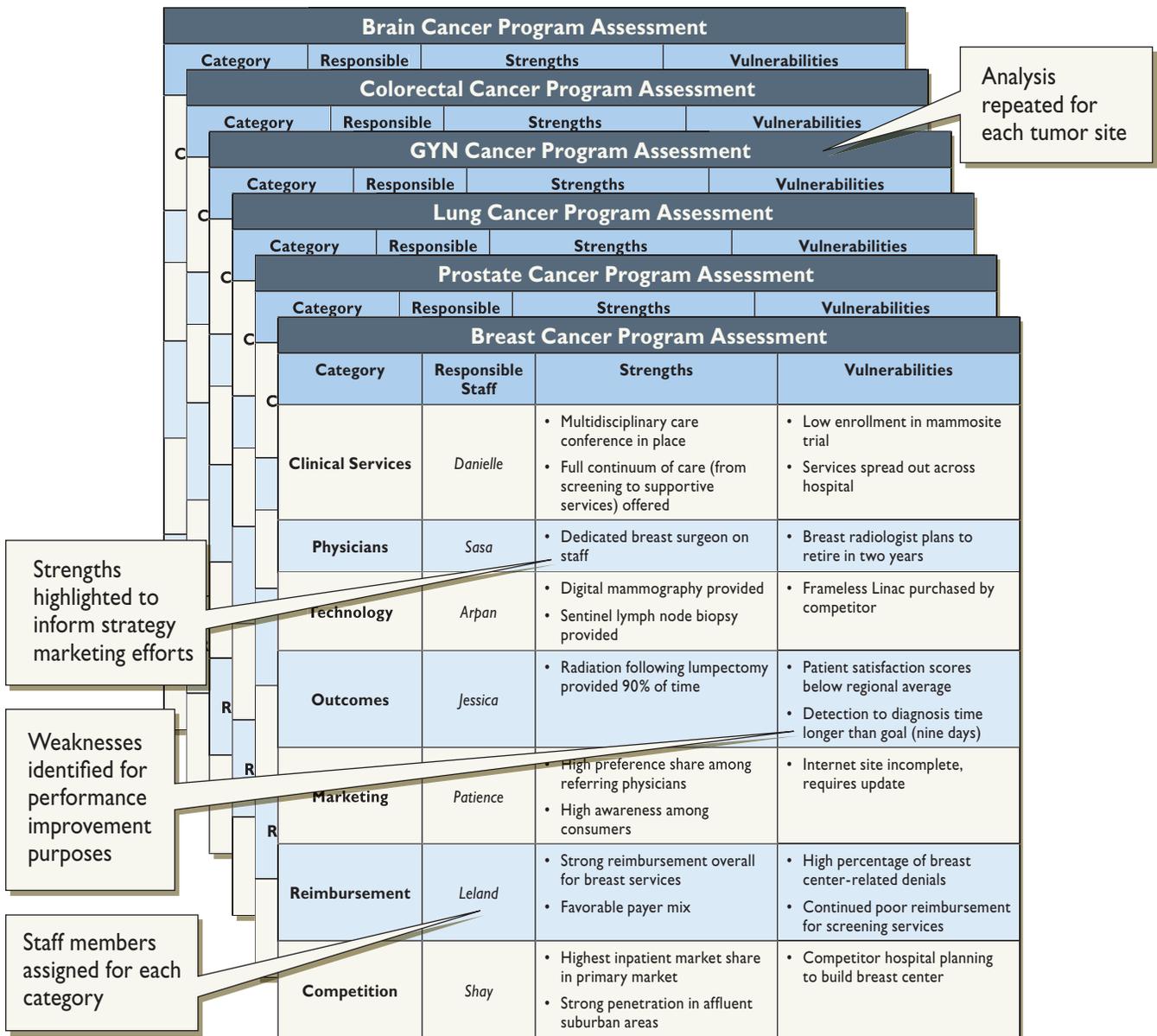


PRACTICE #10: TUMOR SITE GAP ANALYSIS

Identifying Program Strengths and Deficiencies by Tumor Site

To overcome the challenges mentioned on the previous pages, Mitsubishi set about developing appropriate strategies for each tumor site program, given its specific characteristics. To assist, administrators conducted a thorough analysis of program strengths and vulnerabilities for each tumor site. As shown below, tumor sites are assessed across seven categories, which are tied to Mitsubishi’s long-term strategic plan. These analyses allow Mitsubishi to identify service “gaps” with each tumor site, areas that might warrant strategic attention.

Tumor Site Assessments



Translating Findings into an Actionable Strategic Plan

Mitsubishi’s gap analyses were then used to create individualized strategic plans for select tumor sites. Reproduced on the page below is the program’s plan for breast care services. In many instances, strategic initiatives are tied directly to specific strengths and vulnerabilities mentioned in the gap analysis. For example, administrators’ decision to ensure detection-to-diagnosis time is less than nine days was the result of their gap analysis finding that their time was at an unsatisfactory level. Underneath each of the larger mandates listed below are a number of more specific initiatives designed to help achieve goals.

Breast Care Initiatives

Initiatives for Improving Breast Health Services—Mitsubishi Hospital	
<p>Increase screening mammogram volumes by 7% to 48,535 per year</p> <ol style="list-style-type: none"> 1. Implement joint marketing efforts with local insurer (product extender) 2. Collaborate with Ambulatory marketing for seamless product 3. Develop and/or revise marketing materials 4. Clock in for early detection—systemwide 5. Align with women’s heart program (value added) 6. Define opportunities and establish relationships with women’s health program 7. Implement CAD systemwide 	<ol style="list-style-type: none"> 24. Comprehensive profile of target markets (demographics, location) 25. One-on-one contact with key physicians based on specialty, location 26. Provide CME event related to breast health 27. Provide CME event related to genetics testing 28. Provide educational newsletter to OB/GYNs, PCPs
<p>Greater than 55% of cases diagnosed in Stage 0 or I</p> <ol style="list-style-type: none"> 8. Implement CAD systemwide 9. Develop measurable program standards and communicate individual physician results quarterly 10. Initiate services in High Risk clinic 11. Align with mobile mammography 12. Develop educational plan for physicians (OB/GYN, PCP, residents) 	<p>Treatment goal—improve treatment process</p> <ol style="list-style-type: none"> 29. Standardize inpatient breast health services process between hospitals 30. Complete MammoSite trial 31. Increase second opinion referrals from outside hospital system 32. Initiate breast cancer research committee 33. x% of mastectomies with immediate reconstruction 34. Develop community advisory board 35. Develop integrative medicine product
<p>True detection-to-diagnosis time under 9 days</p> <ol style="list-style-type: none"> 13. Identify areas for collaboration with Imaging for seamless product 14. Develop measurable physician standards and communicate individual quarterly results 15. Standardize breast health outpatient process between centers 16. Develop Breast Health assistant position (RN extender) 17. Pilot volunteer program at one center 18. Select center for location of stereotactic machine 	<p>Expand and enhance facilities to meet capacity</p> <ol style="list-style-type: none"> 36. Develop a dedicated breast center accessible to all campuses 37. Make breast center accessible to affiliate hospital 38. Develop Cancer Center 39. Create timeline for expansion of Radiation Oncology 40. Create designated oncology nursing unit in south tower 41. Revise inpatient bed assignment to enhance nursing 42. Renovate Radiation Oncology department, add new technology 43. Combine two infusion operations into one facility with breakeven contribution margin 44. Move infusion clinic from old campus to new location
<p>Increase accuracy of staging and initiation of treatment</p> <ol style="list-style-type: none"> 19. Mobile PET unit at all centers 20. Work with radiology to educate physicians on advantages of MRI coil 21. Develop implementation plan for IMRT 	<p>Increase admissions to cancer center from other 39 counties by x%</p> <ol style="list-style-type: none"> 45. Recruit physicians to regional areas as needed; recruit state specialists to see regional patients in regional areas 46. Develop Radiation Oncology department relationships with partner hospitals in the multi-county area 47. Provide education/information to regional physicians to encourage appropriate referrals 48. Promote program standards of care for breast, prostate, lung 49. Promote physician standards of care in breast, other cancers 50. Maintain integrity of standards in regional hospitals using logo
<p>Increase referrals from key physicians by x% to x%</p> <ol style="list-style-type: none"> 22. Improve relations with top ten OB/GYN and Primary Care referrers 23. Develop plan for physicians who routinely refer outside of the system 	