

Boston Medical Center (BMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. It also qualifies as a Disproportionate Share Hospital (DSH), and has the highest public payer mix of all AMCs. BMC is a teaching hospital of Boston University School of Medicine. It is the state's seventh largest hospital, and one of eight organ transplant centers in Massachusetts. BMC treated 23% of all asthma cases in Metro Boston, though it accounted for only 9% of total regional discharges. BMC was profitable from FY12 to FY14, reporting its greatest surplus in FY14 at \$55.5M (5.0% total margin).

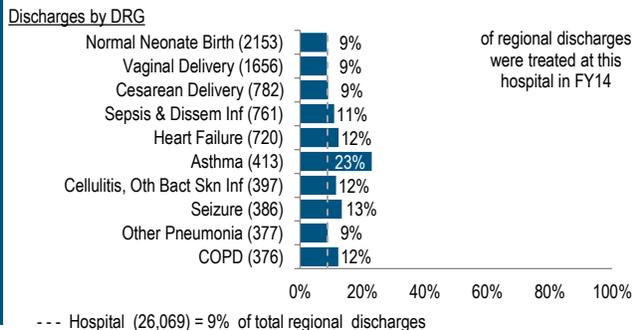
Overview / Size	
Hospital System Affiliation:	Not Applicable
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	470, 7th largest acute hospital
% Occupancy:	74.0%, lowest in cohort (avg. 82%)
Special Public Funding:	DSTI <sup>n</sup>
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2
Case Mix Index:	1.10, < cohort avg. (1.35); > statewide (1.00)
Financial	
Adjusted <sup>†</sup> Cost per Discharge:	\$13,631
Inpatient NPSR per CMAD:	\$14,216
Change FY13-FY14:	2.5%
Inpatient:Outpatient Revenue in FY14:	32%:68%
Outpatient Revenue in FY14:	\$702,800,111
Change FY13-FY14:	12.6%
Total Revenue in FY14:	\$1,108,936,000
Total Surplus (Loss) in FY14:	\$55,503,000
Payer Mix	
Public Payer Mix:	77.8% (DSH* Hospital)
CY14 Commercial Payer Price Level:	58th 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:	26,069
Change FY13-FY14:	0.2%
Emergency Department Visits in FY14:	128,839
Change FY13-FY14:	-0.7%
Outpatient Visits in FY14:	1,617,480
Change FY13-FY14:	6.1%
Quality	
Readmission Rate in FY13:	16.3%
Change FY11-FY13 (percentage points):	-1.3%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	8.9%

At a Glance

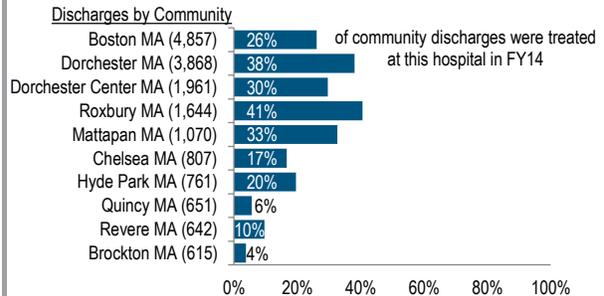
Services

Quality

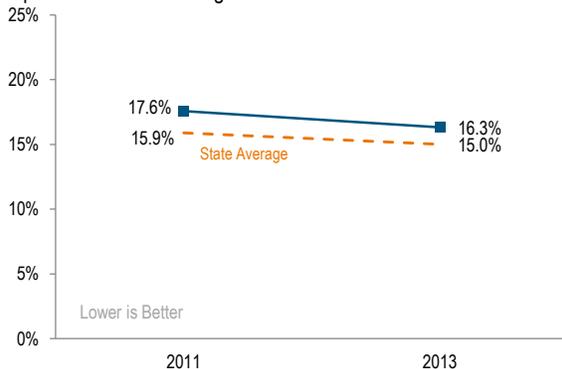
What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?



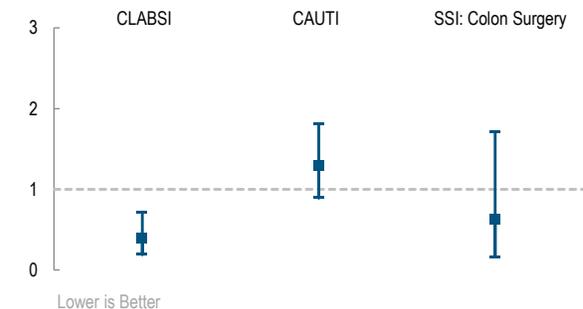
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



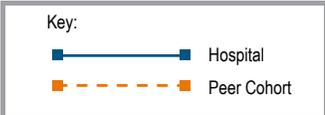
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

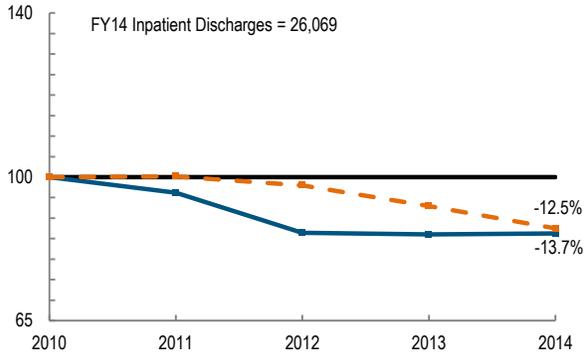
# 2014 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

Cohort: Academic Medical Center

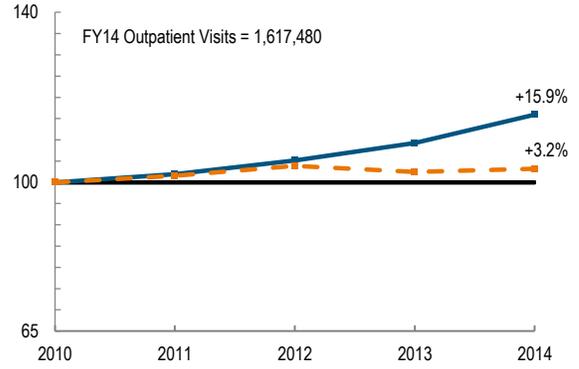


Utilization

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)

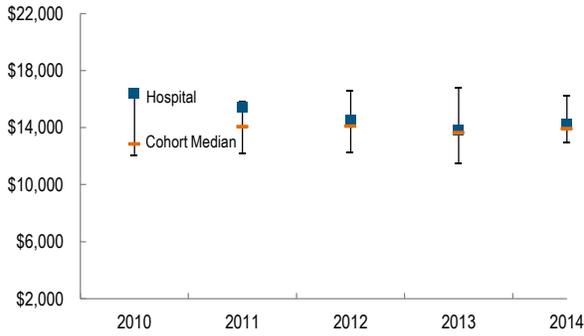


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

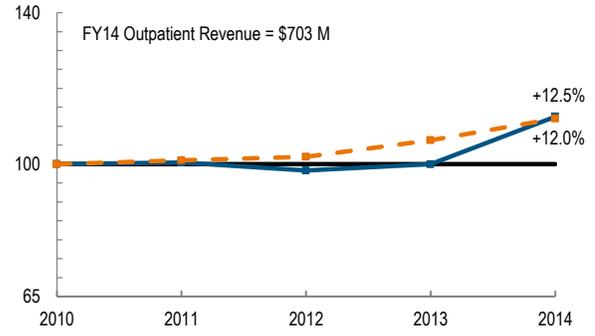


Patient Revenue Trends

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)



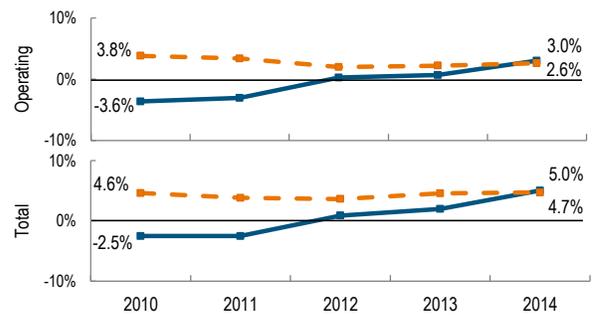
Financial Performance

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	\$ 1,006	\$ 980	\$ 1,011	\$ 1,016	\$ 1,087
Non-Operating Revenue	\$ 11	\$ 5	\$ 6	\$ 13	\$ 22
Total Revenue	\$ 1,017	\$ 985	\$ 1,017	\$ 1,029	\$ 1,109
Total Costs	\$ 1,043	\$ 1,010	\$ 1,008	\$ 1,009	\$ 1,053
Total Profit (Loss)	\$ (25.7)	\$ (25.1)	\$ 8.8	\$ 20.0	\$ 55.5

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.

<sup>1</sup> For more information on Delivery System Transformation Initiative (DSTI) special funding, please contact the Massachusetts Executive Office of Health and Human Service (EOHHS).

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

<sup>†</sup> Costs were adjusted to exclude direct medical education costs and physician compensation.

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