BOSTON MEDICAL CENTER

2019 Hospital Profile

Boston, MA Academic Medical Center Metro Boston

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

Hospital System Affiliation: Boston Medical Center Health System
Hospital System Surplus (Deficit) in FY19: \$42,108,000
Change in Ownership (FY15-19): Not Applicable
Total Staffed Beds: 420, 8th largest acute hospital
% Occupancy: 92.2%, > cohort avg. (88%)
Special Public Funding: HCIIⁿ

Trauma Center Designation: Adult: Level 1, Pedi: Level 2

Case Mix Index: 1.29, < cohort avg. (1.56); > statewide (1.16)

Financial

 Inpatient NPSR per CMAD:
 \$14,234

 Change FY18-FY19:
 3.5%

 Inpatient: Outpatient Revenue in FY19:
 27%:73%

 Outpatient Revenue in FY19:
 \$832,048,920

 Change FY18-FY19:
 6.5%

 Total Revenue in FY19:
 \$1,687,944,000

 Total Surplus (Deficit) in FY19:
 \$36,720,000

Payer Mix

Public Payer Mix: 75.6% (HPP* Hospital)
CY18 Commercial Statewide Relative Price: 1.35
Top 3 Commercial Payers: BMCHP
Blue Cross Blue Shield

Harvard Pilgrim

Utilization

Inpatient Discharges in FY19:	25,815
Change FY18-FY19:	-2.2%
Emergency Department Visits in FY19:	169,045
Change FY18-FY19:	29.9%
Outpatient Visits in FY19:	1,925,880
Change FY18-FY19:	21.8%

Quality

Readmission Rate in FY18: 15.6%
Change FY14-FY18 (percentage points): 0.1
Early Elective Deliveries Rate: 0.0%

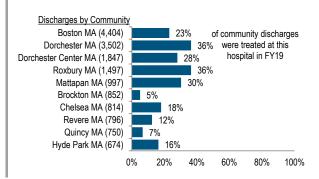
What were the most common inpatient cases (DRGs) treated at the hospital in FY19? What proportion of the region's cases did this hospital treat for each service?

Discharges by DRG

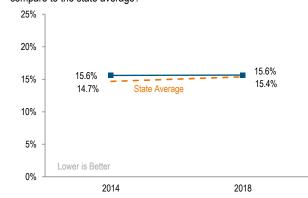


--- Hospital (25,815) = 9% of total regional discharges

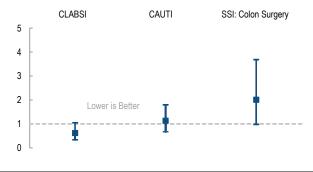
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



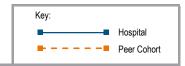
How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

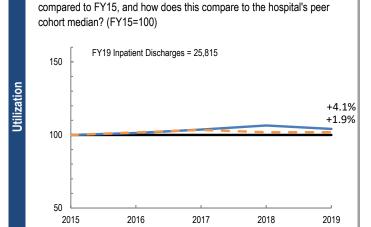


2019 HOSPITAL PROFILE: BOSTON MEDICAL CENTER

How has the volume of the hospital's inpatient discharges changed

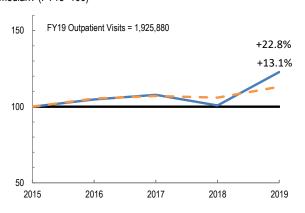
Cohort: Academic Medical Center





What was the hospital's net inpatient service revenue per case mix

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)



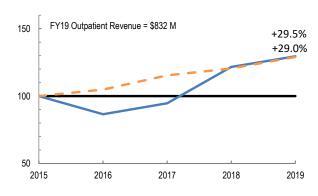
2015

\$8,000

\$4,000

Financial Performance

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)



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

2017

2018

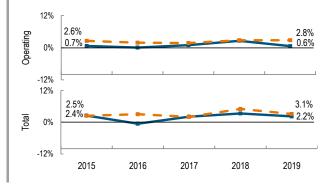
2019

2016

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.

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

^{*} High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.