Boston Medical Center (BMC)

Boston MSA

OPERATIONAL

Organizational Structure and Affiliations

- Private nonprofit with mission to serve medically underserved and indigent
- BMC is primary teaching affiliate of Boston University School of Medicine
- Founding member of Boston HealthNet Plan (1997), including 15 community health centers in Boston, Dorchester, Mattapan, Quincy, Roslindale, and Roxbury.
  - Overseen by BMC CEO and VP, but also has an Executive Director.
  - HealthNet manages healthcare coverage for over 240,000 Massachusetts residents participating in MassHealth (Medicaid), and Commonwealth Care (enacted in 2006 to extend coverage to other low-income individuals)—subsidized health insurance programs for low-income individuals.
  - Includes thousands of specialists and primary care doctors affiliated with 54 acute care hospitals, more than 2,600 primary care physicians, and nearly 11,000 specialists and ancillary providers. Members have access to more than 1,000 pharmacies throughout Massachusetts, including all major chains and most independent drug stores.

Services

- Largest 24-hour Level 1 trauma center in New England.
- Boston Center for Refugee Health and Human Rights
- Boston University Alzheimer's Disease Center
- Boston University Center for Cosmetic and Laser Surgery
- Otolaryngology Head and Neck Surgery Center for Voice and Swallowing Disorders
- Center of Excellence in Women's Health
- Center for HIV/AIDS Care and Research
- Center for Sexual Medicine
- Center for Thoracic Oncology
- Cancer Research Center
- Minority Physician Recruitment Program
- Adult Day Health
- Parkinson’s Disease and Movemement Disorders Center
- Stroke and Cerebrovascular Center
- Cyberknife Robot-assisted radiosurgery

Patient Volume (FY 2008)

Licensed Beds 626:

- Medicine/Surgery 350
- Obstetrics/Gynecology 20
- Intensive and Coronary Care 62
- Neonatal Intensive Care 15
- Pediatric Intensive Care 6
- Pediatrics 34
- Rehabilitation 24**
- Chronic Care 100*
- Psychiatry 15*

**=Out of service*
***=12 beds out of service*

Annual patient visits 803,725

Admissions 29,411

Emergency Department visits 129,169

Interpreter interactions 197,406

Community Health Center patients served 231,151

BMC admissions from Community Health Centers 32.4%

Average Length of Stay

- Medical/Surgical Acute ..... 5.42 days
- Acute Rehabilitation ..... 18.79 days
- Newborn (includes NICU) ..... 4.94 days

Occupancy Rate (of staffed beds) 76.5%

Discharges 29,411

Outpatient Activity

- Outpatient Clinic Visits 524,200
- Outpatient Ancillary Visits 279,525
- Emergency Department Visits 129,169
- Ambulatory Surgery 24,441
- Outpatient Observation 6,695

Physicians 1,232

Residents and Fellows 652

Nurses 1,621

Employees

Full-time equivalent employees 4,765

2008 FINANCIALS

A summarized statement of revenues and expenses (in thousands) for the year ended September 30, 2008:

Operating Revenue FY 2008

Net Patient Revenue	$ 965,875
Grants & Contract Revenue	$ 77,115
Other Revenue	$ 34,912
Total Operating Revenue	$ 1,077,902

Operating Expenses

Salaries, Wages and Benefits	$ 423,941
Supplies and Expenses	$ 405,273
Depreciation and Amortization	$ 50,249
Interest Expenses	$ 11,062
Provision for Bad Debt	$ 28,390
Research, Sponsored Programs and Community Health Services	$ 89,665
Total Operating Expenses	$ 1,008,580
Excess Revenue Over Expenses/Loss from Operations	$ 69,322
Monies Allocated to Capital Expenditures	$ 94,189

SIMILARITIES TO NASHVILLE

- Academically affiliated hospital system, including adult day health services.
- Mission is similar to that of Nashville General: to care for all regardless of ability to pay.

DIFFERENCES FROM NASHVILLE

- Much larger, higher volume urban system serving a more diverse array of needs.
- Includes more prestigious medical school.
- Founded a managed care organization that runs the state Medicaid program and its extender (Commonwealth Care).
- Linked to a managed care system, but the BMC system is for more generalized population of low-income patients, rather than linked to an employer-sponsored system.
- Linked to a network of community health centers.

OTHER NOTABLE FACTS/ISSUES

- CEO has announced January 2010 retirement.