



GOBIERNO DE PUERTO RICO
CENTRO COMPRENSIVO DE CÁNCER
UNIVERSIDAD DE PUERTO RICO

BY ELECTRONIC MAIL

December 21, 2022

Lcdo. Omar Marrero
Executive Director
Puerto Rico Fiscal Agency and Advisory Authority

Dear Lcdo. Marrero,

We respectfully present the **Strategic Road Map** of the revised Business Plan for the University of Puerto Rico Comprehensive Cancer Center (UPRCCC), which includes the expansion and strategic priorities.

The focus of our Business Plan *is fully aligned to our mission* to provide the best care service to cancer patients using techniques that integrate research with prevention, early detection, treatment, and quality of life throughout the continuum of cancer care by creating a core of scientist and clinicians working together promoting a culture of excellence and quality. This integrated approach within the UPR Comprehensive Cancer Center provides synergies, efficiencies and ultimately better outcomes for our cancer patients and their families.

The 2021 and 2022 Certified Fiscal Plan for Puerto Rico required that the UPR Comprehensive Cancer Center: *“provide a Business Plan detailing specific actions the Center will take to become sustainable by FY2024. Meanwhile, the Center must also focus on EHR implementation during FY2022 and FY2023. This will allow the Center to properly and timely bill health insurance provider, increase their collections and reduce margins of error in the billing process. The Center must transition to be self-sufficient and rely on their own revenues starting in FY2024”*. Furthermore, the Fiscal Plan 2022 required that the UPRCCC complete the following milestones: implement an integrated communications campaign and complete the second phase of the Electronic Health Record (EHR). Both required milestones established for FY22 have been completed.

To efficiently support the strategic plan evaluation process, we hired an independent organization specialized in Project Management. During May 2022 they began a comprehensive review process with several internal stakeholders to understand the strategic plan, its status, and accomplishments. The evaluation of the UPRCCC strategic plan had two main objectives: First, to define how each initiative supported the Center’s mission and vision. The second objective was to evaluate each initiative relevance, implementation complexity, and priority related to execution. After a thorough review, twenty-four initiatives were identified and classified as quick wins, strategic or second priorities. Based on the priority a charter for each initiative was developed to guide the execution and follow-up the implementation. After this evaluation was completed, a new Strategic Road Map for the UPRCCC was developed (**See Attachment 1**), with specific timelines for each initiative and an updated timeframe. This road map will be the tool to follow up the evolution of all initiatives incorporated in the Strategic Plan.

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As previously mentioned, the UPRCCC achieved two important milestones established in fiscal year 2022, completion of the integrated communications campaign and the implementation of the second phase of the EHR. The communication campaign promoted prevention, early detection and specialized treatment health services programs offered at the UPRCCC Hospital and Radiotherapy center. The implementation of the second phase of the EHR contributed to the accuracy and completeness of patient documentation, data analytics and maximization of the revenue cycle. Currently, we are in the process of implementing Phase 3 of EHR implementation, which includes various additional key EHR integrations including blood bank, pharmacy, compatible imaging software for radiology, dictation, and updating the EHR for Radiotherapy Center and its integration into Meditech. These integrations will begin in FY2023 through FY2026 and will require an investment (“Capex”) of \$5 million.

During this current FY 2023 the CCCUPR began the transfer of the outpatient Hematology and Oncology Clinics from the University District Hospital (UDH). By FY 2024 we propose to complete this transfer which includes adding 20 inpatient beds and 1,000 monthly patient visits in the UPRCCC Hospital Multidisciplinary Outpatient Clinics. The transferring of the Hematology/Oncology Clinics from the University District Hospital also integrates outpatient and inpatient systemic oncologic therapies (chemotherapies, immunotherapies, and other systemic therapies). Complete transfer of the Oncology and Hematology services of the University District Hospital (UPR Hematology & Oncology Division and residency program) located at the Puerto Rico Medical Center (“Centro Medico”) is planned for FY 2024. The transfer of the inpatient and outpatient hematology and oncology services will require a budget transfer from University District Hospital (UDH; ASEM) of \$7.5M. These expenditures are billed to health insurance companies. In the meantime, a onetime upfront investment of \$6 million will be requested. With this transfer the CCCUPR forecast an average occupancy of 48 beds and patient revenue of \$50,853,108 for fiscal year 2024.

One of the strategic business priorities of UPRCCC Hospital during fiscal years 2022 and 2023 has been to achieve outpatient metrics level to qualify and apply for the **340B Program** (<https://www.hrsa.gov/opa/340b-opais>). Both objectives were accomplished by October 2022. We developed a road map to implement the execution of the 340B program once approval is granted by the federal government. We are requesting a Capex budget assignment of \$2 million for purchasing initial inventory drugs required to cover the lag period until reimbursements begin and Hospital can continue to replenish inventory. Implementation of the 340B program at the UPRCCC Hospital will result in estimated discount of 45 percent of the cost of the drugs, which will result in \$2.9M in additional funds to the UPRCCC Hospital operations during the first year of implementation.

The acquisition of the Da Vinci system, robotic-assisted minimal invasive surgical option, has placed the UPRCCC Hospital at the vanguard of new technologies for cancer treatment and advances in academics surgical programs. Although we are pleased with the outcomes of the investment, which currently has a 75-80% utilization, the reality is that one robot-assisted system is not sufficient for current treatment and training demands. We anticipate the integration of Head & Neck surgical services and additional surgical urologic services who perform robotic-assisted as the standard of care in most oncologic surgical management as recommended by national oncologic standards (nccn.org). Thus, we estimate that the acquisition of another robot would increase the surgical oncologic services by 500 cases per year. We have been able to negotiate contract fees of the robotic surgery for oncologic surgeries including gyn-oncology and uro-oncology with several health insurance groups in Puerto Rico. Moreover, the availability of the Da Vinci system and technology is key for training in robotic-assisted oncologic surgery for surgical residents within the UPR School of Medicine. The UPRCCC Hospital, is the sole academic robotic-assisted

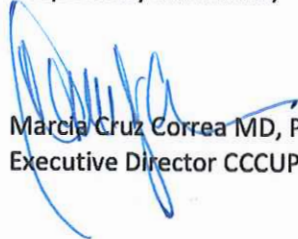
surgical training program in Puerto Rico and thus provides the infrastructure for compliance with the Accreditation Council for Graduate Medical Education requirement for the UPR residency programs (acgme.org). The estimate Capex investment is \$3.9 million.

Additional achievements that have been obtained by CCCUPR pursuant to its Business Plan in compliance with the Fiscal Plan are included in greater detail in **Attachment 2**. A Capex of \$3.5 million to acquire equipment for Operation Room 5 and 6 will be required. With the implementation of the Strategic Road Map by 2028 CCCUPR has a potential billing increase of \$87.4 Million. CCCUPR is actively negotiating an increase of 36% from Medicaid reimbursement.

Based on the above, CCCUPR would need access to a \$20.4 million in "Capex" and the transfer of the budget of \$7.5 million from UDH Hematology-Oncology to CCCUPR appropriation for each fiscal year beginning from FY2024 through FY2028 and achieve self-sustainability by FY2028. This incremental funding would support the additional and continuous CCCUPR's initiatives and allow the UPR Comprehensive Cancer Center to obtain the federal designation of **Cancer Center by the National Cancer Institute (NCI)**, which will in turn provide access to additional federal funds, impact health policies, and fuel a scientific economy for cancer prevention, diagnosis, and treatment in Puerto Rico.

To present and discuss the details of the scope, major initiatives and timeline of the Business Plan as well as our achievements and outcomes we request an opportunity to meet and further discuss at your convenience.

Respectfully submitted,



Marcia Cruz Correa MD, PhD, AGAF, FASGE
Executive Director CCCUPR

Hon. Pedro Pierluissi, Governor of Puerto Rico
Lcdo. Juan C. Blanco, Executive Director Office of Management and Budget of Puerto Rico
Dr. Carlos Mellado, Secretary of Puerto Rico Department Health
Junta de Directores CCCUPR
Junta de Control Fiscal PR



ATTACHMENT 1

UPRCCC's Business Plan Achievements

HOSPITAL

- ❖ **Recruit physicians and expand the range of specialists that can provide direct service to inpatients and outpatients.**
 - Recruited Board-Certified physicians in Pneumology (3), Cardiology (2) and Gastro-Oncology (2). Pneumologists are also Board-Certified as ICU specialists.
 - Additional physicians were recruited in the following specialties:
 - Infectious Diseases (2)
 - Pain Management (1)
 - Neuro-Oncology (1)
 - General Urology (1)
 - Urology-Oncology (2)
 - Colorectal Surgeon (1)
 - Gynecology-Oncology (1)
 - Plastic Surgery (1)
 - Preventive Gynecology (2)
 - Nuclear Medicine (1)
 - Head & Neck Surgeons (2)

- ❖ **Implement robotic-assisted surgery with the Da Vinci surgical system, a minimally invasive surgery.**
 - Among the new challenges and vanguard treatments available at the UPRCCC is the Da Vinci system, acquired in 2020 as the first robotic-assisted minimally invasive surgical option. This technology brings greatly improved precision and accessibility to surgery. Enhanced recovery of patients is provided secondary to effective and precise dissection of the surgical field. Moreover, this technology amplifies the spectrum of surgical candidates.

- From October 2021 through September 2022 (12 months) a total of 120 cases were performed (76 gynecology – 3 physicians, 33 colorectal surgeries – 2 physicians, and 11 urology – 1 physician). Recruitment of surgeons is ongoing. One Urologist, robotic-trained physician, started in October 2022, two Head & Neck, will be included in the program by February 2023, and an additional Gynecologist with Oncology training by August 2023.
- This technology amplifies the spectrum of surgical candidates. Academic programs have incorporated formal surgical training with robotics. Most surgical specialties are evolving procedures and training exposure with robotics as for example general surgery, gynecology, and urology. In the specific case of urology, training of robotic prostatectomy is required. Appropriate robotic surgical training for urology residents is required by credentialing institutions. The urology residency program accreditation depends in part on the robotic program. Failure to meet the minimal robotic cases per resident can result in jeopardy of the residency program accreditation. UPRCCCC Hospital is the ideal platform currently for surgical robotic training due to its state-of-the-art facilities, administrative platform, patient population and proficient trained faculty, which make the institution the ideal setting. Furthermore, being part of the UPR system, the institution provides the adequate academic atmosphere and protected environment for teaching.

❖ **Strengthen collaboration agreements with the Medical Sciences Campus**

- Physician Residence Programs were incorporated within the UPRCCC Hospital's operations. The Hospital serves the academic programs of Gynecology, Urology, and General Surgery of the UPR Medical Sciences Campus, particularly in the operating room and training and practice in robotic surgery, thanks to the acquisition of the Da Vinci Surgery System. Additionally, the ENT Residence Program is projected to be included by March 2023.

As of November 2022, the Hematology-Oncology Fellowship Program of the UPR Medical Sciences Campus initiated the transfer of their academic practice to the UPRCCC Hospital, with the goal to complete the move during the third quarter of Fiscal Year 2023. This includes an expansion of inpatient services which should increase the average daily census by 18 patients. This project does not only allow growth for the Hospital, but also provides the University District Hospital (UDH) to reassign current space (clinics and inpatient services) to attend other priorities.

❖ **Develop UPRCCC Hospital's Intramural Practice Plan**

- UPRCCC prioritized implementation steps to accomplish this goal, as required by operations stabilization:
 - Electronic Health Record implementation – On October 2021, the first phase of implementation was accomplished, allowing for efficient patient’s registration and services provided, medical staff and health professionals documentation, and billing and collections.
 - Billing and Collections, process improvement and restructuring – Performance and outcomes were reviewed, identifying improvement opportunities. The department was reorganized, and new positions were incorporated in the organizational chart, particularly a Revenue Cycle Director, and a Medical Insurance Contracting and Credentialing Specialist. Leaders were specifically assigned for: Registration, Preauthorization and Payment Agreements; Billing and Collections (including denial management). Collections dramatically improved, increasing monthly collections to \$1.2M.
 - Physician Financial Performance Analysis, considering health insurance contracted rates was implemented – A complete base and continued analysis of physician financial performance was developed in order to evaluate certain physician specialties with corresponding insurance carriers’ reimbursements to determine which currently need to be subsidized because reimbursement is under actual cost. This analysis provides the basis for reimbursement rate negotiations with health insurance providers, as well as coordination of services within the hospital to expand profitable segments to compensate for other needed services which are less profitable.
 - Hospital's Intramural Practice Plan – Some physicians, mostly those who perform procedures with a higher reimbursement, will be able to participate of the projected Hospital's Intramural Practice Plan; while those who mainly do initial and follow-up visits (outpatient and inpatient), will maintain service contracts with the UPRCCC Hospital, to assure continuity of oncology patients services.

❖ **Develop and implement an integrated communications campaign**

- Integration of the UPRCCC patient care services were perceived as a competition to current community providers, as they only considered basic oncology services. To address this issue, our medical staff participated in physician educational activities, highlighting specialized services provided and available Board-Certified physicians as well as other professionals.
- In November 2022, we started communications with **Salud Integral de la Montaña, Inc.**, a non-profit federally qualified system with eight (8) health clinics located in the center of Puerto Rico (Barranquitas, Bayamón, Comerío, Corozal, Naranjito, Orocovis and Toa Alta), which require access to specialized oncology services for their population. A collaborative agreement is currently underway for the referral and transport of patients to the Hospital. We anticipate a positive impact with referral services in cancer prevention, diagnosis, and treatment.
- Two Island-wide marketing campaigns were implemented successfully.
 - The first one, June 2021, *“Cuenta con el Comprensivo”*, was directed to the general population, for both awareness of the availability of the UPRCCC Hospital, and to promote health, prevention, and early detection.
 - The second one, May 2022, *“Te Comprendemos”* communication plan developed to inform services, specialists, and research that the Comprehensive Cancer Center offers to cancer patients and the public.

❖ **Develop an innovative Outpatient Dental Oncology Clinic**

- Experienced local consultant and developer, Caribbean Dental Products, Corp., provided dental unit design, remodeling and equipment quotations. The contract was signed in November 2022, after receipt of CAPEX funding and final negotiations with the provider. Construction is scheduled to start in December 2022, and to be completed in April 2023.
- Same as above. Equipment is scheduled to be received and installed between February and April 2023.

- This program is a collaboration of the UPRCCC with the School of Odontology of the UPR-MSU.

- ❖ **Complete implementation of Electronic Health Record (EHR) integrated with financial system including applications and databases of related providers (third party vendors) and training medical personnel and faculty.**
 - The UPRCCC Hospital began the implementation of the Meditech Expanse Electronic Health Record in its latest version during May 2021 and successfully began Go Live date on October 12, 2021.

 - Throughout 2022, the integrations that were planned during the second phase have been implemented, such as integration with General Ledger, integration with third-party systems that enable to write in patient's record, for example, the endoscopy system, which belongs to a third party.

 - We continue with the implementation of Blood Bank and update, in compliance with federal laws, the Radiotherapy Center's medical record and its integration into Meditech.

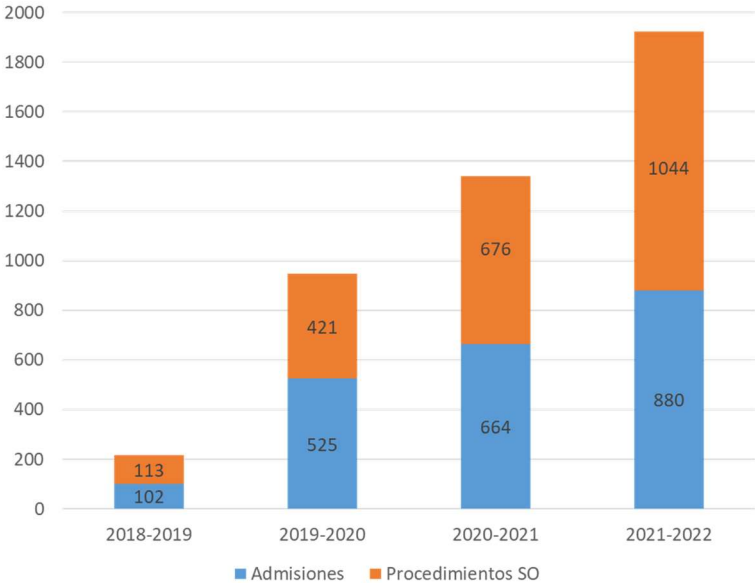
 - For FY 2023 and FY 2024, expectations are to integrate inventory management for pharmacy drugs and materials, radiological imaging system, dictation, telemedicine, training, and optimization for personnel.

 - In addition, communications equipment must be updated to comply with security requirements by the *National Institute of Standards and Technology* (NIST).

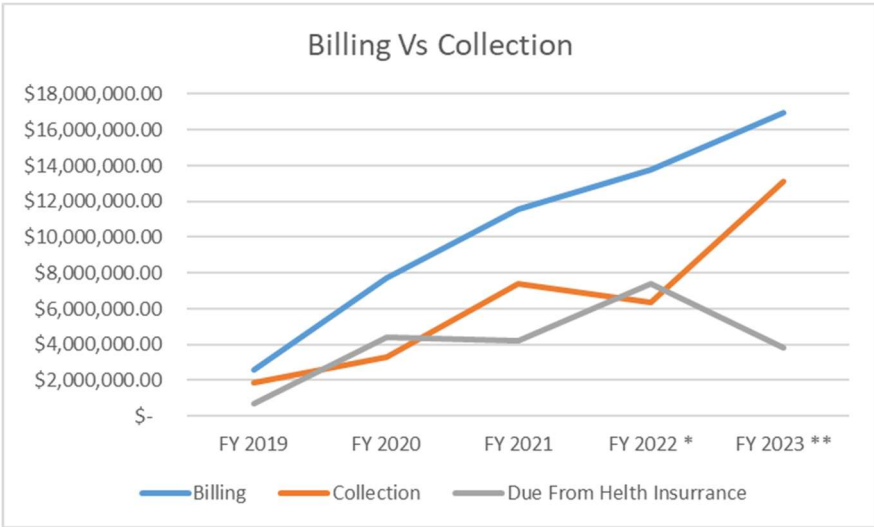
 - Also, it seeks to implement systems that allow information management in a safe and reliable manner, which enables cancer research as a goal of the UPRCCC.

 - Integrations are expected to end between FY2024 and FY2025. However, training of personnel and optimization of the integrations should end by FY 2026.

During FY 2022 Oncology services of the Hospital increased by 31% (1,924 vs 1,340 in FY 2021). The total monthly occupancy increased from 6 beds in FY 2020 to 15 beds in FY 2022.



FINANCIALS



Billing increased **26% for a total billed of \$13,772,717**. Despite the achievements in the implementation of the electronic health record in October 2021, it was not until September 2022 that the hospital stabilized billing and collection.

RADIOTHERAPY CENTER

The total of services offered in FY 2021-2022 was 9,955. We have a 6.8% increase in treatments and 8.9% of new patients relative to the same period in 2020-21. This is due to the increased efforts in patient outreach, contracting health plans, and implementing processes for electronic billing, increased media advertising of the Radiotherapy Center and inhouse activities for our patients.

RESEARCH INITIATIVES

We continue with our goal to achieve Cancer Center Designation by the National Cancer Institute (NCI) by applying through a P30 Cancer Center Support Grant. We completed several of the milestones proposed and consonant with NCI guidelines for Designation, such as:

- We submitted a Proposal through the COBRE mechanism in January 2022, a research collaboration between the UPR and UPRCCC titled: Center for the Promotion of Cancer Health Equity (CePCHE). We obtained a score of 21 from the reviewers, meaning a high possibility of being awarded. This grant represents an increase in our research portfolio of \$7,500,000 in 5 years.
- Establishment of the Cancer Center Office to work on all aspects required for the P30 Cancer Center Support Grant application.
- Recruitment of two experienced and funded investigators for the Division of Cancer Biology starting in 2023. Based on their expertise, they will integrate into the main research focus areas for the P30 application.
- We established the Office of Training and Education Programs, as required by the P30 mechanism, to serve as the coordinating center for all educational activities at UPRCCC, facilitating integration, synergy, and developing innovative approaches to education, training, and career development across all sectors of the cancer center. The main goals of the office are:
 - i. To provide interdisciplinary cancer education, mentorship, and training opportunities to support the career development of students, staff and faculty as cancer researchers and/or health professionals with a focus on oncologic care.
 - ii. Support the development of the next generation of cancer researchers and health care professionals and provide the infrastructure needed to expand cancer research efforts and cancer care in Puerto Rico and globally.

- iii. Serve as a coordination center for all training and educational activities in the UPRCCC, including cancer-related training, research, and education in cancer biology, cancer medicine, and population sciences.
- The Board of Trustees of the Puerto Rico Science and Technology Trust (PRSTT) approved the agreement for integrating the UPRCCC in the Science District on February 24, 2022. To conglomerate research resources related to cancer that serve as an economic and social development engine and provide UPRCCC's researcher's eligibility to enjoy the tax exemptions provided by participation in the Science District, which will help us retain and recruit high-caliber researchers.
- To Strengthen the integration of cancer-related clinical, research, and educational resources, a Master Collaboration Agreement between the University of Puerto Rico and the UPR-Comprehensive Cancer Center was executed in May 2022. Under this MOU, the UPR Cancer Researchers are able to become affiliated members of the UPR- Comprehensive Cancer Center.
- The external research fund portfolio increased to \$13,576,434.00 as of December 2022. Currently, the UPRCCC has close to 70% of the required minimum eligibility of cancer-focus peer-reviewed research funding as per NCI Division of Cancer Center P30 requirements.



CCCUPR Strategic Plan

Validation of portfolio and priorities

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September 2022

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Mission

Provide the best care service to cancer patients using techniques that integrate research with prevention, early detection, treatment, and quality of life throughout the continuum of cancer care.

Eradicate cancer in Puerto Rico using a multidisciplinary research model that includes basic, clinical, and epidemiological or population sciences.

Vision

Create a core of scientists who work together to develop prevention, early detection, treatment, and quality of life programs.

Obtain US National Cancer Institute designation.

The evolution of the CCCUPR, and the change in leadership and vision over time has resulted in competing priorities to reach a common goal

Competing Priorities

Obtain the NCI designation

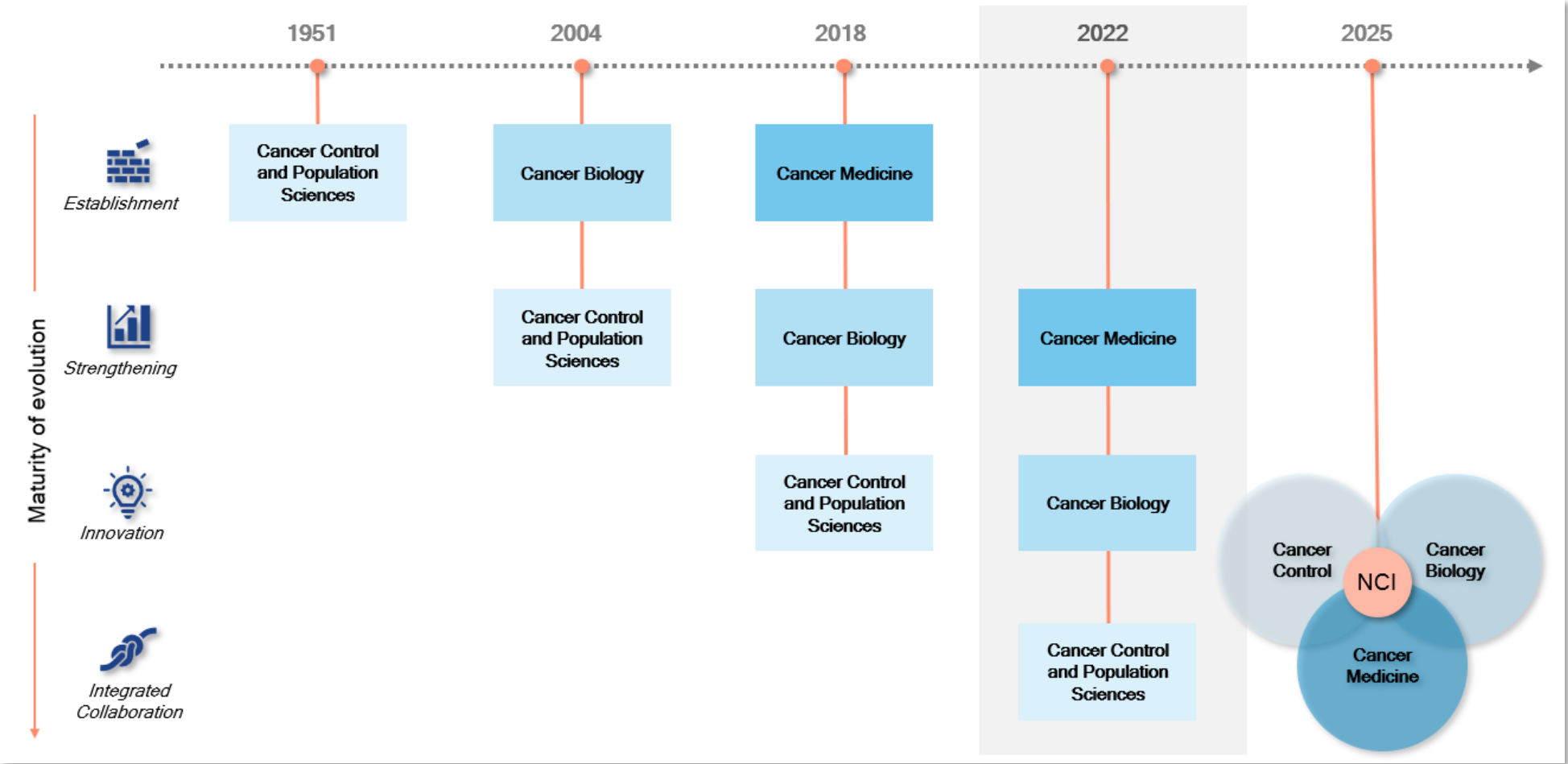
vs.

Self-sufficient operation

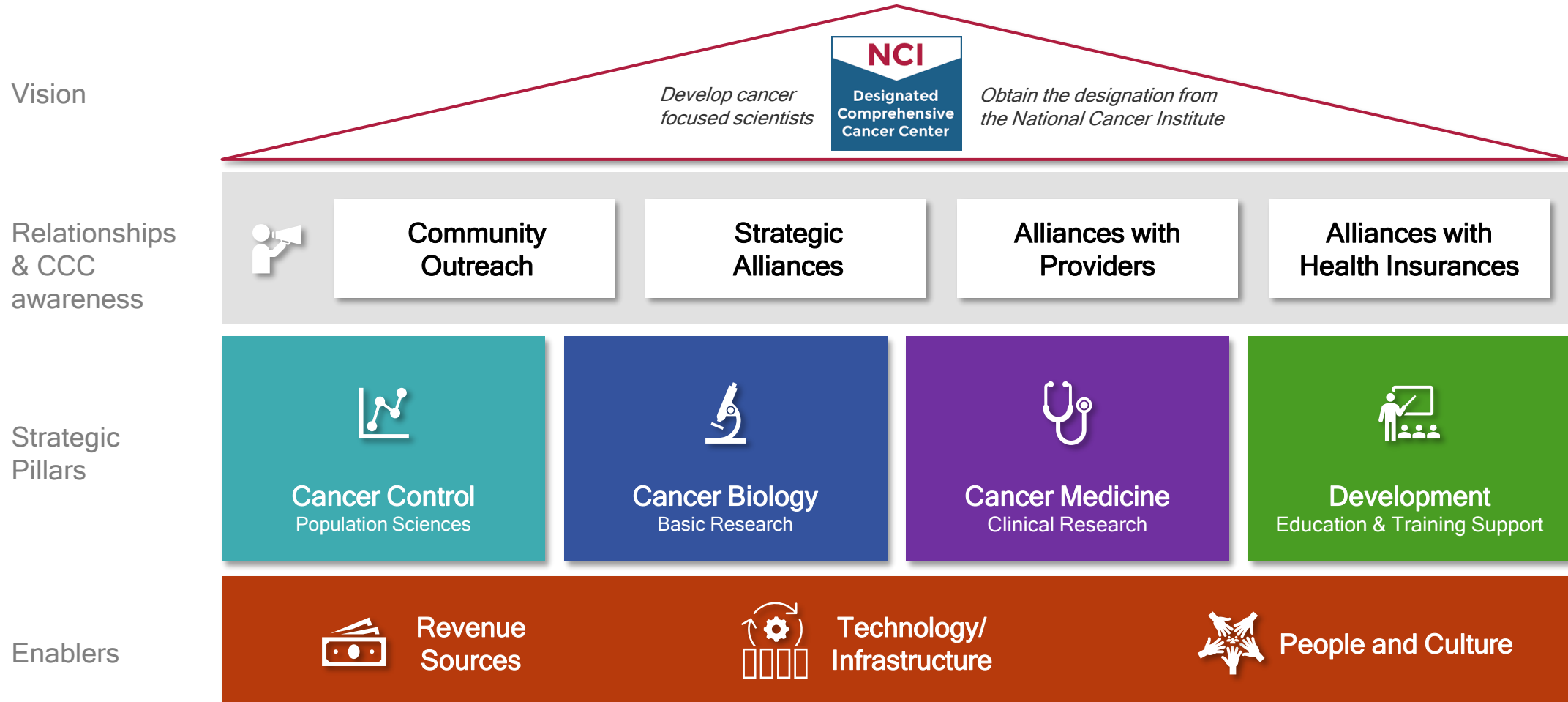
vs.

Offer specialized services

Evolution of CCCUPR



The Strategic Plan revision pursues an integrated approach to manage multiple relationships, framed with strategic pillars and enablers that support the goal of obtaining and maintaining the NCI designation




Each pillar has its own objective in how they support the main vision of developing cancer focused scientist while obtaining the National Cancer Institute designated Cancer Center

Strategic Pillars



Cancer Control
Population Sciences



Cancer Biology
Basic Research



Cancer Medicine
Clinical Research



Development
Education & Training Support

Objectives

*Expand **access** to the **knowledge** acquired to promote and develop research, improve health care practices and policies to **lessen** the **burden of cancer***

*Facilitate discovery and innovation by developing critical knowledge and advances that lead to **new approaches** for prevention, diagnosis, and treatment of different types of cancer*

*Offer the best **integrated** and cutting-edge **service** to patients and their caregivers using a **multidisciplinary approach** in the prevention, diagnosis and treatment of cancer*

*Support the **development** of high caliber **scientists** that promote **interdisciplinary** collaborations in the prevention, diagnosis and treatment of cancer*

Enablers



Revenue Sources



Technology/
Infrastructure

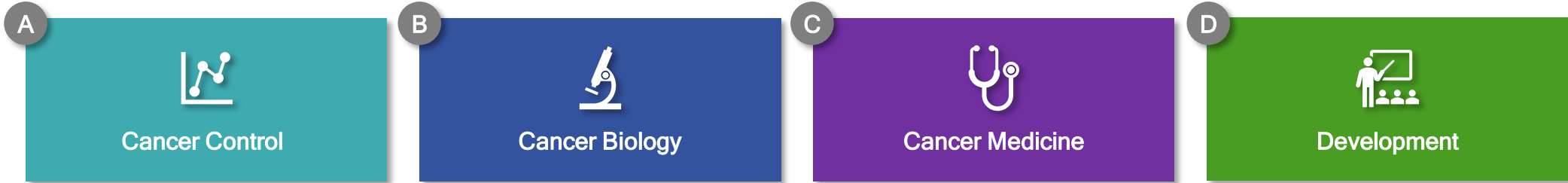


People and Culture

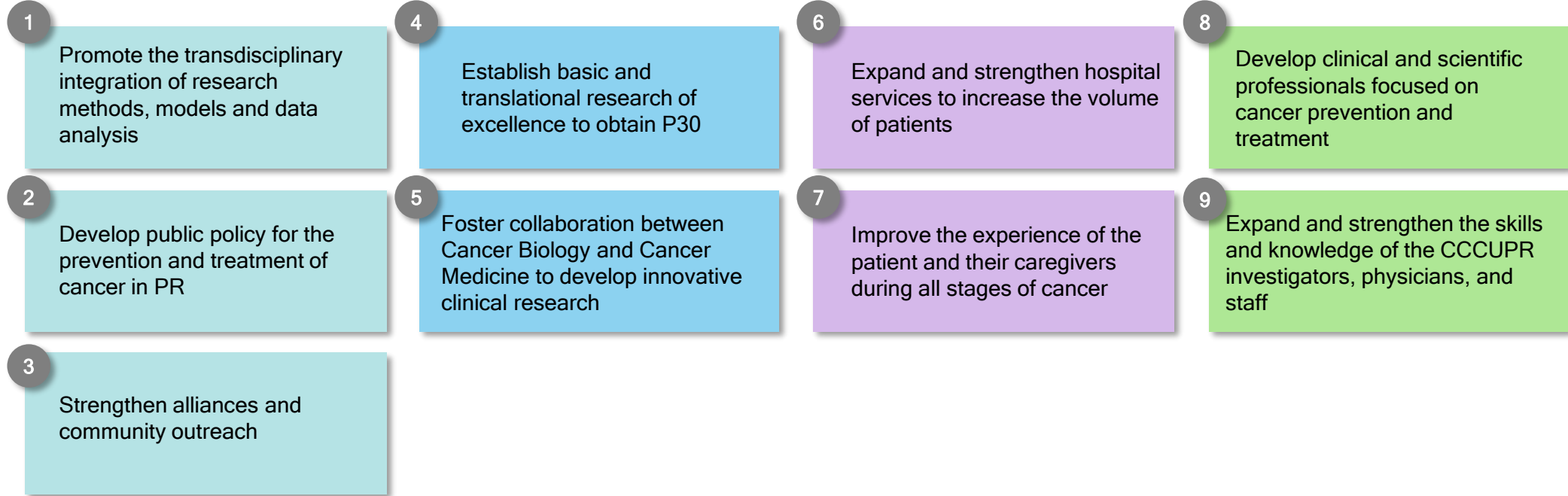
*Develop and establish the **critical infrastructure, capabilities, and resources** that can **sustain and propel** the strategic objectives of all pillars*

To drive forward the strategic pillars, nine key strategies and four enablers have been identified

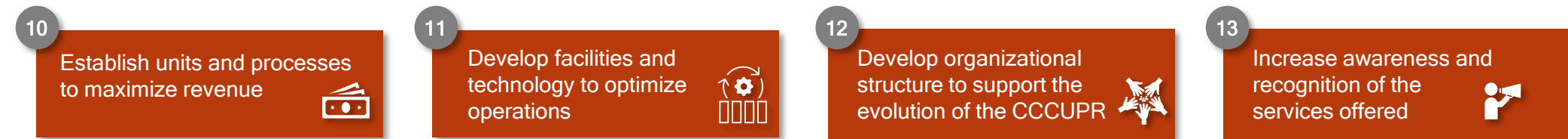
Strategic Pillars



Key Strategies



Enablers



Considering the daily workload, it is important to prioritize initiatives and strategically plan their execution

ILLUSTRATIVE

Prioritization scheme

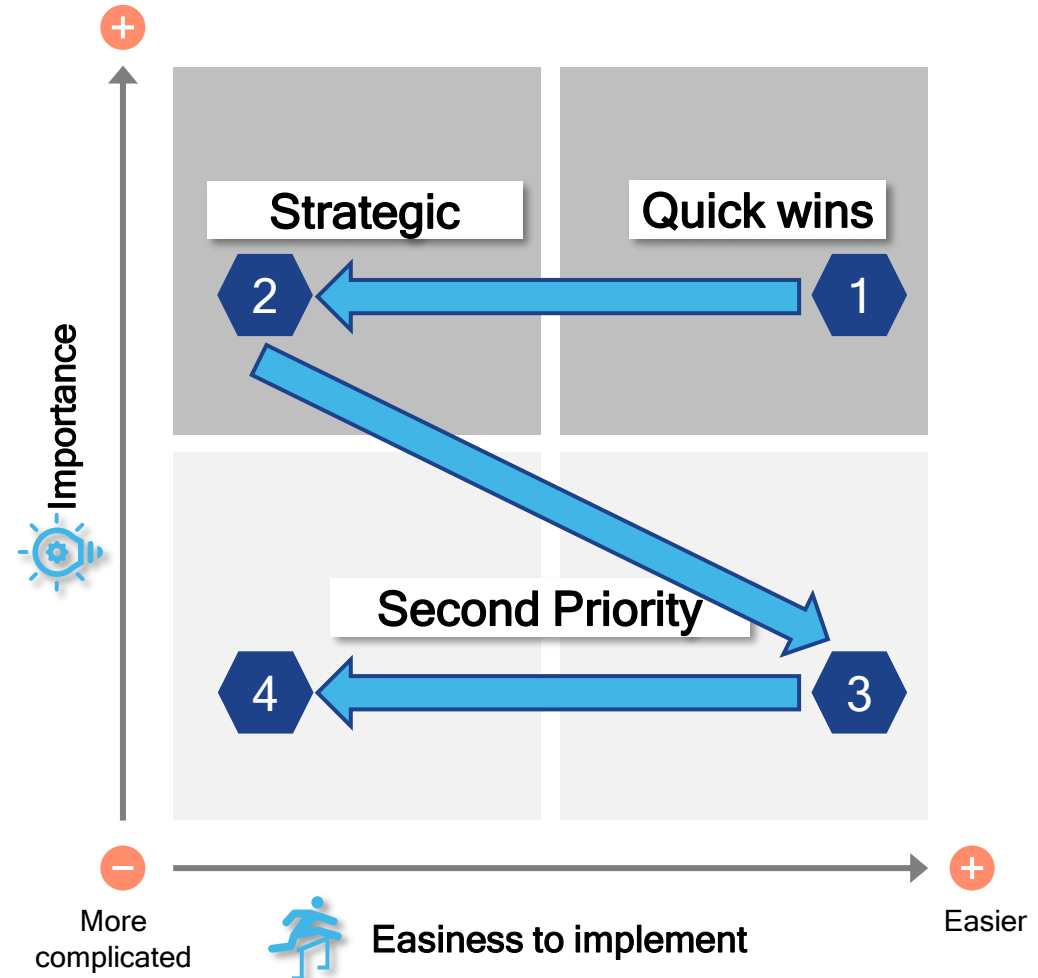
Importance

- *Achieve Cancer Center designation*
 - Physical Space
 - Organizational Capabilities
 - Transdisciplinary Collaboration and Coordination
 - Cancer Focus
 - Institutional Commitment
 - Center Director
- Revenue generating impact
- Operational and logistical impact
- Innovation and support in cancer prevention, diagnosis or treatment

Easiness to implement

- Duration of initiative
- Resources available for deployment
- Implementation costs
- Collaboration with external entities
- Dependence on other projects

Recommended execution order





Strategic Pillars

A



Cancer Control

Objective *Expand access to the knowledge acquired to promote and develop research, improve health care practices and policies to lessen the burden of cancer*

Key Strategies

1

Promote the transdisciplinary integration of research methods, models and data analysis

1.1

Optimize the process of timely recording, reporting and discerning high-quality information to support cancer prevention and control efforts on the island

1.2

Support innovative investigations in population sciences focused on cancer health care delivery

2

Develop public policy for the prevention and treatment of cancer in PR

2.1

Develop the Comprehensive Cancer Control Plan 2022-2027 and establish the public policy that supports the plan

3

Strengthen alliances and community outreach

3.1

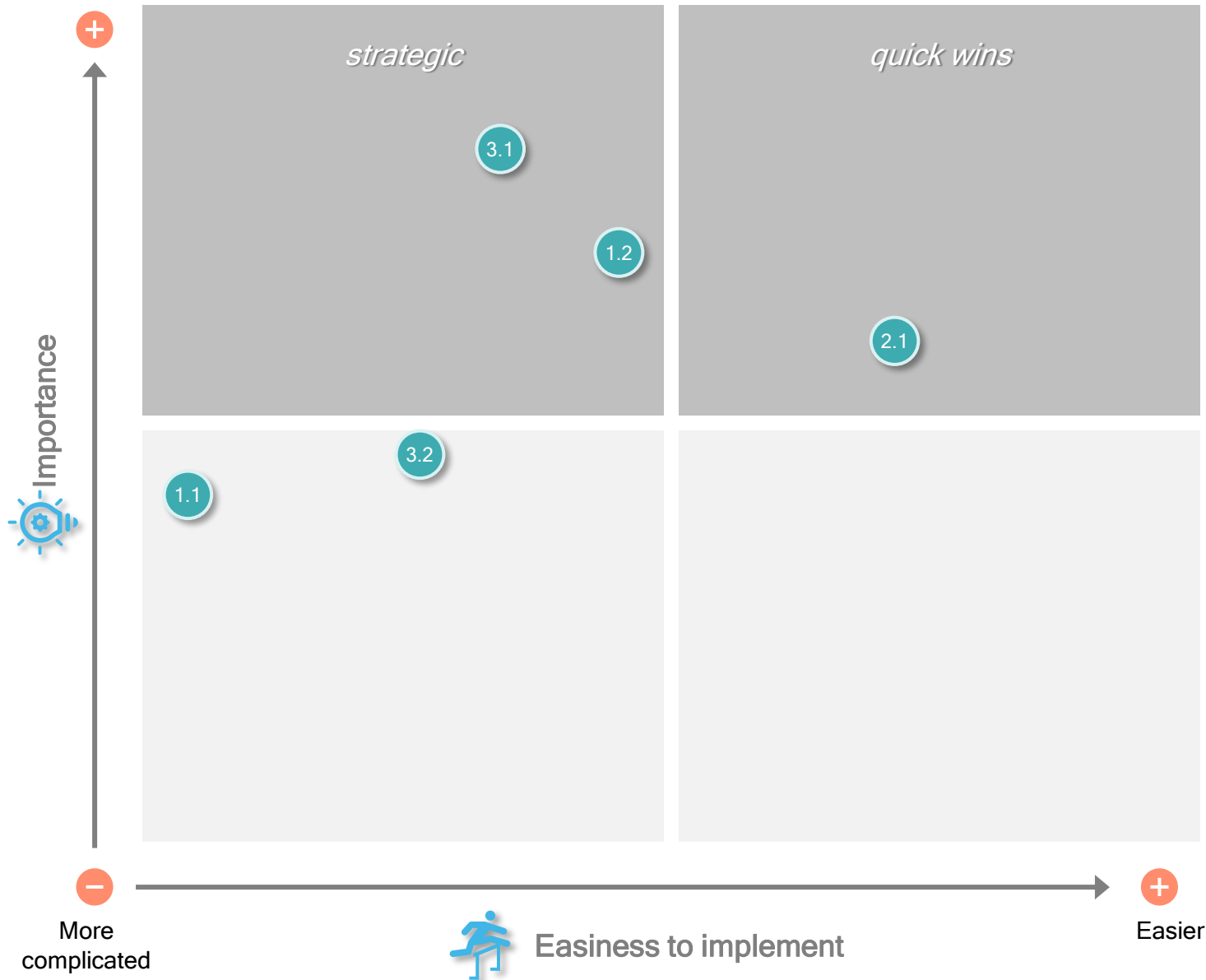
Organize working groups focused on cancer control (Community Advisory Board & Cancer Control Coalition) and establish the execution of governance

3.2

Advance the knowledge, awareness and collaboration of clinical trials with different stakeholders (doctors, patients, researchers and pharmaceutical companies)



Preliminary Prioritization of Cancer Control Initiatives



Strategic Initiatives

- 1.1 Optimize the process of timely recording, reporting and discerning high-quality information to support cancer prevention and control efforts on the island
- 1.2 Support innovative investigations in population sciences focused on cancer healthcare delivery
- 2.1 Develop the Comprehensive Cancer Control Plan 2022-2027 and establish the public policy that supports the plan
- 3.1 Organize working groups focused on cancer control (Community Advisory Board & Cancer Control Coalition) and establish the execution of governance
- 3.2 Advance the knowledge, awareness and collaboration of clinical trials with different stakeholders (doctors, patients, researchers and pharmaceutical companies)



Strategic Pillars

B



Cancer Biology

Objective *Facilitate discovery and innovation by developing critical knowledge and advances that lead to new approaches for prevention, diagnosis, and treatment of different types of cancer*

Strategic Initiatives

Key Strategies

4

Establish basic and translational research of excellence to obtain P30

5

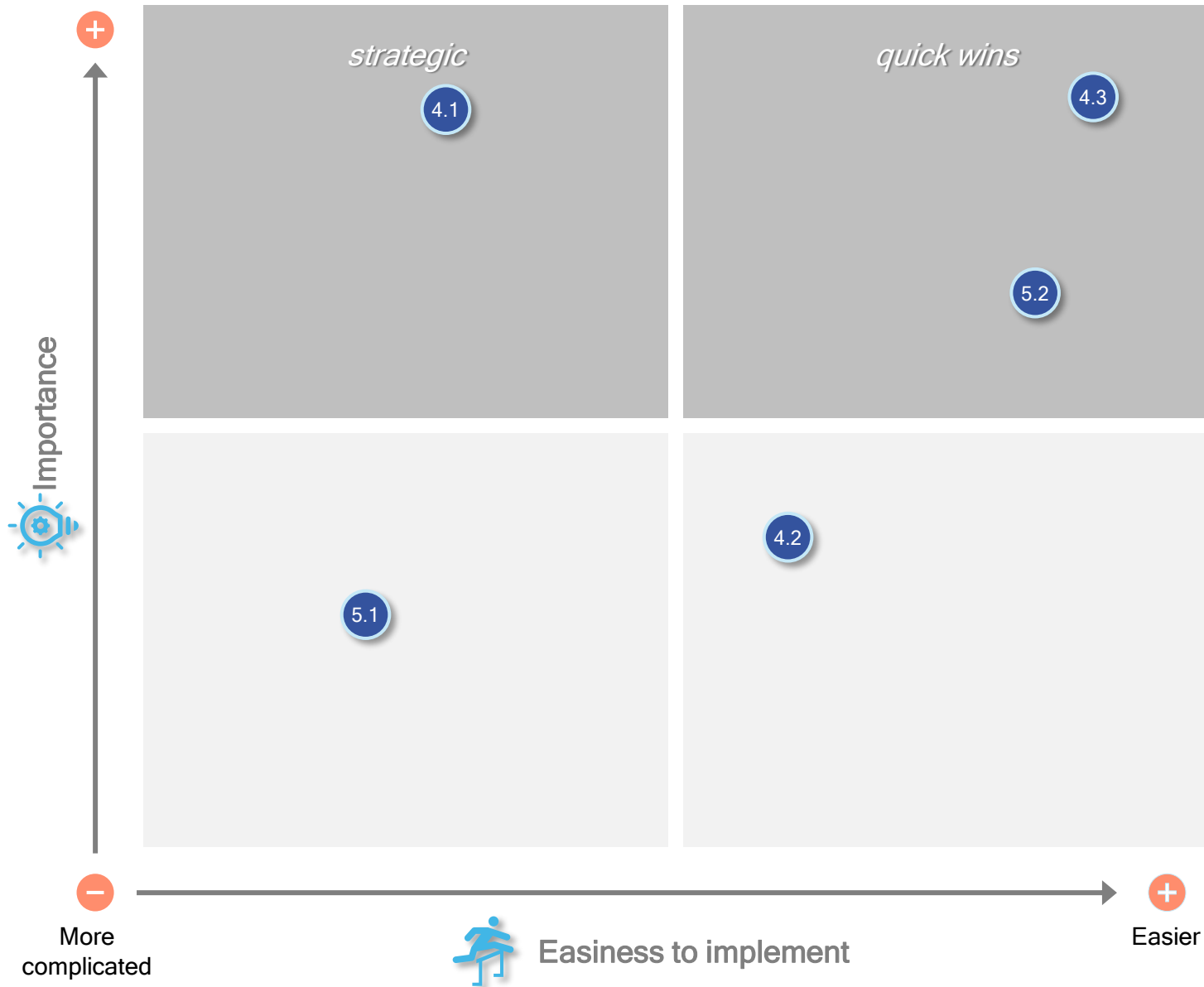
Foster collaboration between Cancer Biology and Cancer Medicine to develop innovative clinical research

- 4.1 Define main research focus areas and recruit experienced investigators to collaborate
- 4.2 Adapt the Core Labs facilities to the needs and requirements established by hired investigators
- 4.3 Strengthen the scientific, clinical and research collaboration between the Natural Sciences Program, the School of Medicine and the rest of the University of Puerto Rico

- 5.1 Establish the clinical research office to continue and expand local clinical research
- 5.2 Increase the number of clinical studies in collaboration with NCORP and the pharmaceutical industry



Preliminary Prioritization of Cancer Biology Initiatives



Strategic Initiatives

- 4.1 Define main research focus areas and recruit experienced investigators to collaborate
- 4.2 Adapt the Core Labs facilities to the needs and requirements established by hired investigators
- 4.3 Strengthen the scientific, clinical and research collaboration between the Natural Sciences Program, the School of Medicine and the rest of the University of Puerto Rico
- 5.1 Establish the clinical research office to continue and expand local clinical research
- 5.2 Increase the number of clinical studies in collaboration with NCORP and the pharmaceutical industry



Strategic Pillars

C



Cancer Medicine

Objective Offer the best integrated and cutting-edge service to patients and their caregivers using a multidisciplinary approach in the prevention, diagnosis and treatment of cancer

Strategic Initiatives

Key Strategies

6

Expand and strengthen hospital services to increase the volume of patients

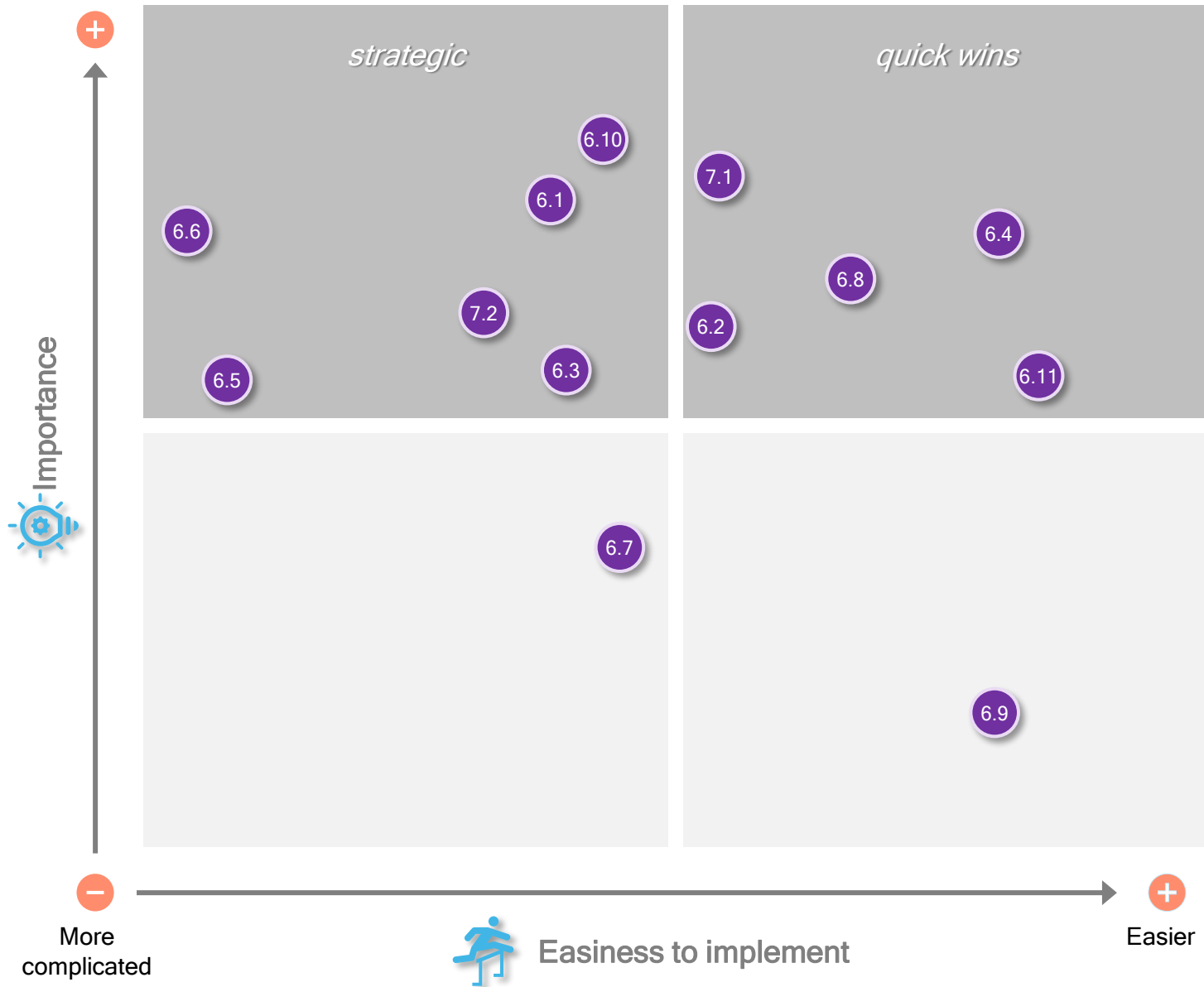
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Improve the experience of the patient and their caregivers during all stages of cancer

- 6.1 Increase volume of surgeries
 - 6.2 Strengthen Prevention Clinics
 - 6.3 Integrate Dental Oncology Clinic in patient care
 - 6.4 Integrate Behavioral Oncology in patient care
 - 6.5 Strengthen Palliative Medicine Clinic with Hospice
 - 6.6 Ambulatory Specialized Pharmacy
 - 6.7 Develop Medical Tourism
 - 6.8 Increase volume of Radiotherapies
 - 6.9 Setup Sterilization Unit for external use
 - 6.10 Develop other Medical Services considering needs and offering (e.g. Hema-Onco Unit, Head and Neck Unit, Neuro-Onco Unit)
 - 6.11 Complete Ambulatory Transfusion Unit
-
- 7.1 Develop a patient and caregiver experience of excellence
 - 7.2 Develop program for the integration of medical and research services (between clinics, hospital, radiotherapy and basic research)



Preliminary Prioritization of Cancer Medicine Initiatives



Strategic Initiatives

- 6.1 Increase volume of surgeries
- 6.2 Strengthen Prevention Clinics
- 6.3 Integrate Dental Oncology Clinic in patient care
- 6.4 Integrate Behavioral Oncology in patient care
- 6.5 Strengthen Palliative Medicine Clinic with Hospice
- 6.6 Ambulatory Specialized Pharmacy
- 6.7 Develop Medical Tourism
- 6.8 Increase volume of Radiotherapies
- 6.9 Setup Sterilization Unit for external use
- 6.10 Develop other Medical Services considering needs and offering (e.g., Hema-Onco Unit, Head and Neck Unit, Neuro-Onco Unit)
- 6.11 Complete Ambulatory Transfusion Unit
- 7.1 Develop a patient and caregiver experience of excellence
- 7.2 Develop program for the integration of medical and research services (between clinics, hospital, radiotherapy and basic research)



Strategic Pillars

D



Development

Objective

Support the development of high caliber scientist that promote interdisciplinary collaborations in the prevention, diagnosis and treatment of cancer

Key Strategies

8

Develop clinical and scientific professionals focused on cancer prevention and treatment

9

Expand and strengthen the skills and knowledge of the CCCUPR investigators, physicians, and staff

Strategic Initiatives

8.1

Develop fellowships and internships for students at all levels focused on research

8.2

Create a Rotation Program for Oncology Surgery & Hematology Oncology residents

8.3

Develop internship program (*Criollo* approved by TEM) for graduate medical education

9.1

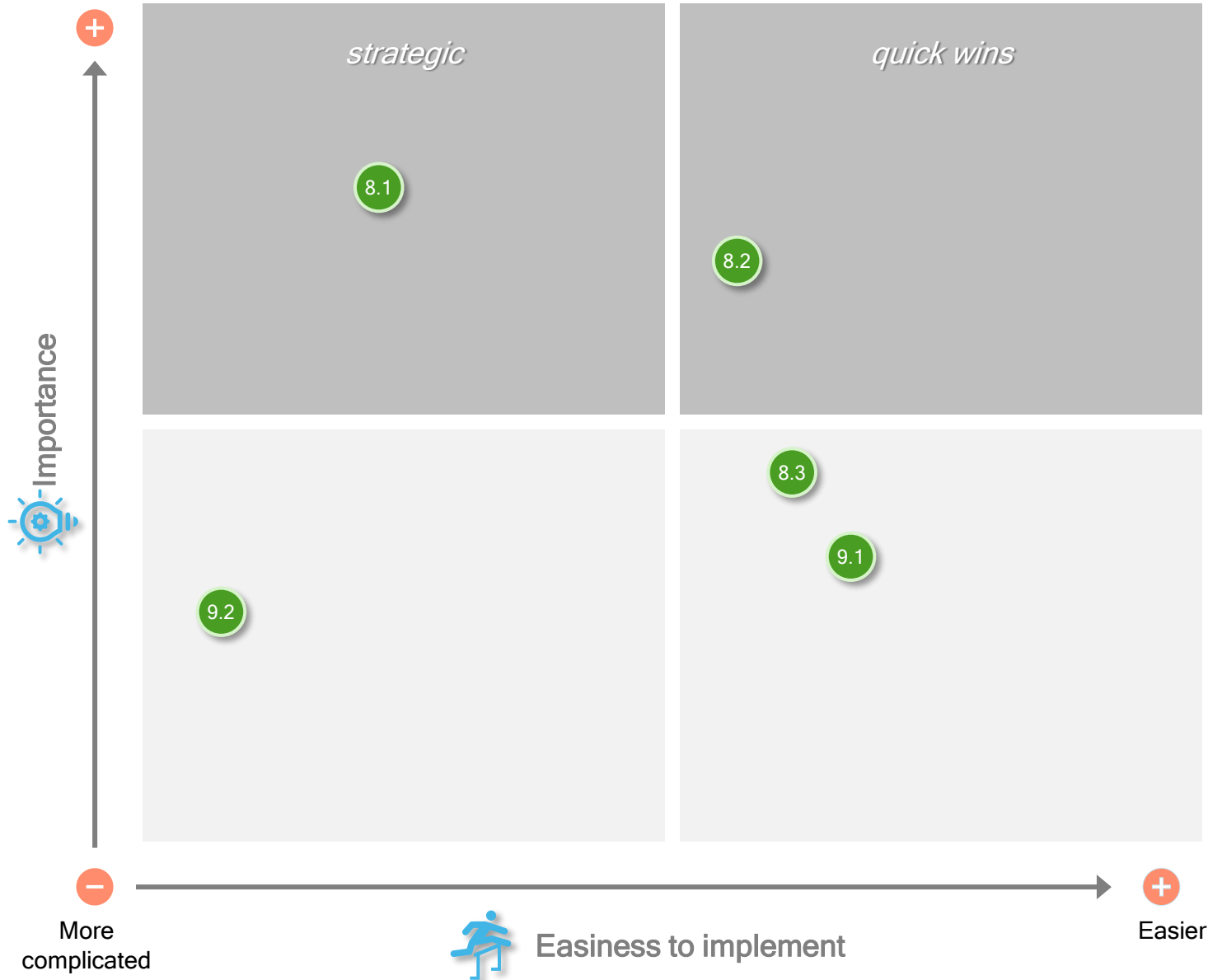
Create CME (continued education) for Oncologist & Hematologist Oncologist and the medical community

9.2

Develop a Learning Center for the continued expansion of organizational and technical skills of the CCCUPR personal



Preliminary prioritization of Development initiatives



Strategic Initiatives

- 8.1 Develop fellowships and internships for students at all levels focused on research
- 8.2 Create a Rotation Program for Oncology Surgery & Hematology Oncology residents
- 8.3 Develop internship program (*Criollo* approved by TEM) for graduate medical education
- 9.1 Create CME (continued education) for Oncologist & Hematologist Oncologist and the medical community
- 9.2 Develop a Learning Center for the continued expansion of organizational and technical skills of the CCCUPR personal



Strategic Enablers

E

Enablers

Objective *Develop and establish the critical infrastructure, capabilities, and resources that can sustain and propel the strategic objectives of all pillars*

Strategic Enablers

10 Establish the units and processes to maximize revenue

- 10.1 Establish medical insurance relationship management unit
- 10.2 Strengthen Office of Subsidized Programs to increase visibility and collection of federal funds for Indirect costs

- 10.3 Adapt systems to participate in the 340 Drug Pricing Program
- 10.4 Develop and monitor utilization metrics

11 Develop facilities and technology to optimize operations

- 11.1 Continue module implementation and EHR stabilization
- 11.2 Rehabilitate BMS for energy optimization

- 11.3 Construction facilities to support hospital growth
- 11.4 Optimize patient input management (call center & web page)

11.5 Implement portal (Streamline) for grant management

12 Develop organizational structure to support the evolution of the CCCUPR

- 12.1 Establish team and governance to develop P30 proposal
- 12.2 Adjust resources and staff ecosystem according to CCCUPR's growth

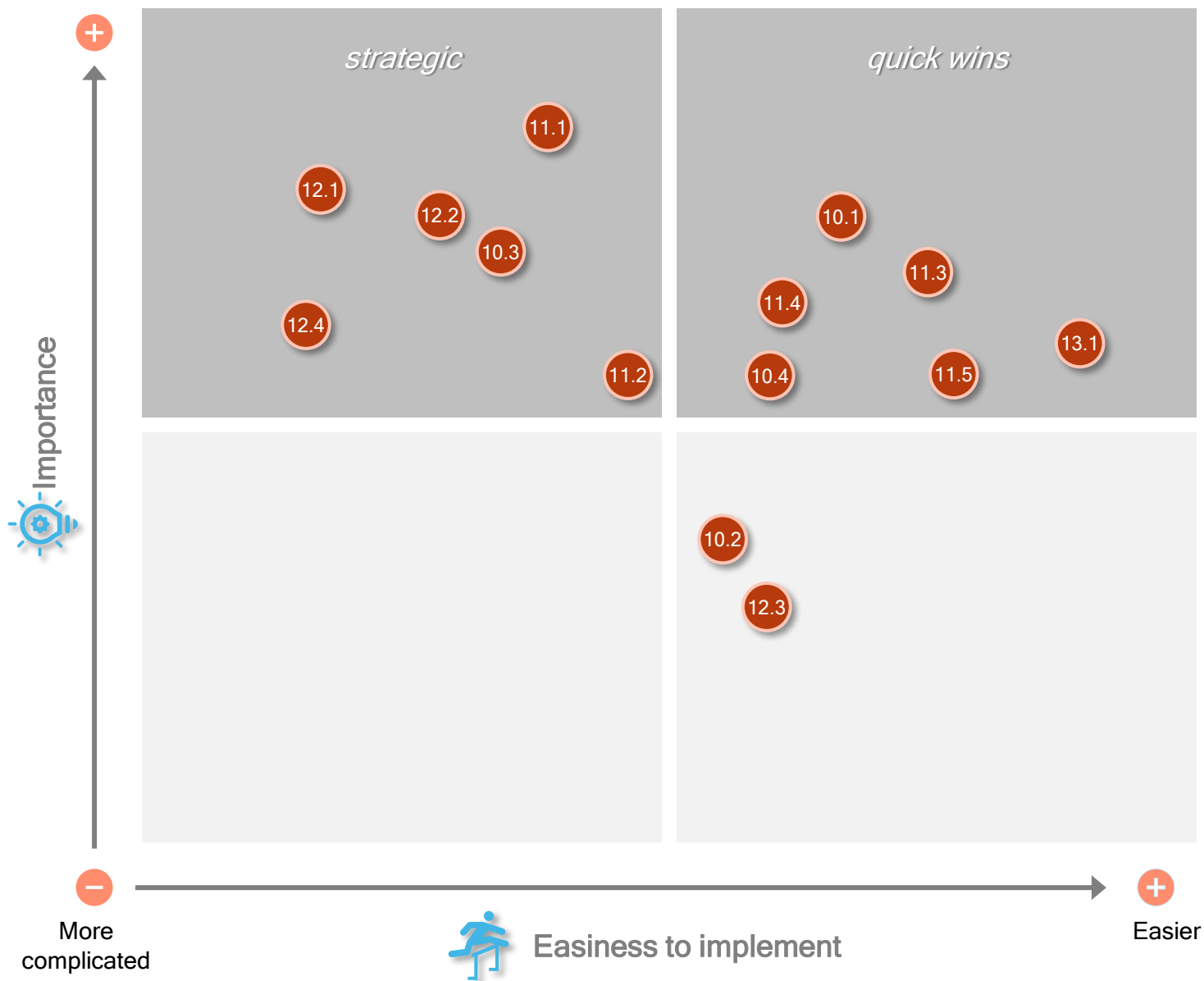
- 12.3 Adopt change management measures to maximize the use of technology
- 12.4 Foster a culture of collaboration and integration between units

13 Increase awareness and recognition of the service offered

- 13.1 Integrated communication campaign to increase the awareness of the CCCUPR's offerings



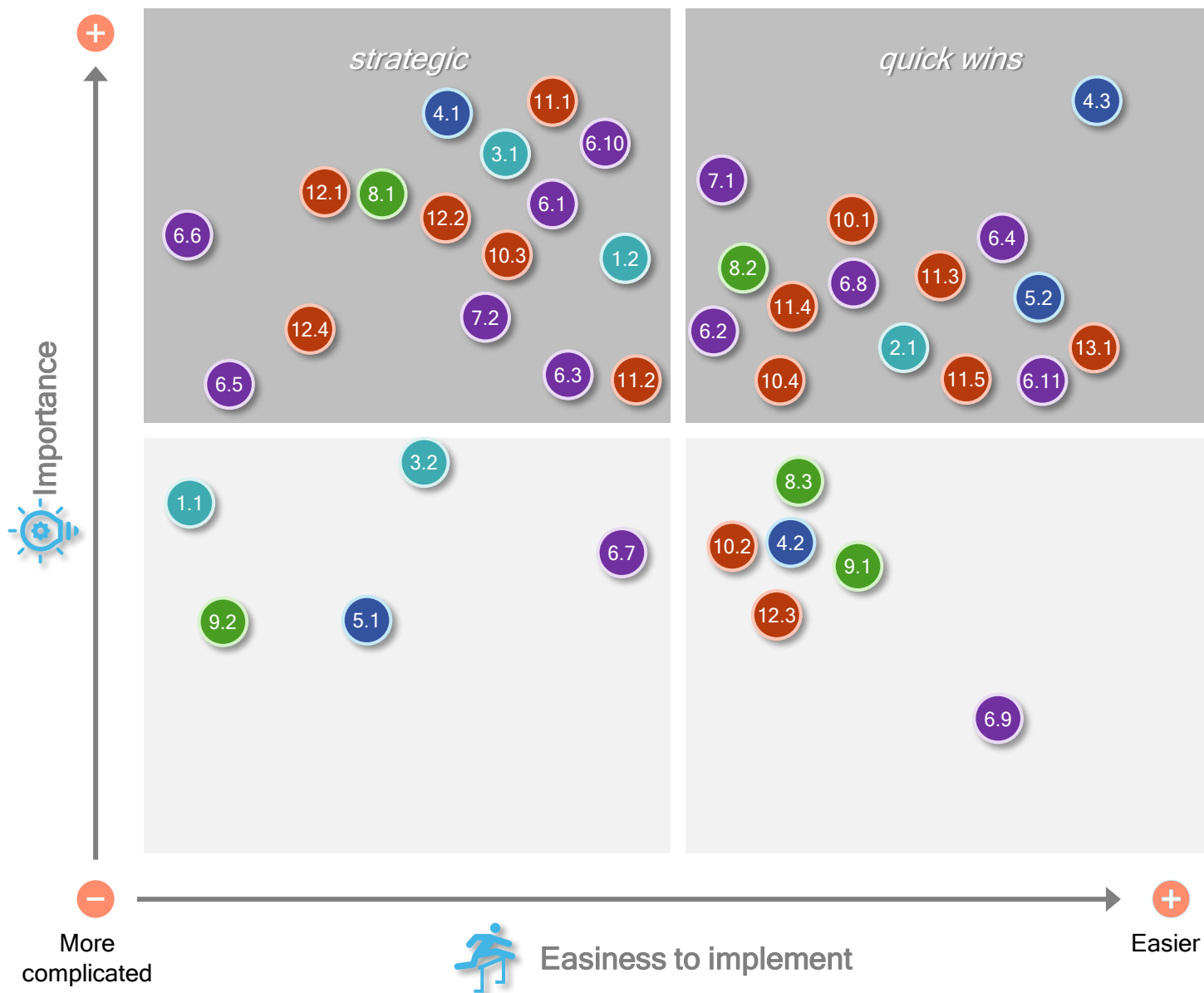
Preliminary prioritization of Enablers



Strategic Enablers

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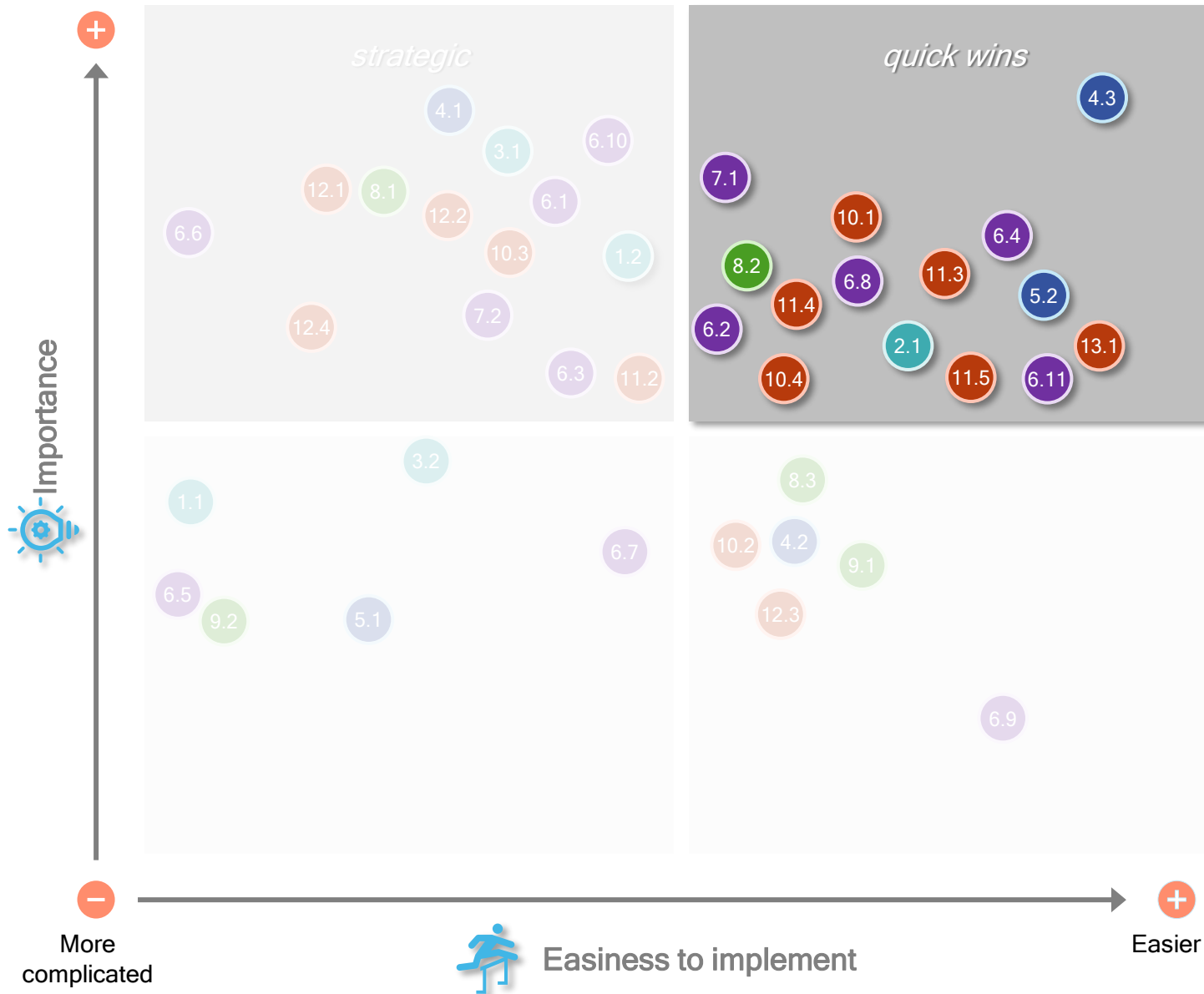
The preliminary prioritization of the entire portfolio recognizes 42 initiatives, of which 16 have been identified as strategic because they are of greater impact and another 15 as quick wins



Preliminary Results

# initiatives	# strategic	# quick wins	Strategic Pillars
5	2	1	Cancer Control
5	1	2	Cancer Biology
13	6	5	Cancer Medicine
5	1	1	Development
14	6	6	Enablers
42	16	15	Total

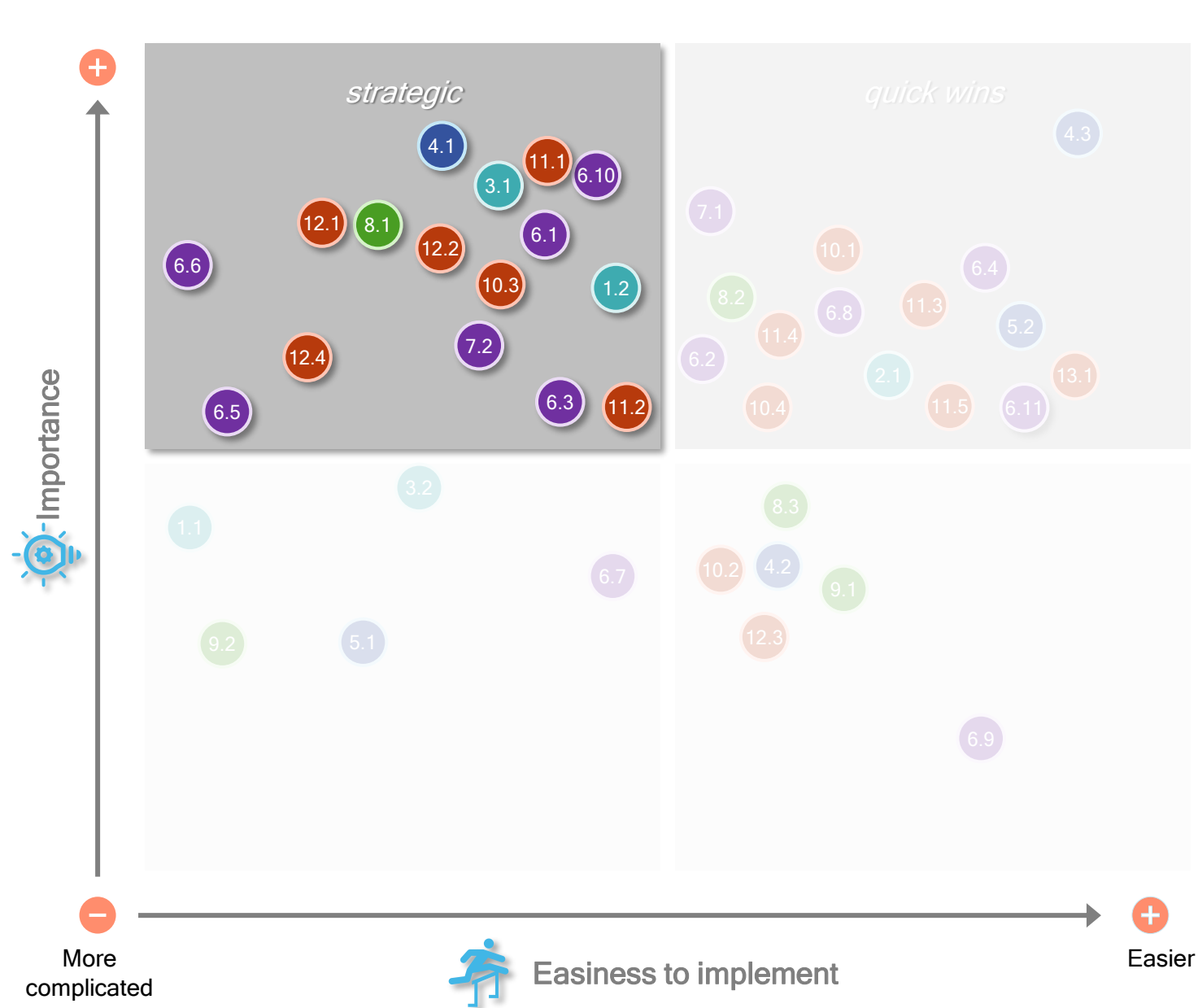
Due to its importance and easiness of implementation, 15 initiatives have been identified as quick wins, most are enablers that will establish the basis for the projected growth



Quick wins

- 2.1 Develop the Comprehensive Cancer Control Plan 2022-2027 and establish the public policy that supports the plan
- 4.3 Strengthen the scientific, clinical and research collaboration between the Natural Sciences Program, the School of Medicine and the rest of the University of Puerto Rico
- 5.2 Increase the number of clinical studies in collaboration with NCORP and the pharmaceutical industry
- 6.2 Strengthen Prevention Clinics
- 6.4 Integrate Behavioral Oncology in patient care
- 6.8 Increase volume of Radiotherapies
- 6.11 Complete Ambulatory Transfusion Unit
- 7.1 Develop a patient and caregiver experience of excellence
- 8.2 Create a Rotation Program for Oncology Surgery & Hematology Oncology residents
- 10.1 Establish medical insurance relationship management unit
- 10.4 Develop and monitor utilization metrics
- 11.3 Construction facilities to support hospital growth
- 11.4 Optimize patient input management (call center & web page)
- 11.5 Implement portal (Streamline) for grant management
- 13.1 Integrated communication campaign to increase the awareness of the CCCUPR's offerings

16 initiatives have been identified as strategic because of their impact in achieving the mission, acknowledging the complexities and dependencies they have with other areas inside and outside the center



Strategic

- 1.2 Support innovative investigations in population sciences focused on cancer healthcare delivery
- 3.1 Organize working groups focused on cancer control (Community Advisory Board & Cancer Control Coalition) and establish the execution of governance
- 4.1 Define main research focus areas and recruit experienced investigators to collaborate
- 6.1 Increase volume of surgeries
- 6.3 Integrate Dental Oncology Clinic in patient care
- 6.5 Strengthen Palliative Medicine Clinic with Hospice
- 6.6 Ambulatory Specialized Pharmacy
- 6.10 Develop other Medical Services considering needs and offering (e.g., Hema- Onco Unit, Head and Neck Unit, Neuro-Onco Unit)
- 7.2 Develop program for the integration of medical and research services (between clinics, hospital, radiotherapy and basic research)
- 8.1 Develop fellowships and internships for students at all levels focused on research
- 10.3 Adapt systems to participate in the 340 Drug Pricing Program
- 11.1 Continue module implementation and EHR stabilization
- 11.2 Rehabilitate BMS for energy optimization
- 12.1 Establish team and governance to develop P30 proposal
- 12.2 Adjust resources and staff ecosystem according to CCCUPR's growth
- 12.4 Foster a culture of collaboration and integration between units

To complete the strategic roadmap, it is necessary for initiative leaders to validate the implications, understand the size of the effort and complete the preparation required in the project charters

Initiatives Portfolio

A

Cancer Control

B

Cancer Biology

C

Cancer Medicine

D

Development

E

Enablers

Sponsor Review

Objectives and Implications

Objetivos	Implicaciones
<p>1. Optimizar proceso de registrar, reportar y discernir oportunamente información de alta calidad para el apoyo de los esfuerzos de prevención y control de cáncer en la isla</p>	<p>Mejorar procesos para reportar y analizar data con el fin de disminuir el tiempo de reportar de 24 meses a 12 meses</p> <ul style="list-style-type: none"> Integrar tecnología para optimizar y automatizar procesos Adoptar el uso adecuado de códigos de diagnóstico y tratamientos y agilizar el proceso de reportar de hospitales, clínicas y oficinas privadas
<p>2. Facilitar Integración del Registro y sus contribuciones con todos los departamentos del CCCUPR</p>	<p>Fomentar relaciones y colaboraciones entre departamentos del CCCUPR para maximizar la información y recursos que provee el Registro de Cáncer</p> <ul style="list-style-type: none"> Identificar las necesidades y los desafíos de cada área y las oportunidades de como apalancar los datos y recursos
<p>3. Desarrollar Plan de Control de Cáncer 2022-2027 y establecer la política pública que apoye el mismo</p>	<p>Reducir la incidencia, morbilidad y mortalidad por cáncer a través del desarrollo de política pública fundamentada en datos que apoye la reducción de factores de riesgo, detección temprana y mejoras en tratamientos</p> <ul style="list-style-type: none"> Establecer Coalición y líderes de grupos Personal para redacción y producción de plan Personal para redactar los reglamentos y adoptar leyes según sea necesario
<p>4. Organizar grupos de trabajo enfocados en control de cáncer (Community Advisory Board & Coalición de Control de Cáncer) y establecer la gobernanza de ejecución</p>	<p>Tener un enfoque interdisciplinario del cáncer para desarrollar soluciones integradas en la prevención, detección y tratamiento de la enfermedad como organización y país</p> <ul style="list-style-type: none"> Identificar stakeholders e invitarlos a participar de los grupos Definir reglamento y gobernanza Personal de coordinación
<p>5. Aumentar el conocimiento, conciencia y colaboraciones de clinical trials con distintos stakeholders (médicos, pacientes, investigadores y farmacéuticos)</p>	<p>Aumentar el número de clinical trials desarrollados por investigadores, colaborando con farmacéuticos y la cantidad de pacientes que participan</p> <ul style="list-style-type: none"> Personal de apoyo Acuerdos con farmacéuticos Presupuesto para campaña de concientización

Project Charters

1.1 Optimizar proceso de registrar, reportar y discernir oportunamente información de alta calidad para el apoyo de los esfuerzos de prevención y control de cáncer en la isla

Meta de la Iniciativa

- Comunicar a los investigadores y personal médico del CCCUPR sobre los recursos que provee el Registro de Cáncer para maximizar las investigaciones, los tratamientos y la cura del cáncer
- Mantener el estándar del registro y desarrolla política pública con el mismo

Equipo de Trabajo Roles

- Dr. Guillermo Tortolero - Sponsor
- Dr. Diego Zavala
- Martha Sánchez- Oficina Community Outreach

Métricas de Éxito

- Aumentar % de personas que visitan el registro
- Mantener las certificaciones de "Gold" y la clasificación como "Registry of Distinction" y "Registry for Surveillance" otorgada por el CDC

Alcance

- Identificar estadísticas de cáncer de alto impacto que apoyen investigación
- Desarrollar relaciones y colaboraciones con investigadores, la comunidad médica y organizaciones para que tengan fácil acceso a los datos

Riesgos y Retos

- Retener y reclutar personal adiestrado
- Integrar datos de los centros 330

Dependencias

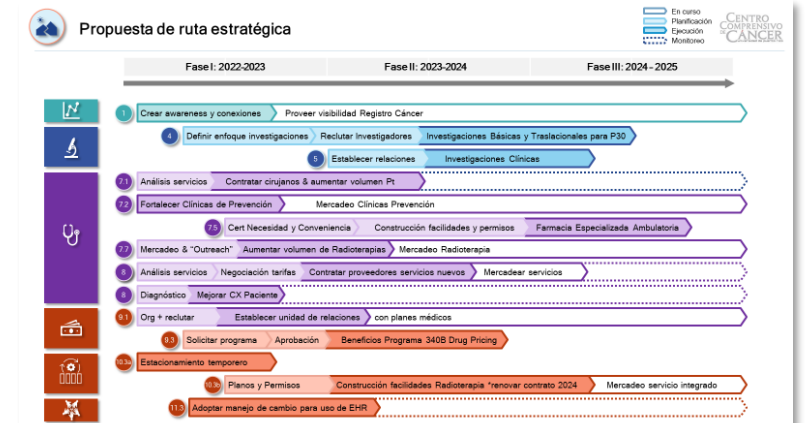
- Procesos y protocolos de distintos hospitales y clínicas médicas

Fechas de ejecución e hitos

- Q3 2022 - Comienza primera validación de data
- Q4 2022 - Establecer relaciones
- "Ongoing" - Mantenimiento

CCCUPR roadmap

- ✓ Implementation team with knowledge and available time has been identified
- ✓ Dependencies and/or enablers are aligned with goals and milestones agreed
- ✓ Sequencing of initiatives considering their priority, duration and readiness





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