



2020-2022 IMPLEMENTATION PLAN

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Moffitt Cancer Center Overview

Moffitt Cancer Center (Moffitt) is a free-standing cancer center and tax-exempt corporation as described in IRS Section 501(c)(3). Moffitt opened in 1986 and is named for H. Lee Moffitt, a former Speaker of the Florida House of Representatives, who spearheaded the effort to create a cancer center. Moffitt's sole mission is to contribute to the prevention and cure of cancer. The Tampa-based facility is one of only 50 National Cancer Institute-designated Comprehensive Cancer Centers, a distinction that recognizes Moffitt's scientific excellence, multidisciplinary research, and robust training and education. Moffitt is a major economic engine that employs more than 6,000 people across four corporate entities. Patients come from all 67 Florida counties, all 50 states and over 133 countries. Moffitt also has a wide range of outreach and community service activities and community hospital and academic partner networks throughout Florida, the nation, and the world.

About Community Health Needs Assessment

The Patient Protection and Affordable Care Act (PPACA) of 2010 established new requirements for all non-profit 501(c)(3) hospital organizations to 1) conduct a community health needs assessment (CHNA) every three years, and 2) adopt an Implementation Plan (IP) to meet needs identified in the assessment.

A community health needs assessment is a systematic process involving the community. The goal is to 1) identify and analyze community health needs and assets, 2) to prioritize these needs, and 3) plan and act upon significant unmet community health needs. The implementation plan outlines the hospital's plan for addressing community health needs.

This process lays the groundwork for developing programs and services for Moffitt that will positively impact the health and well-being of the community.

Impact of Previous CHNA Priorities

In 2016, Moffitt's last CHNA determined two priority needs to address: Access to Care and Cancer Screening/Prevention. **Table 1** includes a summary of how the priority areas have been addressed since the last CHNA.

Table 1. 2016 Implementation Plan Progress

PRIORITY NEED	GOAL	ACCOMPLISHMENTS
ACCESS TO CARE	Improve access to health care services for those in need within the primary service area	<ul style="list-style-type: none"> ❖ A web-based Community Resource Directory was developed to provide team members a tool to navigate patients and community members in need of services. Nearly 100 organizations are included. From July 2017 to May 2019, there were 165 page views.
	Provide increased navigation services for patients and community members	<ul style="list-style-type: none"> ❖ A Community Navigator was hired as part of a one-year pilot grant from July 2016 to April 2017. Nearly 50 community members were assisted with scheduling appointments, requesting Language Services, coordinating transportation, lodging, and other needs ❖ Two full-time nurse Patient Navigators were hired in April 2017 to assist patients <ul style="list-style-type: none"> • 130 adolescent young adult patients and 513 patients in the Head and Neck Clinic were navigated • Navigated AYA Patients in Sarcoma have a higher average number of patient education encounters (5.7 education events per patient) compared to non-navigated AYA sarcoma patients (3.5 education events per patient) • Retention rate (treated vs. untreated) for navigated patients in the Head & Neck MultiD clinic has increased since navigators started (baseline: 56% treated; since navigation: 80% treated) ❖ Though the development of an online training was included in the Implementation Plan, it was determined not to develop it since George Washington University has already developed a tool. Moffitt’s Patient Navigators completed The GWU Oncology Patient Navigator Training.
	Support community advocacy to increase access to transportation	<ul style="list-style-type: none"> ❖ Moffitt solicited input from employees to give the Hillsborough Area Regional Transit (HART), the county’s public transportation system, feedback regarding their proposed bus route changes. ❖ Along with other businesses, Moffitt donated \$25,000 to HART to help fund a new bus route system, The Uptowner, throughout the university area.
SCREENING AND PREVENTION SERVICES	Increase awareness and education of cancer prevention and screening	<ul style="list-style-type: none"> ❖ Public Service Announcements (PSA) were developed for breast, lung, colorectal, and prostate cancers and were promoted on both TV broadcast and digital platforms. <ul style="list-style-type: none"> • Campaign media analytics from September 2017 to March 2018: TV spots – 719; Digital impressions – 1,869,143; Clicks – 9,241 ❖ A website (www.canscreen.org) was created for viewers to obtain more information about cancer screenings and a toll free number was included for individuals to call the National Cancer Institute with questions. <ul style="list-style-type: none"> • Website – 3,728 total sessions; Telephone – 33 calls ❖ Moffitt organized nearly 450 cancer screening/prevention education workshops and events, serving over 10,000 community members. ❖ Moffitt faculty held five Facebook live events to discuss cancer prevention and screening and answer questions from the audience. The events reached over 10,000 unique individuals online.
	Eliminate existing internal barriers for being screened	<ul style="list-style-type: none"> ❖ Integrated a Resource Specialist position within the community outreach department to help reduce scheduling barriers for uninsured patients who received a screening voucher.
	Provide increased and/or improved screening and prevention services for lung cancer, breast cancer, prostate cancer, and colorectal cancer	<ul style="list-style-type: none"> ❖ Moffitt offers screening vouchers to uninsured patients to improve screening and prevention services for lung cancer, breast cancer, prostate cancer, and colorectal cancer. Each voucher has specific eligibility criteria. <ul style="list-style-type: none"> • From 2017-2019: over 1,800 mammography vouchers and over 200 prostate vouchers were offered to uninsured patients. From 2018-2019: 11 lung vouchers, 33 colorectal vouchers were offered to uninsured patients

2019 COMMUNITY HEALTH NEEDS ASSESSMENT

Community served

Moffitt’s primary service area for this assessment comprises of Hillsborough, Pasco, Pinellas, and Polk Counties located in west central Florida. Over half of Moffitt’s patient population comes from these four counties. The major population hub of the primary service area is Hillsborough County, home of the city of Tampa and Moffitt Cancer Center.

Approach and Process

Moffitt recognizes that the community’s health is affected by multiple factors. This CHNA analyzes an array of clinical, social and health-related data. The 2019 CHNA used a collaborative approach with Moffitt Research faculty and community stakeholders. The data collected incorporated three different sources: 1) publically-available data on social, economic, and health issues; 2) phone interviews with community stakeholders; and 3) online survey of community residents.

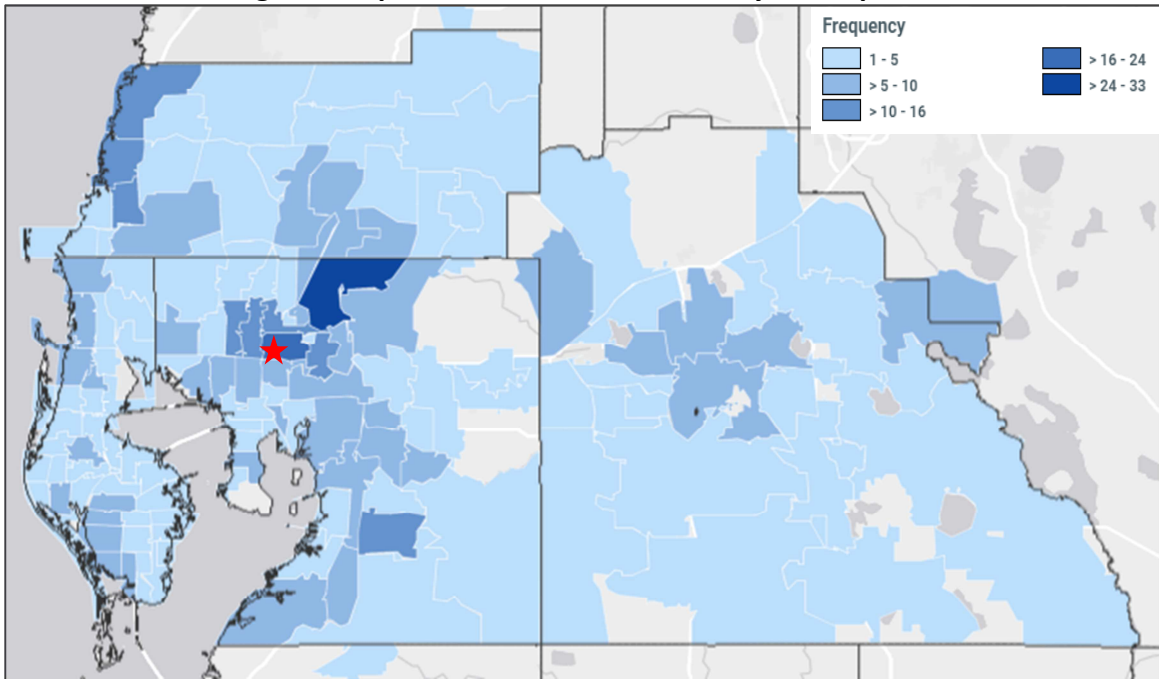
Moffitt hired Carnahan Group, Inc. to perform community stakeholder phone interviews. A total of 39 external community stakeholders and 13 internal Moffitt staff interviews were conducted between January 28, 2019 and March 7, 2019. **Table 2** lists the organizations and Moffitt departments who participated in an interview.

Table 2. Community Stakeholder Interviews	
Community Stakeholder Organizations	
Allegany Franciscan Ministries, Tampa Bay Region	Gulf Coast North Area Health Education Center
American Cancer Society	Haitian Association
Angels Care Center of Eloise	Hillsborough County Health Care Plan
BayCare	Hispanic Services Council-Healthy Living Programs
Catholic Mobile Medical Services	Indigent Health Care
City of St. Petersburg	Lake Wales Free Clinic
Community Health Centers of Pinellas	Lakeland Regional Hospital
Crisis Center	Metropolitan Ministries
Desoto County Board of County Commissioners	Premier Community Healthcare Group
Division of Human Services, Pasco County	St. Petersburg Free Clinic
Faces of Courage Foundation	Suncoast Community Health Centers
Family Healthcare Foundation	Tampa Family Health Centers
Farmworker Self Help	Tampa General Hospital
Florida Department of Health-Hillsborough County	Tampa YMCA
Florida Department of Health-Pasco County	United Way Suncoast
Florida Department of Health-Pinellas County	University Area Community Development Corporation
Florida Department of Health-Polk County	USF & Latinos Unidos por Un Nuevo Amanecer, Inc.
Foundation for a Healthy St. Pete	USF College of Public Health
Good Samaritan Health Clinic	USF Office of Community Engagement & Partnerships
Moffitt Departments	
Breast Program Division	Moffitt Program for Outreach, Wellness, Education, and Resources
Clinic Administration	Nursing Practice, Education & Clinical Effectiveness
Clinical Trials Core	Patient and Advisory Executive Program
Hospital Administration	Social Work
International & Executive Referral Services	Tampa Bay Community Cancer Network
Marketing	U54 Partnership

YouGov, Inc. was hired as a consultant to implement an online community survey. The responses were weighted based on census data to reflect the area population. The survey was available in both English and Spanish. There were 740 participants from the primary service area. **Table 3** shows the county representation of the participants and **Figure 1** is a map that displays the distribution of the participants by zip codes. The red star in the figure represents where Moffitt is located.

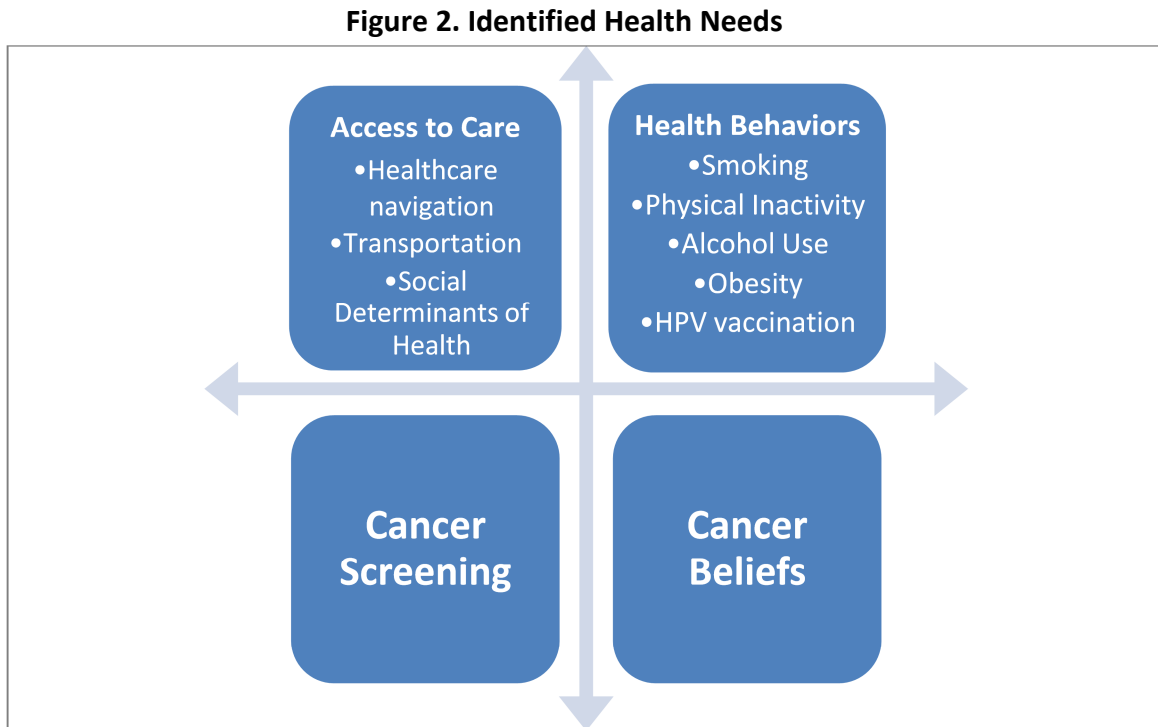
Table 3. Online Community Survey Participants	
County	N=740
Hillsborough	333 (45.0%)
Pasco	113 (15.3%)
Pinellas	185 (25.0%)
Polk	109 (14.7%)

Figure 1. Zip Code Distribution of Survey Participants



Health Need Priorities - Identification and Ranking Process

There were 10 major needs identified from the CHNA that fell into four major categories (**Figure 2**). The four categories are Access to Care, Health Behaviors, Cancer Screening, and Cancer Beliefs.



On May 6, 2019, a meeting was held with Moffitt staff and community partners to review the CHNA results and to present the identified priority areas. There were seven community partners from health clinics, academia, and community-based organizations and 16 Moffitt staff members, representing a variety of departments in attendance. The identified health needs were placed on separate wall charts and displayed throughout the meeting room. Each participant had up to five “sticky dots” they could use to vote on their perceived most-pressing health needs. The prioritizing criteria were based on alignment to Moffitt’s mission and resources, the ability and feasibility to address a particular health need, and the resulting impact and benefit to the community. Each participant could place all or part of their allotted dots on a single need or allocate them to multiple needs according to their own perceptions. Following the initial vote, participants regrouped to discuss how the votes were distributed. Based on the discussion, the group decided on the top four priorities to address in the Implementation Plan: *Healthcare Navigation, Transportation, Cancer Screening, and HPV Vaccination*.

It was decided not to address the other identified needs (social determinants of health, smoking, physical inactivity, alcohol use, obesity, and cancer beliefs) because they either do not align with Moffitt’s mission and vision, they are already being addressed internally in other capacities, or other entities are better equipped to address them.

FY2020 – 2022 Implementation Plan

The Implementation Plan was adopted by the Hospital Board of Directors on September 25, 2019. **Table 4** displays the goals and strategies for the 2020 – 2022 Implementation Plan.

Table 4. 2020-2022 Implementation Plan		
PRIORITY AREA	GOAL	STRATEGY
CANCER SCREENING	Promote cancer screening among age-eligible adults through partnerships and education	Collaborate with local, African American/Black sorority chapters to provide breast cancer screening education to women 40 years and older
		Partner with Physician Relations to disseminate cancer screening informational materials (for both healthcare providers and patients) to community clinics and physician offices
		Organize colorectal awareness event to educate community about colorectal screening during March
		Deliver cancer screening education to the community through Moffitt Outreach groups (e.g., M-POWER, LATTE, TBCCN, etc.)
		Educate eligible Survivorship Clinic patients about cancer screening and refer to appropriate screenings as necessary
		Distribute Public Service Announcements about breast, colorectal, prostate, and lung cancer screenings on digital and broadcast platforms
	Collaborate with community partners to educate men about prostate cancer and PSA testing	
	Link eligible patients to screening services for breast, cervical, colorectal, lung, prostate, and skin cancers	Provide screening vouchers to uninsured individuals who qualify for breast, prostate, lung, and colorectal cancer screenings
		Conduct NCI’s Screen to Save CRC research that links patients to FIT tests and follow-up care through a collaboration with Federally Qualified Health Centers
		Leverage the efforts of the Center for Immunization and Infection Research in Cancer (CIIRC) and the Office of Community Outreach, Engagement, & Equity (COEE) to screen women for cervical cancer at Federally Qualified Health Centers
Host breast cancer screening events to screen women during extended clinic hours at least twice per year		
		Deliver skin cancer screenings in the community through the Mole Patrol program
HPV VACCINATION	Increase awareness and education of HPV-associated cancers and vaccination uptake	Organize an event targeting providers and health insurance companies to increase awareness of HPV-related cancers, testing, and vaccination surrounding the HPV Awareness Day on March 4 th

Table 4. 2020-2022 Implementation Plan (Cont.)

HEALTHCARE NAVIGATION	Increase the number of new patients receiving navigation services	Expand navigation services to more clinics throughout Moffitt
	Provide navigation services for community members accessing cancer services	Utilize a Community Navigator to assist community members with access to cancer screening and treatment resources
TRANSPORTATION	Reduce transportation burdens for patients accessing cancer services	Operate a mobile bus to provide access to screening and cancer prevention education services to rural or underserved communities
		Coordinate at least 4 Community Day events per year that will provide transportation services for women to be screened for breast cancer at Moffitt

Community Resources

There are ample resources throughout the community to help address these needs. **Table 5** lists these important and valuable organizations that can potentially help Moffitt address the identified health needs.

Table 5. Community Clinics and Organizations

Allegany Franciscan Ministries	Farmworker Self Help	Hillsborough Metropolitan Planning for Transportation
American Breast Cancer Foundation	Faces of Courage Foundation	Hispanic Leadership Council
American Cancer Society	Family Healthcare Foundation	Hispanic Services Council
American Red Cross	Florida Blue	HPV Awareness & Action Coalition
Angels Care Center of Eloise	Florida Breast and Cervical Cancer Early Detection Program	Humana
Beth-El Mission	Florida Department of Health	IQuit with AHEC
Black Nurses Association—Clearwater/St. Petersburg Chapter	Florida Department of Motor Vehicles and Highway Safety	Judeo Christian Health Clinic
Brandon Outreach Clinic	Floyd Kelton Health Center	La Clinica Guadalupeana
BRIDGE Clinic	Front Porch CDA, Inc.	Lake Wales Free Clinic
Calvary Community Clinic	Foundation for a Healthy St. Pete	Latinos Unidos por Un Nuevo Amanecer
Catholic Mobile Medical Services	Good Samaritan Health Clinic	Lee Davis Neighborhood Service Center
Central Florida Healthcare	Gulf Coast North AHEC	Leukemia & Lymphoma Society
Clearwater Free Clinic	Haitian Association	LifePath Hospice
Community Health Centers of Pinellas	Healthcare for Homeless Veterans	Meals on Wheels
Crisis Center	Hillsborough Area Regional Transit	Medicaid Area 6 Field Office
Dover Health Center	Hillsborough County Health & Social Services	Metropolitan Ministries
Equality Florida	Hillsborough County Latino Coalition	Partnership to Immunize Teens and

Table 5. Community Clinics and Organizations (Cont.)

Pinellas County Health Program	Sister's Surviving Breast Cancer	Tampa Bay Black Chamber of Commerce
Pinellas Suncoast Transit Authority	SouthShore Community Resource Center	Tampa Caribbean Cancer Health Initiative
Plant City Health Center	St. Andre Free Clinic	Tampa Family Health Centers
Plant City Neighborhood Service Center	St. Petersburg Free Clinic	United Way
Premier Community Healthcare Group	Sulphur Springs Health Center	University Area Community Development Corporation
REACH UP, Inc.	Suncoast Community Health Centers	University of South Florida
Red Crescent Medical Clinic	Sunshine Line	We Care of Polk County
Redlands Christian Migrant Association	Susan G. Komen for the Cure Florida Suncoast	West Central Florida Agency on Aging, Inc.
Salvation Army Family Services Program	Tampa Bay Healthcare Collaborative	West Tampa Health Centers
Seniors in Service	Tampa Bay Area Regional Transportation Authority (TBARTA)	YMCA Suncoast