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HERITAGE VALLEY
HEALTH SYSTEM

Holleran Consulting

CHNA IMPLEMENTATION STRATEGY –

HERITAGE VALLEY BEAVER

BACKGROUND

Heritage Valley Health System (Heritage Valley) is an integrated delivery network providing comprehensive health care for residents of Southwestern Pennsylvania. In partnership with 4,000 employees and more than 450 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 14 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 Satisfaction

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 Beaver

Heritage Valley Beaver is a 361-bed acute care hospital located in Brighton Township, 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 Office on Aging
- Beaver County Tobacco Coalition
- Beaver County YMCA
- Borough of Sewickley
- Center for Hope
- Concordia Visiting Nurses
- Heritage Valley Beaver
- Heritage Valley Sewickley

- Highmark
- Housing Authority of Beaver County
- Laughlin Center
- Local Churches
- Local Employers
- National Alliance on Mental Illness
- Pennsylvania Department of Health
- Quaker Valley School District
- Rochester Area School District
- School Nurses
- Senior Groups
- Sewickley Valley YMCA
- Southwestern Pennsylvania Food Security Project
- The Prevention Network
- UPMC Health Plan
- Valley Care Association

THE CHNA PROCESS

A comprehensive CHNA was conducted and included a variety of quantitative and qualitative research components. These components included the following:

1. Secondary Data Profile
2. Statistical Household Survey
3. Focus Groups

ParenteBeard compiled a **Secondary Data Profile** using data from the Centers for Disease Control and Prevention: National Diabetes Surveillance System, Catholic Healthcare West: Community Needs Index (CNI), Pennsylvania Department of Health, Pennsylvania Department of Labor & Industry, Pennsylvania Uniform Crime Reporting System, Annie E. Casey Foundation: Kids Count Data Center, the Henry J. Kaiser Family Foundation, the Robert Wood Johnson Foundation: County Health Rankings System, U.S. Census Bureau, 2006-2010 American Community Survey, and the U.S. Census Bureau, 2010 Census. The information profiles the most recent year health indicators, census figures, household statistics, morbidity and mortality rates, education and economic measures for the county.

A **Statistical Household Survey** was completed with 403 adults. The survey aligns with the Behavioral Risk Factor Surveillance System study promoted by the Centers for Disease Control and Prevention (CDC). The survey assessed indicators such as general health status, prevention activities (screenings, etc.), and risky behaviors (tobacco use, etc.). The results were examined by a variety of demographic indicators including age and gender.

Holleran conducted four **Focus Groups** to better understand the trends and needs of Beaver and Allegheny Counties. Holleran analyzed the results of the findings to determine commonalities between geographic areas and uncover themes to aid Heritage Valley in addressing the identified barriers.

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.

The objectives for the day were outlined as follows:

- To provide an overview of recently compiled community health data and highlight key research findings;
- To initiate discussions around additional key health issues not represented in the CHNA;
- To prioritize the community health needs based on select criteria;
- To identify community assets and potential partners to assist in addressing needs; and
- To consider what role Heritage Valley can play in addressing community health priorities.

Through facilitated discussion, the participants developed a master list of community health needs derived from quantitative results of the CHNA study, the qualitative feedback garnered from focus groups, and the expert knowledge of the group participants. The final master list of needs for prioritization is below (in alphabetical order).

- Access to Primary Care
- Behavioral Health, including depression and social isolation
- Cardiovascular and Respiratory Health (combined to reflect similar risk factors/prevention)
- Community Sustainability, to include environmental health issues, safe neighborhoods
- Diabetes
- Drug and Alcohol Abuse
- Health Living including nutrition and physical inactivity
- Maternal health including prenatal care and healthy lifestyle
- Smoking

Attendees then engaged in a voting based on the following criteria:

- Scope of Issue
- Severity of Issue
- Ability to Impact Issue

The following table below outlines the final tallied voting results with the issues ranked from highest to lowest by score. Seriousness includes scope and severity.

Ranked Community Health Needs

Master List	Seriousness Rating (average)	Impact Rating (average)	Average Total Score
Diabetes	4.71	3.88	4.30
Healthy Living	4.71	3.82	4.27
Access to Primary Care	4.35	4.12	4.24
Smoking	4.41	3.92	4.17
Cardio/Respiratory Health	4.00	3.41	3.71
Behavioral Health	3.94	3.41	3.68
Drug & Alcohol Abuse	4.35	2.94	3.65
Maternal Health	3.47	3.53	3.50
Community Sustainability	3.12	2.53	2.83

Following facilitated discussion, the group came to consensus on the following top five priorities:

Key Community Health Issues

- Access to Primary Care
- Healthy Living
- Diabetes
- Smoking
- Cardiovascular/Respiratory Health

STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

Heritage Valley Beaver'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 Medical Neighborhoods
2. Study various primary care service delivery models
3. Align Heritage Valley ConvenientCare sites (retail clinics) with primary care practices
4. Participate in insurer-based initiatives to enhance primary care services and revise payment models
5. Utilize EMR (electronic medical record) to enhance collaborative relationships between primary care and specialists
6. Recruit and position appropriate numbers of primary care physicians and mid-level providers to meet the community need

Existing Community Assets & Resources:

- Heritage Valley Beaver
- 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. Establish and maintain a culture of health among employees and volunteers
3. Continue childhood obesity program (Club 5210)

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.
5. Increase the number of community health promotion events

Existing Community Assets & Resources:

- American Heart Association
- Beaver County YMCA
- Heritage Valley Beaver
- Highmark
- Local Churches
- 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. Create a diabetes registry
2. Link diabetes patients to a primary care physician
3. Utilize the diabetes registry to coordinate a collaborative care model for diabetes with primary care physicians
4. Offer a set of integrated educational and behavioral modification opportunities for diabetes patients
5. Increase the number of locations for Healthy Living with Diabetes classes
6. Increase the number of women identified with gestational diabetes
7. Establish a diabetes support group
8. Increase community awareness, education and screenings
9. Increase participants in diabetes education program and LifeSmart
10. Maintain American Diabetes Association recognition for Heritage Valley diabetes education programs

Existing Community Assets & Resources:

- American Diabetes Association
- Heritage Valley Beaver
- 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. Utilize community based smoking prevention programs

Existing Community Assets & Resources:

- Beaver County Tobacco Coalition
- Heritage Valley Beaver
- Highmark
- The Prevention Network
- 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. Gain JCAHO certification for Heritage Valley Beaver as a stroke center and maintain certification
5. Initiate a community education campaign for stroke risk factors and warning signs

Existing Community Assets & Resources:

- American Heart Association
- Beaver County YMCA
- Heritage Valley Beaver
- Sewickley Valley YMCA

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 27, 2013 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.