

# Implementation Strategy Plan 2022



**AHN WEXFORD**

**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 Wexford

AHN Wexford in Wexford, Pennsylvania, is the newest full-service, clinician-led hospital in the Allegheny Health Network. The new AHN hospital provides world-class health care closer to home for residents in the North Hills communities of Pittsburgh.

The private 160-bed hospital opened in 2021 and has a 24-bed emergency department while offering high-quality, innovative health care services. The region's top medical experts deliver some of the latest procedures, such as same-day spine surgery and minimally invasive heart operations. We also provide specialty care in cancer, neurology, cardiology, radiology, gastroenterology, and orthopedics. Wexford Hospital offers a wide range of specialty services and physicians to residents of the Pittsburgh North Hills. A vital part of Allegheny Health Network, Wexford Hospital gives you access to exceptional teams that deliver highly specialized care.



# 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.

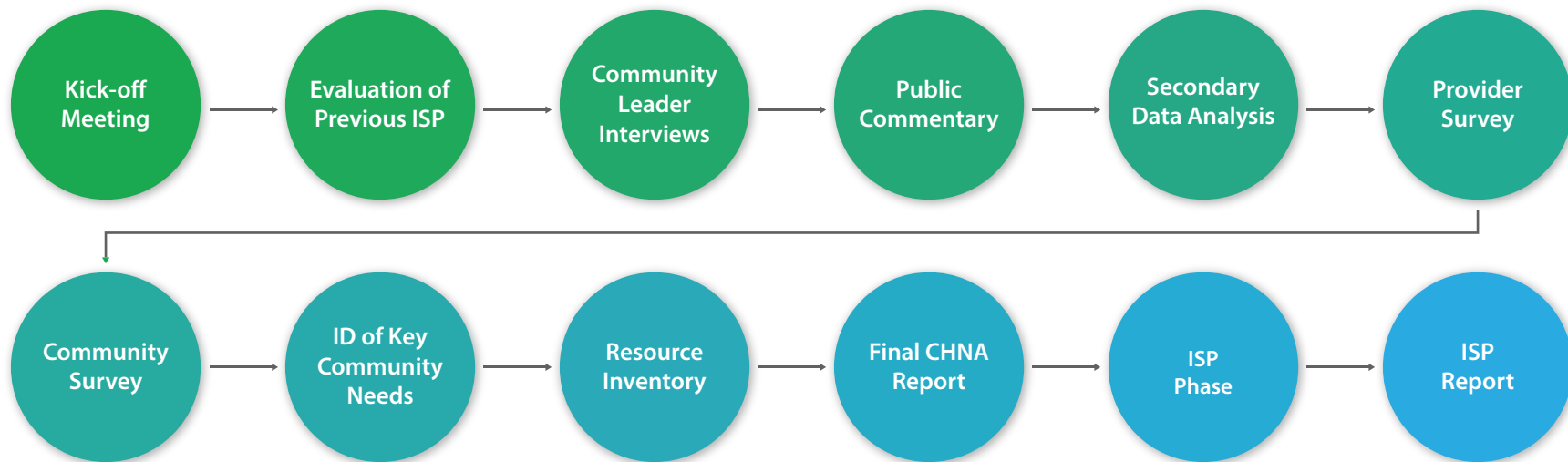


# Introduction

Serving the community since 2021, AHN Wexford a private 160-bed hospital is dedicated to providing patients with innovative treatments, pioneering research discoveries, and personalized medical care.

In 2022, AHN joined together with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for the AHN Wexford service area of Allegheny, Armstrong, Beaver, Butler, Clarion, and Lawrence 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 Wexford will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by AHN Wexford.

## 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
<b>Wexford Hospital</b>					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.





## SDOH: Food Insecurity

**Goal: Improve access to food for underserved individuals and families.**

**Impact: Continued to provide 2,200 meals to 412 Food Rescue in 2022.**

Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Underserved individuals and families in the Wexford and Greater Pittsburgh area.	Improve nutrition and provide healthy food to families who are food insecure. Offer healthy options that they can afford.	<ul style="list-style-type: none"> <li>Conduct assessments of food and overages by Dietary staff in the Wexford Hospital Cafeteria.</li> <li>Collaborate with 412 Food Rescue, a non-profit that helps identify food insecurities within our community.</li> <li>Package food make ready for pickup and delivery to those in need based on data from their program.</li> <li>Offer discharge meal for patients who are discharged prior to 11 am to ensure they have a healthy 1st meal at home</li> <li>Discharge all moms with a meal to ensure a healthy 1st meal at home.</li> <li>Encourage breastfeeding to new moms</li> <li>Assess all patients on admission for food insecurity and appropriate diet at home in line with their medical needs.</li> </ul>	<ul style="list-style-type: none"> <li>Amount of food and meals provided to 412 Rescue monthly.</li> <li>Number of meals distributed to patients who are discharged.</li> <li>Number of assessments completed on nutritional compliance at admission.</li> </ul>	<ul style="list-style-type: none"> <li>412 Food Rescue</li> </ul>	<ul style="list-style-type: none"> <li>WXH staff leading this initiative are Jennifer Riley and Jamie Capperes.</li> </ul>
New mothers at Wexford Hospital	Coach new mothers regarding the benefits of breastfeeding along with strategies to improve success.	<ul style="list-style-type: none"> <li>Initiate prenatal breastfeeding classes for the community.</li> <li>Develop a virtual "Breastfeeding Café" – transition to in-person sessions post discharge.</li> </ul>	<ul style="list-style-type: none"> <li>Metrics will be tracked by consultations and visit with a lactation consultant.</li> <li>Number of consultations.</li> <li>Number of new mothers served.</li> </ul>	<ul style="list-style-type: none"> <li>Lactation consultants</li> </ul>	<ul style="list-style-type: none"> <li>WXH staff leading this initiative are Alycia Kerstetter and Lisa Graper.</li> </ul>
	Offer lactation consultations to new mothers to achieve successful breast feeding.	<ul style="list-style-type: none"> <li>Lactation Consultants to conduct daily rounds on breastfeeding.</li> <li>Begin follow-up phone calls with breastfeeding mothers.</li> </ul>	<ul style="list-style-type: none"> <li>Number of lactation consultations</li> <li>Number of follow-up phone calls.</li> </ul>	<ul style="list-style-type: none"> <li>Lactation consultants</li> </ul>	
	Counsel outpatients regarding options and benefits of breast feeding.	<ul style="list-style-type: none"> <li>Begin submission for Keystone 10 Initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Number of follow-up calls conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Lactation consultants</li> </ul>	



## 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.



## Mental Health Services

The prevalence of mental illness in America is vast and continues to grow yearly. According to the [National Alliance on Mental Health](#), one in five U.S. adults experiences a mental illness, one in 20 U.S. adults experience serious mental illness, and 17% of youth (6-17 years old) experience a mental health disorder.

<b>Behavioral Health: Mental Health Services</b>					
<b>Goal: Improve triage of BH patients and connect to appropriate resources.</b>					
<b>Impact: More efficient triage of patients and connectivity to appropriate resources.</b>					
<b>Target Population</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Measure</b>	<b>Partners</b>	<b>Misc.</b>
General population	Prioritize screening process in the Wexford Hospital ED and implement early detection plan.	<ul style="list-style-type: none"> <li>Screen all patients presenting to the Wexford ED for BH and suicide risk.</li> <li>Support overall management of behavioral health needs.</li> <li>ED Needs Assessment Coordinators (NAC) work with BH physicians to assess and coordinate BH care.</li> <li>Conduct basic intake process on general population of ED patients.</li> <li>Conduct formal MH assessments for early detection and develop early detection plans.</li> </ul>	<ul style="list-style-type: none"> <li>Number of BH screenings conducted in ED</li> <li>Number of NAC visits per month.</li> <li>Number of BH care plans developed.</li> </ul>	<ul style="list-style-type: none"> <li>ED Needs Assessment Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>WXH staff leading this initiative is Mary Wood.</li> </ul>



## *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.<sup>1</sup>

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.<sup>2</sup> 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: Post-Partum Depression

**Goal: Improve management of perinatal BH care.**

**Impact: (1) Suicide risk reduction as well as improved identification and management of perinatal BH disorders (2) Improved access to care in the community for perinatal patients.**

Target Population	Strategies	Action Steps	Measure	Partners	Misc.
Identify women who may be at risk for perinatal or post-partum depression or anxiety disorders	Conduct early screenings for depression or anxiety disorders.	<ul style="list-style-type: none"> <li>Conduct BH risk assessments during the antepartum period in physicians' offices.</li> <li>Provide appropriate assessments by NAC or on-call BH physicians for immediate management and follow-up.</li> <li>Conduct assessment prior to discharge.</li> </ul>	<ul style="list-style-type: none"> <li>Number of screenings on admission and postpartum.</li> <li>Number of referrals to BH / Alexis Joy Center.</li> <li>Date of opening (EDC) of the Cranberry Institute.</li> <li>Date of completion of Epic build for March 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Alexis Joy Center</li> <li>Cranberry Institute</li> </ul>	<ul style="list-style-type: none"> <li>WXH staff leading this initiative are Alycia Kerstetter and Dr. Klapper.</li> </ul>
	Provide access to appropriate levels of care.	<ul style="list-style-type: none"> <li>Use assessment to determine appropriate levels of care.</li> <li>De-stigmatize post-partum depression and anxiety disorders.</li> <li>Conduct assessments at follow-up visits.</li> </ul>	<ul style="list-style-type: none"> <li>Number of assessments and referrals for care.</li> <li>Number of patients served</li> <li>Number of follow-up assessments</li> </ul>	<ul style="list-style-type: none"> <li>Alexis Joy Center</li> <li>Cranberry Institute</li> </ul>	

### 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: Improve access to substance abuse programs and services.**

**Impact: 1) Improved obstetrical and neonatal outcomes 2) Improved access to community resources.**

Target Population	Strategies	Action Steps	Measure	Partners
Substance use disorder	Improve access for patients with substance use disorders to available community resources.	<ul style="list-style-type: none"> <li>Screen patients in the ED for substance use disorder and provide warm handoff to AHN resources</li> <li>Screen obstetrical patients in the OP offices for SUD and refer to Perinatal Hope center for multi-disciplinary medical home model of care</li> </ul>	<ul style="list-style-type: none"> <li>Number of screenings and assessments conducted</li> <li>Number of patients referred to Perinatal Hope Center</li> </ul>	<ul style="list-style-type: none"> <li>Perinatal Hope Center</li> </ul>



## 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.

<b>Chronic Diseases: Heart Disease</b>				
<b>Goal: Enhance management of chronic diseases.</b>				
<b>Impact: 1) Initiated presence of Navigator team in new hospital 2) improved compliance with CHF follow-up visits 3) Readmission index &lt;1.0 4. PG Discharge core &gt; 60th percentile.</b>				
<b>Target Population</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Measure</b>	<b>Partners</b>
General population	<ul style="list-style-type: none"> <li>Enhance Chronic Disease Management services at Wexford Hospital</li> <li>Build comprehensive Cardiovascular Institute (CV) services at Wexford</li> <li>Launch Meds to Beds program</li> </ul>	<ul style="list-style-type: none"> <li>Embed RN care navigators for diabetes, chronic obstructive pulmonary disease (COPD) and Heart Failure into the hospital.</li> <li>Partner with physician advisor and navigators to efficiently coordinate and manage care of this subset of patients.</li> <li>Develop diabetes care models.</li> <li>Develop inpatient care pathways for chronic disease patients.</li> <li>Launch outpatient diagnostic treatment center in WHWP.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Care Navigators</li> <li>Number of patients served</li> <li>Number of outpatient (OP) screenings conducted</li> <li>Number of follow ups in congestive heart failure (CHF) clinic within 7 days follow up</li> </ul>	<ul style="list-style-type: none"> <li>Cardiovascular Institute</li> </ul>

## 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.

<b>Health Equity: Diversity, Equity, and Inclusion (DEI)</b>				
<b>Goal: Enhanced cultural and ethnic understanding of those we serve.</b>				
<b>Impact: (1) Track attendance and participation of committees (2) Track recorded number of initiatives discussed, and input gathered.</b>				
<b>Target Population</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Measure</b>	<b>Partners</b>
People of all races, color, religion, economic status or creed, national origin or ancestry, sex, age, physical or mental disability, veteran status, or genetic information.	Create a patient family advisory council to provide insight on community needs and gaps implement educational strategies for all employees	<ul style="list-style-type: none"> <li>Recruit/purposeful selection of diverse members for the PFAC council</li> <li>Host bi-monthly meetings to gather feedback, share milestones and initiatives with community members</li> <li>Provide education to PFAC on challenges facing health care and partner on solutions</li> <li>Implement Hospital and Unit engagement councils</li> <li>Complete HM Equity survey</li> <li>Create Unit Engagement Councils</li> <li>Create Hospital Engagement Council</li> </ul>	<ul style="list-style-type: none"> <li>Number of diverse members recruited to PFAC</li> <li>Number of issues identified and addressed by PFAC</li> <li>Track performance of Hospital and Unit Engagement councils</li> </ul>	<ul style="list-style-type: none"> <li>Patient Experience Team</li> </ul>



## E) Conclusion

AHN Wexford 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 Wexford 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 Wexford 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 Wexford 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 Wexford communities will be addressed.





**AHN Wexford Hospital**

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