

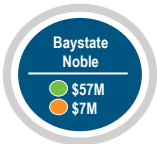
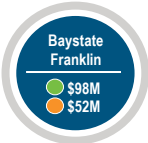
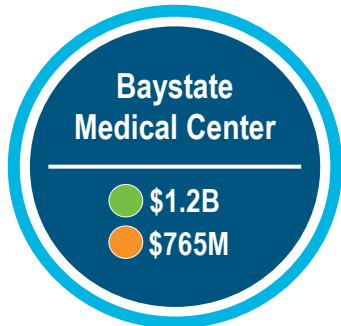
Fiscal Year 2017:

Baystate Health

 **\$2.4 Billion**
Operating Revenue

 **\$999 Million**
Net Assets

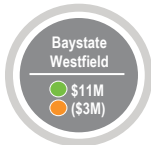
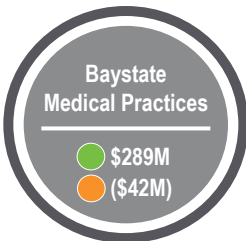
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans



OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating  **(\$494M)**
Eliminations:  **(\$118M)**

At a Glance




Baystate Health, Inc. is an organization that provides health care services throughout western Massachusetts.

4 
Acute Hospitals

12K
Employees
(Approximately)

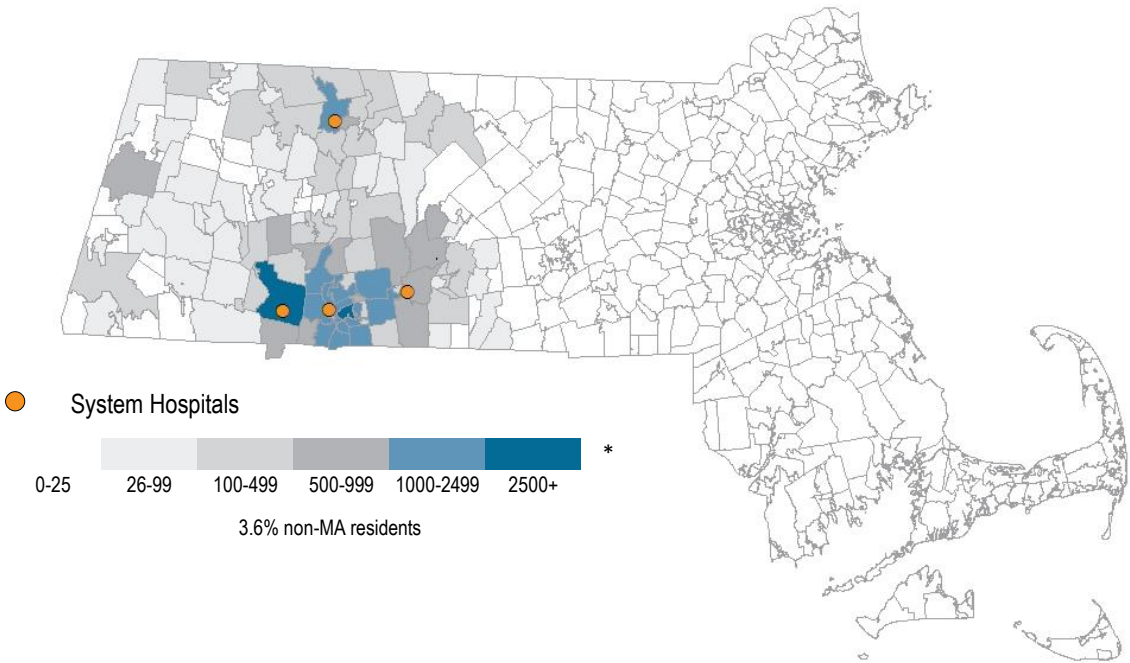
\$71M
Total Profit/Loss

2.9%
Total Margin

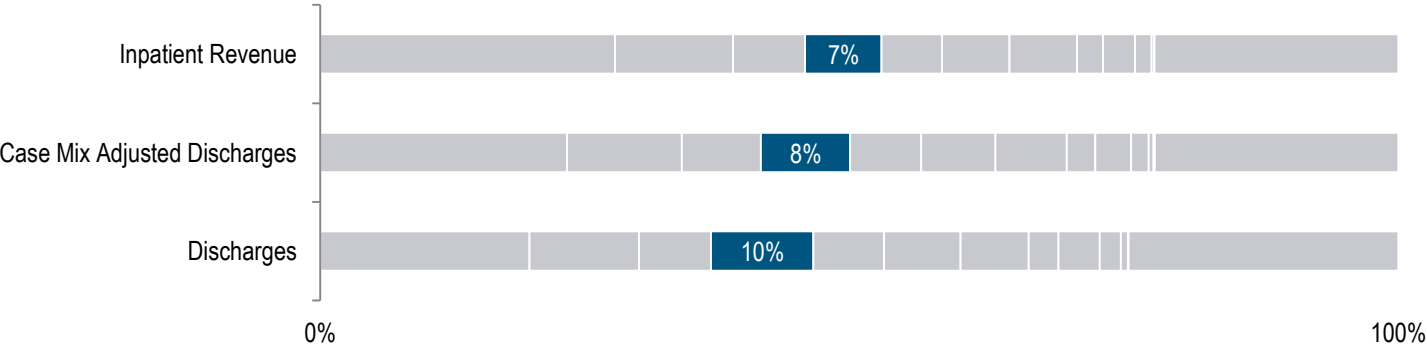
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Baystate Franklin Medical Center	(\$0.2)	- 0.2%
AH	Baystate Medical Center	\$109.0	8.6%
AH	Baystate Noble Hospital	(\$0.3)	-0.6%
AH	Baystate Wing Hospital	(\$9.1)	-10.3%
PO	Baystate Medical Practices	(\$41.2)	-14.3%
PO	Baystate Westfield	(\$5.8)	-53.4%
HP	Health New England	\$20.5	2.2%

*Origin(s) of patients served by system hospitals

Fiscal Year 2017:

Berkshire Health Systems

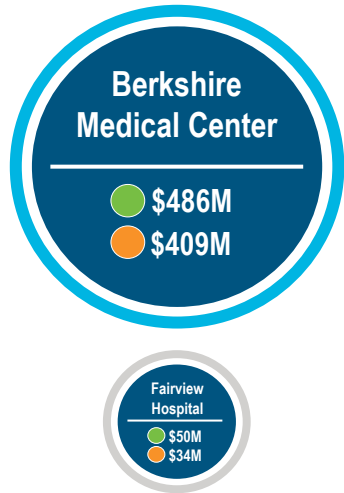
\$596 Million

Operating Revenue

\$447 Million

Net Assets

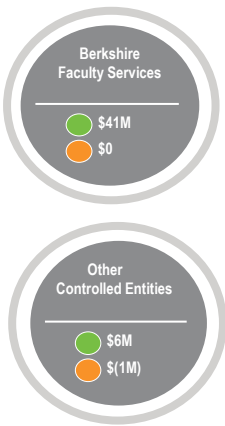
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating

Eliminations:

\$(47M)

\$0

At a Glance

Berkshire Health Systems, Inc. is a not-for-profit organization that provides health care services to western Massachusetts.

2

Acute Hospitals

4K

Employees (Approximately)

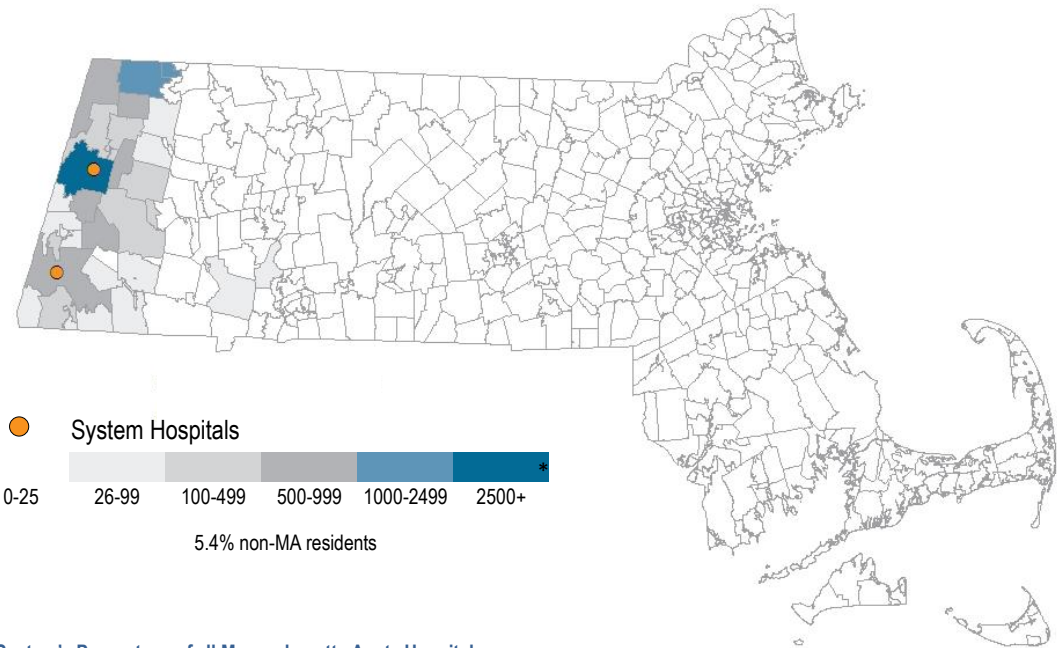
\$19M

Total Profit/Loss

3.1%

Total Margin

Acute Hospital Discharges per Zip Code



	Entity	Profit (Loss) in Millions	Total Margin
AH	Berkshire Medical Center	\$36.3	7.3%
AH	Fairview Hospital	\$3.2	6.3%
PO	Berkshire Faculty Services	(\$18.9)	-45.5%
PO	Other Controlled Entities	(\$1.7)	-28.8%

System's Percentage of all Massachusetts Acute Hospitals



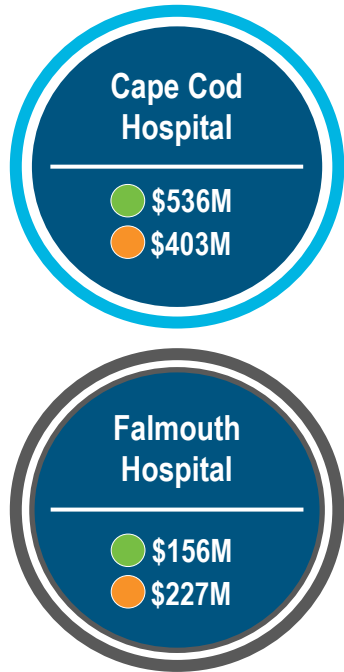
*Origin(s) of patients served by system hospitals

Cape Cod Healthcare

 **\$873 Million**
Operating Revenue

 **\$709 Million**
Net Assets

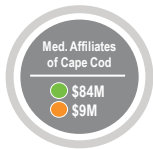
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

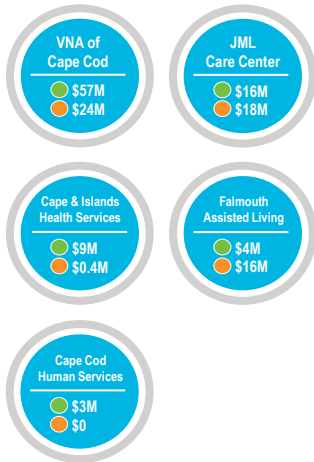
PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$66M)  (\$218M)

At a Glance

Cape Cod Healthcare, Inc. provides health care services on Cape Cod, Massachusetts.

2
Acute Hospitals

4K
Employees
(Approximately)

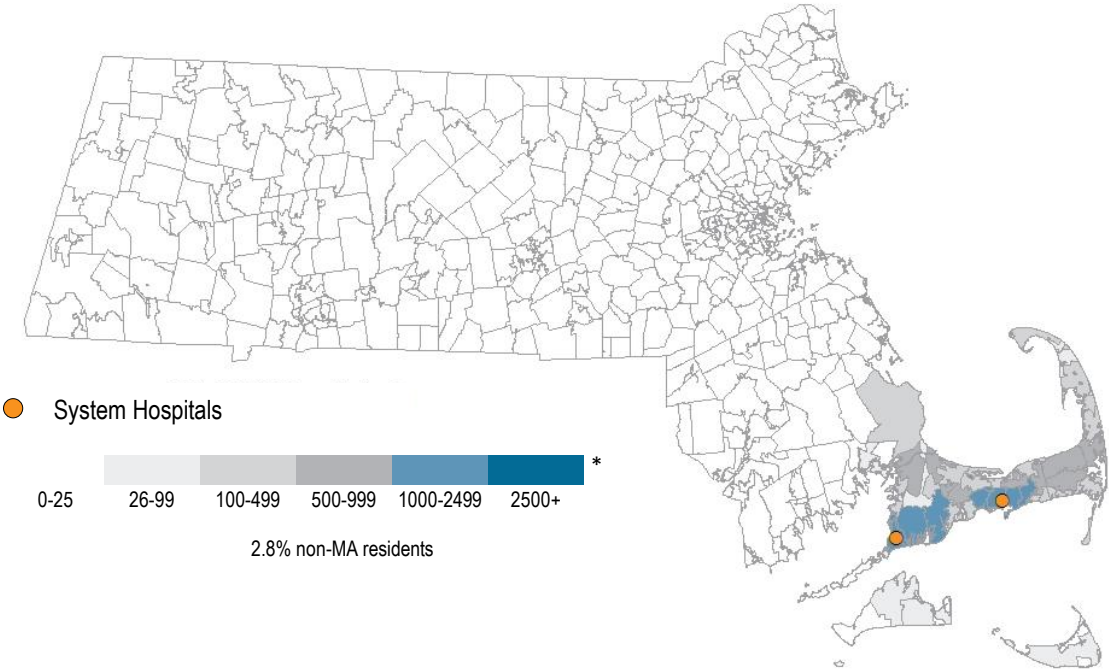
\$41M
Total Profit/Loss

4.6%
Total Margin

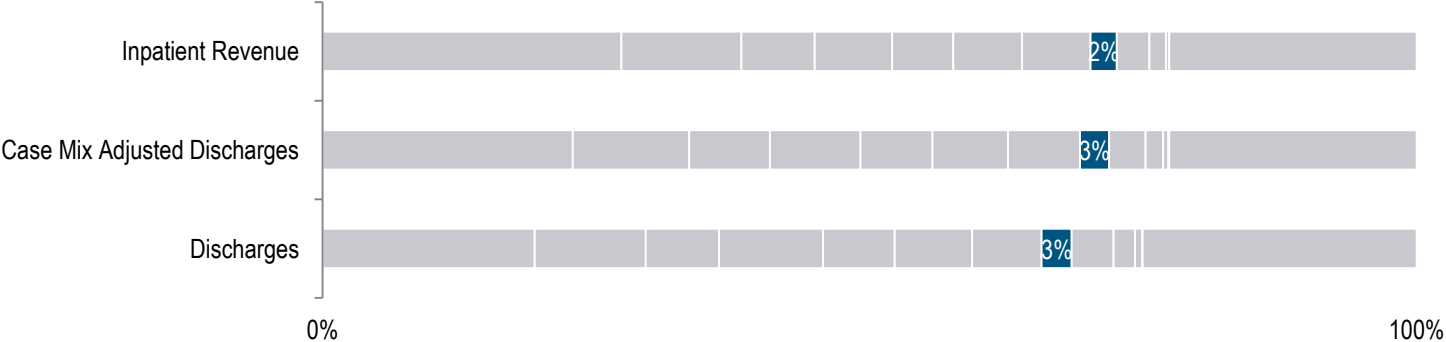
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



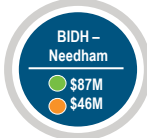
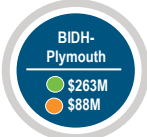
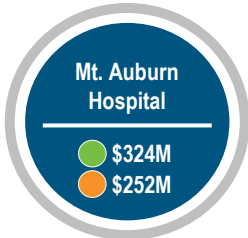
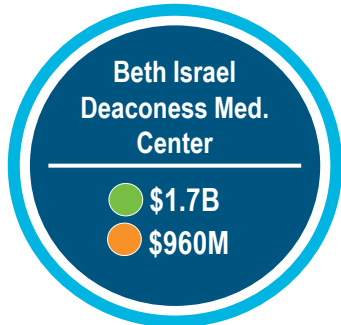
AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Cape Cod Hospital	\$47.4	8.7%
AH	Falmouth Hospital	\$9.6	5.9%
PO	Medical Affiliates of Cape Cod	(\$15.8)	-18.8%

*Origin(s) of patients served by system hospitals

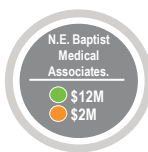
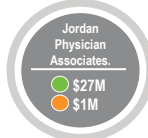
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable


OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating
Eliminations:  (\$220M)
 \$0

At a Glance

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

6
Acute Hospitals

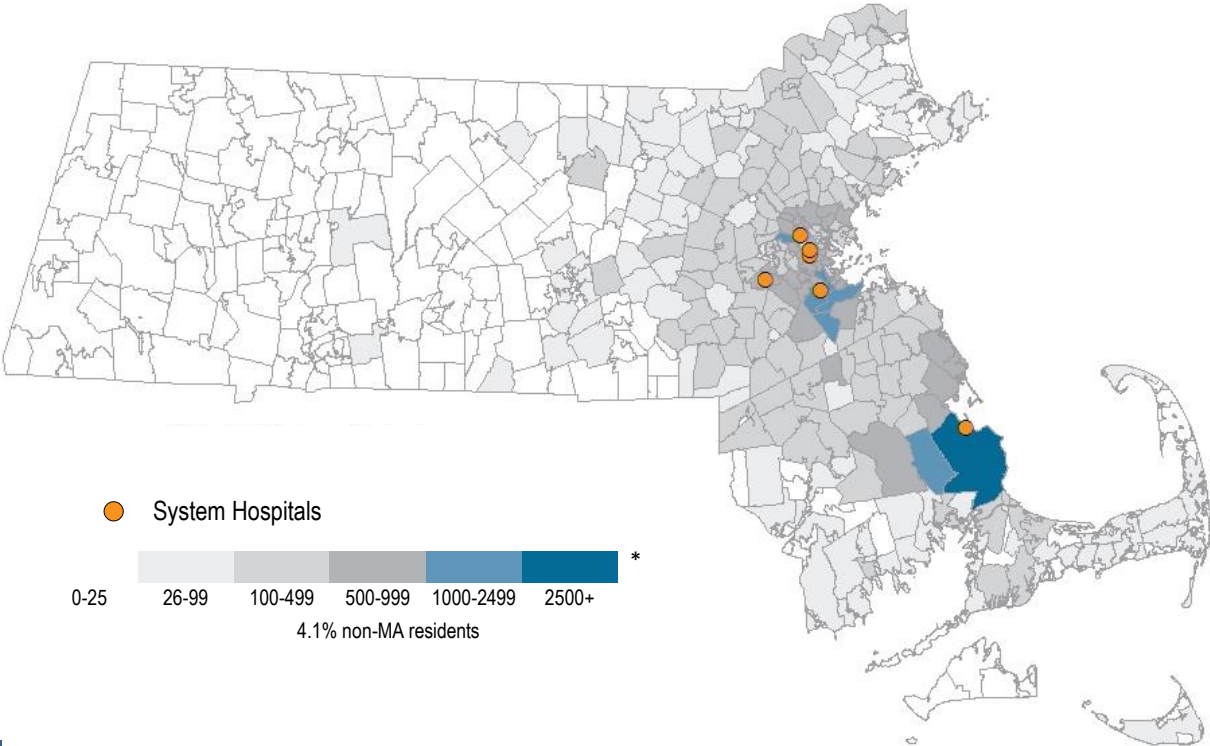
14K
Employees
(Approximately)

\$66M
Total Profit/Loss

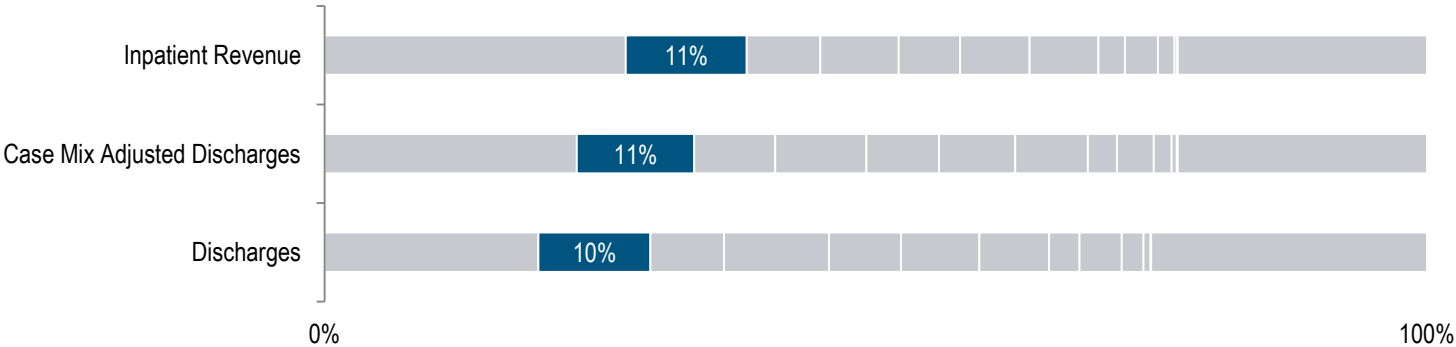
1.9%
Total Margin

\$235M
Annual Research
Revenue

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$14.2	11.9%
AH	Beth Israel Deaconess Hospital - Needham	\$2.2	2.5%
AH	Beth Israel Deaconess Hospital - Plymouth	\$16.2	6.1%
AH	Beth Israel Deaconess Medical Center	\$74.6	4.3%
AH	Mt. Auburn Hospital	\$3.9	1.2%
AH	NE Baptist Hospital	\$10.1	4.1%
PO	Affiliated Physicians Group	(\$25.6)	-30.0%
PO	Harvard Medical Faculty Physicians	\$17.3	2.9%
PO	Jordan Physician Associates	(\$7.6)	-27.8%
PO	Mount Auburn Professional Serv.	(\$27.0)	-36.4%
PO	N.E. Baptist Medical Assoc.	(\$4.6)	-37.6%

*Origin(s) of patients served by system hospitals

Fiscal Year 2017:

Heywood Healthcare

 **\$157 Million**
Operating Revenue

 **\$68 Million**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$5M)  \$0

At a Glance


Heywood Healthcare, Inc. operates two not-for-profit acute care hospitals in central Massachusetts.

2
Acute Hospitals

2K
Employees
(Approximately)

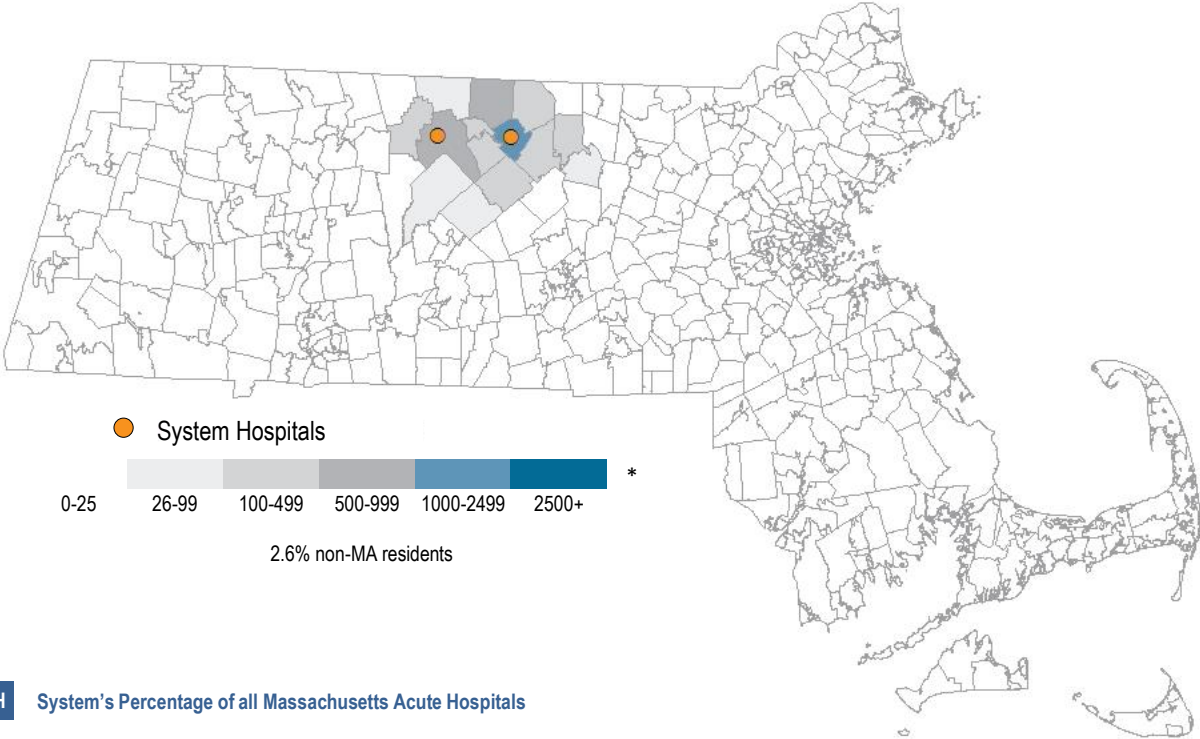
\$0.9M
Total Profit/Loss

0.5%
Total Margin

% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospitals



	Entity	Profit (Loss) in Millions	Total Margin
AH	Athol Hospital	\$2.0	7.1%
AH	Heywood Hospital	\$4.2	3.6%
PO	Heywood Medical Group	(\$4.9)	-26.6%

*Origin(s) of patients served by system hospitals

Lahey Health System

 **\$2.0 Billion**
Operating Revenue

 **\$1.0 Billion**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

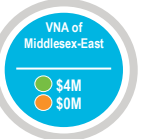
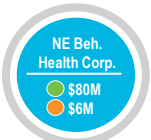
PO Physician Organizations



HP Health Plans

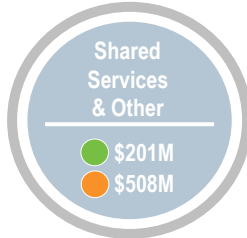
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating  (\$233M)
Eliminations:  (\$6M)

At a Glance


Lahey Health System, Inc. is an integrated health care system acting as the parent organization of Lahey Clinic Foundation, Inc. and Affiliates; Northeast Hospital Corp. and Affiliate; and Winchester Healthcare Management, Inc. and Affiliates.



3
Acute Hospitals

14K
Employees
(Approximately)

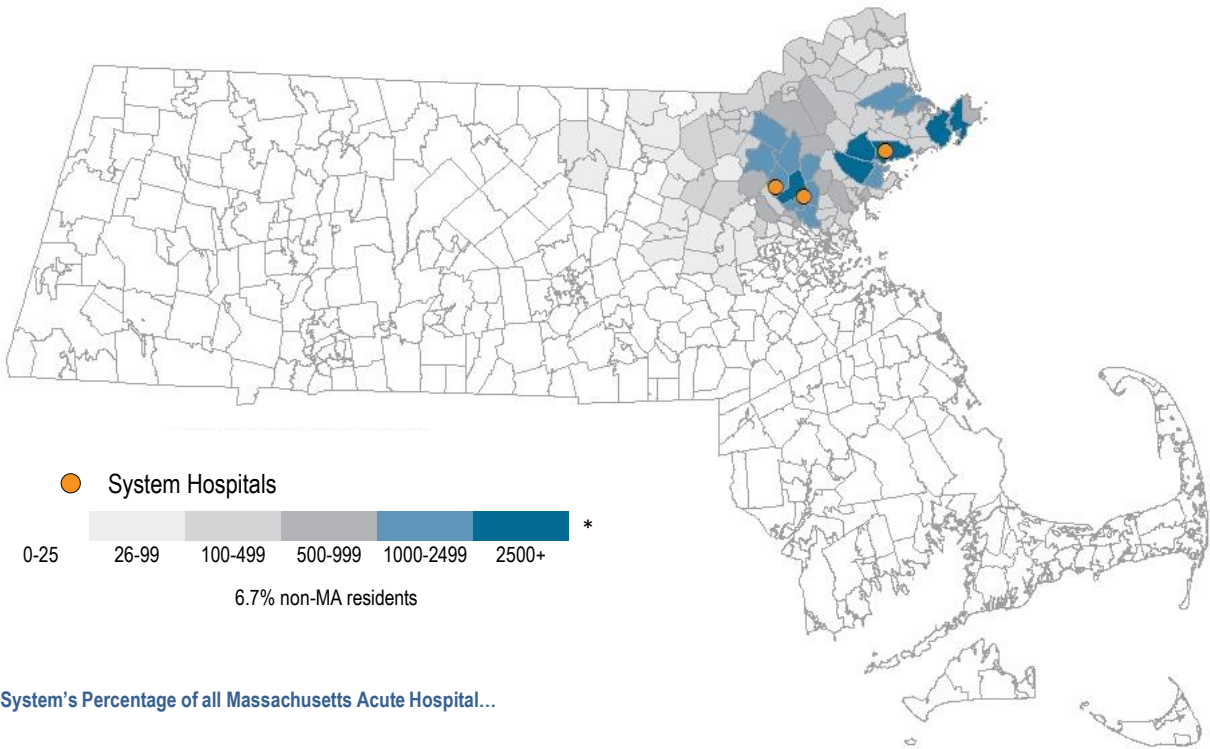
(\$8M)
Total Profit/Loss

-0.4%
Total Margin

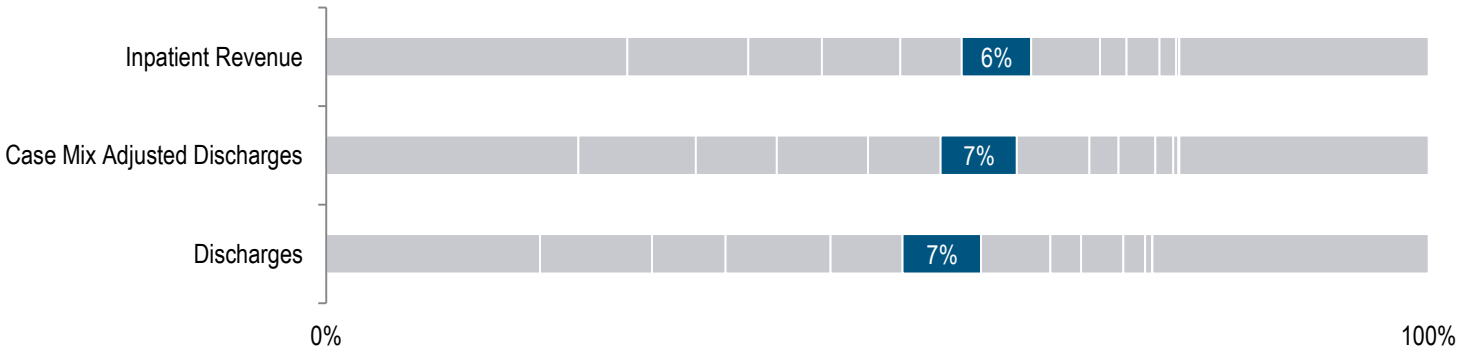
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH **Acute Hospital Discharges per Zip Code**



AH **System's Percentage of all Massachusetts Acute Hospital...**



	Entity	Profit (Loss) in Millions	Total Margin
AH	Lahey Hospital & Medical Center	\$18.8	2.0%
AH	Northeast Hospital	\$33.1	9.0%
AH	Winchester Hospital	\$16.0	5.4%
PO	Lahey Clinic	(\$69.5)	-24.7%
PO	Lahey Physician Community Org.	(\$3.5)	-97.5%
PO	Northeast Medical Practice	(\$9.9)	-39.5%
PO	Winchester Physician Association	(\$6.0)	-14.3%

*Origin(s) of patients served by system hospitals

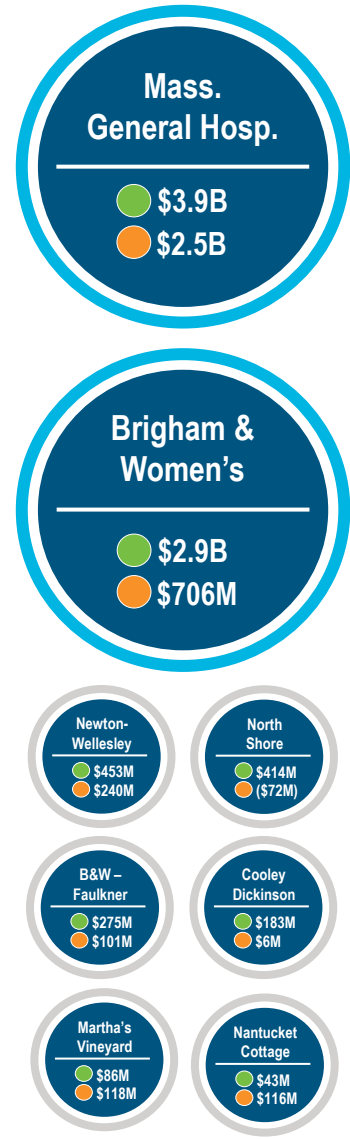
Fiscal Year 2017:

Partners HealthCare System

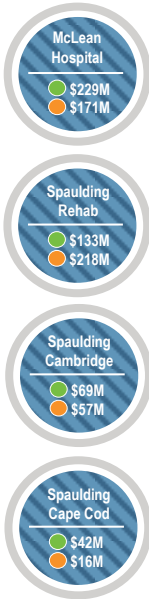
 **\$13.4 Billion**
Operating Revenue

 **\$7.5 Billion**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals



PO Physician Organizations



HP Health Plans



OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating  (\$1.4B)
Eliminations:  (\$1.1B)

At a Glance

Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts.

 **8**
Acute Hospitals

 **4**
Non-Acute Hospitals

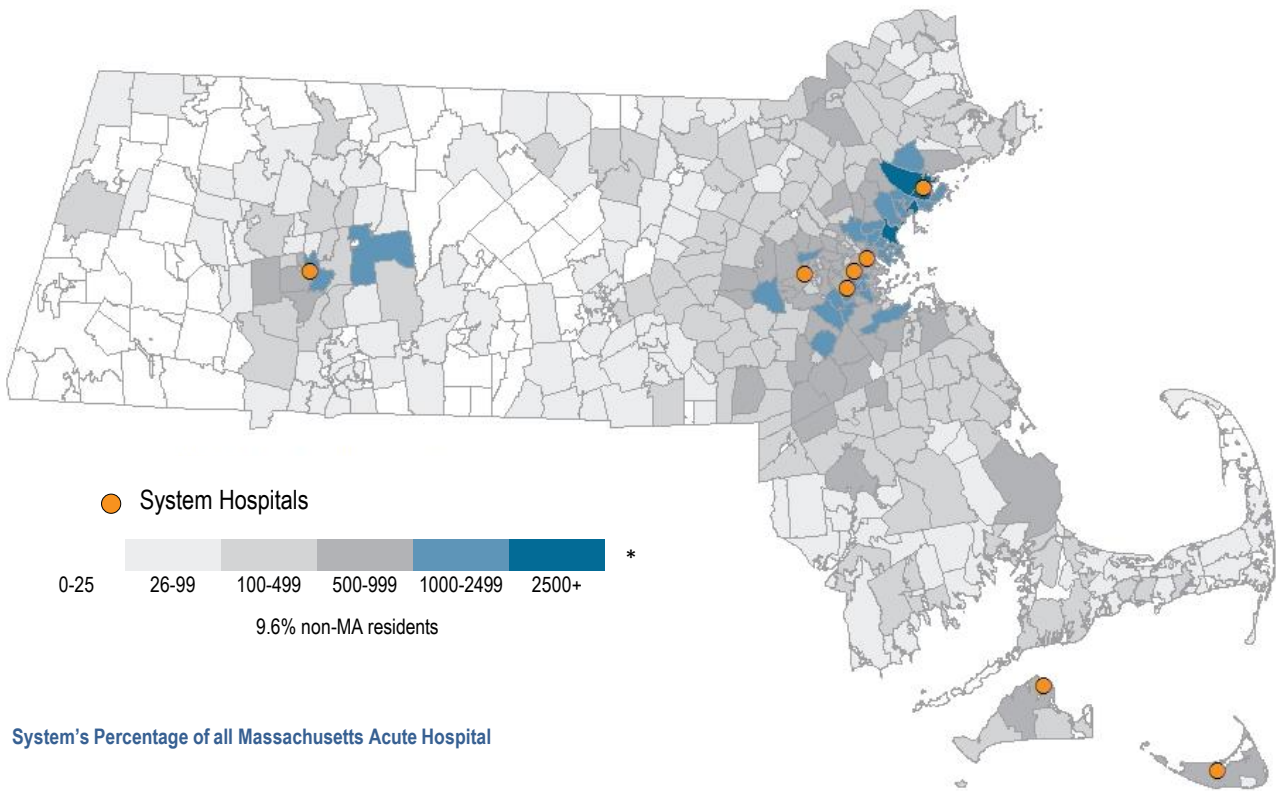
73K
Employees
(Approximately)

\$1.6B
Annual Research
Revenue

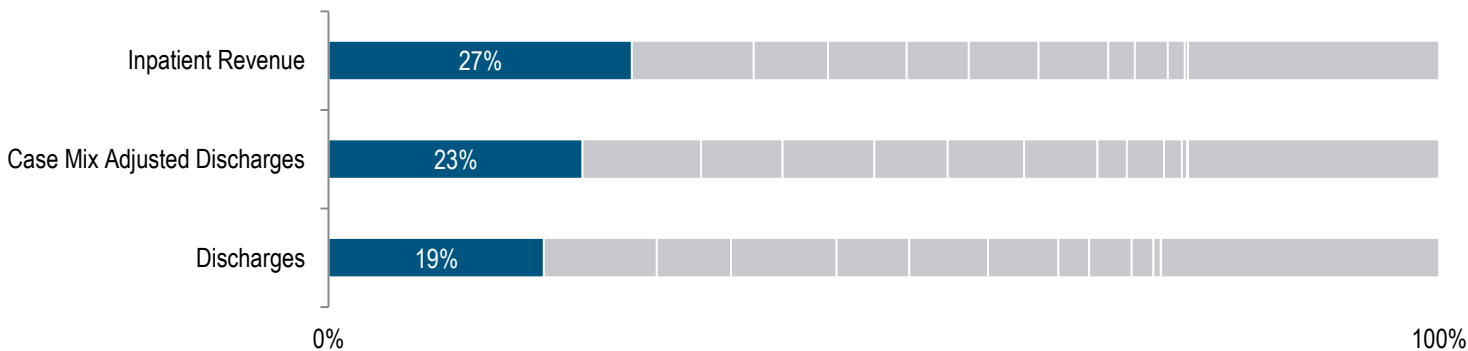
\$659M
Total Profit/Loss

4.7%
Total Margin

Acute Hospital Discharges per Zip Code



System's Percentage of all Massachusetts Acute Hospital



	Entity	Profit (Loss) in Millions	Total Margin
AH	Brigham & Women's Faulkner Hospital	\$17.1	6.2%
AH	Brigham & Women's Hospital	\$55.9	1.9%
AH	Cooley Dickinson Hospital	\$4.9	2.6%
AH	Martha's Vineyard Hospital	\$6.3	7.0%
AH	Massachusetts General Hospital	\$223.5	5.7%
AH	Nantucket Cottage Hospital	(\$9.0)	-19.7%
AH	Newton-Wellesley Hospital	\$1.8	.0.4%
AH	North Shore Medical Center	(\$57.7)	-13.9%
NH	McLean Hospital	\$8.2	3.5%
NH	Spaulding Cambridge	(\$9.0)	-13.0%
NH	Spaulding Rehab	(\$22.3)	-16.7%
NH	Spaulding Cape Cod	(\$1.3)	-3.1%
PO	Brigham & Women's Physicians Org	\$34.6	3.9%
PO	CD Practice Associates	(\$10.1)	-29.4%
PO	Mass. General Physicians Org.	\$90.7	8.3%
PO	N-W Physician Hospital Group	(\$0.1)	-0.1%
PO	North Shore Physicians Group	(\$10.7)	-7.7%
PO	Partners Community Physicians Org	(\$6.8)	-5.8%
HP	Neighborhood Health Plan	\$50.0	2.0%

*Origin(s) of patients served by system hospitals

Shriners Hospitals for Children

 **\$726 Million**
Operating Revenue

 **\$9.5 Billion**
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations

Not applicable

HP Health Plans

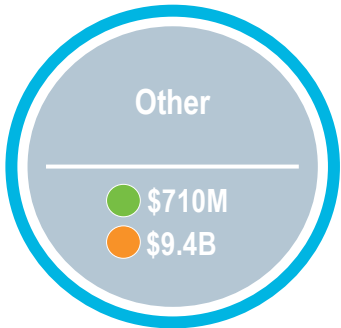
Not applicable

OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating  \$0
Eliminations:  \$0

At a Glance

Shriners Hospitals for Children is a health care system dedicated to pediatric specialty care, research, and teaching programs for medical professionals. Children up to 18 with certain conditions are eligible for care and receive all services regardless of a family's ability to pay.

2
Acute Hospitals

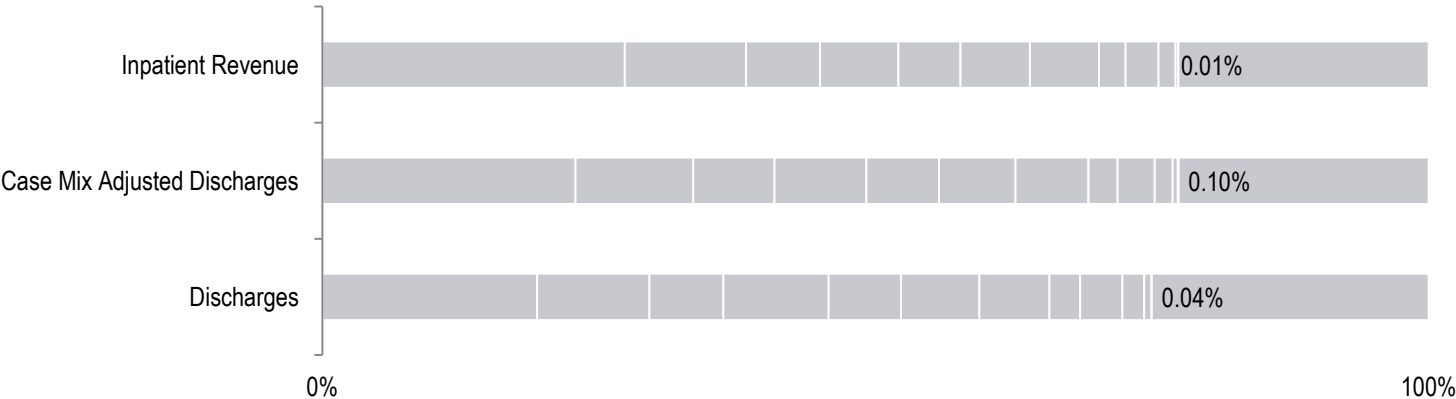
4K
MA Employees
(Approximately)

AH **Acute Hospital Discharges per Zip Code**

Shriners Hospitals for Children had 314 acute hospital discharges in Massachusetts in FY 2016. Map has been suppressed as no community accounted for more than 25 of the system's total discharges.

This report focuses on the hospital health system. Shriners Hospital Boston (SHB) and Shriners Hospital Springfield (SHS) are part of the national Shriners Hospitals for Children system (SHC) and are reliant upon support from the SHC endowment to cover the costs associated with fulfilling their mission to provide care to patients regardless of their ability to pay. This support is provided through transfers from the SHC's endowment to the hospitals, as these transfers are not considered revenue for the purpose of calculating profitability margin, SHB's and SHS's profitability margins are not comparable to other acute hospitals.

AH **System's Percentage of all Massachusetts Acute Hospitals**



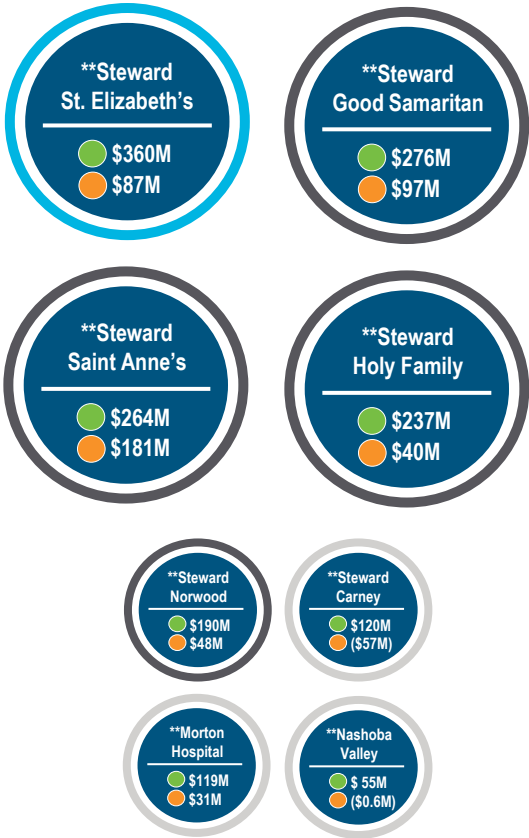
Fiscal Year 2017:

Steward Health Care System

No data^
Operating Revenue

No data^
Net Assets

AH Acute Hospitals



NH Non-Acute Hospitals

No data ^

PO Physician Organizations

No data ^

HP Health Plans

See Technical Appendix for details

No data ^

OP Other Health Care Providers

No data ^

OO Other Organizations

See Technical Appendix for details

No data ^

At a Glance

Steward Health Care System, LLC is an integrated organization that provides health care services throughout Massachusetts. Steward Health Care System did not submit audited financial statements and therefore their system level data is excluded from this report.

8
Acute Hospitals

1
Chronic Care Hospital

No data ^
Employees
(Approximately)

No data^
Total Profit/Loss

No data^
Total Margin

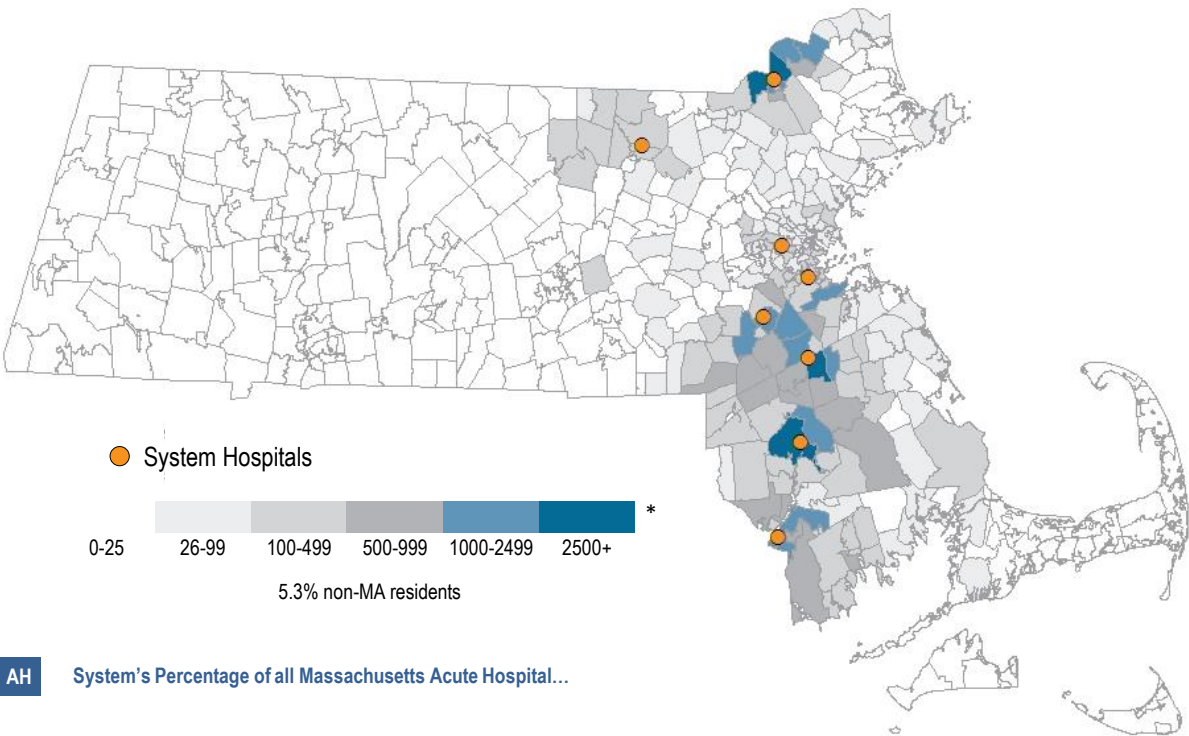
^ The Steward Health Care System did not submit audited financials.

** amount indicated are from CHIA's hospital financial filings. Percentages are calculated as a sum of the hospital and are not representative of the system as a whole.

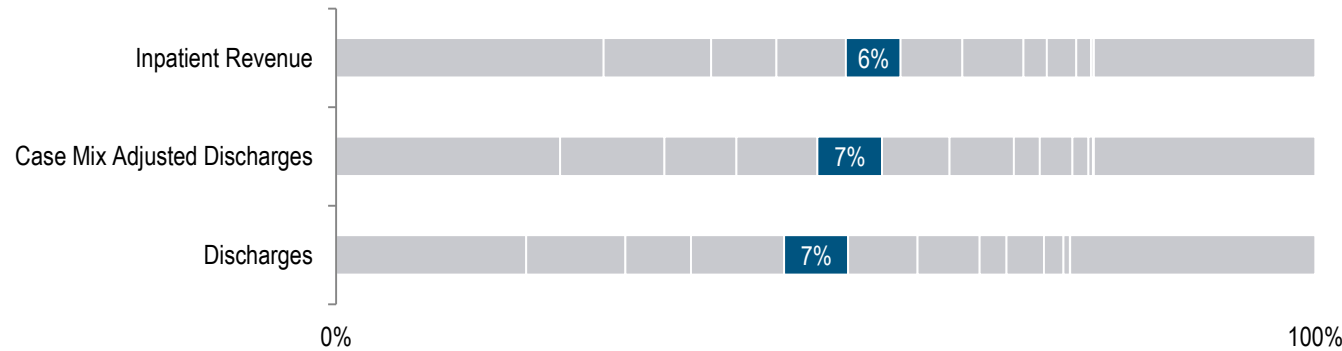
% of System's Operating Revenue: < 10% 10-20% > 20%

Operating Revenue Net Assets

Acute Hospital Discharges per Zip Code



System's Percentage of all Massachusetts Acute Hospital...



	Entity	**Profit (Loss) in Millions	**Total Margin
AH	Morton Hospital	(\$3.4)	-2.9%
AH	Nashoba Valley Medical Center	(\$3.6)	-6.6%
AH	Steward Carney Hospital	(\$24.0)	-20.0%
AH	Steward Good Samaritan Medical Center	\$25.8	9.3%
AH	Steward Holy Family Hospital	\$8.0	3.4%
AH	Steward Norwood Hospital	\$9.6	5.1%
AH	Steward Saint Anne's Hospital	\$33.2	12.6%
AH	Steward St. Elizabeth's Medical Center	\$18.0	5.0%
NH	New England Sinai Hospital	No data^	No data^
PO	Steward Medical Group	No data^	No data^

*Origin(s) of patients served by system hospitals

** amount indicated are from standardized financial statements

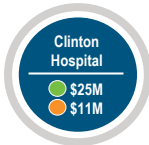
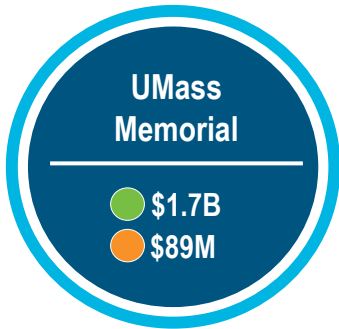
^ The Steward Health Care Parent System did not submit 2017 Financial data

UMass Memorial Health Care

 **\$2.4 Billion**
Operating Revenue

 **\$989 Million**
Net Assets

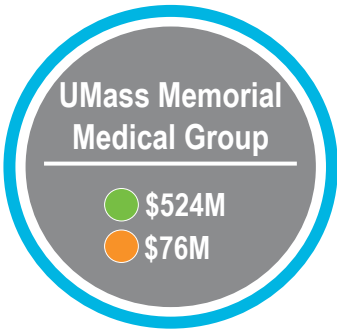
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

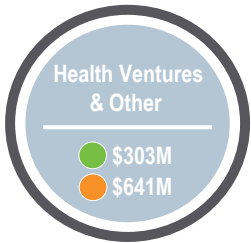
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$428M)  (\$59M)

At a Glance


UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.


4
Acute Hospitals

13K
Employees
(Approximately)

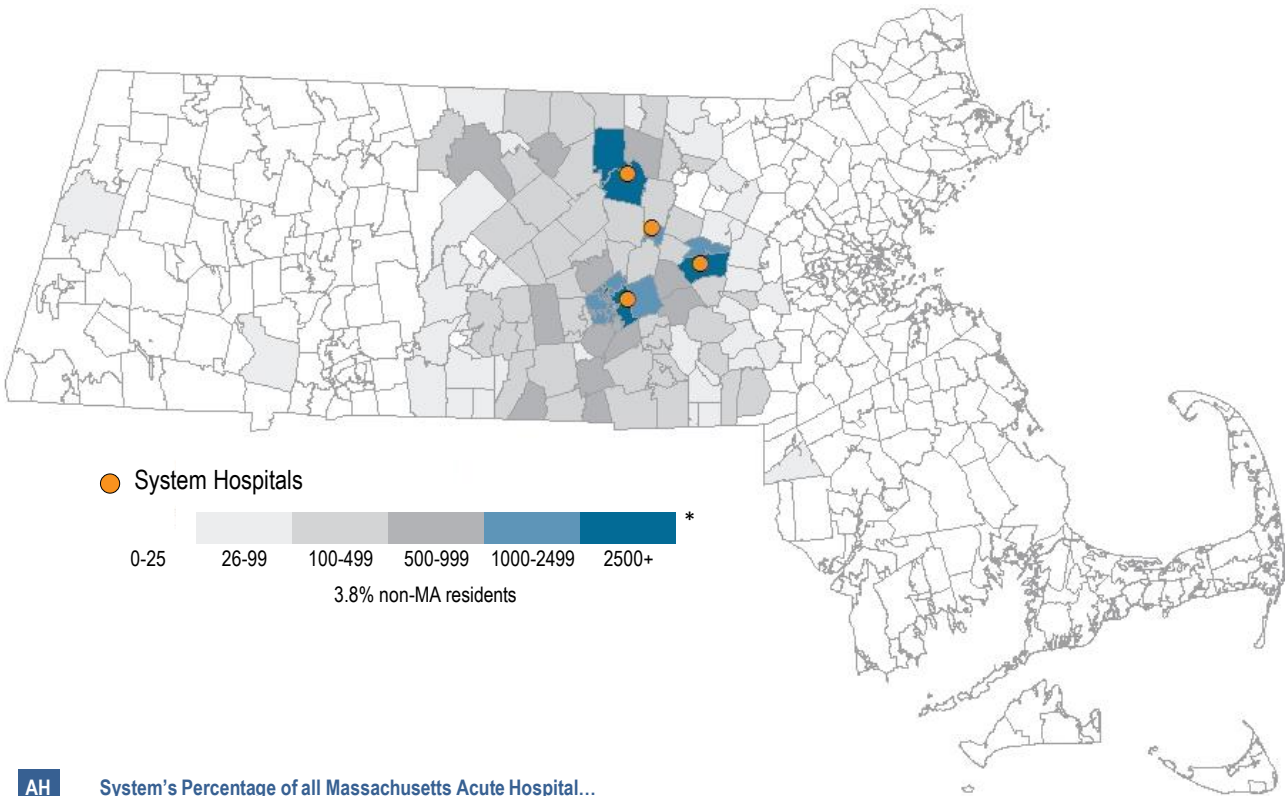
\$63M
Total Profit/Loss

2.5%
Total Margin

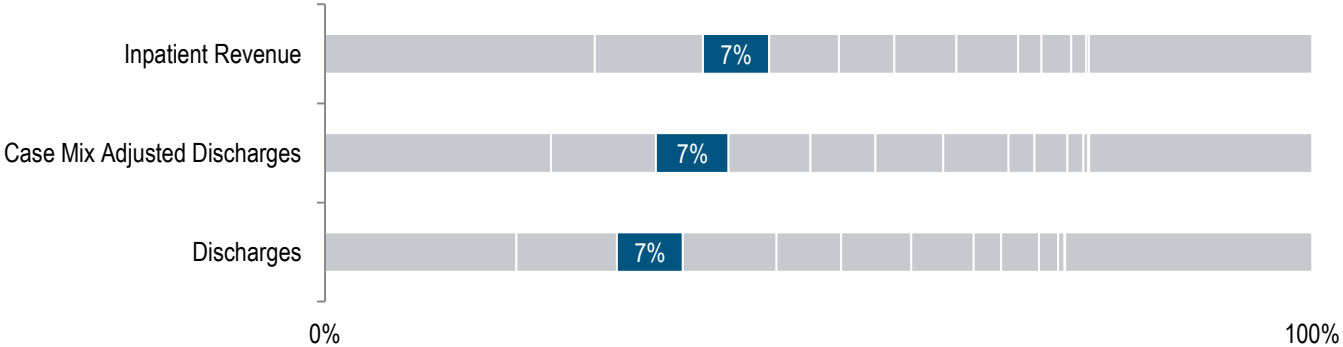
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

Acute Hospital Discharges per Zip Code



System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$4.4)	-17.1%
AH	HealthAlliance Hospital	\$6.6	3.4%
AH	Marlborough Hospital	\$6.7	7.5%
AH	UMass Memorial Medical Center	\$21.9	1.3%
PO	UMass Memorial Medical Group	(\$30.7)	-5.8%

*Origin(s) of patients served by system hospitals

Tufts Medical Center Parent

Fiscal Year 2017:[^]

 **\$1 Billion**
Operating Revenue

 **\$2.0 Million**
Net Assets

At a Glance

Wellforce is comprised of the parent companies of Tufts Medical Center, Circle Health, and Hallmark Health; not financially consolidated in FY 2017.

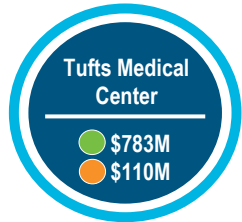
Tufts Medical Center Parent

1 
Acute Hospital

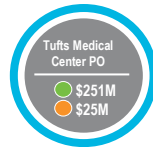
\$21M
Total Profit/Loss

2.1%
Total Margin

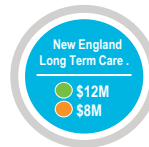
AH Acute Hospitals



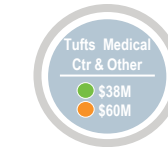
PO Physician Organizations



OP Other Health Care Providers



OO Other Organizations



Consolidating Eliminations:  (\$58M)  (\$1M)

Circle Health

Fiscal Year 2017:[^]

 **\$510 Million**
Operating Revenue

 **\$171 Million**
Net Assets

Circle Health

1 
Acute Hospital

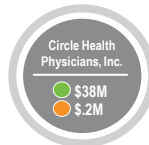
(\$6)M
Total Profit/Loss

-1.1%
Total Margin

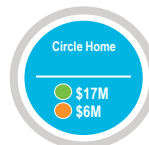
AH Acute Hospitals



PO Physician Organizations



OP Other Health Care Providers



OO Other Organizations



Consolidating Eliminations:  (\$5M)  (\$4M)

Hallmark Health

Fiscal Year 2017:[^]

 **\$297 Million**
Operating Revenue

 **\$197 Million**
Net Assets

Hallmark Health

1 
Acute Hospital

(\$8)M
Total Profit/Loss

-2.5%
Total Margin

AH Acute Hospitals



PO Physician Organizations



OP Other Health Care Providers



OO Other Organizations



Consolidating Eliminations:  (\$5M)  (\$2M)

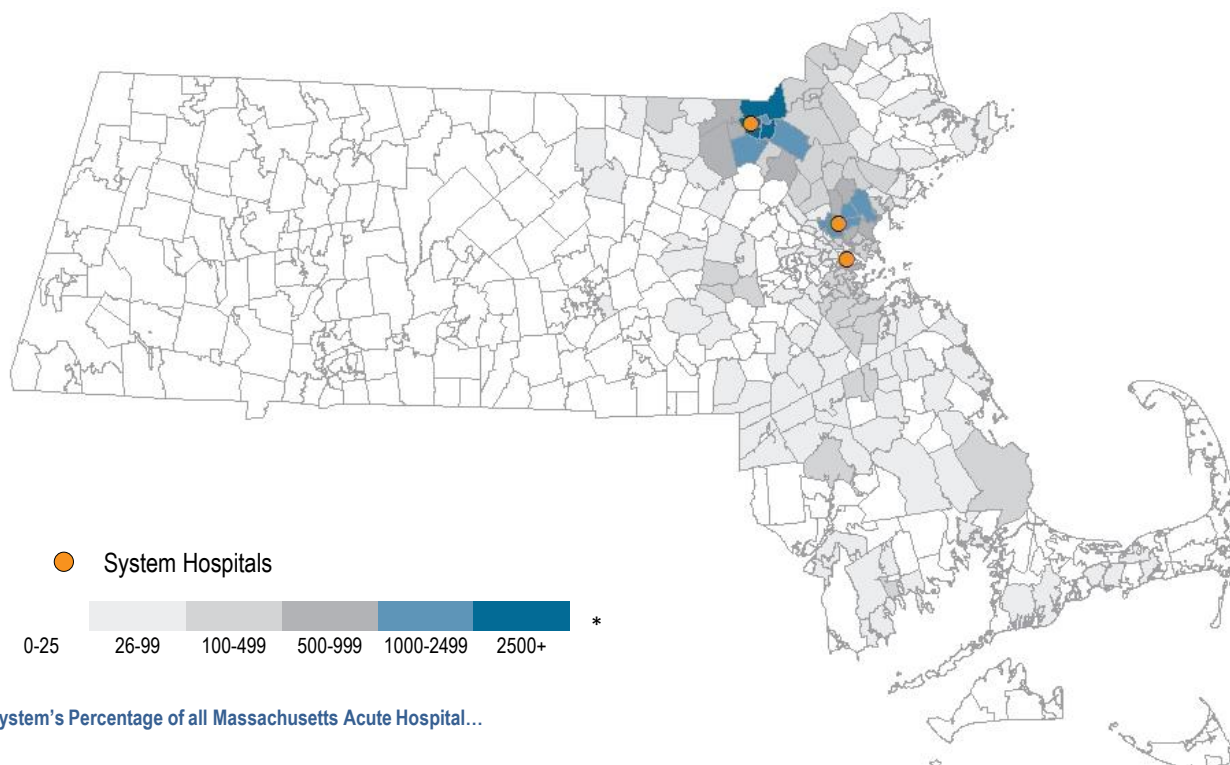
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

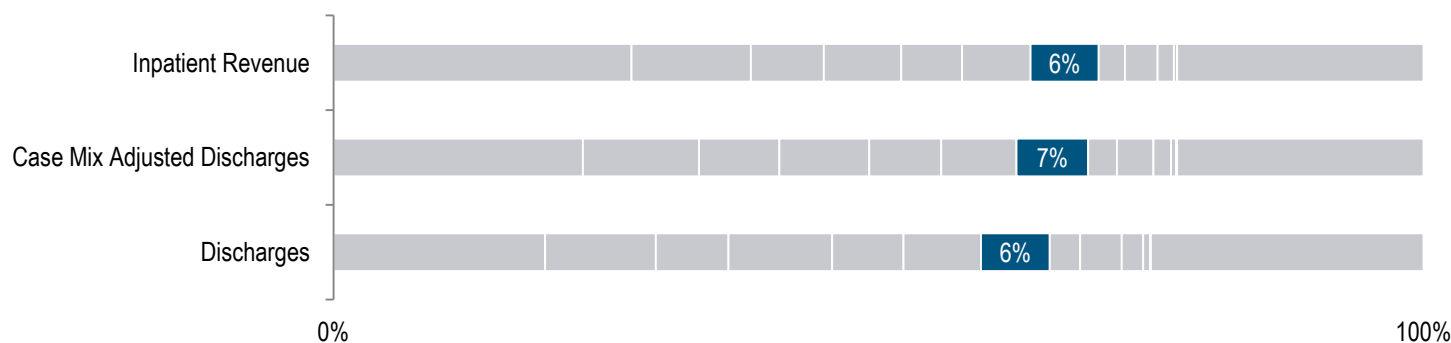
* Wellforce was not financially consolidated in FY17.

[^] Operating revenue percentages are calculated based on Tufts Medical Center Parent and Circle Health's respective total FY17 values.

AH **Acute Hospital Discharges per Zip Code**



AH **System's Percentage of all Massachusetts Acute Hospital...**



Tufts Medical Center Parent

	Entity	Profit (Loss) in Millions	Total Margin
AH	Tufts Medical Center	\$12.3	1.6%
PO	Tufts Medical Center Physicians Org.	\$1.0	0.4%
PO	New England Quality Care Alliance & Affiliates	\$6.0	18.7%

Circle Health

	Entity	Profit (Loss) in Millions	Total Margin
AH	Lowell General Hospital	\$2.3	0.5%
PO	Circle Health Physicians	\$0.0	-26.9%

Hallmark Health

	Entity	Profit (Loss) in Millions	Total Margin
AH	Hallmark Health Medical Center	\$7.9	2.9%
PO	Hallmark Health Medical Associates	(\$6.1)	-55.0%

*Origin(s) of patients served by system hospitals