

# HEYWOOD MEMORIAL HOSPITAL

## 2016 Hospital Profile

Gardner, MA  
Community Hospital  
Central Massachusetts

Heywood Hospital is a mid-size, non-profit community hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Though only responsible for 6% of total inpatient cases in the region, it treated 21% of Major Depression/ Other Unspecified Psychoses, 15% of all Schizophrenia cases and 26% of Adjustment Disorders & Neuroses except Depressive Diagnoses in Central Massachusetts. Heywood Hospital experienced an increase of 61.8% in outpatient visits from FY12 to FY16. In FY16 Heywood Hospital reported a profit for the fifth consecutive fiscal year and its total margin of 4.8% was higher the cohort median of 3.1%.

Overview / Size	
Hospital System Affiliation:	Heywood Healthcare
Change in Ownership (FY12-16):	Heywood Healthcare - 2012
Total Staffed Beds:	106, mid-size acute hospital
% Occupancy:	56.7%, < cohort avg. (61%)
Special Public Funding:	CHART^
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.79, < cohort avg. (0.84); < statewide (1.07)

Financial	
Inpatient NPSR per CMAD:	\$7,445
Change FY15-FY16:	-5.7%
Inpatient:Outpatient Revenue in FY16:	19%:81%
Outpatient Revenue in FY16:	\$73,372,669
Change FY15-FY16:	8.9%
Total Revenue in FY16:	\$112,554,998
Total Surplus (Loss) in FY16:	\$5,374,621

Payer Mix	
Public Payer Mix:	61.2% (Non-HPP* Hospital)
CY15 Commercial S-RP:	0.75
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Tufts Health Plan Harvard Pilgrim Health Care

Utilization	
Inpatient Discharges in FY16:	4,663
Change FY15-FY16:	-6.6%
Emergency Department Visits in FY16:	28,000
Change FY15-FY16:	4.1%
Outpatient Visits in FY16:	117,392
Change FY15-FY16:	6.6%

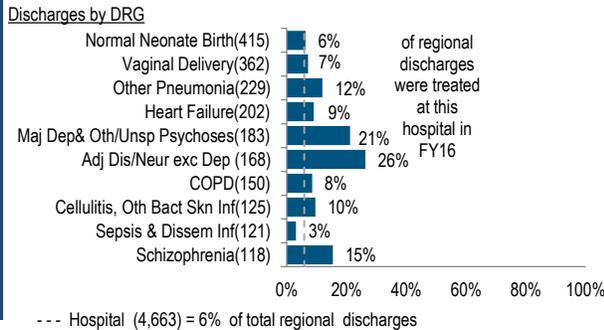
Quality	
Readmission Rate in FY15:	15.3%
Change FY11-FY15 (percentage points):	-1.0%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	5.0%

At a Glance

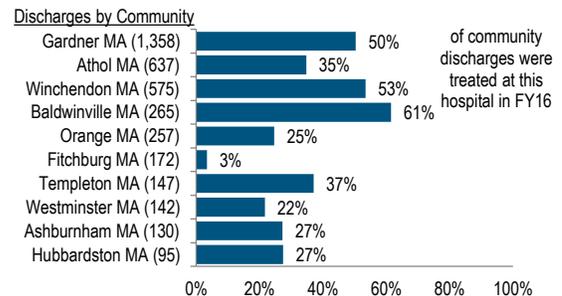
Services

Quality

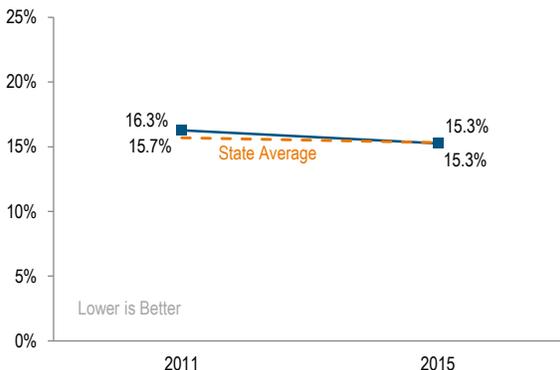
What were the most common inpatient cases (DRGs) treated at the hospital in FY16? What proportion of the region's cases did this hospital treat for each service?



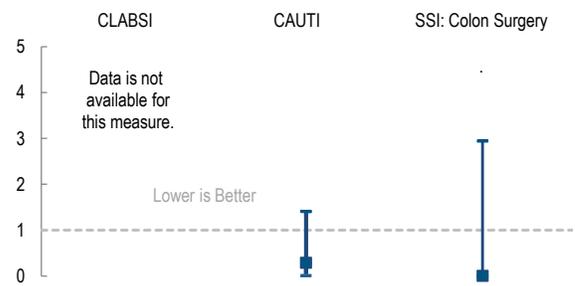
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



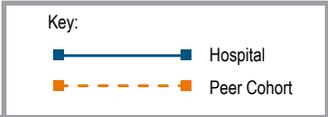
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

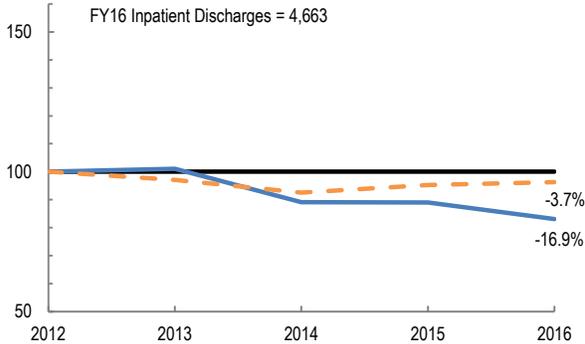
# 2016 HOSPITAL PROFILE: HEYWOOD MEMORIAL HOSPITAL

Cohort: Community Hospital

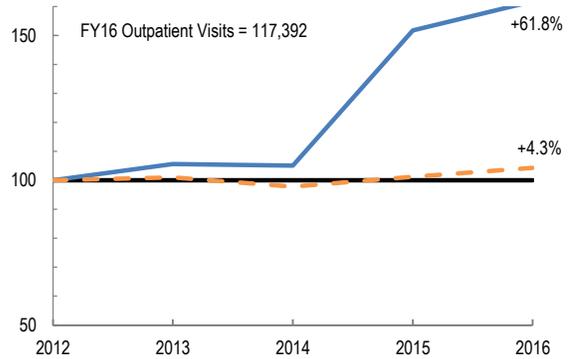


## Utilization

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)

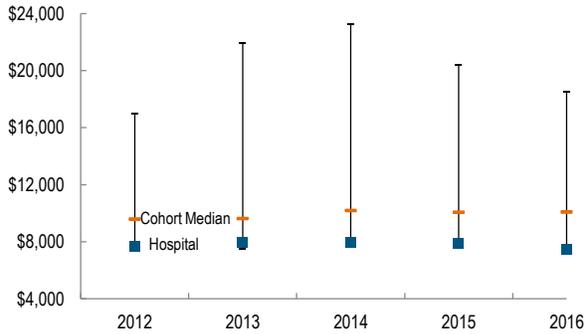


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

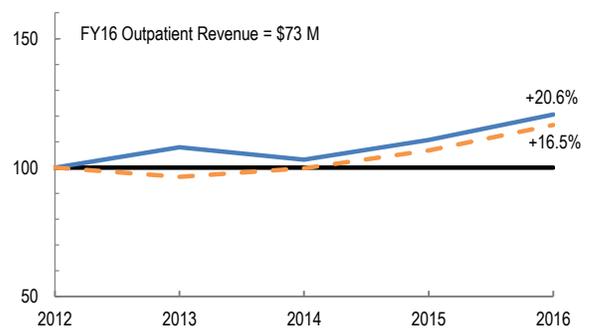


## Patient Revenue Trends

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)



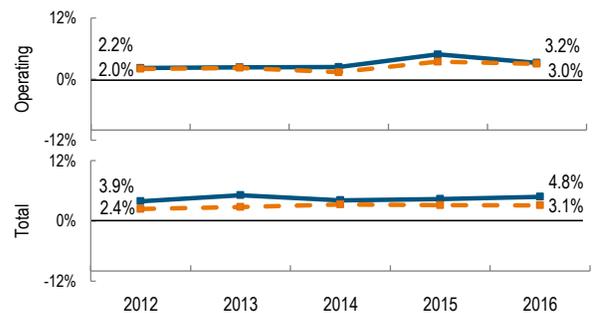
## Financial Performance

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>	\$ 101	\$ 102	\$ 102	\$ 106	\$ 111
<b>Non-Operating Revenue</b>	\$ 2	\$ 3	\$ 2	\$ (1)	\$ 2
<b>Total Revenue</b>	\$ 103	\$ 105	\$ 104	\$ 106	\$ 113
<b>Total Costs</b>	\$ 99	\$ 100	\$ 100	\$ 101	\$ 107
<b>Total Profit (Loss)</b>	\$ 4.0	\$ 5.4	\$ 4.3	\$ 4.6	\$ 5.4

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).