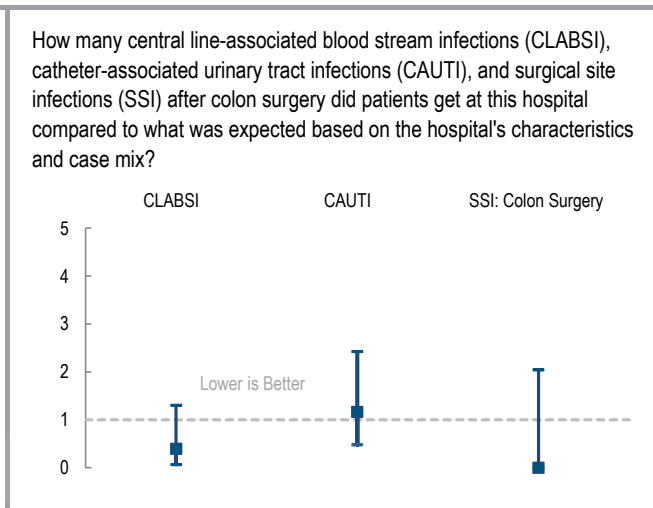
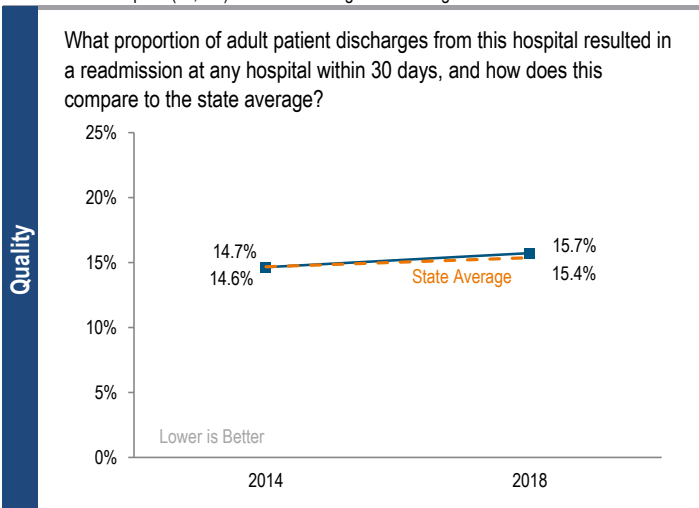
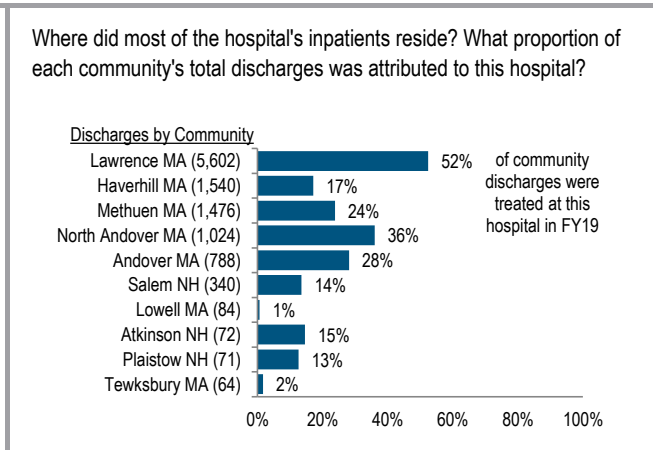
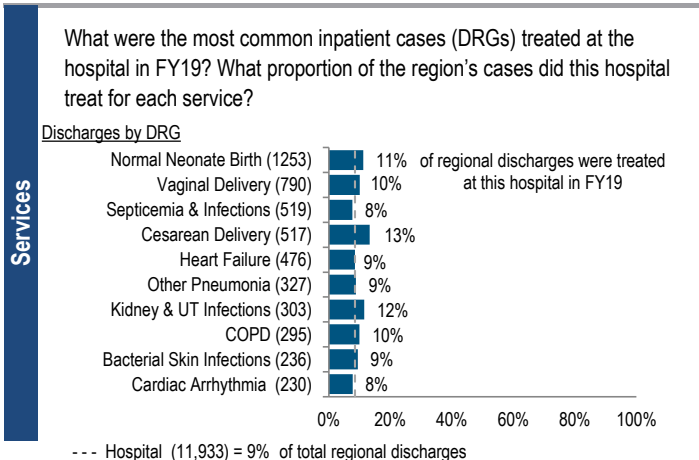


Lawrence General Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 2.3% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits increased by 5.8% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. After reporting profits in FY16 and FY17, the hospital reported losses of \$0.2M in FY18 and \$5.1M in FY19. Its total margin was -2.0% as compared to the median total margin of 3.3% at peer cohort hospitals.

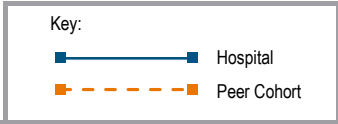
Overview / Size		Payer Mix	
Hospital System Affiliation:	Lawrence General Hospital and Affiliates	Public Payer Mix:	72.1% (HPP* Hospital)
Hospital System Surplus (Deficit) in FY19:	(\$9,920,000)	CY18 Commercial Statewide Relative Price:	0.79
Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim BMCHP
Total Staffed Beds:	227, mid-size acute hospital		
% Occupancy:	55.9%, < cohort avg. (66%)		
Special Public Funding:	HCIII <sup>1</sup> , CHRTF <sup>2</sup>		
Trauma Center Designation:	Adult: Level 3		
Case Mix Index:	0.92, < cohort avg. (0.96); < statewide (1.16)		
Financial		Utilization	
Inpatient NPSR per CMAD:	\$11,573	Inpatient Discharges in FY19:	11,933
Change FY18-FY19:	11.8%	Change FY18-FY19:	-3.9%
Inpatient:Outpatient Revenue in FY19:	38%:62%	Emergency Department Visits in FY19:	59,043
Outpatient Revenue in FY19:	\$106,471,549	Change FY18-FY19:	19.2%
Change FY18-FY19:	-4.2%	Outpatient Visits in FY19:	290,051
Total Revenue in FY19:	\$260,911,000	Change FY18-FY19:	7.6%
Total Surplus (Deficit) in FY19:	-\$5,099,000		
		Quality	
		Readmission Rate in FY18:	15.7%
		Change FY14-FY18 (percentage points):	1.1
		Early Elective Deliveries Rate:	0.0%



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

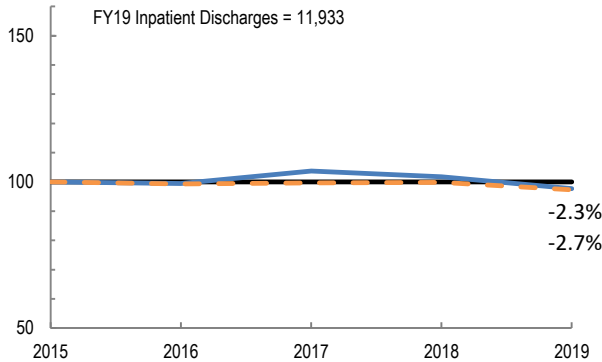
# 2019 HOSPITAL PROFILE: LAWRENCE GENERAL HOSPITAL

Cohort: Community-High Public Payer Hospital

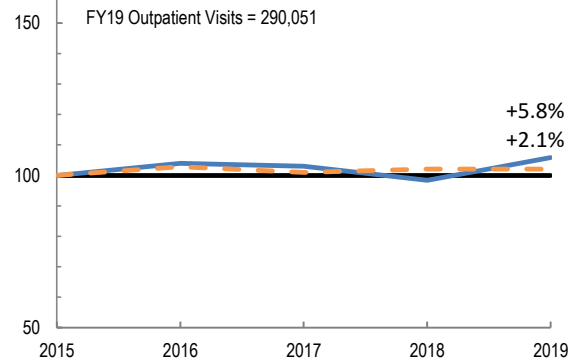


## Utilization

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)

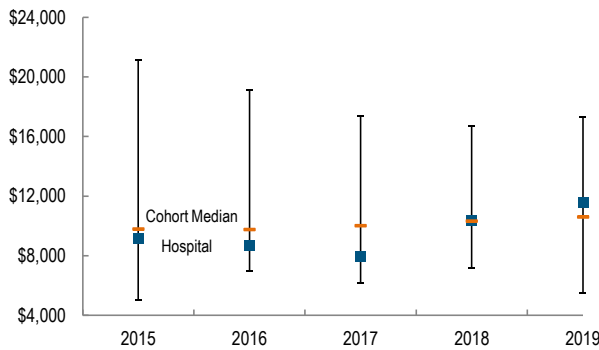


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

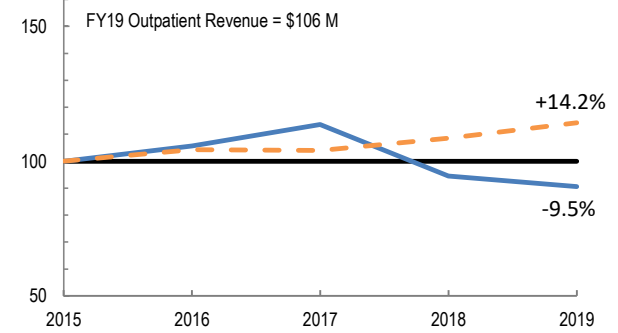


## Patient Revenue Trends

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)



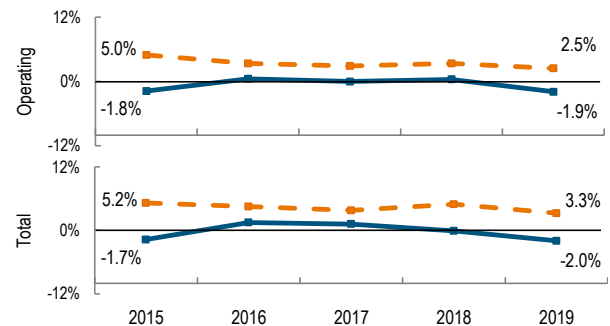
## Financial Performance

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
<b>Operating Revenue</b>	\$ 226.3	\$ 241.4	\$ 247.8	\$ 253.6	\$ 261.1
<b>Non-Operating Revenue</b>	\$ 0.1	\$ 2.3	\$ 3.1	\$ (1.3)	\$ (0.2)
<b>Total Revenue</b>	\$ 226.4	\$ 243.7	\$ 250.9	\$ 252.4	\$ 260.9
<b>Total Costs</b>	\$ 230.4	\$ 240.1	\$ 247.8	\$ 252.5	\$ 266.0
<b>Total Profit (Loss)</b>	\$ (4.0)	\$ 3.6	\$ 3.1	\$ (0.2)	\$ (5.1)

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.

θ For more information on Community Hospital Reinvestment Trust Fund (CHRTF) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).