



**Implementation Plan of Needs Identified in the  
Community Health Needs Assessment  
FY16-18**

**Community Needs Assessment**

In 2015, AGH in coordination with the local health departments, neighboring hospitals and community stakeholders, conducted a community needs assessment. The needs assessment is a primary tool used by the Hospital to determine its community benefit plan, which outlines how the Hospital will give back to the community in the form of health care and other community services to address unmet community health needs. This assessment incorporates components of primary data collection and secondary data analysis that focus on the health and social needs of our service area. The Community Health Needs Assessment (CHNA) was approved by the Hospital’s Board of Trustees in May 2016.

**Needs Identified**

The following “areas of opportunity” represent significant health needs of the community, based on information gathered through the Professional Research Consultants, Inc. and Healthy People 2020.

PRC Assessment	Need
<b>Access to Health Services</b>	-Difficulty getting a physician appointment
<b>Arthritis, Osteoporosis &amp; Chronic Back Conditions</b>	-Prevalence of Sciatica/Chronic Back Pain
<b>Cancer</b>	-Prevalence of Cancer (including skin cancer)
<b>Diabetes</b>	-Prevalence of Diabetes -Borderline/Pre-Diabetes
<b>Heart Disease &amp; Stroke</b>	-Heart Disease Prevalence -High Blood Pressure -High Blood Cholesterol -Overall Cardiovascular Risk
<i>Immunizations &amp; Infectious</i>	-Hepatitis B Vaccination
<i>Injury &amp; Violence</i>	-Use of Seatbelts
<b>Nutrition, Physical Activity &amp; Weight</b>	-Prevalence of Obesity & Overweight

	-Meeting Physical Activity Guidelines -Lack of Leisure Time Physical Activity
<i>Oral Health</i>	-Regular Dental Care
<b>Respiratory Disease</b>	-COPD -Asthma Diagnosis

**Bold = Priorities addressed in Implementation Plan**

*Italicized = Priorities not addressed in Implementation Plan*

The following areas of health concerns were gathered through the Community Health Needs Assessment (CHNA) Survey. Areas are listed according to community priority.

CHNA Survey	
1	<b>Cancer</b> (same as FY13)
2	<b>Overweight/Obesity</b> (same as FY13)
3	<b>Diabetes/Sugar</b> (up one from FY13)
4	<b>Heart Disease</b> (down two from FY13)
5	<b>Smoking, drug or alcohol use</b>
6	<b>High Blood Pressure/Stroke</b> (same as FY13)
7	<b>Mental Health</b>
8	<b>Access to Healthcare/ No Health Insurance</b>
9	<b>Asthma/Lung Disease</b>
10	<i>Dental Health</i>
11	<i>Injuries</i>
12	<i>HIV &amp; STD (&lt;2% ea)</i>

**Bold = Priorities addressed in Implementation Plan**

*Italicized = Priorities not addressed in Implementation Plan*

### Prioritized Needs

The identified needs were prioritized based on the following criteria: size and severity of the problem determined by what percentage of the population is affected by risks; health system's ability to



impact the need; availability of resources. Based on those criteria several areas were chosen to be the most important for the hospital to focus on.

Priority Areas
Access to Health Services
Cancer
Respiratory Disease and Smoking
Nutrition, Physical Activity & Weight
Diabetes
Heart Disease & Stroke
Mental Health
Opioid Abuse
Arthritis, Osteoporosis & Chronic Back Pain

### Implementation Plan

#### Priority Area: Access to Health Services

**Goal:** Increase community access to comprehensive, quality health care services.

**Healthy People 2020 Goal:** Improve access to comprehensive, quality health care services.

**Anticipated Impact:**

- Reduce unnecessary healthcare costs
- Reduction in hospital admissions and readmissions
- Increase in awareness and self-management of chronic disease
- Reduce health disparities
- Increase community capacity and collaboration for shared responsibility to address unmet health needs
- Increase number of practicing primary care providers and specialists to community

**Impact Rationale:** Atlantic General Hospital is the only hospital in Worcester County, a DHMH federally-designated medically-underserved area, a state-designated rural community, and a HRSA-designated Health Professional Shortage Area for primary care, mental health, and dental health. In AGH’s service area, the top reasons for patients not seeking health care in our communities are cost, transportation, and lack of providers. According to the Community Health Needs Assessment (CHNA) FY2016, the community rated the follow as the top barriers to access health care:

- Too expensive/can't afford it 65.3%
- No health insurance 53.5%
- Couldn't get an appointment with my doctor 19.6%
- No transportation 18.1%
- Local doctors are not on my insurance plan 13.7%
- Service is not available in our community 9.2%
- Doctor is too far away from my home 4.8%

	Worcester County	Sussex County	U.S. Median	Healthy People 2020 Target
Cost Barrier to Care	16.1%	12.2%	15.6%	9%
Older Adult Preventable Hospitalizations (Medicare Enrollees)	51.9/1,000	53/1,000	71.3/1,000	-
Primary Care Provider Access	58.2/100,000	57.4/100,000	48/100,000	-
Uninsured	14.2%	14.0%	17.7%	-
Dentist Access	50.5/100,000	22.0/100,000	-	-
Poverty	11.1%	15.7%	16.3%	-
Overall Health Status	13.3%	14.6%	16.5%	-

(CHSI, 2015)

**Action:**

- Partner with poultry plants to promote wellness
- Provide community health events to target minority populations
- Partner with homeless shelters and food pantries to promote wellness
- Utilize Faith-based Partnerships, to provide access to high risk populations for education about healthy lifestyles and chronic disease management
- Educate community on financial assistance options
- Educate community on ED appropriate use
- Increase the number of practicing primary care providers and specialists to community
- Participate on Lower Shore Dental Task Force
- Participate on Worcester County Healthy Planning Advisory Council
- Participate on Homelessness Committee

- Refer community to local agencies such as Shore Transit and Worcester County Health Department for transportation assistance
- Participate on Tri County Health Planning Council

**Measurement:**

- AGH databases on ethnicity
- Healthy People 2020 <https://www.healthypeople.gov/2020/topics-objectives/topic/Access-to-Health-Services/objectives>
- Community Survey
- Maryland SHIP <http://dhmh.maryland.gov/ship/Pages/home.aspx>
- CHSI  
<http://wwwn.cdc.gov/CommunityHealth/profile/currentprofile/MD/Worcester/10019>

**Hospital Resources:**

- Population Health Department
- AGH/HS
- Human Resources
- Registration/Billing Services
- Emergency Department
- Executive Care Coordination Team

**Community Resources:**

- Faith-based Partnership
- Lower Shore Dental Task Force
- Homelessness Committee
- Worcester County Healthy Planning Advisory Council
- Worcester County Health Department
- Diakonia
- Samaritan Shelter
- Perdue
- Shore Transit
- Tri County Health Planning Council

**Priority Area: Cancer**

**Goal:** Decrease the incidence of *advanced* breast, lung, colon, and skin cancer in community.

**Healthy People 2020 Goal:** Reduce the number of new cancer cases, as well as the illness, disability, and death caused by cancer.

**Anticipated Impact:**

- Increase awareness around importance of prevention and early detection
- Increase provider services in community to provide for cancer related treatment
- Reduce health disparities
- Improve access and referrals to community resources resulting in better outcomes
- Increase support to patients and caregivers
- Increase participation in community cancer screenings – especially at-risk and vulnerable populations

**Impact Rationale:** According to Healthy People 2020, continued advances in cancer detection, research and cancer treatment have decreased cancer incidences and death rates in the United States. Despite continued advances, cancer remains a leading cause of death second to heart disease in the United States. (Healthy People 2020)

(rate per 100,000 persons)	Worcester County	Sussex County	U.S. Median	Healthy People 2020
Cancer Deaths	188.0	184.1	185	161.4
Cancer	506.1	505.8	457.6	-
Colon Rectum Cancer	43.2	46.3	-	-
Female Breast Cancer	138.5	125.7	-	-
Lung Bronchus Cancer	71	77.7	-	-
Male Prostate Cancer	190.1	156.6	-	-

(CHSI, 2015)

	Worcester County	Sussex County	U.S. Median	Healthy People 2020
Melanoma Deaths (age adjusted per 100,000)	4.6	2.6	2.7	2.4

(State Cancer Profiles, 2009-2013)

**Action:**

- Recruit proper professionals in community to provide for cancer related treatment
- Provide community health screenings
- Partner with local health agencies to facilitate grant application to fund cancer programs

- Improve proportion of minorities receiving colonoscopy screenings
- Improve proportion of minorities receiving LDCT screenings
- Improve proportion of minorities receiving women’s preventative health services
- Increase the proportion of persons who participate in behaviors that reduce their exposure to harmful ultraviolet (UV) irradiation and avoid sunburn through melanoma education and skin cancer screenings.

**Measurement:**

- Healthy People 2020  
<https://www.healthypeople.gov/2020/topics-objectives/topic/cancer/objectives>
- AGH databases on ethnicity
- CHSI  
<http://wwwn.cdc.gov/CommunityHealth/profile/currentprofile/MD/Worcester/310034>

**Hospital Resources:**

- Population Health Department
- Human Resources
- Foundation
- Women’s Diagnostic Center
- Endoscopy
- Imaging
- Pulmonary Clinic
- Dermatology
- Medical Oncology
- Regional Cancer Care Center
- Radiation Oncology
- AGH Cancer Committee

**Community Resources:**

- Worcester County Health Department
- Komen Consortium
- Relay for Life

**Priority Area: Respiratory Disease, including Smoking**

**Goal:** Promote community respiratory health through better prevention, detection, treatment, and education efforts.

**Healthy People 2020 Goal:** Promote respiratory health through better prevention, detection, treatment, and education efforts.

**Anticipated Impact:**

- Increase care for individuals suffering from chronic conditions
- Decrease tobacco use in Worcester County
- Increase health literacy and self-management for health conditions/healthy living
- Increase patient engagement in self-management of chronic conditions
- Decrease hospital admissions and readmissions
- Increase awareness around importance of prevention and early detection
- Increase provider services in community to provide for respiratory related treatment
- Increase participation in community lung/respiratory screenings – especially at-risk and vulnerable populations

**Impact Rationale:** According to Healthy People 2020, approximately 23 million Americans have asthma and approximately 13.6 million adults have COPD. Healthy People 2020 estimates there are an equal number of undiagnosed Americans. (Healthy People 2020)

	Worcester County	Sussex County	U.S. Median	Healthy People 2020
Adults Smoking	21.9%	21.7%	21.7%	12%
Older Adult Asthma	3.8%	3.6%	3.6%	-
Chronic Lower Respiratory Deaths	34.1/100,000	41.6/100,000	49.6/100,000	-

(CHSI, 2015)

**Action:**

- Recruit Pulmonologist to community
- Improve proportion of minorities receiving LDCT screenings
- Collaborate with Worcester County Health Department Prevention Department
- Reduce emergency department (ED) visits for chronic obstructive pulmonary disease (COPD) and asthma
- Provide speakers to community groups on smoking cessation
- Participate in community events to spotlight pulmonary clinic services
- Improve Health Literacy in middle schools related to tobacco use

**Measurement:**

- Healthy People 2020 Objectives

<https://www.healthypeople.gov/2020/topics-objectives/topic/respiratory-diseases/objectives>

- Decrease ED visits due to acute episodes related to respiratory condition
- CHSI <http://wwwn.cdc.gov/CommunityHealth/home>

**Hospital Resources:**

- Pulmonary Clinic
- Imaging
- Emergency Department
- Population Health Department
- Human Resources
- Pulmonology

**Community Resources:**

- Worcester County Health Department
- Worcester County Public Schools

**Priority Area: Nutrition, Physical Activity & Weight**

**Goal:** Support community members in achieving a healthy weight.

**Healthy People 2020 Goal:** Promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights.

**Anticipated Impact:**

- Increase health literacy and self-management for health conditions/healthy living
- Increase patient engagement in self-management of chronic conditions
- Decrease hospital admissions and readmissions
- Reduce unnecessary healthcare costs
- Reduce community obesity rate
- Increase access to healthy foods and nutritional information
- Increase awareness around importance of nutrition, exercise and healthy weight
- Increase participation in community BMI screenings – especially at-risk and vulnerable populations
- Increase awareness of community resources, programs and services
- Increase and strengthen capacity and collaboration for shared responsibility to address unmet health needs

**Impact Rationale:** Obesity is defined as having a Body Mass Index (BMI) that is greater than or equal to 30, while being overweight is defined as having a BMI of 25 – 29.9. Obesity has been

linked to a variety of cancers and chronic illnesses including diabetes, colorectal cancer, kidney cancer, breast cancer, hypertension and cardiovascular disease (NCI, 2015).

According to the CDC National Center for Health Statistics (2015), the prevalence of obesity was slightly more than 36 percent in adults and 17 percent in youth.

- The prevalence of obesity was higher in women 38.3% than in men 34.3%. No significant difference was noted by gender among youth.
- The prevalence of obesity was higher among middle-aged and older adults than younger adults. (2013 – 2014)

	Worcester County	Maryland	Sussex County	Delaware
Adult Obesity	30%	28%	31%	29%
Physical Inactivity	27%	23%	27%	25%
Limited Access to Health Foods	4%	3%	5%	6%

(County Health Rankings, 2016)

**Action:**

- Improve Health Literacy in elementary and middle schools related to nutrition and exercise
- Participate in the “Just Walk” program of Worcester County
- Distribution brochure to public about Farmer’s Market & fresh produce preparation
- Integrate Healthy People 2020 objectives into AGHS offices
- Provide Hypertension and BMI screenings in the community
- Provide speakers to community groups on nutrition
- Continue to provide education on health living topics to Faith-based Partnership and community senior centers
- Participate in community events to spotlight surgical and non-surgical weight loss services

**Measurement:**

- Healthy People 2020 Objectives  
<https://www.healthypeople.gov/2020/topics-objectives/topic/nutrition-and-weight-status/objectives>
- CDC National Center for Health Statistics
- County Health Rankings

**Hospital Resources:**

- Population Health Department
- AGHS Offices



- Overeaters Anonymous Support Group
- Nutrition Services
- Atlantic General Bariatric Center
- AGH New Direction Medical Weight Loss Program

**Community Resources:**

- Faith-based Partnership
- Worcester County Public Schools
- Worcester County Health Department
- MAC, Inc.
- Community Senior Centers
- Yoga/Tai Chi Programs
- TOPS of Berlin

**Priority Area: Diabetes**

**Goal:** Decrease incidence of diabetes in the community.

**Healthy People 2020 Goal:** Reduce the disease and economic burden of diabetes mellitus (DM) and improve the quality of life for all persons who have, or are at risk for, DM.

**Anticipated Impact:**

- Increase care for individuals suffering from chronic conditions
- Reduce unnecessary healthcare costs
- Increase patient engagement in self-management of chronic conditions
- Decrease hospital admissions and readmissions
- Increase awareness around importance of prevention of diabetes and early detection
- Increase provider services in community to provide for diabetes related treatment
- Increase participation in community glucose screenings – especially at-risk and vulnerable populations
- Increase community capacity and collaboration for shared responsibility to address unmet health needs

**Impact Rationale:** According to the CDC National Center for Health Stats (2015), national data trends for people with Diabetes show a significant rise in diagnoses. In the U.S., Diabetes is becoming more common. Diagnoses from 1980 – 2014 increased from 5.5 million to 22 million.

	Worcester County	Maryland	Sussex County	Delaware
Diabetic Monitoring	88%	85%	89%	86%

(Medicare)				
Diabetes Prevalence	13%	10%	13%	11%

(County Health Rankings, 2016)

**Action:**

- Continue to provide Diabetes Education in Patient Centered Medical Home
- Partner with local health agencies to facilitate grant applications to fund diabetes programs
- Participate on Tri-County Diabetes Alliance
- Provide diabetes screenings in community
- Increase prevention behaviors in persons at high risk for diabetes with prediabetes
- Recruit Endocrinologist to community

**Measurement:**

- Healthy People 2020 Objectives <https://www.healthypeople.gov/2020/topics-objectives/topic/diabetes/objectives>
- Incidence of adult diabetes
- Decrease ED visits due to acute episodes related to diabetes condition
- County Health Rankings

**Hospital Resources:**

- Diabetes Outpatient Education Program/PCMH
- Diabetes Support Group
- Population Health Department
- Emergency Department
- Foundation
- Human Resources
- Endocrinology
- Lab Services

**Community Resources:**

- Worcester County Health Department
- MAC, Inc.
- Tri-County Diabetes Alliance

**Priority Area: Heart Disease & Stroke**

**Goal:** Improve cardiovascular health of community.

**Healthy People 2020 Goal:** Improve cardiovascular health and quality of life through prevention, detection, and treatment of risk factors for heart attack and stroke; early identification and treatment of heart attacks and strokes; and prevention of repeat cardiovascular events.

**Anticipated Impact:**

- Increase care for individuals suffering from chronic conditions
- Reduce unnecessary healthcare costs
- Decrease tobacco use in Worcester County
- Increase patient engagement in self-management of chronic conditions
- Decrease hospital admissions and readmissions
- Increase awareness around importance of prevention and early detection of heart disease and hypertension
- Increase provider services in community to provide for cardiovascular related treatment
- Increase participation in community hypertension, cholesterol and carotid screenings – especially at-risk and vulnerable populations
- Increase community capacity and collaboration for shared responsibility to address unmet health needs
- Increase health literacy and self-management for health conditions/healthy living

**Impact Rationale:** According to the CDC Heart Disease Statistics and Maps (2015), approximately 610,000 people die of heart disease in the United States yearly. Heart disease is the leading cause death among most ethnic groups. Hypertension, high cholesterol and smoking are key risk factors and 47 percent of Americans have at least one risk factor Heart Disease Statistics and Maps (CDC, 2015).

(per 100,000)	Worcester County	Sussex County	U.S. Median	Healthy People 2020 Target
Coronary Heart Disease Deaths	141.7	143.2	126.7	103.4
Stroke Deaths	34.3	34.1	46	34.8

(CHSI, 2015)

**Action:**

- Ensure proper professionals in community to provide vascular care
- Maintain AGH/HS campus and locations as tobacco free
- Increase community health screenings for high blood pressure, carotid artery and cholesterol
- Decrease readmissions to hospital for chronic disease management



- Utilize Faith Based Partnerships, to provide access to high risk populations for education about healthy lifestyles and chronic disease management
- Improve Health Literacy in elementary and middle schools related to heart health

**Measurement:**

- Healthy People 2020 <https://www.healthypeople.gov/2020/topics-objectives/topic/heart-disease-and-stroke/objectives>
- Readmission rate

**Hospital Resources:**

- Population Health Department
- AGH/HS
- Lab Services
- Human Resources
- Cardiology – Peninsula Cardiology and Delmarva Heart
- Stroke Center

**Community Resources:**

- Faith-based Partnership
- MAC, Inc.
- Worcester County Health Department

**Priority Area: Mental Health**

**Goal:** Promote and ensure local resources are in place to address mental health.

**Healthy People 2020 Goal:** Improve mental health through prevention and by ensuring access to appropriate, quality mental health services.

**Anticipated Impact:**

- Increase accurate and up-to-date information and referral service
- Improve Health Literacy in elementary and middle schools related to mental health
- Increase awareness of community resources, programs and services
- Increase and strengthen capacity and collaboration for shared responsibility to address unmet health needs
- Increase provider services in community to provide for mental health related treatment

**Impact Rationale:** According to the CDC Mental Health Surveillance (2013), mental illness affects approximately 25 percent of the U.S. population and is associated with a variety of chronic illnesses.

	Worcester County	Maryland	Sussex County	Delaware
Mental Health Providers	520:1	470:1	610:1	440:1
Poor Mental Health Days	3.5	3.4	3.5	3.7

(County Health Rankings, 2016)

**Action:**

- Increase access and continue to collaborate with Sheppard Pratt telemedicine services to provide additional psychiatry professional
- Participate in community events to spotlight mental health services
- Engage critical response teams when a mental health crisis is discovered
- Improve Health Literacy in middle schools related to mental and emotional health
- Recruit Psychiatrist to the community

**Measurement:**

- Healthy People 2020 <https://www.healthypeople.gov/2020/topics-objectives/topic/mental-health-and-mental-disorders>
- Behavioral Risk Factor Surveillance System
- County Health Rankings

**Hospital Resources:**

- Population Health Department
- Atlantic Health Center
- Human Resources
- Pastoral Care Services
- Bereavement Support Group

**Community Resources:**

- Sheppard Pratt
- Worcester County Health Department
- Worcester Youth and Family Services
- Hudson Health Services
- NAMI Lower Shore Support Group

**Priority Area: Opioid Abuse**

**Goal:** Reduce opioid substance abuse to protect community health, safety, and quality of life for all.



**Healthy People 2020 Goal:** Reduce substance abuse to protect the health, safety, and quality of life for all, especially children.

**Anticipated Impact:**

- Improve Health Literacy in middle schools related to opioid abuse
- Increase accurate and up-to-date information and referral service
- Decrease opioid abuse and overdose rates in Worcester County
  
- Increase and strengthen capacity and collaboration for shared responsibility to address unmet health needs

**Impact Rationale:** According to Healthy People 2020, approximately 22 million Americans struggle with addiction to alcohol and/or drugs and approximately 95 percent are unaware they have a substance use issue. An emerging area of substance use issues includes opiate use. Teen rates of prescription drug abuse have increased over the last 5 years, including nonmedical use of drugs such as Vicodin and OxyContin. (Healthy People 2020)

	Worcester County	Maryland	Sussex County	Delaware
Drug Death Overdose	15	16	16	18
Drug Death Overdose - modeled	18.1-20.0	17.4	16.1-18.0	20.9

(County Health Rankings, 2016)

**Action:**

- Participate on WOW Committee
- Participate on Opioid Task Force
- Increase Health Literacy in middle schools r/t opioid use
- Provide educational opportunities to raise community awareness about opioid use
- Participate in Worcester County Health Department naloxone training sessions sponsored by Opiate Overdose Prevention Program
- Increase the proportion of persons who are referred for follow-up care for opioid problems after diagnosis, or treatment for one of these conditions in a hospital emergency department (ED)
- Evaluate and educate organization and community on appropriate prescribing practices
- Implement Prescription Drug Maintenance Program (PDMP) via CRISP

**Measurements:**

- Community Survey

- Healthy People 2020 <https://www.healthypeople.gov/2020/topics-objectives/topic/substance-abuse>
- ED referrals

**Hospital Resources:**

- Population Health Department
- Emergency Department
- Atlantic Health Center/Pain Management
- Pharmacy

**Community Resources:**

- Worcester County Health Department
- Worcester County Public Schools
- WOW Committee
- Opioid Task Force
- CRISP

**Priority Area: Arthritis, Osteoporosis & Chronic Back Pain**

**Goal:** Prevent illness and disability related to arthritis and other rheumatic conditions, osteoporosis, and chronic back conditions in the community.

**Healthy People 2020 Goal:** Prevent illness and disability related to arthritis and other rheumatic conditions, osteoporosis, and chronic back conditions.

**Anticipated Impact:**

- Reduce unnecessary healthcare costs
- Increase provider services to community to provide for arthritis and other rheumatic conditions, osteoporosis, and chronic back condition related treatments
- Increase health literacy and self-management for chronic health conditions/healthy living

**Impact Rationale:** According to Healthy People 2020, arthritis, osteoporosis and chronic back pain impact quality of life, activities of daily living and ability to work. Arthritis affects one in five adults. Osteoporosis affects approximately 5.3 million adults aged 50 years and older in the United States. Also, approximately 80 percent of people in the United States experience chronic back conditions. Successful and underused interventions include weight management, physical activity and self-management. (Healthy People 2020)

According to PRC Survey summary of findings, an area of significant need includes prevalence of sciatica and chronic back pain in the community.

**Action:**

- Utilize Faith Based Partnerships, to provide access to high risk populations for education about healthy lifestyles and chronic pain workshops
- Recruit Rheumatologist to community
- Utilize Women’s Diagnostic Health Services, to provide access to high risk populations about healthy lifestyles and bone density screenings
- Implement Osteopenia Intervention Program
- Provide educational opportunities to raise community awareness about osteopenia/osteoporosis and provide bone density screenings
- Increase accurate and up-to-date information and referral service

**Measurements:**

- Healthy People 2020 <https://www.healthypeople.gov/2020/topics-objectives/topic/Arthritis-Osteoporosis-and-Chronic-Back-Conditions>
- CPSMP Workshop attendance
- Community Survey

**Hospital Resources:**

- Population Health Department
- Human Resources
- Atlantic Health Center/Pain Management
- Women’s Diagnostic Health Services

**Community Resources:**

- MAC, Inc.
- Faith-based Partnership

**Strategic Vision 2020**

Continuing to build upon our Mission “To create a coordinated care delivery system that will provide access to quality care,” the AGH 2020 Vision will drive strategic decisions toward integration beyond the acute care facility. These decisions will build upon the current investments in developing community-based care delivery systems that incorporate primary care, specialty care, and care management of chronic conditions through our PCMH.



Accomplishing our Vision will require disciplined investment of time and resources in the “Right” principles:

**Right Care** - Patient/Family Centric, Error Free, Primary Care Provider-Driven, Timely Delivery, Best Practice Protocols;

**Right People** – Needs-Based Provider Recruitment, Service Orientation, Right Training, Continuous Learning;

**Right Place** – Appropriate Distribution of Primary Care, Availability of Specialists, Telemedicine, Community-Based vs. Hospital Based;

**Right Partners** – Advanced Acute Care Referral Relationships, Rehabilitation Care, Long-Term Care, Home Health Care, Supportive Care/Hospice, Mental Health Care, Accountable Care;

**Right Hospital** – The Right Leader for Coordinated Quality Care in our Community.

Our “2020 Vision” will build upon our distinctive competencies to create a new system of health. Investment in technology-based solutions will facilitate care being distributed more evenly throughout our region, creating equity in access to all. Building upon our health literacy initiatives and our relationship with the Worcester County Health Department, AGH will be a leader in addressing the individual factors that affect health promotion and prevention of disease. Continuing to promote health care interventions driven by patient-centered values to improve individual function and well-being will result in improved quality of life for those who choose to live in our community.

### **Strategic Implications:**

Building upon our previous Strategic Plans, we will focus on:

- Continued collaboration with local, state and community partners;



- Prioritizing capital investment in areas of IT, such as PERKS Optimization and Telemedicine, that will overall improve coordination of care, quality of care, and efficiency for the patient;
- Creating a collaborative care model for the delivery of care within the hospital and with pre- and post-acute care providers, in an electronic environment;
- Measuring patient outcomes throughout the system by establishing optimal health and wellness goals for patients;
- Reducing unnecessary steps throughout our system to optimize the patient experience, reduce opportunity for errors, and enhance economic stability.

A primary clinical component of this strategy that will be achieved through the continued integration of clinical care, IT, physician practice and patient involvement is the AGH Patient Centered Medical Home Model. Other coordinated care efforts include AGH Ambulatory Pharmacy Transitions in Care Program and the AGH Perioperative Surgical Home Model. Achievement of each collaborative care delivery model for those in our community with chronic illnesses, medication management needs and/or surgical services will improve access to care, reduce unnecessary visits to our ED and unnecessary admissions, and provide a continuous virtual connection for those utilizing AGH/HS services.

#### **Other needs identified in the CHNA but not addressed in this plan**

Each of the health needs listed in the Hospital's CHNA as well as Worcester County Health Department's Community Needs Assessment is important and is being addressed by numerous programs and initiatives operated by the Hospital and/or other community partners of the Hospital. Needs not addressed as a priority area in the Implementation Plan are being addressed in the community by other organizations and by organizations better situated to address the need.

Needs Not Addressed In Plan	Rationale
Dental/Oral Health	<ul style="list-style-type: none"> <li>-Need addressed by Worcester County Health Department's Dental Services for pregnant women and children less than 21 years of age</li> <li>-Priority Area Worcester CHIP</li> <li>-Need addressed by Lower Shore Dental Task Force &amp; Mission of Mercy for adult population</li> <li>-Need addressed by AGH ED referral to community resources</li> <li>-Need addressed by La Red Sussex County</li> <li>-Need addressed by TLC, a federally funded dental clinic for Somerset and Wicomico Counties</li> </ul>
Injury & Violence	<ul style="list-style-type: none"> <li>-Need addressed by Worcester County Health Department Programs: Child Passenger Safety Seats Injury Prevention Highway Safety Program Safe Routes to School</li> <li>-Need addressed by Worcester County Sheriff's Department, State Police and Municipal Law Enforcement Agencies</li> <li>-Need addressed by AGH Health Literacy Program</li> </ul>
Immunizations & Infectious	<ul style="list-style-type: none"> <li>-Need addressed by Worcester County Health Department Programs: Immunization Program Communicable Disease</li> <li>-Priority Area Worcester CHIP</li> <li>-Need addressed by DHMH World Hepatitis Day</li> </ul>
HIV & STD (<2% ea)	<ul style="list-style-type: none"> <li>-Need addressed by Worcester County Health Department Communicable Disease Programs</li> </ul>
Alcohol	<ul style="list-style-type: none"> <li>-Need addressed by Worcester County Health Department Behavioral Health and Prevention Services Addictions Program</li> <li>-Need addressed by local AA organization</li> <li>-Need addressed by Drug and Alcohol Council</li> </ul>

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