

Background

In 2015, the Oncology leadership team decided to pursue accreditation as an Integrated Network. This network was to include the four MedStar Health hospitals in the Baltimore region: MedStar Franklin Square Medical Center, MedStar Good Samaritan Hospital, MedStar Union Memorial Hospital, and MedStar Harbor Hospital. This network was to span from Baltimore city to east Baltimore County. MedStar Franklin Square Medical Center was and would remain the hub of Oncology services for the region. Each of these entities had been independently accredited by the American College of Surgeons Commission on Cancer for many years. The goal was to create a regional network that was conducive to interdisciplinary, intercampus collaboration that would provide quality safe care for oncology patients treated at MedStar Health entities.

PICOT

In the MedStar Baltimore region, how does entity-based care compared to regional based care impact the quality and safety provided to oncology patients.

Methods

- Researched the requirements and process
- Solicited executive leadership support
- Engaged legal, finance, marketing and other departments
- Informed all stakeholders
- Communicated expectations
- Leaders were assigned positions and assignments on the Cancer Committee
- Additional committee members were assigned
- Leaders monitored activities closely for compliance

Regional implementations:

- Moved and consolidated services to align regionally
- Added regional leadership roles and responsibilities
- Implemented virtual cancer conferences
- Implemented virtual cancer committee meetings
- Instituted regional policies and procedures
- Restructured the Cancer Registry to support the region
- Rebranded marketing materials, lab coats and building signage
- Set up each site for clinical trial accrual
- Shared and cross trained staff
- Conducted regional tumor specific meetings
- Marketed oncology services regionally
- Shared and reviewed referral patterns
- Hosted education events regionally
- Highlighted regional experts

Measures

MedStar Harbor Hospital

Cancer Site
Head and Neck: 1
Digestion: 32
Respiratory: 21
Breast and Gyn: 0
Soft Tissue (Including Heart): 0
Skin: 1
Breast: 15
Female Genital: 15
Male Genital: 0
Urinary: 4
Eye and Ocular: 0
Brain / CNS: 4
Thyroid and Other Endocrine: 3
Lymphoma: 2
Myeloma: 1
Leukemia: 0
Neurofibroma / Kaposi Sarcoma: 0
Others: 0
Waldenstrom macroglobulinemia: 0
Langerhans cell histiocytosis: 0
PFLD: 0
GRAND TOTAL: 107

MedStar Union Memorial Hospital

Cancer Site
Head and Neck: 4
Digestion: 32
Respiratory: 33
Breast and Gyn: 1
Soft Tissue (Including Heart): 1
Skin: 1
Breast: 6
Female Genital: 3
Male Genital: 2
Urinary: 4
Eye and Ocular: 0
Brain / CNS: 5
Thyroid and Other Endocrine: 18
Lymphoma: 8
Myeloma: 1
Leukemia: 5
Neurofibroma / Kaposi Sarcoma: 2
Others: 17
Waldenstrom macroglobulinemia: 0
Langerhans cell histiocytosis: 0
PFLD: 0
GRAND TOTAL: 145

MedStar Good Samaritan Hospital

Cancer Site
Head and Neck: 9
Digestion: 85
Respiratory: 43
Breast and Gyn: 6
Soft Tissue (Including Heart): 3
Skin: 1
Breast: 118
Female Genital: 26
Male Genital: 26
Urinary: 20
Eye and Ocular: 0
Brain / CNS: 14
Thyroid and Other Endocrine: 9
Lymphoma: 22
Myeloma: 12
Leukemia: 5
Neurofibroma / Kaposi Sarcoma: 2
Others: 25
Waldenstrom macroglobulinemia: 0
Langerhans cell histiocytosis: 0
PFLD: 0
GRAND TOTAL: 458

MedStar Franklin Square Medical Center

Cancer Site
Head and Neck: 14
Digestion: 222
Respiratory: 258
Breast and Gyn: 4
Soft Tissue (Including Heart): 25
Skin: 136
Breast: 227
Female Genital: 98
Male Genital: 150
Urinary: 96
Eye and Ocular: 0
Brain / CNS: 19
Thyroid and Other Endocrine: 43
Lymphoma: 38
Myeloma: 15
Leukemia: 20
Neurofibroma / Kaposi Sarcoma: 2
Others: 89
Waldenstrom macroglobulinemia: 0
Langerhans cell histiocytosis: 0
PFLD: 0
GRAND TOTAL: 1439

MedStar Integrated Cancer Network

Cancer Site
Head and Neck: 27
Digestion: 320
Respiratory: 257
Breast and Gyn: 3
Soft Tissue (Including Heart): 28
Skin: 136
Breast: 325
Female Genital: 118
Male Genital: 176
Urinary: 123
Eye and Ocular: 0
Brain / CNS: 40
Thyroid and Other Endocrine: 60
Lymphoma: 57
Myeloma: 16
Leukemia: 20
Neurofibroma / Kaposi Sarcoma: 2
Others: 93
Waldenstrom macroglobulinemia: 0
Langerhans cell histiocytosis: 0
PFLD: 0
GRAND TOTAL: 1963

*2021 data

Results

Renewal	Complete	2/12/2015	INCP	Verified / Accredited
Renewal	Complete	3/22/2018	INCP	Verified / Accredited
Renewal	Complete	3/31/2022	INCP	Verified / Accredited

Discussion

There were some uncomfortable decisions that had to be made but leadership stood together and executed the strategic plan. Within the integrated network the patients are given access to a wider range of providers and technology that may not have been afforded to them at one particular entity. If a patient has to travel to another entity for a particular portion of care, there is careful coordination to ensure they return to the provider they saw initially.

Limitation

Initially, disrupting historical bonds and referral patterns, consolidating services, and collaboration during cancer conferences was challenging. One entity privately continued to maintain its own cancer committee, cancer conferences, and regular cancer committee meetings for at least a year post integration. The Chief of Oncology committed to participating in cancer conferences to ask stimulating questions to foster trust and fluid communication.

Conclusion

Creating the MedStar Health Baltimore Cancer Network has greatly increased the quality of oncology care given to the patients in the region. The multidisciplinary team strategically placed across the region allows patients to have quality treatment options near where they live and work.

Contact Information

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