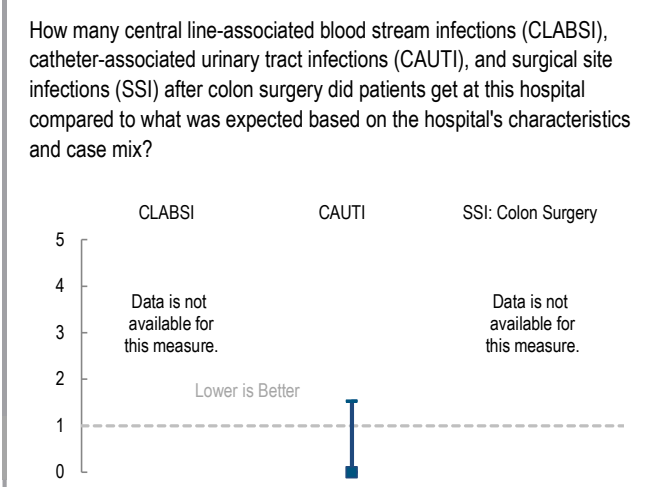
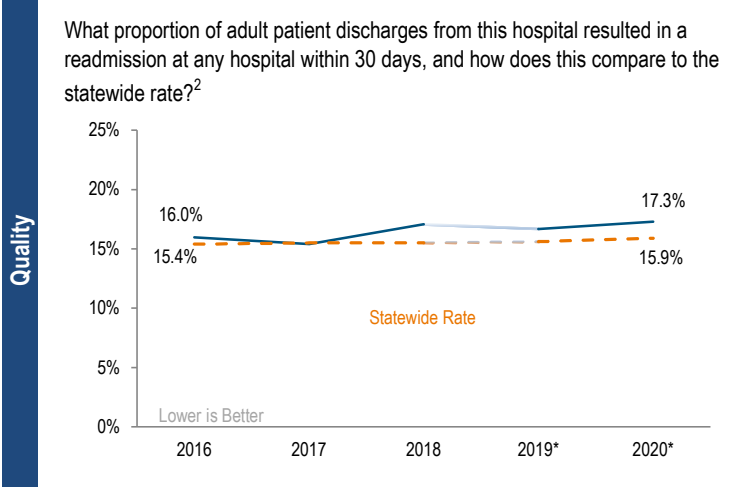
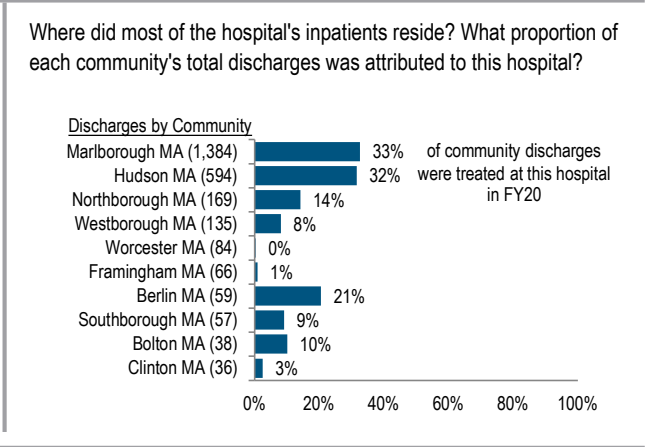
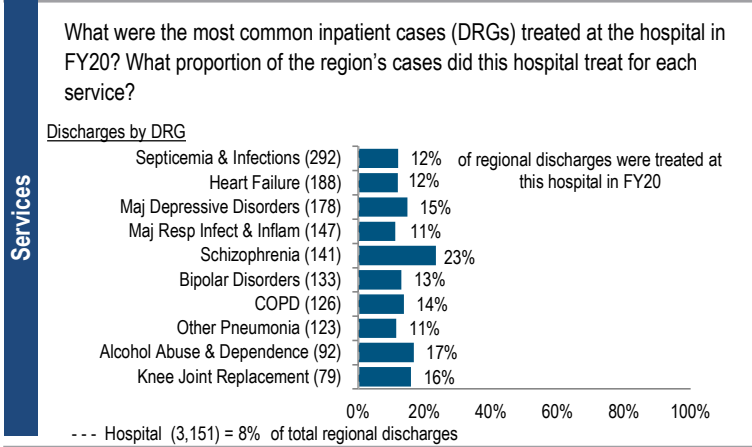


Marlborough Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Metro West region. It is among the smaller acute hospitals in Massachusetts and a member of UMass Memorial Health Care. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 12.8% compared to a median decrease of 7.6% at cohort hospitals. Outpatient visits decreased 33.8% for the hospital between FY16 and FY20, compared to a median decrease of 15.2% for its peer cohort. In FY20, Marlborough Hospital reported a profit of \$1.8M. Its total margin was 2.0% in FY20 as compared to the median total margin of 4.0% at peer cohort hospitals.

<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	UMass Memorial Health Care	Public Payer Mix <sup>1</sup> :	65.0% HPP Hospital
	Hospital System Surplus (Deficit) in FY20:	(\$23,048,000)	CY19 Commercial Statewide Relative Price:	0.908
	Change in Ownership (FY16-20):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Tufts HMO Tufts Health Public Plans
	Total Staffed Beds:	67, among the smaller acute hospitals		
	% Occupancy:	67.2%, > cohort avg. (63%)		
	Trauma Center Designation:	Not Applicable		
	Case Mix Index:	1.07, > cohort avg. (1.00); < statewide (1.16)		
	<b>Financial</b>		<b>Utilization</b>	
	Inpatient NPSR per CMAD:	\$7,633	Inpatient Discharges in FY20:	3,151
Change FY19-FY20:	38.1%	Change FY19-FY20:	-6.2%	
Inpatient Outpatient Revenue in FY20:	30%:70%	Emergency Department Visits in FY20:	22,678	
Outpatient Revenue in FY20:	\$39,477,291	Change FY19-FY20:	-16.0%	
Change FY19-FY20:	-23.7%	Outpatient Visits in FY20:	24,204	
Total Revenue in FY20:	\$92,535,000	Change FY19-FY20:	-15.8%	
COVID Funding Included in Total Revenue:	\$14,630,972			
Total Surplus (Deficit) in FY20:	\$1,807,000	<b>Quality</b>		
		Readmission Rate in FY20:	17.3%	
		Change FY19-FY20 (percentage points):	0.6	
		Early Elective Deliveries Rate:	Not Applicable	



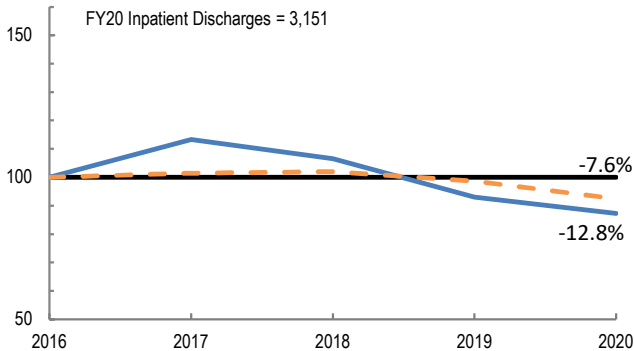
# 2020 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

Cohort: Community-High Public Payer Hospital

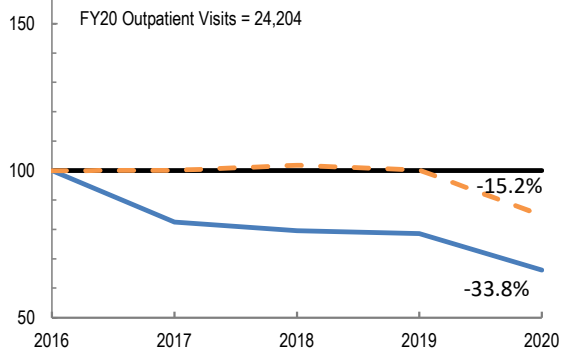


Utilization

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

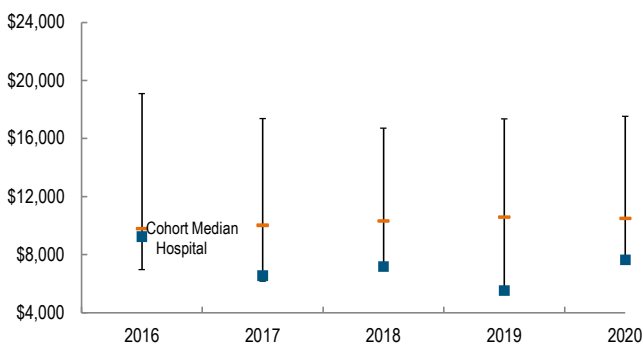


How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

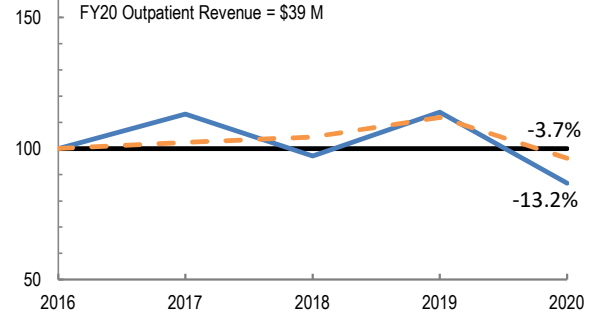


Patient Revenue Trends

What was the hospital's net inpatient service revenue<sup>3</sup> per case mix adjusted discharge between FY16 and FY20, and how does this compare to the hospital's peer cohort median?



How has the hospital's net outpatient revenue<sup>3</sup> changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



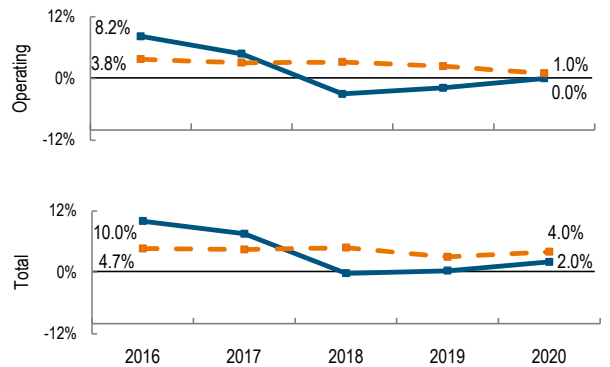
Financial Performance

How have the hospital's total revenue and costs changed between FY16 and FY20? (COVID funding affects FY20 only)

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

FY	2016	2017	2018	2019	2020
<b>Operating Revenue</b>	\$ 87.2	\$ 87.1	\$ 82.1	\$ 84.4	\$ 90.7
<b>COVID Funding Included in Operating Revenue</b>					\$ 14.6
<b>Non-Operating Revenue<sup>4</sup></b>	\$ 1.6	\$ 2.4	\$ 2.4	\$ 1.8	\$ 1.8
<b>Total Revenue</b>	\$ 88.9	\$ 89.4	\$ 84.5	\$ 86.3	\$ 92.5
<b>Total Costs</b>	\$ 80.0	\$ 82.8	\$ 84.6	\$ 86.0	\$ 90.7
<b>Total Profit (Loss)</b>	\$ 8.9	\$ 6.7	\$ (0.1)	\$ 0.3	\$ 1.8

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.

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

<sup>2</sup> 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>

<sup>3</sup> 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.

<sup>4</sup> 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

