

# THE HOSPITAL OF FOX CHASE CANCER CENTER



Community Health Needs  
Implementation Strategy  
May 2013



Temple Health refers to the health, education and research activities carried out by the affiliates of Temple University Health System and by Temple University School of Medicine.

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## **The Hospital of the Fox Chase Cancer Center Community Commitment**

The Hospital of the Fox Chase Cancer Center is the only hospital in the Southeast Pennsylvania region devoted solely to cancer treatment, research and prevention. Its mission is to prevail over cancer, marshaling heart and mind in bold scientific discovery, pioneering prevention and compassionate care.

Fox Chase Cancer Center, now a member of the Temple University Health System, was an independent, nonprofit institution formed in 1974 by the union of American Oncologic Hospital (one of the nation's first cancer hospitals, established in 1904) and the Institute for Cancer Research (founded in 1927). In 1974, Fox Chase was among the first institutions to be designated a National Cancer Institute (NCI) Comprehensive Cancer Center.

Fox Chase Cancer Center is one of only 41 NCI-designated Comprehensive Cancer Centers in the country. An NCI-designated cancer center means that a center has met NCI standards for cancer prevention, clinical services, or research. A *Comprehensive* Cancer Center meets NCI standards in all three categories. This NCI designation supports research, training, health information dissemination and other programs with respect to the cause, diagnosis, prevention, and treatment of cancer, rehabilitation from cancer, and the continuing care of cancer patients and the families of cancer patients. In addition, Fox Chase physicians and researchers are frequently involved in setting new guidelines for breakthrough medicine and comprehensive care and are involved in setting cancer related strategies at a national level.

## Programs to Promote Access to Care and Promotion of Community Health

The Hospital of the Fox Chase Cancer Center takes great pride in the broad array of community services that we provide to neighborhoods and the Southeast Pennsylvania region. Our community education programs are offered in English and Spanish and are free of charge. Additional efforts to reach diverse audiences include our targeted media efforts, which involve working with media entities to produce both print and electronic information to selected populations. Below is a summary of some of our programs and activities that advance the health of people and the quality of life in our communities:

**Providing Critical Resources.** Fox Chase connects hundreds of people with community-based social services, including free transportation services, legal services, meal plans and free pharmaceuticals, co-pays and medical supplies that provide our most vulnerable patients with the resources they need to help them heal after discharge.

**Reaching out to our Communities.** Fox Chase reaches more than 15,400 people through our community engagement programs. We offer **cancer education** to the community and Fox Chase's patients and families. Through our Speakers Bureau, we deliver education programs in both English and Spanish addressing multiple cancer sites, prevention and screening guidelines and how people can participate in cancer research projects. In collaboration with Fox Chase's Diagnostic Imaging program, we provided **cancer screening** mammography via or mobile unit. Additional screenings include skin cancer and high risk prostate cancer screening. Through our **outreach** services we work hard to facilitate our ability to reach different populations and to support health-focused community efforts. Current partnerships include multiple faith-based organizations, federally qualified health centers and other health agencies and educational institutions, business and media outlets.

Our social work and psychiatry department facilitate an array of cancer support groups for patients and community members. Current support groups include the American Cancer Society's Look Good Feel Better, ostomy, larengectomy, lymphedema, esophagectomy, breast cancer, prostate cancer, head and neck, and bereavement.

**Connecting Patients with Financial Resources.** Fox Chase Cancer Center employs two Financial Counselors dedicated to helping un-and under-insured patients obtain medical coverage. This team processes about 176 applications annually.

**Promoting Multi-Cultural Services:** Reaching and serving multi-cultural audiences includes the ability to communicate with non-English speaking populations. At Fox Chase Cancer Center, language services include the use of medical interpreters via telephone language lines. With the Temple integration, we are able to participate in the medical interpreter program lead by the Cultural and Linguistic Services department, further augmenting our linguistic services. In addition to enhancing our personnel's ability to verbally communicate with patients and the community, our health literacy efforts enable us to simplify our cancer education. Translations of materials produced by Fox Chase will undergo review by a certified translation service to ensure accuracy as well as compliance to the National Standards for Culturally and Linguistically Appropriate Services in Health Care and the Joint Commission' Roadmap. Additional efforts are focused on service excellence to enhance staff's capacity to provide culturally competent care. Such efforts include didactic learning sessions and a health literacy environmental assessments and improvements.

## Community Health Needs Assessment Summary

With support from the Public Health Management Corporation, the Hospital of the Fox Chase Cancer Center completed its Community Health Needs Assessment in April 2013 (CHNA), which is available online at: [http://www.fccc.edu/community\\_health\\_information.html](http://www.fccc.edu/community_health_information.html).

As indicated in the CHNA, findings the following unmet needs were identified:

- Access to screenings and preventative care related to lung, breast, prostate, and colorectal cancer;
- Cultural; or language barriers, particularly among non-English speakers;
- Smoking prevention, interventions, and cessation programs;
- Overweight and obese children and adults; and,
- Difficulty navigating the healthcare system and obtaining prescription drug medications.

As indicated in the CHNA, many of these unmet needs are already being addressed in our service area by our affiliated Temple University Hospital and Jeanes Hospital, as well as by other healthcare providers, government, and local non-profits. In addition, some are not within the mission of the Fox Chase Cancer Center.

Through a consensus-building process among that included leaders of the Hospital of the Fox Chase Cancer Center and its affiliated Jeanes Hospital and Temple University Hospital, each of our hospitals determined which areas it would focus on as they develop initiatives to address unmet needs. We considered whether an issue is the root cause of other problems; internal resources of each hospital, external resources in the community, academic resources of Temple University, the community's ability to respond to the issues, and the consequences of not responding to an issue.

As a result of this process, the Fox Chase Cancer Center has developed comprehensive plans to address many of these needs as part of its efforts to improve the health of its vulnerable population. In some cases, it was determined that we cannot address certain unmet needs as an area of high priority. In such cases, however, we will continue to work in appropriate partnership with other community based organizations and governments agencies, as well as with our Temple University and Health System affiliates, to strengthen access to these programs and enhance the health and quality of living in the communities we serve.

## **Plan to Develop a System-Wide Approach to Cancer Research**

The Fox Chase Cancer Center is dedicated to community engagement in cancer control efforts to strengthen existing services and expand the breadth and depth of our programming to better meet the needs of the service area. As a member of city and state efforts, including Smoke Free Philly, the PA comprehensive cancer control planning effort and the PA Office of Health Equity, Fox Chase Cancer Center is positioned to share community needs to inform and influence the planning efforts.

**Priority:** Develop a system-wide approach that includes the hospitals and physicians of the Temple University Health System (TUHS) to enhance coordination, patient and public access to cancer research that addresses the continuum of care, from prevention to survivorship.

**Rationale:** Cancer research is a required component of an NCI-designated Comprehensive Cancer Center, as Fox Chase Cancer Center is. By identifying research across TUHS that focuses on cancer and its contributing factors, we can identify opportunities for collaboration as well as opportunities to include the diversity of our community in research efforts.

**Goal:** Identify and track clinical and population-based cancer research and its contributing risk factors across TUHS to identify opportunities for collaboration and approaches to increase patient and community participation.

### **Partnership with Community Organizations or Government agencies:**

- Community Advisory Council (representatives from local faith-based, community-based, academic, business and cancer survivors).
- Patient and Family Advisory Committee

### **Implementation Team:**

#### ***Executive Sponsors:***

Research Administration – John Gricoski, PhD, Vice President of Research Administration  
Cancer Control and Prevention (CCP) - Carolyn Fang, PhD

#### ***Team members:***

Fox Chase and TUHS Clinical Trials Offices  
Office of Sponsored Research (OSR)  
Temple Office of Research (TOR)  
Office of Health Communications and Health Disparities (OHCHD)  
Institutional Advancement (IA)

### **Action Plans:**

- Assemble Implementation Team and meeting(s).
- Develop an assessment tool to capture clinical and population-based research within the TUHS.
- Develop a plan that outlines the data collection process and procedures.
- Establish a monitoring schedule to update research portfolio.
- Provide a synopsis of data collected to share with community advisory and implementation team for input and feedback.
- Share the synopsis and recommendations for community engagement to researchers at TUHS.

**Objectives:**

- Assess the number of advisories that include community members.
- Identify areas for potential collaboration amongst TUHS entities.
- Identify opportunities and strategies for community engagement and/or participation.

**Expected Timing:**

- Three months to develop instrument and process
- Three months to implement the survey
- Three months to analyze and prepare report
- One month – Synthesize report
- One month - Share the report with the community advisory council and department chairs, researchers and faculty across the system.

**Communication:**

- Fox Chase, the report will be discussed twice annually at Research faculty meetings and Cancer Control and Prevention Faculty meetings, community advisory council meetings.
- Talbott Library and TUHS equivalent will provide access to the report electronically.
- The OHCHD will provide FCCC researchers with information regarding services available via the OHCHD that enhance community engagement, i.e. education and outreach efforts, health literacy assessments, recruitment strategies.
- The OHCHD will work with community partners to identify communications channels to discuss and promote the research i.e. radio shows, newsletters.

**Budget:**

We expect our year one expenses to be about \$75,000 to cover the salary of the research and administrative staff to organize the cancer research plan, conduct meetings with community organizations and other related program costs.

## **Plan to Enhance Access to Evidence-Based Cancer Care and Prevention**

**Priority:** To enhance access to evidence-based cancer prevention and cancer care.

**Rationale:** In the past year, one in eight adults in our service area needed cancer-related care but were unable to obtain it due to the cost, and a similar number did not receive any medical care in the past year. There is an unmet need in the service area for cancer screening and preventive care. Qualitative findings also show that area residents have difficulty navigating the health care system, that those without health insurance or with public insurance face additional barriers and that residents who speak languages other than English are in need of supplemental services to assist them in receiving care.

**Goal:** Enhance access through education, screening, navigation, behavioral and translational research, and best practices for community engagement.

**Available Resources:** Fox Chase Cancer Center is committed to providing high quality, evidence-based cancer care to all patients.

- Fox Chase faculty
- Temple School of Public Health (Nodal grant with FCCC and Temple faculty)
- Jeanes Hospital - Community Classroom
- Patient Financial Services
- Social Workers
- Patient and Family Advisory Committee
- Service Line Administrators

### **Partnership with Community Organizations or Government agencies:**

- Community Advisory Council (representatives from local faith-based, community-based, academic, business and cancer survivors).
- Partner community based organizations & institutions – this includes past partners where we have screened and/or conducted educational programs
- Patient and Family Advisory Committee
- SmokeFree Philly
- Philadelphia Department of Health
- Philadelphia 2035

### **Implementation Team:**

#### ***Executive sponsor:***

Evelyn González, MA, Senior Director, Office of Health Communications & Health Disparities

#### ***Team Members:***

Cancer Screening staff - Linda Hammell, Director of Community Cancer Screening

Diagnostic Imaging- Jean Humell, Chief Technician

Community and Clinical Navigators - Jerilyn Baskett, MS (Community) Navigator and Bonnie Miller, RN, Women's Cancer Center Administrator

Health Educators – Armenta Washington, MS, Program Manager, Rosa Ortiz, BA, Bilingual Health Educator

Resource and Education Center- Stephanie Raivitch, BS, Director of Health Communications



Patient Financial Services  
Fox Chase faculty  
Service Line Administrators

**Action Plans:**

- Disseminate Speakers Bureau brochure via first-class mail, FCCC website, publications via tailored media (newsprint or radio), and participation at outreach events.
- Cancer screening efforts will continue with partnerships currently developed to provide annual screening dates.
- Identify new community sites to explore partnerships for both screening and educational programs.
- Monthly navigation team meetings.
- Communicate FCCC's annual community benefit activities and level of support to stakeholders.

**Objectives:**

- To provide bilingual cancer education sessions to 2,000 individuals in the community through the community Speakers Bureau within the target region.
- To provide cancer screening via the mobile unit with at least 25% held in community settings.
- Establish a standardized community navigation process for mobile cancer screening program to facilitate access to care.

**Expected Timing**

- Programs and services will be delivered monthly.

**Communication:**

- Establish regular meetings with TUHS entities supporting community benefit efforts.
- Promotional efforts will be coordinated with the OHCHD, Finance, Communications and Marketing Departments, Women's Cancer Center, CoC Cancer Committee at FCCC.
- Culturally tailored materials will be developed and disseminated to community partners and media.
- Website

**Budget:**

We expect our year one expenses to be about \$700,000 to cover the salary of the community education, health educators, social work and technician staff to conduct education sessions in the community, provide cancer prevention screening services via our mobile van and develop necessary education and marketing materials.

## **Plan to Strengthen Practices for Culturally Competent Care**

**Priority Area #3:** Strengthen practices for providing culturally competent care.

### **Rationale:**

A 2002 report from the Commonwealth Fund entitled *Cultural Competence in Health Care: Emerging Frameworks and Practical Approaches* defined cultural competence in health care as a system's ability to provide care to patients with diverse values, beliefs and behaviors, including tailoring delivery to meet patients' social, cultural, and linguistic needs.

The ethnic diversity of the service area surrounding the Fox Chase Cancer Center continues to grow.

The United States Census Bureau estimates that approximately 1,817,300 residents populate our primary service area including Philadelphia, Bucks and Montgomery counties. The race and ethnicity of our service area is 62% White, 20% Black, 10% Latino and 6% Asian. Data for the deaf community are difficult to isolate as current metrics also include individuals hard of hearing, not deaf.

In our efforts to serve the needs of our diverse population, Fox Chase Cancer Center is committed to strengthening the educational and training programs for our physicians and employees.

### **Goals:**

1. To educate staff and physicians about the diversity of the clients/patients we serve.
2. To provide high quality safe care to patients with language needs, including the deaf and hard of hearing.
3. Strengthen practices for providing culturally competent care.

### **Available Resources:**

- Language phones which provide fast access 24/7 for 196 languages using credentialed interpreters
- Agency interpreters for 50 different languages, including certified American Sign Language, with whom we have a contract to provide interpretations for TUHS' patients/clients
- Video Remote Interface for American Sign Language interpretation
- Contract with certified translation company to translate documents for over 50 different languages
- Cultural and Linguistic Services (TUHS)
- Office of Health Communications and Health Disparities
- Nursing Quality Improvement
- Service Line Administrators
- Service Excellence – Health Communications and Cultural Competency working group
- Diversity Council

### **Partnership with Community Organizations or Government agencies:**

- Patient and Family Advisory Committee
- Visitors and Patients

**Implementation Team:*****Executive sponsors: Co-chairs:***

Eileen Sosna, RN, Nursing Administration, Fox Chase-Jeanes Hospital Campus, TUHS

Evelyn González, MA, Senior Director, Office of Health Communications & Health Disparities

***Team Members***

TUHS Language Services – Angel Pagan, Director of Cultural and Linguistic Services, TUHS

Social Work Department - Luanne Chynoweth, MSW, Director of Social Services

Continuing Medical Education - Kathy Smith, Coordinator of CME

Quality Assurance - Delinda Pendelton, RN

Service Lines Administrators

Nursing

Multi-Media Services, Kim Williams

Partner Organization(s)

**Action Plans:**

- Participate on conference planning committee.
- Identify opportunities for FCCC faculty and services.
- Promote event internally to FCCC staff.
- Identify and secure a partner organization to deliver an in-service training.
- Collaborate with TUHS Cultural and Linguistic Services to implement a standardize language access program.
- Develop recommendations that address access and navigation issues.
- Prioritize recommendations and associated budgets to be presented to appropriate leadership.
- Evaluate impact of any changes implemented.

**Objectives:**

- Participate in planning a system-wide conference focused on cultural competency.
- Conduct a one day conference for TUHS staff, focused on increasing staff's cultural competency. Follow-up survey will measure adoption of strategies presented at conference.
- Provide two opportunities for partner organizations to contribute to the learning experience i.e. in-service training(s)
- Enhance and/or streamline language services to facilitate access to care by non-English or limited English proficient patients, and deaf and hearing impaired patients as mandated by the DHHS National Standards for culturally and Linguistically Appropriate Services in Health Care and by Joint Commission on Accreditation of Healthcare Organizations (JCAHO).
- Assess and provide recommendations to improve patient access and navigation to services.

**Expected Timing**

- The conference and follow-up will occur in 2013
- Enhancement and/or streamlining of Language Services will begin in 2013 and will be monitored and re-assessed annually.
- Within a twelve-month period two in-service trainings will have occurred

**Communication:**

Promotion of the conference will be accomplished via CME website and listserv

Mailing of brochure to TUHS entities

E-bulletin at FCCC, Jeanes and TUHS

Promotion and updates at department meetings

Patient and Family Advisory Committee

**Budget:** TUHS dedicates about \$1.5 million annually to support its Multi-cultural services department, which includes language and interpretive services across its hospitals. We expect our year one expenses to be about \$100,000 to cover the cost of the conference and training materials for Cultural Competency. Also navigators, nursing, health communications and disparities will be involved in ongoing education and training activities. There will be additional expenses to cover language services and the appropriate technology for patients being served.

## **Approach to Unmet Needs**

Obesity and Overweight BMI: Jeanes Hospital, a member of the Temple University Health System, has established this as one of its health priorities, and is implementing programs to serve all Temple member hospitals and communities.

Dental visits among children: The provision of dental care is beyond the mission of Fox Chase Cancer Center. However, the Temple University Kornberg School of Dentistry (KSOD), is a major provider of care for Philadelphia's underserved residents. It serves about 23,000 patients annually in an immersive environment that enables students to hone diagnostic and clinical skills. The KSOD contains the largest orthodontic clinic for patients covered by Medicaid in the region. Agreements with dental companies allow the school to provide dental implants to underserved patients at a relative low cost. The KSOD's emergency clinic is the largest in the state, treating approximately 7,200 patients annually. The KSOD also has a strong collaboration with local FQHCs and City of Philadelphia Health Centers.

Uninsured adults without prescription coverage:

Fox Chase's Social Services Departments can connect destitute patients with community-based social services, including free transportation services and free pharmaceuticals, co-pays and medical supplies that provide our most vulnerable patients with the resources they need to help them heal after discharge.

In addition, our Financial Counseling Department's counselors screen all uninsured and underinsured patients (including those with high deductibles and co-pays) who are hospitalized or require elective outpatient hospital services to determine their eligibility for government funded medical insurance coverage such as Medicaid, CHIP, and Adult Basic. While we will continue to connect our patients with insurance options, we do not have the resources to mount an extensive outreach into the community. This function can be carried out by area health insurers, who are expected to conduct significant outreach efforts in connection with the implementation of health insurance exchanges as provided for under the Affordable Care Act of 2010. In addition, the Temple University Health System, in response to the Center for Medicare and Medicaid Services' request for proposals for "Marketplace Navigator" grants, is forming a proposal to develop a network of navigators, in collaboration with other community-based organizations, to connect uninsured patients with Medicaid and other insurance options made available under the Affordable Care Act.

Access to OB/GYN services: Fox Chase Cancer Center does not have the resources to provide access to primary care services. We will work with Temple Physicians, Inc., and with the City of Philadelphia to increase awareness of community-based resources for moms and newborns. The Fox Chase Cancer Center will also collaborate with Temple University Hospital in its efforts to reduce the instance of infant mortality and improve access to resources for moms and newborns.

**Fox Chase Cancer Center – Community Benefit Implementation Plan 2013**

Inputs	Activities	Outputs	Short term Outcomes	Intermediate Outcomes	Long Term Outcomes	Impact
<b>Priority Area #1: Develop a system-wide to enhance coordination and participation in TUHS research</b>						
Researchers & community advisory member(s), CCP, CTO OSR, IRB, OHCHD, IA Money, grants Community	<ul style="list-style-type: none"> <li>Develop survey</li> <li>Assess TUHS research study areas</li> </ul>	<ul style="list-style-type: none"> <li>Report of TUHS research portfolio</li> <li># of communications regarding portfolio</li> <li># of community involved in advisories</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness of other studies among TUHS researchers</li> </ul>	<ul style="list-style-type: none"> <li>Increase efforts to collaborate in research &amp;/or engage community</li> </ul>	<ul style="list-style-type: none"> <li>Identify and track TUHS population-based cancer research</li> <li>Identify opportunities for collaboration</li> </ul>	Increased patient participation that represents the diversity of our community in TUHS research
<b>Priority Area #2: Enhance access to evidence-based cancer prevention and cancer care</b>						
Faculty, Diagnostic Imaging, Patient Financial Services, Faculty, OHCHD, Service Line Administrators, Patient & Family Advisory, Jeanes Volunteer Services	<ul style="list-style-type: none"> <li>Speakers Bureau cancer education</li> <li>Mobile Unit screening</li> <li>Patient navigation</li> </ul>	<ul style="list-style-type: none"> <li>2,000 people educated</li> <li>25% of mobile unit screening in community settings</li> <li>Standard established for community navigation</li> </ul>	<ul style="list-style-type: none"> <li>Improve community knowledge, attitudes, and beliefs on cancer prevention &amp; screening</li> </ul>	<ul style="list-style-type: none"> <li>Increase # of screenings via mobile unit</li> <li>Improve patient navigation services at FCCC</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced access to education, screening and behavioral research</li> <li>Strong community engagement</li> </ul>	Decrease access-related barriers to care
<b>Priority Area #3: Strengthen practices to provide culturally competent care</b>						
OHCHD, Quality improvement, Temple Cultural & Linguistic Services, Service Line Administrators, Nursing, Social Work, Community and Clinical Navigators, Diversity Council, Money & grants	<ul style="list-style-type: none"> <li>Planning &amp; implementation of cultural competency conference</li> </ul>	<ul style="list-style-type: none"> <li>1-day conference for TUHS staff on cultural competency</li> <li>2 in-service trainings</li> </ul>	<ul style="list-style-type: none"> <li>Increase knowledge</li> <li>Measure adoption of strategies presented at conference</li> </ul>	<ul style="list-style-type: none"> <li>Improve language services</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen practices for providing culturally competent care</li> </ul>	Address health disparities by providing culturally competent care

## **Looking Forward to a Healthier Population**

The Hospital of the Fox Chase Cancer Center is committed to improving the health of the communities we serve by prevailing over cancer, marshaling heart and mind in bold scientific discovery, and pioneering prevention and compassionate care. While our Implementation Strategy provides a broad outline of our current plans, we will continue to develop and refine our approach moving forward. In so doing, we plan to work with other members of the Temple University Health System to integrate our community outreach and education initiatives with theirs to make more efficient and effective use of resources already available, and to align our efforts, as appropriate, with health priorities of the Philadelphia and Pennsylvania Departments of Health.

In partnership with community organizations, other health providers, the City of Philadelphia, and the Temple family of hospitals and physicians, we hope to improve the health of our population and the quality of living in the many communities we serve.