

Calvary Hospital 2016 Community Service Plan

Calvary Hospital is the only long term acute care specialty hospital in the United States dedicated to end of life and palliative care. Calvary's Mission and expertise offers a unique opportunity to improve the overall health of the residents of New York. In addition, since Calvary serves as the tertiary care referral center for end of life illness in the greater NY area, Calvary's community not only includes its catchment area, but the health care providers in these areas as well.

Service Area: Calvary Hospital provides services in Manhattan, the Bronx, Queens, Brooklyn, Westchester, and Long Island. Through the Palliative Care Institute, we serve the international communities as well.

Participating Hospitals and Hospital Systems: Calvary routinely receives input from all hospitals and health systems in its catchment area. Through the Palliative Care Institute (PCI), Calvary works directly with the Medical Schools in the New York area, NYC EMS services, and the National Cancer Institute.

LHDs: Calvary works directly with the NYCDOH, as well as at the local, state, and national level. Additional input is obtained through the Greater New York Hospital Association (GNYHA), Bronx Coalition, American Hospital Association (AHA), and the Hospital Association of New York State (HANYS.)

Prepared by Calvary Hospital

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Executive Summary

For over 110 years, Calvary Hospital has been the only acute care hospital in the United States dedicated to the care of the advanced cancer patient, other terminally ill patients, and their families. The expertise of the Medical Staff is focused on treating the constellation of unbearable symptoms that are associated with the most acutely ill end-of-life patients.

Calvary Hospital is a 225 bed, fully accredited, specialty hospital exclusively dedicated to the palliative care of adult patients in the advanced stages of cancer and other serious or end-of-life patients. In addition to its inpatient programs at both the Bronx and Brooklyn Campuses, Calvary provides outpatient, home care, hospice, nursing home hospice, and inpatient wound care services. Calvary is committed to the non-abandonment of its patients and families, and provides its services in an environment that recognizes the physical, psychological, spiritual, and emotional needs of its patients.

Calvary Hospital is committed to assuring that its quality of care is consistently high and is provided in a safe, effective, and efficient manner. Through a variety of programs and services, the Hospital has focused its mission on meeting the needs of advanced and serious or end-of-life patients and their family members.

Based on its unique experience and role in the healthcare community, Calvary Hospital is addressing the Mental Health needs of the community through its extensive Bereavement Program. This program provides free, therapeutic, evidence-based interventions for bereaved individuals, regardless of where their loved one died. The needs/education of clinicians in the community are provided through numerous educational programs offered by Bereavement Services to clinicians working with bereaved family members. Chronic Disease was chosen and is addressed through the Palliative Care Institute, which educates providers and medical students throughout the tri state area on end of life care and palliative services.

The following data was reviewed in selecting our priorities for 2016:

Bereavement Services

Community Service Assessment

A variety of individuals and organizations provide Bereavement Services in the New York City area. Fees range from free services to \$100 per session.

Current State

1. Care is currently fragmented – a variety of providers and practice levels (lay persons to professionals offer services);
2. Lack of Professional Standards exists amongst the various practice levels;
3. Not all programs are theoretically based;
4. A range of “general” groups vs. therapeutic groups exist;
5. “Death of a Spouse” and Death of a Parent” groups are common;
6. There are few groups geared toward the loss of a sibling or child, and there are very few children’s groups offered.

Needs

1. Professional Practice Standards need to be promulgated and adopted;
2. Community Education for the professionals providing services is required;
3. Public Education regarding the need for services and availability of groups is required;
4. Access to Sibling and Child groups are needed (additional services to be established);
5. Groups geared toward children are needed

Palliative Care Education

- [Public Health Law section 2997-d](#) requires that hospitals, nursing homes, home care agencies, special needs assisted living residences, and enhanced assisted living residences, provide access to information and counseling regarding options for palliative care appropriate to patients with advanced life limiting conditions and illnesses. These providers and residences must also facilitate access to appropriate palliative care consultation and services, including associated pain management consultation and services, consistent with the patient needs and preferences.
- **America's Care of Serious Illness - 2015 State-by-State Report Card On Access to Palliative Care in our Nation's Hospitals**
 - Currently, less than 80% of hospitals in New York State offer palliative care; (currently 78.1% in 2015, was 57.9% in 2008)
 - Establish Centers for Palliative Care Education
 - Reform Graduate Medical Education to include formal Palliative Care education and fellowships;
 - National Palliative Care Registry: In New York, 3.4% of hospitals with Palliative Care Teams receive Palliative Care consults - the need is approximately 8% of these admissions - we are reaching 1/2
 - Time to consult for the 1/2 that do receive Calvary Care >3 days for death in 80% of cases/6 days for live discharged patients
 - Over 1/3 of hospitals have no formal process for coordination with ICU or ED

Palliative Care Education cont'd

- **CAPC Registry Data:**
 - Overall palliative care service penetration is 4.8%; for small hospitals (<150 beds) it is 7.3% and for large hospitals (500+ beds) it is 3.7%.
 - Programs report receiving 67.0% of funding from their hospital, 23.9% from billing; and 3% from philanthropy, foundations or grants.
 - Overall, only 35.3% of programs report using a standardized screening tool to identify potential palliative care patients. This holds across hospital size.
 - Small hospitals are much more likely to get referrals to palliative care from hospitalists, with an average of 64.1% of referrals coming from hospitalists; large hospitals report an average of 33.4% of referrals coming from hospitalists.
 - Across all programs, the mean percentage of patients discharged home (including assisted living facilities) is 42%. Of those, one-third receive home hospice.
 - On average, programs report total staff head count across disciplines of 8.7, and full-time equivalent (FTE) of 5.4.

- **2011 Public Opinion Research - CAPC report**

Doctors might not provide all of the treatment options or choices available	58%
Doctors might not talk and share information with each other	55%
Doctors might not choose the best treatment option for a seriously ill patient's medical condition	54%
Patients with serious illness and their families leave a doctor's office or hospital feeling unsure about what they are supposed to do when they get home	51%
Patients with serious illness and their families do not have enough control over their treatment options	51%
Doctors do not spend enough time talking with and listening to patients and their families	50%

The following partners are working with Calvary Hospital to assess, implement, and provide feedback on the initiatives identified above:

Bereavement Services

<u>Community Partner</u>	<u>Role</u>
Achelis & Bodman Foundation	Foundations/Grants
Atalie's Hope	Foundations/Grants
Brooklyn Benevolent Society	Foundations/Grants
Thomas & Agnes Carvel Foundation	Foundations/Grants
G. L. Connolly Foundation	Foundations/Grants
Hagedorn Fund	Foundations/Grants
Y. C. Ho/Helen & Michael Chiang Foundation	Foundations/Grants
Charles A. Mastronardi Foundation	Foundations/Grants
Metzger-Price Fund	Foundations/Grants
Newman's Own Foundation	Foundations/Grants
Lauri Strauss Leukemia Foundation	Foundations/Grants
Robert Mize Trimble & Isa White Foundation	Foundations/Grants
van Ameringen Foundation	Foundations/Grants
Miles Hodsdon Vernon Foundation	Foundations/Grants
The New Yankee Stadium Community Benefits Fund	Foundations/Grants
National Widowers Organization	Referrals; Input on curricula; advisory role
Albert Einstein College of Medicine/ Montefiore Medical Center; Department of Epidemiology and Population Health	Referrals; Input on curricula; advisory role
Montefiore-Einstein Center for Cancer Care, BOLD Program	Referrals; Input on curricula; advisory role
Memorial Sloan Kettering Cancer Center; Department of Psychiatry and Behavioral Sciences	Referrals; Input on curricula; advisory role
Columbia University, Member Death Seminars	Referrals; Input on curricula
Live On New York (Organ Donor Network, New York)	Referrals; Input on curricula
New York University, Graduate School	Referrals; Input on curricula, education graduate interns in Mental Health Counseling; Social Work, Thanatology, Psychology etc

Bereavement Services cont'd

Community Partner

Role

Mercy College, Graduate School

Referrals; Input on curricula, education graduate interns in Mental Health Counseling; Social Work, Thanatology, Psychology etc

St John's University, Graduate School

Referrals; Input on curricula, education; graduate interns in Mental Health Counseling; Social Work, Thanatology, Psychology etc

Pace University, Graduate School

Referrals; Input on curricula, education graduate interns in Mental Health Counseling; Social Work, Thanatology, Psychology etc

Gilda's Club

Referrals; Input on curricula

Duffy Funeral Home, Brooklyn

Referrals; Input on curricula

Administration or Children's Services (ACS)

Referrals; Input on curricula

Kingsborough Community College

Referrals; Input on curricula, undergraduate education

Hospice Foundation of America

Referrals; Input on curricula

Geel Community Services

Referrals; Input on curricula

St Joseph High School, Brooklyn

Brooklyn space, referrals

St Jean Baptiste High School, Manhattan

Manhattan space, referrals

Mentors Through Mourning

Referrals; Input on curricula

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Palliative Care Education

Community Partner

Albert Einstein College of Medicine

Role

Medical Student Education
Fellowship rotation
Curricula input/advisory role

Columbia University

Medical Student Education
Summer Internship/TCC
Fellowship Rotation
Curricula input/advisory role

Cornell Medical College

Medical Student Education
Summer Internship/TCC
Fellowship Rotations
Curricula input/advisory role

SUNY Downstate

Medical Student Education
Family Practice Residents
Curricula input/advisory role

FDNY EMS Program

EMS Paramedic Education
Curricula input/advisory role

New York Medical College

Medical Student Education
Curricula input/advisory role

Memorial Sloan Kettering Cancer Center

Nurse Practitioner Fellow education
Curricula input/advisory role

In addition, the Palliative Care Institute provides formal education and training to the residents and fellows of the following New York City and surrounding area hospitals: Englewood Hospital, Hackensack Medical Center, Jacobi Hospital, Montefiore Medical Center, Montefiore New Rochelle, Lenox Hill Hospital, NY Presbyterian Hospital/Cornell Hospital, Sound Shore Medical Center, and Phelps Memorial Hospital. All provide feedback and input into the curricula.

Calvary Hospital engages the broader community in these efforts through advertising, attending meetings, feedback reports, questionnaires, and literature review.

2016 Community Service Plan Report

1. Community Served

As a referral center for end of life care, Calvary Hospital serves the greater New York community. The specific communities served for these initiatives are:

- **Bereavement Services**

Calvary offers bereavement support groups in the Bronx, Brooklyn, and Manhattan for adults who have lost loved ones who were cared for at Calvary or through our home hospice, or who come from the community at large. All our groups are free and open to the community. Our groups encourage family members and friends to share their experiences of loss and sorrow, to help them find solace and strength to continue with their lives.

Calvary has one of the metropolitan area's few bereavement programs specifically for young children, and also one of the few for bereaved adolescents and young adults (ages 18-25). Children and teens who participate in bereavement support groups during the year are invited to attend Calvary's Camp Compass®, our summer bereavement camp. We just completed our 19th year. **The program operates** by offering a camp/counselor ratio of 2:1, so the children always have someone to talk to or be with.

Clinical Interventions:

- Home visits (all areas served by @ Home) home visits are made only to family members considered to be at high risk for complicated grief
- Support Groups (Bronx, Brooklyn, Manhattan)
- Individual Sessions (for Calvary patients' family members)
- Camp Compass® (19th year!)
- Memorial Services (Bronx/Brooklyn/Manhattan)
- Workshops specific to holidays, pertinent mental health topics (e.g., cutting and self-injurious behaviors)

Education:

- Community Lectures
- Outreach Programs
- 10 week Bereavement Course currently our 23 year
- Graduate Student Internships
- Mentors through Mourning Program (for teachers and guidance counselors – including crisis intervention and returning terminally ill children to school) currently in our 14th year

Ad hoc Research

- In progress, Research study with MSKCC: "Identifying Family Members in Need of Support during Palliative Care and Bereavement."
- Consultant Montefiore-Einstein Center for Cancer Care: The BOLD Buddy Program
- Stakeholder Albert Einstein College of Medicine, PCORI Study (Patient Centered Outcomes Research Institute)

Community Served cont'd

- **Palliative Care Provider Education**

The Palliative Care Institute (PCI), Calvary Hospital's research and education division, aims to communicate the expertise that Calvary has developed in relieving the suffering of patients and families with advanced illness. The foundations of this care are clinical competence, a philosophy of non-abandonment and love. Each year, more than 800 medical students, residents, fellows and other health care professionals receive training in palliative care through the PCI. This includes a formalized program for the New York City Fire Department Emergency Medical Services. The PCI also sponsors *Inside Calvary: Compassion and Competence in Palliative Care* - a three-day on-site training program that offers direct patient/family observation and interaction in the actual treatment setting to caregivers throughout the United States

In 2005, the National Cancer Institute (NCI) designated Calvary an "International Center for Training in Palliative Care". Physicians and nurses from Israel, Palestine, Egypt, Turkey, Jordan, and Cyprus are sent to Calvary's PCI for up to six months to learn the expertise we provide. The ultimate goal is to improve the quality of palliative care delivered throughout the Middle East.

PCI research projects include an NIH collaborative study with Memorial Sloan-Kettering Cancer Center (MSKCC) investigating "The Desire for a Hastened Death in Terminally Ill Cancer Patients", an NIH study with MSKCC and Fordham University on "Measuring Hope and Hopelessness at the End of Life" and an NIH study with MSKCC assessing "Family Focused Grief Therapy".

2. Data Review

a. Bereavement Services

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b. Palliative Care Provider Education

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3. Prevention Agenda Priorities

a. Mental Health

Title: Bereavement Services

Bereavement Services in NYS are extremely limited. Community based bereavement programs have been established in the Bronx Brooklyn, and Manhattan communities for all ages. In addition, Camp Compass, administered in a joint effort with over 10 different charitable foundations provides bereavement services to children in a camp setting.

i. Community Partners

<u>Community Partner</u>	<u>Role</u>
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Brooklyn Benevolent Society	Foundations/Grants
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Memorial Sloan Kettering Cancer Center; Department of Psychiatry and Behavioral Sciences	Referrals; Input on curricula; advisory role
Columbia University, Member Death Seminars	Referrals; Input on curricula; advisory role

Bereavement Services cont'd

Community Partner

Role

Live On New York (Organ Donor Network, New York)	Referrals; Input on curricula
New York University, Graduate School	Referrals; Input on curricula, education graduate interns in Mental Health Counseling, Social Work, Thanatology, Psychology etc.
Mercy College, Graduate School	Referrals; Input on curricula, education graduate interns in Mental Health Counseling, Social Work, Thanatology, Psychology etc.
St John's University, Graduate School	Referrals; Input on curricula, education graduate interns in Mental Health Counseling, Social Work, Thanatology, Psychology etc.
Pace University, Graduate School	Referrals; Input on curricula, education graduate interns in Mental Health Counseling, Social Work, Thanatology, Psychology etc.
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Kingsborough Community College	Referrals; Input on curricula, undergraduate education
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St Joseph High School, Brooklyn	Brooklyn space, referrals
St Jean Baptiste High School, Manhattan	Manhattan space, referrals
Mentors Through Mourning	Referrals; Input on curricula

ii. Engaging the Broader Community

The broader community is engaged through ongoing presentations, lectures, and publicizing the services offered, as well as partnerships with several colleges and universities to educate the future providers in the field.

Bereavement Staff provides lectures and group support for local schools and various agencies requesting assistance after a traumatic death. E.g., (1) Geel Community. Founded in 1976, Geel Community Services offers rehabilitative services to individuals with psychiatric disabilities. The organization offers parenting training and health care services. It also provides skill development and substance abuse counseling. Geel Community Services offers community integration and daily living skill solutions. In addition, the organization provides crisis intervention and medication and symptom

management services. It offers case management and assessment services to clients. The organization operates a clubhouse that provides employment assistance and training-related services. Its partners include federal, state and city agencies, hospitals and nonprofit organizations that refer individuals with mental disabilities. Geel Community Services maintains a location in Bronx, N.Y.) (2) Gilda’s Club (1995 provides a place where cancer patients and their families could find support, resources, and a community that cares. In 2009, Gilda’s Club Worldwide merged with The Wellness Community to form the Cancer Support Community (CSC), which is now the largest cancer support network in the country. (3) Our Mission; (3) Live On New York (formerly NY Organ Donor Network. Mission to save lives, provide comfort, and strengthen legacies through organ, eye and tissue donation. (4) lectures also provided to local funeral homes, hospitals, clinicians in various agencies

ii. Evidence based interventions data 2016 January - November

2015 Annual Statistics:

Hospice home visits	634	194
Hospice phone calls	4924	946
Hospital phone calls	456	477
Community phone calls	6222	1154
Individual hospice therapy	107	105
Individual hospital therapy	109	115
Individual community therapy	577	299
Groups	8079	5251
Events/lectures	9061	5872

iii. Monitoring:

Measure	2016	Target
Hospice home visits	194	250
Hospice phone calls	946	1500
Hospital phone calls	447	800
Community phone calls	1154	2000
Individual hospice therapy	105	200
Individual hospital therapy	115	200
Individual community therapy	299	400
Groups	5251	5500
Events/lectures	5872	7000

b. Chronic Disease

Title: Palliative Care Education for New York City Area Healthcare Providers

i. Community Partners:

<u>Community Partner</u>	<u>Role</u>
Albert Einstein College of Medicine	Medical Student Education Fellowship rotation Curricula input/advisory role
Columbia University	Medical Student Education Summer Internship/TCC Fellowship Rotation
Curricula input/advisory role	
Cornell Medical College	Medical Student Education Summer Internship/TCC Fellowship Rotations
Curricula input/advisory role	
SUNY Downstate	Medical Student Education Family Practice Residents
Curricula input/advisory role	
FDNY EMS Program	EMS Paramedic Trainee Education Curricula input/advisory role
New York Medical College	Medical Student Education Curricula input/advisory role
Memorial Sloan Kettering Cancer Center	Nurse Practitioner Fellow education Curricula input/advisory role

In addition, the Palliative Care Institute provides formal education and training to the residents and fellows of the following New York City and surrounding area hospitals: Englewood Hospital, Hackensack Medical Center, Jacobi Hospital, Montefiore Medical Center, Montefiore New Rochelle, Lenox Hill Hospital, NY Presbyterian Hospital/Cornell Hospital, Sound Shore Medical Center, and Phelps Memorial Hospital. All provide feedback and input into the curricula.

Calvary Hospital engages the broader community in these efforts through advertising, attending meetings, feedback reports, questionnaires, and literature review.

ii. Engaging the Broader Community:

Founded in 1985, The Palliative Care Institute (PCI) has the responsibility of transmitting, through research and education, the competencies that Calvary Hospital has developed in the care of patients with advanced disease.

The PCI has become a major teaching center in palliative care. Each year, more than 800 medical students, residents, and fellows are trained at Calvary Hospital. In addition, programs in palliative care are offered for Nursing, Family Care (Social Work), Pastoral Care, Nutritional Services, and Bereavement. A 3 day on-site program is offered nationally, and a 4 week program for visiting health professionals is also offered. In addition to this broad spectrum of offerings, ongoing publication and research ensures the broader community is engaged. Finally, The National Cancer Institute has also designated Calvary Hospital as the International Center for Training in Palliative Care.

iii. Evidence based interventions:

Education – 2016:

- Visitors (Residents, Fellows and Interns) 218
- Students (2016 Medical Students) 630
- Foreign Visitors to date (2004-2016) 274 (for 2016 only -31)

iv. Monitoring:

Monitor: Annual Medical Students, Residents and Fellows Trained

<u>GOAL</u>	<u>OUTCOME/ OBJECTIVES</u>	<u>INTERVENTIONS/ STRATEGIES/ ACTIVITIES</u>	<u>PROCESS MEASURES</u>	<u>PARTNER ROLE</u>	<u>PARTNER RESOURCES</u>	<u>BY WHEN</u>	<u>WILL ACTION ADDRESS DISPARITY</u>
<u>BEREAVEMENT SERVICES</u>	Improve access to Bereavement Services in the New York City area through the expansion of Bereavement Services provided.	Hospice home visits Hospice phone calls Hospital phone calls Community phone calls Individual hospice therapy Individual hospital therapy Individual community therapy Groups Events/lectures	Increase number of each area by 10% over the next 3 years.	Input into curricula, publicity and communication, serve as the resource for students, grant funding.	Funding, time, referrals, publicity.	Ongoing.	YES.
<u>PALLIATIVE CARE EDUCATION FOR CLINICAL PROFESSIONALS</u>	Provide formal education to clinical providers to advance knowledge of the field of Palliative Care and to provide insight into best practices in the field. Through ongoing education, Palliative Care will continue to expand and reach an increasing number of New Yorkers in need of this modality of care.	Education of Medical Students, Fellows, and other providers.	Maintain the number of students and other providers trained per year.	Input into curricula, publicity and communication, serve as the resource for students.	Time, feedback, and students.	Ongoing.	YES.

Maintaining Engagement with Local Partners

The Bereavement program distributes “Calvary In Touch”, the bimonthly newsletter to over 5,000 recipients. Ongoing feedback is obtained from program participants, community lectures, and feedback from the many organizations with which we partner.

The Palliative Care Institute obtains feedback from the areas hospitals and medical schools to perform a review of the curricula associated with its programs and to ensure that timely, relevant education is provided. This occurs on an ongoing basis, and formally at the end of each entities’ program.

DISEMINATION OF THE EXECUTIVE SUMMARY

The 2016 Community Service Plan Executive summary is available on the hospital’s web-site, www.calvaryhospital.org. Written copies are also available on request.