



ST. JUDE CHILDREN'S RESEARCH HOSPITAL

Community Health Needs Assessment (CHNA)
Implementation Plan

November 11, 2013

**St Jude Children’s Research Hospital
Community Health Needs Assessment (CHNA) Implementation Plan
November 11, 2013**

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 only admits children with these diagnoses and does not offer medical services beyond those necessary to care for children with these diseases. St. Jude does not have an emergency room (ER).

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, about 7,800 active patients are seen at St. Jude yearly, most of who are enrolled on clinical trials for new treatments developed by St. Jude and who are treated on a continuous outpatient basis. The hospital is licensed for 78 inpatient 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 (capacity for 996 patients/family members) 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.

St. Jude has a network of six affiliated pediatric hematology/oncology clinics in the U.S., allowing St. Jude to extend care and benefits to more children and increase the number of children able to be treated on St. Jude clinical trials closer to their homes. St. Jude also operates an international outreach program aimed at sharing knowledge and resources to improve the survival rate of children with cancer worldwide. St. Jude has 20 international partner sites in 14 countries.

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 this report, the focus is solely on those diseases for which children are admitted to St. Jude for treatment.

St. Jude has chosen to address the following health needs identified in the CHNA as part of this Implementation Plan, because they are aligned with our mission and our capabilities and thereby making it possible for us to allocate sufficient resources to the three priority health needs identified below. Through the research and recommendations gleaned from the CHNA, hospital staff, and administration, the following needs were selected as priorities for implementation:

Aim #1 Improving access to healthcare services

- Transition of patients from pediatric to adult health care services
- Access to affordable health insurance coverage
- Palliative care
- Health care of childhood cancer survivors
- Community education

Aim #2 Improving coordination of care

- Physician coordination of care

Aim #3 Improving child health status through behavioral modification

- 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 healthcare services

Pediatric health need	Transition of patients from pediatric to adult health care services
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	Increase the number of patients with sickle cell disease who establish sustained adult care after leaving pediatric care at St. Jude
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Identification of possible adult medical homes for St. Jude young adult patients with pediatric hematologic conditions 2. Create Adolescent and Young Adults (AYA) transition clinics with overlap of pediatric and adult Hem/Onc care 3. Create formal programming and planning processes for adolescents with hematologic and oncologic diseases, through development of disease educational curriculum and training modules to foster increased adolescent autonomy and medical literacy

Pediatric health need	Access to affordable health insurance coverage
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	Decrease the number of uninsured patients at St. Jude
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Contract with vendor to provide Certified Application Counselor services to assist families applying for health insurance coverage through the Federally-facilitated Marketplace 2. Apply for a grant from the Tennessee Hospital Association to assist with enrollment processes 3. Design and implement a system to facilitate the CAC enrollment assistance process at St. Jude 4. Identify uninsured patients and families and have CACs assist in the enrollment process

(Aim #1 continued on next page)

Pediatric health need	Palliative care
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	Increase the number of clinicians trained in Palliative Care Medicine (PCM) and educational opportunities for PCM
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Recruit and train two physician fellows in the newly formed Palliative Care Training Program <ol style="list-style-type: none"> a. Monitor board passage rate b. Track positions where former trainees are employed 2. Provide training in Palliative Care for advanced practice health care personnel through targeted conferences and other educational opportunities 3. Create a required education series for bedside nurses involving End-of-Life Nursing Education Consortium (ELNEC) and an institution-specific Quality of Life seminar <ol style="list-style-type: none"> a. All bedside nurses will be required to complete within three years b. Total of 30 contact hours in PCM 4. Educate community providers about PCM through community-based bridging programs for home health and hospice care through the QoLA Kids program <ol style="list-style-type: none"> a. A monthly 3 hour didactic curriculum has been created and will be implemented b. Will track attendance of community-based providers

Pediatric health need	Health care of childhood cancer survivors
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	Provide cancer survivorship information to both caregivers and survivors via Survivors’ Day Conference
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Provide workshops and speakers that offer information about available resources 2. Give survivors and their families the opportunity to learn from other survivors 3. Ensure that survivors understand how to approach healthcare post-treatment 4. Offer an online resource following the conference for continuous flow of survivorship information

(Aim #1 continued on next page)

Pediatric health need	Community education
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	Use urban radio to provide information and education about health care resources and health care careers
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Offer radio station producers St. Jude professionals that can provide listeners details about community resources available for learning about and being tested for disorders/diseases such as sickle cell trait and HIV 2. Use this platform to dispel myths and misconceptions about these two diseases and childhood cancer

Aim #2 Improving coordination of care

Pediatric health need	Physician coordination of care
Health facilities involved	St. Jude Children’s Research Hospital St. Jude Affiliate Institutions All Domestic and International Referring Clinicians and Centers
Summary metric	Improve continuity of care by enhancing communication tools and efforts to provide physicians with unparalleled access to patient information
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Consider implementation of clinician portal to permit referring and affiliated physicians convenient access to patient information, in accordance with applicable law

Aim #3 Improving child health status through behavioral modification

Pediatric health need	Child knowledge of cancer prevention, nutrition, obesity, and physical activity
Health facilities involved	St. Jude Children’s Research Hospital
Summary metric	<p>Increase the number of students and teachers participating in St. Jude cancer and healthy living education program</p> <p>Increase the knowledge that children have on cancer and healthy living topics (nutrition, exercise, sun protection, avoiding tobacco) with pre and post quizzes</p> <p>Improve attitudes of children toward healthy living practices (avoiding smoking, better nutrition habits, more exercise, avoiding excessive sun) using survey instruments</p>
Action item to meet identified health need	<ol style="list-style-type: none"> 1. Assess internal and external community resources for educational material on cancer and healthy living topics tailored to the age-specific needs of children in pre-k, elementary, middle and high school 2. Review current St. Jude created content to schools using teacher lesson plans, teacher training workshops, and school visits 3. Evaluate participation in health fairs and public venues to disseminate educational material and assess utility in meeting needs of the community and utilizing expertise at St. Jude 4. Create an educational kiosk for the Children’s Museum of Memphis

Health Needs Not Being Addressed

In order to effectively address the needs identified, St. Jude is focusing on the needs outlined in the tables above. There were other issues that were identified in the Community Health Needs Assessment which have less immediate impact on the St. Jude community, or are outside of the mission and primary expertise of St. Jude. These issues may be addressed in a future plan if the opportunity arises, or may be addressed by other community providers. One of the four national pediatric health needs identified in the CHNA, but not addressed in this implementation plan, is mental health. Although improving access to mental health emerged as a need, it is outside of the mission for St. Jude. The mental health challenges facing the St. Jude community are similar to those facing hospitals across the country. While St. Jude does not plan to address this need in the community, its Psychology and Social Work Departments offer interventions and referrals to outside resources as necessary, and are developing others to address mental health needs of the St. Jude patient population.

The implementation plan will be assessed annually and progress recorded. The hospital reserves the right to amend this implementation plan at any time as circumstances warrant. Community health needs may evolve, requiring adjustments to the described strategic initiatives.