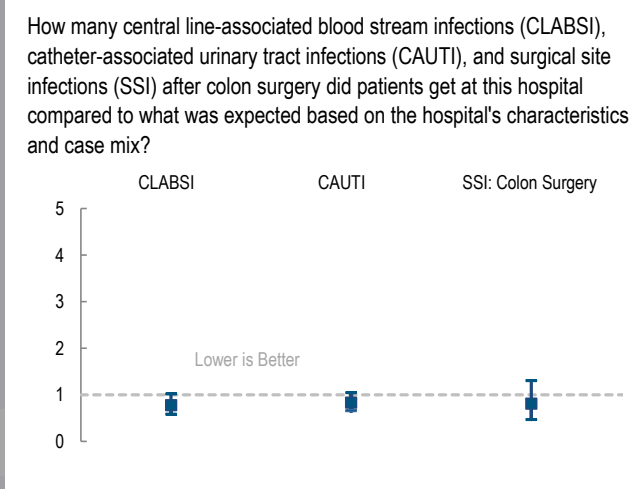
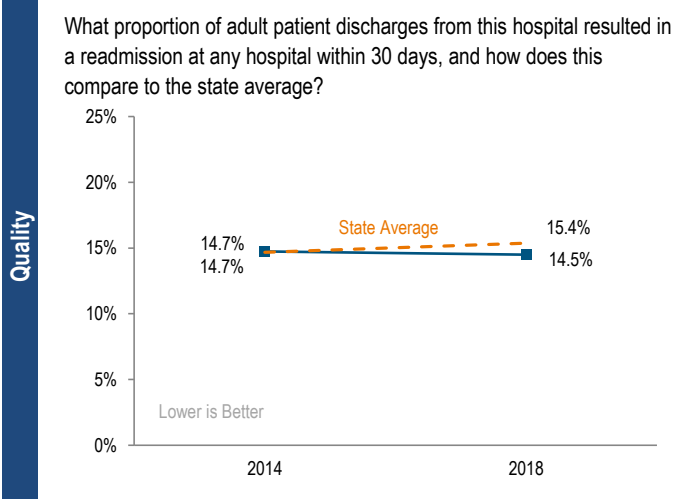
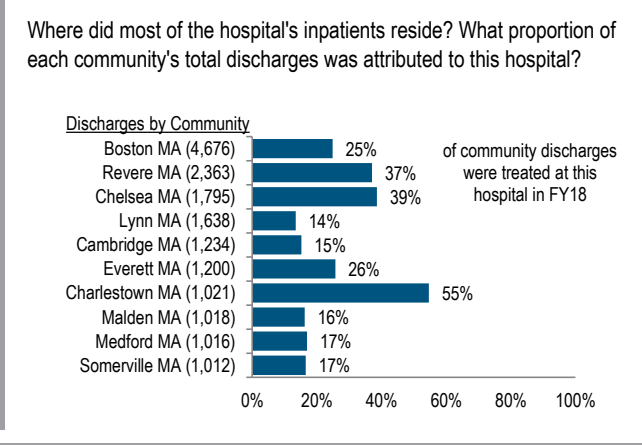
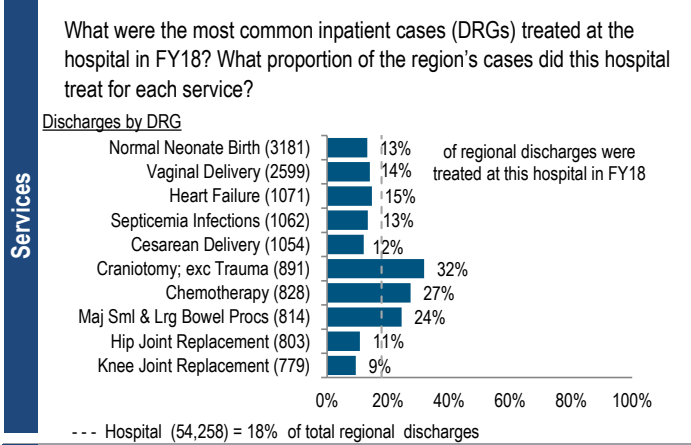


Massachusetts General Hospital (MGH) is a non-profit academic medical center (AMC) located in the Metro Boston region. MGH is the oldest and largest hospital in Massachusetts, with 1,059 staffed beds. MGH is a teaching hospital of Harvard Medical School, a member of Partners HealthCare, and one of nine organ transplant centers in Massachusetts. The hospital has reported a profit in each of the last 5 years including a \$250.6M profit in FY18 with a 6.2% total margin, higher than the 5.0% median total margin of its peer cohort.

|                                       |   |  |   |  |
|---------------------------------------|---|--|---|--|
| <b>At a Glance</b>                    | <b>Overview / Size</b>                  |  | <b>Payer Mix</b>                          |  |
|                                       | Hospital System Affiliation:            | Partners HealthCare System                     | Public Payer Mix:                         | 58.3% Non-HPP Hospital   |
|                                       | Hospital System Surplus (Loss) in FY18: | \$826,605,000                                  | CY17 Commercial Statewide Relative Price: | 1.40   |
|                                       | Change in Ownership (FY14-18):          | Not Applicable                                 | Top 3 Commercial Payers:                  | Blue Cross Blue Shield of Massachusetts<br>Harvard Pilgrim Health Care<br>Tufts Associated HMO, Inc. |
|                                       | Total Staffed Beds:                     | 1,059, largest acute hospital                  |   |  |
|                                       | % Occupancy:                            | 84.3%, < cohort avg. (86%)                     |   |  |
|                                       | Special Public Funding:                 | Not Applicable                                 |   |  |
|                                       | Trauma Center Designation:              | Adult: Level 1, Pedi: Level 1                  |   |  |
|                                       | Case Mix Index:                         | 1.70, > cohort avg. (1.54); > statewide (1.14) |   |  |
|                                       |   | <b>Financial</b>                               |   | <b>Utilization</b>   |
| Inpatient NPSR per CMAD:              | \$16,159                                | Inpatient Discharges in FY18:                  | 54,258                                    |  |
| Change FY17-FY18:                     | 8.4%                                    | Change FY17-FY18:                              | 1.5%                                      |  |
| Inpatient:Outpatient Revenue in FY18: | 48%:52%                                 | Emergency Department Visits in FY18:           | 108,269                                   |  |
| Outpatient Revenue in FY18:           | \$1,417,595,464                         | Change FY17-FY18:                              | 1.5%                                      |  |
| Change FY17-FY18:                     | -2.9%                                   | Outpatient Visits in FY18:                     | 867,060                                   |  |
| Total Revenue in FY18:                | \$4,071,223,000                         | Change FY17-FY18:                              | -3.9%                                     |  |
| Total Surplus (Loss) in FY18:         | \$250,628,000                           |  |   |  |
|                                       |   | <b>Quality</b>                                 |   |  |
|                                       |   | Readmission Rate in FY18:                      | 14.5%                                     |  |
|                                       |   | Change FY14-FY18 (percentage points):          | -0.2                                      |  |
|                                       |   | Early Elective Deliveries Rate:                | Not Available                             |  |



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

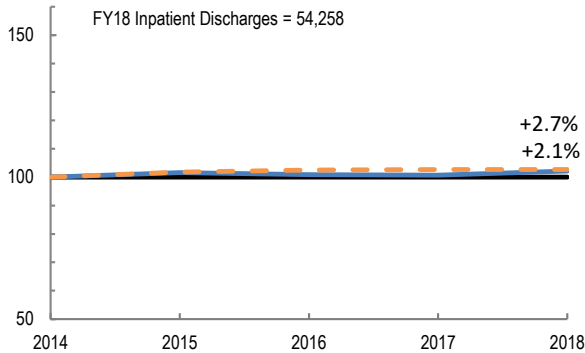
# 2018 HOSPITAL PROFILE: MASSACHUSETTS GENERAL HOSPITAL

Cohort: Academic Medical Center

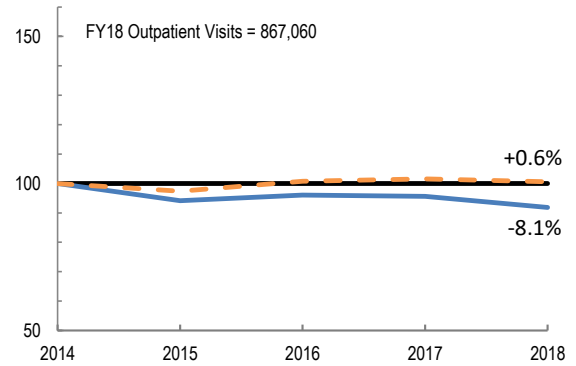


## Utilization

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)

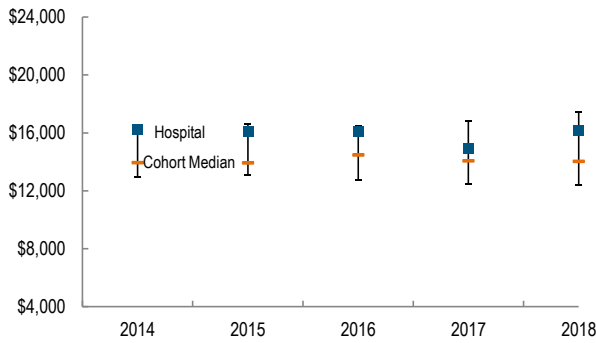


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

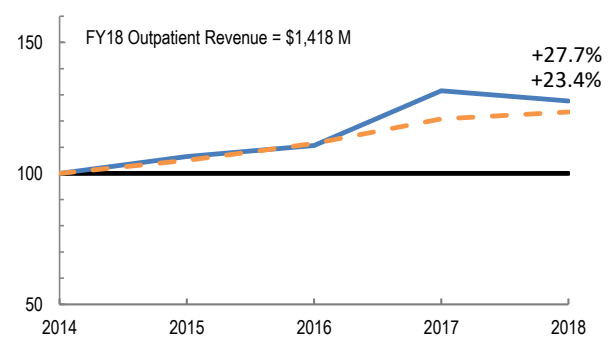


## Patient Revenue Trends

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)



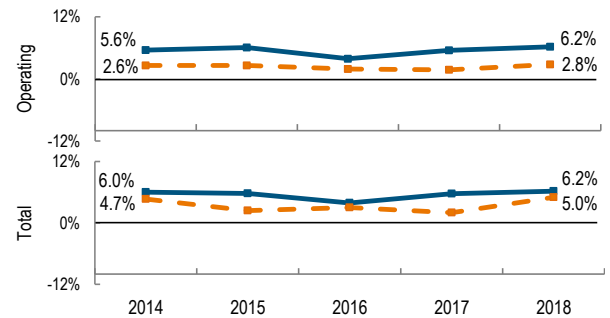
## Financial Performance

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     |
|------------------------------|----------|----------|----------|----------|----------|
| <b>Operating Revenue</b>     | \$ 3,326 | \$ 3,488 | \$ 3,672 | \$ 3,936 | \$ 4,073 |
| <b>Non-Operating Revenue</b> | \$ 13    | \$ (10)  | \$ (0)   | \$ 7     | \$ (2)   |
| <b>Total Revenue</b>         | \$ 3,339 | \$ 3,477 | \$ 3,672 | \$ 3,943 | \$ 4,071 |
| <b>Total Costs</b>           | \$ 3,139 | \$ 3,276 | \$ 3,529 | \$ 3,719 | \$ 3,821 |
| <b>Total Profit (Loss)</b>   | \$ 200.1 | \$ 201.1 | \$ 142.8 | \$ 223.5 | \$ 250.6 |

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.