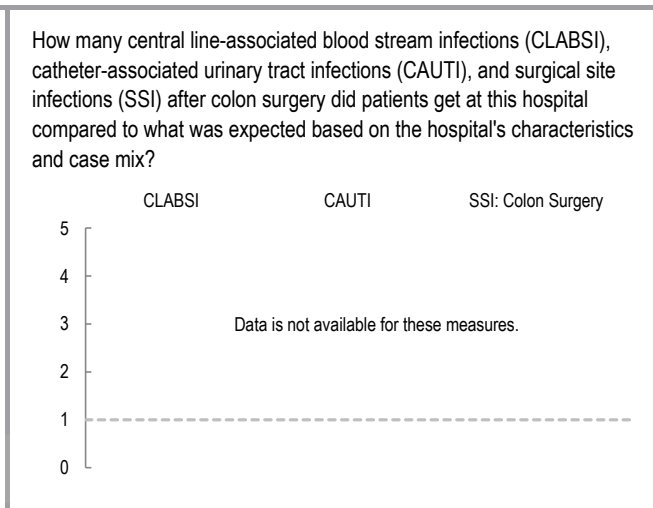
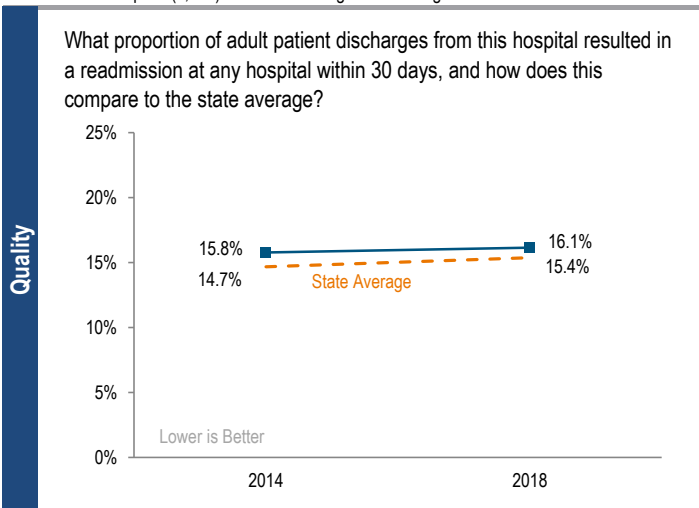
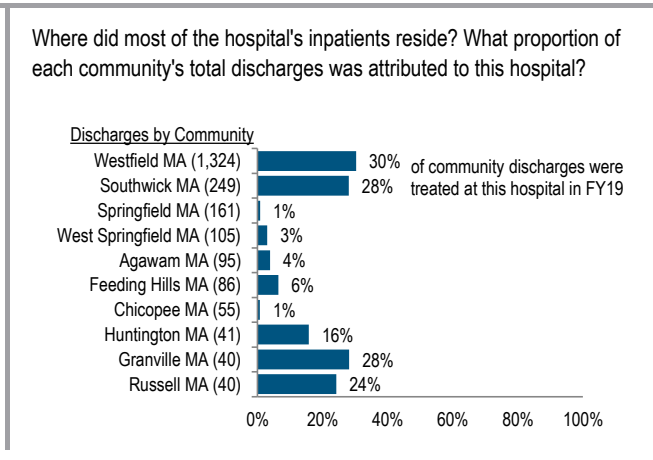
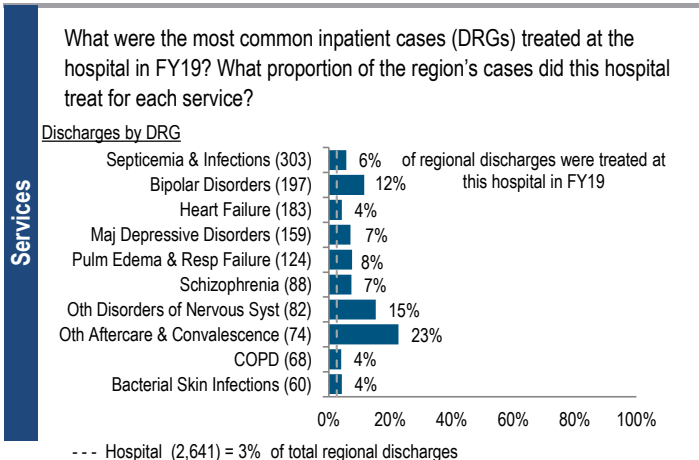


Baystate Noble Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Western Massachusetts region. It is a mid-size acute hospital. It became affiliated with Baystate Health in 2015. Between FY15 and FY19, inpatient discharges at the hospital decreased 13.0% compared to a median decrease of 2.7% at cohort hospitals, while outpatient visits decreased 19.7% compared to a median increase of 2.1% at cohort hospitals. Baystate Noble reported a loss of \$9.6M in FY19 after reporting a gain in FY18. IN FY19 Baystate Noble reported a negative total margin of 15.2% compared to its peer cohort median of 3.3%.

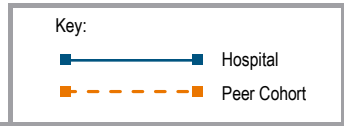
|                                       |  |  |   |  |
|---------------------------------------|--|--|---|--|
| <b>At a Glance</b>                    | <b>Overview / Size</b>                     |  | <b>Payer Mix</b>                          |  |
|                                       | Hospital System Affiliation:               | Baystate Health                                | Public Payer Mix:                         | 68.6% (HPP* Hospital)                                      |
|                                       | Hospital System Surplus (Deficit) in FY19: | \$71,003,000                                   | CY18 Commercial Statewide Relative Price: | 0.72   |
|                                       | Change in Ownership (FY15-19):             | Baystate Health - 2015                         | Top 3 Commercial Payers:                  | Blue Cross Blue Shield<br>Health New England<br>Cigna East |
|                                       | Total Staffed Beds:                        | 102, mid-size acute hospital                   |   |  |
|                                       | % Occupancy:                               | 41.1%, < cohort avg. (66%)                     |   |  |
|                                       | Special Public Funding:                    | CHRTF°   |   |  |
|                                       | Trauma Center Designation:                 | Not Applicable                                 |   |  |
|                                       | Case Mix Index:                            | 0.96, = cohort avg. (0.96); < statewide (1.16) |   |  |
|                                       | <b>Financial</b>                           |  | <b>Utilization</b>                        |  |
| Inpatient NPSR per CMAD:              | \$9,552                                    | Inpatient Discharges in FY19:                  | 2,641                                     |  |
| Change FY18-FY19:                     | -0.8%                                      | Change FY18-FY19:                              | -10.8%                                    |  |
| Inpatient:Outpatient Revenue in FY19: | 34%:66%                                    | Emergency Department Visits in FY19:           | 27,620                                    |  |
| Outpatient Revenue in FY19:           | \$28,149,143                               | Change FY18-FY19:                              | -6.2%                                     |  |
| Change FY18-FY19:                     | 0.7%                                       | Outpatient Visits in FY19:                     | 32,953                                    |  |
| Total Revenue in FY19:                | \$62,850,000                               | Change FY18-FY19:                              | -43.7%                                    |  |
| Total Surplus (Deficit) in FY19:      | -\$9,558,000                               | <b>Quality</b>                                 |   |  |
|                                       |  | Readmission Rate in FY18:                      | 16.1%                                     |  |
|                                       |  | Change FY14-FY18 (percentage points):          | 0.4                                       |  |
|                                       |  | Early Elective Deliveries Rate:                | Not Applicable                            |  |



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

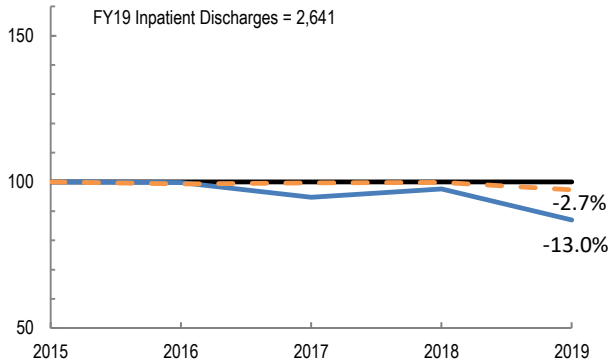
# 2019 HOSPITAL PROFILE: BAYSTATE NOBLE HOSPITAL

Cohort: Community-High Public Payer Hospital

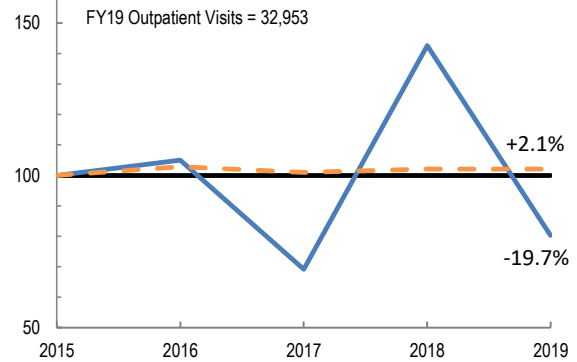


## Utilization

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)

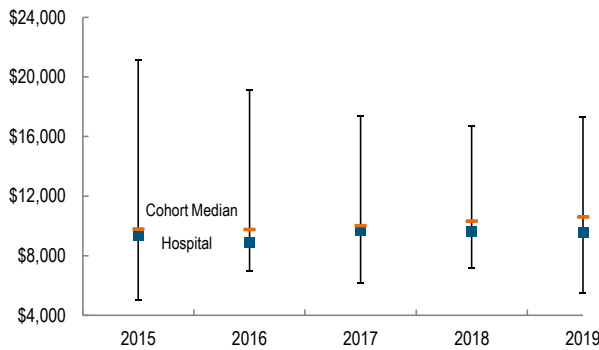


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

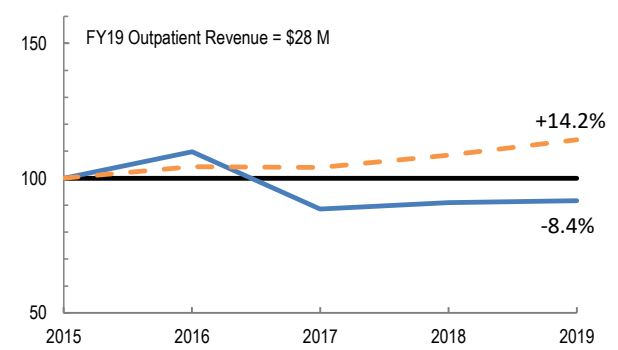


## Patient Revenue Trends

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)



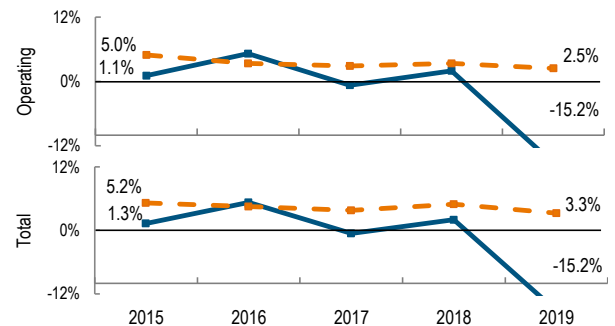
## Financial Performance

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>     | \$ 58.8 | \$ 61.1 | \$ 56.6  | \$ 58.4 | \$ 62.9  |
| <b>Non-Operating Revenue</b> | \$ 0.1  | \$ 0.1  | \$ 0.1   | \$ 0.0  | \$ (0.0) |
| <b>Total Revenue</b>         | \$ 58.9 | \$ 61.2 | \$ 56.7  | \$ 58.4 | \$ 62.9  |
| <b>Total Costs</b>           | \$ 58.1 | \$ 57.9 | \$ 57.0  | \$ 57.2 | \$ 72.4  |
| <b>Total Profit (Loss)</b>   | \$ 0.8  | \$ 3.3  | \$ (0.3) | \$ 1.2  | \$ (9.6) |

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).