



CEO COUNCIL
FOR GROWTH

AUGUST 2018

A VISION FOR ONCOLOGY CARE AND THE PATIENT EXPERIENCE

ADVANCING BOLD NEW IDEAS

In May 2018, twenty leaders in the oncology community from across the Greater Philadelphia Region came together to ideate on bold new ideas to enhance the patient experience in the region (The Summit). This paper serves to establish a roadmap to making the Greater Philadelphia Region the number one choice for oncology care in the world.



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INTRODUCTION

As thousands of people discover every day, a cancer diagnosis changes lives. We aggressively focus on therapeutic options and disease progression – as we should. Yet our focus on medications, procedures and the like often overlooks the person as a whole. Advances in research and medical expertise have far outpaced advances related to non-medical factors, which are just as critical to a patient’s well-being. A powerful example: there is a 300% greater likelihood that cancer patients will have to face bankruptcy¹ compared with their non-patient counterparts and if they do, their mortality risk increases by 80%². The fragmented approach to the full continuum of care adds hardship and anxiety to the patient experience.

The Importance of Becoming a Leader beyond Medical Excellence

The Greater Philadelphia Region is known for its leadership in scientific innovation and consistently earns accolades. In *US News & World Report*, two hospitals in the area earned a spot on the Honor Roll, and three hospitals are in the top 30 in the nation for oncology care³. Additionally, there are over 2,500 physicians in the Greater Philadelphia Area that are listed as a “Top Doctor”⁴.

While this region is a sustained and undeniable leader in medical advances and scientific breakthroughs, Greater Philadelphia is not ranked among the top 10, not even among the top 50, cities in the United States when evaluating general patient satisfaction⁵. This is in part due to a lack of a cohesive approach to care across organizations and contributes to a disjointed experience for patients. Cities that excel in patient satisfaction have developed and implemented simple solutions that the Greater Philadelphia Area could easily adopt, including performance scorecards and educational events.

The Greater Philadelphia Region Is embracing this challenge

The Greater Philadelphia Region seeks to remain a preeminent leader in the science of oncology care (scientific innovations and medical treatments) while also recognizing the positive impact a comprehensive and empathic community provides patients seeking care in our region.

MAY 2018 ONCOLOGY COMMUNITY SUMMIT

The Health Care Innovation Collaborative (HIC) partnered with Slalom to rethink and redesign the patient experience with the ultimate goal of driving better overall outcomes. Twenty oncology leaders met and aligned on the best opportunities for collaboration in the cancer care community. These leaders began to generate bold concepts that have the power to take root and grow into innovations that will drive a new and improved patient experience.

Guiding question: How can the Greater Philadelphia Region deliver an oncology patient experience on par with its medical eminence, scientific breakthroughs, and innovative approaches to treatment?

Though many topics were discussed and explored, a few goals emerged that had broad alignment:

- Eliminate financial hardship due to a cancer diagnosis
- Develop a digital personal assistant to coordinate care
- Adapt support as patient needs evolve
- Remove transportation barriers for all patients seeking oncology care

“I will bring these challenges into my everyday work life.”

– MD,
Pharmaceutical
Manufacturer

BACKGROUND

In oncology care, social issues can be as important, if not more important, than clinical issues. With this in mind, six social issues served as the foundation for the innovative ideas produced at The Summit.

Location, location, location



LOCATION



CONVENIENCE



SUPPORT AND
EXPERTISE

The types of services that regions offer — as well as accessibility to them — help sway a patient’s decision about where to seek treatment and can also help distinguish regions from one another. Among these services, location and convenience are the most important. Having facilities, expertise and support together in a concentrated area allows patients to focus on their care rather than on the navigation of complex systems and infrastructure. This also mitigates the frustration of having to re-explain the same issue repeatedly to different members of their care team.

Dollars and sense



INCOME



BANKRUPTCY



WORK
DISTRIBUTION

Adult cancer patients are nearly three times more likely than the average person to file for bankruptcy¹, and in these cases their mortality risk increases by 80%². When a patient is faced with a cancer diagnosis, the financial implications of care and treatment plans can drive choices. Almost 75% of families lose half of their income from the time of diagnosis⁶ and over half of pediatric cancer patients' families experience some type of work disruption⁷. Additionally, many of the support services available to patients related to finances and other topics (e.g., nutritional consults) are not bundled as part of comprehensive care or are not consistently provided to patients and their families. Thus, these services are often under-utilized or not used at all due in part to cost constraints. The financial impact of a cancer diagnosis forces patients and caregivers (e.g., parents, partner or adult children) to make difficult choices and prioritize how to sustain earnings, provide care/support, and maintain the health and emotional well-being of other members of the family. These choices exact a significant emotional toll for all involved and can lead to even greater financial hardships, including bankruptcy and loss of assets that can persist for years.

FOUR INNOVATIVE IDEAS GENERATED AT THE SUMMIT

During their time at The Summit, twenty leaders in oncology care from throughout Greater Philadelphia identified four goals regarding patient experiences and outcomes.

Eliminate financial hardship due to a cancer diagnosis

Since there is a positive correlation for cancer patients and families between declaring bankruptcy and a higher risk of mortality, we should work towards ensuring that no one will go bankrupt because of a cancer diagnosis. What if we could provide relief and security by eliminating financial hardships for all oncology patients in a timely and personalized manner? What would result if patients had access to coordinated financial and legal help? What if a digital assessment summarized a patient's financial needs and was followed up by a designated financial advisor to address that patient's unique needs? What transformation might occur if our region became a hub for providing wholistic financial and legal care? Would this in turn increase patient volume and enhance the Greater Philadelphia Region's reputation? How can these proposed services be expanded to include families and caregivers? What conditions are needed to integrate local businesses and to partner with providers to help patients re-enter the work force during their maintenance period? What systemic impact would this drive?

Social issues addressed by this concept:



LOCATION



CONVENIENCE



SUPPORT AND
EXPERTISE



INCOME



BANKRUPTCY



WORK
DISTRIBUTION

Develop a digital personal assistant to coordinate care

Cancer is a full time job, so it is not hard to imagine that patients frequently become overwhelmed by everything that needs to be addressed after diagnosis. From questions about insurance to concerns about child care, there are so many things to think about and difficult decisions to be made. What if patients had a personal assistant to make sure they are staying up-to-date with everything they need to do? If there were a city-wide patient platform/application that simplified navigation starting with diagnosis and through the treatment episode, would it make the patient experience less strenuous? Could this application have a clinical aspect to help facilitate the cooperation of interactive medical teams and support services? Would this technology be able to connect patients to family members, volunteer groups, other resources, and regional partners? How could this technology provide a repository for patients to store questions they would like to be addressed at their next appointment? Would patients use an education library with resources and links to research? How would this technology impact the lives of patients?

“How can the expertise be transferred/shared without a patient physically coming to the area?”

– Director, Insurance Provider

Social issues addressed by this concept:



LOCATION



CONVENIENCE



SUPPORT AND
EXPERTISE



INCOME



BANKRUPTCY



WORK
DISTRIBUTION

Adapt support as patient needs evolve

A cancer diagnosis can have implications for the rest of a patient's life, therefore goals and expectations need to be dynamic, not static. It would be a big step forward if every patient were able to develop a comprehensive clinical plan with their care team at the time of diagnosis. What if someone could support that initial comprehensive plan across the treatment episode and alter the plan as the patient's circumstances change? Years after a cancer diagnosis, do patients have different objectives than they had immediately after diagnosis? How can providers be incentivized to work with patients to make sure that the care they receive meets their current needs, not what the patient wanted in the past? Would this framework allow patients and providers to stay more up-to-date with emerging new therapies and look at best practices across the health care environment? Is our current system of care out of alignment with patient needs? Should the priority be shifted back to addressing the unique and dynamic needs of each individual patient for the entire duration of their care? How would this approach to care improve the oncology care landscape?

Social issues addressed by this concept:



LOCATION



CONVENIENCE



SUPPORT AND
EXPERTISE



INCOME



BANKRUPTCY



WORK
DISTRIBUTION

Remove transportation barriers for all patients seeking oncology care

Lack of access to reliable transportation can cause patients to miss appointments, add stress to an already confusing atmosphere, and prevent patients from focusing their energy on their care. Oncology patients are dealing with many stressors and emotions. What if we could provide navigation from point to point and help avoid emotional strain caused by parking issues, traffic, and even gas money? Could patients be taken to and from oncology appointments (free of charge) and in doing so be provided more than just transportation services? Does the oncology care community have the technology and resources to connect patients with transportation services for all care related needs? In what ways could transportation and technology be interfaced to benefit the community? Would a shared transportation network provide better outcomes and improved compliance?

“I’ll commit to speaking to my executive team about transportation issues as well as commit to returning for a future session in the fall”

– MD, Cancer Center

Social issues addressed by this concept:



LOCATION



CONVENIENCE



SUPPORT AND
EXPERTISE



INCOME



BANKRUPTCY



WORK
DISTRIBUTION

COMMITMENT TO ACTION

Though significant advances continue in medical aspects of oncology care, the non-medical dynamics have not evolved at a similar pace, and at times appear to be the same as they were 30 years ago. While technological innovations have reconfigured our everyday lifestyles, it seems that most of the technological innovations in oncology care have been designed to improve processes for practitioners. Although this is a laudable goal, there exists the unintended consequence of increasing fragmentation in these same processes for patients.

A key realization from The Summit is that there are many untapped opportunities to collaborate across our region. Organizations in the oncology care community are working hard to solve patient experience deficiencies by implementing partial solutions, including patient navigators and hospital-based social workers. We are confident, however, that a group of committed leaders can stimulate the development of innovative ideas that will benefit the entire region and grow throughout the health care ecosystem. “The whole is greater than the sum of its parts” is an applicable saying when discussing the patient experience, and captures the need for broad coordination to optimize impact.

The leaders at The Summit committed to work together as a community to improve the patient experience for all oncology patients, build a new landscape of care across the region, and strengthen our reputation for care, support, and empathy.

Our Team

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Future Aspirations

We are just getting started.

We will leverage the ideas and commitments from our members to create a comprehensive and compassionate patient experience that is woven into the fabric of the Greater Philadelphia Region.

We will keep innovating and will seek participation from the oncology care community in order to generate more innovative ideas like the ones detailed above, as well as to implement these ideas to benefit patients seeking oncology care in the region. As the Health Care Innovation Collaborative continues to mature and gain momentum, it will be important to continue to generate engagement from all organizations. If you or your organization would like to join this initiative, please contact one of the sponsors below.

About the Sponsors

The **Health Care Innovation Collaborative (HIC)** is an initiative of the CEO Council for Growth created by a group of nine leading Greater Philadelphia Area health care organizations. The Collaborative identifies challenges or opportunities in health care and tests, supports, and accelerates innovations for the purposes of improving health care for the region.

The nine leading Greater Philadelphia Area health care organizations that make up the collaborative are:



Consulting and Research Partners



Slalom designs and builds strategies and systems to help clients solve their most complex and interesting business challenges. A purpose-driven consultancy with over 5,000 consultants supporting seven practice areas worldwide.



Research regarding the oncology care experience was provided by AmerisourceBergen and HealthShare Exchange, two of our research partners.



The CEO Council for Growth, a Council of the Chamber of Commerce for Greater Philadelphia, leads our region forward by envisioning a stronger, more competitive community, convening decisionmakers, taking action, and advocating for policies and practices that strengthen our regional economy.

This team of devoted business, higher education, and civic leaders reaches across our 11-county Greater Philadelphia community. We are engaged advocates who are committed to innovation in business, improving regional mobility, and fostering talent as key opportunities that define our competitive advantage and drive economic growth.

The Chamber of Commerce for Greater Philadelphia brings area businesses and civic leaders together to promote growth and create opportunity in our region.



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