Innovator Case Studies: Oncology Networks

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CCE History

- Concept developed in late 2005
- Assembled leading community based oncology practices from across the country
- Focused on clinically integrating practices, around evidenced based treatment protocols and quality initiatives, to enable them to effectively compete in the evolving healthcare marketplace
- Extended significant effort developing an appropriate business plan and legal structure
- Evaluated and select a strategic partner to assist in developing the business
- Launched the launch in April 2007

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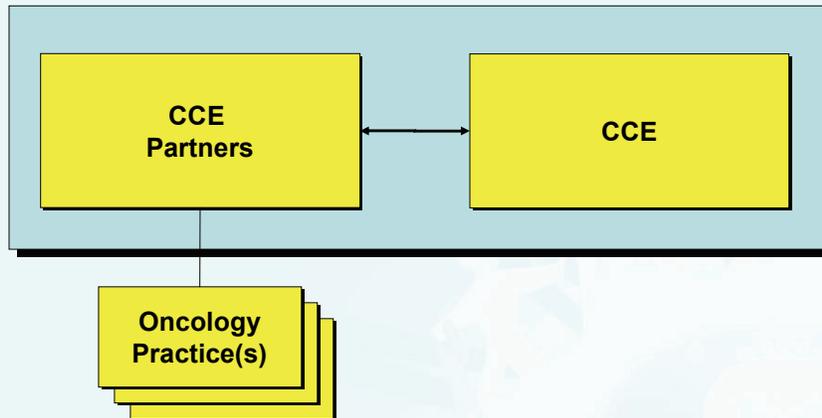New Hampshire Oncology-Hematology PA

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What is CCE?

- CCE is one of the largest *oncology physician services* companies in the United States

- Today, the organization is comprised of *21 oncology practices* in more than a dozen states who share a common vision of delivering high-quality, cost-effective cancer care to their patients

- The company is developing a comprehensive set of evidence-based treatment protocols and an information technology platform that will allow the practices to prove, for the first time, their *quality and cost-effectiveness* on a real time basis

- CCE will leverage it's unique capabilities to developing meaningful relationships with

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Our Business Structure

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  │   │                 │        │                 │  │
  │   │   CCE           │◄──────►│   CCE           │  │
  │   │   Partners      │        │                 │  │
  │   │                 │        │                 │  │
  │   └────────┬────────┘        └─────────────────┘  │
  └────────────┼─────────────────────────────────────┘
               │
       ┌───────┴─────────┐
       │   Oncology      │
       │   Practice(s)   │
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CCE Partners

CCE Partners is a national network of cancer clinics owned and governed by the independent member practices. These practices resolutely share the vision of clinically integrating around the highest clinical and quality standards

CCE Partners is responsible for…

- Developing evidenced-based treatment protocols (ETP)

- Developing meaningful and measurable quality standards and initiatives

- Enforcing the organizations compliance standards

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CCE

CCE is the management company responsible for providing the resources and infrastructure necessary to achieve CCE Partners' objectives
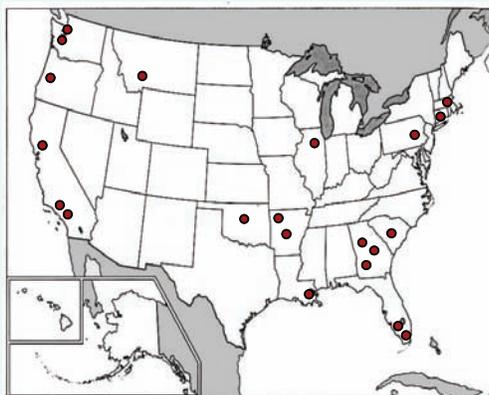
CCE is responsible for …

- Providing the management & operational resources

- Developing and implementing the technology platform required to collect clinical, operational, and financial information

- Providing data analysis and reporting capabilities

- Developing business relationships with various industry partners based on the organization's unique capabilities

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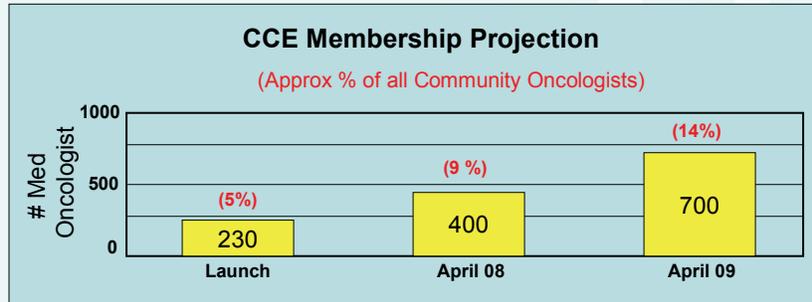
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Current CCE Membership

- 21 Community Based Oncology Practices

- 14 States

- 230 Medical Oncologists

- Approximately 5% of all Community Oncologists

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Future CCE Membership

- Developing a national network of quality oncology practices
- Creating geographic concentration in key regions (Metro, Suburb, Rural)

CCE Membership Projection

(Approx % of all Community Oncologists)

Med Oncologist

	Launch	April 08	April 09
	(5%) 230	(9 %) 400	(14%) 700

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Why We Did It: Market Dynamic

- Community oncology practices are facing a growing list of challenges:
    - Escalating costs of cancer care is resulting in growing controls over physician decisions
    - Declining reimbursement is resulting in increasing financial pressure on the practices
    - Inability to work with Payers to develop a reimbursement model that focuses on quality and cost effectiveness
    - Growing realization that practices need to demonstrate the quality of the care they deliver (Patients, Employers, Payers)
    - Individual practices cannot fund and develop the necessary management and technology infrastructure

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Why We Did It: Market Dynamic (cont'd)

- Practices realized the need to develop a national organization that focuses on:
  - Developing evidence based treatment protocol;
  - Collecting clinical and drug decision data at the point of care;
  - Utilizing this information to prove the quality of their care and thus differentiate themselves on a local and national level;
  - Participating in the economic value created by documenting cost effective, high quality care

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Why is CCE Unique

- Practices own and direct the organization
- Members came together on a voluntary basis
- Develops & enforces meaningful compliance standards
- Develops unique Evidence Based Treatment Protocols & quality standards
- Collecting patient data at the point of care on a nationwide basis

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Where Are We Today

- Completed the initial development of ETP's & Quality Standards:
  - Breast, Colorectal, Lung, Supportive Care
- Implementing the information technology platform
  - Lynx Mobile Platform
  - Piloting EMR interfaces
- Developing the clinical and operational processes within each practice
- Creating practice metrics and benchmarks
- Developing initial projects with Pharma and Payers

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CANCER CENTER BUSINESS SUMMIT

Catholic Health Oncology Network
A Model for Optimizing
Community Hospital Cancer Care

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Profile of Catholic Health Initiatives

- National nonprofit health corporation based in Denver, CO

- Second largest Catholic health system in the U.S.
  - Total revenues of $7.1 billion
  - 66,000 full- and part-time employees
  - 5 community-based health ministries

- A microcosm of the U.S. Health System
  - Presence in 19 states (68 rural and urban communities)
  - 73 Hospitals, 21 with Critical Access Hospital designation
  - 42 long-term care, assisted and independent living and residential facilities
  - 2 community based health organizations

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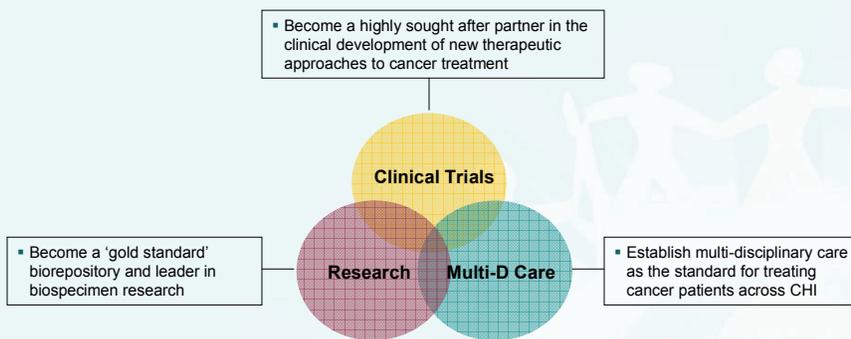
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Catholic Health Oncology Network

Vision: An integrated, system-wide oncology clinical trial, clinical research and multi-disciplinary care initiative focused on delivering a new standard of oncology care and quality

Clinical Trials

Multi-d Care   Research
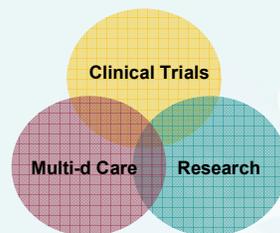
- ~1.4 million new cancer diagnosis will be made in 2007
- 15% of all patients (210,000) will be treated in 61 NCI-designated cancer centers
- Remaining 85% of patients (1,190,000) will be treated at community hospitals

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Catholic Health Oncology Network (cont'd)

Raise the bar for how CHI's community hospitals deliver cancer care…

- Become a highly sought after partner in the clinical development of new therapeutic approaches to cancer treatment

Clinical Trials

Research

Multi-D Care

- Become a 'gold standard' biorepository and leader in biospecimen research

- Establish multi-disciplinary care as the standard for treating cancer patients across CHI

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Network-based Clinical Trials

Rationale…

- Clinical trials offer patients the latest advances in cancer care
- CHI can address the many needs of clinical trial sponsors:
  - Access to large, diverse pools of protocol-eligible patients across multiple disease conditions
  - Participation by highly qualified, proven clinical investigators
  - Centralized administration and systems to deliver quality clinical data in a timely manner

Goals…

- Locally offer unique state-of-the-art clinical trials to CHI patients
- Address barriers in race, gender, geography and access to high quality cancer care
- Design new trials and quickly transfer gained knowledge of cancer treatment throughout CHI
- Begin to work with industry partners to develop personalized cancer care treatment approaches

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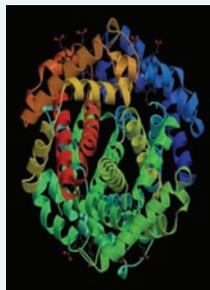Hematology PA

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Network-based Clinical Trials

Functional Organization
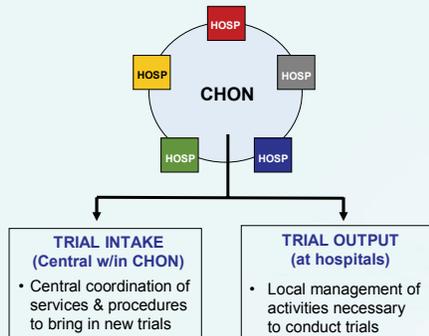
Status

- Enrolled a total of 13 CHI-hospitals in CHON

- 5 of these MBO's selected to participate in an NCI program to help bring state-of-the-art cancer care to patients in community hospitals across the U.S.

- Signed agreement with pharmaceutical firm for non-small cell lung cancer observational study

- Negotiating with a major pharmaceutical firm for a therapeutic cancer trial

TRIAL INTAKE
(Central w/in CHON)
- Central coordination of services & procedures to bring in new trials

TRIAL OUTPUT
(at hospitals)
- Local management of activities necessary to conduct trials

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Network-based Biorepository & Biospecimen Research

- *Collaborate with government and industry partners to:*

- Develop and implement quality standards for procuring, processing and testing biospecimens

- Design epidemiologic studies utilizing CHON-wide patient cohorts

- Developing clinically applicable translational research tools and approaches to personalized cancer care treatment

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Network-Based Multidisciplinary Care

- **Establish multi-d care as the standard for care throughout CHI:**
  - Offer a team approach to cancer treatment
  - Develop structured, actively managed communication
  - Provide consistent, full range of therapeutic options for all patients
  - Provide guideline-driven, standardized treatment plans
  - Include patients in treatment choice and planning

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Network-Based Multidisciplinary Care

Phase I: Network-wide Tele-Video Conferencing

- Installing an integrated tele-video conferencing system that will link oncology programs across CHON
- Working with physicians, nurses and patients to reinforce the positive clinical benefit of multidisciplinary care
- Selectively begun to simulcast multi-disciplinary conferences
  - Bi-weekly CHON planning conferences
  - Facilitate clinical trial entry
  - Tele-video consultation/referral to all specialties for most difficult/unique patient cases

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Summary

•The benefits to be gained from a CHON will be best realized by implementing systems and processes which:

- Align CHI's strategic, business and clinical objectives

- Integrate and coordinate clinical trial, clinical research and multi-disciplinary care approaches to cancer care

- Leverage resources and activities across the network to create internal and external efficiencies that benefit CHI and it's partners

- Ensure properly shared infrastructures and uniform, standardized approaches to key activities

- Foster timely and efficient communication and learning throughout the network

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