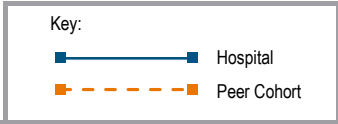


Dana-Farber Cancer Institute is a nonprofit specialty hospital dedicated to pediatric and adult cancer treatment and research, located in the Metro Boston region. It is a teaching affiliate of Harvard Medical School. It is one of 51 Comprehensive Cancer Centers in the US, designated by the National Cancer Institute. Dana-Farber Cancer Institute provides the majority of its care in an outpatient setting and had 1,568 inpatient discharges compared to 319,280 outpatient visits in FY19. Dana-Farber has posted profits in each year of the five-year period, including a 3.2% total margin in FY19.

At a Glance	<b>Overview / Size</b>	Hospital System Affiliation:	Dana-Farber Cancer Institute and Subsid.	<b>Payer Mix</b>	Public Payer Mix:	50.5% (Non-HPP* Hospital)
	Hospital System Surplus (Deficit) in FY19:	\$54,089,730	CY18 Commercial Statewide Relative Price:	1.28		
	Change in Ownership (FY15-19):	Not Applicable	Top 3 Commercial Payers:	Blue Cross Blue Shield		
	Total Staffed Beds:	30, among the smallest acute hospitals		Harvard Pilgrim		
	% Occupancy:	93.7%		United Healthcare Insurance Company		
	Special Public Funding:	Not Applicable	<b>Utilization</b>			
	Trauma Center Designation:	Not Applicable	Inpatient Discharges in FY19:	1,568		
	Case Mix Index:	2.05> statewide (1.16)	Change FY18-FY19:	20.2%		
	<b>Financial</b>		Emergency Department Visits in FY19:	0		
	Inpatient NPSR per CMAD:	\$14,514	Change FY18-FY19:			
	Change FY18-FY19:	27.4%	Outpatient Visits in FY19:	319,280		
	Inpatient:Outpatient Revenue in FY19:	3%:97%	Change FY18-FY19:	11.4%		
	Outpatient Revenue in FY19:	\$1,135,839,801	<b>Quality</b>			
	Change FY18-FY19:	14.3%	Readmission Rate in FY18:	Not Available		
Total Revenue in FY19:	\$1,967,858,038	Change FY14-FY18 (percentage points):				
Total Surplus (Deficit) in FY19:	\$62,981,851	Early Elective Deliveries Rate:	Not Applicable			

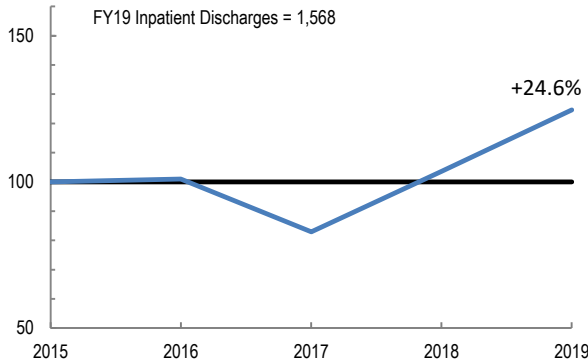
Services	What were the most common inpatient cases (DRGs) treated at the hospital in FY19? What proportion of the region's cases did this hospital treat for each service?	Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?
	<p>This graph has been suppressed, as the hospital provides the vast majority of its services on an outpatient basis. In FY19, the hospital reported 171,607 infusion treatments and 319,280 outpatient visits.</p>	<p>This graph has been suppressed, as no community accounted for more than 1% of the hospital's discharges.</p>

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

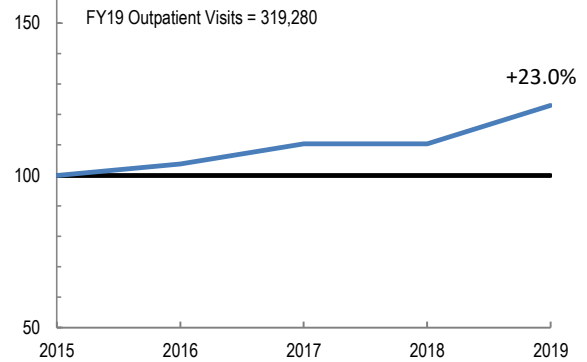


Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

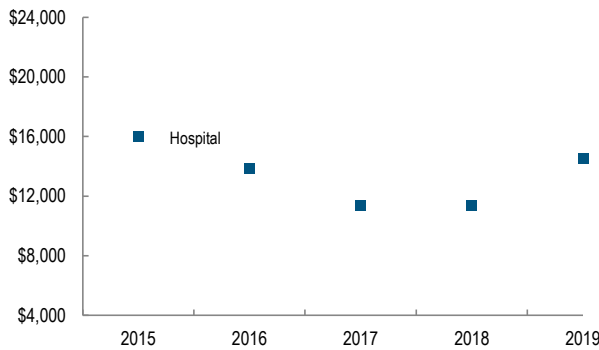


How has the volume of the hospital's outpatient visits changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)

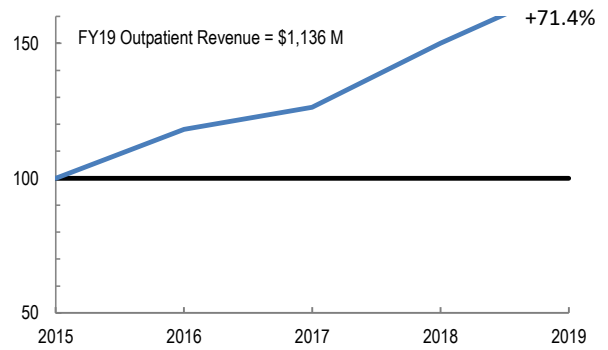


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY15 and FY19, and how does this compare to the hospital's peer cohort median?



How has the hospital's net outpatient revenue changed compared to FY15, and how does this compare to the hospital's peer cohort median? (FY15=100)



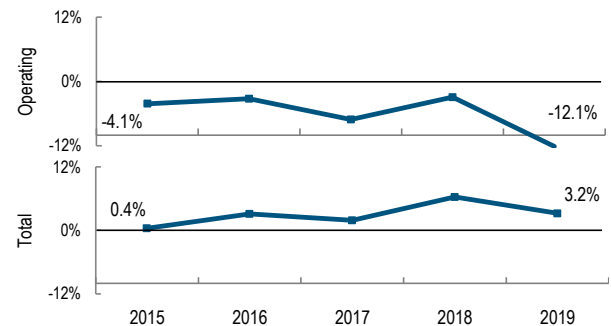
Financial Performance

How have the hospital's total revenue and costs changed between FY15 and FY19?

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

FY	2015	2016	2017	2018	2019
<b>Operating Revenue</b>	\$ 1,117	\$ 1,293	\$ 1,429	\$ 1,634	\$ 1,666
<b>Non-Operating Revenue</b>	\$ 53.2	\$ 88.1	\$ 141.4	\$ 165.0	\$ 301.9
<b>Total Revenue</b>	\$ 1,171	\$ 1,382	\$ 1,571	\$ 1,798	\$ 1,968
<b>Total Costs</b>	\$ 1,166	\$ 1,338	\$ 1,541	\$ 1,685	\$ 1,905
<b>Total Profit (Loss)</b>	\$ 4.7	\$ 43.3	\$ 29.9	\$ 113.1	\$ 63.0

What were the hospital's total margin and operating margins between FY15 and FY19, 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.