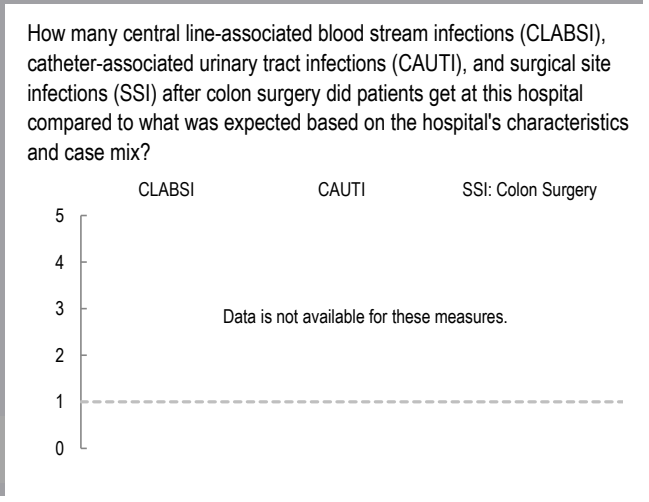
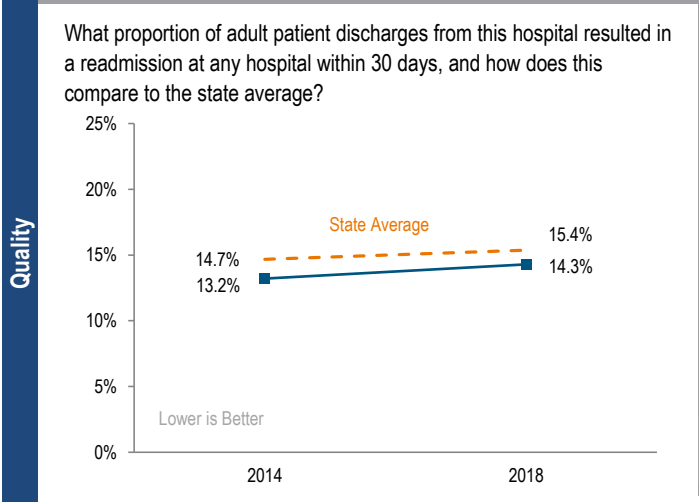
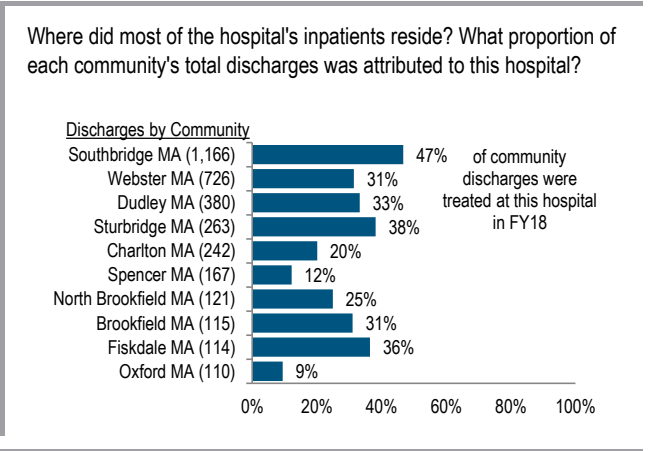
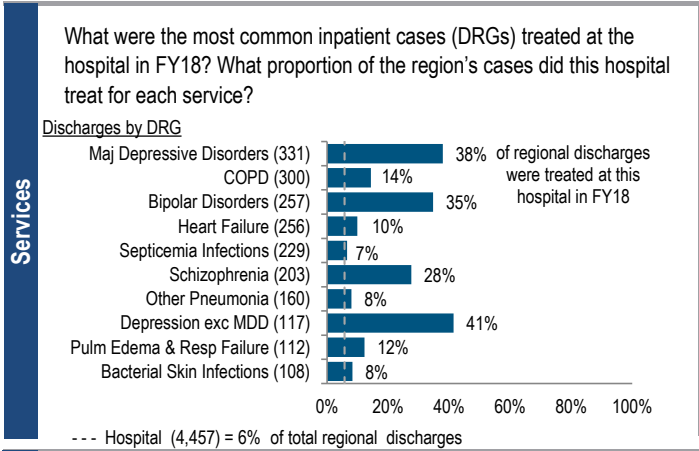


Harrington Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 6.8% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits increased by 8.5% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. Harrington reported a profit in each year of the five-year period. In FY18, its total margin of 8.2% was higher than its peer cohort median of 5.0%.

At a Glance	Overview / Size	Hospital System Affiliation:	Harrington Healthcare System, Inc.	Payer Mix	Public Payer Mix:	66.8% HPP Hospital	
	Hospital System Surplus (Loss) in FY18:	\$23,394	CY17 Commercial Statewide Relative Price:	0.90	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Fallon Community Health Plan Tufts Associated HMO, Inc.	
	Change in Ownership (FY14-18):	Not Applicable	Utilization	Inpatient Discharges in FY18:	4,457		
	Total Staffed Beds:	119, mid-size acute hospital	Change FY17-FY18:	-4.2%	Emergency Department Visits in FY18:	41,914	
	% Occupancy:	46.2%, < cohort avg. (67%)	Change FY17-FY18:	-5.2%	Outpatient Visits in FY18:	81,481	
	Special Public Funding:	ICB*	Change FY17-FY18:	0.9%	Quality	Readmission Rate in FY18:	14.3%
	Trauma Center Designation:	Not Applicable	Total Revenue in FY18:	\$147,562,009	Change FY14-FY18 (percentage points):	1.1	
	Case Mix Index:	0.88, < cohort avg. (0.93); < statewide (1.14)	Total Surplus (Loss) in FY18:	\$12,128,435	Early Elective Deliveries Rate:	Not Available	
	Financial	Inpatient NPSR per CMAD:	\$7,443	Change FY17-FY18:	-0.8%		
	Inpatient:Outpatient Revenue in FY18:	18%:82%					
Outpatient Revenue in FY18:	\$104,352,814	Change FY17-FY18:	5.4%				
Total Revenue in FY18:	\$147,562,009						
Total Surplus (Loss) in FY18:	\$12,128,435						



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

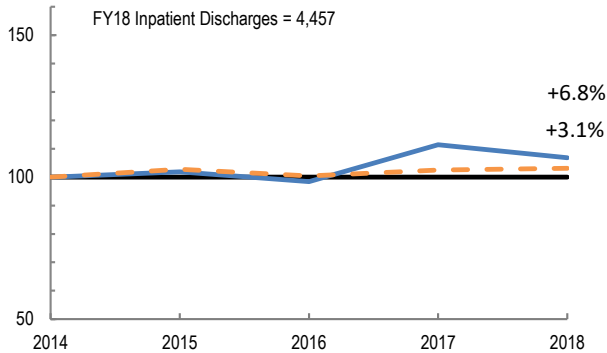
2018 HOSPITAL PROFILE: HARRINGTON MEMORIAL HOSPITAL

Cohort: Community-High Public Payer Hospital

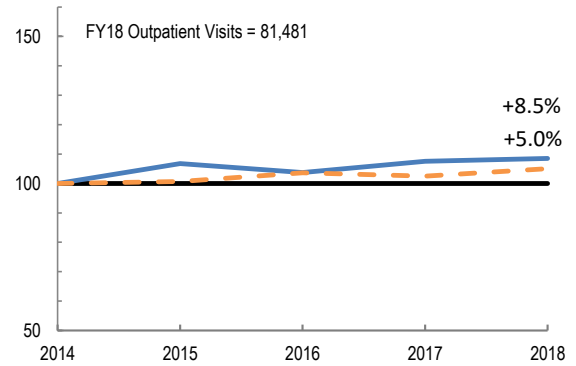


Utilization

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)

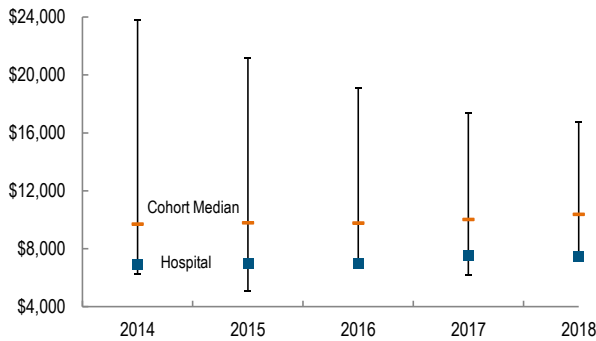


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

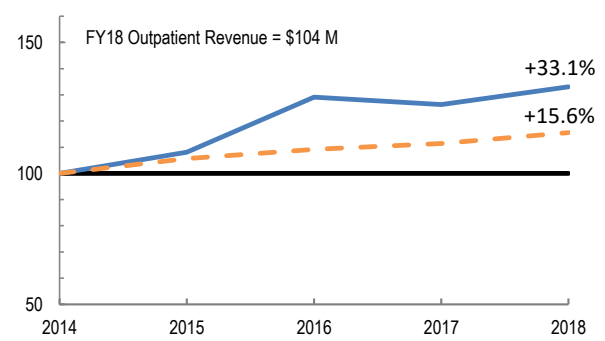


Patient Revenue Trends

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)



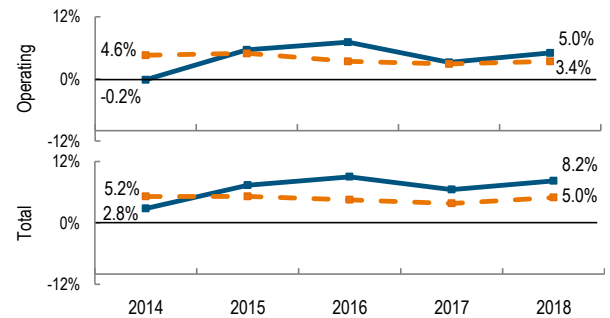
Financial Performance

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	\$ 113.4	\$ 124.0	\$ 135.5	\$ 137.9	\$ 142.8
Non-Operating Revenue	\$ 3.5	\$ 2.1	\$ 2.6	\$ 4.7	\$ 4.7
Total Revenue	\$ 116.9	\$ 126.1	\$ 138.0	\$ 142.7	\$ 147.6
Total Costs	\$ 113.6	\$ 116.9	\$ 125.6	\$ 133.4	\$ 135.4
Total Profit (Loss)	\$ 3.3	\$ 9.3	\$ 12.4	\$ 9.3	\$ 12.1

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).