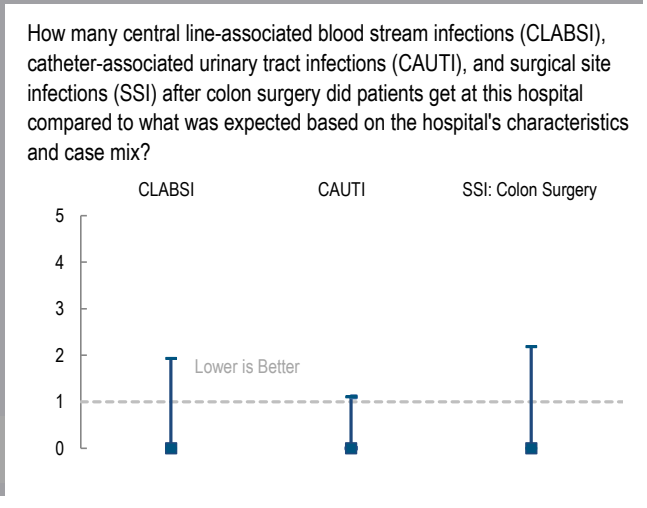
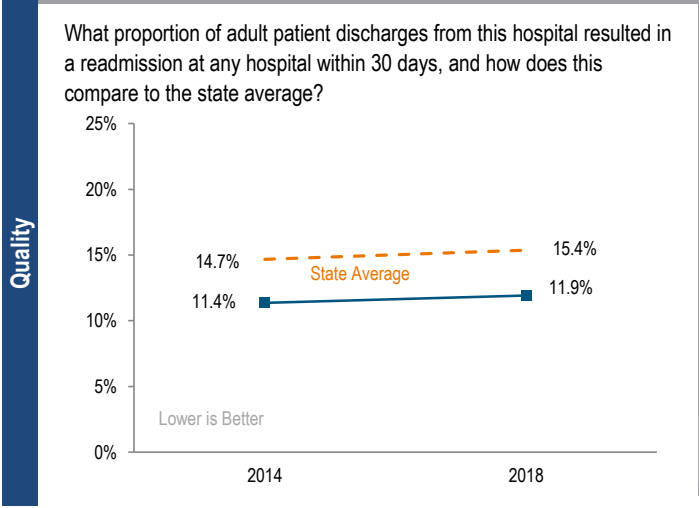
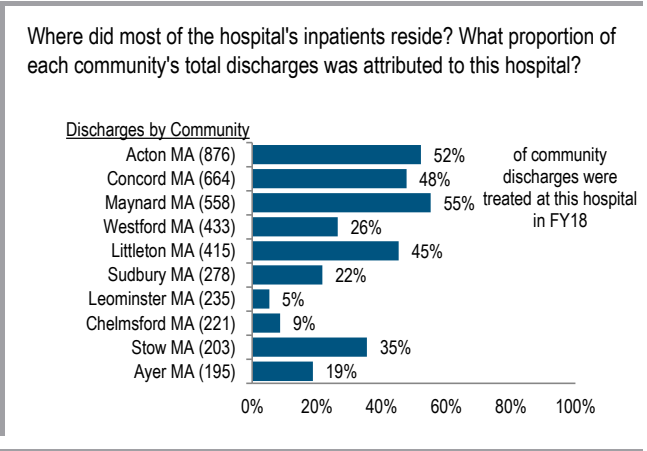
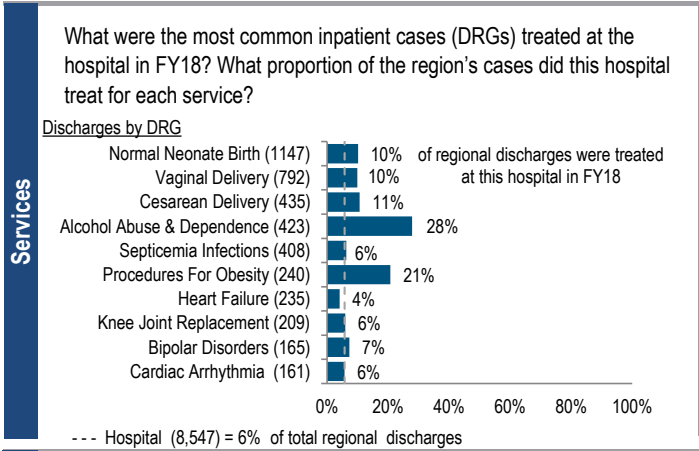


Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. Between FY14 and FY18, the volume of inpatient discharges at the hospital decreased by 2.2% compared to a median increase of 10.7% at cohort hospitals. Outpatient visits decreased by 1.4% for the hospital between FY14 and FY18, compared to a median increase of 5.8% for its peer cohort. Emerson Hospital reported a profit of \$6.2M in FY18 and a total margin of 2.5% compared to the median of 2.1% among peer cohort hospitals.

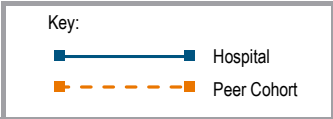
At a Glance	Overview / Size	
	Hospital System Affiliation:	Emerson Health System Inc. and Subsid.
	Hospital System Surplus (Loss) in FY18:	\$6,254,076
	Change in Ownership (FY14-18):	Not Applicable
	Total Staffed Beds:	199, mid-size acute hospital
	% Occupancy:	52.8%, < cohort avg. (63%)
	Special Public Funding:	ICB*
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.86, < cohort avg. (0.87); < statewide (1.14)
	Financial	
	Inpatient NPSR per CMAD:	\$10,415
	Change FY17-FY18:	0.6%
	Inpatient:Outpatient Revenue in FY18:	23%:77%
	Outpatient Revenue in FY18:	\$163,879,842
	Change FY17-FY18:	11.2%
Total Revenue in FY18:	\$253,423,565	
Total Surplus (Loss) in FY18:	\$6,232,544	
Payer Mix		
Public Payer Mix:	47.1% Non-HPP Hospital	
CY17 Commercial Statewide Relative Price:	0.87	
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated HMO, Inc. Harvard Pilgrim Health Care	
Utilization		
Inpatient Discharges in FY18:	8,547	
Change FY17-FY18:	-3.0%	
Emergency Department Visits in FY18:	31,820	
Change FY17-FY18:	-0.6%	
Outpatient Visits in FY18:	91,653	
Change FY17-FY18:	-0.4%	
Quality		
Readmission Rate in FY18:	11.9%	
Change FY14-FY18 (percentage points):	0.6	
Early Elective Deliveries Rate:	1.9%	



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

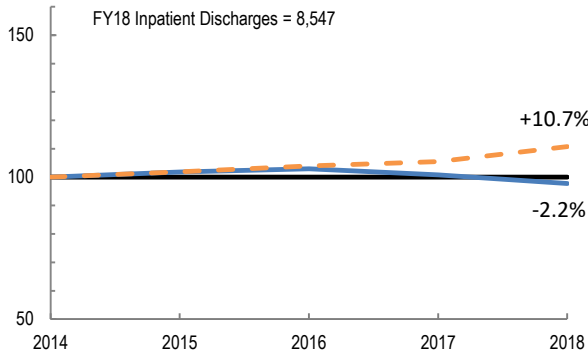
2018 HOSPITAL PROFILE: EMERSON HOSPITAL

Cohort: Community Hospital

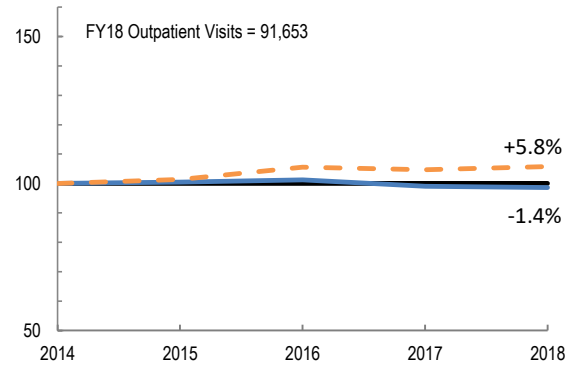


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

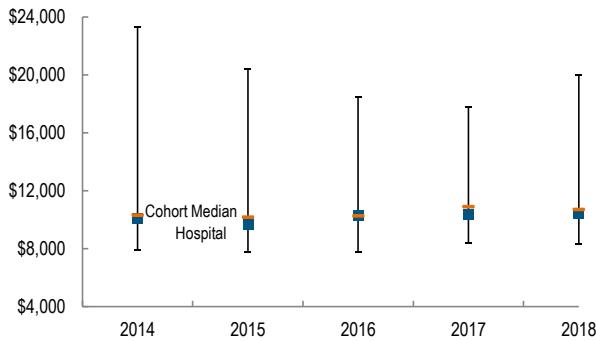


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

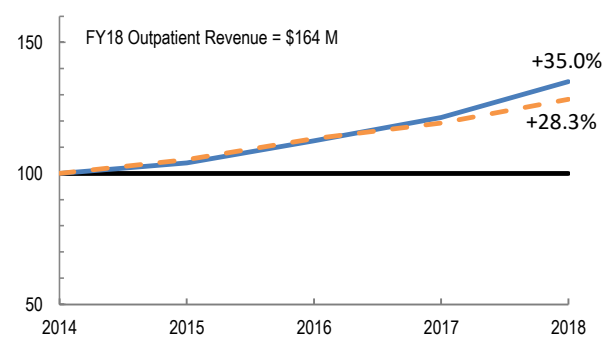


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY14 and FY18, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)



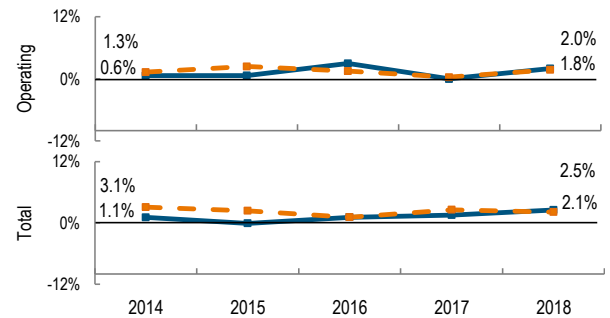
Financial Performance

How have the hospital's total revenue and costs changed between FY14 and FY18?

Revenue, Cost, & Profit/Loss (in millions)

FY	2014	2015	2016	2017	2018
Operating Revenue	\$ 192.4	\$ 203.4	\$ 222.2	\$ 238.8	\$ 252.3
Non-Operating Revenue	\$ 0.9	\$ (1.6)	\$ (4.2)	\$ 3.5	\$ 1.1
Total Revenue	\$ 193.3	\$ 201.8	\$ 218.0	\$ 242.4	\$ 253.4
Total Costs	\$ 191.2	\$ 202.0	\$ 215.7	\$ 238.8	\$ 247.2
Total Profit (Loss)	\$ 2.1	\$ (0.2)	\$ 2.4	\$ 3.6	\$ 6.2

What were the hospital's total margin and operating margins between FY14 and FY18, 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).