### Income Statement
For the fiscal years ending September 30, 2011, and September 30, 2010

**In thousands of dollars**

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient revenues</td>
<td>$1,606,417</td>
<td>$1,559,989</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>712,882</td>
<td>619,677</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>2,319,299</td>
<td>2,179,666</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee compensation, benefits, supplies, and other</td>
<td>2,057,185</td>
<td>1,936,564</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>111,104</td>
<td>107,216</td>
</tr>
<tr>
<td>Interest</td>
<td>26,508</td>
<td>25,212</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>2,194,797</td>
<td>2,068,992</td>
</tr>
<tr>
<td><strong>Current year operating gain/(loss)</strong></td>
<td>$124,502</td>
<td>110,674</td>
</tr>
<tr>
<td><strong>Income/(loss) from operations</strong></td>
<td>$124,502</td>
<td>110,674</td>
</tr>
<tr>
<td><strong>Total nonoperating gains/(expenses)</strong></td>
<td>(2,541)</td>
<td>1,427</td>
</tr>
<tr>
<td><strong>Excess of revenues over expenses</strong></td>
<td>$121,961</td>
<td>112,101</td>
</tr>
</tbody>
</table>

### Balance Sheet
For the fiscal years ending September 30, 2011, and September 30, 2010

**In thousands of dollars**

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and investments</td>
<td>$75,687</td>
<td>118,729</td>
</tr>
<tr>
<td>Current portion of investments limited as to use</td>
<td>68,871</td>
<td>69,169</td>
</tr>
<tr>
<td>Patient accounts receivable</td>
<td>207,756</td>
<td>192,135</td>
</tr>
<tr>
<td>Other current assets</td>
<td>137,016</td>
<td>131,897</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>489,330</td>
<td>511,930</td>
</tr>
<tr>
<td>Investments limited as to use</td>
<td>19,577</td>
<td>19,253</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>147,714</td>
<td>137,212</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>986,665</td>
<td>990,324</td>
</tr>
<tr>
<td>Other assets</td>
<td>37,914</td>
<td>41,073</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,681,200</td>
<td>$1,699,792</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current portion of long-term obligations</td>
<td>$34,040</td>
<td>$30,372</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>221,726</td>
<td>238,993</td>
</tr>
<tr>
<td>Current portion of accrual for settlements with third-party payers</td>
<td>25,080</td>
<td>6,378</td>
</tr>
<tr>
<td>Unexpended funds of research grants</td>
<td>68,122</td>
<td>66,627</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>348,968</td>
<td>342,370</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>656,946</td>
<td>651,174</td>
</tr>
<tr>
<td>Other long-term liabilities</td>
<td>299,171</td>
<td>218,991</td>
</tr>
<tr>
<td>Net assets</td>
<td>376,115</td>
<td>487,257</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$1,681,200</td>
<td>$1,699,792</td>
</tr>
</tbody>
</table>
## Statistics
For the fiscal years ending September 30, 2011, and September 30, 2010

<table>
<thead>
<tr>
<th></th>
<th>FY11</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Licensed Beds</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td>793</td>
<td>793</td>
</tr>
<tr>
<td><strong>Average Occupancy Rate</strong>&lt;sup&gt;b&lt;/sup&gt;</td>
<td>92.1%</td>
<td>90.8%</td>
</tr>
<tr>
<td><strong>Total Admissions</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td>46,498</td>
<td>45,995</td>
</tr>
<tr>
<td>Observations&lt;sup&gt;b&lt;/sup&gt;</td>
<td>9,288</td>
<td>8,247</td>
</tr>
<tr>
<td>Births&lt;sup&gt;a&lt;/sup&gt;</td>
<td>7,883</td>
<td>7,894</td>
</tr>
<tr>
<td>Average length of stay (in days)&lt;sup&gt;b&lt;/sup&gt;</td>
<td>5.26</td>
<td>5.25</td>
</tr>
<tr>
<td><strong>Surgical Procedures</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inpatient&lt;sup&gt;a&lt;/sup&gt;</td>
<td>18,885</td>
<td>19,195</td>
</tr>
<tr>
<td>Outpatient&lt;sup&gt;a&lt;/sup&gt;</td>
<td>12,338</td>
<td>12,331</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>31,223</td>
<td>31,526</td>
</tr>
<tr>
<td><strong>Ambulatory Activity</strong>&lt;sup&gt;b&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency visits&lt;sup&gt;a&lt;/sup&gt;</td>
<td>60,572</td>
<td>58,466</td>
</tr>
<tr>
<td>Day surgery&lt;sup&gt;a&lt;/sup&gt;</td>
<td>12,338</td>
<td>19,195</td>
</tr>
<tr>
<td>Routine visits and observations&lt;sup&gt;a&lt;/sup&gt;</td>
<td>417,642</td>
<td>406,210</td>
</tr>
<tr>
<td>Imaging&lt;sup&gt;b&lt;/sup&gt;</td>
<td>325,762</td>
<td>327,297</td>
</tr>
<tr>
<td>Treatments, therapies, and procedures&lt;sup&gt;b&lt;/sup&gt;</td>
<td>380,271</td>
<td>376,109</td>
</tr>
<tr>
<td>Psychiatric services&lt;sup&gt;b&lt;/sup&gt;</td>
<td>41,349</td>
<td>41,469</td>
</tr>
<tr>
<td>Labs&lt;sup&gt;b&lt;/sup&gt;</td>
<td>1,937,515</td>
<td>1,899,873</td>
</tr>
<tr>
<td>Other (pharmacy, blood bank, etc.)&lt;sup&gt;b&lt;/sup&gt;</td>
<td>755,996</td>
<td>722,840</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,931,445</td>
<td>3,851,459</td>
</tr>
<tr>
<td><strong>Staff</strong>&lt;sup&gt;a&lt;/sup&gt;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff physicians&lt;sup&gt;a&lt;/sup&gt;</td>
<td>1,567</td>
<td>1,349</td>
</tr>
<tr>
<td>Residents&lt;sup&gt;a&lt;/sup&gt;</td>
<td>768</td>
<td>787</td>
</tr>
<tr>
<td>Clinical fellows&lt;sup&gt;a&lt;/sup&gt;</td>
<td>502</td>
<td>354</td>
</tr>
<tr>
<td>Research fellows&lt;sup&gt;c&lt;/sup&gt;</td>
<td>511</td>
<td>862</td>
</tr>
<tr>
<td>Registered nurses&lt;sup&gt;a&lt;/sup&gt;</td>
<td>3,060</td>
<td>3,052</td>
</tr>
<tr>
<td>Other employees&lt;sup&gt;a&lt;/sup&gt;</td>
<td>8,598</td>
<td>8,659</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15,006</td>
<td>15,063</td>
</tr>
</tbody>
</table>

<sup>a</sup> Total available beds include 27 licensed to Dana-Farber Cancer Institute

<sup>b</sup> Source: Center for Clinical Excellence

<sup>c</sup> Source: Physician Services
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