

Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. From FY12 to FY16, inpatient discharges decreased 3.7%, matching its peer hospital cohort median. While outpatient visits at the hospital increased 1.1% between FY12 and FY16, outpatient revenue increased 18.8% in that same period. Though it was only responsible for 6% of total regional discharges in FY16, it treated 52% of all regional Opioid Abuse cases and 34% of all Alcohol Abuse & Dependence cases. Emerson Hospital reported a profit of \$2.4M in FY16 after it reported a loss in FY15. It reported profits each year from FY12 to FY14.

| Overview / Size                |  |
|--------------------------------|--|
| Hospital System Affiliation:   | Not Applicable                                 |
| Change in Ownership (FY12-16): | Not Applicable                                 |
| Total Staffed Beds:            | 199, mid-size acute hospital                   |
| % Occupancy:                   | 52.8%, < cohort avg. (61%)                     |
| Special Public Funding:        | CHART^   |
| Trauma Center Designation:     | Not Applicable                                 |
| Case Mix Index:                | 0.82, < cohort avg. (0.84); < statewide (1.07) |

| Financial                             |               |
|---------------------------------------|---------------|
| Inpatient NPSR per CMAD:              | \$10,267      |
| Change FY15-FY16:                     | 6.2%          |
| Inpatient:Outpatient Revenue in FY16: | 27%:73%       |
| Outpatient Revenue in FY16:           | \$136,426,322 |
| Change FY15-FY16:                     | 8.1%          |
| Total Revenue in FY16:                | \$218,019,991 |
| Total Surplus (Loss) in FY16:         | \$2,362,029   |

| Payer Mix                |  |
|--------------------------|--|
| Public Payer Mix:        | 43.5% (Non-HPP* Hospital)  |
| CY15 Commercial S-RP:    | 0.85   |
| Top 3 Commercial Payers: | Blue Cross Blue Shield of MA<br>Harvard Pilgrim Health Care<br>Tufts Health Plan |

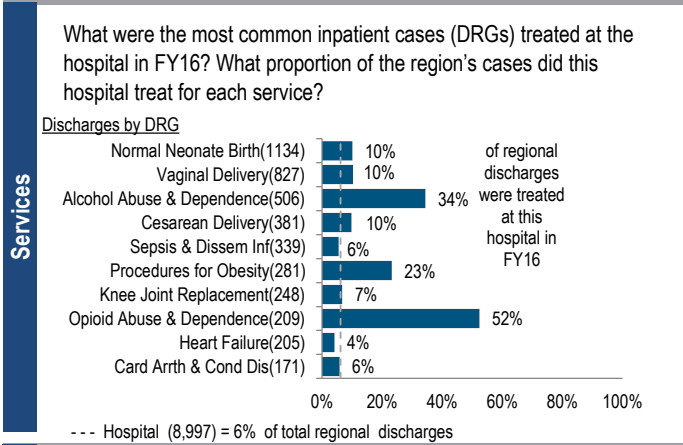
  

| Utilization                          |        |
|--------------------------------------|--------|
| Inpatient Discharges in FY16:        | 8,997  |
| Change FY15-FY16:                    | 1.1%   |
| Emergency Department Visits in FY16: | 32,351 |
| Change FY15-FY16:                    | 0.9%   |
| Outpatient Visits in FY16:           | 94,059 |
| Change FY15-FY16:                    | 0.8%   |

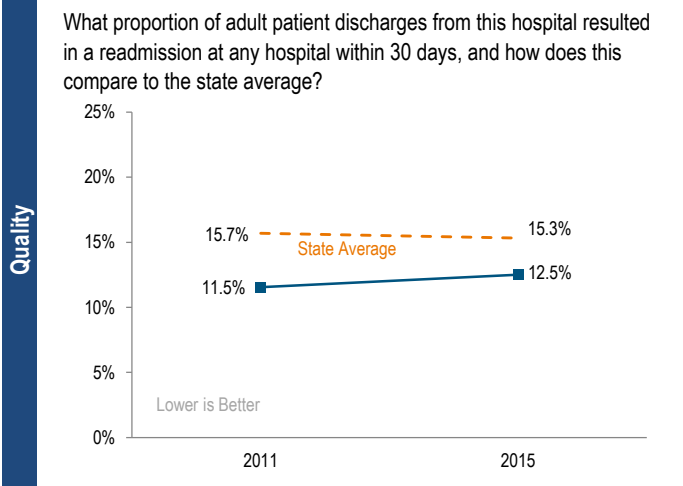
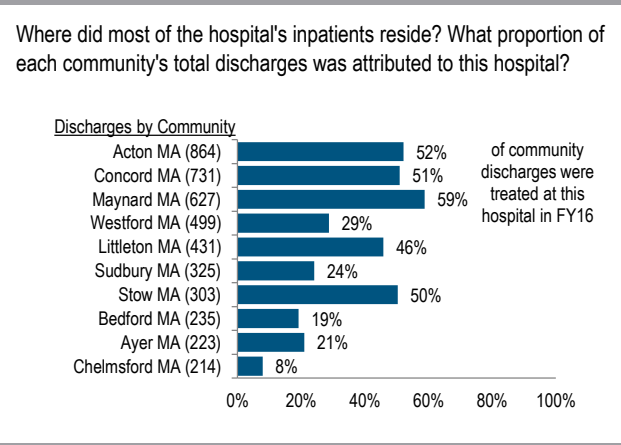
  

| Quality   |       |
|---|-------|
| Readmission Rate in FY15:                           | 12.5% |
| Change FY11-FY15 (percentage points):               | 1.0%  |
| Early Elective Deliveries Rate (Jan 2015-Jun 2016): | 3.4%  |

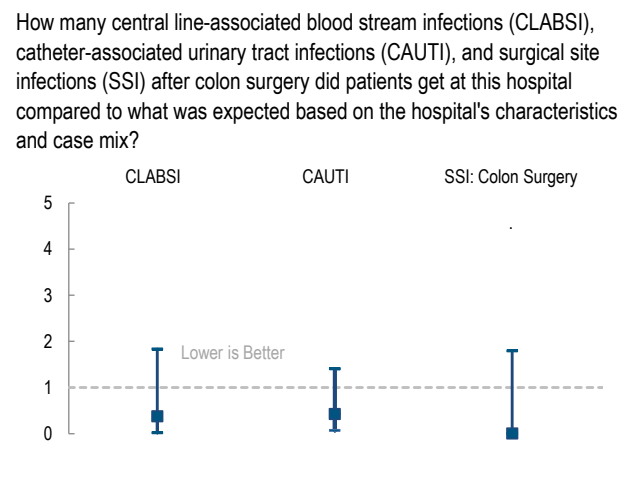
At a Glance



Services



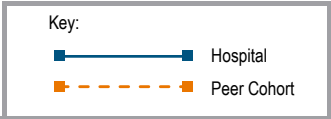
Quality



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

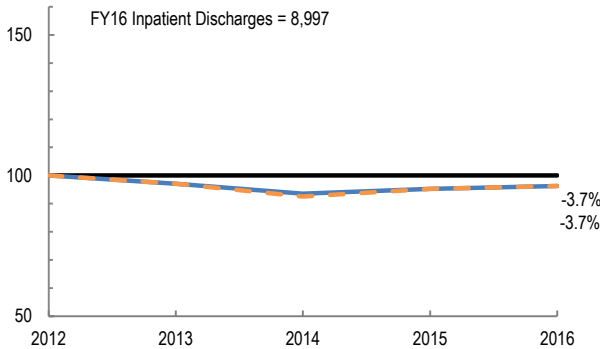
# 2016 HOSPITAL PROFILE: EMERSON HOSPITAL

Cohort: Community Hospital

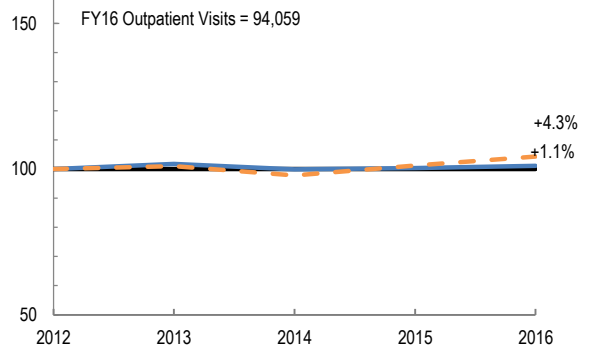


## Utilization

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)

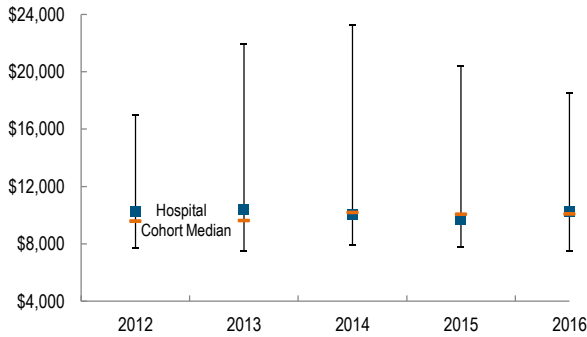


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

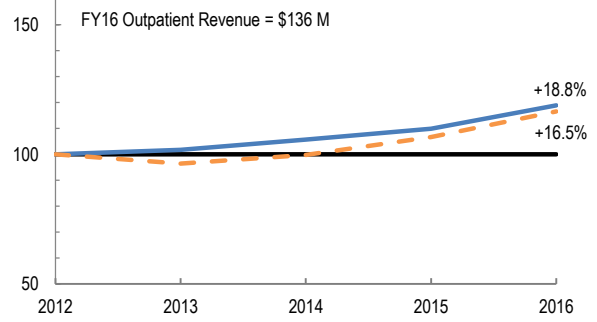


## Patient Revenue Trends

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)



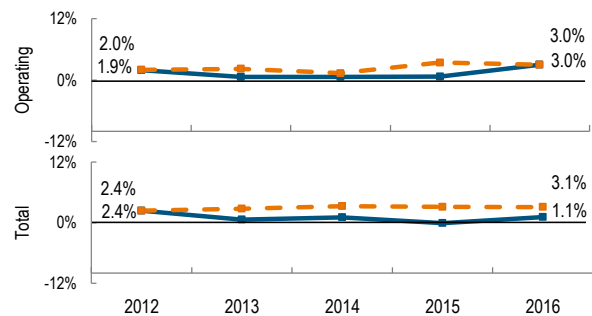
## Financial Performance

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   |
|------------------------------|--------|--------|--------|----------|--------|
| <b>Operating Revenue</b>     | \$ 189 | \$ 190 | \$ 192 | \$ 203   | \$ 222 |
| <b>Non-Operating Revenue</b> | \$ 1   | \$ (0) | \$ 1   | \$ (2)   | \$ (4) |
| <b>Total Revenue</b>         | \$ 190 | \$ 190 | \$ 193 | \$ 202   | \$ 218 |
| <b>Total Costs</b>           | \$ 185 | \$ 188 | \$ 191 | \$ 202   | \$ 216 |
| <b>Total Profit (Loss)</b>   | \$ 4.5 | \$ 1.1 | \$ 2.1 | \$ (0.2) | \$ 2.4 |

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.

^ For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).