

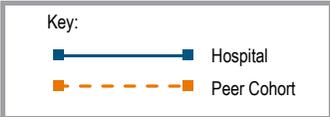
Dana-Farber Cancer Institute is a nonprofit specialty hospital dedicated to pediatric and adult cancer treatment and research, located in the Metro Boston region. It is a teaching affiliate of Harvard Medical School. It is one of 49 Comprehensive Cancer Centers in the US, designated by the National Cancer Institute. Dana-Farber Cancer Institute provides the majority of its care in an outpatient setting and had 1,304 inpatient discharges compared to 286,608 outpatient visits in FY18. Dana-Farber has posted profits in each year of the five-year period, including a 6.3% total margin in FY18.

At a Glance	<p><b>Overview / Size</b></p> <p>Hospital System Affiliation: Dana-Farber Cancer Institute and Subsid.</p> <p>Hospital System Surplus (Loss) in FY18: \$106,732,714</p> <p>Change in Ownership (FY14-18): Not Applicable</p> <p>Total Staffed Beds: 30, among the smallest acute hospitals</p> <p>% Occupancy: 95.1%</p> <p>Special Public Funding: Not Applicable</p> <p>Trauma Center Designation: Not Applicable</p> <p>Case Mix Index: 3.28 &gt; statewide (1.14)</p>	<p><b>Payer Mix</b></p> <p>Public Payer Mix: 50.5% Non-HPP Hospital</p> <p>CY17 Commercial Statewide Relative Price: 1.34</p> <p>Top 3 Commercial Payers: Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated HMO, Inc.</p>	
	<p><b>Financial</b></p> <p>Inpatient NPSR per CMAD: \$11,394</p> <p>Change FY17-FY18: 0.5%</p> <p>Inpatient:Outpatient Revenue in FY18: 4%:96%</p> <p>Outpatient Revenue in FY18: \$993,959,059</p> <p>Change FY17-FY18: 18.8%</p> <p>Total Revenue in FY18: \$1,798,495,622</p> <p>Total Surplus (Loss) in FY18: \$113,111,736</p>	<p><b>Utilization</b></p> <p>Inpatient Discharges in FY18: 1,304</p> <p>Change FY17-FY18: 25.0%</p> <p>Emergency Department Visits in FY18: 0</p> <p>Change FY17-FY18:</p> <p>Outpatient Visits in FY18: 286,608</p> <p>Change FY17-FY18: 0.0%</p>	
		<p><b>Quality</b></p> <p>Readmission Rate in FY18: Not Available</p> <p>Change FY14-FY18 (percentage points):</p> <p>Early Elective Deliveries Rate: Not Available</p>	
	Services	<p>What were the most common inpatient cases (DRGs) treated at the hospital in FY18? 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 FY18, this hospital reported 160,655 infusion treatments and over 286,500 outpatient visits.</p> <p>--- Hospital (1,304) = 0% of total regional discharges</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 community accounted for more than 1% 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>

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

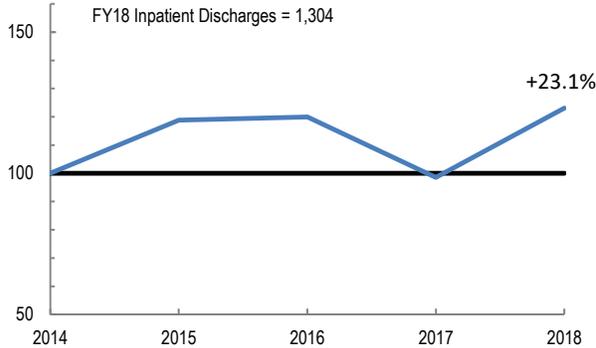
# 2018 HOSPITAL PROFILE: DANA-FARBER CANCER INSTITUTE

Cohort: Specialty Hospital

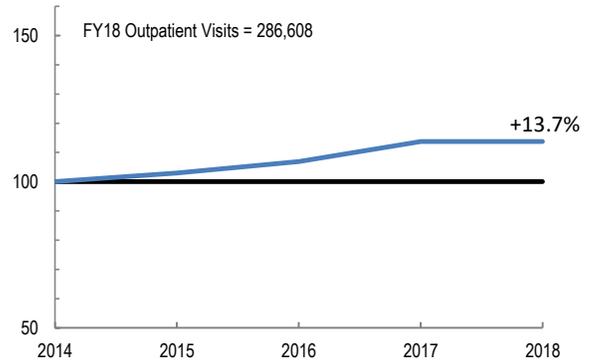


## Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

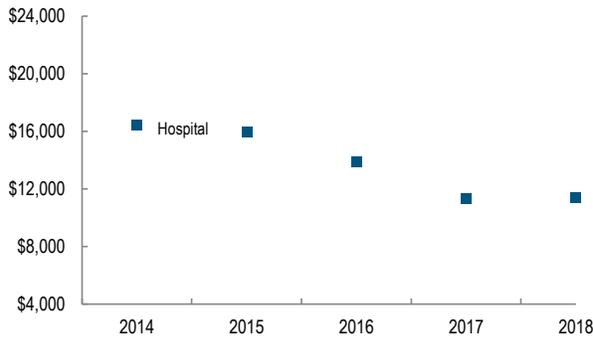


How has the volume of the hospital's outpatient visits changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)

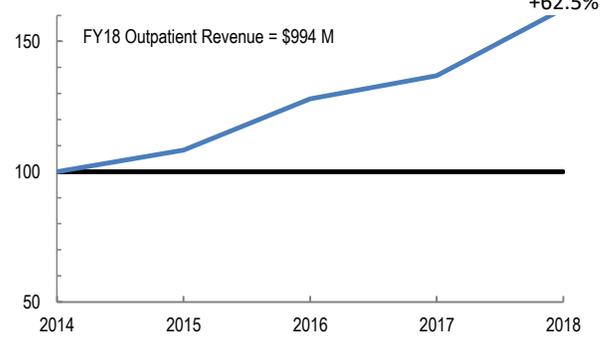


## Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY14 and FY18, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY14, and how does this compare to the hospital's peer cohort median? (FY14=100)



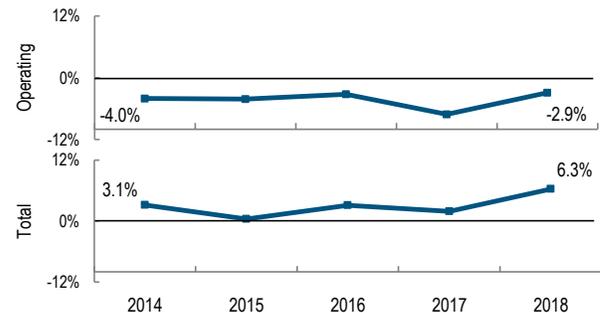
## Financial Performance

How have the hospital's total revenue and costs changed between FY14 and FY18?

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

FY	2014	2015	2016	2017	2018
<b>Operating Revenue</b>	\$ 1,019	\$ 1,117	\$ 1,293	\$ 1,429	\$ 1,634
<b>Non-Operating Revenue</b>	\$ 79	\$ 53	\$ 88	\$ 141	\$ 165
<b>Total Revenue</b>	\$ 1,098	\$ 1,171	\$ 1,382	\$ 1,571	\$ 1,798
<b>Total Costs</b>	\$ 1,064	\$ 1,166	\$ 1,338	\$ 1,541	\$ 1,685
<b>Total Profit (Loss)</b>	\$ 34.6	\$ 4.7	\$ 43.3	\$ 29.9	\$ 113.1

What were the hospital's total margin and operating margins between FY14 and FY18, 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.