Oncology Issues

ISSN: 1046-3356 (Print) 2573-1777 (Online) Journal homepage: https://www.tandfonline.com/loi/uacc20

Payer-Oncologist Relationships: Recommendations for Improvement

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To cite this article: Cary A. Presant & Marianna S.-B. Lamb (1997) Payer-Oncologist Relationships: Recommendations for Improvement, Oncology Issues, 12:5, 20-21, DOI: 10.1080/10463356.1997.11904709

To link to this article: https://doi.org/10.1080/10463356.1997.11904709

Published online: 18 Oct 2017.

found out which plans benefited the practice and which ones didn't," said Goermar.

KNOWING WHEN TO REFUSE A CONTRACT

Increasingly cancer care providers everywhere are taking a stand and "just saying no" to managed care contracts and their unreasonable terms. While this tactic is not for everyone in every situation, a physician practice or cancer center must have the tools to know when to refuse a contract. The following tips will help cancer care providers optimize their contract negotiation skills.

Before negotiations commence, cancer care providers must have invested in information systems that project future revenues, costs, and volume in specific managed care populations. These systems can help to compare one's actual costs to the rates offered in the contract. If providers don't know what their cost is by procedure code, they may be accepting contracts that will eventually drive them out of business.

Next, it will be important to study the competition and how a physician practice or cancer center rates against it. Providers will need to highlight state-of-the-art treatment, better outcomes, access to clinical trials, and other competitive advantages to justify why managed care entities should pay them a premium rate over the competition.

Providers should also establish procedures for streamlining deliberations and facilitating consensus among decision makers. Large provider organizations may want to limit the number of decision makers to a subset of physicians and administrative managers who review contracts and data and then present analytic results to the rest of the group. In addition, benchmarks for procedure codes and drug pricing that predetermine financially unacceptable levels of reimbursement should be instituted. These actions will limit time spent on discussion and reduce the potential for poor decision making.

When sitting down to review the contract, decision makers should heed the following checklist:

- *Beware of gag clauses and other restrictions.* Some plans have contract provisions that preclude speaking with patients about treatment options and plan payments. Be on the lookout for such provisions. Also, scrutinize requirements for utilization management, such as the complexity of the referral or authorization process and whether patients will have access to clinical trials. Be aware of any formulary restrictions on drugs.
- *Pay attention to small but important details.* Will fees be adjusted for changes in the medical cost of living? How much documentation will be required to bill for off-label indications or for drugs with no code (J9999)?
- *Negotiate a better deal.* Many cancer care providers feel compelled to accept whatever is put on the table and do not negotiate a better price. Not all payers are prepared to negotiate, but it is better to try to do so before walking away.

Ultimately, those cancer care providers able to elicit a loyal following among their patients will gain the most leverage in negotiating managed care contracts. As cancer patients become more educated health care consumers, they are demanding a greater voice in how their treatment is delivered. Patients want to see their care givers taking a stand against quality-of-care restrictions brought on by managed care companies.

Payer-Oncol Recommend

by Cary A. Presant, M.D., and Mar

Until recently, much of the public dialogue concerning managed care has focused on health maintenance organizations and their intensive degree of case management. HMOs have received most of the attention largely due to the close scrutiny with which their utilization review committees and medical directors manage oncology treatment and their methods for capitating oncology services. Today, however, most third-party payers, including private insurance companies, preferred provider organizations, Medicare, and even state Medicaid agencies, are joining HMOs in asserting their control over the medical management of patients to reduce health care costs. Increasingly all third-party payers are managing care more intensely with stringent pretreatment authorizations; frequent denials for standard, new, or investigational drugs; and restrictions on referrals to specialists.

Over the past five years, oncologists in California have gained considerable experience in the state's booming managed care market. Types of agreements with HMOs and other payers range from discounted fee-for-service relationships to more extensive

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Gordon L. Ross Cancer Center
Birmingham
Brookwood Medical Center
Brookwood Regional Cancer Institute
Birmingham
Huntsville Hospital
Comprehensive Cancer Institute
Huntsville
Medical Center East
Medical Center East Cancer Program
Birmingham
Mobile Infirmary Medical Center
Cancer Services
Mobile
St. Vincent's Hospital
Bruno Cancer Center
Birmingham
The Univ. of Alabama at Birmingham
UAB Comprehensive Cancer Center
Birmingham

ARIZONA
Good Samaritan Regional Medical Center
Good Samaritan Cancer Center
Phoenix
Scottsdale Memorial Hospital
Scottsdale
Tucson Medical Center
Cancer Care Center of Southern Ariz.
Tucson

ARKANSAS
St. Vincent Infirmary Medical Center
St. Vincent Cancer Center
Little Rock

CALIFORNIA
Alta Bates Medical Center
Medical Oncology & Hematology
Berkeley
Brookside Hospital
Regional Cancer Center
San Pablo
Citrus Valley Health Partners
Citrus Valley Medical Center
West Covina
City of Hope National Medical Center
Duarte
Columbia Good Samaritan Hospital
Good Samaritan Regional Cancer Center
San Jose
Community Hosp Monterey Peninsula
Comprehensive Cancer Program
Monterey
Community Hospital of Los Gatos
Los Gatos
Community Hospitals of Central Calif.
California Cancer Center
Fresno
Fountain Valley Regional Hospital Medical Center
Regional Cancer Center
Fountain Valley
Glendale Adventist Medical Center
Cancer Services
Glendale
Glendale Memorial Comp. Cancer Center
Glendale
Grossmont Hospital
David & Donna Long Cancer Center
La Mesa
Hoag Memorial Hospital Presbyterian
Hoag Cancer Center
Newport Beach
Huntington Memorial Hospital
Huntington Cancer Center
Pasadena
John Muir Medical Center
Oncology Center
Walnut Creek
Kaweah Delta District Hospital
Kaweah Delta Hospital Cancer Care Program
Visalia
Kern Medical Center
Kern Regional Oncology Center
Bakersfield
Little Company of Mary Hospital
Cancer Center
Torrance
Long Beach Community Hospital
Comprehensive Cancer Center
Long Beach
Marian Medical Center
Santa Maria
Marin General Hospital
Marin Cancer Institute
Greenbrae
Memorial Medical Center
Memorial Regional Cancer Center
Modesto
Mercy Healthcare Bakersfield
Florence R. Wheeler Cancer Center
Bakersfield
Mercy Healthcare Sacramento
Sacramento
Methodist Hospital of Southern Calif.
Methodist Hospital Cancer Program
Arcadia
Mills-Peninsula Health Services
MPHS Cancer Program
Burlingame
Mount Diablo Medical Center
Mount Diablo Regional Cancer Center
Concord
NorthBay Medical Center
NorthBay Cancer Center
Fairfield
Northridge Hospital Medical Center
Leavey Cancer Center
Northridge
Palo Alto Medical Foundation
Multimodality Cancer Care
Palo Alto
Palomar Medical Center
Palomar Cancer Program
Escondido
Petaluma Valley Hospital
Petaluma
Pomona Valley Hospital Medical Center
Lewis Family Cancer Care Center
Pomona
Presbyterian InterCommunity Hospital
Whittier
Providence Holy Cross Medical Center
PHC Regional Cancer Center
Mission Hills
Providence Saint Joseph Medical Center
PSJ Cancer Center
Burbank
Queen of Angels -
Hollywood Presbyterian Medical Center
Los Angeles
Queen of the Valley Hospital
Napa
Saint Agnes Medical Center
Fresno
Scripps Memorial Hospital
Thomas T. Stevens Cancer Center
La Jolla
Seton Medical Center
Daly City
St. Joseph Hospital of Orange
Regional Cancer Center
Orange
St. Joseph's Medical Center of Stockton
Sister Mary Pia Regional Cancer Center
Stockton
St. Jude Medical Center
Fullerton
Summit Medical Center Comp. Cancer Program
Oakland
Sutter Community Hospitals
Sutter Cancer Center
Sacramento
Torrance Memorial Medical Center
Torrance Memorial Cancer Center
Torrance
Tri-City Hospital District
Tri-City Medical Center
Vista Valley
Presbyterian Hospital
Van Nuys
Veterans Affairs Medical Center
Cancer Program
Long Beach

COLORADO
Columbia Presbyterian-St. Luke's Medical Center
Oncology Program
Denver
Lutheran Medical Center
Wheat Ridge
Memorial Hospital
The Cancer Center
Colorado Springs
Penrose-St. Francis Health Services
Penrose Cancer Center
Colorado Springs
PorterCare Hospital
Cancer Care Center
Denver
Poudre Valley Health Care, Inc.
Fort Collins
Rose Medical Center
Cancer Center
Denver
St. Anthony Hospitals
Oncology Services
Denver
St. Mary Corwin Reg. Medical Center
Cancer Program
Pueblo
St. Mary's Hospital & Reg. Med. Center
St. Mary's Cancer Center
Grand Junction

CONNECTICUT
Bridgeport Hospital
Bridgeport Hospital Community
Bridgeport
Cancer Care Partnership
Veterans Memorial Medical Center
Meriden
Greenwich Hospital Association
Bendheim Cancer Center
Greenwich
Middlesex Hospital
Cancer Center
Middletown
Norwalk Hospital
Norwalk
The Stamford Hospital
Carl & Dorothy Bennett Cancer Center
Stamford

DELAWARE
Beebe Medical Center
Robert & Eolyne Tunnell Cancer Center
Lewes
Medical Center of Delaware
Cancer Center
Wilmington

DISTRICT OF COLUMBIA
Georgetown University Medical Center
Lombardi Cancer Center
Washington, D.C.
Greater Southeast Community Hospital
Washington, D.C.
Washington Hospital Center
Washington Cancer Institute
Washington, D.C.

FLORIDA
Baptist Hospital
The Kugelman Cancer Center
Pensacola
Baptist Hospital of Miami
Miami
Bethesda Memorial Hospital
Comprehensive Cancer Care Center
Boynton Beach
Boca Raton Community Hospital
Lynn Regional Cancer Center
Boca Raton
Broward General Medical Center
Fort Lauderdale
Columbia Cedars Medical Center
Miami
Columbia North Florida Reg. Medical Center
Cancer Center
Gainesville
Columbia Ocala Regional Medical Center
Ocala Oncology Center
Ocala
Columbia Regional Medical Center SW Fla.
Fort Myers
Columbia West Fla. Regional Medical Center
West Florida Cancer Institute
Pensacola
Cornerstone Cancer Center
Palm Harbor

Florida Hospital
Walt Disney Memorial Cancer Institute
Orlando
Good Samaritan Cancer Institute
Intracoast Health Systems, Inc.
West Palm Beach
H. Lee Moffitt Cancer Center & Res. Institute
Tampa
Halifax Medical Center
H.D. Kerman Regional Oncology Center
Daytona Beach
Holmes Regional Medical Center, Inc.
Holmes Regional Cancer Center
Melbourne
Indian River Memorial Hospital
Indian River Regional Cancer Center
Vero Beach
Jupiter Medical Center
Jupiter
Lee Memorial Health System
George M. Cox Cancer Center
Fort Myers
MD Anderson Cancer Center Orlando
Orlando
Manatee Memorial Hospital
Community Cancer Program
Bradenton
Memorial Hospital Jacksonville
Jacksonville
Memorial Hospital-Ormond Beach
Memorial Cancer Care Center
Ormond Beach
Memorial Regional Hospital
Memorial Regional Cancer Center
Hollywood
Mercy Hospital
Community Comprehensive Cancer Center
Miami
Morton Plant Mease Health Care
Morton Plant Mease Cancer Program
Clearwater
NCH Healthcare System
Naples Community Hospital Oncology Program
Naples
Sacred Heart Health System/Pensacola
Center for Cancer Care
Pensacola
Sarasota Memorial Hospital
Cancer Care Services
Sarasota
Sarasota Radiation & Medical Oncology Center
Sarasota
St. Joseph's Hospital
St. Joseph's Cancer Institute
Tampa
Sun Coast Hospital
Cancer Care Program
Largo
Sylvester Comprehensive Cancer Center
University of Miami Hospital & Clinics
Miami
Tallahassee Memorial Regional Medical Center
Cancer Treatment Center
Tallahassee
University Community Hospital
Center for Cancer Care
Tampa
Winter Park Memorial Hospital
Winter Park Cancer Care Center
Winter Park

GEORGIA

Doctors Hospital
Jernigan Regional Cancer Center
Columbus
Georgia Baptist Medical Center
Harris Cancer Center
Atlanta
John D. Archbold Memorial Hospital
Lewis Hall Singletary Oncology Center
Thomasville
Medical Center of Central Georgia
Cancer Life Program
Macon
The Medical Center, Inc.
John B. Amos Community Cancer Center
Columbus
Memorial Medical Center, Inc.
Memorial Center for Cancer Care
Savannah
Northside Hospital
Institute for Cancer Control
Atlanta
Phoebe Putney Memorial Hospital
Phoebe Cancer Center
Albany
Piedmont Hospital
Piedmont Hospital Cancer Program
Atlanta
Promina Cobb Hospital & Medical Center
Oncology Program
Austell
Promina Kennestone Hospital
Kennestone Regional Oncology Center
Marietta
Saint Joseph's Hospital of Atlanta
Specialty Center for Cancer Care & Res.
Atlanta
South Fulton Medical Center
Oncology Services
East Point
West Georgia Medical Center
Enoch Callaway Cancer Clinic
LaGrange

HAWAII

Kuakini Medical Center
Honolulu
The Queen's Medical Center Cancer Institute
Honolulu

IDAHO

Kootenai Medical Center
North Idaho Cancer Center
Coeur d'Alene
Magic Valley Regional Medical Center
Southern Idaho Regional Cancer Center
Twin Falls
Mountain States Tumor Institute
St. Luke's Regional Medical Center
Boise
Saint Alphonsus Regional Medical Center
Cancer Treatment Center
Boise

ILLINOIS

BroMenn Healthcare
Cancer Care Program
Bloomington
The Carle Foundation
Carle Cancer Center
Urbana
Columbus Medical Center
Chicago
Copley Memorial Hospital
Knell Cancer Care Center
Aurora
Covenant Medical Center
Urbana
Decatur Memorial Hospital
Cancer Care Institute
Decatur
Elmhurst Memorial Hospital
Coordinated Oncology Program
Elmhurst
Illinois Masonic Medical Center
Illinois Masonic Cancer Center
Chicago
Little Company of Mary Hospital & Health Care
Regional Cancer Center
Evergreen Park
Memorial Health System
Regional Cancer Center
Springfield
The Methodist Medical Center of Illinois
Peoria
OSF Saint Anthony Medical Center
Rockford
Resurrection Medical Center
Resurrection Oncology Program
Chicago
Riverside Medical Center
Community Cancer Center/Aff. of Rush Health
Kankakee
Saint Joseph Hospital-Chicago
Oncology Program
Chicago
Saint Mary of Nazareth Hospital Center
Chicago
Sherman Hospital
Oncology Services
Elgin
St. John's Hospital
Cancer Institute
Springfield
St. Margaret s Hospital
Spring Valley
SwedishAmerican Hospital
Regional Cancer Center
Rockford
Trinity Medical Center-East Campus
Rock Island
United Samaritans Medical Center
Cancer Center of Danville
Danville

INDIANA

Ball Memorial Hospital
Muncie
Community Cancer Care, Inc.
Indianapolis
Community Hospitals Indianapolis
Regional Cancer Center
Indianapolis
Deaconess Hospital, Inc.
Deaconess Cancer Center
Evansville
Memorial Hospital of South Bend
Memorial Regional Cancer Center
South Bend
Methodist Hospital of Indiana, Inc.
Methodist Cancer Program
Indianapolis
The Methodist Hospitals, Inc.
Regional Cancer Center
Gary
Saint Joseph's Medical Center
Oncology Services
South Bend
Saint Margaret Mercy Healthcare Center
Oncology Center
Hammond
St. Anthony Medical Center, Inc.
Burrell Cancer Institute
Crown Point
St. Elizabeth Hospital Medical Center
Community Hospital Comp. Program
Lafayette
St. Mary's Medical Center
Oncology Program
Evansville
St. Vincent Hospital & Health Care Center
Indianapolis
Union Hospital, Inc.
Hux Cancer Center
Terre Haute

IOWA

The Finley Hospital
Tristate Regional Cancer Center
Dubuque
Genesis Medical Center
Genesis Cancer Center
Davenport
Iowa Methodist Medical Center
John Stoddard Cancer Center
Des Moines
Mercy Hospital Medical Center
Mercy Cancer Center
Des Moines
Mercy Medical Center
Mercy Cancer Center
Cedar Rapids
North Iowa Mercy Health Center
Mercy Cancer Center
Mason City
St. Luke's Hospital
St. Luke's Cancer Care Services
Cedar Rapids

KANSAS

Columbia Wesley Medical Center
Wichita
Hays Medical Center
Hays Cancer Center
Hays
Salina Regional Health Center
Salina
Shawnee Mission Medical Center
Shawnee Mission
Via Christi Regional Medical Center
St. Francis Campus Cancer Center
Wichita

KENTUCKY

Audubon Regional Medical Center
Oncology Services/Columbia Healthcare Network
Louisville
Baptist Hospital East
Center for Cancer Care
Louisville
Central Baptist Hospital
Central Baptist Hospital Cancer Care Center
Lexington
King's Daughters Medical Center
Cancer Resource Center
Ashland
Lexington Clinic
Lexington Clinic Cancer Center
Lexington
Regional Medical Center
Merle M. Mahr Cancer Center
Madisonville
Saint Joseph Hospital
Lexington
St. Luke Hospital, Inc.
Northern Kentucky Cancer Treatment Center
Fort Thomas
University of Kentucky Medical Center
Lucille Parker Markey Cancer Center
Lexington

LOUISIANA

Baton Rouge General Medical Center
Regional Cancer Center
Baton Rouge
Mary Bird Perkins Cancer Center
Baton Rouge
Memorial Medical Center
Cancer Center
New Orleans
Northeast Louisiana Cancer Institute
Monroe
Ochsner Clinic and Foundation
Ochsner Cancer Institute
New Orleans
Schumpert Medical Center
Schumpert Cancer Treatment Center
Shreveport
St. Frances Cabrini Hospital
Cabrini Center for Cancer Care
Alexandria
Terrebonne General Medical Center
Cancer Care Center
Houma
Touro Infirmary
New Orleans
Tulane University Hospital & Clinic
Tulane Cancer Center
New Orleans

MAINE

Eastern Maine Medical Center
CancerCare of Maine
Bangor
Maine Medical Center
Portland
Mid-Maine Medical Center
Mid-Maine Medical Center Cancer Program
Waterville

MARYLAND

Anne Arundel Medical Center
Anne Arundel Oncology Program
Annapolis
Frederick Memorial Hospital
Regional Cancer Therapy Center
Frederick
Greater Baltimore Medical Center
Cancer Center at GBMC
Baltimore
Harbor Hospital Center
Harbor Hospital Cancer Center
Baltimore
Johns Hopkins Hospital
The Johns Hopkins Oncology Center
Baltimore
The Memorial Hospital at Easton
Memorial Hospital Regional Cancer Center
Easton
Memorial Hospital & Medical Center
Division of Western Maryland Health System
Cumberland
Northwest Hospital Center
Oncology Program
Randallstown
Peninsula Regional Medical Center
Salisbury
Sinai Hospital of Baltimore
The Cancer Institute
Baltimore
Suburban Hospital, Inc.
Comprehensive Cancer Program
Bethesda
Washington County Hospital Assoc.
John R. Marshall Cancer Center
Hagerstown

MASSACHUSETTS

Baystate Medical Center
Regional Cancer Program
Springfield
Cape Cod Hospital
Cape Code Hospital Regional Cancer Center
Hyannis
Charlton Memorial Hospital
Fall River
Franklin Medical Center
Oncology Program
Greenfield
The Medical Center of Central MA
Worcester
Melrose-Wakefield Hospital Association
Cancer Care Center at Melrose-Wakefield
Melrose
The North Shore Medical Center
North Shore Cancer Center
Peabody
Saint Anne's Hospital
Harold K. Hudner Oncology Center
Fall River
The Saint Vincent Hospital
Cancer Management Program
Worcester
South Shore Hospital/SMAHCM
South Shore Hospital Oncology Program
South Weymouth

MICHIGAN

Battle Creek Health System
Cancer Care Program
Battle Creek
Bay Medical Center
Bay City
Garden City Hospital
Cancer Care Center at Garden City
Garden City
Grand Rapids Clinical Oncology Program
Grand Rapids
Hackley Hospital Cancer Center
Muskegon
Hurley Medical Center
Max E. Dodds Cancer Center
Flint
Lakeland Regional Health System
Lakeland Cancer Care Center
Saint Joseph
Marquette General Hospital
Cancer Center
Marquette
Mercy General Health Partners
Center for Cancer Care
Muskegon
Mercy Hospital
Port Huron Regional Cancer Center
Port Huron
Mercy Memorial Hospital
Community Cancer Center of Monroe
Monroe

MidMichigan Regional Medical Center
Pardee Cancer Center
Midland
Mount Clemens General Hospital
MCGH Oncology
Mount Clemens
Munson Medical Center
Traverse City
Northern Michigan Hospitals, Inc.
Northern Michigan Regional Cancer Center
Petoskey
Oakwood Hospital & Medical Center
Cancer Center
Dearborn
Port Huron Hospital
Port Huron
Providence Hospital
Providence Hospital Cancer Center
Southfield
Saint Mary's Health Services
Saint Mary's Regional Cancer Center
Grand Rapids
Sparrow Hospital and Health System
Sparrow Regional Cancer Center
Lansing
St. Joseph Mercy Hospital
McAuley Cancer Care Center
Ann Arbor
St. Joseph Mercy, Oakland
Pontiac
St. Mary's Medical Center
Regional Cancer Treatment Center
Saginaw
William Beaumont Hospital
Rose Cancer Treatment Center
Royal Oak

MINNESOTA

Abbott Northwestern Hospital
Virginia Piper Cancer Institute
Minneapolis
Fairview Southdale Hospital
Minneapolis
Health One Mercy & Unity Hospitals
Oncology Services
Coon Rapids
HealthEast Cancer Centers
St. Josephs/St. Johns Hospitals
Saint Paul
Methodist Hospital
HealthSystem Minnesota Cancer Program
Minneapolis
Miller Dwan Med.Ctr/Duluth Clinic/
St. Mary's Medical Center
Duluth
North Memorial Health Care
Hubert H. Humphrey Cancer Center
Robbinsdale
Rice Memorial Hospital
Willmar Cancer Center
Willmar
St. Luke's Hospital of Duluth
St. Luke's Cancer Center
Duluth
United Hospital
Saint Paul

MISSISSIPPI

Jeff Anderson Regional Medical Center
Meridian
Memorial Hospital at Gulfport
Richard C. Hennessey Cancer Center
Gulfport
Mississippi Baptist Medical Center
Cancer Center at Baptist
Jackson
North Mississippi Medical Center
Tupelo
Singing River Hospital
Regional Cancer Center
Pascagoula

MISSOURI

Boone Hospital Center
Oncology Program
Columbia
The Cancer Institute of Health Midwest
Kansas City
Capital Region Medical Center
Capital Region Cancer Center
Jefferson City
Heartland Health System
Heartland Cancer Treatment Center
Saint Joseph
Saint Francis Medical Center
Saint Francis Medical Center Oncology Program
Cape Girardeau
Saint Luke's Hospital of Kansas City
St. Luke's Hospital Cancer Center
Kansas City
Southeast Missouri Hospital
Southeast Missouri Regional Cancer Center
Cape Girardeau
St. John's Mercy Medical Center
St. John's Mercy Cancer Program
St. Louis
St. John's Regional Medical Center
St. John's Regional Cancer Center
Joplin
St. Luke's Hospital
Center for Cancer Care
Chesterfield
St. Mary's Health Center
St. Mary's Cancer Services
Jefferson City
University of Missouri Hospital & Clinics
Ellis Fischel Cancer Center
Columbia

MONTANA

Benefis Health Care-West Campus
Regional Cancer Center
Great Falls
Deaconess-Billings Clinic Health System
DBCHS Cancer Program
Billings

NEBRASKA

Alegent Health, Immanuel Medical Center
Immanuel Cancer Center
Omaha
Alegent Health Bergan Mercy Medical Center
Bergan Mercy Cancer Center
Omaha
Clarkson Hospital
Storz Cancer Institute
Omaha
Good Samaritan Hospital
GSH Oncology Center
Kearney
Lincoln General Hospital
Cancer Care Center
Lincoln
Nebraska Methodist Hospital
Methodist Cancer Center
Omaha
Regional West Medical Center
Cancer Treatment Center
Scottsbluff

NEVADA

Columbia Sunrise Hospital & Medical Center
Las Vegas

NEW HAMPSHIRE

The Cheshire Medical Center/Keene Clinic
Kingsbury Center for Cancer Care
Keene
Optima Health
Elliot Regional Cancer Center
Manchester

NEW JERSEY

Atlantic City Medical Center
Ruth Newman Shapiro Regional Cancer Center
Pomona
Bayonne Hospital
Center for Cancer Treatment
Bayonne
Clara Maass Medical Center
Community Hospital Cancer Program
Belleville
Community Medical Center
Toms River
Elizabeth General Medical Center
Community Oncology Program
Elizabeth
Englewood Hospital & Medical Center
Englewood
Hackensack Medical Center
N NJ Community Clinical Oncology Program
Hackensack
Jersey City Medical Center
Cancer Program at Jersey City Medical Center
Jersey City
Jersey Shore Medical Center
JSMC Cancer Program
Neptune
John F. Kennedy Medical Center
JFK Comprehensive Cancer Program
Cranford
Medical Center at Princeton
Princeton
Medical Center of Ocean County
Point Pleasant Beach
Memorial Hospital of Burlington County
Regional Cancer Center
Mount Holly
Mercer Medical Center
Regional Cancer Center
Trenton
Monmouth Medical Center
Cancer Center at Monmouth
Long Branch
Morristown Memorial Hospital
Morristown Memorial Hospital Cancer Center
Morristown
Mountainside Hospital/Atlantic Health
Montclair
Newark Beth Israel Medical Center
Flo Okin Oncology Center
Valerie Fund Childrens Center
Newark
Overlook Hospital
Community Oncology Program
Summit
Passaic Beth Israel Hospital
PBI Regional Cancer Center
Passaic
Riverview Medical Center
Red Bank
Saint Barnabas Medical Center
Livingston
Shore Memorial Hospital
Somers Point
Somerset Medical Center
Somerville
South Jersey Hospital System
South Jersey Regional Cancer Center
Millville
St. Francis Cancer Program
St. Francis Medical Center/
Fox Chase Cancer Center
Trenton
St. Joseph's Hospital & Medical Center
Cancer Program at St. Joseph's Hospital
Paterson
United Healthcare System
Newark
The Valley Hospital
Community Hospital Comprehensive Program
Ridgewood

NEW MEXICO

St. Joseph Medical Center
St. Joseph Regional Cancer Center
Albuquerque
University of New Mexico Cancer Center
Cancer Research & Treatment Center
Albuquerque

NEW YORK

Albany Medical College
Cancer Center
Albany
Bassett Healthcare
Louis Busch Hager Cancer Center
Cooperstown
Bayley Seton Hospital
Oncology Program
Staten Island
Benedictine Hospital
Kingston
Beth Israel Medical Center
Beth Israel Cancer Center/
Phillips Ambulatory Care Center
New York
Cancer Institute of Brooklyn
Brooklyn
Catholic Medical Center of Brooklyn & Queens
Jamaica
Champlain Valley Physicians Hosp.
Med.Ctr.
FitzPatrick Cancer Center
Plattsburgh
Ellis Hospital
Macdonald Oncology-Hematology Unit
Schenectady
Faxton Hospital
Regional Cancer Center
Utica
Genesee Hospital
Genesee Hospital Cancer Center
Rochester
Glens Falls Hospital
The Cancer Center
Glens Falls
Hematology Oncology Assoc. of CNY, PC
Syracuse Hematology-Oncology CCOP
Syracuse
Horton Medical Center
Tucker Center for Cancer Care
Middletown
The Long Island College Hospital
Othmer Cancer Center
Brooklyn
Mercy Medical Center
Long Island Cancer Institute
Rockville Centre
North Shore University Hospital
Comprehensive Cancer Care Center
Manhasset
Our Lady of Lourdes Memorial Hospital
Regional Cancer Center
Binghamton
Sound Shore Medical Center of Westchester
Goldstein Cancer Center
New Rochelle
South Nassau Communities Hospital
Oceanside
St. Mary's Hospital
Community Cancer Center
Rochester
St. Peter's Hospital
St. Peter's Hospital Cancer Care Center
Albany
St. Vincents Medical Center of Richmond
Oncology Program
Staten Island
Staten Island University Hospital
Sanford A. Nalitt Institute for Cancer
Staten Island
Syracuse Hematology/Oncology, P.C.
Syracuse
University Medical Center
SUNY/University Cancer Center at Stony Brook
Stony Brook
Winthrop-University Hospital
Nassau Regional Cancer Program
Mineola

NORTH CAROLINA

Alamance Regional Medical Center
Alamance Cancer Center
Burlington
Carolinas Medical Center
Blumental Cancer Center
Charlotte
Harris Regional Hospital
Mountain Regional Cancer Center
Sylva
Iredell Memorial Hospital
Cancer Program of Iredell Memorial
Statesville
Memorial Mission Medical Center
Mountain Area Cancer Center
Asheville
The Moses H. Cones Memorial Hospital
MHC Oncology Center of Excellence
Greensboro
New Hanover Regional Medical Center
Wilmington
Presbyterian Health Care System
Presbyterian Hospital Cancer Center
Charlotte
Rex Healthcare
Rex Cancer Center
Raleigh
St. Joseph's Hospital
Asheville
University Medical Center/Eastern Carolina
Leo W. Jenkins Cancer Center
Greenville

NORTH DAKOTA

Dakota Medical Center
Dakota Cancer Institute
Fargo
MeritCare Health System
Roger Maris Cancer Center
Fargo

OHIO

Alliance Community Hospital
Alliance
Aultman Hospital Cancer Center
Canton
The Bellevue Hospital
Cancer Care Center
Bellevue
Bethesda Hospital
Zanesville
The Christ Hospital
Health Alliance of Greater Cincinnati
Cancer Center
Cincinnati
Fairview Health System
Moll Center for Cancer Care
Cleveland
Firelands Community Hospital
Firelands Cancer Centre
Sandusky
Franciscan Health System
Ohio Valley Franciscan Cancer Services
Cincinnati
Franciscan Medical Center-Dayton Campus
Franciscan Cancer Center
Dayton
Good Samaritan Hospital
Grant Oncology Program
Cincinnati
Grant/Riverside Methodist Hospitals
Grant/Riverside Cancer Services
Columbus
The Jewish Hospital of Cincinnati Inc.
Health Alliance of Greater Cincinnati
Oncology Center
Cincinnati
Kettering Medical Center
Kettering
Lorain Community/
St. Joseph Regional Health Center
Lorain County Regional Cancer Center
Lorain
Mercy Hospital of Fairfield
CancerCare Center
Fairfield
Meridia Hillcrest Hospital
Meridia Cancer Center
Mayfield Heights
Miami Valley Hospital
David L. Riker Cancer Center
Dayton
Mount Carmel Health System
Columbus
Ohio State Comprehensive Cancer Center
Arthur G. James Cancer Hospital & Res. Institute
Columbus
Park Medical Center
Regional Oncology Center at Park
Columbus
St. Elizabeth Hospital Medical Center
Youngstown
St. Vincent Mercy Medical Center
St. Vincent Cancer Center
Toledo

The Toledo Hospital
Toledo Hospital Oncology Center
Toledo
University of Cincinnati Hospital
Charles M. Barrett Cancer Center
Cincinnati
Western Reserve Health Care Corp.
Regional Cancer Care Center
Youngstown

OKLAHOMA

Cancer Treatment Centers of Tulsa
Oncology Program
Tulsa
Deaconess Hospital
Deaconess Cancer Center
Oklahoma City
Hillcrest Medical Center
Tulsa
INTEGRIS Baptist Medical Center
Troy & Dollie Smith Cancer Center
Oklahoma City
INTEGRIS SW Medical Center of OK
Central Oklahoma Cancer Center
Oklahoma City
Norman Regional Hospital
Oncology Services
Norman
Saint Francis Hospital
Natalie Warren Bryant Cancer Center
Tulsa
St. John Medical Center
LaFortune Cancer Center
Tulsa

OREGON

Bay Area Hospital
Cancer Program
Coos Bay
Good Samaritan Hospital
Samaritan Regional Cancer Center
Corvallis
Hematology Clinic
Hematology Clinic Oncology Center
Portland
Legacy Health System
Legacy Cancer Services
Portland
Sacred Heart General Hospital
Cancer Care Center
Eugene
Sisters of Providence Health System
Providence Regional Cancer Program
Portland

PENNSYLVANIA

Abington Memorial Hospital
Cancer Care Services
Abington
Allegheny General Hospital (AGH)
Allegheny Community Cancer Network
Pittsburgh
Allegheny Valley Hospital
Natrona Heights
Altoona Hospital
Altoona
The Bryn Mawr Hospital
Comprehensive Cancer Care Center
Bryn Mawr
CONEMAUGH, Lee & Windber Hospitals
Laurel Highlands Cancer Program
Johnstown
Centre Community Hospital
The Cancer Center
State College
The Chambersburg Hospital
Chambersburg
Crozer-Chester Medical Center
Crozer Regional Cancer Center
Upland
Delaware County Memorial Hospital
Delaware County Regional Cancer Center
Drexel Hill
Fox Chase Cancer Center
Philadelphia
The Graduate Hospital
Comprehensive Cancer Program
Philadelphia
Grand View Hospital
Comm. Cancer Center of Grand View Hospital
Sellersville
Lancaster General Hospital
Lancaster
The Lankenau Hospital
Lankenau Cancer Center
Springfield
Latrobe Area Hospital
Oncology Services
Latrobe
Lehigh Valley Hospital
John & Dorothy Morgan Cancer Center
Allentown
McKeesport Hospital
McKeesport
The Medical Center,Inc.
Cancer Treatment Center
Beaver
Mercy Hospital
Mercy Hospital Cancer Center
Scranton
The Mercy Hospital of Pittsburgh
Mercy Cancer Institute
Pittsburgh
Mercy Regional Health System
Mercy Regional Cancer Center
Altoona
Monongahela Valley Hospital
Regional Cancer Treatment Center
Monongahela
Montgomery Hospital
Montgomery Cancer Center
Norristown
Norristown Regional Cancer Center
Norristown
Northwest Medical Center
Northwest Center for Cancer Care
Franklin
Pinnacle Health Hospitals
Pinnacle Health Regional Cancer Center
Harrisburg
The Reading Hospital & Medical Center
Reading Hospital Community Cancer Center
Reading
Shadyside Hospital
Pittsburgh
The Washington Hospital
Washington Hospital Cancer Center
Washington
The Western Pennsylvania Hospital
Western Pennsylvania Cancer Institute
Pittsburgh
Westmoreland Regional Hospital
Cancer Care Center
Greensburg
York Health System
York Cancer Center
York

RHODE ISLAND

Rhode Island Hospital
Department of Medical Oncology
Providence

SOUTH CAROLINA

Greenville Hospital System
Cancer Treatment Center
Greenville
Richland Memorial Hospital
Center for Cancer Treatment & Research
Columbia
Roper CareAlliance
Roper Cancer Center
Charleston
Spartanburg Regional Medical Center
Spartanburg

SOUTH DAKOTA

McKennan Hospital
Dakota Midwest Cancer Institute
Sioux Falls
Sioux Valley Hospital
Cancer Center
Sioux Falls

TENNESSEE

American Patient Services Corp.
Oncology/Hematology/Surgery
Franklin
Baptist Hospital of East Tennessee
Baptist Regional Cancer Center
Knoxville
Baptist Memorial Hospital
Memphis
Centennial Medical Center
Sarah Cannon Cancer Center
Nashville
Fort Sanders Health System
Thompson Cancer Survival Center
Knoxville
Holston Valley Medical Center
Christine LaGuardia Phillips Cancer Center
Kingsport
Jackson-Madison County General Hospital
West Tennessee Cancer Center
Jackson
Johnson City Medical Center
Regional Cancer Center at JCMC
Johnson City
Memorial Hospital
H. Clay Evans Johnson Cancer Center
Chattanooga
Methodist Hospitals of Memphis
Cancer Care Center
Memphis
Methodist Medical Center Oak Ridge
Methodist Regional Cancer Center
Oak Ridge
St. Francis Hospital
Oncology Program
Memphis

TEXAS

Arlington Cancer Center
Arlington
Baylor University Medical Center at Dallas
Charles A. Sammons Cancer Center
Dallas
Columbia Bay Area Medical Center
Oncology Services
Corpus Christi
Columbia Spring Branch Medical Center
Houston
Don & Sybil Harrington Cancer Center
Amarillo
East Texas Medical Cancer Institute
East Texas Community Oncology Program
Tyler
Harris Methodist Fort Worth
Fort Worth
Memorial Hospital Northwest
Memorial Cancer Center at MHNW
Houston
Memorial Hospital Southwest
Memorial Cancer Services at MHSW
Houston
Methodist Hospitals of Dallas
Methodist Hospital Cancer Program
Dallas
Presbyterian Hospital of Dallas
Presbyterian Comprehensive Cancer Center
Dallas
Saint Michael Health Care Center
W. Temple Webber Cancer Center
Texarkana
Scott & White Memorial Hospital
Center for Cancer Prevention & Care
Temple
Seton Cancer Program
Austin
Southwest Texas Methodist Hospital
SW Texas Methodist Cancer Program
Peoria
St. Joseph Hospital
St. Joseph Hospital Cancer Program
Houston
St. Joseph Regional Health Center
St. Joseph Regional Cancer Center
Bryan
St. Luke's Episcopal Hospital
Cancer Program
Houston
St. Paul Medical Center
Cancer Center
Dallas
Texas Children's Hospital
Texas Children's Cancer Center
Houston
Texas Oncology, P.A.
Allison Cancer Center
Midland

UTAH

Columbia St. Mark's Hospital
Salt Lake City

VERMONT

Rutland Regional Medical Center
Rutland

VIRGINIA

Columbia Arlington Hospital
Cancer Center at Arlington Hospital
Arlington
Columbia Lewis Gale Hospital
Lewis-Gale Regional Cancer Center
Salem
Columbia Reston Hospital Center
Reston
Eastern Virginia Medical School
Tidewater Regional Cancer Network
Norfolk
HealthSouth Medical Center
HealthSouth Cancer Center
Richmond
James River Clinic/Riverside Reg. Medical Center
Cancer Services
Newport News
Johnston-Willis Hospital
Community Cancer Center
Richmond
Loudoun Healthcare, Inc.
Loudoun Cancer Care Center
Sterling
Mary Washington Hospital
Cancer Center of Virginia
Fredericksburg
Roanoke Memorial Hospitals
Cancer Center of Western Virginia
Roanoke
Rockingham Memorial Hospital
RMH Regional Cancer Center
Harrisonburg
Sentara Norfolk General Hospital
Sentara Cancer Institute
Norfolk
Southside Regional Medical Center
Southside Regional Cancer Treatment Center
Petersburg
Virginia Baptist Hospital
Cancer Program
Lynchburg
Virginia Beach General Hospital
Coastal Cancer Center
Virginia Beach

WASHINGTON

Affiliated Health Services
North Puget Oncology Cancer Care Centers
Sedro-Woolley
Deaconess Medical Center-Spokane
Deaconess Cancer Center
Spokane
Evergreen Hospital Medical Center
Evergreen Cancer Center
Kirkland
Good Samaritan Hospital
Cancer Care & Research Center
Puyallup
Multicare Health Systems
Multicare Regional Cancer Center
Tacoma
Sacred Heart Medical Center
Sacred Heart Cancer & Research Center
Spokane
Southwest Washington Medical Center
Cancer Center of SW Washington
Vancouver
St. Joseph Hospital
Community Cancer Program
Bellingham
St. Joseph Medical Center
St. Joseph Cancer Center
Tacoma
St. Mary Medical Center
St. Mary Regional Cancer Center
Walla Walla
Stevens Memorial Hospital
Puget Sound Tumor Institute
Edmonds
Virginia Mason Medical Center
Virginia Mason Cancer Center
Seattle

WEST VIRGINIA

Camden-Clark Memorial Hospital
Community Comprehensive Cancer Center
Parkersburg
Charleston Area Medical Center
Cancer Care Center of Southern WV
Charleston
St. Mary's Hospital
Tumor Conference
Huntington
United Hospital Center
United Cancer Center
Clarksburg

WISCONSIN

Covenant Healthcare System, Inc.
Covenant Cancer Care
Milwaukee
Gunderson/Lutheran Medical Center
La Crosse
Marshfield Clinic
Marshfield Cancer Center
Marshfield
Saint Nicholas Hospital
Sheboygan
St. Elizabeth Hospital
Comprehensive Cancer Center
Appleton
St. Luke's Medical Center
Cancer Center
Milwaukee
St. Vincent Hospital
Regional Cancer Center
Green Bay
Waukesha Memorial Hospital, Inc.
Regional Cancer Center
Waukesha

ogist Relationships: ations for Improvement

na S.-B. Lamb, M.S.

capitated arrangements. To survive, many California oncologists have had to work with payers to develop beneficial contracting arrangements that ensure coverage for drugs, services, and procedures and guarantee patient access to state-of-the-art, quality care.

In time, oncologists everywhere will face the challenges of managed care contracting with multiple payers. The techniques used by physicians of the Medical Oncology Association of Southern California and the California Cancer Medical Center may help others to improve their skills in contracting for oncology services.

A MUTUAL MISSION

Contracting for oncology services brings together previously disparate subcultures within the world of health care—those providing quality care for patients and those involved in controlling its cost. Both oncologists and contracting entities tend to view themselves as rightful guardians of one subculture and their counterparts as overzealous protectors of the other, often to the point of excess. Successful contracting that benefits everyone—patients, physicians, and payers—cannot occur with these presumptions in place. Ultimately, oncologists and managed care organizations must recognize that their responsibilities are the same—to deliver cost-effective, quality care to patients.

There are several steps oncologists can take in working with managed care companies to develop mutually beneficial strategies in caring for patients.

Initiate contact with payers. Oncologists should meet with those managed care representatives involved in negotiating contracts to become familiar with their individual responsibilities and the criteria upon which they base decisions. Similarly, oncologists should apprise payers of their medical background, including the history of their practice, oncology network, or other affiliation and its mission, goals, and objectives. These efforts will help build respect among individuals involved in negotiations on both sides and help dissolve pre-existing prejudices.

Document areas of agreement on past issues. Oncologists should provide examples of their own successful interactions with medical directors, managed care "gatekeepers," or insurance companies. Recognizing these positive, historical outcomes establishes a foundation upon which future decisions and compromises can be made.

Voice a commitment to quality. Oncologists must maintain their position of providing quality care to patients by consistently appealing to payers when specific treatment or reimbursement scenarios are excluded from contracts.

Provide payers with objective, supporting documentation. When disagreements over restrictive managed care policies arise, oncologists must be able to provide evidence that supports their arguments. Sources of documentation include:

- Studies published in national, peer-reviewed literature
- Citations from the standard reference compendia
- Oncology care guidelines and standards published by national oncology-related associations and state societies. Also, documentation of preferred policies and procedures instituted by other oncology groups or networks.

Collaborate with colleagues through membership in national and state organizations. National oncology-related associations and state oncology societies provide forums for transforming the separate voices of oncologists into an influential coalition. Approaching managed care organizations as part of a united front will yield more productive dialogue than splinter groups of physicians making the same case over and over again. In addition, physicians should confer with members of these organizations about ongoing points of disagreement with payers to gain additional input and strategies to use in the next round of contract negotiations.

Despite physicians' best efforts, unresolved issues will persist. However, continued negotiation between oncologists and payers is the only means of transforming initial resistance into favorable outcomes. In some cases, payers have agreed to physician-initiated pilot programs that test strategies before formally consenting to them. Developing these programs allows physicians and payers to capture data that will ultimately justify decisions about quality outcomes and cost containment issues.

Not all issues result in solutions that are favorable to oncologists. However, when physicians and payers can agree to work on those issues that remain unresolved, real progress occurs, along with a greater likelihood of those and future issues reaching acceptable conclusions.