



2023-2025 Implementation Strategy Plan

Jupiter Medical Center’s Mission

To deliver excellent and compassionate health care advancing the well-being of the people we serve. Jupiter Medical Center (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.

Purpose of a Hospital’s Implementation Strategy

An Implementation Strategy outlines how a hospital plans to address community health needs and is intended to satisfy the requirements set forth by state law and the Internal Revenue Code Section 501(r)(3) regarding Community Health Needs Assessments (CHNA) and Implementation Strategy. The Implementation Strategy process is meant to align Jupiter Medical Center’s initiatives and programs with goals, objectives and indicators that address significant community health needs described in the CHNA.

Community Definition

A majority of the patients served by the hospital reside in northern Palm Beach County and southeast Martin County. Palm Beach County makes up 1,970 square miles and Martin County totals 543 square miles. Palm Beach County is the state’s third largest county by population while Martin County ranks 31st in size out of 67 counties in the state of Florida. The community served by JMC is defined primarily by four zip codes and secondarily by five zip codes within Palm Beach and Martin Counties

Jupiter Medical Center CHNA Community

Primary Service Area		
Zip Code	Community	
33458	Jupiter	
33477	Jupiter	
33478	Jupiter	
33469	Tequesta	
Secondary Service Area		
Zip Code	Community	
33455	Hobe Sound	
33410	Palm Beach Gardens	
33418	Palm Beach Gardens	
33408	North Palm Beach	
33403	West Palm Beach	

About Jupiter Medical Center

Jupiter Medical Center (JMC) is an independent, not-for-profit, 248-bed regional medical center. Jupiter Medical Center is the first and only hospital in Palm Beach, Martin, St. Lucie, and Indian River 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 seven percent of the nation’s hospitals. In addition, the Leapfrog Group, a national healthcare 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 1,880 team members, 675 physicians and 511 volunteers.

JMC works closely with MyClinic, an independent, not-for-profit free clinic that provides primary medical care, referrals for urgent dental services and medical specialists and on-site behavioral health services to low income, uninsured adults who live in the greater Jupiter area.

How the CHNA Implementation Strategy was Developed

The Implementation Strategy is developed after the comprehensive Community Health Needs Assessment (CHNA) is conducted and completed every three years. (Please refer to the complete CHNA for the full report.) Strategies and action plans are developed based on a consensus among steering committee members after input is received from each of the respective disciplines.

With regards to the 2023 – 2025 Implementation Strategy, JMC intends to undertake the following strategies to meet the identified community health needs. Each following year, senior leadership at JMC Center will review this implementation strategy to determine if changes should be made to better address the dynamic healthcare needs of the community.

Access to Services On Our Campus and in Our Region

- Expand access to world-class healthcare in our region with additional clinical facilities such as micro-hospitals, outpatient services, and additional primary care and specialty care physician practice locations.
- Increase capacity at JMC's Main campus.
- Improve preventative cancer screening rates for breast and cervical cancer.
- Support community members accessing healthcare services regardless of their ability to pay.

Access to Primary Care Providers

- Increase the number of primary care physicians in the Jupiter Medical Center Physician Group (JMCPG).
- Continue partnership with MyClinic.

Chronic Diseases

Expand Offerings on Chronic Diseases Such as Cancer and Heart Disease

- Expand existing Oncology Services within the region.
- Expand the existing Cardiac Program.
- Reduce our community's health risk factors through available assessments, health education/promotion and chronic condition management programs with a focus on hypertension.
- Enhance partnerships with local community partners addressing chronic health conditions.
- Improve access to healthy food.
- Develop and enhance additional supportive services for cancer patients.

Steering Committee Members

Steven Seeley

Senior Vice President and Chief Operating Officer

Dale Hocking

Vice President and Chief Financial Officer

Patti Patrick

Vice President and Chief Growth and Marketing Officer

Sue Goulding

Marketing Manager

Access to Services – On Our Campus and in Our Region

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED

Strategies	Initiatives/Programs	Anticipated Impact/Goals
Expand access to world-class healthcare in our region with additional clinical facilities such as micro-hospitals, outpatient services, as well as additional primary care and specialty care physician practices and locations.	<ul style="list-style-type: none"> Have completed the market analysis to determine locations for additional facilities. 	First facility is targeted to be operational by 2024 or early 2025.
Increase capacity at JMC's Main campus.	<ul style="list-style-type: none"> Complete Surgical Institute to add operating room capacity. Complete Emergency Department expansion to add 11 beds and a CT scanner to add capacity and improve wait times. Conduct campus expansion planning and execution to include a new patient care tower, parking garage and medical office building. 	<p>Targeted completion date is by yearend 2023.</p> <p>Emergency Department completion date is yearend 2022. CT Scan completion date – early 2023.</p> <p>Complete planning mid-2023, and begin construction in early 2024 with targeted completion in late 2025.</p>
Increase preventative cancer screening rates for breast and cervical cancer.	<ul style="list-style-type: none"> Collaborate with the Promise Fund Navigator on providing education to underserved women about breast and cervical health. 	Educate 1,500 women in the community
Support community members accessing healthcare services regardless of their ability to pay.	<ul style="list-style-type: none"> Provide Financial Assistance to qualifying patients. 	<p>JMC offers a variety of payment options for qualified patients. Financial Counselors are available to assist patients with eligibility review and connecting them with Federal, State and Local Financial Assistance Programs.</p> <p>JMC also provides imaging and lab services for MyClinic patients.</p>

Access to Services

Access to Primary Care Providers

Chronic Diseases

Access to Primary Care Providers

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED

Strategies	Initiatives/Programs	Anticipated Impact/Goals
Increase the number of primary care physicians in Jupiter Medical Center Physician Group (JMCPG).	<ul style="list-style-type: none"> Recruit new primary care physicians to JMCPG – sourcing both locally and from outside the immediate area. Expand service area reach by adding access in both primary and secondary markets. 	<p>Increase by eight to ten primary care providers per year over the next three years.</p> <p>Expansion of physician workforce.</p>
Continue partnership with MyClinic.	<ul style="list-style-type: none"> JMC will continue to partner with MyClinic which is co-located with the C.L. Brumback Clinic (Health Care District of Palm Beach County). The clinic provides primary care services to underserved patients. 	JMC will continue to provide the Executive Director and Business Manager for MyClinic.

Access to Services

Access to Primary Care Providers

Chronic Diseases

Chronic Diseases - Expand Offerings on Chronic Diseases Such as Cancer and Heart Disease

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED

Strategies	Initiatives/Programs	Anticipated Impact/Goals
Expand Oncology Services within the region.	<ul style="list-style-type: none"> Recruit one to two additional medical oncologists over the next three years. Partner with University of Florida (UF Health) to provide access to clinical research and trials. 	<p>Increase access to Oncology Services.</p> <p>Provide access to clinical research and trials within the next three years.</p>
Expand Existing Cardiac Program.	<ul style="list-style-type: none"> Develop an Atrial Fibrillation Center of Excellence. Add two Electrophysiology labs to increase capacity. Recruit second Cardiac Surgeon. 	<p>Complete Electrophysiology lab expansion.</p> <p>Add second Cardiac Surgeon.</p>
Reduce risk factors through the provision of additional health status assessments, health education/promotion and chronic condition management programs with a focus on hypertension.	<ul style="list-style-type: none"> Continue to provide an extensive array of cardiac education and screenings including monthly educational lectures with a heart health focus. JMC will also participate in community health fairs throughout the community. JMC will offer heart health risk assessments at both community lectures and health fairs, in addition, blood pressure screenings will be offered at health fairs with an educational focus on lifestyle changes to improve heart health provided to each participant. JMC will develop a Cardiac Wellness Program designed for patients who have completed a prescribed cardiac rehabilitation program. Classes will offer supervised/guided fitness classes with personalized exercise regimen based on patients' individual health status. 	<p>Improve our community heart health.</p>

Access to Services

Access to Primary Care Providers

Chronic Diseases

Chronic Diseases - Expand Offerings on Chronic Diseases Such as Cancer and Heart Disease (continued)

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED

Strategies	Initiatives/Programs	Anticipated Impact/Goals
Improve access to healthy food.	<ul style="list-style-type: none"> Continue partnership with Lox Farms Fresh Rx program to increase availability to and consumption of fresh produce among cancer and cardiac patients in the community. <ul style="list-style-type: none"> Participants in this program can self-identify or be recommended by JMC, MyClinic or by a physician, nurse, or case manager based on their food insecurity. They may also be identified based on having a low socioeconomic status which may include those with Medicare, Medicaid or who may be uninsured or under-insured. Participants must complete a health assessment and consent form to qualify. Participants can be recommended to re-enroll in the program by their physician. 	<p>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.</p> <p>A midway and final assessment will be completed to track progress.</p>
Enhance partnerships with local community partners addressing chronic health conditions.	<ul style="list-style-type: none"> Contributions to MyClinic (addressed above) and El Sol, Siobhan Gross, RN, Diabetes Educator, will continue to provide monthly educational programs and cooking demonstrations at El Sol. 	

Chronic Diseases - Expand Offerings on Chronic Diseases Such as Cancer and Heart Disease (continued)

ACTIONS THE HOSPITAL PLANS TO TAKE TO ADDRESS THE HEALTH NEED

Strategies	Initiatives/Programs	Anticipated Impact/Goals
<p>Develop and enhance additional supportive services for cancer patients.</p>	<ul style="list-style-type: none"> • JMC will develop a patient notebook for all new patients to include information on supportive services including available resources and contacts for financial assistance both locally and nationally, information on nutrition, psycho-social support, and self-care. This notebook will have sheets for tracking medications, treatments, vitamins and herbal supplements, and applicable allergies. • Explore expanding supportive services which may include: <ul style="list-style-type: none"> • Adding a Prostate Cancer Patient Navigator to assist patients in effectively moving through the healthcare system, providing education, support and resources. • Enhance the Cancer Wellness Program (for post-COVID cancer patients) to include fatigue management classes through the Cary Grossman Health & Wellness Center. • Have the Oncology Dietitian begin offering monthly nutrition classes for patients. • Partner with MyClinic and their Promise Fund Navigator to provide mammography (up to 15 per month) for at-risk patients. • Continue to offer CT lung screenings for at-risk individuals to detect earlier-stage lung cancer. • Offer complimentary skin cancer screenings. 	<p>Goal is to provide information and resources in a format they can bring with them to each appointment and update as needed.</p> <p>Increase access to medical and supportive services.</p> <p>Continue to offer monthly classes.</p> <p>Provide up to 15 free mammography screenings per month.</p> <p>Increase access to CT lung screenings for at-risk individuals.</p>

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 prioritized three significant health needs during the CHNA process, including:

- Access to Services
- Access to Primary Care Providers
- Access to care for Chronic Diseases

Other identified health needs have not been specifically addressed through the development of this Implementation Strategy. However, many of these needs are covered through JMC's provision of comprehensive services included in the three above-mentioned priority areas to be focused on over the next three years. Specific reasons are outlined below.

Identified Need	Reason for Not Addressing
<ul style="list-style-type: none"> • Affordability of Health Care • Obesity • Preventative Care • Food Insecurity/Low Food Access 	<p>All are addressed through Access to Services and Treatment of Chronic Diseases.</p> <p>These needs received a relatively low priority per community input obtained through key stakeholder interviews and the community survey.</p>
<ul style="list-style-type: none"> • Adult Mental Health • Asthma in Children • Health Equity • Pediatric Mental Health • Unintentional Injuries • Youth Vaping 	<p>All are addressed through JMC's comprehensive services and/or educational outreach.</p> <p>These needs also received a relatively low priority per community input obtained through key stakeholder interviews and the community survey.</p>
<ul style="list-style-type: none"> • Pedestrian/Biker Safety • Poverty Among Children • Violence/Safety • Substance Use • Transportation 	<p>These needs are outside the scope of services provided by JMC, but opportunities may exist for JMC to support organizations addressing these needs.</p>

Conclusion

JMC believes that the new programs to be developed or 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
Marketing Manager
Sgoulding@jupitermed.com