



**2019**

# **COMMUNITY HEALTH NEEDS ASSESSMENT**

FY19 Implementation Plan



St. Jude published its most recent Community Health Needs Assessment in June 2019. Nonprofit hospitals are required to conduct CHNA's every three years and develop annual implementation plans. This document is the first annual implementation plan developed from the 2019 CHNA.

## **St. Jude: Patient Population and Clinical Focus**

The community served by St. Jude can best be defined by understanding St. Jude's patient population and scope of clinical services. St. Jude is a specialty hospital that treats pediatric cancer and blood disorders, and children and adolescents with HIV infection. It serves as a national referral center for children with cancer as well as a local referral center for children with cancer, blood disorders, and HIV/AIDS. St. Jude treats children and young adults with newly diagnosed or suspected pediatric cancer, HIV infections or certain hematologic or genetic diseases. We accept most patients outside our primary market based on a referral from their physician or an affiliate clinic, their age, and their ability to enroll in an open clinical trial. In addition to being treated at St. Jude, patients may have the option to receive care at one of our eight regional affiliate clinics.

St. Jude's primary clinical effort centers on providing ground-breaking, research-driven treatments for childhood cancers and other catastrophic diseases in children. More specifically, approximately 8,000 patients are seen at St. Jude annually for active therapy, treatment completion monitoring, survivorship support or participation in research programs. The hospital is licensed for 80 inpatient beds and currently staffs 73 beds for patients requiring hospitalization during treatment. It should be noted that St. Jude has developed unique resources that allow a significant portion of patients to be treated as outpatients who may have been admitted as in-patients at most hospitals. This is accomplished through patient housing dedicated solely to St. Jude patient families designed with infection control measures such as HEPA air filtration, infection-resistant surfaces and other medical safeguards that are not available in hotels or patients' homes.

The St. Jude Affiliate Program makes treatments developed as clinical trials at St. Jude Children's Research Hospital available to more children by offering much of the care close to home. The St. Jude Affiliate Program is a network of pediatric hematology-oncology clinics, hospitals, and in some cases, universities united to extend the mission of St. Jude. The physicians and staff at these sites work in collaboration with the staff of St. Jude to deliver state-of-the-art care and innovative clinical trials to children with cancer and blood disorders.

St. Jude also operates St. Jude Global. Its mission is to improve the survival rates of children with cancer and other catastrophic diseases worldwide through the sharing of knowledge, technology and organizational skills. There are 3 overriding goals:

- To train the clinical workforce that will be required to meet our mission
- To develop and strengthen health systems and patient-centered initiatives that encompass the entire continuum of care required for children with cancer and non-malignant hematological diseases
- To advance knowledge in global pediatric oncology and hematology through research to sustain a continuous improvement in the level and quality of care delivered around the globe.

St. Jude is a research organization, and there are times when basic research discoveries pertain to diseases that are beyond the scope of diseases treated as a primary diagnosis at St. Jude. For the purposes of the 2019 CHNA and this implementation plan, the focus is solely on those diseases for which children are admitted to St. Jude for treatment.

Consistent with St. Jude's previous CHNA, the findings in 2019 highlighted the issues of access to care; childhood cancer; sickle cell disease and hematology patients; living with HIV and AIDS; needs of the patients' families and caregivers; post treatment and care transition; health status of the Memphis community and additional gaps for the general pediatric population. St. Jude has chosen to address these needs in three general aims: improving access to care, improving coordination of care and improving child health status. These aims often address multiple issues identified in the CHNA. Given the success of the current St. Jude community benefit activities with its patient population — children with catastrophic disease — St. Jude will continue to address these three aims with the corresponding initiatives below:

### **AIM #1 Improving Access to Care**

- Palliative care
- Services and resources for caregivers

### **AIM #2 Improving Coordination of Care**

- Transition of patients from pediatric to adult healthcare
- Outpatient Care Experience - Transition of care from specialty to primary care providers
- Outpatient Care Experience - Physician coordination of care

### **AIM #3 Improving Child Health Status**

- Community health education
- Preventing virus-associated cancers through increased HPV vaccination
- HIV collaboration with community coalition
- Child knowledge of cancer prevention, nutrition, obesity and physical activity

**Each of these needs is addressed in further detail on the pages to follow.**

## AIM #1 Improving Access to Care

Palliative care	
<b>Health facilities involved</b>	St. Jude Children's Research Hospital, Department of Oncology, Division of Quality of Life and Palliative Care
<b>Anticipated outcome</b>	Continue to train clinicians in Palliative Care Medicine (PCM) and offer educational opportunities for PCM
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Recruit and train five physician fellows in the Palliative Care Training Program, 2 pediatric fellows, 3 adult/med-peds fellows</li> <li>2. Provide training in Palliative Care for healthcare personnel through targeted conferences and other educational opportunities including End-of-Life Nursing Education Consortium (ELNEC) conference, a regional ELNEC offering for our regional hospice and palliative care nurses, an institution-developed Quality of Life seminar (QoLA), and a 1-day regional Pediatric Oncology Palliative Care conference</li> <li>3. Educate community providers about PCM through community-based bridging programs for home health and hospice care through the Quality of Life for All Kids program via a three-hour didactic curriculum.</li> <li>4. Enhance training opportunities with St. Jude affiliates.</li> </ol>

Services and resources for caregivers	
<b>Health facilities involved</b>	St. Jude Children's Research Hospital, Memphis; Arcadian Telepsychiatry, LLC, Florida
<b>Anticipated outcome</b>	<ul style="list-style-type: none"> <li>• Reduce time from referral to first appointment for primary caregivers who have no access to mental health services</li> <li>• Increase number of primary caregivers with access to mental health services through telepsychiatry</li> <li>• To provide services in any location outside of St. Jude Children's Research Hospital at the convenience of the primary caregiver</li> <li>• To foster a better ability of parents and caregivers to assist in the care of their child by providing access to mental health care</li> </ul>
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Develop an institutional Parent Mental Health Task Force with representation from relevant services.</li> <li>2. Introduce Nina Antoniotti, Director of Interoperability and Patient Engagement, to the Telepsychiatry subcommittee of the Parent Mental Health Task Force.</li> <li>3. Develop criteria for telepsychiatry and outcomes of the program</li> <li>4. Write an RFP, including feedback from Department of Psychology and Social Work</li> <li>5. Send out request for proposal, to be returned by May 28, 2019</li> </ol>

Services and resources for caregivers	
	<ol style="list-style-type: none"> <li>6. Selection of companies for on-site demonstrations with subcommittee</li> <li>7. Selection of final telepsychiatry company</li> <li>8. Review of Arcadian Telepsychiatry service agreement by St. Jude Legal Services</li> <li>9. Begin workflow documentation for referrals</li> </ol>

## AIM #2 Improving Coordination of Care

Transition to adult care    Sickle Cell	
<b>Health facilities involved</b>	St. Jude Children's Research Hospital, Department of Hematology, Clinical Hematology Division, Diggs-Kraus Sickle Cell Center at Regional One Health, Methodist Healthcare Comprehensive Sickle Cell Center (MCSCC)
<b>Anticipated outcome</b>	Increase the number of patients with sickle cell disease who establish sustained adult care after leaving pediatric care at St. Jude
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Continue to work with adult sickle cell centers in the community to enhance a seamless transition from pediatric care.</li> <li>2. Enhance Adolescent and Young Adults (AYA) transition clinics with co-location of pediatric and adult Hematology providers.</li> <li>3. Augment formal programming and planning processes for adolescents with hematologic and oncologic diseases, through development of disease educational curriculum, training modules and website to foster increased adolescent autonomy and medical literacy.</li> <li>4. Recruit for new sickle cell fellowship</li> </ol>

**Transition to adult care Healthcare of childhood cancer survivors**

<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, Oncology Division, Cancer Survivorship Department
<b>Anticipated outcome</b>	Provide cancer survivorship information to both caregivers and survivors and their health care professionals via After Completion of Therapy and St. Jude LIFE Program services and resources.
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Provide workshops and speakers that offer information about available resources.</li> <li>2. Give survivors and their families the opportunity to learn from other survivors.</li> <li>3. Ensure that survivors understand how to approach healthcare post-treatment.</li> <li>4. Offer an online resource for continuous flow of survivorship information (Together).</li> <li>5. Assess late effects of cancer therapy on pediatric cancer survivors.</li> <li>6. Use information from these studies to define risk groups for various late effects and assess intervention.</li> </ol>

**Outpatient Care Experience Transition of care from specialty to primary care providers**

<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, Transition Oncology Program (TOP) Community primary care providers
<b>Anticipated outcome</b>	<ul style="list-style-type: none"> <li>• At the completion of cancer-directed therapy, patients will have established a primary care provider in their local community.</li> <li>• At the completion of cancer-directed therapy, TOP team will send the patient’s oncology treatment summary to their identified primary care provider.</li> </ul>
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Develop materials to educate patients on the process of finding a primary care provider in their community who accepts their health insurance.</li> <li>2. Work with HIMS/Clinical Informatics to review statistics/reports re: “family physician” field in EMR.</li> <li>3. Develop process for capturing outcomes related to primary care provider identification.</li> <li>4. Increase the percentage of oncology treatment summaries sent to primary care providers within two weeks of therapy completion.</li> </ol>

**Outpatient Care Experience Physician coordination of care**

<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, St. Jude Affiliate Institutions, All Domestic and International Referring Clinicians and Centers
<b>Anticipated outcome</b>	Improve continuity of care by enhancing communication tools and efforts to provide physicians with unparalleled access to patient information
<b>Action items</b>	1. Continue to improve the clinician portal to permit referring and affiliated physicians’ convenient access to patient information, in accordance with applicable law.

**AIM #3 Improving Child Health Status**

**Educating children, families, caregivers, etc. Community Health Education**

<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, Communications & Public Relations Department
<b>Anticipated outcome</b>	Increase the number of radio education spots, articles and social media regarding healthcare resources and healthcare careers annually.
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. St. Jude professionals will provide information and resources about sickle cell disease, HIV, cancer, flu, and other pediatric life-threatening diseases.</li> <li>2. Offer educational opportunities and other information about healthcare careers.</li> </ol>

**Educating children, families, caregivers, etc. HIV collaboration with community coalition**

<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, HIV Clinical Program – Connect to Protect Community Coalition
<b>Anticipated outcome</b>	<ul style="list-style-type: none"> <li>• Reduce HIV/AIDS infection rates through collaboration among community leaders and health researchers.</li> <li>• Develop strong HIV prevention programs, combined with community action, that reduce youth HIV infection rates.</li> </ul>
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Forge action-oriented partnerships between health researchers and community members.</li> <li>2. Link youth to confidential HIV testing, counseling services and specialized youth care.</li> <li>3. Strengthen services that support young people with HIV and related medical and social problems.</li> <li>4. Focus prevention strategies where social determinants of health exists and help is most needed.</li> </ol>

<b>Educating children, families, caregivers, etc. Child knowledge of cancer prevention, nutrition, obesity, and physical activity</b>	
<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, St. Jude Comprehensive Cancer Center
<b>Anticipated outcome</b>	Increase the number of students and teachers participating in St. Jude cancer and healthy living education program
<b>Action items</b>	1. Partner with local education agencies to disseminate cancer and healthy living educational programs.

<b>Leadership and Engagement in HPV Task Force</b>	
<b>Health facilities involved</b>	St. Jude Children’s Research Hospital, Comprehensive Cancer Center
<b>Anticipated outcome</b>	Onboarding of new Director, Preventing virus-Associated cancers through increased HPV Vaccination
<b>Action items</b>	<ol style="list-style-type: none"> <li>1. Launch search committee, develop and evaluate candidates, hire and onboard a new faculty director for the HPV Cancer Prevention initiative.</li> <li>2. Continue and/or strengthen partnerships with others in the HPV vaccination space (e.g. National HPV Vaccination Roundtable, HPV Cancer Free Tennessee) through active participation in committees and meetings.</li> </ol>

### **Health Needs Not Being Addressed**

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In order to effectively address the needs identified, St. Jude is focusing on the needs outlined in the tables above. The Community Health Needs Assessment identified the importance of partnerships and collaborations to build to meet the health and medical needs of children, including but not limited to community partners Methodist LeBonheur HealthCare and Church Health Center. St. Jude does not have the capacity or resources to meet all needs of all children and their families, given its focused mission and model of providing specialized services to children in crisis. Strategic partnerships with other healthcare providers, such as Methodist Le Bonheur Healthcare, along with partnerships with schools and community-based organizations allow St. Jude to create a network of resources that they can leverage to meet the health and social needs of a wider community of patients and their families.