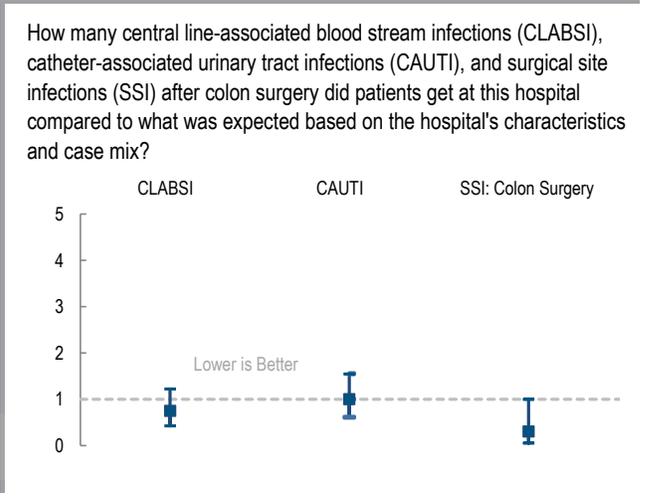
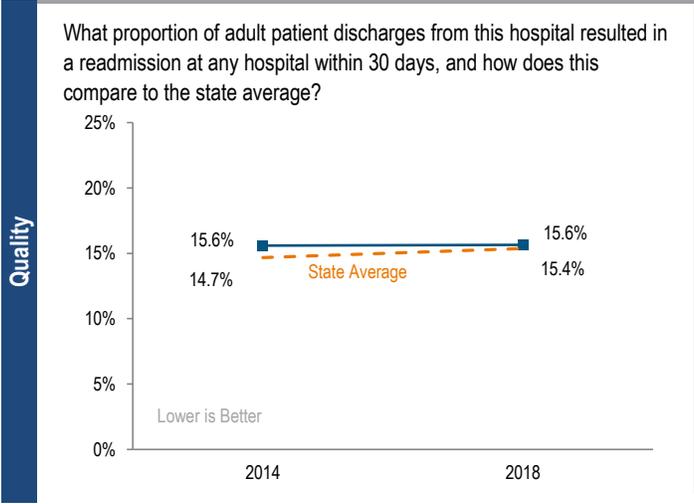
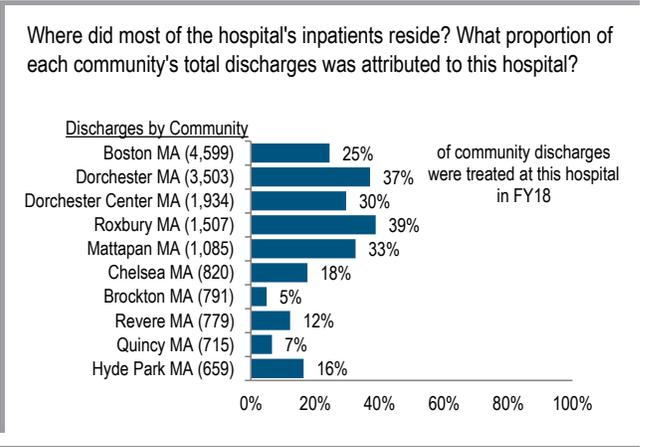
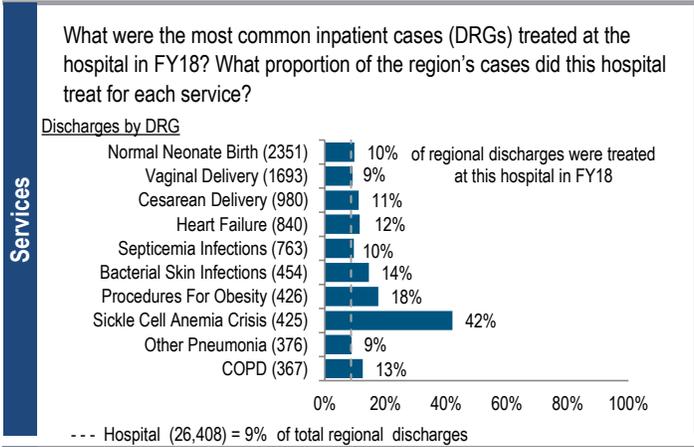


Boston Medical Center (BMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. BMC is a teaching hospital of Boston University School of Medicine. It also qualifies as a High Public Payer (HPP) hospital. It is the state's seventh-largest hospital, and one of nine organ transplant centers in Massachusetts. In FY18, BMC reported a profit of \$49.4M and a total margin of 3.3% compared to its peer cohort median of 5.0%.

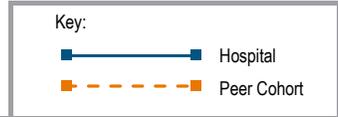
Overview / Size	
Hospital System Affiliation:	Boston Medical Center Health System
Hospital System Surplus (Loss) in FY18:	\$25,666,000
Change in Ownership (FY14-18):	Not Applicable
Total Staffed Beds:	441, 7th largest acute hospital
% Occupancy:	78.7%, lowest in cohort avg. (86%)
Special Public Funding:	HCI ¹
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2
Case Mix Index:	1.25, < cohort avg. (1.54); > statewide (1.14)
Financial	
Inpatient NPSR per CMAD:	\$13,749
Change FY17-FY18:	-4.2%
Inpatient:Outpatient Revenue in FY18:	28%:72%
Outpatient Revenue in FY18:	\$781,570,362
Change FY17-FY18:	28.5%
Total Revenue in FY18:	\$1,492,616,000
Total Surplus (Loss) in FY18:	\$49,421,000
Payer Mix	
Public Payer Mix:	75.6% HPP Hospital
CY17 Commercial Statewide Relative Price:	1.15
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care AllWays Health Partners, Inc.
Utilization	
Inpatient Discharges in FY18:	26,408
Change FY17-FY18:	2.7%
Emergency Department Visits in FY18:	130,163
Change FY17-FY18:	-2.5%
Outpatient Visits in FY18:	1,581,337
Change FY17-FY18:	-6.5%
Quality	
Readmission Rate in FY18:	15.6%
Change FY14-FY18 (percentage points):	0.1
Early Elective Deliveries Rate:	1.7%



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

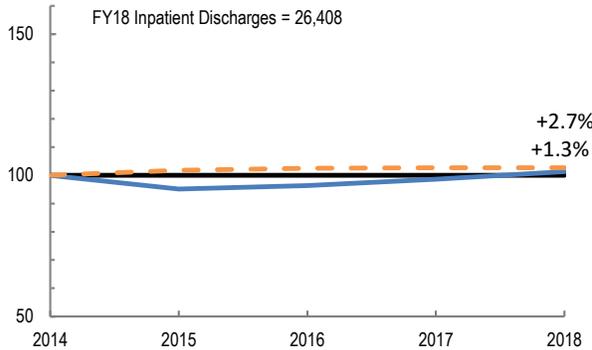
2018 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

Cohort: Academic Medical Center

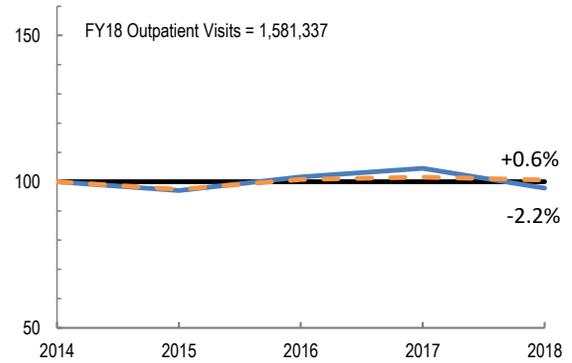


Utilization

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)

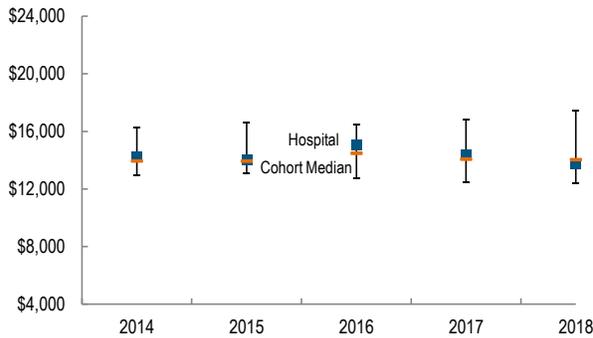


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

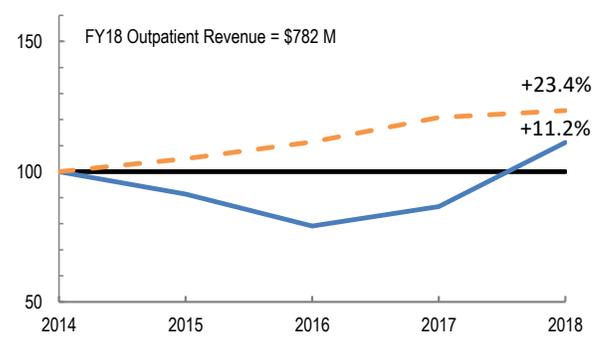


Patient Revenue Trends

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)



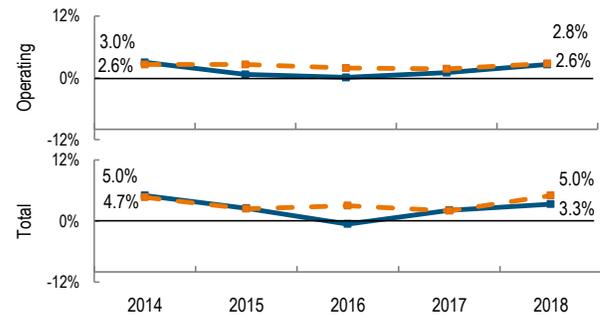
Financial Performance

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
Operating Revenue	\$ 1,087	\$ 1,137	\$ 1,243	\$ 1,326	\$ 1,481
Non-Operating Revenue	\$ 22	\$ 22	\$ (9)	\$ 16	\$ 11
Total Revenue	\$ 1,109	\$ 1,159	\$ 1,233	\$ 1,342	\$ 1,493
Total Costs	\$ 1,053	\$ 1,130	\$ 1,241	\$ 1,313	\$ 1,443
Total Profit (Loss)	\$ 55.5	\$ 29.3	\$ (7.6)	\$ 28.6	\$ 49.4

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.

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