

## ABOUT THE FIRM

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**ONCOLOGY RESOURCE CONSULTANTS, INC. (ORC)** works exclusively in the field of oncology. The staff have helped develop over 750 community hospital and academic medical center cancer programs in 46 states for over 24 years. ORC serves the international oncology community as well. From its Rockville, MD corporate office, ORC monitors developments at the National Cancer Institute, the Center for Medicare and Medicaid (CMS) and key Congressional committees concerned with health care legislation. ORC also has staff members in California and Georgia.

## PROFESSIONAL SERVICES

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ONCOLOGY RESOURCE CONSULTANTS' services fall within nine broad categories:

- Assessing and further developing existing cancer programs.
- Cancer program strategic and operational planning.
- Collaborative cancer program/cancer center development with multiple institutional entities and physicians/faculty.
- Structuring physician and healthcare entity financial arrangements, including physician compensation requirements.
- Cancer program integration within health systems and with physicians.
- Cancer program and cancer center feasibility studies.
- Ambulatory cancer center functional building design assistance.
- Oncology reimbursement assistance.
- Oncology financial and operational review(s) and audit(s).

## FIRM CLIENTS

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- NCI -designated cancer centers
- Academic medical centers
- Community hospitals
- Rural hospitals
- Medical oncology practices
- Radiation oncology practices
- Surgical subspecialists in oncology
- Multispecialty group practices
- International cancer center/cancer hospital development sponsors
- Pharmaceutical companies
- Architectural firms
- Law firms
- Software companies
- The biotechnology community

## SERVICES

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ONCOLOGY RESOURCE CONSULTANTS, INC. offers a comprehensive array of services to hospitals, physicians, pharmaceutical companies, law firms, and the biotechnology community. These services include:

### Cancer Program Strategic Planning

- Cancer program/services inventory
- Cancer program/services assessment (profile, strengths, weaknesses)
- Opportunities and threats assessment
- Program strategic objectives development
  - Degree of comprehensiveness
  - Level of service
  - Service area(s) targets
  - Service purposes
  - Managed care integration
- Opportunities for affiliation and networking
- Joint ventures for oncology services
- Cancer site specific program development
- Integration with the hospital's strategic plan and within a health system

During the course of a project, ORC examines what kind of cancer program is best suited to the hospital or health system, the physicians' goals and the community and payor environment. Issues addressed include the appropriateness and efficiency of services, feasibility of new technology and staff, administrative organization, and the quality of facilities and equipment.

### Cancer Program/Services Assessment

- Profile of current cancer related services
- Identify program strengths and weaknesses

- Compare current cancer related services with comprehensive services options
- Competitor (other provider) cancer service analysis
- Program threats and opportunities assessment
- Cancer program development plan
- Quantification of oncology program services costs

### Cancer Facilities Planning

- Support for cancer program staff and architectural and space planning firms in design of clinically coherent and psychologically supportive space for cancer patients and their families
- Assessment of optimal outpatient cancer services delivery
- Financial feasibility of outpatient cancer center options
- Oncology practice relocation assessment for integration into an outpatient cancer center

### Clinical Service Line Development

- Cancer program elements identification
- Service utilization profile
- Product line service options
- Organization and administration options
- Financial analysis (direct service line and spin-off financial contribution)
- Data base systems development

## Oncology Service Area Assessment

- Patient origin by cancer service and small area demographics
- Cancer service analysis
- Service utilization history
- Determination of modality specific demand
- Calculation of market share by service
- Competitor (other provider) analysis

## Facility and Equipment Analysis

- Facilities project analysis
- Major equipment selection and cost estimates including linear accelerators, simulators, remote afterloaders, etc.
- Cancer center space programming
- Site alternatives analysis
- Facilities and equipment cost analysis

## Reimbursement and Billing Analysis

- Monitoring reimbursement policy and regulations related to hospital and physician billing for oncology services
- Billing operations assessments including code utilization, charge master structure, claims, denial, and collections
- Oncology physician practice assessment based on alternative practice environment, including quantification of moving an oncology private practice office into an outpatient cancer center or developing models for participation in a cancer center

## Financial Proformas

- Financial feasibility analysis for hospital based, physician owned, joint ventured, and satellite cancer centers
- Proformas include:
  - Volume estimates
  - Gross revenues
  - Net revenues
  - Direct operating expense
  - Operating margin
  - Indirect expenses
  - Net income (loss)
- Sensitivity analysis based on the changing payment environment

## Operational Plan Development

- Development of cancer program operational objectives for existing and new services
- Phasing and prioritizing programs and actions necessary to meet operational objectives
- Delineation of a realistic timeframe for operations development

## Business Plan Development

- Oncology product (service) line definition alternatives analysis
- Description of oncology program scope, linkages and anticipated impact on ancillary services
- Market demand and market share analysis
- Facilities and equipment future needs and costs
- Financial analysis of product line

## CONSULTING APPROACH

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During the course of a project, ORC examines the type of cancer program best suited to the hospital or health system, the physicians' goals and the community and payor environment. Issues addressed include the appropriateness and efficiency of services, feasibility of new technology and staff, administrative organization, and the quality of facilities and equipment.

With the application of proprietary models based on national data bases, ORC assesses realistic cancer market share and objectives according to the size of the hospital, its level of sophistication and the demand for its services. Along with demographic studies, on-site interviews and small group discussions, ORC analyzes the potential for increasing patient volumes. Often, hospitals and physicians underestimate the amount of cancer activity they are actually engaged in. It takes informed investigative work to find all the essential data. ORC staff provide these investigative skills as part of a full range of oncology consulting services.

## PROJECT OUTCOME

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ONCOLOGY RESOURCE CONSULTANTS, INC., combines its knowledge of emerging cancer technology and practice, managed care, extensive oncology program experience, oncology financial and reimbursement knowledge and reality based market assessment models to provide its clients with strategies and background for making informed decisions. In addition, be it serendipity or the natural outcome of intense discussion, ORC has found one great, if unlooked for, benefit to its clients in these projects. During the course of a study the process often brings parties together through clarification of goals, the airing of problems and debating the alternatives. Frequently, obstacles to the creation of strategies and the development of a successful cancer program become resolved.

## CONTACT US

Oncology Resource Consultants, Inc.

104 South Washington Street. • Rockville, MD 20850

Phone: (301) 424-6000 • Facsimile: (301) 424-6005 • Email: [vssims@oncologyresourceconsultants.com](mailto:vssims@oncologyresourceconsultants.com)

**Website:** [www.oncologyresourceconsultants.com](http://www.oncologyresourceconsultants.com)