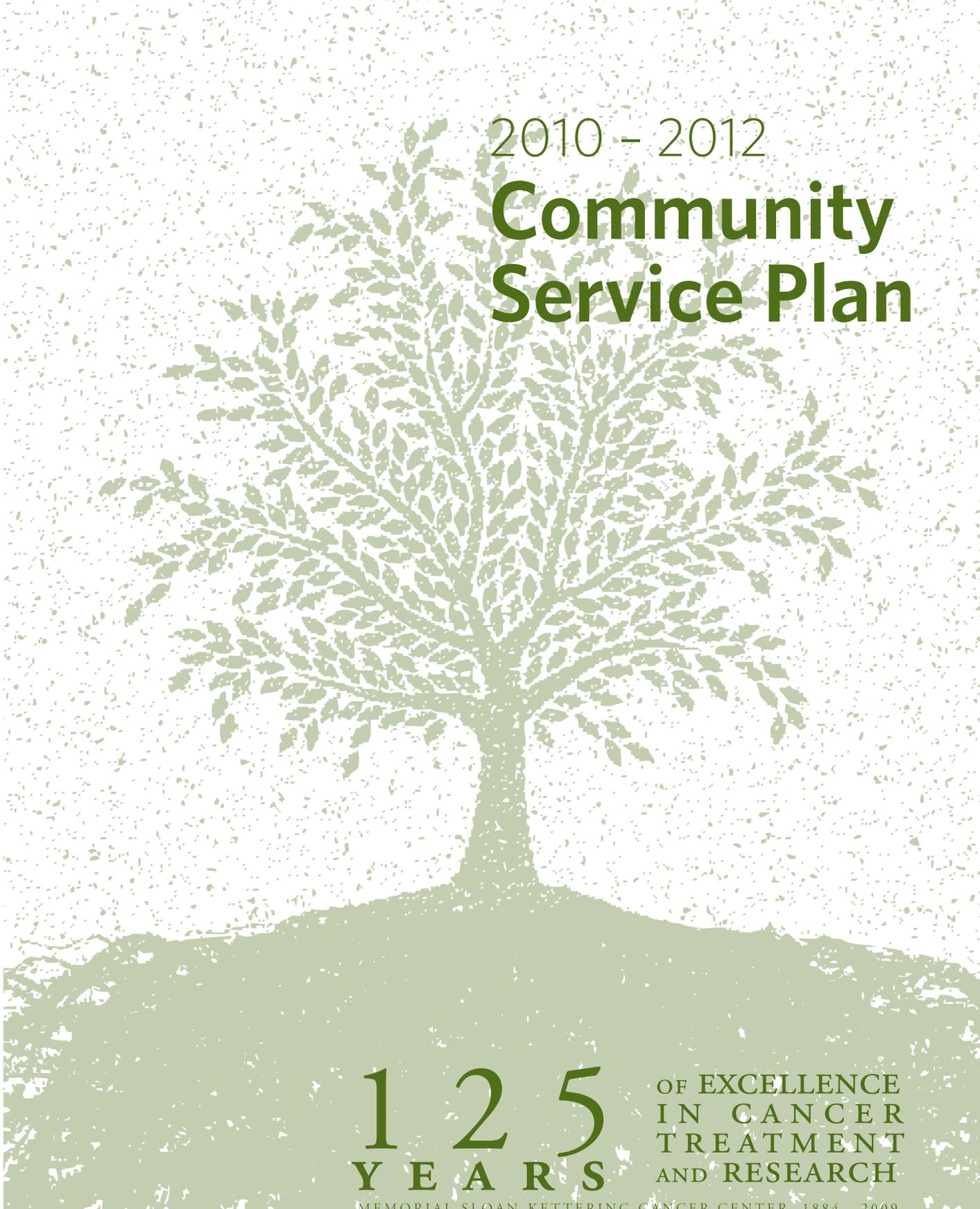


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MEMORIAL HOSPITAL FOR CANCER AND ALLIED DISEASES

2010 - 2012

# Community Service Plan



125  
YEARS

OF EXCELLENCE  
IN CANCER  
TREATMENT  
AND RESEARCH

MEMORIAL SLOAN-KETTERING CANCER CENTER 1884 - 2009

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# Memorial Hospital’s mission is to lead in the prevention, diagnosis, treatment, and cure of cancer and associated diseases through programs of excellence in research, education, and outreach, and cost-effective patient care.

The hospital’s primary catchment area encompasses 28 counties across Long Island, southern New York State, northern New Jersey, southwestern Connecticut, and the five boroughs of New York City. Each of these counties was identified as having 50 or more Memorial Hospital patients residing in the area.

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In 2008, 22,689 patients were admitted to Memorial Hospital and 384,889 outpatient physician visits were conducted at locations throughout Manhattan. An additional 81,995 outpatient physician visits took place at Memorial’s regional sites in Westchester County, Long Island, and northern New Jersey.

## **PUBLIC HEALTH PARTNERSHIPS**

Strategic planning for the hospital includes developing community service programs in response to cancer morbidity and mortality data, demographic data, patient and program satisfaction surveys, and community input. The information we gain from these sources is used to develop initiatives aimed at improving the community’s access to cancer information as well as prevention, care, and treatment services. In addition, Memorial’s strategic efforts are focused on reducing cancer health disparities among minority and medically underserved populations.

Memorial receives input on its public health priorities and Community Service Plan from numerous internal and external sources, including the hospital’s Community Outreach Committee. This committee — composed of representatives from more than ten departments within the hospital and affiliated community organizations — coordinates outreach activities, identifies and addresses service gaps, and works to maximize the efficient use of resources and materials. Committee members are active in numerous community groups that provide input on public health concerns related to cancer, such as the American Cancer Society, the Leukemia & Lymphoma Society, and the American Public Health Association. Committee members also participate on other Memorial Hospital committees that receive and respond to public input, such as the Patient Access Committee, the Patient Education Committee, and the Diversity Council.

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Direct public input that contributed to the Community Service Plan was gained through surveys and audience feedback received at community events held in 2008 and 2009. In addition, in February 2009 the Community Outreach Committee surveyed 143 community organizations regarding their cancer outreach, education, and support services needs. The results of the survey were instrumental in identifying local barriers and gaps in service and opportunities for additional community partnerships.

Through its membership in the Greater New York Hospital Association, Memorial Hospital staff participated in forums to discuss partnership strategies aimed at addressing the community health priorities of the New York State Department of Health and the New York City Department of Health and Mental Hygiene (NYC DOHMH). Since Memorial is a tertiary facility, focused on providing oncology specialty services, input on the Community Service Plan was also requested from the NYC DOHMH's Cancer Prevention and Control Program.

Memorial's mission and strategic planning objectives effectively advance three health priorities identified by the New York State Department of Health (NYSDOH) and/or the New York City Department of Health and Mental Hygiene (NYC DOHMH). These priority areas, which will be addressed by previously existing and new hospital initiatives, are detailed in this plan and are as follows:

### **Cancer Care, Education and Support Services**

NYC DOHMH data cite cancer as the second leading cause of death among New Yorkers, contributing to nearly 15,000 deaths annually. Memorial has long maintained that treatment outcomes and the chances of a cure have been shown to improve significantly when patients receive the most accurate diagnosis and appropriate treatment from the very beginning. The hospital recognizes that expert multidisciplinary disease management and access to quality healthcare are critical issues for cancer patients and their families.

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### **Increased Access to Quality Healthcare**

According to NYC DOHMH statistics, more than 20 percent of New Yorkers ages 18 to 64 face significant barriers to accessing healthcare services due to being uninsured or underinsured. Access to healthcare is further encumbered by income disparities — one in four uninsured adults has an income below the federal poverty level — and by race disparities — one in four Hispanics, one in five Asians, one in six blacks, and one in ten whites lacks insurance. Although screening has been shown to reduce death for three of the most common cancers (colon, cervical, and breast), uninsured adults are four times more likely to skip medical care due to cost than insured adults.

### **Cessation of Tobacco Use**

Cancer prevention is a core component of Memorial's mission and is carried out through multiple behavioral-health promotion strategies. While advances in tobacco treatment medication and counseling options have contributed to decreased tobacco use, there is more to be accomplished. Smoking continues to be the leading cause of preventable death in New York City, with approximately 18 percent of the population reported to be smokers. Of considerable size and scope is Memorial Hospital's Smoking Cessation Program, which serves inpatients, outpatients, family and community members, and employees of Memorial Sloan-Kettering Cancer Center. The program will expand its services and reach in 2009 through increased promotion and partnership with community organizations.

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# THREE-YEAR PLAN OF ACTION

## Cancer Care, Education, and Support Services

As the world's oldest and largest private institution dedicated to improving the understanding and control of cancer, Memorial has consistently set the standard of care for people with cancer by emphasizing early detection, precise diagnosis, and individually tailored treatment. Singularly focused on cancer, Memorial treats a large volume of patients with common and rare cancer, and is consistently recognized as one of the "best hospitals" for cancer care among its peers. The programs and initiatives described below highlight a selection of major ongoing or planned community-focused efforts to address cancer care, education, and support services among New Yorkers in 2010-2012.

### ■ 65+ Program

The Joachim Silbermann Family Program in Aging and Cancer helps to support a team of geriatric specialists who work in areas such as medical oncology, nursing, nutrition services, psychosocial counseling, physical rehabilitation, occupational therapy, pain management, and geriatric pharmacy. Known as the 65+ Program, the team addresses the clinical and psychosocial needs of Memorial's older cancer patient population. As a service to the community, the 65+ Program sponsors monthly educational lectures and an annual health fair (e.g. in 2008 the topic was "Focus on Men and Aging: Cancer Prevention and Health Maintenance"), with plans for a second health fair in October 2009 focusing on prevention of falls.

Activities and services geared specifically to older patients promise to become even more central to Memorial's mission in the years to come. Men and women ages 65 and older account for 60 percent of all diagnosed cancer cases in the United States, and with the sharp increase in the number of older people in this country, more people will develop the disease than ever before. To address the needs of this growing group of cancer patients, in 2009 Memorial Hospital established a Geriatrics Service in the Department of Medicine. A service chief and another geriatrician are already in place and the hospital is currently recruiting a third physician to join the service.

### ■ Breast Examination Center of Harlem

Memorial's Breast Examination Center of Harlem (BECH) provides breast and cervical cancer screening, counseling and patient follow-up, as well as educational programs to women of the Harlem community at no out-of-pocket expense. Since its inception in 1979, BECH has had more than 214,688 visits, with 9,196 of those visits taking place in 2008. Fifty women were diagnosed with breast cancer in 2008 and referred for treatment and care.

In 2008, a new initiative was launched to help uninsured women receive referral to colonoscopy screening — the most effective way to detect and prevent colon cancer. Uninsured women who are screened for breast and cervical cancer at BECH and who meet eligibility criteria are now referred to the Ralph Lauren Center for Cancer Care and Prevention to receive this vital screening service.

### ■ Cancer Education

Memorial sponsors a free community lecture series called *CancerSmart*, which provides information about the latest developments in cancer treatment, research, and patient support. Lectures are archived for viewing on Memorial Sloan-Kettering's *CancerSmart* Web page, [www.cancersmart.org](http://www.cancersmart.org).

- In 2008, approximately 875 people attended the spring and fall *CancerSmart* lectures.
- In spring 2009, approximately 650 people attended the *CancerSmart* lectures.
- In spring 2010, *CancerSmart* will host its sixth annual lecture in Harlem in collaboration with Memorial's screening facility the Breast Examination Center of Harlem, as well as the Ralph Lauren Center for Cancer Care and Prevention.

In November 2008, at the third annual "Major Trends in Modern Cancer Research" symposium, students and teachers had the opportunity to listen to leading Memorial researchers present on the latest developments in genetics, chemistry, and other areas of science and how these advanc-

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es contribute to improved cancer therapies. Approximately 500 people — mostly local area high school students and their teachers — were in attendance. The fourth annual seminar for high school and college students, teachers, and the public is planned for November 2009.

In addition, many of Memorial's clinical departments and staff provide complementary cancer education to community groups. Examples include the following:

- In 2009, the Brain Tumor Center co-sponsored a free conference for brain tumor patients and their family members to discuss advances in standard and experimental therapies, and psychosocial support strategies with experts in the field.
- The Gynecology Service at Memorial's Rockefeller Outpatient Pavilion sponsors an annual conference in September as part of Gynecologic Cancer Awareness Month.
- The Gastroenterology and Nutrition Service collaborated with the New York City Department of Health and Mental Hygiene to host the annual summit of the New York Citywide Colon Cancer Control Coalition in June 2009.
- Memorial physicians fulfill speaker requests from numerous organizations including the 92nd Street Y, the Jewish Community Center, SNAP Long Island, and the Rockville Centre Public Library.
- The Department of Nursing maintains an active group of professionals who are available to speak to groups about cancer and to staff community-education tables at health fairs and public events.

### ■ Cancer Screenings

Since 1985, Memorial Hospital has offered free annual screenings for head and neck, prostate, and skin cancers to promote the message that early detection and regular screenings can improve treatment outcomes. From 2008 through Spring 2009, approximately 875 people received free cancer screening.

### ■ Department of Psychiatry and Behavioral Sciences

Memorial's Department of Psychiatry and Behavioral Sciences offers inpatient and outpatient psychological and social support services to patients, their families, and friends. All cancer patients are welcome, regardless of where they are receiving care. Philanthropic funds are used to support a significant number of the department's overall clinical and training activities.

In 2008, the Department of Psychiatry and Behavioral Sciences staff contributed their expertise to a number of community service initiatives, which included the following activities: developing a conference funded by the National Cancer Institute and the Agency for Healthcare Research and Quality called *Communities as Partners in Cancer Clinical Trials: Changing Research, Practice, and Policy*; chairing the Board of the Education Network to Advance Cancer Clinical Trials (ENACCT); serving on the national advisory panel for ENACCT's Pilot Education Program, funded by the Lance Armstrong Foundation; and advising on the Lance Armstrong Foundation's Center of Excellence community grants.

The staff of the Department of Psychiatry and Behavioral Sciences has a leadership role in implementing the Memorial Sloan-Kettering Cancer Center/City College of New York Partnership for Cancer Research, Training, and Community Outreach grant, awarded in 2009 by the National Cancer Institute. The five-year, renewable grant will build upon previous collaborations between the two institutions and has four primary objectives: to develop translational research programs in cell biology, immunology, and biomedical research; to collaborate with diverse communities to help define and address cancer disparities; to recruit and retain students from high school to the post-graduate level, in particular those of minority backgrounds, who are interested in pursuing careers in cancer research; and to recruit new faculty members at CCNY and MSKCC.

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## ■ Integrative Medicine Service

The Integrative Medicine Service offers integrative therapies and services for cancer patients and survivors, regardless of where they are receiving or received care. All inpatient services are provided free of charge. Services include massage therapy, acupuncture, music therapy, drumming circle, a quarterly support group for parents and caregivers of pediatric patients, pediatric yoga, pediatric massage therapy, dance therapy, and mind/body interventions such as hypnosis and meditation.

Services offered at the Integrative Medicine Service are available to community members on a fee-for-service basis. These services include massage therapies, Reiki (light touch massage), reflexology (foot massage), acupuncture, meditation, self-hypnosis and other mind-body therapies, nutritional counseling, yoga, Pilates, and a number of fitness classes. Instruction on touch therapy for caregivers as well as one-time integrative medicine consultations are outpatient services offered free of charge. A monthly 'Nutrition and Cancer Basics' class is open to all.

In addition, the Integrative Medicine Service maintains the About Herbs, Botanicals, and Other Products database on the MSKCC Web site. This online resource provides a wealth of evidence-based information about herbs, botanicals, supplements, and other products and is available to anyone free of charge. Since its launch in 2002 the site has had more than 1 million visitors who have accessed more than 7.8 million pages of information.

## ■ Ralph Lauren Center for Cancer Care and Prevention

Located in Harlem, the Ralph Lauren Center for Cancer Care and Prevention (RLCCCP) offers cancer screening and treatment services to its medically underserved community. A partnership between Memorial Hospital and North General Hospital, the center was made possible in part through a gift from the Polo Ralph Lauren Corporation.

In 2008, the RLCCCP opened a 2,700-square-foot endoscopy wing to provide colon cancer screening for its patients. Colonoscopy, a type of endoscopy, is the most effective way of preventing colon cancer, allowing doctors to detect and remove growths called polyps before they become cancerous. A total of 1,195 colonoscopies have been performed as of June 2009, resulting in six cancer diagnoses.

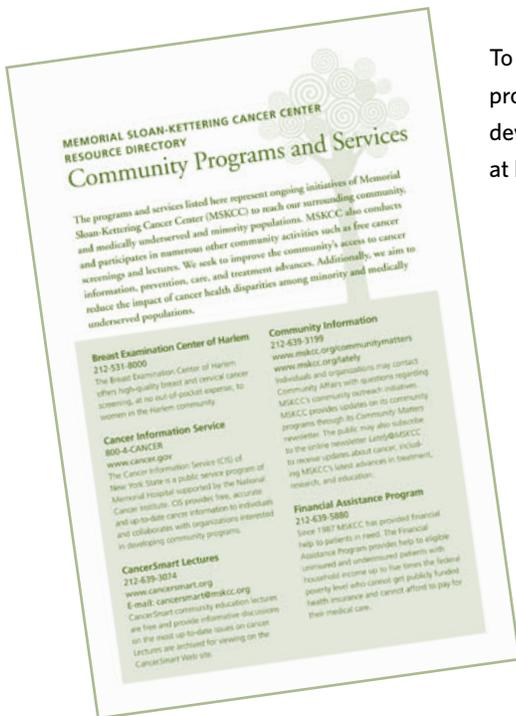
Outreach to medically underserved populations, including to uninsured and underinsured patients, will continue to be a focus of the RLCCCP. The Ralph Lauren Center will continue to collaborate with the Central Harlem Health Revival, a consortium of churches and service providers in Harlem, funded by the New York City Department of Health and Mental Hygiene's Office of Minority Health to provide cancer education services.

In 2009, the RLCCCP will launch its third annual "Men's Cancer Screening Campaign" which encourages men in Harlem and the surrounding communities to be screened for prostate and colorectal cancer and gives participants an opportunity to meet National Basketball Association players at the campaign's culminating event. In support of the campaign, the RLCCCP is forming strategic partnerships with local men's groups including 100 Black Men of New York and African-American fraternities to assist in outreach efforts.

## ■ Regional Care Network

In 1996, Memorial Hospital opened its first Regional Care Network facility in Westchester County, located in Sleepy Hollow, New York. Since then the Regional Care Network has grown to include three Long Island locations (Commack, Rockville Centre, and Hauppauge) and, most recently, Basking Ridge, New Jersey. These network facilities provide a range of outpatient cancer care services, including medical and radiation oncology, chemotherapy, radiology, and surgical consultations. In addition, neurology and dermatology services as well as pain management and lymphedema therapy are available at several of these locations.

The Regional Care Network sites participate in a broad array of clinical research, public policy and community outreach activities. For example, Memorial's Regional Care Network Medical Director is chair of the New York State Breast and Cervical Advisory Council and is a board member of the American Cancer Society Eastern Division, serving New Jersey and New York states. An MSKCC Rockville Centre physician chairs the Cancer Committee at Mercy Medical Center and the Rockville Centre site sponsors cancer information lectures annually. Memorial's Hauppauge site offers annual skin cancer screenings, educational opportunities, and outreach events. MSKCC Commack partners with the Leukemia & Lymphoma Society to educate community residents on multiple myeloma and hosts activities sponsored



To facilitate access to Memorial's many community programs, the hospital's Community Outreach Committee developed a resource-directory handout that is distributed at health fairs and educational events.



Students gather around MSKCC President Harold Varmus in the Rockefeller Research Laboratories Auditorium following the *Major Trends in Modern Cancer Research* symposium.



Memorial's Guttman Diagnostic Center offers free prostate cancer screening each fall and provides separate waiting areas for male and female clients.



David Dinkins, former Mayor of the City of New York; Ralph Lauren, Chairman and Chief Executive Officer, Polo Ralph Lauren Corporation; and Harold Freeman, MD, Founder and President, Ralph Lauren Center for Cancer Care and Prevention, tour the Harlem facility's new endoscopy wing in January 2008.



Jamie Ostroff, PhD, speaks to an audience of community-service providers in Harlem on how to help reduce smoking among their client groups.



The Medical Student Summer Fellowship Program allows participants to work on research projects in their areas of interest, interact with MSKCC scientists, attend lectures, and present their research.



MSKCC Basking Ridge has participated in many community events during its three-year history - including a team of runners and walkers that raised more than \$17,000 for Susan G. Komen for the Cure.



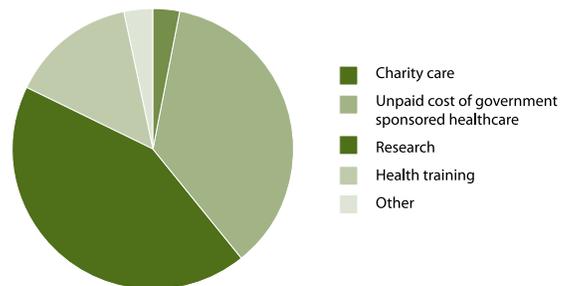
Praise dancers from the One Accord Dance Ministry of Bethel Gospel Assembly entertain guests at the Breast Examination Center of Harlem's Celebrating Survivorship with Style event.



Exterior view of MSKCC's new Breast and Imaging Center seen from Second Avenue and 66th Street.

Memorial Sloan-Kettering Cancer Center's estimated cost of providing charity care and community benefit program services in 2008 was \$479 million, of which approximately \$16 million went to charity care. For additional information on Memorial's charity care services, contact the Financial Assistance Program at 212-639-5880.

**2008 Community Benefit Expense**



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by several cancer groups. Memorial Hospital physicians at Sleepy Hollow provide cancer lectures for Phelps Memorial Hospital clinical staff and the nursing staff has helped to coordinate cancer awareness activities at a Hudson Valley mosque and serve on the American Cancer Society transportation service task force. MSKCC Basking Ridge distributes health education materials at community events, provides speakers for work site cancer lectures, and offers annual free skin cancer screenings.

### ■ Survivorship Initiative

The Survivorship Initiative addresses the physical, psychological, and information needs of patients who have completed treatment, and conducts research to benefit survivors nationwide. To assist non-profit organizations seeking to expand survivorship services to underserved populations, the Survivorship Initiative, with support from the Lance Armstrong Foundation, partners with three New York City community organizations — SHAREing and CAREing, the Ralph Lauren Center for Cancer Care and Prevention, and the Queens Cancer Center. The Survivorship Initiative also provides on-site consultations for cancer centers and hospitals outside the New York area. In 2008, representatives from 16 institutions worldwide visited Memorial Hospital to learn more about its survivorship program.

A Cancer Survivorship Community Forum was held in April 2008 to discuss developing and coordinating post-treatment services and programs for cancer patients and their families in New York City. Approximately 60 individuals from 25 organizations were in attendance. Ongoing efforts to partner with these agencies to build capacity for such services will continue through 2010-2012.

Also in 2008 the newsletter *Bridges* was created as a forum where patients and their families can share experiences. *Bridges* is available online at [www.mskcc.org/bridges](http://www.mskcc.org/bridges) as a free resource.

### *Post-Treatment Resource Program*

The Post-Treatment Resource Program (PTRP) offers the largest and most comprehensive programming for adult cancer survivors in the New York City area. The PTRP provides up-to-date information for cancer survivors and their families on topics such as insurance and legal issues and offers quality-of-life programming on the management of fatigue and pain, as well as on coping with symptoms related to sexual function and cognitive changes. The PTRP maintains a selection of diagnosis-specific groups that are co-led by social workers and nurses and programs directed to specific survivor populations such as men, women, young adults, and older adults. All PTRP offerings are free and open to the community. In 2008, approximately 1,900 people attended one or more of the PTRP's nearly 140 programs.

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## ***New and Expanded Cancer Care Initiatives***

### **■ Breast and Imaging Center**

Scheduled to open in September 2009, Memorial Sloan-Kettering's new Evelyn H. Lauder Breast Center and MSKCC Imaging Center will provide coordinated, comprehensive outpatient services for patients with breast cancer, as well as diagnostic imaging services for patients with other types of cancer. Services offered at the new 16-story facility will include the following: medical oncology, surgical oncology office practice, chemotherapy, radiology (including mammography, ultrasound, stereotactic biopsy, MRI, CT, PET-CT, SPECT-CT, general x-ray and bone densitometry), social work, nutrition counseling, genetics counseling, and integrative medicine.

The site is the new home for the Evelyn H. Lauder Breast Center which offers a multidisciplinary approach to care with the most leading-edge breast cancer prevention, diagnostic and outpatient treatment services delivered in a serene, welcoming environment. The new center will be able to accommodate the projected 25 percent growth in breast cancer patient volume.

### **■ Physical Medicine and Rehabilitation Services**

Memorial Hospital will open an expanded state-of-the-art Physical Medicine and Rehabilitation Services facility in February 2010. This new space will be staffed by three physiatrists (physicians who specialize in rehabilitation medicine) and highly skilled physical and occupational therapists who specialize in the management of cancer-associated deficits. An additional physiatrist will be recruited in 2010.

Physical Medicine offers evaluation and treatment of neuromuscular and musculoskeletal disorders, management of acute and chronic pain disorders, therapeutic injections to treat joint and/or muscle dysfunction, and electrodiagnostic medicine services. Rehabilitation offers physical and occupational therapy services to people of all ages and at any stage during the course of their disease.

In addition to the expansion of existing therapy services, patients of the service will benefit from new leading-edge rehabilitation equipment that will help facilitate the development of several new programs. These new programs include:

- The targeting and treatment of people who are early in the treatment of their cancer to help maintain strength throughout treatment
- Group education and exercise sessions, which will include wellness education and disease/treatment-specific classes
- A comprehensive sexual health and continence program for women and men
- Assessment and treatment of vestibular dysfunction, including complex balance deficits
- Pulmonary rehabilitation.

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## Access to Quality Healthcare

Memorial Hospital engages in numerous initiatives to increase access to quality healthcare including participating in community outreach activities, negotiating with private and public insurance providers, and mentoring and training students and health professionals. The programs and initiatives described below highlight a selection of ongoing or planned efforts to address access to quality healthcare for the treatment of cancer among New Yorkers in 2010-2012.

### ■ Community Outreach

As part of the Department of Public Affairs, Community Affairs serves as a liaison and representative of Memorial Hospital, interacting with a range of community stakeholders to identify opportunities for collaboration, initiate outreach activities, and respond to community requests and concerns. Community Affairs leads and facilitates the Community Outreach Committee in its efforts to sponsor activities that increase community awareness of care and services available at Memorial Hospital. Other activities include producing a quarterly newsletter, *Community Matters* — which is mailed to more than 60,000 residents and area organizations — providing information about services, free screenings, and lectures, as well as publicizing events for the community via the hospital's Web site, Intranet, e-newsletter, direct mail, media outreach and community posting.

Memorial's Office of Diversity Programs in Clinical Care, Research, and Training (ODP) collaborates extensively with community and academic partners that serve minority and underserved populations. The ODP supports increased utilization of Memorial Hospital's cancer screening, treatment, and research programs through partnerships with the Breast Examination Center of Harlem, the Ralph Lauren Center for Cancer Care and Prevention, the Queens Cancer Center, the City College of New York, and the SUNY Downstate Medical Center. In 2008 the ODP's Director, Dr. Carol Brown, was featured in a series of public service radio announcements targeting individuals of African-American and Caribbean descent on the importance of cancer screening and care. Each April, the ODP sponsors events to commemorate Minority Cancer Awareness Week. A symposium held in 2008 focused on treatment advances and access to care and, in 2009, on the "Good News" about cancer in minority communities. The

office also coordinates annual summer programs designed to expose underrepresented minorities attending medical school and minority high school students in the New York City area to careers in medicine, research, and health administration.

The Breast Examination Center of Harlem (BECH) has dedicated staff, including a health educator, whose role is to initiate and implement outreach activities in Harlem and its surrounding communities to educate women about the importance of cancer screening and lifestyle issues that decrease cancer risks. For example, in collaboration with community organizations and businesses, BECH staff presented at the following events in 2008:

- Northern Manhattan Alumnae Chapter of Delta Sigma Theta Sorority, Inc. conference, held at Columbia University Medical Center
- Fifth annual "Bring Me Your Daughters" conference for middle and high school girls
- Family Health Symposium at St. Charles Borromeo Roman Catholic Church
- Breast cancer screening presentation sponsored by radio station WBAI at Hue-Man Bookstore & Café
- Cancer screening presentation sponsored by Community Board #3's Health Committee
- Minority Cancer Awareness Week activities to provide education and resources on cancer and other health promotion topics, including a Health and Beauty Day with MAC cosmetics that used makeovers as an opportunity to distribute educational materials and provide guidance on nutrition and smoking cessation
- Breast Cancer Awareness Month conference "Celebrating Survivorship with Style," with support from the Greater New York City Affiliate of Susan G. Komen for the Cure.

Another initiative in which Memorial is involved is the Queens Library HealthLink, which is designed to place libraries at the center of an innovative effort to help medically underserved communities throughout Queens access free cancer information and services. Queens Library HealthLink is funded through a nearly \$2 million research grant from the National Cancer Institute awarded to MSKCC's Department

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of Psychiatry and Behavioral Sciences, in collaboration with the American Cancer Society, the Queens Public Library, and the Queens Cancer Center of Queens Hospital. The initiative focuses on outreach that increases utilization of a mobile cancer-screening van that visits community libraries; supplies low-literacy and bilingual educational programming; provides free or low-cost cancer screening services through the New York State Healthy Living Partnership; and offers access to cancer treatment at the Queens Cancer Center regardless of ability to pay or immigration status.

### ■ Insurance Provider Relations

Since 2007 Memorial Hospital has been added to the provider networks of two national insurers — CIGNA and Aetna. Effective July 1, 2009, the hospital became an in-network provider with all Oxford Health Plans, a United Healthcare company. In addition to the above insurers, Memorial Hospital is an in-network provider with Empire Blue Cross and Blue Shield, GHI, QualCare, Touchstone, TRICARE, and United Healthcare.

Memorial's Case Management department also advocates with all insurance providers on behalf of current or prospective patients. Case Management strives to present a clinical argument to the patient's insurance company to support care at Memorial despite network limitations of insurance contracts. As a specialty hospital providing state-of-the-art cancer care, the department focuses its advocacy efforts on patients with rare cancers, patients requiring non-routine treatment or procedures, as well as patients who have been misdiagnosed or mis-staged through an in-network provider.

### ■ Health Professions Education

Memorial is a preeminent provider of training to health professionals who wish to hone the skills necessary to treat cancer patients. The hospital trains physicians, medical students, scientists, radiology students, nursing students, social work students, and individuals seeking a career in the field of cancer care. Special emphasis is given to reaching underrepresented minorities; in 2008, minorities accounted for approximately 6 percent of all physicians in the United States but only 2 percent of oncologists. MSKCC currently offers several programs that give medical students, undergraduates, and high school students the opportunity to work at

the Center doing clinical and laboratory research. Through these programs, Memorial hopes to increase the pipeline of minority scientists and physicians working in oncology.

Memorial's Medical Student Summer Fellowship Program, for example, exposes medical students to the integral role research plays in improving treatment. For more than three decades, the program has given medical students the chance to conduct basic laboratory or clinical research under the mentorship of MSKCC faculty. Supported primarily by the National Cancer Institute (NCI), the eight-week program is offered to medical students who are considering careers as physician-scientists in oncology or related biomedical sciences. A wide variety of research projects are offered. Students apply to work on projects in their areas of interest and are selected by the faculty mentors overseeing the projects.

To further the NCI's goals of increasing the participation of individuals currently underrepresented in biomedical science, Memorial Hospital's Office of Diversity Programs in Clinical Care, Research, and Training provides additional funding and support to members of minority groups who are underrepresented in medicine and wish to participate in the Summer Fellowship Program. Targeted effort was made to outreach to minority students through faculty focused on minority student affairs at all medical schools accredited by the Association of American Medical Colleges. In 2009, the program received 676 applications. Sixty-two students were accepted for summer 2009, 45 percent of whom are minority individuals.

The Continuing Medical Education Program (CME) at Memorial Hospital is a major ongoing initiative designed to disseminate current and new knowledge of the etiology, prevention, diagnosis, and treatment of cancer and allied diseases. A principal aim of the program is to provide the community of practicing physicians with information in a practical, expeditious, and productive manner. In 2008, the CME program launched its first online CME activity, "What the Internist Needs to Know about Breast Cancer." The purpose of this course is to provide community practitioners with the most current knowledge about breast cancer diagnosis and treatment. Providing the course online allows Memorial to reach a wider audience while allowing practitioners to participate at their convenience. Currently, more online activities are being developed to complement the roster of traditional live CME courses.

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In 2008, Memorial Hospital launched a bimonthly physician e-newsletter with news and information about advances in cancer prevention, treatment, research, clinical trials, and upcoming CME programs. The OncoNotes e-newsletter is e-mailed to more than 7,000 physicians nationwide as a free educational resource for community providers. The hospital also created, in 2009, the OncoNotes Conference Series blog to provide coverage and analysis of the latest information being presented on cancer care and research. Memorial physicians post live updates from major oncology conferences, including the American Society of Clinical Oncology Annual Meeting in May 2009 and the International Psycho-Oncology Society World Congress in Vienna in June 2009.

To support the training of health professionals in caring for underserved and minority populations, the Breast Examination Center of Harlem (BECH) actively participates in the Memorial Sloan-Kettering Cancer Center/City College of New York Collaboration Project, which serves to assist students at the college and graduate school level in developing careers in community or professional health services. In 2008, three graduate students and one college student completed their internship rotation at BECH. BECH nurse practitioners served as preceptors to one advanced nursing degree student in 2008, providing job shadowing, training, and coaching.

In addition, BECH hosted several tours for visitors from around the country and abroad. The visitors, who came from Thailand, Manitoba, Nigeria, North Carolina, and California, are interested in developing their own cancer screening facilities in low-income areas and in setting up patient-navigation programs.

Staff members from the Department of Psychiatry and Behavioral Sciences with expertise in disparities and community-outreach research receive support from Memorial Hospital to train and mentor junior faculty and physicians on working with underserved populations and partnering with the community. The department offers CME credits to non-Memorial physicians who attend its departmental grand rounds.

## Cessation of Tobacco Use

Memorial Hospital has long worked to provide tobacco cessation interventions for patients, family members, and employees, and to provide technical assistance to community providers and organizations to increase their capacity to address tobacco use. The programs and initiatives described below highlight a selection of ongoing and planned efforts to address tobacco use as a cancer prevention strategy among New Yorkers in 2010-2012.

### ■ Smoking Cessation Program

Since its establishment in 1997, Memorial Hospital's Smoking Cessation Program has provided state-of-the-art treatment for tobacco dependence and has been a national leader in tobacco treatment for cancer patients. Today, the MSKCC Smoking Cessation Program is a multifaceted effort, encompassing both inpatient and outpatient cancer patients and their family members who smoke, employees who smoke, as well as individuals from the community who wish to reduce their cancer risk. Additionally, the Smoking Cessation Program has strong educational, technical assistance, and clinical research components complementing the clinical-care focus.

The Smoking Cessation Program staff is composed of three attending psychologists from the Behavioral Sciences Service in the Department of Psychiatry and Behavioral Sciences, each with more than a decade of experience in treating tobacco dependence, and two full-time oncology nurses trained and credentialed as certified tobacco treatment specialists. The program receives referrals for tobacco-dependence treatment from many Memorial departments and programs including the Integrative Medicine Service, the Survivorship Initiative, and Respiratory Therapy.

### ■ Treatment Services for Patients and Family Members

The Smoking Cessation Program addresses the unique service needs of each patient with a stepped-care approach that takes into account a patient's readiness to quit smoking as well as treatment preferences and goals, all of which are assessed upon referral. Patients receive behavioral counseling – to build motivation and skills to manage urges to smoke

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over a lifetime – and support in the use of smoking-cessation medications. Services are offered in person and via telephone and are supplemented with educational print materials. Approximately 1,000 patients and family members are treated annually for smoking cessation.

### ■ Expanded Services for MSKCC Employees

Tobacco-treatment services have been available to MSKCC employees for several years. However, in 2009 the Smoking Cessation Program joined with Memorial's Employee Health and Wellness Service to expand outreach and support for employees who smoke. The Employee Health and Wellness Service has adopted tobacco cessation as a pillar goal in its education campaign. Educational counseling sessions are available to staff, as is a new hotline for employees. Statistics on program usage and effectiveness will be collected beginning in 2009 and will be used to modify services as needed.

### ■ Research, Education, and Community Outreach

All members of the Smoking Cessation Program staff are involved in ongoing research or quality-improvement projects. One example is Queens Quits, a research activity of the Department of Psychiatry and Behavioral Sciences that is funded by the New York State Department of Health's Tobacco Control Program. Through this program, Memorial collaborates with Queens Cancer Center to offer technical assistance and training to primary care physicians in Queens to treat tobacco use.

The Smoking Cessation Program also reaches key underserved populations through collaborations with community organizations serving diverse populations with high rates of tobacco use. One new initiative is with the City College of New York's Sophie Davis School of Public Health. The partnership will work with the Ralph Lauren Center for Cancer Care and Prevention and the Harold P. Freeman Patient Navigation Training Institute to train patient navigators to facilitate access to community-based cessation services for smokers. The next phase of the program, which is scheduled to begin in 2010, will place trained patient navigators in primary care clinics to help patients who smoke to gain access to community-based cessation services, providing support

to patients and tracking their progress throughout treatment. Results from this pilot work will contribute toward developing national recommendations on the use of patient navigation to address gaps in tobacco-cessation treatment.

The Smoking Cessation Program also conducts local community education and outreach about tobacco dependence and treatment in the context of cancer prevention and control. Educational programs are made available at the hospital's head and neck cancer screenings and during the Great American Smoke-out and the Breast Examination Center of Harlem's Minority Cancer Awareness Week activities. Observerships and healthcare education offered to students also help to extend the program's reach well beyond the boundaries of the hospital. Attending staff serve on New York State boards and on national professional committees focused on tobacco-control policy, research, and treatment.

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## FINANCIAL INFORMATION AND ASSISTANCE

Since 1987, Memorial has had a Financial Assistance Program in place to assist underinsured and uninsured patients who are experiencing difficulties meeting their financial responsibilities to Memorial Hospital and its physicians. Financial counselors are available to work with patients and insurance companies — including Medicare and Medicaid — to help patients access care. For those who are uninsured and don't qualify for publicly available health insurance, or for those who are unable to pay their portion of fees above insurance reimbursement, Memorial can provide financial help to those who are eligible through its Financial Assistance Program.

The premise of the program is that all patients are expected to contribute to their care based on their ability to pay. Program eligibility may include reduced out-of-pocket expenses, a time payment plan, or zero out-of-pocket expenses. In 2008, Memorial increased its income eligibility guideline for free care from 400 percent to 500 percent of the federal poverty level. A patient may also qualify for assistance even if his/her income is greater than the threshold limit. This is because the hospital adjusts patients' income for routine monthly expenses, including taxes, to determine disposable income. Memorial Hospital also deducts a specific amount (debt burden) based on a patient's family size as a monthly clothes and food allowance.

The Financial Assistance Program employs several strategies to increase patient awareness of the program. These efforts include placement of program brochures in all patient registration areas; mail notification inserts in each patient's first bill; and ongoing training for billing department staff on communicating financial assistance services. 858 patients applied for financial assistance in 2008 (an increase of 275 patients over the prior year), with 48 percent of all cases resulting in no charges to the patient.

## HEALTHCARE CLIMATE CONCERNS

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Our institutional accomplishments and aims must be viewed in light of the world in which we live and work. Memorial Hospital — along with other healthcare organizations — faces an array of uncertainties stemming from relatively unpredictable external forces that will have an impact on the delivery of healthcare and community initiatives. The national and global economic recession that is unfolding, and concomitant decreases in employment levels and funding available for healthcare delivery and coverage create much uncertainty. Academic medical centers like Memorial face daily challenges to providing quality care to the vast cross-section of uninsured and underinsured individuals.

New York has been hit particularly hard by the recession and this is reflected in the state budget passed in April 2009. In an attempt to close a very large deficit, the budget cuts healthcare funding while imposing new costs on providers. For example, Memorial will lose a portion of its graduate medical education funding, will pay new assessments on its inpatient revenues, and will be subject to increased application fees for permits to renovate or construct its facilities.

Other concerns that will directly affect Memorial Hospital's service to the community include potential changes in mandates of the New York State Department of Health's Cancer Services Program and the National Cancer Institute's discontinuation of the Cancer Information Service's Partnership Program and Research Program. These changes are being realized in 2009 and will impact healthcare delivery to the uninsured and the availability of quality cancer programming in community settings through 2010 and beyond.

The Cancer Services Program coordinates the delivery of breast, cervical, and colorectal cancer screening services to underserved populations in New York. Effective April 2009, new eligibility guidelines for cancer screening services funded through the program in New York City give coverage priority to individuals ages 50 and older who reside in the borough of service site and whose income is at or below 250 percent of the federal poverty level. However, cancer screening guidelines recommend that annual mammograms begin at age 40 and cervical cancer screening start at age 30. Of women screened at Memorial's Breast Examination Center of Harlem in 2008, 55 percent were under age 50. It is not clear how adequate coverage for those under 50 who seek screening services will be maintained.

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Since 1976, the Cancer Information Service (CIS) of New York State has been a free public service program of Memorial Hospital supported by the National Cancer Institute. Unfortunately, effective January 2010, the program will cease to operate at Memorial Hospital.

CIS is composed of the CIS Contact Center, the CIS Partnership Program, and the CIS Research Program. In 2008, the New York CIS Contact Center staff handled a total of 33,817 calls, fielded 2,264 e-mail inquiries, and responded to 4,482 live Web help requests. The Partnership Program staff conducted 35 training sessions for community partners, assisted in planning ten local and statewide conferences, and provided technical assistance to more than 175 partners. The CIS Research Program partners with investigators to develop and implement collaborative research projects that will further the field of cancer communications.

The National Cancer Institute announced in 2009 its decision to defund the CIS Partnership Program and Research Program. As well the number of CIS Contact Centers in the United States will be reduced from three to one. Memorial anticipates that this will create a gap in training and educational services for New York State organizations that serve vulnerable populations.

Despite the above challenges, Memorial Hospital will continue to build on the achievements of its past, as it remains firmly focused on current and future efforts to address cancer care, increase access to quality healthcare, and contribute to the cessation of tobacco use. We have a lengthy and productive history of working with diverse communities and organizations in New York that we look forward to expanding and deepening in the coming years.

## **DISSEMINATION OF THE REPORT TO THE PUBLIC**

Memorial Hospital's Community Service Plan provides summary information on its public health programs and financial assistance services. It is available on our Web site, [www.mskcc.org](http://www.mskcc.org), and by mail upon request. It is mailed to local elected officials and organizations and is publicized through our community newsletter.

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Information on Memorial's public health programs and financial assistance services is disseminated to the public through multiple avenues. Community programs are publicized via direct mail to more than 60,000 area residents, in addition to flyers, calendar listings, e-mail communications, telephone information lines, public service announcements, and advertising. Community members who wish to provide input on Memorial's community programs may do so by calling the community information line at 212-639-3199, by sending an e-mail to [communityaffairs@mskcc.org](mailto:communityaffairs@mskcc.org), by completing one of the surveys distributed at public events, or by contacting a staff member directly.

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Memorial Sloan-Kettering  
Cancer Center

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