

UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM

**THE CHESTER COUNTY HOSPITAL
BOARD OF DIRECTORS**

*Resolution to Approve The Chester County Hospital's
Community Health Needs Assessment Implementation Strategy Written Plan*

INTENTION:

The Chester County Hospital (“TCCH”) is a licensed acute care hospital and a component of The Chester County Hospital and Health System (“TCCHHS”) and of the University of Pennsylvania Health System (“UPHS”) and Penn Medicine, the latter of which are operating divisions of The Trustees of the University of Pennsylvania. As a not-for-profit 501(c)(3) hospital, TCCH is committed to identifying, prioritizing and serving the health needs of the community it serves. In fulfillment of the Patient Protection and Affordable Care Act, TCCH performed a Community Health Needs Assessment (“CHNA”) under the auspices of UPHS and prepared a written CHNA implementation strategy (“CHIP”). The purpose of the CHNA is to identify and assess the health needs of, and take into account input from people who represent the broad interests of the community served by TCCH.

The CHIP for Fiscal Year 2016 sets forth TCCH’s assessment and implementation strategies. The TCCH Board of Directors has reviewed the CHIP for Fiscal Year 2016 as presented and as attached as Exhibit A.

ACCORDINGLY, IT IS HEREBY

RESOLVED, that the CHNA Implementation Plan for Fiscal Year 2016 as described in the foregoing Intention is hereby approved.

FURTHER RESOLVED, that the proper officers of TCCH be, and each of them hereby is, authorized to execute and deliver such additional documents, and to take such additional actions as may be necessary or desirable in the opinion of the individual so acting, to effectuate the intent of the foregoing resolution.

Michael J. Duncan
March 28, 2017

Community Health Needs Assessment (CHNA)

Implementation Strategy

Penn Medicine Chester County Hospital
701 East Marshall Street, West Chester, PA 19380
FY 2016

I. General Information

Contact Person: Michael J. Duncan, President and Chief Executive Officer, Chester County Hospital

Date of Written Plan: March 13, 2017

Date Written Plan Was Adopted by Organization's Authorized Governing Body: March 28, 2017

Date Written Plan Was Required to Be Adopted: November 15, 2016

Date Written Plan Posted to Website: March 29, 2017

Authorizing Governing Body that Adopted the Written Plan: Penn Medicine Chester County Hospital and System Board

Was Written Plan Adopted by Authorized Governing Body on or before the 15th day of the fifth month after the End of Tax Year in Which CHNA was Made Available to the Public? No

Date Written Plan Was Made Widely Available: March 29, 2017

Date Facility's Prior Written Plan Was Adopted by Organization's Governing Body: June 25, 2013

Name and EIN of Hospital Organization Operating Hospital Facility:

Chester County Hospital, EIN: 23-0469150

Address of Hospital Organization: 701 East Marshall Street, West Chester, PA 19380

II. List of Community Health Needs Identified in Written Report

Below is a list of summarized and prioritized key findings of Community Health Needs as identified in CHNA written report:

- 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 higher for black infants (13.62 per 1000) than all other races/ethnicities tracked (3.99 overall).

- Key Finding #2: More than one in ten 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.
- 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, but organization wish to continue their efforts to educate the public on actions that they can take to reduce their long-term risk of cancer.
- 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.
- 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.
- 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.
- 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.

Upon the reflection by the Partnership on the updated Community Health Assessment data and the progress made since the original plan, it became evident that the original five priority areas for health improvement did not need to change, but needed to be streamlined. The five original priorities have been streamlined into three:

- Wellness and Disease Prevention
- Coordinated Behavioral & Physical Health
- Social, Environmental & Economic Factors

The remaining two are now considered “connecting threads” between the other two:

- Cultural Competence & Health Equity
- Awareness of Community Resources

III. List of Collaborating Organizations

Penn Medicine Chester County Hospital has established partnerships with the following Facilities or Organizations:

Chester County Facilities & Parks	Community Care Behavioral Health	Oxford Neighborhood Services Center
Chester County Department of MH/IDD	Crime Victims' Center of Chester County	Pam Bryer Consulting
Chester County Human Resources	Domestic Violence Center of Chester County	Path Forward Foundation
Chester County Intermediate Unit	Growing Healthy Families, Inc.	Philadelphia Freedom Valley YMCA
Chester County Juvenile Probation	Horizon House	Planned Parenthood Southeastern PA
Chester County Planning Commission	Jennersville Regional Hospital	The Institute for Behavior Change
Chester County Youth Center	Main Line Health	Transformation Initiative
Child and Family Focus	Med Center 100	Visiting Nurse Assn of Pottstown & Vicinity
The COAD Group	MLK Community Development Corporation	Volunteer English Program
Coatesville Center for Community Health	Neighbors in Action/Kennett Senior Center	West Chester Area School District
		West Chester Area Senior Center

Penn Medicine Chester County Hospital (PMCCH) has a proud legacy and a longstanding mission to improve the health of the community. Building on this past, in 2011 we entered into partnership with 36 organizations directly involved in the health, safety and well-being of Chester County residents, and co-chaired the **RoadMAPP to Health: A Comprehensive Health Needs Assessment (CHNA)** 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 utilized four separate assessments - Health Status, Public Health System, Forces of Change and Community Engagement -- to guide the ultimate development of a Community Health Improvement Plan (CHIP) for 2014-2019. The purpose of the Road MAPP CHNA and the CHIP is to serve as a framework and guide for community-based organizations and agencies throughout Chester County, including PMCCH, to develop their own implementation plans and form new groups to work collaboratively across disciplines to address and coordinate their efforts to improve the health of the community.

PMCCH has continued to be a partner in the Mobilizing for Action through Planning and Partnership (MAPP) model as the foundation for this health improvement initiative and has participated in reflecting and adapting the overall process to assure the evolving needs of the partnership are met. The 2017 - 2020 RoadMAPP to Health for Chester County CHNA demonstrate movement towards a less prescriptive, and more inclusive strategy. PMCCH's CHNA has been developed utilizing data collected and presented in the county's RoadMAPP to Health document, and our CHIP is directed towards those identified needs that are in alignment with our mission and our level of available resources. The CHNA and the CHIP specific to PMCCH are posted on our website at chestercountyhospital.org or a copy may be requested by emailing the request to cch@uphs.upenn.edu or by calling 610-738-2300.

PMCCH has updated the original detailed Implementation Plan which will address the steps we plan to take and the level of resources committed to maintain and improve the health of the community. Chester County is by many measures already a healthy county, and many initiatives are designed to maintain this status while addressing new and emerging health needs in the Hospital's service area.

Penn Medicine Chester County Hospital wishes to thank the many partners and individuals that continue to participate in the RoadMAPP to Health process, and who continue to dedicate themselves to creating one of the healthiest counties in Pennsylvania and the United States.

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 individual 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

PMCCH 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 PMCCH 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 AND MONITORING RESPONSIBILITY

Within Penn Medicine Chester County Hospital, the Senior Vice President for Strategic Planning and Marketing along with the 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.

IV. Health Needs Planned to Be Addressed by Penn Medicine Chester County Hospital

Next to each finding from the CHNA is listed the priority area to which it best relates and can be considered contributory to the overall effort to improve the health of the community. Note that the original five priority areas listed below have not changed. They include:

1. *Cultural Competence and Health Equity*
2. *Awareness of Community Resources*
3. Wellness and Disease Prevention
4. Coordinated Behavioral and Physical Health
5. Social, environmental & Economic Factors

What has changed is that they have been streamlined into the three priority areas listed below. Numbers one and two above are considered connecting threads between the other three:

1. Wellness & Disease Prevention
2. Coordinated Behavioral and Physical Health
3. Social, Environmental & Economic Factors.

Key Finding #1: (Addressing Priority Area - Social, Environmental, & Economic Factors)

Pregnant Hispanic and African American women seek prenatal care later in their pregnancies compared to Caucasian women. As a result, Black women in Chester County have double the percentage of low birth weight babies compared to White and Hispanic women. Further, the infant mortality rate for babies born to Black mothers is nearly three times that for Hispanic or White mothers.

- PMCCH will fully fund the Prenatal Clinic’s annual budget of \$470,786 with annual increases necessary to assure excellent patient care and staff retention.
- Prenatal patients seen in PMCCH’s Prenatal Clinic who meet charity care guidelines will continue to be provided free care for all services required during their pregnancy regardless of whether or not they live in Chester County. PMCCH will continue to cover this revenue shortfall to assure prenatal care to our county’s most vulnerable women.
- Eligible patients in the Prenatal Clinic will be assisted in applying for Medical Assistance.
- To ensure easy access to care and reduce the barrier of transportation, the Prenatal Clinic will continue to provide services one day a week in Kennett Square.
- PMCCH will maintain their agreement with ChesPenn Health Center in Coatesville, PA. This is a federally qualified health center (FQHC) that provides health and social services to medically underserved individuals and families. We will continue to provide a nurse practitioner to enhance prenatal care services at this site. PMCCH accepts the transfer of ChesPenn Health Center patients at 32 weeks gestation if high risk, and at 36 weeks gestation or sooner as is appropriate, and accepts patient calls and/or triage calls of all Health Center patients at times a physician is not present at the Health Center including off-hours.
- The Prenatal Clinic will strive to be less than the Healthy People 2020 goal of not more than 7.8% low birth weight infants (average is 4.5% - 5.0% - lower being better)
- The Prenatal Clinic will strive to meet or exceed the Healthy People 2020 goal of 81.9% of mothers who are breastfeeding at six weeks post-partum. (average is 90% or greater)
- PMCCH will successfully achieve the designation as a “Baby-Friendly” hospital.

- PMCCH will participate in the taskforce chaired by Chester County Health Department to address the needs of African American women seeking prenatal care.
- PMCCH will continue to lead the Chester County Maternal Child Symposium which provides a forum for multiple county agencies to gather and address issues of perinatal mood disorders and other related issues of women.
- The Prenatal Clinic will evaluate the implementation of a hunger insecurity screening in an effort to uncover the need for access to adequate nutrition. This will be a cooperative effort with the Chester County Food Bank.
- The Prenatal Clinic will continue to maintain a strong network of communication with other services such as LaComunidad Hispana and ChesPenn Health Center to assure efficient and seamless transitions of care among patients that may move between these programs.
- To avoid complications of diabetes or gestational diabetes during pregnancy, prenatal clinic patients who lack health insurance will continue to be provided with glucose meters and testing supplies at no charge to promote a healthy pregnancy.

Key Finding #2: (Addressing Priority Area - Social, Environmental, & Economic Factors)

Up from 11.4% in the initial CHNA, 12.1% of Chester County residents speak a language other than English at home. Based on input from the Hispanic community, the health care and the social service system across the country 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.

- In FY2017 PMCCH will provide financial support for interpreters and language line expenses totaling over \$115,000.
- Penn Family Medicine of New Garden continues to serve this primarily Spanish speaking population with board certified physicians and a bilingual staff.
- Way finding signage to assist Spanish speaking patients will be developed to keep up with hospital expansion efforts.
- Ongoing commitment will be given to translate important forms, documents, educational literature and videos for patients who only understand Spanish as their primary language. Where appropriate, documents in Spanish are posted on the hospital website as an alternative to English.
- A bilingual dietitian will continue to provide diabetes education to all patients in the outpatient diabetes department whose primary language is Spanish. This includes those seen in the prenatal clinic as a measure to increase compliance with diabetes management regimens and promote positive birth outcomes.

- PMCCH will meet or exceed the Joint Commission standards described in “Advancing Effective Communication, Cultural Competence and Patient and Family-Centered Care”.
 - A Patient-Family Advisory Council will meet on a regular basis.
- 100% of hospital interpreters will complete a Profluent and ACTFL speaking test and a 40-hour training program before providing interpreter services to our patients. A language line capable of interpreting for 74 languages is maintained at all times for healthcare interpreter needs.

Key Finding #3: (Addressing Priority Area - Wellness and Disease Prevention)

The breast cancer rates for Chester County are higher than the rates for Pennsylvania (131 per 100,000 lives for 2010-2012). In 2015, 48% of Chester County women reported not having a Pap smear test during the past year, the same percentage of respondents throughout southeastern Pennsylvania.

- In FY2017 through FY2019, Chester County Hospital (CCH) will partner with community organizations to increase screening program participation by offering:
 - Free breast cancer screenings in collaboration with the Linda Creed Foundation and the Pennsylvania Healthy Woman program
 - Free gynecologic cancer screenings in collaboration with the Pennsylvania Healthy Woman program
- As African Americans have higher mortality rates from many cancers (breast, lung, colon and rectal and prostate) than Whites, outreach education on screenings and preventive health practices will continue to be extended to faith based organizations and community groups serving this population.
- On-going outreach efforts with workers in the Mushroom Farms in Southern Chester County will continue to provide important cancer screening and preventive health to the Hispanic population.
- PMCCH will continue to subsidize a 7-week tobacco cessation program and offer reduced cost nicotine replacement for individuals ready to quit.
- Melanoma incidence rates continue to be higher in Chester County than in Pennsylvania. Outreach education will include sun safety tips and melanoma detection.

Key Finding #4: (Addressing Priority Areas - Wellness and Disease Prevention and - Social, Environmental, & Economic Factors)

While the percentage of overweight adults in Chester County is lower than the statewide average (57% vs 65%), the rate remains high and slowly increasing. Related to this, County residents who do not exercise regularly increased to 46% compared to 35% in 2010. Organizations across the country need to continue efforts to encourage and support individual to take action in their own health management and well-being, including prevention.

- PMCCH commits to maintaining an operating expense budget of \$380,677 for Community Health and Wellness Programs offered by the hospital to the community.
- Achievement of a healthy body weight is central to prevention and management of many chronic disease states including cancer, heart disease and diabetes. To address this concern PMCCH will:
 - Offer the 8-week weight management program (Weight Matters) class at least 3 times a year on campus to the general community, and more in corporate sites as scheduled.
 - Develop a partnership with Community Volunteers in Medicine (CVIM) to provide the weight management program at a reduced cost for their patients. CVIM is a primary care clinic that provides primary medical and dental care and health education to people who live or work in Chester County who lack access to insurance.
 - Provide monthly support (Struggles and Solutions) for individuals in need of assistance with lifestyle change.
 - Conduct at least one National Diabetes Prevention Program (year-long CDC program).
 - Continue to offer monthly programs on reversing pre-diabetes in English.
 - Provide programs on reversing pre-diabetes at CVIM in both English and Spanish for their patients.
 - Utilize social media to provide community education and encouragement on weight management and other preventive health topics.
 - Offer programs on plant-based nutrition to promote prevention of many chronic disease states, and weight management.
 - Conduct Supermarket Tours to provide consumer education on product selection.
- We commit to maintaining our active ongoing participation with the Activate Chester County initiative to encourage physical activity and healthy living practices.
- As a large employer in the county, we will maintain our Employee Wellness Committee to encourage weight management and other preventive health concerns. We will continue to work with PMCCH's Occupational Health Center (OHC) which provides health and wellness services to Chester County companies.
- Lifecycle education remains a focus of community outreach. This will include the ongoing provision of:
 - School-aged child education on topics of nutrition, health and wellness through organized school wellness days and special events.
 - Childbirth Education Classes that include education on prepared childbirth, newborn care, breastfeeding, pumping upon return to work, and sibling education.
 - Senior Outreach conducted by Neighborhood Health Agency's (NHA) Senior HealthLink Program. This subsidiary will continue to meet or exceed the 7,447 contacts with seniors in FY16 offered through extensive outreach to Chester County seniors in areas of

blood pressure screenings, educational programs, immunizations, support for various chronic conditions etc.

- Continue providing educational topics appropriate for seniors through the PMCCH's Senior Supper Club.

- Death from heart disease remains the most common cause of death in Chester County. PMCCH is committed to saving lives by maintaining the high standards of the Chest Pain Center. As part of this process extensive outreach education will continue to be conducted to educate the general public on how to access the 9-1-1 system in an emergency and how to conduct Hands-Only CPR.

Key Finding #5: (Addressing Priority Area - Coordinated Behavioral and Physical Health)

Based on an earlier community-wide survey, respondents rated "substance abuse" and "mental health problems" as the top two greatest health problems facing the community. This is substantiated by data indicating alcohol abuse, substance/prescription drug abuse (opioids in particular) and obesity continue to be rated as the top risky behaviors. The percentage of binge drinking of Chester County 12th graders is higher (25.9%) than the state (21.8%) and national (22.1%) averages.

- PMCCH will continue to develop, maintain and enforce policies surrounding safe administration of controlled substances, therapeutic substitutions and administration of Methadone.
- Continuing medical education has been and will continue to be provided to the Medical Staff on how and under what circumstances to query the relatively new State Prescription Drug Monitoring Program.
- PMCCH Emergency Department is committed to compliance with the opioid policy also used by the other Chester County emergency departments. We will continue to participate in the Chester Drug Task Force.
- Community education will reinforce safe medication disposal and the promotion of locations for drug drop-off sites.
- Though alcohol abuse among teens is not a specific initiative of PMCCH, we will participate in and support collaborative efforts of Community That Cares (CTC) and others to reduce these statistics.
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V. Health Needs Not Being Addressed in Implementation Plan

Listed below are needs identified in the CHNA written report that are not being specifically addressed in the CHIP with a specific plan. These issues are either being adequately addressed by others in the partnership and in the county, or are outside of our available resources or current level of activity. These areas include:

- Behavioral Health - Substance Abuse and Mental Health
- Alcohol Use
- Melanoma Cancer Rates
- Crime Offenses

PMCCH has established lasting partnerships with over 36 organizations and is committed to improving the health of its residents; therefore, will collaborate with existing organizations as seen fit to help promote and support their services that address these, and other areas of identified need.