

Allegheny Health Network – AHN Forbes Hospital

# Implementation Strategy Plan

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2025 Report

# Implementation Strategy Plan 2025

## About Allegheny Health Network (AHN)

Allegheny Health Network (AHN) is a leading nonprofit health system based in Pittsburgh, Pennsylvania, dedicated to providing exceptional quality, comprehensive health care services to the communities it serves. AHN, part of the Highmark Health enterprise, operates 14 hospitals, employs over 22,000 people, and has more than 250 locations providing care. The facilities have nine surgical centers, six regional cancer centers, and six health and wellness pavilions. Its staff includes over 3,000 physicians, residents, and fellows; 6,000 nurses; and 22,000 employees.<sup>1</sup> AHN is an integrated health system dedicated to providing exceptional care to people in the local communities. Serving 12 Pennsylvania counties and two counties in New York, AHN brings together the services of AHN Allegheny General Hospital, AHN Allegheny Valley Hospital, AHN Canonsburg Hospital, AHN Forbes Hospital, AHN Grove City Hospital, AHN Jefferson Hospital, AHN Saint Vincent Hospital, AHN West Penn Hospital, AHN Westfield Memorial Hospital, AHN Wexford Hospital, and AHN Neighborhood Hospitals (AHN Brentwood Neighborhood Hospital, AHN Harmar Neighborhood Hospital, AHN Hempfield Neighborhood Hospital, and AHN McCandless Neighborhood Hospital).

AHN encompasses a wide range of health care services, including acute care, outpatient services, rehabilitation, emergency care, and specialty programs. AHN is also recognized for its cutting-edge technology and research initiatives, focusing on advancing medical science and enhancing patient care. AHN is a vital component of the health care landscape focused on delivering high-quality, patient-centered care. Through its extensive services, community engagement, and commitment to health equity, AHN strives to improve the health and well-being of the communities it serves. With a dedication to innovation and excellence, AHN continues to play a crucial role in shaping the future of health care in the region.

### **Mission**

To create a remarkable health experience, freeing people to be their best.

### **Vision**

A world where everyone embraces health.

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<sup>1</sup> Allegheny Health Network

## About Allegheny Health Network Forbes Hospital

AHN Forbes has provided exceptional health care services to Monroeville and the eastern suburbs of Pittsburgh for over 40 years. Established in 1978, AHN Forbes has grown to become a key provider of advanced medical care, offering a comprehensive range of services, including emergency care, surgery, cardiology, orthopaedics, oncology, and women's health. The hospital is renowned for its commitment to high-quality, patient-centered care, supported by a team of highly skilled physicians, nurses, and medical professionals who prioritize the health and well-being of their patients.

The hospital is staffed by a dedicated team of 947 physicians, along with nurses and health care professionals, who are committed to delivering exceptional, patient-centered care. AHN Forbes is known for its advanced technology and specialized programs, such as its Level II Trauma Center, stroke care certification, and cutting-edge robotic surgery capabilities.

As part of the AHN system, AHN Forbes benefits from access to the latest research, treatments, and medical innovations, ensuring that patients receive top-tier care. The hospital plays an active role in the community, offering wellness programs, preventive care, and educational outreach initiatives aimed at promoting long-term health. With its strong emphasis on quality, safety, and compassionate care, AHN Forbes continues to meet the diverse health needs of its patients while maintaining a focus on improving the overall well-being of the communities it serves.

With a team of nearly 1,000 physicians and a commitment to excellence, AHN Forbes has earned a reputation as one of the region's leading medical institutions, providing comprehensive and innovative health care in a community-oriented setting.

## Community Health Needs Assessment and Implementation Strategy Plan Background

In 2024, Allegheny Health Network (AHN) partnered with Tripp Umbach to conduct a comprehensive community health needs assessment (CHNA) for AHN Forbes primarily serving Allegheny, Armstrong, and Westmoreland counties. 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 social service agencies. As a continuation of the CHNA, AHN, with the assistance of Tripp Umbach, proceeded to the Implementation Strategy Plan (ISP). The ISP process delineates and describes the hospital's plan for addressing the community health needs identified in the CHNA. The overall CHNA and ISP involves multiple steps, as depicted in the flowchart on the next page.



## Overall Prioritized Needs of Allegheny Health Network Hospitals

| 2024 Prioritized Needs  | Social Determinants of Health (SDOH) |                       |              |                 |                                    | Behavioral Health      |                        |                       | Chronic Diseases and Aging |               |        |       |         | Health Equity                   |
|---|--------------------------------------|-----------------------|--------------|-----------------|------------------------------------|------------------------|------------------------|-----------------------|----------------------------|---------------|--------|-------|---------|---------------------------------|
|   | Transportation                       | Workforce Development | Cost of Care | Access to Care* | Food Insecurity, Diet, & Nutrition | Substance Use Disorder | Mental Health Services | Postpartum Depression | Diabetes                   | Heart Disease | Cancer | Aging | Obesity | Social and Workforce Programs** |
|  |                                      |                       |              |                 |                                    |                        |                        |                       |                            |               |        |       |         |                                 |
| Allegheny General Hospital  | X                                    | X                     | X            |                 | X                                  | X                      |                        |                       | X                          | X             | X      |       |         | X                               |
| Allegheny Valley Hospital   | X                                    |                       |              |                 | X                                  | X                      | X                      |                       | X                          | X             |        |       |         | X                               |
| Canonsburg Hospital   |                                      | X                     |              | X               |                                    |                        |                        |                       |                            |               |        |       |         | X                               |
| Forbes Hospital   |                                      | X                     |              | X               | X                                  | X                      | X                      |                       |                            |               | X      |       |         | X                               |
| Grove City Medical Center   |                                      |                       |              |                 | X                                  | X                      | X                      |                       | X                          | X             | X      |       | X       | X                               |
| Jefferson Hospital  |                                      | X                     |              |                 | X                                  |                        | X                      |                       |                            |               | X      |       |         | X                               |
| Saint Vincent Hospital  |                                      | X                     | X            |                 | X                                  |                        | X                      |                       |                            |               | X      |       |         | X                               |
| West Penn Hospital  |                                      |                       | X            |                 | X                                  |                        |                        | X                     |                            |               |        |       | X       | X                               |
| Westfield Memorial Hospital   |                                      |                       |              | X               | X                                  | X                      | X                      | X                     | X                          | X             | X      |       |         | X                               |
| Wexford Hospital  |                                      | X                     |              |                 | X                                  |                        | X                      | X                     |                            | X             |        | X     |         | X                               |
|   |                                      |                       |              |                 |                                    |                        |                        |                       |                            |               |        |       |         |                                 |
| Brentwood Neighborhood Hospital   |                                      |                       | X            | X               |                                    |                        |                        |                       |                            |               |        |       |         | X                               |
| Harmar Neighborhood Hospital  |                                      |                       | X            | X               |                                    |                        |                        |                       |                            |               |        |       |         | X                               |
| Hempfield Neighborhood Hospital   |                                      |                       | X            | X               |                                    |                        |                        |                       |                            |               |        |       |         | X                               |
| McCandless Neighborhood Hospital  |                                      |                       | X            | X               |                                    |                        |                        |                       |                            |               |        |       |         | X                               |

\* Access to care includes primary care, specialty care, EMS/trauma services, and access to general services.

\*\*Social and Workforce Programs includes, for example, cultural competency and Culturally and Linguistically Appropriate Services (CLAS).

## Workforce Development

Workforce development plays a crucial role in addressing social determinants of health by cultivating a skilled labor force, ensuring that health care systems and other industries have the workforce to deliver quality services. For instance, training programs for health care workers help address provider shortages and expand access to medical care. In both rural and urban areas, workforce training initiatives that strengthen local health care capacity can increase the number of professionals serving these regions, ultimately improving health care access and outcomes.

Beyond health care, workforce development contributes to broader societal improvements by tackling systemic inequities. Many encounter significant barriers to obtaining quality education and stable employment. Workforce programs that prioritize equity — such as vocational training, mentorship, and job placement services — can help break the cycle of poverty and reduce health disparities. When individuals access stable jobs and financial security, they are better equipped to afford necessities like housing, transportation, and other essential factors that influence health and well-being.

| Social Determinants of Health (SDOH): Workforce Development   |  |  |  |   |
|---|--|--|--|---|
| Goal: Increase knowledge and access to careers in health care.  |  |  |  |   |
| Impact: (1) Improve employment gaps current and future in health care careers. (2) Improve quality of life and health within the community. |  |  |  |   |
| Target Population   | Strategies   | Action Steps   | Measures   | Partners and Resources  |
| <ul style="list-style-type: none"> <li>General population</li> </ul>  | <ul style="list-style-type: none"> <li>Provide “adequate employment” identified as a community need to improve quality of life and health.</li> <li>Fill employment gaps, current and future.</li> </ul> | <ul style="list-style-type: none"> <li>Partner with Franklin Regional School District and Community Health Center with Access to Health Care Career Training and AHN Outpatient clinics (i.e., FM/ Peds, Athletic Training).</li> <li>Assess growth and retention of Talent Attraction Program (TAP).</li> </ul> | <ul style="list-style-type: none"> <li>Number of persons attended/enrolled in Career Training.</li> <li>Number of career exploration and training events.</li> <li>Number of persons enrolled in TAP.</li> <li>Number of persons who successfully completed TAP.</li> <li>Percentage of TAP graduates employed at Forbes.</li> </ul> | <ul style="list-style-type: none"> <li>Franklin Regional School District and Community Health Center</li> <li>AHN Outpatient Clinics</li> <li>Forbes TAP Coordinator</li> </ul> |

## Access to Care

Accessible health care is essential for achieving positive health outcomes and reducing health disparities. When individuals can obtain medical services with ease, they are more likely to receive preventive care, early diagnoses, and timely treatments — ultimately leading to better overall health and well-being. According to a 2022 study by the Kaiser Family Foundation, 27.5 million individuals in the U.S. were uninsured, with low-income individuals, racial and ethnic minorities, and rural residents facing the greatest challenges.<sup>2</sup>

A looming physician shortage further exacerbates access challenges. The Association of American Medical Colleges (AAMC) projects a national shortfall of 86,000 physicians by 2036, driven by an aging population and increasing physician retirements.<sup>3</sup> Similarly, the Robert Graham Center estimates that Pennsylvania will require an additional 1,039 primary care physicians by 2030 — a necessary 11% increase over the current workforce. Addressing these workforce shortages is critical to maintaining access to quality care, particularly in underserved areas.<sup>4</sup>

Ensuring equitable access to health care is fundamental to community well-being and long-term health improvements. Expanding access to care fosters health equity, enhances quality of life, and strengthens community resilience. This is particularly crucial for low-income individuals and rural residents, who often encounter significant barriers to care. Addressing these challenges through targeted strategies and improved health care infrastructure will help build a healthier, more equitable society.

| Social Determinants of Health (SDOH): Access to Care  |   |   |   |  |
|---|---|---|---|--|
| Goal: Improve access to care and wait times based on growth seen in EMS arrivals and specialty care services.                         |   |   |   |  |
| Impact: (1) Reduction in wait time in Forbes Hospital Emergency Department (ED); and (2) Increased access to specialty care services. |   |   |   |  |
| Target Population   | Strategies  | Action Steps  | Measures  | Partners and Resources   |
| <ul style="list-style-type: none"> <li>General population</li> </ul>  | <ul style="list-style-type: none"> <li>Identify areas that have seen an increase in patient care to support that growth.</li> </ul> | <ul style="list-style-type: none"> <li>Expansion of Forbes Emergency Department to support EMS arrivals, Trauma Care, and reduce waiting times.</li> <li>Expansion of digital nursing.</li> </ul> | <ul style="list-style-type: none"> <li>Emergency department expansion stages of completion.</li> <li>Number of units that provide digital nursing service.</li> </ul> | <ul style="list-style-type: none"> <li>Emergency Department</li> <li>Forbes Associate DON</li> </ul> |
| <ul style="list-style-type: none"> <li>General population</li> </ul>  | <ul style="list-style-type: none"> <li>Improve access to securing appointments for care.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Expansion of Specialty Care Access.</li> </ul>   | <ul style="list-style-type: none"> <li>Number and type of specialty care services that are identified in need of expansion due to growth.</li> </ul>                  | <ul style="list-style-type: none"> <li>Specialty care services as appropriate</li> </ul>             |

<sup>2</sup> Kaiser Family Foundation

<sup>3</sup> Association of American Medical Colleges

<sup>4</sup> Association of American Medical Colleges

## Food Insecurity, Diet, and Nutrition

Food insecurity — a major social determinant of health — affects millions of individuals and families, particularly in low-income communities where access to nutritious food is often limited. Many areas are classified as food deserts, meaning residents cannot access affordable, healthy food options. Instead, many rely on highly processed, high-calorie foods that lack essential nutrients, increasing the likelihood of diet-related health conditions. Poor nutrition not only exacerbates chronic disease prevalence but also impacts mental health, contributing to stress, anxiety, and depression.<sup>5</sup>

Diet and nutrition are fundamental to overall health, influencing physical well-being to cognitive development. A lack of essential nutrients can weaken the immune system, lower energy levels, and increase vulnerability to illness. Inadequate nutrition during early childhood has severe and lasting consequences, contributing to developmental delays, learning difficulties, and a higher risk of chronic diseases such as obesity, diabetes, and cardiovascular conditions later in life.<sup>6</sup>

The consequences of food insecurity and poor diet extend beyond individual health, affecting educational achievement, workforce productivity, and economic stability. Children who experience hunger or malnutrition often struggle academically due to difficulties concentrating and increased absenteeism caused by illnesses.<sup>7</sup> Adults facing food insecurity may experience diminished work performance and higher health care costs due to preventable diet-related illnesses. Addressing food insecurity through policies that expand access to nutritious food — such as subsidized grocery programs, community gardens, and improved public transportation to grocery stores — can help mitigate these disparities and promote better health outcomes across populations. Ultimately, ensuring access to a healthy diet is not just a matter of personal choice but a critical factor in reducing health inequities and improving overall societal well-being.

| Social Determinants of Health (SDOH): Food Insecurity, Diet, and Nutrition                                  |  |  |  |   |
|---|--|--|--|---|
| Goal: Identify and address food insecurity patients.  |  |  |  |   |
| Impact: Provide healthy meals, nutrition education & services and transportation to food-insecure patients. |  |  |  |   |
| Target Population   | Strategies   | Action Steps   | Measures   | Partners and Resources  |
| <ul style="list-style-type: none"> <li>General population</li> </ul>  | <ul style="list-style-type: none"> <li>Identify and address food insecurity for patients and provide access to healthy meals and nutritional education.</li> </ul> | <ul style="list-style-type: none"> <li>Identify food-insecure patients using SDOH screening tools and provider referrals.</li> </ul> | <ul style="list-style-type: none"> <li>Number of patients served.</li> <li>Number of meals provided.</li> <li>Number of transportation aid to food-insecure patients.</li> <li>Pounds of fresh fruit &amp; vegetables harvested from the Healthy Food Garden.</li> </ul> | <ul style="list-style-type: none"> <li>Forbes Healthy Food Center</li> <li>AHN Providers</li> </ul> |

<sup>5</sup> National Library of Medicine

<sup>6</sup> National Library of Medicine

<sup>7</sup> National Library of Medicine

## Substance Use Disorder

Substance use disorder (SUD) is a significant public health challenge that profoundly affects behavioral health, contributing to both the development and worsening of mental health conditions. Alcohol and tobacco use, in particular, are major risk factors that can trigger or exacerbate anxiety, depression, and other behavioral health disorders. In Pennsylvania, substance use remains a pressing concern, with alcohol, opioids, methamphetamines, and tobacco posing serious health risks to individuals and communities alike.

SUD affects a substantial portion of the population, leading to an increased burden on the health care system through higher rates of hospitalization, emergency room visits, and chronic disease complications. Excessive alcohol consumption is also linked to impaired cognitive function, increased risk of injury, and a heightened prevalence of co-occurring mental health conditions such as depression and anxiety.<sup>8</sup>

Beyond alcohol, the rise of methamphetamine use in Pennsylvania has sparked growing concerns, as it is associated with severe physical and psychological consequences, including psychosis, aggression, and cardiovascular complications. Opioid addiction remains a major crisis in the state, contributing to high overdose rates and straining behavioral health services. Tobacco use continues to be a leading cause of preventable disease, exacerbating conditions such as lung disease, cardiovascular disease, and certain mental health disorders.<sup>9</sup>

The intersection of substance use and behavioral health underscores the need for comprehensive prevention, treatment, and harm reduction strategies. Expanding access to evidence-based interventions, such as medication-assisted treatment (MAT), mental health counseling, and community-based recovery programs, is essential in addressing SUD and its widespread effects. Addressing the root causes of substance use — including social determinants such as poverty, trauma, and lack of access to care — is crucial in improving behavioral health outcomes and fostering healthier communities.

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<sup>8</sup> American Addiction Centers

<sup>9</sup> Pennsylvania Department of Health

**Behavioral Health: Substance Use Disorder (SUD)**

**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.**

| <b>Target Population</b>   | <b>Strategies</b>  | <b>Action Steps</b>   | <b>Measures</b>  | <b>Partners and Resources</b>   |
|--|--|---|--|---|
| <ul style="list-style-type: none"> <li>General population struggling with substance abuse</li> </ul> | <ul style="list-style-type: none"> <li>Provide access to services in the ED for post-overdose management.</li> </ul> | <ul style="list-style-type: none"> <li>Provide 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> </ul> | <ul style="list-style-type: none"> <li>Number of trainings for hospital staff.</li> <li>Number of patients receiving MAT.</li> </ul>     | <ul style="list-style-type: none"> <li>Emergency Department</li> <li>Forbes Pharmacy</li> <li>Education Department</li> </ul> |
| <ul style="list-style-type: none"> <li>General population</li> </ul>                                 | <ul style="list-style-type: none"> <li>Address community overdose events.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Partner with Plum EMS to address infield opioid withdrawal by administering suboxone in collaboration with Forbes Family Medicine.</li> </ul>  | <ul style="list-style-type: none"> <li>Nine-month pilot program outcomes.</li> <li>Number of times suboxone was administered.</li> </ul> | <ul style="list-style-type: none"> <li>Plum EMS</li> <li>Forbes Family Medicine</li> <li>Pre-Hospital Services</li> </ul>     |

## Mental Health Services

Access to mental health services in Pennsylvania remains a critical public health concern, with many individuals facing significant barriers to receiving necessary care. The state has seen a growing demand for mental health services, a trend that has been exacerbated by the COVID-19 pandemic, economic stressors, and ongoing social challenges. Anxiety, depression, and substance use disorders have surged, yet many Pennsylvanians struggle to access timely and affordable treatment due to provider shortages, insurance limitations, and geographic disparities, particularly in rural areas.<sup>10</sup>

According to recent data, nearly 20% of adults in Pennsylvania experience some form of mental illness, yet over half of those affected do not receive the care they need. This gap in treatment is driven by factors such as long wait times for psychiatric appointments, insufficient mental health coverage in insurance plans, and a lack of mental health professionals, especially in lower-income and rural communities. Additionally, stigma surrounding mental health remains a barrier, discouraging individuals from seeking support. By prioritizing mental health services, AHN Forbes and Pennsylvania can move toward a more equitable and effective mental health care system.<sup>11</sup>

| Behavioral Health: Mental Health Services  |  |  |  |   |
|--|--|--|--|---|
| Goal: Improve awareness of mental health conditions and treatment options.   |  |  |  |   |
| Impact: (1) Increased awareness of available resources to support recovery, and (2) increased access to adolescent mental health services. |  |  |  |   |
| Target Population  | Strategies   | Action Steps   | Measures   | Partners and Resources  |
| <ul style="list-style-type: none"> <li>Community residents</li> </ul>  | <ul style="list-style-type: none"> <li>Provide education to the public about mental health issues and treatment options.</li> </ul>    | <ul style="list-style-type: none"> <li>Provide educational information and resources on-site and at community-based events.</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>S2W Council</li> <li>Monroeville Foundation</li> </ul>               |
| <ul style="list-style-type: none"> <li>General population</li> </ul>   | <ul style="list-style-type: none"> <li>Provide emergent and inpatient behavioral health services.</li> </ul>                           | <ul style="list-style-type: none"> <li>Collaborate with Allegheny County, Penn Hills, and Monroeville with A-Team; alternative response for non-violent, non-medical 911 calls for behavioral health, mental health, intellectual disabilities, and human services.</li> </ul> | <ul style="list-style-type: none"> <li>Number of patients received and treated at Forbes ED.</li> <li>Number of patients treated in the community by the A-Team.</li> </ul>            | <ul style="list-style-type: none"> <li>Allegheny County</li> <li>Penn Hills</li> <li>Monroeville</li> </ul> |
| <ul style="list-style-type: none"> <li>General population</li> </ul>   | <ul style="list-style-type: none"> <li>Develop funding strategy for the expansion of Chill Project into the eastern market.</li> </ul> | <ul style="list-style-type: none"> <li>Expand school-based Chill Project in eastern market schools.</li> </ul>   | <ul style="list-style-type: none"> <li>Number of schools participating in Chill Project.</li> <li>Number of students, parents, and teachers participating in Chill Project.</li> </ul> | <ul style="list-style-type: none"> <li>Eastern market schools</li> <li>Chill Project Coordinator</li> </ul> |

<sup>10</sup> Commonwealth of Pennsylvania

<sup>11</sup> Commonwealth of Pennsylvania

## Cancer

Cancer is a significant and growing chronic disease in Pennsylvania, significantly impacting the health and lives of its residents. Each year, thousands of Pennsylvanians are diagnosed with cancer, and the disease remains a leading cause of death in the state. In Allegheny County, cancer is particularly devastating, ranking as the second-leading cause of death, accounting for 18% of all fatalities in 2020 alone.<sup>12</sup> This reflects a broader trend that highlights cancer’s profound impact on both individuals and communities.

According to a recent study by the American Cancer Society, the burden of cancer in Pennsylvania is expected to continue increasing in the coming years.<sup>13</sup> In 2024, approximately 89,410 people were diagnosed with cancer and 27,570 would die from the disease. This marks a slight increase from the previous year’s projections, which estimated 88,450 diagnoses and 27,460 deaths. The steady rise in cancer diagnoses and mortality underscores the growing challenge this chronic disease presents to public health.

Several factors contribute to the rising incidence of cancer, including an aging population, environmental exposures, and lifestyle-related risks such as tobacco use, poor diet, and physical inactivity. Additionally, the increasing prevalence of chronic conditions such as obesity, diabetes, and heart disease can further elevate cancer risk. With cancer rates expected to climb, there is an urgent need for robust public health strategies focused on prevention, early detection, and improved treatment options to combat this chronic disease.

The increasing number of cancer diagnoses and deaths highlights the importance of prioritizing cancer research, access to care, and public awareness campaigns. By addressing the underlying risk factors and promoting healthier lifestyles, Pennsylvania can work toward reducing the impact of cancer and improving survival outcomes for those affected by this devastating chronic disease.

| Chronic Diseases and Aging: Cancer  |  |  |   |   |
|---|--|--|---|---|
| Goal: Improve access to health screenings and specialty care.   |  |  |   |   |
| Impact: Early detection of chronic diseases.  |  |  |   |   |
| Target Population   | Strategies   | Action Steps   | Measures  | Partners and Resources  |
| <ul style="list-style-type: none"> <li>General population</li> </ul>  | <ul style="list-style-type: none"> <li>Provide access to health screenings.</li> </ul> | <ul style="list-style-type: none"> <li>Provide comprehensive cancer screening clinics.</li> <li>Expand Multidisciplinary Lung Clinic.</li> </ul> | <ul style="list-style-type: none"> <li>Number of cancer screening clinics.</li> <li>Number of people attend cancer screening events.</li> </ul> | <ul style="list-style-type: none"> <li>AHN Cancer Screening Program</li> <li>Forbes Cancer Institute</li> </ul> |
| <ul style="list-style-type: none"> <li>Individuals prescribed or having radiation therapy treatments</li> </ul> | <ul style="list-style-type: none"> <li>Address community overdose events.</li> </ul>   | <ul style="list-style-type: none"> <li>Expand of cancer treatment modalities – radiation oncology.</li> </ul>                                    | <ul style="list-style-type: none"> <li>Number of patients treated.</li> </ul>   | <ul style="list-style-type: none"> <li>Forbes Cancer Institute</li> <li>Lung Clinic</li> </ul>                  |

<sup>12</sup> Allegheny County Health Departments

<sup>13</sup> American Cancer Society

## Social and Workforce Programs

Health equity is a crucial aspect of public health that aims to ensure that all individuals, regardless of socioeconomic status or geographic location, have equal access to health care resources and opportunities for optimal health. The importance of health equity lies in its potential to reduce health disparities, improve health outcomes, and enhance overall community well-being.

The World Health Organization (WHO) emphasizes that reducing inequities in health can lead to improved social and economic outcomes, as healthier individuals are more capable of contributing to their communities. Health equity is achieved when everyone can attain their full potential for health and well-being. Moreover, equitable access to health care develops a sense of trust and engagement among community members, encouraging them to seek necessary care and adhere to preventive measures. Health equity is essential for creating a fair and effective health care system that serves all individuals. Addressing the root causes of health disparities and promoting equitable access to care can improve health outcomes and advance a healthier, more resilient society.

## Health Equity – Social and Workforce Programs

**Goal: Improve cultural and linguistic services within our health care organization.**

**Impact: Advance health equity, decrease health care disparities, and improve our overall quality of care outcomes.**

| Target Population   | Strategies  | Action Steps   | Measures  | Partners and Resources   |
|---|---|--|---|--|
| <ul style="list-style-type: none"> <li>At-risk and underserved populations</li> </ul> | <ul style="list-style-type: none"> <li>Aim to reduce Black infant mortality within Allegheny County by creating collaborative community partnerships and reducing disparities to care.</li> </ul> | <ul style="list-style-type: none"> <li>Collaborate and align with initiatives under First Steps and Beyond.</li> <li>Improve management of hypertension in Forbes OB.</li> <li>Adoption of CLAS Standards (Culturally and Linguistically Appropriate Services) and Initiatives.</li> </ul> | <ul style="list-style-type: none"> <li>Black infant mortality rate.</li> </ul>  | <ul style="list-style-type: none"> <li>First Steps and Beyond</li> <li>Forbes OB Department</li> <li>Women’s Health Institute</li> </ul> |
| <ul style="list-style-type: none"> <li>All populations</li> </ul>                     | <ul style="list-style-type: none"> <li>Education of employees on unconscious bias, inclusive communication, and cultural competencies.</li> </ul>   | <ul style="list-style-type: none"> <li>Collaboration with S2W Council.</li> <li>Provide education and training for staff.</li> <li>Incorporate AHN social and workforce program strategies and recommendations into Forbes culture.</li> </ul>   | <ul style="list-style-type: none"> <li>Number of events and recognition.</li> <li>Number of trainings hosted for staff.</li> <li>Number of community events.</li> </ul> | <ul style="list-style-type: none"> <li>Forbes S2W Council</li> <li>Patient Experience</li> </ul>   |

**Goal: Improve cultural and linguistic services within our health care organization.**

**Impact: Advance health equity, decrease health care disparities, and improve our overall quality of care outcomes.**

|   |   |   |   |  |
|---|---|---|---|--|
| <ul style="list-style-type: none"> <li>Team members and patients</li> </ul> | <ul style="list-style-type: none"> <li>Advance the implementation of CLAS Standards.</li> </ul> | <ul style="list-style-type: none"> <li>Expansion of cultural competency training and community outreach.</li> </ul> | <ul style="list-style-type: none"> <li>Number of events and recognition.</li> <li>Number of trainings hosted for staff.</li> <li>Number of community events.</li> </ul> | <ul style="list-style-type: none"> <li>S2W Council</li> <li>Patient Experience</li> <li>Community Outreach Programs</li> </ul> |
|---|---|---|---|--|

\*All AHN employees receive annual mandatory CLAS Standard training in Health Care Environment Training.

Reclassifying Health Equity programs as Social and Workforce Programs better reflects the broader scope of addressing disparities and improving health care access, outcomes, and workforce representation for all populations. It ensures a more direct focus on addressing systemic barriers to care, social determinants of health, and workforce development initiatives. The change aligns with Allegheny Health Network's health care priorities, emphasizing measurable strategies to improve community health outcomes and strengthen the health care workforce. By reframing this category, AHN aims to highlight tangible efforts to improve social well-being and create sustainable workforce solutions that enhance access to quality health care for everyone.

### CHNA Needs Reevaluated as Priorities Are Met

For the 2024 CHNA cycle, AHN Forbes has shifted its priorities, choosing to no longer focus specifically on transportation as a social determinant of health or diabetes, heart disease, and COPD as chronic diseases. In previous years, transportation was identified as a significant barrier to health care access, and AHN Forbes implemented successful initiatives to address this issue. However, through ongoing efforts and community feedback, transportation is no longer seen as one of the top social factors or barriers to care. As a result, AHN Forbes has decided to refocus its resources and efforts on other community needs related to SDOH. Similarly, AHN Forbes has had long-standing initiatives aimed at managing and improving outcomes for chronic conditions such as diabetes, heart disease, and COPD. While these remain important health issues, the hospital has made significant progress in these areas over the years. As a regional medical center, AHN Forbes is now expanding its focus, particularly in cancer care, where the hospital has seen growing demand and potential for impact. The investment in cancer screening, treatment, and supporting resources has become a key area of emphasis for AHN Forbes, reflecting the increasing need to provide comprehensive cancer care to the communities it serves. This strategic shift allows AHN Forbes to build on its past successes while addressing emerging health needs. By focusing on cancer care and reallocating resources to meet this growing demand, the hospital aims to continue its leadership in providing advanced medical care and enhancing the overall health and well-being of the community.

### Conclusion

AHN Forbes recognizes that community health is built upon several key foundations: workforce development, health care access, food security, behavioral health services, chronic disease prevention, and health equity. AHN Forbes is committed to improving community health by investing in targeted workforce training, expanding access to quality health care, enhancing nutrition and food availability, addressing substance use and mental health issues, and promoting social and workforce programs. These initiatives not only improve individual health outcomes but also contribute to a stronger, more resilient community by fostering economic stability and reducing health disparities. Through collaboration, innovation, and sustained dedication, AHN Forbes strives to create a future where everyone has the opportunity to achieve optimal health and well-being.

