

Community Health Improvement Plan



2026-2028

Deborah Heart and Lung Center

Deborah Heart and Lung Center is New Jersey’s premier provider of high-quality heart, lung, and vascular care that is innovative, compassionate, and patient-focused. The Deborah Story traces its history back to 1922 when the hospital was founded as a tuberculosis sanatorium and pulmonary center. Dr. Charles Bailey, a pioneer in heart surgery, performed the hospital’s first open-heart surgeries in 1958 (one on an adult and one on a child), which were also the first procedures of their kind in New Jersey. The specialization in cardiac diseases was immediately embraced, and with a natural expansion to include vascular surgery and care, Deborah is now New Jersey’s only heart, lung, and vascular specialty hospital. Today, Deborah offers leading-edge surgical techniques and non-surgical procedures for diagnosing and treating complex heart, lung, and vascular conditions.

We believe in partnerships and collaborations with organizations that share the same commitment to improving the health of the community. Deborah Heart and Lung Center is proud of our partnerships. The Deborah campus is a health and wellness resource that provides on-campus access to our partners, including Capital Health, Cooper University HealthCare, Ivy Rehab, and Sidney Kimmel Medical College at Thomas Jefferson University, all providing complementary care to our patients. Together, we bring high-quality, compassionate care close to home.

Deborah Heart and Lung Center and Outpatient Facilities



Deborah Heart and Lung Center, Browns Mills, NJ



Cymrot Building, Browns Mills, NJ



Medical Office Building, Browns Mills, NJ



Deborah Specialty Physicians at Galloway, Galloway, NJ



Deborah Specialty Physicians at Lawrenceville, Lawrenceville, NJ



Deborah Specialty Physicians at Manahawkin, Manahawkin, NJ



Deborah Specialty Physicians at Mt. Laurel, Mt. Laurel, NJ



Deborah Specialty Physicians at Toms River – Cory Building, Toms River, NJ



Deborah Specialty Physicians at Toms River –Professional Building, Toms River, NJ



Deborah Specialty Physicians at Toms River –Pyramid Building, Toms River, NJ



Deborah Specialty Physicians at Whiting, Whiting, NJ



2025 Community Health Needs Assessment (CHNA) Background

Every three years, Deborah Heart and Lung Center conducts a Community Health Needs Assessment (CHNA) to document the health status of communities throughout Deborah’s primary and secondary service areas. This rigorous and cooperative process produces a CHNA report that highlights health trends and disparities, serving as a valuable data resource for the entire county. The information gathered is used to evaluate our collective health improvement efforts and to develop strategies designed to enhance the well-being and quality of life for everyone.

In alignment with the Affordable Care Act (ACA), the Internal Revenue Service (IRS), and applicable federal requirements for not-for-profit hospitals, Deborah Heart and Lung Center’s 2025 Community Health Needs Assessment (CHNA) was approved and adopted by the Deborah Heart and Lung Center’s Board of Trustees on December 15, 2025.

Deborah’s 2025 CHNA was conducted by 35th Street Consulting and includes data from various sources. Primary data collection included Key Informant Interviews, a Key Stakeholder Survey, focus groups, and collaboration with partners across Burlington, Camden, Gloucester, and Ocean Counties to conduct a collaborative Community Survey. Additionally, the assessment reviews secondary data, which includes vital statistics, demographics, and other health indicators. Indicators measuring social drivers of health (SDoH), such as food insecurity, housing, transportation, education, and other factors, were also included in the 2025 CHNA. The complete Deborah Heart and Lung Center 2025 CHNA report is available for download at <https://demanddeborah.org/patients-and-visitors/community-resources/community-health-needs-assessment/>

Deborah Heart and Lung Center Service Area

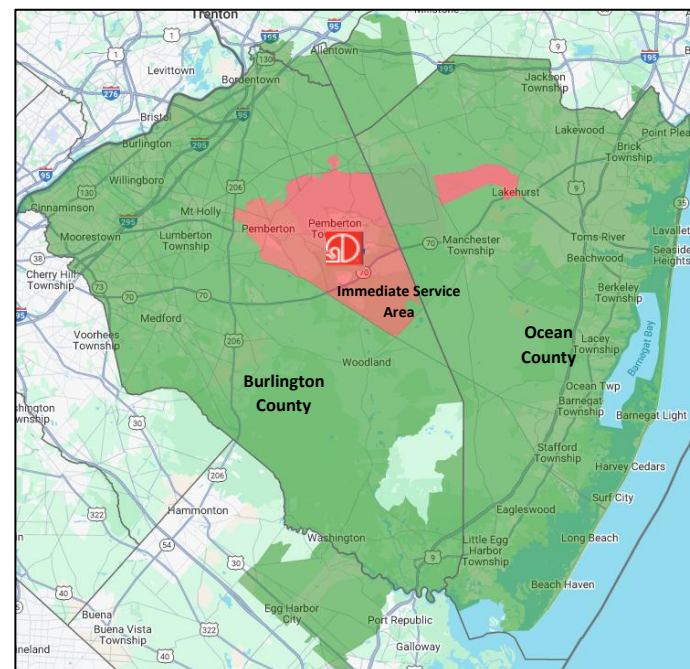
Deborah is located in Browns Mills, Burlington County, New Jersey, and serves patients from across the state and beyond as a highly specialized medical provider.

The priorities, goals, objectives, and strategies in the 2026-2028 CHIP report are based upon data from the 2025 CHNA. The 2025 CHNA report identified two service areas. The Immediate Service Area includes Pemberton Township and Borough, Browns Mills, New Lisbon, Birmingham, Wrightstown, and Joint Base McGuire-Dix-Lakehurst. The Primary Service Area includes the remainder of Burlington County (excluding the Immediate Service Area) and all of Ocean County.

Deborah’s Mission is:

To provide the highest quality heart, lung, and vascular care in a collaborative and welcoming environment while ensuring access for all.

In fulfillment of the commitment to its mission and values, Deborah Heart and Lung Center provides **welcome without judgement** to all people who seek care, regardless of their ZIP code.



Determining Community Health Priorities

In 2025, the Deborah Heart and Lung Center CHNA Steering Committee worked alongside the 35th Street Consulting team to craft this CHNA. The data included in this report are designed to generate priority areas for action for Deborah Heart and Lung Center. To determine priorities, statistical data and primary qualitative data were analyzed. Statistical data include health indicators and socioeconomic measures, which document health disparities and underlying inequities experienced by people living throughout Burlington and Ocean counties. Perspectives on data trends and direct feedback on community health priorities were collected via 11 one-on-one interviews, 30 key stakeholders through the Key Stakeholder Survey, a combined 9,486 residents through the Community Survey – including a subset of 653 respondents specifically from Deborah Heart and Lung Center’s outreach – and 3 focus groups, with 30 participants.

A preliminary prioritization process was conducted in a hybrid workshop facilitated by 35th Street Consulting with nine representatives from across Deborah Heart and Lung Center. During the meeting, 35th Street Consulting facilitated a consensus-building process in alignment with guidelines provided through the Affordable Care Act for not-for-profit hospitals. Following this meeting, draft priority areas were presented to the Deborah Heart and Lung Center Board of Directors for feedback.

Through this process, the following specific health needs were identified by Deborah Heart and Lung Center as priorities for action.

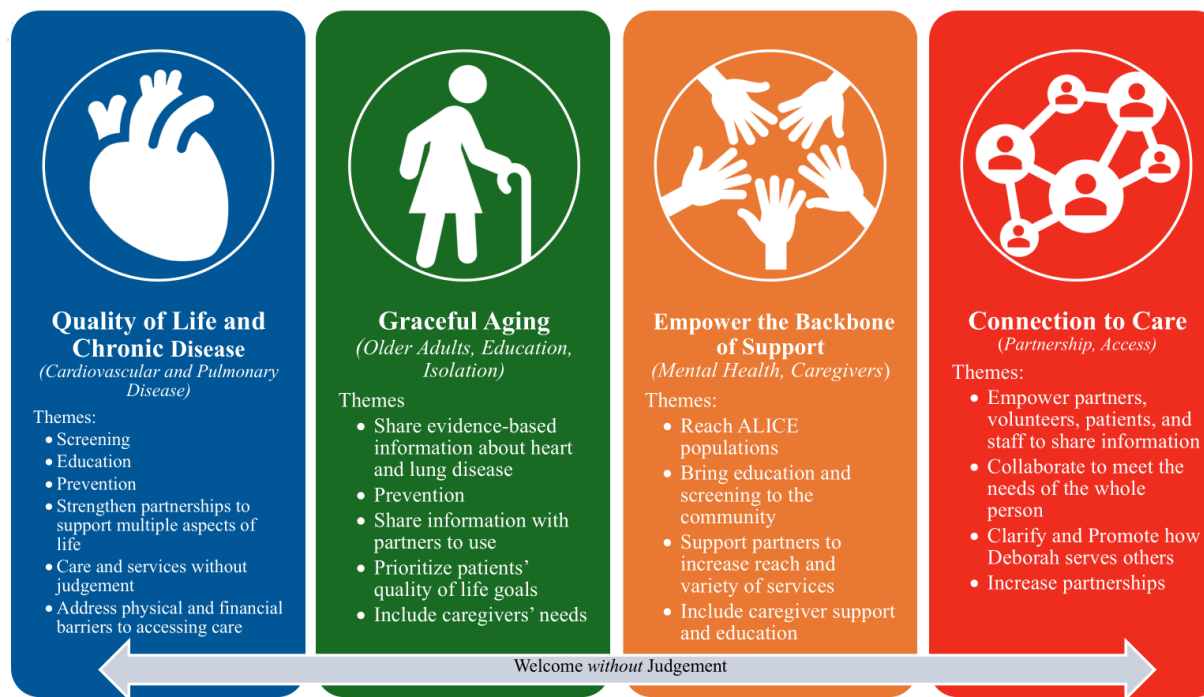
A summary of the 2025 CHNA data and these priorities were discussed with 30 community representatives at a Community Forum hosted at Deborah Heart and Lung Center, Browns Mills, New Jersey, on October 17, 2025. There was overwhelming support for the strategy and the priority areas for the 2026-2028 planning cycle. All 30 forum attendees agreed with the priorities listed here.



Community Health Implementation Plan (CHIP)

This CHIP specifies community health needs that Deborah Heart and Lung Center, in collaboration with community partners, will address. The intent of this CHIP is to respond to our community needs and expectations with an implementation plan that can be effectively executed, leveraging hospital and network resources, as well as community partners. The CHIP is designed to be flexible and should be updated as internal and external factors evolve. This includes new needs, resource availability, partnerships, and policy changes. An effective implementation plan should build on past successes while also adapting strategies and actions in response to any new challenges that arise.

Deborah Heart and Lung Center recognizes the wide range of issues that emerged from the 2025 CHNA process and determined it could effectively focus on those health needs that are the most pressing, under-addressed, and within its ability to influence. Deborah will continue to lead efforts in support of the prioritized needs related to Quality of Life & Chronic Disease, Graceful Aging, Empower the Backbone of Support, and Connection to Care. Deborah is committed to collaborating with our community partners, where possible, in addressing key contributing factors outside of the expertise and scope of the organization. Deborah remains open and willing to explore opportunities and partnerships across our service area to address issues impacting health and well-being.



Significant Health Needs that Will Not Be Addressed

Deborah Heart and Lung Center recognizes the wide range of health issues illuminated through the 2025 CHNA report and determined it could effectively focus on those health needs that are the most pressing, under-addressed, and within its ability to influence. Deborah Heart and Lung Center will continue to lead efforts in support of the prioritized needs related to Quality of Life and Chronic Disease, Graceful Aging, Empower the Backbone of Support, and Connection to Care, and will work with our community partners to address key factors beyond our clinical expertise and organizational scope. Deborah has robust services and a commitment to providing prevention, screening, treatment, and person-centered care, and can address the needs identified in the 2025 CHNA that are within their purview as a specialty hospital providing heart, lung, and vascular care. Deborah is committed to being a lasting presence in the communities it serves. It values its role as a consistent and reliable partner to numerous organizations in social services, education, health, housing, economic development, and business sectors, committed to enhancing health and well-being for everyone through collaboration.



CHIP Planning and Stakeholder Engagement

The design and details of the 2026-2028 Community Health Improvement Plan (CHIP) were developed through a collaborative process led by 35th Street Consulting. A CHIP Steering Committee was established to work alongside 35th Street Consulting in formulating the goal statements, objectives, and strategies outlined in the CHIP. Members of the CHIP Steering Committee are indicated with an asterisk (*).

On February 25, 2026, and March 20, 2026, Steering Committee members and consultants from 35th Street Consulting conducted discussions with leadership from Deborah Heart and Lung Center. These meetings aimed to refine, align, and confirm the goals and objectives of the 2026-2028 CHIP. The purpose of these discussions was to ensure broad engagement in the process and to align the plan with systemwide strategic priorities. The following individuals participated in the planning process:

Jim Andrews, President & CEO

Janet Bennett, Vice President, Cardiology Services

Susan Bonfield, Executive Vice President and Legal/General Counsel

Brian Case, * Vice President, Strategic Planning & Business Development

Jennifer Chiarelli, * Community Outreach Coordinator

Lewis Clark Jr, Vice President, Marketing, Media & Public Relations

Elizabeth Earley, Director, Case Management

John Hill, Vice President, Pulmonary & Clinical Ancillary Services

Cynthia Kornfeld, * Director, Volunteer Services

Aaron Kugelmass, MD, Executive Vice President, Chief Physician Executive, and Chief Medical Officer

Michael Lieb, Executive Vice President and Chief Operating Officer

Tom Percello, Executive Vice President and Chief Financial Officer

Rita Zenna, Executive Vice President, Patient Care Services, Chief Nursing Officer



Identified Needs: 2026-2028 Deborah CHIP Priority Area: Quality of Life & Chronic Disease

Heart disease and cancer are responsible for nearly half (44%) of all deaths in New Jersey, consistent with the US. (CHNA, P. 74)

“Outreach wellness program, if we could do that here [at the Legion] that would be amazing... screenings and blood pressure.... We can fit 100 people here and see the families and babies and blood pressure and we’ll help with the paperwork.” (CHNA, P. 77)

“Community programming on the chronic diseases, heart disease, those sorts of things, seems to be focused on the elderly. I think we need to start with a younger population ...working with school districts about elementary school kids.” (CHNA, P. 96)

Ocean County has proportionately more smokers and COPD diagnoses. (CHNA, P. 80)

“It’s typical to send someone home who needs a little more care than insurance will cover and then we do see return customers.” (CHNA, P. 108)

Food insecurity in both Ocean and Burlington Counties appears to be increasing. (CHNA, P. 62)

“Pemberton is 65 square miles with no jobs or transportation. [We have] Grace Church food bank once per month the number of people and veterans that come in that is sinful.” (CHNA, P. 62)

Substance use can both exacerbate and contribute to the many chronic diseases and early death. Alcohol impaired driving deaths are higher in the primary service area than NJ. 1 in 5 Burlington County adults report binge drinking. (CHNA, P. 87)

Black residents in South Jersey have life expectancies up to 15 years shorter than their neighbors. (CHNA, P. 72)

Communities in central and northern Burlington county tend to have higher life expectancy, typically above 81 years. In Ocean County several northern tracts show high averages, while some southern areas have lower life expectancy, as low as 75 years. (CHNA, P. 73)

People who identify as Black are most likely to die prematurely from heart disease. People living in Ocean County are more likely than their neighbors to die prematurely from heart disease across all racial/ethnic categories (CHNA, P. 78)

Burlington County has more Primary Care Physicians per 100,000 residents than New Jersey and the US. However, Ocean County has notably fewer providers per capita. (CHNA, P. 68)

Fort Dix and McGuire AFB show extremely high TRICARE enrollment, reflecting the enlisted individuals and military families who live on both bases. (CHNA, P. 67)

Working-age adults (ages 19-64) are least likely to have health insurance, especially in Pemberton Borough. This suggests that people in this age group either do not have jobs with insurance benefits or the available benefits may be cost prohibitive. (CHNA, P. 66)



2026-2028 CHIP Priority Area: Quality of Life & Chronic Disease

The 2025 CHNA for Deborah Heart and Lung Center includes the following themes within the Quality of Life & Chronic Disease priority area. Themes were determined from an analysis of the qualitative and quantitative data in the 2025 CHNA on page 6 of this document and refined through a consensus-building process. Priorities were identified because they did not meet national benchmarks, the magnitude of people impacted was significant, key informants identified the issue as very important, or a combination of all of these criteria.

Key Themes for Quality of Life & Chronic Disease from the 2025 CHNA include:

- ▶ Screening
- ▶ Education
- ▶ Prevention
- ▶ Strengthen partnerships to support multiple aspects of life
- ▶ Care and services without judgement
- ▶ Address physical and financial barriers to accessing care

Priority Area:	Quality of Life and Chronic Disease
Goal:	All people have access to the resources needed to prevent, screen, and treat chronic cardiovascular and pulmonary diseases at the appropriate level of care
Objectives:	Strategies
1. Remove barriers to support patients in maintaining their cardiovascular and pulmonary care plans within our purview	<ul style="list-style-type: none"> ▶ Utilize programs and policies designed to reduce financial and other barriers to maintaining care ▶ Work with community partners to address Social Drivers of Health (SDoH) concerns impacting complex disease management ▶ Address transportation barriers through coordinating appointments and supporting transportation access ▶ Promote evidence-based behavior change and cardiovascular and pulmonary disease self-management programs for at-risk populations in safe, accessible settings ▶ Create welcoming, judgement-free, healthy living campaigns that reduce the stigma surrounding tobacco use and obesity ▶ Teach patients and caregivers about digital tools to manage health ▶ Use existing systems to improve quality and efficiency between departments to improve patient care
2. Increase access to health education, screening, and referral services for cardiovascular and pulmonary diseases	<ul style="list-style-type: none"> ▶ Expand partnerships with ALICE employers, including within Deborah, schools, and Joint Base MDL, to increase on-site healthcare screenings and referrals for follow-up care ▶ Conduct community-based screenings for cardiovascular and pulmonary disease and healthy living opportunities ▶ Increase education regarding heart health, nutrition, physical activity, and cardiovascular disease prevention ▶ Provide professional training opportunities for Deborah staff to share best practices with community partners ▶ Make presentations for community partners regarding the specialized needs of Deborah patients and military neighbors



Identified Needs: 2026-2028 Deborah CHIP Priority Area: Graceful Aging

<p>Nearly 1 in 5 older adults in Ocean County live alone, more than in Burlington County, NJ, or the US; Older adults who live alone are at increased risk of cognitive decline, mental health concerns, and physical health complications. (CHNA, P. 91)</p>	<p>Older adults in Ocean and Burlington Counties are more likely to have 3+ diagnosed chronic conditions than in the US at all age levels, particularly those in Ocean County. (CHNA, P. 91)</p>	<p><i>We have a dedicated department for isolation and loneliness, we have a phone buddy program, we have virtual pets, and we're trying to fill that void, but right now that's not a reimbursable void."</i> (CHNA, P. 84)</p>
<p>12% of people counted in during the January 2024 Burlington County Point-In-Time Homeless count are aged 55+. In Ocean County, it increases to 19%. (CHNA, P. 57)</p>	<p><i>Retirees have a different skillset than younger people but they are living longer, and looking for ways to stay active."</i> (CNHA, P. 26)</p>	<p><i>The pharmacy needs of my seniors are really important...they'll ration their medications to keep their supply as long as possible."</i> (CHNA, P. 108)</p>
<p>Older adults tend to live in more rural parts of both [Burlington and Ocean] counties (CHNA, P. 26)</p>	<p>From 2010 to 2023, the population of older adults (65+) grew, especially in McGuire AFB (+110%), Fort Dix (+102%), and Pemberton Borough (+75%), while the number of residents under 18 declined, suggesting more ifamilies are moving away than moving in. (CHNA, P. 24)</p>	



2026-2028 CHIP Priority Area: Graceful Aging

The 2025 CHNA for Deborah Heart and Lung Center includes the following themes within the Graceful Aging priority area. Themes were determined from an analysis of the qualitative and quantitative data in the 2025 CHNA on page 8 of this document and refined through a consensus-building process. Priorities were identified because they did not meet national benchmarks, the magnitude of people impacted was significant, key informants identified the issue as very important, or a combination of all of these criteria.

Key Themes for Graceful Aging from the 2025 CHNA include:

- ▶ Share evidence-based information about heart and lung disease
- ▶ Share information for partners to use
- ▶ Include caregiver’s needs
- ▶ Prevention
- ▶ Prioritize patients' quality of life goals

Priority Area:	Graceful Aging
Goal:	All people have the tools to define their own quality of life goals and have them respected by Deborah Heart and Lung Center’s care teams
Objectives:	Strategies
1. Increase access to information and support regarding age-related cardiovascular health and social needs	<ul style="list-style-type: none"> ▶ Ensure hospital spaces are accessible and welcoming ▶ Provide evidence-based information about cardiovascular and pulmonary diseases and aging for patients, caregivers, and community partners ▶ Strengthen linkages to palliative care and hospice support ▶ Update providers and staff on end-of-life care, palliative care, patient education, and patient choices
2. Expand the use of evidence-based geriatric evaluation tools to identify patient needs and connect them to resources	<ul style="list-style-type: none"> ▶ Promote the use of evidence-based geriatric evaluation tools ▶ Ensure that hospital staff receive training on using geriatric evaluation tools and connecting to care within the EMR ▶ Support community partners and senior living communities regarding connections to care ▶ Include and address the needs of geriatric caregivers when treating older adults
3. Enhance support for senior living communities and home care services to decrease isolation and improve cardiovascular health outcomes for older adults	<ul style="list-style-type: none"> ▶ Offer community support, educational programs, and celebrations for seniors through partnerships, outreach efforts, and special events. ▶ Support the development of resource directories that support social needs and isolation for seniors ▶ Support partnerships and volunteers who address senior isolation through phone and video calls, home visits, food donations, emotional support animals, and other strategies ▶ Participate in Age-Friendly initiatives



Identified Needs: 2026-2028 CHIP Priority Area: Empower the Backbone of Support

“Services for elderly care, and those things are such a need but you don’t know the things until you need it and then you’re in crisis...we don’t get educated enough on the different ages and the stages.” (CHNA, P. 93)

In the **Deborah Heart and Lung Center** Community Survey, 30.8% of respondents who were in need of in-home care for seniors or homebound individuals in 2024, and 22.1% who were in need of help to care for an adult with a special health need or disability were unable to access those services. 14.3% of respondents who needed help to care for a *child* with a special health need or disability were similarly unable to access those services. Many times, people are in the position of caring for both children and adult loved ones. **The most cited barrier to access was related to cost.** (CHNA, PP. 118, 120)

“[With my magic wand] caretaker resources, we need more of that for those that are in that role. Who do you go to when you need to step away? [We need] grief counseling for children, in general but also in the school system to equip those teachers and staff members to care for children who are navigating grief.” (CHNA, P. 96)

In the Deborah Heart and Lung Center Community Survey, 40.0% of respondents who were in need of a Day Center or activities for older adults, 38.5% who were in need of support groups of any kind, including caregiver support, and 37.0% who were in need of at-home daily living supports for older adults, were unable to access those services. Respondents cited a lack of desire or motivation, a lack of information about how to access resources, and financial barriers, among the difficulties in accessing these services. (CHNA, PP. 121, 123)



2026-2028 CHIP Priority Area: Empower the Backbone of Support

The 2025 CHNA for Deborah Heart and Lung Center includes the following themes within the Empower the Backbone of Support priority area. Themes were determined from an analysis of the qualitative and quantitative data in the 2025 CHNA on page 10 of this document and refined through a consensus-building process. Priorities were identified because they did not meet national benchmarks, the magnitude of people impacted was significant, key informants identified the issue as very important, or a combination of all of these criteria.

Key Themes for Empower the Backbone of Support from the 2025 CHNA include:

- ▶ Reach ALICE populations, including among partner agencies
- ▶ Support local partners to increase reach and variety of services
- ▶ Bring education and screening to the community
- ▶ Include caregiver support and education

Priority Area:	Empower the Backbone of Support
Goal:	Professional, volunteer, community, and family caregivers are included in healthy living education, support, and resources
Objectives:	Strategies
1. Enhance opportunities for meaningful volunteer and peer support activities for older adults at all hospital locations annually	<ul style="list-style-type: none"> ▶ Continue and grow volunteer roles for seniors, youth, veterans, and others ▶ Leverage community partners to share information about Deborah and other partners' initiatives ▶ Connect with schools and military bases to create programming bridging older adults and younger people ▶ Increase opportunities for patients and patient caregivers to serve as peer mentors for others
2. Streamline care coordination to simplify patient engagement experience, improve support, and reduce transportation needs	<ul style="list-style-type: none"> ▶ Streamline patient enrollment in transportation options ▶ Improve coordination of post-discharge communication and coordination of follow-up appointments to reduce transportation demand ▶ Leverage existing programs to meet patient needs while they are at Deborah
3. Increase caregiver support opportunities annually to provide whole-person care for patients and their caregiver support teams	<ul style="list-style-type: none"> ▶ Provide space in the hospital for Deborah team members and volunteers to recharge ▶ Continue to provide donations for children, families, and special events to support families and caregivers ▶ Provide caregiver and healthy aging education ▶ Increase availability for support groups for people with cardiovascular and pulmonary disease and their caregivers



Identified Needs: 2026-2028 Deborah CHIP Priority Area: Connection to Care

<p>Broader marketing for Deborah’s senior volunteer program, BCAP’s Military Families Initiative, Burlington County Library’s mobile partnerships, Support Groups, No Balance Billing policy, hiring of military spouses/partners (CHNA, P. 133)</p>	<p>Populations of concern/special interest among Deborah Heart and Lung partner agencies, include: Grandparents raising grandchildren, Youth, Incarcerated people, Unhoused, People with addiction, Military spouses (CHNA, P. 133)</p>	<p>Deborah Heart and Lung Center partners shared: Telehealth is here, and is being embraced more and more by all population groups; there have been and will continue to be efforts to provide training and increase comfort with virtual tools (CHNA, P.134)</p>
<p>More than 1 in 5 veterans in Deborah’s primary service area are among the ALICE working poor. (CHNA, P.102)</p>	<p>Unite Us is available in both Burlington and Ocean counties, and could be a tremendous resource [to improve referral relationships]. (CHNA, P.134).</p>	<p><i>“Military members, especially the younger ones, they are not near family. Especially our pregnant population, one of the most needy [groups], the stressors of the job, it’s a lot.” (CHNA, P.101)</i></p>
<p><i>“A lot of patients need a good discussion about goals of care. We’ve been doing a lot of education about the medical staff. Physicians are still trained to cure people, and that’s what they focus on but that’s not always possible. Having a patient choose a path of comfort, is not necessarily a failure to them.” (CHNA, P.108)</i></p>	<p>While Deborah Heart and Lung Center does not provide mental health care, many chronically ill patients struggle with poor mental health as well. It is important for Deborah to continue to build relationships with providers in the area, and to approach all care from a trauma-informed lens. (CHNA, P. 84)</p>	<p>Roughly 1 in 5 South Jersey adults report a diagnosis of depression or chronic poor mental health. This rate is higher than that of New Jersey overall. (CHNA, P.84)</p>
	<p><i>“It’s about sharing information. They more we can share information about patients, then they don’t have to go through things over and over again.” (CHNA, P.108)</i></p>	



2026-2028 CHIP Priority Area: Connection to Care

The 2025 CHNA for Deborah Heart and Lung Center includes the following themes within the Connection to Care priority area. Themes were determined from an analysis of the qualitative and quantitative data in the 2025 CHNA on page 12 of this document and refined through a consensus-building process. Priorities were identified because they did not meet national benchmarks, the magnitude of people impacted was significant, key informants identified the issue as very important, or a combination of all of these criteria.

Key Themes for Connection to Care from the 2025 CHNA include:

- ▶ Empower partners, volunteers, patients, and staff to share information
- ▶ Collaborate to meet the needs of the whole person
- ▶ Clarify and promote how Deborah serves others
- ▶ Increase partnerships

Priority Area:	Connection to Care
Goal:	Through welcome without judgement, clear communication, and partnership, all patients will be connected with the care and support they need
Objectives:	Strategies
1. Support innovation, advocacy, and collaboration to promote whole-person care	<ul style="list-style-type: none"> ▶ Increase access to screening for social, wellness, and specialty cardiovascular and pulmonary care needs in the hospital and through community partnerships ▶ Simplify access to specialty care, social support, and mental health care between departments and with community partners ▶ Support local initiatives aligned with 2025 CHNA findings ▶ Respond to and participate in requests to attend community events ▶ Partner with local organizations to address gaps in services
2. Enhance and expand community partnerships to increase access to education, referrals, and connections to holistic care	<ul style="list-style-type: none"> ▶ Expand the reach of HEROCARE initiatives ▶ Participate in community-based health fairs, health education, and screening initiatives ▶ Sponsor and participate in community wellness activities ▶ Recruit, support, and retain specialty care providers to ensure access to needed care ▶ Simplify connections to care for members of the military, veterans, and their families ▶ Facilitate “warm hand-offs”
3. Expand communication and welcome regarding Deborah’s services and strengths to invite partnership and patient care access	<ul style="list-style-type: none"> ▶ Promote the Continuous and Total Quality Improvement model to maintain the High Performing Hospitals awards ▶ Leverage partnership networks to communicate unique services, programming, and support from Deborah to community partners ▶ Highlight the role of partnerships in expanding care options at Deborah's main campus ▶ Create opportunities for staff, volunteers, and partners to invite individuals and community agencies to engage with Deborah



Alignment with Healthy New Jersey Statewide Priority Topics

The health needs identified in the 2025 Community Health Needs Assessment (CHNA) were confirmed by community stakeholders and refined through collaborative discussions with key Deborah leaders and more than 30 community partners. Local concerns were then aligned with the statewide health priority topics outlined in the Healthy New Jersey Statewide Plan. This approach ensures that priority areas reflect local issues and community-generated strategies for action, while also establishing a connection to statewide initiatives. The table below shows the Healthy New Jersey Statewide Plan priority topics and how these issues align with the priorities outlined in the 2026-2028 Deborah Heart and Lung Center CHIP.

Healthy New Jersey 2030 Priority Topics	Deborah Heart and Lung Center 2026-2028 Priorities
Access to Quality Care	Connection to Care
Healthy Communities	Graceful Aging
Healthy Families	Empower the Backbone of Support
Healthy Living	Quality of Life & Chronic Disease

Adoption of Implementation Strategy

After reviewing the 2026-2028 CHIP for addressing the priority needs identified in the 2025 CHNA, the Deborah Heart and Lung Center Board of Trustees voted to approve the 2026-2028 Deborah Heart and Lung Center CHIP on April 20, 2026.

Next Steps

Community health improvement requires collaboration among community-based organizations, policy makers, funders, and many other partners. Deborah’s CHIP is an active document, designed to serve as a guide to coordinate community resources and to measure progress. Deborah invites opportunities for partnership and collaboration as we seek to serve all people. For more information about Deborah’s CHIP and community benefit activities, or to get involved, please visit our website at <https://demanddeborah.org/patients-and-visitors/community-resources/community-health-needs-assessment/> or email Cynthia Kornfeld, Volunteer Services, KornfeldC@deborah.org

Our Research Partner:



At the intersection of health and community development
www.35thStreetConsulting.com

35th Street Consulting is a certified Small Business Enterprise (SBE) and Women-Owned Business Enterprise (WBE) based in New Jersey. We specialize in transforming data into actionable insights that enhance the health and well-being of individuals, communities, and institutions through practical, localized strategies. Our expertise lies in turning research findings into action through strategic planning, policy change, and collective impact initiatives.

