

Steward Norwood Hospital is a mid-size, for-profit community hospital located in the Metro West region. Steward Norwood Hospital is a member of Steward Health Care. The hospital had a 7.9% decrease in inpatient discharges in FY17 compared to FY13, compared with a median increase of 0.5% in its cohort. It had 6.1% more outpatient visits in FY17 than in FY13, as compared to the median increase of 3.5% of its peer cohort. Steward Norwood Hospital was profitable for the fifth straight fiscal year in FY17, with a total margin of 5.1%. This is higher than its peer hospital cohort median of 3.1%.

At a Glance

### Overview / Size

Hospital System Affiliation:	Steward Health Care
Change in Ownership (FY13-17):	Not Applicable
Total Staffed Beds:	192, mid-size acute hospital
% Occupancy:	75.7%, > cohort avg. (65%)
Special Public Funding:	ICB°
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.92, > cohort avg. (0.85); < statewide (1.12)

### Financial

Inpatient NPSR per CMAD:	\$10,020
Change FY16-FY17:	0.0%
Inpatient:Outpatient Revenue in FY17:	37%:63%
Outpatient Revenue in FY17:	\$85,707,382
Change FY16-FY17:	1.2%
Total Revenue in FY17:	\$189,870,837
Total Surplus (Loss) in FY17:	\$9,611,520

### Payer Mix

Public Payer Mix:	62.2% (Non-HPP* Hospital)
CY16 Commercial Statewide Relative Price:	0.90
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

### Utilization

Inpatient Discharges in FY17:	10,814
Change FY16-FY17:	-0.3%
Emergency Department Visits in FY17:	41,750
Change FY16-FY17:	-1.9%
Outpatient Visits in FY17:	60,748
Change FY16-FY17:	-0.1%

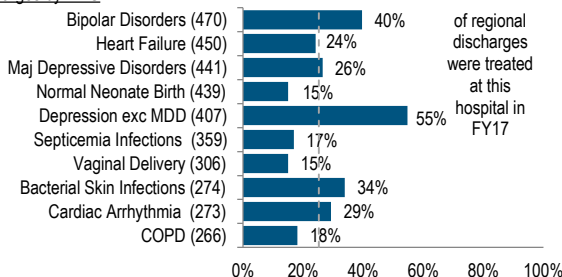
### Quality

Readmission Rate in FY16:	16.1%
Change FY12-FY16 (percentage points):	1.4
Early Elective Deliveries Rate:	0.0%

Services

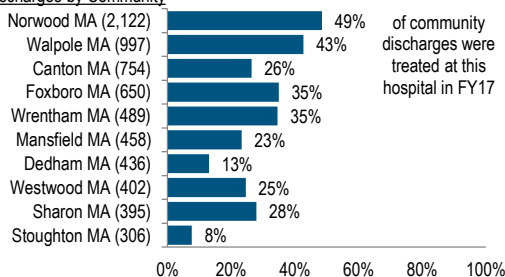
What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



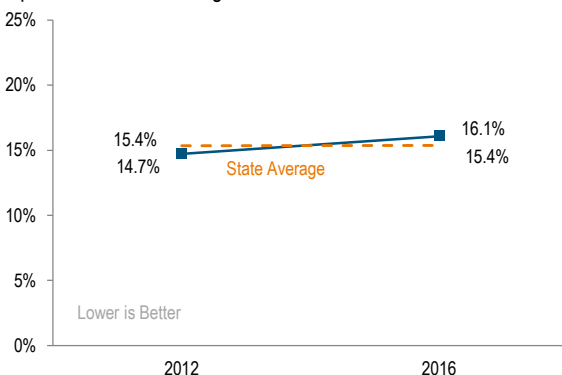
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

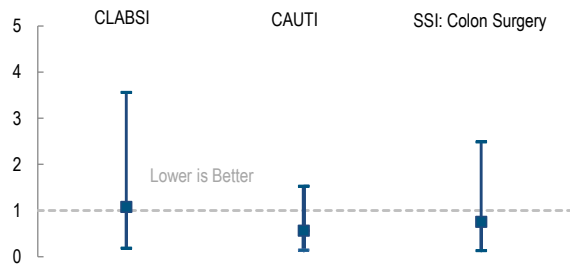


Quality

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?



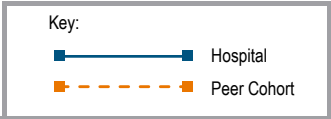
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

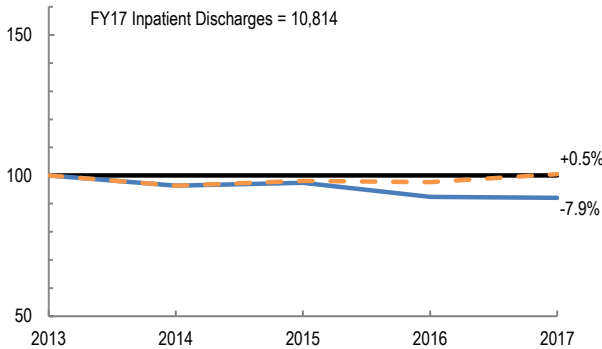
# 2017 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

Cohort: Community Hospital

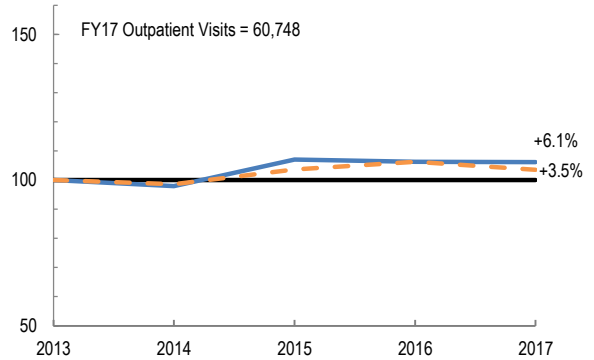


## Utilization

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)

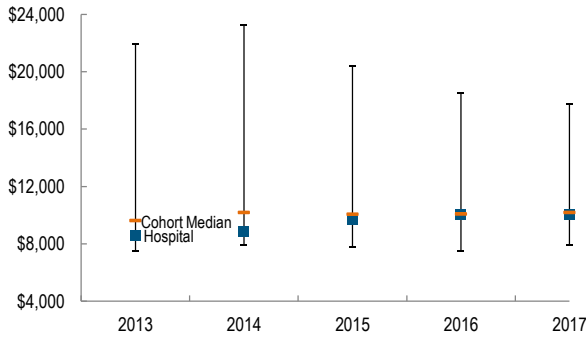


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

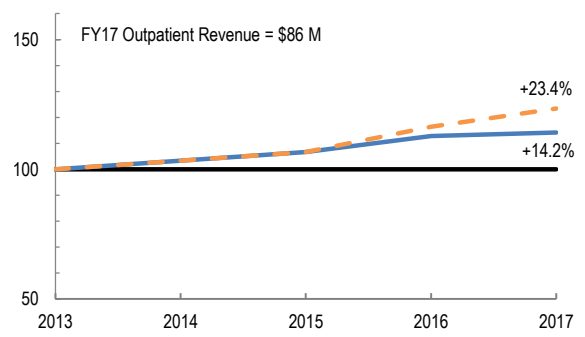


## Patient Revenue Trends

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)



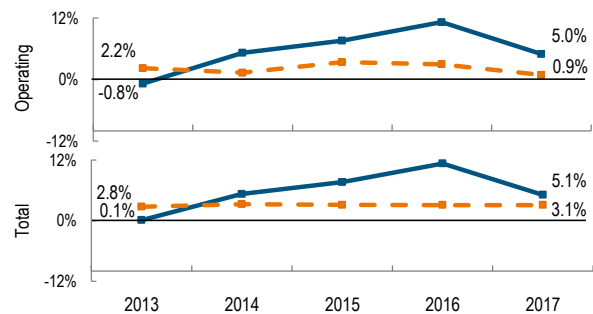
## Financial Performance

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
<b>Operating Revenue</b>	\$ 168.7	\$ 173.8	\$ 181.4	\$ 189.0	\$ 189.8
<b>Non-Operating Revenue</b>	\$ 1.6	\$ 0.1	\$ 0.1	\$ 0.1	\$ 0.1
<b>Total Revenue</b>	\$ 170.3	\$ 173.9	\$ 181.4	\$ 189.1	\$ 189.9
<b>Total Costs</b>	\$ 170.1	\$ 164.7	\$ 167.6	\$ 167.9	\$ 180.3
<b>Total Profit (Loss)</b>	\$ 0.2	\$ 9.2	\$ 13.8	\$ 21.3	\$ 9.6

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