center**
  - Operating Revenue: $1.1B
  - Net Assets: $662M

- **Baystate Franklin**
  - Operating Revenue: $94M
  - Net Assets: $50M

- **Baystate Wing**
  - Operating Revenue: $74M
  - Net Assets: $43M

- **Baystate Mary Lane**
  - Operating Revenue: $27M
  - Net Assets: $17M

- **Baystate Noble**
  - Operating Revenue: $27M
  - Net Assets: $15M
  - Operating Revenue: $2M
  - Net Assets: $2M

#### Non-Acute Hospitals

- **Not applicable**

#### Physician Organizations

- **Baystate Medical Practices**
  - Operating Revenue: $251M
  - Net Assets: ($52M)

- **Baystate Westfield**
  - Operating Revenue: $3M
  - Net Assets: $1M

#### Health Plans

- **Health New England**
  - Operating Revenue: $832M
  - Net Assets: $34M

- **Health New England**
  - Operating Revenue: $832M
  - Net Assets: $34M

#### Other Health Care Providers

- **Visiting Nurse Assoc. & Hospice**
  - Operating Revenue: $20M
  - Net Assets: ($1M)

- **Baystate Wing Hospital**
  - Operating Revenue: ($5.4)
  - Net Assets: -7.3%

- **Baystate Medical Practices**
  - Operating Revenue: ($22.0)
  - Net Assets: -8.3%

- **Baystate Westfield**
  - Operating Revenue: ($1.0)
  - Net Assets: -37.6%

- **Baystate Noble Hospital**
  - Operating Revenue: $0.8
  - Net Assets: 1.3%

- **Baystate Medical Center**
  - Operating Revenue: $76.8
  - Net Assets: 6.7%

- **Baystate Mary Lane Hospital**
  - Operating Revenue: $0.3
  - Net Assets: 1.0%

- **Baystate Medical Center**
  - Operating Revenue: $76.8
  - Net Assets: 6.7%

- **Baystate Noble Hospital**
  - Operating Revenue: $0.8
  - Net Assets: 1.3%

- **Baystate Wing Hospital**
  - Operating Revenue: ($5.4)
  - Net Assets: -7.3%

- **Baystate Medical Practices**
  - Operating Revenue: ($22.0)
  - Net Assets: -8.3%

- **Baystate Westfield**
  - Operating Revenue: ($1.0)
  - Net Assets: -37.6%

- **Baystate Noble Hospital**
  - Operating Revenue: $0.8
  - Net Assets: 1.3%

- **Baystate Medical Center**
  - Operating Revenue: $76.8
  - Net Assets: 6.7%

- **Baystate Mary Lane Hospital**
  - Operating Revenue: $0.3
  - Net Assets: 1.0%

- **Baystate Wing Hospital**
  - Operating Revenue: ($5.4)
  - Net Assets: -7.3%

- **Baystate Medical Practices**
  - Operating Revenue: ($22.0)
  - Net Assets: -8.3%

- **Baystate Westfield**
  - Operating Revenue: ($1.0)
  - Net Assets: -37.6%

#### Notes

- Baystate Health Systems acquired The Trustees of Noble Hospital and subsidiaries on July 1, 2015. Data for these components reflect the time period from July 1 – September 30, 2015.

---

% of System’s Operating Revenue:  
- **< 10%**  
- **10-20%**  
- **> 20%**  
- **Operating Revenue**  
- **Net Assets**
Fiscal Year 2015: Baystate Health

Acute Hospital Discharges per Zip Code

- System Hospitals

Acute Hospital Discharges per Zip Code:

<table>
<thead>
<tr>
<th>0-25</th>
<th>26-99</th>
<th>100-499</th>
<th>500-2499</th>
<th>2500+</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

System’s Percentage of all Massachusetts Acute Hospital Discharges...

Physician Organization Alternative Payment Adoption

- Medicare Advantage:
  - APM Adoption = 0%

- MassHealth MCO:
  - 0%

- Commercial:
  - 43%

Statewide 73%
Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Affiliates; Lahey Clinic Foundation, Inc. and Affiliates; Northeast Hospital Corp. and Affiliate; and Winchester Healthcare Management, Inc. and Affiliates.

At a Glance

- 3 Acute Hospitals
- 14K Employees (Approximately)
- $74M Total Profit/Loss
- 3.6% Total Margin

% of System’s Operating Revenue:
- <10%
- 10-20%
- >20%

- Operating Revenue
- Net Assets

Lahey Hospital & Medical Center
- $837M Operating Revenue
- $141M Net Assets

Northeast Hospital
- $346M Operating Revenue
- $190M Net Assets

Winchester Hospital
- $274M Operating Revenue
- $254M Net Assets

Lahey Clinic
- $280M Operating Revenue
- ($12M) Net Assets

Winchester Physician Association
- $6.2M Operating Revenue
- ($0.1M) Net Assets

Lahey Hospital & Medical Center
- $31.4M Profit (Loss)
- 3.8% Total Margin

Northeast Hospital
- $13.9M Profit (Loss)
- 3.9% Total Margin

Winchester Hospital
- $50.3M Profit (Loss)
- 15.9% Total Margin

Lahey Clinic
- ($80.3)M Profit (Loss)
- (28.8)% Total Margin

Lahey Physician Community Organization
- ($0.1)M Profit (Loss)
- (69.1)% Total Margin

Northeast Medical Practice
- ($3.3)M Profit (Loss)
- (20.2)% Total Margin

Winchester Physician Association
- ($1.7)M Profit (Loss)
- (3.6)% Total Margin

VNA of Middlesex East
- $17M Operating Revenue
- $27M Net Assets

Seacoast Nursing Rehabilitation Center
- $13M Operating Revenue
- $3M Net Assets

NE Beh. Health Corp.
- $12M Operating Revenue
- $3M Net Assets

NE Senior Health Corp.
- $23M Operating Revenue
- $3M Net Assets

Lahey Physician Community Organization
- $0.2M Operating Revenue
- ($0.1M) Net Assets

Northeast Medical Practice
- $16M Operating Revenue
- ($14M) Net Assets

Lahey Hospital & Medical Center
- $837M Operating Revenue
- $141M Net Assets

Lahey Clinic
- $280M Operating Revenue
- ($12M) Net Assets

Winchester Physician Association
- $47M Operating Revenue
- $3M Net Assets

Lahey Physician Community Organization
- $0.2M Operating Revenue
- ($0.1M) Net Assets

Consolidating Eliminations:
- ($225M) Operating Revenue
- ($20M) Net Assets

See the technical appendix for details.
Wellforce provides health care services in Boston and eastern Massachusetts. It is comprised of the parent companies of Tufts Medical Center and Circle Health and was not financially consolidated in FY 2015.

**Tufts Medical Center Parent**

- **Acute Hospitals**: Tufts Medical Center
  - Operating Revenue: $684M
  - Net Assets: $96M
  - Profit (Loss): ($18.2)M
  - Total Margin: -2.6%

- **Physician Organizations**: Tufts Medical Ctr. Physicians Org.
  - Operating Revenue: $232M
  - Net Assets: $30M
  - Profit (Loss): ($2.9)M
  - Total Margin: -1.2%

- **Other Health Care Providers**: NE Long-Term Care
  - Operating Revenue: $11M
  - Net Assets: $7M

- **Other Organizations**: NEQCA & Other
  - Operating Revenue: $32M
  - Net Assets: $30M

- **Consolidating Eliminations**: ($45M)

**Circle Health**

- **Acute Hospitals**: Lowell General Hospital
  - Operating Revenue: $430M
  - Net Assets: $158M
  - Profit (Loss): $10.7M
  - Total Margin: 2.5%

- **Physician Organizations**: Circle Health Physicians
  - Operating Revenue: $135M
  - Net Assets: ($0.2)M

- **Other Health Care Providers**: LGH Services & Other
  - Operating Revenue: $17M
  - Net Assets: $3M

- **Other Organizations**: NEQCA & Other
  - Operating Revenue: $32M
  - Net Assets: $30M

- **Consolidating Eliminations**: ($6M)

**Notes**

- Wellforce was not financially consolidated in FY15.
- Operating revenue percentages are calculated based on Tufts Medical Center Parent and Circle Health's respective total FY15 values.
Fiscal Year 2015: Wellforce

Acute Hospital Discharges per Zip Code

Physician Organization Alternative Payment Adoption

System’s Percentage of all Massachusetts Acute Hospital Discharges

Center for Health Information and Analysis
http://chiamass.gov
At a Glance
Cape Cod Healthcare, Inc. provides health care services on Cape Cod, Massachusetts.

- **Acute Hospitals**: 2
- **Employees (Approximately)**: 5K
- **Total Profit/Loss**: $41M (5.2%)
- **Total Margin**: 5K

### Fiscal Year 2015: Cape Cod Healthcare

#### Acute Hospitals
- **Cape Cod Hospital**: $471M (NH) / $301M (AH)
- **Falmouth Hospital**: $157M (NH) / $186M (AH)

#### Non-Acute Hospitals
- **Not applicable**

#### Physician Organizations
- **Medical Affiliates of Cape Cod**
  - **Operating Revenue**: $72M
  - **Net Assets**: $15M

#### Health Plans
- **Not applicable**

#### Other Health Care Providers
- **VNA of Cape Cod**: $54M (OP) / $22M (AH)
- **JML Care Center**: $16M (OP) / $13M (AH)
- **Medical Affiliates of Cape Cod**: ($16.0) (PO)
- **Cape Cod Human Services**: $3M (PO)
- **Falmouth Assisted Living**: $4M (PO) / $12M (AH)

#### Other Organizations
- **CCHC & Other**: $46M (OO) / $177M (AH)

### Consolidating Eliminations
- **($55M)**
- **($167M)**

### Operating Revenue & Net Assets
- **Operating Revenue**: $777 Million
- **Net Assets**: $560 Million

### % of System’s Operating Revenue
- **< 10%**
- **10-20%**
- **> 20%**
**Acute Hospital Discharges per Zip Code**

- **System Hospitals**
  - 0-25
  - 26-99
  - 100-499
  - 500-2499
  - 2500+

**Physician Organization Alternative Payment Adoption**

- **Medicare Advantage**
  - Not Reported

- **MassHealth MCO**
  - APM Adoption = 0%

- **Commercial**
  - Not Reported

**Note:** "Not Reported" indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.
Tenet Healthcare Corporation is a national company with two Massachusetts hospitals that provide health care services in Metro West and Central Massachusetts.

At a Glance
- Acute Hospitals: 2
- MA Employees (Approximately): 4K
- Total Profit/Loss: $78M
- Total Margin: 0.4%

Entity | Profit (Loss) in Millions | Total Margin
---|---|---
AH | MetroWest Medical Center | $3.9 | 1.5%
AH | Saint Vincent Hospital | $44.9 | 10.4%
PO | MetroWest Physician Services | ($2.8) | -22.6%
PO | Saint Vincent Medical Company | ($3.8) | -9.8%

Notes
- Other Health Care Providers listed are not included in financial filings, but were submitted as part of the MA Registration of Provider Organizations filing.

% of System’s Operating Revenue:
- < 10%
- 10-20%
- > 20%

Operating Revenue: $18.6 Billion
Net Assets: $958 Million

MetroWest PET/CT at Shields*
MetroWest Imaging Center*
Physician Organization Alternative Payment Adoption

- **Medicare Advantage**: Not Reported
  - Statewide: 73%

- **MassHealth MCO**: Not Reported
  - 30%

- **Commercial**: Not Reported
  - 43%

Note: “Not Reported” indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.
Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts.

Fiscal Year 2015:

**At a Glance**

- **2** Acute Hospitals
- **3K** Employees (Approximately)
- **$35M** Total Profit/Loss
- **6.4%** Total Margin

### Consolidating Eliminations:

- ($46M)
- $

### Entity Profit (Loss) in Millions

<table>
<thead>
<tr>
<th>Entity</th>
<th>Profit (Loss) in Millions</th>
<th>Total Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>AH Berkshire Medical Center</td>
<td>$46.4</td>
<td>10.2%</td>
</tr>
<tr>
<td>AH Fairview Hospital</td>
<td>$5.2</td>
<td>10.2%</td>
</tr>
<tr>
<td>PO Berkshire Faculty Services</td>
<td>($15.5)</td>
<td>-51.4%</td>
</tr>
<tr>
<td>PO Williamstown Medical Associates</td>
<td>($0.9)</td>
<td>-18.4%</td>
</tr>
</tbody>
</table>

### Other Organizations

See the technical appendix for details

- **Indemnity & Management Co.**
  - $57M
  - $6M

% of System’s Operating Revenue:

- < 10%  
- 10-20%  
- > 20%
Fiscal Year 2015:
Berkshire Health Systems

Acute Hospital Discharges per Zip Code

Physician Organization Alternative Payment Adoption

Medicare Advantage: Not Reported
MassHealth MCO: Not Reported
Commercial: Not Reported

Statewide 73%

Note: “Not Reported” indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.
Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts.

Fiscal Year 2015:

**At a Glance**

- 2 Acute Hospitals
- 1K Employees (Approximately)
- $1M Total Profit/Loss
- 0.7% Total Margin

**Entity**

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<tbody>
<tr>
<td>AH Athol Hospital</td>
<td>($0.4)</td>
<td>-1.7%</td>
</tr>
<tr>
<td>AH Heywood Hospital</td>
<td>$4.6</td>
<td>4.3%</td>
</tr>
<tr>
<td>PO Heywood Medical Group</td>
<td>($3.2)</td>
<td>-24.4%</td>
</tr>
</tbody>
</table>

**Operating Revenue**

- **Heywood Hospital**: $160 Million
- **Athol Hospital**: $30 Million

**Net Assets**

- **Heywood Hospital**: $60 Million
- **Athol Hospital**: $8 Million

**Consolidating Eliminations**

- $4M

**Other Organizations**

See the technical appendix for details.

**Other Health Care Providers**

Not applicable.

**Physician Organizations**

Not applicable.

**Health Plans**

Not applicable.
Fiscal Year 2015: Heywood Healthcare

Acute Hospital Discharges per Zip Code

System Hospitals

Acute Hospital Discharges

26-99
100-499
500-999
1000-2499
2500+

Acute Hospitals

Physician Organization Alternative Payment Adoption

Statewide 73%

Medicare Advantage

APM Adoption = 100%

MassHealth MCO

Commercial
Kindred Healthcare, Inc. is a national company that provides health care services following long-term illnesses with facilities in more than 47 states. Locally, Kindred Healthcare, Inc. provides health care services in eastern Massachusetts.

### Fiscal Year 2015: Kindred Healthcare

<table>
<thead>
<tr>
<th>Entity</th>
<th>Operating Revenue</th>
<th>Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>AH Acute Hospitals</td>
<td>Kindred Hospital - Boston</td>
<td>$22M</td>
</tr>
<tr>
<td>NH Non-Acute Hospitals</td>
<td>Kindred Hospital - North Shore</td>
<td>$19M</td>
</tr>
</tbody>
</table>

### At a Glance

- **$7.1 Billion** Operating Revenue
- **$1.7 Billion** Net Assets
- **65K** Employees (Approximately)

### Profit (Loss) in Millions

<table>
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<td>($0.2)</td>
</tr>
<tr>
<td>AH Acute Hospitals</td>
<td>Kindred Hospital – Boston North Shore</td>
<td>($1.7)</td>
</tr>
<tr>
<td>NH Non-Acute Hospitals</td>
<td>Kindred Hospital - Northeast</td>
<td>($1.6)</td>
</tr>
</tbody>
</table>

### Skilled Nursing Facilities

- Home Health and Hospice Services

### Total Profit/Loss

- **$93M**

### Total Margin

- **-1.3%**
Kindred Healthcare had 953 acute hospital discharges in Massachusetts in FY 2015. Map has been suppressed as no community accounted for more than 25 of the system’s total discharges.

**Physician Organization Alternative Payment Adoption**

<table>
<thead>
<tr>
<th>Category</th>
<th>Reporting Status</th>
<th>Statewide %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare Advantage</td>
<td>Not Reported</td>
<td></td>
</tr>
<tr>
<td>MassHealth MCO</td>
<td>Not Reported</td>
<td>30%</td>
</tr>
<tr>
<td>Commercial</td>
<td>Not Reported</td>
<td>43%</td>
</tr>
</tbody>
</table>

Statewide: 73%

Note: “Not Reported” indicates that providers in this system did not meet the reporting threshold for APM. See Technical Appendix for more details.
Shriners Hospitals for Children is a health care system dedicated to pediatric specialty care, research, and teaching programs for medical professionals. Children up to 18 with certain conditions are eligible for care and receive all services regardless of a family's ability to pay. Shriners Hospitals for Children has 22 facilities in North America, including 2 in Massachusetts.

At a Glance
- Shriners Hospitals for Children - Boston
  - Profit (Loss): ($3.2) million
  - Total Margin: -8.8%
- Shriners Hospitals for Children - Springfield
  - Profit (Loss): ($0.1) million
  - Total Margin: -0.3%

Other Organizations
- See the technical appendix for details

Consolidating Eliminations
- $0

Other
- Operating Revenue: $151 million
- Net Assets: $8.6 billion
Fiscal Year 2015: Shriners Hospitals for Children

**Acute Hospital Discharges per Zip Code**

Shriners Hospitals for Children had 260 acute hospital discharges in Massachusetts in FY 2015. Map has been suppressed as no community accounted for more than 25 of the system's total discharges.

**Physician Organization Alternative Payment Adoption**

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