

Milford Regional Medical Center is a mid-size, non-profit community hospital located in the Metro West region. Inpatient discharges increased by 8.8% at Milford Regional Hospital from FY13 to FY17, compared with a median increase of 0.5% among its peer cohort hospitals. Outpatient visits increased by 11.7% at the hospital from FY13 to FY17, compared with a median increase of 3.5% at its peer cohort hospitals. Milford Regional Hospital earned a profit each year in the five-year period, with a total margin of 4.7% in FY17, compared to the 3.1% median of its peer cohort.

At a Glance

### Overview / Size

Hospital System Affiliation:	Milford Regional Medical Ctr, Inc. & Affil.
Change in Ownership (FY13-17):	Not Applicable
Total Staffed Beds:	160, mid-size acute hospital
% Occupancy:	55.5%, < cohort avg. (65%)
Special Public Funding:	CHART^
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.87, > cohort avg. (0.85); < statewide (1.12)

### Financial

Inpatient NPSR per CMAD:	\$8,658
Change FY16-FY17:	0.2%
Inpatient:Outpatient Revenue in FY17:	26%:74%
Outpatient Revenue in FY17:	\$133,131,247
Change FY16-FY17:	3.3%
Total Revenue in FY17:	\$216,107,863
Total Surplus (Loss) in FY17:	\$10,222,640

### Payer Mix

Public Payer Mix:	52.3% (Non-HPP* Hospital)
CY16 Commercial Statewide Relative Price:	0.84
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

### Utilization

Inpatient Discharges in FY17:	9,433
Change FY16-FY17:	6.2%
Emergency Department Visits in FY17:	57,971
Change FY16-FY17:	-0.5%
Outpatient Visits in FY17:	122,494
Change FY16-FY17:	1.3%

### Quality

Readmission Rate in FY16:	14.9%
Change FY12-FY16 (percentage points):	-2.0
Early Elective Deliveries Rate:	0.0%

### Services

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**

DRG	Count	% of regional discharges
Normal Neonate Birth	889	30%
Vaginal Delivery	609	30%
Septicemia Infections	591	28%
Heart Failure	513	28%
Cesarean Delivery	338	31%
COPD	326	22%
Other Pneumonia	230	21%
Pulm Edema & Resp Failure	224	32%
Cardiac Arrhythmia	217	23%
Renal Failure	172	21%

--- Hospital (9,433) = 22% of total regional discharges

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

**Discharges by Community**

Community	Count	% of community discharges
Milford MA	2,292	65%
Franklin MA	1,045	38%
Bellingham MA	821	54%
Uxbridge MA	724	59%
Whitinsville MA	450	42%
Medway MA	408	35%
Blackstone MA	382	56%
Hopedale MA	362	58%
Hopkinton MA	289	24%
Northbridge MA	288	46%

### Quality

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?

Year	Hospital Rate	State Average
2012	16.9%	15.4%
2016	14.9%	15.4%

Lower is Better

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?

Infection Type	Observed Count
CLABSI	~1.2
CAUTI	~1.8
SSI: Colon Surgery	~1.5

Lower is Better

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

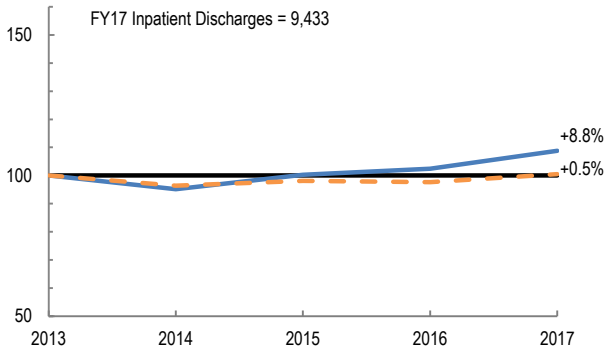
# 2017 HOSPITAL PROFILE: MILFORD REGIONAL MEDICAL CENTER

Cohort: Community Hospital

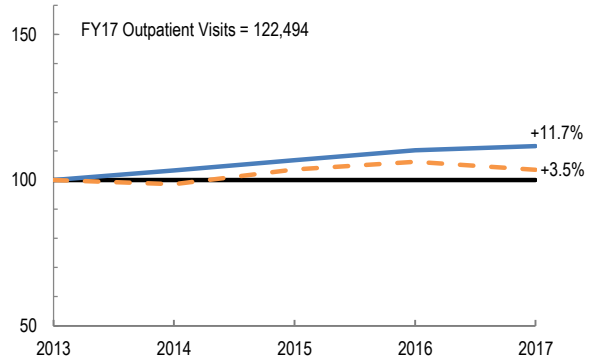


## Utilization

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)

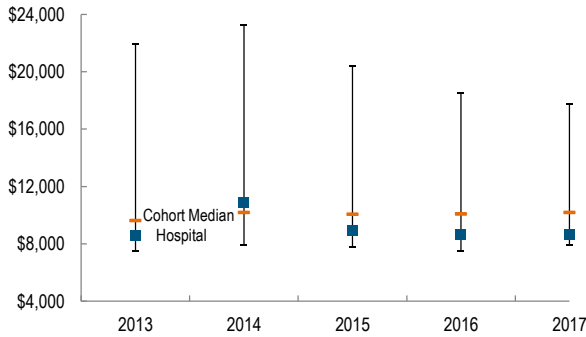


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

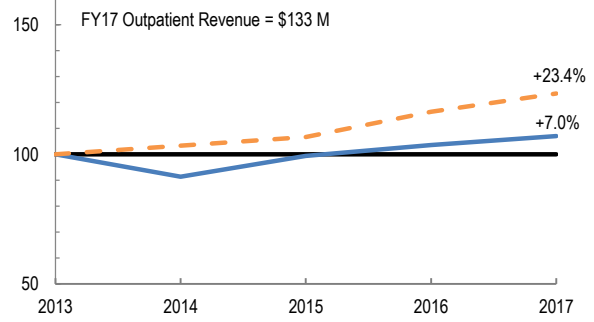


## Patient Revenue Trends

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)



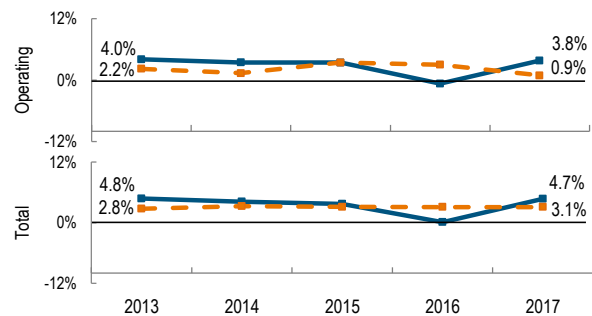
## Financial Performance

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
<b>Operating Revenue</b>	\$ 183.2	\$ 187.5	\$ 198.6	\$ 205.3	\$ 214.0
<b>Non-Operating Revenue</b>	\$ 1.3	\$ 1.4	\$ 0.6	\$ 1.7	\$ 2.1
<b>Total Revenue</b>	\$ 184.5	\$ 188.9	\$ 199.2	\$ 207.0	\$ 216.1
<b>Total Costs</b>	\$ 175.7	\$ 181.0	\$ 191.8	\$ 206.8	\$ 205.9
<b>Total Profit (Loss)</b>	\$ 8.8	\$ 7.9	\$ 7.4	\$ 0.1	\$ 10.2

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.

^ For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).