

South Shore Hospital is a large, non-profit community hospital located in the Metro South region. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 20.1% compared to a median increase of 10.7% at cohort hospitals. Outpatient visits increased by 4.7% for the hospital between FY14 and FY18, compared to a median increase of 5.8% for its peer cohort. South Shore Hospital reported a profit each year in this time period including a profit of \$10.7M in FY18 and a total margin of 1.7%, compared to the cohort median of 2.1%.

Overview / Size	
Hospital System Affiliation:	South Shore Health System
Hospital System Surplus (Loss) in FY18:	(\$2,394,265)
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	434, 8th largest acute hospital
% Occupancy:	78.6%, > cohort avg. (63%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 2
Case Mix Index:	0.91, > cohort avg. (0.87); < statewide (1.14)

Financial	
Inpatient NPSR per CMAD:	\$11,019
Change FY17-FY18:	-3.7%
Inpatient:Outpatient Revenue in FY18:	44%:56%
Outpatient Revenue in FY18:	\$278,190,840
Change FY17-FY18:	5.2%
Total Revenue in FY18:	\$616,817,820
Total Surplus (Loss) in FY18:	\$10,708,839

Payer Mix	
Public Payer Mix:	59.6% Non-HPP Hospital
CY17 Commercial Statewide Relative Price:	1.05
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

Utilization	
Inpatient Discharges in FY18:	29,719
Change FY17-FY18:	1.5%
Emergency Department Visits in FY18:	97,630
Change FY17-FY18:	1.8%
Outpatient Visits in FY18:	315,480
Change FY17-FY18:	-2.0%

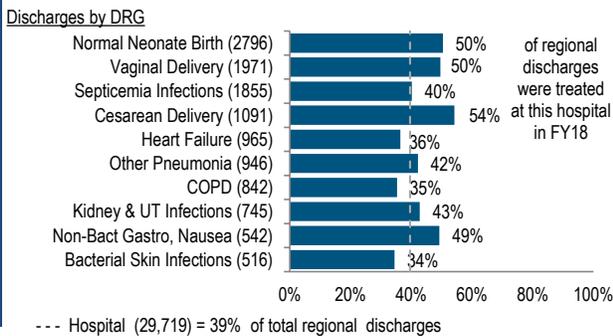
Quality	
Readmission Rate in FY18:	16.0%
Change FY14-FY18 (percentage points):	1.2
Early Elective Deliveries Rate:	1.0%

At a Glance

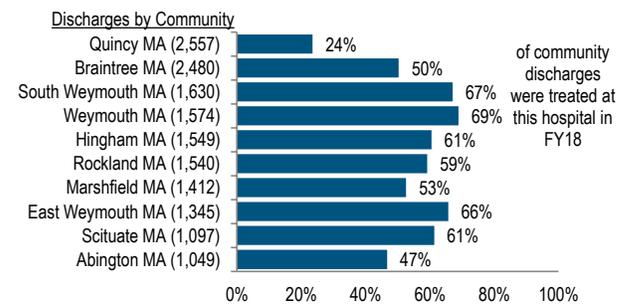
Services

Quality

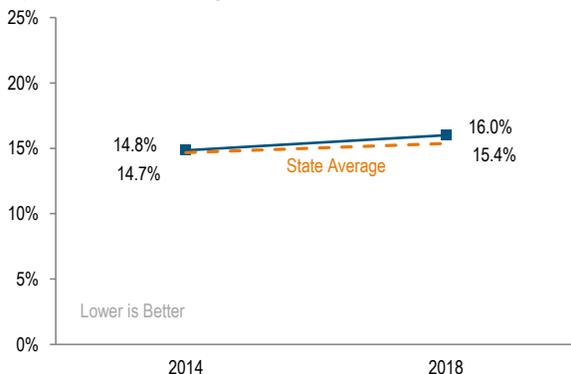
What were the most common inpatient cases (DRGs) treated at the hospital in FY18? What proportion of the region's cases did this hospital treat for each service?



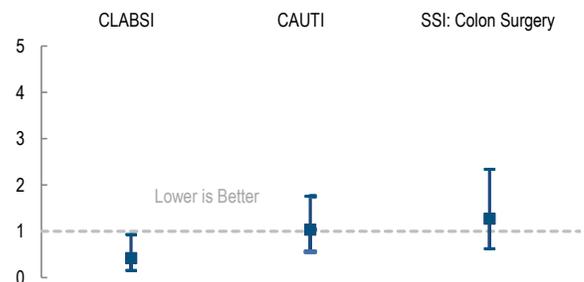
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



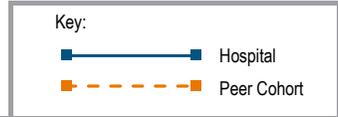
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

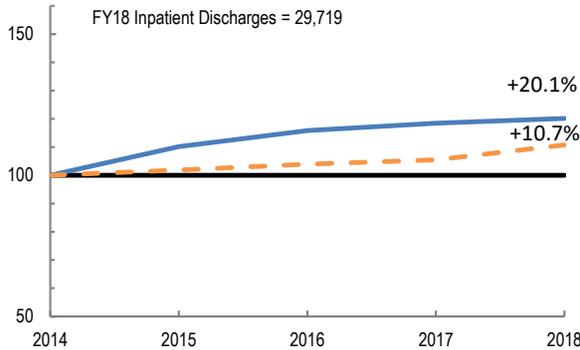
2018 HOSPITAL PROFILE: SOUTH SHORE HOSPITAL

Cohort: Community Hospital

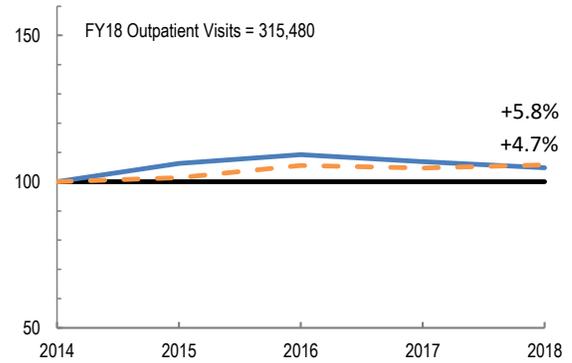


Utilization

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)

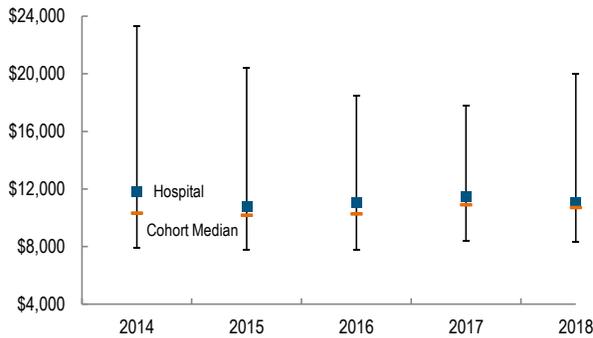


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

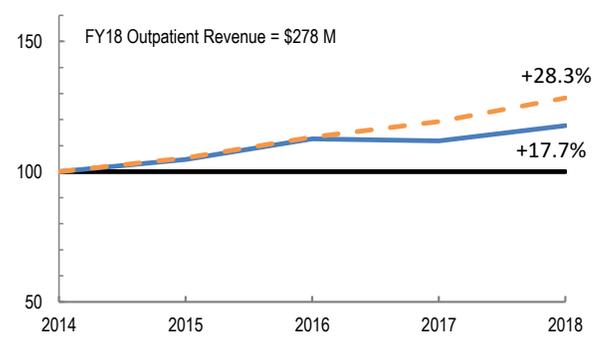


Patient Revenue Trends

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)



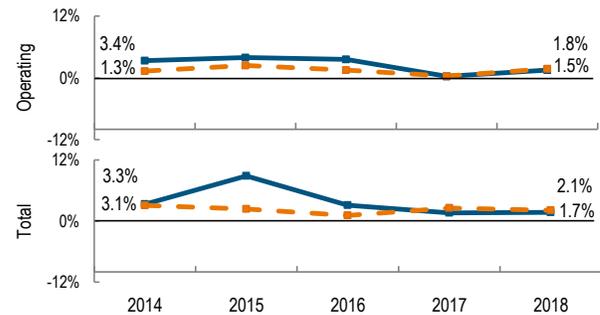
Financial Performance

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	\$ 495.1	\$ 536.1	\$ 573.3	\$ 594.3	\$ 615.3
Non-Operating Revenue	\$ (0.2)	\$ 27.8	\$ (3.2)	\$ 7.8	\$ 1.5
Total Revenue	\$ 494.9	\$ 563.8	\$ 570.1	\$ 602.1	\$ 616.8
Total Costs	\$ 478.5	\$ 513.8	\$ 552.7	\$ 592.4	\$ 606.1
Total Profit (Loss)	\$ 16.4	\$ 50.0	\$ 17.5	\$ 9.6	\$ 10.7

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.