

Cambridge Health Alliance (CHA) is a mid-size, municipal teaching hospital located in the Metro Boston region. It is the only municipality-owned hospital in Massachusetts. CHA includes Cambridge Hospital, Somerville Hospital, and Whidden Memorial Hospital campuses. It qualifies as a High Public Payer (HPP) hospital. Though it was only responsible for 4% of the discharges in the Metro Boston region, it treated 19% of Bipolar Disorders, 21% of Schizophrenia cases, and 22% of Depression cases region-wide in FY17. It reported a profit of \$5.5M in FY17 after reporting a loss of \$18.8M in FY16.

Overview / Size	
Hospital System Affiliation:	Cambridge Health Alliance
Change in Ownership (FY13-17):	Not Applicable
Total Staffed Beds:	229, mid-size acute hospital
% Occupancy:	69.3%, < cohort avg. (81%)
Special Public Funding:	DSTI <sup>0</sup> , ICB <sup>0</sup>
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.86, < cohort avg. (1.11); < statewide (1.12)

Financial	
Inpatient NPSR per CMAD:	\$15,158
Change FY16-FY17:	-9.2%
Inpatient:Outpatient Revenue in FY17:	22%:78%
Outpatient Revenue in FY17:	\$337,175,327
Change FY16-FY17:	4.6%
Total Revenue in FY17:	\$606,530,424
Total Surplus (Loss) in FY17:	\$5,478,216

Payer Mix	
Public Payer Mix:	70.9% (HPP* Hospital)
CY16 Commercial Statewide Relative Price:	0.75
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Public Plans Tufts Associated HMO, Inc.

Utilization	
Inpatient Discharges in FY17:	10,888
Change FY16-FY17:	2.0%
Emergency Department Visits in FY17:	92,487
Change FY16-FY17:	-6.1%
Outpatient Visits in FY17:	664,165
Change FY16-FY17:	-7.4%

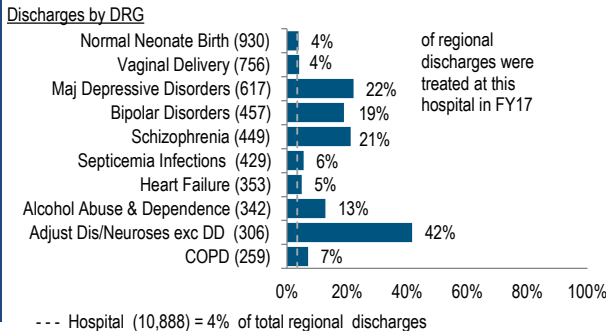
Quality	
Readmission Rate in FY16:	18.5%
Change FY12-FY16 (percentage points):	-0.1
Early Elective Deliveries Rate:	Not Available

At a Glance

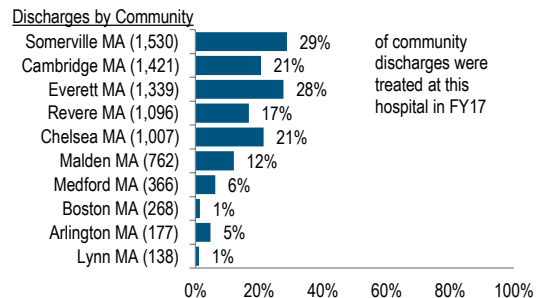
Services

Quality

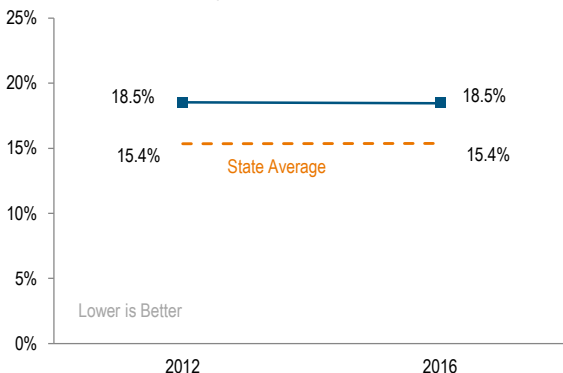
What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?



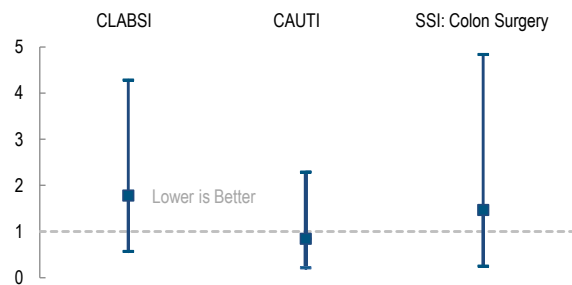
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



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?



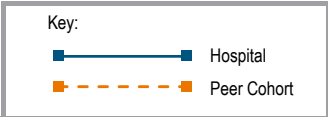
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



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

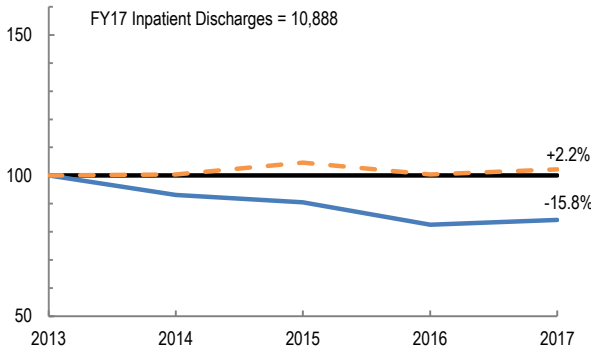
# 2017 HOSPITAL PROFILE: CAMBRIDGE HEALTH ALLIANCE

Cohort: Teaching Hospital

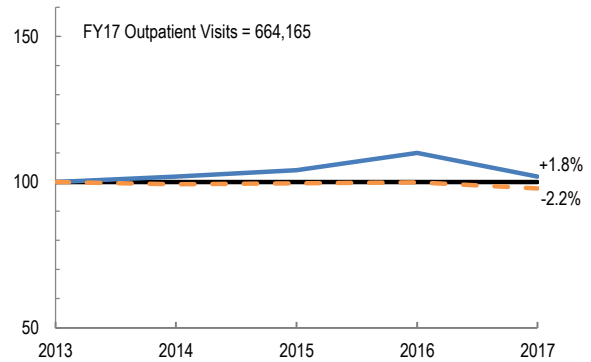


## Utilization

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)

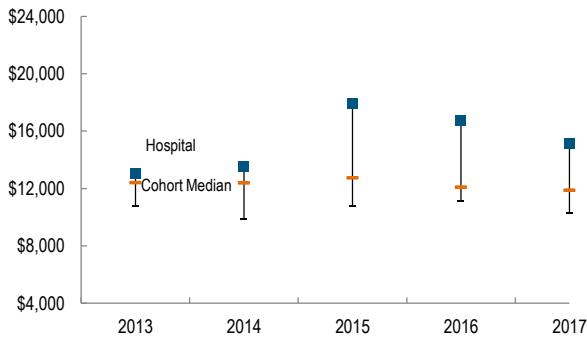


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

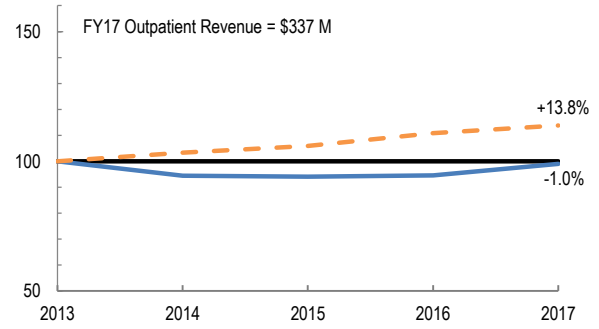


## Patient Revenue Trends

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)



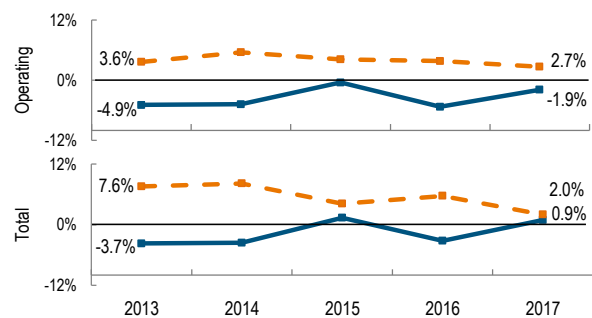
## Financial Performance

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>	\$ 528.0	\$ 530.3	\$ 574.4	\$ 571.7	\$ 589.8
<b>Non-Operating Revenue</b>	\$ 6.5	\$ 6.5	\$ 10.7	\$ 12.2	\$ 16.7
<b>Total Revenue</b>	\$ 534.5	\$ 536.8	\$ 585.1	\$ 583.9	\$ 606.5
<b>Total Costs</b>	\$ 554.5	\$ 556.2	\$ 577.1	\$ 602.8	\$ 601.1
<b>Total Profit (Loss)</b>	\$ (20.0)	\$ (19.3)	\$ 7.9	\$ (18.8)	\$ 5.5

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.

† 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).