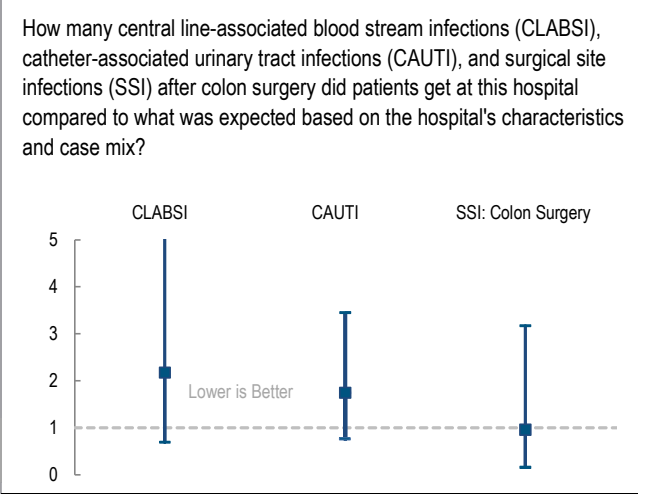
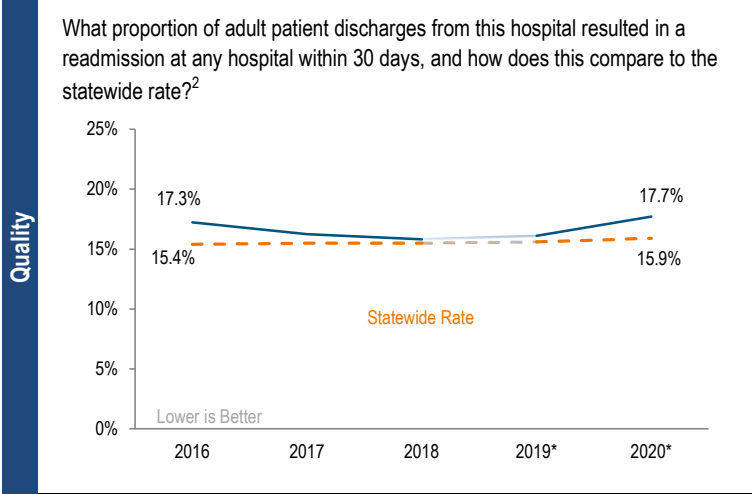
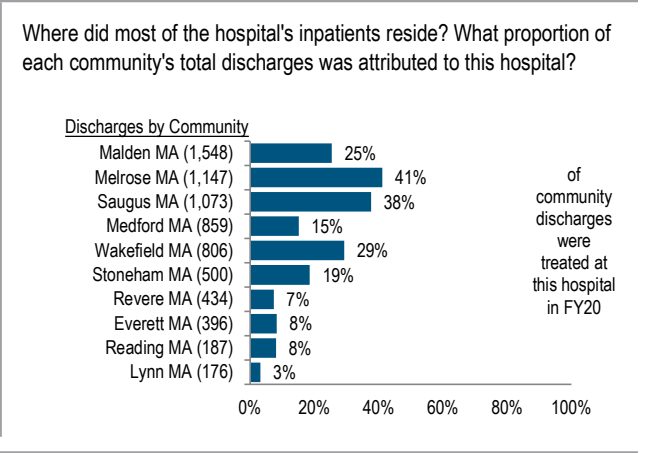
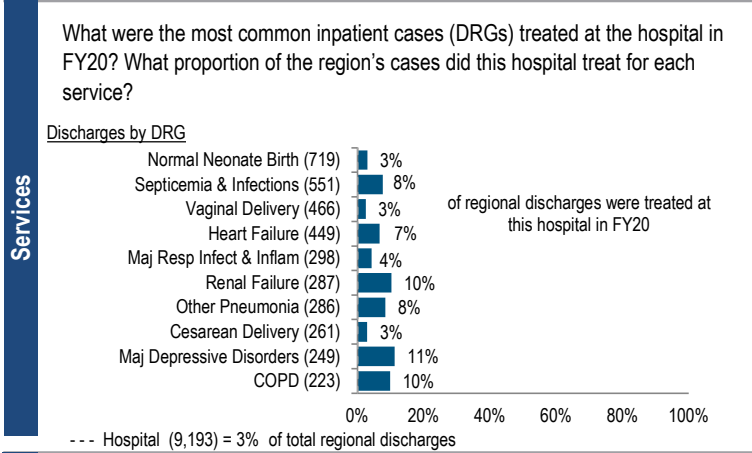


Melrose Wakefield Healthcare, which includes Lawrence Memorial Hospital and Melrose Wakefield Hospital campuses, is a mid-size, non-profit community hospital located in the Metro Boston region. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 18.3% compared to a median decrease of 3.2% at cohort hospitals. Outpatient visits decreased 37.7% for the hospital between FY16 and FY20, compared to a median decrease of 6.8% for its peer cohort. Melrose Wakefield Healthcare reported a profit of \$21.8M in FY20 and a total margin of 8.5%.

<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Wellforce	Public Payer Mix <sup>1</sup> :	62.7% non-HPP Hospital
	Hospital System Surplus (Deficit) in FY20:	\$31,120,000	CY19 Commercial Statewide Relative Price:	0.924
	Change in Ownership (FY16-20):	Wellforce - 2017	Top 3 Commercial Payers:	Blue Cross Blue Shield Tufts HMO Harvard Pilgrim
	Total Staffed Beds:	172, mid-size acute hospital		
	% Occupancy:	80.0%, highest in cohort avg. (58%)		
	Trauma Center Designation:	Not Applicable		
	Case Mix Index:	0.97, > cohort avg. (0.89); < statewide (1.16)		
	<b>Financial</b>		<b>Utilization</b>	
	Inpatient NPSR per CMAD:	\$11,185	Inpatient Discharges in FY20:	9,193
Change FY19-FY20:	-0.5%	Change FY19-FY20:	-3.6%	
Inpatient Outpatient Revenue in FY20:	35%:65%	Emergency Department Visits in FY20:	31,644	
Outpatient Revenue in FY20:	\$96,899,787	Change FY19-FY20:	-18.2%	
Change FY19-FY20:	-21.7%	Outpatient Visits in FY20:	333,652	
Total Revenue in FY20:	\$255,548,000	Change FY19-FY20:	-21.6%	
COVID Funding Included in Total Revenue:	\$30,403,000			
Total Surplus (Deficit) in FY20:	\$21,846,000	<b>Quality</b>		
		Readmission Rate in FY20:	17.7%	
		Change FY19-FY20 (percentage points):	1.6	
		Early Elective Deliveries Rate:	0.0%	



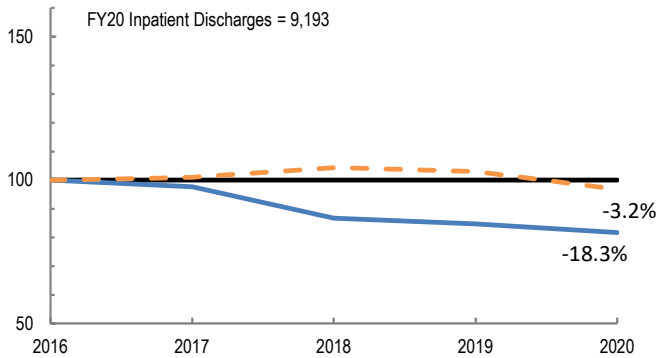
# 2020 HOSPITAL PROFILE: MELROSE WAKEFIELD HEALTHCARE

Cohort: Community Hospital

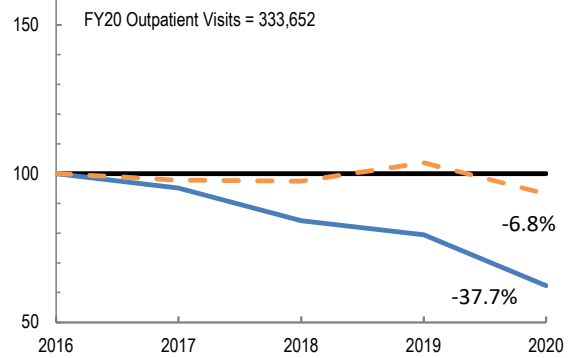


## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

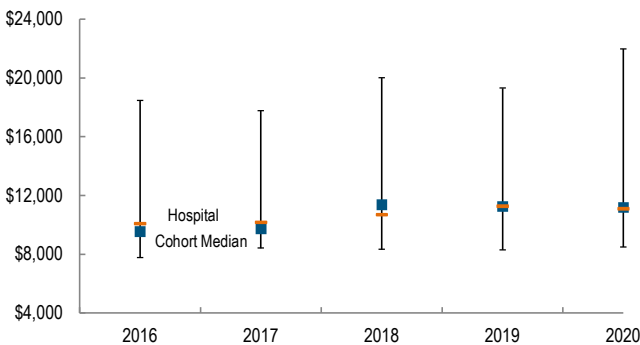


How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

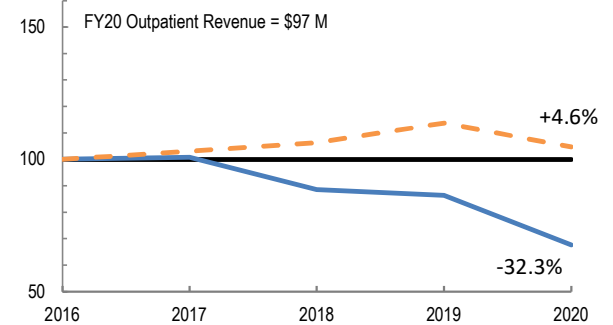


## Patient Revenue Trends

What was the hospital's net inpatient service revenue<sup>3</sup> per case mix adjusted discharge between FY16 and FY20, and how does this compare to the hospital's peer cohort median?



How has the hospital's net outpatient revenue<sup>3</sup> changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)



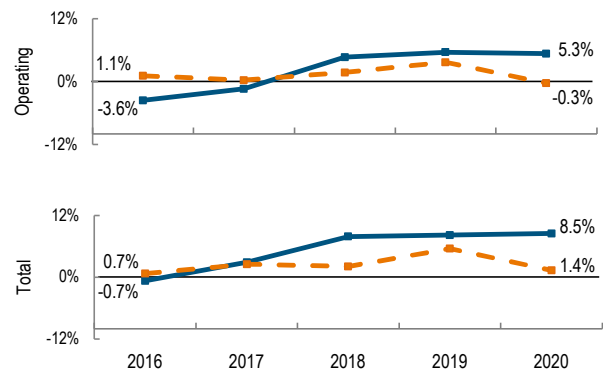
## Financial Performance

How have the hospital's total revenue and costs changed between FY16 and FY20? (COVID funding affects FY20 only)

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

FY	2016	2017	2018	2019	2020
<b>Operating Revenue</b>	\$ 257.7	\$ 261.2	\$ 245.4	\$ 244.7	\$ 247.3
<b>COVID Funding Included in Operating Revenue</b>					\$ 30.4
<b>Non-Operating Revenue<sup>4</sup></b>	\$ 7.7	\$ 11.6	\$ 8.2	\$ 6.5	\$ 8.3
<b>Total Revenue</b>	\$ 265.4	\$ 272.8	\$ 253.6	\$ 251.2	\$ 255.5
<b>Total Costs</b>	\$ 267.3	\$ 265.0	\$ 233.5	\$ 230.6	\$ 233.7
<b>Total Profit (Loss)</b>	\$ (1.9)	\$ 7.9	\$ 20.1	\$ 20.6	\$ 21.8

What were the hospital's total margin and operating margins between FY16 and FY20, and how do these compare to the hospital's peer cohort medians? (Note: FY20 margins include COVID funding)



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

<sup>1</sup> High Public Payer Hospitals (HPP) reported a minimum of 63% of gross patient service revenue from public payers.

<sup>2</sup> For 2019 and 2020 readmission rates, a new methodology was used. These rates may not be comparable to earlier years. For more information, please see: <https://www.chiamass.gov/assets/docs/r/pubs/2022/Readmissions-Technical-Appendix-2011-2020.pdf>

<sup>3</sup> Effective FY 2020 supplemental revenue is not included in net patient service revenue for all hospitals. Prior to FY 2020, reporting of supplemental revenue varied by hospital.

<sup>4</sup> There was an accounting change adopted by most hospitals beginning in FY 2020 in which unrealized gains and losses on investments are now recognized as non-operating income