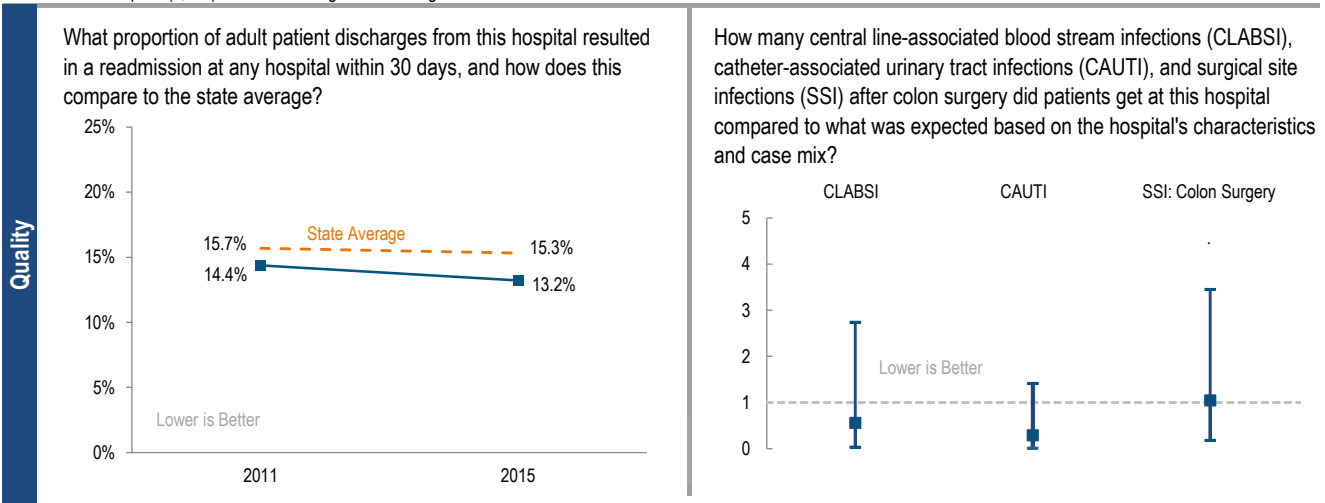
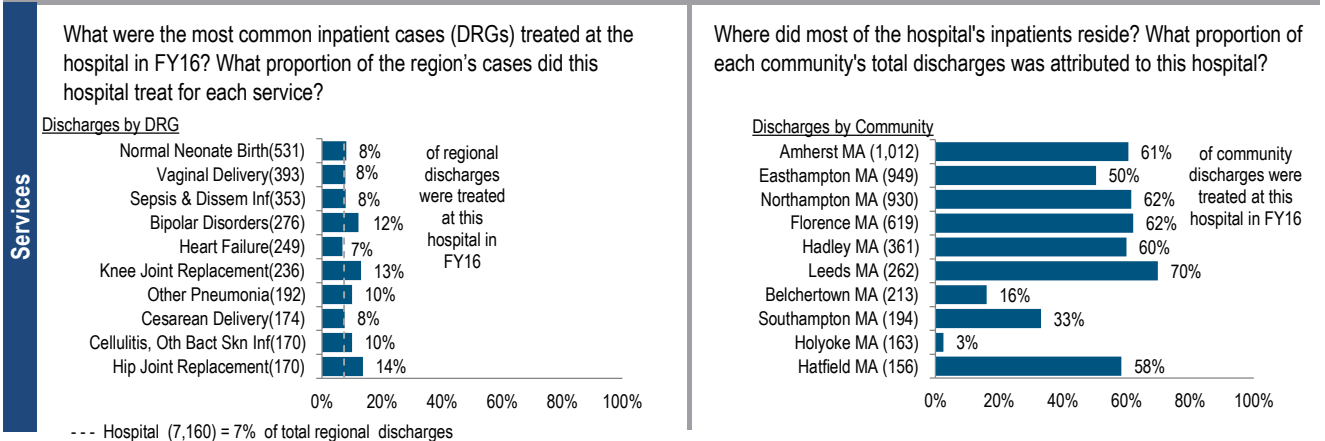


Cooley Dickinson Hospital is a non-profit community hospital located in the Western Massachusetts region. It is among the smaller acute hospitals in Massachusetts and a member of Partners HealthCare. Between FY12 and FY16, inpatient discharges at the hospital have decreased a total of 16.6%, compared with a median decrease of 3.7% among cohort hospitals. After experiencing a loss in FY14, Cooley Dickinson recovered to post profits of \$3.7M in FY15 and \$7.0M in FY16. Cooley Dickinson reported a total margin of 3.9% in FY16, above the cohort median of 3.1%.

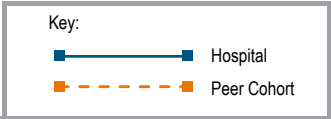
At a Glance	Overview / Size	
	Hospital System Affiliation:	Partners HealthCare
	Change in Ownership (FY12-16):	Partners - 2013
	Total Staffed Beds:	92, among the smaller acute hospitals
	% Occupancy:	91.3%, highest in cohort avg. (61%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.87, > cohort avg. (0.84); < statewide (1.07)
	Financial	
	Inpatient NPSR per CMAD:	\$9,981
Change FY15-FY16:	-1.8%	
Inpatient:Outpatient Revenue in FY16:	36%:64%	
Outpatient Revenue in FY16:	\$110,428,400	
Change FY15-FY16:	18.8%	
Total Revenue in FY16:	\$178,139,000	
Total Surplus (Loss) in FY16:	\$6,985,000	
Payer Mix		
Public Payer Mix:	60.6% (Non-HPP* Hospital)	
CY15 Commercial S-RP:	1.00	
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Health New England Harvard Pilgrim Health Care	
Utilization		
Inpatient Discharges in FY16:	7,160	
Change FY15-FY16:	3.8%	
Emergency Department Visits in FY16:	33,657	
Change FY15-FY16:	-0.8%	
Outpatient Visits in FY16:	52,116	
Change FY15-FY16:	2.0%	
Quality		
Readmission Rate in FY15:	13.2%	
Change FY11-FY15 (percentage points):	-1.1%	
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%	



For descriptions of the metrics, please see the technical appendix.

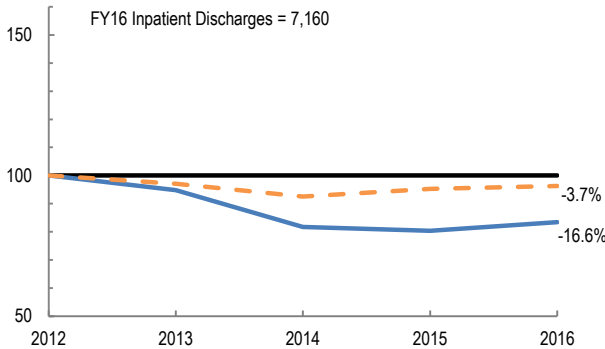
2016 HOSPITAL PROFILE: COOLEY DICKINSON HOSPITAL

Cohort: Community Hospital

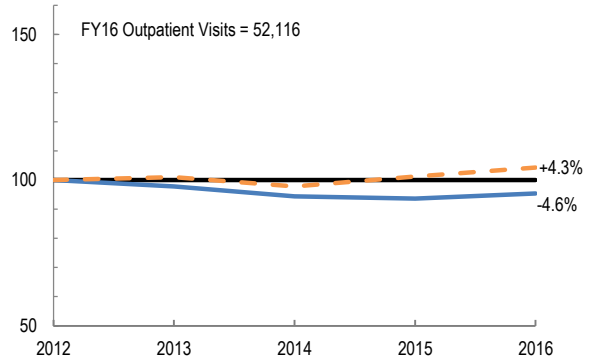


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

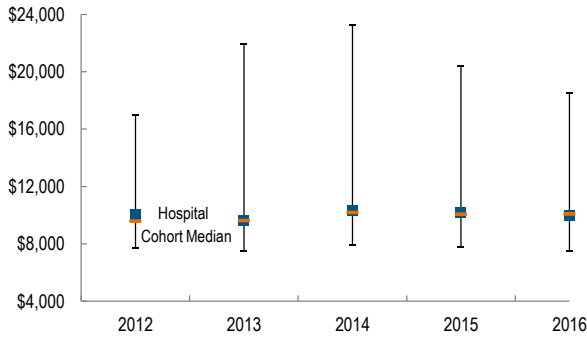


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

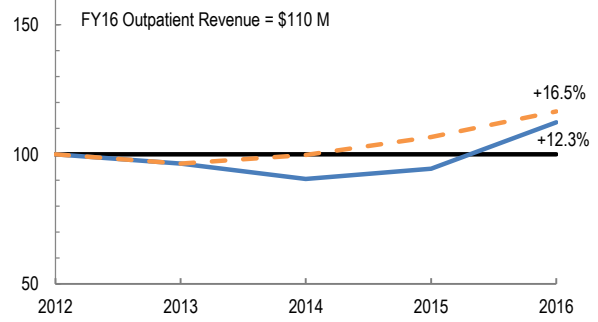


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY12 and FY16, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)



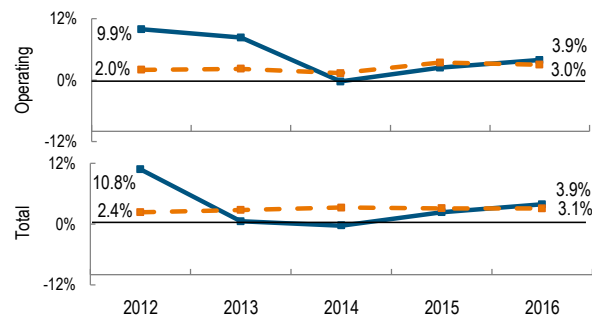
Financial Performance

How have the hospital's total revenue and costs changed between FY12 and FY16?

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

FY	2012	2013	2014	2015	2016
Operating Revenue	\$ 168	\$ 161	\$ 153	\$ 157	\$ 178
Non-Operating Revenue	\$ 2	\$ (12)	\$ 0	\$ (0)	\$ 0
Total Revenue	\$ 169	\$ 150	\$ 153	\$ 157	\$ 178
Total Costs	\$ 151	\$ 149	\$ 154	\$ 154	\$ 171
Total Profit (Loss)	\$ 18.3	\$ 0.8	\$ (0.4)	\$ 3.7	\$ 7.0

What were the hospital's total margin and operating margins between FY12 and FY16, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.