



Beyond the CCSG *from Research to Practice*

Jane Welter
Deputy Director, Administration
Mayo Clinic Comprehensive Cancer Center

Cancer Center Administrator Forum
May 1, 2017

Beyond the CCSG



Session Presentations

Management of Grant Portfolio

Jeanine Stiles

Chief Administrative Officer
UC Davis Cancer Center

Early Cancer Therapeutics

Stacey Jones

Practice Administrator
Mayo Clinic Cancer Center

Enterprise Clinical Trial Management System

Michael Vander Hoek

Associate Director, Administration
Georgetown Lombardi Cancer Center

Marketing & Communications

Ted Yank

Associate Director, Administration
Dan L Duncan Cancer Center

Stewardship & Philanthropy

David Gosky

Director of Administration and Finance
Markey Cancer Center



Cancer Center Administrators Forum 2017

Beyond the CCSG Contract and Grant Management

Jeanine Stiles

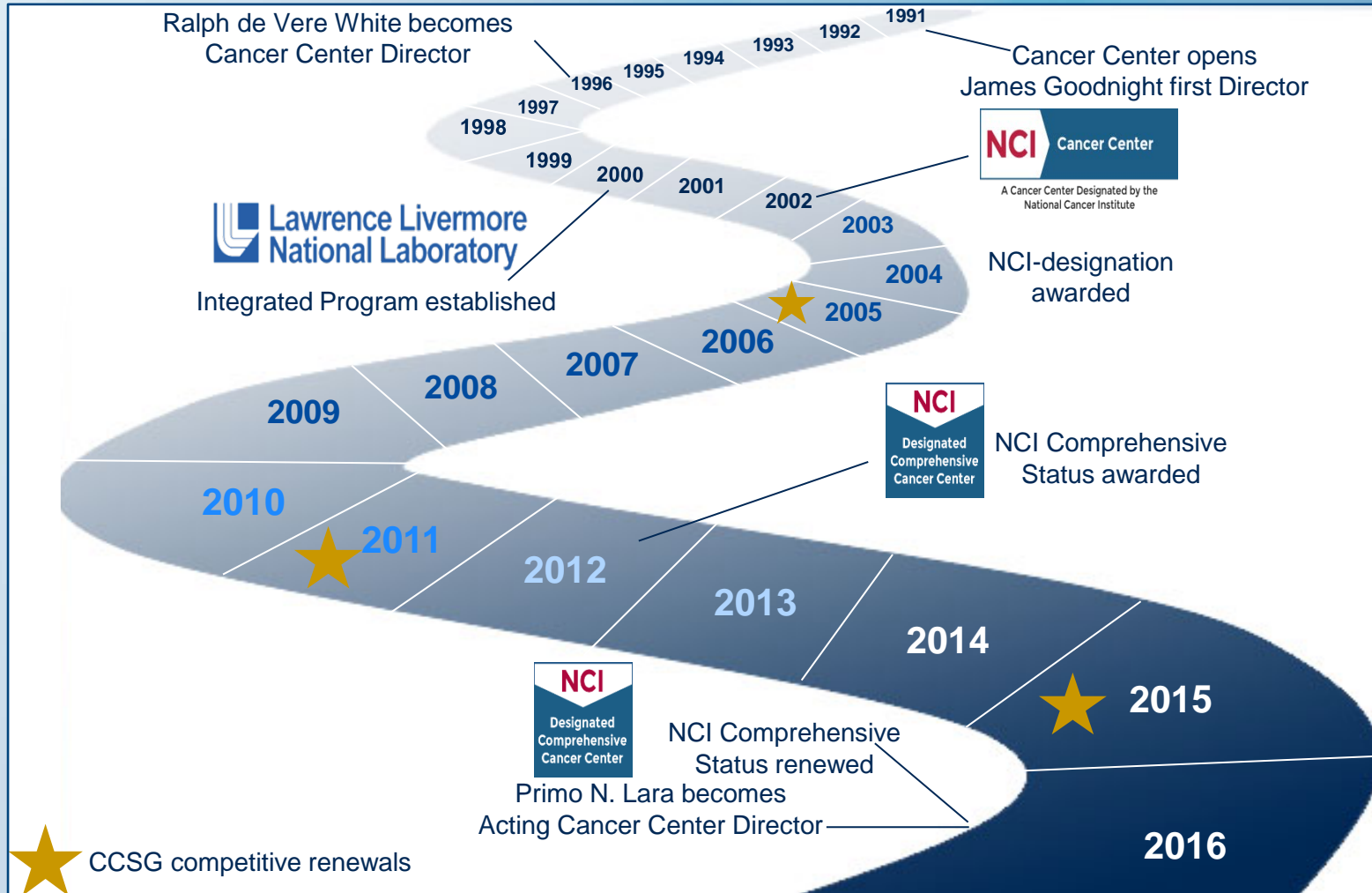
Chief Administrative Officer

UC Davis Comprehensive Cancer Center



UC Davis Comprehensive Cancer Center

One of 47 NCI Comprehensive Cancer Centers in the nation



 CCSG competitive renewals

Our Mission

UCDCCC Generates discoveries to increase understanding of the biology of cancer, to improve the prevention, diagnosis and treatment of cancer for populations in its diverse catchment area, and to prepare trainees as leaders in cancer care and research.

Our Vision

Breaking Barriers to Beat Cancer

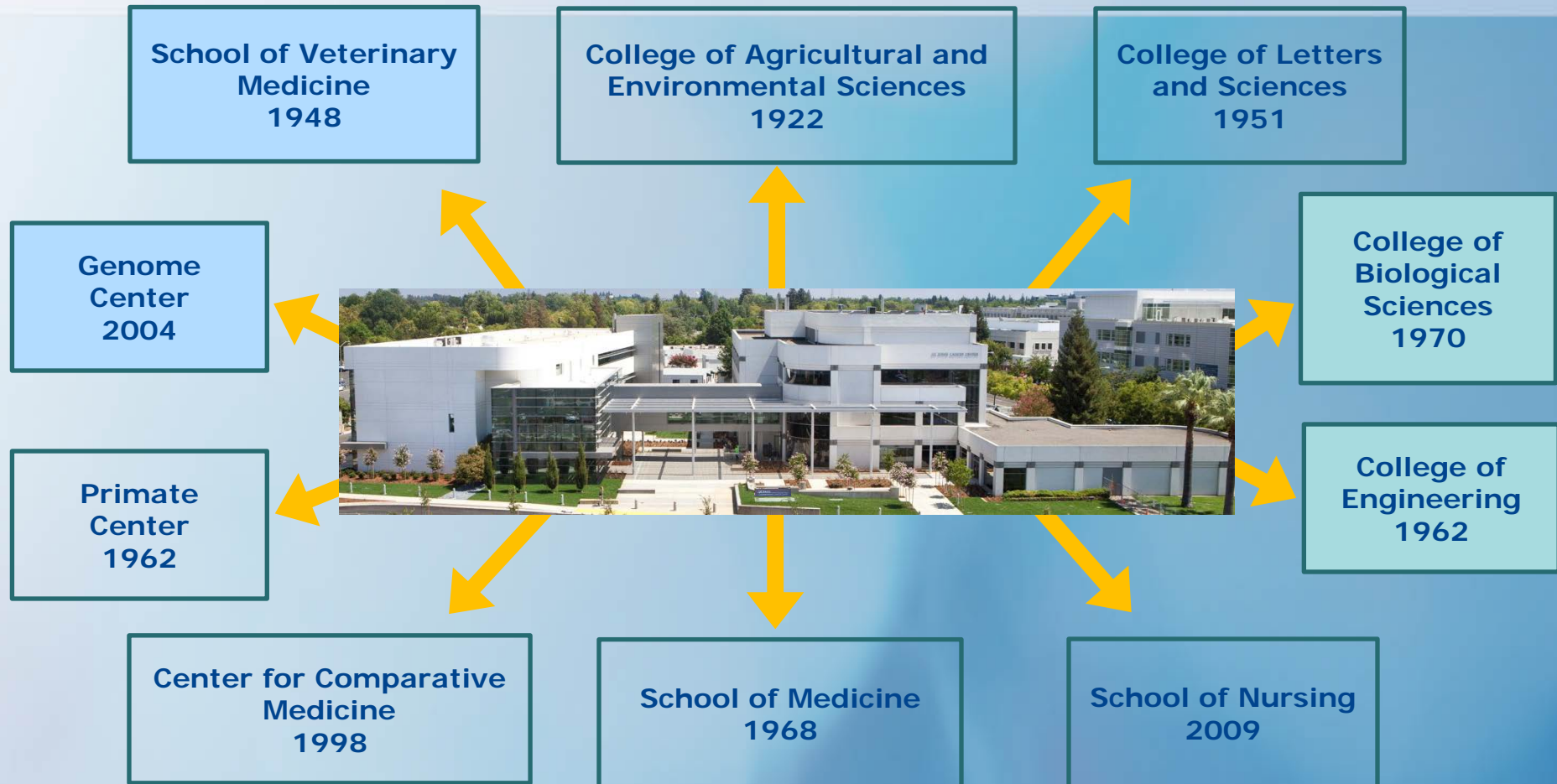


Our Focus

- Drive exceptional *clinical care* through outstanding research
- *Educate and train* new generations of cancer professionals
- Deliver a *robust outreach* program to empower the communities we serve
- Develop and implement interventions that reduce *disparities* in the cancer burden

Our Intellectual Capital

UC Davis ranks 14th in research funding among US ranked public universities



Strategic Partnerships



Consortium Cancer Program



Our Goal:

- To promote collaboration between **physical scientists, engineers**, life scientists and clinicians
- To create advanced methods and instrumentation for cancer **detection, diagnosis, therapy** and **research**

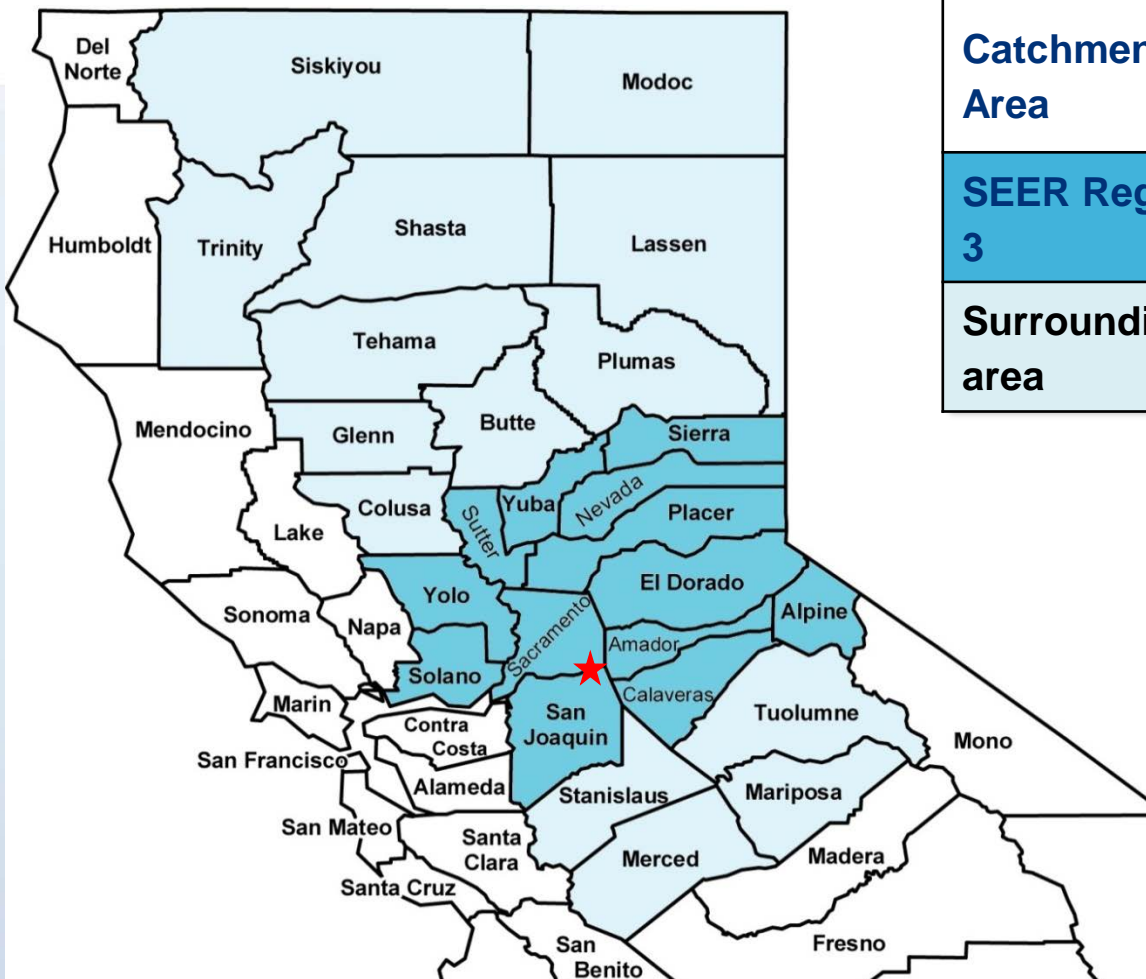
- Canine models: Drug development, clinical trials, comparative biology
- Cancer-focused Dean of School of Veterinary Medicine: M. Lairmore, DVM, PhD
- Recruitment of Jenna Burton, DVM (K12)
- Recruitment of Katherine Hansen, DVM
- SVM Clinical Trial infrastructure



A Rather Big Patient



UCDCCC Catchment Area



■ SEER Region 3
■ Surrounding area

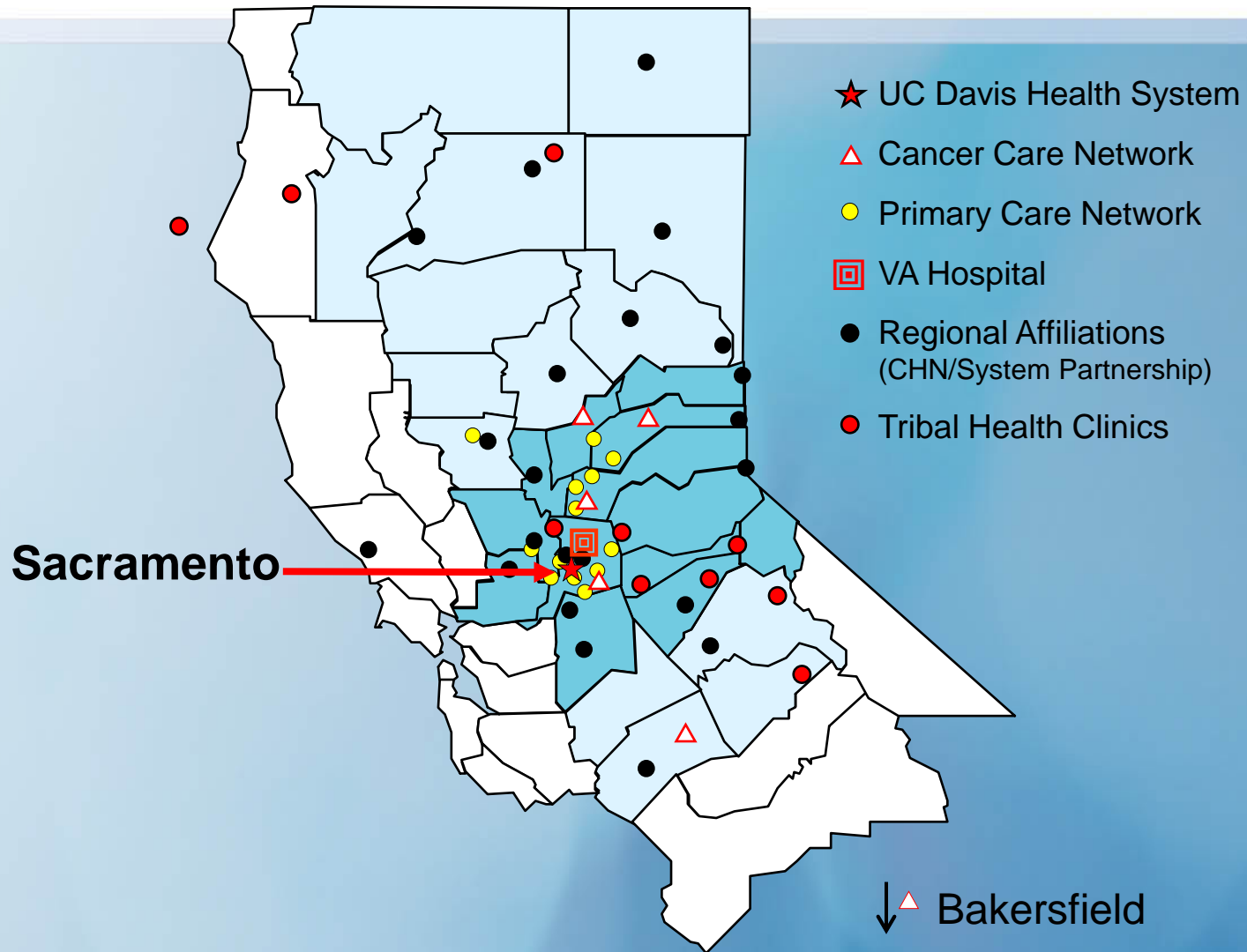
Catchment Area	Total population*	Percent of UCDCCC patients
SEER Region 3	3,745,316	85.5%
Surrounding area	1,502,525	14.5%

Patient visits to UCDCCC, FY14

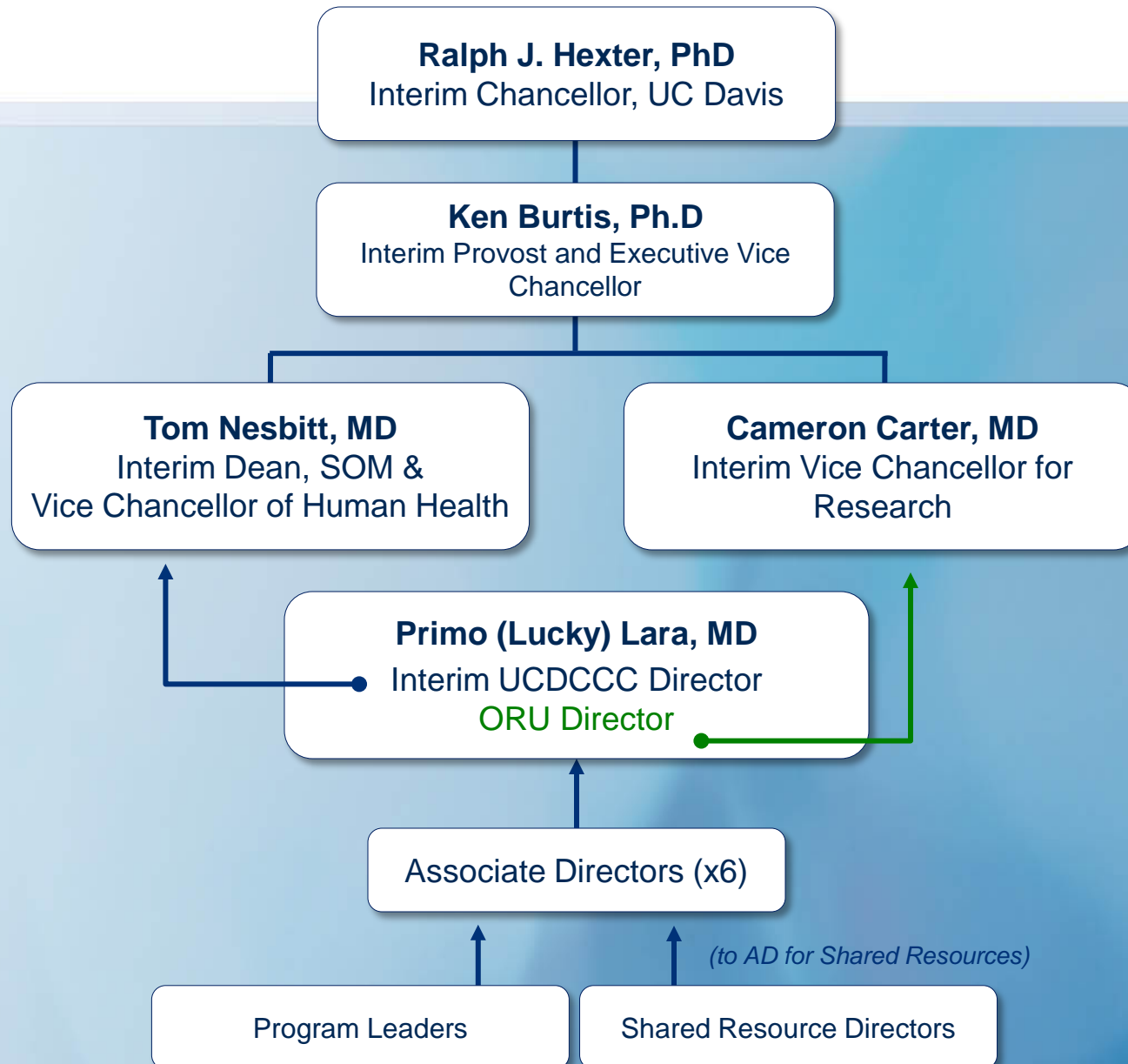
Adult clinic	37,127
Adult infusion	22,035
Peds clinic	2,558
Peds infusion	3,508
Breast health	1,571
Rad Onc	21,046
Total visits	87,845

*Source: US Census bureau, 2014 Population estimates. From <http://quickfacts.census.gov/qfd/states/06000.html>. Accessed 11/23/15

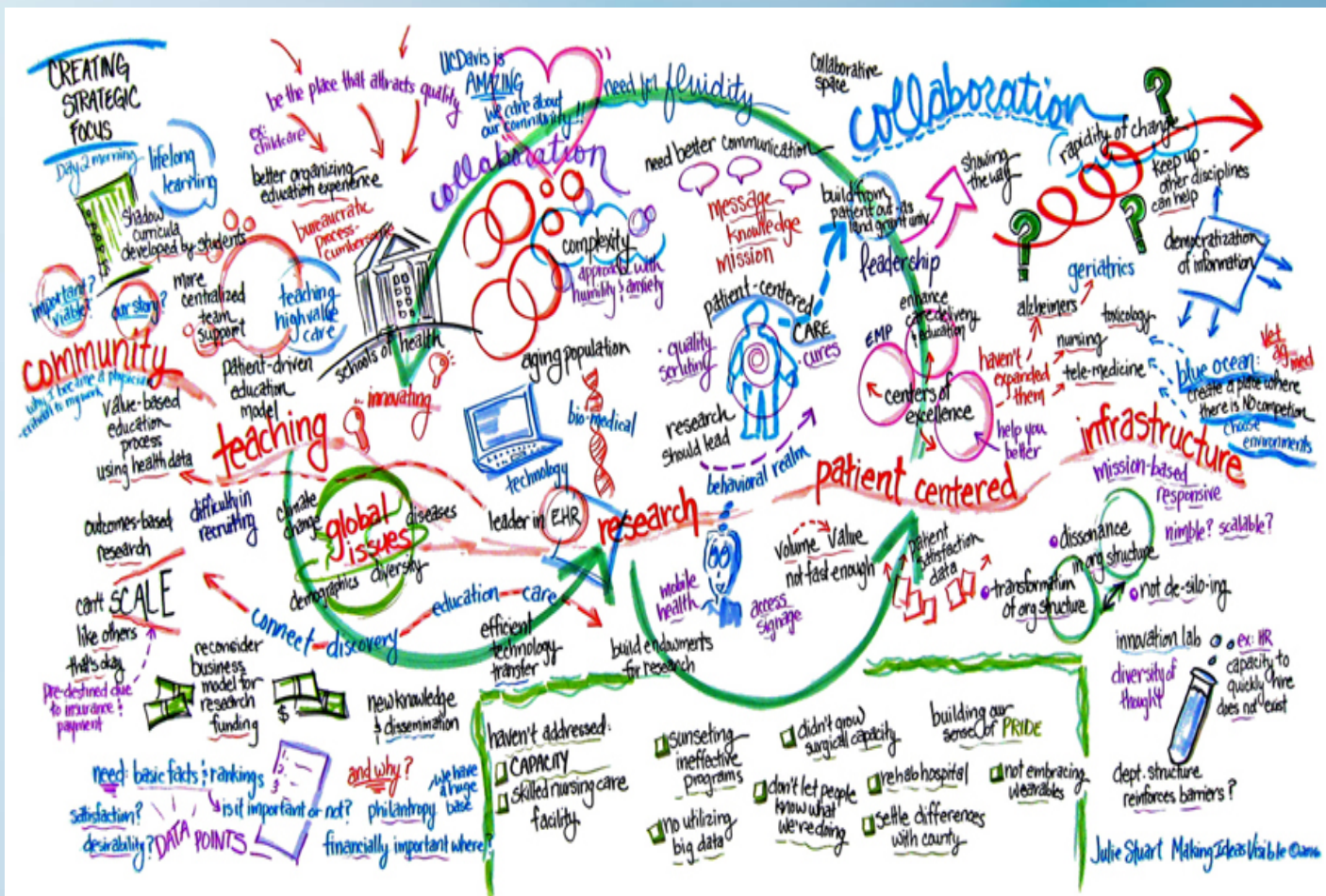
Clinical Network



Organizational Structure

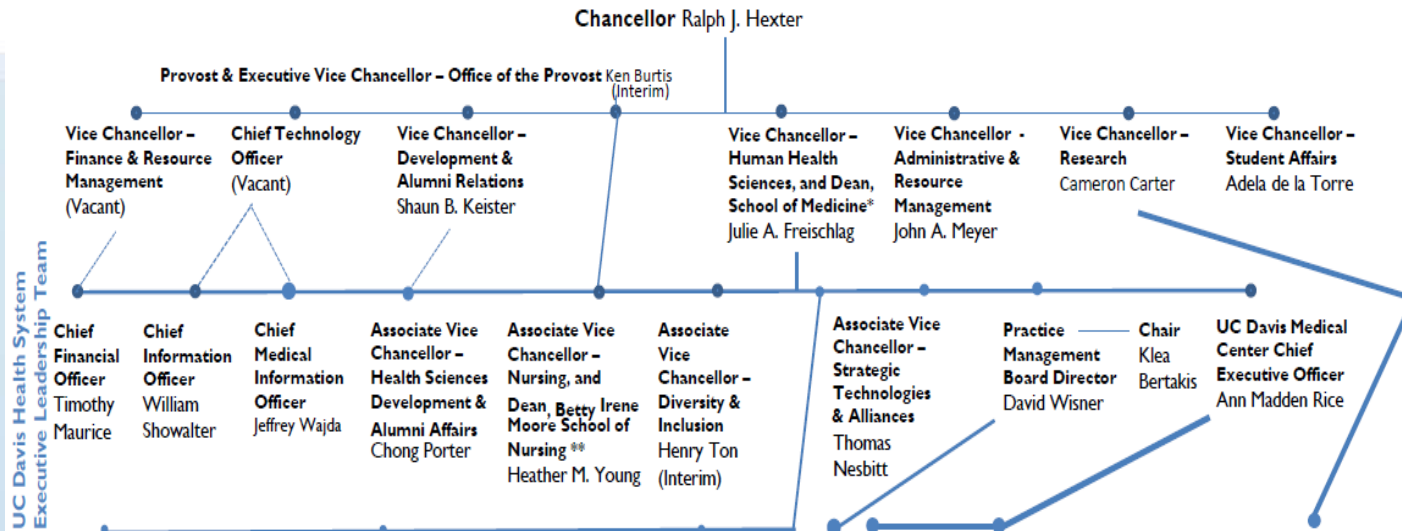


A True Matrix Organizational Structure



Organizational structure outside of the CCSG

UNIVERSITY OF CALIFORNIA, DAVIS UC DAVIS HEALTH SYSTEM LEADERSHIP



School of Medicine Associate Deans
 Academic Personnel – Clancy
 Admissions – Henderson
 Cancer Programs[^] – Lara
 Clinical Affairs – Wisner
 Continuing Medical Education - Bair
 Graduate Medical Education[^] – Nuovo
 Medical Education (Sr.)– Servis
 Research (Sr.) – Berglund
 Research – Wun
 Student Affairs – Jones
 Student and Resident Diversity – Latimore
 Student Wellness – Seritan
 VA Affairs - Cahill

Basic Science Department Chairs
 Biochemistry & Molecular Medicine – Lam
 Cell Biology & Human Anatomy – Fitzgerald
 Medical Microbiology & Immunology – Dandekar
 Pharmacology – Bers
 Physiology & Membrane Biology – Santana
 Public Health Sciences – Pollock

Center Directors
 Alzheimer’s Disease Center – DeCarli
 Comprehensive Cancer Center – Lara
 Center for Health and Technology^{***}– Nesbitt
 Center for Health Policy & Research^{***} - Melnikow
 Center for Musculoskeletal Health – Lane
 Center for Pain Medicine – Copenhaver
 Center for Reducing Health Disparities – Aguilar-Gaxiola
 Center for Virtual Care^{***} – Bair
 Center for Visual Sciences – FitzGerald
 Clinical and Translational Science Center (CTSC) – Berglund
 Imaging Research Center – Solomon
 Institute for Population Health Improvement – Kizer
 Institute for Regenerative Cures – Nolta
 MIND Institute - Abbeduto

Clinical Medicine Department Chairs
 Anesthesiology & Pain Medicine - Applegate
 Dermatology - Hwang
 Emergency Medicine - Kuppermann
 Family & Community Medicine - Bertakis
 Internal Medicine - Albertson
 Neurological Surgery - Boggan
 Neurology - Gorin
 Obstetrics & Gynecology - Leiserowitz
 Ophthalmology / Eye Center -Mannis
 Orthopaedic Surgery - Marder
 Otolaryngology - Brodie
 Pathology & Laboratory Medicine -Howell
 Pediatrics - (Vacant)
 Physical Medicine & Rehabilitation - McDonald
 Psychiatry & Behavioral Medicine - Hales
 Radiation Oncology - Valicenti
 Radiology -Dougherty
 Surgery - Farmer
 Urology - Evans

UC Davis Medical Center
 Chief Medical Officer – Kirk
 Chief Patient Care Services Officer – Marsh
 Chief Operating Officer - Simmons

Organized Research Units
 Air Quality Research - Wexler
 Bodega Marine Laboratory - Cherr
 CA National Primate Research - Morrison
 Comprehensive Cancer Center - Lara
 Center for Healthcare Policy & Research - Melnikow
 Institute of Transportation Studies - Sperling
 Program in International & Community Nutrition - Dewey

* One individual holds VC-Human Health Sciences and Dean- School of Medicine
 ** As dean, reports to Provost; as AVC to VC- Human Health Sciences
 ***Report to Associate Vice Chancellor for Strategic Technologies & Alliances
[^]Reports to SOM Vice Dean and UCDCM CEO

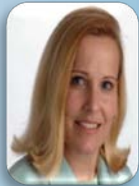
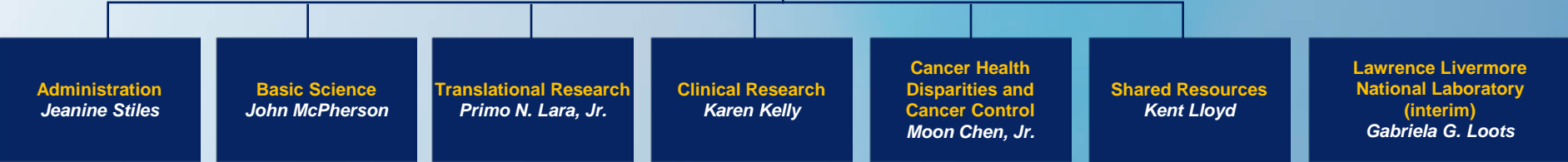
Cancer Center Senior Leadership



Acting Director
Primo N. Lara, Jr.

Senior Advisors
David Gandara
Simon Cherry
Ralph de Vere White

Associate Directors



Program Leaders



Mission: UCDCCC generates discoveries to increase understanding of the biology of cancer, to improve the prevention, diagnosis and treatment of cancer for populations in its diverse catchment area, and to prepare trainees as leaders in cancer care and research.

Research Themes



Collaborative, translational, and trans-disciplinary approaches to impact catchment area and beyond.

Disease Focus

Highest mortality in catchment area: Lung, GU (prostate, bladder), breast, GI (colorectal/liver)
Special interest areas: hematologic, kidney, pancreas cancers

Education & Training

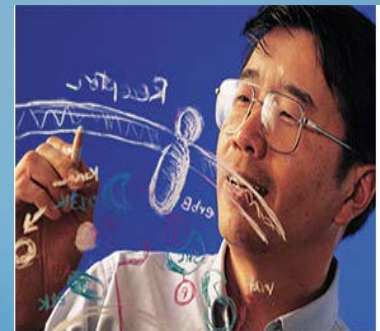
Breadth and Depth of Campus Interactions

- UCDCCC Administration works collaboratively with 42 academic departments/centers within nine Schools and Colleges including Lawrence Livermore National Labs.
- UCDCCC works in concert with a variety of service units.
 - General Business and Finance
 - Office of Sponsored Research/Office of Research
 - Extramural Accounting
 - IRB
 - UCD Health Business Contracts
 - CTSA
 - Compliance Office



FACTORS - C&G ADMINISTRATION BY UCDCCC

- 1998 Hiring of Hsing-Jien Kung Associate Director for Basic Science
- Most basic science was at the Davis Campus not Sacramento
- Administrative convenience
- Cancer focused research building - Sacramento Campus
- Building Research Infrastructure - Sacramento Campus
- Hiring basic science recruits housed in Research III
- Cancer Center Administration expertise in grantsmanship, particularly large grant mechanisms



Kung arrived at UC Davis in 1998 when only a handful of laboratories throughout the campus focused on cancer research.

Circa 1999 – Extramural Funding

- Cancer Center \$3 Million
- Expenditures \$2.5M
 - Mostly state contracts
 - Approximately 50 accounts
 - No basic science grants
 - Federal trials U10-NO1
 - Industry Contracts
 - Philanthropic (current use)
 - No Endowments

CIRCA 2006 - Extramural Funding

FY 2005-2006 Appropriations - \$36M Expenditures - \$22M

➤ Over 450 Accounts

FY 2010-2011 Appropriations - \$61M Expenditures - \$49M

Decline in federal funding made us rethink business model

CIRCA 2015.....Time for a change

- Change in business model to be pre-award shop
- Most basic science grants were transferred from the Cancer Center to Academic Departments
- Hired Aminah Ikner, Ph.D basic scientist turned grant writer
- Sacramento campus HUB for research activity

Contract and Grant Service

UC Davis Comprehensive
Cancer Center

[Why Choose UC Davis](#)

[Comprehensive
Cancer Center?](#)

[Our Clinical Specialties](#)

[Meet Our Leaders](#)

[Clinical Trials](#)

[Our Research](#)

[Cancer Types](#)

[Appointments & Referrals](#)

[New Patient Information](#)

[Patient & Family Resources](#)

[Housing & Transportation](#)

[Map & Directions](#)

[Cancer Care Network](#)

[Patient Education &
Cancer Information](#)

Contract and Grant Support

ABOUT

The mission of the Contract and Grants office at the UC Davis Comprehensive Cancer Center is to provide pre-award grant writing and grant submission support to cancer center members. These projects should be cancer focused. We highly encourage team science projects, and projects that are intra-programmatic and with that multiple principal investigators.

Our focus is to assist cancer researchers in areas such as:

- Individual, collaborative and multi-PI grant preparation and development, editing, and review.
- Development and preparation of grant budgets.
- Navigating the online grant submission process and coordinating submission with Sponsored Research.
- Grant applications to all federal, state, and private agencies for any mechanism.
- Reviews of summary statements and guidance for grant resubmissions.
- Identifying funding opportunities, investigator outreach and program announcement interpretation.

[Tumor Board / Meetings »](#)

[Membership ▾](#)

[Research E-Mail List »](#)

[Shared Resources ▾](#)

[Cancer Center Funding for
the research community ▾](#)



[Researcher features](#) 

Contract and Grant Support

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 - Reviews of summary statements and guidance for grant resubmissions.
 - Identifying funding opportunities, investigator outreach and program announcement interpretation.
- For more information, please visit: http://www.ucdmc.ucdavis.edu/cancer/research/grants_contracts

Contract and Grant Support

Meet our team:



Edson Kong, Esq.
Proposal Coordinator



Sonal J. Desai, PhD
Grant Writer/Research Facilitator



Aminah D. Ikner, PhD
Grant Writer



Margarita Shust
Contract and Grant
Analyst



Jeanine Stiles, CAO
AD for Administration



Gina Dayton, MPA
Operations Manager

2016 Metrics and ROI

Calendar 2016

- Identified 47 potential grants
- 18 grants were submitted 8 were funded
 - Potential total annual direct cost \$6M
 - \$ 2.1M direct funded
 - 10 Departments involved

Funding Agencies

- 5 NCI
- 2 CBCRP
- 1 TRDRP
- 4 NIH
- 5 Foundations
- 1ACS

Mechanisms

- 4 RO1
- 4 U54
- 1 T32
- 2 UO1
- 2 R21
- 2 U24

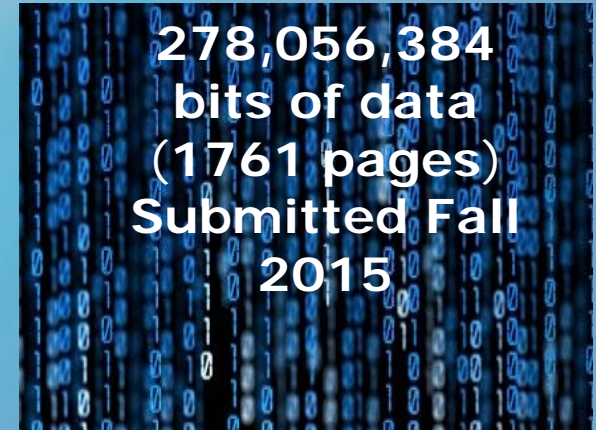
2017 Metrics and ROI

Calendar 2017

- Identified 27 potential grants
- 7 grants (YTD) were submitted
- No outcome yet
 - Total Annual Direct Cost \$3.5M
 - No outcome yet
 - 13 Departments involved

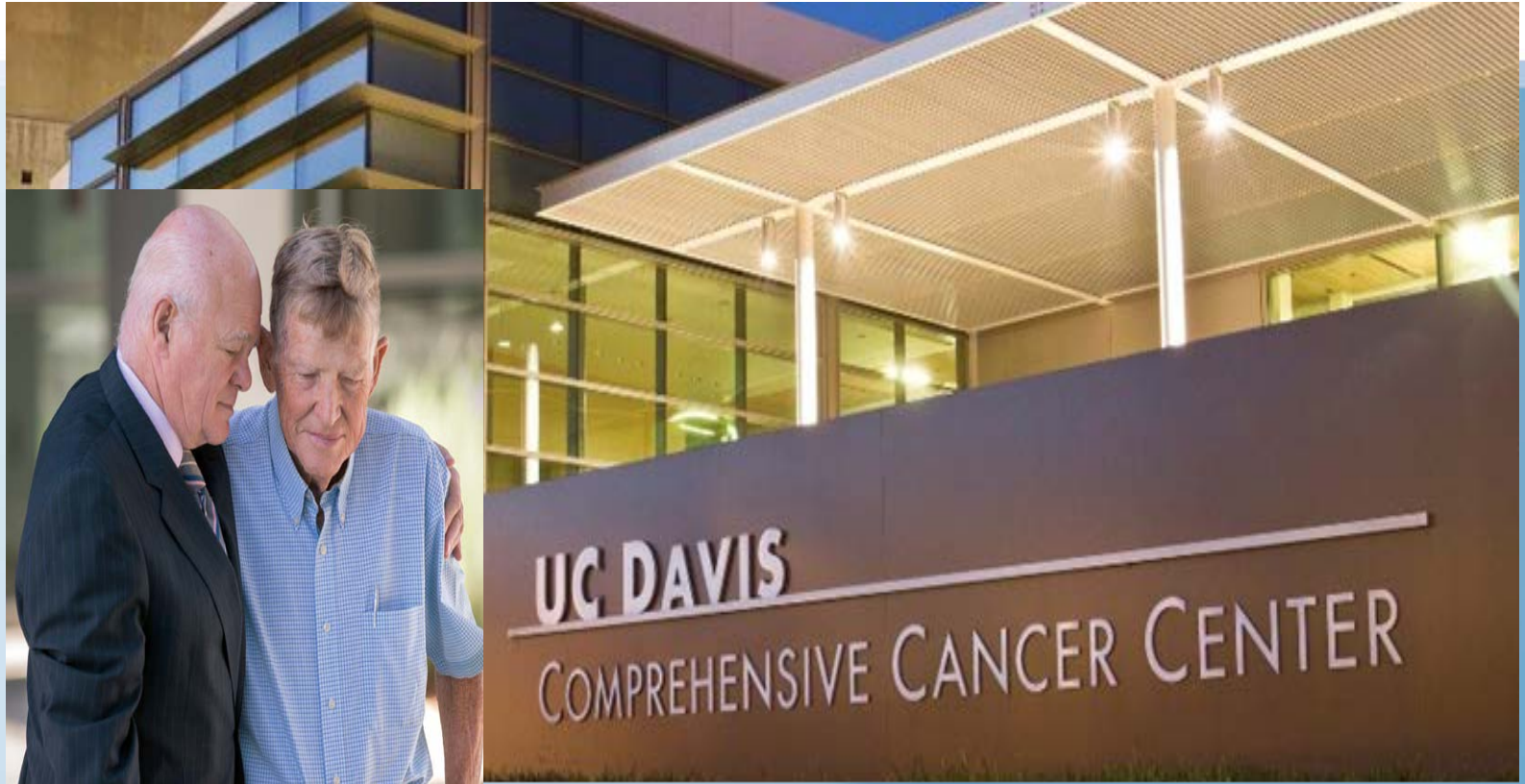
Funding Agencies

☐ 11 NCI	4 RO1
☐ 0 CBCRP	4 U54
☐ 0 TRDRP	2 UO1
☐ 12 NIH	2 R21
☐ 3 Foundations	2 U24
☐ 1 ACS	1 T32



- Wide spread advertisement will commence July 1, 2017
- Budgeted another Ph.D basic science grant writer FY 17-18

Cancer Center Administrators Forum 2017



Thank you



MAYO CLINIC
Cancer Center

Beyond the CCSG *from Research to Practice*

Early Cancer Therapeutics

Jane Welter & Stacey Jones

Cancer Center Administrator Forum
May 1, 2017

Outline

- Mayo Clinic & Cancer Center Overview
 - 3 Shields
 - 3 Sites
 - Comprehensive Cancer Center
 - Independent Multidisciplinary Program (IMP)
- *from Research to Practice*: Early Cancer Therapeutics
- Cancer Center value to institutional priorities
- Cancer Center benefit from institutional resources

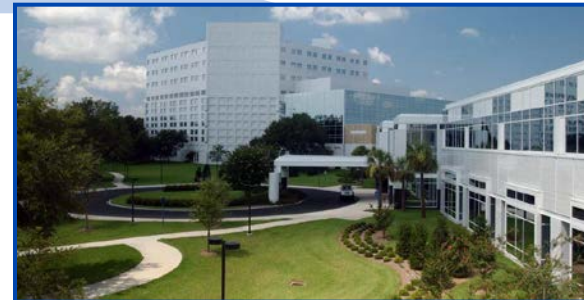
Mayo Clinic 3-Site Comprehensive Cancer Center



MCR
Mayo Clinic in
Rochester

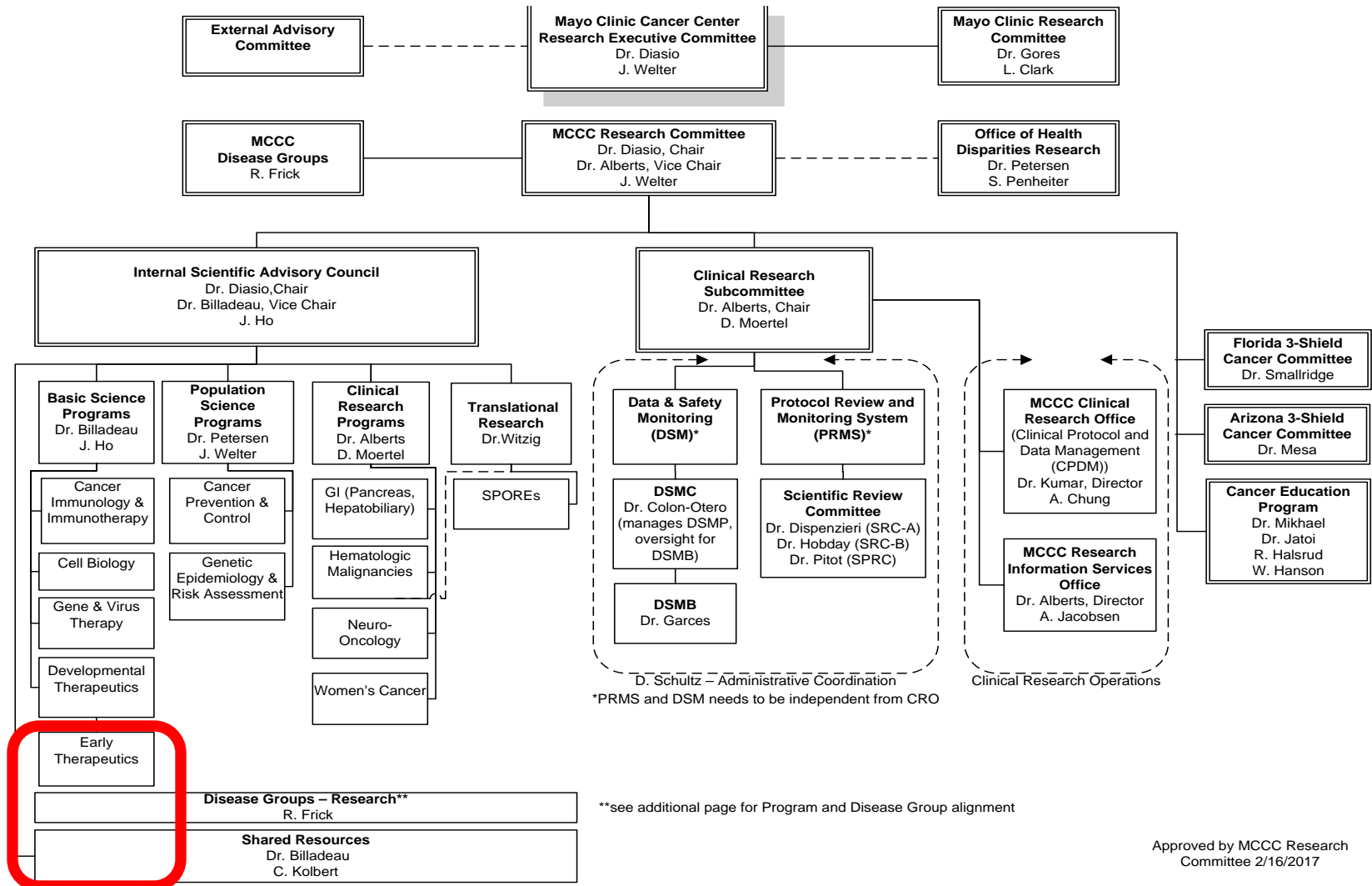


MCA – Mayo Clinic in Arizona



MCF – Mayo Clinic in Florida

NCI-Designated Comprehensive Cancer Center



**see additional page for Program and Disease Group alignment

Approved by MCCC Research Committee 2/16/2017

Mayo Clinic Comprehensive Cancer Center

Vision

To be the cancer solution, leveraging our integrated multispecialty expertise in practice, cancer education and cutting-edge science, providing hope for all patients through innovations in prevention, care, and cure.

Mayo Clinic – 3 Shields

Practice

- 1.3M unique patients
- 120,000 cancer patients

Research

- \$1,528M total
- \$523M internal
- \$482M extramural
- \$458M total cancer
- 332 Scientists (FT)
- 758 Clinician Investigators (PT)
- 350 Cancer Center Members
- 3,120 Allied Health FTE
- 372,157 sq ft space



Education

Students

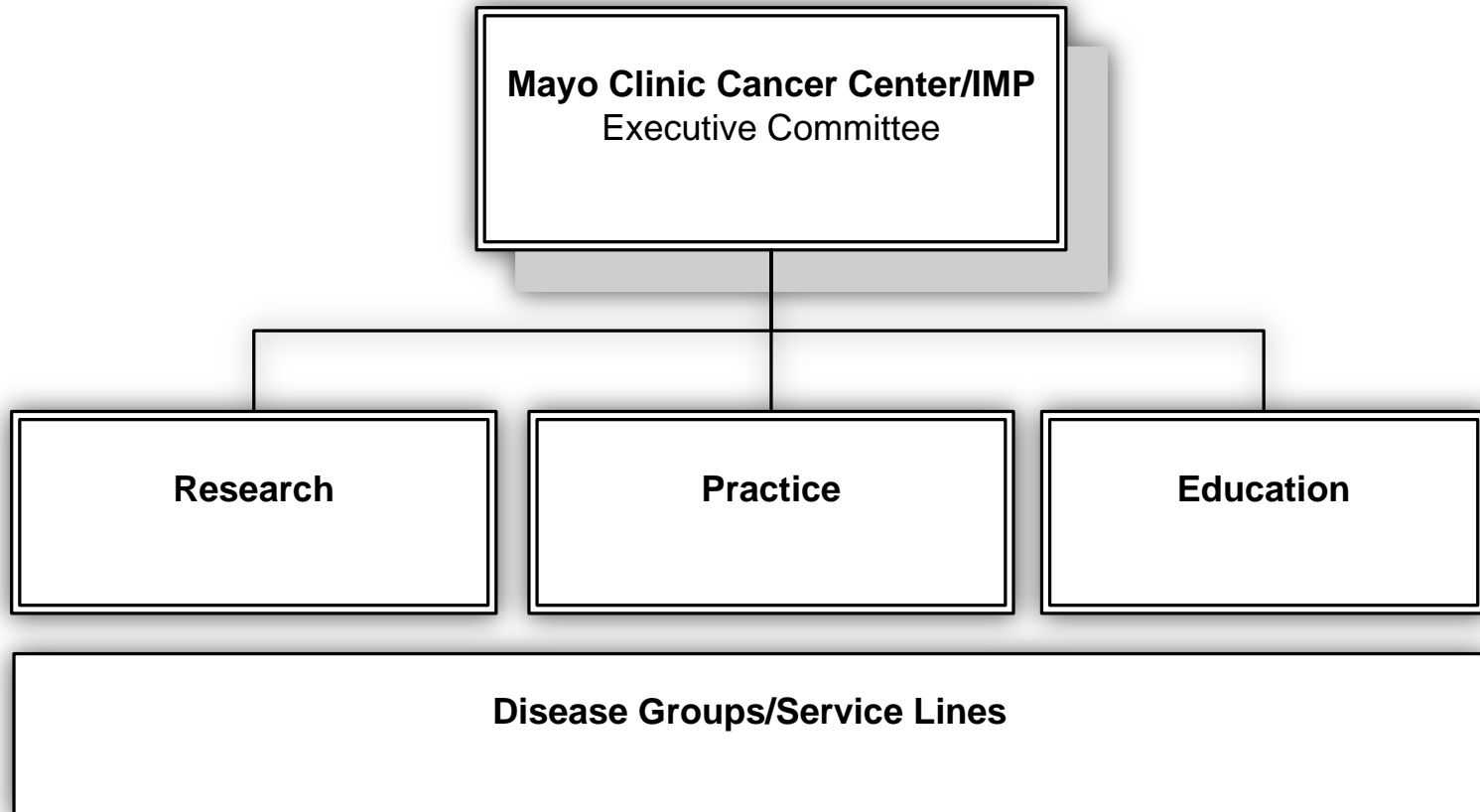
- 1,600 Grad. Medical Ed.
- 290 Graduate School
- 212 Medical School
- 1,650 Health Science
- 135,000 Continuous Professional Dev.

Employees

63,078 total

- 4,590 physician/scientist
- 58,488 allied health staff

Mayo Clinic Cancer Center/IMP 3 Sites & 3 Shields



Mayo Clinic Cancer Center/IMP Research & Practice Integration

Charge

- An initial focus on clinical trials operations
- Recommend strategy and operational requirements for a robust, 3-site, early therapeutics program
- Recommend operational requirements to strengthen clinical trials infrastructure
- Collaborate with Division/Department leadership to plan and coordinate Disease Groups and Shared Resources to support cancer practice, research and education

MCCC from Research to Practice

Practice
Service Lines

Sarcoma
Genitourinary
Thoracic
Head & Neck
Endocrine
Early Therapeutics

Melanoma/Cutaneous
Pancreas/Neuroendocrine
Hepatobiliary
Gastroesophageal
Colorectal/Anal
Myeloma/Dysproteinemia
Lymphoma

Lymphoma
CLL
ALL/Myeloid
CNS Tumors
Breast
Gynecologic



SPOREs

Developmental
Therapeutics

Pancreatic
Breast
Ovarian
Multiple Myeloma
Lymphoma
Brain (re-compete)

CCSG
Programs

Cell Biology
Gene & Virus
Therapy
Cancer
Immunology &
Immunotherapy

Gastrointestinal Cancer
Women's Cancer
Hematologic
Malignancies
Neuro-Oncology

Cancer Prevention
& Control
Genetic Epidemiology
& Risk

Research

Basic Science

Clinical and Translational

Population Science

Early Cancer Therapeutics

Historical View

- A history of accomplishment for > 40 years
 - Dr Charles Moertel (1927-1994), the “ father of GI oncology research”
- Programs evolved separately at MCA and MCF, no coordination among the 3 sites
- Phase I studies, Phase I/II studies, Genomic and Biomarker-driven studies
 - Drug Therapy
 - Gene and Virotherapy
 - Immunotherapy
 - Radiation and Surgical studies (typically in conjunction with systemic therapies)

Early Cancer Therapeutics

Vision

To be the global academic leader in developing novel cancer therapeutic agents to improve patient care.

Priorities

- Pharmacologic/biologic/immunologic early phase cancer clinical trials (Phase I and seamless Phase I/II)
- First-in-human trials
- Combinations of novel unapproved cancer agents, including oncolytic viruses
- Novel drug/local modality combination studies (radiation, surgery)
- Biomarker or genomically driven studies (“basket” and “umbrella” trials)

Early Cancer Therapeutics

Value

- Differentiates the institution
- Drives cancer patient referrals across all tumor types
- Career development and retention of investigators
- Incubator for innovative phase II/III studies in various cancers
- Investigators and institution gets in at the ground level in the development of novel, “practice-changing” anticancer agents
- Mayo Clinic has enhanced leverage as an enterprise-wide program

Early Cancer Therapeutics Research & Practice Integration

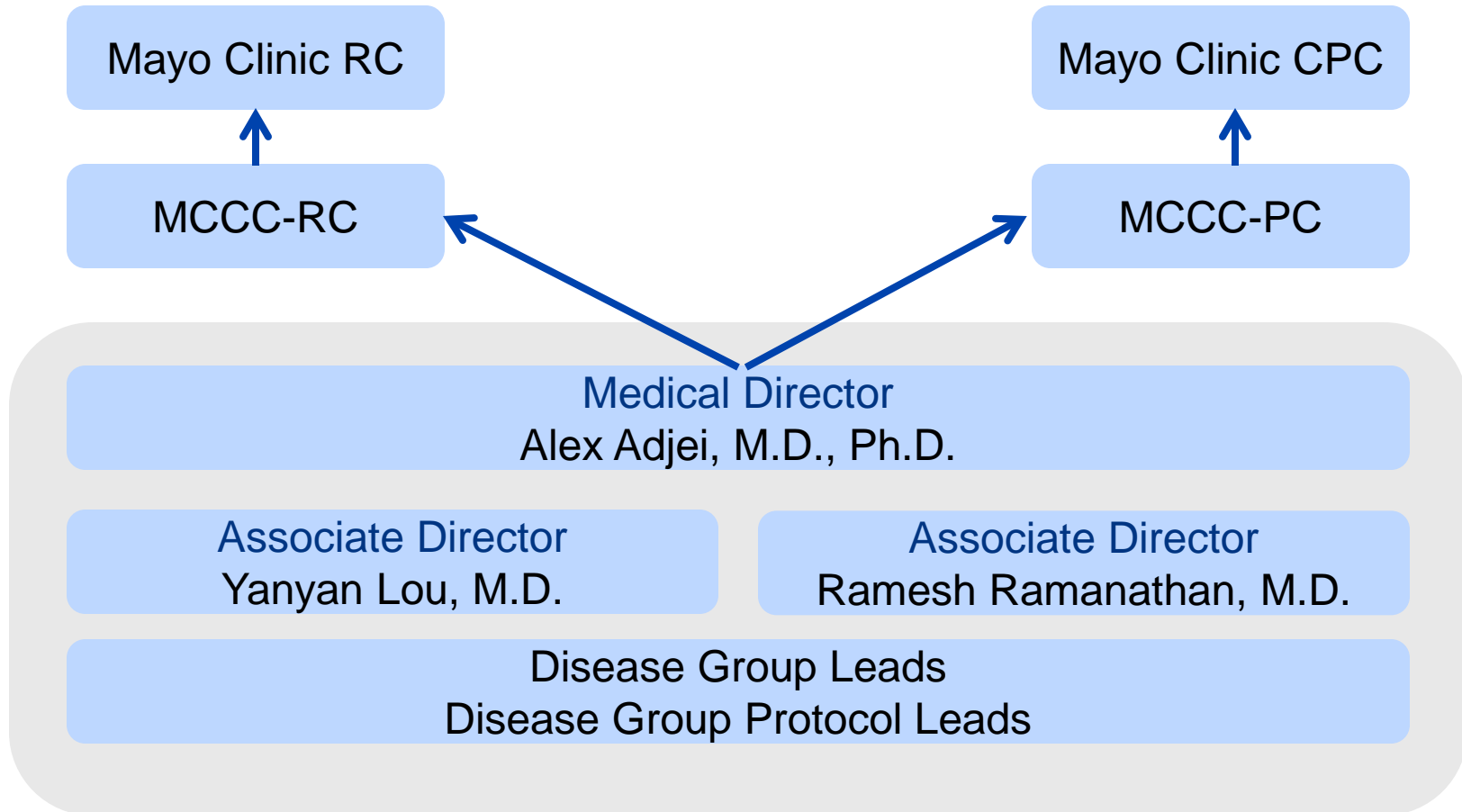
Research

- Promotes translational science of CCSG Programs, under Developmental Therapeutics Program

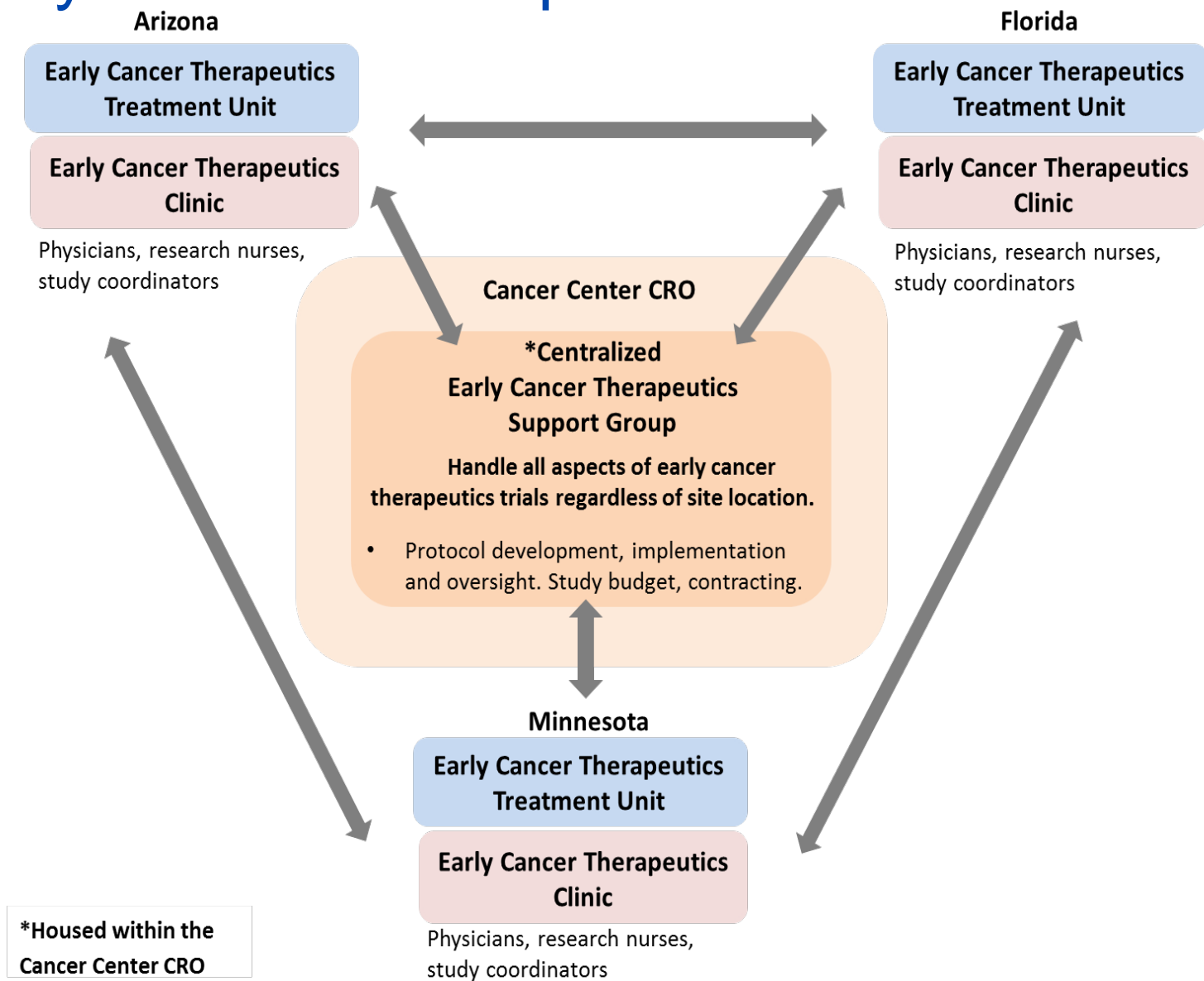
Practice

- Unique provider in cancer care due to availability of “first in human” therapies
- Hope for patients who have failed other therapies

Early Cancer Therapeutics Leadership & Governance



Early Cancer Therapeutics



Early Cancer Therapeutics Planned Portfolio

Percentage	Source of Agents	Justification
80%	Pharmaceutical Companies	Exciting, promising drugs
20%	National Cancer Institute <ul style="list-style-type: none">• Phase I and Phase II grants• SPOREs• Program Project grants• R01s	Maintain membership in exclusive group of 11 cancer centers and benefit from collaborations as well as associated reputational enhancement
	Mayo Investigator Initiated Studies	Provide unique offerings to patients, develop clinical investigators

Early Cancer Therapeutics

Metrics of Success

- Number of innovative cancer therapeutic trials opened
- Number of novel agents/novel treatments developed for cancer patients
- Number of accruals by site
- Number of administrative days to open studies
- Federal and industry grant dollars related to innovative trials received
- Revenue generated by accrued patients on early phase trials
- Impact on translation, IP, biomarker development, and practice changes
- Number of publications
- Number of new patients coming to Mayo for early phase trials. Some patients may not be eligible for trials so may not be enrolled, but all patients generate downstream revenue
- Retention of Cancer Center Support Grant, Phase I UM1 grant, Phase II Supplement grant

Cancer Center Value to Institutional Priorities

- Novel solutions for our patients
- Academic/Research productivity and reputation
- Demand Generation:
 - Analytics performed to show new, unique patients to Mayo Clinic
- Net Operating Income (NOI) impact:
 - Analytics performed to show that revenue/expense for both research and practice for early cancer therapeutic research participants generated an overall positive NOI
 - Provided justification for clinical practice to provide financial support for infrastructure/operations

Cancer Center Benefit from Institutional Resources

- Funding for infrastructure and operations
 - Medical Director & Associate Directors
 - Clinical Trial operational staff
- Space allocation for Early Cancer Therapeutics clinical trials unit
- Access to dedicated physician time and expertise
- Access to institutional shared services as a priority



MAYO CLINIC

Cancer Center



Beyond the Cancer Center Support Grant Enterprise-wide Clinical Research Management

PATIENT CARE
RESEARCH
EDUCATION
COMMUNITY



Georgetown Lombardi
Comprehensive Cancer Center
May 1, 2017

*Michael Vander Hoek, MHA
Associate Director, Administration*



A Cancer Center Designated by the
National Cancer Institute

<http://lombardi.georgetown.edu>
Lombardi CancerLine: 202.444.4000

Introduction

- 30 years of experience (mostly at Georgetown University and MedStar Health (our clinical partner))
- Started at MedStar Health in the Treasurer's Office and new hospital out of Graduate School - 1987
- Directed Georgetown University's Infusion Program Finances (1990-1993)
- Joined Georgetown University in 1996
 - Vice-Chair Administration and Planning, Medicine and Neurology
- New employer, same desk and position in 2000 (sale of Georgetown University Hospital and Faculty Practice to MedStar Health)
- Joined Lombardi (Georgetown University) as CFO in 2004
- Associate Director, Administration Georgetown Lombardi CCC in 2007

The MedStar Cancer Institute

- **Georgetown University**, including Medical School & Medical Center, focuses on research & education
- **MedStar Health** serves Lombardi's catchment area with five hospitals
 - MedStar Georgetown University Hospital
 - MedStar Washington Hospital Center
 - MedStar Montgomery Medical Center
 - Additional affiliates
- **Lombardi** is the research engine of the MedStar Cancer Institute

MedStar	2015
Number of hospitals	10
Admissions	144,000
Outpatient visits	4.3 M
Clinical Trials	>1,000
Revenue	\$5.03 B
IT Investments	\$60 M
Affiliated physicians	4,700
Associates	31,000
Nurses	8,700
Residents/fellows	1,100



Primary Sites

- ★ MGUH
- ★ MWHC
- ★ MMMC

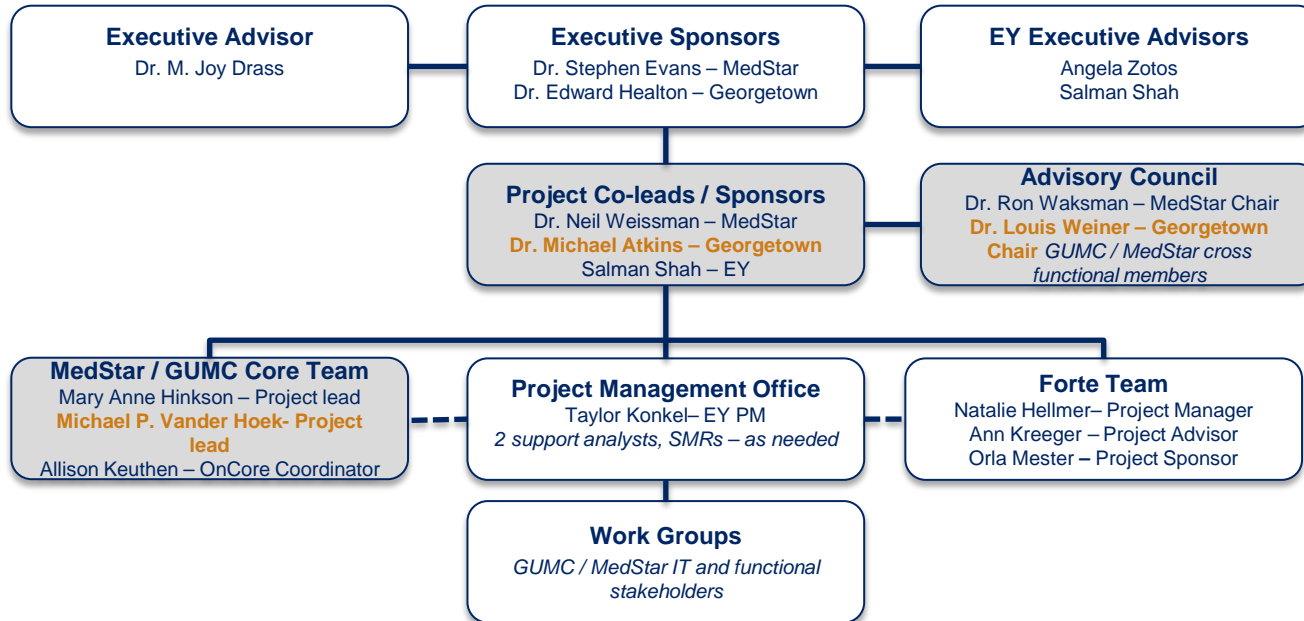
Important Dates

- **1971** National Cancer Act signed into law by President Richard Nixon
- **1974** Lombardi founded, NCI designation (1st with Howard University)
- **1995** Medlantic (DC) & Helix (Baltimore) merged → MedStar Health
- **2000** MedStar acquired Georgetown University Hospital
-MedStar Health Research Institute stayed in place
- **2001** Joint MedStar Georgetown Cancer IRB
- **2004** PRMS Committee reviews all protocols
- **2012** Click Commerce electronic IRB implemented
- **2012** MedStar Georgetown Cancer Network formed
- **2013** CCAF CTMS presentation taken home and endorsed
- **2013** Hackensack Consortium planning started
- **2014** CTMS site visits (Yale, VCU, UT Southwestern)
- **2015** Many CTMS demos; many institutional representatives
- **2015** Clinical & Translational Science Award renewed
- **2016** CTMS kickoff & Exec. Director iCRMO hired
- **2017** Cerner implementation from Aria (12-16 months)
- **2018** May 25th CCSG application due



CTMS Enterprise-wide Governance

Model and Key Stakeholders (Lombardi)



Project Overview



How

following 4 guiding principles

**Operationalize
standardized
and efficient
processes**

**Integrate
compliance**

**Create value
for the whole
organization**

**Eliminate
redundancy**

mitigating the risks

- ✓ **Continued communication**
Communication between decision makers and end users.
- ✓ **Change management**
Detailed process mapping and system / process alignment strategy.
- ✓ **Project complexity management**
Diligent project planning and structured execution – many moving parts

Who (75 plus stakeholders)

*designed by 4 work groups**

**Study Initiation
Study Management
Finance
IT / IS**

**MedStar /
GUMC
Executive
Sponsors &
Advisors**

**MedStar /
GUMC
Project Co-
leads**

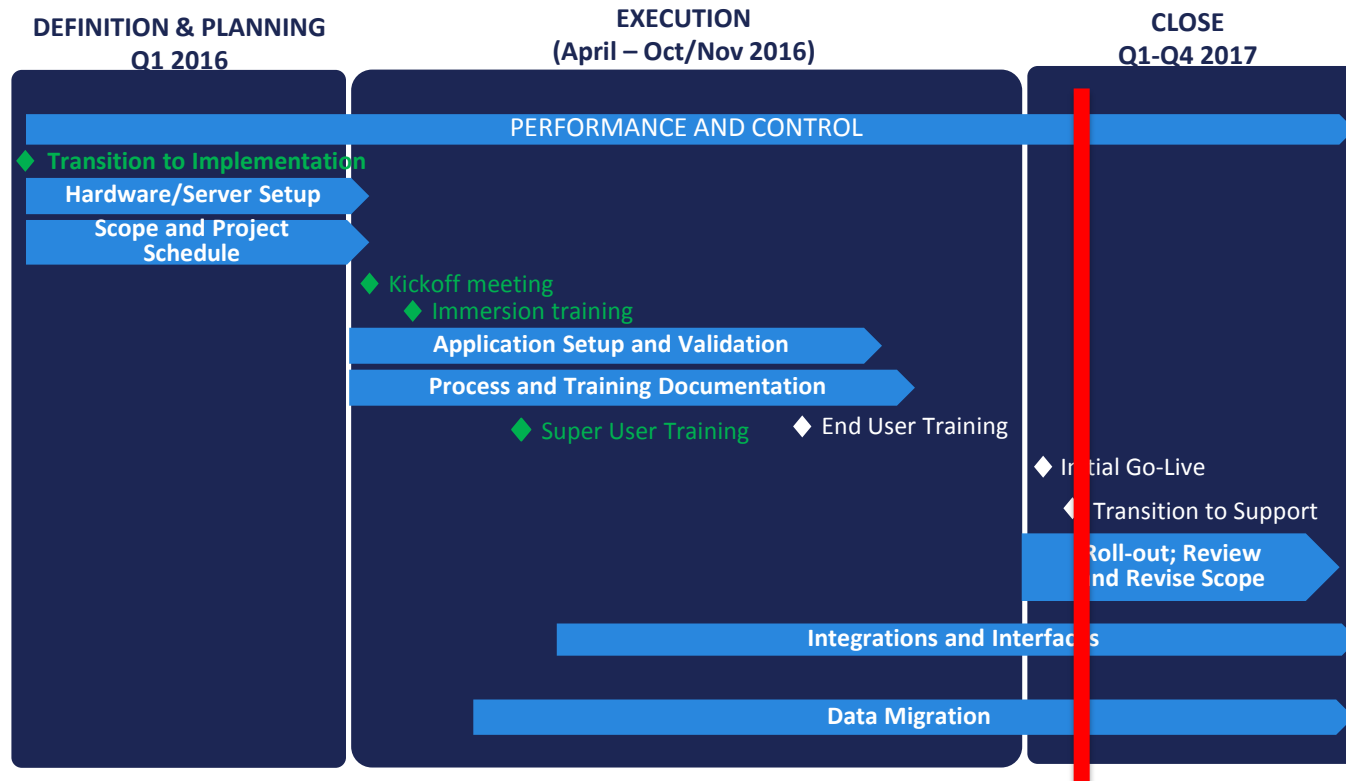
**MedStar /
GUMC
Advisory
Council**

**Project
Management
Support
Office**

led by 4 groups

*Ad hoc groups to meet as needed.

OnCore Implementation Status



Management Groups



Georgetown University - x CCAF 2017 - Box x Inbox (64) - vanderhm@ x OnCore x

Secure | <https://ctms.gumc.medstar.net/smrs/jasperRun/run/run.do?reportId=60&standardReportId=147&sr>

Apps Suggested Sites Inbox (46) - vanderhm Constant Contact : Ho Georgetown Universit ctms.gumc.medstar.net

Report Criteria

Task List Summary - Management Group

Management Group*	Status
GUMC CRU	
GUMC Transplant	
GUMC Transplant - Kidney	
LCCC Clinical Research Management Office (CRMO) (Oncology)	
MHRI MCRN Oncology	
MHRI Ambulatory Research	
MHRI Cardiology - Baltimore EP	
MHRI Cardiology - Baltimore Inpatient	
MHRI Cardiology - Baltimore Outpatient	
MHRI Cardiology - Electrophysiology	
MHRI Cardiology - Heart Failure	
MHRI Cardiology - Peripheral Vascular	
MHRI Cardiology - Southern Maryland	
MHRI Cardiology - Wash Interventional	

* indicates required field

PDF Submit Clear



Recent & Upcoming OnCore Activities



PATIENT CARE
RESEARCH
EDUCATION
COMMUNITY

Ke

- ★ Oncology Data Migration and Go-Live
- ★ MHRI Non-Oncology Go-Live (new studies) and Georgetown Neurology and Transplant Go-Live
- ★ Georgetown Surgery, Internal Medicine, Rheumatology, Pulmonary, Infectious Disease, Nephrology and Gastroenterology Go-Live
- ★ Georgetown Huntington's Disease, Brain, Pediatrics, Radiology, Ophthalmology, Otolaryngology, Psychiatry, and Ob/GYN Go-Live

* Go Live entails basic study details, IRB review information, calendars, budgets and subjects in OnCore





What have we done as of April 2017

- Hired exceptional OnCore coordinator who worked for Forte
- Set-up one shared server for both organizations
- Tested login, security for MedStar, Georgetown, and Hackensack
- Trained over 100 users at Georgetown so far
- Migrated 272 Oncology protocols from Oracle Apex to OnCore
- Established help desk procedures
- Joint MedStar-Georgetown policies and procedures (in development)
- Financial Systems integration designed
- Web based training sites (in development)



What is left to do?

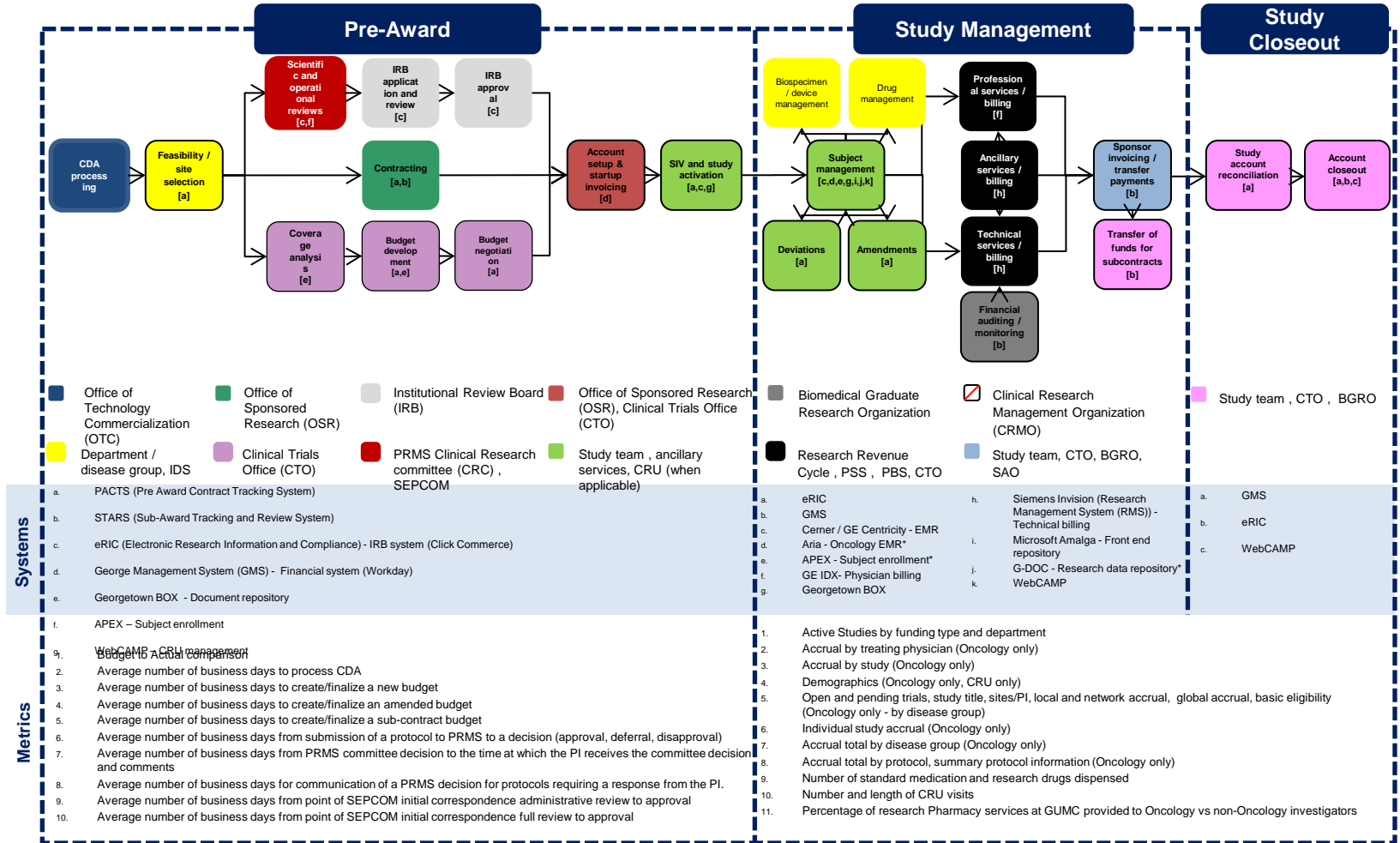
- Integrate financial systems and EMR
- More training
- Complete policies and procedures
- Further develop training sites
- Develop IT resources and reporting
- Develop ongoing project management plan
- Form Steering Committee



Challenges and Considerations

- Competitive renewal due May 25, 2018
- Consortium plans with Hackensack underway
- Many systems being upgraded
- Different financial systems
- Different, competing institutional priorities
- Cybersecurity

Pre-OnCore State Clinical Trials Life Cycle – Commercial



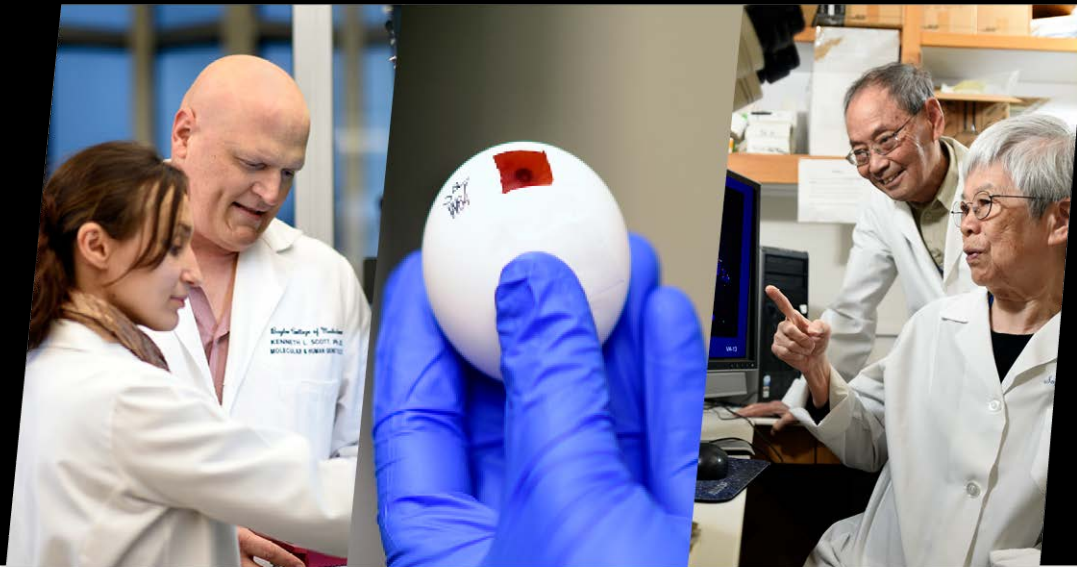


Lessons Learned

- Use your resources
 - Talent pool
 - IT, Cybersecurity
 - Scheduling, locations
 - Communications
 - Training
 - Institutional support
- Culture change takes time but is worth the effort
- Celebrate success

A dedicated team makes it possible



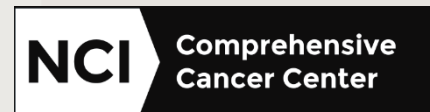


Dan L Duncan
Comprehensive Cancer Center

Beyond the CCSG Marketing & Communications

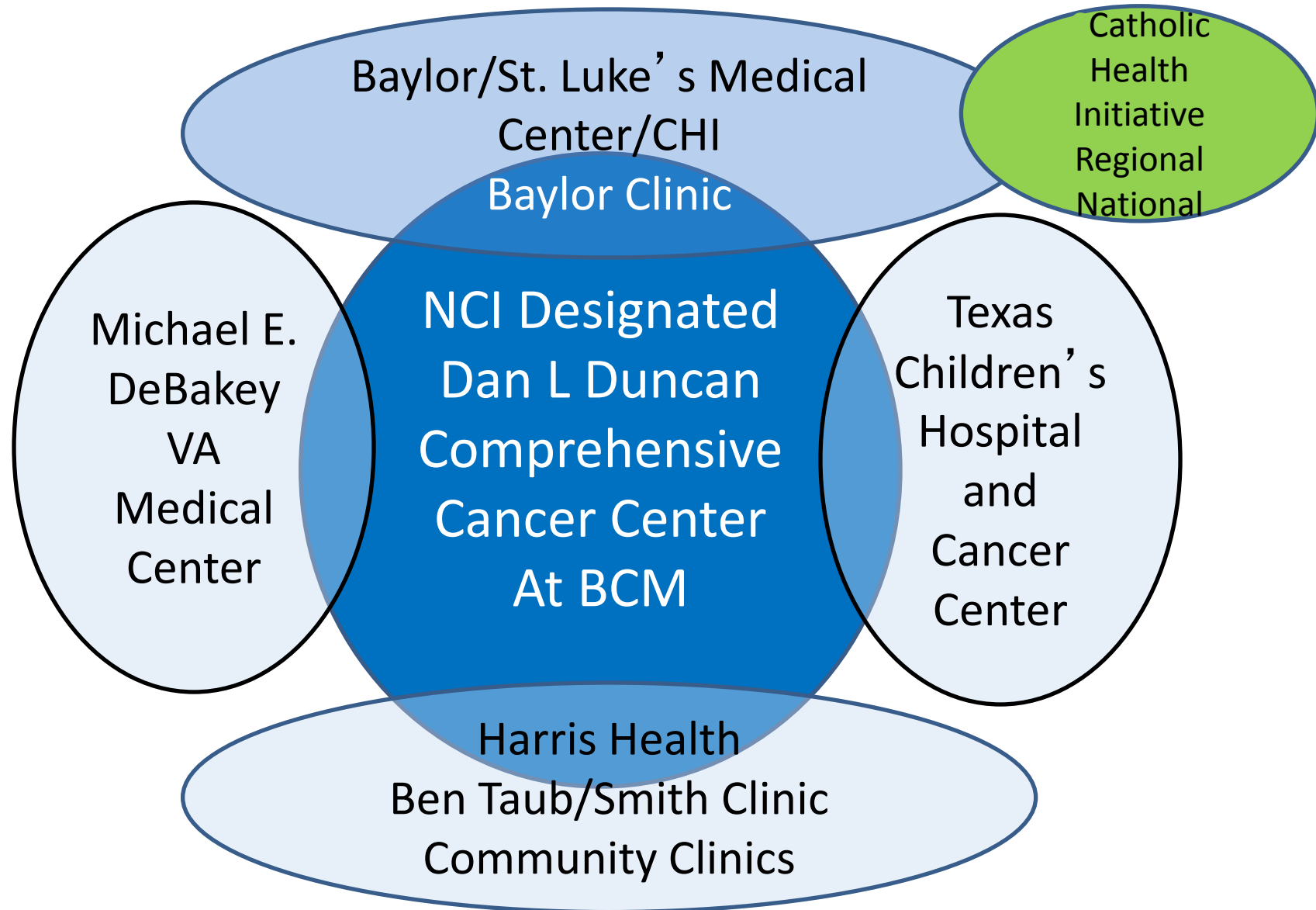
Ted Yank, MHA

Associate Director for Administration

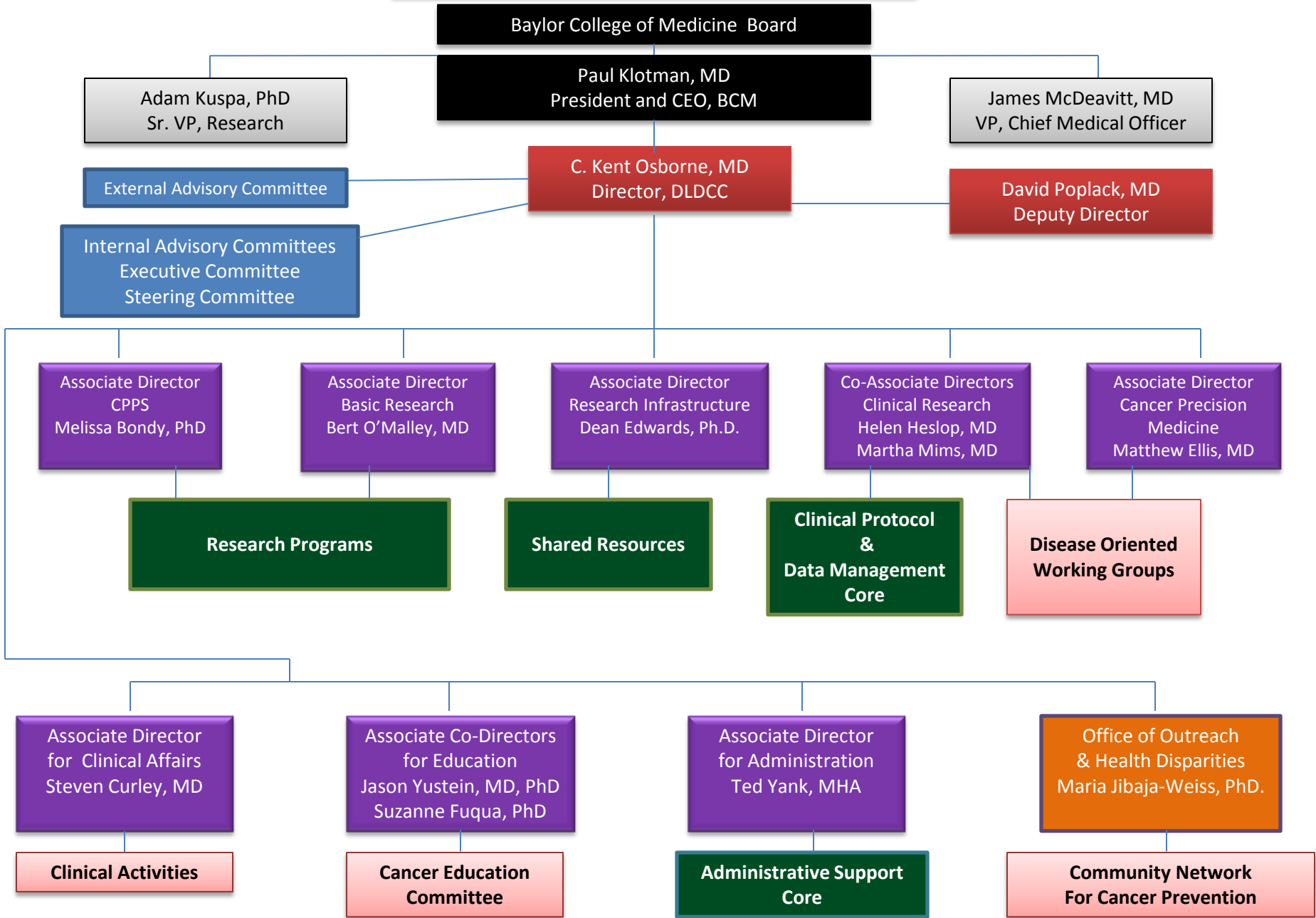


A Cancer Center Designated by the
National Cancer Institute

Primary Clinical Partners

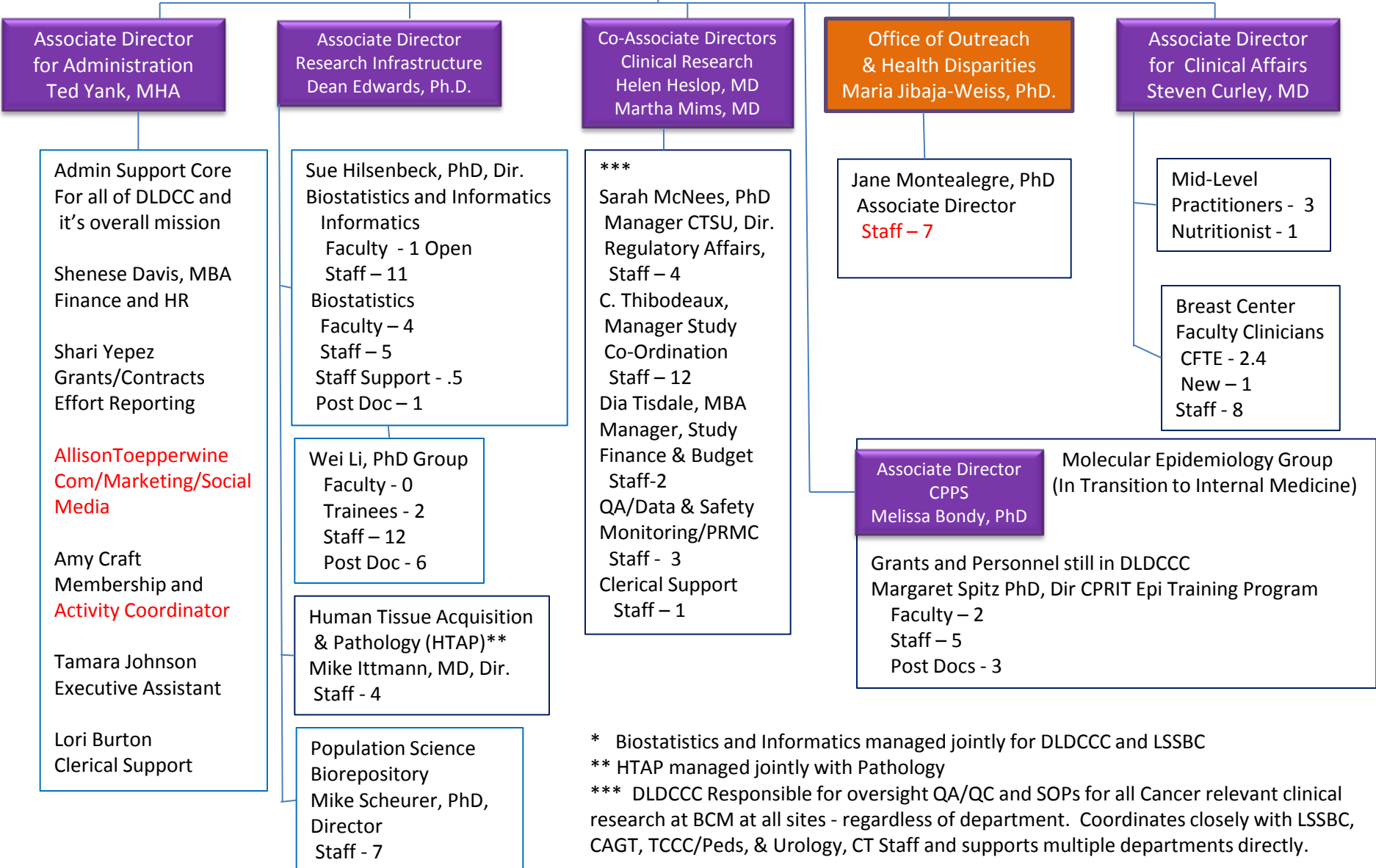


Organizational Chart of the Dan L. Duncan Comprehensive Cancer Center



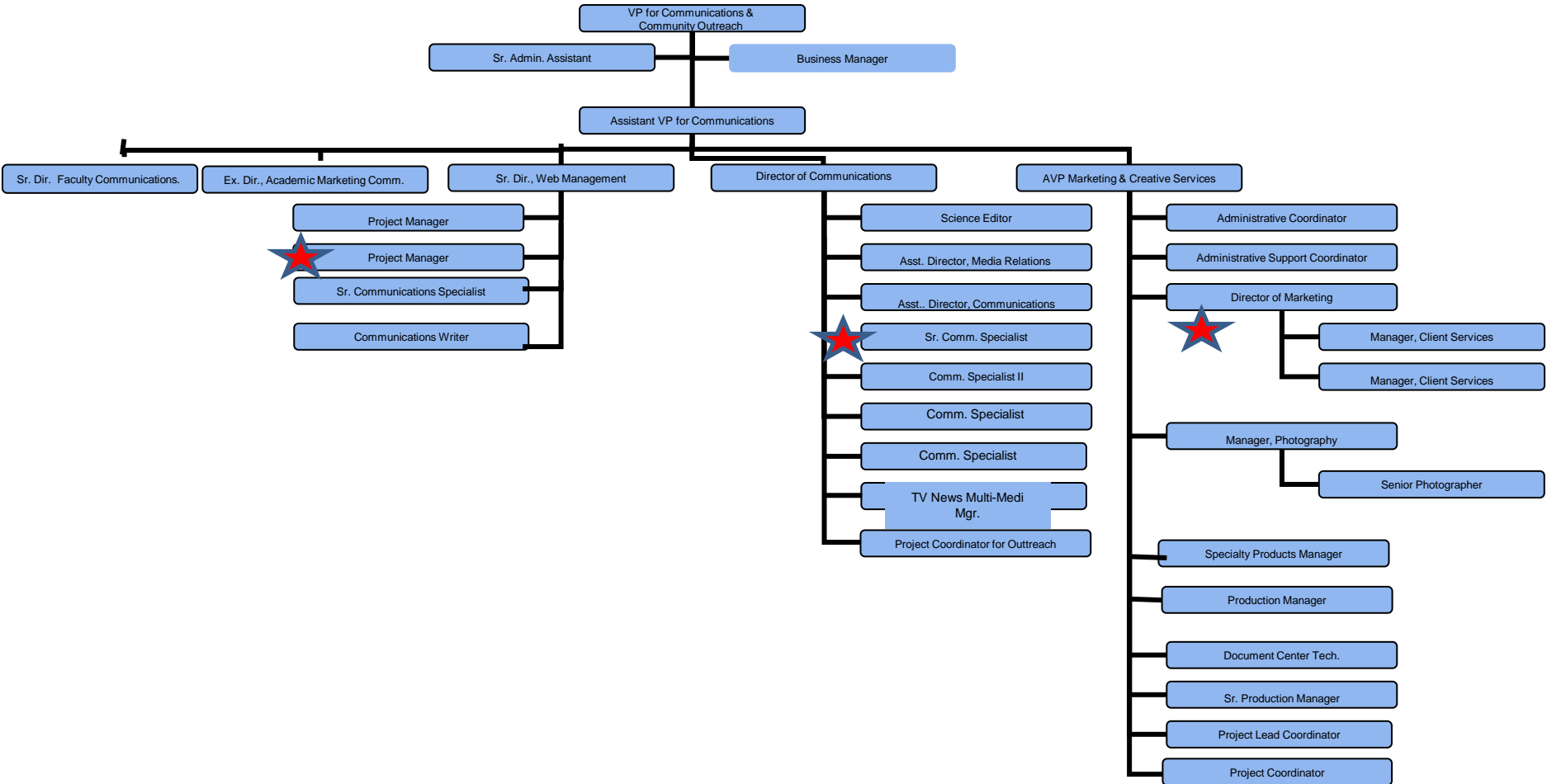
Organization of Staff and Functions Managed Directly by DLDCCC

C. Kent Osborne, MD
Director, DLDCCC



* Biostatistics and Informatics managed jointly for DLDCCC and LSSBC
 ** HTAP managed jointly with Pathology
 *** DLDCCC Responsible for oversight QA/QC and SOPs for all Cancer relevant clinical research at BCM at all sites - regardless of department. Coordinates closely with LSSBC, CAGT, TCCC/Peds, & Urology, CT Staff and supports multiple departments directly.

**Baylor College of Medicine
Office of Communications & Community Outreach**



Allison Toepperwein

- Enhanced Members News Letter
 - Share More Information from Executive Committee
- Working to Redevelop Website & Social Media
 - Enhance internal Communication to Members
 - Redevelop Program Pages
 - Use New Box Technologies to Support Programs and foster Collaboration through Sharing.
 - Create Disease Oriented Working Group Pages
 - Use Box Technologies to Support DOWGs
- Membership Services on Website
 - Application Process
 - Membership Database
- Clinical Trials Resources for Members
- Shared Resource Information and Access in close coordination with the ATC group.
- Referral Directory
- Manage Social Media –Facebook and Twitter

External Communications

Reboot the Planning & Marketing Work Group with BCM and BSLMC membership

- Developing Brand Discipline and Campaign
 - DLDCCC will be one of two Secondary Brands for College
- Website
- Social Media
 - Face Book
 - Twitter
- Marketing/Adversting
 - Print
 - Television
 - Digital
 - Billboards

Charge to the Marketing and Communications Work Group of the Dan L Duncan Comprehensive Cancer Center

Charge

The DLDCCC Marketing and Communications Work Group will be responsible for proactively planning and coordinating messaging and creating content for all forms of communication to internal and external constituencies, including press releases, web and social media content, marketing materials, annual reports, community outreach activities and events, media engagements and any other mechanism or materials important to the advancement of our mission in cancer. The major focus of the group will be on DLDCCC activities of BCM and of our JV partnership within BSLMC, but will also coordinate activities with our public affiliates, and Texas Children's Hospital.

Work Group Membership

The group will consist of selected **Leadership of the DLDCCC** and representatives of **BCM Office of Communications and Outreach**, their counterparts from **BSLMC and CHI**, and selected departmental or sub-center staff involved in relevant activities.

Joint Marketing and Communications Work Group

- Kent Osborne Ex Officio (DLDCCC/BCM)
- Steve Curley Ex Officio (DLDCCC/BCM/BSLMC)
- Ted Yank (DLDCCC/BCM)
- Allison Toepperwein(DLDCCC)
- Regan Huey (BCM – Mar)
- Janice Lamy (BSLMC/CHI)
- Josh Snellgrove (BSLMC/CHI)
- Ty Morrison (BSLMC/CHI)
- Allison Huseman(BCM - Com)
- Gracie Gutierrez (BCM-Com)
- Megan Freed (BCM- Mar)
- Terry Krailo (BCM – Mar & Gra)
- Lynn Foltin (BCM – Web & SM)
- Josh Newby (LSSBC/BCM)



Baylor College of Medicine

Secondary Brand



Secondary Brand



Healthcare Clinic, Centers and Service Lines

Lester and Sue Smith Breast Center
Surgery
Cardiology
Family Medicine
The Lester and Sue Smith Lung Clinic



BAYLOR CLINIC | 6620 Main St. | 13th Floor, Suite 1350
Houston, Texas 77030

Education and Research Clinics, Centers and Departments

Lester and Sue Smith Breast Center
Michael E. DeBakey Department of Surgery
The Margret M. and Albert B. Alkek Department of Medicine
The Lester and Sue Smith Lung Clinic



Healthcare, Education and Research Physical Locations

Baylor St. Luke's Medical Center
Jamail Specialty Care Center
Baylor Clinic
Baylor Family Medicine Clinic
Ben Taub Hospital
Baylor McNair Campus



Healthcare, Education and Research Affiliations

Texas Children's
Harris Health System
Michael E DeBakey VA Medical Center
Texas Heart Institute



College is selecting new Web System with goal of developing a more user-friendly website – Again!

DLDCC Restructuring our Patient website in coordination with College:

- creating content for improved user experience for patients for each disease geared at third grade level.
- Provide basic information for each major type of cancer describing, symptoms, screening, prevention and treatment options.
- Connect Patients with our Programs - showcasing the empathy our doctors show to patients

Overall goal: To increase brand awareness of the DLDCCC and provide useful easy, to use information on our site for potential patients that engages them, rather than searching for other options.

@BCMCancer on Facebook and Twitter

- DLDCCC established our first social media presence
- Establish and reinforce DLDCCC branding
- Inform and educate staff, faculty and patients
- Increase awareness on cancer related initiatives and news
- Recruit high quality faculty

@BCM Cancer on Facebook and Twitter

Facebook

The screenshot shows the Facebook profile page for the Dan L Duncan Comprehensive Cancer Center at Baylor College of Medicine. The page is titled "Page" and has tabs for "Activity" and "Insights". The cover photo features a woman in a white lab coat and a patient. The profile picture is the Baylor College of Medicine logo. The bio reads: "Dan L Duncan Comprehensive Cancer Center at Baylor College of Medicine @BCM Cancer". Below the bio is a blue "Call Now" button. At the bottom, there are icons for "Publish", "Photo", "Promote", and "Edit Page". The location is listed as "Education • Houston, Texas". The navigation bar at the bottom includes "Home", "Posts", "Reviews", "Videos", "Photos", and "At".

Twitter

The screenshot shows the Twitter profile for BCM Cancer (@BCM Cancer). The profile picture is the Baylor College of Medicine logo. The bio reads: "BCM Cancer @BCM Cancer provides world-class cancer care through collaboration with other top providers in the @TXMedCenter." The location is "Houston, TX" and the website is "bcm.edu/centers/cancer...". The profile shows "141 FOLLOWING" and "86 FOLLOWERS". Below the bio are tabs for "Tweets", "Media", and "Likes". A recent tweet is visible, mentioning "#cancer #cancerprevention @bcmhouston". A reply from BCM Cancer Ed (@BCM_CancerEd) is also shown, discussing "#PreventCancer: #HPVvaccine prevents cancer. Protect your boys and girls now! goo.gl/c9xiL9 #CancerCHE @BCM Cancer #WeTreatHouston". The navigation bar at the bottom includes "Home", "Explore", "Notifications", "Messages", and "Me".



**DAN L
DUNCAN**
COMPREHENSIVE
CANCER CENTER

Baylor
College of
Medicine



Originally diagnosed with terminal cancer, Lamont Bell was given new life, and today, he's healthier than ever.

The Dan L. Duncan Comprehensive Cancer Center at Baylor College of Medicine is one of only three centers in Texas to receive the elite "comprehensive" designation from the National Cancer Institute.

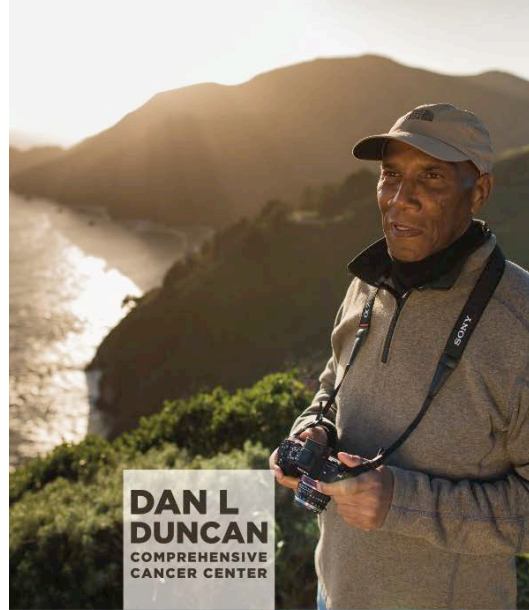
Driven by academic medicine, we are actively developing new discoveries and treatments to provide cancer care in Houston. Our team is dedicated to serving the community through healthcare, outreach and education programs.

How do you recognize a Baylor Doc? By the amazing things they help others achieve. See us at chron.com to learn how Baylor is achieving the amazing in our community.

**DAN L DUNCAN
COMPREHENSIVE
CANCER CENTER
SITES**



Baylor St. Luke's
Medical Center



**DAN L
DUNCAN**
COMPREHENSIVE
CANCER CENTER

**AMAZING
CLINICAL
TRIALS**

Baylor
College of
Medicine

Lamont Bell was given an opportunity for new life thanks to a clinical trial at Dan L. Duncan Comprehensive Cancer Center.

As one of only three National Cancer Institute (NCI) designated Treatment Centers in the state of Texas, Baylor College of Medicine, Dan L. Duncan Comprehensive Cancer Center is paving the way for advanced clinical trials.

As an academic medical institution, our approach to clinical trials is open and optimistic, offering hope to current patients while furthering research to drive new discoveries and treatment options.



A Cancer Center Designated by the
National Cancer Institute

Qualified candidates may enroll in clinical trials, aimed at applying new research and ultimately finding a cure.

How do you recognize a Baylor doc? By the amazing things they help others achieve. Look in the Medical and Science section every Monday and visit bcm.edu to see how Baylor is achieving the amazing through clinical trials.



**CANCER
OPENED
HIS
EYES**

**ACHIEVING
THE
AMAZING**

Baylor
College of
Medicine

Now his main concern is seeing the world. Lamont Bell had little hope of beating his rare form of prostate cancer.

Thankfully, a clinical trial at the Dan L. Duncan Comprehensive Cancer Center gave Lamont a new life, and today, he's healthier than ever.

At Baylor College of Medicine, Academic Medicine is the foundation of our ability to achieve the amazing by developing new discoveries and treatments to provide healthcare to the world.

How do you recognize a Baylor Doc? By the amazing things they help others achieve.

Look in the Medical and Science section every Monday and visit bcm.edu/docs to see how Baylor is achieving the amazing in healthcare.



We're boldly
moving forward

in cancer care and research

The Baylor College of Medicine® Dan L Duncan Comprehensive Cancer Center at Baylor St. Luke's Medical Center is a leader in state-of-the-art cancer treatments. Our focus is on providing the most advanced, patient-centered care, from initial screening and diagnosis through treatment and recovery.

As one of only three National Cancer Institute-designated Comprehensive Cancer Centers in Texas, the groundbreaking research performed here is defining the future of cancer care.

At CHI St. Luke's Health, we're creating the future of health care...with bold moves forward in medicine.

 **CHI St. Luke's Health**
Houston-area hospitals:

- CHI St. Luke's Health - Baylor St. Luke's Medical Center
- CHI St. Luke's Health - Brazosport Hospital
- CHI St. Luke's Health - Lakeside Hospital
- CHI St. Luke's Health - Patients Medical Center Pasadena
- CHI St. Luke's Health - Springwoods Village
- CHI St. Luke's Health - Sugar Land Hospital
- CHI St. Luke's Health - The Vintage Hospital
- CHI St. Luke's Health - The Woodlands Hospital

Learn more at CHISTLukesHealth.org



Estamos dando
grandes pasos

en la Investigación y tratamiento del cancer

El Centro Oncológico Integral de Baylor College of Medicine® Dan L Duncan en Baylor St. Luke's Medical Center es líder en tratamientos de vanguardia contra el cancer. Nuestro principal objetivo es brindar la atención más avanzada centrada en el paciente, desde la detección inicial y el diagnóstico hasta el tratamiento y la recuperación.

Como uno de los únicos tres Centros Oncológicos Integrales designados por Instituto Nacional del Cáncer en Texas, la innovadora investigación que se realiza aquí está definiendo el futuro del tratamiento contra el cáncer.

En **Baylor St. Luke's Medical Center**, estamos creando el futuro del cuidado de la salud... a base de grandes adelantos médicos.



Email: informacion@chilukeshealth.org
tel: 1-800-933-1530
web: www.chilukeshealth.org

En Perú comuníquese con nuestro
centro de información en Lima:
tel: (51 1)222-22-38
email: info@chilukes.org

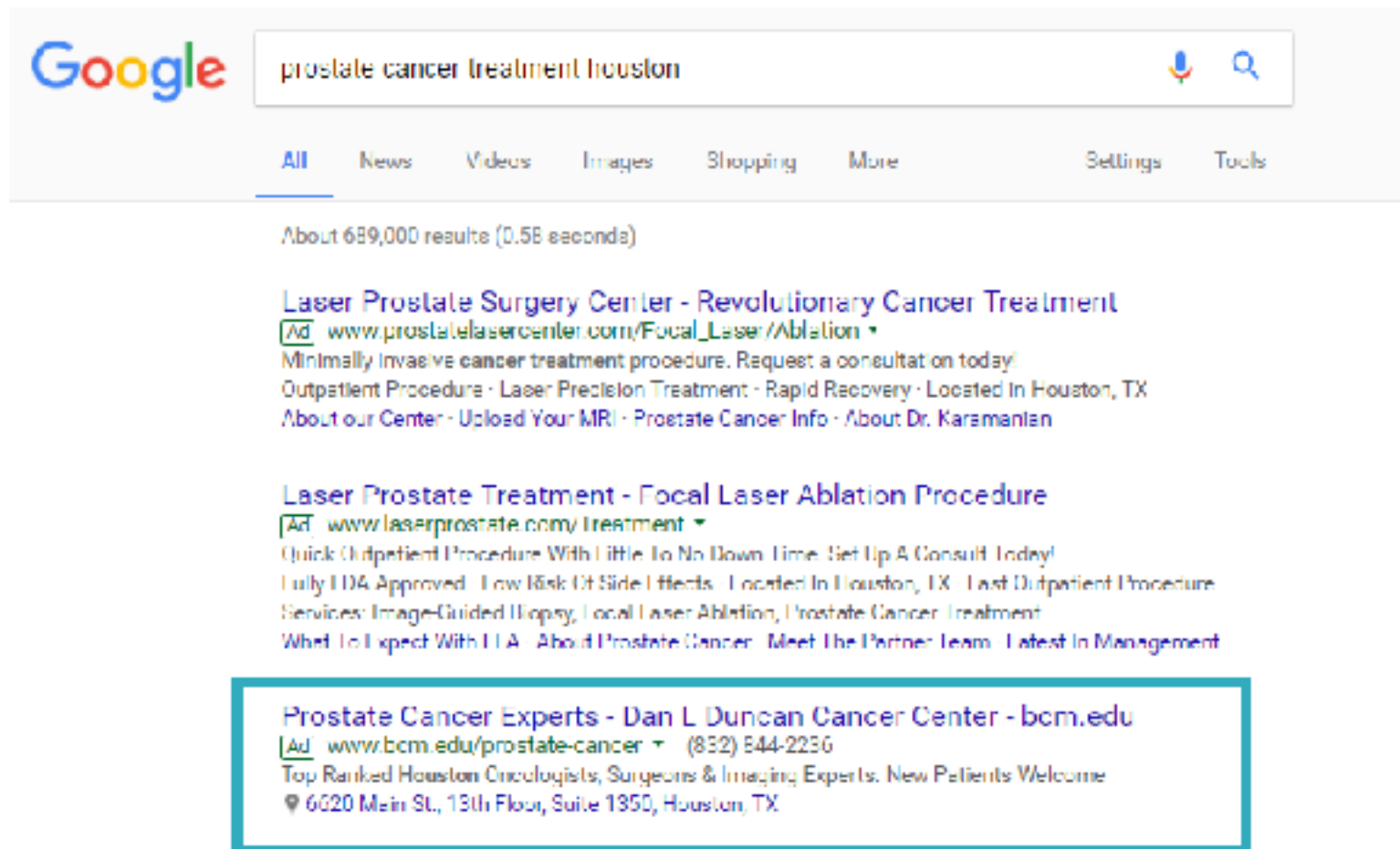


Baylor College of Medicine
<https://youtu.be/rW-ac0-C2cg>

Chi St. Luke's
<https://youtu.be/Z8g1welaaL0>

- Based on a cost per click methodology
 - Paid Search - Tied to people in Houston Region searching for something to do with cancer
 - Has something to do with the “cookies” on an individual person’s browser.
 - Constantly bidding on words in the search field – and as you can imagine or know – this is pretty competitive
 - Current cost around \$5+ per click
 - (Mesothelioma is expensive – because of the lawyers!)
 - Banner Adds – give you a cookie and then follow to other sites.

Cancer Center Paid Search Ads



The image shows a Google search interface with the query "prostate cancer treatment houston". Below the search bar, there are navigation tabs for "All", "News", "Videos", "Images", "Shopping", and "More", along with "Settings" and "Tools". The search results show "About 689,000 results (0.58 seconds)". Three paid search ads are displayed:

- Ad 1:** "Laser Prostate Surgery Center - Revolutionary Cancer Treatment" with URL www.prostatelasercenter.com/Focal_Laser/Ablation. Description: "Minimally Invasive cancer treatment procedure. Request a consultation today! Outpatient Procedure - Laser Precision Treatment - Rapid Recovery - Located In Houston, TX About our Center - Upload Your MRI - Prostate Cancer Info - About Dr. Karamanian".
- Ad 2:** "Laser Prostate Treatment - Focal Laser Ablation Procedure" with URL www.laserprostate.com/Treatment. Description: "Quick Outpatient Procedure With Little To No Down Time. Get Up A Consult Today! Fully FDA Approved - Low Risk Of Side Effects - Located In Houston, TX - Fast Outpatient Procedure Services: Image-Guided Biopsy, Local Laser Ablation, Prostate Cancer Treatment What To Expect With LLA - About Prostate Cancer - Meet The Partner Team - Latest In Management".
- Ad 3 (highlighted with a red box):** "Prostate Cancer Experts - Dan L Duncan Cancer Center - bcm.edu" with URL www.bcm.edu/prostate-cancer and phone number (832) 844-2236. Description: "Top Ranked Houston Oncologists, Surgeons & Imaging Experts. New Patients Welcome 6620 Main St., 13th Floor, Suite 1350, Houston, TX".

Digital Banner Adverts (Remarketing)



Power in the Science.
Focused on advancing medicine
and applying research to improve
cancer treatment options.

Baylor
College of
Medicine

 [LEARN MORE](#)



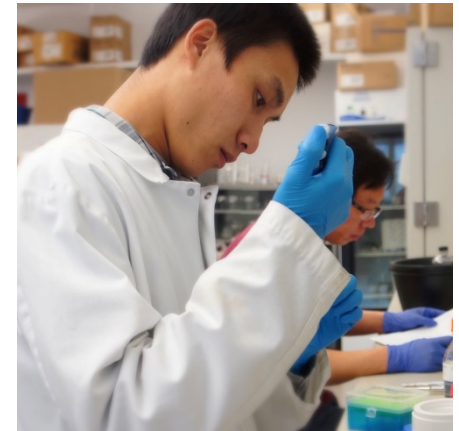
DAN L DUNCAN
COMPREHENSIVE
CANCER CENTER

Baylor
College of
Medicine

DAN L DUNCAN
COMPREHENSIVE
CANCER CENTER

New Home For the DLDCCC





A Cancer Center Designated by the
National Cancer Institute

Beyond the CCSG Stewardship and Philanthropy

David M. Gosky, MA, MBA

**Cancer Center Administrators Forum
May 1, 2017**

Markey Cancer Center (MCC)

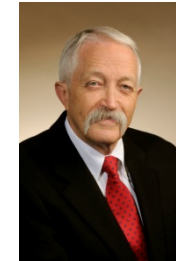
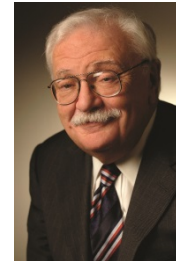
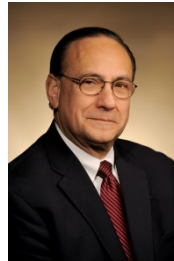
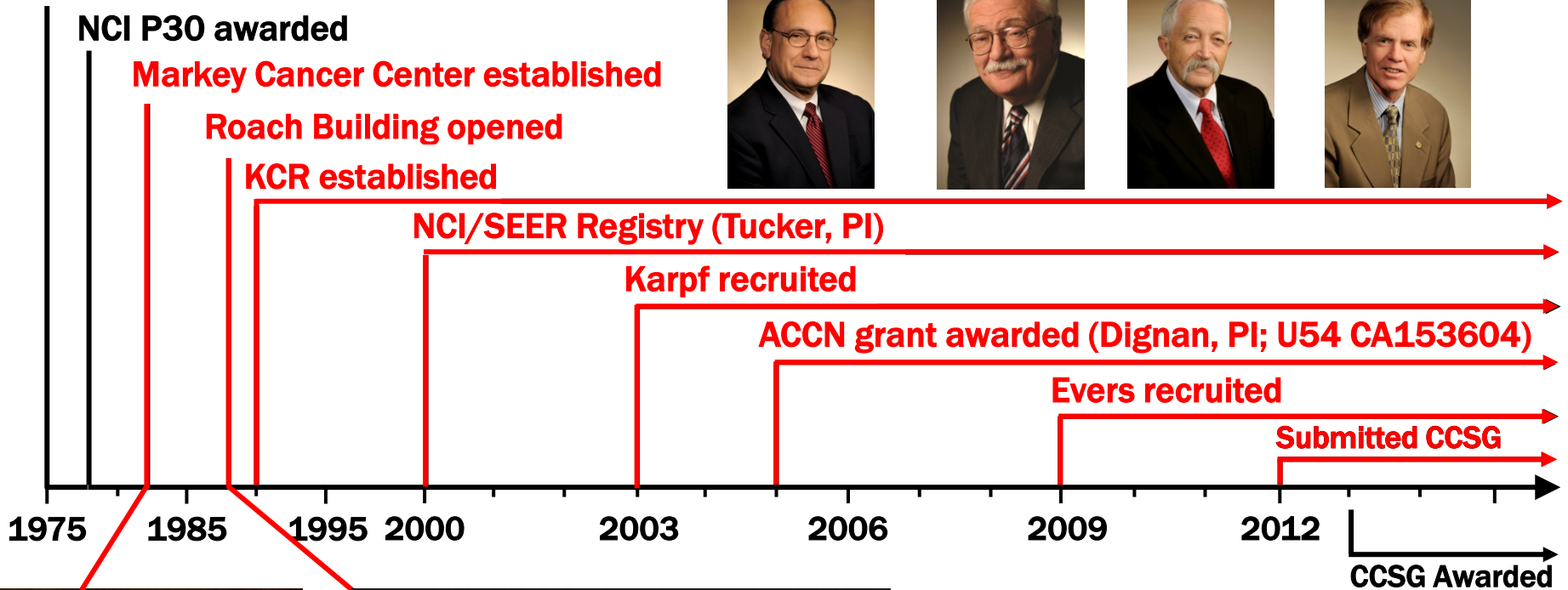
Fostering a Culture of Transdisciplinary Collaboration

- **122 Members**
 - 8 Colleges
 - 29 Departments
- **All research programs have members from 2 or more colleges and at least 4 departments**
- **36% of grants (73 of 204) include 2 or more MCC members**



Our History

McDowell Cancer Network



Lucille P. Markey

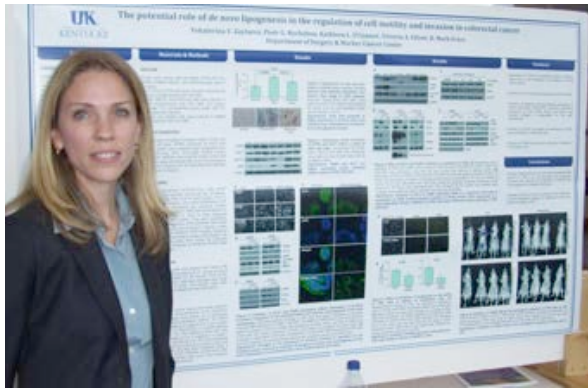
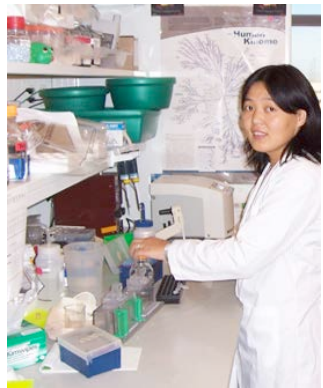


VP George H.W. Bush at Dedication



Our Mission

- **To reduce cancer mortality in our state and region through a comprehensive program of cancer research, treatment, education, and community engagement with a particular focus on the underserved population of Appalachian Kentucky.**



Changing a Culture in the Commonwealth

Significant Burden of Cancer in Kentucky

- **1st** in the nation in incidence rate for all cancer sites

Age-adjusted cancer incidence rates, 2009-2013

	All Cancers	Lung	Colorectal	Cervical
U.S.	456.7	62.5	40.6	7.6
Kentucky†	520.9	96.4	50.8	8.7
Appalachian Kentucky	* 534.5	* 109.2	* 54.6	* 9.6

Source: CDC/USCS Database (SEER & NPCR Combined) and Kentucky Cancer Registry (KCR).

* = p<.05 vs Kentucky as a whole and the U.S.

- **1st** in the nation in overall cancer mortality rate

Age-adjusted cancer mortality rates, 2009-2013

	All Cancers	Lung	Colorectal	Cervical
U.S.	168.5	46.0	15.1	2.3
Kentucky†	202.6	70.0	17.6	3.0
Appalachian Kentucky	* 226.6	* 82.1	* 20.3	* 3.6

Source: National Center for Health Statistics (NCHS) and KCR.

* = p<.05 vs Kentucky as a whole and the U.S.

- **Cancer incidence and mortality are highest in Appalachia**

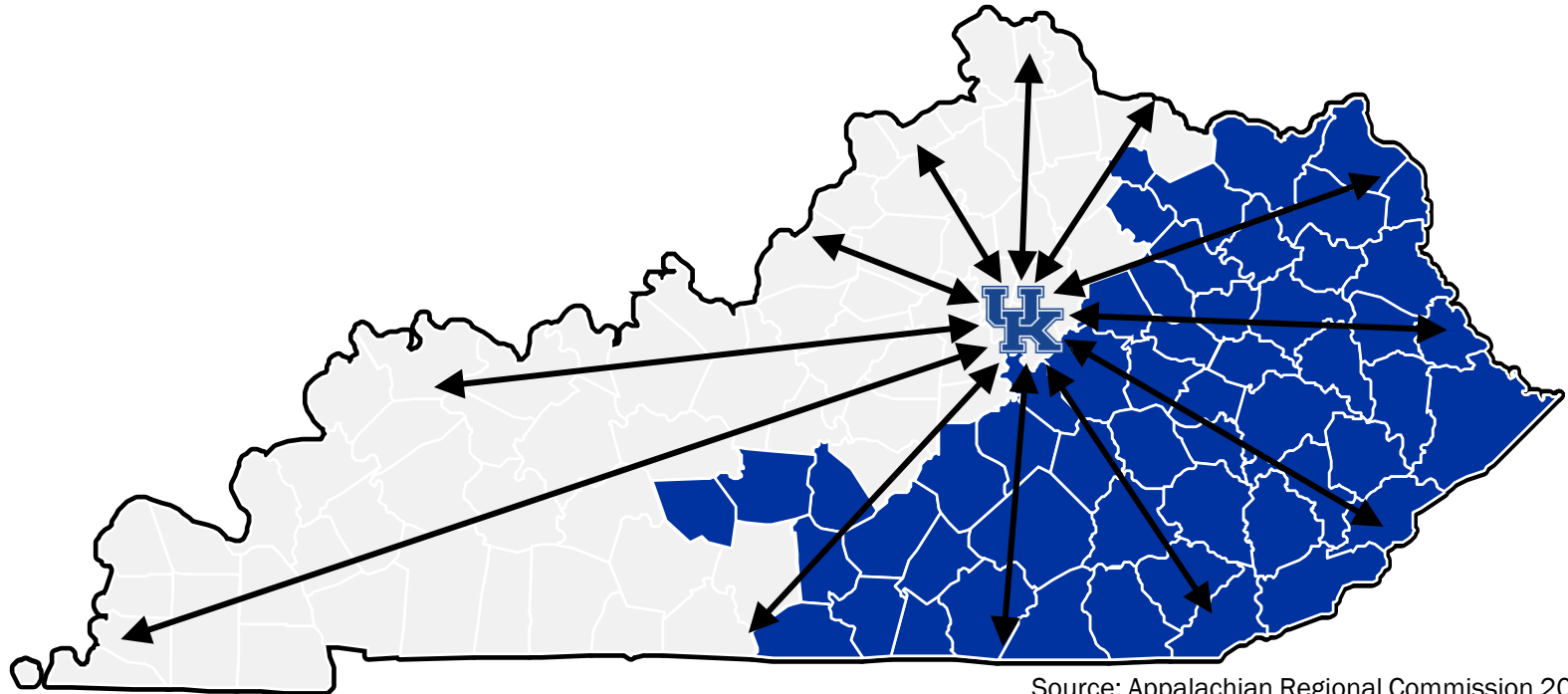
MCC Catchment Area

Kentucky:

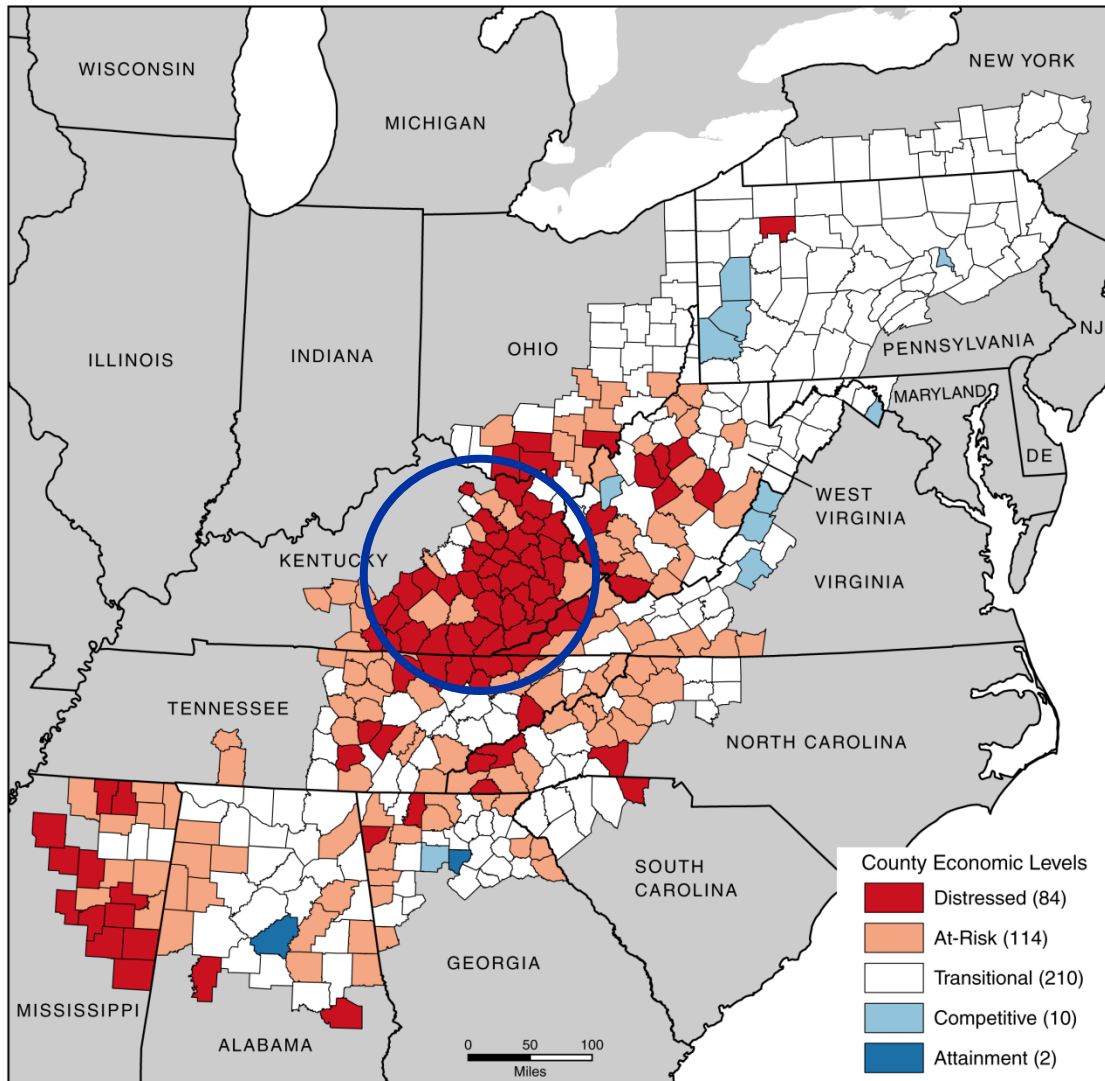
- 120 counties
- 4.4M people
- 41.6% rural
- 16.5% without high school diploma
- 18.5% below poverty level

Appalachia:

- 54 counties
- 1.1M people
- 82.3% rural
- 24.5% without high school diploma
- 25.4% below poverty level



Appalachian Kentucky



Appalachian county economic status (2016-17)

↑ **Cancer**

↑ **Smoking**

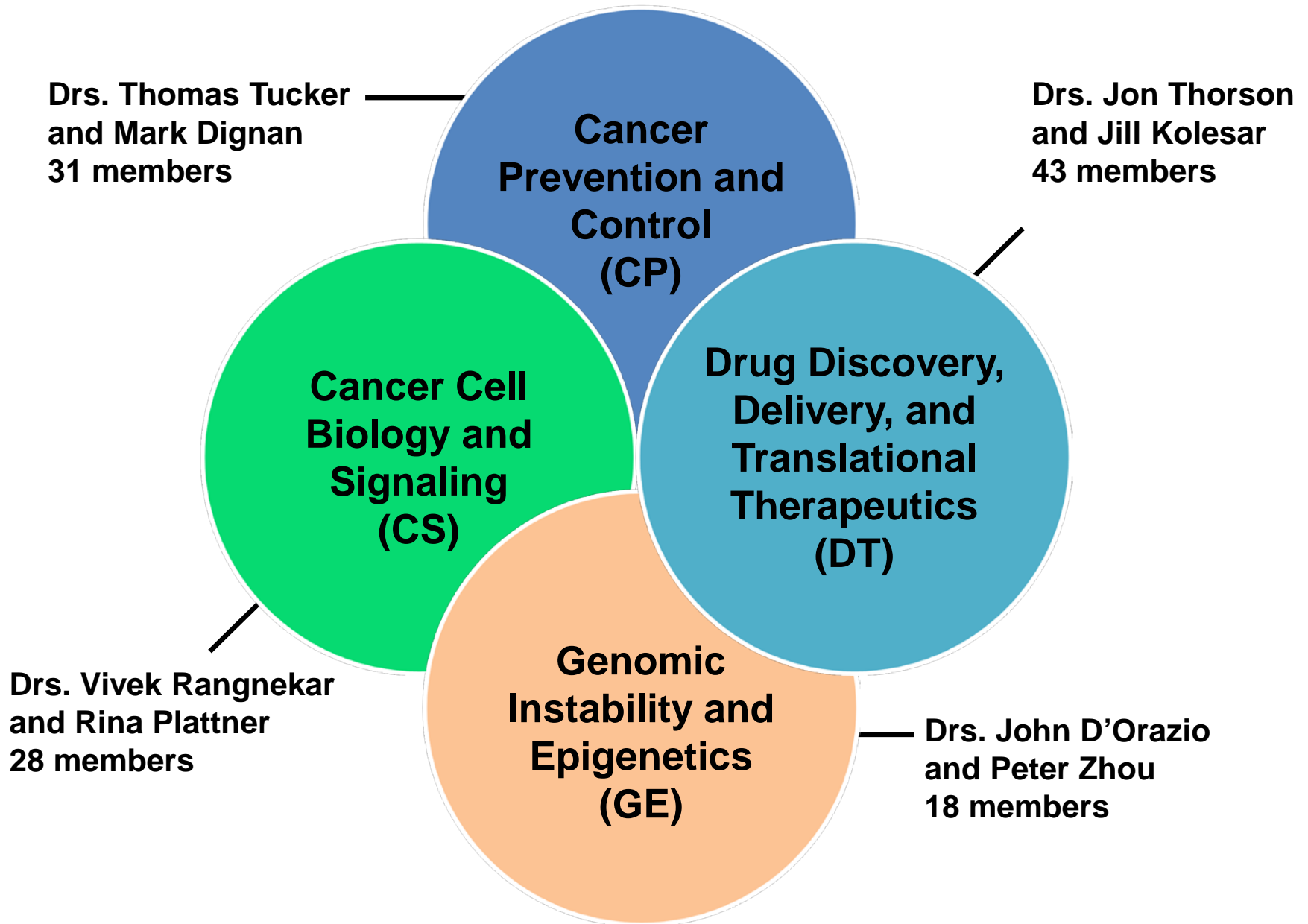
↑ **Obesity**

↑ **Infection
(HPV & HCV)**

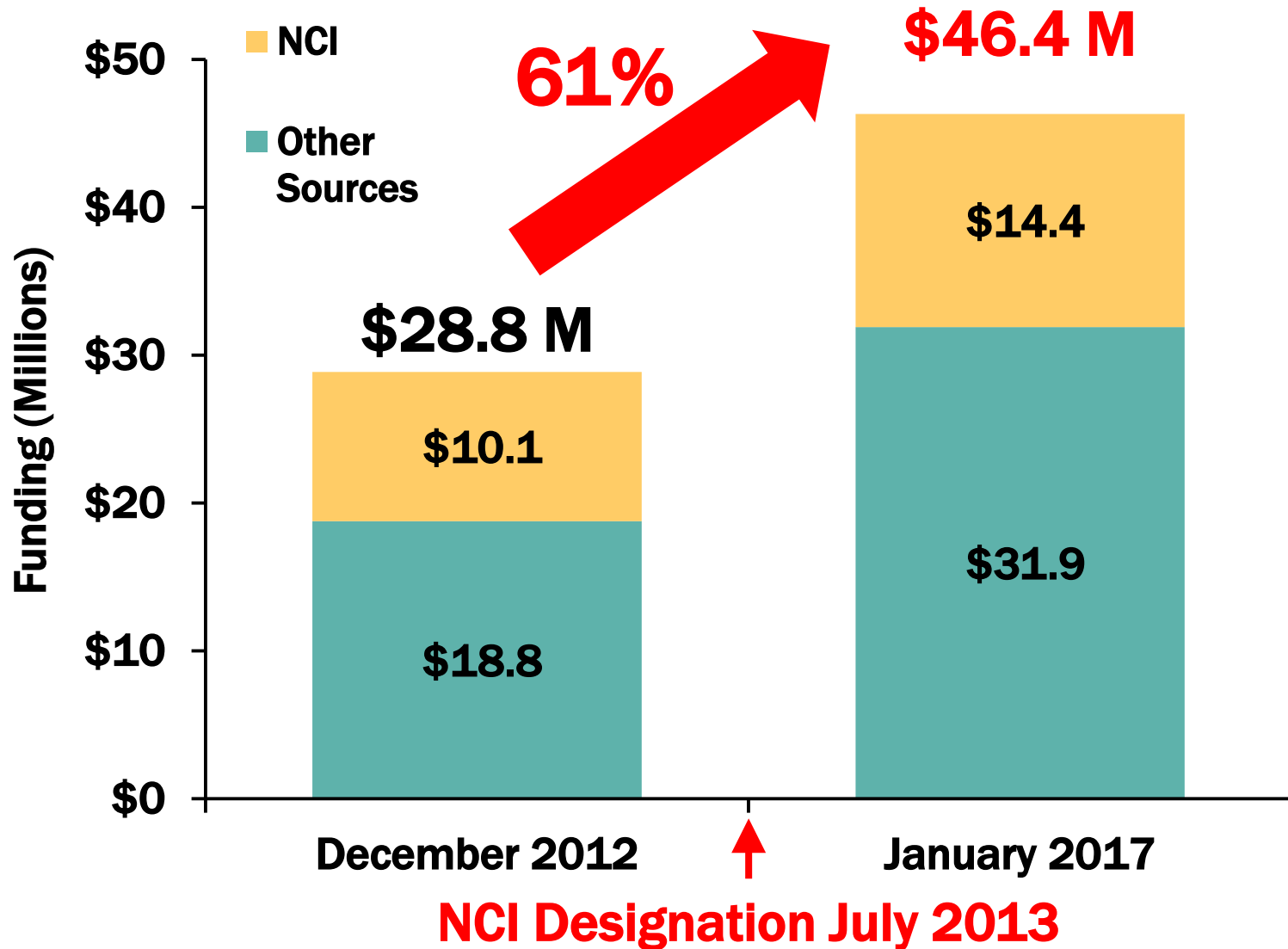
↑ **Poverty**



Outstanding Research Programs

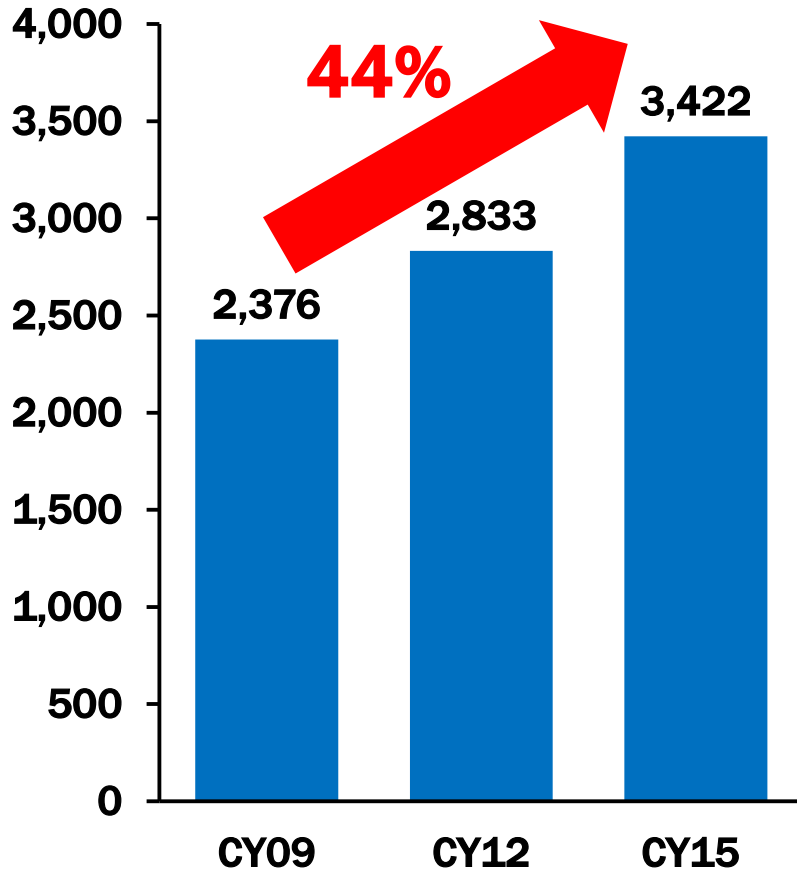


Increased Cancer Research Funding 2012 – Present

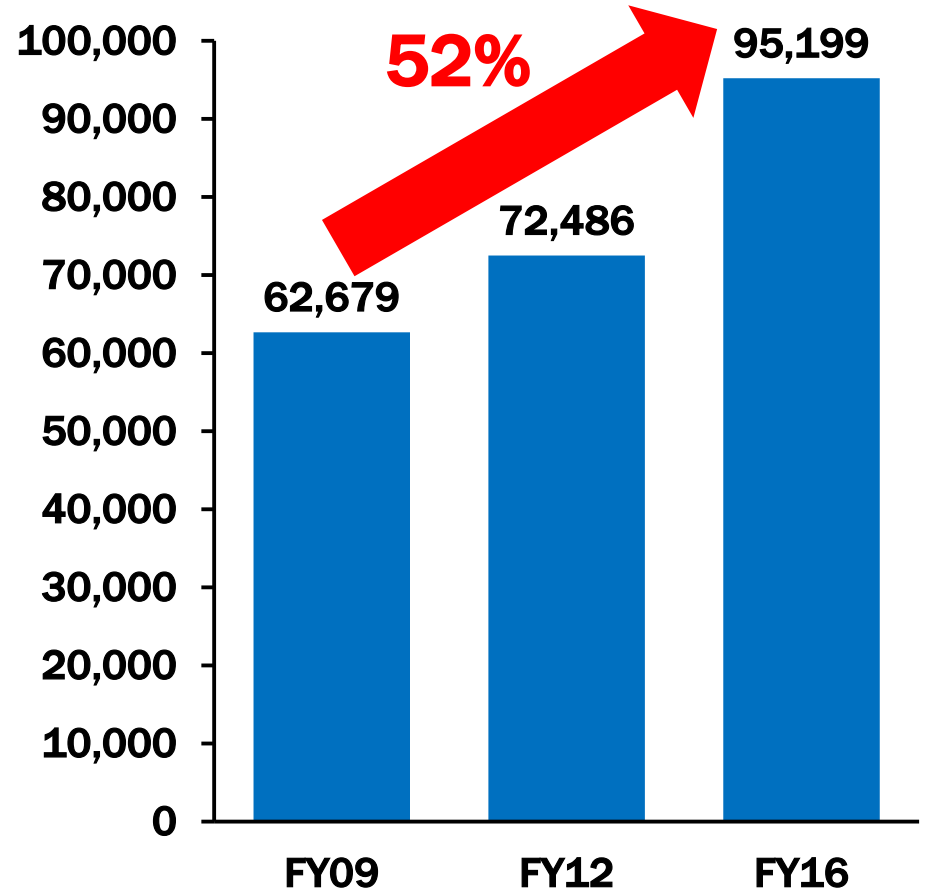


Increasing Clinical Volume

Analytic Cancer Cases

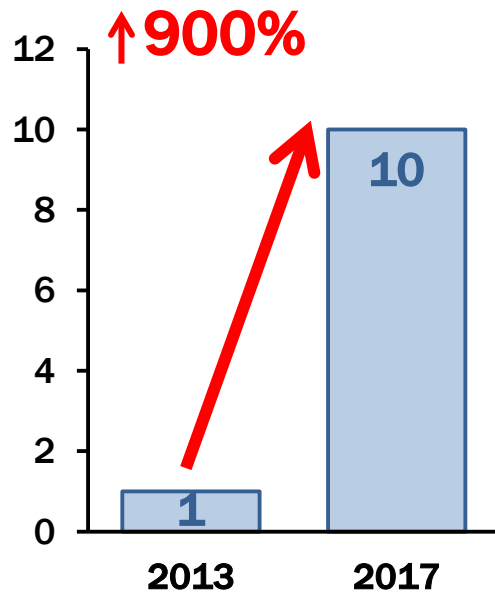


Outpatient Cancer Visits

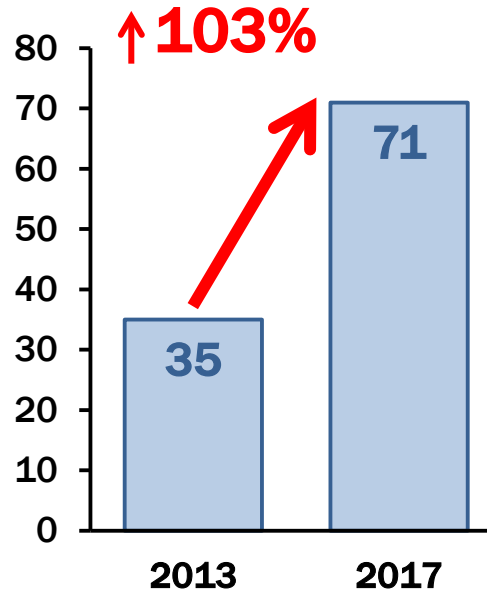


Transdisciplinary Collaboration

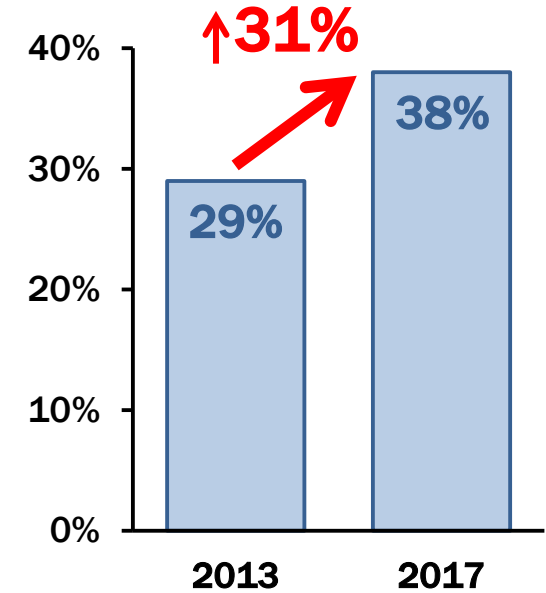
Multi-PI Grants



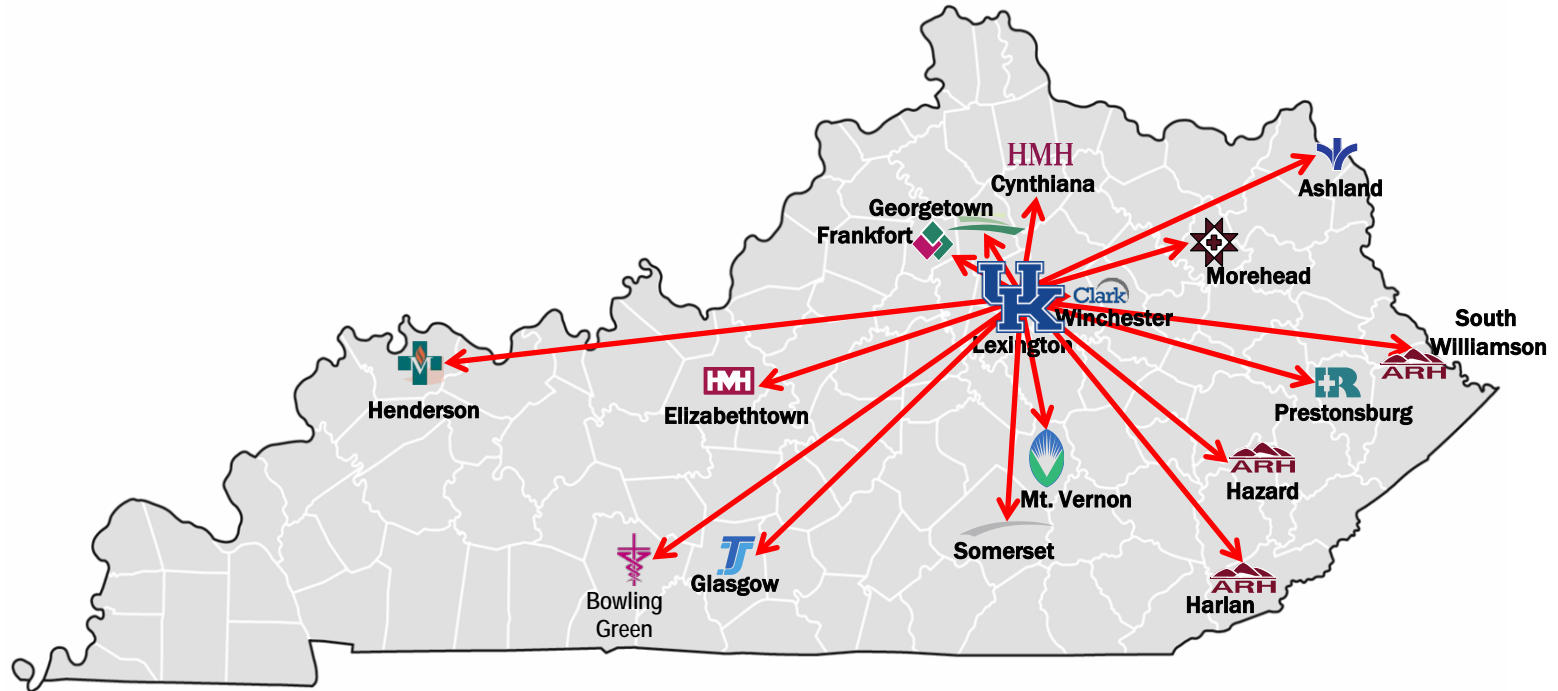
Collaborative Grants



Collaborative Publications



MCC Affiliate Network (MCCAN)



2012

- Ashland
- Cynthiana
- Frankfort
- Georgetown
- Hazard
- Morehead
- Mt. Vernon
- Our Lady of Bellefonte Hospital
- Harrison Memorial Hospital
- Frankfort Regional Medical Center
- Georgetown Community Hospital
- Hazard ARH Regional Medical Center
- St. Claire Regional Medical Center
- Rockcastle Regional Hospital

** Candidate member*

2017

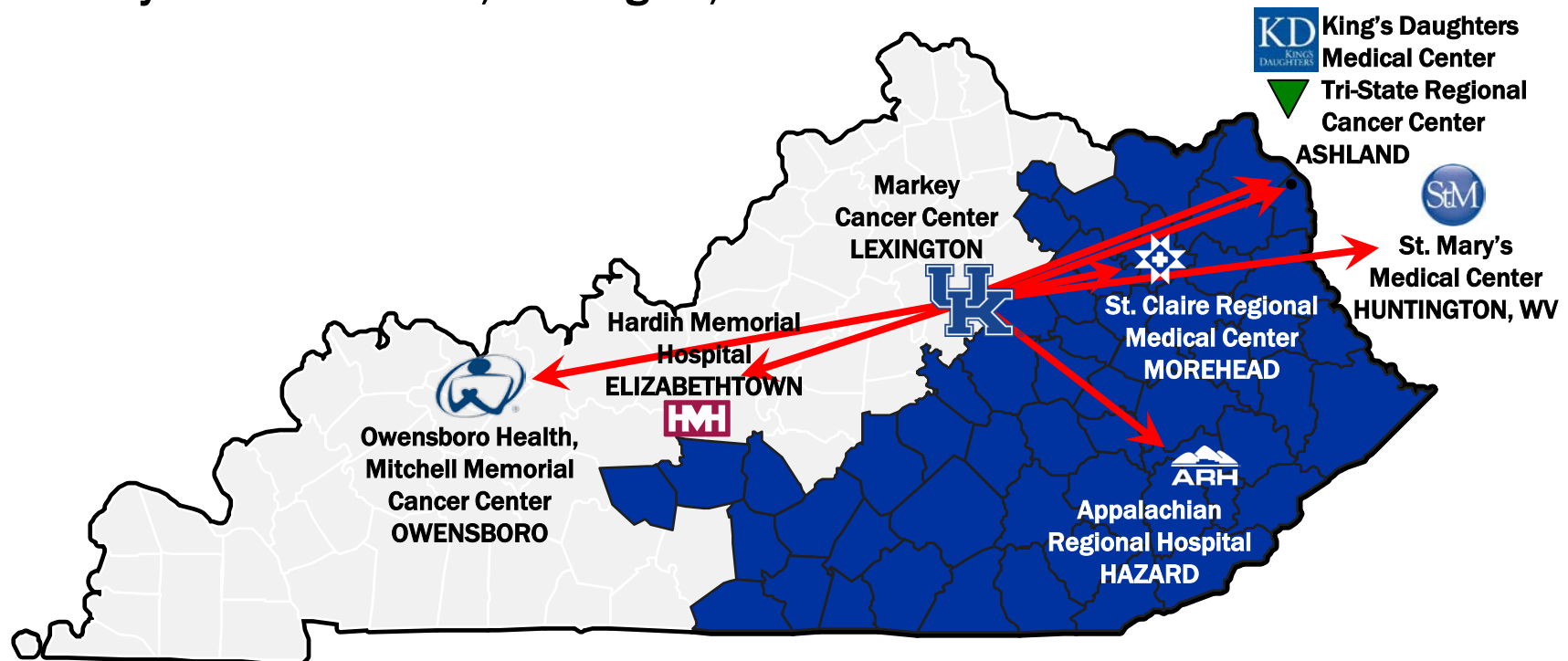
- Bowling Green
- Elizabethtown
- Glasgow
- Harlan
- Henderson
- Prestonsburg
- Somerset
- S. Williamson
- Winchester
- The Medical Center at Bowling Green
- Hardin Memorial Hospital
- TJ Samson Community Hospital*
- Harlan ARH Hospital
- Methodist Hospital
- Highlands Regional Medical Center
- Lake Cumberland Regional Hospital
- Tug Valley ARH Regional Medical Center
- Clark Regional Medical Center*

MCC Research Network (MCCRN)

(started in January 2015)

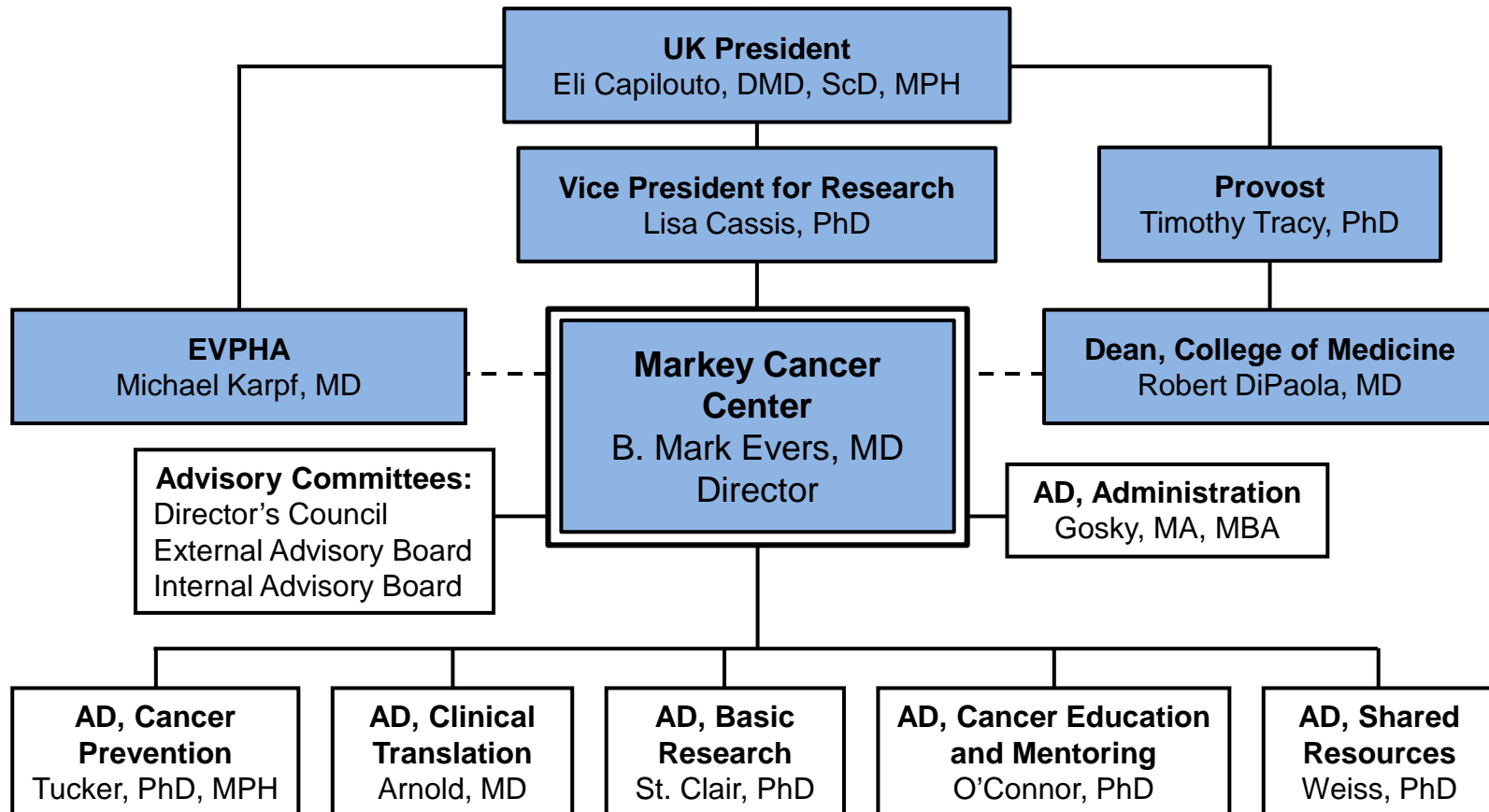
- King's Daughters Medical Center, Ashland, KY
- Tri-State Regional Cancer Center, Ashland, KY
- Appalachian Regional Hospital, Hazard, KY
- St. Claire Regional Medical Center, Morehead, KY
- Hardin Memorial Hospital, Elizabethtown, KY
- Owensboro Health, Owensboro, KY
- St. Mary's Medical Center, Huntington, WV

• **12 trials open**



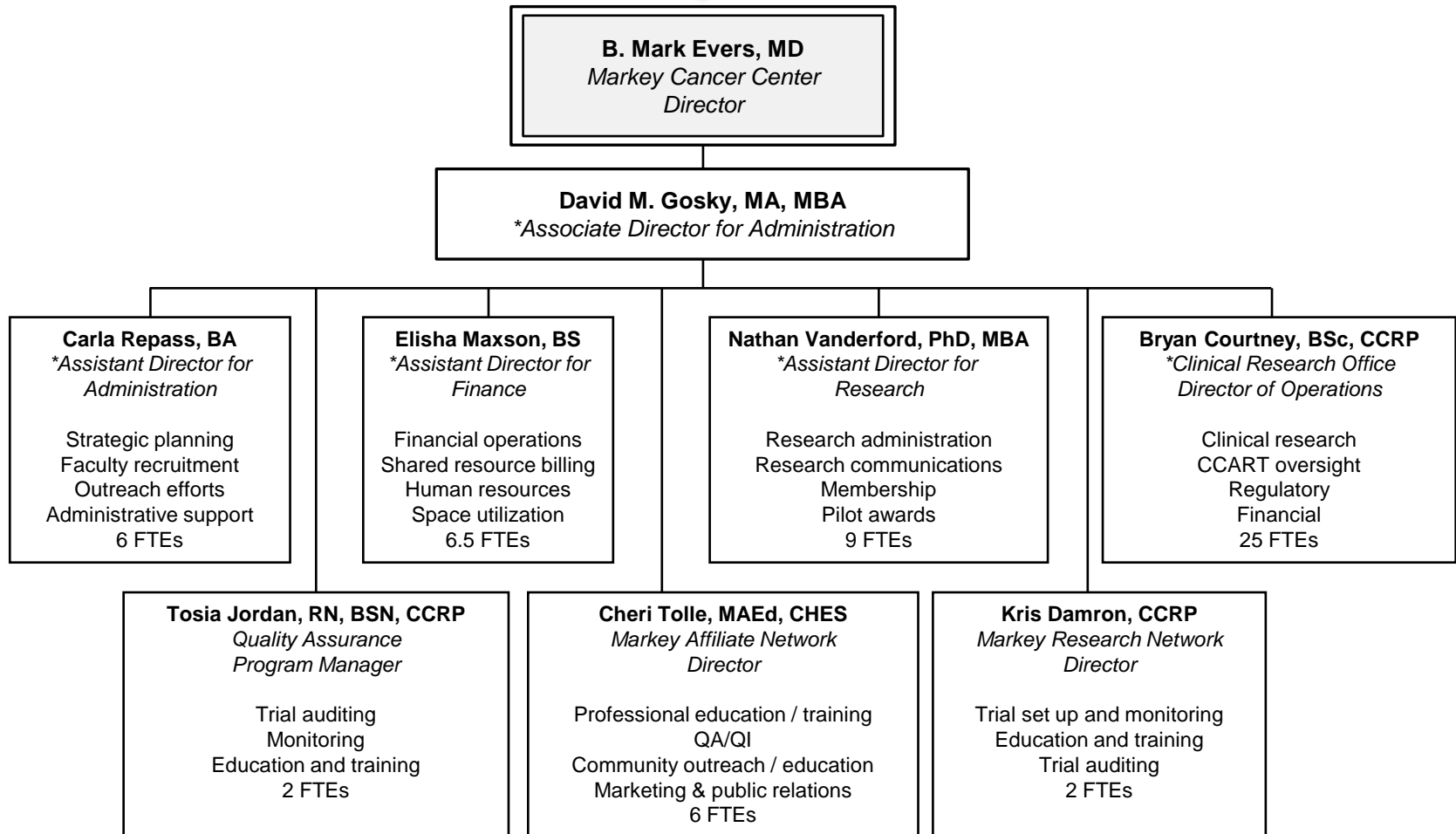
MCC Organizational Chart

This is what is in the CCSG



MCC Administration Organizational Chart

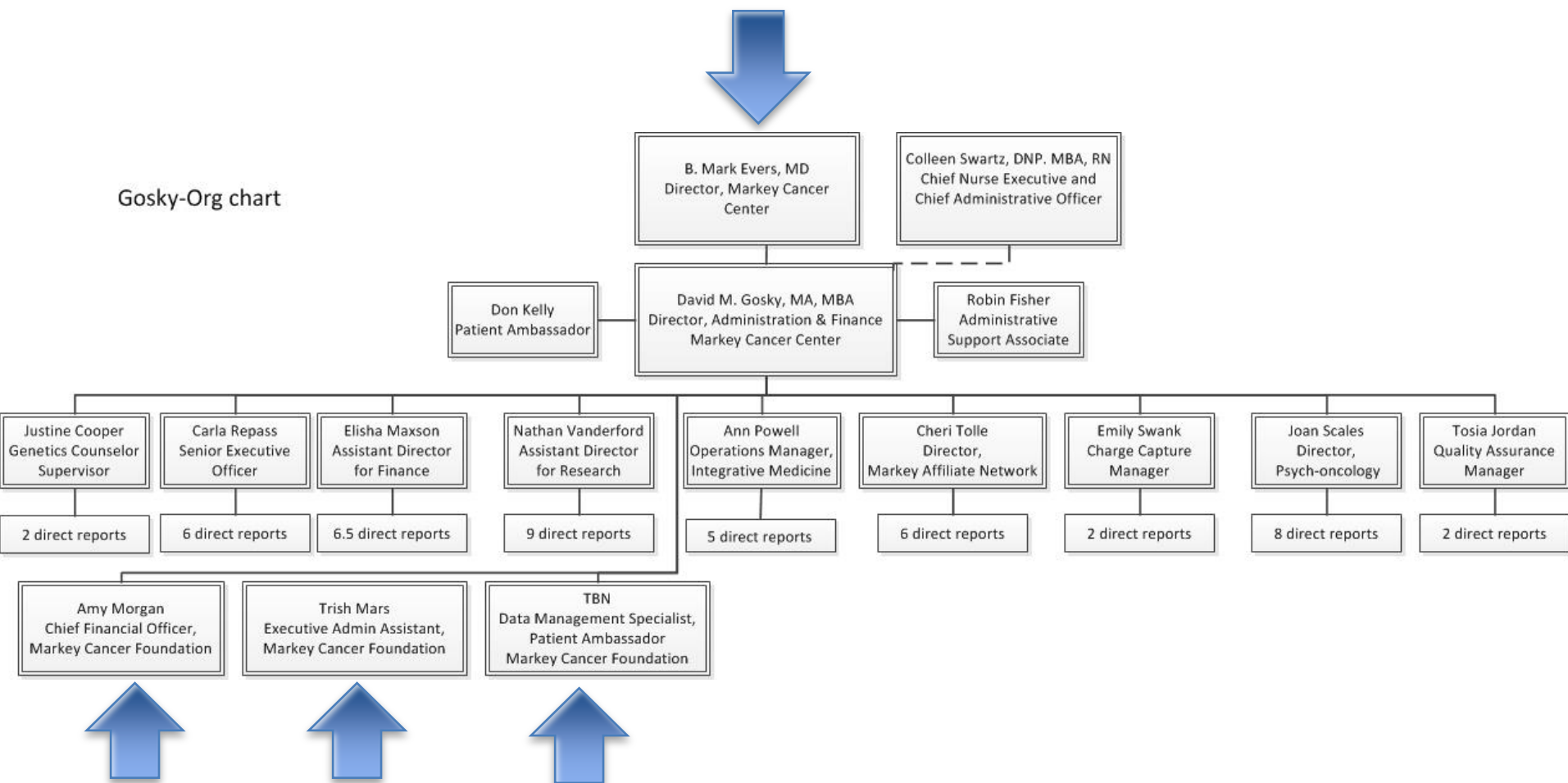
This is what is in the CCSG



MCC Administration Organizational Chart

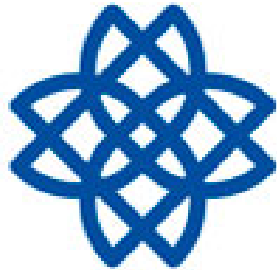
This is my actual org chart

Gosky-Org chart



Positions in the Markey Cancer Foundation

Markey Cancer Foundation (MCF)



UNIVERSITY OF KENTUCKY
MARKEY CANCER
FOUNDATION



Michael Delzotti
President and CEO

MCF: Ongoing Support

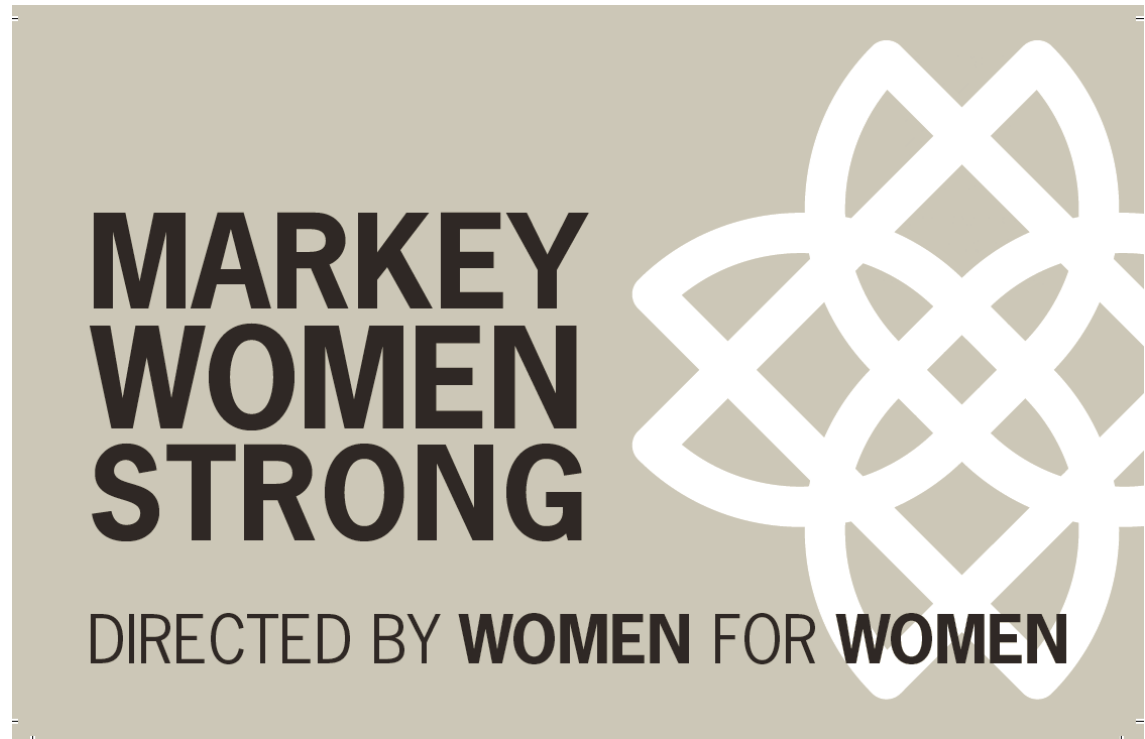


ANEKDOTA
STUDIO



MCF: New Initiatives

- \$1,000 annual donation
- 2 MCC female researchers will receive inaugural awards
- \$50,000 Pilot Grant





GobelGroup
Healthcare Philanthropy

Grateful Patient and Family Fundraising with Clinician & Staff Engagement



UNIVERSITY OF KENTUCKY
MARKEY CANCER
FOUNDATION





The Power of Philanthropy

In Healing



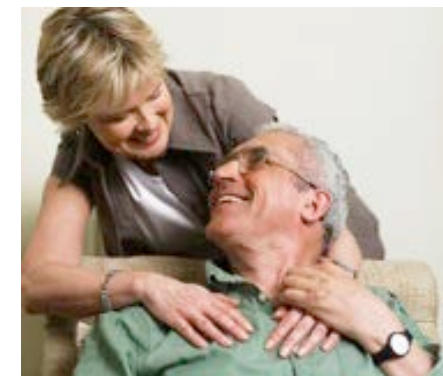
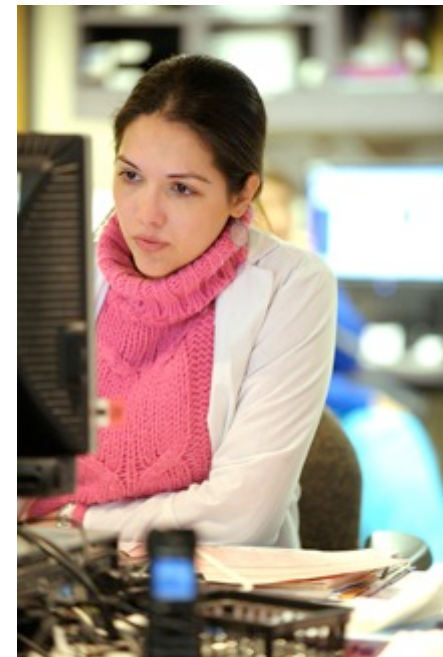
Impactful

Innovative

Collaborative

Dynamic

Transformative



A Cancer Center Designated by the
National Cancer Institute

Markey makes a difference.