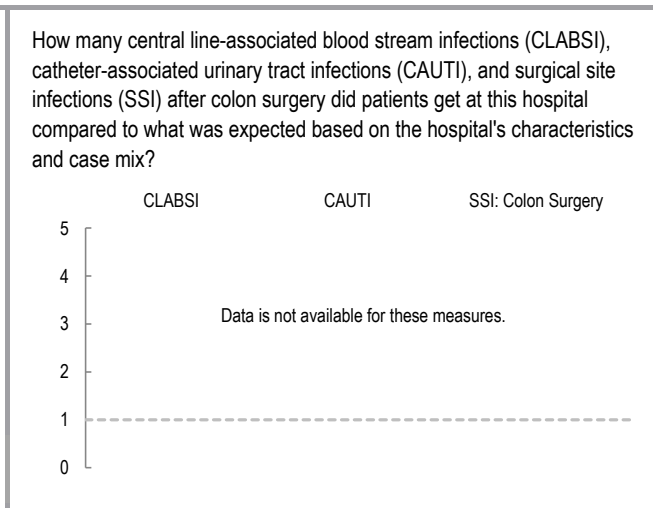
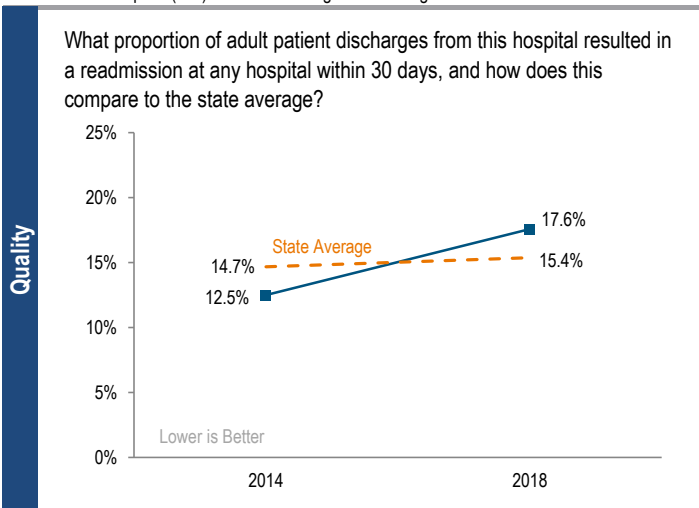
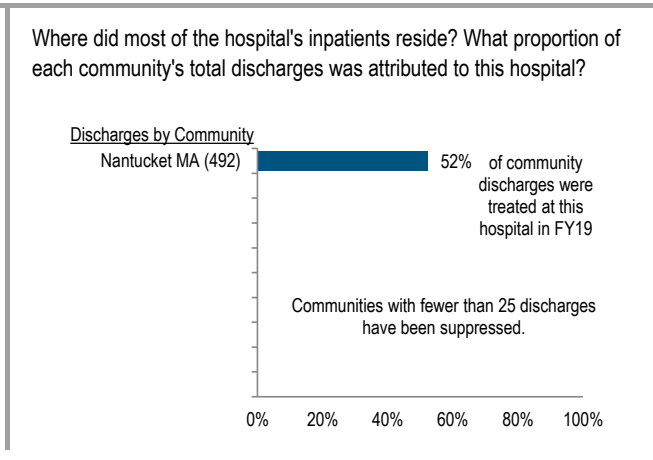
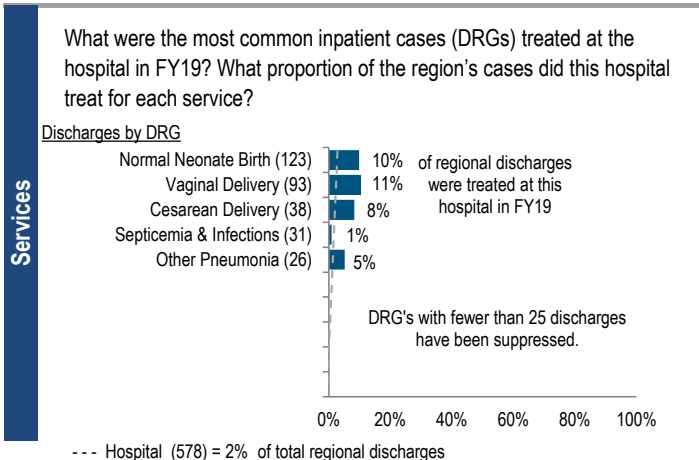


Nantucket Cottage Hospital is a non-profit community hospital located in the Cape and Islands region. Nantucket Cottage is the smallest acute hospital in Massachusetts, with 19 staffed beds. It is a member of Partners Health Care. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 9.0% compared to a median increase of 7.9% at cohort hospitals. Outpatient visits increased 4.0% for the hospital between FY15 and FY19, compared to a median increase of 8.8% for its peer cohort. Nantucket Cottage Hospital reported losses in four of the last five years including a loss of \$3.3M in FY19. Its FY19 total margin was -6.6%, lower than the median of its peer cohort of 5.6%.

At a Glance	Overview / Size		Payer Mix	
	Hospital System Affiliation:	Partners Health Care	Public Payer Mix:	51.6% (Non-HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$486,164,000	CY18 Commercial Statewide Relative Price:	1.92
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield AllWays Harvard Pilgrim
	Total Staffed Beds:	19, the smallest acute hospital	Utilization	
	% Occupancy:	31.1%, lowest in cohort avg. (60%)	Inpatient Discharges in FY19:	578
	Special Public Funding:	Not Applicable	Change FY18-FY19:	-19.7%
	Trauma Center Designation:	Not Applicable	Emergency Department Visits in FY19:	9,426
	Case Mix Index:	0.58, < cohort avg. (0.87); < statewide (1.16)	Change FY18-FY19:	-6.2%
			Outpatient Visits in FY19:	19,424
		Change FY18-FY19:	5.8%	
		Quality		
Financial		Readmission Rate in FY18:	17.6%	
Inpatient NPSR per CMAD:	\$18,939	Change FY14-FY18 (percentage points):	5.1	
Change FY18-FY19:	-5.3%	Early Elective Deliveries Rate:	Not Available	
Inpatient:Outpatient Revenue in FY19:	14%:86%			
Outpatient Revenue in FY19:	\$36,033,127			
Change FY18-FY19:	-4.3%			
Total Revenue in FY19:	\$50,287,000			
Total Surplus (Deficit) in FY19:	-\$3,324,000			



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

2019 HOSPITAL PROFILE: NANTUCKET COTTAGE HOSPITAL

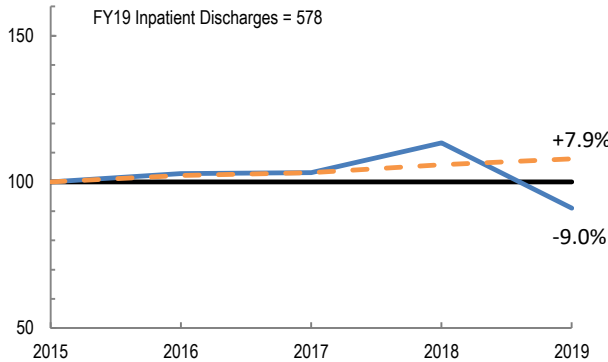
Cohort: Community Hospital

Key:

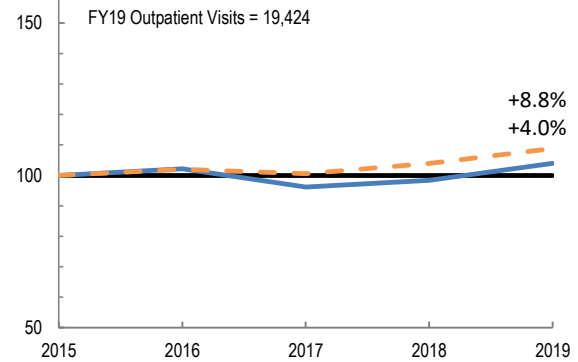
- Hospital
- Peer Cohort

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)

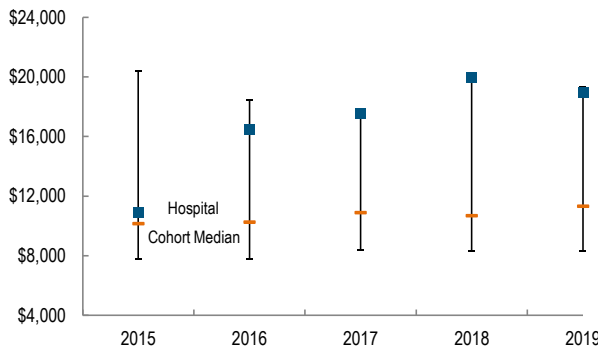


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

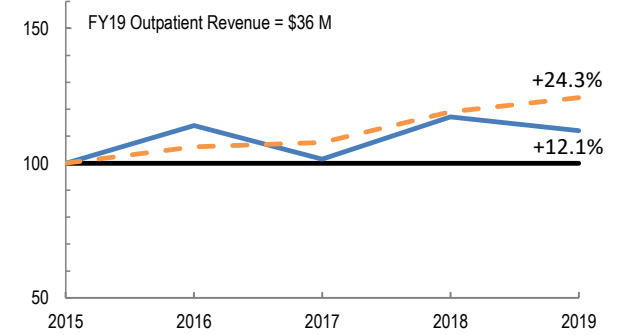


Patient Revenue Trends

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)



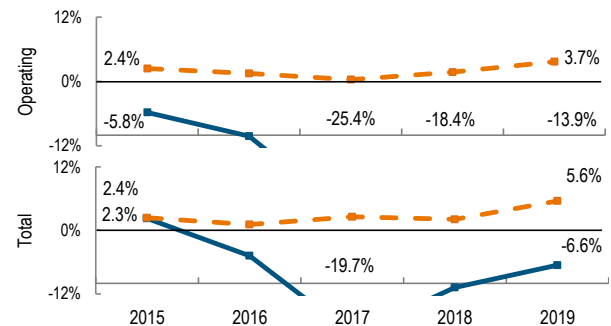
Financial Performance

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	\$ 40.8	\$ 45.2	\$ 43.3	\$ 49.6	\$ 46.6
Non-Operating Revenue	\$ 3.6	\$ 2.6	\$ 2.6	\$ 4.0	\$ 3.7
Total Revenue	\$ 44.4	\$ 47.8	\$ 45.9	\$ 53.6	\$ 50.3
Total Costs	\$ 43.4	\$ 50.1	\$ 54.9	\$ 59.4	\$ 53.6
Total Profit (Loss)	\$ 1.0	\$ (2.3)	\$ (9.0)	\$ (5.8)	\$ (3.3)

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.

