

Jupiter Medical Center



Implementation Strategy

February 14, 2014

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I. Executive Summary

Introduction

Jupiter Medical Center (“JMC”) is a not-for-profit community medical center that operates a 163-bed hospital. Affiliates of JMC include Jupiter Medical Center Pavilion, a skilled nursing facility with 120 beds; Jupiter Medical Center Physicians Group, a multi-specialty physician group; and Jupiter Medical Center Foundation. JMC is comprised of an ambulatory care division, an acute care division, and a post-acute care division.

JMC provides a broad range of services with specialty concentrations in oncology, imaging, orthopedics & spine, digestive health, emergency services, lung & thoracic, women’s health, weight management and men’s health, as well as cardiology and health and rehabilitation services. JMC has approximately 1,600 employees, 574 physicians and 600 volunteers in 2013.

JMC’s mission is to deliver excellent and compassionate health care advancing the well-being of the people it serves. JMC fulfills its mission by focusing on the following core values in order to be recognized as the leading health care organization in the region: Respect, Integrity, Excellence, Stewardship, Teamwork and Lifelong Learning.

How the Implementation Strategy was Developed

The implementation strategy was developed after the comprehensive community health needs assessment (CHNA) was completed. Please refer to the complete CHNA for the full report. Strategies and action plans were developed based on a consensus among steering committee members and were prioritized based on results from interviews used in the CHNA, the impact of the health need on community health improvement, the scope of the community affected by the health need, the threat to long term quality of life, the lack of resources in the community to address the health need, and the consequences of inaction related to the health need.

Jupiter Medical Center intends to expand its outreach in the areas of cancer, cardiac wellness, and access to healthcare.

The organization intends to take the following actions to: (1) improve the overall health status of its community and (2) facilitate overall improvement in health. Below are the three programs Jupiter Medical Center will undertake to meet the identified community health needs:

1. Cancer
 - a. Increase the number of prostate and skin cancer screenings.
 - b. Increase the amount of community outreach and education regarding risk factors, the importance of a healthy lifestyle and the importance of early screenings.

- c. Increase information about transportation services available in the community.
- 2. Cardiac wellness
 - a. Add Ultrasound Vascular Screenings.
 - b. Add second Cardiac Catheterization Lab.
 - c. Add meditation & yoga classes.
 - d. Increase the number of heart health community lectures.
 - e. Add Heart Failure Program through home health services.
 - f. Increase information about transportation services available in the community.
- 3. Access to health care – establishing community access points
 - a. Increase information about transportation services available in the community.
 - b. Increase collateral materials specific to healthcare information – screenings, healthy living, etc. – in languages other than English.
 - c. Increase access points to healthcare.
 - d. Enhance information about senior health and insurance options.

II. Identified Community Health Needs

Health Needs Identified

The health needs that have been identified by Jupiter Medical Center as being within the organization's capacity and expertise are as follows (and each described in further detail in Section III hereof):

1. **Cancer.** Cancer is the first leading cause of death in Martin County, and the second leading cause of death in Palm Beach County. Cancer is also the first leading cause of death in JMC's primary service area, and the second leading cause of death in JMC's secondary service area.
2. **Cardiac Wellness.** Heart disease is the first leading cause of death in Palm Beach County, and the second leading cause of death in Martin County. Heart disease includes conditions affecting the heart, such as coronary heart disease, heart attack, congestive heart failure, and congenital heart disease. Heart disease is also the first leading cause of death in JMC's secondary service area, and the second leading cause of death in JMC's primary service area.
3. **Access to Health Care – Establishing Community Access Points.** Health care access was identified as a significant need in the community based on primary and secondary data collected. There are many factors that affect access to health care, including the need for adequate transportation to and from health care providers, the availability of health resources in languages other than English, the ability of patients to read and understand health information, access to insurance, and patients having access to a "medical home" — a patient's consistent point of access for health care from a primary care provider who oversees and coordinates care.

How Health Needs Are Prioritized

Health needs were prioritized by reviewing the organization's strategy and capacity, reviewing priorities identified in the interviews, and by comparing the lack of resources within the community and the consequences of inaction.

Steering Committee members discussed various aspects related to the delivery of cancer care, cardiac care, and access to care within the community that currently need to be addressed in order to improve the health of the community. The community leader interviews also offered valuable feedback regarding the health needs of the community.

III. Addressing Health Needs

1. Cancer

Cancer is the first leading cause of death in Martin County, and the second leading cause of death in Palm Beach County.

Two areas in particular were identified to address the oncology health care needs in our community: increasing the number of prostate and skin cancer screenings and increasing the amount of community outreach and education regarding risk factors, the importance of a healthy lifestyle and the importance of early screenings. Prevention and early detection is a key factor in reducing the amount of cancer incidence and cancer mortality in our community. A third issue identified was a need for increasing education regarding transportation services available in the community.

Current Comprehensive Cancer Care Services available

The Ella Milbank Foshay Cancer Center at Jupiter Medical Center is the only comprehensive cancer program in northern Palm Beach County. Comprehensive Cancer Program services include:

- Surgery
- Radiation Therapy
- Chemotherapy & Infusion
- Clinical Trials
- Patient Navigation Team
- Support Services
- Survivorship Services

Disease specific services include:

Breast

- Screening Mammography – Wellness in Motion, Margaret W. Niedland Breast Screening Center and Margaret W. Niedland Breast Center (Diagnostic & Screening)
- Breast Self-Exam instruction by health navigator (also offered at off-site locations)
- Risk assessment program/Genetics
- Community Outreach & Education

Prostate

- Screening(s) offered on site
- Community Outreach & Education

Melanoma

- Screening(s) offered on site

- Community Outreach & Education

GI

- Colonoscopy Screenings
- Virtual Colonoscopy
- Community Outreach & Education

Lung

- CT Lung Screenings
- Community Outreach & Education
- Smoking Cessation Program

Other services include:

- Weight Management Program
- Nutrition Classes
- Health Navigator
- Mindful Living Stress Management Classes
- Integrative Therapies

Other community resources:

JMC's cancer program works closely with other community organizations to offer a variety of services including transportation, mammography screening, financial assistance, and linking patients to healthcare services and providers.

Actions the hospital intends to take to address the health need

Currently, JMC offers a number of screenings, including screening mammography and clinical breast exam, genetics/risk assessment, CT lung screening, screening colonoscopy, virtual CT colonoscopy, biometric screenings, blood pressure, blood glucose and cholesterol screenings, and free prostate and skin cancer screenings.

- a) Increase number of offerings for prostate and skin cancer screening events.

In 2013, the Foshay Cancer Center provided 1 prostate cancer screening event to 21 community members and 1 skin cancer screening event to 52 community members. When found early, prostate cancer has a 98% survival rate, and skin cancer (melanoma) has a 98% survival rate if localized.

Recognizing that early detection is key to successfully treating cancers, Jupiter Medical Center will increase the number of prostate and skin cancer screening events to four each year – two each for skin and prostate.

Jupiter Medical Center will work with staff physicians to conduct the screenings onsite at Jupiter Medical Center and through other outreach venues as appropriate. JMC will advertise the screenings through print advertisements, radio advertisements, press releases, website, social media, flyers and email correspondence.

JMC will track the patients who have suspicious findings and return to JMC for treatment.

- b) Increase Community Outreach & Education regarding risk factors, importance of healthy lifestyle, and importance of screenings.

In addition to hosting free prostate and skin cancer screenings, there exists a need in the community for education about risk factors, and the importance of healthy living and screenings. In particular, there is an opportunity to increase education around the importance of cancer screenings related to gynecologic cancers (Pap test), breast cancers (mammography), and colorectal cancers (sigmoidoscopy or colonoscopy, as well as blood stool tests). Through outreach and awareness activities, it is our goal to increase the awareness about these important screenings, including information about which screenings are required for which gender at what ages and frequency.

Jupiter Medical Center currently provides a number of outreach and education events. A continued emphasis will be placed on this, through outreach via the following avenues:

- Wellness In Motion mobile mammography unit providing educational materials about important screenings (gender specific, age specific), information on diagnostic and treatment options available at Jupiter Medical Center (and other options available in the community via the physician referral service)
- Information provided via the JMC health navigator (gender specific – 561-263-4HER for women’s health issues and 561-263-4HIM for men’s health issues)
- An increase in community lectures about cancer prevention including risk factors, lifestyle and screenings. In 2013, JMC offered 16 community lectures on a wide range of cancer prevention/awareness topics including: esophageal cancer, breast health/breast cancer, colorectal cancer, skin cancer, melanoma, prostate cancer, lung cancer and gynecologic health/gynecologic cancer. In 2014, JMC will increase the number of lectures to 20.
- NEW: Updated oncology-specific web content including videos featuring JMC physicians and team members specifically addressing these issues, promoted via social media
- Healthy living articles published in local newspapers specifically addressing these issues, bylined by JMC physicians; these articles will be converted to flyers to distribute to the community as an educational piece

- Radio outreach through ESPN radio, which targets the male athletic population, a target audience for both prostate and skin cancer, as well as general information for prevention and early diagnosis of all cancers; in addition, information from physicians specializing in breast, colorectal and gynecologic cancers will also be featured.
 - NEW: Community events, such as a senior fest health fair and family fest health fair, with information about risk factors, the importance of healthy lifestyle and screenings for the prevention and early detection of cancer; representatives from community oncology-related organizations (i.e. Melanoma Foundation) will also be invited to participate and distribute healthcare information specific to cancer prevention.
- c) Increase information about transportation services available in the community

In all areas of the CHNA, transportation needs were identified. Jupiter Medical Center offers a free Motor Aid service for patients in need of transportation services. Patients must be ambulatory, live in our specified geographic area and have no alternate method of transportation. In addition, Jupiter Medical Center runs a physician referral service that also provides information about community resources, including transportation. Jupiter Medical Center will develop a collateral piece identifying all of the available transportation services to assist in fulfilling this need.

Anticipated impact of the actions

Jupiter Medical Center anticipates the impact of these actions to be an increase in awareness about risk factors and the importance of screenings and early detection. Screenings for prostate and skin cancers will be offered to the community at no cost twice during the year, which ultimately will result in an increase in early detection and improved mortality for these diseases.

A plan to evaluate the impact

Progress will be measured through meeting the number of screenings and outreach events outlined in the plan to address the needs. A process is in place to track the participants in screenings who have abnormal results to ensure they follow up with a physician or appropriate healthcare provider to seek care.

Programs/resources the hospital plans to commit to address the health need

Jupiter Medical Center offers free screenings for both skin and prostate cancer and will dedicate resources to address the need, through the areas outlined above. There is a specific marketing budget dedicated to oncology for the purpose of educating our community about the risk factors, importance of a healthy lifestyle and importance of

screenings. In addition, there are a number of human resources needed to provide the outreach and education and screenings related to this area, and Jupiter Medical Center assumes full responsibility for the salaries and wages required to oversee these initiatives and coordination of screenings, events and marketing initiatives. In addition, the Wellness In Motion coordinator is a paid, full-time team member whose job is to provide community outreach year-round. JMC also employs a full-time health navigator whose job it is to assist community members with scheduling screening appointments and navigating them through the healthcare system.

2. Cardiac Wellness

Cardiology services are an important community need that Jupiter Medical Center has plans to address. Heart disease is the leading cause of death in Palm Beach County, and the second leading cause of death in Martin County. Through the implementation of new programs and services, as well as increased outreach and education about heart health, risk factors and the importance of healthy living, our community members can benefit by lowering their risk for heart disease and taking action early to prevent and treat heart disease.

Services available to respond to this need

Jupiter Medical Center currently provides a wide variety of services to aid in the prevention and early detection of heart disease. Those services include:

- CCTA Screenings
- Biometric Screenings
- Nutrition Classes
- Weight Management Programs
- Smoking Cessation
- Comprehensive Discharge Planning for cardiac patients including medication reconciliation on admission and discharge with printed patient education materials
- Diabetes Education
- Sleep Center to address sleep apnea issues
- Patient Health Navigator
- Women's & Men's Health Programs
- Community Education & Outreach including lectures and health fairs
- Corporate Wellness Program
- Home Health Services including Care Services Heart Wise Program
- Cardiac Rehabilitation Program
- Pediatric Cardiology through Miami Children's Hospital Affiliation and telehealth
- Pulmonary Hypertension Clinic
- Mindful Living Stress Management Classes
- Yoga, T'ai Chi Classes
- Meditation Classes

Actions the hospital intends to take to address the health need

- a) Ultrasound Vascular Screenings will be available beginning February 1st, 2014.

Stroke/Carotid Artery Screening

Strokes remain the third leading cause of death in the United States.

Approximately 700,000 people in the U.S. suffer a stroke each year and 500,000 of these are first time attacks. Cerebrovascular disease often goes undetected because many patients don't have any symptoms before these attacks strike. One way to prevent a cerebrovascular accident (stroke) is to have a screening exam of the carotid arteries to check for dangerous atherosclerosis (plaque) build-up.

Abdominal Aortic Aneurysm (AAA) Screening

About 15,000 Americans die each year due to an Abdominal Aortic Aneurysm (AAA). An aneurysm is a weakening of the arterial wall, causing it to expand. AAA's are often referred to as the "silent killer" because the vast majority of people who have an aneurysm have no symptoms. It is for this reason that AAA screenings are such an important part of prevention.

Peripheral Arterial Disease (PAD) Screening

Peripheral Arterial Disease (PAD) affects about 8 million Americans. PAD is a disease that affects the peripheral arteries, most commonly in the legs. Blockages in the arteries that feed the legs cause pain due to insufficient blood flow. These blockages are caused by atherosclerosis (plaque) attached to the arterial walls. If atherosclerosis is building in the coronary arteries of the heart or the carotid arteries that feed the brain, this can lead to a heart attack or stroke.

Vascular Package – All Three Exams

A Registered Diagnostic Medical Sonographer performs all screenings. All screenings are read by Fellowship Trained, Board Certified Radiologists. Screenings will be read within 48 hours and results mailed directly to your home. If you specified a referring physician, results will be sent to them as well. Critical results will be directed to Jupiter Medical Center's Emergency Room or Urgent Care Center.

- b) Addition of second Cardiac Cath Lab in 2014.
With the addition of Jupiter Medical Center's second cardiac cath lab, patients will have access to interventional catheterization procedures as well as electrophysiology, not currently available at JMC.
- c) Meditation and yoga classes in January 2014.
Studies have shown that meditation and yoga are beneficial for heart disease patients. Research from Yale University School of Medicine findings show that people who practice yoga and meditation at least three times a week may reduce

their blood pressure, pulse and risk of heart disease. Yoga improves heart health in both healthy individuals and those with diagnosed heart disease.

Jupiter Medical Center offers an 8-week mindful meditation course and weekly yoga and T'ai Chi classes, and will create special marketing material targeting cardiac patients about the role meditation and yoga play in cardiac health. In addition, a weekly meditation class will be implemented, which will also target cardiac patients.

- d) Increase the number of heart health community lectures in 2014. In 2013, there were no lectures held that focused on heart health. Next year, the number of heart health lectures will increase to four and will include cooking demonstrations and tastings to increase education around the role that diet plays. In conjunction with these lectures, JMC will begin posting heart-healthy recipes through the JMC website and social media platforms.
- e) Addition of Heart Failure Program through home health services. Jupiter Medical Center recently partnered with a home health company to create Care Services of Jupiter Medical Center, which will include a heart failure program called Heartwise. The program's goals are to reduce hospital admissions, improve and sustain quality outcomes, improve patient's quality of life, educate patients regarding preventive strategies and early recognition of heart symptoms, and improve patient/caregiver knowledge of disease process, treatment and self-care skills.
- f) Increase information about transportation services available in the community. In all areas of the CHNA, transportation needs were identified. Jupiter Medical Center offers a free Motor Aid service for patients in need of transportation services. Patients must be ambulatory, live within our specified geographic area and have no alternate method of transportation. In addition, Jupiter Medical Center runs a physician referral service that also provides information about community resources, including transportation. Jupiter Medical Center will develop a collateral piece identifying all of the available transportation services to assist in fulfilling this need.

Anticipated impact of the actions

Through the addition of non-invasive ultrasound vascular screenings, the addition of a second cardiac cath lab, implementation of cardiac-specific meditation and yoga classes, and through increasing the number of community heart-related healthy living lectures, we anticipate patients will have increased access to important cardiac screenings, have a better understanding of cardiac disease including risk factors, early detection, and diagnosis and treatment, and have additional local diagnostic and treatment options. With the addition of the second cath lab, we anticipate that patients will increase utilization of the cath lab for diagnostic procedures, as the lab will be able

to accommodate patients who convert from diagnostic to interventional procedures immediately, without being transferred to another facility.

Through the collaboration with Jupiter Care Services and the implementation of the new Heart Failure Program, it is anticipated that cardiac patients will have better and faster recovery, reduced need for hospitalization and a smoother transition to the home setting.

We expect to see an increase in the number of community members taking advantage of healthy living plans to reduce their risk for heart disease.

A plan to evaluate the impact

Jupiter Medical Center will track patients who participate in vascular screenings. There is a process in place to ensure patients with abnormal findings are seeking follow up care with a physician or appropriate healthcare provider, having the necessary diagnostic tests and/or interventional procedures. JMC will also track the number of cardiac patients in yoga and meditation classes, and increase in referrals to these classes from cardiologists, increase in number of attendees to heart health lectures and, in turn, conversion from lecture attendance to diagnostic procedures or yoga/meditation classes; and, through the implementation of the heartwise program, we will measure the readmissions of cardiac patients to determine if a decrease occurs.

Programs/resources the hospital plans to commit to address the health need

Jupiter Medical Center is committed to providing capital resources to implement the second cath lab, and has dedicated marketing funds specific to education and outreach materials for cardiac health information, as well as staff on the payroll to coordinate outreach and education. With the expansion of JMC's current kitchen/cafeteria, JMC will provide the capital requirements to implement a teaching kitchen that will allow for greater outreach as it relates to creating and maintaining a heart-healthy diet/lifestyle. In addition, it has a fully-staffed cardiac rehabilitation program and wellness facility to meet the needs of cardiac patients. JMC also employs a full-time health navigator whose job it is to assist community members with scheduling screening appointments and navigating them through the healthcare system.

3. Access to Care

A lack of access to care has been proven to be a barrier to good health. The accessibility to physicians, as well as facilities, greatly affects a community's overall health status. In addition, a critical factor in regards to access to health care is transportation, as well as the availability of health resources in languages other than English, the ability of patients to read and understand health information, access to insurance and patients having access to a "medical home", a patient's consistent point of access for health care from a primary care provider who oversees and coordinates care.

Services available to respond to this need

- Case Management Services
- Patient Health Navigator
- Financial Counselors to assist patients with Medicaid and HCTD applications.
- Jupiter Medical Center's Wellness in Motion
 - Screening mammography
 - DEXA Heel Scan Screening (osteoporosis)
 - Health Risk Assessments
 - Vascular Screenings (February 1, 2014)
 - Health Information
 - Health Fairs
- Jupiter Volunteer Clinic/MyClinic
 - Free adult primary care for low-income, uninsured community members (a collaboration between Jupiter Medical Center, The Town of Jupiter, Palm Beach County and El Sol Neighborhood Resource Center to develop a free clinic)
- Other community resources include:
 - Palm Beach County Health Department
 - Palm Beach County Medical Society Project Access
 - American Cancer Society
- Susan G. Komen Foundation
- Cancer Alliance of Help & Hope
- Transportation
- Jupiter Medical Center's Motor Aid
- Palm Tran Services
- Citizens for Improved Transportation (bus passes)
- American Cancer Society – Road to Recovery (volunteer drivers to and from treatment)

Actions the hospital intends to take to address the health need

- a) Increase information about transportation services available in the community. In all areas of the CHNA, transportation needs were identified. Jupiter Medical Center offers a free transportation service (Motor Aid) for patients in need of transportation services. Patients must be ambulatory, live in our specified geographic area and have no alternate method of transportation. In addition, Jupiter Medical Center runs a physician referral service that also provides information about community resources, including transportation. Jupiter Medical Center will develop a collateral piece identifying all of the available transportation services to assist in fulfilling this need.
- b) Increase collateral materials specific to healthcare information – screenings, healthy living, etc. – in Spanish based on our demographics. JMC will begin to translate collateral items specific to healthcare wellness and screenings into Spanish, and distribute to community resource centers that serve

that population; in addition, these collateral pieces will be available for distribution through our outreach events.

c) Increase access points to healthcare.

Jupiter Medical Center will increase access points to healthcare throughout the community through the development of JMC's ambulatory care division, including the Wellness in Motion mobile mammography and health screening bus, outpatient centers, and through partnerships with various community organizations. In addition, JMC will offer physician healthcare lectures, and information to physicians about JMC services, outside of the primary and secondary service areas, bringing important health and wellness information to other areas such as Martin and Okeechobee Counties, and Western Palm Beach County.

d) Enhance information about senior health and insurance options.

JMC will offer seniors in the community special lectures and information about their insurance options, including a 'Welcome to Medicare' class at Jupiter Medical Center and in the community (i.e. Jupiter Community Center, Jewish Community Center, Palm Beach County Library Jupiter Branch, etc.).

Anticipated impact of the actions

Through the implementation of these programs, we anticipate an increase in requests for transportation through JMC's motor aid service (patients must be ambulatory, live in our specified geographic area and have no alternate method of transportation), and improved access to care through the outpatient facilities. In addition, we anticipate a greater understanding of healthcare and insurance for our senior citizens.

A plan to evaluate the impact

The impact will be measured in a number of ways, depending on the initiative.

- Increase in participation of senior healthcare and insurance talks
- Increase in usage of JMC's Motor Aid service
- Increase in volume for Wellness in Motion screening mammography and general health screenings, as well as increase in volume for MyClinic patients.

Programs/resources the hospital plans to commit to address the health need

Jupiter Medical Center is committed to providing resources to coordinate, market and host senior healthcare and insurance educational lectures, as well as dedicated marketing funds specific to education and outreach materials in Spanish. In addition, JMC is committed to produce patient discharge instructions in languages other than English. Regarding access points, Jupiter Medical Center provides administrative support, lab and imaging services to MyClinic patients. In addition, JMC is responsible for the capital requirements for the Wellness in Motion bus, as well as staffing the bus with a coordinator and drivers, JMC also employs a full-time health navigator whose job

it is to assist community members with scheduling screening appointments and navigating them through the healthcare system. Jupiter Medical Center has provided an electronic health record to Jupiter Volunteer Clinic/MyClinic that will not only serve as a health record but will allow tracking of patients for health improvements. Diabetes patients will be tracked to monitor whether or not patients are controlling their diabetes and if they are hospitalized.

IV. Conclusion

Jupiter Medical Center believes that the new programs to be developed and expanded will be a step in improving and addressing the needs of the community. Through the resources identified and collaboration with the community, the impact of these new programs will be significant.

Comments regarding the Community Health Needs Assessment and/or Implementation Strategy can be submitted to the organization by contacting Stacey Brandt at staceybrandt@jupitermed.com, or by mail to Jupiter Medical Center, 1210 S. Old Dixie Highway, Jupiter, Florida, 33458.