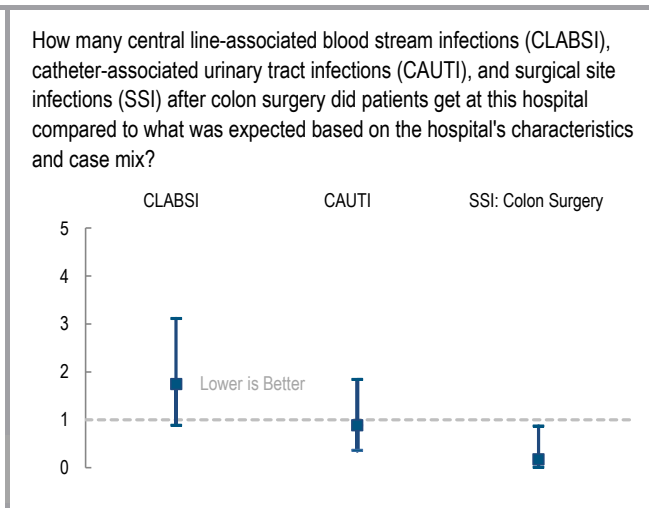
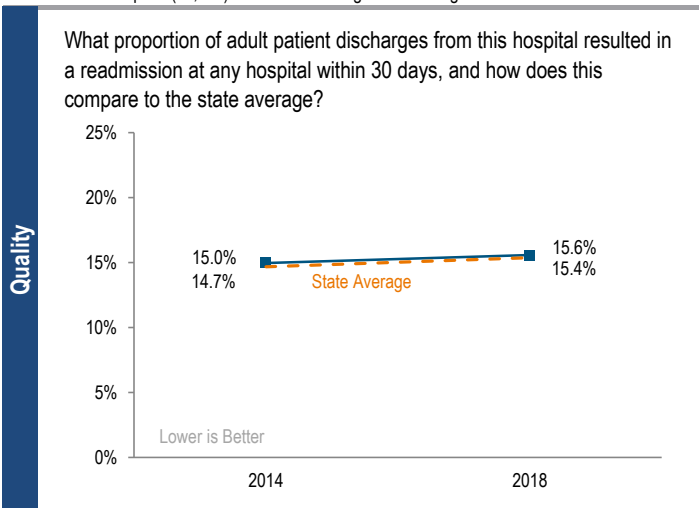
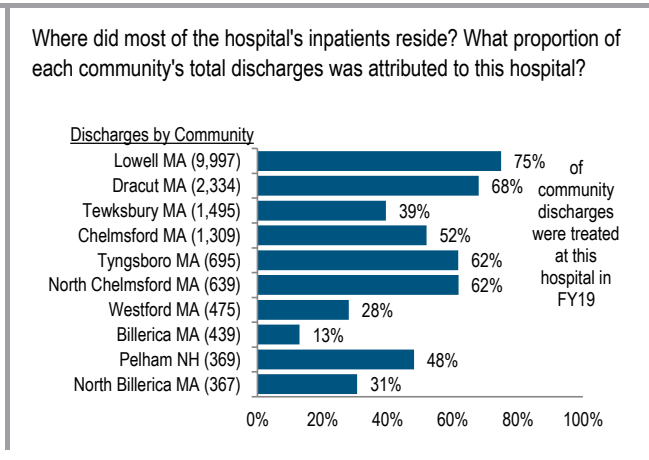
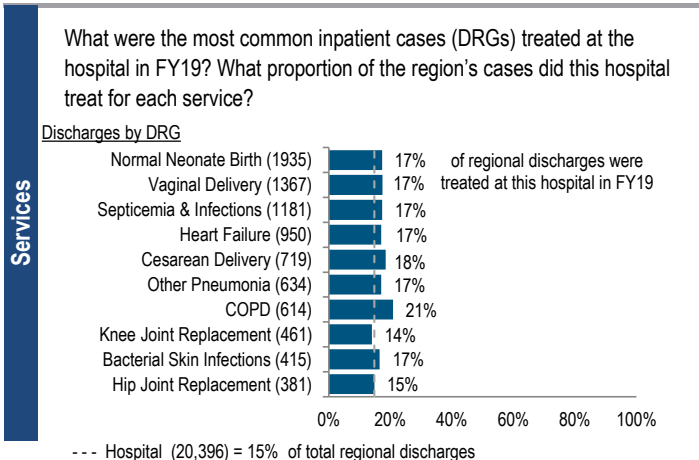


Lowell General Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. It is among the larger acute hospitals in Massachusetts. Lowell General Hospital is a member of Wellforce. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 7.1% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits decreased by 3.8% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. Lowell General reported a profit in each year of the five-year period. Its total margin was 3.0% as compared to the median total margin of 3.3% at peer cohort hospitals.

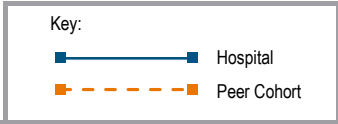
|                                       |  |  |   |  |
|---------------------------------------|--|--|---|--|
| <b>At a Glance</b>                    | <b>Overview / Size</b>                     |  | <b>Payer Mix</b>                          |  |
|                                       | Hospital System Affiliation:               | Wellforce                                      | Public Payer Mix:                         | 65.7% (HPP* Hospital)                                  |
|                                       | Hospital System Surplus (Deficit) in FY19: | \$129,458,000                                  | CY18 Commercial Statewide Relative Price: | 0.83   |
|                                       | Change in Ownership (FY15-19):             | Not Applicable                                 | Top 3 Commercial Payers:                  | Blue Cross Blue Shield<br>Harvard Pilgrim<br>Tufts HMO |
|                                       | Total Staffed Beds:                        | 353, among the larger acute hospitals          | <b>Utilization</b>                        |  |
|                                       | % Occupancy:                               | 63.6%, < cohort avg. (66%)                     | Inpatient Discharges in FY19:             | 20,396   |
|                                       | Special Public Funding:                    | HCI1 <sup>9</sup> , CHRTF <sup>9</sup>         | Change FY18-FY19:                         | -5.5%  |
|                                       | Trauma Center Designation:                 | Adult: Level 3                                 | Emergency Department Visits in FY19:      | 97,257   |
|                                       | Change FY18-FY19:                          | -7.4%  | Change FY18-FY19:                         | -2.0%  |
|                                       | Case Mix Index:                            | 0.95, < cohort avg. (0.96); < statewide (1.16) | Outpatient Visits in FY19:                | 181,329  |
| Change FY18-FY19:                     | 10.3%                                      | Change FY18-FY19:                              | -8.7%                                     |  |
| <b>Financial</b>                      |  | <b>Quality</b>                                 |   |  |
| Inpatient NPSR per CMAD:              | \$10,591                                   | Readmission Rate in FY18:                      | 15.6%                                     |  |
| Change FY18-FY19:                     | -7.4%                                      | Change FY14-FY18 (percentage points):          | 0.6                                       |  |
| Inpatient:Outpatient Revenue in FY19: | 33%:67%                                    | Early Elective Deliveries Rate:                | 2.3%                                      |  |
| Outpatient Revenue in FY19:           | \$249,463,397                              |  |   |  |
| Change FY18-FY19:                     | 10.3%                                      |  |   |  |
| Total Revenue in FY19:                | \$472,854,000                              |  |   |  |
| Total Surplus (Deficit) in FY19:      | \$14,087,000                               |  |   |  |



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

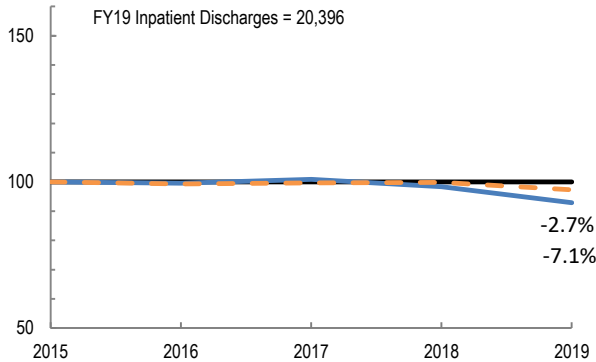
# 2019 HOSPITAL PROFILE: LOWELL GENERAL HOSPITAL

Cohort: Community-High Public Payer Hospital

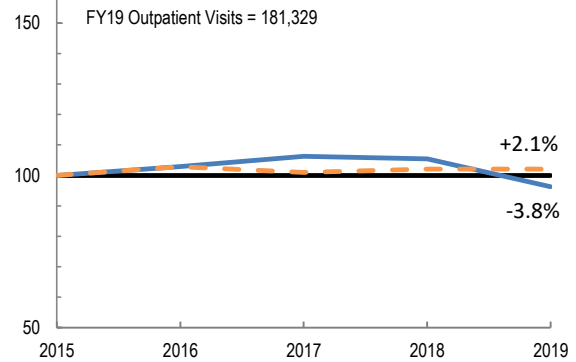


## Utilization

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)

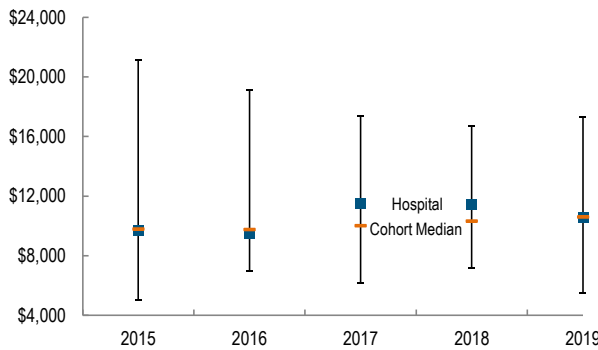


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

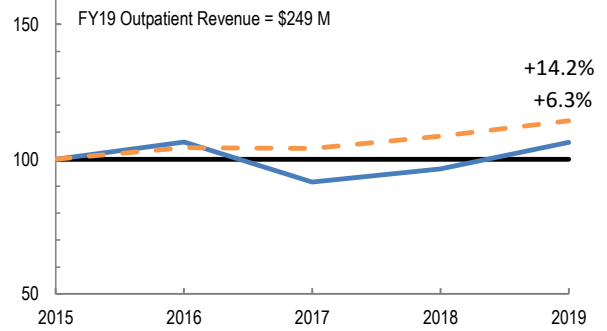


## Patient Revenue Trends

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)



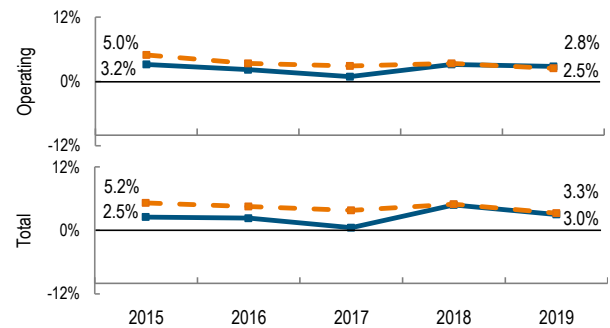
## Financial Performance

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>     | \$ 430.2 | \$ 441.4 | \$ 451.8 | \$ 472.6 | \$ 472.0 |
| <b>Non-Operating Revenue</b> | \$ (2.9) | \$ 0.8   | \$ (1.8) | \$ 7.7   | \$ 0.9   |
| <b>Total Revenue</b>         | \$ 427.4 | \$ 442.1 | \$ 449.9 | \$ 480.3 | \$ 472.9 |
| <b>Total Costs</b>           | \$ 416.7 | \$ 431.8 | \$ 447.6 | \$ 457.1 | \$ 458.8 |
| <b>Total Profit (Loss)</b>   | \$ 10.7  | \$ 10.4  | \$ 2.3   | \$ 23.2  | \$ 14.1  |

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).