

# JERSEY SHORE HOSPITAL

Implementation Strategy

November 2012

*Submitted by*

**HOLLERAN**  
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## BACKGROUND

Jersey Shore Hospital led a comprehensive Community Health Needs Assessment to evaluate the health needs of individuals living in the Jersey Shore Hospital service area in North Central Pennsylvania. The purpose of the assessment was to gather information about local health needs and health behaviors.

Jersey Shore Hospital (JSH) is a not-for-profit, rural health care facility that has been serving the residents of North Central Pennsylvania since 1911. JSH is deemed a Critical Access Hospital due to its isolated location and distance from other neighboring hospitals.

JSH's service area includes Clinton County and Western Lycoming County, an area with a population of approximately 45,000 individuals. It is important to note that Lycoming County is the largest county in Pennsylvania in terms of land area. It is larger than the state of Rhode Island.

The main hospital facility is located in Jersey Shore, a borough within Lycoming County. JSH partners with Jersey Shore Medical Associates (JSMA), a multi-specialty physician practice group, to provide physician offices throughout Clinton and Lycoming counties. In addition, JSH operates two outpatient facilities in Clinton County:

- Urgent Care at McElhattan, a walk-in clinic for non-emergent injuries and illnesses
- Tiadaghton Health Services, an outpatient physical therapy, laboratory, radiology, and physician practice office in Lock Haven

## METHODOLOGY

Jersey Shore Hospital contracted with Holleran, an independent research and consulting firm located in Lancaster, Pennsylvania, to conduct research in support of the Community Health Needs Assessment. Quantitative and qualitative research was conducted to include the following components:

- A **Secondary Data Profile** depicting population and household statistics, education and economic measures, morbidity and mortality rates, incidence rates, and other health statistics for Clinton and Lycoming Counties was compiled.
- Two **Focus Groups** were held on August 15, 2012 at Jersey Shore Hospital with key community leaders. In total, 18 people participated, representing a variety of sectors including public health and medical services, non-profit and social organizations, children and youth agencies, and the business community.
- A **Prioritization Session** was held on September 10, 2012 and facilitated by Holleran. Nine individuals representing Jersey Shore Hospital, regional health care organizations, the local health department, community agencies, Jersey Shore School District, and area social service organizations gathered to review the results of a recently completed Community Health Needs Assessment of the Jersey Shore Hospital Service Area and determine community priorities.

## SELECTION OF COMMUNITY PRIORITIES

On September 10, 2012, nine individuals representing Jersey Shore Hospital, regional health care organizations, the local health department, community agencies, Jersey Shore School District, and area social service organizations gathered to review the results of a recently completed Community Health Needs Assessment of the Jersey Shore Hospital Service Area.

The community assessment and planning meeting was initiated by Jersey Shore Hospital. The goal of the meeting was to review the research findings and prioritize the key issues for adoption and inclusion in the Jersey Shore Hospital Implementation Plan.

The objectives of the half-day planning session were to:

- Provide an overview of recently compiled community health assessment and highlight key research findings.
- Initiate discussions around key health issues and prioritize based on select criteria.
- Brainstorm preliminary goals and objectives to guide Jersey Shore Hospital's Implementation Plan.
- Examine Jersey Shore Hospital's role in addressing community health priorities and discuss next steps.

A total of nine individuals attended the planning session. These individuals included:

- Carey Plummer, CEO – Jersey Shore Hospital
- Karen Zinobile, CNO – Jersey Shore Hospital
- Erin Welsh, CCO – Jersey Shore Hospital
- Lori Englert, RN, Infection Control/Employee Health – Jersey Shore Hospital
- Candy Reeder, RN – PA Department of Health
- Cheryl Orndorf, Director – Lock Haven YMCA
- Mike Ciccarelli, Admissions Director – Jersey Shore Manor Care
- Dorothy Chappel, Ph.D, Assistant Superintendent – Jersey Shore Area School District
- Thomas Foster, CEO – Bucktail Medical Center

Through facilitated discussion, the participants developed a master list of community health needs derived from quantitative results of the CHNA study, the qualitative feedback garnered from focus groups, and the expert knowledge of the group participants. The list was further refined by consolidating issues that were related because of the strong overlap in risk factors and potential health interventions. Participants emphasized that the purpose of these combinations was to address health needs in a more comprehensive way but stressed the importance of not overlooking the sub-issues when developing strategies. The final master list of needs for prioritization is below.

Master list of community needs (in alphabetical order)

- Access to Care for all populations, including seniors
- Diabetes
- Heart Disease
- Lyme Disease
- Maternal/Infant Health
- Mental/Behavioral Health/Substance Abuse
- Obesity/Overweight, including Healthy Eating & Physical Inactivity
- Respiratory Disease/Asthma

Attendees then engaged in a voting based on the following criteria:

- Scope of Issue
- Severity of Issue
- Ability to Impact Issue

The table below outlines the final tallied voting results with the issues ranked from highest to lowest by number of votes.

**Ranked Community Health Needs**

Rank	Issue	Votes
1	Access to Care	11
2	Mental/Behavior Health	10
3	Overweight & Obesity	8
4	Respiratory Disease/Asthma	8
5	Diabetes	5
6	Heart Disease	3
7	Lyme Disease	0
8	Maternal/Infant Health	0

Recognizing the effect of Overweight and Obesity on Diabetes and Heart Disease, participants agreed to include these needs as subsets within Overweight & Obesity, agreeing that improved healthy eating and physical activity would have cross-cutting impact on overweight and obesity rates as well as chronic disease such as Diabetes and Heart Disease. Following facilitated discussion, the group came to consensus on the following top four priorities:

### *Key Community Health Issues*

- Access to Care
- Mental & Behavioral Health
- Overweight & Obesity
- Respiratory Disease/ Asthma

Attendees participated in a series of group exercises and discussions to gather further information about the prioritized health issues to guide community health planning. The facilitator led the group through activities focused on underlying issues, barriers, community infrastructure, and special population considerations relevant to prioritized community health needs. Existing assets, gaps in services, and root causes were brainstormed for each prioritized issue.

### **COMMUNITY HEALTH NEEDS JERSEY SHORE HOSPITAL INTENDS TO ADDRESS**

Based on available resources, two areas have been identified for primary Implementation Plan development:

- Access to care, including seniors and behavioral health patients
- Overweight and obesity with the intention to include heart disease and diabetes in the development of the Implementation Plan.

### **COMMUNITY HEALTH NEEDS JERSEY SHORE DOES NOT INTEND TO ADDRESS AND WHY**

- Extensive resource allocation for Mental and Behavioral Health is not currently part of our defined services. We will be open to requests from other agencies to participate on groups working to improve this health need.
- Respiratory Disease and Asthma are diseases currently treated by our primary physicians with referral to specialists when needed. By addressing access to care, we may also have an impact on the continuum of care for patients with these diseases.

## JERSEY SHORE HOSPITAL STRATEGIES

In support of the 2012 Community Health Needs Assessment, and ongoing community benefit initiatives, Jersey Shore Hospital plans to implement the following strategies to impact and measure community health improvement.

### **OVERWEIGHT/OBESITY**

#### **(Healthy Eating/Physical Activity/Chronic Conditions)**

Jersey Shore Hospital staff recognizes the connection between overweight and obesity to heart disease, diabetes and other chronic illnesses. The Hospital will seek to reduce the percentage of our clients identified as being either overweight or obese by focusing education and awareness on promoting healthy weight through diet and exercise.

#### **Goal:**

Reduce the percentage of community members considered overweight or obese through promotion of healthy eating and physical activity.

#### **Objective:**

- Partner with school districts to improve the education and awareness of proper dietary habits.

#### **Strategies:**

- Partner with Jersey Shore and Keystone Central School Districts to provide education to staff and faculty about healthy eating and physical activity.
- Support research grant for Stretch and Grow program through American Heart Association.
- Raise awareness to the benefits of area tourism attractions built around exercise activity to local residents.

#### **Strategies:**

- Organize 5K walk with Naturalist.
- Provide community-wide education events on healthy nutrition.

#### **Strategies:**

- Continue with Portion Distortion program to educate residents on healthy eating and proper meals proportion.
- Continue bi-annual health screenings event to identify high chl/triglycerides and other health indicators.
- Research grant opportunities for such exercise and healthy eating programs including Stretch n' Grow.

### **Existing Assets**

- WIC Healthy Eating Education
- YMCA and other fitness facilities sliding fee
- Western Clinton County Sportsman Assoc.
- Natural environment; availability of recreational facilities; walking, hiking, biking trails; Levee Walk
- Weight Watchers
- Meals on Wheels
- Playgrounds
- Schools; Keystone Central High School nutrition programs and meal planning education
- School healthy lunch initiative and free breakfast
- Bariatric/stomach banding at Jersey Shore Hospital
- “Portion Distortion” program at Jersey Shore Hospital

### **Gaps in Services**

- Access to recreation is not convenient due to rural environment
- Recreation areas geared toward tourists, not locals
- More people from out-of-town accessing recreational areas
- Some recreation is cost prohibitive
- Expensive to eat healthy; processed foods more affordable
- Time and economic constraints
- Individuals who are “goods hoarders;” psycho/social tendencies to overindulge
- Inactivity due to technology
- Rural built environment does not provide for walking, bike paths

### **Root Causes**

- Sociological behaviors
- Rural environment
- Cultural

### **ACCESS TO CARE:**

Access to care includes primary care providers, behavioral health providers, and location of services as may be impacted by availability of transportation.

Jersey Shore Hospital staff believes that improved health status is contingent on access to primary care services by all. We will designate resources to improving Access to Care for all residents and to creating a structure of providers that supports coordination of care.



**Goal:**

- Increase access to quality health care providers with a focus on primary care and behavioral sciences.

**Strategy:**

- Increase physician/patient ratio through recruitment and partnership efforts.
- Improve community awareness and understanding of choosing between Emergency Department, Urgent Care Center and family physician when seeking non-emergent care.

**Strategies:**

- Conduct awareness campaign to include print materials, radio and print advertising, and service
- Educate insurance carriers about availability and coverage of alternative care delivery options.

**Existing Assets**

- Jersey Shore Hospital
- Bucktail Medical Center
- Lock Haven Dental
- Susquehanna Health
- STEPS transportation van
- Urgent care
- Insurance carriers that provide transportation benefit
- Ambulance/EMS
- Community nursing via VNA, based out of State College
- Public Health
- Lioness Club, Rotary provide screenings, based in Lock Haven

**Gaps in Services**

- Transportation
- Lack of primary care providers/specialists
- Acceptance of Medical Assistance by providers
- Misalignment/barriers with state regulations
- Lack of insurance as part of employee benefits

**Root Causes**

- Poverty/education levels
- Physician recruitment/retention

The findings of the Community Health Needs Assessment were presented to the Strategic Planning Committee of the Hospital Board of Directors on December 20, 2012. The Committee submitted the approved plan to the Hospital Board of Directors on December 20, 2012. The Board voted to adopt the Implementation Strategy as outlined and provide the necessary resources and support to carry out the goals therein.