# Wayne Memorial Hospital Community Health Needs Assessment Implementation Strategy November 2016 to October 2019

#### **Overview**

On November 2, 2016, the Wayne Memorial Hospital Board of Directors adopted the 2016 to 2019 Implementation Strategy which depicts a series of actions the hospital plans to take to address all the significant needs identified in its most recent Community Health Needs Assessment. Although the strategy focuses on the hospital's actions, it is predicated upon a multi-organizational collaborative approach to addressing a broad variety of needs throughout the hospital's three county, seven-community service area. The strategy addresses 27 significant needs which were selected from a potential of over 500 high need topics by a community based task force that engaged over 45 organizations in the assessment and planning process. Additionally, approximately 1,100 area residents participated in a survey which helped to identify the significant needs addressed in the strategy. Ten significant needs are regional, 17 are county or community specific. Significant needs for which the hospital has a major responsibility in this strategy include Wayne County and its three communities, Wayne Central, Wayne North and Wayne South, the Carbondale area in Lackawanna County, and Pike West in Pike County.

Special note is made of a key community health partner, the Wayne Memorial Community Health Centers, a stand-alone, federally qualified health center with a broad range of services at 15 service sites throughout the hospital's service area. Both the hospital and health center recognize that a health center's major role in the community is community health improvement, especially as it pertains to primary care, preventive health care services, mental health care, care coordination and access to community services. As a result, hospital based actions will be directed at system development objectives and community health education more so than the direct provision of primary clinical care or preventive health services, a core responsibility of the health center. These system development objectives encompass actions such as, but are not limited to, significant financial support for health professional recruitment and retention, for participation in Accountable Care Organizations and for highly needed revenue negative services such as ER related mental health care.

#### Proposed hospital strategies, actions, resources, metrics and partners

The Implementation Strategy is based on five major types of actions that are designed to develop and operate a system of services that improves community

health in the area. Those major actions include administrative support, education, collaboration, operation and improvement of services. Numerous specific actions are identified for each of the 27 significant needs.

Impact metrics, which reflect actual accomplishments most relevant to the significant need indicators, are primarily process based. These include:

- Number of meetings
- Number of assessments
- Number of proposals
- Number of programs

This data will be gathered by significant need and type of action.

There are over 66 potential partner organizations that may choose to have a role in the implementation strategy. Communication in the form of face-to-face meetings, telephone or conference calls will take place with relevant interested organizations to discuss the hospital's strategy and associated actions. Potential actions on the part of other organizations will then be discussed and formalized where appropriate.

Subsequent tables depict all significant needs and related elements of the implementation strategy for 2016 through 2019 for the region and at the county or community level.

Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
<ul> <li>1. Services - Chronic Disease</li> <li>Emphasize inpatient and follow up communication</li> </ul>	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Area Agency on Aging; Department of Health; Disease Specific Foundations; State Health Improvement Plan; The Commonwealth Medical College (TCMC); Wayne
<ul> <li>Assist WMCHC in recruitment of more nurse practitioners</li> <li>Support community education by WMH and WMCHC staff, providers</li> <li>Increase community education programs</li> <li>Support Speakers Bureau</li> </ul>			Memorial Community Health Centers.
<ul> <li>Provide meeting space and help to coordinate meetings of support groups</li> <li>Expand physician and professional recruitment</li> <li>Track data</li> <li>Have prevention program (like diabetes) resources available</li> </ul>			
2. Services - Specialty care such as psychiatrists, dermatologists, endocrinologists, neurologists, oncologists, pain management specialists, gerontologists, and cardiologists	Administration, Clinicians	Meetings, Assessments, Proposals, Programs	Geisinger; Lehigh Valley; Telemedicine Provider; The Commonwealth Medical College (TCMC); Recruiters;
<ul> <li>Track data</li> <li>Evaluate possibility of recruiting part-time specialists</li> <li>Expand hospital telemedicine services (dermatology, gerontology, endocrinology)</li> <li>Partner w/ tertiary care centers</li> </ul>			Wayne Memorial Community Health Centers; Wright Center.
<ul> <li>Expand physician and professional recruitment</li> <li>Continue to recruit psychiatry</li> <li>Continue to invite physicians to practice here</li> <li>Seek to recruit physicians with expertise in pain management</li> </ul>			
<ul> <li>Develop coverage sharing agreements with individuals or institutions</li> <li>Develop partnerships with residency programs</li> <li>Decide which are high need specialties and target best prospects</li> </ul>			

Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
<ul> <li>3. Services - Primary care service development especially in light of expected retirements of current primary care capacity</li> <li>Assist WMCHC in recruitment of more nurse practitioners</li> <li>Continue WMH/WMCHC collaboration</li> <li>Track data</li> <li>Enhance physician recruiting capabilities through development and implementation of recruiting and retention plan</li> <li>Support the growth of WMCHC primary care services and physician and professional education and training</li> <li>Consider our own residency in Family Practice or Internal Medicine</li> <li>Continue to invite physicians to practice here</li> <li>Explore options for attracting primary care providers to the region</li> </ul>	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Geisinger; Telemedicine Provider; The Commonwealth Medical College (TCMC); Lehigh Valley; Wayne Memorial Community Health Centers; Wright Center.
<ul> <li>Develop partnerships with Medical Schools and Residency Programs throughout the NE USA</li> <li>Continue primary care expansion utilizing mid-level providers</li> </ul>			
<ul> <li>4. Services - Mental health services as evidenced by waiting lists for access to psychiatric care and ER use</li> <li>Enhance physician recruiting capabilities through the development and implementation of recruiting and retention plans, especially for psychiatrists whose practice is focused on mental health, psychologists, Certified Registered Nurse Practitioners (CRNP) and other behavioral health professionals.</li> <li>Support school initiatives</li> <li>Consider telepsychiatry in ER</li> <li>Increase Warm Handoffs after service provision</li> <li>Support funding for mental health programs</li> </ul>	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Area psychiatrists; County, State, and Federal Mental Health Organizations; County Behavioral and Developmental Programs and Early Intervention Programs and Behavioral Health Services; Schools; NHS Human Services; VA Programs; Wayne Memorial Community Health Centers.

	Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
<ul> <li>Invest Psychi</li> <li>Consid</li> <li>Develoreside</li> <li>Advoorevers</li> <li>Offer</li> </ul>	tigate possibility of implementing an Inpatient Psychiatric or Geriatric liatric Unit in hospital in 2018 using planned shell space der the development of centralized services for mental health op incentives to both MD's and CRNPs involving hiring during ency cate for state and federal support for greater reimbursement to se trend of shrinking shrinks competitive salaries to new and existing providers porate with partners			
5. Services level  Assist paren Collab Contir opioid Expan Offer Suppo Provid comm Refer Suppo Track Track	s - Substance abuse services as evidenced by high interest is in opiate related accidental overdoses and deaths  in making Opioid Overdose Kits available for organizations and its porate with partners nue to work with medical providers to limit prescribing ids/opiates to young adults and partnership with Wayne County D/A and PATH more treatment options with newer medication modalities out funding for substance abuse treatment programs ide pain Management workshops for medical staff and for the	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	County, Sate and Federal Drug + Alcohol Treatment and Prevention Services; Behavioral Health Providers; Heroin and Drub Related Task Forces; Law Enforcement; PATH (PA Treatment and Healing) program; Private Inpatient Care Providers; Substance Abuse Rehabilitation Centers; VA Programs; Wayne Memorial Community Health Centers.

	Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
* *	Substance Abuse Continued  Explore potential treatment unit (inpatient, rehab, or detox) within new hospital shell or other health systems  Educate staff  Utilize medical staff in community awareness  Educate the medical staff about the problems related to overprescribing of opiates  Review Policy - Pain Management	Administration,	Meetings,	County Children and Youth
	rvices - Substance abuse services as evidenced by concern over growing drug use in youth	Community Health, Clinicians	Assessments, Proposals, Programs	Services and Drug + Alcohol Treatment and Prevention Services; Behavioral Health Providers; Heroin and Drug
	Consider modeling inpatient psychology program like WMH Good Shepard program  Continue to support the Together for Health initiative and provide community programs			Related Task Forces; Law Enforcement; Medical Providers (Prescriptions); PATH (PA Treatment and Healing)
*	Provide pain management workshops for medical staff and for the community Support public and in-school education Refer to counties or other agencies			program; Private Inpatient Care Providers; School Districts; Substance Abuse Rehabilitation Centers; VA Programs; Wayne
	Collaborate with partners  Collect data Investigate possibility of implementing an inpatient program or detox unit in hospital in 2018 using planned shell space  Recruit psychiatrist with heroin and opioid addiction as specialty. He/she			Memorial Community Health Centers; Youth Groups.
*	works solely with this issue  Explore potential treatment beds within hospital or health systems  Provide meeting space and help to coordinate meetings			

Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
7. Services - Preventive services for tick borne illnesses	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Center for Disease Control; County Lyme Disease/Tick Borne Illnesses Task Forces; ILADS (International Lyme and Associated Diseases Society);
Support community education and awareness			LymeDisease.org; Medical
Provide education/literature for schools, physician and veterinary office	es		Diagnostic Laboratories;
<ul> <li>Participate in Tick Borne Illness Ad Hoc Committee</li> <li>Collaborate with partners</li> </ul>			National Tick Borne Illness
<ul> <li>Collaborate with partners</li> <li>Improve tracking of data</li> </ul>			Foundation.
Participate in national conference			
<ul> <li>Provide meeting space, provide speakers and education</li> </ul>			
Sponsor medical staff education			
❖ Increase LAB testing offered			
<ul> <li>Develop standard of care throughout primary care practices</li> </ul>			
8. Services - Specialty care for tick borne illnesses	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Center for Disease Control; County Lyme Disease/Tick Borne Illnesses Task Forces; ILADS (International Lyme and
<ul> <li>Support community awareness programs</li> </ul>			Associated Diseases Society);
Designate hospital clinical employee as the tick borne illnesses specialis	it		LymeDisease.org; Medical
❖ Increase Lab offerings			Diagnostic Laboratories;
Educate medical staff			National Tick Borne Illness
Support professional education and awareness			Foundation; Wayne Memoria
<ul> <li>Recruit or contract with specialist</li> <li>Examine Tick Borne Illness Lab Panel</li> </ul>			Community Health Centers.
<ul> <li>Examine Tick Borne Illness Lab Panel</li> <li>Explore the potential to have a physician with knowledge of how to tre the most virulent of tick bites</li> </ul>	at		

	Needs/Actions	Hospital Resources	Impact Measure	Potential Partners
*	Demographics - Programs for assisting grandparents raising grandchildren  Collaborate with partners  Coordinate with partners to present opportunities for grandparents and	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Area Agency on Aging; Behavioral Health Providers; Children and Youth Services; Churches; Drug Task Force; Family Center; Schools; Primary Care Physicians; Support
	children alike – educationally, emotionally and physically Help educate the staff at the County on this issue and concern Increase outreach for pediatric practices of NEPA's "Grands Raising Grands'			Groups; Safe Kids; YWCA
	support group  Make appropriate referrals to county agencies such as CYS (Children and Youth Services), or others like the Family Center  Support multi-disciplinary support group monthly meetings			
*	Promote through SHIP (State Health Improvement Plan) partnership and "Healthworks" Radio Show Provide professional guest speakers			
	Offer space and refreshment for meetings			
	10. Demographics - Low Income	Administration, Community Health	Meetings, Assessments, Proposals, Programs	Area Agency on Aging; Banks; Behavioral Health Providers; Churches; County Assistance Offices; Department of Public
	Collaborate with partners			Welfare (PA); Financial
	Continue to build upon relationship with Proven Wellness Neighborhood Coordinate with partners to present opportunities for this population - educationally, emotionally and physically			Planners; Proven Wellness (Geisinger); Schools; State and Federal agencies, organizations
* *	Help educate the staff at the County on this issue and concern Implement flexible payment programs Consider the development of a sliding fee scale			and programs; State Health Improvement Plan.
*	Refer to service area County Assistance Offices Increase public relations activity and adjust literacy level for programs the health system has in existence			

Need/Area/Actions	Hospital Resources	Impact Measure	Potential Partners
	Administration,	Meetings,	Alzheimer's Disease Foundation;
1. Chronic Disease: Alzheimer's Disease - Wayne County or	Community Health,	Assessments,	Area Agency on Aging; Home
Wayne Central	Clinicians	Proposals, Programs	Health Agencies; Hospitalists;
<ul> <li>Assess need for Hospital inpatient psych unit</li> <li>Support physician/staff/community education</li> <li>Support Telemedicine physician services</li> </ul>			Hospitals; Nursing Homes; State Health Improvement Program (SHIP); Wayne Memorial Community Health Centers and
<ul> <li>Examine potential to Increase hours of services at outlying</li> </ul>	7		Behavioral Health Department.
offices to include evenings and weekends	5		
2. Chronic Disease: Cancer - Pike County, Pike South or Wayne North  Educate community and medical staff Improve access to diagnostic services Improve access to specialists	Community Health, Clinicians	Meetings, Assessments, Proposals	American Cancer Society; Area Agency on Aging; National Registry; Northeast Regional Cancer Institute; and Pocono Cancer Center.
3. Chronic Disease: Cerebrovascular Disease - Wayne County	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	American Heart Association; American Stroke Foundation; Area Agency on Aging; First Responders;
<ul> <li>Operate hospital Stroke Center</li> </ul>			Good Shepard Rehab; Hospitalists;
Provide hypertension education			Pharmacist Association; Wayne
Promote client ownership/responsibility of their lifestyle			Memorial Community Health
decisions			Centers.
Support adult day care			
Support telemedicine			
Educate physicians/staff/community			

Need/Area/Actions	Hospital Resources	Impact Measure	Potential Partners
4. Chronic Disease: Diabetes - Wayne Central	Administration, Community Health, Clinicians	Meetings, Assessments, Proposals, Programs	Area Agency on Aging; Family Health Centers; In-school Walking Program; Wayne Memorial
Promote client ownership of their lifestyle decisions			Community Health Centers;
<ul> <li>Seek to recruit part-time endocrinologist</li> </ul>			Wellness Committee; School
Examine increasing hours of services at outlying offices to			Districts; Senior Centers and
include evenings and weekends			Support Groups.
❖ Track data			
<ul> <li>Educate medical staff, hospitalists, and the community</li> <li>Consider expanding nutrition services and stress</li> </ul>			
management services in outlying areas			
Provide diabetes education programs	Comment Hards	D	A
5. Chronic Disease: Heart Attack - Pike County or Pike East	Community Health, Clinicians	Programs, Meetings	American Heart Association; Area Agency on Aging; Center for Disease Control; Employee
<ul> <li>Operate hospital cardiac catheterization lab</li> <li>Promote client ownership of their lifestyle decisions</li> <li>Educate the community</li> </ul>			Wellness; First Responders; Health Fairs; Paramedic/ambulance.
6. Chronic Disease: Heart Disease - Wayne County or Wayne South	Community Health, Clinicians	Programs, Meetings	Area Agency on Aging; American Heart Association; Center for Disease Control; Federal and State
<ul><li>Operate hospital cardiac catheterization lab</li><li>Improve health literacy education</li></ul>			Organizations; Wayne Memorial Community Health Center.
diagnosis, treatment, and patient follow through of responsibility			·
Increase access to cardiology screening, services and treatment (times services offered, number of appointments, quality of technology)			

Need/Area/Actions	Hospital Resources	Impact Measure	Potential Partners
7. Chronic Disease: Heart Disease + Ischemia - Carbondale	Community Health, Clinicians	Programs, Meetings	American Heart Association; Area Agency on Aging; Center for
<ul><li>Educate the community</li><li>Improve access to diagnostic services</li></ul>			Disease Control; Wayne Memorial Community Health Center.
8. Chronic Disease: Ischemia - Wayne Central	Community Health, Clinicians	Programs, Meetings	American Heart Association; Area Agency on Aging; Center for
<ul> <li>Improve health literacy education</li> <li>Operate/support services - prevention, awareness, diagnosis, treatment, and patient follow through of responsibility</li> <li>Increase access to cardiology screening, services and treatment (times services offered, number of appointments, quality of technology)</li> </ul>			Disease Control; Wayne Memorial Community Health Center.
9. Chronic Disease: Other Heart Disease - Wayne North	Community Health, Clinicians	Programs, Meetings	American Heart Association; Area Agency on Aging; Center for
<ul><li>Develop a wellness campaign</li><li>Educate the community</li></ul>			Disease Control; Wayne Memorial Community Health Center.
<ul> <li>Increase access to Cardiology screening, services and treatment (times services offered, number of appointments, quality of technology)</li> </ul>			
<ul><li>Improve access to diagnostic services</li><li>Provide nutrition and education classes</li></ul>			

Need/Area/Actions	Hospital Resources	Impact Measure	Potential Partners
10. Health Service: Preventable Inpatient Care - Pike County, Pike East, Pike South, Carbondale  ❖ Encourage client ownership/responsibility of their lifestyle decisions ❖ Increase health literacy of information, interaction, and follow-up with patients ❖ Support Speaker Bureau	Community Health, Clinicians	Programs, Meetings	Area Agency on Aging; Carbondale YMCA; Pike Interagency Council; State Health Improvement Program; Wayne Memorial Community Health Centers.
<ul> <li>11. Reproductive Health: Birthweight - Low or Very Low - Pike County, Wayne South</li> <li>Encourage client ownership/responsibility of their lifestyle</li> <li>Track data</li> <li>Support Speaker Bureau</li> <li>Educate - health literacy</li> <li>Explore changes of legal definition/treatment for addicted pregnant women</li> </ul>		Proposals, Programs, Meetings	County Children + Youth Services; Maternal and Family Health; Drug + Alcohol Abuse Services Providers; Drug Task Force; School Districts; Wayne Memorial Community Health Centers.
12. Reproductive Health: No First Trimester Care - Pike County, Pike East or Pike South	Administration, Community Health	Proposals, Programs, Meetings	County Children + Youth Services; Maternal and Family Health; Drug + Alcohol Abuse Services Providers; Drug Task Force; Local Media. School Districts; Wayne Memorial Community Health Centers.

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Need/Area/Actions	Hospital Resources	Impact Measure	Potential Partners
<ul> <li>13. Reproductive Health: Smoking During Pregnancy - Pike West; 14. Reproductive Health: Unmarried Moms - Carbondale;</li> <li>15. Reproductive Health: Unmarried Moms Under 19 - Wayne South</li> <li>Track data</li> <li>Support Speaker Bureau</li> </ul>	Administration, Community Health	Proposals, Programs, Meetings	American Lung Association; Center for Disease Control; Department of Health; Maternal and Family Health; School Districts; State Health Improvement Program; Wayne Memorial Community
<ul><li>Support Speaker Bureau</li><li>Educate - health literacy</li></ul>			Health Centers.
<ul> <li>Demographics: Elderly - Wayne County or Pike West</li> <li>❖ Seek to increase psychiatric services</li> <li>❖ Increase Speakers Bureau outreach concentrating on Wellness, Stroke Awareness, Heart Disease, depression</li> <li>❖ Seek to improve literacy level and prioritize information given to seniors</li> <li>❖ Provide medication review</li> <li>❖ Track follow up on discharge from hospital and ED - needs warm hand off</li> </ul>	Administration, Community Health, Clinicians	Proposals, Programs, Meetings	Accountable Care Organizations; American Association of Retired Persons; Area Agency on Aging; Auxiliaries; Community Organizations; Employee Wellness Programs; Fire Departments; Health Clubs; Hospitals; Ladies Aide; Managed Care Organizations; Odd Fellows Club; Private Gyms; Retirement Groups; State and Federal Programs; State Health Improvement Program; Wayne Memorial Community
Seek to increase mobile units offering services			Health Centers; YMCA.
Seek to increase telemedicine services	Advisinistration	Dana a cala Dana antico	
17. Demographics: Poverty - Carbondale or Wayne North	Administration, Community Health, Clinicians	Proposals, Programs, Meetings	Christmas/Thanksgiving Services; Church Groups; County Assistance Agency; Food Pantries; State
<ul> <li>Refer to state or county resources</li> <li>Operate/support telemedicine services</li> <li>Track utilization of services and follow up</li> <li>Operate Community Outreach - Improve health literacy and education/wellness/exercise/stress management/etc.</li> </ul>			Health Improvement Program; Wayne Memorial Community Health Centers mandated services; WEDCO (Wayne Economic Development Corp.).
<ul><li>Examine increasing hours of services</li><li>Seek to increase mobile units offering services</li></ul>			