

HEYWOOD MEMORIAL HOSPITAL

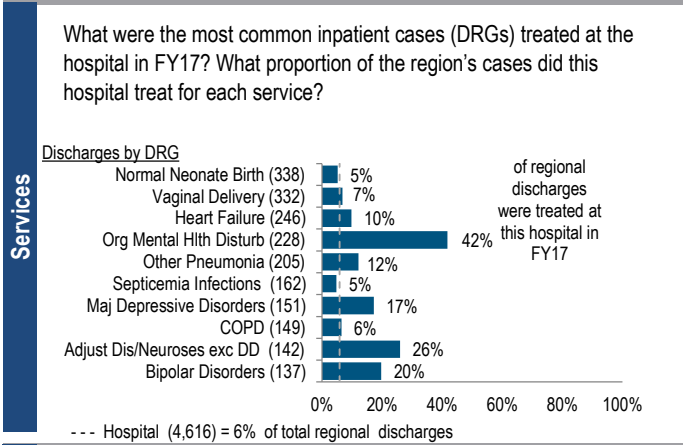
2017 Hospital Profile

Gardner, MA
Community Hospital
Central Massachusetts

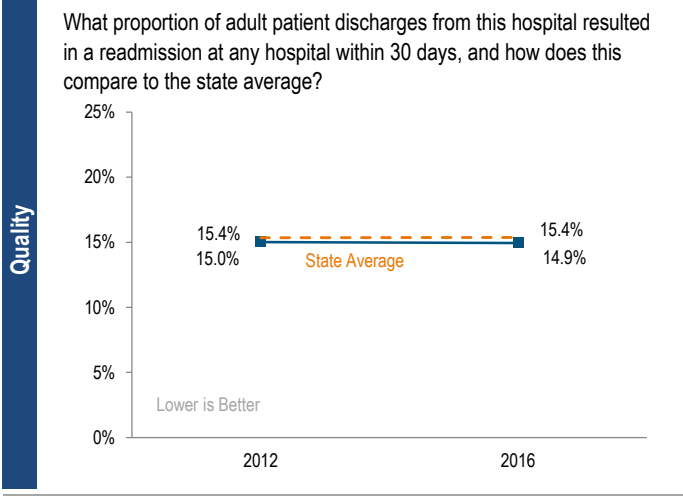
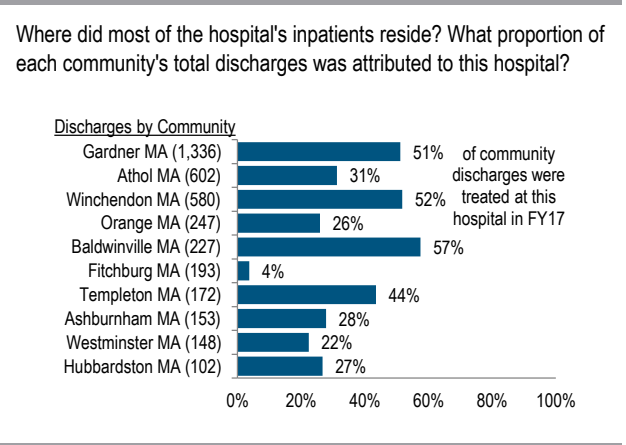
Heywood Hospital is a mid-size, non-profit community hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Though only responsible for 6% of total inpatient cases in the region, it treated 42% of Organic Mental Health Disturbances cases, 26% of Adjustment Disorders & Neuroses except Depressive Diagnoses and 20% of Bipolar Disorder cases in Central Massachusetts. Inpatient discharges decreased by 18.6% from FY13 to FY17, compared to its cohort median which increased by 0.5% over the same time period. Heywood Hospital reported a profit in each year of the five-year period. Its operating and total margins have consistently been higher than its peer cohort medians.

Overview / Size		Payer Mix	
Hospital System Affiliation:	Heywood Healthcare	Public Payer Mix:	61.2% (Non-HPP* Hospital)
Change in Ownership (FY13-17):	Not Applicable	CY16 Commercial Statewide Relative Price:	0.76
Total Staffed Beds:	106, mid-size acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated HMO, Inc. Harvard Pilgrim Health Care
% Occupancy:	57.5%, < cohort avg. (65%)	Utilization	
Special Public Funding:	CHART [^] , HCII ^o , ICB ^o	Inpatient Discharges in FY17:	4,616
Trauma Center Designation:	Not Applicable	Change FY16-FY17:	-1.0%
Case Mix Index:	0.82, < cohort avg. (0.85); < statewide (1.12)	Emergency Department Visits in FY17:	26,798
		Change FY16-FY17:	-4.3%
		Outpatient Visits in FY17:	81,578
		Change FY16-FY17:	-2.7%
		Quality	
		Readmission Rate in FY16:	14.9%
		Change FY12-FY16 (percentage points):	-0.1
		Early Elective Deliveries Rate:	1.3%

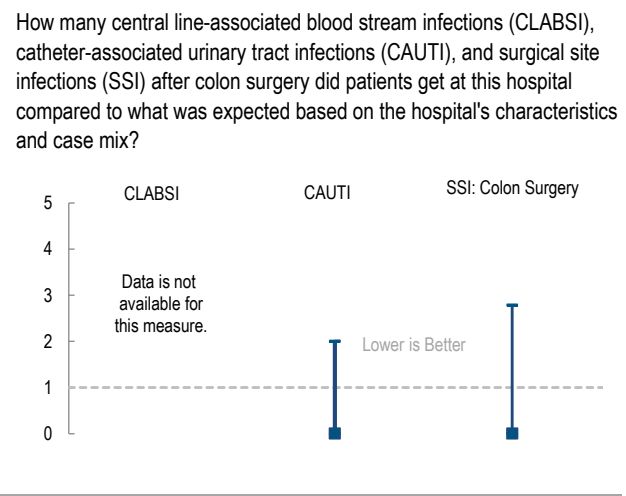
At a Glance



Services



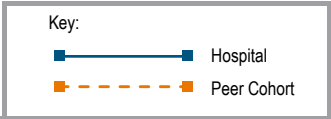
Quality



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

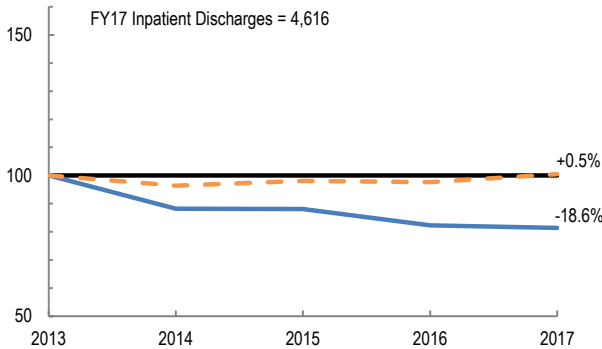
2017 HOSPITAL PROFILE: HEYWOOD MEMORIAL HOSPITAL

Cohort: Community Hospital

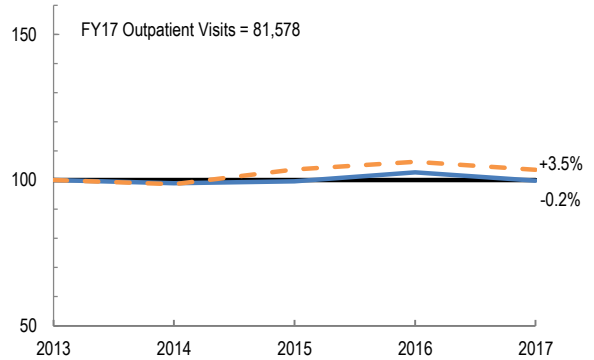


Utilization

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)

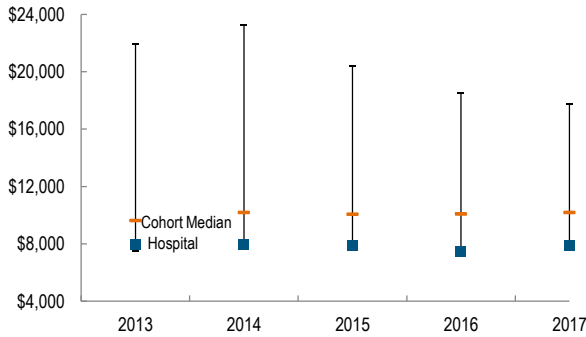


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

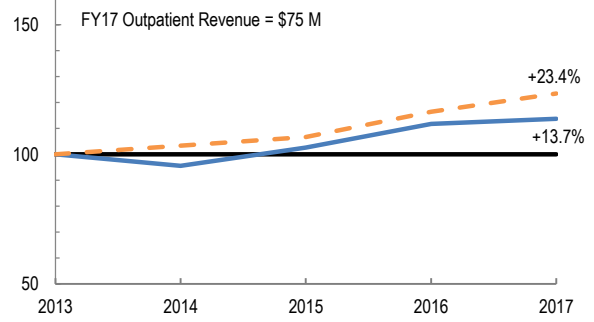


Patient Revenue Trends

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)



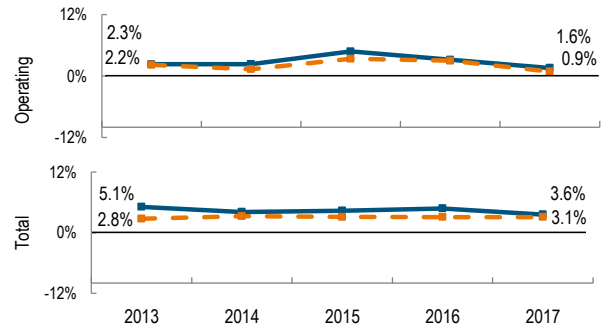
Financial Performance

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	\$ 102.1	\$ 102.3	\$ 106.3	\$ 110.7	\$ 114.8
Non-Operating Revenue	\$ 2.9	\$ 1.8	\$ (0.5)	\$ 1.8	\$ 2.3
Total Revenue	\$ 105.0	\$ 104.1	\$ 105.8	\$ 112.6	\$ 117.2
Total Costs	\$ 99.6	\$ 99.8	\$ 101.2	\$ 107.2	\$ 113.0
Total Profit (Loss)	\$ 5.4	\$ 4.3	\$ 4.6	\$ 5.4	\$ 4.2

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.

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).

^ 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).