STURDY MEMORIAL HOSPITAL

2019 Hospital Profile

Attleboro, MA Community-High Public Payer Hospital

Sturdy Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Metro West region. Between FY15 and FY19, the volume of inpatient discharges at the hospital increased by 13.5% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits decreased by 1.3% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. Sturdy Memorial Hospital reported a profit each year in this time period including its largest profit of \$26.4M in FY19 and its largest total margin of 11.8% compared to its peer cohort median total margin of 3.3%.

Overview / Size

Hospital System Affiliation: Sturdy Memorial Foundation Hospital System Surplus (Deficit) in FY19: \$21,339,114 Change in Ownership (FY15-19): Not Applicable Total Staffed Beds: 153, mid-size acute hospital % Occupancy: 54.1%, < cohort avg. (66%) Special Public Funding: **CHRTF°**

Trauma Center Designation: Not Applicable Case Mix Index: 0.84, < cohort avg. (0.96); < statewide (1.16)

Financial

Inpatient NPSR per CMAD:	\$9,301
Change FY18-FY19:	1.9%
Inpatient:Outpatient Revenue in FY19:	27%:73%
Outpatient Revenue in FY19:	\$136,384,289
Change FY18-FY19:	7.8%
Total Revenue in FY19:	\$224,575,909
Total Surplus (Deficit) in FY19:	\$26,448,113

Payer Mix

Public Payer Mix: 64.9% (HPP* Hospital) CY18 Commercial Statewide Relative Price: Top 3 Commercial Payers: Blue Cross Blue Shield Tufts HMO

United Healthcare Insurance Company

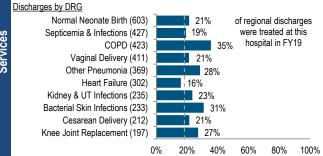
Utilization

Inpatient Discharges in FY19: 7	,833
Change FY18-FY19:	0.0%
Emergency Department Visits in FY19: 48	,587
Change FY18-FY19:	3.7%
Outpatient Visits in FY19: 113	,020
Change FY18-FY19:	1.2%

Quality

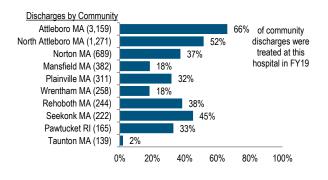
Readmission Rate in FY18: 17.8% Change FY14-FY18 (percentage points): 3.7 Early Elective Deliveries Rate: 7.1%

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?

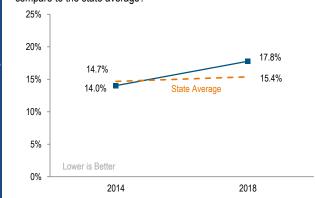


--- Hospital (7,833) = 18% of total regional discharges

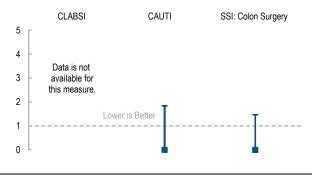
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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?

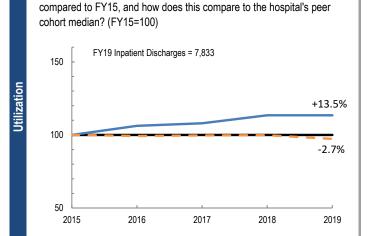


2019 HOSPITAL PROFILE: STURDY MEMORIAL HOSPITAL

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

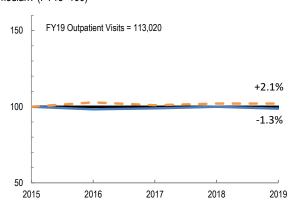
Cohort: Community-High Public Payer Hospital





What was the hospital's net inpatient service revenue per case mix

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)



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 Cohort Median

Hospital

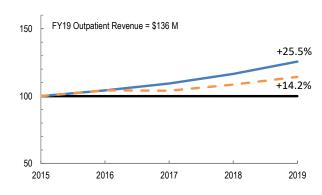
2015

\$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

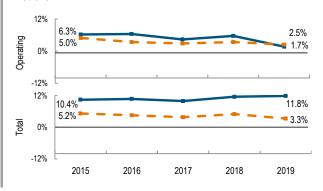
2019

2016

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

FY	2015	2016	2017	2018	2019
Operating Revenue	\$ 165.5	\$ 170.8	\$ 178.6	\$ 190.7	\$ 201.9
Non-Operating Revenue	\$ 7.1	\$ 7.7	\$ 10.3	\$ 11.7	\$ 22.7
Total Revenue	\$ 172.6	\$ 178.5	\$ 188.9	\$ 202.4	\$ 224.6
Total Costs	\$ 154.7	\$ 159.5	\$ 170.3	\$ 179.1	\$ 198.1
Total Profit (Loss)	\$ 17.9	\$ 19.1	\$ 18.6	\$ 23.3	\$ 26.4

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.