

2013 Hospital Profile:

DANA-FARBER CANCER INSTITUTE

Specialty Hospital
Metro Boston

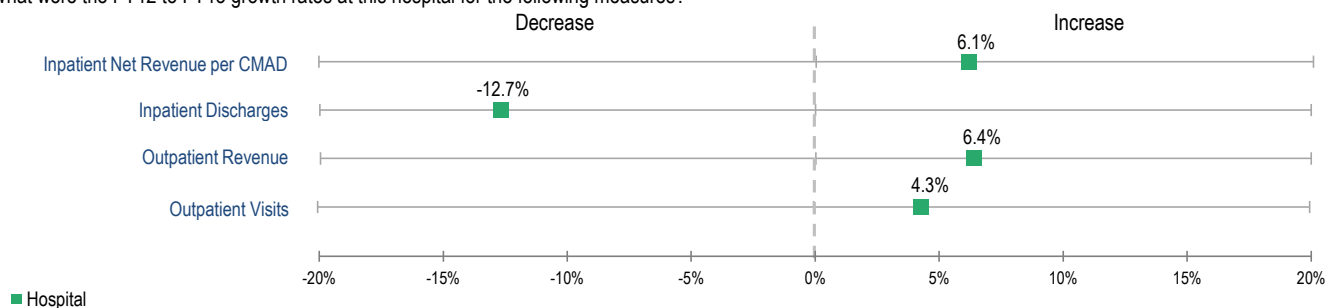
Dana-Farber Cancer Institute (Dana-Farber) is a non-profit specialty hospital dedicated to pediatric and adult cancer treatment and research, primarily in an outpatient setting, located in the Metro Boston region. It is a teaching affiliate of Harvard Medical School and collaborates with a variety of 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. 31% of its operating expenses in FY14 were research-related. It earned a 5.2% total margin in FY13, though its operating margin was -4.4%.

AT A GLANCE

TOTAL STAFFED BEDS: 30	PUBLIC PAYER MIX: 43% (Non-DSH* Hospital)
% OCCUPANCY: 79%	SPECIAL PUBLIC FUNDING: Not Applicable
CASE MIX INDEX in FY13: 2.23	CY13 COMMERCIAL PAYER PRICE LEVEL: 89th Percentile
INPATIENT DISCHARGES in FY13: 990	ADJUSTED [†] COST PER DISCHARGE: \$15,271
TRAUMA CENTER DESIGNATION: Not Applicable	INPATIENT:OUTPATIENT REVENUE in FY13: 5%:95%
EMERGENCY DEPT VISITS in FY13: Not Applicable	CHANGE IN OWNERSHIP (FY09-FY13): Not Applicable

GROWTH MEASURES

What were the FY12 to FY13 growth rates at this hospital for the following measures?



SERVICES

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

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

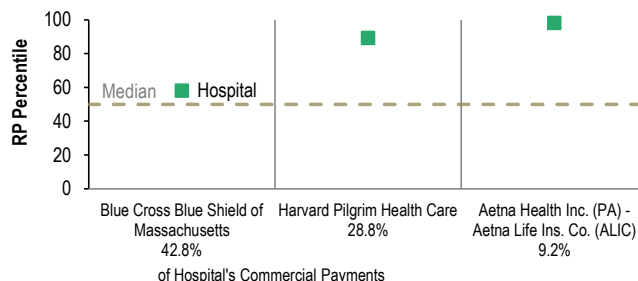
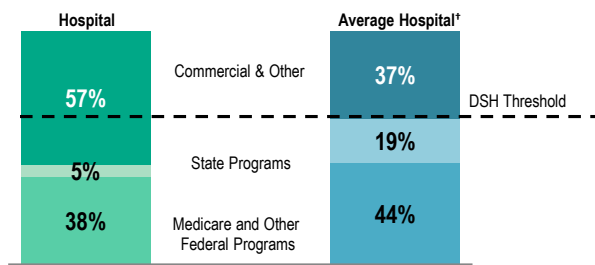
This graph has been suppressed, as the hospital provides the vast majority of its services on an outpatient basis. In FY14, this hospital reported over 380,000 adult and pediatric outpatient clinic visits and infusions.

Graph has been suppressed as no single community accounted for more than 4% of the hospital's total discharges.

PAYER MIX

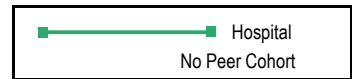
What was the hospital's overall payer mix (gross charges) in FY13, and how does this hospital compare to the average acute hospital's payer mix?

What were the hospital's CY13 payer-specific relative price levels for its top three commercial payers?



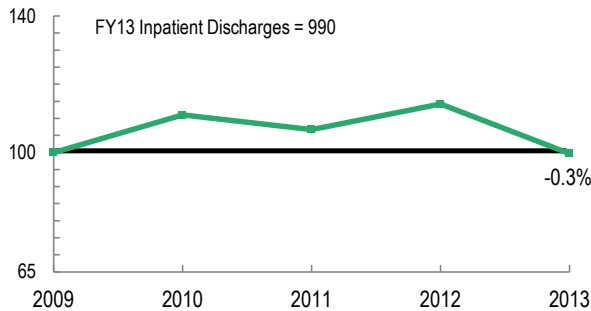
Percentage calculations may not sum to 100% due to rounding

For descriptions of the metrics, please see Technical Appendix.

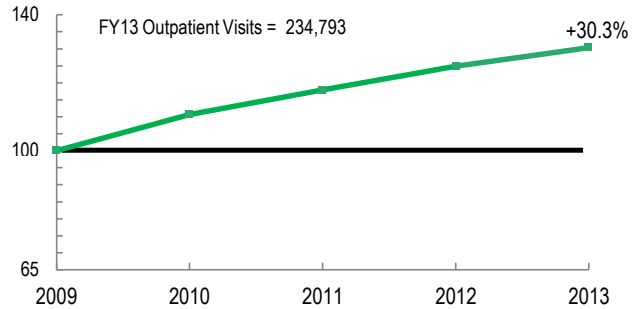


UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY09? (FY09=100)

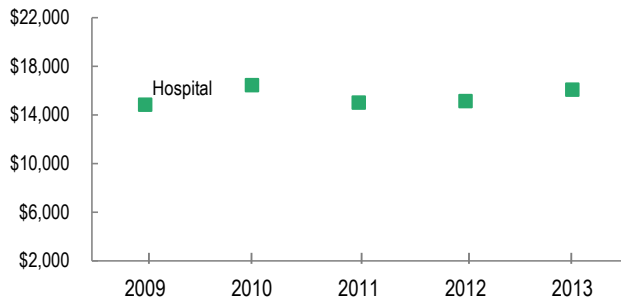


How has the volume of the hospital's outpatient visits changed compared to FY09? (FY09=100)



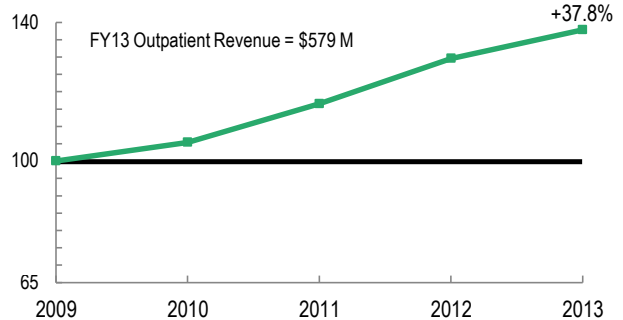
PATIENT REVENUE TRENDS

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY09 and FY13?



FY13 Inpatient Revenue per CMAD = \$16,055 | Full Cost per CMAD = \$15,331

How has the hospital's total outpatient revenue changed compared to FY09? (FY09=100)

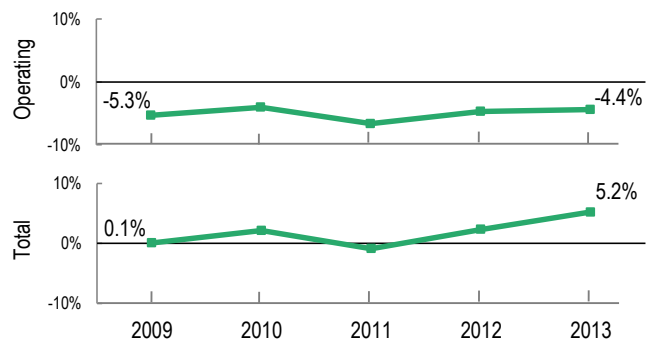


FINANCIAL PERFORMANCE

How have the hospital's total revenue 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	\$797	\$754	\$43	\$796	\$0.7
2010	\$889	\$834	\$55	\$870	\$19.2
2011	\$959	\$903	\$55	\$967	(\$8.5)
2012	\$1,008	\$938	\$71	\$985	\$23.4
2013	\$1,078	\$975	\$104	\$1,022	\$56.2

What were the hospital's total margin and operating margin between FY09 and FY13?



For descriptions of the metrics, please see 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.

‡ Average Hospital does not include Specialty hospitals.

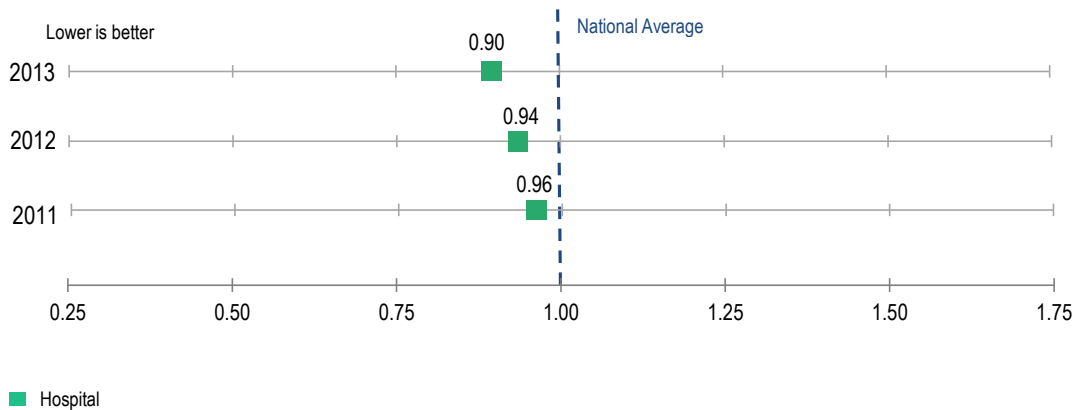
QUALITY OVERVIEW

The selected quality measures displayed in this hospital's profile are derived from the Commonwealth's Standard Quality Measure Set (SQMS). CHIA is required to uniformly report hospital performance on SQMS measures. SQMS measures are used by health plans for tiering providers for certain insurance products. They may also be used to inform consumers about the quality and safety of their care providers. The selected indicators are hospital-specific measures based on information that hospitals self-report to CHIA and other entities, including the federal Centers for Medicare and Medicaid Services (CMS) and The Leapfrog Group.

Specialty hospitals were not included in any cohort comparison analysis due to the unique patient populations they serve and/or the unique sets of services they provide.

PATIENT SAFETY

How many complications or adverse events were reported at this hospital for conditions included in the **PSI-90 Composite**, relative to the annual national average of 1.00?



The PSI-90 is a summary of 11 Patient Safety Indicators (PSIs) that measure adverse events for various procedures.

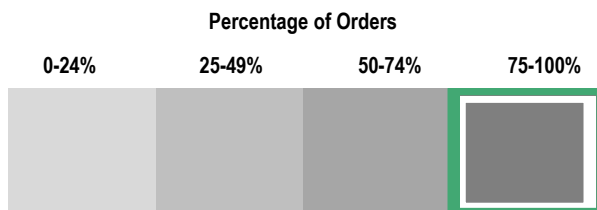
Population: All patients
 Score: Lower is better
 Source: Hospital Discharge Data (HDD); CHIA-calculated indicator, risk adjusted
 Data Period*: 10/1-9/30

PATIENT EXPERIENCE and READMISSIONS

These CMS compare measures are not applicable to the patient population treated at this specialty hospital

CARE PRACTICES

What percentage of medication orders were entered by a physician using an electronic system that included error checking?



Computerized Physician Order Entry (CPOE) is believed to increase efficiency and reduce transcription errors.

Population: This hospital responded to this survey
 Score: Higher is better
 Source: The Leapfrog Group Hospital Survey^
 Data Period*: 2012-2013

OBSTETRIC CARE and OBSTETRIC CARE COMPLICATIONS

These measures are not applicable to the patient population treated at this specialty hospital

For descriptions of the metrics, please see Technical Appendix.

* Data Periods vary by measure based on data source. Please see Technical Appendix for measure-specific reporting periods.

^ Measures from The Leapfrog Survey are voluntarily reported by hospitals. Not all hospitals report this data.