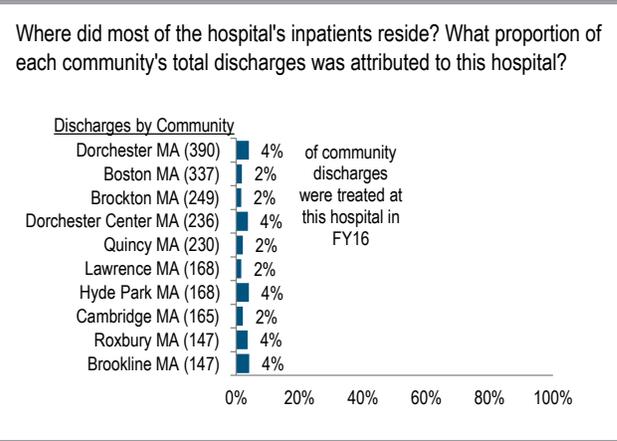
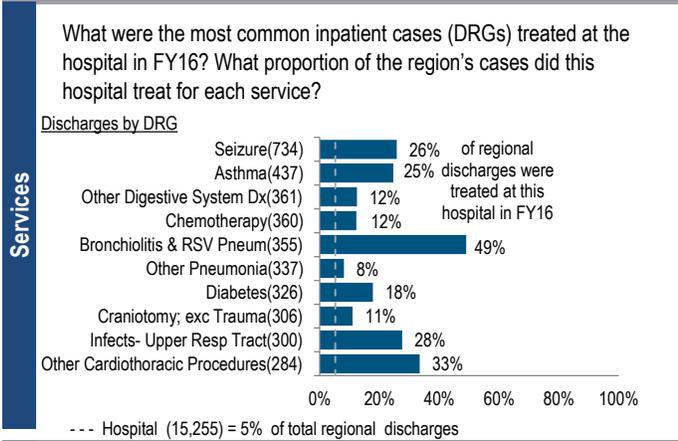


Boston Children's Hospital is a large, non-profit specialty hospital dedicated to pediatric health care. It is located in the Metro Boston region. Boston Children's is a teaching hospital for Harvard Medical School and has research partnerships with numerous institutions in Massachusetts and elsewhere. It is one of nine organ transplant centers in Massachusetts. Boston Children's reports that the average age of patients admitted to the hospital is approximately 10 years, and that 84% of patients in FY16 were under 18 years of age. It reported losses of \$0.3M in FY16 and \$5.5M in FY15, after earning a profit each year from FY12 to FY14. Despite the losses, it still reported a positive operating margin of 1.8% in FY16.

Overview / Size		Payer Mix	
Hospital System Affiliation:	Not Applicable	Public Payer Mix:	34.7% (Non-HPP* Hospital)
Change in Ownership (FY12-16):	Not Applicable	CY15 Commercial S-RP:	1.51
Total Staffed Beds:	415, 10th largest acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Aetna Health
% Occupancy:	77.9%		
Special Public Funding:	Not Applicable		
Trauma Center Designation:	Pedi: Level 1		
Case Mix Index:	1.93, < cohort avg. (2.03); > statewide (1.07)		
Financial		Utilization	
Inpatient NPSR per CMAD:	\$22,011	Inpatient Discharges in FY16:	15,255
Change FY15-FY16:	4.6%	Change FY15-FY16:	-2.4%
Inpatient:Outpatient Revenue in FY16:	54%:46%	Emergency Department Visits in FY16:	60,337
Outpatient Revenue in FY16:	\$489,793,902	Change FY15-FY16:	1.9%
Change FY15-FY16:	8.2%	Outpatient Visits in FY16:	249,131
Total Revenue in FY16:	\$1,505,984,000	Change FY15-FY16:	3.8%
Total Surplus (Loss) in FY16:	(\$330,000)		
		Quality	
		Readmission Rate in FY15:	Not Applicable
		Change FY11-FY15 (percentage points):	
		Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Applicable



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?

Data for this measure is not available for the patient population at this specialty hospital.

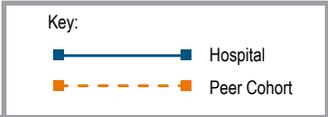
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

Data is not available for these measures.

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

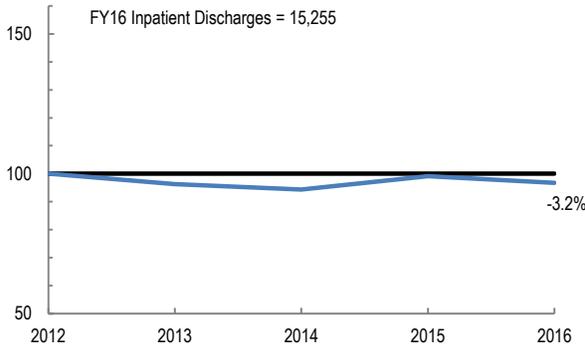
2016 HOSPITAL PROFILE: BOSTON CHILDREN'S HOSPITAL

Cohort: Specialty Hospital

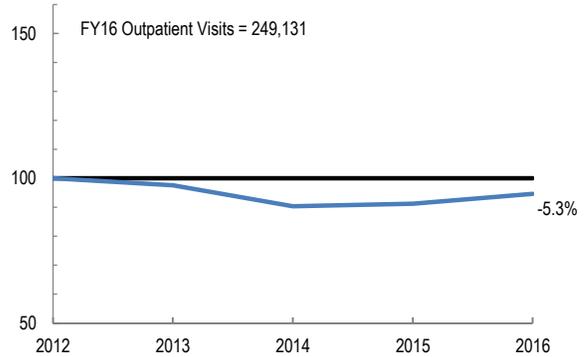


Utilization

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)

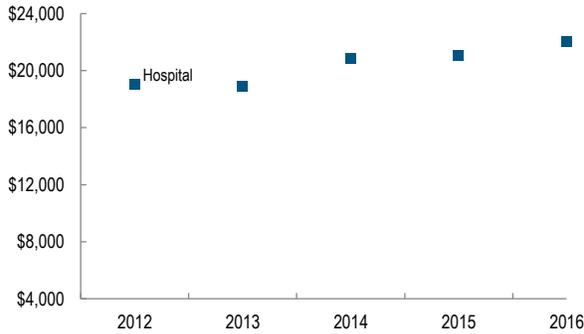


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

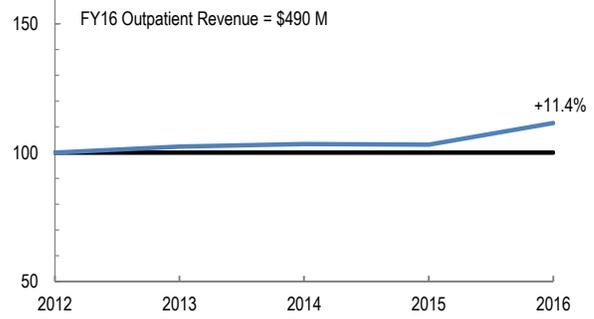


Patient Revenue Trends

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)



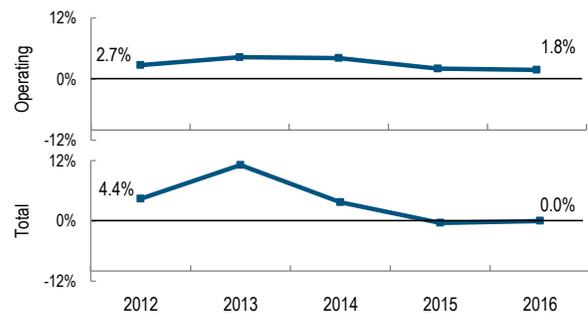
Financial Performance

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	\$ 1,296	\$ 1,322	\$ 1,387	\$ 1,412	\$ 1,533
Non-Operating Revenue	\$ 22	\$ 97	\$ (6)	\$ (34)	\$ (27)
Total Revenue	\$ 1,318	\$ 1,418	\$ 1,381	\$ 1,378	\$ 1,506
Total Costs	\$ 1,259	\$ 1,260	\$ 1,330	\$ 1,383	\$ 1,506
Total Profit (Loss)	\$ 58.4	\$ 157.7	\$ 51.2	\$ (5.5)	\$ (0.3)

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.