STEWARD NORWOOD HOSPITAL

2020 Hospital Profile

Norwood, MA Community-High Public Payer Hospital Metro West

Steward Norwood Hospital is a mid-size, for-profit community-High Public Payer (HPP) hospital located in the Metro West region. Steward Norwood Hospital is a member of Steward Health Care. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 54.4% compared to a median decrease of 7.6% at cohort hospitals. Outpatient visits decreased 52.0% for the hospital between FY16 and FY20, compared to a median decrease of 15.2% for its peer cohort. Steward Norwood Hospital reported a loss in FY20 of \$18.7M and a total margin of -15.6%, compared to the cohort median of 4.0%.

Overview / Size

Hospital System Affiliation:

Hospital System Surplus (Deficit) in FY20:

Change in Ownership (FY16-20):

Not Applicable
Total Staffed Beds:

Occupancy:

Trauma Center Designation:

Case Mix Index:

Steward Health Care
(\$407,593,000)

Not Applicable
185, mid-size acute hospital
40.4%, < cohort avg. (63%)
Not Applicable
1.03, > cohort avg. (1.00); < statewide (1.16)

Financial

Inpatient NPSR per CMAD: \$10,666 Change FY19-FY20: -1.9% Inpatient Outpatient Revenue in FY20: 38%:62% Outpatient Revenue in FY20: \$42.199.292 Change FY19-FY20: -55.4% Total Revenue in FY20: \$119,535,490 \$19,233,220 COVID Funding Included in Total Revenue: Total Surplus (Deficit) in FY20: -\$18,681,633

Paver Mix

Public Payer Mix¹: 64.4% HPP Hospital
CY19 Commercial Statewide Relative Price: 0.949
Top 3 Commercial Payers: Blue Cross Blue Shield

Harvard Pilgrim Tufts HMO

Utilization

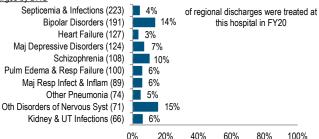
Inpatient Discharges in FY20:	4,952
Change FY19-FY20:	-52.2%
Emergency Department Visits in FY20:	15,216
Change FY19-FY20:	-61.4%
Outpatient Visits in FY20:	29,210
Change FY19-FY20:	-53.7%

Quality

Readmission Rate in FY20: 17.8%
Change FY19-FY20 (percentage points): 0.9
Early Elective Deliveries Rate: Not Applicable

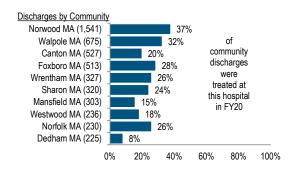
What were the most common inpatient cases (DRGs) treated at the hospital in FY20? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG Septice

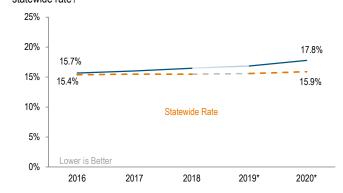


--- Hospital (4,952) = 13% of total regional discharges

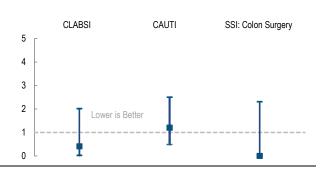
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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



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?

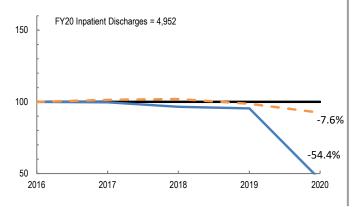


2020 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

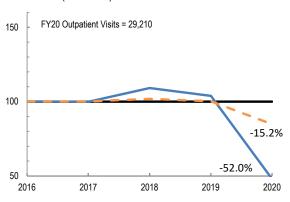
Cohort: Community-High Public Payer Hospital



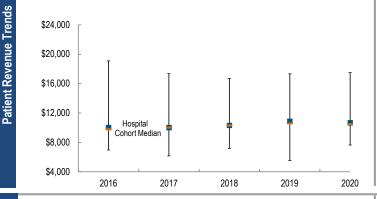
How has the volume of the hospital's inpatient discharges changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



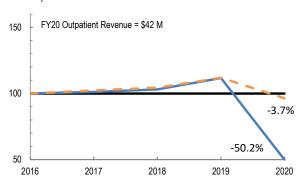
How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



What was the hospital's net inpatient service revenue³ 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 revenue³ changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

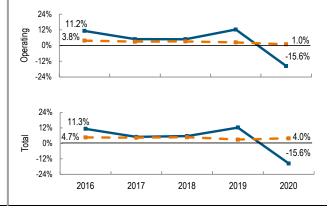


How have the hospital's total revenue and costs changed between FY16 and FY20? (COVID funding affects FY20 only)

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

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FY		2016		2017		2018		2019		2020	
Operating Revenue	\$	189.0	\$	189.8	\$	192.9	\$	203.7	\$	119.5	
COVID Funding Included in Operating Revenue									\$	19.2	
Non-Operating Revenue ⁴	\$	0.1	\$	0.1	\$	1.7	\$	0.0	\$	0.0	
Total Revenue	\$	189.1	\$	189.9	\$	194.7	\$	203.7	\$	119.5	
Total Costs	\$	167.9	\$	180.3	\$	183.5	\$	178.7	\$	138.2	
Total Profit (Loss)	\$	21.3	\$	9.6	\$	11.2	\$	25.0	\$	(18.7)	

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.

Financial Performance

Steward Norwood Hospital was temporarily closed in July 2020 and remains closed as of this publication.

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



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.