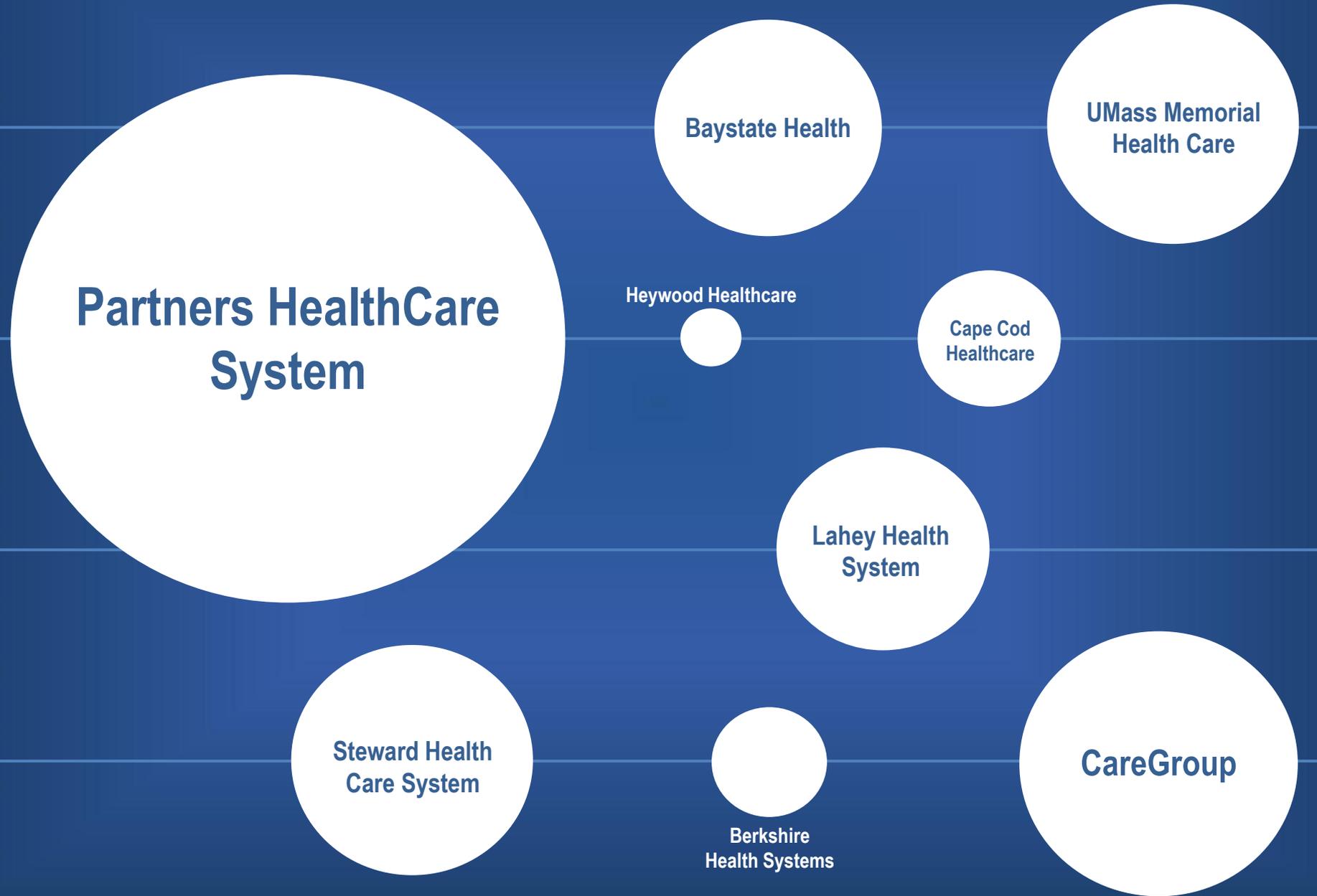


# Health System Profiles: Comparative Overview

Circle areas are scaled based on system operating revenue

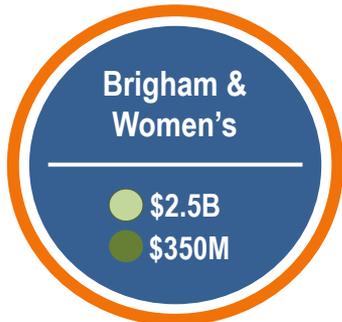
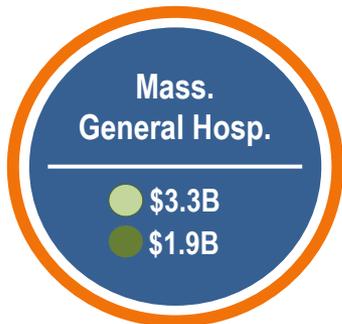


# Partners HealthCare System

**\$10.9 Billion**  
Operating Revenue

**\$6.9 Billion**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals



## PO Physician Organizations



## HP Health Plans



## OP Other Health Care Providers

Not applicable

## OO Other Organizations

See the technical appendix for details



Consolidating Eliminations: (\$997M) (\$882M)

## At a Glance

Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY14):

**\$120M**  
Total Profit/Loss

**1.1%**  
Total Margin

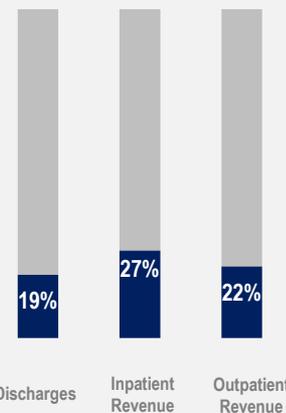
**8**  
Acute Hospitals

**5**  
Non-Acute Hospitals

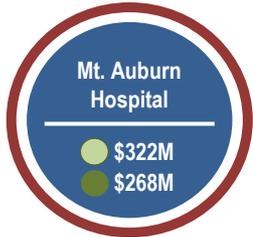
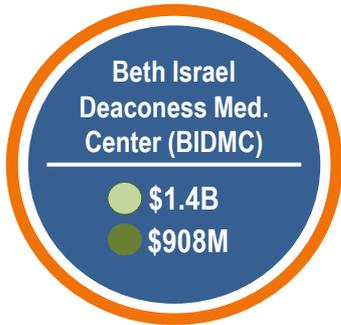
**64K**  
Employees (Approximately)

**\$1.6B**  
Annual Research Revenue

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



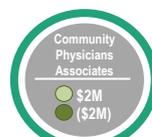
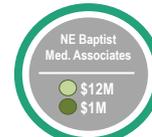
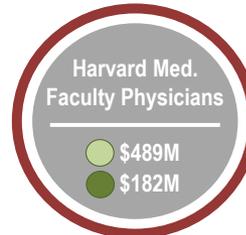
**AH** Acute Hospitals\*



**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:** ● (\$217M) ● (\$0M)

**At a Glance**

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups. Some figures from its most recent audited financial statements (FY14):

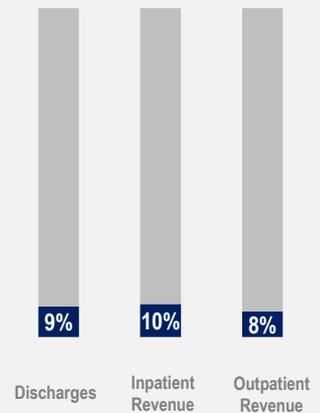
**\$161M**  
Total Profit/Loss

**5.6%**  
Total Margin

**6**  
Acute Hospitals

**14K**  
Employees (Approximately)

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



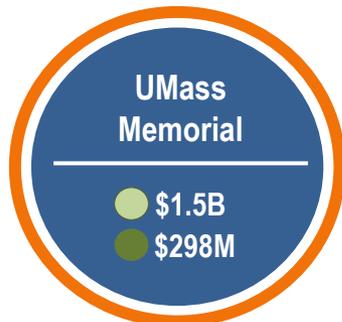
\*The totals presented here represent all of FY14 for BIDH-Plymouth, Inc. and Affiliates (formerly Jordan Health Systems, Inc. and Affiliates), including amounts from October 1 through December 31, 2013, which is prior to its January 1, 2014 affiliation with BIDMC.

# UMass Memorial Health Care

● **\$2.3 Billion**  
Operating Revenue

● **\$879 Million**  
Net Assets

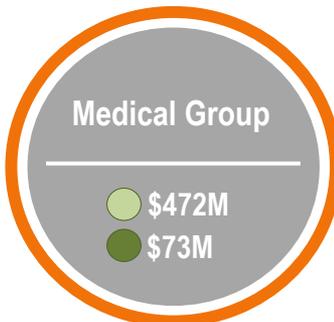
## AH Acute Hospitals



## NH Non-Acute Hospitals

*Fairlawn Rehabilitation Hospital\**

## PO Physician Organizations



## HP Health Plans

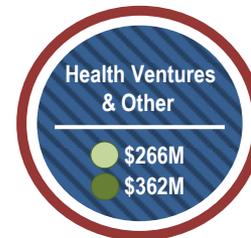
*Not applicable*

## OP Other Health Care Providers



## OO Other Organizations

*See the technical appendix for details*



Consolidating Eliminations: ● (\$340M) ● (\$65M)

## At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY14):

**\$61M**  
Total Profit/Loss

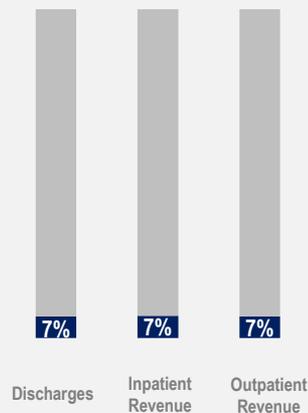
**2.7%**  
Total Margin

**4**  
Acute Hospitals

**1**  
Rehabilitation Hospital

**12K**  
Employees  
(Approximately)

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



\*In June 2014, UMass reduced its 50 percent interest in Fairlawn Rehabilitation Hospital to 20 percent.

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

# Steward Health Care System

**\$2.1 Billion**  
Operating Revenue

**\$64 Million**  
Net Assets

## AH Acute Hospitals



## NH Non-Acute Hospitals



## PO Physician Organizations

*Steward Medical Group\**  
*Steward Emergency Physicians\**  
*Steward Physician Contracting\**

## HP Health Plans

*See the technical appendix for details*

## OP Other Health Care Providers

*Steward Home Care\**  
*Steward PET Imaging\**

## OO Other Organizations

*See the technical appendix for details*

*Steward Health Care Network\**  
*Tailored Risk Assurance Company\**

Consolidating Eliminations: ● Unknown\* ● Unknown\*

## At a Glance

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY13):

**-\$52M**  
Total Profit/Loss

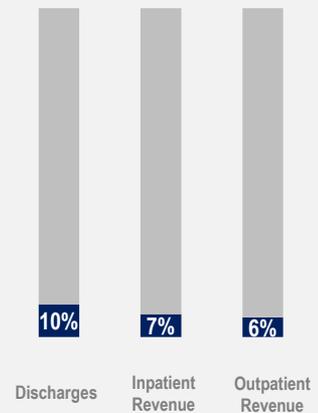
**-2.5%**  
Total Margin

**10**   
Acute Hospitals

**1**   
Chronic Care Hospital

**17K**  
Employees  
(Approximately)

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

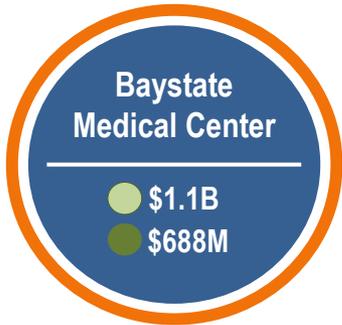


\*Steward's FY13 consolidated financial statements, the most recent on record with CHIA, only provide a statement of operations financial breakout for the system's hospital organizations. The other organizations presented on this profile are mentioned in the financial statements, but CHIA does not have financial information for them.

**\$1.8 Billion**  
 Operating Revenue

**\$912 Million**  
 Net Assets

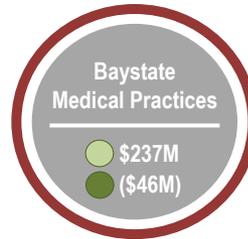
**AH** Acute Hospitals



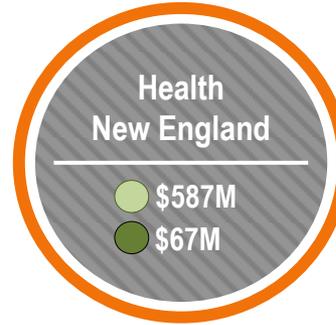
**NH** Non-Acute Hospitals

Not applicable

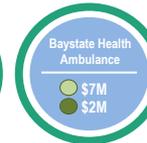
**PO** Physician Organizations



**HP** Health Plans



**OP** Other Health Care Providers



**OO** Other Organizations

See the technical appendix for details



Consolidating ● (\$345M)  
 Eliminations: ● (\$120M)

**At a Glance**

Baystate Health, Inc. is an organization that provides health care services throughout western Massachusetts. Some figures from its most recent audited financial statements (FY14):

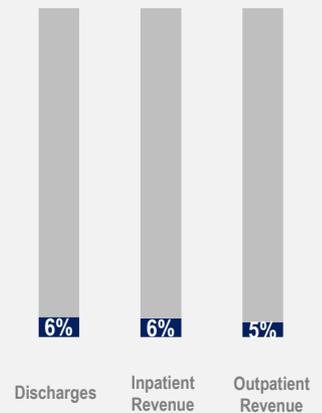
**\$87M**  
 Total Profit/Loss

**4.7%**  
 Total Margin

**4**   
 Acute Hospitals

**12K**  
 Employees  
 (Approximately)

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



# Lahey Health System

**\$1.6 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 Eliminations: (\$62M) / (\$20M)

## 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. Some figures from its most recent audited financial statements (FY14):

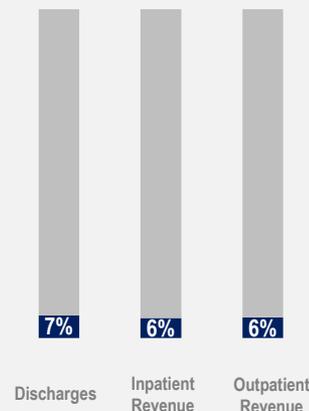
**\$286M**  
Total Profit/Loss

**15.5%**  
Total Margin

**3**   
Acute Hospitals

**14K**  
Employees  
(Approximately)

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

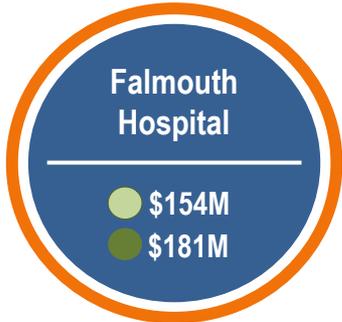


# Cape Cod Healthcare

**\$730 Million**  
Operating Revenue

**\$535 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: **(\$65M)** / **(\$173M)**

## At a Glance

Cape Cod Healthcare, Inc. provides health care services in Cape Cod, Massachusetts. Some figures from its most recent audited financial statements (FY14):

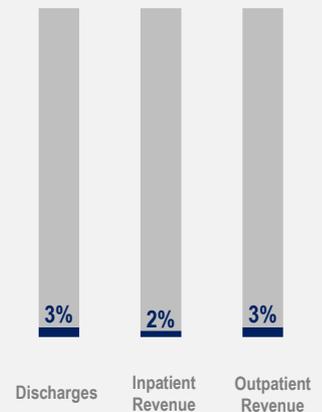
**\$35M**  
Total Profit/Loss

**4.8%**  
Total Margin

**2**  
Acute Hospitals

**5K**  
Employees (Approximately)

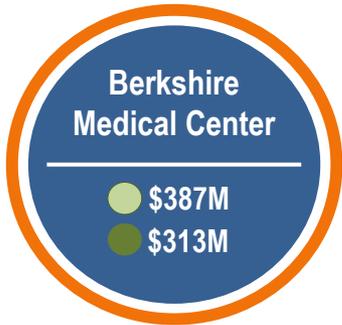
## System's Percentage of all Massachusetts Acute Hospital...



**\$472 Million**  
Operating Revenue

**\$343 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: (\$44M) (\$0.1K)

**At a Glance**

Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts. Some figures from its most recent audited financial statements (FY14):

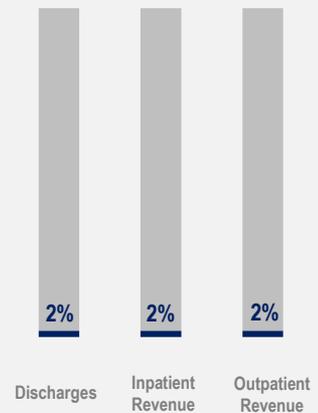
**\$29M**  
Total Profit/Loss

**6.0%**  
Total Margin

**2**  
Acute Hospitals

**3K**  
Employees (Approximately)

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



**\$132 Million**  
Operating Revenue

**\$59 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: **(\$3M)**  
**\$0**

**At a Glance**

Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts. Some figures from its most recent audited financial statements (FY14):

**\$3M**  
Total Profit/Loss

**2.6%**  
Total Margin

**2**  
Acute Hospitals

**1K**  
Employees (Approximately)

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

