

Winchester Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. It is a member of Lahey Health. Winchester Hospital inpatient discharges decreased by -5.7% between FY13 and FY17, as compared with the cohort median increase of 0.5%. Outpatient visits at Winchester Hospital decreased by 13.0% over the period, compared with a median 3.5% increase among peer cohort hospitals. Winchester Hospital earned a profit each year from FY13 to FY17, with a 5.4% total margin in FY17, compared to the peer hospital median total margin of 3.1%.

At a Glance

Overview / Size

Hospital System Affiliation:	Lahey Health System
Change in Ownership (FY13-17):	Lahey Health - 2014
Total Staffed Beds:	229, mid-size acute hospital
% Occupancy:	57.6%, < cohort avg. (65%)
Special Public Funding:	CHART [^] , ICB [°]
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.79, < cohort avg. (0.85); < statewide (1.12)

Financial

Inpatient NPSR per CMAD:	\$12,029
Change FY16-FY17:	-1.0%
Inpatient:Outpatient Revenue in FY17:	28%:72%
Outpatient Revenue in FY17:	\$141,296,266
Change FY16-FY17:	-3.4%
Total Revenue in FY17:	\$293,858,948
Total Surplus (Loss) in FY17:	\$15,993,804

Payer Mix

Public Payer Mix:	46.3% (Non-HPP* Hospital)
CY16 Commercial Statewide Relative Price:	0.87
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

Utilization

Inpatient Discharges in FY17:	12,571
Change FY16-FY17:	-3.4%
Emergency Department Visits in FY17:	39,637
Change FY16-FY17:	-3.7%
Outpatient Visits in FY17:	197,770
Change FY16-FY17:	-16.5%

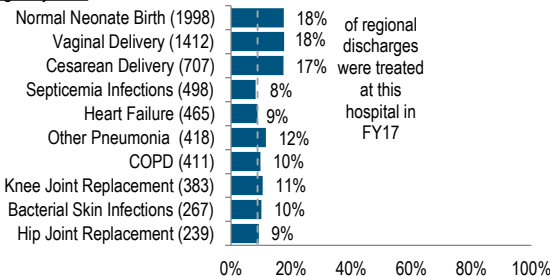
Quality

Readmission Rate in FY16:	13.1%
Change FY12-FY16 (percentage points):	-0.5
Early Elective Deliveries Rate:	0.0%

Services

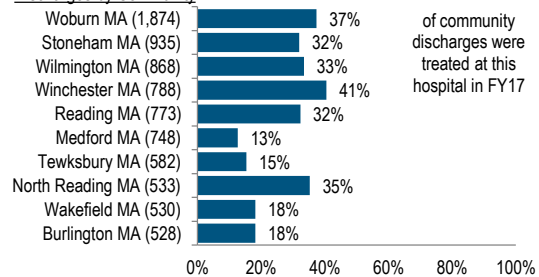
What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



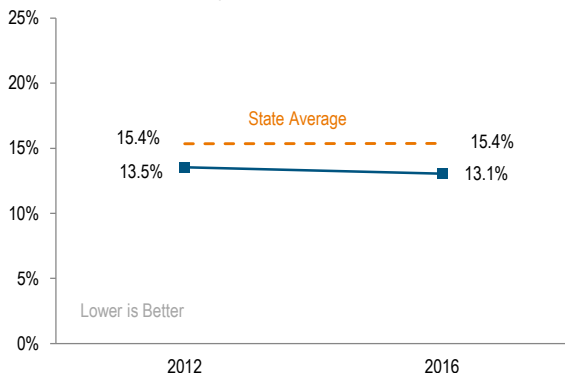
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community

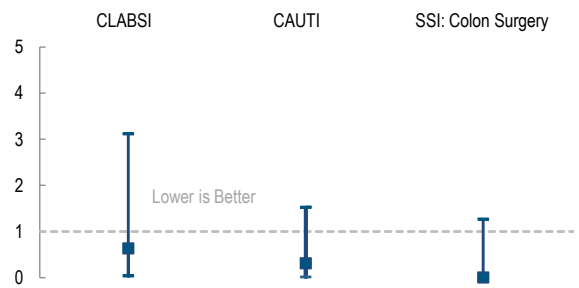


Quality

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.

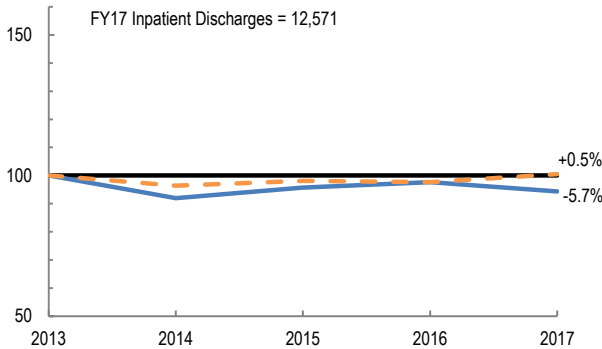
2017 HOSPITAL PROFILE: WINCHESTER HOSPITAL

Cohort: Community Hospital

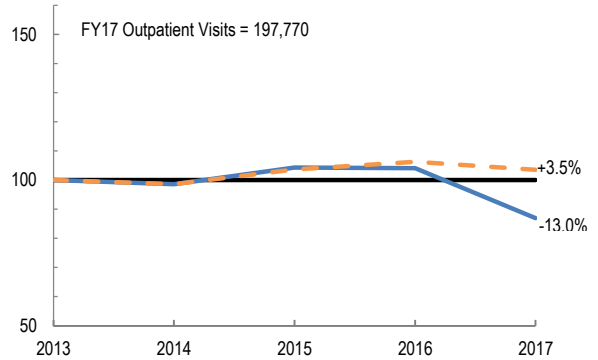


Utilization

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)

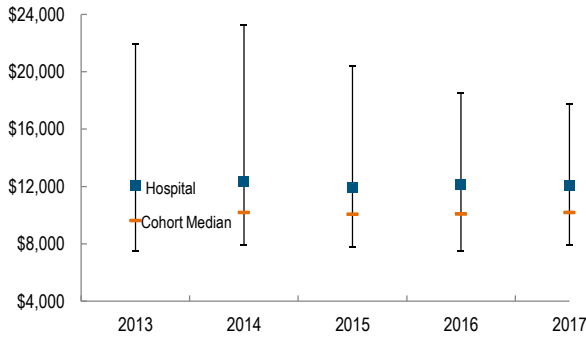


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

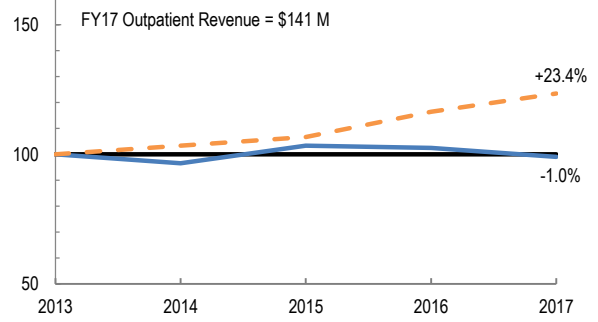


Patient Revenue Trends

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)



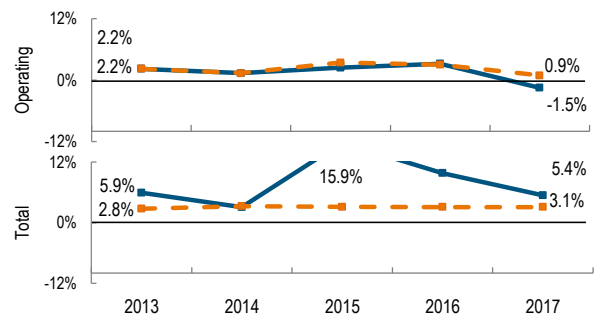
Financial Performance

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	\$ 272.7	\$ 266.8	\$ 273.9	\$ 281.5	\$ 273.5
Non-Operating Revenue	\$ 10.5	\$ 4.7	\$ 42.7	\$ 19.9	\$ 20.3
Total Revenue	\$ 283.2	\$ 271.5	\$ 316.6	\$ 301.4	\$ 293.9
Total Costs	\$ 266.4	\$ 263.1	\$ 266.3	\$ 271.9	\$ 277.9
Total Profit (Loss)	\$ 16.8	\$ 8.4	\$ 50.3	\$ 29.5	\$ 16.0

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).