

Developing a Regional Oncology Program

Client Profile: Division of a health system (the "Division") comprised of a series of acute hospitals in a highly competitive multi-county region. Each hospital had varying on- and off-campus oncology program resources.

Challenge: Design a strategy to become the market leader for oncology services across a broad region that accounted for implications of emerging trends specific to: incidence of tumor sites, population, evolution of care, competitor vulnerabilities, and oncology reimbursement.

Process: Alignment was established among the oncologists, referring physicians, and Division leadership including the vision and goals for the oncology program, basis for differentiation, and establishing selected services at each site of care while regionalizing others.

Five components on an oncology strategy were recommended across the multi-county region:

Positioning Oncology "Chess Pieces" for Optimal Offensive and Defensive Strategy



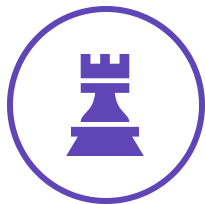
Enhancement

Improved care experience through enhanced patient referral network, scheduling/intake, regional care coordination



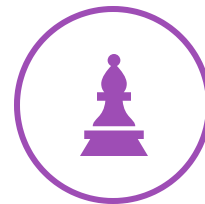
Expansion

Expanded local sites for infusion, radiation therapy and low complexity oncologic surgery to improve access



Implementation

Implementation of regional COE for highly complex oncologic surgery



Affiliation

Expanded clinical affiliation with NCI program



Cohesion

Aligned and integrated clinical resources through cohesive regional service line: unified vision, strategy, implementation plan

Results: The Division is now operationalizing a regional oncology strategy that will out-position competitors and enable differentiation and growth. Key components include:

- the development of a full-service community cancer center (infusion, radiation oncology, offices for surgical consults, support services) in a new market
- additional "local" community infusion and radiation oncology sites
- establishing dyad leadership for regional oncology services
- expanding and highlighting the current clinical affiliation with a National Cancer Institute facility
- enhancing care coordination and patient experience through adoption of standardized protocols that address patient needs/expectations and achieve operational efficiency