

Beyond the CCSG – Part II (*from Center to System*)

Presented to: CCAF @ Moffitt Cancer Center

Presented on: May 2017

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Executive Director of Administration

Agenda

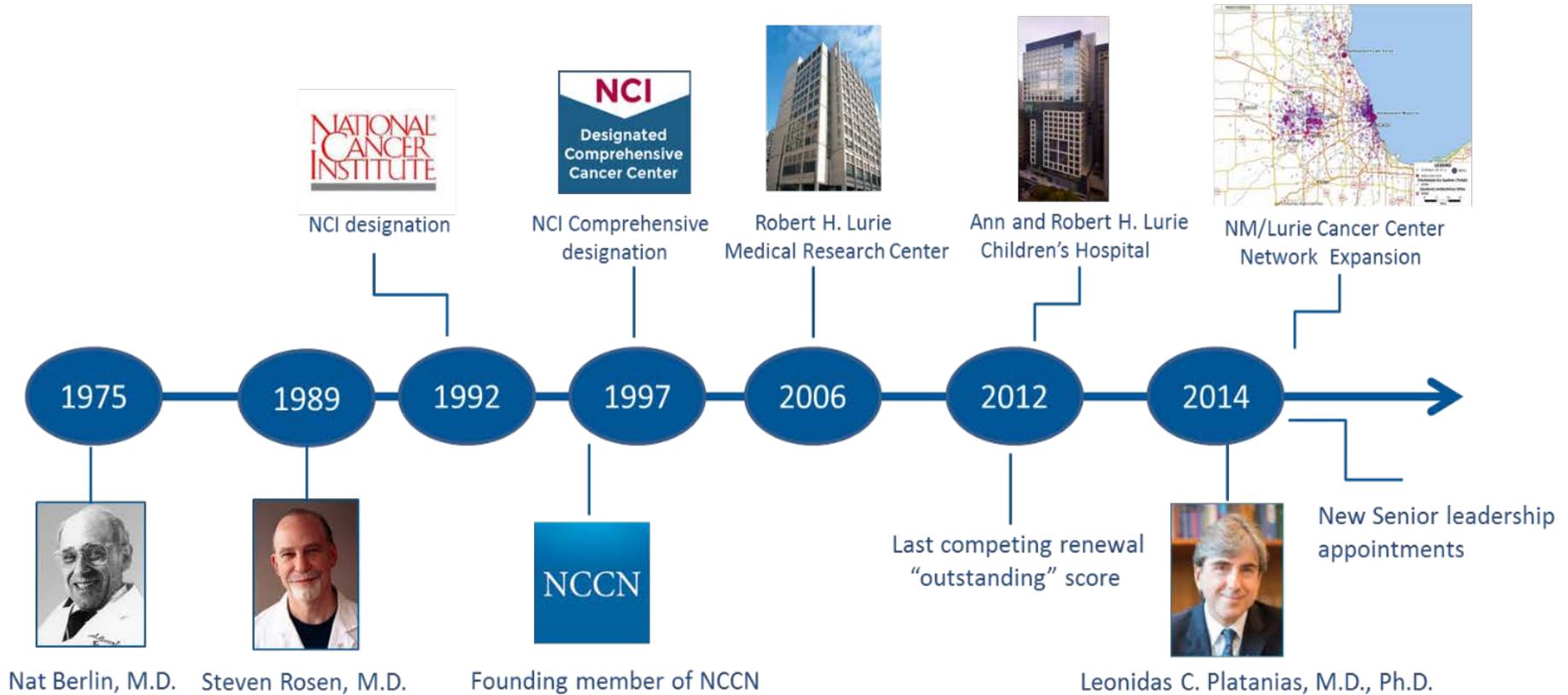
- Overview and Introduction
 - From Center to System
- Panel discussion showcasing different approaches to alignment and integration, as many cancer centers are now becoming part of a health system.



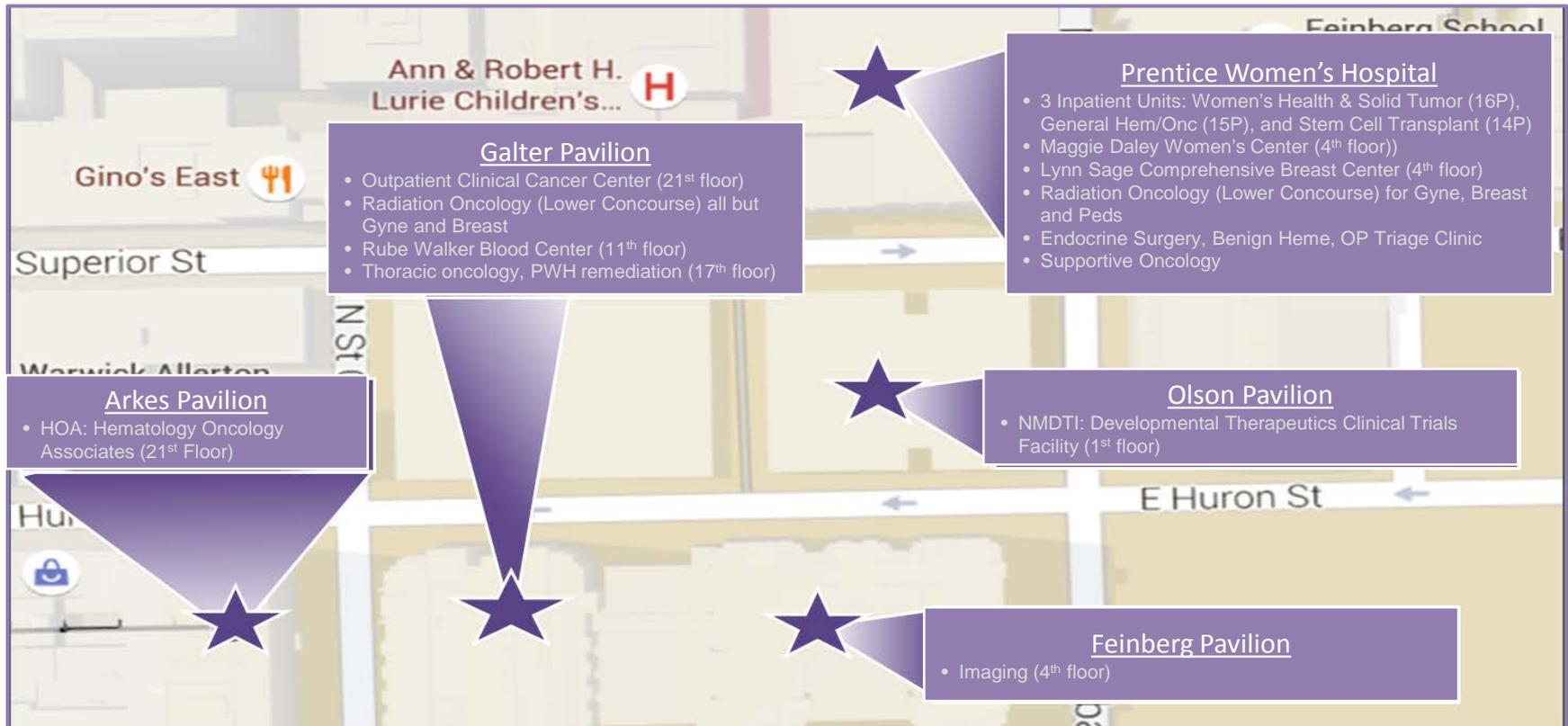
From Center to System



Lurie Cancer Center Overview



Clinical Facilities Current State



Lurie Cancer Center Multiple Roles Across Geographies

Essential Provider for the Local Community



- Serve the comprehensive cancer needs of the central region population

Regional Referral Center for Complex Care

- Key provider of high-end, esoteric cancer care
- Reliant on referrals from inside and outside NM system

National / International Referral Destination

- Nationally recognized provider of select services

Key Initiatives:

Local

- Local convenient access to meet comprehensive community needs
- Increase efficiency to lower cost of care

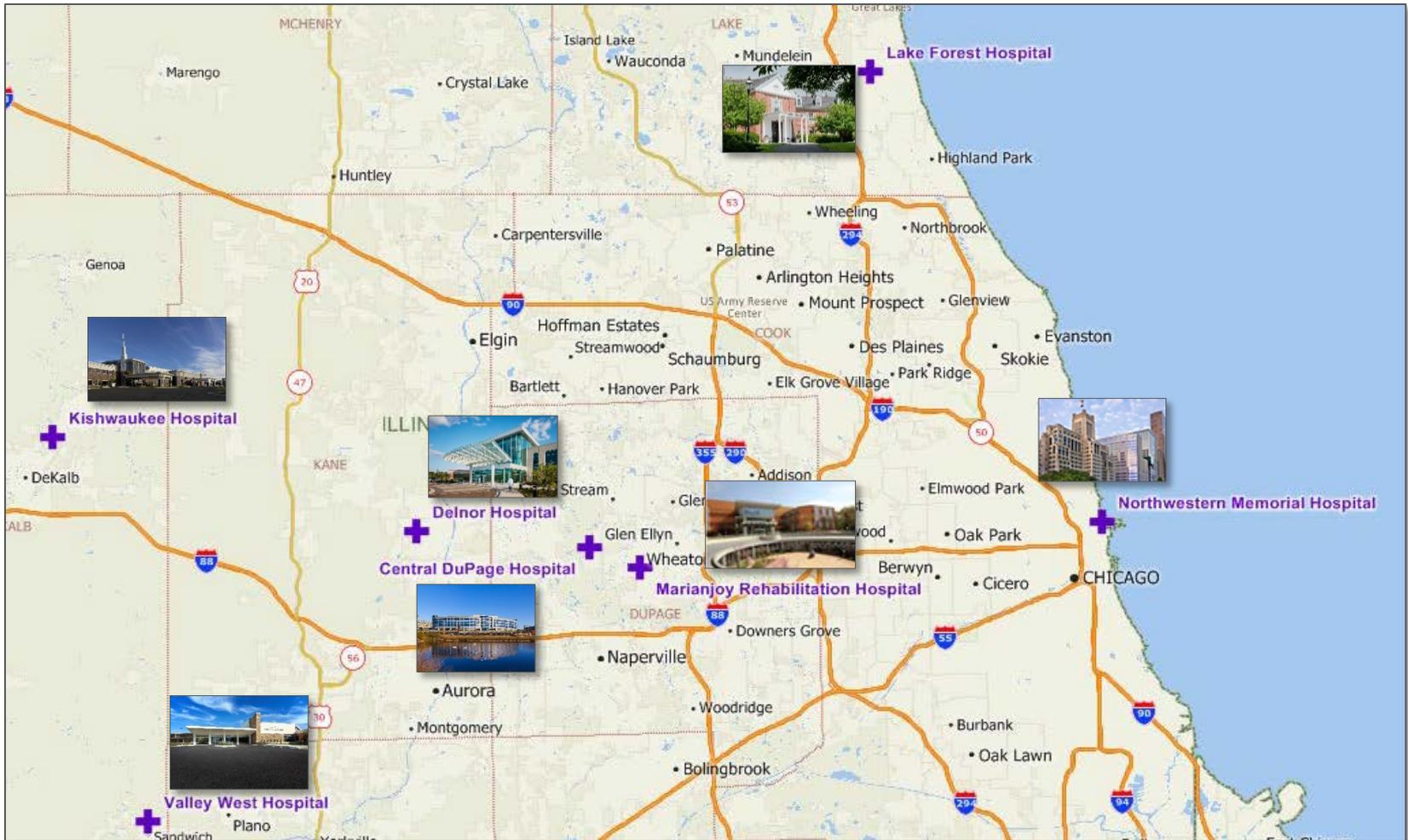
Regional

- Seamless coordination of care / access for patients referred from other NM sites
- Relationships with independent referring providers
- Telehealth

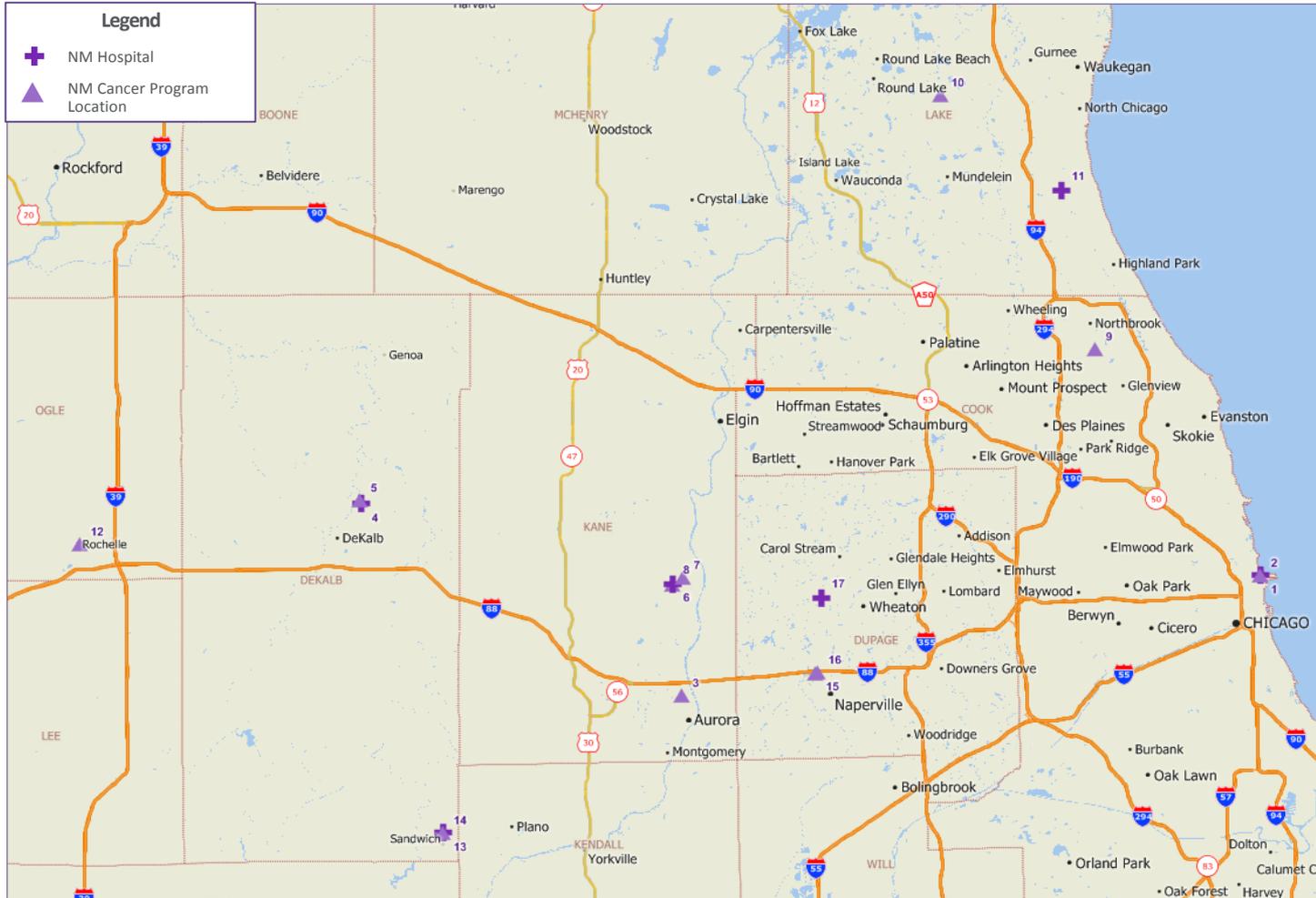
National/International

- Grow impact and reputation nationally

NM System Hospitals



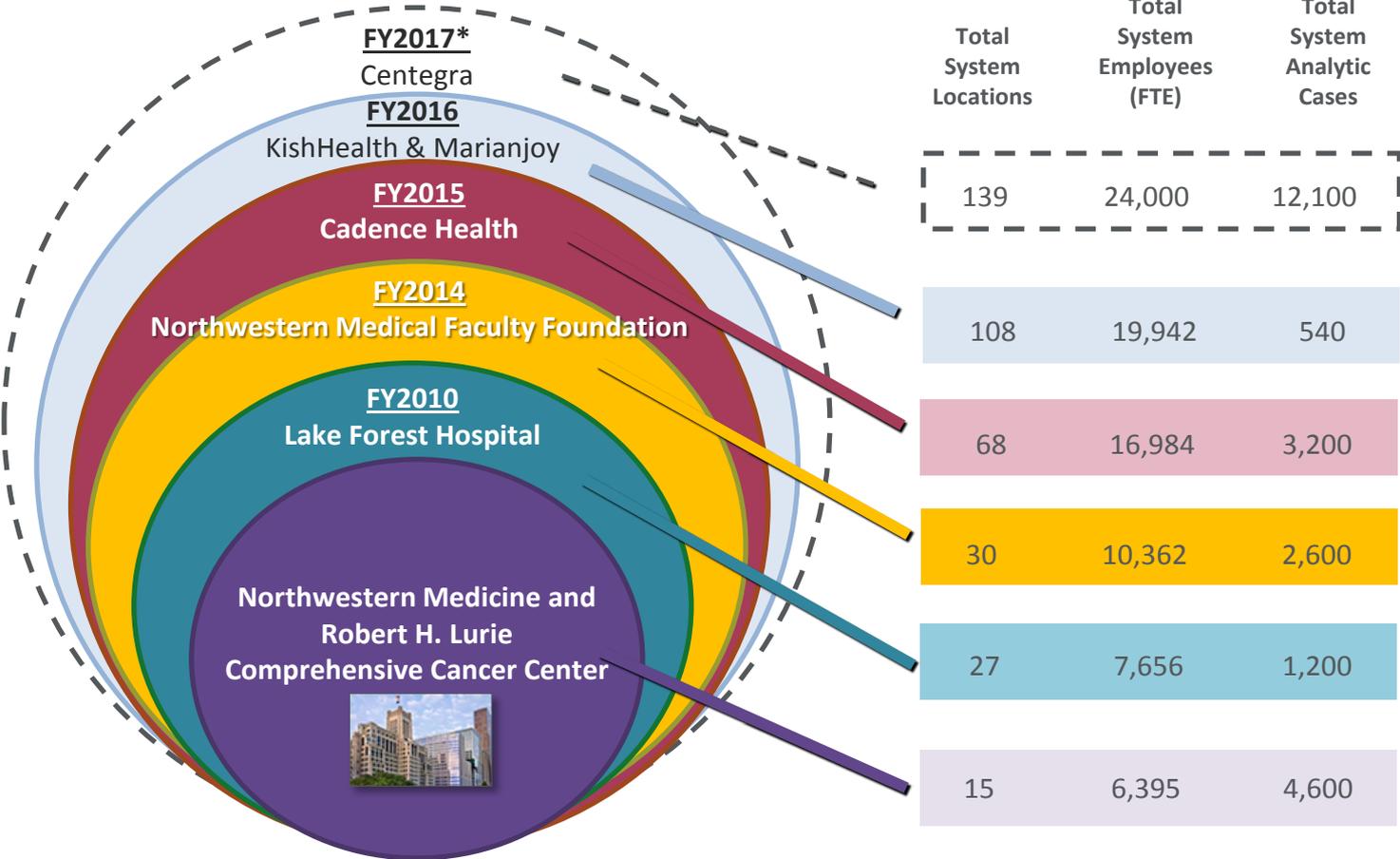
NM Cancer Program Locations



NM Hospitals & Cancer Program Locations

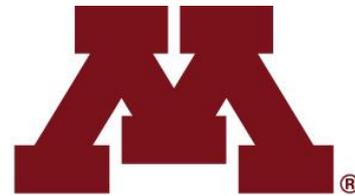
1. Northwestern Memorial Hospital
2. NMH & NMG/RHLCCC
3. NM Aurora Cancer Center
4. NM Kishwaukee Hospital
5. NM DeKalb Cancer Center
6. NM Delnor Cancer Center
7. LivingWell Cancer Resource Center
8. NM Delnor Hospital
9. NM Glenview
10. NM Grayslake
11. NM Lake Forest Hospital
12. NM Rochelle Cancer Clinic
13. NM Valley West Hospital
14. NM Sandwich Cancer Center
15. NM Warrenville Cancer Center
16. NM Chicago Proton Center
17. NM Central DuPage Hospital

Northwestern Medicine and Lurie Cancer Center Network Growing to Serve Our Patients



Your Cancer Center

Quick introduction of each cancer program



Masonic Cancer Center

UNIVERSITY OF MINNESOTA

Comprehensive Cancer Center designated by the National Cancer Institute



MAYO CLINIC
Cancer Center



DANA-FARBER
CANCER INSTITUTE



Audience question 1

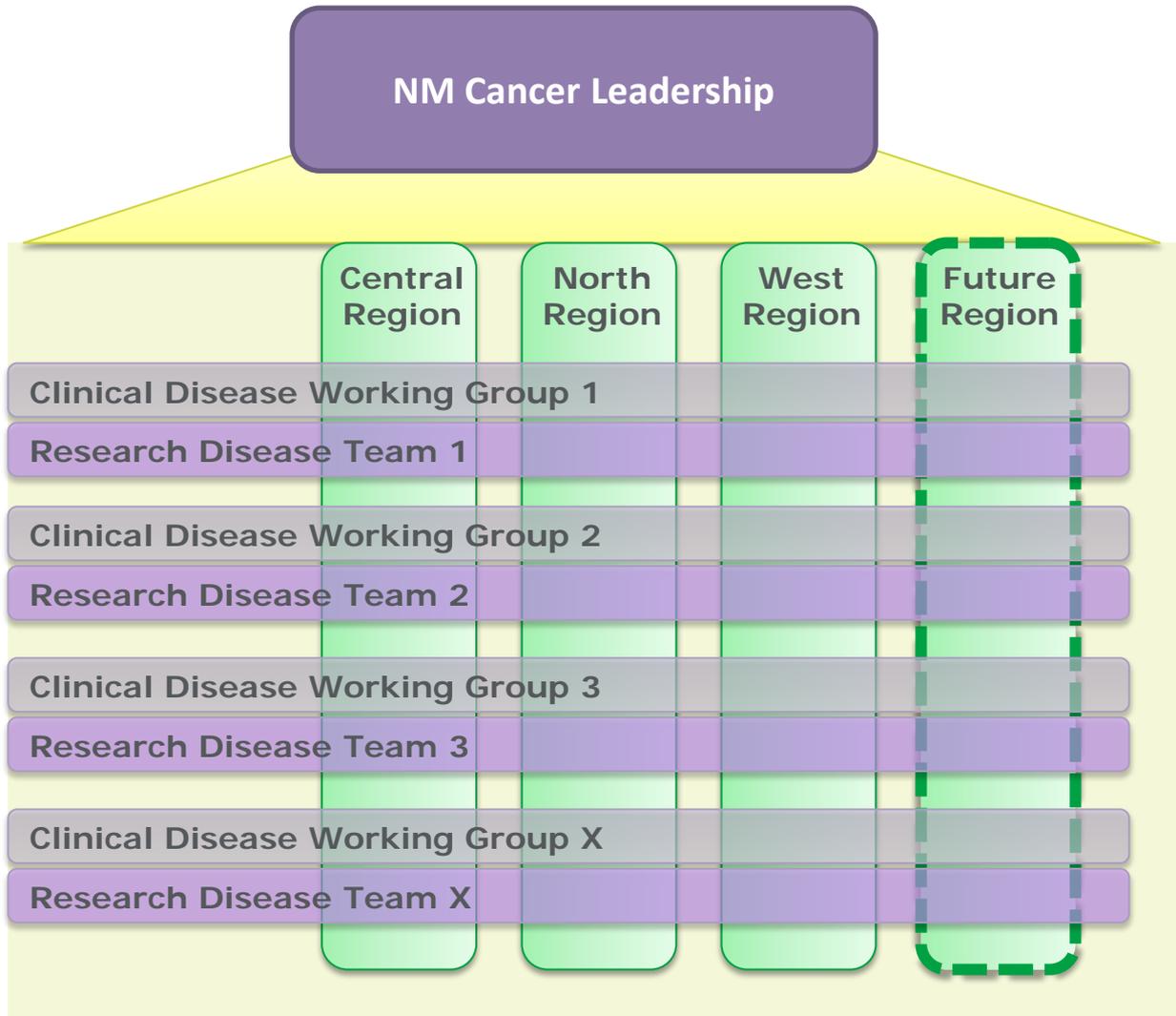
- *How many locations does your clinical cancer program have?*
 - A. 1
 - B. 2-5
 - C. 6-10
 - D. >10

Approaches to integrating faculty and staff

- Joint reporting structure
- Monthly meetings
- Disease groups
- Councils

System-Wide Disease Working Group Model

The clinical working groups will start in parallel to the research disease teams but ultimately may consolidate as appropriate.



Working Group Characteristics:

- Cross-regional
- Aligned b/w Clinical and Research Teams
- Part of NM Cancer Leadership Model
- Administrative resources assigned to support Group's work

Audience question 2

- *What % of your faculty is currently employed by the institution?*
 - A. 100%
 - B. >75%
 - C. >50%
 - D. 25-50%
 - E. <25%
 - F. <10%

Approaches to capital and operational budgeting

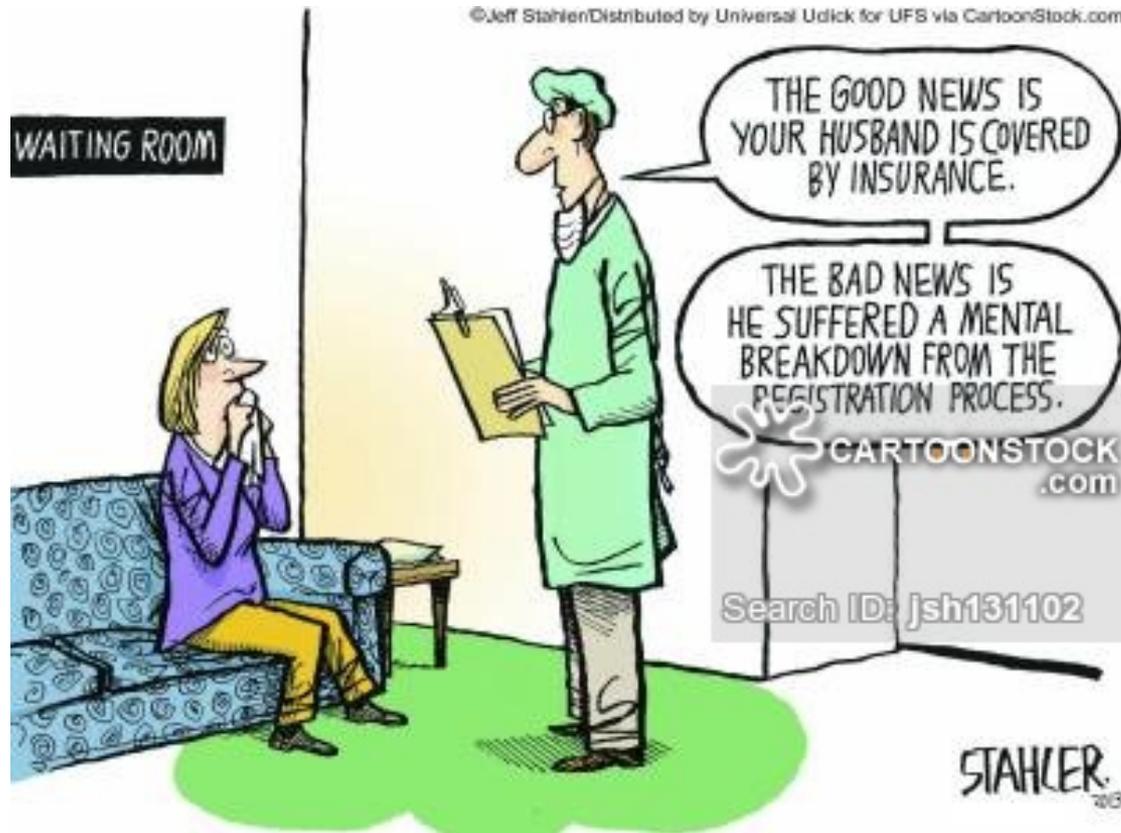
- >\$1M
- Priorities decided locally



Audience question 3

- *Capital budgeting at my organization is done:*
 - Centrally*
 - Locally*
 - Mix of Both*

How will you assure a consistent patient experience across all locations?



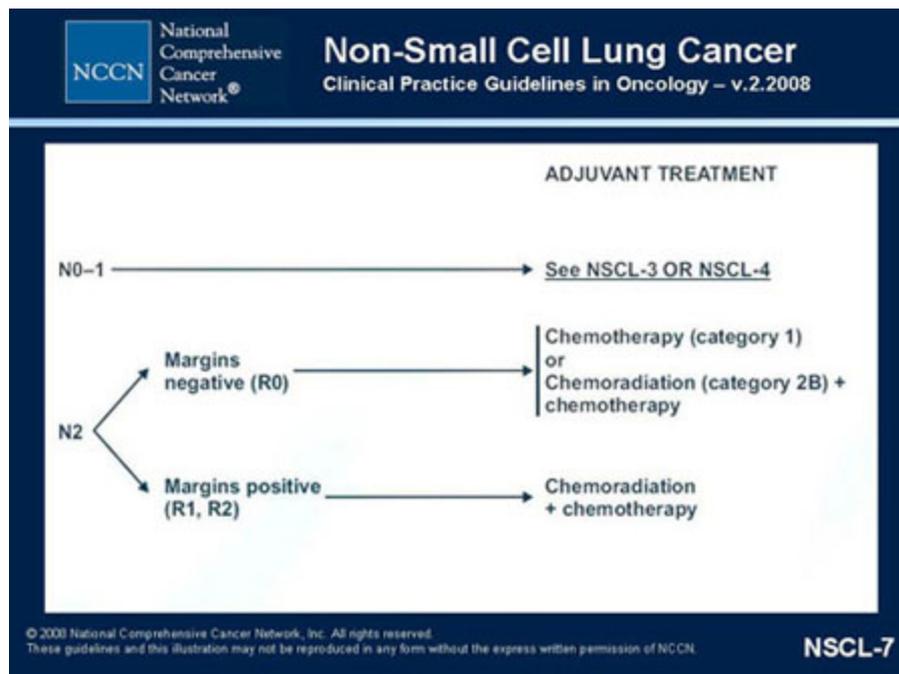
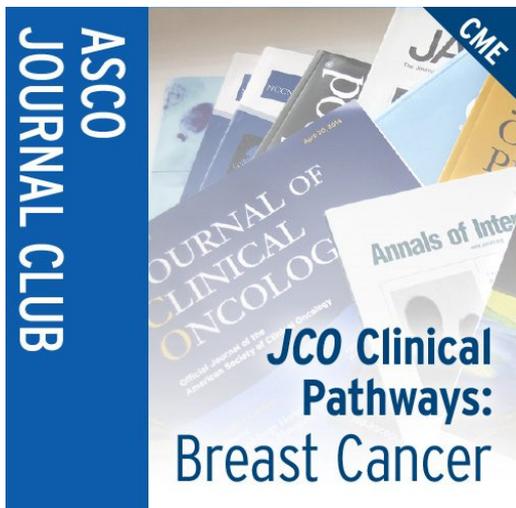
Audience question 4

- *Is the patient experience the same/close enough at all the locations of your cancer program?*
 - *Yes*
 - *No*

Audience question 5

- *Do you have system wide tumor boards?*
 - *Yes*
 - *No*

Can you assure that all patients will be treated on a same clinical care model?



What data and metrics will you need, in order to measure cancer system success?

Relationships				Qtr	Plan	YTD	Plan	Reliability				Qtr	Plan	YTD	Plan
Likelihood to recommend				Green		Green		Access - how long does it take to get appt				Red		Yellow	
Patient Engagement (enrollment in MyChart)				Yellow		Yellow		Timeliness: Consult to Dx, Dx to treatment				Red		Yellow	
Referring MD satisfaction				Red		Yellow		Evidence based care (concordance with guidelines)				Red		Yellow	
Engagement - MD				Green		Green		Patient reported outcomes				Green		Green	
Engagement - staff				Green		Green		Patients w/ advanced directives; end of life measure				Yellow		Yellow	
Turnover (Voluntary)				Red		Yellow		Mortality (risk adjusted)				Green		Green	
Injuries to staff				Green		Green		Preventable adverse events				Yellow		Yellow	
								Length of Stay				Yellow		Yellow	
Efficiency				Qtr	Plan	YTD	Plan	Growth				Qtr	Plan	YTD	Plan
Utilization: of providers/ staff				Yellow		Yellow		Volume and/or Market share				Green		Green	
Utilization: of space (infusion chairs, clinics)				Red		Yellow		Screening volumes				Green		Green	
Staff hours per unit of service				Green		Green		New unique patients to NM				Yellow		Yellow	
Specialty pharmacy utilization				Green		Green		In-migration - outside svc area and international				Green		Green	
Medicare spending per beneficiary				Red		Yellow		Leakage				Yellow		Yellow	
Cost per case				Red		Yellow		Marketing Impact				Green		Green	
Net operating income				Yellow		Yellow									
Integration				Qtr	Plan	YTD	Plan	Research				Qtr	Plan	YTD	Plan
To be determined:								Clinical trial accruals				Red		Green	
# of disease teams launched				Green		Green		# of trials opened across the system				Green		Yellow	
# cases presented at "system" tumor bds				Green		Green									
Medical staff satisfaction question				Yellow		Yellow									
Other?															

How will you develop and implement a single brand?



Northwestern
University

M Northwestern Medicine®
Feinberg School of Medicine



ROBERT H. LURIE
COMPREHENSIVE CANCER CENTER
OF NORTHWESTERN UNIVERSITY

**M Northwestern
Medicine®**
Chicago Proton Center

**M Northwestern
Medicine®**

 Ann & Robert H. Lurie
Children's Hospital of Chicago™



Audience Question 6

- *Is there a single brand for your entire cancer program?*
 - Yes*
 - No*

Audience Question 7

- *When you think of all the challenges and work ahead, in terms of going from the single center location to a health system journey, what is the single word that comes to mind?*

*<type 1 word that describes this feeling>
word cloud will be constructed real time.*



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