

ABSTRACT: 2018 ELAM Institutional Action Project

Project Title: Wilmot Cancer Institute: Obtaining National Cancer Institute Cancer Center Designation

Name and Institution: Dr. Karen Mustian, University of Rochester Medical Center, Wilmot Cancer Institute

Collaborators and Mentors: Dr. Mark Taubman, Dr. Jonathan Friedberg, Dr. Gary Morrow, Dr. David Linehan

Topic Category: Research

Background, Significance of project: The Wilmot Cancer Institute (WCI), part of the University of Rochester Medical Center (URMC), was established in 1974. WCI was one of the first National Cancer Institute (NCI) Cancer Centers in the U.S. and remained so until 1999. Regaining our NCI Cancer Center designation will propel us toward our goals of becoming a top 50 cancer hospital in the U.S., becoming a premier biomedical research institution, and successfully addressing the critical needs of cancer patients locally, regionally, nationally and globally.

Purpose/Objectives: Dr. Mustian, with URMC and WCI Executive Leadership, will develop an executive summary with recommendations for organizational achievements that require completion by the Medical Center and WCI prior to December 31, 2018 to submit an NCI Cancer Center Core Grant by the end of 2021. The executive summary will be presented to the URMC Dean/CEO, WCI Director and University leadership.

Methods/Approach/Evaluation Strategy:

- Identify and meet individually with >40 University leaders and stakeholders to listen, learn and engage in advocacy for WCI and NCI Cancer Center designation
- Review websites and organizational structure of 69 current NCI Cancer Centers for benchmarking
- Identify and meet individually with >8 external faculty and staff at NCI and NCI Cancer Centers to learn and brainstorm
- Obtain sample copies of funded NCI Cancer Center grants and power point presentations for External Advisory Boards and NCI site visits
- Generate a list of organizational accomplishments requiring completion by December 31, 2018 for 2021 grant submission
- Share list with WCI and URMC leadership and stakeholders to develop consensus and prioritization
- Present draft content to URMC/WCI leaders and at ELAM for feedback

Outcomes/Results: WCI has made significant strides towards regaining NCI designation in the last decade. WCI is identifying and leveraging unique and outstanding University-wide resources, organizing meetings/retreats to bring WCI members and stakeholders together, recruiting for leadership and faculty positions, and raising funds. Organizational achievements that require completion prior to December 31, 2018, include: 1) make cancer a top priority in the University and Medical Center strategic plans; 2) define and communicate publicly a WCI leadership structure with organizational chart that aligns with designated NCI Cancer Centers; 3) identify MPIs for the NCI Cancer Center grant; 4) begin operating logistically and financially like a funded/designated NCI Cancer Center; 5) define WCI research programs and cores that will be in the grant application, 6) form an External Advisory Board and arrange a site visit, and 7) have WCI Director recommend faculty for membership in NCI Cancer Center grant review panels and site visits.

Discussion/Conclusion with Statement of Impact/Potential Impact: Obtaining NCI Cancer Center designation will leverage an outstanding opportunity with our existing unique strengths and ensure future excellence for the URMC and WCI and significantly bolster our capacity to serve cancer patients.