

# CHART HOSPITALS

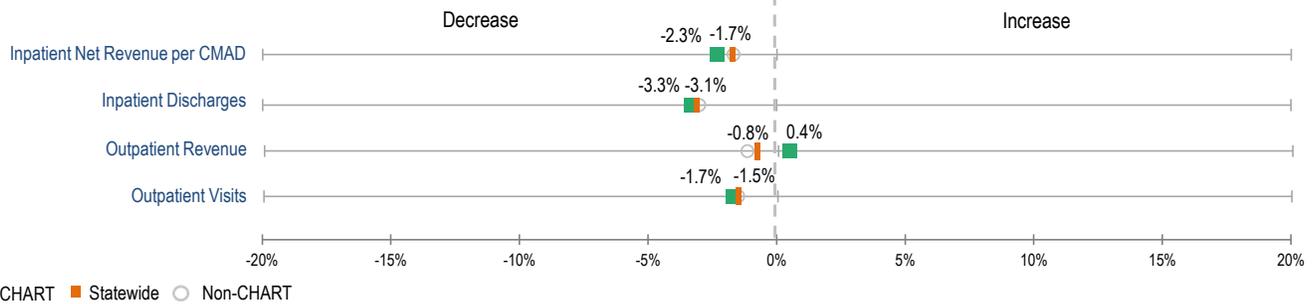
Established by Chapter 224, the Community Hospital Acceleration, Revitalization, and Transformation (CHART) Investment Program is a \$120 million reinvestment program administered by the Health Policy Commission (HPC) and funded by an assessment on large health systems and commercial insurers, making phased investments for certain Massachusetts community hospitals to enhance their delivery of efficient, effective care. CHART hospitals are non-profit, non-teaching, and with low relative price. The goals of the program are to promote care coordination, integration, and delivery transformations; advance electronic health records adoption and information exchange; increase alternative payment methods and accountable care organizations; and enhance patient safety, access to behavioral health services, and coordination between hospitals and community-based providers and organizations.

## AT A GLANCE

<b>TOTAL STAFFED BEDS:</b> 4,305 in cohort, 29% of Statewide	<b>AVERAGE CY13 COMMERCIAL PAYER PRICE LEVEL:</b> 37th Percentile
<b>MEDIAN % OCCUPANCY:</b> 63%	<b>AVERAGE PUBLIC PAYER MIX:</b> 63%
<b>MEDIAN CASE MIX INDEX in FY13:</b> 0.81, less than CMI of other hospitals* (0.90)	<b>TOTAL REVENUE in FY13:</b> \$4,283 million, 17% of Statewide
<b>TOTAL DISCHARGES:</b> 231,850 in cohort, 29% of Statewide	<b>INPATIENT: OUTPATIENT REVENUE in FY13:</b> 29%:71%
<b>EMERGENCY DEPT. VISITS in FY13:</b> 1,114,794, 36% of Statewide	<b>ADJUSTED<sup>+</sup> COST PER DISCHARGE:</b> \$9,442, < Statewide median (\$9,970)

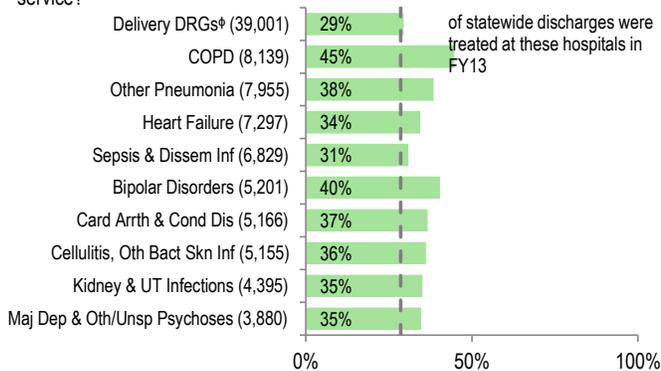
## GROWTH MEASURES

What were the FY12 to FY13 growth rates for this cohort for the following measures, and how do these compare to the growth rates of all other hospitals in the state?

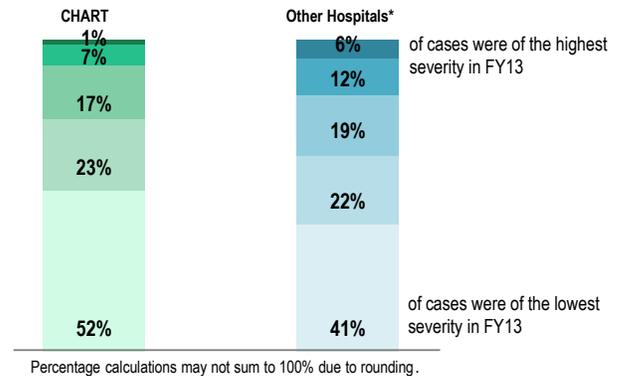


## SERVICES

What were the most common inpatient cases (DRGs) treated at the cohort hospitals? What proportion of statewide DRGs did this cohort treat for each service?

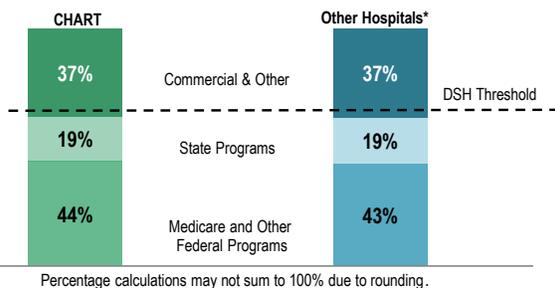


What was the inpatient severity distribution in this cohort? How does this compare to the inpatient severity distribution of other hospitals?

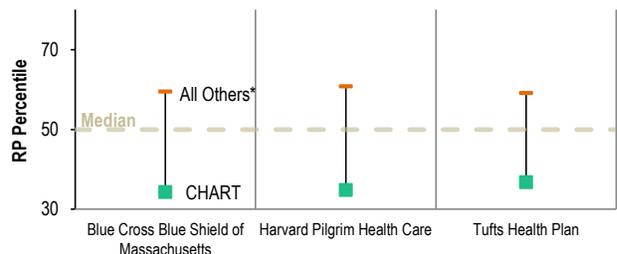


## PAYER MIX

What was the average cohort hospital's payer mix (gross charges) in FY13, and how does this compare to the average of other acute hospitals' payer mix?



As a group, what were the cohort's average CY13 payer-specific relative price levels for the top three commercial payers in Massachusetts? How do these compare to the average relative price levels of other acute hospitals?

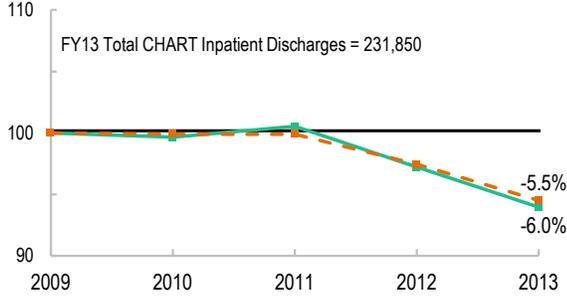


For descriptions of the metrics, please see Technical Appendix.

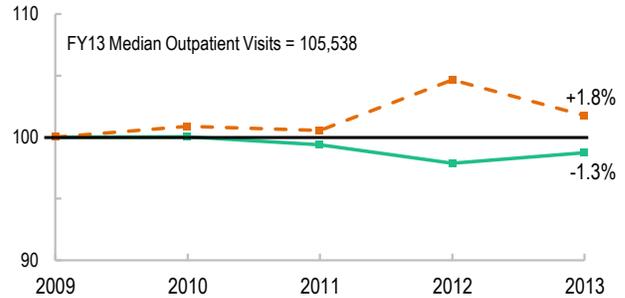


**UTILIZATION TRENDS**

As a group, how has the volume of the cohort's total inpatient discharges changed compared to FY09, and how does this compare to the volume of other acute hospitals? (FY09=100)

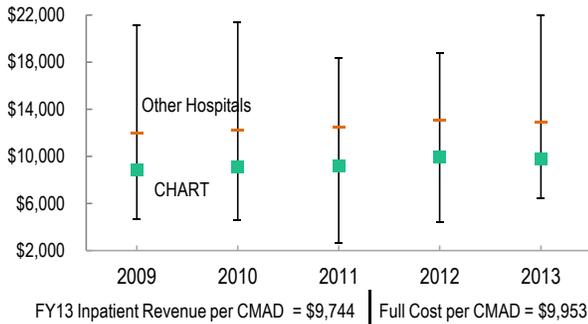


How has the median volume of the cohort's outpatient visits changed compared to FY09, and how does this compare to the median change of other hospitals? (FY09=100)

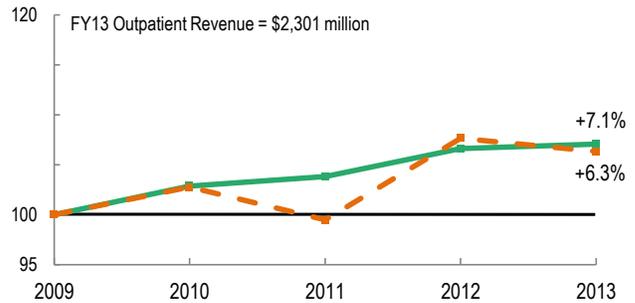


**PATIENT REVENUE TRENDS**

As a group, what was the cohort's net inpatient service revenue per case mix adjusted discharge between FY09 and FY13, and how does this compare to other acute hospitals?



As a group, how has the cohort's total outpatient revenue changed compared to FY09, and how does this compare to the total outpatient revenue of other acute hospitals? (FY09=100)

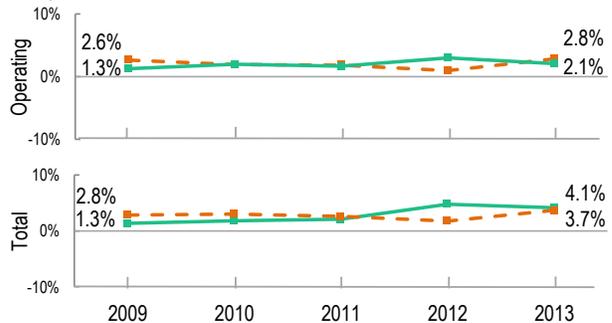


**FINANCIAL PERFORMANCE**

As a group, how have the cohort hospitals' aggregate revenues and costs changed between FY09 and FY13?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	Operating Revenue	Non-Operating Revenue	Total Costs	Total Profit/Loss
2009	\$3,984	\$3,981	\$4	\$3,888	\$96
2010	\$4,133	\$4,113	\$20	\$4,019	\$114
2011	\$4,229	\$4,199	\$30	\$4,093	\$136
2012	\$4,383	\$4,317	\$65	\$4,121	\$261
2013	\$4,283	\$4,195	\$87	\$4,097	\$185

What was the cohort's median total margin and operating margin between FY09 and FY13? How do these compare to the medians of other acute hospitals?



For descriptions of the metrics, please see Technical Appendix.

- \* Other hospitals comparative does not include Specialty hospitals.
- ‡ Costs were adjusted to exclude direct medical education costs and physician compensation.
- † Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.

