

Implementation Strategy Plan 2022



AHN ALLEGHENY GENERAL

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 Allegheny General

The tower of Allegheny General Hospital (AGH) has become recognized as a place of medical excellence. Allegheny General Hospital has lived up to the promise through its longstanding commitment to researching cures, advancing medicine, educating future physicians, and restoring good health.

AHN AGH's forward-thinking philosophy is evident in its extensive medical discoveries, innovative technology, modern patient amenities, and state-of-the-art surgical suites. AGH has been fortunate to build a reputation for scientific advances and medical research because of its greatest asset – its people. AHN AGH is committed to giving its patients compassionate, respectful, and first-rate care in an environment where they feel safe and comfortable.

AHN AGH is a regional leader in specialties including surgical, medical, rehabilitative, and trauma. Patients have access to a range of specialized services focused on cancer, heart disease, neurological disorders, non-healing wounds, organ transplants, orthopedic conditions, psychiatry and behavioral health, stroke, trauma, and women's health.



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.

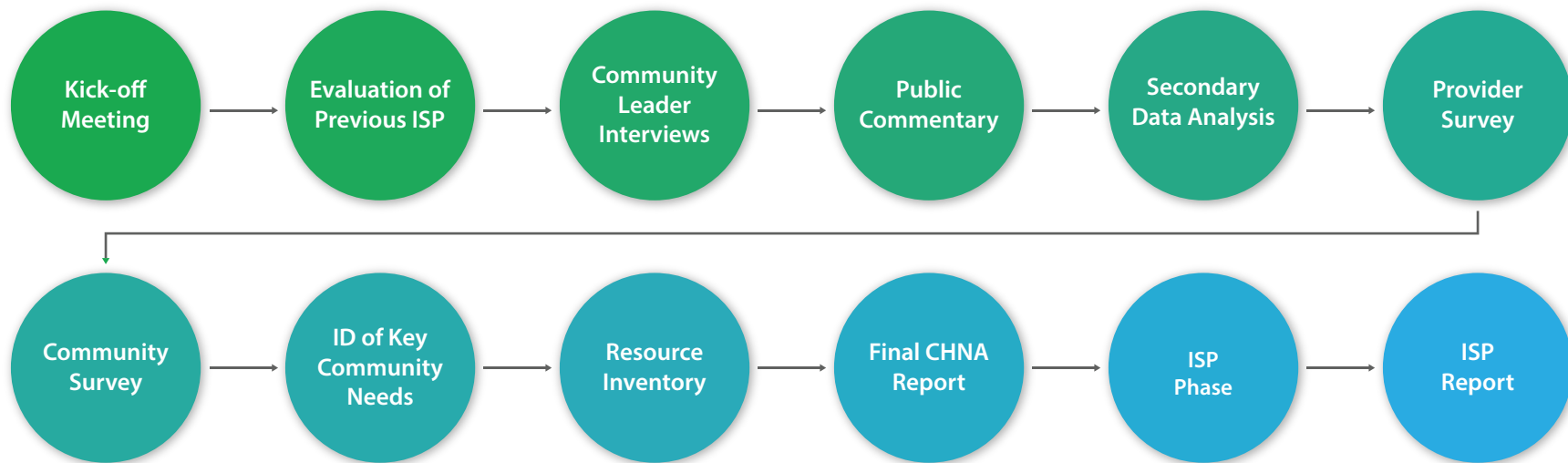


Introduction

Serving the community since 1886, AGH Allegheny General has evolved into a licensed 576-bed hospital with 800 physicians and 5,000 staff members. The leadership and staff are dedicated to providing patients with innovative treatments, pioneering research discoveries, and personalized medical care.

In 2022, AHN partnered together with Tripp Umbach to conduct a comprehensive community health needs assessment for AHN AGH's service area. 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 AGH will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by AHN AGH.

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: Improve access to healthy foods.					
Impact: (1) Increased underserved populations to gain better access to healthy foods, (2) increased knowledge on healthy diets.					
Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Underserved populations	Improve access to healthy foods through the Health Food Center	<ul style="list-style-type: none"> Community events with nutrition and information on Healthy Food Center (Northside Farmers' Market program with Northside Leadership) - up to 1,000 market attendees on Fridays (May-November) 	<ul style="list-style-type: none"> Number of people served 	<ul style="list-style-type: none"> AHN AGH Healthy Food Center Nutrition Services Center for Inclusion Health (CIH) 	<ul style="list-style-type: none"> Evaluate data from Center for Inclusion Health (CIH)



Transportation

Access to health care services has a significant impact on health, including improved overall physical, social, and mental health status, prevention of disease and disability, and better quality of life. Transportation affects residents in rural and urban communities. Having adequate transportation is often a barrier to accessing services and can significantly affect the quality of people's lives. The lack of vehicle access, cost, long distances, and lengthy times to reach needed services impact travel for residents.

SDOH: Transportation					
Goal: To transform transportation services for AHN AGH patients and families.					
Impact: (1) Increased transportation services for patients; and (2) increased awareness of transportation services.					
Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Community residents	Improve access to transportation services for patients and families.	<ul style="list-style-type: none"> Assess current transportation services. Collaborate with Prehospital Care Services (PCS) to utilize a centralized coordination center. Educate primary care physicians on transportation services. Educate patients on transportation services. Conduct screening for SDOH to determine transportation needs. 	<ul style="list-style-type: none"> Percentage of reduced missed appointments due to inability to access transportation services. Percentage of reduced ED admissions due to inability to access transportation services for medical appointments. 	<ul style="list-style-type: none"> Thrive 18 (SDOH Initiative with Project Destiny), Lyft Program for Patient Discharge, ACCESS Transportation Services 	<ul style="list-style-type: none"> Thrive18 (SDOH) Data – Monthly reporting

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: Increase number of people that receive information on job opportunities and pre-employment career readiness.					
Impact: (1) Increased number of employment screening and education events; and (2) increased number of prepared health professionals entering the health care workforce.					
Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Students and residents (unemployed and underserved)	Increase the number of people that receive information on relevant jobs and pre-employment career readiness.	<ul style="list-style-type: none"> Partner with local public schools and community partners. Provide educational events, hospital tours and open houses to students and residents in our region. Identify high-turnover jobs and develop employment pipelines specific to job openings. 	<ul style="list-style-type: none"> Number of community events provided. Number of individuals screened for employment. Increased number of positions filled. 	<ul style="list-style-type: none"> Nazareth Prep - High School Internship Program Pittsburgh Public Schools - Start on Success Program City Charter High School Internship Program, Auberle Workforce Program Summer Learn and Earn 	<ul style="list-style-type: none"> Opening career exploration tours to residents to address retention issues.



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.



Substance Use Disorder

Although progress has been made in lowering rates of substance use in the United States, the use of behavior-altering substances continues to take a major toll on the health of individuals, families, and communities nationwide.

Behavioral Health: Substance Use Disorder				
Goal: Increase knowledge and access to substance use disorder programs and services.				
Impact: (1) Increased awareness of treatment for overdose complications; and (2) increased services for overdose cases.				
Target Population	Strategies	Action Steps	Measure	Partners
General population with substance abuse.	To increase access to services in the Emergency Department (ED) for post overdose management.	<ul style="list-style-type: none"> Develop ED pathway for initiation of Medication-Assisted Treatment (MAT) and warm hand-off program. Educate ED providers on substance use disorder and MAT as an effective treatment for post overdose management. Provide warm hand-off to MAT treatment services. 	<ul style="list-style-type: none"> Number of trainings for hospital staff. Number of patients screened for eligibility for MAT. 	<ul style="list-style-type: none"> ED Hospital staff



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: Increase the number of adults who receive age-appropriate cancer screenings.				
Impact: (1) Increased number of cancer screenings; and (2) increased number of patients diagnosed early for better outcome.				
Target Population	Strategies	Action Steps	Measure	Partners
Adults	Increase the number of adults who receive timely age-appropriate cancer screenings based on the most recent guidelines.	<ul style="list-style-type: none">Partner with AHN Cancer Institute to provide cancer screenings for breast, colon/rectal, prostate and lung cancer.	<ul style="list-style-type: none">Number of screenings performed.Number of individuals screened for at least one cancer.	<ul style="list-style-type: none">AHN Cancer Institute

Chronic Diseases: Diabetes

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.

Target Population	Strategies	Action Steps	Measure	Partners
Diabetic patients	Develop chronic disease specialty centers in AHN hospitals.	<ul style="list-style-type: none"> • Embed RN Navigators at all AHN hospitals • Develop diabetes transition of care models • Develop inpatient care pathways • Educate PCPs and patients on diabetes management • Educate patients 	<ul style="list-style-type: none"> • Number of Registered Nurses (RN) Navigators at AHN hospitals • A1C levels for target population 	<ul style="list-style-type: none"> • PCPs • Hospital staff

Chronic Diseases: Heart Disease

Goal: To improve quality outcomes associated with heart disease.

Impact: (1) Increased number of RN navigators; and (2) increased utilization of a chronic disease care model.

Target Population	Strategies	Action Steps	Measure	Partners
Community residents	Develop chronic disease specialty center at AHN AGH.	<ul style="list-style-type: none"> • Embed RN Navigators at all AHN hospitals • Develop heart disease transition of care models • Develop inpatient care pathways • Educate PCPs and patients on heart disease management • Educate patients 	<ul style="list-style-type: none"> • Number of RN Navigators at AHN hospitals • Development of Chronic Disease model 	<ul style="list-style-type: none"> • Chronic disease specialists • RN navigators



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 knowledge and access to health providers and services.

Impact: (1) increased awareness of providers; (2) increased number of patients with a PCP; and (3) increased education on life saving skills.

Target Population	Strategies	Action Steps	Measure	Partners
General Population	Increase patient understanding preventative measures and how to access services (PCP, vaccines, safety training etc.)	<ul style="list-style-type: none"> • Continue trainings and expand on programs: (Stop the Bleed/Bike Helmets/ Safety Training, Narcan/ OD Education training, etc.) Health Literacy - identify PCP. 	<ul style="list-style-type: none"> • Number of trainings • Number of participants 	<ul style="list-style-type: none"> • AHN AGH Trauma - TICU, PGH Police, VFD (Hampton, Robinson, etc.), local, regional & state events (bike helmets)



E) Conclusion

AHN Allegheny General 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 Allegheny General 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 Allegheny General 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 Allegheny General 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 Allegheny General communities will be addressed.



AHN Allegheny General Hospital

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