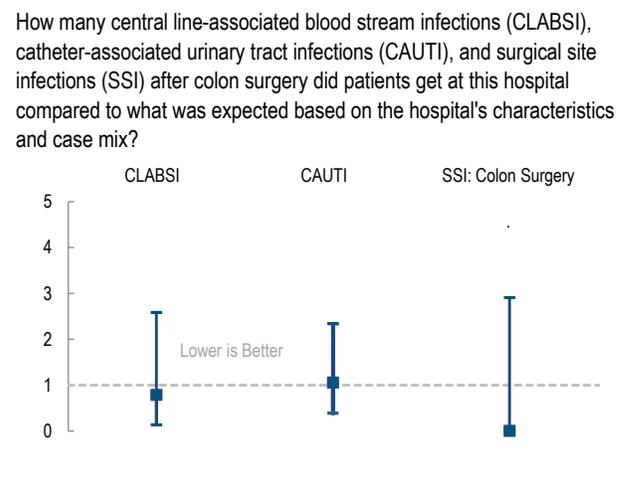
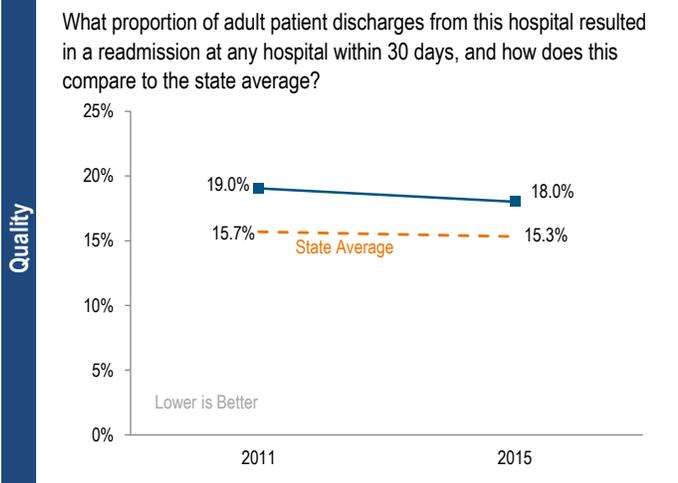
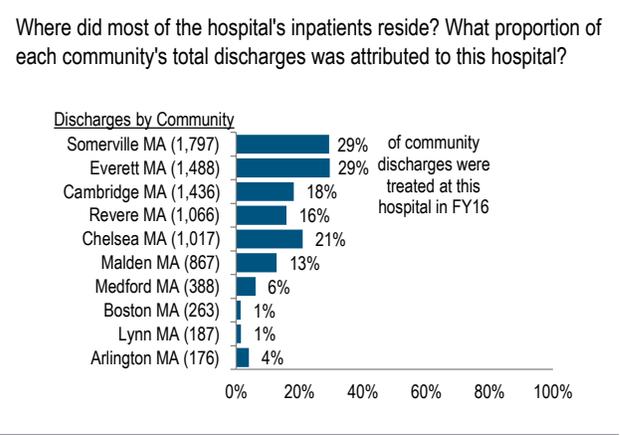
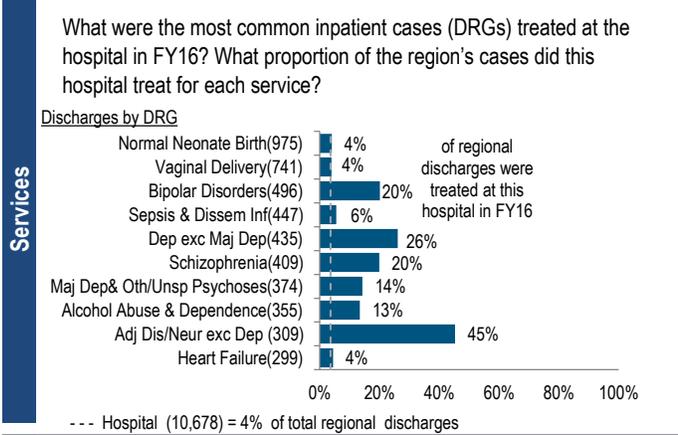


Cambridge Health Alliance (CHA) is a mid-size, municipal teaching hospital located in the Metro Boston region. It is the only municipality-owned hospital in Massachusetts. CHA includes Cambridge Hospital, Somerville Hospital, and Whidden Memorial Hospital campuses. It qualifies as a High Public Payer (HPP) hospital. Though it was only responsible for 4% of the discharges in the Metro Boston region, it treated 20% of Bipolar Disorders and 20% of Schizophrenia, and 26% of Depression cases region-wide in FY16. It reported a loss of \$18.8M in FY16 after reporting a profit of \$7.9M in FY15. Cambridge Health Alliance reported losses in FY12 through FY14.

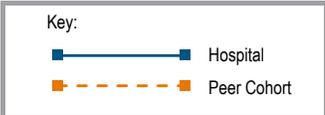
Overview / Size		Payer Mix	
Hospital System Affiliation:	Not Applicable	Public Payer Mix:	70.9% (HPP* Hospital)
Change in Ownership (FY12-16):	Not Applicable	CY15 Commercial S-RP:	0.80
Total Staffed Beds:	229, mid-size acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan
% Occupancy:	66.9%, lowest in cohort avg. (79%)	Utilization	
Special Public Funding:	DSTI ⁿ	Inpatient Discharges in FY16:	10,678
Trauma Center Designation:	Not Applicable	Change FY15-FY16:	-8.7%
Case Mix Index:	0.83, < cohort avg. (1.07); < statewide (1.07)	Emergency Department Visits in FY16:	98,505
		Change FY15-FY16:	-0.1%
		Outpatient Visits in FY16:	717,164
		Change FY15-FY16:	5.7%
Financial		Quality	
Inpatient NPSR per CMAD:	\$12,324	Readmission Rate in FY15:	18.0%
Change FY15-FY16:	-10.0%	Change FY11-FY15 (percentage points):	-1.0%
Inpatient:Outpatient Revenue in FY16:	22%:78%	Early Elective Deliveries Rate (Jan 2015-Jun 2016):	0.0%
Outpatient Revenue in FY16:	\$237,826,850		
Change FY15-FY16:	-2.8%		
Total Revenue in FY16:	\$583,939,273		
Total Surplus (Loss) in FY16:	(\$18,821,572)		



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

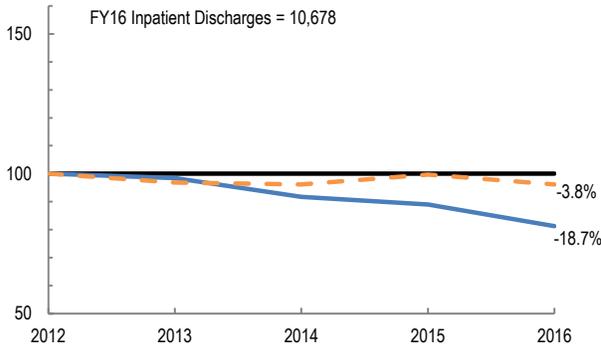
2016 HOSPITAL PROFILE: CAMBRIDGE HEALTH ALLIANCE

Cohort: Teaching Hospital

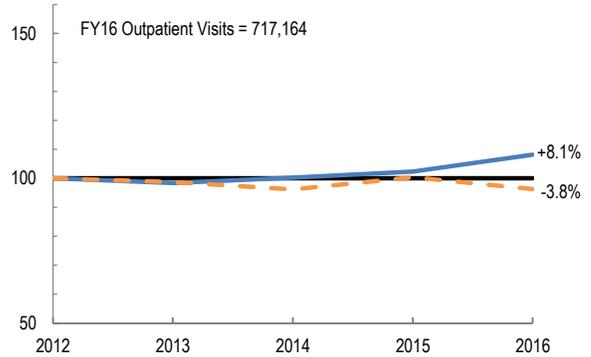


Utilization

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)

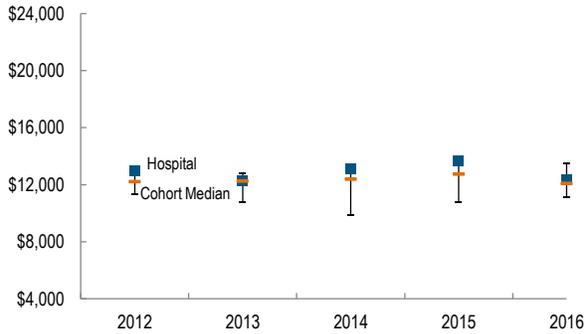


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

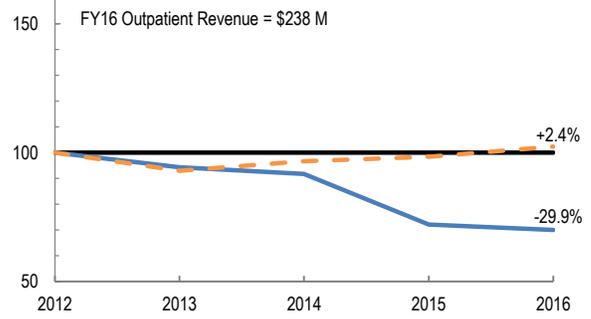


Patient Revenue Trends

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)



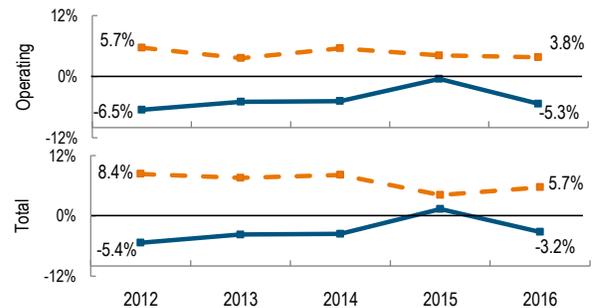
Financial Performance

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	\$ 526	\$ 528	\$ 530	\$ 574	\$ 572
Non-Operating Revenue	\$ 6	\$ 6	\$ 6	\$ 11	\$ 12
Total Revenue	\$ 532	\$ 535	\$ 537	\$ 585	\$ 584
Total Costs	\$ 561	\$ 554	\$ 556	\$ 577	\$ 603
Total Profit (Loss)	\$ (28.5)	\$ (20.0)	\$ (19.3)	\$ 7.9	\$ (18.8)

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.

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