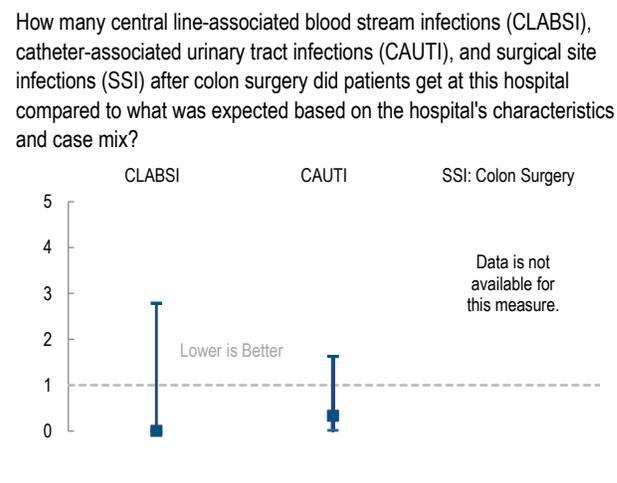
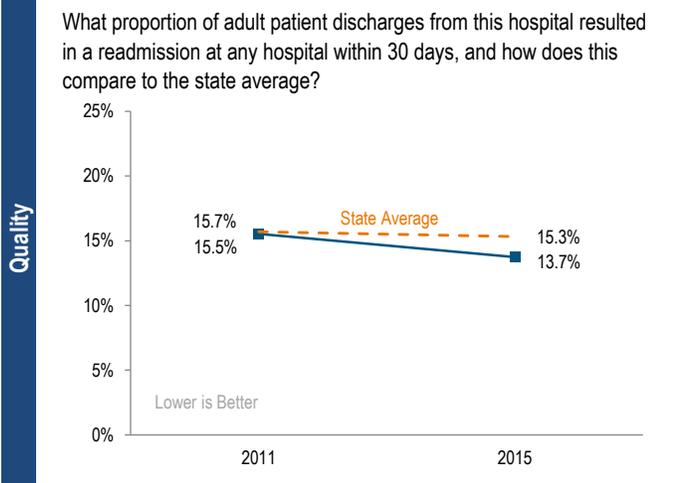
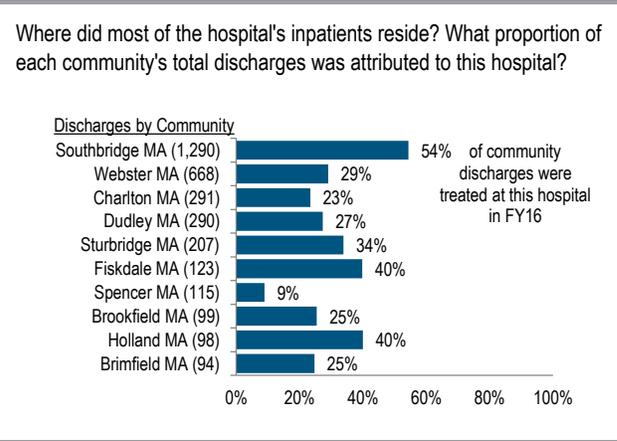
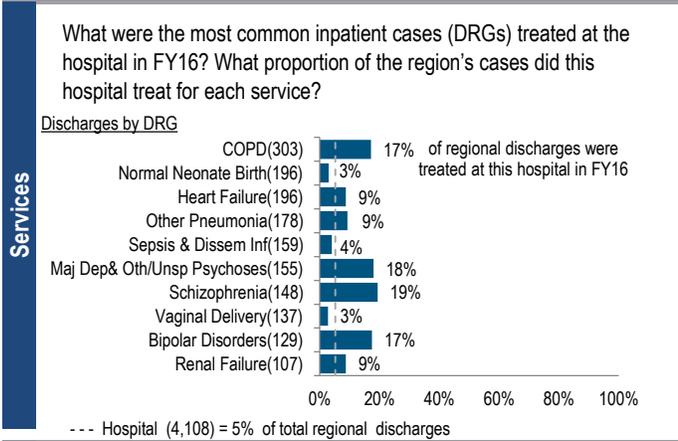


Harrington Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. Outpatient visits at Harrington increased 9.1% between FY12 and FY16, compared to its peer cohort median increase of 1.6%. At the same time, outpatient revenue increased 28.6% from FY12 to FY16 for Harrington, while its peer cohort median increased 15.3% over the same period. In FY16, Harrington reported a profit for the fourth consecutive fiscal year and the fourth in the past five fiscal years. Its total margin of 9.0% was higher than its peer cohort median of 4.1%.

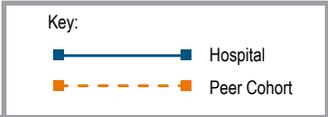
Overview / Size		Payer Mix	
Hospital System Affiliation:	Not Applicable	Public Payer Mix:	65.3% (HPP* Hospital)
Change in Ownership (FY12-16):	Not Applicable	CY15 Commercial S-RP:	0.90
Total Staffed Beds:	126, mid-size acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Fallon Health Harvard Pilgrim Health Care
% Occupancy:	36.5%, < cohort avg. (65%)		
Special Public Funding:	CHART^		
Trauma Center Designation:	Not Applicable		
Case Mix Index:	0.81, < cohort avg. (0.90); < statewide (1.07)		
Financial		Utilization	
Inpatient NPSR per CMAD:	\$6,963	Inpatient Discharges in FY16:	4,108
Change FY15-FY16:	-0.3%	Change FY15-FY16:	-3.3%
Inpatient:Outpatient Revenue in FY16:	17%:83%	Emergency Department Visits in FY16:	43,229
Outpatient Revenue in FY16:	\$101,288,615	Change FY15-FY16:	0.3%
Change FY15-FY16:	19.5%	Outpatient Visits in FY16:	77,865
Total Revenue in FY16:	\$138,041,567	Change FY15-FY16:	-2.9%
Total Surplus (Loss) in FY16:	\$12,419,814		
		Quality	
		Readmission Rate in FY15:	13.7%
		Change FY11-FY15 (percentage points):	-1.8%
		Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%



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

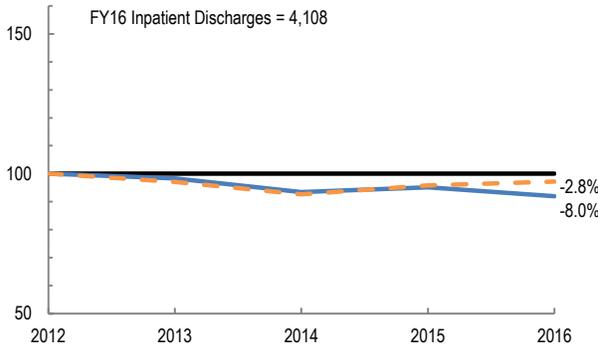
2016 HOSPITAL PROFILE: HARRINGTON MEMORIAL HOSPITAL

Cohort: Community High Public Payer Hospital

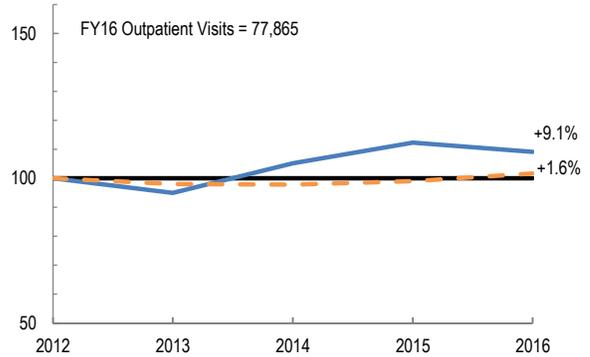


Utilization

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)

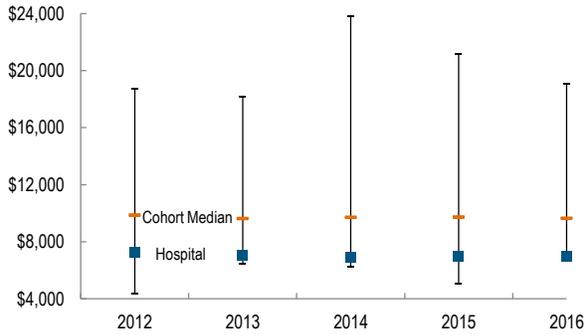


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

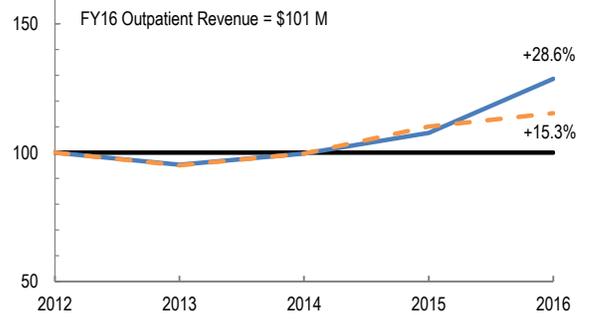


Patient Revenue Trends

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)



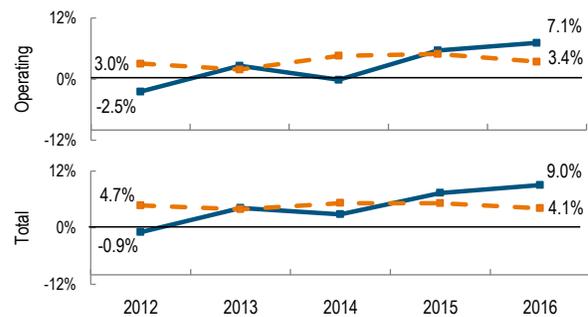
Financial Performance

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	\$ 115	\$ 110	\$ 113	\$ 124	\$ 135
Non-Operating Revenue	\$ 2	\$ 2	\$ 3	\$ 2	\$ 3
Total Revenue	\$ 117	\$ 112	\$ 117	\$ 126	\$ 138
Total Costs	\$ 118	\$ 107	\$ 114	\$ 117	\$ 126
Total Profit (Loss)	\$ (1.1)	\$ 4.6	\$ 3.3	\$ 9.3	\$ 12.4

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).