**Instructions**

Please prepare a presentation (no more than 10 slides) based on the situation and data provided in this document. Be prepared to talk through this presentation with a small group and answer any questions they may have. The presentation and discussion typically last 30 minutes. Internet research can be done to support your completion of the case. If you have any questions as you are preparing your materials, please contact Hillary at [hillary.finet@oneoncology.com](mailto:hillary.finet@oneoncology.com).

**Situation**

Chicago Cancer Center (CCC) is a medical oncology practice that is looking to understand trends in their patient volume and revenue. They are looking at consolidating clinic locations and/or adding medical oncologists to the overall practice. They added one new medical oncologist in Q1 2021 (Provider 1) and had 2 medical oncologists retire in late 2021 (Provider 7) and 2022 (Provider 6).

* Develop scorecard to assess how Chicago Cancer Center is performing
  + Overall
  + By medical oncologist
  + And/or by location
* How is the new medical oncologist performing? Did the practice see any changes to patient volume from the retired medical oncologists?
* Identify any positive or negative trends in volume or payments
* Based on your assessment, how is this clinic performing?
* What subsequent analyses (if any) would you want to complete to understand this clinic better? What other data would you want to complete this?

**CCC patient volume**

The management team at CCC looks at 4 key performance indicators to help inform and assess performance. They would like to understand trends and variances for different patient diagnosis, providers, locations, and service types for these metrics. The new patient metric helps CCC understand how many potential new patients they have and retention of these patients for additional services such as follow-up visits, drug administrations (both chemo and non-chemo), and labs and is a measure of future growth to the practice for other service types. Unique patients seen, total visits and total admins help understand the total volume at the practice and are often aggregated to view by month or quarter for easier comparison over time. Finally, payer mix gives an idea of how well CCC is being paid for the services offered as different insurers pay different amounts.

**Key performance indicators (KPIs)**

|  |  |  |
| --- | --- | --- |
|  |  | **Target** |
| **Unique patients seen** | Measure of number of patients coming through the door at the practice   1. Unique patients seen in selected timeframe 2. % of unique patients with cancer diagnosis | No target  (higher % cancer is better for medical oncology practice) |
| **Total new patients** | Measure of growth of patient volume to the practice   1. Overall count of new patients 2. % of new patients with a cancer diagnosis | 80 new patients per quarter per medical oncologist  (higher % cancer is better for medical oncology practice) |
| **Total drug administrations** | Patients may receive drug infusions for cancer or non-cancer diagnosis.   1. Total drug administrations 2. Chemo versus non chemo drug administrations | 400 chemo drug administrations per quarter per medical oncologist |
| **Payer Mix** | Insurance plan that patients have at time of service   1. % of unique patients with Commercial, Medicare, or Medicaid at time of service | Typically, commercial plans have higher payment for same service type or CPT than Medicare or Medicaid.  (higher payment is higher revenue for same service) |

**Additional Information**

**Attached Excel file**

The attached file contains information about patients treated at Chicago Cancer Center from April 1,2021 to March 31, 2022 (1 full year, 4 quarters). It contains the following data points for each patient:

|  |  |
| --- | --- |
| Field |  |
| Patient ID: unique identifier for a person | Unique identifier for a person; can be used to identify unique patients |
| Service Date | Date the service occurred (ie. Office visit, drug administration, etc) |
| Service Month | Month of service; included for ease of aggregation to trend by month |
| Service Quarter | Quarter of service; included for ease of aggregation to trend by quarter |
| Service Type | Office Visit – can be used to calculate total visits  Drug Administrations – can be used to calculate total drug admins  Labs – can be used to calculate total labs |
| Service Subtype | More specific details on service type:  New Patient Office Visit – patients 1st visit  Follow-up visits,  Chemo Drug Infusion,  Non-Chemo Drug Infusion,  Labs |
| CPT | Specific procedure code |
| Cancer Diagnosis | Cancer or non-Cancer |
| Payer | Commercial, Medicare, Medicaid |
| Provider | Provider 1,2,3,4,5,6 |
| Location | Location 1,2,3,4 |
| Payment amount | Paid amount for the specific service (CPT) |
| Referring Provider | Name of the provider that referred the new patient to CCC medical oncologist  Health System 1,  Health System 2,  Health System 3,  Independent Group 1,  Independent Group 2,  Independent Group 3 |