MARLBOROUGH HOSPITAL

2017 Hospital Profile

Marlborough, MA Community High Public Payer Hospital Metro West

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

Hospital System Affiliation: **UMass Memorial Health Care** Change in Ownership (FY13-17): Not Applicable 79, among the smaller acute hospitals Total Staffed Beds: % Occupancy: 59.5%, < cohort avg. (66%) Special Public Funding: CHART[^], ICB° Trauma Center Designation: Not Applicable Case Mix Index: 0.90, < cohort avg. (0.92); < statewide (1.12)

Financial

Inpatient NPSR per CMAD:	\$6,541
Change FY16-FY17:	-29.2%
Inpatient:Outpatient Revenue in FY17:	30%:70%
Outpatient Revenue in FY17:	\$51,442,751
Change FY16-FY17:	13.2%
Total Revenue in FY17:	\$89,429,000
Total Surplus (Loss) in FY17:	\$6,676,000

Payer Mix

Public Payer Mix: 64.0% (HPP* Hospital) CY16 Commercial Statewide Relative Price: 0.88 Top 3 Commercial Payers: Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

Utilization

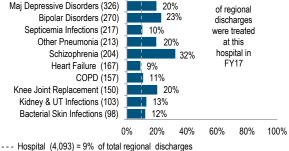
Inpatient Discharges in FY17:	4,093
Change FY16-FY17:	13.3%
Emergency Department Visits in FY17:	26,219
Change FY16-FY17:	-0.5%
Outpatient Visits in FY17:	74,249
Change FY16-FY17:	-9.2%

Quality

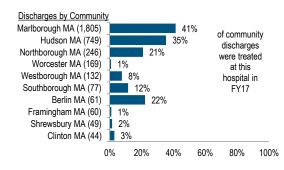
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Readmission Rate in FY16:	17.2%
Change FY12-FY16 (percentage points):	1.4
Early Elective Deliveries Rate:	Not Available

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?

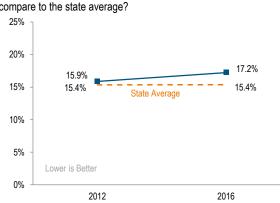
Discharges by DRG Services



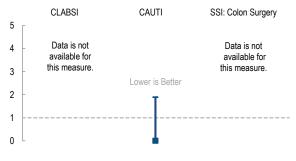
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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?

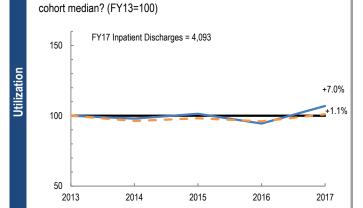


For descriptions of the metrics, please see the technical appendix

2017 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

Cohort: Community High Public Payer Hospital

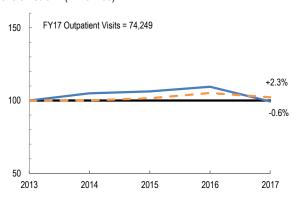




How has the volume of the hospital's inpatient discharges changed

compared to FY13, and how does this compare to the hospital's peer

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)



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?

\$24,000
\$20,000
\$16,000

Cohort Median

Hospital

2013

Patient Revenue Trends

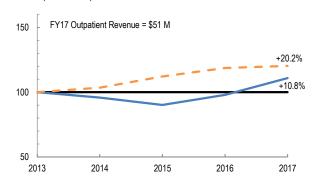
Financial Performance

\$12,000

\$8,000

\$4,000

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)



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

2015

2016

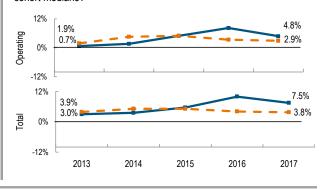
2017

2014

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).