

Johnson Rehabilitation Institute at Ocean University Medical Center



Hackensack Meridian
Johnson Rehabilitation Institute
at Ocean University Medical Center

Community Health Improvement Plan 2026-2028

Johnson Rehabilitation Institute at Ocean University Medical Center

Hackensack Meridian Johnson Rehabilitation Institute at Ocean University Medical Center (JRI at OUMC) is a 40-bed acute rehabilitation hospital. Our goal is to provide the highest quality care that is human-centered, accessible and affordable. We strive to deliver the best possible outcomes that matter the most to our patients with excellence as our standard. We are one of the region's premier rehabilitation hospitals, fully accredited by the Joint Commission and the Commission on Accreditation of Rehabilitation Facilities.

Nationally certified for quality treatment and care. Our rehabilitation facility is licensed by the State of New Jersey and accredited by the Commission on Accreditation of met rigorous quality standards in all areas of our operations and patient care. Based on the last inpatient CARF triennial Rehabilitation Facilities (CARF) and Joint Commission, meaning we've met rigorous quality standards in all areas of our operations and patient care. Based on the last inpatient CARF triennial (recurring every three-years) accreditation in 2023, our Institute was awarded accreditation in the following:

- Inpatient Rehabilitation Adult Program
- Inpatient Rehabilitation Adult Brain Injury Specialty Program
- Inpatient Rehabilitation Adult Stroke Specialty Program
- Outpatient Adult Medical Rehabilitation Specialty 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 JRI at OUMC completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Hackensack Meridian Health Board of Directors on December 10, 2025.

The JRI at OUMC 2025 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 two people participated in the Southern Region Community Partner Forum on July 17, 2025 representing agencies and institutions throughout the region, representing diverse perspectives.

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

Prioritized Health Needs Summary



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

JRI at OUMC acknowledges the wide range of health issues that emerged from the 2025 CHNA process. It is important to note that there are community health needs identified through JRI at OUMC's 2025 CHNA process that were not prioritized for inclusion in this CHIP. As a specialty rehabilitation hospital, JRI at OUMC'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 JRI at OUMC. 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, Cancer deaths, including lung and colorectal cancer deaths, lung cancer incidence, cancer prevalence)
 - Diabetes-(Kidney Disease Deaths)
 - Disabling Conditions-(activity limitations)
 - Nutrition, Physical Activity, and Weight- (low food access, access to recreation/fitness facilities, overweight & obesity-adults)
 - Respiratory Disease-(pneumonia/Influenza deaths, asthma prevalence)
 - Tobacco Use(use of vaping products)
- Access to Care:
 - Primary Care Physician Ratio
 - Emergency Room Utilization

Because JRI at OUMC is a specialty hospital, these priorities are outside the bandwidth of the organization, rendering them outside of JRI at OUMC's feasibility of having an impact in the short or long term. JRI at OUMC 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 JRI at OUMC 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 & Stroke-(Leading cause of death, HD deaths, HD Prevalence, HBC prevalence and overall cardiovascular risk)
- Injury & Violence- (Falls 45+)

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

Priority Area: Access to Care

The 2025 CHNA for JRI at OUMC 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 (lack of transportation)

Priority Area: Access to Care		
Goal: To ensure all community members can achieve their full health potential		
	Objectives	Strategies/ Action Steps
Prevention and Awareness	<ul style="list-style-type: none"> • Reduce common barriers to accessing health care 	<ul style="list-style-type: none"> • Screen for health related Social Drivers of Health (SDOH) to provide referrals and community based resources • Address Social Drivers of Health (SDOH) to reduce health disparities and improve population outcomes.
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 JRI at OUMC 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 JRI at OUMC's community health improvement initiatives, please visit <https://www.hackensackmeridianhealth.org/en/About-Us/community-health-needs-assessment>