

WESTWOOD PEMBROKE HOSPITAL

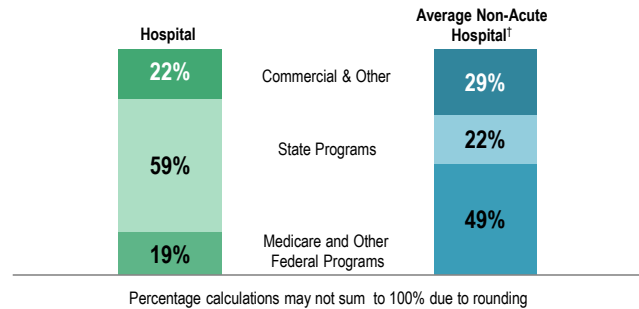
Westwood Pembroke Hospital, which includes Westwood Lodge and Pembroke campuses, is a for-profit psychiatric hospital located in Westwood and Pembroke. The Westwood Lodge campus provides inpatient and partial hospitalization psychiatric services for adults, adolescents, and children. The Pembroke campus provides inpatient psychiatric services for adults, adolescents, and older adults, and partial hospitalization programs for adults and adolescents. The hospital is a member of Arbour Health System, the largest private mental health system in Massachusetts. Between FY09 and FY13, inpatient days increased 11.1% at Westwood Pembroke Hospital, compared to its cohort's median increase of 7.2%. Outpatient visits decreased 24.6% at the hospital in that period, compared to a median 46.7% increase in its cohort. Westwood Pembroke Hospital was profitable each year from FY09 to FY13, with a 25.0% total margin in FY13, compared to a median total margin of 9.5% in its peer cohort.

AT A GLANCE

TOTAL BEDS: 245; 25% of cohort beds
% OCCUPANCY: 90%; > cohort avg. (82%)
INPATIENT DISCHARGES in FY13: 7,114
PUBLIC PAYER MIX: 78%; > avg. cohort hospital (66%)
TOTAL REVENUE in FY13: \$65 million; 5% of statewide
TAX STATUS: For-profit
INPATIENT:OUTPATIENT REVENUE in FY13: 89%:11%
ADJUSTED* COST PER INPATIENT DAY: \$475
CHANGE in OWNERSHIP (FY09-FY13): Not Applicable

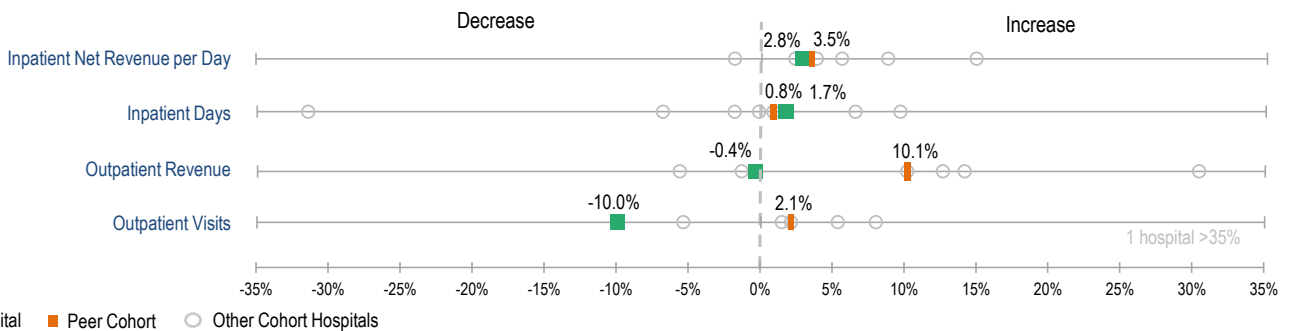
PAYER MIX

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

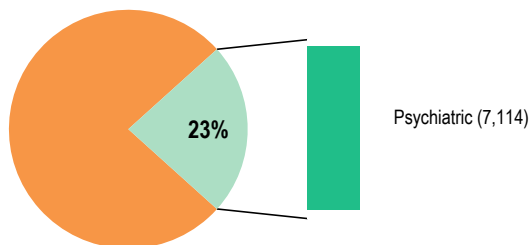
What were the FY12 to FY13 growth rates at this hospital for the following measures, and how do these compare to the growth rates of the hospital's peer cohort?



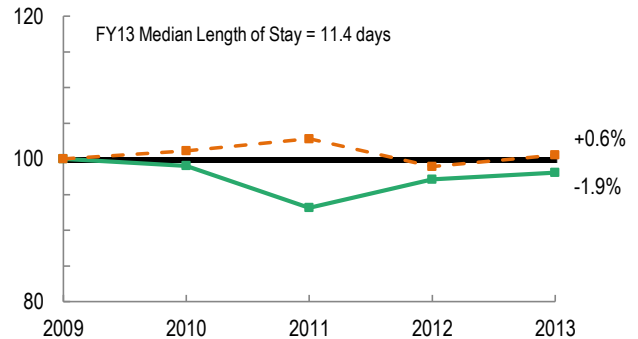
SERVICES

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



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



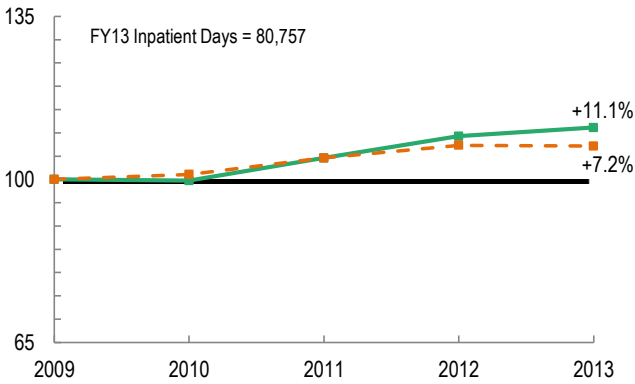
For descriptions of the metrics, please see Technical Appendix.

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

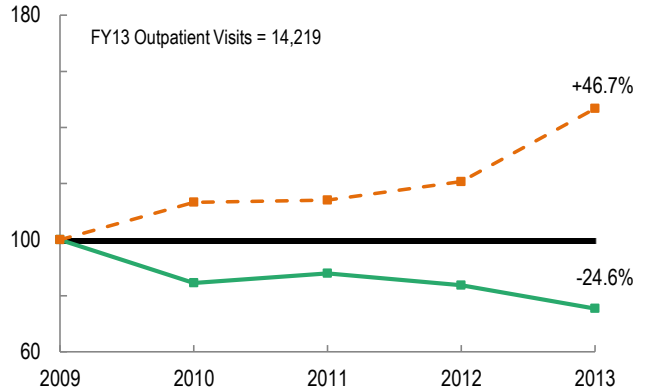


UTILIZATION TRENDS

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

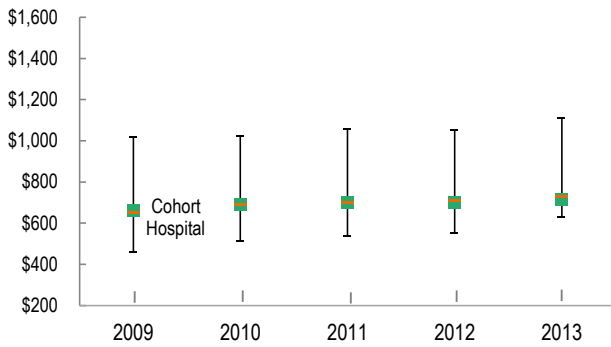


How has the volume of the hospital's outpatient visits changed compared to FY09, and how does this hospital compare to the median hospital in its peer cohort? (FY09=100)



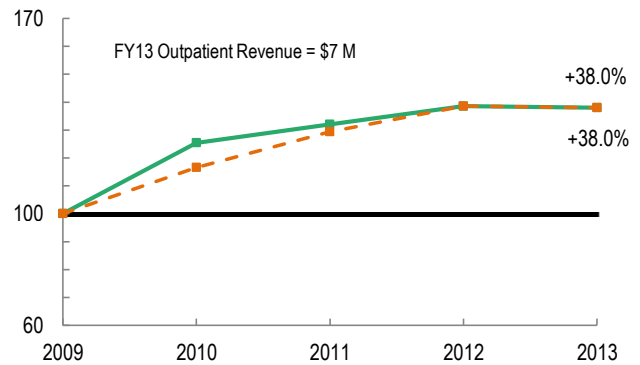
PATIENT REVENUE TRENDS

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



FY13 Net Inpatient Revenue per Day = \$717 Full Cost per Day = \$558

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

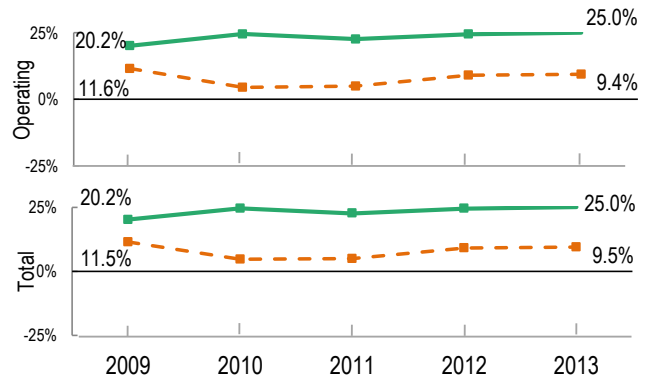


FINANCIAL PERFORMANCE

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	\$53	\$53	\$0	\$43	\$10.8
2010	\$57	\$57	\$0	\$43	\$13.9
2011	\$60	\$60	\$0	\$47	\$13.6
2012	\$63	\$63	\$0	\$47	\$15.4
2013	\$65	\$65	\$0	\$49	\$16.4

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 hospitals?



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.