TEST UTILIZATION IN AN ACCOUNTABLE AND INTEGRATED HEALTHCARE SYSTEM: FROM VOLUME TO VALUE

Baylor Scott & White Health
Pathology and Laboratory Medicine

We welcome you to our second workshop to rationalize test utilization in a world of increasing diagnostic complexity and cost. As a large integrated health system, we have a duty to actively provide our very best professional judgment to patients and their physicians when selecting complex diagnostic tests in a cost efficient manner.

Pathology and Laboratory Medicine must take a central role in testing for the continuum of care, spanning health maintenance, effective chronic and acute disease management and palliative end-of-life care. We have already instituted changes in our ordering practices as a result of last year’s discussions, but we realize that we have a long way to go and much to learn from other systems. In addition, disruptive technologies, including digital health and complex multi-analyte tests, are new challenges that mandate attention to assessing value prior to implementation. What we learn today will set and build the framework for rational, caring, and patient-centric diagnostic testing for years.

Again, we hope the outstanding speakers today will spur collaboration and innovation in the current healthcare climate.

Key Objectives for the day:

1. Develop tactics to best transition from volume-based to value-based testing in laboratory medicine (i.e., which tests to evaluate for mis/underuse, under what disease states, and how to communicate the desired change in order practice pattern)

2. Develop a roadmap for implementation now and data mining for future utilization targets

3. Communicate the value of utilization management to ordering physicians for all sites of care with particular focus on oncology testing

Sincerely,

Ernest Franklin, MD
Senior Vice President, Clinical Value and Integration
Baylor Scott & White Health

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**Agenda**

**Monday, June 12, 2017 • Waxahachie Civic Center**

<table>
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<th>Time</th>
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<td>7:00 – 7:45 am</td>
<td>Breakfast &amp; Welcome</td>
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<tr>
<td>7:45 – 8:30 am</td>
<td><strong>Golden Age of Laboratory Medicine: Value Component of Laboratory</strong></td>
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<td>Khosrow Shotorbani, MBA</td>
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<td>Chief Executive Officer, TriCore Reference Laboratories</td>
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<td>8:30 – 9:15 am</td>
<td><strong>Utilization Efforts in the Baylor Scott &amp; White System</strong></td>
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<td>Stephen Sibbitt, MD, Senior VP, CMO, Scott &amp; White Medical Center</td>
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<td>Raul Benavides, MD, Baylor University Medical Center at Dallas</td>
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<td>9:15 – 10:00 am</td>
<td><strong>Disruptive Payment Models and the Clinical Laboratory: Anticipating the Protecting Access to Medicare Act (PAMA) and Deployment of Alternate Payment Models</strong></td>
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<td>Bradley Brimhall, MD, MPH</td>
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<td>Medical Director of Integrated Healthcare Analytics &amp; Bioinformatics</td>
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<td>University of Texas Health Science Center, San Antonio</td>
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<td>Director, Medical Analytics, Orchard Software</td>
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<td>10:00 – 10:15 am</td>
<td>Questions</td>
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<td>10:15 – 10:30 am</td>
<td>Break</td>
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<tr>
<td>10:30 – 11:30 am</td>
<td><strong>Testing Strategies for Lung Cancer</strong></td>
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<td>Aaron Mansfield, MD, Medical Oncologist, Mayo Clinic</td>
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<td>11:30 – 12:45 pm</td>
<td><strong>Round Table: Utilization Efforts in Oncology – Different Perspectives Including Payers</strong></td>
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<td>Scott Paulson MD, Michelle Shiller MD, Mark Holguin MD, Maria Juarez MD, Robyn Olney MD, Sheila Dobin PhD, and Richard Reuter, Scott &amp; White Health Plan</td>
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<td>12:45 – 1:30 pm</td>
<td>Lunch</td>
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<td>1:30 – 2:15 pm</td>
<td><strong>Utilization Efforts in Hematology</strong></td>
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<td>Campbell Garland, MD, Scott &amp; White Medical Center</td>
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<td>2:15-2:45 pm</td>
<td>Discussion and Wrap Up</td>
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<td>Adjourn</td>
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Keynote Speaker

Khosrow Shotorbani
As Chief Executive Officer at TriCore Reference Laboratories, Khosrow Shotorbani oversees the corporate direction and strategy of TriCore, focusing on leadership and innovation, as well as operations, growth, and the financial health of the company. He also leads TriCore’s initiative to improve health outcomes and lower costs by using laboratory medicine to guide the utilization of other types of medical care. He was instrumental in the creation of Project Santa Fe - a new initiative with like-minded executives - helping to drive new frontiers that will define future economic valuation and placement of diagnostic services. Before joining TriCore in 2014, Shotorbani served as Senior Vice President and Director of Business Innovations at Associated Regional and University Pathologists (ARUP). He is a member of the American College of Healthcare Executives, as well as other industry-related organizations.

Guest Speakers

Stephen J. Sibbitt, MD, MBA, FACP
Dr. Sibbitt is board-certified in Internal Medicine and is currently the Chief Medical Officer, Temple Region, including the flagship Hospital (Scott & White Medical Center) and Associate Central Division Chief Medical Officer for Baylor Scott & White Health. Dr. Sibbitt is a member of the Scott & White Clinic Board of Directors and Scott & White Healthcare Board of Trustees. Dr. Sibbitt joined Baylor Scott & White in 2003 and assumed the role of Program Director for the Internal Medicine Residency Program at Scott & White Memorial Hospital / Texas A&M Health Science Center College of Medicine from February 2005 until October 2008. In addition to his role as Chief Medical Officer for the Temple Region, Dr. Sibbitt has served on many hospital boards and currently is a member of the Board of Directors for Metroplex Adventist Hospital, Inc. Dr. Sibbitt holds leadership positions on many regional professional and medical societies including previously serving as a member of the Board of Directors for Texas ACP. And is a current member of Texas Hospital Association’s Board of Trustees, and a board member of the Texas Care Alliance.

Raul Benavides, MD, FCAP
Dr. Benavides is board certified in Anatomic and Clinical Pathology and serves as the Medical Director of the Core Laboratories at Baylor University Medical Center at Dallas, Texas. Dr. Benavides currently sits as the Medical/Technical Co-Chair of the Chemistry and Point of Care Sub-councils for the North Division of Baylor Scott & White and CLIA medical director of satellite labs in several clinics in Baylor Scott & White Health. Recently, Dr. Benavides formed and now co-chairs the Baylor University Medical Center Laboratory Advisory Committee, a multidisciplinary group of physicians from across all specialties that guides the implementation of laboratory utilization efforts across the hospital.

Bradley Brimhall, MD
Dr. Brimhall is professor of pathology at the University of Texas, San Antonio, and the University Hospital System health network where he is the Medical Director of Integrated Healthcare Analytics and Bioinformatics. Working with other executives of the healthcare system, he serves as a member of the system-wide data governance executive committee. He is also a member of the medical school information technology/information management committee, and is clinical informatics specialist at the Institute for the Integration of Science and Medicine (Clinical Translational Science Center). Dr. Brimhall leads interdisciplinary teams to identify and quantify opportunities for cost savings, increased revenue, and improvements in patient care as well as plan, monitor, and measure the successful execution of interventions to take advantage of these opportunities.

Aaron Mansfield, MD
Dr. Mansfield is a medical oncologist with a focus on thoracic malignancies and early therapeutics. Through his research he has described the heterogeneity and dynamics of PD-L1 expression in lung cancer, and has identified that chromoplexy is responsible for ALK rearrangements in a rare sarcoma. He is the principal investigator of many translational projects to identify blood-based biomarkers to predict responses to immunotherapy. Dr. Mansfield is the principal investigator of the ROS1-crizotinib arm of the NCI-MATCH and has designed another clinical trial for patients with mesothelioma opening through NCI CTEP.

Campbell Garland, MD
Dr. Garland completed his undergraduate training at the University of Rochester with Bachelors degrees in both Neuroscience and Art History & Critical Theory. He went on to complete his undergraduate medical training at the University of North Texas Health Science Center at Fort Worth. From there, he completed an Internal Medicine residency at Scott & White Medical Center from 2013 - 2016. He is currently completing his fellowship training at the National Cancer Institute through NCI CTEP. Dr. Garland’s research interests include both malignant & benign hematologic disorders as well as cancers of the pancreas, liver, esophagus, stomach, and colon.

Scott Paulson, MD
Co-director of the Gastrointestinal Research Program for the US Oncology Network Medical Director, Neuroendocrine Research & Treatment Center, Baylor Charles A. Sammons Cancer Center

Research interest in neuroendocrine tumors as well as cancers of the pancreas, liver, esophagus, stomach, and colon.

University of California, San Francisco - Medical Oncology Fellowship
Brigham and Women’s Hospital, Boston - Internship Internal Medicine
Brigham and Women’s Hospital, Boston - Residency Internal Medicine

The University of Texas Southwestern Medical School – MD

Michelle Shiller, DO
Baylor Scott & White Quality Alliance

University of North Texas HSC College of Osteopathic Medicine – DO
Baylor University Medical Center at Dallas – Residency
Mayo Clinic – Fellowship
Mark H. Holguin, MD  
Director, Division of Hematology/Oncology  
Clinical Associate Professor of Medicine  
Patient care emphasis on hematology/oncology. Dr. Holguin has been with Baylor Scott & White Health since August 1, 1998  
Texas A&M University College of Medicine - MD  
Texas A&M University, College Station - BS  
Scott & White Hospital – Internal Medicine Residency  
University of Utah Medical Center – Fellowship

Maria Juarez, MD  
Medical oncologist with the Cancer Institute of Dallas  
Patient care emphasis on diseases of the breast, both benign and malignant, cancer genetics, and solid tumors.  
University of Navarra Medical School, Pamplona, Spain – MD  
Internal Medicine, VA Medical Center, San Juan, Puerto Rico – Residency  
University of Texas Health Sciences Center at San Antonio – Fellowship

Robyn Olney, MD  
Anatomic and Clinical Pathology  
Baylor Scott and White Medical Center at Irving  
Patient care emphasis on hematopathology.  
University of Texas Southwestern – Fellowship  
University of Oklahoma Health Sciences Center – Residency  
University of Oklahoma Health Sciences Center – MD

Sheila Dobin, PhD  
Section Chief, Cytogenetics Laboratory, Pathology  
Division of Medical Genetics, Internal Medicine  
Patient care emphasis on Chromosomal Disorders, Clinical Cytogenetics, Adult & Cancer Genetics, Prenatal Diagnosis, Prenatal Screening, Evidence-Based Genomic Applications in Practice & Prevention, Medical Genetics, and Genetic Disorders. Dr. Dobin has been with Baylor Scott & White Health since June 11, 1984.  
University of Texas Graduate School of Biomedical Sciences – PhD  
University of Texas at Austin – BA  
University of Texas Southwestern Medical School – MD  
University of Texas Southwestern Medical School – Fellowship