

COMMUNITY HEALTH NEEDS ASSESSMENT

2014-2016

IMPLEMENTATION PLAN



THE CHESTER COUNTY
HOSPITAL *and Health System*



COMMUNITY HEALTH NEEDS ASSESSMENT

Implementation Plan

BUILDING UPON THE CHESTER COUNTY HOSPITAL AND HEALTH SYSTEM'S (TCCHHS) LONGSTANDING MISSION TO IMPROVE THE HEALTH OF THE COMMUNITY,

TCCHHS co-chaired **RoadMAPP to Health: A Comprehensive Health Needs Assessment (CHNA)** for Chester County. Between 2011 and 2013, 36 organizations representing hospitals, health centers, social service agencies, safety-net providers, faith-based organizations and funding agencies met monthly to complete a broad health assessment for Chester County.

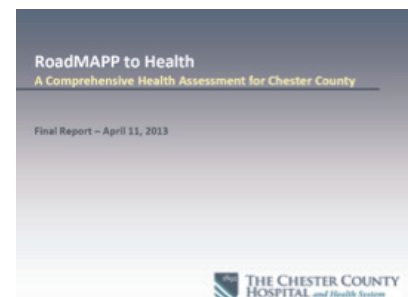
The Committee adopted the **Mobilizing for Action through Planning and Partnerships** (MAPP) process to guide the assessment. MAPP was developed by the National Association of County and City Health Officials and the Centers for Disease Control and Prevention (CDC), and it is considered the *gold standard* for comprehensive health assessments. The MAPP process utilizes four separate assessments—Health Status, Public Health System, Forces of Change and Community Engagement—to guide the development of a Community Health Improvement Plan or “Implementation Plan.”

A draft of the health assessment was presented publicly on February 1, 2013 to more than 100 members of the community and representatives from participating organizations; the final report was issued in April 2013. The assessment now serves as a framework and guide for community-based organizations and agencies to develop their own implementation plans and new groups have formed to work collaboratively across disciplines to address and coordinate their efforts to improve the health of the community.

Internally, the health assessment was presented to the Long Range Planning Committee of the Health System Board of Directors on March 5, 2013 and then presented to an internal audience on March 15, 2013.

Based on the health assessment findings and consistent with The Chester County Hospital and Health System's Mission, a detailed **Implementation Plan** was developed that identifies the specific steps that TCCHHS will take and the level of resources committed to maintain and improve the health of the community. Chester County is already the healthiest community among Pennsylvania's 67 counties*, and many initiatives have been designed to maintain this status while addressing new and emerging health needs in Health System's service area. The final Implementation Plan was reviewed by the Long Range Planning Committee of the Board and recommended for approval by the Board of Directors at their meeting on June 25, 2013.

RoadMAPP to Health Vision:
TO BECOME A COMMUNITY WHERE
PARTNERS ASSURE CONDITIONS
IN WHICH INDIVIDUALS CAN BE
HEALTHY AND WHERE INDIVIDUALS
ARE EMPOWERED TO MANAGE
THEIR OWN HEALTH.



The health assessment and implementation plan are available on our website at ChesterCountyHospital.org or you may request a printed copy by emailing us at thehealthnetwork@cchosp.com or calling 610.738.2300.

The Chester County Hospital and Health System wishes to thank the many organizations and individuals that participated in **RoadMAPP to Health** process and who continue to dedicate themselves to creating one of the healthiest counties in Pennsylvania and the United States.

**Source: The University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation's 2013 County Health Rankings study.*

STRATEGIC QUESTIONS

At the conclusion of the Community Health Needs Assessment, the Committee identified five strategic questions that it wished to address as a community.

- 1) How can the community expand the concept of cultural competence to ensure access and use of services, including early prenatal care and health screenings?
- 2) How can the community partner to provide a seamless, highly coordinated network of services that address an individual's physical and behavioral health issues?
- 3) How can the community increase awareness of and education about health and social services to help them meet their basic needs?
- 4) How can the community encourage and support individuals to take action in their own health management and well-being, including prevention?
- 5) How can community leaders help create supportive environments to ensure the health and safety of their communities?

PRIORITIZED FINDINGS

TCCHHS reviewed the CHNA and the strategic questions and prioritized the many findings based on the following criteria:

Size of the population affected	How can we best deploy our resources to improve the lives of many people?
Ability to improve the numbers	Where are the opportunities to improve the community's health sooner rather than later?
Long-term impact	How can we best make a lasting impact to dramatically enhance health and lives over a long period of time?
Within our control	To what extent is TCCHHS in a position to take action directly and to make immediate improvements?
Building on success	How can we best leverage our current infrastructure, skills, resources and efficiencies to meet the community's need?
Existing collaborative groups	Are there groups already working in these areas that have the right team and structure to address the need?

IMPLEMENTATION PLAN

KEY FINDING #1:

Pregnant Hispanic and African American women seek prenatal care later in their pregnancies compared to Caucasian women. As a result, the percentage of African American babies born in Chester County with low birth weight is significantly higher compared to white and Hispanic babies. Further, infant mortality rates in Chester County are also significantly higher for black infants (13.62 per 1000) than all other races/ethnicities tracked (3.99 overall).

- The Chester County Hospital (TCHH) will ensure that its Prenatal Center's operating expense budget of \$392,600 is fully funded for FY2014, which includes a sizable annual Hospital subsidy to cover revenue shortfalls.
- The Prenatal Center will seek to expand access to its services by achieving budgeted visits and births for FY2014.
- TCHH will maintain Prenatal Center hours and services in Kennett Square, PA—a community with a largely Latino population—to ensure easy access to prenatal care and to reduce the barriers posed by transportation difficulties in the county.
- The Prenatal Center will strive to exceed the Healthy People 2020 goals.
 - Exceed the Healthy People 2020 Goal of 7.8% for the percentage of low birth weight babies in the Prenatal Center (a lower rate is better). FY2013 Baseline through March 2013 = 5.7%.
 - Exceed the Healthy People 2020 Goal of 81.9% for the percentage of Prenatal Center mothers who are breastfeeding at six weeks post-partum (a higher rate is better). FY2013 Baseline through March 2013 = 94.8%.
- The Prenatal Center will partner with similar organizations providing prenatal services, such as La Comunidad Hispana and ChesPenn Health Services, to share best practices in prenatal care and to adopt protocols that ensure efficient and seamless transitions in care for those patients that move between the programs.
- TCHHHS will co-Chair a taskforce to investigate and to better understand the specific cultural, community and health care barriers to accessing prenatal care in the African American community. Taskforce members will include representatives from the provider community (hospitals, physicians and clinics), faith-based organizations, community leadership, funding agencies, and social service organizations.
 - By December 2013, the taskforce will create and begin to implement a plan to address and ultimately improve access to and utilization of prenatal care in the first trimester.

2010 Baseline: 57% of African American women seek care in the first trimester

2016 Goal: 10% improvement to 62.7%

2010 Baseline: low birth weight among African American babies is 13.9%

2016 Goal: 10% improvement to 12.5%

2010 Baseline: African American infant mortality of 13.62 per 1000 births

2016 Goal: 10% improvement to 12.26 per 1000 births

KEY FINDING #2:

More than one in 10 residents (11.4%) in Chester County speak a language other than English at home. Based on input from the Hispanic community, the health care and social service system across the county has too few Spanish-speaking health care providers and translators. Consequently, there is a perceived lack of sufficient explanation of health issues, care and treatment options.

- TCCHHS will continue to offer a culturally-sensitive and certified on-site interpreter service for the population of Spanish-speaking residents and patients in the service area with the goal of reducing potential barriers to care, improving health literacy, and increasing both patient satisfaction and patient compliance.
 - In FY2014, TCCHHS will provide financial support to this program, including language line expenses, of \$157,000.
 - All Hospital-based interpreters will be formally certified by the Certification Commission for Healthcare Interpreters by April 2015. (To-date, two interpreters have been certified.)
- TCCHHS will provide financial funding for a primary care practice in Kennett Square, PA—Kennett Primary Care—that serves a predominantly Latino population. This practice, with board certified family practice physicians and a bi-lingual staff, offers excellent primary and preventive care and easy access for the local community.
- TCCHHS will design and launch a new section on the ChesterCountyHospital.org website to welcome Spanish-speaking patients and explain the programs and services available at TCCHHS.
 - Webpages to be launched by June 2014.
- The Joint Commission, the national accrediting body for hospitals, has published standards on “Advancing Effective Communication, Cultural Competence, and Patient and Family-Centered Care.”
 - TCCHHS will review these standards, conduct a gap analysis by June 2013, and implement steps in FY2014 to comply with any new Joint Commission requirements.
 - This initiative also addresses Strategic Question #1 on cultural competence.

KEY FINDING #3:

Cancer incidence rates for melanomas, breast cancer and prostate cancer are statistically higher in Chester County than in Pennsylvania. Cancer experts in the county believe that the higher rates are due, in part, to aggressive screening programs that detect cancers in their earlier and more treatable stages.

- Consistent with accreditation requirements of the Commission on Cancer and the National Accreditation Program for Breast Centers, TCCHHS will offer from FY2014 through FY2016:
 - Free breast cancer screenings programs in conjunction with the Linda Creed Foundation
 - Educational programs focused on skin safety and the importance of dermatological exams
 - Educational information regarding prostate cancer and treatment options
- TCCHHS will partner with community organizations to increase screening program participation for underserved, uninsured and low-income populations.

KEY FINDING #4:

While the percentage of overweight adults in Chester County is lower than the statewide average (56% vs. 64%), the rate remains high. Organizations across the county need to continue efforts to encourage and support individuals to take action in their own health management and well-being, including prevention.

- TCHHS approaches community-based wellness and education programs across a wide spectrum of health needs in order to maintain Chester County's ranking as the healthiest county in Pennsylvania. TCHHS commits to providing appropriate and culturally-sensitive educational outreach including health screenings and programs addressing healthy lifestyles to at-risk populations using existing and new community partnerships (e.g. Activate Chester County/West Chester, faith-based communities and other identified community-based groups).
- TCHHS has an operating expense budget for Community Health and Wellness Programs that is projected to be \$392,198 in FY2014 including 3.40 full-time equivalent (FTE) employees.
- To further expand its on broad network of community providers, TCHHS will establish partnerships with at least four (4) faith-based communities and/or organizations annually.
- TCHHS will provide educational outreach aimed at early detection and reduction of modifiable chronic disease risk factors in areas of cancer prevention, cardiovascular health, diabetes, smoking cessation and weight management. *TCHHS will strive to offer 400 such programs in FY2014 reaching approximately 9,000 members of the community.*
- Neighborhood Health, a subsidiary of TCHHS, will continue to partner with community-based organizations to offer monthly health education programs to the community with topics including fall prevention, high blood pressure, nutrition, stroke and dental care. Topic selection and new programs will be tailored to meet the specific audience and the needs of the community.
- In FY2012, NHA offered programs to 12,626 community members at 39 partner sites including senior centers, nursing homes, assisted living centers, YMCAs and food cupboards.

KEY FINDING #5:

Based on a community-wide survey, respondents rated “substance abuse” and “mental health problems” as the top two greatest health problems facing the community. In addition, alcohol abuse, drug abuse and obesity were rated at the top three riskiest behaviors.

- This finding will not be directly and solely addressed by TCHHS. The County of Chester is taking the lead on reviewing and strengthening the network of mental health services across the county. TCHHS' Chief Executive Officer will continue to actively participate in and champion these efforts to expand access to comprehensive mental health and substance abuse services.
- Internally, TCHHS will evaluate developing an inpatient psychiatric consulting service for its patients. This evaluation will analyze the prevalence of mental health and substance abuse co-morbidities among TCHH inpatients, and propose a model for review and possible implementation by FY2015.

KEY FINDING #6:

Alcohol use among high school students remains high with 50% of 12th graders reporting using alcohol in the past 30 days; 33% of 10th graders; and 22% of 8th graders.

- This finding will not be directly and solely addressed by TCHHS. Many organizations and agencies across the county continue to work on educational models and innovative programs to reduce alcohol use among children. TCHHS will participate in and support a collaborative approach to reducing these statistics.

KEY FINDING #7:

The community would benefit from a centralized repository of all available health and social services that is easily accessible and well publicized.

- As a result of the CHNA, a task force is being formed to develop a comprehensive and coordinated inventory of health and social services available to Chester County residents. TCHHS will participate in and support this effort by ensuring that all of its services and locations are listed for the repository when requested.
- TCHHS is also participating in the United Way's 2-1-1 SEPA initiative and the County's ReferWEB to inventory health and human services programs across the five counties in Southeastern Pennsylvania. TCHHS will ensure that all information is updated on a regular basis.

IMPLEMENTATION AND MONITORING RESPONSIBILITY

Within The Chester County Hospital and Health System, the Senior Vice President for Strategic Planning and Marketing along with Director of Community Health and Wellness will have primary responsibility for monitoring and tracking the Implementation Plan. Those individuals will keep the Board of Directors informed through the Long Range Planning Committee of the Board. An annual report will be published and provided to the Board of Directors and made available on ChesterCountyHospital.org.