

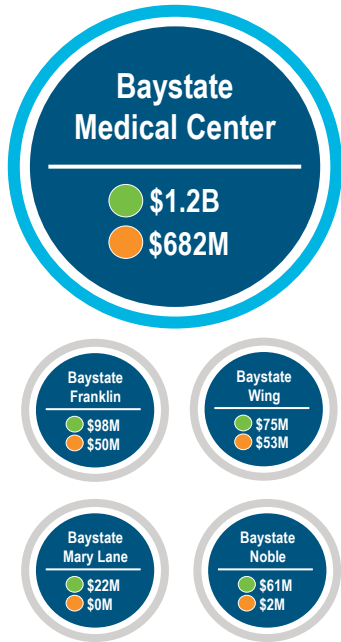
Fiscal Year 2016:

Baystate Health

 **\$2.4 Billion**
Operating Revenue

 **\$850 Million**
Net Assets

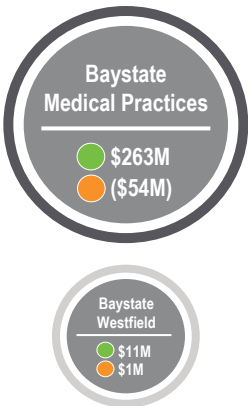
AH Acute Hospitals



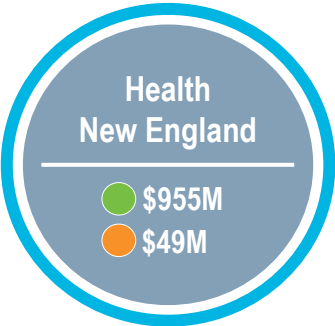
NH Non-Acute Hospitals

Not applicable

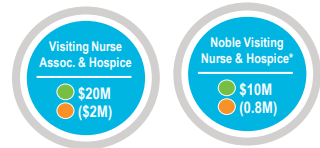
PO Physician Organizations



HP Health Plans





OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating
Eliminations:  (\$497M)
 (\$120M)

At a Glance




Baystate Health, Inc. is an organization that provides health care services throughout western Massachusetts.

5
Acute Hospitals

12K
Employees
(Approximately)

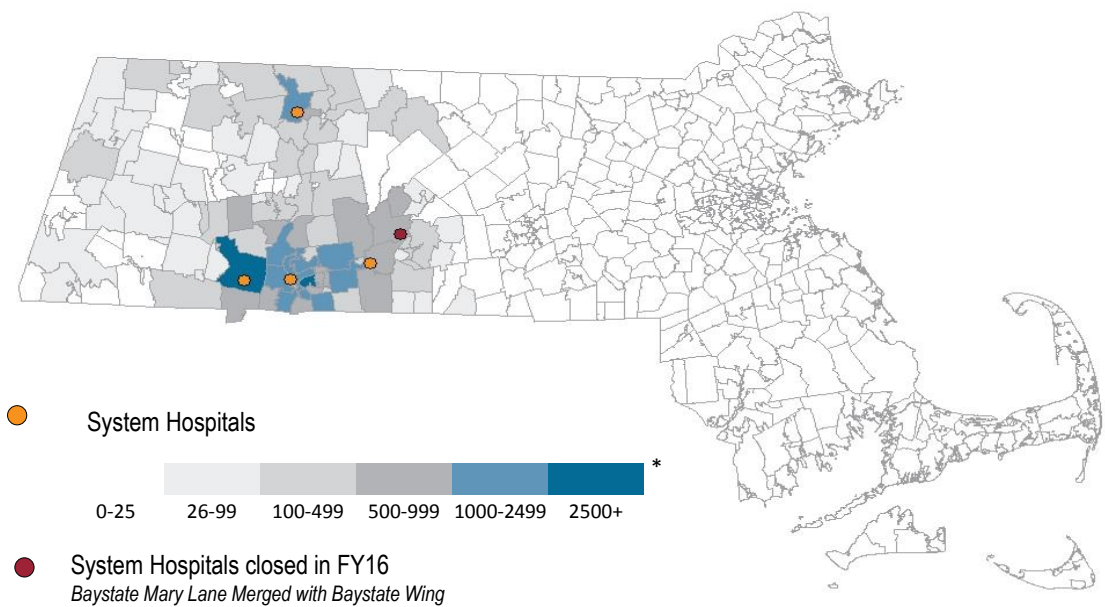
\$60M
Total Profit/Loss

2.6%
Total Margin

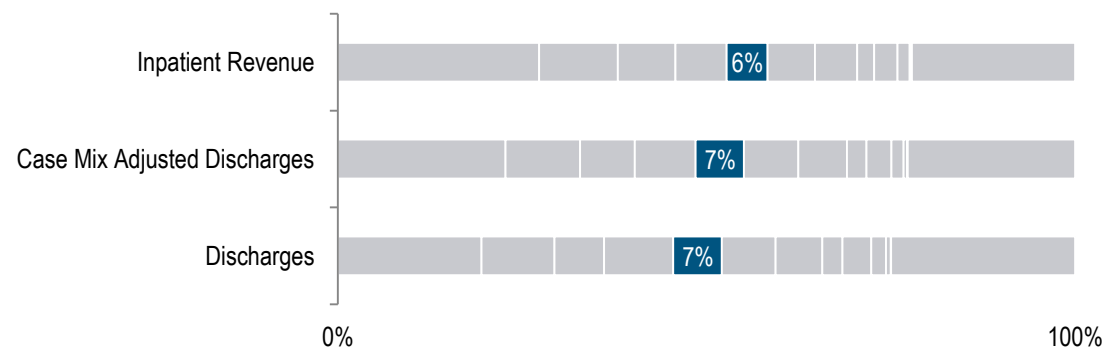
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Baystate Franklin Medical Center	\$2.2	2.2%
AH	Baystate Mary Lane Hospital	(\$1.5)	-6.8%
AH	Baystate Medical Center	\$97.8	8.0%
AH	Baystate Noble Hospital	\$3.3	5.3%
AH	Baystate Wing Hospital	(\$6.2)	-8.1%
PO	Baystate Medical Practices	(\$34.9)	-13.4%
PO	Baystate Westfield	(\$5.8)	-54.9%
HP	Health New England	\$15.2	1.6%

*Origin(s) of patients served by system hospitals

Fiscal Year 2016:

Berkshire Health Systems

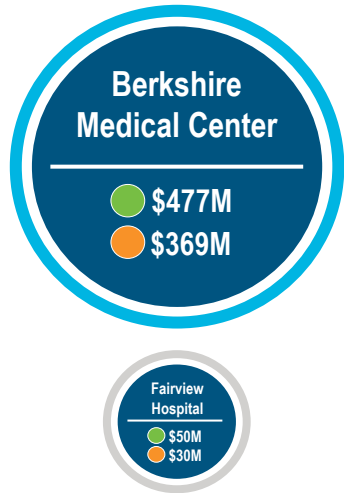
\$577 Million

Operating Revenue

\$405 Million

Net Assets

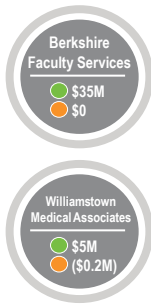
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating

Eliminations:

(\$49M)

\$0

At a Glance

Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts.

2

Acute Hospitals

4K

Employees (Approximately)

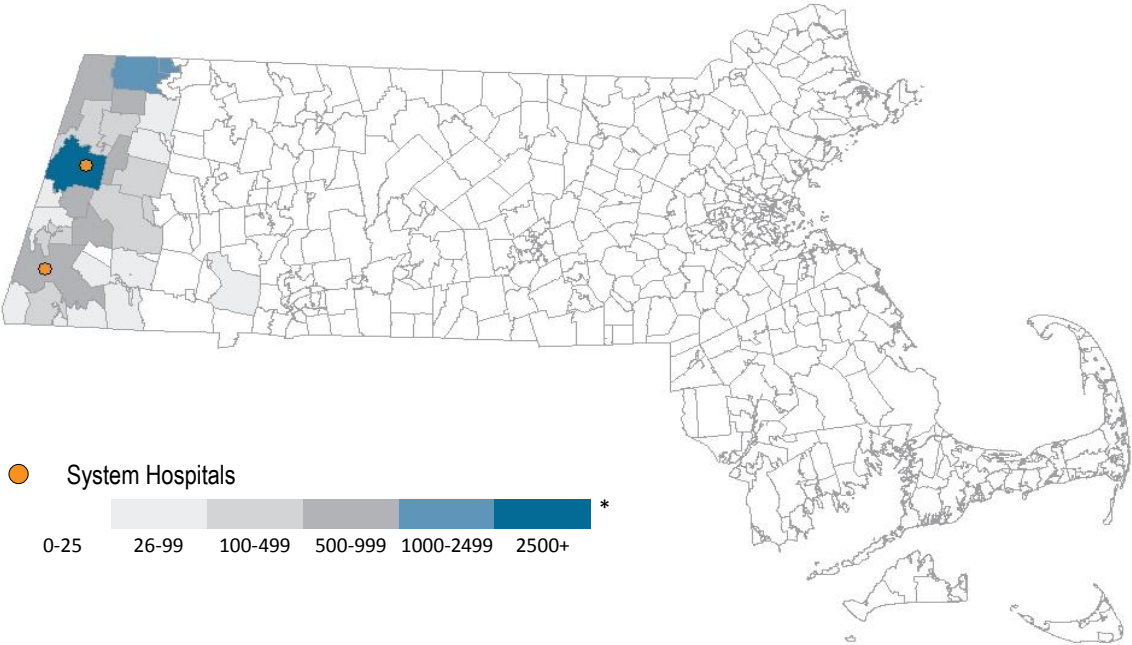
\$32M

Total Profit/Loss

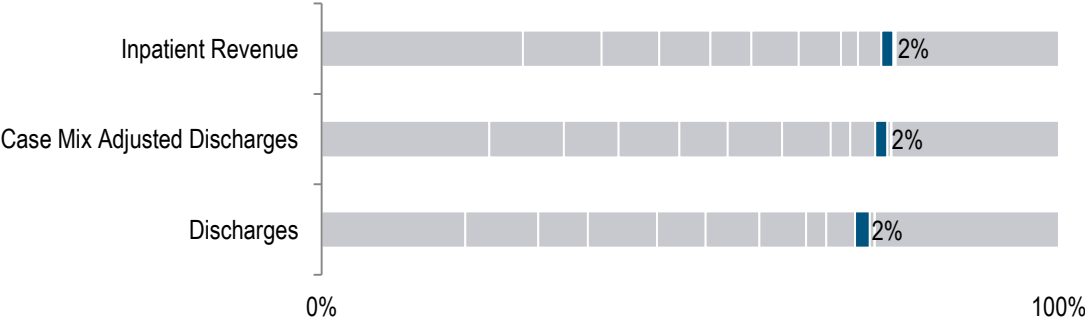
5.4%

Total Margin

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospitals



	Entity	Profit (Loss) in Millions	Total Margin
AH	Berkshire Medical Center	\$47.2	9.7%
AH	Fairview Hospital	\$3.2	6.3%
PO	Berkshire Faculty Services	(\$17.4)	-50.3%
PO	Williamstown Medical Associates	(\$1.1)	-23.9%

*Origin(s) of patients served by system hospitals

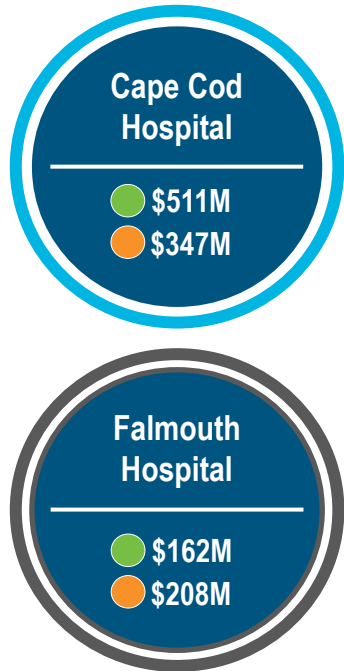
Fiscal Year 2016:

Cape Cod Healthcare

\$838 Million
Operating Revenue

\$634 Million
Net Assets

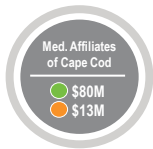
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

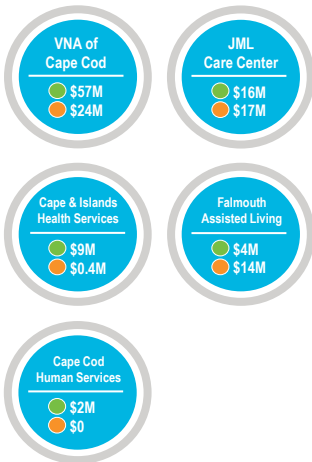
PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations: (\$66M) (\$181M)

At a Glance

Cape Cod Healthcare, Inc. provides health care services on Cape Cod, Massachusetts.

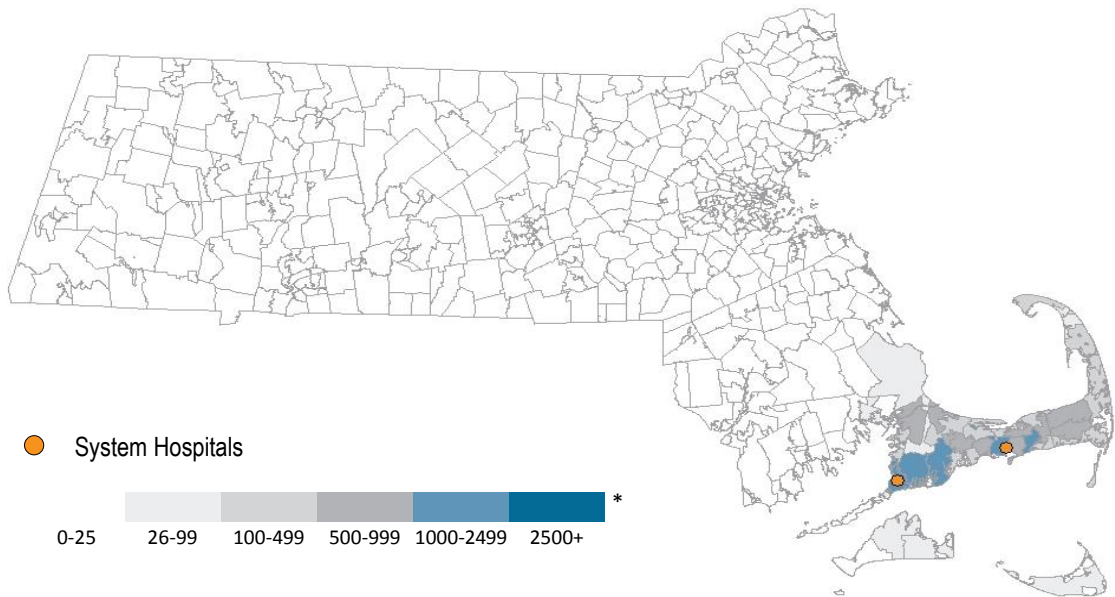
2
Acute Hospitals

4K
Employees
(Approximately)

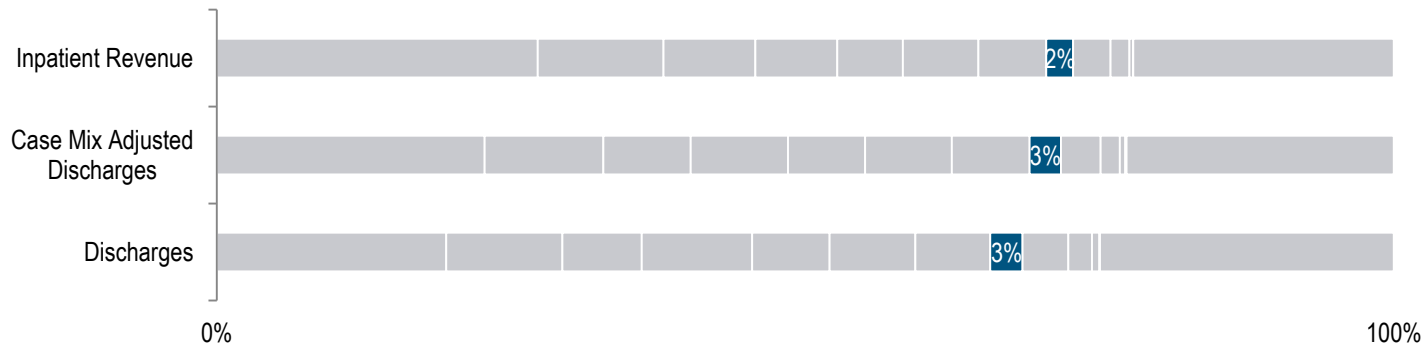
\$49M
Total Profit/Loss

5.8%
Total Margin

AH **Acute Hospital Discharges per Zip Code**



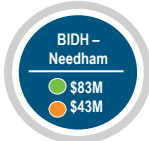
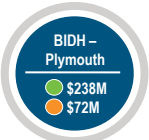
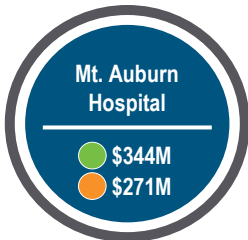
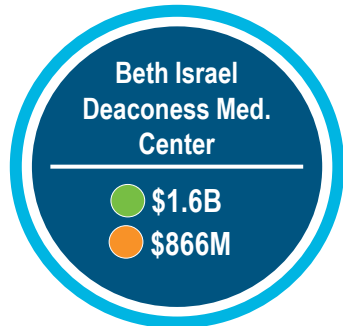
AH **System's Percentage of all Massachusetts Acute Hospital...**



	Entity	Profit (Loss) in Millions	Total Margin
AH	Cape Cod Hospital	\$44.2	8.5%
AH	Falmouth Hospital	\$16.1	9.6%
PO	Medical Affiliates of Cape Cod	(\$12.9)	-16.1%

*Origin(s) of patients served by system hospitals

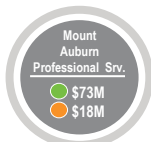
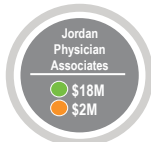
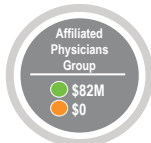
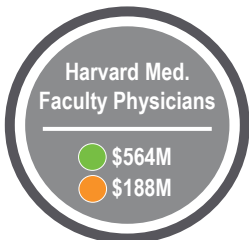
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$226M)  \$0

At a Glance

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

6
Acute Hospitals

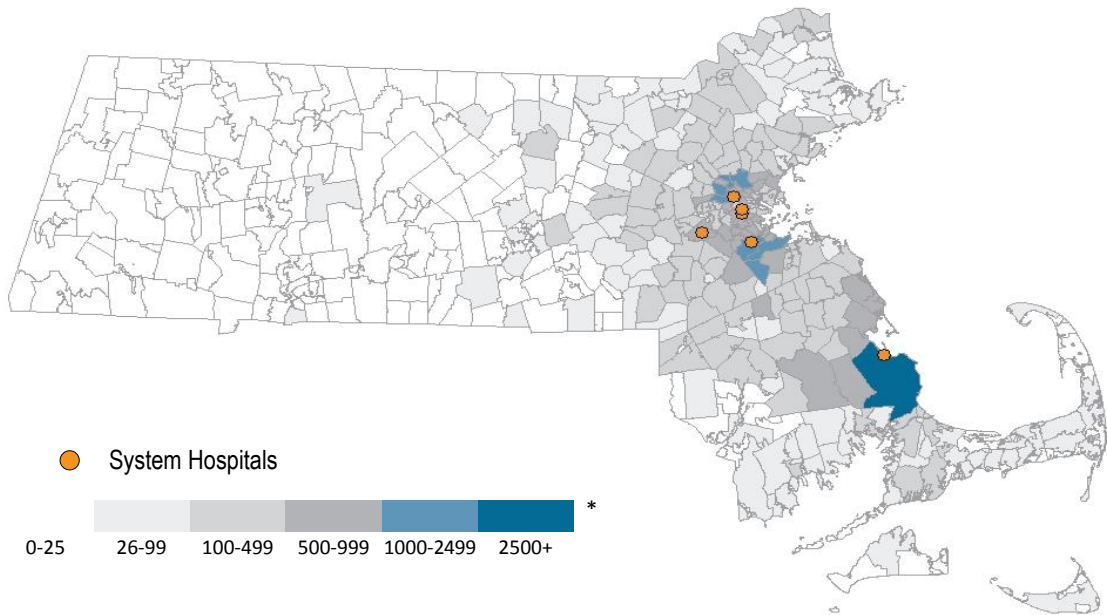
14K
Employees
(Approximately)

\$44M
Total Profit/Loss

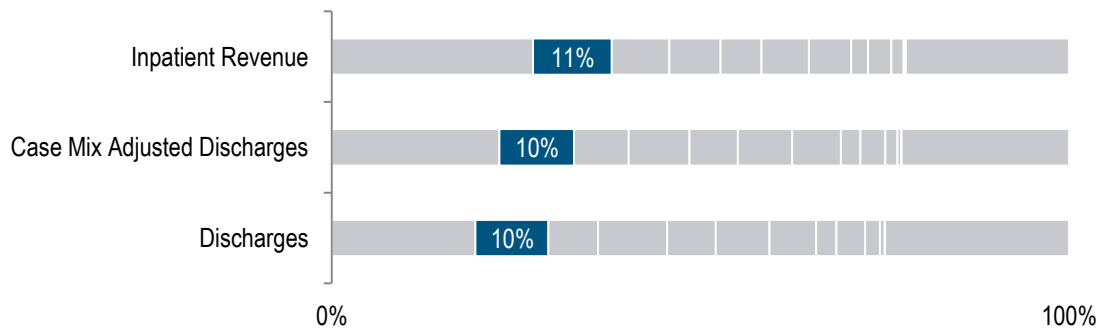
1.4%
Total Margin

\$214.5M
Annual Research
Revenue

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$5.4	5.1%
AH	Beth Israel Deaconess Hospital - Needham	(0.5)	-0.7%
AH	Beth Israel Deaconess Hospital - Plymouth	\$3.6	1.5%
AH	Beth Israel Deaconess Medical Center	\$49.8	3.1%
AH	Mt. Auburn Hospital	\$23.7	6.7%
AH	NE Baptist Hospital	\$6.2	2.6%
PO	Affiliated Physicians Group	(\$25.8)	-31.5%
PO	Harvard Medical Faculty Physicians	\$12.4	2.2%
PO	Jordan Physician Associates	(\$7.6)	-42.6%
PO	Mount Auburn Professional Serv.	-\$20.0	-27.4%
PO	N.E. Baptist Medical Assoc.	-\$3.6	-29.0%

*Origin(s) of patients served by system hospitals

Fiscal Year 2016:

Heywood Healthcare

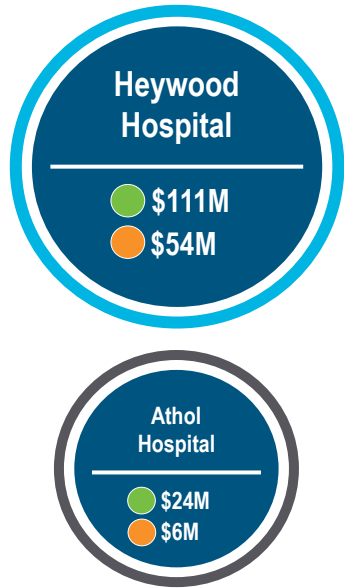
\$148 Million

Operating Revenue

\$65 Million

Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating

Eliminations:

(\$4M)

\$0

At a Glance

Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts.

2

Acute Hospitals

2K

Employees (Approximately)

\$3M

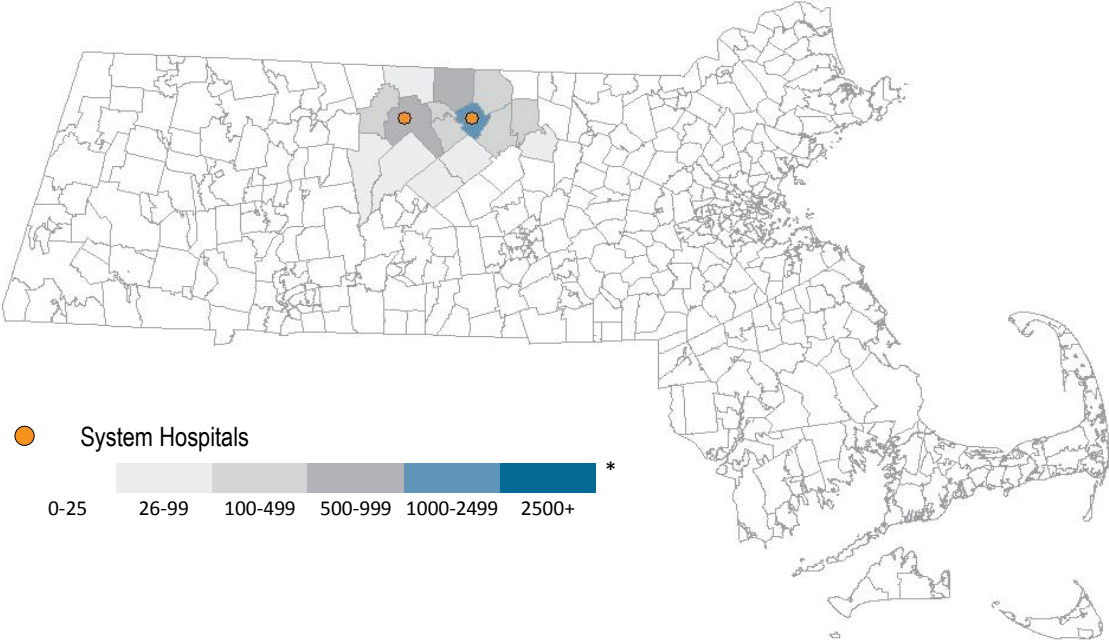
Total Profit/Loss

1.8%

Total Margin

AH

Acute Hospital Discharges per Zip Code



	Entity	Profit (Loss) in Millions	Total Margin
AH	Athol Hospital	\$0.8	3.2%
AH	Heywood Hospital	\$5.4	4.8%
PO	Heywood Medical Group	(\$3.0)	-18.1%

AH

System's Percentage of all Massachusetts Acute Hospitals



*Origin(s) of patients served by system hospitals

Lahey Health System

 **\$2.0 Billion**
Operating Revenue

 **\$0.9 Billion**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

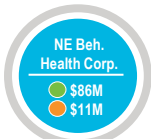
PO Physician Organizations



HP Health Plans

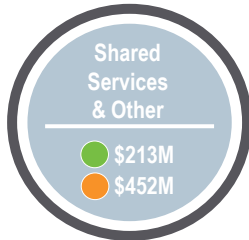
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$246M)  (\$5M)

At a Glance

Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Affiliates; Lahey Clinic Foundation, Inc. and Affiliates; Northeast Hospital Corp. and Affiliate; and Winchester Healthcare Management, Inc. and Affiliates.


3
Acute Hospitals

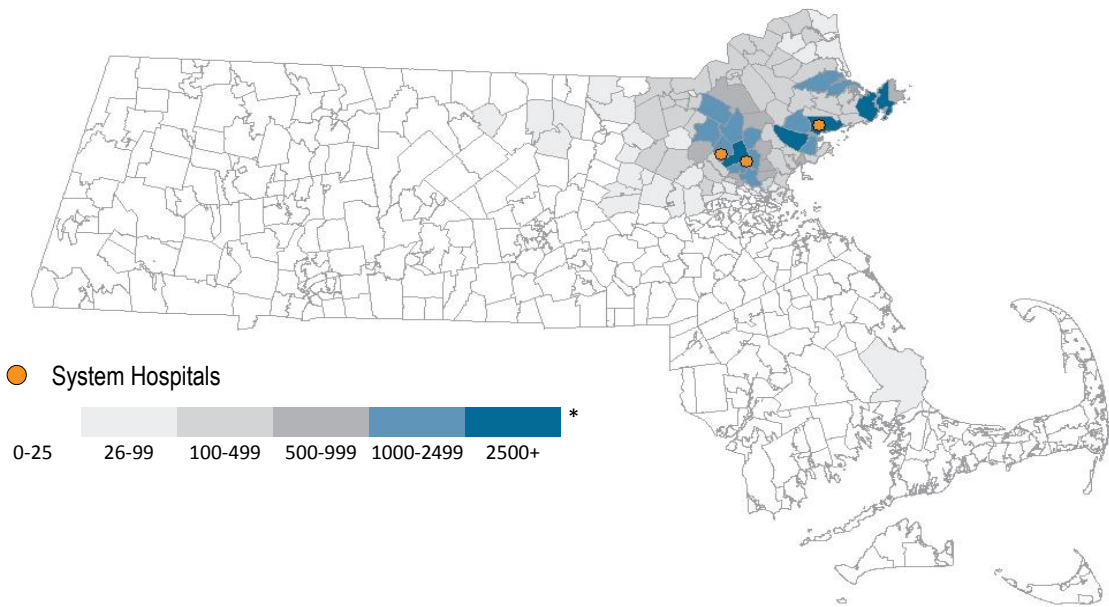
14K
Employees
(Approximately)

\$34M
Total Profit/Loss

1.7%
Total Margin

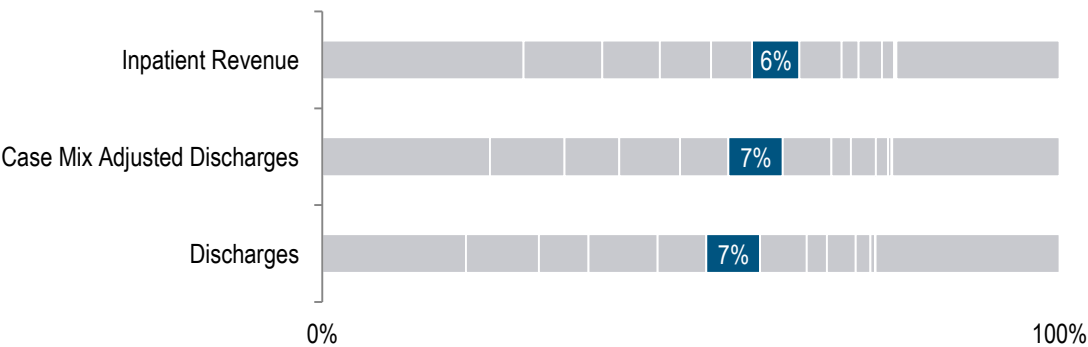
AH

Acute Hospital Discharges per Zip Code



AH

System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Lahey Hospital & Medical Center	\$52..4	5.7%
AH	Northeast Hospital	\$25.9	7.2%
AH	Winchester Hospital	\$29.5	9.8%
PO	Lahey Clinic	(\$55.0)	-19.4%
PO	Lahey Physician Community Org.	(\$1.0)	-57.3%
PO	Northeast Medical Practice	(\$10.5)	-44.2%
PO	Winchester Physician Association	(\$2.1)	-5.3%

*Origin(s) of patients served by system hospitals

Fiscal Year 2016:

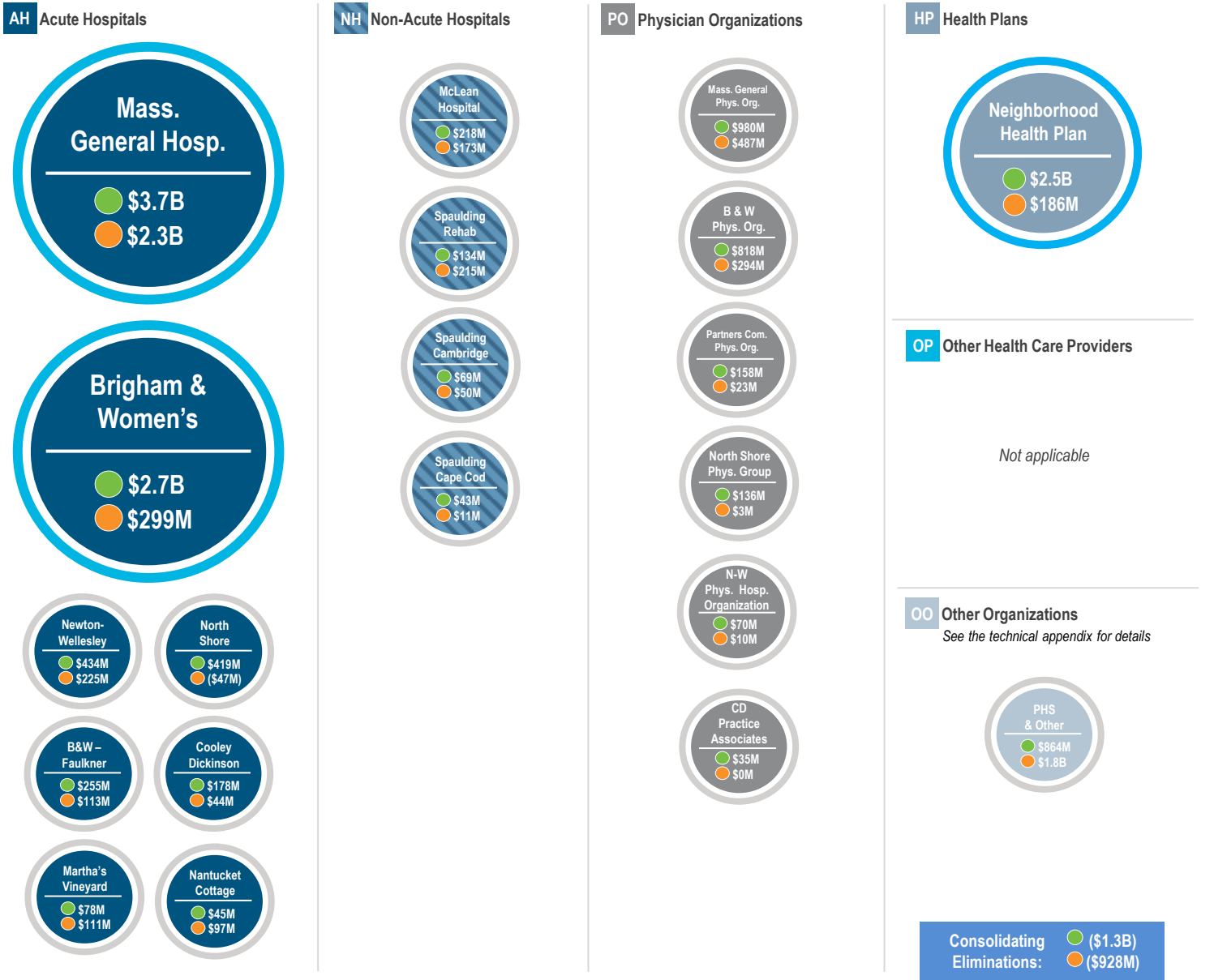
Partners HealthCare System

\$12.5 Billion

Operating Revenue

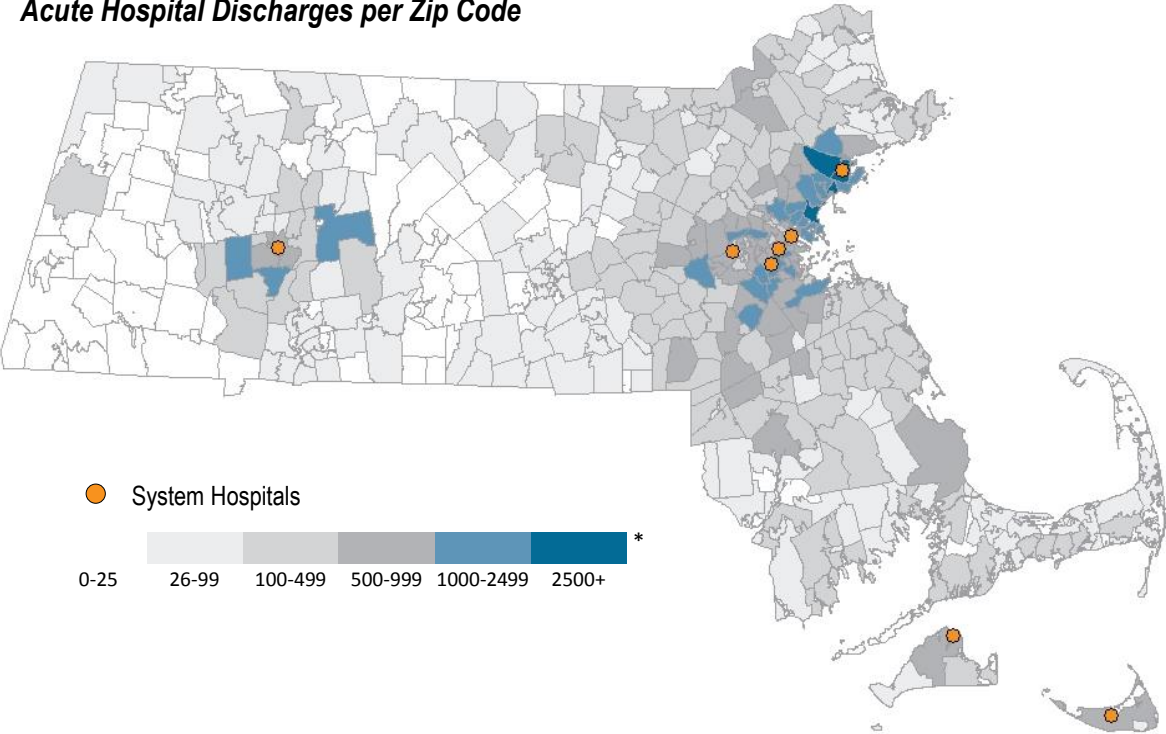
\$5.5 Billion

Net Assets



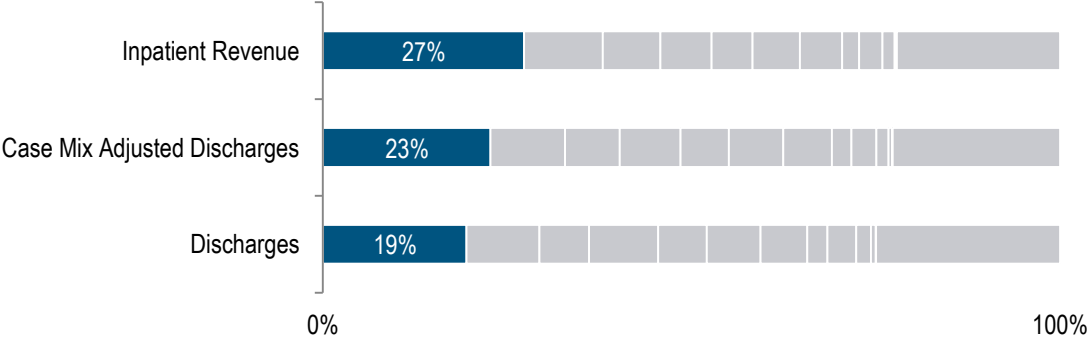
AH

Acute Hospital Discharges per Zip Code



AH

System's Percentage of all Massachusetts Acute Hospital



	Entity	Profit (Loss) in Millions	Total Margin
AH	Brigham & Women's Faulkner Hospital	\$18.8	7.4%
AH	Brigham & Women's Hospital	\$94.4	3.5%
AH	Cooley Dickinson Hospital	\$7.0	3.9%
AH	Martha's Vineyard Hospital	\$3.7	4.6%
AH	Massachusetts General Hospital	\$142.8	3.9%
AH	Nantucket Cottage Hospital	(\$2.3)	-4.8%
AH	Newton-Wellesley Hospital	(\$6.8)	-1.6%
AH	North Shore Medical Center	(\$48.0)	-11.4%
NH	McLean Hospital	\$36.5	14.7%
NH	Spaulding Cambridge	(\$5.0)	-7.4%
NH	Spaulding Rehab	(\$17.0)	-12.7%
NH	Spaulding Cape Cod	\$1.6	3.8%
PO	Brigham & Women's Physicians Org	\$28.8	3.5%
PO	CD Practice Associates	(\$9.9)	-28.0%
PO	Mass. General Physicians Org.	\$35.7	3.6%
PO	N-W Ambulatory Services	(\$0.2)	-0.3%
PO	North Shore Physicians Group	(\$8.8)	-6.5%
PO	Partners Community Physicians Org	\$7.5	4.4%
HP	Neighborhood Health Plan	(\$113.9)	-4.6%

*Origin(s) of patients served by system hospitals

Shriners Hospitals for Children

 **\$664 Million**
Operating Revenue

 **\$8.8 Billion**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations

Not applicable

HP Health Plans

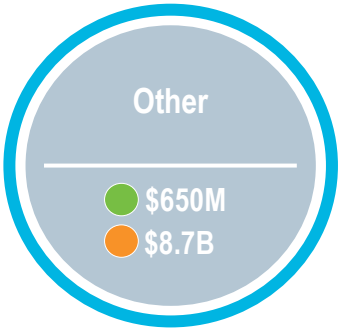
Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating
Eliminations:

 \$0
 \$0

At a Glance

Shriners Hospitals for Children is a health care system dedicated to pediatric specialty care, research, and teaching programs for medical professionals. Children up to 18 with certain conditions are eligible for care and receive all services regardless of a family's ability to pay. Shriners Hospitals for Children has 22 facilities in North America, including 2 in Massachusetts.

2
Acute Hospitals

4K
MA Employees
(Approximately)

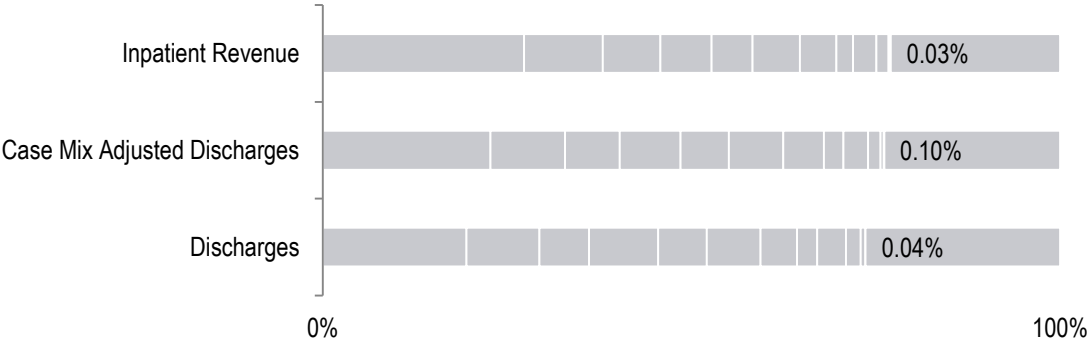
\$158M
Total Profit/Loss

15.9%
Total Margin

AH Acute Hospital Discharges per Zip Code


Shriners Hospitals for Children had 314 acute hospital discharges in Massachusetts in FY 2016. Map has been suppressed as no community accounted for more than 25 of the system's total discharges.

AH System's Percentage of all Massachusetts Acute Hospitals



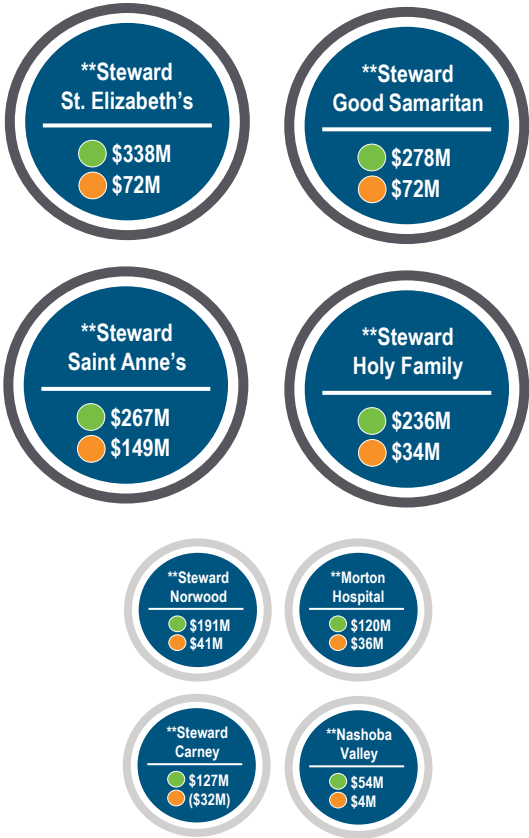
	Entity	Profit (Loss) in Millions	Total Margin
AH	Shriners Hospitals for Children - Boston	(\$36.2)	-694.0%
AH	Shriners Hospitals for Children - Springfield	(\$9.8)	-111.2%

Steward Health Care System

 **^\$2.2 Billion**
Operating Revenue

 **^\$131 Million**
Net Assets

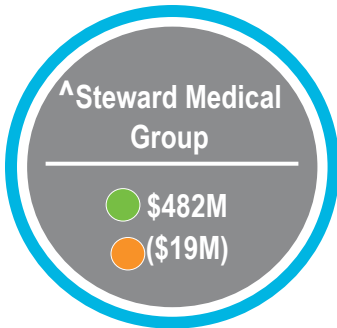
AH Acute Hospitals



NH Non-Acute Hospitals



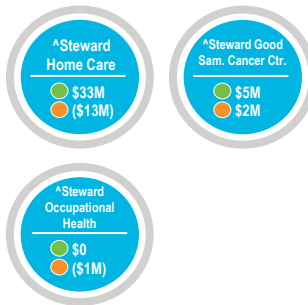
PO Physician Organizations



HP Health Plans

See Technical Appendix for details

OP Other Health Care Providers



OO Other Organizations

See Technical Appendix for details



^Consolidating Eliminations:  (\$323M)  (\$11M)

At a Glance

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts.

8 
Acute Hospitals

1 
Chronic Care Hospital

^17K
Employees
(Approximately)

^\$116M
Total Profit/Loss

^5.3%
Total Margin

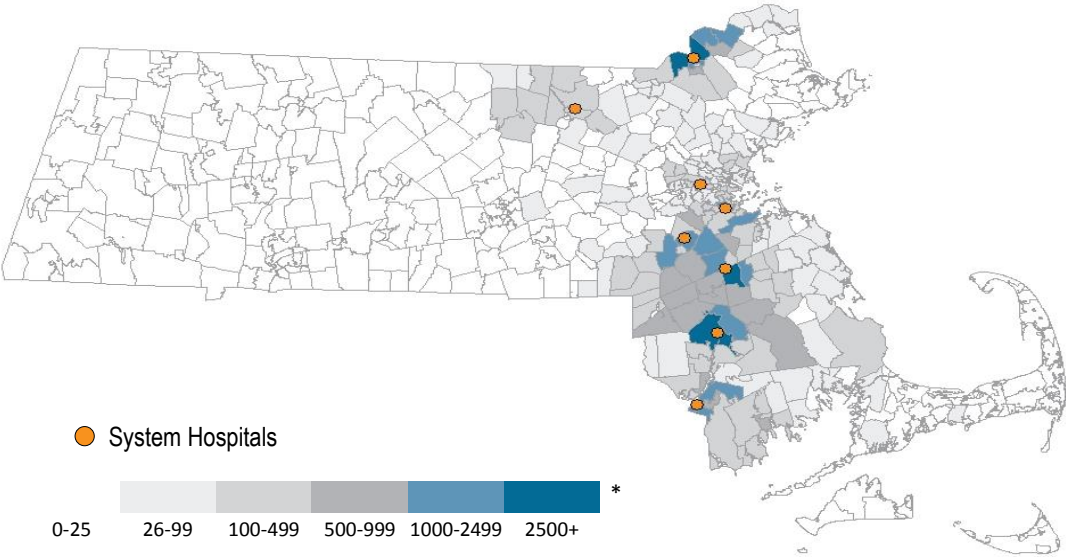
**** Unaudited financial data**

^ 2015 data. The Steward Health Care Parent System did not submit 2016 financial data

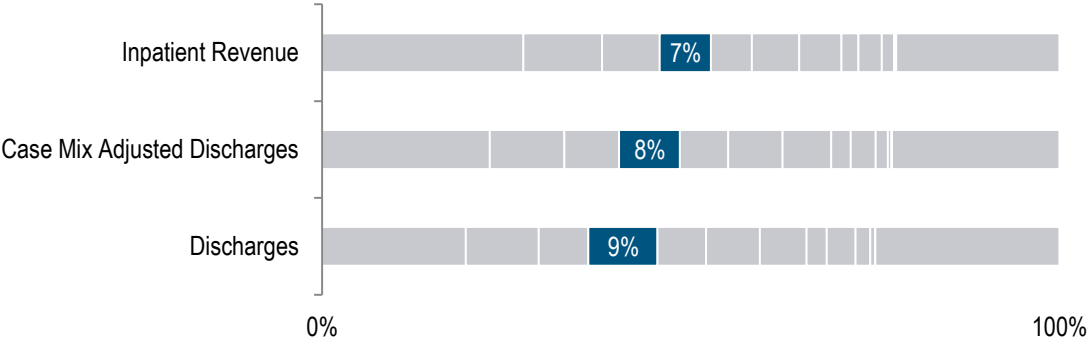
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	**Profit (Loss) in Millions	**Total Margin
AH	Morton Hospital	\$0.9	0.7%
AH	Nashoba Valley Medical Center	\$1.3	2.5%
AH	Steward Carney Hospital	(\$9.5)	-7.5%
AH	Steward Good Samaritan Medical Center	\$30.3	10.9%
AH	Steward Holy Family Hospital	\$8.9	3.8%
AH	Steward Norwood Hospital	\$21.3	11.2%
AH	Steward Saint Anne's Hospital	\$29.0	10.9%
AH	Steward St. Elizabeth's Medical Center	\$8.8	2.6%
NH	^ New England Sinai Hospital	(\$1.1)	-2.6%
PO	^ Steward Medical Group	\$3.7	0.8%

*Origin(s) of patients served by system hospitals

** Unaudited financial data

^ 2015 data. The Steward Health Care Parent System did not submit 2016 Financial data

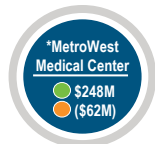
Fiscal Year 2016:

Tenet Healthcare Corporation

 **\$19.6 Billion**
Operating Revenue

 **\$1.1 Billion**
Net Assets

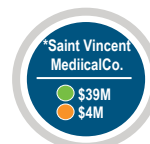
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



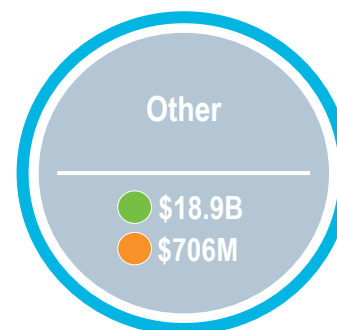
HP Health Plans

Not applicable

OP Other Health Care Providers

OO Other Organizations

See the technical appendix for details



Consolidating  \$0
Eliminations:  \$0

At a Glance

Tenet Healthcare Corporation is a national company with two Massachusetts hospitals that provide health care services in Metro West and Central Massachusetts.




2 
Acute Hospitals


4K
MA Employees
(Approximately)

\$181M
Total Profit/Loss

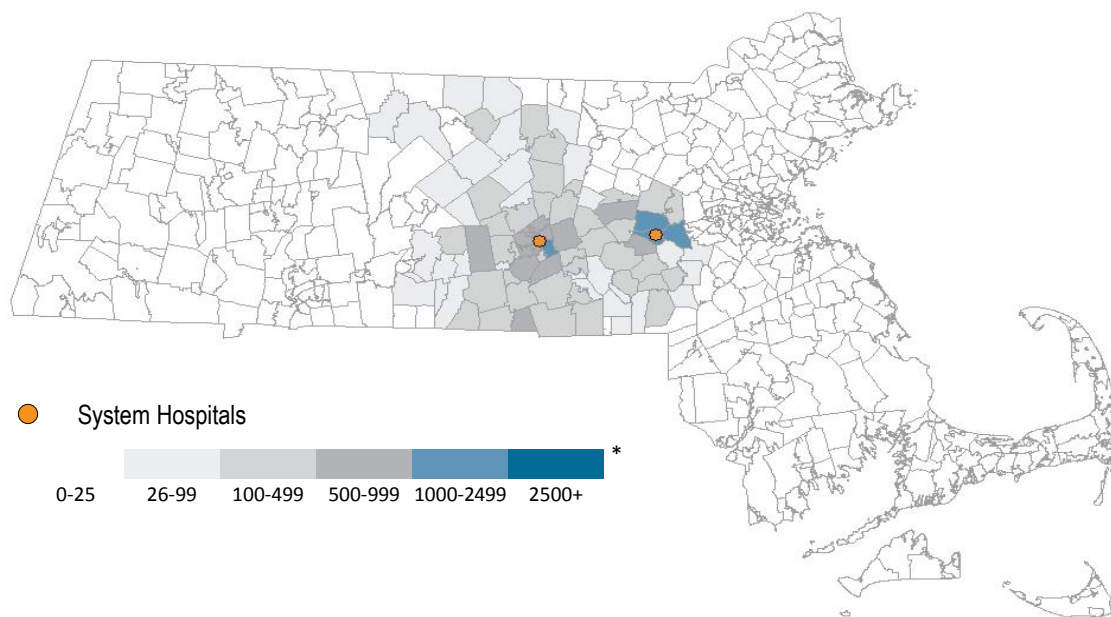
0.9%
Total Margin

**Amounts indicated are from standardized financial statements*

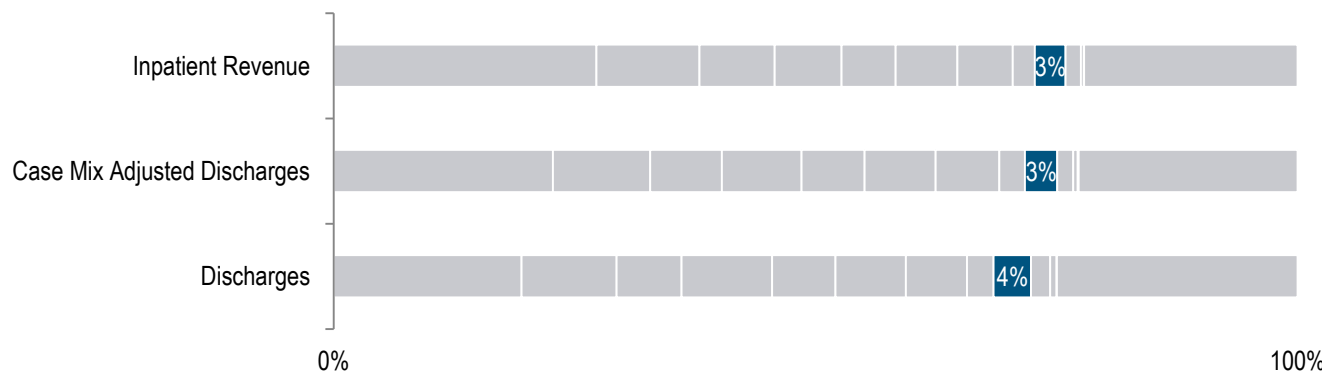
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	MetroWest Medical Center	\$0.8	0.3%
AH	Saint Vincent Hospital	\$47.6	10.4%
PO	MetroWest Physician Services	(\$2.6)	-17.2%
PO	Saint Vincent Medical Company	(\$6.0)	-15.3%

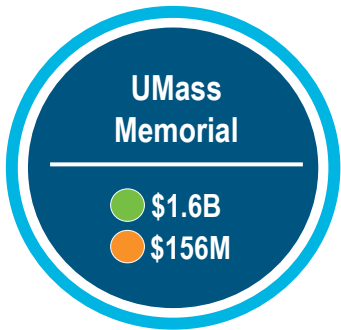
*Origin(s) of patients served by system hospitals

UMass Memorial Health Care

 **\$2.4 Billion**
Operating Revenue

 **\$847 Million**
Net Assets

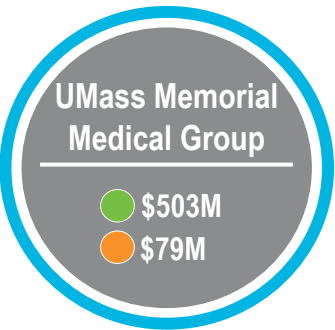
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

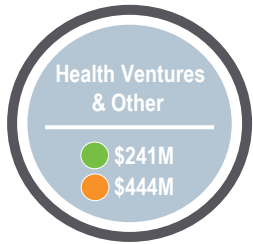
Not applicable



OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating  (\$367M)
Eliminations:  (\$64M)

At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.


4
Acute Hospitals

13K
Employees
(Approximately)

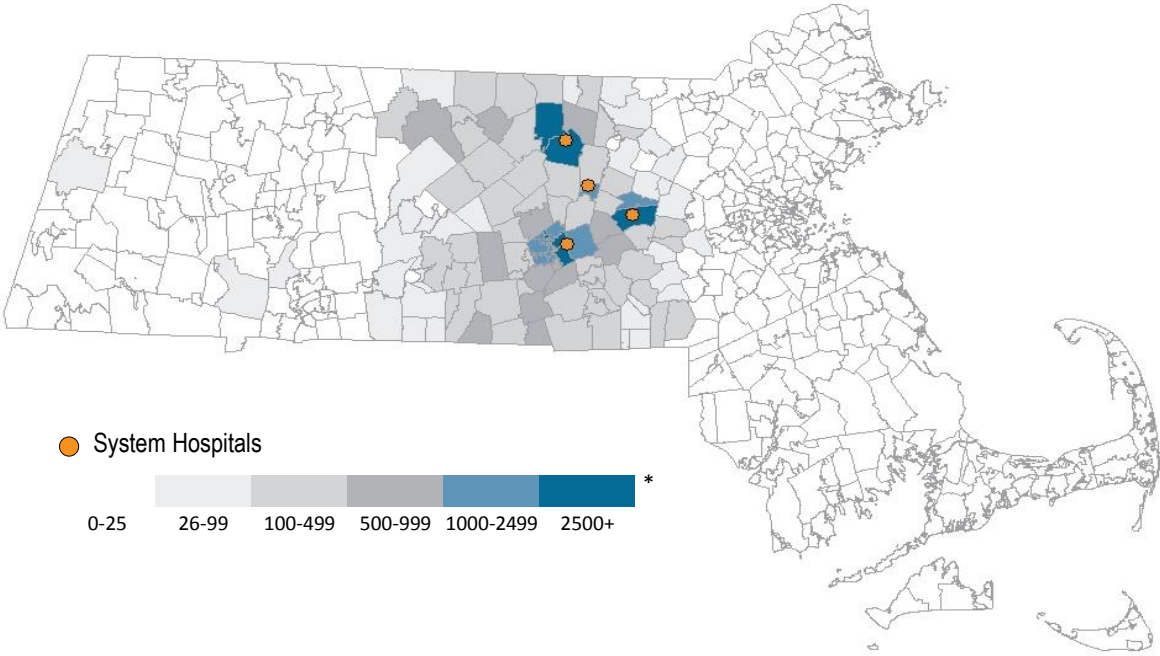
\$68M
Total Profit/Loss

2.8%
Total Margin

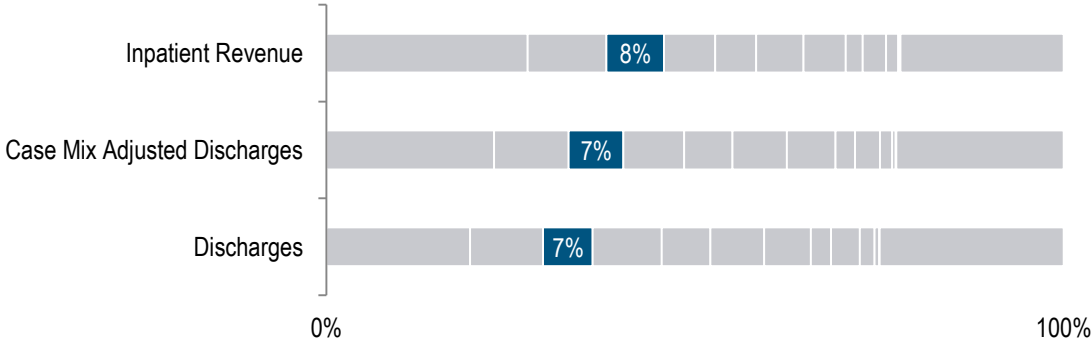
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

Acute Hospital Discharges per Zip Code



System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$2.3)	-8.5%
AH	HealthAlliance Hospital	\$8.2	4.5%
AH	Marlborough Hospital	\$8.9	10.0%
AH	UMass Memorial Medical Center	\$47.6	2.9%
PO	UMass Memorial Medical Group	(\$28.7)	-5.7%

*Origin(s) of patients served by system hospitals

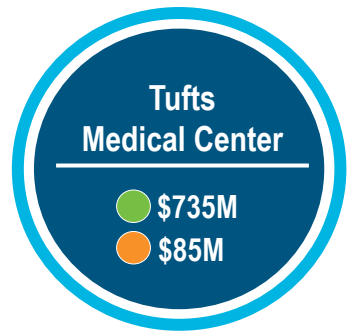
Fiscal Year 2016: ^

Tufts Medical Center Parent

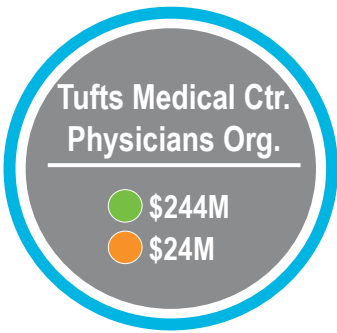
\$975 Million
Operating Revenue

\$170 Million
Net Assets

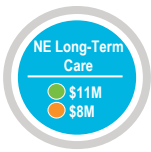
AH Acute Hospitals



PO Physician Organizations



OP Other Health Care Providers



OO Other Organizations
See the technical appendix for details



Consolidating Eliminations: (\$49M) (\$0.1M)

At a Glance

Wellforce provides health care services in Boston and eastern Massachusetts. It is comprised of the parent companies of Tufts Medical Center and Circle Health and was not financially consolidated in FY 2016.

Tufts Medical Center Parent

1 Acute Hospital

5K Employees (Approximately)

\$15M Total Profit/Loss

1.5% Total Margin

Fiscal Year 2016: ^

Circle Health

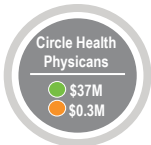
\$477 Million
Operating Revenue

\$163 Million
Net Assets

AH Acute Hospitals



PO Physician Organizations



OP Other Health Care Providers

Not applicable

OO Other Organizations
See the technical appendix for details



Consolidating Eliminations: (\$8M) \$0M

Circle Health

1 Acute Hospital

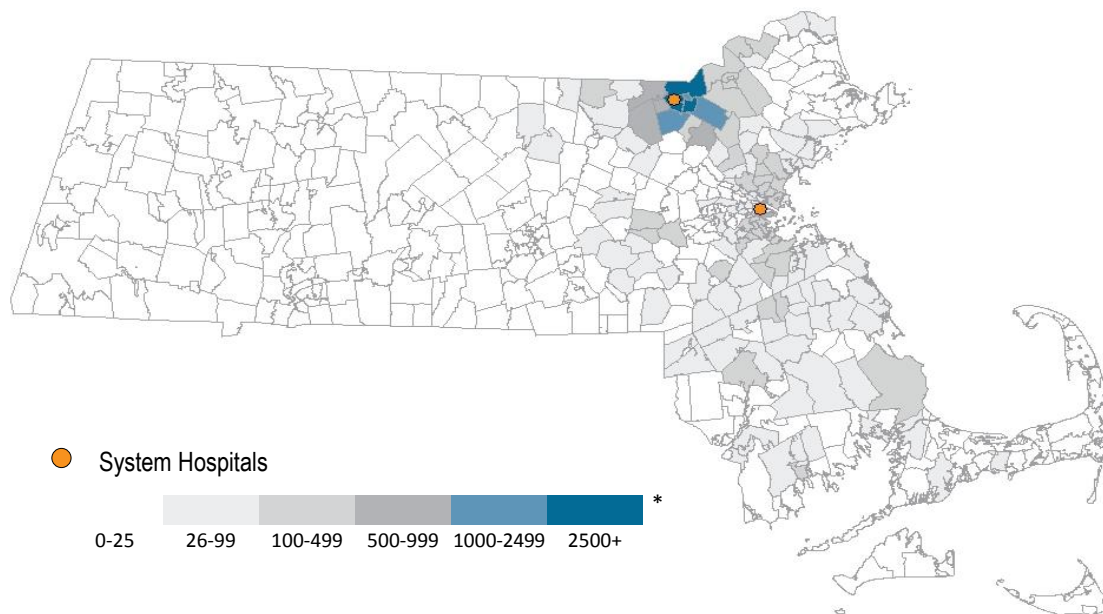
4K Employees (Approximately)

\$2M Total Profit/Loss

0.4% Total Margin

* Wellforce was not financially consolidated in FY16.
^ Operating revenue percentages are calculated based on Tufts Medical Center Parent and Circle Health's respective total FY16 values.

AH **Acute Hospital Discharges per Zip Code**



AH **System's Percentage of all Massachusetts Acute Hospital...**



Tufts Medical Center Parent

	Entity	Profit (Loss) in Millions	Total Margin
AH	Tufts Medical Center	\$14.8	2.0%
PO	Tufts Medical Center Physicians Org.	(\$5.5)	-2.2%

Circle Health

	Entity	Profit (Loss) in Millions	Total Margin
AH	Lowell General Hospital	\$10.4	2.3%
PO	Circle Health Physicians	(\$6.7)	-18.0%

*Origin(s) of patients served by system hospitals