

Implementation Strategy Plan 2022



AHN WEST PENN

Report





About Allegheny Health Network (AHN)

The hospitals of Allegheny Health Network, as they have for decades, provide exceptional health care to help people live healthy lives and continue to extend their reach, offering a broad spectrum of care and services. The tradition continues by using the latest medical innovations to treat patients. Gaining knowledge through research to constantly improve how to prevent, diagnose, and treat illness, AHN staffs each hospital with experienced, expert, and compassionate physicians, nurses, and other health care professionals dedicated to medicine, people, and healing.

AHN can extend its reach to more people as a health network by offering a broad spectrum of care and services. AHN has 14 hospitals and more than 200 primary- and specialty-care practices. AHN has approximately 2,400 physicians in every clinical specialty, 21,000 providers, and 2,000 volunteers. AHN provides world-class medicine to patients in their communities, across the country, and around the world.

AHN's physicians continually explore and develop new treatments that allow us to bring medical discoveries from the laboratory directly to patients. These breakthroughs help save lives and give patients access to the latest treatments for disease and medical conditions. Allegheny Health Network is also committed to educating and training the next generation of doctors by serving as the clinical campus for both Lewis Katz School of Medicine at Temple University and Drexel University College of Medicine.

Allegheny Health Network is an integrated health care system that serves patients from across a four-state region that includes Pennsylvania and portions of New York, Ohio, and West Virginia. AHN has more than 80 medical, surgical, and radiation oncology physician practices; one of the state's most extensive bone marrow transplant and cellular therapy programs; and the nation's largest – and western Pennsylvania's only – radiation oncology network accredited by both the American Society for Radiation Oncology and American College of Radiology. Allegheny Health Network's cancer program has more than 200 clinical trials offered throughout its network of hospitals and clinics.





About AHN West Penn

AHN West Penn is a modern, 356-bed facility located in Pittsburgh's Bloomfield neighborhood. AHN West Penn has an international reputation for excellence and innovation in patient care, education, and research. AHN West Penn offers a complete range of health care services including high-level treatment for cancer, heart disease, severe burns, autoimmune diseases, stroke, orthopedic conditions, and neurological problems.

AHN West Penn is the national leader in oncology, surgery, and women's health. Established in 1848, West Penn Hospital is the first hospital in Pittsburgh and western Pennsylvania to achieve Magnet recognition status from the American Nurses Credentialing Center (ANCC), a worldwide recognition for excellence in nursing that has been earned by only about 6% of U.S. health care facilities. A medical staff of more than 1,100 physicians delivers patient care programs supported by experienced nursing teams.

Annually, the Obstetrics Department delivers about 4,000 babies, the Level III Neonatal Intensive Care Unit admits about 900 critically ill newborns, and the Inpatient Rehabilitation units help hundreds of patients achieve optimal levels of function after strokes, burns, neurological or orthopedic injuries, multiple traumas, or left ventricular assist device (LVAD) implantation.

The AHN West Penn Cancer Institute provides the most advanced diagnostic and treatment services for all types of cancer, including lung, esophageal, breast, gynecologic, prostate, colorectal, and blood-borne cancers. The Cancer Institute has earned national recognition for its bone marrow transplant program, one of the largest in Pennsylvania. The Institute also boasts leading-edge radiation oncology services and the latest treatment protocols through national research groups, such as the Cancer and Leukemia Group B, American College of Surgeons Oncology Group, and Radiation Therapy Oncology Group.

AHN West Penn has a long history of serving the health care needs of the people of western Pennsylvania and educating professionals to care for those in communities near and far.



Mission

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

Vision

A world where everyone embraces health.



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 that 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.

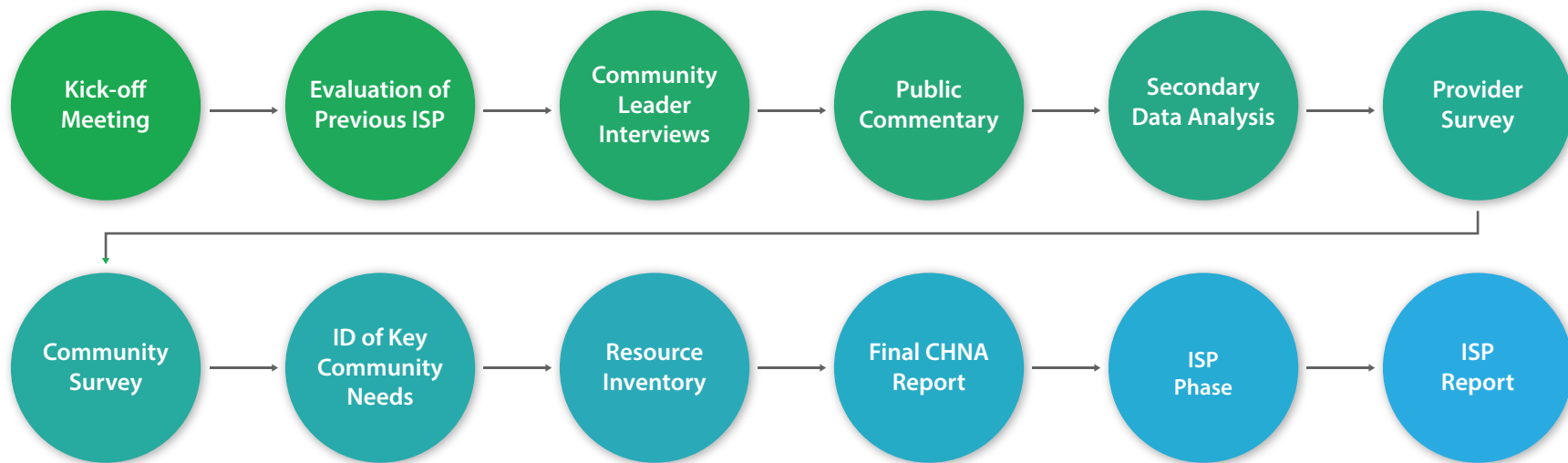


Introduction

Serving the community since 1848, West Penn Hospital has evolved into a licensed 361-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.

In 2022, AHN joined together with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for the AHN West Penn's 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.

Figure 1: Overall CHNA and Implementation Strategy Plan (ISP) Process Flow Chart



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. Health care organizations and systems are striving to improve the health and social needs of the community they serve through collaboration with local, state and national partners. The implementation strategy plan outlines the needs identified in the CHNA and documents how AHN West Penn will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by AHN West Penn.

2021 Prioritized Findings

Allegheny Health Network (AHN)	Social Determinants of Health					Behavioral Health			Chronic Disease					Health Equity
	Transportation	Workforce Development	Cost of Care	Access to care*	Food Insecurity, Diet, and Nutrition	Substance Use Disorder	Mental Health Services	Postpartum Depression	Diabetes	Heart Disease	Cancer	COPD	Obesity	Diversity, Equity, and Inclusion**
Allegheny General Hospital	X	X			X	X			X	X	X			X
Allegheny Valley Hospital	X					X	X		X	X				X
Canonsburg Hospital	X			X		X			X	X				X
Forbes Hospital	X					X	X		X	X		X		X
Grove City Medical Center				X			X		X	X			X	X
Jefferson Hospital	X	X	X		X	X					X		X	X
Saint Vincent Hospital	X	X		X	X	X	X	X	X		X		X	X
West Penn Hospital		X			X			X	X		X		X	X
Westfield Memorial Hospital						X	X		X	X	X			X
Wexford Hospital					X	X	X	X		X				X
Brentwood Neighborhood Hospital			X	X										
Harmar Neighborhood Hospital			X	X										
Hempfield Neighborhood Hospital			X	X										
McCandless Neighborhood Hospital			X	X										

* Access to care includes primary care, specialty care, and access to general services.

**Diversity, Equity, & Inclusion includes LGBTQ+ and cultural competency.



A) Social Determinants of Health

The [World Health Organization \(WHO\)](#) defines social determinants of health as the economic and social conditions that influence individual and group differences in health status. These economic and social conditions under which people and groups live may increase or decrease the risk of health conditions or diseases among individuals and populations.

Social and economic factors contribute 40% to our health, health behaviors 30%, genetics 10%, the physical environment 10% and clinical care 10%, according to the Center for Health and Learning (CHL), an outgrowth of an initiative by the Center for Disease Control and Prevention's (CDC) Division of Adolescent and School Health. According to the CDC, poverty limits access to healthy foods and safe neighborhoods, while higher educational attainment is a predictor of better health. Differences in health and health outcomes are striking in communities with poor social determinants of health such as unstable housing, low-income levels, unsafe neighborhoods, or substandard education. Addressing SDOH is paramount to creating a healthier community.



Food Insecurity, Diet, and Nutrition

Many communities face a dire need for adequate and healthy foods. Food insecurity is when you do not have the money to purchase the essential and needed healthy foods and you may skip meals because of a lack of finances to secure food. Food insecure families struggle with many aspects associated with poverty, under/unemployment, and inconsistent access to sufficient healthy foods. Difficult decisions whether to pay rent, purchase medication, pay utility bills or buy healthy foods are daily struggles for those living in disparate conditions. Surprisingly, food insecurity affects people of all ages and from many walks of life.

SDOH: Food Insecurity				
Goal: Strengthen access to specialty provider services and increase utilization of services.				
Impact: (1) Increased utilization of The Healthy Food Center; and (2) increased education and awareness.				
Target Population	Strategies	Action Steps	Measure	Partners
General population	Increase access to The Healthy Food Center (HFC).	<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 HFC. 	<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"> The Healthy Food Center



Workforce Development

Being employed and having a steady livable income enables one to have choices and options for a healthy lifestyle. Having a comfortable income can provide a safe home environment, food, transportation, health care, and much more.

SDOH: Workforce Development				
Goal: (1) Establish a system with local groups to recruit for open positions; and (2) Develop opportunities/programs for high school students to career paths in health care.				
Impact: Hired individuals from the community and establish career paths.				
Target Population	Strategies	Action Steps	Measure	Partners
Local community students	<p>Partner with local community groups to develop ongoing recruitment and hiring at WPH.</p> <p>Develop programs for high school students for a career path in health care.</p>	<ul style="list-style-type: none"> Identify/continue to advance relationships with community partners/schools. Perform monthly and/or quarterly meetings to establish process flow with all local community groups. 	<ul style="list-style-type: none"> Communication of open positions Number of formal meetings Number of hires Number of students in programs Number of students shadowing Number of educational events 	<ul style="list-style-type: none"> Bloomfield Garfield Corporation Neighborhood Learning Alliance Pittsburgh Public Schools Highmark Community Affairs





B) Behavioral Health

Falling under the umbrella of behavioral health, substance use, and mental health impact the lives of families and individuals throughout the United States. The percentage of residents diagnosed with behavioral health problems has grown exponentially. Along with the growth, the need for mental health services and substance use programs has not diminished. Genetics and socioeconomic factors play vital roles in individuals diagnosed with a mental health problem, and frequently societal factors increase the likelihood of one engaging in unhealthy life choices such as alcohol and drug use. According to the American Hospital Association, behavioral health disorders affect nearly one in five Americans and have community-wide impacts. Hospitals and health systems provide essential behavioral health care services to millions of Americans every day.



Postpartum Depression

Postpartum depression, maternal depression, or the “baby blues” are emotions often experienced by mothers as they prepare for and welcome a new member into their family. After birth, many mothers experience anxiety, depression, guilt, isolation, sadness, hopelessness, emptiness, or overwhelmed emotions. The CDC reports about 1 in 8 women experience symptoms of postpartum depression. Additionally, a recent analysis found the rate of depression diagnosed at delivery was roughly seven times higher in 2015 than in 2000.¹

Common risk factors associated with maternal depression include race/ethnicity, age, socioeconomic status, history of depression, health problems of the baby, having multiple babies during birth, difficulty breast-feeding, and unwanted or unplanned pregnancy.² Depression in mothers can disrupt the bonding experience in infancy. This phase, which is critical and healthy for child development, creates a healthy, nurturing, and empathetic relationship between child and mother. Unfortunately, when the mother is depressed, she is less likely to engage and participate in a healthy and loving parent experience.

Maternal depression is a community and public health problem often having a ripple effect, taking a toll on the well-being and livelihood of mothers and their families. Addressing postpartum requires a community commitment of those who share a common interest and desire to support the health of all mothers and families who seek and require help.

Behavioral Health: Postpartum Depression				
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.				
Target Population	Strategies	Action Steps	Measure	Partners
Women in West Penn service area.	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 behavioral health assessments. 	<ul style="list-style-type: none"> Alexis Joy D’Achille Center for Perinatal Mental Health

¹ Centers for Diseases Control and Prevention: www.cdc.gov/reproductivehealth/features/maternal-depression/index.html

² Mayo Clinic: www.mayoclinic.org/diseases-conditions/postpartum-depression/symptoms-causes/syc-20376617



C) Chronic Diseases

Chronic diseases are a significant cause of disability and death in Pennsylvania and the United States. The seven leading causes of death are heart disease, cancer, stroke, chronic lower respiratory disease (CLRD), unintentional injury, Alzheimer’s disease, and diabetes. According to the Pennsylvania Department of Health, chronic disease accounts for about 70.0% of all deaths annually in Pennsylvania. With Pennsylvania’s aging population and the advances in health care enabling people to live longer, the cost associated with chronic disease will increase significantly if no changes are made. Clinical preventive services, such as routine disease screening and scheduled immunizations, are key to reducing the effects of chronic disease and reducing death. Preventive services both prevent and detect illnesses and diseases in their earlier, more treatable stages, significantly reducing the risk of illness, disability, early death, and medical care costs.

Chronic Diseases: Cancer					
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					
Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Adult population	Increase the number of adults who receive timely age-appropriate cancer screenings based on the most recent guidelines.	<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"> Hospital staff 	<ul style="list-style-type: none"> Focus on early detection of colon cancer this cycle
General population	Educate adults on the importance of early detection.	<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 and 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"> Community partners Breath PA American Lung Association Consumer Health Coalition 	

Chronic Diseases: Diabetes

Goal: 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.

Target Population	Strategies	Action Steps	Measure	Partners	Misc.
High risk diabetic patients, general population.	Develop chronic disease specialty center at West Penn Hospital.	<ul style="list-style-type: none"> Educate PCPs and patients on diabetes management. Promote lifestyle change interventions and intensive case management to target population. 	<ul style="list-style-type: none"> A1C levels for target population. Number of education programs for providers. Number of education programs for patients. Number of attendees to education programs. 	<ul style="list-style-type: none"> PCPs Education programs 	<ul style="list-style-type: none"> Pilot program is over

Chronic Diseases: 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.

Target Population	Strategies	Action Steps	Measure	Partners
Obese adults	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 medical weight loss Number of patients with surgical interventions. Number of support group meetings. Number of attendees. 	<ul style="list-style-type: none"> To be determined



D) Health Equity

Diversity, Equity, & Inclusion (DEI)

In recent years, health systems, public and private agencies, and community-based organizations have increasingly focused on the concept of “health equity.” Health equity is described as “both the absence of systematic obstacles and the creation of opportunities for all to be healthy.” [The American Medical Association \(AMA\) Center for Health Equity](#) imagines health equity as “providing health care that values people equally and treats them equitably and a nation in which all people live in thriving communities where resources work well; systems are equitable and create no harm nor exacerbate existing harms; where everyone has the power, conditions, resources, and opportunities to achieve optimal health.”

Significant effort is required to provide equitable and culturally/linguistically appropriate care to a variety of racial and ethnic communities, each with its own cultural traits, health beliefs, and barriers to health care access. Improving health equity extends well beyond the walls of the hospital, reaches deep into the community sectors, and involves both local and state governments where health policies and protocols are developed.



Health Equity: Diversity, Equity, and Inclusion (DEI)

Goal: Increase access to care for women.

Impact: (1) Accessed to care; (2) educated on resources available; (3) increased in diversity awareness.

Target Population	Strategies	Action Steps	Measure	Partners
Women's health	<p>Working with women's institute on access to care evaluate barriers.</p> <p>Opportunities to decrease barriers to care.</p>	<ul style="list-style-type: none"> Partner with Mobile Moms-Part of Travelers Aid Medical Assistance Transportation Program. Provide support to patients one day per week from a social worker at OB/GYN residency program. Train staff quarterly on transgender sensitivity. 	<ul style="list-style-type: none"> Number of clients who use Mobile Moms Different types of support the social worker provides Number of staff trainings Number of staff who attend trainings 	<ul style="list-style-type: none"> Women's institute Mobile Moms Various OB/GYN practices on site



E) Conclusion

AHN West Penn places a strong emphasis on providing exceptional care, ensuring access to equitable health care services, and programs for its surrounding communities. Its efforts to address challenges and complexities of care in serving vulnerable populations such as the homeless, elderly, unemployed/underemployed, ethnic, low-income and diverse populations are recognized at community, state, and national levels.

AHN West Penn aspires to improve health, well-being, and health equity for all and understands that “health is more than the absence of disease.” Health is based not only on geographic factors- where people were born, live, work and play- but also on economic, cultural, educational, and social factors. By addressing barriers and identifying social and economic factors called social determinants of health that hinder access to equitable health care, AHN West Penn aims to heighten overall community health status and to improve quality of life for the diverse communities they serve. The health system may provide a plethora of recognized physicians, best practice services, noteworthy programs and services but if residents lack transportation and insurance, access to care can be difficult. There is a direct correlation between the ease of accessing health care and the overall health of a community.

AHN West Penn has addressed many obstacles and accomplished a measurable impact on the community, however, there are still many community health issues that need to be addressed to achieve health equity and anticipated health outcomes. With a focus on the top priorities mentioned above, major and meaningful health concerns for the AHN West Penn communities will be addressed.



AHN West Penn Hospital

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