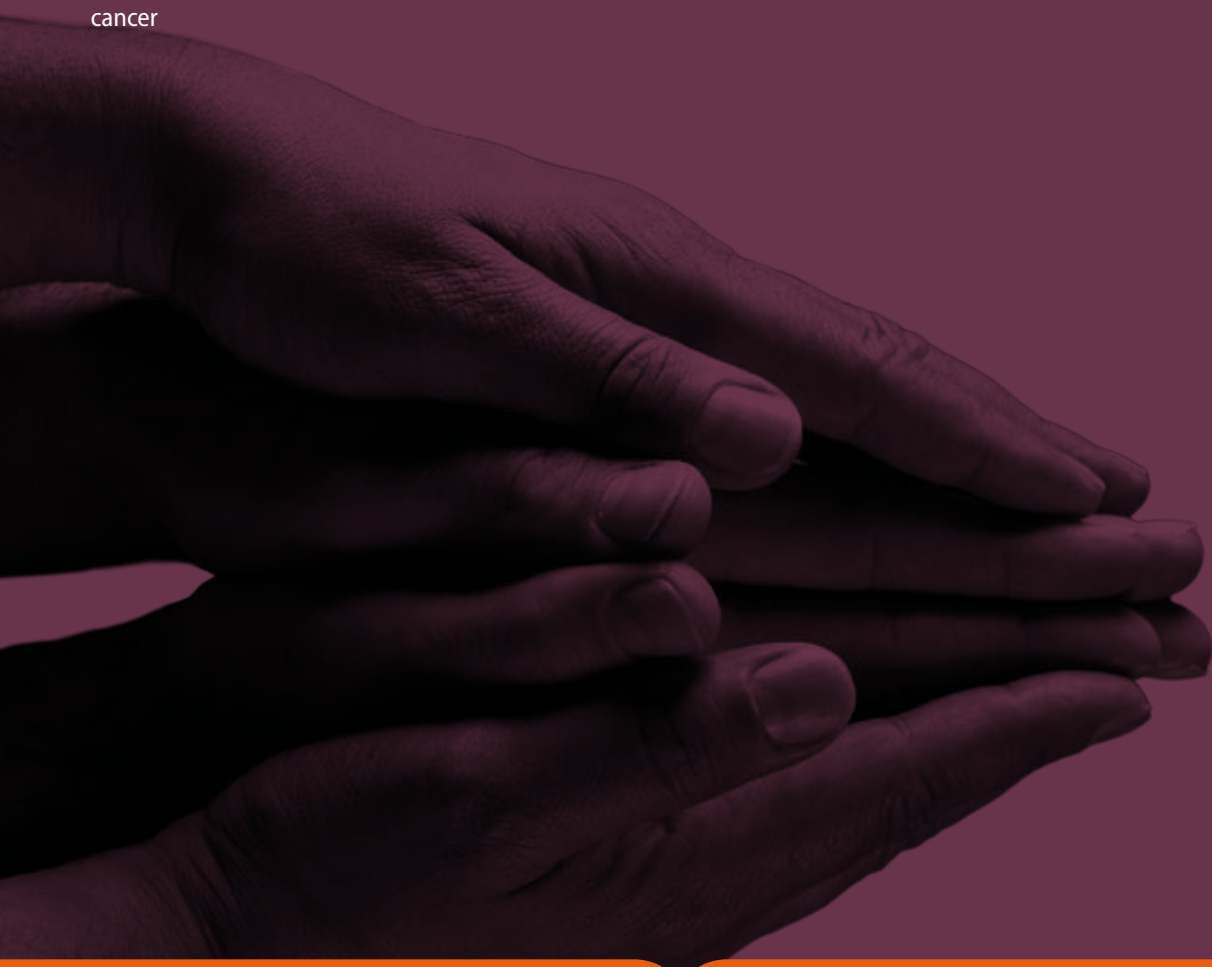




UNICANCER  
The new  
hospital group  
entirely devoted  
to fighting  
cancer



Confronting  
new challenges  
in oncology

# Profile

**A key player in oncology in France, UNICANCER groups together the historic community of French Comprehensive Cancer Centers (FCCC).**

## **Our identity model**

- Multi-disciplinary
- Comprehensive care of the patient
- Research/care continuum
- Performance and innovation for the benefit of patients

## **Our strategy based on a joint medical and scientific project**

- Providing impetus for clinical research and treatment innovation in the FCCC
- Promoting a partner/patient culture
- Developing synergies with other key players in healthcare
- Pooling resources and skills



# UNICANCER is...

## 20 French Comprehensive Cancer Centers

A nationwide network for greater proximity

## 16,000 employees

A highly qualified and specialised team  
€ 1.7 billion in total revenue

11 oncogenetic laboratories  
out of 27 with the INCa\* label

11 early trial centers  
out of 16 with the INCa label

More than 250 clinical trials in progress

14% of the FCCC patients are included in clinical trials, exceeding the 10% target set by the Cancer Plan (2009-2013)

Sources 2010

As well as a state-of-the-art technical platform with particularly innovative facilities, including:

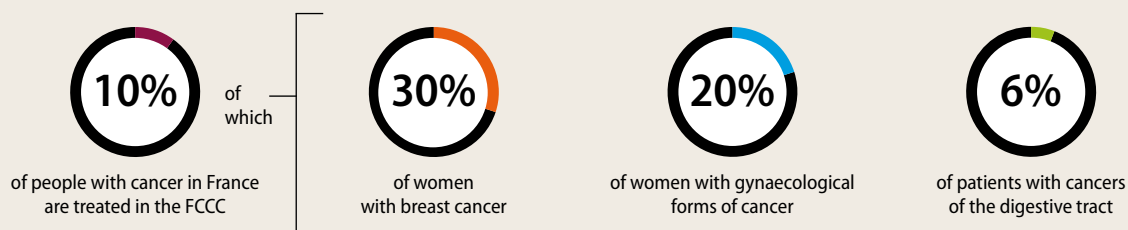
**protontherapy centers, Cyberknife, Intrabeam, and tomotherapy\*\***

\* French Cancer Institute

\*\* **Protontherapy:** ultraprecise radiotherapy technique making it possible to irradiate deep-lying tumours situated near sensitive organs.  
**Cyberknife:** the only entirely automated radiotherapy system in the world.

**Intrabeam:** new peri-operative radiotherapy technology  
**Tomotherapy:** radiotherapy technique combining a particle accelerator with a scanner to ensure greater radiation precision.

## More than 100,000 patients hospitalized per year



# The strength of a group

The French Federation of Comprehensive Cancer Centers have created the UNICANCER Group to confront the new challenges in cancer research together.

## UNICANCER: Ambitious objectives serving patients

Since the French Comprehensive Cancer Centers (FCCC) were first founded, they have shown their capacity to cooperate transversally and create synergies.

In a constantly changing healthcare context – Cancer Plans, the HPST\* law, university reforms – the aim of UNICANCER is to further strengthen this capacity for collective action to promote the cancer research organisation model adopted by the centers, to pool their resources and expertise – particularly in research – and to bring new dynamism to the management of patients.

*\* HPST law: Hôpital, Patients, Santé et Territoires (Hospital, Patients, Health and Territory)*

## UNICANCER: The brand name for the FCCC group

The FCCC have chosen to adopt a single brand name, UNICANCER, to generate instant recognition nationally and internationally.

For patients, the UNICANCER brand serves as a label helping them to situate themselves within the complex healthcare offer in cancer research.

UNICANCER guarantees the same quality of management in all of the Group's establishments, as well as fast, safe access to innovations.

## FROM THE FRENCH FEDERATION OF COMPRE- HENSIVE CANCER CENTERS TO UNICANCER

1945

An order from General de Gaulle created the status of the French Comprehensive Cancer Centers (FCCC). They are non-profit private healthcare establishments with a public service mission and exclusively devoted to the fight against cancer. Their mission is threefold: healthcare, research and teaching.

1964

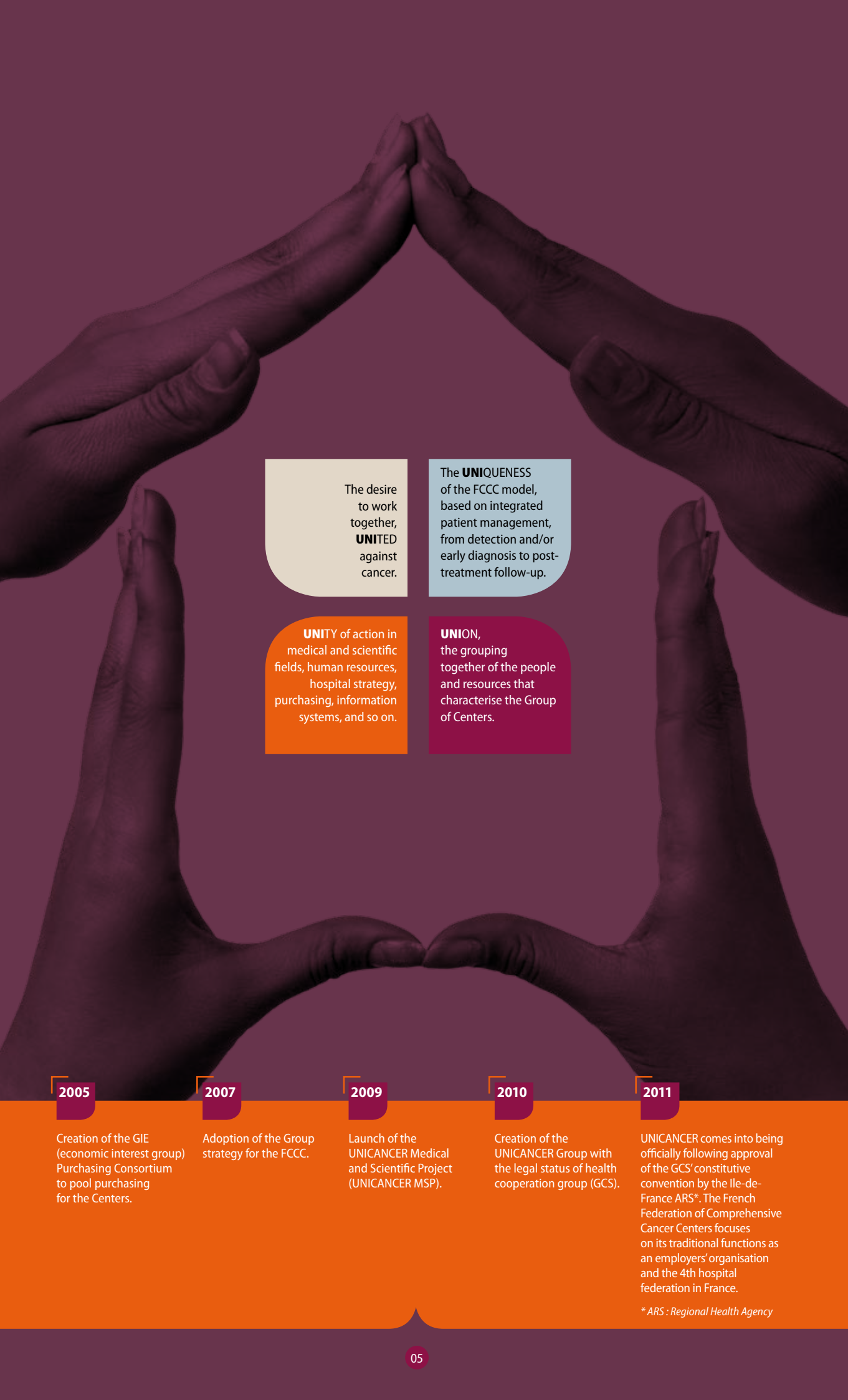
Creation of the French Federation of Comprehensive Cancer Centers to represent them to the public authorities (lobbying) and manage their collective agreement.

1994

Creation of the Clinical and Therapeutic Research Bureau (BECT) by the French Federation of Comprehensive Cancer Centers, clinical research operator in cancer research.

2004

The French Federation of Comprehensive Cancer Centers is State-approved.



The desire to work together, **UNITED** against cancer.

The **UNIQUENESS** of the FCCC model, based on integrated patient management, from detection and/or early diagnosis to post-treatment follow-up.

**UNITY** of action in medical and scientific fields, human resources, hospital strategy, purchasing, information systems, and so on.

**UNION**, the grouping together of the people and resources that characterise the Group of Centers.

**2005**

Creation of the GIE (economic interest group) Purchasing Consortium to pool purchasing for the Centers.

**2007**

Adoption of the Group strategy for the FCCC.

**2009**

Launch of the UNICANCER Medical and Scientific Project (UNICANCER MSP).

**2010**

Creation of the UNICANCER Group with the legal status of health cooperation group (GCS).

**2011**

UNICANCER comes into being officially following approval of the GCS' constitutive convention by the Ile-de-France ARS\*. The French Federation of Comprehensive Cancer Centers focuses on its traditional functions as an employers' organisation and the 4th hospital federation in France.

\* ARS : Regional Health Agency

# A joint Medical and Scientific Project

UNICANCER's Medical and Scientific Project (MSP) is pivotal to the Group's strategy. It defines the strategic orientations common to all the French Comprehensive Cancer Centers (FCCC).

## The UNICANCER MSP: Reinforcing and developing the FCCC model.

The Medical and Scientific Project was designed on the basis of the confirmed or innovative actions of each FCCC. It reinforces the model of the Centers and determines the 14 strategic orientations to be developed in terms of healthcare management, research and teaching – the 3 missions of the Centers.

This project ensures the rapid and safe availability of innovations for patients and enhances the FCCC's appeal for healthcare professionals.

## The UNICANCER MSP: Taking the Centers' initiatives into account

This common base will evolve through initiatives carried out autonomously or through actions shared by Centers, thanks to a pooling of experiment feedback and the concerted analysis outlined in the MSP project.



## THE 14 STRATEGIC ORIENTATIONS COMMON TO ALL FCCC:

These actions, which are the result of the Centers' experience, have been pre-selected to become the common basis for the UNICANCER MSP.

### Innovation in patient management

- 1 Screening and early diagnosis
- 2 Rapid diagnosis
- 3 Biological individualisation of treatments
- 4 Diversification of our offer, from standard cases to rare or complex cases
- 5 Reference for rare forms of cancer and complex situations
- 6 Initiatives of the FCCC in town
- 7 Personalisation of the support provided for the patient

### Joining forces in research

- 8 Sharing our research programmes
- 9 Participating in fundamental research
- 10 Accelerating treatment innovation
- 11 Developing translational research
- 12 Participating in research in human and social sciences

### Using the leverage of training

- 13 Initial university training
- 14 On-going expert training in cancer research

*"The French Comprehensive Cancer Centers MSP enables patients to more rapidly benefit from scientific and organisational progress, and assures the same quality of healthcare management in all the Group's establishments."*

# Expertise in integrated and individualised patient management

The UNICANCER Medical Scientific Project (MSP) is intent on reinforcing what makes French Comprehensive Cancer Centers (FCCC) stand out: high quality, innovative, comprehensive, individualised patient management on a human scale.

## UNICANCER: A model for integrated management

The UNICANCER model is based on actual, everyday, multi-disciplinary practice, global patient management, regular performance and quality assessments, and the link between healthcare and research.

- **Integrated management** from screening and/or early diagnosis to post-treatment follow-up.
- **Global management:** medical, psychological and social.
- **Multi-disciplinary:** bringing together, around the patient, and on the basis of a single medical file, all the various professionals involved (radiotherapist, chemotherapist, surgeon, etc.) in order to determine the best-suited treatment.

## • Research/healthcare continuum:

thanks to translational research, this allows patients to benefit from progress in research as rapidly as possible.

## • Development of the healthcare offer:

types of cancer, level of complexity of the clinical situations (from standard cases to rare forms of cancer), alternative modalities for patient management and complex situations (reference care).

## UNICANCER: Individualised patient management

Quality of management, quality in the doctor-patient relationship and quality of life are at the heart of the UNICANCER strategy.

## • Individualised treatments:

adapting treatment to the biological specificities of patients and their genetic heritage.

## • Individualised support for patients and those around them

with, in particular, the development of back-up care (social support, diet, physiotherapy, cosmetics, psycho-oncology, sophrology, pain management, functional re-education, etc.) and links with patient associations.

## • Patient/partner culture:

patients are at the heart of the management and treatment choices it implies (patient committees, observatory of patient expectations).

## **PROMOTING “PATIENT EXPERTISE”**

UNICANCER conducts a patient information policy enabling patients to exercise their right to choose freely and in an informed manner. Patients are also considered as “citizens” who, through a mandate of representation, participate to improve the quality of management. **Spotlight on two initiatives in this field.**

## **The Observatory for Patient Expectations: understanding the expectations of patients so as to more effectively satisfy them**

As part of the MSP, in 2011 the UNICANCER Group set up an Observatory for Patients Expectations. Its aim, using the results of various satisfaction surveys and healthcare quality evaluations, as well as individual qualitative interviews, is to identify, analyse and prioritise the expectations of patients and users, through focus groups.

# The UNICANCER Charter

UNICANCER is the only hospital group exclusively devoted to cancer care in France. Its commitments to patients are included in the UNICANCER Charter.

The UNICANCER Charter has been created to reaffirm UNICANCER's commitments to its patients:

- 1 Equal access to quality healthcare for all.
- 2 Operating modes that ensure equality and ethical practices, with management that conforms to agreed rates and no private practices.
- 3 A patient-centred approach based on multi-disciplinary, comprehensive patient care and the research-healthcare continuum.
- 4 A joint medical and scientific project in order to make scientific and organisational progress available to patients as rapidly as possible.
- 5 Personalised medicine (targeted treatments, measures for support, etc.) and integrated patient management from screening and/or early diagnosis to post-treatment follow-up.
- 6 Regular integration of innovation through cooperation between research and healthcare, including input from human and social sciences.
- 7 The patient/partner culture, which recognises the patients' competence and in-depth knowledge of their own bodies and illness (patient committees, observatory of patient expectations).
- 8 Dissemination of knowledge in the field of oncology to all healthcare professionals through initial and on-going training.
- 9 The development of employees' skills at the Centers through career management.
- 10 Regular benchmarking of the Group to assess quality and the relevance of practices, as well as the effectiveness of organisational structures.

## PATIENT COMMITTEES IN FIGURES

created in  
**1998**

**More than 200 protocols**  
for trials revised by patient committees since their creation

### Patient Committees: involving patients in clinical cancer research

Patient Committees in clinical cancer research are a joint initiative of the Ligue nationale contre le cancer and the Federation of FCCC. The aim of the committees is to encourage the involvement of patients in clinical research in the field of cancer.

A review procedure for trial protocols has been put in place. In particular, it is designed to improve and clarify the information given to patients before they enter a clinical trial, to validate the treatment plans and follow-up they are offered, and to suggest practical changes to improve their comfort. Thanks to this initiative, patients become real partners for doctors.

# Innovation serving patients

**UNICANCER brings a new dynamic to clinical and translational research.**

## **Department responsible for research at UNICANCER**

R&D UNICANCER, formerly the Clinical and Therapeutic Research Bureau (BECT) is an academic sponsor and operator of clinical trials in cancer research. It works directly with the clinical research units at the French Comprehensive Cancer Centers (FCCC).

It is also partially or wholly responsible for drug safety monitoring and regulatory affairs for the trials promoted by UNICANCER Group establishments making such a request.



## **Focussing on areas insufficiently covered by the pharmaceutical industry**

As a key institutional player and in accordance with its partnership with the patients' association La Ligue nationale contre le cancer, R&D UNICANCER has chosen to promote studies in the fields of research that have little or no coverage by the pharmaceuticals industry, in particular:

- Rare tumours, so-called orphan diseases
- Forms of cancers affecting so-called orphan populations (children, the elderly)
- Treatments requiring particular expertise, such as surgery or radiotherapy
- Prevention for at-risk populations

## **Developing cooperation to advance research**

Recognised for its expertise, R&D UNICANCER cooperates with the key players in cancer research: other investigation centers (university teaching hospitals, clinics, etc.), scholarly societies, patients' associations, the pharmaceutical industry and public institutions. In particular, R&D UNICANCER has set up a strategic alliance with the EORTC (European Organisation for Research and Treatment of Cancer), and hosts its French liaison office.

## **Recognition of expertise**

R&D UNICANCER has received the clinical investigation center certification from the French Ministry of Health and by INSERM. As such, it is eligible for teaching, research, reference and innovation missions (MERRI), the funding method for research specific to hospital centers.

**More than  
130 centers**

in France and abroad  
participate in studies  
promoted by  
R&D UNICANCER

**More than  
2,300  
patients**

included every year  
in studies promoted  
by R&D UNICANCER

**Research in  
the French  
Comprehensive  
Cancer Centers**

More than  
**200 clinical**  
trials promoted  
by a center

**More than  
60 clinical  
trials**

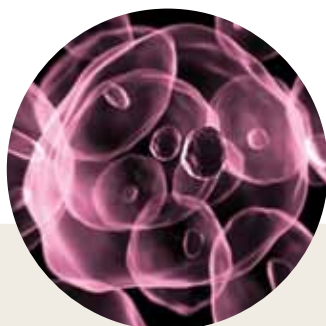
Promoted by R&D  
UNICANCER in  
progress

**In the 20 French  
Comprehensive Cancer  
Centers, research is one  
of the fundamental  
missions, along with  
healthcare and training.**

• **Fundamental research**  
in 2010, UNICANCER  
counted almost  
80 partnerships between  
the Centers and Public  
Establishment of Research  
(CPER) and/or universities.

• **Clinical research**  
almost 15% of the patients  
in the Centers were  
included in a clinical trial  
in 2010, considerably  
exceeding the national  
target of 10% set in the  
Cancer Plan (2009-2013).

• **Translational research**  
One of the key points  
in the Cancer Plan  
(2009-2013), this is a  
major part of the research  
strategy in the FCCC.



*“Translational research is one of R&D UNICANCER’s priority strategic areas. This research, which connects fundamental research to clinical research, allows for rapidly transposing innovative techniques to patient care.”*

# The effectiveness of a new structure

UNICANCER relies on the constitution of a health cooperation group (GCS) with the means for pooling its fields of activity.

## UNICANCER: New governance

The French Comprehensive Cancer Centers (FCCC) and their Federation have created a health cooperation group: GCS UNICANCER. This structure continues to be a non-profit but is authorised to make a profit. It will also be able to receive public funding corresponding to its research activities as part of the MERRI (Missions for Education, Research, Reference and Innovation), the PHRC (Hospital Programme for Clinical Research) and the STIC (Support for Innovative and Costly Technology).

## Governance of the GCS

- The GCS brings together all the FCCC and their Federation.
- The Federation of the French Comprehensive Cancer Centers has 26% of the shares in the GCS and the Centers have shares proportional to their size.

## THE FEDERATION WITHIN UNICANCER

### A new name for better visibility at the international level

Federation of FCCC is called UNICANCER Federation

### Refocusing on its historic role

With the GCS carrying out some of the functions previously handled by the Federation, the latter can now return to its initial role as a patronal organisation, representing and defending the interests of its members (lobbying) as the 4<sup>th</sup> hospital federation in France.

## THE GCS PROVIDING LEVERAGE FOR MUTUALISATION OF THE FCCC

GCS UNICANCER is piloted by the Federation. Its aim is to facilitate, improve and develop the activities of its members. It offers a legal framework that is better suited to the development of all the activities that have already been mutualised by the Centers in:

- **Research**  
R&D UNICANCER (previously the Clinical and Therapeutic Research Bureau – BECT) is an academic promoter of research aimed at the development of clinical and translational research in the field of cancer.
- **The quality initiative**  
UNICANCER supports and provides the impetus for improving the quality of patient management within the FCCC. It sets up common management practices based on benchmarking and the development of innovative and shared quality policies.
- **Human resources**  
UNICANCER supports the FCCC in the implementation of a mutualised base for its human resources policy.
- **Hospital strategy**  
UNICANCER's mission is to explain the strategic decisions made by the FCCC and to play a part in developing good management practices in the Centers. It designs and analyses medical and economic indicators with a view to benchmarking.
- **Purchasing**  
UNICANCER Achats (formerly the GIE CAC – Purchasing Consortium of the FCCC) is responsible for optimising the purchase of goods and services by the Centers.
- **Information systems**  
UNICANCER is responsible for piloting, implementing and promoting mutualised projects concerning the Group's information systems.



*“Our aim is to reinforce the specific model of the French Comprehensive Cancer Centers in order to continue providing patients with the best medical service.”*

# Reconciling proximity and quality of management

UNICANCER assures the same quality of management in all its establishments and gives patients rapid and safe access to treatment innovations.

## The French Comprehensive Cancer Centers (FCCC)

The FCCC are grouped into 7 inter-regions, which are the same as the Canceropoles, to facilitate the coordination of all key players in cancer research: West, South-West, Paris and suburbs, North-West, North-East, PACA, LARA (Lyon, Auvergne, Rhone-Alps).



# 20

## French Comprehensive Cancer Centers

**Canceropoles** are regional or inter-regional structures that coordinate research in France. They work in association at the territorial level with teams from state-funded scientific organisations (INSERM, CNRS, universities, CEA, etc.), university teaching hospitals, the French Comprehensive Cancer Centers, the pharmaceuticals industry and players in biotechnology, with the aim of enhancing cooperation and a transfer approach.

## WEST

### 1 2 Angers-Nantes

L'Institut de Cancérologie de l'Ouest (ICO) encompassing 2 FCCC:

- ICO Paul Papin (**Angers**)  
[www.centrepaulpapin.org](http://www.centrepaulpapin.org)
- ICO René Gauducheau (**Nantes**)  
[www.centregauducheau.fr](http://www.centregauducheau.fr)

### 3 Rennes

Centre Eugène Marquis  
[www.centre-eugene-marquis.fr](http://www.centre-eugene-marquis.fr)

## SOUTH-WEST

### 4 Bordeaux

Institut Bergonie  
[www.bergonie.org](http://www.bergonie.org)

### 5 Montpellier

Centre Val d'Aurelle Paul Lamarque  
[www.valdaurelle.fr](http://www.valdaurelle.fr)

### 6 Toulouse

Institut Claudius Regaud  
[www.claudiusregaud.fr](http://www.claudiusregaud.fr)

## PARIS AND SUBURBS

### 7 8 Paris - Saint-Cloud

The hospitals of the Institut Curie encompassing 2 FCCC:

- Institut Curie (**Paris**)  
[www.curie.fr](http://www.curie.fr)
- Hôpital René Huguenin (**Saint-Cloud**)  
[www.centrerenehuguenin.fr](http://www.centrerenehuguenin.fr)

### 9 Villejuif

Institut Gustave Roussy  
[www.igr.fr](http://www.igr.fr)

## NORTH-WEST

### 10 Caen

Centre François Baclesse  
[www.baclesse.fr](http://www.baclesse.fr)

### 11 Lille

Centre Oscar Lambret  
[www.centreoscarlambret.fr](http://www.centreoscarlambret.fr)

### 12 Rouen

Centre Henri Becquerel  
[www.centre-henri-becquerel.fr](http://www.centre-henri-becquerel.fr)

## NORTH-EAST

### 13 Dijon

Centre Georges-François Leclerc  
[www.cgfl.fr](http://www.cgfl.fr)

### 14 Nancy

Centre Alexis Vautrin  
[www.alexisvautrin.fr](http://www.alexisvautrin.fr)

### 15 Reims

Institut Jean Godinot  
[www.institutjeangodinot.fr](http://www.institutjeangodinot.fr)

### 16 Strasbourg

Centre Paul Strauss  
[www.centre-paul-strauss.fr](http://www.centre-paul-strauss.fr)

## PACA (PROVENCE, ALPS, CÔTE D'AZUR)

### 17 Marseille

Institut Paoli Calmettes  
[www.institutpaolicalmettes.fr](http://www.institutpaolicalmettes.fr)

### 18 Nice

Centre Antoine Lacassagne  
[www.centreantoinelacassagne.org](http://www.centreantoinelacassagne.org)

## LARA (LYON, AUVERGNE, RHONE-ALPS)

### 19 Clermont-Ferrand

Centre Jean Perrin  
[www.cjp.fr](http://www.cjp.fr)

### 20 Lyon

Centre Léon Bérard  
[www.centreleonberard.com](http://www.centreleonberard.com)

## The French Comprehensive Cancer Centers (FCCC)

are private, non-profit healthcare establishments that have always been a key part in public hospital service. As such, they are funded by national health insurance on the basis of the overall budget and are controlled by the French Ministry of Health under the same conditions as public hospitals. Their mission covers healthcare, research and teaching, with the ongoing aim of improving quality and access to healthcare.



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