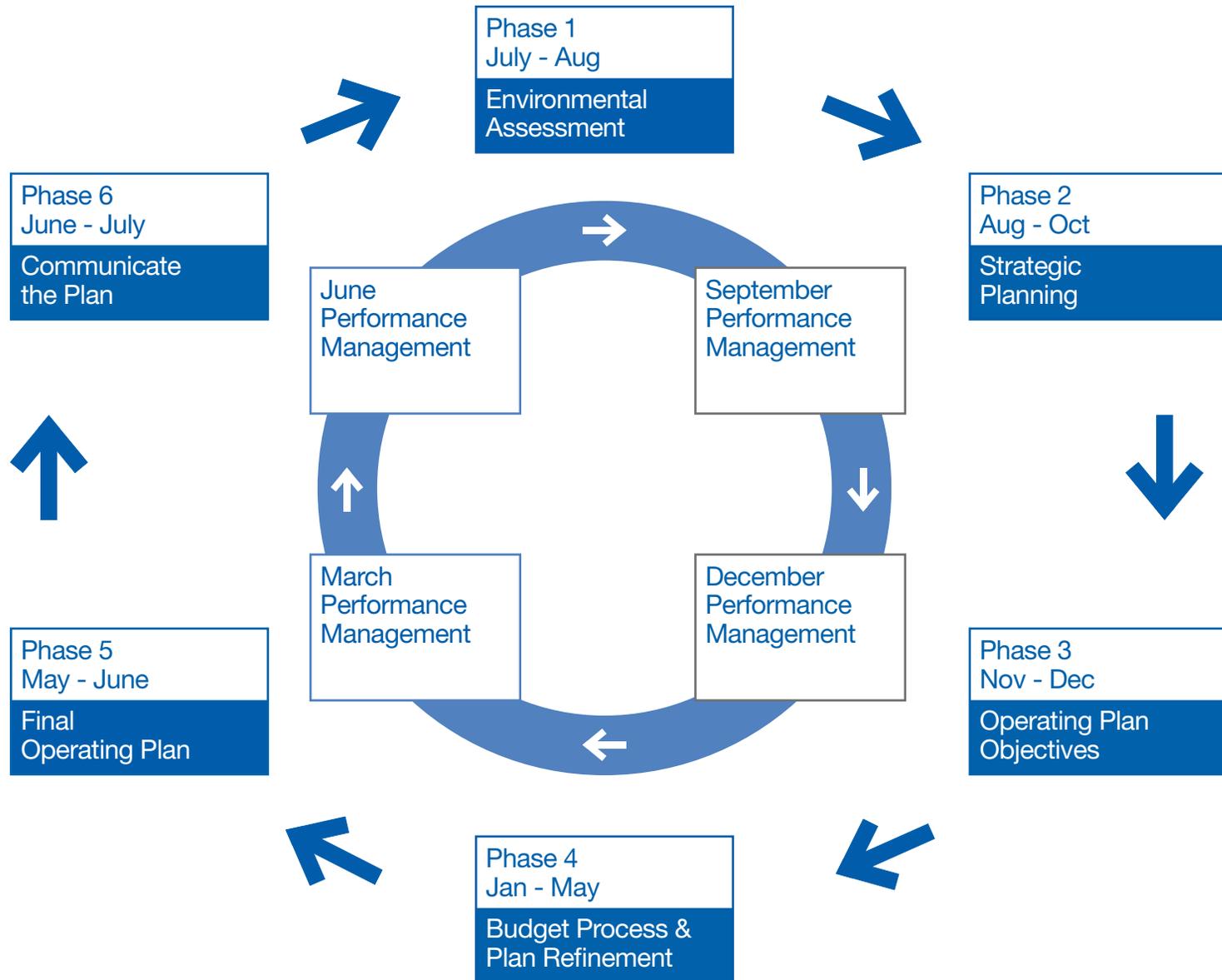


The WellSpan Community Health Improvement Plan



WellSpan Health Planning Process

A continuous cycle of assessment, planning, implementation accountability



WELLSPAN'S MISSION

Working as one to improve health
through exceptional care for all,
lifelong wellness and
healthy communities.

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Introduction

Like many regions across the United States, south central Pennsylvania has its share of challenges. Families lack sufficient health insurance coverage. Young people are making choices that could adversely impact their health and their futures. And, increased longevity and chronic illnesses translate to significant challenges for individuals and caregivers. While this list of issues is long, longer still is the list of organizations and people who work collaboratively with WellSpan Health to make the communities of south central Pennsylvania healthier, better places to live, work and play.

WellSpan's journey in community health spans decades. What began in the early 1990s as a simple idea to establish a closer relationship with these communities has evolved into a core WellSpan value, a network of innovative programs, and a sustainable model for community health improvement that has a strategic, continuous focus.

WellSpan's commitment to its communities is explicit and can be seen in its mission, governance, planning strategies and processes, as well as its organizational structure. For example, improving community health and serving local communities are embedded into the nine core strategies of the organization's strategic plan. Through these strategies and a cyclical planning process, board members, community members, managers and physicians engage in community health assessment processes, develop priorities for meeting the communities' most significant needs, and review community health performance at least twice a year. Leaders are incentivized to achieve results. In order to ensure that interventions are impactful, integrated

and sustainable, they have required change, investment, partnerships and long-term development. This commitment has been championed by the system's Board of Directors, which has held management accountable, designated resources and become actively involved in our mission-driven programs.

The Patient Protection and Affordable Care Act of 2010 (PPACA) strengthens the community health work WellSpan Health has led in local communities since the early 1990s. Additional assessment and reporting guidelines enable the further integration of community health priorities into strategic planning processes and system-wide adoption by various WellSpan entities.

Community Health Needs Assessment (CHNA) Methodology

History of the Community Health Needs Assessment

WellSpan Health conducted its first Community Health Needs Assessments (CHNA) in York County in 1994 and in Adams County in 1996. Initially led by WellSpan entities – York and Gettysburg Hospitals – (in their respective counties), these assessments were developed to enable WellSpan and its various entities to better understand the health needs of the communities it serves. A Community Health Needs Assessment is one method for collecting diverse information on a community and involves surveying a large quantity of residents on health, lifestyle behaviors, finances, access to health services, and other related topics. Since it began conducting CHNAs in the early 1990s, WellSpan Health has partnered with Healthy Adams County and the Healthy York County Coalition to conduct an assessment every three to four years. The CHNA process, including survey development, data collection

and analysis, and result dissemination, is led by both county-level health coalitions with financial and staff support from WellSpan. Although CHNAs are not new to WellSpan and the communities it serves, the Patient Protection and Affordable Care Act of 2010 (PPACA) required that all non-profit, tax exempt hospitals in the United States conduct an assessment every three years, determine health priorities, and prepare a multi-year strategic plan to address selected priorities. WellSpan's nearly two decade history of conducting CHNAs has ably prepared it to respond to these new requirements.

Planning for the 2012 CHNA

A task force of community organizations, led by the executive directors of Healthy Adams County and the Healthy York County Coalition, planned the 2012 CHNA. Conducting a community-wide CHNA requires input from diverse stakeholders and a commitment to the overall process. The following community organizations partnered to provide guidance and support:

- Adams-Hanover Counseling Services
- Family First Health
- Gettysburg College
- Hanover Hospital
- Memorial Hospital
- United Way – Adams County
- United Way of York County
- WellSpan Health
- York City Health Bureau
- York College of Pennsylvania
- York County Community Foundation

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Implementation of the CHNA occurred through a contract with the Floyd Institute for Public Policy at Franklin and Marshall College. Dr. Berwood Yost, director of the institute and project consultant for the 2012 CHNA, has an extensive background conducting and analyzing community and corporate surveys, and was well-positioned to lead the 2012 Adams and York County CHNA. This collaboration of community stakeholders determined the battery of survey questions; discussed data collection methodology, including sample size and method of obtaining data; reviewed the raw data and supporting charts and graphs; and identified the priority setting process to be utilized in community forums.

Planning for the 2012 CHNA included processes that captured community interests, reflected industry standards, and were consumer friendly. Committee members initially listed topics of interest (Table 1) and reviewed related questions primarily derived from the Behavioral Risk Factor Surveillance System (BRFSS). These questions were previously validated and utilized by the Centers for Disease Control and Prevention (CDC) in national and state-wide survey instruments. Selected questions were then organized into four key areas – access, health behaviors, health conditions, and prevention behaviors – as determined by the CHNA planning committee.

Survey Implementation and Data Analysis

A total of 809 adults from Adams County and 1,004 adults from York County were interviewed between September 26 and November 9, 2011. The sample size represented the adult, non-institutionalized population of both counties, including York City and the greater Hanover area. Supplemental data were compiled to expand upon the data collected from interviewees and enabled the development of a comprehensive CHNA. Examples of additional data collected include demographic information from the U.S. Census Bureau; trending data related to lifestyle and health derived from the Pennsylvania Department of Health (DOH); vital statistics related to birth and death rates, also from the Pennsylvania Department of Health, and; healthcare quality and cost data from the

Pennsylvania Health Care Cost Containment Council (PHC4).

Data analyzed by the Floyd Institute for Public Policy included breakdowns by age, gender, geographic area, race/ethnicity, and income level. Additional cross-tabulations were conducted to demonstrate the complexities of some of the most striking CHNA results, such as the influence of disparities on particular variables. Results were shared with the CHNA planning committee in PowerPoint presentation and written reporting formats. Subsequent reports were modified slightly before dissemination at community forums in June 2012 and their availability on the website of both health coalitions.

Survey Development	
Table 1: Health Risk Survey Topic Areas of Interest	
Actions to Control High Blood Pressure	Fruits and Vegetables
Alcohol Consumption	Health Care Access
Anxiety and Depression	Health Literacy
Asthma	Health Status
Behavioral Health Measures	Household Needs
Cardiovascular Disease Prevalence	Immunization/ Adult Influenza
Cholesterol Awareness	Oral Health
Chronic Health Conditions	Prostate Cancer Screening
Colorectal Cancer Screening	Secondhand Smoke Policy
Demographic Measures	Tobacco Use
Diabetes	Visual Impairment and Access to Eye Care
Exercise and Physical Activity	Weight Control
Falls	Women's Health

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Priority Identification Process – Community and WellSpan Health

WellSpan Health is fortunate in that many community members are interested in the current and future health of York and Adams County. In order to facilitate community support on key health issues, the 2012 CHNA planning committee reviewed the CHNA results and developed an initial list of community health priorities, based on:

- Who is affected (The prevalence and reach of the health issue or concern);
- How we will react (The ability of the community to respond to the priority);
- How many people we can help (The number of potential community members influenced by the priority);
- What happens if we don't respond (The consequences of not responding to the priority), and
- What disparities exist and how we can ensure that the disparities will be addressed.

A similar approach was used by WellSpan Health and its Community Benefit Council when identifying community health priorities for the integrated healthcare system (Table 2). Council members (Table 3) reviewed the CHNA results and ranked key indicators in each of the four focus areas – access, health behaviors, health conditions, and prevention behaviors – according to the same questions listed above. In addition, council members were made aware of the health priorities selected by the community at-large in order to identify opportunities to support community-wide efforts to address key issues.

Priority	WellSpan Health	Healthy Adams County	Healthy York County Coalition
Access (Did not receive healthcare because of cost)	X		X
Depression	X	X	X
Health Literacy		X	
Oral Health - Access & Insurance		X	
Overweight / Obesity	X	X	X
Prenatal Care			X
Smoking / Tobacco Use	X		X

Ambulatory Services	Neuroscience Services
Cardiovascular Services	Oncology Services
Community Health	Planning
Emergency Services	Public Relations & Marketing
Finance	WellSpan Administration
Healthy Adams County	WellSpan Medical Group
HealthConnect	WellSpan Surgery & Rehabilitation
Healthy York County Coalition	Women and Child Health Services
Healthy York Network	

Although the priority identification process was similar between the community setting and WellSpan Health, the approach to addressing the identified priorities will vary slightly. As a health care system, WellSpan Health will respond to health and lifestyle issues as they relate to healthcare, access to care, education, and community capacity building. Comparatively, communities will primarily focus on influencing CHNA results through a policy and systems approach. By coordinating these

approaches, WellSpan hopes to reach each layer of the socioecological model (Figure 1), thus maximizing the potential impact on an individual's behaviors and overall health.

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Figure 1 – Socioecological Model



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Community Health Priorities for FY2013-2015

WellSpan's Community Health Improvement Plan (page 9) provides a framework for the organization's programs and activities that promote health and wellness in response to the needs identified in the CHNA. These areas of focus meet at least one, and often several, of the community benefit guidelines of a nonprofit health system, as outlined by the Catholic Health Association: improving access to healthcare services; enhancing the health of the community; advancing medical or healthcare knowledge, or relieving or reducing the burden of government or other community efforts. Specific priorities are then incorporated into WellSpan's annual operating plan and budget.

In addition, seven core principles are: foundational to planning; reflected in each of the strategic areas and priorities; and will enable WellSpan to meet the needs identified in the community health needs assessment. These principles are:

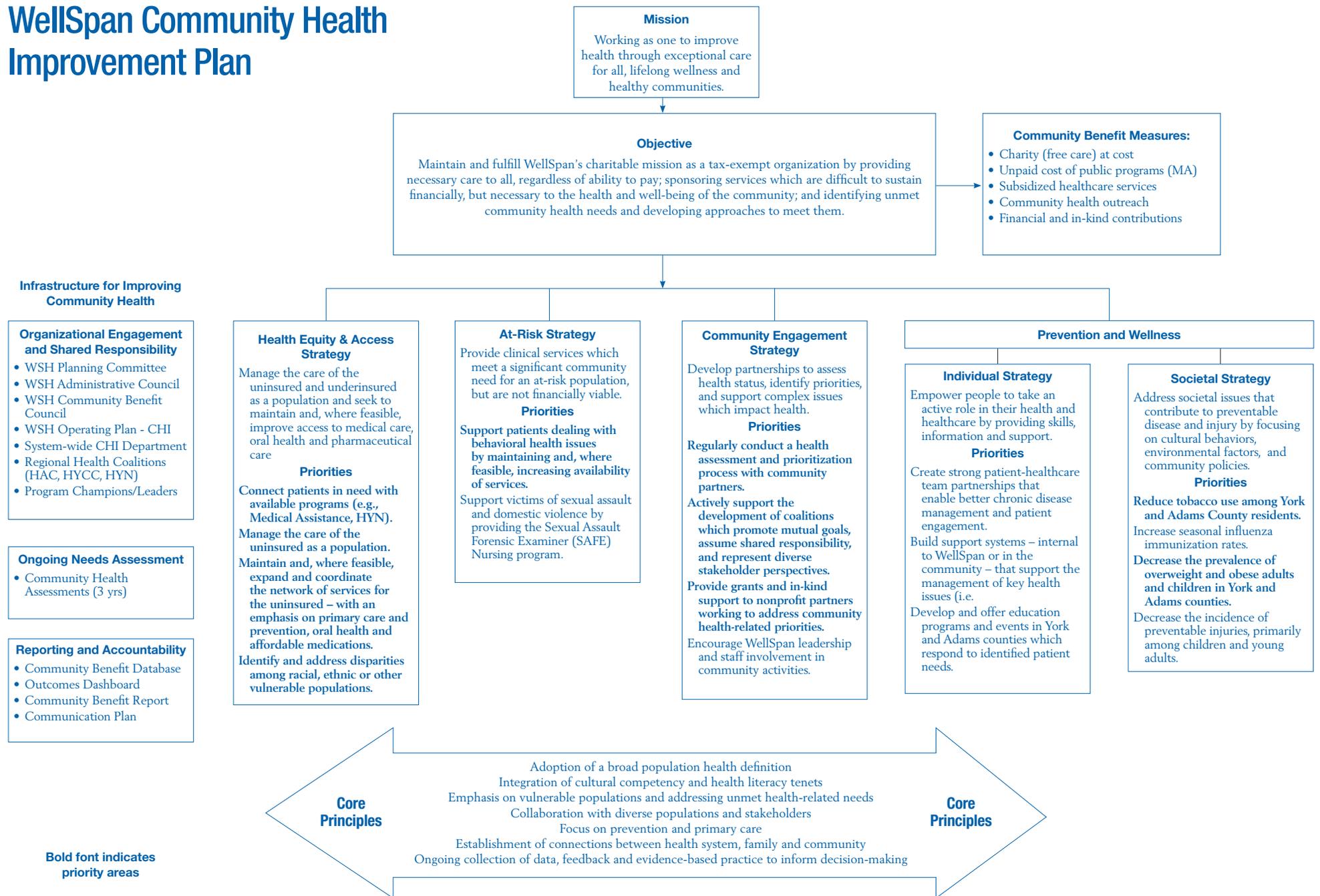
- Adoption of a broad population health definition
- Integration of cultural competency and health literacy tenets
- Emphasis on vulnerable populations and addressing unmet health-related needs
- Collaboration with diverse populations and stakeholders
- Focus on prevention and primary care
- Establishment of connections between health system, family and community
- Ongoing collection of data, feedback and evidence-based practice to inform decision-making

Based on Community Health Needs Assessment results, WellSpan's three-year priorities within its Community Health Improvement Plan include:

- **HEALTH EQUITY AND ACCESS: Manage the care of the uninsured and underinsured as a population and seek to maintain and, where feasible, improve access to medical care, oral health and pharmaceutical care**
 - FY2013-2015 Focus: Maintain a strong safety net while evaluating and planning for the future of WellSpan programs to reach, engage and support the uninsured and underinsured population during a period of uncertainty related to the provisions of the Affordable Care Act.
- **AT RISK POPULATIONS: Provide clinical services which meet a significant community need for an at-risk population, but are not financially viable**
 - FY2013-2015 Focus: Develop and initiate improvements in behavioral health services, including identifying and managing adults with depression.

- **COMMUNITY ENGAGEMENT: Develop partnerships to assess health status, identify priorities and support complex issues which impact health**
 - FY2013-2015 Focus: Engage the community, through coalitions and partnerships, to address the following issues: end of life care, health literacy, oral health, physical activity, and prenatal care.
- **PREVENTION AND WELLNESS: Increase the number of people who are healthy and well by empowering people to take an active role in their health and addressing issues which contribute to preventable disease and injury**
 - FY2013-2015 Focus: Develop initiatives and resources that seek to demonstrate improvements in two areas: adult overweight/obesity and tobacco use.

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Health Equity and Access Strategy

PRIORITY: ACCESS

WellSpan Health values the patient-provider relationship and has worked diligently, over the last decade, to increase access to primary care providers and specialists. In fiscal year 2012, approximately 1.4 million patient visits were made to WellSpan Medical Group, a network of more than 500 primary care providers and specialists spanning 70 sites across the community. A recent Commonwealth Fund report ranked access in York County in the top quartile nationally, coinciding with data from the 2012 Community Health Needs Assessment conducted in York and Adams counties. Locally, 92% and 88% of Adams and York County adults, respectively, indicated that they have a personal physician.

Access to health care insurance in the area served by WellSpan Health also is high, with 91% of York County and 88% of Adams County respondents advising that they have health care coverage. However, the definition for “health care coverage” is ambiguous and may include commercial insurance, Medical Assistance, Medicare and Healthy York Network (HYN). For nearly 10 years, WellSpan Health has been the primary sponsor of Healthy York Network, a regional access and charity care program in which 75% of local health care providers participate and offer free or discounted services to individuals meeting eligibility criteria. In 2012, Healthy York

Network partners provided more than \$31 million of free care to more than 7,400 members, 34% of whom have one or more chronic diseases. This outreach initiative demonstrates community collaboration that has successfully met a community need and improved overall healthcare.

Shifts in health care financing and insurance options, as proposed in the Affordable Care Act (2010), require both continued and new strategies to reach, engage and support the uninsured and underinsured population in WellSpan Health’s communities. The potential for Medicaid expansion and/or the implementation of health insurance exchanges, either nationally or

Population of Interest	Estimated Population	Anticipated Impact	Annual Performance Metrics
Uninsured Individuals	40,402 Uninsured Community Members (7,107 Adams County; 33,295 York County)	Improved access to care	Amount (\$) of charity care provided
	7,432 HYN Enrollees	Population Management	% of HYN members with one or more chronic diseases; % of inpatient visits per member per year among HYN members with Coronary Artery Disease (CAD) or diabetes
Medical Assistance Patients	40,402 Uninsured Community Members (7,107 Adams County; 33,295 York County)	Improved access to care	Amount (\$) of Medicaid shortfall; # of new patients on Medical Assistance accepted into all WellSpan locations
Disparate Populations	6,823 Uninsured Community Members (Uninsured, non-white)	Improved access to care	# of community members , by ethnicity/race, enrolled in available healthcare coverage as a result of community events
Community At-Large	137,515 Without Dental Insurance (27,659 Adams County; 109,876 York County)	Improved access to care	# of community members accessing oral health services at YH-affiliated dental centers or at Family First Health in Adams County
	78,969 Adams County and 332,958 York County Community Members	Increased education	# of community members attending educational sessions on the Affordable Care Act and its implications

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in Pennsylvania, may confuse those most in need of these programs. As such, WellSpan Health and its community partners will create opportunities to

educate the general public and community agencies working with the uninsured and underinsured about implications of the Affordable Care Act, explore

partnerships and models that expand outreach to this population on diverse health care issues, and utilize real-time data in the decision making process.

Objective	Tactic	Responsible Entity
1. Manage the care of the uninsured / underinsured as a population.	1.1: Develop and measure outcomes of Healthy York Network (HYN) as a collaborative, population health program for York and Adams county residents requiring charity care. All charitable operating units – Gettysburg Hospital, WellSpan Surgery & Rehabilitation Hospital, and WellSpan York Hospital – will participate in HYN.	Corporate-HYN; WellSpan York Hospital, WellSpan Gettysburg Hospital & WellSpan Surgery & Rehabilitation Hospital
	1.2: Begin to plan for the future needs of HYN members under insurance exchanges and Medicaid expansion by: a) assessing the composition of the uninsured/underinsured population related to income levels; b) using WellSpan Health and HYN data on race/ethnicity and language preference, and c) segmenting population groups based on profile and needs.	Corporate-HYN; WellSpan Medical Group
	1.3: Enhance partnerships with local Federally Qualified Health Centers (FQHCs) to improve primary care for vulnerable populations in York and Adams counties through the support of WellSpan York Hospital and WellSpan Gettysburg Hospital.	WellSpan York Hospital and WellSpan Gettysburg Hospital
2. Connect patients in need with available programs (e.g., Medical Assistance, HYN).	2.1: Review WellSpan Health’s charity care policy annually and implement actions to educate patients about charity care and other payment options available to them.	System-wide
	2.2: Utilize financial case workers, community health workers and other trained staff to enroll uninsured / underinsured patients in appropriate health care coverage (i.e., HYN, Medical Assistance).	System-wide
	2.3: Explore the feasibility of training and utilizing existing staff to serve as “navigators” – assisting patients with navigating health insurance exchanges, as created under the Affordable Care Act.	Corporate; WellSpan York Hospital, WellSpan Gettysburg Hospital & WellSpan Surgery & Rehabilitation Hospital

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Objective	Tactic	Responsible Entity
3. Maintain and, where feasible, expand and coordinate the network of services for the uninsured - with an emphasis on primary care and prevention, oral health, and affordable medications.	3.1: Maintain access for uninsured individuals and those on Medical Assistance through primary care, specialist, and hospital-based sites including: Thomas Hart Family Practice Center (WellSpan York Hospital residency program); WellSpan Medical Group practices; WellSpan York Hospital clinics, and; the York Hospital Community Health Center.	WellSpan Medical Group, WellSpan York Hospital, WellSpan Gettysburg Hospital and the WellSpan Surgery & Rehabilitation Hospital
	3.2: Identify and implement a new health and wellness model in which HealthConnect responds to needs in areas where previously unexplored gaps in care exist. This may include bringing mobile health to high concentration of poverty areas; new partnerships, or restructuring how mobile health services are provided.	WellSpan York Hospital (Health Connect)
	3.3: Explore models to engage the low income population on medication access and management issues to increase individual understanding and compliance.	Corporate-HYN and WellSpan Pharmacy
	3.4: Develop a strategy for improving access to low-cost pharmaceuticals through Healthy Community Pharmacy in Adams County.	Corporate-HYN and WellSpan Pharmacy
	3.5: Increase access to oral healthcare through two WellSpan York Hospital-affiliated dental centers and a partnership with Family First Health in Adams County.	WellSpan York Hospital and WellSpan Gettysburg Hospital
	3.6: Implement Bridges to Health, an initiative seeking to improve proper utilization of healthcare services among complex patients, including creating community partnerships and developing an Adams County structure.	WellSpan Medical Group
4. Address disparities among racial, ethnic, or other vulnerable populations, with a focus on African-Americans in York City and Latinos in Adams County.	4.1: Utilize culturally appropriate lay-leader led initiatives as a vehicle to identify and enroll uninsured and/or underinsured community members in available coverage options.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)
	4.2: Identify future opportunities to expand successful lay leader-driven networks to provide culturally appropriate health promotion and community engagement initiatives.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)
5. Increase community awareness of the Affordable Care Act and its impact on uninsured/underinsured individuals.	5.1: Partner with local health coalitions to offer educational sessions for community agencies on the essentials of the Affordable Care Act and potential strategies to be trusted resources to clients and patients.	System-wide; Corporate-HYN; Local Health Coalitions (HAC & HYCC)
	5.2: Develop and implement a plan, in partnership with community agencies, to educate community members about the Affordable Care Act and to increase their understanding of and response to personally significant aspects of it.	System-wide; Corporate-HYN; Community

System-wide refers to all WellSpan Health entities, including: Corporate functions; WellSpan Gettysburg Hospital (GH); SouthCentral Preferred (SCP); VNA Home Care (VNA); WellSpan Medical Group (WVG); WellSpan Surgery and Rehabilitation Hospital (WSRH), and; WellSpan York Hospital (YH).

At-Risk Strategy

PRIORITY: DEPRESSION

Population of Interest	Estimated Population	Anticipated Impact	Annual Performance Metrics
WellSpan Medical Group Patients	77,586 of unique WMG patients seen in 12 months	Increased identification	# of patients who are screened for depression within the primary care setting
Community At Large	78,969 Adam County and 332,958 York County community members	Increased education	# of community members who are educated about effective ways to manage depression

In 2012, one in five adults – approximately 70,000 community members – reported that they were diagnosed with some form of depression. Given the stigma often associated with this condition, this statistic is believed to be relatively low and inaccurate. Data demonstrate that women were more likely to be diagnosed with depression, possibly since they may have sought care and treatment, as well as individuals living in poverty and those who have been diagnosed with heart disease, heart attack, or stroke. Comparatively, individuals who are married are less likely to have a depressive disorder.

Behavioral health issues, including depression, impact our communities much like others across the United States. As the largest healthcare and behavioral health provider in our area, WellSpan Health cares for many patients suffering from depression and other behavioral health issues. Most regional health systems no longer sponsor behavioral health services because of the low-level at which they are reimbursed. WellSpan Health provides a network of behavioral health services which meets a significant need in the local population. Despite our successes and the challenges associated with providing behavioral health services, we can improve upon the ways in which we identify and refer those with depression, manage the care of

patients with complex physical and behavioral health issues, provide behavioral services in community and clinical settings, and increase awareness about depression. The strategies we employ may not initially reduce the rate of depression, but they will improve intermediate outcomes such as the quantity of patients screened for depression by their primary care provider and how patients diagnosed with depression receive the assistance needed to manage their health more effectively.

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Objective	Tactic	Responsible Entity
1. Increase the number of patients who are screened for depression within the primary care setting.	1.1: Distribute a depression survey instrument to primary care providers across Adams and York counties, and analyze the associated results to determine areas of focus. The survey instrument should include questions related to screening for and managing patients with depression, and identifying resources needed to assist primary care providers.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)
	1.2: Based on results from the depression survey, implement a standardized screening and referral algorithm within primary care practices.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health & Behavioral Health); WellSpan Medical Group
2. Improve access and quality of care by redesigning the model by which behavioral health services are provided by WellSpan Health.	2.1: Develop opportunities to recruit mid-level behavioral health providers to WellSpan Health.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Behavioral Health)
	2.2: Integrate behavioral health training and resources into the WellSpan Medical Group health coach curriculum.	WellSpan York Hospital - Community Health; WellSpan York Hospital and WellSpan Gettysburg Hospital (Behavioral Health); WellSpan Medical Group
	2.3: Conduct a pilot project in which a behavioral health therapist serves as a resource and provides support to one or more (maximum of 3) WellSpan Medical Group practices.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Behavioral Health); WellSpan Medical Group
3. Improve the management of patients with complex behavioral and physical health issues within the Patient-Centered Medical Home (PCMH) model.	3.1: Explore the development of a stratification process for behavioral health patients, with a possible connection to existing systems (i.e. PCMH candidate list).	Corporate; WellSpan Medical Group
	3.2: Assess the efficacy of instituting interdisciplinary team meetings that engage physical and behavioral health providers in regular dialogue about the management of complex-issue patients within primary care.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Behavioral Health); WellSpan Medical Group
4. Increase community awareness about depression and available resources in the community.	4.1: Implement a community-wide campaign that educates the public about effective ways (i.e. physical activity, nutrition) to manage depression.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Behavioral Health & Community Health)

Community Engagement Strategy

Cultivating mutually beneficial partnerships throughout the community it serves is integral to the mission of WellSpan Health, the largest employer and health care organization in York and Adams counties. The partnerships that WellSpan forms and cultivates have demonstrated the ability to maximally impact the health of the community.

WellSpan’s commitment to community partnerships is evident in many ways, including the operational and funding support provided to Healthy Adams County and the Healthy York County Coalition, the entities responsible for co-leading the 2012 CHNA, and in serving as the catalyst and primary resource for other collaborative community health initiatives. Maintaining and strengthening these partnerships is

essential to our organization and the health of the community. As new partnership opportunities present themselves, WellSpan will continue to assess its role in and support of them.

Population of Interest	Estimated Population	Anticipated Impact	Annual Performance Metrics
Community At Large	n/a	Community engagement	Financial support, including in-kind contributions, of community-based coalitions
	n/a	Community engagement	Amount of funding (\$) distributed to community organizations through the community partnership grant process

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Objective	Tactic	Responsible Entity
1. Actively support the development of coalitions which promote mutual goals, assume shared responsibility, and represent diverse stakeholder perspectives.	1.1: Continue to build community capacity to address health priorities through staffing and financial support, as appropriate to county-level health coalitions (Healthy Adams County and Healthy York County Coalition), and support the coalitions in addressing community environment and policy changes in key areas - end of life care, health literacy, oral health, physical activity, and prenatal care.	Corporate, WellSpan York Hospital and WellSpan Gettysburg Hospital
	1.2: Decrease the incidence of preventable injury in children in key areas: bicycle safety; child passenger safety; Cribs for Kids (infant safety), and; home safety by coordinating initiatives as the lead agency for Safe Kids York County and indentifying opportunities to strengthen support for the Safe Kids Adams County chapter.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)
	1.3: Maintain collaborative relationships with county-specific Children's Advocacy Centers and define the future collaboration model that ensures the effective and timely collection of child abuse information, prosecution of individuals, and reduction of abuse.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Emergency Departments)
	1.4: Develop local and regional partnerships through Aligning Forces for Quality to enable stronger patient engagement and better chronic disease management.	Corporate; Aligning Forces for Quality (AF4Q) Team
2. Provide grants and in-kind support to nonprofit partners working to address community health-related priorities.	2.1 Provide community partnership grants, not to exceed 20% of revenue distributed by WellSpan's for-profit entities.	Corporate
	2.2 Improve the process for evaluating community partnership grants and ensuring their alignment with community health priorities and goals.	Corporate
3. Regularly conduct a Community Health Needs Assessment (CHNA) which includes a prioritization process, with community partners.	3.1: Engage community partnerships and a contracted vendor in the survey development, data collection and analysis, community engagement, and public reporting components of the 2015 CHNA process.	System-wide; Community Partners

Prevention and Wellness Strategy

The delivery of health care in the United States is shifting from a predominantly care and treatment model to one focused on prevention and wellness. While continuing to ensure that the acutely sick receive appropriate care, hospitals and health care systems are also employing strategies designed to keep healthy individuals and those with chronic disease healthier longer. As a result, WellSpan Health is transforming

care for the community members it serves. Creating patient-centered medical homes within WellSpan Medical Group primary care practices, implementing patient engagement initiatives, and redesigning work based on a population health approach are a few of the tactics that WellSpan believes will enhance prevention and wellness throughout our organization and in the community beyond.

PRIORITY: ADULT OVERWEIGHT / OBESITY

More than two out of three York and Adams County adults – 67% in York County and 74% in Adams County – were classified as overweight or obese in 2012. The prevalence of overweight and obesity crosses county lines and does not discriminate by age, gender, race or ethnicity, or socioeconomic status. However, recent data suggest that some population groups are more affected by this concerning health issue:

- Non-Hispanic Black residents of the community have a much higher probability of being obese than do members of other racial and ethnic categories;
- Adults with diabetes are more likely to be obese, and;
- The likelihood of obesity increases as educational attainment declines and as economic hardships increase.

Adult overweight and obesity rates in our community have risen for at least the past decade, and are often attributed to unhealthy eating and physical activity behaviors. Being overweight or obese increases the risk of chronic conditions such as diabetes, high blood pressure, high cholesterol, cancer, heart disease and stroke. These obesity-related conditions may require significant healthcare resources to manage and may negatively impact the cost of healthcare.

Population of Interest	Estimated Population	Anticipated Impact	Annual Performance Metrics
WellSpan Medical Group Patients	77,586 unique WellSpan Medical Group patients seen in 12 months	Increased identification	% of WellSpan Medical Group patients for whom a Body Mass Index (BMI) was calculated within the last year
	54,698 WellSpan Medical Group adult patients estimated to be overweight or obese.	Increased referrals	% of WellSpan Medical Group patients referred to appropriate weight management or related services (i.e., dietitian, health education classes)
Community At Large	78,969 Adams County and 332,958 York County community members	Increased participation	# of community members who participate in healthy eating, physical activity and/or weight management programming offered by WellSpan Health
WellSpan Employees	9,148 employees	Increased participation	# of WellSpan employees who participate in healthy eating, physical activity and/or weight management programming offered by WellSpan Health

WellSpan is committed to reversing the upward trend in adult overweight and obesity in our communities, but recognizes the challenges inherent in this goal. We believe that educating patients about how to reach and maintain a healthy weight, improving the management of patients who are overweight or obese, redesigning systems to encourage healthy eating and physical activity behaviors, and promoting a healthy workforce are a few evidence-based strategies that will enable us to begin to mitigate the negative impact of overweight and obesity in our communities.

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Objective	Tactic	Responsible Entity
1. Develop and implement a system-wide approach to the identification, prevention, and management of adults at-risk of or classified as overweight or obese (BMI ≥25).	1.1: Implement an interdisciplinary workgroup within WellSpan Health to oversee utilization of evidence-based nutrition, physical activity, and weight management guidance in community and system message dissemination, resource development, and staff training.	System-wide
	1.2: Utilize mapping resources to identify and correlate areas of York and Adams counties with high rates of adult overweight/obesity, poverty, food deserts, existing community resources, and other factors as deemed appropriate.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health); Corporate
2. Increase the utilization of eCare (EHR) to manage the weight status of WellSpan Medical Group patients.	2.1: Institute a point-of-decision algorithm within eCare (EHR) by which WellSpan providers direct patients identified as overweight or obese to specific management resources appropriate to them.	WellSpan York Hospital, WellSpan Gettysburg Hospital, WellSpan Surgery & Rehabilitation Hospital, WellSpan Medical Group and Corporate
	2.2: Assess the potential of developing the functionality to monitor and report Body Mass Index (BMI) trends in eCare (EHR).	Corporate
3. Improve the care and treatment of overweight/obese adults who are managed by WellSpan Medical Group primary care practices.	3.1: Implement and analyze results from a primary care survey that identifies current practices in promoting healthy eating, physical activity and weight management behaviors; barriers to prevention and treatment of adult overweight/obesity; current resource utilization and needs; and opportunities for ongoing support.	WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)
	3.2: Implement a pilot program that provides low-income patients with healthy eating guidance, and fruit & vegetable “prescription” vouchers redeemable at participating farmers’ markets.	WellSpan Medical Group, WellSpan York Hospital, WellSpan Gettysburg Hospital (Community Health), Community Partners

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Objective	Tactic	Responsible Entity
<p>4. Increase the proportion of community members who engage in healthy eating and physical activity behaviors as a means to manage their weight.</p>	<p>4.1: Implement a social marketing campaign that interactively engages community members in improving their healthy eating and physical activity behaviors and managing their weight status. This campaign may have multiple facets to reach segments of the population (i.e. local employers) as needed.</p>	<p>WellSpan York Hospital, WellSpan Gettysburg Hospital (Community Health), SouthCentral Preferred -WellAdvised</p>
	<p>4.2: Continue partnerships with community organizations to support the development and implementation of environment and policy changes that support healthy eating and physical activity. These include active living design principles, safe routes to schools programming, community gardener and local growers engagement, and healthy food distribution processes.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
<p>5. Increase the proportion of WellSpan employees who engage in healthy eating and physical activity behaviors as a means to manage their weight.</p>	<p>5.1: Fully implement the “Guidelines for Offering Healthy Foods at Meetings and Functions” at WellSpan Health.</p>	<p>System-wide</p>
	<p>5.2: Identify opportunities to improve healthy food options in dining areas and vending machines at WellSpan Health facilities.</p>	<p>System-wide</p>
	<p>5.3: Identify opportunities to integrate healthy eating messages with a weight loss/maintenance program available to WellSpan Health employees.</p>	<p>WellSpan York Hospital, WellSpan Gettysburg Hospital (Community Health); SouthCentral Preferred -WellAdvised</p>
	<p>5.4: Implement a pilot “farm-to-work” initiative, in partnership with community growers, which increases WellSpan employee access to local fruits and vegetables.</p>	<p>Community; WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>

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PRIORITY: TOBACCO

Despite national and local efforts to prevent and reduce its utilization, tobacco use remains a leading unhealthy behavior and contributor to chronic diseases such as cancer, cardiovascular disease, respiratory illnesses, and reproductive concerns among pregnant women and women of childbearing age. In 2012, 22% of York County and 21% of Adams County adults identified themselves as regular smokers. This statistic does not account for adolescent tobacco use or adults who utilize smokeless or other forms of tobacco. Data show that non-Hispanic whites are more likely than Hispanics and non-Blacks to be regular smokers. In addition, individuals in poverty or younger in age are more likely to be tobacco users. According to 2012 data, non-Hispanic white adults, ages 35-54, living in poverty are predicted to have a 63% probability of becoming smokers compared to a 32% likelihood of non-Hispanic black adults of the same age range and living in poverty.

The harmful effects of tobacco use not only impact the user but also those who are exposed to secondhand smoke. Therefore, the health risk of tobacco use extends to family members, friends, work colleagues and others with whom the tobacco user has contact. Therefore, it is important that tobacco prevention and cessation efforts engage diverse aspects of the community and the health care system. Recognizing this issue, WellSpan Health partnered with other healthcare providers in York and Adams counties to enact tobacco-free policies on all its campuses in 2006. This initial strategy encouraged tobacco cessation

among some users – employees, patients and visitors to WellSpan facilities. However, additional steps must be employed to increase awareness about the health and financial benefits of tobacco cessation, engage health care providers in intervening with and referring tobacco users to cessation programs, standardize tobacco cessation services, and focus prevention and cessation programming on specific population groups.

Population of Interest	Estimated Population	Anticipated Impact	Annual Performance Metrics
WellSpan Medical Group Patients	77,586 unique WellSpan Medical Group patients seen in last 12 months	Increased identification	% of WellSpan Medical Group patients with whom a tobacco inquiry was made within the last year
	16,680 WellSpan Medical Group adult patients estimated to be smokers	Increased referrals	% of identified tobacco users within WellSpan Medical Group who are referred to available tobacco cessation services
WellSpan Employees	9,148 employees	Increased participation	# of WellSpan employees who attend a Tobacco Cessation 101 course
Local Employers	147 employer groups (37 in Adams County and 110 in York County)	Increased participation	# of local employer groups (greater than 100 employees), by county, requesting tobacco cessation services from WellSpan Health
Pregnant Women	21,731 females who smoke (Ages 15-44)	Increased outreach	# of pregnant women receiving a tobacco cessation packet

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Objective	Tactic	Responsible Entity
<p>1. Increase the number of individuals identified as tobacco users and referred to available tobacco cessation services.</p>	<p>1.1: Develop resources that educate hospital-based providers to provide brief interventions and referral to tobacco cessation services for identified or suspected tobacco users, using the evidence-based 5A methodology.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
	<p>1.2: Implement a standardized screening and referral process within WellSpan Medical Group primary care practices to provide brief interventions and referral to tobacco cessation services for identified or suspected tobacco users, using the evidence-based 5A methodology.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health); WellSpan Medical Group</p>
	<p>1.3: Utilize the existing WellSpan Medical Group (WMG) population health dashboard to increase the percentage of patients asked if they are tobacco users, and refer tobacco users to available cessation resources.</p>	<p>WellSpan Medical Group</p>
<p>2. Increase the number of tobacco users who access WellSpan Tobacco Cessation Services and receive individualized assistance with their attempt to quit.</p>	<p>2.1: Standardize how Community Health offers individual (1 on 1) tobacco cessation counseling services for patients across all counties served.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
	<p>2.2: Promote the WellSpan Health Tobacco Cessation 101 course to WellSpan Health employees and families who are identified as tobacco users.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health); SouthCentral Preferred -WellAdvised</p>
	<p>2.3: Enhance opportunities for local employers to request and provide comprehensive tobacco cessation services for their employees, through WellAdvised business support services.</p>	<p>South Central Preferred-WellAdvised</p>
	<p>2.4: Develop an educational strategy in which all WellSpan physicians and staff are educated on new trends in tobacco use and effective treatment.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>

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Objective	Tactic	Responsible Entity
<p>3. Increase community awareness about the health and financial benefits of tobacco cessation, reduced secondhand smoke exposure, and the availability of community resources.</p>	<p>3.1: Develop a WellSpan Health Tobacco Cessation Services brochure and distribute to diverse populations.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
	<p>3.2: Develop a community-based educational strategy that raises tobacco awareness and encourages tobacco users to quit.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
	<p>3.3: Integrate secondhand smoke exposure educational resources into existing home and car safety-related initiatives (i.e., home visits by WellSpan VNA Home Care; child passenger safety seat checks through Safe Kids)</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health); VNA Home Care</p>
	<p>3.4: Participate in community-related tobacco prevention task forces and, when necessary, serve in the lead role.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
<p>4. Increase the number of tobacco users from specific population groups who receive prevention advice and cessation support to ensure all residents have equal access to tobacco cessation services, evidence-based tools and best practice strategies.</p>	<p>4.1: Develop a tobacco cessation resource packet specific to pregnancy and smoking for pregnant females identifies as tobacco users.</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health & Women’s Service Line)</p>
	<p>4.2: Develop and provide a tobacco cessation program in Spanish for Latino/Hispanic patients who identify themselves as “light smokers/social smokers”</p>	<p>WellSpan York Hospital and WellSpan Gettysburg Hospital (Community Health)</p>
<p>5. Strengthen WellSpan Health’s existing tobacco-free campus policy by prohibiting the use of tobacco products by employees at any time during their work shift.</p>		<p>System-wide</p>

Past Successes Translate into Future Opportunities

WellSpan Health's commitment to the overall health of the community it serves is evident in the initiatives with which it has been involved and the financial resources it has allocated over the last fifteen years. In 2012, more than 86,750 individuals were reached through community education and outreach programs costing the system an estimated \$6 million. WellSpan Health also provided over \$100 million in care for the uninsured and underinsured, as follows:

- \$20.2 million in free care to patients who participated in the charity care program;
- \$64.8 million and \$58.8 million in cost greater than what was reimbursed through Medicare and Medicaid, respectively;
- \$26.2 million in services to patients who received care for which they could not pay and who did not participate in the charity care program, and;
- \$13.2 million to support services that provided discounted medical, dental, and pharmaceutical care to those in need.

A sample of recent initiatives that demonstrate WellSpan's ability to engage the community and promote health follows.

Building Community Capacity

Healthy York County Coalition (HYCC) and Healthy Adams County (HAC) were established in the mid-1990s as collaborative agencies that seek to improve the health and wellness of York and Adams counties. HYCC and HAC are dedicated to identifying and addressing the root causes of disease in the community and utilize a collaborative problem-solving approach that engages many facets of the diverse communities they serve. Both coalitions are dedicated to long and short-term strategies that influence the policies and systems impacting the health of York and Adams county residents. Although WellSpan Health supports the coalitions financially, their decision-making is guided by community partners and collaborative agencies.

Both coalitions have contributed to community-level policy and systems changes since their development. For example, the coalitions have secured \$3.1 million from the Robert Wood Johnson Foundation to establish the Aligning Forces for Quality- South Central Pennsylvania program, a collaborative program that improves health care quality and access for community members in York and Adams counties. The coalitions have also improved dental care access for underserved community members due to the expansion of the Hoodner and Bentzel dental centers.

Building community capacity through collaboration is evident in the creation and sustaining of both HYCC and HAC. By bringing together community agencies, organizations and those who are passionate about improving the health and wellness of the community, the coalitions are well-positioned to impact the community-identified priorities of the 2012 CHNA.

Childhood Injury Prevention

Accidental injury is the number one cause of death among children ages 14 and under in the United States. Each year one out of every four children needs medical attention for an accidental injury. Safe Kids York County, a coalition of public, private, and voluntary organizations, identifies and prevents childhood injuries through education, networking and advocacy. Safe Kids York County is supported financially by WellSpan Health and is led by a WellSpan Health staff member. Safe Kids York County promotes bicycle, pedestrian, home, sport and child passenger safety through its various programs and initiatives. For example, the Safe Kids Buckle Up program offers parents and caregivers hands-on instruction about car seats, booster seats and seat belts, and presents interactive educational programs for children ages 14 and under. Another exemplary program is the York County chapter of Cribs for Kids, which has been providing cribs and education to families without a safe place for their baby to sleep, since 2003.

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Safe Kids York County believes “keeping children safe is an investment in their lives and in the future of our world. With education, resources and better laws to protect our children, we are making a difference.” Last year, Safe Kids York County initiatives reached more than 3,600 men, women and children with a more than \$32,000 commitment from WellSpan. WellSpan Health remains committed to this vital community collaboration and to the protection of children from accidental injury.

Oral Health

For struggling families who lack insurance, dental care often ranks pretty low on the list of priorities. In rural areas where dentists are scarce, finding affordable dental care may seem nearly impossible. To address the problem, WellSpan Health has engaged community organizations in both York and Adams counties.

In York County, WellSpan and the Oral Health Task Force of the Healthy York County Coalition have collaborated to reduce the incidence of dental cavities among York County children through prevention education, advocacy for improved access to oral health services in the community, broader promotion of dental sealant applications for children, and promotion of dental screenings. In addition, they have combined efforts to fluoridate the local public water supply and have expanded the availability of oral health services at the Hoodner and Bentzel dental centers.

A partnership with Family First Health, a nonprofit federally qualified health center (FQHC) serving York and Adams counties, enabled the opening of a state-of-the-art dental facility in Gettysburg in 2012. Family First Health accepts all forms of insurance, including Medicaid, and offers discounts to uninsured patients, based on their family size and income. The dental center treated 500 people in its first 90 days; a third of which were young children. WellSpan Health has worked to provide greater access to dental care for underserved and uninsured people in Adams County for several years. Dental services now available through Family First Health represent the efforts of long-standing community organizations and committed individuals.

WellSpan believes its work in oral health is far from over. The expansion of dental services available to community members has been an initial step in improving the oral health of the community. Continuation of these efforts is critically important, and WellSpan remains committed to this important health issue.

Outreach to Underserved Populations

Cardiovascular disease ranks among the most dangerous chronic illnesses currently plaguing the United States and is responsible for 33% of all deaths each year, according to the American Heart Association. Cardiovascular disease is one of many chronic diseases that disproportionately affect certain

racial/ethnic groups; the African American population is disproportionately affected by heart disease, diabetes, and high blood pressure. As a result, WellSpan Health has developed several community programs that aim to specifically improve the cardiovascular health of this underserved group.

Last year, the WellSpan York Hospital Family Medicine Residency Program coordinated “Barbers with a Heart” in collaboration with the City of York. The program engaged local barbers in educating their clients about hypertension and provided resources for on-site blood pressure measurement. Additionally, WellSpan established the “For Heart’s Sake” initiative in 2007 to improve the cardiovascular health of African Americans in the City of York. To date, seven screening events have occurred, reaching nearly 500 community members. A subsequent 10-week Zumba program was offered free to participants in partnership with a local church. Attended regularly by 55 community members, weight loss and blood pressure improvement among some participants was noted. Future plans include the implementation of a nutrition component.

These and other outreach initiatives to underserved populations demonstrate WellSpan’s dedication to underserved populations. Whether focusing on cardiovascular disease or other conditions affecting community members, WellSpan is committed to impacting these groups through evidence-based, culturally appropriate initiatives.

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Sexual Assault Forensic Examiner (SAFE) Team

A tragic reality of our current U.S. culture is the widespread physical and sexual abuse of children. A 2006 CDC study suggests that one in four girls and one in six boys are sexually abused before the age of 18. In addition to determining how to stop abuse before it starts, there is a need to identify the best means of assisting a child once the abuse has occurred. After a child discloses abuse, an appropriate response is extremely important to their healing process. In the past, no mechanism existed for coordinating the services needed to respond to such a case. Instead, a child would be shuffled between various agencies requiring the victim to retell his story multiple times, vividly reliving the pain and confusion surrounding the experience.

Diagnosing child abuse requires a high level of precision; misdiagnosing a victim can lead to death from further injuries before the abuse is discovered. These alarming statistics ignited a unique partnership with the York County Children's Advocacy Center and the Adams County Children's Advocacy Center. In 2007, WellSpan expanded its Sexual Assault Forensic Examiner (SAFE) Nurse Program, which had already been providing services to victims of domestic and elder abuse in its two hospital emergency departments, to provide expert medical evaluations and services to pediatric victims of abuse. Today, the members of the refocused Forensic Examiner Team also conduct exams in the privacy of local Children's Advocacy Centers. Since few physicians have the specialized

skills required to conduct an exam, interpret findings and testify in court, this program has greatly expanded access to expert evaluations. Focusing on a child's developmental, emotional, physical and cognitive needs, centers are able to reduce the stress associated with an evaluation, link the child and supportive adults to behavioral support services, and increase the likelihood of bringing perpetrators to justice.

In fiscal year 2012, the forensic examiner team performed 355 forensic medical evaluations, 233 (65%) of which were for children under the age of 18. Through their collaboration with local Children's Advocacy Centers, the percent of medical examinations conducted has increased from 15% to 51% in York County, and from 11% to 70% in Adams County. In addition, a Sexual Assault Nurse Examiner toolkit, funded by the National Institute of Justice, has been utilized to demonstrate the influence that the program has on case progression through the criminal justice system. Since the development of the forensic examiner team, a 4% increase in successful prosecutions has been realized.

While WellSpan and its community partners have made significant strides to improve the sexual assault reporting process, it remains committed to improving the reporting of sexual abuse, the prosecution of perpetrators and the protection of children in our communities.

CHNA Indicators Not Addressed Root Cause Approach

Public health research recommends that a root cause approach be utilized to address many chronic diseases such as cardiovascular disease, diabetes, respiratory ailments, and overweight/obesity. A focus on improving healthy eating and physical activity behaviors and reducing tobacco use has demonstrated efficacy in reducing the impact of various chronic conditions. A few cardiovascular indicators were ranked high by Community Benefit Council members, but not selected as priorities. These include those who have high blood pressure and high cholesterol, and those who have been told they have heart disease, heart attack or stroke. Council members felt that the root causes of these conditions – unhealthy eating, physical inactivity, and tobacco use – were already part of the selected priorities – adult overweight/obesity and tobacco use.

Additionally, although suicide rates in York County were alarming, Council members felt that this indicator would be addressed by selecting depression as a priority.

Community Priorities and Partnerships

As previously mentioned, WellSpan believes that its impact on community health can, at times, be greater by partnering to address a health issue, rather than managing it alone. Issues such as access to early prenatal care, health literacy, and oral health are three priorities that the community selected as requiring

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a more “global” response. Task forces within the respective coalitions have been created to address these issues as well as to complement the WellSpan priorities of depression and end of life care.

Environmental Issue

One health indicator that has generated concern in recent assessments is the rate of asthma among adults and, in other surveys, among children. Although WellSpan believes it has adequate resources to effectively care for and treat asthmatics, its effectiveness is compounded by low air quality in the region. A recent report from the American Lung Association gave the region in which WellSpan Health is located an “F” for air quality. Although there is no direct correlation between this and the prevalence of asthma in the community, there is concern that a connection between the two exists. As such, community advocacy efforts, possibly coordinated by the local health coalitions, may be necessary to impact this indicator.

Intended Impact & Evaluation

Impact evaluation and outcome measurement must occur to create accountability with WellSpan leadership and to demonstrate ongoing commitment to the health of the community. Since it would be unrealistic to believe that marked changes to the CHNA indicators could occur in three years, shorter-length measurable objectives have been developed and are listed in this plan. These objectives indirectly acknowledge that each community member is influenced in many ways each day; race/ethnicity, income, health, age and social environment all influence community members. Additionally community constructs – unhealthy environments and weak or no policy controls – prohibit healthy behavior choices. WellSpan Health understands that promoting good health requires a comprehensive approach that engages diverse aspects of one’s life, much like the socio-ecological model demonstrates on page 7.

Technological advances, such as organization-wide integration of WellSpan’s electronic health record (EHR), have created an environment in which relevant data may easily be collected, compiled and analyzed. However, not all data associated with the identified objectives are available or easily retrievable. Therefore,

some mechanisms will need to be implemented to ensure appropriate baseline data are collected.

In 2011, WellSpan transitioned to CBISA (Community Benefit Inventory for Social Accountability) – an Internet-based, third-party system, to collect and report its annual community benefit activities. This robust system also has an evaluation and outcome measurement component in which short, intermediate, and long-term objectives may be developed, and measurable outcomes and anecdotal results may be captured. The benefits of utilizing CBISA are numerous, including real-time monitoring of data entries and progress toward achieving outcomes, and connecting identified priorities to subsequent activities or interventions that have been implemented. In addition to its annual community benefit report, WellSpan may develop annual “report cards” to demonstrate progress toward each identified priority.



