Massachusetts Eye and Ear Infirmary is a small, non-profit specialty hospital located in the Metro Boston region. Mass Eye and Ear provides specialized services for disorders of the eye, ear, nose, and throat, including a 24-hour emergency department for these conditions. Mass Eye and Ear is a teaching hospital of Harvard Medical School. It had a negative operating margin each year from FY10 to FY14, but a positive total margin each year except FY10 and FY14 in the five-year period.

### Overview / Size
- **Hospital System Affiliation:** Not Applicable
- **Change in Ownership (FY10-FY14):** Not Applicable
- **Total Staffed Beds:** 41, among the smallest acute hospitals
- **% Occupancy:** 32.7%
- **Special Public Funding:** Not Applicable
- **Trauma Center Designation:** Not Applicable
- **Case Mix Index:** 1.20

### Financial
- **Adjusted† Cost per Discharge:** $11,520
- **Inpatient NPSR per CMAD:** $11,987
- **Change FY13-FY14:** 0.7%
- **Inpatient:Outpatient Revenue in FY14:** 10.90%
- **Outpatient Revenue in FY14:** $134,286,232
- **Change FY13-FY14:** 7.5%
- **Total Revenue in FY14:** $228,692,345
- **Total Surplus (Loss) in FY14:** ($527,759)

### Services

#### Inpatient Discharges
- **Eye Procs except Orb (141)**
- **Maj Cranial/Fac Bone Proc (76)**
- **OR Proc - Orth Tx Comp (44)**

#### Outpatient Discharges
- **Other ENT Procedures (144)**
- **Thyr/Pthyr & Thyrglos Procs (103)**
- **Other OR Proc-Lymph/Heme/Oth Neo (73)**

### Quality

#### Readmission Rate
- **State Average:** 10.5%
- **Hospital:** 8.6%

#### Early Elective Deliveries Rate
- **State Average:** 1.9%
- **Hospital:** 0.7%

### Payer Mix
- **Public Payer Mix:** 45.2% (Non-DSH* Hospital)
- **Top 3 Commercial Payers:**
  - Blue Cross Blue Shield of Massachusetts
  - Harvard Pilgrim Health Care
  - Tufts Associated Health Maintenance Org.

### Utilization
- **Inpatient Discharges in FY14:** 1,325
- **Change FY13-FY14:** 12.4%
- **Emergency Department Visits in FY14:** 18,053
- **Change FY13-FY14:** 0.0%
- **Outpatient Visits in FY14:** 262,309
- **Change FY13-FY14:** 0.5%

### At a Glance

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#### Services

<table>
<thead>
<tr>
<th>Service Category</th>
<th>Discharges</th>
<th>% of Regional Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eye Procs except Orb</td>
<td>141</td>
<td>15.9%</td>
</tr>
<tr>
<td>Thyroid/Parathyroid</td>
<td>103</td>
<td>12%</td>
</tr>
<tr>
<td>Other OR Proc-Lymph/Heme/Oth Neo</td>
<td>73</td>
<td>8%</td>
</tr>
<tr>
<td>Maj Cranial/Fac Bone Proc</td>
<td>76</td>
<td>8.6%</td>
</tr>
<tr>
<td>Other ENT &amp; Cranial Oth Proc</td>
<td>76</td>
<td>8.6%</td>
</tr>
<tr>
<td>Other Nervous Syst Procs</td>
<td>62</td>
<td>7.2%</td>
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<tr>
<td>Other OR Proc-Lymph/Heme/Oth Neo</td>
<td>73</td>
<td>8%</td>
</tr>
<tr>
<td>Oth Skin, SubQTis &amp; Rel Proc</td>
<td>53</td>
<td>6%</td>
</tr>
<tr>
<td>OR Proc - Oth Tx Comp</td>
<td>44</td>
<td>5%</td>
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<tr>
<td>Ear, Nose, Mouth, Throat, Cranial/Facial</td>
<td>144</td>
<td>17%</td>
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#### Quality

<table>
<thead>
<tr>
<th>Measure</th>
<th>Hospital</th>
<th>State Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Readmission Rate</td>
<td>8.6%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Early Elective Deliveries Rate</td>
<td>0.7%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

For descriptions of the metrics, please see the technical appendix.
How has the volume of the hospital's inpatient discharges changed compared to FY10? (FY10=100)

FY14 Inpatient Discharges = 1,325

65 100 135 140
2010 2011 2012 2013 2014

How has the volume of the hospital's outpatient visits changed compared to FY10? (FY10=100)

FY14 Outpatient Visits = 282,309

65 100 135 140
2010 2011 2012 2013 2014

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14?

2010 2011 2012 2013 2014

$2,000 $6,000 $10,000 $14,000 $18,000 $22,000

How has the hospital's total outpatient revenue changed compared to FY10? (FY10=100)

FY14 Outpatient Revenue = $134 M

2010 2011 2012 2013 2014

2010 2011 2012 2013 2014

Total Revenue:

Operating Revenue:

Non-Operating Revenue:

Total Costs:

Total Profit (Loss):

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

<table>
<thead>
<tr>
<th>FY</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tr>
<td>Operating Revenue</td>
<td>$190</td>
<td>$193</td>
<td>$202</td>
<td>$219</td>
<td>$223</td>
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<tr>
<td>Non-Operating Revenue</td>
<td>$3</td>
<td>$25</td>
<td>$33</td>
<td>$4</td>
<td>$5</td>
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<tr>
<td>Total Revenue</td>
<td>$193</td>
<td>$217</td>
<td>$234</td>
<td>$224</td>
<td>$229</td>
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<tr>
<td>Total Costs</td>
<td>$195</td>
<td>$202</td>
<td>$202</td>
<td>$224</td>
<td>$229</td>
</tr>
<tr>
<td>Total Profit (Loss)</td>
<td>$(2.1)</td>
<td>$15.8</td>
<td>$31.8</td>
<td>$0.1</td>
<td>$(0.5)</td>
</tr>
</tbody>
</table>

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.

1 Costs were adjusted to exclude direct medical education costs and physician compensation.