

North Shore Medical Center is a large, non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. It is a member of Partners HealthCare. Inpatient discharges decreased 5.1% from FY12 to FY16, compared to a median decrease of 2.8% for its peer cohort. Similarly, outpatient visits decreased 7.9%, compared to a 1.6% median increase of its peer cohort. North Shore Medical Center experienced a loss in all five fiscal years included in this time period. In FY16, the hospital had a total margin of -11.4% and an operating margin of -11.6% and for the fourth consecutive fiscal year experienced a decline in both categories.

Overview / Size	
Hospital System Affiliation:	Partners HealthCare
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	431, 9th largest acute hospital
% Occupancy:	59.8%, < cohort avg. (65%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 3
Case Mix Index:	0.94, > cohort avg. (0.90); < statewide (1.07)

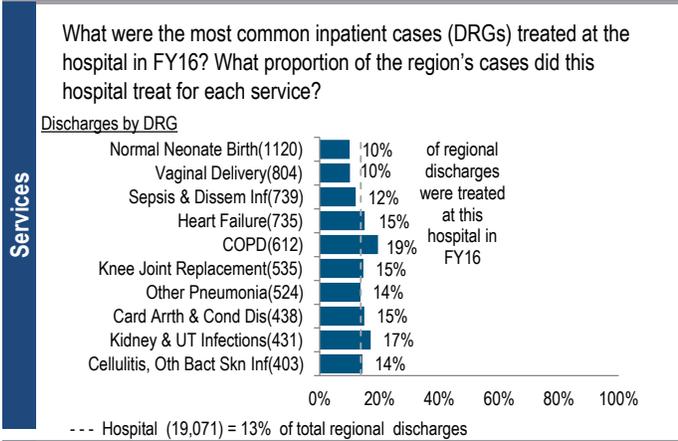
Financial	
Inpatient NPSR per CMAD:	\$12,077
Change FY15-FY16:	-1.7%
Inpatient:Outpatient Revenue in FY16:	39%:61%
Outpatient Revenue in FY16:	\$189,850,493
Change FY15-FY16:	0.7%
Total Revenue in FY16:	\$419,887,000
Total Surplus (Loss) in FY16:	(\$48,005,000)

Payer Mix	
Public Payer Mix:	71.7% (HPP* Hospital)
CY15 Commercial S-RP:	1.00
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

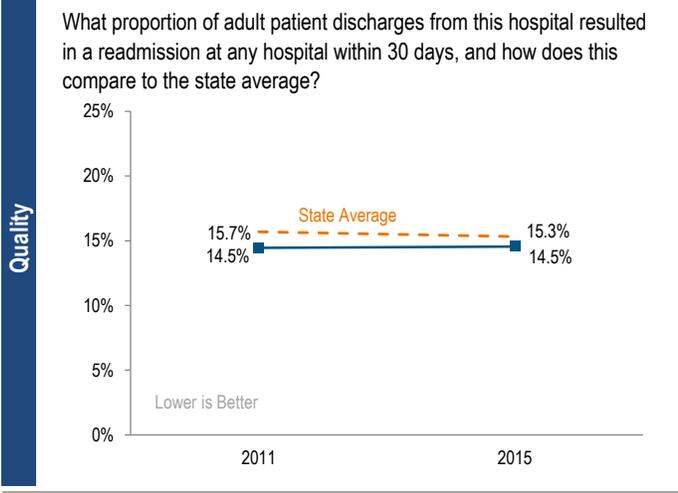
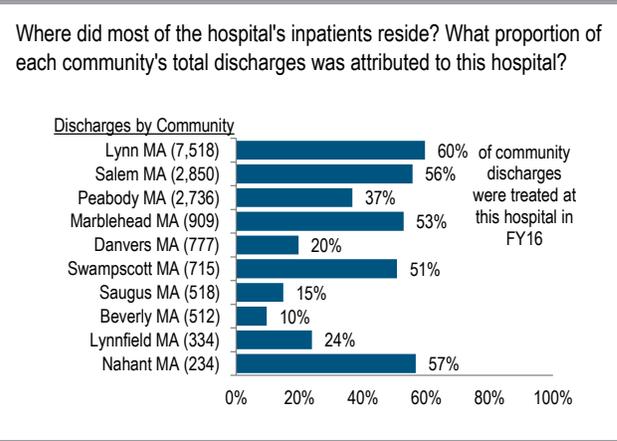
Utilization	
Inpatient Discharges in FY16:	19,071
Change FY15-FY16:	0.0%
Emergency Department Visits in FY16:	74,601
Change FY15-FY16:	0.6%
Outpatient Visits in FY16:	107,966
Change FY15-FY16:	-1.3%

Quality	
Readmission Rate in FY15:	14.5%
Change FY11-FY15 (percentage points):	0.1%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Available

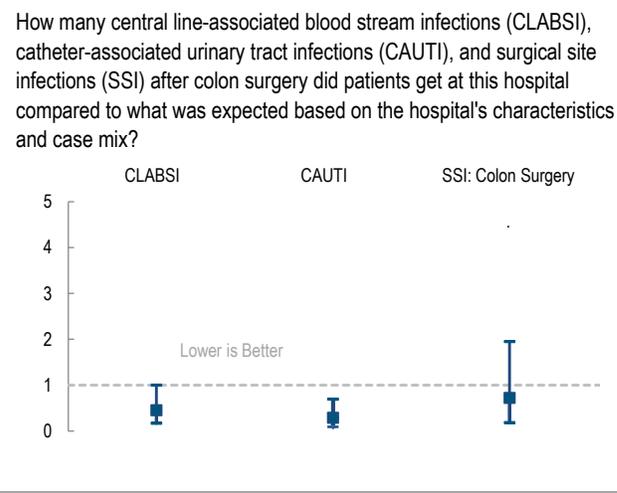
At a Glance



Services



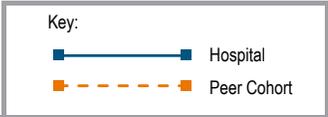
Quality



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

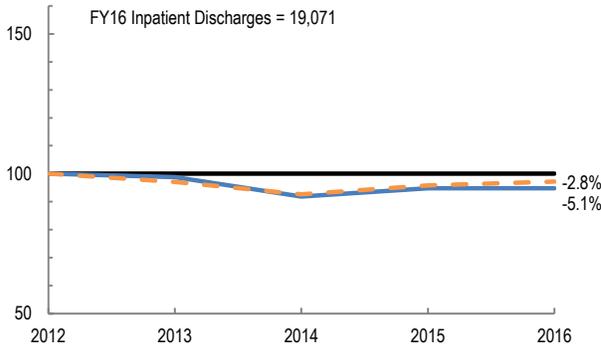
2016 HOSPITAL PROFILE: NORTH SHORE MEDICAL CENTER

Cohort: Community High Public Payer Hospital

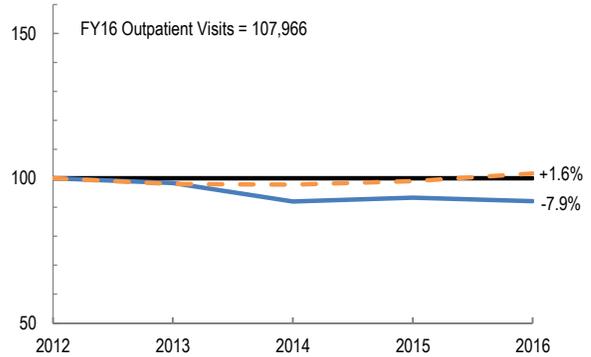


Utilization

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)

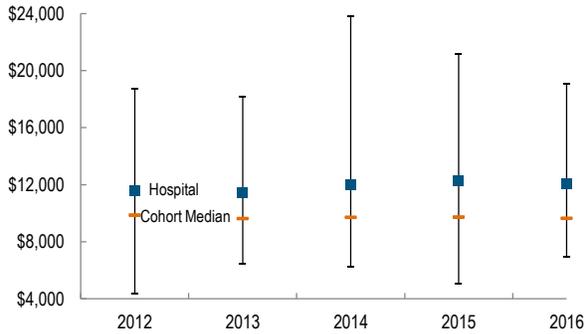


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

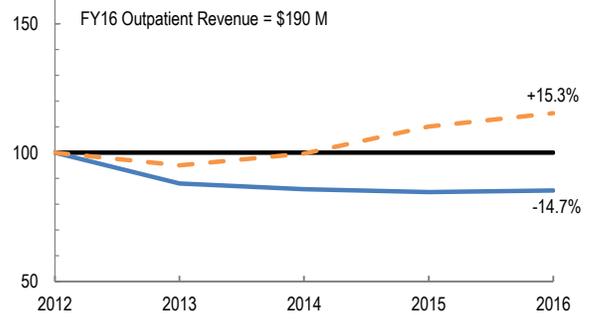


Patient Revenue Trends

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)



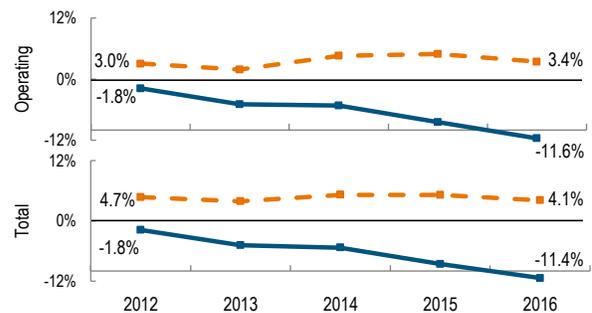
Financial Performance

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	\$ 447	\$ 417	\$ 417	\$ 419	\$ 419
Non-Operating Revenue	\$ 0	\$ 0	\$ (1)	\$ (1)	\$ 1
Total Revenue	\$ 447	\$ 417	\$ 416	\$ 419	\$ 420
Total Costs	\$ 455	\$ 437	\$ 438	\$ 455	\$ 468
Total Profit (Loss)	\$ (8.0)	\$ (20.3)	\$ (22.2)	\$ (36.0)	\$ (48.0)

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.