

Tufts Medical Center is a large, non-profit academic medical center (AMC) located in the Metro Boston region. Tufts Medical Center is a teaching hospital of Tufts University School of Medicine and includes the Floating Hospital for Children, which is located within the Tufts Medical Center complex. Tufts Medical Center is one of eight organ transplant centers in Massachusetts. In FY14, it had the highest case mix index (indicating severity of cases) among AMCs. Tufts Medical Center was profitable from FY10 to FY14, with a total margin of 2.8% in FY14, compared to a median total margin of 4.7% among AMCs.

Overview / Size

Hospital System Affiliation:	Wellforce
Change in Ownership (FY10-FY14):	Wellforce- 2014 (FY15)
Total Staffed Beds:	273, among the larger acute hospitals
% Occupancy:	93.1%, highest in cohort (avg. 82%)
Special Public Funding:	ICB ⁹
Trauma Center Designation:	Adult: Level 1, Pedi: Level 1
Case Mix Index:	1.57, > cohort avg. (1.35); > statewide (1.00)

Financial

Adjusted ⁷ Cost per Discharge:	\$10,758
Inpatient NPSR per CMAD:	\$13,651
Change FY13-FY14:	2.0%
Inpatient:Outpatient Revenue in FY14:	51%:49%
Outpatient Revenue in FY14:	\$226,579,926
Change FY13-FY14:	14.2%
Total Revenue in FY14:	\$700,319,169
Total Surplus (Loss) in FY14:	\$19,739,000

Payer Mix

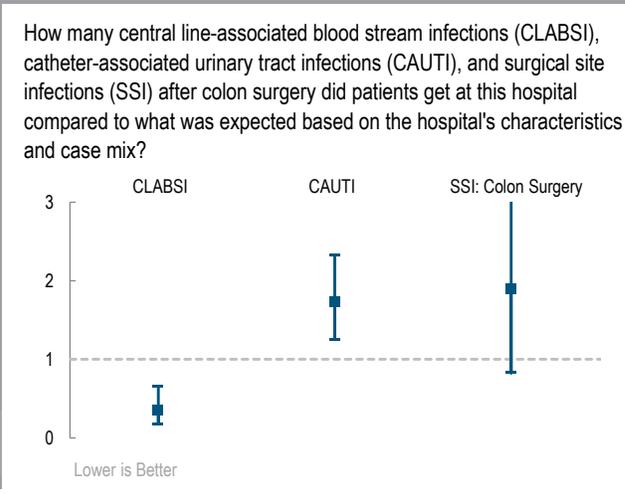
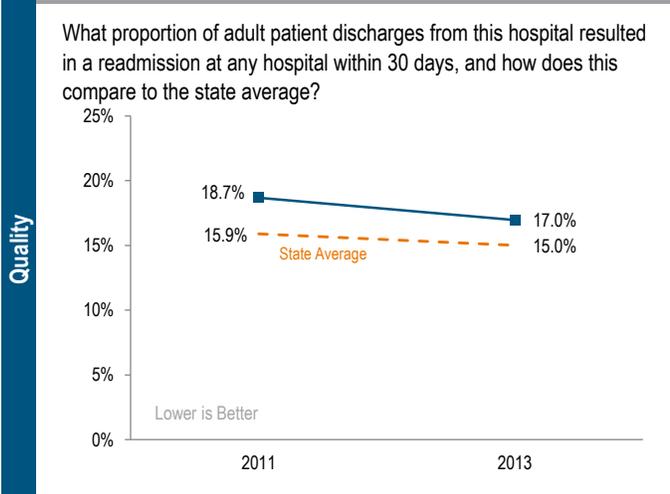
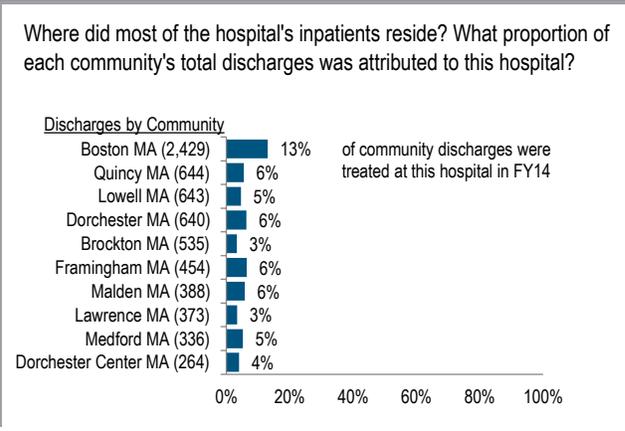
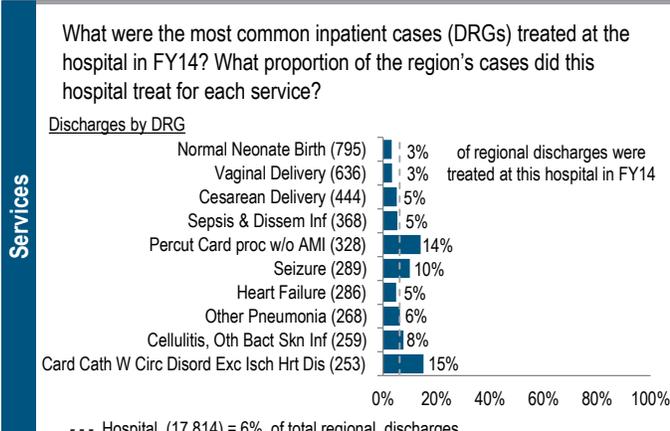
Public Payer Mix:	60.0% (Non-DSH* Hospital)
CY14 Commercial Payer Price Level:	69th Percentile
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated Health Maintenance Org. Harvard Pilgrim Health Care

Utilization

Inpatient Discharges in FY14:	17,814
Change FY13-FY14:	-10.5%
Emergency Department Visits in FY14:	41,343
Change FY13-FY14:	0.7%
Outpatient Visits in FY14:	411,264
Change FY13-FY14:	2.7%

Quality

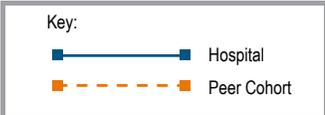
Readmission Rate in FY13:	17.0%
Change FY11-FY13 (percentage points):	-1.7%
Early Elective Deliveries Rate (Jan 2014-Jun 2015):	5.0%



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

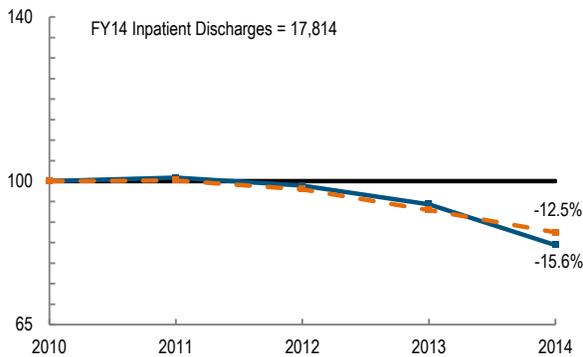
2014 HOSPITAL PROFILE: TUFTS MEDICAL CENTER

Cohort: Academic Medical Center

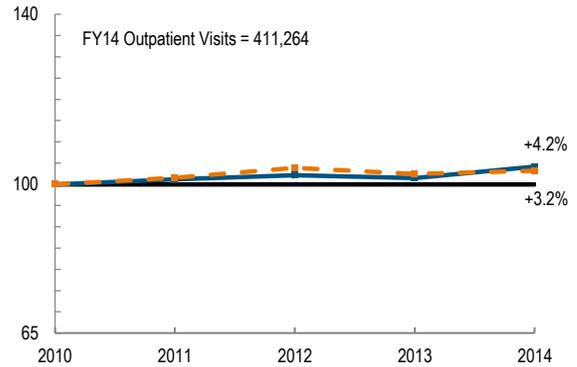


Utilization

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)

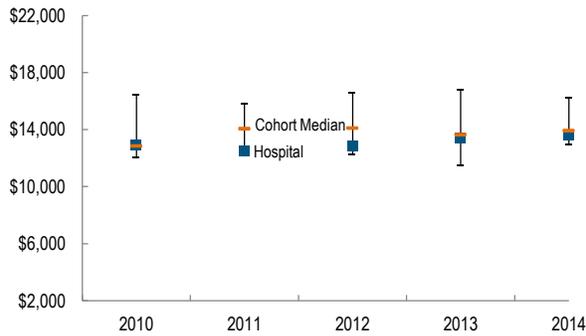


How has the volume of the hospital's outpatient visits changed compared to FY10, and how does this compare to the hospital's peer cohort median? (FY10=100)

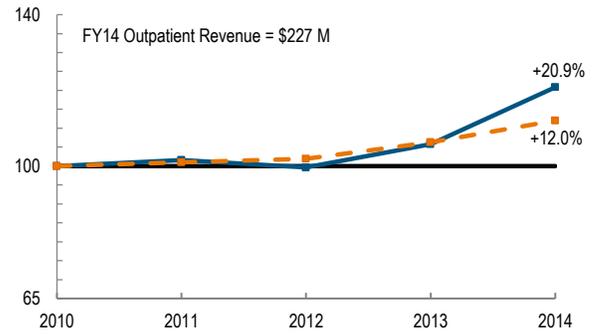


Patient Revenue Trends

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)



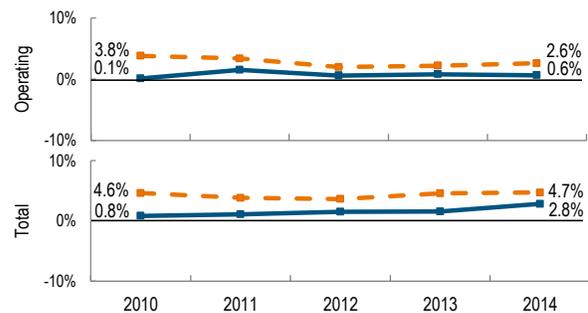
Financial Performance

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	\$ 638	\$ 675	\$ 667	\$ 656	\$ 685
Non-Operating Revenue	\$ 5	\$ (3)	\$ 6	\$ 5	\$ 15
Total Revenue	\$ 643	\$ 672	\$ 673	\$ 661	\$ 700
Total Costs	\$ 638	\$ 665	\$ 663	\$ 651	\$ 681
Total Profit (Loss)	\$ 5.3	\$ 7.3	\$ 10.0	\$ 10.2	\$ 19.7

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.

⁰ For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (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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