



Einstein Medical Center Philadelphia Einstein Medical Center Elkins Park

Community Health Needs Assessment Implementation Plan 2019

TABLE OF CONTENTS

Overview of Einstein and Community Health Needs Assessment.....2

Domain: Health Issues

Substance/opioid use and abuse.....4

Behavioral Health Diagnosis.....5

Chronic Disease Prevention.....7

Sexual and Reproductive Health.....7

Maternal morbidity and mortality.....9

Domain: Access and Quality of Healthcare and Health Resources

Access to affordable primary and preventive care.....10

Healthcare and health resources navigation.....12

Access to affordable specialty care.....13

Food access and affordability.....14

Linguistically and culturally appropriate healthcare.....15

Racism and discrimination in healthcare.....16

Domain: Community Factors

Affordable and Healthy Housing/ Homelessness.....19

Socioeconomic disadvantage.....19

Community Violence.....22

Neighborhood conditions.....23

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

FY 2019-2021

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About Einstein

Einstein Healthcare Network's ("Einstein" or "Network") 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, gender, LGBTQ status 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.

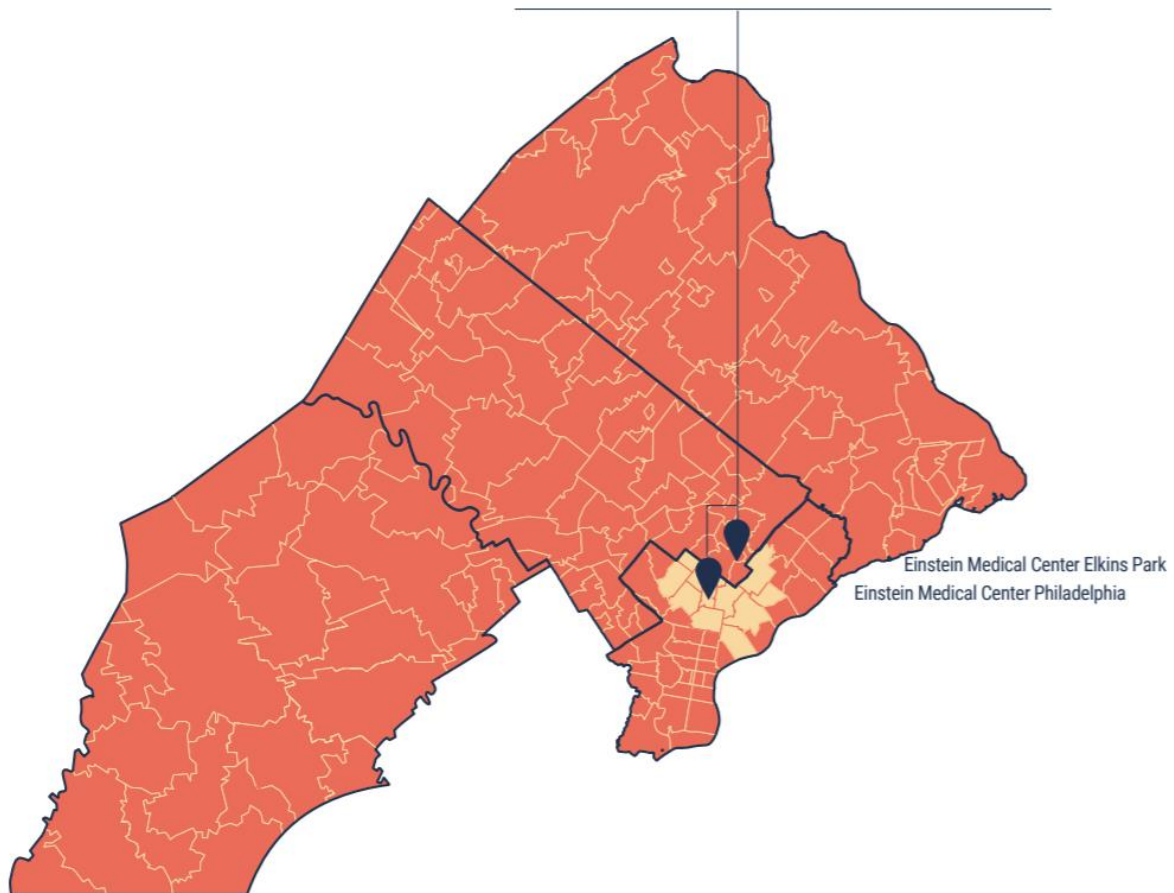
With Humanity, humility and honor, to heal by providing exceptionally intelligent and responsive healthcare and education for as many as we can reach

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 spring of 2019 to determine the health status and health care needs of residents of the Albert Einstein Medical Center service area. Albert Einstein Medical Center is comprised of Einstein Medical Center Philadelphia, Einstein Medical Center Elkins Park, MossRehab, Willowcrest and Center One. The needs assessment was conducted by the City of Philadelphia. 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 indicators of 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 multiple 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.



Our population is defined by the communities in Philadelphia most geographically proximate to EMCP and EMCEP campuses. These communities represent 75% of inpatient admissions and a total population of 562,122.

- This is a culturally and ethnically diverse area with 59% African Americans, 23% Hispanics, 12% Caucasians, 4% Asians, and 2% Two or More Races.
- Almost half of the adults (45.1%) had a family income of \$26,200 or less and 68% had a family income of \$50,800 or less.
- 84% of EMCP discharges are Medicare/Medicaid

- In Philadelphia, 21.7% of residents, including 22.4% of children, are affected by food insecurity compared to 12.7% Nationally.
- More than one half (55%) reported difficulty affording housing costs in the past year

Below are identified unmet needs and Einstein’s strategy to meet these needs divided into three domains: Health Issues, Access and Quality of Healthcare and Health Resources and Community Factors

HEALTH ISSUES

ISSUE: SUBSTANCE/OPIOID USE AND ABUSE

Strategy: A single Einstein Healthcare Network working group was established in 2018 to develop comprehensive procedures, policies, training, workflows, and support to address opioid use disorder. The Opioid Management Committee identified three broad opportunities:

- Reduce the risk of new patient dependence with prescribing guidelines;
- Identify and support best practices in management of chronic pain;
- Fix the problem already created –
Treat opioid use disorder
 - Chronic pain population who are opioid dependent
 - Medication Assisted Treatment (MAT) for patients with Opioid Use Disorder (OUD)

WelcomeMAT is the Network Project for Prevention, Treatment and Management of Opioid Use Disorder

Our work is coordinated in three domains with representation from all campuses

- Inpatient – including ordering guidelines for pain management and post discharge prescriptions
- Ambulatory with focus on chronic pain/opioid dependent
- Emergency Department/Crisis Response Center – with opioid guidelines and MAT induction

INPATIENT INITIATIVES

- Comprehensive pain management guidelines for opioid naïve patients developed and approved;
- Comprehensive post discharge guidelines developed and approved;
- Physician dashboard tracking provider prescribing developed;
- Opioid Stewardship Program designed

AMBULATORY INITIATIVES

- Chronic pain management and controlled substance guidelines developed and approved;
- Controlled substance prescribing as part of quality audits and chart reviews;
- Clinic offering MAT to patients as part of primary care in the Community Practice Center

EMERGENCY DEPARTMENT/CRC INITIATIVES

- Implementation of PA Department of Human Services HQIP pathways for opioid management including specialized pathways for pregnant women with OUD, patients willing to initiate MAT induction in the ED, warm hand off to community providers for MAT and inpatient MAT pathway;
- Toxicology support for MAT inpatients;
- Naloxone Distribution Program

ISSUE: BEHAVIORAL HEALTH DIAGNOSIS AND TREATMENT (e.g. depression, anxiety, trauma-related conditions etc.)

Strategy: Einstein's **Department of Behavioral Health** offers one of the largest arrays of mental health services in the Philadelphia area. We offer: Inpatient, outpatient and crisis center, including electroconvulsive care for adults at Einstein Medical Center Philadelphia, care for adults and older adults at Einstein Center One and Einstein Medical Center Elkins Park; Long-term structured residence at our Germantown location; Women's behavioral health services and LGBTQ+ competent psychiatry and therapy through our PRIDE Program; Child and adolescent mental health and have co-located psychiatrists in our Pediatric and Medicine clinics.

Our programs identify individual strengths and interests that support recovery, resiliency and self-determination. Everyone is encouraged to take an active role in their treatment. We provide comprehensive, round-the-clock care for mental and behavioral health, including: Anxiety Disorders; Bipolar Disorder; Borderline Personality Disorder; Cognitive Deficiencies Co-occurring with Psychological Disorders; Depression, Geriatric Mental Health; Mood Disorders; Obsessive Compulsive Disorder; Post-Traumatic Stress Disorder; Schizophrenia and other Psychotic Disorders. We also provide mental health as a part of other medical conditions in other programs such as: Bariatrics; Cancer; Transplant; Neurological Conditions (Brain Injury, Stroke) and Pregnancy. Einstein has a 75-year tradition of caring for all ages, around-the-clock. We offer a wide range of therapy options, including: Diagnostic re-evaluation; Family consultation; Pharmacotherapy and education about medication and Internal medicine consultation and pharmacotherapy. Additionally, Einstein maintains linkage agreements with a substantial network of service providers for referral as necessary throughout the region.

Our programs identify individual strengths and interests that support recovery, resiliency and self-determination.

Our **Crisis Response Center (CRC)** provides fast, expert assessment for individuals in crisis 24/7/365. Like a hospital's emergency room, no one is turned away. CRC services are available to all people, regardless of health insurance coverage or ability to pay. No appointment is needed. People are seen on a walk-in basis in a safe and secure environment.

Einstein's Crisis Response Center is:

- One of five CRCs designated by Philadelphia to provide ready access to mental health crisis evaluation and treatment for adults;
- One of the most utilized CRCs by Intellectual Disability Services (IDS), for Philadelphia citizens with intellectual disability, and
- Inclusive of the first sensory response room in a CRC.



School-Based Student Assistance Program (SAP)

- Designed to identify and assist students who are having school related problems resulting from drug or alcohol abuse or other mental health problems.
- 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.

Collaborative Opportunities to Advance Community Health (COACH)

SHARED IMPLEMENTATION STRATEGY

- In collaboration with key partners and stakeholders, participating health systems across the Philadelphia region, including Einstein will adopt a multi-pronged approach to improving behavioral health in vulnerable populations over the next three years, consisting of two areas of focus:
 - Development or strengthening of a **community-based partnership** that is focused on prevention and addressing root causes of poor mental health or substance abuse and/or establishment of a network of community-based support for early identification and response to behavioral health needs.

- Engagement in **policy advocacy** aimed at lowering barriers to effective clinical and community-based behavioral health care by improving data sharing, communication, and access.

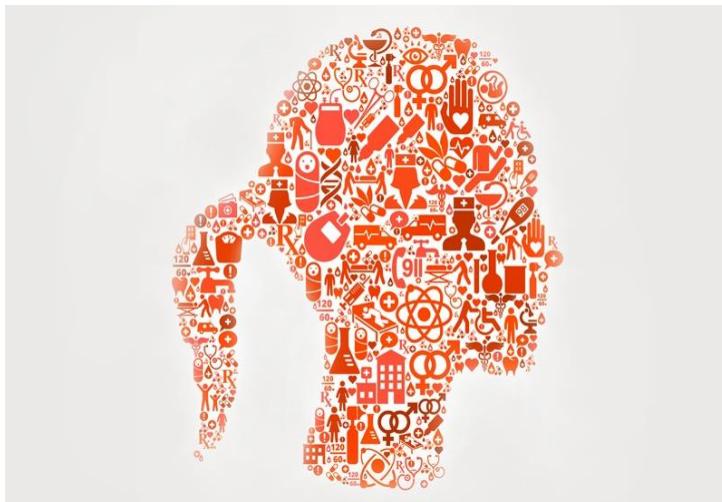
ISSUE: CHRONIC DISEASE PREVENTION

Strategy: The many health conditions associated with being obese - including diabetes, sleep apnea, hypertension, high cholesterol, joint pain and infertility - are often improved or even reversed by successful weight loss surgery. Einstein is a leader in bariatric surgery and has two locations in Montgomery County (Elkins Park and East Norriton). Our skilled surgeons have performed thousands of successful bariatric surgeries, making us one of the busiest weight loss surgery centers in the Philadelphia area that also has one of the lowest complication rates. Einstein is **Nationally Recognized for Laparoscopic Bariatric Weight Loss Surgery**.

Additionally, Einstein works throughout the community to provide health behavior education, screenings and immunizations. Our primary care practices are committed to ensuring each patient lives their healthiest life. Wellness exams and preventive plans are encouraged. As patient centered medical homes, we adhere to a strict set of quality measures including health education and preventive screenings aimed to prevent chronic conditions such as hypertension, diabetes and cardiovascular disease. Other screenings include eye exams, colon cancer screening, mammogram, osteoporosis and vaccinations.

ISSUE: SEXUAL AND REPRDUCTIVE HEALTH

Strategy: Einstein offers an array of complete services for Women



Across the Einstein Healthcare Network, you will find these services:

- Wellness for women
 - Gynecology (including adolescent gynecology and menopausal care)
 - Maternity care
 - High-risk pregnancy care
 - Family planning
 - Preconception counseling
 - Urogynecologic care
 - Female Incontinence
- 3D Mammograms
 - Breast Surgery Consultations
 - Bone Density Scans

- Gastroenterology
- Breast Health
- Mammography
- Psychology/counseling
- Uterine fibroid embolization
- Minimally invasive myomectomy
- Minimally invasive hysterectomy

Patients under age 18 are eligible for Einstein's free family planning program in the Philadelphia region, which offers examinations, pregnancy testing, birth control and treatment for infections. The program is available through Einstein's Teen Health Center at EMCP and Einstein Healthcare Network Germantown.

PRIDE PROGRAM

Einstein's Pride Program in Philadelphia offers the LGBTQ+ community a professional, safe and caring home to address their healthcare needs.



- Cancer screening: Sensitive, basic gynecological care designed to catch cancer early enough for treatment to be effective.
- Pelvic health: Experienced, comprehensive, state-of-the-art services to diagnose a variety of bladder and pelvic floor disorders, and treatment to relieve painful symptoms.
- Menopause counseling and treatment: Effective health assessments and personalized treatment for menopause symptoms.
- Reproductive healthcare: We can support you and your family's needs for family planning and pregnancy.

When we set out to develop this program at Einstein Medical Center Philadelphia, we did so by working with the LGBTQ+ community to better understand their health concerns including:

- Confidentiality
- Respectful and compassionate care
- Access to care

We used those concerns as the foundation for our new program. We offer a full scope of obstetric and gynecologic care, surgical services, hormone therapy, outpatient mental healthcare, and patient navigator support. We are conveniently located in Philadelphia, where you will find a safe, professional and innovative medical practice, dedicated to your specific health needs.

Delivering Culturally Appropriate Care for Jewish Women

Chani Yondorf, MD, is an Orthodox Jewish woman and a fully trained obstetrician and gynecologist practicing at Einstein Medical Center Philadelphia. She's also one of very few doctors in her field providing women's health care that honors Jewish tradition. With the support of Einstein's Office of Development and Spiritual Department, Dr. Yondorf and Department Chair Dr. David Jaspan have since worked to create a program to meet the very specific needs of the Jewish community. The new program kicked off in December 2018 with a Mezuzah hanging event at Einstein's Center One office.

ISSUE: MATERNAL MORBIDITY AND MORTALITY

Since 1997, the Philadelphia region has seen 20 hospitals close maternity services. Every year, about 700 women in this country die during or following childbirth¹ – and the number is rising despite a global trend of decreasing maternal deaths.² Furthermore, in the U.S., black women are three to four times more likely to die in childbirth, and twice as likely to suffer severe complications.¹

Strategy: Einstein is one of only five remaining hospitals in the city still delivering babies. Einstein's rates for maternal morbidity and mortality are the lowest in Philadelphia, and among the lowest in the state and the country. Einstein has created a culture that allows *all* people to speak up freely, identify problems and near misses, propose solutions and implement change when that change improves care. We stay focused on best practices and have created systems to allow us to nimbly react and create clinical changes to enhance the care that we provide for ALL our patients, independent of insurance status or race.

In conjunction with our efforts to address maternal morbidity and mortality, Einstein is committed to mitigating circumstances that lead to infant mortality. To that end, Einstein has

1 <https://www.inquirer.com/health/pregnancy-complication-rates-hospitals-philadelphia-pennsylvania-usa-today-20190318.html>

2 https://www.americashealthrankings.org/explore/health-of-women-and-children/measure/maternal_mortality/state/ALL

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, 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 prenatal physical health assessments.

ACCESS AND QUALITY OF HEALTHCARE AND HEALTH RESOURCES

ISSUE: ACCESS TO AFFORDABLE PRIMARY AND PREVENTIVE CARE

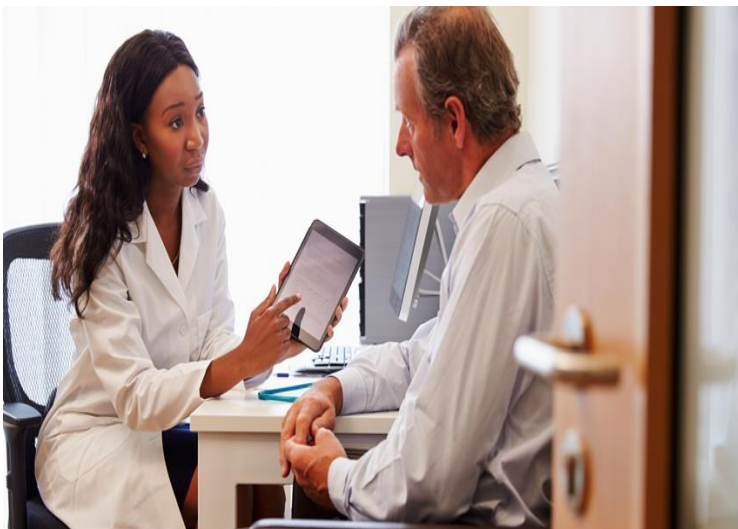
Strategy: Einstein believes preventive and primary care are crucial for the ongoing health of our community. We have an extensive infrastructure in place to meet this need and will work to

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 and currently consists of 20 practices at 17 locations.

- These practices consist of 16 internal medicine providers, 19 family practice providers, and 25 pediatric providers. Of the 60 providers, 14 are either nurse practitioners or physician assistants.
- ECHA providers see patients for approximately 69,300 internal medicine visits, 52,800 family medicine visits and 94,400 pediatric visits.
- Additionally, primary care practices at the Medical Center, staffed by teams of faculty and residents, provide roughly 50,000 patient visits to community residents.

The newly renovated and expanded **Germantown Professional Association** now includes eight Primary Care providers and a state-of-the-art clinical practice with 18 exam rooms and two dedicated labs.



Services include:

- Cardiology, Heart and Vascular Care
- Endocrinology
- Joint Replacement
- Mental & Behavioral Health
- Obstetrics and Gynecology
- Pain Management
- Primary Care
- Rehabilitation and Physical Therapy
- Surgery

Einstein's Community Practice Center (CPC) is the Internal Medicine Resident Primary Care clinic at EMCP. Einstein's CPC provides much needed primary care services for one of the most underserved populations in the state.

- At the CPC, more than 5 full-time attending physicians, 2 drop-in faculty members, 82 medical residents, and 16 Fellows supervised by 8 different attending physicians provide comprehensive care.
- There are 34 unique languages spoken among our residents with 77% of our residents speaking two or more languages. Five different languages are spoken among our attending physician staff.
- Special programs include:
 - ✓ Refugee health clinic
 - ✓ PRIDE Program

- ✓ Substance abuse treatment program
- ✓ Comprehensive diabetes care clinic
- ✓ Smoking cessation program
- ✓ Integrated behavioral healthcare
- ✓ Immunodeficiency clinic
- ✓ Infections disease subspecialty care
- ✓ Nephrology subspecialty care

The mission of Einstein's **Living with Diabetes** education program is to enhance the quality of life for those people with diabetes. We provide quality comprehensive diabetes self-management education and support to those in our community living with diabetes. We strive to empower our patients with the self- management skill necessary to manage their condition and improve their quality of life. The program is a **Diabetes Education Accredited Program** provided by the American Association of Diabetes Educators. An accreditation recognizes that we meet the National Standards of Diabetes Self-Management and Support. The program offers 10 hours of classroom instruction. All instructors are Certified Diabetes Educators (CDE) or CDE-eligible. A physician referral to the program is required and is covered by most health insurances. We work with people who have diabetes, their families and their primary care physicians to develop safe effective and personalized diabetes self-management plan.

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.
- The ACO will utilize our Community Health Needs Assessment 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.

ISSUE: HEALTHCARE AND HEALTH RESOURCES NAVIGATION

Strategy: Einstein provides nurse and lay navigation for many chronic conditions and high-burden diseases such as cancer as well as community health workers to help link people to needed health care information and services.



Einstein cares for each person regardless of race, religion, national origin gender, LGBTQ status or ability to pay.

Cancer Center: Patient navigation is formally structured for our breast, lung, colorectal and prostate cancer patients and begins with a confirmed diagnosis or through the diagnostic workup if necessary. Patients are navigated through diagnostic and treatment processes to assure timely, convenient and efficient care provision. We are in the process of shifting from disease-based

navigation to acuity driven patient navigation in which we review all new patient charts and give each a score based on clinical and disease factors to determine their navigation needs

Community Based Care Management Program: Community Health Workers in the Pediatric and Adolescent Ambulatory Clinic (PAAC), the Community Practice Center (CPC) and throughout the Einstein Care Partners' network work with HealthPartners nurse navigators, pharmacists and behavioral health specialists to reduce preventable medical costs believed to be related to a lack of coordination between physical health and behavioral health services.

ISSUE: ACCESS TO AFFORDABLE SPECIALTY CARE

Einstein Healthcare Network has 523 Physicians/Dentists and 120 Advanced Practice Providers. We also have 400 Residents and 3,500 medical student rotations per year. We are the largest academic practice in Philadelphia outside of the universities. Of those physicians, 420 of them include specialists and hospital based Internal Medicine practitioners. The scope of services provided include:

- | | |
|----------------------|--------------------------------------|
| Anesthesia Pain Care | General Surgery |
| Anesthesiology | Geriatrics |
| Cardiology | Gastroenterologists |
| CT Surgery | Hepatology |
| Dental | Hospitalists |
| Primary Care | Infectious Disease |
| Emergency | Internal Medicine |
| Endocrinology | Medical Oncology and Hematology |
| Nephrology | Neuro-Ophthalmologic |
| Neurology | Physical Medicine and Rehabilitation |
| Neurosurgery | Psychiatry |
| OB/GYN | Pulmonology |
| Occupational Health | Radiation Oncology |
| Ophthalmology | Radiology |
| Palliative Care | Rheumatology |
| Pathology | Transplant |
| Pediatrics | Urology |
| Neonatology | |

Einstein has 13 multi-specialty sites throughout Philadelphia and Montgomery County. We have made a significant investment to bring care to the neighborhoods.

National Health Service Corps recommends using a sliding fee scale for patients whose income falls between 100% and 200% of the federal poverty level. At Einstein, patients falling in that category qualify for charity care, and there is no charge. For uninsured patients who do not qualify for our charity care and that we are unable to obtain coverage for, we offer a discounted rate. The rate for inpatient is 150% of the MA payment rate and 200% of the MA payment rate for outpatient services. The charity care policy for Einstein Healthcare Network is also posted on www.einstein.edu.

ISSUE: FOOD ACCESS AND AFFORDABILITY

Strategy: Access to and affordability of healthy foods is a driver of poor health in many communities. Low access is largely driven by poor food environments which lack grocery stores or other sources of fresh food and produce.



- *Einstein's Fresh for All* is a free, weekly market held year-round on EMCP's campus for community members. More than 10,000 families have received almost 200,000 pounds of food since March 2018.
- *Philly Food Bucks Rx Program* is a fruits and vegetable prescription program that connects healthcare partners and fresh food retailers around the common goal of increasing access to fresh produce. This program is currently being utilized in the CPC but looking to expand to the EMCP ED in FY 2020.
- Established in 2011, the *Park & Tabor Farmers Market* originated around the corner from the Olney Transportation Center. The Market is a welcome alternative to the surrounding fast food options and provides the freshest local produce for neighbors and hospital employees alike. This market is available spring, summer and fall.

Collaborative Opportunities to Advance Community Health (COACH): In collaboration with key partners and stakeholders, Einstein will continue and expand upon our food access pilots over the next three years. Continuation of existing implementation strategies includes:

- Screening for food insecurity through a validated two-item tool administered in clinical settings;
- Increasing food access through referral to partners or direct provision of food resources;
- Collecting and submitting a common set of metrics, as agreed upon by COACH participants;
- Participating in shared learning through the COACH Food Insecurity workgroup.

ISSUE: LINGUISTICALLY AND CULTURALLY APPROPRIATE HEALTHCARE



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. EHN’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 five 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.

Einstein has extensive initiatives within the Korean and Russian Communities within our catchment area. In 2007, Einstein created a **Korean Advisory Board** made up of Korean community leaders to inform on how to better serve this community. We reach out to and work regularly with Korean senior citizens by providing the Stroke Alert Program as well as wellness and exercise programs designed by MossRehab Physical therapists. We created a Korean internship program for Korean American high school students and a Korean Youth Volunteer program that have resulted in jobs at Einstein. For the Russian community, we established the **Outpatient Russian Language Care Coordination program at Einstein Geriatric – Prime Health**. The program is designed to bridge patient care across settings, from outpatient visits at the Prime Health physician practice, to homecare for homebound patients and inpatient care for hospitalized patients. It combines medical expertise paired with the support of a patient services representative who are fluent in Russian and English. The major focus of this program is to keep patients at home for as long as possible. The doctor visits patients in their homes and, based on their needs, can arrange Meals on Wheels, home health aides, adult day care program services, prescription refills, or other homecare interventions.

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.

ISSUE: RACISM AND DISCRIMINATION IN HEALTHCARE

Strategy: As our country continues to examine the root causes and long-term effects of disparities in healthcare, the role of implicit bias in these disparities must be addressed. Most healthcare professionals believe they are not affected by bias because their primary intent is to help people be healthier, to alleviate suffering, and most of all, to “do not harm.” Yet, like any other human beings, healthcare practitioners are not immune to negative, unconscious associations based on race, gender, religion, sexual orientation, age or culture. These unconscious associations reflect, in part, the way in which the human brain processes information, and they can have a significant impact on the quality of care delivered to patients. These associations also tend to have the greatest negative impact on vulnerable populations, such as the frail elderly, persons living in poverty or immigrants.

In a systematic review, thirty-five of the articles reviewed found evidence of implicit bias in healthcare professionals. All of the studies which examined the relationship between the level of implicit bias and lower quality of care found a positive association between these two measures.² For decades, researchers have examined the role effects of socioeconomic factors such as education and income, on health status and outcomes. Health systems have invested resources to mitigate social determinants of health such as housing and food insecurity; however, few systems have implemented interventions directed to unconscious bias as a determinant of these disparities.

Einstein is committed to:

- Increase diversity and inclusion of healthcare workforce at all levels through recruitment, mentorship and training;
- Implement activities to promote awareness among individual members of the healthcare workforce of their unconscious biases, using validated tools.
- Develop interprofessional education and practice activities to 1) increase mindfulness among healthcare professionals about their unconscious biases; and 2) expose healthcare professionals to the evidence indicating that such mindfulness mitigates the negative effect of unconscious bias on healthcare outcomes.



Einstein's Pride Program is a multidisciplinary LGBTQ+ healthcare initiative providing compassionate and competent care of the

highest caliber across healthcare networks in Philadelphia. Our Program is comprised of six service lines uniquely tailored to meet the needs of our LGBTQ+ patients. In addition to direct patient care, the Pride Program's team offers educational opportunities to all Einstein employees, facilitates external trainings, participates in national and international conferences, and conducts outreach across the region. The Pride Program also collaborates with experts in LGBTQ+ healthcare and provides advocacy for the LGBTQ+ community at large. To date the Pride Program has trained more than 500 Einstein employees, conducted an average of 9 external and 15 internal trainings annually.

Health systems have invested resources to mitigate social determinants of health such as housing and food insecurity; however, few systems have implemented interventions directed to unconscious bias as a determinant of these disparities.

² FitzGerald and Hurst *BMC Medical Ethics* (2017) 18:19 DOI 10.1186/s12910-017-0179-8.

It's Just Respect, MossRehab's Disability Etiquette Training Program answers questions such as Is it OK to pet a service dog? Should I help my colleague who uses a wheelchair propel up that hill? Is it rude to ask my customer to repeat her order if I don't understand what she's saying? MossRehab's "It's Just Respect" program aims to educate people about disability etiquette. It's about making people comfortable in their interactions with people with disabilities. It also makes good business sense for anyone who has customers, patients or colleagues with disabilities.

- Restate tips for communicating with and about persons with disabilities.
- Use person first language.
- Remember: It's Just Respect.

City Councilwoman Cherelle L. Parker introduced a resolution for the City of Philadelphia to utilize a new accessible icon logo, developed by **MossRehab**, for all new public works projects. The first project utilizing the logo was the repaving of parking spaces at 1515 Arch Street. Mayor Jim Kenney unveiled the icon.



Community Factors

Social and economic factors account for anywhere between 15-40 percent of an individual's health.³

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 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.

³McGinnis 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.

ISSUE: AFFORDABLE AND HEALTHY HOUSING AND HOMELESSNESS

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.

One of our major partnerships is with the **Face to Face Organization (F2F)**. From its origins as a soup kitchen in 1985, Face to Face has evolved into a multi-service organization that offers free human services to more than 2,500 low income and homeless individuals each year. They offer a Dining Room which serves a hot meal restaurant-style Fridays through Tuesdays. Doors open at 9am Mondays, Tuesdays, Fridays, Saturdays and at 11am on Sundays, allowing guests to socialize over coffee while they wait for their meal.



receive a new set of clothes. Each program is designed to interact with the others to comprehensively meet the needs of their guests.

In addition to the Dining Room F2F offers a nurse managed Health Center, a Social Services Center, a Legal Center, a Neighborhood Arts Studio and a Summer Camp program. They also have a Washeteria where people can take a hot shower and

ISSUE: SOCIOECONOMIC DISADVANTAGE (income, education, and employment)

Community and Economic Development:

We know that where you live shouldn't determine how long you live, but it does. 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 Southeastern Pennsylvania (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.

Healthcare Anchor Network:

Einstein is a participating member of the Healthcare Anchor Network (HAN) which is comprised of 40+ health systems with more than 600 hospitals across the country. The HAN helps participants to more rapidly and effectively advance an anchor mission approach within our health institutions, the communities we serve, and across the healthcare sector. The long-term goal of the HAN is to reach a critical mass of health systems adopting as an institutional priority to improve community health and well-being by leveraging all our assets, including hiring, purchasing, and investment for equitable, local economic impact. By doing so, we can powerfully impact the upstream determinants of health and help build inclusive and

sustainable local economies. The HAN convenes health systems in order to share best practices for advancing an anchor mission approach within our health institutions, address common challenges, co-develop new tools, and identify areas where collaborative efforts may be possible.

Network members, like Einstein have identified priority areas for the work we will advance together, with initial initiative work groups focused around:

- Defining and advancing the organizational imperative for adopting an Anchor Mission;
- Effective collaboration with community stakeholders in implementing anchor strategies;
- Building evidence of the impact of these strategies;
- Developing a shared policy and advocacy agenda around addressing upstream determinants of health;
- Leveraging anchor philanthropy; and,
- Implementing anchor strategies around inclusive, local hiring and internal workforce development; place-based investing; and inclusive, local purchasing.

Network members advance our work and shared learning through monthly peer-to-peer initiative workgroups, two in-person convenings annually, and deep-dive webinars on topics determined by members. Through the HAN’s structured learning opportunities, we can share our experiences candidly with a group of like-minded peers and learn about challenges, innovations, and best practices from peer institutions.

Healthcare Anchor Network Members (42)



Bridge to Employment:

Einstein has a partnership with JEVS Human Services. The goal of this school-to-career transition program is to place youth on a path leading to career opportunities, financial stability, and personal fulfillment in the health care field. Upon completing JEVS's three-month comprehensive educational and skills training phase, then a month-long, hands-on internship experience at Einstein, these eager young adults are placed into entry-level positions as patient services representatives throughout Einstein's network of medical facilities. The program prepares them to be well-rounded and effectively serve as the first-point-of-contact for patients upon entering the facility by covering related soft skills, customer service know-how, and topics of instruction including insurance, medical terminology, ethics/HIPAA regulations, medical office database, office essentials and more.



<https://www.youtube.com/watch?v=gMNjxZoXWIA&feature=youtu.be>

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 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 elementary schools through the donation of school supplies for children in need

Dr Seuss Day – Four to five Einstein leaders read their favorite Dr Seuss 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

ISSUE: COMMUNITY VIOLENCE

Einstein’s **Trauma Intervention Program (TIP)**, based on Drexel’s Healing Hurt People Program, is a hospital based violence intervention program that provides an integrated care model of trauma focused healing services (therapeutic and supportive case management) to victims of violent injury (stabbings, shootings) as well as bystanders to such violent episodes who may display acute symptoms of trauma. TIP services are designed to reduce re-injury, retaliation, and long-term emotional disruption and trauma symptoms (including PTSD) and to improve personal mastery, coping skills, and engagement and compliance with medical and mental health systems as needed. TIP employs a trauma-informed approach that considers the trauma and adversity that clients have experienced over their lives and recognizes that addressing these issues is critical to breaking the cycle of violence and supporting individuals in moving towards healing. Einstein TIP is tailored to the needs of adolescents and young adults from ages 14-30.



TIP innovatively addresses these critical gaps in services for young victims of violence, many of whom are young males of color, in a unique capacity. TIP utilizes a 4-phase model designed to help individuals recovering from the physical and psychological sequelae of violent injury to engage in culturally competent, relevant, and innovative services that promote healing and recovery. TIP uses the hospital as a point of engagement and identification and incorporates an assertive outreach component to engage a population that generally does not seek out traditional follow up services (physical and psychological) post injury. By utilizing this point of engagement, and bringing trauma informed clinical and supportive services to the outside of the traditional

clinic setting, TIP strives to engage a population that historically has not shown up in the traditional outpatient clinic setting until a time of crisis. While the event that often triggers intervention is showing up in the medical/healthcare setting, TIP is designed to upstream services and provide earlier intervention post injury, in order to decrease potential long-term service needs of the behavioral health system for challenges that occur as a result of the injury and unaddressed trauma.

ISSUE: NEIGHBORHOOD CONDITIONS (e.g. blight, greenspace, parks/recreation, etc.)



Einstein has been a member of this community for more than 150 years. We have deep roots and have committed substantial resources to better our community. Einstein maintains Clarkson Park in front of the Medical Center as an oasis of calm and green along Broad Street. Our campus is maintained 24 hours a day, 7 days a week. It is a place of safety and healing, with more than 10,000 visitors a day. We also have multiple green spaces throughout our urban campus to allow our patients

and visitors to experience the calm and healing of nature.

We understand our role as an anchor institution and our responsibility to foster community development. To that end, Einstein participates as a Board Member or as Advisory Council, provides support and/or meeting space to organizations such as the following:

- Belfield Logan Olney Collaborative (BLOC)
- Community Renaissance Alliance (Community House)
- Community Clean Up Initiative 5th Street
- Face to Face
- Logan Community Support
- North 5th Corridor
- 35th Police District
- Philadelphia 2035

