

Boston Children's Hospital is a large, non-profit specialty hospital dedicated to pediatric health care. It is located in the Metro Boston region. It is a teaching hospital for Harvard Medical School, and has research partnerships with numerous institutions in Massachusetts and elsewhere. It is one of eight organ transplant centers in Massachusetts. Boston Children's reports that the average age of patients admitted to the hospital is approximately 8 years, and that 88.5% of discharges from the hospital in FY13 were for patients under 18 years of age. It earned a surplus each year from FY09 to FY13, with its greatest surplus of \$157.7M in FY13.

AT A GLANCE

TOTAL STAFFED BEDS: 371

% OCCUPANCY: 76%

CASE MIX INDEX in FY13: 1.760

INPATIENT DISCHARGES in FY13: 15,180

TRAUMA CENTER DESIGNATION: Pedi: Level 1

EMERGENCY DEPT VISITS in FY13: 58,588

PUBLIC PAYER MIX: 35% (Non-DSH* Hospital)

SPECIAL PUBLIC FUNDING: Not Applicable

CY13 COMMERCIAL PAYER PRICE LEVEL: 93rd Percentile

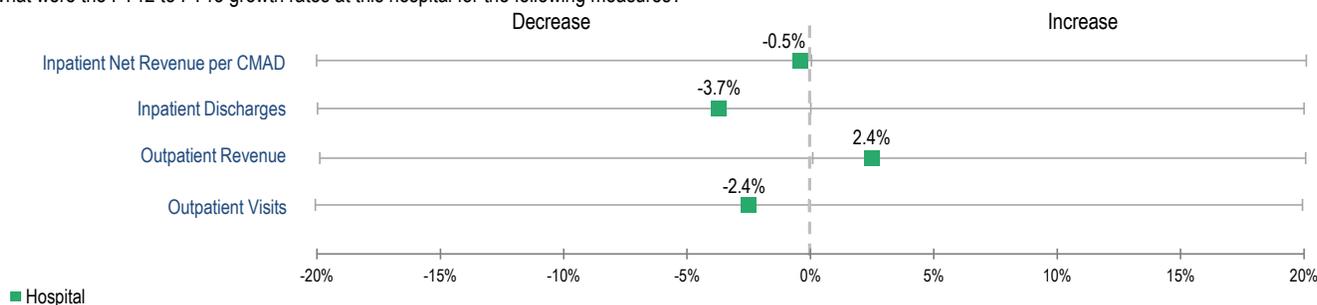
ADJUSTED[†] COST PER DISCHARGE: \$16,467

INPATIENT:OUTPATIENT REVENUE in FY13: 53%:47%

CHANGE IN OWNERSHIP (FY09-FY13): Not Applicable

GROWTH MEASURES

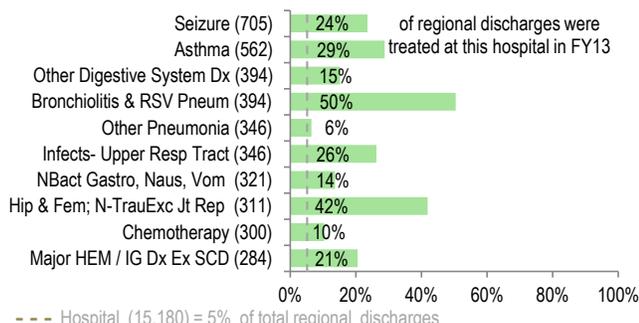
What were the FY12 to FY13 growth rates at this hospital for the following measures?



SERVICES

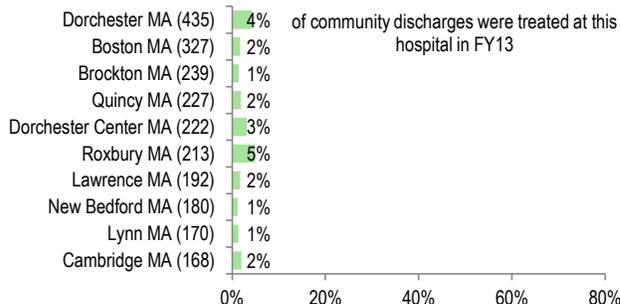
What were the most common inpatient cases (DRGs) treated at the hospital? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG



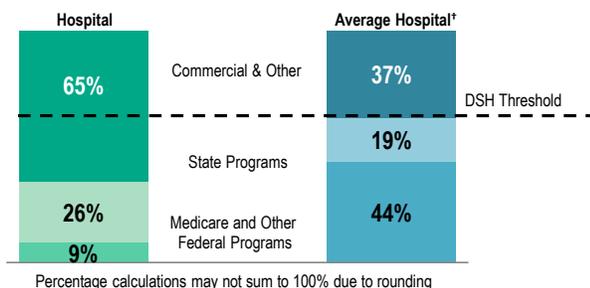
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

Discharges by Community

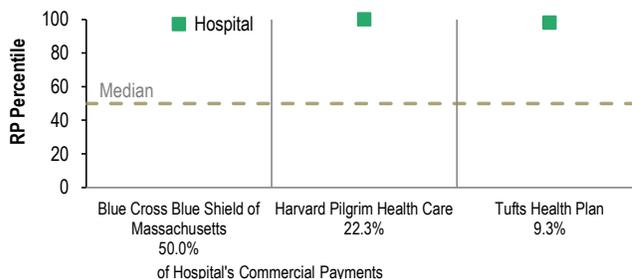


PAYER MIX

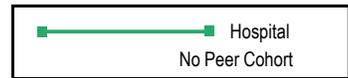
What was the hospital's overall payer mix (gross charges) in FY13, and how does this hospital compare to the average acute hospital's payer mix?



What were the hospital's CY13 payer-specific relative price levels for its top three commercial payers?

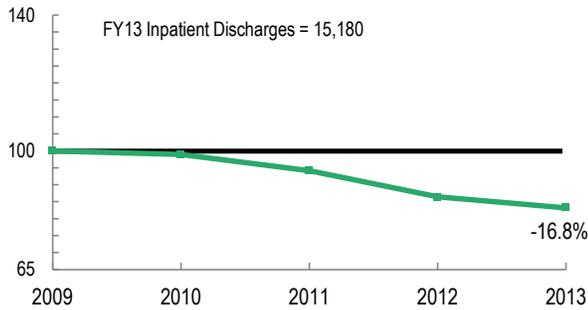


For descriptions of the metrics, please see Technical Appendix.

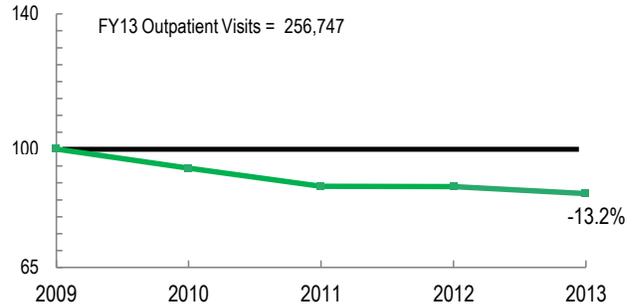


UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY09? (FY09=100)

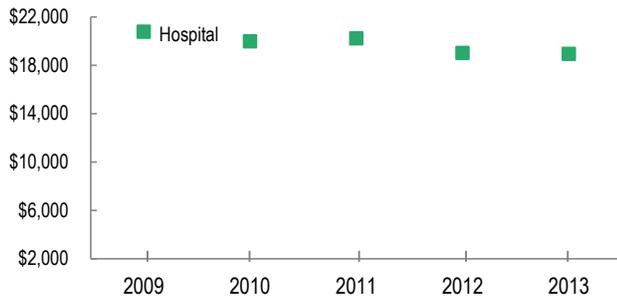


How has the volume of the hospital's outpatient visits changed compared to FY09? (FY09=100)

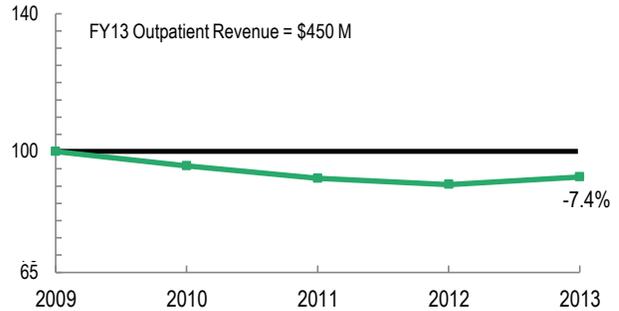


PATIENT REVENUE TRENDS

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY09 and FY13?



How has the hospital's total outpatient revenue changed compared to FY09? (FY09=100)



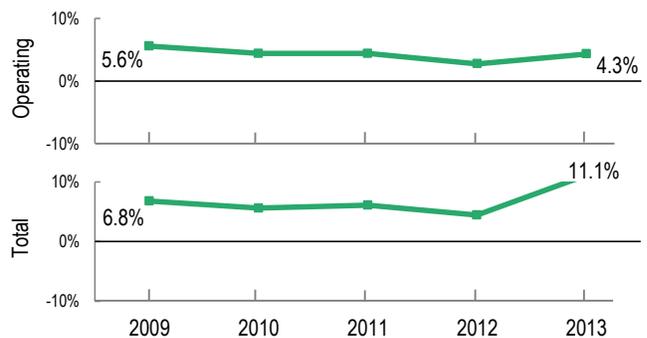
FY13 Inpatient Revenue per CMAD = \$18,933 | Full Cost per CMAD = \$17,379

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	Total Costs	Total Profit/Loss
2009	\$1,304	\$1,289	\$16	\$1,216	\$88.4
2010	\$1,322	\$1,306	\$16	\$1,248	\$74.1
2011	\$1,349	\$1,326	\$23	\$1,267	\$82.1
2012	\$1,318	\$1,296	\$22	\$1,259	\$58.4
2013	\$1,418	\$1,322	\$97	\$1,260	\$157.7

What were the hospital's total margin and operating margin between FY09 and FY13?



For descriptions of the metrics, please see Technical Appendix.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

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

‡ Average Hospital does not include Specialty hospitals.

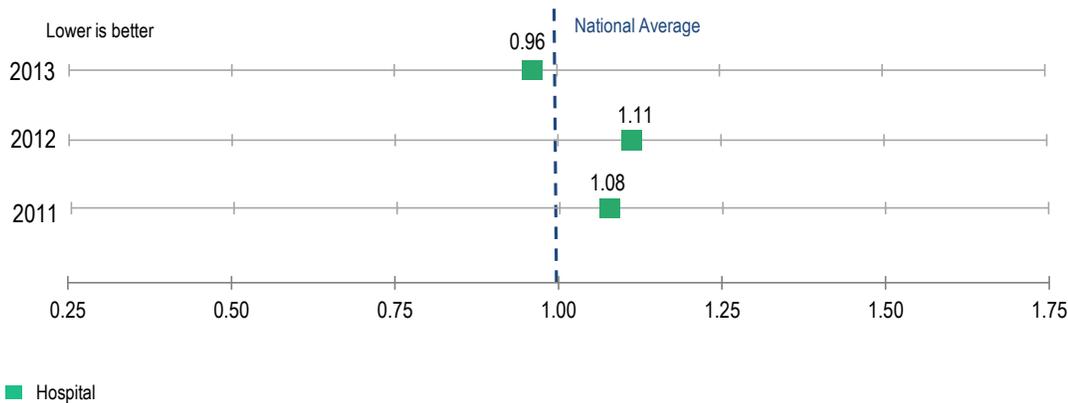
QUALITY OVERVIEW

The selected quality measures displayed in this hospital's profile are derived from the Commonwealth's Standard Quality Measure Set (SQMS). CHIA is required to uniformly report hospital performance on SQMS measures. SQMS measures are used by health plans for tiering providers for certain insurance products. They may also be used to inform consumers about the quality and safety of their care providers. The selected indicators are hospital-specific measures based on information that hospitals self-report to CHIA and other entities, including the federal Centers for Medicare and Medicaid Services (CMS) and The Leapfrog Group.

Specialty hospitals were not included in any cohort comparison analysis due to the unique patient populations they serve and/or the unique sets of services they provide.

PATIENT SAFETY

How many complications or adverse events were reported at this hospital for conditions included in the **PSI-90 Composite**, relative to the annual national average of 1.00? Note this measure applies to adult inpatients only, which represent 11.5% of this hospital's discharges.



The PSI-90 is a summary of 11 Patient Safety Indicators (PSIs) that measure adverse events for various procedures.

Population: All patients age 18+

Score: Lower is better

Source: Hospital Discharge Data (HDD); CHIA-calculated indicator, risk adjusted

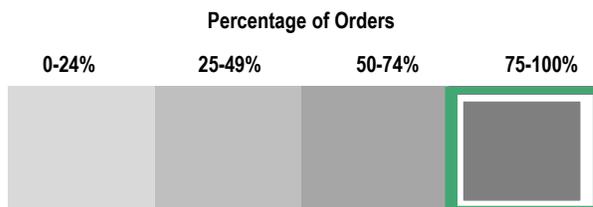
Data Period*: 10/1-9/30

PATIENT EXPERIENCE and READMISSIONS

These CMS compare measures are not applicable to the patient population treated at this specialty hospital.

CARE PRACTICES

What percentage of medication orders were entered by a physician using an electronic system that included error checking?



Computerized Physician Order Entry (CPOE) is believed to increase efficiency and reduce transcription errors.

Population: This hospital responded to this survey

Score: Higher is better

Source: The Leapfrog Group Hospital Survey^

Data Period*: 2012-2013

OBSTETRIC CARE and OBSTETRIC CARE COMPLICATIONS

These measures are not applicable to the patient population treated at this specialty hospital.

For descriptions of the metrics, please see Technical Appendix.

* Data Periods vary by measure based on data source. Please see Technical Appendix for measure-specific reporting periods.

^ Measures from The Leapfrog Survey are voluntarily reported by hospitals. Not all hospitals report this data.