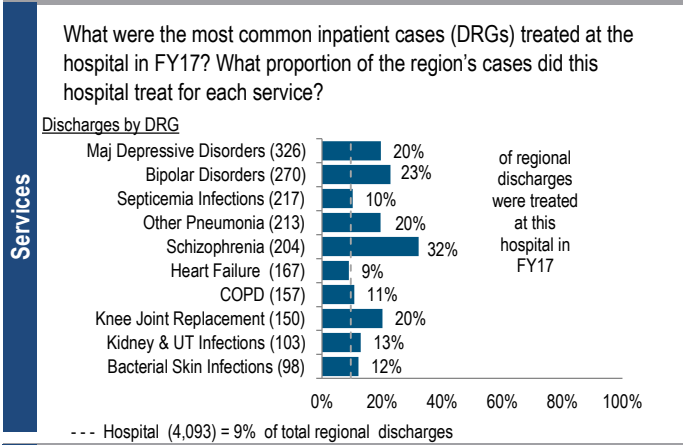


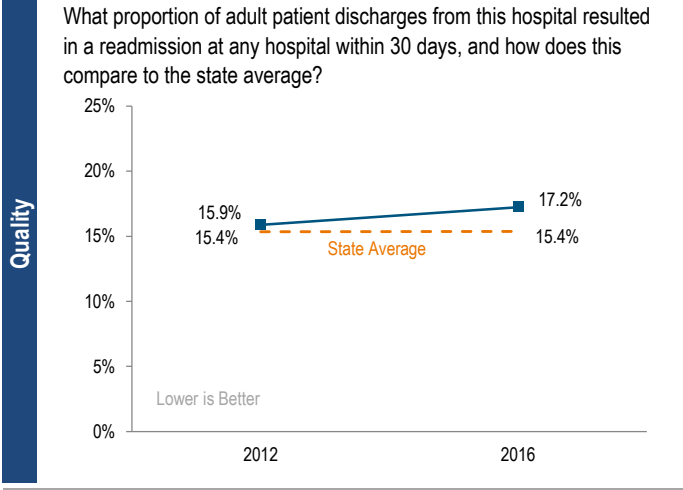
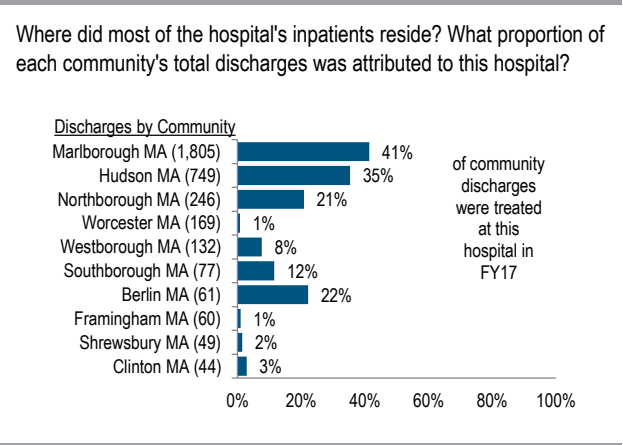
Marlborough Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Metro West region. It is among the smaller acute hospitals in Massachusetts and a member of UMass Memorial Health Care. Marlborough Hospital was profitable each year from FY13 to FY17, with a total margin of 7.5% in FY17, compared to a median total margin of 3.8% for peer hospitals. Though Marlborough Hospital accounts for just 9% of discharges in its region, it accounts for 32% of all the discharges for Schizophrenia in the region. The hospital experienced a 7.0% increase in inpatient discharges between FY13 and FY17.

Overview / Size		Payer Mix	
Hospital System Affiliation:	UMass Memorial Health Care	Public Payer Mix:	64.0% (HPP* Hospital)
Change in Ownership (FY13-17):	Not Applicable	CY16 Commercial Statewide Relative Price:	0.88
Total Staffed Beds:	79, among the smaller acute hospitals	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.
% Occupancy:	59.5%, < cohort avg. (66%)	Utilization	
Special Public Funding:	CHART [^] , ICB ^o	Inpatient Discharges in FY17:	4,093
Trauma Center Designation:	Not Applicable	Change FY16-FY17:	13.3%
Case Mix Index:	0.90, < cohort avg. (0.92); < statewide (1.12)	Emergency Department Visits in FY17:	26,219
		Change FY16-FY17:	-0.5%
		Outpatient Visits in FY17:	74,249
		Change FY16-FY17:	-9.2%
		Quality	
		Readmission Rate in FY16:	17.2%
		Change FY12-FY16 (percentage points):	1.4
		Early Elective Deliveries Rate:	Not Available

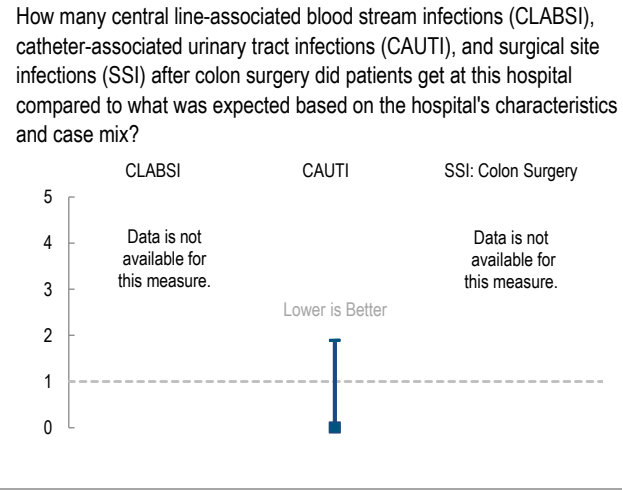
At a Glance



Services



Quality



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

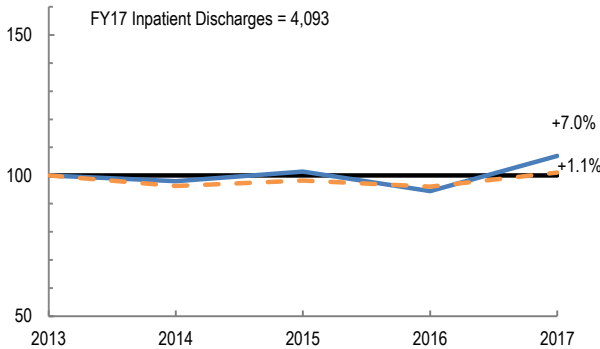
2017 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

Cohort: Community High Public Payer Hospital

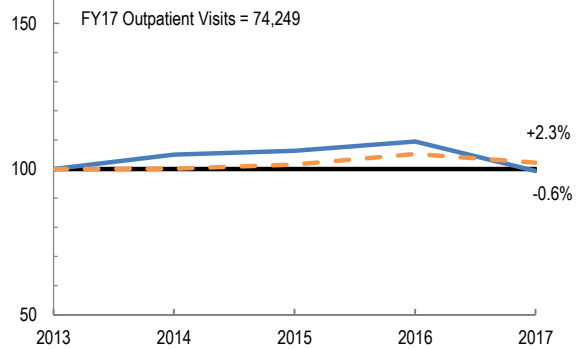


Utilization

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)

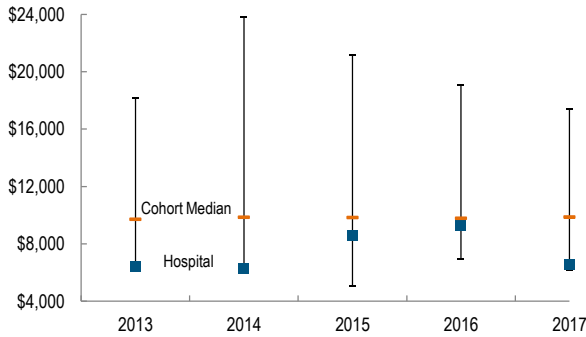


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

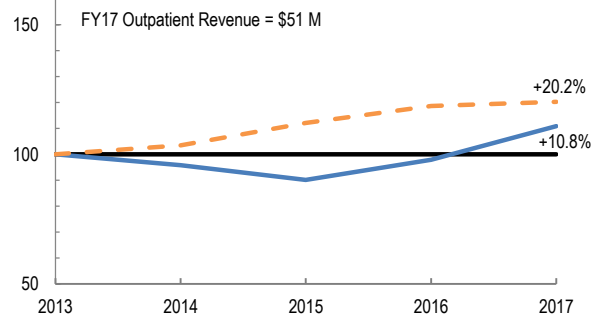


Patient Revenue Trends

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)



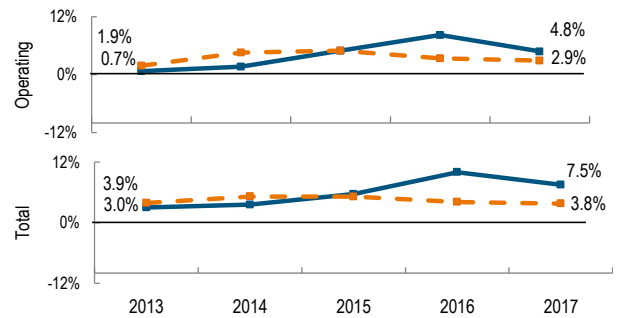
Financial Performance

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	\$ 78.9	\$ 80.5	\$ 80.7	\$ 87.2	\$ 87.1
Non-Operating Revenue	\$ 1.8	\$ 1.6	\$ 0.6	\$ 1.6	\$ 2.4
Total Revenue	\$ 80.7	\$ 82.0	\$ 81.3	\$ 88.9	\$ 89.4
Total Costs	\$ 78.3	\$ 79.1	\$ 76.7	\$ 80.0	\$ 82.8
Total Profit (Loss)	\$ 2.4	\$ 2.9	\$ 4.6	\$ 8.9	\$ 6.7

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).