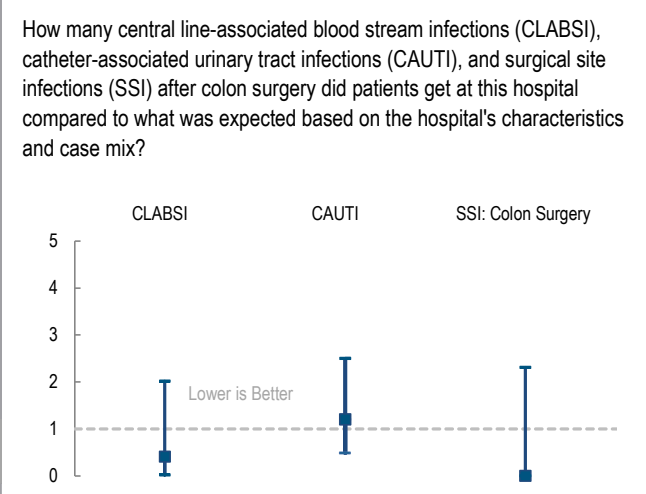
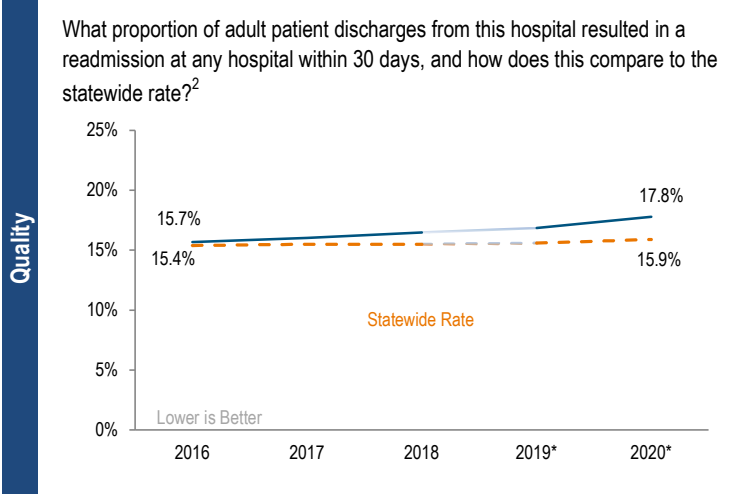
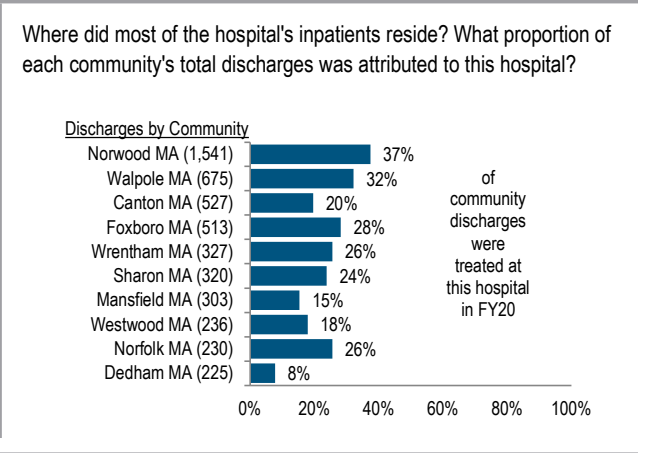
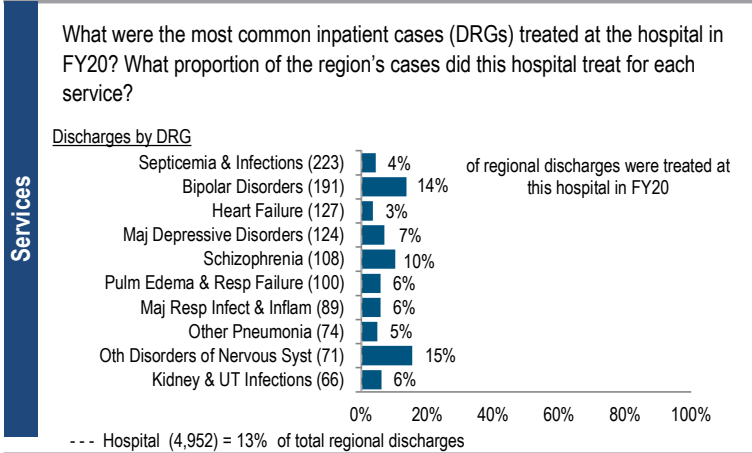


Steward Norwood Hospital is a mid-size, for-profit community-High Public Payer (HPP) hospital located in the Metro West region. Steward Norwood Hospital is a member of Steward Health Care. Between FY16 and FY20, the volume of inpatient discharges at the hospital decreased by 54.4% compared to a median decrease of 7.6% at cohort hospitals. Outpatient visits decreased 52.0% for the hospital between FY16 and FY20, compared to a median decrease of 15.2% for its peer cohort. Steward Norwood Hospital reported a loss in FY20 of \$18.7M and a total margin of -15.6%, compared to the cohort median of 4.0%.

<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Steward Health Care	Public Payer Mix <sup>1</sup> :	64.4% HPP Hospital
	Hospital System Surplus (Deficit) in FY20:	(\$407,593,000)	CY19 Commercial Statewide Relative Price:	0.949
	Change in Ownership (FY16-20):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim Tufts HMO
	Total Staffed Beds:	185, mid-size acute hospital		
	% Occupancy:	40.4%, < cohort avg. (63%)		
	Trauma Center Designation:	Not Applicable		
	Case Mix Index:	1.03, > cohort avg. (1.00); < statewide (1.16)		
	<b>Financial</b>		<b>Utilization</b>	
	Inpatient NPSR per CMAD:	\$10,666	Inpatient Discharges in FY20:	4,952
Change FY19-FY20:	-1.9%	Change FY19-FY20:	-52.2%	
Inpatient Outpatient Revenue in FY20:	38%:62%	Emergency Department Visits in FY20:	15,216	
Outpatient Revenue in FY20:	\$42,199,292	Change FY19-FY20:	-61.4%	
Change FY19-FY20:	-55.4%	Outpatient Visits in FY20:	29,210	
Total Revenue in FY20:	\$119,535,490	Change FY19-FY20:	-53.7%	
COVID Funding Included in Total Revenue:	\$19,233,220	<b>Quality</b>		
Total Surplus (Deficit) in FY20:	-\$18,681,633	Readmission Rate in FY20:	17.8%	
		Change FY19-FY20 (percentage points):	0.9	
		Early Elective Deliveries Rate:	Not Applicable	



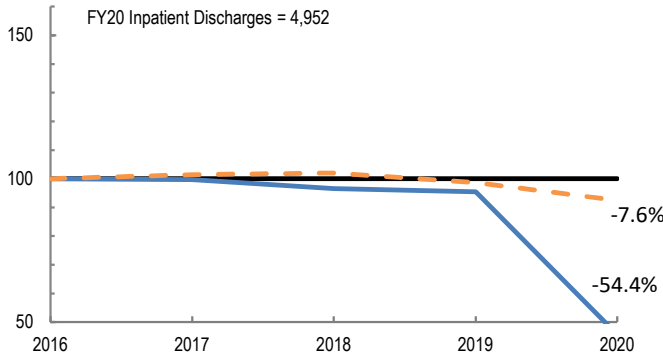
# 2020 HOSPITAL PROFILE: STEWARD NORWOOD HOSPITAL

Cohort: Community-High Public Payer Hospital

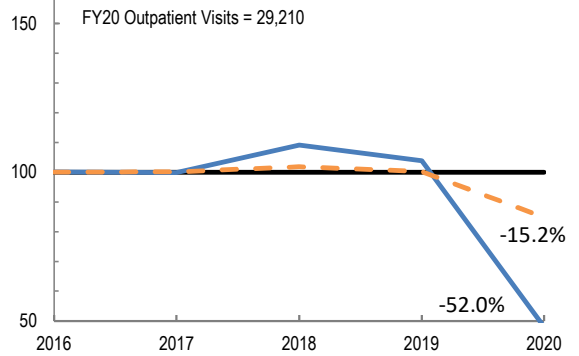


## Utilization

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)

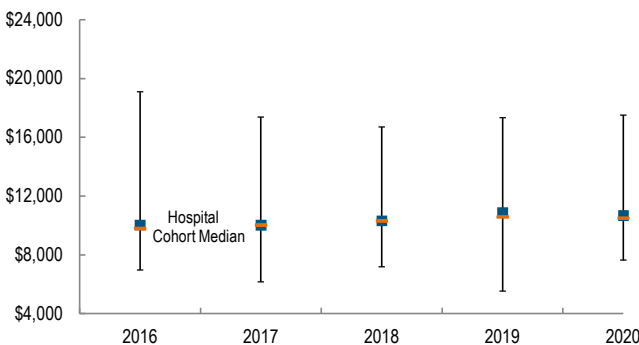


How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

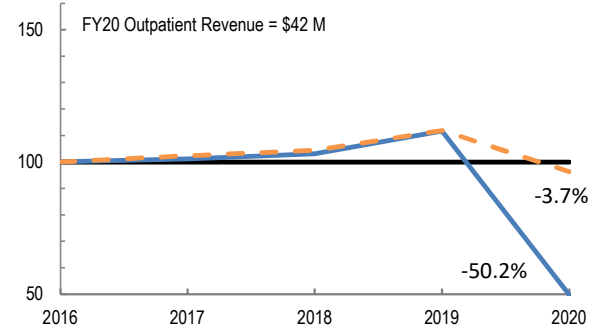


## Patient Revenue Trends

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)



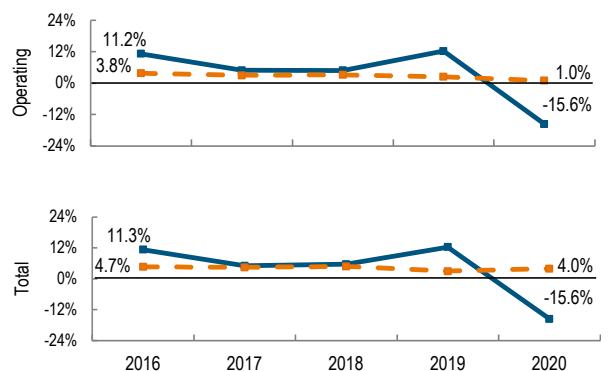
## Financial Performance

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>	\$ 189.0	\$ 189.8	\$ 192.9	\$ 203.7	\$ 119.5
<b>COVID Funding Included in Operating Revenue</b>					\$ 19.2
<b>Non-Operating Revenue<sup>4</sup></b>	\$ 0.1	\$ 0.1	\$ 1.7	\$ 0.0	\$ 0.0
<b>Total Revenue</b>	\$ 189.1	\$ 189.9	\$ 194.7	\$ 203.7	\$ 119.5
<b>Total Costs</b>	\$ 167.9	\$ 180.3	\$ 183.5	\$ 178.7	\$ 138.2
<b>Total Profit (Loss)</b>	\$ 21.3	\$ 9.6	\$ 11.2	\$ 25.0	\$ (18.7)

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.

Steward Norwood Hospital was temporarily closed in July 2020 and remains closed as of this publication.

<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