MELROSE WAKEFIELD HEALTHCARE

2020 Hospital Profile

Medford & Melrose, MA Community Hospital Metro Boston

Melrose Wakefield Healthcare, which includes Lawrence Memorial Hospital and Melrose Wakefield Hospital campuses, is a mid-size, non-profit community hospital located in the Metro Boston region. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 18.3% compared to a median decrease of 3.2% at cohort hospitals. Outpatient visits decreased 37.7% for the hospital between FY16 and FY20, compared to a median decreease of 6.8% for its peer cohort. Melrose Wakefield Healthcare reported a profit of \$21.8M in FY20 and a total margin of 8.5%.

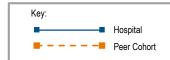
	Overview / Size		Payer Mix				
At a Glance	Hospital System Affiliation:	Wellforce	Public Payer Mix ¹ :	62.7% non-HPP Hospital			
	Hospital System Surplus (Deficit) in FY20:	\$31,120,000	CY19 Commercial Statewide Relative Price:	0.924			
	Change in Ownership (FY16-20):	Wellforce - 2017	Top 3 Commercial Payers:	Blue Cross Blue Shield			
	Total Staffed Beds: 172, mid-		Tufts HMO				
	% Occupancy: 80.0%, highest in		Harvard Pilgrim				
	Trauma Center Designation:		narvara i ngilini				
	Case Mix Index: 0.97, > cohort avg. (0.89);	Utilization					
			Inpatient Discharges in FY20:	9,193			
	Financial		Change FY19-FY20:	-3.6%			
	Inpatient NPSR per CMAD:	\$11,185	Emergency Department Visits in FY20:	31,644			
	Change FY19-FY20:	-0.5%	Change FY19-FY20:	-18.2%			
	Inpatient Outpatient Revenue in FY20:	35%:65%	Outpatient Visits in FY20:	333,652			
	Outpatient Revenue in FY20:	\$96,899,787	Change FY19-FY20:	-21.6%			
	Change FY19-FY20:	-21.7%		,			
	Total Revenue in FY20:	\$255,548,000	Quality				
	COVID Funding Included in Total Revenue:	\$30,403,000	Readmission Rate in FY20:	17.7%			
	Total Surplus (Deficit) in FY20:	\$21,846,000	Change FY19-FY20 (percentage poir				
			Early Elective Deliveries Rate:	0.0%			
Services	service? <u>Discharges by DRG</u> Normal Neonate Birth (719) Septicemia & Infections (551) Vaginal Delivery (466) Heart Failure (449) Maj Resp Infect & Inflam (298) Renal Failure (287) Other Pneumonia (286) Cesarean Delivery (241) Maj Depressive Disorders (249) COPD (223) 000 400 400 500	Discharges by Community Malden MA (1,548) 25% Melrose MA (1,147) 41% Saugus MA (1,073) 38% Medrord MA (859) 15% Wakefield MA (806) 19% Stoneham MA (500) 19% Revere MA (434) 7% Everett MA (396) 8% Reading MA (187) 3% 0% 20% 40% 60% 80% 100%					
	0% 20% 40% 60% Hospital (9,193) = 3% of total regional discharges	80% 100%					
Quality	What proportion of adult patient discharges from this hospital readmission at any hospital within 30 days, and how does this statewide rate? ²		How many central line-associated blood streat catheter-associated urinary tract infections (C infections (SSI) after colon surgery did patient compared to what was expected based on the and case mix?	AUTI), and surgical site ts get at this hospital			
	20% - 17.3%	17.7%	CLABSI CAUTI	SSI: Colon Surgery			
	15% 15.4%	15.9%	5 4				
	10% - Statewide Rate		т	_			
			3 -	ſ			
	5% -		2 -				
			2 F ower is Retter				
	nov. Lower is Better		Lower is Better				
	0% Lower is Better 2016 2017 2018 2019*	2020*	Lower is Better				

2020 HOSPITAL PROFILE: MELROSE WAKEFIELD HEALTHCARE

How has the volume of the hospital's inpatient discharges changed compared

Cohort: Community Hospital

²atient Revenue Trends

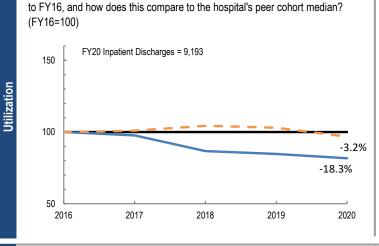


-37.7%

2020

2019

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)



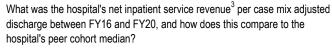
 150
 FY20 Outpatient Visits = 333,652

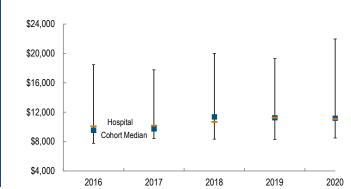
 100
 -6.8%

2017

50

2016





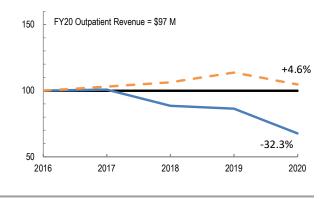
How have the hospital's total revenue and costs changed between FY16 and FY20? (COVID funding affects FY20 only)

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

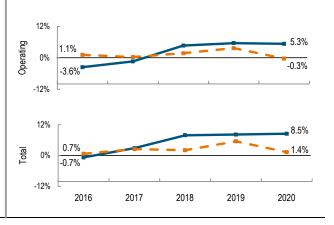
Ъ	FY		2016		2017		2018		2019	2020
nanc	Operating Revenue	\$	257.7	\$	261.2	\$	245.4	\$	244.7	\$ 247.3
ertorr	COVID Funding Included in Operating Revenue								\$ 30.4	
Financial Performance	Non-Operating Revenue ⁴	\$	7.7	\$	11.6	\$	8.2	\$	6.5	\$ 8.3
-	Total Revenue	\$	265.4	\$	272.8	\$	253.6	\$	251.2	\$ 255.5
	Total Costs	\$	267.3	\$	265.0	\$	233.5	\$	230.6	\$ 233.7
	Total Profit (Loss)	\$	(1.9)	\$	7.9	\$	20.1	\$	20.6	\$ 21.8

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)

2018



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

