

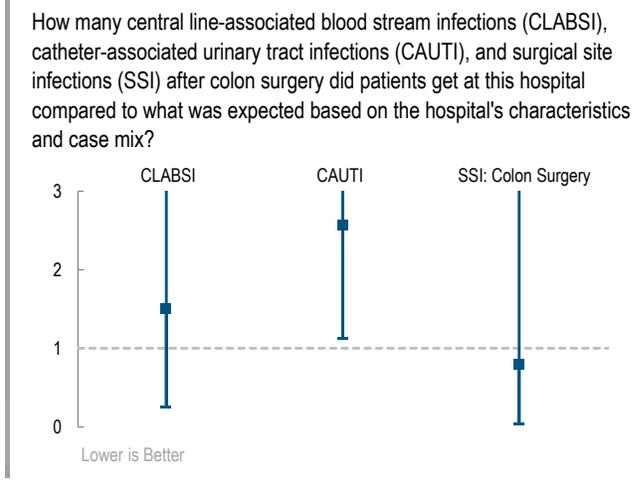
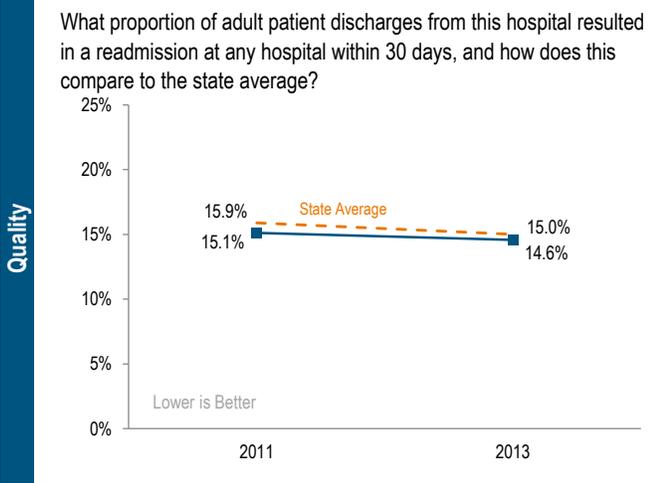
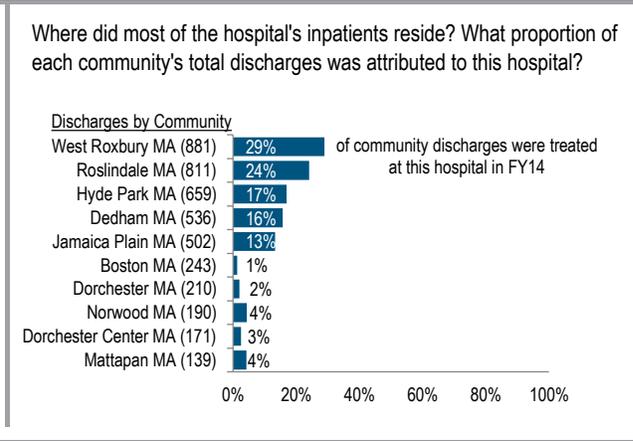
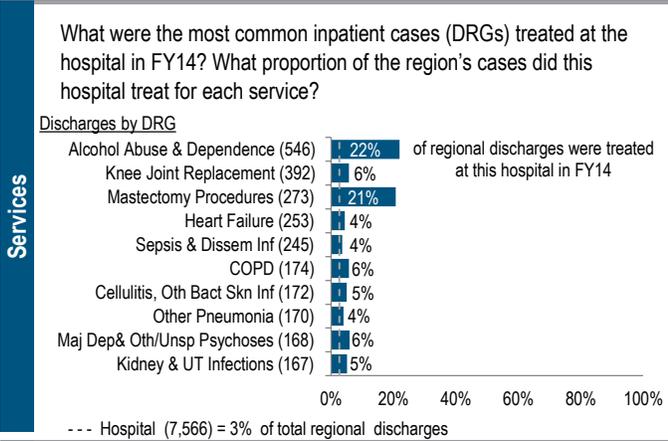
BRIGHAM AND WOMEN'S FAULKNER HOSPITAL

2014 Hospital Profile

Boston, MA
Teaching Hospital
Metro Boston

Brigham and Women's Faulkner Hospital is a non-profit teaching hospital located in the Metro Boston region. It is a mid-sized acute hospitals in Massachusetts and is a member of Partners HealthCare System. Though it only accounted for 3% of total regional discharges in FY14, it treated 22% of Alcohol Abuse and Dependence cases and 21% of Mastectomy Procedures in Metro Boston. Outpatient visits at the hospital decreased 30% between FY10 and FY14, while there was a median increase of 6.0% in its peer cohort during that period. The hospital had the highest total margin in the five year period in FY14 at 4.4%, though still lower than its peer cohort's median total margin of 8.2%.

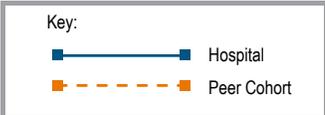
| Overview / Size | | Payer Mix | |
|---|--|---|--|
| Hospital System Affiliation: | Partners HealthCare System | Public Payer Mix: | 55.7% (Non-DSH* Hospital) |
| Change in Ownership (FY10-FY14): | Not Applicable | CY14 Commercial Payer Price Level: | 71st Percentile |
| Total Staffed Beds: | 138, mid-size acute hospital | Top 3 Commercial Payers: | Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org. |
| % Occupancy: | 67.9%, lowest in cohort (avg. 73%) | | |
| Special Public Funding: | Not Applicable | | |
| Trauma Center Designation: | Not Applicable | | |
| Case Mix Index: | 0.85, < cohort avg. (0.99); < statewide (1.00) | | |
| Financial | | Utilization | |
| Adjusted [†] Cost per Discharge: | \$14,148 | Inpatient Discharges in FY14: | 7,566 |
| Inpatient NPSR per CMAD: | \$13,132 | Change FY13-FY14: | 4.9% |
| Change FY13-FY14: | 12.6% | Emergency Department Visits in FY14: | 22,215 |
| Inpatient:Outpatient Revenue in FY14: | 32%:68% | Change FY13-FY14: | -15.0% |
| Outpatient Revenue in FY14: | \$111,096,923 | Outpatient Visits in FY14: | 37,353 |
| Change FY13-FY14: | -1.0% | Change FY13-FY14: | -23.3% |
| Total Revenue in FY14: | \$208,020,000 | | |
| Total Surplus (Loss) in FY14: | \$9,177,000 | | |
| | | Quality | |
| | | Readmission Rate in FY13: | 14.6% |
| | | Change FY11-FY13 (percentage points): | -0.5% |
| | | Early Elective Deliveries Rate (Jan 2014-Jun 2015): | Not Applicable |



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

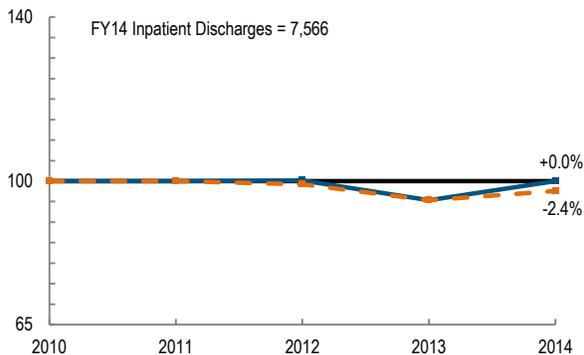
2014 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S FAULKNER HOSPITAL

Cohort: Teaching Hospital

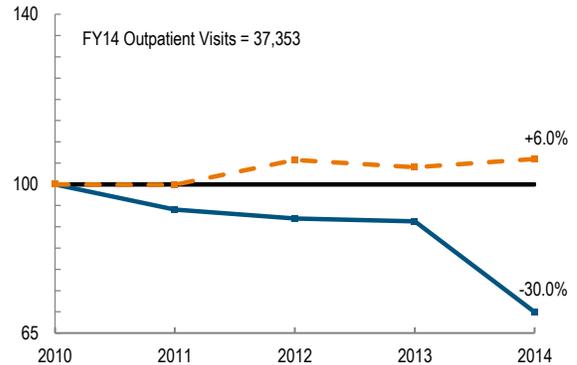


Utilization

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)

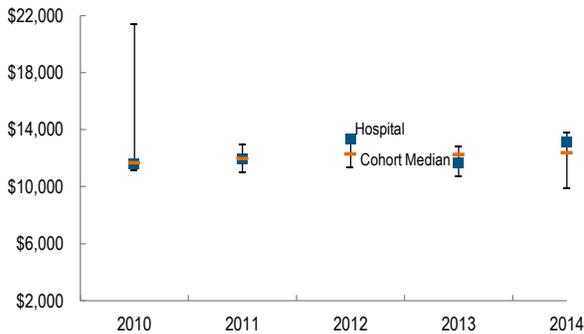


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

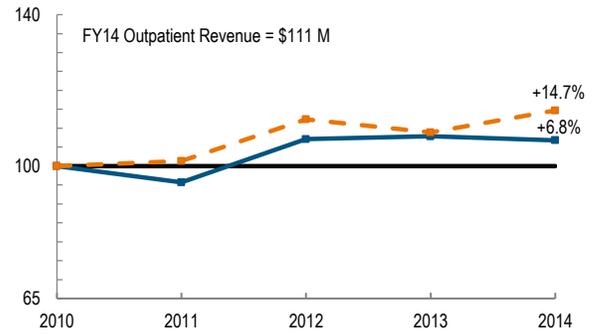


Patient Revenue Trends

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)



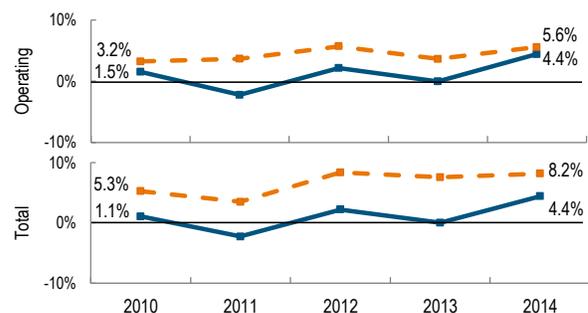
Financial Performance

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 | \$ 184 | \$ 181 | \$ 198 | \$ 193 | \$ 208 |
| Non-Operating Revenue | \$ (1) | \$ (0) | \$ 0 | \$ 0 | \$ (0) |
| Total Revenue | \$ 183 | \$ 181 | \$ 198 | \$ 193 | \$ 208 |
| Total Costs | \$ 181 | \$ 186 | \$ 194 | \$ 193 | \$ 199 |
| Total Profit (Loss) | \$ 1.9 | \$ (4.1) | \$ 4.4 | \$ (0.0) | \$ 9.2 |

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.

* 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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