2013 Hospital Profile:
Massachusetts General Hospital

Massachusetts General Hospital (MGH) is a non-profit academic medical center (AMC) located in the Metro Boston region. MGH is the largest hospital in Massachusetts, with 1,021 staffed beds; it is also the oldest hospital in Massachusetts. It is a teaching hospital of Harvard Medical School, and a member of Partners HealthCare System. MGH is one of eight organ transplant centers in Massachusetts. MGH earned a profit each year from FY09 to FY13, with a 4.6% total margin in FY13, consistent with the median financial performance of its peer cohort.

For descriptions of the metrics, please see Technical Appendix.

At a Glance

Total Staffed Beds: 1,021, largest acute hospital

% Occupancy: 82%, < cohort avg. (85%)

Case Mix Index in FY13: 1.43, > cohort avg. (1.32); > statewide (0.89)

Inpatient Discharges in FY13: 52,186

Trauma Center Designation: Adult: Level 1, Pedi: Level 1

Emergency Dept Visits in FY13: 100,519

Public Payer Mix: 56% (Non-DSH* Hospital)

Special Public Funding: Not Applicable

Cy13 Commercial Payer Price Level: 94th Percentile

Adjusted* Cost Per Discharge: $13,542

Inpatient:Outpatient Revenue in FY13: 51%-49%

Change in Ownership (FY09-FY13): Not Applicable

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?

<table>
<thead>
<tr>
<th>Measure</th>
<th>Hospital</th>
<th>Peer Cohort</th>
<th>Other Cohort Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Net Revenue per CMAD</td>
<td>-1.7%</td>
<td>-1.6%</td>
<td>-3.6%</td>
</tr>
<tr>
<td>Inpatient Discharges</td>
<td>-2.7%</td>
<td>1.6%</td>
<td></td>
</tr>
<tr>
<td>Outpatient Revenue</td>
<td>-1.8%</td>
<td>0.8%</td>
<td></td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>DRG</th>
<th>% of Total Cases</th>
<th>% of Community Cases</th>
<th>Discharges by Community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery DRGs* (6,695)</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Craniotomy, exc Trauma (1,049)</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemotherapy (933)</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hip Joint Replacement (915)</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heart Failure (891)</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knee Joint Replacement (845)</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percut Card proc w/o AMI (779)</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Pneumonia (748)</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Card Arth &amp; Cond Dis (736)</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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?

Hospital

- Commercial & Other: 44%
- State Programs: 14%
- Medicare and Other Federal Programs: 42%

Average Hospital

- Commercial & Other: 37%
- State Programs: 19%
- Medicare and Other Federal Programs: 44%

Percentage calculations may not sum to 100% due to rounding

What were the hospital’s Cy13 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?

- Harvard Pilgrim Health Care: 17.2%
- Tufts Health Plan: 9.7%
- Other Payors: 55.2%

For descriptions of the metrics, please see Technical Appendix.
**2013 Hospital Profile: MASSACHUSETTS GENERAL HOSPITAL**

**Cohort: Academic Medical Center**

### Utilization Trends

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

![Graph showing inpatient discharges trend]

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)

![Graph showing outpatient visits trend]

### Patient Revenue Trends

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

![Graph showing inpatient revenue trend]

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)

![Graph showing outpatient revenue trend]

**FY13 Inpatient Revenue per CMAD = $16,219**  
**Full Cost per CMAD = $14,817**

### Financial Performance

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
<th>Operating Revenue</th>
<th>Non-Operating Revenue</th>
<th>Total Costs</th>
<th>Total Profit/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$2,655</td>
<td>$2,655</td>
<td>$(0)</td>
<td>$2,523</td>
<td>$131.9</td>
</tr>
<tr>
<td>2010</td>
<td>$2,865</td>
<td>$2,859</td>
<td>$6</td>
<td>$2,683</td>
<td>$181.3</td>
</tr>
<tr>
<td>2011</td>
<td>$3,033</td>
<td>$3,021</td>
<td>$13</td>
<td>$2,810</td>
<td>$223.9</td>
</tr>
<tr>
<td>2012</td>
<td>$3,260</td>
<td>$3,255</td>
<td>$6</td>
<td>$2,987</td>
<td>$273.6</td>
</tr>
<tr>
<td>2013</td>
<td>$3,272</td>
<td>$3,271</td>
<td>$1</td>
<td>$3,123</td>
<td>$149.2</td>
</tr>
</tbody>
</table>

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

![Graph showing operating and total margins]

### Notes

* 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.
* Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.
* Average Hospital does not include Specialty hospitals.

January 2015
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.

**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? How does this compare to the median of its peer cohort?

![Graph showing PSI-90 Composite](image)

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

Population: All patients
Score: Lower is better
Source: Hospital Discharge Data (HDD); CHIA-calculated indicator, risk adjusted
Data Period*: 10/1-9/30

**PATIENT EXPERIENCE**

How well did the hospital fulfill the following key expectations for patient experience, based on patient surveys? How does this compare to the national average?

![Patient Experience Graphs](image)

The HCAHPS survey measures patient perspectives on key aspects of their care.

Population: All patients
Score: Higher is better
Source: Centers for Medicare and Medicaid Services (CMS) Hospital Compare
Data Period*: 2012-2013

For descriptions of the metrics, please see Technical Appendix.
2013 Hospital Profile: MASSACHUSETTS GENERAL HOSPITAL

Cohort: Academic Medical Center

CARE PRACTICES

What percentage of medication orders were entered by a physician using an electronic system that included error checking? How does this hospital compare to the median hospital in its peer cohort?

<table>
<thead>
<tr>
<th>Percentage of Orders</th>
<th>Hospital</th>
<th>Peer Cohort</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-24%</td>
<td></td>
<td>1.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>25-49%</td>
<td></td>
<td>2.0%</td>
<td>2.5%</td>
</tr>
<tr>
<td>50-74%</td>
<td></td>
<td>16.0%</td>
<td>17.2%</td>
</tr>
<tr>
<td>75-100%</td>
<td></td>
<td>17.2%</td>
<td>17.5%</td>
</tr>
</tbody>
</table>

Number of cohort hospitals in this category of CPOE usage: 1

READMISSIONS

What percentage of Medicare patients who were discharged from this hospital were readmitted to any hospital within 30 days? How does this compare to the median hospital in its peer cohort, and the national average?

- Hospital: 16.1%
- Peer Cohort: 17.2%
- National Average: 16.0%

OBSTETRIC CARE

What percentage of all newborn deliveries at this hospital were clinically unnecessary inductions before the recommended 39 weeks of gestation? How does this compare to the median hospital in its peer cohort, and the national median?

- 2011 - 2012:
  - Hospital: 5.0%
  - Peer Cohort: 5.3%
  - National Median: 5.0%

- 2012 - 2013:
  - Hospital: 0.0%
  - Peer Cohort: 2.0%
  - National Median: 2.5%

OBSTETRIC CARE COMPLICATIONS

Out of every 1,000 births, how many patients experienced an adverse event? How does this compare to the median hospital in its peer cohort?

- Complications and adverse events during birth can harm both the mother and infant.
- Population: 42 hospitals are included in this analysis.

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.