

Beth Israel Deaconess Medical Center is a large, non-profit academic medical center (AMC) located in the Metro Boston region. It is one of nine organ transplant centers in Massachusetts and is a member of CareGroup. It is a Level 1 Trauma center. Beth Israel Deaconess Medical Center saw increases in both inpatient discharges and outpatient visits between FY13 and FY17. It earned a profit each year from FY13 to FY17, with a 4.3% total margin in FY17 compared to the AMC median total margin of 2.0%.

Overview / Size	
Hospital System Affiliation:	CareGroup
Change in Ownership (FY13-17):	Not Applicable
Total Staffed Beds:	688, 5th largest acute hospital
% Occupancy:	88.6%, > cohort avg. (86%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 1
Case Mix Index:	1.39, < cohort avg. (1.50); > statewide (1.12)

Financial	
Inpatient NPSR per CMAD:	\$13,762
Change FY16-FY17:	-1.0%
Inpatient:Outpatient Revenue in FY17:	44%:56%
Outpatient Revenue in FY17:	\$561,777,181
Change FY16-FY17:	5.1%
Total Revenue in FY17:	\$1,732,988,057
Total Surplus (Loss) in FY17:	\$74,601,445

Payer Mix	
Public Payer Mix:	57.2% (Non-HPP* Hospital)
CY16 Commercial Statewide Relative Price:	1.05
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.

Utilization	
Inpatient Discharges in FY17:	40,490
Change FY16-FY17:	1.0%
Emergency Department Visits in FY17:	69,433
Change FY16-FY17:	1.5%
Outpatient Visits in FY17:	687,962
Change FY16-FY17:	0.3%

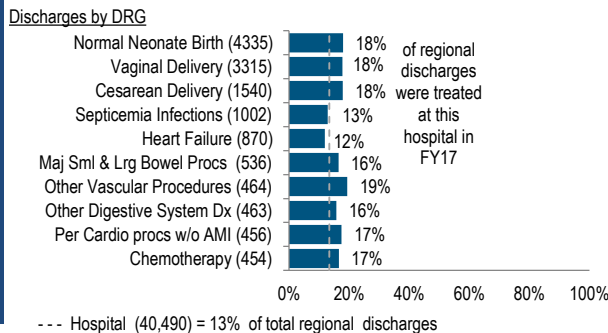
Quality	
Readmission Rate in FY16:	16.9%
Change FY12-FY16 (percentage points):	-0.2
Early Elective Deliveries Rate:	0.0%

At a Glance

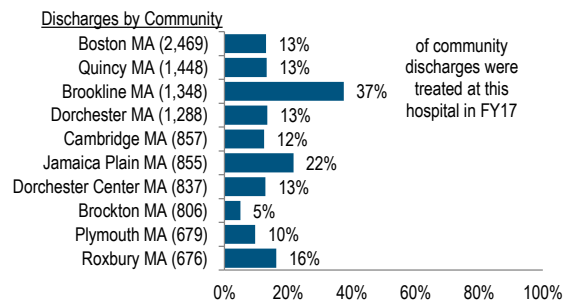
Services

Quality

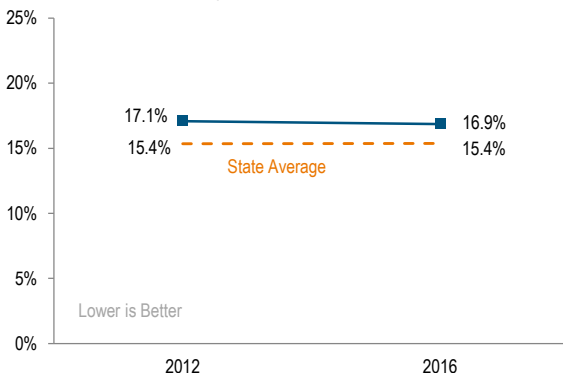
What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?



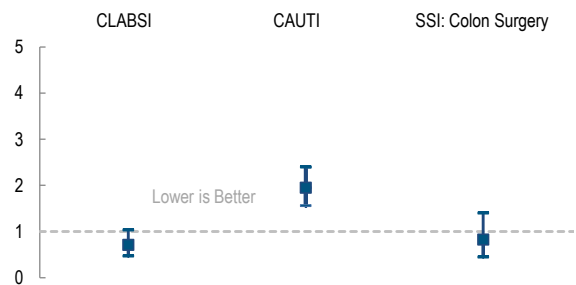
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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.

# 2017 HOSPITAL PROFILE: BETH ISRAEL DEACONESS MEDICAL CENTER

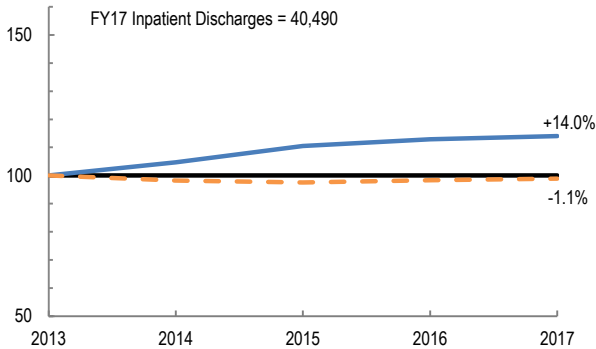
Cohort: Academic Medical Center

Key:

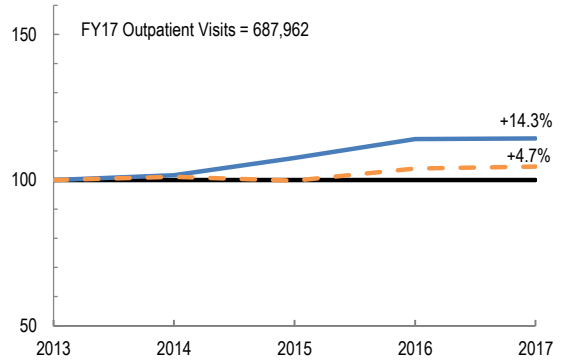
- Hospital
- Peer Cohort

## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

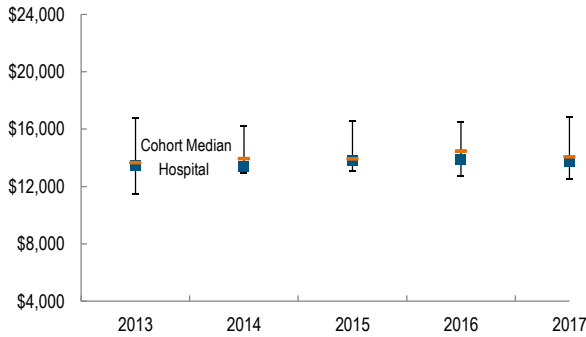


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

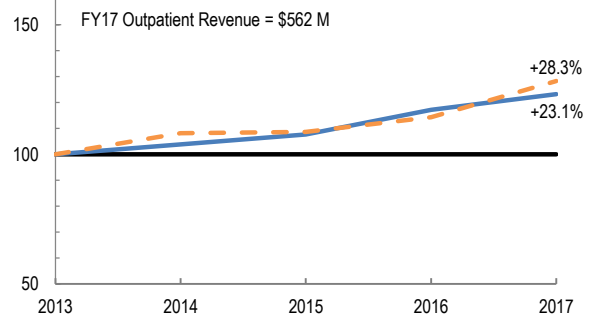


## Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY13 and FY17, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)



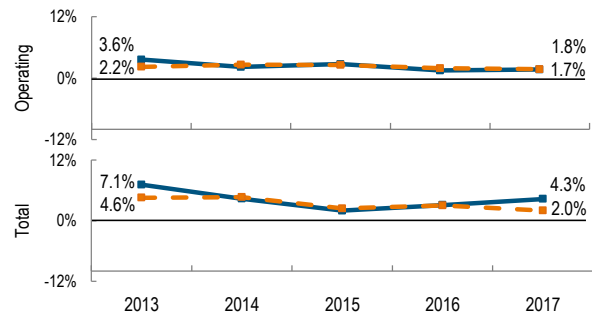
## Financial Performance

How have the hospital's total revenue and costs changed between FY13 and FY17?

### Revenue, Cost, & Profit/Loss (in millions)

FY	2013	2014	2015	2016	2017
<b>Operating Revenue</b>	\$ 1,360	\$ 1,417	\$ 1,518	\$ 1,595	\$ 1,688
<b>Non-Operating Revenue</b>	\$ 49	\$ 32	\$ (11)	\$ 25	\$ 45
<b>Total Revenue</b>	\$ 1,410	\$ 1,449	\$ 1,507	\$ 1,620	\$ 1,733
<b>Total Costs</b>	\$ 1,309	\$ 1,385	\$ 1,477	\$ 1,571	\$ 1,658
<b>Total Profit (Loss)</b>	\$ 100.2	\$ 63.3	\$ 29.7	\$ 49.8	\$ 74.6

What were the hospital's total margin and operating margins between FY13 and FY17, 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.