

2018 Community Service Plan Update



Memorial Sloan Kettering
Cancer Center

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

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INTRODUCTION

The 2018 update to the Community Service Plan (CSP) highlights the MSK mission-driven programs and activities that are designed to benefit the health of the community and address the critical health needs identified in our most recent community health needs assessment. Our programs support our neighborhood residents and the community at large, as well as our patients and their caregivers and families. They also directly address the health priorities outlined in the New York State Department of Health's 2013–2018 Prevention Agenda, which focuses on several leading causes of preventable illness and death.

The most recent statistics, from 2017, show that the total number of patients seen at MSK facilities was 162,875:

- 145,750 patients (89.5 percent) from New York, New Jersey, and Connecticut
- 13,221 patients (8.1 percent) from other parts of the United States
- 3,904 patients (2.4 percent) from other countries

In addition, there were:

- 23,078 admissions to our inpatient hospital in midtown Manhattan
- 665,593 outpatient visits to our outpatient treatment centers in Manhattan, Brooklyn, Westchester County, and New Jersey, as well as on Long Island

2018 CSP UPDATE: ADDRESSING THE TOP FIVE IDENTIFIED HEALTH NEEDS

MSK conducted a 2016–2018 community health needs assessment (CHNA) to identify the most critical cancer-related health concerns currently facing residents in our 23-county area, including New York, New Jersey, and Connecticut. Representatives from 22 community-based organizations throughout our region, serving diverse populations, participated in a series of community forums offered in person and via webinar. The results highlighted 20 key areas of interest to community members, from which MSK focused on the top five as institutional priorities. Below is an overview of the top five identified priorities and how we responded to them in 2018.

- 1. PREVENTION PROGRAMS**
- 2. COLLABORATIVE INITIATIVES**
- 3. KNOWLEDGE GATHERING ON MULTICULTURAL AUDIENCES**
- 4. FINANCIAL ASSISTANCE**
- 5. EDUCATIONAL MATERIALS IN MULTIPLE LANGUAGES**

1. PREVENTION PROGRAMS

In keeping with MSK's goals to prevent communicable diseases and to assist in pushing the priorities of the New York State Department of Health's 2013–2018 Prevention Agenda, we increased prevention programs, free cancer and cardiovascular disease screenings, and community participation through MSK's Immigrant Health and Cancer Disparities Service programs and the Tobacco Treatment Program.

» Immigrant Health and Cancer Disparities Service

MSK's Immigrant Health and Cancer Disparities Service (IHCD) operates a range of community programs in partnership with hospitals and prominent community organizations to prevent communicable diseases in underserved, immigrant, and multicultural populations through the following programs:



The Immigrant Health and Cancer Disparities Service's Arab Health Initiative is educating the community about colon cancer.

Food to Overcome Outcomes Disparities: IHCD operates Food to Overcome Outcomes Disparities (FOOD), a hospital-based food pantry program addressing food insecurity among immigrant and underserved people with cancer by providing free nutritious food that's appropriate for people with cancer, education, and materials. In addition to the food pantry at MSK, the program maintains eight pantries throughout Manhattan, the Bronx, Queens, and Brooklyn. In 2018, FOOD served roughly 728 people with cancer (561 patients in 2017) and their families and distributed more than 5,568 free bags of nourishing food (4,084 free bags in 2017). FOOD provides both shelf-stable items as well as fresh fruits and vegetables in partnership with GrowNYC and the Green Bronx Machine. In 2019, the program will open a pantry at MSK's Brooklyn Infusion Center aiming, to serve 100 patients and distribute 500 bags of free nourishing food.

The Taxi Network: The Taxi Network addresses health disparities among the immigrant taxi-driving community in New York City through prevention interventions, free health screenings, assessments, and referrals to culturally appropriate and affordable healthcare. Through health fairs at taxi garages, mosques,

and community-based organizations, taxi drivers receive free screenings for diabetes, cardiovascular disease, hypertension, and cancer risk factors. Participants complete interviews with a doctor or nurse, covering their medical history, access to healthcare, smoking history, alcohol intake, and physical activity. Each participant receives nutrition and physical activity education and materials. A robust follow-up protocol is administered for participants in need of further counseling. Between 2015 and 2018, more than 3,050 New York City taxi drivers received free screenings at our health fairs. In 2018, we increased our health fair volume from four to six per week and reached more than 1,200 taxi drivers (600 drivers in 2017). We aim to reach an additional 1,000 taxi drivers in 2019.

Arab Health Initiative: The Arab Health Initiative (AHI) provides patient education in Arabic, helps patients access healthcare services, and conducts research to improve health outcomes among Arab Americans. Its premier service, the Arab American Breast Cancer Education and Referral program (AMBER), helps Arab American women in New York City attain early detection and treatment services. In 2018, AMBER educated more than 1,000 women and provided more than 300 women with breast cancer screenings (450 women in 2017). Following screenings, AMBER staff supported five women who were diagnosed with cancer with navigation and treatment completion services at MSK and other New York City hospitals. Additionally, AHI's colorectal cancer education program reached 200 individuals (150 individuals in 2017) and provided screenings for 75 people (40 people in 2017). In 2019, AHI will continue education and screening efforts in the Arab American community.

By partnering with community and religious organizations, AHI has:

- educated 1,000-plus women about breast cancer and early detection
- screened 300-plus women for breast and cervical cancer
- educated 200-plus people about colorectal cancer
- helped 75-plus people gain access to colorectal cancer screenings

Ventanillas de Salud (Health Windows): Health Windows was created by the Mexican consulate as a collaboration between its government and private organizations, aiming to eliminate barriers to healthcare in the growing Mexican American population. IHCD serves as its lead agency and partners with the consulate to provide free health screenings, patient education, workshops, health insurance plan enrollment assistance, navigation to care, and referrals to primary care and healthcare providers. In 2018, 12,318 people received health information (12,500 in 2017) and 668 people received referrals to social services (600 in 2017). In addition to consulate-based workshops, during Binational Health Week 1,620 community members received breast cancer and healthy lifestyle education. Following a review of national screening guidelines and eligibility for insurance coverage, 61 individuals were referred to screenings (40 referrals in 2017). In 2019, Health Windows will increase early detection services by educating 250 participants on breast and colorectal cancer, and we will provide free information, screening, and services to a minimum of 900 participants.

Integrated Cancer Care Access Network: MSK's Integrated Cancer Care Access Network (ICCAN) improves treatment outcomes by addressing the social and economic concerns that affect the health of economically and medically underserved people with cancer. Multilingual facilitators meet with patients at 15 hospitals throughout New York to address the psychosocial and socioeconomic needs and concerns that impact their health. In 2018, MSK established the Coalition for Housing and Health with other medical, legal, and housing professionals to assess and address pressing housing needs among underserved people with cancer and other chronic diseases. ICCAN worked with 300 community-based organizations and helped more than 800 adults (600 in 2017) and 25 pediatric cancer patients and their families (25 pediatric cancer patients in 2017). In 2019, the program will continue its expansion to address and solve our patients' issues and concerns.

Language Initiatives Program: Addressing Language Barriers in Healthcare: IHCD's Language Initiatives Program supports policy developments both locally and nationally that address language and cultural barriers to care, and provides training in medical interpreting and cultural and linguistic responsiveness for bilingual individuals seeking work or currently working in healthcare. We developed target modules for interpreter continuing education and offered them to interpreter members of our Language Advisory Working Group. Graduates from the training program include Planned Parenthood staff, Brooklyn College students, MSK's Nurse Residency Program participants, and providers and frontline staff at community health facilities who interface with non-English-speaking patients. In 2018, IHCD developed a mobile app for remote simultaneous medical interpreting – the style of interpretation used at the United Nations – which will be finalized in 2019.

» Tobacco Treatment Program

MSK's Tobacco Treatment Program (TTP) addresses the unique needs of each patient, including their readiness to quit smoking, treatment preferences, and goals. TTP also provides programs addressing health disparities among tobacco-dependent people with low incomes or in underserved communities. Participants may receive behavioral counseling, recommendations for tobacco-cessation medications, and printed education materials. In 2018, MSK received 4,106 unique referrals to provide treatment for tobacco dependency, with 1,234 patients accepting treatment.



MSK staff take part in training to become certified tobacco treatment specialists.

As a national leader in the treatment of tobacco dependency and cessation, TTP contributes to building the capacity and workforce of certified tobacco treatment specialists (TTSs) through training, education, and research. One notable example is **Translational Research Education and Training to Eliminate Tobacco Disparities (TREND)**, funded by the National Cancer Institute (NCI) and operating in partnership with the City College of New York. TREND's focus is to **reduce tobacco-related cancer health disparities** by equipping students who are underrepresented in the field.

In 2018, TREND provided a weeklong training conducted by the University of Massachusetts Center for Tobacco Treatment Research and Training – one of 12 institutions in the country that certifies TTSs – for 12 participants, including New York City Department of Health community health workers, to become a TTS. Through a pilot project focused on understanding the impact of the new federal Department of Housing and Urban Development smoke-free policy, TREND connected with New York City Department of Health community health workers who serve New York City Housing Authority (NYCHA) residents in the East Harlem neighborhood. These community health workers provide education, counseling, and resources to NYCHA residents who participate in the Harlem Health Advocacy Program (HHAP). In a pilot program, HHAP provided smoking cessation counseling to ten participants, eight of whom completed the tobacco cessation program.

TTP collaborates with the South Asian Council for Social Services and IHCD to focus on understanding the health perceptions of South Asian immigrants who use gutka, a smokeless tobacco with an elevated oral cancer risk. The findings will guide future efforts to develop and evaluate culturally sensitive efforts to prevent and reduce gutka use.

TTP is dedicated to reaching oncology professionals who serve vulnerable, high-risk populations. Another NCI-funded training grant, **Assessment and Treatment of Tobacco Dependence in Cancer Care**, provides training three times a year for oncology care providers who treat tobacco-dependent people with cancer. Since the grant's activation in 2017, 85 participants have completed the training.

In 2018, TTP concluded a five-year NCI-funded research effort, in partnership with New York University School of Medicine, that tested new strategies designed to improve the treatment of **tobacco dependence among low-income smokers seeking dental care** at 18 federally qualified health centers. The program trained 461 dental care providers (53 percent more the original goal) and referred nearly 600 smokers for cessation treatment in New York City.

TTP staff remain engaged in ongoing research, such as the NCI-funded clinical trial **Integrating Tobacco Treatment into Cancer Care**. This trial, done in collaboration with Massachusetts General Hospital, sought to develop and test safe and effective cessation interventions for people who are newly diagnosed with cancer. The results of the five-year study were presented to the American Society of Clinical Oncology and will be published in medical journals in 2019.

2. COLLABORATIVE INITIATIVES

» Inclusive Outreach

To increase collaborative initiatives with community-based organizations **servicing the Hispanic community in northern Brooklyn**, MSK designed targeted outreach strategies, known as the Multicultural Outreach Initiative (MOI). In 2018, the MOI expanded its partnership with the Refugee and Immigrant Center for Education and Legal Services' senior center to an additional center in the Red Hook neighborhood of Brooklyn and developed a partnership with the MSK Geriatric Resource Interprofessional Program (GRIP) to facilitate **health education workshops** and track learnings to respond most effectively to the community's needs. To date, the MOI has educated 150-plus community members, conducted 80 blood pressure and body mass index screenings, and facilitated 18 referrals (six direct and 12 indirect or to primary care). In addition to the collaboration with GRIP, the MOI has two additional sustainability efforts:

1. The **Caregiver Pilot** was established in response to quantitative analysis conclusions, which indicated that familiarity with MSK was lower among Hispanic caregivers between age 24 and 34. With El Puente as the premier community partner, the pilot explores ways to provide services and resources to this targeted audience through a comprehensive community outreach and engagement program.



MSK staff and friends bring our culture of care to the community at the 49th Annual African-American Day Parade in Harlem.

2. The scope of the **Patient and Community Access Pilot** will test a proven access system developed for vulnerable populations that follows new and existing patients from their initial appointment through survivorship, connecting them with financial, social, and emotional resources at MSK and externally as needed. Outcomes data will help determine the functionality of a formalized program in MSK inpatient and outpatient settings, as well as integration of the model into daily operations.

» Holistic Community Engagement

As part of MSK's effort to **increase collaborative initiatives with community-based organizations**, we moved forward with the multiphase implementation of a customer relationship database to better track, coordinate, and measure the impact and effectiveness of MSK's community initiatives. In 2018, we automated community event and program management, collecting and curating attendance, participants' referral sources data, and program satisfaction. We also created a feature to systematically collect postevent qualitative feedback from MSK staff. With this information, we can:

- develop a holistic market view and profiles of our partners in the target community so that MSK resources can be appropriately prioritized
- implement strategic engagement initiatives to build meaningful knowledge and awareness for the target consumer audience, new regional sites, and MSK initiatives
- efficiently and effectively manage communications and events with community partners and the target consumer audience at scale
- systematically collect data and report to assess the effectiveness of tactics

3. KNOWLEDGE GATHERING ON MULTICULTURAL AUDIENCES

MSK conducted comprehensive consumer research throughout 2017 and 2018 to better understand the needs of the Hispanic population in New York and New Jersey. **Qualitative research** was done through in-depth interviews with Hispanic patients and caregivers as well as focus group interviews with the general Hispanic population. **Quantitative research** was done by comparing feedback from 700 individuals representing the general Hispanic population with 465 bicultural Hispanic people with cancer, caregivers, and individuals concerned about cancer. In 2018, the final analysis showed that the Hispanic population is less inclined to think of MSK for their cancer treatment; however, once aware of MSK, the **Hispanic population is more likely to consider MSK** for their treatment and think of the institution positively. Preferred channels include more personal communication touch points delivered through credible sources. Communications and marketing programs are in development to address the identified needs expressed by the community.

4. FINANCIAL ASSISTANCE

MSK is **committed to providing financial assistance** to patients with the greatest medical and financial needs, including uninsured and underinsured patients who cannot afford to pay for medical care or who cannot access health insurance. Each application for aid is handled confidentially, in cooperation with the applicant, and is determined based on household income and family size. Hospital and physician fees are reduced or totally forgiven for qualifying patients.

To help a broad range of patients, our income eligibility guideline for free care is **500 percent above the federal poverty level – well above the required level of 300 percent**. A patient may qualify for assistance even if their income exceeds the upper limit. We understand that each patient has a unique financial situation and encourage patients to contact our Financial Assistance Program to receive more information. In 2018, 1,805 people were approved for financial assistance, and 60 percent of them had no charges to the patient.

Patients may also receive help with costs unrelated to treatment – such as rent, transportation, food, or childcare – through our Department of Social Work. In 2018, 2,234 patients received aid for nonmedical costs and supportive needs.

We utilize several strategies to **increase patient awareness** of our Financial Assistance Program, with efforts that include community outreach materials, program brochures in all patient registration areas, notification inserts mailed with each patient's first bill, and ongoing patient communication training for our billing department staff. Information about financial assistance is available at the dedicated phone number 212-639-3810 and online at mskcc.org/financial-assistance.

5. EDUCATIONAL MATERIALS IN MULTIPLE LANGUAGES

The Patient and Caregiver Engagement Department's team of health education specialists collaborates with MSK's expert healthcare providers to equip people with cancer, their caregivers, and the public with accurate, reliable information and empower them to participate in their cancer care. The department translates educational information into any language upon request and currently **has educational resources available in Arabic, Chinese, French, Hebrew, Italian, Korean, Polish, Russian, and Spanish**. As of October 2018, we have translated 87 percent of our resources (3,779 resources translated out of 4,348). As with all of MSK's educational resources, translations are available to the public at mskcc.org/pe.

BEYOND THE CHNA: PROGRAMS TO BENEFIT THE COMMUNITY

INCREASING ACCESS TO HIGH-QUALITY CANCER CARE

» Cancer Screenings

Early detection and regular screening exams can improve cancer treatment outcomes. In 2018, we increased screenings by 50 percent, and more than 1,000 people benefited from the free annual screenings for head and neck cancer and skin cancer sponsored by our facilities in Manhattan, Westchester County, and Hauppauge, on Long Island, in New York; and in Monmouth County and Basking Ridge in New Jersey. We provided a total of 19 screenings to the community (eight at MSK facilities and 11 off-site). MSK is seeking to expand its on-site screening programs, specifically at our new MSK Nassau facility, which is opening in 2019.

» Ralph Lauren Center for Cancer Care

The Ralph Lauren Center for Cancer Care (RLC) is a Harlem-based cancer prevention and treatment program and New York State Article 28 Certified Diagnostic and Treatment Center. In 2018, MSK filed a certificate of need to incorporate the RLC onto its operating certificate. This step deepens our longstanding partnership and will expand the services provided while strengthening the RLC's ability **to meet the cancer-related needs of Harlem residents** and surrounding underserved communities. Some highlights from 2018:

- The most recent data, from 2017, shows that the RLC received 11,387 patient visits.
- The Prostate Screening Program was launched in the summer of 2018, and 13 percent of men screened were referred for further examination.
- The **Nutrition Program** completed 900 nutrition consultations, distributed 268 10- to 15-pound bags of free nutritious food, and conducted 50 free nutrition group workshops tailored for people with cancer.



Minority Cancer Awareness Week nutrition workshops and farmers market at the Ralph Lauren Center Cancer Care.

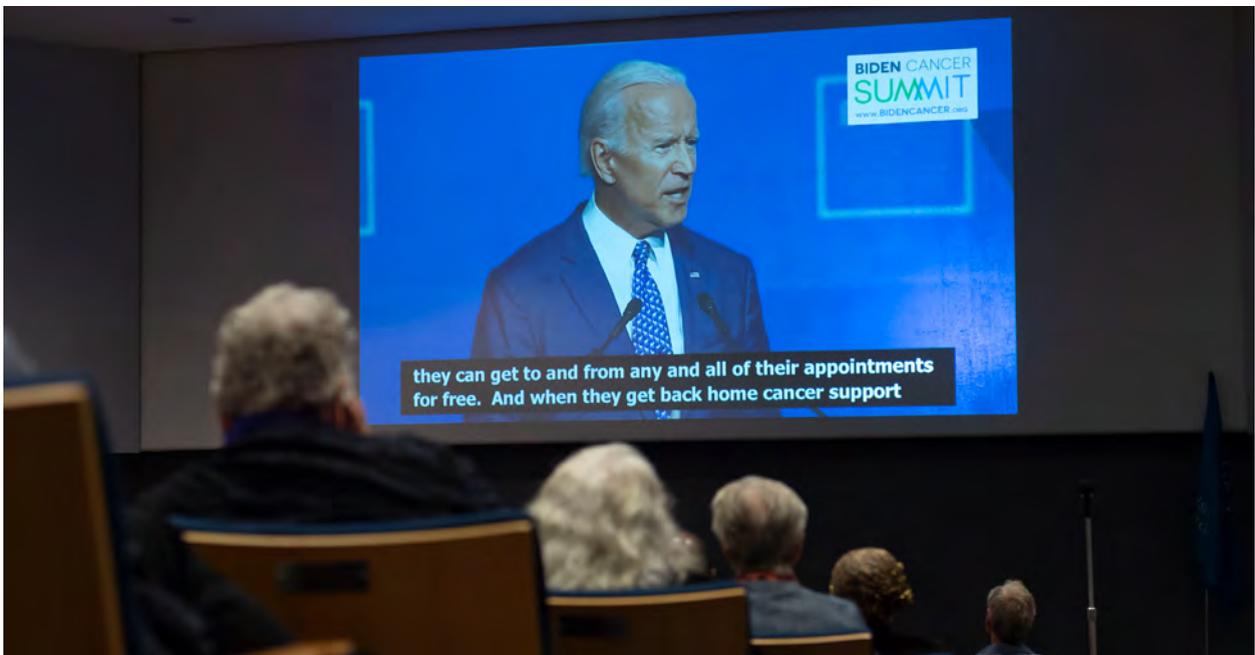
- The RLC hosted MSK’s Cancer*Smart* en Español, a colorectal cancer forum provided in Spanish.
- The RLC participated in 66 community outreach events, reaching 5,000-plus community members.
- It hosted 13 **Brother to Brother** meetings, which provide free support and educational programs for African American men with prostate cancer.
- The RLC hosted six **Healthy Harlem Wellness** events, providing free fitness and nutrition demos and cancer screenings.

» Breast Examination Center of Harlem

MSK’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. Uninsured women who come to BECH for breast and cervical cancer screenings and meet certain eligibility criteria also receive screening for colorectal cancer through funding from the New York State Cancer Services Program. Patients with positive results and those who are at a high risk of developing colon cancer are referred for a colonoscopy. BECH nurse practitioners also provide information and literature to women and their partners on the devastating effects of tobacco and on cessation programs. All services are free.

In 2018, more than 1,439 patients received free services at BECH. There was community outreach at 30 fairs and educational events, offering free information about the latest developments in cancer prevention, screening, diagnosis, and treatment. Highlights from 2018 community events include:

- the 28th Annual Living with Cancer Conference at Calvary Hospital, a free conference attended by 150 community members affected by cancer and healthcare professionals
- the Minority Cancer Awareness Week event “Reducing Cancer Risk through Good Nutrition”
- events with community partners in Harlem and the Bronx for Breast Cancer Awareness Month about the importance of breast cancer screening and risk factors

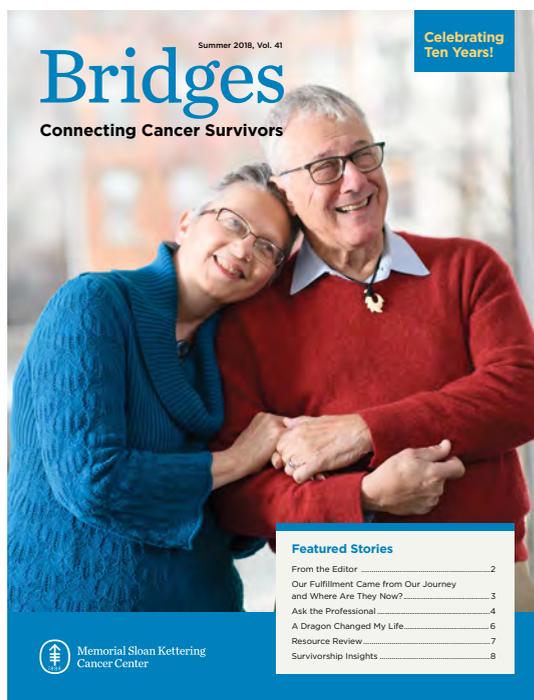


MSK’s Office of Diversity Programs participated in the 2018 Biden Cancer Summit.

LIVING BEYOND CANCER

MSK is as dedicated to helping people live their lives to the fullest as we are to treating their disease. The Cancer Survivorship Center offers robust programming that is free and open to the public, addressing the physical, psychological, emotional, and spiritual needs of people who have completed treatment. Some 2018 highlights include:

- **Resources for Life After Cancer (RLAC)** is the largest comprehensive program for adult cancer survivors and their families in New York City. It is led by social workers, nurses, and physical therapists. In 2018, RLAC provided 155 programs and reached more than 1,788 people.
- During **“A Day of Respite”** for National Caregivers Month, MSK launched a full day of supportive programming, with workshops, a drop-in caregivers support group, presentations on coping during the holidays, and other educational resources.
- **Bridges: Connecting Cancer Survivors** is a free quarterly newsletter for patients and their families to share experiences, gain coping insights, and learn about resources available to them after cancer treatment. *Bridges* is available online at www.mskcc.org/bridges. In 2018, 34,000 print copies were distributed, and subscriptions increased 37 percent, reaching 4,000 subscribers.
- In observance of **National Cancer Survivors Day in 2017 and 2018**, several MSK outpatient facilities hosted events, with keynote speakers sharing their cancer experiences and educational materials related to cancer survivorship and support. Approximately 2,825 participants attended events throughout Manhattan, on Long Island, and in New Jersey and Westchester County.



Bridges newsletter

COMMUNITY OUTREACH AND EDUCATION

MSK actively participates at community events to present cancer-related topics and distribute educational materials to the public. Our doctors, researchers, nurses, and staff members are available to lecture on cancer-related topics. We encourage the public to contact Community Affairs at communityaffairs@mskcc.org with questions and to request participation at community or educational events. We also raise awareness and understanding about cancer through a broad range of ongoing efforts to engage the community, including:

- **MSK's CancerSmart** educational programs are free and open to the public, providing the latest information on cancer-related topics in person, via Facebook Live, or as a webcast. In 2018, *CancerSmart* was **offered in Spanish** to community members at the Ralph Lauren Center for Cancer Care. Roughly 450 people attended our 2018 talks, with 25,000-plus views on Facebook. *CancerSmart* talks are archived for viewing at www.cancersmart.org.
- MSK's **Virtual Programs** offer live online education, support, and resources for people with cancer, their caregivers, and community members. MSK professionals lead these free sessions, which are confidential and provide convenient access to education and support throughout the care continuum. The virtual programs are available to the public at mskcc.org/vp.



CancerSmart en Español at the Ralph Lauren Center for Cancer Care.

- Our **website**, mskcc.org, provides current information on treatment for different cancers, including clinical trials, as well as contact resources for our doctors and researchers. In 2018, the website attracted more than 10 million users.
- Our toll-free **Physician Referral Service**, at 800-525-2225, is MSK’s primary point of entry and contact for our patients. Staffed by 30 professionally trained nurse assistants, this service helps people connect with our world-renowned doctors for treatment or a second opinion.
- MSK’s **social media channels** raise awareness among large, engaged audiences of our commitment to finding better approaches to preventing, diagnosing, and treating cancer, as well as our models of patient care and scientific and medical excellence. **Facebook** is our most active community, with 139,000-plus active users. On **Twitter**, we share our thought leadership to our 63,000-plus followers and provide real-time updates to larger, active conversations. **Instagram** brings to life the people of MSK and provides 19,000-plus followers with an authentic image of our work among staff and in the community.

ENVIRONMENTAL SUSTAINABILITY

MSK’s sustainability initiatives underscore our commitment to fostering health and wellness among our patients, staff, and community. Our staff-engaging programs include efforts to make our more buildings energy efficient and resilient, and to reduce waste, increase recycling, and promote healthy food and beverages.

In 2018, for the fourth year in a row, MSK was awarded the prominent **Top 25 Environmental Excellence Award** by Practice Greenhealth (PGH), which identifies MSK as one of the top 25 hospitals in the nation for sustainability practices — and the only hospital in New York State to be honored in this category. MSK was also awarded PGH’s **Greening the OR Leadership Award**, which is given to one hospital annually, and seven individual PGH **Circles of Excellence Awards** for outstanding performance in healthcare sustainability.

For the fifth consecutive year, MSK's Food and Nutrition Department received **Gold Star status** from the **New York City Department of Health's Healthy Hospital Food Initiative**. To maintain this status and a lasting healthier food environment for patients, their families, and our staff, MSK has continued to build on a wide variety of successful initiatives to implement these standards across the organization.

Throughout 2018, MSK continued to advance our **No Antibiotics Ever (NAE)** initiative, which responds to concerns about the increased prevalence of antibiotic-resistant bacteria stemming from the overuse of antibiotics in animal agriculture. NAE works to convert MSK's purchasing of the poultry and beef served in our facilities to antibiotic free, with poultry raised on an all-vegetarian diet and beef on a grass-fed diet.

The **New York City Mayor's Carbon Challenge** is a voluntary program for universities, hospitals, and commercial owners and tenants in New York City to reduce their building-based greenhouse gas emissions by 30 percent or more within ten years. MSK first accepted the challenge in 2009, committing to reduce emissions by 30 percent by 2019. In 2018, MSK surpassed the yearly goal, with a 35 percent carbon reduction, and we have committed to work toward an additional goal of reaching a 50 percent reduction in emissions by 2025.



MSK staff volunteer to sort medical supplies donated to the Afya Foundation.

MSK's Medical Supplies and Equipment Recovery (Donation) Program, in partnership with the **Afya Foundation**, donated thousands of pounds of surplus medical supplies, equipment, and furniture. Donated items are recovered and donated to support populations in need, mitigate health crises globally, and avoid using landfills. In 2018, Afya and MSK staff organized three "sortathons," with MSK staff and local volunteers preparing to ship donations to verified in-need health facilities, including the Foundation for African Medicine and Education and the Catholic Diocese of Geita in Tanzania, the Ministry of Health and Holy Family Hospital in Ghana, the British Virgin Islands Medical Association, federally qualified health centers in Puerto Rico, Adams University and Medical Center in Ethiopia, and various Hurricane Florence relief organizations in North Carolina.

HEALTHCARE EDUCATION

Training and education are mainstays of MSK's mission to improve the delivery of cancer care worldwide. We offer educational opportunities for students achieving their high school, college, medical, or doctoral degrees, as well as training and continuing education for practicing healthcare professionals.

» Educational Opportunities for High School Students

Human Oncology and Pathogenesis Program (HOPP): MSK is dedicated to attracting bright young minds to the world of biomedical research and to opening opportunities to minority students to foster diversity in the scientific landscape. In 2018, 25 high school students participated in the **Summer Student Program**, which offers promising high school students who interested in translational research an unparalleled opportunity to work with world-class researchers. The program is committed to attracting minority students who are underrepresented in the sciences to apply. In 2017, HOPP rolled out the **Science Enrichment Program**, funded by the National Cancer Institute, which hosted ten students from financially disadvantaged and minority backgrounds for one year of in-depth training in cancer biology, laboratory skills, and professional development, leading to internships in lab research or clinical research.



The Summer Student Fellowship Program funds participation for underrepresented minority medical students.

Summer Exposure Program: MSK's Office of Diversity Programs offers this six-week program designed to expose diverse high school students to careers in science, medicine, and research. A total of 14 students from the University Heights High School in the Bronx and the World Academy for Total Community Health in Brooklyn participated in the program in 2018.

Radiology: MSK's Department of Radiology selects high school students enrolled in public high schools throughout New York City to explore careers in healthcare, focusing on science, technology, engineering, and math. The coming year marks the program's 15th anniversary, with its largest group yet: 128 students. The program's collaborators include the New York City Department of Education and colleagues from the U54 Partnership with the City College of New York (CCNY). The addition of the CCNY-MSK National Institutes of Health-funded U54 Partnership has enabled the addition of five student internships to the program, which were awarded in 2018.

» College and Postbaccalaureate Educational Opportunities

Summer Undergraduate Research Program: The Gerstner Sloan Kettering Graduate School of Biomedical Sciences offers college students a ten-week summer research program during which they obtain hands-on research experience in cutting-edge laboratories. Accepted students with research experience who are pursuing careers in biomedically related sciences are offered a stipend of \$6,000 and housing. In 2018, 800-plus students applied; 19 were accepted and completed the program. All students delivered research presentations at a poster session at the end of the program, and four exceptional students were named Rubin and Sarah Shaps Scholars at the end of the program.

Summer Clinical Oncology Research Experience Program (SCORE): SCORE is an eight-week summer internship open to female students from the City College of New York and Hunter College who are seeking careers in cancer research. In 2018, 16 students completed the program.

Summer Mentorship Program in Radiology: Through a U54 and National Institutes of Health–funded partnership program with MSK and the City College of New York, the Department of Radiology offers a summer mentorship program for trainees at different stages in their education. The goal is to create a training pipeline for attracting minority and low-income students to careers in cancer research. In 2018, 30 undergraduate and medical students participated and received guidance from program leaders, preparing career goals based on their experience in the program.

Breast Examination Center of Harlem (BECH): BECH plays a pivotal role in training students and young adults in the community and guiding them toward career opportunities. In 2018, BECH hosted ten college students with health and science majors and three mentor advisers from the Manhattan chapter of the National Coalition of 100 Black Women’s Signature Role Model program.

MSK School of Cytotechnology: Postbaccalaureate students from Hunter College are offered an advanced certificate in cytotechnology. It is the only cytotechnology training program in New York City and one of few such programs recognized as licensure qualifying in New York State. The one-year intensive is conducted on-site at MSK by our staff. To date, eight of our 11 staff cytotechnologists are MSK-trained graduates, with six new students for the 2018–2019 academic year.

Hematologic Malignancies Summer Internship Program: The Division of Hematologic Malignancies runs an eight-week summer internship program for both high school and undergraduate students. Each student shadows a mentor in a lab and learns basic lab techniques. In 2018, three students completed the program, and one undergraduate student was offered a part-time position in a lab. In the same year, the department also worked with the **Urban Academy Laboratory High School** in Manhattan, splitting students into small groups to learn about lab research and join experiments.

» Graduate Medical Education

MSKView: Women and ethnic minorities are underrepresented in science. MSK is working to change that. One expression of our commitment to diversity and inclusion is through our Office of Postdoctoral Affairs, which hosted one-day symposiums in 2017 and 2018 known as MSKView. The events aimed to introduce graduate students from groups that are underrepresented in science who are seeking postdoctoral fellowships to MSK faculty as well as postgraduate opportunities and careers in biomedical and life science research in our laboratories. In 2017, MSKView partnered with the United Negro College Fund to host 16 graduate students at an informational session about the postdoctoral fellowship program. In 2018, the event attracted an additional 23 graduate students. MSKView will be offered in 2019.



Supporting careers in research among minority and female research fellows.

Training for Fellows, Residents, and Clinical Observers: MSK provides highly specialized educational opportunities for doctors who are pursuing advanced training in oncology and cancer-related diseases, with a focus on both patient care and clinical research. We offer more than 100 clinical programs, in which we trained approximately 1,700 doctors in 2017. MSK also supports a clinical observer program through the Office of Graduate Medical Education and the International Observership Program. Approximately 500 clinical observers visited MSK in 2017.

Education for Medical Students: MSK offers medical students an eight-week mentorship experience in research and clinical oncology through our **Summer Student Fellowship Program**. In the most recent academic year, 60 medical students participated, with 20 students representing groups that are underrepresented in the clinical sciences. For students in their final year of medical school, MSK offers a four-week **elective program** that provides a hands-on introduction to clinical training under the supervision of fellows and faculty. There were 500 students participating in the elective program in the last academic year.

Gerstner Sloan Kettering Graduate School of Biomedical Sciences (GSK): MSK's doctoral program trains basic laboratory scientists to work in research areas related to human disease, with a focus on cancer; nine students earned their doctoral degrees from GSK in 2018.

Weill Cornell Graduate School of Medical Sciences, Sloan Kettering Division: A collaboration between Weill Cornell Medical College and MSK's Sloan Kettering Institute, this program trains new biomedical researchers. In 2018, 32 students received their doctoral degrees from the Weill Cornell Graduate School.

» Health Professionals Education

Continuing Medical Education (CME): A primary goal of our free online CME activities is to provide community practitioners with important information about the diagnosis and treatment of various cancers they may encounter in practice. The most recent report, from 2017, counted 9,000-plus practitioners throughout our regional locations who registered for CME courses, with 133 courses providing 73,000-plus credits to participants. The CME program maintains its online educational offerings at www.mskcc.org/cme.

CME develops tailored activities to address the professional development needs of practitioners from diverse backgrounds and those working with diverse communities. For example, CME implemented a free **LGBTQ Allies Training** online, so participants can learn about LGBTQ identities, cultural sensitivity, issues that impact LGBTQ patients and staff, and acquire the skills to serve as an LGBTQ ally. In 2018, MSK also provided an **Immigrant Health and Cancer Disparities Service Seminar Series**, which was open to all faculty, to **increase provider knowledge of the sociocultural and structural barriers** that fuel cancer and other health disparities among immigrants. CME partnered with the American Association of Physicians of Indian Origin, Queens and Long Island, and the Association of Kerala Medical Graduates, Greater New York, to provide advanced education about cancer treatments.

Continuing Education for Nurses: MSK offers a wide variety of continuing nursing education courses. In 2018, 65 registered nurses from the community attended our courses.

School of Radiation Therapy: Students are trained to become radiation therapists in this two-year, full-time program of study in radiation oncology technology. In 2018, five participants graduated, and six students continued into the program's second year.

Pharmacy Department: Pharmacists seeking careers in oncology practice can participate in four specialty residency programs. In the 2017–2018 academic year, the Adult Oncology Program accepted six pharmacy residents, the Pediatric Oncology Program accepted two pharmacy residents, the Medication Use Safety Program accepted one pharmacy resident, and the Infectious Disease Program accepted one pharmacy resident.

» International Outreach

MSK in India: In March 2018, MSK's Department of Radiology, in partnership with the Breast Cancer Research Foundation, organized a symposium at Tata Memorial Centre in Mumbai, India. Approximately 200 doctors and scientists from centers across the country benefited from the conference, including those from Tata Memorial Hospital itself, the main cancer center in India. Future multicenter educational conferences are in discussion, as is future fellowship training to provide opportunities for remote education to doctors from more than 100 hospitals throughout India.



Global Cancer Disparities Fellowship

MSK in Africa: MSK initiated the **Global Cancer Disparities Initiatives Program** in 2017 to improve **outcomes for people with cancer in low- and middle-income countries**. In collaboration with Obafemi Awolowo University Teaching Hospital in Nigeria and the five local hospitals comprising the **African Research Group for Oncology** consortium, the program provides the framework for research and training and the tools for prospective cancer databases, biobanks, and clinical trials to address the most pressing clinical questions and service needs in some of the world's most resource-limited environments. The **Global Cancer Disparities Fellowship**, also initiated in 2017, is the first of its kind in North America and combines six months of clinical training at MSK with six months of fieldwork with partners in Nigeria.



MSK Bergen

NEW CARE LOCATIONS AND MODELS OF CARE

With our patient volume doubling in the past decade and our clinical programs continuing to expand, the need for laboratory services has increased. To serve more patients throughout the tristate area, MSK has expanded its treatment services.

- **MSK Bergen:** This 110,000-square-foot outpatient center opened in April 2018 in Montvale, New Jersey, providing access to MSK’s expertise and outstanding care in the treatment of cancer to residents of Bergen, Essex, Passaic, and Hudson counties, as well as residents of Orange and Rockland counties in New York. Patients are able to receive much of their treatment at MSK Bergen, including chemotherapy, immunotherapy, and radiation treatment.
- **MSK Cancer Alliance:** This initiative is designed to collaboratively guide community providers toward state-of-the-art cancer care. In January 2017, the Miami Cancer Institute, which is part of Baptist Health South Florida, became the newest member of the alliance, alongside Hartford HealthCare Cancer Institute in Connecticut and Lehigh Valley Health Network in Pennsylvania.



MSK Nassau Opening in April 2019

» COMING 2019

- **MSK Nassau:** Upon opening this new freestanding facility in late 2019, MSK will close the current Rockville Centre facility and relocate our staff and services to a 114,000-square-foot cancer treatment center in Nassau, on Long Island. Patients will benefit from comprehensive cancer services and amenities in a single location. The building and adjacent five-story parking garage will neighbor NYCB Live, the new home of the Nassau Veterans Memorial Coliseum.
- **David H. Koch Center for Cancer Care:** Currently under construction, the new outpatient center is due to open in 2019 and will serve as a model for 21st-century cancer care. It is located on East 74th Street between York Avenue and FDR Drive in Manhattan. Current plans for MSK's portion of the site are to provide care for people with lung, head and neck, thoracic, and hematologic cancers, as well as a bone marrow transplantation program, radiation, and early-stage clinical trials.
- **Ralph Lauren Center for Cancer Care (RLCC):** In 2018, MSK filed a certificate of need to incorporate the RLCCC onto its operating certificate. This step deepens our longstanding partnership with the Harlem-based cancer prevention and treatment program and New York State Article 28 Certified Diagnostic and Treatment Center. MSK will expand the services provided at the RLCCC while strengthening its ability to **meet the cancer-related needs of Harlem residents** and the surrounding underserved communities. Completion of the transition is expected in January 2019.

CONCLUSION

The purpose of the 2018 Community Service Plan Update is to provide the community with knowledge of MSK's most recent and available outreach programs. The plan is mailed to local officials and organizations, and is available on our website at mskcc.org/communityserviceplans or by mail upon request. You are welcome to reach us at communityaffairs@mskcc.org or 646-227-3199.



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