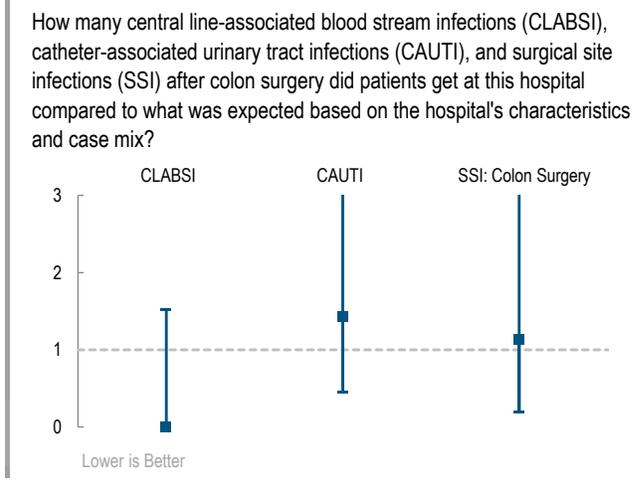
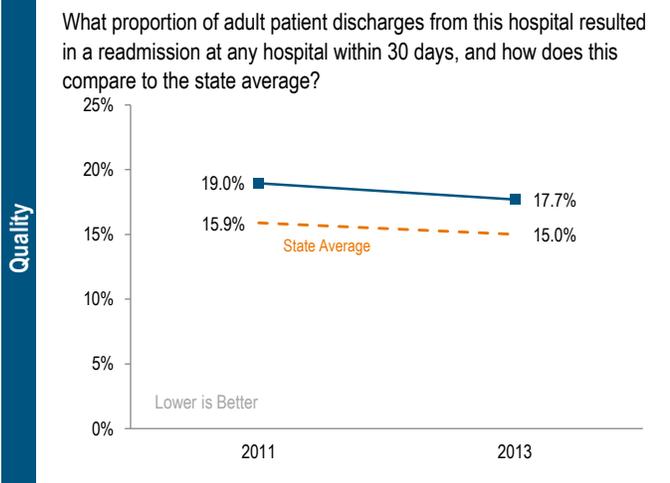
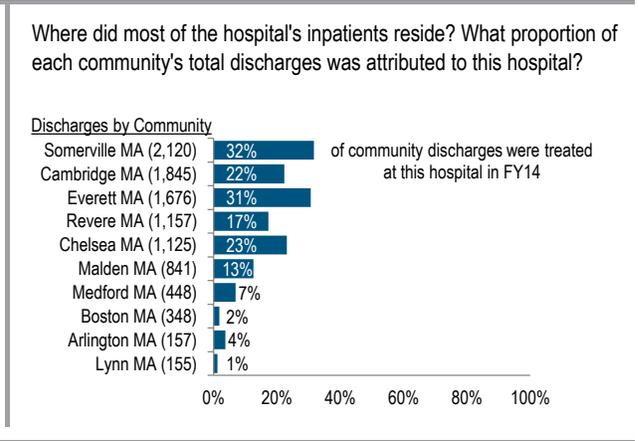
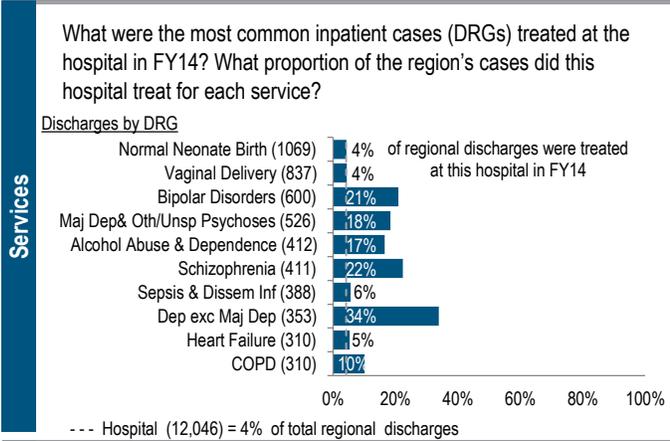


Cambridge Health Alliance (CHA) is a mid-size, municipal teaching hospital located in the Metro Boston region. It is the only municipal (public, non-state-owned) hospital in Massachusetts. CHA includes Cambridge Hospital, Somerville Hospital, and Whidden Memorial Hospital campuses. It qualifies as a Disproportionate Share Hospital (DSH), with 74.7% of its gross revenue coming from public payers in FY14. Though it was only responsible for 4% of the discharges in the Metro Boston region, it treated over one-fifth of Bipolar Disorders, Schizophrenia, and Depression cases region-wide in FY14. It operated at a loss each year in the five-year period.

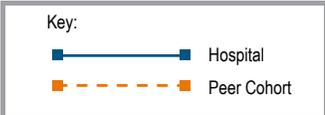
Overview / Size	
Hospital System Affiliation:	Not Applicable
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	230, mid-size acute hospital
% Occupancy:	71.3%, < cohort avg. (73%)
Special Public Funding:	DSTI ⁿ
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.76, < cohort avg. (0.99); < statewide (1.00)
Financial	
Adjusted [†] Cost per Discharge:	\$13,954
Inpatient NPSR per CMAD:	\$13,802
Change FY13-FY14:	7.5%
Inpatient:Outpatient Revenue in FY14:	24%:76%
Outpatient Revenue in FY14:	\$337,320,079
Change FY13-FY14:	-2.5%
Total Revenue in FY14:	\$536,816,925
Total Surplus (Loss) in FY14:	(\$19,339,831)
Payer Mix	
Public Payer Mix:	74.7% (DSH* Hospital)
CY14 Commercial Payer Price Level:	16th 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:	12,046
Change FY13-FY14:	-6.9%
Emergency Department Visits in FY14:	95,702
Change FY13-FY14:	-0.8%
Outpatient Visits in FY14:	664,690
Change FY13-FY14:	1.9%
Quality	
Readmission Rate in FY13:	17.7%
Change FY11-FY13 (percentage points):	-1.2%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	0.0%



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

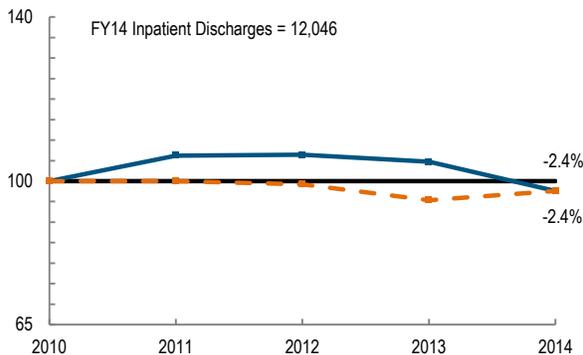
2014 HOSPITAL PROFILE: CAMBRIDGE HEALTH ALLIANCE

Cohort: Teaching Hospital

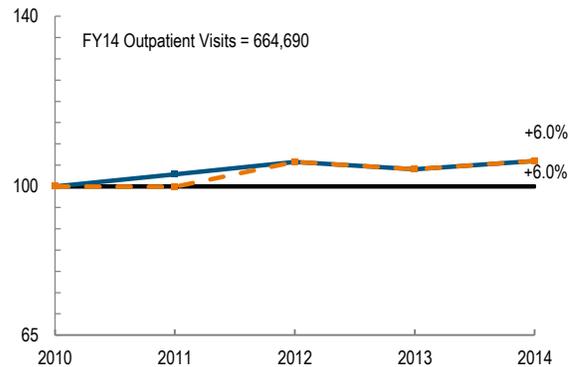


Utilization

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)

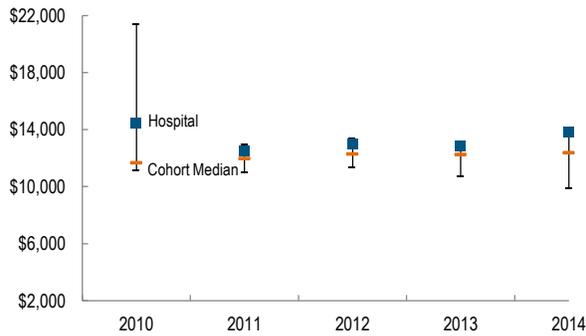


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

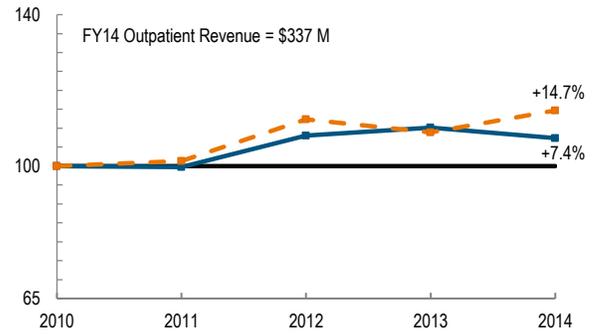


Patient Revenue Trends

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)



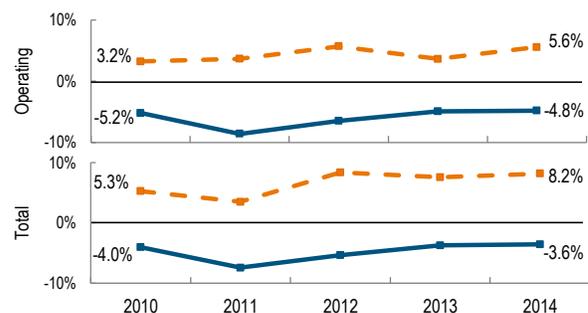
Financial Performance

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	\$ 492	\$ 490	\$ 526	\$ 528	\$ 530
Non-Operating Revenue	\$ 6	\$ 6	\$ 6	\$ 6	\$ 6
Total Revenue	\$ 498	\$ 496	\$ 532	\$ 535	\$ 537
Total Costs	\$ 518	\$ 533	\$ 561	\$ 554	\$ 556
Total Profit (Loss)	\$ (20.1)	\$ (36.9)	\$ (28.5)	\$ (20.0)	\$ (19.3)

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.

¹ 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.

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

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