

# CANCER CENTER BUSINESS SUMMIT

HONORING AND SHOWCASING INNOVATION IN THE BUSINESS OF CANCER CARE



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Foley & Lardner LLP is a national law firm providing comprehensive legal services for innovative enterprises in the health care, pharmaceutical, biotechnology, and biomedical sectors. Our health care attorneys provide counsel on financial transactions, mergers, acquisitions, affiliations, joint ventures, regulatory and government compliance, and business operations. With offices throughout the United States and the backing of Foley's Health Care Industry Team — consistently ranked as one of the top health care law firms nationally and regionally by *Chambers USA* — Foley is well-positioned to serve the wide-ranging needs of cancer centers and other health care entities across the country.



For 30 years, California Cancer Care has provided patients from all over Northern California with the current cancer treatments. There are two main offices in the San Francisco Bay Area, one in Marin County and the other on the Peninsula. The practice employs 11 medical oncologists, each with exceptional clinical training and extensive experience in cancer research. Our work in quality improvement with national and state medical societies, governmental agencies and payers has put us on the forefront of designing clinical measures for cancer in the United States.



New Hampshire Oncology Hematology (NHOH) is a community-based cancer care provider serving the Southern New Hampshire region out of five practice locations. NHOH professional staff includes eleven medical oncologists and eight mid-level providers with the mission of providing expert and compassionate care and support to patients and their families throughout their entire cancer care journey. The practice conducts a robust clinical trials/research program and was recognized by the American Society of Clinical Oncology (ASCO) as a recipient of the 2008 ASCO Clinical Trials Participation Award. NHOH is affiliated with Dana Farber Cancer Institute in Boston, Massachusetts.



Oncology Metrics is a service and data business for the oncology community that develops products and services to help accelerate advancements in the treatment of cancer. Oncology Metrics has built three distinct networks of community-based oncology centers from which it gathers financial and operation information, clinical information and biological specimens. It accesses and aggregates this information to provide a platform of knowledge-based products and services. Oncology Metrics' customers include oncology care providers and all organizations involved in the quest to improve cancer diagnosis and treatment.

[Foley.com/cancersummit](http://Foley.com/cancersummit)

## WHO SHOULD ATTEND

Summit attendees will have the rare opportunity to benefit from the insight of a range of stakeholders involved in the business and clinical aspects of cancer care, including cancer care executives, health care and physician leadership, practice management companies, oncology industry vendors and suppliers, and leaders from the capital and financial markets, insurance industry, and the legal community.

The Summit provides practical strategies and diverse perspectives from peers in the cancer care community on how to actually implement innovative changes and will greatly benefit a broad range of participants, including:

- Cancer care executives
- Health care and physician leaders
- Oncology specialists (medical, radiation, and surgical)
- Health care financial professionals
- Medical group practice administrators
- In-house counsel for academic medical centers and health care organizations

## DRIVING INNOVATION IN CANCER CARE

Today's cancer patient must navigate increasingly complicated, fragmented, and expensive options to find quality cancer care. A significant opportunity exists for cancer care organizations to change the status quo through innovative business practices, clinical integration, and a patient-centric approach to providing care. New models of cancer care structure, organization, and delivery can better meet both the patient's needs and the cancer community's business goals.

## HONORING INNOVATION

The Cancer Center Business Summit examines what top cancer care organizations are doing now to achieve a future vision of successful cancer care delivery. Through our **Business Innovators Survey**, the Cancer Center Business Summit explores best business practices from innovative cancer care organizations to identify the organizational, financial, and transactional imperatives for future success in the delivery of cancer care. Based upon the survey results, the organization that has best distinguished itself as an innovator in the business of cancer care will receive the **Foley & Lardner Cancer Center Innovator Award**. The award winner will be featured at the Summit and other innovators will be showcased in case studies to offer attendees practical solutions to the common challenges they face.

## Thursday, October 25

### Morning Session | *Anticipating the Future*

#### Welcome and Introduction

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

#### Overview of Cancer Center Innovators Survey

Ronald Barkley, MS, JD, Executive Director, New Hampshire Oncology-Hematology PA

#### Cancer Center Innovators Roundtable

##### Moderator:

Harvey D. Bichkoff, MPH, Chief Executive Officer, California Cancer Care, Inc.

##### Panelists:

John Hennessy, Executive Director, Kansas City Cancer Center

William M. Jordan, D.O., President & Chief Executive Officer, The Center for Cancer and Blood Disorders

Peter G. Ellis, M.D., Director, Medical Oncology Network, UPMC Cancer Centers

Ravi Patel, M.D., Medical Director, Comprehensive Blood & Cancer Center

Lee S. Schwartzberg, M.D., FACP, Medical Director, The West Clinic

#### Payor Perspective Roundtable

##### Moderator:

Peter D. Eisenberg, M.D., FACP, California Cancer Care, Inc.

##### Panelists:

Michael Kolodziej, M.D., Medical Director, US Oncology, Inc.

Lee N. Newcomer, M.D., Senior Vice President, Oncology, UnitedHealthcare

William Rogers, M.D., FACEP, Medical Officer, Office of the Administrator, Centers for Medicaid and Medicare Services

#### Capital Markets Perspective

Mitchell L. Kornblit, Managing Director, Shattuck Hammond Partners

#### Business Models for Cancer Center Success

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

### Luncheon Keynote

#### “Calibrating the Business Model to the Best Interest of the Patient”

Craig Earle, M.D., Dana-Farber Cancer Institute

#### Presentation of the Foley & Lardner Cancer Center Innovator Award

J. Mark Waxman, Chair, Health Care Industry Team, Partner, Foley & Lardner LLP

### Afternoon Sessions | *Preparing for the Future*

#### Introduction and Transition Into Case Studies

Frederick M. Briccetti, M.D., New Hampshire Oncology-Hematology PA

Paul R. O’Dea, Executive Director, Cedars-Sinai Outpatient Cancer Center at the Samuel Oschin Comprehensive Cancer Institute; Vice President, Aptium Oncology, Inc.

David Shanahan, President, Mary Crowley Cancer Research Centers

#### Innovator Case Study: Oncology Networks

Leonard A. Kalman, M.D., Chief Medical Officer, Cancer Clinics of Excellence

Alan Armer Ph.D., Vice President, Research & Development, Catholic Health Initiatives

#### Innovator Case Study: Physician Practices

Barbara L. McAneny, M.D., Chief Executive Officer, New Mexico Oncology Hematology Consultants, Ltd.

Lee S. Schwartzberg, M.D., FACP, Medical Director, The West Clinic

#### Innovator Case Study: Academic Medical Centers

Elizabeth A. Liebow, Vice President of Clinical Business Development, Dana-Farber Cancer Institute

Beth Wild Shiring, Vice President & Chief Operating Officer, Business Services, UPMC Cancer Centers

### Evening Networking Reception

## Friday, October 26

### Future Directions for Success: *Best Business Practices*

#### Introduction and Transition Into Concurrent Breakout Sessions

Warren Dodge, Chief Executive Officer, Oncology Metrics

#### Session One

##### A. Industry Consolidation, Aggregation, and Joint Ventures

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

Anthony M. Berson, M.D., Radiation Oncology, St. Vincent’s Comprehensive Cancer Center

##### B. Architectural, Space Planning, and Development

Myra Fouts, RN, MSN, OCN, CNAA, Vice President, Medical Affairs, Aptium Oncology, Inc.

Natalie Miovski, AIA, LEED AP, Principal, Healthcare Practice, EwingCole

#### C. The Quality Imperative, Pay for Performance

Brett M. Hickman, Partner, Health Industries Advisory Practice, PricewaterhouseCoopers LLP

Fran Pennell, Partner, Health Industries Advisory Practice, PricewaterhouseCoopers LLP

Michael N. Neuss, M.D., Oncology Hematology Care, Inc.

#### Session Two

##### A. Financing Development and Expansion

Grant R. Chamberlain, Managing Director, Shattuck Hammond Partners

Peter S. Myhre, Chief Executive Officer, MarCap Corporation

##### B. Information Technology

Jeff Skjerseth, Administrator, Cancer Treatment Center

##### C. Community-Based Clinical Trials

LaDale K. George, Partner, Foley & Lardner LLP

Brian Cornblatt, Ph.D., Director, Translational Research, St. Joseph Medical Center of Towson, Maryland

#### Session Three

##### A. Buying, Selling, Merging, and Valuation

Chris E. Rossman, Partner, Foley & Lardner LLP

Daryl Johnson, Principal, HealthCare Appraisers, Inc.

##### B. Economic Implications of Advancements in Radiation Technology

Anthony M. Berson, M.D., Radiation Oncology, St. Vincent’s Comprehensive Cancer Center

Richard Emery, Executive Director, Trinitas Comprehensive Cancer Center; Vice President, Aptium Oncology, Inc.

##### C. Surviving and Thriving in Your Evolving Market Situation

Teri U. Guidi, MBA, FAAMA, President and Chief Executive Officer, Oncology Management Consulting Group

*Don’t miss this important event for the cancer care community*

Register today at [Foley.com/cancersummit](http://Foley.com/cancersummit).

Registration before October 1, 2007 – \$695

Registration after October 1, 2007 – \$795

#### Registration and Logistics

Registration for the Summit will begin at 7:00 a.m. on Thursday, October 25. Program sessions will commence at 8:00 a.m. and will close with a networking reception from 6:30 p.m. to 8:00 p.m. On Friday, sessions will run from 8:00 a.m. to 12:15 p.m. Continental breakfast and lunch will be provided on both days.

#### Hotel Reservations

Please contact The Fairmont Chicago at 312.565.8000 and reference “Cancer Center Business Summit” for the group rate, valid until October 1, 2007.

If you have additional questions about the Cancer Center Business Summit, please contact:

#### Melissa Roth

Foley & Lardner LLP

312.832.5786

[mroth@foley.com](mailto:mroth@foley.com)

# Foley.com/cancersummit

# SAVE THE DATE

October 25 – 26, 2007 ■ Chicago, Illinois

## CANCER CENTER BUSINESS SUMMIT

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OCTOBER 25 – 26, 2007

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The Cancer Center Business Summit offers diverse perspectives on a common goal: maximizing opportunities for innovation, long-term sustainability, and success in the challenging field of cancer care delivery.

During the summit, you'll learn viable strategies your organization can employ now to thrive in tomorrow's cancer care industry.

A formal invitation is forthcoming.

Learn more at [Foley.com/cancersummit](http://Foley.com/cancersummit).

### **Cancer Center Business Summit Advisory Board**

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Diverse Perspectives. A Common Goal.

# CANCER CENTER BUSINESS SUMMIT



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# CANCER CENTER BUSINESS SUMMIT CONFERENCE GUIDE

HONORING AND SHOWCASING INNOVATION IN THE BUSINESS OF CANCER CARE

October 25 – 26, 2007  
The Fairmont Chicago

Diverse Perspectives. A Common Goal.



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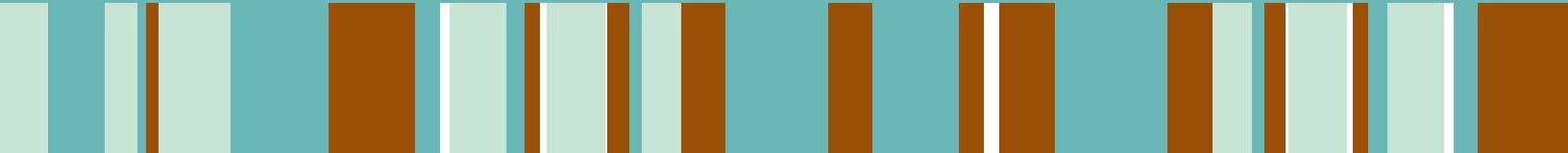
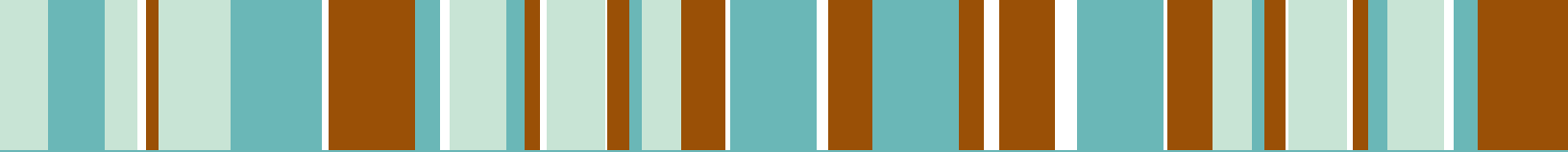
  
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# WELCOME

We welcome you to the **Cancer Center Business Summit**. The purpose of the Summit is to explore the questions: How should cancer care be organized and delivered in the future and what innovative business models and practices being conceived or piloted today will provide the best platforms for the delivery of oncology-related services tomorrow?

Today's cancer patient must navigate increasingly complicated, fragmented, and expensive options to find quality cancer care. Much community-based care is only available through separate specialty or organizational silos. In the future, successful cancer programs will need to bring together and integrate a broad array of disciplines, organizations, and treatment modalities to provide high quality, cost-effective, and convenient patient-centric care. This will be particularly true for organizations that envision providing comprehensive cancer care across a spectrum of oncology-related services from diagnosis and treatment to psychosocial support services.

Given the characteristics of the rapidly growing cancer care market, we perceived a unique opportunity to convene a forum of cancer care stakeholders to draw on their diverse perspectives to identify emerging best-business models and practices for the delivery of cancer care. The Summit's planning group and faculty offer diverse thought leadership on these matters. This group includes top executives from community cancer centers, hospitals, medical groups, and payors (both governmental and private), together with financial, business and legal leaders, patient advocates, and health information technology, specialty pharmaceutical, and medical technology vendors. We know of no similar forum that invites such a rich dialogue about a future vision for business success in cancer care delivery.

To provide baseline information for the Summit, we conducted the **Business Innovators Survey**. The survey was mailed to virtually every cancer care provider in the United States. It was designed to elicit information about innovative business practices in use today. Results of the survey will be presented at the Summit, and innovative organizations identified will be profiled in Summit materials and case studies. Also at the Summit, the organization found to best distinguish itself as an innovator in the business of cancer care will be awarded the **Foley & Lardner Cancer Center Innovator Award**. Honorable mentions will be announced in the separate categories of community hospital and academic medical center innovators. The results of the survey, along with the best thinking from the proceedings of the Summit, will be published in a white paper to be distributed to all Summit attendees.

As we begin the Summit, we give hearty thanks to all of our wonderful faculty members, advisors, and sponsors who have given generously of their time, talent, and resources to make the Summit a success. We give special thanks to our Keynote Speaker, Craig Earle, M.D., from the Dana-Farber Cancer Institute. We also thank you for attending and adding your voice to this unique discussion. It is our honor to host you. We hope that you will enjoy the Summit, forge new relationships, and find this to have been time well-spent.

Thank you,

2007 Cancer Center Business Summit Hosts



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We thank our sponsors for their generous support of the Cancer Center Business Summit:

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## REGISTRATION

The Registration Desk will be open from 7:00 a.m. to 6:15 p.m. on Thursday, October 25 in front of the International Ballroom and from 7:00 a.m. to 8:30 a.m. on Friday, October 26 in front of the Moulin Rouge. Summit representatives will be available should you have any questions or special needs.

## MEETING ROOMS

All meetings and events will be held at the Fairmont Hotel on Thursday, October 25 in the International Ballroom on the 2nd floor and the Moulin Rouge on the 1st floor.

On Friday, October 26, breakfast will be served at the Fairmont in the Moulin Rouge, with meetings scheduled at The Mid-America Club.

The Mid-America Club is located on the 80th floor in the Aon Center. Attire is business casual, jeans are not permitted.

Security Note: Security at the Aon Center requires that you have a GOVERNMENT ISSUED ID (such as a driver's license) to enter the Cancer Center Business Summit. Registration tables will be set up on both sides of the Aon Center (Randolph Street entrance and the Fairmont entrance) for your convenience and will be open from 8:00 a.m. to 12:00 p.m. on Friday, October 26.



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To learn more about how Oncology Metrics can benefit your organization, visit [www.oncomet.com](http://www.oncomet.com) or e-mail [info@oncomet.com](mailto:info@oncomet.com).



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## Thursday, October 25, 2007

7:00 a.m. – 8:00 a.m.	<b>Continental Breakfast and Registration</b>	International Ballroom and Foyer
8:00 a.m. – 8:25 a.m.	<b>Welcome and Overview of Business Innovators Survey</b>	International Ballroom
8:30 a.m. – 9:30 a.m.	<b>Cancer Center Innovators Roundtable</b>	International Ballroom
9:30 a.m. – 10:30 a.m.	<b>Payor Perspective Roundtable</b>	International Ballroom
10:30 a.m. – 10:45 a.m.	<b>Break</b> <i>Sponsored by: Bayer HealthCare Pharmaceuticals, Inc./Onyx Pharmaceuticals</i>	International Ballroom Foyer
10:45 a.m. – 11:15 a.m.	<b>Capital Markets Perspective</b>	International Ballroom
11:15 a.m. – 12:15 p.m.	<b>Business Models for Cancer Center Success</b>	International Ballroom
12:30 p.m. – 1:45 p.m.	<b>Luncheon Keynote</b> <b>Presentation of the Foley &amp; Lardner Cancer Center Innovator Award</b>	Moulin Rouge
2:00 p.m.	<b>Introduction and Transition into Case Studies</b>	International Ballroom
2:00 p.m. – 3:00 p.m.	<b>Innovator Case Studies: Community Hospitals</b>	International Ballroom
3:00 p.m. – 4:00 p.m.	<b>Innovator Case Studies: Oncology Networks</b>	International Ballroom
4:00 p.m. – 4:15 p.m.	<b>Break</b> <i>Sponsored by: HealthCare Appraisers, Inc.</i>	International Ballroom Foyer
4:15 p.m. – 5:15 p.m.	<b>Innovator Case Studies: Physician Practices</b>	International Ballroom
5:15 p.m. – 6:15 p.m.	<b>Innovator Case Studies: Academic Medical Centers</b>	International Ballroom
6:30 p.m. – 8:00 p.m.	<b>Networking Reception</b>	Moulin Rouge

## Friday, October 26, 2007

7:00 a.m. – 8:00 a.m.

**Continental Breakfast**

Moulin Rouge

8:00 a.m. – 8:15 a.m.

**Introduction**

Moulin Rouge

8:15 a.m. – 8:30 a.m.

**Transition into Breakout Sessions**

The Mid-America Club (80th Fl.—Aon Center)

8:30 a.m. – 9:30 a.m.

**Practice Consolidation, Aggregation, and Joint Ventures**

Ballroom A

8:30 a.m. – 9:30 a.m.

**Architectural, Space Planning, and Development**

*Sponsored by: Aptium Oncology*

Ballroom C

8:30 a.m. – 9:30 a.m.

**The Quality Imperative, Pay for Performance**

*Sponsored by: PricewaterhouseCoopers LLP*

Ballroom D

9:45 a.m. – 10:45 a.m.

**Financing Development and Expansion**

*Sponsored by: Lilly Oncology*

Ballroom D

9:45 a.m. – 10:45 a.m.

**The Next Generation of Health Information Technology Tools**

*Sponsored by: IMPAC Medical Systems, Inc.*

Ballroom A

9:45 a.m. – 10:45 a.m.

**Community-Based Clinical Trials**

*Sponsored by: Abraxis Oncology*

Ballroom C

11:00 a.m. – 12:00 p.m.

**Buying, Selling, Merging, and Valuation**

*Sponsored by: US Oncology*

Ballroom D

11:00 a.m. – 12:00 p.m.

**Economic Implications of Advancements in Radiation Technology**

*Sponsored by: OTN*

Ballroom C

11:00 a.m. – 12:00 p.m.

**Surviving and Thriving in Your Evolving Market Situation**

*Sponsored by: Net.Orange, Inc.*

Ballroom A

12:00 p.m. – 12:30 p.m.

**Concluding Remarks and Boxed Lunch**

Ballroom B

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# transplant hope\*

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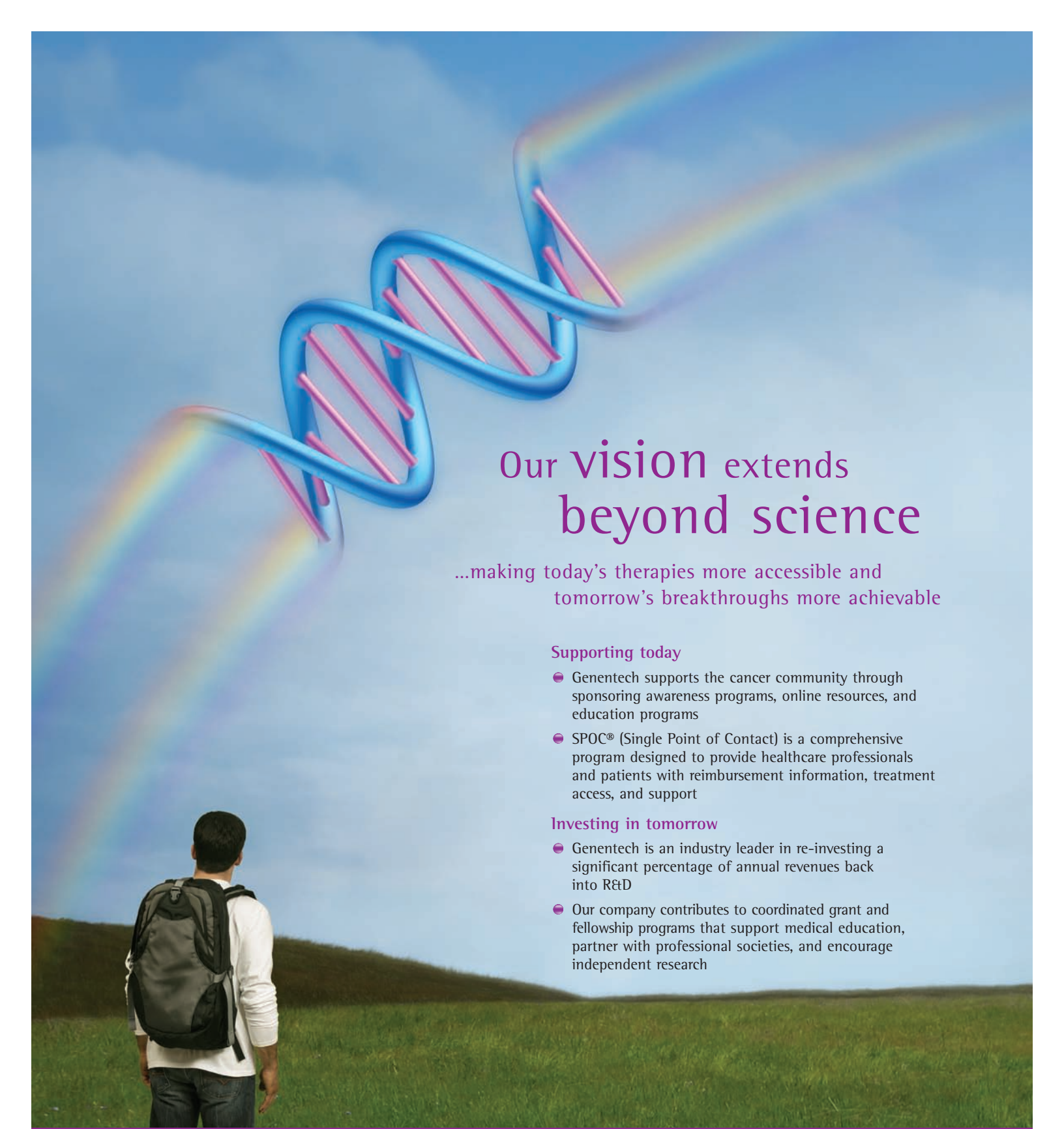
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## SESSION OVERVIEW — DAY ONE

7:00 a.m. – 8:00 a.m.

### Continental Breakfast and Registration

International Ballroom and Foyer

8:00 a.m. – 8:25 a.m.

### Welcome and Introduction

International Ballroom

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

### Overview of Business Innovators Survey

Ronald Barkley, MS, JD, Executive Director, New Hampshire Oncology-Hematology PA

8:30 a.m. – 9:30 a.m.

### Cancer Center Innovators Roundtable

International Ballroom

#### Moderator:

Harvey D. Bichkoff, MPH, Chief Executive Officer, California Cancer Care, Inc.

#### Panelists:

Peter G. Ellis, M.D., Director, Medical Oncology Network, UPMC Cancer Centers

John Hennessy, Executive Director, Kansas City Cancer Center

William M. Jordan, D.O., President & Chief Executive Officer, The Center for Cancer and Blood Disorders

Ravi Patel, M.D., Medical Director, Comprehensive Blood & Cancer Center

Lee S. Schwartzberg, M.D., FACP, Medical Director, The West Clinic

These nationally recognized leaders in cancer center development will share their success stories and lessons learned in the development of comprehensive cancer care centers in the United States and abroad.

9:30 a.m. – 10:30 a.m.

### Payor Perspective Roundtable

International Ballroom

#### Moderator:

Peter D. Eisenberg, M.D., FACP, California Cancer Care, Inc.

#### Panelists:

Michael Kolodziej, M.D., Medical Director, US Oncology, Inc

Lee N. Newcomer, M.D., Senior Vice President, Oncology, United Healthcare

William Rogers, M.D., FACEP, Medical Officer, Office of the Administrator, Centers for Medicaid and Medicare Services

This roundtable will address several questions concerning how payments are handled today, followed by recommendations for improving the payment process in the future:

- How do we address the differences in the level of payment by site?
- What issues do we have with Medicare payment?
- What issues do we have with the off-label use of pharmaceuticals?
- How should research be paid?
- How do we pay for survivorship, psychosocial issues, and end of life issues?
- How can we pay for cost effectiveness?
- How do we pay for quality?
- What is the patient responsibility for payment?

After the panelists address each of these questions, we will pose the question, “If you could change payment policy, what would you do?”

10:30 a.m. – 10:45 a.m.

### **Break**

Sponsored by: **Bayer HealthCare Pharmaceuticals, Inc./Onyx Pharmaceuticals**

International Ballroom Foyer

10:45 a.m. – 11:15 a.m.

### **Capital Markets Perspective**

Mitchell L. Kornblit, Managing Director, Shattuck Hammond Partners

International Ballroom

The presentation will focus on the recent trends relating to the financing of cancer center and related clinical businesses in the public and private capital markets. Topics include a consideration of the business plan and operating performance attributes that have contributed to successful financings and current capital markets' perceptions regarding these businesses. In addition, the valuation multiples and methodologies relating to cancer center transactions will be discussed.

11:15 a.m. – 12:15 p.m.

### **Business Models for Cancer Center Success**

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

International Ballroom

Cancer programs of tomorrow will need to bring together and integrate an increasing array of disciplines, organizations, and treatment modalities to provide high-quality, cost-effective, and supportive care. This session explores the business models by which various cancer care stakeholders can successfully collaborate. Examples of currently successful models for hospital-physician and hospital-hospital collaboration will be discussed from a business, financial, and legal perspective. Models presented include arrangements by which research facilities and academic medical centers can do business with community-based providers such as community cancer centers, hospitals, medical groups, oncology networks, and CAM providers; and by which community-based providers can organize with each other to provide a comprehensive cancer care program that covers the full continuum of oncology-related services. Models discussed will include affiliation agreements, clinical integration arrangements, clinics within hospitals, joint ventures, block leasing, under arrangements ventures, whole facility deals and participating bond transactions, among others. The future of these business arrangements will be considered in light of the recent Stark Phase III rules, and other proposed regulatory changes.

12:30 p.m. – 1:45 p.m.

### **Luncheon Keynote**

#### **Calibrating the Business Model to the Best Interest of the Patient**

Craig Earle, M.D., Dana-Farber Cancer Institute

Moulin Rouge

This presentation will address two areas of patient management that go beyond the delivery of anti-cancer therapy, and that may not always directly support the business model. The first is the importance of establishing comprehensive and coordinated follow-up care for cancer survivors after treatment ends. The second is decision-making considerations around the use of chemotherapy for patients with incurable cancer near the end of life.

#### **Presentation of the Foley & Lardner Cancer Center Innovator Award**

George W. Ash, Chair, Regulated Industries Department, Partner, Foley & Lardner LLP



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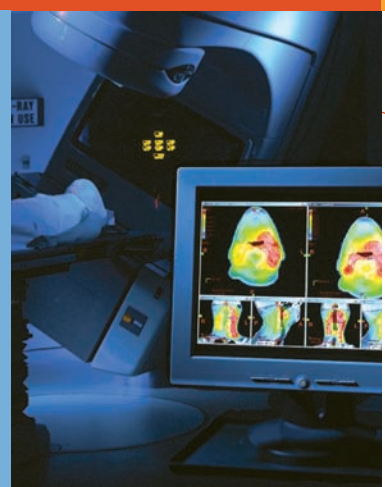
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## SESSION OVERVIEW - DAY ONE (CONTINUED)

2:00 p.m.

### **Introduction and Transition into Case Studies**

Frederick M. Briccetti, M.D., New Hampshire Oncology-Hematology PA

International Ballroom

2:00 p.m. – 3:00 p.m.

### **Innovator Case Studies: Community Hospitals**

International Ballroom

#### **Case Studies: Cedars-Sinai Outpatient Cancer Center**

Paul R. O'Dea, Executive Director, Cedars-Sinai Outpatient Cancer Center at the Samuel Oschin Comprehensive Cancer Institute; Vice President, Aptium Oncology, Inc.

The founding and evolution of the Cedars-Sinai Outpatient Cancer Center will be discussed, including an examination of the organizational structure and physician participation. In addition, the market demographics and the challenges to success will be assessed. And finally, the innovations undertaken to differentiate the Center in a highly competitive market will be reviewed.

#### **A “Clinical Operating System” for Today’s Cancer Center**

David Shanahan, President, Mary Crowley Cancer Research Centers

Providing comprehensive patient care is becoming an increasingly challenging prospect for cancer centers. Centers have to keep pace with an array of new treatment options such as imaging technologies, radiation therapy options, clinical trials, translational therapies, to name a few. Indeed, due to the relatively modest efficacy of conventional chemotherapy, it is no longer possible to overlook these new treatment possibilities, especially the ones arising from investigative drugs in early phase clinical trials. It is critical for cancer centers to architect a centralized “clinical operating system,” an information systems platform that can enable timely data exchange between clinical systems (Electronic Medical Records (EMR), Lab, Clinical Trials, RT, PET, Scheduling) and provide role-based dashboards for administrators, practitioners, research nurses, and front office staff to support their decision making process.

3:00 p.m. – 4:00 p.m.

### **Innovator Case Studies: Oncology Networks**

International Ballroom

#### **Cancer Clinics of Excellence (CCE), A National Affiliation That Makes Sense for Community Oncology Practices**

Leonard A. Kalman, M.D., Chief Medical Officer, Cancer Clinics of Excellence

A description of CCE, its history, structure, function, and what it has to offer to community oncology practices.

#### **Catholic Health Initiatives National Oncology Research Network**

Alan Armer, Ph.D., Vice President, Research & Development, Catholic Health Initiatives

The Catholic Health Oncology Network is a nationally integrated clinical research initiative focused on advancing cancer care through clinical trials by Catholic Health Initiatives' community hospitals and their affiliated physicians. Participation in this network enables our community hospitals to expand their efforts to locally offer patients access to high quality, leading-edge cancer studies. The ability to deliver large pools of protocol-eligible trial patients, trained investigators, and streamlined administrative processes makes Catholic Health Initiatives a highly attractive partner in the clinical development of new therapeutic approaches to treating cancer.

4:00 p.m. – 4:15 p.m.

### **Break**

Sponsored by: **HealthCare Appraisers, Inc.**

International Ballroom Foyer

4:15 p.m. – 5:15 p.m.

## Innovator Case Studies: **Physician Practices**

International Ballroom

### **Case Study: New Mexico Oncology Hematology Consultants, Ltd.**

Barbara L. McAneny, M.D., Chief Executive Officer, New Mexico Oncology Hematology Consultants, Ltd.

One of the goals of New Mexico Oncology is to provide cancer care by making our practice indispensable to the local structure of health care delivery. It is necessary, but not sufficient, that the patients demand access, so our major focus is on providing patients with everything they want as well as need. We must also provide a diversity of services so that we are not as vulnerable to changes in payment. Our newest challenge is to preserve the economic viability of our referral sources.

### **Case Study: The West Clinic**

Lee S. Schwartzberg, M.D., FACP, Medical Director, The West Clinic

The West Clinic is a multi-specialty group focusing on oncology, hematology, and other advanced medical care. The programmatic vision has always been to provide comprehensive state-of-the-art treatment in a patient-focused environment. Innovations supporting that vision include CT radiology beginning in 1989, MRI and PET scanning beginning in 2001, and a full array of interventional radiology services. Locally, the clinic coordinated innovative hospital-practice arrangements for specialized services such as genetic counseling and high-dose chemotherapy/stem cell transplantation.

Commitment to research has always been a focus for the West Clinic as a flagship of ACORN, a national research network of over 30 practices conducting pharmaceutical Phase I-IV research utilizing a centralized model.

Recently, the West Clinic merged with a leading cardiology group, in order to optimize imaging efficiencies and office space. Further, in 2006, the West Clinic opened its first international clinic, West Clinic Singapore. West Clinic Shanghai opens in October 2007. Our international operations strive to bring comprehensive Western oncology expertise to the emerging Asian market.

5:15 p.m. – 6:15 p.m.

## Innovator Case Studies: **Academic Medical Centers**

International Ballroom

### **Ambulatory Satellite Network Development: Dana-Farber Cancer Institute**

Elizabeth A. Liebow, Vice President of Clinical Business Development, Dana-Farber Cancer Institute

This session will describe one academic medical center's experience in developing a network of satellite clinics. The session will focus on why Dana-Farber is developing the network, how it is going about doing so, and the process for selecting the locations and the community partners with which it is working. Specifically, the session will focus on the partnerships between the AMC and community hospitals: What's in it for the AMC, what's in it for the community hospital, and what are the lessons learned?

### **Case Study: UPMC Cancer Centers**

Beth Wild Shiring, Vice President & Chief Operating Officer, Business Services, UPMC Cancer Centers

This presentation will discuss the evolution of UPMC Cancer Centers' hub and satellite network in Western Pennsylvania and beyond. It will focus on our key strategies associated with building a comprehensive cancer center network such as cancer service line management, strategic partnerships, and network-wide innovation.

6:30 p.m. – 8:00 p.m.

## **Networking Reception**

Moulin Rouge

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## SESSION OVERVIEW — DAY TWO

7:00 a.m. – 8:00 a.m.

### Continental Breakfast

Moulin Rouge

8:00 a.m. – 8:15 a.m.

### Introduction

Warren Dodge, Chief Executive Officer, Oncology Metrics

Moulin Rouge

8:15 a.m. – 8:30 a.m.

### Transition into Breakout Sessions

8:30 a.m. – 9:30 a.m.

#### Session 1 Track A

The Mid-America Club: Ballroom A

### Practice Consolidation, Aggregation, and Joint Ventures

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP  
Anthony M. Berson, M.D., Radiation Oncology, St. Vincent's Comprehensive Cancer Center

This session will focus on business models for collaborative ventures between and among physicians, medical groups and/or practice management companies and capital partners to create coordinated, community-based, patient-centric cancer programs that provide a broad spectrum of oncology-related services. We will explore physician practice integration arrangements between medical oncologists (MOs) and radiation therapists (RTs), between RTs and urologists (or other specialists), and among MOs, RTs, medical specialists, and surgical specialists. A case study of a New York RT/urology consolidation will be presented by one of the lead physicians in that venture. Issues considered will include how to get such a venture off the ground, how to overcome the many potential obstacles to practice integration, and key deal terms. We also will discuss physician staffing of community hospital programs, and the business and legal implications of practice management company arrangements.

#### Session 1 Track B

The Mid-America Club: Ballroom C

### Architectural, Space Planning, and Development Process

Sponsored by: **Aptium Oncology**

Myra Fouts, RN, MSN, OCN, CNAA, Vice President, Medical Affairs, Aptium Oncology, Inc.  
Natalie Miovski, AIA, LEED, AP, Principal, Healthcare Practice, EwingCole

Many hospitals are considering new construction or renovation of older facilities to meet the increasing demand for cancer services resulting from the aging of the baby boomers. Patient-centered, staff-friendly facilities that incorporate evidence-based design features that have been proven to have positive effects on patients and staff, happen only with careful planning and an educated design team composed of healthcare architects, staff, administrators, and patients. Often the nursing staff, administrators, and patients have no experience in design or in how the design influences operational processes. This session will provide insights on not only healing environments, but the creation of an educated design team that recognizes the operational effects of design that will result in increased patient and staff satisfaction by focusing on patient centered design.



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## SESSION OVERVIEW - DAY TWO (CONTINUED)

### Session 1 Track C

The Mid-America Club: Ballroom D

#### The Quality Imperative, Pay-for-Performance

Sponsored by: **PricewaterhouseCoopers LLP**

Brett M. Hickman, Partner, Health Industries Advisory Practice, PricewaterhouseCoopers LLP

Michael N. Neuss, M.D., Oncology Hematology Care, Inc.

Warren H. Skea, Ph.D., Manager, Health Industries Advisory Practice, PricewaterhouseCoopers LLP

Payors have clearly proven that hospitals that provide high-quality care also are the ones that are the most efficient and cost effective. Pay-for-performance (P4P) is a strategy to offer incentives to providers for delivering higher-quality care as measured by selected evidence-based standards and procedures. In its current form, P4P will reward the high performers not only with additional reimbursement but also with additional patient volume. This is in part due to its sibling policies of consumerism and transparency that are components of the Value Based Purchasing (VBP) policies that payors are adopting in the reimbursement of health care services.

9:45 a.m. – 10:45 a.m.

### Session 2 Track A

The Mid-America Club: Ballroom D

#### Financing Development and Expansion

Sponsored by: **Lilly Oncology**

Grant R. Chamberlain, Managing Director, Shattuck Hammond Partners

Peter S. Myhre, Chief Executive Officer, MarCap Corporation

This session will review the options available to physicians, hospitals, and entrepreneurs in accessing capital to pursue cancer center initiatives. We will review how market participants are accessing the debt and equity markets to pursue their development goals. We will review the role of professional developers and management companies that have multiple “partnership” offerings available to help providers execute and navigate through the development and financing of their cancer center initiatives.

### Session 2 Track B

The Mid-America Club: Ballroom A

#### The Next Generation of Health Information Technology Tools

Sponsored by: **IMPAC Medical Systems, Inc.**

**Moderator:**

Jeff Skjerseth

**Panelists:**

Colin Curran, M.D., Palmetto Hematology & Oncology

Lynn Foster, Practice Administrator, Palmetto Hematology & Oncology

Sylvia Richey, M.D., The West Clinic

Melissa Speer, Director of EMR, The West Clinic

This diverse panel includes representatives from administration, physicians, and EMR project managers. The panelists will discuss current oncology practices that have successfully implemented practice management, EMR, and billing.

### Session 2 Track C

The Mid-America Club: Ballroom C

#### Community-Based Clinical Trials

Sponsored by: **Abraxis Oncology**

LaDale K. George, Partner, Foley & Lardner LLP

Brian Cornblatt, Ph.D., Director, Translational Research, St. Joseph Medical Center of Towson, Maryland

Peter D. Eisenberg, M.D., FACP, California Cancer Care, Inc.

The critical path to improving health care is paved by clinical research, which has led to the development of new treatments that have saved lives and improved the quality of life for millions of

individuals. Over the past decade, there has been a sharp increase in the number and array of health care providers and institutions conducting clinical research, ranging from traditional academic medical centers to individual physicians. Achieving success in clinical research, however, requires thoughtful planning, a fully integrated and efficient infrastructure, and an unwavering commitment on behalf of investigators and institutions. This session will focus on providing insight on strategic planning and decision-making around clinical research, the importance of integrating clinical research into overall operations, and the actions necessary for the successful execution of clinical research projects.

11:00 a.m. – 12:00 p.m.

### Session 3 Track A

The Mid-America Club: Ballroom D

#### Buying, Selling, Merging, and Valuation

Sponsored by: **US Oncology**

Chris E. Rossman, Partner, Foley & Lardner LLP

Daryl Johnson, Principal, HealthCare Appraisers, Inc.

This presentation will focus on the business and legal considerations involved in determining fair market value for the purchase and merger of cancer centers and practices. We will explain the various approaches to determining fair market value, including the income approach and earn-out issues, and describe practical approaches toward obtaining a meaningful appraisal of fair market value that appropriately balances business and legal needs. Additionally, we will cover the implications of fair market value determinations in developing legal compliance strategies for the Anti-Kickback Statute, Stark Law, and tax-exempt status considerations.

### Session 3 Track B

The Mid-America Club: Ballroom C

#### Economic Implications of Advancements in Radiation Technology

Sponsored by: **OTN**

Anthony M. Berson, M.D., Radiation Oncology, St. Vincent's Comprehensive Cancer Center

Richard Emery, Vice President, Aptium Oncology, Inc.; Executive Director, Trinitas Comprehensive Cancer Center

This presentation will review current radiotherapy facilities in the United States and treatment modalities, including niche modalities. The expanding variety of modalities will be discussed, and the rationale behind these proposals. The clinical aspects of new modalities, purchasing considerations, and emotional and strategic issues will be reviewed. We will define an economic decision formula for new technology, and discuss how this impacts the stakeholders in radiotherapy.

### Session 3 Track C

The Mid-America Club: Ballroom A

#### Surviving and Thriving in Your Evolving Market Situation

Sponsored by: **Net.Orange, Inc.**

Teri U. Guidi, MBA, FAAMA, President & CEO, Oncology Management Consulting Group

Today's climate for the provision of outpatient cancer care has become highly competitive. To succeed, it is vital to understand your market and to formulate strategies for achieving market dominance. This session will discuss how to assess your market: How large is it? What share do you and your competitors currently command? Where are the opportunities to leverage your strengths and where are there gaps that you can fill? We will review the tools for these assessments and how to interpret and act on the results.

12:00 p.m. – 12:30 p.m.

#### Concluding Remarks & Boxed Lunch

The Mid-America Club: Ballroom B

Michael L. Blau, Chair, Health Care Venture Practice, Partner, Foley & Lardner LLP

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## SPEAKERS

**Alan Armer, Ph.D.**

Vice President, Research & Development, Catholic Health Initiatives

**Ronald Barkley, MS, JD**

Executive Director, New Hampshire Oncology-Hematology PA

**Anthony M. Berson, M.D.**

Radiation Oncology, St. Vincent's Comprehensive Cancer Center

**Harvey D. Bichkoff, MPH**

Chief Executive Officer, California Cancer Care, Inc.

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President & Chief Executive Officer, The Center for Cancer and Blood Disorders

**Leonard A. Kalman, M.D.**

Chief Medical Officer, Cancer Clinics of Excellence

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**Natalie Miovski, AIA, LEED AP**

Principal, Healthcare Practice, EwingCole

**Peter S. Myhre**

Chief Executive Officer, MarCap Corporation

## SPEAKERS (CONTINUED)

**Michael N. Neuss, M.D.**

Oncology Hematology Care, Inc.

**Lee N. Newcomer, M.D.**

Senior Vice President, Oncology, United Healthcare

**Paul R. O'Dea**

Executive Director, Cedars-Sinai Outpatient Cancer Center at the Samuel Oschin Comprehensive Cancer Institute  
Vice President, Aptium Oncology, Inc.

**Ravi Patel, M.D.**

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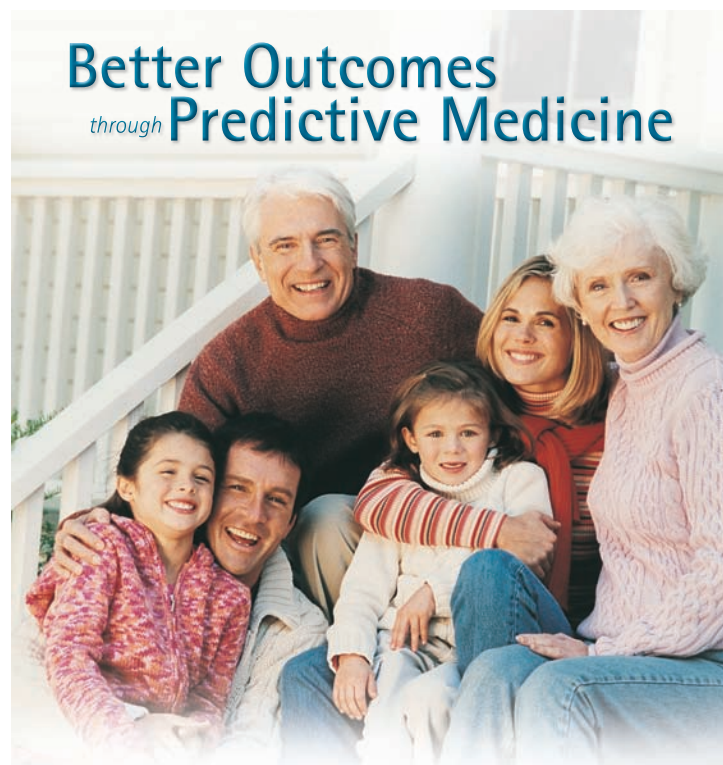
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Advances in tumor biology are opening new pathways to understanding HCC. Recent evidence postulates that disruption of the **RAS/RAF/MEK/ERK** pathway is implicated in the generation of hepatocellular carcinoma.<sup>2-5</sup> Activated RAS "turns on" serine threonine kinases known as RAF kinase,<sup>5</sup> which then activates downstream effectors involved in many aspects of tumorigenesis, including cell immortalization, apoptosis resistance, angiogenesis, and drug resistance.<sup>5</sup>

Bayer HealthCare Pharmaceuticals and Onyx Pharmaceuticals, Incorporated, are committed to exploring and understanding this intriguing **RAS/RAF/MEK/ERK** pathway and are confident that it will soon lead to important discoveries in our fight against cancer.



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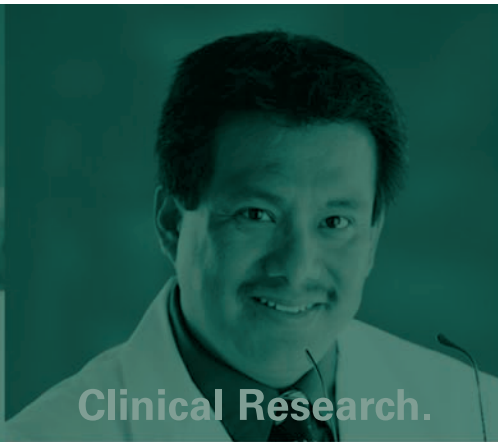
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For additional information on  
the **RAS/RAF/MEK/ERK** pathway,  
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**References:** 1. World Health Organization. Cancer. <http://www.who.int/mediacentre/factsheets/fs297/en/print.html>. Published February 2006. Accessed April 26, 2007. 2. Osada S, Kanematsu M, Imai H, et al. Evaluation of extracellular signal regulated kinase expression and its relation to treatment of hepatocellular carcinoma. *J Am Coll Surg.* 2005;201:405-411. 3. Schiffer E, Housset C, Cacheux W, et al. Gefitinib, an EGFR inhibitor, prevents hepatocellular carcinoma development in the rat liver with cirrhosis. *Hepatology.* 2005;41:307-314. 4. Wiesenauer CA, Yip-Schneider MT, Wang Y, Schmidt CM. Multiple anticancer effects of blocking MEK-ERK signaling in hepatocellular carcinoma. *J Am Coll Surg.* 2004;198:410-421. 5. Sridhar SS, Hedley D, Siu LL. Raf kinase as a target for anticancer therapeutics. *Mol Cancer Ther.* 2005;4:677-685.



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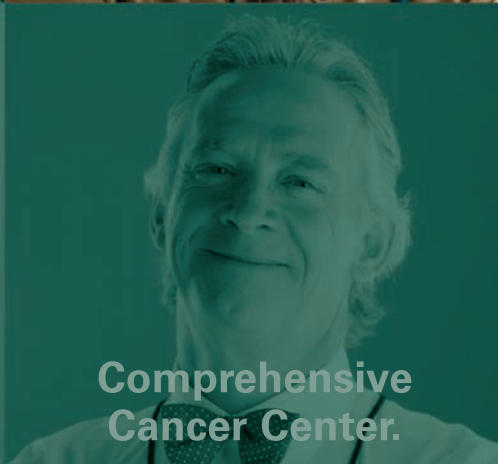
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