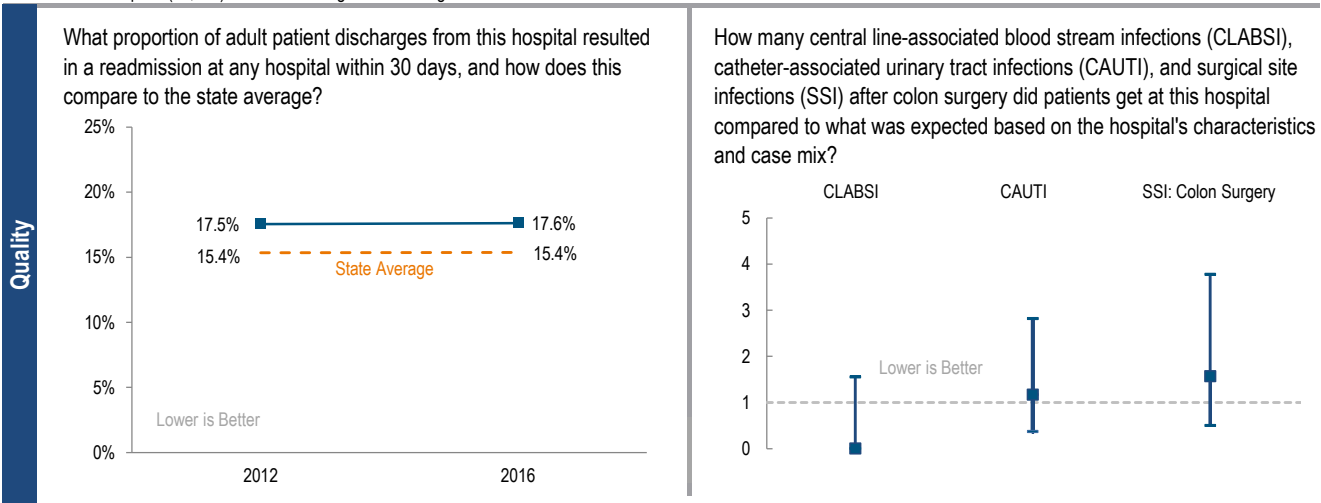
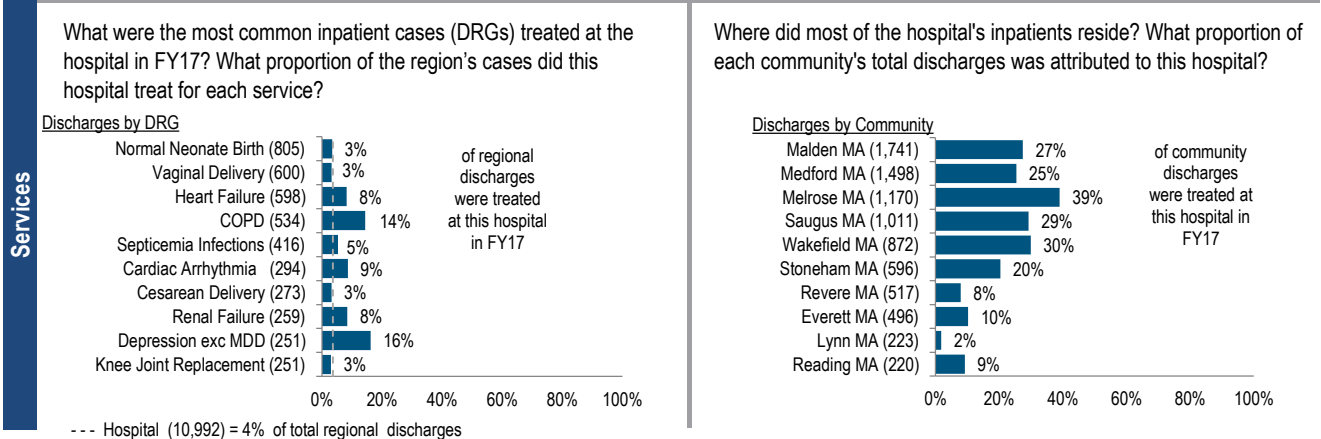


MelroseWakefield Healthcare System, which includes Lawrence Memorial Hospital and Melrose-Wakefield Hospital campuses, is a mid-size, non-profit community High Public Payer (HPP) hospital system located in the Metro Boston region. Between FY13 and FY17, their inpatient discharges decreased by 11.8%, compared to a median increase of 1.1% among their peer cohort hospitals. MelroseWakefield Healthcare reported a profit of \$7.9M in FY17, after posting a loss of \$1.9M in FY16. It had reported profits in each of the three prior years from FY13 to FY15. MelroseWakefield Healthcare changed its name from Hallmark Health System in May of 2018.

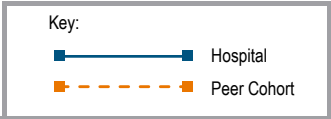
<b>At a Glance</b>	<b>Overview / Size</b>	
	Hospital System Affiliation:	Wellforce
	Change in Ownership (FY13-17):	Wellforce - 2017
	Total Staffed Beds:	166, mid-size acute hospital
	% Occupancy:	90.8%, > cohort avg. (66%)
	Special Public Funding:	CHART <sup>^</sup> , ICB <sup>°</sup>
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	0.91, < cohort avg. (0.92); < statewide (1.12)
	<b>Financial</b>	
	Inpatient NPSR per CMAD:	\$9,725
Change FY16-FY17:	1.9%	
Inpatient:Outpatient Revenue in FY17:	28%:72%	
Outpatient Revenue in FY17:	\$144,261,248	
Change FY16-FY17:	0.7%	
Total Revenue in FY17:	\$272,842,000	
Total Surplus (Loss) in FY17:	\$7,864,000	
<b>Payer Mix</b>		
Public Payer Mix:	63.3% (HPP* Hospital)	
CY16 Commercial Statewide Relative Price:	0.90	
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.	
<b>Utilization</b>		
Inpatient Discharges in FY17:	10,992	
Change FY16-FY17:	-2.4%	
Emergency Department Visits in FY17:	46,823	
Change FY16-FY17:	-3.9%	
Outpatient Visits in FY17:	509,586	
Change FY16-FY17:	-4.8%	
<b>Quality</b>		
Readmission Rate in FY16:	17.6%	
Change FY12-FY16 (percentage points):	0.1	
Early Elective Deliveries Rate:	0.0%	



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

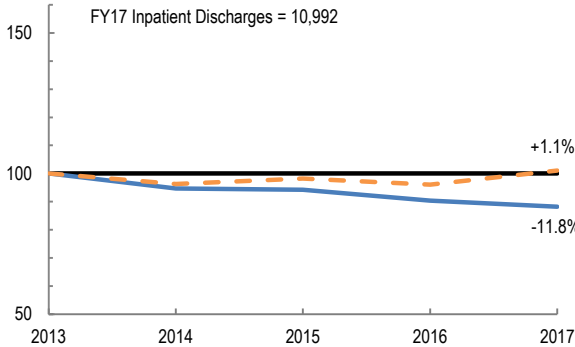
# 2017 HOSPITAL PROFILE: MELROSEWAKEFIELD HOSPITAL

Cohort: Community High Public Payer Hospital

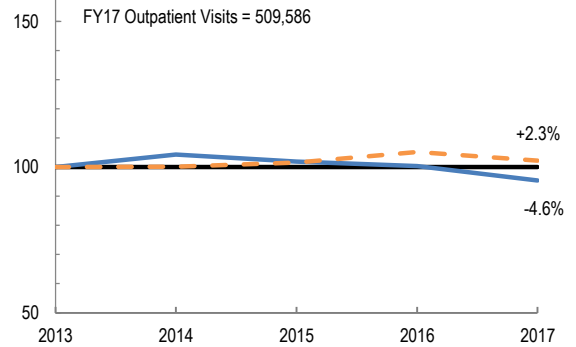


## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

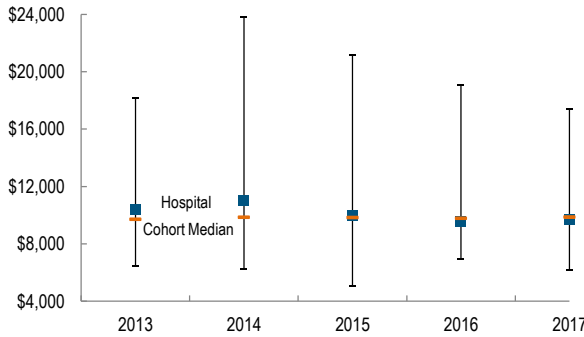


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

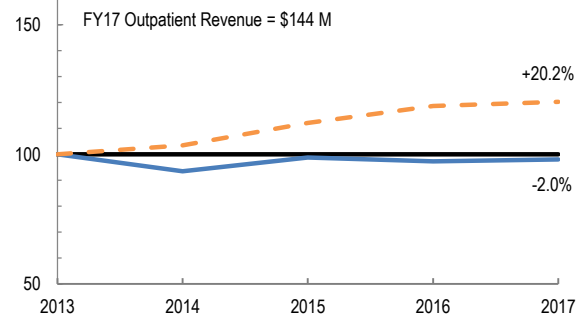


## Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY13 and FY17, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)



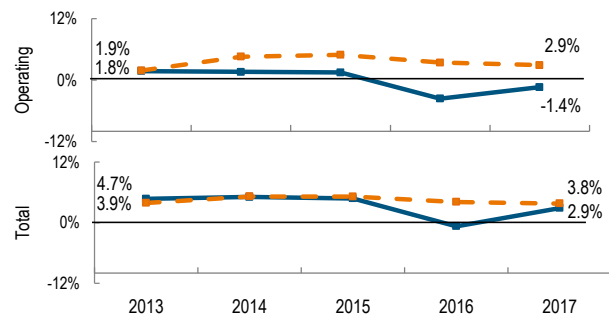
## Financial Performance

How have the hospital's total revenue and costs changed between FY13 and FY17?

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

FY	2013	2014	2015	2016	2017
<b>Operating Revenue</b>	\$ 263.6	\$ 257.0	\$ 262.4	\$ 257.7	\$ 261.2
<b>Non-Operating Revenue</b>	\$ 8.0	\$ 9.2	\$ 9.0	\$ 7.7	\$ 11.6
<b>Total Revenue</b>	\$ 271.6	\$ 266.3	\$ 271.4	\$ 265.4	\$ 272.8
<b>Total Costs</b>	\$ 258.8	\$ 252.8	\$ 258.4	\$ 267.3	\$ 265.0
<b>Total Profit (Loss)</b>	\$ 12.8	\$ 13.5	\$ 13.0	\$ (1.9)	\$ 7.9

What were the hospital's total margin and operating margins between FY13 and FY17, 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 Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

° For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).