

JFK Johnson Rehabilitation Institute



Hackensack Meridian
JFK Johnson
Rehabilitation Institute

Community Health Improvement Plan 2026-2028

JFK Johnson Rehabilitation Institute

The Leader in Providing Quality Rehabilitation Care

JFK Johnson Rehabilitation Institute (JFK-JRI) is nationally ranked as a Top Rehabilitation Hospital in the Country by *U.S. News & World Report*. Our 94-bed hospital in Edison, New Jersey, offers the state's most comprehensive rehabilitation services to restore function and quality of life to those with physical impairments or disabilities. For nearly 50 years, we have provided a complete array of inpatient and outpatient services to help you reach your optimal function and independence.

Patients who require an inpatient (hospital-level) stay are cared for by a team of diverse specialists, all under one roof. We are attached to JFK University Medical Center for access to emergency care, neurology, pulmonology, cardiology and other services, if needed. Our experienced social work staff help ensure a safe discharge home or other community setting that would allow you to seamlessly continue your recovery.

Our outpatient team provides one-on-one patient sessions focused on improving your function and giving you the tools you need to progress at home. We conduct evaluations and provide treatment for a variety of conditions and impairments, while also helping patients who were recently discharged from our inpatient program.

About Hackensack Meridian Health - Keep Getting Better

Hackensack Meridian Health is a leading not-for-profit health care organization and New Jersey's largest, most comprehensive, and integrated health network. Our network includes 18 hospitals, more than 500 patient care locations, and a complete range of services from innovative research and life-enhancing care to lifesaving air medical transportation. Our 38,000 team members and 7,000 physicians are committed to the health and well-being of the communities we serve, making *Hackensack Meridian Health* a distinguished leader in healthcare philanthropy.

CHNA Background

In alignment with the Affordable Care Act (ACA), the Internal Revenue Service (IRS) and applicable federal requirements for not-for-profit hospitals, *Hackensack Meridian Health* JFK -JRI completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the *Hackensack Meridian Health* Board of Directors on December 10, 2025.

The JFK -JRI 2022 CHNA was conducted by Professional Research Consultants, Inc. (PRC) for *Hackensack Meridian Health* to identify the health needs within the hospital's service area. The assessment incorporates data from multiple sources, including primary research (through the PRC Community Health Survey and PRC Online Key Informant Survey) as well as secondary research (vital statistics and other existing health-related data). To supplement the other data collections, *Hackensack Meridian Health* engaged Moxley Public Health to conduct primary data collection through qualitative focus groups with community members from priority populations. The purpose of these focus groups was to gather qualitative insights into community health priorities, access to and utilization of health care services, maternal and infant health, and perspectives on care for all.

In addition to assessing health indicators, the 2025 CHNA took a close look at social drivers of health (SDoH) such as food insecurity, housing, transportation, education, and other factors.

The complete CHNA report can be found at <https://www.hackensackmeridianhealth.org/en/About-Us/community-health-needs-assessment>

Determining Community Health Priorities

Hackensack Meridian Health conducted virtual community forums in the Northern, Central, and Southern regions of the network service areas with representatives from each hospital and key community stakeholders during July 2025. During the forums, an overview of the findings from the 2025 CHNA report for each region was shared by PRC, Inc. In reviewing the data from the 2025 CHNA, it is evident that the priorities identified in 2022 remain pressing needs. Following the data presentation, HMH Leadership presented the proposed framework for this CHIP and led the prioritization discussion in the breakout groups. Sixty three people participated in the Central Region Community Partner Forum on July 16, 2025 representing agencies and institutions throughout the region, representing diverse perspectives.

The final priority areas are – **Mental Wellbeing, Healthy Living, and Access to Care**.

Prioritized Health Needs Summary



	2022 Priority Areas		2025 Priority Areas	2025 Hospital-Specific Sub-priorities
Mental Wellbeing <i>Behavioral Health Mental Health Substance Use Stress</i>	 Indicators continue negative trend	Mental Wellbeing <i>Behavioral Health Mental Health Substance Use Stress</i>	<i>Sub-priority A Sub-priority B Sub-priority C</i>	
Healthy Living <i>Chronic & Complex Conditions prevention and awareness Nutrition, Physical Activity, and Weight</i>	 Indicators continue negative trend	Healthy Living <i>Chronic & Complex Conditions prevention and awareness Nutrition, Physical Activity, and Weight</i>	<i>Sub-priority A Sub-priority B Sub-priority C</i>	
Access to Care <i>Health Insurance Transportation Availability/Capacity of Providers</i>	 Indicators continue negative trend	Access to Care <i>Health Insurance Transportation Availability/Capacity of Providers</i>	<i>Sub-priority A Sub-priority B Sub-priority C</i>	

Community Health Improvement Plan (CHIP)

The intent of our CHIP is to be responsive to community needs and expectations and create a plan that can be effectively executed to leverage hospital and network resources, as well as community partners.

A CHIP is a dynamic rather than a static plan and should be modified and adjusted as external environmental factors change, including market conditions, availability of community resources, and engagement from community partners. Furthermore, a CHIP should build on and leverage prior success while simultaneously adjusting strategies and actions as obstacles are encountered.

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

- **Prevention and Awareness:** Health promotion and disease prevention programs focus on keeping people healthy. These initiatives aim to engage and empower individuals and communities to choose healthy behaviors and make changes that reduce the risk of developing chronic diseases and other morbidities.
- **Build Capacity:** Efforts which aim to help individuals navigate the healthcare system and improve access to services when and where they need them.
- **Strengthen Community Partnership:** Includes collaborations, partnerships, and support of providers and community organizations across multiple sectors.

Significant Health Needs That Will Not Be Addressed

JFK-JRI acknowledges the wide range of health issues that emerged from the 2022 CHNA process. It is important to note that there are community health needs identified through JFK-JRI's 2022 CHNA process that were not prioritized for inclusion in this CHIP. As a specialty rehabilitation hospital, JFK-JRI's CHIP includes priorities from the 2025 CHNA that are the most pressing and under-addressed, and within its ability to influence. Therefore, the priority area of Mental Wellbeing, while a network-wide priority, is not included as a priority area for JFK-JRI. Additionally, the following sub-priorities of Healthy Living and Access to Care were identified in the 2025 CHNA process for JRI at OUMC, but are not prioritized for this CHIP:

- Healthy Living:
 - Cancer- (Leading Cause of Death, Prostate Cancer Incidence)
 - Diabetes- (Prevalence of Borderline/Pre-Diabetes)
 - Injury and Violence- (Unintentional Injury Deaths, Homicide Deaths)
 - Respiratory Disease- (Asthma Prevalence- Children)
 - Nutrition, Physical Activity and Weight- (Overweight & Obesity- Adults and Children)
 - Tobacco Use- (Cigarette Smoking in the Home, Use of Vaping Products)
 - Housing- (Housing Insecurity)
- Access to Care:
 - Barriers to Access - (Cost of Physician Visits, Cost of Prescriptions, Inconvenient Office Hours, Culture/Language, Lack of Transportation)
 - Lack of Financial Resilience
 - Ratings of Local Health Care
 - Skipping/Stretching Prescriptions
 - Emergency Room Utilization

Because JFK-JRI is a specialty hospital, these priorities are outside the bandwidth of the organization, rendering them outside of JFK-JRI's feasibility of having an impact in the short or long term. JFK-JRI remains open and willing to continue to work with hospitals across the HMH network and other public and private partners to address issues impacting mental wellbeing and other facets of health and wellbeing as opportunities arise.

Priority Area: Healthy Living

The 2025 CHNA for JFK -JRI identified the following sub-priorities within the Healthy Living priority area. Sub-priorities were determined based on areas of opportunity uncovered through the CHNA process.

Sub-priorities identified from the 2025 CHNA:

- Heart Disease and Stroke- (Leading Cause of Death, Stroke Prevalence, High Blood Cholesterol Prevalence)
- Disabling Conditions- (Caregiving)

Priority Area: Healthy Living Goal: All people will have access to chronic disease education, screening, and management services to achieve an optimal state of wellness		
	Objectives	Strategies/ Action Steps
Prevention and Awareness	<ul style="list-style-type: none"> • Equip individuals with the tools to understand chronic health conditions • Build a healthier, more resilient community 	<ul style="list-style-type: none"> • Organize lectures/trainings related to chronic health conditions
Build Capacity	<ul style="list-style-type: none"> • Enhance ability to deliver care with greater impact and efficiency 	<ul style="list-style-type: none"> • Offer care delivery options • Bridge the gap between acute and ambulatory services ensuring a seamless transition of care
Strengthen Community Partnerships	<ul style="list-style-type: none"> • Leverage partnerships for collective impact 	<ul style="list-style-type: none"> • Increase, strengthen and evaluate partnerships with state and local community-based organizations

Priority Area: Access to Care

The 2025 CHNA for JFK -JRI identified the following sub-priorities within the Access to Care priority area. Sub-priorities were determined based on areas of opportunity uncovered through the CHNA process.

Sub-priorities identified from the 2025 CHNA:

- Barriers to Access- (Appointment Availability, Difficulty Finding a Physician)

Priority Area: Access to Care		
Goal: To ensure all community members can achieve their full health potential		
	Objectives	Strategies/ Action Steps
Build Capacity	<ul style="list-style-type: none"> • Enhance ability to deliver care with greater impact and efficiency 	<ul style="list-style-type: none"> • Offer care delivery options • Bridge the gap between acute and ambulatory services ensuring a seamless transition of care
Strengthen Community Partnerships	<ul style="list-style-type: none"> • Leverage partnerships for collective impact 	<ul style="list-style-type: none"> • Increase, strengthen and evaluate partnerships with state and local community-based organizations

Alignment with New Jersey State Health Improvement Plan

Health needs identified in the CHNA research were confirmed by community stakeholders and refined through collaborative discussion. Local concerns were then aligned with the statewide health priorities in the **New Jersey State Health Improvement Plan (2020)**. This approach ensures priority areas reflect local concerns and community-generated strategies for action while establishing a connection to statewide initiatives.

Next Steps

Community health improvement requires collaboration among community-based organizations, policy makers, funders, and many other partners. A CHIP is a dynamic guide to move from data to action, to coordinate community resources, and to measure progress as a community. The JFK-JRI CHIP outlines specific actions to address our community's most pressing health needs. We invite your partnership as we monitor and share our progress toward these efforts during the 2026-2028 reporting cycle. For more information about JFK -JRI's community health improvement initiatives, please visit <https://www.hackensackmeridianhealth.org/en/About-Us/community-health-needs-assessment>