



Kurt Salmon 

Building a World-Class Oncology Program

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Introduction

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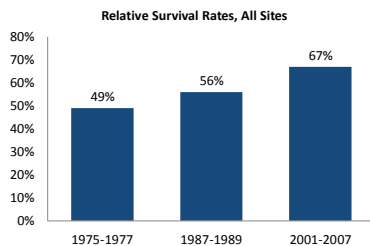
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Context: Greater demand for lifetime oncology care

- » Aging population
- » Increased diagnosis
- » Higher survival rates



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Context: Importance of local care

- » Patients need access to leading-edge treatment close to home—improves clinical outcomes
- » Development of highly coordinated oncology networks that provide services at local sites and coordinate high-acuity care across the network
- » Information technology can help link clinicians across geographies

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Kurt Salmon research

Ranked more than 132 inpatient oncology sites in three key areas:

- » Organization and governance

Organizational structure, network ownership type, level of centralized, dedicated governance, and degree of dedicated leadership

- » Systems and resources

Level of central support for network administration, registry, clinical trials, information technology and other support resources.

- » Clinical care coordination

Degree to which sites follow common clinical protocols, apply a standard process of care, and coordinate services between providers and sites—both within the network and externally

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Organization and governance

Most networks are at intermediate level of development

Best practices:

- » Governance through a strong, centralized oncology leadership council
- » Authority defined through an oncology network charter
- » A dyadic leadership structure with administrative and physician leaders

Organization and Governance Capability Maturity Levels



Key: ○ indicates study participant position

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Systems and resources

Most networks are at intermediate level of development

Best practices:

- » Dedicated oncology network administrative support group
- » Dedicated oncology network functional support staff
- » Use of common IT systems across all sites
- » Stable funding sources for network goals and initiatives

Systems and Resources Capability Maturity Levels



Key: ○ indicates study participant position

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Clinical care coordination

Most networks are at a basic maturity level

Best practices:

- » Standard treatment protocols and care processes across all sites
- » Coordination of clinical care information flow
- » Adding provider-patient information flow to clinical care delivery

Clinical Care Coordination Capability Maturity Levels



Key: ○ indicates study participant position

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Ownership can influence ability to implement best practices

- » System networks—a single common owner across all sites
- » Collaborator networks—a number of separate owners that come together to advance oncology care
- » Hybrid networks—combination of a system network plus non-owned or joint venture affiliate sites

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Eight lessons

1. Governance development determines network strength
2. Clinical care coordination is not as prevalent as many perceive
3. Clinical care coordination benefits from strong governance and dedicated resources
4. Physician leadership is a critical element of success
5. Paper still permeates clinical care documentation
6. IT is viewed as a critical enabler of improved patient care
7. Tumor boards remain mostly a locally focused forum
8. A vision for use of tumor registry and EHR information to support research is coming into focus

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For more information

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