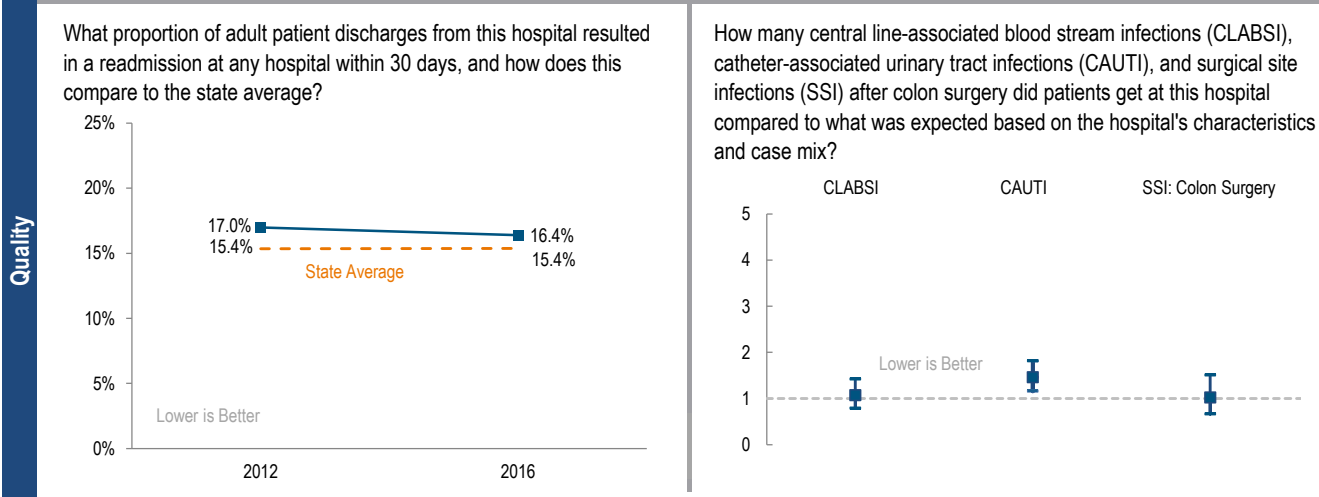
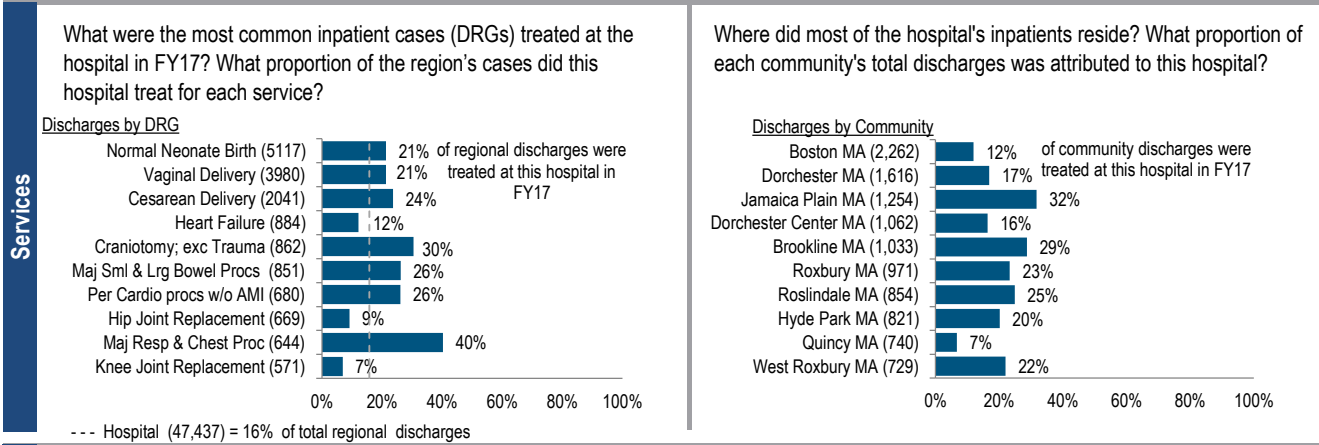


Brigham and Women's Hospital is a non-profit academic medical center (AMC) located in the Metro Boston region. It is the second largest hospital in Massachusetts and is designated as one of nine organ transplant centers in the state. It is a member of Partners HealthCare. Brigham and Women's Hospital was profitable in each year of the five-year period. It reported a total margin of 1.9%, close to its peer cohort median of 2.0%.

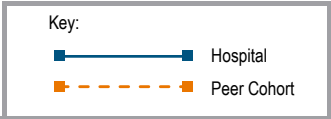
At a Glance	Overview / Size	
	Hospital System Affiliation:	Partners HealthCare System
	Change in Ownership (FY13-17):	Not Applicable
	Total Staffed Beds:	840, 2nd largest acute hospital
	% Occupancy:	86.9%, > cohort avg. (86%)
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Adult: Level 1
	Case Mix Index:	1.58, > cohort avg. (1.50); > statewide (1.12)
	Financial	
	Inpatient NPSR per CMAD:	\$16,803
Change FY16-FY17:	2.1%	
Inpatient:Outpatient Revenue in FY17:	58%:42%	
Outpatient Revenue in FY17:	\$772,768,019	
Change FY16-FY17:	17.3%	
Total Revenue in FY17:	\$2,938,918,000	
Total Surplus (Loss) in FY17:	\$55,854,000	
Payer Mix		
Public Payer Mix:	54.5% (Non-HPP* Hospital)	
CY16 Commercial Statewide Relative Price:	1.38	
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.	
Utilization		
Inpatient Discharges in FY17:	47,437	
Change FY16-FY17:	0.9%	
Emergency Department Visits in FY17:	60,377	
Change FY16-FY17:	3.5%	
Outpatient Visits in FY17:	633,183	
Change FY16-FY17:	13.3%	
Quality		
Readmission Rate in FY16:	16.4%	
Change FY12-FY16 (percentage points):	-0.6	
Early Elective Deliveries Rate:	4.8%	



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

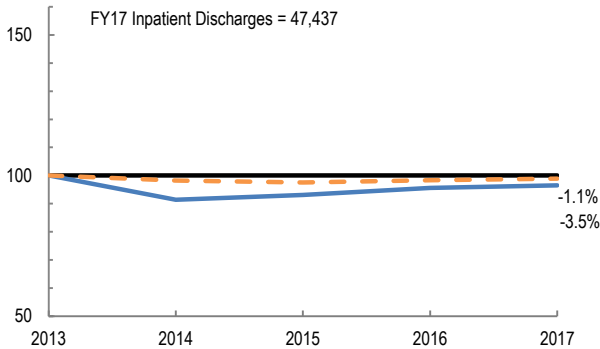
2017 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

Cohort: Academic Medical Center

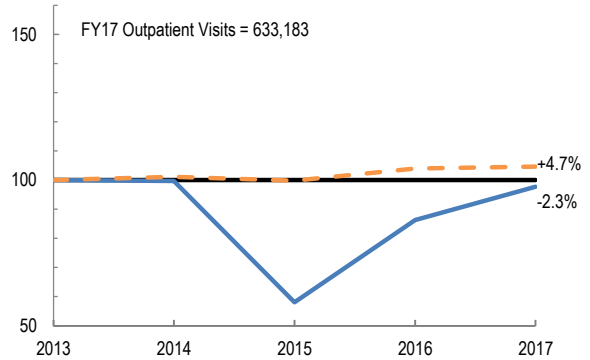


Utilization

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)

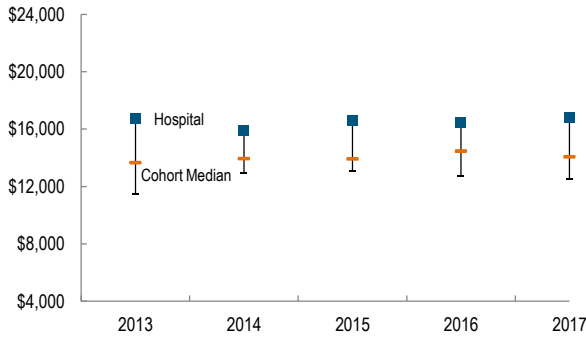


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

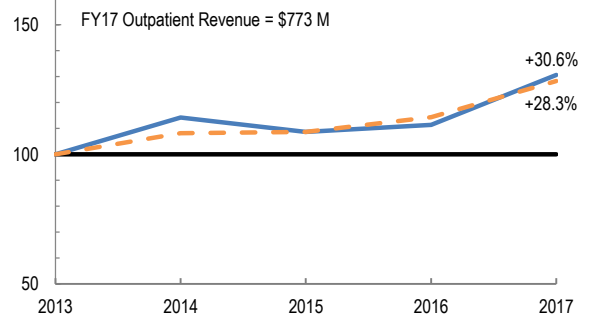


Patient Revenue Trends

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)



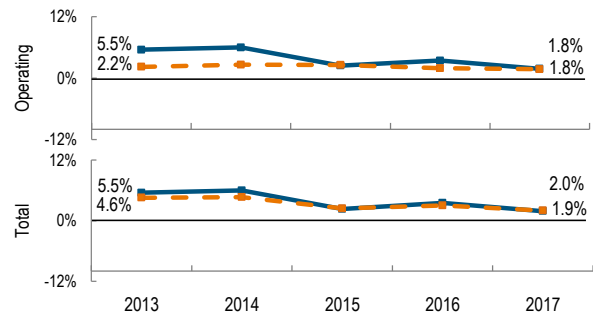
Financial Performance

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
Operating Revenue	\$ 2,517	\$ 2,538	\$ 2,606	\$ 2,730	\$ 2,936
Non-Operating Revenue	\$ (0)	\$ 0	\$ (3)	\$ 1	\$ 3
Total Revenue	\$ 2,516	\$ 2,538	\$ 2,603	\$ 2,731	\$ 2,939
Total Costs	\$ 2,377	\$ 2,386	\$ 2,542	\$ 2,637	\$ 2,883
Total Profit (Loss)	\$ 139.0	\$ 151.7	\$ 60.8	\$ 94.4	\$ 55.9

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.