

Year in Review, **Future in Sight**

 2023 Annual Report





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INSIGHTS FROM OUR LEADERS

At The Network, we're focused on empowering the delivery of premier care to every cancer patient where and when they need it most. Hear from our leaders about the steps we are taking to become an unstoppable force in shaping oncology care.



A Letter from Jason Hammonds, President

At The US Oncology Network (The Network), we are always evolving, focused on what’s on the horizon and how we can ensure the practices and people in The Network are equipped with solutions to thrive.

This is why I am excited to share what is in this report with you. We are making progress on every front, and the passion from each team across The Network is clear. Together, we are reaching new heights in our mission to support premier care for patients in local communities across the nation.

Expanding The Network’s impact

In 2023, The Network experienced record growth. We added several new practices and expanded into four new states. With this growth, our impact now extends to over 600 sites of care across 30 states.

And, for the first time, we have exceeded 2,500 providers. This growth results from welcoming new practices and recruiting more providers to current practices in The Network. Impressively, 75% of practices have more providers today than last year.

Most importantly, the total number of patients treated annually at practices in The Network is up over 18%, to 1.4 million patients. Because The Network’s footprint is so vast, nearly 40% of the nation’s population now lives within 15 miles of a practice location in The Network.

We do not take this level of impact for granted — The Network is committed to supporting high-quality care close to home. Our growth greatly enhances our ability to achieve our purpose by providing practices with the resources to succeed and thrive, all while remaining independent. Our belief that local cancer care is better care is being put into practice every day.

Our industry’s changing landscape

In order to grow, we have also had to stay ahead of what is evolving with practices in The Network and our industry. Here are my thoughts on some of those forces.

Across healthcare, but especially in oncology, we are seeing the cost of care continue to rise, and the question of how cancer care will be paid for looms. We anticipate increased focus on value-based care across the industry as we commit to bending the cost curve and ensuring quality care. The Network is proud to be a leader in value-based care and has demonstrated success in programs such as the Oncology Care Model (OCM). We look forward to continuing to partner across the industry to enable even better care for patients.

Investment and innovation in biopharma are continuing at an unprecedented pace, which creates an incredible amount of excitement for what’s to come in future therapies and hope for patients. We are keeping an eye on how this rapid pace of clinical advancement may create complexity and operational burden for practices so we are ready to respond.

In thinking about public policy, we are beginning to see movement toward reform in areas that have led to an unlevel playing field for community oncology, such as site neutrality and transparency in areas like the 340B Program. I am proud that many of these issues are ones that The Network’s policy team, in collaboration with our physician partners, has had a role in reshaping.

Finally, I am really excited about the prospect of greater application of technologies such as artificial intelligence (AI) in progressing healthcare and the patient experience. In the evolving landscape of cancer care, integrating big data and AI holds transformative potential. We are making significant investments to ensure that practices in The Network are poised to see the benefits of these industry-changing technologies.

How we are powering our progress and leading the conversation in oncology care

In this report, you will get a glimpse into a lot of the great work happening across The Network. And we could not begin to capture everything, as there are limitless stories to tell of success in collaboration, efficiency, discovery — and patient care.

But, at the heart of it all is the culture in The Network that extends to practices, providers and staff. We are a group of people dedicated to empowering independent practices to continue to deliver premier state-of-the-art cancer care within the communities where our patients live. We believe in the power of local care and are dedicating our time and our resources — each in our own way — to enhance the value of community oncology.

At The Network, we are increasingly moving together as a force to be reckoned with. Practices enjoy the freedom of autonomy but also benefit from the scale of being part of a national network where collaboration is paramount. We are sharing best practices, we are committing to common initiatives and goals and we are at the forefront of oncology care.

Looking forward

As you will see, there is a lot to be excited about — both at The Network and in advancing care.

I am thrilled to continue to join forces with practices in The Network, propelling oncology forward and supporting exceptional care for all patients.

Sincerely,



Jason Hammonds
President, The US Oncology Network



A Letter from Marcus Neubauer, MD, Chief Medical Officer

As Chief Medical Officer, I am honored to spend my days interacting with providers, hearing their experiences and working together to find new, effective ways to improve and transform the patient experience.

Our power as The Network comes from the people that make up our organizations — and the commitment to changing community oncology for the better. We have made significant progress in areas that impact clinical care, and I am excited to share more with you.

Delivering on value-based care

The Network is proud that 12 practices and over 1,500 providers are participating in the Enhancing Oncology Model (EOM). This is the foremost present-day oncology payment model coming from the Center for Medicare and Medicaid Innovation (CMMI). Practices in The Network make up almost 50% of the participants in the EOM. We are ready to test this model, which emphasizes value, quality, social equity and innovation in patient care.

Another example of leading the way in value-based care is the collaboration between The Network's Texas Oncology and Carrum Health as they came together to provide exceptional breast cancer care to patients. This new collaboration offers a bundled package for breast cancer care that includes two years of coverage for chemotherapy, radiation and symptom management from Texas Oncology.

From EOM to Carrum Health and over 90 other commercial value-based care agreements, practices in The Network continue to be at the cutting edge of value-based care arrangements. These groundbreaking programs have galvanized our teams, unleashing a wave of innovation that is reshaping the future of community oncology care.

Transforming oncology research through collaboration

We are thrilled to celebrate the first full year of our joint venture with Sarah Cannon Research Institute (SCRI), a partnership that is elevating clinical cancer research.

In 2023, practices in The Network participated in over 200 clinical trials, and more than 1,000 patients were enrolled in interventional treatment studies. Through this partnership, we will create new avenues and approaches to increase clinical trial access and enrollment close to where patients live.

Advancing precision medicine

Precision medicine is an integral component of cancer care today. The Network has been building a precision medicine platform where we have expanded biomarker testing, integrated cutting-edge tools into practice workflows and increased appropriate utilization of targeted therapies, all with the aim of ensuring patients receive the most effective treatment possible.

The Network also successfully implemented a genomic ordering module within iKnowMedSM, our oncology electronic health record, to provide oncologists with National Comprehensive Cancer Network[®] (NCCN[®]) testing recommendations based on the patient's diagnosis and stage. The program also established electronic interfaces with key labs to enable integration of genomic test results into iKnowMed, easing the complexities of both test selection and results interpretation.

Looking ahead, our precision medicine analytics platform will allow practices to track key performance metrics, such as testing rates by diagnosis and utilization of appropriate targeted therapies.

Combining forces to drive change

One of my most satisfying responsibilities in my role is leading The Network's National Policy Board (NPB). Each time we bring together this group of physician leaders from across The Network, I learn something new or I hear a problem get solved through the sharing of best practices. I continue to be astounded by the deep level of commitment that each practice leader has to patient care.

As a seasoned clinician, I know there is nothing quite like The Network and the benefit it brings to practices. I cannot wait to see what we accomplish next — together.

Sincerely,

Marcus Neubauer, MD

Marcus Neubauer, MD

Chief Medical Officer, The US Oncology Network

In 2023, practices in The Network participated in **over 200 clinical trials, and more than 1,000 patients** were enrolled in interventional treatment studies. Through our joint venture with Sarah Cannon Research Institute, we will create new avenues and approaches to increase clinical trial access and enrollment close to where patients live.

PIONEERING COMMUNITY ONCOLOGY

The Network, the largest independent community-based oncology network, is wholly dedicated to quality cancer care and patient outcomes. We empower physicians to focus on delivering exceptional care by providing robust operational support, financial stability and cutting-edge clinical resources. Our partnerships are constantly evolving, scaling impact with strategic guidance and a commitment to maintaining practice independence. Deeply invested in progress, we bring the expertise and tools necessary to ensure local care remains paramount, supporting powerful patient outcomes.

In this section, you'll learn about...

- ▶ How the largest network of community oncology practices is advancing cancer care
- ▶ The leaders and physician experts that guide us
- ▶ Trends in community oncology and how The Network is equipping practices with the knowledge and tools to adapt to these trends



The power of The Network

Our dedication to helping community oncology practices grow and thrive is unmatched, and we are proud to be a network of people passionate about advancing care, all in benefit of the patients at the heart of our work.

Our impact

The story of The US Oncology Network (The Network) is one of significant reach and profound patient impact. Our legacy spans nearly a quarter-century, but this is not just about numbers; our story embodies a deep-rooted commitment to reinforcing the value independent practices bring to their communities while relentlessly pursuing excellence in patient care and outcomes.

The scale of our operations and the breadth of our impact stem from our resolve to lead in quality, efficiency and innovation, ensuring providers can deliver the best care possible, right in their communities.



Scope and Reach

We stand together as the largest independent network of community oncology clinics in the US, delivering premier patient care to a diverse patient demographic.



Supportive Resources

Beyond clinical care, our network is supported by approximately 15,000 non-provider staff and 500 centralized employees, all dedicated to supporting care in hometowns across the country.



Innovation and Investment

Our devotion to advancing care is propelling us into the future. We are at the forefront of revolutions in oncology, spanning precision medicine, value-based care and more. We are investing in the tools and technologies to keep practices ahead of the curve.

Our story embodies a **deep-rooted commitment** to reinforcing the value independent practices bring to their communities

OUR FOOTPRINT



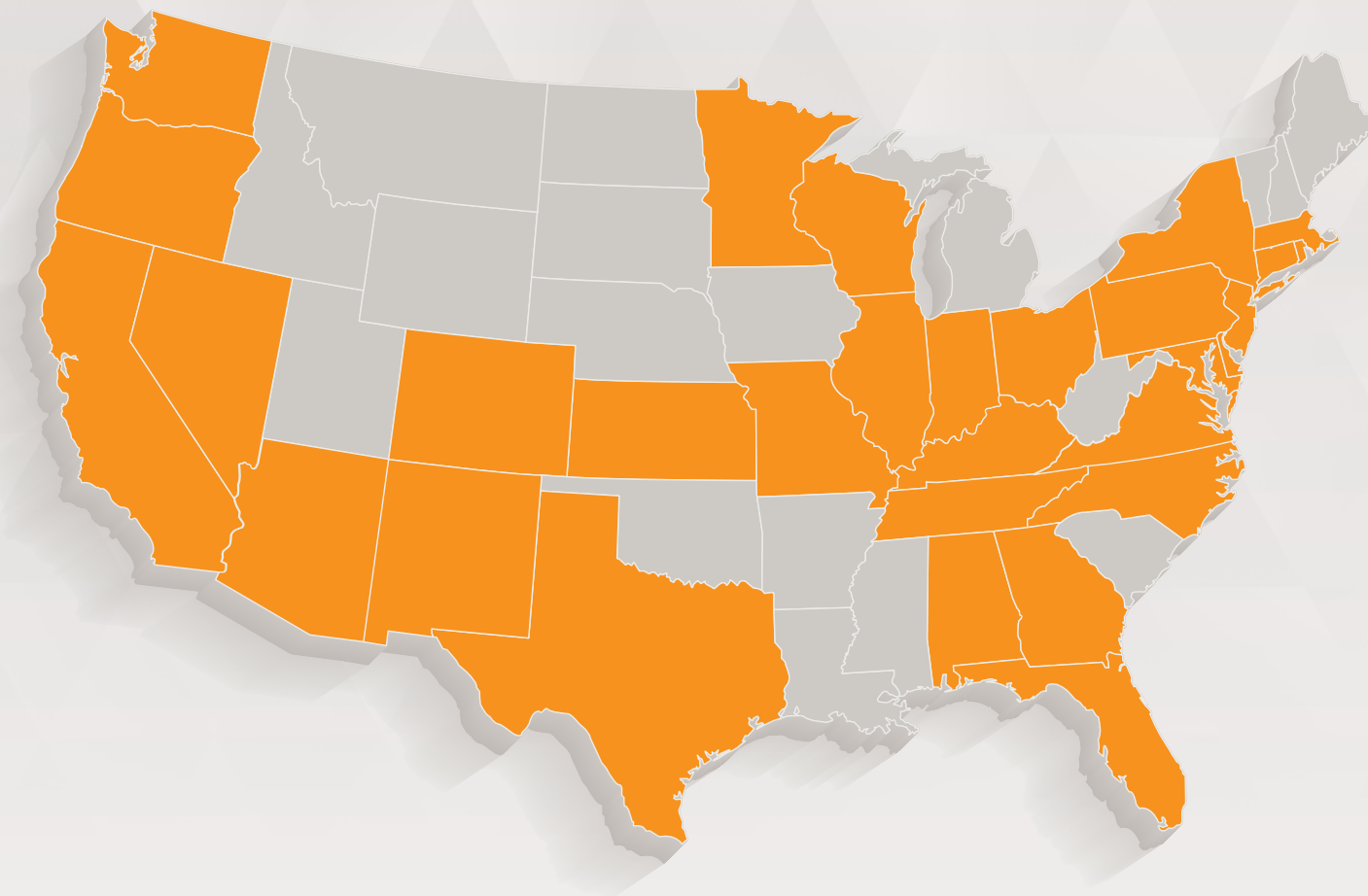
2,500+
Providers



600+
Sites of care
across 30 states



1.4 million+
Patients treated per year



Our mission and approach

Founded in 1999, The Network is driven by a mission to support independent community practices in delivering premier oncology care. With nearly 25 years at the forefront of oncology, our approach is designed to empower practices, providing them with everything they need to run efficiently and effectively so they can focus on what matters — the patient.

Our unique relationship with McKesson enriches The Network with unparalleled access to a broad array of tools, technologies and supportive resources, reinforced by the power of economies of scale, enhancing our ability to stay ahead of the evolving needs of each practice. This synergy of history, mission and partnerships is what brings our commitment to supporting the highest standards of patient-centered, community-based care to life.

Who's who in The Network

The experts who guide The Network have an unwavering enthusiasm for providing premier care close to the patient and are constantly shaping how we deliver on this mission.

Leadership and governance

We are led by an executive team with wide-ranging expertise, all committed to moving The Network forward to benefit patients.



Jason Hammonds
President
The Network



Devon Womack
Chief Operating Officer
The Network



Marcus Neubauer, MD
Chief Medical Officer
The Network

Our physician leaders

Physicians have a voice in leading The Network through the National Policy Board Executive Committee.



Mark Fleming, MD
Chair



Marcus Neubauer, MD
Co-Chair



Amy McNally, MD



Leslie Busby, MD



Timothy Murphy, MD



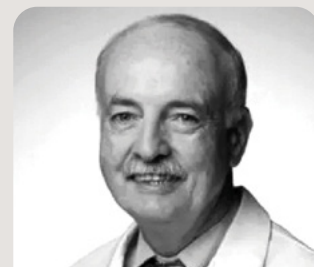
R. Steven Paulson, MD



David Buck, MD



Randy Drosick, MD



Denis Fitzgerald, MD



Audrey Garrett, MD



George Sotos, MD



**Alex Spira, MD,
PhD, FACP**



Paul Thurmes, MD

The state of community oncology

Community oncology is undergoing a period of intense change, and The Network is maintaining its position at the forefront, ensuring practices and providers have the knowledge and tools to flourish and maintain their independence.

While cancer incidences are increasing nationwide year over year, survivorship continues to improve, recurrence rates are declining, and holistic care is improving patient outcomes.

2024 will be the first year that the US expects more than two million new cancer diagnoses in a year.¹ Despite the ever-growing burden of cancer, emerging therapies, improved patient education and enhanced care models are expected to contribute to an increase in survivorship of 30% by 2030.²

As care grows more effective, and more complex, the challenges of delivering cancer care and a positive patient experience also grow. The expansion of administrative responsibilities, challenges navigating an ongoing labor shortage, mounting financial pressures on community practices, and a constantly evolving pipeline make practicing in the community setting increasingly intricate. In this environment, The Network and our team of experts are here to help practices and providers deliver premier care to patients.

Overcoming administrative burdens

Administrative requirements, including prior authorization, documentation and scheduling, require ~18 hours per week per oncologist,³ pressuring the oncology workforce and contributing to staffing shortages. Prior authorization in particular places an administrative burden on practices, with 80% of oncologists reporting having dedicated, full-time staff to manage the process.⁴ The prevalence of this burden contributes to the 57% of community oncologists who report being burned out.⁵

In response, The Network deploys a variety of approaches to minimize these administrative challenges, including:

- Our dedicated strategic operations team provides on-site support, leveraging best practices and lessons learned from across The Network to help practices optimize their workflows.
- The Network continues to invest in automation by bringing exclusive technologies and differentiated partnerships to practices that help reduce the operational and administrative burden of oncology, allowing physicians to focus on caring for their patients. We partnered with a software company that enables practices to streamline the prior authorization process and increase volume without having to add additional staff. In practice, we estimate an initial increase in labor productivity of 10%.

Optimizing the role of advanced practice providers

With only 3% of nurses specializing in oncology,⁶ the industry-wide nursing labor shortage has been particularly pronounced in community oncology, compounded by the high turnover rate for oncology nurses. In addition, practices struggle to appropriately manage and utilize the surge in advanced practice providers (APPs), with 71% of APPs believing their job responsibilities are primarily driven by physician preference,⁷ as opposed to their own capabilities or the needs of the practice and their patients.

The Network's proprietary APP bootcamp provides proven strategies to enable practices to make the most of their integrated care team. Our APP utilization dashboard provides real-time data to practices so they can take

action by adapting their policies, leveraging their training, and ensuring expedient care for their patients.

These capabilities are supplemented by our recruitment services, leveraging the scale and reputation of The Network to ensure practices can operate at full capacity.

Enhancing the patient experience

In 2023, The Network initiated a pivotal program aimed at minimizing the time it takes for a patient to be seen for an initial consultation. As we track the rise in cancer incidences, paralleled by the expectation for timely and effective care, the urgency of swift patient-provider engagement post-diagnosis has never been more critical.

This initiative is a direct response to this pressing need, ensuring that newly diagnosed patients can begin their treatment journey with minimal delay. This strategic effort dovetails with our commitment to alleviate the administrative load on oncologists, allowing them to prioritize patient care.

By harnessing our robust network of operations experts and innovative technologies, we empower practices to streamline processes such as scheduling and new patient intake. The goal is clear: to accelerate patient access to their initial consult as much as possible, thereby reducing patient anxiety and enhancing their care experience.

Since the start of this initiative, 75% of practices have reduced the time it takes for a patient to be seen from first contact to consult and begin life saving treatments. This ambitious program not only aligns with our drive towards operational excellence but also resonates deeply with our mission to support premier, patient-centered care close to home. As we continue to navigate the evolving complexities of community oncology, initiatives like this underscore our dedication to supporting practices in meeting the needs of their patients with agility and empathy.

In another effort to enhance the patient experience, we are working on a transformative initiative aimed at revolutionizing the way practices deliver care.

BY THE NUMBERS

Cancer treatment advancements shaping the future of care

30% growth in the number of patients in survivorship by 2030⁸

100+ FDA approved targeted therapies currently available⁹

61% of clinical trials incorporating biomarkers¹⁰

Over 350 innovator molecules and expanded indications expected by 2028⁹

By leveraging cutting-edge technology, streamlined processes and dedicated staffing, we are ensuring that every patient receives personalized, efficient and compassionate care from their very first interaction with a practice.

Technical upgrades, including innovative virtual assistant technology, have streamlined our patient interactions, leading to more prompt and accurate assistance for patients. Additionally, dedicated teams such as our care coordination team and regionalized new patient coordinators are providing assistance and guidance to further enhance the patient journey.

Comprehensive metrics play a crucial role in our initiatives, providing valuable insights to optimize processes and ensure a seamless experience for all patients. This data-driven approach empowers our teams to continually refine our processes and elevate the level of care practices in The Network provide. As we continue on this transformative journey, we anticipate significant advancements in patient engagement, operational excellence and overall satisfaction.

Enabling the success of medically integrated dispensaries

The oncology pipeline is increasingly focused on oral oncolytics, and The Network is focused on ensuring the success of each practice’s medically integrated dispensaries (MIDs) to improve the patient experience and care delivery. MIDs deliver coordinated care by driving better medication adherence, ensuring quicker access to medication, enabling efficient communication of any prescriptive changes, and reducing waste and unnecessary costs.

However, while the oral oncolytic pipeline is growing, the number of prescriptions that have been filled by MIDs has declined, with only 48% of new prescriptions eligible to be filled at an MID. The growth of restrictive payer policies and the financial pressures imposed by direct and indirect remuneration (DIR) fees from pharmacy benefit managers (PBMs) make dispensing through an MID increasingly challenging for practices. DIR fees are defined by pharmacy performance metrics that are difficult to achieve or are outside of a pharmacy’s control, directly impacting the profitability of the practice’s MID. In addition, MID profitability can be indirectly impacted by payers controlling network access and requiring payer-owned pharmacies to fill a patient’s prescription while also instating financial disincentives to migrate to a different pharmacy such as an MID.

Recognizing the importance of MID sustainability and profitability within the care continuum, The Network works closely with practices and payers to enable the success of MIDs and helps navigate the growing complex challenges and financial pressures in this space. Practices in The Network count on The Network’s dedicated, highly skilled government relations and public policy team to fervently support their practices, providers and patients by protecting access to quality care in the community setting.

To support a practice in The Network in Nevada, the government relations and public policy team pursued a regulation change that previously made MID platforms administratively burdensome and cost prohibitive in the state. Nevada’s Board of Pharmacy (BOP) regulations required oncology physicians to independently maintain and manage their own oral medication inventories instead of allowing physicians within a group practice to share inventory, a prohibitive restriction for community oncology practices. Recognizing the negative impact that this regulation had on this practice and the patients they serve, our team worked for over five years to reverse this rule. A strategic action plan was developed to approach the BOP, and we worked with the practice to share provider, patient and caregiver testimonies, as well as comments from the state’s medical association and another local practice to support this change.

After our proposed legislation change was originally voted down, our team continued pursuing the change with an extra emphasis on educating the BOP on what the change would mean for the practice and its patients, leading to the regulation change passing unanimously only a few months later. This achievement is a perfect example of persistence and determination, and it demonstrates the importance of practice engagement, collaborative strategic planning, and ongoing advocacy.

We are proud to support the practices’ MIDs within The Network, and across 30 practices and 87 MID locations, over 150,000 prescriptions were filled last year by The Network pharmacies.

Creating favorable practice economics

Community oncology practices face mounting financial pressures, including drug margin compression, payer and policy changes that constrict revenues and increasing capital requirements to operate. The combination of these factors has forced many oncologists to sell their practices, with the percentage of physicians who own their own practice declining by 17% in the last decade.⁸

The Network supports the financial viability of community practices in many ways, including:

- **Investing in practices**, including seven practices delivering radiopharmaceutical therapy, over 200 surgeons added to The Network in the last decade, and a focus on chronic care management with 15 practices participating in our centrally managed Innovent model, to diversify our care delivery mechanisms while providing new revenue streams for practices.
- **Leveraging our scale and reputation** with biopharma to generate exclusive opportunities for practices to save on costs when purchasing products. In 2023, the Unity GPO enabled practices to save over \$2.4 billion in combined savings and performance rebates.
- **Leaning into the rise of value-based care arrangements** in oncology. There are 1,500 providers in The Network participating in the Enhancing Oncology Model (EOM), accounting for 50% of the total model.⁹ In addition, we have entered into more than 90 commercial arrangements, enabling practices to lead in value-based care and help insulate themselves from broader financial trends in oncology.

SUPPORTING THE FINANCIAL VIABILITY OF COMMUNITY PRACTICES



Investing in practices to diversify our care delivery mechanisms while providing **new revenue streams for practices**.



Leveraging our scale and reputation to generate exclusive opportunities for practices to **save on costs when purchasing products**.



Leaning into the rise of value-based care arrangements, enabling practices to lead in value-based care and help **insulate themselves from broader financial trends**.





In this section, you'll learn about...

- ▶ Our unprecedented growth, with 40% of Americans now living within 15 miles of a practice in The Network
- ▶ A celebration of the practices that we are thrilled to welcome to The Network and those that have chosen to renew
- ▶ The ways that we support practice operations in The Network, including physician recruiting, capital investments, and practice growth and marketing support

OUR GROWTH JOURNEY

The Network is not just a participant, but a pioneer charting the path forward in community oncology. Here, innovation is not a mere platitude; it's the heartbeat of a mission-driven crusade to bring cutting-edge, compassionate care to hometowns across the US.

Celebrating record growth

While The Network has been a trusted force in community oncology for over two decades, our recent growth has been particularly remarkable and reflects an expanding recognition of the value we bring to practices.

The past year has been marked by strategic expansion for The US Oncology Network (The Network), as we make significant strides to dismantle the barriers to cancer care access. We've moved beyond conventional models, surpassing expectations and fostering an environment where innovation and community-centric care converge.

Our growth journey is reflective of the evolution of practices driven by a shared ethos. It's about the seamless fusion of leading-edge science with the soul of patient care, where every decision and every advancement is tailored to the practices we serve.

As we chart our growth, we celebrate more than our increased numbers — we honor the lives impacted,

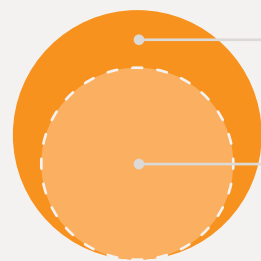
the practices fortified and the vitality infused into communities. We highlight the strength found in unity, the power of autonomy, and the bright promise of our shared future.

Taking bold steps toward the future, The Network is not merely expanding; we are helping reshape the oncology landscape. We are collaborating with practices to forge a standard of excellence, prioritize the patient experience and advance cancer care with every move forward.

The increase in practices and providers committing to a relationship with The Network is a testament to our unwavering resolve, collective ambition and strategic foresight.

Helping practices grow while welcoming new ones

+30% ▶ We've grown by over 30% since 2019



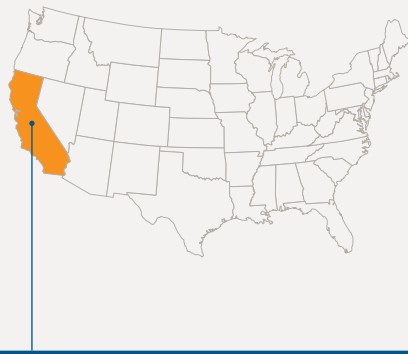
2019		TODAY	
Providers	~1,850	Providers	2,500+
States	22	States	30

A timeline of recent growth



Welcoming new practices in 2023





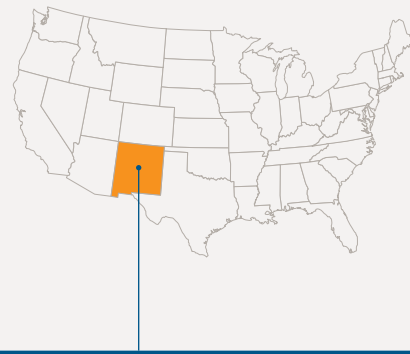
Epic Care

Joined in January 2023

The addition of Epic Care brought The Network to northern California’s Bay Area. Epic Care was founded over 30 years ago and has grown into a dynamic, multispecialty organization with over 20 locations.

“By uniting with The US Oncology Network, Epic Care will continue to deliver on our mission of providing a comprehensive patient experience close to home, but now with the backing of one of the largest community oncology networks in the nation. Not only will we have more access to novel, cutting-edge treatments for our patients, we also will gain vast resources and expertise, enabling us to thrive and remain independent during these challenging times.”

Uma Swamy, MD
Chief Executive Officer, Epic Care



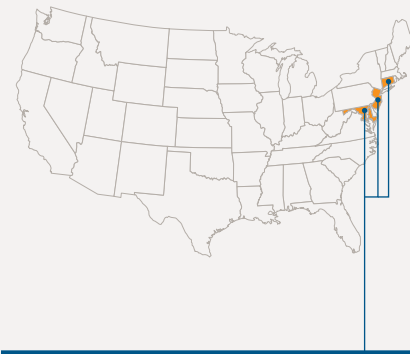
Nexus Health

Joined in January 2023

Nexus Health joining The Network expanded our footprint to include the Santa Fe, New Mexico region. Nexus Health provides a wide range of specialty care, including oncology, orthopedics, infusion services and lab operations — with eyes on expansion.

“By joining The Network, we strengthen our ability to deliver specialty services in a community setting, giving more patients convenient access to better care. The organization’s clinical and business expertise, as well as The Network’s technologies, enable high-quality patient care that will help us succeed now and long into the future as we expand our service offerings.”

Scott Herbert, MD
Practice President, Nexus Health



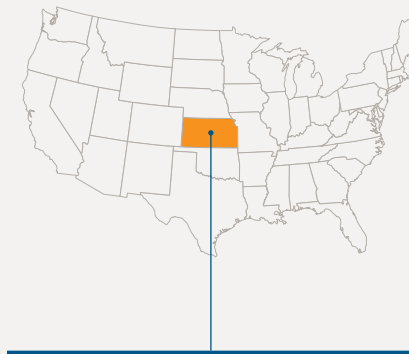
Regional Cancer Care Associates

Joined in April 2023

Regional Cancer Care Associates (RCCA) joining The Network exemplified a strategic collaboration that magnified both entities’ commitment to patient-first, community-based oncology care. With RCCA’s expansive network across several states, this partnership significantly enhanced The Network’s reach.

“We take great pride in being an independent practice that provides cutting-edge treatments in a community setting. It’s important to our dedicated providers and staff to collaborate with an organization that delivers the resources that help us grow, thrive, and succeed, all while empowering us to retain our independence. We confidently entered into partnership with The US Oncology Network and look forward to executing on our shared commitment to grow our services and footprint in order to bring quality care to more communities.”

Terrill Jordan
President & Chief Executive Officer, Regional Cancer Care Associates



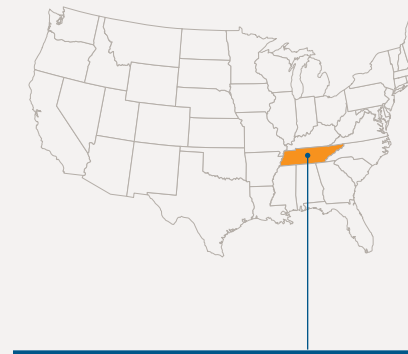
Cancer Center of Kansas

Joined in July 2023

With the addition of Cancer Center of Kansas (CCK), The Network significantly expanded our reach in the Midwest. This relationship aligned CCK’s 40-year legacy of independent, comprehensive cancer care with The Network’s expansive resources and research capabilities.

“The US Oncology Network is a perfect fit for us, as we have a shared commitment to clinical research. We will be collaborating with like-minded individuals in The Network who are dedicated to advancing cancer care with the goal of discovering new therapies for those facing this difficult disease.”

Shaker R. Dakhil, MD, FACP
Practice President, Cancer Center of Kansas



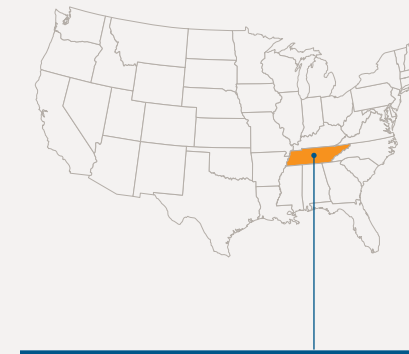
Nashville Oncology Associates

Joined in October 2023

The addition of Nashville Oncology Associates (NOA) was a significant milestone, marking The Network’s first expansion into Tennessee and increased the number of high-quality, community-based cancer care for communities in the state.

“Joining The Network will provide access to a wealth of operational and clinical resources that will help us continue to deliver superior care while empowering us to remain independent in today’s challenging environment.”

Karl M. Rogers, MD
Practice President, Nashville Oncology Associates



SCRI Oncology Partners

Joined in December 2023

The addition of SCRI Oncology Partners to The Network marked a notable expansion in Tennessee. This collaboration brought Sarah Cannon Research Institute’s (SCRI) globally recognized oncology physicians and research expertise into The Network, further enhancing patient access to state-of-the-art personalized cancer care and clinical trials.

“It’s exciting to collaborate with The US Oncology Network, an organization that is committed to advancing cancer care and clinical research. We will continue to expand the SCRI network’s capabilities and undertake new groundbreaking studies that will lay the foundation for the advancement of cancer care. We are committed to offer patients the opportunity to receive the best in care while also having access to the most innovative options in research in their communities.”

David R. Spiegel, MD
*Chief Scientific Officer, SCRI
Founding Partner, SCRI
Oncology Partners*



UNRIVALED SUCCESS IN PRACTICE INTEGRATION

As we've welcomed more practices into The Network over the years, we've honed our approach to integration, setting ourselves apart with a proven track record and a dedicated commitment to excellence. Our mission is not just to facilitate integration but to excel at it, setting a standard that distinguishes us as leaders in the field.



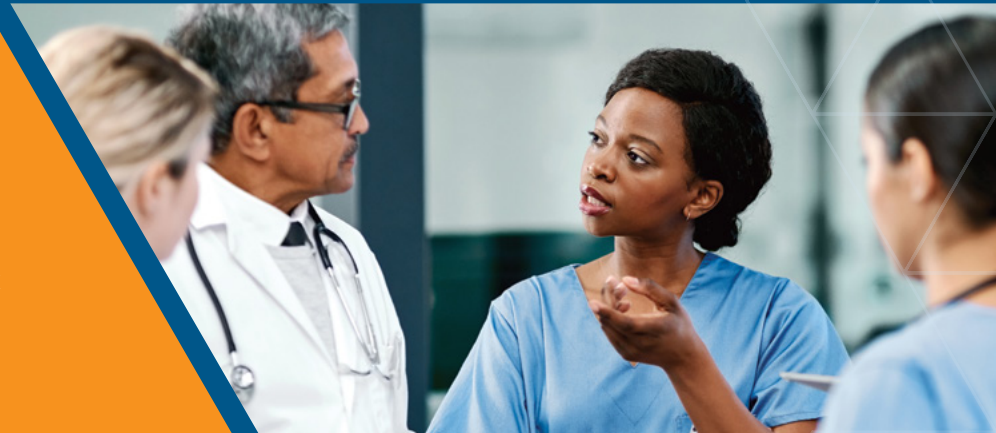
Pre-implementation

Our journey begins long before ink meets paper. With over two decades of experience, we recognize that success lies in meticulous planning and empathetic collaboration. Engaging early, we listen intently to the aspirations and apprehensions of practices, crafting a unique plan with precision. Working with our business development team, we glean invaluable insights into the nuances of each practice — understanding the motivations that led them to The Network. This allows us to set realistic expectations and sketch a phased roadmap that harmonizes with each practice's readiness for transformation and guides the change journey with the practice from top to bottom.

Engaging early, we listen intently to the aspirations and apprehensions of practices, **crafting a unique plan with precision.**



Each practice is not just integrated but **empowered to thrive** in today's dynamic healthcare environment.



Implementation

From the start, our implementation team provides systematic support, guiding practices through every step of the journey. Our teams serve as steadfast companions, assisting practices in charting their course forward. We understand the complexity of integration, and our team stands ready to distill it into manageable components. Our team members are recruited for specific skill sets to cover all operational elements of a practice. We customize plans to fit each practice's unique needs, ensuring alignment with their operational realities.

At the core of our methodology lies a commitment to streamlining operations and minimizing disruptions for practices. Instead of bombarding practices with endless requests for information, our integration team takes charge, skillfully navigating logistical challenges. By assuming the burdensome tasks, we liberate practices to focus on delivering exceptional care without interruption.



Post-implementation

As integration settles, our dedication to the practice gains momentum. This marks a progressive on-ramp to the next chapter for practices — a time brimming with opportunity and surrounded by even more expertise, all geared towards their success. With a focus on assimilation and the maximization of our resources, practices are empowered to take on bold new challenges.

Through immersive strategy sessions and expert guidance, we pave the way for practices to explore new avenues for growth, from enhanced revenue streams to attracting top-tier talent. Our support extends far beyond operational realms, ensuring practices thrive in the ever-evolving landscape of community oncology, forging a path toward lasting success and transformative impact.

Come see why we successfully welcome more practices in The Network than any other community oncology network. We bring unparalleled experience, a dedicated organization, and a proprietary process that is proven for de novo integrations. Our commitment to excellence ensures that each practice joining The Network is not just integrated but empowered to thrive in today's dynamic healthcare environment.

Investing in practices' success

Our goal is to help practices care for their patients by attracting top talent, facilitating expansion through capital projects, and crafting effective growth strategies, all aimed at enhancing patient care and outcomes.

Renewed affiliations

We are proud that a number of practices recently renewed their affiliations with The Network, demonstrating how we fulfill our commitment to enabling practice success and helping them deliver premier patient care.

In the last 24 months, these practices have renewed with The Network:



Physician and staff recruiting

The physician recruiting team plays a crucial role in strengthening practices with top-tier medical talent. In 2023, the team successfully brought on board over 70 physicians to existing practices in The Network (in addition to the 170 physicians who joined through the addition of new practices).

This significant recruitment support has helped alleviate operational and administrative pressures within practices, enabling a stronger focus on patient-centered care and furthering one of this year's key initiatives in The Network — improving the patient experience by decreasing the time it takes to move from a patient's referral to their first consult.

Additionally, adding new clinicians has infused new perspectives and expertise into the practices.

Moreover, our recruitment support extends to other highly impactful roles, such as advanced practice providers (APPs), who are integral to cancer care alongside physicians. With specialized skills in oncology nursing, pharmacology and patient care coordination, APPs provide comprehensive support throughout the patient journey.

We go beyond mere placement of qualified staff in a competitive environment. Committed to optimizing their impact, we provide ongoing training and specialized strategies. Empowering APPs to operate at the forefront of their expertise ensures they fully leverage their capabilities, enhancing patient outcomes and experiences.

Our strategic focus on recruiting underscores our commitment to filling community oncology clinics with top-tier talent, maximizing their competitiveness and facilitating practice growth and evolution.

Capital investments

In a firm commitment to drive growth and foster excellence, The Network allocates resources and leverages unmatched expertise to support the expansion of affiliated practices. This involves funding for new facilities, enhancing existing sites, and deploying cutting-edge equipment. We focus our capital allocation on targeted investments that will accelerate the growth of practices. Last year marked another year of our assertive approach to investment, channeling over \$100 million into capital projects aimed at propelling the growth trajectory of practices. This includes strategic service line expansions in critical

areas such as surgery and radiation, where surgeons and oncologists benefit from enhanced resources, collaborative environments, and streamlined operations to deliver exceptional patient care.

Practice growth and marketing

The practice growth and marketing team works in partnership with practices in The Network to increase community awareness. We provide data-driven guidance and tactical support through demonstrated expertise in all aspects of marketing and referral development, including content and digital marketing, online reviews and listings, and a robust physician liaison program.

Here's a closer look at what we're accomplishing with practices in The Network:

- Reputation management**
 We help practices manage their online listings and reviews through a comprehensive program that has driven an estimated value of \$2.8 million through improved click-through rates for practices and helped improve star ratings volume by more than 33x.
- Oncology liaison program**
 There are nearly 80 physician liaisons across The Network responsible for developing and maintaining strong relationships with referring physicians.
- Content marketing**
 We provide targeted content development strategies which have resulted in \$1.7 million in cost savings for practices in The Network.

“Blue Ridge Cancer Care has greatly benefited from being a part of The Network, and we're looking forward to our continued relationship. Through The Network, **we have access to unique research opportunities, managed care and value-based care expertise, revenue cycle support and a breadth of additional management services that ease the burden on our providers and allow us to spend time where it matters — with our patients.**”

David Buck, MD, *Practice President, Blue Ridge Cancer Care*

“Virginia Oncology Associates (VOA) are proud to have been a part of The US Oncology Network (The Network) for 20 years. So much so, we recently renewed our partnership with the team and thus look forward to continuing to advance oncology care together for years to come. During our time with The Network, VOA has grown to nine locations, 45 physicians and 42 advanced practice providers through this collaboration. **The expertise from the team at The Network has helped ensure that not only is our practice growing, but that we are providing state-of-the-art care to our patients.** At VOA, we are ahead of trends in key areas of healthcare, such as delivering in value-based care, expanding access to clinical trials through the affiliation with SCRI and offering personalized care for patients in our communities due to our mutually aligned partnership with The US Oncology Network. We could not be more pleased in a partner.”

Mark Fleming, MD, *Practice President, Virginia Oncology Associates*

HARNESSING CLINICAL INNOVATION

The future of oncology looks dramatically different than today. Physicians and practices must act now to prepare for the upcoming changes in care delivery. The Network is focused on key trends in community oncology that have the potential to fundamentally alter the paradigm of cancer care.

In this section, you'll learn about...

- ▶ The multi-pronged approach we are taking in precision medicine to double molecular testing capacity and set new benchmarks in patient care
- ▶ How we are navigating the evolving accountable care organization landscape
- ▶ Where we are doubling down on investments to harness the potential of artificial intelligence
- ▶ Our legacy in clinical research and what's next as we look to pave the way for groundbreaking therapies



Advancing precision oncology in the community setting

Precision medicine is at the forefront of oncology, an approach that harnesses advanced technology and genetic insights to reshape patient care with exceptional accuracy. It revolves around tailoring treatments to each individual patient’s disease. At The US Oncology Network (The Network), we are on a mission to translate the promise of precision medicine into reality.

Using advanced technology and analytics, we are streamlining the process from biomarker testing to treatment selection and beyond, aiming to translate the concept of personalized care into actual improvements in outcomes. Maximizing the potential of precision medicine requires ensuring physicians have the right information about their patients at the right time in the care journey.

Recognizing the pivotal role of biomarker testing in advancing precision medicine, The Network has embarked on a journey to enhance its integration within practices. Over the past year, The Network’s precision medicine program has taken significant steps toward achieving a crucial objective: increasing the utilization of biomarker testing across all practices. This initiative aims to guarantee that patients receive the most

effective treatment possible, achieved through the seamless integration of innovative precision medicine tools and support into their healthcare journey.

To accomplish this, we have enhanced our iKnowMedSM, electronic health record system, in collaboration with Ontada, a McKesson business. Our focus is on bolstering decision support for biomarker testing, simplifying ordering, and integrating lab results seamlessly. Responding to physician feedback, we have introduced a new molecular workflow for streamlined access to biomarker test results and launched a Genomic Ordering Module aligned with National Comprehensive Cancer Network[®] (NCCN) guidelines for testing alerts at the time of diagnosis and staging.

We have optimized the ordering guides in iKnowMed to auto-fill test requisition forms from reference labs, cutting down on errors and enhancing operational efficiency. Biomarker test results from major labs are now instantly integrated into iKnowMed for immediate access by providers, eliminating the need for manual logins or waiting for faxes. This quick access to results enhances the likelihood of timely therapy initiation, improving patient outcomes.

To further strengthen the precision medicine workflow in iKnowMed, we will be launching new functionality in 2024 that automatically pulls biomarker test results into Clear Value PlusSM, an oncology decision support tool by Ontada. This integration will reduce the administrative burden on physicians and expedite the selection of appropriate treatment.



“Our team will continue to push boundaries, leveraging cutting-edge technology and analytics to optimize biomarker testing and treatment selection. Our goal is to revolutionize patient care, ensuring every individual receives personalized, effective treatment based on their unique genomic profile. Together, we will transform precision medicine from a vision into a tangible reality, improving outcomes and transforming lives.”

Regina Murphy, MBA, Vice President of Precision Medicine, The Network

Finally, we plan to expand the list of reference labs directly connected to iKnowMed for results integration, facilitating the ordering process by establishing electronic ordering directly from iKnowMed, and developing a precision medicine analytics platform to track key performance metrics, such as testing rates by diagnosis and utilization of targeted therapies.

Precision medicine represents a comprehensive healthcare transformation. At The Network, our efforts empower practices to navigate and deliver precision medicine. Through a connected infrastructure of education, workflow support and technological advancements, our enduring commitment drives us forward as we help practices shape the future, maintaining a steadfast focus on improving critical elements of patient care.

Adapting to the emergence of risk bearing arrangements

Medicare Advantage (MA) is poised to dominate Medicare with a projected 70% penetration by 2030. While the growth in Medicare Advantage comes with material disruptions across the care journey, patients appear to benefit, with a 59% reduction in hospitalizations for these patients compared to others.

Medicare Advantage also provides outsized benefits to commercial payers and PBMs, driving their interest in creating ACOs, a group of care providers who come together to deliver coordinated care, and leading them to invest over \$50 billion acquiring more than 9,000 clinics. This wave of acquisitions poses threats to community care, as payers are able to meet a patient’s care needs through payer owned and integrated care systems.

The Network’s payer and care transformation team helps navigate this evolving environment, protecting practice access to patients. Our team is helping

respond by pursuing opportunities with primary care providers and ACOs around the US based on the geographic overlap with practices in The Network. These partnerships allow practices to secure preferred provider referral arrangements and additional revenue through pay-for-performance programs, thus demonstrating the practice’s ability to deliver high-quality, low-cost care as a partner to these organizations, while diversifying referral streams.

Preparing for big data and artificial intelligence

The rise of big data and artificial intelligence (AI) promises to revolutionize cancer care, yet the immediate impact remains uncertain.

In the short term, we expect AI to streamline administrative tasks like scheduling, basic documentation, and claims management. While the full potential for AI in care management and diagnosis is still years away, staying ahead demands investments in technology today.

The Network has launched an AI council, comprised of 12 business, clinical and technology leaders within The Network, to evaluate and prioritize the AI initiatives that

MEMBERS OF THE AI COUNCIL

Business and Clinical

Amy McNally, MD, Vice President of Surgery

Marcus Neubauer, MD, Chief Medical Officer

Mark Sitarik, MD

Vivek Kavadi, MD, Chief Radiation Oncology Officer

Eve Stahl, Vice President of Surgical Operations

Manish Gupta, MD

Technology

Maz Zaheer, Chief Information Officer

Rick Freeman, Vice President, Digital Health Ecosystem for Oncology, Ontada

Zejian Liu, Regional Director of Medical Physics

Jamie Rhem, Director of Information Security

Bobby Thomas, Vice President of Digital Patient and Provider Engagement

Vineet Singh, Director of Business Systems

“I was diagnosed with lung cancer approximately nine years ago. Thanks to my oncologist, Dr. Spira at Virginia Cancer Specialists, I had the incredible opportunity to participate in a life-changing clinical trial seven years ago. After undergoing two lung surgeries and chemotherapy, the trial drug has been a lifesaver for me. It has allowed me to not only survive but also enjoy precious moments with my grandchildren. I am truly grateful for the invaluable contribution of clinical research, as it has played a pivotal role in saving my life.”

Debbie R.
Lung Cancer Survivor

matter most to practices in The Network, aligning technical capabilities with physician needs. Numerous automation initiatives, including revenue cycle documentation, remote operations and prior authorization, enable physicians to focus more time and attention on patients. Across The Network, we have invested over \$10 million in 2023 on information technology (IT) infrastructure, applications, and projects, with an eye toward preparing for the future of oncology care.

Revolutionizing oncology clinical research

For over two decades, practices in The Network have been at the forefront of clinical research, offering patients access to cutting-edge trials while receiving care locally. In 2023 alone, practices participated in over 200 trials, enrolling more than 1,000 patients in treatment studies across various disease states.

In 2022, we embarked on a landmark joint venture with Sarah Cannon Research Institute (SCRI), a partnership poised to transform the field of oncology clinical research. Over the past year, our primary focus has been effectively navigating and maximizing the potential of this collaboration, with SCRI offering centralized support and resources to assist research-engaged practices in The Network.

SCRI is globally recognized for its unmatched expertise in clinical research and innovation. Research sites supported by SCRI have played a pivotal role in the development of 29 out of 37 FDA-approved cancer therapies for adults in 2022, expanding opportunities for patients to benefit from pioneering research.

While we celebrate our progress, our journey with SCRI signals even greater potential ahead. Together, we are poised to continue driving transformative change in oncology research, paving the way for improved patient outcomes and groundbreaking therapies.



“Offering research and clinical trials in community practices not only enables us to get ethnic and racial diversity in studies so that innovative drugs are studied and approved for diverse patient populations, but also makes it possible for us to provide ‘real-world oncology’ to the average patient where they live and exist.”

Alexander I. Spira, MD, PhD, FACP
Virginia Cancer Specialists

BY THE NUMBERS

Over 25 practices in The Network participate in research, with **more than 500 physicians** in The Network participating in treatment and non-treatment studies in 2023.

Research in The Network is supported by Sarah Cannon Research Institute, our partner site management organization that brings together **over 1,300 physicians** who actively enroll patients in clinical research studies at **more than 250 locations in 24 states** across the US.¹³

In this section, you'll learn about...

- ▶ Our leadership in the value-based care landscape, including success in the OCM and an early outlook on the EOM and other value-based care programs that are ensuring sustainable costs for patients
- ▶ The strides that we continue to make in public policy as we advocate on behalf of practices and providers in The Network



The payer and care transformation team joins the government relations and public policy team on Capitol Hill to advocate on behalf of practices in The Network for stable reimbursement and reduced administrative burden

INFLUENCING VALUE-BASED CARE AND POLICY

The Network is committed to enhancing patient experiences and outcomes, and our value-based care and public policy teams empower practices to excel in risk-based payment models and give community oncology providers a voice in the policy landscape.



Our approach to value-based care

By collaborating with patients, providers and practices, we are committed to providing equitable access to exceptional, patient-centered care and enhancing services, all while ensuring the sustainability of healthcare costs.



“Practice participation in value-based care improves care for all patients by focusing on patient goals and values while working to overcome barriers to care. This distinguishes practices in The Network as places where patients can receive whole person, high-quality cancer care that is tailored to their unique needs.”

Lalan Wilfong, MD, SVP
Payer and Care Transformation, The Network

Prioritizing equitable and accessible patient care

The US Oncology Network (The Network) has long been a proponent of value-based care because it positively influences better quality, outcomes, and patient experiences at a sustainable cost. The Network’s commitment to value-based care is demonstrated by our strong participation in both regulatory and commercial value-based care programs.

During the six-year duration of the Oncology Care Model (OCM), practices in The Network enrolled over 130,000 unique patients.¹⁶ This not only resulted in improved care coordination and patient outcomes, but also led to significant savings, \$333 million, for the Medicare program. Given these achievements, we are now filled with enthusiasm for the EOM, the successor model to the OCM, which was launched in July 2023.

The EOM shares a similar objective to the OCM, aiming to enhance the quality of care while reducing expenses. By implementing total cost initiatives and mandatory participant redesign activities, the EOM places a strong emphasis on value-based and patient-centered care, particularly for individuals undergoing chemotherapy as part of their cancer treatment. This model also prioritizes health equity and organizes care into six-month episodes, providing a comprehensive approach to cancer care management.¹⁷

The Network’s commitment to patient-centric redesign activities, enhanced services and quality outcomes has positioned us as leaders in the field. With our proven track record and dedication to excellence, we are confident in our ability to navigate the EOM landscape and continue to deliver the highest standard of care to patients.

Fueling practices’ success in the EOM

In 2023, The Network proudly announced that 12 practices, comprising over 1,500 providers, are participating in the EOM. This impressive figure accounts for more than 72% of providers within The Network actively engaging with this new model.

As the EOM progresses and outcomes become available, The Network eagerly anticipates insights garnered from this innovative approach to oncology care.¹⁸

The Network supports practices with the necessary resources and transformation strategies to excel in value-based care. We assist practices in prioritizing key aspects of the model, such as patient enrollment, improving ease of access to care and services, addressing social determinants of health, managing patient comorbidities, developing comprehensive care and treatment plans, supporting drug initiative strategies, adopting patient engagement technology and planning for risk management within the program. Additionally, we diligently monitor EOM metrics encompassing expenditures, utilization, quality, and processes. Our team provides actionable insights through interactive, practice-facing dashboards and detailed reports, aiding practices in making informed decisions and optimizing their performance within the EOM framework.

Participants in the EOM have access to valuable tools and resources that streamline data submission and quality measure reporting through Practice InsightsSM, an oncology practice performance analytics tool provided by Ontada. This reporting platform seamlessly integrates with the oncology-specific electronic health record (EHR), iKnowMedSM, enabling EOM participants to monitor their performance for practice-reported quality measures throughout the performance period. This integration is particularly beneficial as it empowers care teams to take prompt action in cases where patients have not received critical interventions associated with pain management or depression — two essential areas of care linked to EOM quality measures. With this comprehensive system in place, EOM participants can proactively address gaps in care and ensure that patients receive the necessary interventions to optimize their wellbeing.

BY THE NUMBERS

1,500 providers in The Network are participating in the EOM comprising **approximately 50%** of all providers participating in the model across the US.¹⁴

At **90 days** into the EOM, participating practices in The Network adopted all EOM core essentials, including program eligibility and enrollment, initial drug initiatives, appropriate comorbidity capture, Participant Redesign Activities (PRAs), and risk management.

In 2023, The Network completed **over 265,000** NCCN distress screenings to identify health-related social needs impacting patients’ access to care.¹⁵

92% of providers in The Network participate in commercial value-based care programs. These programs include case rates/bundles, oncology medical homes, capitation and pay-for-performance.

Across The Network, there are **94 active commercial value-based care agreements**, encompassing 31 commercial models and 13 risk-based arrangements.

250 providers across **12 practices** are participating in the Anthem Oncology Medical Home Plus Program (OMH+) modeled after the OCM.



▲ At The Network’s Payer Transformation Summit attendees can hear from experts on health equity, the risk-bearing landscape, and strategies for practices to enact to enhance patient care in a value-based world

Demonstrating leadership in regulatory programs beyond EOM

In addition to the EOM, practices in The Network are deeply committed to achieving success in other regulatory programs, such as the Merit-based Incentive Payment System (MIPS), as well as the new Advancing Cancer Care MIPS Value Pathways (MVP). Notably, two quality measures included in the Advancing Cancer Care MVP program were collaboratively developed by clinicians in The Network and McKesson. This partnership is a testament to the recognition by the Centers for Medicare & Medicaid Services (CMS) of our organization’s unwavering dedication to fostering quality care improvement and expertise in developing measures that advance cancer care.

The Network serves as a trusted partner for practices, providing them with invaluable expertise, pioneering technology and workflow solutions. These resources empower practices to undergo care transformation and thrive under any value-based model they choose to participate in, aligning with their unique strategies. Our demonstrated success has solidified The Network’s position as a leading authority in value-based care, further reinforcing our commitment to driving positive change in the healthcare landscape.



▲ In September 2023, The Network hosted Liz Fowler, PhD, JD, CMS deputy administrator and director of the Center for Medicare & Medicaid Innovation (CMMI) for a site visit at Texas Oncology-San Antonio Medical Center to learn more about the challenges and opportunities facing practices participating in the EOM

Our impact in public policy

The public policy team is solely dedicated to supporting practices in The Network so that they can make informed decisions and develop comprehensive strategies to meet their policy and business goals.

Excelling as thought leaders in healthcare policy

One of The Network’s missions is to protect access to high-quality care in the community setting through direct advocacy, physician engagement, and relationships with key stakeholders. Every day, we advocate on behalf of community-based cancer practices on Capitol Hill and in 30 states across the country.

Federal engagement

At the federal level, The Network prioritizes legislative policies aimed at stemming the tide of hospital consolidation, including stabilizing Medicare payment, incentivizing the transition to value-based care, and advancing site-neutral payment reforms.

For more than a decade, The Network has led efforts to heighten awareness of the payment disparity between hospital outpatient departments and physician offices, and support payment parity across sites of service. In 2023, multiple Congressional committees held hearings on the drivers of consolidation, with witnesses testifying that this payment disparity is incentivizing hospital acquisition of independent physician practices and driving up costs to patients, employers, and the healthcare system. Several pieces of legislation requiring site-neutral payments were introduced, including H.R. 4473, the Medicare Patient Access to Cancer Treatment Act, which highlighted the impact of this payment disparity in cancer care. Despite significant opposition from the hospital industry, the House passed H.R. 5378, the Lower Costs, More Transparency Act, which would require site-neutral payments for drug administration services in Medicare, with a strong, bipartisan vote.



“The Network has solidified its position as a reliable thought leader in the public policy arena — at both the federal and state level. Through strategic advocacy, we regularly champion issues that are critically important to community oncology, shaping policies that ensure high-quality, accessible cancer care, while protecting the physician/patient relationship.”

Ben Jones, VP, Government Relations and Public Policy, The Network

BY THE NUMBERS

600+ meetings with members of Congress and state elected officials

22 site visits with state and federal policymakers

30+ comment letters and written testimony

1,320 grassroots letters

The Alliance for Site Neutral Payment Reform, a coalition of providers, payers, patients, and employers led by The Network, strongly supported this provision and played a key role in its passage. If signed into law (as of February 2024),⁹ this bill will lower out-of-pocket costs for patients with cancer and reduce incentives for consolidation.

The Network Political Action Committee

The Network Political Action Committee (PAC) is one of the largest physician-dedicated PACs in Washington, D.C. The Network PAC enables us to educate policymakers on the value of community cancer care and support candidates who understand and champion our issues. With the contributions of over 300 physicians in The Network, this voluntary and physician-led PAC helps elevate the voice of community oncology physicians at the federal level.

Each year, physicians in The Network travel to Washington, D.C. to meet with key lawmakers to advocate on behalf of community oncology.

In October 2023, The Network held a D.C. fly-in, where a dozen physicians met with leaders on the House Ways and Means, Energy and Commerce, and Budget committees to articulate the value of community cancer practices and advocate for payment parity across sites of service.

State engagement

At the state level, we also focus on addressing specific challenges for individual practices. We advocate for state policies that provide transparency and oversight of pharmacy benefit managers (PBMs), protect cancer patients from burdensome payer policies by reforming step therapy and prior authorization, and are actively leading national efforts to protect the physician’s relationship with their patients from payer threats, such as white-bagging mandates. We successfully played a key role and spearheaded efforts leading to the passage of House Bill (HB) 1647 in Texas, authored by Representative Cody Harris and Senator Charles Schwertner. This legislation prohibits health benefit plans from enforcing white-bagging mandates in physician offices for patients with chronic, rare, and life-threatening conditions. Our impact extends to other states, where we are leading similar initiatives in Ohio, Colorado, Maryland, and Oregon. Our team meets weekly with state elected officials nationwide to lay the groundwork for when our physician champions join us on advocacy days at the capitol, testify before state legislatures, and submit numerous comment letters on issues important to community oncology.



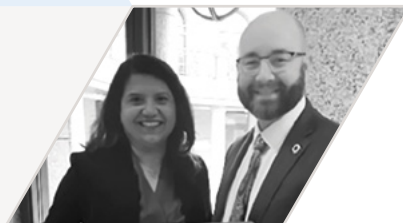
◀ The Network’s Political Action Committee Board hosts D.C. fly-in

Texas Oncology Day at the Texas State Capitol, March 8, 2023



Comprehensive Cancer Centers of Nevada Day at the Capitol, March 28, 2023

Gury Doshi, MD, with Texas Oncology, testifies before the Texas House Insurance Committee on HB 1647. Law enacted and effective September 1, 2023



Linking physicians to policy

The public policy team facilitates opportunities for physicians and practices to engage at the federal and state level as thought leaders in healthcare policy. We weigh in on critical issues such as physician reimbursement, value-based care, medically integrated dispensing, utilization management, information blocking and precision medicine through verbal and written testimony, regulatory comments, and op-eds.

Touring practices in The Network and meeting with physicians and staff offers legislative officials a firsthand look at the daily operations of a community-based cancer center. Site visits are a powerful advocacy tool to educate policymakers about the impact that legislative and regulatory proposals may have on their constituents. In 2023, the team arranged nearly two dozen site visits with elected officials at practices in The Network.

Resources to Stay Informed

Keeping physicians in The Network informed about the latest news is crucial, and we have several physician-focused channels to help you stay up-to-date whether you are in office or on the go. These include health policy updates on breaking news, bi-weekly Health Policy Reports, our podcast called “The Link,” our website at www.legislink.com, monthly legislative teleconferences, and monthly policy calls for practices.

Visit www.LegisLink.com for more information on The Network’s advocacy efforts.



◀ See our annual Capitol Report for a more in-depth list of engagement.

Scott Rushing, MD, with Compass Oncology, testifies before the Oregon Senate Committee on Finance and Revenue



▲ Affiliated Oncologists in Illinois host Congressman Sean Casten



▲ Willamette Valley Cancer Institute and Compass Oncology Day at the Oregon State Capitol, April 12, 2023



▲ Rocky Mountain Cancer Centers day at the Colorado State Capitol, March 2, 2023



▲ OHC Day at the Ohio Capitol, December 6, 2023



NETWORKING IN THE NETWORK

One of the greatest advantages of being a part of The Network is the opportunity to connect with peers across the country to share insights, questions, best practices — and everything in between.



Annual Conference and beyond

Events in The Network unlock the power of collaboration and connection.

The US Oncology Network (The Network) is just that — a true network of providers and staff in community oncology practices across the country dedicated to delivering high quality care in a local setting. As a part of The Network, providers and staff have the opportunity to interact with and learn from peers who are working on similar initiatives, facing common challenges, and solving shared problems every day.

One of the ways that colleagues in The Network can connect is through events, both in-person and virtual.

Annual Conference is The Network’s signature event that brings together community oncology practice physicians and leaders from across the nation to tap into expert insights from top industry minds and connect with other influencers who are shaping the future of oncology care.

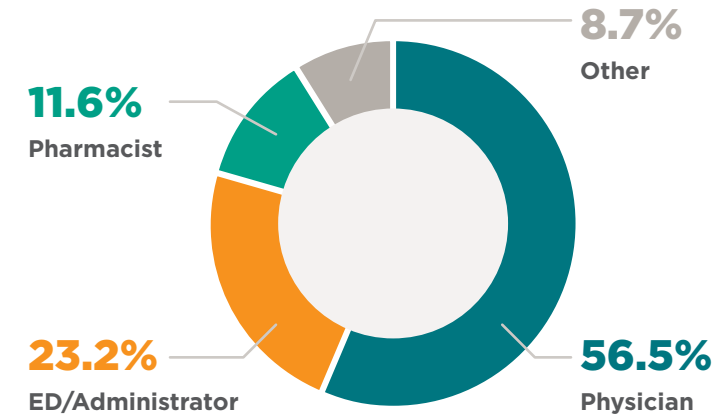
And there are a number of other events held throughout the year that give members of The Network the opportunity to get together in smaller groups, from the

Payer Transformation Summit to the National Policy Board Executive Committee Retreat.

In addition, The Network is proud to have a presence at major industry conferences such as the American Society of Clinical Oncology (ASCO) Annual Meeting, the American Society of Hematology (ASH) Annual Meeting & Exposition, the Community Oncology Alliance (COA) Community Oncology Conference, and more.

The Network is committed to enabling connectivity between practices outside of milestone events. In 2023, The Network launched our best practices repository, making lessons learned from leading practices available to the entirety of The Network. This allows practices to learn from each other and encourages organic connections between practices as The Network collectively looks to tackle the complex challenges facing community oncology today.

At Annual Conference 2023, we hosted physicians, executive directors, practice administrators, pharmacists, and more.



Annual Conference is an exclusive opportunity for practices in The Network to gain actionable insights they can immediately put to work in their practices to benefit the operational and financial health of their business and enhance patient care. Attendees hear from our experts in the field on topics that include surgery, radiation, value-based care, precision medicine, clinical trials, public policy and more.

Snapshots from around The Network



Pharmacy and Therapeutics Annual Meeting



Clinical Advisory Council Annual Meeting



Payer Transformation Summit



Radiation and Imaging Annual Conference

Annual Conference 2023

98.5%
rated content as extremely valuable or valuable





INVITATION: JOIN THE NETWORK

What can we accomplish together?

- ▶ **Unparalleled growth** with the largest organization of its kind
- ▶ **Preserved physician autonomy**, supported by dedicated infrastructure to meet your practice's evolving needs
- ▶ **Enhanced operations** with dedicated community oncology tools, technology and services
- ▶ **Management of highly complex payer landscape** with a team with proven success
- ▶ **Advanced patient care** with a collaborator dedicated to community-based research

The Network difference

Comprehensive practice management solution



Financial security

Access to capital and services that support practice performance



Payer and clinical innovation

Proprietary assets to manage complex practice needs



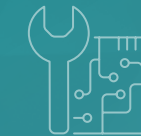
Physician autonomy

Enable independent community-based oncology care



Operational support

Practice-operational optimization solutions and services



Technology and analytics

Community oncology-dedicated technology and tools



Growth platform

Accelerate practice growth and diversification

Relationship opportunities

We offer a variety of ways for an oncology practice to become a part of The Network to gain the many benefits we're proud to provide. You can choose the affiliation model that best meets your needs and goals.

Comprehensive Strategic Alliance (CSA)

In the CSA model, practices enter into long-term agreements with McKesson to enable the success of the entire practice. Physicians maintain their independence, but get the support of a company that has deep expertise in practice management.

Joint Venture (JV)

In the JV model, practices and McKesson each own a share of a radiation oncology asset and participate in the asset's financial performance.

Both models enable several benefits for physician partners:

- Physicians retain ownership of their practices and control over how they practice
- Access to innovative solutions and tools that span practice operations and patient care
- Business agreements that align incentives for us to win together
- Involvement in a community of physicians dedicated to a common purpose

Join The Network

Visit [usoncology.com/physicians/join-our-network](https://www.usoncology.com/physicians/join-our-network)



To learn more, visit us at
usoncology.com

- ¹ American Cancer Society — Cancer Facts & Figures 2024
- ² American Cancer Society — Cancer Treatment & Survivorship Facts & Figures 2022-2024
- ³ Medscape Oncologist Compensation Report 2023
- ⁴ Pharmacy Times — The Impact of Prior Authorization on Patients with Cancer, September 15, 2022
- ⁵ Healio — Oncology practices struggle 'to run at all levels' amid workforce shortage, February 21, 2023
- ⁶ Journal of Nursing Regulation — 2022 National Nursing Workforce Survey
- ⁷ Journal of Oncology Practice — Understanding the Role of Advanced Practice Providers in Oncology in the United States
- ⁸ ACS — Cancer Treatment & Survivorship Facts and Figures 2022-2024
- ⁹ McKesson Life Science ODIN Drug Database July 2023
- ¹⁰ Personalized Medicine Coalition — The Personalized Medicine Report
- ¹¹ ASCO's PracticeNet Data 2022; Liles Parker LLC — IRA impact on healthcare providers, 2023
- ¹² AJMC Final Tally Lists 44 Practices in EOM, but It's Complicated
- ¹³ SCRI Internal Reporting Data.
- ¹⁴ Centers for Medicare & Medicaid Services. (2023). Workday EOM Metrics [Dataset].McKesson Corporation. 6/21/23.
- ¹⁵ Crum, Erin. (2023). Practice Insights [Dataset]. McKesson Corporation. 1/31/24.
- ¹⁶ Centers for Medicare & Medicaid Services. (2023). Workday EOM Metrics [Dataset].McKesson Corporation. 6/21/23.
- ¹⁷ Enhancing Oncology Model | CMS. (2022, June 27). <https://www.cms.gov/priorities/innovation/innovation-models/enhancing-oncology-model>
- ¹⁸ Centers for Medicare & Medicaid Services. (2023). Workday EOM Metrics [Dataset].McKesson Corporation. 6/21/23.
- ¹⁹ Disclaimer: Please note that the information provided above is based on the status of the bill as of February 7, 2023. The bill has not been signed into law at this time, and its provisions are subject to change.