



# **Community Health Needs Assessment Implementation Strategy**

**2013**

## COMMUNITY HEALTH NEEDS ASSESSMENT OVERVIEW

Trinitas Regional Medical Center Regional Medical Center is a not-for-profit health care facility that serves residents in the community surrounding Elizabeth, New Jersey which is located within Union County. Trinitas Regional Medical Center was established in 2000, following the consolidation of St. Elizabeth Hospital and Elizabeth General Medical Center. The full-service healthcare facility treats over 17,000 inpatients annually, 50,000 emergency patients, and several hundred thousand outpatients. Trinitas Regional Medical Center has 531 beds, including a 120-bed long-term care center and operates on two main campuses 1) Williamson St. Campus and 2) New Point Campus.

Trinitas Regional Medical Center led a comprehensive Community Health Needs Assessment to evaluate the health needs of individuals living in the hospital service area surrounding Elizabeth, New Jersey which is located within Union County. The purpose of the assessment is to gather information about local health needs and health behaviors. The assessment examined a variety of indicators including risky health behaviors (alcohol use, tobacco use, etc.) as well as chronic health conditions (diabetes, heart disease, etc.). Trinitas Regional Medical Center conducted the CHNA in partnership with the Community Health Alliance of North Central (CHANCe) New Jersey, a collaboration of nine hospitals and health systems in Central and Northwest New Jersey. The Medical Center worked with its partners in Union County to review regional results and prioritize county-wide health needs.

Trinitas Regional Medical Center contracted with Holleran, an independent research and consulting firm located in Lancaster, Pennsylvania, to conduct research in support of the CHNA. Holleran has 21 years of experience in conducting public health research and community health needs assessments. The CHNA was comprised of both quantitative and qualitative research components as outlined below.

### Secondary Statistical Data

Secondary Statistical Data depicting population and household statistics, education and economic measures, morbidity and mortality rates, incidence rates, and other health statistics for Union County was compiled and reviewed along with primary research.

### Household Telephone Survey

A statistical Household Telephone Survey modeled after the Centers for Disease Control and Prevention's (CDC) Behavioral Risk Factor Surveillance System (BRFSS) was conducted with 621 randomly-selected community residents in the Trinitas Regional Medical Center's service area to assess health status, health risk behaviors, preventive health practices, and healthcare access.

## Key Informant Study

Community engagement and feedback was an integral part of the CHNA process. In order to gain greater perspective of health disparities in one of its most disparate communities, Trinitas Regional Medical Center sought community input through Key Informant Interviews with 16 community leaders in Elizabeth, New Jersey. Public health and healthcare professionals shared knowledge and expertise about health issues, while leaders and representatives of non-profit and community-based organizations provided insight on the community served including medically underserved, low income, and minority populations.

The 2013 Community Health Needs Assessment was published in December 2013 and made available on the Trinitas Regional Medical Center website. The completion of the comprehensive CHNA enabled Trinitas and its partners to take an in-depth look at the greater community. The findings from the assessment were utilized by Trinitas Regional Medical Center to prioritize community health issues and develop an implementation strategy focused on meeting the highest health needs of the communities it serves. The following pages outline the findings of the CHNA and Trinitas Regional Medical Center's strategies to meet the community's health needs.

## SELECTION OF THE COMMUNITY HEALTH PRIORITIES

On November 16, 2012, 20 representatives from Union County healthcare organizations, health departments, community agencies, and area and social service organizations, gathered to review the results of the Community Health Needs Assessment. The planning meeting was initiated by three county hospitals: Trinitas Regional Medical Center Regional Medical Center, Overlook Medical Center, and Robert Wood Johnson University Hospital at Rahway. The goal of the session was to discuss and prioritize key findings from the community health needs assessment in regard to Union County. A list of participants is included in Appendix A.

### Process

The prioritization meeting was facilitated by Holleran Consulting. The meeting began with an abbreviated research overview. This overview presented the results of the primary and secondary research and key findings of the CHNA.

Following the research overview, participants were provided with information regarding the prioritization process, criteria to consider when evaluating key areas of focus, and other aspects of health improvement planning, such as goal setting and developing strategies and measures. In a large-group format, attendees were then asked to share openly what they perceived to be the needs and areas of opportunity in the county. Through facilitated discussion, attendees developed the following "master list" of potential priority areas for the implementation plans.

Master list of community priorities (in no particular order)

- Access To Care
- Asthma
- Cancer
- Diabetes
- Drugs & Alcohol
- Latino/Hispanic Disparities
- Mental Health
- Obesity
- Support for Single Mothers
- Stroke

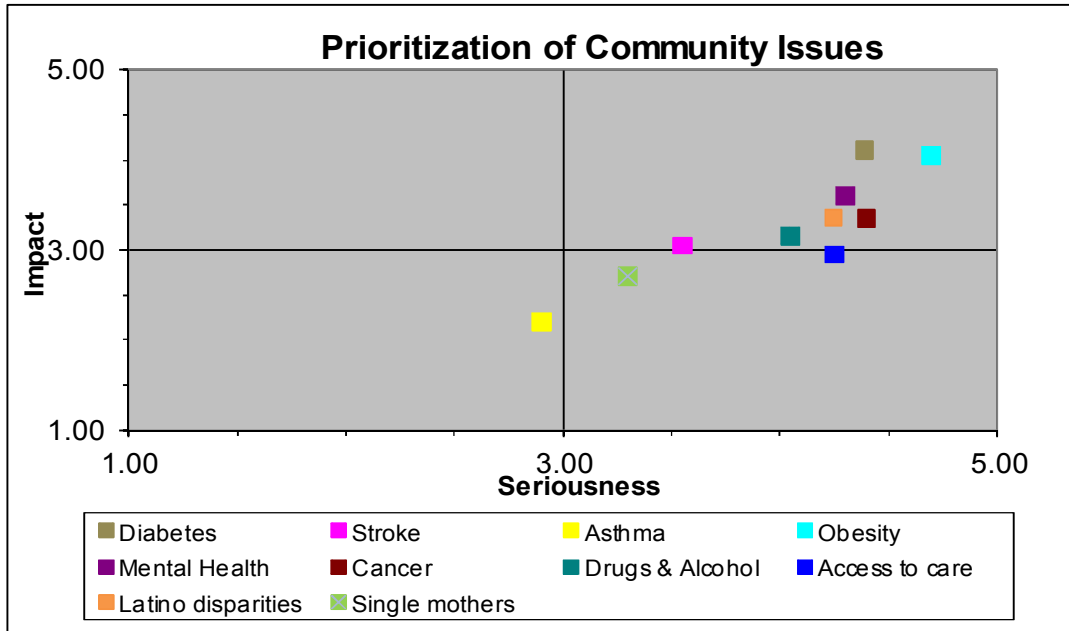
### Key Community Health Issues

Once the master list was compiled, participants were asked to rate each need based on two criteria. The two criteria included seriousness of the issue and the community's ability to impact the issue. Respondents were asked to rate each issue on a 1 (not at all serious; no ability to impact) through 5 (very serious; great ability to impact) scale. The ratings were gathered instantly and anonymously through a wireless audience response system. Each attendee received a keypad to register their vote. The following table reveals the results of the voting exercise.

Master List	Seriousness Rating (average)	Impact Rating (average)	Combined Average
<b>Obesity</b>	4.70	4.05	4.38
<b>Diabetes</b>	4.39	4.11	4.25
<b>Mental Health</b>	4.30	3.60	3.95
<b>Cancer</b>	4.40	3.35	3.88
<b>Latino/Hispanic</b>	4.25	3.35	3.80
<b>Drugs &amp; Alcohol</b>	4.05	3.15	3.60
<b>Access To Care</b>	4.25	2.95	3.60
<b>Stroke</b>	3.55	3.05	3.30
<b>Single Mothers</b>	3.30	2.70	3.0
<b>Asthma</b>	2.90	2.20	2.55

The priority area that was perceived as the most serious was Obesity (4.70 average rating), followed by Cancer (4.40 average rating). The ability to impact Diabetes was rated the highest at 4.11, followed by Obesity with an impact rating of 4.05.

The matrix below outlines the intersection of the seriousness and impact ratings. Those items in the upper right quadrant are rated the most serious and with the greatest ability to impact.



### Identified Health Priorities

Attendees reviewed the voting results and discussed cross-cutting approaches to further hone the priority areas. Ultimately, the following five priority areas for Union County were adopted:

- Obesity with a Focus on Prevention of Chronic Diseases/Metabolic Syndrome Illnesses including Diabetes & Cardiovascular Disease
- Mental Health & Substance Abuse
- Cancer
- Access to Care for Uninsured & Underinsured
- Hispanic/Latino Health Disparities

### NEEDS WHICH TRINITAS REGIONAL MEDICAL CENTER WILL ADDRESS

Trinitas Regional Medical Center representatives reviewed feedback from the Prioritization Session, in conjunction with the Medical Center's services and programs, areas of expertise, resources, and existing community assets to determine which priority areas it could best address. Trinitas Regional Medical Center leadership determined it would focus on the following health issues for the following three-year cycle:

- Obesity with a Focus on Prevention of Chronic Diseases/Metabolic Syndrome Illnesses
- Mental Health & Substance Abuse
- Cancer

## STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

In support of the 2013 Community Health Needs Assessment and ongoing community benefit initiatives, Trinitas Regional Medical Center plans to implement the following strategies to impact and measure community health improvement. As with all Trinitas Regional Medical Center programs, we will continue to monitor community needs and adjust programming and services accordingly. Additionally, Trinitas Regional Medical Center will incorporate strategies to address Access to Care and health disparities among Hispanic/Latino residents in addressing these health needs.

### **Obesity with a focus on prevention of Chronic Diseases/Metabolic Syndrome Illnesses including Diabetes & Cardiovascular Disease**

**Issue:** Key Informants selected Overweight/Obesity as the second most pressing health issue facing the community after Access to Care. Specifically, they expressed concern that overweight/obesity would contribute to Chronic Health Conditions. Secondary data indicated that local overweight rates are higher than the state. The Household Telephone Survey results showed that residents in the study are less likely to be at a healthy weight than the state and national benchmarks. Secondary data also revealed that Heart Disease, Cerebrovascular Disease (Stroke), Chronic Respiratory Disease, and Diabetes are the leading causes of death in Union County. Household Telephone Survey results indicated that residents are more likely to have diabetes and coronary heart disease and are more likely to suffer a heart attack or stroke. In addition, local residents are less likely to seek follow up care or practice proper chronic disease management. Key Informants also indicated that Chronic Health issues including Diabetes and Cardiovascular Disease were concerns for the community. This issue was selected as the top priority health issue for Union County at the community prioritization session and was also selected by Trinitas Regional Medical Center as a priority issue for the Implementation Strategy.

**Goal Statement:** Reduce risk factors for chronic disease and improve management of disease conditions through promotion and education of healthy lifestyles.

#### **Objectives:**

- Identify risk factors for chronic disease through early detection and screenings
- Increase resident's awareness of risk factors for chronic disease
- Increase the number of residents who report engaging in regular physical activity
- Increase the number of residents who report eating a healthy diet
- Reduce ER visits/rehospitalizations for patients with chronic disease

#### **Strategies:**

- Provide community education regarding healthy lifestyles, including nutrition and physical activity
- Provide educational opportunities for patients diagnosed with chronic diseases including Diabetes and Cardiovascular Disease
- Coordinate care plan for patients diagnosed with chronic disease

## Mental Health & Substance Abuse

**Issue:** Key Informants selected Mental Health/Suicide and Substance Abuse/Alcohol Abuse among the top five most significant health issues facing the community. Respondents indicated the need for increased awareness, education, prevention, screening, and outreach. A recent comprehensive assessment of substance use in the City of Elizabeth confirmed that substance abuse is a significant issue for the community. The research which was conducted by Rutgers University revealed that local residents experience a substantial burden of substance use disorders, as indicated by use of emergency and inpatient care. Union County ranks as the fourth highest county in NJ in emergency admissions for substance abuse per 100,000. There is a clear need for earlier detection of substance use disorders and appropriate treatment to help reduce the health and social impact of alcohol and drug use in the county. This issue was selected as a top priority health issue for Union County at the community prioritization session and was also selected by Trinitas Regional Medical Center as a priority issue for the Implementation Strategy. In addition, this prioritized need is aligned with Trinitas Regional Medical Center's DSRIP Plan (Delivery System Reform Incentive Payment Plan) focused on Chemical Addiction/Substance Abuse. TRMC plans to identify and screen all individuals who enter our hospital system for substance use disorders (SUD) as recommended by the Center for Medicaid and Medicare Services (CMS) and the State of New Jersey.

**Goal Statement:** Increase access to quality mental and behavioral health services with a focus on comprehensive, coordinated care.

### Objectives:

- Improve coordination of physical and behavioral health care delivery
- Increase awareness and identification of mental health/substance abuse disorders
- Reduce ED utilization for mental health/substance abuse-related issues
- Reduce the impact of substance use and dependence

### Key Indicators:

- %/number of patients screened for mental health/substance abuse issues
- %/number of referrals for mental health/substance abuse treatment
- %/number of rehospitalizations/recidivism for mental health/substance abuse issues
- %/number of psychiatric evaluations in ED

### Strategies:

- Conduct hospital-wide inpatient screening for substance use disorders.
- Provide and document referrals for mental health and substance abuse treatment.
- Provide care coordination, case management, substance abuse withdrawal support and follow-up for patients referred to mental health and substance abuse treatment.
- Increase awareness of support programs that are available in the community.
- Provide education about warning signs of mental/behavioral health conditions.
- Develop community partnerships to enhance social needs support for chronic mental/behavioral health patients.

**DSRIP Project Outcomes:**

- Provide hospital wide screening for SUDs. TRMC will screen 100 percent of the individuals admitted to the hospital for SUDs.
- Decrease length of stay by .3 days for patients admitted with a substance abuse diagnosis
- Decrease transfers of patients with delirium tremors or other alcohol related complications to the Intensive Care Unit (ICU) by 25 percent or 25 patients.
- Decrease Use of Restraints.
- Increase referral/admissions to substance abuse treatment programs/facilities from 31 referrals in 2012 to 150 referrals.

**Cancer**

**Issue:** Secondary data show that while overall cancer incidence rates are lower in Union County compared to the state of New Jersey, local prostate cancer incidence rates are higher. In addition, significant disparities exist for Black/African American and Hispanic/Latino individuals. Disparities within certain racial and ethnic groups include a higher incidence rate of Black/African Americans with breast, prostate, colon, and lung/bronchus cancers and Hispanics with breast, cervix, prostate and lung/bronchus cancers. In addition, mortality rates for Black/African Americans were higher than the state for the following cancers: breast, prostate, colon, and lung/bronchus. The Household Telephone Survey also revealed that the rate of men over the age of 40 receiving a PSA test for prostate cancer is lower in Union County compared to the state. This issue was selected as a top priority health issue for Union County at the community prioritization session and was also selected by Trinitas Regional Medical Center as a priority issue for the Implementation Strategy.

**Goal Statement:** Decrease the death rate for Cancer and improve quality of life for those living with cancer.

**Objectives:**

- Decrease risk factors for cancer
- Increase early detection of cancer diagnosis
- Improve outcomes for patients with cancer diagnosis

**Key Indicators:**

- %/number of participants who attend programs and report behavior change
- Number of free screenings provided/referred for diagnostic testing
- Number of cases identified and disease stage
- Morbidity/mortality rates for patients diagnoses with Cancer

**Strategies:**

- Provide educational programs and health fairs
- Offer free and/or low cost cancer screening and support services
- Provide education to reduce use of tobacco products
- Increase physical activity and good nutrition practices



**RATIONALE FOR COMMUNITY HEALTH NEEDS NOT ADDRESSED**

Trinitas Regional Medical Center plans to address all of the health priorities as identified through the community health needs assessment and prioritization session.

**APPROVAL FROM GOVERNING BODY**

The Trinitas Regional Medical Center Board of Directors met on December 3, 2013 to review the findings of the CHNA and the recommended Implementation Strategy. The board voted to adopt the Final Summary Report and the Implementation Strategy and provide the necessary resources and support to carry out the initiatives therein.

## Appendix A: Prioritization Session Participants

Name	Organization
Bonnie Cohen	Westfield YMCA
Phil Colombrita	RWJ University Hospital - Rahway
Nancy DiLiegro, PhD, FACHE	Trinitas Regional Medical Center
Michael Johnston	Five Points Branch YMCA
Christopher Kirk	Atlantic Health
Grant Knaggs	Trinitas Regional Medical Center
Michael Kolber	United Way
Michael Maiale	RWJ University Hospital - Rahway
Donna Mancuso	RWJ University Hospital - Rahway
Paul Mickiewicz	YMCA
JoAnn Oppelt	Contact We Care
Joyce Passen	Overlook Medical Center
Lori Purwin	Kean University Health Services
Nancy Raymond	Clark Township Health Department
Nancy Schneeloch	Bridgeway
Rob Seman	Overlook Medical Center
Deputy Chief Alex Sofianaky	Elizabeth Police
Teresa Soto Vega	Proceed
Rosemary Walsh	Overlook Medical Center-Behavioral Health
William Webb	Family & Child Services
Lisa McCracken	Holleran Consulting
Colleen Milligan	Holleran Consulting