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MISSION AND VISION



The H Lee Moffitt Cancer Center & Research Institute (Moffitt) was created by the Florida Legislature in 1981 and was officially opened in 1986. In 2001, Moffitt became a National Cancer Institute (NCI)-designated Comprehensive Cancer Center.

As the only NCI-designated Comprehensive Cancer Center based in Florida, Moffitt is a full-service hospital and the third largest cancer center based on outpatient clinic volume.

MISSION: To contribute to the prevention and cure of cancer.

Employing over 5,000 physicians, faculty, and staff including over 340 faculty physicians and scientists, Moffitt includes a research institute, a freestanding inpatient 206-bed hospital with 36 dedicated beds for bone marrow transplant, an active outpatient clinic, and a high-risk screening and prevention center. 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.

Moffitt has made a lasting commitment to the prevention and cure of cancer, working tirelessly in the areas of patient care, research, and education to advance one step further in fighting this disease. Moffitt's priority is ensuring its patients receive the latest treatment options and the best chance of beating cancer. Its multispecialty team of experts takes a highly collaborative approach to personalized care by providing diagnosis, treatment, and support in a single, convenient location.

Moffitt's transformational clinical and research expertise, coupled with volumes of cases and treatment options, keeps it at the forefront of transforming cancer care and finding cures, not only in the nation, but around the world. Research emphasizes translating basic and population science into improved diagnostic, preventive and therapeutic advances.

VISION: To transform cancer care through service, science, and partnership.

Moffitt's culture and organizational structure underscore a basic value: multidisciplinary care and teamwork. Moffitt's size, its singular focus on cancer, and its close interaction and outreach with academic partners and caregivers throughout the state, nation, and world all contribute to the rich, collegial, and collaborative environment required to perform outstanding cancer treatment, research, and education.

PURPOSE AND SCOPE

The Patient Protection and Affordable Care Act (PPACA) of 2010 established four new requirements for all non-profit 501(c)(3) hospital organizations.

1. Conduct a community health needs assessment (CHNA) every three years and adopt an implementation strategy to meet needs identified in the assessment.
2. Adopt a written financial assistance policy that includes eligibility criteria, methods used to calculate charges, applications for assistance, and actions associated with billing and collections.
3. Limit charges for services to levels equivalent to amounts generally billed for insured patients.
4. Make reasonable efforts to determine an individual's eligibility for financial assistance prior to extraordinary measures to secure payment.

The health needs assessment mandated by the Affordable Care Act was conducted earlier this year and is published on Moffitt's website (moffitt.org/publications/community-benefit/). The purpose of this document is to present the implementation plan adopted by the Board of Directors to address the health needs identified through the Community Health Needs Assessment. The health needs assessment conducted earlier is based on an analysis of public health data, demographic and socio-economic data, interviews with key informants and stakeholders, a community perception survey, and a series of focus groups to help identify significant health needs in the community serviced by Moffitt.

CHNA APPROACH AND PROCESS

In September 2015, Moffitt contracted with Legacy Consulting Group to conduct its second CHNA. In October 2015, Moffitt collaborated with the Florida Department of Health in Hillsborough County to complete the CHNA and later establish Healthy Hillsborough. Healthy Hillsborough is a committee of local hospitals, the county health department, and Federally-Qualified Health Centers. The purpose of Healthy Hillsborough is to meet the federal CHNA requirements for all entities and to work collaboratively in the process. The organizations involved in Health Hillsborough are:

- Florida Department of Health in Hillsborough County
- Florida Hospital-Carrollwood
- Florida Hospital-Tampa
- Moffitt Cancer Center
- South Florida Baptist Hospital
- St. Joseph's Hospital
- Suncoast Community Health Centers
- Tampa Family Health Centers
- Tampa General Hospital

Multiple secondary data sources were used as input to the health needs assessment.

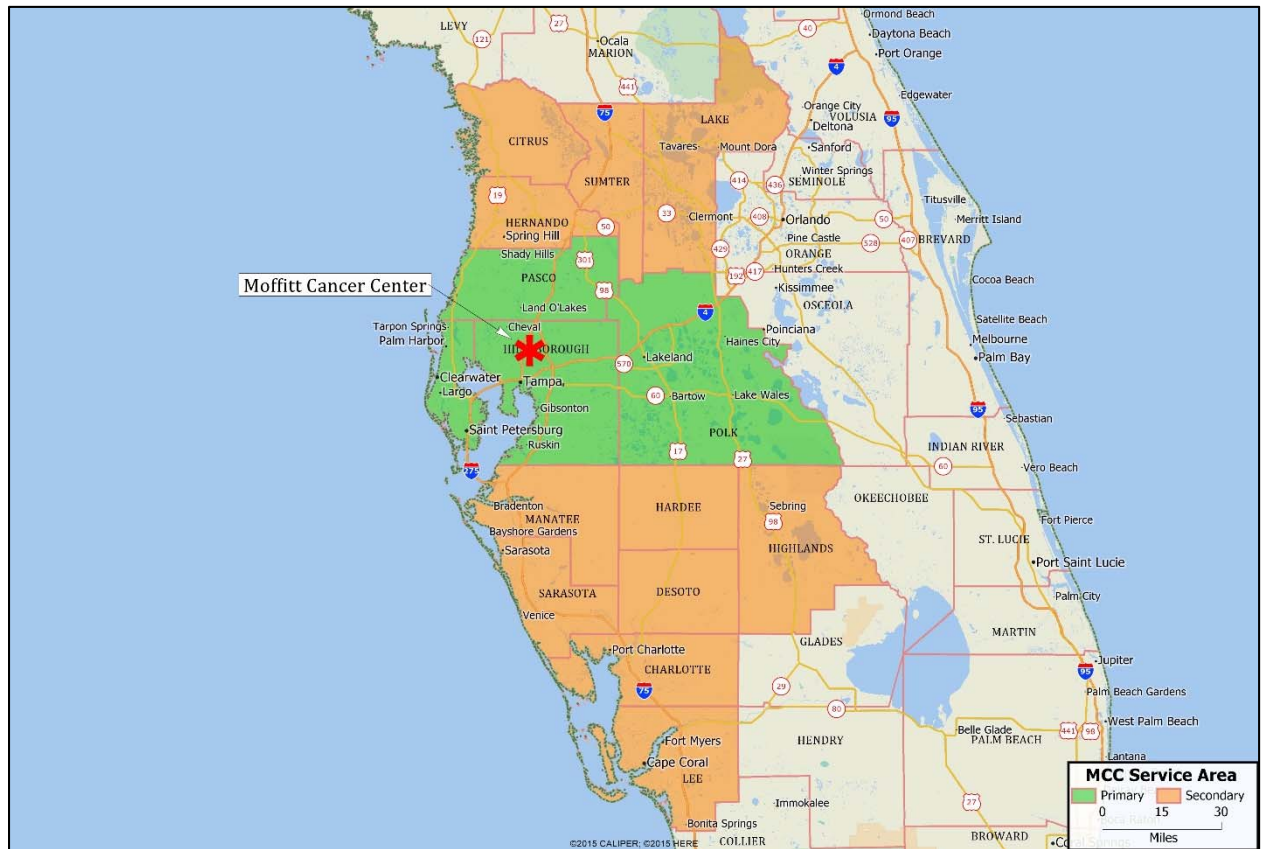
- ❖ Florida Department of Health, Florida CHARTS (www.floridacharts.com)
- ❖ United States Census, American FactFinder (factfinder.census.gov)
- ❖ County Health Rankings (www.countyhealthrankings.org)
- ❖ Centers for Disease Control and Prevention, Community Health Status Indicators (wwwn.cdc.gov/CommunityHealth)
- ❖ Nielsen demographics

In addition to these five secondary data sources, the health needs assessment also relied on three sources of primary data.

- ❖ Community perception survey
 - An online survey of 4,076 respondents was conducted using Survey Monkey.
- ❖ Key informant interviews
 - A total of 58 personal interviews were conducted with persons knowledgeable about public health issues in Hillsborough, Pasco, Pinellas, and Polk counties.
- ❖ Focus groups
 - Five focus groups were conducted with a total of 39 respondents.

COMMUNITY SERVED

Based on an assessment of Moffitt’s patient origin and discussions with key Moffitt stakeholders, the “community served” is defined as all residents of Hillsborough, Pasco, Pinellas, and Polk counties in west central Florida. This area is home to 3.4 million people with an anticipated growth of 5.5% by 2020. In addition, a secondary service area comprising residents of Charlotte, Citrus, Desoto, Hardee, Hernando, Highlands, Lake, Lee, Manatee, Sarasota, and Sumter counties has also been defined for Moffitt’s research initiatives. The primary and secondary service areas are shown in the map below.



PREVIOUS CHNA PRIORITIES

In 2013, Moffitt's last CHNA determined five priorities to address. Below is a summary of those priorities and how each priority area has been addressed since the last CHNA.

Cultural Competence. Efforts to address Cultural Competence focused on providing internal and external cultural and linguistic competence (CLC) initiatives. The Language Services team averaged more than 7,000 interpreting encounters and more than 450 translation projects each year. Also, language services education was provided to clinical teams to improve efficacy in communicating with patients, families, and with medical interpreters. A CLC Steering Committee was created to improve patient experience, CLC-education, data collection, and language and communication services. An External Advisory Committee of national experts also helped guide Moffitt on implementing CLC initiatives. Additionally, an online CLC-training was piloted for clinical faculty in 2014 and will be implemented organization-wide in 2016.

Prevention, Screening, Education & Outreach. The Moffitt Program for Outreach, Wellness, Education and Resources (M-POWER) averages nearly 170 health education workshops on cancer prevention and screening and reaches over 5,000 individuals each year. Mole Patrol® organizes over 15 skin cancer screening and education events in the community and reaches over 1,000 individuals each year. Moffitt's Lung and Thoracic Tumor Education (LATTE) program conducts over 20 community outreach and advocacy events on lung cancer each year.

Health Disparities. Research and educational efforts have been implemented to address cancer health disparities. Specifically, health education has been delivered to Community Health Workers across Florida via webinars to help reach specific populations with rising cancer rates. Moffitt hosts the Men's Health Forum to provide health screenings for men who are medically underserved, reaching over 500 men each year. The Population Sciences research program focuses its research strategies to address and reduce cancer health disparities. The Clinical Trials Task Force developed strategies to increase minority accrual in clinical trials. The Physicians Relations team partners with physicians serving in minority catchment areas and educates them on health disparities.

Access. No-cost mammograms and prostate cancer screenings have been offered to an average of over 600 women and 200 men who are uninsured each year to alleviate financial barriers for accessing care. Also, Patient and Family Services offers cab vouchers, round trip tickets, gift cards, and housing services, expending over \$450,000, to help provide support to hundreds of patients and their families in need every year.

Community Benefit Structure. The internal infrastructure of community benefit was improved by creating a Community Benefit Coordinator position which was filled in January 2015. Also, a hospital board member was identified as a Community Benefit liaison to help

engage the hospital board regarding community benefit. Lastly, a CHNA Steering Committee was established consisting of Moffitt employees and community members.

Moffitt's previous CHNA and implementation plan were published on its website in 2013. Since that time, no written comments were received.

IDENTIFICATION OF CURRENT HEALTH NEEDS

Based on the results of the community health needs assessment, Legacy Consulting Group identified twelve significant health needs within the community. These twelve needs can be grouped into four basic categories – Access to Care, Screening and Prevention, General Cancer Education and Awareness, and Obesity.

Identified Significant Health Needs

Access to Care

- Transportation for disadvantaged
- Availability of primary care physicians
- Health care navigation

General Cancer Education and Awareness

Screening and Prevention

- Lung cancer
- Breast cancer
- Prostate cancer
- Colorectal Cancer
- Smoking cessation

Obesity

- Access to healthy foods
- Exercise
- Diet/Nutrition

In order to evaluate and prioritize these needs, a meeting of the Moffitt Cancer Center Community Health Needs Assessment Steering Committee was held on March 24, 2016, at the Moffitt Business Center in Tampa. Ten committee members attended in person and three participated by phone. Those participating in this meeting include --

Bonnie Altman-Irvine (by phone) Tax/Payroll Manager, Finance Moffitt Cancer Center	Venessa Rivera Colón Manager, M-POWER Moffitt Cancer Center
Jenna Davis Community Benefit Coordinator, Moffitt Diversity Moffitt Cancer Center	Sheila Ferrall (rep. by Pam Duncan) Senior Director, Nursing Practice, Education & Clinical Efficiency, Moffitt Cancer Center
Valerie Goddard CEO, The Goddard Group Hospital Board Member, Moffitt Cancer Center	Cathy Grant Director, Moffitt Diversity Moffitt Cancer
B. Lee Green, PhD VP, Diversity, PR & Strategic Communications Moffitt Cancer Center	Clement Gwede, PhD (by phone) Associate Member, Health Outcomes & Behavior Moffitt Cancer Center
Mark Hendrickson Director, PR & Strategic Communications Moffitt Cancer Center	Cheri Wright-Jones Regional Vice President Allegany Franciscan Ministries
Jeremy Knox Market Data & Analytics Manager, Corporate Planning, Moffitt Cancer Center	Juan Carlos Pinto (by phone) International Trade & Client Services Executive Citibank
Jolene Rowe Supervisor, Social Work Moffitt Cancer Center	

At this priority setting meeting, each of these twelve identified health needs were placed on separate wall charts and displayed throughout the meeting room. Each participant was given twelve separate “sticky dots” and asked to vote on their perceived most-pressing health needs. The prioritizing criteria were based on alignment to Moffitt’s mission, 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. Each participant was given a chance to re-allocate their votes (dots) at their discretion. When panelists were satisfied with the results, votes were tallied. As a result of this meeting, seven health needs were selected for inclusion in the implementation plan. These seven health needs, in priority order, are shown below.

Rank Order of Prioritized Health Needs

1. Transportation for the disadvantaged
2. Health care navigation
3. Breast cancer screening and prevention
4. Colorectal cancer screening and prevention
5. Smoking cessation
6. Prostate cancer screening and prevention
7. Lung cancer screening and prevention

The Steering Committee decided that Moffitt would not address “Availability of primary care physicians” and “Obesity” since these issues either do not align with Moffitt’s mission and vision or that other entities were better equipped to address them.

In addition, “General Cancer Education and Awareness” continues to be a cornerstone of Moffitt’s strategic plan. It has incorporated several education and awareness programs in the implementation which follows.

IMPLEMENTATION PLAN

The following implementation plan was approved by the Hospital Board of Directors on August 24, 2016.

PRIORITY NEED	GOAL
ACCESS TO CARE	<i>Improve access to health care services for those in need within the primary service area</i>
	<i>Provide increased navigation services for patients and community members</i>
	<i>Support community advocacy to increase access to transportation</i>
SCREENING AND PREVENTION SERVICES	<i>Increase awareness and education of cancer prevention and screening</i>
	<i>Eliminate existing barriers for being screened</i>
	<i>Provide increased and/or improved screening and prevention services for lung cancer, breast cancer, prostate cancer, and colorectal cancer</i>

Moffitt will continue to monitor, refine, and augment these strategies over the next three years to insure their successful implementation.

AVAILABLE RESOURCES

There are ample resources available throughout the community to help address prioritized needs and support the implementation plan. Below is a list of these important and valuable organizations that can potentially help Moffitt address the identified health needs.

<i>Abe Brown Ministries</i>	<i>Judeo Christian Health Clinic</i>
<i>Allegany Franciscan Ministries</i>	<i>Lake Wales Free Clinic</i>
<i>Alzheimer's Association - Florida Gulf Coast Chapter</i>	<i>Lee Davis Neighborhood Service Center</i>
<i>American Breast Cancer Foundation</i>	<i>Leukemia & Lymphoma Society</i>
<i>American Cancer Society-Hillsborough County</i>	<i>LifePath Hospice</i>
<i>American Red Cross</i>	<i>Meals on Wheels</i>
<i>Angels Care Center of Eloise</i>	<i>Medicaid Area 6 Field Office</i>
<i>Beth-El Mission</i>	<i>Metropolitan Ministries</i>
<i>Black Nurses Association—Clearwater/St. Petersburg Chapter</i>	<i>Pinellas County Economic Development</i>
<i>Blue Cross Blue Shield of Florida (Florida Blue)</i>	<i>Pinellas Suncoast Transit Authority</i>
<i>Brandon Outreach Clinic</i>	<i>Plant City Health Center</i>
<i>BRIDGE Clinic</i>	<i>Plant City Neighborhood Service Center</i>
<i>Catholic Mobile Medical Services</i>	<i>Premier Community Healthcare Group</i>
<i>CDC of Tampa</i>	<i>REACH UP, Inc.</i>
<i>Central Florida Healthcare</i>	<i>Red Crescent Medical Clinic</i>
<i>Community Care for the Elderly</i>	<i>Redlands Christian Migrant Association</i>
<i>Crisis Center</i>	<i>River of Grace Ministries</i>
<i>Dover Health Center</i>	<i>Seminole Tribe of Florida</i>
<i>Equality Florida</i>	<i>Salvation Army Family Services Program</i>
<i>Farmworker Self Help</i>	<i>Seniors in Service</i>
<i>Florida Breast and Cervical Cancer Early Detection Program</i>	<i>Sister's Surviving Breast Cancer</i>
<i>Florida Department of Health</i>	<i>SouthShore Community Resource Center</i>

<i>Florida Department of Motor Vehicles and Highway Safety</i>	<i>St. Petersburg Free Clinic</i>
<i>Floyd Kelton Health Center</i>	<i>Sulphur Springs Health Center</i>
<i>Front Porch CDA, Inc.</i>	<i>Suncoast Community Health Centers</i>
<i>Good Samaritan Health Clinic</i>	<i>Sunshine Line</i>
<i>Gulf Coast North AHEC</i>	<i>Susan G. Komen for the Cure Florida Suncoast</i>
<i>Haitian Association</i>	<i>Tampa Bay Healthcare Collaborative</i>
<i>Healthcare for Homeless Veterans</i>	<i>Tampa Caribbean Cancer Health Initiative</i>
<i>Hillsborough Area Regional Transit</i>	<i>Tampa Family Health Centers</i>
<i>Hillsborough County Health & Social Services</i>	<i>United Way Suncoast</i>
<i>Hillsborough County Latino Coalition</i>	<i>University Area Community Health Center</i>
<i>Hillsborough Metropolitan Planning for Transportation</i>	<i>University Area Faith Based Coalition</i>
<i>Hispanic Leadership Council, Pinellas County</i>	<i>University of South Florida College of Public Health</i>
<i>Hispanic Services Council</i>	<i>We Care of Polk County</i>
<i>Homeless Recovery Program</i>	<i>West Central Florida Agency on Aging, Inc.</i>
<i>IQuit with AHEC</i>	<i>West Tampa Health Centers</i>
<i>James A. Haley Veteran's Hospital</i>	<i>YMCA Suncoast</i>
<i>Joyce Ely Health Center</i>	

