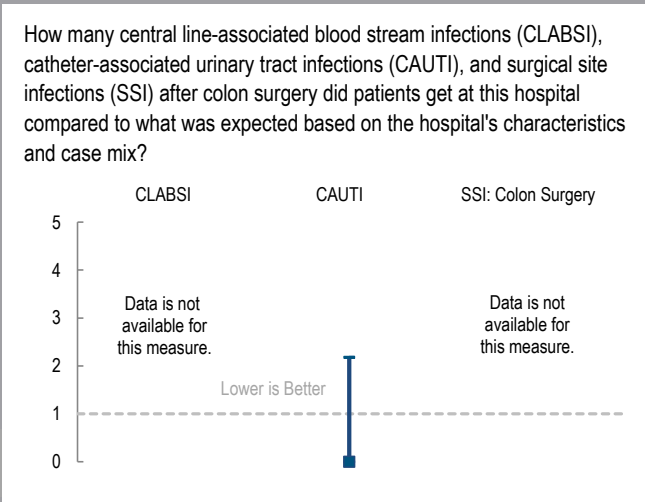
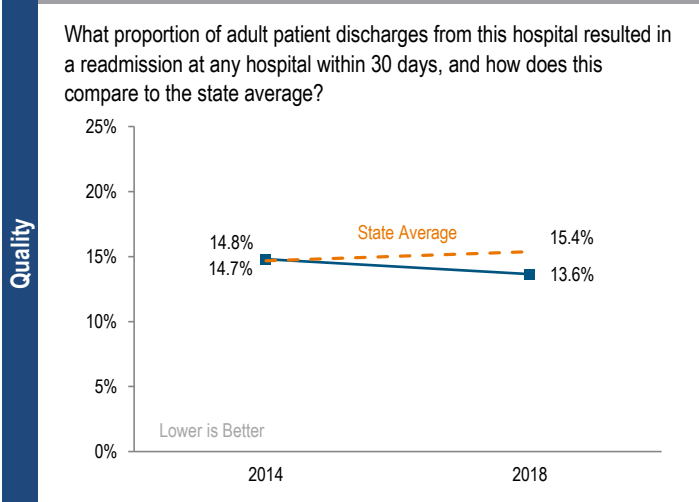
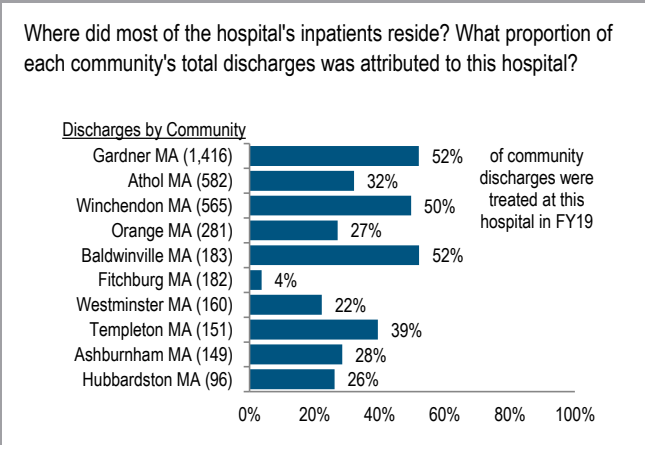
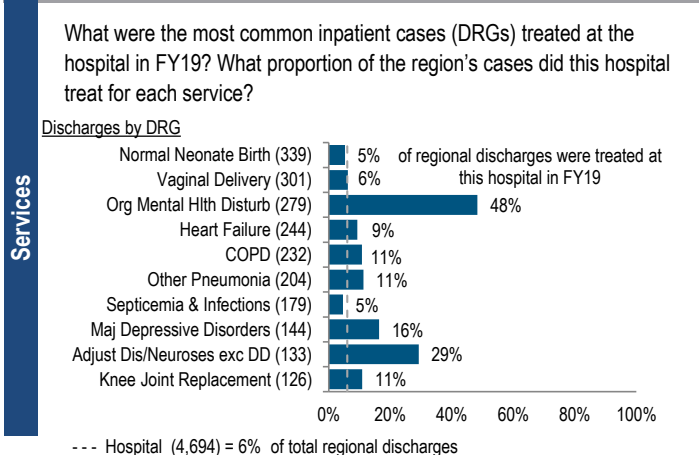


Heywood Hospital is a small, non-profit community-High Public Payer (HPP) hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 6.0% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits increased by 9.5% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. Heywood Hospital reported a profit in each year of the five-year period. In FY19 its total margin of 2.8% was lower than its peer cohort median of 3.3%.

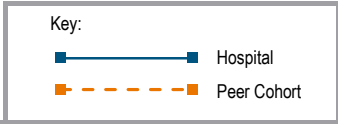
At a Glance	Overview / Size		Payer Mix	
	Hospital System Affiliation:	Heywood Healthcare	Public Payer Mix:	66.1% (HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$2,268,589	CY18 Commercial Statewide Relative Price:	0.73
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Tufts HMO Fallon
	Total Staffed Beds:	99, among the smaller acute hospitals		
	% Occupancy:	62.8%, < cohort avg. (66%)		
	Special Public Funding:	CHRTF°		
	Trauma Center Designation:	Not Applicable		
	Case Mix Index:	0.92, < cohort avg. (0.96); < statewide (1.16)		
	Financial		Utilization	
Inpatient NPSR per CMAD:	\$7,481	Inpatient Discharges in FY19:	4,694	
Change FY18-FY19:	-12.6%	Change FY18-FY19:	-5.4%	
Inpatient:Outpatient Revenue in FY19:	18%:82%	Emergency Department Visits in FY19:	27,040	
Outpatient Revenue in FY19:	\$97,246,685	Change FY18-FY19:	-4.4%	
Change FY18-FY19:	23.6%	Outpatient Visits in FY19:	89,176	
Total Revenue in FY19:	\$142,989,211	Change FY18-FY19:	12.1%	
Total Surplus (Deficit) in FY19:	\$4,001,254	Quality		
		Readmission Rate in FY18:	13.6%	
		Change FY14-FY18 (percentage points):	-1.1	
		Early Elective Deliveries Rate:	1.8%	



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

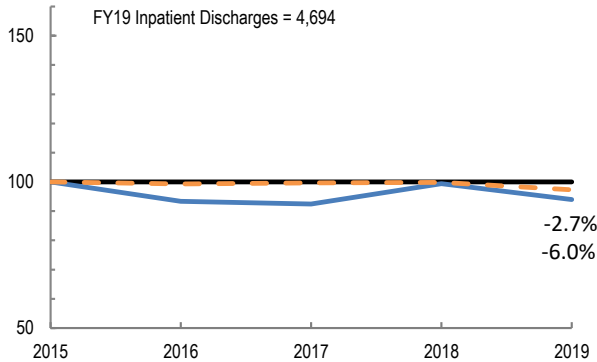
2019 HOSPITAL PROFILE: HEYWOOD HOSPITAL

Cohort: Community-High Public Payer Hospital

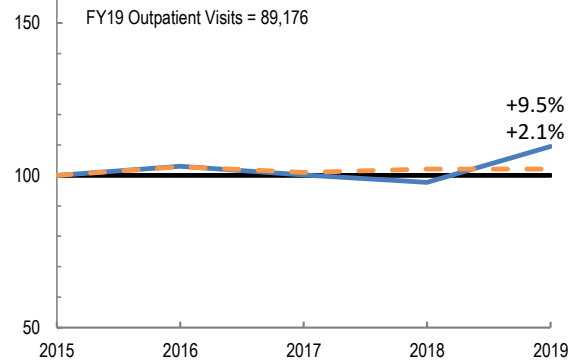


Utilization

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)

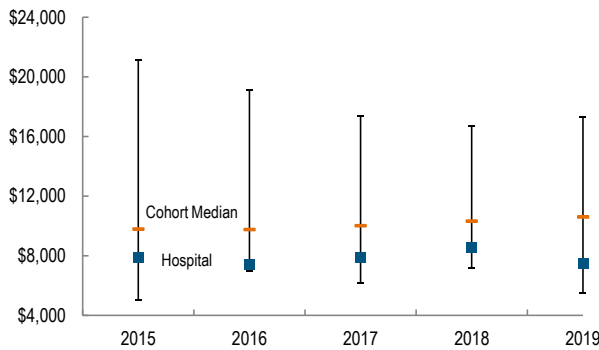


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

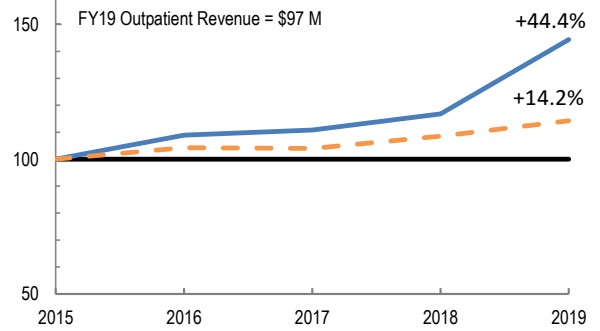


Patient Revenue Trends

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)



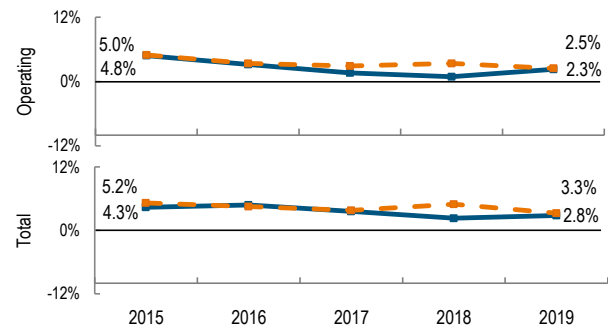
Financial Performance

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
Operating Revenue	\$ 106.3	\$ 110.7	\$ 114.8	\$ 123.7	\$ 142.3
Non-Operating Revenue	\$ (0.5)	\$ 1.8	\$ 2.3	\$ 1.8	\$ 0.7
Total Revenue	\$ 105.8	\$ 112.6	\$ 117.2	\$ 125.4	\$ 143.0
Total Costs	\$ 101.2	\$ 107.2	\$ 113.0	\$ 122.5	\$ 139.0
Total Profit (Loss)	\$ 4.6	\$ 5.4	\$ 4.2	\$ 2.9	\$ 4.0

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).