



# 2022 -2025 Community Health Improvement Plan

Phase III of the 2022 Community Health Needs Assessment  
Department of Community & Population Health  
University Hospital, New Jersey

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# Executive Summary

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University Hospital (UH) in Newark, New Jersey, is the only state-funded public hospital and academic health center in the state. As a Level I trauma center, UH is committed to advancing health equity and improving population health in the Greater Newark area. With more than 500 licensed beds, the hospital serves approximately 17,000 inpatient admissions, 256,000 clinic visits, and 75,000 emergency room visits annually.

- **Our mission is to provide exceptional care to every patient, every time.**
- **Our Vision: Partnering with our communities, University Hospital improves health for generations to come.**
- **Our Core Values: Respect, Reliability, Teamwork, Integrity, and Stewardship.**

In 2021–2022, UH conducted a comprehensive Community Health Needs Assessment (CHNA), published in 2022, to identify the most pressing health concerns and to guide strategic planning. The CHNA combined quantitative and qualitative data to ensure broad representation and elevate community voices.

The assessment identified forty-one community needs, with Access to Healthcare and Resources, Mental Health, and Substance Abuse prioritized as the most urgent. The Community Health Improvement Plan (CHIP) outlines UH's targeted response to these priorities, ensuring alignment with its mission, vision, and commitment to health equity.



# University Hospital Statistics (FY2025)

778



JEMSTAR Responses

782



Residents

43



Liver Transplants

519



Licensed Beds

701



Medical Staff

7,552



Outpatient Surgeries

18,298



Inpatient Admissions

91,731



Emergency Department Visits

1,212



Births

151,637



EMS Responses

4,52



Inpatient Surgeries

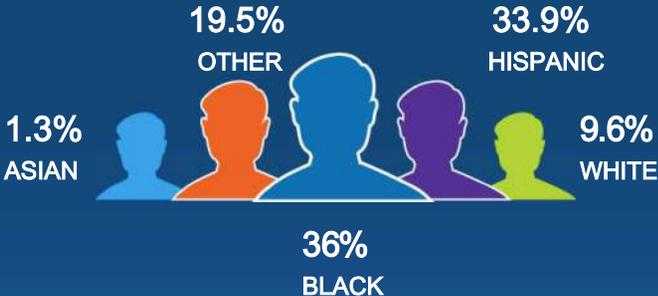
278,211



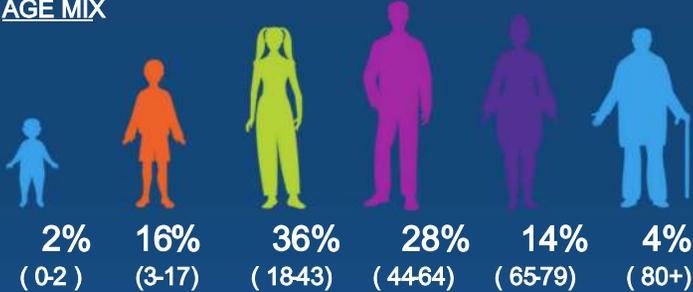
Outpatient Clinic Visits

# Patient Demographics

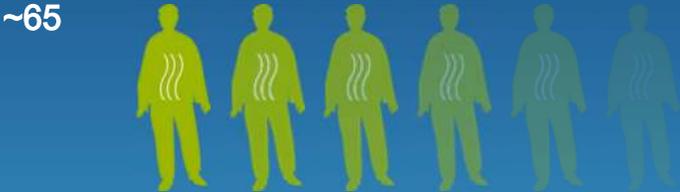
## RACE MIX



## AGE MIX



## PERCENT OF UH INPATIENTS WITH AT LEAST ONE CHRONIC CONDITION



## PAYOR MIX

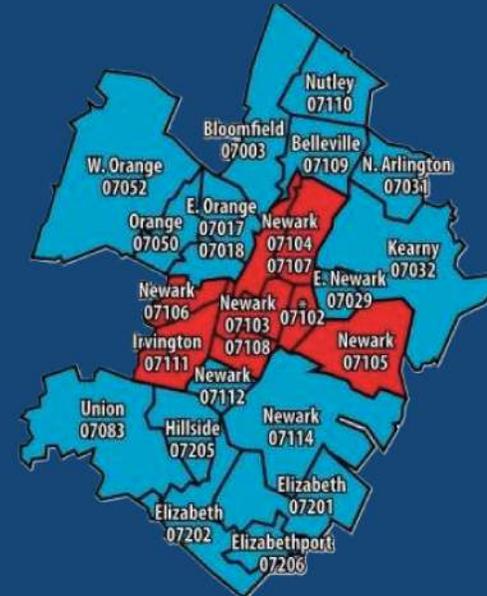


# Service Area

Eighty percent of patients hospitalized at University Hospital reside within a 27- zipcode area



Fifty percent of patients hospitalized at University Hospital live within the nine- zip code area surrounding the facility.



\*8 Newark zip codes and 1 Irvington zip code

# Closing the Gap: Health Disparities in Newark

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University Hospital stands in the gap by addressing Newark's economic, educational, and violence-related disparities through data-driven community programs that advance health equity, expand access to care, and improve social well-being across the city.

## Economic Disparities

Newark's poverty rate stands at 27%, more than double the national average of 10.5% (City of Newark, 2022).

## Educational Challenges

Only 38.1% of adults in Newark have earned a high school diploma (U.S. Census Bureau, 2023).

## Violence & Victimizations

In 2024, there were 2,710 emergency department encounters related to assault, gunshot wounds, stabbings, or sexual assault.



# Community Health Needs Assessment Summary Findings

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University Hospital's 2022 Community Health Needs Assessment (CHNA) provided a comprehensive understanding of the health and social challenges facing Greater Newark. The assessment employed a mixed-method approach that included 19 community conversations, 15 key informant interviews, a secondary review of more than 25 reports and datasets (University Hospital, 2022). This inclusive process ensured that both quantitative indicators and community perspectives were captured.

Findings from the CHNA revealed pronounced socioeconomic disparities in University Hospital's Core Service Area, where Newark's median household income was \$35,199, well below the Essex County median of \$61,510. Nearly 27.4% of Newark residents live in poverty, and more than 30% of households lack access to a vehicle, limiting healthcare access and employment opportunities (University Hospital, 2022). Residents also cited housing instability, food insecurity, and limited access to preventive services as ongoing barriers to health.

From this analysis, the top ten community health needs emerged:

1. Accessibility to healthcare and other services
2. Family support
3. Mental health
4. COVID-19 prevention and impacts
5. Patient-provider relationships
6. Racism and discrimination
7. Food insecurity and access to healthy foods
8. Telehealth
9. Substance use
10. Chronic disease

These findings underscore the intersection of social determinants, systemic inequities, and health outcomes in Greater Newark. They also provide the foundation for University Hospital's Community Health Improvement Plan (CHIP), which directly responds to these priorities through measurable strategies and collaborative action. The following section details the CHIP and its role in advancing equity, expanding access, and improving community health.

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# After the CHNA

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The Community Health Needs Assessment (CHNA) was not simply a report, it served as the foundation for action. Following its completion, University Hospital advanced the process through three key steps:

- Engaging Stakeholders
  - Convened meetings with residents, providers, and community partners to ensure community voices guided decision-making.
- Prioritizing Needs
  - Worked with stakeholders to identify the most urgent health issues and determine what UH could address internally versus through external partnerships.
- Developing the CHIP
  - Created a written Community Health Improvement Plan (CHIP) to align resources, set measurable goals, and foster accountability.

This process has resulted in a collaborative plan that transforms assessment findings into meaningful action to improve health outcomes across Greater Newark.



About the 2025

# Community Health Improvement Plan

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University Hospital's Community Health Improvement Plan (CHIP) is a data-driven, collaborative roadmap informed by best practices from the American Hospital Association's Community Health Assessment Toolkit. The CHIP identifies priority health issues, advances evidence-based strategies, and establishes measurable goals that improve outcomes and promote equity.

The CHIP:

- Guides University Hospital's Strategic Plan and campus design.
- Aligns hospital initiatives with community priorities.
- Defines clear goals, performance measures, and accountability.

With nearly 80% of patients residing in surrounding neighborhoods, the Community Health Needs Assessment (CHNA) and CHIP provide critical insight into local needs and ensure resources are deployed where they will have the greatest impact. Developed through extensive engagement with residents, healthcare providers, and leaders across government and social services, the CHIP functions as a living roadmap—ensuring University Hospital's efforts remain community-driven, evidence-based, and adaptable in advancing long-term health and equity in Newark.





# Prioritization of Key Findings

University Hospital convened stakeholder meetings to share findings, gather feedback, and prioritize the issues identified in the CHNA. A communitywide survey with 165 responses validated these priorities, identifying three urgent needs:

- Mental Health (157 responses)
- Access to Health Care and Related Services (144 responses)
- Substance Use (133 responses)

These issues form the core of the 2025 Community Health Improvement Plan (CHIP) and reflect the voices of Greater Newark residents captured in the 2022 Community Health Needs Assessment (CHNA).

The CHIP outlines strategies to expand access, strengthen care coordination, reduce stigma, and enhance prevention and treatment resources. By aligning with state health initiatives and remaining community-driven, University Hospital ensures its efforts are both evidencebased and responsive to the most pressing challenges facing the population it serves.

The following tools and depictions highlight current initiatives that address the priority needs. University Hospital aligns its efforts with state health priority initiatives and remains proactive in supporting the well-being of the Greater Newark community.

# Priority Goals



## Mental Health

Expand culturally competent, community-based mental health services and reduce stigma through integrated care and public education.



## Access to Care

Simplify healthcare access through community-based care models, patient navigation, and improved resource referral and collaboration with community-based orgs to bridge care gaps.



## Substance Use Disorder

Enhance prevention, treatment, and recovery services through integrated care and community partnerships addressing systemic risks.

# Connecting State and Community Priorities

Health needs identified through the CHNA research were validated by community stakeholders and further refined through collaborative discussion. These local concerns were then aligned with the statewide health priorities outlined in the New Jersey State Health Improvement Plan (2020). This process ensures that the identified priority areas reflect both local needs and community-driven strategies for action, while also creating a direct connection to statewide initiatives. The table below illustrates how University Hospital's identified health needs align with the priorities in the New Jersey State Health Improvement Plan.

New Jersey State Health Improvement Priorities	University Hospital New Jersey Health Improvement Priorities
Health Equity	Access to Care
Mental Health and Substance Use	Mental Health & Substance Use Disorder
Nutrition, Physical Activity, and Chronic Disease	Access to Care
Immunizations	Access to Care
Birth Outcomes	Access to Care
Alignment of State and Community Health Improvement Planning	Mental Health, Access to Care, & Substance Use Disorder

State Health Improvement Plan. NJ Department of Health. [https://www.nj.gov/health/chs/hnj2020/about/sh\\_improvement\\_plan/](https://www.nj.gov/health/chs/hnj2020/about/sh_improvement_plan/) (Accessed 9-22-25)



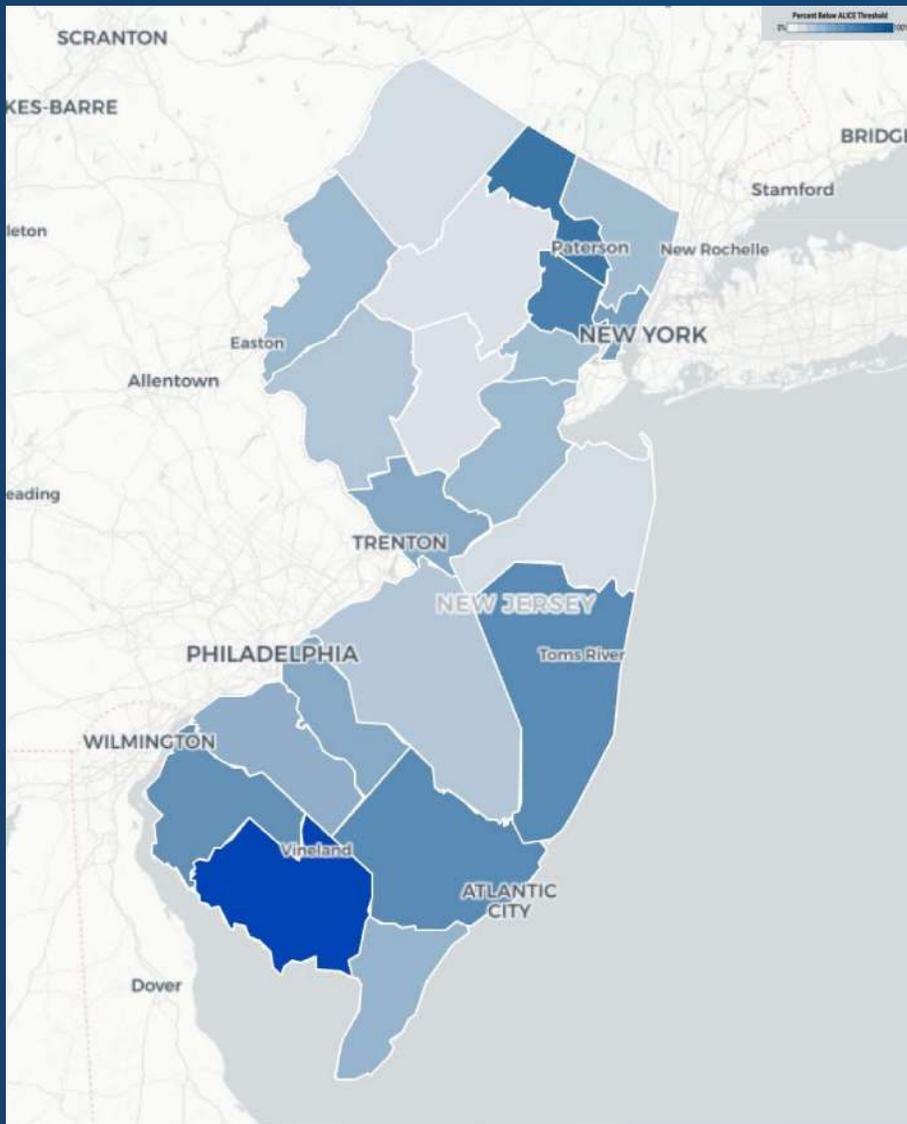
# Mental Health

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Mental health is the component of behavioral health that includes our emotional, psychological, and social well-being, and it is a state of wellbeing that enables us to cope with life's stresses, realize our abilities, learn and work effectively, and contribute to our community." (CDC,2025)

The 2022 University Hospital Community Health Needs Assessment (CHNA) identified mental health as one of the most urgent priorities in Greater Newark.

- Primary data show depression, anxiety, and PTSD worsened after the COVID 19 pandemic.
- Reported barriers to care include limited facilities, lack of insurance, transportation challenges, stigma, and fragmented systems.
- Stakeholders noted untreated mental health conditions contribute to homelessness, poor treatment adherence, and worsening physical health.
- Recommended best practices from the data:
  - Expand community-based services.
  - Integrate behavioral health into primary care.
  - Reduce stigma through education and outreach.
  - Strengthen partnerships to improve access and equity.
- Stakeholders emphasized the need to distinguish mental health conditions from developmental and neurological disorders for appropriate care.



(ALICE Threshold, 2023)

# Data

- Mental health ranked 3rd among the top 10 community needs in Newark (NJCRI, 2021).
- Newark had an estimated 19.7% of adults report frequent mental distress in 2022, compared to an average of 17.1% across all the dashboard cities. (City Health Dashboard, 2022)
- Access to care is limited: Essex County has only 1 mental health professional for every 450 residents, showing a shortage of providers (County Health Rankings, 2024).
- Key takeaway: Mental health is a top concern in Newark, with higher levels of distress than peer cities and significant provider shortages limiting access to care



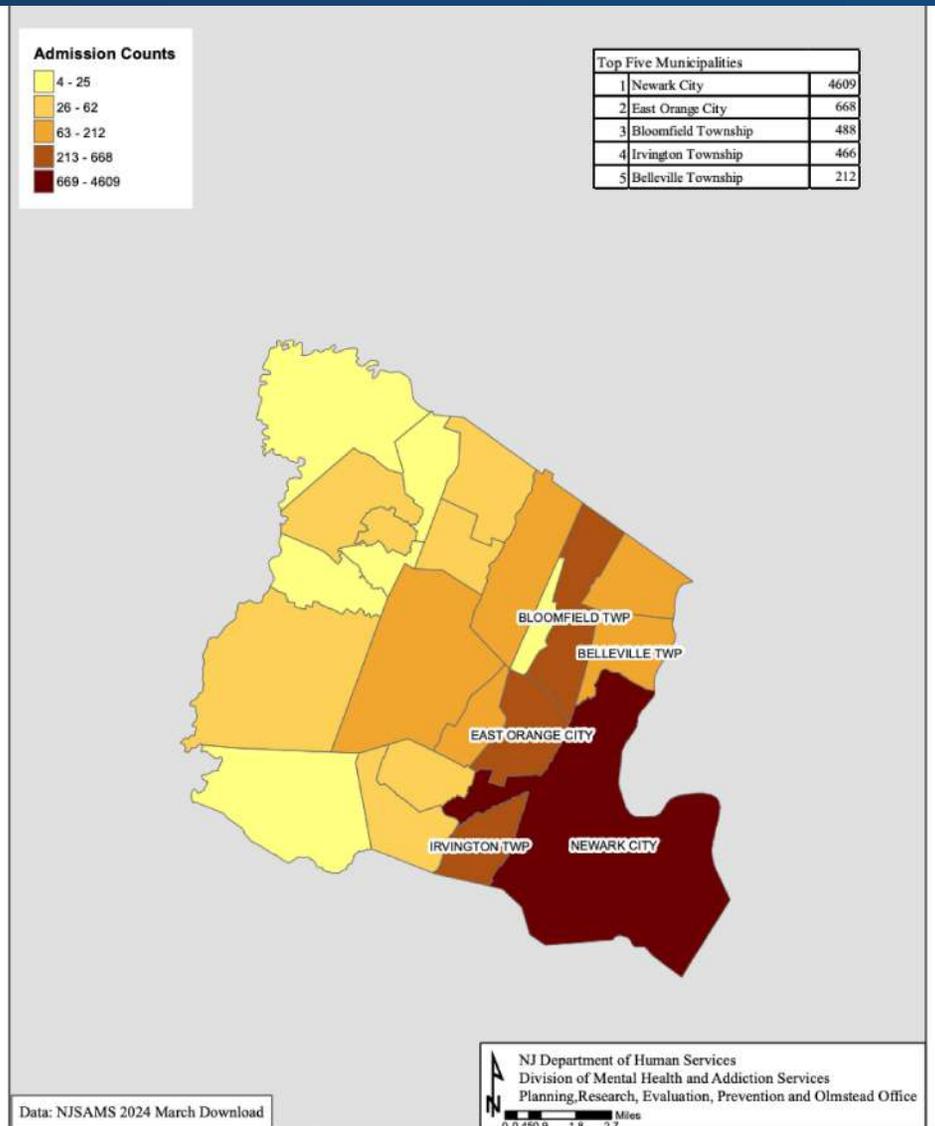
# Substance Use Disorder

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Substance use disorder (SUD) is defined as a problematic pattern of substance use that leads to clinically significant impairment or distress, and prevention efforts include education on the harms of substance use along with support from friends, parents, and caregivers (CDC, 2024).

Substance use remains a critical concern in Essex County, where alcohol and drug misuse continue to affect families and communities across Newark.

- CHNA findings: substance use remains a major concern in Essex County, affecting families and communities.
- Barriers: limited treatment access, youth services, insurance coverage, and high liquor store density; links with untreated mental health and systemic issues.
- Recommendations: expand education and prevention, integrate behavioral health and addiction services, improve access to treatment and resources.



(Essex County 2023; NJDHS, 2024)

# Data

Both adult and youth substance use highlight the urgent need for prevention, early intervention, and expanded recovery supports.

- Treatment admissions in Essex County (2022):
  - 7,314 admissions for substance abuse treatment. (NJ DHS, 2022).
  
- Substance Use Admissions – Newark Residents (Essex County, 2022)
  - 5,034 total admissions for alcohol and drugs combined.
  - 76% (3,840) of admissions were drug-related.
  - 24% (1,192) of admissions were alcohol-related.
  - 99.8% of admissions were among adults (18+).
  - 9 youth admissions (under 18) were recorded, all drug-related.





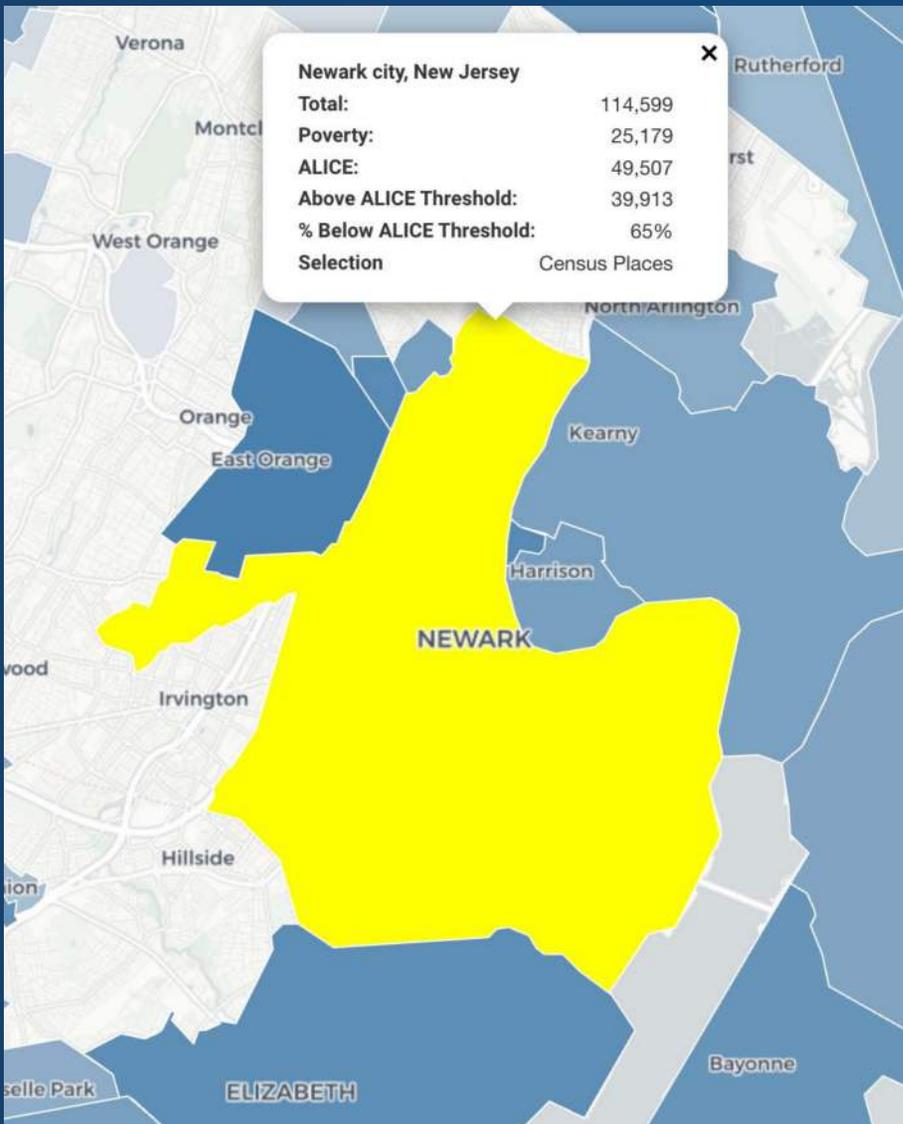
# Access to Care

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Access to care is defined as people's ability to obtain, afford, and understand health services such as primary care, insurance coverage, and health information that are essential for maintaining health and responding effectively to emergencies (CDC, 2023).

Access to healthcare in Greater Newark is limited by high uninsured rates, affordability challenges, and fragmented systems.

- CHNA findings: Newark's uninsured rate is 19.1%, higher than 12% across University Hospital's service area.
- Undocumented residents and high out-of-pocket costs limit coverage; Due to eligibility limitations and strict documentation requirements, potential charity care coverage remains untapped.
- Community feedback highlighted:
  - Complex and complicated regulatory requirements for insurance coverage and government assistance programs
  - Poor care coordination and lack of navigation support
  - Preference for local, community-based care, especially among seniors and those with disabilities
  - Support for care workers and "one-stop" service models
- Barriers such as provider shortages, COVID-19-related fears, and systemic inequities delay treatment and increase avoidable ED use, disproportionately affecting low-income and vulnerable populations.



(ALICE Threshold, 2023)

## Data

Overlapping barriers lead to delayed medical visits, forgone treatment, and heavier reliance on emergency services.

- Economic strain limits access: In Essex County, 65% of households live below the ALICE Threshold
  - This is higher than the Essex county average of 48%, showing greater financial pressure on housing, transportation, and healthcare (ALICE Threshold, 2023; American Community Survey, 2023)
- Insurance coverage gaps remain large: From 2019–2023, 21% of Newark residents under age 65 were uninsured—more than double the New Jersey average of 8.5% (U.S. Census Bureau, 2023).

*ALICE Threshold: The ALICE (Asset Limited, Income Constrained, Employed) Threshold measures the minimum income a household needs to cover basic necessities such as housing, food, transportation, child care, and health care. It identifies households that earn above the federal poverty level but still struggle to afford everyday living costs, highlighting the “working poor” who are financially vulnerable.*

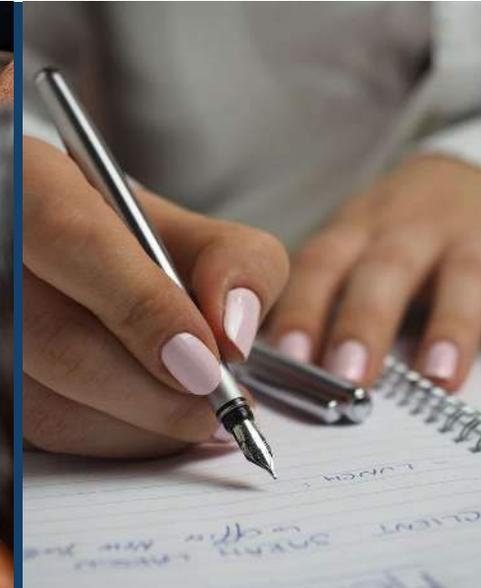
# UH Improvement Plan

The following chart highlights University Hospital's key initiatives, the objectives each program is designed to achieve, and their alignment with priority health needs. Each initiative is linked to the hospital service line responsible for implementation.

This approach ensures that programs are:

- Targeted to address identified health disparities
- Coordinated across hospital service lines and community partners
- Measured for impact on access, outcomes, and community wellness

The chart serves as a roadmap, connecting program-level strategies to priority health needs and demonstrating how University Hospital advances equity, prevention, and population health improvement across Greater Newark. The three priority areas featured are Mental Health (MH), Substance Use Disorder (SUD), and Access to Care (AC).



## UH Health Initiatives List (2022 -2025)

Initiative	Objective	Mental Health	Access to Care	Substance Use Disorder	Service
Academic Medicine, Geriatrics, and Community Programs	<ul style="list-style-type: none"> <li>Deliver comprehensive adult primary and preventive care</li> <li>Manage acute and chronic conditions with specialty support</li> <li>Provide culturally appropriate services for diverse groups</li> </ul>	✓	✓		Ambulatory Care Services
Adult & Juvenile Diabetes Testing	<ul style="list-style-type: none"> <li>Provide free T1D screenings in schools and communities</li> <li>Deliver multilingual education and counseling</li> <li>Partner with organizations for expanded outreach</li> </ul>		✓		Ambulatory Care Services
Behavioral Health Care Transitions	<ul style="list-style-type: none"> <li>Strengthen care transitions and reduce readmissions</li> <li>Initiate AOD services and sustain treatment engagement</li> <li>Conduct screenings with timely interventions and referrals</li> </ul>	✓	✓	✓	Nursing
Cancer Screening & Education	<ul style="list-style-type: none"> <li>Deliver mobile and community-based screenings (mammography etc.)</li> <li>Provide navigation, financial assistance, and social service support</li> <li>Expand outreach with multilingual education and partnerships</li> </ul>	✓	✓		Cancer Center
CenteringParenting	<ul style="list-style-type: none"> <li>Provide family-centered pediatric and maternal care</li> <li>Strengthen parenting skills and social support networks</li> <li>Ensure referrals for preventive care and resources</li> </ul>	✓	✓		Community and Population Health
CenteringPregnancy	<ul style="list-style-type: none"> <li>Facilitate group prenatal care and wellness checks</li> <li>Connect mothers to WIC, insurance, and social supports</li> <li>Provide bilingual, culturally competent programs</li> </ul>	✓	✓		Community and Population Health
Community Health Education Outreach and Screenings	<ul style="list-style-type: none"> <li>Host screenings (dental, audiology, cancer, etc.), workshops, and wellness events</li> <li>Improve access through education and navigation support</li> <li>Provide multilingual and culturally tailored programs</li> </ul>	✓	✓	✓	Community Affairs / Community and Population Health
Community Training Center	<ul style="list-style-type: none"> <li>Provide CPR, First Aid, and Stop the Bleed training</li> <li>Expand access with discounted/free courses</li> <li>Support hospital emergency preparedness</li> </ul>		✓		Trauma Center
Comprehensive Stroke Center	<ul style="list-style-type: none"> <li>Provide 24/7 advanced emergency stroke care and treatments</li> <li>Manage risk factors such as hypertension and diabetes</li> <li>Ensure equitable access with multilingual, coordinated care</li> </ul>		✓		UH Stroke Center
Quarterly Convening of Community Partners	<ul style="list-style-type: none"> <li>Convene community leaders to strengthen partnerships</li> <li>Share updates on hospital and community health initiatives</li> <li>Identify opportunities for collaboration and resource sharing</li> </ul>	✓	✓	✓	Community and Population Health

## UH Health Initiatives List (2022 - 2025)

Initiative	Objective	Mental Health	Access to Care	Substance Use Disorder	Service
Diabetes Education and Screening	<ul style="list-style-type: none"> <li>Offer individual and group self-management education</li> <li>Cover nutrition, medication, monitoring, and activity</li> <li>Empower patients to reduce complications and hospitalizations</li> </ul>		✓		Ambulatory Care Services
Diversity & Inclusion Programs	<ul style="list-style-type: none"> <li>Foster an inclusive and respectful culture</li> <li>Provide culturally competent care to reduce disparities</li> <li>Recruit and advance a diverse workforce</li> </ul>	✓	✓	✓	All UHNJ Settings
Division of Adolescent & Young Adult Medicine (DAYAM)	<ul style="list-style-type: none"> <li>Center of expertise in adolescent and young adult health, development, and behavior.</li> <li>Improve quality of life through inpatient, ambulatory, and community services.</li> <li>Promotes holistic responses to issues impacting adolescents and young adults</li> </ul>	✓	✓		Rutgers New Jersey Medical School
EMS Community Health & Overdose Response Initiative	<ul style="list-style-type: none"> <li>Deliver screenings, education, and outreach in communities</li> <li>Provide harm reduction support (naloxone, MAT linkage, buprenorphine)</li> <li>Connect participants to care and integrate referrals in EMS workflows</li> </ul>	✓	✓	✓	EMS
EMS Substations	<ul style="list-style-type: none"> <li>Operate strategically located EMS substations in Newark's East Ward</li> <li>Ensure 24/7 EMT and paramedic coverage</li> <li>Reduce emergency response times for critical care</li> </ul>	✓	✓	✓	EMS
Ethics Rounds	<ul style="list-style-type: none"> <li>Discuss ethical challenges in community health initiatives</li> <li>Apply frameworks to guide transparent decision-making</li> <li>Promote awareness of confidentiality, consent, and equity</li> </ul>	✓	✓	✓	UH Ethics Committee
Familiar Faces	<ul style="list-style-type: none"> <li>Use CHWs to connect high-risk residents to primary care and wellness</li> <li>Partner with organizations to address SDOH gaps</li> <li>Provide transportation, communication tools, and resources</li> </ul>	✓	✓	✓	Community and Population Health
Financial Counseling	<ul style="list-style-type: none"> <li>Assist with registration, insurance verification, and coverage</li> <li>Reduce financial barriers through charity care and support</li> <li>Deliver patient-centered, culturally competent guidance</li> </ul>		✓		Finance
GK Village Housing Initiative	<ul style="list-style-type: none"> <li>Reserve 16 units for frequent ED utilizers</li> <li>Support patients with housing application processes</li> <li>Partner with agencies to promote stable housing</li> </ul>		✓		Community and Population Health
Health Equity Rounds	<ul style="list-style-type: none"> <li>Highlight barriers affecting equitable patient care</li> <li>Educate staff on culturally responsive and inclusive practices</li> <li>Share strategies to reduce disparities and improve outcomes</li> </ul>	✓	✓	✓	Human Experience / Rutgers New Jersey Medical School

## UH Health Initiatives List (2022 -2025)

Initiative	Objective	Mental Health	Access to Care	Substance Use Disorder	Service
Healthy UH (FindHelp)	<ul style="list-style-type: none"> <li>• Screen patients for food, housing, transport, and utilities</li> <li>• Connect to community resources via closed-loop referrals</li> <li>• Track referrals and followup with multilingual support</li> </ul>	✓	✓	✓	Community and Population Health
Heart Failure Program	<ul style="list-style-type: none"> <li>• Provide education and tools to manage heart failure</li> <li>• Support with medication adherence, diet, and activity</li> <li>• Enhance follow-up to prevent readmissions</li> </ul>		✓		Ambulatory Care Services
Hospital-Based Violence Intervention Program	<ul style="list-style-type: none"> <li>• Provide peer mentorship and care coordination for survivors</li> <li>• Connect to MH, social, and legal services</li> <li>• Partner with organizations to reduce repeat victimization</li> </ul>	✓	✓	✓	Community and Population Health
Infectious Disease Practice	<ul style="list-style-type: none"> <li>• Provide HIV testing, prevention, treatment, and wraparound services</li> <li>• Promote wellness with MH/SU co-management and outreach</li> <li>• Expand access through navigation, transportation, and financial aid</li> </ul>	✓	✓	✓	Ambulatory Care Services
Integrated Medicine and SUD Treatment	<ul style="list-style-type: none"> <li>• Integrate primary care, behavioral health, and SUD treatment</li> <li>• Expand access to MAT, counseling, and recovery supports</li> <li>• Improve transitions and reduce relapse or readmissions</li> </ul>	✓	✓	✓	Ambulatory Care Services
Liver Center	<ul style="list-style-type: none"> <li>• Provide advanced care for liver diseases and cancer</li> <li>• Offer innovative treatments and access to clinical trials</li> <li>• Deliver education, support services, and follow-up care</li> </ul>		✓		Liver/Transplant Services
Maternal Health	<ul style="list-style-type: none"> <li>• Reduce maternal morbidity and manage hypertension</li> <li>• Monitor and safely reduce cesarean rates</li> <li>• Screen for depression and support postpartum/SUD care</li> </ul>	✓	✓	✓	Ambulatory Care Services
Medical Student Patient Navigator Experience	<ul style="list-style-type: none"> <li>• Promote awareness of confidentiality, consent, and equity</li> <li>• Support patients by assisting with navigation of insurance and community resources</li> <li>• Enhance student learning by providing hands-on experience in care coordination</li> </ul>	✓	✓	✓	Rutgers New Jersey Medical School / University Hospital
Midwives & Doula Program	<ul style="list-style-type: none"> <li>• Provide continuous labor support and patient education</li> <li>• Deliver midwifery-led care to improve outcomes</li> <li>• Address disparities with culturally sensitive care</li> </ul>	✓	✓		OB/GYN
Onsite Mental Health and Substance Use Disorder Treatment Program	<ul style="list-style-type: none"> <li>• Station Integrity House case managers onsite for warm handoffs</li> <li>• Connect patients to MH, SU, housing, and reentry services</li> <li>• Strengthen collaboration with community providers</li> </ul>	✓	✓	✓	Community and Population Health / Nursing

## UH Health Initiatives List (2022 -2025)

Initiative	Objective	Mental Health	Access to Care	Substance Use Disorder	Service
Resource Mondays	<ul style="list-style-type: none"> <li>• Host weekly seasonal resource events with CBOs</li> <li>• Promote nutrition and healthy lifestyle programs</li> <li>• Build trust through consistent community engagement</li> </ul>	✓	✓	✓	Community and Population Health
Trauma Recovery Center	<ul style="list-style-type: none"> <li>• Provide trauma-informed MH and psychiatric care</li> <li>• Offer peer mentorship and empowerment support</li> <li>• Connect survivors to housing, employment, and legal aid</li> </ul>	✓	✓	✓	Community and Population Health
Trauma Recovery Services	<ul style="list-style-type: none"> <li>• Conduct MH assessments for patients and caregivers</li> <li>• Provide psychological and psychosocial support</li> <li>• Consolidate care to ease recovery journeys</li> </ul>	✓	✓		Trauma Center
UBHC CARE Navigators	<ul style="list-style-type: none"> <li>• Deploy ED-based behavioral health navigators</li> <li>• Provide crisis intervention and immediate support</li> <li>• Connect patients to ongoing MH/SU services</li> </ul>		✓	✓	Rutgers University Behavioral Health Care
UH Health & Wellness Center	<ul style="list-style-type: none"> <li>• Deliver preventive care, screenings, and wellness programs</li> <li>• Reduce barriers such as cost, transport, and time</li> <li>• Build continuity of care for Newark residents</li> </ul>		✓		Ambulatory Care Services
Vaccine Programs	<ul style="list-style-type: none"> <li>• Provide vaccines to Medicaid-eligible children at no cost</li> <li>• Cover uninsured, underinsured, and Native American children</li> <li>• Ensure access through federally funded programs</li> </ul>		✓		Ambulatory Care Services
Weight Management Center	<ul style="list-style-type: none"> <li>• Offer multidisciplinary care (medical, surgical, nutrition, behavioral)</li> <li>• Provide individualized counseling and wellness programs</li> <li>• Expand access with charity care and community resources</li> </ul>		✓		Ambulatory Care Services
WIC Program	<ul style="list-style-type: none"> <li>• Improve maternal and child health by providing nutrition education.</li> <li>• Reduce health disparities by serving low-income birthing mothers, infants, &amp; children.</li> <li>• Connect families to care through referrals to health and social services.</li> </ul>		✓		Rutgers



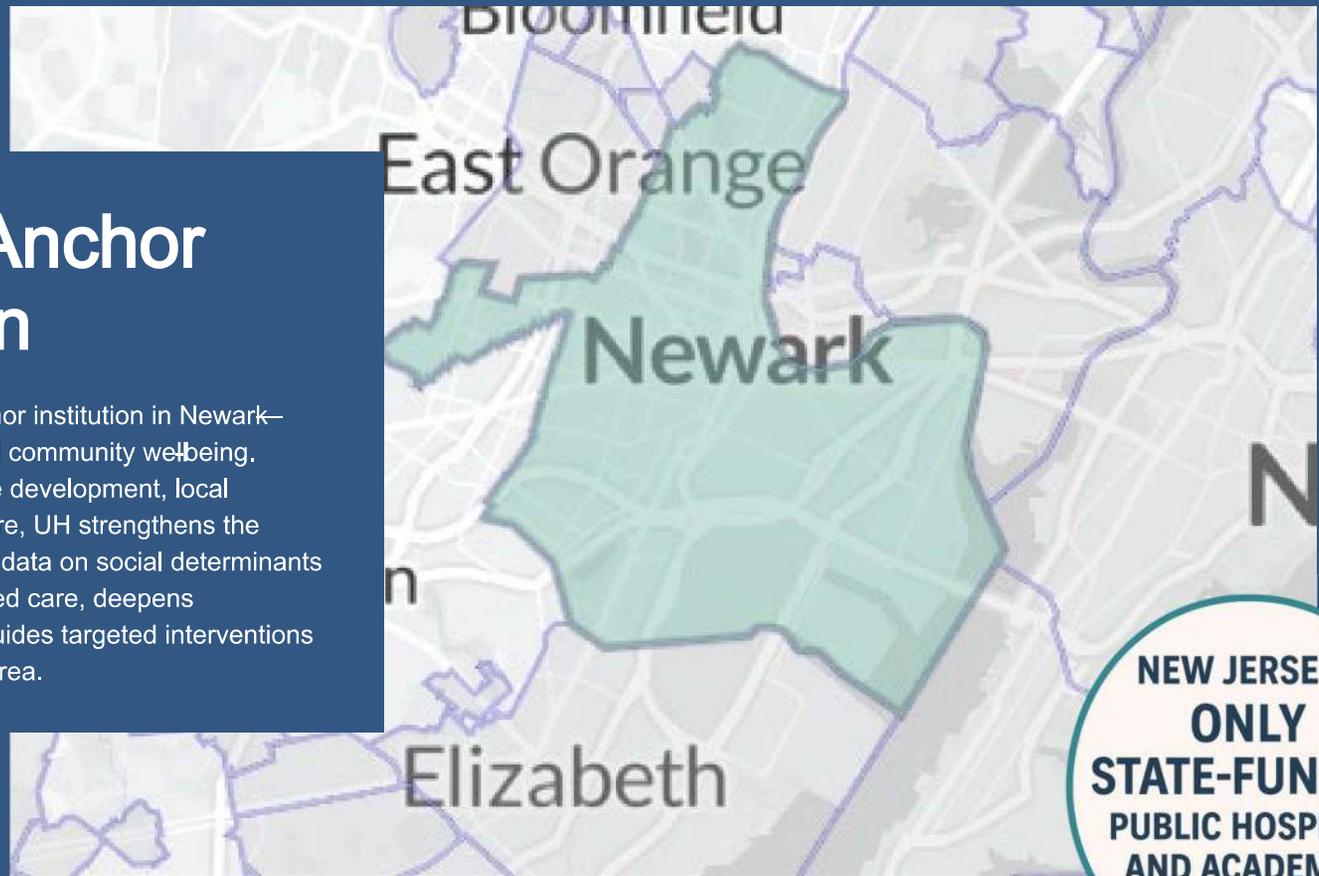
# Featured Initiatives

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University Hospital Newark demonstrates a strong commitment to community health through initiatives that address urgent needs, expand access, and build long-term resilience. Featured programs are designed to connect residents with resources and preventive care. Together, these efforts highlight UH's role as both a healthcare provider and a community anchor, advancing equity and population health across Newark.

## New Jersey's Anchor Institution

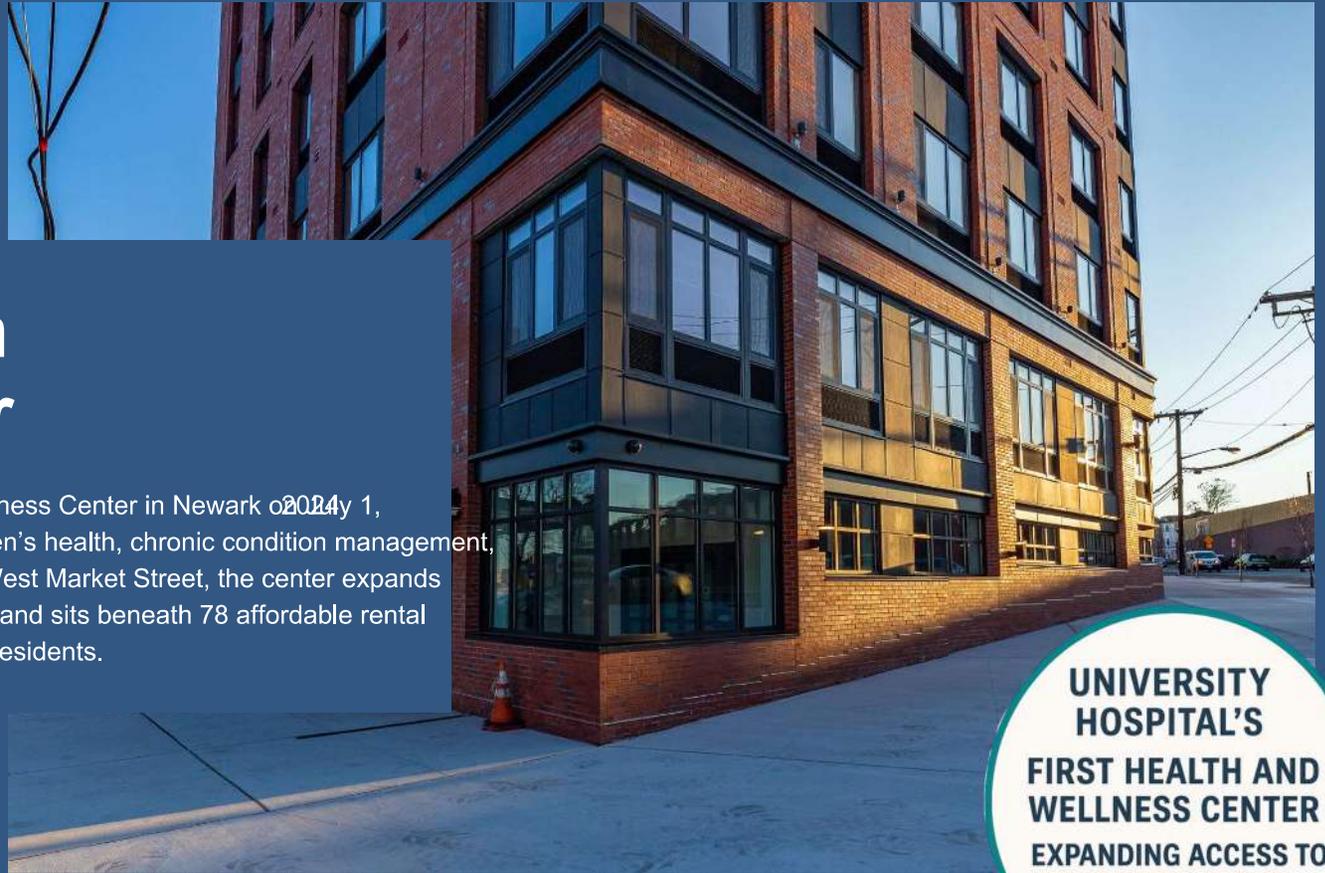
University Hospital (UH) serves as an anchor institution in Newark—driving health equity, economic vitality, and community wellbeing. Through strategic investments in workforce development, local partnerships, and social health infrastructure, UH strengthens the foundation of the city it serves. Leveraging data on social determinants of health (SDOH), UH advances coordinated care, deepens understanding of community needs, and guides targeted interventions that improve outcomes across its service area.



**NEW JERSEY'S  
ONLY  
STATE-FUNDED  
PUBLIC HOSPITAL  
AND ACADEMIC  
HEALTH CENTER**

# Community Health & Wellness Center

University Hospital opened its first Health and Wellness Center in Newark on May 1, offering primary care, preventive screenings, women's health, chronic condition management, and community health programs. Located at 388 West Market Street, the center expands access to culturally competent, community-based care and sits beneath 78 affordable rental apartments, including units for formerly unhoused residents.



**UNIVERSITY  
HOSPITAL'S  
FIRST HEALTH AND  
WELLNESS CENTER  
EXPANDING ACCESS TO  
HIGH-QUALITY  
CARE**

# Emergency Department Expansion

In September 2025, University Hospital completed a \$20 million expansion of its Emergency Department as part of a \$1.8 billion campus modernization plan. The project added over 14,000 square feet with private treatment rooms, flexible care spaces, and redesigned patient flow. Built for 50,000 annual visits, the ED now accommodates more than 100,000 patients each year. This investment directly addresses overcrowding and enhances efficiency, safety, and dignity of care. It advances University Hospital's Access to Care priority by strengthening equitable emergency services for Newark's most vulnerable residents.



**\$20  
MILLION  
TOWARDS  
ACCESS TO  
CARE**

# Social Drivers of Health Screening

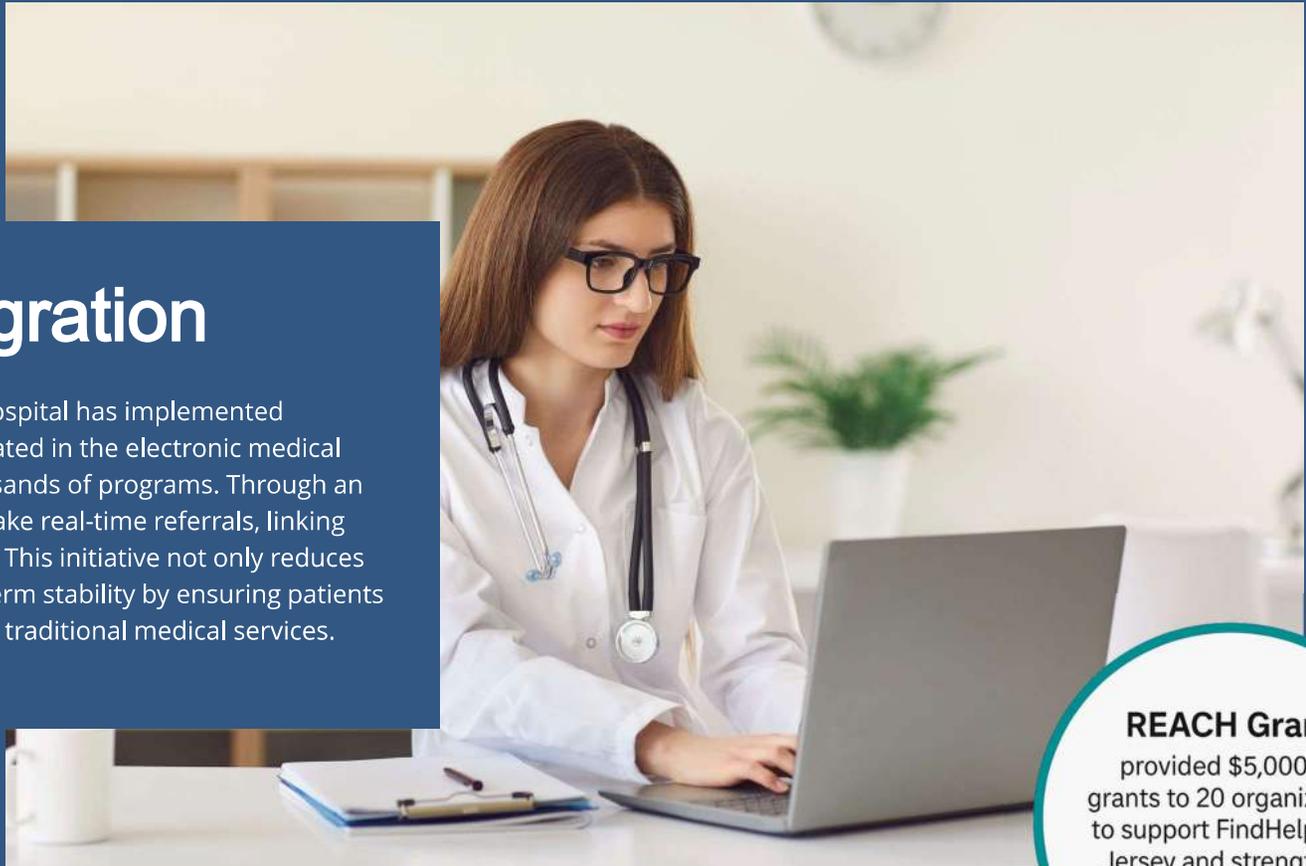
In 2025, University Hospital launched a system-wide initiative to screen all inpatients and outpatients for Social Drivers of Health (SDOH). Screening tools were built into clinical workflows to identify barriers such as housing, food, transportation, and legal or counseling needs. This ensures patients' social and economic challenges are addressed alongside their medical care. The result is a more comprehensive, patient-centered model that improves care coordination and equity.



**2025  
INITIATIVE  
SCREENING ALL  
INPATIENT  
AND  
OUTPATIENTS**

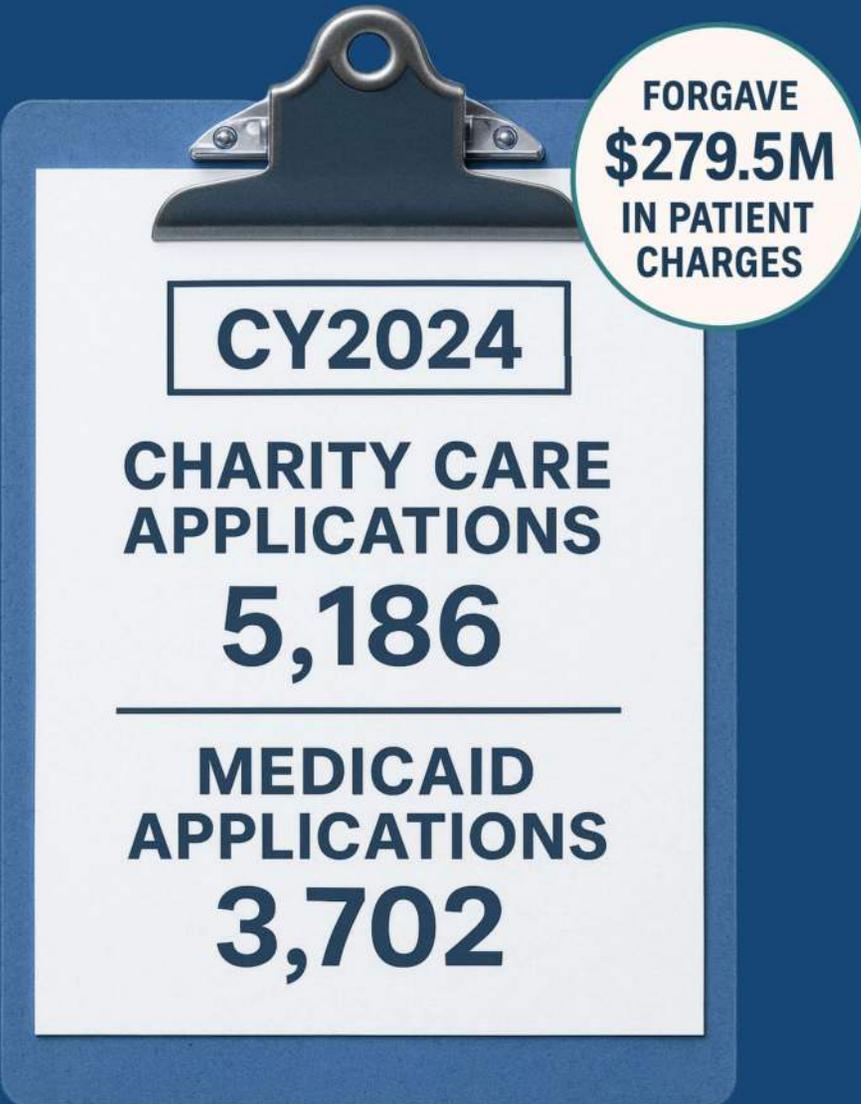
# FindHelp Integration

To address identified needs, University Hospital has implemented FindHelp, a hospital-wide platform integrated in the electronic medical record that can connect patients to thousands of programs. Through an Epic Native+ integration, providers can make real-time referrals, linking patients directly to community resources. This initiative not only reduces barriers to care but also promotes long-term stability by ensuring patients have access to essential supports beyond traditional medical services.



## REACH Grant

provided \$5,000 mini-grants to 20 organizations to support FindHelp New Jersey and strengthen local SDOH infrastructure.



**FORGAVE  
\$279.5M  
IN PATIENT  
CHARGES**

**CY2024**

**CHARITY CARE  
APPLICATIONS  
5,186**

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**MEDICAID  
APPLICATIONS  
3,702**

# University Hospital Financial Contributions to Community Health

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University Hospital demonstrates a strong commitment to supporting underserved and vulnerable populations through Medicaid, subsidized services, charitable contributions, and uncompensated care. Medicaid and uninsured patients account for nearly 58% of the hospital's gross revenues, underscoring the financial pressures of delivering care to populations with limited reimbursement options (UH Audit Report, 2023). In fiscal year (FY) 2023, Medicaid and Medicaid HMO revenues totaled approximately \$260 million, with additional funding provided through the New Jersey County Option Hospital Fee Pilot Program (UH Audit Report, 2023).

University Hospital provides significant subsidized health services and is the state's largest provider of charity care. In FY 2023, the hospital forgave \$279.5 million in patient charges—representing an estimated \$77.1 million in costs directly absorbed—while also incurring \$44.2 million in bad debt expense. To help offset these uncompensated costs, the hospital received \$77.9 million in patient subsidy payments, including \$62.7 million from the New Jersey Charity Care Subsidy Program and \$7.0 million from the Quality Incentive Program (QIP) (UH Audit Report, 2023; New Jersey Department of Health, n.d.).

# Community Partnerships

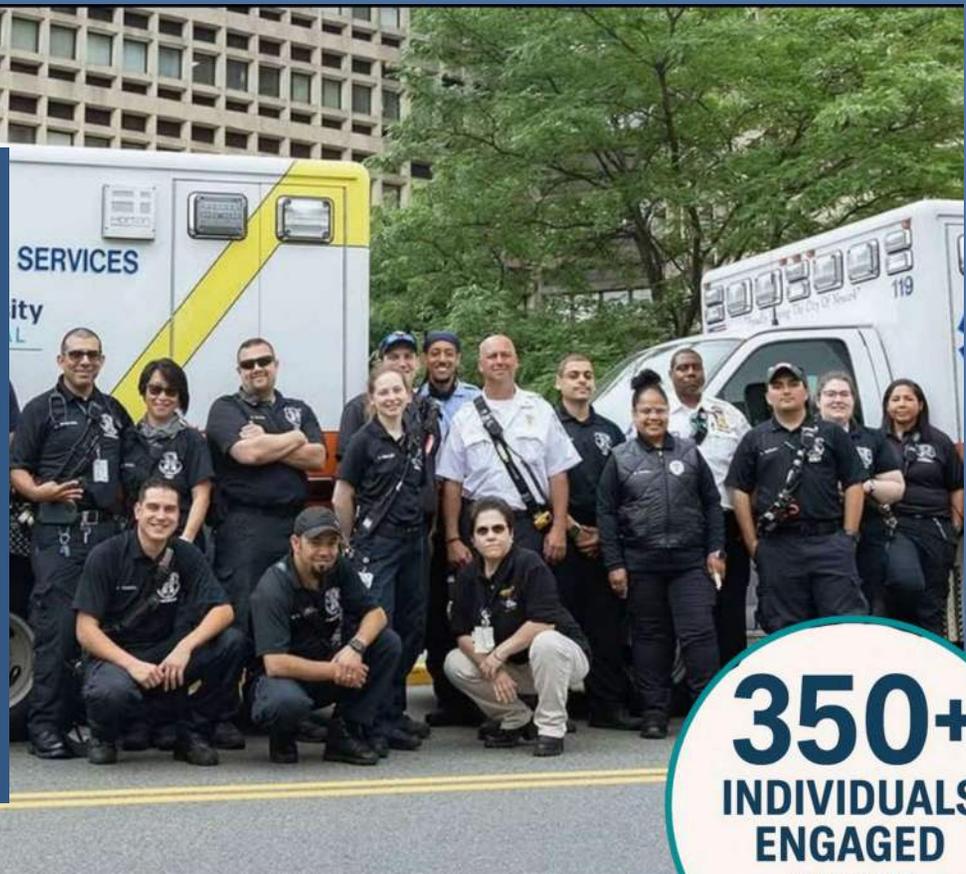
University Hospital partners with community organizations, providers, faith groups, schools, and social service agencies to close critical gaps in care across Newark and Essex County. These collaborations connect patients and residents to resources that address both medical and social needs, including housing, food, behavioral health, and employment support. By coordinating services, UH strengthens care across the community. Working alongside trusted partners, the hospital extends its reach beyond its walls to promote better health outcomes and equity.



**100+**  
**COMMUNITY PARTNERSHIPS**

# Overdose Response Team

Launched in 2022, the Overdose Response Team (ORT) partners with EMS to connect overdose patients to harm reduction services, medication-assisted treatment, and community support. The program features Narcan distribution, harm reduction training, and collaborations with Rutgers, the Newark Community Street Team, and UH's Department of Medicine. Since inception, the ORT has engaged over 350+ individuals (FY22–FY23), expanding outreach in underserved neighborhoods and reinforcing University Hospital's commitment to addressing substance use as a community health priority.



**350+**  
**INDIVIDUALS**  
**ENGAGED**  
WITH THE  
ORT/EMS HARM  
REDUCTION PROGRAM

# Research, Education, & Service

University Hospital (UH) serves as a bridge between research, education, and community service, connecting its academic mission to Newark's health priorities. UH residents, faculty, and students actively engage in research projects, service-learning initiatives, and community-based pipeline programs that strengthen the local health workforce and address real-world inequities. Through collaborations with Rutgers Biomedical and Health Sciences and community partners, UH transforms education into direct community impact—linking scholarship with service to advance health equity and innovation across New Jersey.



CY2025

**782**

RESIDENTS IN  
MEDICAL  
TRAINING



# Next Steps

2026

# Community Health Needs Assessment

## PURPOSE

To identify the priority health needs, barriers to care, and opportunities for improvement in Greater Newark, NJ, using a mixed-methods approach that incorporates secondary data, community surveys, focus groups, and key informant interviews.



# Greater Newark Demographics

Approximately 311,500 residents in Newark and more than 700,000 in the Greater Newark metropolitan catchment area.

## Race/Ethnicity:

- Black/African American: ~50%
- Hispanic/Latino: ~36%
- White (non-Hispanic): ~9%
- Asian: ~2%
- Other: ~3%

## Age Distribution:

- Children and youth: ~25%
- Adults: ~65%
- Older adults: ~10%

Key Populations : Immigrants, uninsured or underinsured individuals, justice involved populations, people experiencing homelessness, and individuals with behavioral health needs.

# 2026

# Sample Size Targets

For the upcoming 2026 Community Health Needs Assessment (CHNA), University Hospital Newark has established sample size targets to ensure robust and representative community input:

- Community Surveys: 600-800 completed responses to capture broad resident perspectives.
- Focus Groups: 12-15 groups with 6-8 participants each, segmented by race/ethnicity, age, gender, and lived experience.
- Key Informant Interviews: 25-30 interviews with diverse stakeholders, including healthcare providers, community-based organizations, and local leaders.

These targets are designed to provide both depth and breadth of engagement, ensuring that the findings reflect the lived experiences of Newark residents and the expertise of community partners.



# Methodology

## Overview

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The CHNA will utilize four data collection strategies:

- 1.Secondary Data Reviewanalysis of existing health, demographic, and socioeconomic data.
- 2.Community Surveysbroad, quantifiable data on health needs and service utilization.
- 3.Focus Groups-deeper exploration of community perspectives and barriers.
- 4.Key Informant Interviewexpert insights from leaders across sectors.

Findings will be triangulated to ensure accuracy, depth, and representativeness.

# Timeline





# Implementation plan

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## Phase I – Planning & Secondary Data Review (Sept 2025 –Mar 2026)

- Establish CHNA steering committee and partners.
- Identify preliminary priority areas and information gaps.
- Collect and analyze secondary data:
  - Public health surveillance
  - Census/ACS demographic data
  - Local data collection
  - Community-based reports.

## Phase II – Survey Development & Launch (Dec 2025 – Feb 2026)

- Design and pilot survey.
- Disseminate through hospitals, clinics, social media, schools, churches, and community organizations.
- Target ~600–800 responses.

## Phase III – Qualitative Data Collection (Jan – Mar 2026)

- Focus Groups : Conduct 12-15 with targeted populations.
- Key Informant Interviews: Schedule 25-30 with hospital leadership, community-based organizations, faith leaders, social services, housing agencies, education sector, and justice system leaders.

## Phase IV – Analysis & Synthesis (Apr – May 2026)

- Analyze survey results quantitatively.
- Thematically code focus groups and interviews.
- Triangulate primary data with secondary data findings to identify top priorities and disparities.

# Acknowledgements

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Colette Barrow Adams, MPA, Ph.D., Executive Director, Community and Population Health  
Lois V. Greene, DHA, Senior Vice President, Human Experience and Population Health  
Dr. Kaitlan Baston MD, Interim Chief Executive Officer

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# 2026 CHNA Collaboration Form

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# Drafted CHNA Survey

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# Drafted Community Conversations Survey

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Click the link Below

[Community Conversations Draft Survey.docx](#)