



Atlantic Health System

Community Health Needs Assessment Implementation Plan 2016

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Executive Summary

Atlantic Health System (AHS) is a multi-hospital, comprehensive health system serving Northern New Jersey and Pike County, Pennsylvania. With a vision to “empower our communities to be the healthiest in the nation”, AHS maintains a strong commitment to the communities it serves. In compliance with the requirements of the Patient Protection and Affordable Care Act (Pub. L. No. 111-148, Stat. 199), Atlantic Health System completed a Community Health Needs Assessment (CHNA) for each of its hospitals in 2013 and again 2016 to understand the unique needs of each community and to direct community benefit resources to the most pressing priorities. This implementation plan describes the strategies that Atlantic Health System will undertake between 2016 and 2018 in the community benefit service areas of each Atlantic Health Hospital to address priority community health needs.

2013 Community Health Needs Assessment

In 2013, Atlantic Health System partnered with other NJ hospitals to assess the health care needs of their respective communities. The hospitals surveyed, interviewed and met with community representatives regarding pressing health matters, including chronic illnesses and issues affecting underserved populations. This was the first time AHS took a look at the health needs of our community in the systematic way outlined by the Patient Protection and Affordable Care Act of 2010.

Through this process, AHS identified behavioral health, healthy behaviors (healthy eating/active living) and access to medical care as areas of high priority. In response to these needs, several community initiatives were implemented by AHS between 2013 and 2015. Highlights from those initiatives include establishing a community garden in Summit, increasing access to medical specialists for underserved populations in Morristown, implementing a Mental Health First Aid train-the-trainer program, and hosting exercise and health education classes for area seniors across the region. Additionally, the Community Health Committees from across the system invested in improvements to the built environment related to healthy eating and active living through direct grants to community agencies; this funding was given out as part of a larger, state-wide grant program, the New Jersey Healthy Communities Network – Community Grant Program. Atlantic Health System was the only health care system to act as a funder.

Data and health improvement initiatives that emerged from the 2013 needs assessment were used to set the stage for the 2016 assessment. Building off the successes of the 2013 Community Health Needs Assessment, AHS learned that there was a great deal of duplication in other assessment and planning processes across the

region. To address this, Atlantic Health System became a founding partner of the North Jersey Health Collaborative (NJHC) in October 2013.

NJHC is an independent, not-for-profit organization consisting of over 120 partner organizations. Governed by 24 partner organizations in 2016, NJHC is responsible for convening a shared community health needs assessment and implementation planning process in Morris, Passaic, Sussex and Union Counties. AHS participated in NJHC as a whole and within each county throughout the 2016 assessment.

2016 Community Health Needs Assessment

The 2016 Community Health Needs Assessment launched in mid-2015 with a comprehensive process that included expert analysis of leading community health indicators, key informant surveying of community leaders, need identification and prioritization by over 120 partner organizations and community engagement including an art contest and neighborhood survey. The full report of the CHNA process and outcomes can be found on the NJHC website, www.njhealthmatters.org. Table 1 displays the priority need areas by County and affiliated hospital.

Table 1. *2016 Priority Community Health Needs by County (with AHS Medical Center Identified)*

Morris (Morristown Medical Center; Chilton Medical Center)	Passaic (Chilton Medical Center)	Sussex (Newton Medical Center)	Union (Overlook Medical Center)
Obesity		Obesity	Obesity
Diabetes	Diabetes		Diabetes
Cardiovascular Diseases	Cardiovascular Diseases		Cardiovascular Diseases
Access to Behavioral Health Treatment		Mental Health	Mental Health Services
Heroin/Opiate Use	Heroin/Opiate Use	Substance Use Disorders	Health Literacy
	Access to Care	Access to Care	
	Caregiver Health	Transportation	

* Note: Hackettstown Medical Center joined Atlantic Health System in April 2016. The HMC CHNA is available at www.atlantichealth.org and the implementation plan is included here in Appendix A.

Implementation Plan Overview

After identifying priority issues, NJHC workgroups were formed in each of the participating counties. These groups developed initial strategies and action steps. The

following pages for each AHS hospital, identify the priority areas and strategies for each workgroup and demonstrate the specific actions for which AHS will be responsible.



Chilton Medical Center

ATLANTIC HEALTH SYSTEM

Community Served by Chilton Medical Center

Chilton Medical Center (CMC) is an Atlantic Health System hospital located in Pompton Plains, New Jersey. The facility is home to over 1,300 employees and 600 physicians. CMC's Community Benefit Service Area (CBSA) is comprised of Northern Morris County and Upper Passaic County including the towns of Wayne, Pequannock, Pompton Plains, Pompton Lakes and West Milford.

The total population of this area is over 160,000 residents, 20.2% of which are under the age of 18 and 18.33% are aged 65 and older. The population is 88.09% White/Caucasian, 9.04% Hispanic/Latino and 1.66% Black/African American. The average annual household income is over \$117,000 with over 1,000 families living below the poverty line. Complete demographics on both Morris & Passaic County and zip code areas within are available at www.njhealthmatters.org.

Prioritized Health Needs

Given the CMC service area in both counties, CMC participated in both the Passaic and Morris County assessments conducted by the North Jersey Health Collaborative (NJHC). As part of these assessments, CMC identified the following priority need areas (full report available at www.njhealthmatters.org).

- Diabetes
- Cardiovascular Diseases
- Heroin & Opiate Use
- Access to Behavioral Health Services (Morris County only)
- Access to HealthCare (Passaic County only)
- Obesity (Morris County only)
- Caregiver Health (Passaic County only)

For the purposes of planning, the diabetes and cardiovascular disease areas were combined into a single strategy

Implementation Strategies

The following implementation strategy identifies the actions to be deployed by CMC in response to the 2016 Community Health Needs Assessment. As shown in Tables 2 through 7, the actions led by CMC are connected to overall strategies developed by the North Jersey Health Collaborative workgroups (more information available at www.njhealthmatters.org).

Table 2. *Diabetes & Cardiovascular Disease Strategies for Morris & Passaic Counties*

Diabetes & Cardiovascular Disease	
Morris Strategies	Passaic Strategies
Improve diabetes and hypertension health literacy with an emphasis on low-income, African American, Hispanic and elderly populations, and connect at-risk individuals to appropriate clinical and community services	Work to determine high risk cardiovascular and diabetes communities/neighborhoods.
Improve individual and community lifestyle behaviors to reduce diabetes and hypertension risk with an emphasis on low-income African American, Hispanic and elderly populations.	Engage target populations to assess individual and neighborhood barriers to diabetes and cardiovascular risk management.
Improve diabetes management strategies for individuals with diabetes with an emphasis on low-income African American, Hispanic and elderly populations.	Increase access to free and low cost diabetes self-management education, diabetic supplies and smoking cessation programs.

Actions Led by CMC:

1. Expand Healthy Communities Neighborhood Outreach

Using healthcare utilization data to identify locations with health disparities in diabetes and heart disease, Atlantic Health System will conduct a neighborhood-based initiative to work with local community residents to identify barriers to care and address the social determinants of health.

2. Provide New Vitality Program to seniors

The New Vitality Program works with adults 65 and older to help them maintain a healthy lifestyle. This program will provide community-based supports to individuals with identified diabetes and cardiovascular risk factors including exercise classes, chronic

disease prevention and management programs and community-based care coordination.

3. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, four of which are in the service area of CMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 3. *Heroin & Opiate Use Strategies for Morris & Passaic Counties*

Heroin & Opiate Use	
Morris Strategies	Passaic Strategies
Enhance county-wide awareness campaign regarding the consequences of heroin/opiate use.	Engage schools on developing a comprehensive, sustainable substance abuse curriculum.
Increase the number of substance use prevention programs targeting youth (10-17 years old) in schools and/or other youth venues.	Engage with physicians and prescribers to reduce over-prescription of opioids.
Provide trainings and educational resources regarding prescription drug abuse and diversion to physicians, dentists and other health professionals.	Establish a referral network for substance use disorders among community partners.
Advocate for prescription guidelines in hospital emergency rooms.	
Implement a county-wide awareness campaign regarding the benefits of medication-assisted treatment in combination with comprehensive substance use disorder treatment.	
Advocate for the expansion of access to medication-assisted treatment services for persons with opioid use disorder, especially among disparate populations (e.g. prison inmates, medically indigent population).	

Actions Led by CMC:

1. CMC will work with the Morris County and Passaic County Heroin/Opiate Workgroups to host and provide training for health professionals on prescription drug abuse
2. CMC will evaluate policies regarding opiate prescriptions in emergency facilities.

Table 4. *Access to Behavioral Health Services Strategy for Morris County*

Access to Behavioral Health Services
Morris Strategy
Train first responders (police, EMT, faith communities, lawyers, etc.) in mental health awareness.

Actions Led by CMC:

1. Atlantic Behavioral Health will work with community agencies to develop training program for first responders.

Table 5. *Access to Health Care Strategies for Morris & Passaic Counties*

Access to Health Care
Passaic Strategies
Engage underserved populations to understand their unique challenges to accessing healthcare
Identify and establish collaborative relationships with existing healthcare resources in the local community.
Connect existing screening programs to free clinics in underserved communities to establish a continuum of care.
Increase the capacity of existing free healthcare providers to reach more people in the communities they serve.
Work with existing health resources databases to offer information in languages other than English and Spanish.

Actions Led by CMC:

1. Using emergency department data on potentially-avoidable visits, CMC will collect data from community residents in target geographies to understand the barriers in access to care.

Table 6. *Obesity Strategies for Morris County*

Obesity
Morris Strategies
Improve physical activity and nutritional intake in children in target low-income preschools.
Develop and utilize an asset inventory of resources for healthy eating and active living in Morris County.
Expand Interfaith Food Pantry food rescue program to distribute food left at local farms to food pantries.
Support local policy and environmental change to enhance physical activity and nutrition via the NJ Healthy Communities Network and other local partnerships.

Actions Led by CMC:

1. Launch the Atlantic Healthy Schools Challenge

The Atlantic Healthy Schools Challenge will provide a platform to help area elementary schools make healthier schools. Participating schools will earn points and receive mini-grants at the end of the year. The Atlantic Healthy Schools Team will explore ways to expand the program to preschools in partnership with the Morris County Obesity Workgroup

2. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, four of which are in the service area of CMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 7. *Caregiver Health Strategies for Passaic County*

Caregiver Health
Passaic Strategies
Advocate for self and external awareness of unpaid caregivers.
Establish a Caregivers Advisory Council to guide workgroup plans and ensure that the voice of the caregiver is always at the table.
Look at current system of caregiver support and identify gaps in order to create action.

Actions Led by CMC:

1. Provide funding and in-kind staff support to facilitate the creation of a Passaic County Caregivers Advisory Council.
2. Support future health-improvement strategies that develop from the Caregivers Advisory Council.
3. Continue bi-annual monitoring of Caregiver Health Disparities, via a population survey directed at Caregivers.

Other Contributions – Backbone Support to the North Jersey Health Collaborative

In addition to actions within a specific strategy, Atlantic Health System is contributing a great deal of other resources to support the CHNA/Implementation Strategy Process via in-kind support for the North Jersey Health Collaborative. Our investment in the collaborative reflects our belief that bringing groups together, across sectors, is a significant community health intervention by itself. The Collaborative structure allows us

to address our identified health needs, while also building capacity in individual local organizations, as well as our hospitals, to meet the needs of our community. It also serves to coordinate health and social service agencies in a way that enables them to invest collaboratively in best-practices.

Atlantic's contributions to the collaborative include:

- Atlantic Center for Population Health Sciences staff serving as technical assistance and evaluation support for NJHC. (Estimated investment – 1 Full time Employee)
- Atlantic Health System service in NJHC workgroups and boards including the President/Chair, Data Committee Chair, Behavioral Health workgroup lead (Morris County) and Heroin workgroup lead (Passaic County)
- Participation by Atlantic Health System staff in all NJHC meetings and workgroups
- Financial support for the North Jersey Health Collaborative and underwriting of the njhealthmatters website (approx.\$70,000 per year)

Evaluation Plan

The Atlantic Center for Population Health Sciences, a research and evaluation resource within the system, will evaluate each of these actions under a results-based accountability model. Evaluation data will answer three questions: how much did we do, how well did we do it, and is anyone better off. Data collection will be tailored to each individual action, and therefore, will include a variety of methodologies including surveys, focus groups, monitoring of public health and hospital utilization data, etc. Formatting the evaluation in this way will allow us to provide real-time feedback to those employees leading these actions so that they can adjust when needed to assure maximum impact on the health of the community. Additionally, these results will be integrated into the North Jersey Health Collaborative to better understand the answers to these evaluation questions at the Collaborative level.

Needs Not Addressed

CMC will be able to address all the priority community health needs in Morris County and Passaic County within the towns served by CMC within those counties. Working with our partners in the North Jersey Health Collaborative, we will leverage existing resources across sectors to maximize our impact on the health of our communities.



Morristown Medical Center

ATLANTIC HEALTH SYSTEM

Community Served by Morristown Medical Center

Morristown Medical Center (MMC) is an Atlantic Health System hospital located in Morristown, New Jersey. The facility is home to over 6,000 employees and 1,600 physicians. MMC serves a population of 1.2 million people across North-Central New Jersey. Due to geographical considerations, Morris County was chosen as the Community Benefit Service Area (CBSA) for MMC. Located about 25 miles west of New York City, Morris County, NJ has a 2015 population of 502,174 residents in 185,005 households. The median age is 42.2 (higher than the NJ average of 39.6, with 21.83% of the population under the age of 18 and 15.68% of the population ages 65 and older.

Eight out of 10 residents in Morris County are White or Caucasian, 12.8% are Hispanic/Latino, 10.1% are Asian and 3.4% are Black or African American. The median household income in Morris County is \$94,383 with an average income of \$126,236. However, 3.38% of families live below the poverty line and 25% fall beneath the A.L.I.C.E.™ (asset-limited, income-constrained and employed) survival threshold. Complete demographics on Morris County are available at www.njhealthmatters.org.

Prioritized Health Needs

In partnership with the North Jersey Health Collaborative (NJHC), MMC identified five priority need areas in the 2016 Community Health Needs Assessment (full report available at www.njhealthmatters.org).

- Obesity
- Diabetes
- Cardiovascular Diseases
- Access to Behavioral Health Services
- Heroin & Opiate Use

For the purposes of planning, the diabetes and cardiovascular disease areas were combined into a single strategy.

Implementation Strategies

The following implementation strategy identifies the actions to be deployed by MMC in response to the 2016 Community Health Needs Assessment. As shown in Tables 8 through 11, the actions led by MMC are connected to overall strategies developed by the North Jersey Health Collaborative workgroups (more information available at www.njhealthmatters.org).

Table 8. *Obesity Strategies for Morris County*

Obesity
Improve physical activity and nutritional intake in children in target low-income preschools.
Develop and utilize an asset inventory of resources for healthy eating and active living in Morris County.
Expand Interfaith Food Pantry food rescue program to distribute food left at local farms to food pantries.
Support local policy and environmental change to enhance physical activity and nutrition via the NJ Healthy Communities Network and other local partnerships.

Actions Led by MMC:

1. Launch the Atlantic Healthy Schools Challenge

The Atlantic Healthy Schools Challenge will provide a platform to help area elementary schools make healthier schools. Participating schools will earn points and receive mini-grants at the end of the year. The Atlantic Healthy Schools Team will explore ways to expand the program to preschools in partnership with the Morris County Obesity Workgroup

2. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, five of which are in the service area of MMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 9. *Diabetes and Cardiovascular Disease Strategies for Morris County*

Diabetes & Cardiovascular Disease
Improve diabetes and hypertension health literacy with an emphasis on low-income, African American, Hispanic and elderly populations, and connect at-risk individuals to appropriate clinical and community services.
Improve individual and community lifestyle behaviors to reduce diabetes and hypertension risk with an emphasis on low-income, African American, Hispanic and elderly populations.
Improve diabetes management strategies for individuals with diabetes with an emphasis on low-income, African American, Hispanic & elderly populations

Actions Led by MMC:

1. Expand Healthy Communities Neighborhood Outreach

Using emergency department to identify neighborhoods with health disparities in diabetes and heart disease, Atlantic Health System will conduct a neighborhood-based initiative to work with local community residents to identify barriers to care and address the social determinants of health.

2. Provide New Vitality Program to seniors

The New Vitality Program works with adults 65 and older to help them maintain a healthy lifestyle. This program will provide community-based supports to individuals with identified diabetes and cardiovascular risk factors including exercise classes, chronic disease prevention and management programs and community-based care coordination.

3. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, five of which are in the service area of MMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 10. *Access to Behavioral Health Strategies for Morris County*

Access to Behavioral Health Services
Train first responders (police, EMT, faith communities, lawyers, etc.) in mental health awareness.

Actions Led by MMC:

1. Atlantic Behavioral Health will work with community agencies to develop training program for first responders.

Table 11. *Heroin & Opiate Use Strategies for Morris County*

Heroin & Opiate Use
Enhance county-wide awareness campaign regarding the consequences of heroin/opiate use.
Increase the number of substance use prevention programs targeting youth (aged 10-17yrs.) in schools and/or other youth venues.
Provide trainings and educational resources regarding prescription drug abuse and diversion to physicians, dentists and other health professionals.
Advocate for prescription guidelines in hospital emergency rooms.
Implement a county-wide awareness campaign regarding the benefits of medication-assisted treatment in combination with comprehensive substance use disorder treatment.
Advocate for the expansion of access to medication assisted treatment services for persons with opioid use disorder, especially among disparate populations (e.g. prison inmates, medically indigent population).

Actions Led by MMC:

1. MMC will work with the Morris County Heroin/Opiate Workgroup to host and provide training for health professionals on RX drug abuse
2. MMC will evaluate policies regarding opiate prescriptions in ED facilities.

Other Contributions – Backbone Support to the North Jersey Health Collaborative

In addition to actions within a specific strategy, Atlantic Health System is contributing a great deal of other resources to support the CHNA/Implementation Strategy Process via in-kind support for the North Jersey Health Collaborative. Our investment in the collaborative reflects our belief that bringing groups together, across sectors, is a significant community health intervention by itself. The Collaborative structure allows us to address our identified health needs, while also building capacity in individual local organizations, as well as our hospitals, to meet the needs of our community. It also

serves to coordinate health and social service agencies in a way that enables them to invest collaboratively in best-practices.

Atlantic's contributions to the collaborative include:

- Atlantic Center for Population Health Sciences staff serving as technical assistance and evaluation support for NJHC. (Estimated investment – 1 Full time Employee)
- Atlantic Health System service in NJHC workgroups and boards including the President/Chair, Data Committee Chair and Behavioral Health workgroup lead
- Participation by Atlantic Health System staff in all NJHC meetings and workgroups
- Financial support for the North Jersey Health Collaborative and underwriting of the njhealthmatters website (approx.. \$70,000 per year)

Evaluation Plan

The Atlantic Center for Population Health Sciences, a research and evaluation resource within the system, will evaluate each of these actions under a results-based accountability model. Evaluation data will answer three questions: how much did we do, how well did we do it, and is anyone better off. Data collection will be tailored to each individual action, and therefore, will include a variety of methodologies including surveys, focus groups, monitoring of public health and hospital utilization data, etc. Formatting the evaluation in this way will allow us to provide real-time feedback to those employees leading these actions so that they can adjust when needed to assure maximum impact on the health of the community. Additionally, these results will be integrated into the North Jersey Health Collaborative to better understand the answers to these evaluation questions at the Collaborative level.

Needs Not Addressed

MMC will be able to address all the priority community health needs in Morris County. Working with our partners in the North Jersey Health Collaborative, we will leverage existing resources across sectors to maximize our impact on the health of our communities.



Newton Medical Center

ATLANTIC HEALTH SYSTEM

Community Served by Newton Medical Center

Newton Medical Center (NMC) is an Atlantic Health System hospital located in Newton, New Jersey. The facility is home to over 1,100 employees and over 350 physicians. With the vast majority of NMC patients residing there, Sussex County was identified as the Community Benefit Service Area (CBSA).

Sussex County is home to 143,479 individuals in 53,434 households. The population is 92.4% White or Caucasian, 7.52% Hispanic or Latino and 2.1% Black or African American. With a median age of 44.0, one in five Sussex County residents is under the age of 18 and 15.7% are 65 or older. The median household income for Sussex County is \$89,361 with 4.39% of families living below the federal poverty designation. Complete demographics on Sussex County and its subdivisions are available at www.njhealthmatters.org.

Prioritized Health Needs

In partnership with the North Jersey Health Collaborative (NJHC) in Sussex County, NMC identified five priority need areas in the 2016 Community Health Needs Assessment (full report available at www.njhealthmatters.org).

- Substance Use Disorders
- Access to Care
- Obesity
- Mental Health
- Transportation

Implementation Strategies

The following implementation strategy identifies the actions to be deployed by NMC in response to the 2016 Community Health Needs Assessment. As shown in Tables 12 through 16, the actions led by MMC are connected to overall strategies developed by the North Jersey Health Collaborative workgroups (more information available at www.njhealthmatters.org).

Table 12. *Substance Use Disorders Strategies for Sussex County*

Substance Use Disorders
Educate prescribers on addiction and addictive prescription medications to specifically utilize the CDC Guidelines for Prescribing Opioids for Chronic Pain.
Educate non-prescribers about the dangers of addictive prescription medications to support and purposely refer to the CDC Guidelines for Prescribing Opioids for Chronic Pain.
Advocate for the use of the NJ Prescription Drug Monitoring Program within the county by prescribers and other authorized users, including all staff that register within a physician's practice/office.
Enhance the prescription drug disposal system with the addition of mobile drop box units throughout Sussex County, specifically targeting communities that lack access to the permanent disposal sites (Montague, Sussex, Sandyston) and specific populations, such as senior citizens.

Actions Led by NMC:

1. NMC will work with the Sussex County Substance Use Disorders Workgroup to host and provide training for health professionals on RX drug abuse
2. NMC will evaluate policies regarding opiate prescriptions in ED facilities.

Table 13. *Access to Care Strategies for Sussex County*

Access to Care
Increase understanding of system of free and reduced cost care in Sussex County (for the workgroup members) in order to identify and address gaps in the system, as well as better inform residents of care access points.
Aid eligible residents in signing-up for and using health insurance.
Identify and address barriers specific to primary care utilization for individuals who are the most in need.

Actions Led by NMC:

1. Using emergency department data on potentially-avoidable visits, NMC will collect data from community residents in target geographies to understand the barriers in access to care.
2. NMC will conduct insurance sign-ups for members in the community.

Table 14. *Obesity Strategies for Sussex County*

Obesity
Engage schools to understand barriers and opportunities for healthy eating & active living.
Develop and deploy Healthy Eating Active Living Toolkit for schools.
Work with targeted communities to enhance opportunity for exercise and access to Fruits and Vegetables.

Actions Led by NMC:

1. Launch the Atlantic Healthy Schools Challenge

The Atlantic Healthy Schools Challenge will provide a platform to help area elementary schools make healthier schools. Participating schools will earn points and receive mini-grants at the end of the year. The Atlantic Healthy Schools Team will explore ways to expand the program to preschools in partnership with the Sussex County Obesity Workgroup

2. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, two of which are in the service area of NMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 15. *Mental Health Strategies for Sussex County*

Mental Health
Explore and monitor the upcoming Medicaid fee-for-service changes with mental health and psychiatric services in Sussex County to better understand the challenges in accessing mental health care.
Create better access to non-professional, peer-driven, mental health support resources.
Normalize the existence of mental health issues with community members in order to facilitate access to (and referral to) mental health services before a condition becomes acute.
Train first responders (e.g. EMS, Police, etc.) in mental health awareness and surrounding resources.

Actions Led by NMC:

1. Atlantic Behavioral Health will work with community agencies to develop training program for first responders.

Table 16. *Transportation Strategies for Sussex County*

Transportation
Determine transportation needs and or limitations for hourly workers.
Understand staffing vacancy and turnover rates on highway 206 and determine the financial impact to the community.
Improve access for employees who bike and walk to work.

Actions Led by NMC:

1. NMC will be an active participant in the Human Services Transportation Coordination Stakeholders Group and look for ways to contribute to enhancing transportation access as they related to health care services.

Other Contributions – Backbone Support to the North Jersey Health Collaborative

In addition to actions within a specific strategy, Atlantic Health System is contributing a great deal of other resources to support the CHNA/Implementation Strategy Process via in-kind support for the North Jersey Health Collaborative. Our investment in the collaborative reflects our belief that bringing groups together, across sectors, is a significant community health intervention by itself. The Collaborative structure allows us to address our identified health needs, while also building capacity in individual local organizations, as well as our hospitals, to meet the needs of our community. It also serves to coordinate health and social service agencies in a way that enables them to invest collaboratively in best-practices.

Atlantic’s contributions to the collaborative include:

- Atlantic Center for Population Health Sciences staff serving as technical assistance and evaluation support for NJHC. (Estimated investment – 1 Full time Employee)
- Atlantic Health System service in NJHC workgroups and boards including the President/Chair, Data Committee Chair and Access to Care workgroup lead.
- Participation by Atlantic Health System staff in all NJHC meetings and workgroups
- Financial support for the North Jersey Health Collaborative and underwriting of the njhealthmatters website (approx. \$70,000 per year)

Evaluation Plan

The Atlantic Center for Population Health Sciences, a research and evaluation resource within the system, will evaluate each of these actions under a results-based accountability model. Evaluation data will answer three questions: how much did we

do, how well did we do it, and is anyone better off. Data collection will be tailored to each individual action, and therefore, will include a variety of methodologies including surveys, focus groups, monitoring of public health and hospital utilization data, etc. Formatting the evaluation in this way will allow us to provide real-time feedback to those employees leading these actions so that they can adjust when needed to assure maximum impact on the health of the community. Additionally, these results will be integrated into the North Jersey Health Collaborative to better understand the answers to these evaluation questions at the Collaborative level.

Needs Not Addressed

NMC will be able to address all the priority community health needs in Sussex County. Working with our partners in the North Jersey Health Collaborative, we will leverage existing resources across sectors to maximize our impact on the health of our communities.



Overlook Medical Center

ATLANTIC HEALTH SYSTEM

Community Served by Overlook Medical Center

Overlook Medical Center (OMC) is an Atlantic Health System hospital located in Summit, New Jersey. The facility is home to almost 4,000 employees and over 1,500 physicians. The primary service area of OMC was chosen as the Community Benefit Service Area (CBSA) consisting of 21 zip codes including Summit, Westfield, and Union in which approximate 400,000 individuals reside.

The OMC service area is diverse in age, race/ethnicity and income. Almost one in four (23.2%) of residents are under age 18 and 13.81% are 65 and older. The population is 58.6% White or Caucasian, 22.5% Black or African American and 28.0% Hispanic or Latino. The average income is \$104,826, but there is great variance by community with an average income of \$183,255 in Westfield and \$62,883 in Cranford respectively. Complete demographics on Union County and its subdivisions are available at www.njhealthmatters.org.

Prioritized Health Needs

In partnership with the North Jersey Health Collaborative (NJHC) in Union County, OMC identified five priority need areas in the 2016 Community Health Needs Assessment (full report available at www.njhealthmatters.org).

- Diabetes
- Mental Health Services
- Obesity
- Healthy Literacy
- Heart Disease

For the purposes of planning, the diabetes, health literacy and heart disease groups merged to form a joint workgroup.

Implementation Strategies

The following implementation strategy identifies the actions to be deployed by NMC in response to the 2016 Community Health Needs Assessment. As shown in Tables 17 through 19, the actions led by OMC are connected to overall strategies developed by the North Jersey Health Collaborative workgroups (more information available at www.njhealthmatters.org).

Table 17. *Diabetes, Heart Disease & Health Literacy Strategies for Union County*

Diabetes, Heart Disease & Health Literacy
Improve diabetes and hypertension health literacy and awareness of diabetes risk factors, with an emphasis on residents of Plainfield, Elizabeth, and Vauxhall.
Refer community residents with diabetes, pre-diabetes, or significant risk factors to existing diabetes management and prevention programs, and to clinical services, as needed.

Actions Led by OMC:

1. Expand Healthy Communities Neighborhood Outreach

Using emergency department to identify neighborhoods with health disparities in diabetes and heart disease, Atlantic Health System will conduct a neighborhood-based initiative to work with local community residents to identify barriers to care and address the social determinants of health.

2. Provide New Vitality Program to seniors

The New Vitality Program works with adults 65 and older to help them maintain a healthy lifestyle. This program will provide community-based supports to individuals with identified diabetes and cardiovascular risk factors including exercise classes, chronic disease prevention and management programs and community-based care coordination.

3. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, four of which are in the service area of OMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 18. *Obesity Strategies for Union County*

Obesity
Develop relationships with the medical community in Elizabeth who serve pre-natal woman and new mothers- and with mothers themselves- in order to assess needs and barriers related to healthy eating and active living for children in this target community.
Identify and map all food access locations within the midtown Elizabeth area with plan to visit and identify healthy food locations or influence location for healthy food options with a focus on those that take WIC and SNAP benefits Identify barriers to access.
Develop strategy for engagement of pregnant and new mothers with the medical community as the “trusted” partner to provide information and education in those locations with strategies that have been tested and are determined to reduce disparity.

Actions Led by OMC:

1. Launch the Atlantic Healthy Schools Challenge

The Atlantic Healthy Schools Challenge will provide a platform to help area elementary schools make healthier schools. Participating schools will earn points and receive mini-grants at the end of the year. The Atlantic Healthy Schools Team will explore ways to expand the program to preschools in partnership with the Union County Obesity Workgroup

2. Maintain New Jersey Healthy Communities Network Funding

In 2016 and 2017, Atlantic Health System will provide funding and technical assistance for 13 community organizations across the region, four of which are in the service area of OMC. In sum, the grants represent over \$300,000 in contribution toward this goal.

Table 19. *Access to Mental Health Services Strategies for Union County*

Access to Mental Health Services
Implement Zombie Resilience Program in schools/other sites to improve youth/family resilience.
Collaborate with larger state or national organization (i.e., American Psychological Association) to advocate for federally-mandated higher reimbursement from Medicare/Medicaid for providers.
Partner with crisis text line to expand services via local agencies (following Caring Contact model).
Train first responders (police, EMT, faith communities, lawyers, etc.) in mental health awareness, with a potential focus on active listening, basic risk assessment, and existing community/clinical services.
Build awareness around existing national SAMHSA mental health services directory, and systematically check for accuracy.

Actions Led by OMC:

1. Atlantic Behavioral Health will work with community agencies to develop training program for first responders.
2. Community Health Department will support the sites in implementing the Zombie Resilience Program through staff time and technical assistance.

Other Contributions – Backbone Support to the North Jersey Health Collaborative

In addition to actions within a specific strategy, Atlantic Health System is contributing a great deal of other resources to support the CHNA/Implementation Strategy Process via in-kind support for the North Jersey Health Collaborative. Our investment in the collaborative reflects our belief that bringing groups together, across sectors, is a significant community health intervention by itself. The Collaborative structure allows us to address our identified health needs, while also building capacity in individual local organizations, as well as our hospitals, to meet the needs of our community. It also serves to coordinate health and social service agencies in a way that enables them to invest collaboratively in best-practices.

Atlantic's contributions to the collaborative include:

- Atlantic Center for Population Health Sciences staff serving as technical assistance and evaluation support for NJHC. (Estimated investment – 1 Full time Employee)
- Atlantic Health System service in NJHC workgroups and boards including the President/Chair, Data Committee Chair and Behavioral Health workgroup lead.
- Participation by Atlantic Health System staff in all NJHC meetings and workgroups
- Financial support for the North Jersey Health Collaborative and underwriting of the njhealthmatters website (approx.. \$70,000 per year)

Evaluation Plan

The Atlantic Center for Population Health Sciences, a research and evaluation resource within the system, will evaluate each of these actions under a results-based accountability model. Evaluation data will answer three questions: how much did we do, how well did we do it, and is anyone better off. Data collection will be tailored to each individual action, and therefore, will include a variety of methodologies including surveys, focus groups, monitoring of public health and hospital utilization data, etc.

Formatting the evaluation in this way will allow us to provide real-time feedback to those employees leading these actions so that they can adjust when needed to assure maximum impact on the health of the community. Additionally, these results will be integrated into the North Jersey Health Collaborative to better understand the answers to these evaluation questions at the Collaborative level.

Needs Not Addressed

OMC will be able to address all the priority community health needs in Western Union County. Working with our partners in the North Jersey Health Collaborative, we will leverage existing resources across sectors to maximize our impact on the health of our communities.

Appendix A

Hackettstown Medical Center

Implementation Strategy

March 2016 – March 2017

Hackettstown Medical Center’s Implementation Strategy for 2016-2017 is based on the findings reported in the Community Health Needs Assessment completed by Holleran Consulting in November 2015. Hackettstown Medical Center in conjunction with 23 community partners examined the findings of the Secondary Data and Key Informant Interviews to select four community health priorities. (Community Health Needs Assessment, November 2015 available at www.atlantichealth.org/hackettstown)

The Priority Needs Identified:

- Access to Care
- Coordination of Care
- Mental Health
- Chronic Disease Management/Coordination of Care

Organization Mission: Driven by the mission to “demonstrate God’s care by improving the health of people and communities through a ministry and physical, mental and spiritual healing”.

Community Served: Hackettstown Medical Center serves sections of Warren, Morris, Hunterdon and Sussex counties in New Jersey. According to the 2009-2013 U.S. Census Bureau, the total population in the primary service area is 95,392 and 31,586 in the secondary service area. The vast majority of residents in both identify their race as white and the primary language is English. The U.S. Census estimates that the percentage of residents who have health insurance coverage is 91.2% in the primary service area and 91.9% in the secondary service area. This plan will focus on the vulnerable populations that do not have insurance or are underinsured.

PRIMARY SERVICE AREA		
Allamuchy Township	Andover Borough	Hackettstown
Hope Township	Independence Township	Liberty Township
Mansfield Township	Mt. Olive Township	Oxford Township
Washington Borough	Washington Township (Morris County)	Washington Township (Warren County)

SECONDARY SERVICE AREA		
Blairstown	Belvidere	Byram Township
Knowlton Township	Netcong Borough	Stanhope Township
	White Township	

ACCESS TO CARE

GOAL:

Increase access to affordable quality health care for Hackettstown Medical Center’s service area residents.

OBJECTIVE:

Identify a comprehensive list of available community resources for the low income and uninsured population in Hackettstown Medical Center’s service area by March 2017.

ACTIONS:

- Identify community partners to obtain and evaluate available resources and resource guides.

- Work with community partners to consolidate resource information on area health clinics and local resources.
- Post information on the hospital’s website and distribute through: Hackettstown Medical Center’s Financial Counselors, Emergency Department, Warren County Health Department, Mt. Olive Health Department and other identified agencies.

Plan to Evaluate: Hackettstown Medical Center will evaluate the distribution of the resource guide by contacting the local agencies to evaluate the number that were provided to community residents.

Potential Partners: Hackettstown Medical Center, Zufall Health Center, Warren County Health Department, Mt. Olive Health Department, Warren County Division of Human Services, United Way

MENTAL HEALTH/SUBSTANCE ABUSE

GOAL:

Increase access to existing mental health services and increase awareness of mental health issues for Hackettstown Medical Center’s service area.

OBJECTIVE:

Identify a comprehensive list of available resources for those in need of mental health and addiction services in Hackettstown Medical Center’s service area by March 2017.

ACTIONS:

- Identify and contact community partners to participate in a Mental Health strategy workgroup.
- Identify local community partners to obtain and evaluate available resources and resource guides.
- Work with local community partners to consolidate resource information.
- Post information on the hospital’s website and distribute through: Hackettstown Medical Center’s Counseling and Addiction Center, schools, churches, Emergency Department, First Aid Squads, Warren County Health Department, Mt. Olive Health Department, Zufall Health Center.

Plan to Evaluate: Hackettstown Medical Center will evaluate the distribution of the resource guide by contacting local agencies to evaluate the number that were distributed.

Potential Partners: Hackettstown Medical Center’s Counseling and Addiction Center, Emergency Department, First Aid Squads, Warren County Health Department, Mt. Olive Health Department, Zufall Health Center Warren County Division of Human Services, Family Guidance, local schools and churches.

OBJECTIVE:

Decrease mental health stigma by increasing awareness and identification of mental health /substance abuse disorders.

ACTIONS:

- Explore evidenced based training opportunities to increase awareness of mental health issues.
- Identify target groups to receive training such as Student Assistance Counselors, clergy, and local first aid squads.
- Engage groups to be trained and collect data on the needs of the group. Hold training for 25 participants in year one.

Plan to Evaluate: Evaluate the success of the program by feedback from participants.

Potential Partners: Mental Health Workgroup, Hackettstown Medical Center’s Counseling and Addiction Center, Center for Healthier Living, Family Guidance, NAMI.

CHRONIC DISEASE MANAGEMENT/COORDINATION OF CARE

GOAL:

Reduce risk factors for chronic disease and improve management of disease conditions through promotion and education of healthy lifestyles.

OBJECTIVE:

Increase the number of participants attending chronic disease education programs and support groups.

ACTIONS:

- Provide at least 4 educational opportunities for those diagnosed with chronic diseases such as diabetes, cardiovascular disease and pulmonary disease.
- Work with local community resources and physicians to refer patients to support groups.
- Increase attendance at the Healthy Hearts, Better Breather’s Club and Diabetes support groups.

Plan to evaluate:

- Document the number of educational programs.
- Evaluate the number of people attending the programs versus attendance in the past.
- Evaluate the number of people referred to support groups through community agencies and physicians by survey.
-

Potential Partners: Hackettstown Medical Center, local health departments, Zufall Health Clinic, local primary care physician’s

OBJECTIVE:

Partner with community agencies to provide 3 health screenings and 3 education events to the low income and uninsured population.

ACTIONS:

- Identify local agencies to coordinate health education programs and screenings.
- Provide at least 3 screenings and 3 community education programs to identify those at risk for chronic diseases.
- Target programs and screenings to the low income and uninsured population.

Plan to Evaluate:

- Document the completion of 3 community education and screening programs.
- Evaluate the number of people who attended the program.
- Evaluate the number of people referred from the screening program.

Potential Partners: Hackettstown Medical Center, Zufall Health Clinic, Warren County Health Department, Mt. Olive Health Department, Warren County Division of Human Services, local churches

Rationale for Community Health Needs not addressed

Hackettstown Medical Center plans to address all of the health priorities as identified through the community health needs assessment and prioritization session. Coordination of Care will focus on Chronic Disease Management.

Approval from Governing Body

Hackettstown Medical Center's Governing Body reviewed the findings of the CHNA and Implementation Strategy. The board voted to adopt the Implementation Strategy on May 5, 2016.