EMERSON HOSPITAL

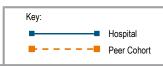
2020 Hospital Profile

Concord, MA Community Hospital Northeastern Massachusetts

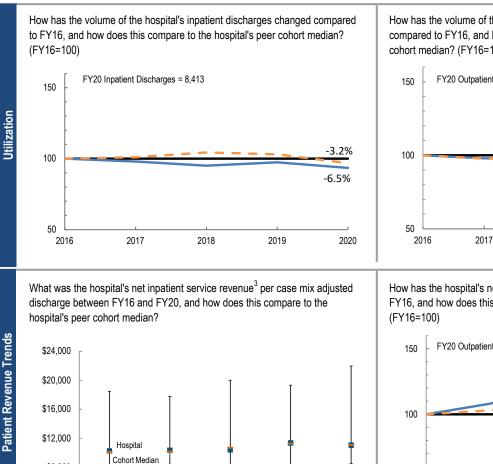
Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 6.5% compared to a median decrease of 3.2% at cohort hospitals. Outpatient visits decreased by 23.3% for the hospital between FY16 and FY20, compared to a median decrease of 6.8% for its peer cohort. After reporting profits in each of the prior four years, Emerson Hospital reported a loss of \$3.5M and a total margin of -1.3% in FY20 compared to the median total margin of 1.4% at its cohort hospitals.

Services At a Glance	Overview / Size	Payer Mix						
	Hospital System Affiliation: Emerson Health System Inc. and Subsid.	Public Payer Mix': 49.8% non-HPP Hospital						
	Hospital System Surplus (Deficit) in FY20: (\$2,592,542)	CY19 Commercial Statewide Relative Price: 0.904						
	Change in Ownership (FY16-20): Not Applicable	Top 3 Commercial Payers: Blue Cross Blue Shield						
	Total Staffed Beds: 199, mid-size acute hospital	Harvard Pilgrim						
	% Occupancy: 50.1%, < cohort avg. (58%)	Tufts HMO						
	Trauma Center Designation: Not Applicable							
	Case Mix Index: 0.87, < cohort avg. (0.89); < statewide (1.16)	Utilization						
		Inpatient Discharges in FY20: 8,413						
	Financial	Change FY19-FY20: -3.9%						
	Inpatient NPSR per CMAD: \$11,033	Emergency Department Visits in FY20: 31,000						
	Change FY19-FY20: -2.8%	Change FY19-FY20: 0.0%						
	Inpatient Outpatient Revenue in FY20: 24%:76%	Outpatient Visits in FY20: 72,098						
	Outpatient Revenue in FY20: \$159,463,126	Change FY19-FY20: -21.4%						
	Change FY19-FY20: -10.7%							
	Total Revenue in FY20: \$282,533,858	Quality						
	COVID Funding Included in Total Revenue: \$14,568,177	Readmission Rate in FY20: 12.9%						
	Total Surplus (Deficit) in FY20: -\$3,544,322	Change FY19-FY20 (percentage points): 1.1						
		Early Elective Deliveries Rate: 0.0%						
	service? Discharges by DRG Normal Neonate Birth (1236) Vaginal Delivery (851) Cesarean Delivery (414) Septicemia & Infections (390) Alcohol Abuse & Dependence (277) Procedures For Obesity (236) Heart Failure (208) Knee Joint Replacement (190) Cardiac Arrhythmia (171) Hip Joint Replacement (162) 0% 20% 40% 60% 80% 100% Hospital (8,413) = 6% of total regional discharges	Discharges by Community Acton MA (794) Concord MA (594) Maynard MA (519) Westford MA (442) Littleton MA (408) Sudbury MA (281) Stow MA (251) Leominster MA (240) Fitchburg MA (199) Groton MA (199) 0% 20% 40% 60% 80% 100%						
	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 statewide rate? ² $^{25\%}$	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?						
	20% -							
2	15.00/	CLABSI CAUTI SSI: Colon Surgery						
Quality	15% - 15.9%	5						
ð	11.8%	4 T						
	10% - Statewide Rate							
	5% -	2 - Lewerie Detter						
	Lower is Better	Lower is Better						
	0% 2016 2017 2018 2019* 2020*	1						
	2010 2011 2010 2013 2020							

2020 HOSPITAL PROFILE: EMERSON HOSPITAL



Cohort: Community Hospital



 2016
 2017
 2018
 2019
 2020

 How have the hospital's total revenue and costs changed between FY16 and
 Y

FY20? (COVID funding affects FY20 only)

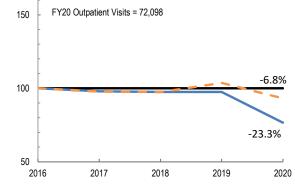
Revenue, Cost, & Profit/Loss (in millions)

\$8,000

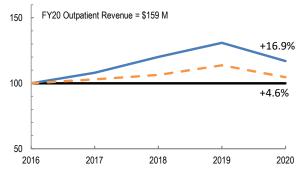
\$4,000

•	FY		2016		2017		2018		2019	2020
5	Operating Revenue	\$	222.2	\$	238.8	\$	252.3	\$	275.2	\$ 267.5
	COVID Funding Included in Operating Revenue								\$ 14.6	
	Non-Operating Revenue ⁴	\$	(4.2)	\$	3.5	\$	1.1	\$	(4.8)	\$ 15.0
	Total Revenue	\$	218.0	\$	242.4	\$	253.4	\$	270.4	\$ 282.5
	Total Costs	\$	215.7	\$	238.8	\$	247.2	\$	268.4	\$ 286.1
	Total Profit (Loss)	\$	2.4	\$	3.6	\$	6.2	\$	2.1	\$ (3.5)

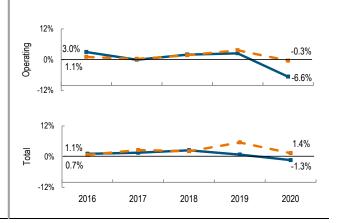
How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



How has the hospital's net outpatient revenue³ changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



What were the hospital's total margin and operating margins between FY16 and FY20, and how do these compare to the hospital's peer cohort medians? (Note: FY20 margins include COVID funding)



For descriptions of the metrics, please see the technical appendix

¹ High Public Payer Hospitals (HPP) reported a minimum of 63% of gross patient service revenue from public payers.

² For 2019 and 2020 readmission rates, a new methodology was used. These rates may not be comparable to earlier years. For more information, please see:

https://www.chiamass.gov/assets/docs/r/pubs/2022/Readmissions-Technical-Appendix-2011-2020.pdf

³ Effective FY 2020 supplemental revenue is not included in net patient service revenue for all hospitals. Prior to FY 2020, reporting of supplemental revenue varied by hospital

⁴ There was an accounting change adopted by most hospitals beginning in FY 2020 in which unrealized gains and losses on investments are now recognized as non-operating income

