

Sturdy Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Metro West region. Inpatient discharges at Sturdy increased 8.4% between FY12 and FY16, while the peer cohort had a median decrease of 2.8%. Outpatient visits decreased 3.5% at the hospital over the FY12 to FY16 period, compared with a cohort median increase of 1.6%. Sturdy was profitable every year from FY12 to FY16 and had a total margin of 10.7% in FY16, higher than the 4.1% median of its cohort.

Overview / Size	
Hospital System Affiliation:	Not Applicable
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	149, mid-size acute hospital
% Occupancy:	53.7%, < cohort avg. (65%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.81, < cohort avg. (0.90); < statewide (1.07)

Financial	
Inpatient NPSR per CMAD:	\$9,106
Change FY15-FY16:	0.0%
Inpatient:Outpatient Revenue in FY16:	29%:71%
Outpatient Revenue in FY16:	\$113,258,309
Change FY15-FY16:	4.2%
Total Revenue in FY16:	\$178,546,702
Total Surplus (Loss) in FY16:	\$19,084,227

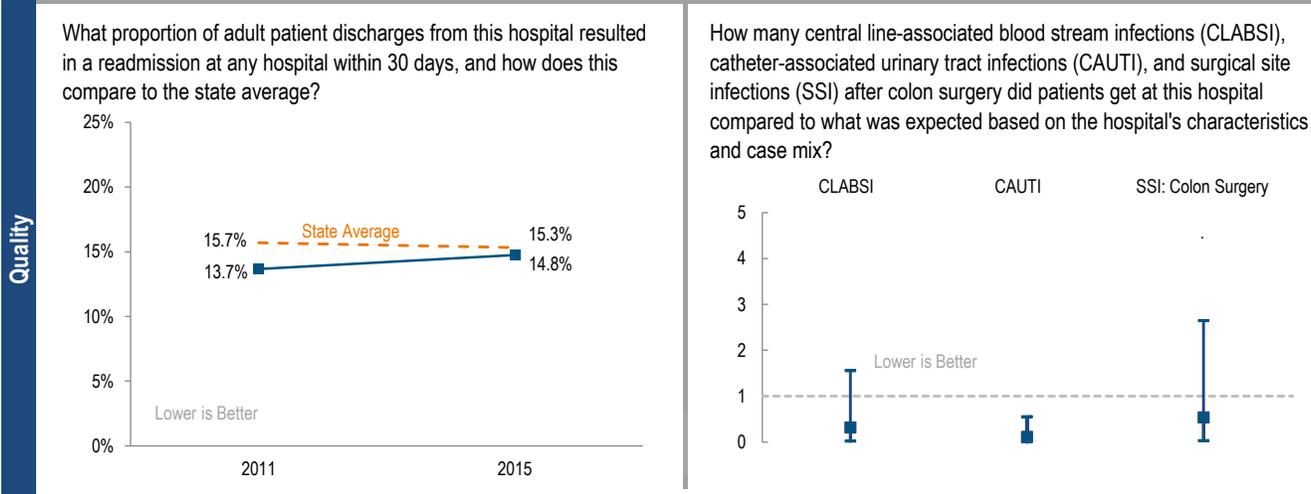
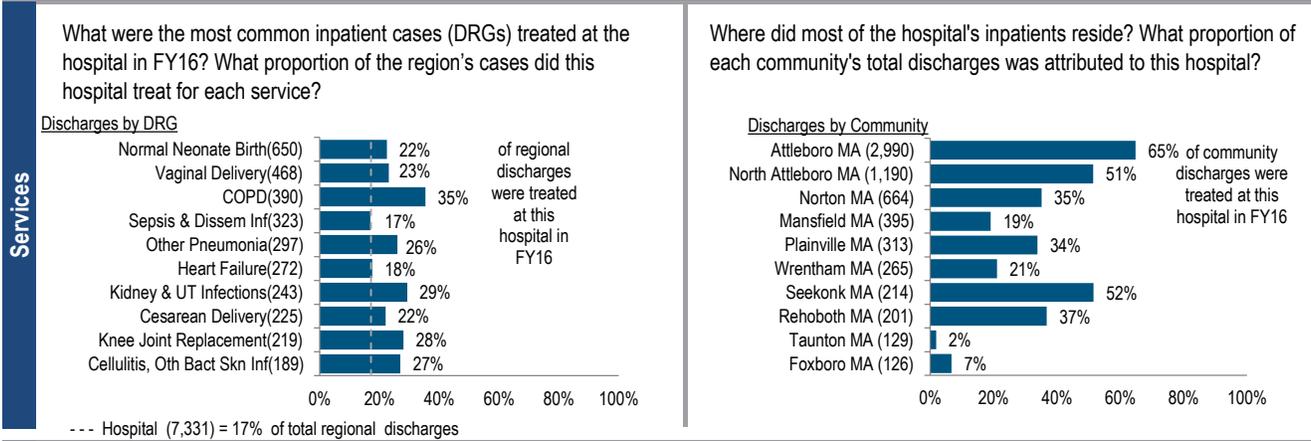
Payer Mix	
Public Payer Mix:	64.2% (HPP* Hospital)
CY15 Commercial S-RP:	1.05
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

Utilization	
Inpatient Discharges in FY16:	7,331
Change FY15-FY16:	6.2%
Emergency Department Visits in FY16:	49,726
Change FY15-FY16:	-3.9%
Outpatient Visits in FY16:	112,579
Change FY15-FY16:	-1.7%

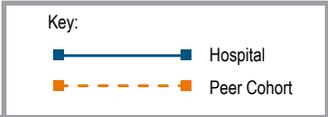
Quality	
Readmission Rate in FY15:	14.8%
Change FY11-FY15 (percentage points):	1.1%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	9.1%



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

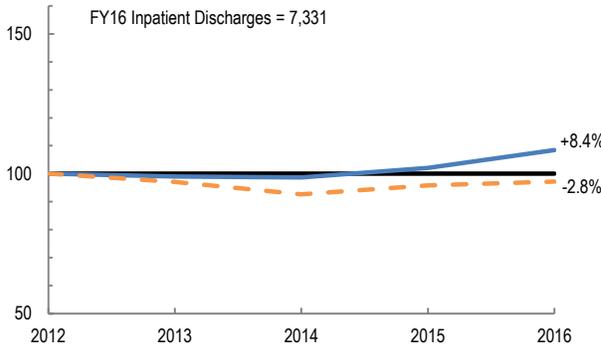
# 2016 HOSPITAL PROFILE: STURDY MEMORIAL HOSPITAL

Cohort: Community High Public Payer Hospital

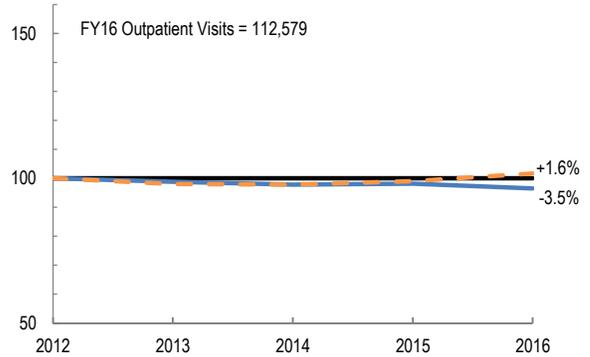


Utilization

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)

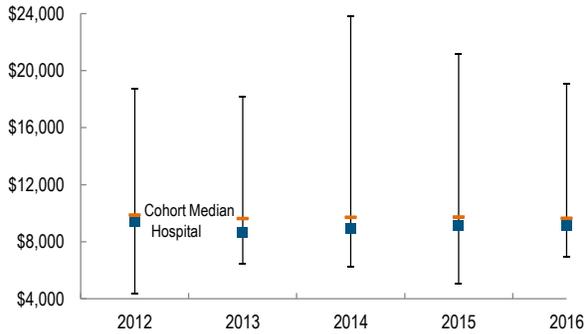


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

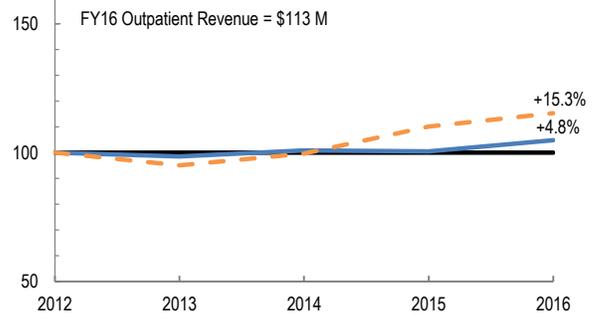


Patient Revenue Trends

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)



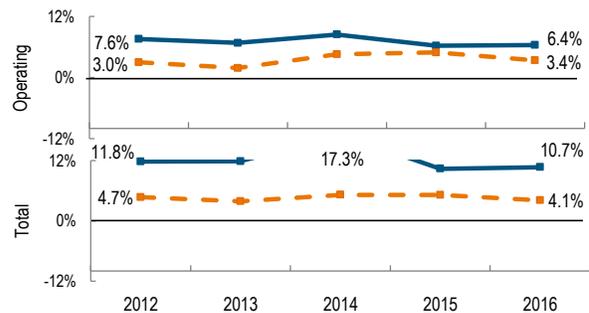
Financial Performance

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	\$ 166	\$ 162	\$ 165	\$ 165	\$ 171
Non-Operating Revenue	\$ 7	\$ 9	\$ 16	\$ 7	\$ 8
Total Revenue	\$ 174	\$ 170	\$ 181	\$ 173	\$ 179
Total Costs	\$ 153	\$ 150	\$ 150	\$ 155	\$ 159
Total Profit (Loss)	\$ 20.5	\$ 20.2	\$ 31.2	\$ 17.9	\$ 19.1

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.