



2016-2018 Comprehensive Community Service Plan



Memorial Sloan Kettering
Cancer Center

Memorial Sloan Kettering Cancer Center's (MSK) mission is to lead in the prevention, diagnosis, treatment, and cure of cancer and associated diseases through programs of excellence in research, education, outreach, and cost-effective patient care.

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INTRODUCTION



MSK is one of 45 National Cancer Institute-designated Comprehensive Cancer Centers, with state-of-the-art science flourishing side by side with clinical studies and treatment.

In 2015, we cared for a total of 147,468 patients – 133,627 patients (90.6 percent) from New York, New Jersey, and Connecticut; 12,238 patients (8.3 percent) from other parts of the United States; and 1,603 patients (1.1 percent) from other countries. These patients accounted for 22,467 admissions to our inpatient hospital in midtown Manhattan and 626,403 outpatient visits to our outpatient treatment centers in Manhattan, Brooklyn, Long Island, Westchester County, and New Jersey.

To engage with the community, we support numerous initiatives and programs that benefit our patients, their caregivers, and their families, as well as neighborhood residents. In addition, the global community benefits from advances in cancer care and treatments made possible by our clinical and basic research efforts, and our education and training programs.

This 2016–2018 Comprehensive Community Service Plan highlights the findings of our most recent community health needs assessment and provides an overview of our programs to address the critical health needs of the communities we serve.

COMMUNITY HEALTH NEEDS ASSESSMENT

MSK conducted a community health needs assessment in the fall of 2016 to determine the critical cancer-related health concerns facing residents in our 23-county catchment area in New York, New Jersey, and Connecticut. We analyzed cancer statistics on incidence, prevalence, and mortality and reviewed key health trends among cancer patients, the general public, and multicultural people.

To engage the broad community in our health needs assessment, MSK held a **series of community forums** in Harlem and Brooklyn, and via webinar, to consult with representatives from community-based organizations that serve clients throughout New York City and its surrounding communities. Representatives from 22 organizations participated in the forums and serve a diverse range of clients. Services provided by these organizations include arts programming, cancer support services, domestic violence support, immigration assistance, and primary care services.

MSK's Counties Served	
New York	New Jersey
Bronx	Bergen
Kings	Essex
Nassau	Hudson
New York	Hunterdon
Orange	Middlesex
Queens	Monmouth
Richmond	Morris
Rockland	Ocean
Suffolk	Passaic
Westchester	Somerset
	Union
Connecticut	Warren
Fairfield	

Forum participants voiced their perspectives on leading cancer-related health needs, how to improve outreach to multicultural communities, and opportunities for MSK to partner with local organizations to respond to health needs. This assessment process yielded the following categories of health concerns:

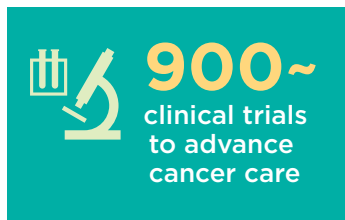
Health Needs Identified by the Community in 2016	
Clinical trial access	Patient and provider communication techniques
Collaborative initiatives with trusted community-based organizations	Political advocacy
Community-based integrated care	Prevention programs
Education materials in multiple languages	Promotion in culturally relevant media
Financial information/assistance	Role models/spokespeople
Hospital access programs	Social services
Integrative medicine	Support services
Language assistance	Survivorship and cancer transition plans
Legal advocacy	Targeted outreach
Patient navigation/case management	Transportation

Ongoing MSK initiatives address many of these areas of need and flourish through new and existing collaborative relationships with local organizations. We will focus in 2017 and 2018 on increasing our response to the following five key areas that are of high interest to community members and are MSK institutional priorities:

- Collaborative initiatives
- Culturally relevant outreach strategies
- Educational materials in multiple languages
- Financial information/assistance
- Prevention programs

Woven into this Comprehensive Community Service Plan is information on the efforts that MSK will pursue in response to these five areas of health need. Our plan of service will contribute to addressing the New York State Department of Health Prevention Agenda priority to *Prevent Chronic Diseases* and the New York City Department of Health and Mental Hygiene's Take Care New York/2020 priorities to *Support Healthy Living* and *Increase Access to Quality Care*.

RESPONDING TO COMMUNITY HEALTH NEEDS



Cancer is the leading killer of all Americans under the age of 85, so an important part of our mission is to provide high-quality prevention, screening, early detection, and treatment services, in addition to offering support for patients before, during, and after treatment. MSK strives to help people take the right cancer prevention steps; find help if cancer touches or has already touched their lives; and provide direct support and benefits to patients, caregivers, and survivors.

Furthering Access to High-Quality Cancer Care

Early detection and regular screening exams can improve cancer treatment outcomes. Approximately 1,750 people benefited from our **free annual screenings** for head and neck cancer and skin cancer sponsored by our Brooklyn; Manhattan; Westchester; Hauppauge; Long Island; and Basking Ridge, New Jersey facilities in 2015 and 2016.

To advance care and treatment, MSK supports a clinical research program that is one of the largest in the world, conducting nearly 900 cancer clinical trials annually. Patients who choose to participate in a trial at MSK receive the most advanced cancer treatment available, sometimes years before it's offered anywhere else.

However, according to a new survey of more than 1,500 consumers and nearly 600 physicians conducted on behalf of MSK, only 35 percent of Americans indicated that they were "likely" to enroll in a clinical trial. Other studies have shown that only 4 percent of cancer patients enroll in clinical trials nationally each year.

Additionally, the data shows that only 40 percent of Americans have a positive overall impression of clinical trials. Taken together, these statistics are sobering given that nearly every cancer treatment available today exists because of a clinical trial.

Fortunately, once people learn more about cancer clinical trials, they are far more likely to participate. Education for patients and doctors alike is needed, and MSK is engaged in multiple strategies to **improve access to and understanding about clinical trials**. One example of this is MSK's Cancer Health Equity Research Program (CHERP), which partners with hospitals serving mostly poor and minority patients to bring them cancer clinical trials close to home, where they are receiving care from a community oncologist. Current CHERP partner institutions include Queens Cancer Center in Queens and Kings County Hospital Center in Brooklyn.

Prevention Programs

MSK sponsors numerous programs and initiatives to help community residents empower themselves, their families, and their neighbors to achieve optimal health and to advocate for their needs. To address behavioral risk factors for cancer such as obesity and smoking, we engage with thousands of individuals annually through our Immigrant Health and Cancer Disparities Service (IHCD) and Tobacco Treatment Program (TTP).

» Immigrant Health and Cancer Disparities

The IHCD coordinates a range of chronic disease prevention programs for underserved, immigrant, and multicultural populations. IHCD's programs described below are based in the community and partner with prominent community organizations.

The Arab Health Initiative

The Arab Health Initiative (AHI) provides patient education in Arabic, helps patients access healthcare services, and conducts research to improve health outcomes among Arab Americans. Its premier service, the Arab American Breast Cancer Education and Referral program (AMBER), makes it easier for Arab American women in New York City to access early detection and treatment services.

In 2015 and 2016, AMBER educated more than 2,200 women and teens and coordinated breast cancer screening for 400+ women. Among those women diagnosed with cancer following screening, AMBER staff supported ten women with medical interpretation, and provided 15 patients with navigation and support services to help them complete treatment. Additionally, AMBER started its **colorectal cancer education program** — reaching roughly 150 men and women and providing screening coordination to 40 patients. In 2017, AHI will continue education and screening efforts with the Arab American community.

Through our community and religious organization partnerships, our goals include:

- Educating 450+ women about breast cancer and early detection
- Helping 300+ women get screenings for breast and cervical cancers
- Educating 200+ people about colorectal cancer
- Helping 75+ people get access to colorectal cancer screening

The Taxi Network

The Taxi Network contributes to research, prevention, and interventions addressing health issues and health disparities among the **New York City taxi driver community**. The program provides drivers with free screenings for cardiovascular disease, diabetes, and risk factors for cancer. Assessments include a random glucose test and a HbA1c measurement to screen for diabetes. Lipids and blood pressure are assessed to screen for cardiovascular disease risk factors. Body mass index and waist circumference are measured to screen for diabetes, cardiovascular disease, hypertension, and cancer risk factors. Drivers complete interviews covering medical history, cancer screenings, access to healthcare, smoking history, alcohol intake, and physical activity.

Each driver receives education from a clinician and is provided with educational materials about healthy eating and other healthy behaviors. Drivers who exhibit abnormal test values or who lack access to regular care are navigated into affordable, language-appropriate care. We screened close to 480 drivers in 2016.

In 2017, the Taxi Network will screen a minimum of 600 drivers. We will achieve this increased number by expanding beyond taxi garages, where we currently provide screenings. Specifically, we will provide additional screenings at worksite lots, which hundreds of drivers visit each day.

Ventanillas de Salud (Health Windows)

Health Windows was created by the Mexican Consulate as a collaboration between government and private organizations. Its goal is to eliminate barriers to healthcare in the growing Mexican American population. IHCD serves as the lead agency for this program and partners with the Mexican Consulate to provide patient education and referrals to primary care and other healthcare providers through the following services:

- Health screenings at the Mexican Consulate and throughout New York City
- Navigation into care and case management
- Help with health insurance plan enrollment
- Free cancer screenings and referrals

In 2016, roughly 10,000 people received health information and 450 people received help for referrals to social services and support. In 2017, we will continue to partner with the Mexican Consulate and our community-based and healthcare partner organizations to serve the Mexican community. Our goal is to increase the utilization of breast and colorectal cancer early detection services by Mexican women and men by educating a total of 300 participants about breast and colorectal cancer and by navigating 60 eligible women and men into screening. Additionally, we will provide information and screening services to 600+ participants.

Food to Overcome Outcomes Disparities



IHCD operates Food to Overcome Outcomes Disparities (FOOD), a hospital-based pantry program that improves **access to nutritious food** for immigrants and minorities with cancer to help them complete medical treatment. The program maintains pantries at eight hospitals in Manhattan, the Bronx, Queens, and Brooklyn. In 2015, FOOD served roughly 470 patients and their families and distributed more than 3,400 bags of nourishing food.

Integrated Cancer Care Access Network

Another important MSK outreach program managed through IHCD is the Integrated Cancer Care Access Network (ICCAN). Its goal is to address social and economic concerns that affect the health of economically and medically underserved cancer patients to improve treatment outcomes. Multilingual facilitators meet with patients at 11 different hospitals throughout New York to address the psychosocial and socioeconomic needs and concerns that impact their health.

In 2015, ICCAN worked with 300 community-based organizations and helped more than 750 adult patients and 30 pediatric cancer patients and families. ICCAN recently established the Coalition for Housing and Health with other medical, legal, and housing professionals to address pressing housing needs among underserved patients with cancer and other serious medical conditions.



Staff members from MSK's Immigrant Health and Cancer Disparities Service educate the public about colorectal cancer using an inflatable, walk-through colon.

Program for Medical Interpreting Services and Education

IHCD's Program for Medical Interpreting Services and Education (PROMISE) continues to provide **training in medical interpreting** for bilingual people, including immigrants, women, and people with disabilities. PROMISE strives to augment the marketability of unemployed and underemployed residents of New York City by capitalizing on their bilingual skills and preparing them to become professional medical interpreters.

To date, PROMISE has trained in medical interpreting nearly 400 New Yorkers in Spanish, Chinese, Arabic, and Russian, and has established itself as the biggest pool of healthcare interpreters in the city. In 2015, PROMISE trained 31 people who speak Spanish and Mandarin, continued its robust job readiness and placement support system, and provided post-training workshops to prepare our graduates to become nationally certified healthcare interpreters.

» Tobacco Treatment Program

MSK's TTP addresses the unique needs of each patient, including readiness to quit smoking, treatment preferences, and goals. Participants receive behavioral counseling to build motivation and coping skills, as well as support in the use of tobacco cessation medications. Services are offered in person and via telephone and are supplemented with educational print materials. In 2015, MSK treated roughly 1,800 people for tobacco dependence. Based on our community outreach efforts and partnership with community-based healthcare providers, we expect at least a 5 percent increased volume in 2016 and annually thereafter.

The Tobacco Treatment Program also reaches key underserved people with high rates of tobacco use through collaborations with community organizations and primary healthcare providers. For example, in a research effort funded by the National Cancer Institute, the Tobacco Treatment Program has partnered with the New York University School of Medicine to test new strategies designed to improve the treatment of tobacco dependence in 18 federally qualified health centers in New York City that provide dental care to low-income smokers. To date, we have **partnered with 304 dental care providers** serving low-income smokers in New York City.

The program also provides extensive community education and supports a wide range of community-based health fairs and cancer screening outreach initiatives. Community presentations during National Minority Cancer Awareness Week highlight the challenges and progress in combating tobacco-related health disparities in diverse ethnic, racial, and sexual minority groups.

Each year, we participate in Take Our Daughters and Sons to Work Day, a national public education program connecting a child's school education with the actual working world. The program includes **lectures on the health risks of tobacco** for elementary and middle school students. We also provide cancer prevention and health promotion presentations focused on smoking cessation to forums targeting cancer survivors in community settings. Working closely with community-based organizations and corporate wellness programs, we provide presentations on preventing weight gain after cessation, as well as the pros and cons of e-cigarettes.

All staff members of the Tobacco Treatment Program are involved in ongoing research and quality-improvement projects. One example is the Integrating Tobacco Treatment Into Cancer Care clinical trial, funded by the National Cancer Institute. Through this program, MSK collaborates with Massachusetts General Hospital to develop and test safe and effective cessation interventions for newly diagnosed cancer patients. In a research effort funded by the National Institute of Drug Abuse, the Tobacco Treatment Program has partnered with a small business computer software company to develop an interactive video game to prevent smoking relapse after hospitalization — a priority for tobacco-dependent cancer patients and other ill smokers.



In 2016, this smoking cessation infographic on MSK's Facebook page was seen by more than 28,000 people.

MSK has additional initiatives focused on tobacco cessation:

- Most recently, MSK received a grant to examine strategies for implementing tobacco treatment guidelines in 18 low-dose lung cancer screening sites. Ultimately, we will enroll more than 1,000 smokers in this multisite national clinical trial.
- The Tobacco Treatment Program collaborates with the Gay Men’s Health Crisis in an ongoing academic-community partnership focused on tobacco cessation. The program has developed **novel approaches to tobacco prevention** and cessation for gay, lesbian, bisexual, and transgender people, with a special focus on people living with HIV/AIDS.
- The Tobacco Treatment Program collaborates with the South Asian Council for Social Services and the Immigrant Health and Cancer Disparities Service, which focuses on understanding the health perceptions of South Asian immigrants who use *gutka*, a smokeless tobacco with an elevated oral cancer risk. This project will guide future efforts to develop and evaluate culturally sensitive efforts to prevent and reduce *gutka* use.

Observerships and student internships extend the Tobacco Treatment Program’s reach well beyond our walls. For example, the program enhances the tobacco education of advanced practice nurses by providing lectures on evidence-based treatment of tobacco dependence at Columbia University School of Nursing. Several MSK program faculty serve on New York State and national committees focused on tobacco control policy, research, and treatment.

The program continues to provide technical assistance to other National Cancer Institute–designated Comprehensive Cancer Centers that are interested in establishing tobacco treatment clinical services for cancer patients and their families. Along these lines, the Tobacco Treatment Program collaborated with the MSK Office of Continuing Medical Education to sponsor a daylong conference in 2016, “Assessment and Treatment of Tobacco Dependence in Cancer Care.” There were over 50 attendees, and we plan to make this an annual event.

Targeted Services to Multicultural Populations

» Breast Examination Center of Harlem (BECH)

This program provides breast and cervical cancer screening examinations, counseling, and patient follow up services to uninsured women at no out-of-pocket cost, as well as educational programs throughout the New York City area. In 2015, more than 2,800 patients received services at BECH.

Uninsured women who come to BECH for breast and cervical screening and meet certain eligibility criteria receive screening for colorectal cancer through the New York State Cancer Screening Program. BECH nurse practitioners also provide information to women and their partners



Women who are uninsured may be eligible for free breast and cervical cancer screening at MSK’s Breast Examination Center of Harlem.

on the devastating effects of tobacco smoking and assist in referral to smoking cessation programs. All services are at no cost to patients.

In 2015, BECH participated in more than 40 health fairs, cancer information sessions, and seminars throughout the New York City area. Partner organizations included First Corinthian Baptist Church, Greater Love Group, Jamaica Muslim Center, India Home Inc., Mid-Manhattan Library, and St. Luke's Episcopal Church.

In celebration of National Minority Cancer Awareness Week in April, BECH co-sponsored two educational programs along with collaborating partners. The first program was an event for the public titled "The Latest on Prevention and Screening: Updates on Cervical and Lung Cancers." The second program was a roundtable event for local community organizations on opportunities for collaboration.

BECH staff also worked with our Head and Neck Service during **Minority Cancer Awareness Month** to provide free head and neck cancer screening to 31 Harlem community members. Those with abnormal results were counseled and referred for followup. For several years, BECH has collaborated with leading organizations to sponsor the community-wide "Living with Cancer" summer conference for survivors, and has hosted its own program for breast cancer survivors in October.

BECH also plays a pivotal role in training students and young adults in the community to help direct their career growth. Students are encouraged to participate in outreach activities to promote cancer screening and proper nutrition to help maintain a healthy society. For example, BECH hosted college junior and senior health or science majors, and their mentors from the New York Coalition of 100 Black Women Signature Role Model Program.

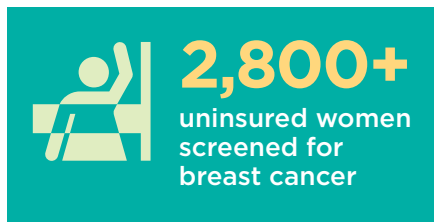
» **Ralph Lauren Center for Cancer Care**

The Ralph Lauren Center for Cancer Care (RLC), a New York State Article 28 Certified Diagnostic and Treatment Center, receives support from MSK to provide compassionate cancer diagnosis, prevention, and treatment services to all. Located in Harlem, the RLC further seeks to address health disparities of increased death from cancer and other chronic diseases experienced by African Americans, Latinos, and other racial and ethnic minorities; individuals of low income; and those without adequate health insurance. At the heart of its work is a **patient care navigation model** through which the RLC delivers a comprehensive, personalized approach to care.



MSK partners with the Ralph Lauren Center for Cancer Care in Harlem to bring high-quality cancer care to all.

In 2015, the RLC cared for 4,195 patients. Outreach staff worked with 300 physician practices, health centers, community centers, and houses of worship, and reached 3,000 community members with cancer risk reduction education. The RLC believes that cancer prevention is pivotal in combating cancer disparities and offers screenings for cancer of the breast, colon, prostate, and lung; genetic testing; smoking cessation; and nutrition counseling and education. The RLC also provides prevention education to family members, friends, and colleagues of patients.



In 2016, RLC was recognized by two prestigious organizations – American Society for Clinical Oncology (ASCO) and the Center for Medicare & Medicaid Innovation – as a national model for the provision of cancer care to underserved populations. ASCO has named RLC one of four model care centers in the United States as part of its Quality Training Program and Quality Oncology Practice Initiative.

The Center for Medicare & Medicaid Innovation has included RLC in its Oncology Care Model program as a model for the provision of oncology care to the medically underserved – a role with national implications.

» Partnership for Community Outreach Research and Education

The Partnership for Community Outreach Research and Education (PCORE) is a collaborative effort between MSK and the City College of New York (CCNY) to establish, strengthen, and sustain relationships with key segments of the community to **address cancer health disparities**.

In 2015, PCORE expanded its efforts to increase colon cancer screening in diverse communities of NYC through its Screening Colonoscopy Outreach for Prevention and Early Detection (SCOPED) initiative. This included outreach to the taxi driver community and collaborations with community based organizations to reach 300 persons over the age of 50. NYC physicians serving communities with high smoking rates were surveyed to assess knowledge and beliefs on lung cancer screening practices with the goal of designing an educational intervention to increase lung cancer screenings.

PCORE addressed cancer risk factors via two programs. “Switch It Up, Break It Down” consisted of a series of monthly workshops where 150 Harlem elementary first and second graders participated in physical activity and cooking lessons with the goal of promoting healthy behaviors early in life. At the NYC Mexican Consulate, a nutritional counseling program, Consumo de Opciones Más Ideales de Alimentos (Consumption of More Ideal Food Options-COMIDA) was conducted to educate 90 high-risk individuals about healthy eating choices. Additionally, CCNY students participated in a national student health survey. Findings will inform educational programs to reduce cancer risk factors among the student community. PCORE staff also trained underrepresented minority undergraduate students to participate in community outreach.

» Multicultural Outreach Initiative

In continuing MSK’s commitment to patient diversity and increasing its presence across minority communities, the Multicultural Outreach Initiative Committee will design new outreach models that provide information and services in ways that connect with the values of multicultural populations, with initial **focus on the Hispanic community** in 2016–2018.

Current activities include:

Stakeholder interviews to gain a better understanding of the community’s awareness and perception of MSK, the role of culture and values in shaping attitudes toward cancer care, and gaps in MSK’s outreach models. Additionally, we are seeking to assess the cultural relevance of ongoing initiatives, programs, and services at MSK targeted toward the Hispanic community by interviewing staff members from community organizations and community residents.

Messaging research will provide evidence-based recommendations to inform the design of culturally relevant outreach strategies in Hispanic communities. Our research approach includes analysis of:

- **Media Habits:** understanding the media landscape among Hispanic consumers (i.e., major marketing companies, current media campaigns, media usage)
- **Communication Best Practices:** assessing and synthesizing media campaigns and strategies proven successful in Hispanic communities to inform MSK messaging
- **Translation Tools:** exploring existing relevant translation tools to alleviate potential barriers when developing communication strategies for various languages

Consumer insights research will support a holistic view of the general health and cancer-specific needs and behaviors of Hispanics in MSK’s catchment area through a phased process: (1) paired interviews with patient and caregiver that look into the attitudes, behaviors, and perceptions of cancer; (2) individual interviews with patients and caregivers to learn from their treatment experience and decision-making process; and (3) focus group discussions to probe the ideal hospital experience and gather feedback on MSK and its current advertising.

Support for Survivors and Family Members

MSK’s Cancer Survivorship Center addresses the physical, psychological, and information needs of patients who have completed treatment. It also conducts research to benefit survivors nationwide. The Survivorship Center provides consultations for other cancer centers and hospitals interested in developing their own survivorship programs. In 2015, our experts met with representatives from 17 institutions worldwide to help them learn more about MSK’s program, with emphasis on our model of follow-up care.

Patients and family members also benefit from MSK’s Resources for Life After Cancer (RLAC), the largest comprehensive program for adult cancer survivors and their families in the New York City area. All activities are free and open to the community. Programs are available online and in person and are led by social workers, nurses, and physical therapists. In 2015, RLAC provided 148 programs and reached more than 2,100 people.

Bridges Fall 2016, Vol. 34
Connecting Cancer Survivors

The Best Gifts Are Not Under the Tree

By Stephen Reimann

The lumps of coal for our stockings came early last year – December 17 to be exact.

The lumps, multiple pulmonary nodules, were identified by a routine CT scan. A little more than a year after major surgery and 18 weeks of chemo, the cancer had returned. We were told that a year without recurring disease was pretty good, statistically speaking, but it didn't do much to make the season bright.

After a brief respite in Florida was eight more weeks of traditional chemo, during which the nodules continued to grow. Not the hoped-for results, but at least no hair loss.

That brought us to another summer filled with uncertainty. The "gold standard" chemo regimen didn't work. What next? Surgery and ablation were ruled out. This brought us to the "science" part of the MSK marketing slogan "More Science. Less Fear". The promising clinical trial of a protein inhibitor with a strong link to endometrial cancer did not pan out because of chemistry mismatches. Two equally promising clinical trials were ruled out because of diabetes complications. Then came DNA testing, which revealed a genetic predisposition to a new type of drug recently approved for endometrial cancer. Finally, a viable chance for success.

Or was it? Perhaps it was the only remaining option after the others did not? It didn't matter.

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Chris and Steve Reimann live in Centertown, New York. Prior to being diagnosed with stage IV endometrial cancer in the summer of 2015, Chris spent her professional career establishing national programs for vulnerable populations. This December, Chris and Steve will be spending their 20th Christmas together, with renewed appreciation for the gift of life.

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Memorial Sloan Kettering Cancer Center
Interested in sharing your story? Please visit www.mskcc.org/bridges

Bridges newsletter provides inspirational stories written by current MSK patients and survivors.

Bridges: Connecting Cancer Survivors is a free newsletter for patients and their families to share experiences, gain insight about coping with challenges that arise after cancer treatment, and learn about valuable resources available to them. *Bridges* is available online at www.mskcc.org/bridges. A total of 7,000 print copies are also provided each quarter as a free resource.

MSK hosted annual events in observance of National Cancer Survivors Day in 2015 and 2016. Those in attendance heard keynote speakers describe their cancer experiences and received educational materials related to cancer survivorship and support. Approximately 500 participants attended the Manhattan events; 1,000 attended the Long Island events; 750 attended the New Jersey events; and 625, the Westchester County events.

To expand survivorship services to underserved populations, the Survivorship Center has partnered with the Queens Cancer Center (QCC) to establish a primary care clinic within QCC. Cancer patients who do not have a primary care physician and newly diagnosed patients are eligible to participate. The primary care clinicians treat comorbidities, recommend cancer surveillance for potential second cancers, manage long-term and late effects of cancer treatment, provide health promotion counseling, and refer patients to supportive services as necessary.



Participants at an MSK event in 2016 to mark National Cancer Survivors Day wrote notes to honor loved ones and care providers.

Financial Assistance Program

MSK is committed to providing financial assistance to our most medically and financially needy patients. Our Financial Assistance Program helps uninsured and underinsured patients who cannot get publicly available health insurance or cannot afford to pay for their medical care.

Each application for assistance is handled confidentially and requires the cooperation of the applicant. Aid is given based on the patient's household income and family size. Hospital and physician fees can be reduced or totally forgiven for patients who qualify.

To help a broad range of patients, our income eligibility guideline for free care is 500 percent of the federal poverty level – **well above the required level** of 300 percent. A patient may also qualify for assistance even if his or her income is greater than the upper limit. We understand that each patient has a unique financial situation and encourage patients to contact our Financial Assistance Program for more information.

We utilize several strategies to increase patient awareness of our Financial Assistance Program. These efforts include program brochures placed in all patient registration areas, notification inserts mailed with each patient's first bill, and ongoing training to help billing department staff communicate with patients about our financial aid services.

In 2015, a total of 2,822 patients applied for financial assistance, with 91 percent of completed cases approved and 71 percent resulting in no charges to the patient. Patients who need help with non-treatment-related costs such as rent, transportation, or childcare are referred to our Department of Social Work for support. We helped 1,956 patients in 2015 with financial support for supportive needs.

Community Education and Outreach

MSK actively participates at community events to present on cancer-related topics and to distribute educational materials to the public. We invite the public to contact Community Affairs at communityaffairs@mskcc.org with questions regarding MSK's community initiatives, and to request a presentation to a community group or our participation at a health event.

Our clinicians, researchers, nurses, and staff members are available to lecture on cancer-related topics to corporate, school, faith-based, and community-based organizations. Presentations in 2015 and 2016 in our Regional Care Network areas were provided to numerous organizations, including the Cancer Support Community, Fellowship Village, and Somerset County Court House in New Jersey; and at Ahavat Shalom of Great Neck, Central Islip High School, Deer Park High School, Families United in Health, Freeport Recreation Center, Gilda's Club of Westchester, Mather Hospital, and the NY Institute of Beauty in New York.

We build awareness and understanding about cancer through a broad range of ongoing efforts to communicate and engage with the public and people with cancer, including:

- Our website, www.mskcc.org, which provides current information on treatment for different cancers (including clinical trials), and contact resources for our physicians and researchers
- Our toll-free **Physician Referral Service at 800-525-2225**, which helps people connect with our world-renowned physicians for treatment or a second opinion
- MSK **social media** reaches more than 110,000 Facebook fans and 45,000 Twitter followers. We reinvented our Instagram channel in 2016, and now have more than 7,000 followers. We engage our community by initiating the right conversations, and we inspire them by sharing highlights of our world-class treatment and research. Our audiences are also invited to participate in frequent live webcasts and chat sessions about cancer treatment, research, and education.
- **Community Matters**, a publication designed for residents near our treatment facilities. We distribute it electronically to thousands of NYC area residents and organizations, and by mail to 40,000+ neighbors near our regional locations. In addition to conveying health-related content, it also informs subscribers about our expansion and construction projects. In 2015 and 2016, we sent two issues each to audiences in New York and New Jersey.
- MSK's **CancerSmart** program provides the latest information on cancer-related topics. People may participate in person or online via Facebook or webinar. **CancerSmart** talks are archived for viewing on the **CancerSmart** website, www.cancersmart.org. In 2016, roughly 1,100 people attended the talks in person and online. We added Facebook Live in the fall of 2016 and our first two talks received approximately 20,000 views.

Subscribe to MSK's digital *Community Matters* newsletter at www.mskcc.org/communitynews.

- Our **Survivorship Center** and **Resources for Life After Cancer** program, which offer support services and health promotion workshops for patients and caregivers
- MSK's wide variety of **Virtual Programs**, ranging from Cancer Related Lymphedema to Sexual Health Programs for Men, offer online education, support, and resources for patients, caregivers, and community members. Led by professionals, these sessions are confidential and free, and provide convenient access to education and support activities.

New Care Locations and Models of Care

We continue to expand our services and treatment locations to meet the demand for exceptional, compassionate cancer care, including:

- The **Josie Robertson Surgery Center**, opened in December 2015, ensuring the most successful operation for our patients, including advanced recovery techniques. At this first-of-its-kind facility, surgical teams use skill and experience to help up to 60 patients daily at full capacity recover in the shortest possible time.
- Phase one of expanding our **MSK Commack** regional facility was completed in October 2016, providing increased capacity for chemotherapy services, CT and MRI scans, laboratory medicine services, and the addition of an interventional radiology suite.
- **MSK Monmouth** opened in December 2016 in Middletown, offering convenient access for residents of southern New Jersey and the Jersey Shore.
- In 2017 and beyond, we will continue to grow our family of regional treatment centers, with additional locations planned for Nassau County, New York and Bergen County, New Jersey.



MSK Commack expanded by 38,000 square feet in 2016, nearly doubling in size.

- Close to our inpatient hospital in Manhattan, we are constructing the **David H. Koch Center for Cancer Care**. This new outpatient facility will open in 2019 and provide leading-edge treatment for patients with hematologic cancers, such as leukemia and lymphoma, head and neck cancers, and thoracic cancer, as well as radiation therapy, early-stage clinical trials, and several other programs.
- The MSK Cancer Alliance is an initiative designed to collaboratively guide community providers toward state-of-the-art cancer care. In 2014, the Hartford HealthCare Cancer Institute (HHCCI) in Connecticut became the first member of the MSK Cancer Alliance. Lehigh Valley Health Network, a multisite healthcare system in eastern Pennsylvania, became the second member in March 2016. The Miami Cancer Institute, part of Baptist Health South Florida, is the latest organization to join the MSK Cancer Alliance in January 2017.

ADDITIONAL MSK COMMUNITY BENEFIT INITIATIVES

Emergency Preparedness

Public health is a priority at MSK. Our Emergency Preparedness Program works to reduce risk and respond to emergencies affecting MSK, but we also support public health and safety initiatives by collaborating with and educating community partners on a local, regional, and national level. These partnerships have great potential to build a community's capacity to understand the hazards most relevant to them and to prepare for and respond to an emergency.

Locally, MSK is active in the NYC Department of Health and Mental Hygiene Emergency Preparedness Coordinators group and the Greater New York Hospital Association Emergency Preparedness Coordinating Council. MSK is also a founding member of the North HELP Coalition (coordinated by the NYC DOHMH and Office of Emergency Preparedness and Response), which focuses on the development of emergency preparedness educational and planning materials for vulnerable groups of people and the organizations that serve them.

Nationally, MSK is a member of the Radiation Injury Treatment Network (RITN) for the National Disaster Medical System under the Department of Health and Human Services and in conjunction with the United States Navy. RITN comprises 60 bone marrow transplant centers, donor management centers, and cord blood banks that are ready to respond to the massive number of casualties that would result from the toxic impact of chemical warfare on human bone marrow.

MSK participates in RITN annual exercises, and in 2016 hosted and developed a regional exercise that incorporated local, state, and federal response partners. MSK also hosted a RITN educational session for the NYC Medical Reserve and Radiological Reserve Corps.

Our Emergency Preparedness Program also works with MSK's Patient Education Department and Patient Representative Department to **develop patient education materials** for emergency preparedness specifically tailored to the needs of cancer patients.

Environmental Sustainability

MSK's sustainability initiatives underscore our commitment to fostering health and wellness among our patients, staff, and community. Our programs include efforts to make our buildings more energy efficient and green, reduce waste, recycle, promote healthy food and beverages, and engage our staff.

In 2015 and 2016, MSK was awarded the prominent Top 25 Environmental Excellence Award by Practice Greenhealth, the nation's leading healthcare community that empowers its members to increase their efficiencies and environmental stewardship while improving patient safety and care through tools and best practices. This award identifies MSK as one of the country's top 25 hospitals in terms of sustainability practices — the only hospital in New York State honored in this category.

The NYC Mayor's Carbon Challenge is a voluntary program for universities, hospitals, and commercial offices in New York City to reduce their building based greenhouse gas (GHG) emissions by 30 percent or more within ten years. MSK accepted the NYC Mayor's Carbon Challenge to Hospitals in 2009, committing to reduce emissions from its New York City buildings by 30 percent from 2007 levels

by 2019. In 2015, MSK was on track to meet the 30 percent GHG reduction by 2019 and has recently agreed to a new goal of reaching a 50 percent reduction by 2025.

The NYC Water Challenge to Hospitals is facilitated by the NYC Department of Environmental Protection. The broader goal of the NYC Water Challenge Program is to help non-residential water users achieve and sustain **long-term water savings** and to provide a healthy water supply for staff, patients, community, and future generations. MSK agreed to participate in this challenge in December 2015, with the official launch in early 2016. As a participant in the NYC Water Challenge, MSK has pledged to reduce water usage per square foot by 5 percent over a two-year period.



For the second consecutive year, MSK earned Practice Greenhealth's most prestigious environmental excellence award.

We have continued our successful partnership with the Yonkers, New York–based Afya Foundation to recover surplus medical supplies, equipment, and furniture that can be “upcycled” to support health initiatives abroad. In 2015, our hospital **donated almost 21 tons of supplies**, such as IV poles, sutures, exam lights, aspirators, and hospital beds. This program allows clean, usable supplies to have an impact on world health, while also keeping them out of landfills.

To alleviate traffic congestion in the city and promote health and wellness, MSK participated in Transportation Alternative’s third annual New York City “Bike to Work” Challenge as part of National Bike to Work week. MSK rolled into first place in the 5,000 plus employee division of the Challenge, as 55 staff members commuted by bike for the three weeks, tallying a combined total of over 5,000 miles biked.

In 2015, MSK’s Food and Nutrition Department continued to maintain its Gold Star status in the NYC Department of Health’s Healthy Hospital Food Initiative. The Healthy Hospital Food Initiative aims to create a healthier food environment in New York City hospitals and aligns to hospitals’ mission of promoting health and wellness. By participating in the initiative, hospitals agree to adopt the New York City Food Standards, which are evidence-based nutrition criteria that ensure employees, visitors, and patients have better access to healthy food.

Healthcare Education

» Training for researchers and clinicians

The **Louis V. Gerstner, Jr. Graduate School** of Biomedical Sciences trains basic laboratory scientists to work in research areas related to human disease, with a focus on cancer. Three students were awarded PhDs in 2015. A new class of 12 enrolled in 2015, bringing total enrollment to 68. The **Weill Cornell Graduate School** of Medical Sciences, Sloan Kettering Division trains new biomedical researchers. In 2015, 31 students received their PhD degrees.

MSK provides highly specialized educational opportunities for physicians pursuing advanced training in oncology and cancer-related disease, with a focus on both patient care and clinical research. In 2015, we offered roughly 90 clinical programs and trained almost 1,750 physicians.

We also offer an oncology **specialty residency for pharmacists** seeking a career in oncology practice. The Pharmacy Department manages two one-year residency programs, one in pediatric oncology and one in adult oncology. In the 2015–2016 academic year, the adult oncology program accepted four pharmacy residents and the pediatric oncology program accepted two pharmacy residents.

MSK supports a clinical observer program through the Office of Graduate Medical Education. A clinical observer is a physician, dentist, or clinical doctor of philosophy who visits MSK for a brief period of time to observe clinical or nonclinical activity. Approximately 600 clinical observers visited MSK in 2015.

MSK offers multiple programs for medical students:

- Our four-week elective program for students in their final year of medical school provides roughly 500 students annually with a hands-on introduction to clinical training under the supervision of our fellows and faculty.
- Our Summer Student Fellowship Program for students in their first or second year of medical school offers a closely mentored experience in research and clinical oncology designed to enhance their knowledge about cancer and promote future interest in oncology. Approximately 60 students participate in this program each summer.
- The Summer Pipeline Program is a companion program to the Summer Student Fellowship Program that provides funding and **research opportunities for underrepresented minority medical students** to participate each summer. Of the total students in the Fellowship Program, 24 were African American, Hispanic, Asian, and Native Hawaiian or other Pacific Islander.



MSK offers first-rate research training for postgraduate biomedical scientists and for clinician-scientists who are in the training stages of their careers.

» Continuing Education

In 2015, more than 2,000 participants registered for Continuing Medical Education (CME) courses at MSK to enhance their professional knowledge, stimulate new research ideas, and learn about ways to improve patient care and treatment outcomes.

MSK's Regional Care Network worked closely with the CME Program throughout 2015 to provide convenient, free CME courses for local providers, including:

- HPV and the Cancer Connection
- LGBT Health Workforce Conference

- Genetics and Genomics of Gynecologic Cancers
- Advances in Thoracic Surgical Oncology
- Modern Management of Urologic Cancers

The CME program sponsored numerous activities to address unmet needs in diverse communities, including a seminar for healthcare professionals titled “Cancer in LGBT Communities.” This one-day conference featured the country’s leading researchers, clinicians, survivor/advocates, and policy experts on cancer in lesbian, gay, bisexual, and transgender communities. Topics covered included barriers to care, tobacco and cancer, risk behaviors among LGBT youth, transgender people and cancer, HPV and vaccination, HIV and non-AIDS defining cancers, breast cancer, survivorship challenges, and creating a welcoming environment.

On multiple dates, the CME program sponsored the series Safe Zone LGBT Allies Training. This free course helps participants to learn about LGBT identities, understand institutional issues that impact LGBT patients and staff, and acquire the skills to serve as an LGBT ally. It also serves to encourage community sensitivity and awareness.

During 2015, the CME program added to its online educational offerings posted at www.mskcc.org/cme. A primary goal of our free online CME activities is to provide community practitioners with important information about the diagnosis and treatment of various cancers they may be encountering in practice.

MSK offers **continuing nursing education courses** on topics related to adult and pediatric cancer care. Almost 200 registered nurses from the community attended our courses in 2015 and 2016.

In 2015 we hosted three Association of Pediatric Hematology/Oncology Nurses Cancer Chemotherapy and Biotherapy Courses, designed for nurses who administer chemotherapy and biotherapy to children with cancer. This is a required course, offered free of charge to MSK nurses.

MSK also hosted the following free programs in 2015:

- Three end-of-life programs
- Two programs on new trends in radiation oncology
- The Breast Care Course
- Advancing Critical Care Symposium for RNs
- Advancing Nursing Expertise in the Care of Older Patients with Cancer

The Department of Nursing offers short-term, individualized study programs for nurses from around the world. In 2015, a total of 17 nurses participated in short-term study programs. We also hosted brief programs for 154 undergraduate, 127 graduate, and five wound/ostomy certification program nursing students. Two students from the College of New Rochelle received preceptorship training by nurse practitioners at BECH.



MSK’s Continuing Medical Education courses draw participants from around the world.

» Health Professions Education

MSK supports two schools for allied health professionals. We co-sponsor the Hunter College **Advanced Certificate in Cytotechnology**, which specializes in the study of cells from the human body and trains cytotechnologists to microscopically evaluate cell samples to detect disease. In the 2015–2016 academic year, four students participated in the program.

The **School of Radiation Therapy** offers a two-year, full-time program of study in radiation oncology technology. Radiation therapists are trained to deliver high doses of radiation to patients under a physician's supervision. In 2015, there were a total of six graduates and nine students continuing into their second year of the program.

Additionally, in 2015 MSK's Rehabilitation Service hosted 18 occupational therapy and 66 physical therapy student observers interested in exploring and applying for occupational or physical therapy programs. We also provided training for three occupational therapy students and six physical therapy students. Students who participate in our 12-week program work with a supervising therapist to evaluate and develop treatment plans for patients of all ages who require skilled physical and occupational therapy services.

» Opportunities for College and High School Students

The Department of Radiology's Partnership Undergraduate Research Training Program in Molecular Imaging and Nanotechnology provides **specialized training in molecular imaging** and nanotechnology to underrepresented college students. In 2015, three students from The City College of New York participated in the program.

The Human Oncology and Pathogenesis Program's (HOPP) Summer Student Program offers promising high school students an unparalleled opportunity to work side-by-side with world-class researchers in a state-of-the-art facility to develop and test new targeted drug therapies. HOPP is committed to attracting students with translational research interest and strongly encourages minority students who are underrepresented in the sciences to apply. Forty-five high school students participated in the Summer Student Program in 2015 and 2016.

The Summer Exposure Program for high school students is a six-week program designed to expose underrepresented minority high school students to **careers in medicine and research**. A total of 22 students from the High School for Math, Science, and Engineering in Manhattan and from the World Academy for Total Community Health in Brooklyn participated in the program in 2015 and 2016.

Radiology: Giving Back to New York City is a collaborative effort between teachers and administrators from the New York City Department of Education and faculty and administrators from MSK's Department of



MSK earned Stony Brook University's Internship Program of the Year in 2016. Seen here at the awards ceremony are Dr. Jennifer DeFazio (left) of MSK Hauppauge with student intern Emily Sawyer.

Radiology. The program invites juniors from New York City public high schools to participate in an essay-writing contest. The goal is to inspire interest in healthcare careers focused on radiology. In 2015 and 2016, 117 students and 29 staff members from 14 schools participated in the program.

Each November, we host a student-teacher seminar (“Major Trends in Modern Cancer Research”), open to all high schools, moderated by MSK President and CEO Craig B. Thompson. In 2015 and 2016, roughly 900 people attended the seminars in person and online.

CONCLUSION

The 2016–2018 MSK Comprehensive Community Service Plan provides a summary of our community outreach programs. It is accessible, along with our 2016 Community Health Needs Assessment Report, on our website at www.mskcc.org/communityserviceplans and available by mail upon request. You may also reach us at communityaffairs@mskcc.org, or by calling 646-227-3199. We welcome comments and feedback on MSK’s community initiatives.



Sign Up for Our Digital Newsletter

To join our *Community Matters* digital newsletter and receive updates on cancer prevention and treatment news, as well as information on construction activities and expansion plans at our multiple locations, please subscribe at www.mskcc.org/communitynews.



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