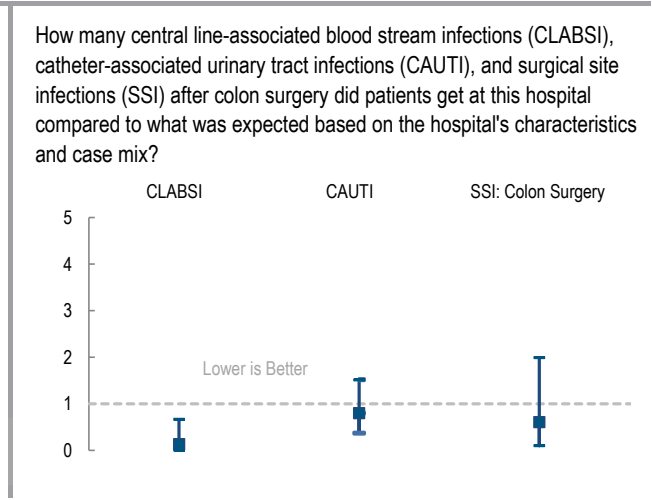
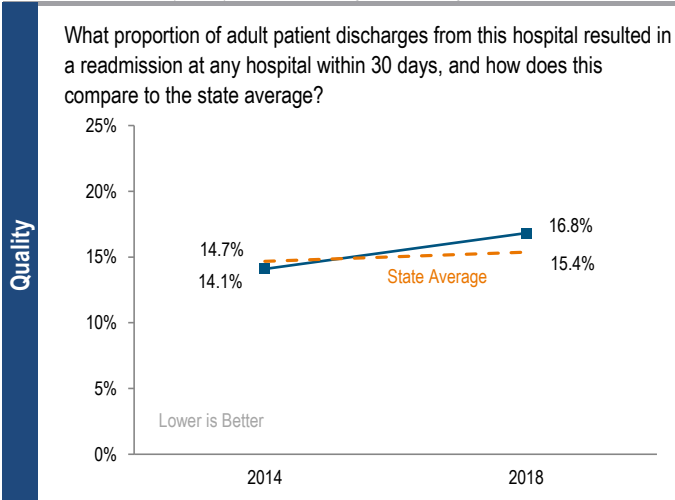
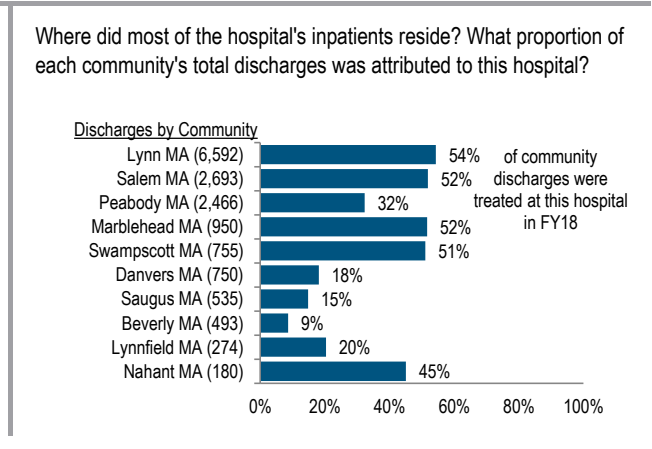
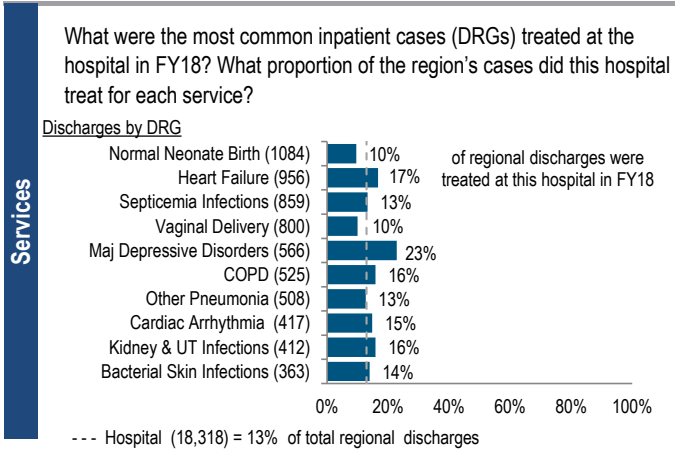


North Shore Medical Center is a large, non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. It is a member of Partners HealthCare. Between FY14 and FY18, the volume of inpatient discharges at the hospital decreased by 0.8% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits decreased by 1.1% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. North Shore Medical Center experienced a loss in each year included in this time period (FY14 - FY18). In FY18, the hospital had a total margin of -7.6% compared to the median of its peer cohort of 5.0%.

Overview / Size	
Hospital System Affiliation:	Partners HealthCare System
Hospital System Surplus (Loss) in FY18:	\$826,605,000
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	403, 10th largest acute hospital
% Occupancy:	61.3%, < cohort avg. (67%)
Special Public Funding:	ICB*
Trauma Center Designation:	Adult: Level 3
Case Mix Index:	0.99, > cohort avg. (0.93); < statewide (1.14)
Financial	
Inpatient NPSR per CMAD:	\$11,509
Change FY17-FY18:	-6.6%
Inpatient:Outpatient Revenue in FY18:	37%:63%
Outpatient Revenue in FY18:	\$204,415,644
Change FY17-FY18:	5.2%
Total Revenue in FY18:	\$423,124,000
Total Surplus (Loss) in FY18:	(\$32,167,000)
Payer Mix	
Public Payer Mix:	70.6% HPP Hospital
CY17 Commercial Statewide Relative Price:	1.00
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.
Utilization	
Inpatient Discharges in FY18:	18,318
Change FY17-FY18:	-0.7%
Emergency Department Visits in FY18:	70,952
Change FY17-FY18:	2.9%
Outpatient Visits in FY18:	106,756
Change FY17-FY18:	4.4%
Quality	
Readmission Rate in FY18:	16.8%
Change FY14-FY18 (percentage points):	2.7
Early Elective Deliveries Rate:	Not Available



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

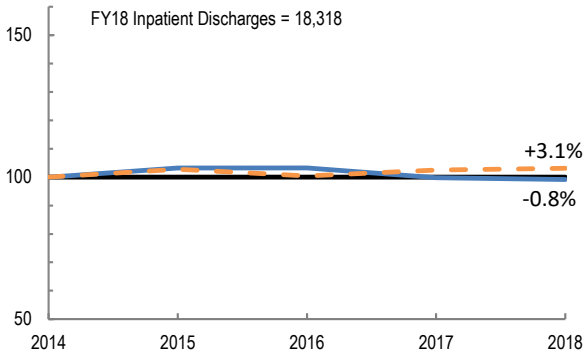
2018 HOSPITAL PROFILE: NORTH SHORE MEDICAL CENTER

Cohort: Community-High Public Payer Hospital

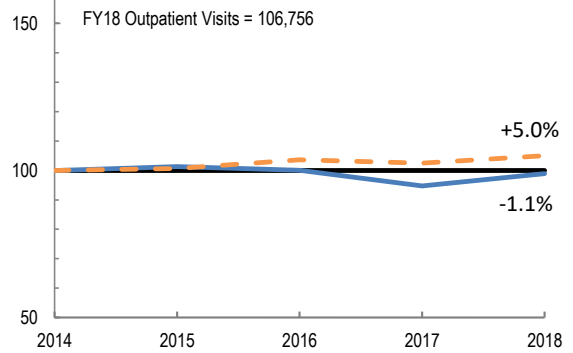


Utilization

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)

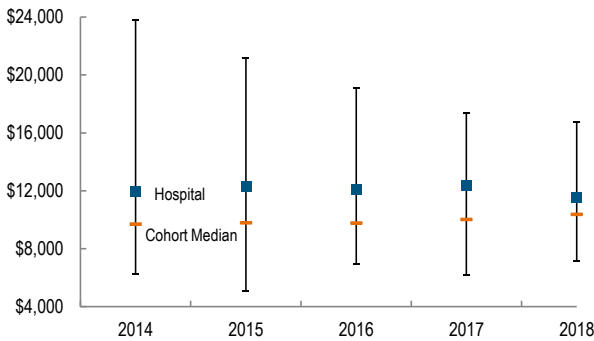


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

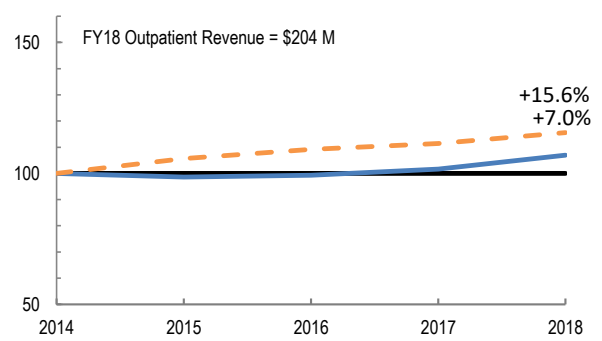


Patient Revenue Trends

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)



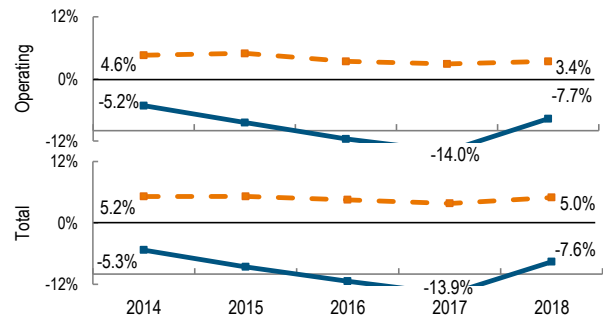
Financial Performance

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	\$ 416.7	\$ 419.4	\$ 419.2	\$ 413.7	\$ 422.8
Non-Operating Revenue	\$ (0.7)	\$ (0.7)	\$ 0.7	\$ 0.2	\$ 0.4
Total Revenue	\$ 416.0	\$ 418.7	\$ 419.9	\$ 413.9	\$ 423.1
Total Costs	\$ 438.2	\$ 454.6	\$ 467.9	\$ 471.7	\$ 455.3
Total Profit (Loss)	\$ (22.2)	\$ (36.0)	\$ (48.0)	\$ (57.7)	\$ (32.2)

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).