

Hospital Profile: BRIGHAM AND WOMEN'S HOSPITAL

Brigham and Women's Hospital (BWH) is a non-profit, acute care academic medical center (AMC). It is the second largest hospital in Massachusetts, with 845 staffed beds. BWH is located in the Metro Boston region and represents 16% of all acute hospital staffed beds in the region. It is a member of the Partners HealthCare system and a teaching hospital of Harvard Medical School.

PATIENTS One out of every five inpatient cases treated at BWH are from the following Boston neighborhoods: Boston (downtown), Dorchester and Dorchester Center, Jamaica Plain, Roxbury, Roslindale, and Hyde Park.

INPATIENT SERVICES Compared with the other AMCs, BWH treats a greater proportion of higher-severity cases. In FY12, it accounted for 16% of all inpatient discharges from acute hospitals within the Metro Boston region. Of note, based on its most common FY12 inpatient cases (DRGs), BWH treated 26% of all Newborn and Delivery cases, 39% of all Other Respiratory and Chest Procedure cases and 31% of all Cardiac Valve Procedures without Cardiac Catheterization cases in Metro Boston.

FINANCIAL PERFORMANCE BWH's total revenue in FY12 was \$2.5 billion. Its FY12 public payer mix was 51%, the lowest among AMCs. BWH's FY12 inpatient cost[†] per case mix adjusted discharge was \$13,801, approximately 23% higher than the average AMC hospital, and the highest among all AMCs. BWH's CY12 average commercial payer price level was at the 92nd percentile, the highest among AMCs. It earned a surplus of \$132 million (5.4% total margin) in FY12, its highest in the FY08 to FY12 period, although it was profitable each year.

AT A GLANCE

TOTAL STAFFED BEDS: 845, 2nd largest acute hospital

% OCCUPANCY: 85%, > cohort avg. (84%)

TOTAL REVENUE in FY12: \$2,457 million

PUBLIC PAYER MIX: 51% (Non-DSH* Hospital)

SPECIAL PUBLIC FUNDING: Not Applicable

TAX STATUS: Non-profit

TRAUMA CENTER DESIGNATION: Adult: Level 1

CY12 COMMERCIAL PAYER PRICE LEVEL: 92nd Percentile

CASE MIX INDEX in FY12: 1.39, > cohort avg. (1.34); > statewide (1.06)

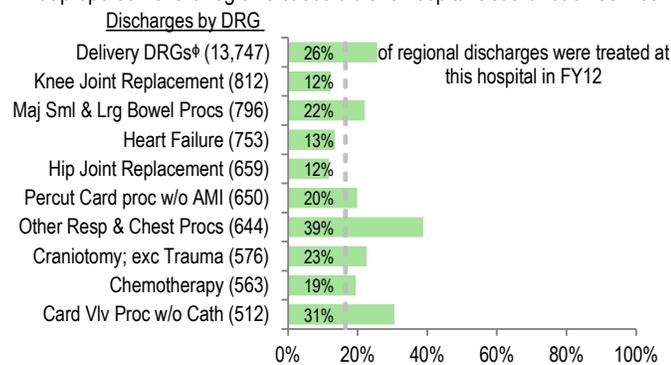
INPATIENT:OUTPATIENT REVENUE in FY12: 62%:38%

TOTAL MARGIN in FY12: 5.4% (\$132.2 million)

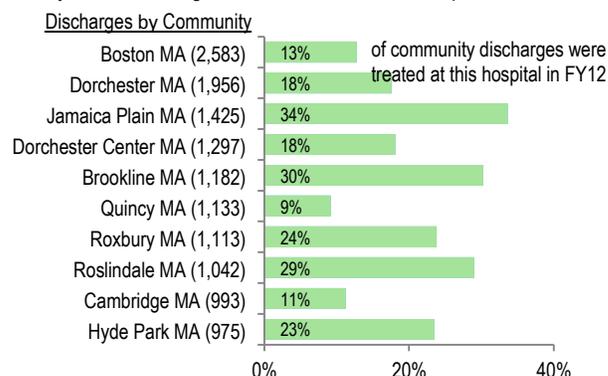
CHANGE in OWNERSHIP (FY08-FY12): Not Applicable

SERVICES

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

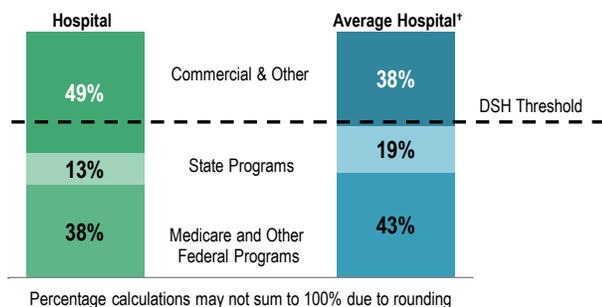


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

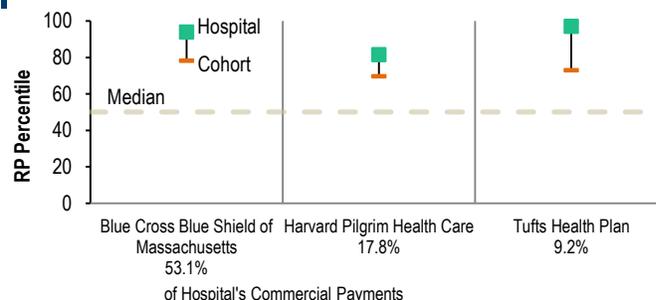


PAYER MIX

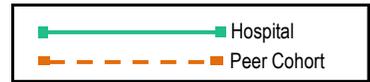
What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?

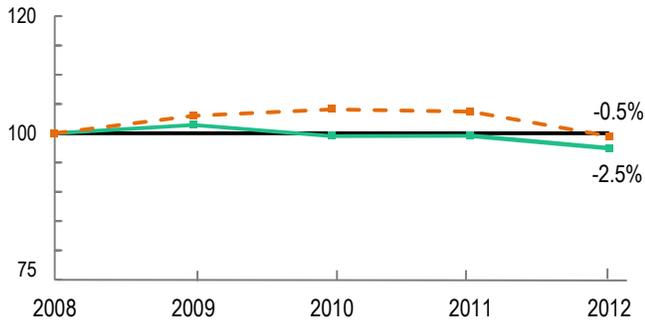


For descriptions of the metrics, please see Technical Appendix.

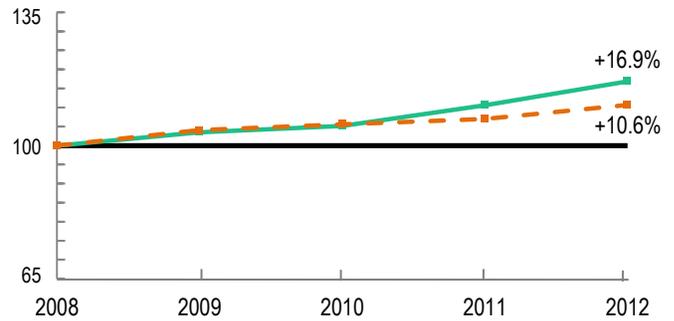


UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

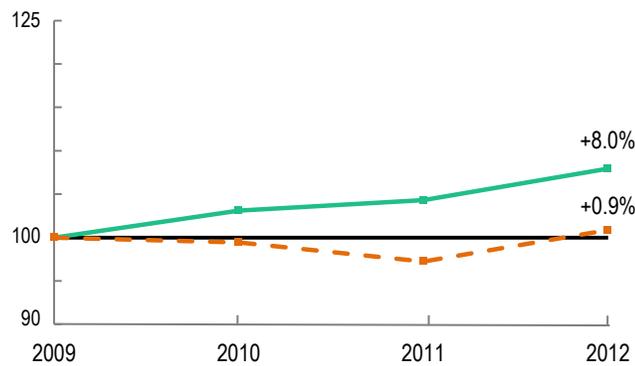


How has the volume of the hospital's outpatient visits changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

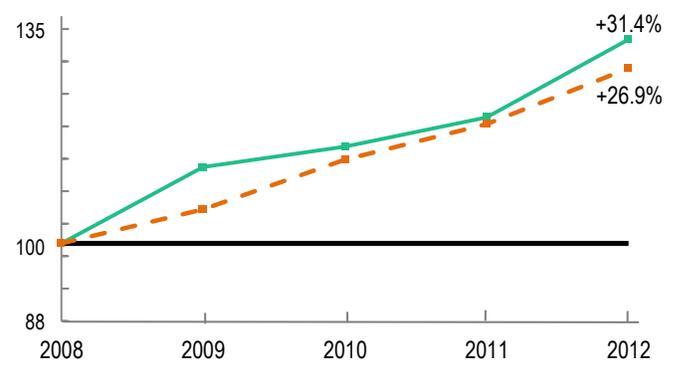


COST TRENDS

How has the hospital's inpatient cost[‡] per case mix adjusted discharge changed compared to FY09, and how does this hospital compare to the average hospital in its peer cohort? (FY09=100)



How have the hospital's total outpatient costs changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

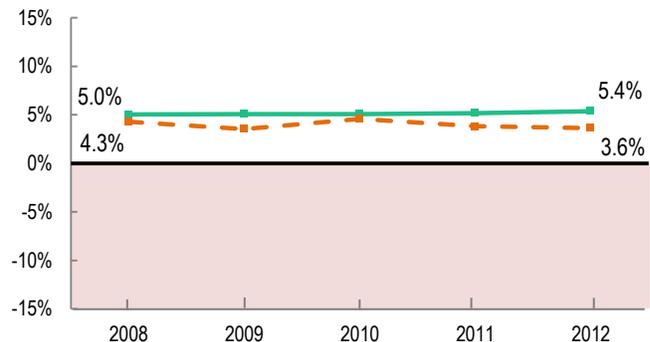


FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$1,905		\$1,809		\$95.7
2009	\$2,085	9.5%	\$1,980	9.4%	\$105.5
2010	\$2,212	6.1%	\$2,100	6.1%	\$112.1
2011	\$2,353	6.4%	\$2,231	6.3%	\$122.0
2012	\$2,457	4.4%	\$2,325	4.2%	\$132.2

What was the hospital's total margin between FY08 and FY12, and how does this compare to the median of its peer cohort hospitals?



For descriptions of the metrics, please see Technical Appendix.

[‡] Costs were adjusted to exclude direct medical education costs and physician compensation.
^{*} Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.
[†] Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.
[†] Average Hospital does not include Specialty hospitals.

For more information, please contact:

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