

# BOSTON CHILDREN'S HOSPITAL

## 2017 Hospital Profile

Boston, MA  
Specialty Hospital  
Metro Boston

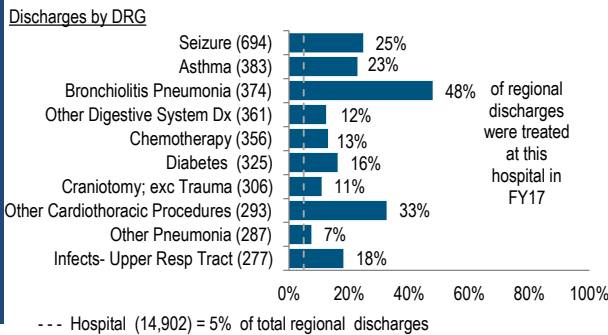
Boston Children's Hospital is a large, non-profit specialty hospital dedicated to pediatric health care. It is located in the Metro Boston region. Boston Children's is a teaching hospital for Harvard Medical School and has research partnerships with numerous institutions in Massachusetts and elsewhere. It is one of nine organ transplant centers in Massachusetts. Boston Children's reports that the average age of patients admitted to the hospital is approximately 10 years, and that 84% of patients in FY16 were under 18 years of age. It posted a profit of \$72.8M in FY17 after reporting losses of \$0.3M in FY16 and \$5.5M in FY15. Despite those earlier losses, Boston Children's reported positive operating margins in each year during the five-year period.

|             |                                |  |   |  |
|-------------|--------------------------------|--|---|--|
| At a Glance | <b>Overview / Size</b>         |  | <b>Payer Mix</b>                          |  |
|             | Hospital System Affiliation:   | Boston Children's Hospital and Subsid. | Public Payer Mix:                         | 34.7% (Non-HPP* Hospital)  |
|             | Change in Ownership (FY13-17): | Not Applicable                         | CY16 Commercial Statewide Relative Price: | 1.54   |
|             | Total Staffed Beds:            | 415, 10th largest acute hospital       | Top 3 Commercial Payers:                  | Blue Cross Blue Shield of Massachusetts<br>Harvard Pilgrim Health Care<br>Aetna Health Inc. (PA) - Aetna Life Ins. Co. |
|             | % Occupancy:                   | 77.3%                                  | <b>Utilization</b>                        |  |
|             | Special Public Funding:        | Not Applicable                         | Inpatient Discharges in FY17:             | 14,902   |
|             | Trauma Center Designation:     | Pedi: Level 1                          | Change FY16-FY17:                         | -2.3%  |
|             | Case Mix Index:                | 1.98 > statewide (1.12)                | Emergency Department Visits in FY17:      | 60,425   |
|             |                                |  | Change FY16-FY17:                         | 0.1%   |
|             |                                |  | Outpatient Visits in FY17:                | 249,923  |
|             |                                | Change FY16-FY17:                      | 0.3%                                      |  |
|             |                                | <b>Quality</b>                         |   |  |
|             |                                | Readmission Rate in FY16:              | Not Available                             |  |
|             |                                | Change FY12-FY16 (percentage points):  |   |  |
|             |                                | Early Elective Deliveries Rate:        | Not Available                             |  |

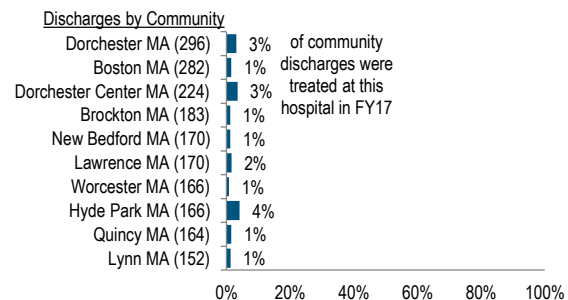
### Financial

|                                       |                 |
|---------------------------------------|-----------------|
| Inpatient NPSR per CMAD:              | \$23,304        |
| Change FY16-FY17:                     | 5.9%            |
| Inpatient:Outpatient Revenue in FY17: | 52%:48%         |
| Outpatient Revenue in FY17:           | \$546,931,814   |
| Change FY16-FY17:                     | 11.7%           |
| Total Revenue in FY17:                | \$1,717,953,000 |
| Total Surplus (Loss) in FY17:         | \$72,784,000    |

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?



### Services

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?

Data for this measure is not available for the patient population at this specialty hospital.

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?

Data is not available for these measures.

### Quality

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

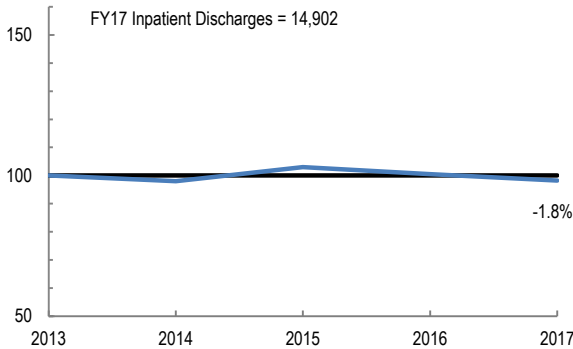
# 2017 HOSPITAL PROFILE: BOSTON CHILDREN'S HOSPITAL

Cohort: Specialty Hospital

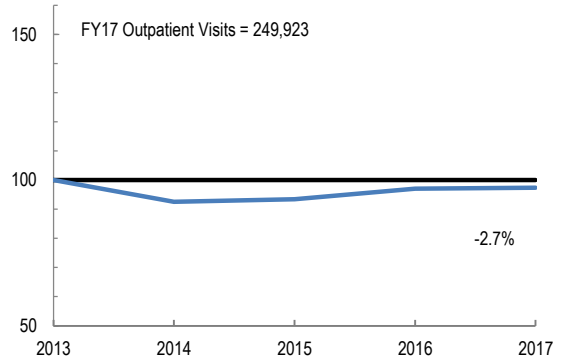


Utilization

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)

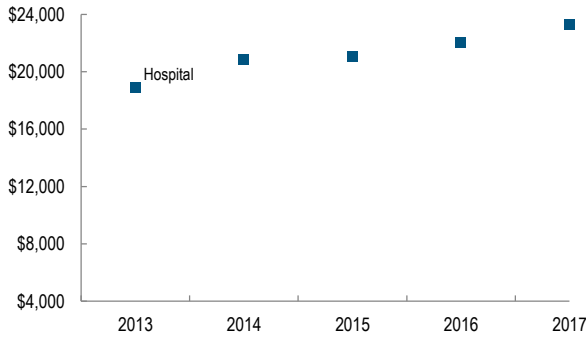


How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

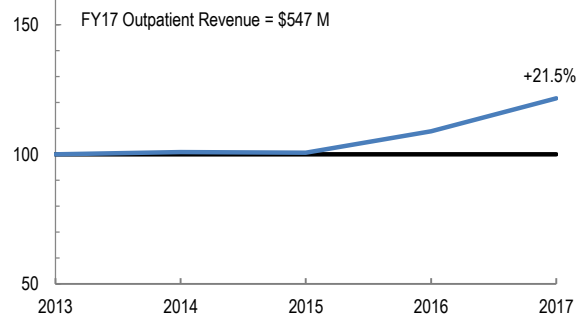


Patient Revenue Trends

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)



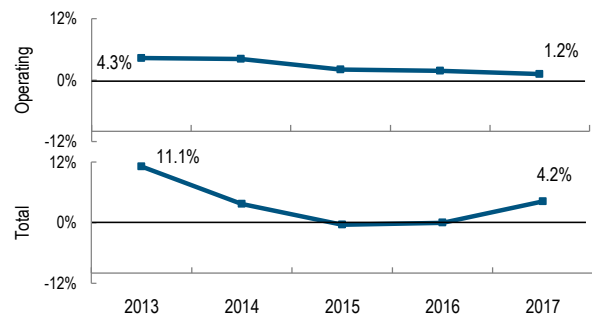
Financial Performance

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>     | \$ 1,322 | \$ 1,387 | \$ 1,412  | \$ 1,533  | \$ 1,665 |
| <b>Non-Operating Revenue</b> | \$ 96.5  | \$ (5.9) | \$ (34.1) | \$ (27.3) | \$ 53.0  |
| <b>Total Revenue</b>         | \$ 1,418 | \$ 1,381 | \$ 1,378  | \$ 1,506  | \$ 1,718 |
| <b>Total Costs</b>           | \$ 1,260 | \$ 1,330 | \$ 1,383  | \$ 1,506  | \$ 1,645 |
| <b>Total Profit (Loss)</b>   | \$ 157.7 | \$ 51.2  | \$ (5.5)  | \$ (0.3)  | \$ 72.8  |

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.