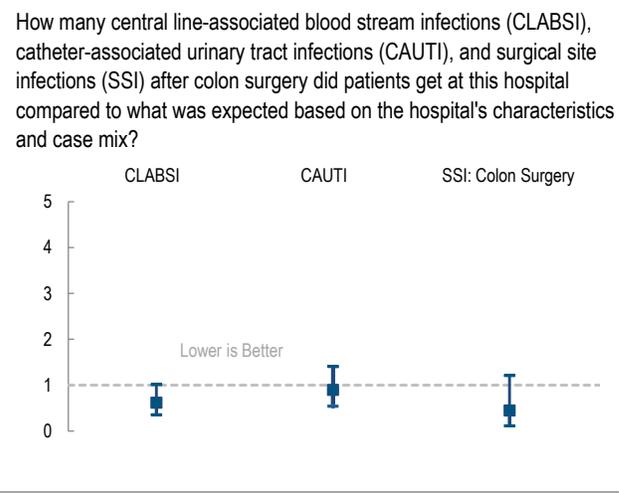
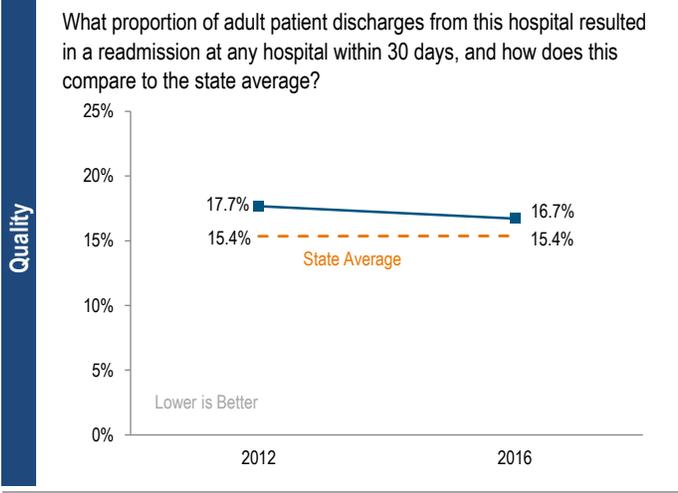
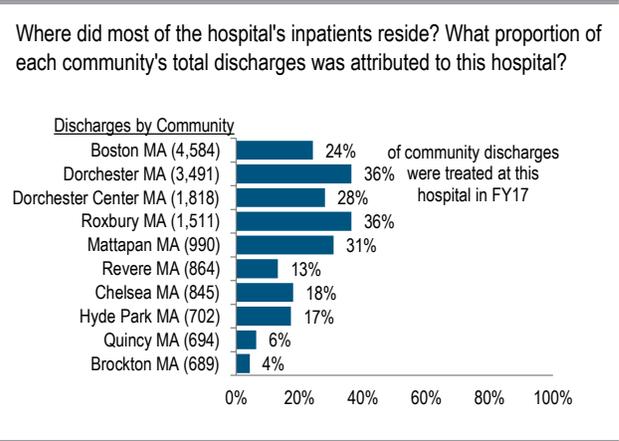
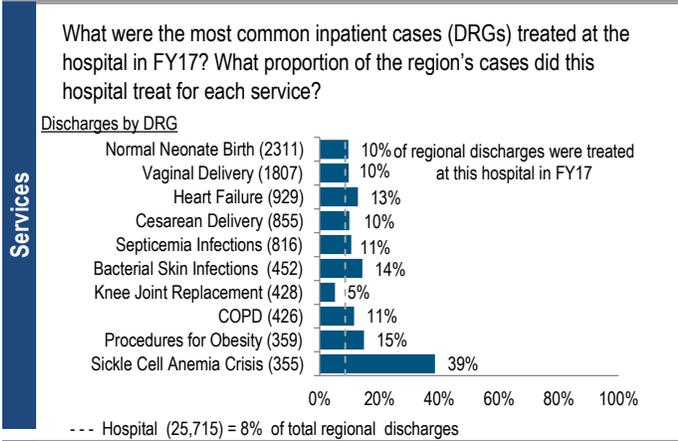


Boston Medical Center (BMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. BMC provides medical teaching programs to Boston University School of Medicine. It also qualifies as a High Public Payer (HPP) hospital and has the highest public payer mix in the state with 76.9%. It is the state's seventh largest hospital, and one of nine organ transplant centers in Massachusetts. BMC treated 39% of all Sickle Cell Anemia Crisis cases in Metro Boston, though it accounted for only 8% of total regional discharges. In FY17, BMC reported a profit of \$28.6M after posting a loss of \$7.6M in FY16. BMC had positive operating margins in each year of the five-year period.

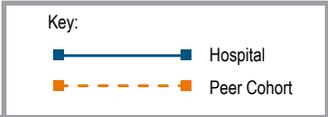
Overview / Size		Payer Mix	
Hospital System Affiliation:	Boston Medical Center Health System	Public Payer Mix:	76.9% (HPP* Hospital)
Change in Ownership (FY13-17):	Not Applicable	CY16 Commercial Statewide Relative Price:	1.09
Total Staffed Beds:	442, 7th largest acute hospital	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care BMC HealthNet Plan
% Occupancy:	80.2%, lowest in cohort avg. (86%)	<b>Utilization</b>	
Special Public Funding:	HCI <sup>†</sup> , DSTI <sup>‡</sup> , ICB <sup>°</sup>	Inpatient Discharges in FY17:	25,715
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2	Change FY16-FY17:	2.3%
Case Mix Index:	1.24, < cohort avg. (1.50); > statewide (1.12)	Emergency Department Visits in FY17:	133,528
		Change FY16-FY17:	1.0%
		Outpatient Visits in FY17:	1,691,318
		Change FY16-FY17:	2.9%
		<b>Quality</b>	
		Readmission Rate in FY16:	16.7%
		Change FY12-FY16 (percentage points):	-1.0
		Early Elective Deliveries Rate:	1.7%



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

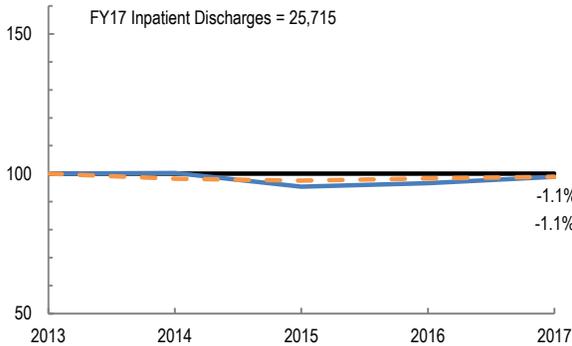
# 2017 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

Cohort: Academic Medical Center

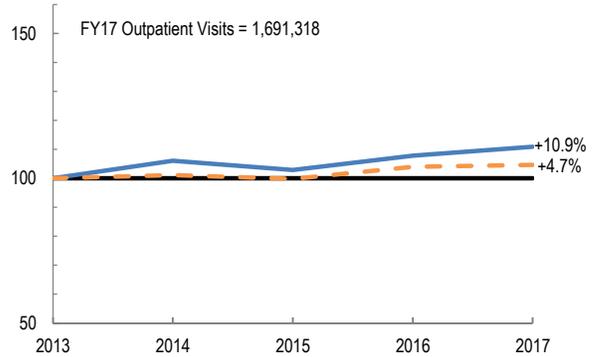


## Utilization

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)

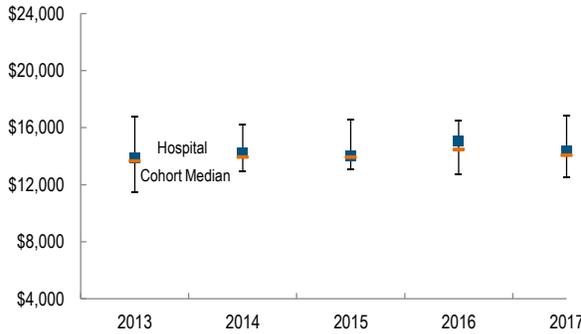


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

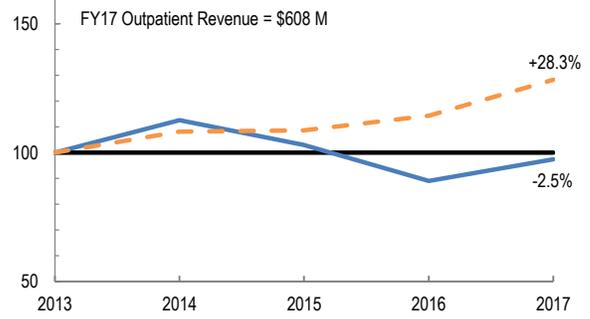


## Patient Revenue Trends

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)



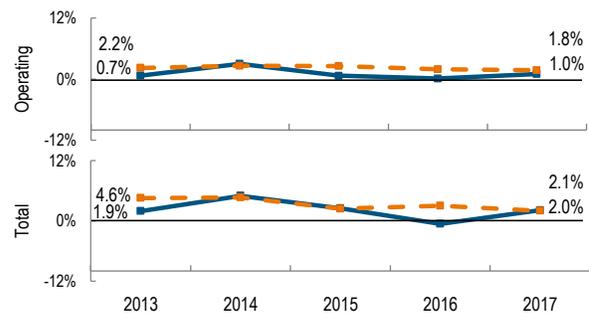
## Financial Performance

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>	\$ 1,016	\$ 1,087	\$ 1,137	\$ 1,243	\$ 1,326
<b>Non-Operating Revenue</b>	\$ 13	\$ 22	\$ 22	\$ (9)	\$ 16
<b>Total Revenue</b>	\$ 1,029	\$ 1,109	\$ 1,159	\$ 1,233	\$ 1,342
<b>Total Costs</b>	\$ 1,009	\$ 1,053	\$ 1,130	\$ 1,241	\$ 1,313
<b>Total Profit (Loss)</b>	\$ 20.0	\$ 55.5	\$ 29.3	\$ (7.6)	\$ 28.6

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.

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).

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

° For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).