COMMUNITY HEALTH NEEDS ASSESSMENT





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Mission

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

Vision

A world where everyone embraces health.

Values

People matter

Every person contributes to our success. We strive for an inclusive culture, regarding people as professionals, and respecting individual differences while focusing on the collective whole.

Stewardship

Working to improve the health of the communities we serve and wisely managing the assets that have been entrusted to our care.

Trust

Earning trust by delivering on our commitments and leading by example.

Integrity

Committing to the highest standards encompassing every aspect of our behavior including high moral character, respect, honesty, and personal responsibility.

Customer-focused collaboration

Because no one person has all the answers, we actively seek to collaborate with each other to achieve the right outcomes for our customers.

Courage

Empowering each other to act in a principled manner and to take appropriate risks to do what is right to fulfill our mission.

Innovation

Committing to continuous learning and exploring new, better, and creative ways to achieve our vision.

Excellence

Being accountable for consistently exceeding the expectations of those we serve.

A. Introduction

About Allegheny Health Network (AHN)

The hospitals of Allegheny Health Network, as they have for decades, provide exceptional health care to help people live healthy lives and continue to extend their reach, offering a broad spectrum of care and services.

The tradition continues by using the latest medical innovations to treat patients. Gaining knowledge through research to constantly improve how to prevent, diagnose, and treat illness, AHN staffs each hospital with experienced, expert, and compassionate physicians, nurses, and other health care professionals dedicated to medicine, people, and healing.

AHN is committed to giving patients the proper care, at the right place, at the right time. Physicians from various specialties work as a team to coordinate patients' care from start to finish. AHN explores every possible option for treatment. AHN has established medical facilities in communities throughout the region, so patients have convenient access to care. Also, AHN works around patients' schedules to help maintain their quality of life while receiving treatment and therapy.

AHN can extend its reach to more people as a health network by offering a broad spectrum of care and services. AHN has 14 hospitals and more than 200 primary- and specialty-care practices. AHN has approximately 2,400 physicians in every clinical specialty, 21,000 employees, and 2,000 volunteers. AHN provides world-class medicine to patients in their communities, across the country, and around the world.

AHN's physicians continually explore and develop new treatments that allow us to bring medical discoveries from the laboratory directly to patients. These breakthroughs help save lives and give patients access to the latest treatments for disease and medical conditions. Allegheny Health Network is also committed to educating and training the next generation of doctors by serving as the clinical campus for both Lewis Katz School of Medicine at Temple University and Drexel University College of Medicine.

Allegheny Health Network is an integrated health care system that serves patients from across a four-state region that includes Pennsylvania and portions of New York, Ohio, and West Virginia. AHN has more than 80 medical, surgical, and radiation oncology physician practices; one of the state's most extensive bone marrow transplant and cellular therapy programs; and the nation's largest – and western Pennsylvania's only – radiation oncology network accredited by both the American Society for Radiation Oncology and American College of Radiology. Allegheny Health Network's cancer program has more than 200 clinical trials offered throughout its network of hospitals and clinics.

AHN has received accolades from numerous organizations, including Thomson Reuters, AARP, Healthgrades, and Consumer Reports. These accolades recognize AHN's dedication to excellence and strengthen its ability to tackle diseases so we may find a cure for tomorrow.

About AHN West Penn

AHN West Penn is a modern, 356-bed facility located in Pittsburgh's Bloomfield neighborhood. AHN West Penn has an international reputation for excellence and innovation in patient care, education, and research. AHN West Penn offers a complete range of health care services including high-level treatment for cancer, heart disease, severe burns, autoimmune diseases, stroke, orthopedic conditions, and neurological problems.

AHN West Penn is the national leader in oncology, surgery, and women's health. Established in 1848, West Penn Hospital is the first hospital in Pittsburgh and western Pennsylvania to achieve Magnet recognition status from the American Nurses Credentialing Center (ANCC), a worldwide recognition for excellence in nursing that has been earned by only about 6% of U.S. health care facilities. A medical staff of more than 1,100 physicians delivers patient care programs supported by experienced nursing teams.

Annually, the Obstetrics Department delivers about 4,000 babies, the Level III Neonatal Intensive Care Unit admits about 900 critically ill newborns, and the Inpatient Rehabilitation units help hundreds of patients achieve optimal levels of function after strokes, burns, neurological or orthopedic injuries, multiple traumas, or left ventricular assist device (LVAD) implantation.

West Penn Hospital's School of Nursing, established in 1892, is one of the first accredited by the National League for Nursing Accreditation Council. In 1972, West Penn Hospital combined resources with Indiana University of Pennsylvania to offer the state's first and the nation's fifth cooperative Bachelor of Science degree program in respiratory care.

The AHN West Penn Cancer Institute provides the most advanced diagnostic and treatment services for all types of cancer, including lung, esophageal, breast, gynecologic, prostate, colorectal, and bloodborne cancers. The Cancer Institute has earned national recognition for its bone marrow transplant program, one of the largest in Pennsylvania. The Institute also boasts leading-edge radiation oncology services and the latest treatment protocols through national research groups, such as the Cancer and Leukemia Group B, American College of Surgeons Oncology Group, and Radiation Therapy Oncology Group.

Many of the physicians, nurses, and administrative staff of AHN West Penn have a deep commitment to providing exceptional, personalized care. AHN West Penn is rated among the top 10% of hospitals in the nation for patient safety in overall hospital care. A combined compassion and support with innovative technology is the aim for the best possible outcomes.

AHN West Penn has a long history of serving the health care needs of the people of western Pennsylvania and educating professionals to care for those in communities near and far.

For more information about AHN West Penn, please click here.

AHN West Penn Recognition:

Award-winning medical care

- Named to the IBM Watson Health 100 Top Hospitals for 2020-2021 for its "unrelenting focus on quality." This is the sixth time West Penn has been recognized for this honor, including back-to-back years 2019-2020 (CareChex 2021).
- Rated among the Top 100 Hospitals in the Nation for Medical Excellence in Cancer Care and Bone Marrow Transplant (CareChex 2021).
- West Penn Hospital is rated among the Top 100 Hospitals in the Nation for Patient Safety in Cancer Care.
- Blue Distinction Center+SM designation for efficiency in delivering high-quality care and better overall outcomes for bariatric care, cardiac care, and maternity care.
- American Heart Association's Silver Plus status for "Get with The Guidelines" heart failure program.
- Received Leapfrog Spring 2020 "A" grade in patient safety.

B. Frequently Asked Questions

WHAT IS A COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)?

A community health needs assessment is an effective method of identifying the unmet health care needs of a population and making changes to meet these needs.

WHY WAS A CHNA PERFORMED?

Through comprehensive data and analysis, community health needs assessments identify key health needs and issues locally. Not-for-profit hospitals or charitable-status organizations under section 501(c)(3) of the Federal Internal Revenue Code are required to provide benefits to the community that they serve.

Not-for-profit hospitals must conduct a CHNA and adopt an implementation strategy at least once every three years to meet the identified community health needs. CHNAs identify areas of concern within the community related to the current health status of the region. The identification of the region's health needs provides AHN West Penn and its community organizations with a framework to improve the health of its residents.

HOW WAS DATA FOR THE CHNA REPORT COLLECTED?

A working group and steering group were formed in summer 2021 to complete the CHNA and its initiatives. The information collected is a snapshot of the health of residents in the service area of AHN West Penn, encompassing socioeconomic information, health statistics, demographics, and mental health issues, etc. The group worked passionately and tirelessly to be the voice of the residents served.

C. Internal Revenue Service (IRS) Requirements

The Patient Protection and Affordable Care Act (PPACA), which went into effect on March 23, 2010, requires tax-exempt hospitals to conduct community health needs assessments (CHNA) and implementation strategy plans to improve the health and wellbeing of residents within the communities served by the hospitals. These strategies created by hospitals and institutions consist of programs, activities, and plans specifically targeted toward community populations. The execution of the implementation strategy plan is designed to increase and track the impact of each hospital's efforts.

The requirements imposed by the IRS for tax-exempt hospitals and health systems must include the following:

- Conduct a CHNA every three years.
- Adopt an implementation strategy to meet the community health needs identified through the assessment.
- Report how the strategy addresses the needs identified in the CHNA and a description of needs that are not being addressed, with the reasons why.

The Department of the Treasury and the IRS require a CHNA to include:

- 1. A separate written report for each hospital (state license designation).
- 2. Description of the community served by the hospital and how that community is defined.
- 3. Description of the process and methods used to conduct the CHNA.
- 4. Information gaps that may impact the ability to assess needs.
- 5. Identification of any collaborating partners.
- 6. Identification and qualifications of any third parties assisting with CHNA.
- 7. Description of how input from the community was used.
- 8. Prioritized description of all community health needs identified through the CHNA.
- 9. Description of existing health care facilities within the community available to meet the needs identified.
- 10. A description of the needs identified that the hospital intends to address, the reasons those needs were selected, and how the hospital will address the selected needs.

D. Executive Summary

Project Overview

Allegheny Health Network (AHN) executed a CHNA process that included collecting primary and secondary data. The CHNA working group, consisting of members from AHN's Community Affairs department, oversaw the CHNA along with the project consultant, Tripp Umbach.¹ Representatives from each AHN hospital facility and representatives from departments within AHN formed a steering committee that provided high-level feedback and input on primary and secondary data collected. Organizations and community stakeholders within the primary service area were engaged in identifying the needs of the community. Community organizations, government agencies, educational systems, and health and human services entities were engaged throughout the CHNA. The comprehensive primary data collection phase resulted in contributions from a multitude of regional community stakeholders, and representatives from organizations.

Input from the community was sought through a customized multi-language community survey, stakeholder interviews, and a provider survey. Community input was aligned with secondary data collections and presented to the CHNA Steering Committee as a framework for assessing current community needs, identifying new/emerging health issues, and advancing health improvement efforts to address identified needs.

Although the multi-language community survey was broadly deployed, the non-English responses were relatively low. However, many of the community agencies that provide health and human services to those specific populations and have knowledge of their health needs participated in the survey process.

Specifically, the primary data collection consisted of several project components. In total, 59 community stakeholder interviews were conducted with individuals who represented a) broad interests of the community, b) populations of need, or c) persons with specialized knowledge in public health. Feedback from 2,201 online surveys was collected from AHN providers and from 866 surveys from the community.

An internal planning meeting was held with the AHN Steering Committee to discuss and finalize the CHNA needs for 2021 based on primary and secondary data results. AHN West Penn recognized its needs from the previous assessment and will build upon those issues, but most importantly, AHN West Penn identified additional areas of concern that require attention. Based on collective information from the previous implementation strategy plan along with the needs identified in the current cycle, AHN West Penn will reinforce and create new strategies to bridge the gap and address the needs of the underserved in their service area.

A resource inventory was generated to highlight available programs, services, organizations, and agencies within each of the priority needs in the service area. A significant project piece of the CHNA was compiling a regional profile (secondary data analysis). The regional profile was composed utilizing local, state, and federal figures providing valuable information on a wide array of health, clinical, and

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¹ Allegheny Health Network contracted with Tripp Umbach, a private health care consulting firm, to complete a community health needs assessment. Tripp Umbach has worked with more than 400 communities in all 50 states. In fact, more than one in five Americans lives in a community where Tripp Umbach has worked.

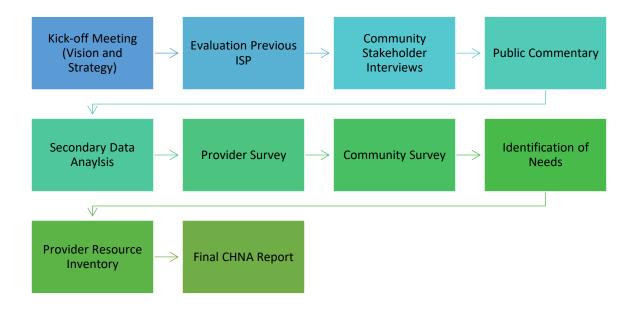
social issues. Tripp Umbach, along with the working group and steering group, examined and discussed different socioeconomic aspects, health outcomes, and health factors that affect residents' behaviors, specifically the influential factors that impact the health of residents.

The CHNA determined the health status of the community with direct initiatives and planning strategies. Without a doubt, the CHNA connected new partners and solidified relationships with local and regional agencies with the overall goal to improve the health outcomes of residents in the region.

AHN West Penn is dedicated to providing exceptional care to residents in its communities. AHN West Penn offers a full spectrum of comprehensive health services, programs, and resources to support the community served and to meet/advance identified community health needs. AHN West Penn's patient-centered approach to care means a greater focus on coordinated health and wellness services and being accountable and responsive to patients.

The overall CHNA involved multiple steps that are depicted in the flow chart below. The first step of the process included a kick-off meeting. The meeting allowed the group to discuss visions and strategies and create a shared vision for the CHNA. The session delineated the scope of the project and mechanisms for sharing resources and skills necessary to achieve AHN West Penn's goals and objectives to improve the health of the community.

Figure 1: Overall CHNA Process Flow Chart²



² For additional information on the primary and secondary data collected as part of the CHNA, please refer to the methodology section of the report.

E. 2021 Allegheny Health Network Prioritized Findings

AHN West Penn

The CHNA results, upon review of extensive primary and secondary research, input from community members and stakeholders, and an evaluation of identified key regional priorities, illustrate the continued need for focuses on Social Determinants of Health (SDOH),³ Behavioral Health, Chronic Disease, and Health Equity. Each key need area had subareas of concentration.

The prioritized needs were selected through the efforts of the CHNA Steering Committee and identified during the previous CHNA cycle. Opportunities to advance those efforts and make a more significant impact are evident. Specific strategies for addressing the needs will be delineated in the implementation strategy plan.

The chart below illustrates the 2021 current CHNA needs of each Allegheny Health Network hospital facility, particularly for AHN West Penn. The 2021 needs were based on data collected for the assessment and included how AHN West Penn will build upon its past and new areas of concern.

Table 1: 2021 Prioritized Needs

	2021 Prioritized Findings													
Allegheny Health Network (AHN)	So	Social Determinants of Behavioral Health Health					Chro	nic D	iseas	e	Health Equity			
	Transportation	Workforce Development	Cost of Care	Access to care*	Food Insecurity, Diet, Nutrition	Substance Use Disorder	Mental Health Services	Post-Partum Depression	Diabetes	Heart Disease	Cancer	СОРО	Obesity	Diversity, Equity, & Inclusion**
Allegheny General Hospital	х	Х			Х	Х			Х	Х	Х			х
Allegheny Valley Hospital	Х					Х	Х		Х	Х				x
Canonsburg Hospital	х			Х		Х			Х	Х				x
Forbes Hospital	х					Х	х		Х	Х		Х		x
Grove City Medical Center				Х			х		Х	Х			Х	х
Jefferson Hospital	Х	Х	Х		х	Х					Х		Х	х
Saint Vincent Hospital	х	Х		Х	х	Х	Х	Х	Х		Х		Х	Х
West Penn Hospital		Х			Х			х	Х		Х		Х	X

³ In 2018, access to care was the overarching community need. In 2021, after internal review and discussions, SDOH replaced access to care as the focus. Understanding SDOH helps identify the many underlying factors and issues that serve as barriers to accessing care. Addressing the conditions of one's environment, such as where people work, play, live, can dramatically affect the quality of life for many residents.

Allegheny Health Network (AHN)	So	cial D	eterm Healt		ts of		havio Health		Chronic D		Disease Health Equity			
	Transportation	Workforce Development	Cost of Care	Access to care*	Food Insecurity, Diet, Nutrition	Substance Use Disorder	Mental Health Services	Post-Partum Depression	Diabetes	Heart Disease	Cancer	СОРО	Obesity	Diversity, Equity, & Inclusion**
Westfield Memorial Hospital						х	х	х	х	х	х			х
Wexford Hospital					Х	Х	Х	Х		Х				х
Brentwood Neighborhood Hospital			х	х										
Harmar Neighborhood Hospital			х	х										
Hempfield Neighborhood Hospital			х	х										
McCandless Neighborhood Hospital			х	х										

^{*} Access to care includes primary care, specialty care, and access to general services.

^{**}Diversity, Equity, & Inclusion includes LGBTQ+ and cultural competency.

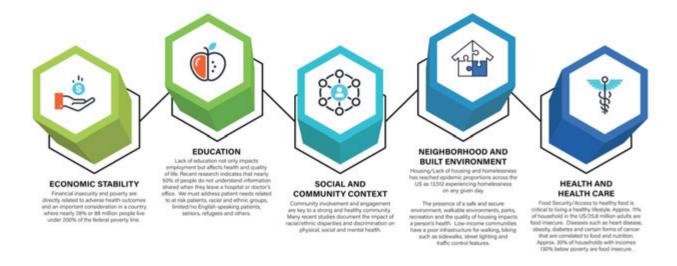
A) Social Determinants of Health

The World Health Organization (WHO) defines social determinants of health as the economic and social conditions that influence individual and group differences in health status. These economic and social conditions under which people and groups live may increase or decrease the risk of health conditions or diseases among individuals and populations. Addressing SDOH is paramount to creating a healthier community.

Various domains categorize SDOH; Figure 2 displays five domains as categorized by Healthy People 2030. Data links determinants and domains to health status, such as the correlation of one's ZIP code resulting in drastically different health statuses for patients with the same/similar health conditions. SDOH domains are also contributors to health disparities and inequities across the nation. The literature stresses the need for multi-sector organizations to collaborate to address social determinants and make positive impacts on overall patient health. In addition, targeting specific populations with specialized interventions is imperative to providing equitable health care.

AHN West Penn will identify and address critical SDOH such as workforce development, food insecurity, behavioral health (postpartum depression), chronic diseases (diabetes, cancer, and obesity), and health equity (diversity, equity, and inclusion).⁴

Figure 2: Understanding SDOH (Healthy People 2030)



Source: Healthy People 2030

⁴ AHN West Penn's primary service area encompasses Allegheny County. Secondary data was supplied related to the identified region.

Workforce Development

Being employed and having a steady livable income enables one to have choices and options for a healthy lifestyle. Having a comfortable income can provide a safe home environment, food, transportation, health care, and much more. Data reveal significant income disparities within the counties that AHN West Penn represents.

- In 2019, the U.S. Census Bureau reported the median family income for residents in Allegheny County was \$85,477; higher than the state (\$78,521) and the nation (\$77,263).
- In 2021, the Department of Labor Statistics reported Allegheny County's unemployment rate at 6.3%. This rate is lower than the state (6.7%) but higher than the nation (5.3%).
- The U.S. Census Bureau cites that those below the Federal Poverty Line (FPL) face barriers to access such as health services, healthy food, and other necessities that contribute to poor health status. In 2015-2019, 11.6% of Allegheny County residents were 100% below the FPL. This rate is lower than the state (12.4%) and the nation (13.4%).

Broad gaps in employment are related to race as opportunities are less available to populations of color. The gap in employment was significantly widened due to COVID-19.

Table 2: Percentage of Population in Poverty by Race

	White	Black or African American	Native American or Alaska Native	Asian	Native Hawaiian or Pacific Islander	Other race	Multiple races
Allegheny County	8.2	27.9	17.2	16.9	17.4	24.6	24.2
Pennsylvania	9.7	25.9	24.5	13.8	24.5	31.3	22.0
U.S.	11.1	23.0	24.8	10.9	17.5	21.0	16.6

Source: US Census Bureau, American Community Survey 2015-2019

Building upon one's ability to successfully develop skills and obtain the tools needed for business success benefits the employer and the employee. Providing employees with professional development opportunities through seminars and courses creates a productive work environment. It will be essential for employers to continue to create opportunities for ongoing skill development as the work environment is constantly changing and the capacity to meet the demand for production increases.

Food Insecurity, Diet, and Nutrition

Food insecurity is a growing problem. In Pennsylvania, 1,353,730 people are facing hunger, including 383,520 children.⁵ Concentration in school is more difficult when students are hungry. Hunger can cause children to be cranky, hyperactive, and aggressive. These behavioral issues can distract students from their schoolwork, leading to developmental delays and learning disabilities. Hunger eventually can lead to tripling one's chances of suffering from poor health, tripling the likelihood of obesity among women, and doubling one's chances of developing diabetes. Fifty percent of children facing hunger will need to repeat a grade.⁶

Hunger hurts the local economy by causing increased health care spending, increased costs to charities, lost productivity, and poor education outcomes that affect not just the lifetime earnings of those who are hungry but society as a whole. Hunger costs in Pennsylvania have risen to nearly \$3.25 billion a year. Individuals with low food security frequently rely on processed foods, ultimately making individuals more susceptible to obesity and chronic illnesses.

- In 2017, the U.S. Census Bureau found 12.5% of residents in Allegheny County received Supplemental Nutrition Assistance Program (SNAP) benefits, lower than Pennsylvania (14.3%) and the same as the nation (12.5%).8
- In Pennsylvania, 33.9% of households receiving SNAP benefits have children.⁹
- Providers and community stakeholders reported that access to food is a top health problem in their communities.
- Community stakeholders reported access to healthy foods as an approach to improve the quality of life for residents.

B) Behavioral Health

Postpartum Depression

Postpartum depression, maternal depression, or the "baby blues" are emotions often experienced by mothers as they prepare for and welcome a new member into their family. After birth many mothers experience anxiety, depression, guilt, isolation, sadness, hopelessness, emptiness, or overwhelmed emotions. The CDC reports about 1 in 8 women experience symptoms of postpartum depression.

⁵ Feeding America: www.feedingamerica.org/hunger-in-america/pennsylvania

⁶ Feeding America: www.feedingamerica.org/hunger-blog/3-ways-hunger-affects-your-body

⁷ Just Harvest: www.justharvest.org/wp-content/uploads/2015/06/Just-Harvest-Fact-Sheet-on-Hunger-in-Allegheny-County-2017.pdf

⁸ The Supplemental Nutrition Assistance Program is a federal program that provides nutrition benefits to low-income individuals and families that are used at stores to purchase food.

⁹ Feeding America: www.feedingamerica.org/hunger-in-america/pennsylvania

Additionally, a recent analysis found the rate of depression diagnosed at delivery was roughly seven times higher in 2015 than in 2000.¹⁰

Common risk factors associated with maternal depression include race/ethnicity, age, socioeconomic status, history of depression, health problems of the baby, having multiple babies during birth, difficulty breast-feeding, and unwanted or unplanned pregnancy. Depression in mothers can disrupt the bonding experience in infancy. This phase, which is critical and healthy for child development, creates a healthy, nurturing, and empathetic relationship between child and mother. Unfortunately, when the mother is depressed, she is less likely to engage and participate in a healthy and loving parent experience.

Maternal depression is a community and public health problem often having a ripple effect, taking a toll on the well-being and livelihood of mothers and their families. Addressing postpartum requires a community commitment of those who share a common interest and desire to support the health of all mothers and families who seek and require help.

Fortunately, postpartum depression is treatable and AHN West Penn has taken the lead in offering services to address this growing issue. AHN West Penn Women's Behavioral Health offers services such as cognitive behavioral therapy (CBT), interpersonal therapy (IPT), dialectical behavior therapy, group therapy, and medication management. Postpartum depression is a substantial community issue, and AHN West Penn will continue to bring awareness and address the effects of untreated maternal depression to continue to engage women and families in need of help.

C) Chronic Disease

Chronic diseases are a significant cause of disability and death in Pennsylvania and the United States. The seven leading causes of death are heart disease, cancer, stroke, chronic lower respiratory disease (CLRD), unintentional injury, Alzheimer's disease, and diabetes. According to the Pennsylvania Department of Health, chronic disease accounts for about 70.0% of all deaths annually in Pennsylvania. With Pennsylvania's aging population and the advances in health care enabling people to live longer, the cost associated with chronic disease will increase significantly if no changes are made. Clinical preventive services, such as routine disease screening and scheduled immunizations, are key to reducing the effects of chronic disease and reducing death. Preventive services both prevent and detect illnesses and diseases in their earlier, more treatable stages, significantly reducing the risk of illness, disability, early death, and medical care costs.

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¹⁰ Centers for Diseases Control and Prevention: www.cdc.gov/reproductivehealth/features/maternal-depression/index.html

 $^{^{11}\,}Mayo\,Clinic:\,www.mayoclinic.org/diseases-conditions/postpartum-depression/symptoms-causes/syc-20376617$

¹² Allegheny Health Network: www.ahn.org/services/womens-health/behavioral-health/perinatal-depression-symptoms

Diabetes

- The American Diabetes Association reported that approximately 1.4 million people in Pennsylvania have diabetes. An additional 325,000 are still undetected. Estimates show that one of every three children born in the United States will be directly affected by diabetes.
- County Health Rankings reported that Pennsylvania had the 19th-largest increase in diabetes diagnosed in people over 20 from 2008 to 2017. In 2008, 8.6% of adults had diabetes, the 19th-highest prevalence rate of all states. In 2017, the share of adults 20 and over with diabetes rose to 11.0%, the 18th-highest rate.
- In 2015-2019, 18.4 per 100,000 population in Allegheny County died as a result of diabetes according to the Pennsylvania Department of Health.¹³

Cancer

- In 2015-2019, 162.8 per 100,000 population in Allegheny County died from cancer. This rate is higher than the state rate of 160.5 and national rate of 152.3. The Healthy People 2030 target is less than or equal to 122.7 per 100,000 population.
- The leading cause of death in 2017 in Pennsylvania, according to the CDC National Center for Health Statistics, was heart disease (32,312 deaths), followed by cancer (28,387).
- The provider survey identified diabetes, cancers, and heart disease as the top persistent health problems in the community.
- The provider survey also found that 58.1% of respondents listed cancer and 67.0% listed heart disease as a 4/5 rating on a rating scale of 1-5, where 1 equals less of a concern and 5 equals more of a concern.
- Community stakeholders reported cancers and heart disease as top health problems in their communities.

Obesity

Being obese is a significant risk factor that often will lead to other health problems such as diabetes, cardiovascular disease, cancers, and other health ailments. Losing weight and engaging in a healthy diet and exercise regimen can reduce the likelihood of developing many of these conditions.

• Excess weight may indicate an unhealthy lifestyle and puts individuals at risk for further health issues. In 2017, Allegheny County adults (28.0%) aged 20 and older reported BMIs greater than 30.0. The rate is lower than both Pennsylvania (30.5%) and the nation (29.5%).¹⁴

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¹³ Pennsylvania Department of Health:

www.health.pa.gov/topics/HealthStatistics/VitalStatistics/CountyHealthProfiles/Documents/current/index.aspx#county-maps

¹⁴ Weight that is higher than what is considered healthy for a given height is described as overweight or obesity. Body Mass Index (BMI) is a screening tool for overweight and obesity. BMI that is 30.0 or higher falls within the obesity range. Centers for Diseases Control and Prevention: www.cdc.gov/obesity/adult/defining.html

- In 2019 the Behavioral Risk Factor Surveillance Survey and 2018-2019 Pennsylvania Growth Screening Index reported that 33% of Pennsylvania adults and 18% of children in grades K-12 were affected by obesity.¹⁵
- Nationally, the Centers for Disease Control and Prevention (2017-2018) reported the prevalence
 of obesity was approximately 42% in adults and 19% in children.¹⁶

D) Health Equity

Diversity, Equity, & Inclusion

Health equity objectives are designed to end past infrastructures and workplace cultures that treat people inequitably based on demographic factors such as gender, age, ethnicity, race, sexual orientation, and other factors. Health inequities are rooted in historical and current policies and systems that may favor one group over others. These historical and structural inequities take their toll on health and the quality of life through economic, cultural, political, social, and physical factors. Health is deeply connected and rooted to where people live, work, learn, and play.

Recognition is increasing across the health care environment. Improving health and achieving health equity demands a broad, multi-pronged approach and requires community engagement and addressing economic, social, and environmental factors that influence health. For example, prejudice and discrimination can lead to delays in medical diagnosis and treatment. The New England Journal of Medicine published a study reporting that women were seven times more likely than men to be misdiagnosed and discharged in the middle of having a heart attack due to the medical concepts of most diseases being based on understandings of male physiology and women having different heart attack symptoms than men.¹⁷

Health inequities unveil startling contrasts in health among different people. The Pennsylvania Department of Health reported vast disparities among its residents.

Publication data from 2018 reveal Black residents had significantly higher age-adjusted cancer incidence rates than whites in these areas:¹⁸

- Prostate
- Lung and bronchus
- Kidney and renal pelvis
- Pancreas

¹⁵ The Pennsylvania Department of Health: www.health.pa.gov/topics/programs/Pages/Obesity.aspx

¹⁷ The New England Journal of Medicine: www.nejm.org/doi/full/10.1056/NEJM200008243430809

¹⁸ The Pennsylvania Department of Health:

 $www.health.pa.gov/topics/HealthStatistics/MinorityHealthStatistics/Documents/Minority_Cancer_Incidence_2015.pdf$

- Liver and intrahepatic bile duct
- Myeloma
- Stomach

Blacks: The age-adjusted incidence rate among Black Pennsylvania residents for liver/intrahepatic bile duct cancer (17.2 per 100,000 population) was more than two times that of white residents (7.8 per 100,000 population) in 2015. Myeloma also had an incidence rate of more than two times higher among Black residents (13.5 per 100,000 population) than white residents (6.3 per 100,000 population).

Asians and Pacific Islanders: In 2015, the age-adjusted incidence rate among Asians/Pacific Islanders for stomach cancer (9.7 per 100,000 population) and cancer of the liver/intrahepatic bile duct (13.9 per 100,000 population) was almost two times the rate among whites (5.7 and 7.8, per 100,000 population respectively).

Hispanics: In 2015, Hispanics had a significantly higher age-adjusted incidence rate than whites for liver/intrahepatic bile duct cancer. Specifically, the Hispanic liver/intrahepatic bile duct cancer rate (13.9 per 100,000 population) was almost two times that of whites (7.8 per 100,000 population).

Publication data from 2018 reveal the following discharge rates were significantly higher among Black residents compared to whites: ¹⁹

- Asthma (various age groups)
- Non-fatal spinal cord injuries
- Heart failure (ages 65-74)
- Heart failure (ages 75-84)

The following discharge rates were significantly higher among Hispanic residents compared to whites: 20

- Asthma (various age groups)
- Heart failure (ages 65-74)
- Heart failure (ages 75-84)

Blacks: During 2014, hospital discharge rates per 10,000 for young childhood asthma (under 5) were several times higher among Black residents than white residents, 72.4 versus 13.8. In addition, hospital discharge rates for asthma among Black residents were at least two times higher than white residents in all other age groups. Another major disparity occurred for hospital discharge rates of heart failure among the ages 65-74. The rate was two times higher among Black residents (16.6) than white residents (7.4).

²⁰ Ibid.

¹⁹ The Pennsylvania Department of Health:

 $www.health.pa.gov/topics/HealthStatistics/MinorityHealthStatistics/Documents/Minority_Hosp_for_Select_Conditions_2014.pdf$

Hispanics: Like Black residents, in 2014, Hispanic residents had elevated hospital discharge rates for asthma compared to white residents. Specifically, the hospital discharge rate per 10,000 for asthma among Hispanic residents under five years of age (38.2) was about three times higher than white residents under 5 (13.8). The hospital discharge rate for asthma among Hispanic residents ages 5 to 64 was more than two times the rate for whites.

COVID-related reductions in life expectancy disproportionately affected people of color. People living in rural areas have a lower quality of health care and less access to services than people living in urban and suburban areas.

Improving health equity engages all community sectors and partners to promote health equity and sustainability through job creation and economic development, transportation access and mobility, access to foods and nutrition, physically active and safe neighborhoods, and improved educational status. Most importantly, to improve access to equitable health care, health equity must be the focus as an organization at all levels and embedded into our practices, processes, actions, and outcomes.

F. Defined Community

A community is defined as the geographic area where a significant number of the patients utilizing hospital services reside. While the CHNA considers other types of health care providers, the hospital is the single largest provider of acute-care services. For this reason, the utilization of hospital services provides the most precise definition of the community.

The defined community (or primary service area, or PSA) of AHN West Penn encompasses 18 ZIP codes located in Allegheny County. Map 1 shows AHN West Penn's defined community.

Map 1: 2021 CHNA Study Area/County



Table 3: Primary Service Area ZIP Codes

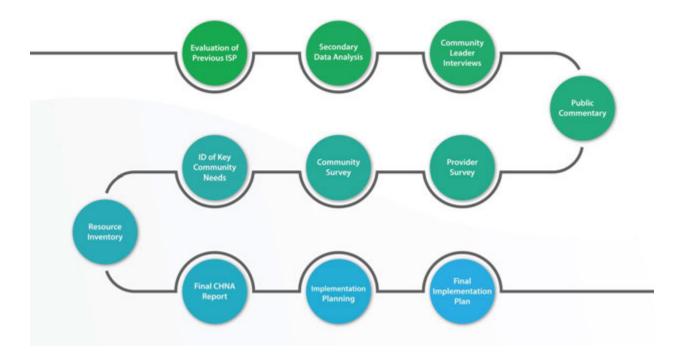
ZIP Code	Town	County
15139	Oakmont	Allegheny
15147	Verona	Allegheny
15201	Pittsburgh	Allegheny
15206	Pittsburgh	Allegheny
15208	Pittsburgh	Allegheny
15213	Pittsburgh	Allegheny
15215	Pittsburgh	Allegheny
15217	Pittsburgh	Allegheny
15218	Pittsburgh	Allegheny
15219	Pittsburgh	Allegheny
15221	Pittsburgh	Allegheny
15222	Pittsburgh	Allegheny
15223	Pittsburgh	Allegheny
15224	Pittsburgh	Allegheny
15232	Pittsburgh	Allegheny
15235	Pittsburgh	Allegheny
15238	Pittsburgh	Allegheny
15260	Pittsburgh	Allegheny

G. Methodology

Tripp Umbach, a planning and research firm specializing in health care, education, government, and corporate clients to improve communities' economic, social, and physical wellbeing, was contracted by Allegheny Health Network to conduct the system's 2021 CHNA. The CHNA report complies with the Internal Revenue Service's guidelines for charitable 501(c)(3) tax-exempt hospitals and includes input from individuals representing the broad interests of the communities served by Allegheny Health Network, including those with direct knowledge of the needs of the medically underserved, disenfranchised populations, and populations suffering from chronic diseases.

The CHNA process began in late June 2021, and it is positioned to conclude in the early spring of 2022 with a final implementation strategy planning report. While multiple steps make up the overall CHNA process, Tripp Umbach will continue to work closely with the CHNA working group members to collect, analyze, and identify the results to complete AHN West Penn's assessment. The data collected and the information being composed will allow further group engagement of internal and external stakeholders to inform the CHNA needs and deliverables.

Figure 3: Data Collection Roadmap



Community Health Needs Assessment Data Collection

AHN West Penn, along with Tripp Umbach, participated in a 39-person steering group consisting of system-level leadership and hospital personnel who have direct patient care/contact and are instrumental in their community. The steering group members have a vast knowledge of the needs of underserved and disenfranchised populations, specifically those with chronic diseases, behavioral health issues, and socioeconomic challenges. To fulfill IRS requirements related to the Affordable Care Act (ACA), AHN West Penn's methodology employed both qualitative and quantitative data.

Evaluation of 2018 Implementation Strategy Plan

The flow chart identified the health needs of AHN West Penn in 2018. AHN West Penn concentrated efforts and plans to address the health needs identified in the previous assessment.



AHN West Penn worked over the last three years to address, develop, and implement strategies to tackle the CHNA issues and evaluate the effectiveness of the strategies in meeting goals and providing strategies to improve the health in the community.

AHN West Penn confronted problem statements and strategies and developed ways to address its success. AHN West Penn modified some of its goals to better achieve the identified needs from the 2018 CHNA. The self-assessment has indicators to denote improving and tracking each goal and strategy within the three years and beyond. Specific metric information/measurable indicators can be obtained from AHN Community Affairs.

Health Priority: Access to Care

<u>Goal 1.</u> Strengthen access to specialty provider services and increase utilization of services by community members.

<u>Impact:</u> Increased utilization of The Healthy Food Center and increased education and awareness of food insecurities.

Strategies	Action Steps	2019	2020	2021	Metrics per year
Increase access to The Healthy Food Center.	Utilize The Healthy Food Center to educate on chronic	х	х	Х	Number of referrals from PCP offices.
	diseases.				Number of referrals that utilize The Healthy Food Center.

Strategies	Action Steps	2019	2020	2021	Metrics per year
	Partner with The Healthy Food Center to provide education	х	х	х	
	on healthy choices. Partner with primary care physician offices to utilize the SDOH screening tool for food insecurities.	×	х	х	
	Refer patients to The Healthy Food Center.	х	х	Х	

Health Priority: Behavioral Health

Goal 1: Increase utilization of outpatient behavioral health services for women.

<u>Impact:</u> Increased awareness of signs of perinatal and postpartum depressions and increased use of appropriate behavioral health services for women.

Strategies	Action Steps	2019	2020	2021	Metrics per year
Identify women at risk for perinatal or postpartum depression and anxiety disorders.	Conduct early screenings for perinatal and postpartum depression.	×	x	x	Number of women screened. Number of women referred to Alexis Joy D'Achille Center for Perinatal Mental Health. Number of women referred to other locations for appropriate care.
					Number of behavioral health assessments.
	Conduct behavioral health assessment prior to discharge.	х			No data to support
	Provide access to appropriate level care.	х	х	х	Virtual visits
	Destigmatize postpartum depression and anxiety disorders.	х	х	х	

Strategies	Action Steps	2019	2020	2021	Metrics per year
	Conduct behavioral health assessment at	Х	Х	Х	Virtual visits
	follow-up visits.				

Health Priority: Chronic Conditions

Goal 1. To improve quality outcomes associated with diabetes.

<u>Impact:</u> Increased number of RN Navigators; decreased A1C levels in the managed population; improved outcomes for diabetes measures; and improved quality of life for diabetic patients.

Strategies	Action Steps	2019	2020	2021	Metrics per year
Develop chronic disease specialty center at West Penn Hospital.	Embed RN Navigators at West Penn Hospital.	х	х	х	Number of RN Navigators at West Penn Hospital. A1C levels for target population. Number of education programs for providers. Number of education programs for patients.
					Number of referrals to The Healthy Food Center.
	Develop diabetes transition of care models.	Х	Х	Х	
	Develop inpatient care pathways.	х	х	Х	
	Educate PCPs and patients on diabetes management.	х	х	Х	
	Promote lifestyle change interventions and intensive case management to reduce risk of diabetes and cardiovascular disease in high-risk individuals.	х	х	х	

Strategies	Action Steps	2019	2020	2021	Metrics per year
	Refer patients to Diabetic Meal pilot allowing patients to receive upon discharge food for 30 days (2 meals/ day). This also will include a follow-up referral to the Healthy Food Center.	×			The program was time-limited. High-risk patients referred by social services for assistance.

Goal 2: Reduce the number of cancer-related deaths.

<u>Impact:</u> Increased number of cancer screenings; increased number of early cancer diagnoses; increased PCP education increased number of community education events; and increased use of home cancer screening kits.

Strategies	Action Steps	2019	2020	2021	Metrics per year
Increase the number of adults who receive timely age-appropriate cancer screenings based on the most recent guidelines.	Plan free cancer screenings for prostate, breast, skin, cervical, colon/rectal, and lung cancer.	х			Number of screenings performed. Number of abnormal screenings identified and referred for additional testing. Number of individuals screened for at least one cancer. * 2020 – Screenings canceled due to COVID-19. *2021 — Tentatively scheduled for fall 2021.
	Distribute booklet on Age-Appropriate Cancer Screenings.	Х	Х	Х	
Educate adults on the importance of early detection.	Collaborate with community partners to enhance community outreach and education.	х	Х	х	Increased early detection of cancer. Increased PCP education. Increased community education.

Strategies	Action Steps	2019	2020	2021	Metrics per year
					Increased use of home cancer screening kits.
	Collaborate with Breath PA American Lung Association and Consumer Health coalition on smoking cessation.	х	X	x	
	Work with PCPs on smoking cessation education/counseling.	х	х	Х	Literature distribution and classes. These are not held here at West Penn Hospital
	Educate PCPs on recommending home colon/rectal screenings kits.	х	х	Х	Primary care offices do this initiative

Goal 3: Reduce rate of obesity in the service area.

<u>Impact:</u> Increased awareness of healthy behaviors among children; increased number of community events; and increased awareness of options for weight management.

Strategies	Action Steps	2019	2020	2021	Metrics per year
Collaborate with local schools, after-school programs, and pediatric practices to encourage children to become more active.	Work with local schools/after-school programs to encourage healthy eating and physical activity.	X			Number of children enrolled in programs. Number programs offered. *2020-2021 unable to complete due to COVID-19.
Implement programs to reduce obesity in adults.	Offer meal planning and nutrition counseling.	X	х	X	Number of community-based education events. Number of participants. Number of patients with surgical interventions. Number of support group meetings. Number of attendees.
	Offer medical weight loss programs.	х	х	х	

Strategies	Action Steps	2019	2020	2021	Metrics per year
	Provide a	х	х	Х	
	comprehensive,				
	multidisciplinary				
	approach to surgical				
	intervention.				
	Provide education	х	Х	Х	
	sessions on surgical				
	interventions.				
	Provide support	х	Х	Х	
	groups.				
	Provide web-based	х	х	Х	
	education and cooking				
	classes.				

Secondary Data Analysis

Secondary data sources at the local, state, and national levels included disparity data, public health priorities related to disease prevalence, socioeconomic factors, health outcomes, and health determinants to create a regional community health data profile based on the location and service areas of Allegheny Health Network. Secondary data was gathered primarily through Community Commons, a publicly available dashboard of multiple health indicators drawn from several national data sources that allowed for the review of past developments and changes related to demographics, health, social, and economic factors. Additional data sources include County Health Rankings, Community Needs Index, and U.S. Census Bureau. The data is also peer-reviewed and substantiated, providing a deep level of validity as a source.

The robust community profile generated a greater understanding of regional issues, mainly identifying regional and local health and socioeconomic issues.

The secondary quantitative data collection process included:

- American Community Survey
- Centers for Disease Control and Prevention
- Centers for Medicare and Medicaid Services
- County Health Rankings and Roadmaps
- Dartmouth College Institute for Health Policy and Clinical Practice
- FBI Uniform Crime Reports
- Health Resources and Services Administration (HRSA)
- Kaiser Family Foundation (KFF)
- Pennsylvania Department of Health State Cancer Profiles
- Pennsylvania Department of Health and Vital Statistics
- The Agency for Healthcare Research and Quality (AHRQ)
- U.S. Census Bureau
- U.S. Department of Education National Center for Education Statistics
- U.S. Department of Health and Human Services
- U.S. Department of Labor

Community Stakeholder Interviews

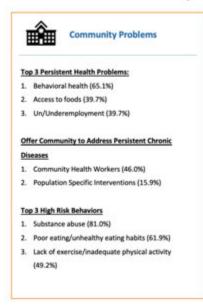
As part of the CHNA phase, telephone interviews were completed with community stakeholders to understand the changing environment. The interviews offered stakeholders an opportunity to provide feedback on the needs of the region they serve and other information relevant to the study. Overall, 59 community stakeholder interviews were conducted for AHN in July-October 2021. Community stakeholders targeted for interviews encompassed a wide variety of professional backgrounds, including:

- 1. Businesses
- 2. County and state government representatives
- 3. Economic development

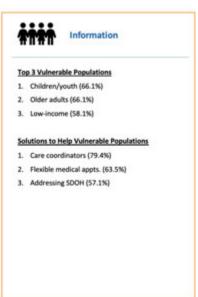
- 4. Education
- 5. Faith-based communities
- 6. Foundations/philanthropic
- 7. Health care representatives
- 8. Law enforcement
- 9. Non-profits
- 10. Representatives of underserved populations
- 11. Social service representatives

Within the interview and discussion process, overall health needs, themes, and concerns were presented. Within each of the overarching themes, additional topics fell under each category. Below are the overall key findings from the interviews.

Community Stakeholder Interviews Common Themes







Twelve interviews were conducted with community stakeholders who represented AHN West Penn's community. The qualitative data collected are the perceptions and opinions from community stakeholders as part of the CHNA process. The information provides insight and adds great depth to the qualitative data. Community stakeholders interviewed represented the following organizations:

- 1. Allegheny Center Alliance Church
- 2. Project Destiny Inc.
- 3. North Hills Community Outreach
- 4. Perry Hilltop Citizens Council
- 5. Northside Leadership Conference
- 6. Light of Life Rescue Mission

- 7. Neighborhood Learning Alliance
- 8. AARP Work Search
- 9. Bloomfield Development Corporation
- 10. Neighborhood Resilience Project
- 11. Lawrenceville United Inc.
- 12. Allen Place Community Services Inc.

Public Commentary

Tripp Umbach solicited comments related to the 2018 CHNA and Implementation Strategy Plan (ISP) as part of the assessment. Feedback was obtained from community stakeholders identified by the working group. Observations allowed community representatives to react to the methods, findings, and subsequent actions taken due to the 2018 CHNA and implementation planning process. Stakeholders were posed questions developed by Tripp Umbach. Collectively, feedback was collected from 59 community stakeholders from July to October 2021. The public comments below are a summary of stakeholders' input regarding the former documents.

- When asked whether the assessment "included input from community members or organizations," 54.9% reported that it did.
- In the survey reviewed, 41.2% reported that the report did not exclude community members or organizations that should have been involved.
- In response to the question, 43.1% of respondents agreed when asked, "Were the implementation strategies directly related to the need identified in the CHNA?"

According to community stakeholders, the CHNA and the ISP benefited them and their community in the following manner (in no specific order):

- Created greater community awareness and greater relationship building and highlighted partnerships.
- Addressed concerns and ways to improve concerns.
- We use part of the report to develop programs and use it for funding. The report shows what is going on in our community and tracks the progress of our county and its residents.
- CHNAs provoke one to think about the many never-ending needs of the community. We must become more innovative for the community's future. Example: Multi-Cultural Male Mentoring Programs will be an ongoing need that will ultimately lessen gangs, gun violence, and substance abuse/suicide/homicide statistics.
- The presence of AHN has increased significantly. Took the findings into practicum and increased/enhanced status in communities.
- It resulted in better services and providers.

- Implementation was around community wellbeing, and health systems participated financially to bring blue zones project good effort.
- Hospitals are implementing parts of the plan, and we can see results as there are good motives and intentions.
- Not sure how to evaluate program effectiveness due to COVID-19.
- Knowing that the feedback that we provided solidifies some of these choices to prioritize.
 Making ways to solve serious issues.
- I would like the opportunity for follow-up/further involvement in the process.
- Better understanding allows for the development of extended partnerships/relationships in the impact areas.
- You are allowing the community to listen to concerns. The effort to improve the life of residents and let them know we care.
- Increased awareness of social determinants of health (SDOH) and broader attention to behavioral health.
- Responses from community members gave specific issues. The implementing agency had some space to plan programs to meet particular needs.
- We need more focus on SDOH.
- I would ideally like to have more community engagement in the process.
- It was understood that there are many challenges and being proactive leads to greater quality of life and overall health.
- Recognized actual issues and focus on SDOH and not just relaying it to insurance coverage.
- Improved the health care services that were allocated to the residents.
- We saw the outcome of the work produced as well as the opportunity to educate people. Saw continued support for food accessibility in the community.

Additional feedback community stakeholders believed was not covered (in no particular order):

- Once CHNA/implementation plans are completed, bring back interviewees to review/discuss results.
- Allowing agencies like this to think outside the box and think like a client.
- Helping communities understand what it means and the overall impact.
- Focus on changing regional demographics. There is a growing Asian population along with residents moving out of the city. There are also challenges regarding services to transportation.
- Outreach to as many community organizations as possible to provide additional input.

Provider Survey

A provider survey was implemented to collect data from providers from the hospital's service areas and region to identify the community's needs and vulnerable populations and those partners/organizations that will be instrumental in addressing prioritized needs. Providers internal and external to Allegheny Health Network received a survey link. In total, 26,616 providers received a survey link; 2,201 surveys were returned/submitted.

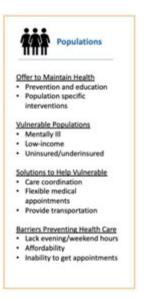
A survey instrument was developed and used to obtain vital information through the lens of local providers. Collecting data through the provider survey will allow more appropriate care to populations most in need. The provider audience is also essential to gauge how patients and residents have adjusted their health needs during the pandemic and how providers assisted them.

The provider survey was active in July-August 2021. Below are common themes providers reported in their community.

Community Best Things Restaurants/food Shopping Quality of Life Family-friendly environment Affordable living · Safe Place to live Activities Recreational/sports Events & festivals · Activities family/youth Hospital Do address needs diverse/at-risk populations Provide access to







Community Survey

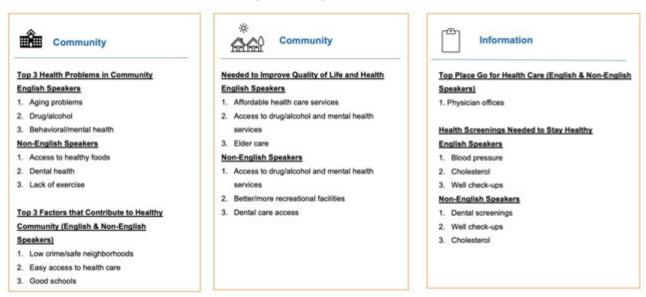
A community survey was employed to collect input from populations within Allegheny Health Network's service area to identify health risk factors and health needs in the community. Working with leadership from Community Affairs, the community survey was promoted on social media platforms, hospital websites, relationships with community-based organizations, and clinics. An email was sent from Tripp Umbach to community residents requesting survey participation. A \$250 gift card was provided as an incentive for community residents to encourage participation.

Collecting surveys from community residents whose primary language was not English was an essential driver of the initiative. The community survey was available in English, Spanish, Nepalese, Chinese, and

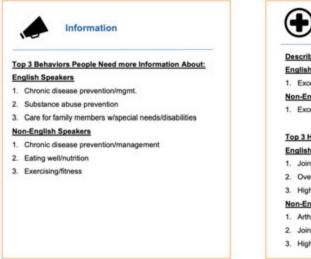
Arabic. An email was sent to more than 43,000 residents in the AHN service area for engagement. A total of 857 English surveys and nine non-English surveys were collected for analysis.

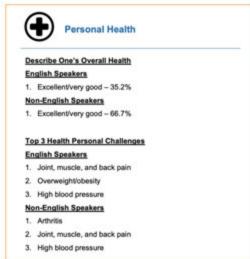
Survey data was collected from Survey Monkey from mid-August 2021 to early October 2021. In total, 866 surveys were used to assure statistical accuracy. A response rate of 1.98% was achieved. Below are common themes from community residents.

Community Survey Common Themes



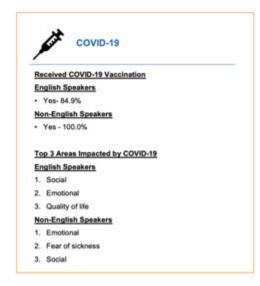
Community Survey Common Themes





Community Survey Common Themes





Identification of Key Community Needs

The AHN CHNA Steering Committee, composed of interdisciplinary representatives from each of the hospitals as well as service leaders, reviewed primary data and secondary data sources to identify community needs and trends. Building on the needs identified in the previous cycle and the accomplishments of the previous implementation strategies, the community needs were assessed to identify continued gaps in services, changes in population health status, and areas in need of further effort and support. Those discussions served as a basis for prioritizing the 2021 community needs and the deployment of resources and community assets to meet those needs.

Resource Inventory

An inventory of programs and services available in the region was developed by Tripp Umbach. This inventory highlights available programs and services within the service area of AHN that fall under each of the priority need areas.

The inventory identifies the range of organizations and agencies in the community that serve the various target populations within each of the priority needs. It provides program descriptions and collects information about the potential for coordinating community activities and creating linkages among agencies.

Data Limitations

Data collected for the 2021 CHNA has limitations in information. Primary data obtained through interviews and surveys are also limited in representing the hospital's service area as information was collected through convenience sampling. Secondary data is not specific to the hospital's primary service area. However, the report provides an opportunity to gauge and envision issues within a large geographic region.

H. Steering Committee Members

AHN Steering Committee					
AHN Allegheny General	Alex Matthews				
AHN Allegheny Valley	Kimberly Giovanelli				
AHN Canonsburg	Keith Zimmer				
AHN Forbes	Krista Bragg				
AHN Forbes	Kelly Wooddell				
AHN Grove City	Dr. David Tupponce				
AHN Jefferson	Erin Joyce				
AHN Saint Vincent	Henry Ward				
AHN West Penn	Robin Nitkulinec				
AHN Westfield	Karen Surkala				
AHN Westfield	Rodney Buchanan				
AHN Wexford	Laurin Scanlon				
AHN Neighborhood Hospitals	Julie Ference				
AHN Allegheny Clinic	Margaret Palumbo				
AHN Cardiovascular Institute	Peggy McGowan				
AHN Center for Inclusion Health	Kristin Lazzara				
AHN Community Affairs	Nina Ferraro				
AHN Community Affairs	Kannu Sahni				
AHN Community Affairs	Amie Signorella				
AHN Community Affairs	Nina Sexton				
AHN Corporate Communications	Julie Emanuel				
AHN Corporate Taxes	Jeff Manners				
AHN Corporate Taxes	Bernard Azinon				
AHN Development	Allie Quick				
AHN Diversity, Equity & Inclusion (DEI)	Dr. Margaret Larkins-Pettigrew				
AHN Diversity, Equity & Inclusion (DEI)	Veronica Villalobos				
AHN Diversity, Equity & Inclusion (DEI)	Mark Jones				
AHN Institute Planning	Michele Steigerwald				
AHN Marketing	Manfred Woodall				
AHN Marketing	Kelly Dennin				
AHN Marketing	Jesse Miller				
AHN Medicine Institute	Dr. Paul Lebovitz				
AHN Nursing	Claire Zangerle				
AHN Oncology	Crystal Ross				
AHN Prehospital Services	Jonah Thompson				
AHN Prehospital Services	Robert Twaddle				
AHN Social Determinants of Health (SDOH)	Amanda Mihalko				
AHN Social Determinants of Health (SDOH)	Mary Ann Matreselva				
AHN Women & Children's Institute	Joan Washburn				

I. Additional Information

With the conclusion of the CHNA, AHN and AHN West Penn will begin the implementation planning phase to identify and leverage AHN's collective strengths and resources to best address the communities' health needs.

For additional information about the CHNA and its specific findings, please contact Community Affairs at Highmark Health and Allegheny Health Network.

Kannu Sahni

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