

Middletown Radiation Oncology — Joint Venture Partnership of ChristianaCare and Radiation Oncologists, P.A. (ROPA)

*Certificate of Public Review
Delaware Health Resources Board Proposal*

November 20, 2025



**RADIATION
ONCOLOGISTS, P.A.**

About ChristianaCare

Nonprofit academic health system, serving Delaware, Maryland, Pennsylvania and New Jersey.
Delaware's largest private employer and a Top 10 Philadelphia area employer.

Acute Care

- Four hospitals and a freestanding emergency department.
- Level I trauma center.
- Level III neonatal intensive care unit.
- Comprehensive stroke center.
- Regional centers of excellence: neurosciences, heart & vascular care, cancer care and women's and children's health.

Research & Innovation

- Gene Editing Institute.
- Health & Technology Innovation Center.
- CareVio virtual care platform.
- Institute for Research on Equity and Community Health.

Community Care

- Primary and specialty care.
- Home health care.
- Urgent care centers.
- Community health.
- Center for Virtual Health.
- Micro-hospital(s)

More than
14,400
Caregivers

More than
370
Residents &
Fellows



About Radiation Oncologists, P.A. (ROPA)

Radiation Oncologists, P.A. (ROPA), based in Wilmington, DE is a longstanding radiation oncology practice affiliated with ChristianaCare, serving Delaware and neighboring Pennsylvania communities

Expert Care

- Staffed by board-certified radiation oncologists and advanced practice providers
- Leaders chairing national cooperative group trials and sitting on National Cancer Institute (NCI) steering committees
- Delivering precise, compassionate and highly specialized radiation care
- Collaborate closely with multidisciplinary teams at ChristianaCare
- ROPA is among nation's leaders in radiation clinical trial enrollment, including #1 nationally in NRG GU 009 for Prostate Cancer

Accessible locations

Strategically located clinics to serve patients across the region

- Newark, DE (Helen F. Graham Cancer Center & Research Institute)
- Concord Health Center in Chadds Ford, PA

Comprehensive Services

Offers a full spectrum of care including:

- Radiation therapy
- Image-guided treatment
- Intensity-modulated radiation therapy
- Stereotactic radiosurgery

More than
10
Caregivers

More than
25+
Years of
Experience

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Our Vision for Middletown: Comprehensive Cancer Care Services

- Radiation Oncology
- Outpatient Infusion
- Medical and Surgical Oncology Practices



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The Clinical Challenge

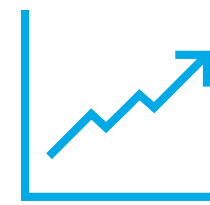
As Cancer Diagnoses Increase, Access to Local Radiation Therapy Becomes More Urgent

Projected Growth in Cancer Diagnoses
Increases Demand for Services



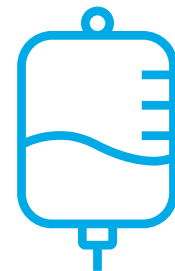
5,500+

Delawareans receive a new cancer diagnosis each year



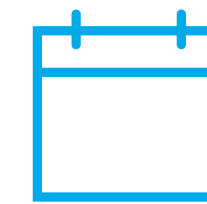
11%

Increase in Cancer Service Demand



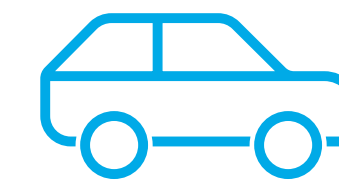
50%

Cancer patients require radiation therapy at some point during their treatment journey



8

Number of weeks patients can require treatment



>30

Minutes patients need to travel from Middletown for radiation treatment

Patients often require significant treatment including radiation therapy for their cancer care

Radiation Therapy Treatment

Primary consumers of this service are patients residing in Middletown and surrounding communities

	Year 1	Year 2	Year 3
Radiation Therapy in Middletown-patients & (treatments)	310 (6,077)	331 (6,489)	356 (6,978)

Current Problem – Gaps in Care

- **Middletown and surrounding areas are a “radiation desert,”** with no local access to radiation therapy services.
- **Patients must travel long distances** — often >30 minutes each way — for daily treatments over several weeks.
- **Travel burden leads to delayed or incomplete care,** especially for older adults or those with limited transportation.
- **Rapid population growth in the Middletown region** continues to outpace the availability of specialized cancer care services.
- **Lack of nearby radiation oncology resources** limits timely, convenient, and equitable access to comprehensive cancer care.
- **Current access gaps strain regional centers,** increasing wait times and reducing capacity for higher-acuity patients elsewhere.

ChristianaCare and
ROPA would like to
offer a new
treatment option for
people with cancer
in the Middletown
community.



The Clinical Opportunity: Comprehensive Cancer Care—Radiation Oncology

- Cancer care requires multidisciplinary coordination from diagnosis through treatment and follow up; ChristianaCare will provide comprehensive, coordinated cancer care at Middletown, to **keep care close to home**
- A Radiation Oncology Suite, essential for treatment, will be established through a **new joint venture with Radiation Oncologists, P.A. (ROPA)**
- The JV will bring a **Varian TrueBeam linear accelerator**, delivering services **comparable to those at Helen F. Graham Cancer Center (HFGCC)**
- Approximately **50% of individuals diagnosed with cancer receive radiation therapy during their treatment journey**, contributing to 40% of curative cancer treatment
- With Delaware's aging population and Middletown's projected **11% increase in cancer service demand over the next decade**, expanding local treatment access points is essential to meet patient needs

The Health Center at Middletown is Underway!



Part of the vision of ChristianaCare's Middletown Health Center is to develop a community hub for health and wellness activities, including comprehensive cancer care services.



Planned Services *for* Middletown Health Center

- Behavioral Health
- **Cancer Care**
- Heart & Vascular
- Imaging & Lab
- Pediatrics
- Primary Care
- Medical Specialties
- Neurology
- Surgical Specialties
- Women's Health



... **But wait!**
There's *more*.

21 new subspecialties
will be added.

15 new providers and **57** new
caregivers will be added in Year **1**.



Conformity *with* Health Resources Management Plan

Objectives of Middletown Radiation Oncology Joint Venture partnership of ChristianaCare and Radiation Oncologists, P.A. (ROPA)

Quality of Life

- Improving the quality of life for people in Middletown by offering exceptional care close to home.
- Consolidating existing Middletown-based practices onto one campus and shifting ambulatory-appropriate off our hospital campuses in support of right care, right cost initiatives.

Expanded Health Services

- Increasing access to cancer care
- Wide range of services including surgical, medical/hematologic oncology, and radiation oncology to provide comprehensive subspecialized care closer to home

Greater Access to Care

- Community hub offering prevention, assessment, treatment and follow-up care.
- Conduit for connecting with community providers and at-risk populations
- Applying national best-practices and benchmarks that drive efficiency and lower cost of care.



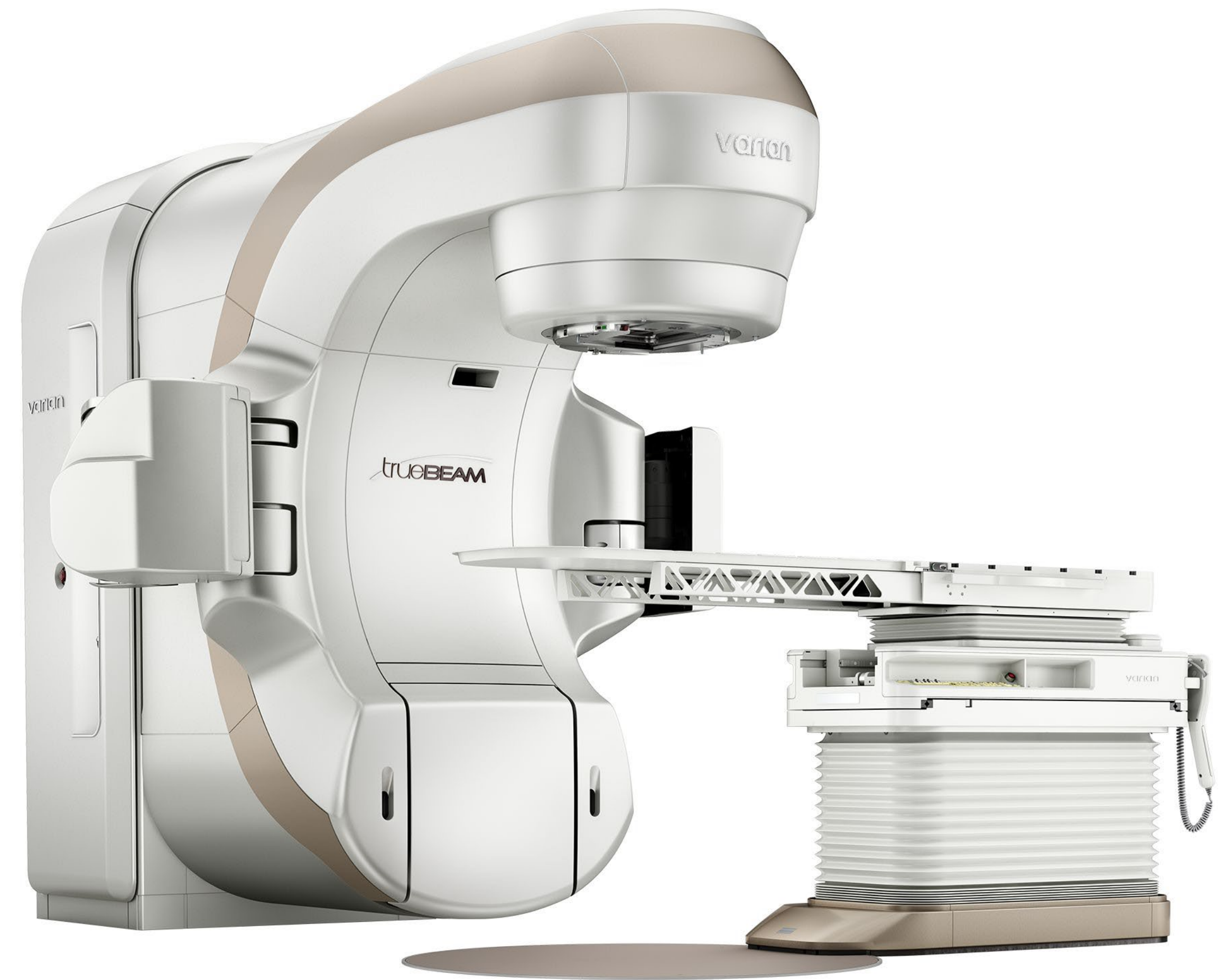
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TECHNOLOGY & EFFICIENCIES AND
IMPROVEMENTS IN DELIVERY OF SERVICE

Varian TrueBeam Linear Accelerator

ChristianaCare seeks to purchase a True Beam Linear Accelerator to provide radiation therapy treatment options for a wide array of cancers for patients in Middletown and the surrounding communities

- Latest, most advanced technology
- Delivers **highly sophisticated** radiation treatment (IGRT, SBRT, etc)
- Advances in radiation technology enable faster, **more precise treatment** with improved imaging
- Adding radiation therapy services in Middletown **improves access and supports treatment completion**



Improving Access and Quality of Care: Evaluating Alternatives and Clinical Impact

Distance/Access

- ✓ Currently many patients have to drive **>30 minutes for care. Limited resources in the local market. Travel distance is a key barrier to patient treatment adherence**

Currently there are no radiation oncology locations in Southern New Castle County. Patients from Middletown must either travel north to Newark or south to Dover to review this treatment

Reducing travel time

- ✓ **Improving patient adherence** by minimizing travel barriers, supporting completion of treatment

Non-adherence negatively affects outcomes and increases healthcare costs

Reducing long-wait times

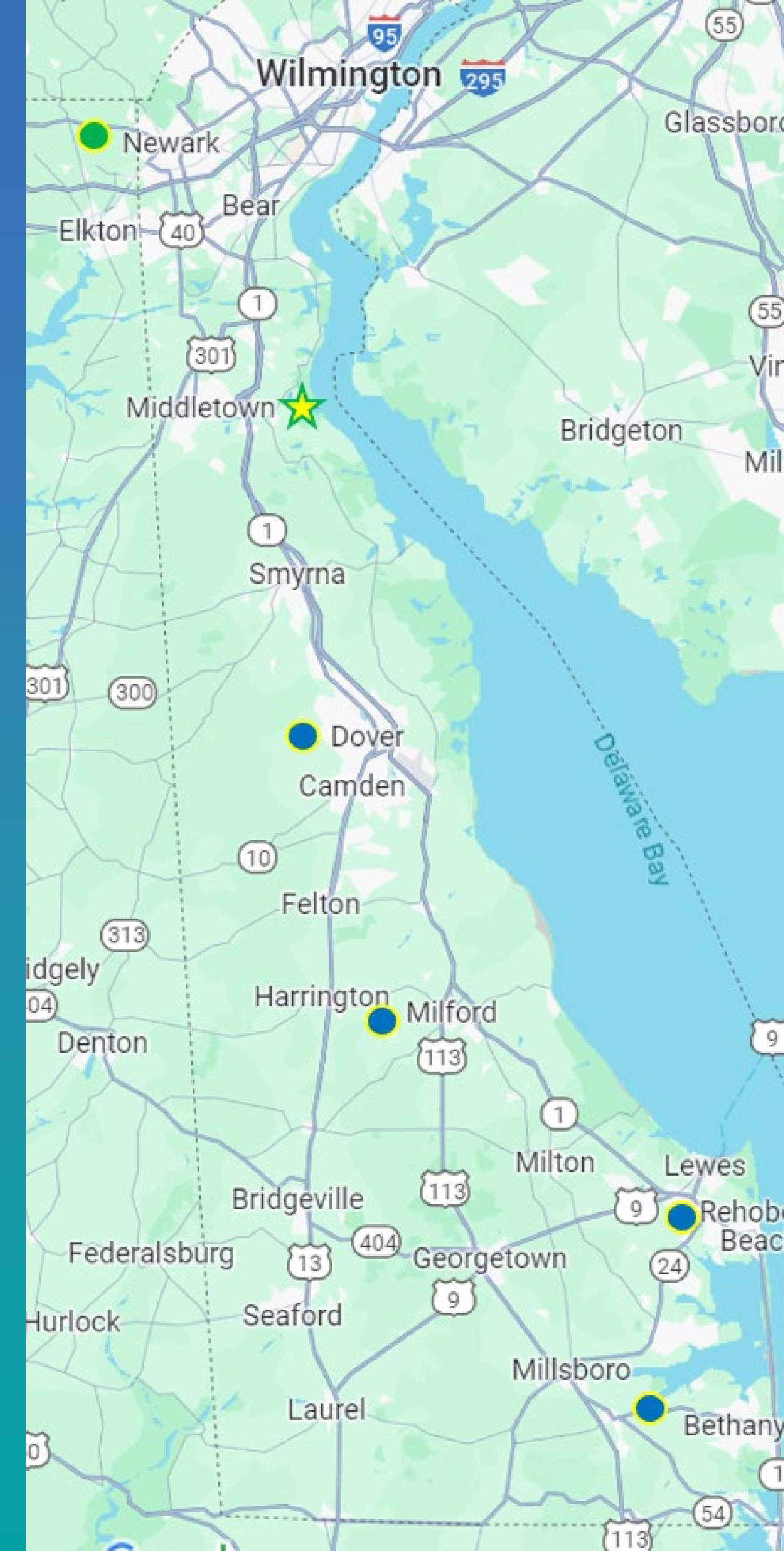
- ✓ **Improving timely access** to advanced radiation therapy, reducing treatment delays

Physician engagement

- ✓ Access point for community providers.

Alternatives to Project

If radiation oncology services are not expanded to Middletown, ChristianaCare would have to consider adding capacity at the Graham Cancer Center. But this would not provide a convenient local access point or reduce costs



Effect on Health Care Costs and Charges

- The Radiation Oncology Suite will not impact the overall costs and charges of health care to the community.
- The freestanding outpatient radiation oncology center responds to national industry trends to shift appropriate services away from the hospital and decrease the overall cost of care
- Providing this treatment locally supports improving population health for the community we serve in Delaware, especially patients in Middletown and the surrounding communities who often face challenges accessing care and transportation barriers.

Expected Costs

- **Capital investment of \$13.88M**
 - Building acquisition (\$3.69M)
 - Design & construction (\$4.44M)
 - Equipment (Varian TrueBeam linear Accelerator & other equipment) (\$5.43M)
 - IT Infrastructure and Other Fees (\$301K)
- **Project will be financially sustainable**
- **The establishment of a freestanding outpatient radiation oncology center responds to national industry trends to shift appropriate services away from the hospital campus and decrease the overall cost of care.**

Schedule of Implementation

Pending approval of Certificate of Public Review application

Finalize construction plan	June 2025 (completed)
Project out to bid	July 2025
Equipment purchase	April 2026
Start construction	October 2026
Staff requirement/staff training	February-March 2027
Equipment installation	March/April 2027

Target Opening Date: May 2027



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Thank you.

Appendix

16 Del. Code § 9306 – Review Considerations

Summary

(1) The relationship of the proposal to the Health Resources Management Plan

- 1. *Narrative and rationale for the proposed project is sound.*
- 2. *Relevant certifications and accreditation status are in good standing.*
- 3. *Letters in support of the proposal, as well as administrative, clinical and leadership positions have been provided.*
- *Signed participation agreement with DHIN, and is submitting records / accessing data from DHIN for care coordination purposes.*
- *Appropriate balance in consideration of access, cost, and quality of care issues are seriously embraced in the application.*
- *the proposal supports access and continuity of care, chronic disease management, use of health information technology and affiliation with the Delaware Health Information Network (DHIN), care coordination and other strategies to facilitate Delaware’s transition to value-based payment models to improve overall health outcomes.*
- *The proposal, where possible, contributes to the care of the medically indigent.*

Relationship to HRMP
Sound narrative
Certifications included
Letters included

Included, active with DHIN
Included
Supports value-based care
Indigent services as needed

(2) The need of the population for the proposed project;

- 1. *The proposal demonstrates a clear public need for the service(s) proposed, as well as identifying the population to be served, as well as data-oriented evidence.*
- 2. *The proposal specifies its plan for care of patients without private insurance coverage, as well as its plan for care of medically underserved populations with the proposed service area.*

Population Need
Population need included
Indigent services as needed

16 Del. Code § 9306 – Review Considerations

Summary (cont.)

(3) The availability of less costly and/or more effective alternatives to the proposal, including alternatives involving the use of resources located outside the State;

- 1. *The proposal provides information about alternative providers of the proposed service, referencing the specific providers that now offer the proposed service and the impact of those parties, including financial information indicating whether these alternative providers are more or less costly in the provision of the service.*
- *The applicant has taken into account the availability of out-of-state, yet geographically close, health care service resources.*

(4) The relationship of the proposal to the existing health-care delivery system;

- 1. *The applicant has described in detail how and where the proposed patient population is currently being served. The applicant has described existing referral patterns in the proposed service area and demonstrated that the proposed project shall not result in an unnecessary duplication of existing or approved health care facilities or services.*
- 2. *To ensure appropriate continuity of care, accessibility, and related quality-enhancing considerations, the applicant has provided information regarding the applicant’s established referral arrangements with other providers in the service area. The applicant has described how their past and proposed provision of health services promote a continuum of care in Delaware’s health care system.*
- 3. *The applicant has also demonstrated that the proposed project will not negatively impact employment, the diversity of health care providers or patient choice in the defined service area.*

Alternative Options
Alternate options and providers are discussed
Out-of-state providers are illustrated
Existing Health -Care Delivery System
Population described and opportunities for other provider referrals discussed.
Continuum of care is described in the application
No negative impacts to employment are expected

16 Del. Code § 9306 – Review Considerations

Summary (cont.)

(5) The immediate and long-term viability of the proposal in terms of the applicant's access to financial, management and other necessary resources;

- 1. The application has demonstrated the financial feasibility of the proposed project.*
- 2. The applicant has provided proof of all funding or financing sources for the proposal and the dollar amount of each.*

Long-term Viability
The project is financially feasible
The project is self-funded

(6) The anticipated effect of the proposal on the costs of and charges for health care; and

- 1. The applicant has demonstrated how the proposal will impact the financial strength of the health care system in the state. Specifically, the applicant has demonstrated how the proposed project will improve cost-effectiveness of health care services within the service area.*
- 2. The applicant has also demonstrated how the proposal will impact cost and charges to the individual(s) for health services (where applicable).*

Effect on Costs and Health Care Charges
Will alleviate patient wait at alternative providers and patient travel time.
The project will have no aggregate effect on costs for health services

(7) The anticipated effect of the proposal on the quality of health care.

- 1. The applicant has demonstrated how the proposed project will improve quality and accessibility of health care services within the service area, including but not limited to, the provision of or any change in the access to services for Medicaid recipients and indigent persons as well as the impact of providing services to these populations.*

Effect on the Quality of Health Care
This project will provided a needed service to the population improving access and ultimately leading to better treatment adherence

- Note that there is no increase in beds, footprint, or aggregate overhead capital infrastructure.**
- Headcount will increase only for ½ FTE for a non-clinical coordinator.**