

**Dana-Farber Cancer Institute, Inc.**  
**DoN # DFCI-23040915-HE**

**APPLICANT QUESTIONS #3 Updated**

*Responses should be sent to DoN staff at [DPH.DON@State.MA.US](mailto:DPH.DON@State.MA.US)*

While you may submit each answer as available, please

- List question number and question for each answer you provide
- Submit responses as a separate word document, using the above application title and number as a running header and page numbers in the footer
- When providing the answer to the final question, submit all questions and answers in one final document
- Submit responses in WORD or EXCEL; only use PDF's if absolutely necessary. If "cutting and pasting" charts, provide them in a PDF so they can be clearly seen
- **Whenever possible, include a table with the response**
- **For HIPAA compliance Do not include numbers <11.**
- **When providing data, includes dates, and indicate whether it is Calendar (CY) or Fiscal Year (FY).**

**Factor 1a: Patient Panel Need**

To better understand Patient Panel utilization of the Applicant's services, please provide the following data where possible:

1. **Inpatient Utilization by Disease Center**
  - a. **FY18, FY19, and FY23**

**Inpatient Utilization by Disease Center**

	FY 2018		FY 2019		FY 2023	
	Count	%	Count	%	Count	%
<b>Total (Unique Patients)</b>						
Total	4,523		4,815		4,999	
Breast Oncology Center	350	7.7%	351	7.3%	385	7.7%
Cutaneous Oncology Center	18	0.4%	26	0.5%	41	0.8%
Gastrointestinal Oncology	695	15.4%	727	15.1%	779	15.6%
Genitourinary Oncology	275	6.1%	351	7.3%	393	7.9%
Gynecology Oncology	230	5.1%	260	5.4%	249	5.0%
Head and Neck Oncology	181	4.0%	163	3.4%	162	3.2%
Hematologic Malignancies	1,491	33.0%	1,583	32.9%	1,604	32.1%
Melanoma Center	88	2.0%	105	2.2%	133	2.7%
Neuro-Oncology Center	172	3.8%	192	4.0%	213	4.3%
Sarcoma and Bone Oncology	166	3.7%	192	4.0%	130	2.6%
Thoracic Oncology Program	404	8.9%	433	9.0%	401	8.0%

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**2. Outpatient Utilization by Disease Center Longwood Medical Campus**  
**a. FY18, FY19, and FY23**

**Outpatient Utilization by Disease Center**  
**Longwood Medical Area**

	<b>FY 2018</b>		<b>FY 2019</b>		<b>FY 2023</b>	
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
<b>Total</b>	58,573		61,843		73,886	
Breast Oncology Center	12,196	20.8%	12,831	20.7%	14,693	19.9%
Cutaneous Oncology Center	1,328	2.3%	1,512	2.4%	2,156	2.9%
Gastrointestinal Oncology	5,536	9.5%	5,742	9.3%	6,881	9.3%
Genitourinary Oncology	4,968	8.5%	5,485	8.9%	7,100	9.6%
Gynecology Oncology	3,389	5.8%	3,546	5.7%	4,059	5.5%
Head and Neck Oncology	2,495	4.3%	2,521	4.1%	2,964	4.0%
Hematologic Malignancies	12,914	22.0%	13,782	22.3%	16,027	21.7%
Hematology Service	2,287	3.9%	2,383	3.9%	2,433	3.3%
Melanoma Center	1,587	2.7%	1,729	2.8%	2,382	3.2%
Neuro-Oncology Center	1,584	2.7%	1,727	2.8%	1,957	2.6%
Sarcoma and Bone Oncology	2,051	3.5%	2,178	3.5%	2,017	2.7%
Thoracic Oncology Program	3,192	5.4%	3,322	5.4%	3,478	4.7%

\*Captures adult patients at Longwood and Chestnut Hill locations. Excludes patients only seen for COVID vaccines or by mobile mammography and patients seen in Pediatric departments or disease centers. Patients may be seen in more than one disease center per fiscal year.

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**3. Radiation Patient Volumes by Disease Center Longwood Medical Campus**

**a. FY18, FY19, and FY23**

<b><u>Radiation Patient Volumes by Disease Center</u></b>						
<b><u>Longwood Medical Campus*</u></b>						
	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023+</u></b>
<b>Total</b>	1,034	1,146	963	1,125	1,125	886
Breast Oncology Center	383	405	345	448	450	405
Gastrointestinal Oncology	24	43	21	28	30	11
Genitourinary Oncology	80	133	115	146	161	45+
Gynecology Oncology	15	21	21	13	11	12
Head and Neck Oncology	251	252	195	236	231	231
Thoracic Oncology Program	201	194	196	190	162	122
Other Oncology^	81	101	74	67	85	61

\*Like with the LINAC need analysis that was updated in connection with DON Questions #2, the radiation therapy patient volumes included in the Application used preliminary data that have been updated and finalized since the Application's submission. This table reflects these revised numbers for FY 2020 -FY 2022in addition to the years requested.

\*Dana-Farber attributes the decrease in radiation therapy usage for genitourinary oncology patients to a deliberate change in equipment used to treat such patients. Dana-Farber does not currently operate the equipment now used for treatment.

^"Other Oncology" includes patients assigned to the following disease centers: Cutaneous Oncology Center, Sarcoma and Bone Oncology, Hematologic Malignancies, Melanoma Center, and Neuro-Oncology Center.

**4. Payor Mix (Gross Revenues) Longwood Medical Campus**

**a. FY18, FY19, and FY23**

<b><u>Payor Mix Percentage (Gross Revenues)</u></b>			
<b><u>Longwood Medical Campus</u></b>			
<b>Payor</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2023</u></b>
Blue Cross	23.5%	23.3%	23.5%
HMO, Commercial, Other	29.2%	28.9%	29.2%
Medicaid	6.3%	6.0%	6.3%
Medicare	40.3%	41.0%	40.3%
Self-Pay	0.7%	0.7%	0.7%

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**5. Payor Mix for Unique Inpatients**

**a. FY18, FY19, and FY20**

**Payor Mix for Unique Inpatients**  
**Longwood Medical Campus**

<b>Payor</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Commercial	49.1%	46.1%	42.8%
Commercial Medicare	6.5%	7.6%	9.4%
Managed Medicaid	5.8%	4.8%	5.5%
MassHealth	3.5%	1.2%	1.2%
Medicare FFS	32.4%	37.1%	37.6%
Other	2.7%	3.1%	3.4%

**6. Inpatient Imaging Wait Times**

**a. FY18, FY19, FY20, FY21, and FY22**

**Average Inpatient Imaging Wait Times (in Hours)**

<b>Modality</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
CT	4.5	4.6	4.6	5	4.8
MRI	11.4	10.5	10.2	14.9	20.5
PET/CT	33.7	40.3	39.3	39.8	59.4

**7. Outpatient Imaging and LINAC Wait Times**

**a. FY18, FY19, FY20, FY21, and FY22**

**Average Outpatient Imaging and LINAC Wait Times (in Days)**

<b>Modality</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
CT	2.5	2.1	2.9	1.9	1.6
MRI	2.6	2.1	2.4	2.3	2.5
PET/CT	2.3	5.6	5.2	9.1	22.6
LINAC	89.5	96.8	80.1	69	60

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**Average Outpatient LINAC Wait Times (in Days, Excluding Outliers)\***

<b>Modality</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>FY 2020</u></b>	<b><u>FY 2021</u></b>	<b><u>FY 2022</u></b>	<b><u>FY 2023</u></b>
<b>LINAC</b>	<b>50.4</b>	<b>52</b>	<b>54.9</b>	<b>56.6</b>	<b>51.2</b>	<b>51.1</b>

\*The LINAC wait times are derived from the time of a patient's first consult with a Dana-Farber medical oncologist to their first treatment at Dana-Farber. This time span is driven by the order of a patient's oncology treatment plan and may depend on the type of cancer, tumor, or other clinical determinants. Further, patients may have an initial consult at Dana-Farber, receive care closer to home, and then later return to Dana-Farber for radiation oncology treatment. This sequence can increase the time between first consult and the time before a patient's first treatment at Dana-Farber. This chart removes the impact of those patients who took longer than one year to receive treatment at Dana-Farber for the aforementioned reasons. More targeted wait time data for radiation oncology patients are proprietary to BWH and Dana-Farber is restricted from disclosing such data.

**8. Responses to DON Questions #2 include two tables on ALOS in the BWH ED (pg. 12 and pg. 28):**

- a. **Are there any other differences between the two tables besides the time periods under consideration? (CY vs. FY)** The time periods under consideration are the same for both of the BWH ED ALOS tables included in DON Questions #2. Both tables are derived using Center for Health Information Analysis ("CHIA") and Massachusetts Health Data Consortium ("MHDC") data, which report results from each entity's fiscal year. The table included on page 12 uses the most current data available from the MHDC, while the table on page 28 includes data as reported in Dana-Farber's initial DON application. Dana-Farber understands that the MHDC refreshed its ED data after Dana-Farber's initial DON submission in October 2023 (refreshes occurred in December 2023 and February 2024). Dana-Farber believes the difference in ALOS for FY 2023 is due to those refreshes.

**9. What is the anticipated first year of operations?** While the first year of operations is subject to change based on a variety factors, Dana-Farber currently anticipates the New Cancer Hospital to open approximately four years from the receipt of required regulatory approvals and completion of demolition of the existing building at 1 Joslin Place.

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10. Responses to DoN Questions #2, provide CMI (pg.27), average length of stay (ALOS) for medical oncology patients (pg.27), average daily census (ADC)(pg.31) and patient days (pg.32) based on data for Dana-Farber, BWH, and BIDMC.

- a. Please update the tables and provide CMI, ALOS, ADC, and patient days for BIDMC, separate from Dana-Farber and BWH, and then for BIDMC, and Dana-Farber and BWH combined, if possible.

**Patient Days, ALOS, ADC and CMI, by Hospital\***

	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2021</u></b>	<b><u>2022</u></b>
<b><u>Patient Days</u></b>				
Dana-Farber/BWH	61,359	65,983	60,737	68,031
BIDMC	29,983	29,653	31,641	31,574
Combined	91,342	95,636	92,378	99,605
<b><u>ALOS (in Days)</u></b>				
Dana-Farber/BWH	7.50	7.75	7.79	8.50
BIDMC	7.61	7.32	8.24	8.83
Combined	7.54	7.61	7.94	8.60
<b><u>ADC (in Patients)</u></b>				
Dana-Farber/BWH	168.1	180.8	166.4	186.4
BIDMC	82.1	81.2	86.7	86.5
Combined	250.3	262.0	253.1	272.9
<b><u>CMI</u></b>				
Dana-Farber/BWH	2.06	2.19	2.10	2.48
BIDMC	1.71	1.71	1.85	2.23
Combined	1.95	2.04	2.02	2.40

\*Includes CHIA data for Dana-Farber, BWH and BIDMC. Dana-Farber has omitted FY20 due to COVID-19, and FY23 is not yet available through CHIA.