

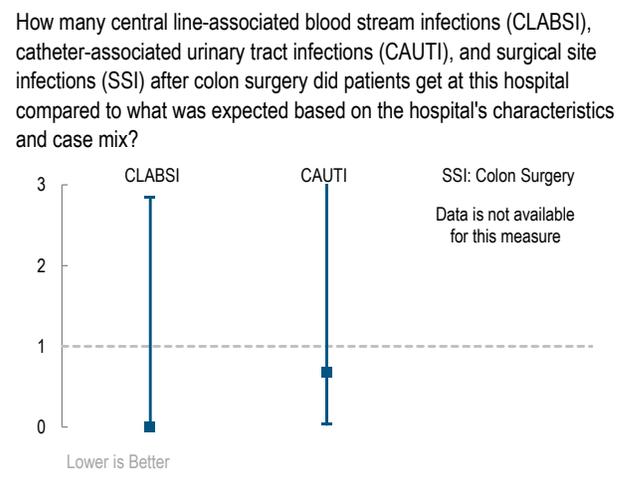
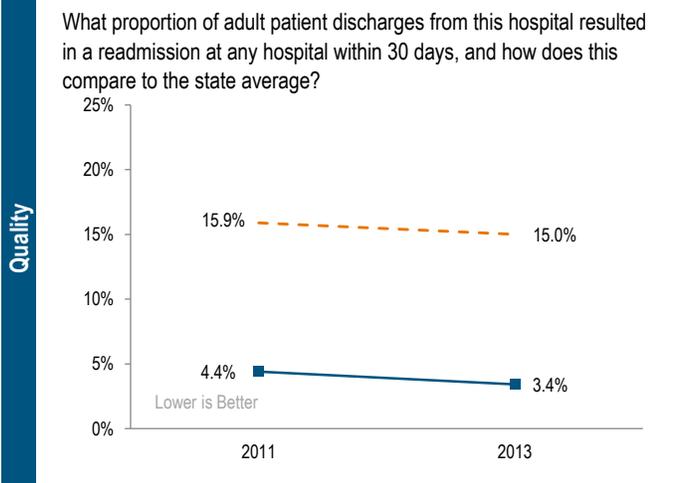
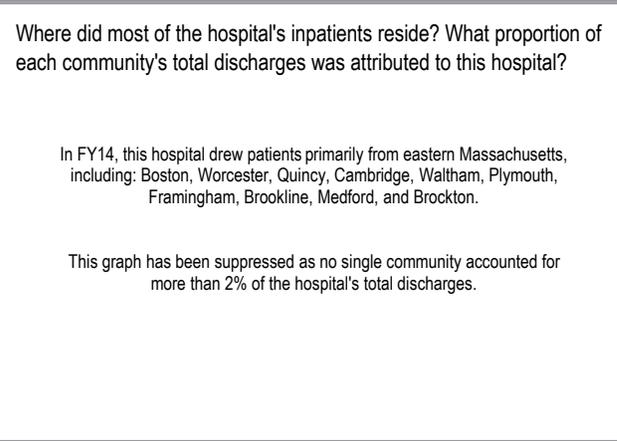
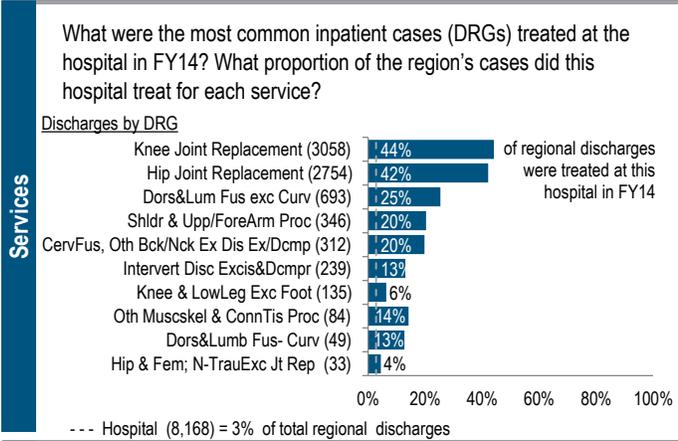
NEW ENGLAND BAPTIST HOSPITAL

2014 Hospital Profile

Boston, MA
Specialty Hospital
Metro Boston

New England Baptist Hospital is a non-profit specialty hospital located in the Metro Boston region. New England Baptist focuses exclusively on orthopedic and musculoskeletal conditions. It is among the smaller acute hospitals in Massachusetts and a member of the CareGroup health care system. New England Baptist Hospital is a teaching affiliate of Tufts University School of Medicine and conducts teaching programs in collaboration with the Harvard School of Public Health and the Harvard School of Medicine. New England Baptist earned a profit each year from FY10 to FY14, with a total margin of 2.3% and an operating margin of 0.1% in FY14.

At a Glance	Overview / Size	
	Hospital System Affiliation:	CareGroup
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	95, among the smaller acute hospitals
	% Occupancy:	74.8%
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Not Applicable
	Case Mix Index:	1.36
	Financial	
	Adjusted [†] Cost per Discharge:	\$10,301
Inpatient NPSR per CMAD:	\$14,251	
Change FY13-FY14:	-1.6%	
Inpatient:Outpatient Revenue in FY14:	60%:40%	
Outpatient Revenue in FY14:	\$62,412,954	
Change FY13-FY14:	14.5%	
Total Revenue in FY14:	\$239,185,054	
Total Surplus (Loss) in FY14:	\$5,534,690	
Payer Mix		
Public Payer Mix:	44.7% (Non-DSH* Hospital)	
CY14 Commercial Payer Price Level:	52nd 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:	8,168	
Change FY13-FY14:	5.5%	
Emergency Department Visits in FY14:	Not Applicable	
Change FY13-FY14:	-	
Outpatient Visits in FY14:	130,394	
Change FY13-FY14:	-2.1%	
Quality		
Readmission Rate in FY13:	3.4%	
Change FY11-FY13 (percentage points):	-1.0%	
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Applicable	

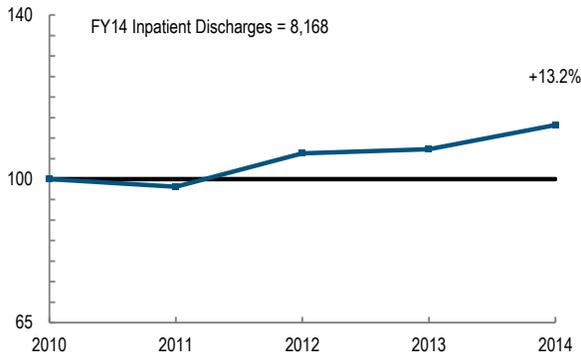


For descriptions of the metrics, please see the technical appendix.

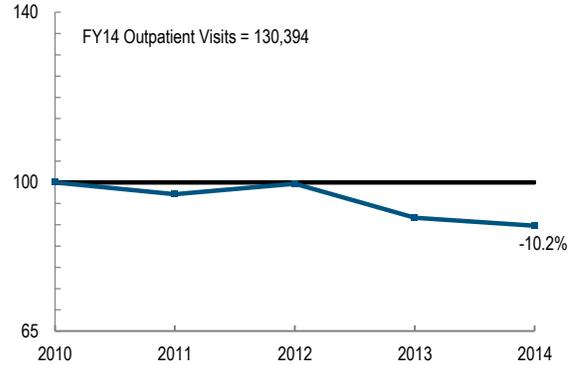
Key: ■ Hospital — No Peer Cohort

Utilization

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

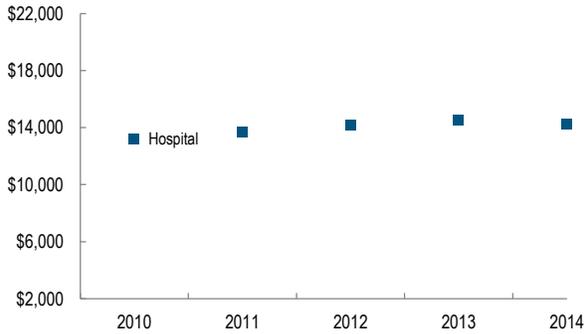


How has the volume of the hospital's outpatient visits changed compared to FY10? (FY10=100)

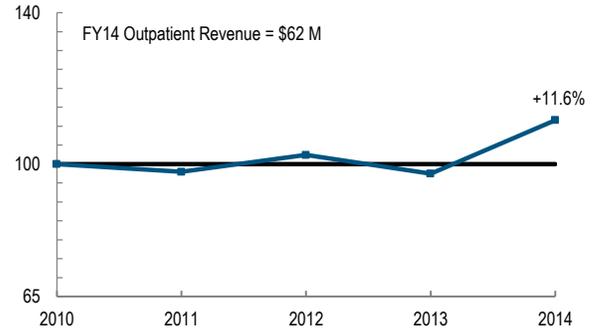


Patient Revenue Trends

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



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



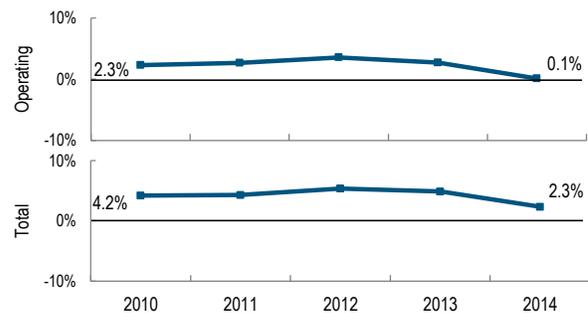
Financial Performance

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	\$ 194	\$ 200	\$ 215	\$ 220	\$ 234
Non-Operating Revenue	\$ 4	\$ 3	\$ 4	\$ 5	\$ 5
Total Revenue	\$ 198	\$ 203	\$ 219	\$ 225	\$ 239
Total Costs	\$ 190	\$ 194	\$ 207	\$ 214	\$ 234
Total Profit (Loss)	\$ 8.2	\$ 8.7	\$ 11.7	\$ 10.9	\$ 5.5

What were the hospital's total margin and operating margins between FY10 and FY14?



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.