

DAWN G. HOLCOMBE, FACMPE, MBA, ACHE
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A Strategist, Catalyst, and Educator for payers and providers in healthcare

Senior Level Strategic Leader specializing in advising/managing/consulting for practices, health systems, pharmaceutical industry, and managed care on strategic direction, pharmacy standards, payer/physician relationships and collaborations, and building quality/value-based programs, especially regarding oncology

Dawn Holcombe, President of DGH Consulting, has experience in strategic direction, environmental assessment, payer trends and relations, practice strategy and operations, quality/value programs, physician networks and state association issues, and business development, especially in the field of oncology. Dawn Holcombe's thirty plus years in healthcare have included executive, strategic, financial, and marketing positions in academic and private health systems as well as physician practices. She helped to develop the leading healthcare system in Western Massachusetts, Baystate Health Systems, from its early beginnings as well as leading national and state-based oncology private medical practice networks. She is the Editor in Chief of the national Oncology Practice Management journal, a past President of the national Administrators in Oncology Hematology Assembly (AOHA) of the Medical Group Management Association (MGMA), a longstanding member of the Association of Healthcare Executives and is a Fellow in the American College of Medical Practice Executives (ACMPE), having earned her MBA at the University of Michigan.

Mrs. Holcombe is also uniquely qualified to address the issues and perspectives regarding oncology and payers, as the author of the National Association of Managed Care Physicians (NAMCP) Medical Director's Guide: Oncology, as well as the associated publication of an Executive Summary of the Guide, the 2018 NAMCP Medical Directors Institute Oncology Profile (a research report and white paper), the NAMCP Medical Directors Guide to Palliative Care in Oncology, and leadership of the NAMCP Medical Directors Institute Oncology Council. Mrs. Holcombe consults with three participating OCM practices on implementation and strategy and has been sought as a speaker to industry and to providers on MACRA, the OCM program and their implications for medical decision making. Mrs. Holcombe is a popular speaker on oncology issues and strategy for several national conferences, corporate meetings, and speakers' bureaus for provider, employer and payer audiences. She is a skilled moderator for advisory boards (consisting of physicians, practice staff, and payers), and has presented hundreds of presentations on her own topics as well as prepared slide decks.

DGH Consulting, South Windsor, CT 06074, www.dghconsulting.net
President

2007 - Present

Dawn Holcombe, (DGH Consulting, a sole proprietorship) provides consulting and speaking services that concentrate on strategic planning, pharmacy standards integration and compliance, integrating diverse perspectives of physicians, hospital systems and managed care and payer/physician relationships; consulting for providers on strategies to navigate changing markets. She also provides consulting for pharma on physician and payer perspectives and trends; consulting for payers on opportunities regarding oncology and building collaborative programs with practices, building quality and value programs; trends in pay for performance, disease management and oncology management; as well as local and national Medicare and managed care concerns.

Clients: Providers, Physician practices and networks, managed care organizations, and pharmaceutical/biotechnology companies.

Recent client projects include:

National Association of Managed Care Physicians (NAMCP) – providing oncology strategy for medical directors of employers, plans and integrated health systems; moderate Medical Directors Institute Oncology Council twice annual meetings, and interim strategy; conduct, analyze and publish surveys and projects relevant to the enhancement of oncology care for patients and for relationships between purchasers and providers.

Medicare Oncology Care Model (OCM) participating practices – strategic planning and guidance, data compilation and analytics, staff and physician education and strategy

Patient Advocacy organizations – Building patients cost of care support and educational materials, research projects and policy papers

Medical Practices and state Boards of Pharmacy – review, operations, facilities and strategy for new standards for medical practice compliance and adherence regarding sterile compounding and safe handling of hazardous drugs

Services include payer marketing and network strategy development, physician practice strategic retreats, health market landscape analysis and trend reporting, consulting and modeling practice efficiency improvements and benchmarking, practice reorganization, succession planning, pharma advisor for payer oncology strategies, payer advisor re oncology strategy, as well as quality and physician relations.

Recent Additional Other Projects: Guest lecturer – University of New Haven Masters Health Administration Managed Care class and Drexel University Honors Business class, presenting oncology trends and challenges of interest to medical directors from health plans, employers and integrated health systems, authorship or editorship of patient financial support and guidance materials, and industry oncology landscape training materials.

Strategic planning, succession planning and strategic retreats for leading oncology practices/centers and state professional associations. National Oncology/healthcare market trending and reporting as invited speaker or moderator/facilitator, National research study defining cost implications of drug delivery models in oncology. Private practice market planning and payer negotiations. Design payer strategies for biotechnology client, including physician relations and support. Consultant to significant pharmaceutical firms for managed care strategies, and building collaborative programs with physicians, employers and payers. Chair national Specialty Pharmacy and Oncology Management conferences. Consultant to major southern CA IPA and national payer organizations for physician/payer strategies re oncology, building relationships and quality programs.

Current Strategic Leadership Appointments:

Director, Oncology Council for the NAMCP Medical Directors Institute– provide healthcare and oncology strategy guidance to the NAMCP Medical Directors Institute Oncology Council. NAMCP Medical Directors Institute is a non-profit organization whose members are Medical Directors of health plans, employers, and integrated health system providers. Responsible for provider and payer oncology landscape assessment, interpretation, education, strategy, and innovation.

- ▶ Annual NAMCP Oncology Institute Survey
- ▶ NAMCP Medical Directors Institute 2018 Oncology Profile – a research and policy project evaluating total costs of care, patient acuity and disease trends for local and state payer markets
- ▶ 2015 NAMCP Medical Directors Oncology Institute: Palliative Care in Oncology
- ▶ 2013 NAMCP Medical Directors Guide: Oncology
 - February 2015 published second edition with Biosimilars section
- ▶ 2012 Oncology Total Cost of Care
- ▶ 2012 Oncology Drug Delivery Impact Study – February

Oncology Care Model Project Guidance and Coordinator for three oncology groups participating in the Centers for Medicare and Medicaid Services Oncology Care Model (OCM) . Responsible for project vision and guidance, risk and population management, and program analytics through deployment of unique resources designed around care management for patients and analytics addressing total cost of care and complexity of care.

Editor in Chief– Oncology Practice Management – the leading national monthly journal for the physicians and administrator leaders of cancer centers and oncology practices. Author monthly editorials on key oncology subjects.

Pharmacy Standards Consulting – Education, GAP Analyses, and Implementation Guidance and Consulting for cancer centers of all sizes related to pharmacy standards such as the USP Chapters <797> and <800> and other local, state, regional, and national organizations choosing to apply such standards to oncology centers.

Connecticut Oncology Association, Executive Director **1997 – Present**

Executive leader for state wide single specialty association. Responsible for state and national legislative and regulatory advocacy, relationships, and policy that affect the delivery and access to oncology.

Florida Cancer Specialists **May 2013 – October 2013**
Vice President – Strategic Partnerships

Responsible for ongoing contracting and building new relationships with accountable care organizations, private payers, and key hospital systems. Left due to a change in direction in the practice, that new position was never again filled.

Supportive Oncology Services (SOS), Memphis, TN **2005 - 2007**

Senior Vice President, Managed Care, Payer Relations and Quality Programs

For SOS and its network of over 100 affiliated practices, Nov. 2006 – July 2007

For SOS for Cancer Clinics of Excellence (CCE), Nov 2005 – Nov. 2006 (Then CCE left SOS management relationship)

Executive leadership for managed care, pay-for-quality, and oncology disease management relationships and initiatives for network of 500 physicians in private community oncology practices across the country providing evidence-based medicine and patient centric disease management and education.

Served on the Cancer Evidence-Based Case Rates (ECR) Working Group as an advisor regarding oncology development on innovative payment reform PROMETHEUS project (www.prometheuspayers.org)

Concurrently with above position:
PROMETHEUS Payment, Inc.

Oncology Network of Connecticut, LLC, South Windsor, CT 06074
Executive Director

1997 – 2005

Led state wide single specialty network, comprised of 9 medical practices and 60+ medical oncologists who cared for 2/3 of the cancer patients in the state. Developed capitation strategy for payers (which was ahead of its time). Leadership for group purchasing, centralized research and clinical trial network, centralized operational support (HIPAA turnkey policy, etc.) and state and national advocacy for the member practices.

New Haven Orthopedic Surgeons, New Haven, CT 06511

Chief Executive Officer**1995 – 1996**

A mutual commitment for a one-year leadership contract to guide practice through a private merger as well as a computer system transition.

**HealthChoice of Connecticut, Farmington, CT
Consultant**

1995 (Work performed while at UCONN - see below)

Developed financial model for membership, revenue and expense projections that formed the basis of a new HMO offering in Connecticut

**University of Connecticut Orthopaedic Surgery, Farmington, CT
Administrator**
1991 - 1995

Led oncology department to a system-wide leading model for financially independent academic practice.

**Baystate Health Systems, Inc., Springfield, Massachusetts
Director of System Development**
1985-1991

Guided and supported strategic planning and growth of second largest multi-hospital system in Massachusetts through:

- Environmental assessment
- Evaluation of acquisition/affiliation candidates
- Contract and lease negotiation
- New program feasibility and development
- Business location development
- Physician practice development and integration

Saint Francis Hospital and Medical Center, Hartford, Connecticut
Director of Marketing - Medical Center, **1985 – 1986** Medicine Department, **1984 - 1985**

Developed first marketing department, including the marketing plan and activities for the largest Catholic hospital in New England. Developed Executive Wellness Program, marketing strategy for the system.

**The University of Michigan Medical Service Plan, Hospitals and University, Ann Arbor, Michigan
Budget Manager, Senior Accounting**
1978 - 1984
Borders Books – Flagship Store before National Expansion, Ann Arbor, MI
Business Intern to Tom and Louis Borders
1978*EDUCATION and HONORS*

Master of Business Administration, the University of Michigan, 1983. Marketing and Accounting.
 Bachelor of Science in Business Administration, Colby-Sawyer College, N.H., 1978. Magna Cum Laude.
 Fellow-Status Certified Medical Practice Executive (FACMPE)-American College of Medical Practice Executives 2003

*PROFESSIONAL ACTIVITIES***National Leadership Positions/Member**

- Administrators in Oncology Hematology Assembly (AOHA) President 2003-2004, Executive Committee 2001 – 2005
- Community Oncology Alliance Board of Directors 2003–2016
- American Society of Clinical Oncologists 1997–present

State/Local Leadership Positions

- American Marketing Association - Connecticut 1984 - 1994
- Academy for Health Services Marketing – CT 1984-1994
- Medical Group Management Association Directors Board-CT
- American Marketing Association 1994 - 1997
- Connecticut Oncology Association Executive Director 1998-present

- Association of Community Cancer Centers 1998-present
- Association of Health Care Executives 1999 – present
- Medical Group Management Association 1984-current
- Alliance for Healthcare Strategy and Marketing) 1978-1997 (formerly Academy for Health Services Marketing)
- Connecticut Cancer Care Partnership-2 committees (<http://www.ctcancerpartnership.org>) 2005-present
- Connecticut Women in Healthcare Management Board - 2012

Editorial Board Positions

- American Journal of Managed Care, 2011- Present
- Value Based Cancer Care (formerly Journal of Multidisciplinary Cancer Care), 2009 – Present
- Editor in Chief – Oncology Practice Management 2010 - Present
- Hematology Oncology News and Issues (HONI) 2008 – 2010 (also Judge for Hematology Oncology Practice Excellence Awards (HOPE) 2008 – 2010) (Magazine now discontinued)
- Managed Care Oncology – contributing Writer, 2009 – Present
- Community Oncology (www.communityoncology.net) 2005–2009
- Oncology Practice Options – 2004-2007 (It was discontinued then)
- Editorial Board-Journal of Healthcare Marketing 1984-1997

Publications

- Monthly editorials for Oncology Practice Management on current healthcare topics (2012 – Present) (www.oncpracticemanagement.com) samples shown below – More found in the “Join the Discussion” section on the website
 - [What Does the Future Hold for PBMs? Implications for Oncology Practices](#)
 - [Will Oncologists Change Their Treatment Patters Based on New Clinical Evidence?](#)
 - [The Promise and Peril of Technology](#)
 - [Authority Over Medical Practices – Something to Watch](#)
 - [Dramatic Changes in 2017 Will Continue to Affect Oncology Practices in 2018](#)
 - [The Renewed Importance of Guidelines and Pathways in Oncology Practices](#)
 - [Slowing Down to Move Forward: The Summer of 2017 May Be Pivotal for Oncology Practices](#)

 - [Making the Grade: New Standards Coming Out of the Woodwork](#)
 - [Strategic Planning Under MACRA/MIPS](#)
 - [“Playing to the End”—As Valuable for Cancer Centers As for Sports Teams](#)
 - [2017—the Year of the Huddle?](#)
 - [Managing Oncology Is Now a “Numbers Game”](#)
 - [Preparing for Implications of USP 797 and USP 800](#)
- National Association of Managed Care Physicians (NAMCP) Medical Directors Institute: 2018 Oncology Profile Study: The Importance of Patient Management, Total Overall Costs of Care, Patient Acuity and Provider Collaboration for Managing Oncology Costs, published as a Supplement to the Journal of Managed Care Medicine, Vol 21, No. 4, 2018.
- Sterile Compounding Needs Risk Management: Access, Reconstitution or Preparation, and Administration, Journal Of Pharmacy and Therapeutics (P & T), <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5912245/?report=classic> ,May 2018, Vol. 43 No. 5
- NAMCP Medical Directors Guide: Palliative Care in Oncology, published as a Supplement to the Journal of Managed Care Medicine, <http://jmcmpub.org/pdf/palliative-care-guide/> Vol. 18, No. 4, 2015
- NAMCP Medical Director’s Guide: Oncology 2nd Edition, published as a Supplement to the Journal of Managed Care Medicine, <http://jmcmpub.org/pdf/medical-directors-guide-on-oncology/> Vol. 18, No. 1, 2015.

- NAMCP Medical Director’s Guide: Oncology, published as a Supplement to the Journal of Managed Care Medicine, http://www.namecp.org/Journals/JMCM/Articles/16-1/PullDowns/Info%20JMCM_16-1_Supplement.htm Vol. 16, No. 1, 2013, Pages 1-32.
- “Impact on Health Plan Cancer Drug Costs in Different Delivery Models”, Journal of Managed Care Medicine”, www.namecp.org | Vol. 15, No. 4, November 2012, Pages 69 – 80
- Editorials for Value-Based Cancer Care and Oncology Practice Management: bi-monthly 2011 - Present
- “Accountable Care Organizations – Fervor Fading Fast” – Value Based Cancer Care Summer 2011
- “Oncology Clinical Guidelines: NCCN and Proventys” – Value Based Cancer Care Summer 2011
- “Oncology Management Programs for Payers and Physicians: Evaluating Current Models and Diagnosing Successful Strategies for Payers and Physicians”, by Dawn Holcombe, special joint issue of American Journal of Managed Care and Journal of Oncology Practice (ASCO), May 2011
- “Clinical Pathways Programs: Confusing Choices for Payers and Physicians: Part 2: Promising Options”, by Dawn Holcombe, Journal of Multidisciplinary Cancer Care, October 2010, Pages 19 - 20.
- “Clinical Pathways Programs: Confusing Choices for Payers and Physicians: Part 1: Selecting the Appropriate Pathways Program”, by Dawn Holcombe, Journal of Multidisciplinary Cancer Care, August 2010, Pages 10-11.
- “Welcome to the Vortex – Negotiating and Building Relationships with Your Payers” by Dawn Holcombe, Oncology Issues, published by the Association of Community Cancer Centers, January/February 2010, Pages 42 – 46.
- “How to Avoid Being Left Behind in a Changing Market”, by Dawn Holcombe, Hematology News and Issues, October 2009, Page 38 - 40.
- “Strategic Planning & Retreats for Practices: What you need to know, want to know, and may be afraid to find out”, by Dawn Holcombe, Oncology Issues, published by the Association of Community Cancer Centers, September/October 2008, Pages 26-31.
- “Pursuing Quality Care in 2008”, by Dawn Holcombe, Community Oncology, published by Elsevier Press, Volume 5, Number 4, Pages 188-190.
- “Payers and Providers: A love match?”, by Dawn Holcombe, Community Oncology, published by Elsevier Press, Volume 5, Number 4, Pages 197-199.
- “Quality and oncology: who’s on first?”, by Dawn Holcombe, Community Oncology, published by Elsevier Press, Volume 5, Number 3, Pages 125- 126.
- “Opinion leaders on quality in cancer: views from the field”, by Dawn Holcombe, Community Oncology, published by Elsevier Press, Volume 5, Number 3, Pages 153 - 158.
- Guest Editor, “Focus on Quality Care Issue”, Community Oncology, published by Elsevier Press, Volume 5, Number 3.
- “Pay for Performance & Oncology Practices, At the Crossroads, What Your Oncology Practice Can Do Today”, By Dawn Holcombe, Oncology Issues, published by the Association of Community Cancer Centers (ACCC), March/April 2007 issue, Pages 26 – 30.
- “Is your practice ready for an uncertain future? The questions you should be asking your staff” By Dawn Holcombe, Community Oncology, VOLUME 3, NUMBER 3 (March 2006)
- “The High Costs of low-priced cancer drugs”, *Dangerous Doses: How Counterfeiters Are Contaminating America’s Drug Supply*, by Katherine Eban, Harcourt Press, Reviewed by Dawn Holcombe in Community Oncology, VOLUME 2, NUMBER 5 (September/October 2005) <http://communityoncology.net/journal/articles/0205408.pdf>
- “Is Oncology Compatible with Specialty Pharmacy?” By Dawn Holcombe, Community Oncology, VOLUME 2, NUMBER 2 (March/April 2005) <http://communityoncology.net/journal/articles/0202173.pdf>
- “The Evolution of Community Oncology Care and its Threatened Extinction through Federal and Private Payment Reform.” Fellowship Paper, American College of Medical Practice Executives, 2003
- “Building Revenue From Purchased Physician Practices”, Co-Authored by Dawn Holcombe and William G. Galvagni, The Alliance Report, The Alliance for Healthcare Strategy and Marketing, May/June 1996

Selected Presentations to: national conferences (National Association Managed Care Physicians, Institute of Health and Productivity Management, Association for Community Cancer Centers (ACCC) Spring and Fall Conferences, First Annual conference for Association for Value-Based Cancer Care, Oncology World Congress,

Medical Group Management Association (MGMA), Community Oncology Congress, Association of Managed Care Pharmacists, AOHA Annual Conference (Administrators in Oncology Hematology Assembly – affiliate of the MGMA), Oncology Economics Summit, 4th Annual National Pay for Performance Summit), CBI’s Effective Oncology Benefit Management, CBI’s Sixth Annual Specialty Pharmacy Conference, state conferences for dozens of state oncology associations, and numerous other regional or practice meetings.

- “Healthcare in transition: Networks and Contracting, and a lot in between”
- “Oncology Overview and Issues for Payers”
- “Oncology Overview for Employers”
- “Oncology Community Practice: Then and Now, Practice and Pressures”
- “Oncology Management: Public and Private, Physician, Payer and Third Party”
- “2011 Oncology Issues and Trends”
- “2010 – 2011 Oncology Trend Report” – for Genentech
- “Patient Navigators – Trends and Issues”
- “Oncology Management Trends: Who, How, Why, and What you need to ask”
- New Realities of Oncology Contracting for Payers and Physicians”
- “Oncology and Specialty Pharmacy: The Issues, Challenges and Future”
- “Who’s Managing Oncology: A Growing Question for Payers, Provider (and others)
- “Comparative Effectiveness and Oncology” – Chaired and Presented in a 4 Hour Workshop
- Panel Discussion and Moderator “Pursuing quality care in 2008”
- Panel Discussion and Moderator “Payers and Providers: A love match?”
- “Proving Value in Oncology: The Visible and Invisible Issues”
- “Pay for Performance and Oncology: Opportunities and Issues”
- “Buy and Bill or Specialty Pharmacy: Who Decides?”
- “The Evolution of Community Oncology”
- “What is Community Oncology”
- “Oncology in the 21st Century: Proving Value”
- “Pay for Performance, Disease Management and Quality: Survival Skills for Oncology for the Next Two Years”
- “Oncology Payer Updates – Trends in Quality and Pay for Performance”
- “Pay for Performance - The Inevitable Future”
- “Future Strategies of Oncology Management in Specialty Pharmacy”
- “CMS CAP From The Provider Perspective”
- “Optimizing Patient Care and Payer Relationships in a Changing Environment”
- “The Basics of Marketing for Oncology”
- “In a New World of Pay for Quality, the Not so Obvious Oncology Marketing Solutions”