



CASE STUDY

Managing Strategic Partnerships within Comprehensive Cancer Care



TEMPLE HEALTH

"The Fox MC team covered a lot of our main issues that we have been struggling with for a long time...you hit the nail on the head."

- Margaret O'Grady, Senior Director

Client Profile

Fox Chase Cancer Center (FCCC) is an industry leader in cancer research and treatment. FCCC operates through its own facilities and through an extensive network of partnerships with other medical centers. In 2011, FCCC organized the Gastrointestinal Service Line (GISL) to optimize and extend clinical operations, quality of care, and research for patients with GI malignancies and pre-malignant GI conditions. GI cancer patients are treated by FCCC either directly or indirectly through partnerships, as well as take part in Fox Chase clinical trials.

The Project

FCCC engaged Fox Management Consulting (Fox MC) to design an optimal business model for FCCC's GISL to serve as a template for current partnerships that will promote sustainability, market share, value, revenue, outcome, and quality. Through rigorous research of the industry, market, and prevailing and exemplar business models, the Fox consulting team developed an evidence-based business plan.

Recommendations

The findings from the research included three key insights. First, the FCCC GISL is operating in a highly fragmented market lacking in critical mass. Second, the GI market has become commoditized and requires commodity-specific strategy. Lastly, partnership agreements are opportunities to improve contractual relationships. These key findings led to the recommendation for FCCC to:

- Aggressively increase brand-driven presence in the region through an emphasis on expanding affiliations.
- Pursue a differentiation strategy by aggressively building upon strong brand and reputation for expertise in providing highly specialized and proprietary cancer treatments.
- Enhance existing affiliations by leveraging strategic contractual arrangements, and enter into the local market in the realm of outpatient care.

