

Winchester Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. It is a member of Beth Israel Lahey Health. Between FY16 and FY20, the volume of inpatient discharges at the hospital increased by 7.3% compared to a median decrease of 3.2% at cohort hospitals. Outpatient visits increased 9.3% for the hospital between FY16 and FY20, compared to a median decrease of 6.8% for its peer cohort. Winchester Hospital reported a profit of \$26.3M in FY20 and a total margin of 8.6% compared to its peer cohort median total margin of 1.4%.

Overview / Size

Hospital System Affiliation:	Beth Israel Lahey Health
Hospital System Surplus (Deficit) in FY20:	\$73,031,000
Change in Ownership (FY16-20):	Beth Israel Lahey Health 3/1/19
Total Staffed Beds:	220, mid-size acute hospital
% Occupancy:	61.2%, > cohort avg. (58%)
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.77, < cohort avg. (0.89); < statewide (1.16)

Financial

Inpatient NPSR per CMAD:	\$12,100
Change FY19-FY20:	8.4%
Inpatient Outpatient Revenue in FY20:	35%:65%
Outpatient Revenue in FY20:	\$130,167,682
Change FY19-FY20:	-12.2%
Total Revenue in FY20:	\$304,362,000
COVID Funding Included in Total Revenue:	\$21,099,000
Total Surplus (Deficit) in FY20:	\$26,271,000

Payer Mix

Public Payer Mix ¹ :	46.7% non-HPP Hospital
CY19 Commercial Statewide Relative Price:	0.883
Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim Tufts HMO

Utilization

Inpatient Discharges in FY20:	13,960
Change FY19-FY20:	-1.8%
Emergency Department Visits in FY20:	39,445
Change FY19-FY20:	-15.2%
Outpatient Visits in FY20:	258,836
Change FY19-FY20:	-6.5%

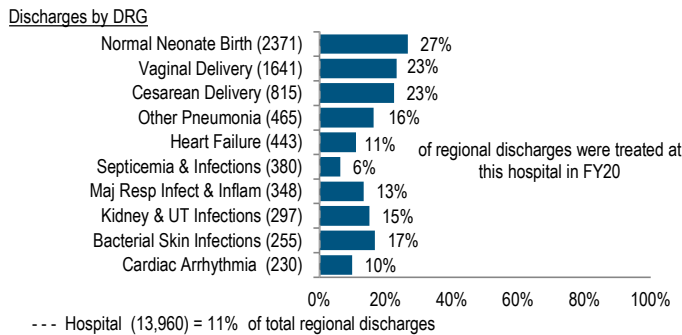
Quality

Readmission Rate in FY20:	14.3%
Change FY19-FY20 (percentage points):	0.0
Early Elective Deliveries Rate:	0.0%

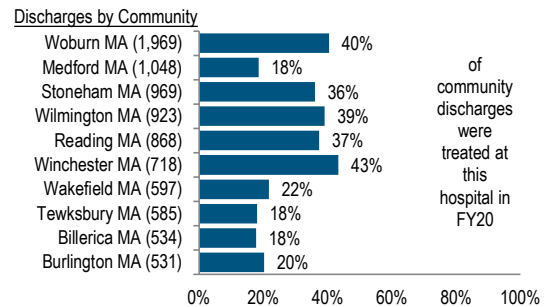
At a Glance

Services

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?

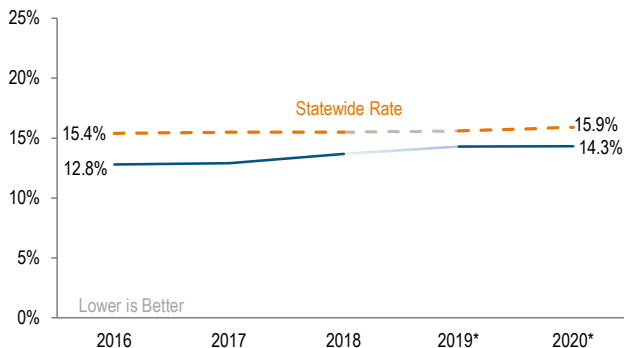


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

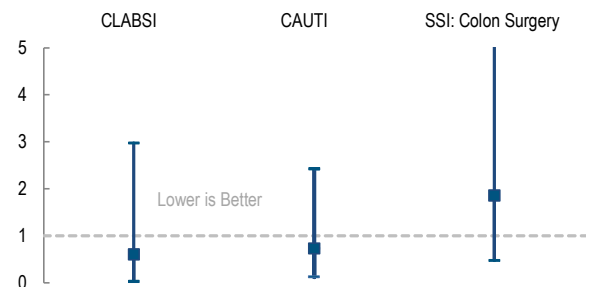


Quality

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?



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?



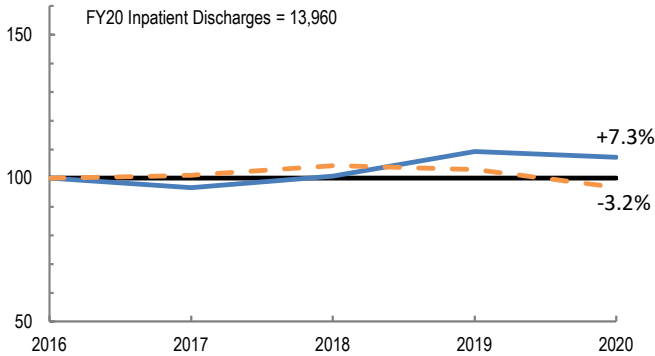
2020 HOSPITAL PROFILE: WINCHESTER HOSPITAL

Cohort: Community Hospital

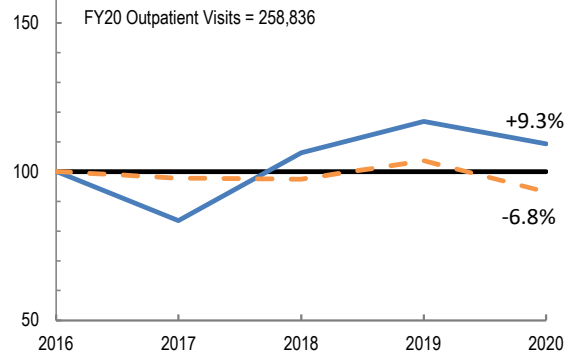


Utilization

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)

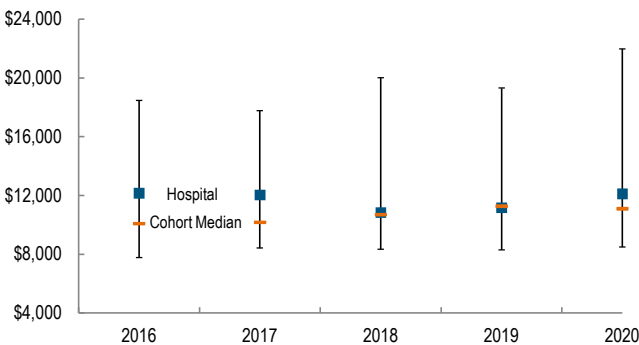


How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

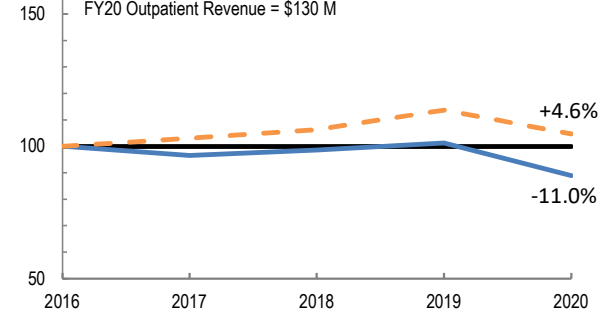


Patient Revenue Trends

What was the hospital's net inpatient service 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)



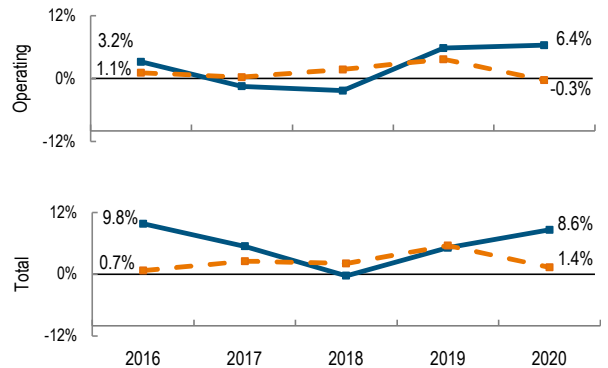
Financial Performance

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
Operating Revenue	\$ 281.5	\$ 273.5	\$ 270.3	\$ 172.6	\$ 297.5
COVID Funding Included in Operating Revenue					\$ 21.1
Non-Operating Revenue⁴	\$ 19.9	\$ 20.3	\$ 5.5	\$ (1.1)	\$ 6.9
Total Revenue	\$ 301.4	\$ 293.9	\$ 275.8	\$ 171.5	\$ 304.4
Total Costs	\$ 271.9	\$ 277.9	\$ 276.7	\$ 162.7	\$ 278.1
Total Profit (Loss)	\$ 29.5	\$ 16.0	\$ (0.9)	\$ 8.8	\$ 26.3

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