



ANNUAL REPORT





## EXPANDING ACCESS TO CARE



# contents

## 4 LEADERSHIP LETTER

## 6 EXPANDING OUR CAPACITY

- 6 Expanding the Moffitt Network
- 14 Building a Nursing Pipeline
- 19 Nurturing a Diverse Workforce
- 20 Optimizing Virtual Visits to Make the Most of Clinic Space

## 22 EXPANDING OUR CAPABILITIES

- 22 PEARL: Exploring More Personalized Prevention, Screening and Treatment
- 30 The Creation of Bioengineering at Moffitt
- 32 CancerX Launches Innovative Public-Private Partnership
- 33 Partnership with Deerfield Management Accelerates Drug Discovery
- 34 Special Recognition for the Specialty Pharmacy
- 36 Arts in Medicine Celebrates 25 Years

## 38 EXPANDING OUR REACH IN THE COMMUNITY

- 38 Taking Lung Screening on the Road
- 44 Cruising into Cancer Prevention Outreach at Port Tampa Bay
- 44 YMCA Partnership Builds Support Services for Cancer Survivors
- 45 Huddling Up for Men's Health
- 45 A Gift to Improve Equity
- 46 Measuring Community Benefit

## 48 MOFFITT AT A GLANCE

- 49 About Us
- 50 Our Patients
- 52 Our Team
- 54 Reflecting the Communities We Serve
- 56 Advancing Our Mission
- 60 Thanks to Our Supporters
- 62 Financials
- 64 Leadership



“Our bold vision for Moffitt’s future is truly within reach, and together we will make it a reality.”

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## LEADERSHIP LETTER

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### DEAR FRIENDS,

**Throughout fiscal year 2023, we continued our inspiring journey of imagining and laying the groundwork for the “Moffitt Cancer Center of the Future.” In this Annual Report, we are pleased to share highlights and accomplishments along that path and explore the innovative ways we are expanding access to care for the patients who need us most.**

In our commitment to combat the growing cancer burden, we have made great strides toward increasing our capacity. The recently opened Moffitt McKinley Hospital expands our surgical capabilities with 19 operating rooms and increased inpatient capacity. Two projects under construction — SPEROS FL in Pasco County and Moffitt at SouthShore — are poised to serve as beacons of hope that will allow us to reach a wider population with our cutting-edge therapies. In addition to growing our physical space, we are optimizing virtual visits to maximize our ability to provide personalized care, no matter the distance. Fueling all this expansion is a concerted effort to cultivate partnerships and career pipelines to find creative solutions to workforce development.

As we look to advance and accelerate how we prevent, detect and treat cancer, we have continued to build on our capabilities. The recently launched Population Engagement and Research Laboratory (PEARL) is a unique take on population science, enabling researchers to work together to study diet, exercise, smoking and other behaviors that play a role in cancer prevention and treatment. The new Bioengineering Department, a first for a National Cancer Institute-designated comprehensive cancer center, engages the tools and expertise of engineers in cancer research and treatment.

Throughout all of our ambitious endeavors, our focus remains steady on what truly matters: reaching more patients and reducing cancer health disparities in the communities we serve. This year, we geared up to take lung cancer screening on the road, successfully securing congressional and donor funding to launch the first mobile lung screening unit in Florida. We also collaborated with the Tampa Bay Buccaneers to provide education and cancer screening to underserved men at the Men’s Health Huddle. Another partnership with Port Tampa Bay and the Tampa Bay Lightning led to the establishment of Moffitt at Port Tampa Bay, a community engagement center focused on cancer prevention and early detection.

The past year has been filled with many triumphs, but we know that much of it would not have been possible without the remarkable support of our team members, partners, lawmakers and generous donors. Our bold vision for Moffitt’s future is truly within reach, and together we will make it a reality.



**Patrick Hwu, MD**  
*President and CEO*



**Timothy Adams**  
*Chair, Institute Board of Directors*



Amy Bondon, who lives in Ocala, drove 400 miles a week to Moffitt for treatment for cervical cancer.

## EXPANDING THE MOFFITT NETWORK

With the addition of three new campuses, Moffitt is reaching more patients closer to home

**D**uring the course of her treatment for cervical cancer, Amy Bondon drove 400 miles a week back and forth to Moffitt Cancer Center. She could have found treatment closer to her Ocala home, but she was drawn to Moffitt's compassion and expertise. It was worth every mile, but that didn't mean it was easy.

"I remember being in the car, it just being agonizing, especially going to Moffitt International Plaza," Bondon said. "I was so uncomfortable, and I remember being stuck in traffic on I-275 and just being in tears."

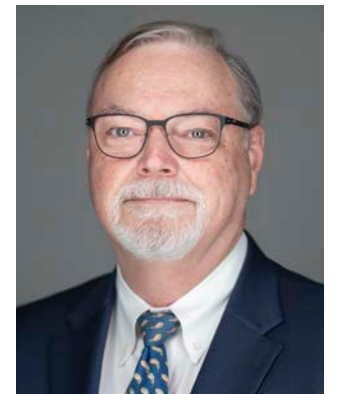
Now a volunteer and member of Moffitt's Patient and Family Advisory Program, Bondon sees countless other patients struggling with long commutes to appointments.

"When you are hurting and sick, and all the things cancer and the cancer treatment do to you, being in the car is horrible," she said.

Bondon tries to help other patients by listening and empathizing with their experiences. She helps connect them to appropriate resources for hotel accommodations and financial aid. She knows the biggest help will come when Moffitt opens its new campuses, providing care closer to home for thousands of patients.

For her and others who come from Central or North Florida, Moffitt's new SPEROS FL campus in Pasco County will make a big difference.

"Having the campus there right off I-75 will make a tremendous difference because it will cut out probably the most congested areas. You miss I-275 and USF campus congestion," Bondon said.



**BOB KEENAN, MD**  
Vice President, Quality  
Chief Medical Officer

**“**We want the patients to be able to try and get their care as close as possible to where they live.”

The cancer center's three newest campuses — Speros FL, Moffitt at SouthShore and the Moffitt McKinley Hospital — will not only bring care closer to home but will also help alleviate one of Moffitt's biggest challenges: space. The cancer center sees a 6% to 7% growth in new patient volumes year after year, creating a need for more clinical space, operating rooms, inpatient beds and research opportunities.

"We want the patients to be able to try and get their care as close as possible to where they live. The whole idea behind MoffittCare is that it should not matter geographically where you are receiving your care," said Chief Medical Officer Bob Keenan, MD. "We now have to start thinking more as a system."



## Moffitt McKinley Hospital

If you drove by the Moffitt McKinley Hospital (MMH) on any given day over the past year, things looked different. After years of planning, fiscal year 2023 was characterized by construction. The building started to

look more and more like a hospital — inside and out — and the bridge was constructed linking the new hospital with the Richard M. Schulze Family Foundation Outpatient Center.

“There’s a feeling when you walk in that it’s really happening. This is really a hospital, and it has come together,” said Christine Alvero, vice president of Hospital Operations at MMH. “It’s functional, it’s patient-focused and it’s inviting.”

The hospital is a true team effort. Planning teams worked with architects, physicians, nurses and patients to make sure

everyone’s needs were met. More than 4,000 construction workers served on the project. As of June 2023, Moffitt had committed contracts of approximately \$60.7 million with diverse vendors on the new hospital. This reflects approximately 16.5% of the total project budget, far exceeding Moffitt’s original goal.

About 300 employees moved from Moffitt’s Magnolia campus to work at the new hospital, including the operating rooms (OR) and prep and recovery units, as well as postoperative inpatient units. The hospital is also continuing to fill 800 new positions.

The new hospital’s 19 operating rooms give Moffitt five additional rooms for surgeries. Although the operating rooms at Magnolia have been temporarily shut down, two are still available for emergency surgeries. All of the operating rooms at MMH are the same size with the same setup.

“This means we can truly schedule in any OR. If a surgeon isn’t going to use a blocked time, anyone can pick it up,” Alvero said. “It will help the patient experience because you can get them scheduled quicker. You can grab any open OR and get the patients in much, much quicker.”

MMH is also home to an intraoperative magnetic resonance imaging (iMRI) system that will enable three-dimensional navigation systems to locate tumors. It allows a surgeon to conduct intraoperative imaging without moving the patient. The machine slides into the operating room on a rail system. Once the imaging is performed, the machine recedes back into its shielded unit and the surgery continues.

Patients and caregivers also have peaceful spaces for respite at the new hospital. Helen Rich became one of Moffitt’s first donors to invest in the hospital when she agreed to name the facility’s new spiritual retreat. Just outside, patients and caregivers have additional space for respite with the Ferman Family Garden and Pathway, donated by Celia and Jim Ferman.

The top two floors at MMH aren’t currently being used but are ready to be built out as surgical volumes increase or as a need arises to move outpatient services for solid tumor patients to the campus. The units at the Magnolia campus that moved over to MMH will be refurbished and will most likely reopen to serve blood cancer and transplant patients.

### BY THE NUMBERS

- 500,000 square feet
- 26,000-square-foot central utility plant
- 1,000 team members
- 879 parking spaces
- 128 inpatient beds with capacity to expand
- 19 operating rooms and 72 perioperative rooms
- 10 floors
- 2 nuclear medicine cameras
- 1 intraoperative MRI
- 1 diagnostic CT scanner
- Opened July 2023



**CHRISTINE ALVERO**  
Vice President,  
Hospital Operations at MMH

“It’s functional, it’s patient-focused and it’s inviting.” — Christine Alvero





# Speros FL

“Speros” is a derivative of the Latin verb “sperare,” which means “to hope.” Hope is the driving force behind Moffitt’s mission, and the cancer center will be spreading hope to more patients when it brings its personalized oncology and leading research to its largest expansion yet: Speros FL in Pasco County.

Moffitt broke ground on the 775-acre medical city in January 2023, kicking off construction of the first 75 acres of development named the W.E. Simpson Concourse for Cures. Roads and infrastructure are underway for the first phase of development, which will include a Moffitt-owned 100,000-square-foot clinic with a state-of-the-art proton therapy center and a cutting-edge research center. Approximately a 25-minute drive from Tampa International

Airport and adjacent to the Suncoast Parkway, Speros FL will enhance access to care, research, clinical trials, academic training and medical tourism.

Phase 1A will cost \$1.6 billion, \$1 billion of which will come from the private sector. Agricultural Commissioner and former Florida Senate President Wilton Simpson was crucial in helping secure funding for the project, which includes a significant allocation of the proceeds from the state cigarette tax, distributed to Moffitt on a yearly basis. The project also received a \$3 million federal appropriation sponsored by U.S. Rep. Gus Bilirakis.

“Thousands of jobs will be created here, and we will be curing cancer,” Simpson said. “Families will be able to keep their loved ones around a lot

Moffitt broke ground on the 775-acre Speros FL campus in January 2023. From left: Timothy Adams, chair of Moffitt’s Institute Board; U.S. Rep. Gus Bilirakis; Wilton Simpson, Florida Commissioner of Agriculture; U.S. Rep. Laurel Lee; Patrick Hwu, MD, Moffitt’s president and CEO; and founder H. Lee Moffitt make it official.



DAVID DE LA PARTE, ESQ.

*Speros FL President  
Moffitt Executive Vice President  
General Counsel*

“Moffitt is an intersection of the best and brightest in science and patient care with industry and commercial opportunity. Speros will enable us to scale that innovation ecosystem many times over.”

longer, and that’s what we’re looking forward to.”

The research center will have offices and wet and dry lab space. Moffitt is in negotiations to build a cold-temperature biorepository and a data center. A large number of core research programs will be moving to the campus, including Machine Learning, Bioengineering and Cell Therapies.

The clinic will operate similarly to the cancer center’s other ambulatory centers at Moffitt at International Plaza and Moffitt at Wesley Chapel, but with a bigger focus on radiation therapy and proton therapy. A philanthropic gift of \$15 million from the Richard M. Schulze Family Foundation helped fund the new proton therapy unit. Proton therapy is used to treat a growing number of cancers but is especially beneficial when treating areas where cancerous lesions are close to other vital structures. Using protons minimizes damage to healthy tissue surrounding tumors, impacting only the targeted area.

Moffitt has a large vision when it comes to developing the rest of the campus in the future. A newly appointed four-member board will provide guidance and stewardship of the campus to help grow the ecosystem of global innovation. Projects could include drug manufacturing facilities, family lodging, a convention center and a community hospital. About 275 acres of the land will be preserved and integrated into the larger campus design,

and there is a 6th- through 12th-grade STEM school across the street. There will be an estimated need for 14,000 team members as the project grows over the next decade.

“It’s a complex endeavor truthfully, but it’s not the first time we have done something like this, and we’ve gotten pretty good at it,” said David de la Parte, Esq., Speros FL president, Moffitt executive vice president and general counsel. “Moffitt is an intersection of the best and brightest in science and patient care with industry and commercial opportunity. Speros will enable us to scale that innovation ecosystem many times over.”

## BY THE NUMBERS

- 775 acres (500 acres developed, 35% left for conservation)
- 250,000- to 300,000-square-foot research center
- 100,000-square-foot clinic building, including an ambulatory center and proton therapy unit
- 14,000 team members
- 140 buildings
- 6 miles of new road
- \$1.6 billion – cost of Phase 1A
- \$1 billion private-sector investment
- \$600 million investment from Moffitt, the state of Florida and Pasco County
- Ambulatory center and research facility opening 2025, proton therapy unit opening 2026





## Moffitt at SouthShore

When it came time to build another new ambulatory center, Moffitt conducted research on patient volumes and found that a large number come from the south, from areas such as Bradenton and Sun City Center. Ruskin felt like the perfect spot.

In 2022, the cancer center finalized the purchase of 9 acres at the intersection of East College Avenue and 27th Street South for Moffitt at SouthShore.

“We are continuing to develop the concept that the Magnolia campus is not the only place where you can receive elite-level cancer care,” said Jazmin Calzada, director of Nursing and Ambulatory Clinic Operations. “Our focus is to foster an environment of equality and unity within Moffitt, where all campuses are regarded as equals and contribute significantly to our collective mission.”

Moffitt at SouthShore will offer many of the same services as the Magnolia and McKinley campuses but will focus on a robust radiology program. Many patients wait up to four weeks for radiology modalities, so the clinic will help decompress that need and enable certain patients to get imaging closer to home.

The clinic will treat all cancer diagnoses outside of surgical procedures. It will be staffed with three to five multispecialist medical oncologists, working alongside a few specialty medical and surgical oncologists who may travel back and forth between sites.

Specialists at other locations can also be brought into appointments via a virtual visit. There will be at least one radiation oncologist to start, and that number will grow as patient volumes grow. All patients can come to the site for infusions, imaging and blood draw.

Moffitt at SouthShore also brings an opportunity to expand clinical trials to more patients closer

to their homes. The goal is to open a sizeable list of therapeutic trials that patients can be enrolled in, including trials for breast, lung, gastrointestinal and genitourinary cancers and some blood cancers. Nontherapeutic trials and health outcomes and behavior trials or surveys can also be done at the satellite location.

“The consistent belief is that patients treated on clinical trials have the best outcomes, so it’s really important for us to be able to get out to the communities where more patients are living,” said Eric Haura, MD, associate center director of Clinical Science. “We realize it’s difficult to drive to come to the Magnolia campus, especially if people are one, two, three hours away. It’s very disruptive for them and their families, especially for people who have children or they’re working.”

To integrate clinical trials into Moffitt at SouthShore, the research team has to build out the infrastructure on how to enroll, consent and manage trial patients. That could include having clinical coordinators physically on-site or using virtual visits to remotely consent patients.

All infusion nurses on-site will be trained as hybrid nurses so they can administer medications to clinical trial patients. There will also be a core tissue lab with all the resources needed to operate a hybrid infusion and clinical research unit space.

About 150 projected new hires will be needed to staff the clinic when it opens in the fall of 2024. The goal is to have at least half of the staff be existing Moffitt team members to help transition the Moffitt culture over more easily. Working at the new location may also cut down the commute for team members who live closer to Ruskin.



**ERIC HAURA, MD**  
Associate Center Director,  
Clinical Science

“The consistent belief is that patients treated on clinical trials have the best outcomes, so it’s really important for us to be able to get out to the communities where more patients are living.”

“Our focus is to foster an environment of equality and unity within Moffitt, where all campuses are regarded as equals and contribute significantly to our collective mission.”



**JAZMIN CALZADA**  
Director, Nursing and  
Ambulatory Clinic Operations



## Planning for the Future

When Moffitt had to find the best way to solve its space issue, the cancer center chose building new campuses for one important reason: the patients. So patients like Amy Bondon, who spend hours in the car going to and from treatment, can get the same care as close as possible to where they live.

In order to make these new sites successful, Moffitt has to start thinking like a system. It’s no longer a main location with satellite campuses, but rather an interconnected web of health care and research, utilizing digital innovations to help connect the sites.

It requires a tremendous amount of planning. Moffitt at SouthShore and Speros FL aren’t even open yet, and the Moffitt Medical Group is already anticipating the future needs for growth. After the top floors of Moffitt McKinley Hospital are built out and the vacant units are reopened at Magnolia, what comes next?

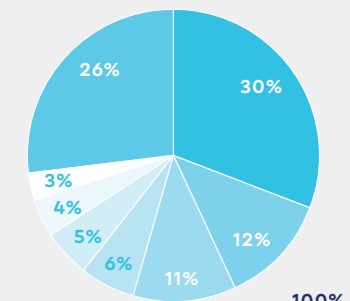
As chief medical officer, Keenan is both excited for the current expansion and already planning for the growth to come: “Today is today, but you always have to think about tomorrow on some level.”

## MOFFITT’S PATIENT ORIGINS

People come from across Florida and around the world for the exceptional care Moffitt provides. This chart shows where the majority of patients traveled from in fiscal year 2023.

### FLORIDA

|              |     |
|--------------|-----|
| Hillsborough | 30% |
| Pinellas     | 12% |
| Pasco        | 11% |
| Polk         | 6%  |
| Manatee      | 5%  |
| Sarasota     | 4%  |
| Lee          | 3%  |
| Other        | 26% |



|               |     |
|---------------|-----|
| Florida       | 97% |
| Out of State  | 2%  |
| International | 1%  |

## BY THE NUMBERS

- 75,000 square feet
- 347 parking spaces
- 22 infusion bays plus 2 observation bays
- 18 clinical exam rooms
- 10 blood draw bays
- 4 MRIs
- 4 radiation oncology exam rooms
- 4 CT scans
- 2 ultrasounds
- 2 mammography units
- 2 linear accelerators
- 1 CT simulator
- 1 PET/CT scan
- 1 gamma camera
- 1 clinical lab
- 1 core facility lab
- Opening fall 2024



# BUILDING A NURSING PIPELINE

**With a nationwide nursing shortage,  
Moffitt gets creative to attract top talent**

**H**ealth care systems across the country, including at Moffitt Cancer Center, are grappling with an ever-growing shortage of nurses – a trend that was exacerbated by the pandemic. The demand for nurses, especially as the baby boomer generation ages, continues to outpace the supply of nursing professionals entering or staying in the field. In the Sunshine State alone, the Florida Hospital Association projects a deficit of nearly 60,000 nurses by 2035 if nothing is done to address the shortage.

At Moffitt, these outside pressures are further amplified by the cancer center's rapid growth, with the need to staff new ambulatory care centers and Moffitt McKinley Hospital. For the new hospital alone, Moffitt needed to fill about 800 positions, a majority being nursing.

In an effort spearheaded by the Nursing Professional Development team, Moffitt has

launched three programs to strengthen the pipeline of new recruits. In May 2022, the team began offering a scholarship for accelerated second-degree Bachelor of Science in Nursing (BSN) at the University of South Florida. The scholarship was extended to students at Nova Southeastern University in October 2022. The program initially awarded 30 scholarships to nursing students who graduated in August 2023 and have committed to working at Moffitt.

The Nursing Professional Development team also launched a preceptor-to-hire program in the spring of 2022 and an externship for oncology techs in August 2022. For the preceptor-to-hire program, Moffitt is recruiting senior nursing students for resident positions during their preceptorship. In fall 2022, Moffitt had 10 seniors in the program, along with 21 undergraduates in clinical rotations. The externship, on the other hand, helps to fill oncology tech positions while providing the extern an opportunity to work with nurses and gain more exposure to the profession.

As part of recruitment efforts, Moffitt began offering scholarships for students getting their accelerated Bachelor of Science in Nursing at the University of South Florida and Nova Southeastern University.







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## A PRECEPTOR'S PERSPECTIVE

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Justin Therrien began working at Moffitt Cancer Center in 2021, caring for patients on the inpatient hematology unit. He started precepting, or training new nurses and students, in January 2022 after taking the Moffitt preceptor course. Before that, he had been precepting nurses for about seven years at other hospitals. Throughout his career, he estimates he has precepted about 40 nurses ranging from students to experienced nurses. As part of Moffitt's preceptor-to-hire program, Therrien plays a critical role in preparing senior nursing students to transition into resident positions. He and his fellow preceptors are helping to build a strong workforce pipeline and guide the next generation of nurses.







Preceptors like Justin Therrien help nursing students and new nurses acclimate to working at Moffitt. As part of the preceptor-to-hire program, Moffitt is recruiting senior nursing students for resident positions during their preceptorship.

## Q Why did you want to work at Moffitt?

**A:** I moved from Rhode Island two years ago and knew the name Moffitt because of my previous work in cancer care. I wanted to continue my journey in that field. I hear how great Moffitt is not only from employees but from patients. I feel the difference from my previous organization. You're always worried about the grass not being greener, but it's actually very green here. It's a great place to work.

## Q Why did you want to become a preceptor?

**A:** I wanted to become a preceptor here at Moffitt because teaching is a passion of mine. I was a preceptor at my previous job and wanted to continue to help nurses develop new skills and gain a knowledge base about cancer care.

## Q Do you think these types of programs are helping address the nursing shortage?

**A:** I think this is a solution and a good way to bring people in and actually see what Moffitt does versus just hearing the name and seeing it on the outside. Moffitt is more specialized compared to other hospitals here, so it's a very different place to work.

## Q What is your favorite part of precepting?

**A:** I think my favorite thing about precepting is watching the nurses grow and become confident with their skills and knowledge they gained from the education and support I provided them.

## TOP RECRUITMENT Across Moffitt in Fiscal Year 2023

- Nursing and Patient Care Services: 1,122
- Service and Skilled Trades: 637
- Allied Health and Clinical Lab: 575
- Administrative and Clerical Support: 554

## Nurturing a Diverse Workforce

Moffitt collaboration with CDC of Tampa creates opportunities for recruitment

With more than 8,600 team members, Moffitt Cancer Center is both a prominent health care provider and major employer in the Tampa Bay area. With that comes a responsibility and dedication to ensure the cancer center's workforce reflects the communities it serves.

In November 2022, Moffitt launched a collaboration with the Corporation to Develop Communities of Tampa, known as CDC of Tampa, to diversify its workforce pipeline and build engagement with the community.

This collaboration, whose service area includes East Tampa, aims to build connections for workforce development and health education for its residents, explains Cathy Grant, vice president and chief diversity, equity and inclusion officer for Moffitt.

“We are nurturing a workforce that embraces the unique perspectives, talents and experiences of all.”

— Cathy Grant  
Vice President  
Chief Diversity, Equity  
and Inclusion Officer

“Together, with our community partners by our side, we are nurturing a workforce that embraces the unique perspectives, talents and experiences of all,” Grant said. “Collectively, we forge a path forward, ensuring that health care not only meets the needs of every individual but also celebrates the strength and resilience of the communities we serve.”

In January 2023, CDC of Tampa and Moffitt hosted the collaboration's first “Hiring Hour” event. CDC of Tampa prescreened the candidates for a few of Moffitt's open positions across the cancer center. Key areas included environmental services, food services, facilities and clinical

operations. In preparation for candidate interviews, CDC of Tampa provided the participants with soft skills coaching. Members from Moffitt's Talent Acquisition team then interviewed candidates at the CDC of Tampa's East Tampa office.

The effort paid off. The team hired more than 40% of the candidates on the spot, reports Liza Bryant, director of Talent Acquisition.

“This was a creative way and great model for increasing the diversity of the workforce talent pool,” Bryant said.

Moffitt plans to continue this type of effective outreach as it expands its workforce to meet the growing health care needs of the community. In addition to the workforce pipeline, Moffitt and CDC of Tampa have plans for conducting health and education screenings to scale the collaboration.



# OPTIMIZING VIRTUAL VISITS TO MAKE THE MOST OF CLINIC SPACE

## Initiative helps identify opportunities and efficiencies for providing virtual care

**W**hen a handful of Moffitt Cancer Center physicians decided to launch a telehealth pilot program in 2017, they never imagined what was to come. “I believe we were doing 20 to 30 visits a month back then,” said Philippe Spiess, MD, assistant chief of Surgical Services and medical director of Virtual Care at Moffitt.

Then came the pandemic. In a span of two weeks, virtual visits shot up 5,000%, with Moffitt providers completing 15,000 telehealth visits by the end of fiscal year 2020. The growth has only continued since then, with 54,879 virtual visits completed in

fiscal year 2023. That number is expected to continue to increase in the years to come.

With this explosive growth in mind, in October 2022, the Moffitt Medical Group launched a virtual visit optimization plan to expand access to care for patients. The goal is to have virtual visits accounting for 15% of existing

outpatient clinic visits over the next five years, not including procedural visits. In fiscal year 2022, virtual visits made up 9.8% of all nonprocedural existing patient visits.

“The goal is to be offering telemedicine for those clinically appropriate visits, meeting the patients where they’re at — meaning at home,” explained Cristina Naso, director of Virtual Health at Moffitt. “Meanwhile, we are increasing access for new patients to be able to physically come onto our campus.”

The first step in the optimization plan was to determine what types of appointments are appropriate for telemedicine. That decision is based on the individual patient’s needs. For existing patients, many types of planning visits, check-ins and even postoperative visits may be done virtually. In certain circumstances, virtual visits may even be appropriate for new patients who live in other parts of the state and just want information about Moffitt’s innovative services or a second opinion.

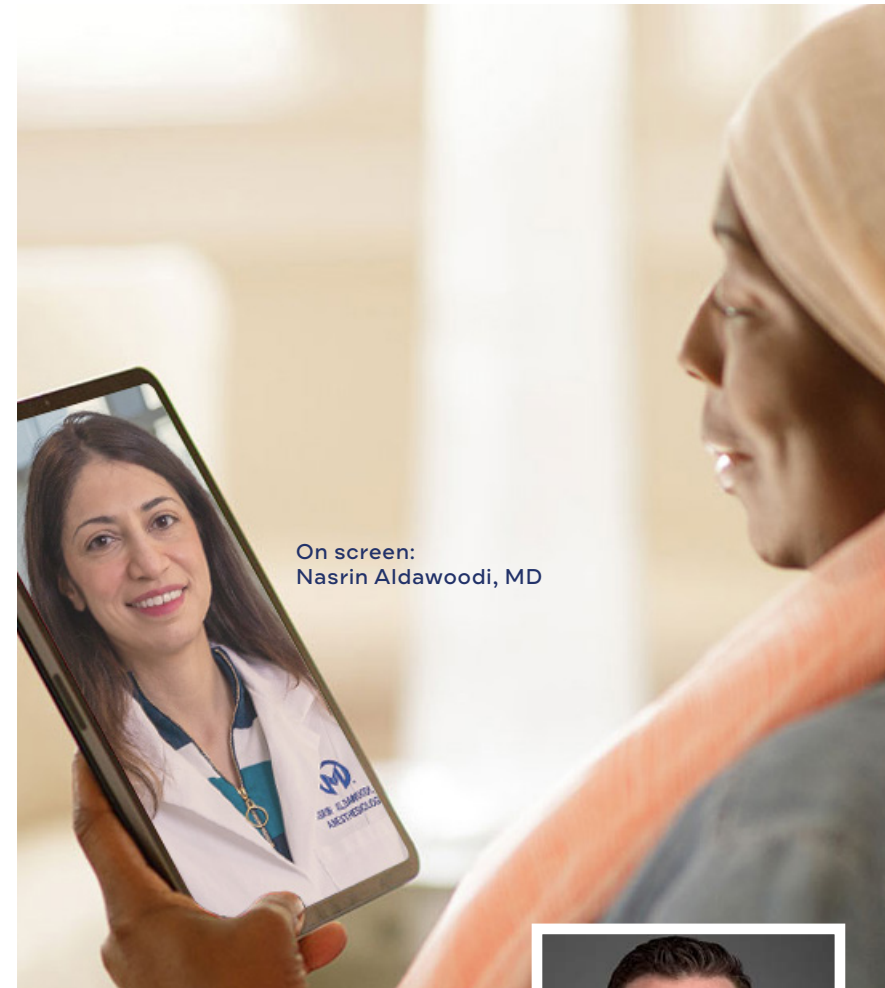
As more visits shift to virtual, the plan aims to optimize scheduling by dedicating blocks of time when providers can conduct virtual visits from outside of clinic spaces. This saves time for both the patient and the provider, and it frees up clinic space for patients who need to be seen in person.

For many patients, the option to visit with their

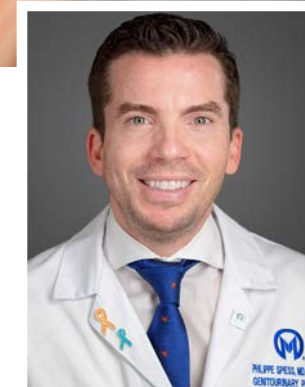


CRISTINA NASO  
Director, Virtual Health

“The goal is to be offering telemedicine for those clinically appropriate visits, meeting the patients where they’re at — meaning at home.”



On screen:  
Nasrin Aldawoodi, MD



PHILIPPE SPIESS, MD  
Assistant Chief, Surgical Services  
Medical Director, Virtual Care

health care team virtually is very appealing. “Telemedicine visits can often be incorporated in patients’ day-to-day schedule so they can complete their appointments at convenient times such as before or after work, or during a break,” Spiess said. “It gives them flexibility and ultimately increases access.”

On May 11, 2023, the federal government announced the end of the public health emergency created by COVID. But for Moffitt’s Virtual Care team, the lessons learned about the power of telehealth will continue to drive innovative solutions to expand access to care.

“There’s definitely a lot more that we want to do in the virtual care space,” Spiess said. “I’m excited to see how this will evolve over the next couple of years while we continue to provide the highest quality cancer care to our patients but doing so meeting all of their needs and expectations, including the seamless integration of innovation and practicality.”

## TELEHEALTH BENEFITS BY THE NUMBERS

As the number of telehealth visits skyrocketed during the pandemic, Moffitt experts closely studied the effects of the shift on patients. In fiscal year 2023, Krupal Patel, MD; Philippe Spiess, MD; and their colleagues published three eye-opening studies demonstrating the benefits of telehealth.



**\$147.40 to \$186.10**  
Savings to patients per telehealth visit, taking into consideration travel expenses and lost income



**148.6 miles**  
Saved per visit for roundtrip travel



**2.9 hours**  
Roundtrip driving time saved per visit



**1.2 hours**  
Saved per telehealth visit, compared with in-clinic visits



**19.8 kg**  
Carbon dioxide (CO<sub>2</sub>) emissions saved per visit for patients living within a 60-minute drive of the cancer center



**98.6 kg**  
Carbon dioxide emissions saved per visit for patients living more than 60 minutes away



**75.8%**  
Of telemedicine patients were satisfied with their access to care, compared to 62.5% of patients seen in person



**90.7%**  
Of telemedicine patients were satisfied with the level of concern demonstrated by their provider, compared to 84.2% of patients seen in person





# PEARL

## EXPLORING MORE PERSONALIZED PREVENTION, SCREENING AND TREATMENT

The gem that is PEARL sits across from Moffitt Cancer Center’s Magnolia campus clinic, in the research center that housed Moffitt’s first scientific investigations. PEARL researchers welcome clinicians, patients and community members, all working together on better ways to intercede before cancer puts potential future patients in the clinic across the street.

**T**he Population Engagement and Research Laboratory (PEARL), which opened in April 2023, was designed for population science research with a new paradigm in mind. Called precision cancer interception, its goal is to stop cancer and its associated outcomes earlier in the process through personalized prevention, screening and treatment based on a person’s unique biological and behavioral characteristics.

Shelley Tworoger, PhD, associate center director for Population Science, says the three-year process of creating PEARL was a team effort with many Moffitt groups contributing to its success. Planning included a survey of other cancer centers nationwide.

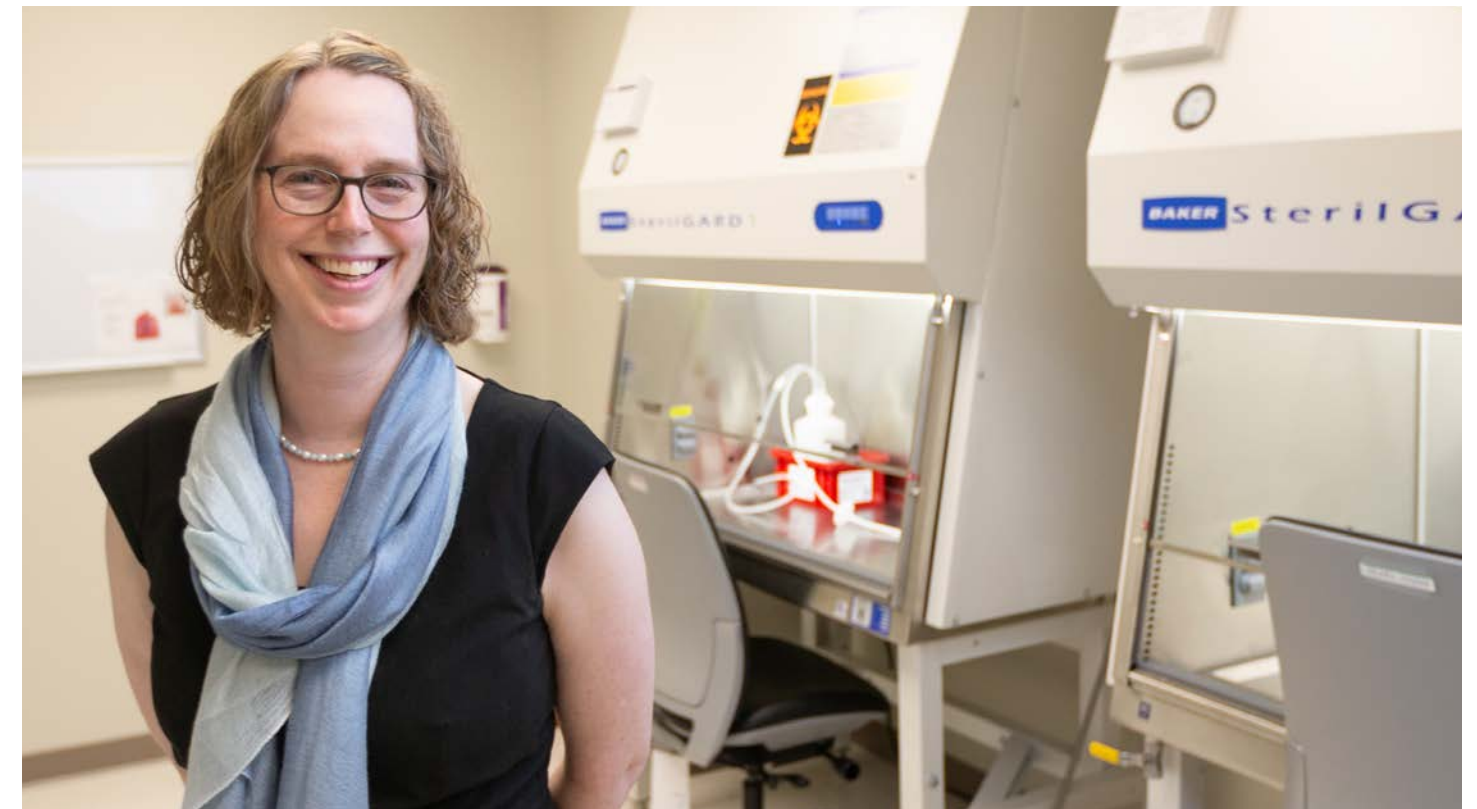
“There are really only a handful of cancer centers that have all the different components of PEARL in one location,” Tworoger noted. That eliminates a barrier current Moffitt study participants have long encountered — trekking to multiple Moffitt campuses to engage in research studies. It also allows researchers to design studies that test the power of combining different types of interventions simultaneously.

“We’ve learned that changing your physical activity or diet or quitting smoking are each important interventions in their own right,” Tworoger said. “But if we could come up with ways to help people adopt

multiple behavior changes at the same time, it could have an even bigger impact.”

PEARL’s facilities are state of the art, starting with human laboratory rooms for smoking and physiological and behavioral studies. Cameras in each room feed into a monitoring station where investigators can observe remotely without influencing a participant’s actions. The rooms are equipped with negative pressure ventilation that literally sucks smoke out of the room. This makes ongoing studies of cigarette smoking safer, Tworoger says, “and it opens up opportunities to study other forms of tobacco product use like hookahs that are highly damaging but relatively understudied, so that we can better determine how to help people stop.”

A research kitchen and dining area for diet studies reflect a growing interest in the role of obesity and metabolism in cancer. John Cleveland, PhD, Moffitt’s executive vice president, center director and chief scientific officer, has a vision to elevate metabolism as another pillar of cancer care and treatment on par with surgery, radiation, chemotherapy and immunotherapy. Recruiting cancer metabolism researchers requires facilities to support their work, Tworoger says. “To translate the basic research that’s happening in this space into actuality for patients, we needed some resources we’ve never had before — like the research kitchen and dining area.”



SHELLEY TWOROGER, PHD  
*Associate Center Director,  
Population Science*

“If we could come up with ways to help people adopt multiple behavior changes at the same time, it could have an even bigger impact.”

Exercise is another key component of metabolism-related research. PEARL boasts exercise facilities to study both aerobic and strength training. It also includes novel ways to assess participants’ body composition like DEXA (dual energy X-ray absorptiometry), scanning typically used in clinical settings to evaluate bone density. Additional DEXA software allows PEARL researchers to track body fat composition, an important factor driving tumor cell growth. Combined with the exercise and dining areas, tailored DEXA monitoring will foster further research into ways to limit the muscle-wasting effects of treatment or disease that cancer patients often experience.

PEARL also has patient assessment rooms for physical exams and specimen collection, as well as a dedicated lab for specimen processing. It houses two large meeting spaces: a conference room for collaborative work among researchers and a larger meeting space to gather with community partners. It’s here that Tworoger hopes PEARL will help team science to expand and flourish, translating findings from Moffitt’s basic scientists and clinicians into interventions that help people.

“When we designed PEARL, we met with our Basic Science colleagues,” Tworoger explained. “We talked to them about where they saw their research going and how their studies might expand into human populations. That allowed us to intentionally design PEARL with the capacity to do early translational research that will speed new interventions into the community.”

PEARL is already hosting collaborations with community partners such as YMCA of the Suncoast and federally qualified health centers. (Read more: Page 44.) The conversations center on how Moffitt can support them with education and referral assistance — and how community partners can collaborate on research studies that test interventions and fine-tune them to be culturally appropriate and effective.

“Moffitt’s mission is to contribute to the prevention and cure of cancer,” Tworoger said. “PEARL creates an increased opportunity to foster the prevention and interception part of our mission.”





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PEARL HUMAN LABORATORY ROOMS

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# Meet

## Vani Simmons, PhD

Coping behaviors have always fascinated me — and smoking is a truly maladaptive means to cope with stress. I've devoted my career to conducting applied research projects that are designed to help people quit smoking and improve their health. Now as director of Moffitt's Tobacco Research and Intervention Program (TRIP), I'm very excited to have access to PEARL, its fantastic resources and the opportunities it offers for research.

One exciting feature of the new PEARL lab rooms is a negative pressure ventilation system that allows participants to light up without exposing others to smoke. The rooms also include discrete video cameras linked to a control room where we can record sessions without being obtrusive. Given the stigma attached to smoking, you can imagine how a participant's behavior could be better observed without someone present.

Now that our TRIP team is on the Magnolia campus, we are closer to more research collaborators, as well as clinicians and patients. As a team, we are working on a large program



grant to help cancer patients quit smoking with digital tools like mobile apps. As we develop them, PEARL will allow us to get immediate feedback on whether our new tools are acceptable to patients. PEARL's large meeting space is perfect for conducting focus groups among community members — important to our studies with diverse populations like Spanish-speaking smokers.

PEARL enables a much more rigorous assessment of smoking behavior, beyond self-reported questionnaires, and offers space for intervention development. Hopefully, that will translate to more effective interventions to help people quit smoking and reduce cancer burden.



# Meet

## Nathan Parker, PhD

**As an avid weightlifter, it's rewarding to help patients with cancer maintain strength through exercise.**

For decades, the mindset was that patients should rest during cancer treatment. But there's growing evidence that exercise can be hugely beneficial. It's not just limited to aerobic exercise like walking. Using weights or

resistance bands for strength training is also critical — particularly for patients whose cancers or treatments cause muscle loss. That's why

I started the MPROVE Lab (Moffitt Promotes Resilience in Oncology Via Exercise) that is part of PEARL.

Some of our work is based on the concept of exercise prehabilitation or "prehab." The goal of prehab is to

get patients as strong as possible before a treatment like surgery or cellular therapy to improve their recovery process afterward. Expanding upon that, I'm currently studying remote (via Zoom) strength training with patients who are receiving chemotherapy for advanced or metastatic gastrointestinal cancers. Maintaining strength is incredibly important in this population.

The field of exercise oncology is working to quantify how exercise can improve clinical outcomes by boosting patients' strength and fitness. PEARL provides a setting for studies to observe the impact of exercise on outcome measures like hospital readmissions, complications or disruptions to chemotherapy regimens.

PEARL's community focus also lends access to diverse populations for possible study participation. We're already collaborating with YMCA of the Suncoast to develop a pickleball program for cancer survivors, a fun way to keep people moving that hopefully will lead to more and stronger partnerships.







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PEARL RESEARCH KITCHEN

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# Meet

## Tiffany Carson, PhD

**I'm interested in how diet and physical activity impact weight management — and how to help people make healthier choices that fit their lifestyles and cultural preferences.**

Obesity is a risk factor linked to at least 13 different cancers. So, if we're recommending diet modifications, is there a way to promote changes that lead to both healthier weights and physiological processes that lower cancer risks?

My research studies high-fiber diets to see if they lead to healthier gut microbiomes, what that looks like across different populations and how we can help different types of people achieve those dietary patterns.



In PEARL's kitchen, we store prepackaged meals made to detailed specifications for participants to pick up. We ask them to eat one meal each day with us in our dining area. It gives us an opportunity to engage with them, learn how the meal consumption is going and build rapport, bolstering participant retention throughout multiweek studies.

One great aspect of PEARL is how different state-of-the-art research spaces are co-located. It allows us as investigators to bump into one another, brainstorm and collaborate across interventions. For instance, our current RESET study participants are cancer-free Black women with obesity and elevated stress levels. We're studying whether behavioral weight loss programs can be combined with stress management techniques to achieve better outcomes. Based on that study, my next step is to tailor iRESET for Black patients with breast cancer, obesity and elevated stress to possibly improve their survivorship experience.



# THE CREATION OF BIOENGINEERING AT MOFFITT

**Groundbreaking department brings new tools and fresh perspectives to the fight against cancer**

**I**magine that a biopsy from one patient could be used to create thousands of microtumors. Each microtumor could be the basis for a different experiment, identifying what pathways could be targeted and which therapies are most effective to treat the cancer. This accelerated level of research could spur breakthrough discoveries in cellular therapies and other next-generation cancer treatments.

The potential for such research has become a reality at Moffitt Cancer Center with the launch of the Department of Bioengineering in April 2023. A first for a National Cancer Institute-designated comprehensive cancer center, the Bioengineering Department puts the tools and perspectives of engineers to work on the problems of cancer.

“There is so much excitement about this new initiative at Moffitt,” said Elsa Flores, PhD, associate center director for Basic Science at Moffitt. “A lot

of the reason that cancer therapy fails is because it’s so nonspecific. It makes the patient sick because it’s systemic. So being able to pinpoint therapies to the right place, we hope engineers can help us with that. We have plans to recruit engineers from a variety of disciplines

working on innovative research in drug delivery, material design and manufacturing, imaging, and 3D modeling.”

With a degree in chemical engineering, Flores has had a vision for many decades for how bioengineering could help further cancer research. After her appointment to associate center director in January 2022, she convened an advisory board of thought leaders in bioengineering from across the country to advise her on key areas of focus for the new department. In February 2023, the cancer center hosted the Bioengineering at Moffitt summit, which drew experts in engineering and cancer to Tampa to discuss the vision for the department and how it could shape cancer research. It wasn’t long before the department was ready to launch.

In April 2023, Greg Sawyer, PhD, was recruited as the department’s inaugural chair and chief bioengineering officer. Sawyer had started his career as a mechanical engineer, working early on as part of the NASA team that designed the original Mars rover. He shifted his research focus from space to cancer in 2013 after receiving his own cancer diagnosis. He now uses his engineering skills to develop ways to 3D model, grow and study cancer tumors in hopes of improving diagnosis, disease management and therapeutic options.

“Dr. Sawyer is the perfect person to lead this new department at Moffitt. Bioengineering will be a new driver of innovation for our cancer center, and



**ELSA FLORES, PHD**  
Associate Center Director,  
Basic Science

“We have plans to recruit engineers from a variety of disciplines working on innovative research in drug delivery, material design and manufacturing, imaging, and 3D modeling.”



Greg Sawyer, PhD, reviews an image with Diego Pedro, PhD, in his bioengineering lab. The new department incorporates state-of-the-art imaging to allow for enhanced monitoring of cancer models.

“As bioengineers, we can build tools to accelerate cancer discovery by studying cancer outside the body so that we can examine it and find ways to stop it.”



**GREG SAWYER, PHD**  
Chair, Bioengineering  
Chief Bioengineering Officer

his expertise in mechanical engineering will interface with and transform the current expertise at the cancer center in cancer biology, drug discovery and immunology to bring new therapeutic strategies to our patients more quickly,” Flores said.

The new department is collaborating with Moffitt researchers and clinicians in a range of areas to provide 3D modeling of cancer, allowing researchers to quickly reproduce and study samples from patients. It also arms

researchers with innovative microscopic imaging, enabling scientists to closely observe the 3D cancer models. To bolster imaging capabilities, Moffitt has also become home to a Nikon Center of Excellence, a state-of-the-art facility with advanced imaging technologies.

With the ability to produce and observe thousands of microtumor samples from one patient biopsy, researchers can test the effectiveness of individual therapies at an unprecedented scale.

“Bioengineering, in part, differs from traditional cancer modeling because it affords us the opportunity to study tumors in real time in 3D outside of the body,” Sawyer explained. “Cells within a tumor are communicating with each other and with the surrounding healthy tissue. To survive, cancer cells rewire various processes. As bioengineers, we can build tools to accelerate cancer discovery by studying cancer outside the body so that we can examine it and find ways to stop it.”

The Bioengineering Department will be one of the key Basic Science departments at Moffitt’s Center for Innovation on the new SPEROS FL campus. Flores expects the new department, which will bring together experts from different disciplines, will lead to unique discoveries and opportunities for the cancer center.



## CANCERX LAUNCHES INNOVATIVE PUBLIC-PRIVATE PARTNERSHIP

Cancer takes a toll on patients and families physically, emotionally and financially. Certain groups also bear a disproportionate burden from cancer due to social, environmental and economic disadvantages. As part of a new public-private partnership called CancerX,

Moffitt Cancer Center and the Digital Medicine Society (DiMe) have set out to rapidly accelerate the pace of cancer innovation in the U.S., with an initial focus on using digital innovation to reduce disparities and financial toxicity in cancer care and research.

Launched in March 2023, CancerX is part of the White House Cancer Moonshot initiative, which aims to cut the death rate from cancer by 50% over the next 25 years and improve the experience of people and families living with and surviving cancer. CancerX is a national accelerator to boost innovation in the fight against cancer. It is co-hosted by Moffitt and DiMe, alongside the Office of the National Coordinator for Health Information Technology and Office of the Assistant Secretary for Health.

“CancerX seeks to harness the power of digital innovation in oncology, which has not kept pace with other therapeutic areas,” said Edmondo Robinson, MD, chief digital officer at Moffitt.

He points to an example of the ease of booking a traditional doctor’s appointment online or through an app. With cancer care being so complex, requiring multiple appointments with different providers often on the same day, scheduling is not that simple.

“Innovative solutions that have made strides in other areas of health care often fall short when it comes to tackling the unique complexities of cancer care,” he explained.

The CancerX initiative brings together a diverse group of stakeholders to change that. The initiative is open to all organizations and experts working in the field who want to collaborate on digital innovations in cancer care and prevention. More than 90 organizations joined the effort as founding members, including the American Cancer Society, the Leukemia & Lymphoma Society, a range of cancer centers from across the country, and well-known

leaders in technology and health care.

The first project, which kicked off in March 2023, convened a multistakeholder group of experts to assess, quantify and enhance the impact of digital solutions on cancer care cost, access and outcomes.

“Financial toxicity is an important topic for cancer,” Robinson said. He notes that people with cancer are 2.5 times more likely to declare bankruptcy, and 42% of patients lose their life savings within two years of being diagnosed with cancer.

“People are fighting for their life.

They’re fighting for their home. They’re fighting for their future. They’re fighting for their family,” Robinson said. “And in many instances, people are experiencing avoidable disparities in access to specialized cancer care and clinical outcomes following treatment.”

The first CancerX project aims to identify these types of challenges and gaps in equity and define what needs to change.

After the challenges and goals are defined, the project moves into the next phase: an accelerator cohort where experts will develop approaches to address the challenges. From there, innovative solutions will be implemented to demonstrate value and sustainability for broad adoption. The first demonstration project is expected to begin in 2024.

The CancerX collaboration will benefit patients, caregivers and health care providers across the country and around the world.

“By harnessing our diverse

strengths and expertise, we have the ability to impact the lives of every person, caregiver and researcher working on a cancer journey,” Robinson said. “We are honored to co-host CancerX and pave the way to effectively leveraging digital innovation in the fight against cancer and reducing incidence, burden and disparities in cancer care.”



EDMONDO ROBINSON, MD  
Senior Vice President  
Chief Digital Officer

“By harnessing our diverse strengths and expertise, we have the ability to impact the lives of every person, caregiver and researcher working on a cancer journey.”



**CANCERX**

To learn more about CancerX, use the camera on your smartphone to scan the QR code.

## PARTNERSHIP WITH DEERFIELD MANAGEMENT ACCELERATES DRUG DISCOVERY

Developing groundbreaking cancer therapeutics takes expertise, proper funding and time. In July 2022, Moffitt Cancer Center and Deerfield Management launched a major translational research alliance aimed at accelerating

the development of these lifesaving cancer treatments. Through a new joint venture called Bayfield Therapeutics LLC, health care investment firm Deerfield committed up to \$130 million over the next 10 years to the cutting-edge partnership.

“This new research collaboration will help build upon Moffitt’s stellar reputation of translating our research from the bench to the bedside. Through Bayfield Therapeutics, we aim to accelerate the rate at which we are translating these discoveries into potentially lifesaving therapies for cancer patients,” said John Cleveland, PhD, executive vice president, center director and chief scientific officer of Moffitt.

As an investment management firm, Deerfield is committed to advancing health care through investment, information and philanthropy. The firm works across the health care ecosystem to connect people, capital, ideas and technology in bold, collaborative and inclusive ways.

“This partnership is a strong representation of what we aim to achieve at Deerfield to help shape the future of health care,” said James E. Flynn, managing partner at Deerfield Management. “Alongside the impressive team at Moffitt, we’ll have the opportunity to combine



DEREK DUCKETT, PHD  
Chair, Drug Discovery

our financial, operational and development expertise with their existing pipeline, offering a flexible approach and access to additional resources that will ideally bring several new and improved therapeutic solutions to patients battling cancer.”

Bayfield Therapeutics is a private company wholly owned by affiliates of Deerfield Management. Its goal is to fund projects that have uncovered novel therapeutics with the potential to cure life-altering diseases. This

collaboration will build upon the robust drug pipeline already established by scientists at Moffitt.

“We are very excited to partner with Deerfield in this effort to advance novel cancer drugs toward the clinic. Moffitt has a strong and innovative basic and preclinical drug discovery pipeline with deep expertise in state-of-the-art technologies,” said Derek Duckett, PhD, chair of the Drug Discovery Department at Moffitt. “With the operational support from Deerfield, we are confident that this new collaboration will accelerate the development of our unique and promising molecules to achieve Investigational New Drug readiness.”

As part of the alliance, Deerfield will provide development expertise to help shepherd potential cutting-edge treatments to cancer patients.

In the fall, researchers at Moffitt began submitting proposals to Deerfield for review. Each selected project will receive resources and expertise to support the progression from the discovery research phase to clinical testing. Selected proposals will also have eligibility for additional capital investments to create spinoff companies.

“Together, we hope to make a lasting impact on cancer care, improving outcomes for patients in our community and beyond,” Cleveland said.



JOHN CLEVELAND, PHD  
Executive Vice President  
Center Director  
Chief Scientific Officer

Through Bayfield Therapeutics LLC, Deerfield commits up to \$130 million over 10 years to boost lifesaving therapeutics research.





Sophia Alfonso, manager of the Specialty Pharmacy, notes that the pharmacy has seen major growth, doubling the number of prescriptions filled from fiscal year 2020 to 2023.

# SPECIAL RECOGNITION FOR THE SPECIALTY PHARMACY

## New accreditations open doors to reduce medication costs for patients

**M**anaging medication can be a major burden for patients with cancer, especially for those who need to self-administer chemotherapy. Fortunately, Moffitt Cancer Center's Specialty Pharmacy team is available to provide comprehensive guidance for patients throughout their journey. In fiscal year 2023, the Specialty Pharmacy achieved new accreditation status that will allow it to better serve patients. Sophia Alfonso, pharmacy manager, shares what this means for Moffitt and the patients we serve.

### What new accreditations has the Specialty Pharmacy earned?

The Moffitt Specialty Pharmacy achieved an important distinction in June 2022, earning full accreditation from the Accreditation Commission for Health Care (ACHC). In December 2022, the pharmacy earned additional accreditation from URAC, which stands for the Utilization Review Accreditation Commission. In March 2023, the Specialty Pharmacy achieved the ACHC Distinction in Oncology status.

These accreditations reflect the pharmacy's commitment to the highest standards and patient experience. The Moffitt Specialty Pharmacy is one of 38 URAC-accredited specialty pharmacies in Florida. It is one of only 138 pharmacies nationwide that have the ACHC Distinction in Oncology status.

### What does this mean for patients?

Since opening in 2012, Moffitt's Specialty Pharmacy has worked to provide the highest level of care to all who need it. Moffitt strives to keep the cost of medications affordable and ensure patients have easy access to the medications they need.

The accreditations open doors to more third-party insurance contracts that nonaccredited pharmacies are unable to participate in. They also indicate to insurers and medication manufacturers that our pharmacy delivers quality care.

Ultimately, it gives us the ability to serve more patients and help them find ways to cover the cost of crucial medications.

### Has the Specialty Pharmacy seen an increase in patients over the years as Moffitt has expanded?

Our team has worked hard to ensure we continue to provide superb service to our ever-growing patient population. This includes offering the option of overnight delivery of medications throughout the state. Compared to fiscal year 2020, we have doubled the number of prescriptions we are filling for patients.

### What can patients expect from the Specialty Pharmacy going forward?

People can expect the same outstanding level of service they have always received, with expanded insurance options. The specialty pharmacists are a dedicated and caring part of a patients' clinical health care team. We perform a thorough review of labs, existing health conditions and any medications patients may be taking to avoid potential negative interactions. We can also schedule individualized counseling sessions with patients to provide education on the dosage, directions and storage of their medication. Additionally, we explain how to handle missed doses and side effects. Our team follows up routinely to ensure patients are able to take medications as prescribed and are not experiencing adverse reactions.

On the financial side, our team has extensive experience working with insurance companies to help patients get specialty prescriptions covered. Even with insurance, the medication costs can be overwhelming for people, so our team also works with patients to find ways to lower these financial barriers. We want to make sure patients feel supported at every turn.





# ARTS IN MEDICINE CELEBRATES 25 YEARS

**I**n 1998, the Arts in Medicine program started with one staff member and one art cart. The mission was to use art as a form of expression to promote healing and self-discovery. No imposing meaning or interpretation of the artwork. Just offering inspiration, comfort and empowerment during a challenging time.

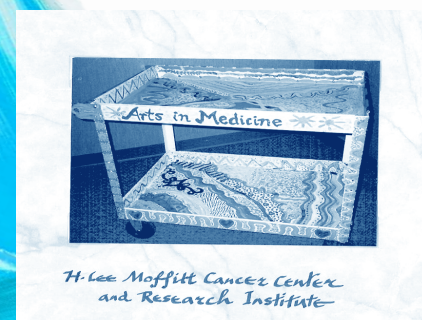
Like Moffitt Cancer Center itself, the Arts in Medicine program has grown exponentially. Today, the program includes seven artists-in-residence sharing both visual art and music across three Moffitt locations. There are also two art studios for patients, family and team members to drop in and visit during the week.

“The growth over the past 25 years demonstrates Moffitt’s commitment to caring for the whole person, and not just the patient, but their family and caregivers and Moffitt team members,” Arts in Medicine Coordinator Amanda Bonanno said. “Everyone can experience and truly benefit from the power of art and music.”

## To celebrate Arts in Medicine’s 25 years, let’s take a look back.

### 1998

- The Arts in Medicine program begins, initially with just one artist and an art cart meeting with patients at their bedsides.



This single art cart was the start of what has become a robust Arts in Medicine program impacting the lives of patients across Moffitt’s campuses.

- The first musician-in-residence starts, launching a long tradition of bringing live music to patients and families during difficult times.
- The first open studio is held at the Magnolia campus, providing a place for patients to gather and create.



### 2001

- The “Fabric of Life” installation, which features silk paintings made by patients, families and staff, opens in the hospital main lobby.

### 2002

- The “Labyrinth” installation opens. The labyrinth was hand-painted on a 24-foot canvas for people to walk through, serving as a meditative tool. The ancient symbol of wholeness represents the journey through life.

### 2006

- A permanent art studio opens in the Moffitt Clinic Building.
- The Healing Arts Gallery opens on the Magnolia campus. Located on the first floor between Red Lobby and Blue Lobby, it features artwork made by patients, families and staff. Exhibits are curated and installed in collaboration



From the hope and healing inspired by paper cranes to the moments of peace and tranquility ushered in by harpists such as Judy Ranney, the Arts in Medicine program has brought comfort to many patients over the past 25 years.

with the USF Contemporary Art Museum.

- “On Wings of Hope,” a paper crane installation, pictured above, opens in honor of Moffitt’s 20th anniversary.

### 2009



- The first annual Color of Music program begins. As pictured above, visual artists-in-residence paint on easels as they are inspired by the live music played by the musicians-in-residence. Patients, families and staff are also invited to collaborate on a community art piece.

### 2012

- A temporary Arts in Medicine exhibit opens at International Plaza and Bay Street, sharing patient art with the public.

### 2015



- A second permanent art studio, above, opens at the Richard M. Schulze Family Foundation Outpatient Center.
- The first musician-in-residence starts at Moffitt at International Plaza.

### 2016

- The art bag program begins, bringing art kits to inpatient rooms on the Magnolia campus.

### 2017

- The art cart starts making the rounds at the Richard M. Schulze Family Foundation Outpatient Center.

### 2018



- “Music & Art à La Carte” is created as a monthly event. Visiting a different location each time, a visual artist-in-residence and musician-in-residence pair up to make art and play music together. Pictured above: Former visual artist-in-residence Catherine Thomas.

### 2020

- Arts in Medicine promotes healing during the worldwide COVID-19 pandemic by visiting patients virtually.
- The Arts in Medicine program is featured at the National Organization for Arts in Health.
- Moffitt celebrates the first International Arts in Health Month.

### 2021

- The program adds a keyboard for bedside visits at the Magnolia campus.

### 2022

- Miriam Abascal Zimms and husband Mitch Kessler donate a piano to the lobby of the Richard M. Schulze Family Foundation Outpatient Center.

### 2023

- The program celebrates its 25th anniversary.





## TAKING LUNG SCREENING ON THE ROAD

**Moffitt is launching a mobile lung screening program to help increase the number of patients diagnosed earlier**

**L**ung cancer kills more than 127,000 people each year. There's a screening test that could help reduce that number, but many who are eligible don't use it.

The U.S. Preventive Services Task Force recommends annual lung screening with a low-dose CT scan for adults ages 50 or older who have smoked a pack a day for the last 20 years or two packs a day for the last 10 years and currently smoke or have quit within the

past 15 years. If lung cancer is caught early, the five-year survival rate for patients is 60%, compared with around 7% if the disease has already spread.

However, only 5.7% of people at high risk for lung cancer are screened, according to the American Lung Association. Florida ranks among the worst states for lung screening, with only about 3% of eligible Floridians getting screened. Current qualified lung screening sites in the state are few and far between. The majority are located along the east coast, leaving huge gaps in Central Florida.

“If everyone who is eligible to undergo lung cancer screening actually had the screening done, 60,000 lives per year would be saved.”

— Jhanelle Gray, MD  
*Chair, Thoracic Oncology*



“If everyone who is eligible to undergo lung cancer screening actually had the screening done, 60,000 lives per year would be saved,” said Jhanelle Gray, MD, chair of the Thoracic Oncology Department at Moffitt Cancer Center. “That’s a significant amount. This to me is low-hanging fruit. This is something we have to do.”

To reach more patients across diverse communities, Moffitt is taking its lung screening program on the road. The cancer center will operate the first mobile lung screening unit in the state.

In December 2022, Congress finalized the 2023 Consolidated Appropriations Act, which awarded Moffitt \$1 million for a mobile lung screening vehicle. Celia and Jim Ferman, longtime Moffitt supporters, also donated funds for the project.

“Early cancer detection saves lives,” said U.S. Rep. Kathy Castor, who led the push for federal funding to purchase the mobile screening vehicle. “And the new Moffitt mobile lung cancer screening vehicle can visit communities that are underserved to increase screening rates across the Tampa Bay area. The Moffitt Cancer Center team is proactive on prevention and reaching patients where they are — and that’s going to make a difference.”

With initial funding in place, Moffitt is working to build a substantial community outreach and partnership development plan. Moffitt already has mobile screening programs for skin and head and neck cancers, but lung screening is dependent on strict eligibility criteria and can be processed through health insurance.



HALEY TOLBERT  
*Community Relations Specialist,  
Thoracic Oncology*

“Lung screening is relatively new compared to other widely recognized screenings like breast and colon screening. I would imagine that if a patient can go to their church or local fire station, they would automatically feel more secure and be more willing to be screened.”

Moffitt’s mobile lung screening bus will be equipped with a CT scanner to screen patients on the spot. The bus could allow for up to 30 screenings per day at community events.



Photo courtesy of CHI Memorial





From left: Jhanelle Gray, MD, research coordinator Monica Reyes and community relations specialist Haley Tolbert traveled to Washington, D.C., in September 2022 to advocate for support for increased lung cancer screening efforts.

To lay the groundwork for mobile lung screening events, Moffitt will provide education on the importance of screening, explain eligibility and preregister participants ahead of time. The bus will be equipped with one CT scanner, and patients will be contacted in advance with information such as what to wear.

The bus could provide up to 30 screenings in a single day. Currently, Moffitt screens about 600 people per year. That number is increasing about 30% annually,

and the mobile screening could give the numbers an even bigger boost.

“I think an issue is just the unknown. Lung screening is relatively new compared to other widely recognized screenings like breast and colon screening,” said Haley Tolbert, Moffitt’s community relations specialist for Thoracic Oncology. “I would imagine that if a patient can go to their church or local fire station, they would automatically feel more secure and be more willing to be screened.”

## LUNG CANCER SCREENING NUMBERS TO KNOW

# 127,000

People die each year from lung cancer

# 60%

Of people survive at least five years if the disease is caught early, compared with a 7% survival rate if the disease has spread

# 60,000

Lives could be saved each year with screening

# 600

People are screened at Moffitt each year

# 30

Screenings could be done in a single day with the new bus



Annual low-dose CT scans can help catch lung cancer early, improving five-year survival rates. But qualified lung screening sites are few and far between in Florida.

The bus is the latest advocacy effort supported by Moffitt to help increase the number of individuals screened for lung cancer. In September 2022, Moffitt physicians, researchers and patients traveled to Washington, D.C., to meet with congressional members and ask for support to increase access to and improve education about lung cancer screening.

“We got some really important questions on how to make this move forward in partnership,” Gray said. “We have drafted a policy letter with multiple items such as potential barriers and how to address them. Each one of the items we have on there can be its own policy that a representative can sponsor and help support as a bill.”

Reps. Brian Higgins and Kathy Castor are currently working on drafting bills based on the recommendations.

Moffitt has also partnered with more than 50 other cancer organizations to issue a call to action urging individuals, providers and insurers to increase access to and utilize low-dose CT scans for those at high risk for lung cancer. The effort supports the national Cancer Moonshot initiative, which aims to reduce cancer deaths by 50% over the next 25 years.

Closer to home, Moffitt spearheads a lung cancer screening roundtable with 30 lung screening sites around Florida. The group meets quarterly to share best practices and drive alignment across all sites.

The lung screening bus should be ready to hit the road in the fall of 2024.





Moffitt Cancer Center at Port Tampa Bay opened in May 2023 in partnership with the Lightning Foundation and Port Tampa Bay.

## CRUISING INTO CANCER PREVENTION OUTREACH AT PORT TAMPA BAY

As tourists and Tampa Bay area residents pass through downtown's Channelside area, they now see a friendly reminder of the importance of cancer prevention in the Sunshine State. In partnership with the Tampa Bay Lightning and Port Tampa Bay, the new Moffitt community engagement center opened its doors in May 2023.

Moffitt Cancer Center at Port Tampa Bay is focused on cancer prevention and early detection. It will eventually provide appointment services for cancer screenings. This center is expected to see thousands of visitors in the Tampa Bay area.

Port Tampa Bay generously provided the space for the engagement center, which is located across from The Florida Aquarium. The Lightning Foundation and the Lightning Community Heroes program donated \$50,000 to support the center.

"We see a tremendous opportunity to reach a large number of people with education on early detection and prevention of cancer. This is a priority for us in order to decrease the number of cancer deaths," said Patrick Hwu, MD, president and CEO of Moffitt. "We are so grateful to Port Tampa Bay and the Tampa Bay Lightning for making this effort a reality."

## YMCA PARTNERSHIP BUILDS SUPPORT SERVICES FOR CANCER SURVIVORS

Staying active during and after cancer treatment improves outcomes and quality of life. This is the driving force behind a new partnership between Moffitt Cancer Center and the YMCA of the Suncoast. In June 2023, Moffitt became the sponsor of the YMCA of the Suncoast's cancer survivorship program. Together, the two organizations are working to enhance and expand the 12-week wellness program to offer more benefits to participants and their families.

The YMCA Survivorship & Wellness Program Powered by Moffitt provides two sessions a week facilitated by YMCA-certified instructors who focus on improving cardiovascular conditioning, strength, balance and flexibility. Survivors and those in active cancer treatment can enroll in the program at any YMCA of the Suncoast locations in Pasco, Pinellas, Hernando and Citrus counties. There is no cost to join the program, which includes a three-month membership to the YMCA. The program's first group started in June.



"Moffitt is focused on the health and well-being of our community and our patients and their families. Our relationship with the YMCA of the Suncoast will allow us to maximize our impact and improve the lives of cancer patients and survivors," said John Cleveland, PhD, Moffitt executive vice president, center director and chief scientific officer.



Super Bowl MVP Dexter Jackson speaks to the crowd at the Men's Health Huddle in October 2022.

## HUDDLING UP FOR MEN'S HEALTH

Moffitt Cancer Center and the Tampa Bay Buccaneers teamed up in October 2022 to bring health services and cancer screenings to the men of the Tampa Bay area. The Men's Health Huddle, held at the Jackson Heights NFL YET Center, offered free cancer screenings and health evaluations for qualifying men of all ages. The goal was to reach segments of the community who are uninsured or underinsured.

"This event was a great way for health care professionals to work directly with men who may otherwise not have access to quality health care," said Taylor Witkowski, community health educator with Moffitt's Office of Community Outreach, Engagement and Equity. "We want to thank the Bucs for their continued support of research and education at Moffitt. We share their commitment in recognizing the need to address cancer health disparities among underserved and underrepresented populations in the East Tampa Bay area."

The Buccaneers were the first organization in the Bay area to join the Moffitt Health Equity Partners program, which launched in fiscal year 2022. The program provides businesses a powerful way to improve health equity in the community, and the Men's Health Huddle was a dynamic example of that.

During the huddle, Moffitt experts provided education focused on colorectal, lung and prostate cancer, as well as multiple myeloma, a cancer of the blood cells. Moffitt team members also conducted screenings for head and neck cancer. Community partners provided blood pressure, body mass index, cholesterol, dental and vision screenings.

"We are deeply grateful to the community leaders, patients and advocates who brought their important experiences and perspectives to the day," said Susan Vadaparampil, PhD, associate center director for Community Outreach, Engagement and Equity. "The huddle also provided an excellent forum for our researchers to share work and opportunities to participate in research that addresses disparities among Black men, such as prostate cancer and multiple myeloma."

## A GIFT TO IMPROVE EQUITY

Loretta Lee is the founder, chief executive officer and chair of Loretta Lee LTD, an international company that has built its success in manufacturing. Historically producing products in south China that were sold in the U.S., Lee built two factories in Virginia and Tennessee, becoming one of the only manufacturers to produce work boots in the U.S.

Important to her success, though, is her commitment to philanthropy. "She has a great sense of responsibility to contribute to things that are bigger than herself," said Francisco Sanchez, an advisor and friend. "Loretta believes that her philanthropy is best focused on serving or contributing to organizations that support underserved communities."

Upon getting to know Moffitt Cancer Center, Lee learned of the many initiatives underway in health equity research. In July 2022, the Hong Kong native decided to make a \$1 million gift to Moffitt in honor of her mother, who died of cancer. The gift will help support pilot funding over the next five years focused on unique aspects of cancer that may disproportionately affect a minority population. A portion of that gift is an irrevocable estate gift that will continue related research into the future.



From left: Francisco Sanchez and Loretta Lee meet with Patrick Hwu, MD, CEO and president of Moffitt.



# MEASURING COMMUNITY BENEFIT

**Fiscal year 2023 is the inaugural year of Moffitt Cancer Center's 2023-2025 Implementation Strategy.** Led by the Office of Community Outreach, Engagement and Equity (COEE), this strategic initiative was collaboratively designed, drawing insights from Moffitt leadership and community advisory boards, including the Tampa Bay Community Cancer Network and the Patient and Family Advisory Council. The implementation strategy aims to support patients, families, health care providers, community organizations and community members within Moffitt's catchment area. It does so by enhancing cancer prevention, early detection, clinical care and research, with an emphasis on at-risk populations who bear a disproportionate burden of cancer. Moffitt's Hospital Board approved and adopted this implementation strategy on Sept. 21, 2022. Below, we outline some of the progress made from July 1, 2022, to June 30, 2023.

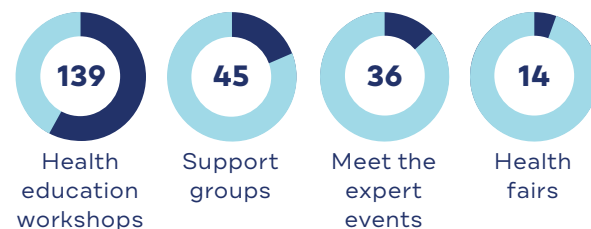
## COMMUNITY NEED: PREVENTION, EDUCATION AND OUTREACH

### Goal: Reduce new cases of cancer

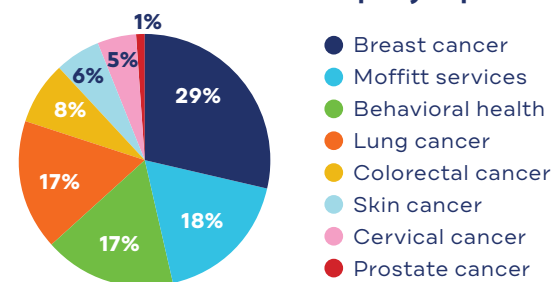
Moffitt provides health education to patients, families, caregivers and the public. Health education is presented in English and Spanish, and community members can request outreach events through the Office of Community Outreach, Engagement and Equity.

**234** Total health education events, with 141 events in English and 93 in Spanish

**8,062** People reached



### Health Education Workshops by Topic



### Increasing Provider Knowledge

**26** Grand Rounds events  
**1,424** Health care professionals reached

## COMMUNITY NEED: ACCESS TO SCREENING AND EARLY DETECTION

### Goals: Increase the proportion of individuals who receive recommended cancer screenings and improve early diagnosis of cancer

**7** Screening events

**458** People screened by the Mole Patrol (approximately **29%** with suspicious findings)

**376** People screened for head and neck cancers

### Screening Access Program\*

**450** People received low-cost/no-cost breast cancer screenings

**20** People received low-cost/no-cost lung cancer screenings

\* Recipients of low-cost/no-cost screenings must meet specific criteria.

### Navigating Systemic Barriers

A COEE navigator provides individualized assistance to patients, families and caregivers in English and Spanish to help overcome systemic barriers. The navigator works with clinical teams to coordinate care. Support includes helping patients redeem breast vouchers, which can cover the costs of essential screenings and treatments. Additionally, the navigator helps patients schedule appointments and apply for health insurance.

In fiscal year 2023, the navigator served **40** people.

## COMMUNITY NEED: HEALTH EQUITY

### Goals: Reduce cancer health disparities and increase diversity and representation

#### VolunTeens

The VolunTeen program is for students ages 15 to 17 who have completed at least their first year of high school. It is designed to expose teens to health care careers.

**34** Students volunteered

**30** Departments participated

#### Providing Help in Rare Languages

Providing services for languages that are rare for the hospital's catchment area is considered part of Community Benefit. Languages are considered rare when fewer than 1,000 residents in the catchment area speak them.

In fiscal year 2023, translation and interpretation services were provided in **36 languages rare to Moffitt's catchment area.**

## COMMUNITY NEED: COMMUNITY HEALTH IMPROVEMENT

### Goal: Improve efficiency and sustainability of community health improvement programs

#### Taking Inventory

The COEE Community Benefit specialist met with 14 departments that have active Community Benefit programs. The goal was to review the information provided by the participants and to help bring them up to date on the new Implementation Strategy and reporting requirements from the Internal Revenue Service and the Cancer Center Support Grant. This was the first comprehensive review and update to Moffitt's Community Benefit programs.

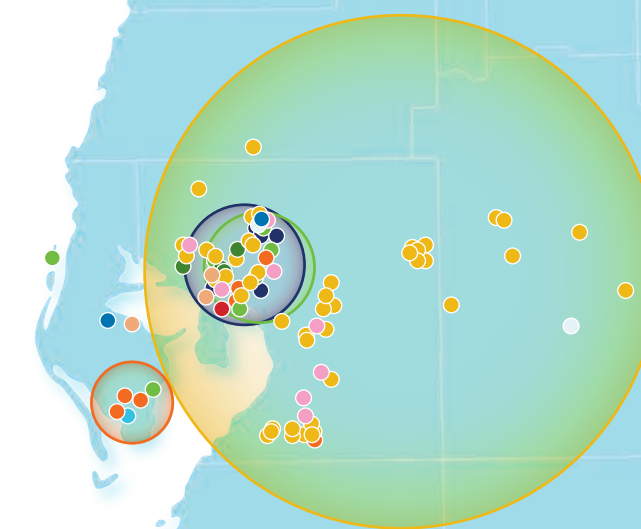
**27** Community Benefit programs at Moffitt

**5** New programs started reporting

**5** Programs restarted reporting

## COMMUNITY BENEFIT EVENTS

In collaboration with the COEE, Moffitt teams provided 190 in-person outreach events in fiscal year 2023, including events in Tallahassee, Puerto Rico and Washington, D.C. This map reflects the local reach of these events.



### TYPE OF OUTREACH

- Advocacy
- Blood Drive
- Coalition Building
- Community Cancer Screening
- Community Event
- Grand Rounds
- Health Education
- Health Fair
- Health Professions Education
- Outreach Training
- Research
- Services at Moffitt



Scan this QR code with your phone's camera to learn more about Moffitt's Community Health Needs Assessment, the Implementation Strategy and our work in community outreach and engagement.



MOFFITT CANCER CENTER

# at a glance

Fiscal Year 2023 | July 1, 2022 – June 30, 2023

- 49 About Us
- 50 Our Patients
- 52 Our Team
- 54 Reflecting the Communities We Serve
- 56 Advancing Our Mission
- 60 Thanks to Our Supporters
- 62 Financials
- 64 Leadership



OUR MISSION

To contribute to the prevention and cure of cancer

OUR VISION

Create revolutionary breakthroughs and innovations that rapidly impact and save more lives

CORE VALUES

Compassion | Imagination  
Drive | Excellence | Inclusion

OUR STRATEGIC PLAN

Impact and Innovate



LOCATIONS



AWARDS + RECOGNITION

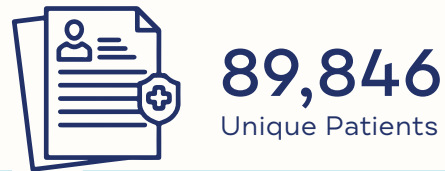




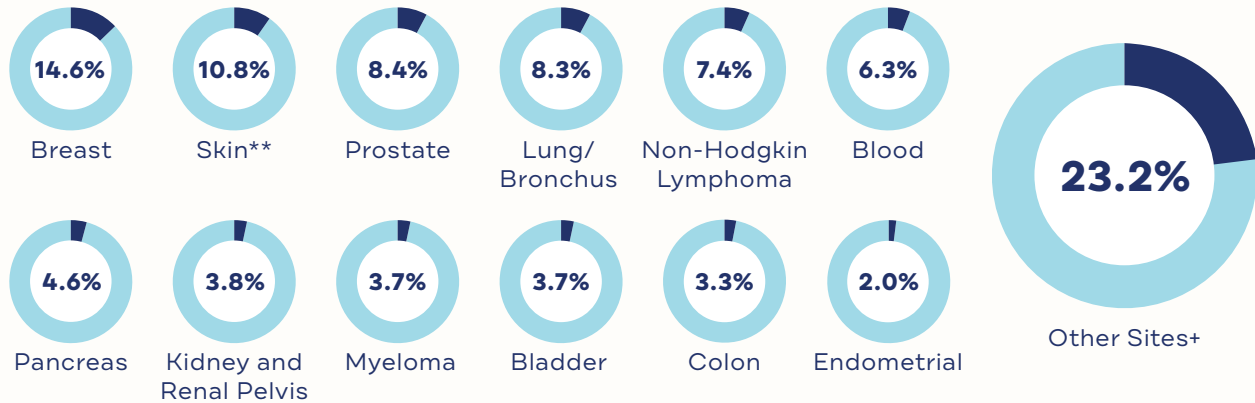


**OUR PATIENTS**

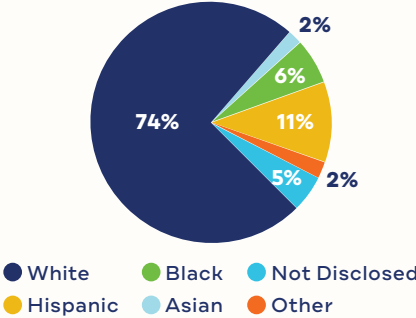
**PATIENT CARE VOLUMES**



**12 MOST FREQUENT CANCER SITES 2022\***



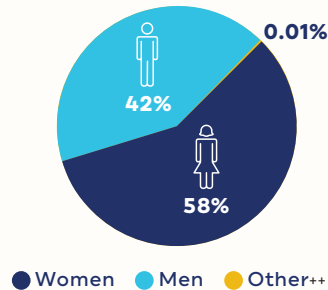
**PATIENT RACE/ETHNICITY**



**TOP 5 NON-ENGLISH LANGUAGES Among Moffitt's Patients**

1. Spanish
2. Arabic
3. Portuguese
4. Russian
5. Vietnamese

**PATIENT GENDER**



\* Calculations are based on patients first presenting to Moffitt from Jan. 1, 2022, to Dec. 31, 2022. Data includes analytic and nonanalytic cases for accession year 2022. There were a total of 14,433 analytic and nonanalytic cases for accession year 2022. \*\* Excludes basal cell and squamous cell carcinoma. + Does not include historical case count. ++ Other includes a small percentage of nonbinary patients.



OUR TEAM



**8,624**  
Team Members



**374**  
Moffitt Medical Group  
Physician Faculty



**192**  
Research Faculty



**492**  
Volunteers  
(Monthly Average)

PHYSICIANS BY SPECIALTY

|                                 |            |
|---------------------------------|------------|
| Medical Oncologists             | 96         |
| Surgical Oncologists            | 63         |
| Pathologists                    | 56         |
| Diagnostic Imaging/Radiologists | 51         |
| Other (IM, Psych.)              | 35         |
| Radiation Oncologists           | 29         |
| Anesthesiologists               | 25         |
| Hospitalists (IHM, DRC)         | 19         |
| <b>Total</b>                    | <b>374</b> |

RESEARCH FACULTY BY PROGRAM

|                              |            |
|------------------------------|------------|
| Molecular Medicine           | 58         |
| Cancer Biology and Evolution | 42         |
| Immuno-Oncology              | 36         |
| Cancer Epidemiology          | 28         |
| Health Outcomes and Behavior | 28         |
| <b>Total</b>                 | <b>192</b> |

GROWTH IN PAST 5 FISCAL YEARS

|                     | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------------|--------|--------|--------|--------|--------|
| Physicians          | 290    | 306    | 326    | 343    | 374    |
| APPs                | 268    | 301    | 331    | 368    | 401    |
| Research Membership | 172    | 182    | 190    | 193    | 192    |

RESEARCH TRAINEES

|                      |     |
|----------------------|-----|
| Postdoctoral fellows | 148 |
| Graduate             | 191 |
| Undergraduate        | 154 |
| High school          | 10  |

GRADUATE MEDICAL EDUCATION (GME) TRAINEES

|   |     |
|---|-----|
| ACGME-accredited oncology training programs operated by Moffitt | 5   |
| ACGME-accredited programs operated by USF and based at Moffitt  | 9   |
| Non-ACGME oncology training programs operated by Moffitt        | 16  |
| Total residents and fellows from USF training at Moffitt        | 558 |
| Visiting residents and fellows                                  | 20  |
| Moffitt-employed fellows  | 28  |
| Medical students  | 602 |



Frederick Locke, MD, (left) and Chip Atkins Jr., PhD

“With each discovery and milestone, our collective work is helping the patients of today and those of tomorrow.”

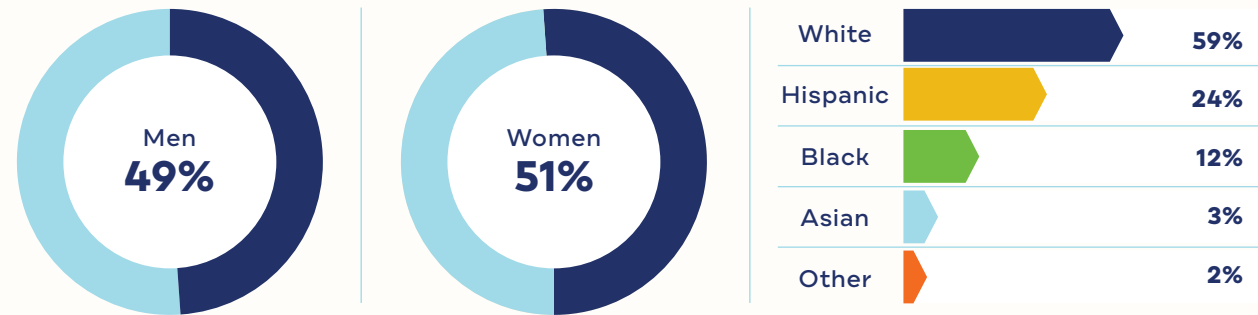
— Patrick Hwu, MD  
President and CEO



## REFLECTING THE COMMUNITIES WE SERVE

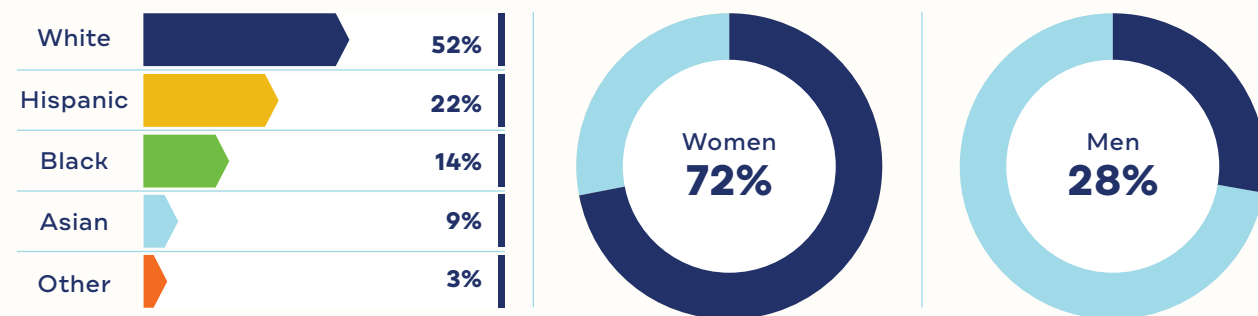
### CATCHMENT AREA DEMOGRAPHICS

Moffitt Cancer Center serves a 23-county geographic area known as its catchment area. The catchment area is where Moffitt draws a majority of its patients from and where it most directly serves them.

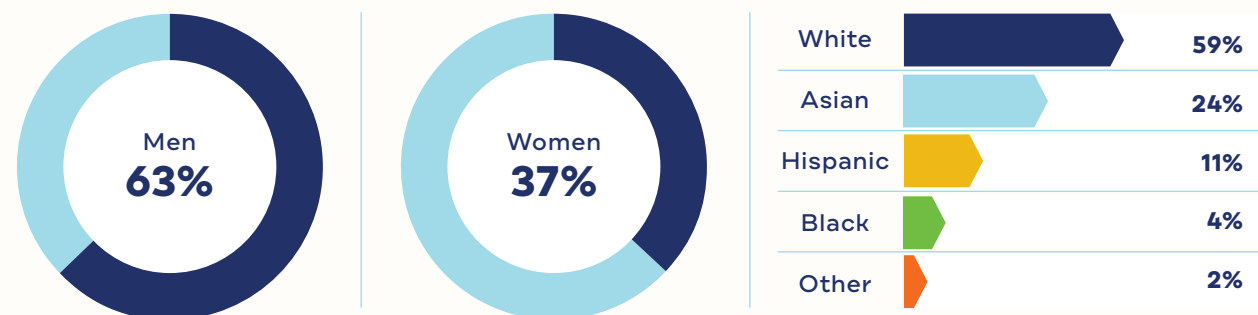


Source: U.S. Census Bureau, 2022 County Characteristics Resident Population Estimates

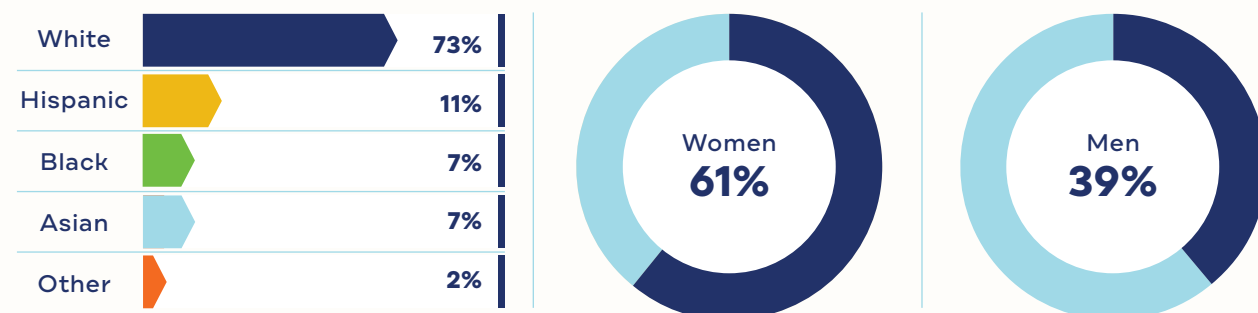
### TEAM MEMBER DEMOGRAPHICS



### CLINICAL AND RESEARCH FACULTY MEMBER DEMOGRAPHICS



### LEADERSHIP DEMOGRAPHICS



## ENTERPRISE EQUITY BY THE NUMBERS

### ENDURING COMMITMENT

*“We strive to continue to learn and grow.”*

**545**

Team members participated in voluntary professional development on diversity, equity and inclusion

*“We provide inclusive care.”*

**94.04%**

Of patients responding to the outpatient services survey gave the highest possible rating when asked if the staff treated them with dignity and respect

*“We are inclusive colleagues.”*

**4.35/5**

Moffitt rating for Diversity Module in the 2023 Team Member Survey, +.15 better than the national cancer center average

### SUPPLIER DIVERSITY

Moffitt strives to actively pursue purchasing opportunities from certified minority-, women-, veteran-, service disabled veteran-, LGBT- and disability-owned businesses. Data includes Tier 1 (direct) and Tier 2 (indirect) spend/expenditures.

**13**  
New diverse suppliers

**\$71.4 Million**  
Total Moffitt expenditures with certified diverse suppliers

**14.2%**  
Percentage of Moffitt’s overall expenditures with certified diverse suppliers

**1.2%**  
Exceeded Moffitt’s “target” stretch goal



### LANGUAGE SERVICES DATA

|                |   |
|----------------|---|
| <b>405</b>     | American Sign Language encounters                     |
| <b>406</b>     | Discharge instructions translated                     |
| <b>7,136</b>   | Staff interpreting encounters completed               |
| <b>463,727</b> | Live, phone and video interpreting minutes            |
| <b>60</b>      | Informed consents                                     |
| <b>979</b>     | Translations completed, with 92% completed in Spanish |
| <b>965</b>     | Virtual visits  |

### HEALTH EQUITY TRAIN THE TRAINER PROGRAM\*

The Health Equity Train the Trainer Program is a collaboration of Orlando Health, Moffitt Cancer Center and United Way of Broward County, with funding provided by Florida Blue Foundation. The program equips health care professionals with the knowledge necessary to support health equity in their practice.

|                               |            |
|-------------------------------|------------|
| Program graduates             | <b>141</b> |
| Cohorts graduated             | <b>13</b>  |
| Organizations engaged         | <b>39</b>  |
| Total cohorts engaged         | <b>15</b>  |
| Moffitt departments engaged   | <b>55</b>  |
| Moffitt team members enrolled | <b>98</b>  |
| Graduates from Moffitt        | <b>66</b>  |

\* Data reported is from September 2022 through June 2023.





From left:  
Santanu Adhikary, PhD;  
Elsa Flores, PhD;  
John Lockhart, PhD;  
Ashley Lui, PhD

## ADVANCING OUR MISSION

**27,151**  
Patients participated  
in clinical trials and  
nontherapeutic studies

**743**  
Unique articles  
published

**\$161.9  
Million**  
In extramural grant  
awards

**20**  
Investigative new drug  
applications submitted to  
the FDA



### GROWTH IN CLINICAL TRIALS AND NONTHERAPEUTIC STUDIES ACCRUAL\*

|                                    | 2019          | 2020          | 2021          | 2022          | 2023          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Treatment trials                   | 1,304         | 1,310         | 1,212         | 1,103         | 1,132         |
| Nontreatment interventional trials | 1,583         | 890           | 694           | 1,328         | 1,381         |
| Noninterventional trials           | 15,286        | 12,820        | 28,008        | 21,633        | 24,638        |
| <b>Total</b>                       | <b>18,173</b> | <b>15,020</b> | <b>29,914</b> | <b>24,064</b> | <b>27,151</b> |

\*Number of individuals accrued to the trial or study

### INNOVATION INDEX

|                     |                                   |
|---------------------|-----------------------------------|
| <b>\$44 Million</b> | Global Revenue*                   |
| <b>42</b>           | Intellectual Property Disclosures |
| <b>44</b>           | Original U.S. Patent Applications |
| <b>28</b>           | U.S. Patents Issued               |
| <b>10</b>           | Active Startups                   |
| <b>4</b>            | License Agreements                |

\*Global revenue is made up of research collaboration agreements' deal value, intellectual property license agreement revenue, cashed-in equity and sponsorships for the Innovation Office's Business of Biotech conference.



PATENTS FOR FISCAL YEAR 2023

|  |  |
|--|--|
| <b>A Method of Distinguishing Lung Squamous Cell Carcinoma from Head and Neck Squamous Cell Carcinoma</b>                                    | Soner Altıok, Farah Khalil, Anthony Magliocco, Yin Xiong   |
| <b>A Method of Distinguishing Urothelial Carcinoma from Lung and Head and Neck Squamous Cell Carcinoma</b>                                   | Soner Altıok, Jasreman Dhillon, Anthony Magliocco, Yin Xiong   |
| <b>Artificial Antigen Presenting Cells for Genetic Engineering of Immune Cells</b>   | Marco Davila   |
| <b>Bispecific Antibody for Cancer Immunotherapy</b>  | Hatem Soliman  |
| <b>Brd4-Kinase Inhibitors as Cancer Therapeutics</b>   | Harshani Lawrence, Nicholas Lawrence, Ernst Schonbrunn   |
| <b>CAR T Cells Targeting Glioma Stem Cells for the Treatment of Glioblastoma Multiforme</b>  | Daniel Abate-Daga, James Liu   |
| <b>Chimeric Antigen Receptors with Enhanced Nfkb Signaling</b>   | Marco Davila   |
| <b>Combination Therapy with Semaphorin-4D Blockade (SEMA4D) and DC1 Therapy</b>  | Brian Czerniecki, Krithika Kodumudi  |
| <b>Compositions and Methods for Targeting Cd33-Expressing Cancers</b>  | Marco Davila   |
| <b>Enhanced Expansion of Tumor-Infiltrating Lymphocytes for Adoptive Cell Therapy</b>  | Jessica Ann Chacon, MacLean Hall, James Mulé, Shari Pilon-Thomas, Laszlo Radvanyi, Amod Sarnaik, Jeffrey Weber |
| <b>Geranylgeranyltransferase I Inhibitor for Treatment of a Pten Defective Cancer</b>  | Shafi Kuchay, Michele Pagano, Said Sebti   |
| <b>Histology Recognition to Automatically Score and Quantify Cancer Grades and Individual User Digital Whole Histological Imaging Device</b> | Marilyn Yuanxin Ma Bui, Mark Lloyd   |
| <b>Inhibitors for the B-Catenin/B-Cell Lymphoma 9 (Bcl9) Protein-Protein Interaction</b>   | Haitao (Mark) Ji   |

|   |  |
|---|--|
| <b>Inhibitors for the B-Catenin/T-Cell Factor Protein-Protein Interaction</b>   | Haitao (Mark) Ji   |
| <b>Methods for Assessing Cell Viability or Predicting Cell Response to a Treatment Using Cell Movement</b>                        | Zayar Khin, Ariosto Silva  |
| <b>Molecular Imaging of Cancer Cells In Vivo</b>  | Robert Gillies, Amanda Huynh, David Morse, Josef Vagner                                      |
| <b>Platinum Compounds That Inhibit Constitutive STAT3 Signaling and Induce Cell Cycle Arrest and Apoptosis of Malignant Cells</b> | Nicholas Lawrence, Said Sebti, James Turkson   |
| <b>Radiotherapeutic and Companion Imaging Agents to Target Mc1r</b>   | Robert Gillies, Hyun Kil, Mark McLaughlin, David Morse, Narges Tafreshi, Thaddeus Wadas      |
| <b>Recombinant CD123-Binding Antibodies</b>   | Marco Davila   |
| <b>Small Molecules Against Cereblon to Enhance Effector T Cell Function</b>   | Pearlie Burnette, Harshani Lawrence, Nicholas Lawrence                                       |
| <b>Soluble CD33 for Treating Myelodysplastic Syndromes (MDS)</b>  | Alan List, Sheng Wei   |
| <b>STAT3 Phosphorylation During Graft-Versus-Host Disease</b>   | Brian Betts  |
| <b>Systems and Methods for Providing Personalized Radiation Therapy</b>   | Jacob Scott, Javier Torres-Roca  |
| <b>Tim3-Binding Chimeric Antigen Receptors</b>  | Marco Davila   |
| <b>Toll-Like Receptor 2 (TLR2) Ligands and Methods of Making and Using Thereof</b>  | Michael Doligalski, Robert Gillies, Amanda Huynh, Mark McLaughlin, David Morse, Josef Vagner |
| <b>Tumor-Infiltrating Lymphocytes for Adoptive Cell Therapy</b>   | Hao Liu, Mark McLaughlin, Shari Pilon-Thomas, Amod Sarnaik                                   |
| <b>Yap1 Inhibitors That Target the Interaction of Yap1 with Oct4**</b>  | Srikumar Chellappan, Nicholas Lawrence, Sujeewa Mahanthe Mudiyansele                         |
| <b>Yap1 Inhibitors That Target the Interaction of Yap1 with Oct4+</b>   | Srikumar Chellappan, Nicholas Lawrence, Sujeewa Mahanthe Mudiyansele                         |

\*Robert Gillies, PhD, passed away in June 2022. \*\* 18MA001 U.S. patent granted 6/27/2023 + 14MB075 U.S. patent granted 12/20/2022



Helicopters and High Rollers, organized by Victor Young and Jonathan Graham, raises money for the George Edgecomb Society at Moffitt.



## THANKS TO OUR SUPPORTERS

# IT'S OUR HONOR TO HAVE YOUR SUPPORT

We are all determined to beat cancer, and the nurses, doctors and scientists at Moffitt Cancer Center are honored to have your support. Together, we are creating the next generation of cancer-fighting treatments – from personalized cellular therapies to new ways to identify and prevent cancer before it fully develops.

*Thank you for all you accomplished in fiscal year 2023!*

**\$44.98 million**  
raised

**\$1.4 million**  
raised by Miles for Moffitt

**\$3.4 million**  
raised at the Magnolia Ball

**\$1.1 million**  
raised by community partner events

**35,640**  
total gifts

**23,684**  
individual donors

**7,694**  
participants in Miles for Moffitt

**39**  
third-party fundraisers

**3,460**  
viewers watched Discovery Series webinars



Join a community event like Miles for Moffitt, attend a fundraising luncheon or create your own event to benefit Moffitt.

We welcome you to explore the many ways you can help us in our fight against cancer.



For more information, please scan the QR code, visit [Moffitt.org/give](https://Moffitt.org/give) or call 813-745-1403.

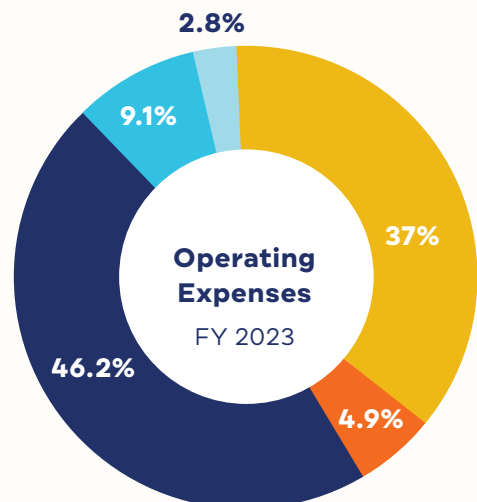


## FINANCIALS

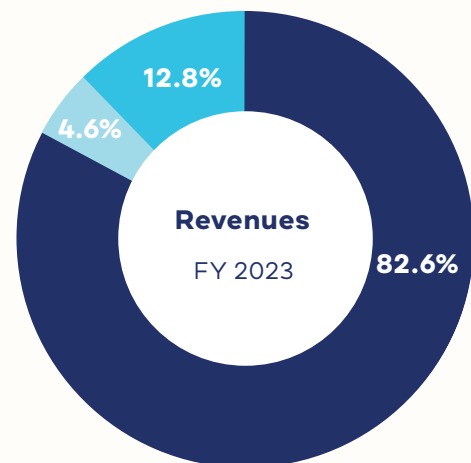
| Statement of Operations    | FY 2019         | FY 2020         | FY 2021         | FY 2022         | FY 2023         |
|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Operating revenue          | \$1,509,209,207 | \$1,655,426,511 | \$1,827,017,829 | \$2,070,071,871 | \$2,348,788,119 |
| Operating expenses         | \$1,431,059,967 | \$1,545,647,691 | \$1,728,213,950 | \$1,939,264,524 | \$2,195,017,114 |
| Income from operations     | \$78,149,240    | \$109,778,820   | \$98,803,879    | \$130,807,347   | \$153,771,005   |
| Nonoperating income (loss) | \$17,331,993    | \$6,066,784     | \$80,959,036    | (\$45,182,611)  | \$113,291,474   |
| Net income                 | \$95,481,233    | \$115,845,604   | \$179,762,915   | \$85,624,736    | \$267,062,479   |
| EBIDA (nonprofits only)*   | 9.3%            | 9.4%            | 9.4%            | 9.4%            | 9.2%            |

### Balance Sheet

|             |                 |                 |                 |                 |                 |
|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Assets      | \$1,455,465,674 | \$2,040,244,654 | \$2,283,281,447 | \$2,369,036,328 | \$2,983,347,743 |
| Liabilities | \$533,091,021   | \$996,305,796   | \$1,052,544,248 | \$1,007,344,334 | \$1,317,032,261 |
| Net assets  | \$922,374,653   | \$1,043,938,858 | \$1,230,737,199 | \$1,361,691,994 | \$1,666,315,482 |



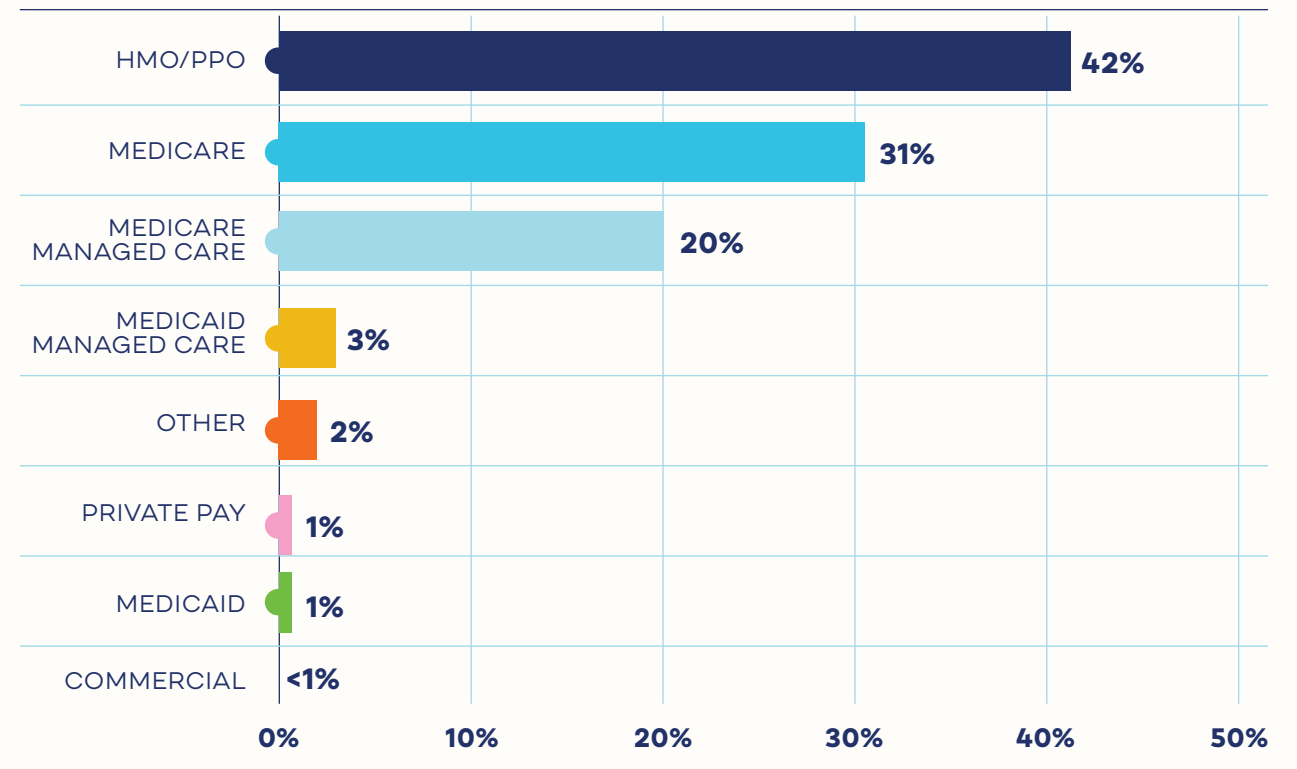
- Compensation
- Purchased services
- Depreciation, amortization and interest expense
- Supplies
- Other



- Net patient service revenue
- Other operating revenue
- Nonoperating income <expense>

\* Note: FY 2020 excludes HHS stimulus funds consistent with internal metric communication.

## PAYOR MIX



## COMMUNITY BENEFIT FINANCIALS



Moffitt Cancer Center's Community Benefit initiative supports patients, families and clinicians through advancing cancer prevention, early detection, clinical care and research, especially for those at-risk populations disproportionately impacted by cancer.

- **Financial Assistance Program**  
Total cost of services incurred by Moffitt to provide medical services to patients who are unable to pay: **\$28,225,056**
- **Health Professions**  
Cost associated with clinical education and training for physicians and medical students, not including government funding: **\$11,517,669**
- **Community Health Improvement Services**  
Cost of activities, events and in-kind donations carried out to improve the health of the community, beyond patient care: **\$1,665,779**
- **Community Building Activities**  
Cost of developing community-building programs and partnerships that address the root causes of health problems and offer the expertise and resources of the health care organization: **\$22,244**
- **Research**  
Clinical and community health research, as well as general health care delivery studies shared with the public and funded by the government or a tax-exempt entity: **\$86,083,319**
- **Medicaid Shortfalls**  
The Medicaid program pays Moffitt less than it costs the organization to provide care to its Medicaid patients: **\$30,376,868**



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**Moffitt McKinley Hospital**  
10901 N. McKinley Drive, Tampa FL

**Moffitt Cancer Center, Richard M. Schulze  
Family Foundation Outpatient Center  
at McKinley Campus**  
10920 N. McKinley Drive, Tampa FL

**Moffitt Cancer Center at International Plaza**  
4101 Jim Walter Blvd., Tampa FL

**Moffitt Cancer Center at Wesley Chapel**  
2590 Healing Way, Wesley Chapel FL

**Moffitt Medical Group Radiation Oncology  
at BayCare-Morton Plant Hospital**  
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