

Dana-Farber Cancer Institute is a non-profit specialty hospital dedicated to pediatric and adult cancer treatment and research, primarily in an outpatient setting, located in the Metro Boston region. It is a teaching affiliate of Harvard Medical School and collaborates with a variety of hospitals and research institutions, including the Dana-Farber/Brigham and Women's Cancer Center, Dana-Farber/Boston Children's Cancer and Blood Disorders Center, Dana-Farber/Partners Cancer Center, and Dana-Farber/Harvard Cancer Center. It is one of 41 Comprehensive Cancer Centers in the US, designated by the National Cancer Institute. It earned a 3.1% total margin in FY14, though its operating margin was -4.0%.

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|---------------------------------------|---|---|--------------------------------------|--|
| At a Glance | Overview / Size | | Payer Mix | |
| | Hospital System Affiliation: | Not Applicable | Public Payer Mix: | 43.8% (Non-DSH* Hospital) |
| | Change in Ownership (FY10-FY14): | Not Applicable | CY14 Commercial Payer Price Level: | 79th Percentile |
| | Total Staffed Beds: | 30, among the smallest acute hospitals | Top 3 Commercial Payers: | Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org. |
| | % Occupancy: | 80.1% | Utilization | |
| | Special Public Funding: | Not Applicable | Inpatient Discharges in FY14: | 1,059 |
| | Trauma Center Designation: | Not Applicable | Change FY13-FY14: | 7.0% |
| | Case Mix Index: | 1.77 | Emergency Department Visits in FY14: | Not Applicable |
| | Financial | | Change FY13-FY14: | - |
| | Adjusted [†] Cost per Discharge: | \$15,447 | Outpatient Visits in FY14: | 252,058 |
| Inpatient NPSR per CMAD: | \$16,423 | Change FY13-FY14: | 7.4% | |
| Change FY13-FY14: | 2.3% | Quality | | |
| Inpatient:Outpatient Revenue in FY14: | 5%:95% | Readmission Rate in FY13: | Not Applicable | |
| Outpatient Revenue in FY14: | \$611,751,618 | Change FY11-FY13 (percentage points): | - | |
| Change FY13-FY14: | 5.6% | Early Elective Deliveries Rate (Jan 2014-Jun 2015): | Not Applicable | |
| Total Revenue in FY14: | \$1,098,160,230 | | | |
| Total Surplus (Loss) in FY14: | \$34,571,076 | | | |

| | | |
|-----------------|--|---|
| Services | <p>What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?</p> <p>This graph has been suppressed, as the hospital provides the vast majority of its services on an outpatient basis. In FY14, this hospital reported 131,017 infusion treatments and over 250,000 outpatient visits.</p> | <p>Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?</p> <p>This graph has been suppressed, as no single community accounted for more than 2% of the hospital's total discharges.</p> |
|-----------------|--|---|

| | | |
|----------------|---|--|
| Quality | <p>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?</p> <p>This measure is not applicable to the patient population treated at this specialty hospital.</p> | <p>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?</p> <p>Data is not available for these measures</p> |
|----------------|---|--|

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

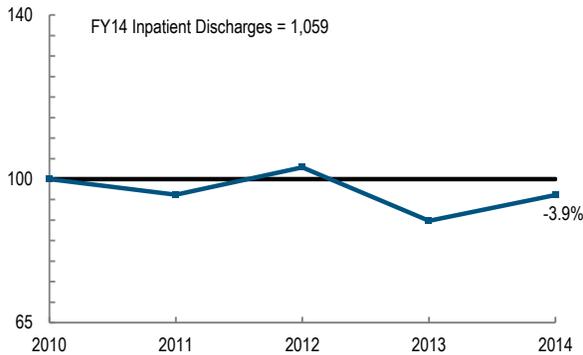
2014 HOSPITAL PROFILE: DANA-FARBER CANCER INSTITUTE

Cohort: N/A - Specialty Hospital

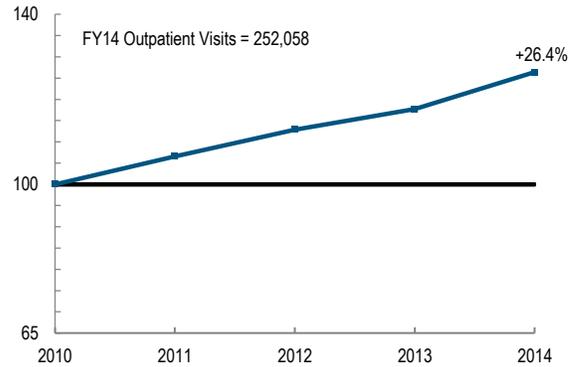
Key:
■ Hospital
— No Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10? (FY10=100)

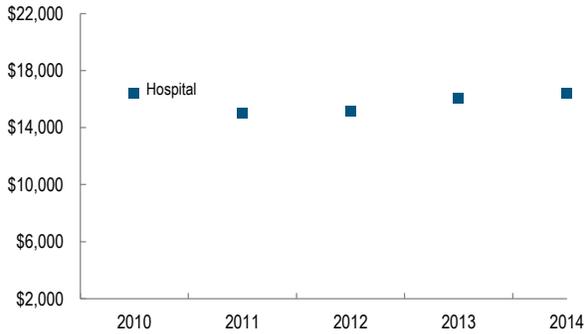


How has the volume of the hospital's outpatient visits changed compared to FY10? (FY10=100)

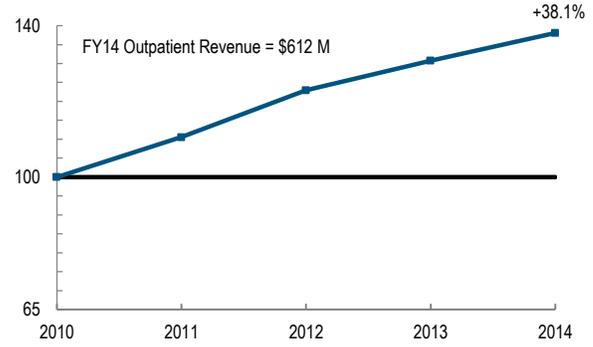


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14?



How has the hospital's total outpatient revenue changed compared to FY10? (FY10=100)



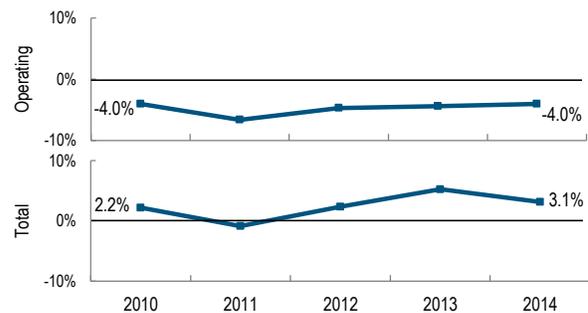
Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

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

| FY | 2010 | 2011 | 2012 | 2013 | 2014 |
|------------------------------|---------|----------|----------|----------|----------|
| Operating Revenue | \$ 834 | \$ 903 | \$ 938 | \$ 975 | \$ 1,019 |
| Non-Operating Revenue | \$ 55 | \$ 55 | \$ 71 | \$ 104 | \$ 79 |
| Total Revenue | \$ 889 | \$ 959 | \$ 1,008 | \$ 1,078 | \$ 1,098 |
| Total Costs | \$ 870 | \$ 967 | \$ 985 | \$ 1,022 | \$ 1,064 |
| Total Profit (Loss) | \$ 19.2 | \$ (8.5) | \$ 23.4 | \$ 56.2 | \$ 34.6 |

What were the hospital's total margin and operating margins between FY10 and FY14?



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

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

† Costs were adjusted to exclude direct medical education costs and physician compensation.

CENTER FOR HEALTH INFORMATION AND ANALYSIS

501 Boylston Street
 Boston, MA 02116
 617.701.8100

www.chiamass.gov

