

5-Step Oncology Program (Re)Positioning Tool

PYA's 5-Step Oncology Program (Re)Positioning Tool helps identify potential oncology service line gaps and ensure the oncology program is appropriately sized to meet the community's needs. It provides baseline questions to empower programs to better understand their cancer service lines, including medical, radiation, and surgical oncology services, and what contributes to strong performance and growth.

If you answer "no" or "unsure" to any question, an in-depth program assessment might be needed.

| Step 1: Patient Volumes | Yes | No | Unsure |
|---|-----|----|--------|
| Do you know your current cancer patient origin and cancer service area? | | | |
| Do you know how many new cancer patients are diagnosed in your market area each year? | | | |
| Do you know how much your market is expected to grow over the next 3-5 years? | | | |
| Is your cancer program market share strong? | | | |
| Is the cancer program retaining diagnosed cancer patients for treatment? | | | |
| Do you know the cancer program's top tumor sites? | | | |
| Is there room to grow or diversify within specific sites of care (i.e. do you know your market volume and your market share for breast, colon, lung, and prostate cancers)? | | | |
| Is the program capable of delivering care across all treatment disciplines (e.g., surgery, medical oncology, and radiation therapy)? | | | |
| Do you know your program's market share for each cancer treatment type? | | | |
| Do you know who your competitors are? (Consider other hospitals/health systems, private practices, and private equity-backed cancer centers.) | | | |
| Are you aware of how their programs differentiate themselves in the market? | | | |

| Step 2: Provider Capacity and Interest | Yes | No | Unsure |
|--|-----|----|--------|
| Does your organization have specialists dedicated to oncology? | | | |
| Medical oncologists | | | |
| Radiation oncologists | | | |
| Surgical oncologists | | | |
| Breast surgeons | | | |
| Colorectal surgeons | | | |
| Other subspecialists | | | |
| Do the specialists listed above have capacity to serve more oncology patients in the tumor sites targeted for future growth? | | | |
| Are these specialists committed to building a best-practice cancer care program? | | | |

| Step 3: Program Resources and Infrastructure | Yes | No | Unsure |
|---|-----|----|--------|
| Does the cancer program provide access to timely cancer treatment for surgery, medical oncology, and radiation oncology (i.e., are patients receiving an initial consultation within one week? Are radiation therapy patients beginning treatment within seven days of simulation)? | | | |
| Does the program offer all the critical ancillary and support services cancer patients require (e.g., genetics counseling, clinical research, rehabilitation, patient navigation, financial advocacy, etc.)? | | | |
| If not, are you aware of the barriers to fill any gaps in services? | | | |
| Are your cancer facilities patient-centered? | | | |
| Are oncology services co-located? | | | |
| Is parking accessible for cancer patients and wayfinding easy to navigate to the services? | | | |
| Has the cancer program optimized its real estate? | | | |
| Do all oncology departments have the necessary exam and treatment rooms to support current and future volumes (e.g., infusion chairs, linear accelerators, etc.)? | | | |
| Are cancer facilities prioritizing space for patient and care team encounters (i.e., locating non-critical administrative services in lower-cost real estate)? | | | |
| Are equipment and technologies capable of offering the latest cancer treatments (i.e., can the linear accelerator perform stereotactic body radiotherapy)? | | | |

| Step 4: Quality | Yes | No | Unsure |
|---|-----|----|--------|
| Does the program have cancer-specific accreditations (e.g., Commission on Cancer, National Accreditation Program for Breast Centers, etc.)? | | | |
| Is the program looking to pursue new accreditations to improve quality or differentiate? | | | |
| Is the program seeking partnerships with providers or other programs for quality enhancement or differentiation? | | | |
| Does the cancer program have strong results in its performance and outcomes metrics? | | | |
| Does the program follow standard treatment guidelines (i.e., National Comprehensive Cancer Network®)? | | | |

| Step 5: Financials | Yes | No | Unsure |
|--|-----|----|--------|
| Does the program have defined financial performance goals overall and within target tumor sites? | | | |
| Are these goals being consistently achieved? | | | |
| Is the program achieving optimum reimbursement for its services? | | | |
| Does the program qualify for 340B pricing? | | | |
| If so, is it being deployed compliantly? | | | |
| Is the program leveraging all internal and external funding sources to support non-revenue-generating patients and program services (e.g., grants, foundations, and pharmaceutical funding mechanisms)? | | | |
| Is the clinical trials program receiving enough reimbursement from sponsors to cover all research-related costs (e.g., financial and regulatory activation and maintenance costs, procedure costs, principal investigator and study coordinator compensation, etc.)? | | | |

PYA brings a breadth and depth of oncology expertise to each oncology assessment to assist with identifying key strengths and targeted opportunities unique to your hospital or health system and your community. Reach out to PYA to learn more.