Transforming CANCER CARE
through service, science and partnership
MISSION
Moffitt’s mission is to contribute to the prevention and cure of cancer.

VISION
Our vision is to transform cancer care through service, science and partnership.

OUR HISTORY & FOUNDER
Moffitt Cancer Center was established in 1981 by the Florida Legislature to address the state’s cancer burden. The center was named after H. Lee Moffitt, former Speaker of the Florida House of Representatives. In 1977, H. Lee Moffitt lost three friends to cancer – each of whom had to seek sophisticated cancer treatment outside of Florida. Out of Moffitt’s sadness was born a resolve that would direct his efforts for years to come. In 1982, as the incoming speaker of the Florida House of Representatives, Moffitt worked tirelessly to influence legislation that established a cancer center in Tampa.

NCI STATUS
While many health care organizations call themselves comprehensive, the term “comprehensive,” as designated by the National Cancer Institute, means much more than state-of-the-art cancer care and services. To achieve NCI designation, a cancer center must have a strong research base and offer a wide spectrum of prevention, care, education and information – impacting people affected by cancer worldwide. This is why Moffitt is one of only 41 cancer centers in the U.S. – and the only institution based in Florida – to have achieved this distinction.
Dear Friends,

I am pleased to share Moffitt Cancer Center’s 2014 Annual Report, which I hope provides a sense of the wide range of services that the cancer center provides as well as the large number of patients, families, community members, and research and clinical professionals that we touch.

Moffitt was established in state statute to address the burden of cancer in Florida. In just 28 years, it has become the nation’s third largest cancer center, and it was the top-ranked cancer center in the Southeast in 2014, according to U.S. News & World Report.

While you will see many statistics in the pages that follow, the most important message is that Moffitt’s 4,500 team members are working hard each day to bring hope to the thousands of patients who walk through our doors every year. By bringing together expert clinical care specialists with world-renowned researchers, we seek to elevate the quality of cancer care in the state as we develop innovative new therapies and improve patient outcomes. We look forward to the upcoming year in expectation of even greater achievements.

I invite you to read the accounts in this Annual Report of Moffitt’s scientific innovation, new treatments, campus expansion and more. I also invite you to join us in the fight against cancer.

Alan F. List, M.D.
President and Chief Executive Officer
Moffitt Cancer Center was incorporated in 1984 as a Florida not-for-profit corporation and opened in 1986 on the campus of the University of South Florida in Tampa. Since then, Moffitt has expanded as physicians, scientists and staff members work together to establish a tradition of excellence offered in an atmosphere characterized by kindness, caring and hope. Our future growth in clinical care and research rests firmly on this tradition and makes possible the changes ahead, as demonstrated by the following facts and figures.

**By The Numbers**

**3rd**
LARGEST cancer center in the U.S. based on outpatient volume

**14**
START-UP companies

**49**
U.S. PATENTS

**314**
U.S. PATENT applications

**EMPLOYS** more than
4,500
people across four corporate entities

**Generates**
$1.94 billion for Florida’s economy

**Recipient**
$61.1 million in grant funding, the majority of which is peer-reviewed

**Top-ranked**
cancer hospital in the Southeast, based on
U.S. News & World Report’s 2014 list of Best Hospitals

**Overall Rating of Care Provided**

<table>
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<th>Inpatient Score</th>
<th>Outpatient Score</th>
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<td>95.6</td>
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**Likelihood to Recommend** Moffitt to others:

<table>
<thead>
<tr>
<th>Inpatient Score</th>
<th>Outpatient Score</th>
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<tbody>
<tr>
<td>95.7</td>
<td>95.6</td>
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**Trains more oncologists**

than any other institution in Florida and more students in the field of oncology than all other institutions in the state combined

**1 of 41**
National Cancer Institute-designated Comprehensive Cancer Centers in the country and the only one based in Florida
PATIENT CARE VOLUMES 2014

- 206 beds
- 17,383 new patients
- 339,565 outpatient visits
- 14,640 screening visits
- 9,153 admissions
- 9,571 surgical cases
- 6.4 average stay (in days)

PATIENT CARE HIGHLIGHTS

As the third largest cancer center in the nation based on outpatient volume, Moffitt offers a level of service that stands above the rest. Each year, thousands of patients walk through our doors seeking personalized, compassionate care and hope. We are 100 percent focused on cancer care, and for our patients, this means better outcomes and the best chance for beating cancer. The following data for 2014 reflect our commitment to patient care.

*Includes analytic and non-analytic cases for accession year 2013
**Excludes basal cell and squamous cell carcinoma

There were a total of 9,232 analytic and non-analytic cases for accession year 2013.

Source: Cancer Registry

2014 PAYER MIX

- 42% HMO/PPO
- 34.8% Medicare
- 10.2% Managed Care
- 5.6% Medicaid
- 3.7% Other Managed Care
- 1.2% Private Pay
- 0.5% Commercial

10 MOST FREquent CANCer SITES 2013*

- 28.9% Other Sites
- 12.4% Breast
- 11.4% Skin**
- 10.3% Bronchus and Lung
- 7.1% Other
- 6.2% Prostate
- 4.5% Non-Hodgkin Lymphoma
- 3.8% Bladder
- 3.7% Kidney
- 3.4% Other Hematopoietic and Lymphoid Systems

*Includes analytic and non-analytic cases for accession year 2013
**Excludes basal cell and squamous cell carcinoma

There were a total of 9,232 analytic and non-analytic cases for accession year 2013. Source: Cancer Registry
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 BY CATEGORY**

*July 2013 – June 2014*

**TRADITIONAL CHARITY CARE**
Total cost of services incurred by Moffitt to provide medical services to patients who are unable to pay

$20,285,930

**COMMUNITY BENEFIT OPERATIONS**
Costs associated with assigned staff, community health needs and assessments

$17,663

**COMMUNITY BUILDING ACTIVITIES**
Cost of programs that address the root causes of health problems, including in-kind donations and expenses for the development of community-building programs and partnerships

$62,443

**HEALTH PROFESSIONS EDUCATION**
Costs associated with clinical education and training for physicians and medical students not including government funding

$8,872,934

**COMMUNITY HEALTH IMPROVEMENT SERVICES**
Costs of activities carried out to improve community health beyond patient care

$643,048

**MEDICAID SHORTFALLS**
The Medicaid program pays Moffitt less than it costs the organization to provide care to its Medicaid patients.

$11,012,819

**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

$30,897,629

**TOTAL COMMUNITY BENEFIT DOLLARS:**

$71,792,466
Moffitt has a long history of providing social services aimed at improving the health of the community, early detection and prevention, reduction of health disparities and the development and dissemination of evidence-based medicine. By providing outreach services for underserved residents as well as lifesaving cancer screening and treatments for those who have no means to pay, Moffitt is committed to benefitting the community. Below are some examples of how Moffitt Cancer Center impacts the community through the people it served from July 2013 – June 2014.

**COMMUNITY BENEFIT ACCOMPLISHMENTS AND PEOPLE SERVED**

- **5,252** COMMUNITY members attended workshops and received information on cancer prevention and healthy lifestyles.
- **1,506** CHILDREN were EDUCATED about the importance and benefits of healthy behaviors through the Moffitt Healthy KIDZ Program.
- **4,127** pages of patient documents were translated from ENGLISH INTO SPANISH.
- **853** units of blood and platelets were DONATED by Moffitt employees during blood drives held on campus.
- **794** VOLUNTEER service hours donated to community-based organizations.
- **300** men were provided prostate cancer screening decision-making education at the 2014 MEN’S HEALTH FORUM.
- **481** hours spent providing community-based skin CANCER SCREENINGS by the Mole Patrol®.
- **549** men registered for FREE SERVICES and education at the 2014 Men’s Health Forum.
- **393** WOMEN RECEIVED ACCESS to mammography screenings through the voucher program.
- **239** MEN RECEIVED ACCESS to prostate cancer screenings through a voucher program at the 2014 Men’s Health Forum.
- **300** men were provided prostate cancer screening decision-making education at the 2014 MEN’S HEALTH FORUM.
- **211** hours spent providing American SIGN LANGUAGE medical interpreting.
Efficiency Of Health Care

BETTER OUTCOMES
Moffitt has taken the lead in publishing clinical outcomes that demonstrate Moffitt gives patients the best chance for a cure with survivorship rates that beat the national average. Moffitt is focused on cancer and cancer only, treating more than 51,000 patients a year with fellowship-trained physicians and researchers that are among the best in their fields. We offer novel clinical trials benefiting patients across the country. Our care centers around the patient and family. They benefit from our team approach, which includes the expertise of surgical oncologists, medical oncologists, radiation oncologists, pathologists, radiologists, nurses, social workers, pharmacists, dietitians and other medical professionals and support staff as appropriate.

ACCOUNTABLE CARE
Moffitt is working in partnership with two separate health insurers, Aetna and Florida Blue, to use “value-based” payment models to improve individual patient care and overall health, as well as decrease medical costs. These partnerships create accountable care programs specific to the treatment of cancer. In these arrangements, Moffitt is incentivized to demonstrate quality and achieve the best outcomes — i.e. helping patients become healthier, faster — rather than simply being paid for the amount and type of care offered. Moffitt fully expects to establish similar arrangements with other insurance companies as well as government health care programs.

CLINICAL PATHWAYS
Moffitt’s clinical pathways are a model for providing evidence-based, consensus-driven, cost-effective cancer care. Each of the 49 disease-specific pathways that Moffitt has developed offers a detailed road map for physicians to provide state-of-the-art cancer care. The pathways demonstrate how to integrate evidence-based medicine with available technology to standardize, benchmark, measure and improve cancer care. Moffitt’s pathways are shared with other health care providers to raise the standard of care in community settings, and they serve as a platform for the continuous refinement of cancer care delivery. Moffitt is one of the nationally recognized leaders in this field and has developed the only pathways that incorporate all aspects of surgical, medical, and radiation oncology care along with standards for diagnosis, supportive care and palliative care.
WELCOME, NEW RESEARCH RECRUITS

As part of Moffitt’s resolve to accelerate great translational research, we have recruited some stellar researchers during 2014. A few of them are highlighted here.

JOHN CLEVELAND, PH.D.
Associate Center Director of Basic Science
The Basic Science Division explores the fundamental aspects of cancer genetics, molecular biology, cell and developmental biology and tissue regulation to better understand cancer and how to treat it. Dr. Cleveland comes to Moffitt from the Scripps Florida campus of The Scripps Research Institute, where he served nearly eight years as a professor and chair of the Department of Cancer Biology. Before that, he spent 17 years at St. Jude Children’s Research Hospital, and he completed a fellowship and senior fellowship at the National Cancer Institute. Dr. Cleveland’s research interests include cancer cell metabolism and cancer prevention and therapeutics, and he has served as editor for numerous scientific journals.

JAE K. LEE, PH.D.
Chair, Department of Biostatistics and Bioinformatics
The Biostatistics and Bioinformatics Department is made up of scientists who collaborate with other researchers and physicians in designing, monitoring and interpreting research studies, as well as developing and analyzing data sets. This work enables discoveries in cancer research, treatment and prevention. Dr. Lee’s independent research focuses on assessing therapeutic effects in multi-modality treatment based on genetic and clinical variables. He is interested in comparative effectiveness research as well as developing cancer therapies and comparing them to alternative treatment options. Previously, Dr. Lee was the director of the Division of Biostatistics at the University of Virginia School of Medicine. Before that, he worked as a research scientist at the National Cancer Institute's Laboratory of Molecular Pharmacology.

PETER KANETSKY, PH.D., M.P.H.
Chair and Program leader, Cancer Epidemiology
The Cancer Epidemiology Program contributes to reducing cases of cancer by gaining better knowledge of the causes of the disease and translating that knowledge into effective, early detection and prevention. Dr. Kanetsky’s research focuses on the complex effects of genetic and environmental exposures in melanoma and testicular cancers. Before joining Moffitt, Dr. Kanetsky was an associate professor of Epidemiology at the University of Pennsylvania School of Medicine. He was also a senior scholar in the Center for Clinical Epidemiology and Biostatistics and a member of the Abramson Cancer Center at the University of Pennsylvania.
Moffitt, Florida’s cancer center, is one of the fastest-growing cancer centers in the United States. Physicians and scientists at Moffitt work tirelessly in the areas of patient care, research and education to win the fight against cancer. A key focus is the development of early stage clinical trials aimed at the rapid translation of scientific discoveries to benefit patient care. Here are a few highlights that reflect Moffitt’s growth and progress.

**MOFFITT'S 4 CENTERS OF EXCELLENCE**
provide a framework for collaboration between research science and the clinic, focusing on:

- Cancer Imaging & Technology
- Lung Cancer
- Melanoma
- Infection Research in Cancer

**MOFFITT ONCOLOGY NETWORK**
implements Moffitt’s Clinical Care Model throughout Florida

**LARGEST BLOOD AND MARROW PROGRAM IN SOUTHEAST**
Conducting more than 400 transplants a year

**MOFFITT'S OFFICE OF TECHNOLOGY MANAGEMENT AND COMMERCIALIZATION**
facilitates development and commercialization of innovative technologies and products to improve patient quality of care and outcomes.

**RULES FOR MEDICAL TOURISM**
- 3% Outside of Florida
- 1% Outside of the U.S.

**MILES FOR MOFFITT**
is more than just a race; it’s a bridge bringing patients, survivors, sponsors and the community together to join Moffitt’s mission. Participants (including virtual) and donors RAISED MORE THAN $600,000 FOR CANCER RESEARCH in 2014. Since 2006, Miles for Moffitt has raised nearly $2 million and funded 35 young investigators and their cancer research programs at Moffitt.
REVOLUTIONARY NEW TREATMENTS FOR MELANOMA
Moffitt scientists laid the groundwork for a revolutionary new combination therapy for advanced melanoma. The FDA-approved therapy, Mekinist (trametinib) in combination with Tafinlar (dabrafenib), is one of the biggest advancements in melanoma treatment in the past three decades. Our researchers also led clinical trials that helped fast-track FDA approval of Keytruda (pembrolizumab), the first immunotherapy for metastatic melanoma.

MOFFITT AND CELGENE SIGN LICENSING AND RESEARCH COLLABORATION AGREEMENT
Moffitt signed a licensing and research collaboration agreement with Celgene Corporation to develop an innovative investigational biologic agent that could improve patient response and outcomes for myelodysplastic syndromes (MDS) and other diseases. The licensing agreement gives Celgene the exclusive rights to develop the novel, investigational MDS therapy developed by Alan List, MD, and Sheng Wei, MD. The therapy also has potential applications for autoimmune diseases, inflammation, diabetes and enhancement of anti-cancer immune responses.

NEW MCKINLEY CAMPUS TO OPEN IN 2015
Moffitt’s main campus at the University of South Florida is at full capacity. A new $88.8 million, six-story, 207,000 square-foot building on North McKinley Drive is scheduled to open in fall 2015. The facility will provide expedited surgical services for outpatient cases, expanded clinics, radiology services and other support services.

OHIO STATE AND MOFFITT FORM WORLD’S LARGEST CANCER RESEARCH COLLABORATION FOR BIG DATA
Two of North America’s leading cancer centers, Moffitt Cancer Center and The Ohio State University Comprehensive Cancer Center – Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (OSUCCC-James), formed the largest collaboration of its kind to accelerate discoveries in cancer research. Named the Oncology Research Information Exchange Network (ORIEN), the partnership launched with more than 100,000 consented patients who have agreed to donate their tissue and clinical data for research to understand cancer at the molecular level. ORIEN will utilize a single protocol, Total Cancer Care®, to accelerate the development of targeted treatments, allowing researchers and clinicians to more quickly match eligible patients to clinical trials. As of March 30, 2015, ORIEN has added five new members: City of Hope, University of Virginia Cancer Center, University of Colorado Cancer Center, University of New Mexico Cancer Center and Morehouse School of Medicine.

MOFFITT IS FEATURED ON NEWSWEEK’S FRONT PAGE
In March 2014, Newsweek’s cover story featured Moffitt’s Department of Integrated Mathematical Oncology, a program that uses mathematical models to better understand, predict and treat cancer.

BEST PLACE TO WORK
Moffitt has been named a Best Place To Work by many publications, including Working Mother Magazine, Computerworld, Florida Trend and Tampa Bay Times.
Moffitt Cancer Center is the No. 1 cancer hospital in the Southeast based on the U.S. News & World Report Best Hospitals for Cancer rankings released July 15, 2014. Moffitt is No. 16 overall in cancer. The national Best Hospitals rankings, now in their 25th year, recognize hospitals that excel in treating the most challenging patients - those whose illnesses pose unusual challenges due to underlying conditions, procedure difficulty, or other medical issues. Moffitt has been recognized by U.S. News for 16 years in a row.

MOFFITT CANCER CENTER LOCATIONS

MOFFITT CANCER CENTER  12902 MAGNOLIA DRIVE
Moffitt offers all levels of care for people with cancer and related diseases.

MOFFITT CANCER CENTER AT INTERNATIONAL PLAZA  4101 JIM WALTER BOULEVARD
Moffitt's satellite facility near International Plaza in Tampa provides expanded and easily accessible patient services.

MOFFITT CANCER CENTER SCREENING & PREVENTION  4117 E. FOWLER AVENUE
Moffitt Cancer Center Screening & Prevention offers comprehensive screening examinations for men and women and face-to-face genetic testing and counseling services for those with a family history of cancer.

MOFFITT MCKINLEY CENTER
In 2013, Moffitt broke ground on an $88 million outpatient facility on its McKinley campus. The facility is scheduled to open in fall of 2015.