

Allegheny Health Network



Forbes
Hospital

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY PLAN

March 2019



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 1978, Forbes Hospital has evolved into a 315 licensed bed hospital with over 700 physicians and 1,600 staff members. As a part of AHN, the hospital provides a complete array of surgical, medical, rehabilitative and emergency care. In addition, it offers a complete spectrum of specialty services such as cardiology, orthopedics, neurosurgery, oncology, stroke care, endocrinology, behavioral health, and obstetrics.

As a committed steward to their community, The Forbes Health Foundation helps to raise, manage, and distribute funds that impact patient care and education, medical programs, and research.

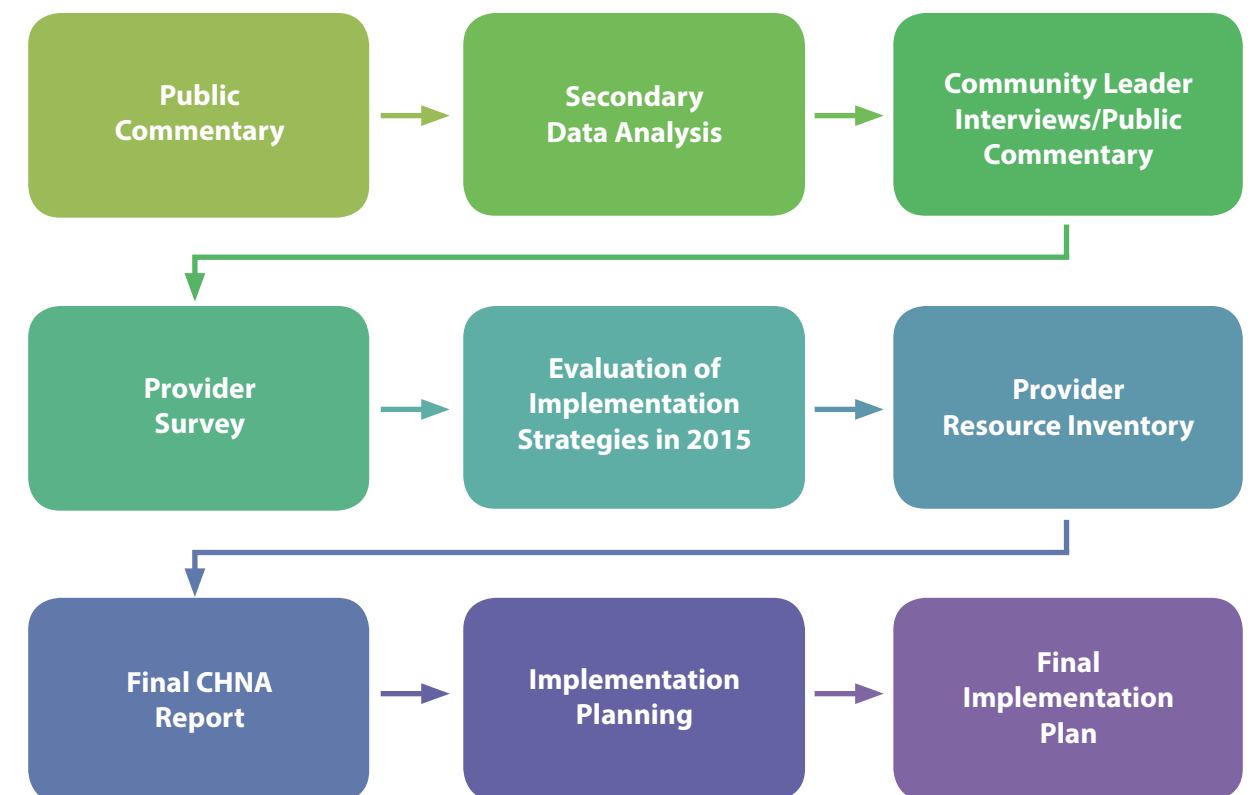
Forbes Hospital continually strives to meet the needs of the people in their service area and values their role

as a community hospital by offering comprehensive care that is close to home, reducing the need for patients and families to travel outside of their community for customized, compassionate care.

In 2018, AHN joined together with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for the Forbes Hospital service area of Allegheny, Armstrong, 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.



GRAPH 1: PROCESS CHART



IMPLEMENTATION STRATEGIES

The results of the CHNA identified the following as the priorities for the Forbes 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 Forbes 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 Forbes Hospital will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by Forbes Hospital.



HEALTH PRIORITY ACCESS TO 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 issues such as unmet health needs, delays in receiving appropriate care, inability to get preventive services, financial burdens, and preventable hospitalizations/readmissions.

COMMUNITY NEED Transportation

Having adequate transportation is often a barrier to accessing services and can greatly affect the quality of people's lives. Transportation issues can include lack of vehicle access, long distances and lengthy times to reach needed health care services, transportation costs and adverse policies. Transportation challenges affect populations in both rural and urban communities.

Because transportation touches many aspects of a person's life, adequate and reliable transportation services are fundamental to accessing health care services and creating healthy communities. Inadequate transportation may result in missed or delayed health care appointments, increased health expenditures and overall poorer health outcomes.

The results of the CHNA show that lack of adequate transportation is a barrier to accessing health care services. When asked for the reasons why their patient population may be noncompliant to treatment/medication plans, surveyed AHN providers said transportation was the second most frequent reason, only behind the high cost of healthcare and medications. When asked what they perceived was the greatest barrier for patients to receiving care, transportation registered as the third greatest barrier only behind out of pocket costs and no insurance coverage. The staff at Forbes Hospital will collaborate with Prehospital Care Services (PCS) to transform transportation services for their patients.

GOAL

To transform transportation services for Forbes Hospital patients and families.

IMPACT

(1) Increased transportation services for patients;
(2) increased awareness of transportation services;
and (3) improved bus access to the Forbes campus.

STRATEGIES AND ACTION STEPS ACCESS TO PRIMARY CARE

| Strategies | Action Steps | Measure | Impact |
|---|---|---|---|
| <ol style="list-style-type: none"> 1. Improve access to transportation services for patients and families. | <ul style="list-style-type: none"> • Assess current transportation services. • Collaborate with Prehospital Care Services to utilize a centralized coordination center. • Educate PCPs on transportation services. • Educate patients on transportation services. • Conduct screening for Social Determinants of Health to determine transportation needs. • Enhance the Heritage Bus Line to create a new bus stop at the AHN Forbes Outpatient Center. • Work with Port Authority (PAT) and local municipality leaders to establish a PAT bus stop on the Forbes campus. | <ul style="list-style-type: none"> • Reduced missed appointments due to inability to access transportation services. • Reduced ED admissions due to inability to access transportation services for medical appointments. | <ul style="list-style-type: none"> • Increased transportation services. • Increased education on transportation services. • Improve bus access to the Forbes campus. |

COMMUNITY NEED Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ)

In the United States, major disparities exist in healthcare for vulnerable populations. A range of criteria is used to define vulnerable populations, including racial and ethnic minorities, the economically disadvantaged, and those with chronic health conditions. For these populations, their health and subsequent healthcare issues are often made worse by social factors out of their control.¹

According to Healthy People 2020, LGBTQ individuals face health disparities linked to factors such as societal stigma, discrimination, and denial of their civil and human rights. Discrimination against LGBTQ individuals and groups have been linked with higher rates of psychiatric disorders, substance abuse, and suicide. Violence and victimization often occur for LGBTQ individuals and have long-lasting effects on the individual and the community. Personal, family, and social acceptance of sexual orientation and gender identity affects the mental health and personal safety of LGBTQ individuals.

AHN and Forbes Hospital prioritizes LGBTQ health and wellness because the effects of neglect and discrimination are wide ranging. Consider the following²:

- ◆ LGBT youth are 2 to 3 times more likely to attempt suicide.
- ◆ LGBT youth are more likely to be homeless.
- ◆ Lesbians are less likely to get preventive services for cancer.

- ◆ Gay men are at higher risk of HIV and other STDs, especially among communities of color.
- ◆ Lesbians and bisexual females are more likely to be overweight or obese.
- ◆ Transgender individuals have a high prevalence of HIV/STDs, victimization, mental health issues, and suicide and are less likely to have health insurance than heterosexual or LGBTQ individuals.
- ◆ Elderly LGBTQ individuals face additional barriers to health because of isolation and a lack of social services and culturally competent providers.
- ◆ LGBTQ populations have the highest rates of tobacco, alcohol, and other drug use.

Forbes Hospital will collaborate with the Center for Inclusion Health to increase access to culturally competent and compassionate care for transgender and non-binary patients.

GOAL

To increase the number of providers that are able to effectively, competently, and compassionately care for transgender, non-binary, and LGBTQ patients.

IMPACT

(1) Increased knowledge on cultural competence; and (2) improved care delivery for members of the LGBTQ population.

STRATEGIES AND ACTION STEPS LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER (LGBTQ)

| Strategies | Action Steps | Measure | Impact |
|---|--|---|---|
| 1. Train staff on basic cultural competency module. | <ul style="list-style-type: none"> • Establish guidelines for implementation, using the Healthcare Equality Index as a metric. • Share model with other AHN hospitals. | <ul style="list-style-type: none"> • Pre- and post-training assessments. • Use Healthcare Equality Index. | <ul style="list-style-type: none"> • Increased knowledge cultural. competence. • Increased knowledge system-wide. |
| 2. Modify care delivery model to be more affirming and welcoming to LGBTQ patients. | <ul style="list-style-type: none"> • Evaluate and modify policies and procedures, using established best practices and patient advocacy. | <ul style="list-style-type: none"> • Use Healthcare Equality Index. | <ul style="list-style-type: none"> • Improved care delivery. |

1. The American Journal of Managed Care, 5 Vulnerable Populations in Healthcare.

2. Healthy People 2020.



HEALTH PRIORITY BEHAVIORAL HEALTH

Mental health is a growing issue across the U.S. Approximately one in five adults in the U.S. – or 43.8 million residents – experiences mental illness in a given year. 21.5% of youth age 13 through 18 experiences a severe mental disorder at some point during their lives.³ In many instances, mental illness and substance abuse go hand-in-hand; among the 20.2 million adults in the U.S. with a substance abuse issue, approximately 10.2 million have a co-occurring mental health issue.⁴

Approximately 20% of youth (13-18) experience severe mental disorders in a given year (13% for ages 8-15) and about 10.2 million adults in the U.S. have co-occurring mental health and addiction disorders. 60% of adults and nearly 50% of youth (8-15) with a mental illness received no mental health treatment in the previous year.⁵

With high rates of mental illness and substance abuse across the nation and in the state of Pennsylvania, it is increasingly important for residents to be able to seek and obtain quality care and treatments in order to manage their conditions. However, many struggling with mental and behavioral health issues are unable to access treatment. 56.5% of adults with mental illness received no past year treatment, and for those seeking treatment, 20.1% continue to report unmet treatment needs.⁶ The rate of behavioral health providers, cost of care, and uninsured levels play a role in a person's ability to receive behavioral health care.

³ "Mental Health by the Numbers" National Alliance on Mental Illness, 2016.

⁴ "Mental Health by the Numbers" National Alliance on Mental Illness, 2016.

⁵ National Alliance on Mental Illness, *Mental Illness Facts and Numbers*, 2016.

⁶ *Mental Health American*, 2018.

COMMUNITY NEED

Mental Health Services

The results of the CHNA show that a barrier to accessing behavioral health services is the awareness of community resources and services. During the stakeholder interview process, when interviewees were asked to name the top three health issues in their community, mental health was the number one response, as it was mentioned in 71% of the responses. The staff at Forbes Hospital will collaborate with The Center for Inclusion Health to increase the knowledge and access to mental health programs and services.



GOAL

Improve awareness of mental health conditions and treatment options.

IMPACT

(1) Increased number of patients that attend education sessions, (2) increased awareness of available resources to support recovery; (3) increased number of Behavioral Health Consultants in practices; (4) improved PHQ9 score and (5) increased access to adolescent mental health services.

STRATEGIES AND ACTION STEPS MENTAL HEALTH SERVICES

| Strategies | Action Steps | Measure | Impact |
|--|---|--|--|
| 1. Provide education to public about mental health issues and treatment options. | <ul style="list-style-type: none"> Sponsor Mental Health First Aid train-the-trainer and community MHFA trainings to the public. | <ul style="list-style-type: none"> Number of events. Number of participants. | <ul style="list-style-type: none"> Increased awareness of signs of mental health illness. Increased awareness of available resources for recovery. |
| 2. Collaborate with Behavioral Health Consultants (BHC) into primary care practices. | <ul style="list-style-type: none"> Identify patients who may be in need of behavioral health support. Administer the PHQ-2 at every primary care visit and PHQ-9 for patients who screen positive on the PHQ-2. Offer consultation and treatment with the practice's BHC. Monitor PHQ-9 scores over time for improvement. | <ul style="list-style-type: none"> Number of patients referred to inpatient or outpatient facilities. | <ul style="list-style-type: none"> Increased number of BHCs in practices. Improved PHQ9 scores. |
| 3. Develop and Implement outpatient child and adolescent mental health services. | <ul style="list-style-type: none"> Collaborate with Psychiatric and Behavioral Health Institute to develop strategies and funding to implement outpatient facility. | <ul style="list-style-type: none"> Number of children referred to outpatient services. | <ul style="list-style-type: none"> Increased access to mental health services for children. |

COMMUNITY NEED

Substance Use Disorder

Every day, more than 115 people in the United States die after overdosing on opioids. The misuse of and addiction to opioids—including prescription pain relievers, heroin, and synthetic opioids such as fentanyl—is a serious national crisis that affects public health as well as social and economic welfare. The Centers for Disease Control and Prevention estimates that the total “economic burden” of prescription opioid misuse alone in the United States is \$78.5 billion a year, including the costs of healthcare, lost productivity, addiction treatment, and criminal justice involvement.⁷

In 2016, there were 2,235 opioid-related overdose deaths in Pennsylvania a rate of 18.5 deaths per 100,000 persons—compared to the national rate of 13.3 deaths per 100,000 persons. Since 2010, opioid-related overdose deaths have increased in all categories. Heroin overdose deaths have increased from 131 to 926; synthetic opioid overdose deaths have increased from 98 to 1,309; and prescription opioid overdose deaths have increased from 411 to 729 deaths.⁸

In the study area, the opioid epidemic is a health issue that was discussed very frequently – many interviewees were concerned about the perceived growing levels of opioid abuse in the Forbes Hospital service area.

In addition, nearly 43% of surveyed AHN providers identified alcohol use as a top three health risk/lifestyle behavior. According to Community Commons, Allegheny county reported the highest rate of binge alcohol use (24%) among the counties in the Forbes Hospital’s service area as well as higher than the state rate (21%).⁹

The results of the CHNA show that a barrier to accessing behavioral health services is the lack of awareness of community resources and services. Misuse of and addiction to substances such as opioids, alcohol and tobacco often prevent individuals from living productive lives and is detrimental to their well-being. Forbes Hospital will collaborate with The Center for Inclusion Health to implement the following strategies to increase the knowledge and access to available substance use disorder programs and services.

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.

STRATEGIES AND ACTION STEPS SUBSTANCE USE DISORDER

| Strategies | Action Steps | Measure | Impact |
|--|---|---|--|
| <ol style="list-style-type: none"> To Increase access to services in the ED for post overdose management. | <ul style="list-style-type: none"> Develop ED pathway for initiation of Medication Assisted Therapy (MAT) and warm hand off program. Educate ED providers on substance use disorder 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"> Increased awareness of treatment for overdose complications. Increased services for overdose cases. |

⁷ National Institute on Drug Abuse.

⁸ National Institute on Drug Abuse, Pennsylvania Opioid Summary.

⁹ Community Commons, 2017



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.¹⁰ 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.¹¹

¹⁰ Aspen Health Strategy Group. (2019). *Reducing the Burden of Chronic Disease*. Washington DC: The Aspen Institute. <http://aspeninstitute.org/AHSGreport2019>.

¹¹ *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.¹²

The results of the CHNA show that diabetes is one of the top three greatest health needs in the service area and education and proper disease management is a barrier to improving health outcomes. The staff at Forbes Hospital will collaborate with The Center for Inclusion Health to improve quality outcomes associated with diabetes.

¹² 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 |
|--|--|--|---|
| <p>1. Develop chronic disease specialty center in Forbes Hospital.</p> | <ul style="list-style-type: none"> • Embed RN Navigators Forbes 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. | <ul style="list-style-type: none"> • Number of RN Navigators. • A1C levels for target population | <ul style="list-style-type: none"> • Increased number of RN Navigators. • Decreased A1c levels among target population. |
| <p>2. Develop partnership with Primary Care Redesign.</p> | <ul style="list-style-type: none"> • Receive quarterly data summary of practice and region performance on diabetes measures. • Provide workflow redesign support for diabetes QI efforts Initiative. | <ul style="list-style-type: none"> • Performance on diabetes measures. | <ul style="list-style-type: none"> • Improved outcomes for diabetes measures. • Improved quality of life for diabetic patients. |

COMMUNITY NEED

Heart Disease

Heart disease is a broad term used to describe a range of diseases that affect one's heart and is a general term used to describe several different conditions, all of which are potentially fatal, but are also treatable and preventable. The most common type of heart disease is coronary heart disease (CHD), also called coronary artery disease. Other types of heart disease include cardiomyopathy, heart failure, hypertensive heart disease, inflammatory heart disease, pulmonary heart disease, cardiac dysrhythmias and valve heart disease.

Westmoreland County has the highest percent of adults with heart disease in the service area at 6.1% and is higher than the state (5.1%) and national rates (4.4%). Armstrong County has the second highest rate (5.7%) rate. Allegheny County has a lower percent of adults with heart disease (4.6%), than the state level (5.1%), but a higher percent than the national level (4.4%). Forbes Hospital will work collaboratively with the Center for Inclusion Health as well as providers, staff, and patients to implement the following strategies in order to improve quality outcomes associated with heart disease.

GOAL #1

Improve quality outcomes associated with heart disease.

IMPACT

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

STRATEGIES AND ACTION STEPS HEART DISEASE

| Strategies | Action Steps | Measure | Impact |
|---|--|---|--|
| 1. Develop chronic disease specialty center at Forbes Hospital. | <ul style="list-style-type: none"> Embed RN Navigators at Forbes Hospital. Develop 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 embedded throughout the hospital. Development of chronic disease care model. | <ul style="list-style-type: none"> Increased number of RN Navigators. Increased utilization of a chronic disease care model. |

GOAL #2

Transform pulmonary care for Forbes Hospital patients.

IMPACT

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

STRATEGIES AND ACTION STEPS HEART DISEASE- COPD

| Strategies | Action Steps | Measure | Impact |
|--|--|---|--|
| 1. Develop chronic disease specialty center at Forbes. | <ul style="list-style-type: none"> Embed RN Navigators Forbes Hospital. Develop transition of care models. Develop inpatient care pathways. Educate PCPs and patients on COPD and Centers for Care. Educate patients. | <ul style="list-style-type: none"> Number of RN navigators embedded throughout the hospital. Development of chronic disease care model. | <ul style="list-style-type: none"> Increased number of RN Navigators. Increased utilization of a chronic disease care model. |



CONCLUSION

This CHNA Implementation Strategy Plan defines Forbes 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. Forbes 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, Forbes 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, Forbes Hospital is compliant with IRS regulations as outlined by The Patient Protection and Affordable Care Act.



Allegheny Health Network

**Forbes
Hospital**

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