





## OUR MISSION

City of Hope is transforming the future of health. Every day we turn science into practical benefit. We turn hope into reality. We accomplish this through exquisite care, innovative research and vital education focused on eliminating cancer and diabetes.

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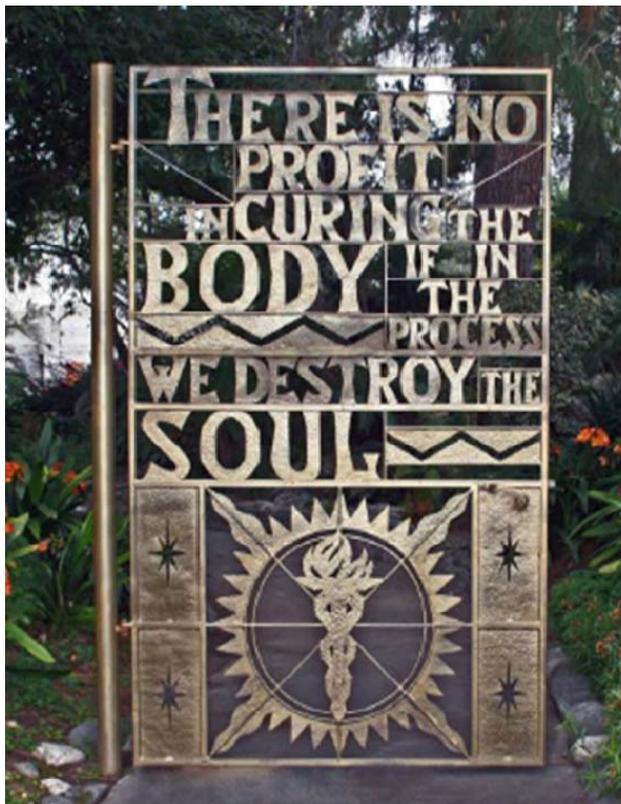
## COMMUNITY BENEFIT IMPLEMENTATION STRATEGY 2014 - 2017

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## ABOUT CITY OF HOPE

City of Hope is dedicated to making a difference in the lives of people with cancer and diabetes. Our mission is to transform the future of health care by turning science into practical benefit, hope into reality. We accomplish this by providing outstanding care, conducting innovative research and offering vital education programs focused on eliminating cancer and diabetes.



Founded in 1913, City of Hope is one of only 41 comprehensive cancer centers in the nation, as designated by the National Cancer Institute. Our role as leaders in cancer care, basic and clinical research, and the translation of research into practical benefit is widely acknowledged.

City of Hope is a pioneer of patient centered care and remains committed to its tradition of exceptional compassionate care for patients, families and its community. Each day, we live out our credo:

*"There is no profit in curing the body if, in the process, we destroy the soul."*



Our robust research program centered in the Beckman Research Institute of City of Hope has led to many groundbreaking discoveries.

- Numerous breakthrough cancer drugs, including Herceptin, Rituxan and Avastin, are based on technology pioneered at City of Hope and are saving lives worldwide.
- Millions of people with diabetes benefit from synthetic human insulin, developed through research conducted at City of Hope.
- A leader in bone marrow transplantation, City of Hope has performed nearly 12,000 bone marrow and stem cell transplants, operating one of the largest, most successful programs of its kind in the world.

To further support our mission of excellence, City of Hope helped found the National Comprehensive Cancer Network (NCCN), an alliance that defines and sets national standards for cancer care. A primary goal of NCCN is to ensure that the greatest number of patients in need receive state-of-the-art care.

Although City of Hope is a destination for patients from around the world, we also serve our community, and we believe we serve it well. We have a healthy history of rich programs with community partners; programs that continue to thrive and grow. Because cancer and diabetes are complex, multifaceted and all-too-common in our catchment area, partnerships for community benefit are an integral part of our mission.



## OUR PRIMARY SERVICE AREA

City of Hope is located in Duarte, California a diverse community of 21,500 in Los Angeles County. The city of Duarte is a leader in community health improvement and a willing partner with City of Hope in multiple initiatives.

Our primary service area extends far beyond Duarte to include Los Angeles, San Bernardino, Riverside and Orange counties. Patients from these counties comprise 87 percent of our discharges.

The most recent demographic and health status profile of our primary service area was developed in 2013 using multiple data sources (**see Table 1**).

The findings were enlightening. Together, these four counties are home to:

- 46% of California's total population
- 56% of California's Hispanic population (predominantly Mexican)
- 54% of the state's black population, and
- 44% of the state's Asian population  
(primarily Chinese and Filipino, but also Korean and Vietnamese).

The **four counties** in our primary service area have a unique composition that makes them vulnerable on many levels. These factors reinforce the need for community benefit programs:

### Los Angeles County

- 47.7% of residents are Hispanic and 13.7% are Asian
- Together, these populations grew 40% between 2000 and 2010
- 57% of residents do not speak English at home
- 30% of California's poor live in LA County
- 18.5% of residents live below the poverty level
- 23.5% of residents are uninsured

### San Bernardino County

- 49.2% of residents are Hispanic and 6.3% are Asian
- 18.1% of residents live below the poverty level
- 21.6% of residents are uninsured

### Riverside County

- 45.5% of residents are Hispanic and 6% are Asian
- 16.1% of residents live below the poverty level
- 21.1% of residents are uninsured

### Orange County

- 33.7% of residents are Hispanic and 17.9% are Asian
- 13.1% of residents live below the poverty level
- 18% of residents are uninsured



Moreover, the prevalence of cancer and diabetes, and behavioral risk factors that contribute to these diseases, is high in these four counties:

- 63,765 cancer cases were expected in 2013 among residents of these four counties.
- Cancer is the No. 1 cause of death among Hispanics in California.
- 35% of Hispanics in LA County have diabetes, and 30% are obese.
- 30% of blacks in LA County have diabetes, and 37% are obese.
- 27% of Asians in LA County have diabetes, and 9% are obese.
- 25.9% of residents in the Los Angeles metro area engage in no physical activity.
- 21.2% of Orange County residents engage in no physical activity.



**Table 1: Sources of secondary data used in the 2013 Community Health Needs Assessment**

<b>Demographic Data</b>	
For zip codes in COH's primary service area: <ul style="list-style-type: none"> <li>- Total population</li> <li>- Age distribution and median age</li> <li>- Racial/ethnic distribution</li> <li>- Household Size</li> </ul>	2010 U.S. Census data, analyses performed by City of Hope Division of Information Sciences
<b>Health Care Access - For LA County and San Gabriel Service Planning Area (SPA)</b>	
Prevalence of vulnerable populations Uninsured adults and children Adults and children with no regular source of health care	Los Angeles County Department of Health Services. Key Indicators of Health by Service Planning Area, June 2009. University of California, Los Angeles. Center for Health Policy Research, 2009. National Center for Health Statistics. Centers for Disease Control and Prevention, 2010.
Use of Preventive Health Services <ul style="list-style-type: none"> <li>- Mammography</li> <li>- Pap smears</li> <li>- Colorectal cancer screening (sigmoidoscopy or colonoscopy)</li> </ul>	United States Department of Health and Human Services. Healthy People 2020. November, 2010.
<b>Health Outcomes</b>	
Leading causes of death in LA County	California Department of Public Health. Los Angeles County's Health Status Profile, 2012.
Statewide trends in cancer mortality Incidence, mortality and prevalence of common cancers in California Five most common cancers by sex and detailed race/ethnicity, CA	American Cancer Society, California Division and Public Health Institute, California Cancer Registry. California Cancer Facts and Figures 2012.
<b>Health Risk Behaviors</b>	
Smoking by adults - LA County, San Gabriel SPA Adults who consume five or more servings of fruits and vegetables a day - LA County and San Gabriel SPA	Los Angeles County Department of Health Services. Key Indicators of Health by Service Planning Area, June 2009.
Adults who are physically active - LA County and San Gabriel SPA Obese and overweight adults - LA County and San Gabriel SPA Overweight children - Grades 5, 7 and 9 -LA County, San Gabriel SPA	National Center for Health Statistics. Centers for Disease Control and Prevention, 2010. State of California Center for Health Statistics, 2009.
Smoking by adults - CA, US	Los Angeles County Department of Health. Cigarette Smoking in Los Angeles County: Local Data to Inform Tobacco Policy 2010
Adults who consume five or more servings of fruits and vegetables a day - CA US Adults who are physically active - CA and US	United States Department of Health and Human Services. Los Angeles County Department of Health Services. Key Indicators of Health by Service Planning Area June 2009. National Center for Health Statistics. Centers for Disease Control and Prevention, 2009.



## OUR APPROACH TO COMMUNITY BENEFIT

To ensure that City of Hope meets the needs of its primary service area, the institution's leadership chose to centralize community benefits and made it a priority for the institution.

Nancy Clifton-Hawkins, M.P.H., M.C.H.E.S., a senior health education specialist with seven years of experience developing and evaluating nonprofit hospital community benefit infrastructure and programs, was hired in October 2013 to direct and coordinate the program. As a member of the Department of Supportive Care Medicine, she collaborates with internal and external stakeholders to identify priority health needs and address them in measurable ways.

Clifton-Hawkins began the quality planning process by scrutinizing existing programs to ensure they met the criteria for community benefit. Assets and needs were identified, expectations clarified and responsibilities delineated. The process of pairing complementary initiatives within the institution and matching them with community partners continues. Obstacles to success have been identified and the necessary financial and personnel resources have been allocated to ensure success.

Mechanisms are being put in place to ensure the quality of each program can be maintained and that outcomes can be tracked and measured. Carefully planned programs are being developed to ensure that each program provides value, has the flexibility to change along with the community's needs and can be sustained over time.

## COMMUNITY BENEFIT CORE PRINCIPLES

All community benefit programs at City of Hope, both existing and to come, are now being filtered through the lens of five core principles, established by the Public Health Institute:

- 1. Emphasis on populations with disproportionate unmet health needs** within City of Hope's primary service area ("vulnerable populations"), as measured by culture, race or language disparities, age, poverty and lack of education.
- 2. Emphasis on primary prevention:** health education, disease prevention and health protection.
- 3. Building community capacity** by mobilizing community stakeholders as full partners and engaging them in sustainable strategies that address both symptoms and underlying causes.
- 4. Building a seamless continuum of care** to optimize the ability of community resources to manage cancer and diabetes, prevent patients from falling through the cracks and minimize the need for future medical care.
- 5. Collaborative governance** to ensure the community has a voice in, and partners in, projects initiated with City of Hope.



## COMMUNITY HEALTH NEEDS IDENTIFICATION PROCESS

As a nonprofit, tax-exempt hospital, City of Hope conducts a community health needs assessment (CHNA) every three years. Using both primary and secondary sources, the 2013 CHNA examined health data related to cancer and diabetes in our primary service area.

The needs assessment process began by holding discussions with more than 200 community individuals and organizations regarding unmet health needs. Two health educators in City of Hope's Department of Supportive Care Medicine obtained input from colleagues within and outside City of Hope and reviewed lists of participants in the 2010 community needs assessment to develop a list for the 2013 CHNA. A significant effort was made to include a cross-section of community organizations that address cancer-related needs (see **Table 2**). Particular emphasis was placed on identifying organizations that could represent the needs of medically underserved, low-income and minority populations. The list includes local health departments, advocacy groups, cancer-related organizations, community hospitals, mental health agencies, culturally focused organizations, schools, libraries, local governments, religious organizations and other community-based agencies.

Questions regarding community assets and a quantitative component were added to enhance the quality of data as the foundation for planning implementation strategies.

**Table 2:** Organizations participating in the 2013 Community Health Needs Assessment

- American Cancer Society
- American Diabetes Association
- Asian Pacific Healthcare Venture
- Azusa Health Center
- Azusa Pacific University - School of Nursing
- Buddhist Tzu-Chi Foundation
- California Cancer Collaborative Initiative
- California Center for Public Advocacy
- California Health & Longevity Institute
- California State University, Fullerton - Health Promotion Research Institute
- Cancer Support Community
- Center for Health Care Rights
- Claremont Graduate University - Weaving an Islander Network for Cancer Awareness and Training (WINCART) Center
- Citrus Valley Health Partners
- City of Duarte - Parks and Recreation
- City of Hope
  - Case Management
  - Center of Community Alliance for Research & Education (CCARE)
  - Clinical Social Work
  - Communications
  - Leslie & Susan Gonda (Goldschmied) Diabetes and Genetic Research Center
  - New Patient Services
  - Patient Special Services
  - Physical Therapy
  - Population Sciences
  - Supportive Care Medicine
- City of Pasadena - Public Health Dept.
- City of Pomona - Recreation Programs and Services: Pomona Youth and Family Cancer Legal Resource Center
- Duarte City Council
- Duarte Unified School District
- Glendale Memorial Hospital
- Greater El Monte Community Hospital
- Herald Cancer Association
- Huntington Memorial Hospital
- Kaiser Permanente Baldwin Park Medical Center
- Kommah Seray Inflammatory Breast Cancer Foundation
- Los Angeles County Public Health Department
- Latino Health Access
- Leukemia & Lymphoma Society
- Little Tokyo Service Center
- Los Angeles County Public Library
- Methodist Hospital - The Cancer Resource Center
- Our Savior Center
- PADRES Contra el Cancer
- Office of California State Senator, Senate District 24
- PALS for Health
- Pasadena Public Health Department
- Pomona Health Center
- Presbyterian Intercommunity Hospital - The Hospice House
- Providence Center for Community Health Improvement
- Providence St. Joseph Medical Center
- San Gabriel Mission
- St. Anthony Parish
- St. Luke's Catholic Church
- St. Vincent Medical Center - Multicultural Health Awareness and Prevention Center
- The G.R.E.E.N. Foundation
- Training (WINCART) Center
- United Cambodian Community
- University of Southern California
  - Communications
  - Norris Comprehensive Cancer Center
  - School of Pharmacy
- Women Helping Women Services - National Council of Jewish Women
- Young Women Christian Association - San Gabriel Valley

## PRIORITIZING HEALTH NEEDS

This data-gathering process enabled City of Hope to identify five areas of community concern relating to cancer and diabetes. Members of the local community were asked to prioritize these needs by taking into account the size and seriousness of the issue, economic feasibility, potential for impact, availability of community assets, need due to limited community assets, probability of success and value to the community.

**Strategic Priorities:** The five focus areas were prioritized as follows:

1. Research alliances
2. Cancer prevention and early detection, specifically as they relate to lung, colorectal, prostate and women's cancers
3. Healthy living, specifically related to how nutrition and physical activity impact cancer and diabetes
4. Culturally relevant community partnerships and education
5. Smoking cessation and its impact on lung cancer

Within these focus areas, the community stakeholders identified specific issues as important to pursue over the next three years. These include:

- Reduction of obesity
- Increase in physical activity
- Culturally competent and culturally specific health education
- Culturally sensitive support
- Assistance in navigating health care system
- Cancer advocacy training
- Increase in community partnerships
- Barriers that prevent vulnerable populations from accessing services, including poverty, lack of transportation and cultural/linguistic issues



## STRENGTHENING ONGOING INITIATIVES

Because the focus areas identified by community stakeholders are interrelated, many existing City of Hope programs touch on more than one core principle and meet more than one strategic priority (**see Table 3**).

We believe this is indicative of a robust program with increased chance of meeting a greater number of needs. We are actively seeking to enhance existing programs to include additional principles and priorities.

Details are included under each program on the pages that follow.

Table 3: City of Hope Community Benefit Activities

Program Activity	Core Principles					Strategic Priorities			
	Vulnerable Populations	Primary Prevention	Seamless Continuum of Care	Community Capacity Building	Research	Cancer Prevention Early	Healthy Living	Culturally Relevant Partnerships & Education	Smoking Cessation
Clinical Research*	x				x		x	x	
Genetic Screening for Latinas at High Risk for Breast Cancer *	x	x		x	x	x	x	x	
Foothill Fitness Challenge	x	x		x			x	x	
Student Mentoring Partnerships	x	x						x	
Seeds of Hope*	x	x		x	x		x	x	
SGV Science Education Partnership Award Collaborative*	x	x							
CCARE*	x	x	x	x		x	x	x	
Sheri & Les Biller Patient & Family Resource Center	x	x					x		
Emerging Programs for Specific Populations	x							x	
Patient Services Coordination	x		x					x	
Continuing Medical Education for Community Providers	x								
Pharmacy Initiatives	x								x
Nutrition Education	x	x							
Epidemiological Research in Minority Populations	x				x				x

\*Conducted in conjunction with Beckman Research Institute of City of Hope

## CLINICAL RESEARCH

Clinical research at City of Hope has helped fundamentally advance the world's understanding of cancer, diabetes, HIV/AIDS and other life-threatening diseases. This research has, in turn, helped improve the lives of men, women and children around the world. City of Hope's success in clinical research is due in great part to its foundation of scientific knowledge that supports an integrated, multidisciplinary approach that allows City of Hope researchers to successfully bring genetic and immunological, stem cell, and imaging techniques into the treatment arena.

### Hematologic Malignancy Institute

- City of Hope is conducting research to develop an improved understanding of regulation of malignant stem cells in hematologic malignancies and to develop effective approaches to eliminate these cells.
- Studies are underway on the molecular mechanisms that drive development of secondary leukemia in patients receiving cancer treatments, to allow prediction of which patients are at highest risk of the disease, and design interventions that can prevent or treat it.
- John Chan, M.D., was recently recruited to City of Hope in December 2013 and has continued his research into the molecular mechanisms of lymphomagenesis. Chan's work is critical to building a translational program for the better diagnosis and treatment of patients with lymphoma at City of Hope.





### Diabetes Research Center

- City of Hope is conducting research to improve the understanding of type 1 diabetes mellitus, with a focus on developing new strategies for achieving a cure for this devastating disease.
- Studies are underway to explore a multifaceted approach to advancing islet transplantation through the development of gene signature for assessing islet quality so the best islets can be transplanted into patients, developing new imaging technology for real-time assessment of transplanted islet cells in patients, protecting native and transplanted islet cells using immune modulation, and identifying ways to create an unlimited source of insulin-producing cells for transplantation.

**2014 - 2017:** Clinical research will continue to pursue answers to the most perplexing questions (surrounding cancer, diabetes, HIV/AIDS and other life-threatening disease) that impact our communities.

## GENETIC SCREENING OF LATINAS AT HIGH RISK FOR BREAST CANCER

Jeffrey Weitzel, M.D., founder and director of the Division of Clinical Cancer Genetics and director of the Cancer Screening & Prevention Program<sup>SM</sup> at City of Hope, is passionate about the potential of genetic screening to identify healthy women at increased risk for breast cancer.

Distressed by the number of young patients with advanced breast cancer seen at regional safety net clinics and the lack of Medicaid coverage for genetic predisposition testing, 10 years ago Weitzel established a clinical and research program to develop culturally tailored genetic counseling and genetic testing for high-risk, uninsured Latina women and their relatives. The program partners with Olive View Medical Center to provide on-site bilingual genetic counselors who map the patient's family tree, help patients contact their relatives and encourage the women to undergo screening, arranging free genetic testing for patients at high risk for, or diagnosed with, breast cancer. When a patient is found to be positive for BRCA1 or BRCA2, high risk care is provided at Olive View, including screening breast examinations for at risk relatives living in the area.

Women who test positive for BRCA1 and BRCA2 are counseled about the value of oophorectomy in reducing the risk of breast cancer by 50 percent and eliminating the risk of ovarian cancer associated with the gene.

Underserved/uninsured women in the community with a breast abnormality can qualify for emergency MediCal or state sponsored breast cancer treatment funds if a biopsy identifies breast cancer. One resource for biopsies in the community is Planned Parenthood. High risk patients are provided state of the art genetic cancer risk assessment at City of Hope, and subsequent breast cancer treatment and oophorectomy can be performed there.

Full sequencing of the most common breast cancer genes (BRCA1 and BRCA2) for mutations can cost up to \$4,000 — a cost that puts the test out of the reach of underserved populations. In order to make BRCA testing more affordable, Weitzel created a \$25 test for BRCA mutations that are common in the Latino population. These studies are paving the way to more access in the greater Latino communities, even extending into Mexico and South America.

Weitzel offers lay lectures about breast health in the community and has conducted 150 lectures at community hospitals over the past few years. Along with his senior genetic counselor who has a doctorate in education, Kathleen Blazer, he also created a 90-hour continuing medical education course in breast cancer used to train clinicians locally, regionally and nationally. The course is designed to create practitioner-level competence in cancer genetics. Participants are taught how to obtain and draw comprehensive high quality genetic pedigrees and to provide cancer risk counseling. Many participants choose to collaborate with Weitzel's group and enter the pedigrees into a database at City of Hope. This database, which is used to conduct research in the genetics of cancer, now contains information from 10,000 patients, with 1,500 being added every year.

The database has already played a key role in research that led to fundamental changes in breast cancer care. In 2007, Weitzel and colleagues published the findings that families with few women in their father's family line may mask hereditary breast and ovarian cancer, as men are equally likely to transmit the abnormal breast cancer gene, but rarely develop breast cancer, and their female relatives have a three-fold increased risk of being BRCA-positive. As a result, the National Comprehensive Cancer Network (NCCN) guidelines were changed to recommend BRCA testing in women ages 40 to 50 if their father does not have at two or more close female relatives over age 45.

For medical professionals, Weitzel organizes an annual conference on cancer genetics that alternates between City of Hope and other locations and attracts more than 200+ participants.

Weitzel's team serves as a resource for community physicians treating patients with breast cancer or at risk for the disease. These physicians are invited to present their cases at City of Hope's weekly tumor board, either in person or through videoconference link. They may also take advantage of continuing medical education courses and an Internet discussion board to stay abreast of the latest information on cancer care through the Clinical Cancer Genetics Community of Practice group that Weitzel and Blazer established.



In 2012, City of Hope held the first hereditary cancer patient reunion conferences in English and Spanish. The forum was used to provide patients with information about new developments in the diagnosis and treatment of cancer, and to obtain their thoughts about the treatment they received.

From high risk patient focus groups and experience with underserved patients referred for cancer risk counseling, Weitzel learned that after being screened 50 percent of Latina patients failed to follow up with their genetics appointment. As a result, analysis of a preconsult phone call using adapted motivational interviewing techniques was instituted with American Cancer Society grant support. This has increased compliance with appointments, as compared with conventional scheduling practices.

**2014 - 2017:** In order help patients become advocates for breast cancer screening, City of Hope will seek community partners who will invest in patient advocacy programs.

The database will continue to be mined for patient outcomes with the hopes of refining the population that may benefit from genetic testing for BRCA.

## FOOTHILL FITNESS CHALLENGE

The Foothill Fitness Challenge was developed to improve on the health fair concept by enticing community individuals to make an investment in their own health, while making City of Hope's campus a destination for health and wellness information and education for the community.

The challenge capitalizes on the competitive nature of elected officials. City mayors will be invited to organize teams to compete against each other in healthy lifestyle categories: nutrition, exercise, weight loss, blood pressure improvement and overall healthy living.

A kickoff event was held for the public and included free health screenings, healthy cooking demonstrations, fitness classes and a one-mile walk. Community businesses and organizations and the Duarte Unified School District were invited to partner in the event and provide resources in the community to achieve participants' self-defined fitness goals.



**2014 - 2017:** The first Foothill Fitness Challenge event began October 5, 2013. That event will be followed by additional free events, held regularly, to encourage ongoing involvement in healthy lifestyle choices. Participants will be surveyed to determine what types of activities are most likely to keep them engaged, and to assess whether knowledge and practices learned through the Foothill Fitness Challenge changes their exercise, eating and preventive medical care habits.

Based on survey results, partners will continue to be recruited and new events added. City of Hope has pledged the funding and resources necessary to sustain a program with lasting community benefit.

## STUDENT MENTORING PARTNERSHIPS

City of Hope offers multiple educational partnerships with Duarte Unified School District. Each project is currently overseen by its department of origin.

In 2014 - 2017, to ensure vulnerable students are specifically targeted for participation, these programs will be centralized, simplified and coordinated to the development of new educational initiatives.

### Regional Occupational Program (ROP)

ROP is designed to expose high school students to the variety of professions — medical and nonmedical — found in a medical center. Students from Duarte High School and surrounding communities are matched with City of Hope professionals in mutual areas of interest that may include human resources, finance, information technology, marketing, fundraising, public health, clinical medicine, research and other professions. The students are mentored two days a week, with a third day of classes, for six weeks, for which they receive five academic credits. The goal is to help the students identify areas of interest and build a future workforce that includes students from underserved populations.



**2014 - 2017:** Collaboration with Duarte High School will continue. A systematic method of evaluation will be instituted to measure the impact of the program on student participants, the school district and City of Hope employees. Former students will be invited to participate in the development of future ROP programming.



### **Summer research internships**

City of Hope offers a paid 10-week research summer internship to 50 to 70 high school students from all over the United States, with 21 internships reserved for students from Los Angeles County. Each year, an average of 1,500 applications are received. The program pays most students a stipend of \$4,000 each for 10 weeks. Select students, who are part of the National Cancer Institute CURE program, are paid \$4,800 for 12 weeks.

**2014 - 2017:** City of Hope will explore new outreach efforts that encourage the participation of students from vulnerable populations.

### **Community Science Festival**

Yearly, advanced placement biology students are invited to participate in a Community Science Festival, in which they tour the laboratories at Beckman Research Institute of City of Hope, meet with scientists and learn about the science behind disease prevention. Hands-on science projects are designed to increase interest in scientific research. Popular offerings include extracting DNA from strawberries, learning about the spread of disease through the use of germ-glow soap; and understanding the process of digestion with digestion-in-a-bag experiments.

**2014 - 2017:** In order to expose this event to a greater number of families in the community, Foothill Fitness Challenge participants will be invited to attend.

### **Groundhog Job Shadow Day**

Every year, a group of students from Duarte High School are matched with an equal number of mentors, whom they shadow at City of Hope for a full day in February. The program enables the students to explore career options and gain practical insights into the workplace. The relationship continues beyond the single day, with students encouraged to contact their mentor for encouragement, support and direction throughout the high school years.

**2014 - 2017:** The project will be enhanced through the development and implementation of processes that measure the impact of the day on high school graduation rates, selection of college majors and career choices.



## SEEDS OF HOPE

Obesity in City of Hope's primary service area is a serious concern, because it is a major risk factor for diabetes. Food deserts — urban areas where fresh fruits and vegetables are scarce — are often cited as partially responsible for obesity. To help combat diabetes and improve nutrition, City of Hope has partnered with the Episcopal Church of Los Angeles and local food distribution groups to make fresh produce more accessible to vulnerable populations in a program called "Seeds of Hope."

The diocese of about 85,000 parishioners is in the process of identifying open spaces in its 140 parishes with potential for farming and is responsible for mobilizing community members to create urban gardens. One garden, established through St. Luke's in Monrovia, is being farmed. Foothill Unity Group stepped up to distribute the food.

**2014 - 2017:** City of Hope endocrinologist and diabetologist Raynald Samoa, M.D., will conduct outcomes research aimed at evaluating whether access to fresh food reduces the incidence of obesity and diabetes. Samoa suspects that obesity has more complex root causes, and he plans to expand the study to determine how these individuals make decisions.

City of Hope provided a small parcel of land to be used as a community garden on the Duarte campus. As a project of Seeds of Hope, local churches and the City of Duarte, a small garden will be planted and the fresh vegetables distributed to at-risk families. Samoa's team will evaluate the impact of increased access to fresh vegetables in an urban setting on various health drivers that lead to diabetes.

City of Hope will also explore partnerships with UC Riverside, CalPoly Pomona and other schools with farm grants to provide ongoing technical assistance to other locations and organizations that participate in the expansion and replication of this project.

## SAN GABRIEL VALLEY SCIENCE EDUCATION PARTNERSHIP AWARD COLLABORATIVE (SEPAC)

SEPAC is a partnership between City of Hope and the Duarte Unified School District. A five-year National Institutes of Health grant underwrites the salary of a Ph.D. in science education, who develops the curriculum for the program and implements all program activities. Under the direction of researcher Susan Kane, Ph.D., City of Hope faculty, scientists and predoctoral students donate their services to provide hands-on biomedical science education to second, fifth, eighth graders throughout the year. Additionally, SEPAC conducts an in-depth summer research program for interested high school students. The goal of the SEPAC program is to increase understanding of the connection between science and health through fun, interactive, hands-on activities and to grow the pipeline of underrepresented minority students pursuing college majors and careers in the sciences and technology. Multiple interactions provided over the course of K-12 schooling help build and maintain interest, while preparing students to enter college with real-world research capability. The program enables students to learn about the latest advances in cancer, diabetes and stem cell research from world-class scientists and educators.

- City of Hope scientists visit every second grade classroom in the district to teach genetics, using age-appropriate illustrations of inherited traits. Second graders visit City of Hope at the end of the school year to tour the grounds and engage in fun activities such as completing a scavenger hunt, solving a lab mystery, building a genetic traits bracelet and taking their pictures at the “I’m A Scientist” photo board.
- Every fifth grade student visits City of Hope to tour the grounds and participate in hands-on science activities with useful messages. They learn about the properties of blood, which reinforces disease awareness; experiments to design effective protections against skull fracture to help them better understand the need for injury prevention measures, such as helmets; and the spread of germs to help them understand the need to practice infection control.





- Every eighth grade student visits City of Hope to conduct real laboratory experiments and are challenged to use blood, chemical and DNA evidence to solve a mock crime.
- The capstone of SEPAC is an eight-week summer research program in which 24 rising high school juniors and seniors are selected to conduct real cancer research in the collaborative, nurturing setting of City of Hope's Community Teaching Laboratory. The students also are taught how to give oral presentations about their work, hear about college and career opportunities in the sciences and end the summer by presenting their work to family and friends. Interested students can continue doing research in City of Hope labs during the school year.
- The program also sponsors a number of professional development workshops for elementary, middle and high school teachers in the district.

**2014 - 2017:** City of Hope plans to follow up with past participants in the program and the school district to determine how many students have chosen careers in the biomedical sciences, and how many of these come from underserved populations. The feasibility of expanding the summer program to 48 students and replicating our efforts with Duarte into other school districts also will be explored. The long-term sustainability of the program, beyond National Institute of Health funding, also will be studied.

### CENTER OF COMMUNITY ALLIANCE FOR RESEARCH & EDUCATION (CCARE)

CCARE is a team representing advocacy groups, community organizations, faith-based organizations, academic institutions, health services organizations, the public and private sector and policymakers. In collaboration with 188 community partners, CCARE provides educational workshops, materials and demonstrations as well as screening for early detection and prevention of diabetes, hypertension; and breast, cervical and prostate cancers.

CCARE partners with the American Cancer Society and other community organizations to implement health promotions, cancer prevention and early detection programs in response to the needs of our diverse community. Since the inception of CCARE, thousands of people — predominantly Latino-Americans, Asian-Americans and African-Americans — have participated in community education events. Attendees have reported increased knowledge about cancer risk reduction and awareness of community cancer resources.

**2014 - 2017:** CCARE will focus on enhancing programmatic efforts in line with the five core principles. These efforts will include:

- Providing a community liaison/patient navigator to assist patients and families in overcoming language and system barriers
- Expanding current programs to other content areas
- Increasing the availability of resources and information in Spanish and Chinese
- Leveraging interdepartmental and community partnerships to share resources and collaborate on programs and services
- Growing multicultural community partnerships to ensure sustainability and community ownership of programs and services
- Expanding community council (for example, by including other community hospitals, providers serving targeted communities, monolingual cancer survivors and families) to ensure that program efforts meet the needs of the vulnerable population.

## SHERI & LES BILLER PATIENT AND FAMILY RESOURCE CENTER

The Sheri & Les Biller Patient and Family Resource Center/Department of Supportive Care Medicine is the connective tissue of City of Hope, joining patients, families, staff and the community to each other in lifesaving, mutually-beneficial relationships. The center provides essential support to patients and families, relieves the burden of staff and health care teams to decipher and address the multiple and complex needs of their patients, and extends City of Hope's reach to the surrounding community. Building on



City of Hope's history of compassionate care, the center offers a broad range of psychosocial support options and supportive care medicine programs under one interdisciplinary umbrella. This interdisciplinary team is integrated like none other: physicians, nurses, health educators, patient navigators, chaplains, social workers, psychologists, psychiatrists, child life educators and others work together to provide tailored and proactive supportive care for patients and their families.

**2014-2017:** During the next three years the Biller Patient and Family Resource Center will strive to strengthen its capacity to provide healing services by:

- Exploring the barriers that prevent people from coming to the classes
- Encouraging community members to attend the courses and classes
- Tailoring programs to the needs of the culturally specific groups
- Providing language-specific educational materials to targeted vulnerable populations
- Partnering with departments across City of Hope to create and deliver programs and services to vulnerable populations
- Partnering with community groups that can help create and deliver programs and services to vulnerable populations

## EMERGING PROGRAMS FOR SPECIFIC POPULATIONS

### Chinese Outreach

Health disparities, among our local Chinese community, often increase barriers to seeking timely prevention, diagnosis and treatment options. City of Hope's Chinese Outreach program seeks to open culturally appropriate pathways that breakdown socio-cultural barriers that limit access cancer care.

**2014 - 2017:** City of Hope's Chinese Outreach Initiative is translating patient instructions, patient education materials and City of Hope's website into Chinese. The initiative plans to expand the use of these health education materials in the community to help overcome cultural barriers to care. Initial efforts will focus on providing lung cancer screenings, partnering with community resources to provide medical care when needed, and on educating Chinese women about the need to pursue timely follow-up medical care when mammography results are positive.

### Latino Strategy

Recognizing that Hispanics represent 46 percent of our catchment area, City of Hope is committed to advancing clinical care, research, prevention, education and outreach to the Hispanic community in culturally relevant ways by building partnerships, improving relationships and creating active conversations to amplify awareness of Hispanic health care needs.



Several programs have been created, and or continued, to support this strategy in conjunction with Latinos4Hope. Some examples include: El Concilio, the first Latino patient and family advisory group in the United States, which works to improve the overall patient-family experience for Spanish-speaking Hispanics at City of Hope through education, translation, information and easy navigation of resources and services to foster high-trust relationships and save lives. Workforce

development efforts with the National Hispanic College Leadership Tour, a partnership with League of United Latina American Citizens (LULAC) in the Latinos Living Healthy fair - Feria de Salud!, where screening materials and health education resources were shared. In addition, City of Hope, in partnership with the Center for Hispanic Leadership, launched and is the original sponsor of Healthy Hispanic Living, an online digital health and prevention magazine.



**2014-2017:** City of Hope will continue to build its enterprise-wide Latino Strategy. We will continue to focus on patient and caregiver programs and elevating the awareness to the community to cancer and diabetes screenings and prevention. We will continue to build community partnerships to engage the community in shared efforts to promote well-being. We also will continue to work to translate our research and educational materials into Spanish to post on our Spanish language website and to share through Healthy Hispanic Living and in the community.

### Connecting People of African-American Descent (CPAD)



This new program was established by black City of Hope employees to help the organization expand its Diversity and Inclusion initiatives to meet the needs of the African-American community.

**2014 - 2017:** CPAD is working closely with CCARE and community-based organizations to identify projects and programs that would benefit from City of Hope's involvement. One goal is to increase the number of black students from Duarte High School who participate in the summer student internships.

### Pinoys4Hope

One goal of this initiative established by Filipino City of Hope employees is to promote and support outreach efforts, working in partnership with other diversity initiative groups, when possible, for greater impact.



**2014 - 2017:** Pinoys4Hope plans to extend its efforts beyond City of Hope to the community and increase community Filipino participation in blood drives, the Foothill Fitness Challenge, and other health and wellness events.



## PROGRAMS TARGETING ADOLESCENTS AND YOUNG ADULTS

Adolescents and young adults (ages 15 to 39), as defined by the National Cancer Institute, are a special population that has seen little improvement in five year cancer survival. The nature of this population in terms of risk taking behaviors may put them at an increased risk of certain cancers, or interfere with treatment or life after cancer is diagnosed. City of Hope professor Jonathan Espenschied, M.D., has a specialty interest in these issues. He is spearheading physician discussions nationwide about the psychosocial, medical problems and ethical dilemmas associated with multiple factors in this age group before, during and after cancer treatment.

**2014 - 2017:** A formal program is being developed for adolescent and young adults before, during, and after their care. Espenschied will also ask community physicians who serve minority populations to participate in discussions about multiple co-morbidities and their impact on health and cancer treatments.



## **PATIENT SERVICES COORDINATION**

City of Hope provides a patient services coordinator to work specifically with the organization's vulnerable patient population. The coordinator translates educational materials into language-specific, culturally acceptable content and helps patients, families and caregivers access financial, mental health, transportation, childcare, senior, caregiver resources, food banks, and other services and resources.

**2014 - 2017:** To better serve our patients' needs, City of Hope plans to build relationships with outside agencies that provide services unavailable at City of Hope. Such relationships would enable the patient coordinator to transition patients smoothly to mental health clinics, community health clinics, dentists, childcare providers and other needed services.

## CONTINUING MEDICAL EDUCATION FOR COMMUNITY PROVIDERS

Although City of Hope provides specialty care for large numbers of patients from underserved populations, community providers are the first line of care for disease prevention and early detection. Family practitioners, nurse practitioners and registered nurses are challenged by the extent of knowledge they must have to treat all diseases in patients of all ages.

City of Hope assists these community care providers by providing the information they need to remain current on the diagnosis, treatment and prevention of cancer and diabetes. This is accomplished through a multipronged approach that includes:

- Addressing vulnerable populations in every continuing medical education (CME) lecture, either by presenting research or providing references for follow-up reading
- Holding a monthly CME dinner on valued topics for family practitioners residing within a 30-mile radius
- Providing the latest information on screening guidelines and clinical trials free of charge on City of Hope's website
- Inviting area practitioners to attend free Ask the Experts talks held at City of Hope
- Giving lectures at community practice sites with a large underserved population, including Antelope Valley and S. Pasadena
- Providing accredited talks on such topics as supportive care, palliative care and how to talk with patients in a culturally sensitive manner for M.D.s and R.N.s at major medical meetings

**2014 - 2017:** City of Hope will continue to expand on these opportunities.



## PHARMACY INITIATIVES

With lung cancer a major focus area at City of Hope, smoking cessation efforts are given high priority. Thanks to Public Health Service Law 340B, we are able to provide medically underserved and indigent patients with smoking-cessation medications and products free of charge.

City of Hope pharmacists take an active role in health literacy education as it relates to medication use by presenting talks. Currently these talks are primarily focused on the needs of City of Hope patients or presented to community members coming to the City of Hope.

**2014 - 2017:** City of Hope plans to expand these initiatives in the following ways:

- Expanding the topics that are presented and presenting more talks in a non-City of Hope community setting
- Recruiting qualified Spanish-speaking individuals to present these talks themselves



## **NUTRITION EDUCATION**

City of Hope has five clinical dietitians on staff and offers a 9- to 10-month internship for clinical nutrition students from CalPoly Pomona. An attempt is being made to choose at least one intern who speaks Spanish.

**2014 - 2017:** Due to their indispensable role in providing support to City of Hope patients, the dietitians' ability to offer nutritional advice to the community is limited. Through collaborative internal and external partnerships, plans are being developed to use interns in the presentation of community-based nutrition education classes (in English and Spanish) that make healthy eating the easy choice in vulnerable populations and at Duarte High School. Social marketing efforts will be strengthened to incorporate strategies that encourage the community to attend nutrition-related educational programs held on the City of Hope campus.



## **EPIDEMIOLOGICAL RESEARCH IN MINORITY POPULATIONS**

Long-term epidemiological studies conducted by the American Cancer Society have played a major role in furthering knowledge about cancer prevention. Their Cancer Prevention Study-3 (CPS-3) will follow 300,000 adults from various ethnic and racial backgrounds for 20 years to determine whether risk factors for cancer differ among various racial and ethnic groups. City of Hope was an active participant in recruiting healthy individuals in the Asian community to participate in this important longitudinal study.

**2014 - 2017:** City of Hope will continue to recruit research participants from vulnerable populations for appropriate trials in the hopes of gaining a better understanding of how to prevent disease in those with disproportionate unmet health needs.



## STRATEGIES TO ADDRESS FUTURE HEALTH NEEDS

City of Hope is dedicated to making significant contributions that lead to measurable outcomes on a national level. From this point forward, projects will be broken down into measurable components and shared among the collaborative partners in City of Hope’s service area, who will evaluate the project for its ability to impact at least one of the identified outcomes in the five priority areas (PA1-5) for 2014 - 2017. Most of these priority areas dovetail with Healthy People 2020 outcome indicators (HP 2020), as shown in **Table 4** and explained in detail on [www.HealthyPeople.gov](http://www.HealthyPeople.gov).

**Table 4:** 2014 - 2017 Community Benefit Plan Implementation Strategies

Cancer prevention and early detection (Lung, Women’s Cancers, Colorectal, Prostate)	Healthy Living (Nutrition/ Physical Activity/Diabetes)	Culturally relevant community partnerships and education	Smoking Cessation	Research alliances
Increase access to cancer screenings among vulnerable populations	Increase the proportion of adults living in City of Hope’s service area who engage in leisure-time physical activity (HP 2020. PA-1)	Increase the proportion of adults counseled about cancer screening consistent with current guidelines (HP 2020. C-18)	Reduce cigarette smoking among adults (HP2020. TU-1)	Increase understanding of the barriers to cancer care among vulnerable populations
Reduce late-stage cancers (lung, colorectal prostate and women’s cancers) among vulnerable populations	Increase the proportion of adolescents living in the City of Hope service area who meet current federal physical activity guidelines for aerobic physical activity and for muscle-strengthening activity (HP 2020. PA-3)  Increase mental and physical quality of life in cancer survivors (HP 2020. C-14)	Improve health literacy in the population (HP 2020. HC/HIT-1)  Increase the percentage of individuals who say their health care provider always gives them easy-to-understand instructions about what to do to take care of their illness or health condition (HP 2020. HC/HIT 1.1)	Reduce tobacco use by adolescents (HP2020. TU-2)  Reduce the number of children, adolescents and young adults who start using tobacco (HP 2020. TU-3)	Develop strategies to decrease barriers to cancer care among vulnerable populations
Support and promote policies and environmental changes that promote healthy eating and active living, placing emphasis on making the healthy choice the easy choice among vulnerable populations living in the City of Hope service area	Increase fruit and vegetable consumption of fruits among people aged 2 years and older living in City of Hope’s service area (HP 2020. NWS-14)  Enhance health-related knowledge and behavior in vulnerable populations living in the City of Hope service area	Increase the number of organizations and individuals in the vulnerable community that participate in City of Hope community benefit activities and services	Reduce the number of nonsmokers exposed to secondhand smoke (HP 2020. TU-11)	Share results from evidence-based research on cancer care issues among vulnerable populations at the local, regional and national levels
Increase preventive behaviors in persons at high risk for diabetes (HP 2020. D-16)	Increase the proportion of individuals with diabetes whose condition has been diagnosed (HP 2020. D-15)	Decrease proportion of vulnerable community that identify cultural/ language barriers as cause for not accessing appropriate cancer care		



## OTHER HEALTH NEEDS

City of Hope is a comprehensive cancer center, and the provision of services to address other emerging health needs of the community may be outside the scope of our mission.

Nevertheless, we will continue to collaborate with local organizations to streamline resources and referrals to connect vulnerable individuals to the right care they need at the right time.

## MONITORING AND EVALUATION

City of Hope is dedicated to being a responsible steward of community benefit initiatives. We believe that taking a business approach to the planning and evaluation of identified initiatives will ensure their long-term sustainability. We realize that measurement and evaluation is necessary to distinguish success, as well as to highlight areas for improvement or growth, which can result in more effective initiatives. City of Hope is in the process of identifying methods of monitoring and evaluating the impact of the initiatives identified in this document. In order to efficiently deploy resources and maximize results, City of Hope's annual budget will include the operating funds required to manage, track and report outcomes of all community benefit programs and initiatives.



## CONCLUSION

The designation of community benefit programs as an institutional priority increases the sense of urgency in creating strong, useful programs that meet the needs of the vulnerable population in our service area. The implementation strategy will begin by viewing existing and future programs through a new lens that places vulnerable populations in the forefront of the planning process. An institutional commitment will foster more fluid collaboration and reporting among internal stakeholders. As a result, the prioritized implementation plan will allow for a more strategic focus on areas critical to our service area, while creating pathways for health and healing.

We at City of Hope look forward to serving our community in ways that recognize the specialized needs of cancer prevention and detection, healthy living, culturally relevant community partnerships that address barriers to care, smoking cessation and research alliances.