

Wahiawa General Hospital

FY 2020 - FY 2022 Implementation Plan

A comprehensive community health needs assessment (“CHNA”) was conducted for O’ahu Island (Honolulu County) by the Healthcare Association of Hawaii (HAH) and adapted by Wahiawa General Hospital (WGH) with assistance from Community Hospital Consulting (CHC Consulting) to tailor the report to the needs of its defined study area. This CHNA utilizes relevant health data and stakeholder input to identify the significant community health needs in O’ahu Island, HI (Honolulu County, HI).

The WGH CHNA Team included the following hospital leadership personnel:

- Brian Cunningham, Chief Executive Officer
- Tammy Kohrer, Director of Nursing
- Rebecca Canon-Fratis, Wahiawa Nursing and Rehabilitation Center (WNRC) Administrator
- Ariane Haiola-Castillo, Director of Finance

The CHNA Team, consisting of leadership from WGH and CHC Consulting, reviewed the HAH 2019 Hawaii and O’ahu Island (Honolulu County) CHNA reports to prioritize the community health needs. CHC Consulting took into consideration the health needs specified within the HAH CHNA report, and made adjustments to ensure applicability to WGH patient population. Seven significant community health needs were identified and compiled by CHC Consulting through assessing the prevalence of the issues identified from the health data findings combined with the frequency and severity of mentions in community input identified within the HAH Hawaii and O’ahu Island CHNA and its list of significant needs in the community.

The CHNA Team participated in an electronic prioritization ballot process via SurveyMonkey to rank the community health needs based on three characteristics: size and prevalence of the issue, effectiveness of interventions and the hospital’s capacity to address the need. Once this prioritization process was complete, the hospital leadership discussed the results and decided to address the first six prioritized needs in various capacities through a hospital specific implementation plan.

The final list of prioritized needs is listed below:

1. Access to Mental and Behavioral Health Care Services and Providers
2. Access to Affordable Care and Reducing Health Disparities Among Specific Populations
3. Access to Specialty Care Services and Providers
4. Increase Community Outreach and Coordination Across the Continuum of Care
5. Prevention, Education and Services to Address High Mortality Rates, Chronic Diseases, Preventable Conditions and Unhealthy Lifestyles
6. Access to Primary Care Services and Providers
7. Access to Oral Health Care Services and Providers

The WGH implementation plan addresses the top six of the seven needs. “Access to Oral Health Care Services and Providers” is not addressed largely due to the fact that it is not a core business function of the hospital and the limited capacity of the hospital to address such a need. Hospital leadership has developed the following implementation plan to identify specific activities and services which directly address the top six identified priorities. The objectives were identified by studying the prioritized health needs, within the context of the hospital’s overall strategic plan and the availability of finite resources. The plan includes a rationale for each priority, followed by objectives, specific implementation activities, responsible leaders, annual updates and progress, and key results (as appropriate).

The WGH Board reviewed and adopted the 2019 Community Health Needs Assessment and Implementation Plan on May 22, 2019.

Priority #1: Access to Mental and Behavioral Health Care Services and Providers

Rationale:

As noted within the 2018 Community Health Needs Assessment, there is a need to improve the relationship between people and the healthcare system. The assessment encourages residents to provide accessible, proactive support for those with high needs, such as those who are struggling with homelessness, mental illness, and addiction. In addition, the assessment identifies a need of providing the basic foundations so that people can have more control over their own health. Specifically, the assessment for O'ahu Island notes a high need to strengthen families by creating conditions and opportunities for families to be healing forces for its own members, including addressing financial stress that will enable more healthy time together.

O'ahu Island has a higher percentage of public school students in grades 9-12 who were offered, sold, or given illegal drugs on school property in the past 12 months than the state, as well as a higher percentage of those public school students in grades 9-12 who have used methamphetamines (also called speed, crystal, crank or ice) one or more times during their life. It was mentioned that there is a shortage of mental and behavioral health care resources, and one key informant specifically mentioned: "There is a severe shortage of mental and behavioral health, especially around inpatient and outpatient substance abuse treatment. Everything that we hear from our stakeholders is that spots are full and there's a waitlist." Though there is a Federally Qualified Health Center on the island that offers sliding fee scale services for applicable patients, the facility is a designated Health Professional Shortage area by the Health Resources and Services Administration (HRSA) for mental health.

Objective:

Participate in initiatives and create opportunities to increase access to mental health services and providers in the service area

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
1.A. WGH Emergency Room staff, physicians, social workers and case managers will address patients who present to the Emergency Room with a mental or behavioral health condition by connecting those applicable patients with available services within the community.	Emergency Department Manager, Discharge Planners	Process in place	Continued coordination with multiple external referral sources	Process in place	Continued coordination with multiple external referral sources		
1.B. WGH is assessing opportunities to provide access to in-house Behavioral Health and Geropsych services.	CNO, WNRC Administrator, WNRC Director of Nursing, CEO	Project put on HOLD by DOH	Project Discontinued by DOH at this time	Project put on HOLD by DOH	Project Discontinued by DOH at this time		
1.C. WGH will continue to provide suicide prevention educational materials within the Emergency Department.	CNO, Emergency Department Manager	Process in place	To continue with this service	Process in place	To continue with this service		
1.D. WGH is pursuing staffing a contracted psychologist for the hospital and the WNRC.	WNRC Administrator, CEO, Medical Staff Services	In contract discussions with a provider	Secured a contract provider for WNRC residents	In contract discussions with a provider	TBD		
1.E. WGH is continuously exploring opportunities to serve the mental and behavioral health population.	CEO, CNO, WNRC Administrator	In process	To continue with these efforts	In process	To continue with these efforts		
1.F. In conjunction with the Hawaii State Department of Health (HSDH) and WellPath, WGH is restructuring one of its facility floors and leasing space to the HSDH to provide psychiatric and substance abuse services.	CEO, CNO, WNRC Administrator	Project put on HOLD by DOH	Project Discontinued by DOH at this time	NA	NA	NA	NA

Priority #2: Access to Affordable Care and Reducing Health Disparities Among Specific Populations

Rationale:

As noted within the 2018 Community Health Needs Assessment, access to affordable care and reducing health disparities among specific populations are significant needs within the community. The assessment encourages residents to work together for equality and justice by working alongside affected populations to address inequitable treatment and opportunity, and also to address financial insecurity through the creation of coordinated systemic opportunities for communities and families to make good food and housing realistically accessible, develop workforce skills, create new economic opportunities, build financial assets, and reestablish active lifestyles.

According to the report, O'ahu Island has a higher rate of homelessness per 100,000 population, as well as a higher percent of food insecure individuals living above 200% of the federal poverty level and are not eligible for government benefits. O'ahu Island also has a higher percent of residents who speak English less than very well than all other counties and the state, as well as a higher percent of those who are foreign born than all other counties and the state. O'ahu Island also had a higher percent of people aged 18 years and older who do not have a high school diploma or a GED, as well as a higher percentage of adults (age 65+) with limited English speaking skills.

Transportation also serves as a barrier on O'ahu Island. O'ahu Island has a higher percentage of workers 16 years of age and older whose average travel time to work is 45 minutes or more than all other counties and the state. O'ahu Island has a higher percentage of commuters who drive alone to work and commute for more than 30 minutes than all other counties and the state.

Objective:

Participate in initiatives and create opportunities to increase access to affordable care and reduce health disparities among specific populations

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
2.A. WGH will provide space for Medicaid Outreach Workers who assist with patients and community residents in getting qualified for Medicaid.	Finance Director, CNO, Discharge Planners	Medicaid Outreach no longer has space in WGH, however, WGH still utilizes this service for community residents	Medicaid Outreach no longer has space in WGH, however, WGH still utilizes this service for community residents	NA	NA	NA	NA
2.B. WGH provides an indigent medication policy, which provides medications – depending on the duration (i.e., 7 day supply, 30 day supply) – for those who are not able to afford the prescription, or have not yet enrolled under Medicaid coverage, if applicable.	CNO, Director of Pharmacy, Discharge Planners	Process in place	To continue with this service	Process in place	To continue with this service		
2.C. WGH provides transportation assistance through bus vouchers on a limited basis.	CNO, Nursing Staff, Discharge Planners	Process in place	To continue with this service	Process in place	To continue with this service		
2.D. WGH provides space for EMS to utilize facilities, as well as parking lot space for EMS transportation. EMS personnel have access to a sleep facility, shower, bathrooms, and food and refreshments.	Emergency Department Manager, CNO	Ongoing	To continue with this service	Ongoing	To continue with this service		
2.E. WGH offers the Wahiawa Nursing & Rehab Center (WNRC) to increase access to care for those requiring nursing home or SNF services.	WNRC Administrator, WNRC Director of Nursing	Ongoing	To continue with this service	Ongoing	To continue with this service		
2.F. With both hospital patients and nursing home residents, WGH offers payment plan education and financial education through a staffed liaison and financial counselor.	WNRC Administrator, Director of Finance	Process in place	To continue with this service	Process in place	To continue with this service		
2.G. WGH provides translation services through a language line when necessary.	CNO, Nursing Staff	Process in place	To continue with this service	Process in place	To continue with this service		
2.H. WNRC social workers connect patients with resources in the community in connection with the Going Home Plus program and other case management agencies within the community.	WNRC Social Work Department	Process in place	To continue with this service	Process in place	To continue with this service		
2.I. WGH hosts an in-house school supply drive in the fall for students within the area in need of supplies, as well as various other donation drives – such as eye glasses and food drives – when possible.	CEO, Administrative Assistant	Ongoing	Supported the Lion's Club School Supply Drive and Holiday Food Drive	Ongoing	Supported the Lion's Club School Supply Drive and Holiday Food Drive		
2.J. WGH will participate in community health fairs to provide relevant educational information as opportunities arise.	CNO, WNRC Director of Nursing,	Was Ongoing	Currently On HOLD due to COVID 19 Pandemic	Was Ongoing	Currently On HOLD due to COVID 19 Pandemic		
2.K. WGH WNRC will participate in local senior health fairs to provide marketing materials and promote the facility to local residents as opportunities arise.	WNRC Administrator, CNO, WNRC Director of Nursing,	Was Ongoing	Currently On HOLD due to COVID 19 Pandemic	Was Ongoing	Currently On HOLD due to COVID 19 Pandemic		
2.L. WGH Emergency Response personnel will continue to provide various health screenings and exams for Child Protection Services (CPS) foster children.	Emergency Department Manager	Ongoing	To continue with this service	Ongoing	To continue with this service		

Priority #3: Access to Specialty Care Services and Providers

Rationale:

As noted within the 2018 Community Health Needs Assessment, access to specialty care services and providers can be challenging for residents living within certain areas. For many residents, getting necessary healthcare services involves several hours via automobile, ferry, or airplane. One idea is that isolated areas need more providers and more healthcare facilities. There are certainly strong proponents of that. Others in rural areas shared an understanding that by living in isolated areas, they are making a tradeoff between healthcare convenience and living in the places they call home, although access to emergency care is still a necessity. For people who live far away from healthcare resources, adding new resources is only half of the picture. In the case of the Wahiawa area, though it is located on O'ahu Island, it is isolated from Honolulu where the majority of health care providers and resources are located. Therefore, greater access to specialty care services and providers is a need for the Wahiawa area.

As cited within the most recently conducted medical staff development plan report for Wahiawa General Hospital (December 2017) that studied the 96786, 96789, 96791 and 96712 zip codes, areas of specialty care that could support at least 1.0 provider based on benchmark studies, succession planning needs and required sources include: cardiology, gastroenterology, general surgery, neurology, orthopedic surgery, otolaryngology, psychiatry and urology.

Objective:

Participate in initiatives and create opportunities to increase access to specialty care services and providers within the defined service area of the hospital

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
3.A. WGH currently provides and is renovating additional space for Specialty Clinics to bring more specialists to the community and to support additional services to WGH.	CEO, Finance Director, CNO, WNRC Administrator, Medical Staff Services	Specialty Clinic Space provided, however further renovations on hold	Cardiology Urology GI Orthopedics	Specialty Clinic Space provided, however further renovations on hold	Cardiology GI Orthopedics; working on additional specialties		
3.B. WGH maintains several affiliation agreements with nursing, rehabilitation, respiratory, LPN, CNA, and radiology programs within the area for students to rotate through the hospital.	CEO, Finance Director, CNO, WNRC Director of Nursing, Medical Staff Services	Process in place for multiple disciplines	To continue with this program	Process in place for multiple disciplines	To continue with this program		
3.C. WGH staff members are involved in many organizations and agencies, such as the Disaster Medical Assistance Team of Hawaii and the Association for Prevention and Infection Control (APEC) Hawaii Chapter.	CNO, Infection Control/Employee Health	Ongoing	To continue with these programs	Ongoing	To continue with these programs		
3.D. WGH maintains a program to expedite transfers of heart patients who may require a higher level of care.	CEO, Finance Director, CNO, WNRC Director of Nursing, Medical Staff Services	Transfer Agreement in place with Queen's Medical Center	To continue with these programs	Transfer Agreement in place with Queen's Medical Center	To continue with these programs		
3.E. WGH is actively pursuing Geriatric ED Certification to provide specialized care by MDs and RNs for local elderly residents.	CNO, Emergency Department Manager	Was In process	Discontinued due to excessive cost involved	NA	NA		
3.F. WGH Clinical Educators will continue to mentor local students interested in pursuing education and future careers in providing health care services.	CEO, Finance Director, CNO, WNRC Director of Nursing, Medical Staff Services	Was Ongoing	Currently ON HOLD due to COVID Pandemic	NA	Currently ON HOLD due to COVID Pandemic		
3.G. The WGH WNRC works with local schools for physical therapy assistants and the hospital works with local schools for social work programs.	WNRC Activities/Volunteer Supervisor; WNRC Social Work Department	Ongoing	To continue with these programs	Ongoing	To continue with these programs		

Priority #4: Increase Community Outreach and Coordination Across the Continuum of Care

Rationale:

As noted within the 2018 Community Health Needs Assessment, there is a need to increase community outreach and coordination cross the continuum of care by nurturing community identity and cohesiveness among the community. The assessment encourages residents to support community led efforts through shared activities and events, active organizing around shared purposes, and instilling community pride to foster greater trust and connectivity.

Objective:

Focus upon outreach efforts and improved coordination across the continuum of care at the hospital and in the community

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
4.A. WGH will continue to provide patients' other physicians with a copy of their discharge summaries upon request.	Medical Staff Services	Ongoing	To continue with this service	Ongoing	To continue with this service		
4.B. WGH will continue to place follow up phone calls for discharged patients.	CNO, WNRC Director of Nursing, Medical Staff Services	Process in place	To continue with this service	Process in place	To continue with this service		
4.C. WGH will continue to offer a volunteer program for local students during the summer time that need community service hours.	CEO, WNRC Activites/Volunteer Supervisor	Had Been Ongoing	Currently ON HOLD due to COVID 19 Pandemic	NA	Currently ON HOLD due to COVID 19 Pandemic		
4.D. WGH will continue to maintain and support secure health information through the continued implementation of its Information Technology strategic plan.	CEO, IT Director	Ongoing	To continue with this service	Ongoing	To continue with this service		
4.E. WGH Case Managers work directly with post-acute admission nurses and external case management companies with referrals to care homes for the seamless transition of discharged patients into SNF and appropriate facilities. Discharge, transfer, and hospital stay transition of care summaries are sent to receiving facilities.	CNO, WNRC Administrator, WNRC Admissions Nurse, Case Managers	Process in place	To continue with this service	Process in place	To continue with this service		
4.F. WGH has implemented a customer service education program to increase overall employee engagement and patient satisfaction.	CEO, HR Director	Initial project deployment completed	Project was ON HOLD due to our focus on COVID. Presently restaring this project.	Initial project deployment completed	Project was ON HOLD due to our focus on COVID. Presently assessing this project.		
4.G. WGH provides a list of resources available to patients requiring specialized care with regards to sexual assault or domestic abuse.	CNO, Emergency Department Manager	Ongoing	To continue with this service	Ongoing	To continue with this service		

Priority #5: Prevention, Education and Services to Address High Mortality Rates, Chronic Diseases, Preventable Conditions and Unhealthy Lifestyles

Rationale:

As noted within the 2018 Community Health Needs Assessment, prevention, education and services to address high mortality rates, chronic diseases, preventable conditions and unhealthy lifestyles is needed significantly within the community. O'ahu Island has a higher percentage of adults with high blood pressure and high cholesterol than the state and the nation, as well as a higher rate of kidney disease and prediabetes. O'ahu Island has a higher percentage of adults who did not participate in any physical activity or exercise outside of work than all other counties and the state, as well as a higher percentage of adults who did not report getting seven or more hours of sleep in an average 24-hour period than all other counties and the state.

O'ahu Island has the lowest percentage of both adults and public school students (grades 9-12) who eat five or more servings of fruits and vegetables per day than all other counties and the state. One key informant stated: "People don't know what it means to be healthy. They don't know that they shouldn't give their kids sugary cereals; they think that it's healthy for the kids to have breakfast."

O'ahu Island has a higher percent of births to resident mothers in which the newborn weighed less than 2,500 grams than all other counties and the state. O'ahu Island has a higher rate of breast and prostate cancer than all other counties and the state. O'ahu Island has a higher percent of diabetes than any other county and the state.

Objective:

Increase healthy lifestyle education and prevention resources at the hospital and in the community

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
5.A. WGH will continue to participate in health fairs to promote the hospital's services, such as telestroke services, as opportunities arise.	CNO, WNRC Director of Nursing, Employees	Had been ongoing	ON HOLD due to COVID	NA	ON HOLD due to COVID		
5.B. WGH will continue to provide space for health care related support groups in the community to gather and enjoy light refreshments.	CEO, Administrative Assistant	Had been ongoing	ON HOLD due to COVID	NA	ON HOLD due to COVID		
5.C. WGH is available to speak at any community events, provide information, or participate in other educational opportunities upon request.	All Departments	Had been ongoing	Virtually only due to COVID	NA	Virtually only due to COVID		
5.D. WGH will continue to provide staff representation at various conferences focused around its patient population's needs, such as Medicare Compliance and CMS conferences and workshops, and will also provide staff representation at local town hall meetings to represent the hospital and assess what the most current needs of the community are.	Administrative Team	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.E. WGH will continue to provide education funds for nursing staff to attend conferences on the island.	Finance Director	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.F. WGH staff members will continue to participate in the state department of health's Healthcare Associated Infection coalition and advisory committee.	Infection Control/Employee Health	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.G. WGH will continue to provide information on smoking cessation, as well as signage around the hospital to promote smoking cessation.	Clinical Hospital Staff	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.H. WGH will continue to provide ACLS (Advanced Cardiac Life Support), BLS (Basic Life Support) and PALS (Pediatric Advanced Life Support) classes for both internal employees and outside participants looking to be certified.	CNO	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.I. WGH offers the flu vaccination free of charge for employees.	CNO	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.J. WGH will continue to promote the Walk with a Doc events where local physicians walk around the community park to promote healthy lifestyles.	CEO	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.K. WGH will continue to provide space for and participate in blood drives on a quarterly basis for employees and community members to donate blood.	CEO, WNRC Activities/Volunteer Supervisor	Ongoing	To continue with these efforts	Ongoing	To continue with these efforts		
5.L. WGH will continue to support Wahiawa in its Blue Zones Project community-led well-being improvement initiative through the development of an internal employee wellness program.	Rehab Services Manager, HR Director	Ongoing	WGH Received the Blue Zone Certified workplace designation	Assessing opportunities for further initiatives in this area	TBD		

Priority #6: Access to Primary Care Services and Providers

Rationale:

As noted within the 2018 Community Health Needs Assessment, access to primary care services and providers can be a challenge for residents living within certain areas. For many residents, getting necessary healthcare services involves several hours via automobile, ferry, or airplane. One idea is that isolated areas need more providers and more healthcare facilities. There are certainly strong proponents of that. Others in rural areas shared an understanding that by living in isolated areas, they are making a tradeoff between healthcare convenience and living in the places they call home, although access to emergency care is still a necessity. For people who live far away from healthcare resources, adding new resources is only half of the picture. In the case of the Wahiawa area, though it is located on O'ahu Island, it is isolated from Honolulu where the majority of health care providers and resources are located. Though there is a Federally Qualified Health Center on the island that offers sliding fee scale services for applicable patients, the facility is a designated Health Professional Shortage area by the Health Resources and Services Administration (HRSA) for primary care. Therefore, greater access to primary care services and providers is a need for the Wahiawa area.

As cited within the most recently conducted medical staff development plan report for Wahiawa General Hospital (December 2017) that studied the 96786, 96789, 96791 and 96712 zip codes, areas of primary care that could support at least 1.0 provider based on benchmark studies, succession planning needs and required sources include: internal medicine, family practice and pediatrics.

Objective:

Participate in initiatives and create opportunities to support the current primary care landscape

Action Steps	Responsible Leader(s)	FY 2020		FY 2021		FY 2022	
		Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)	Progress	Key Results (As Appropriate)
6.A. WGH will maintain its hospitalist contract to continue to provide such services.	CEO, Finance Director, CNO, Medical Staff Services	Ongoing	Contract renewed for 4 more years	Ongoing	Contract in place		
6.B. WGH maintains a transfer agreement with the local Federally Qualified Health Center (FQHC), and also provides discharge and follow up patient information for FQHC and military base patients.	CEO	Agreement in place	Wahiawa Health Center	Agreement in place	Wahiawa Health Center		
6.C. WGH works with a provider group that specializes in Skilled Nursing Facility (SNF) care for their nursing home residents.	CEO, WNRC Administrator	In Process	Currently have a Medical Director and part-time contracted Provider coverage	Ongoing	Currently have a Medical Director and part-time contracted Provider coverage		