

ABSTRACT: 2015 ELAM Institutional Action Project Poster Symposium

Project Title:

Reorganization of the Cancer Center at Saint Louis University School of Medicine

Name and Institution:

Angela Sharkey, M.D., Saint Louis University School of Medicine

Collaborators:

Gary Whitworth, Philip O. Alderson, M.D.

Background, Challenge or Opportunity:

To date the Saint Louis University School of Medicine Cancer Center has existed as a virtual center. Recent organizational planning has identified community-centric cancer care as an opportunity to distinguish our regional and national academic brand with the goal of working toward NCI Cancer Center designation. To achieve this goal we developed the foundation for discussions within the School of Medicine and with our hospital partners to establish a shared commitment to achieve NCI Cancer Center designation.

Purpose/Objectives:

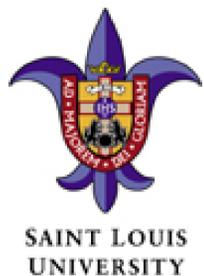
To define and develop mechanisms to sustain a more robust infrastructure and adopt a funds flow model to achieve alignment in important strategic initiatives related to the care of the patient with cancer, with a goal of the Saint Louis University Cancer Center achieving NCI cancer center designation.

Methods/Approach:

Initial stakeholder interviews, inclusive of the departing cancer center director, interim director, division directors participating in the cancer center, clinical practice leadership and financial officers of the university and our hospital partners were performed. Targeted reviews of NCI designated cancer centers and a review of the literature provided information on required infrastructure and shared resources, and posed potential alternative organizational models for our cancer center. A gap analysis was performed and a visual aid developed to better articulate to stakeholders the scope of expertise and investment required to achieve NCI Cancer Center designation. A review of NCI designation requirements and several NCI Cancer Centers' websites provided additional information on milestones and certifications leading toward NCI designation. Data gathered from these assessments were synthesized into a proposed plan articulating a new model for the cancer center to share with key institutional stakeholders, along with a timeline with milestones toward achievement of NCI Cancer Center designation.

Outcomes and Evaluation Strategy:

Key stakeholders embraced proposed revisions to the current model of our cancer center. Next steps include: data collection inclusive of disease prevalence, trends in our cancer practice, revenues assigned to the care of patients with cancer, and a cataloguing of current expertise within the clinical practice and hospital system. A market analysis, focused on identifying unique expertise within our cancer practice will be completed. These data will be used to better articulate our unique mission in cancer in the St. Louis region, to guide our next steps in increasing our visibility within the market, and to define ourselves as "the choice for advanced care in cancer; a collaborative community partner, determined to deliver excellent quality care and innovative treatment options close to home". A timeline for establishing a joint venture partnership with a goal of achieving strategic certificates of recognition on the path toward NCI designation will be established with a 10- year goal of achieving NCI Cancer Center status. This proposal will be reviewed by the governing board of our clinical practice and by the hospital board of directors for approval.



Reorganization of the Cancer Center at Saint Louis University School of Medicine

Angela M. Sharkey, MD, Associate Dean for Faculty Affairs and Professional Development

Gary Whitworth, Interim Associate Dean for Finance and Administration

Philip O. Alderson, MD, Dean, School of Medicine, VP for Medical Affairs



DREXEL UNIVERSITY

Executive Leadership in Academic Medicine

College of Medicine

Background/Opportunity

To date the Saint Louis University School of Medicine Cancer Center has existed as a virtual center. Recent organizational planning has identified community-centric cancer care as an opportunity to distinguish our regional and national academic brand with the goal of working toward NCI Cancer Center designation. To achieve this goal we developed the foundation for discussions within the School of Medicine and with our hospital partners to establish a shared commitment to achieve NCI Cancer Center designation.

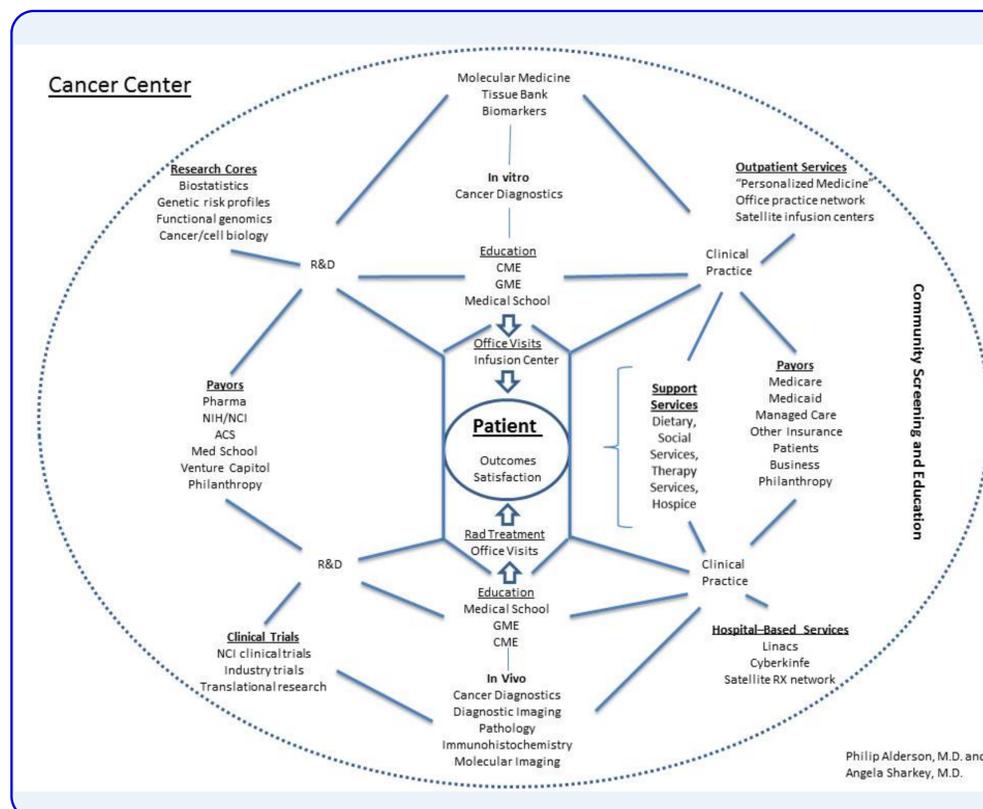
Purpose/Objectives

The goal of this project was to analyze the organization of the Cancer Center as a basis to define and develop mechanisms to sustain a more robust infrastructure and adopt a funds flow model to achieve alignment in important strategic initiatives related to the care of the patient with cancer, with a goal of the Saint Louis University Cancer Center achieving NCI cancer center designation.

Methods/Approach

Initial stakeholder interviews, inclusive of the departing cancer center director, interim director, division directors participating in the cancer center, clinical practice leadership and financial officers of the university and our hospital partners were performed. Targeted reviews of NCI designated cancer centers and a review of the literature provided information on required infrastructure and shared resources, and posed potential alternative organizational models for our cancer center. A review of NCI designation requirements and several NCI Cancer Centers' websites provided additional information on milestones and certifications leading toward NCI designation. A gap analysis was performed and a visual aid developed to better articulate to stakeholders the scope of expertise and investment required to achieve NCI Cancer Center designation. Data gathered from these assessments were synthesized into a proposed plan articulating a new model for the cancer center to share with key institutional stakeholders, along with a timeline with milestones toward achievement of NCI Cancer Center designation.

Outcomes/Evaluation Strategy



Summary/Next Steps

Key stakeholders embraced proposed revisions to the current model of our cancer center. Next steps include: further data collection inclusive of disease prevalence, trends in our cancer practice, revenues assigned to the care of patients with cancer, and a cataloguing of current expertise within the clinical practice and hospital system. A market analysis, focused on identifying unique expertise within our cancer practice will be completed. These data will be used to better articulate our unique mission in cancer in the St. Louis region, to guide our next steps in increasing our visibility within the market, and to define ourselves as "the choice for advanced care in cancer; a collaborative community partner, determined to deliver excellent quality care and innovative treatment options close to home". A timeline for establishing a joint venture partnership with a goal of achieving strategic certificates of recognition on the path toward NCI designation will be established with a 10-year goal of achieving NCI Cancer Center status.

Conclusions

Given our goal for the Saint Louis University Cancer Center to achieve NCI-designation, we have outlined strategic steps to demonstrate and further develop our scientific leadership, resources, and capabilities in laboratory, clinical, or population science. Through the work of this project, we have outlined specific targets to broaden the depth and breadth of our trans-disciplinary research programs and strategic clinical recruitments across these areas.

References

DePaoli P. Institutional Shared Resources and Translational Cancer Research. *Journal of Translational Medicine* 2009;7:54.

Spanhlinger DA, Pai CW, Waldinger MB, Billi JE, Wicha MS. New Organizational and Funds Flow Models for an Academic Cancer Center. *Academic Medicine* 2004;79(7):623-627.

Fenstermacher DA, Wenham RN, Rollison DE, Dalton WS. Implementing Personalized Medicine in a Cancer Center. *Cancer Journal* 2011 Nov.-Dec.;17(6):528-536.

Kansas University Cancer Center web site: <http://www.kucancercenter.org>

NCI Cancer Centers web site: <http://www.cancer.gov/researchandfunding/extramural/cancercenters>

