

JEANES HOSPITAL



Community Health Needs
Implementation Strategy
May 2013

 **TEMPLE HEALTH**

Temple Health refers to the health, education and research activities carried out by the affiliates of Temple University Health System and by Temple University School of Medicine.

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Jeanes Hospital Community Commitment

Jeanes Hospital was founded in 1928 through a bequest of Philadelphia Quaker leader Anna T. Jeanes. Now 85 years later, Jeanes Hospital is a member of the Temple University Health System.

Jeanes Hospital's mission is to be the destination for all who need ambulatory, inpatient acute, surgical, emergency and home care in Northeast Philadelphia and surrounding areas, by combining the compassionate nature of a Quaker-founded community hospital with the advanced capabilities of an academic medical center. Jeanes Hospital also devotes manpower and budgetary resources to provide health screenings, immunizations and health education opportunities to its community.

Jeanes Hospital includes 176 licensed beds. In Fiscal Year 2012, Jeanes Hospital discharged 8,482 acute inpatients, cared for 110,400 outpatients, and handled 35,000 emergency department visits. Jeanes Home Health division also conducted over 30,000 visits to patients in their homes by registered nurses.

Jeanes Hospital's surgical services include cardiovascular and thoracic surgery, joint replacement surgery, spine surgery, weight-loss surgery, neurosurgery, oncologic surgery, minimally-invasive general and gynecologic surgery. Jeanes Hospital's medical services include cardiology, oncology, primary care, wound care, and procedures and testing such as cardiac catheterization, electrophysiology, stress echocardiogram, MRI scan, CT scan, endoscopy, interventional radiology, digital mammography, hyperbaric oxygen therapy and more.

In addition to Jeanes Hospital, other member hospitals of the Temple University Health System include Temple University Hospital and the Hospital of the Fox Chase Cancer Center (a/k/a the American Oncologic Hospital).

Programs to Promote Access to Care and Community Health

Jeanes Hospital takes great pride in the broad array of community services that we provide to our neighborhoods. Below is a summary of some of our programs and activities that promote healthy living in the communities we serve:

- Providing Critical Resources. Jeanes Hospital connects hundreds of people with community-based social services, including free transportation services, legal services, and clothing to destitute patients upon discharge. For our most vulnerable patients, we also assist with pharmaceuticals, co-pays and medical supplies to connect them with resources they need upon discharge.
- Reaching out to our Communities. Jeanes Hospital reaches about 7,000 people each year through outreach, support groups, and community education programs. These efforts focus on such topics as cancer, heart disease, diabetes and other diseases, mental health, home safety and burn prevention, wellness and disease prevention, smoking cessation, women's health and many other topics. We also work with the Philadelphia Department of Health to help provide free and reduced-cost immunizations, and with key community organizations to provide free health screenings as available. In collaboration with local food banks, public schools, and community organizations, we also conduct numerous food, clothing, toy, and school supply drives to benefit children and adults living in our impoverished neighborhoods.
- Connecting Patients with Financial Resources. Our Financial Counselors are dedicated to helping un- and under-insured patients obtain medical coverage. This team processes about 500 applications annually.
- Promoting Multi-Cultural Services. Jeanes Hospital responds to the growing community of non-English-speaking patients by providing translated written materials, live interpreters and telephone-based interpreters. The hospital also has an active physician-led committee that reviews and advises on our community's various cultures and how those cultures respond to illness and health care.
- Building a Health Community. Jeanes Hospital's Community Classroom about 35 community education seminars each year, focusing on health, wellness, and safety. Additionally, a variety of support groups focus on arthritis, bereavement, prostate cancer, and other topics. This seminar and support group series started about four years ago, as the newest generation of outreach following a decade of free community health fairs. In addition, the hospital holds numerous food, blood, clothing, book, and disaster relief drives throughout the year to enhance the quality of living in our neighborhoods, our nation, and the world.
- Jeanes Hospital offers a free walking trail and exercise equipment for its employees and the community. We also sponsor youth activities, walkathons, safety awareness events and other charitable events throughout the year.

Community Health Needs Assessment Summary

With support from the Public Health Management Corporation, Jeanes Hospital completed its Community Health Needs Assessment in April 2013 (CHNA), which is available online at: http://www.jeanes.com/content/community_health_information.htm.

As indicated in the CHNA, findings from the Southeast Pennsylvania Household Health Survey were statistically worse for the Jeanes Hospital service area in the following areas:

- Percentage of uninsured adults and adults without drug coverage;
- Overweight and obese adults and children;
- Adults and older adults in fair or poor health and with asthma, diabetes, and high blood pressure; and
- Dental visits among children.

Preliminary analysis of quantitative and qualitative data also shows that unmet health care needs of residents in our service area include the following prioritized needs:

- Access to primary and preventive care for adults and children, particularly those individuals living in poverty, and who are uninsured or under-insured; and,
- Access to dental care, prescription coverage for adults and children, and mental health services for women and adults.

Priority unmet needs in our service area also include increased educational programs to address:

- Cultural or language barriers, particularly among non-English speakers, including Asians and Latinos;
- Navigating a complex health care system, particularly for older adults;
- Chronic disease management, including heart disease, mental health, and cancer management;
- Overweight and obesity prevention, interventions, and programs for adults and children; and,
- Increased access to OB/GYN services.

As indicated in the CHNA, many of these unmet needs are already being addressed in our service area by Jeanes Hospital, other health care providers, government, and local non-profits. In addition, some are not within Jeanes Hospital's mission.

Through a consensus-building process that included leaders of Jeanes Hospital and its affiliated Temple University Hospital and the Hospital of the Fox Chase Cancer Center, each of our hospitals determined areas of focus as they develop initiatives to address unmet needs. We considered whether an issue is the root cause of other problems; internal resources of each hospital, external resources in the community, academic resources of Temple University, the community's ability to respond to the issues, and the consequences of not responding to an issue.

As a result of this process, Jeanes Hospital has developed comprehensive plans to address many of these needs as part of its efforts to improve the overall health of its community, including its most vulnerable population. In some cases, it was determined that Jeanes Hospital does not have the resources to address certain unmet needs as an area of high priority. In such cases, however, we will continue to work in appropriate partnership with other community based organizations

and government agencies, as well as with our Temple University and Health System affiliates, to strengthen access to community-based programs that address these unmet needs.

Plan to Address the Dangers of Obesity and Overweight BMI

Priority Area #1: Leverage the combined capabilities of several obesity-related entities in the Jeanes Hospital community and in Temple Health, to develop tools and solutions to raise awareness of the dangers of obesity and overweight body mass index (BMI).

Rationale: Our community health needs assessment indicated that incidence of overweight or obese adults and children is “statistically significantly worse” in the Jeanes Hospital service area than in the remainder of Southeastern Pennsylvania. Jeanes Hospital has a surgical weight-loss program that performs free outreach to the community, and it has a partner in obesity research and education. The hospital can make a difference in its community by leveraging those services to engage community, build awareness and begin to change behaviors.

Goal: Jeanes Hospital’s goal is to assemble a regional coalition of health and wellness providers, municipal authorities, advocacy organizations, private-sector businesses, schools and universities, and other organizations, to work together in the creation of tools, events, services and educational opportunities that help community members make informed and healthy lifestyle choices. Our goal includes an audience of more than just the obese population in our service area...it also includes parents, teachers, health care providers, and everybody else who influences the health habits of our community. This coalition will define additional action items to engage the community and improve health lifestyles with a specific focus on nutrition and exercise.

Available Resources: Jeanes Hospital is prepared to offer leadership manpower, clinical expertise including physicians and nutritionists, meeting space, office and outreach supplies, and communications talent. The hospital’s bariatric surgery program is on campus, and we will connect with Temple University’s Center for Obesity Research and Education (CORE). In this initiative’s first year, we also plan to use the hospital’s grounds to provide a farmer’s market to the community and to about 5,000 employees and physicians on the combined Jeanes Hospital / Fox Chase Cancer Center campus.

Partnership with Community Organizations or Government agencies: We will model our initial activities using the success of Lighten-Up Lancaster County (LULC), an example of such a coalition in Central Pennsylvania. Contact has been established with LULC, and rapport is being developed.

Our bariatric surgery program is joining with a primary care practitioner on the Jeanes Hospital medical staff to offer a community seminar on medical management of weight loss, which adds a new element of education to our roster of coalition.

The farmer’s market program is being negotiated with “Common Market Philadelphia” with a goal of launching the market on campus in spring 2013. The Common Market organization buys produce from local farmers and distributes to urban locations like Jeanes Hospital.

Additionally, we intend to reach out to an exercise and fitness program, and perhaps nationally recognized initiatives such as First Lady Michelle Obama’s Let’s Move.

Implementation Team:

- Executive Sponsors
 - Jeanes Hospital President & CEO (Linda J. Grass)
 - Jeanes Hospital's Bariatric Service Line administrator (Rich Leonowitz)
- Team Members and Community Participants –
 - Temple University Center for Obesity Research and Education (CORE)
 - Common Market Philadelphia
 - Jeanes Hospital physician with specialty in medical weight management and eating disorders
 - Temple Health's "Be Your Best" program to reach enterprise-wide employee base
 - Lighten Up Lancaster County as a role model
 - Community Coalition: to be developed

Action Plans:

1. Establish the mission and vision of the coalition by leaders of the charter members.
2. Track first year "lives touched" to establish a baseline for future years.
3. Target appropriate events for distribution of tools and education.
4. Collaborate with community partners to improve access to healthy food and promote physical activity.
5. Execute contract with Common Market Philadelphia or other community-based farmer's market provider.
6. Forge partnership with Jeanes Hospital Auxiliary to operationalize the campus farmer's market.
7. Join efforts with CORE to enable a research and education platform and to develop informational materials that are evidence-based.
8. Focus marketing efforts on bringing more community members to Jeanes Hospital's free weight management seminars, to meet a weight loss physicians and learn about the options.
9. Invite consumer-based weight management advocates (such as Weight Watchers, Curves, etc.) to participate in our seminars and other outreach and employee benefit programs.
10. Benefit hospital employees, physicians, volunteers, and visitors by posting information about healthy choices in our cafeteria and other retail food outlets.

Objectives:

- Measure –Measurement will be number of organizations joining the coalition, and a baseline of lives touched, including event participants and educational material distributed. Success in sales will also be measured when the on-campus farmer's market is launched.
- Expected Timing – The first year of implementation will be largely the identification of appropriate coalition partners, recruitment activity to on-board them, and the measurement of baseline activities. During this first year of recruitment activity, the charter members of the coalition can roundtable available resources, specific community needs, and subsequent coalition activity. Measurements will begin immediately.

Communication:

- Communications tools to reach all Temple Health and Temple University stakeholders are established and available for use. Appropriate marketing and outreach tools include web-based outlets and social media, email, flyers, print advertising, and signage.
- Communications, PR and Marketing teams at Temple Health can be used to launch recruitment efforts and promote coalition activities. As the coalition mounts, other organizations may have channels of communications that will prove useful.

Budget: We estimate the cost of the first-year activity, including portions of hospital employee salaries, at about \$200,000.00.

Plan to Strengthen Early Detection of Cancer and Chronic Disease

Priority: Reduce barriers that impede access to basic disease screenings that help identify cancer and chronic disease in adults, such as pap smear, mammogram and prostate cancer screening.

Rationale: Since Jeanes Hospital's community health needs assessment demonstrated that the Jeanes Hospital community routinely accesses health care yet frequently fails to seek even basic health screenings, the hospital is eager to investigate and help reduce some common barriers to screenings.

Goal: To augment Jeanes Hospital's annual prostate cancer screening outreach, the hospital will provide access similarly to services such as breast exams and mammograms, as well as pap tests. The hospital will enlist outreach assistance from its medical staff to appropriately provide screenings for our community, and will make an effort to market such opportunities in the service area's most underserved communities. In addition, Jeanes Hospital will survey community groups to understand reasons that a population that seems to access health care at a high rate would not pursue screenings.

Available Resources: Jeanes Hospital is prepared to offer leadership manpower, clinical expertise including physicians, nursing education and navigation, access to events that make screenings more available, participation of health care providers and an environment to offer screenings, and resources to promote and market screening opportunities to Jeanes Hospital's internal stakeholders and service area. We also have access to a Temple Health practice that focuses on women's outpatient care.

Partnership with Community Organizations or Government Agencies: We will work with Prostate Conditions Education Council to reinvent our screening strategy, and connect their diagnostic services to our community's underserved men who are in the at-risk age group for prostate-related conditions. We will connect with our region's federally qualified health center to promote the at-cost screening opportunity to underserved men, in addition to outreach to the Philadelphia Fire Department and to Philadelphia's Law Enforcement Health Benefits.

A coordinated effort with Fox Chase Cancer Center's Breast Evaluation Center, the Temple Health Women's Care practice in Elkins Park, and outreach to our FQHC will help us launch a similar screening program for breast self-exams, screening mammograms, and pap tests.

All of these screenings can also be offered at-cost to Temple Health employees and physicians, and their families, in an effort to reach several thousand community members in a convenient and efficient event through the enterprise's "Be Your Best" employee wellness program.

Implementation Team:

- Executive Sponsors
 - Jeanes Hospital Chief Medical Officer (Andrea McCoy, MD)
 - Administrative leader (to be determined)
- Team Members and Community Participants
 - Ancillary health providers and medical staff

- Outreach and marketing
- Temple Health Women's Care
- Existing relationship with prostate screening lab
- Temple Health's "Be Your Best" program

Action Plans:

1. More aggressively market the 2013 prostate cancer screening event and develop additional events to increase community utilization.
2. Collaborate with the Jeanes Hospital Medical Staff, the Fox Chase Cancer Center Medical Staff, and Temple University Physicians, as well as the Temple Health Women's Care practice to develop additional open screenings.
3. Engage community groups (i.e., Health Matters readership, Community Classroom seminar attendees, etc.) to understand reasons other than access that prevent patients from obtaining recommended screenings when they are readily and cheaply available.
4. Target additional educational outreach linked to screenings for specific populations.

Objectives:

- Measure – First-year measurement will be number of community members who take advantage of the existing prostate cancer screening program, as a baseline to exceed in subsequent years.
- "Lives touched" in first-year screening programs for breast health and pap smears will be measured as a baseline, to exceed in subsequent years.

Communication:

- Communications tools to reach all Temple Health and Temple University stakeholders are established and available for use. Reaching all Community Classroom seminar attendees is also built-in.
- Communications, PR and Marketing teams at Temple Health can be used to launch new screening programs and increase the outreach of our existing prostate screening.

Budget: We estimate the cost of the first-year activity, including portions of hospital employee salaries, to be about \$80,000.

Plan to Strengthen Practices for Culturally Competent Care

Rationale: A 2002 report from the Commonwealth Fund entitled *Cultural Competence in Health Care: Emerging Frameworks and Practical Approaches* defined cultural competence in health care as a system's ability to provide care to patients with diverse values, beliefs and behaviors, including tailoring delivery to meet patients' social, cultural, and linguistic needs.

The hospitals of the Temple University Health System (TUHS) serve a large, ethnically diverse community that continues to grow with each census. The United States Census Bureau estimates that approximately 1,536,471 people reside in Philadelphia county of which 45% is white, 44% is documented as Black, 12.6% Hispanic, 6.6 Asian. Data for the deaf community are difficult to isolate as current metrics also include individuals hard of hearing, not deaf.

In our efforts to serve the needs of our diverse population, Jeanes Hospital is committed to strengthening the educational and training programs for our physicians and employees.

Goals:

1. To educate staff and physician about the diversity of the clients/patients we serve.
2. To provide high quality safe care to patients with language needs including the deaf and hard of hearing.

Available Resources:

- Employed, Language Proficient Staff in some languages, who are credentialed as Dual Role Medical Interpreters.
- We also have language proficient clinicians who can treat their patients without the use of an interpreter. The language proficient clinicians cannot interpreter for their colleagues.
- Language phones which provide fast access 24/7 for 196 languages using credentialed interpreters
- Agency interpreters for 50 different languages, including certified American Sign Language, with whom we have a contract to provide interpretations for TUHS' patients/clients
- Interpreters serve as cultural brokers for both patients and our clinicians to ensure that cultural beliefs are highlighted during the patient/clinician encounter. This facilitates mutual understanding for patient/clinician and provides better clinical outcomes.
- Video Remote Interface for American Sign Language interpretation
- Contract with certified translation company to translate documents for over 50 different languages
- TTY Phone for the deaf and hard of hearing
- Head set for use by the hard of hearing patients/clients

Partnership with Community Organizations or Government Agencies:

- Pennsylvania Immigration & Citizenship Coalition
- Latino-Jewish Committee (American Jewish Committee)
- Pennsylvania Department of Health (TUHS presentations for the Office of Health Equity)

Implementation Team for Action Plans:

- Executive sponsor: Susan L. Freeman, MD, MS; Chief Medical Officer, TUHS

- Team Members: Sherry Mazer, Regulatory Officer; Angel Pagan, Director, Linguistic Services; Raquel Diaz, Manager, Interpreter Training
- Representatives of our diverse communities

Objectives:

1. To provide a comprehensive symposium on Cultural Competence.
 - CEUs and CMEs provided.
 - We designed the Cultural Competence in Healthcare Symposium to equip physicians, nurses and all staff who interact with patients with the necessary tools to meet the needs of diverse patient populations and strengthen the quality of care for all TUHS hospitals and physician practices.
 - Content focused on increasing staff competence when working with persons of different races, ethnicities, values, beliefs and disabilities using national frameworks set forth by the HHS Office of Minority Health (OMH) and The Joint Commission.
2. To provide Comprehensive training to all employees of TUHS, TUP, and TPI on language access service and resources.
 - Review and revise as appropriate the existing presentation and handouts to ensure that participants will be equipped with the necessary information and tools to provide care and services to all patients who need language assistance including the deaf and hard of hearing.
 - The presentation will include the proper method of documentation for all language resources, including interpreters and auxiliary aids.
 - Information will be provided for the staff to use when scheduling the patient for tests and other appointments to inform the patient that language services and auxiliary aids will be provided to the patient free of charge to them as well as their insurance company.
 - Additional information will be provided on cultural diversity for the top ethnic populations for TUHS.
3. To provide an annual mandatory employee competency on Language Assistance Services and resources.
 - Review and revise as appropriate the existing competency tutorial and quiz questions to ensure that participants will be equipped with the necessary information to provide care and services to all patients who need language assistance including the deaf and hard of hearing.
 - The tutorial will state the proper method of documentation for all language resources, including interpreters and auxiliary aids.
 - The tutorial will also remind staff to inform patients/clients that language services and auxiliary aids will be provided free of charge to them as well as their insurance company.
4. To provide a training program for bilingual employees interested in becoming dual role medical interpreters.

- Provide initial language skills testing for interested bilingual employees .Must have their manager's approval, pass language proficiency test, and a medical terminology quiz.
- The Manager, Interpreter Training works with the employee and his/her supervisor to schedule the 40 hour classes. Upon on completion of 40 hour training, competency verification tests are conducted both orally and written by the Manager, Interpreter Training and a national language services company.
- Once the employee passes this credentialing process, he/she is then observed as an interpreter the Manager, Interpreter Training to be able to be fully accredited to perform in the capacity of Dual Role Medical Interpreter.
- If needed, along the way, remediation plans are developed, implemented, and monitored by the Manager, Interpreter Training.
- A determination is made whether or not to allow the employee to continue along the DRMI credentialing process or not.

5. Continuing education for Dual Role Medical Interpreters (Brown bag lunches).

- To provide continuing education on a variety of language and cultural competence topics to enhance employee skills and knowledge.
- Classes held at all TUHS facilities to accommodate employees with their time.
- Upon on completion of sessions, the employee is able to use acquired skills and knowledge with patient/provider interventions/encounters.
- Classes to be held once a month throughout calendar year.

Communication:

- Employees and physicians of the TUHS, Temple University, and Temple Physicians, Inc. (community-based physician organization) invited via broadcast email and postings.
- Physicians and staff also encouraged to participate during leadership and departmental staff meetings.
- E-mails direct to all Dual Role Medical Interpreters by Manager of Interpreter Training for classes and location information.

Budget: TUHS dedicates about \$1.5 million annually to support its Multi-cultural services department, which includes language and interpretive services across its hospitals. We expect costs of the above initiatives to be about \$150,000 for salaries, benefits, and conference materials to strengthen cultural competency at Jeanes Hospital and its affiliated Temple University Hospital and The Hospital of the Fox Chase Cancer Center.

Approach to Unmet Needs

Cancer Management. The American Oncologic Hospital of the Fox Chase Cancer Center, a member of the Temple University Health System, has established this as one of its health priorities, and is implementing programs to serve all our member hospitals and communities. Located on the same campus as Jeanes Hospital, we will work with Fox Chase to strengthen access to cancer care in our communities.

Dental visits among children. The provision of dental care is beyond the mission and available resources of Jeanes Hospital. However, the Temple University Kornberg School of Dentistry (KSOD) is a major provider of care for Philadelphia's underserved residents. It serves about 23,000 patients annually in an immersive environment that enables students to hone diagnostic and clinical skills. The KSOD contains the largest orthodontic clinic for patients covered by Medicaid in the region. Agreements with dental companies allow the school to provide dental implants to underserved patients at a relatively low cost. The KSOD's emergency clinic is the largest in the state, treating approximately 7,200 patients annually. The KSOD also has a strong collaboration with local FQHCs and City of Philadelphia Health Centers.

Uninsured adults without prescription coverage. Jeanes Hospital's social services professionals can connect destitute patients with community-based social services, including free transportation services and clothing to destitute patients upon discharge, and free pharmaceuticals, co-pays and medical supplies that provide our most vulnerable patients with the resources they need to help them heal after discharge.

In addition, our Financial Counseling Department's counselors screen all uninsured and underinsured patients (including those with high deductibles and co-pays) who are hospitalized or require elective outpatient hospital services to determine their eligibility for government funded medical insurance coverage such as Medicaid, CHIP, and Adult Basic. While we will continue to connect our patients with insurance options, we do not have the resources to mount an extensive outreach into the community. This function can be carried out by area health insurers, who are expected to conduct significant outreach efforts in connection with the implementation of health insurance exchanges as provided for under the Affordable Care Act of 2010. In addition, the Temple University Health System, in response to the Center for Medicare and Medicaid Services request for proposals for "Marketplace Navigator" grants, is forming a proposal to develop a network of navigators, in collaboration with other community-based organizations, to connect uninsured patients with Medicaid and other insurance options made available under the Affordable Care Act.

Access to OB/GYN services: Jeanes Hospital does not offer obstetric services, nor does it have the resources to provide access to primary care services. We will work with Temple Physicians, Inc., and with the City of Philadelphia to increase awareness of community-based resources for moms and newborns. Jeanes Hospital will also collaborate with Temple University Hospital in its efforts to reduce the instance of infant mortality and improve access to resources for moms and newborns.

Access to Primary and Preventative Care: As a hospital, Jeanes Hospital does not have the resources to address the comprehensive primary care needs in our community. However, as discussed in Section 2, we developed many programs to reduce barriers to care, such as our

social services, community outreach, and financial counseling. In addition, our affiliated network of community physicians, Temple Physician's, Inc., as well as the faculty practice plan of Temple University Physicians, provides access to our low income community for both primary and specialty services. All Temple physicians, whether community or faculty based, accept patients covered by Medicaid.

Looking Forward to a Healthier Population

Jeanes Hospital is committed to improving the health of the communities we serve. While our Implementation Strategy provides a broad outline of our current plans, we will continue to develop and refine our approach moving forward. In so doing, we plan to work with other members of the Temple University Health System and the City of Philadelphia Department of Public Health to integrate our community outreach and education initiatives with theirs to make more efficient and effective use of resources already available, and to align our efforts, as appropriate, with the City's health priorities.

In partnership with community organizations, other health providers, the City of Philadelphia, and the Temple family of hospitals and physicians, we hope to improve the health of our population and the quality of living in the neighborhoods we serve.