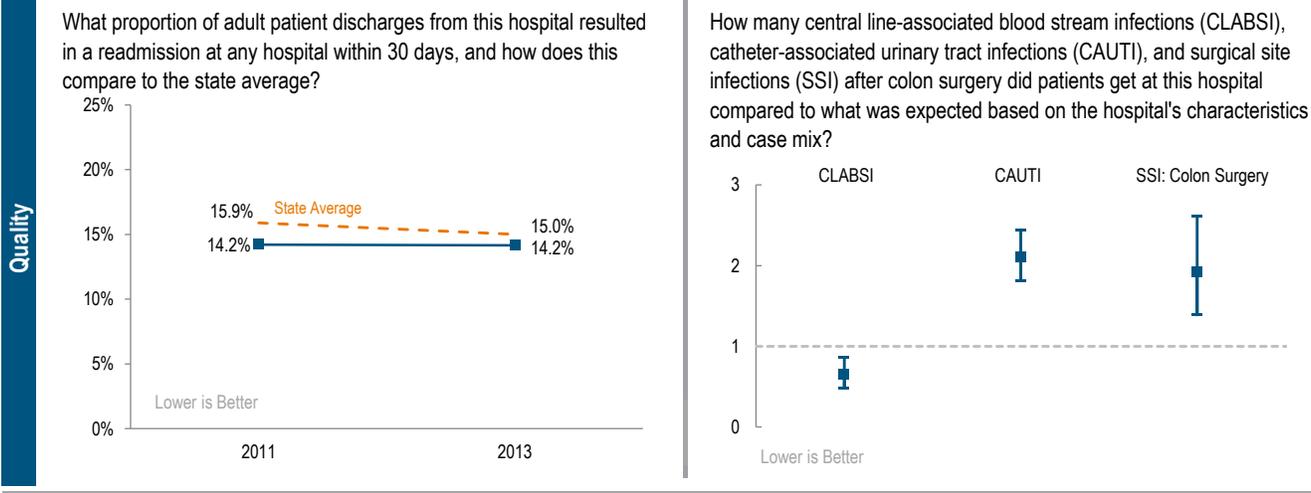
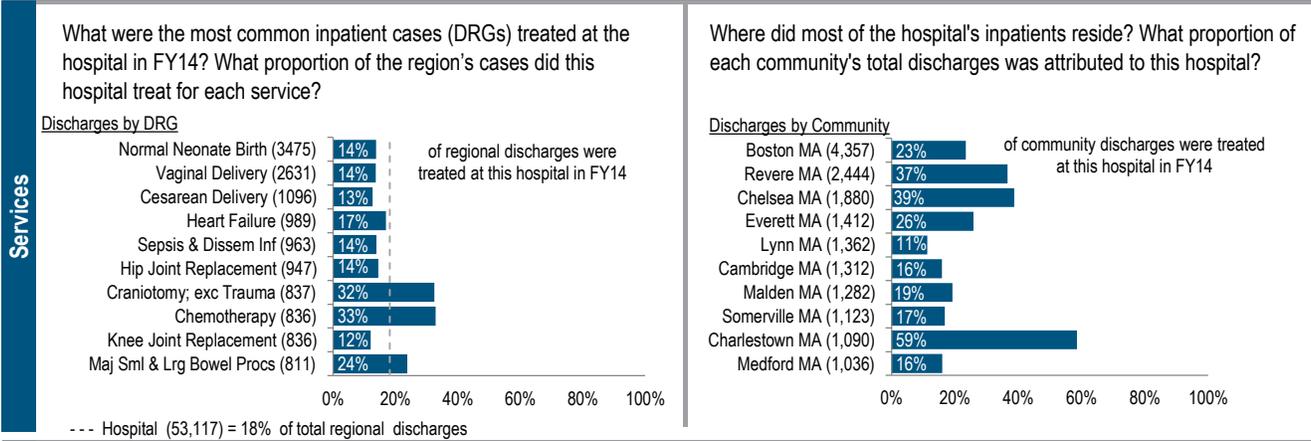


Massachusetts General Hospital (MGH) is a non-profit academic medical center (AMC) located in the Metro Boston region. MGH is the largest hospital in Massachusetts, with 1,043 staffed beds; it is also the oldest hospital in Massachusetts. It is a teaching hospital of Harvard Medical School and a member of Partners HealthCare System. MGH is one of eight organ transplant centers in Massachusetts. MGH earned a profit each year from FY10 to FY14, with a 6.0% total margin in FY14, slightly higher than the median total margin of its peer cohort.

Overview / Size	
Hospital System Affiliation:	Partners HealthCare System
Change in Ownership (FY10-FY14):	Not Applicable
Total Staffed Beds:	1,043, largest acute hospital
% Occupancy:	81.2%, < cohort avg. (82%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 1, Pedi: Level 1
Case Mix Index:	1.41, > cohort avg. (1.35); > statewide (1.00)
Financial	
Adjusted [†] Cost per Discharge:	\$12,998
Inpatient NPSR per CMAD:	\$16,224
Change FY13-FY14:	0.0%
Inpatient:Outpatient Revenue in FY14:	50%:50%
Outpatient Revenue in FY14:	\$1,110,373,403
Change FY13-FY14:	2.7%
Total Revenue in FY14:	\$3,339,296,000
Total Surplus (Loss) in FY14:	\$200,086,000
Payer Mix	
Public Payer Mix:	56.2% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	90th 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:	53,117
Change FY13-FY14:	1.8%
Emergency Department Visits in FY14:	102,705
Change FY13-FY14:	2.2%
Outpatient Visits in FY14:	943,929
Change FY13-FY14:	-2.2%
Quality	
Readmission Rate in FY13:	14.2%
Change FY11-FY13 (percentage points):	-0.1%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Available



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

2014 HOSPITAL PROFILE: MASSACHUSETTS GENERAL HOSPITAL

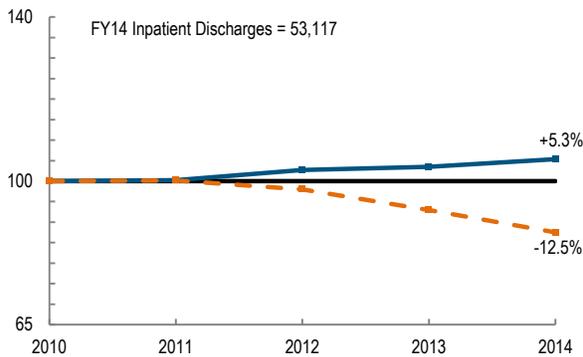
Cohort: Academic Medical Center

Key:

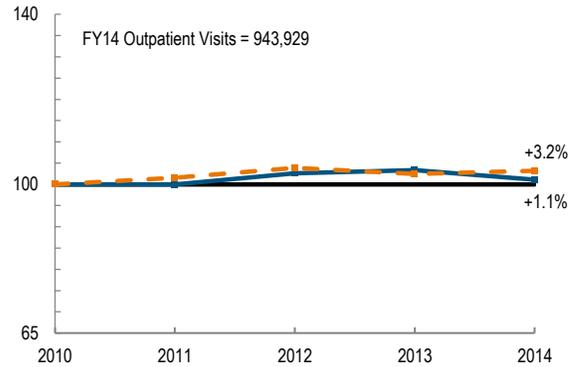
- Hospital
- Peer Cohort

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)

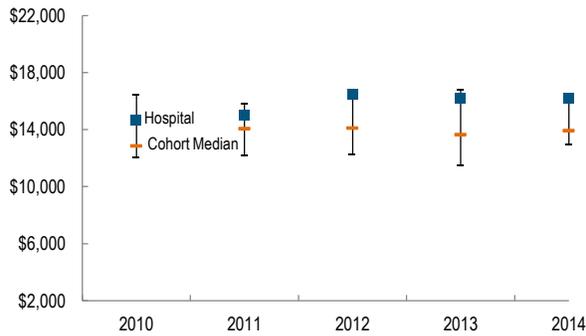


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

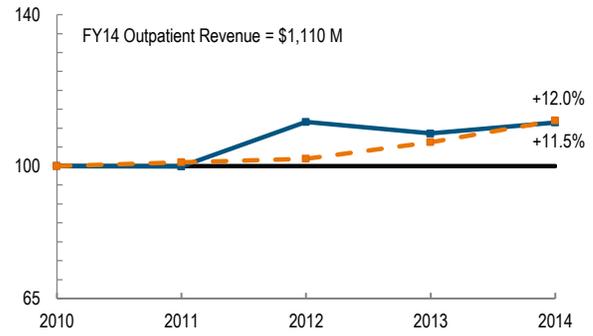


Patient Revenue Trends

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)



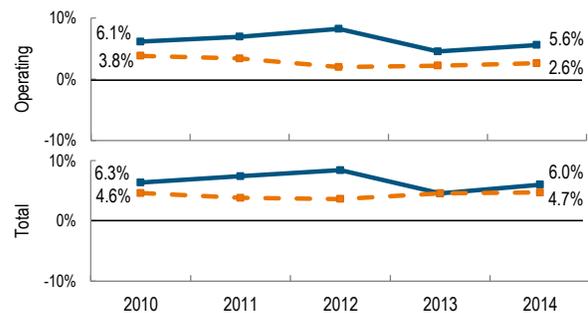
Financial Performance

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	\$ 2,859	\$ 3,021	\$ 3,255	\$ 3,271	\$ 3,326
Non-Operating Revenue	\$ 6	\$ 13	\$ 6	\$ 1	\$ 13
Total Revenue	\$ 2,865	\$ 3,033	\$ 3,260	\$ 3,272	\$ 3,339
Total Costs	\$ 2,683	\$ 2,810	\$ 2,987	\$ 3,123	\$ 3,139
Total Profit (Loss)	\$ 181.3	\$ 223.9	\$ 273.6	\$ 149.2	\$ 200.1

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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