

West Jefferson Medical Center

Implementation Plan

November 2015



**West Jefferson
Medical Center**

Our Family Caring For Your Family™

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Introduction

West Jefferson Medical Center is a 435-bed not-for-profit acute care community hospital located in Marrero, Louisiana, operated by the nonprofit LCMC Health System. WJMC proudly joined LCMC Health System on October 1, 2015. In response to its community commitment, West Jefferson Medical Center contracted with Tripp Umbach to facilitate a comprehensive Community Health Needs Assessment (CHNA). The community health needs assessment was conducted between March 2015 and October 2013 (See the West Jefferson Medical Center Community Health Needs Assessment for the full report).

This report is the follow-up implementation plan that fulfills the requirements of the Internal Revenue Code 501(r)(3); a statute established within the Patient Protection and Affordable Care Act (ACA) requiring that non-profit hospitals develop implementation strategies to address the needs identified in the community health needs assessment completed in three-year intervals. The community health needs assessment and implementation planning process undertaken by West Jefferson Medical Center, with project management and consultation by Tripp Umbach, included extensive input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of public health issues. Tripp Umbach worked closely with leadership from West Jefferson Medical Center and a project oversight committee, to accomplish the assessment and implementation plan.

This implementation plan includes strategies to address the community health priorities which were identified and prioritized based on the input of community leaders representing the communities served by West Jefferson Medical Center. Those priorities are: 1) access to health services; 2) behavioral health and substance abuse; 3) resource awareness and health literacy; 4) access to healthy options; and 5) behaviors that impact health. As a non-profit hospital, West Jefferson Medical Center provides care and services to residents of vulnerable populations.

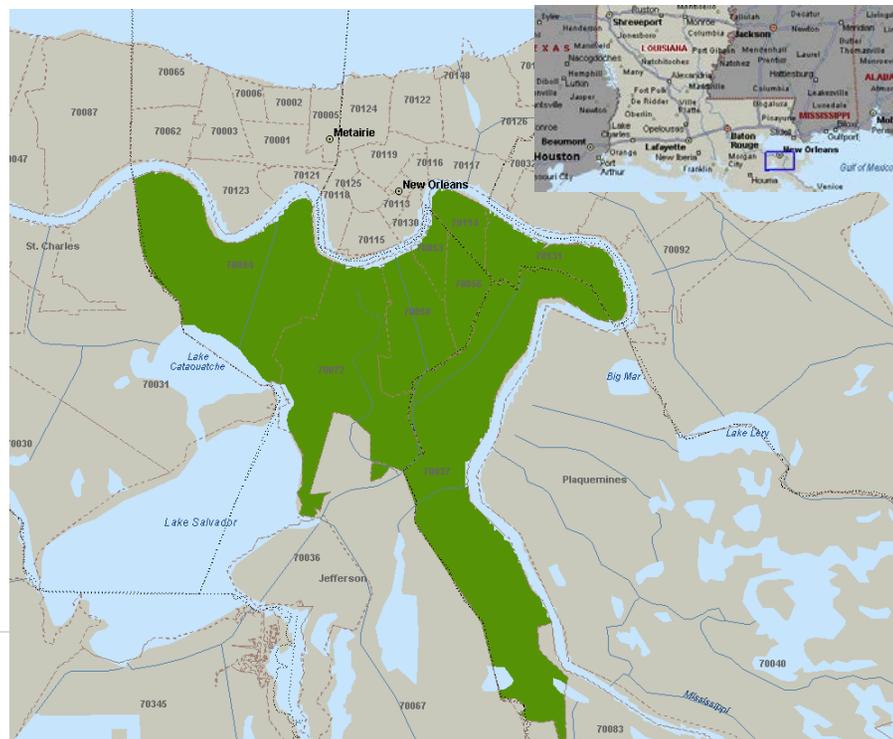
Community Definition

While community can be defined in many ways, for the purposes of this report, the **West Jefferson Medical Center** community is defined as 8 zip codes – including 3 parishes that hold a large majority (80%) of the inpatient discharges for the hospital (See Table 1 and Figure 1).

Table 1: West Jefferson Medical Center Study Area Definition – Zip Codes

Table 1. West Jefferson Medical Center Study Area Definition – Zip Codes					
City	Zip Code	Parish	City	Zip Code	Parish
Gretna	70053	Jefferson Parish	Westwego	70094	Jefferson Parish
Gretna	70056	Jefferson Parish	New Orleans	70114	Orleans Parish
Harvey	70058	Jefferson Parish	New Orleans	70131	Orleans Parish
Marrero	70072	Jefferson Parish	Belle Chasse	70037	Plaquemines Parish

Figure 1. Map of West Jefferson Medical Center Study Area



Methodology

Tripp Umbach facilitated and managed an implementation planning process on behalf of West Jefferson Medical Center, resulting in the development of an implementation strategy and plan to address the needs identified in their community health needs assessment completed in 2015 (i.e., access to health services; resource awareness and health literacy; access to healthy options; and behaviors that impact health).

Key elements of the implementation planning process included:

- ❑ **Implementation Strategy Process Planning:** A meeting was facilitated by the consultants and the CHNA oversight committee consisting of leadership from West Jefferson Medical Center.
- ❑ **Community Health Needs Assessment Review:** Tripp Umbach facilitated a brief overview of Community Health Needs Assessment findings to hospital leaders and facilitated a discussion process during a meeting held on October 6, 2015. Hospital leaders then participated in a discussion to determine which of the previously identified community health priorities could be and which could not be addressed by West Jefferson Medical Center. Once needs were selected; hospital leadership were asked to provide rationale for the needs that the hospital could not meet.
- ❑ **Inventory of Internal Hospital Resources:** An online survey was developed based on the underlying factors identified as driving the significant health needs in the West Jefferson Medical Center Community Health Needs Assessment. The survey was reviewed and administered by hospital leadership to key staff of the hospital which completed the survey. The internal survey identified what programs and services are offered at West Jefferson Medical Center that meet significant community health needs.
- ❑ **Committee Review of Evidence-Based Practices and Plan Development:** Tripp Umbach facilitated a review of strategy and evidence-based practices among hospital leaders during a meeting held on October 21, 2015. Based on the practices previously provided, hospital leadership reviewed and discussed the strategy and subsequent action steps needed to implement best practices to begin to address the health needs identified in the service area. Hospital leaders aligned needs with best practice models and available resources, defined action steps, timelines, and potential partners for each need to develop the accompanying implementation plan.

❑ **Final Implementation Planning Report:** A final report was developed that details the implementation plan the hospital will use to address the community health priorities identified by the West Jefferson Medical Center Community Health Needs Assessment which includes:

- ✓ Objectives
- ✓ Anticipated impact
- ✓ Target population
- ✓ Planned action steps
- ✓ Planned resource commitment
- ✓ Collaborating organizations
- ✓ Evaluation methods and metrics

Community Health Needs and Implementation Plan

Community Health Needs Implementation Planning Meeting

Qualitative and informational data were presented during a meeting held on October 6, 2015 with West Jefferson Medical Center leadership with the purpose of selecting significant community health needs for hospital implementation planning.

Tripp Umbach presented the results of the CHNA and used these findings to engage the hospital leaders in a group discussion related to the needs that West Jefferson Medical Center would address in implementation planning. The hospital leaders were asked to discuss a plan for health improvement in their community, and select the needs that they felt the hospital could address and assist the community in resolving, and those that they felt the hospital would not be well positioned to resolve.

During the process, hospital leaders determined that they were capable of meeting each of the community health priorities identified in their 2015 CHNA. As a result, hospital leaders believe the following health needs are those to which West Jefferson Medical Center is best positioned to dedicate resources to address within their community.

Access to health services;
Resource awareness and health literacy; and
Access to healthy options and behaviors that impact health

Tripp Umbach completed an independent review of existing data, in-depth interviews with community stakeholders representing a cross-section of agencies, and detailed input provided by survey respondents, which resulted in a summary of the community health priorities in the West Jefferson Medical Center community and the implementation strategy developed to address those needs:

KEY COMMUNITY HEALTH PRIORITY #1:
INCREASING ACCESS TO HEALTHCARE

Underlying factors identified by secondary data and primary input from community leaders, community stakeholders, and resident survey respondents:

1. Residents need solutions that reduce the financial burden of health care.
2. Provider to population ratios that are not adequate enough to meet the need.
3. Need for care coordination.
4. Limited access to healthcare as a result of transportation issues.

Increasing access to healthcare is identified as the number one community health priority by community leaders. Access to health care is an ongoing health need in areas across the U.S. Apart from issues related to insurance status and the Medicaid waiver, access to health care in the hospital service area is limited by provider to population ratios that cause lengthy wait times to secure appointments, location of providers, transportation issues, limited awareness of residents related to the location of health services, as well as preventive practices.

Socio-economic status creates barriers to accessing health care (e.g., lack of health insurance, inability to afford care, transportation challenges, etc.), which typically have a negative impact on the health of residents. Often, there is a high correlation between poor health outcomes, consumption of healthcare resources, and the geographic areas where socio-economic indicators (i.e., income, insurance, employment, education, etc.) are the poorest. In the needs assessments completed by West Jefferson Medical Center, community stakeholders and focus group participants identified access to health care and medical services (i.e., primary, preventive, and mental) as a need in the hospital service area.

While West Jefferson Medical Center, a hospital in the LCMC Health System, provides access to affordable healthcare in numerous ways, the need to improve access was identified through the most recent community health needs assessment. Recognizing that West Jefferson Medical Center is not the only medical resource in the hospital's service area, hospital leadership developed the following three-year strategy to further align the resources of the hospital with the health needs of the community:

NEED: Access to Health Services (Including Behavioral Health) UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Provide access to health services to residents that may not otherwise have access to health services				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources
Increase access to medical and preventive health services available to youth in the hospital service area	Residents served by WJMC regardless of ability to pay	Year 1-3: 1. Provide emergent care to all patients regardless of their ability to pay through the WJMC emergency medical care offering care 24 hours each day, 7 days every week. A. Provide referrals for ongoing outpatient primary care to patients as needed. 2. Provide assistance with the cost of health services received at WJMC to residents that qualify through grants and discount pricing. 3. Provide care coordination for residents seeking care at WJMC A. ER Rapid follow up will report to WJMC primary care physicians when patients have been hospitalized B. Provide nurse navigators where there are resources to do so. C. WJMC primary care physicians will make	Year 1-3: 1- # of patients receiving care 2- # of patients assisted 3- # of patients receiving any of these services 4- # of revisions and dates 5- # of preventive services provided 6- # of Patients with behavioral health issues served	Year1-3: Resources: Staff time, IT resources, and resources needed to evaluate and report impact.

NEED: Access to Health Services (Including Behavioral Health) UNDERLYING FACTORS: Residents need solutions that reduce the financial burden of health care; provider to population ratios that are not adequate enough to meet the need; need for care coordination; and limited access to healthcare as a result of transportation issues ANTICIPATED IMPACT: Provide access to health services to residents that may not otherwise have access to health services				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources
		<p>necessary referrals to specialty/subspecialty providers</p> <p>4. Provide educational information about what services are available in the community, including transportation services, by posting the resource inventory (a component of the CHNA) on the hospital website and updating the information at regular intervals.</p> <p>5. Provide preventative care and/or resource information related to community-based preventive care to improve the outcomes of treatment options and potentially increasing effectiveness.</p> <p>6. Provide access to behavioral health care (outpatient/Inpatient) through referrals and contracting and/or information on available community resources.</p>		
Potential Partners: <i>Susan G. Komen Foundation, Seaside, and outside physicians.</i>				

KEY COMMUNITY HEALTH NEED #2: RESOURCE AWARENESS AND HEALTH LITERACY

Underlying factors identified by secondary data and primary input from community leaders, community stakeholders and resident survey respondents:

1. A lack of awareness about health resources
 - ✓ System navigation
2. Presence of barriers related to literacy, awareness and language
 - ✓ System navigation
 - ✓ Need to increase culturally sensitive clinical care and educational outreach to vulnerable populations

Improving resource awareness and health literacy were identified as a top health priority for the West Jefferson Medical Center service area. While there has been a great deal of development in community-based health services in recent years; there is limited awareness among residents regarding where to secure services and the health provider landscape remains largely disjointed. According to stakeholders and community leaders, efforts to better connect services providers (e.g., the health information exchanges, electronic medical records, etc.) are in the earliest stages of development. Additionally, there are residents with limited English speaking skills making health literacy and system navigation a health concern. There is agreement across data sources in support of improving resource awareness, health literacy of residents and cultural sensitivity of providers in the hospital service area.

While West Jefferson Medical Center, a hospital in the LCMC Health System, provides programs and services which aims to increase resource awareness and health literacy, the need to improve resource awareness and health literacy was identified through the most recent community health needs assessment. Recognizing that West Jefferson Medical Center is not the only medical resource in the hospital's service area, hospital leadership developed the following three-year strategy to further align the resources of the hospital with the health needs of the community:

NEED: Resource awareness and Health literacy UNDERLYING FACTORS: Lack of awareness about health resources, challenges navigating health resources, and barriers related to literacy, awareness and language ANTICIPATED IMPACT: Increase resource awareness and health literacy				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources
Increase the information that is offered to residents about preventive practices and health management.	Residents served by WJMC	Year 1-3: 1. WJMC offers outreach education and information dissemination. <ul style="list-style-type: none"> A. Host local civic groups providing 1) space for meetings and 2) information about health services available at the hospital. B. Participation in community events with screening programs and health educations. C. Provide information and education regarding healthy behaviors. 	Year 1-3: 1. Document: (A-C) # of presentations # in attendance # of screenings	Year1-3: Potential Partners: Community partners where presentations are made Resources: Staff time, presentation and printed materials, screening equipment, etc.
Ensure effective communication through culturally sensitive communications and education.	Residents served by WJMC regardless of ability to pay	Year 1-3: 1. Increase the outreach offered to underserved populations (including residents with limited English speaking skills) regarding services that are available in communities served by WJMC. <ul style="list-style-type: none"> A. Disseminate the resource inventory (a component of the CHNA process) to organizations serving vulnerable populations, including: low income, seniors, and residents with limited English 	Year 1-3: 1 A & B- Log the organizations offered the resource inventory 1C # of classes/educational outreach efforts provided in a language other than English. 2 A-C- # of uses of	Year1-3: Resources: This may include budget, staff time, materials, durable goods, etc. Staff time, cost of language line, cost of document translation and printing

NEED: Resource awareness and Health literacy UNDERLYING FACTORS: Lack of awareness about health resources, challenges navigating health resources, and barriers related to literacy, awareness and language ANTICIPATED IMPACT: Increase resource awareness and health literacy				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources
		speaking skills. B. Provide the resource inventory in a format that can be translated. C. Share information via annual community venues: health fair and/or health forums collaborating with local Vietnamese and Hispanic communities and other vulnerable populations. 2. WJMC will provide appropriate translation services for patients that prefer a language other than English. A. Offer a language line service for translation B. Based on resources and availability, offer bi-lingual staff to assist with translation. C. Following applicable processes, ensure comprehension of medical documents for patients with limited English speaking skills.	the translation line (cost and languages)	

<p>NEED: Resource awareness and Health literacy UNDERLYING FACTORS: Lack of awareness about health resources, challenges navigating health resources, and barriers related to literacy, awareness and language ANTICIPATED IMPACT: Increase resource awareness and health literacy</p>				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources
<p>Potential Partners: WJ Care Transition Clinic, WJ Continuity of Care Clinic, Case Management/Social Services at WJMC to aid patients with barriers to care, Smoking Cessation Programs at WJMC including Smoking Cessation Trust, Wellness programs of WJ Fitness Centers, Support Groups at WJMC (Stroke, Oncology, Mended Hearts, Other), WJ Diabetes Services, Care House as provided for by Foundation for families of patients in WJ Critical Care, Spiritual Care Services at WJMC Heart Failure Resource Center, Palliative Care Services, Thumbs Up Health, and similar grocery store venues and/or retail outlet for information distribution.</p>				

KEY COMMUNITY HEALTH NEED #3 AND #4:

NEED TO IMPROVE ACCESS TO HEALTHY OPTIONS & NEED TO IMPROVE BEHAVIORS THAT IMPACT HEALTH

Underlying factors identified by secondary data and primary input from community leaders, community stakeholders and resident survey respondents:

1. Limited access to healthy nutrition
2. Lack of safe exercise options
3. Limited access to prevention and education
4. Residents do not always make the healthiest choices

Community leaders identified access to healthy options as a community health priority. Community leaders and stakeholders understood that health issues in the hospital service area are driven by both personal choices of residents and the amount of access individuals have to healthy options. Leaders focused discussions around the limited access residents have to healthy nutrition, safe exercise opportunities, and the need for education and outreach. There is agreement across data sources in support of increasing access to healthy options in the hospital service area.

Community leaders representing Westbank communities identified behaviors that impact health as a community health priority in Westbank communities. Community leaders and stakeholders understood that health issues in the hospital service area are driven by both personal choices of residents and the amount of access individuals have to healthy options. Leaders focused discussions around the personal choice and behaviors of residents as they relate to health outcomes. There is agreement across data sources in support of improving behaviors that impact health in the hospital service area (e.g., smoking, diet, and exercise).

While West Jefferson Medical Center, a hospital in the LCMC Health System, provides programs and services which provide access to healthy options and encourage healthy behaviors, the need to improve access to healthy options and improve behaviors that impact health were identified through the most recent community health needs assessment. Recognizing that West Jefferson Medical Center is not the

only medical resource in the hospital’s service area, hospital leadership developed the following three-year strategy to further align the resources of the hospital with the health needs of the community:

NEED: Access to Healthy Options AND Behaviors that Impact Health UNDERLYING FACTORS: Limited access to healthy nutrition; lack of safe exercise options; limited access to prevention and education; residents do not always make the healthiest choices ANTICIPATED IMPACT: Increase awareness about healthy options AND Offer information about healthy behaviors				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Increase the information that is offered to residents about healthy options and healthy behaviors	Residents in the hospital service area	Year 1-3: A. WJMC community relations department will offer outreach education related to smoking cessation, and healthy weight in conjunction with other departments on the Medical Center. A. Smoking Cessation B. Offer health and wellness classes through 1) Fitness Centers; 2) onsite at WJMC, and 3) in the community at local venues. C. Provide onsite and community-based screening and related activities for to raise awareness and offer early detection of health issues.	Year 1-3: A. Document: (A-C) # of presentations # in attendance	Year1-3: Resources: Staff time, presentation materials, IT technology may be needed, etc.
Increase the information that is offered to providers about healthy options and healthy behaviors	Residents in the hospital service area	Year 1-3: 1. Provide continuing in medical education classes and/or relevant information to providers.	Year 1-3: A. Document: (A1-3) # of presentations # in attendance	Year1-3: Resources: Staff time, presentation materials, IT technology may be needed, etc.

NEED: Access to Healthy Options AND Behaviors that Impact Health				
UNDERLYING FACTORS: Limited access to healthy nutrition; lack of safe exercise options; limited access to prevention and education; residents do not always make the healthiest choices				
ANTICIPATED IMPACT: Increase awareness about healthy options AND Offer information about healthy behaviors				
Objective -	Target Population	Planned Annual Activity	Timeframe/ Measures	Potential Resources/ Partners
Potential Partners: Louisiana Smoking Cessation Trust, Local grocery Stores (Thumbs up Health, etc.), local civic groups, <i>and possibly outside physicians.</i>				