



2014 Community Service Plan

Update on Activities to Benefit the Community

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OUR MISSION

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 RESEARCH, EDUCATION, OUTREACH, AND COST-EFFECTIVE PATIENT CARE.

COMMUNITY HEALTH INITIATIVES

Our mission at Memorial Sloan Kettering (MSK) drives our local community initiatives, which seek to improve access to cancer information, prevention, care, and research. In addition, the global community benefits from advances in cancer care and treatment made possible by our clinical and basic research efforts and education and training programs. We support numerous programs that benefit our patients, caregivers, and their families, as well as neighborhood residents.

The 2014 Community Service Plan Update highlights MSK's community benefit activities that directly respond to key health priorities that the New York State Department of Health would like hospitals and other health providers to address between 2013 and 2017. Our community programs also address several leading causes of preventable illness and death, as outlined by the New York City Department of Health.

In this report, we describe our health promotion efforts in the areas of: **Prevent and Treat Cancer, Promote a Healthy and Safe Environment, Enable Tobacco-Free Living, and Increase Access to Cancer Care.**

PREVENT AND TREAT CANCER

CANCER CARE SERVICES

Today, more than half of all patients diagnosed with cancer can be cured, and many others will live long, meaningful lives even with their disease. But it is crucial to get the correct diagnosis and the most appropriate treatment right from the start.

Our sole focus is cancer, and it has been for more than a century. Our doctors have unmatched expertise in diagnosing and treating all types of cancer. They use the latest technology and the most innovative, advanced therapies to provide the best chance for a cure. The close collaboration between our doctors and our research scientists also means that new drugs and therapies developed in the laboratory can be moved quickly to the bedside, offering patients better treatment options.

We cared for a total of 137,159 patients in 2013 (an increase of almost 5 percent from 2012), including 124,955 patients (91.1 percent) from the tristate area; 10,638 patients (7.8 percent) from other parts of the United States; and 1,566 patients (1.1 percent) from other countries. These patients accounted for 22,326 admissions to our hospital and 571,922 outpatient visits. MSK's inpatient hospital is located in midtown Manhattan. We also have several outpatient treatment centers in Manhattan, with additional facilities in Brooklyn, Long Island, Westchester County, and northern New Jersey.

CANCER SCREENING

Early detection and regular screening exams can improve cancer treatment outcomes. MSK offers **free annual screenings** for head and neck cancer and skin cancer at our facilities in Brooklyn, Manhattan, Hauppauge, Long Island, and Basking Ridge, New Jersey. Healthy eating tips and tobacco cessation education are presented to individuals participating in the free head and neck cancer screening. Approximately 800 people (a 14 percent increase from 2012) received free cancer screenings in 2013. A total of 66 abnormalities were detected through our free screening efforts and patients received referrals for follow-up care at MSK or elsewhere.

To help people determine whether lung cancer screening will benefit them, MSK has developed a lung cancer screening decision tool that is completely free and confidential. The online questionnaire is accessible at www.mskcc.org/lungscreening. We also provide low-dose computed tomography (CT) screening for longtime smokers between the ages of 55 and 74 through our Lung Cancer Screening Program. Eligible individuals

receive an initial CT scan, then follow-up scans one and two years later. If an abnormality is detected, MSK physicians can use minimally invasive techniques to take a biopsy and, if cancer is detected, expertly treat the disease.

COMMUNITY EDUCATION

- MSK's Community Matters quarterly newsletter is mailed to more than 60,000 residents and organizations in New York City. It informs members of the local community about our services, free screenings, lectures, and other free events open to the public. It also provides **health education content on cancer prevention**, care, and treatment. In 2013, two special editions of Community Matters were developed for outreach to 20,000 residents of Commack, New York, and Basking Ridge, New Jersey, who live near our facilities in those locations.
- We sponsor a free series of talks for the community called *CancerSmart* that provide information about the latest developments in cancer treatment, research, and patient support. Programs are archived for viewing on the *CancerSmart* webpage, www.cancersmart.org. In 2013, approximately 800 people (versus 475 in 2012) attended five talks in person and via webinar.
- Staff members from MSK's Regional Care Network also lecture on cancer-related topics to corporate, school, faith-based, and community-based audiences. Subjects in 2013 included: *A Future Free of Colon Cancer...Is It Possible?*; *Skin Safety*; *Breast Health*; *Perspectives on Women and Cancer: An Afternoon Tea*; *Prostate Cancer: To Screen or Not to Screen? Clearing Up the Confusion*; *Cancer Treatment: How to Make Informed Choices about Standard Care and Clinical Trials*; and *Making Health Insurance and Entitlements Work for You*.
- In celebration of Breast Cancer Awareness Month, MSK sponsored a two-day Breast Cancer Awareness Fair open to the public in October 2013 at our Evelyn H. Lauder Breast Center location. Representatives from a variety of departments provided information and educational materials on cancer prevention, screening, and treatment.
- In November 2013, MSK scientists highlighted current "hot topics" in cancer research at our eighth annual student-teacher seminar. Approximately 500 people (up from 300 people in 2012) attended the discussion in person and via webinar.
- The 65+ Program — supported in part by the Joachim Silbermann Family Program in Aging and Cancer — sponsors monthly educational lectures of interest to the elderly, and an annual "Morning of Health."

The 2013 “Morning of Health” talk, which focused on the benefits of physical activity among older adults receiving cancer treatment, attracted 126 attendees.

- MSK nurses frequently present to community groups on cancer care topics and careers in nursing. Activities conducted in 2013 included a review of cancer screening guidelines at the Christian Fellowship Seventh Day Adventist Church and a presentation on prostate cancer screening at the Cathedral Community Cares Program, the Cathedral Church of St. John the Divine, and at Antioch Baptist Church.

ONLINE INFORMATION AND SOCIAL MEDIA OUTREACH

MSK’s website has nearly 20,000 pages devoted to patient care, research, and education. The majority of these pages contain information about advances in research and treatment that will benefit people with cancer now and in the future. Our website receives more than 4 million unique visitors each year who rely on MSK for 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 MSK’s website— is available free of charge and provides a wealth of evidence-based **information about herbs, botanicals, supplements**, and other products. In 2013, there were more than 2.2 million views (a substantial increase over the prior year) of the database’s pages by more than 660,000 unique visitors. In December 2013, the About Herbs app for smart devices ranked eighth among iPhone medical apps.

In addition to traditional methods of online community education and outreach, MSK is increasingly involved in the use of web- and social media-based methods to communicate with the public. Information and dialogue are now provided through Facebook, YouTube, and Twitter to the more than 60,000 individuals we engage with through these channels.

SUBSIDIZED HEALTH SERVICES

MSK’s Psychiatry & Behavioral Sciences Service subsidizes clinical services to help **meet the psychosocial needs of our patients**, providing outpatient and inpatient care at no cost to those insured by New York Medicaid. Nurses also offer education about tobacco cessation for staff, patients, and community members throughout the year. Almost 700 individuals received these services in 2013.

MSK’s Integrative Medicine Service (IMS) offers free clinical services for our hospital’s inpatients. During 2013, we provided 8,756 treatments,

which included music therapy, touch therapy, acupuncture, yoga and yogic breathing, meditation and guided imagery, karate, and dance.

The IMS also offers **outpatient consultations to anyone in the community**

free of charge. These discussions inform clients on the various integrative medicine therapies offered at our outpatient facility

and which therapies might help address their specific needs. We provided 394 integrative medicine consultations in 2013. Integrative medicine services are available to outpatients and members of the community on a fee-for-service basis. As a free service to the community, the IMS offers classes on nutrition and cancer basics once every other month and provides an online video of its Touch Therapy for Caregivers course.



Pediatric patient Aryssa Arneaud practices traditional martial arts — adapted for the hospital setting — with Robin Hardbattle, an instructor for Memorial Sloan Kettering's Integrative Medicine Service. The department offers complementary therapies to help patients better cope with the stresses of cancer diagnosis and treatment.

SUPPORT FOR CANCER SURVIVORS

MSK's Survivorship Initiative addresses the physical, psychological, and information needs of patients who have completed treatment and conducts research to benefit survivors nationwide. With support from LIVESTRONG, the Survivorship Initiative partners with two New York City community organizations — the Ralph Lauren Center for Cancer Care and Prevention (RLCCP) and the Queens Cancer Center (QCC) — to expand survivorship services to underserved populations.

The Survivorship Initiative also provides consultations for other cancer centers, health systems, and hospitals interested in developing their own survivorship programs. In 2013, our experts met with representatives from 26 institutions worldwide and with numerous local organizations to help them learn more about MSK's program.

MSK's Resources for Life After Cancer (RLAC) is the largest and most **comprehensive program for adult cancer survivors** and their families in the New York City area. RLAC provides up-to-date information on insurance, employment, and legal issues and education on ways to improve

quality of life through the management of side effects of cancer and treatment. RLAC also offers support groups for people with certain types of cancer and for specific populations such as men, women, young adults, and adult survivors of childhood cancers. Programs are available online and in person and are co-led by social workers, nurses, and physical therapists. All activities are free and open to the community. RLAC provided 160 programs and reached more than 1,000 individuals in 2013.

Our Regional Care Network offers dozens of free seminars each year to serve cancer survivors who live and work outside New York City. In 2013, topics included: *Cancer Survivorship with the Help of Integrative Therapies; Tools for Stress Management; Promoting Healthy Lifestyles Through Movement; Helping Children and Teens Through a Parent's Cancer; Lymphedema; Cancer and the Holidays — Finding a Balance; Managing the Dermatological Side Effects of Cancer Treatment; and Healthy Nutrition Following Cancer Treatment*.

Bridges: Connecting Cancer Survivors is a 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 for them. *Bridges* is available online at www.mskcc.org/bridges and 7,000 printed copies are disseminated each quarter as a free resource.

MSK also hosted four survivorship celebrations in observance of National Cancer Survivors Day in 2013. Those in attendance heard keynote speakers describe their cancer experiences and were offered educational materials related to cancer survivorship and support. Approximately 400 people attended the Manhattan event; 1,000 attended the Long Island event; 450 attended in New Jersey; and 300 attended in Westchester.

PROMOTE A HEALTHY AND SAFE ENVIRONMENT

ENVIRONMENTAL EFFORTS

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 energy efficient and green, reduce waste, and recycle; promote healthy food and beverages; and engage our staff.

As a participant in the NYC Mayor's Hospital Carbon Challenge, we continue to make progress toward our **goal of reducing carbon emissions** by 30 percent by 2019. In 2013, we identified additional opportunities to improve our energy efficiency, implemented measures to

reduce the amount of electricity and steam we use, and expanded efforts to educate staff on how to conserve energy. Additionally, we submitted an updated Climate Action Plan to the NYC Mayor's Office of Long-Term Planning and Sustainability that outlined our energy and climate strategies. To support our commitment to green buildings, we participate in the NYC Healthy Building Roundtable, which was organized by the Healthy Building Network to share best practices among New York City organizations.

We made it easier to recycle in 2013 by introducing "single stream" recycling at our inpatient hospital, where staff and visitors can put all recyclable items into one bin. We now recycle paper, cardboard, all types of plastic, metal, and glass and continue to reduce the amount of waste we send to the landfill. We also continue to reuse items internally through our Materials Exchange webpage and to donate clinical items that can no longer be used at MSK. Last year, we **donated over 12 tons of equipment** through the Afya Foundation to hospitals in need in Ethiopia, Kenya, Botswana, Haiti, and Nicaragua.

MSK continues to build upon and expand our initiatives related to food and food service products. We are a voluntary participant in the NYC Department of Health and Mental Hygiene's (DOHMH) Healthy Hospital Food Initiative, which involves implementing NYC food standards in four areas: beverage vending, food vending, patient meals, and cafeteria meals. Initiatives include removing candy and unhealthy items from vending machines, highlighting diet beverages and water in vending machines and the cafeteria, and removing advertising of high-calorie beverages. In April 2013, the NYC DOHMH's Healthy Hospital Food Initiative Hospital Spotlight recognized the efforts of MSK's Food and Nutrition Service and Employee Health and Wellness Service to support a healthier food environment.



Memorial Sloan Kettering is committed to conserving resources and reducing the institution's environmental impact. We have donated thousands of pounds of ice packs to Citymeals-on-Wheels, which uses them to preserve food delivered to homebound, elderly New Yorkers.

In 2013, MSK participated in Transportation Alternatives' first New York City Bike Commuter Challenge to help alleviate traffic congestion and

promote health and wellness. Forty five staff members used a bicycle to commute to and from work for a week, resulting in a combined total of over 1,700 miles biked.

The nonprofit organization Practice Greenhealth recognized MSK's sustainability programs with a 2013 Partner for Change with Distinction award.

PUBLIC HEALTH

Public health is a priority at MSK. Our Emergency Preparedness Program works to reduce risk and respond to emergencies affecting MSK. 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 the community's capacity to prepare for and respond to an emergency.

Staff members from MSK's Emergency Preparedness Program were selected to participate in the NYC Department of Health and Mental Hygiene (DOHMH) Healthcare Coalition Workgroup, which was formed to recommend improvements to the organizational structure and function of healthcare coalitions focused on disaster preparedness and response in New York City. This workgroup was facilitated on behalf of the NYC DOHMH by the Columbia University Mailman School of Public Health and was assembled in the months after Hurricane Sandy struck the greater NYC area.

MSK is also a member of the Radiation Injury Treatment Network (RITN). RITN is comprised of 60 bone marrow transplant centers, donor management centers, and cord blood banks that are collectively preparing for the response to a massive number of casualties that would result from the toxic impact of chemical warfare on human bone marrow. Funded by the Department of the Navy, RITN partners with federal and healthcare agencies, as well as with facilities that specialize in treating immuno-compromised marrow. A cooperative effort of the National Marrow Donor Program and the American Society for Blood and Marrow Transplantation, RITN services can be activated as needed by the National Disaster Medical System at participating hospitals.

MSK shares best practices in emergency preparedness during quarterly National Cancer Centers collaboration meetings with other academic medical centers across the US. Locally, MSK is active in the NYC DOHMH Emergency Preparedness Coordinators group and the Greater New York Hospital Association Emergency Preparedness Coordinating Council.

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

ENABLE TOBACCO-FREE LIVING

MSK's Tobacco Treatment Program addresses the unique needs of each individual, taking into account his or her readiness to quit smoking as well as treatment preferences and goals. Participants receive behavioral counseling to build motivation and coping skills to manage urges to smoke and support in the use of tobacco cessation medications. Services are offered in person and via telephone and are supplemented with educational print materials. We treat approximately 1,750 smokers for tobacco dependence every year.

The program provides extensive education at community-based health fairs and cancer screening initiatives. We also give cancer prevention and health promotion talks with a particular focus on smoking cessation at community forums targeting cancer survivors. Community presentations during National Minority Cancer Awareness Week in April 2013 highlighted the challenges and progress made in **addressing 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 working world. Program staff deliver lectures on the health risks of tobacco use to elementary, middle, and high school students.

All staff members of the Tobacco Treatment Program are involved in ongoing research and 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, MSK collaborates with Queens Cancer Center to offer technical assistance and training to primary care physicians in Queens who treat tobacco dependence.

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 following hospitalization — a high priority for tobacco-dependent cancer patients and other ill smokers.

The Tobacco Treatment Program also reaches key underserved populations through collaborations with community organizations and primary care providers serving diverse populations with high rates of tobacco use. For example, with funding from the National Cancer Institute, the Tobacco Treatment Program has partnered with the New York University College of Dentistry to test new strategies 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.

The Tobacco Treatment Program continues to collaborate with the City College of New York's Sophie Davis School of Biomedical Education, the Ralph Lauren Center for Cancer Care and Prevention in Harlem, 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 academic-community partnership focused on tobacco cessation is the Tobacco Treatment Program's collaboration with the Gay Men's Health Crisis and the Sophie Davis School of Biomedical Education. The initiative has identified gaps in service delivery and developed **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 Treatment Program, the South Asian Council for Social Services, and MSK's Immigrant Health and Cancer Disparities Service are working together to understand the health perceptions of South Asian immigrant adults who use gutka, a type of smokeless tobacco associated with an elevated risk of oral cancer. 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 the boundaries of the hospital. For example, the program lectures advanced practice nurses on evidence-based treatment of tobacco dependence at the Columbia University School of Nursing. Several Tobacco Treatment Program faculty serve on New York State and national committees focused on tobacco control policy, research, and treatment. In addition, 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 program recently received a grant to disseminate and implement tobacco treatment guidelines in community oncology-care settings.

INCREASE ACCESS TO CANCER CARE

MSK's singular focus is to provide access to state-of-the-art patient care and clinical research opportunities, including targeted services for minority and medically underserved populations. To support access to quality cancer care throughout the world, our training programs prepare the next generation of physicians, scientists, and other healthcare professionals for leadership roles in the life sciences and medicine. The following initiatives illustrate our efforts to increase access to care.

BREAST EXAMINATION CENTER OF HARLEM

Memorial Sloan Kettering's 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. Patients and their partners are offered tobacco cessation education and referrals to smoking cessation programs. In 2013, more than 4,100 patients received services at BECH.

Uninsured women who come to BECH for breast and cervical cancer screening and meet certain eligibility criteria also receive screening for colorectal cancer through funding from the New York State Cancer Screening Program. Patients with positive results and those who are at high risk for developing colon cancer are referred for a colonoscopy procedure. All services are at no cost to patients.

BECH hosts an annual health and wellness seminar in recognition of National Minority Cancer Awareness Week in April. A total of 75 people attended the 2013 program *Moving from Awareness to Action*, which was translated into Spanish and focused on cancer prevention, screening, and strategies to adopt healthy behaviors.

In 2013, BECH also participated in 51 community health fairs and educational events throughout New York City, Westchester County, and New Jersey. All events were free to the public and provided information about the latest developments in cancer prevention, treatment, and research.



MSK radiologist William Alago discusses the importance of early cancer detection at a community event in Harlem.

For example:

- BECH collaborated with the women's group at St. Luke's Episcopal Church during their annual health forum. As a result of this month-long outreach effort, 79 women (compared with 45 in 2012) received information about cancer prevention and wellness and the services that BECH offers.
- The 23rd Annual Living with Cancer Conference was held at Memorial Sloan Kettering. BECH **collaborated with community partners** to host the event for cancer survivors and their caregivers.
- BECH collaborated with the Southern New York Chapter of the National Multiple Sclerosis Society, the Independence Care System, the Initiative for Women with Disabilities, and New York Lawyers for the Public Interest to offer the program *Women and MS: Taking Charge of Your Health*. BECH's Health Educator served on the planning committee and presented on cancer screening.

FINANCIAL ASSISTANCE PROGRAM

MSK is committed to providing financial assistance to uninsured and underinsured patients in need. 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.

It is MSK's intention to **offer financial assistance** to our most medically and financially needy patients. 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.

In order 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 300 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. We understand that each individual 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 2013, 1,456 patients (25 percent more than in 2012) applied for financial assistance, with 47 percent of cases resulting in no charges to the patient and 14 percent resulting in reduced charges.

IMMIGRANT HEALTH AND CANCER DISPARITIES SERVICE

MSK's Immigrant Health and Cancer Disparities Service (IHCD) works to identify the causes of health and cancer disparities among underserved immigrant populations and develops solutions to alleviate them. Several major outreach initiatives administered by the IHCD include:

- **Arab Health Initiative**

The Arab Health Initiative provides patient education in Arabic, helps patients to 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 utilize breast cancer early detection services. In 2013, AMBER educated approximately 1,000 women and 50 teens, coordinated screening for over 400 patients, and provided navigation and support services to help 20 cancer patients overcome barriers to treatment. We have also added a colorectal cancer education component to the program, through which 50 men and women received information about colon cancer screening and the benefits of early detection.

- **Integrated Cancer Care Access Network**

The primary aim of the Integrated Cancer Care Access Network is to address social and economic concerns that affect the health of economically and medically underserved immigrant cancer patients in order to improve treatment outcomes. Multilingual facilitators meet with patients at 11 different hospitals throughout New York to help address the psychosocial and socioeconomic needs and concerns that impact the health of this population. The facilitators connect patients with **culturally and linguistically relevant** insurance, transportation, food and nutrition, legal, financial, and psychosocial support resources. The program works with more than 300 community-based organizations and helped more than 850 patients in 2013.

- **Food to Overcome Outcomes Disparities**

Food to Overcome Outcomes Disparities (FOOD) improves access to nutritious food among immigrants and minorities with cancer and other chronic illnesses to help them complete medical treatment.

FOOD maintains several pantries in Manhattan, Bronx, Queens, and Brooklyn, serving more than 450 patients and their families and distributing more than 3,500 bags of nourishing food in 2013.

- **The Health Fair Program**

The Health Fair Program provides thousands of immigrants with free health screening services, health counseling, and referrals to primary care providers who can help prevent and manage chronic diseases such as diabetes, high blood pressure, high cholesterol, and dental disease. In 2013, we conducted a total of ten **community health fairs** around the city and provided services to approximately 300 community members. An additional 700 community members participated in the Health Fair Program in partnership with other IHCD services, including Ventanillas de Salud and the Taxi Network (see below).

- **South Asian Health Initiative**

The South Asian Health Initiative (SAHI) is a partnership of community- and faith-based organizations, public health professionals, healthcare providers, researchers, and advocates. SAHI facilitates the delivery of culturally and linguistically sensitive health services to the large, growing South Asian population living in the United States. SAHI is co-directed by the South Asian Council for Social Services.

In 2013, SAHI organized *South Asian Health: From Research to Practice and Policy*, a conference in which participants reviewed current research, identified gaps, and developed an agenda to address the staggering, overlapping risk of cardiovascular disease and cancer in the South Asian community. An actionable research and practice plan was developed to improve health disparities in this population.

- **Taxi Network**

The Taxi Network contributes to research, prevention, and interventions

addressing health issues among the NYC taxi driver

community. There are more than 230,000 taxi drivers in the US and nearly 50,000 in New York City. Taxi drivers are at increased risk for poor health — including cancer and cardiovascular disease — due to stress, diet, sedentary lifestyle, environmental exposures, inadequate access to healthcare services, and safety concerns. The Taxi Network assesses the health needs of this community and works toward eliminating health disparities in this population.

In 2013, the Taxi Network staff surveyed 200 NYC taxi drivers to assess their health and occupational needs and concerns. Preliminary data revealed a compelling need for improved access to affordable health

services and insurance. Drivers consistently identified stress as a major problem. We are investigating social and support networks for the drivers and are developing a culturally tailored stress-reduction intervention.

- **Ventanillas de Salud**

Ventanillas de Salud (Health Windows) was created by the Mexican Consulate as a collaboration between government and private organizations to eliminate barriers to healthcare in the growing Mexican-American population. MSK's IHCD serves as the lead agency for this program and partners with the Mexican Consulate to provide disease-prevention activities for Mexican families in New York City. In 2013 we provided information to more than 30,000 people and assisted 1,875 individuals with referrals for social services and support.

INSURANCE ADVOCACY

To support **access for as many patients as possible** to MSK's high-quality cancer care, we continue to pursue and maintain relationships with all of the major health plans. We also have contracts with most of the national transplant and specialty networks that serve cancer patients who need a bone marrow transplant.

We continue to pursue relationships with our area Medicaid Managed Care plans to ensure continued access for Medicaid beneficiaries. To that end, we have been working with the Department of Health to develop a demonstration project to provide cancer patients with Medicaid access to an NCI-designated Comprehensive Cancer Center such as MSK. We also continue to reach out to all of the local health plans on the New York health insurance exchange that do not currently contract with MSK in order to help their members access our services.

MSK CANCER ALLIANCE

The Memorial Sloan Kettering Cancer Alliance is a transformative initiative to **improve the quality of cancer care** and the lives of cancer patients by bringing evidence-based, world-class standards to community healthcare providers. Currently, the vast majority of cancer care in the United States is delivered by community oncologists, but cancer advances can take years to be adopted in a community setting. The MSK Cancer Alliance is working to accelerate the pace of integrating the latest advances in cancer care into a community setting and to create a new model to reduce the barriers to high-quality cancer care that many patients and families face. Hartford HealthCare, a five-hospital system in Connecticut, was chosen in 2013 to be its charter member.

RALPH LAUREN CENTER FOR CANCER CARE AND PREVENTION

The Ralph Lauren Center for Cancer Care and Prevention (RLCCCP) continues to partner with MSK to provide cancer screening and treatment **services to underserved populations in Harlem** and the surrounding community. In 2013, RLCCCP facilitated 12,807 visits, a significant increase from prior years. In 2014, the RLCCCP will expand its services to include lung cancer screening for high-risk populations.

To better serve the needs of its patients, the RLCCCP has expanded its navigation efforts by creating a multidisciplinary team for each oncologist, which includes navigators who assist patients from the time of diagnosis to completion of treatment and beyond. A clinical nurse navigator focuses on medical issues, working with the oncologist to ensure that patients understand their diagnosis and treatment plan. A lay navigator works with patients to eliminate barriers such as transportation and to link them to services in the community as needed.

Following the lead of the US Department of Health and Human Services' Office of Minority Health, the RLCCCP has implemented an Ambassadors of Health program in order to increase colon cancer screening awareness and ultimately build a healthier community. This outreach program seeks to **empower community volunteers** to become colonoscopy navigators by training them to do outreach in their own organizations, residences, clubs, and churches. Moving forward, RLCCCP plans to expand the program by increasing participation among younger members of the community, African-Americans, and volunteers from the Ralph Lauren company.

TRAINING AND EDUCATION

Training and education are mainstays of MSK's mission that benefit the delivery of cancer care worldwide. We offer educational opportunities for students in high school, individuals working toward their bachelor's, MD and PhD degrees, as well as training and continuing education for practicing health professionals. Below are highlights of several of MSK's initiatives in training and education.

- **Gerstner Sloan Kettering Graduate School of Biomedical Sciences**
MSK's doctoral program trains basic laboratory scientists to work in research areas related to human disease, with a focus on cancer. Six students graduated in May 2013.
- **Weill Cornell Graduate School of Medical Sciences, Sloan Kettering Division**
A collaboration between Weill Cornell Medical College and MSK's Sloan Kettering Institute, our school trains new biomedical

researchers. In 2013, 30 students received their PhD degrees from the Weill Cornell Graduate School of Medical Sciences.

- **Training for Fellows, Residents, and Clinical Observers**

MSK provides highly specialized educational opportunities for physicians pursuing advanced training in oncology and cancer-related

diseases, with a focus on both patient care and clinical research. We offer approximately 80 clinical programs in which we **trained approximately 1,700 physicians** in 2013.

We 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. The main goals of these programs are to help residents develop and build the knowledge and clinical skills required to apply evidence-based guidelines and standards in tailoring treatment plans to maximize patient care and outcomes. In the 2013-2014 academic year the adult oncology program accepted four pharmacy residents and the pediatric oncology program accepted two pharmacy residents.

MSK also 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 non-clinical activity. More than 600 clinical observers visited MSK in 2013.

- **Continuing Medical Education**

In 2013, more than 2000 people 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.

The CME Program sponsored numerous activities to address professional development needs for practitioners from diverse backgrounds and for those **working with diverse communities**. The program jointly sponsored *SPARC: Achieving Successful and Productive Academic*



Cancer biologist Johanna Joyce (center) with Gerstner Sloan Kettering graduate Karen Hunter (right) and Weill Cornell PhD recipient Stephanie Pyonteck.

Research Careers with the Weill Cornell Medical College Office of Faculty Diversity and the Rockefeller Institute for Medical Research. This free CME course successfully increased interest and knowledge of academic medicine careers among minority and female medical students.



In 2013, MSK was named a leader in lesbian, gay, bisexual, and transgender (LGBT) healthcare equality by the Human Rights Campaign Foundation. The designation considers factors such as non-discrimination policies for LGBT patients and employees; a guarantee of equal visitation for same-sex partners and parents; and LGBT health education for hospital leadership staff.

The CME Program also sponsored *Safe Zone LGBT Allies Training*. This free series of courses helps participants learn about lesbian, gay, bisexual, and transgender (LGBT) identities; understand institutional issues that impact LGBT patients and staff; and acquire the skills to serve as an LGBT Ally. This ongoing educational initiative serves to encourage community sensitivity and awareness.

MSK awards CME credits to non-MSK physicians who attend departmental grand rounds given by the Integrative Medicine Service and the Immigrant Health and Cancer Disparities Service. Approximately 1,000 physicians attended these grand rounds presentations in 2013.

Healthcare professionals in areas surrounding MSK's Regional Care Network locations were offered opportunities to attend free CME programs on various topics. Some of these programs were offered in partnership with local institutions.

During 2013, the CME Program added to its online educational offerings posted at www.mskcc.org/cme. The primary goal of our **free online CME activities** is to provide community practitioners with important information about the diagnosis and treatment of various cancers that they may be confronting in their practice.

- **Continuing Education for Nurses**

MSK offers Continuing Nursing Education courses on topics such as adult and pediatric chemotherapy and biotherapy, radiation therapy,

end-of-life care, and the management of elderly patients with cancer. More than 400 registered nurses from MSK and elsewhere attended our courses in 2013.

- **Medical Student Education**

MSK offers two programs for medical students. Our four-week elective program for students in their final year of medical school provides a hands-on introduction to clinical training under the supervision of our fellows and faculty. Our eight-week 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 400 students participated in these educational programs in 2013.

The Summer Pipeline Program complements the Summer Student Fellowship Program by providing **funding for underrepresented minority medical students** to participate in an eight-week summer research program. A total of 23 African-American, Hispanic, and Native American medical students participated in 2013.

- **Health Professions Education**

In 2013, MSK's Rehabilitation Service hosted 13 occupational therapy and 18 physical therapy student observers interested in exploring and applying for occupational or physical therapy programs. We also provided training for two occupational therapy students and two 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.

The Integrative Medicine Service also hosts two to four post-graduate music therapy interns each academic year. This training fulfills a mandatory licensing requirement for music therapists.

MSK librarians contribute to the information science profession by presenting information of interest at conferences and meetings. Three hundred people participated in educational presentations and workshops provided by our library staff in 2013.

- **Educational Opportunities for College and Post-Baccalaureate School Students**

The Summer Clinical Oncology Research Experience is an eight-week program offered to female undergraduate and post-baccalaureate

students in the Continuum of Undergraduate Research Training program at City College of New York and Hunter College. In 2013, 16 honors students participated in the program, which encourages women to participate in clinical cancer research.

The Clinical Oncology Open Learning (COOL) Scholars program is a monthlong summer internship program designed to **encourage female undergraduates** to consider careers as oncology physicians. In 2013, five COOL scholars from Rutgers, Pace, and Stony Brook Universities were placed at MSK's five suburban campuses.

The Sloan Kettering Institute's Laboratory Research Technician Internship Program hosted six undergraduate student interns in 2013, all interested in experiencing what it is like to work as a research technician. This ten-week summer program allows students to apply the knowledge and skills they have acquired in their academic coursework and previous laboratory experiences in one of the Institute's research labs or core facilities.

Underrepresented students receive specialized **training in molecular imaging** and nanotechnology through the Emerging Technologies Continuing Umbrella of Research Experiences: Research Training Program in Molecular Imaging and Nanotechnology. Two undergraduate students from the City College of New York (CCNY) participated in the program in 2013. Funding for the program was received through an American Recovery and Reinvestment Act supplement to the CCNY/MSK Cancer Center Partnership, Training, and Community Outreach grant.

The Department of Radiology organizes a Summer Mentoring Program for trainees at different stages in their education. The growing program has doubled in size, with 33 high school students, undergraduate students, post-baccalaureate students, and MD students participating in 2013. Faculty members of the Department of Radiology provide **one-on-one mentoring** to program participants. Trainees work on either clinical- or laboratory-based research projects and learn how a research question is developed and studied. All students are expected to summarize their projects with either a poster or an abstract and then present their research at a symposium.

A **radiology training program** for students at Hostos Community College provides the students with the high-level training necessary for the skill-based field of radiography. Six seniors and four juniors participated in 2013. The training focuses on the rationale for skills

performed in radiographic care and what results can be expected from the correct versus the incorrect techniques. Students are also engaged in hands on patient care to meet the clinical objective of the program. By completion of the internship, students have spent sufficient time within all clinical areas of the hospital requiring radiologic intervention, preparing them to become effective technologists.

- **Educational Opportunities for High School Students**

The Human Oncology and Pathogenesis Program (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 research 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. Twenty high school students participated in the Summer Student Program in 2013.

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 ten 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 2013. We also employed a former Summer Exposure Program student to mentor participants and provide additional administrative support.

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 Radiology. Initiated in 2004 by Dr. Hedvig Hricak, Chair of MSK's Department of Radiology, the program invites juniors from NYC public high schools to participate in an essay writing contest. The overall goal is to **inspire interest in healthcare careers** focused on radiology. In 2013, 74 students and 15 teachers and guidance counselors from 11 schools participated in the program.

- **Workforce Development Initiatives**

Now in its third year, the Immigrant Health and Cancer Disparities Service Program for Medical Interpreting Services and Education (PROMISE) continues to provide **training in medical interpreting** for bilingual individuals, including, but not limited to, the foreign born, women, and individuals with disabilities. PROMISE strives to augment the marketability of unemployed or underemployed residents of NYC

by capitalizing on their bilingual skills and preparing them to become a desirable resource for hospitals, healthcare institutions, job training programs, agencies, commercial interpretation services companies, and other organizations seeking professional interpreters. In 2013, PROMISE trained more than 60 individuals who speak Spanish, Arabic, and Mandarin and continued its robust job coaching and placement support system (including a supervised volunteer practicum program with major public and private hospitals).

The Young Adult Internship Program is a training program sponsored by The Door for young adults who are trying to enter the workforce. Interns are assigned to agencies and organizations that are willing to help them gain work experience and find jobs. MSK's Breast Examination Center of Harlem (BECH) invited two young adults to work on-site, where they learned about healthcare delivery, received job training, completed work assignments, and participated in tours and presentations held at BECH and other MSK facilities.

MSK also partners with Big Brothers Big Sisters of New York City to provide local **high school students with exposure to the workplace**. In 2013, seven students from the Coalition School for Social Change were matched with and mentored by professionals from various departments at MSK.

CONCLUSION

MSK's 2014 Community Service Plan Update provides summary information about our programs of benefit to the community. It is mailed to local elected officials and organizations and publicized through our community newsletter. It is also available by mail upon request and on our website. Visit www.mskscc.org/communityserviceplans.



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