

# STRATEGICALLY PLANNING FOR CHANGE IN ONCOLOGY

ASSOCIATION OF CANCER EXECUTIVES  
25<sup>TH</sup> ANNUAL MEETING

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Oncology Resource Consultants, Inc.



# Introductions



Name And Cancer Program Affiliation



Position And Oncology Experience



Hospital Bed Size



Number Of Newly Diagnosed Cancer Cases Per Year



Priorities For This Workshop

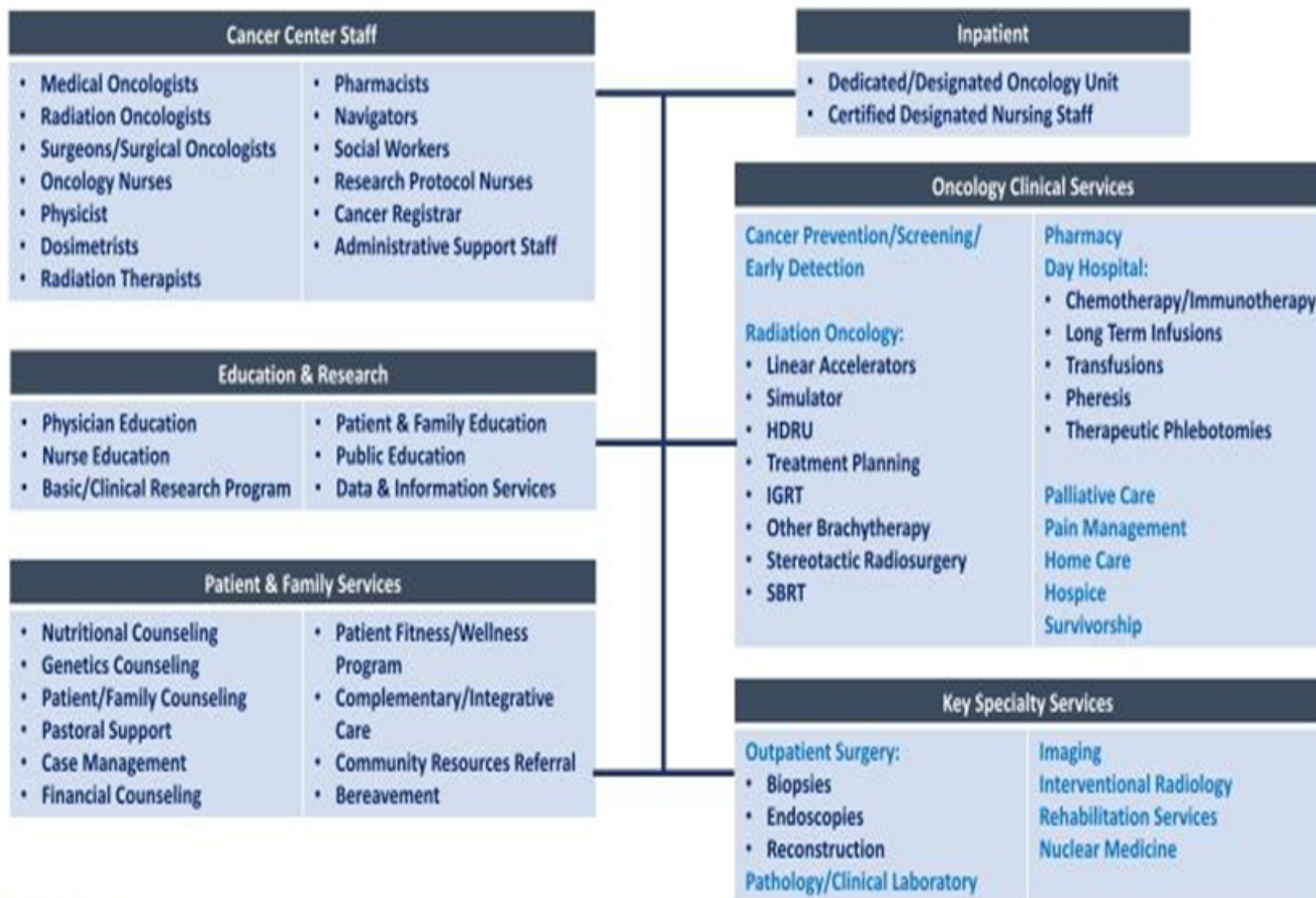
## Workshop Goals

**At The Conclusion Of The Workshop,  
Participants Are Positioned To Develop  
An Oncology Strategic Plan For  
Their Cancer Program**

# What Differentiates Oncology Planning From Other Service Lines



# Cancer Program Components



# Clinician Involvement in Cancer Care Continuum

Primary Care	Clinical Specialties		Oncologic Specialties
<ul style="list-style-type: none"> <li>• Family Practitioner/ General Practitioner</li> <li>• Gynecologist</li> <li>• Internist</li> <li>• Pediatrician</li> </ul>	<ul style="list-style-type: none"> <li>• General Surgeon</li> <li>• Urologist</li> <li>• Thoracic Surgeon</li> <li>• Pulmunologist</li> <li>• Gastroenterologist</li> <li>• Dermatologist</li> <li>• Colorectal Surgeon</li> </ul>	<ul style="list-style-type: none"> <li>• Otolaryngologist</li> <li>• Neurologist</li> <li>• Pathologist</li> <li>• Radiologist</li> <li>• Palliative Care</li> <li>• Pain Management</li> <li>• Survivorship</li> </ul>	<ul style="list-style-type: none"> <li>• Surgical Oncologist</li> <li>• Medical Oncologist</li> <li>• Radiation Oncologist</li> <li>• GYN Oncologist</li> <li>• Pediatric Oncologist</li> </ul>
<ul style="list-style-type: none"> <li>• Prevention</li> <li>• Detection</li> <li>• Preliminary Diagnosis</li> <li>• Referral</li> </ul>	<ul style="list-style-type: none"> <li>• Definitive Diagnosis</li> <li>• Staging</li> <li>• Initial Treatment</li> <li>• Follow-up</li> </ul>		<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Treatment</li> <li>• Follow-Up</li> <li>• Clinical Research</li> </ul>

# Cancer Care Team

 Oncology Certified Nurses Navigators Palliative Care Team Hospice Nurses Geneticists Cancer Registrars Radiation Therapists Physicists Radiation Therapy Nurses Imaging Technicians Laboratory Technologists Physician Office Nurses Pastoral Care Survivorship Staff Pain Management Nurse Practitioners Physician Assistants



# Cancer Care Team

Oncology Program Administrator(s)

Oncology Nutritionists

Oncology Resource Librarian/Information Specialists (Professional And Public)

Oncology Social Workers

Oncology Case Managers

Enterostomal Therapists

Clinical Research Nurses/Data Managers

Oncologic Clinical Nurse Specialists

Oncology Financial Counselors

Information Technology

Clinical Oncology Pharmacist(s)

# Confirm Oncology Planning Approach

Updating Current  
Strategic Plan

Creating New  
Strategic Plan

Developing Oncology  
Component For  
Institutional Strategic  
Plan

# Initial Planning Imperatives

Confirm  
Leadership  
Support For  
Plan  
Development

Engage  
Planning And  
Business  
Development  
Leadership

Confirm Plan  
Structural  
Requirements  
For Hospital/  
Health System  
Planning

Correlate Plan  
With  
Institutional  
Mission,  
Vision And  
"Pillars"

Determine  
Planning  
Boundaries



# Strategic Planning Terms

<b>Mission Statement</b>	<ul style="list-style-type: none"><li>▪ Describes Organization Purpose or Reason for Being</li></ul>
<b>Vision Statement</b>	<ul style="list-style-type: none"><li>▪ Defines Desired Future State, Providing Direction for the Organization</li><li>▪ Statement Explains Expected Organization Results that are Measureable and Attainable</li></ul>
<b>Guiding Principles</b>	<ul style="list-style-type: none"><li>▪ Describes the Organization's Beliefs and Philosophy</li></ul>
<b>Organizational Goals</b>	<ul style="list-style-type: none"><li>▪ What does the Organization Want to Achieve</li></ul>
<b>Strategy</b>	<ul style="list-style-type: none"><li>▪ Approach to Achieving Strategic Goal(s)</li><li>▪ Typically Long-Term and Broad in Scale</li></ul>
<b>Tactics</b>	<ul style="list-style-type: none"><li>▪ Activities Intended to Achieve an Objective</li><li>▪ Typically Short-Term Series of Activities</li></ul>

# Strategic Planning Approach



# Key Oncology Planning Elements

- Medical And Administrative Leadership
- Clinical Cancer And Program Staff
- Program Development
- Alignment
- Care Transformation/Value Based Care
- Research Program
- Affiliations
- Facilities And Equipment
- Technology Requirements Including Information Technology
- Payor Relationships and Opportunities
- Financial Resources

## Strategic Planning Process

### Step 1: Data Collection And Interviews

#### Methodology

- Data Requirements Supporting Information Collection
- Selection And Scheduling Of Interviewees
- Conduct Interviews

#### Outcomes

- Quantification Of Hospital Information Including:
  - Oncology Service Trends
  - Oncology Financial Information
  - Oncology Program Activities
- Key Cancer Program Participations' Input



# Strategic Planning Process

## Step 2: Internal Assessment

### Methodology

- Data Analysis
- Inventory Of Hospital Oncology Related:
  - Services And Programs
  - Facilities And Equipment
  - Affiliations
  - Community Education And Screening

### Outcomes

- Assessment Of Oncology:
  - Service Trends And Magnitude
  - Financial Status
  - Cancer Services Inventory And Assessment
  - Strengths, Weaknesses, Opportunities, And Threats (SWOT)

# Strategic Planning Process

## Step 3: External Assessment

### Methodology

- Data Analysis:
  - Age-Specific Cancer Incidence
  - Site-Specific Cancer Incidence
  - Oncology Modality Service Demand
- Competitive Assessment
- Payor Opportunities Assessment

### Outcomes

- Oncology Market Share By ZIP Code, Including 5-Year Cancer Patient Projections
- Current And Future Modality Service Demand, Market Share, And Met/Unmet Needs
- Site-Specific Market Share
- Competitive Forces In The Service Area And Potential Partnership And/Or Affiliation Opportunities



## Strategic Planning Process

### Step 4: Strategic Planning Facilitation

#### Methodology

- Establish A Multidisciplinary Oncology Steering Group
- Present And Review Findings From Steps 1 through 3
- Develop An Oncology Strategic Agenda
- Establish Working Groups To Address Strategic Opportunities
- Rank Strategic Initiatives

#### Outcomes

- Participants' Review And Input Relating To Findings
- Development And/Or Confirmation Of Oncology Program Vision
- Identification Of Strategic Opportunities

## Strategic Planning Process

### Step 5: Strategic Plan Development

#### Methodology

- Documentation Of Planning Findings And Strategic Plan
- Strategic Plan Includes:
  - Goals
  - Tactics
  - Timeline
  - Responsibility Parties
  - Outcomes
  - Metrics

#### Outcomes

- Strategic Plan Document:
  - Program Assessment
  - Oncology Program Vision
  - Strategic Options And Goals
  - Operational Requirements To Implement Strategic Plan

# Convene Strategic Planning Steering Group

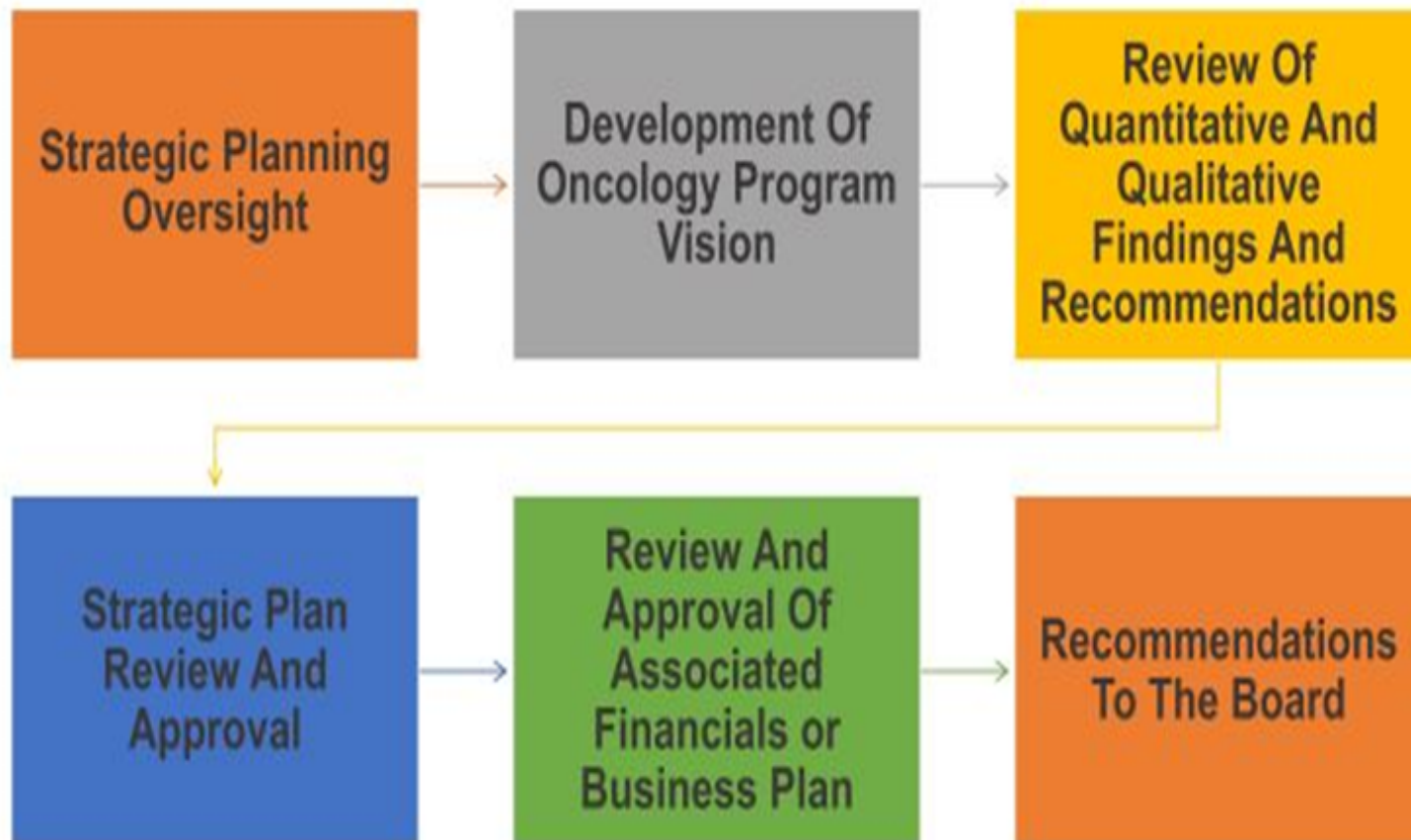
## Key Physicians

- Medical Oncologists
- Radiation Oncologists
- General Surgeons And Surgical Sub-Specialists
- Primary Care
- Pathologist
- Palliative Care
- Diagnostic Radiologist
- Interventional Radiologist

## Key Administrative Staff

- Cancer Program Administrative And Clinical Staff
- Medical Center CEO
- Medical Center CFO
- Medical Center VP(s)
- Marketing/Business Development
- Financial Analyst
- Cancer Registrar

# Charge To The Steering Group





# Engage Planning Support Team

- **Cancer Program Manager/Administrator**
- **Radiation Oncology Departmental Manager/Chief Therapist**
- **Infusion Area Nurse Manager**
- **Cancer Registrar**
- **MIS/Decision Support Staff**
- **Financial Analyst**
- **Marketing**

# Data Resources

- **Cancer Registry**
- **Electronic Health Record**
- **MIS/Decision Support Staff**
- **Planning/Marketing/Business Development Staff**
- **Financial Services**
- **Clinical Service Management Staff, Including Outpatient And Inpatient Unit Managers, Radiation Oncology Administrators, Infusion Area, Home Care, Hospice Director, Survivorship Staff**



# Information Resources



Clinical And Administrative Staff Interviews



State Cancer Registry



State/Other Data Bases



Oncologist(s) Practices

# Cancer Registry Role

- ❑ Provide Analytic Patient Origin By Zip Code
- ❑ Provide Cancer Site Specific Patient Origin By Zip Code:
  - ❑ In Addition To The Major Sites Of Cancer,  
Determine The Cancer Sites Most Important To Your Program
- ❑ Quantify Analytic Patients By Class Of Case
- ❑ Non-Analytic Case Patient Origin (*Optional*)

# Service Area Characteristics

- Population Pool/Age
- Cancer Incidence
- Calculation Of Cancer Patient Pool
- Market Share Assessment:
  - New Or Analytic Cancer Cases
  - Modalities
  - Cancer Site-Specific
- Competitive Analysis
- Geographical/Perceived Boundaries
- Outmigration

# Oncology Market Share



Hospital  
Oncology  
Inpatients

Radiation  
Therapy

Ambulatory  
Chemotherapy  
and Infusion

Oncologic  
Surgical  
Subspecialties

# Key Interview Topics

<b>Level Of Interest/Support</b>	<b>Care Transformation/Value Based Care</b>
<b>Programs And Services</b>	<b>Alignment/Integration Opportunities</b>
<b>Competitor Activities</b>	<b>Education/Research</b>
<b>Referral Relationships</b>	<b>Affiliations</b>
<b>Payor Landscape</b>	<b>Other Issues</b>



# Key Areas Supporting Cancer Program Growth

Projected  
Cancer Pool  
Growth

Clinician  
Requirements

Human Capital/  
Staffing  
Requirements

Program  
Opportunities

Research

Technologies

Markets,  
Including  
Outreach

Affiliation  
Potential



# Market Retention

Market Dynamics May Require A Focus On Market Retention, Rather Than Market Share Growth

Realistic Projections Of Market Potential Or Retention Are Key To Success Planning

Rapid Market Changes and Consolidation In Oncology Are A Reality

# Steering Group Program Assessment Presentation

- ❑ **Oncology Service Definition And Market Share**
- ❑ **Oncology Referral Patterns**
- ❑ **Competitor Assessment**
- ❑ **Strengths, Weaknesses, Opportunities And Threats Assessment (SWOT)**
- ❑ **Oncology Program Recommendations**

# Vision Statement Development Program Vision Component **Examples**

- Care Integration
- Care Transformation/Value Based Care
- Recognition/Visibility for Oncology Care
- Geographic Reach/Access to Care
- Research And Innovation

# Strategic Planning Working Groups

- **Convene Planning Topic Specific Working Groups**
- **Individual Working Groups Comprised Of Clinicians, Administrative Staff, And Potentially Cancer Survivors Or Community Leaders With Experience Relevant To Working Group Topic**
- **Working Group Reviews/Articulates Best Practices For New Or Expanded Cancer Program Or Service**



# Oncology Strategic Plan Components



# Financial Projections

- Operating Proformas
- Patient Service Volumes
- Gross/Net Patient Revenues
- Expenses:
  - Operating
  - Direct
  - Fixed (Equipment, Building, Land, Interest, Depreciation)
- Profit (Loss)

# Strategic Plan Implementation



# Planning Pitfalls

**Focusing On  
Activities Prior To  
Setting The Program  
Course**

**Underestimating  
Magnitude Of Cancer  
Services**

**Payment Implications  
Of Program Plans**

**Limiting "Ownership"  
In The Program**

**Inappropriate Or  
Absence Of Program  
Marketing**

**Physician Financial  
Impediments/  
Conflicts**



# Keys To Successful Plan Implementation

1. **Senior Leadership Buy In And Support**
2. **Clinician And Program Staff Involvement In Planning**
3. **Plan Based On Market Assessment And Metrics**
4. **Clear Accountability, Defined Roles And Responsibilities**
5. **Expeditious Decision-Making**
6. **Oncology Leadership Team Embraces Plan Vision**
7. **Ongoing Monitoring Of Outcomes And Metrics–Clinical, Service And Cost**
8. **Oncology Marketing And Communications Correlate With Planning Goals**

# Additional Resources

# Oncology Service Assessment

<b>Cancer Prevention And Early Detection</b>	<b>Specialty Clinical Programs</b>
<b>Cancer Screening</b>	<b>Research</b>
<b>Inpatient Cancer Services</b>	<b>Palliative Care</b>
<b>Outpatient Cancer Services</b>	<b>Hospice</b>
<b>Cancer Patient Management/Navigation</b>	<b>Survivorship</b>

# Oncology Service Assessment

Professional And Community Education	Oncology Outcomes Management
Patient And Family Support	Oncology Marketing And Communications
Oncology Affiliations And Partnerships	Oncology Quality Initiatives



## National SEER 18\* Incidence Rates

Age Groupings	National SEER
AGE 0_4	22.1
AGE 5_9	12.3
AGE 10_14	13.6
AGE 15_19	21.9
AGE 20_24	35.4
AGE 25_29	56.6
AGE 30_34	87.7
AGE 35_39	132.8
AGE 40_44	216.5
AGE 45_49	352
AGE 50_54	562.8
AGE 55_59	850.1
AGE 60_64	1,230.30
AGE 65_69	1,714.90
AGE 70_74	2,065.90
AGE 75_79	2,334.10
AGE 80_84	2,414.90
AGE 85+	2,250.70

\*Source: Surveillance, Epidemiology and End Results (SEER) Program, April 2018

# Comprehensive Cancer Program Organization and Leadership

Product Line

Service Line

Center Of  
Excellence

# Handout