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Stay tuned, the webinar will begin shortly

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Is The Grass Really Greener? Evaluating The Options for a Better Practice Life

Teri U. Guidi, MBA, FAAMA

Ronald R. Barkley, MS, JD



Teri U. Guidi, MBA, FAAMA

Teri U. Guidi is the President and CEO of Oncology Management Consulting Group based in Tampa, Florida. With decades of experience in oncology management, OMC Group is expert in the areas of strategic planning, reimbursement, program development, and market assessment. OMC experts have assisted countless health networks, hospitals, private practices, and many pharmaceutical/biotech firms. Recent projects include strategic and business planning, joint venture development, hospital/physician alignment, educational programs, comprehensive revenue cycle reviews and program assessments.

Prior to establishing OMC Group in 2001, Ms. Guidi held positions at institutions ranging from NCI-designated comprehensive cancer centers to large teaching hospitals in integrated health systems to small community hospitals. She has served as Executive Director and System Vice President of cancer service lines, and as Vice President of health system-owned medical oncology, gynecologic oncology and surgical oncology practices.

Ronald R. Barkley, MS, JD

Mr. Barkley is a healthcare business development and operations advisor experienced in medical group practice, hospital/health system, managed care network and corporate healthcare settings. Ron specializes in business transactions associated with healthcare services consolidation and operational integration, with special focus on oncology/cancer center business relationships.

Ron has been instrumental in transitioning oncology clients to value-based care and alternative payment models, including the Oncology Care Model program and oncology bundled pricing initiatives.

Mr. Barkley holds a Master's Degree in Healthcare Administration and a Law Degree with emphasis in healthcare transactional and regulatory law. He is a member of the State Bar of California; American Health Lawyer's Association (AHLA) and the Association of Community Cancer Centers (ACCC) and is a co-Founder and National Co-Chair of the Cancer Center Business Summit (CancerBusinessSummit.com), a thought leadership forum on matters of policy, business strategy and business models in cancer care delivery and finance.

Agenda

- The Motivators
- The Options
 - Choosing an Option
 - Pursuing Options
- Formalizing the Relationship
- Questions



The Motivators

What motivates oncologists to make a change?

- Decline in professional revenue due to:
 - Revenue Cycle disruption
 - Obstreperous payers' pre-authorizations, denials
 - Staff time to chase payments
 - Cost of infusion drugs (especially new ones)
 - Inflation of operating costs (payroll, insurance, etc.)
 - Increasing regulations that generate costs (e.g. USP 800)
- Margin reductions (e.g. specialty pharma white/brown bagging)
- Benchmark: when “take home” drops below \$425K

The Motivators (2)

- Decline in quality of life/professional satisfaction
 - Longer hours to expand capacity and generate revenue
 - Greater financial pressures to maintain practice and income
 - More focus on the business, less energy to focus on patients
 - The “tread mill” effect



The Motivators (3)

- Decline in relationship with practice situation itself
 - Power/control issues
 - Means of dividing revenue/expense/profits
- Uncomfortable professional relationships with peers
 - Personality conflicts within the group
 - External “peer pressure”

All can lead to feeling stuck in a rut with little hope of redemption



Choosing an Option

How to sort out the viable options

- Deliberation
 - conversations
 - Individual: one on one conversations with an unbiased, knowledgeable person
 - Group: moderated discussions, possibly in retreat format
 - Are all of similar mind or are there significant differences?

Choosing an Option (2)

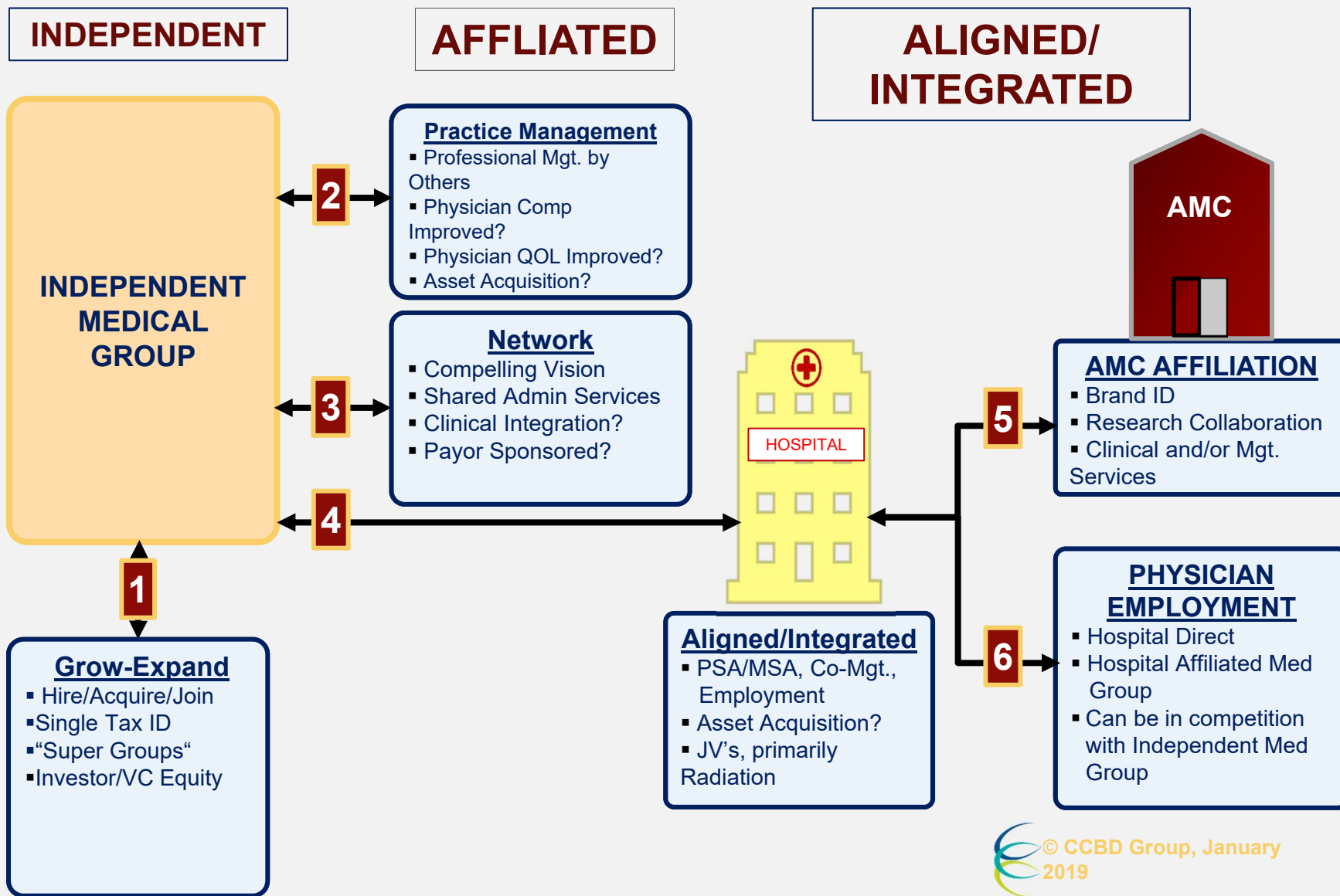
- Identify options that address the individual or group's needs and wants
- Select one or more options that are viable
- Make a GO/NO GO decision to pursue option(s)

The Options

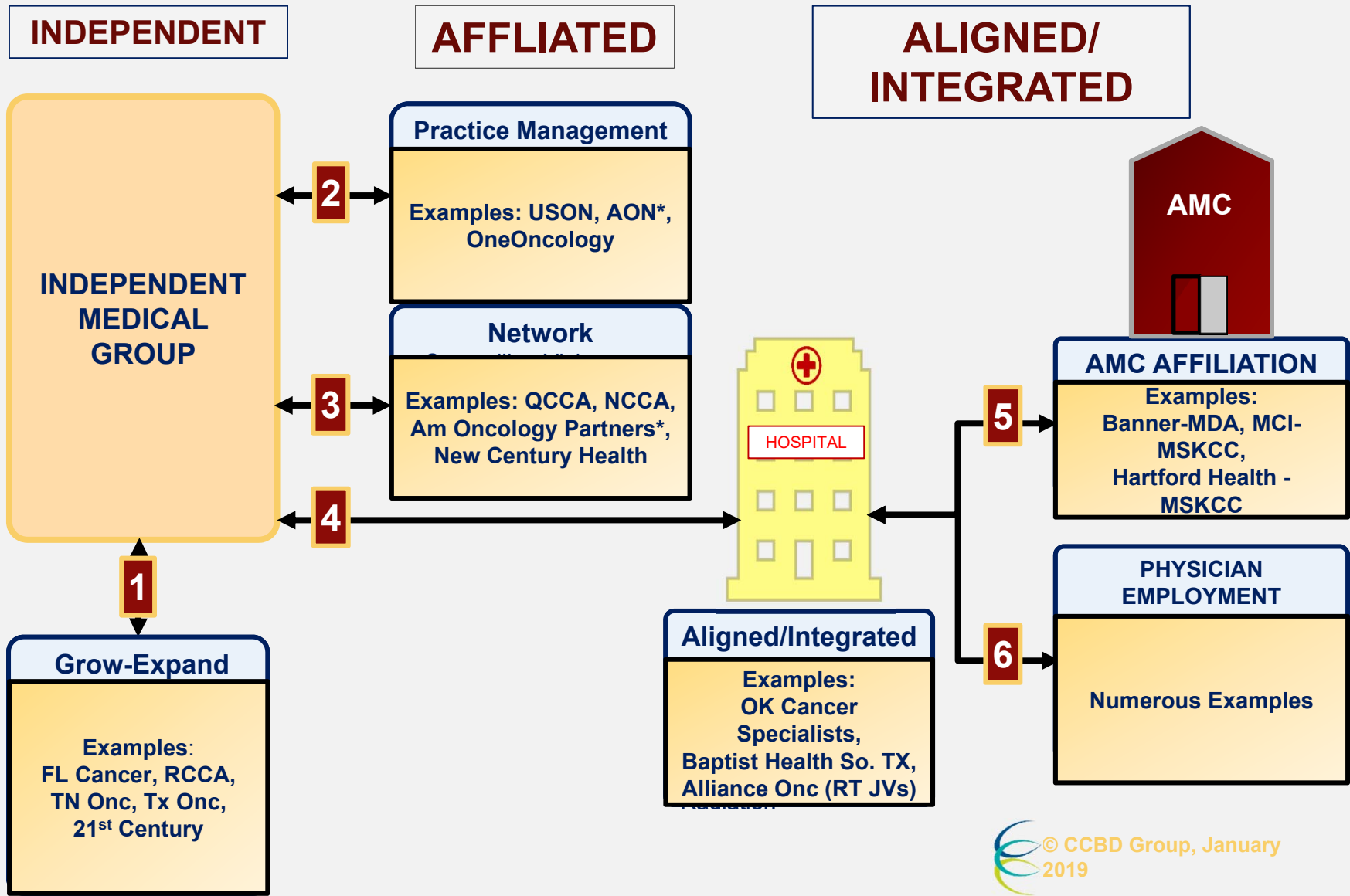
- Expand/improve current practice situation through practice acquisition/merger with other practice(s)
- Through affiliation with a practice network
- Through affiliation with a practice management company
- Through affiliation with a hospital
- Through re-negotiation of terms of an existing affiliation with a hospital
- Through disaffiliation from an existing affiliation with a hospital



STRATEGIC PARTNERING OPTIONS



STRATEGIC PARTNERING EXAMPLES



Pursuing Options: The Dating Process

- Assuming that an exclusive affiliation candidate has not been selected, send out a broader net: develop and circulate a Request for Proposal (RFP) to organizations that represent a viable option(s).



Pursuing Options: Dating (2)

- RFP evaluation process. Select from RFPs the desired candidate(s) for affiliation. What are the pros/cons of affiliation with the selected candidate(s)? What are the threshold requirements of an affiliation – what are the deal breakers?

Formalizing the Relationship: Getting Married

- Enter into Letter of Intent (LOI) with selected affiliation candidate(s)
- Due diligence, negotiation deal points and definitive transaction documentation per terms of the LOI
- Organizational, operational, financial planning under terms of the definitive transaction documents
- Operational conversion: Implement/“Go Live” with the affiliation





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Questions?

Please feel free to contact us if you find later that you still have questions.

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Thank You!

- Sincere thanks to all of you for joining us today. We hope that you will keep OMC Group and CCBD Group in mind when consulting needs arise in the future.



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