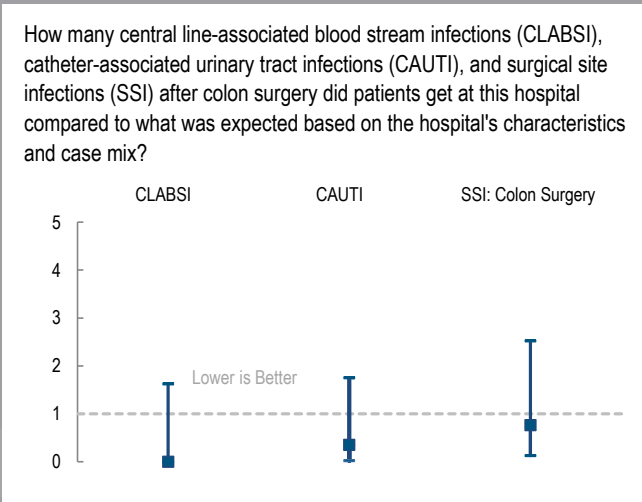
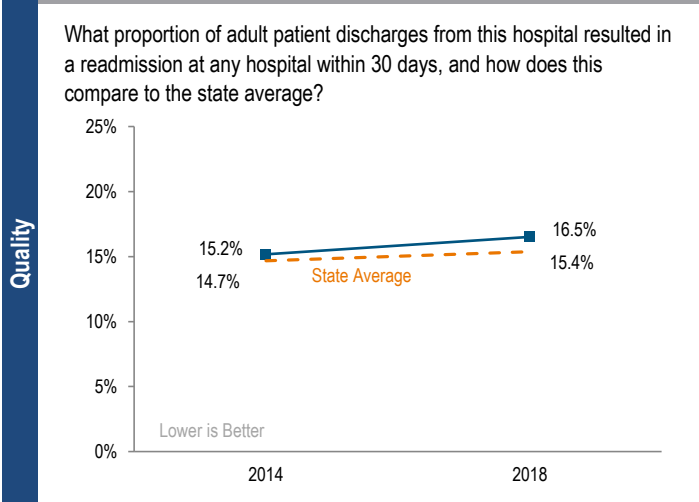
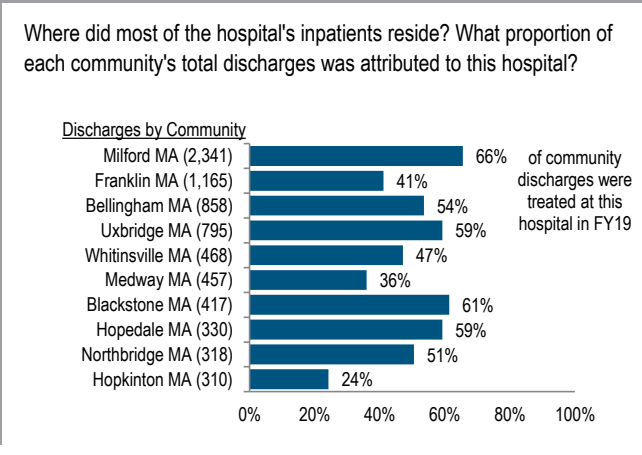
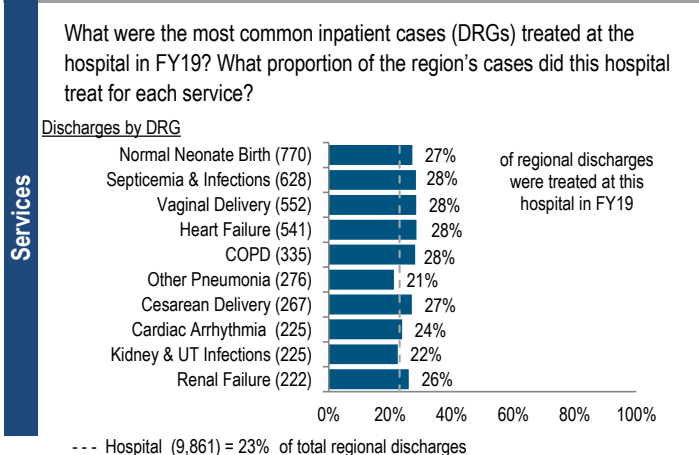


Milford Regional Medical Center is a mid-size, non-profit community hospital located in the Metro West region. Between FY15 and FY19, the volume of inpatient discharges at the hospital increased by 13.4% compared to a median increase of 7.9% at cohort hospitals. Outpatient visits increased 12.5% for the hospital between FY15 and FY19, compared to a median increase of 8.8% for its peer cohort. Milford Regional Medical Center reported a profit in each of the last five years including a \$13.9M profit in FY19. Its FY19 total margin was 6.0% compared to a median total margin of 5.6% at peer cohort hospitals.

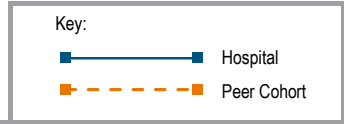
<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Milford Regional Medical Ctr, Inc. & Affil.	Public Payer Mix:	53.5% (Non-HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$2,000,157	CY18 Commercial Statewide Relative Price:	0.86
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim United Healthcare Insurance Company
	Total Staffed Beds:	164, mid-size acute hospital	<b>Utilization</b>	
	% Occupancy:	58.8%, < cohort avg. (60%)	Inpatient Discharges in FY19:	9,861
	Special Public Funding:	CHRTF°	Change FY18-FY19:	1.9%
	Trauma Center Designation:	Not Applicable	Emergency Department Visits in FY19:	60,213
	Change FY18-FY19:	-2.0%	Change FY18-FY19:	1.4%
	Case Mix Index:	0.93, > cohort avg. (0.87); < statewide (1.16)	Outpatient Visits in FY19:	131,769
Change FY18-FY19:	5.4%	Change FY18-FY19:	1.5%	
<b>Financial</b>		<b>Quality</b>		
Inpatient NPSR per CMAD:	\$8,434	Readmission Rate in FY18:	16.5%	
Change FY18-FY19:	-2.0%	Change FY14-FY18 (percentage points):	1.3	
Inpatient:Outpatient Revenue in FY19:	27%:73%	Early Elective Deliveries Rate:	0.0%	
Outpatient Revenue in FY19:	\$141,936,702			
Change FY18-FY19:	5.4%			
Total Revenue in FY19:	\$232,663,752			
Total Surplus (Deficit) in FY19:	\$13,865,242			



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

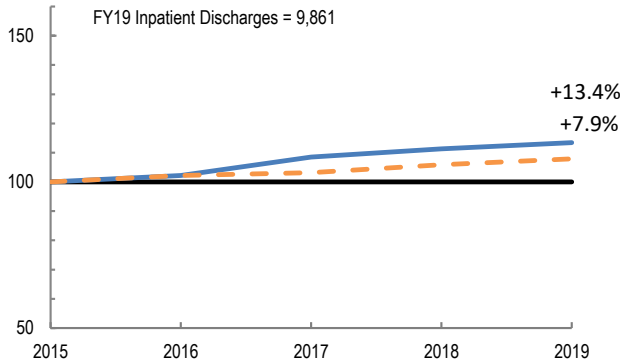
# 2019 HOSPITAL PROFILE: MILFORD REGIONAL MEDICAL CENTER

Cohort: Community Hospital

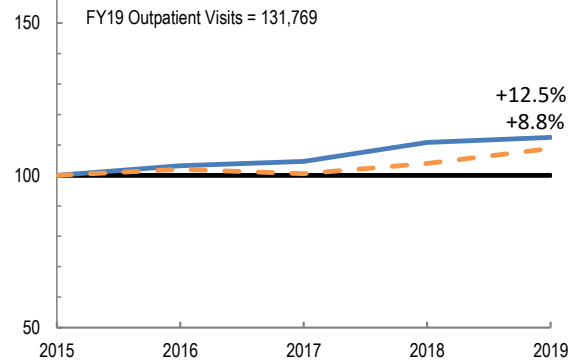


Utilization

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)

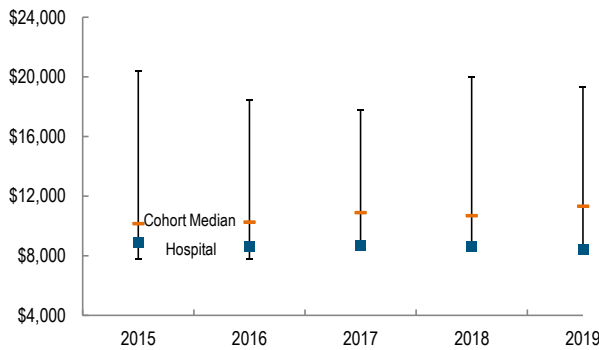


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

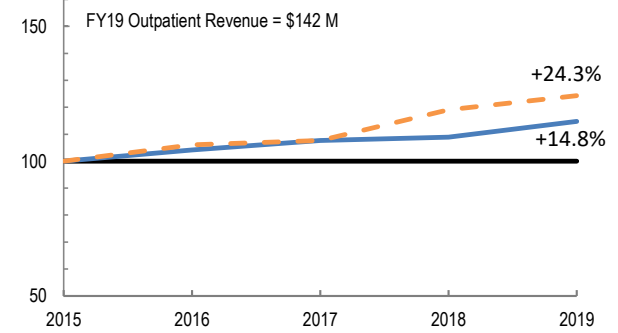


Patient Revenue Trends

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)



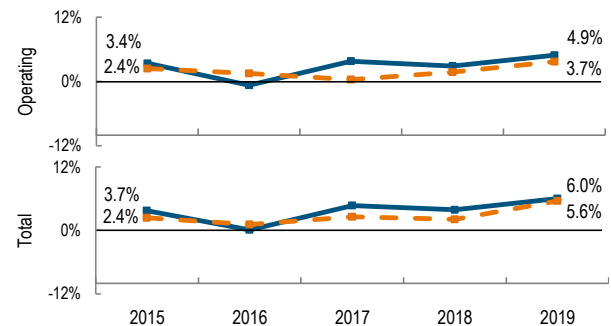
Financial Performance

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>	\$ 198.6	\$ 205.3	\$ 214.0	\$ 219.3	\$ 230.3
<b>Non-Operating Revenue</b>	\$ 0.6	\$ 1.7	\$ 2.1	\$ 2.1	\$ 2.4
<b>Total Revenue</b>	\$ 199.2	\$ 207.0	\$ 216.1	\$ 221.4	\$ 232.7
<b>Total Costs</b>	\$ 191.8	\$ 206.8	\$ 205.9	\$ 212.8	\$ 218.8
<b>Total Profit (Loss)</b>	\$ 7.4	\$ 0.1	\$ 10.2	\$ 8.5	\$ 13.9

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).

