

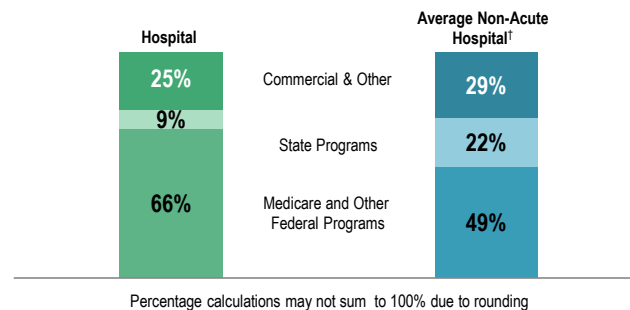
Spaulding North Shore is a non-profit chronic care hospital located in Salem. It provides inpatient and outpatient long-term acute care, short-term rehabilitation, and skilled nursing care. It is a member of Partners HealthCare System. Inpatient days decreased 9.8% from FY09 to FY13, compared with a median 15.0% decrease in its peer cohort. Outpatient visits increased 30.3% in that period, while median visits declined 53.9% in its peer cohort. Spaulding North Shore reported a loss each year from FY09 to FY13.

AT A GLANCE

TOTAL BEDS: 160; 15% of cohort beds
% OCCUPANCY: 67%; = cohort avg. (67%)
INPATIENT DISCHARGES in FY13: 1,807
PUBLIC PAYER MIX: 75%; < avg. cohort hospital (79%)
TOTAL REVENUE in FY13: \$46 million; 3% of statewide
TAX STATUS: Non-profit
INPATIENT:OUTPATIENT REVENUE in FY13: 81%:19%
ADJUSTED[†] COST PER INPATIENT DAY: \$1,101
CHANGE in OWNERSHIP (FY09-FY13): Not Applicable

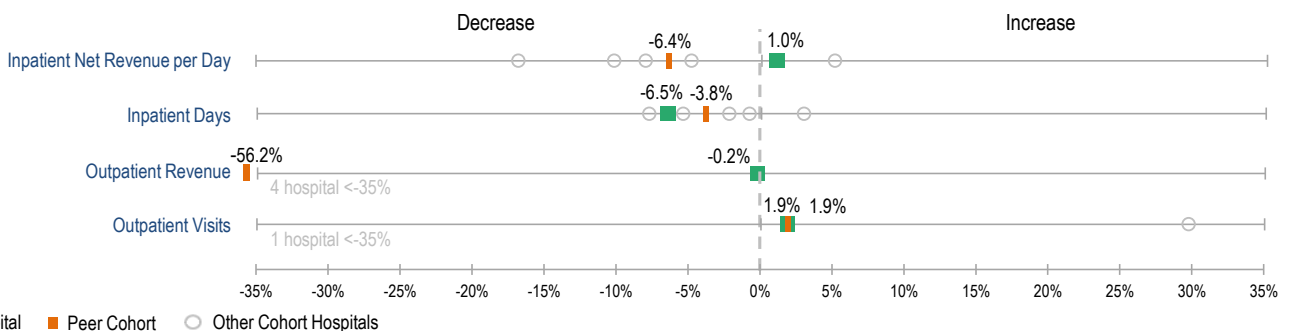
PAYER MIX

What was the hospital's overall payer mix (gross charges) in FY13, and how does this hospital compare to the average non-acute hospital's payer mix?



GROWTH MEASURES

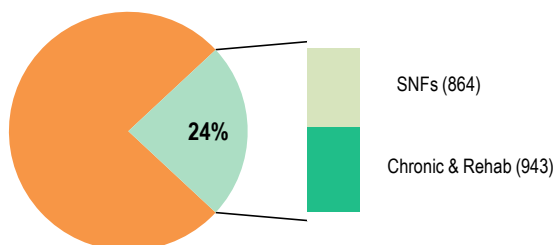
What were the FY12 to FY13 growth rates at this hospital for the following measures, and how do these compare to the growth rates of the hospital's peer cohort?



SERVICES

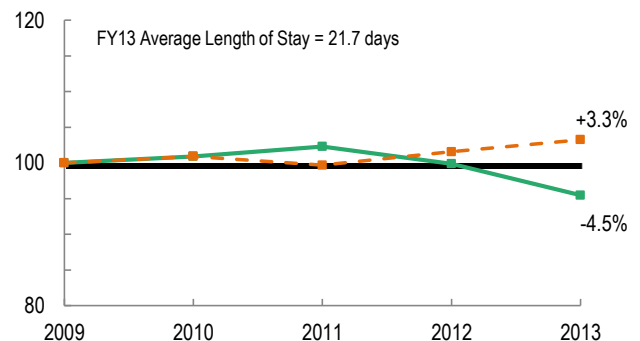
What type(s) of inpatient services, categorized by bed type, did the hospital provide in FY13? What proportion of its peer cohort's inpatient cases did this hospital treat?

Discharges by Category



24% (1,807) of the non-acute cohort's discharges were treated at this hospital

How has the hospital's average length of stay changed compared to FY09, and how does this hospital compare to its peer cohort median? (FY09=100)



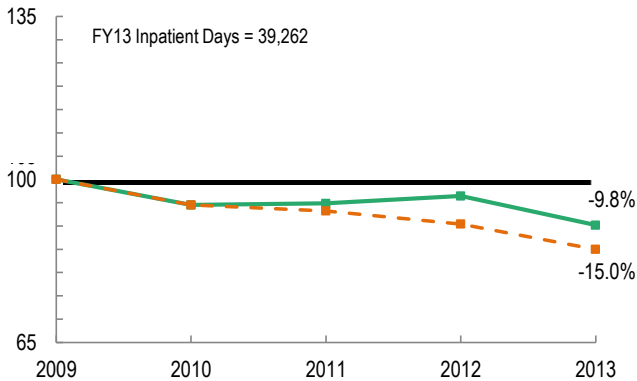
For descriptions of the metrics, please see Technical Appendix.

Legend: Hospital (solid green line), Peer Cohort (dashed orange line)

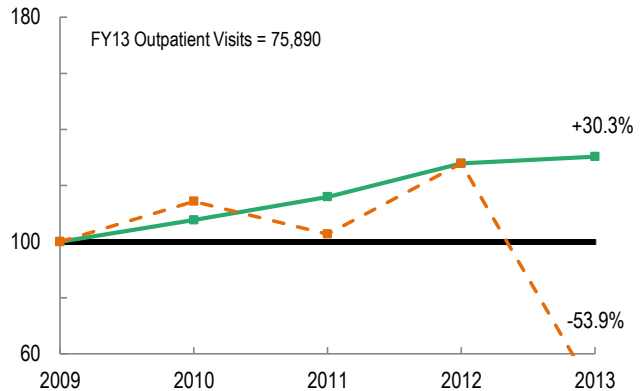


UTILIZATION TRENDS

How has the volume of the hospital's inpatient days changed compared to FY09, and how does this hospital compare to its peer cohort median? (FY09=100)



How has the volume of the hospital's outpatient visits changed compared to FY09, and how does this hospital compare to its peer cohort median? (FY09=100)



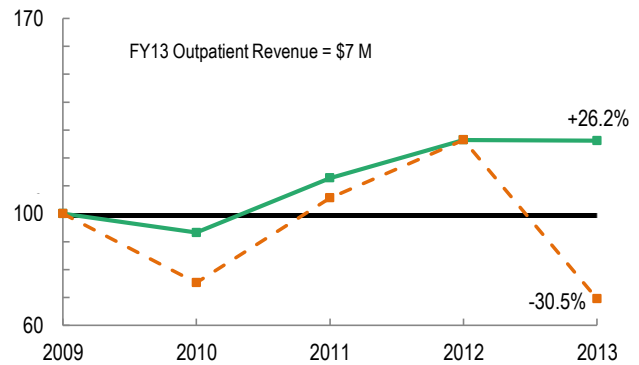
PATIENT REVENUE TRENDS

What was the hospital's net inpatient service revenue per inpatient day between FY09 and FY13, and how does this hospital compare to its peer cohort median?



FY13 Net Inpatient Revenue per Day = \$980 Full Cost per Day = \$1,107

How has the hospital's total outpatient revenue changed compared to FY09, and how does this hospital compare to its peer cohort median? (FY09=100)

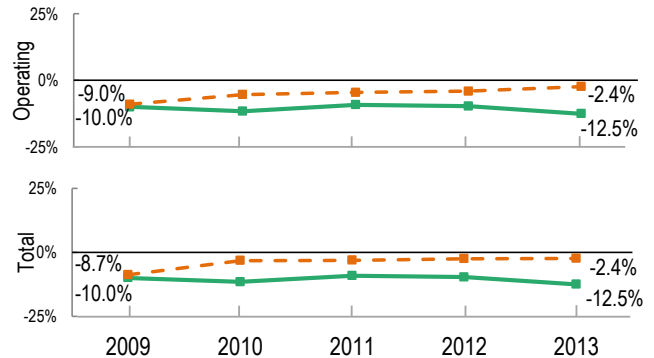


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY09 and FY13?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	Operating Revenue	Non-Operating Revenue	Costs	Total Profit/Loss
2009	\$42	\$42	\$0	\$46	(\$4.1)
2010	\$43	\$43	\$0	\$48	(\$4.9)
2011	\$45	\$45	\$0	\$49	(\$4.1)
2012	\$48	\$48	\$0	\$53	(\$4.6)
2013	\$46	\$46	\$0	\$51	(\$5.7)

What were the hospital's operating and total margins between FY09 and FY13, and how do these compare to the medians of its peer cohort?



For descriptions of the metrics, please see Technical Appendix.

Non-acute hospitals in Massachusetts are typically identified as psychiatric, rehabilitation, and chronic care facilities. CHIA has defined non-acute hospitals in this publication using the Massachusetts Department of Public Health (DPH) and Department of Mental Health (DMH) license criteria.

‡ Costs were adjusted to exclude direct medical education costs and physician compensation.

† Average Hospital does not include Specialty hospitals.