

# Implementation Strategy Plan 2022



**AHN FORBES**

**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 Forbes

Since 1978, Forbes Hospital has been providing quality care for the communities of eastern Allegheny, Armstrong, and Westmoreland counties. As the area has grown, so has AHN Forbes. A 349-bed facility with 15,000 inpatient admissions, 12,000 surgeries, and nearly 50,000 emergency department visits annually, AHN Forbes brings an advanced level of care to all patients.

AHN Forbes is the only full-service hospital in the eastern Pittsburgh suburbs, providing comprehensive services and specialists so patients can get the care they need right in their own community. AHN Forbes is a national leader in cancer, cardiovascular, neuroscience, transplant surgery, and orthopedic care. AHN Forbes believe that patients experience the best possible care when they are able to have all of their needs met in one place – in their own communities. The hospital provides a complete array of surgical, medical, rehabilitative, and emergency care. In addition, AHN Forbes offers a complete spectrum of specialty services such as cardiology, orthopedics, neurosurgery, oncology, stroke care, endocrinology, behavioral health, and obstetrics.

AHN Forbes has provided exceptional health care services to Monroeville and the eastern suburbs of Pittsburgh for more than 40 years. AHN Forbes is committed to excellence, innovation, and personalized 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.

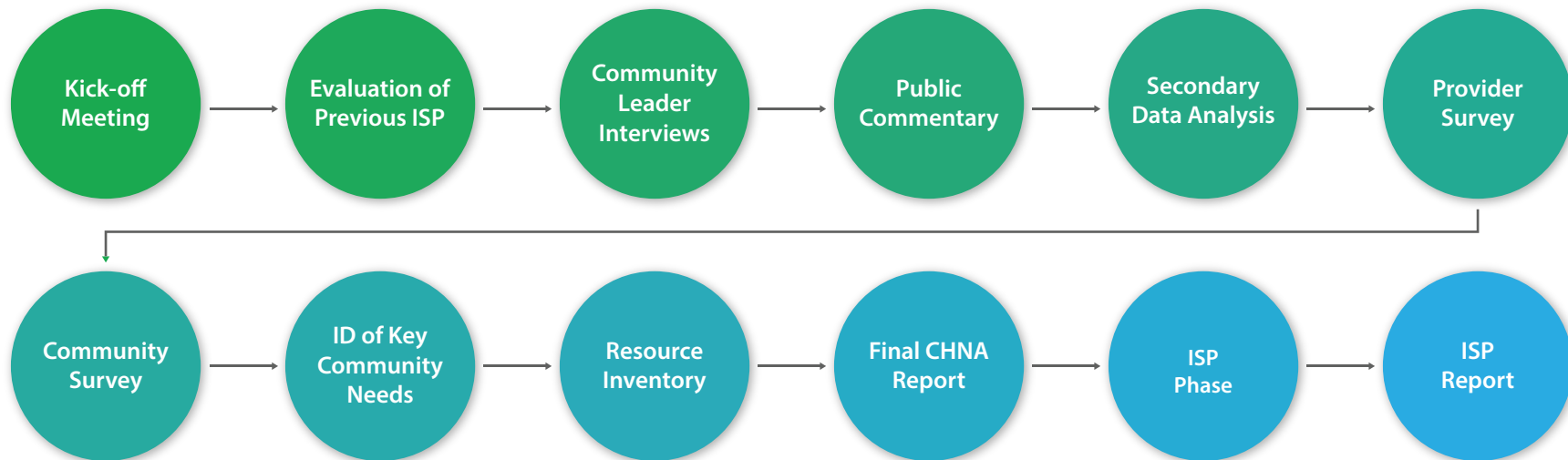


# Introduction

Serving the community since 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.

In 2022, AHN partnered together with Tripp Umbach to conduct a comprehensive community health needs assessment for AHN Forbes' service area. 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 Forbes will be addressing the needs over the next three years. All needs identified in the CHNA will be addressed by AHN Forbes.

## 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
<b>Forbes Hospital</b>	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.



## 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.





## Transportation

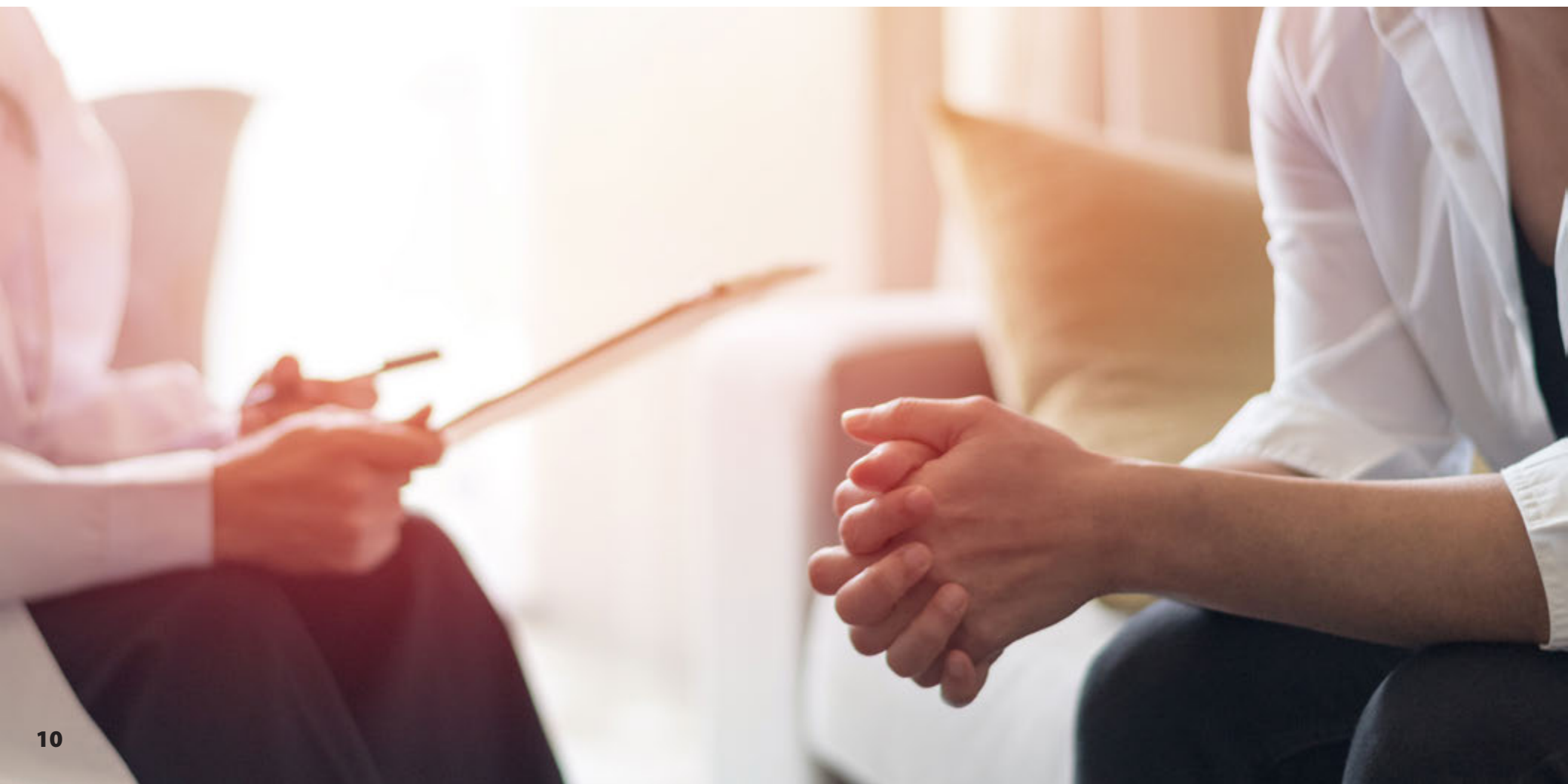
Access to health care services has a significant impact on health, including improved overall physical, social, and mental health status, prevention of disease and disability, and better quality of life. Transportation affects residents in rural and urban communities. Having adequate transportation is often a barrier to accessing services and can significantly affect the quality of people’s lives. The lack of vehicle access, cost, long distances, and lengthy times to reach needed services impact travel for residents.

SDOH: Transportation				
Goal: To transform transportation services for Forbes Hospital patients and families.				
Impact: (1) Increased transportation services and education on services (2) Improved transportation access to the Forbes campus and (3) Reduced in delay of discharges.				
Target Population	Strategies	Action Steps	Measure	Partners
Community residents	Improve access to transportation services for patients and families.	<ul style="list-style-type: none"> <li>Assess current transportation services.</li> <li>Educate primary care physicians (PCPs) and patients on transportation services.</li> <li>Conduct screening for Social Determinants of Health (SDOH) to determine transportation needs.</li> <li>Market transportation resources on social media outlets.</li> <li>Assess opportunity to work with local transportation provider for wheelchair discharges along with discharges to skilled nursing facilities.</li> <li>Collaborate with prehospital care services to utilize a centralized coordination center.</li> </ul>	<ul style="list-style-type: none"> <li>Reduced missed appointments due to inability to access transportation services.</li> <li>Reduced Emergency Department (ED) admissions due to inability to access transportation services for medical appointments.</li> <li>Number of riders on Heritage and Port Authority Transit bus lines.</li> <li>Number of participants in gas card program through Pressing On.</li> <li>EPIC - SDOH</li> </ul>	<ul style="list-style-type: none"> <li>Pressing On</li> </ul>



## B) Behavioral Health

Falling under the umbrella of behavioral health (BH), 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: Substance Use Disorder</b>				
<b>Goal: Increase knowledge and access to substance use disorder programs and services.</b>				
<b>Impact: (1) Increased awareness of treatment for overdose complications; and (2) increased services for overdose cases.</b>				
<b>Target Population</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Measure</b>	<b>Partners</b>
Community residents	Provide education to public about mental health issues and treatment options.	<ul style="list-style-type: none"> <li>Sponsor Mental Health First Aid train-the-trainer and community MHFA trainings to the public.</li> </ul>	<ul style="list-style-type: none"> <li>Number of events.</li> <li>Number of participants.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined.</li> </ul>
	Collaborate with Behavioral Health Consultants into primary care practices.	<ul style="list-style-type: none"> <li>Identify patients who may be in need of behavioral health support.</li> <li>Administer the PHQ-2 at every primary care visit and PHQ-9 for patients who screen positive on the PHQ-2.</li> <li>Offer consultation and treatment with the practice's BHC.</li> <li>Monitor PHQ-9 scores over time for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Number of patients referred to inpatient or outpatient facilities.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Develop and implement outpatient child and adolescent mental health services.	<ul style="list-style-type: none"> <li>Collaborate with Psychiatric and Behavioral Health Institute to develop strategies and funding to implement outpatient facility.</li> </ul>	<ul style="list-style-type: none"> <li>Number of patients referred to outpatient services.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Development of intensive outpatient center for behavioral health.	<ul style="list-style-type: none"> <li>Assess current mental health needs.</li> </ul>	<ul style="list-style-type: none"> <li>Number of patients referred to outpatient services.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Development of an enclosed BH Unit within the ED that is operated by behavioral health Staff.	<ul style="list-style-type: none"> <li>Assess current behavioral health needs within the Emergency Department.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in crisis response events.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</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: 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.				
Target Population	Strategies	Action Steps	Measure	Partners
General Population	To increase access to services in the ED for post overdose management.	<ul style="list-style-type: none"> <li>Re-assess ED pathway for initiation of Medication Assisted Therapy (MAT) and warm hand off programs</li> <li>Educate ED providers on substance use disorder MAT as an effective treatment for post overdose management.</li> <li>Re-assess warm hand-off to MAT treatment services.</li> </ul>	<ul style="list-style-type: none"> <li>Number of trainings for hospital staff.</li> <li>Number of patients screened for eligibility for MAT.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Strengthen partnership with Monroeville Recovery Center of America.	<ul style="list-style-type: none"> <li>Identify patients who may need support.</li> </ul>	<ul style="list-style-type: none"> <li>Number of referrals</li> <li>Warm hand-offs</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Continue collaboration with AHN Addiction Services.	<ul style="list-style-type: none"> <li>Identify patients who may need support.</li> </ul>	<ul style="list-style-type: none"> <li>Number of referrals</li> <li>Warm hand-offs</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Development of an enclosed BH Unit within the ED that is operated by behavioral health staff.	<ul style="list-style-type: none"> <li>Assess current Behavioral Health needs within the ED.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in crisis response events</li> <li>Number of individuals served</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</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: Diabetes</b>				
<b>Goal: To improve quality outcomes associated with diabetes.</b>				
<b>Impact: (1) Increased number of registered nurses (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.</b>				
<b>Target Population</b>	<b>Strategies</b>	<b>Action Steps</b>	<b>Measure</b>	<b>Partners</b>
General Population	Strengthen chronic disease specialty center in AHN Forbes.	<ul style="list-style-type: none"> <li>• Embed RN Navigators AHN Forbes.</li> <li>• Assess the development diabetes transition of care models.</li> <li>• Assess the development of inpatient care pathways.</li> <li>• Educate PCPs and patients on diabetes management.</li> <li>• Promote lifestyle change interventions and intensive case management to reduce risk of diabetes and cardiovascular disease in high-risk individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of RN Navigators.</li> <li>• A1C levels for target population</li> <li>• Number of individuals served by RN Navigators.</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>
Diabetic patients and families	Strengthen partnership with Primary Care Redesign.	<ul style="list-style-type: none"> <li>• Receive quarterly data summary of practice and region performance on diabetes measures.</li> <li>• Provide workflow redesign support for diabetes quality improvement (QI) efforts initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance on diabetes measures.</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>

## Chronic Diseases: Heart Disease

**Goal: Improve quality outcomes associated with heart disease.**

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

Target Population	Strategies	Action Steps	Measure	Partners
General Population	Strengthen chronic disease specialty center at AHN Forbes.	<ul style="list-style-type: none"> <li>Embed RN Navigators at AHN Forbes Hospital.</li> <li>Assess transition of care models.</li> <li>Assess inpatient care pathways.</li> <li>Educate PCPs and patients on heart disease management.</li> <li>Educate patients.</li> </ul>	<ul style="list-style-type: none"> <li>Number of RN navigators embedded throughout the hospital.</li> <li>Development of chronic disease care model.</li> <li>Number of individuals served by RN Navigator.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Provide access to Healthy Foods Center at AHN Forbes.	<ul style="list-style-type: none"> <li>Access to nutritional food based on individual's needs.</li> <li>Educate food center recipients on healthy eating and living lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Number of individuals served at Healthy Food Center.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>

## Chronic Diseases: Chronic Obstructive Pulmonary Diseases (COPD)

**Goal: Transform pulmonary care for Forbes Hospital patients.**

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

Target Population	Strategies	Action Steps	Measure	Partners
General Population	Strengthen chronic disease specialty center at AHN Forbes.	<ul style="list-style-type: none"> <li>Embed RN Navigators at AHN Forbes Hospital.</li> <li>Assess transition of care models.</li> <li>Assess inpatient care pathways.</li> <li>Educate PCPs and patients on heart disease management.</li> <li>Educate patients.</li> </ul>	<ul style="list-style-type: none"> <li>Number of RN navigators embedded throughout the hospital.</li> <li>Development of chronic disease care model.</li> <li>Number of individuals served by RN Navigator.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Provide access to Healthy Foods Center at AHN Forbes.	<ul style="list-style-type: none"> <li>Access to nutritional food based on individual's needs.</li> <li>Educate food center recipients on healthy eating and living lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Number of individuals served at Healthy Food Center.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</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.





## Health Equity: Diversity, Equity, and Inclusion (DEI)

**Goal: To increase the number of providers that can 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.**

Target Population	Strategies	Action Steps	Measure	Partners
	Train staff on basic cultural competency module.	<ul style="list-style-type: none"> <li>Establish guidelines for implementation, using the Healthcare Equality Index as a metric.</li> <li>Share model with other AHN hospitals.</li> <li>Collaborate with Forbes (DEI) committee</li> </ul>	<ul style="list-style-type: none"> <li>Pre- and post-training assessments.</li> <li>Use Healthcare Equality Index.</li> <li>Training provided to staff</li> <li>Number of staff participants in DEI projects/events</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
	Modify care delivery model to be more affirming and welcoming to LGBTQ+ patients.	<ul style="list-style-type: none"> <li>Evaluate and modify policies and procedures, using established best practices and patient advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Use Healthcare Equality Index.</li> <li>EPIC-SDOH</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>



## E) Conclusion

AHN Forbes 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 Forbes 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 Forbes 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 Forbes 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 Forbes communities will be addressed.



**AHN Forbes Hospital**

**2570 Haymaker Road  
Monroeville, PA 15146**

