

# COMMUNITY HEALTH NEEDS ASSESSMENT

## Implementation Plan



SALEM  
MEDICAL  
CENTER

2020 - 2022

# Salem Medical Center

## Community Health Needs Assessment

### Implementation Plan 2020 – 2022

Salem Medical Center (SMC) developed a Community Health Needs Assessment (CHNA) which was reviewed and adopted by the Board of Trustees. The CHNA was prepared in accordance with Federal requirements for not-for-profit hospitals contained in the Affordable Care Act and guidelines issued by the Internal Revenue Service. Significant input was obtained and utilized in the development of this assessment from a broad array of community stakeholders (i.e., local government and religious leaders, State government and elected officials, employees, medical staff and other local healthcare providers and organizations).

A copy of the CHNA report can be obtained electronically at [www.smc.health](http://www.smc.health). A physical copy of the report may be obtained by contacting the hospital's public relations office at 856 935-1000 ext.6299.

#### **Hospital Overview**

The hospital was founded as a not-for profit organization in 1919 and was named the Memorial Hospital of Salem County. The first location for the hospital was in downtown Salem. It moved to Mannington Township in 1951. In 2002 the hospital was sold to Community Healthcare Systems, becoming a for-profit acute care hospital. Community Health Systems sold the hospital in 2019, it was renamed Salem Medical Center, and became a not-for-profit organization again.

SMC is licensed of 126 inpatient beds, providing medical-surgical, acute intensive and behavioral healthcare services. It has a very active emergency department and provides a broad array of outpatient services. The main campus of the hospital is in Mannington, and it has locations in Swedesboro and Woodstown where community outpatient services are provided. The hospital has approximately 400 employees and a medical staff of approximately 125 members.

**Mission Statement**

Salem Medical Center --- delivering high quality, compassionate healthcare to Greater Salem County.

**Vision Statement**

As a not-for-profit hospital, Salem Medical Center will focus on patients first, ensuring that the highest quality of care is always priority number one.

We are proud to serve Salem County and are committed to working with the community to make the future of healthcare delivery in the region brighter and more sustainable than in the past.

Salem Medical Center will keep a focus on making services that we provide, both hospital based and outpatient programs, reflective of the evolving needs of the population we serve.

**Determining Community Health Needs**

In order to identify Community Health Needs in the SMC service area, the hospital used internal and publicly available data, various secondary data and reports and input from a broad range of community and regional stakeholders. There was an in-depth analysis of the data used in the assessment, validated and supported with the input from the community stakeholders.

**Findings from the Community Health Needs Assessment**

Through the process of data analysis and solicitation of stakeholder input, the following eight specific health needs were identified:

<b><u>Identified Health Need</u></b>	<b><u>Detailed Concern-Action Step Details on Page</u></b>
Obesity	5
Substance Abuse and Addiction	6
Behavioral Health	7
Services for Individuals with Intellectual/Developmental Disabilities	8
Access to Care	9
Investment in Local Healthcare	
Local Response to the Covid 19 Pandemic	10
Women’s Health Services	

### **Identified Health Need Not Being Immediately Addressed**

Salem Medical Center understands that a large number of health needs would be identified in the process of developing the CHNA. SMC determined after careful review, that given the data and service area demographics, the identified need for Women's Health Services would not be immediately addressed. It was determined that SMC did not have sufficient resources and expertise in order to adequately address this need on its own. SMC does acknowledge the importance of Women's Health Services in its service area, and will seek to partner, where appropriate, with other healthcare providers in the region to meet this need.

# OBESITY

## **Concern**

Community members ranked obesity as their top health issue. Nationally, obesity is also a concern, with health care costs and mortality related to obesity rapidly overcoming tobacco-related costs/mortality. Since 2000, the adult obesity rate in New Jersey has increased by over 60%. This period has also seen an increase the burden of obesity-related diseases such as diabetes, hypertension, and heart disease. Projections for the chronic disease burden related to obesity are dire, with an expected four-fold increase in the number of heart disease cases within the next 20 years. Even more troubling is that obesity and related chronic health conditions occur at higher rates in Southern New Jersey than they do in the rest of the state and nationally.

## **Action Step**

Medical weight-management through our family and internal medicine practices is the first line of defense in helping control one's weight. Patients are provided dietary counseling services, where a managed change in diet is a possible approach to address an obesity condition. However, Bariatric surgery remains the most effective and durable therapy option for obesity. Bariatric surgery is generally considered when non-surgical interventions have failed in a patient with a BMI greater than 35-40.

SMC made a major commitment in this specialty by bringing back one of South Jersey's premier bariatric surgeons, Dr. Harish Kakkilaya. With more than 20 years of experience, Dr. Kakkilaya has performed more than 1,000 weight loss surgeries and has had better results and less complications than the national average. Dr. Kakkilaya's reputation – and the reasonable cash price offered for the surgery – give SMC an opportunity to market the service beyond the traditional service areas of SMC – even beyond the South Jersey region.

SMC has the capability to provide life-changing surgery to the community as evidenced by the many personal stories of weight-lost success.

# *ADDICTION MEDICINE*

## **Concern**

Community members are concerned about multiple types of substance abuse, particularly the opioid crisis that has plagued the United States in recent years. According to the Centers for Disease Control, from 1999–2019, nearly 500,000 people died from an overdose involving any opioid, including prescription and illicit opioids. Inadequate services and facilities were reported to help those with substance abuse issues. The needs assessment revealed that individuals and families had a lack of resources and support available in their communities to help them and their loved ones battle this addiction.

## **Action Step**

SMC partnered with Legacy Treatment Services to open an Outpatient/ Intensive Outpatient treatment program.

On the grounds of the medical center, they offer evidence-based services that are delivered by a staff of psychiatrists, clinicians, family therapists, addiction specialists, social workers, peer support specialists, care coordinators, and advanced practice nurses.

## **Outpatient services for substance use disorder include:**

- Individual and group counseling
- Family counseling
- Individual and group therapy
- Therapy for children age 13 and up
- Psychiatry and medication monitoring for adults and children
- Substance abuse counseling for adults and adolescents
- Intensive outpatient treatment for adults with a substance use disorder
- Intensive outpatient services for adults with a co-occurring mental health and substance abuse diagnosis

In addition to the partnership with Legacy, SMC initiated an ER program to help reduce the risk of opioid abuse. In 2021, SMC launched the Addiction Pathways program — a medication-assisted treatment program using the drug buprenorphine for opioid use disorders. By implementing this program, SMC hopes to reduce opioid use and opioid-related deaths in the community.

# *BEHAVIORAL HEALTH*

## **Concern**

Community members reported that behavioral health issues were affecting their communities in general, and themselves specifically. Increased access to behavioral health treatment was reported as an important deliverable.

## **Action Step**

SMC opened a new 26-bed Inpatient Psychiatric Unit. Working with behavioral health experts, law enforcement and other community leaders, SMC's Board of Trustees committed itself fully to address the Salem area's need for additional mental health resources. In partnership with Legacy Treatment services, SMC offers outpatient mental health treatment provided on the grounds of the medical center using a highly organized treatment approach which offers more freedom and flexibility than residential inpatient care. Services are provided by a treatment team comprised of licensed professionals including psychiatrists, therapists, and addiction specialists.

Therapies and services offered as part of our outpatient program include:

- Psychiatric evaluation and assessment
- Individual and group therapy
- Family therapy
- Couples therapy
- Medication management
- Co-occurring substance use disorder and mental health therapy

In addition to treating mental health disorders like anxiety and depression, our mental health program can help you manage and overcome:

- Stress
- Marital and relationship problems
- Strained family relationships and family issues
- Domestic violence
- Physical and sexual abuse
- LGBTQ issues
- Sexuality issues
- Parenting concerns
- AIDS counseling
- Life transitions, such as retirement or divorce
- Chronic illnesses
- Eating disorders
- Behavioral disorders
- Substance use disorders
- Loss and bereavement

# *INTELLECTUAL / DEVELOPMENTAL DISABILITY*

## **Concern**

Persons with Intellectual/Developmental Disability (IDD) experiencing a psychiatric crisis need an appropriate setting with a comprehensive wrap-around services to help persons with IDD. None such setting exists for IDD patients in South Jersey.

## **Action Step**

SMC will partner with Woods Services and Legacy Treatment Services, a leading specialist in the field of Intellectual/Developmental Disabilities. SMC will establish an **Inpatient Crisis Stabilization unit** with wrap-around services to help persons with IDD. The program will provide specialized stabilization and ongoing care.

The goal of this program is to place patients in the correct clinical setting. Most times these patients are misplaced and found in med/surg units and nursing homes, where the care setting is not suited to their presenting and chronic conditions. SMC will be able to offer better care management with coordinated primary and behavioral health care.

**In a Win for the Community:** NJ State Senate President Sweeney is in complete support of the program and passed legislation to support it. SMC has requested program funding of \$4.8 million. NJ Department of Health also supports program and will assist with any waivers as needed. The state of NJ will benefit from the program through cost savings of approximately 15%.

# *ACCESS TO CARE*

## **Concern**

Community members' reported access to care was an issue that created a barrier for them. Generally, lack of facilities and providers were a strong concern for community members in Salem and surrounding counties.

## **Action Step**

SMC now offers Telemedicine at each of our locations as well as several ways to arrange a Telemedicine visit to account for individual's access or lack of access to technology. To help with access, SMC's Wound Care was relocated to the front of the hospital and has a new home at the front of the facility.

There is public bus transportation that has stops at the Hospital. Recognizing that some patients do not have their own source or access to public transport, the hospital developed a partnership with a private transportation service to arrange for the appropriate level of service (e.g. standard sedan, vehicle with wheelchair lift) given the patients need.

Finally, the hospital continues to actively recruit physicians to the Salem Medical Center service area. The primary focus will be to fill gaps in clinical services as noted in the Community Health Needs Assessment. The recruitment of physicians will be dependent on the availability of financial resources to support the start-up of new practices.

# *INVESTMENT IN LOCAL HEALTHCARE*

## **Concern**

The need for improved medical technology and upgraded facilities is cause for a significant investment into the future of SMC.

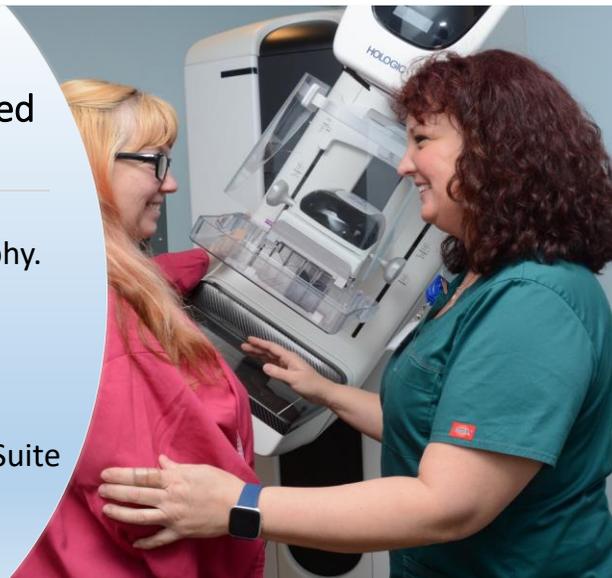
## **Action Step**

To continue providing high quality, compassionate healthcare to Salem County and beyond, SMC has seen improvements in facilities, infrastructure, medical technology, and healthcare upgrades. A significant investment has been made in several areas including:

- Imaging and Radiology Technology: 3D Mammography, DEXA, Nuclear Medicine, and fully digitized radiology suite.
- Relocation and construction of brand-new wound care center, which includes a Hyperbaric Chamber
- Construction of a 26-bed Inpatient Psychiatric Unit
- Addition of outpatient behavioral health offices
- Upgraded Information Technology Infrastructure
- Retro-fit 58 Tele/Med-Surg beds for Negative Pressure and Telemetry

## **Renovated and Improved Radiology Department**

- Added 3D Mammography.
- DEXA Scan Upgrade
- Nuclear Medicine
- Fully Digital Radiology Suite



## *SALEM MEDICAL CENTER RESPONSE TO COVID-19*

In response to the estimated potential impact of coronavirus disease (COVID-19), Salem Medical Center worked closely with the NJ Department of Health to prepare for an influx of critically ill patients. The protocols -- developed in partnership with an infectious disease consultant -- focused on clinical decisions regarding intubation, the use of high-flow oxygen, and cardiac arrest. SMC retrofitted 58 med-surg beds for Negative Pressure & Telemetry and procured proper PPE for all staff through diligent efforts of Materials Management. Support was provided for both clinical and nonclinical staff affected by the profound impact of COVID-19. The team at SMC put these processes and procedures in place during a 1-month period while surge planning was ongoing and the need for ICU capacity rose exponentially.

## SMC Response to COVID-19

- Increased staffing of RNs
- Welcomed support of 28 healthcare military personnel
- Communicated SMC efforts during crisis to community through a series of “Open Letters” in local press

