

DIAGNOSTIC TOOL

Advance your organization's biomarker testing program

Use this tool to identify opportunities to improve
your organization's biomarker testing process and
encourage standardization



Executive summary

Health care organizations continue to emphasize value-driven, personalized care. And oncology program leaders are increasingly using precision medicine to deliver on these strategic priorities. Biomarker testing is an essential part of the precision medicine toolbox that clinicians can use to advance care and make targeted treatment decisions. However, approaches to biomarker testing within and across an organization can vary and lead to inefficient processes, differences in quality of care, and unnecessary costs.

This diagnostic tool is designed to help oncology service line leaders and clinicians understand whether their biomarker testing program is basic, intermediate, or advanced. After using this tool, service line leaders will be able to identify necessary steps to standardize and improve their organization's biomarker testing process.



What are your organization's biggest areas for improvement in biomarker testing?

Advisory Board's research has identified many opportunities for health care organizations to improve their biomarker testing process. Use the following tools to diagnose your organization's biomarker testing process and to identify areas of improvement.

CLINICAL WORKFLOW

How standardized is the frontline clinicians' workflow?

Biomarker testing guideline adherence and standardization

●○○○ Basic

Organization does not adhere to NCCN, AMP, or CAP guidelines, nor does it have standards to help providers identify and test eligible patients

○●○○ Intermediate

Organization adherence to NCCN, AMP, or CAP guidelines is inconsistent across clinicians and sites

○○●● Advanced

Organization adheres to NCCN, AMP, or CAP guidelines and uses a standard testing protocol across all providers and sites

Discussion questions

- How are we incorporating biomarker testing guidelines (e.g., NCCN, CAP, AMP) into our clinical practice?
- What does the process of incorporating guidelines look like across sites at our organization?
- How are we measuring guideline adherence? Does our organization have goals that we set with our physicians and/or do we publish adherence data internally?

Integrated ordering and results analysis in EHR

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Clinicians order biomarker tests and receive results outside the EHR system

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Clinicians order tests through EHR but receive unstructured results outside EHR

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Organization integrates ordering and structured test results into EHR

Discussion questions

- How, if at all, do we use our EHR to order biomarker tests or receive results?
- How, if at all, does integration into our EHR vary across sites?

Prior authorization

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Organization does not have a standard process to secure prior authorization (PA) before biomarker testing

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Clinicians secure PA on a case-by-case basis before biomarker testing to secure reimbursement, but have no formal reimbursement process

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Organization has a formal reimbursement process in place (e.g., uses in-house team or lab vendor to secure the PA) and is able to address reimbursement issues that arise

Discussion questions

- What does the prior authorization process look like at our organization?
- Who are the main stakeholders responsible for securing prior authorization?

Reports



Providers use standard results reports from the lab, which are often long and complex



Providers work with a lab vendor to modify reports so they focus on most relevant sections and streamline results



Providers work to the best of their abilities with internal lab partners and/or external vendors to customize results reports based on the organization's preferences to ensure results are clear and actionable for clinicians

Discussion question

- How, if at all, have we worked with lab partners to tailor result reports to meet our organization's needs?

Integrated clinical decision support in EHR



Organization does not have any clinical decision support related to biomarker testing



EHR flags clinicians to test patients based on recommended guidelines



EHR prompts clinicians to wait for testing results and provides clinical recommendations based on the patient's genetic biomarkers

Discussion question

- How do we use our EHR to support clinical decision-making around biomarker testing?

Results implementation



Providers do not wait for biomarker testing results before making treatment decisions



Providers use results sporadically to inform treatment decisions



Providers always use results to inform clinical decision-making

Discussion question

- How often do our providers use biomarker testing results in treatment decisions?

STAKEHOLDER ENGAGEMENT

How does our organization engage stakeholders (both internal and external) in biomarker testing?

Guideline education

●○○○ Basic

Clinicians are responsible for own education and must stay up-to-date on changing guidelines

○●○○ Intermediate

Organization provides clinicians with educational materials about guideline concordance

○○○● Advanced

Organization offers formal educational sessions and hardwires ongoing education about guidelines into the clinician's workflow (e.g., in the EHR, during tumor board meetings)

Discussion questions

- How do we educate our clinicians about biomarker testing guidelines?
- Who are the stakeholders responsible for guideline education at our organization?
- Does our organization have goals/metrics that we set with our physicians around biomarker testing?
- Does our organization publish data internally that allow physicians to benchmark themselves against organizational biomarker testing goals?

Multidisciplinary forum to review biomarker test results

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Organization does not have a dedicated multidisciplinary group or process that discusses genetic test results

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Organization has a multidisciplinary forum or process to discuss day-to-day genetic testing cases, but often does not include all complex cases or clinicians from other sites in the system

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Organization has a multidisciplinary team (e.g., molecular tumor board setting, genetics steering committee) or process that consistently reviews all complex cases and includes clinicians from satellite locations to discuss genetic testing cases and protocols

Discussion questions

- What, if any, forums or processes do we have in place to convene multidisciplinary stakeholders to discuss biomarker testing results and protocols?
- How do we ensure that we have the right mix of staff to consider what is best for every patient?

Multidisciplinary personnel



The oncologist and pathologist are the main stakeholders steering the biomarker testing process



Biomarker testing team also includes members with specific expertise (e.g., oncology-specific pharmacists, geneticists)



Biomarker testing team also includes dedicated staff members (who may or may not have specific expertise) who fully focus on biomarker testing (genetic counselors, administrative staff, biomarker testing navigators)

Discussion questions

- What specialized staff does our organization have in place to drive the biomarker testing process?
- Does our team include any members whose full responsibility is biomarker testing?

Lab strategy



Individual clinicians work with their own preferred labs



Providers within a therapeutic area (TA) or site use the same lab agreements, but the preferred lab is not standard across all TAs and sites

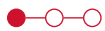


Organization uses a system-wide agreement with preferred lab for most biomarker tests

Discussion question

- How, if at all, have we standardized lab partners that our providers use for biomarker testing?

Securing reimbursement



The provider is responsible for navigating reimbursement



Labs help cover some costs through financial assistance, but some responsibility remains with the provider system



Labs, either internal or external, are responsible for securing reimbursement and covering non-reimbursed costs

Discussion questions

- What does the biomarker testing reimbursement process look like at our organization?
- What stakeholders are responsible for securing reimbursement at our organization?
- To what extent are our lab partners involved in securing reimbursement?
- What systems are in place to address reimbursement concerns?

Patient engagement



Clinicians engage patients in discussion about biomarker testing based on their own education and experiences



Organization provides standard guidance on educating patients about biomarker testing and communicating the implications of results



Organization has dedicated resources and staff (e.g., genetic counselors) to help oncologists educate patients about the biomarker testing process, results interpretation, and next steps

Discussion question

- How does our organization engage patients throughout their biomarker testing journey?



Discussion question

1. How would we classify our organization (e.g., basic, intermediate, advanced)?

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