



**Community Benefits
Implementation Strategy**

Fiscal Year 2013

(Supplement to our FY 2012 Community Benefits Report)

**Making the Healthy Choice
the Easy Choice**

Updated 11/22/13

Executive Summary

Making the Healthy Choice the Easy Choice

Jordan Hospital has embraced the accountable healthcare organization (ACO) model and is pouring its energy into supporting a vibrant and healthy community in many new ways. Inspired by ongoing research into social determinants of health by the National Institutes of Health and the Robert Wood Johnson Foundation, among others, the Hospital is blending its direct care efforts with community-wide improvements that have the potential to move our regional population toward making healthier choices in many areas of their lives.

We are building strong partnerships with community agencies and businesses, along with our allies in State and local government, to shift societal patterns toward healthy behavior. At the policy level right down to tactical improvements to services and facilities, we are helping establish and support the systems that underpin healthy lifestyles throughout the Plymouth region.

- Our managers are working with city planners to develop a more complete network of bike paths connecting residential areas to the services people seek.
- Our dietitians are working with the school system to make healthy lunches attractive to students while educating their parents.
- Our clinicians have established a regular drumbeat of speaking engagements in the community and on local access programs to let our residents know about healthy life choices, disease prevention and medical care.
- Our administrators are designing new clinical programs and hiring additional primary care and specialty care clinicians to meet the targeted medical needs of our region.

All of these activities arise out of our recognition that any individual's desire to make healthy choices competes with our society's unfettered access to the many "less-than-healthy" options around us. Relying on data from our 2013 community assessment, our direction is clear. Throughout our community we need:

- More consumer health education
- More access to early interventions, screening programs and primary care
- More health promoting infrastructure improvements.

This long-term, multi-faceted endeavor, supported by data, will move our community toward healthy choices. This is a large-scale behavior change effort to make the healthy choice the easy choice.

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Implementing the Community Benefits Plan

Community Program Target Populations

Jordan Hospital selected the target populations for its community benefits programs based on regional data collected through our 2013 community assessments, our ongoing community outreach efforts and our work with the Healthy Plymouth Initiative¹.

In the Plymouth/South Shore region we target vulnerable and disadvantaged populations with a focus on reducing the prevalence of obesity, diabetes, heart disease, lung disease, cancer and other health concerns.

Summary Tables: Identified Needs and Corresponding Programs

The target populations and the related community benefits programs addressing community needs are summarized in the following tables. Each of the community benefits efforts identified below is discussed in greater detail later in this implementation strategy document.

Community Programming To Promote Healthy Lifestyles

Identified Barriers to Healthier Living	Community Benefits Efforts Addressing Barriers – Community Programming
Lack of safe places for outdoor activity, lack of motivation to exercise	<ul style="list-style-type: none"> • Healthy Plymouth initiative bike and walking paths • Exercise programs
High cost of healthy food	<ul style="list-style-type: none"> • Healthy Plymouth initiative farmers market support and publicity
Lack of providers who take MassHealth	<ul style="list-style-type: none"> • Health insurance education and enrollment support for regional consumers and providers
Poor coordination & communication among providers and community agencies	<ul style="list-style-type: none"> • Healthy Plymouth initiative including: <ul style="list-style-type: none"> ○ Extensive efforts to coordinate activities and communicate among 90+ community programs, associations and service providers ○ A robust Physician Speaking Program • Essential Provider Program (electronic health record initiative to coordinate provider treatment)
Limited transportation options	<ul style="list-style-type: none"> • The Hospital seeks to support and facilitate local and regional efforts to improve transportation options. Beyond that, the Hospital is not positioned or resourced to lead these kinds of initiatives²

¹ The Healthy Plymouth Initiative represents a significant commitment and ongoing effort to address the health needs of our community. For a full discussion of the Healthy Plymouth Initiative please refer to our 2012 Community Benefits Report.

² As community transportation improvements require State, County and other municipal investments, Jordan Hospital is not in a position to implement this programmatic priority on its own. See below “Prioritizing Program Decisions Based on Resources and Impact” for a fuller discussion of our approach improving transportation options for the Plymouth Region.

Community Programming To Address Clinical Service Needs

Identified Clinical/Community Needs	Community Benefits Efforts Addressing Identified Needs – Direct Services & Care Coordination
Chronic disease: <ul style="list-style-type: none"> • Coronary • Lung • Diabetes 	<ul style="list-style-type: none"> • Recruiting primary care and specialty care clinicians • Establishing consumer education programs on prevention • Developing community screenings and clinical services addressing diagnosis and treatment
HIV/AIDS Care	<ul style="list-style-type: none"> • ACCESS Program
Support to Families with medically fragile children	<ul style="list-style-type: none"> • Pediatric Palliative Care Program
Emergency Preparedness	<ul style="list-style-type: none"> • Bioterrorism Program
Cancer Care	<ul style="list-style-type: none"> • Cancer Patient Support Program • Smoking Cessation Programs
Limited access to primary care services	<ul style="list-style-type: none"> • Recruitment efforts bring more primary care physicians to the region
Limited access to mental health & substance abuse services	<ul style="list-style-type: none"> • Exploration of mental health and substance abuse provision models, business plans and regional partners

Vulnerable populations we seek to support include:

- People with low socioeconomic status,
- Families with medically fragile children;
- School children and their parents;
- Underserved seniors;
- HIV/AIDS patients;
- Smokers;
- Anyone making poor health choices (poor nutrition, lack of exercise, etc.)

Prioritizing Program Decisions Based on Resources and Impact

Jordan Hospital evaluates program initiatives and selects activities carefully. As a not-for-profit hospital, our decisions reflect our mission to serve our community as we have for the past 150 years, balanced by the realities of our limited resources. The Hospital’s senior leadership team and other community-focused committees consistently evaluate the community’s health needs with a long-term perspective.

Some of the large-scale initiatives discussed in this report, such as coordinating community education and communications efforts, require relatively little financial support beyond the role of our dedicated staff and a modest communications budget. Other initiatives require significant investment.

What we cannot address

Efforts to improve transportation systems are not part of the Hospital's mission, nor is taking on a project like this best suited to Hospital administrators. What the Hospital *can* do is proactively support the evaluation of current transportation options and advocate for revisions that will help area residents easily access healthy food, exercise areas, healthcare services, etc.

Where financial resources are limited for *any* of the initiatives discussed in this report, the Hospital explores public financing options, private foundation and donor support and a range of other funding opportunities to meet community needs. As resources are identified and business plans are justified, the Hospital implements those high priority projects with the highest potential impact for a healthier community.

Community Benefits Team Meetings and Oversight

The Hospital's Senior Leadership Team (SLT) meets weekly to address Hospital business with the agenda regularly including topics on community outreach and health issues directly related to the Hospital's community benefits plan. Further, the Vice President for External Affairs and her Hospital colleagues work with a Patient Family Advisory Council, meeting quarterly to review Hospital plans.

The SLT is dedicated to prioritizing, planning and tracking the Hospital's work to address the findings of its 2013 community health needs assessments. Future meetings of this team will include a representative from the Public Health Department and the Community Health Education Network Area 23 chairperson who represents community members from a range of underserved populations.

Key Collaborations and Partnerships

Jordan Hospital partners with a wide range of community leaders and local groups to improve the health status of the people living in our communities and to provide care for them at the right place, at the right time. Hospital leaders, clinical and administrative staff, and volunteers meet regularly with leaders from our community including elected officials, business owners, community service providers, emergency personnel, school administrators, media representatives and others with insight into the community's health needs. Beyond its walls, Jordan Hospital plays an active role in coalition building, working to empower a range of community leaders to foster sustainable, healthy lifestyles that lead to better health for all members of the community.

Jordan Hospital seeks community involvement in the hospital's development and evaluation of its health and education programs. By soliciting feedback at community events and workshops, and conducting larger community health assessments, Jordan Hospital is able to focus its resources on clinical services and other initiatives that directly support our community's health needs. In addition, community members serve on committees throughout Jordan Hospital, providing feedback and working with staff to improve community health care initiatives.

The Hospital's partners throughout the region participate in Jordan Hospital programs, committees and other community-focused activities and help inform the hospital's community benefits planning based on their data collection regarding the community's health disparities.

In support of the identified health priorities and program initiatives within Greater Plymouth, Jordan Hospital collaborates with more than 90 community organizations. A listing of these organizations can be found in our 2012 Community Benefits Report.

The Data to Support Our Plans – Community Health Needs Assessments

In 2013, Jordan Hospital engaged The Institute for Community Health to conduct another community health needs assessment to further understand the community’s unmet health needs. The studies were conducted by professionals with advanced degrees (MD, PhD, MPH, MSW and ScD) in public health, epidemiology, and research and evaluation.

This study supports Jordan Hospital’s efforts to improve the health of the regional population we serve. The study used archival and qualitative data gathered from Jordan Hospital’s catchment areas, which include 12 local towns. The assessment evaluated health needs of disadvantaged populations, among other community health needs.

Our 2012 Community Benefits Report provides more detail on how the study was conducted and a summary of the findings.

What the Data Tells Us

Looking at our community health indicators and the community programs Jordan Hospital supports, the 2013 assessment indicated a number of infrastructure barriers to healthy lifestyles. Addressing these barriers will have the greatest impact on large-scale efforts to improve behavior change within our community:

- Lack of safe places for outdoor activity, lack of motivation to exercise
- High cost of healthy food
- Limited transportation options
- Limited primary care services
- Lack of providers who take MassHealth
- Limited mental health & substance abuse services
- Poor coordination & communication among providers and community agencies

Looking Forward: Plans to Produce Systemic, Sustainable Impact through Policy Change

At the Healthy Plymouth summit, multi-disciplinary teams discussed action plans for implementing a range of policy level changes with long-term health improvement goals and the potential for systemic, sustainable impact. Participants also celebrated the success of the many health-enhancing initiatives that are currently underway.

Recent achievements included progress in addressing:

- Increased nutrition education for area school children and their families
- Improved access to healthy food options for the entire community
- Improved pedestrian safety, exercise and outdoor recreation options for the entire community
- Increased awareness of substance abuse and mental health issues for young people in our community.

More complete descriptions of this work can be found in our 2012 Community Benefits Report. For all Healthy Plymouth efforts, work plans with measurable goals tied to CDC and state health priorities focus on reducing obesity by encouraging nutrition, exercise, and smoking cessation. Jordan Hospital’s work to merge the missions of healthcare, business and conservation groups generates sustainable solutions that have the potential to bring better health to all members of the community, for many generations.

Addressing Key Health Indicators and Insurance Coverage

Our 2013 community health needs assessments identified barriers to healthy lifestyles that go beyond the Healthy Plymouth initiative's scope. The Hospital must address these barriers as well:

- Limited primary care services
- Lack of providers who take MassHealth
- Limited mental health & substance abuse services
- Limited care addressing specific health conditions:
 - Higher than state average mortality rate from lung cancer;
 - Higher than state average percentage of women reporting smoking during pregnancy;
 - Higher than state average hospitalization for coronary heart disease;
 - Higher than state average percentage of people age 18 and older reporting they had been diagnosed with diabetes in the South area;

To address these barriers, Jordan Hospital has undertaken a number of targeted actions:

- **Physician Recruiting:** including a strong push to recruit new primary care and specialty care physicians to the region. Recent recruiting successes have built the Hospital's clinical program addressing lung and breast cancer treatment. And the Hospital has set a target of recruiting three to five new primary care physicians in the next 12 months to expand community access to internal medicine and family medicine practitioners. The Hospital seeks to recruit a total of ten new primary care physicians over the next three years.
- **Behavioral Health Opportunities:** Jordan Hospital is exploring how to establish a program expanding mental health and substance abuse services for adolescents. The Hospital has engaged experts in the field to evaluate which services should be offered, how to deliver those services and the funding model that can support the program. Over the next 6-18 months administrators from Jordan Hospital and other area mental health/substance abuse resources, will be evaluating the clinical and operational options available and seeking regional partners to join the effort. State grants and other funding will be critical to developing these needed services for the region.
- **Smoking Cessation Programs:** Jordan Hospital continues to address the high prevalence of heart and lung disease and smoking during pregnancy in Plymouth County through our outreach program to local schools and other efforts to educate parents and students about tobacco avoidance, nutrition and exercise. This programming supports state initiatives to reduce obesity and serves to address the local incidence of chronic diseases, such as diabetes and heart disease, which often result from obesity and were shown as significant community health issues in our region.

The Hospital sponsored and produced a series of smoking prevention-focused talks in Plymouth Schools:

- Patrick Reynolds, a nationally-renowned tobacco opponent and the grandson of tobacco company founder R.J. Reynolds, gave three community outreach lectures on "The Truth about Tobacco; Its Impact on Society and Children." Jordan Hospital Lung Cancer Program Medical Director Francis J. Podbielski, a surgeon who treats lung cancer, joined Mr. Reynolds for these talks and gave his own presentations to area school children, teachers and parents.

- **Health Insurance Education and Enrollment Support:** Jordan Hospital worked with the state to communicate new health coverage plans for the uninsured and enroll those who qualify. Financial counselors screened and enrolled patients for MassHealth, Health Safety Net, Medical Hardship and Commonwealth Care. The hospital assisted more than 1,500 people with enrollment applications in State Insurance Partnership programs.

Additional Plans for Next Reporting Year

Jordan Hospital will continue to review and compare current regional health data to the results of our data collected through our 2013 community needs assessments. We will focus our ongoing work in light of identified Health and Human Services (EOHHS) statewide priorities to support health care reform, manage chronic disease in disadvantaged populations, reduce health disparities, and promote wellness of vulnerable populations. The hospital will also continue to gather data and feedback through its work with the wide-reaching Healthy Plymouth initiative and our 90+ community partners and other organizations.

Jordan Hospital will continue to play a leadership role in developing regional policies to promote healthy lifestyles. We will continue to build community-wide coalitions to develop infrastructure and programs that facilitate healthy lifestyle choices for all, including disadvantaged populations. Our outreach will continue to support student education and awareness of health and wellness issues.

Jordan Hospital will continue to offer its current roster of community education programs at little or no charge to the public through the use of grants and other funding sources. The Healthy Plymouth programs as well as the hospital's family education, diabetes education and ACCESS Program (AIDS Comprehensive Care, Education & Support Services Program) are initiatives that the hospital plans to foster and further develop.

The hospital will continue to strive, with our community partners, to meet the community health needs in our region and to go beyond, by extending options for healthy lifestyles to all community members, making better health options accessible, sustainable and cost effective.

As a Mass in Motion community, this initiative has the capacity to share success stories beyond the immediate geographic area. As Jordan Hospital and its community partners identify policy changes that underpin successful, sustainable changes in the Plymouth area, these successful models and programs will be shared throughout the larger region and across the state.