

# 2020 – 2022 Implementation Strategy



 JUPITER MEDICAL CENTER

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## Executive Summary

Jupiter Medical Center (hereinafter referred to as “JMC” or Jupiter Medical Center) is an independent not-for-profit 297-bed regional medical center. Jupiter Medical Center is the first and only hospital in Palm Beach, Martin, St. Lucie, Indian River, Dade and Broward counties to receive a five-star rating for patient safety and quality of care—the highest ranking awarded by the Centers for Medicare and Medicaid Services (CMS). The ranking places the hospital in the top 7 percent of the nation’s hospitals. In addition, the Leapfrog Group, a national health care watchdog organization, recognized Jupiter Medical Center as a Top Hospital and awarded the hospital an ‘A’ in overall patient safety and quality care. World-class physicians, strategic partnerships, and innovative techniques and technology enable Jupiter Medical Center to provide a broad range of services with specialty concentrations in neurosciences and stroke care; cardiac and vascular care; oncology; women’s and children’s services; orthopedics and spine care; urgent care; and other key areas. Founded in 1979, Jupiter Medical Center has approximately 1,600 team members, 615 physicians and 640 volunteers.

Award-winning physicians, world-class partnerships, innovative techniques and technology enable Jupiter Medical Center to provide a broad range of services with specialty concentrations in cardiology, oncology, orthopedics and spine, pediatrics, neurosciences and emergency care. Additionally, we now offer urgent care services in five locations.

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, Accountability, Teamwork and Courage.

JMC works closely with MyClinic, an independent, not-for-profit free clinic that provides primary and specialty medical care (adults and children ages 3+), behavioral health counseling, chronic disease and medication management, care coordination, referrals for urgent dental services, lab and imaging services (provided free of charge by Jupiter Medical Center) for residents of Palm Beach County (especially those residing in the Jupiter area) who are uninsured and have limited financial resources.

## How the CHNA 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 after input from each of the respective disciplines.

The organization intends to undertake the following programs and services to meet the identified community health needs:

1. Access to Pediatric Health Care Services
  - a. Increase access to pediatric specialists by implementing a more structured referral program.
  - b. Expand pediatric services offered by JMC.
  - c. Partner with Lox Farms Fresh Rx program to increase consumption of fresh produce among youth in the community.
  - d. Address the vaping epidemic among youth.
2. Cancer
  - a. Construction and development of Anderson Family Cancer Institute – scheduled to open in February 2020.
  - b. Increase access to oncology services by employing additional oncologists.
  - c. Increase outreach and supportive services.
  - d. Partner with Lox Farms Fresh Rx program to increase consumption of fresh produce among cancer patients in the community
3. Heart Disease
  - a. Expansion of cardiac services.
  - b. Provide additional access to preventive screenings.
  - c. Partner with Lox Farms Fresh Rx program to increase consumption of fresh produce among cardiac patients in the community
4. High Blood Pressure/Stroke
  - a. Expand resources for outpatient services.
  - b. Increase educational outreach and screenings.
  - c. Continue to strengthen relationships with local organizations serving the senior population.

# Prioritized Community Health Needs

The health needs that have been identified by Jupiter Medical Center as the top four priority health needs are as follows:

- 1. Access to Pediatric Health Care Services** – Key Stakeholders interviewed for the 2019 Community Health Needs Assessment noted a need for pediatric specialty care. In addition, the population for persons age 0 to 19 in Palm Beach and Martin Counties has increased by over 10,000 since 2010.

JMC has a wide range of pediatric services including a dedicated inpatient unit, two dedicated pediatric operating rooms and recovery unit, pediatric emergency department, pediatric imaging and pediatric therapy.

The following sub-specialists, including, but not limited to, allergy/immunology, cardiology, dermatology, endocrinology, ENT, gastroenterology, general surgery, hematology/oncology, infectious disease, neurology, orthopedics & spine, plastic & reconstructive surgery, pulmonology and urology are available in the community directly or by referral.

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED	
Action Item: Increase availability to pediatric specialists by implementing a more structured referral program.	<ul style="list-style-type: none"> <li>JMC will identify various resources provided by the C.L. Brumback Clinic, MyClinic FL Health Palm Beach County and the Health Council of Southeast Florida related to pediatric health services and explore collaborative opportunities.</li> <li>JMC will compile a list of pediatric health resources available in the community and work to educate providers and patients on the available resources in the community as well as the appropriate utilization of health resources.</li> </ul>
Action Item: Expand pediatric services offered by JMC.	<ul style="list-style-type: none"> <li>JMC will continue to expand pediatric services by offering pediatric sleep studies for children 3 years and older.</li> <li>JMC will be opening a NICU which allows to care for more children in the community.</li> </ul>
Action Item: Partner with Lox Farms Fresh Rx program to increase consumption of fresh produce among youth in the community.	<ul style="list-style-type: none"> <li>Participants in this program can be identified by JMC, MyClinic, self-identified or by a physician nurse, or case manager as food insecure and/or low socioeconomic status, including Medicare, Medicaid, un/under-insured.</li> <li>Participants must complete a health assessment and consent form to qualify.</li> <li>Qualified participants will receive a weekly bag of produce for 12 weeks along with educational materials (in English and Spanish) related to food storage, recipes and resources.</li> <li>A midway and final assessment will be completed to track progress.</li> <li>Participants can be recommended to re-enroll in the</li> </ul>

	program by their physician.
Action Item: Address the vaping epidemic among youth.	<ul style="list-style-type: none"> <li>• JMC will partner with Jupiter High School to provide educational programs on vaping.</li> </ul>
<b>RESOURCES THE HOSPITAL PLANS TO COMMIT TO ADDRESS THE NEED</b>	
JMC plans to commit resources to support these programs.	
<b>PLANNED COLLABORATION IN ADDRESSING THE HEALTH NEED</b>	
As noted above, JMC will collaborate with the organizations referenced above to offer pediatric specialty care to the community.	

2. **Cancer** - Cancer is the leading cause of death in Palm Beach and Martin Counties. Respondents indicated that cancer was one of the biggest issues affecting the community on the community survey conducted as part of the 2019 Community Health Needs Assessment.

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

- Surgery
- Radiation Therapy
- Chemotherapy and Infusion
- Clinical Trials
- Patient Navigation Services
- Cancer Rehabilitation Services
- Survivorship Services
- Comprehensive Breast Care Program
- Thoracic Surgery and Lung Center of Excellence
- Community Outreach: Screenings, Education and Lectures

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED	
Action Item: Construction and development of Anderson Family Cancer Institute – scheduled to open in February 2020.	<ul style="list-style-type: none"> <li>• Anderson Family Cancer Institute is scheduled to open in February 2020. Anderson Family Cancer Institute will bring a leading-edge cancer resource that our community needs and will provide convenient access to multidisciplinary, evidence-based care such as that found in the nation's more prestigious health care institutions.</li> </ul>
Action Item: Increase access to oncology services.	<ul style="list-style-type: none"> <li>• JMC is recruiting two oncologists to the team in 2020.</li> <li>• JMC has added new technology including Varian True Beam Linear Accelerator for Radiation Therapy.</li> <li>• JMC plans to add multidisciplinary clinics for GI and GYN to provide a better experience for patients and improve patients' access to each of the care providers.</li> </ul>

<p>Action Item: Partner with Lox Farms Fresh Rx program to increase consumption of fresh produce among cancer patients in the community.</p>	<ul style="list-style-type: none"> <li>• Participants in this program can be identified by JMC, MyClinic, self-identified or by a physician nurse, or case manager as food insecure and/or low socioeconomic status, including Medicare, Medicaid, un/under-insured</li> <li>• Participants must complete a health assessment and consent form to qualify.</li> <li>• Qualified participants will receive a weekly bag of produce for 12 weeks along with education materials (in English and Spanish) related to food storage, recipes and resources.</li> <li>• A midway and final assessment will be completed to track progress.</li> <li>• Participants can be recommended to re-enroll in the program by their physician.</li> </ul>
<p>Action Item: Increase outreach and supportive services.</p>	<ul style="list-style-type: none"> <li>• JMC will increase supportive services for oncology patients including access to transportation and financial support.</li> <li>• JMC plans to increase the number of cancer screenings provided to the community.</li> <li>• JMC is developing a comprehensive cancer wellness program that includes fatigue management, rehabilitation and exercise, nutrition and sleep management.</li> </ul>

**RESOURCES THE HOSPITAL PLANS TO COMMIT TO ADDRESS THE NEED**

JMC plans to continue to commit resources to address cancer and move forward with the actions described above. In addition, the Anderson Family Cancer Institute represents \$50 million investment of JMC's resources.

**PLANNED COLLABORATION IN ADDRESSING THE HEALTH NEED**

JMC's cancer program works closely with community organizations including the American Cancer Society, Susan B. Komen Foundation, Cancer Alliance of Help & Hope, Hearing the Ovarian Cancer Whisper and the Melanoma Foundation. These organizations offer a variety of services including patient education material, transportation and financial assistance. The program also works with the Palm Beach County Medical Society Project Access which links underserved patients to health care services and providers.

**3. Heart Disease** - Heart disease is the second leading cause of death in Palm Beach and Martin Counties. Heart disease includes conditions affecting the heart, such as coronary heart disease, heart attack, congestive heart failure, and congenital heart disease.

Jupiter Medical Center offers the following cardiology and heart health services:

- Cardiac Catheterization with three state-of-the-art cardiac catheterization labs
- Interventional cardiology procedures
- Noninvasive cardiac diagnostic testing
- Cardiac rehabilitation
- Screenings – Coronary CT Angiography, Heart Health
- Stress reduction classes
- Patient Health Navigator & Cardiac Patient Navigator
- Community outreach – education, lectures and health fairs

<b>ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED</b>	
Action Item: Expansion of cardiac services.	<ul style="list-style-type: none"> <li>• JMC will begin offering open heart surgery early in 2020. With the addition of open-heart surgery, cardiac catheterization services will be expanded to provide more complex procedures.</li> <li>• In addition, electrophysiology services will be expanded.</li> </ul>
Action Item: Provide additional access to preventive screenings.	<ul style="list-style-type: none"> <li>• JMC will continue to provide an extensive array of cardiac education and screenings including monthly educational lectures for the Jupiter Heart Club and health fairs held several times per year as well as participation in community health fairs throughout the year.</li> <li>• Heart Health screenings are offered monthly on an ongoing basis and include cholesterol, blood pressure, BMI, 12 lead EKG and a thirty- minute counseling session with a cardiac nurse. Educational information on risk reduction and lifestyle changes is provided to each participant.</li> </ul>
<b>RESOURCES THE HOSPITAL PLANS TO COMMIT TO ADDRESS THE NEED</b>	
The programs described above will require additional resources to be committed. In addition, JMC will be developing open heart surgical services which are planned to be available early in 2020. With the expansion of services JMC will be able to provide cath lab services for more complex medical cases.	
<b>PLANNED COLLABORATION IN ADDRESSING THE HEALTH NEED</b>	
JMC will collaborate with the American Heart Association to increase community education and awareness of heart disease.	

**4. High Blood Pressure/Stroke** – Nearly 60% of the Medicare beneficiaries in the community have high blood pressure.

Jupiter Medical Center is the only hospital in northern Palm Beach County and in Martin County to achieve designation as a comprehensive stroke center. Awarded by the Florida Agency for Health Care Administration (AHCA), the Comprehensive Stroke Center designation ensures that Jupiter Medical Center has developed system-wide initiatives on stroke prevention, rehabilitation, education, community awareness and research.

<b>ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED</b>	
Action Item: Expand resources for outpatient services.	<ul style="list-style-type: none"> <li>• JMC will explore educational opportunities with the Town of Jupiter and Village of North Palm Beach County.</li> </ul>
Action Item: Increase educational outreach and screenings.	<ul style="list-style-type: none"> <li>• Expand educational programs to include integrative medicine, mindfulness and stress management.</li> <li>• Educate community residents on available resources to address high blood pressure and stroke.</li> <li>• JMC will partner with Emergency Medical Services to provide training on “hands only CPR.”</li> </ul>
Action Item: Continue to strengthen relationships.	<ul style="list-style-type: none"> <li>• JMC will explore opportunities to partner with organizations serving the senior population.</li> </ul>
<b>RESOURCES THE HOSPITAL PLANS TO COMMIT TO ADDRESS THE NEED</b>	
JMC has a health navigator, cardiac navigator and stroke coordinator who participate in health fairs and educational opportunities to educate the public on high blood pressure and stroke awareness.	
<b>PLANNED COLLABORATION IN ADDRESSING THE HEALTH NEED</b>	
As noted above, JMC will collaborate with organizations in the community who serve seniors.	

## Significant Health Needs Not Addressed

IRS regulations require that the CHNA Implementation Strategy include a brief explanation of why a hospital facility does not intend to address any significant health needs identified through the CHNA. As described in detail in the CHNA, JMC identified four significant health needs during the CHNA process, including:

- Access to Pediatric Health Care Services
- Cancer
- Heart Disease
- High Blood Pressure/Stroke

Other health needs identified through the CHNA process included access to healthcare, affordability of healthcare, chronic lower respiratory disease, need for health education, nutrition, exercise and diabetes. These health needs are already being addressed in some fashion by JMC and thus were not deemed significant health needs for purposes of the CHNA. Also, elder care services, mental health/behavioral health and substance abuse were also health needs that were identified through the CHNA process; however, these services are outside the scope of JMC's service offerings.

## Conclusion

Jupiter Medical Center believes that the new programs to be developed and expanded will respond to the significant health 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 Sue Goulding at [SGoulding@jupitermed.com](mailto:SGoulding@jupitermed.com), or by mail to Jupiter Medical Center, 1210 S. Old Dixie Highway, Jupiter, Florida, 33458