2018 Hospital Profile

Sturdy Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Metro West region. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 17.4% compared to a median increase of 3.1% at cohort hospitals. Outpatient visits increased by 0.2% for the hospital between FY14 and FY18, compared to a median increase of 5.0% for its peer cohort. Sturdy Memorial Hospital reported a profit each year in this time period including a profit of \$23.3M in FY18 and a total margin of 11.5% compared to its peer cohort median total margin of 5.0%.

Overview / Size

Hospital System Affiliation	Sturdy Memorial Foundation				
Hospital System Surplus (\$18,224,876				
Change in Ownership (FY	14-18):	Not Applicable			
Total Staffed Beds:		153, mid-size acute hospital			
% Occupancy:		59.1%, < cohort avg. (67%)			
Special Public Funding:		Not Applicable			
Trauma Center Designation	on:	Not Applicable			
Case Mix Index:	0.83, < cohort	avg. (0.93); < statewide (1.14)			

Financial

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Inpatient NPSR per CMAD:	\$9,124
Change FY17-FY18:	4.1%
Inpatient:Outpatient Revenue in FY18:	29%:71%
Outpatient Revenue in FY18:	\$126,483,247
Change FY17-FY18:	6.5%
Total Revenue in FY18:	\$202,392,767
Total Surplus (Loss) in FY18:	\$23,316,996

Payer Mix

Public Payer Mix:	64.9% HPP Hospital
CY17 Commercial Statewide	Relative Price: 1.02
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts
	Tufts Associated HMO, Inc.
	Harvard Pilgrim Health Care

Utilization

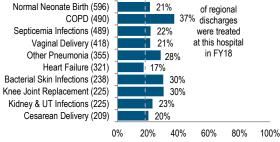
Inpatient Discharges in FY18:	7,832
Change FY17-FY18:	5.1%
Emergency Department Visits in FY18:	50,428
Change FY17-FY18:	4.9%
Outpatient Visits in FY18:	114,445
Change FY17-FY18:	1.1%

Quality

Readmission Rate in FY18:	17.8%
Change FY14-FY18 (percentage points):	3.7
Early Elective Deliveries Rate:	0.0%

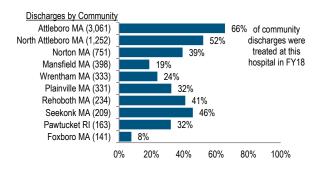
What were the most common inpatient cases (DRGs) treated at the hospital in FY18? What proportion of the region's cases did this hospital treat for each service?



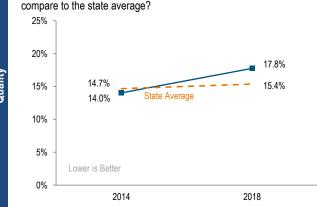


--- Hospital (7,832) = 18% of total regional discharges

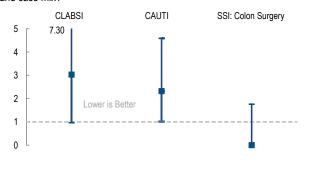
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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?



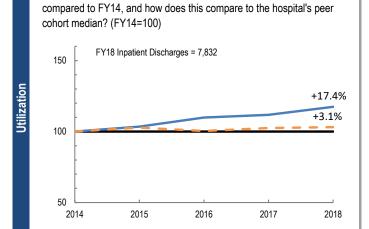
For descriptions of the metrics, please see the technical appendix.

2018 HOSPITAL PROFILE: STURDY MEMORIAL HOSPITAL

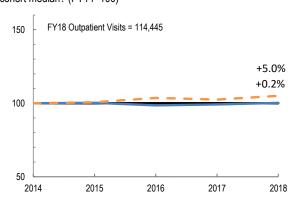
How has the volume of the hospital's inpatient discharges changed

Cohort: Community-High Public Payer Hospital

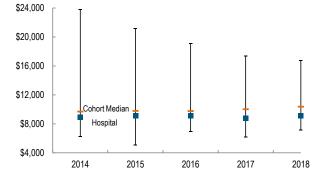




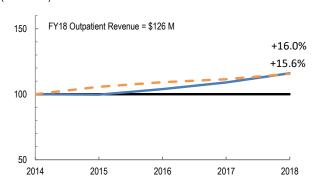
How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)



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)



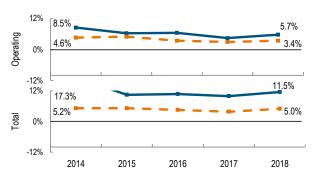
How have the hospital's total revenue and costs changed between FY14 and FY18?

Revenue, Cost, & Profit/Loss (in millions)

Patient Revenue Trends

FY	20	14	2015	2016	2017	2018
Operating Revenue	\$ 164	.9 \$	165.5	\$ 170.8	\$ 178.6	\$ 190.7
Non-Operating Revenue	\$ 15	.9 \$	7.1	\$ 7.7	\$ 10.3	\$ 11.7
Total Revenue	\$ 180	.8 \$	172.6	\$ 178.5	\$ 188.9	\$ 202.4
Total Costs	\$ 149	.6 \$	154.7	\$ 159.5	\$ 170.3	\$ 179.1
Total Profit (Loss)	\$ 31	.2 \$	17.9	\$ 19.1	\$ 18.6	\$ 23.3

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.