

Marlborough Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Metro West region. It is among the smaller acute hospitals in Massachusetts and a member of UMass Memorial Health Care. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 2.7% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits decreased 25.8% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. Marlborough hospital reported a loss of \$0.1M in FY18 and a total margin of -0.2% as compared to the median total margin of 5.0% at peer cohort hospitals.

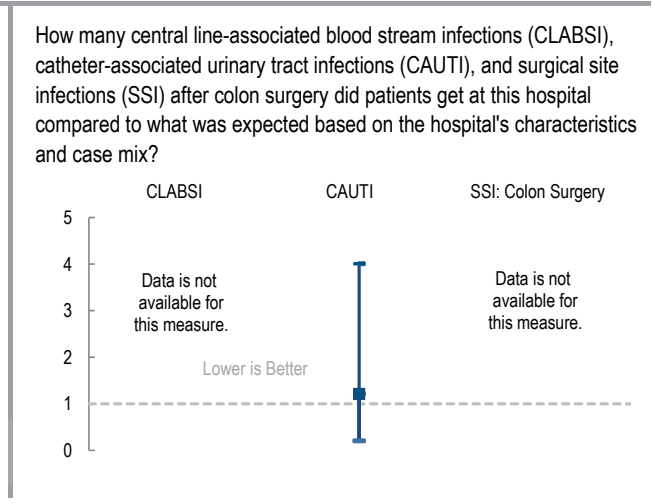
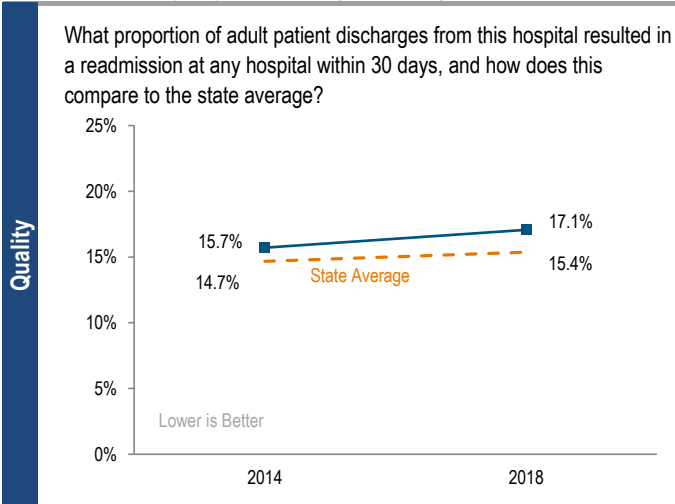
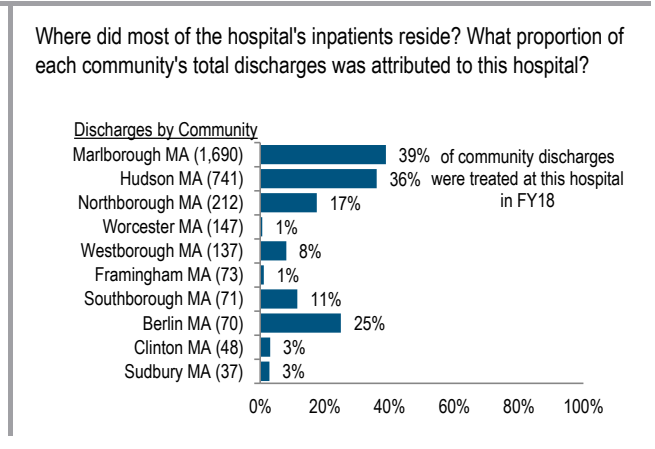
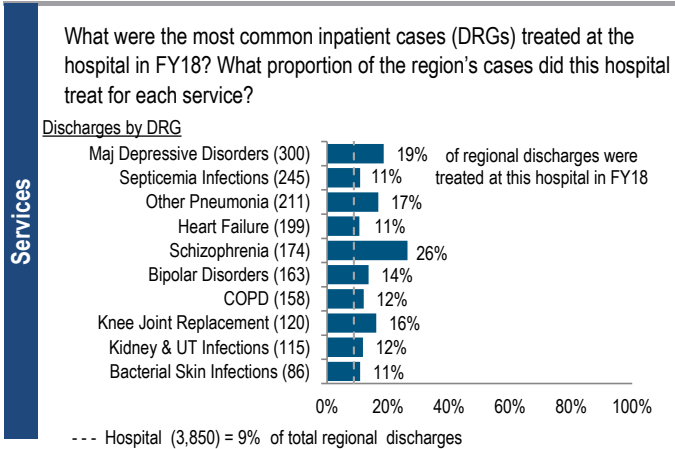
| Overview / Size | |
|---|--|
| Hospital System Affiliation: | UMass Memorial Health Care |
| Hospital System Surplus (Loss) in FY18: | (\$19,297,000) |
| Change in Ownership (FY14-18): | Not Applicable |
| Total Staffed Beds: | 79, among the smaller acute hospitals |
| % Occupancy: | 60.3%, < cohort avg. (67%) |
| Special Public Funding: | ICB* |
| Trauma Center Designation: | Not Applicable |
| Case Mix Index: | 0.95, > cohort avg. (0.93); < statewide (1.14) |

| Financial | |
|---------------------------------------|--------------|
| Inpatient NPSR per CMAD: | \$7,174 |
| Change FY17-FY18: | 9.7% |
| Inpatient:Outpatient Revenue in FY18: | 29%:71% |
| Outpatient Revenue in FY18: | \$44,175,648 |
| Change FY17-FY18: | -14.1% |
| Total Revenue in FY18: | \$84,472,000 |
| Total Surplus (Loss) in FY18: | (\$131,000) |

| Payer Mix | |
|---|---|
| Public Payer Mix: | 63.6% HPP Hospital |
| CY17 Commercial Statewide Relative Price: | 0.88 |
| Top 3 Commercial Payers: | Blue Cross Blue Shield of Massachusetts Tufts Associated HMO, Inc. Network Health, LLC (Medicaid MCO) |

| Utilization | |
|--------------------------------------|--------|
| Inpatient Discharges in FY18: | 3,850 |
| Change FY17-FY18: | -5.9% |
| Emergency Department Visits in FY18: | 27,086 |
| Change FY17-FY18: | 3.3% |
| Outpatient Visits in FY18: | 29,095 |
| Change FY17-FY18: | -3.6% |

| Quality | |
|---------------------------------------|---------------|
| Readmission Rate in FY18: | 17.1% |
| Change FY14-FY18 (percentage points): | 1.4 |
| Early Elective Deliveries Rate: | Not Available |



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

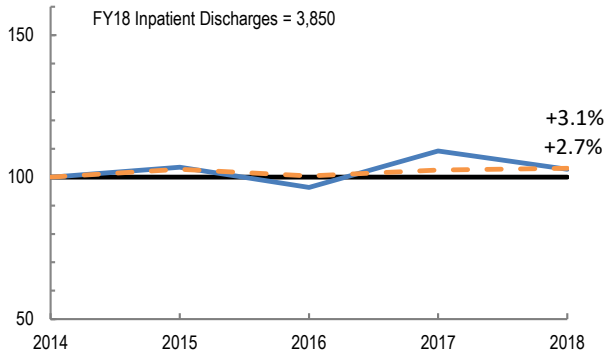
2018 HOSPITAL PROFILE: MARLBOROUGH HOSPITAL

Cohort: Community-High Public Payer Hospital

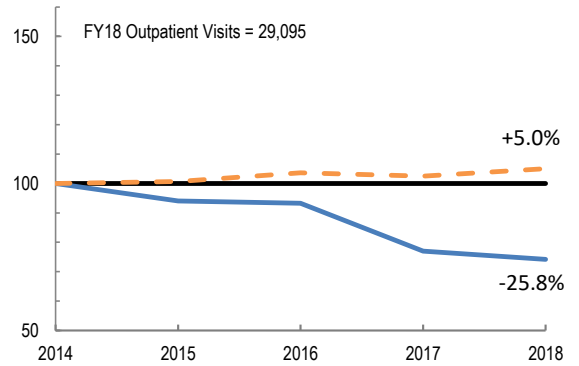


Utilization

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)

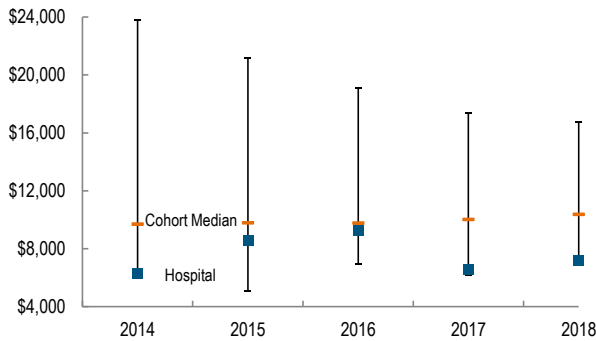


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

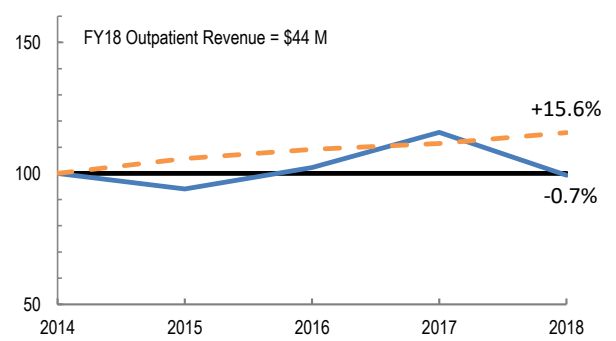


Patient Revenue Trends

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)



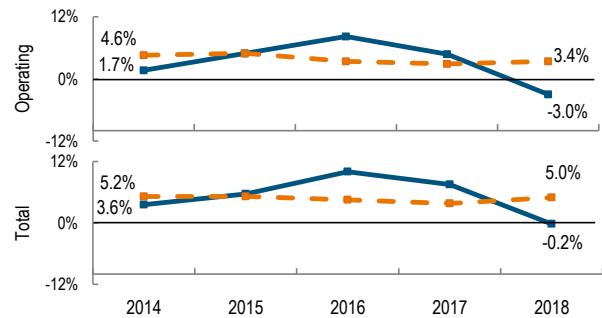
Financial Performance

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 | \$ 80.5 | \$ 80.7 | \$ 87.2 | \$ 87.1 | \$ 82.1 |
| Non-Operating Revenue | \$ 1.6 | \$ 0.6 | \$ 1.6 | \$ 2.4 | \$ 2.4 |
| Total Revenue | \$ 82.0 | \$ 81.3 | \$ 88.9 | \$ 89.4 | \$ 84.5 |
| Total Costs | \$ 79.1 | \$ 76.7 | \$ 80.0 | \$ 82.8 | \$ 84.6 |
| Total Profit (Loss) | \$ 2.9 | \$ 4.6 | \$ 8.9 | \$ 6.7 | \$ (0.1) |

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).