

Massachusetts General Hospital (MGH) is a non-profit academic medical center (AMC) located in the Metro Boston region. MGH is the largest hospital in Massachusetts, with 1,078 staffed beds; it is also the oldest hospital in Massachusetts. It is a teaching hospital of Harvard Medical School and a member of Partners HealthCare. MGH is one of nine organ transplant centers in Massachusetts. It earned a profit each year from FY12 to FY16, with a 3.9% total margin in FY16, higher than the 3.0% median total margin of its peer cohort. Inpatient discharges increased 3.4% at MGH from FY12 to FY16, while its peer cohort had a median decrease of 5.2%.

Overview / Size	
Hospital System Affiliation:	Partners HealthCare
Change in Ownership (FY12-16):	Not Applicable
Total Staffed Beds:	1,078, largest acute hospital
% Occupancy:	80.1%, < cohort avg. (84%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 1, Pedi: Level 1
Case Mix Index:	1.56, > cohort avg. (1.44); > statewide (1.07)

Financial	
Inpatient NPSR per CMAD:	\$16,063
Change FY15-FY16:	0.0%
Inpatient:Outpatient Revenue in FY16:	50%:50%
Outpatient Revenue in FY16:	\$1,227,954,688
Change FY15-FY16:	3.9%
Total Revenue in FY16:	\$3,672,121,000
Total Surplus (Loss) in FY16:	\$142,821,000

Payer Mix	
Public Payer Mix:	57.4% (Non-HPP* Hospital)
CY15 Commercial S-RP:	1.41
Top 3 Commercial Payers:	Blue Cross Blue Shield of MA Harvard Pilgrim Health Care Tufts Health Plan

Utilization	
Inpatient Discharges in FY16:	53,587
Change FY15-FY16:	-0.7%
Emergency Department Visits in FY16:	108,698
Change FY15-FY16:	1.9%
Outpatient Visits in FY16:	906,638
Change FY15-FY16:	2.1%

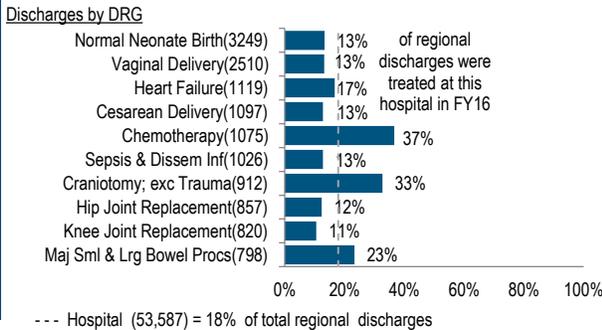
Quality	
Readmission Rate in FY15:	15.2%
Change FY11-FY15 (percentage points):	0.7%
Early Elective Deliveries Rate (Jan 2015-Jun 2016):	Not Available

At a Glance

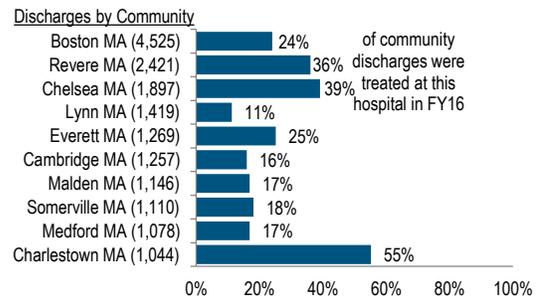
Services

Quality

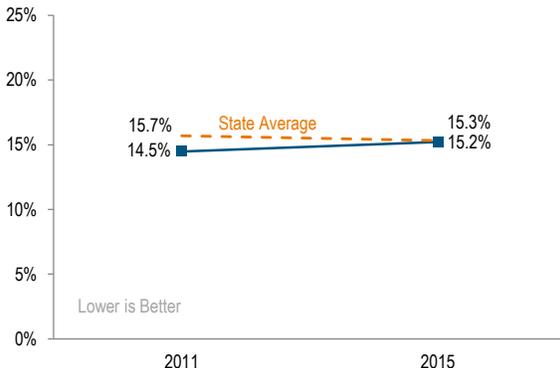
What were the most common inpatient cases (DRGs) treated at the hospital in FY16? What proportion of the region's cases did this hospital treat for each service?



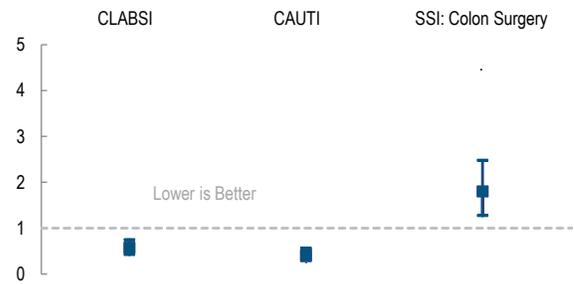
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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: MASSACHUSETTS GENERAL HOSPITAL

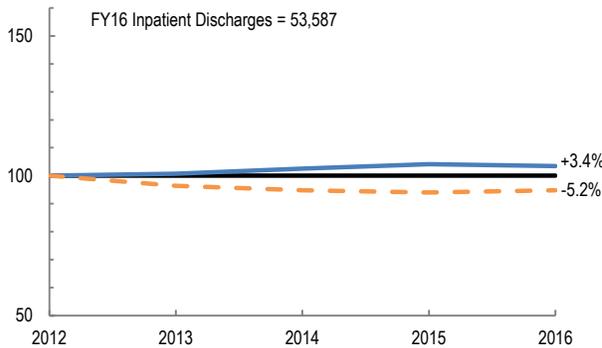
Cohort: Academic Medical Center

Key:

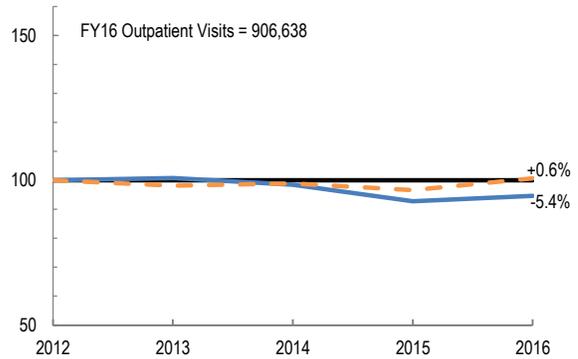
- Hospital
- Peer Cohort

## 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)

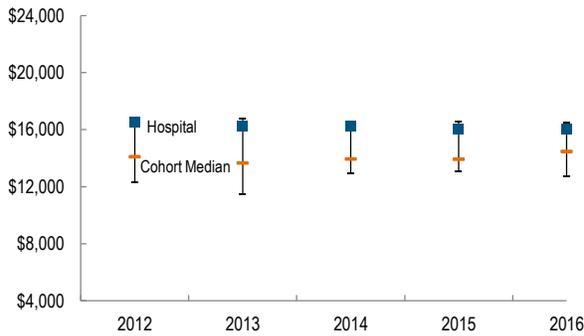


How has the volume of the hospital's outpatient visits changed compared to FY12, and how does this compare to the hospital's peer cohort median? (FY12=100)

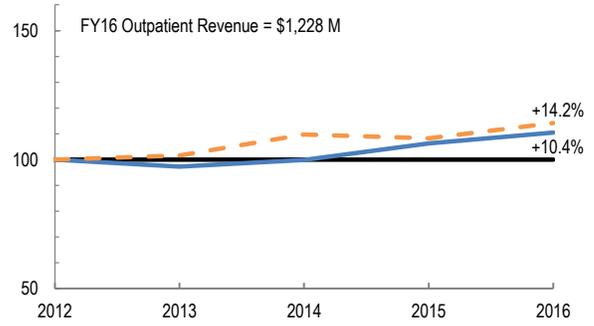


## Patient Revenue Trends

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)



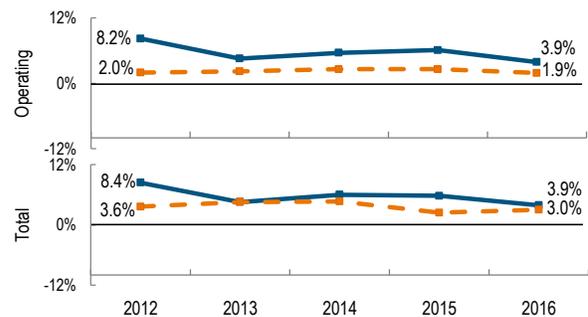
## Financial Performance

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
<b>Operating Revenue</b>	\$ 3,255	\$ 3,271	\$ 3,326	\$ 3,488	\$ 3,672
<b>Non-Operating Revenue</b>	\$ 6	\$ 1	\$ 13	\$ (10)	\$ (0)
<b>Total Revenue</b>	\$ 3,260	\$ 3,272	\$ 3,339	\$ 3,477	\$ 3,672
<b>Total Costs</b>	\$ 2,987	\$ 3,123	\$ 3,139	\$ 3,276	\$ 3,529
<b>Total Profit (Loss)</b>	\$ 273.6	\$ 149.2	\$ 200.1	\$ 201.1	\$ 142.8

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.