Hackensack Meridian *Health*

RIVERVIEW MEDICAL CENTER

2020-2022 COMMUNITY HEALTH IMPROVEMENT PLAN

INTRODUCTION

Between September 2018 and June 2019, Hackensack Meridian *Health* Riverview Medical Center (RMC), as part of Hackensack Meridian *Health's* (HMH) network of hospitals and medical centers statewide, conducted a comprehensive Community Health Needs Assessment (CHNA). The assessment included an extensive review of quantitative data, information gathered through a robust household survey, and qualitative information from community stakeholders. During this process, RMC made substantial efforts to engage administrative and clinical staff, including senior leadership. A detailed review of the CHNA approach, data collection methods, community engagement activities, and findings are included in RMC's 2019 CHNA Report.

Once RMC's CHNA activities were completed, HMH facilitated a series of strategic planning sessions with community health stakeholders, community residents, and leadership/staff from RMC and HMH. These sessions allowed participants to:

- Review the quantitative and qualitative findings from the CHNA
- Prioritize the leading community health issues
- Discuss segments of the population most at-risk (Priority Populations)
- Discuss community health resources and community assets

After this meeting, RMC and HMH staff/leadership continued to work internally and with community partners to develop Riverview Medical Center's 2020-2022 Community Health Improvement Plan (CHIP).

COMMUNITY HEALTH PRIORITIES AND AREAS OF OPPORTUNITY

In August 2019, RMC took part in a regional prioritization process with other Hackensack Meridian *Health* hospitals in the Central Region. Professional Research Consultants, Inc. (PRC) presented key findings from the CHNA, highlighting the significant health issues identified from the research for the region. Following the data review, PRC answered questions about the data findings.

Meeting attendees were then asked to help prioritize areas of opportunity in the Central Region. Using a wireless audience response system, each participant was able to register their votes for their "top 3" areas of opportunity using a remote keypad. The group identified four regional priorities:

Behavioral Health	Chronic & Complex Conditions	Wellness & Prevention (Risk Factors)	Social Determinants of Health & Access to Care

Below is a listing of sub-priorities within each priority area. Sub-priorities were determined based on areas of opportunity uncovered through the CHNA process.

Behavioral Health, including:

- Mental health
    - Depression
    - Suicide
- Substance abuse
    - Unintentional drug related deaths
    - Illicit drug use
    - Drinking and driving
    - Vaping

Chronic & Complex Conditions, including:

- Heart disease and stroke
- Diabetes and pre-diabetes
- Cancer
- Potentially disabling conditions
- Septicemia

Wellness & Prevention (Risk Factors), including:

- Overweight/obese adults and children
- Fruit/vegetable consumption
- Sedentary lifestyle (children)
- Screen time

Social Determinants of Health and Access to Care, including:

- Poverty and employment
- Transportation
- Access to healthy foods
- Domestic violence
- Barriers to accessing care
- Access to routine medical care for adults

PRIORITY POPULATIONS

Riverview Medical Center is committed to improving the health status of all residents living in their service area. However, based on the assessment's quantitative and qualitative findings, there was agreement that the CHIP should prioritize certain demographic and socio-economic segments of the population that have complex needs or face especially significant barriers to care. Four priority populations were identified:

Children & Families	Older Adults	Low Resource Individuals & Families	Racially/Ethnically Diverse Populations & Non-English Speakers

COMMUNITY HEALTH IMPROVEMENT STRATEGIC FRAMEWORK

The following defines the types of programmatic strategies and interventions that were applied in the development of the Community Health Improvement Plan.

- **Identification of Those At-Risk (Outreach, Screening, Assessment, and Referral):** Screening and assessment programs reduce the risk of death or ill health from a specific condition by offering tests to help identify those who could benefit from treatment. A critical component of screening and referral efforts is to provide linkages to providers, treatment, and supportive services should an issue be detected.

- **Health Education and Prevention:** Initiatives that aim to prevent disease or injury before it ever occurs by reducing risks, preventing exposures to hazards, or altering unhealthy behaviors. Programs might include targeted efforts to raise awareness about a particular condition or provide information on risk and protective factors.

- **Behavior Modification and Disease Management:** Evidence-based behavioral modification and/or chronic disease management programs that encourage individuals to manage their health conditions, change unhealthy behaviors, and make informed decisions about their health and care.

- **Care Coordination and Service Integration:** Initiatives that integrate existing services and expand access to care by coordinating health services, patient needs, and information.

- **Patient Navigation and Access to Care:** Efforts which aim to help individuals navigate the health care system and improve access to services when and where they need them.

- **Cross-Sector Collaboration and Partnership:** Includes collaborations, partnerships, and support of providers and community organizations across multiple sectors (e.g., health, public health, education, public safety, and community health).

RESOURCES COMMITTED TO COMMUNITY HEALTH IMPROVEMENT

To execute the strategies outlined in this CHIP, RMC will commit direct community health program investments and in-kind resources of staff time and materials. RMC may also generate leveraged funds through grants from public and private sources on behalf of its own programs or services, and on behalf of its community partners.

PRIORITY AREA 1: BEHAVIORAL HEALTH

Goal: **A community where all residents have access to high quality behavioral health care, and experience mental wellness and recovery**

OBJECTIVES

- Support efforts to reduce stigma associated with mental health and substance use issues
- Continue to provide community education and awareness of substance use/misuse and healthy mental, emotional, and social health
- Continue to conduct universal mental health and substance use screenings in patient-care settings
- Support opportunities to prevent and reduce the misuse of drugs and alcohol
- Strengthen existing – and explore new – community partnerships to address mental health and substance use

STRATEGIES

Identification of Those At-Risk (Outreach, Screening, Assessment, Referral)

- Conduct universal mental health and substance use screenings in patient-care settings

Health Education and Prevention

- Conduct or support Mental Health First Aid trainings in targeted community-based settings to raise awareness, reduce stigma, and educate residents and service providers about mental health and substance use
- Support Stigma Free Communities to raise awareness and reduce the stigma associated with mental health and substance use issues
- Organize free lectures and educational seminars, conducted by hospital clinical and non-clinical staff, related to mental health and substance use issues in targeted community-based settings
- Conduct and support e-cigarette and vaping control and prevention efforts

Behavior Modification and Disease Management

- Support integrative wellness programs in school-based settings to address stress, depression, and anxiety and to promote wellness
- Implement and support evidence-based prevention and cessation programs geared toward reducing vaping and e-cigarette use

Patient Navigation and Access to Care

- Support mental health and substance use support groups for those with or recovering from mental health or substance use and their family/friends/caregivers

Cross-Sector Collaboration and Partnership

- Participate in local and regional health coalitions and taskforces to promote collaboration, share knowledge, and coordinate community health improvement activities

SAMPLE OUTCOMES / MEASURES OF SUCCESS

- Number of mental health screenings
- Number of Mental Health First Aid trainings offered and number of attendees
- Number of lectures/seminars offered and number of attendees
- Number of tobacco/e-cigarette prevention and cessation efforts and number of individuals reached
- Number of integrative wellness programs offered and number of students engaged
- Number of support groups offered and number of attendees
- Number of coalition/task force meetings attended

PARTNERS

- Community-based partners (e.g., schools, senior centers, social services, providers)
- Municipal and County leadership
- Municipal and County departments focused on behavioral health
- Law enforcement and first responders
- Local task forces, coalitions, and community health partnerships

PRIORITY AREA 2: CHRONIC & COMPLEX CONDITIONS

Goal: All residents will have access to chronic disease education, screening, and management services to achieve an optimal state of wellness

OBJECTIVES

- Continue to screen adults for chronic and complex conditions and risk factors in community-based settings, and refer those at-risk to appropriate services
- Continue to support community education and awareness of chronic and complex conditions
- Continue to monitor and coordinate care for adults with chronic/complex conditions

STRATEGIES

Identification of Those At-Risk (Outreach, Screening, Assessment, Referral)

- Conduct or support chronic/complex conditions screening programs in clinical and non-clinical settings through wellness fairs or stand-alone screening events
  - *Wellness screenings (Blood pressure, pulse, total cholesterol, total glucose, BMI, stroke risk assessment)*
  - *Vascular screenings (Blood pressure, BMI, ABI, AAA measurement, EKG, carotid ultrasound)*
  - *Diabetic retinopathy screenings*
  - *Memory screenings*
  - *Cancer screenings (Skin, colorectal, lung)*
  - *Visual acuity screenings*
  - *Bone density screenings*
  - *Hearing screenings*
  - *Balance screenings*

Health Education and Prevention

- Support free lectures and educational seminars, conducted by hospital clinical and non-clinical staff, related to chronic/complex conditions in targeted community-based settings
- Support faith-based outreach initiatives that focus on engaging diverse communities through wellness fairs and educational programs
- Provide education on septicemia prevention, identification, and treatment in patient-care and community-based settings

Behavior Modification and Disease Management

- Support evidence-based behavior change and self-management support programs
    - *Take Control of Your Health – Diabetes Self Management, Tomando Control de su Salud, Cancer Thriving and Surviving*
    - *A Matter of Balance*

Patient Navigation and Access to Care

- Support case management and patient navigation programs to support those with chronic/complex conditions and their caregivers

- Offer support groups for individuals with chronic/complex conditions, those affected by the loss of a loved one, and caregivers

Cross-Sector Collaboration and Partnership

- Participate in local and regional health coalitions and task forces to promote collaboration, share knowledge, and coordinate community health improvement activities related to chronic/complex conditions

SAMPLE OUTCOMES / MEASURES OF SUCCESS

- Number of screenings events held and number of individuals screened
- Number of individuals referred to treatment or support after screening
- Number of lectures/seminars offered and number of attendees
- Number of faith-based outreach initiatives and number of individuals engaged
- Number of behavior change/self-management programs offered and number of attendees
- Number of individuals engaged in case management and patient navigation programs
- Number of support groups offered and number of participants
- Number of task forces/coalition meetings attended
- Results of pre- and post- tests to measure changes in knowledge, attitudes, behaviors, and health outcomes

PARTNERS

- Community-based partners (e.g., schools, churches, senior centers, social services, providers)
- Municipal and County leadership
- Municipal and County departments focused on chronic and complex conditions
- Local task forces, coalitions, and community health partnerships

PRIORITY AREA 3: WELLNESS & PREVENTION (RISK FACTORS)

Goal: **All residents will have the tools and resources to recognize and address risk factors that impact health and wellbeing**

OBJECTIVES

- Continue to provide education and counseling regarding wellness, health promotion, risk factors, and healthy behaviors
- Support efforts to improve maternal and infant health

STRATEGIES

Identification of Those At-Risk (Outreach, Screening, Assessment, Referral)

- Promote screening for BMI along with counseling for physical activity and nutrition

Health Education and Prevention

- Continue to offer and support prevention, education, and wellness programs that educate individuals on lifestyle changes and make referrals to appropriate community resources
  - *Healthy cooking demonstrations*
    Stop the Bleed
  - *Are You Getting A Good Nights Sleep?*
  - *Pawsitive Action Team*

- Provide free or low-cost parenting and/or caregiver education and support programs to enhance knowledge, skills, and confidence
  - *Car Seat Safety*
  - *SafeSitter*
  - *Support groups*
  - *Bike Helmet Safety*
  - *Breastfeeding/Lactation*

Behavior Modification and Disease Management

- Support active living programs that promote opportunities for individuals to be active
  - *YMCA Healthy Kids Day*
  - *Safe Routes to School*
  - *Senior fitness events*
  - *Social Communities Activities Network (SCAN)*

- Support programs in community-based settings that enhance access to nutritious and affordable foods
    - *Local farmer's markets*
    - *Local community gardens*

- Support cooking demonstrations and workshops that educate people on healthy eating and food preparation

Cross-Sector Collaboration and Partnership

- Participate in local and regional coalitions and task forces to promote collaboration, share knowledge, and coordinate community health improvement activities related to wellness and prevention

SAMPLE OUTCOMES / MEASURES OF SUCCESS

- Number of BMI screenings offered and number of individuals counseled
- Number of prevention, wellness, and educational programs offered and number of attendees
- Number of parenting/caregiver educational programs offered and number of attendees
- Number of individuals engaged in active living programs
- Resources provided for programs that enhance access to nutritious/affordable foods
- Number of cooking demonstrations/workshops and number of attendees
- Number of task forces/coalition meetings attended
- Results of pre- and post- tests to measure changes in knowledge, attitudes, behaviors, and health outcomes

PARTNERS

- Community-based partners (e.g., schools, senior centers, social services, providers)
- Municipal and County leadership
- Municipal and County departments focused on wellness and prevention
- Local task forces, coalitions, and community health partnerships

PRIORITY AREA 4: SOCIAL DETERMINANTS OF HEALTH & ACCESS TO CARE

Goal: **All individuals will have the opportunity to be as healthy as possible, regardless of where they live, work, or play**

OBJECTIVES

- Support plans, programs, and policies that address barriers to achieving optimal health
- Support efforts that increase access to low cost healthy foods
- Support workforce development programs
- Support individuals to enroll in health insurance and public assistance programs
- Address common barriers to accessing health care
- Promote detection, education, and prevention of domestic and interpersonal violence

STRATEGIES

Identification of Those At-Risk (Outreach, Screening, Assessment, Referral)

- Implement or support programs that screen for the social determinants of health and make appropriate referrals to community-based resources
- Support screenings for domestic and interpersonal violence and provide referrals to community resources

Behavioral Modification and Disease Management

- Support community partners that address barriers associated with the social determinants of health
- Support workforce development and pipeline programs to provide job and career opportunities for community residents

Patient Navigation and Access to Care

- Provide information on where and how to access community resources
- Continue to offer health insurance enrollment counseling and assistance and patient navigation support services
- Maintain a health resources inventory for residents and community organizations that identifies resources to address social determinants of health

- Support innovative solutions to address leading barriers to care
    - *Convenient care (urgent care, RediClinic, telehealth)*
    - *Co-located clinics*
    - *Family Health Centers*
    - *Parker Family Health Center*

- Provide cultural competency and health literacy trainings for hospital clinicians and staff

Cross-Sector Collaboration and Partnership

- Participate in local and regional health coalitions and taskforces to promote collaboration, share knowledge, and coordinate community health improvement activities

- Support efforts to enhance access to affordable and reliable forms of transportation
    - *EZ-Ride partnership*
    - *Free hospital transportation*

- Support food banks and other programs that address food insecurity

SAMPLE OUTCOMES / MEASURES OF SUCCESS

- Number of community partners supported and the resources/support provided to them
- Number of screenings for domestic and interpersonal violence and number of referrals made
- Resources devoted to workforce/pipeline programs and number of individuals engaged
- Number of individuals counseled regarding enrollment in health insurance or public assistance programs
- Resources provided to improve access to care
- Number of cultural competency/health literacy trainings and number of attendees
- Number of task forces/coalition meetings attended
- Resources devoted to improving access to transportation
- Number of food bank/food insecurity programs supported and the resources/support provided to them

PARTNERS

- Community-based partners (e.g., schools, senior centers, food banks, clinics)
- Municipal and County leadership
- Municipal and County departments focused on social determinants of health and access to care
- Local task forces and coalitions