



JEANES HOSPITAL

Community Health Needs
Implementation Strategy
October 2016

 **TEMPLE HEALTH**
JEANES HOSPITAL

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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 88 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 devotes manpower and budgetary resources to provide health screenings and health education opportunities to its community.

Jeanes Hospital includes 146 licensed beds. In Fiscal Year 2016, Jeanes Hospital discharged 8,736 acute inpatients, cared for 133,706 outpatients, and managed 39,413 emergency department visits. Temple Health at Home (formerly Jeanes Home Health now partnered with Bayada) conducted over 19,000 visits to patients in their homes.

Jeanes Hospital's surgical services include cardiovascular, thoracic, joint replacement, spine, ENT, orthopedic, plastic, urologic, ophthalmologic, gynecologic, minimally-invasive general surgeries, weight-loss surgery, and neurosurgery. Jeanes Hospital's medical services include emergency care, intensive care, cardiology, nephrology, pulmonary, neurology, endocrinology, rheumatology, gastroenterology and primary care. We provide outpatient services for wound care, cardiac rehabilitation, infusion services, diagnostic imaging and business health. Jeanes offers procedures/testing such as cardiac catheterization, electrophysiology, stress echocardiogram, MRI scan, CT scan, endoscopy, interventional radiology, digital mammography, hyperbaric oxygen therapy, sleep studies and more. We work in tandem with our colleagues at Fox Chase Cancer Center to provide on-site hematologic and oncologic services.

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 IMPROVE 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 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 and community education programs. These efforts focus on such topics as cancer, heart disease, diabetes and other chronic diseases, mental health, home safety, wellness and disease prevention, smoking cessation, women's health and many other topics. We also work with key community organizations to provide free health screenings. In collaboration with local food banks, public schools, and community organizations, we conduct numerous food, clothing, toy, and school supply drives to benefit children and adults living in our surrounding neighborhoods.
- **Connecting Patients with Financial Resources.** Our Financial Counselors are on site and 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 works closely with the TUHS Linguistics team who educates and advises on our community's various cultures and how those cultures respond to illness and health care. Staff are invited to participate in conferences on Cultural Competence which is a system wide educational program designed to heighten awareness and increase cultural sensitivity. Each year all employees are required to complete a series of Cultural Awareness competencies as part of their employment requirements.
- **Building a Health Community.** Jeanes Hospital's Community Classroom presents approximately 36 community education seminars each year, focused on health, wellness, and safety. Our physicians and healthcare professionals volunteer their time and expertise to present these educational offerings to our community. These presentations are also provided at a variety of community and senior group events as requested. Additional programs are offered by our chaplain on loss, bereavement and other related topics. Throughout the year the hospital holds numerous food,

blood, clothing, and book donation drives to enhance the quality of living in our neighborhoods.

- **Encouraging Physical Activity.** Jeanes Hospital offers a free walking trail and exercise equipment on the campus for its employees and community. We sponsor activities, throughout the year focused on increasing activity, disease prevention, health promotion and management. Neighbors are encouraged to utilize the walking trail/equipment as they aspire to increase their physical activity level.
- **Connecting with our Senior Communities.** Jeanes Hospital offers an annual Senior Health & Wellness Fair each fall focused on the senior members of our surrounding neighborhoods. Last year nearly 200 seniors joined us for this day-long event. Physicians and healthcare professionals were on site providing health education and screening activities. We have also partnered with local entities that share our aspiration to care for the senior members of our community.
- **Connections to Primary Care.** Our partnership with Temple Physicians Inc. (TPI) creates a unique opportunity for us to formally partners with local primary care physicians. These front-line practices are mainstays of our community and our alignment allows us to care for our community right in their own neighborhoods. When emergency or hospital care is needed, that Jeanes Hospital connection serves as a conduit to enhance continuity of care for patients when they need it most. Upon discharge, the transition of care to the primary care provider is seamless as patients are navigated back to their neighborhood physician.
- **Partnering with our local Emergency Medical Services.** Our EMS colleagues are an integral partner in caring for our shared community. We work in tandem with EMS realizing the important role they play in pre-hospital care and its effect on patient outcomes. Our EMS colleagues are part of our community outreach, healthcare events and also participate on Jeanes Hospital multi-disciplinary committees.
- **Connections to Cancer Care.** Our partnership with Fox Chase Cancer Center allows us navigate patients to cutting-edge cancer care right in their community. The Fox Chase Care Connect program serves as a connection between primary care and oncologic specialty physicians. These providers work in tandem to meet the cancer care needs of our community sharing treatment plans and focusing on quality of life and survivorship.
- **Anna T. Jeanes Foundation.** The Anna T. Jeanes Foundation (ATJF) is a not-for-profit organization incorporated for the purpose of conducting exclusively charitable, scientific and educational activities in support of Jeanes Hospital and the community it serves. The majority of the members of the Foundation Board are members of the Religious Society of Friends. Currently, the Foundation serves as a

primary source of funding for community wellness education and the Jeanes Hospital Community Grants Program.

- **Community Advisory Board.** The purpose of the Community Advisory Board (CAB) of the Jeanes Hospital is derived from the Mission, Vision and Values statements of the Jeanes Hospital. As a member of the Temple University Health System, Jeanes Hospital is dedicated to providing the community with high quality health care. Jeanes Hospital also has a vision for improving the health of its community by understanding and advocating for the needs of the community and providing timely, cost effective and responsive services across a continuum of care.

The Community Advisory Board exists primarily to provide a forum for communicating meaningful information between the Jeanes Hospital and the community it serves. Member on the CAB come from the residential and business communities, the Jeanes Hospital Board of Directors, the Jeans Hospital Auxiliary, and Volunteers, and includes the Chief Executive Officer of the Hospital. Currently, an important function of the CAB is to solicit and review applications and select recipients for the Jeanes Hospital Community Grants Program. These grants are awarded to not for profit organizations in the service areas of the Jeanes Hospital engaging in activities that support the health and wellness of the community.

COMMUNITY HEALTH NEEDS ASSESSMENT SUMMARY

SOCIAL DETERMINANTS OF HEALTH:

The World Health Organization (WHO) defines the Social Determinants of Health as “the conditions in which people are born, grow, live, work and age...which are mostly responsible for health inequities.” This definition is seconded by *Healthy People 2020*, which defines the social determinants of health as, “the conditions in the places where people live, learn, work, and play which affect a wide range of health risks and outcomes.”

Much of the unmet need in the Jeanes Hospital service area relates to key social determinants of health, such as:

- Housing access;
- Work conditions;
- Poverty;
- The built environment, which influences healthy food access and physical activity; and
- Health care access.

To help think about how best to address the social determinants of health, HP 2020 developed a place-based organizing framework reflecting five key areas of the social determinants of health:

- Economic Stability;
- Education;
- Social and Community Context;
- Health and Health Care; and
- Neighborhood and Built Environment.

These five areas can be applied to future interventions that need to be prioritized in the Jeanes Hospital service area, since all of the health outcomes that need to be improved are driven by the social determinants of health listed above.

HOUSEHOLD HEALTH INDICATORS:

For most of the SEPA Household Health Survey indicators, the findings for the service area were statistically the same as the region as a whole. However, a sizable amount of indicators were statistically worse than the region as a whole and could be prioritized for improvement. These areas are:

- Percentage of adults (18+) ever diagnosed with high blood pressure
- Percentage of adults (18+) ever diagnosed with diabetes
- Percentage of adults (18+) ever diagnosed with asthma
- Percentage of adults (20+) and children who are overweight
- Percentage of adults (20+) and children who are obese
- Percentage of adults (18+) ever diagnosed with a mental health condition
- Percentage of adults (18+) and children with no regular source of care
- Percentage of adults (18+) who did not receive needed care due to cost
- Percentage of adults (18+) that did not fill a prescription due to cost
- Percentage of adults (18-64) currently uninsured
- Percentage of adults and children who did not have a dental visit
- Percentage of adults (50+) who did not have a colonoscopy in the past ten years
- Percentage of women (21-65) who did not have a Pap test in the past three years
- Percentage of adults (18+) who consume <4 servings of fruit and vegetables/day
- Percentage of adults (18+) who exercise regularly
- Percentage of older adults (18+) who smoke cigarettes

UNMET NEEDS:

Analysis of the quantitative and qualitative data collected shows that the unmet health care needs of the residents of this service area include the following prioritized needs:

- Access to primary health care for low income adults and children. In particular, across the continuum of care for chronic disease management.
- Access to mental health and substance abuse treatment.
- Access to preventive health care and routine health screenings. In particular, cancer screenings for women and dental care for adults and children.
- Availability of high quality, affordable care, particularly for those individuals living in or near poverty, and who are uninsured or underinsured.
- Increased smoking cessation/ support resources.

HEALTH EDUCATION PRIORITIES:

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

- Heart disease, and cancer management for all residents, with a special focus on causative health behaviors and other factors;
- Access to low cost health insurance;
- Health education about healthy lifestyles and disease management; and
- Smoking cessation counseling.

COMMUNITY FEEDBACK:

Community representatives suggested improved collaboration between public health and clinical health care on childhood asthma, childhood obesity, and women’s reproductive health. They also expressed concern about access to mental health care. Other areas identified included (1) obesity and overweight BMI; (2) barriers that impede access to basic disease screening; and (3) culturally competent care.

ADDITIONAL FINDINGS:

While the overwhelming majority of adults and children in the service area are in excellent, very good or good health (75% of adults and 92% of children), many adults and children suffer from chronic illness that could be prevented or alleviated through early identification and consistent primary care.

Cancer, high blood pressure, diabetes, asthma, are chronic illnesses that require ongoing care. Cancer is the leading cause of death in the service area (202; representing 1,057 deaths). This does not meet the Healthy People 2020 goal of 161. Among all cancers, lung cancer has the highest site specific cancer mortality rate (55: 284), followed by female breast (25: 76), prostate (24: 48) and colorectal cancer (19: 102).

The other four leading causes of death are Coronary Heart Disease (150: 827), Accidents (53; 284), Stroke (40: 224), and Diabetes (22: 118).

High blood pressure, overweight and obesity, and diabetes are all chronic conditions that have been associated with coronary heart disease, asthma, stroke, and several types of cancer.

One-third of adults in the Jeanes Hospital service area (33%, or 155,200 adults) have been diagnosed with high blood pressure. This does not meet the Healthy People 2020 goal of 27%. Among adults with high blood pressure in the service area, nearly one in twelve (8%) report not taking all or nearly all of their medication all of the time.

In addition, about 66,100 adults in the Jeanes Hospital service area, 16%, have been diagnosed with diabetes, a percentage that is higher than SEPA overall (13%). In addition, one-third of older adults age 60+ (33%) have diabetes.

Nearly one in five children (18%) and 19% of adults have been diagnosed with asthma; this represents 25,700 children in the service area. This is lower than Philadelphia overall (22%) and comparable to childhood asthma rates across the SEPA region (18%).

More than one in three service area adults age 20 and over (35%) are obese, and a similar proportion are overweight (36%). This represents approximately 285,500 adults who are overweight or obese in the Jeanes Hospital service area. About 30,800 children in the service area (36%) are classified as obese, and 20% are overweight.

One in five adults in the service area (20%, or approximately 82,000) has been diagnosed with a mental health condition. Of those with a mental health condition, more than one-third (37%) are not receiving treatment for the condition.

PLAN TO ADDRESS THE DANGERS OF OBESITY

Priority Area #1 -Address the dangers of obesity and overweight BMI. Continue to utilize and develop new strategies to support healthy nutritional practices in our community.

Rationale: The Public Health Management Corporation’s 2015 Southeastern Pennsylvania Household Health Survey of our community found that more than one in three service area adults age 20 and over (35%) are obese, and a similar proportion are overweight (36%). This represents approximately 285,500 adults who are overweight or obese in the Jeanes Hospital service area.

The 2015 PHMC Survey also reported that access to healthy food is also an issue for low income adults and children in the service area:

- A large majority of both adult (86%) and child (75%) service area residents ate fewer than four servings of fruit and vegetables in a typical day.
- One in seven adults in the service area (15%) cut out a meal in the past month due to financial reasons, more than twice as many as in SEPA overall.

Available Resources: Jeanes Hospital offers leadership, manpower, clinical expertise including physicians and nutritionists, meeting space, office and outreach opportunities. Jeanes Hospital has a surgical weight-loss program that performs free outreach to the community. The hospital will make a difference in its community by leveraging these services to engage community, build awareness and begin to change behaviors. The hospital’s bariatric surgery program is on campus, and we will work with them to heighten awareness on weight management strategies and options.

Implementation Team:

- Jeanes Hospital Owners:
 - Nancy Baumann, Nutritional Services Director
 - Lucia Tono, Continuing Medical Education Manager
 - Barbara Buford, Community Outreach Coordinator
- Jeanes Hospital’s Bariatric Service Line Team
- Jeanes Hospital physicians with specialty in medical weight management
- Common Market Philadelphia
- Jeanes Hospital Auxiliary
- Anna T. Jeanes Foundation
- Jeanes Hospital Community Advisory Board
- Jeanes Hospital Department of Nursing
- Jeanes Hospital Executive Leadership

Action Plans:

1. Provide support to local food pantries in their efforts to provide assistance to community members experiencing food insecurity through educational opportunities and small grants.
2. Focus on education aimed at decreasing intake of sugary beverages.
3. Integrate nutritional assessment and advice into educational materials for elective surgery patients.
4. Explore Jeanes Portal as a source to educate.
5. Co-host cooking classes and food demonstrations at food pantries.
6. Present 2 Jeanes Hospital Community Classroom presentations focused on nutritional health.
7. Incorporate nutritional information into additional Jeanes Hospital Community Classroom programs as appropriate.
8. Conduct a survey to determine nutritional practice with an expectation of 90% compliance with survey.
9. Continue second year of participation in Good Food, Healthy Hospitals, an initiative focused on changing the types of foods being offered patients, staff and customers identifying the nutritional information presented about foods. This city-wide program is a 3-4 year project that demonstrates what healthy food should be to promote good health.
10. Continue contract with Common Market Philadelphia, a community-based farmer's market provider.
11. Strengthen partnership with Jeanes Hospital Auxiliary which operationalizes the campus farmer's market.
12. 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.
13. Focus marketing efforts on bringing more community members to Jeanes Hospital's free weight management seminars, to meet weight loss physicians and learn about options.
14. Benefit hospital employees, physicians, volunteers, and visitors by posting nutritional information and educational materials emphasizing nutrition dense food choices in our cafeteria and cafe.
15. Work with Soarian team to identify educational opportunities within the hospital's EMR.

Objectives:

- Collaborate with community efforts focused on healthy nutrition and weight management.
- Integrate nutrition education into all patient classes and group sessions.
- Conduct educational programs on nutrition and weight management as part of community education and outreach.
- Collaborate with nutritional services and employee health at Jeanes Hospital to address employee concerns about nutritional wellness.
- Make healthy food choices available to employees, patients, visitors and community.

- Facilitate making locally grown fresh vegetable and fruits available to the community.

Communication:

- Communication tools to reach all Temple Health and Temple University stakeholders are established and available for use. Appropriate marketing and outreach tools including web-based outlets and social media, email, flyers, print advertising, direct mail and signage will be utilized to communicate with our community.
- Communications, PR and Marketing teams at Jeanes Hospital and Temple Health are being used to launch the aforementioned action plans.

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

PLAN TO STRENGTHEN ENGAGEMENT IN HEALTH PROMOTING ACTIVITIES

Priority Area #2 - Plan to increase community awareness of and engagement in health promoting practices in the following areas: health screenings, activity and exercise, smoking cessation, sleep hygiene and stress/fatigue management.

Rationale: The Public Health Management Corporation's 2015 Southeastern Pennsylvania Household Health Survey of our community notes that regular health screenings can help identify health problems before they start. Early detection can improve chances for treatment and cure and help individuals to live longer, healthier lives. In the Jeanes Hospital service area, 12% of adults did not visit a health care provider in the past year; this percentage represents 48,800 adults.

The PHMC 2015 report highlights The U.S. Department of Health and Human Services' 2008 Physical Activity Guidelines for Americans which recommends that adults (ages 18-64) get 2.5 hours of moderate aerobic physical activity each week.

- About three in ten adults in the service area (29%) do not participate in any exercise, and more than one-half (53%) exercise fewer than three times each week.
- Across SEPA, 22% of adults do not exercise.
- The percentage of adults who exercise fewer than three times each week in the Jeanes Hospital service area is higher than the surrounding area.

PHMC's 2015 Southeastern Pennsylvania Household Health Survey of our community identified that the percentage of adults who smoke in the service area **does not meet** the HP 2020 goal of 12%. The percentage of smokers who have tried to quit in the past year **does not meet** the HP 2020 goal of 80%. In the Jeanes Hospital service area, 22% of adults smoke cigarettes. This represents approximately 95,700 adults. This is higher than the surrounding area: 16% of Philadelphia adults and 16% of all adults across SEPA smoke cigarettes. Within the service area, 65% of smokers have tried to quit during the past year. This is higher than in Philadelphia (61%) and SEPA as a whole (59%), but does not meet the HP 2020 goal of 80% of smokers trying to quit.

Available Resources: Jeanes Hospital will enlist outreach assistance from its healthcare professional and medical staffs to appropriately provide screenings for our community, and will market such opportunities in the service area's communities. In addition, we will survey community groups to understand reasons that a population that seems to access health care at a high rate would not pursue screenings. The hospital will make a difference in its community by offering these services to engage community, build awareness and begin to change behaviors with regard to health screenings, exercise and activity and smoking cessation.

Implementation Team:

- Jeanes Hospital Owners:
 - Karen Neale, Cardiopulmonary Services Director
 - Barbara Buford, Community Outreach Coordinator
 - Rosemarie Schlegel, Volunteer Services Director
- Jeanes Hospital's Cardiovascular Service Line Team
- Jeanes Hospital's Orthopedic Service Line Team
- Jeanes Hospital Physicians
- Jeanes Hospital Department of Nursing
- Jeanes Hospital Executive Leadership
- Jeanes Hospital Auxiliary
- Anna T. Jeanes Foundation
- Jeanes Hospital Community Advisory Board

Action Plans:

1. Incorporate screening programs into Jeanes Hospital Community Classroom Programs.
2. Collaborate with our colleagues at Fox Chase Cancer Center to increase compliance with cancer related screenings.
3. Collaborate with schools of nursing utilizing Jeanes Hospital for clinical experience to plan for blood pressure screenings.
4. Create guidelines for referral of those participating in blood pressure screening who exhibit abnormal values.
5. Incorporate health screenings into 2016 Annual Jeanes Hospital Senior Health and Wellness Fair.
6. Collaborate with marketing colleagues on a weekly "MD says" article in NE times and on Facebook.
7. Plan a Community Classroom presentation related to exercise.
8. Participate in the American Heart Association's annual Heart Walk.
9. Promote community utilization of Jeanes Hospital Walking Trail.
10. Screen all inpatients for smoking and refer all current smokers for evaluation by Pulmonary Services.
11. Survey employees to identify those who are interested in help with "quitting", either for themselves or those they care about.
12. Plan a Community Classroom program on quitting smoking.
13. Encourage participation in "Great American Smokeout."
14. Plan a Community Classroom presentation about Sleep Disorders.
15. Offer and promote Carebridge guidance seminar for stress management and fatigue.

Objectives:

- Collaborate with the Jeanes Hospital, Fox Chase Cancer Center, Temple Physicians Inc. and Temple University Physicians medical staffs and healthcare professionals to provide healthcare screenings for the communities we serve.

- Engage community groups to understand reasons that prevent patients from obtaining recommended screenings.
- Collaborate with community efforts to share information and provide opportunities for health screenings to increase the number of residents participating in recommended screenings.
- Encourage members of the hospital and community to exercise at least 3 times a week.
- Provide education on the benefits of exercise during community education and outreach.
- Encourage utilization of the campus Walking Trail with planned activities.
- Work to reduce the number of adults who report smoking (currently 12%).
- Achieves an 80% success rate for those who participate in smoking cessation interventions facilitated by Jeanes Hospital.
- Identify and intervene for community members who are experiencing sleep disorders.

Communication:

- Communication tools to reach all Temple Health and Temple University colleagues are established and available. Appropriate marketing and outreach tools including web-based outlets and social media, email, flyers, print advertising, direct mail and signage will be utilized to communicate with our community.
- Collaborate with our Jeanes Hospital and Temple Health Communications, PR and Marketing teams to launch the aforementioned action plans.

Estimated Budget: We estimate the cost of the first-year activity, including portions of hospital employee salaries, at about \$100,000.00

PLAN TO STRENGTHEN PRACTICES FOR CULTURALLY COMPETENT CARE

Priority Area #3 - Focus on the provision of culturally competent community education sponsored by Jeanes Hospital, identifying and working to reduce the impact of ethnic, cultural, linguistic and economic barriers.

Rationale: The Nielsen-Claritas Pop-Facts Database and 2010 U.S. Census reports Jeanes Hospital's service area is culturally, racially, ethnically, and linguistically diverse. One-third of Jeanes Hospital residents (36%) are White. Twenty-eight percent of the population is Black, 26% Latino, 8% Asian and 3% identify as another race. This pattern is different than the pattern in Philadelphia overall where 41% of the population is Black, 36% White, 14% Latino, 7% Asian and 3% another race.

- The percentage of White residents in the Jeanes Hospital service area is predicted to decrease from 36% to 33% by 2020. This is the only racial and ethnic group in the Jeanes Hospital area that is predicted to decrease during this time period.
- The percentage of Latino residents in the Jeanes Hospital service area is predicted to increase from 26% to 28% by 2020, which mirrors the pattern predicted for Philadelphia as a whole.

The Public Health Management Corporation's 2015 Southeastern Pennsylvania Household Health Survey of our community found that our community members discussed concerns about racial and ethnic disparities in access to care in the Jeanes Hospital service area. In this area, no one racial/ethnic group is a majority.

- A little more than one in three residents of the service area (36%) is White; this proportion is decreasing and will be 33% by 2020.
- About one in four residents (28%) is Black; one in four (26%) is Latino/Hispanic; 8% are Asian and 3% are other ethnicities.

The Latino and Asian populations in this service area are increasing. Some themes emerged that were common to multiple communities:

- Language barriers:
 - Some racial and ethnic communities experience language barriers when trying to access information, screenings, or care for cancer. Although two-thirds (66%) of the population in the service area speaks English at home, many residents speak Spanish (19%); Asian languages (6%) or other languages (10%) at home.
 - In addition to language barriers, providing written materials in the language that is spoken by the community may not be enough for all communities, because many have low levels of reading comprehension in their own language.
- Immigrant groups
 - Legal status
 - Even those who have a green card or other legal immigration status sometimes do not have access to insurance.

- Undocumented populations often fear that engaging in the medical system in any way will result in deportation, which means they often do not access screenings, diagnostic services, or care until they become very ill.
- Lack of familiarity with the medical system: Although the medical system is complex for many people to access, immigrants who are unfamiliar with everything about the US medical care system may not know where to start when obtaining needed care.

Available Resources: In our efforts to serve the needs of our diverse population, Jeanes Hospital and TUHS are committed to utilizing the following resources to strengthen our communication and educational efforts:

- Employed, Language Proficient Staff who are credentialed as Dual Role Medical Interpreters.
- Language proficient clinicians.
- Dual handset language telephones 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.
- Headset for use by the hard of hearing patients/clients.

Implementation Team:

- Jeanes Hospital Owners:
 - Rosemarie Schlegel, Volunteer Services Director
 - Lucia Tono, Continuing Medical Education Manager
 - Jon Crane, Marketing Manager
- TUHS Linguistic Services Department
 - Angel Pagan, Linguistic Services Department Director
 - Raquel Diaz, Interpreter Training Manager
- Representatives of our diverse communities
- Jeanes Hospital Department of Nursing
- Jeanes Hospital Emergency Department
- Jeanes Hospital Executive Leadership
- Jeanes Hospital Auxiliary
- Anna T. Jeanes Foundation
- Jeanes Hospital Community Advisory Board

Action Plans:

1. Plan for a “Community Classroom on the Road” targeting those communities most represented in the hospital service areas: Spanish (19%) and Asian (6%)
2. Partner with community groups that may facilitate outreach to non-English speaking communities:
 - a. St. William’s Church
 - b. Fox Chase Ministerium
 - c. Klein Life
 - d. Former ATJF grant recipients
3. Provide cultural outreach programs specific to the following communities:
 - a. Hispanic
 - b. Russian
 - c. Vietnamese
4. Create language appropriate printed materials when planning for presentations to non- English speaking populations.
5. Host multilingual outreach workshops.
6. Video-taped and web-based Community Classroom programs.

Objectives:

- To provide high quality safe care to patients with language needs including the deaf and hard of hearing.
- To educate staff and physician about the diversity of the clients/patients we serve.
- Facilitate the participation of the non-English speaking community members in hospital sponsored outreach.
- Identify community stakeholders who can assist in the development of strategies that will facilitate effective community outreach.
- To provide a comprehensive symposium on Cultural Competence with CEUs and CMEs provided. The Cultural Competence in Healthcare Symposium is designed 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. The content is 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.
- 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 population at Jeanes Hospital.
- 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.
- 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.

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.
- Communication 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, direct mail and signage.

- Communications, PR and Marketing teams at Temple Health are being used to launch the aforementioned action plans.

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.

PLAN TO ACCESS MENTAL HEALTH RESOURCES

Priority Area #4 - Improve access to mental health resources. Improve provider response to clients/patients who manifest signs of mental/emotional distress.

Rationale: The Public Health Management Corporation's 2015 Southeastern Pennsylvania Household Health Survey of our community found that one in five adults in the service area (20%, or approximately 82,000) has been diagnosed with a mental health condition. Of those with a mental health condition, more than one-third (37%) are not receiving treatment for the condition. Community meeting attendees mentioned difficulty obtaining mental and behavioral health services. They felt that people with mental health issues may not want help or know that they need help, and there are not enough adequate resources to send them to, especially psychiatrists. Mental illness and substance abuse can be long lasting (chronic). Treatment is very complex and families may not be viable enough financially to afford the cost.

The 2015 PHMC Survey also reported that about 21,600 older adults in the service area (24%) have four or more signs of depression on the CES-D 10 Item Depression Scale. About 6% of older adults in the Jeanes Hospital service area, 7,300, report speaking to friends or relatives less than once a week. This may be an indicator of social isolation, and reflects a percentage comparable to the surrounding county and region.

Available Resources: Jeanes Hospital will make a difference in its community by offering connections to access mental health resources. We will also take an introspective view of our internal provider responses to patients manifesting signs of mental/emotional distress. By engaging our community both internally and externally we aspire to heighten awareness and begin to change behaviors with regard to mental health. Jeanes Hospital plans to work in tandem with our health system colleagues at Episcopal Hospital to learn from their expertise and experience. We will also provide meeting space on campus to support developed programs.

Implementation Team:

- Jeanes Hospital Owners:
 - Monica Kolb, Chaplain
 - Jeff Grand, Jeanes Hospital Staff Psychologist
- Jeanes Hospital Department of Nursing
- Jeanes Hospital Emergency Department
- Jeanes Hospital Executive Leadership
- Jeanes Hospital Auxiliary
- Anna T. Jeanes Foundation
- Jeanes Hospital Community Advisory Board

Action Plans:

1. Develop handout for Jeanes Hospital Emergency Department to give with available community resources.
2. Review current suicide screening tools.
3. Plan for “Feeling Blue?” Community Classroom program in fall 2016.
4. Develop partnership with Feast of Justice (Holy Family University students) for an educational program.
5. Present the following 2 annual programs at Jeanes Hospital
 - a. “Coping with the Holidays”
 - b. “The Longest Night”
6. Develop partnership with St. Timothy’s Lutheran Church on GRASP (Grief Response After Substance Passing) for those who have lost loved ones to substance abuse.
7. Aspire to provide an offering of local support groups for our community.
8. Work with our primary care offices on a Depression Screening Tool.

Objectives:

- Increase community knowledge of mental health resources and access to mental health care.
- Provide information in user friendly formats via resource manuals, website links and participation in community health fairs.
- Partner with other community mental health providers to distribute information about mental health resources and increasing access to mental health care.
- Conduct educational programs on mental/emotional distress related topics.

Communication:

- Communication tools to reach all Temple Health and Temple University internal stakeholders are established and available for use. Appropriate marketing and outreach tools including web-based outlets and social media, email, flyers, print advertising, direct mail and signage will be utilized to communicate with our community.
- Communications, PR and Marketing teams at Jeanes Hospital and Temple Health are being used to launch the aforementioned action plans.

Estimated Budget: We estimate the cost of the first-year activity, including portions of hospital employee salaries, at about \$100,000.00.

PLAN TO IMPROVE THE MANAGEMENT OF CHRONIC DISEASE

Priority Area #5 - Develop strategies to improve the management of chronic disease states including:

- **Hypertension**
- **Cardiovascular disease**
- **Congestive heart failure**
- **Cardiac dysrhythmias**
- **Diabetes mellitus**
- **Neurodegenerative diseases**

Rationale: The Public Health Management Corporation's 2015 Southeastern Pennsylvania Household Health Survey of our community found that one-third of all adults (18+) in the Jeanes Hospital service area (33%, or 155,200 adults) have been diagnosed with high blood pressure. This does not meet the HP 2020 goal of 27%. Among adults with high blood pressure in the service area, 8% report not taking all or nearly all of their medication all of the time. Two-thirds of older adults age 65+ in the service area (66%) have high blood pressure.

The 2015 PHMC Survey also reported that about 66,100 adults in the Jeanes Hospital service area, 16%, have been diagnosed with diabetes. This is comparable to Philadelphia as a whole, 15%, and higher than SEPA overall (13%). Three in ten older adults age 60+ in the service area (31%) have diabetes; this represents 29,800 older adults.

Available Resources: Jeanes Hospital offers leadership, staff support, meeting space, office and educational outreach opportunities. Jeanes Hospital has an engaged medical staff with clinical expertise that is willing to present free educational programs to the community. The hospital can make a difference in its community by promoting this expertise to engage community, build awareness and begin to change behaviors in the management of these chronic disease states.

Implementation Team:

- **Jeanes Hospital Owners:**
 - Kate Micucci, Clinical Resource Management Director
 - Cecelia McGinley, Transitional Care Coordinator
 - Dave Owens, Temple Health at Home Director
- **Jeanes Hospital Clinical Resource Management Department**
- **Jeanes Hospital Medical Staff**
- **Jeanes Hospital Department of Nursing**
- **Jeanes Hospital Emergency Department**
- **Jeanes Hospital Executive Leadership**
- **Jeanes Hospital Auxiliary**
- **Anna T. Jeanes Foundation**
- **Jeanes Hospital Community Advisory Board**

Action Plans:

1. Present Jeanes Hospital Community Classroom programs focused on the management of chronic diseases.
2. Focus marketing efforts on bringing more community members to Jeanes Hospital's Community Classroom programs to learn about the management of chronic diseases.
3. Benefit hospital employees, physicians, volunteers, and visitors by posting schedule of Community Classroom events and utilizing E-news Daily for on-campus communication.
4. All patients discharged to home will receive a follow-up phone call within 48 hours.
5. Establish a multi-disciplinary Readmission Review Committee at Jeanes Hospital.
6. Review all patients readmitted within 30 days after discharge screening for barriers that may have caused their return.
7. Utilize Community Health Worker to address identified barriers to prevent further readmissions. Clinical issues are to be escalated to Transitional Care Coordinator.
8. Provided resources for quitting smoking to all inpatients who smoke cigarettes. Call all patients with a history of smoking 15 days after discharge to assess their smoking cessation efforts. Encourage patients again to quit and provide resources.
9. Contact all inpatient surgical patients are discharge to follow iCOUGH initiative and encourage use of incentive spirometer, ambulation and performing good mouth care.
10. Meet with all CHF patients to provide education utilizing CHF teaching material booklet developed at Jeanes Hospital (available in both English and Spanish.)
11. Temple Health at Home team members will educate patients on community supports and resources available.

Objectives:

- Collaborate with Community Classroom Planning Committee to conduct educational programs on hypertension, CHF, cardiac dysthymias, diabetes mellitus and neurodegenerative diseases as part of community education and outreach.
- Collaborate with colleagues to prevent readmissions to Jeanes Hospital.
- Eliminate barriers that potentially cause hospital readmissions.
- Increase smoking cessation awareness as well as provide resources for patients willing to quit.
- Increase awareness of community resources to for our patients at Jeanes Hospital.

Communication:

- Our Communications, PR and Marketing teams at Jeanes Hospital and Temple Health are working with us to heighten awareness using outreach tools including web-based outlets and social media, email, flyers, print advertising, direct mail and signage.

Estimated Budget: We estimate the cost of the first-year activity, including portions of hospital employee salaries, at about \$100,000.00.

APPROACH TO UNMET NEEDS

Access to Health Insurance. Jeanes Social Services Departments 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.

Access to Primary and Preventative Care. As a community hospital, Jeanes does not have the resources to address the comprehensive primary care needs in our community. However, as a member of the Temple University Health System family of hospitals and physicians, we will work with our affiliates to strengthen access to primary care and preventative services. 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.

PLANNING FOR A HEALTHIER POPULATION

Jeanes Hospital is committed to improving the health of the communities we serve by prevailing over cancer. 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 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 health priorities of the Philadelphia and Pennsylvania Departments of Health.

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 many communities we serve.

In partnership with community organizations, other health providers, the City of Philadelphia, the Commonwealth of Pennsylvania 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.