

2017 Community Service Plan Update

Update on Activities to Benefit the Community



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

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

In 2016, we cared for a total of 152,826 patients:

- 136,490 patients (89.3 percent) from New York, New Jersey, and Connecticut
- 12,278 patients (8.0 percent) from other parts of the United States
- 4,058 patients (2.7 percent) from other countries
- 23,078 admissions to our inpatient hospital in midtown Manhattan
- 665,593 visits to our outpatient treatment centers in Manhattan, Brooklyn, Westchester County, and New Jersey, as well as on Long Island

This 2017 Community Service Plan highlights MSK's community benefit activities, which directly address the health needs of the communities we serve, as identified through our most recent community health needs assessment. Our programs also address the health priorities that the New York State Department of Health would like hospitals and other health providers to focus on from 2013 through 2017 and several leading causes of preventable illness and death, as outlined by the New York City Department of Health.

RECAP: RESPONDING TO THE COMMUNITY HEALTH NEEDS ASSESSMENT

To determine the current critical cancer-related health concerns facing residents in our 23-county area throughout New York, New Jersey, and Connecticut, MSK conducted a community health needs assessment. In the fall of 2017, the needs assessment consisted of community forums offered in person and via webinar. Representatives from 22 community-based organizations serving a diverse range of people throughout New York City and the surrounding communities participated. As a result, 20 key areas of high interest to community members were identified. MSK's initiatives throughout 2017 and into 2018 are focused on increasing our response to the top five areas as institutional priorities:

- 1. Prevention Programs**
- 2. Collaborative Initiatives**
- 3. Knowledge Gathering on Multicultural Audiences**
- 4. Financial Assistance**
- 5. Educational Materials in Multiple Languages**

2017 UPDATE: ADDRESSING THE TOP FIVE COMMUNITY HEALTH NEEDS

1. PREVENTION PROGRAMS

MSK enhanced its efforts to address the need for increased prevention programs in 2017 by increasing participation in MSK's Tobacco Treatment Program and the number of underserved individuals who are screened for cancers and cardiovascular disease through MSK's Immigrant Health and Cancer Disparities Service's community programs. These actions are in keeping with MSK's goals to address the New York State Department of Health's 2013–2018 Prevention Agenda priorities.

» Cancer Screenings

Early detection and regular screening exams can improve cancer treatment outcomes. In 2017, approximately 500 people benefited from our free annual screenings for head and neck cancer and skin cancer sponsored by our facilities in Manhattan, Westchester County and the towns of Hauppauge, on Long Island, and Basking Ridge, in New Jersey.

» Immigrant Health and Cancer Disparities Service

The Immigrant Health and Cancer Disparities Service (IHCD) coordinates a range of chronic disease prevention programs for underserved, immigrant, and multicultural populations. MSK increased the number of underserved individuals screened for cancer and cardiovascular disease through IHCD's community programs by 5 percent in 2017 and expect to increase this another 5 percent in 2018, in keeping with MSK's goals to address the New York State Department of Health's Prevention Agenda priorities. IHCD's programs, described below, are based in the community, and we partner with prominent community organizations:



Immigrant Health and Cancer Disparities Conference

Arab Health Initiative

The Arab Health Initiative (AHI) provides patient education in Arabic, helps patients access healthcare services, and conducts research to improve health outcomes among Arab Americans. Its premier service, the Arab American Breast Cancer Education and Referral program (AMBER), makes it easier for Arab American women in New York City to access early detection and treatment services. In 2017, AMBER educated more than 1,000 women and coordinated breast cancer screenings for more than 400 women. Among those women diagnosed with cancer following a screening, AMBER staff supported ten women with medical interpretation and provided 15 patients with navigation and support services to help them complete treatment at hospitals throughout New York City, including MSK. Additionally, AHI's colorectal cancer education program reached roughly 150 men and women and provided screening coordination for 40 patients. In 2018, AHI will continue education and screening efforts with the Arab American community.

Through this community and religious organization partnership, MSK has established goals that include:

- educating more than 450 women about breast cancer and early detection
- helping more than 300 women get screened for breast and cervical cancers
- educating more than 200 people about colorectal cancer
- helping more than 75 people get access to colorectal cancer screening

Taxi Network

The Taxi Network contributes to research, prevention, and interventions addressing health issues and health disparities among the taxi driver community within the New York City Taxi and Limousine Commission. The program provides drivers with free screenings for cardiovascular disease, diabetes, and risk factors for cancer. Lipids and blood pressure are assessed to screen for cardiovascular disease risk factors. Body mass index and waist circumference are measured to screen for diabetes, cardiovascular disease, hypertension, and cancer risk factors. Drivers complete interviews covering their medical history, cancer screenings, access to healthcare, smoking history, alcohol intake, and physical activity. Each driver receives education from a clinician and is provided with educational materials about healthy eating and other healthy behaviors. Drivers who exhibit abnormal test values or who lack access to regular care are directed to affordable, language-appropriate care. Between 2015 and 2017, we screened more than 1,800 New York City taxi drivers at health fairs at taxi garages, mosques, community-based organizations, and other community spaces frequented by taxi drivers and their communities. Additionally, in 2017, we conducted more than 400 needs-assessment surveys at taxi-holding lots, focusing on the need for health and other social service benefits among taxi drivers. We are also conducting educational sessions with taxi drivers and their community members on nutrition and physical activity. This year, we increased the number of health fairs we conduct weekly to four to six per week. In 2018, we aim to reach 800 more drivers.

Ventanillas de Salud (Health Windows)

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

- health screenings at the Mexican consulate and throughout New York City
- navigation into care and case management
- help with health insurance plan enrollment
- free cancer screenings and referrals

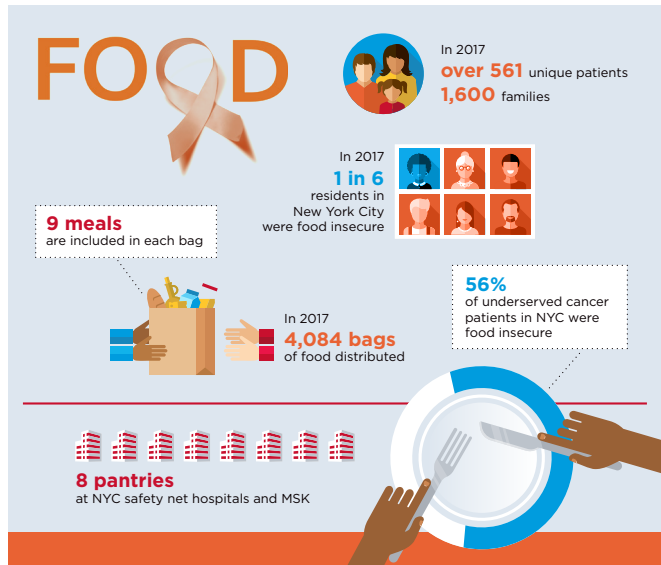
In 2017, roughly 12,500 people received health information and 600 people received help for referrals to social services and support. In addition to the consulate-based workshops, we educated 1,247 community members about breast cancer and healthy lifestyle choices during Binational Health Week outreach events with our consulate partner agency. We reviewed the national screening guidelines, checked participants' eligibility for insurance coverage, and made 40 referrals for screening. In 2018, we will continue to partner with the Mexican consulate and our community-based and healthcare partner organizations to serve the Mexican community. Our goal is to increase the utilization of breast and colorectal cancer early-detection services by Mexican women and men by educating a total of 200 participants about breast and colorectal cancer and by directing 25 eligible women and men into screening. Additionally, we will provide information and screening services to more than 800 participants.



Educating members of the Mexican-American community during Binational Health Week

Food to Overcome Outcomes Disparities

MSK's Immigrant Health and Cancer Disparities Service operates Food to Overcome Outcomes Disparities (FOOD), a hospital-based pantry program that improves access to nutritious food for immigrants and minorities with cancer to help them complete medical treatment. The program maintains pantries at eight hospitals, including MSK, in Manhattan, the Bronx, Queens, and Brooklyn. In 2017, FOOD served more than 561 patients and their families and distributed more than 4,084 bags of nourishing food. In addition to shelf-stable items, we also began providing fresh fruits and vegetables to patients through our formalized partnerships with Green Bronx Machine and GrowNYC. In 2018, we will continue to expand the program and increase the availability of food and nutrition education resources for immigrant and underserved cancer patients.



Integrated Cancer Care Access Network

Another important MSK outreach program managed through IHCD is the Integrated Cancer Care Access Network (ICCAN). Its goal is to address social and economic concerns that affect the health of economically and medically underserved cancer patients to improve treatment outcomes. Multilingual facilitators meet with patients at 11 different hospitals throughout New York to address the psychosocial and socioeconomic needs and concerns that impact their health. In 2017, ICCAN worked with 300 community-based organizations and helped more than 600 adult patients and 25 pediatric cancer patients and families. ICCAN continues to make strides in assessing and bringing to light housing issues faced by the chronically ill. We established the Coalition for Housing and Health with other medical, legal, and housing professionals to address pressing housing needs among underserved patients with cancer and other serious medical conditions. In 2018, we will continue to expand the program and address our patients' issues and concerns through our ICCAN network, working together to find solutions.

Partnership for Community Outreach Research and Education

The Partnership for Community Outreach Research and Education (PCORE) is a collaborative effort between MSK and the City College of New York (CCNY) to establish, strengthen, and sustain relationships with key segments of the community to address cancer health disparities. In 2017, PCORE continued its efforts to increase colon cancer screening in diverse communities in New York City through its Screening Colonoscopy Outreach for Prevention and Early Detection initiative. Additionally, we participated in the National Cancer Institute's Screen to Save, the colorectal cancer outreach and screening initiative developed by the Blue Ribbon Panel for the Cancer Moonshot. Educational activities included using a culturally tailored flip chart and a walk-through inflatable colon to help emphasize the importance of screening while providing unscreened participants with links for care. Through outreach to the taxi driver community and collaborations with community-based organizations, these efforts have reached 450 people over the age of 50.

PCORE addressed cancer risk factors through various programs. The Community Garden Project, in collaboration with the Green Bronx Machine, optimizes the nutrition of cancer patients in need



Raising colorectal cancer awareness with an interactive, educational “walk through” colon

by providing fresh produce harvested from a Bronx community garden via a hospital food pantry. At the New York City Mexican consulate, a nutritional-counseling program, Consumo de Opciones Más Ideales de Alimentos (Consumption of More Ideal Food Options), continued to educate 100 high-risk individuals about healthy eating choices. Additionally, CCNY students participated in a national student health survey. Findings will further inform and tailor educational programs to reduce cancer risk factors among the student community. Community members in Harlem have also taken part in a needs and interest survey conducted

by CCNY students. The data obtained will be used to develop a “mini medical school” to address pressing health concerns, including cancer. PCORE staff also trained underrepresented minority undergraduate and medical students to participate in community outreach through projects related to colorectal cancer, physical activity, and nutrition.

Language Initiatives Program

IHCD’s Language Initiatives Program continues to provide training in medical interpreting for bilingual individuals speaking a variety of languages and wishing to enter careers in healthcare. IHCD has conducted training in medical interpreting for bilingual employees working in healthcare (including staff from Planned Parenthood) and in cultural and linguistic responsiveness (including how to work with an interpreter) for clerical staff and providers who interface with non-English-speaking patients at health community facilities. We continue to mentor graduates from our medical interpreting training program on job preparedness and linking them with key potential employers. We have also developed target modules for interpreter continuing education and offered them to interpreter members of our Language Advisory Working Group. We have become a well-established and reputable resource for both interpreters and interpreter employers in New York and elsewhere and continue to support policy development both locally and nationally.

» Tobacco Treatment Program

MSK’s Tobacco Treatment Program (TTP) addresses the unique needs of each patient, including readiness to quit smoking, treatment preferences, and goals. Participants receive behavioral counseling to build motivation and coping skills, as well as recommendations for using tobacco-cessation medications. Services are offered in person and via telephone and are supplemented with educational print materials. In 2016, MSK received 3,449 unique referrals to provide treatment for tobacco dependency, with 1,034 patients accepting treatment.

The TTP also reaches key underserved people with high rates of tobacco use through collaborations with community organizations and primary healthcare providers. For example, in a research effort funded by the National Cancer Institute (NCI), the TTP has partnered with the New York University School of Medicine to test new strategies designed to improve the treatment of tobacco dependence in 18 federally qualified health centers in New York City that provide dental care to low-income smokers. In 2017, we increased

partnerships by 33 percent by working with more than 400 dental care providers serving low-income smokers in New York City. The program also provides extensive community education and supports a wide range of community-based health fairs and cancer-screening outreach initiatives. Final results of this five-year study will be disseminated in 2018.

The TTP staff remains engaged in ongoing research, such as the Integrating Tobacco Treatment into Cancer Care clinical trial, funded by the NCI. Through this program, MSK collaborates with Massachusetts General Hospital to develop and test safe and effective cessation interventions for newly diagnosed cancer patients. Final results of this five-year study will be disseminated in 2018.

The TTP collaborates with the South Asian Council for Social Services and the 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.

Providing professional training and continuing education is an important goal of MSK's TTP. Observerships and student internships extend the program's reach well beyond our walls. The Translational Research



Addressing tobacco dependency by meeting unique needs of patients

Education to Eliminate Tobacco Disparities Partnership between MSK and the CCNY provides students who are underrepresented in the field with research training and education in order to conduct collaborative research aimed at reducing tobacco-related cancer health disparities. Students work alongside MSK and CCNY investigators and gain a broad exposure to relevant scientific domains, such as tobacco epidemiology and carcinogenesis, genetic predisposition and neurobiology of nicotine addiction, tobacco dependence treatments, public health policy, tobacco regulatory science, and cancer health services and outcomes. Now funded by a training grant from the NCI and supported by the MSK Office of Continuing Medical Education, the TTP hosted a

daylong conference in April 2017, "Assessment and Treatment of Tobacco Dependence in Cancer Care," with more than 80 people in attendance. These specialized training workshops will be offered twice yearly, and the TTP is dedicated to reaching oncology professionals serving vulnerable, high-risk populations. The TTP is also dedicated to enhancing the tobacco education of advanced practice nurses by providing lectures on evidence-based treatment of tobacco dependence at Columbia University School of Nursing.

Several MSK program faculty members serve on New York State and national committees focused on enhancing tobacco control policy, research, and treatment. For example, the TTP leadership serves on the expert panel for the newly developed Smoking Cessation Guidelines established by the National Comprehensive Cancer Network. In addition, TTP leadership serve on the expert panel for the new Cancer Center Cessation Initiative. This NCI initiative provides technical assistance to 22 other NCI-designated Comprehensive Cancer Centers that are interested in establishing tobacco treatment clinical services for cancer patients and their families.

2. COLLABORATIVE INITIATIVES

In order to increase collaborative initiatives with community-based organizations in 2017 and 2018, MSK designed targeted outreach strategies, known as the Multicultural Outreach Initiative, to reach the Hispanic community in northern Brooklyn. MSK also advanced systems and guidelines to better track, measure, and coordinate partnerships with community-based organizations across MSK.

» Multicultural Outreach Initiative

In continuing MSK's commitment to patient diversity and expanding its presence in diverse communities, the Multicultural Outreach Initiative aims to develop new outreach channels that allow us to directly engage in communities with a large Hispanic population, expanding our knowledge of this group while providing information and services in a way that connects with the community's values.

In 2016, we conducted a needs assessment of the target community, synthesized previous qualitative research related to developing outreach models targeted toward minority communities, and conducted interviews with internal and external stakeholders to identify potential partnerships with community-based organizations in the target area.

In 2017, MSK Community Access was developed as a network of ongoing partnerships with trusted local organizations to continuously learn how to best engage and serve the Hispanic population to increase familiarity with MSK and the services we provide. Continuous engagement with community members allows MSK to deliver on an essential part of our mission — education — while enabling members to seek and receive relevant health information from our staff.



Serving the Hispanic community with cancer prevention and nutrition education

The program is built on four main components.

1. **Community events:** Collaboratively designed events that bring together a range of MSK staff, programs, and mobile screenings to provide community members with a comprehensive understanding of MSK.
2. **Access team:** A multidisciplinary team responsible for educating community members on an array of cancer-related and preventive health topics and the resources available at MSK, and establishing a local presence in the community.
3. **Online presence:** A small-scale pilot designed to research the multimedia usage patterns in the community, allowing its members to remotely engage with MSK in a way that is culturally and linguistically appropriate.
4. **Internal intelligence:** A system of detailed documentation of each interaction with community members to gather and synthesize specific findings to better understand how to reach new and growing populations.

MSK fosters partnerships with community-based organizations throughout our catchment area. The first new partnership born out of the Multicultural Outreach Initiative, is with RAICES Senior Center. This community-based organization which provides culturally and linguistically appropriate wellness and social assistance to Hispanic and African American adults aged 60 and older, served as the pilot's community partner. During the summer of 2017, MSK hosted community events at RAICES, including a health fair and two health lectures discussing cancer prevention basics and healthy eating and nutrition,

supplemented with a farmers market. A total of 128 participants attended the events, and 35 participants consented to blood pressure and BMI screenings. Community members consulted with an MSK nurse or physician regarding their screening results, which resulted in 15 primary care referrals and two referrals to MSK services. The launch of MSK en Español created the platform to collate all of the Spanish-language pages on MSK's website. This effort to explore the digital experience allowed us to learn about user experience with the pilot participants and eventually the larger Hispanic community. During the pilot, external user behavior was tracked and resulted in the majority of traffic from organic searches, such as Google, Bing, etc., while 12.5 percent of direct traffic can be attributed to pilot participants visiting the site.

In 2018, the initiative will continue its partnership with RAICES Senior Center and scale to new community partners in our target area.



Cancer education also includes integrative medicine such as aromatherapy, acupuncture and massage therapy

» Customer Relationship Management

As part of MSK's effort to increase collaborative initiatives with community-based organizations, we are implementing the use of a customer relationship management database to better track, measure, and coordinate MSK's collaborative initiatives. The multiphase implementation plan rolled out in 2016 and will result in a database that will track measures of effectiveness and the impact of MSK community initiatives, including maintaining a roster of completed and planned community programs and events; curating data on attendance, participation, program satisfaction, and participant referral sources; and collecting postevent qualitative feedback from MSK staff. With that information, we can explore ways to nurture the existing relationships with community-based organizations and cultivate new meaningful community relationships as well. In 2017, we began sending and publishing external communication, and collaborated with departments across the organization to build out the service cloud environment. These efforts will result in an advanced ability to track and measure efficiencies for improving community relationships.

3. KNOWLEDGE GATHERING ON MULTICULTURAL AUDIENCES

In 2017, MSK conducted comprehensive consumer research to better understand the Hispanic population within the New York and New Jersey metropolitan areas. From February through March, qualitative research was done through in-depth interviews with Hispanic patients and caregivers and focus group interviews among the general Hispanic population. From September through October, quantitative research was done with 465 bicultural Hispanic cancer patients, caregivers, and individuals concerned about cancer compared with 700 individuals in the general Hispanic population.

This research 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 positively of the institution. Preferred channels include more personal communication touch points delivered through credible sources.

Final analysis will be disseminated in early 2018, after which communication and marketing activities will be developed to address identified needs and better serve the community.

4. FINANCIAL ASSISTANCE

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

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

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

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

In 2017, a total of 3,224 patients applied for financial assistance, with 55 percent of completed cases approved and 43 percent resulting in no charges to the patient. Patients who need help with non-treatment-related costs such as rent, transportation or childcare are referred to our Department of Social Work for support. We helped 1,143 patients in 2016, after transportation with financial support for supportive needs.

5. EDUCATIONAL MATERIALS IN MULTIPLE LANGUAGES

The Patient and Caregiver Engagement Department's team of health education specialists collaborates with MSK expert healthcare providers to give people with cancer, their caregivers, and the public accurate, reliable information that empowers 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, simplified Chinese, French, Hebrew, Italian, Korean, Polish, Hebrew, and Gujarati. In 2017, the Patient and Caregiver Engagement Department committed to increasing the percentage of MSK's patient education materials available on our website in Spanish and Russian from 62 percent to 100 percent by spring 2018, and to promoting the availability of these resources internally and externally. As of December 2017, we have reached 81 percent of our goal, with 3,663 resources out of 4,520 translated. As with all of MSK's educational resources, translations are available to the public at www.msccc.org/pe.

ADDITIONAL MSK COMMUNITY BENEFIT INITIATIVES

FURTHERING ACCESS TO HIGH-QUALITY CARE

» Ralph Lauren Center for Cancer Care

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



Cancer patient navigation and addressing health disparities in Harlem

In 2017, the RLC staff treated nearly 10,500 patients, of whom 3,087 were seen at the clinic. Outreach staff worked with more than 400 external physician practices, health centers, community centers, and houses of worship, and reached 10,000 community members with cancer risk reduction education. The RLC believes that cancer prevention is pivotal in combating cancer disparities and offers screenings for cancer of the breast, prostate, and lung; genetic testing; smoking cessation programs; and nutrition counseling and education. The RLC also provides prevention education to family members, friends, and colleagues of patients.

» 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 2016 and 2017, 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 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 smoking and assist in referrals to smoking cessation programs. All services are at no cost to patients.

In 2017, BECH participated in 31 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 the 2017 events include:

- BECH participated on the planning committee and presented at the 27th annual “Living with Cancer” conference at Jacobi Medical Center. The conference was offered at no cost to 250 individuals and families affected by cancer as well as community healthcare professionals.
- In celebration of National Minority Cancer Awareness Week in April, BECH co-sponsored an educational program along with collaborating partners. The program was an evening seminar held in the art gallery of the Adam Clayton Powell, Jr. State Office Building entitled “Cancer Screening and Prevention among Immigrants to the United States.”
- During Breast Cancer Awareness Month in October, BECH sponsored its annual Breast Cancer Survivor’s Program, Let’s Gather around the Coffee Pot to Discuss the Challenges of Breast Cancer Survivorship in Today’s Environment. A mixed panel of experts and breast cancer survivors educated the public about current treatments and support services.

SUPPORT FOR SURVIVORS AND FAMILY MEMBERS

MSK’s Cancer Survivorship Center addresses the physical, psychological, and information needs of patients who have completed treatment. It also conducts research to benefit survivors nationwide. The Survivorship Center collaborates with other cancer centers and hospitals interested in developing their own survivorship programs. In 2016, our experts met with representatives from eight institutions worldwide to help them learn more about MSK’s program, with an emphasis on our model of follow-up care.

Patients and family members also benefit from MSK’s Resources for Life after Cancer (RLAC), the largest comprehensive program for adult cancer survivors and their families in the New York City area. All activities are free and open to the community. Programs are available online and in person and are led by social workers, nurses, and physical therapists. In 2017, RLAC provided 160 programs and reached more than 2,300 people.

During National Caregivers Month in November, MSK launched A Day of Respite, a full day of programming to provide support to all caregivers and to acknowledge the complex challenges they face. Resources provided included workshops on meditation, Reiki, and relaxation; a drop-in caregivers support group; presentations on coping during the holidays; a CancerSmart program led by MSK experts on the topic of caregiving; and information tables that distributed additional resources.

Bridges: Connecting Cancer Survivors is a free newsletter for patients and their families to share experiences, gain insight about coping with challenges that arise after cancer treatment, and learn about valuable resources available to them. *Bridges* is available online at www.mskcc.org/bridges. A total of 7,500 print copies are provided each quarter as a free resource.

MSK hosted annual events in observance of National Cancer Survivors Day in 2016 and 2017. Those in attendance heard keynote speakers describe their cancer experiences and received educational materials related to cancer survivorship and support. Approximately 500 participants attended the Manhattan events, 1,000 attended the Long Island events, 750 attended the New Jersey events, and 625 attended the Westchester County events.



Chair Yoga for Survivors of Cancer

COMMUNITY EDUCATION AND OUTREACH

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

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



Free community lecture series

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

- MSK's CancerSmart programs provide the latest information on cancer-related topics. People may participate in person or online via Facebook or webinar. CancerSmart talks are archived for viewing and remain available to the public on the CancerSmart website, www.cancersmart.org. In 2017, roughly 1,300 people attended the talks in person and online via webcast. Three of the CancerSmart talks — on thyroid cancer, breastreconstruction, and integrative medicine — were available on Facebook Live and received approximately 41,000 views.
- *Community Matters* is a publication designed for residents near our treatment facilities. In addition to conveying health-related content and cancer screening schedules, it also informs subscribers about our expansion and construction projects. We distribute it electronically to thousands of area residents and organizations, and by mail to 40,000-plus neighbors near our regional locations. In 2017, special local issues were created for communities in New Jersey and in Westchester County and on Long Island in New York
- Our Survivorship Center and Resources for Life after Cancer program offer support services and health promotion workshops for patients and caregivers.
- MSK's virtual programs offer live online education, support, and resources for patients, caregivers, and community members. MSK professionals lead these free sessions, which are confidential and provide convenient access to education and support throughout the various stages of cancer care.
- MSK's social media channels reflect our reputation for patient care and scientific and medical excellence, as well as our commitment to finding better approaches to preventing, diagnosing, and treating cancer. We use social media to raise awareness among large, engaged audiences, to teach them about MSK and, ultimately, to increase consideration by highlighting what sets MSK apart. Our Facebook page has more than 130,000 users and is our most active community. On Twitter, we share our thought leadership to more than 50,000 followers and provide real-time updates to larger, active conversations. Instagram is where we bring to life the people of MSK. We provide our audience of more than 12,000 with authentic images of our staff at work and our involvement in the community.
- Our website, www.mskcc.org, provides current information on treatment for different cancers, including clinical trials, and contact resources. Our toll-free Physician Referral Service at 800-525-2225 helps people connect with our world-renowned physicians for treatment or a second opinion.

ENVIRONMENTAL SUSTAINABILITY

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

For the third consecutive year, MSK was awarded the prominent Top 25 Environmental Excellence Award in 2017 by Practice Greenhealth, the nation's leading healthcare community that empowers its members to increase their efficiencies and environmental stewardship while improving patient safety and care through tools and best practices. This award identifies MSK as one of the country's top 25 hospitals in terms of sustainability practices — the only hospital in New York State honored in this category. Additionally, MSK was honored with the Circles of Excellence Award for outstanding performance in healthcare sustainability in the areas of food, green building, and greening the operating room.

MSK was also recognized for the third consecutive year on Becker's Healthcare list of the 60 greenest hospitals in America and is one of only two hospitals in New York City to be recognized in 2017. This inclusion recognizes hospitals committed to making sustainability an integral part of their operations, expansions, and projects.

The New York City Mayor's Carbon Challenge is a voluntary program for universities, hospitals, and commercial offices in New York City to reduce their building-based greenhouse gas emissions by 30 percent or more within ten years. MSK accepted the challenge in 2009, committing to reduce emissions from its New York City buildings by 30 percent from 2007 levels by 2019. MSK was on track throughout 2017 to meet the 30 percent greenhouse gas reduction by 2019 and has since agreed to an additional goal of reaching a 50 percent reduction by 2025.

The New York City Water Challenge to Hospitals is facilitated by the New York City Department of Environmental Protection. The broader goal of the program is to help nonresidential water users achieve and sustain long-term water savings and to provide a healthy water supply for staff, patients, the community, and future generations. MSK is one of three hospital participants who have pledged to reduce water usage per square foot by 5 percent during a two-year period.

MSK's Medical Supplies and Equipment Recovery (Donation) Program — in partnership with the Yonkers, New York-based AFYA Foundation — recovered and donated thousands of surplus medical supplies, equipment, and furniture. Donated items are "upcycled" in order to support health initiatives abroad; to allow for clean, usable supplies to have an impact on world health; and to avoid using landfills. In 2017, AFYA and MSK staff organized three "sortathons" for local volunteers, MSK staff, and their families and friends to help sort and label supplies to be shipped abroad to verified at-need health facilities.

MSK took additional steps in support of ongoing relief efforts, responding to the unfolding humanitarian crises in the wake of natural disasters that hit the southern United States, Mexico, Puerto Rico, and a number of Caribbean islands in 2017. MSK offered its health professional resources to consult with the Greater New York Hospital Association (GNYHA) and New York State Department of Health team to Puerto Rico. MSK also prepared and donated a shipment of oncology drugs for GNYHA and AFYA to deliver to doctors who were treating cancer patients in affected areas.



MSK staff volunteers sort thousands of supplies to support health initiatives abroad

To alleviate traffic congestion in the city and promote health and wellness, MSK worked with 511 New York, the New York State Department of Transportation's travel service, to implement and promote the newly developed MSK 511 RideShare system. Through 511 Rideshare, staff can create profiles to match with fellow employees who have similar travel routes and patterns.

Throughout 2017, MSK's enterprise waste management vendor, Triumvirate Environmental, utilized an innovative recovery and recycling process for all of MSK's regulated medical waste and sharps waste to treat and convert the material into a benign, reusable plastic lumber product. The regulated medical waste and sharps waste from MSK is recycled into this composite lumber, which is sold to third parties and used to produce a variety of products, including construction material, landscape timbers, farm tools, and speed bumps. While the data is still being measured, MSK expects to report in the tons of regulated medical waste and sharps waste diverted from incineration through this Red2Green program.

In 2017, MSK's Food and Nutrition Department continued to maintain its gold star status in the New York City Department of Health's Healthy Hospital Food Initiative. The initiative aims to create a healthier food environment in New York City hospitals and aligns to hospitals' missions of promoting health and wellness. By participating in the initiative, hospitals agree to adopt the New York City Food Standards, which are evidence-based nutrition criteria that ensure employees, visitors, and patients have better access to healthy food.



MSK's farmers market to create a healthier food environment in New York City hospitals

EMERGENCY PREPAREDNESS

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

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

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

MSK participates in the initiative's annual exercises and, in 2017, hosted and developed a regional exercise that incorporated local, state, and federal response partners. MSK also hosted an educational session for the New York City Medical Reserve and Radiological Reserve Corps.

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 in high school; individuals working toward their bachelor's, medical, or doctoral degrees; and training and continuing education for practicing health professionals. Below are highlights of several of MSK's initiatives in training and education.

Training for Fellows, Residents, and Clinical Observers

MSK provides highly specialized educational and training opportunities for physicians pursuing advanced training in oncology and cancer-related disease, with a focus on both patient care and clinical research. We offer approximately 90 clinical programs in which we trained approximately 1,750 physicians in 2017.

MSK also supports a clinical observer program through the Office of Graduate Medical Education and the International Office. A clinical observer is a physician, dentist, or clinical doctor of philosophy who desires to visit for a brief period of time to observe clinical or nonclinical activity. Approximately 550 clinical observers visited MSK in 2017.

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 their future interest in oncology. Approximately 500 students participated in these educational programs in 2016.

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 42 African American, Hispanic, and Native American medical students participated in 2016 and 2017.



Summer Student Fellowship Program funds participation for underrepresented minority medical students

Continuing Medical Education

In 2016, more than 8,000 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 the professional development needs of practitioners from diverse backgrounds and 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 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 2016.

The CME program sponsored numerous activities to address unmet needs in diverse communities, including a seminar for healthcare professionals titled “The LGBT Health Workforce Conference 2017.” This one-day conference featured the country’s leading researchers, clinicians, survivors, advocates, and policy experts on cancer in lesbian, gay, bisexual, transgender, and queer (LGBTQ) communities. Topics covered included barriers to care, tobacco and cancer, risk behaviors among LGBTQ youth, transgender people and cancer, human papillomavirus and vaccination, HIV and non-AIDS-defining cancers, breast cancer, survivorship challenges, and creating a welcoming environment.



Supporting careers in medicine among minority and female medical students

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

Additionally, MSK’s Regional Care Network worked closely with the CME program throughout 2017 to provide convenient CME courses for local providers, including:

- Endometrial Cancer: Improving Outcomes while Maintaining Quality of Life
- Radiation Therapy Advances in Treatment of Lung and Prostate Cancers
- Spanish American Medical and Dental Society of New York: Annual Congress
- Memorial Sloan Kettering Cancer Center: Cancer Treatment Update 2017
- Building Resilience and Self-Preservation in Healthcare
- Assessment and Treatment of Tobacco Dependence in Cancer Care 2017
- Essentials of Caring for and Communicating with the Older Cancer Patient

During 2017, the CME program maintained online educational offerings posted at www.mskcc.org/cme. A primary goal of our free online CME activities is to provide community practitioners with important information about the diagnosis and treatment of various cancers they may be encountering in practice.

Continuing Education for Nurses

MSK offers continuing nursing education courses on topics related to adult and pediatric chemotherapy and biotherapy, radiation therapy, end-of-life care, and the management of elderly patients with cancer. In 2017, 115 registered nurses from the community attended our courses. The following programs were hosted:

- Association of Pediatric Hematology/Oncology Nurses cancer chemotherapy and biotherapy courses, designed for nurses who administer chemotherapy and biotherapy to children with cancer
- End-of-life programs
- Programs on new trends in radiation oncology
- Breast care courses
- Advancing Critical Care Symposium for RNs
- Courses on Advancing Nursing Expertise in the Care of Older Patients with Cancer Pediatric Fundamental Critical Care

Health Professions Education

The School of Radiation Therapy offers a two-year, full-time program of study in radiation oncology technology. Radiation therapists are trained to deliver high doses of radiation to patients under a physician's supervision. In 2016, there were a total of six graduates and nine students continuing into their second year of the program.

The Pharmacy Department manages three one-year specialty residency programs for pharmacists seeking a career in oncology practice: one in pediatric oncology, one in adult oncology, and another in medication safety. In the 2016–2017 academic year, the adult oncology program accepted six pharmacy residents, the pediatric oncology program accepted two pharmacy residents, and the medication safety program accepted one resident.

BECH plays a pivotal role in training students and young adults in the community to help direct their career growth. In 2017, BECH hosted ten college students with health or science majors and two mentor advisers from the Manhattan chapter of the National Coalition of 100 Black Women Signature Role Model program. Staff delivered presentations on patient and community education and outreach efforts in Harlem to help direct students toward the best career opportunities available.



Specialty residency programs for pharmacists seeking careers in oncology

BECH also offered the Nurse Practitioner Preceptor Program, through which two nurse practitioner students from the College of New Rochelle are approved by MSK's Nursing Department for preceptorship by BECH nurse practitioners. The preceptorship includes one-on-one mentoring with a nurse practitioner in patient assessment to perfect their skills, including breast and pelvic examinations, ordering relevant tests (such as mammograms and cytology for PAP smears), interpreting results, and managing the patient accordingly. Each student spends 40 hours with a board-certified nurse practitioner.

Educational Opportunities for College and Postbaccalaureate School Students

The Summer Clinical Oncology Research Experience Program is an eight-week summer honors program designed to encourage undergraduate and postbaccalaureate women to pursue careers in cancer research. Students from the CCNY and Hunter College are matched with a mentor on a clinical or laboratory-based research program at MSK. In 2016, three 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 Program in Molecular Imaging and Nanotechnology. Six students from the CCNY participated in the program in 2016 under the leadership of Karen Hubbard, Chair of the Department of Biology at 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 2016, the program included 40 high school students, undergraduate students, and medical 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.

The MSK School of Cytotechnology transferred sponsorship of its postbaccalaureate Advanced Certificate in Cytotechnology training program to Hunter College beginning in 2015. This program represents the sole cytotechnology training program in New York City, and is one of few such programs recognized as licensure qualifying in New York State. The program is an intensive one-year training program taught onsite at Memorial Sloan Kettering by MSK staff. To date, eight of the 11 staff cytotechnologists are MSK-trained graduates.

Educational Opportunities for High School Students

The Human Oncology and Pathogenesis 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. The program is committed to attracting students with an interest in translational research and strongly encourages minority students who are underrepresented in the sciences to apply. In 2016, 27 high school students participated in the Summer Student Program.



Exposing high school students to career opportunities in translational research

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 2017.

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, the program invites juniors from New York City public high schools to participate in an essay contest. The goal is to inspire an interest in healthcare careers focused on radiology. In 2017, 70 students and 15 staff members from 11 schools participated in the program.

The program's collaborators include the New York City Department of Education and the 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. The internships are held during the summer after the completion of the school year. These internships are offered to the five finalists from the essay competition. Five internships were awarded in 2017.

Educational Opportunities for Doctoral Candidates

MSK's doctoral program trains basic laboratory scientists to work in research areas related to human disease, with a focus on cancer; seven students graduated from the Louis V. Gerstner, Jr. Graduate School of Biomedical Sciences in 2017.

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 2017, 35 students received their doctoral degrees from the Weill Cornell Graduate School.



MSK's David H. Koch Center for Cancer Care under construction

NEW CARE LOCATIONS AND MODELS OF CARE

MSK has expanded its treatment services in order to serve more patients in Manhattan, Brooklyn, Westchester, and New Jersey, as well as on Long Island. As patient volume has grown so has our patients' need for laboratory services — more than doubling in the past decade. As our clinical programs expand, this demand will only continue to increase.

- **75th Street Patient Residence**

In April 2017, MSK opened a new residence on East 75th Street in Manhattan to provide reasonably priced housing for bone marrow transplant and leukemia and lymphoma patients that is near our comprehensive cancer care services. It was designed to be calming and restorative and holds 25 apartments, including a mix of studios and one and two-bedroom units.

- **The 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.

Coming Soon:

- **MSK Bergen**

This 110,000-square-foot outpatient center will fully open in mid-2018 in Bergen County, 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. Upon MSK Bergen's opening, patients will be able to receive much of their treatment – including chemotherapy, immunotherapy, and radiation treatment – at this new location in Montvale, New Jersey.

- **MSK Nassau**

MSK leadership and staff welcomed county officials, community leaders, and special guests to a site-beam-signing celebration, marking the construction of MSK Nassau, a 114,000-square-foot freestanding cancer treatment center. Upon MSK Nassau's opening in late 2019, MSK will close its current Rockville Centre facility and move its staff and services into the new Nassau facility. As at other outpatient MSK locations, patients will benefit from comprehensive cancer services and amenities in a single location, with more than 20 cancer doctors covering multiple disciplines. The building and adjacent five-story parking garage will neighbor NYCB Live, the home of the new Nassau Veterans Memorial Coliseum.



Nassau County and MSK leadership sign a beam to be used in construction of new MSK facility

- **David H. Koch Center for Cancer Care**

Currently under construction, the new outpatient center due to open in 2019 will serve as a model for 21st-century cancer care. The center 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 patients with lung, head and neck, thoracic, and hematologic cancers, as well as a bone marrow transplantation program, radiation, and early-stage clinical trials.

CONCLUSION

The 2017 Update to the MSK Community Service Plan provides a summary of information on our community outreach programs. It is mailed to local officials and organizations and is publicized through our community newsletter. It is available on our website at www.mskcc.org/communityserviceplans and by mail upon request. You may also reach us at communityaffairs@mskcc.org or by calling 646-227-3199. We welcome comments and feedback on MSK's community initiatives.



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