

Sturdy Memorial Hospital is a mid-size, non-profit community-High Public Payer (HPP) hospital located in the Metro West region. Between FY16 and FY20, the volume of inpatient discharges at the hospital increased by 1.1% compared to a median decrease of 7.6% at cohort hospitals. Outpatient visits decreased by 14.5% for the hospital between FY16 and FY20, compared to a median decrease of 15.2% for its peer cohort. Sturdy Memorial Hospital reported a profit each year in this time period including its largest profit of \$27.2M in FY20 and a total margin of 11.6% compared to its peer cohort median total margin of 4.0%.

**Overview / Size**

Hospital System Affiliation:	Sturdy Memorial Foundation
Hospital System Surplus (Deficit) in FY20:	\$17,567,418
Change in Ownership (FY16-20):	Not Applicable
Total Staffed Beds:	153, mid-size acute hospital
% Occupancy:	54.2%, < cohort avg. (63%)
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.88, < cohort avg. (1.00); < statewide (1.16)

**Financial**

Inpatient NPSR per CMAD:	\$8,853
Change FY19-FY20:	-4.8%
Inpatient Outpatient Revenue in FY20:	28%:72%
Outpatient Revenue in FY20:	\$132,678,867
Change FY19-FY20:	-2.7%
Total Revenue in FY20:	\$234,619,001
COVID Funding Included in Total Revenue:	\$12,549,482
Total Surplus (Deficit) in FY20:	\$27,195,504

**Payer Mix**

Public Payer Mix <sup>1</sup> :	64.4% HPP Hospital
CY19 Commercial Statewide Relative Price:	1.124
Top 3 Commercial Payers:	Blue Cross Blue Shield Tufts HMO Harvard Pilgrim

**Utilization**

Inpatient Discharges in FY20:	7,410
Change FY19-FY20:	-5.4%
Emergency Department Visits in FY20:	42,001
Change FY19-FY20:	-13.6%
Outpatient Visits in FY20:	96,236
Change FY19-FY20:	-14.9%

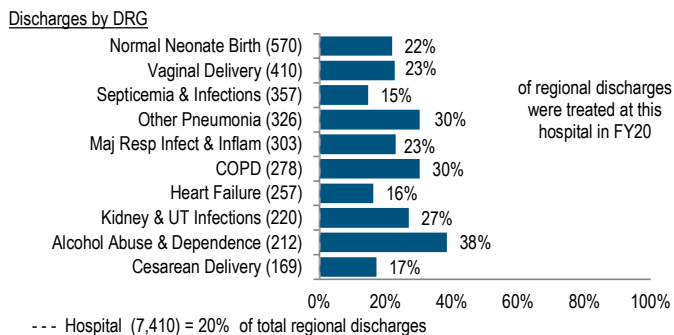
**Quality**

Readmission Rate in FY20:	15.2%
Change FY19-FY20 (percentage points):	-1.9
Early Elective Deliveries Rate:	5.3%

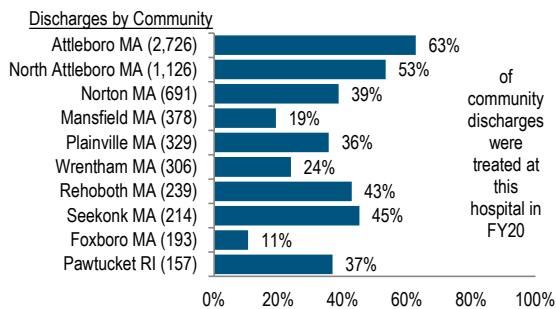
At a Glance

Services

What were the most common inpatient cases (DRGs) treated at the hospital in FY20? What proportion of the region's cases did this hospital treat for each service?

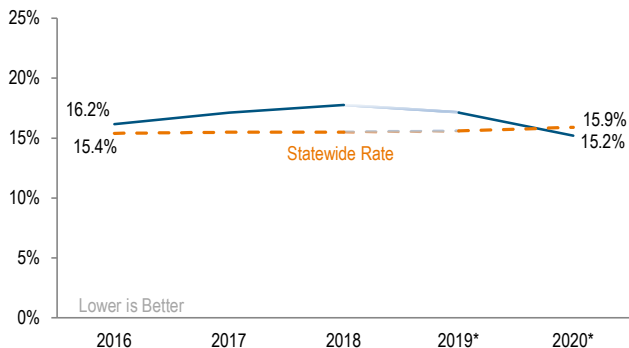


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

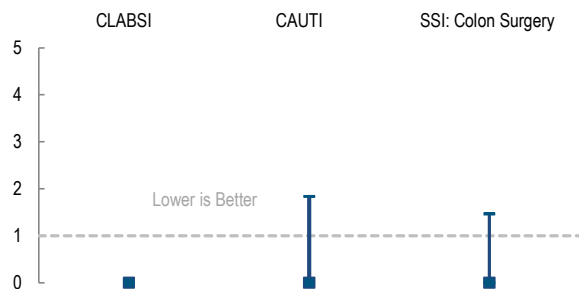


Quality

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 statewide rate?



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?



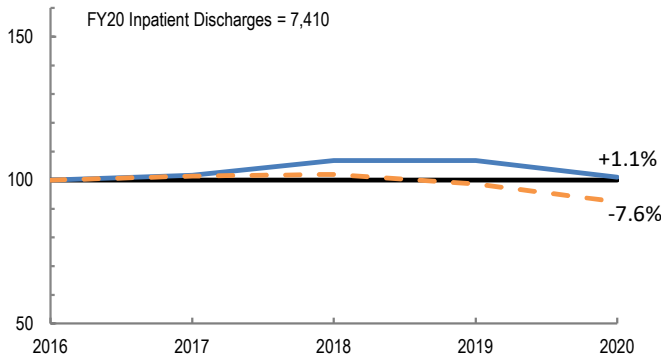
# 2020 HOSPITAL PROFILE: STURDY MEMORIAL HOSPITAL

Cohort: Community-High Public Payer Hospital

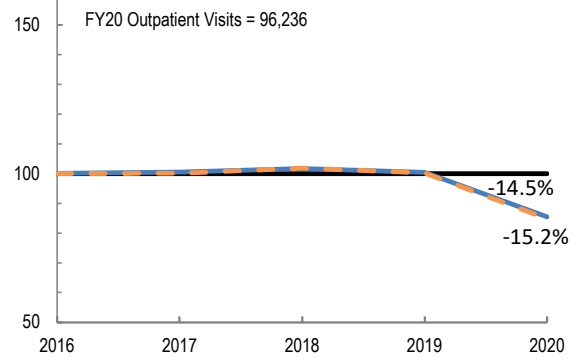


## Utilization

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)

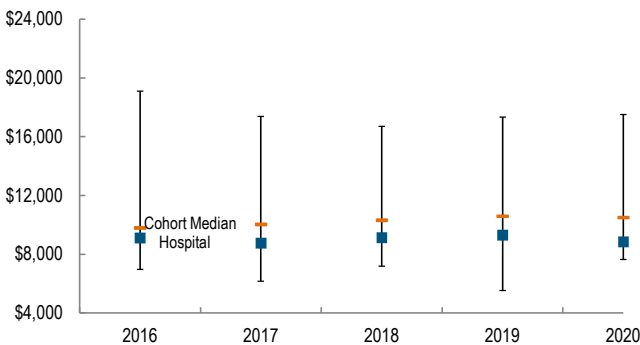


How has the volume of the hospital's outpatient visits changed compared to FY16, and how does this compare to the hospital's peer cohort median? (FY16=100)

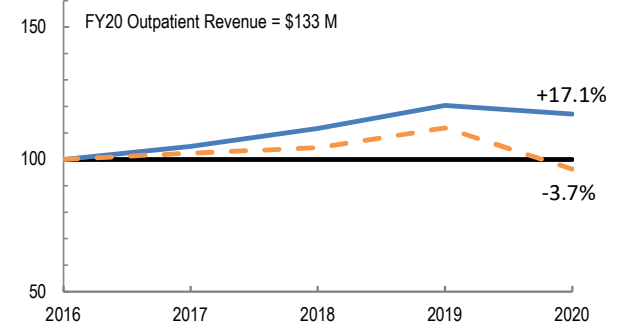


## Patient Revenue Trends

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)



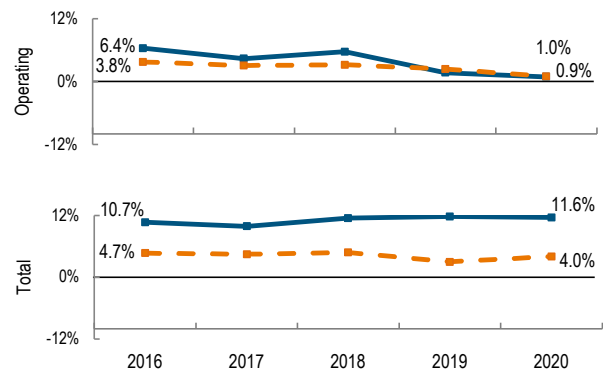
## Financial Performance

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>	\$ 170.8	\$ 178.6	\$ 190.7	\$ 201.9	\$ 209.5
<b>COVID Funding Included in Operating Revenue</b>					\$ 12.5
<b>Non-Operating Revenue<sup>4</sup></b>	\$ 7.7	\$ 10.3	\$ 11.7	\$ 22.7	\$ 25.1
<b>Total Revenue</b>	\$ 178.5	\$ 188.9	\$ 202.4	\$ 224.6	\$ 234.6
<b>Total Costs</b>	\$ 159.5	\$ 170.3	\$ 179.1	\$ 198.1	\$ 207.4
<b>Total Profit (Loss)</b>	\$ 19.1	\$ 18.6	\$ 23.3	\$ 26.4	\$ 27.2

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