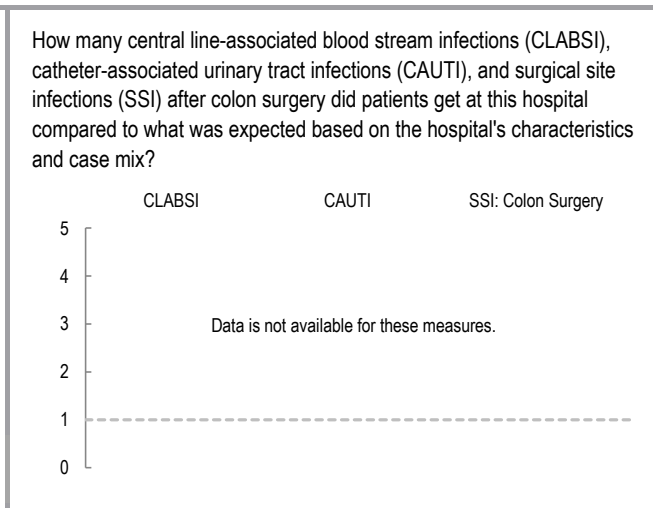
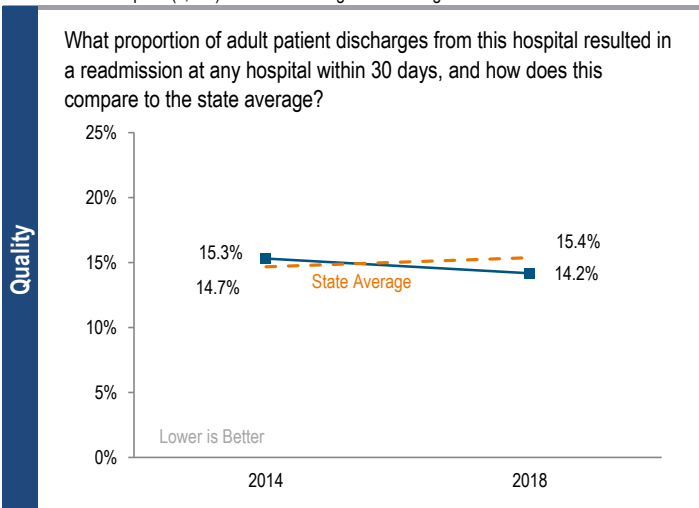
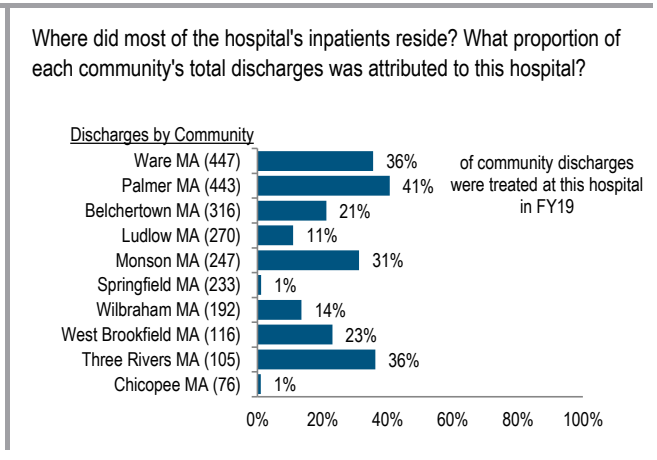
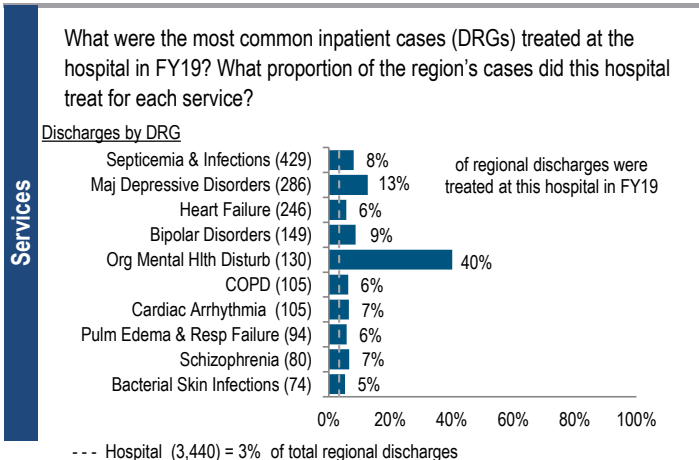


Baystate Wing Hospital is a non-profit community-High Public Payer (HPP) hospital located in the Western Massachusetts region. Baystate Mary Lane Hospital merged with Baystate Wing Hospital effective September 10, 2016. Between FY15 and FY19, the volume of inpatient discharges at the hospital increased by 19.2% compared to a median decrease of 2.7% at cohort hospitals. Outpatient visits decreased 20.2% for the hospital between FY15 and FY19, compared to a median increase of 2.1% for its peer cohort. Baystate Wing Hospital reported a loss in each year of the five year period, including a loss of \$6.2M in FY19 and a total margin of -7.1% 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:                         | 68.7% (HPP* Hospital)                                   |
|                                       | Hospital System Surplus (Deficit) in FY19: | \$71,003,000                                   | CY18 Commercial Statewide Relative Price: | 0.79  |
|                                       | Change in Ownership (FY15-19):             | Includes Mary Lane 9/10/16                     | Top 3 Commercial Payers:                  | Blue Cross Blue Shield<br>Health New England<br>UniCare |
|                                       | Total Staffed Beds:                        | 74, among the smaller acute hospitals          | <b>Utilization</b>                        |   |
|                                       | % Occupancy:                               | 63.2%, < cohort avg. (66%)                     | Inpatient Discharges in FY19:             | 3,440   |
|                                       | Special Public Funding:                    | CHRTF°   | Change FY18-FY19:                         | 4.3%  |
|                                       | Trauma Center Designation:                 | Not Applicable                                 | Emergency Department Visits in FY19:      | 32,274  |
|                                       | Change FY18-FY19:                          |  | Change FY18-FY19:                         | 9.5%  |
|                                       | Case Mix Index:                            | 0.94, < cohort avg. (0.96); < statewide (1.16) | Outpatient Visits in FY19:                | 130,889   |
|                                       |  | Change FY18-FY19:                              | -1.8%                                     |   |
| <b>Financial</b>                      |  | <b>Quality</b>                                 |   |   |
| Inpatient NPSR per CMAD:              | \$10,016                                   | Readmission Rate in FY18:                      | 14.2%                                     |   |
| Change FY18-FY19:                     | 7.6%                                       | Change FY14-FY18 (percentage points):          | -1.1                                      |   |
| Inpatient:Outpatient Revenue in FY19: | 26%:74%                                    | Early Elective Deliveries Rate:                | Not Applicable                            |   |
| Outpatient Revenue in FY19:           | \$50,112,446                               |  |   |   |
| Change FY18-FY19:                     | 0.4%                                       |  |   |   |
| Total Revenue in FY19:                | \$87,354,000                               |  |   |   |
| Total Surplus (Deficit) in FY19:      | -\$6,239,000                               |  |   |   |



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

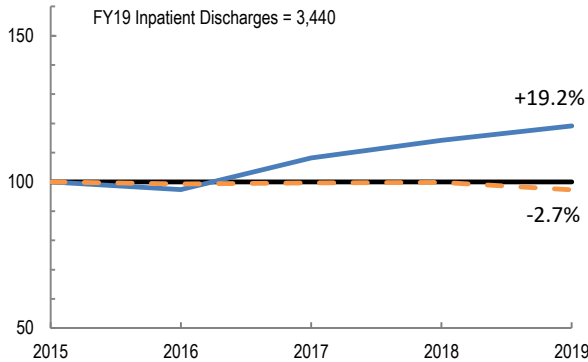
# 2019 HOSPITAL PROFILE: BAYSTATE WING HOSPITAL

Cohort: Community-High Public Payer Hospital

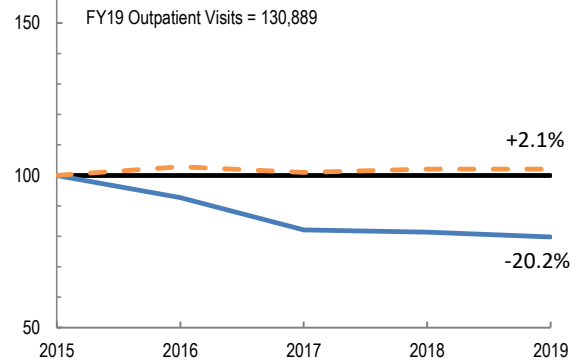


## Utilization

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)

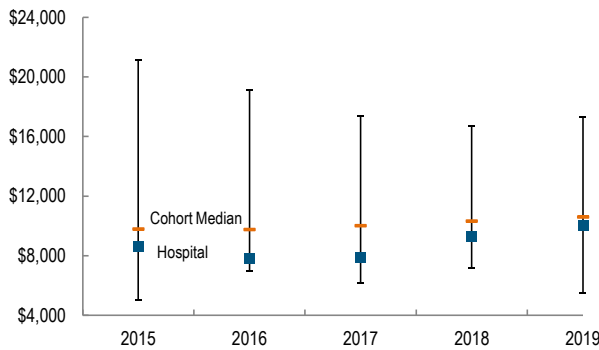


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

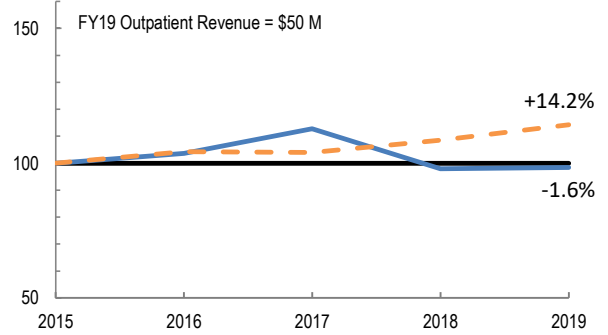


## Patient Revenue Trends

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)



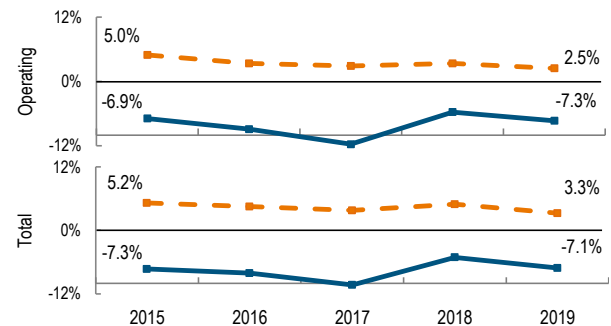
## Financial Performance

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>     | \$ 74.6  | \$ 75.7  | \$ 86.4  | \$ 85.6  | \$ 87.2  |
| <b>Non-Operating Revenue</b> | \$ (0.3) | \$ 0.6   | \$ 1.2   | \$ 0.5   | \$ 0.2   |
| <b>Total Revenue</b>         | \$ 74.2  | \$ 76.4  | \$ 87.6  | \$ 86.1  | \$ 87.4  |
| <b>Total Costs</b>           | \$ 79.7  | \$ 82.6  | \$ 96.7  | \$ 90.5  | \$ 93.6  |
| <b>Total Profit (Loss)</b>   | \$ (5.4) | \$ (6.2) | \$ (9.1) | \$ (4.4) | \$ (6.2) |

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).