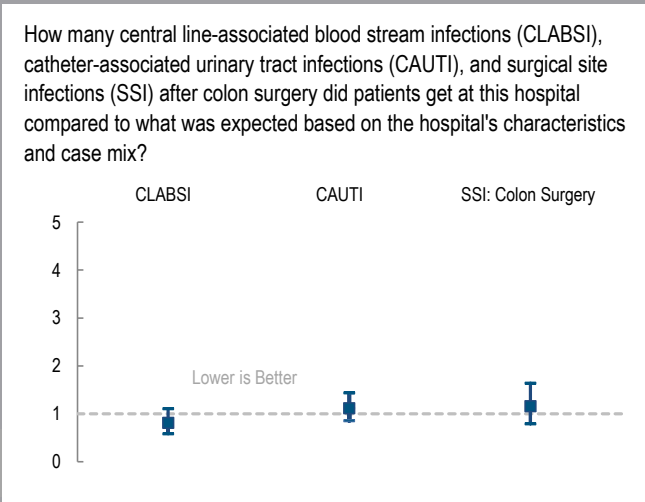
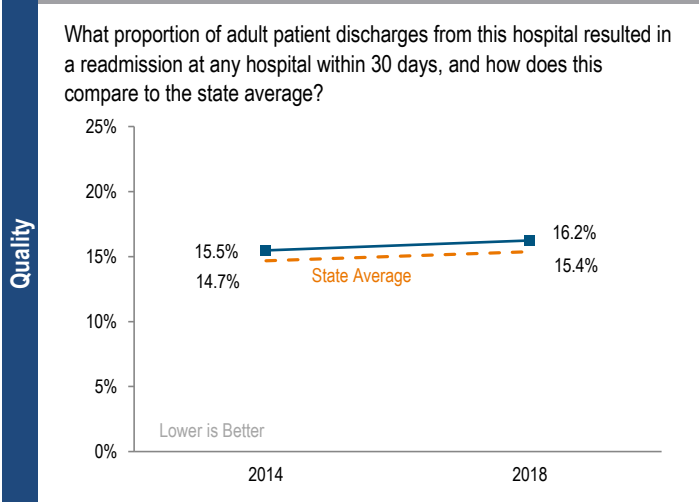
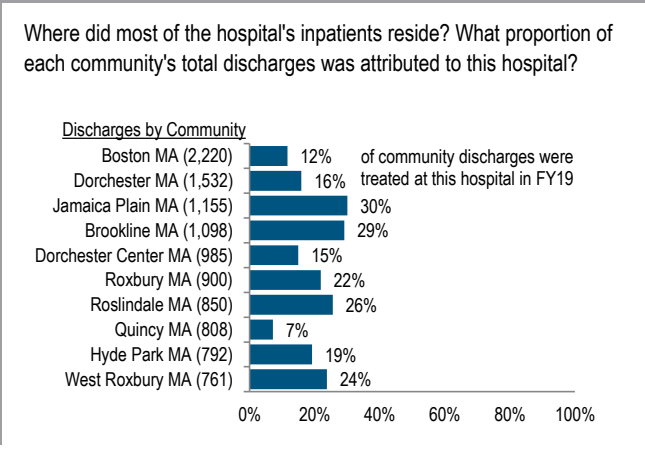
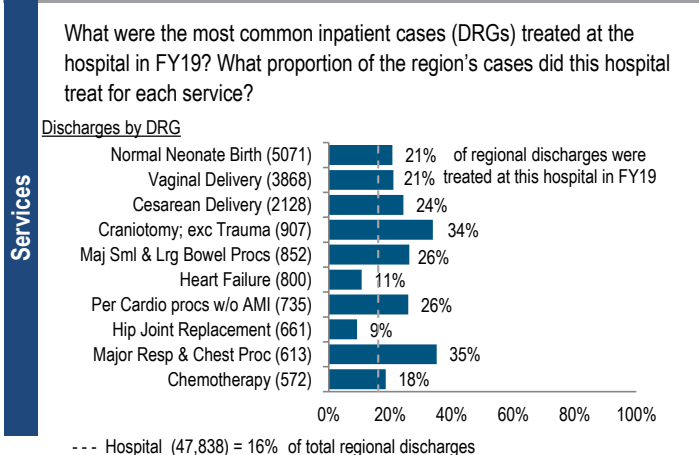


Brigham and Women's Hospital is a non-profit academic medical center (AMC) located in the Metro Boston region. At 888 staffed beds, it is the second-largest hospital in Massachusetts and one of nine organ transplant centers in the state. It is a member of Partners Health Care. Between FY15 and FY19, the volume of inpatient discharges at the hospital increased by 4.5% compared to a median increase of 1.9% at AMCs. Outpatient visits increased 81.6% for the hospital between FY15 and FY19, compared to a median increase of 13.1% at AMCs. It earned a profit each year from FY15 to FY19, with a 7.0% total margin in FY19 compared to the AMC median total margin of 3.1%.

<b>At a Glance</b>	<b>Overview / Size</b>		<b>Payer Mix</b>	
	Hospital System Affiliation:	Partners Health Care	Public Payer Mix:	55.7% (Non-HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$486,164,000	CY18 Commercial Statewide Relative Price:	1.39
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield Harvard Pilgrim United Healthcare Insurance Company
	Total Staffed Beds:	888, 2nd largest acute hospital	<b>Utilization</b>	
	% Occupancy:	87.4%, < cohort avg. (88%)	Inpatient Discharges in FY19:	47,838
	Special Public Funding:	Not Applicable	Change FY18-FY19:	0.9%
	Trauma Center Designation:	Adult: Level 1	Emergency Department Visits in FY19:	61,726
	Change FY18-FY19:	3.6%	Change FY18-FY19:	3.4%
	Case Mix Index:	1.67, > cohort avg. (1.56); > statewide (1.16)	Outpatient Visits in FY19:	682,533
		Change FY18-FY19:	2.3%	
<b>Financial</b>		<b>Quality</b>		
Inpatient NPSR per CMAD:	\$18,028	Readmission Rate in FY18:	16.2%	
Change FY18-FY19:	3.6%	Change FY14-FY18 (percentage points):	0.8	
Inpatient:Outpatient Revenue in FY19:	58%:42%	Early Elective Deliveries Rate:	2.2%	
Outpatient Revenue in FY19:	\$937,155,561			
Change FY18-FY19:	13.0%			
Total Revenue in FY19:	\$3,253,527,000			
Total Surplus (Deficit) in FY19:	\$229,133,000			



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

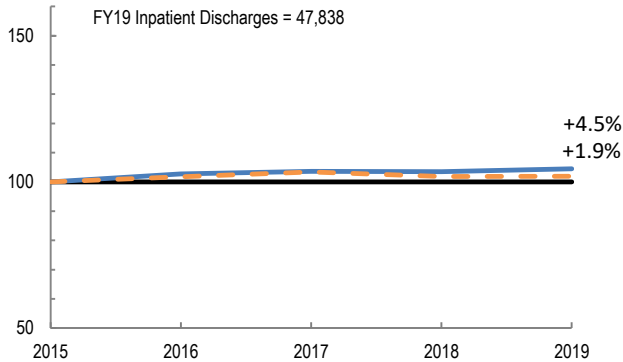
# 2019 HOSPITAL PROFILE: BRIGHAM AND WOMEN'S HOSPITAL

Cohort: Academic Medical Center

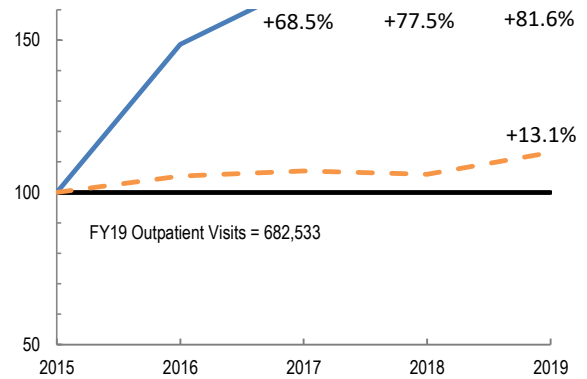


## Utilization

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

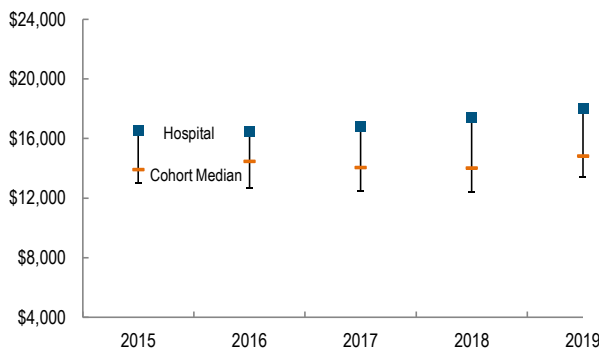


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

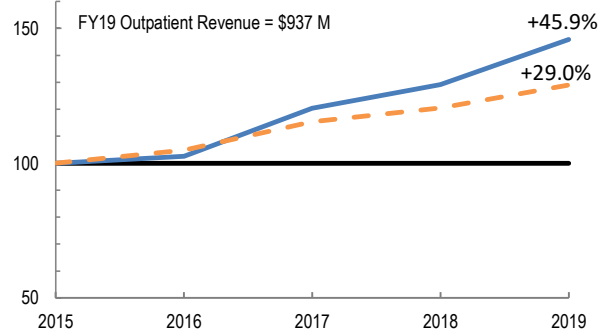


## Patient Revenue Trends

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)



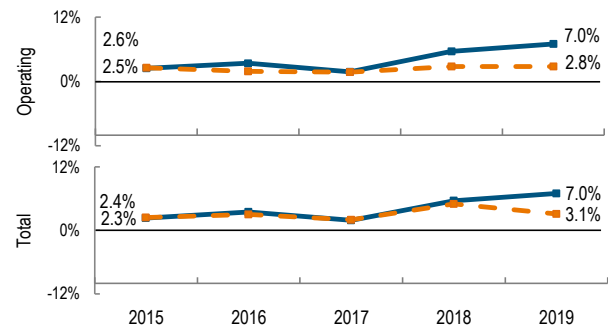
## Financial Performance

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
<b>Operating Revenue</b>	\$ 2,606	\$ 2,730	\$ 2,936	\$ 3,096	\$ 3,253
<b>Non-Operating Revenue</b>	\$ (3.0)	\$ 1.0	\$ 3.2	\$ (0.7)	\$ 0.7
<b>Total Revenue</b>	\$ 2,603	\$ 2,731	\$ 2,939	\$ 3,096	\$ 3,254
<b>Total Costs</b>	\$ 2,542	\$ 2,637	\$ 2,883	\$ 2,923	\$ 3,024
<b>Total Profit (Loss)</b>	\$ 60.8	\$ 94.4	\$ 55.9	\$ 173.0	\$ 229.1

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.