NORTH SHORE MEDICAL CENTER

2019 Hospital Profile

Salem & Lynn, MA
Community-High Public Payer Hospital
Northeastern Massachusetts

North Shore Medical Center is a large, non-profit community-High Public Payer (HPP) hospital located in the Northeastern Massachusetts region. It is a member of Partners Health Care. Between FY15 and FY19, the volume of inpatient discharges at the hospital decreased by 7.7% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits increased by 0.5% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. North Shore Medical Center experienced a loss in each year included in this time period (FY15 - FY19). In FY19, the hospital had a total margin of -0.6% compared to the median of its peer cohort of 3.3%.

Overview / Size

Hospital System Affiliation: Partners Health Care
Hospital System Surplus (Deficit) in FY19: \$486,164,000
Change in Ownership (FY15-19): Not Applicable
Total Staffed Beds: 387, among the larger acute hospitals
% Occupancy: 61.3%, < cohort avg. (66%)
Special Public Funding: HCII¹, CHRTF°

Trauma Center Designation: Adult: Level 3

Case Mix Index: 1.01, > cohort avg. (0.96); < statewide (1.16)

Financial

 Inpatient NPSR per CMAD:
 \$12,253

 Change FY18-FY19:
 6.5%

 Inpatient:Outpatient Revenue in FY19:
 35%:65%

 Outpatient Revenue in FY19:
 \$212,990,123

 Change FY18-FY19:
 4.2%

 Total Revenue in FY19:
 \$456,915,000

 Total Surplus (Deficit) in FY19:
 -\$2,774,000

Payer Mix

Public Payer Mix: 70.6% (HPP* Hospital)
CY18 Commercial Statewide Relative Price: 1.00
Top 3 Commercial Payers: Blue Cross Blue Shield
Harvard Pilgrim
Tufts HMO

Utilization

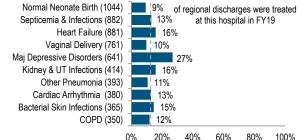
Inpatient Discharges in FY19:	17,598
Change FY18-FY19:	-3.9%
Emergency Department Visits in FY19:	71,140
Change FY18-FY19:	0.3%
Outpatient Visits in FY19:	109,934
Change FY18-FY19:	3.0%

Quality

Readmission Rate in FY18: 16.8%
Change FY14-FY18 (percentage points): 2.7
Early Elective Deliveries Rate: 0.0%

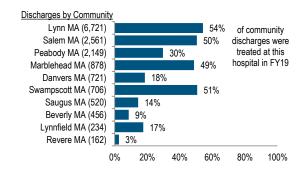
What were the most common inpatient cases (DRGs) treated at the hospital in FY19? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

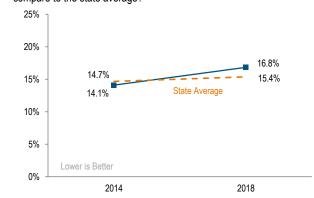


--- Hospital (17,598) = 13% of total regional discharges

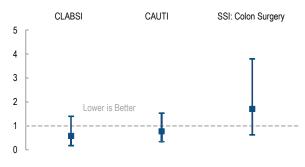
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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?

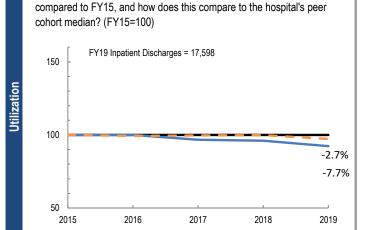


2019 HOSPITAL PROFILE: NORTH SHORE MEDICAL CENTER

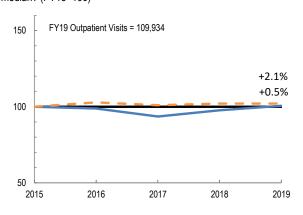
How has the volume of the hospital's inpatient discharges changed

Cohort: Community-High Public Payer Hospital





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 \$16,000 \$12,000 Hospital

Cohort Median

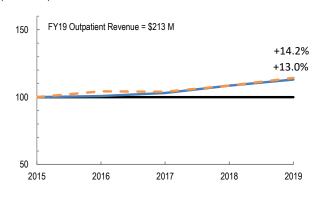
2015

\$8,000

\$4,000

Financial Performance

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)



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

2017

2018

2019

2016

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

FY	2015	2016	2017	2018	2019
Operating Revenue	\$ 419.4	\$ 419.2	\$ 413.7	\$ 422.8	\$ 456.6
Non-Operating Revenue	\$ (0.7)	\$ 0.7	\$ 0.2	\$ 0.4	\$ 0.3
Total Revenue	\$ 418.7	\$ 419.9	\$ 413.9	\$ 423.1	\$ 456.9
Total Costs	\$ 454.6	\$ 467.9	\$ 471.7	\$ 455.3	\$ 459.7
Total Profit (Loss)	\$ (36.0)	\$ (48.0)	\$ (57.7)	\$ (32.2)	\$ (2.8)

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

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