



2015 Community Service Plan Update
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 drives our local community initiatives, which seek to improve access to cancer information, prevention, care, and research. We support numerous programs that benefit our patients, caregivers, and their families as well as neighborhood residents. In addition, the global community benefits from the advances in cancer care and treatment made possible by our clinical and basic research efforts and our education and training programs.

We cared for a total of 141,885 patients in 2014, including 128,832 patients (90.8 percent) from the tristate area (New York, New Jersey, Connecticut); 11,635 patients (8.2 percent) from other parts of the United States; and 1,418 patients (1 percent) from other countries. These patients accounted for 22,144 admissions to our inpatient hospital in midtown Manhattan and 593,959 outpatient visits to our outpatient treatment centers in Manhattan; Brooklyn; Long Island; Westchester County, New York; and New Jersey.

The 2015 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 focus on 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 community health initiatives 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

An important part of our mission is to disseminate quality information on prevention, screening, and early detection of cancer; to provide education on treatment options; and to offer support for patients before, during, and after treatment.

We accomplish these goals through a broad range of efforts to communicate and engage with the public and people with cancer, including:

DIRECT COMMUNICATION

- We mail and email educational materials to thousands of individuals monthly who have expressed interest in receiving cancer information.
- MSK's Community Matters quarterly newsletter is distributed to more than 60,000 residents and organizations in New York City. Special editions of the newsletter are also mailed to 40,000 residents near our facilities in Commack and West Harrison, New York, and Basking Ridge, New Jersey.
- Along with information on cancer, our content promotes access to MSK's toll-free Physician Referral Service to help people make appointments with our world-renowned physicians if they are seeking treatment or a second opinion.
- All of our materials for the public promote MSK's website, www.mskcc.org, for information on how to enroll in clinical trials; the most up-to-date information on treatment protocols for various forms of cancer; and ways to contact individual physicians and researchers for help.
- We also promote our support services and health promotion workshops for patients and caregivers that are open to the community through our Survivorship Center and Resources for Life After Cancer program.

ONLINE AND SOCIAL MEDIA RESOURCES

MSK's website has more than 20,000 pages serving the needs of patients and caregivers, healthcare professionals, researchers, and others who look to Memorial Sloan Kettering for information about the latest cancer advances, educational opportunities, pioneering science, and exceptional care. The website is fully accessible on smartphone and tablet devices and offers the user personalized content and streamlined, easy to access navigation. Our website receives more than 5.3 million unique visitors each year.

The About Herbs, Botanicals, and Other Products database on MSK's website — an online consumer health library maintained by our Integrative Medicine Service — provides a wealth of evidence-based **information about herbs, botanicals, supplements**, and other products. In 2014, more than 500,000 unique visitors viewed more than 1.5 million of the database's pages, including a significant amount of traffic by healthcare professionals.

The About Herbs app for smart devices was downloaded more than 36,000 times in 2014.

MSK uses social media to engage in a dialogue with individuals and organizations who are interested in cancer care, research, and education. Our social media accounts have amassed over 70,000 Facebook fans and more than 34,000 Twitter followers. We engage our community by joining the right conversations, and we inspire them by sharing highlights of our world-class science and research. Our audiences are also invited to participate in live webcasts and chat sessions to support virtual learning.

EDUCATIONAL EVENTS

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* website, www.cancersmart.org. In 2014, approximately 450 people attended five talks in person and via webinar.

In October 2014, 250 individuals attended the annual Breast Cancer Awareness Fair at our Evelyn H. Lauder Breast Center, held in honor of Breast Cancer Awareness Month. The event included information and educational materials on prevention, screening, and treatment, as well as on events, programs, and resources available at MSK for community members. In November 2014, MSK scientists highlighted current hot topics in cancer research at our ninth annual Major Trends in Modern Cancer Research student-teacher lecture. Approximately 600 people attended 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 2014 included: Advances Toward the Cure and Prevention of Lung Cancer; Genetic Counseling, Genetic Risk, Risk Assessment and Current Research; Long Term Side Effects of Cancer Treatment; Nutrition for Chronic Disease Prevention; Ovarian Cancer: Diagnosis and Treatment; Protecting Your Family: Learn About the HPV Vaccine and STDs; Reducing Cancer Risk and the Importance of Screening; and Update on Thyroid Cancer.

CANCER SCREENING

Early detection and regular screening exams can improve cancer treatment outcomes. Approximately 800 people took advantage of our **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, in 2014. Abnormalities were detected in 25 percent of those who were screened at our on-site events; patients received referrals for follow-up care at MSK or elsewhere. Individuals participating in the head and neck cancer screening also received healthy eating tips and tobacco cessation education.

MSK has also developed a lung cancer screening decision questionnaire — accessible at www.mskcc.org/lungscreening — that is completely free and confidential to help people determine whether this screening will benefit them. 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 and then follow-up scans one and two years later.

SUBSIDIZED HEALTH SERVICES

MSK's Psychiatry and 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. More than 1,600 individuals agreed to begin tobacco treatment services in 2014.

MSK's Integrative Medicine Service (IMS) offers free clinical services for our hospital's inpatients. During 2014, we provided 8,008 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 117 integrative medicine consultations and 145 acupuncture consultations in 2014.



SUPPORT FOR CANCER SURVIVORS

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

MSK's Resources for Life After Cancer offers a range of programs to guide and assist patients after cancer treatment. To receive a calendar of events, email RLAC@mskcc.org.

The Survivorship Center also provides consultations for other cancer centers and hospitals interested in developing their own survivorship programs. In 2014, our experts met with representatives from nine institutions worldwide to help them learn more about MSK's program, with particular emphasis on our model of follow-up care.

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 and legal issues and education on ways to improve quality of life by managing 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 1,300 individuals in 2014.

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 to them. Bridges is available online at www.mskcc.org/bridges; 7,000 printed copies are disseminated each quarter as a free resource.

MSK hosted four survivorship celebrations in observance of National Cancer Survivors Day in 2014. Those in attendance heard keynote speakers describe their cancer experiences and received educational materials related to cancer survivorship and support. Approximately 400 people attended the Manhattan event; 850 attended the Long Island event; 500 attended in New Jersey; and 325 attended in Westchester County, New York.

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

As a participant in the NYC Carbon Challenge, we continue to make progress toward our goal of **reducing carbon emissions** by 30 percent from 2007 levels by 2019. By the end of 2014, we had reduced emissions by 27 percent. Additionally, as part of MSK's continued commitment to the NYC Carbon Challenge, we recently agreed to the city's new goal of reaching a 50 percent reduction by 2025.

Through MSK's donation program, we collect and package clinical items that can no longer be used at MSK to reduce waste. Last year, we donated almost 15 tons of equipment and supplies through the Afya Foundation to hospitals in need in Africa and the Caribbean.

In 2014 we donated more than 8,000 pounds of excess cold packs from MSK's Sloan Kettering Institute (SKI) to Citymeals-on-Wheels, a nonprofit

organization that works in partnership with the New York City Department for the Aging to supplement weekday meal delivery to elderly individuals with weekend, holiday, and emergency meals. Citymeals-on-Wheels is able to reuse the frozen cold packs — which are originally shipped with perishable laboratory supplies to SKI — to transport food items that must be kept cool to prevent spoiling.

MSK is a voluntary participant in the New York City Department of Health and Mental Hygiene's (DOHMH) Healthy Hospital Food Initiative, which aims to create a healthier food environment in New York City hospitals and aligns to hospitals' mission of promoting health and wellness. In May 2014, MSK's Food and Nutrition Department achieved Gold Star status, the DOHMH's highest level. To achieve this standing we successfully maintain healthy food standards in our cafeteria, vending machines, and patient meals throughout the organization. Examples include providing nutrition content analyses, promoting healthy value meals, positioning baskets of fruit near the checkout registers, and placing water and seltzer prominently in the beverage coolers.

To support our staff's healthy eating, MSK collaborates with Farmigo, a company that offers online ordering of more sustainably grown and produced fruit, vegetables, dairy products, and bread sourced from local farmers and artisans; 840 individual orders were delivered to MSK employees in 2014.

To help alleviate traffic congestion in the city and promote health and wellness, MSK participated in Transportation Alternatives' second annual New



York City Bike to Work Challenge as a part of National Bike to Work Week. Thirty-three staff members commuted by bike for a week, for a combined total of more than 850 miles biked.

The nonprofit organization Practice Greenhealth recognized MSK's sustainability programs (out of a pool of more than 400 applicants) with a 2014 Greenhealth Emerald Award, which recognizes healthcare facilities that have achieved improvements in their sustainability programs and leadership in the local community and in the healthcare sector.

MSK staff members have access to bike racks at many of our locations to promote health and decrease traffic congestion.

PUBLIC HEALTH

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

Locally, MSK is active in the NYC DOHMH Emergency Preparedness Coordinators group and the Greater New York Hospital Association Emergency Preparedness Coordinating Council. MSK is also a founding member of the North HELP Coalition (coordinated by the NYC DOHMH and Office of Emergency Preparedness and Response), which focuses on the development of emergency preparedness educational and planning materials for vulnerable populations and the organizations that serve them. We contribute to local emergency preparedness through educational and training events. For example, in 2014, MSK hosted and presented on healthcare preparedness and lessons learned from Hurricane Sandy at the Association of Hispanic Healthcare Executives conference and conducted educational presentations on community preparedness in cooperation with the Safe America Foundation.

Staff members from MSK's Emergency Preparedness Program participated in the DOHMH's Healthcare Coalition Workgroup, which recommended improvements to the organizational structure and function of healthcare coalitions focused on disaster preparedness and response. The Columbia University Mailman School of Public Health facilitated this workgroup on behalf of the DOHMH.

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 to respond to the massive number of casualties that would result from the toxic impact of chemical warfare on human bone marrow. Funded by the US Department of the Navy, RITN partners with federal and healthcare agencies, as well as with facilities that specialize in treating immunocompromised marrow.

RITN services, a cooperative effort of the National Marrow Donor Program and the American Society for Blood and Marrow Transplantation, can be activated by the National Disaster Medical System at participating hospitals. MSK staff developed full-scale exercise preparedness materials for use by RITN members, and we also share best practices in emergency preparedness with other nationally recognized cancer centers during Emergency Management Collaboration meetings hosted by MD Anderson Cancer Center. MSK also sponsored a national conference in 2014 entitled "Protecting Research Assets in a Disaster."

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

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 that builds the motivation and coping skills needed to manage urges to smoke and that supports 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 annually.

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 2014 highlighted the challenges and progress in **addressing tobacco-related health disparities** in diverse ethnic, racial, and sexual minority groups.

MSK participates 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 and middle school students. We have also begun working with the Girl Scouts to develop and implement youth-focused tobacco prevention and treatment education for girls ages 11 to 13.

All staff members of the Tobacco Treatment Program are involved in ongoing research and quality-improvement projects. One example is the Smokefree study, a tobacco treatment clinical trial funded by the National Cancer Institute. Through this program, MSK collaborates with Massachusetts General Hospital to develop and test safe and effective cessation interventions for newly diagnosed cancer patients. In a research effort funded by the National Institute of Drug Abuse, the Tobacco Treatment Program has partnered with a small-business computer software company to develop an interactive video game to prevent smoking relapse 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 School of Medicine 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. Within the past year, the Tobacco Treatment Program — in collaboration with the City College of New York's Sophie Davis School of Biomedical Education — received funding from the National Cancer Institute to establish a research, training, and education partnership to identify and address tobacco-related cancer disparities.

Another academic-community partnership focused on tobacco cessation is the program's collaboration with the Gay Men's Health Crisis and the Sophie Davis School of Biomedical Education. The initiative has 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 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 participated in the development of National Comprehensive Cancer Network clinical practice guidelines for treating tobacco dependence in oncology settings.

INCREASE ACCESS TO CANCER CARE

MSK's singular focus is to provide access to state-of-the-art patient care and clinical research studies, including targeted programs to reach minority and medically underserved populations. To support access to quality cancer care throughout the world, we also 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

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. In 2014, more than 3,200 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. BECH nurse practitioners also provide information and literature to women and their partners on the devastating effects of tobacco smoking and assist in referral to smoking cessation programs. All services are at no cost to patients.

In 2014, BECH participated in 51 community health fairs and educational events throughout the New York City area. All events were free to the public and provided information about the latest developments in cancer prevention, screening, diagnosis, and treatment.

Highlights from these events:

- BECH provided education on the importance of screening for breast cancer and the risk factors associated with breast cancer to the Women's Support Group at Metropolitan Hospital Center, participants of St. John the Divine's Cathedral Community Cares program, and participants at the Children's Aid Society's Dunleavy Millbank Center. Sixty individuals participated in these events.
- BECH collaborated with the Mid-Manhattan Library's Adult Education program to offer four presentations on the importance of screening for breast cancer and the risk factors associated with the disease. Sixty people participated in the series.
- BECH presented at two community board meetings in the Bronx and Manhattan. These presentations informed members about the services

offered at BECH, its commitment to the community, and how to refer individuals for screening.

RALPH LAUREN CENTER FOR CANCER CARE AND PREVENTION

The Ralph Lauren Center for Cancer Care and Prevention (RLC), a New York State Article 28 Certified Diagnostic and Treatment Center, continues to partner with MSK to provide cancer diagnosis, prevention, and treatment services that address the unique needs of minority, uninsured, and underinsured individuals in a community setting. In 2014, the RLC facilitated more than 11,000 visits from 4,000 patients — 570 of whom were newly diagnosed.

The RLC is the only cancer center of its type in upper Manhattan and offers high-quality care with no wait times to underserved patients. The medical team at RLC has deep experience providing cancer care to low-income and minority patients. The RLC also has a strong history of pioneering new models, particularly its groundbreaking patient navigation program, which helps patients overcome barriers to health.

RLC staff assessed 758 patients in 2014 to determine if financial barriers to care were present. After initial assessment, eligible patients were offered assistance with insurance enrollment, obtaining prescriptions, and other services at reduced prices and on payment plans. RLC patients in need also received 3,120 bags of groceries through its on-site food pantry.

FINANCIAL ASSISTANCE PROGRAM

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

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

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 level of 300 percent. A patient may also qualify for assistance even if his or her income is greater than the upper limit. We understand that each patient has a unique financial situation and encourage patients to contact our Financial Assistance Program for more information.

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

In 2014, 2,583 patients (almost 75 percent more than in 2013) applied for financial assistance, with 73 percent of completed cases approved and 62 percent resulting in no charges to the patient.

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. Our Patient Financial Services department maintains a team of Certified Application Counselors who help patients to enroll in insurance plans on the exchange or, for those who are eligible, to enroll in Medicaid.

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 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 and treatment services. In 2014, AMBER educated approximately 700 women and 180 teens, coordinated screening for more than 100 patients, and supported 50 women with medical interpretation. By invitation from the American Cancer Society, AMBER educated 30 healthcare providers at the William F. Ryan Community Health Center about the Arab culture and its implications in a healthcare setting.

- **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 — which maintains several pantries in Manhattan, the Bronx, Queens, and Brooklyn — served more than 600 patients and their families and distributed more than 4,600 bags of nourishing food in 2014.

- **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 2014, we conducted a total of 12 **community health fairs** around the city and provided services to approximately 300 community members. An additional 645 community members participated in the Health Fair Program in partnership with other IHCD services, including the Arab Health Initiative, Ventanillas de Salud, and the Taxi Network (see below).

- **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 cancer patients 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 program worked with more than 300 community-based organizations and helped more than 850 adult patients and 75 pediatric cancer patients and families in 2014.

- **Partnerships to Increase Coverage in Communities**

The Partnerships to Increase Coverage in Communities initiative provides Affordable Care Act navigation assistance. IHCD has been designated as a New York State facilitated enroller, which allows us to directly assist patients, community members, and their family members with enrollment into the Health Benefit Exchange. IHCD employs five navigators who speak multiple languages including Spanish, Mandarin, Bengali, Urdu, and Arabic. To date, we have educated 750 people and enrolled 600 people into insurance plans.

- **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 in the United States. SAHI is co-directed by the South Asian Council for Social Services.

SAHI staff members are also conducting the Smokeless Tobacco Dependency Scale Survey in partnership with the NYU School of Environmental Medicine. This study involves collecting data to develop dependence

scales for South Asian smokeless tobacco products (paan and gutka) among individuals of South Asian descent in NYC communities. The study is ongoing until it reaches its goal of enrolling 100 participants.

- **Taxi Network**

The Taxi Network contributes to research, prevention, and interventions **addressing health issues** among the New York City taxi driver community. There are more than 230,000 taxi drivers in the United States and nearly 100,000 in New York City. The Taxi Network assesses the health needs of this community and works toward eliminating health disparities in this population.



In 2014, the Taxi Network staff surveyed 343 New York City taxi drivers to assess their health and occupational needs and concerns. Survey data was used to better understand the health and occupational needs and priorities of taxi drivers as the first step toward addressing their cardiovascular and cancer-related risk and health disparities.

MSK's Taxi Network helps taxi drivers who 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.

Preliminary data reveal a compelling need for improved access to affordable health services and insurance. The program has implemented a health screening service for drivers to generate additional data on health risks and needs; to assess cardiovascular disease, diabetes, hypertension, and cancer risk; and to navigate drivers into care. To date, we have screened 170 taxi drivers at six sites (yellow taxi garages and community centers). IHCD's patient navigators have helped 81 drivers enroll into a health insurance plan through the New York State Health Insurance Marketplace.

Drivers also consistently identified stress as an overwhelming problem. The Taxi Network team has conducted a **qualitative study of New York City taxi drivers** to illuminate stress experiences and beliefs, health impacts, responses, coping behaviors, and needs and to investigate social and support networks. In the next year, staff will continue to interview drivers who have transitioned to driving green cabs and Uber cars along with female drivers to develop culturally tailored stress-reduction interventions.

- **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 2014 we provided information to almost 34,000 people and assisted 1,287 individuals with referrals for social services and support.

MINORITY CANCER AWARENESS WEEK

To mark Minority Cancer Awareness Week in April, several MSK departments hosted two events to raise awareness of cancer health disparities among underserved populations. These included our Office of Diversity Programs in Clinical Care, Research, and Training; the Breast Examination Center of Harlem; the MSK and City College of New York Partnership Community Outreach Program; IHCD; and our affiliated organization, the Ralph Lauren Center for Cancer Care and Prevention.

These events focused on empowering people with disabilities to access cancer care and increasing culturally sensitive screening and care services for gay, lesbian, bisexual, and transgender people. Both programs were translated into Spanish and provided information on community resources for patients, family members, and caregivers.

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, or PhD degrees; and 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 (GSK)**

MSK's doctoral program trains basic laboratory scientists to work in research areas related to human disease, with a focus on cancer; 12 students graduated from GSK in 2014.

- **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 2014, 22 students received their PhD degrees from the Weill Cornell Graduate School.

- **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, which **trained approximately 1,700 physicians** in 2014.

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. In the 2014-15 academic year, the adult oncology program accepted two 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 nonclinical activity. More than 550 clinical observers visited MSK in 2014.

- **Continuing Medical Education**

In 2014, more than 5,000 participants registered for continuing medical education (CME) courses at MSK to enhance their professional knowledge, stimulate new research ideas, and learn about ways to improve patient care and treatment outcomes.

Healthcare professionals in areas surrounding MSK's outpatient locations in the tristate area were offered opportunities to attend convenient, free CME courses on various topics. Some of these programs were offered in partnership with local institutions.

The CME program develops tailored activities to address professional development needs for practitioners from diverse backgrounds and for those **working with diverse communities**. The program and MSK's Office of Diversity Programs jointly sponsored "SPARC: Achieving Successful and Productive Academic Research Careers" with the Weill Cornell Medical College Office of Faculty Diversity in Medicine and Science and the Rockefeller University Center for Clinical and Translational Science. This free annual CME course



Participants at MSK's annual SPARC conference are inspired to pursue careers in academic medicine.

successfully increases interest and knowledge of academic medicine careers among minority and female medical students. A total of 300 people participated in SPARC programs in 2014.

The CME program also sponsored “Education Day for Healthcare Professionals on Cancer in LGBT Communities” in 2014. This one-day conference featured the country’s leading researchers, clinicians, survivor/advocates, and policy experts on cancer in the lesbian, gay, bisexual, and transgender (LGBT) community. Topics covered included barriers to care, tobacco and cancer, risk behaviors among LGBT youth, transgender people and cancer, HPV and vaccination, HIV and non-AIDS defining cancers, breast cancer, survivorship challenges, creating a welcoming environment, and regulatory issues.

The CME program also sponsored “Safe Zone LGBT Allies Training.” This free ongoing educational initiative helps participants learn about LGBT identities, understand institutional issues that impact LGBT patients and staff, and acquire the skills to serve as an LGBT Ally. It also serves to encourage community sensitivity and awareness.

During 2014, 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 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 2014.

The Department of Nursing offers short-term, individualized study programs for nurses from around the world who wish to come to MSK for training; seven nurses took advantage of these programs in 2014. We also hosted brief programs for 135 undergraduate, 127 graduate, and five wound/ostomy certification program nursing students. Six students from the College of New Rochelle received preceptorship training by nurse practitioners at BECH.

- **Medical Student Education**

MSK offers multiple 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, and our eight-week Summer Student Fellowship Program for students in their first or second year of medical school offers a mentored experience in research and clinical oncology

designed to enhance their knowledge of cancer and promote future interest in oncology. Approximately 500 students participated in these educational programs in 2014.

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 2014.

- **Health Professions Education**

MSK's School of Radiation Therapy offers a two-year, full-time program of study in radiation oncology technology. Radiation therapists are trained to deliver high doses of radiation to patients under a physician's supervision. In 2014, eight students graduated from the program.

In 2014, MSK's Rehabilitation Service hosted 18 occupational therapy and 66 physical therapy student observers interested in exploring and applying for occupational or physical therapy programs. We also provided training for three occupational therapy students and six physical therapy students. Students who participate in our 12-week program work with a supervising therapist to evaluate and develop treatment plans for patients of all ages who require skilled physical and occupational therapy services.

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.

- **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 City College of New York (CCNY)-MSK Partnership for Undergraduate Research Training program and Hunter College. In 2014, 16 students participated in the program, which encourages women to participate in clinical cancer research.

Underrepresented students **receive specialized training** in molecular imaging and nanotechnology through the Partnership Undergraduate Research Training (PURT) Program in Molecular Imaging and Nanotechnology. Three students from the CCNY participated in the program in 2014 under the leadership of Karen Hubbard, Chair of the Department of Biology of CCNY, and Hedvig Hricak, Chair of MSK's Department of Radiology.

The Department of Radiology also organizes a Summer Mentoring Program for trainees at different stages in their education. In 2014 the program included 40 high school students, undergraduate students, and MD students. 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.

- **Educational Opportunities for High School Students**

The Human Oncology and Pathogenesis Program's Summer Student Program offers promising high school students an unparalleled opportunity to work side-by-side with world class researchers in a state-of-the-art facility to develop and test new targeted drug therapies. HOPP is committed to attracting students with translational research interest and strongly encourages minority students who are underrepresented in the sciences to apply. Nineteen high school students participated in the Summer Student Program in 2014.

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 13 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 2014.

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. Hricak, the program invites juniors from New York City public high schools to participate in an essay writing contest. The overall goal is to inspire **interest in healthcare careers** focused on radiology. In 2014, 39 students and 8 staff members from seven schools participated in the program.

- **Medical Interpreting Training**

Now in its fourth year, IHCD's 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 and underemployed residents of New York City by capitalizing on their bilingual skills and preparing them to become professional medical interpreters. To date, PROMISE has trained more than 300 New Yorkers in Spanish, Chinese, Arabic, and Russian and has established itself as the biggest pool of healthcare interpreters in the city. In 2014, PROMISE trained 28 individuals who speak Spanish or Mandarin, continued its robust job readiness and placement support system, and provided post-training workshops to prepare our graduates to become nationally certified healthcare interpreters.

NEW PROGRAMS AND INITIATIVES

60TH STREET OUTPATIENT CENTER

Our newest Manhattan outpatient center opened in September 2014 and offers a host of services, among them an innovative, multidisciplinary advanced skin cancer program for patients with nonmelanoma skin cancers requiring specialized care. The new facility also expands the Dermatology Service's digital imaging program and establishes a new clinic for people at high risk for developing skin cancer.

MSK experts in internal medicine, geriatrics, head and neck surgery, radiology, ophthalmic oncology, orthopaedics, plastics and reconstructive surgery, as well as men's sexual and reproductive medicine have their practices at 60th Street.

MSK WEST HARRISON

In October 2014, MSK West Harrison — a 114,000-square-foot ambulatory care facility in Westchester County — joined our growing family of outpatient locations. This facility and others like it (including MSK Monmouth, planned to serve residents of the Jersey Shore and beyond) are designed to extend MSK's clinical expertise to local communities.

Specialized disease management teams offer diagnostic, treatment, and support services to people with a range of cancer types, including breast, gynecologic, gastrointestinal, lung, and urologic cancers. MSK's world-class surgeons are on-site to provide all pre- and postsurgical care, and patients receive the latest chemotherapy treatments and the most advanced radiation therapies. Other offerings for patients include genetic counseling, nutrition consultations, social-work support, and a wide range of clinical trials.



MSK West Harrison opened in the fall of 2014 and offers patients expert care, including medical oncology lead by Dr. Chau Dang.

MSK CANCER ALLIANCE

The MSK Cancer Alliance is an initiative designed to collaboratively guide community providers towards state-of-the-art cancer care. The concept emerged out of an awareness that community oncologists deliver the vast majority of cancer care in the United States, but that advances in treatment and research can take years to reach patients. In 2014, the Hartford HealthCare Cancer Institute (HHCCI) became the first member of the Alliance.

The HHCCI is made up of the five cancer centers at each of the acute-care hospitals within Hartford HealthCare in Connecticut: the William W. Backus Hospital, Hartford Hospital, MidState Medical Center, the Hospital of Central Connecticut, and Windham Hospital. Through the Institute's membership in the MSK Cancer Alliance, HHCCI patients are assured that their care is consistent with guidelines and standards established by Memorial Sloan Kettering and HHCCI physicians have the opportunity to offer our pioneering clinical trials to their patients.

CONCLUSION

MSK's 2015 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 at www.mskcc.org/communityserviceplans.



Memorial Sloan Kettering
Cancer Center

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