

Heywood Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Between FY14 and FY18, the volume of inpatient discharges at the hospital decreased by 0.7% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits decreased by 1.6% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. Heywood Hospital reported a profit in each year of the five-year period. In FY18 its total margin of 2.3% was lower than its peer cohort median of 5.0%.

Overview / Size	
Hospital System Affiliation:	Heywood Healthcare
Hospital System Surplus (Loss) in FY18:	(\$1,532,091)
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	101, mid-size acute hospital
% Occupancy:	64.2%, < cohort avg. (67%)
Special Public Funding:	HCI <sup>1</sup> , ICB <sup>2</sup>
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.83, < cohort avg. (0.93); < statewide (1.14)

Financial	
Inpatient NPSR per CMAD:	\$8,554
Change FY17-FY18:	8.3%
Inpatient:Outpatient Revenue in FY18:	22%:78%
Outpatient Revenue in FY18:	\$78,681,810
Change FY17-FY18:	5.4%
Total Revenue in FY18:	\$125,420,295
Total Surplus (Loss) in FY18:	\$2,930,051

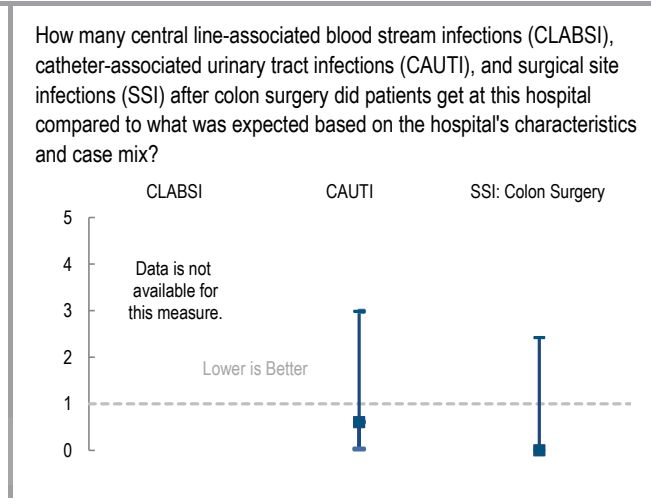
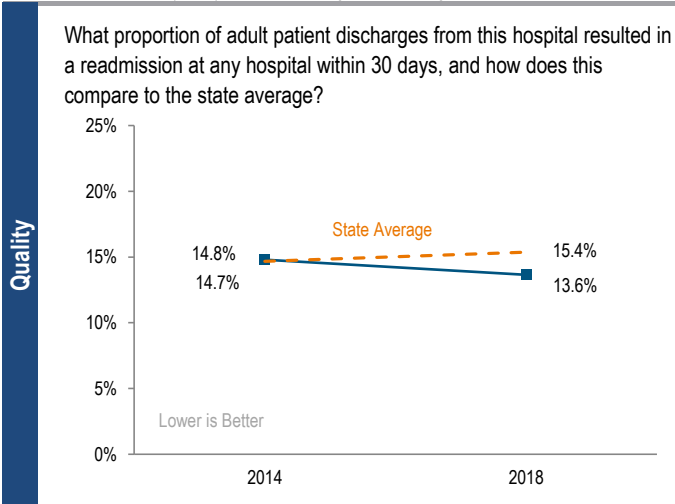
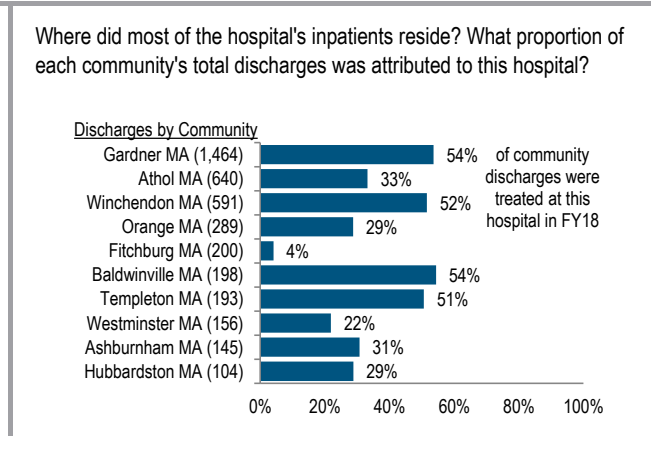
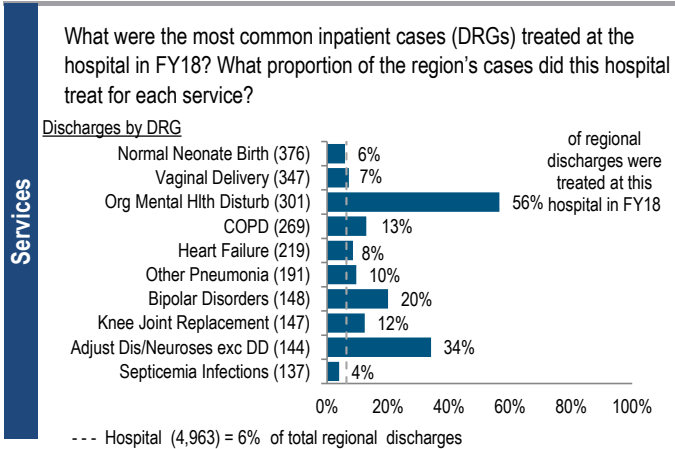
Payer Mix	
Public Payer Mix:	66.1% HPP Hospital
CY17 Commercial Statewide Relative Price:	0.71
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated HMO, Inc. Network Health, LLC (Medicaid MCO)

Utilization	
Inpatient Discharges in FY18:	4,963
Change FY17-FY18:	7.5%
Emergency Department Visits in FY18:	28,282
Change FY17-FY18:	5.5%
Outpatient Visits in FY18:	79,570
Change FY17-FY18:	-2.5%

Quality	
Readmission Rate in FY18:	13.6%
Change FY14-FY18 (percentage points):	-1.1
Early Elective Deliveries Rate:	1.3%



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

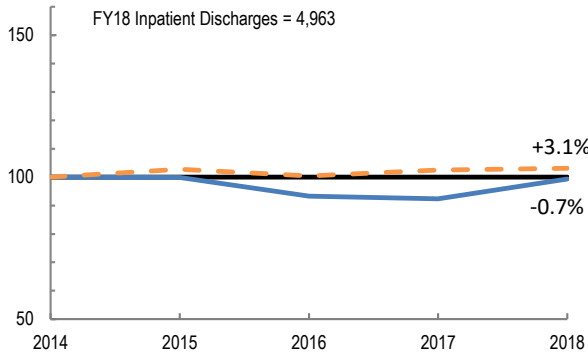
# 2018 HOSPITAL PROFILE: HEYWOOD MEMORIAL HOSPITAL

Cohort: Community-High Public Payer Hospital

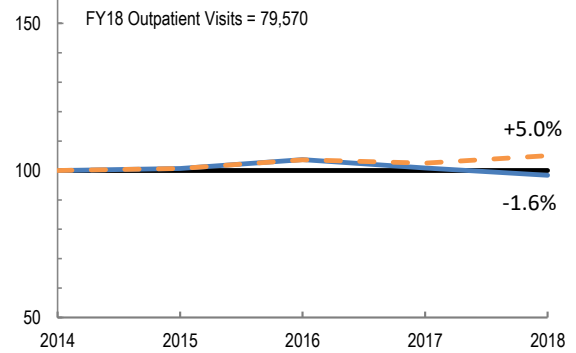


Utilization

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)

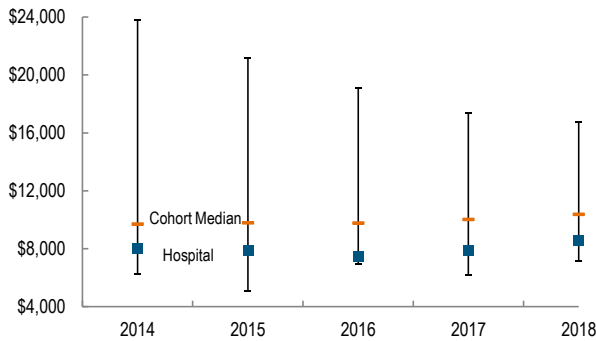


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

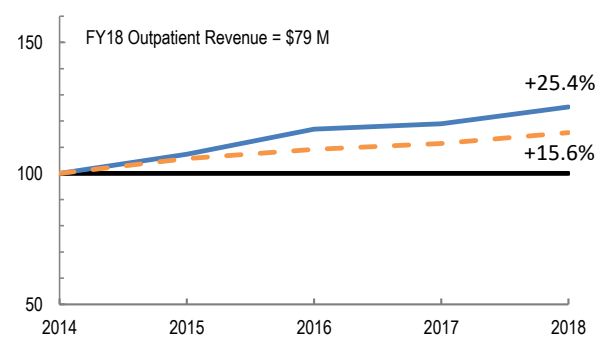


Patient Revenue Trends

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)



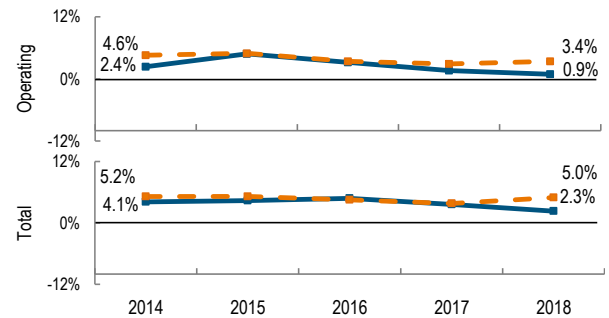
Financial Performance

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
<b>Operating Revenue</b>	\$ 102.3	\$ 106.3	\$ 110.7	\$ 114.8	\$ 123.7
<b>Non-Operating Revenue</b>	\$ 1.8	\$ (0.5)	\$ 1.8	\$ 2.3	\$ 1.8
<b>Total Revenue</b>	\$ 104.1	\$ 105.8	\$ 112.6	\$ 117.2	\$ 125.4
<b>Total Costs</b>	\$ 99.8	\$ 101.2	\$ 107.2	\$ 113.0	\$ 122.5
<b>Total Profit (Loss)</b>	\$ 4.3	\$ 4.6	\$ 5.4	\$ 4.2	\$ 2.9

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).

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).