



Uniquely Connected. For life.SM

HERITAGE VALLEY
HEALTH SYSTEM

Holleran Consulting

CHNA IMPLEMENTATION STRATEGY –

HERITAGE VALLEY SEWICKLEY

BACKGROUND

Heritage Valley Health System (Heritage Valley) is an integrated delivery network providing comprehensive health care for residents of Southwestern Pennsylvania. In partnership with 3,600 employees and more than 480 physicians, Heritage Valley offers a broad range of medical, surgical and diagnostic services at its two hospitals, Heritage Valley Sewickley and Heritage Valley Beaver; in 60 physician offices and 18 community satellite facilities.

Mission

To improve the health and well-being of all people in the communities we serve

Vision

Heritage Valley Health System will be a leader among community health systems nationally. We will provide exceptional health services across a seamless delivery system, built upon collaborative relationships connecting physicians, employees, and the community. We will address both the prevention and treatment of disease throughout the continuum of life.

Values

Ethical Behavior

Responsibility

Collaboration

Compassion

Proficiency

Service Excellence

Strategic Imperatives

Quality, Safety and Customer Experience

Human Resources

Information Technology

Market Expansion and Community Health

Fiscal Responsibility

Geographic Area Defined for Purposes of the Community Health Needs Assessment Process

For purposes of the Community Health Needs Assessment, Heritage Valley focused on key social, economic and demographic characteristics of Heritage Valley's primary service area, which included Beaver County and the following municipalities located within Allegheny County:

- Aleppo Township
- Bell Acres Borough
- Coraopolis Borough
- Crescent Township
- Edgeworth Borough
- Findlay Township
- Glen Osborne Borough
- Glenfield Borough
- Haysville Borough
- Leet Township
- Leetsdale Borough
- Moon Township
- Neville Township
- North Fayette Township
- Oakdale Borough
- Sewickley Borough
- Sewickley Heights Borough
- Sewickley Hills Borough

- While these communities have many positive socioeconomic and health status indicators, historical behavior and economic pressures have an impact on the health needs of the community and service providers.

Heritage Valley Sewickley

Heritage Valley Sewickley is a 186-bed acute care hospital located in Sewickley, Pennsylvania. This facility offers inpatient acute care, emergency care, and an array of diagnostic, treatment, and rehabilitation services.

Heritage Valley Health System (Heritage Valley) led a comprehensive Community Health Needs Assessment (CHNA) to evaluate the health needs of individuals living in the hospital service area including Beaver County and the selected municipalities located within Allegheny County beginning in 2012. The purpose of the assessment was to gather information about local health needs and health behaviors. The assessment examined a variety of indicators including health behaviors (exercise, tobacco use) and chronic health conditions (diabetes, heart disease).

The completion of the CHNA enabled Heritage Valley to take an in-depth look at its greater community. The findings from the assessment were utilized by Heritage Valley to prioritize public health issues and develop a community health implementation plan focused on meeting community needs. Heritage Valley is committed to *improving the health and well-being of all people in the communities we serve*. Healthy communities lead to lower health care costs, robust community partnerships, and an overall enhanced quality of life.

The following organizations are key partners of Heritage Valley in its community benefit endeavors.

COMMUNITY RESOURCES

- Adagio Health
- American Diabetes Association
- American Heart Association
- Beaver Area School District
- Beaver County Behavioral Health
- Beaver County Care Coordination
- Beaver County Chamber of Commerce
- Beaver County Children and Youth Services
- Beaver County Office on Aging
- Beaver County YMCA
- Borough of Sewickley
- Center for Hope
- Concordia Visiting Nurses
- Heritage Valley Beaver

- Heritage Valley Sewickley
- Highmark
- Homemaker-Home Health Aide Service
- Housing Authority of Beaver County
- Laughlin Children's Center
- Local Churches
- Local Employers
- Lutheran SeniorLife
- National Alliance on Mental Illness
- Pennsylvania Department of Health
- Pittsburgh Airport Area Chamber of Commerce
- Quaker Valley School District
- Robert Morris University
- Rochester Area School District
- School Nurses
- Senior Groups
- Sewickley Borough
- Sewickley Valley YMCA
- Southwestern Pennsylvania Food Security Project
- The Church in the Round
- UPMC Health Plan
- Valley Care Association

THE CHNA PROCESS

In 2012-2013 a comprehensive CHNA was conducted and included a variety of quantitative and qualitative research components. These components included a secondary data profile, a statistical household survey conducted with 403 adults and focus groups with consumers and health and human services providers. ParenteBeard (now part of Baker Tilly) and Holleran Consulting performed this work.

SELECTION OF THE COMMUNITY HEALTH PRIORITIES

In April 2013, approximately 17 individuals from county healthcare organizations, community agencies, social service organizations, and area non-profits gathered to review the results of the CHNA data. The goals of the meetings were to discuss and prioritize key research findings and to lay the groundwork for an Implementation Plan.

Through facilitated discussion, the following ranked community health needs were prioritized, using the criteria of seriousness (scope and severity of the issue) and the ability to impact the issue:

- Diabetes
- Healthy Living (Nutrition and Exercise)
- Access to Primary Care
- Smoking
- Cardiovascular/Respiratory Health

In 2015-2016 Heritage Valley Health System kept the above five health priorities and engaged Holleran Consulting to conduct a research process. The CHNA process this cycle included an online survey of 2,907 adults about health issues and concerns, focus groups with 28 consumers regarding primary care access and personal responsibility for health and a facilitated discussion with seventeen area health and human service provider organizations. The results of the process are contained in the Community Health Needs Assessment for Heritage Valley Beaver and Heritage Valley Sewickley. The following strategies to address community health needs were based upon that needs assessment and the experience of implementing the 2013 plans over the past three years.

STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

Heritage Valley Sewickley's Implementation Strategy illustrates the hospital's specific programs and resources that will support ongoing efforts to address the identified community health priorities. This work will be supported by system-wide efforts and leadership from the executive team and board of directors. The goal statements, and related objectives, an inventory of existing community assets and resources, for each of the five priority areas are listed below.

Access to Primary Care

Goal Statement: Increase access to affordable, quality health care for service area residents.

Objectives:

1. Continue to deploy/enhance Medical Neighborhoods
2. Participate in insurer-based initiatives to enhance primary care services and revise payment models
3. Utilize EMR (electronic medical record) to enhance collaborative relationships between primary care and specialists
4. Recruit and position appropriate numbers of primary care physicians and mid-level providers to meet the community need
5. Implement Find-A-Doctor phone answering service

Existing Community Assets & Resources:

- Heritage Valley Sewickley
- Local Physicians

Healthy Living

Goal Statement: To increase the percentage of Beaver County residents that are at a healthy weight through eating a healthy diet and regular physical activity.

Objectives:

1. Collaborate with local organizations and groups to encourage exercise and healthy eating
2. Continue the school-based childhood obesity program (Club 5210)
3. Start Club 5210 community-based programs
4. Increase the number of community residents participating in the LifeSmart program. LifeSmart is a lifestyle intervention program for adults with certain risk factors that addresses making healthy food choices and encourages physical activity.

Existing Community Assets & Resources:

- American Heart Association
- Beaver County YMCA
- Heritage Valley Sewickley
- Highmark
- Local Churches and Community Groups
- Local Employers
- Sewickley Valley YMCA
- Southwestern Pennsylvania Food Security Project
- UPMC Health Plan

Diabetes

Goal Statement: Reduce risk factors for diabetes and pre-diabetes and improve management of chronic disease through healthy lifestyle choices.

Objectives:

1. Consider the creation of a diabetes (diabetes patients and pre-diabetes patients) registry to be used to coordinate a collaborative care model for diabetes with primary care physicians
2. Link diabetes patients to a primary care physician
3. Offer a set of integrated educational and behavioral modification opportunities for diabetes patients
4. Increase enrollment of women in the gestational diabetes program
5. Explore development of an internet-based diabetes prevention program
6. Include patients with diabetes in the LifeSmart program

Existing Community Assets & Resources:

- American Diabetes Association
- Heritage Valley Sewickley
- Physicians
- Highmark
- UPMC Health Plan

Smoking

Goal Statement: Educate the community on the health issues related to smoking to increase the percentage of residents who quit or attempt to quit smoking.

Objectives:

1. Focus smoking prevention initiatives on pregnant women
2. Implement the Freedom From Smoking program
3. Continue to refer patients to local programs and the PA Free Quit Line (1-800-QUIT-NOW)

Existing Community Assets & Resources:

- American Lung Association
- Pennsylvania Department of Health
- Heritage Valley Sewickley
- Highmark
- UPMC Health Plan

Cardiovascular/Respiratory Health

Goal Statement: Reduce risk factors for cardiovascular and respiratory health issues through healthy lifestyle choices.

Objectives:

1. Increase the number of residents who participate in the pediatric asthma program
2. Link with Healthy Living Objectives, described in this plan
3. Reduce readmission rate within 30 days for these conditions utilizing an aggressive collaborative/integrated care paradigm
4. Continue community education campaign for stroke risk factors and warning sign

Existing Community Assets & Resources:

- American Heart Association
- Beaver County YMCA
- Heritage Valley Sewickley
- Sewickley Valley YMCA
- Churches and Community Organizations

RATIONALE FOR COMMUNITY HEALTH NEEDS NOT ADDRESSED

It is understood that in order to be the most effective and make the greatest impact, that not all community needs can be addressed at once. Heritage Valley Health System will continue to provide excellent quality of care and health literacy education to meet the wide array of health needs present among county residents. To allocate resources in an effort to impact the most pressing needs, the five key priority areas were identified.

It is important to emphasize the criteria-driven approach that went into the selection of the priority issues. While the seriousness of the issue and ability to impact were the primary criteria for the quantitative ratings, additional criteria were included in the group discussion. These included the availability of proven best practices and prevention strategies, existing expertise and resources around any particular issue, and the opportunity for collective community buy-in or support to rally around a health priority. As a result, Heritage Valley Health System and its partners are confident that the prioritization process was a systematic, democratic, and thorough course of action.

In total, nine key needs/themes were identified following the interpretation of the CHNA findings. A rationale for exclusion of the four issues not included in the final prioritized list of community needs is detailed below.

Behavioral Health: Heritage Valley Health System currently provides both inpatient and outpatient behavioral health services to the community in collaboration with the County and other local providers that specialize in specific community-based supports, such as housing, case management, family support, respite care ,etc. Resource constraints do not permit expansion of these efforts.

Drug and Alcohol Abuse: While Heritage Valley will continue to provide supportive services to the community, as appropriate, however other providers specialize in this care and are better suited to address the initiatives related to drug and alcohol abuse in the community.

Maternal Health: Heritage Valley has many successful programs related to prenatal and maternal health which will continue to be offered to the community.

Community Sustainability: Heritage Valley will continue to support environmental responsibility and will encourage safe neighborhoods; ; Heritage Valley does not have the resources or expertise needed to influence this need.

APPROVAL FROM GOVERNING BODY

The Heritage Valley Health System Board of Directors met on June 30, 2016 to review the findings of the CHNA and the recommended Implementation Strategy. The board voted to adopt the Implementation Strategy as outlined and provide the necessary resources and support to carry out the initiatives therein.