

Baystate Medical Center is a non-profit teaching hospital located in the Western Massachusetts region. It is the third largest acute hospital in Massachusetts, with 770 staffed beds. It is a member of Baystate Health and qualifies as High Public Payer (HPP). It is the only Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center in its region, and one of nine organ transplant centers in Massachusetts. Baystate Medical Center was profitable each year from FY12 to FY16, with an 8.0% total margin in FY16, above the median among cohort hospitals.

Overview / Size

Hospital System Affiliation:	Baystate Health System
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	770, 3rd largest acute hospital
% Occupancy:	70.1%, < cohort avg. (79%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2
Case Mix Index:	1.16, > cohort avg. (1.07); > statewide (1.07)

Financial

Inpatient NPSR per CMAD:	\$11,654
Change FY15-FY16:	2.9%
Inpatient:Outpatient Revenue in FY16:	45%:55%
Outpatient Revenue in FY16:	\$513,620,464
Change FY15-FY16:	3.7%
Total Revenue in FY16:	\$1,218,425,000
Total Surplus (Loss) in FY16:	\$97,752,000

Payer Mix

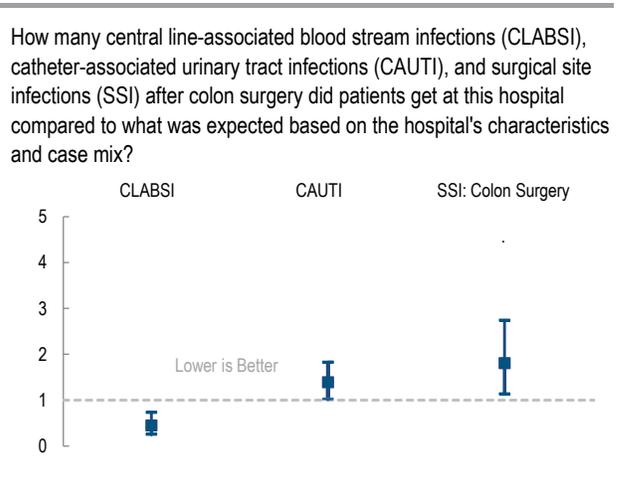
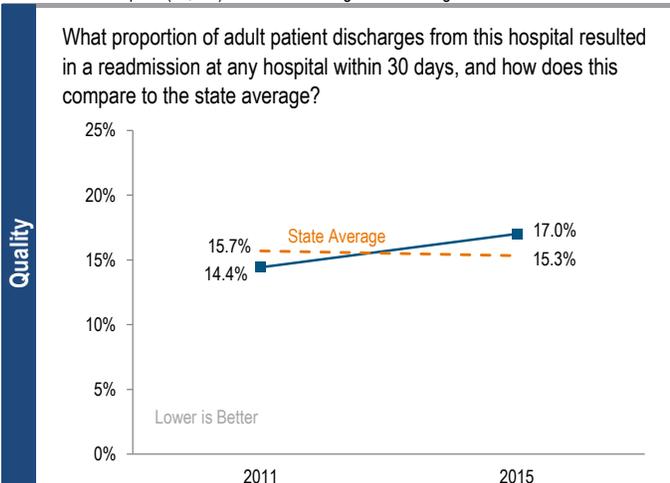
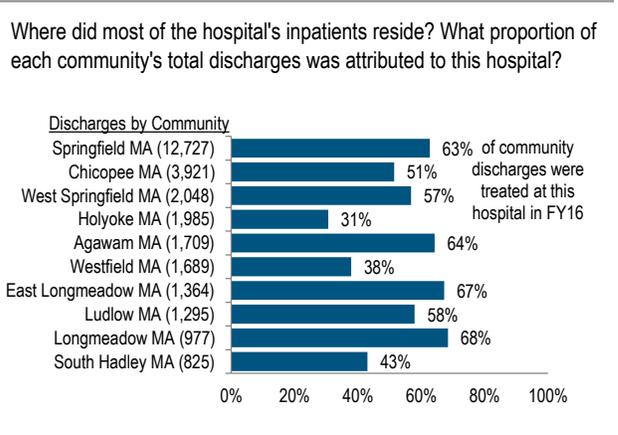
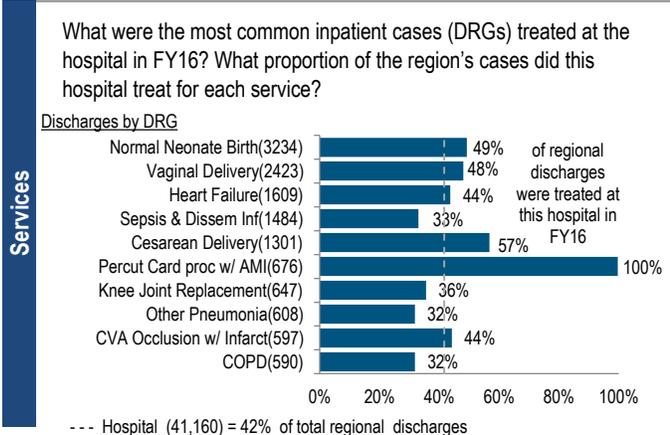
Public Payer Mix:	69.5% (HPP* Hospital)
CY15 Commercial S-RP:	1.01
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Health New England UniCare

Utilization

Inpatient Discharges in FY16:	41,160
Change FY15-FY16:	0.5%
Emergency Department Visits in FY16:	149,347
Change FY15-FY16:	36.8%
Outpatient Visits in FY16:	446,177
Change FY15-FY16:	0.4%

Quality

Readmission Rate in FY15:	17.0%
Change FY11-FY15 (percentage points):	2.6%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	3.6%



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

2016 HOSPITAL PROFILE: BAYSTATE MEDICAL CENTER

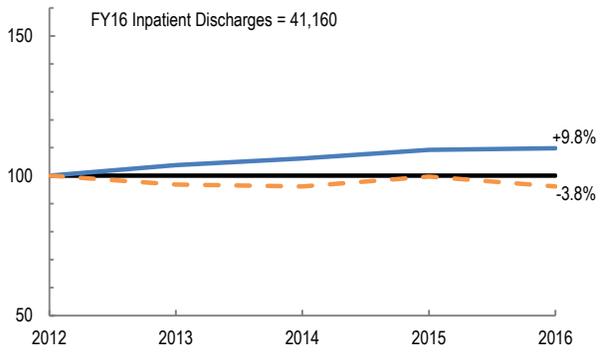
Cohort: Teaching Hospital

Key:

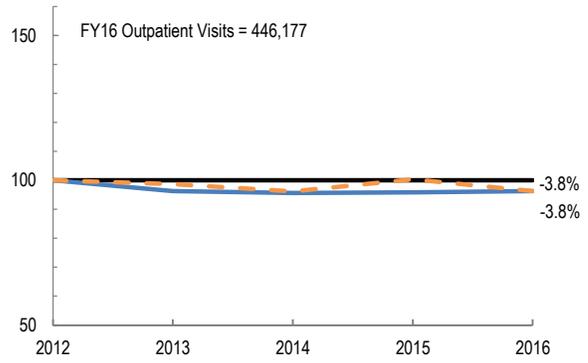
- Hospital
- Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

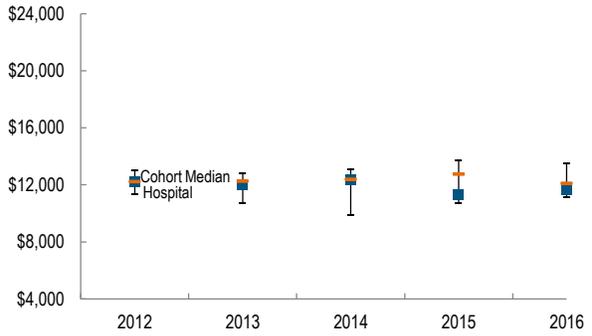


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

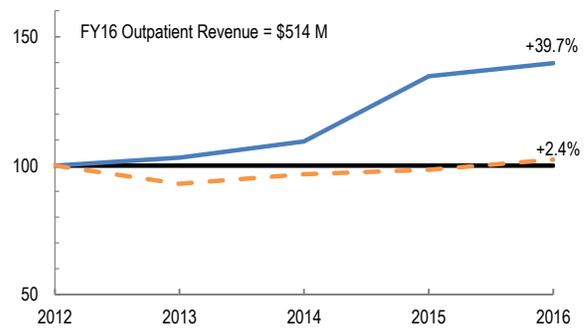


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY12 and FY16, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)



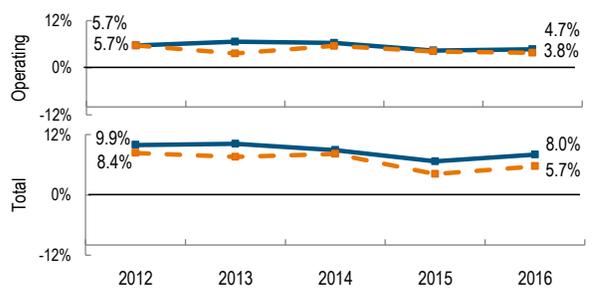
Financial Performance

How have the hospital's total revenue and costs changed between FY12 and FY16?

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

FY	2012	2013	2014	2015	2016
Operating Revenue	\$ 940	\$ 996	\$ 1,053	\$ 1,127	\$ 1,178
Non-Operating Revenue	\$ 42	\$ 36	\$ 28	\$ 26	\$ 40
Total Revenue	\$ 982	\$ 1,032	\$ 1,081	\$ 1,153	\$ 1,218
Total Costs	\$ 884	\$ 927	\$ 984	\$ 1,076	\$ 1,121
Total Profit (Loss)	\$ 97.6	\$ 104.7	\$ 96.3	\$ 76.8	\$ 97.8

What were the hospital's total margin and operating margins between FY12 and FY16, and how do these compare to the hospital's peer cohort medians?



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

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

