INSIDE

• Lee Moffitt shares thoughts on the next 30 years
• NCI Cancer Center Support Grant is renewed
• Ranked No. 6 cancer hospital in the nation
• McKinley Outpatient Center opens to patients
Dear Friends,

As Moffitt Cancer Center reaches its 30th anniversary in October 2016, we are encouraged by the numerous exciting accomplishments of the past three decades. As you’ll read in the pages that follow, Moffitt once again has had an impressive year. Here are a few of the highlights.

• Ranked No. 6 cancer hospital in the nation in U.S. News & World Report and one of the “Best Hospitals” for cancer care since 1999.
• Opened the six-story, 207,000-square-foot McKinley Outpatient Center, meeting a critical need for expanded outpatient services.
• Joined communities across the U.S. with Vice President Biden as he convened a Cancer Moonshot Summit. Moffitt hosted the local Cancer Moonshot Summit to share updates and discuss efforts to accelerate progress in cancer prevention, diagnosis and treatment.
• Received renewal of the National Cancer Institute Cancer Center Support Grant designating Moffitt as an NCI Comprehensive Cancer Center for another five years. This distinction recognizes Moffitt’s excellence in research, clinical trials, prevention and cancer control.

As we celebrate 30 years since the cancer center admitted its first patient, it is most appropriate to include a feature on our founder H. Lee Moffitt, whose vision, courage and tenacity transformed the dream of establishing a cancer center here in Tampa into reality.

We hope you enjoy reading this annual report. While we have much to celebrate, clearly more work remains to be done. Thank you for joining us as together we contribute to the prevention and cure of cancer.

Alan F. List, M.D.
President and Chief Executive Officer

Robert Rothman
Chairman

Our 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 and 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, 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.
We've highlighted some of our programs and initiatives. Moffitt Cancer Center has seen exponential development over the past 30 years, with annual increases in outpatient visits, employee numbers, and Cancer Center Support Grant renewals. Moffitt has received National Cancer Institute Comprehensive Cancer Center status, placing it among the world’s most prestigious cancer research facilities. The Tampa Bay area, and specifically the City of Tampa, had the highest rate of cancer mortality in the state when Moffitt opened its doors in 1986. "I felt like that I had fulfilled a promise that I had made to those friends that lost the battle. And I had hopes for Moffitt's future. The grief of watching my friends die -- coupled with being elected to the legislature, coupled with the high incidence of cancer in Florida and the advice of friends and people that I respected -- were the reasons why I felt that it would be a noble quest to create what I hoped would ultimately become an NCI [National Cancer Institute] Comprehensive Cancer Center in Florida," says Moffitt.

**LEGISLATIVE HURDLES OVERCOME**

Moffitt held fast to his vision as he became more influential in the Legislature. As the incoming Speaker of the Florida House of Representatives, he was able to push through the necessary legislation to establish a cancer center in Tampa. He inspired his fellow legislators to fund the cancer center in a most appropriate way -- by diverting a percentage of Florida's cigarette tax revenue. The center would become the first free-standing cancer treatment and research facility authorized by the state and the only such institution in the nation directly financed by a tax on tobacco.

The steadfastness of Moffitt Cancer Center's mission "to contribute to the prevention and cure of cancer" is a perfect match for founder H. Lee Moffitt's unwavering efforts to bring his envisioned Tampa cancer center to reality. Although the first patient walked through the doors of the newly opened Moffitt Cancer Center 30 years ago in 1986, the groundwork was laid years earlier through Mr. Moffitt's tireless funding advocacy, planning, old fashioned enthusiasm, and additional office space and parking.

**30 YEARS OF COURAGE**

**RESOLVE FUELS MOFFITT'S VISION FOR CANCER CENTER**

"The grief of watching my friends die -- coupled with being elected to the legislature, coupled with the high incidence of cancer in Florida and the advice of friends and people that I respected -- were the reasons why I felt that it would be a noble quest to create what I hoped would ultimately become an NCI [National Cancer Institute] Comprehensive Cancer Center in Florida," says Moffitt.

"I felt like that I had fulfilled a promise that I had made to those friends that lost the battle. And I had hopes for Moffitt's future. The grief of watching my friends die -- coupled with being elected to the legislature, coupled with the high incidence of cancer in Florida and the advice of friends and people that I respected -- were the reasons why I felt that it would be a noble quest to create what I hoped would ultimately become an NCI [National Cancer Institute] Comprehensive Cancer Center in Florida," says Moffitt.
For the past 30 years physicians and scientists at Moffitt, Florida’s cancer center, have worked tirelessly in the areas of patient care, research and education. Moffitt offers a level of service that stands above the rest – to win the fight against cancer.

### Never A Doubt

Moffitt says he never doubted that the center would be created – nor that it would succeed.

I always thought we had the potential, if I could get the resources, we could make this cancer center one of the great institutions in the world,” says Moffitt. “And fortunately over the history of the cancer center we were able to get the resources to grow and prosper and to hire the extremely talented people that have made us the success that we are today.”

With such an outlook, Moffitt was pleased – but certainly not surprised – to see Moffitt Cancer Center ranked the nation’s No. 6 cancer hospital in 2016 by U.S. News & World Report, which has listed Moffitt as one of the “Best Hospitals” for cancer care since 1999.

2016 also marked NCI renewal of Moffitt’s Cancer Center Support Grant, thus renewing its Comprehensive Cancer Center status. “It’s a testament to the wonderful team that we have here at the cancer center and the fabulous researchers that have worked so hard to get us to the point where we are now,” says Moffitt, “and I could not be more proud of all of them.”

Looking forward to the next 30 years and beyond for the cancer center, Moffitt says, “We have growing pains. We’re going to need additional space. For the foreseeable future - the next few decades - I expect that the cancer center will continue to meet a vital need, and that with our research operation’s continued success, we will have opportunity to really impact how cancer is treated, not only in Florida but in the United States and around the world.

“The legislature and the community and our friends have been very generous over the years. But I think that they would not be as generous as they have been were it not for the wonderful reputation and the success that this center has shown over the years.

“We have come so far - but we have a long way to go - and we will.” It would be impossible for H. Lee Moffitt to think otherwise.

### 2016 Payer Mix

<table>
<thead>
<tr>
<th>Payer Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>1%</td>
</tr>
<tr>
<td>HMO/PPO</td>
<td>42%</td>
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<tr>
<td>Medicaid</td>
<td>3%</td>
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<tr>
<td>Medicaid Managed Care</td>
<td>4%</td>
</tr>
<tr>
<td>Medicare</td>
<td>11%</td>
</tr>
<tr>
<td>Medicare Managed Care</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
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<tr>
<td>Private Pay</td>
<td>1%</td>
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### Patient Origin

<table>
<thead>
<tr>
<th>Origin</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Hillsborough</td>
<td>31%</td>
</tr>
<tr>
<td>Pasco</td>
<td>10%</td>
</tr>
<tr>
<td>Pinellas</td>
<td>12%</td>
</tr>
<tr>
<td>Polk</td>
<td>6%</td>
</tr>
<tr>
<td>Manatee</td>
<td>4%</td>
</tr>
<tr>
<td>Hernando</td>
<td>3%</td>
</tr>
<tr>
<td>Sarasota</td>
<td>4%</td>
</tr>
<tr>
<td>Other Florida</td>
<td>27%</td>
</tr>
<tr>
<td>Non Florida</td>
<td>3%</td>
</tr>
</tbody>
</table>

### 2015 12 Most Frequent Cancer Sites*

<table>
<thead>
<tr>
<th>Cancer Site</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast</td>
<td>12.5%</td>
</tr>
<tr>
<td>Skin*</td>
<td>11.2%</td>
</tr>
<tr>
<td>Bronchus and lung</td>
<td>9.9%</td>
</tr>
<tr>
<td>Prostate</td>
<td>6.0%</td>
</tr>
<tr>
<td>Leukemia</td>
<td>5.9%</td>
</tr>
<tr>
<td>Non-Hodgkin Lymphoma</td>
<td>5.2%</td>
</tr>
<tr>
<td>Bladder</td>
<td>4.3%</td>
</tr>
<tr>
<td>Kidney and Renal Pelvis</td>
<td>3.6%</td>
</tr>
<tr>
<td>Myeloma</td>
<td>3.5%</td>
</tr>
<tr>
<td>Pancreas</td>
<td>3.4%</td>
</tr>
<tr>
<td>Other Hematopoietic</td>
<td>3.2%</td>
</tr>
<tr>
<td>Other</td>
<td>2.9%</td>
</tr>
<tr>
<td>Other sites+</td>
<td>28.3%</td>
</tr>
</tbody>
</table>

*Includes analytic and non-analytic cases for accession year 2015

There were a total of 9735 analytic and non-analytic cases for accession year 2015

**Excludes basal and squamous cell carcinomas

† does not include historical case count [n=1555]

Source: Cancer Registry
COMMUNITY BENEFIT INITIATIVES

The Patient Protection and Affordable Care Act of 2010 requires all non-profit 501(c)(3) hospital organizations to conduct a community health needs assessment (CHNA) every three years and adopt an implementation strategy to meet the needs identified in the assessment.

In fiscal year 2016, Moffitt Cancer Center conducted its second CHNA to fulfill these requirements. Moffitt collaborated with the Florida Department of Health-Hillsborough County to establish Healthy Hillsborough, a committee of local hospitals, the Department of Health, and Federally-Qualified Health Centers, to complete the CHNA. Below is a summary of the data collection and results of the most pressing health needs within our community.*

DATA COLLECTION

1. Publicly-available health data
   - Florida Department of Health, Florida CHARTS
   - United States Census, American FactFinder
   - Centers for Disease Control and Prevention, Community Health Status Indicators

2. Community online survey
   - 4,076 residents responded in Hillsborough, Pinellas, Pasco and Polk counties.

3. Key informant interviews
   - 58 interviews among individuals representing the broad interests of the community and with knowledge of health issues

4. Focus groups
   - Input from five focus groups of community members

RESULTS

Moffitt’s CHNA Steering Committee identified the following most pressing health needs, which Moffitt will address within the next three years:

1. Screening and Prevention
   a. Lung cancer/Smoking cessation
   b. Breast cancer
   c. Colorectal cancer
   d. Prostate cancer

2. Access to Care
   a. Transportation for the disadvantaged
   b. Healthcare navigation

* A full report of the 2016 Community Health Needs Assessment can be found on Moffitt’s website at https://moffitt.org/publications/community-benefit

COMMUNITY BENEFIT BY CATEGORY

* July 2014 – June 2015

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.

- **CHARITY CARE**
  Total cost of services incurred by Moffitt to provide medical services to patients who are unable to pay
  $15,623,977

- **COMMUNITY BENEFIT OPERATIONS**
  Costs associated with assigned staff, community health needs and assessments
  $61,077

- **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
  $66,002

- **HEALTH PROFESSIONS EDUCATION**
  Cost associated with clinical education and training for physicians and medical students not including government funding
  $9,799,221

- **COMMUNITY HEALTH IMPROVEMENT SERVICES**
  Cost of activities carried out to improve community health beyond patient care
  $853,045

- **MEDICAID SHORTFALLS**
  The Medicaid program pays Moffitt less than it costs the organization to provide care to its Medicaid patients.
  $10,399,902

- **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
  $24,375,951

**TOTAL COMMUNITY BENEFIT DOLLARS:**
$61,179,175

*2016 Community Benefit figures can be provided upon request after January 2017.
HIGHLIGHTS 2016

MOFFITT HOSTS OPENING CELEBRATIONS FOR MCKINLEY OUTPATIENT CENTER

In November 2015 Moffitt opened its new McKinley Outpatient Center, following a grand opening celebration that included The Honorable H. Lee Moffitt, Rep. Will Weatherford and Beth Houghton, chair of the Moffitt Hospital Board of Directors.

In December Moffitt held an opening reception of the Gruden Huddle Room at the Moffitt McKinley Outpatient Center in honor of Jon and Cindy Gruden for their generosity and dedication to the cancer center, our patients and the families we serve. The Grudens’ gift also supports clinical application of immunotherapy, pioneered by James Mulé, Ph.D.

NCI GIVES $10.4 MILLION AWARD TO STUDY EVOLUTION AND CANCER THERAPY

The pioneering work of Moffitt’s Integrated Mathematical Oncology Department was acknowledged through a $10.4 million award from the National Cancer Institute, Oncology Department was acknowledged through a $10.4 million award from the National Cancer Institute, indicating Moffitt as one of the five Physical Science-Oncology Centers in the U.S.

HEALTHCARE INFORMATION SOCIETY RECOGNIZES MOFFITT FOR SUCCESSFULLY ADOPTING ELECTRONIC MEDICAL RECORDS

Healthcare Information and Management Systems Society (HIMSS) Analytics recognized Moffitt for achieving Stage 6 on its Electronic Medical Record Adoption Model (EMRAM). Moffitt is one of only four ambulatory facilities in the state of Florida to achieve a Stage 6 designation.

11TH ANNUAL MILES FOR MOFFITT RAISES $647,000 FOR RESEARCH

On May 14 more than 5,000 community supporters participated in the 2016 Miles for Moffitt presented by AutoNation to support and raise funds for cancer research. With their help, Miles for Moffitt raised $647,000 for lifesaving cancer research this year. Since 2006, more than $3 million has been raised.

MAGNOLIA BALL RAISES $2.5 MILLION TO SUPPORT MOFFITT

Nearly 800 guests attended Moffitt’s 23rd annual Magnolia Ball on April 9, where guests watched a powerful video inspired by Moffitt’s new Courage advertising campaign. Chaired by Moffitt supporters, Harry and Carmen Barkett and honorary chairs, Frank and Carol Morsani, the ball raised $2.5 million for patient care, research and education. Contributions also benefit the Magnolia Lodging Program.

COMMUNITY FUNDRAISING EVENTS SUPPORT MOFFITT’S LIFESAVING WORK

Each year events raise funds for patient care, education and research at Moffitt. Last year the following community events each raised more than $100,000: Swim Across America, Golfers Against Cancer, Martinis For Moffitt, Richard’s Run For Life and Richard’s Father’s Day Walk/Run.

MOFFITT LEADERS AND WHITE HOUSE OFFICIALS DISCUSS “MOONSHOT”

On Jan. 29, leaders from Moffitt and the Oncology Research Information Exchange Network (ORIEN) met with senior officials from the Office of the Vice President and the Executive Office of the President to discuss how the ORIEN partnership could serve as a model for nationwide collaborations in cancer research. Since 2016 ORIEN has grown to 13 members with more than 140,000 consented patients.

And on June 29, Moffitt and communities across the U.S. joined Vice President Biden as he convened a Cancer Moonshot Summit. Moffitt hosted the local summit to share updates and discuss efforts to accelerate progress in cancer prevention, diagnosis and treatment.

BUSINESS OF BIOTECH CELEBRATES 10TH ANNIVERSARY

The 2016 “Science, Synergy, Success!” themed Business of Biotech conference, attended by more than 330 people, heralded 10 years of economic growth and impact for the Tampa Bay area and beyond. This year, the Office of Technology Management and Commercialization

proactively studying data from cancer patients to identify clinical trials that might benefit them.

BRISTOL-MYERS SQUIBB AGREEMENT FORGES TRIALS FOR RARE CANCERS

Bristol-Myers Squibb Company and Moffitt have entered into a collaboration with the aim of creating treatments for rare, difficult-to-treat cancers whereby BMS will provide immunotherapy agents and Moffitt faculty will design clinical studies.

MELANOMA DRUG TESTED AT MOFFITT CANCER CENTER GETS FDA APPROVAL

The U.S. Food and Drug Administration approved a drug designed to target melanoma that was tested in clinical trials at Moffitt. The drug, called Imlygic or Talimogene Laherparepvec (TVEC), is a genetically modified oncolytic viral therapy developed by Amgen. Dr. Jonathan Zager served as the principal investigator on the clinical trial at Moffitt.

MOFFITT AND AETNA FORM ONCOLOGY MEDICAL HOME

Moffitt and Aetna have created an oncology medical home to improve our patients’ cancer care experience. The model is part of a strategic direction to transition from fee-for-service medicine to value-based payment. Value-based arrangements are emerging as a solution to address rising health care costs, clinical inefficiency and duplication of services, and to make it easier for patients to get the care they need.

MOFFITT SPECIALTY PLATES HELP DRIVE CANCER RESEARCH

Although there are many Florida license plate options, ordering this specialty plate helps drive cancer research. Last year Moffitt created a specialty license plate. For more information, visit MOFFITT.org and search for “specialty plate” to find out more.
ACCOLADES & RECOGNITIONS

**U.S. NEWS RANKS MOFFITT NO. 6 IN NATION FOR CANCER CARE**

Moffitt is No. 6 on U.S. News & World Report’s Best Hospitals for Cancer rankings released Aug. 3, 2016. The ranking places Moffitt in the top 1% of the 902 hospitals overall evaluated for cancer care in the U.S., and is up from No. 18 last year.

**NCI RENEWS SUPPORT GRANT FOR ANOTHER FIVE YEARS**

The National Cancer Institute renewed Moffitt’s Cancer Center Support Grant (CCSG) designating Moffitt as a comprehensive cancer center for another five years. Moffitt is one of only 47 National Cancer Institute-designated Comprehensive Cancer Centers.

**MOFFITT MAKES 2016 DIVERSITYINC’S LIST OF TOP 10 HOSPITALS, HEALTHCARE SYSTEMS**

Moffitt earned sixth place on DiversifyInc’s 2016 Top 10 Hospitals and Healthcare Systems list, which tracks the nation’s top companies when it comes to hiring, retaining and promoting women, minorities, people with disabilities, LGBT and veterans.

**SOCIETY OF PREVENTIVE ONCOLOGY NAMES DR. KANETSKY NEXT PRESIDENT**

Moffitt’s Peter A. Kanetsky, Ph.D., M.P.H., chair and program leader of Cancer Epidemiology, was elected as the new president for the American Society of Preventive Oncology (ASPO). He will serve as president-elect before taking the post in March 2017.

**NATIONAL ACADEMY OF INVENTORS ELECTS DR. LETSON TO FELLOW STATUS**

G. Douglas Letson, M.D., executive vice president and physician-in-chief at Moffitt, was named a Fellow of the National Academy of Inventors. He has pioneered the development of rare expandable devices, including segmental tumor prostheses that significantly improve the functional outcome of patients. And he has developed new metal structures that improve the ability to attach soft tissues to the actual prosthesis and has worked with companies for the development of expandable prostheses in children.

**THE PATHOLOGIST’S TOP 100 POWER LIST ISSUE INCLUDES MOFFITT’S DR. BUI**

The Pathologist named Moffitt pathologist Marilyn M. Bui, M.D., Ph.D., to its 2015 Power List. The magazine listed the most influential laboratory medicine professionals in its inaugural “Top 100 Power List” issue.

**NCI GRANTS DR. SEBTI OUTSTANDING INVESTIGATOR AWARD**

Said M. Sebti, Ph.D., chair of Moffitt’s Drug Discovery Department, received an Outstanding Investigator Award from the National Cancer Institute. Dr. Sebti will use the $6,415,284 million award to further his research on novel drug therapies for KRas-mutated cancers.

**DR. DALTON INDUCTED INTO FLORIDA INVENTORS HALL OF FAME**

William S. Dalton, Ph.D., M.D., founder and CEO of INVENTORS HALL OF FAME, is being inducted into the 2016 Florida Inventors Hall of Fame. Dr. Dalton holds 10 U.S. patents is recognized for revolutionizing developments in cancer treatment and research in molecular mechanisms of drug resistance that led to the creation of Total Cancer Care®.

**MOFFITT IS NAMED TO BECKER’S HOSPITAL REVIEW**

Moffitt was named to Becker’s Hospital Review’s 2016 edition of its list of “100 Hospitals and Health Systems with Great Oncology Programs.”

**SOCIETY OF HEMATOLOGIC ONCOLOGY NAMES DR. LIST AS PRESIDENT-ELECT**

Alan List, M.D., Moffitt president and CEO, will serve as president and chairman of the Board for the Society of Hematologic Oncology’s 2018-2019 term and president-elect for the 2017-2018 term.

**Welcome, New Leaders**

We are pleased to announce several key appointments at Moffitt during 2016.

**BRIAN CZERNIECKI, M.D., PH.D.**

joined Moffitt Cancer Center as Department Chair and Program Leader, Molecular Oncology. Dr. Czerniecki comes to Moffitt from the University of Pennsylvania, Philadelphia, where he served as professor of Surgery, Perelman School of Medicine; attending surgeon, Department of Surgery, Hospital of the University of Pennsylvania; and co-director of the Rena Rowan Breast Center–Recruitment and Center Expansion. His research interests focus on dendritic cell biology and interactions with T cells. He has developed dendritic cell vaccines for the treatment of cancer and is involved with several clinical trials for treating patients with early breast cancer with dendritic cell vaccines. He is working on identifying molecular targets in early breast cancer that can be used to prevent invasion and metastasis.

**ELSIA FLORES, PH.D.**

joined Moffitt Cancer Center as Department Chair and Program Leader of Genitourinary Oncology, established the program, which initially focused on genitourinary and lung cancer patients. Today, robotic surgeries span prostate, bladder, gastrointestinal, gynecologic, endocrine, head & neck, lung and skin cancers.

**JEFFREY LANCET, M.D.**

is the new chair and program leader for the Department of Malignant Hematology at Moffitt. Dr. Lancet has served as interim chair and program leader since June 30, 2015, during a national search. He has been with Moffitt since 2004, and his clinical practice focuses on acute leukemias and myelodysplastic syndromes.

**WADE JEFFERS SEXTON, M.D.**

senior member in the Department of Genitourinary Oncology, was appointed the director of Robotic. Since June 2008, the Moffitt Institute for Robotic Cancer Surgery has grown from one robotic system and two surgeons to two robots and 18 surgeons performing nearly 700 robotic surgeries in 2015. Julio Pow-Sang, M.D., program leader of Genitourinary Oncology, established the program, which initially focused on genitourinary and lung cancer patients. Today, robotic surgeries span prostate, bladder, gastrointestinal, gynecologic, endocrine, head & neck, lung and skin cancers.

**KEIRAN S. SMALLEY, PH.D.**

was named the new director of the Center of Excellence on Melanoma and Skin Cancers. He will also hold the Donald A. Adam Endowed Chair in Melanoma Research. Dr. Smalley is a senior member in the Department of Tumor Biology and a member of the Cancer Biology and Molecular Medicine Program, and Professor, USF Department of Oncologic Sciences.

**NEW LEADERS 2016**

**Wade Jeffers Sexton, M.D.**

**Brian Czerniecki, M.D., Ph.D.**

**Elsia Flores, Ph.D.**

**Jeffrey Lancet, M.D.**

**Keiran Smalley, Ph.D.**
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 MCKINLEY OUTPATIENT CENTER 10920 NORTH MCKINLEY DRIVE
The McKinley Center houses an outpatient surgery center, a cutaneous clinic, a breast clinic, breast imaging services, genetic counseling and more.