
Implementation Plan for Needs Identified in the Community Health Needs Assessment for Einstein Medical Center Philadelphia and Einstein Medical Center Elkins Park

FY 2017-2019 November 2017

Einstein's overall mission is to provide compassionate, high-quality healthcare to residents of the greater Philadelphia region and deliver care in a manner, which is personally satisfying to patients and their families. *With Humanity, humility and honor, to heal by providing exceptionally intelligent and responsive healthcare and education for as many as we can reach.* Einstein offers a wide range of healthcare programs and services, ranging from community health education and preventive medicine, to complex and specialized care requiring advanced technology and highly expert staff. Einstein cares for each person regardless of race, religion, national origin or ability to pay. To continue to meet those responsibilities, the network must remain financially viable. We recognize our responsibility to use our resources to elevate the health status of the communities we serve.

Einstein's educational commitment includes providing health education to the community, and training and educating medical school students, graduate and practicing physicians, and other healthcare professionals. Einstein also supports clinical research for the purpose of enhancing the quality of patient care and advancing the science of medicine.

Community Health Needs Assessment: A Community Health Needs Assessment (CHNA) was performed in the fall of 2015 to determine the health status and health care needs of residents of Einstein Healthcare Network, Einstein Medical Center Philadelphia's service area. The needs assessment was conducted by Public Health Management Corporation, a private non-profit public health institute. The purpose of the needs assessment is to identify and prioritize community health needs so that Einstein can develop strategies and implementation plans that benefit our community.

The unmet health care needs for this service area were identified by comparing the health status, access to care, health behaviors, and utilization of services for residents of the service area to results for the county and state and the Healthy People 2020 goals for the nation. Input from the three groups of community meeting participants was also used to further identify unmet needs, local problems with access to care, and populations with special health care needs.

Below are identified unmet needs and Einstein's strategy to meet these needs:

Need: Early prenatal care especially programs that reduce infant mortality among all residents and low birth weight births, especially among Black women.

Strategy: Since 1997, the Philadelphia region has seen 19 hospitals end maternity services. Einstein is one of only six remaining hospitals in the city still delivering babies. Philadelphia's infant mortality rate reflects this crisis course. Einstein is committed to mitigating circumstances that lead to infant mortality. To that end, Einstein has implemented a CenteringPregnancy®

program at our prenatal clinic in the hospital and a CenteringParenting® program at our pediatric clinic. The Centering programs 1) screen pregnant women to identify psycho-social stressors during and after pregnancy, 2) connect those with positive screens to services and community resources that can help them address these issues before and after their babies are born and 3) provide group healthcare services for women during pregnancy (CenteringPregnancy®) and to their babies (CenteringParenting®) so that women are supported in a way that increases their caregiving abilities, promotes personal empowerment and builds community.

CenteringPregnancy is a multifaceted model of group care that integrates the three major components of care: health assessment, education, and support, into a unified program within a group setting. Eight to twelve women with similar gestational ages meet together, learning care skills, participating in a facilitated discussion, and developing a support network with other group members. Each Pregnancy group meets for a total of 10 sessions throughout pregnancy and early postpartum. The practitioner, within the group space, completes standard physical health assessments.

CenteringParenting is a model of group care that integrates the three major components of care: health assessment, education, and support, into unified care within a group setting. Six or seven mother/baby dyads come together and mothers learn care skills, participate in a facilitated discussion, and develop a support network with other group members. Parenting groups meet for 8-9 sessions through the baby's first year. We have expanded CenteringParenting to a second year with 6-8 sessions.

When CenteringParenting care is used in conjunction with CenteringPregnancy, groups provide a continuing community for families for more than 24 months during this challenging time of transitions and provide an opportunity for competence and confidence building.

Need: Primary care for low income adults.

Strategy: Einstein believes preventive and primary care are crucial for the ongoing health of our community. We have an extensive infrastructure in place to meet this need and will work to better integrate these services into our community through increased outreach and communication.

Einstein Community Health Associates (ECHA) is the primary care network of Einstein Healthcare Network. ECHA currently consists of 26 practices at 25 locations throughout Philadelphia, Montgomery and Bucks County. These practices consist of 13 internal medicine providers, 24 family practice providers, and 28 pediatric providers. Of the 65 providers, 12 are either nurse practitioners or physician assistants.

On an annual basis, the ECHA providers see patients for approximately 47,800 internal medicine visits, 77,400 family medicine visits and 108,000 pediatric visits. Additionally, primary care practices at the Medical Center, staffed by teams of faculty and residents, provide 50,000 patient visits to community residents. There are 23,913 capitated patients in our adult practices, 48% are insured through medical assistance. Einstein is well positioned to improve health with its vertically integrated services and community based primary care network. In Spring 2015, all 26

ECHA practices received their designation as accredited Level 3 Medical Homes through NCQA. Einstein continuously strives to improve quality, care and costs for its patients.

Einstein's Community Practice Center (CPC) is the Internal Medicine Resident Primary Care clinic for Einstein Medical Center Philadelphia. Einstein's CPC provides much needed primary care services for one of the most underserved populations in the state. At the CPC, more than 25 full-time attending physicians, 16 Fellows, and 75 medical residents and students provide comprehensive care. Thirty-seven different languages are spoken among the physicians and staff members and nearly all major cultural backgrounds are represented. The clinic provides a full spectrum of primary care needs to a large underserved population.

Additionally, Einstein Healthcare Network has established Einstein Care Partners, an Accountable Care Organization (ACO) currently comprised of the Network's three physician organizations and two hospitals, whose mission is to make healthcare more affordable, accessible and improve the quality and experience of care for patients.

As part of our planned participation in the 2018 Medicare Shared Savings Program, the ACO will utilize our community needs assessments to guide a comprehensive community outreach strategy and plan for the ACO and its participating practices. Participating practices currently maintain a referral list of community resources that include senior and patient support services; meal, physical activity, and smoking cessation programs; prescription and insurance assistance; and insurance enrollment services.

Need: Dental care, prescriptions, vision care for older adults and low income populations;

Strategy: Einstein's on-site pharmacy fills new, 30-day prescriptions of patients being discharged from the hospital and discharged patients have access to 340 B pricing.

As a 340B Program covered entity, Einstein is able to extend discounts from pharmaceutical manufacturers to expand access to prescription services to low income, uninsured and underinsured individuals, to expand medication management and education, and to support community wellness programs. Despite coverage expansion under the Affordable Care Act, Einstein continues to see roughly 20-30% of patients without prescription drug coverage, including patients with life threatening conditions such as cancer, immunodeficiency and hepatitis. Einstein has also implemented an intervention to address the opioid crisis, approving emergency room dispensing of Naloxone to reverse the effects of an overdose. Einstein's 2016-2017 patient assistance program in oncology and hepatology alone has saved patients more than \$617,000 in out-of-pocket expenses.

Einstein does offer extensive dental and vision care at the medical center. However, financial constraints prohibit us from further discounting these services. We will investigate the available low cost options in our service area and refer patients as appropriate.

Need: Mental health treatment for middle class and low income populations especially for the Latino population

Strategy: Einstein provides compassionate, confidential, expert mental health care to people of all ages. Einstein will continue to work with community leaders to highlight the extensive mental health services we have available. Einstein operates two inpatient psychiatric adult units, Tower 7 and Levy 9. Tower 7 is a thirty bed general psychiatric unit dedicated to the treatment of patients experiencing acute psychiatric disorders with or without medical complications. There is also a geriatric inpatient psychiatric unit on Levy 9. The clinical goals of Tower 7 are to provide an appropriate, caring environment and variety of psychiatric/medical illness and to restore patients to optimum mental and physical health. The clinical program consists of milieu therapy, group psychosocial therapies, individual therapy, medical and pharmacological therapies. Patients who are 18 years or older are admitted to the unit regardless of race, religion, gender, national origin, sexual orientation, handicap or any other factors.

The Outpatient Center on the Einstein Medical Center Philadelphia campus provides comprehensive outpatient services for children (as young as five), adolescents, adults and the elderly. Staffed by an interdisciplinary team of psychiatrists, psychologists, licensed social workers, child psychologists, and an art therapist, the Outpatient Center offers comprehensive psychiatric evaluation and assessment, psychotherapy and medication management. A medical director and program director are also on staff.

Einstein's Community Practice Center (CPC) is the Internal Medicine Resident Primary Care clinic for Einstein Medical Center Philadelphia. We have an Ambulatory Intensive Care Team approach in the CPC, inclusive of behavioral health and substantial physician involvement to improve services and access for the practice's most complicated patients. We have grouped our access problems into four major spheres including (1) Primary care, (2) Behavioral Health, (3) Social Work and (4) Culture. These four spheres dictate the structure of an ambulatory intensive care team (AICU). Each patient is coupled with an individualized team. The care of each patient is directed and overseen by the team helps to provide coordinated care for these patients which goes beyond access issues.

Additionally, Einstein operates a Crisis Response Center, one of five in Philadelphia, which is easily accessible by public transportation. There is 24/7 access to treatment with no appointment needed. Physicians and nurses are always on unit and on site. There is phone triage and crisis counseling available. Visitors are immediately greeted by staff at the door (CPS). CRC staff make frequent visits to and have discussions with community sources regarding access to care in the CRC.

Need: Behavioral health treatment for school age children

School Based Programs – Student Assistance Programs

Einstein Behavioral Health administers The Student Assistance Program (SAP) which is designed to identify and assist students who are having school related problems resulting from drug or alcohol abuse or other mental health problems. Students who are deemed in need of help are referred to the appropriate school based and/or community service. SAP evaluators go to the schools with written parental permission and meet with the parents and student. The evaluator then helps parents obtain any recommended services.

Need: Services addressing activities of daily living limitations among older adults;

Strategy: MossRehab, a division of Einstein Healthcare Network, is a national and world leader in the field of physical medicine and rehabilitation. Ranked the number one rehabilitation hospital in Pennsylvania and number nine in the nation according to *U.S. News and World Report*, we are dedicated to improving the function and quality of life of individuals living with disabilities. MossRehab is the largest provider of rehabilitation services in the greater Philadelphia region with six inpatient and 14 outpatient locations along with many fitness, wellness and advocacy programs. MossRehab fosters research, education, training, disability prevention and advocacy on behalf of people with disabilities, and other activities that meet the needs of our constituents.

MossRehab offers extensive programs in our community for older adults such as Moss Muscle Builders. Moss Muscle Builders is a community fitness program designed for the physically disabled and older adults. It allows patients to exercise in an environment that is accessible and supportive. Moss also offers Arthritis support services, programs for individuals with mobility disorders, fall risk assessments as well as navigation programs for Multiple Sclerosis and Parkinson's disease.

Unmet needs in this area also include increased educational and outreach programs to address:

- Heart disease, cancer, stroke, female breast cancer, and lung cancer among residents;
- High rates of obesity, hypertension, and diabetes among all adults, particularly Black and Latino adults;
- The needs of the growing linguistically and culturally diverse immigrant populations, who are often uninsured and/or undocumented;
- Linguistically and culturally appropriate services, including interpreters and health literature, in Spanish, Asian and African languages in particular;
- Smoking prevention, interventions, and cessation programs;
- Adolescent pregnancy;
- Overweight and obese children and adults; and
- Understanding and trust in the publicly funded health care and insurance system among low income residents, particularly City Health Centers and Federally Qualified Health Centers in Philadelphia.

Strategy:

Einstein provides multiple screenings and education programs designed to increase the health and quality of life for the residents in our community. Einstein will leverage our marketing resources to bring greater awareness to our community and partners of our services. EHN has a Marketing & Public Relations Department consisting of 23 individuals whose primary responsibility is to keep stakeholders informed of all the programs and services offered by the Network. In addition to staff, we hire consultants who have expert knowledge in branding, marketing, social marketing and health promotion in minority populations. EHN operates on a

neighborhood healthcare model. We make healthcare services available where our target populations can easily access them. This model makes us part of a community and helps build trust and understanding with our constituents.

We provide information, educational materials and advertise in multiple languages. Einstein Healthcare Network's Language and Cultural Services Program stands out in the world of healthcare as being on the cutting edge in the provision of linguistically and culturally appropriate healthcare. Thirteen on-staff interpreters provide interpretation for the 5 most commonly spoken languages; interpretation for other languages (last year 40,000 interpretations in 110 languages, including American Sign Language) is provided through third party agencies and vendors, and telephonic interpretation is provided throughout the network. Additionally, EHN staff are trained to understand how cultural values and differences can affect patients' views of their diagnosis and treatment, and when necessary, "culture brokers" may be brought in to facilitate the most helpful communication possible between a patient, their family/friends, and the care providers.

Partnerships with local physicians and other health professionals help us to reach those in our community and we often become a resource for these providers. Our facilities are offered to community groups for meetings and other activities and we are often called upon to provide speakers for multiple venues such as Health Fairs, Symposia, Martin Luther King Day of Service, etc. We publish newsletters, and design direct mail campaigns about important health issues, and other news and opportunities.

Some of the programs we provide to promote wellness and preventive care and will further highlight in our community include:

- Low dose CT screenings for those 55 to 77 years old who have smoked a pack a day or more for at least 30 years at no cost to the patient
- Free or reduced cost mammograms through our Women's Center
- Free prostate cancer screenings at local faith based organizations and monthly at the medical center
- Family planning council services
- School based nutrition education programs reaching more than 10,000 families per week through the Families Understanding Nutrition (FUN) program
- Chronic disease self-management classes for diabetes, and high blood pressure

Need: Social and economic factors account for anywhere between 15-40 percent of an individuals' health.¹

Strategy: With growing recognition that significant population health improvement requires attention to factors beyond clinical care, healthcare organizations such as Einstein are increasingly exploring approaches to identifying and addressing non-medical determinants of

¹McGinnis JM, Williams-Russo P, Knickman JR. "The Case for More Active Policy Attention to Health Promotion." *Health Affairs*. Vol. 21, No. 2. March/April 2002.

health. Such efforts are especially critical in Philadelphia, where high rates of poverty, chronic disease, and obesity persist. Despite promising models of clinical-community linkages emerging from local hospitals, the scale of impact is currently limited by fragmented systems and lack of the infrastructure necessary to effectively intervene on patients' unmet social needs in clinical settings.

Food Insecurity:

A health-related social need of particular concern in Philadelphia is healthy food access. Food insecurity—limited or inconsistent access to sufficient quantities of nutritious food—affects 22% of Philadelphians, a rate that far outstrips that of other counties in Pennsylvania. As it is a problem that can lead to chronic disease and often hides in plain sight, some local institutions have begun screening for food insecurity on a limited, often pilot, basis. In order to broaden reach and impact, it is essential to engage in concerted efforts to scale up these initiatives within and across institutions, while also developing interventions to improve food access and building robust referral networks to facilitate connections to key resources.

The proposed solution, drawing upon existing successful models of clinical-community linkages across the country, consists of two key components:

- **A standardized approach to screening for food insecurity incorporating a validated two-question tool that would be administered in the clinical setting.** Screening for food insecurity has been undertaken at Einstein in a variety of formats and settings, but has yet to be systematized. Agreement on use of the same tool and a planned process for incorporating in settings as diverse as the emergency department, primary care office, and an inpatient unit is needed to ensure that patients' needs are being identified consistently and in a uniform way. This means identifying pilot sites, developing a plan for expansion to other sites, determining whether and how to incorporate into the electronic health record, getting staff/provider buy-in for the screening effort, identifying appropriate staff/providers to conduct the screening (if not self-administered by patients), and providing any necessary training.
- **A consistent process for ensuring smooth, reliable connection to community resources in response to positive screens.** This requires strong collaborations with key partners, such as emergency food sources and organizations that assist with SNAP enrollment, and development of a process and infrastructure, assisted by appropriate technology, to facilitate referrals and communication between partners.

There is a great deal of groundwork already laid at Einstein that can be the foundation for this effort. Screening has already been put in place in most inpatient units and with pediatric patients, while connections to the SNAP-Ed program based in Einstein is being leveraged to potentially support patients. Much of the foundational work for this proposal has been conducted as part of the Collaborative to Advance Community Health (COACH) initiative sponsored by the Hospital and Healthsystem Association of Pennsylvania. COACH, facilitated by the Health Care Improvement Foundation, provides a structure for southeastern Pennsylvania hospital, public health, and community partners to explore collaborative implementation strategies. COACH

partners are developing a shared approach to instituting food insecurity screening and enhancing existing referral processes as a shared implementation strategy. The concept is that, through COACH, participating hospitals/health systems, including Einstein are not only engaging in a collective screening effort with institutions across the city, we are also part of a “collaboratory” in which we have the opportunity to test specific interventions to address positive food insecurity screenings (e.g., improving referral processes to resources like food banks; enhancing SNAP/WIC application support; establishing a food buying club to help patients access affordable, healthy foods) and engaging in shared learning with other collaborative participants.

Additionally, Einstein is participating in a USDA funded partnership with The Food Trust to bring fruit and vegetable prescriptions to low-income patients served at Einstein Medical Center Philadelphia. The new fruit and vegetable Rx program at Einstein will work with doctors and other health professionals, who will provide incentives to patients who use SNAP and are at risk of diet-related disease, and track long-term behavior change through patients’ electronic medical records.

Einstein is also working in partnership with Philabundance to bring a weekly “Pop-up Food Pantry” to the Einstein community.

Community and Economic Development:

Many households in the Einstein community service area struggle financially. Although the median income is just over \$46,000, more than one in five (22%) of households with children have incomes under the poverty line, as did more than one in seven (15%) households without. The unemployment is higher than in other areas of SEPA, with 15% of the workforce unemployed. Einstein is working to identify opportunities to strengthen the economic environment of Einstein’s community and better leverage Einstein’s role as an anchor institution.

To that end, Einstein participates as a Board Member or as Advisory Council, provides financial support and/or meeting space to organizations such as the following:

Boulevard CDC
North 5th Corridor
Logan Community Support
35th Police District
Philadelphia 2035
Face to Face

Education:

The relationship between education and health is never a simple one. Poor health not only results from lower educational attainment, it can also cause educational setbacks and interfere with schooling. For example, children with asthma and other chronic illnesses may experience recurrent absences and difficulty concentrating in class. Disabilities can also affect school performance due to difficulties with vision, hearing, attention, behavior, absenteeism, or cognitive skills.

Early childhood is a period in which health and educational trajectories are shaped by a nurturing home environment, parental involvement, stimulation, and early childhood education, which can foster the development of social skills, adjustment and emotional regulation as well as learning skills. Einstein's is working to strengthen our relationship to the community it serves through programming and volunteer opportunities that connect entire families to Einstein and connect to mission through the following initiatives:

Adopt-A-Class – supports five elementary schools through the donation of school supplies for children in need

Dr Suess Day – Four to five Einstein leaders read their favorite Dr Suess book to a kindergarten or first grade class in selected schools

Families Understanding Nutrition (FUN) - School based nutrition education programs reaching more than 10,000 SNAP-eligible families per week

Exploring Health – Coordinating Einstein Simulation Center tours for 9-12th grade students with an interest in health care

Housing as Health:

Recognizing that individuals with unstable and/or unsafe housing experience worse health outcomes and higher health costs, Einstein is developing a plan to strengthen the connection with organizations that focus on housing.