

Implementation Strategy Plan 2022



AHN NEIGHBORHOOD
HOSPITALS

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 Neighborhood Hospitals

In early 2020, AHN opened AHN Hempfield Neighborhood Hospital, a small-scale hospital in Westmoreland County, PA. In March, the network opened two additional small-scale hospital facilities, in Brentwood and McCandless, followed by the fourth and final neighborhood hospital which opened in the fall of 2020 in Harmar Township, PA. In total, four Neighborhood Hospital facilities were opened to address the growing health needs of the region.

The Neighborhood Hospitals each have a 24-hour emergency room, as well as 10-12 inpatient beds, imaging services, and a variety of outpatient services. AHN Hempfield Neighborhood Hospital is also attached to a newly built cancer center.



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

In 2022, AHN joined together with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for AHN Neighborhood Hospital's service area of Allegheny and Westmoreland counties. 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 Neighborhood Hospitals will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by AHN Neighborhood Hospitals.

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.



Access to care

Access to high-quality, comprehensive health care services is essential for maintaining health and preventing and managing disease. Obtaining primary care services and having a primary care physician are a vital part of health care maintenance. Almost one in four Americans do not have a primary care provider (PCP) or health center where they can receive regular medical services. Approximately one in five Americans (children and adults under age 65) does not have medical insurance.¹ Transportation issues, cost, coverage, timeliness of services, and availability of providers are barriers to obtaining health care services.

Across the United States, the projected shortage of 46,900 to 121,900 physicians by 2032 includes both primary care (21,100 to 55,200) and specialty care (24,800 to 65,800). Among specialists, the data project shortages of 1,900 to 12,100 medical specialists; of 14,300 to 23,400 surgical specialists; and of 20,600 to 39,100 other specialists, such as pathologists, neurologists, radiologists, and psychiatrists, by 2032.² The Robert Graham Center reports that to maintain current rates of utilization, Pennsylvania will need an additional 1,039 primary care physicians by 2030, a 11% increase compared to the state's current (as of 2010) 9,096 PCP workforce.³

Healthy People: www.healthypeople.gov/2020/leading-health-indicators/2020-lhi-topics/Access-to-Health-Services

Association of American Medical Colleges: www.aamc.org/news-insights/press-releases/new-findings-confirm-predictions-physician-shortage

Robert Graham Center: www.graham-center.org/content/dam/rgc/documents/maps-data-tools/state-collections/workforce-projections/Pennsylvania.pdf

SDOH: Access to Care

Goal: Increase community and patient awareness of available resources

Impact: Continue to provide top patient experience & quality of care within the AHN Neighborhood Hospitals

Target Population	Strategies	Action Steps	Measure	Partners
Any & all patient demographics-local Western PA community residents & visitors.	Continue to build collaborative relationships with AHN partners to drive partnership and produce outstanding patient quality of care while attracting (new patients) & retaining (current patients)-Upstream & downstream.	<ul style="list-style-type: none"> • Utilize Highmark member market data & analytics. • AHN partner liaison team integration with: Prehospital Care (EMS), Physician Relations, Marketing, Community Affairs, social media, Foundation etc. • Engagement with AHN service-line strategy. • Implement Patient concierge service program. • NH staff patient specific metrics-Accountability. 	<ul style="list-style-type: none"> • 15-20 clinical & outreach visits weekly – tracked in Salesforce • 3-5 EMS weekly visits and meetings – tracked in Salesforce • Quarterly reporting of the patient online registration usage • Quarterly reporting from BI dashboards on KPI's-Press Ganey & NH staff metrics 	<ul style="list-style-type: none"> • To be determined



Cost of Care

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 unmet health needs, delays in receiving appropriate care, inability to get preventive services, financial burdens, and preventable hospitalizations/readmissions.



SDOH: Cost of Care

Goal: Increase community and patient awareness of available resources

Impact: Provide more community awareness around the AHN Neighborhood Hospitals services, capabilities, and overall clinical access points into the AHN health system

Target Population	Strategies	Action Steps	Measure	Partners
Any & all patient demographics-local Western PA community residents & visitors.	Providing community education and promoting the AHN Neighborhood Hospitals brand to build a positive local reputation and provide community/patient awareness.	<ul style="list-style-type: none"> • Implement Clinical education Initiatives- Webinar series. • Partner physician alignment (Upstream & downstream referrals). • Conduct community engagement outreach events & local sponsorships. • Provide NH private tours and meet and greet events. • Build patient consumer awareness engagements. • Create an aligned joint strategic marketing plans & education with AHN/ Highmark. • Clinical education Initiatives. • SNF, assisted living, senior living, hospice, Home Health Engagement. 	<ul style="list-style-type: none"> • Identify 1x/monthly participation in community events, NH presentations, NH onsite tours- Tracked in Salesforce. • Host 1-3/monthly NH tours & onsite meetings- Tracked in Salesforce. 	<ul style="list-style-type: none"> • To be determined



E) Conclusion

AHN Neighborhood Hospitals 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 Neighborhood Hospitals aspire 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 Neighborhood Hospitals 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 Neighborhood Hospitals have 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 Neighborhood Hospitals’ communities will be addressed.



[AHN Neighborhood Hospitals](#)

