



CalvertHealth and Duke Cancer Network: A Powerful Combination Against Cancer and a Lesson in Innovative Collaboration

Kasia Sweeney, Vice President of Strategy & Business Development,
CalvertHealth Medical Center

Caroline Hester, Assistant Vice-President, Duke Cancer Network



Outline of Learning Session

- Learn how a small, independent, rural community hospital in Maryland changed cancer care in their local market by embarking on an affiliation with an academic partner, the Duke Cancer Network in Durham, North Carolina.
- Hear about how the affiliation formed, how the oncology team worked to garner support from physicians, executive leaders and the board of directors as well as what is working well and where there have been challenges.
- Consider how this hospital's experience can translate to projects you may be working on to bring state-of-the-art care to your community.

Learning Objectives

1. Participants will gain new knowledge on affiliation options open to community hospitals to protect and grow their market share.
2. Participants will learn and be able to apply the process for determining community need, evaluating financial investment and negotiating an agreement with an academic medical center to their own institutions.
3. Participants will be able to improve the care delivered in their organizations by effectively championing service line affiliation as a way to keep pace with community hospitals in larger integrated networks while maintaining independence.

Welcome and Getting to Know You



Kasia Sweeney, MBA, Vice President of Strategy CalvertHealth

Healthcare professional with more than 25 years of experience in hospital leadership. Visionary leader passionate about advancing community healthcare through innovation and partnerships.

In her personal time, she enjoys running, hiking, paddleboarding and spending time with her husband and three children.



Caroline Hester, MHA, BSN, RN, Assistant Vice President of Duke Cancer Network, Duke University Health System

Healthcare professional with over 35 years' experience in clinical and leadership roles. Passionate about driving excellence, patient safety, clinical practice and program development. In her personal time she loves cooking, being by the water and spending time with her family, especially her two precious granddaughters, Allie and Emmy.



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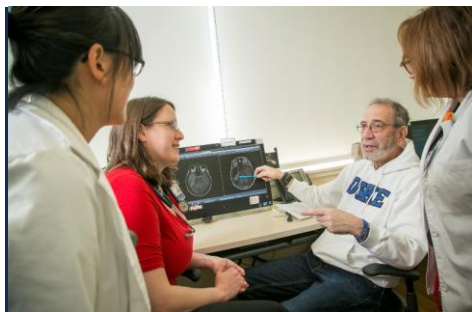
Agenda



Introduction to CalvertHealth



Introduction to Duke and Duke Cancer Network



Establishing Our Relationship



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Introduction to CalvertHealth

CalvertHealth Medical Center, Prince Frederick, MD



About CalvertHealth



- Recent \$51 million expansion creating all private rooms
- Recent \$3.8 million renovation of behavioral health unit
- Recognized for quality and safety
- Partnerships with academic medical centers in neurosurgery, gyn-oncology
- Joint Ventures in imaging, ambulatory surgery, radiation oncology, urgent care, home health and weight management

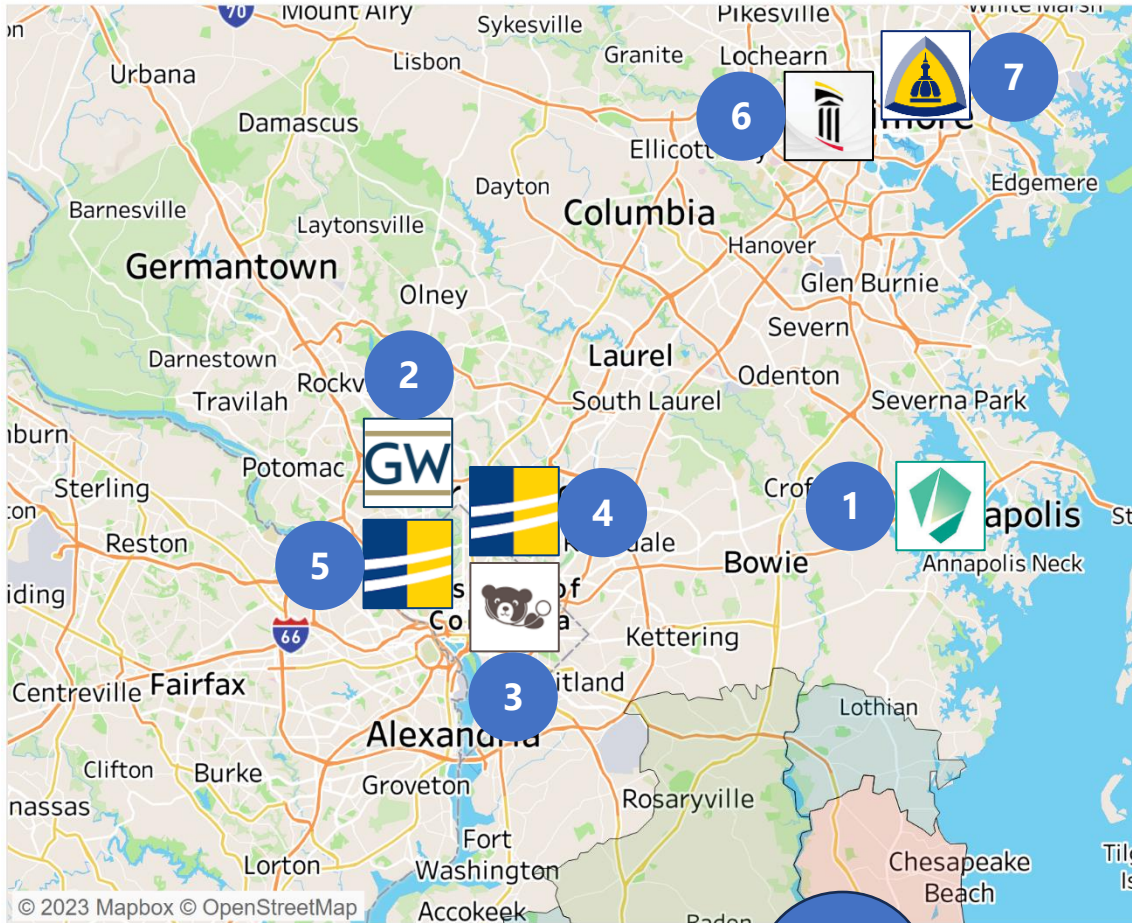
CalvertHealth's Market

- Semi-rural area – waterfront / agriculture / town centers – population served approximately 125,000.
- 60% health system market share across all services
- Higher than state and national incidence and death rates for common cancers – breast, prostate, lung, colorectal, skin
- At the time of our initial conversations with Duke:
 - 42% overall market share for oncology
 - 70 % market share breast cancer
 - 41 % market share urinary/bladder
 - 38 % market share colon/rectum
 - 37 % market share lung/bronchus
 - 6% market share prostate










Regional Referral Providers

Regional Systems



Regional Provider Distance to Prince Frederick

Hospital	Drive Distance from CHMC
 1. Luminis Health Anne Arundel Medical Ctr.	34.8 miles
 2. GW Univ. Hospital	43.4 miles
 3. Children's National Hospital	43.8 miles
 4. MedStar Washington Hospital Ctr.	44 miles
 5. MedStar Georgetown Univ. Hospital	47.4 miles
 6. UMD Medical Center	57.3 miles
 7. The Johns Hopkins Hospital	62.6 miles



CalvertHealth Oncology Strategic Vision

To develop an exceptional Community Cancer Center where local and partner health care providers work collaboratively to deliver coordinated, high quality, patient-centered care and make a difference in every life we touch. Be recognized for excellence in Cancer Care in Southern Maryland.

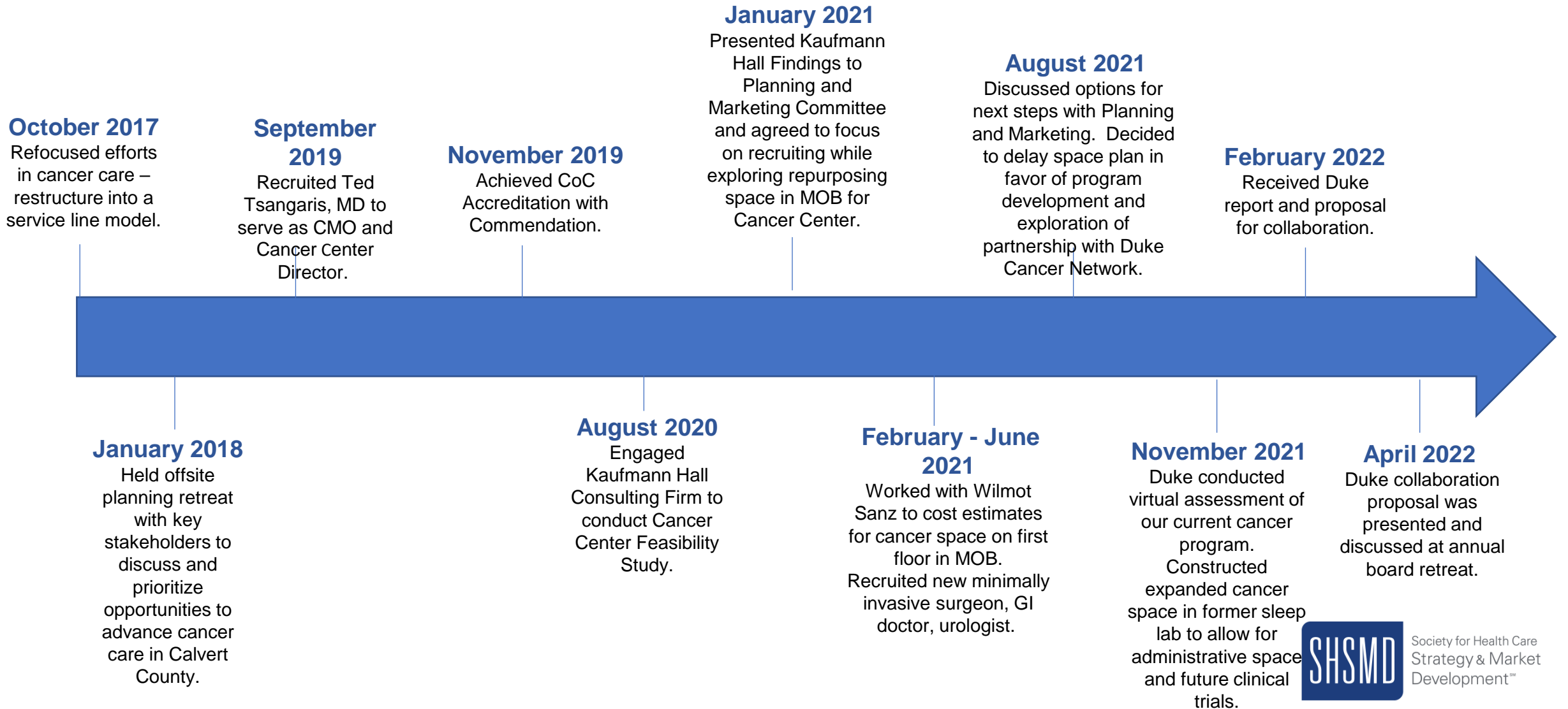
Oncology Service Line Planning Retreat, 2018

Goal in the FY20-24 Strategic Plan: Develop a community cancer program recognized for excellence in the region.

Goals for NCI Partnership

- Programmatic guidance
- Clinical pathways and best practices
- Access to clinical trials
- Tele-medicine second opinion service
- Outside referral/partner service
- Virtual joint tumor board
- Physician, APP and Nurse support and consultation service
- Education and training/lectures/CME
- Branding
- Cancer Program Validation and Differentiator
- Potential physician recruitment opportunities
- Network meetings/forums/roundtables
- Grant opportunities
- Access to material to assist with regional advocacy
- Market research and expansion.
- New Cancer Center Design/oversight
- Assistance with implementing electronic order sets and establishing clinical pathways
- Performance monitoring.
- Billing and regulatory compliance support

Timeline of Cancer Strategic Planning





Introduction to Duke and Duke Cancer Network

Duke University Health System



About Duke Health System

- World-class hospital and health care network
- 957-bed acute care facility and academic tertiary care medical center located in Durham, NC
- 3 hospital system in NC
- Private, not-for-profit
- NCI-designated Comprehensive Cancer Center
- Ranked in top 25 Best Hospitals for Cancer in the nation by U.S. News & World Report (2022-2023)

Duke's Mission Achieved Through a Fully Integrated Approach

*Advancing
Health
Together*



Providing the Highest Quality of Care

Duke boldly commits to zero harm for patients, families, and team members, striving to deliver perfect care at every encounter



#1 hospital in North Carolina
20 nationally ranked specialties



Leapfrog Group "A" safety grades



Among best liver transplant programs in the U.S.



The largest lung transplant program in the U.S.
based on the number of transplants performed

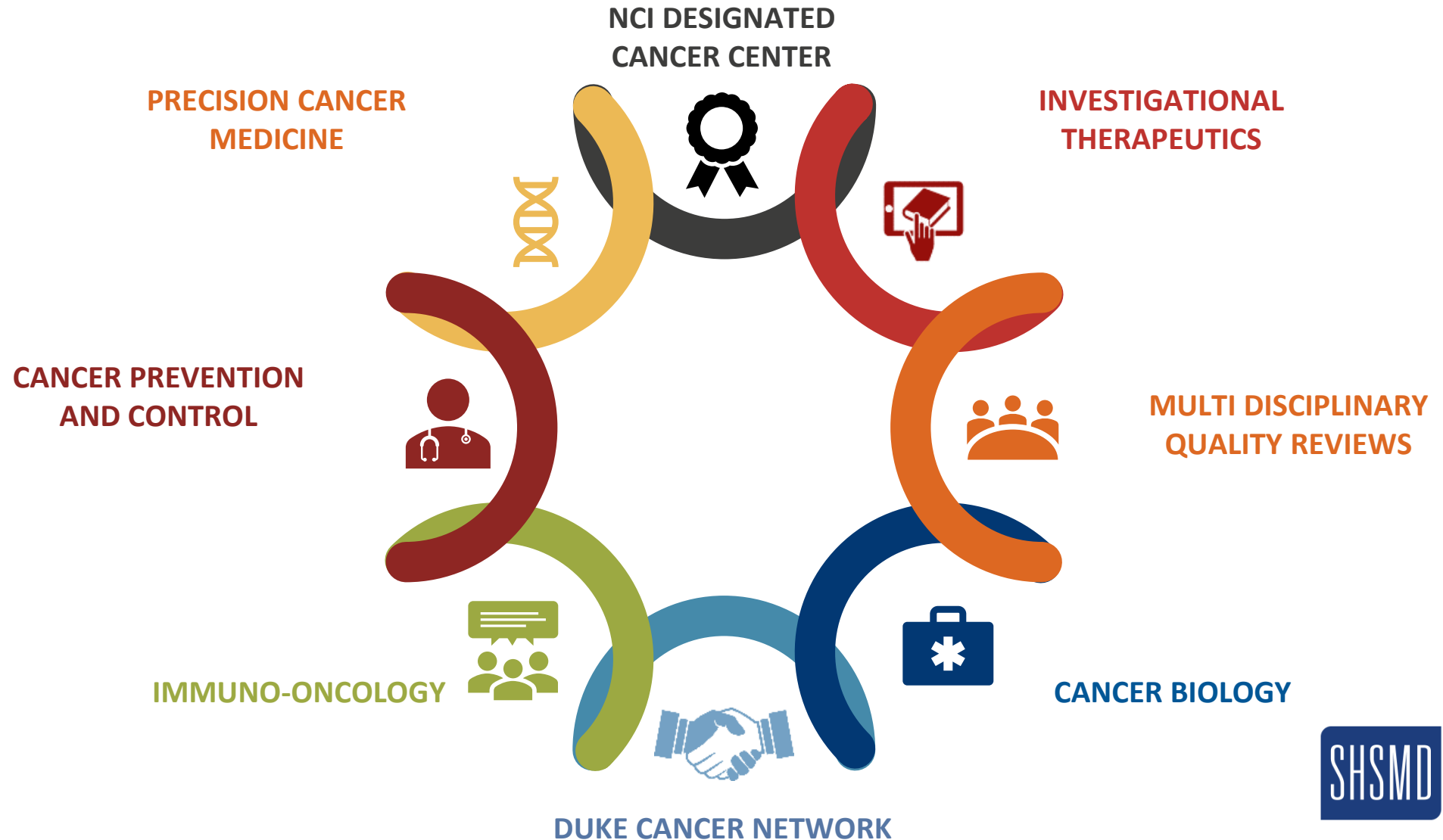


Duke Cancer Institute

50th Anniversary



Building Excellence in Oncology Care



Promoting Excellence in Oncology Care

Duke Cancer Network

Over 30 years of building value-based community oncology programs that define best practices and enhance quality to serve the needs of the local community



Clinical & administrative leaders committed to Advancing Health Together through partnering with oncology programs committed to excellence



Establishing Our Relationship

Due Diligence of Both Organizations

Initial Engagement

- Non-disclosure agreement
- Virtual meetings
- Presentations
- Mutual Interest

Assessment

- Request for documents
- Meetings with key stakeholders
- Partnership compatibility and alignment

Negotiating the Affiliation

- Building the business case
- Presentations to CH board
- Legal documents

Duke's Key Assessment Areas of CalvertHealth



Assessment of CalvertHealth Strengths



Alignment of Our Values

Caring for our patients, their loved ones, and each other



Assessment

Proposal

2022

CalvertHealth Oncology Program Assessment

February, 2022
Approved April, 2022



CALVERTHEALTH ONCOLOGY PROGRAM ASSESSMENT

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Date: January 6, 2022

Program Development Proposal Calvert Health System, Inc.

Presented to:
President and CEO, Calvert Health System, Inc.

Presented by:
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Steps to Secure CalvertHealth Commitment

- Physician Champions
- Building the case for investment
- DCN presentation to CalvertHealth Board
- Developing the 3-year work plan with metrics and outcomes
- Raising the funds for the initial commitment through the Foundation

Formalizing an Affiliation

1. Proposed affiliation agreements extended from Duke
 - Program Development, Operational Support and Licensing
 - Research and Education
1. Agreement review, legal considerations and negotiations
2. Joint marketing/communications strategy developed by marketing teams
 - Approved branding for the relationship
3. Official execution of affiliation agreements- August 1, 2022
4. Affiliation launch- September 14, 2022

Establishing Collaboration Cadence



Steering Committee
Quarterly
 Administration
 Physician Leadership



Administrative Call
Monthly/Ad-hoc
 Administration
 Oncology Leaders



Leadership Roundtable
Quarterly
 Multi-disciplinary

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Jun 1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	Jul 1	2	3

Process Improvement
Weekly/Monthly
 Nurses
 Research Staff

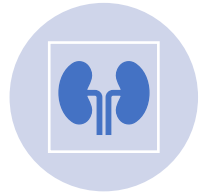
Clinical Practice Review
Monthly/Ad-hoc
 Multi-disciplinary



Establish 3-Year Goals/Milestones – Year 1



Establish Committees/ Merge Duke Members into Existing Committees



Review/Update CalvertHealth Oncology Policies/Procedures



Begin using Duke chemotherapy order sets



Initiate performance monitoring and collaborative quality improvement plans



Enhance support services – palliative care/social work



Plan for clinical research



Educational Programs /CMEs

Year 2 & Year 3 Goals

Year 2	Year 3
Commission on Cancer Survey	Cardio-oncology Program
Joint Commission Survey	Pre-hab Programs
Tumor Site Expansion Plan – Urology/Thoracic	Explore possible fellow rotations
Robotics	Enhanced Recovery After Surgery (ERAS) Program
EMR Conversion	Expand Clinical Trials
Physicians as Presenters at Duke	Standardization of Navigation Tools
Begin Clinical Trials	Pursue additional accreditation – NAPBC
Host Regional CME Program	

Branding Our Relationship



CalvertHealth Cancer Center

DukeHealth AFFILIATE

Marketing Plan | Year 1

- Develop marketing, branding and signage plan
- Launch Duke affiliation
- Create and develop co-branded campaign

TRENDING TODAY

CalvertHealth
100 Hospital Road, Prince Frederick, MD 20679
CalvertHealth@calverthealth.org

For questions about physician referral, class registration or support groups, call
Physician Referral Line: 888-906-6773
Maryland Relay Service: 800-733-2258

Non-Paid Org
U.S. Public
MAIL
Baltimore, MD
Permit No. 2207

CalvertHealth Announces Affiliation with Duke Health for Cancer Care

Gives Local Patients Access to the Latest Research, Treatment Advances

CalvertHealth has announced it is enhancing its community cancer program through a new cancer affiliation with Duke Health. "This affiliation offers our patients access to cancer research, treatment advances and clinical trials only available at the best cancer hospitals in the country," said CalvertHealth Cancer Program Director Dr. Theodore Tsougaris. "This is an exciting chapter in cancer care at CalvertHealth," said Dr. Tsougaris. "The affiliation with Duke Cancer Network is the centerpiece of bringing the best oncology care available today to Calvert."

He went on to add, "I see this collaborative effort as a strategic step that builds upon the robust program already in place at CalvertHealth Medical Center.

Building on a Solid Foundation

"This is a true multidisciplinary program that engages in a positive way to what you would find in an academic center," said Dr. Tsougaris, whose 20-year career in oncology has included leadership positions at some of the nation's most prestigious academic institutions.

Cancer care at CalvertHealth has evolved considerably over the past three decades - from the addition of cutting-edge technology and multidisciplinary teams focused on specific tumor sites to the introduction of genetic testing and the rapidly expanding role of immunotherapy, which has been a game-changer in producing more favorable outcomes with fewer side effects.

"It's the care of what is happening," said Dr. Tsougaris, "to how these cancer

"This affiliation is a game-changer for our community."
- CalvertHealth President & CEO Dean Teague

initiatives impact the lives of the people who rely on us for their care... the hundreds of newly diagnosed cancer patients we treat every year and the thousands of cancer survivors who need our ongoing care and support."

Targeting a Pressing Need

The statistics are sobering. It has been well documented that Calvert County has high rates of breast, lung, prostate and bladder cancer mortality (see bar at right). Cancer was also identified as a top priority in the last four community health needs assessments based on a comprehensive collection and analysis of data.

"One of the biggest healthcare issues we have in this county is cancer," said CalvertHealth President & CEO Dean Teague. "While we are proud of our entire cancer team and our oncology program, it will take more to meet this pressing need."

"This was the impetus for joining with the Duke Cancer Network," said Teague. "With more than 30 years working with affiliates throughout the Eastern United States, the Duke Cancer Network is backed by the

According to the State Cancer Profiles, Calvert County has higher rates than both the U.S. and the state of Maryland for:

- ✓ Breast cancer deaths
- ✓ Lung and bronchus cancer deaths
- ✓ Prostate cancer deaths
- ✓ Bladder cancer incidence and deaths
- ✓ Colorectal cancer incidence

Source: National Cancer Institute and Centers for Disease Control and Prevention

resources of the Duke Cancer Institute, ranked among the top four percent of U.S. centers designated as a National Cancer Institute Comprehensive Cancer Center."

Quality Cancer Care Close to Home

He went on to add, "Our mission is to build a world-class cancer program right here in our community. This affiliation allows us to receive the most current training and staff education when it comes to cancer care. Plus, we now have access to the latest cancer research."

"What is especially important," said Teague, "is the pivotal role the Duke Cancer Network will play in guiding the development of our clinical trials program. Their experts will be collaborating with the clinical teams treating patients locally. All of this adds up to an enhanced quality of cancer care close to home."

CalvertHealth medical oncologist Dr. Annel Patel underscored this point, "The positive impact of this collaboration on our patient care is going to be felt almost immediately."

RESIDENTIAL CUSTOMER

Cancer Care.

Now backed by the expertise of Duke Health.

CalvertHealth Cancer Center
DukeHealth AFFILIATE

➔ Need a primary care doctor or specialist? Visit our website today at CalvertHealthMedicine.org for an up-to-date listing. | 3

CANCER CARE.

**NOW BACKED BY
THE EXPERTISE OF
DUKE HEALTH.**



CalvertHealth
Cancer Center

DukeHealth AFFILIATE

Television (September 15 - June 25)

Radio (September 15 - June 25)

Clear Channel Billboards (40 weeks total, varying dates)

Local Billboard (September - current)

Shopping Carts - Harris Teeter (July 1-June 30)

Newspaper Advertising (November - May)

New Movers' Mailer (November - May)

Paid Digital Advertising (July 1-June 30)

Direct Mail Postcard (May 2023)

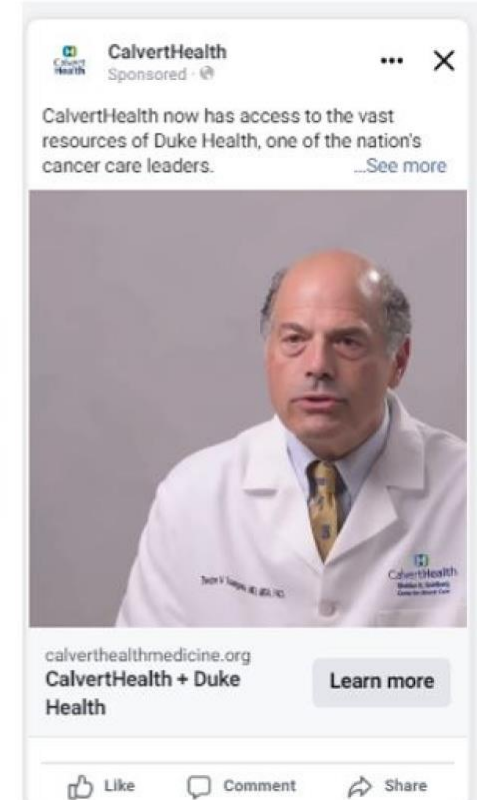
CalvertHealth Magazine

Videos



Society for Health Care
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Digital Social Media Results:



All combined Cancer Care Paid Social Media Advertising.
Does not include Google AdWord or Google Display.

Perception Data | Year 1 Results

The Brand Dashboard displays a high-level summary of brand performance. The dashboard shows six main KPIs: Awareness, Recall, Image, Preference, NPS, and Loyalty Index. Use the Brand Dashboard to uncover trends and areas to dig deeper.

Note that for monthly and rolling 12 time periods the data table is showing the last 16 time periods.

Preference

Subscribe

Export

Year

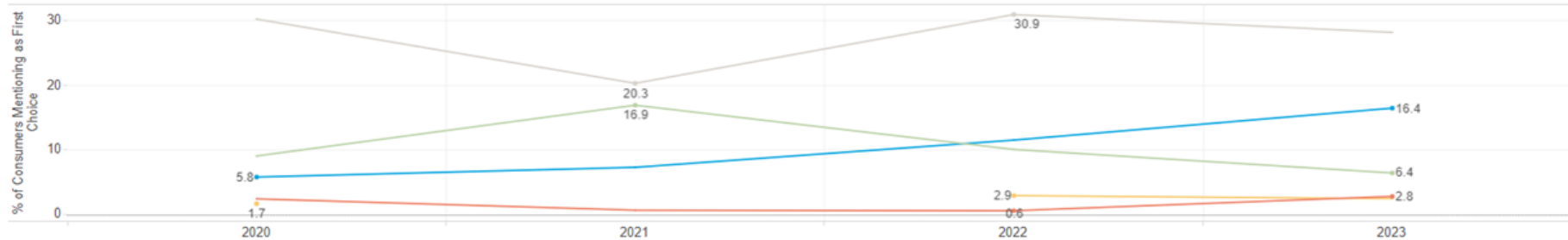
2023

Profile Trend

Market Responses within the survey period Year 2023: 81
The standard error range: ± 10.9%

Question: If you or a household member were in need of this service, to which hospital/facility would you prefer to go? Cancer Treatment

Calvert Health MedStar St Marys Hospital MedStar Southern Maryland Anne Arundel Medical Center No Preference



	2020	2021	2022	2023
	n-size 266	n-size 162	n-size 145	n-size 81
Calvert Health	5.8	7.3	11.5	16.4
MedStar St Marys Hospital	1.7	0.7	2.9	2.5
MedStar Southern Maryland	2.4	0.7	0.6	2.8
Anne Arundel Medical Center	9.1	16.9	10.1	6.4
No Preference	30.2	20.3	30.9	28.1

Other Metrics– Early Results

- 5% growth in overall oncology market share between 2019 and Q2 2023
- 60 percent increase in new cancer cases diagnosed and treated at CalvertHealth since 2018
- Over 250 educational hours of Calvert staff in Duke programs in Y1
- Positive impact on physician recruiting – 4 new specialists specifically attracted to the opportunity for collaboration with an NCI program
- New CEO reported it was the most enthusiastically talked about item during his initial meetings with community leaders

Lessons in Innovative Collaboration

- Don't be afraid to think about non-traditional partnerships – zoom and telemedicine are changing the landscape
- Engage physician champions
- Do it for the right reasons and make sure there is strong cultural fit and shared values
- Utilize the strengths of the marketing teams and your Foundation
- Plan ahead for communication with key stakeholders
- Revisit goals on a regular basis and focus on overcoming obstacles

Key Take-Aways

1. As a community hospital consider service line development and/or expansion in partnership with an academic medical center to increase your market presence and improve access to resources to enhance clinical care
2. Think beyond your region to explore and secure the right partner
3. As an academic medical center consider ways you can extend your reach through innovative collaborations with community centers to achieve your mission of improving health through clinical care, education and research.



Questions?

Please be sure to complete the session evaluation!



Caroline Hester, MHA, BSN, RN

- Assistant Vice President, Duke Cancer Network, Duke University Health System
- Caroline.hester@duke.edu
- Ms. Hester has over 35 years of experience in healthcare clinical and administrative roles inclusive of General Oncology, Home Care, Nursing Leadership, Clinical Operations, Accreditation Compliance and Oncology Program Development. She earned her Bachelor of Science in Nursing at The University of North Carolina at Chapel Hill and a Master in Healthcare Administration from Pfeiffer University in Charlotte, NC. She joined the Duke Cancer Network in 2015 and advanced to her current role of Assistant Vice President in 2018. Ms. Hester's clinical interests include advancing operational excellence, patient safety, clinical practice and developing community oncology programs.

Kasia Sweeney

- Vice President, Strategy and Business Development, CalvertHealth Medical Center, Prince Frederick, Maryland
- kasia.sweeney@calverthealthmed.org
- Ms. Sweeney has over 25 years of leadership experience in the healthcare industry spanning nursing home, home care and hospital services. Her current role includes providing oversight for strategic planning, business development, key health system clinical service lines and the ambulatory physician enterprise. She earned her Bachelor of Arts in healthcare administration and public policy from the University of Maryland, Baltimore County, and an MBA with a concentration in medical services management from Johns Hopkins University. Ms. Sweeney is currently pursuing her DrPH at the Johns Hopkins Bloomberg School of Public Health.