



WGH COMMUNITY HEALTH NEEDS ASSESSMENT  
IMPLEMENTATION PLAN  
FISCAL YEAR 2019-2022

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## Introduction

The Warren General Hospital (WGH) is a private, non-profit acute care hospital. At present, WGH has approximately 600 employees, with an annual operating budget of just over \$77 million. The Board of Directors responds to the needs of the local community. WGH provides healthcare services to the public. These services include: Inpatient acute care and psychiatric care, 24 hour emergency room, outpatient home care and other outpatient care for residents of Warren County and surrounding areas. In addition, the hospital offers an outpatient Cancer Care Center to relieve the need for residents to travel during these most difficult times. The hospital also operates two outpatient dental clinics for those under/uninsured residents in need of dental services. As a part of its commitment to the community, the hospital provides care to residents regardless of their ability to pay for services. A charity care program is utilized when residents have limited resources afforded the cost of care provided. The hospital also provides care to residents with Medicaid insurance. This is done at a cost to the hospital, as the reimbursements do not cover the cost to provide the service.

The hospital also provides screenings at no cost to residents and employers which include, but are not limited to: cancer, diabetes, heart disease, vascular disease, and osteoporosis. In addition, rural community health fairs are sponsored, providing diagnostic testing and healthcare education to participants. Various community service organizations utilize the hospital's resources, both space and staff, to send a message or support a program that coincides with the hospital's mission.

## Methodologies

There were multiple quantitative and qualitative methods used to collect data in determining the most critical health care needs in Warren County. The three forms used were, demographic statistics collection from the internet and hospital databases, personal interviews, group discussions that included a wide range of individuals holding diversified positions within the community, survey of community residents and a physician survey to obtain data from health care experts in the immediate area. Listed below is a summary of the responses obtained from the data collected

## Warren County

Under Pennsylvania law, Warren County is comprised of three types of incorporated municipalities. Warren is the sole City. There are then five boroughs: Bear Lake, Clarendon, Sugar Grove, Tidioute, and Youngsville. Smaller than a borough; there are twenty-one recognized townships which include: Brokenstraw, Cherry Grove, Columbus, Conewango, Deerfield, Eldred, Elk, Farmington, Freehold, Glade, Limestone, Mead, Pine Grove, Pittsfield, Pleasant, Sheffield, Southwest, Spring Creek, Sugar Grove, Triumph, and Watson. Akeley, Lander, and Torpedo are not incorporated yet but are considered part of Warren County. (U.S. Census, 2000)



## Assessment Summary

Warren General Hospital commenced in the fall of 2018 to review the health status of the communities that they serve. Quantitative data was reviewed for county experience with top health related issues. This data was compared to other counties in the Commonwealth of Pennsylvania and the United States' national averages. In addition to this data, Warren General Hospital specific data was reviewed for the top diagnoses treated for patients admitted to the hospital, top presenting complaints to the emergency department and the top diagnoses treated in the Warren Medical Group. After review of this quantitative data, surveys and interviews were conducted with members of the medical community, business community and local residents of Warren County. Based upon community responses and quantitative data review, the following themes are the basis for the hospital to work with community organizations to improve the overall health status of the community. While the hospital can provide leadership in these initiatives, a coordinated community effort must be developed to dive deeply into these issues and strategies to improve.

The issues identified to address in the next several years are, improving the communities understanding of healthcare issues and information through health literacy to improve the health status of the community. In addition, this effort will work in concert with medical provider community to enhance the services addressing chronic disease management. Warren General hospital will also become active with the local community business leaders in the Warren County Chamber for Business and Industry to address the socio economic challenges facing the county through exploration of social determinants of health.

### Health Literacy

- Residents identified a need to better understand the current health care system and resources available to them. Through collaboration with community providers and employers develop educational options for residents to navigate the local health care system.
- The current complexities of medications and drug treatments have created a need for education to be provided more in depth and earlier in care. Opportunities exist to collaborate with local pharmacies to provide medication education prior to discharge from the hospital and engage the full continuum of services that a resident may encounter.

### Chronic Disease Management

- Health care is no longer being provided on an episodic basis but rather on a more coordinated continuum of care. Coordination with local health care service providers, physicians and residents to coordinate care a better understanding of the health care system is needed. Development of public education need to be developed.
- Provide more wellness and prevention opportunities in the business sector at places of employment.



- Poor health outcomes combined with the use of illegal substances and tobacco were identified by business leaders as deterrents to establishing a more robust workforce to meet the need of local businesses.

### **Improvement of socio economic conditions**

- Although Warren has identified many opportunities for healthy activities and exercise, socio economic status reveals a chasm in residents accessing these opportunities. This is seen as a contributing factor to the current challenges with obesity. Identify opportunities to collaborate with local business to introduce younger residents to healthy outdoors activities.
- Also, residents with lower socio economic status are turning more to fast food and less healthy eating habits. Identify opportunities to work with local government and providers through existing farmers markets to combine education and availability of healthy eating alternatives.
- Many of the social issues identified were the foundation of review of the social determinants of health that contribute or prevent residents from Warren County to seek medical care or improve their medical status.

## **Implementation**

Summary of the plan has led to the development of an implementation plan for future development. Below are listed the activities anticipated to be completed to close the loop on the identified shortcoming in the Warren General Hospital community. Working with key stakeholders, WGH will take a leadership role in these activities.

Warren General Hospital listens to community concerns, analyzes healthcare utilization and costs, explores access issues, and collaborates with and develops effective programs to improve the health of those in Northwest Pennsylvania.

Of the identified CHNA and prioritized health needs, Warren General Hospital will focus on three of the community needs:

- 1) Health Literacy
- 2) Chronic Disease Management

The remaining category of improvement to socio-economic conditions will be satisfied through Warren General Hospital's participation with existing community initiatives. Warren General Hospital be an active participant and corporate partner in the communed support of community initiatives to enhance the health status of our residents.

Warren General Hospital completed a work session facilitated where an implementation plan was discussed and concepts were developed for the needs selected. The implementation planning process included the following steps:

- 1) Select key community needs where the hospital will play a leadership role



- 2) Identify goals and key objectives that will be achieved through the hospital’s leadership in the selected need areas
- 3) Develop inventories of internal hospital as well as external community resources already focused on the selected need areas
- 4) Develop specific strategies to be implemented by the hospital to achieve measurable community health improvement in selected need areas.

Short-term goals will be measured annually in each of the priority areas related to the program. Adjustments and modifications will be made to the program as issues emerge and develop. It is important to report that Warren General Hospital will take the primary leader role in addressing the listed needs. Regional hospitals and other community organizations and healthcare providers will also provide supportive roles to other health and community issues as needed. The implementation Plan includes recommended programs and action steps for successful community needs execution.

**1) Health Literacy**

Community leaders identified health literacy as a top health priority. Leaders focused discussions about the knowledge residents have to understanding the importance of care to health outcomes. It was discussed as a major health need among stakeholders during one-on-one interviews and survey respondents indicated that they are facing a lack of understanding regarding what constitutes activities and language affecting a healthy life in their communities.

**Key Objectives**

- Develop community task force to identify and develop needs to address community health literacy
- Provide education and resources to local employers
- Provide education and resources to clinical settings
- Community education

**Services Already Being Offered**

- Current employed physicians provide on an individual basis education to patients regarding health literacy and education. There have not been any community initiatives identified at the time of this research.

<p><b>Need:</b> <b>Community Health Literacy</b></p> <p><b>Goal:</b> Provide education and awareness of personal health and wellness literacy to improve community health status</p> <p><b>Anticipated Impact:</b> Enhancing the engagement and ownership of community residents in their health outcomes</p>					
Objectives	Annual Activity	Target Population	Evaluation Methods/Metrics	Potential Partners	Planned Resource Commitment



<p>1. Develop community task force to identify and develop needs to address community health literacy</p>	<p>Year 1: Identify, recruit, and establish task team.</p> <p>Year 2: Revise and develop patient materials and education staff.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Physician Community, local industry, public service organizations</p>	<p>Year 1: Document the meetings and findings of the task team.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Senior centers, extension offices, Area Agency on Aging,</p>	<p>Staff time.</p>
<p>2. Provide education and resources to local employers</p>	<p>Year 1: Review current materials to ensure leaders follow evidence based guidelines.</p> <p>Year 2: Revise and develop patient materials and education staff.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Local employers</p>	<p>Year 1: Document the completion of review of materials by leaders and task team participants.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Warren County Chamber of Business and Industry</p>	<p>Staff time.</p>

<p>3. Provide education and resources to clinical settings</p>	<p>Year 1: Review current materials to ensure leaders follow evidence based guidelines.</p> <p>Year 2: Revise and develop patient materials and education staff.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Physician Owned Practices, Private Practice Physicians</p>	<p>Year 1: Document the completion of review of materials by leaders.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Warren Medical Group, local healthcare providers</p>	<p>Staff time.</p>
<p>4. Community education</p>	<p>Year 1: Review current materials to ensure leaders follow evidence based guidelines.</p> <p>Year 2: Revise and develop patient materials and education staff.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Public at large</p>	<p>Year 1: Document the completion of review of materials by leaders.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Insurers, Public services agencies</p>	<p>Staff time.</p>





## 2) Chronic Disease Management

Chronic Disease Management was identified as the coordination of community services. As the health landscape changes from a fee for service model to a value based service model, there is an increased need to focus on the continuum of health service as opposed to an episodic nature in care.

### Key Objectives

- Identify key stakeholders in patient care.
- Provide physician education

### Services Already Being Offered

- Warren General Hospital currently offers services on an inpatient and outpatient basis. There is limited coordination to patients being discharged from the hospital through social services.

<p><b>Need:</b> Enhanced coordination of patient care  <b>Goal:</b> Improved coordination of patient care with inpatient and outpatient services.  <b>Anticipated Impact:</b> Decreasing unnecessary inpatient admissions and readmission to the hospital.</p>					
Objectives	Annual Activity	Target Population	Evaluation Methods/Metrics	Potential Partners	Planned Resource Commitment
1. Identify key stakeholders in patient care.	<p>Year 1: Review current practices and identify key decision makers.</p> <p>Year 2: develop mechanisms to identify and communicate with health care providers</p> <p>Year 3: Ongoing analysis of efforts.</p>	Local physician practices, WGH inpatient services	<p>Year 1: Document the completion of review of materials by leaders.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	Warren Medical Group, WGH inpatient services	Staff time.



<p>2. Provide education and resources to local employers</p>	<p>Year 1: Review current materials to ensure leaders follow evidence based guidelines.</p> <p>Year 2: Revise and develop patient materials and education staff.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Local employers</p>	<p>Year 1: Document the completion of review of materials by leaders and task team participants.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Warren County Chamber of Business and Industry</p>	<p>Staff Time</p> <p>Printed Material</p> <p>Marketing Peripherals</p>
<p>3. Provide physician education</p>	<p>Year 1: Review current materials to ensure leaders follow evidence based guidelines.</p> <p>Year 2: Revise current process and communication processes.</p> <p>Year 3: Ongoing analysis of efforts.</p>	<p>Local physician practices</p>	<p>Year 1: Document the completion of review of materials by leaders.</p> <p>Year 2: Document the materials and education staff.</p> <p>Year 3: Document review and analysis of efforts.</p>	<p>Warren Medical Group. Local physician practices</p>	<p>Staff time</p>

