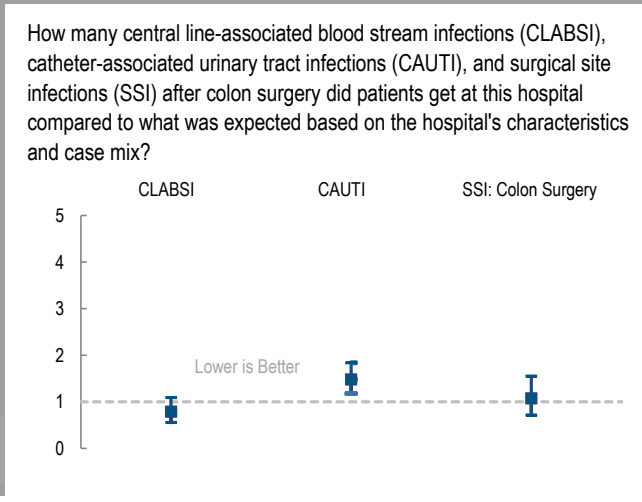
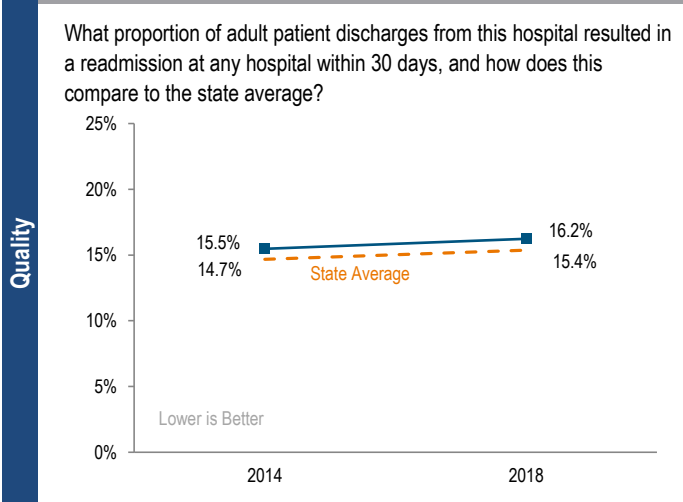
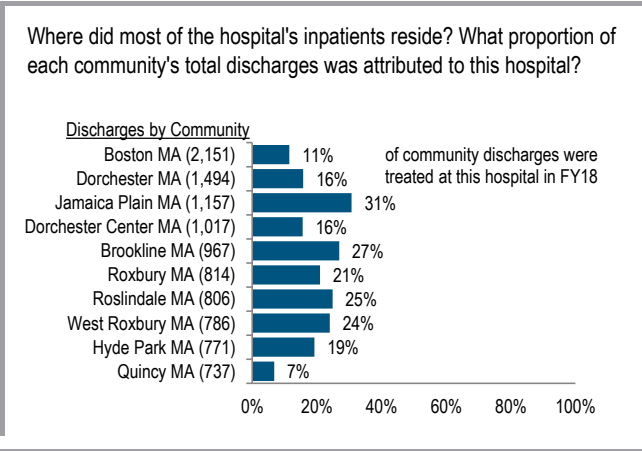
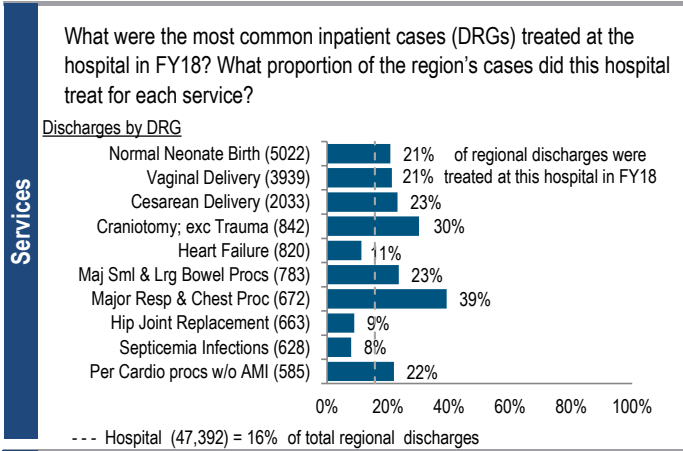


Brigham and Women's Hospital is a non-profit academic medical center (AMC) located in the Metro Boston region. At 849 staffed beds, it is the second-largest hospital in Massachusetts and one of nine organ transplant centers in the state. Between FY14 and FY18, the volume of inpatient discharges at the hospital increased by 5.5% compared to a median increase of 2.7% at AMCs. Outpatient visits increased 3.3% 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%.

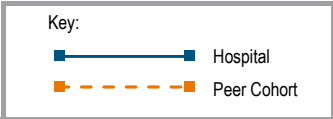
Overview / Size		Payer Mix	
Hospital System Affiliation:	Partners HealthCare System	Public Payer Mix:	55.7% Non-HPP Hospital
Hospital System Surplus (Loss) in FY18:	\$826,605,000	CY17 Commercial Statewide Relative Price:	1.34
Change in Ownership (FY14-18):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.
Total Staffed Beds:	849, 2nd largest acute hospital		
% Occupancy:	88.1%, > cohort avg. (86%)		
Special Public Funding:	Not Applicable		
Trauma Center Designation:	Adult: Level 1		
Case Mix Index:	1.61, > cohort avg. (1.54); > statewide (1.14)		
Financial		Utilization	
Inpatient NPSR per CMAD:	\$17,409	Inpatient Discharges in FY18:	47,392
Change FY17-FY18:	3.6%	Change FY17-FY18:	-0.1%
Inpatient:Outpatient Revenue in FY18:	57%:43%	Emergency Department Visits in FY18:	59,712
Outpatient Revenue in FY18:	\$829,450,454	Change FY17-FY18:	-1.1%
Change FY17-FY18:	7.3%	Outpatient Visits in FY18:	667,129
Total Revenue in FY18:	\$3,095,566,000	Change FY17-FY18:	5.4%
Total Surplus (Loss) in FY18:	\$173,026,000		
		Quality	
		Readmission Rate in FY18:	16.2%
		Change FY14-FY18 (percentage points):	0.8
		Early Elective Deliveries Rate:	4.8%



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

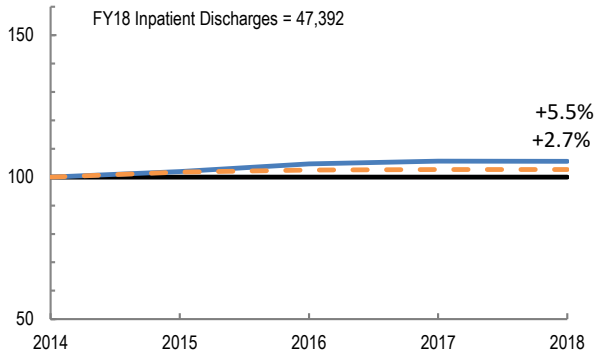
2018 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

Cohort: Academic Medical Center

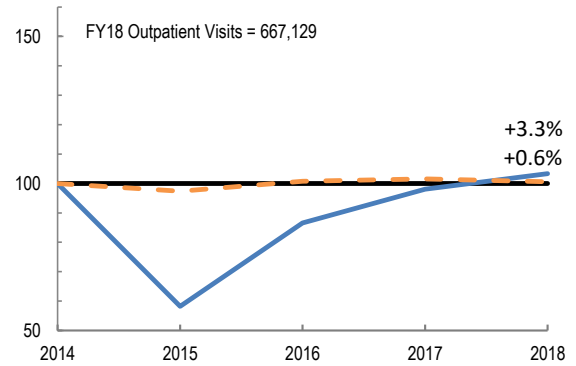


Utilization

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

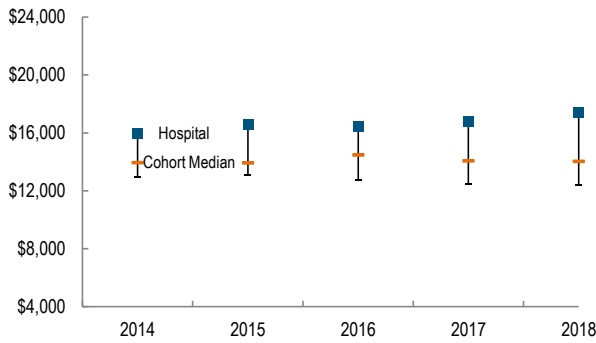


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

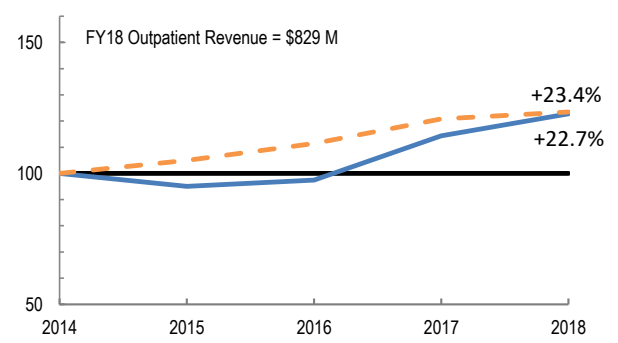


Patient Revenue Trends

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)



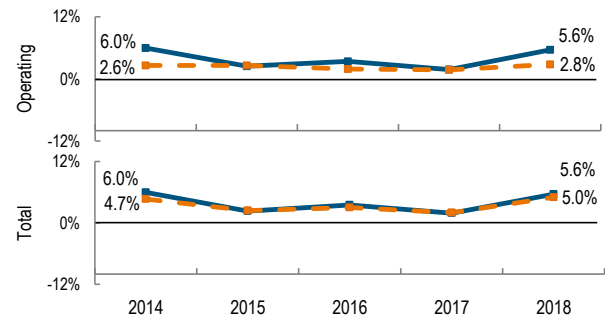
Financial Performance

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	\$ 2,538	\$ 2,606	\$ 2,730	\$ 2,936	\$ 3,096
Non-Operating Revenue	\$ 0	\$ (3)	\$ 1	\$ 3	\$ (1)
Total Revenue	\$ 2,538	\$ 2,603	\$ 2,731	\$ 2,939	\$ 3,096
Total Costs	\$ 2,386	\$ 2,542	\$ 2,637	\$ 2,883	\$ 2,923
Total Profit (Loss)	\$ 151.7	\$ 60.8	\$ 94.4	\$ 55.9	\$ 173.0

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.