

Allegheny Health Network



West Penn
Hospital

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY PLAN

March 2019





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Our Mission

To create a remarkable health experience, freeing people to be their best.

Our Vision

A world where everyone embraces health.

Our Values

People Matter

Every person contributes to our success. We strive for an inclusive culture, regarding people as professionals, and respecting individual differences while focusing on the collective whole.

Stewardship

Working to improve the health of the communities we serve and wisely managing the assets which have been entrusted to our care.

Trust

Earning trust by delivering on our commitments and leading by example.

Integrity

Committing to the highest standards encompassing every aspect of our behavior including high moral character, respect, honesty, and personal responsibility.

Customer-focused Collaboration

Because no one person has all the answers, we actively seek to collaborate with each other to achieve the right outcomes for our customers.

Courage

Empowering each other to act in a principled manner and to take appropriate risks to do what is right to fulfill our mission.

Innovation

Committing to continuous learning and exploring new, better, and creative ways to achieve our vision.

Excellence

Being accountable for consistently exceeding the expectations of those we serve.



INTRODUCTION

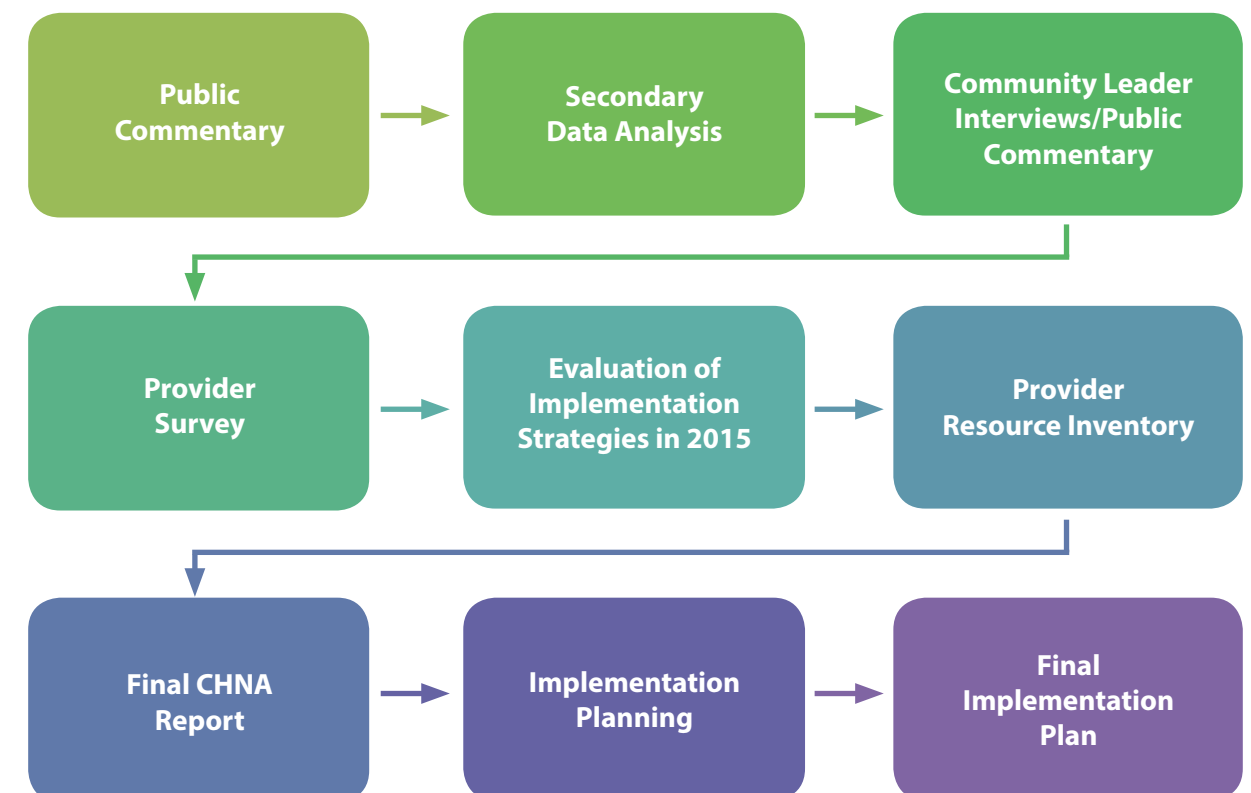
Serving the community since 1848, West Penn Hospital has evolved into a 361 licensed bed hospital with private rooms, with more than 200 physicians and 2,081 staff members. The leadership and staff are dedicated to being an academic medical center with an international reputation for excellence and innovation in patient care, education, and research.

As the first hospital in western Pennsylvania to achieve Magnet Recognition (2006) and the first to achieve Magnet re-designation (2012 and 2017) from the American Nurses Credentialing Center (ANCC), West Penn Hospital is very proud to be among the 6% of the more than 6,000 hospitals in the U.S. that have achieved this prestigious recognition for excellence in nursing services.

West Penn Hospital's School of Nursing, established in 1892, is one of the first accredited by the National League for Nursing Accreditation Council.

In 2018, AHN joined together with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for the West Penn Hospital service area of Allegheny county. The CHNA process included input from persons who represent the broad interests of the community served by the hospital, including those with special knowledge of public health issues and representatives of vulnerable populations. The overall CHNA involved multiple steps that are depicted in the below flow chart.

GRAPH 1: PROCESS CHART



IMPLEMENTATION STRATEGIES

The results of the CHNA identified the following as the priorities for the Jefferson Hospital service area:



The CHNA and implementation strategy plan meets the requirements of the Patient Protection and Affordable Care Act. The act has changed how individuals are obtaining care and promotes reduced healthcare costs, greater care coordination, and better care and services. Healthcare organizations and systems are striving to improve the health of the community they serve through collaboration with local, state and national partners.

The requirements imposed by the IRS for tax-exempt hospitals and health systems must include:

- ◆ Conduct a CHNA every three years.
- ◆ Adopt an implementation strategy to meet the community health needs identified through the assessment.
- ◆ Report how it is addressing the needs identified in the CHNA and a description of needs that are not being addressed, with the reasons why.

Tripp Umbach worked with the West Penn Hospital staff to complete the CHNA and it was adopted by the board of directors in December 2018. This implementation strategy plan outlines the needs identified in the CHNA and documents how West Penn Hospital will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by West Penn Hospital.



HEALTH PRIORITY ACCESS TO CARE

Approximately 1 in 5 Americans (children and adults under age 65) do not have medical insurance.¹ People without medical insurance are more likely to lack a usual source of medical care, such as a PCP, and are more likely to skip routine medical care due to costs, increasing their risk for serious and disabling health conditions. When they do access health services, they are often burdened with large medical bills and out-of-pocket expenses.

Access to health care impacts one's overall physical, social, and mental health status and quality of life. Barriers to health services include high cost of care, inadequate or no insurance coverage, lack of availability of services, and lack of culturally competent care. These barriers to accessing health services lead to issues such as unmet health needs, delays in receiving appropriate care, inability to get preventive services, financial burdens, and preventable hospitalizations/readmissions.

COMMUNITY NEED Food Insecurity, Diet, and Nutrition

Food insecurity is a growing problem in Western Pennsylvania and Allegheny County, especially among children. Hungry children cannot focus in school and are three times more likely to be suspended from school and two times as likely to repeat a grade and need special education. Nearly three out of every four students enrolled in Pittsburgh Public Schools are facing hunger.²

Hunger eventually can lead to tripling one's chances of suffering from poor health, triples the likelihood of obesity among women and doubles one's chances of developing diabetes.

Hunger hurts can hurt the local economy by causing increased healthcare spending, increased costs to charities, lost productivity, and poor education outcomes that hurt not just the lifetime earnings of those who are hungry but society as a whole. Hunger costs in PA have risen to nearly \$3.25 billion a year.³

According to County Health Rankings, Allegheny County ranks as the 12th highest county in PA (out of 67) with 14% of its population designated as food insecure.⁴

Individuals with low food security frequently rely on highly processed foods and report eating fresh fruits and vegetables only in the first few days after receiving their monthly Supplemental Nutrition Assistance Program (SNAP) benefits. This type of eating pattern, built on lack of access to healthy food and phases of under-eating and over-eating, makes food insecure and low-income individuals especially vulnerable to obesity.⁵

The staff at West Penn Hospital is collaborating with The Center for Inclusion Health to identify food insecurities and increase access to The Healthy Food Center.

GOAL

Strengthen access to specialty provider services and increase utilization of services by community members.

IMPACT

(1) Increased utilization of The Healthy Food Center; and (2) increased education and awareness of food insecurities.

STRATEGIES AND ACTION STEPS FOOD INSECURITY, DIET, AND NUTRITION

Strategies	Action Steps	Measure	Impact
<ol style="list-style-type: none"> Increase access to The Healthy Food Center. 	<ul style="list-style-type: none"> Utilize The Healthy Food Center to educate on chronic diseases. Partner with The Healthy Food Center to provide education on healthy choices. Partner with PCP offices to utilize the Social Determinants of Health screening tool for food insecurities. Refer patients to The Healthy Food Center. 	<ul style="list-style-type: none"> Number of referrals from PCP offices. Number of referrals that utilize The Healthy Food Center. 	<ul style="list-style-type: none"> Increased utilization of The Healthy Food Center. Increased education and awareness of food insecurities.

¹ Healthy People 2020.

² Pittsburgh Food Bank.

³ Just Harvest: A Center for Action Against Hunger.

⁴ County Health Rankings, 2018.

⁵ Pittsburgh Food Bank.

HEALTH PRIORITY BEHAVIORAL HEALTH

Maternal depression affects 10% to 20% of mothers within the first year after giving birth and contributes to staggering economic costs. Improving the health of mothers, infants and children is an important public health goal for the region and the United States. A mother's well-being determines the health of the next generation and can help predict future public health challenges for families, communities and the health care system. Various measures are used to identify and treat women who have maternal depression. The results provide them and their families with needed programs, services and treatment.

Risk factors most commonly associated with maternal depression include race/ethnicity, younger age, and socioeconomic status, current or previous history of depression in parent and/or primary caregiver, change in hormones, history of mood disorders, substance abuse problems, maternal depression from a previous pregnancy and life stressors, which include access to health care, employment and education. A child born to a mother who suffers from postpartum depression is also more likely to experience worse long-term behavioral health problems.⁶

COMMUNITY NEED Post-Partum Depression

Post-partum depression is a priority for AHN and West Penn Hospital has taken the lead in offering services to support women who are suffering from this disorder. During outpatient treatment, AHN's women's behavioral health professionals lead sessions that include: cognitive behavioral therapy, interpersonal therapy, dialectical behavior therapy, group therapy, and medication management. The staff at West Penn Hospital is working with Women and Children's Institute to Increase utilization of outpatient behavioral health services for women.

GOAL

Increase utilization of outpatient behavioral health services for women.

IMPACT

(1) Increased awareness of signs of perinatal and post-partum depressions; and (2) increased use of appropriate behavioral health services for women.

STRATEGIES AND ACTION STEPS PERINATAL AND POST-PARTUM DEPRESSION

Strategies	Action Steps	Measure	Impact
<ol style="list-style-type: none"> 1. Identify women at risk for perinatal or post-partum depression and anxiety disorders. 	<ul style="list-style-type: none"> • Conduct early screenings for perinatal and post-partum depression. • Conduct behavioral health assessment prior to discharge. • Provide access to appropriate level care. • Destigmatize post-partum depression and anxiety disorders. • Conduct behavioral health assessment at follow up visits. 	<ul style="list-style-type: none"> • Number of women screened. • Number of women referred to Alexis Joy D'Achille Center for Perinatal Mental Health. • Number of women referred to other locations for appropriate care. • Number of behavioral health assessments. 	<ul style="list-style-type: none"> • Increased awareness of signs of perinatal and post-partum depressions. • Increased use of appropriate behavioral health services for women.



HEALTH PRIORITY CHRONIC DISEASE

Chronic diseases, generally defined as conditions that last one year or more and require ongoing medical attention or limit daily activities, are the leading causes of death and disability in the United States.⁷ Common chronic diseases include hypertension, heart disease, and diabetes. Obesity underlies most chronic diseases. Obesity is a risk factor for type 2 diabetes, hypertension and hyperlipidemia. Although there is not a cure for most chronic diseases, they can be managed in ways that reduce the symptoms of the disease and/or minimize the risk of developing more serious symptoms.

More than half of adults ages 18 and older have at least one chronic condition; more than one-quarter have at least two. Eighty-six percent of the nation's \$2.7 trillion annual health care expenditures in 2014 were on behalf of people with chronic diseases and mental health conditions.⁸

⁷ Aspen Health Strategy Group. (2019). *Reducing the Burden of Chronic Disease*. Washington DC: The Aspen Institute. <http://aspeninstitute.org/AHSGreport2019>.

⁸ *ibid.*

COMMUNITY NEED

Diabetes

Diabetes was the seventh leading cause of death in the United States in 2015 based on the 79,535 death certificates in which diabetes was listed as the underlying cause of death. In 2015, diabetes was mentioned as a cause of death in a total of 252,806 certificates.⁹

When Allegheny Health Network providers were asked to list the top three health problems in their service areas, diabetes was the fourth most frequent response, with 35% of providers listing it as a top three concern. The staff at West Penn Hospital is collaborating with the Center for Inclusion Health and the Medicine Institute to strengthen access and utilization of specialty services.

⁹ American Diabetes Association.



GOAL

To improve quality outcomes associated with diabetes.

IMPACT

(1) Increased number of RN Navigators; (2) decreased A1c levels in the managed population; (3) improved outcomes for diabetes measures; and (4) improved quality of life for diabetic patients.

STRATEGIES AND ACTION STEPS DIABETES

Strategies	Action Steps	Measure	Impact
<ol style="list-style-type: none"> Develop chronic disease specialty center at West Penn Hospital. 	<ul style="list-style-type: none"> Embed RN Navigators at West Penn Hospital. Develop diabetes transition of care models. Develop inpatient care pathways. Educate PCPs and patients on diabetes management. Promote lifestyle change interventions and intensive case management to reduce risk of diabetes and cardiovascular disease in high-risk individuals. Refer patients to Diabetic Meal Pilot allowing patients to receive upon discharge food for 30 days (2 meals/day). This also will include a follow up referral to the Healthy Food Center. 	<ul style="list-style-type: none"> Number of RN Navigators at West Penn Hospital. A1C levels for target population. Number of education programs for providers. Number of education programs for patients. Number of referrals to The Healthy Food Center. 	<ul style="list-style-type: none"> Increase number of RN Navigators. Decreased A1c levels among target population. Improved outcomes for diabetes measures. Improved quality of life for diabetic patients.

COMMUNITY NEED

Cancer

Cancer is a local, national, and worldwide chronic disease that has affected millions of people. In 2018, an estimated 1,735,350 new cases of cancer will be diagnosed in the United States and 609,640 people will die from the disease. In Pennsylvania, there are projected to be 80,960 estimated new cases in 2018 and 28,620 estimated deaths in 2018 alone.¹⁰ The most common cancer diagnoses in Pennsylvania are breast (female), lung, prostate, and colon.¹¹

The results of the CHNA show that cancer is one of the top health needs in the service area and education and proper disease management is a barrier to improving health outcomes. The staff at West Penn Hospital is collaborating with the Center for Inclusion Health and the Cancer Institute to reduce the number of cancer related deaths and improve the quality of life for those diagnosed with cancer.

¹⁰ American Cancer Society.

¹¹ American Cancer Society.



GOAL

Reduce the number of cancer related deaths.

IMPACT

(1) Increased number of cancer screenings; (2) increased number of early cancer diagnoses; (3) increased PCP education (4) increased number of community education events; and (5) increased use of home cancer screening kits.

STRATEGIES AND ACTION STEPS CANCER

Strategies	Action Steps	Measure	Impact
<p>1. Increase the number of adults who receive timely age appropriate cancer screenings based on the most recent guidelines.</p>	<ul style="list-style-type: none"> Plan free cancer screenings for prostate, breast, skin, cervical, colon/rectal, and lung cancer. Distribute booklet on Age-Appropriate Cancer Screenings. 	<ul style="list-style-type: none"> Number of screenings performed. Number of abnormal screenings identified and referred for additional testing. Number of individuals screened for at least one cancer. 	<ul style="list-style-type: none"> Increased number of cancer screenings. Increased number of patients diagnosed early for better outcome.
<p>2. Educate adults on the importance of early detection.</p>	<ul style="list-style-type: none"> Collaborate with community partners to enhance community outreach and education. Collaborate with Breath Pa American Lung Association and Consumer Health coalition on smoking cessation. Work with PCPs on smoking cessation education/counseling. Educate PCPs on recommending home colon/rectal screenings kits. 	<ul style="list-style-type: none"> Number of educational events. Number of participants. Number of collaborations. Number of programs. Number of educations and counseling. 	<ul style="list-style-type: none"> Increased early detection of cancer. Increased PCP education. Increased community education. Increased use of home cancer screening kits.

COMMUNITY NEED

Obesity

Obesity is one of the largest contributing factors of preventable chronic conditions, including diabetes, hypertension, and stroke. Adults who are overweight are more likely to have high blood pressure and high cholesterol, both of which can lead to major health issues such as heart disease and stroke. As obesity rates are on the rise, so are chronic diseases. The CDC estimates that health care costs due to obesity and the chronic diseases that stem from obesity are estimated to be anywhere between \$147 billion to \$210 billion per year.¹²

Although Allegheny County (27%) is slightly below the state average of adult obesity (29%), 37.3% of surveyed AHN providers identified obesity as one of the top three largest health needs in their service area. The staff at West Penn Hospital is collaborating with The Bariatric and Metabolic Institute to reduce the rate of obesity among adults and children in the service area.

¹² "The Healthcare Costs of Obesity." *The State of Obesity*.



GOAL

Reduce rate of obesity in the service area.

IMPACT

(1) Increased awareness of healthy behaviors among children; (2) increased number of community events; and (3) increased awareness of options for weight management.

STRATEGIES AND ACTION STEPS OBESITY

Strategies	Action Steps	Measure	Impact
1. Collaborate with local school, after school program, and pediatric practices to encourage children to become more active.	<ul style="list-style-type: none"> Work with local schools/ after school program to encourage healthy eating and physical activity. 	<ul style="list-style-type: none"> Number of children enrolled in programs. Number programs offered. 	<ul style="list-style-type: none"> Increased awareness of healthy behaviors for children.
2. Implement programs to reduce obesity in adults.	<ul style="list-style-type: none"> Offer meal planning and nutrition counseling. Offer medical weight loss programs. Provide a comprehensive multidisciplinary approach to surgical intervention. Provide education sessions on surgical interventions. Provide support groups. Provide web-based education and cooking classes. 	<ul style="list-style-type: none"> Number of community-based education events. Number of participants. Number of patients with surgical interventions. Number of support group meetings. Number of attendees. 	<ul style="list-style-type: none"> Increased number of community-based events on obesity. Increased awareness of options for weight management. Increased number of surgical interventions.



CONCLUSION

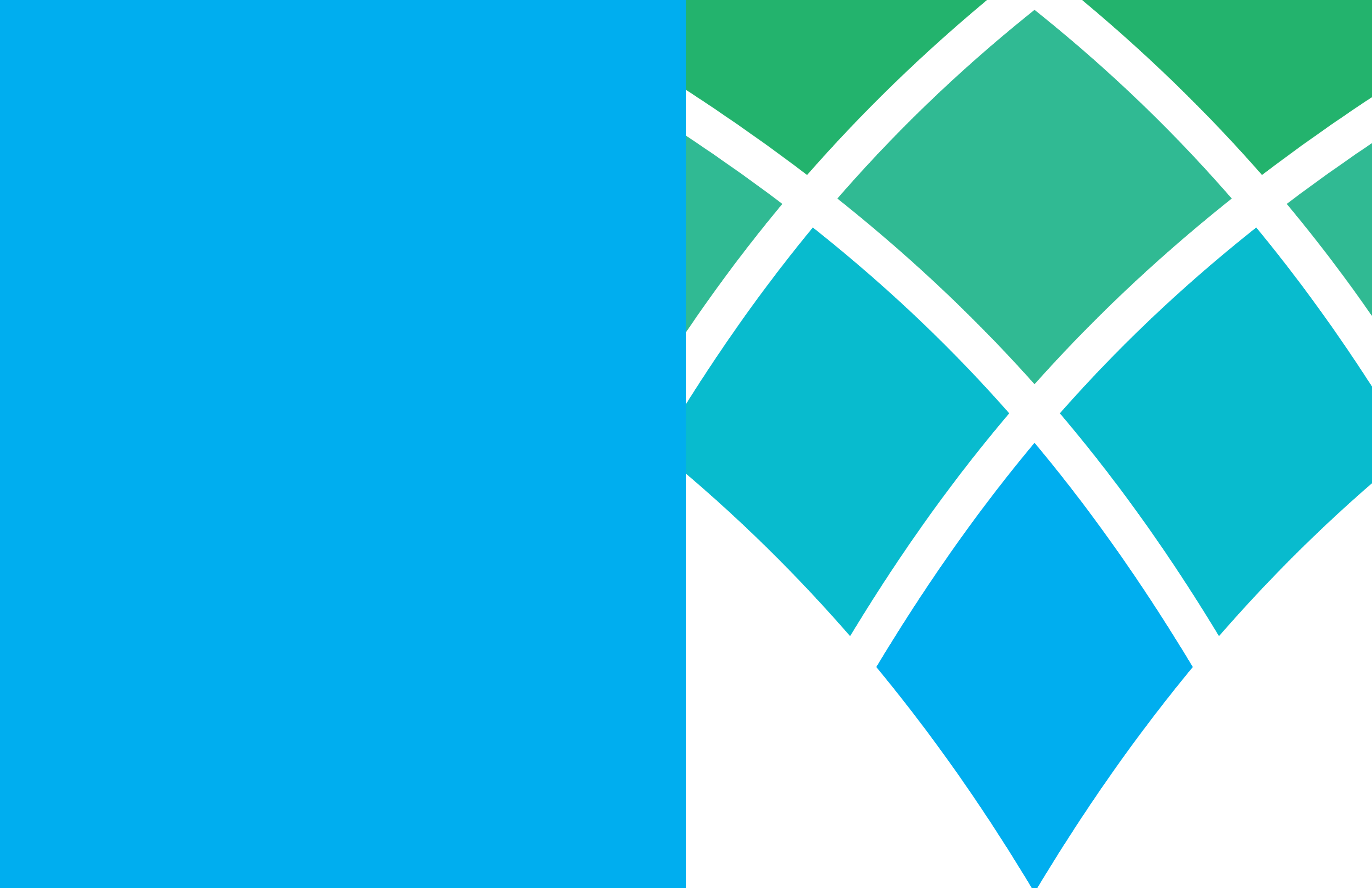
This CHNA Implementation Strategy Plan defines West Penn Hospital's commitment to the community, documents how the strategies and goals will meet the identified community needs, and ensures that the results of the assessment and its impact on the health of the community are being reported and communicated. Each community strategy and action initiative has a set of measurable objectives and is aligned with the 2018-2019 CHNA priorities. Evaluation and progress on the implementation of these initiatives including updates on the measurable outcomes will be conducted and documented periodically over the next three years.

The hospitals of the Allegheny Health Network will continue to work to close the gaps in health

disparities and continue to improve health services for residents by leveraging the region's resources and assets; while existing and newly developed strategies can be successfully employed. The collection and analysis of primary and secondary data equipped the steering committee and hospital teams with sufficient data and resources to identify key health needs. Local and regional partners understand the CHNA is an important building block towards future strategies that will improve the health and well-being of residents in their region. West Penn Hospital will continue to work closely with community partners, as this implementation strategy plan is the first step to an ongoing process to increase access to health care services, address behavioral health issues, and improve health outcomes related to chronic disease.

Through collaboration with community partners, other AHN hospitals, and AHN Institutes, West Penn Hospital will complete the necessary action and implementation steps of newly formed activities or revise strategies to assist the community's residents. The available resources and the ability to track progress related to the implementation strategies will be measured over the next three years.

Upon adoption of the CHNA Implementation Strategy Plan by the hospital board of directors, West Penn Hospital is compliant with IRS regulations as outlined by The Patient Protection and Affordable Care Act.





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Hospital**

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