

Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. From FY13 to FY17, outpatient visits at the hospital decreased by 2.7% while outpatient revenue increased by 26.2% in that same period. Though it was only responsible for 6% of total regional discharges in FY17, it treated 35% of all regional Opioid Abuse cases and 30% of all Alcohol Abuse & Dependence cases. Emerson Hospital reported a profit of \$3.6M in FY17, an increase from their \$2.4M profit in FY16. Emerson Hospital also reported profits in four years out of the five-year period of FY13 to FY17.

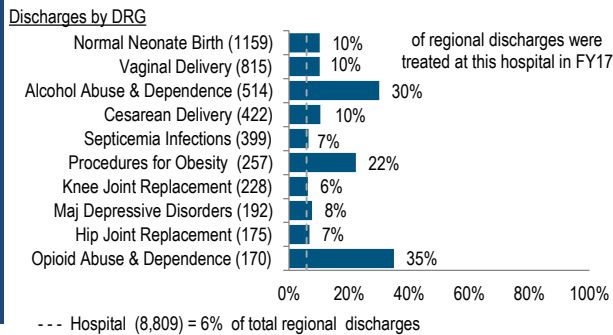
Overview / Size		Payer Mix	
Hospital System Affiliation:	Emerson Health System Inc. and Subsid.	Public Payer Mix:	43.5% (Non-HPP* Hospital)
Change in Ownership (FY13-17):	Not Applicable	CY16 Commercial Statewide Relative Price:	0.82
Total Staffed Beds:	199, mid-size acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.
% Occupancy:	53.1%, < cohort avg. (65%)	Utilization	
Special Public Funding:	CHART [^] , ICB [°]	Inpatient Discharges in FY17:	8,809
Trauma Center Designation:	Not Applicable	Change FY16-FY17:	-2.1%
Case Mix Index:	0.84, < cohort avg. (0.85); < statewide (1.12)	Emergency Department Visits in FY17:	32,024
		Change FY16-FY17:	-1.0%
		Outpatient Visits in FY17:	92,062
		Change FY16-FY17:	-2.1%
		Quality	
		Readmission Rate in FY16:	12.3%
		Change FY12-FY16 (percentage points):	0.0
		Early Elective Deliveries Rate:	1.9%

At a Glance

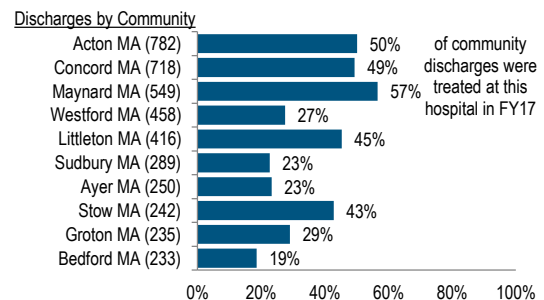
Financial

Inpatient NPSR per CMAD:	\$10,348
Change FY16-FY17:	0.8%
Inpatient:Outpatient Revenue in FY17:	25%:75%
Outpatient Revenue in FY17:	\$147,326,700
Change FY16-FY17:	8.0%
Total Revenue in FY17:	\$242,362,728
Total Surplus (Loss) in FY17:	\$3,576,583

What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?

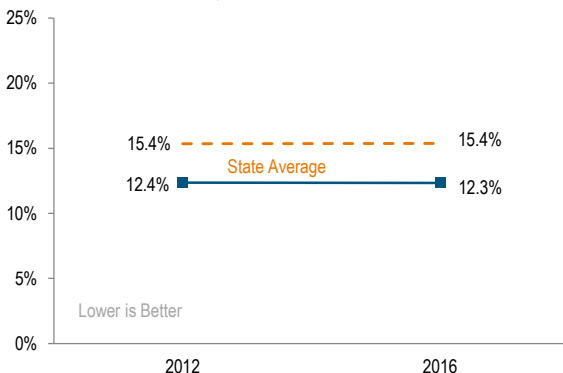


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



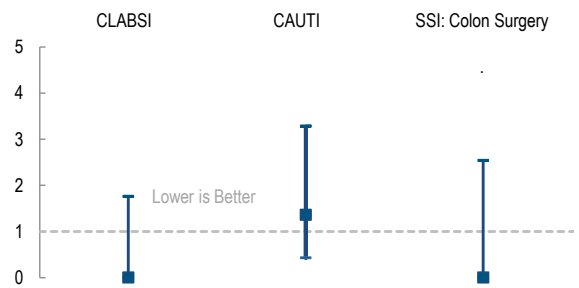
Services

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?



Quality

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.

2017 HOSPITAL PROFILE: EMERSON HOSPITAL

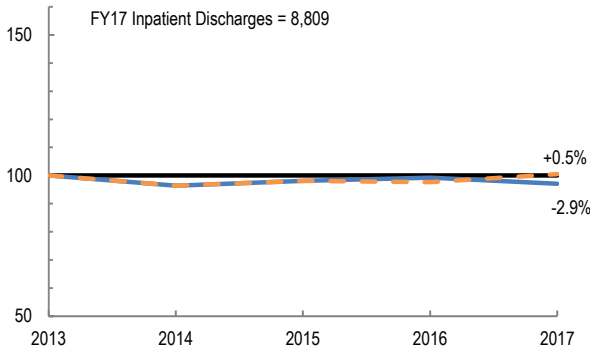
Cohort: Community Hospital

Key:

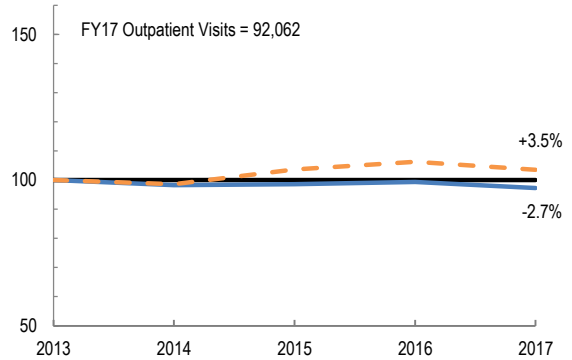
- Hospital
- Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

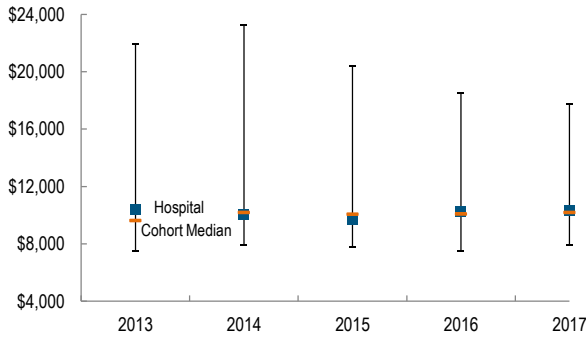


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

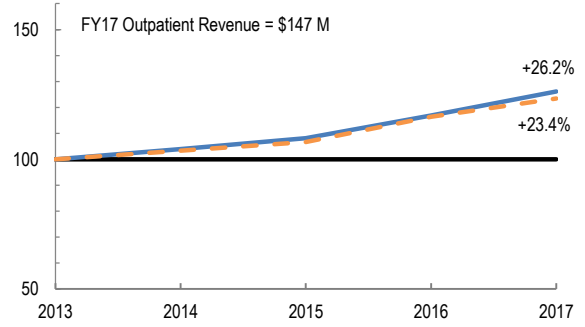


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY13 and FY17, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)



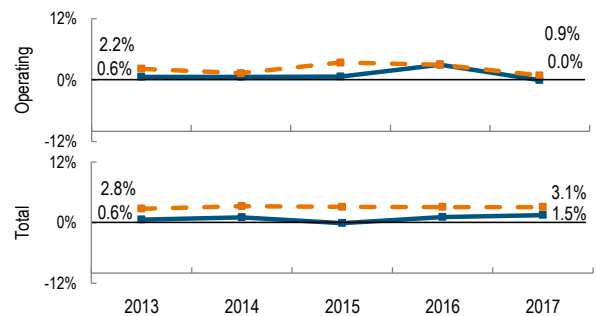
Financial Performance

How have the hospital's total revenue and costs changed between FY13 and FY17?

Revenue, Cost, & Profit/Loss (in millions)

FY	2013	2014	2015	2016	2017
Operating Revenue	\$ 189.7	\$ 192.4	\$ 203.4	\$ 222.2	\$ 238.8
Non-Operating Revenue	\$ (0.0)	\$ 0.9	\$ (1.6)	\$ (4.2)	\$ 3.5
Total Revenue	\$ 189.6	\$ 193.3	\$ 201.8	\$ 218.0	\$ 242.4
Total Costs	\$ 188.5	\$ 191.2	\$ 202.0	\$ 215.7	\$ 238.8
Total Profit (Loss)	\$ 1.1	\$ 2.1	\$ (0.2)	\$ 2.4	\$ 3.6

What were the hospital's total margin and operating margins between FY13 and FY17, 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).

° For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).