

Boston Medical Center (BMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. BMC is a teaching hospital of Boston University School of Medicine. It also qualifies as a High Public Payer (HPP) hospital and has the highest public payer mix in the state with 76.9%. It is the state's seventh largest hospital, and one of nine organ transplant centers in Massachusetts. BMC treated 20% of all Asthma cases in Metro Boston, though it accounted for only 8% of total regional discharges. In FY16, BMC reported a loss of \$7.6M after four consecutive profitable fiscal years. BMC had a total margin of -0.6% in FY16, which was lower than the cohort average of 3.0%.

Overview / Size	
Hospital System Affiliation:	Not Applicable
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	450, 7th largest acute hospital
% Occupancy:	77.1%, lowest in cohort avg. (84%)
Special Public Funding:	DSTI <sup>n</sup>
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2
Case Mix Index:	1.18, < cohort avg. (1.44); > statewide (1.07)

Financial	
Inpatient NPSR per CMAD:	\$15,036
Change FY15-FY16:	7.3%
Inpatient:Outpatient Revenue in FY16:	32%:68%
Outpatient Revenue in FY16:	\$556,065,472
Change FY15-FY16:	-13.5%
Total Revenue in FY16:	\$1,233,408,000
Total Surplus (Loss) in FY16:	(\$7,631,000)

Payer Mix	
Public Payer Mix:	76.9% (HPP* Hospital)
CY15 Commercial S-RP:	1.01
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

Utilization	
Inpatient Discharges in FY16:	25,131
Change FY15-FY16:	1.3%
Emergency Department Visits in FY16:	132,148
Change FY15-FY16:	5.4%
Outpatient Visits in FY16:	1,643,197
Change FY15-FY16:	4.8%

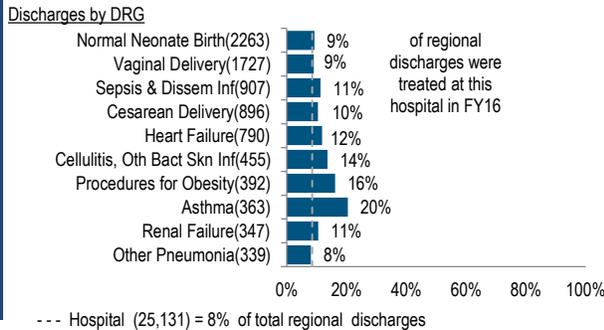
Quality	
Readmission Rate in FY15:	16.4%
Change FY11-FY15 (percentage points):	-1.3%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%

At a Glance

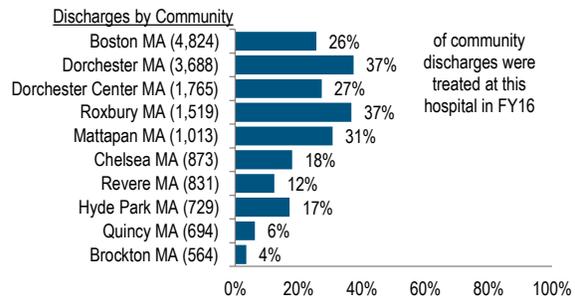
Services

Quality

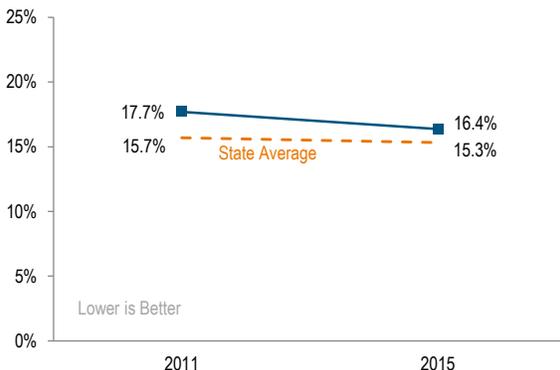
What were the most common inpatient cases (DRGs) treated at the hospital in FY16? What proportion of the region's cases did this hospital treat for each service?



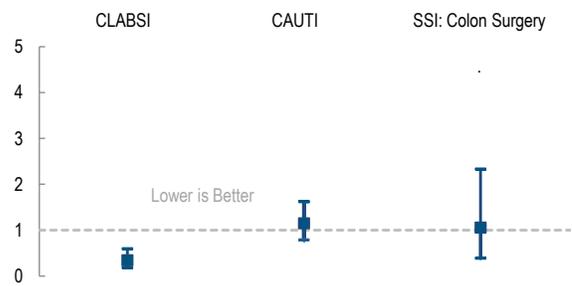
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



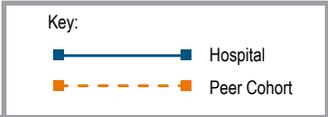
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

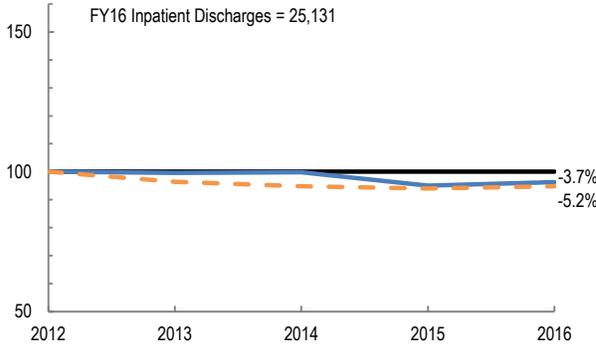
# 2016 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

Cohort: Academic Medical Center

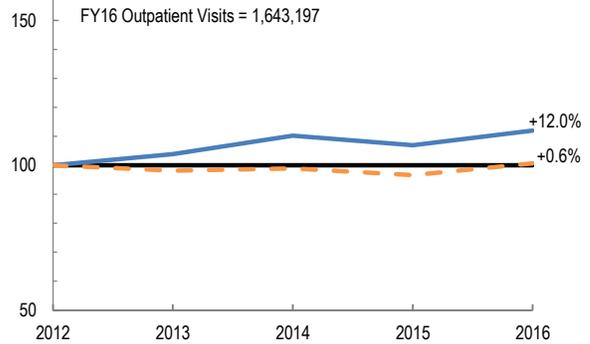


## Utilization

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)

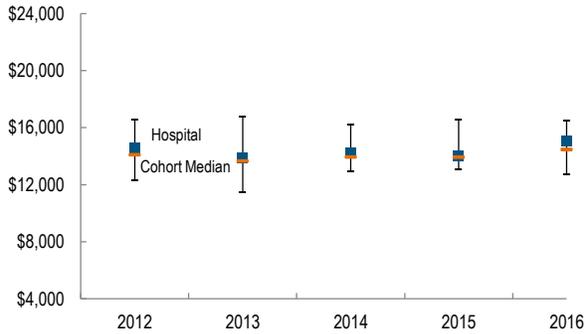


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

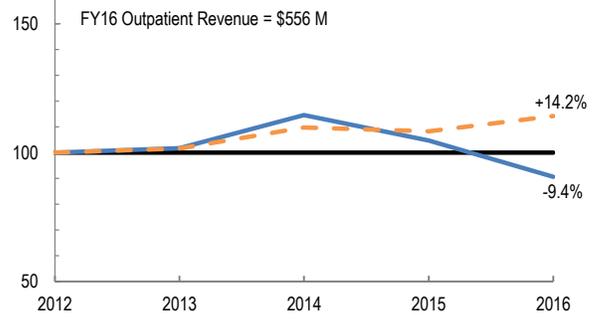


## Patient Revenue Trends

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)



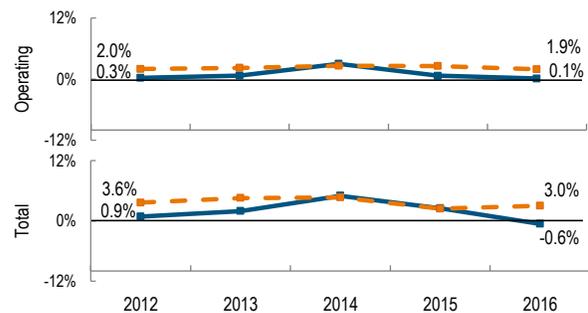
## Financial Performance

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
<b>Operating Revenue</b>	\$ 1,011	\$ 1,016	\$ 1,087	\$ 1,137	\$ 1,243
<b>Non-Operating Revenue</b>	\$ 6	\$ 13	\$ 22	\$ 22	\$ (9)
<b>Total Revenue</b>	\$ 1,017	\$ 1,029	\$ 1,109	\$ 1,159	\$ 1,233
<b>Total Costs</b>	\$ 1,008	\$ 1,009	\$ 1,053	\$ 1,130	\$ 1,241
<b>Total Profit (Loss)</b>	\$ 8.8	\$ 20.0	\$ 55.5	\$ 29.3	\$ (7.6)

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.

η For more information on Delivery System Transformation Initiative (DSTI) special funding, please contact the Massachusetts Executive Office of Health and Human Service (EOHHS).