MILFORD REGIONAL MEDICAL CENTER

2019 Hospital Profile

Milford, MA Community Hospital Metro West

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.

Overview / Size

Hospital System Affiliation: Milford Regional Medical Ctr, Inc. & Affil.

Hospital System Surplus (Deficit) in FY19: \$2,000,157

Change in Ownership (FY15-19): Not Applicable

Total Staffed Beds: 164, mid-size acute hospital

% Occupancy: 58.8%, < cohort avg. (60%)

Special Public Funding: CHRTF°

Trauma Center Designation: Not Applicable
Case Mix Index: 0.93, > cohort avg. (0.87); < statewide (1.16)

Financial

Inpatient NPSR per CMAD:	\$8,434
Change FY18-FY19:	-2.0%
Inpatient:Outpatient Revenue in FY19:	27%:73%
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

Payer Mix

Public Payer Mix: 53.5% (Non-HPP* Hospital)
CY18 Commercial Statewide Relative Price: 0.86
Top 3 Commercial Payers: Blue Cross Blue Shield
Harvard Pilgrim

United Healthcare Insurance Company

Utilization

Inpatient Discharges in FY19:	9,861
Change FY18-FY19:	1.9%
Emergency Department Visits in FY19:	60,213
Change FY18-FY19:	1.4%
Outpatient Visits in FY19:	131,769
Change FY18-FY19:	1.5%

Quality

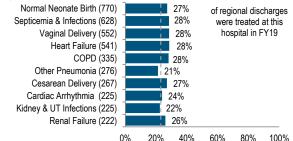
Readmission Rate in FY18: 16.5%
Change FY14-FY18 (percentage points): 1.3
Early Elective Deliveries Rate: 0.0%

What were the most common inpatient cases (DRGs) treated at the hospital in FY19? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

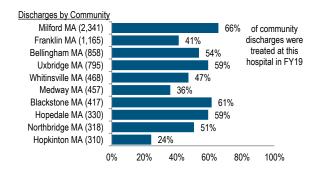
Normal N

Septicemia

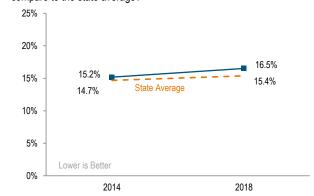


--- Hospital (9,861) = 23% of total regional discharges

Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



2019 HOSPITAL PROFILE: MILFORD REGIONAL MEDICAL CENTER

Cohort: Community Hospital

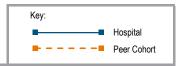
\$16,000

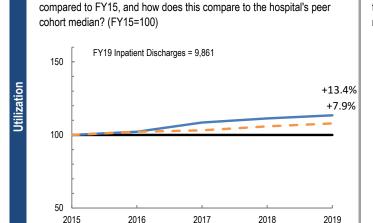
\$12,000

\$8,000

\$4,000

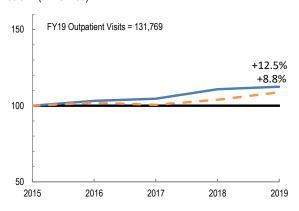
Financial Performance



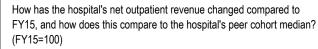


How has the volume of the hospital's inpatient discharges changed

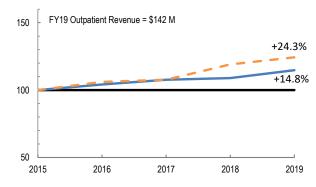
How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



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? Patient Revenue Trends \$24,000 \$20,000







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

2017

2018

2016

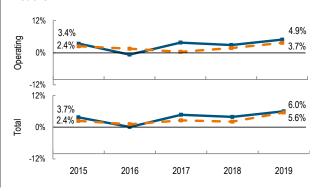
Revenue, Cost, & Profit/Loss (in millions)

Hospital

2015

FY	2015	2016	2017	2018	2019
Operating Revenue	\$ 198.6	\$ 205.3	\$ 214.0	\$ 219.3	\$ 230.3
Non-Operating Revenue	\$ 0.6	\$ 1.7	\$ 2.1	\$ 2.1	\$ 2.4
Total Revenue	\$ 199.2	\$ 207.0	\$ 216.1	\$ 221.4	\$ 232.7
Total Costs	\$ 191.8	\$ 206.8	\$ 205.9	\$ 212.8	\$ 218.8
Total Profit (Loss)	\$ 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.

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

^{*} High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.