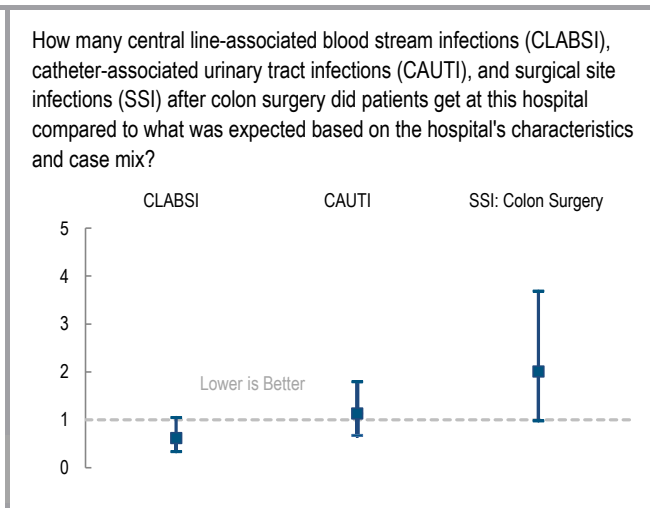
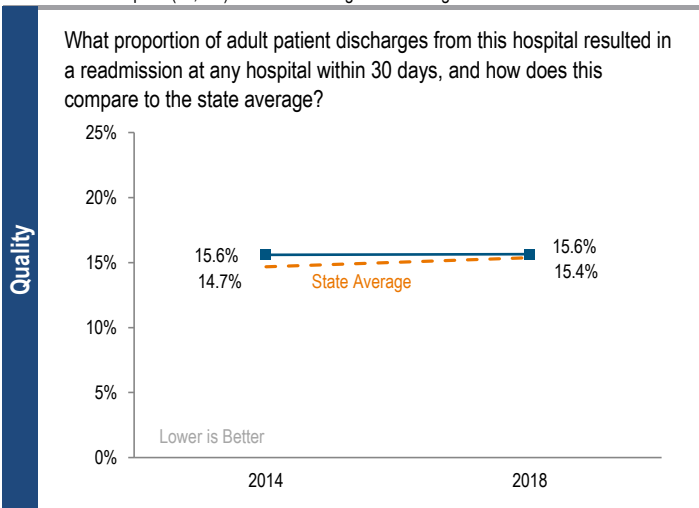
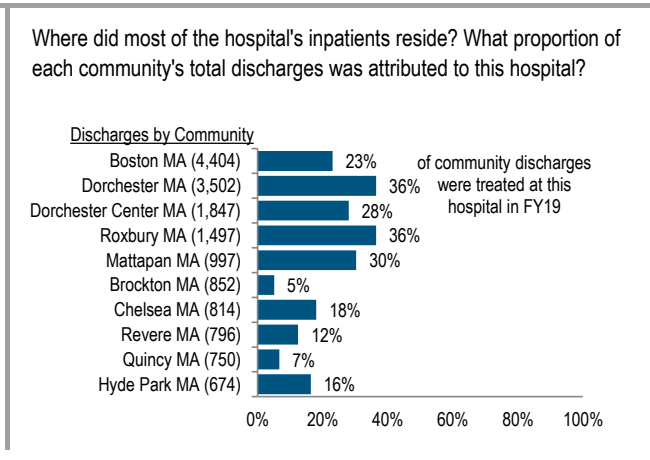
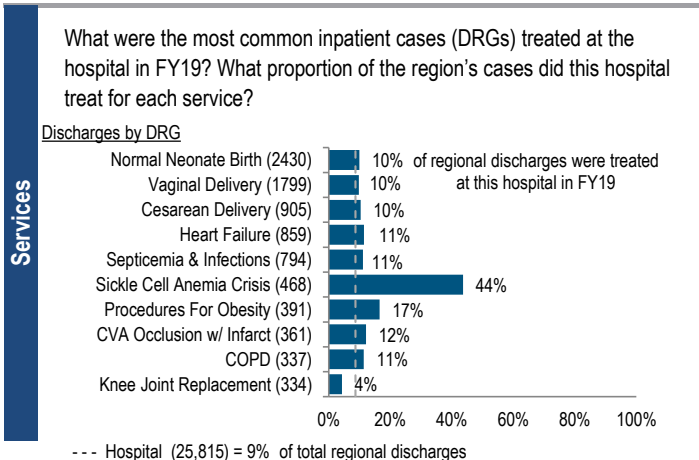


Boston Medical Center (BMC) is a large, non-profit academic medical center (AMC) located in the Metro Boston region. BMC is a teaching hospital of Boston University School of Medicine. It also qualifies as a High Public Payer (HPP) hospital. It is the state's eighth-largest hospital, and one of nine organ transplant centers in Massachusetts. Between FY15 and FY19, the volume of inpatient discharges increased by 4.1% compared to a median increase of 1.9%. Outpatient visits increased by 22.8% between FY15 and FY19, compared to a median increase of 13.1%. In FY19, BMC reported a profit of \$36.7M and a total margin of 2.2% compared to its peer cohort median of 3.1%.

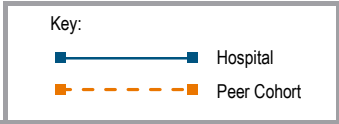
Overview / Size		Payer Mix	
Hospital System Affiliation:	Boston Medical Center Health System	Public Payer Mix:	75.6% (HPP* Hospital)
Hospital System Surplus (Deficit) in FY19:	\$42,108,000	CY18 Commercial Statewide Relative Price:	1.35
Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	BMCHP Blue Cross Blue Shield Harvard Pilgrim
Total Staffed Beds:	420, 8th largest acute hospital		
% Occupancy:	92.2%, > cohort avg. (88%)		
Special Public Funding:	HCII ⁿ		
Trauma Center Designation:	Adult: Level 1, Pedi: Level 2		
Case Mix Index:	1.29, < cohort avg. (1.56); > statewide (1.16)		
Financial		Utilization	
Inpatient NPSR per CMAD:	\$14,234	Inpatient Discharges in FY19:	25,815
Change FY18-FY19:	3.5%	Change FY18-FY19:	-2.2%
Inpatient:Outpatient Revenue in FY19:	27%:73%	Emergency Department Visits in FY19:	169,045
Outpatient Revenue in FY19:	\$832,048,920	Change FY18-FY19:	29.9%
Change FY18-FY19:	6.5%	Outpatient Visits in FY19:	1,925,880
Total Revenue in FY19:	\$1,687,944,000	Change FY18-FY19:	21.8%
Total Surplus (Deficit) in FY19:	\$36,720,000		
		Quality	
		Readmission Rate in FY18:	15.6%
		Change FY14-FY18 (percentage points):	0.1
		Early Elective Deliveries Rate:	0.0%



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

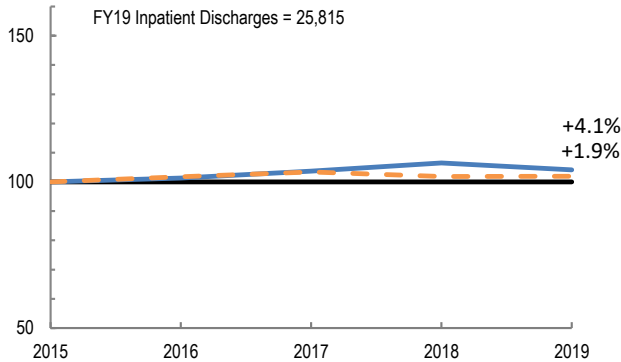
2019 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

Cohort: Academic Medical Center

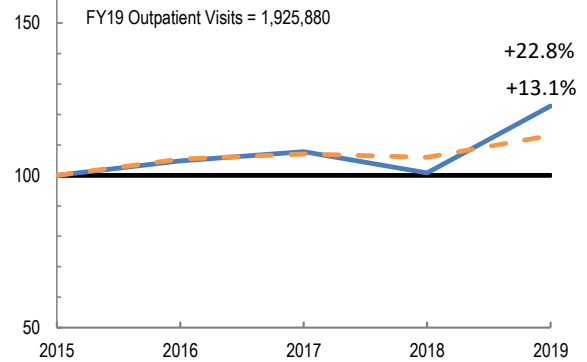


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

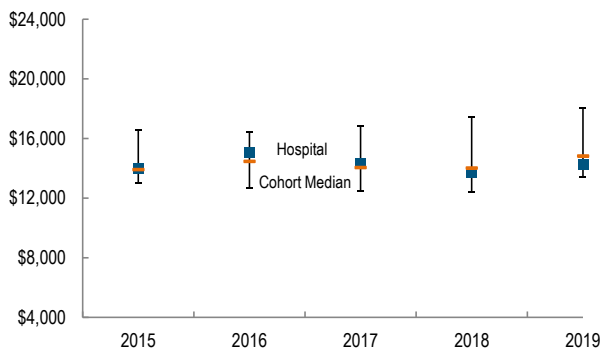


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

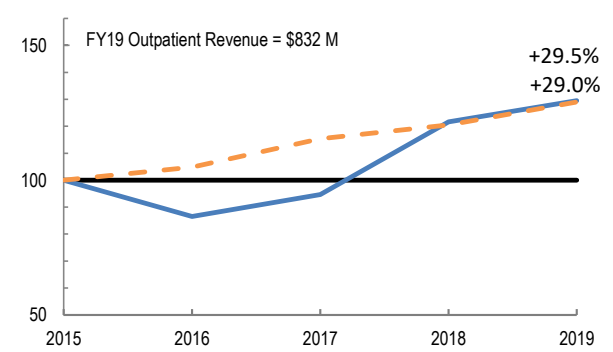


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY15 and FY19, and how does this compare to the hospital's peer cohort median?



How has the hospital's net outpatient revenue changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



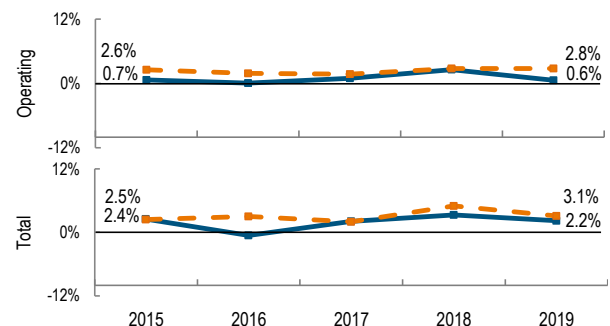
Financial Performance

How have the hospital's total revenue and costs changed between FY15 and FY19?

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

FY	2015	2016	2017	2018	2019
Operating Revenue	\$ 1,137	\$ 1,243	\$ 1,326	\$ 1,481	\$ 1,662
Non-Operating Revenue	\$ 21.7	\$ (9.4)	\$ 15.8	\$ 11.2	\$ 26.1
Total Revenue	\$ 1,159	\$ 1,233	\$ 1,342	\$ 1,493	\$ 1,688
Total Costs	\$ 1,130	\$ 1,241	\$ 1,313	\$ 1,443	\$ 1,651
Total Profit (Loss)	\$ 29.3	\$ (7.6)	\$ 28.6	\$ 49.4	\$ 36.7

What were the hospital's total margin and operating margins between FY15 and FY19, 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).