

**Memorial Sloan-Kettering
Cancer Center**

2012

Community Service Plan Update

*Based on Memorial Sloan-Kettering's
2010-2012 Community Service Plan*



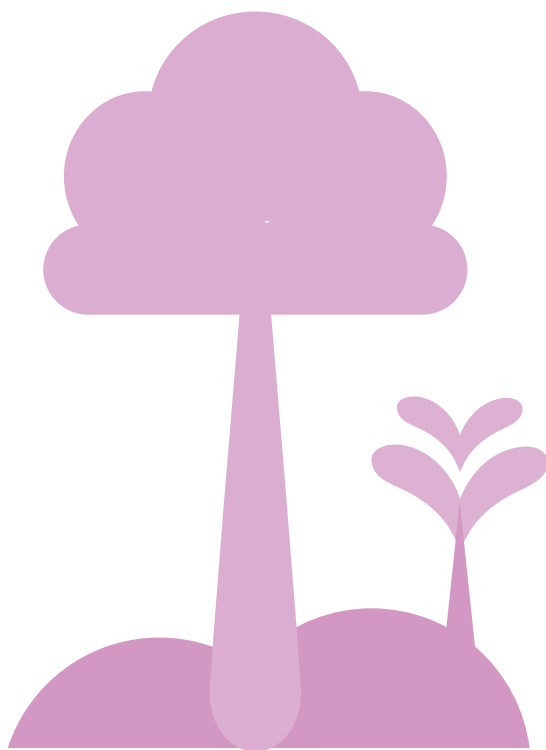


TABLE OF CONTENTS

1	Introduction	1
2	Responding to New York State and City Health Priorities	2
	Chronic Disease and Cancer	2
	Tobacco Cessation	6
	Access to Quality Healthcare	8
3	Changes Affecting Cancer Care in the Community	16
4	Financial Assistance Program	18
5	Financial and In-Kind Contributions	19
6	Community-Building Activities	20
7	Raising Community Awareness	23



1

Introduction

Memorial Sloan-Kettering Cancer Center's mission is to lead in the prevention, diagnosis, treatment, and cure of cancer and associated diseases through programs of excellence in cost-effective patient care, research, education, and outreach. As one of the nation's premier cancer centers, Memorial Sloan-Kettering is one of only 41 institutions in the United States to have been designated a Comprehensive Cancer Center by the National Cancer Institute.

We support ongoing initiatives to **benefit our community** of patients, caregivers, their families, and neighborhood members. Our efforts aim to improve the community's access to cancer information and advances in prevention, care, and treatment. Additionally, we seek to reduce the impact of cancer health disparities among minority and medically underserved populations. Finally, Memorial Sloan-Kettering's clinical and basic research efforts and training of scientists, clinicians, and nurses benefit the worldwide community through the advancement of cancer care and treatment.

Our primary catchment area encompasses 23 counties across the five boroughs of New York City, Long Island, southern New York State, northern New Jersey, and southwestern Connecticut. Each of these areas has been identified as having 50 or more Memorial Sloan-Kettering patients residing there. In 2011, there were 24,486 admissions to our hospital and 535,900 outpatient visits were accommodated at our Manhattan and regional facilities in Long Island, Westchester County, and northern New Jersey combined. In total 123,140 patients were seen at Memorial Sloan-Kettering Cancer Center facilities: 112,057 patients (91 percent) from the tri-state area (NY, NJ, CT); 9,728 patients (7.9 percent) from other parts of the United States; and 1,355 (1.1 percent) international patients.



2

Responding to New York State and City Health Priorities

The New York State Department of Health and the New York City Department of Health and Mental Hygiene have identified critical health priorities facing New York residents. Memorial Sloan-Kettering's programs and services, as detailed in this report, respond directly to three of these health priorities — Chronic Disease and Cancer, Tobacco Cessation, and Access to Quality Healthcare.

Chronic Disease and Cancer

Memorial Sloan-Kettering sponsors or participates in numerous programs and educational initiatives to help the community understand and manage cancer better. Highlights of activities in 2011 include the following:

65+ Program

The 65+ Program maintains a team of geriatric specialists, supported in part by the Joachim Silbermann Family Program for Aging and Cancer, to address the medical and psychosocial needs of Memorial Sloan-Kettering's **older cancer patient population**. As a service to the community, the 65+ Program sponsors monthly educational lectures of interest to the older adult and an annual health fair. The subject of the 2011 health fair was *Let's Talk About It: Sexuality, Intimacy, Aging, and Cancer*. Starting in October 2012, a new educational initiative called "A Morning of Health" will replace the annual health fair. This half-day seminar will focus on the uses of complementary medicine in cancer treatment.

Community Education

Each year, thousands of community members attend free lectures given by Memorial Sloan-Kettering staff. Whether through speaking engagements at major and local business or houses of worship, on-site educational seminars, health fairs, and other events, we are committed to community education. Some highlights of 2011 include:

- Approximately 900 people attended Memorial Sloan-Kettering's CancerSmart lectures, a **free community lecture series** that provides information about the latest developments in cancer treatment, research, and patient support. Lectures are archived for viewing on iTunes, YouTube, and the CancerSmart web page (www.cancersmart.org). Five CancerSmart lectures are planned for 2012.
- To **reach out to area high school students** and their teachers, an annual student-teacher seminar is held with leading Memorial Sloan-Kettering researchers who highlight current "hot topics" in cancer research. Approximately 500 people attended the November 2011 lecture. The next student-teacher seminar is planned for November 2012.
- To **benefit the community**, the Brooklyn Infusion Center offered lectures on *Nutrition for Disease Prevention and Skin Safety: Are You Sun Safe?* Brooklyn staff provided 208 free blood pressure screenings at the Atlantic Antic Street Festival and distributed information on **smoking cessation** to more than 100 people during Lung Cancer Awareness Month.
- The Office of Diversity Programs in Clinical Care, Research, and Training and the Breast Examination Center of Harlem partnered with Sisters in Pink, Inc. to coordinate a seminar during April's Minority Cancer Awareness Week focused on **breast health empowerment**. The seminar included speakers from Memorial Sloan-Kettering and a viewing of a documentary film by African-American breast cancer survivor Tracy Grant. Approximately 50 community members attended.
- The department of Food and Nutrition Services recorded an audio presentation on *Nutrition After an Esophagectomy* that is posted on the Esophageal Cancer Education Foundation's website. Staff from the department also gave a presentation on *Living Low Microbial* to students at the Bronx High School of Science, showing the food preparation process for immunocompromised populations on a modified diet.

Free Cancer Screenings

Since 1985, Memorial Sloan-Kettering has offered free annual screenings for head and neck cancer and skin cancer to promote the message that early detection and regular screenings can improve treatment outcomes. Healthy eating tips and tobacco-cessation education are presented to individuals participating in the free head and neck cancer screening event. More than **500 people received free cancer screenings** in 2011 at our facilities in Manhattan, Hauppauge, and Basking Ridge, New Jersey.

Memorial Sloan-Kettering's Website

Our website provides more than 12,000 pages of information about advances in research and treatment to benefit people with cancer, now and in the future. The website receives more than four million views each year from unique visitors looking to Memorial Sloan-Kettering to provide them with **facts and guidance related to cancer**.



The *About Herbs, Botanicals and Other Products* database, an online **consumer health library**

maintained by the Integrative Medicine Service on the Memorial Sloan-Kettering website, is available to anyone free of charge and provides a wealth of evidence-based information about herbs, botanicals, supplements, and other products. In 2011, there were over 2.3 million views of the database's pages by more than 187,000 unique visitors. The Integrative Medicine Service also provides a monthly *Nutrition and Cancer Basics* class to anyone in the community free of charge.

Regional Care Network

Memorial Sloan-Kettering's Regional Care Network provides a range of outpatient cancer care services, including medical and radiation oncology, chemotherapy, radiology, and surgery consultations. In addition, neurology, dermatology, integrative medicine, clinical trials, and management of pain and lymphedema are available at one or more locations. The staff of the Regional Care Network sites regularly participate in cancer education activities open to the community.

Sample presentations given in 2011 include *¿Qué Sabe Usted Sobre el Cáncer?* and *Charla Informativa Sobre el Cáncer* presented in Spanish; *Myeloma Update*:

Diagnosis, Treatment, and Side Effects Management; 2011 Updates in the Treatment of Blood Cancers; Mammo Screening and Beyond?; and Frankly Speaking About Cancer: New Discoveries. A collaborative event with the Ray Festa Melanoma Foundation educated hair salon staff in Basking Ridge, New Jersey, on how to detect possible melanoma. Other organizational partners in



Riders in a Bikers Against Breast Cancer tour to raise cancer awareness rallied at Memorial Sloan-Kettering's Basking Ridge site.

2011 were the Hewlett Elementary School, Johnson & Johnson, the Leukemia & Lymphoma Society, Sisters United in Health, the Suffolk County Office of Minority Health, Susan G. Komen of Northern New Jersey, Cancer Support Community, and the Rockville Centre Chamber of Commerce. An estimated **2,610 people were reached** through the network sites' educational events.

Survivorship Support

Memorial Sloan-Kettering's Survivorship Initiative addresses the medical, psychosocial, and general life challenges facing survivors and their families and conducts **research to benefit survivors nationwide**. In honor of National Cancer Survivors Day in June 2011, the hospital hosted multiple celebrations. In total approximately 2,150 people attended survivorship events held in Manhattan, Sleepy Hollow, Long Island, and Basking Ridge, New Jersey.

The Survivorship Initiative's newsletter, *Bridges: Connecting Cancer Survivors*, is a forum where patients and their families can share experiences, gain insight about coping with challenges that arise after cancer treatment, and learn about valuable resources available to them. *Bridges* is distributed to more than 7,500 individuals quarterly and is available online at www.msccc.org/bridges as a free resource.

To expand **survivorship services to underserved populations**, the Survivorship Initiative, with support from the Lance Armstrong Foundation, partners with two New York City community organizations — the Ralph Lauren Center for Cancer Care and Prevention and the Queens Cancer Center. Six hundred and twenty-one survivors at the Ralph Lauren Center and 1,197 at the Queens Cancer Center were helped in 2011. The Survivorship Initiative also hosted representatives from 21 cancer centers and hospitals worldwide interested in developing survivorship programs.

Memorial Sloan-Kettering's Resources for Life After Cancer (RLAC) offers the largest and most comprehensive programming for adult cancer survivors in the New York City area. RLAC provides current and up-to-date information for cancer survivors and their families on insurance and legal issues, quality-of-life programming for optimal symptom management, and a selection of diagnosis-specific groups. RLAC also offers programs for specific populations such as men, women, young adults, and adult survivors of childhood cancers. All programs are **free and open to the community**. RLAC provided 120 programs for 1,260 cancer survivors and their families in 2011.

To support survivors throughout the regional sites' geographic areas, a surviving cancer lecture series is offered. Topics covered in 2011 include *Reconnecting with Friends and Family After Cancer Treatment*; *The Use of Herbs and Botanicals in Survivorship*; *The Benefits of Yoga Following Cancer Treatment*; *Acupuncture to Help Ease the Way After Cancer Treatment*; *What Should I Eat: Nutrition after Cancer Treatment*; and *Mind, Body, Breath: Meditation Following Cancer Treatment*. In addition, programs were provided on the topics of *Lung Cancer: A Panel Discussion for Patients and Families* in partnership with the Cancer Support Community and *Head and Neck Cancer: Moving on After Treatment* in partnership with the Cancer Support Community and the American Cancer Society.

Tobacco Cessation Services for Patients, Family Members, and the Community

Memorial Sloan-Kettering's Tobacco Cessation Program addresses the unique needs of each patient, taking into account a patient's readiness to quit smoking as well as treatment preferences and goals. Patients receive behavioral counseling — to build motivation and skills to manage urges to smoke — 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 **1,500 patients and family members are treated annually for tobacco dependence**.

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

business computer software company, the Tobacco Cessation Program was awarded a federal grant from the National Institute on Drug Abuse to develop an interactive video game to prevent smoking relapse following hospitalization, a high priority for tobacco-dependent cancer patients and other medically ill smokers.

The Tobacco Cessation Program also reaches key underserved populations through collaborations with community organizations serving diverse populations with high rates of tobacco use. For example, the Tobacco Cessation Program is collaborating with The City College of New York's Sophie Davis School of Biomedical Education on a new initiative to increase the community's capacity to address tobacco use. Funded by a grant from the National Cancer Institute, this initiative has worked with the Ralph Lauren Center for Cancer Care and Prevention and the Harold P. Freeman Patient Navigation Training Institute to **train patient navigators to help smokers gain access** to existing community-based cessation services.

Another example of an academic-community partnership focused on tobacco cessation is a project being conducted by Memorial Sloan-Kettering with the Gay Men's Health Crisis and the Sophie Davis School of Biomedical Education. The Tobacco Cessation Program has completed a needs assessment and strategic planning project funded by a grant from the National Cancer Institute in order to identify gaps in service delivery and to develop novel approaches to tobacco prevention and cessation among sexual minorities, including lesbian, gay, bisexual, and transgender individuals, with a special focus on those living with HIV/AIDS.

Finally, the Tobacco Cessation Program is involved in an ongoing collaboration with the South Asian Council for Social Services focusing on understanding health beliefs of South Asian immigrant adults who use gutka, a type of smokeless tobacco associated with 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 education offered to students and healthcare professionals extend the Tobacco Cessation Program's reach well beyond the boundaries of the hospital. Attending staff serve on New York State and national committees focused on tobacco control policy, research, and treatment. As well, the program continues to provide technical assistance nationwide to other Comprehensive Cancer Centers interested in establishing tobacco cessation clinical services.

Access to Quality Healthcare

Memorial Sloan-Kettering subsidizes cancer screening, treatment, and research services to support a high standard of care for people with cancer, including **targeted services for minority and medically underserved populations**. Our training programs prepare the next generation of physicians, scientists, and other healthcare professionals for leadership roles in the life sciences and medicine throughout the world. Examples in 2011 include the following:

Breast Examination Center of Harlem

The Breast Examination Center of Harlem (BECH) 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 2011 more than 5,000 patients accessed services at BECH.

The colonoscopy referral process between BECH and the Ralph Lauren Center for Cancer Care and Prevention continued to address the **complete screening needs of women in the community**. Uninsured women who met the criteria for breast and cervical screening at BECH were referred to Ralph Lauren for colonoscopy procedures at no cost to them.

BECH collaborates with numerous community organizations to increase awareness and educate women about cancer. All events are free to the public. In 2011, BECH participated in more than 60 community-based health fairs and workshops throughout New York City. For example, BECH staff members provided cancer information at the annual health forum organized by the St. Luke's Episcopal Church women's group, resulting in 65 individuals signing up for cancer screening services. BECH's Program Director worked with the Celebration of Life Committee of Kelly Temple to arrange for a clinician speaker at its annual cancer survivors event. During Minority Cancer Awareness Week in April, BECH sponsored a workshop on nutrition and distributed information on smoking cessation. In celebration of Breast Cancer Awareness Month in October, BECH hosted its annual Cancer Survivors' Program, which was titled *Survivorship: The Influence of Integrative Medicine*.

CCNY-MSKCC Partnership for Community Outreach Program

The Partnership for Community Outreach Program (PCOP) is a component of

The City College of New York/Memorial Sloan-Kettering Cancer Center Partnership for Cancer Research, Training, and Community Outreach. The program works to establish, strengthen, support, and sustain relationships with key segments of the community in order to define and address **priorities and concerns about cancer health disparities**.



Memorial Sloan-Kettering's Food and Nutrition Services department provided nutrition education at the PCOP fair in Harlem. Volunteer Alissa Palladina is shown here with a board game developed by the staff on how to select a healthy diet.

and wellness, with a focus on cancer prevention and screening for members of the Harlem community. More than 300 participants attended the fair.

In 2011 PCOP and its community action board, CURB-C (Community United to Reduce the Burden of Cancer), developed an **interactive presentation on colon cancer screening**. Pilot presentations were provided at several Harlem-area senior centers, including the Schomburg Senior Center and The Corner House. Presentations to Harlem and Upper Manhattan community members age 50 and over will continue in 2012. PCOP also held *Step Up! Harlem Health and Activity Fair* to promote health

Immigrant Health and Cancer Disparities Service

The Immigrant Health and Cancer Disparities Service (IHCDs) works to identify the causes of health and cancer disparities among underserved immigrant populations and to develop solutions to alleviate them. Several major initiatives are ongoing at the IHCDs to **address immigrant health and disparities**.

■ The Arab American Breast Cancer Education and Referral Program (AMBER)

This program seeks to increase the utilization of breast cancer early-detection and treatment services by Arab American women through culturally appropriate Arabic language breast health education, screening coordination, and patient support. In 2011, AMBER educated approximately 1,350 women and 100 teens through workshops and events; provided screening coordination to 277 women; and provided 15 breast cancer patients with navigation and support services, including assistance with setting up appointments, interpretation, transportation, bill payment, and obtaining food and clothes.

■ **Food to Overcome Outcomes Disparities (FOOD)**

This program responds to food insecurity and hunger among immigrant and minority cancer patients. FOOD is a demonstration project with two key components: a **medically tailored food pantry** designed to address the food security needs of cancer patients, and a pilot initiative called Food Vouchers for Health. Three food pantries were opened during the program's first year. FOOD has distributed more than 600 bags of nutrient-dense food to 180 different patients — including 70 new patients in the last quarter of 2011.

■ **Integrated Cancer Care Access Network (ICCAN)**

The primary aims of ICCAN are to address social and economic concerns that affect the health of economically and **medically underserved immigrant cancer patients** in order to improve cancer treatment outcomes. ICCAN staff members meet with patients at 11 different hospitals throughout New York City and help to address their socioeconomic and psychosocial needs by connecting them with insurance, transportation, food and nutrition, legal, financial, and psychosocial support resources. The program has linkages with more than 300 culturally and linguistically diverse community-based organizations and assisted more than 850 patients in 2011.

■ **South Asian Health Initiative (SAHI)**

This is a network of community members, organizations, public health practitioners, healthcare providers, and researchers organized to facilitate the delivery of culturally and linguistically sensitive health services to the large and growing South Asian community living in the United States. Since its inception in 2004, SAHI has partnered with the South Asian Council for Social Services. The SAHI Health Camp Project has screened and helped navigate more than 1,000 South Asians into the healthcare system. Many of these individuals were uninsured, lacked primary care providers, and had elevated health measures. Additionally, in September of 2011 SAHI implemented *STEP ON IT!*, a five-day health fair encouraging New York City taxi drivers to be physically more active. **More than 500 taxi drivers participated.**

■ The Ventanilla de Salud (Health Windows)

This program was established to **improve the health of Mexican families** living in the United States. Health Windows helps those participating Mexican families without healthcare coverage to apply for public insurance programs and serves as a trusted information center for referrals and educational materials. In 2011, the IHCDs educated approximately 1,200 individuals and screened 600 people in partnership with the Mexican Consulate.

Integrative Medicine Service

The Integrative Medicine Service provides free clinical care for patients in our hospital. These clinical services include music therapy, touch therapy, acupuncture, yoga, meditation, guided imagery, and dance therapy. In 2011, the service provided 7,766 treatments.



Each month Memorial Sloan-Kettering's Integrative Medicine Service offers a *Touch Therapy for Caregivers* course free of charge to inpatients and their family members.

Several integrative medicine therapists offer **outpatient integrative medicine consultations** free of charge to patients, employees, and anyone in the community. These consultations serve to educate clients about the various integrative medicine therapies available at the service's outpatient facility and provide guidance on which therapies might help address their specific therapeutic needs. There were 253 consultations provided in 2011.

Research

In addition to providing patients with the best possible cancer care, Memorial Sloan-Kettering maintains an extensive clinical research program. Our scientists focus on basic laboratory research, translational research that bridges discoveries made in the laboratory and those made in the clinic, and mathematical and computational research directed at analyzing and interpreting biomedical data.

Through this program, physicians and scientists on our disease-focused research teams initiate new studies and translate basic science findings into new treatment advances. Patients and caregivers can search our **online database of more than 1,000 clinical trials** that examine the safety and effectiveness of innovative treatments, behavioral interventions, or diagnostic approaches.

The Office of Clinical Research (OCR) supports and provides oversight for the clinical research program within Memorial Sloan-Kettering. To **better serve and reach diverse communities**, the OCR supports existing resources for cancer clinical research care at the Queens Cancer Center, SUNY Downstate Medical Center/University Hospital of Brooklyn, and the Ralph Lauren Center for Cancer Care and Prevention. The OCR collaborates with these minority-serving institutions to activate clinical research studies sponsored by Memorial Sloan-Kettering for patients at these sites. Fifty-five patients were enrolled at our partner sites in 2011.

Training of Health Professionals

Training and education are mainstays of Memorial Sloan-Kettering's mission. As early as 1927, John D. Rockefeller, Jr. — who, along with his father, founded the hospital that became Memorial Sloan-Kettering — established the first grant for postdoctoral fellowships for the training of clinicians, scientists, and nurses.

Allied Health Professionals Education

Memorial Sloan-Kettering is home to two schools for allied health professionals. The **School of Cytotechnology** specializes in the study of cells from the human body and trains cytotechnologists to microscopically evaluate cell samples to detect disease. 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. Nine students completed these programs in 2011.

Memorial Sloan-Kettering also serves as the major site for the clinical nutrition and management rotations of New York University's Dietetic Internship Program and Cedar Crest College's Distance Dietetic Internship Program. These **dietetic program student interns** at Memorial Sloan-Kettering complete various food service management and clinical nutrition rotations, which provide supervised practice experiences. Upon successful completion of the dietetic internship program, graduates are eligible to sit for the dietetic registration exam, which is required to become a registered dietitian.

The Integrative Medicine Service typically trains two postgraduate **music therapy interns** per academic year. During 2011, the service received philanthropic support for an additional two interns. This training fulfills a mandatory licensing requirement for music therapists.

The Rehabilitation Service at Memorial Sloan-Kettering provides training to students seeking to gain experience evaluating and treating patients of all ages who have cancer and require **physical and occupational therapy services in the hospital setting**. Students receive direct supervision from a therapist on staff, and have the opportunity to evaluate and develop treatment plans for patients. The 2011 program consisted of four physical and three occupational therapy graduate students.

Nursing Education

Memorial Sloan-Kettering is committed to improving the quality of care for cancer patients through **education of the professional nursing community**. We are the primary training provider of the National Oncology Nursing Society's (ONS) Cancer Chemotherapy/Biotherapy Program in New York City. The program offers a comprehensive review of the knowledge needed to administer chemotherapy and biotherapy, and is very popular with hospitals in the New York metropolitan area. In 2011 the following programs were offered multiple times: *Advancing Nursing Expertise in the Care Management of Elderly Patients with Cancer*, *APHON Cancer Chemotherapy/Biotherapy*, *End of Life Nursing Education Consortium with a Focus on Oncology*, *ONS Cancer Chemotherapy/Biotherapy*, and *ONS Radiation Oncology*.

Also in 2011 nurse educators **visited high schools** in the New York City area to discuss careers in nursing and an on-site summer program for high school students who are interested in a nursing career. The program includes tours of Memorial Sloan-Kettering clinical units, visits to the Nursing Simulation Laboratory, equipment demonstrations, and discussions of area nursing education programs.

Physician Education

Memorial Sloan-Kettering provides highly specialized educational and training opportunities for physicians pursuing advanced training in oncology and cancer-related disease, with a dual focus on patient care and clinical research. We offer training in approximately 80 clinical programs. In 2011 **1,700 physicians received training** at Memorial Sloan-Kettering.

Memorial Sloan-Kettering also offers a clinical observer program through the Office of Graduate Medical Education. A clinical observer is a physician, dentist, or clinical doctor of philosophy who desires to visit Memorial Sloan-Kettering for a period ranging from one day to three months. Five hundred clinical observers visited Memorial Sloan-Kettering in 2011.

In 2011, more than **2,000 participants registered for Continuing Medical Education (CME)** Program courses at Memorial Sloan-Kettering. In addition, hundreds of physicians from outside Memorial Sloan-Kettering attended various Memorial Sloan-Kettering grand rounds throughout the year. The aim of CME Program courses is to enhance professional knowledge, with the immediate goals of stimulating new research ideas and improving patient care and treatment outcomes.

Several courses, including the following, were specifically **targeted to the community and offered at no cost**: *The Central Role of the Primary Care Physician to Optimize Outcomes in Women's Cancers*; *Everything a Primary Care Physician Needs to Know about Leukemia*, co-sponsored by the Leukemia & Lymphoma Society of White Plains; and *A Multicultural Approach to Providing Cancer Care: The Sixth Annual Taking the Road to Eliminate Health Disparities Conference*, co-sponsored by the Suffolk County Department of Health Services, Office of Minority Health.

Also in 2011 the CME Program added to its online educational offerings, which are available free of charge at www.mskcc.org/cme. A primary goal of our online CME activities is to **provide community practitioners with important information** about the diagnosis and treatment of the various cancers that they may be confronting in practice.

Clinicians from Memorial Sloan-Kettering also contribute to professional education efforts in the communities of the Regional Care Network. Lectures given in 2011 include *Updates on the Treatment of Hematological Cancers* for a professional education meeting of the Leukemia & Lymphoma Society; *Melanoma Management* at the New Jersey Pharmacists Association Region III Meeting; *Overview of New Trends in Axillary Management in Breast Cancer* for the Phelps Journal Club at the Phelps Memorial Hospital Center; and an in-service presentation on neutropenia for the nursing staff at the Phelps Memorial Hospital Center.

Student Programs

Memorial Sloan-Kettering offers two main programs specifically designed for medical students — an elective program for students in their final year of medical school and the Summer Student Fellowship Program for students in their first or second years. The eight-week summer fellowship program provides a **closely mentored experience in research and clinical oncology**, with the aims of enhancing students' knowledge about cancer and of promoting future interest in oncology. Four hundred students participated in these educational programs in 2011.

The Summer Pipeline Program for medical students is a companion program to the Summer Student Fellowship Program. Additional funding and research opportunities, supported by the Office of Diversity Programs in Clinical Care, Research, and Training, are **provided to underrepresented minority medical students** to participate in the eight-week research program. Twenty-six students received funding to participate in the program in 2011.

The Summer Clinical Oncology Research Experience (SCORE) is an eight-week program offered to women undergraduates and post-baccalaureate students at City College of New York. Supported by the Memorial Sloan-Kettering Program for Women Faculty Affairs and the MSKCC/CCNY Partnership, the SCORE program offers students the opportunity to engage in clinical research in oncology mentored by a member of the Memorial Sloan-Kettering faculty. In 2011 the program accepted 6 students, three new students and three previous students to work on more advanced research projects.

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. In 2011, ten students — from the High School for Math, Science, and Engineering, in Manhattan, and the World Academy for Total Community Health, in Brooklyn — participated in the program.

The Human Oncology and Pathogenesis Program's Summer Student Program is designed for high school students from underserved populations who are interested in pursuing a career in biomedical sciences. In 2011 the program provided 19 students with a chance to find out more about careers in translational research. Students practiced novel techniques for conducting research experiments and attended enriching training sessions and tours designed to sustain their curiosity for science.

Memorial Sloan-Kettering's Department of Radiology organizes a **summer mentoring program for high school, undergraduate, and post-baccalaureate students**. Each student works in the laboratory of a faculty member from the Department of Radiology and one-on-one mentoring is provided. In 2011 two high school students who participated in the summer 2010 program received fourth place in the chemistry category at the INTEL International Science and Engineering Fair.

The Department of Radiology also participates in Emerging Technologies Continuing Umbrella of Research Experiences, a pilot program to provide specialized training in molecular imaging and nanotechnology to underrepresented students from The City College of New York. The objective of the two-year pilot program was to train four undergraduate or post-baccalaureate students in advanced molecular imaging/nanotechnology and cancer biology in order to develop a pipeline of underrepresented minority students who have received advanced training in those areas. In 2011 three students participated, and to date five students have been trained.

Radiology: Giving Back to New York City is a collaborative program between the Department of Radiology and the New York City Department of Education. The program's overall goal is to **inspire and educate high school students** in careers in healthcare with a focus on radiology. In 2011 we had 13 schools participate, with 78 students and 15 teachers.



3

Changes Affecting Cancer Care in the Community

New Care Facilities

Memorial Sloan-Kettering opened the Sillerman Center for Outpatient Rehabilitation at 515 Madison Avenue in Manhattan at the end of 2010. The center provides expanded state-of-the-art physical and occupational therapy services to **help patients with cancer regain physical function** and a sense of well-being. It occupies 22,500 square feet and houses 15 treatment bays, where staff provide hands-on care in a private setting.



Memorial Sloan-Kettering's new outpatient facility, located at 500 Westchester Avenue in Harrison, NY, is scheduled to open in 2015.

During the fall of 2011 the New York State Department of Health approved Memorial Sloan-Kettering's plan to build a 114,000-square-foot outpatient facility in Harrison, New York. The new site will allow Memorial Sloan-Kettering to offer cancer care services **closer to home** for patients who reside in the Hudson Valley area. The Harrison facility will offer services to detect, diagnose, treat, and care for cancer patients and their families in a friendly, supportive environment.

Treatment Advances

A Memorial Sloan-Kettering study has shown, for the first time, that removing polyps by colonoscopy not only prevents colorectal cancer from developing, but also prevents deaths from the disease. Patients in the study were evaluated for up to 23 years after having the procedure, providing the longest follow-up results to date. The study findings provide strong reassurance that there is a **long-term benefit to removing these polyps** and support continued recommendations of screening colonoscopy in people over age 50.

An international, multicenter study has found that a recently FDA-approved drug called abiraterone acetate significantly **improves overall survival in men with metastatic prostate cancer** by more than 34 percent. Researchers at Memorial Sloan-Kettering, the Institute of Cancer Research, and the Royal Marsden Hospital in the United Kingdom, as well as other cancer centers around the world, published the findings in the May 26, 2011 issue of *The New England Journal of Medicine*.

A five-year education grant from the National Cancer Institute awarded in fall of 2011 and worth more than \$1.4 million will enable City of Hope (an NCI-designated Comprehensive Cancer Center in California) and Memorial Sloan-Kettering to **train nurses working with cancer survivors** throughout the country who are transitioning from active treatment to survivorship care. Nearly 12 million cancer survivors currently live in the United States and experts predict that number will rise as the population ages, making better survivorship care crucial.

Financial Assistance Program

Memorial Sloan-Kettering Cancer Center is committed to **providing financial assistance to uninsured and underinsured** patients in need. The Financial Assistance Program can provide financial help to those who are uninsured and do not qualify for publicly available health insurance, or for those who are unable to pay their portion of fees above insurance reimbursement. Financial counselors are available to work with patients and insurance companies — including Medicare and Medicaid — to help eligible patients access care.

The premise of the program is that all patients are expected to contribute to their care based on their ability to pay, as it is the intention of the hospital to offer financial assistance to our most medically and financially needy patients. Aid is given based on the patient's household income, assets (excluding retirement and education savings), family size, expenses, and medical needs. Each application for assistance is handled confidentially and requires the cooperation of the applicant. Program assistance provided to patients may include reduced out-of-pocket expenses, a time payment plan, or zero out-of-pocket expenses.

In 2008 Memorial Sloan-Kettering 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 or her income is greater than the upper limit. This is because the hospital adjusts patients' income for routine monthly expenses (such as housing and utility costs) to determine disposable income. Memorial Sloan-Kettering also deducts a specific amount from income, based on a patient's family size, as a monthly clothing and food allowance.

The Financial Assistance Program utilizes several strategies to increase patient awareness of the program. These efforts include placement of program brochures in all patient registration areas; mailed notification inserts in each patient's first bill; and ongoing training for billing department staff on communicating financial assistance services. In 2011 there were 1,073 patients who applied for financial assistance, with **47 percent of all cases resulting in no charges to the patient and 22 percent resulting in reduced charges**. Patients and family members may contact the Financial Assistance Program at 212-639-3810 to learn more.

5

Financial and In-Kind Contributions

Afya Foundation

Memorial Sloan-Kettering works with the Afya Foundation, a nonprofit organization based in Yonkers, New York, to **donate medical supplies to health clinics and hospitals in need** across the world. The items donated by Memorial Sloan-Kettering could no longer be used by the Center, and would have otherwise been thrown out. Through this donations program, we are able to divert waste from the local waste stream, while contributing to the healthcare of international communities. In 2011, we donated nearly 4,000 pounds of supplies through Afya, including diagnostic and clinical supplies, IV poles, sutures, reclining treatment chairs, and other materials.

Ralph Lauren Center for Cancer Care and Prevention

Located in Harlem, the Ralph Lauren Center for Cancer Care and Prevention (RLCCCP) is a partnership with Memorial Sloan-Kettering that provides area residents with quality cancer screening, treatment, support, and outreach programs in their own neighborhood. The not-for-profit center was made possible by a generous gift from the Ralph Lauren Corporation. In 2011 Memorial Sloan-Kettering completed restructuring of the Ralph Lauren Center into a single member corporation and contributed to its operating costs.



Gina Villani, MD, MPH, was named Chief Executive Officer of the Ralph Lauren Center for Cancer Care and Prevention in 2011.

The RLCCCP conducted approximately 12,000 patient visits in 2011. **Twenty-six percent of these visits provided care to uninsured patients and 45 percent to patients on Medicaid.** Also in 2011 the facility conducted 2,056 colon cancer screenings — an increase of approximately 30 percent over the previous year. More than 60 percent of these colonoscopies were provided to uninsured patients via grant funding or charity care. Memorial Sloan-Kettering's Resources for Life After Cancer program works collaboratively with the RLCCCP to develop survivorship programs for its patients.



6

Community-Building Activities

Big Brothers Big Sisters Workplace Mentoring Program

The Big Brothers Big Sisters of New York City Workplace Mentoring Program is an educational, vocational, and cultural program that matches **volunteers from Memorial Sloan-Kettering staff** with local high school students aged 13 to 17. Volunteer mentors are screened and trained to work with students in a group setting, helping them to learn about workplace etiquette, careers, resume writing, presentation skills, high school/college applications, and more. Ten students from the Coalition School for Social Change High School, in Manhattan, were mentored in the 2010-2011 academic year.

Community Coalitions and Healthcare Boards

Memorial Sloan-Kettering staff members participate in numerous **volunteer committees and boards** to support the health and welfare of the public. A partial list of these organizations includes the American Cancer Society Eastern Division Board; Arab American Community Task Force; Arthur Ashe Institute Health Disparities Center External Steering Committee; Mercy Medical Center Cancer Program Board; Morris County Coalition; New York Cancer Leaders Group; New York State Breast and Cervical Cancer Advisory Council; New York City Cancer Health Literacy Task Force; New York Immigration Coalition Language Advisory Committee; New York State Colorectal Cancer Guidance Group; New York State Cancer Consortium Clinical Trial Subgroup; New York State Ovarian Cancer Advisory Council; Phelps Memorial Hospital Cancer Commit-

tee; Somerset County Coalition, South Asian Council for Social Services Board; SUNY Downstate School of Medicine Program Advisory Committee; and Westchester County Coalition.

Memorial Sloan-Kettering's Green Initiatives

To reduce the substantial amount of energy and material resources we consume, Memorial Sloan-Kettering's "Green Team" committee identifies organization-wide opportunities to **reduce waste and conserve resources** that benefit the environment and the local economy. In 2011 we conserved energy by achieving 90% computer shutdown at night, and we recycled 1.5 million pounds of cardboard, paper, bottles, and cans. To ease traffic congestion and our environmental impact, employees are encouraged to utilize mass transit and carpooling options available through our vendor Carpool World. Several bike parking stations are also available to staff and we are collaborating with city officials to become a site in New York City's bike share program. The hospital's Food and Nutrition Services department serves produce selected from local farms on Long Island and in New Jersey when available. During the growing season, staff, patients, and visitors can purchase local produce at a monthly farmer's market in the cafeteria. The Doe Fund, a local nonprofit organization, collects the hospital's fryer oil for reprocessing into biodiesel fuel.

North Help Coalition

The Northern Manhattan Healthcare Emergency Liaison Partnership (North Help) is a hospital coalition comprising Mount Sinai Medical Center, Memorial Sloan-Kettering Cancer Center, and Lenox Hill Hospital. It is funded by the US Department of Health and Human Services to **improve the system of care for vulnerable populations** with special medical needs in the event of a disaster; to provide strategies and tools for providers and patients in New York City and populations served by the North Help Coalition; and to improve hospital resilience during disasters by reducing non-acute patient influx to hospitals. The Coalition engages in an integrated planning and information-sharing model with other stakeholders, including the New York City Department of Health and Mental Hygiene, the New York State Department of Health, the Regional Emergency Medical Services Council, the National Kidney Foundation, and the New York Organ Donor Network.

PROMISE

As part of the Immigrant Health and Cancer Disparities Service's Language Initiatives Program, the Program for Medical Interpreting Services and Education (PROMISE) provides **training in medical interpreting for bilingual individuals who are unemployed or underemployed**, including veterans and disabled individuals. PROMISE seeks to enhance the marketability of these individuals, by developing their bilingual skills, and to serve as a resource for hospitals, healthcare institutions, and other organizations who are seeking professional medical interpreters. Since its beginning in the fall of 2011, PROMISE has conducted a marketing campaign; recruited over 200 bilingual individuals; trained more than 75 bilinguals who speak Spanish, Mandarin, or Russian; and implemented a job placement system that has helped more than 90 percent of students who completed the program find employment.

Summer Youth Internship Program

The Breast Examination Center of Harlem (BECH) participates in New York City's annual six-week Summer Youth Internship Program for school-age children. In 2011 two high school students were invited to participate and received education on appropriate work behavior and healthcare practices, training for their individual job responsibilities, and tours and presentations at BECH and other Memorial Sloan-Kettering facilities.

Raising Community Awareness

With cancer being the leading killer of Americans under the age of 85, an important part of our mission is to disseminate information on cancer prevention, screening, early detection, and treatment options, and to provide support for patients. These objectives are accomplished in a variety of ways, including:

- Promotion of Memorial Sloan-Kettering's website, www.mskcc.org, for the most up-to-date information on treatment protocols for various forms of cancer, and ways to contact individual physicians and researchers with cancer-related questions.
- Promotion of Memorial Sloan-Kettering's toll-free Physician Referral Service to **help people** seeking treatment or a second opinion **gain access** to world-renowned physicians.
- Promotion of our Resources for Life After Cancer program and our Survivorship Initiative to communicate the availability of medical services and follow-up care and programs to monitor for possible recurrence, identify and manage the effects of cancer and its treatment, and boost health among cancer survivors.
- Distribution of *Community Matters*, the quarterly newsletter Memorial Sloan-Kettering distributes to 60,000 local area residents and organizations. It **informs members of the community** about our services, free screenings, lectures, and other free events open to the public.
- Promotion of community programs and services via direct mail, flyers, calendar listings, e-mail communications, social media, online promotion, public service announcements, and advertising.

Memorial Sloan-Kettering's Community Service Plan provides summary information on our community programs and financial assistance services. It is mailed to local elected officials and organizations, is publicized through our community newsletter, and is available on our website, www.mskcc.org. Community members who wish to provide input on our community programs may do so by calling the community information line at 212-639-3199, or by sending an e-mail to communityaffairs@mskcc.org.



Memorial Sloan-Kettering Cancer Center

PHYSICIAN REFERRAL

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GENERAL INFORMATION

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www.mskcc.org

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