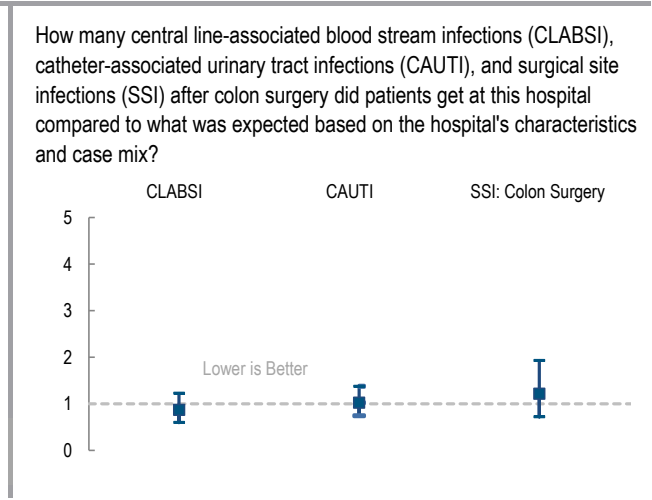
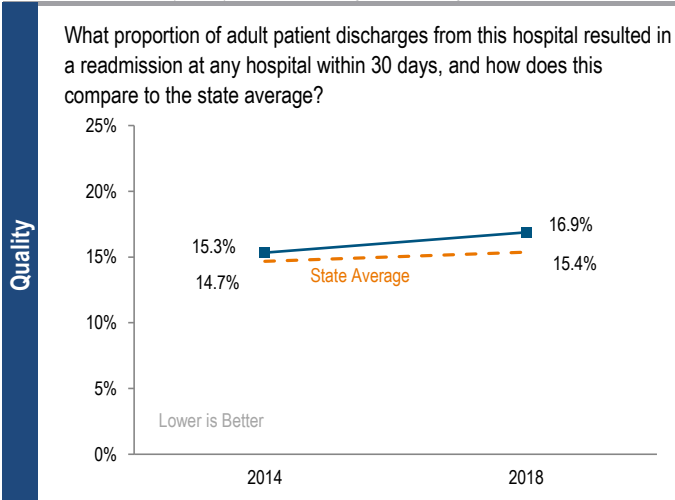
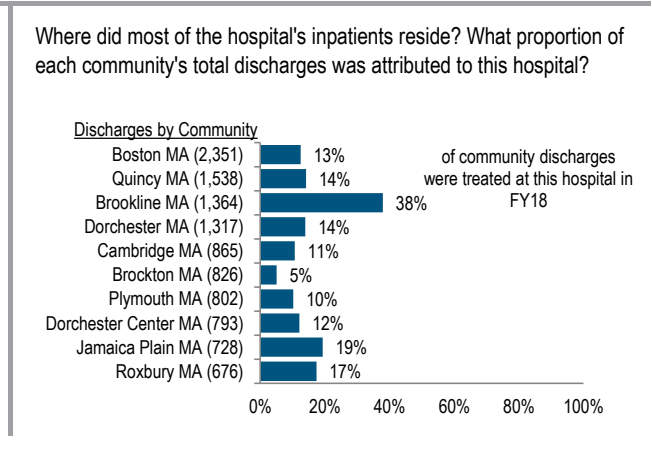
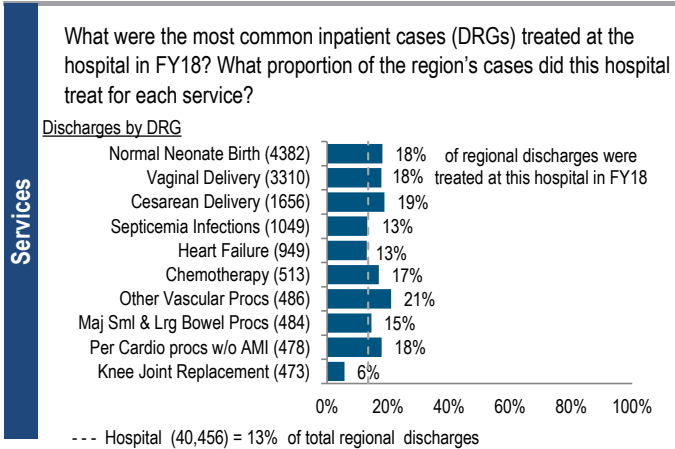


Beth Israel Deaconess Medical Center (BIDMC) is a large, non-profit Academic Medical Center (AMC) located in the Metro Boston region. At 715 inpatient beds, it is the largest member of CareGroup. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 8.7% compared to a median increase of 2.7% at AMCs. Outpatient visits increased 19.8% for the hospital between FY14 and FY18, compared to a median increase of 0.6% at AMCs. It earned a profit each year from FY14 to FY18, with a 5.6% total margin in FY18 compared to the AMC median total margin of 5.0%.

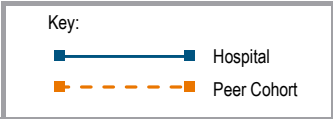
Overview / Size	
Hospital System Affiliation:	CareGroup
Hospital System Surplus (Loss) in FY18:	\$110,129,000
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	715, 5th largest acute hospital
% Occupancy:	89.6%, > cohort avg. (86%)
Special Public Funding:	Not Applicable
Trauma Center Designation:	Adult: Level 1
Case Mix Index:	1.43, < cohort avg. (1.54); > statewide (1.14)
Financial	
Inpatient NPSR per CMAD:	\$13,878
Change FY17-FY18:	0.8%
Inpatient:Outpatient Revenue in FY18:	40%:60%
Outpatient Revenue in FY18:	\$587,848,554
Change FY17-FY18:	4.6%
Total Revenue in FY18:	\$1,871,143,000
Total Surplus (Loss) in FY18:	\$103,921,000
Payer Mix	
Public Payer Mix:	56.0% Non-HPP Hospital
CY17 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 FY18:	40,456
Change FY17-FY18:	-0.1%
Emergency Department Visits in FY18:	75,927
Change FY17-FY18:	9.4%
Outpatient Visits in FY18:	732,556
Change FY17-FY18:	6.5%
Quality	
Readmission Rate in FY18:	16.9%
Change FY14-FY18 (percentage points):	1.5
Early Elective Deliveries Rate:	0.0%



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

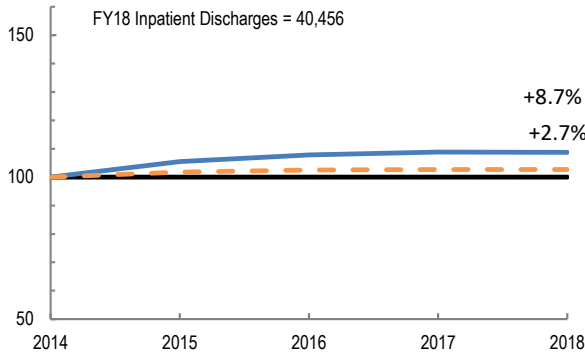
# 2018 HOSPITAL PROFILE: BETH ISRAEL DEACONESS MEDICAL CENTER

Cohort: Academic Medical Center

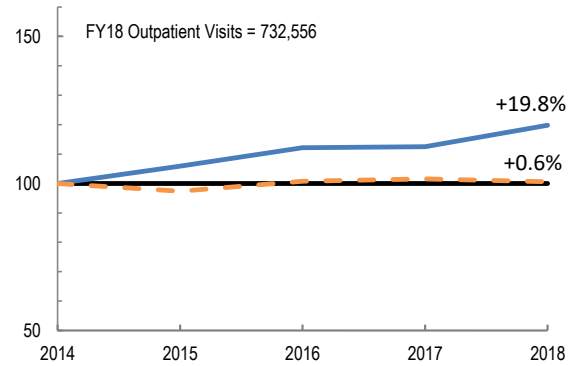


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

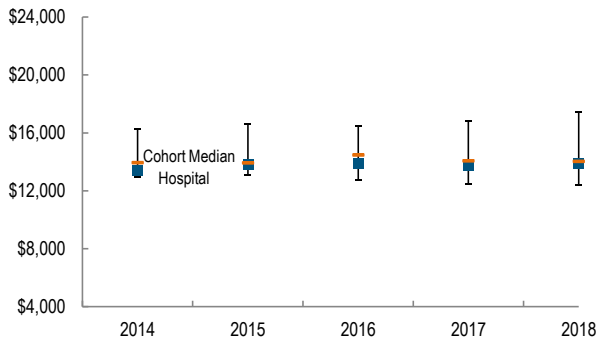


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

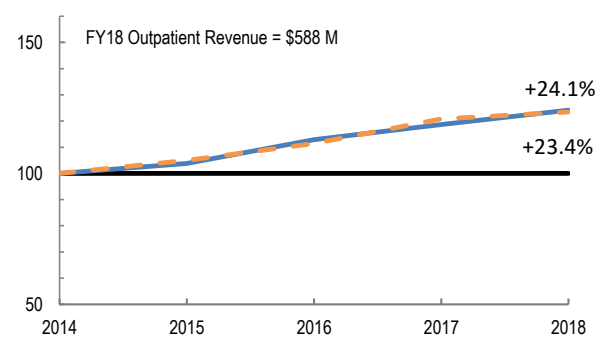


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY14 and FY18, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)



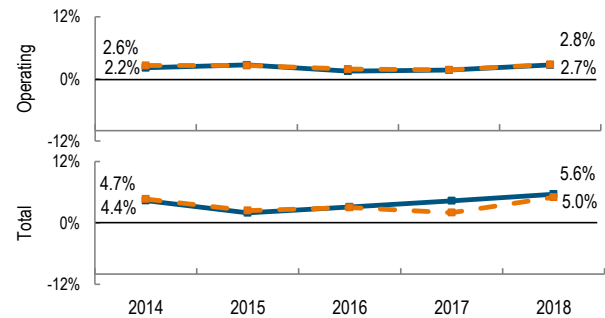
Financial Performance

How have the hospital's total revenue and costs changed between FY14 and FY18?

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

FY	2014	2015	2016	2017	2018
<b>Operating Revenue</b>	\$ 1,417	\$ 1,518	\$ 1,595	\$ 1,688	\$ 1,819
<b>Non-Operating Revenue</b>	\$ 32	\$ (11)	\$ 25	\$ 45	\$ 53
<b>Total Revenue</b>	\$ 1,449	\$ 1,507	\$ 1,620	\$ 1,733	\$ 1,871
<b>Total Costs</b>	\$ 1,385	\$ 1,477	\$ 1,571	\$ 1,658	\$ 1,767
<b>Total Profit (Loss)</b>	\$ 63.3	\$ 29.7	\$ 49.8	\$ 74.6	\$ 103.9

What were the hospital's total margin and operating margins between FY14 and FY18, 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.