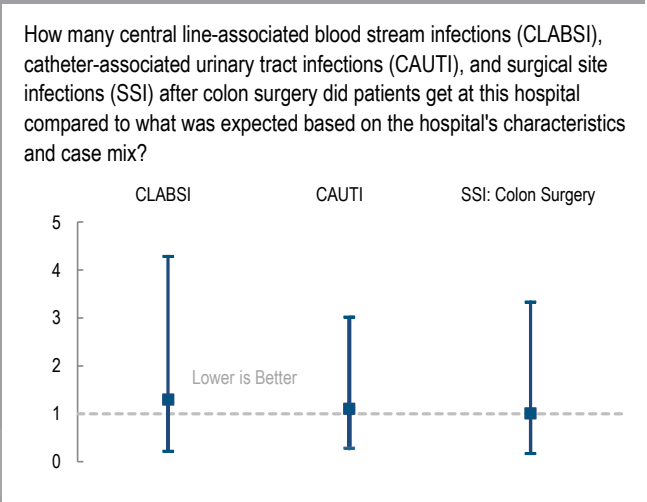
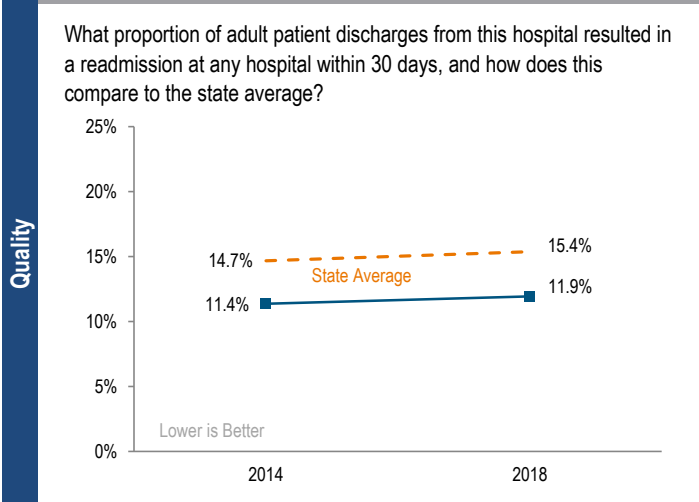
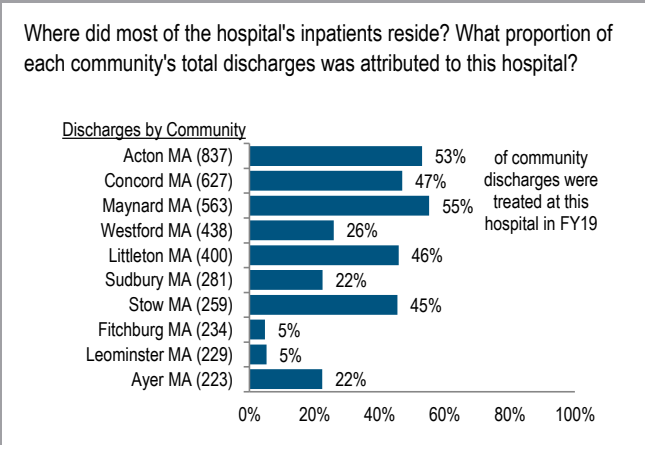
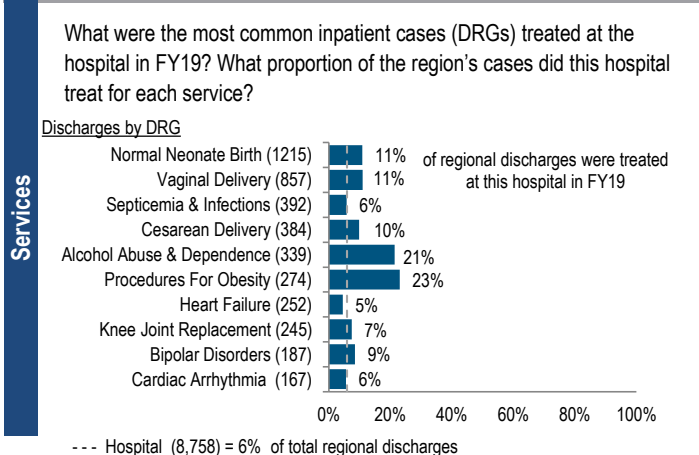


Emerson Hospital is a mid-size, non-profit community hospital located in the Northeastern Massachusetts region. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 1.6% compared to a median increase of 7.9% at cohort hospitals. Outpatient visits decreased by 1.8% for the hospital between FY15 and FY19, compared to a median increase of 8.8% for its peer cohort. Emerson Hospital reported a profit of \$2.1M in FY19 and a total margin of 0.8% compared to the median of 5.6% at its cohort hospitals.

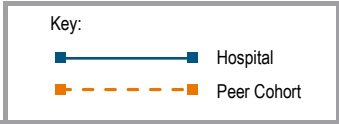
<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Emerson Health System Inc. and Subsid.	Public Payer Mix:	47.1% (Non-HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$2,042,974	CY18 Commercial Statewide Relative Price:	0.90
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim United Healthcare Insurance Company
	Total Staffed Beds:	199, mid-size acute hospital		
	% Occupancy:	54.4%, < cohort avg. (60%)		
	Special Public Funding:	CHRTF°		
	Trauma Center Designation:	Not Applicable		
	Case Mix Index:	0.86, < cohort avg. (0.87); < statewide (1.16)		
	<b>Financial</b>		<b>Utilization</b>	
Inpatient NPSR per CMAD:	\$11,357	Inpatient Discharges in FY19:	8,758	
Change FY18-FY19:	9.0%	Change FY18-FY19:	2.5%	
Inpatient:Outpatient Revenue in FY19:	23%:77%	Emergency Department Visits in FY19:	30,996	
Change FY18-FY19:	9.0%	Change FY18-FY19:	-2.6%	
Outpatient Revenue in FY19:	\$178,592,643	Outpatient Visits in FY19:	91,689	
Change FY18-FY19:	9.0%	Change FY18-FY19:	0.0%	
Total Revenue in FY19:	\$270,434,191	<b>Quality</b>		
Total Surplus (Deficit) in FY19:	\$2,051,144	Readmission Rate in FY18:	11.9%	
		Change FY14-FY18 (percentage points):	0.6	
		Early Elective Deliveries Rate:	1.2%	



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

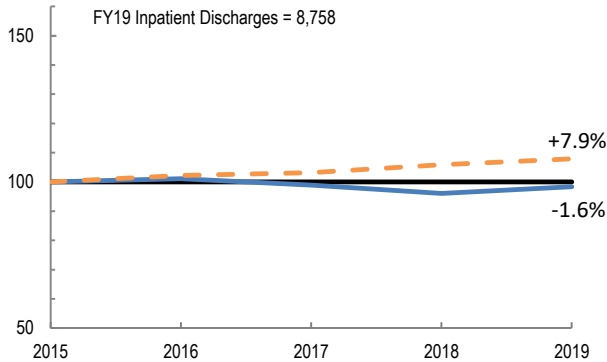
# 2019 HOSPITAL PROFILE: EMERSON HOSPITAL

Cohort: Community Hospital

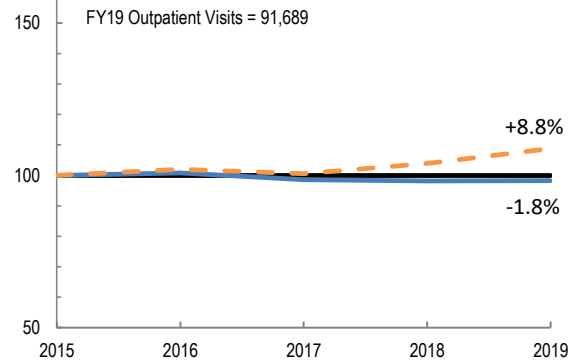


## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

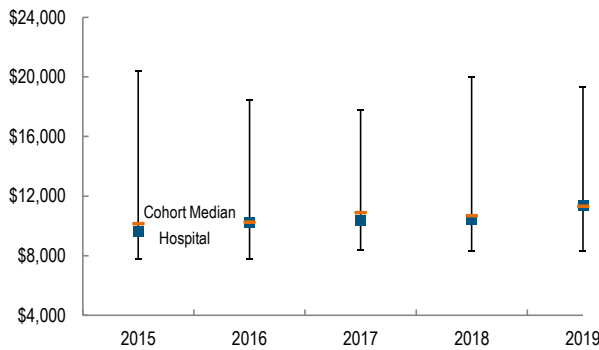


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

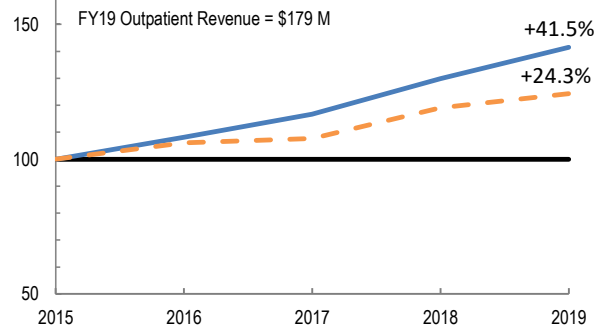


## Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY15 and FY19, and how does this compare to the hospital's peer cohort median?



How has the hospital's net outpatient revenue changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



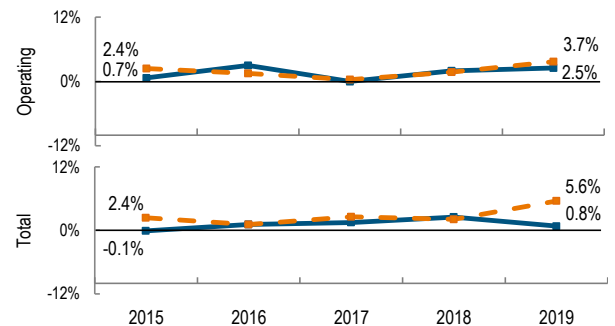
## Financial Performance

How have the hospital's total revenue and costs changed between FY15 and FY19?

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

FY	2015	2016	2017	2018	2019
<b>Operating Revenue</b>	\$ 203.4	\$ 222.2	\$ 238.8	\$ 252.3	\$ 275.2
<b>Non-Operating Revenue</b>	\$ (1.6)	\$ (4.2)	\$ 3.5	\$ 1.1	\$ (4.8)
<b>Total Revenue</b>	\$ 201.8	\$ 218.0	\$ 242.4	\$ 253.4	\$ 270.4
<b>Total Costs</b>	\$ 202.0	\$ 215.7	\$ 238.8	\$ 247.2	\$ 268.4
<b>Total Profit (Loss)</b>	\$ (0.2)	\$ 2.4	\$ 3.6	\$ 6.2	\$ 2.1

What were the hospital's total margin and operating margins between FY15 and FY19, 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 Community Hospital Reinvestment Trust Fund (CHRTF) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).