

Beth Israel Lahey Health 
Anna Jaques Hospital

FY26-FY28 Implementation Strategy



Implementation Strategy

About the 2025 Hospital and Community Health Needs Assessment Process

Anna Jaques Hospital (AJH) is a community hospital located in the coastal town of Newburyport that serves Massachusetts' North Shore and Southern New Hampshire's seacoast region. Anna Jaques takes pride in its strategic partnership with Beth Israel Deaconess Medical Center in delivering a comprehensive suite of cancer services, including chemotherapy, surgical oncology, and access to clinical trials. The hospital recently added two new operating rooms and robotic surgery capabilities.

The Community Health Needs Assessment (CHNA) and planning work for this 2025 report was conducted between June 2024 and September 2025. It would be difficult to overstate AJH's commitment to community engagement and a comprehensive, data-driven, collaborative, and transparent assessment and planning process. AJH's Community Benefits staff and Community Benefits Advisory Committee (CBAC) dedicated hours to ensuring a sound, objective, and inclusive process. This approach involved extensive data collection activities, substantial efforts to engage AJH's partners and community residents, and a thoughtful prioritization, planning, and reporting process. Special care was taken to include the voices of community residents who have been historically underserved, such as those who are unstably housed or experiencing homelessness, individuals who speak a language other than English, persons who are in substance use recovery, and persons experiencing barriers and disparities due to their race, ethnicity, gender identity, age, disability status, or other personal characteristics.

AJH collected a wide range of quantitative data to characterize the communities served across the hospital's Community Benefits Service Area (CBSA). AJH also gathered data to help identify leading health-related issues, barriers to accessing care, and service gaps. Whenever possible, data were collected for specific geographic, demographic, or socioeconomic segments of the population to identify disparities and clarify the needs for specific communities. The data was tested for statistical significance whenever possible and compared against data at the regional, Commonwealth and national level to support analysis and the prioritization process.

The assessment also included data compiled at the local level from school districts, police/fire departments, and other sources. Authentic community engagement is critical to assessing community needs, identifying the leading community health priorities, prioritizing cohorts most at-risk and crafting a collaborative, evidence-informed Implementation Strategy (IS). Between June 2024 and February 2025, AJH conducted 15 one-on-one interviews with key collaborators in the community, facilitated five focus groups with segments of the population facing the greatest health-related disparities, administered a community health survey involving more than 1,300 residents, and organized a community listening session. In total, the assessment process collected information from more than 1,400 community residents, clinical and social service providers, and other key community partners.

Prioritization and Implementation Strategy Process

Federal and Commonwealth community benefits guidelines require a nonprofit hospital to rely on their analysis of their CHNA data to determine the community health issues and priority cohorts on which it chooses to focus its IS. By analyzing assessment data, hospitals can identify the health issues that are particularly problematic and rank these issues in order of priority. This data can also be used to identify the segments of the community that face health-related disparities. Accordingly, using an interactive, anonymous polling software, AJH's CBAC and community residents, through the community listening session, formally prioritized the community health issues and cohorts that they believed should be the focus of AJH's IS. This prioritization process helps to ensure that AJH maximizes the impact of its community benefits resources and its efforts to improve health status, address disparities in health outcomes, and promote health equity.

The process of identifying AJH's community health issues and prioritized cohorts is also informed by a review and careful reflection on the Commonwealth's priorities set by the Massachusetts Department of Public Health's Determination of Need process and the Massachusetts Attorney General's Office.

AJH's IS is designed to address the underlying social determinants of health and barriers to accessing care, as well as promote health equity. The content addresses the leading community health priorities, including activities geared toward health education and wellness (primary prevention), identification, screening, referral (secondary prevention) and disease management and treatment (tertiary prevention).

The following goals and strategies are developed so that they:

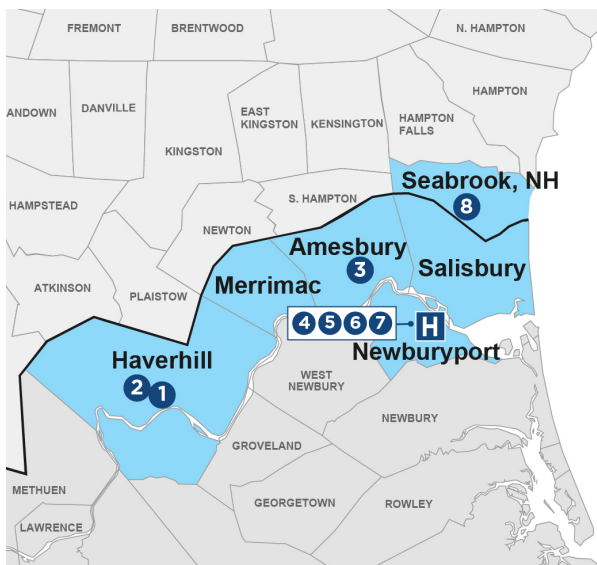
- Address the prioritized community health needs and/or populations in the hospital's CBSA
- Provide approaches across the up-, mid-, and downstream spectrum
- Are sustainable through hospital or other funding
- Leverage or enhance community partnerships
- Have potential for impact
- Contribute to the systemic, fair, and just treatment of all people
- Could be scaled to other BILH hospitals
- Are flexible to respond to emerging community needs

Recognizing that community benefits planning is ongoing and will change with continued community input, AJH's IS will evolve. Circumstances may change with new opportunities, requests from the community, community and public health emergencies and other issues that may arise, which may require a change in the IS or the strategies documented within it. AJH is committed to assessing information and updating the plan as needed.

Community Benefits Service Area

AJH's CBSA includes the six municipalities of Amesbury, Haverhill, Merrimac, Newburyport, and Salisbury in Massachusetts and Seabrook in New Hampshire. Collectively, these cities and towns are diverse with respect to demographics (e.g., age, race, and ethnicity), socioeconomics (e.g., income, education, and employment) and geography (e.g., urban, suburban, and semi-rural). There is also diversity with respect to community needs. There are segments of AJH's CBSA population that are healthy and have limited unmet health needs and other segments that face significant disparities in access, underlying social determinants, and health outcomes. AJH is committed to promoting health, enhancing access, and delivering the best care to all who live and/or work in its CBSA, regardless of race, ethnicity, language spoken, national origin, religion, gender identity, sexual orientation, disability status, immigration status, or age. AJH is equally committed to serving all patients, regardless of their health, socioeconomic status, insurance status, and/or their ability to pay for services.

AJH's CHNA focused on identifying the leading community health needs and priority populations living and/or working within its CBSA. In recognition of the health disparities that exist for some residents, the hospital focuses the bulk of its community benefits resources on improving the health status of those who face health disparities. By prioritizing these cohorts, AJH is able to promote health and well-being, address health disparities, and maximize the impact of its community benefits resources.



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Anna Jaques Hospital

Community Benefits Service Area

H Anna Jaques Hospital

- 1 Diagnostic Imaging Services
- 2 Ultrasound at Women's Health Care, Haverhill
- 3 Amesbury Health Center
- 4 Satellite Offices at the Medical Office Building
- 5 Diagnostic Ultrasound at Women's Health Care
- 6 Outpatient Rehabilitation Services
- 7 Aquatic Rehabilitation
- 8 Anna Jaques Hospital Laboratory

Prioritized Community Health Needs and Cohorts

AJH is committed to promoting health, enhancing access, and delivering the best care for those in its CBSA. Over the next three years, the hospital will work with its community partners to develop and/or continue programming geared to improving overall well-being and creating a healthy future for all individuals, families, and communities. In recognition of the health disparities that exist for certain segments of the population, investments and resources will focus on improving the health status of the following priority cohorts within the community health priority areas.

AJH Priority Cohorts



Youth



Low-Resourced Populations



Older Adults



Racially, Ethnically and Linguistically Diverse Populations



Individuals Living with Disabilities

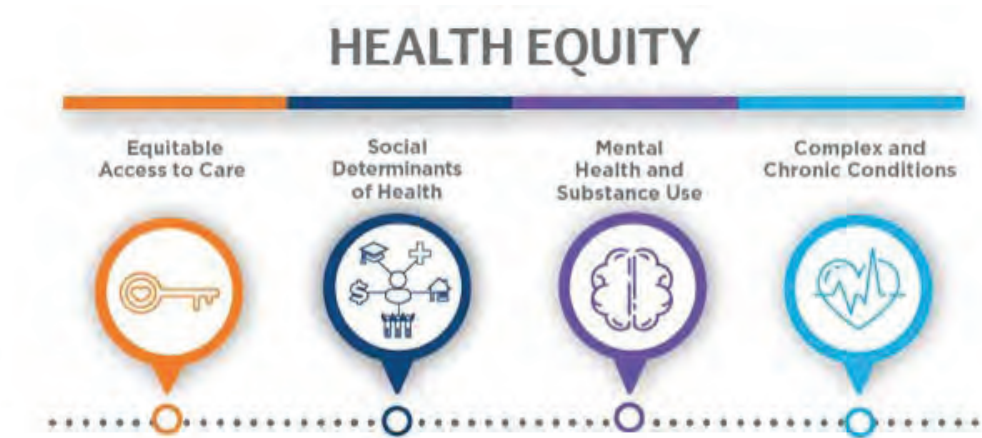
Community Health Needs Not Prioritized by AJH

It is important to note that there are community health needs that were identified by AJH's assessment that were not prioritized for investment or included in AJH's IS. Specifically, transportation issues and issues related to the built environment (i.e., improving roads/sidewalks and enhancing access to safe recreational spaces/activities) were identified as community needs but were not included in AJH's IS. While these issues are important, AJH's CBAC and senior leadership team decided that these issues were outside of the organization's sphere of influence and investments in others areas were both more feasible and likely to have greater impact. As a result, AJH recognized that other public and private organizations in its CBSA and the Commonwealth were better positioned to focus on these issues. AJH remains open and willing to work with community residents, other hospitals, and other public and private partners to address these issues, particularly as part of a broad, strong collaborative.

Community Health Needs Addressed in AJH's IS

The issues that were identified in the AJH CHNA and are addressed in some way in the hospital's IS are housing issues, food insecurity, economic insecurity, access to fresh/healthy foods, language and cultural barriers to services, long wait times, health insurance and cost barriers, depression/anxiety/stress, youth mental health, older adult loneliness and isolation, alcohol use, opioid use, navigating the behavioral health system, issues relating to aging, cardiovascular disease, chronic disease education/prevention/screening, healthy eating, caregiver resources and support, maternal health, and care navigation.

AJH Community Health Priority Areas



Implementation Strategy Details

Priority: Equitable Access to Care

Individuals identified a number of barriers to accessing and navigating the health care system. Many of these barriers were at the system level, and stem from the way in which the system does or does not function. System-level issues included providers not accepting new patients, long wait lists, and an inherently complicated health care system that is difficult for many to navigate.

There were also individual level barriers to access and navigation. Individuals may be uninsured or underinsured, which may lead them to forgo or delay care. Individuals may also experience language or cultural barriers - research shows that these barriers contribute to health disparities, mistrust between providers and patients, ineffective communication, and issues of patient safety.

Resources/Financial Investment: AJH expends substantial resources on its community benefits program to achieve the goals and objectives in its IS. These resources are expended, according to its current IS, through direct and in-kind investments in programs or services operated by AJH and/or its partners to improve the health of those living in its CBSA. Additionally, AJH works on its own or with its partners to leverage funds through public or private grants and other funding sources. Finally, AJH supports residents in its CBSA by providing free or discounted care to individuals who are low-resourced and unable to pay for care and services. Moving forward, AJH will continue to commit resources through the same array of direct, in-kind, or leveraged expenditures to carry out its community benefits mission.

Goal: Provide equitable and comprehensive access to high-quality health care services including primary care and specialty care, as well as urgent and emerging care, particularly for those who face cultural, linguistic and economic barriers.

STRATEGIES	COHORT(S)	INITIATIVES TO ADDRESS THE PRIORITY	SAMPLE METRICS	IDENTIFIED PARTNERS
Expand and enhance access to health care services by strengthening existing service capacity and connecting patients to health insurance and financial counseling.	<ul style="list-style-type: none"> • Low-resourced populations • Racially, ethnically, and linguistically diverse populations 	<ul style="list-style-type: none"> • Health insurance eligibility and enrollment assistance activities • Financial counseling activities • Programs and activities to support culturally/linguistically competent care and interpreter services • Expanded primary care and medical specialty care services for Medicaid-covered, insured, and underinsured populations 	<ul style="list-style-type: none"> • # of people served • # of people enrolled • # of encounters • # of practices supported 	<ul style="list-style-type: none"> • Hospital-based activities
Advocate for and support policies and systems that improve access to care	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Advocacy activities 	<ul style="list-style-type: none"> • # of policies supported 	<ul style="list-style-type: none"> • Hospital-based activities

Priority: Social Determinants of Health

The social determinants of health are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. These conditions influence and define quality of life for many segments of the population in the CBSA. Research shows that sustained success in community health improvement and addressing health disparities relies on addressing the social determinants of health that lead to poor health outcomes and drive health inequities. The assessment gathered a range of information related to housing, food insecurity, economic insecurity, education and other important social factors.

Information gathered through interviews, focus groups, listening session, and the 2025 AJH Community Health Survey reinforced that these issues have considerable impacts on health status and access to care in the region, especially issues related to housing, food insecurity, nutrition, transportation, and economic insecurity.

Resources/Financial Investment: AJH expends substantial resources on its community benefits program to achieve the goals and objectives in its IS. These resources are expended, according to its current IS, through direct and in-kind investments in programs or services operated by AJH and/or its partners to improve the health of those living in its CBSA. Additionally, AJH works on its own or with its partners to leverage funds through public or private grants and other funding sources. Finally, AJH supports residents in its CBSA by providing free or discounted care to individuals who are low-resourced and unable to pay for care and services. Moving forward, AJH will continue to commit resources through the same array of direct, in-kind, or leveraged expenditures to carry out its community benefits mission.

Goal: Enhance the built, social, and economic environments where people live, work, play, and learn in order to improve health and quality-of-life outcomes.

STRATEGIES	COHORT(S)	INITIATIVES TO ADDRESS THE PRIORITY	SAMPLE METRICS	IDENTIFIED PARTNERS
Support programs and activities that promote healthy eating by expanding access to affordable, nutritious food.	<ul style="list-style-type: none"> • Low-resourced populations • Older adults • Youth 	<ul style="list-style-type: none"> • Food access, nutrition support, and educational programs and activities 	<ul style="list-style-type: none"> • # of people served • # of pantries/farmers market • # of community partners 	<ul style="list-style-type: none"> • Private, non-profit, and health-related agencies
Support programs and activities that assist individuals and families experiencing unstable housing to address homelessness, reduce displacement, and increase home ownership.	<ul style="list-style-type: none"> • Low-resourced populations 	<ul style="list-style-type: none"> • Housing assistance, navigation, and resident support activities 	<ul style="list-style-type: none"> • # of people/families served • # of people who secured housing 	<ul style="list-style-type: none"> • Housing support and community development agencies

Goal: Enhance the built, social, and economic environments where people live, work, play, and learn in order to improve health and quality-of-life outcomes.

STRATEGIES	COHORT(S)	INITIATIVES TO ADDRESS THE PRIORITY	SAMPLE METRICS	IDENTIFIED PARTNERS
Provide and promote career support services and career mobility programs to hospital employees and community residents.	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Career advancement and mobility programs 	<ul style="list-style-type: none"> • # of employees served • # of people hired • # of persons served 	<ul style="list-style-type: none"> • Private, non-profit, health-related agencies • Hospital-based activities
Advocate for and support policies and systems that address social determinants of health.	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Advocacy activities 	<ul style="list-style-type: none"> • # of policies supported 	<ul style="list-style-type: none"> • Hospital-based activities

Priority: Mental Health and Substance Use

Anxiety, chronic stress, depression, and social isolation were leading community health concerns. There were specific concerns about the impact of mental health issues for youth and young adults, and social isolation among older adults.

In addition to the overall burden and prevalence of mental health issues, residents identified a need for more providers and treatment options. Those who participated in the assessment also reflected on the difficulties individuals face when navigating the behavioral health system.

Substance use continued to have a major impact on the CBSA; the opioid epidemic and alcohol use continued to be an area of focus and concern, and there was recognition of the links and impacts on other community health priorities, including mental health and economic insecurity.

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Goal: Promote social and emotional wellness by fostering resilient communities and building equitable, accessible, and supportive systems of care to address mental health and substance use.

STRATEGIES	COHORT(S)	INITIATIVES TO ADDRESS THE PRIORITY	SAMPLE METRICS	IDENTIFIED PARTNERS
Support mental health and substance use education, awareness, and stigma reduction initiatives.	<ul style="list-style-type: none"> All priority populations 	<ul style="list-style-type: none"> Health education, awareness, and wellness activities for youth Health education, awareness, and wellness activities for all age groups Mental Health First Aid trainings 	<ul style="list-style-type: none"> # of people served # of classes organized 	<ul style="list-style-type: none"> Private, non-profit, health-related agencies Hospital-based activities
Support activities and programs that expand access, increase engagement, and promote collaboration across the health system so as to enhance high-quality, culturally and linguistically appropriate services.	<ul style="list-style-type: none"> All priority populations 	<ul style="list-style-type: none"> Primary care and behavioral health integration and collaborative care programs Provide access to behavioral health services Outreach, support, and navigation programs and activities Substance use and mental health screening, monitoring, counseling, and referral programs 	<ul style="list-style-type: none"> # of people served # of consultations 	<ul style="list-style-type: none"> Private, non-profit, health related agencies Hospital-based activities
Advocate for and support policies and programs that address mental health and substance use.	<ul style="list-style-type: none"> All priority populations 	<ul style="list-style-type: none"> Advocacy activities 	<ul style="list-style-type: none"> # of policies supported 	<ul style="list-style-type: none"> Hospital-based activities

Priority: Chronic and Complex Conditions

In the Commonwealth, chronic conditions like cancer, heart disease, chronic lower respiratory disease, and stroke account for four of the six leading causes of death statewide, and it is estimated that there are more than \$41 billion in annual costs associated with chronic disease. Perhaps most significantly, chronic diseases are largely preventable despite their high prevalence and dramatic impact on individuals and society.

Resources/Financial Investment: AJH expends substantial resources to achieve the goals and objectives in its IS. These resources are expended, according to its current IS, through

direct and in-kind investments in programs or services operated by AJH and/or its partners to improve the health of those living in its CBSA. Additionally, AJH works on its own or with its partners to leverage funds through public or private grants and other funding sources. Finally, AJH supports residents in its CBSA by providing free or discounted care to individuals who are low-resourced and unable to pay for care and services. Moving forward, AJH will continue to commit resources through the same array of direct, in-kind, or leveraged expenditures to carry out its community benefits mission.

Goal: Improve health outcomes and reduce disparities for individuals at-risk for or living with chronic and/o complex conditions and caregivers by enhancing access to screening, referral services, coordinated health and support services, medications, and other resources.

STRATEGIES	COHORT(S)	INITIATIVES TO ADDRESS THE PRIORITY	SAMPLE METRICS	IDENTIFIED PARTNERS
Support education, prevention, and evidence-based chronic disease treatment and self-management support programs for individuals at risk for or living with complex and chronic conditions and/or their caregivers.	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Fitness, nutrition, and healthy living programs and activities • Cancer education, wellness, navigation, and survivorship programs • Chronic disease management, treatment and self-care support programs 	<ul style="list-style-type: none"> • # of people served • # of classes organized 	<ul style="list-style-type: none"> • Private, non-profit, and health-related agencies
Promote maternal health equity by addressing the complex needs that arise during the prenatal and postnatal periods, supporting access to culturally responsive care, meeting social needs, and reducing disparities in maternal and infant outcomes.	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Care navigation, case management, and referral programs • Prenatal and postnatal education classes • Prenatal education, preparation, and support • Support groups (peer and professional-led) 	<ul style="list-style-type: none"> • # of people served • # of classes/ groups organized 	<ul style="list-style-type: none"> • Hospital-based activities
Advocate for and support policies and systems that address those with chronic and complex conditions.	<ul style="list-style-type: none"> • All priority populations 	<ul style="list-style-type: none"> • Advocacy activities 	<ul style="list-style-type: none"> • # of policies supported 	<ul style="list-style-type: none"> • Hospital-based activities

General Regulatory Information

Contact Person:	Janel D'Agata-Lynch Community Benefits/Community Relations Manager
Date of written report:	June 30, 2025
Date written report was approved by authorized governing body:	September 4, 2025
Date of written plan:	June 30, 2025
Date written plan was adopted by authorized governing body:	September 4, 2025
Date written plan was required to be adopted:	February 15, 2026
Authorized governing body that adopted the written plan:	Anna Jaques Hospital Board of Trustees
Was the written plan adopted by the authorized governing body on or before the 15th day of the fifth month after the end of the taxable year the CHNA was completed?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date facility's prior written plan was adopted by organization's governing body:	September 1, 2022
Name and EIN of hospital organization operating hospital facility:	Anna Jaques Hospital 04-2104338
Address of hospital organization:	25 Highland Avenue Newburyport, MA 01950

