

# MASSACHUSETTS EYE AND EAR INFIRMARY

## 2016 Hospital Profile

Boston, MA  
Specialty Hospital  
Metro Boston

Massachusetts Eye and Ear Infirmary is a non-profit specialty hospital located in the Metro Boston region. Mass Eye and Ear provides specialized services for disorders of the eye, ear, nose, and throat, including a 24-hour emergency department for these conditions, and is the region's only designated eye trauma center. It serves a patient population ranging in age from newborn to the elderly. Mass Eye and Ear is a teaching hospital of Harvard Medical School. It had a negative operating margin each year from FY12 to FY16, but a positive total margin each year except FY14 and FY16 in the five-year period. Massachusetts Eye and Ear Infirmary incurred a loss of \$3.1M in FY16.

At a Glance

### Overview / Size

Hospital System Affiliation:	Not Applicable
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	41
% Occupancy:	30.9%
Special Public Funding:	Not Applicable
Trauma Center Designation:	Not Applicable
Case Mix Index:	1.34, < cohort avg. (2.03); > statewide (1.07)

### Financial

Inpatient NPSR per CMAD:	\$11,037
Change FY15-FY16:	4.3%
Inpatient:Outpatient Revenue in FY16:	9%:91%
Outpatient Revenue in FY16:	\$164,333,413
Change FY15-FY16:	11.8%
Total Revenue in FY16:	\$259,056,986
Total Surplus (Loss) in FY16:	(\$3,103,392)

### Payer Mix

Public Payer Mix:	45.5% (Non-HPP* Hospital)
CY15 Commercial S-RP:	0.83
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

### Utilization

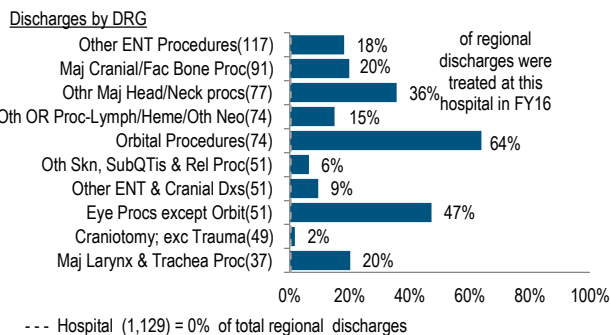
Inpatient Discharges in FY16:	1,129
Change FY15-FY16:	-10.5%
Emergency Department Visits in FY16:	23,091
Change FY15-FY16:	30.4%
Outpatient Visits in FY16:	305,375
Change FY15-FY16:	12.4%

### Quality

Readmission Rate in FY15:	9.0%
Change FY11-FY15 (percentage points):	0.5%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Applicable

Services

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?

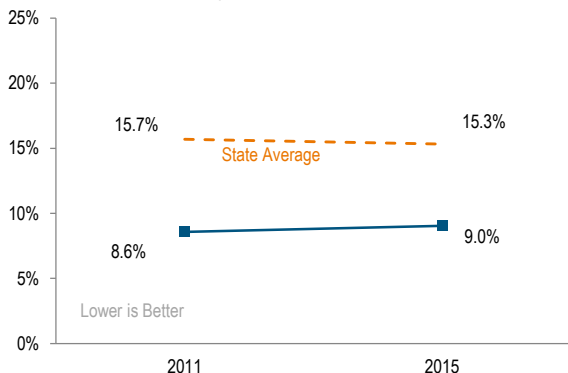


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

This graph has been suppressed as no single community accounted for more than 1% of the hospital's total discharges, however the hospital reports its patients are primarily from Massachusetts, but also across New England, the U.S. and in some cases, the world.

Quality

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?



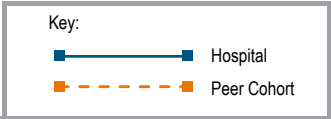
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

Data is not available for these measures.

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

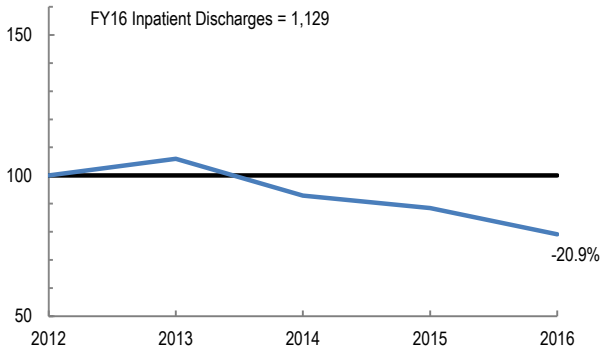
# 2016 HOSPITAL PROFILE: MASSACHUSETTS EYE AND EAR INFIRMARY

Cohort: Specialty Hospital

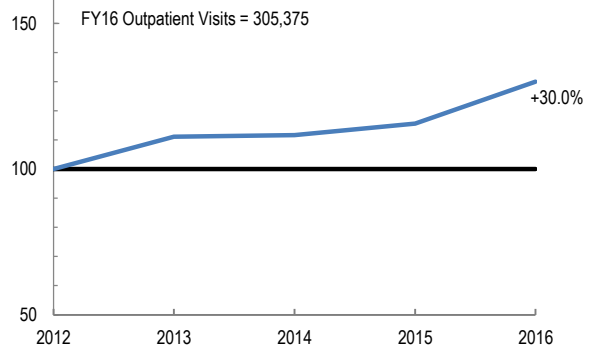


Utilization

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)

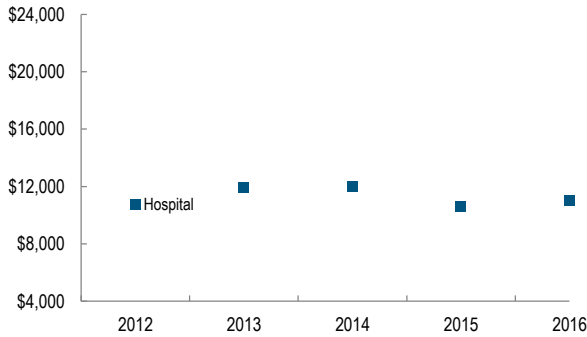


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

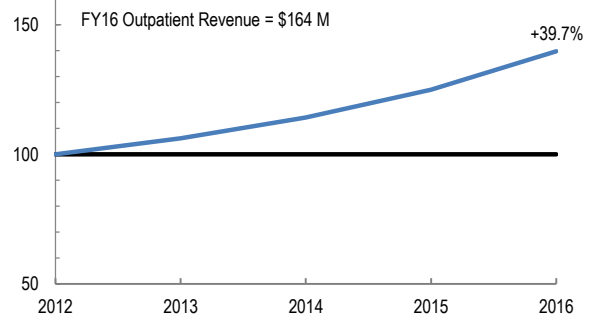


Patient Revenue Trends

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)



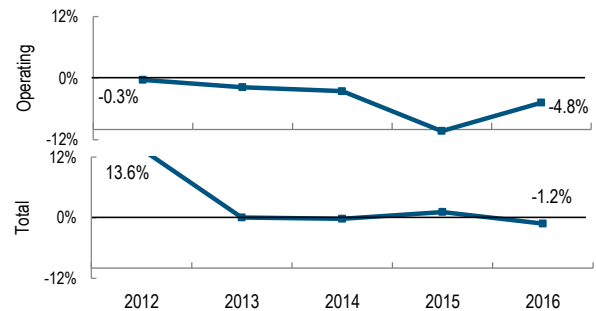
Financial Performance

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	\$ 202	\$ 219	\$ 223	\$ 228	\$ 250
Non-Operating Revenue	\$ 33	\$ 4	\$ 5	\$ 30	\$ 9
<b>Total Revenue</b>	<b>\$ 234</b>	<b>\$ 224</b>	<b>\$ 229</b>	<b>\$ 257</b>	<b>\$ 259</b>
Total Costs	\$ 202	\$ 224	\$ 229	\$ 254	\$ 262
<b>Total Profit (Loss)</b>	<b>\$ 31.8</b>	<b>\$ 0.1</b>	<b>\$ (0.5)</b>	<b>\$ 2.9</b>	<b>\$ (3.1)</b>

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.