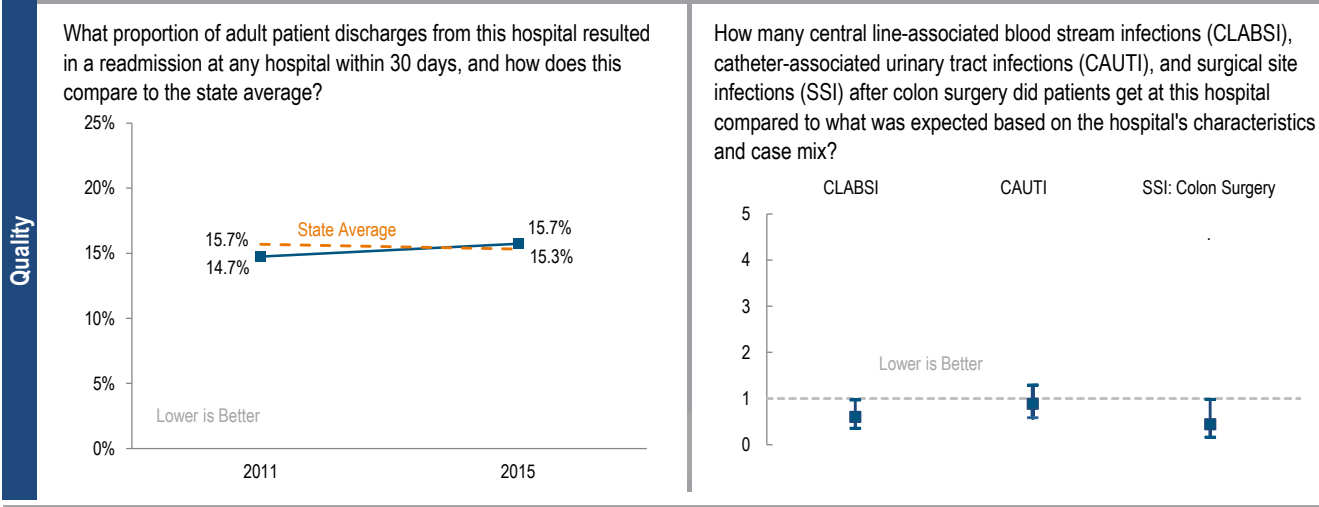
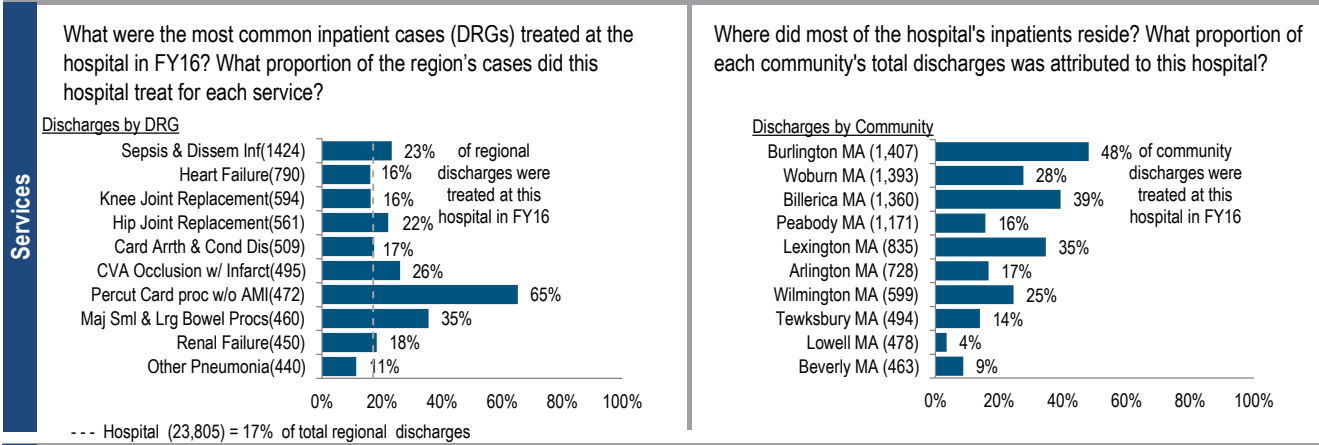


Lahey Hospital & Medical Center is a non-profit teaching hospital located in the Northeastern Massachusetts region. It is among the larger acute hospitals in Massachusetts and one of nine transplant centers in Massachusetts. Lahey Hospital & Medical Center saw an increase of 9.0% in inpatient discharges from FY12 to FY16. Lahey Hospital & Medical Center has been profitable each year from FY12 to FY16, posting a total margin of 5.7% in FY16, matching the cohort median. In each of the five years, the total margin of the hospital has been at or near the median of its peer cohort.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Lahey Health System
	Change in Ownership (FY12-16):	Lahey Health - 2012
	Total Staffed Beds:	345, among the larger acute hospitals
	% Occupancy:	87.1%, > cohort avg. (79%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 2
	Case Mix Index:	1.50, > cohort avg. (1.07); > statewide (1.07)
	Financial	
	Inpatient NPSR per CMAD:	\$11,999
Change FY15-FY16:	0.2%	
Inpatient:Outpatient Revenue in FY16:	33%:67%	
Outpatient Revenue in FY16:	\$462,961,901	
Change FY15-FY16:	6.0%	
Total Revenue in FY16:	\$924,425,554	
Total Surplus (Loss) in FY16:	\$52,364,958	
Payer Mix		
Public Payer Mix:	60.1% (Non-HPP* Hospital)	
CY15 Commercial S-RP:	1.01	
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan	
Utilization		
Inpatient Discharges in FY16:	23,805	
Change FY15-FY16:	6.9%	
Emergency Department Visits in FY16:	61,444	
Change FY15-FY16:	5.5%	
Outpatient Visits in FY16:	794,105	
Change FY15-FY16:	-12.8%	
Quality		
Readmission Rate in FY15:	15.7%	
Change FY11-FY15 (percentage points):	1.0%	
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Available	



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

2016 HOSPITAL PROFILE: LAHEY HOSPITAL & MEDICAL CENTER

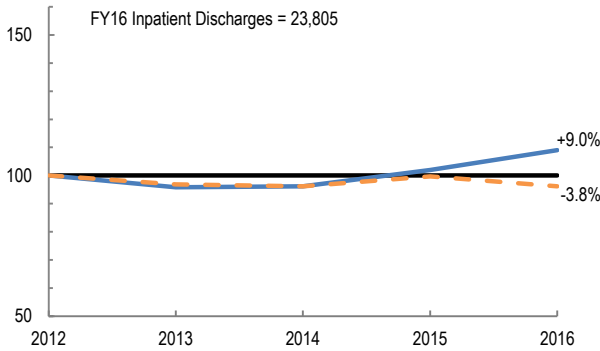
Cohort: Teaching Hospital

Key:

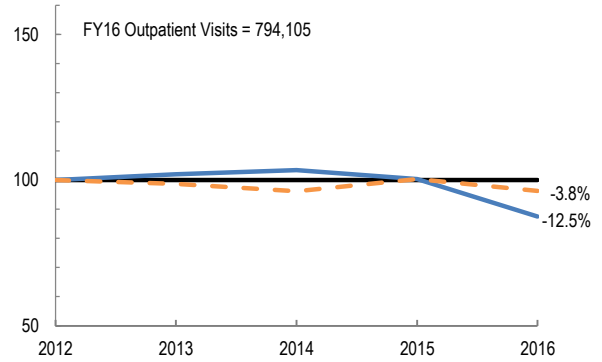
- Hospital
- - - Peer Cohort

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)

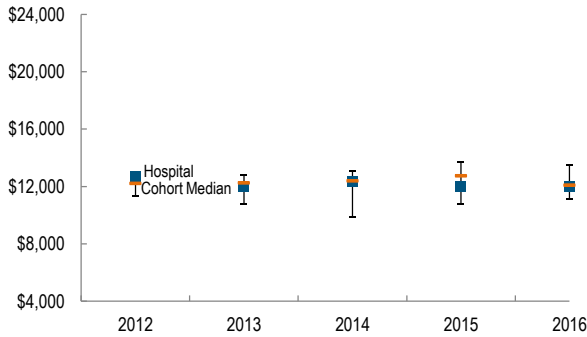


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

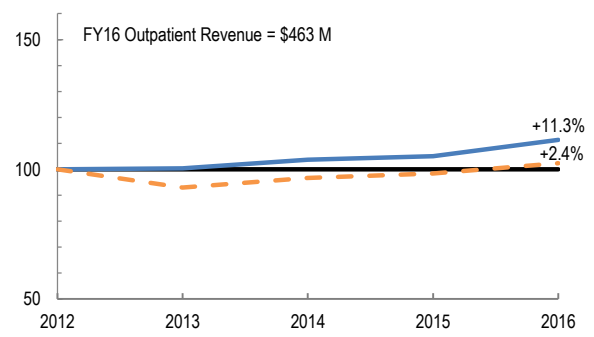


Patient Revenue Trends

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)



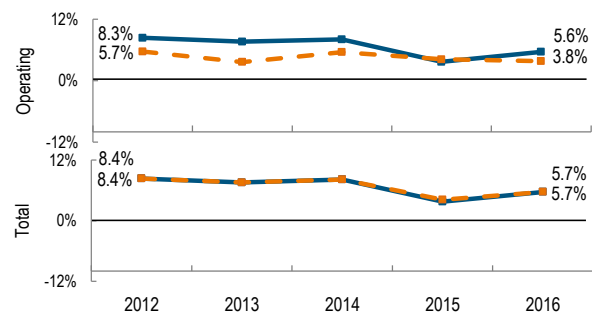
Financial Performance

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	\$ 816	\$ 794	\$ 821	\$ 837	\$ 924
Non-Operating Revenue	\$ 0	\$ (0)	\$ 1	\$ 1	\$ 1
Total Revenue	\$ 817	\$ 794	\$ 822	\$ 838	\$ 924
Total Costs	\$ 748	\$ 734	\$ 755	\$ 806	\$ 872
Total Profit (Loss)	\$ 68.3	\$ 60.1	\$ 67.2	\$ 31.4	\$ 52.4

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.