

Steward Norwood Hospital is a mid-size, for-profit community hospital located in the Metro West region. Steward Norwood Hospital is a member of Steward Health Care. The hospital had an 18.0% decrease in inpatient discharges in FY16 compared to FY12, compared with a median decrease of 3.7% in its cohort. It had 4.3% more outpatient visits in FY16 than in FY12, matching the median increase among peer cohort hospitals. Steward Norwood Hospital was profitable for the fourth straight fiscal year in FY16, with a total margin of 11.3%. This is higher than its peer hospital cohort median of 3.1%.

At a Glance

### Overview / Size

Hospital System Affiliation:	Steward Health Care System
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	181, mid-size acute hospital
% Occupancy:	81.8%, > cohort avg. (61%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.93, > cohort avg. (0.84); < statewide (1.07)

### Financial

Inpatient NPSR per CMAD:	\$10,024
Change FY15-FY16:	3.2%
Inpatient:Outpatient Revenue in FY16:	38%:62%
Outpatient Revenue in FY16:	\$84,728,597
Change FY15-FY16:	5.8%
Total Revenue in FY16:	\$189,135,708
Total Surplus (Loss) in FY16:	\$21,278,083

### Payer Mix

Public Payer Mix:	62.2% (Non-HPP* Hospital)
CY15 Commercial S-RP:	0.90
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

### Utilization

Inpatient Discharges in FY16:	10,848
Change FY15-FY16:	-5.2%
Emergency Department Visits in FY16:	42,569
Change FY15-FY16:	1.0%
Outpatient Visits in FY16:	60,836
Change FY15-FY16:	-0.7%

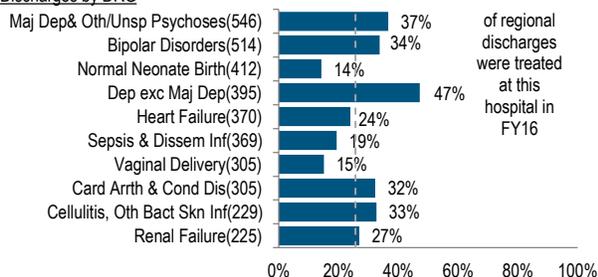
### Quality

Readmission Rate in FY15:	14.5%
Change FY11-FY15 (percentage points):	-1.6%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%

Services

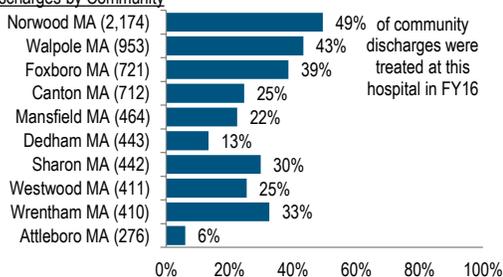
What were the most common inpatient cases (DRGs) treated at the hospital in FY16? What proportion of the region's cases did this hospital treat for each service?

#### Discharges by DRG



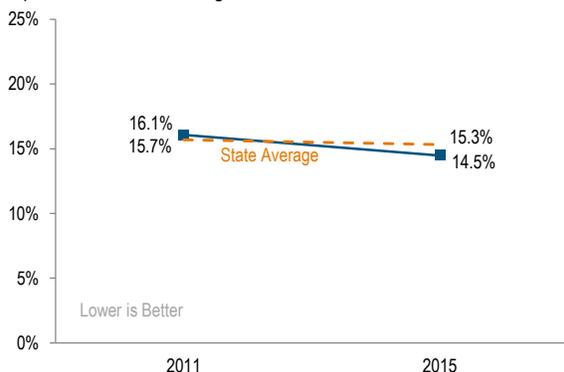
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

#### Discharges by Community

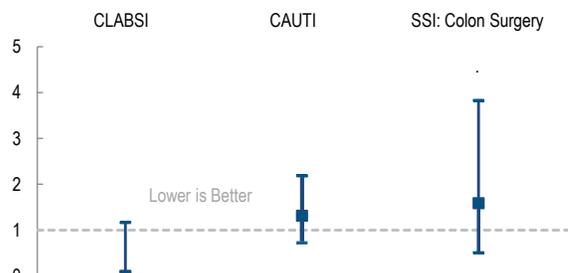


Quality

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?



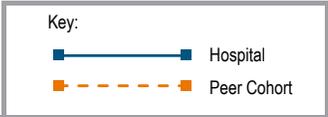
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

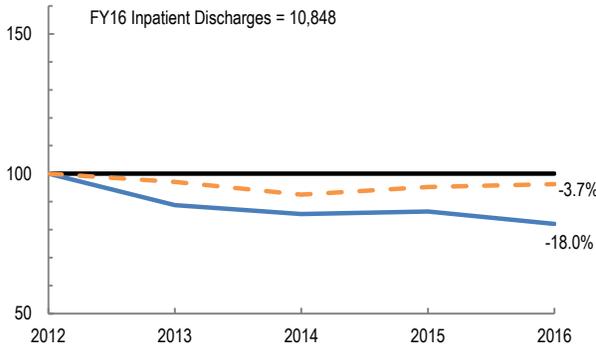
# 2016 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

Cohort: Community Hospital

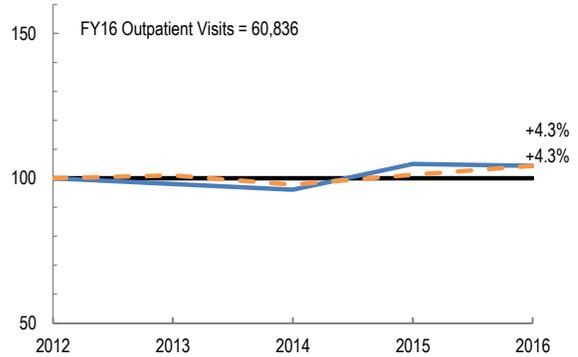


## Utilization

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)

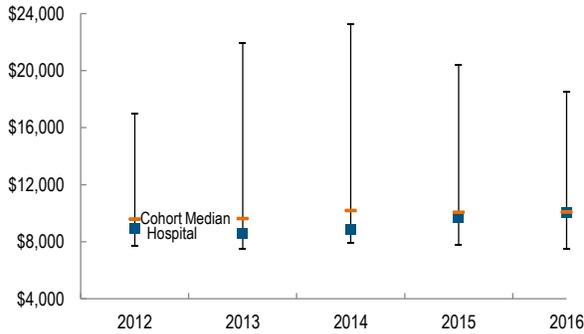


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

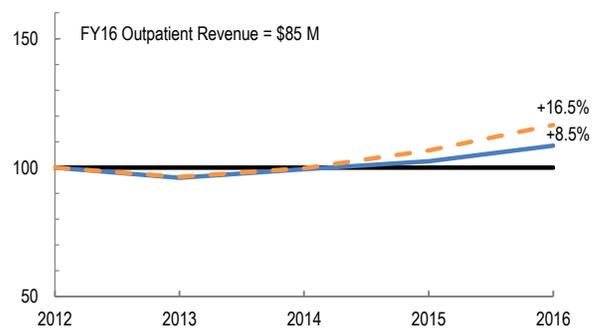


## Patient Revenue Trends

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)



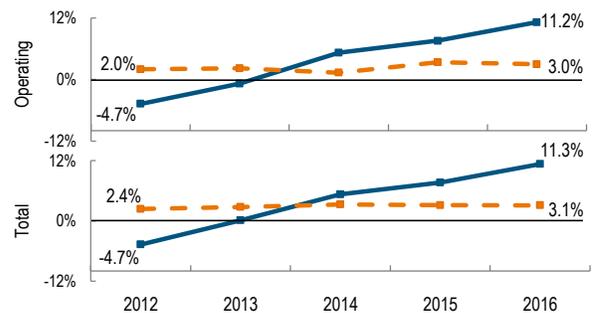
## Financial Performance

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>	\$ 181	\$ 169	\$ 174	\$ 181	\$ 189
<b>Non-Operating Revenue</b>	\$ 0	\$ 2	\$ 0	\$ 0	\$ 0
<b>Total Revenue</b>	\$ 181	\$ 170	\$ 174	\$ 181	\$ 189
<b>Total Costs</b>	\$ 189	\$ 170	\$ 165	\$ 168	\$ 168
<b>Total Profit (Loss)</b>	\$ (8.5)	\$ 0.2	\$ 9.2	\$ 13.8	\$ 21.3

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.