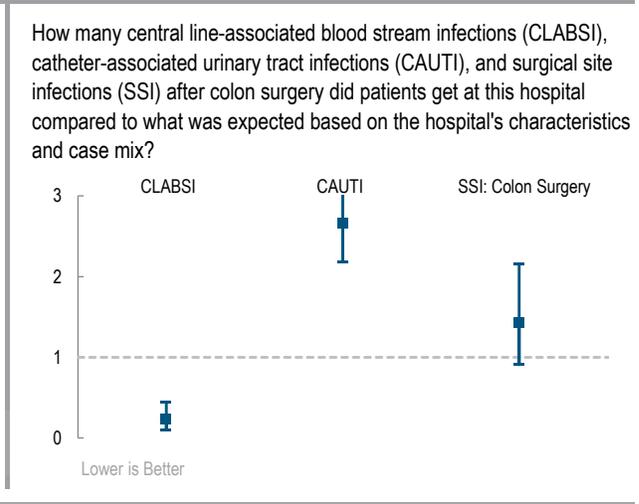
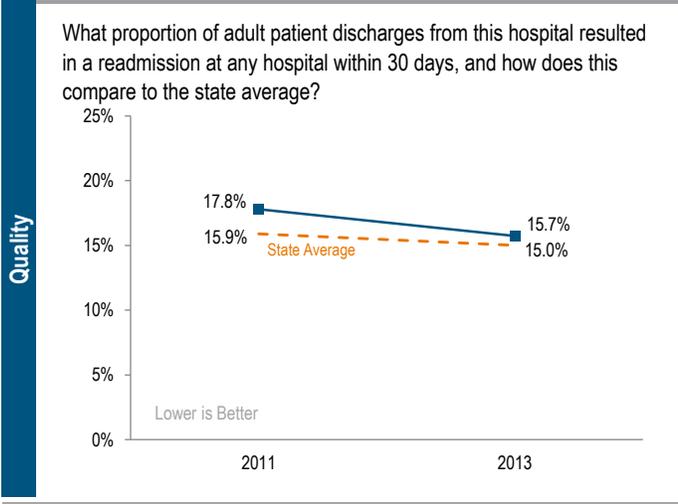
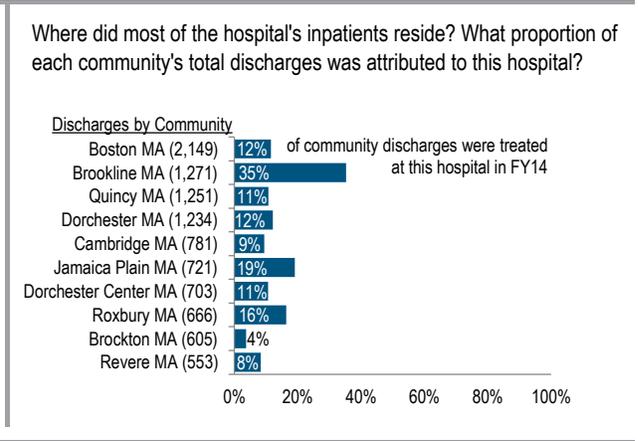
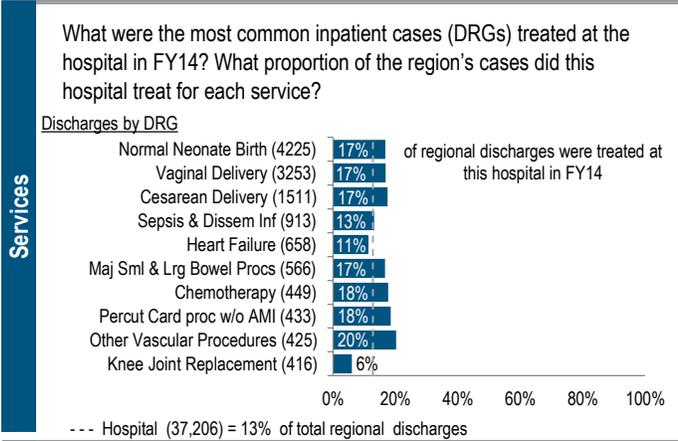


Beth Israel Deaconess Medical Center (BIDMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. It is one of eight organ transplant centers in Massachusetts, and is a member of the CareGroup health care system. Over one-third of Brookline resident discharges were from Beth Israel Deaconess Medical Center. It earned a profit each year from FY10 to FY14, with a 4.4% total margin in FY14, slightly lower than the AMC median total margin of 4.7%. Its largest profit in the five-year period of \$100.2M (7.1% total margin) was reported in FY13.

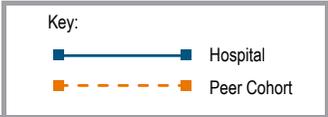
At a Glance	Overview / Size	
	Hospital System Affiliation:	CareGroup
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	703, 5th largest acute hospital
	% Occupancy:	78.5%, < cohort avg. (82%)
	Special Public Funding:	ICB ⁹
	Trauma Center Designation:	Adult: Level 1
	Case Mix Index:	1.28, < cohort avg. (1.35); > statewide (1.00)
	Financial	
	Adjusted ⁷ Cost per Discharge:	\$10,185
Inpatient NPSR per CMAD:	\$13,417	
Change FY13-FY14:	-0.2%	
Inpatient:Outpatient Revenue in FY14:	44%:56%	
Outpatient Revenue in FY14:	\$473,521,386	
Change FY13-FY14:	3.8%	
Total Revenue in FY14:	\$1,448,606,866	
Total Surplus (Loss) in FY14:	\$63,285,000	
Payer Mix		
Public Payer Mix:	56.5% (Non-DSH* Hospital)	
CY14 Commercial Payer Price Level:	66th Percentile	
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.	
Utilization		
Inpatient Discharges in FY14:	37,206	
Change FY13-FY14:	4.7%	
Emergency Department Visits in FY14:	42,593	
Change FY13-FY14:	-4.0%	
Outpatient Visits in FY14:	717,827	
Change FY13-FY14:	2.5%	
Quality		
Readmission Rate in FY13:	15.7%	
Change FY11-FY13 (percentage points):	-2.1%	
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	0.0%	



For descriptions of the metrics, please see the technical appendix.

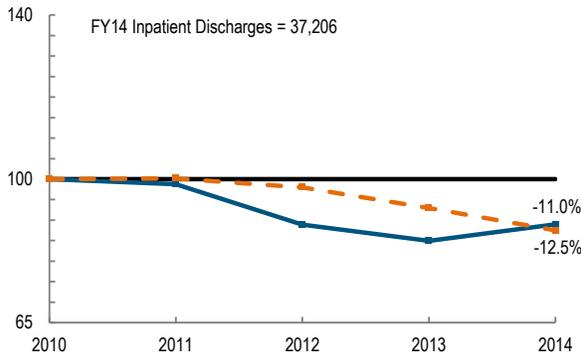
2014 HOSPITAL PROFILE: BETH ISRAEL DEACONESS MEDICAL CENTER

Cohort: Academic Medical Center

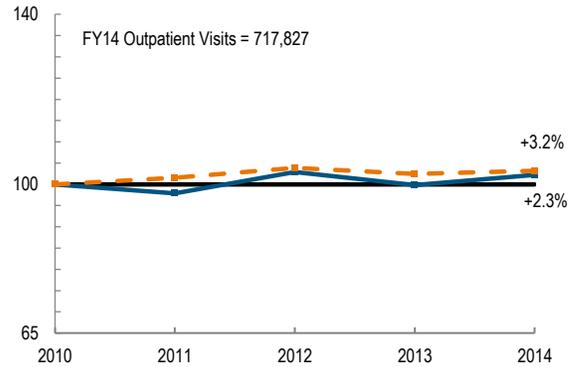


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

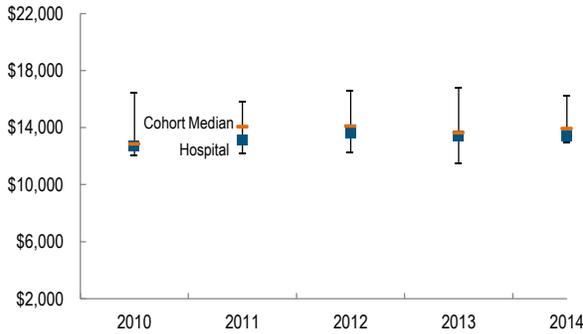


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

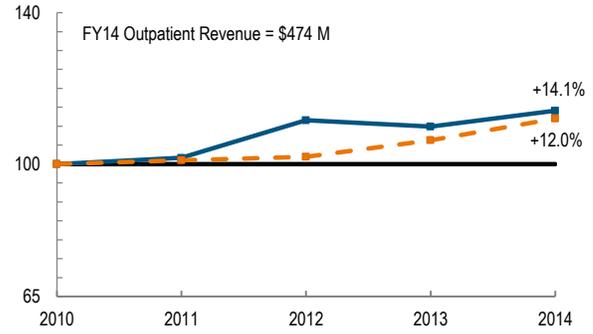


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)



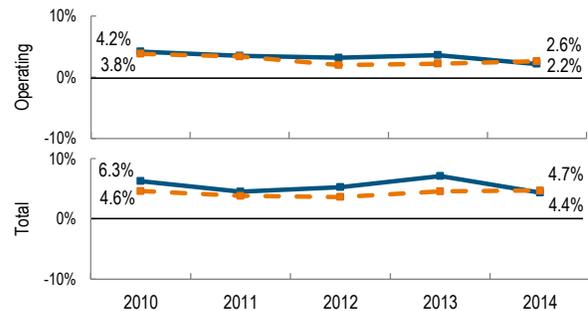
Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

Revenue, Cost, & Profit/Loss (in millions)

FY	2010	2011	2012	2013	2014
Operating Revenue	\$ 1,318	\$ 1,368	\$ 1,380	\$ 1,360	\$ 1,417
Non-Operating Revenue	\$ 28	\$ 14	\$ 29	\$ 49	\$ 32
Total Revenue	\$ 1,346	\$ 1,382	\$ 1,410	\$ 1,410	\$ 1,449
Total Costs	\$ 1,262	\$ 1,320	\$ 1,336	\$ 1,309	\$ 1,385
Total Profit (Loss)	\$ 84.2	\$ 62.3	\$ 74.0	\$ 100.2	\$ 63.3

What were the hospital's total margin and operating margins between FY10 and FY14, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

⁰ For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).

* 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.

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