



**Community Health Needs Assessment  
Community Health Strategic Plan**  
*Clinton, Lycoming, Northumberland, Potter,  
and Tioga Counties*

June 30, 2019

# Enhancing the Health of Our Communities

*Clinton, Lycoming,  
Northumberland, Potter,  
and Tioga Counties*

## COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE COVERING

### **CLINTON COUNTY**

UPMC Susquehanna Lock Haven

### **LYCOMING COUNTY**

Muncy Valley Hospital

Williamsport Regional Medical Center

### **NORTHUMBERLAND COUNTY**

UPMC Susquehanna Sunbury

### **POTTER COUNTY**

UPMC Cole

### **TIOGA COUNTY**

Soldiers + Sailors Memorial Hospital

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# 2016-2019 REGIONAL PROGRESS REPORT

Though UPMC Susquehanna is new to the neighborhood, its hospitals are very much a part of the area's rich history, and have a long-standing tradition of providing care in the northcentral Pennsylvania region. UPMC Susquehanna offers exceptional health care in Coudersport, Lock Haven, Muncy, Sunbury, Wellsboro, and Williamsport. UPMC Susquehanna honors its responsibility to the communities it serves through various programs, activities, and partnerships that aim to improve health.

## DELIVERING WORLD-CLASS CARE CLOSE TO HOME

UPMC is committed to expanding access to care, and is taking steps to make care more convenient for those we serve.

### Expanding Access to Care with Telemedicine

UPMC Susquehanna is expanding access to health care throughout the region by implementing extensive telemedicine programs that enable person-to-person interaction between patients and offsite medical specialists. Telemedicine initiatives include:

- UPMC Susquehanna Williamsport offers inpatient telemedicine for complex endocrine conditions in collaboration with the local care team.
- UPMC Susquehanna Muncy offers telemedicine visits for emergent Neurology and Infectious Disease.
- UPMC Susquehanna Soldiers + Sailors provides telemedicine appointments for burns, psychiatry, stroke, and neurology.
- Promoting UPMC AnywhereCare, which increases access to care with online video appointments available 24/7.

### Growing Services and Bringing Highly Specialized Care to Our Communities

UPMC Susquehanna continues to expand services throughout the region by building new facilities, enhancing capabilities, and developing relationships in new communities. Achievements over the last three years include:

- Opening an outpatient medical center at Bald Eagle Plaza in McElhattan.
- Expanding services with a new Neuroscience Center in Williamsport, bringing advanced procedures to the region.
- Offering 3D mammography in Wellsboro and Williamsport to enhance early detection and treatment of breast cancer.
- Expanding access to the Digestive Disease Center with a new gastrointestinal (GI) service in Wellsboro.

- Launching a visiting specialties program, which brings cardiology and Ear, Nose and Throat (ENT) specialists to Wellsboro, and cardiology, rheumatology, and sports medicine specialists to Mansfield.
- Integrating Cole Memorial Hospital, now UPMC Cole, located in Coudersport, into the UPMC Susquehanna family.

Since 2016, UPMC Susquehanna has successfully recruited more than 160 new physicians and Advanced Practice Professionals to the region.



## ADDRESSING BEHAVIORAL HEALTH AND OPIOID ADDICTION

Over the last three years, UPMC Susquehanna hospitals in Lycoming, Potter, and Tioga counties have launched initiatives to address behavioral health needs in the community, including:

- Integrating services by embedding behavioral health specialists in primary care offices.
- Adding child and adolescent psychiatry to outpatient services.
- Providing warm hand-offs and referrals to help identify patients in need of additional behavioral health support and services.
- Implementing a drug monitoring program to train providers on safe prescribing practices.
- Educating the community about pain management and raising awareness about alternatives to opioids.

## PROMOTING HEALTH AND WELLNESS THROUGHOUT OUR COMMUNITY

UPMC Susquehanna hospitals collaborate with community organizations on health and wellness initiatives to encourage community members to participate in routine check-ups and health screenings. Over the last three years, the hospitals have:

- **Promoted Routine Cancer Screenings:** Advocated for breast, colon, and lung cancer detection through participation in community events, employee health fairs, and in local malls.
- **Encouraged Colorectal Screenings at Home:** Distributed FIT kits to patients between the ages of 50-75 who have not had a colonoscopy.
- **Supported a Healthy Workforce:** UPMC Susquehanna's Healthy Partners program sparks a culture of wellness for area organizations by improving the health of employees through its wellness programs. Engaged with 138 local employers, Healthy Partners offers blood screenings, biometric screenings, EKG screenings, and flu shots and education, reaching more than 8,300 individuals.
- **Provided Health and Wellness Activities for Seniors:** Prior to becoming part of UPMC Susquehanna, Sunbury and Lock Haven hospitals offered Senior Circle, an affinity group for older adults. Senior Circle encouraged continued learning, camaraderie, and wellness. More than 900 active members participated in monthly health and wellness programming, health screenings, social activities, travel opportunities, and physician lectures.

## OFFERING PERSONALIZED CARE FOR WOMEN AND NEW FAMILIES

UPMC Susquehanna focuses on helping women play an active role in their health, and provides compassionate care through education, information, and support tailored to women. Programs include:

- **UPMC Susquehanna's Nurse-Family Partnership (NFP):** To help low-income, first time mothers, UPMC pairs each woman with a registered nurse early in her pregnancy. These registered nurses promote and teach positive health and attachment behaviors between a mother and her baby and continue making home visits through the child's second birthday.
- **Spirit of Women at UPMC Susquehanna:** UPMC offers a free program that motivates and inspires women to make positive changes to lead their healthiest, happiest lives. Each year, UPMC Susquehanna hosts two signature Spirit of Women events, Girls' Night Out and Day of Dance, as well as programs throughout the year on women's health topics, such as pelvic pain, joint problems, fitness, and healthy eating.

UPMC Susquehanna provides experienced nurses to help soon-to-be moms have a smooth pregnancy.



## PARTNERSHIPS TO FOSTER A HEALTHY COMMUNITY

At The LifeCenter, located in the YMCA in Williamsport, UPMC Susquehanna offers programs and screenings at a reduced cost to help individuals lead healthy lifestyles. Staff members help raise awareness about various health conditions, and provide free health screenings, healthy cooking demonstrations, and nurse consultations to community members.

In addition, UPMC Susquehanna, The LifeCenter, and the YMCA — along with a number of individuals and organizations — partnered with the Salvation Army to grow a Red Shield Community Garden on land donated by the health system. More than 14 local organizations and individuals sponsored and grew vegetables to feed local families, and donated the produce to the Central Pennsylvania Food Bank to reduce food insecurity across the area.

## SUPPORTING THE LITTLE LEAGUE BASEBALL® WORLD SERIES

For more than 20 years, UPMC Susquehanna has provided an expert medical team to care for the athletes, coaches, umpires, and visitors during the summer baseball games. To ensure a smooth series, the system strategically prepares for months in advance and drills vigorously to be prepared for any scenario.

Located in the YMCA in Williamsport, UPMC Susquehanna's LifeCenter serves more than 28,000 people each year.



UPMC Susquehanna's sports medicine team devotes more than 360 hours caring for athletes, coaches, and umpires during the annual Little League World Series.





**UPMC SUSQUEHANNA**  
*Soldiers + Sailors Memorial Hospital*



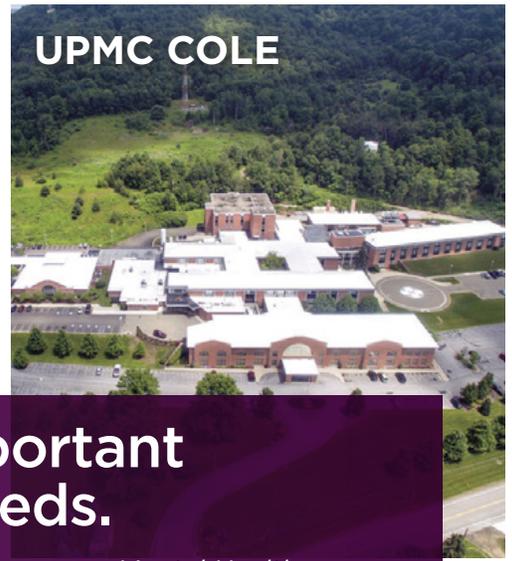
**UPMC SUSQUEHANNA**  
*Muncy Valley Hospital*



**UPMC SUSQUEHANNA**  
*Williamsport Regional Medical Center*



**UPMC SUSQUEHANNA**  
*Williamsport Regional Medical Center  
Divine Providence Campus*

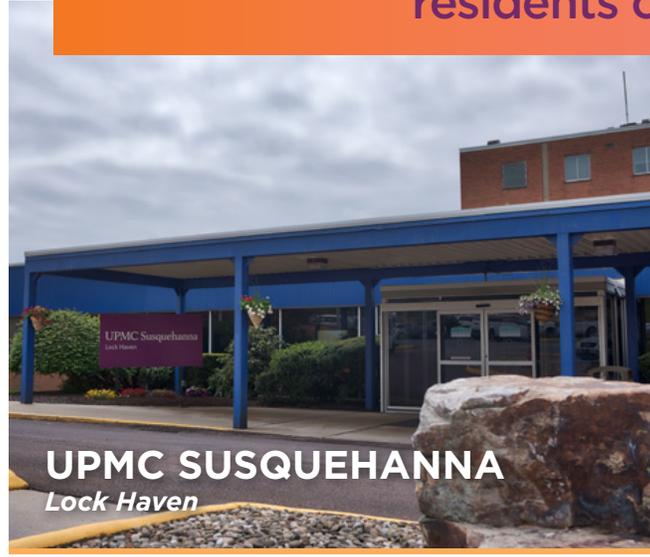


**UPMC COLE**

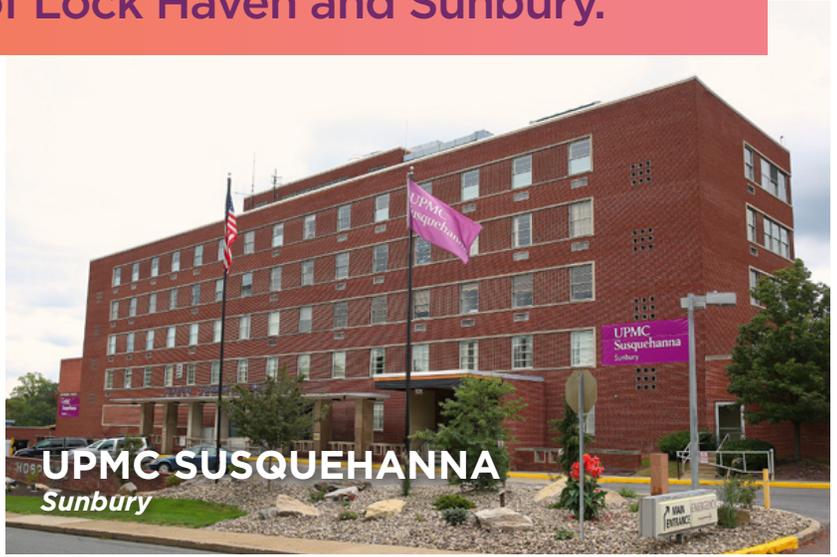
**UPMC is addressing important community health needs.**

- Primary Care
- Behavioral Health and Addiction Services
- Health and Wellness
- Obesity, physical inactivity, and nutrition
- Mental Health
- Substance Abuse

**New hospitals in the UPMC Susquehanna network continue to serve residents of Lock Haven and Sunbury.**



**UPMC SUSQUEHANNA**  
*Lock Haven*



**UPMC SUSQUEHANNA**  
*Sunbury*



# I. EXECUTIVE SUMMARY

**UPMC's mission is to serve our community by providing outstanding patient care and to shape tomorrow's health system through clinical and technological innovation, research, and education.**

## *UPMC Plays a Major Role in Its Community:*

UPMC is one of the world's leading Integrated Delivery and Financing Systems ("IDFS"), combining a major Health Services Division with 40 hospitals and more than 700 clinical locations, with a 3.4 million-member Insurance Services Division. One of the largest nonprofit health systems in the United States, UPMC is headquartered in Pittsburgh, Pennsylvania, and serves patients seeking highly specialized medical care primarily from communities across Pennsylvania, as well as throughout the nation and around the world. UPMC is also the largest medical insurer in western Pennsylvania, and is the largest insurer of Medical Assistance, Medicare Advantage, Children's Health Insurance, and Behavioral Health populations in the region.

Committed to its mission of service, UPMC provides approximately \$1 billion a year in benefits to the communities it serves, and delivers more care to the region's poor and underserved than any other health system in the state.

UPMC's commitment to service is seen in the following ways:

- **Establishing a healthy culture in the communities we serve:** UPMC enhances health and wellness through more than 3,000 community-focused programs.
- **Caring for the vulnerable:** In Fiscal Year 2017, UPMC subsidized \$303 million in charity care and coverage for unreimbursed costs of care provided to Medicaid beneficiaries.
- **Providing state-of-the-art, life-saving care to the community:** In partnership with the University of Pittsburgh, UPMC makes significant investments in translational science, technology, research, and education designed to improve clinical quality, promote patient-centered care, and benefit the overall health of residents of our communities.
- **Contributing to a thriving future for the state:** UPMC fosters economic prosperity through direct investment and new product development, which improves the health of communities large and small. The largest non-governmental employer in Pennsylvania, UPMC supports more than one in four hospital jobs in the commonwealth and has a \$36 billion economic impact in the region each year.
  - » UPMC invested \$400 million in education and research in 2017, primarily at the University of Pittsburgh, which ranks #5 in National Institutes of Health (NIH) dollars.
  - » UPMC sponsors 97 percent of all hospital-funded research in western Pennsylvania.

### UPMC's Community Benefit Commitment

|        |               |
|--------|---------------|
| FY2018 | \$1.2 billion |
| FY2017 | \$960 million |
| FY2016 | \$912 million |

**Assessing the Significant Community Health Needs for the Five-County Region:**

In Fiscal Year 2019, UPMC’s six licensed hospitals located in and serving Clinton, Lycoming, Northumberland, Potter, and Tioga counties, in Pennsylvania, conducted a joint Community Health Needs Assessment (CHNA) in keeping with requirements described in section 501(r) of the Internal Revenue Code. Building on the initial CHNAs conducted in Fiscal Years 2013 and 2016, the Fiscal Year 2019 joint CHNA provided an opportunity for the hospitals to re-engage with community stakeholders in a rigorous, structured process guided by public health experts.

| UPMC Licensed Hospitals in the Five-County Region  |                       |
|--|-----------------------|
| UPMC Susquehanna Lock Haven  | Clinton County        |
| Muncy Valley Hospital (referred to as UPMC Susquehanna Muncy throughout this report)                             | Lycoming County       |
| Williamsport Regional Medical Center (referred to as UPMC Susquehanna Williamsport throughout this report)       | Lycoming County       |
| UPMC Susquehanna Sunbury   | Northumberland County |
| UPMC Cole  | Potter County         |
| Soldiers + Sailors Memorial Hospital (referred to as UPMC Susquehanna Soldiers + Sailors throughout this report) | Tioga County          |

The collaborating hospitals in this CHNA function as a regional hub that delivers an array of specialized programs and services to the residents of the region. Located in northcentral Pennsylvania, UPMC Susquehanna is made up of six hospitals. Three campuses, along with all their subsidiaries, joined UPMC in October 2016: In Lycoming County — Muncy Valley Hospital (referred to as UPMC Susquehanna Muncy throughout this report) and Williamsport Regional Medical Center (referred to as UPMC Susquehanna Williamsport throughout this report), including its Williamsport Regional Medical Center — Divine Providence Campus, and in Tioga County — Soldiers + Sailors Memorial Hospital (referred to as UPMC Susquehanna Soldiers + Sailors throughout this report). One year later, UPMC Susquehanna welcomed UPMC Susquehanna Lock Haven, in Clinton County, and UPMC Susquehanna Sunbury, in Northumberland County, which were both previously for-profit hospitals. In March 2018, UPMC Cole, located in Potter County, formed a partnership with UPMC Susquehanna. Acting as one fully integrated hub, UPMC Susquehanna’s hospitals offer an extensive range of inpatient and outpatient acute and rehabilitation services to meet the health care needs of a large rural population.

For the purpose of this joint CHNA, these collaborating UPMC hospitals define their community to be Clinton, Lycoming, Northumberland, Potter, and Tioga counties in Pennsylvania. By combining efforts and resources, this joint assessment identifies important local health issues, while supporting a coordinated, system-wide community health strategy that extends across the region. Working together, UPMC’s hospitals are committed to advancing health for residents in the community.

**Input from Community Stakeholders and Public Health Experts:**

UPMC partnered with experts at the University of Pittsburgh Graduate School of Public Health (Pitt Public Health) to conduct the CHNA using a best-practice methodology. The assessment blended analysis of documented public health data and socioeconomic factors with a structured community input survey process that solicited feedback from community advisory panels composed of leaders and organizations that represent patient constituencies within the community — including medically underserved, low-income, and minority populations.

*CHNA Findings: Significant Community Health Needs for the Five-County Region:*

The residents of the region have a wide range of health concerns. The Fiscal Year 2019 joint CHNA identified three significant health needs of importance to the communities served by the six UPMC hospitals.

|   | <b>Significant Health Needs</b>                     | <b>Health Issues</b>   | <b>Importance to the Community</b>   |
|---|---|--|--|
| 1 | <b>Behavioral Health</b>                            | Opioid and Substance Abuse, Access to Behavioral Health Services                                 | Behavioral health conditions are among the most common conditions in the nation. They have a far-reaching impact on the community. Individuals with a behavioral health condition are at greater risk for developing a wide range of physical health problems.   |
| 2 | <b>Access to Care and Navigating Resources</b>      | Specialty Care, Primary Care, Care Coordination  | Access to care and navigating resources have important implications for the health of the community in a variety of ways, including preventing disease and disability, detecting and treating illnesses or conditions, managing chronic disease, reducing preventable hospitalization, and increasing quality of life. |
| 3 | <b>Prevention and Community-Wide Healthy Living</b> | Community Prevention and Wellness Initiatives, Interpersonal Safety, Health-Related Social Needs | Preventive care efforts, such as preventive screenings, can help identify diseases early, improve management of diseases, and reduce costs.  |

*Amplifying UPMC's Impact Across the Five-County Region:*

In 2019, the Board of Directors for each UPMC licensed hospital adopted plans to address the significant health needs identified in the Fiscal Year 2019 joint CHNA, and to measure and track associated improvements. This report documents progress toward addressing significant health needs identified from prior CHNAs, as well as delineates hospital-specific implementation plans that will address community health needs over the Fiscal Year 2019-2022 period. These plans build upon the goals established in Fiscal Year 2016, recognizing that significant health needs will generally require more than two to three years to show meaningful improvement.

While tailored to each hospital, the implementation plans:

- **Focus on a Few High-Urgency Issues and Follow-Through:** UPMC hospitals in the five-county region are concentrating on a limited number of health issues that will address the significant health needs in the community.
- **Enhance and Expand Efforts to Address Behavioral Health Needs:** Rated high in importance by community survey participants, behavioral health conditions have a growing impact on the community.
- **Promote Navigating Available Resources:** Established health care programs in the region are often untapped due, in part, to social and logistical challenges faced among populations.
- **Leverage Community Partnerships:** An ongoing objective of the CHNA effort is to help align community programs and resources with community health needs. UPMC hospitals are collaborating successfully with local organizations to improve community health. The hospitals are also leveraging resources and synergies within the UPMC system, which include comprehensive programs and resources targeted at areas including expanding access to behavioral health, improving local employee health and wellness, and providing transportation assistance.
- **Emphasize Populations Most in Need:** Where applicable, implementation plans specify programs and outreach for population segments that include women and infants, seniors, children and adolescents, medically underserved, low-income, and minority populations.

The following chart illustrates how each UPMC hospital will contribute to addressing the significant health needs in the five-county region. Additionally, detailed hospital-specific implementation plans are provided in Section IV of this report.

| 2019 Significant Health Needs in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties |                            |                             |   |                |                   |  |                      |                             |
|--|----------------------------|-----------------------------|---|----------------|-------------------|--|----------------------|-----------------------------|
| UPMC Hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties                | Behavioral Health          |                             | Access to Care and Navigating Resources |                |                   | Prevention and Community-Wide Healthy Living |                      |                             |
|  | Opioid and Substance Abuse | Access to Behavioral Health | Primary Care                            | Specialty Care | Care Coordination | Community Prevention and Wellness            | Interpersonal Safety | Health-Related Social Needs |
| UPMC Susquehanna Lock Haven  | ✓                          | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Susquehanna Muncy   | ✓                          | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Susquehanna Williamsport  | ✓                          | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Susquehanna Sunbury   | ✓                          | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Cole  | ✓                          | ✓                           |   |                |                   | ✓  |                      | ✓                           |
| UPMC Susquehanna Soldiers + Sailors  | ✓                          | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |

## II. Overview and Methods Used to Conduct the Community Health Needs Assessment

### CHNA Goals and Process Overview:

In Fiscal Year 2019, UPMC's six licensed hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga counties collaborated to conduct a joint CHNA, in keeping with IRS 501(r) guidelines. Through the assessment process, UPMC's hospitals identified the five-county region's significant health needs, prioritized those health needs, established action plans, and identified resources to address those needs. The 2019 document builds upon prior assessments and implementation plans developed in Fiscal Years 2013 and 2016. UPMC approached the CHNA requirement as an opportunity to evaluate and assess needs through a formalized, rigorous, and structured process to ensure that health improvement efforts and resources are aligned with the most significant community health needs. Goals of the CHNA were to:

- **Better understand community health care needs.**
- **Develop a roadmap to direct resources where services are most needed, and impact is most beneficial.**
- **Collaborate with community partners, where together, positive impact can be achieved.**
- **Improve the community's health and achieve measurable results.**

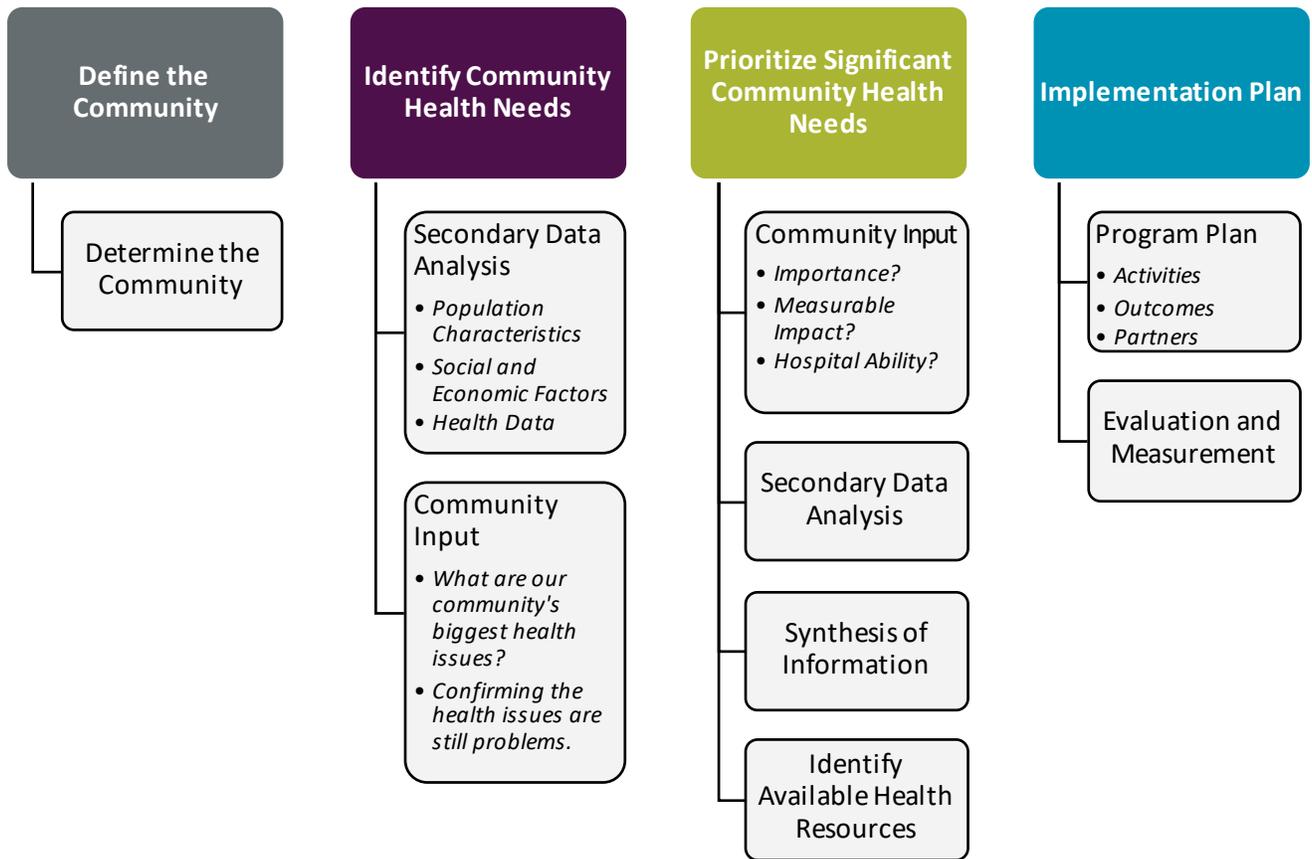
The CHNA incorporated analysis of public health data and input from individuals representing the broad interests of the community — including those with special knowledge and expertise in public health, and community stakeholders representing members of medically underserved, low-income, and minority populations. The overall health of the community is a shared responsibility among many stakeholders and entities, including government agencies, health care providers, nongovernmental organizations, and community members themselves. While the IRS CHNA requirements apply specifically to nonprofit hospital organizations, collaboration with community partners is essential for implementing and achieving effective community health improvement.

#### *Collaborated with Experts in Public Health:*

To conduct the CHNA in a manner that reflects best practices, UPMC partnered with the University of Pittsburgh Graduate School of Public Health (Pitt Public Health). Pitt Public Health's mission is to provide leadership in health promotion, disease prevention, and the elimination of health disparities in populations. Aligning with assessments conducted in 2013 and 2016, Pitt Public Health faculty and researchers' expertise supported a structured process for obtaining community input on health care needs and perceived priorities, an in-depth review and summary of publicly available health data, and the establishment of criteria for evaluating and measuring progress.

*Framework for Conducting the CHNA:*

The Community Health Improvement Process developed by the Institute of Medicine served as a guiding framework in assessing the health needs of the UPMC hospital communities. The hospitals adapted this model to guide the development of their CHNA.



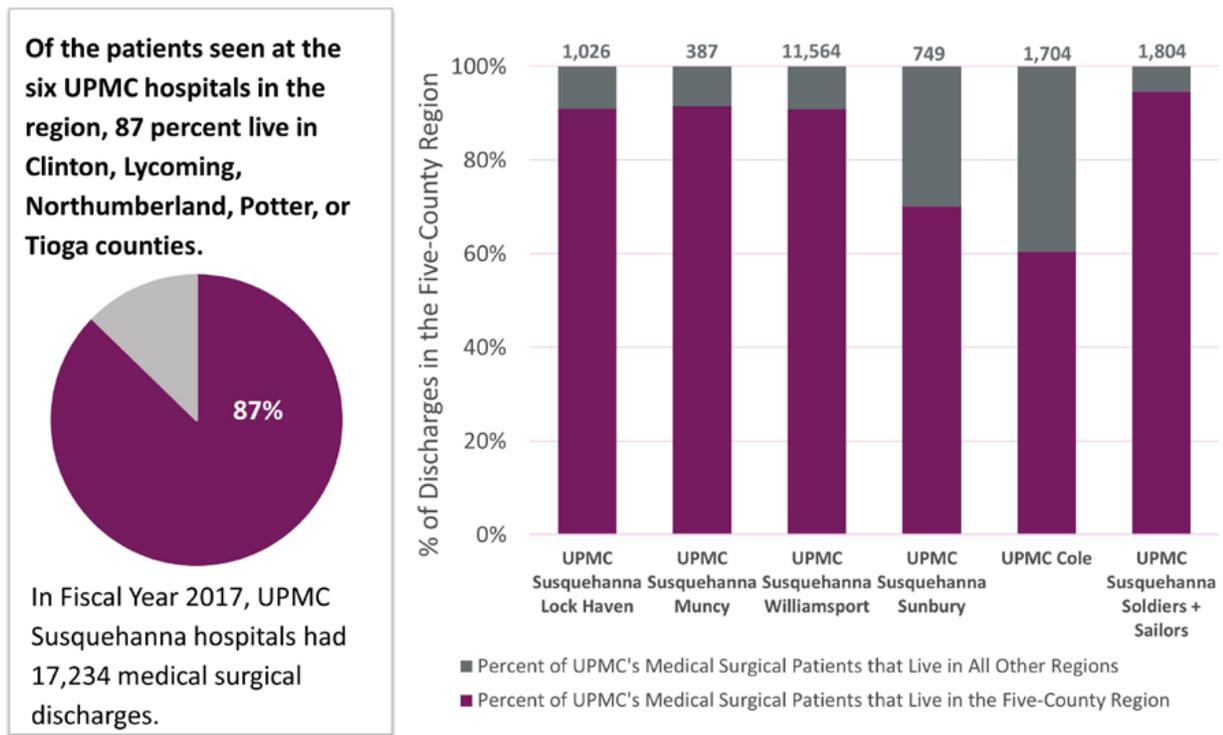
**Definition of the Community: Clinton, Lycoming, Northumberland, Potter, and Tioga Counties:**

For the purpose of this joint CHNA, all six of the collaborating UPMC hospital facilities define their community to be the five-county region. With 87 percent of patients treated at UPMC Susquehanna Lock Haven, UPMC Susquehanna Muncy, UPMC Susquehanna Williamsport, UPMC Susquehanna Sunbury, UPMC Cole, or UPMC Susquehanna Soldiers + Sailors residing in Clinton, Lycoming, Northumberland, Potter, or Tioga counties, these six hospitals primarily serve residents of this geographic region. By concentrating on Clinton, Lycoming, Northumberland, Potter, and Tioga counties, UPMC can consider the needs of the great majority of its patients, and do so in a way that allows accurate measurement using available secondary data sources.

While the five-county region represents the basic geographic definition of each of these hospitals, this CHNA also considered characteristics of the broader area, such as state data, as well as specific populations within the defined community — such as minorities, low-income individuals, and those with distinct health needs.

By combining efforts and resources, UPMC Susquehanna Lock Haven, UPMC Susquehanna Muncy, UPMC Susquehanna Williamsport, UPMC Susquehanna Sunbury, UPMC Cole, or UPMC Susquehanna Soldiers + Sailors are focusing on important local health issues, while supporting a coordinated community health strategy across the region and system-wide.

**Most Patients Treated at UPMC Susquehanna Hospitals Live in the Five-County Region: Clinton, Lycoming, Northumberland, Potter, and Tioga Counties**

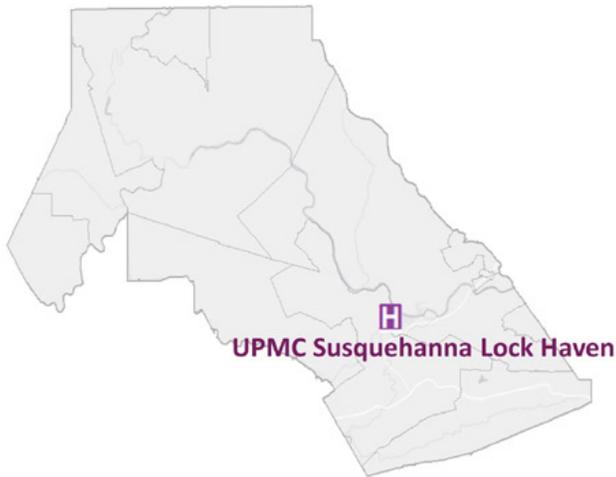


Source: Pennsylvania Health Care Cost Containment Council, Fiscal Year 2017

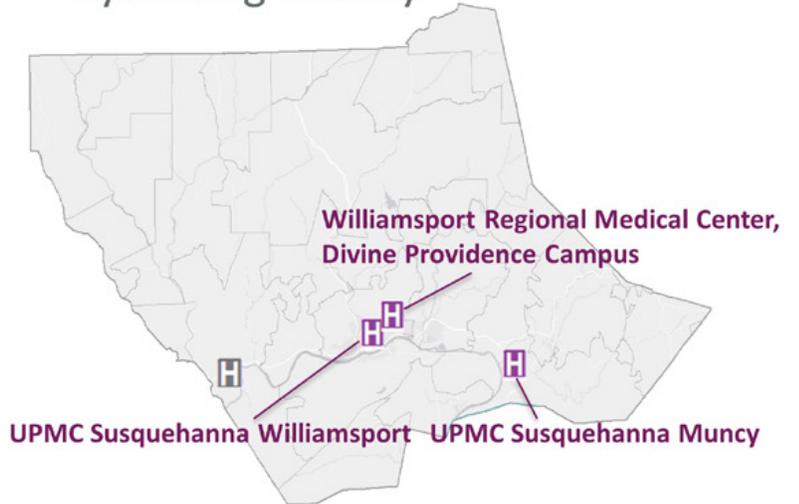
**Identifying UPMC's System-Wide Resources Available to Address the Region's Significant Health Needs**

UPMC's hospitals are supported by a comprehensive network of additional health care resources in the area, including more than 35 UPMC outpatient offices within Clinton, Lycoming, Northumberland, Potter, and Tioga counties. Facilities include Centers for Rehabilitation Services, Imaging Centers, and pediatric, primary, and specialty care doctors' offices.

**Clinton County**

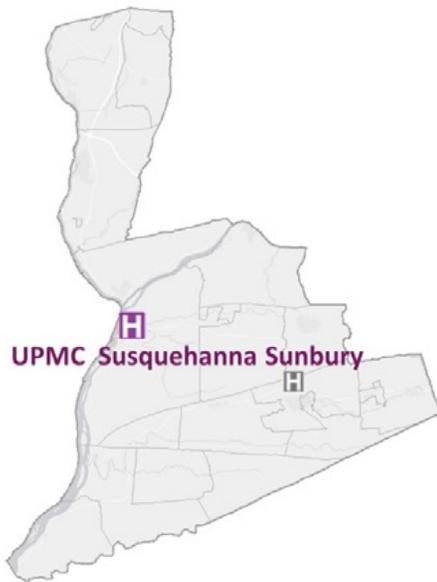


**Lycoming County**

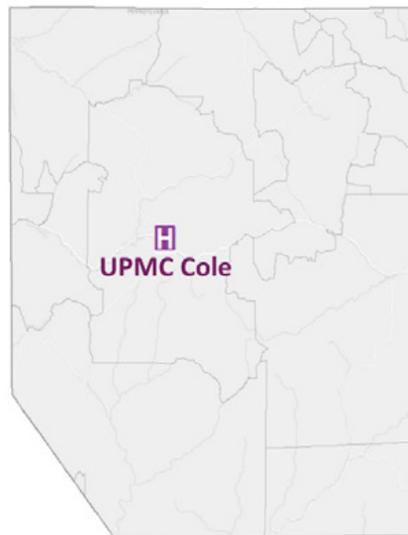


-  UPMC Hospitals
-  Other Hospitals

**Northumberland County**



**Potter County**



**Tioga County**



## Identifying and Prioritizing Significant Health Needs:

### Secondary Data Analysis and Sources:

UPMC conducted an in-depth analysis of publicly available data in partnership with Pitt Public Health. Secondary data, including population demographics, mortality, morbidity, health behaviors, clinical care, socioeconomic, and health status data, were used to identify, prioritize, and confirm significant community health needs. A full list of secondary data sources used are listed in **Appendix A**. Community-level data (usually county-level) were compared to the state, nation, and *Healthy People 2020* benchmarks to help identify key health issues. This information may be found in **Appendix B**.

Population characteristics, socioeconomic, and health status data were also examined. When available, data specific to low-income individuals, underserved minorities, and uninsured populations were examined. In addition, the analysis considered federal designations of Health Professional Shortage Areas (HPSAs) — defined as “designated as having a shortage of primary medical care providers”, Medically Underserved Areas (MUAs) — which may consist of a whole county or a group of contiguous counties, a group of county or civil divisions, or a group of urban census tracts, and Medically Underserved Populations (MUPs) — which are specific sub-groups of people living in a defined geographic area with a shortage of primary care health services.

### Community Input:

Community input on the perceived health needs and priorities of the region was used to complement analysis of publicly available data. To identify and prioritize health needs of the communities served, the CHNA solicited and took into account input from persons who represent the broad interests of the community, including those with special knowledge of or expertise in public health.

The Fiscal Year 2019 CHNA builds on the system-wide assessment processes applied in Fiscal Years 2013 and 2016, engaging community advisory panels to provide structured input on health needs present in each hospital’s surrounding community. In May-June 2018, Pitt Public Health surveyed community leaders and stakeholders specific to each hospital’s local community, as well as a system-wide panel of regional stakeholders. A total of 2,074 community participants from 22 UPMC hospital communities were surveyed.

Participants included:

- Leaders or members of medically underserved, low-income, minority populations, and populations with chronic disease.
- Representatives from public health departments or governmental agencies serving community health.
- Medical staff leaders who have a unique perspective and view of the community.
- Other stakeholders in community health such as consumer advocates, nonprofit and community-based organizations, local school districts, government organizations, and health care providers. See **Appendix C** for a complete list and description of community participants.

**Additional Stakeholder Input:** In addition to the community survey, UPMC Susquehanna and UPMC Cole conducted ten key informant meetings in August-October 2018. Participants included more than 250 hospital and community leaders; and meetings were focused on reviewing the community survey results and discussing significant community health needs in the five-county region.

UPMC Cole worked with The Northern Tier Community Health Collaborative to further assess the community’s most pressing needs. In August 2018, they conducted a community survey of more than 1,200 area residents and worked with a health coach from the Robert Wood Johnson Foundation to more fully understand the region’s health needs and develop plans to address those needs.

### Clinton, Lycoming, Northumberland, Potter, and Tioga County Survey Participation Statistics

**288**

Community stakeholders invited  
to participate across Community  
Health Needs Surveys

**72%**

Of participants surveyed, represented  
medically underserved, low-income,  
or minority populations

UPMC's system-wide community input survey process consisted of multiple stages over the past three CHNA cycles; UPMC Susquehanna and UPMC Cole hospitals joined the UPMC system-wide process for the first time in 2019.

| CHNA Year | Activity  | Description   |
|-----------|---|---|
| 2013      | Brainstorming on Health Problems  | Each hospital's community advisory panel met to gather input on the question, "What are our community's biggest health care problems?" Brainstorming resulted in the development of a 50-item list of health problems.  |
| 2013      | Rating and Sorting Health Problems to Identify Significant Health Needs | Community members participated in the rating and sorting process to prioritize the 50 health problems. Each participant sorted the list into overarching themes, and then rated the problems using a 1 to 5 Likert scale, according to the following criteria: <ul style="list-style-type: none"> <li>• How important is the problem to our community?</li> <li>• What is the likelihood of being able to make a measurable impact on the problem?</li> <li>• Does the hospital have the ability to address this problem?</li> </ul>  |
| 2013      | Concept Mapping   | Multi-dimensional scaling was applied to the sorting data to examine similarities between the 50 community health problems. Hierarchical clustering was used to group the sorting data into common thematic areas and to establish a final cluster map, which provided a visual representation of the data.   |
| 2016      | Confirming Health Issues  | Community advisory panels were surveyed about the continuing importance of the identified health issues. Advisory panel members participated in an online Qualtrics survey that solicited feedback on new health issues, as well as reaffirming whether previously identified issues continue to be a problem in the community.   |
| 2019      | Confirming and Expanding Health Issues                                  | <b>In partnership with Pitt Public Health, UPMC refined the community survey to incorporate emerging areas of exploration within the public health field (e.g., health-related social needs).</b><br><b>Using a Qualtrics survey, community leaders provided feedback on:</b> <ul style="list-style-type: none"> <li>• The continued importance of the 2016 health issues.</li> <li>• Relative importance, ability to impact, and hospital ability to address an expanded list of health issues.</li> <li>• Determination of population segments with the greatest health needs (e.g., seniors, children and adolescents, mothers and infants, general community, or other).</li> </ul> |

*Synthesis of Information and Development of Implementation Plan:*

The secondary data analyses and results from the community input survey process were aggregated, evaluated, and synthesized with the assistance of public health experts from Pitt Public Health. Through this effort, UPMC hospital leadership identified a set of significant health needs and their composite health issues that are critical, addressable, and have high levels of urgency in the community. The process then matched those needs to:

- Best-practice methods for addressing these needs.
- Existing hospital community health programs and resources.
- Programs and partners elsewhere in the community that can be supported and leveraged.
- Enhanced data collection concerning programs.
- A system of assessment and reassessment measurements to gauge progress over regular intervals.

### *Outcomes and Evaluation of Hospital Implementation Plans:*

UPMC engaged with researchers from Pitt Public Health to develop evaluation metrics to measure and track progress related to this implementation plan. The metrics vary by hospital, according to health outcomes, current hospital efforts, and hospital resources.

The implementation plan was developed with the expectation that future progress would be reviewed by the hospital, as well as potentially by public health agencies. Therefore, two types of outcomes are considered:

- **Process Outcomes (directly relating to hospital/partner delivery of services):** Process outcomes indicate efforts hospitals and community partners can undertake to increase delivery of a service designed to change a health impact indicator. These mostly involve increases (or better targeting) in programming, outreach, publicity, or related efforts. Process outcomes can be measured by increases in investment (dollars or personnel), outreach (media messages, public service announcements), service units delivered (classes, screenings), people attending or completing programs, and number of sites for delivery of programs.
- **Health Impact Outcomes (applies to changes in population health for which the hospital's efforts are only indirectly responsible):** Health impact outcomes are changes in population health related to a broad array of factors, of which hospital and community partner efforts are only one contributing part. These outcomes include reductions in the prevalence of disease, risk factors, and health behaviors associated with disease. Benchmarks for progress in population indicators are available from *Healthy People 2020* and Robert Wood Johnson Foundation county health rankings.

# III. Results of the Community Health Needs Assessment and In-Depth Community Profile

## Characteristics of the Community:

The counties in the community are located in northcentral Pennsylvania. Clinton County has a population of 39,238, Lycoming County has a population of 116,111, Northumberland County has a population of 94,528, Potter County has a population of 17,457, and Tioga County has a population of 41,981.

**Sizable Elderly Population with High Social Needs:** A notable characteristic of Clinton, Lycoming, Northumberland, Potter, and Tioga counties is the increasing percentage of elderly residents (65 years and older). Clinton, Lycoming, Northumberland, Potter, and Tioga counties have large elderly populations (16 percent, 16 percent, 19 percent, 19 percent, and 18 percent, respectively), compared to Pennsylvania (15 percent), and the United States (13 percent). In addition, a higher percentage of elderly in the region live alone, compared with Pennsylvania and the United States. Reflective of the higher proportion of elderly, the percentage of Medicare recipients was higher in the region than the state and nation (See **Appendix B**).

## Clinton, Lycoming, Northumberland, Potter, and Tioga Counties Have Sizable Elderly Populations

| Age Distribution - 2010 |                |                 |                       |               |              |              |               |
|-------------------------|----------------|-----------------|-----------------------|---------------|--------------|--------------|---------------|
|                         | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania | United States |
| Median Age              | 38.5           | 41.1            | 43.4                  | 44.9          | 42.4         | 40.1         | 37.2          |
| % Children (<18)        | 20.7           | 20.9            | 20.6                  | 22.3          | 20.5         | 22.0         | 24.0          |
| % 18-64                 | 63.1           | 62.7            | 60.9                  | 58.3          | 61.5         | 62.6         | 63.0          |
| % 20-49                 | 38.5           | 38.0            | 37.0                  | 33.2          | 36.1         | 39.0         | 41.0          |
| % 50-64                 | 19.6           | 21.1            | 21.8                  | 22.7          | 21.6         | 20.6         | 19.0          |
| % 65+                   | 16.2           | 16.4            | 18.5                  | 19.4          | 18.0         | 15.4         | 13.0          |
| % 65-74                 | 8.4            | 8.1             | 9.2                   | 10.5          | 10.0         | 7.8          | 7.0           |
| % 75-84                 | 5.7            | 5.7             | 6.4                   | 6.2           | 5.8          | 5.4          | 4.3           |
| % 85+                   | 2.1            | 2.6             | 2.9                   | 2.7           | 2.2          | 2.4          | 1.8           |
| % Elderly Living Alone  | 12.3           | 11.5            | 14.3                  | 12.9          | 12.2         | 11.4         | 9.4           |

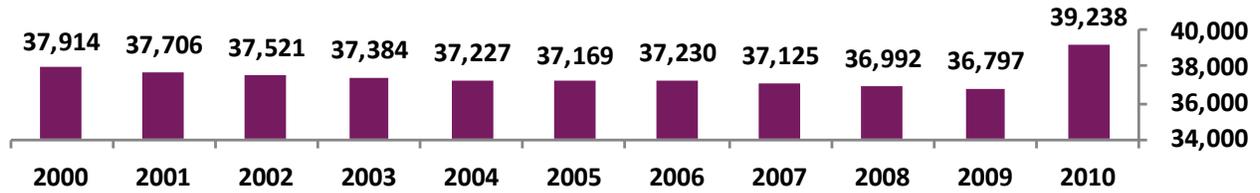
Source: U.S. Census

**Ageing Population Increasing in the Region:** The total population in Clinton and Tioga counties has seen a slight increase since 2000, whereas the total population in Lycoming and Potter counties has seen a slight decrease since 2000. The total population in Northumberland County has remained stable since 2000. However, across counties, the most elderly (age 85 and over) population has increased significantly (see figures below).

*Clinton County:*

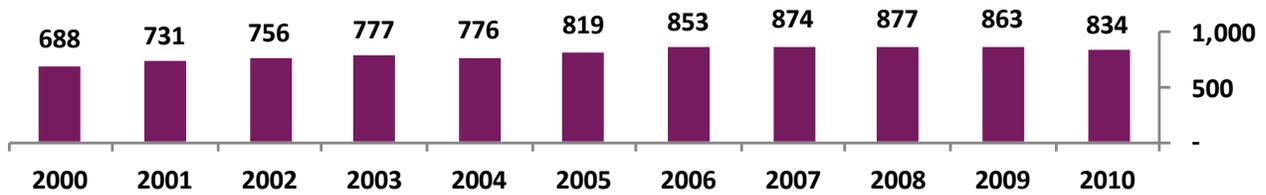
*Clinton County's total population has seen a 3 percent increase from 2000 to 2010.*

### Clinton County Total Population Trend



*However, the most elderly population in Clinton County (85+) has seen a 21 percent increase from 2000 to 2010.*

### Clinton County Elderly (85+) Population Trend

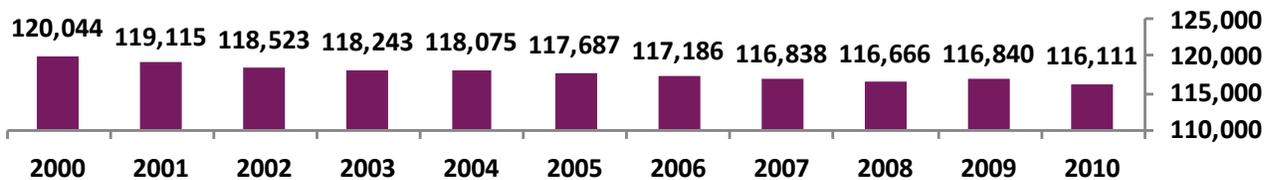


Source: U.S. Census

*Lycoming County:*

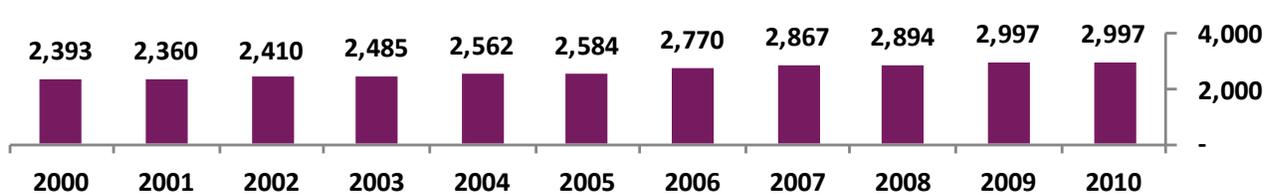
*Lycoming County's total population has seen a 3 percent decrease from 2000 to 2010.*

### Lycoming County Total Population Trend



*However, the most elderly population in Lycoming County (85+) has seen a 25 percent increase from 2000 to 2010.*

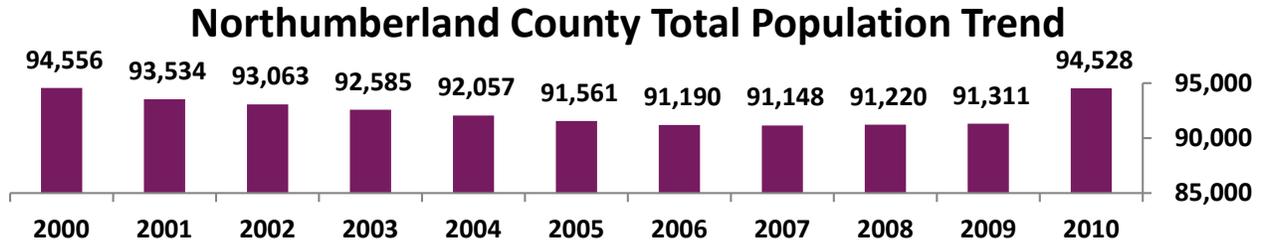
### Lycoming County Elderly (85+) Population Trend



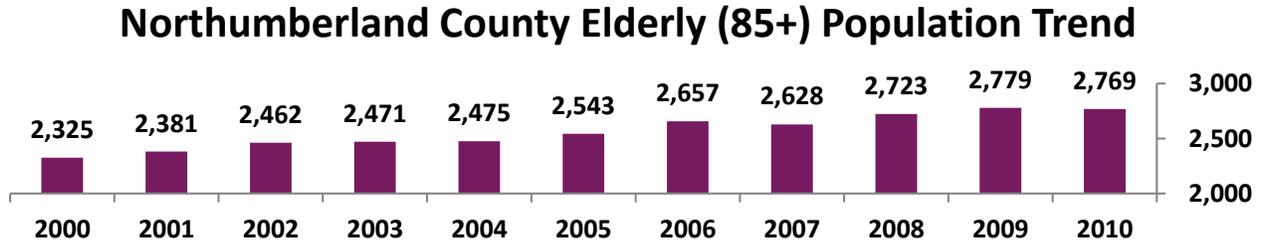
Source: U.S. Census

*Northumberland County:*

*Northumberland County's total population has remained stable from 2000 to 2010.*



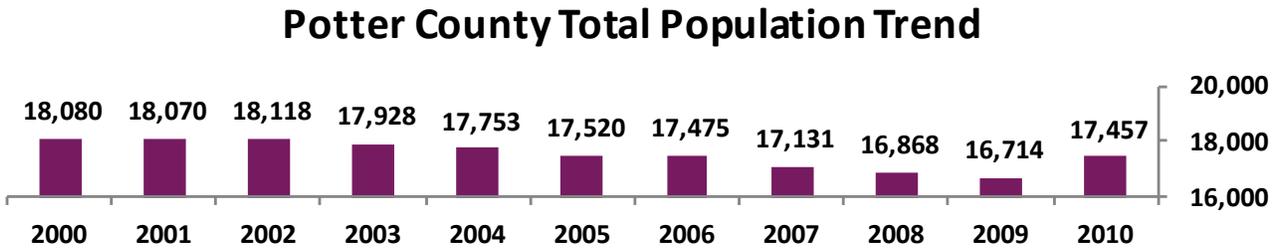
*However, the most elderly population in Northumberland County (85+) has seen a 19 percent increase from 2000 to 2010.*



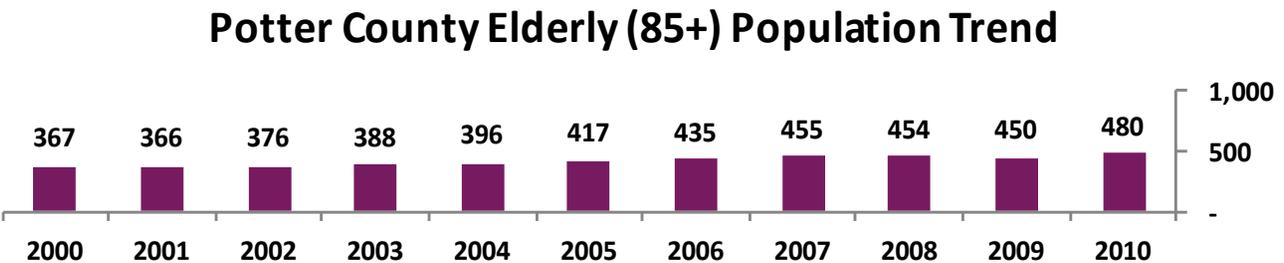
Source: U.S. Census

*Potter County:*

*Potter County's total population has seen a 3 percent decrease from 2000 to 2010.*



*However, the most elderly population in Potter County (85+) has seen a 31 percent increase from 2000 to 2010.*

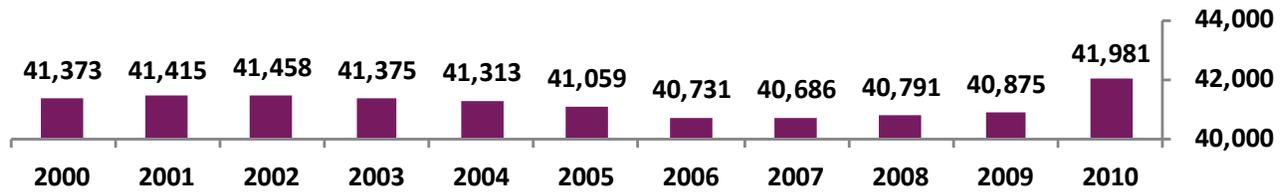


Source: U.S. Census

*Tioga County:*

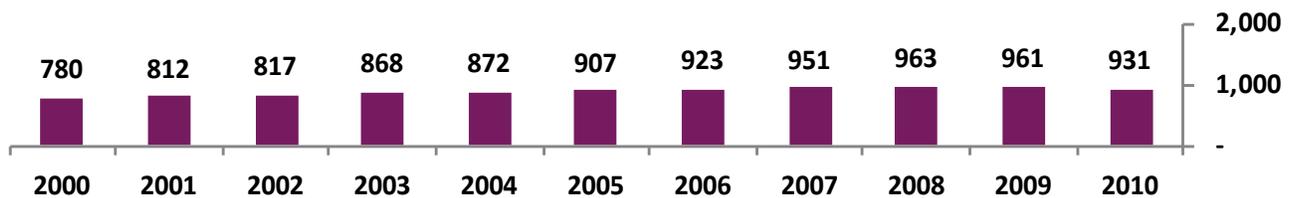
*Tioga County's total population has seen a 1 percent increase from 2000 to 2010.*

### Tioga County Total Population Trend



*However, the most elderly population in Tioga County (85+) has seen a 19 percent increase from 2000 to 2010.*

### Tioga County Elderly (85+) Population Trend



Source: U.S. Census

**Socioeconomic Challenges in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties:** The overall population of the community faces some economic challenges when compared to state and national benchmarks.

Clinton County tends to have:

- A lower median household income
- A higher percentage of individuals living in poverty

Lycoming County tends to have:

- A lower median household income
- More recipients of the income-based Medicaid health insurance program (see Appendix B)
- A higher percentage of individuals living in poverty

Northumberland County tends to have:

- A lower median household income
- More residents with no high school diploma
- More recipients of the income-based Medicaid health insurance program (see Appendix B)

Potter County tends to have:

- A lower median household income
- More recipients of the income-based Medicaid health insurance program (see Appendix B)

Tioga County tends to have:

- A lower median household income
- A higher percentage of individuals living in poverty

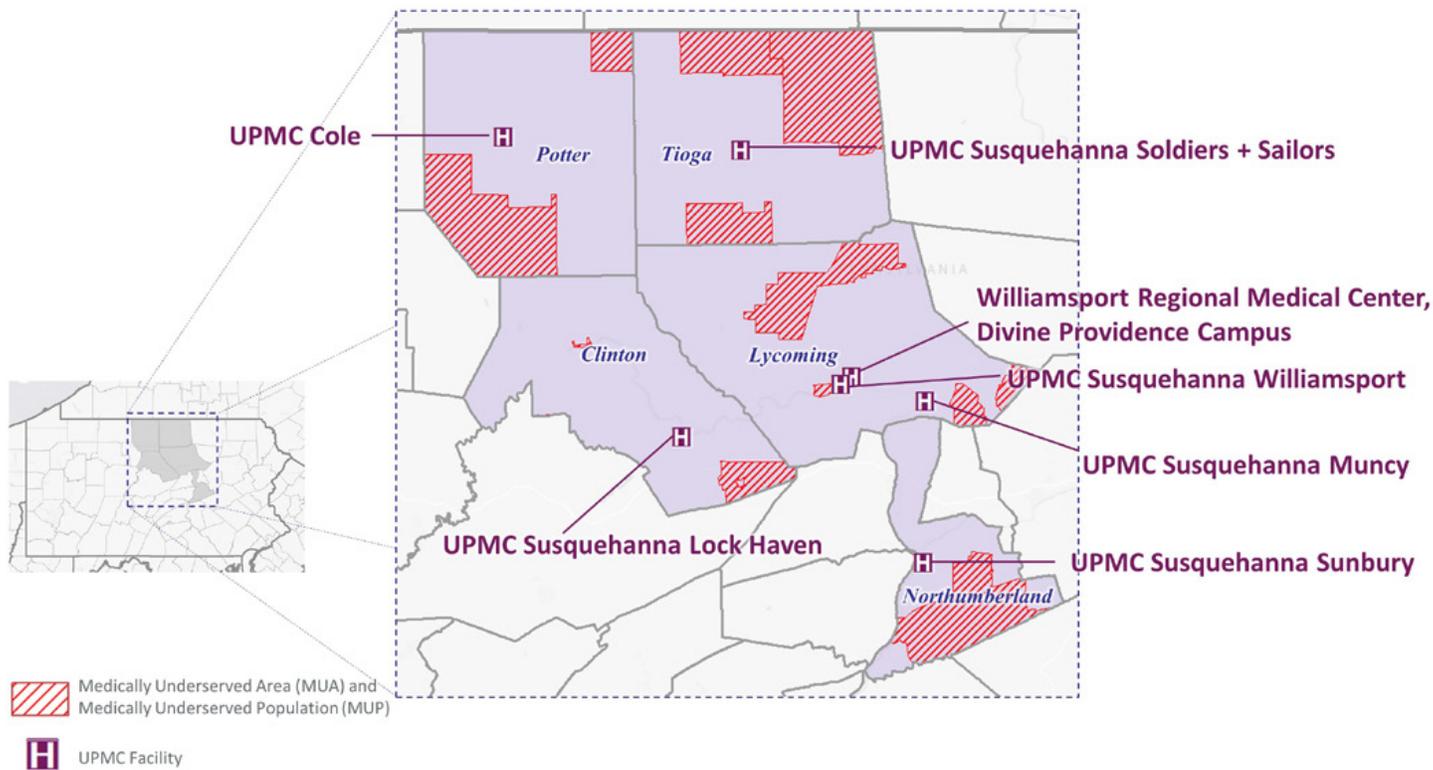
| Social and Economic Population Demographics     |                |                 |                       |               |              |              |               |
|---|----------------|-----------------|-----------------------|---------------|--------------|--------------|---------------|
|   | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania | United States |
| Median Age                                      | 38.5           | 41.1            | 43.4                  | 44.9          | 42.4         | 40.1         | 37.2          |
| Median Household Income                         | \$38,389       | \$41,037        | \$35,394              | \$39,196      | \$40,630     | \$49,288     | \$50,046      |
| % of People in Poverty                          | 16.9           | 18.0            | 15.1                  | 14.8          | 15.9         | 13.4         | 15.3          |
| % with No High School Diploma (among those 25+) | 13.3           | 11.9            | 15.1                  | 14.5          | 11.4         | 11.6         | 14.4          |
| % Unemployed (among those 16+ in labor force)   | 8.3            | 9.0             | 10.5                  | 8.4           | 8.6          | 9.6          | 10.8          |
| Racial Groups                                   |                |                 |                       |               |              |              |               |
| % White   | 96.5           | 92.6            | 95.4                  | 98.1          | 97.3         | 81.9         | 72.4          |
| % African-American                              | 1.6            | 4.5             | 2.0                   | 0.4           | 0.8          | 10.8         | 12.6          |
| % Other Race                                    | 1.9            | 2.9             | 2.6                   | 1.5           | 1.9          | 7.3          | 15.0          |

Source: U.S. Census

**Medically Underserved Areas and Populations in the Community:** In Clinton, Lycoming, Northumberland, Potter, and Tioga counties, there are some neighborhoods and populations that are more likely to experience health disparities. The map below indicates neighborhoods and populations in the counties that are federally designated by the Health Resources & Services Administration (HRSA) as Medically Underserved Areas (MUAs) or Medically Underserved Populations (MUPs).

The following factors are considered in the determination of MUAs and MUPs:

- **A high percentage of individuals living below the poverty level**
- **A high percentage of individuals over age 65**
- **High infant mortality**
- **Lower primary care provider to population ratios**



**Percent Population that Lives in a HRSA-designated Medically Underserved Area (MUA) Across the Region**

- ~7.9 percent of the Clinton County population lives in a HRSA-designated Medically Underserved Area (MUA).
- ~ 14.8 percent of the Lycoming County population lives in a HRSA-designated Medically Underserved Area (MUA).
- ~ 28.6 percent of the Northumberland County population lives in a HRSA-designated Medically Underserved Area (MUA).
- ~ 3.9 percent of the Potter County population lives in a HRSA-designated Medically Underserved Area (MUA).
- ~ 47.2 percent of the Tioga County population lives in a HRSA-designated Medically Underserved Area (MUA).

*Findings: Significant Health Needs for the Community:*

Synthesizing data from the community input process and secondary data analyses for Clinton, Lycoming, Northumberland, Potter, and Tioga counties yielded three significant health needs for the community:

- Behavioral Health
- Access to Care and Navigating Resources
- Prevention and Community-Wide Healthy Living

**Significant Health Needs for the Community**

**Behavioral health** rated as highly important for the region, with an emphasis on combating opioid and substance use.

**Access to care and navigating resources** was rated highly in the hospitals' ability to address and likelihood of making a significant impact.

**Prevention and community-wide healthy living** was perceived as particularly important for the general population.

These three significant health needs were identified based on data from the community input process, earlier concept mapping efforts conducted with community participants, public health literature, and consultation with public health experts. Each need represents an area that is correlated with, and often drives, health outcomes, including mortality, quality of life, risk of hospitalization, and disease burden. All three significant health needs rated as a high priority on importance and perceived ability for hospitals to address the issue across the community leader surveys administered in Clinton, Lycoming, Northumberland, Potter, and Tioga counties (scored above 3.90 on a scale of 1 to 5). The assessment also identified eight composite health topics within the overarching health priorities.

## Clinton, Lycoming, Northumberland, Potter, and Tioga County Significant Health Needs

### Behavioral Health

- Opioid and Substance Abuse
- Access to Behavioral Health Services

### Access to Care and Navigating Resources

- Primary Care
- Specialty Care
- Care Coordination

### Prevention and Community-Wide Healthy Living

- Community Prevention and Wellness Initiatives
- Interpersonal Safety
- Health-Related Social Needs

*Behavioral Health - Importance to the Community:*

**Access to behavioral health services, including assistance to combat opioid and substance use disorders, has significant community health implications.**

Behavioral health disorders include a spectrum of conditions such as anxiety, depression, and bipolar disorder, as well as substance use disorders, such as opioid addiction or alcohol abuse. Behavioral health conditions are among the most common health conditions in the nation.

Public health research has shown that individuals with a behavioral health condition are at greater risk of developing a wide range of physical health problems (e.g., chronic diseases).

***Behavioral Health Issues Are Widespread Across the Population Nationally and in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties***



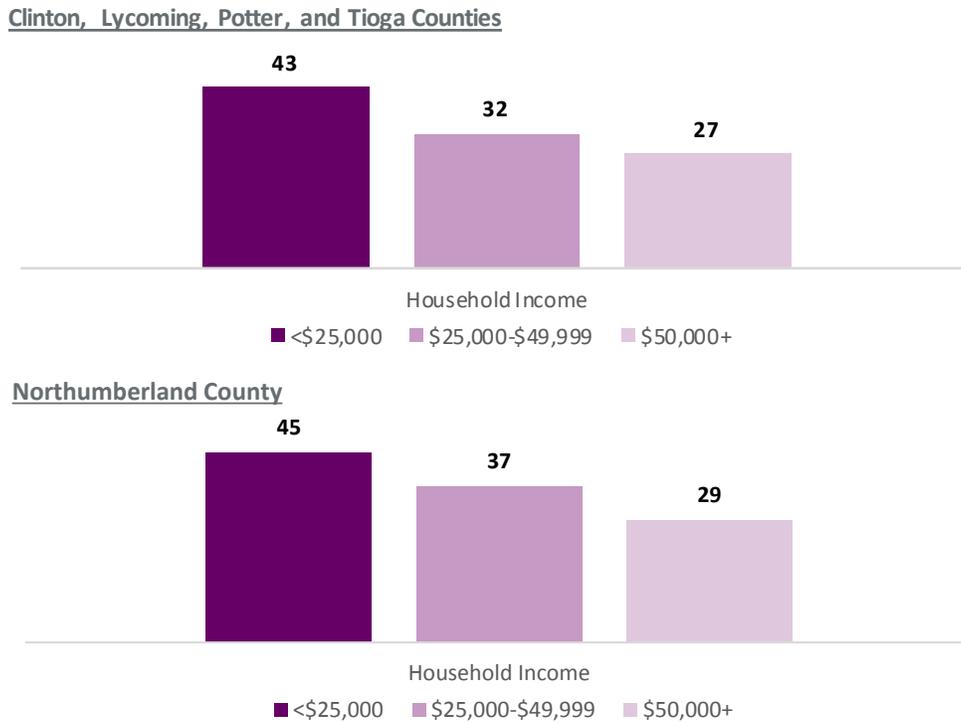
*Sources: U.S. Centers for Disease Control and Prevention (CDC)*

In Clinton, Lycoming, Potter, and Tioga counties, 32 percent of adults reported experiencing poor mental health in the past month, and 34 percent of adults in Northumberland County reported experiencing poor mental health in the past month.

**Behavioral health needs occur at higher rates for some medically underserved, low-income, and minority sub-populations in the community.**

Clinton, Lycoming, Northumberland, Potter, and Tioga county residents with lower levels of income are more likely to report higher levels of mental health distress.

**Mental Health Not Good 1+ Days in the Past Month by Household Income (Percent)**



Source: Pennsylvania Department of Health, 2014-2016

**Opioid and substance use disorders are an epidemic of growing concern in both Pennsylvania and the United States.**

Nationally in 2016, approximately 20.1 million people 12 years or older had a substance use disorder (SUD) associated with alcohol or illicit drug use in the past year. Pennsylvania has also been impacted by the opioid epidemic. In 2016, Pennsylvania was one of five states with the highest rates of death due to drug overdoses. Pennsylvania Governor Tom Wolf initially declared the heroin and opioid epidemic a disaster emergency in January of 2018, then renewed the declaration in April, highlighting the critical need for resources and coordination to stem the epidemic.

|   | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania |
|---|----------------|-----------------|-----------------------|---------------|--------------|--------------|
| Drug overdose mortality rate per 100,000 population | 20             | 18              | 23                    | NA            | 9            | 28           |

Sources: Robert Wood Johnson County Health Rankings & Roadmaps, 2018

*Access to Care and Navigating Resources – Importance to the Community:*

**Access to health services and navigating the health care system contribute to positive health outcomes.**

Access to care and navigating resources have important implications for the health of the community in a variety of ways, including preventing disease and disability, detecting and treating illnesses or conditions, managing chronic disease, reducing preventable hospitalization, and increasing quality of life.

Primary care services can play a key role in facilitating access. Those without access to usual sources of primary care, such as a primary care physician, are less likely to receive preventive services, such as recommended screenings.

**Primary care physician supply in Clinton, Lycoming, Northumberland, Potter, and Tioga counties is lower compared to state and national benchmarks. Within the region, there are areas and sub-populations that may exhibit impeded access. Clinton, Lycoming, Northumberland, Potter, and Tioga counties contain a number of Health Professional Shortage Area (HPSA) designations, defined as geographic areas or population groups that indicate health provider shortages.**

*Primary Care Physicians Per 100,000 Population*



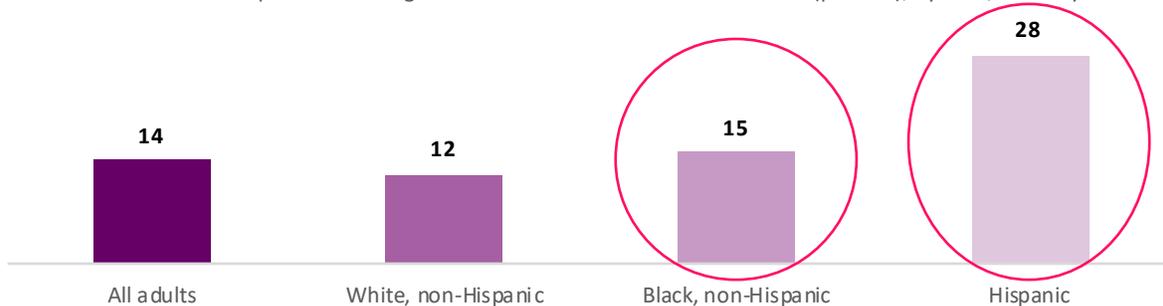
*Sources: Robert Wood Johnson County Health Rankings & Roadmaps, 2018*

In Clinton, Lycoming, Potter, and Tioga counties, 11 percent of adults reported that they do not have a personal health care provider. In Northumberland County, 13 percent of adults reported that they do not have a personal health care provider. Similarly, access to specialty care is an important part of disease care and management, but patients may encounter challenges accessing services.

**Available and ready access to primary care services has implications for medically underserved, low-income, and minority populations.**

In Pennsylvania in 2016, more Hispanics (28 percent) and African Americans (15 percent) reported not having a primary care provider compared to White, non-Hispanics (12 percent).

PA Adults That Report Not Having a Personal Health Care Provider in 2016 (percent), by Race/Ethnicity



Sources: Pennsylvania Department of Health, 2016

**Navigating resources, including transportation, can present barriers to patients in need.**

Even with an adequate supply of providers, navigating the health care system can be challenging for some patients and families. Key elements that assist in care coordination include transportation assistance and smooth care transitions post-hospitalization.

| Navigating Resources Element | Significance   |
|------------------------------|--|
| Transportation Assistance    | Studies continue to identify transportation as a barrier to accessing health care services. Transportation access is often a more significant obstacle for low-income individuals. |

*Prevention and Wellness Initiatives – Importance to the Community:*

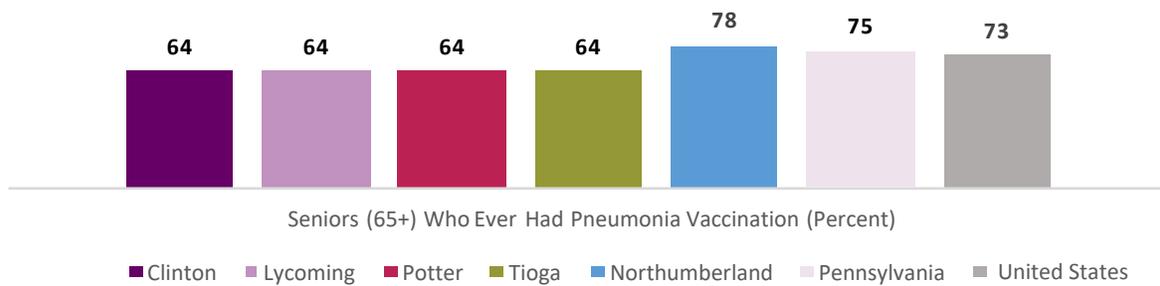
**Preventive care efforts are effective tools to improve community health.**

Preventive care efforts, such as preventive screenings, can help identify diseases early, improve management of diseases, and reduce costs.

**Medically underserved, low-income, and minority populations may be less likely to access or receive preventive care.**

County data indicates that seniors may experience barriers in accessing recommended preventive services. Fewer seniors aged 65+ in the majority of counties in the region report having a pneumonia vaccination, compared to the state and nation.

*Ever Had a Pneumonia Vaccination (65+)*



Sources: *Pennsylvania Department of Health, 2014-2016; U.S. Centers for Disease Control and Prevention (CDC), 2016*

**Health-related social needs (lack of affordable housing, food insecurity, and unemployment) are associated with negative health outcomes.**

Health-related social needs (HRSN) are the economic and social conditions that impact health, including housing instability, food insecurity, and unemployment. Academic research and government agencies continue to study the impact of health-related social needs on health outcomes. Research shows a strong association between health-related social needs and the incidence and severity of disease, life expectancy, and overall wellbeing.

**Interpersonal safety (accidental/unintentional injury, violence) is a leading cause of death in the state.**

Interpersonal safety includes intimate partner violence, elder abuse, child maltreatment, and accidental injury. Accidental, or unintentional injury, which includes gun violence, is the third leading cause of death nationally and in Pennsylvania.

*UPMC Is Working to Address Significant Health Needs:*

UPMC hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga counties are dedicated to addressing significant health needs in the community.

UPMC hospitals continue to build an extensive suite of programs and services to address the three significant health needs of behavioral health, access to care and navigating resources, and prevention and community-wide healthy living. UPMC hospitals leverage community-based partnerships and system-wide resources to support residents in need.

**Behavioral Health**

UPMC hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga counties continue to enhance and expand efforts to address behavioral health needs in the community through a wide variety of channels and services. Efforts include further development of an Addiction Medicine service line, warm hand-off initiatives, and broadening access to behavioral health specialists in the community.

**Access to Care and Navigating Resources**

Collaborating with local community organizations, as well as pioneering innovative care models, UPMC hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga counties are working to extend access to primary and specialty care through the use of telehealth, walk-in clinics, and expanded office hours. Additionally, UPMC hospitals in the region are partnering to improve care coordination, with a dedicated focus on reducing transportation as a barrier to care.

**Prevention and Community-Wide Healthy Living**

UPMC hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga counties partner with local organizations to enhance and develop programs to promote health and wellness in the community. Dedicated efforts include focusing on women's health, employee health, and senior health with new and enhanced programs.

2019 Significant Health Needs in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties

| UPMC Hospitals in Clinton, Lycoming, Northumberland, Potter, and Tioga Counties | Behavioral Health           |                             | Access to Care and Navigating Resources |                |                   | Prevention and Community-Wide Healthy Living |                      |                             |
|---|-----------------------------|-----------------------------|---|----------------|-------------------|--|----------------------|-----------------------------|
|   | Opioid and Substance Abuse  | Access to Behavioral Health | Primary Care                            | Specialty Care | Care Coordination | Community Prevention and Wellness            | Interpersonal Safety | Health-Related Social Needs |
|   | UPMC Susquehanna Lock Haven | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    | ✓                           |
| UPMC Susquehanna Muncy  | ✓                           | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Susquehanna Williamsport   | ✓                           | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Susquehanna Sunbury  | ✓                           | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |
| UPMC Cole   | ✓                           | ✓                           |   |                |                   | ✓  |                      | ✓                           |
| UPMC Susquehanna Soldiers + Sailors   | ✓                           | ✓                           | ✓                                       | ✓              | ✓                 | ✓  | ✓                    |                             |

# IV. UPMC Hospitals Are Improving Community Health

## 2016-2019 Progress Reports and 2019-2022 Implementation Plans by Hospital

### *Charting Progress: Reflecting on the Impact UPMC Has Had Over the Past Three Years:*

The UPMC hospitals in the five-county region have worked to continuously improve community health since the last CHNA cycle. The following reports showcase the extensive range of innovative programs and initiatives these hospitals have put in place to promote community health and wellbeing.\*

### *Moving Forward: Continuing to Promote Health and Wellbeing in the Community:*

To address the significant community health needs identified through the 2019 CHNA process, each hospital developed an implementation plan. The hospital plan relies on collaboration and partnership with many of the same organizations and stakeholders that participated in the assessment process. In addition, the plan considers input from:

- **Community-based organizations**
- **Government organizations**
- **Non-government organizations**
- **UPMC hospital and Health Plan leadership**
- **Public health experts that include Pitt Public Health**

The following section contains a description of each hospital, its 2016 CHNA priorities, a progress report documenting initiatives taken to respond to those priorities over the 2016 to 2019 time period, and the hospital's CHNA priorities and implementation plan for 2019 to 2022.

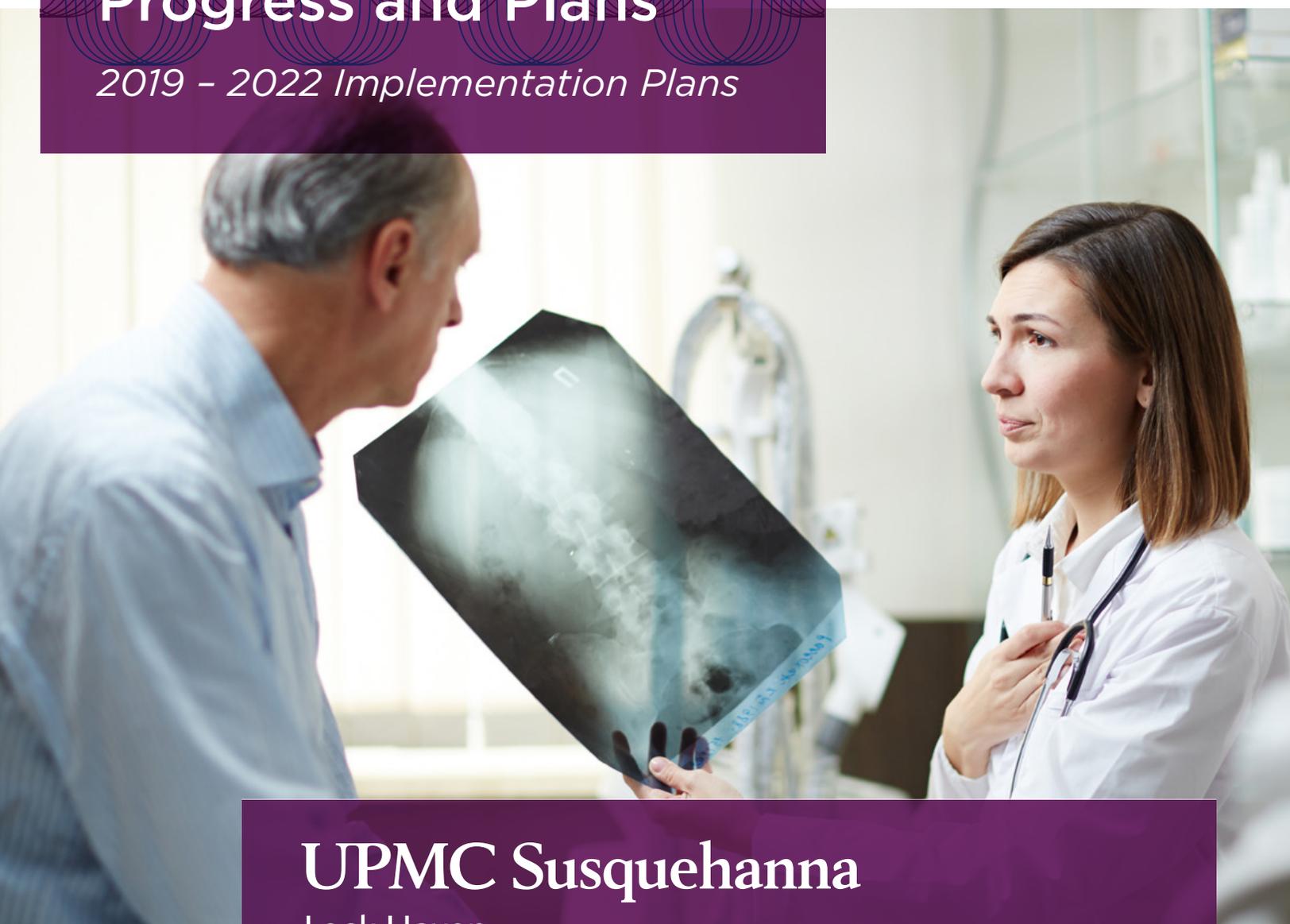
|   |         |
|---|---------|
| UPMC Susquehanna Lock Haven .....                                       | Page 30 |
| UPMC Susquehanna Muncy .....  | Page 36 |
| UPMC Susquehanna Williamsport, including Divine Providence Campus ..... | Page 47 |
| UPMC Susquehanna Sunbury .....  | Page 60 |
| UPMC Cole .....   | Page 66 |
| UPMC Susquehanna Soldiers + Sailors .....                               | Page 78 |

\* UPMC Susquehanna Lock Haven and UPMC Susquehanna Sunbury were previously for-profit hospitals. This is the first time these hospitals have conducted a community health needs assessment.



# Community Health Improvement Progress and Plans

*2019 - 2022 Implementation Plans*



## UPMC Susquehanna

Lock Haven

## Caring for the Community

Located in Clinton County and serving the residents of central Pennsylvania, UPMC Susquehanna Lock Haven is a nonprofit hospital that provides inpatient and outpatient care, with 47 licensed beds. Previously known as Lock Haven Hospital, the hospital joined UPMC Susquehanna in October 2017. Services include emergency, medical and surgical care, robust senior programs, pain management, rehabilitation, cardiopulmonary, orthopedics, specialty foot and ankle surgery, urology, general surgery, family medicine, and the WorkCenter for occupational medicine. The hospital is a Joint Commission-accredited facility, gold seal-accredited in mammography, and has an adjacent 52-bed long-term rehabilitation center and a 38-bed memory care unit.

| VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                |
|-----------------------------------|--------|--|----------------|
| Licensed Beds                     | 47     | Employees                                    | 173            |
| Skilled Beds                      | 90     | Total Economic Impact of Hospital Operations | \$60.8 million |
| Hospital Patients*                | 21,692 |  |                |
| Emergency Dept. Visits*           | 92,484 |  |                |
| Total Surgeries*                  | 18,854 |  |                |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

## **UPMC Susquehanna Lock Haven Is Addressing High Priority Health Issues:**

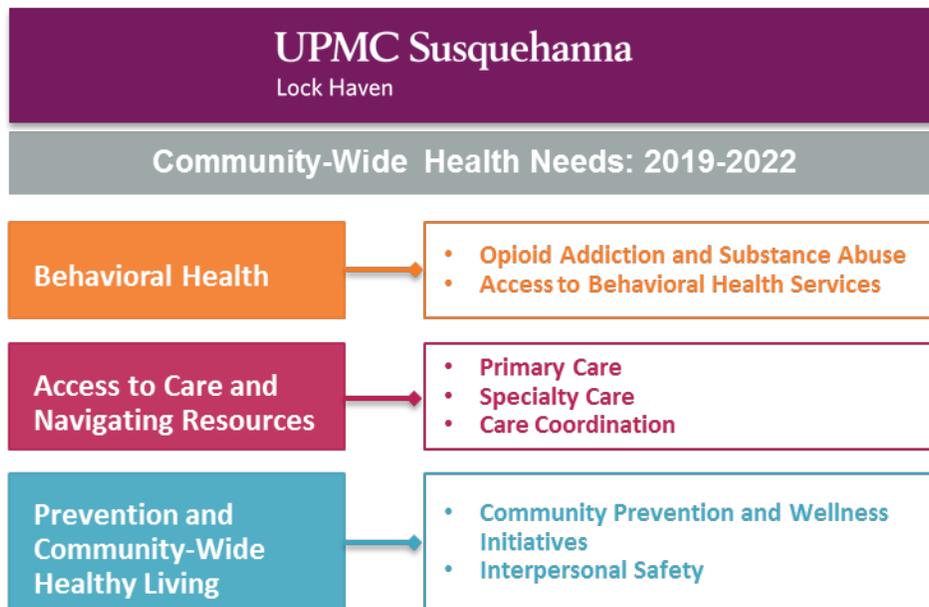
### *Adoption of the Implementation Plan*

On June 26, 2019, the UPMC Susquehanna Lock Haven Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Behavioral Health**
- **Access to Care and Navigating Resources**
- **Prevention and Community-Wide Healthy Living**

### *UPMC Susquehanna Lock Haven Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Susquehanna Lock Haven plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Susquehanna Lock Haven is dedicated to establishing efforts to support the community’s needs relating to behavioral health and substance use. The hospital works with other community organizations to enhance behavioral health care in the area and supports innovative programs to help individuals with substance use disorders, including a warm hand-off program that connects patients from the Emergency Department to treatment and recovery resources in the community.

| <b>Behavioral Health</b>                  |  |  |
|---|--|--|
|   | <b>Opioid Addiction and Substance Abuse</b>  | <b>Access to Behavioral Health Services</b>  |
| <b>Intended Actions</b>                   | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Continue to use and enhance Prescription Drug Monitoring Program</li> <li>• Collaborate with Lycoming and Clinton counties and the state of Pennsylvania to share best practices</li> <li>• Increase access to behavioral health specialists</li> </ul> | Implement initiatives to have ongoing open access to behavioral health services. <ul style="list-style-type: none"> <li>• Continue to use and enhance consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase number of behavioral health specialists</li> <li>• Expand telemedicine services</li> </ul> |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Prescription drug monitoring program</li> <li>• Access to certified recovery specialists</li> <li>• Pain medication and addiction education</li> <li>• Establish Addiction Medicine Department</li> </ul>   | <ul style="list-style-type: none"> <li>• Consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase number of behavioral health specialists</li> <li>• Expansion of behavioral health services in primary care offices and outreach locations</li> </ul>  |
| <b>Target Population</b>                  | General community  | General community  |
| <b>Anticipated Impact Three-Year Goal</b> | Improve awareness of and access to services to support people with substance use disorders   | Improve awareness of and access to behavioral health services  |
| <b>Planned Collaborations</b>             | West Branch Drug & Alcohol Abuse Commission, Department of Health Clinton County, Lock Haven YMCA, Project Clean Slate, White Deer Run Treatment Network, Clinton County Economic Partnership  |  |

*Addressing Access to Care and Navigating Resources*

UPMC Susquehanna Lock Haven is dedicated to addressing access and navigating resources in the community, and is working to expand access to primary care services.

| <b>Access to Care and Navigating Resources</b> |  |   |  |
|--|--|---|--|
|  | <b>Primary Care</b>  | <b>Specialty Care</b>   | <b>Care Coordination</b>   |
| <b>Intended Actions</b>                        | Identify and develop best practices to meet the primary care needs in the community. <ul style="list-style-type: none"> <li>• Explore expansion strategies to increase access to primary care services</li> </ul>  | Develop strategies to improve specialty and subspecialty care access in the community. <ul style="list-style-type: none"> <li>• Explore telehealth opportunities and innovative ways to deliver care</li> </ul> | Develop strategies to improve care coordination with a dedicated focus on transportation access. <ul style="list-style-type: none"> <li>• Work with Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., on improvement of transportation for health care services</li> <li>• Nurse navigators to follow UPMC <i>for Life</i> patients after discharge</li> </ul> |
| <b>Programs</b>                                | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Extended office hours</li> <li>• Walk-in service</li> <li>• 24-hour nurse triage</li> <li>• Promote access to providers through use of AnywhereCare</li> <li>• Explore opening of urgent care clinic</li> <li>• Expand services at McElhattan Outpatient Center</li> </ul> | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Telemedicine appointments</li> <li>• Expand services at McElhattan Outpatient Center</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Transportation voucher program with River Valley Transit</li> <li>• Expansion of Ambulatory Nurse Care program</li> </ul>   |
| <b>Target Population</b>                       | General community  | General community   | General community  |
| <b>Anticipated Impact Three-Year Goal</b>      | Improve access to primary care   | Improve access to specialty care  | Raise awareness of care coordination and transportation options to help improve access to care   |
| <b>Planned Collaborations</b>                  | Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., Albright Life Care Services, River Valley Transit, UPMC Health Plan  |   |  |

*Addressing Prevention and Community-Wide Healthy Living*

UPMC Susquehanna Lock Haven will address preventive health and wellness through a wide array of programs, including community education events, health screenings, and wellness initiatives, in partnership with local community agencies, businesses, and schools. To help improve community health, the hospital is launching new initiatives, Spirit of Women and Age Well, which will focus on health and wellness education for women and older adults in the community.

| <b>Prevention And Community-Wide Healthy Living</b> |  |   |
|---|--|---|
|   | <b>Community Prevention and Wellness Initiatives</b>   | <b>Interpersonal Safety</b>   |
| <b>Intended Actions</b>                             | Collaborate with local partners on health and wellness initiatives in Clinton County. Dedicated efforts include targeting women, seniors, and employees. <ul style="list-style-type: none"> <li>• Promote routine cancer screenings</li> <li>• Work with local partners on health and wellness initiatives in Clinton County</li> <li>• Develop and enhance programming dedicated to women’s health</li> </ul>   | Increase awareness of gun violence and trauma deaths. <ul style="list-style-type: none"> <li>• Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives</li> </ul> |
| <b>Programs</b>                                     | <ul style="list-style-type: none"> <li>• Preventive screening initiatives</li> <li>• Trauma education</li> <li>• Cancer awareness, education, and outreach</li> <li>• Community education about fitness and nutrition</li> <li>• Spirit of Women, a membership program that addresses health and wellness needs for women</li> <li>• Age Well, an affinity program that addresses health and wellness needs for seniors</li> <li>• Healthy Partners, a workplace wellness program that targets workforce health improvement</li> <li>• Health fair at McElhattan Outpatient Center</li> <li>• Facilitate Lock Haven Community Advisory Council</li> <li>• Lock Haven University Collaborative Wellness programs</li> </ul> | Stop the Bleed  |
| <b>Target Population</b>                            | General community, women, seniors  | General community   |
| <b>Anticipated Impact Three-Year Goal</b>           | Improve community health and better manage chronic diseases  | Raise awareness of gun violence and educate the community about how to respond to a mass casualty event   |
| <b>Planned Collaborations</b>                       | Lock Haven University, Lock Haven YMCA, Downtown Lock Haven, City of Lock Haven, Clinton County Economic Partnership, Clinton County United Way, Woolrich, First Quality, local school districts, Stop the Bleed   |   |

# Community Health Improvement Progress and Plans

*2016 – 2019 Progress Reports and  
2019 – 2022 Implementation Plans*



**UPMC Susquehanna**

Muncy

## Caring for the Community

UPMC Susquehanna Muncy first opened in 1922 as Muncy Valley Hospital, and serves as a general medical and surgical hospital in Muncy, Pennsylvania, with 170 beds, including 20 licensed inpatient beds, an adjacent 138-bed skilled nursing facility, and a 12-bed dedicated dementia unit. Located in eastern Lycoming County, UPMC Susquehanna Muncy is a full-service critical access hospital. This hospital offers cardiac care, endoscopy, foot and ankle surgery, general surgery, imaging, laboratory services, occupational health care, ophthalmology surgery, sports medicine, and rehabilitation services.



| VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                |
|-----------------------------------|--------|--|----------------|
| Licensed Beds                     | 20     | Employees                                    | 301            |
| Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$68.5 million |
| Emergency Dept. Visits*           | 92,484 |  |                |
| Total Surgeries*                  | 18,854 |  |                |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

### Addressing the Community's Significant Health Needs

When the Fiscal Year 2016 CHNA was conducted, UPMC Susquehanna Muncy affirmed the following significant health needs:

- Primary and Specialty Care
- Behavioral Health and Addiction Services
- Health and Wellness Outreach



**GOAL**

**Improve access to primary and specialty services and programs**

**STRATEGY**

**The hospital is taking a multi-pronged approach to expand access to care**

**ACTIONS:**

- ✓ Implement longer office hours, walk-in access, and 24/7 access to nurse triage and ability to make an appointment in primary care.
- ✓ Improve access to specialty service lines (i.e. Cancer, Heart, Orthopaedics, Gastroenterology).
- ✓ Work with various organizations to establish a more robust way to connect the community to services within the county and wellness fairs available.
- ✓ Support transportation options to health care for rural areas.



**PROGRAMS:**

- Physician recruitment
- Telemedicine appointments
- Walk-in service
- 24/7 triage and extended hours

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (2016-2018)**



**9**  
Offices Offer  
Walk-In Services



**2**  
Telemedicine Services  
Available

**PROGRAM HIGHLIGHTS:**

*Enhancing Access to Care through Expanded Services*

Over the last three years, UPMC Susquehanna Muncy has implemented new initiatives to provide access to care and to accommodate patients' needs, including:

- **Recruited new primary care physician (PCP):** UPMC Family Medicine at Muncy added one new doctor to its primary care team, increasing the number of patients the office can see.
- **Telemedicine services:** As an alternative to traveling long distances for appointments, the hospital offers telemedicine visits for emergent Neurology and Infectious Disease consults.
- **Providing access to specialty care:** The hospital partners with community providers and UPMC service lines in the region to provide access to specialty care in a hospital setting, including Susquehanna Gastroenterology, Susquehanna General Surgery, Ear, Nose, and Throat (ENT), Susquehanna Musculoskeletal service line, and Hershey Pediatric Cardiology.

**COMMUNITY PARTNERS:**

Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., Albright Life Care Services, River Valley Transit, UPMC Health Plan, Family Practice Center

**GOAL**

**Increase support for mental health services**

**STRATEGY**

**The hospital is taking a comprehensive approach to address behavioral health needs in Lycoming County**

**ACTIONS:**

- ✓ Authorize implementation of prescription drug monitoring program system-wide.
- ✓ Access to Certified Recovery Specialists for all Susquehanna emergency departments.
- ✓ Collaborate with organizations to help educate the community.
- ✓ Have licensed clinical social workers available at all primary care offices.
- ✓ Ease access to behavioral health specialists.



**PROGRAMS:**

- Prescription Drug Monitoring Program
- Emergency Department warm hand-offs
- Embedded behavioral health services in primary care practices
- Child and Adolescent Psychiatry
- Narcan training
- Grow Your Own NP (Nurse Practitioner)

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (2016-2018)**



**92**

Warm Hand-Offs Linking Patients to Support and Treatment Services



Doubled Capacity for Psychotherapy Services

## **PROGRAM HIGHLIGHTS:**

### *Addressing Behavioral Health Needs in Lycoming County*

Over the last three years, UPMC Susquehanna Muncy has launched initiatives to address behavioral health needs in the community, including:

- An on-site social service worker responds to all Emergency Department patient needs.
- The Emergency Department continues to provide warm hand-offs to the West Branch Drug & Alcohol Abuse Commission, identifying patients in need of additional support and help.
- The hospital provides additional addiction and substance use disorder resources, such as brochures to review at home or with family members.



## **COMMUNITY PARTNERS:**

East Lycoming YMCA, Lycoming Mall, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America

**GOAL**

**Promote preventive health and wellness programs and screenings**

**STRATEGY**

**The hospital is collaborating with local partners on health and wellness initiatives in Lycoming County**

**ACTIONS:**

- ✓ Promote routine cancer screenings for breast, colon, and lung cancer.
- ✓ UPMC Susquehanna signed the 80% by 2018 initiative to have 80 percent of individuals aged 50 and older screened for colon cancer in Lycoming County.
- ✓ Continue to partner with River Valley Regional YMCA to support health and wellness programs for both children and adults.
- ✓ Continue to grow and expand the Spirit of Women program.



**PROGRAMS:**

- October Breast Cancer Awareness Month events
- Fourth Friday
- Muncy Valley Hospital Auxiliary Lawn Party
- Colon cancer education and outreach
- March Colon Cancer Awareness Month events
- Lunch & Learns
- Employee health fairs
- Fecal Immunochemical Test Kits (FIT)
- Spirit of Women

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (EST. ANNUAL TOTALS)**



**949**  
Cancer Screenings



**3,073**  
Participants in Spirit of Women Events

## **PROGRAM HIGHLIGHTS:**

### *Focusing on Preventive Care in the Community*

UPMC Susquehanna Muncy collaborates with community organizations on health and wellness initiatives to encourage community members to participate in routine check-ups and health screenings. Over the last three years, the hospital has promoted routine screenings for breast, colon, and lung cancer through participation in community events, including:

- **October's Breast Cancer Awareness Month**
- **Fourth Friday:** This public event on Muncy's Main Street celebrates local artists, artisans, and businesses the fourth Friday of the month, from June to August.
- **Muncy Valley Hospital Auxiliary Lawn Party:** In 2018, the hospital hosted the 35th anniversary outreach event on its grounds. The event offers food, entertainment, education, and an organized walk and run.

### *Empowering Women to Take Control of Their Health*

UPMC Susquehanna's Spirit of Women program hosts fun, educational events throughout the year in both Tioga and Lycoming counties, including Girls' Night Out and Day of Dance. Members receive a monthly newsletter, invitations to special events, free wellness screenings, health tips, and discounts from participating business sponsors. The hospital's Spirit of Women program is about motivating and inspiring women to make positive changes in their lives — mind, body, and spirit. UPMC Susquehanna continues to expand local Spirit of Women events.



## **COMMUNITY PARTNERS:**

East Lycoming YMCA, Lycoming Mall, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America

## **UPMC Susquehanna Muncy Is Addressing High Priority Health Issues:**

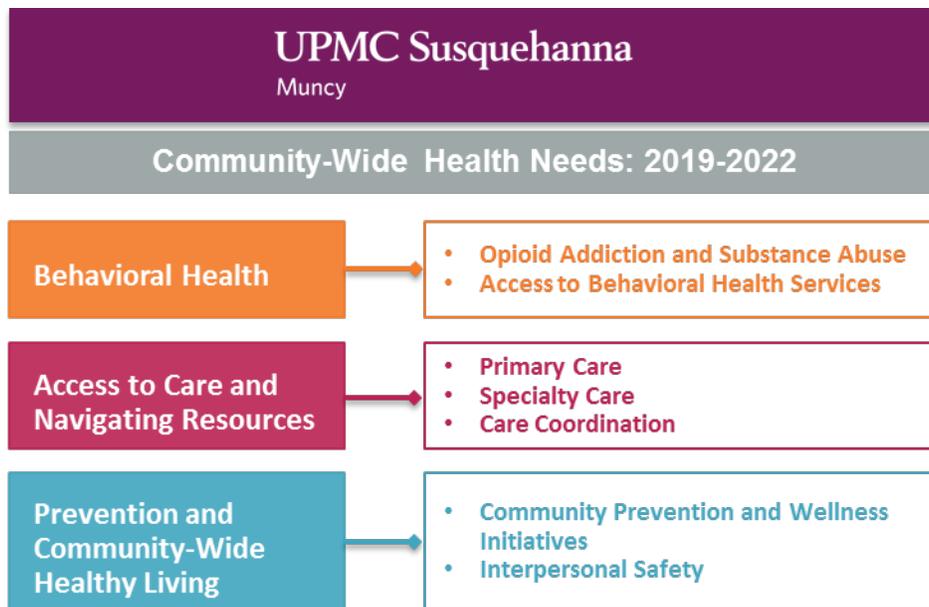
### *Adoption of the Implementation Plan*

On May 7, 2019, the UPMC Susquehanna Muncy Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Behavioral Health**
- **Access to Care and Navigating Resources**
- **Prevention and Community-Wide Healthy Living**

### *UPMC Susquehanna Muncy Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Susquehanna Muncy plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Susquehanna Muncy is dedicated to maintaining and expanding its efforts to support the community's needs relating to behavioral health and substance use. The hospital works with other community organizations to enhance behavioral health care in the area and supports innovative programs to help individuals with substance use disorders, including a warm hand-off program that connects patients from the Emergency Department to treatment and recovery resources in the community.

| <b>Behavioral Health</b>                  |  |   |
|---|--|---|
|   | <b>Opioid Addiction and Substance Abuse</b>  | <b>Access to Behavioral Health Service</b>  |
| <b>Intended Actions</b>                   | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Continue to use and enhance the Prescription Drug Monitoring Program</li> <li>• Collaborate with Lycoming County and the state of Pennsylvania to share best practices</li> <li>• Increase access to behavioral health specialists</li> </ul> | Implement initiatives to have ongoing, open access to behavioral health services. <ul style="list-style-type: none"> <li>• Continue to use and enhance consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expand telemedicine services</li> </ul> |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Establish Addiction Medicine Department</li> <li>• Prescription Drug Monitoring Program</li> <li>• Access to certified recovery specialists</li> <li>• Pain medication and addiction education</li> </ul>   | <ul style="list-style-type: none"> <li>• Consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expansion of behavioral health services in primary care offices and outreach locations</li> </ul>   |
| <b>Target Population</b>                  | General community  | General community   |
| <b>Anticipated Impact Three-Year Goal</b> | Improve awareness of and access to services to support people with substance use disorders   | Improve awareness of and access to behavioral health services   |
| <b>Planned Collaborations</b>             | West Branch Drug & Alcohol Abuse Commission, Department of Health of Lycoming County, Community Health Center, Williamsport Branch YMCA, Project Clean Slate, White Deer Run Treatment Network   |   |

*Addressing Access to Care and Navigating Resources*

UPMC Susquehanna Muncy is pioneering new models of care to expand access to primary and specialty care services within the community. The hospital will continue to explore telehealth opportunities to bring specialty services to the community.

| <b>Access to Care and Navigating Resources</b> |   |  |  |
|--|---|--|--|
|  | <b>Primary Care</b>   | <b>Specialty Care</b>  | <b>Care Coordination</b>   |
| <b>Intended Actions</b>                        | Identify and develop best practices to meet the primary care needs in the community. <ul style="list-style-type: none"> <li>• Explore expansion strategies to increase access to primary care services</li> </ul>   | Develop strategies to improve access to specialty and subspecialty care in the community. <ul style="list-style-type: none"> <li>• Explore telehealth opportunities and innovative ways to deliver care</li> </ul> | Develop strategies to improve care coordination with a dedicated focus on transportation access. <ul style="list-style-type: none"> <li>• Work with Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., on improvement of transportation for health care services</li> <li>• Nurse navigators to follow UPMC <i>for Life</i> patients after discharge</li> </ul> |
| <b>Programs</b>                                | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Extended office hours</li> <li>• Walk-in service</li> <li>• 24-hour nurse triage</li> <li>• Promote access to providers through use of AnywhereCare</li> <li>• Explore opening of urgent care clinic</li> <li>• Establish primary care services at Route 405 in Watsontown</li> </ul> | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Telemedicine appointments</li> <li>• Establish specialty care services at Route 405 in Watsontown</li> </ul>                             | <ul style="list-style-type: none"> <li>• Transportation voucher program with River Valley Transit</li> <li>• Expansion of Ambulatory Nurse Care program</li> </ul>   |
| <b>Target Population</b>                       | General community   | General community  | General community  |
| <b>Anticipated Impact Three-Year Goal</b>      | Improve access to primary care  | Improve access to specialty care   | Improve education about and increase promotion of transportation options to help reduce this barrier to accessing care   |
| <b>Planned Collaborations</b>                  | Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., Albright Life Care Services, River Valley Transit, UPMC Health Plan, Family Practice Center   |  |  |

*Addressing Prevention and Community-Wide Healthy Living*

UPMC Susquehanna Muncy will address preventive health and wellness through an extensive suite of programs, including community education, screenings, and events. The hospital will advance prevention initiatives by leveraging strong community partnerships. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

| <b>Prevention and Community-Wide Healthy Living</b> |   |  |
|---|---|--|
|   | <b>Community Prevention and Wellness Initiatives</b>  | <b>Interpersonal Safety</b>  |
| <b>Intended Actions</b>                             | <p>Collaborate with local partners on health and wellness initiatives in Lycoming County. Dedicated efforts include targeting women, seniors, and employees.</p> <ul style="list-style-type: none"> <li>Promote routine cancer screenings for breast, colon, and lung cancer</li> <li>Work with local partners on health and wellness initiatives in Lycoming County</li> <li>Develop and enhance programming dedicated to women’s health</li> </ul>  | <p>Increase awareness of gun violence and trauma deaths.</p> <ul style="list-style-type: none"> <li>Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives</li> </ul> |
| <b>Programs</b>                                     | <ul style="list-style-type: none"> <li>Preventive screening initiatives</li> <li>Cancer awareness, education, and outreach</li> <li>Trauma education</li> <li>Community education about fitness and nutrition</li> <li>Spirit of Women, a membership program that addresses health and wellness needs for women</li> <li>Age Well, an affinity program that addresses health and wellness needs for seniors</li> <li>Healthy Partners, a workplace wellness program that targets workforce health improvement</li> <li>Fourth Friday</li> <li>Muncy Valley Hospital Auxiliary Lawn Party</li> </ul> | <p>Stop the Bleed</p>  |
| <b>Target Population</b>                            | General community, women, seniors   | General community  |
| <b>Anticipated Impact Three-Year Goal</b>           | Improve community health and better manage chronic diseases   | Raise awareness of gun violence and educate the community about how to respond to a mass casualty event  |
| <b>Planned Collaborations</b>                       | Williamsport Branch YMCA, Lycoming Mall, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America, Stop the Bleed  |  |

# Community Health Improvement Progress and Plans

*2016 – 2019 Progress Reports and  
2019 – 2022 Implementation Plans*



**UPMC Susquehanna**

Williamsport

## Caring for the Community

### UPMC Susquehanna Williamsport

Established in 1873, UPMC Susquehanna Williamsport is a general medical and surgical hospital in Williamsport, Pennsylvania, operating 224 beds. The hospital is accredited by the Commission on Accreditation of Rehabilitation Facilities. Services include the UPMC Heart and Vascular Institute, intensive care, neuroscience, pharmacy, a 24-hour emergency department, inpatient services, including same-day surgery, and a family practice residency program.

|  | VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                 |
|---|-----------------------------------|--------|--|-----------------|
|   | Licensed Beds                     | 224    | Employees                                    | 1,741           |
|   | Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$476.6 million |
|   | Emergency Dept. Visits*           | 92,484 |  |                 |
|   | Total Surgeries*                  | 18,854 |  |                 |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

Established in 1951, the Divine Providence campus of UPMC Susquehanna Williamsport provides general medical and surgical care in Williamsport, Pennsylvania. Services include cancer care, orthopedics, sports medicine, same-day surgery, computerized tomography, a psychiatric unit, radiology and dietary departments, a laboratory, a convent, and a chapel.

|  | VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                 |
|---|-----------------------------------|--------|--|-----------------|
|   | Licensed Beds                     | 31     | Employees                                    | 426             |
|   | Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$144.4 million |
|   | Emergency Dept. Visits            | -      |  |                 |
|   | Total Surgeries*                  | 18,854 |  |                 |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

## *Addressing the Community's Significant Health Needs*

When the Fiscal Year 2016 CHNA was conducted, UPMC Susquehanna Williamsport affirmed the following significant health needs:

- **Primary and Specialty Care**
- **Behavioral Health and Addiction Services**
- **Health and Wellness Outreach**



**PRIMARY AND  
SPECIALTY CARE**

**BEHAVIORAL HEALTH  
AND ADDICTION  
SERVICES**

**HEALTH AND  
WELLNESS  
OUTREACH**

**GOAL**

**Improve access to primary and specialty services and programs**

**STRATEGY**

**The hospital is taking a multi-pronged approach to expand access to care**

**ACTIONS:**

- ✓ Implement longer office hours, walk-in access, and 24/7 access to nurse triage and ability to make an appointment in primary care.
- ✓ Improve access to specialty service lines (i.e. Cancer, Heart, Orthopedics, Gastroenterology).
- ✓ Work with various organizations to establish a more robust way to connect the community to services within the county and wellness fairs available.
- ✓ Support transportation options to health care for rural areas.



**PROGRAMS:**

- Physician recruitment
- Telemedicine appointments
- Walk-in service
- 24/7 triage and extended hours

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (2016-2018)**



**9**  
Offices Offer  
Walk-In Services



**2**  
Telemedicine Services  
Available

## PROGRAM HIGHLIGHTS:

### *Enhancing Access to Care through Expanded Services*

Over the last three years, UPMC Susquehanna has implemented new initiatives to provide access to care and to accommodate patients' needs, including:

- **Community Collaboration:** The hospital is fostering its relationship with the Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., a private, nonprofit community action agency. Through this partnership, the hospital is developing plans for Just In Time transportation, which will remove the required 24-hour wait time for requests.
- **Offering Extended Office Hours:** Family Medicine offices have expanded office hours to offer convenient, timely appointments.
- **Providing Walk-In Service:** Family Medicine and Pediatric offices provide walk-in services and have implemented 24/7 triage to improve access to scheduling.
- **Improving Access to Orthopedics:** The hospital's musculoskeletal service providers offer early and late appointment times. The hospital also launched a new effort for orthopedics patients who are seen in the emergency department. These patients have access to nurse triage and can now schedule an orthopedics follow-up appointment before leaving the Emergency Department, reducing call wait times and making scheduling more convenient.



## COMMUNITY PARTNERS:

Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., Albright Life Care Services, River Valley Transit, UPMC Health Plan, Family Practice Center

**GOAL**

**Increase support for mental health services**

**STRATEGY**

**The hospital is taking a comprehensive approach to address behavioral health needs in Lycoming County**

**ACTIONS:**

- ✓ Authorize implementation of prescription drug monitoring program system-wide.
- ✓ Access to Certified Recovery Specialists for all Susquehanna emergency departments.
- ✓ Collaborate with organizations to help educate the community.
- ✓ Have licensed clinical social workers available at all primary care offices.
- ✓ Ease access to behavioral health specialists.



**PROGRAMS:**

- Prescription Drug Monitoring Program
- Emergency Department warm hand-offs
- Embedded behavioral health services in primary care practices
- Child and Adolescent Psychiatry
- Narcan training
- Grow Your Own NP (Nurse Practitioner)

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (2016-2018)**



**92**

Warm Hand-Offs Linking Patients to Support and Treatment Services



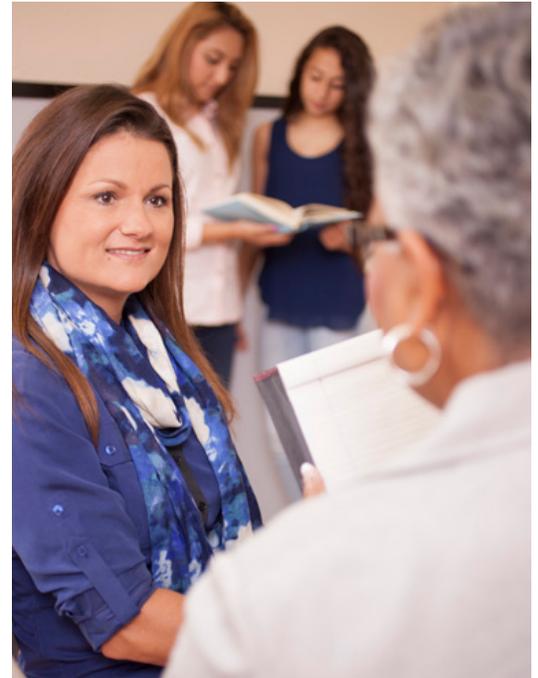
Doubled Capacity for Psychotherapy Services

## PROGRAM HIGHLIGHTS:

### *Addressing Behavioral Health Needs in Lycoming County*

Over the last three years, UPMC Susquehanna has launched initiatives to address behavioral health needs in the community, including:

- **Integrated Services:** In partnership with Behavioral Health at UPMC Susquehanna, behavioral health specialists are available to all primary care offices, with a consult model in place with the behavioral health team.
- **Removing Barriers to Evaluation and Treatment:** The behavioral health program department has also implemented several initiatives to have ongoing, open access to psychiatric and psychotherapeutic services:
  - » Doubled capacity for psychotherapy services
  - » Added psychotherapy consult services for inpatients
  - » Added child and adolescent psychiatry to outpatient services
  - » Implemented a consult model for adult and child psychiatry so anyone referred by a primary care physician (PCP) can be thoroughly evaluated by a psychiatrist, with recommendations and a treatment plan sent back to the PCP. A psychiatrist is then available for consultation with the PCP as the plan is implemented. This has allowed open, ongoing access to psychiatric evaluations.
  - » Working with the Department of Health to implement a warm hand-off program within the Behavioral Health Unit
  - » Launched the Grow Your Own NP Program, which identifies nurses who want to become nurse practitioners. The hospital supports nurses through tuition assistance and flexible scheduling around school. From April 2018 to April 2019, three nurses have completed the program.
- **Increased Access to Certified Recovery Specialists:** The Emergency Department and inpatient units made more than 87 referrals in 2018.
- **Implemented Prescription Drug Monitoring Program:** The hospital completed training for all providers.
- **Educated the Community about Pain Management:** The hospital partnered with local organizations to help raise awareness about pain management and alternatives to opioids, including involvement with the Community Health Center's Alternatives to Opioid Pain Medications and an educational session at the Trade and Transit Center about non-opioid options for pain control. The hospital is also exploring yoga classes with the Williamsport Branch YMCA as a method of pain management.
- **Promoted Addiction Resources:** The Emergency Department provides additional addiction and substance use disorder resources, such as brochures to review at home or with family members.



## COMMUNITY PARTNERS:

West Branch Drug & Alcohol Abuse Commission, Department of Health of Lycoming County, Community Health Center, Williamsport Branch YMCA, Project Clean Slate, White Deer Run Treatment Network, Lycoming County Youth Task Force, PA Planned Development

**GOAL**

**Promote preventive health and wellness programs and screenings**

**STRATEGY**

**The hospital is collaborating with local partners on health and wellness initiatives in Lycoming County**

**ACTIONS:**

- ✓ Promote routine cancer screenings for breast, colon, and lung cancer.
- ✓ UPMC Susquehanna signed the 80% by 2018 initiative to have 80 percent of individuals aged 50 and older screened for colon cancer in Lycoming County.
- ✓ Continue to partner with River Valley Regional YMCA to support health and wellness programs for both children and adults.
- ✓ Continue to grow and expand the Spirit of Women program.



**PROGRAMS:**

- October Breast Cancer Awareness Month events
- Fourth Friday
- Colon cancer education and outreach
- March Colon Cancer Awareness Month events
- Lunch & Learns
- Employee health fairs
- Fecal Immunochemical Test Kits (FIT)
- Spirit of Women

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN LYCOMING COUNTY (EST. ANNUAL TOTALS)**



**949**

Cancer Screenings



**3,073**

Participants in Spirit of Women Events

## PROGRAM HIGHLIGHTS:

### *Focusing on Preventive Care in the Community*

UPMC Susquehanna collaborates with community organizations on health and wellness initiatives to encourage community members to participate in routine check-ups and health screenings. Over the last three years, UPMC Susquehanna Williamsport and its Divine Providence campus have:

- **Promoted Exercise to Help Prevent Cancer:** In partnership with the Williamsport Branch YMCA, the hospital hosted an educational session about the importance of exercise to maintain good health and wellness.
- **Encouraged Cancer Screenings for Early Detection:** The Cancer Center promotes screening education and prevention for breast, colon, and lung cancer at outreach events, such as employee health fairs, employer outreach, and in local malls.
- **Raised Awareness about Colon Cancer:**
  - » Walk-Through Inflatable Colon: To raise awareness about colon cancer and to encourage screenings, the hospital set up an inflatable colon at various locations throughout the community, including: Lycoming Mall, Susquehanna Mall, the Liberty area, and the UPMC Susquehanna Tower Lobby.
  - » Educated Providers: Hosted Lunch & Learns with area providers and recruited and oriented advanced practice professionals to function as colorectal navigators within the oncology program.
  - » Participated in Employee Health Fairs: UPMC Susquehanna campuses, Wellsboro Middle School, Woolrich, Muncy Valley Bank and Trust, First Quality, and Lock Haven University.
  - » Distributed FIT Kits to Encourage Screenings at Home: The hospital provided Fecal Immunochemical Test (FIT) kits to patients between the ages of 50-75 who have not had a colonoscopy. Patients can complete the kit at home — follow-up is done by a Quality Information Associate via telephone.
  - » Follow-Up with Patients to Schedule Screenings: Nurse Navigators review patient data and reach out to those who have not had a colonoscopy or completed a FIT test. Nurse Navigators help patients schedule the necessary screenings and monitor for compliance.
  - » 80% by 2018: As part of UPMC Susquehanna's participation in the American Cancer Society's 80% by 2018 initiative to have 80% of individuals ages 50 and older screened for colon cancer in Lycoming County, representatives of the hospital attended Central PA 80x18 Roundtable and Beyond 80% by 2018: Leveraging Partnerships & Resources Symposium survivorship care clinic starting in 2017.



### *Empowering Women to Take Control of Their Health*

UPMC Susquehanna's Spirit of Women program hosts fun, educational events throughout the year in both Tioga and Lycoming Counties, including Girls' Night Out and Day of Dance. Members receive a monthly newsletter, invitations to special events, free wellness screenings, health tips, and discounts from participating business sponsors. The hospital's Spirit of Women program is about motivating and inspiring women to make positive changes in their lives — mind, body, and spirit. UPMC Susquehanna continues to expand local Spirit of Women events.

## COMMUNITY PARTNERS:

Williamsport Branch YMCA, Lycoming Mall, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming College, United Way, Boy Scouts of America

## **UPMC Susquehanna Williamsport Is Addressing High Priority Health Issues:**

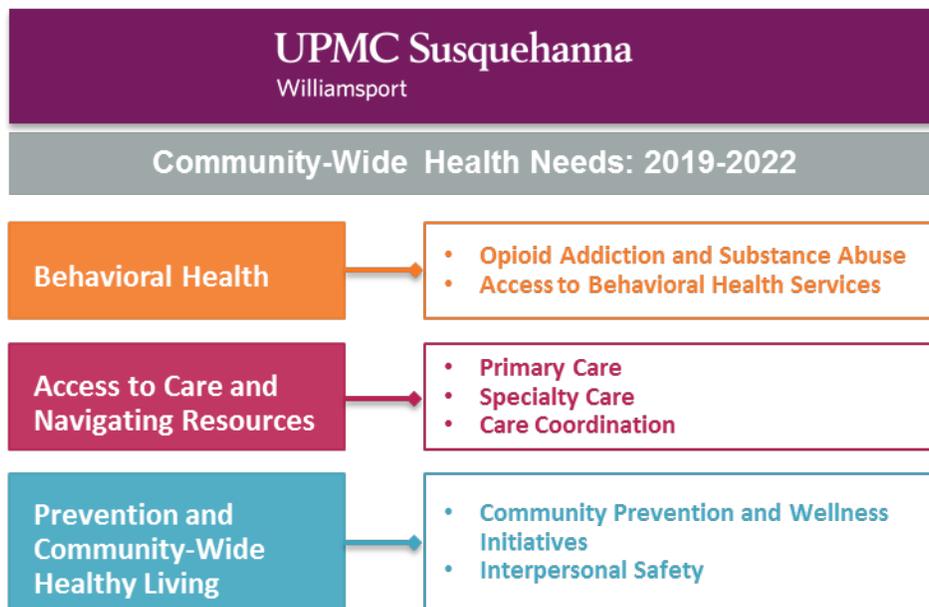
### *Adoption of the Implementation Plan*

On May 21, 2019, the UPMC Susquehanna Williamsport Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Behavioral Health**
- **Access to Care and Navigating Resources**
- **Prevention and Community-Wide Healthy Living**

### *UPMC Susquehanna Williamsport Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Susquehanna Williamsport plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Susquehanna Williamsport is dedicated to maintaining and expanding its efforts to support the community's needs relating to behavioral health and substance use. The hospital works with other community organizations to enhance behavioral health care in the area and develops innovative programs to help individuals with substance use disorders, including certified recovery specialists, a prescription drug monitoring program, and a consult model for adult and child psychiatry to help ensure referred patients receive an evaluation.

| <b>Behavioral Health</b>      |  |   |
|-------------------------------|--|---|
|                               | <b>Opioid Addiction and Substance Abuse</b>  | <b>Access to Behavioral Health Service</b>  |
| <b>Intended Actions</b>       | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Continue to use and enhance the Prescription Drug Monitoring Program</li> <li>• Collaborate with Lycoming County and the state of Pennsylvania to share best practices</li> <li>• Increase access to behavioral health specialists</li> </ul> | Implement initiatives to have ongoing, open access to psychiatric and psychotherapeutic services. <ul style="list-style-type: none"> <li>• Continue to use and enhance consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expand Telemedicine services</li> </ul> |
| <b>Programs</b>               | <ul style="list-style-type: none"> <li>• Establish Addiction Medicine Department</li> <li>• Open Medical Detox Unit</li> <li>• Prescription drug monitoring program</li> <li>• Access to certified recovery specialists</li> <li>• Pain medication and addiction education</li> </ul>  | <ul style="list-style-type: none"> <li>• Consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expansion of behavioral health services in primary care offices and outreach locations</li> </ul>   |
| <b>Target Population</b>      | General community  | General community   |
| <b>Anticipated Impact</b>     | Improve awareness of and access to services to support people with substance use disorders   | Improve awareness of and access to behavioral health services   |
| <b>Three-Year Goal</b>        |  |   |
| <b>Planned Collaborations</b> | West Branch Drug & Alcohol Abuse Commission, Department of Health of Lycoming County, Community Health Center, Williamsport Branch YMCA, Project Clean Slate, White Deer Run Treatment Network, Lycoming County Youth Task Force, PA Planned Development   |   |

*Addressing Access to Care and Navigating Resources*

UPMC Susquehanna Williamsport will continue to address access and navigating resources in the community by pioneering new models of care that expand access to primary care services within the community.

| <b>Access to Care and Navigating Resources</b> |   |   |  |
|--|---|---|--|
|  | <b>Primary Care</b>   | <b>Specialty Care</b>   | <b>Care Coordination</b>   |
| <b>Intended Actions</b>                        | Identify and develop best practices to meet the primary care needs in the community. <ul style="list-style-type: none"> <li>• Explore expansion strategies to increase access to primary care services</li> </ul>   | Develop strategies to improve specialty and subspecialty care access in the community. <ul style="list-style-type: none"> <li>• Explore telehealth opportunities and innovative ways to deliver specialty care</li> </ul> | Develop strategies to improve care coordination with a dedicated focus on transportation access. <ul style="list-style-type: none"> <li>• Work with Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., on improvement of transportation for health care services</li> <li>• Trauma education with pre-hospital providers</li> <li>• Nurse navigators to follow UPMC <i>for Life</i> patients after discharge</li> </ul> |
| <b>Programs</b>                                | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Extended office hours</li> <li>• Walk-in service</li> <li>• 24-hour nurse triage</li> <li>• Promote access to providers through use of AnywhereCare</li> <li>• Explore opening of urgent care clinic</li> </ul> | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Telemedicine appointments</li> </ul>  | <ul style="list-style-type: none"> <li>• Transportation voucher program with River Valley Transit</li> <li>• Expansion of Ambulatory Nurse Care program</li> </ul>   |
| <b>Target Population</b>                       | General community   | General community   | General community  |
| <b>Anticipated Impact Three-Year Goal</b>      | Improve access to primary care  | Improve access to specialty care  | Raise awareness of care coordination and transportation options to help improve access to care   |
| <b>Planned Collaborations</b>                  | Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., Albright Life Care Services, River Valley Transit, UPMC Health Plan, Family Practice Centers  |   |  |

*Addressing Prevention and Community-Wide Healthy Living*

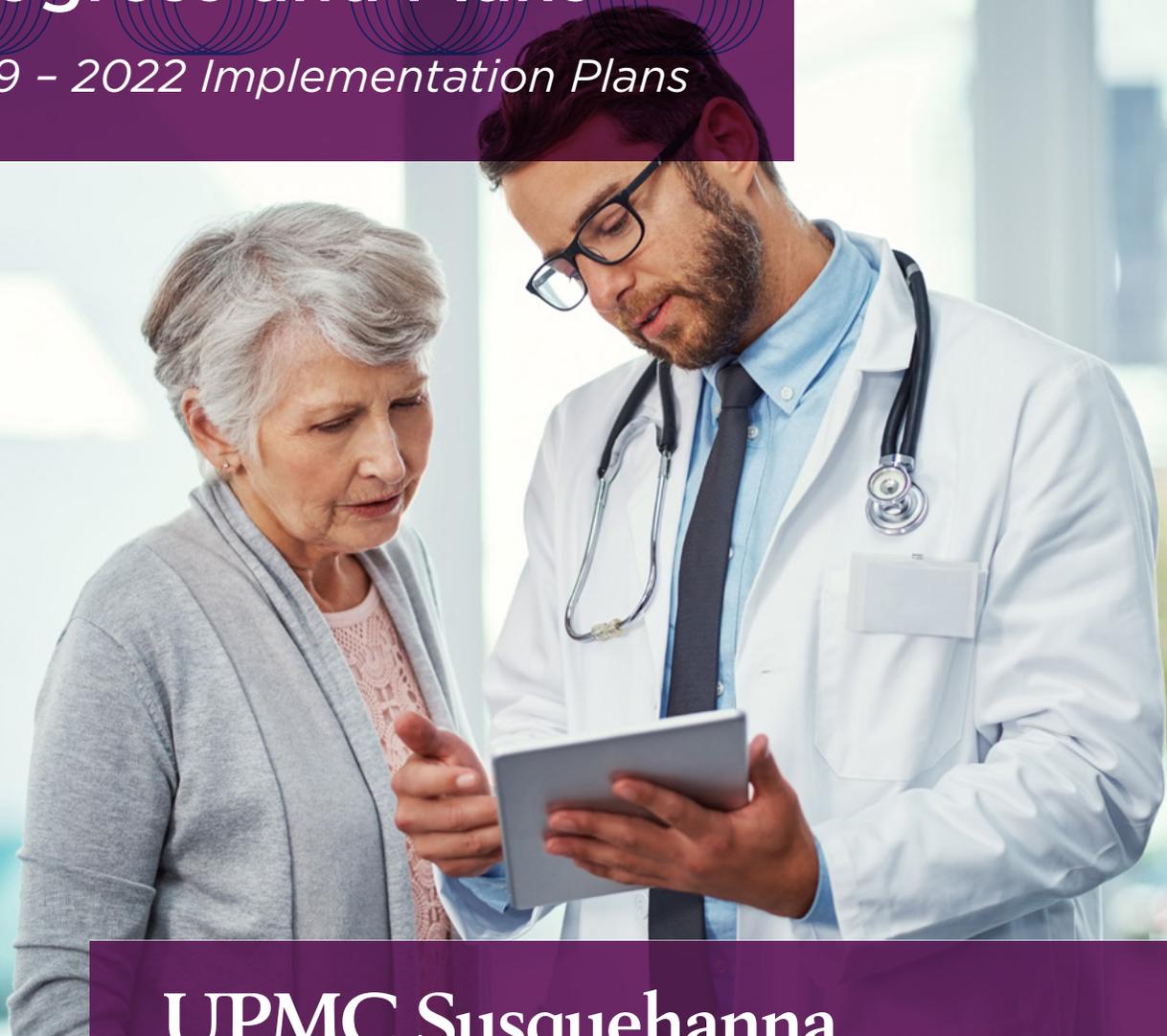
UPMC Susquehanna Williamsport will address preventive health and wellness through an extensive suite of programs, including community education and screenings. The hospital will advance prevention initiatives by leveraging strong community partnerships, such as with the local YMCA. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

| <b>Prevention and Community-Wide Healthy Living</b> |  |  |
|---|--|--|
|   | <b>Community Prevention and Wellness Initiatives</b>   | <b>Interpersonal Safety</b>  |
| <b>Intended Actions</b>                             | <p>Collaborate with local partners on health and wellness initiatives in Lycoming County. Dedicated efforts include targeting women, seniors, and employees.</p> <ul style="list-style-type: none"> <li>• Promote routine cancer screenings for breast, colon, and lung cancer</li> <li>• Work with local partners on health and wellness initiatives in Lycoming County</li> <li>• Develop and enhance programming dedicated to women’s health</li> </ul>   | <p>Increase awareness of gun violence and trauma deaths.</p> <ul style="list-style-type: none"> <li>• Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives</li> </ul> |
| <b>Programs</b>                                     | <ul style="list-style-type: none"> <li>• Preventive screening initiatives</li> <li>• Cancer awareness, education, and outreach</li> <li>• Trauma education</li> <li>• Community education about fitness and nutrition</li> <li>• Spirit of Women, a membership program that addresses health and wellness needs for women</li> <li>• Age Well, an affinity program that addresses health and wellness needs for seniors</li> <li>• Healthy Partners, a workplace wellness program that targets workforce health improvement</li> </ul> | <p>Stop the Bleed</p>  |
| <b>Target Population</b>                            | General community, seniors, women  | General community  |
| <b>Anticipated Impact Three-Year Goal</b>           | Improve community health and better manage chronic diseases  | Raise awareness of gun violence and educate the community about how to respond to a mass casualty event  |
| <b>Planned Collaborations</b>                       | Williamsport Branch YMCA, Lycoming Mall, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America, Stop the Bleed   |  |



# Community Health Improvement Progress and Plans

*2019 - 2022 Implementation Plans*



**UPMC Susquehanna**

Sunbury

## Caring for the Community

Sunbury Community Hospital, now UPMC Susquehanna Sunbury, is a 70-bed hospital serving the greater Susquehanna Valley. Located in Northumberland County, Pennsylvania, the facility features a strong health provider base and is Joint Commission-accredited in hospital and laboratory services. It offers a diverse range of services in cardiology, ear, nose, and throat services, orthopedics, urology, psychiatry, general surgery, emergency care, and Senior Circle programs.



| VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                |
|-----------------------------------|--------|--|----------------|
| Licensed Beds                     | 70     | Employees                                    | 160            |
| Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$38.2 million |
| Emergency Dept. Visits*           | 92,484 |  |                |
| Total Surgeries*                  | 18,854 |  |                |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

## **UPMC Susquehanna Sunbury Is Addressing High Priority Health Issues:**

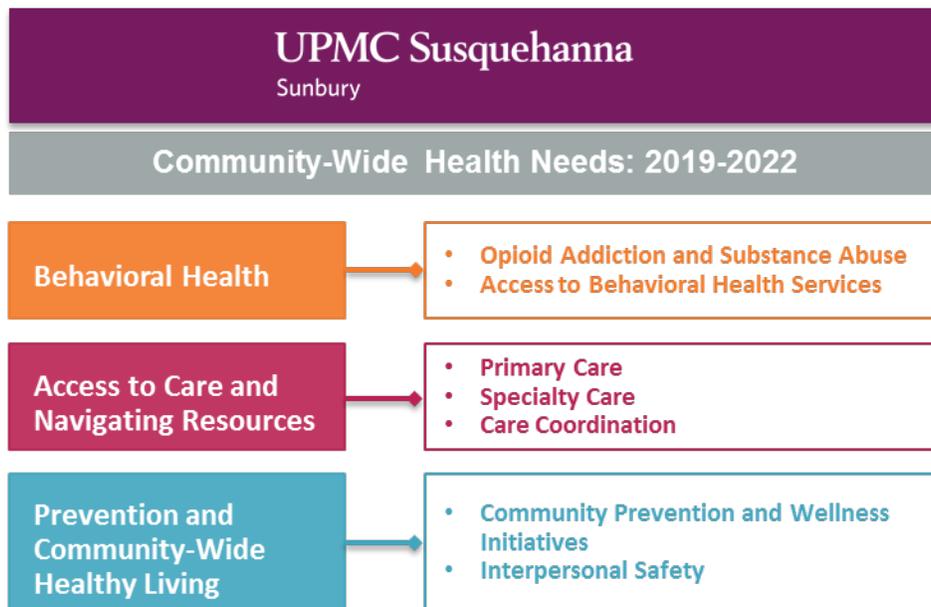
### *Adoption of the Implementation Plan*

On June 5, 2019, the UPMC Susquehanna Sunbury Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Behavioral Health**
- **Access to Care and Navigating Resources**
- **Prevention and Community-Wide Healthy Living**

### *UPMC Susquehanna Sunbury Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Susquehanna Sunbury plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Susquehanna Sunbury is dedicated to establishing efforts to support the community’s needs relating to behavioral health and substance use. The hospital works with other community organizations to enhance behavioral health care in the area and supports innovative programs to help individuals with substance use disorders, including a warm hand-off program that connects patients from the Emergency Department to treatment and recovery resources in the community.

| <b>Behavioral Health</b>                  |  |   |
|---|--|---|
|   | <b>Opioid Addiction and Substance Abuse</b>  | <b>Access to Behavioral Health Service</b>  |
| <b>Intended Actions</b>                   | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Continue to use and enhance Prescription Drug Monitoring Program</li> <li>• Collaborate with Northumberland County and the state of Pennsylvania to share best practices</li> <li>• Increase access to behavioral health specialists</li> </ul> | Implement initiatives to have ongoing, open access to behavioral health services. <ul style="list-style-type: none"> <li>• Continue to use and enhance consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expand telemedicine services</li> </ul> |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Establish Addiction Medicine Department</li> <li>• Open Medical Detox Unit</li> <li>• Prescription drug monitoring program</li> <li>• Access to certified recovery specialists</li> <li>• Pain medication and addiction education</li> </ul>  | <ul style="list-style-type: none"> <li>• Consult model</li> <li>• Continue ongoing collaboration with local health department to develop a warm hand-off program</li> <li>• Offer career paths to increase the number of behavioral health specialists</li> <li>• Expansion of behavioral health services in primary care offices and outreach locations</li> </ul>   |
| <b>Target Population</b>                  | General community  | General community   |
| <b>Anticipated Impact Three-Year Goal</b> | Improve awareness of and access to services to support people with substance use disorders   | Improve awareness of and access to behavioral health services   |
| <b>Planned Collaborations</b>             | White Deer Run Treatment Network, Northumberland County Drug, Alcohol & Mental Health  |   |

*Addressing Access to Care and Navigating Resources*

UPMC Susquehanna Sunbury is dedicated to addressing access and navigating resources in the community.

**Access to Care and Navigating Resources**

|   | Primary Care  | Specialty Care  | Care Coordination  |
|---|---|---|--|
| <b>Intended Actions</b>                   | Identify and develop best practices to meet the primary care needs in the community. <ul style="list-style-type: none"> <li>• Explore expansion strategies to increase access to primary care services</li> </ul>   | Develop strategies to improve specialty and subspecialty care access in the community. <ul style="list-style-type: none"> <li>• Explore telehealth opportunities and innovative ways to deliver care</li> </ul> | Develop strategies to improve care coordination with a dedicated focus on transportation access. <ul style="list-style-type: none"> <li>• Work with rabbittransit on improvement of transportation for health care services</li> <li>• Nurse navigators to follow UPMC <i>for Life</i> patients after discharge</li> </ul> |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Extended office hours</li> <li>• Walk-in service</li> <li>• 24-hour nurse triage</li> <li>• Promote access to providers through use of UPMC AnywhereCare</li> <li>• Explore opening of urgent care clinic</li> <li>• Add services in Lewisburg and Selinsgrove</li> </ul> | <ul style="list-style-type: none"> <li>• Physician recruitment</li> <li>• Telemedicine appointments</li> <li>• Add services in Lewisburg and Selinsgrove</li> </ul>   | <ul style="list-style-type: none"> <li>• Transportation voucher program with rabbittransit</li> <li>• Expansion of Ambulatory Nurse Care program</li> </ul>  |
| <b>Target Population</b>                  | General community   | General community   | General community  |
| <b>Anticipated Impact Three-Year Goal</b> | Improve access to primary care  | Improve access to specialty care  | Improve education for and promotion of transportation options to help in the barrier to accessing care   |
| <b>Planned Collaborations</b>             | Greater Susquehanna Valley YMCA, Central Susquehanna Intermediate Unit, Susquehanna University, Sunbury Revitalization, Susquehanna Valley CASA, rabbittransit, UPMC Health Plan, Family Practice Center, local school districts and library  |   |  |

*Addressing Prevention and Community-Wide Healthy Living*

UPMC Susquehanna Sunbury will address preventive health and wellness through a wide array of programs, including community education events, health screenings, and wellness programs, in partnership with local community agencies, businesses, and schools. To help improve community health, the hospital is launching new initiatives, Spirit of Women and Age Well, which will focus on health and wellness education for women and older adults in the community.

| <b>Prevention and Community-Wide Healthy Living</b> |  |   |
|---|--|---|
|   | <b>Community Prevention and Wellness Initiatives</b>   | <b>Interpersonal Safety</b>   |
| <b>Intended Actions</b>                             | Collaborate with local partners on health and wellness initiatives in Northumberland County. Dedicated efforts include targeting women, seniors, and employees. <ul style="list-style-type: none"> <li>• Promote routine cancer screenings for breast, colon, and lung cancer</li> <li>• Work with local partners on health and wellness initiatives in Lycoming County</li> <li>• Develop and enhance programs dedicated to women’s health</li> </ul>   | Increase awareness of gun violence and trauma deaths. <ul style="list-style-type: none"> <li>• Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives</li> </ul> |
| <b>Programs</b>                                     | <ul style="list-style-type: none"> <li>• Preventive screening initiatives</li> <li>• Cancer awareness, education, and outreach</li> <li>• Trauma education</li> <li>• Community education about fitness and nutrition</li> <li>• Spirit of Women, a membership program that addresses health and wellness needs for women</li> <li>• Age Well, an affinity program that addresses health and wellness needs for seniors</li> <li>• Healthy Partners, a workplace wellness program that targets workforce health improvement</li> <li>• Sunbury Community Advisory Council</li> </ul> | Stop the Bleed  |
| <b>Target Population</b>                            | General community, women, seniors  | General community   |
| <b>Anticipated Impact Three-Year Goal</b>           | Improve community health and better manage chronic diseases  | Raise awareness of gun violence and educate the community about how to respond to a mass casualty event   |
| <b>Planned Collaborations</b>                       | Greater Susquehanna Valley YMCA, Central Susquehanna Intermediate Unit, Susquehanna University, Sunbury Revitalization, Susquehanna Valley CASA, Stop the Bleed, Greater Susquehanna Valley Chamber of Commerce, local school districts and library  |   |

# Community Health Improvement Progress and Plans

*2016 - 2019 Progress Reports and  
2019 - 2022 Implementation Plans*



**UPMC | COLE**

## Caring for the Community

UPMC Cole is a progressive rural, nonprofit health care provider in northcentral Pennsylvania. Since opening its door in 1967, UPMC Cole has provided patients and the communities it serves with high-quality, personalized health care. As a community hospital, UPMC Cole provides a comprehensive system of high-quality health care through caring, efficient, trusted, responsive, and courteous service every day. The system now consists of UPMC Cole, the Cole Memorial Medical Group and clinics, Home Health and Hospice, Skilled Nursing and Rehabilitation, the Patterson Cancer Center, and multiple specialties.



| VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                 |
|-----------------------------------|--------|--|-----------------|
| Licensed Beds                     | 25     | Employees                                    | 824             |
| Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$139.6 million |
| Emergency Dept. Visits*           | 92,484 |  |                 |
| Total Surgeries*                  | 18,854 |  |                 |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

### Addressing the Community's Significant Health Needs

When the Fiscal Year 2016 CHNA was conducted, UPMC Cole affirmed the following significant health needs:

- Obesity, Physical Activity, and Nutrition
- Mental Health
- Substance Use Disorder

**OBESITY, PHYSICAL ACTIVITY, AND NUTRITION**

**MENTAL HEALTH**

**SUBSTANCE USE DISORDER**

**GOAL**

**Enhance the culture of health for our communities by promoting good nutrition, regular physical activity, and healthy lifestyles through education, policy, and environment**

**STRATEGY**

**The hospital is taking a comprehensive approach to address obesity, encourage increased physical activity, and educate the community about healthy eating**

**ACTIONS:**

- ✓ Decrease the percentage of adults and children who meet the criteria for overweight and obesity.
- ✓ Increase access and promote fruits and vegetables through a variety of outreach efforts such as gardens, farms, home and school programs, farmers’ markets, and local grocery stores.
- ✓ Increase opportunities for and engagement in physical activity.



**PROGRAMS:**

Obesity

- Healthy cooking classes
- Healthy Habits for Life
- Workplace Wellness
- Link with Penn State Extension

Physical Activity

- Guided hikes
- Workplace Wellness
- Everybody Walk PA
- Running clubs
- 4-H clubs

Nutrition

- Local farmers’ markets
- “How to Make a Meal” class with Penn State Extension
- Healthier drink and food options at local school districts

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**



**500**  
 Participants in Physical Activity and Nutrition Programs



**9**  
 School Districts Implemented Healthier Food and Drink Options



**67**  
 Patients Seen to Develop Weight Loss Strategies and Manage Chronic Disease

## PROGRAM HIGHLIGHTS:

### *Helping to Reduce Obesity Rates*

Over the last three years, UPMC Cole has continued its efforts to address obesity through initiatives that aim to decrease the percentage of community residents who are overweight or obese. Since 2016, the hospital has:

- Worked with the Northern Tier Community Health Collaborative to develop a resource guide that identifies community resources for adults and children for healthy eating and activity choices.
- Implemented programs that reach parents and children to improve nutrition and/or physical activity levels at home, as well as at school. In 2017, approximately 500 parents and children participated in these programs.
- Continued to help revise and expand school policies that have a strong focus around nutrition and physical activity. The policies will be piloted with one school district and implemented in at least three additional local school districts.
- Provided nutrition counseling in its primary care settings through the Cole Memorial Medical Group. In the first six months, 67 patients were seen to develop weight loss strategies and manage chronic diseases.
- Collaborated with six employers to offer wellness and preventive services for their employees.
- Linked with Penn State Extension on programs such as “Mediterranean Diet” and “Everybody Walk PA.”
- Implemented Healthy Habits for Life at Cole Memorial Medical Group’s Coudersport pediatric office.

### *Encouraging People to Be More Active*

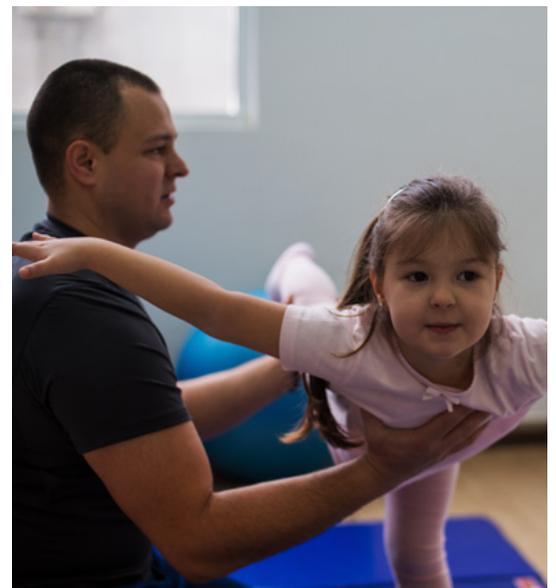
The hospital is working to provide and promote affordable and accessible opportunities, such as parks, trails, fitness events, and recreational facilities, to help children and adults be physically active. Over the last three years, UPMC Cole has:

- Worked with six school districts and community organizations to incorporate physical activity into the school culture.
- Encouraged people to learn about alternative transportation and recreation options, such as walking and bicycling.
- Explored the idea of using virtual fitness at local wellness centers to make fitness more accessible for individuals.
- Partnered with the Department of Conservation and Natural Resources (DCNR) to promote outdoor recreational activities, such as “Winter Outings,” and encourage people to be more active at various local state parks.
- Promoted approximately 10 after-school programs, including 4-H Club, Running Club, and Family Fitness Programming — in conjunction with the Northern Tier Community Health Collaborative.

### *Promoting Healthy Food Choices*

In 2016, UPMC Cole set a goal to increase the percentage of community residents who reported eating at least five servings of fruits and/or vegetables from 21 percent in August 2015 to 23 percent by June 2019. The hospital has met this goal through diverse efforts:

- Promoted fruits and vegetables through a variety of outreach efforts, such as community gardens, farms, home and school programs, farmers’ markets, and local grocery stores.
- Offered educational activities to learn more about healthy eating, such as the Whole Share Program and “How to Make a Meal,” in partnership with Penn State Extension.
- Implemented healthier drink and food options at vending machines in nine schools.



## COMMUNITY PARTNERS:

Cole Memorial Medical Group, Penn State Extension, Northern Tier Community Health Collaborative, Department of Conservation and Natural Resources (DCNR), local school districts

**GOAL**

**Educate the community and improve access to integrated and holistic behavioral health care**

**STRATEGY**

**The hospital takes a comprehensive approach to address behavioral health by raising awareness of needs and increasing access to available resources**

**ACTIONS:**

- ✓ Collaboratively raise awareness of mental health issues through multimedia and other shared communication outlets.
- ✓ Raise legislative awareness regarding mental health.
- ✓ Maintain the number of poor mental health days in Cameron (4.0), McKean (4.1), Potter (4.1), and Tioga (4.1) counties to continue the alignment of the state rate of 4.1.
- ✓ Increase awareness of psychological distress symptoms and risk factors for suicide in the counties the hospital serves.
- ✓ Increase access to educational programs about suicide risk for all community residents.



**PROGRAMS:**

- Mental Health First Aid
- Mental Health Resource Booklet
- Paper Tigers
- Rachel's Challenge

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**



**5**  
Suicide Prevention  
Community Events  
Hosted



**2,000**  
Students Educated  
about Suicide  
Prevention



**1,844**  
Patients  
Received  
Counseling  
Services

## PROGRAM HIGHLIGHTS:

### *Fighting the Mental Health Stigma*

Over the past three years, UPMC Cole has remained committed to educating the community about mental health issues through a range of communication outlets, including:

- **Social Media:** Mental Health Services, such as counseling services, have been promoted through social media.
- **Brochures:** In partnership with the Northern Tier Community Health Collaborative, the hospital helped develop and distribute a resource guide that highlights local mental health services.
- **Community Events:** In partnership with local agencies, the hospital provided informational materials at a wide range of community events, such as a 5K run, library events, movie night, Paper Tigers documentary, Maple Festival, and Family Fun Fair.
- **Training Sessions:** The hospital continues to endorse training events for various community members. For instance, the hospital encourages department managers and staff to participate in Mental Health First Aid, a national program to teach skills needed to respond to the signs of mental illness and substance use.
- **Paper/Online Resource List:** The hospital developed a resource list that includes all local mental health services to help community members better navigate treatment and support services.



### *Integrating Primary Care and Behavioral Health Services*

Cole Memorial Medical Group and Dickinson Center, Inc. evaluated the need to bring primary care services to the mental health setting. Telepsychiatry services were added to support the primary care network, with 207 adults and children seen in 2017. Licensed social workers provided counseling services in four locations and provided 1,844 visits in 2017.

### *Raising Awareness about Suicide Risk Factors*

The hospital is working with local partners to help educate the community about suicide prevention, focusing on adolescents and seniors. Since 2016, the hospital has:

- Examined differences in suicide rates by county.
- Encouraged suicide prevention education at five schools, reaching approximately 2,000 students.
- Utilized social media and public service announcements to educate community members about suicide prevention.
- Increased suicide prevention education at five events, such as walks, runs, and fairs, reaching approximately 500 individuals.

## COMMUNITY PARTNERS:

Northern Tier Community Health Collaborative, Cole Memorial Medical Group, Dickinson Center, Inc., local school districts

**GOAL**

**Reduce and raise awareness regarding substance use**

**STRATEGY**

**The hospital is addressing substance use through educational programs in the community, such as trainings and outreach efforts**

**ACTIONS:**

- ✓ Promote public education and awareness for preventing prescription drug and opioid misuse, abuse, and overdose.
- ✓ Reduce access to prescription drugs for misuse and abuse.
- ✓ Using network partners, develop a group of experienced grant writers to look for funding for identified priorities.
- ✓ Establish a method of determining the health literacy of community residents.



**PROGRAMS:**

- STOP Campaign Program
- Roadmap of available resources
- Narcan training
- SBIRT Screening
- Health Literacy Assessment

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**



**30**  
Organizations Received a Roadmap of Local Substance Abuse Resources



**8**  
Narcan Trainings Offered



**300**  
Participants in Health Literacy Education

## PROGRAM HIGHLIGHTS:

### *Increasing Access to Resources and Support for Substance Use Disorder*

UPMC Cole is committed to ensuring that area residents will have access to the best practices in screening, support, and treatment for substance use disorders in order to achieve and maintain optimal health outcomes. Hospital progress over the last three years include:

- **Developed Informational Resources:** In partnership with the Northern Tier Community Health Collaborative, the hospital helped distribute information about overdose prevention, educational materials, and fact sheets across the region — including the STOP Campaign initiative. The Northern Tier Community Health Collaborative also developed a “roadmap” of available substance abuse services and supports and distributed this information to more than 30 community organizations.
  - » Collaborated with Law Enforcement Regarding Substance Use: The Northern Tier Community Health Collaborative Substance Abuse Workgroup teamed up to promote public education, awareness, and prevention of prescription drug and opioids.
  - » Naloxone Training: One of the workgroup’s initiatives included providing Naloxone training to 17 individuals in McKean County, the Potter County Borough police, and to school nurses in the region.
- **Concerned Law Enforcement Against Narcotics C.L.E.A.N.:** The C.L.E.A.N. protocol is being enacted in association with UPMC Cole and Potter County’s Drug and Alcohol Abuse Services and comes with overwhelming support from state and municipal police across the county. This protocol focuses on rehabilitating drug abusers, allowing them to seek help from police by reporting addiction and to turn over drug paraphernalia without fear of prosecution.
- **Supported Collaborative Drug Disposal Efforts:** The hospital continues to encourage and support the Potter County Drug and Alcohol Program with its ongoing placement of additional drug disposal drop boxes and to provide educational training and materials to dispensers and prescribers. In 2016, a grant secured through the Pennsylvania District Attorney’s Association supported “Prescription Drug Take Back” boxes at four locations in Potter County. This effort helps to stop prescription drug abuse by removing potentially addictive medications from homes that might be stolen and/or misused. During the first year of the program, 160 pounds of medications were collected locally.
- **Implemented Narcan Training Across the Region:** In 2017, UPMC Cole’s pharmacy was named Potter County’s Centralized Coordinating Entity (CCE) to distribute Naloxone kits to first responders. Twenty-five kits have been distributed to first responders and school districts, and eight training sessions have been provided.
- **Substance Use Disorder Screening:** The hospital developed a plan to implement universal substance use disorder screening in the primary care network.



### *Improving Health Literacy*

UPMC Cole is working to improve health literacy and increase community understanding of basic health information and services that are needed for informed health decision-making. Over the past three years, the hospital has:

- Developed an organizational assessment and a Health Literacy Tool Kit, in partnership with the Health Literacy Coalition in Warrendale.
- Provided employee and community-based education to more than 300 individuals.
- Developed a staff education module to be completed annually.

## COMMUNITY PARTNERS:

Northern Tier Community Health Collaborative, Health Literacy Coalition, school nurses, Potter County Borough Police

## UPMC Cole Is Addressing High Priority Health Issues:

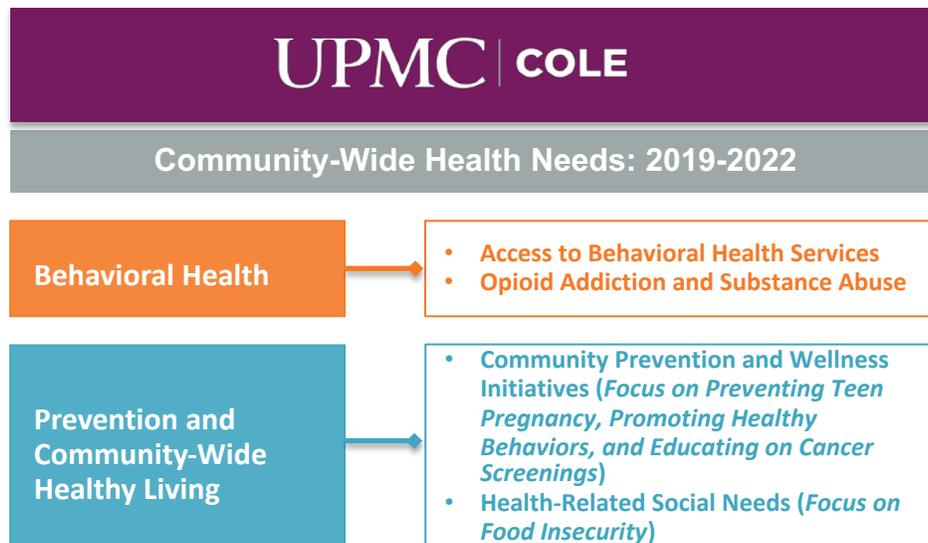
### *Adoption of the Implementation Plan*

On June 19, 2019, the UPMC Cole Board of Directors adopted an implementation plan to address the significant health needs identified:

- Behavioral Health
- Prevention and Community-Wide Healthy Living

### *UPMC Cole Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Cole plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Cole is dedicated to maintaining and expanding its efforts to support the community’s needs relating to behavioral health, including substance use disorder. UPMC Cole works with other community organizations to enhance behavioral health care in the area.

| Behavioral Health                         |  |  |
|---|--|--|
|   | Access to Behavioral Health Services   | Opioid Addiction and Substance Abuse   |
| <b>Intended Actions</b>                   | Take a comprehensive approach to address behavioral health access in the community. <ul style="list-style-type: none"> <li>• Raise awareness of and increase services for behavioral health issues</li> <li>• Increase awareness of and access to educational programs about suicide risk for all community residents</li> <li>• Improve access to mental health providers</li> </ul>  | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Promote public education and awareness to help prevent prescription drug and opioid misuse, abuse, and overdose</li> <li>• Reduce access to prescription drugs for misuse and abuse</li> </ul>  |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Mental Health First Aid Training</li> <li>• Multimedia initiative to raise awareness of behavioral health (e.g. social media, educational outreach events, training sessions)</li> <li>• Suicide prevention initiatives (e.g., educational conferences and seminars at local school districts)</li> <li>• Develop and implement an outpatient behavioral health service line</li> </ul> | <ul style="list-style-type: none"> <li>• Enhance and expand Addiction Medicine service line</li> <li>• Campaigns to promote awareness of substance use and available resources (e.g., STOP Campaign Program, roadmap of available resources)</li> <li>• Continue to promote Narcan training and Prescription Drug Take-Back initiatives</li> </ul> |
| <b>Target Population</b>                  | General community  | General community  |
| <b>Anticipated Impact Three-Year Goal</b> | Improve awareness of and access to behavioral health services  | Improve awareness of and access to services to support people with substance use disorders   |
| <b>Planned Collaborations</b>             | Northern Tier Community Health Collaborative, Cole Memorial Medical Group, Dickinson Center, Inc., local school districts, school nurses, local government   |  |

*Addressing Prevention and Community-Wide Healthy Living*

UPMC Cole will address preventive health and wellness through customized programming and community education. The hospital will dedicate efforts around food insecurity and addressing teen pregnancy. UPMC Cole will advance prevention initiatives by leveraging strong community partnerships, such as with the Northern Tier Community Health Collaborative. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

| Prevention and Community-Wide Healthy Living |  |   |
|--|--|---|
|  | Community Prevention and Wellness Initiatives<br>(Focus on preventing teen pregnancy, promoting healthy behaviors and educating on cancer screenings)  | Health-Related Social Needs<br>(Focus on Food Insecurity Initiatives)   |
| <b>Intended Actions</b>                      | <p>Enhance community wellbeing through education, screenings, and promotion of healthy behaviors. Dedicated efforts include targeted interventions to prevent teen pregnancy.</p> <ul style="list-style-type: none"> <li>• Take a comprehensive approach to address the importance of abstinence among female adolescents ages 15-19 in the community                             <ul style="list-style-type: none"> <li>» Reduce pregnancies among adolescent females aged 15-19</li> <li>» Increase the proportion of abstinence among our adolescent female population aged 19 years and under</li> <li>» Engage residents in a community-wide effort to address teen pregnancy</li> <li>» Increase youth access and awareness of reproductive health care services</li> <li>» Increase stakeholder education</li> </ul> </li> <li>• Increase opportunities for and engagement in physical activity and healthy nutrition</li> <li>• Continue to enhance methods of determining and addressing health literacy needs in the community</li> <li>• Address access to cancer early detection screenings and treatment</li> </ul> | <p>Promote healthy diets and weight through education, screenings, and customized programming to help increase food security in households. Dedicated efforts include targeted interventions to combat food insecurity.</p> <ul style="list-style-type: none"> <li>• Address very low food security among children</li> <li>• Help reduce household food insecurity</li> <li>• Increase access and promote fruits and vegetables through a variety of outreach efforts, such as gardens, farms, work, and school programs, and local grocery stores</li> <li>• Increase access to food through local area food banks</li> </ul> |

| Prevention and Community-Wide Healthy Living |  |   |
|--|--|---|
| <b>Programs</b>                              | <p>Addressing Teen Pregnancy</p> <ul style="list-style-type: none"> <li>• Provide education and resources to medical suppliers to offer teen-friendly reproductive health care services and education that are easily available</li> <li>• Educate civic/key leaders, parents, adolescents, and other community members about evidence-based strategies to address teen pregnancy and improve adolescent reproductive health.</li> <li>• Raise awareness among community partners about the link between teen pregnancy and social determinants of health</li> <li>• Create a “Roadmap” of services available for community members regarding available services, support groups, and educational classes</li> </ul> <p>Physical Inactivity and Nutrition</p> <ul style="list-style-type: none"> <li>• Physical activity efforts (e.g., guided hikes, Everybody Walk PA, running clubs, 4-H clubs)</li> <li>• Workplace Wellness</li> <li>• Education efforts (e.g., healthy cooking classes, Healthy Habits for Life)</li> <li>• School partnership initiatives (e.g., school policy consultation to promote healthy nutrition and physical activity, healthier drink and food options at local school districts)</li> <li>• Nutrition counseling (Cole Memorial Medical Group)</li> </ul> <p>Health Literacy</p> <ul style="list-style-type: none"> <li>• Development of innovative strategies and initiatives to promote basic literacy in the community (e.g., community and employee education, Health Literacy Toolkit)</li> </ul> <p>Address access to early cancer detection screenings and treatment</p> <ul style="list-style-type: none"> <li>• Recruit specialized staff</li> <li>• Evaluate cancer services and radiation oncology program</li> </ul> | <ul style="list-style-type: none"> <li>• Create a screening tool for providers to use to screen patients to determine if they have experienced food insecurity</li> <li>• Work with local area food banks to refer patients and/or volunteers and donate food items</li> <li>• Work with local school districts to help provide food to children on the weekends to ensure they have adequate food</li> <li>• Partner with local farmers’ markets to promote healthy food options, such as vegetables and fruit</li> <li>• Partner with Penn State Extension to provide low-cost classes to community residents around “How to Make a Healthy Meal” or “How to prepare food on a budget”</li> </ul> |
| <b>Target Population</b>                     | General community, children and adolescents (teens ages 15-19)   | General community, children and adolescents, medically underserved/low-income/minorities  |
| <b>Anticipated Impact Three-Year Goal</b>    | Improve community health, awareness of cancer services, and raise awareness of the importance of abstinence to female adolescents aged 15-19   | Help establish a system to improve community health and reduce food insecurity  |
| <b>Planned Collaborations</b>                | Cole Memorial Medical Group, Penn State Extension, Northern Tier Community Health Collaborative, Department of Conservation and Natural Resources (DCNR), Health Literacy Coalition, Commission on Cancer, UPMC Hillman Cancer Center, local area food banks, local school districts   |   |

# Community Health Improvement Progress and Plans

*2016 – 2019 Progress Reports and  
2019 – 2022 Implementation Plans*



**UPMC Susquehanna**

Soldiers + Sailors

## Caring for the Community

UPMC Susquehanna Soldiers + Sailors is a critical access hospital in Wellsboro, Tioga County, Pennsylvania. The hospital was established in 1924 and named in honor of the residents who served in World War I. In 2012, Laurel Health System — including Soldiers + Sailors Memorial Hospital, The Green Home, and other services — became part of Susquehanna Health. This partnership created an expanded health care delivery system that benefits the entire Tioga-Lycoming region. In 2016, Susquehanna Health affiliated with UPMC to become UPMC Susquehanna.



| VITAL STATISTICS Fiscal Year 2018 |        | JOBS AND STRENGTHENING THE LOCAL ECONOMY     |                |
|-----------------------------------|--------|--|----------------|
| Licensed Beds                     | 25     | Employees                                    | 456            |
| Hospital Patients*                | 21,692 | Total Economic Impact of Hospital Operations | \$94.4 million |
| Emergency Dept. Visits*           | 92,484 |  |                |
| Total Surgeries*                  | 18,854 |  |                |

\* Figures listed are aggregate totals for UPMC hospitals in the five-county region.

### Addressing the Community's Significant Health Needs

When the Fiscal Year 2016 CHNA was conducted, UPMC Susquehanna Soldiers + Sailors affirmed the following significant health needs:

- Primary and Specialty Care Access
- Behavioral Health and Addiction Services
- Health and Wellness Outreach



**GOAL**

**Improve access to primary and specialty services**

**STRATEGY**

**The hospital is taking a multi-pronged approach to expand access to care in Tioga County**

**ACTIONS:**

- ✓ Explore non-traditional strategies to provide access to care.
- ✓ Explore telehealth opportunities and innovative ways to deliver care.
- ✓ Work with the Tioga County Partnership for Community Health on improvement of transportation to health care services.



**PROGRAMS:**

- Free rides for patients
- Same-day appointments
- Urgent Care access
- Specialty access
- Telemedicine appointments

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**

|   |  |   |
|---|--|---|
|  <b>5,136</b><br>Same-Day Appointments |  <b>176</b><br>Rides Home Provided to Hospital Patients |  <b>4</b><br>Telemedicine Services Available |
|---|--|---|

## **PROGRAM HIGHLIGHTS:**

### *Enhancing Access to Care through New Programs*

Over the last three years, UPMC Susquehanna Soldiers + Sailors has implemented several new initiatives to provide access to care and to accommodate patients' urgent needs, including:

- **Rides home from the hospital:** Through the Tioga County Partnership for Community Health, UPMC Susquehanna Soldiers + Sailors received a grant for transportation to provide free rides home from the hospital for patients discharged from the Emergency Department and inpatient units.
- **Expanded access to the Digestive Disease Center:** The hospital also brought new gastrointestinal (GI) services to Wellsboro. Patients can now see a local GI specialist for a range of digestive issues, including colorectal cancer screenings, colon surgery, and digestive and gastrointestinal health problems.
- **Visiting specialties:** To improve access to follow-up appointments, the hospital began a visiting specialties program, which brings cardiology and Ear, Nose, and Throat (ENT) specialists to Wellsboro, and cardiology, rheumatology, and sports medicine specialists to Mansfield.
- **Telemedicine services:** As an alternative to traveling long distances for appointments, the hospital offers telemedicine visits for burns, psychiatry, stroke, and neurology. The hospital also installed telehealth hardware at UPMC Susquehanna Internal Medicine offices and implemented UPMC AnywhereCare for employees.



## **COMMUNITY PARTNERS:**

Tioga County Partnership for Community Health, Laurel Health Centers/North Penn

**GOAL**

**Increase support for mental health services**

**STRATEGY**

**The hospital is taking a comprehensive approach to address behavioral health needs in Tioga County**

**ACTIONS:**

- ✓ Authorize implementation of Prescription Drug Monitoring Program system-wide.
- ✓ Collaborate with Tioga County officials to share best practices.
- ✓ Increase access to behavioral health specialists.



**PROGRAMS:**

- Prescription Drug Monitoring Program
- Emergency Department warm hand-off program
- Narcan training

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**



**1**  
Behavioral Health Specialist Hired



**12**  
Narcan Trainings Offered

**PROGRAM HIGHLIGHTS:**

*Helping to Reduce the Risk of Opioid Addiction*

Over the last three years, UPMC Susquehanna Soldiers + Sailors has launched several initiatives to address addiction, including:

- Implementing a prescription drug monitoring program.
- Conducting monthly audits to track dispensing of controlled substances.
- Revising orthopedic order sets regarding pain management.
- Identifying and discussing high-risk obstetrics cases during quarterly meetings.
- Promoting the safe disposal of narcotic prescriptions by providing patients with instructions and disposal packets.

*Working Together to Combat Addiction and Strengthen Community Support Systems*

Collaboration is key to creating long-term, sustainable solutions to opioid addiction. The hospital has banded together with local organizations, agencies, schools, and law enforcement. Efforts include:

- Implementing a warm hand-off program through the Emergency Department with Harbor Counseling.
- Partnering with Mountain Laurel Treatment Center in Westfield to provide education about services, including two reserved treatment beds for uninsured patients.
- Offering Narcan training to the community.
- Encouraging the safe disposal of narcotic prescriptions with Drug Take-Back Day.
- Establishing a county-wide meeting to address issues related to drug-endangered children.
- Working with the Wellsboro Police Department to explore a “Bigs in Blue” program, which connects youth and police through mentoring.
- Partnering with Mansfield University to explore an associate degree program in substance abuse counseling.
- Collaborating with the Tioga County Department of Human Services to complete the 2018-2019 needs assessment.
- Exploring options for opioid response funding for a critical access hospital, through the Federal Office of Rural Health.
- Creating the Tioga County Opioid Coalition through the merger of the Drug and Alcohol Planning Council and the Tioga County Partnership, to help expand membership.
- Exploring the development of an Asa’s Place site to treat infants born dependent on illicit drugs (i.e. neonatal abstinence syndrome).



*Removing Barriers to Treatment*

The hospital is increasing access to behavioral health specialists with a new Addiction Medicine service line, an additional psychiatric nurse practitioner, and promoting licensed social worker (LSW) credits through a counselor position at Laurel Behavioral Health’s Wellsboro office.

**COMMUNITY PARTNERS:**

Tioga County Opioid Coalition, Mansfield University, Laurel Behavioral Health, Tioga County Department of Human Services, Wellsboro Police Department, school districts, Laurel Health Centers/North Penn, Penn State University, Asa’s Place, Wellsboro Home Page Network

**GOAL**

**Promote preventive health and wellness programs**

**STRATEGY**

**The hospital is collaborating with local partners on health and wellness initiatives in Tioga County**

**ACTIONS:**

- ✓ Promote routine cancer screenings for breast, colon, and cervical cancer.
- ✓ Collaborate with the PA Department of Health and Tioga County Partnership for Community Health to establish more health screenings and community events.
- ✓ Continue to partner with River Valley Regional YMCA in Mansfield and Wellsboro Parks and Recreation to support healthy programs for both children and adults.
- ✓ Continue to grow and expand the Spirit of Women program throughout the northern tier.



**PROGRAMS:**

- Breast Health Navigator
- Flu shot education
- Spirit of Women

**PROGRESS:**

**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (EST. ANNUAL TOTALS)**



**702**  
People Received Flu Shots



**832**  
Participants in Spirit of Women Event

## **PROGRAM HIGHLIGHTS:**

### *Focusing on Preventive Care in the Community*

Collaboration is key to creating long-term, sustainable solutions to opioid addiction. The hospital has banded together with local organizations, agencies, schools, and law enforcement. Efforts include:

- Implemented 3D mammography
- Recruited a breast health navigator
- Provided flu shot education in both inpatient and outpatient settings

### *Helping Kids Stay Active during the Summer*

UPMC Susquehanna Soldiers + Sailors offers scholarships to community members for YMCA summer day camps where children go on field trips, shoot hoops, swim, make new friends, and learn leadership skills. This effort helps Tioga County youth reach their full potential physically, mentally, and emotionally.

### *Empowering Women to Take Control of Their Health*

UPMC Susquehanna's Spirit of Women program hosts fun, educational events throughout the year in both Tioga and Lycoming counties, including Girls' Night Out and Day of Dance. Members receive a monthly newsletter, invitations to special events, free wellness screenings, and health tips. The hospital's Spirit of Women program is about motivating and inspiring women to make positive changes in their lives — mind, body, and spirit.



## **COMMUNITY PARTNERS:**

PA Department of Health, Tioga County Partnership for Community Health, River Valley Regional YMCA, Wellsboro Parks and Recreation Department

## UPMC Susquehanna Soldiers + Sailors Is Addressing High Priority Health Issues:

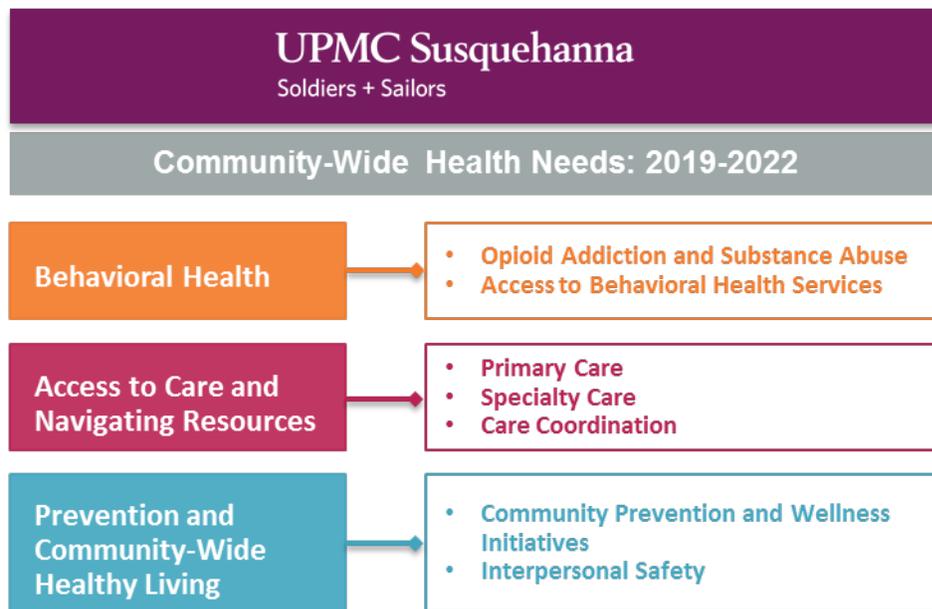
### *Adoption of the Implementation Plan*

On May 28, 2019, the UPMC Susquehanna Soldiers + Sailors Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Behavioral Health**
- **Access to Care and Navigating Resources**
- **Prevention and Community-Wide Healthy Living**

### *UPMC Susquehanna Soldiers + Sailors Is Leveraging UPMC and Community Resources*

By providing a comprehensive suite of programs, UPMC Susquehanna Soldiers + Sailors plays an important role in addressing the community health needs that were identified in the recent Community Health Needs Assessment. The hospital will support the priority areas with internal resources, through grants, and by strengthening collaborations with numerous community partners.



*Addressing Behavioral Health*

UPMC Susquehanna Soldiers + Sailors is dedicated to maintaining and expanding its efforts to support the community's needs relating to behavioral health and substance use. The hospital works with other community organizations to enhance behavioral health care in the area. UPMC Susquehanna Soldiers + Sailors supports innovative programs to help individuals with substance use disorders, including the development of an Addiction Medicine service line to provide comprehensive services to the community, and the implementation of a warm hand-off program, which helps connect patients in the Emergency Department to community resources.

| <b>Behavioral Health</b>                  |  |  |
|---|--|--|
|   | <b>Access to Behavioral Health Services</b>  | <b>Opioid Addiction and Substance Abuse</b>  |
| <b>Intended Actions</b>                   | Take a comprehensive approach to addressing behavioral health. <ul style="list-style-type: none"> <li>• Increase awareness of behavioral health services</li> <li>• Expand access to behavioral health services</li> </ul>   | Create programming to stem addiction and substance use. <ul style="list-style-type: none"> <li>• Continue to use and enhance Prescription Drug Monitoring Program</li> <li>• Collaborate with Tioga County to share best practices</li> <li>• Increase access to behavioral health specialists</li> </ul>  |
| <b>Programs</b>                           | <ul style="list-style-type: none"> <li>• Behavioral health specialist recruitment</li> <li>• Integrate behavioral health specialists into community settings (e.g., behavioral health counselors in community health centers, outreach and enrollment coordinator in Laurel Health Centers)</li> <li>• Education for students and school staff to raise awareness of mental health support services available locally</li> </ul> | <ul style="list-style-type: none"> <li>• Enhance and expand Addiction Medicine service line</li> <li>• Prescription Drug Monitoring Program</li> <li>• Drug Take-Back Day</li> <li>• Emergency Department warm hand-offs</li> <li>• Narcan training/partnerships with local agencies</li> <li>• Community outreach, education, and coordination initiatives</li> <li>• Opioid response funding</li> <li>• Explore opportunities to partner with Asa's Place to treat infants identified with neonatal abstinence syndrome (NAS)</li> <li>• Participate in county and local task forces to collaborate to stem addiction in the community (e.g., Tioga County Drug Task Force, Tioga County Opioid Coalition, Laurel Health Centers Opioid Task Force, county task force for drug endangered children)</li> <li>• Crisis Intervention/Incident Management team</li> </ul> |
| <b>Target Population</b>                  | General community  | General community  |
| <b>Anticipated Impact Three-Year Goal</b> | Increase awareness of and access to behavioral health resources  | Improve awareness of and access to services to support people with substance use disorders   |
| <b>Planned Collaborations</b>             | Tioga County Opioid Coalition, Mansfield University, Mountain Laurel Treatment Center, Tioga County Department of Human Services, Wellsboro Police Department, school districts, Laurel Health Centers/ North Penn, Penn State University, Asa's Place   |  |

*Addressing Access to Care and Navigating Resources*

UPMC Susquehanna Soldiers + Sailors will continue to address access to care and navigating resources in the community. Dedicated efforts include increasing access to primary care services, exploring innovative models (e.g., telehealth) to bring world-class specialty care to the community, and providing transportation assistance in partnership with local organizations.

| <b>Access to Care and Navigating Resources</b> |  |   |  |
|--|--|---|--|
|  | <b>Primary Care</b>  | <b>Specialty Care</b>   | <b>Care Coordination</b>   |
| <b>Intended Actions</b>                        | Identify and develop best practices to meet the primary care needs in the community. <ul style="list-style-type: none"> <li>• Explore multiple strategies to provide access to primary care</li> </ul> | Develop strategies to improve specialty and subspecialty care access in the community. <ul style="list-style-type: none"> <li>• Explore telehealth opportunities and innovative ways to deliver care</li> <li>• Partner with Penn State SAFE-T Center to assist with professional evaluations of sexual assault victims</li> </ul>  | Develop strategies to improve care coordination with a dedicated focus on transportation access. <ul style="list-style-type: none"> <li>• Work with Tioga County Partnership for Community Health on improvement of transportation for health care services</li> </ul> |
| <b>Programs</b>                                | <ul style="list-style-type: none"> <li>• Same-day appointments</li> <li>• Urgent Care</li> <li>• Physician recruitment</li> </ul>  | <ul style="list-style-type: none"> <li>• Physician recruitment (e.g., hand specialists)</li> <li>• Telemedicine appointments - neurology, behavioral health (child psychiatrist).</li> <li>• SAFE-T</li> <li>• Visiting specialists</li> <li>• Care coordinators/nurse navigator</li> <li>• Stroke designation</li> <li>• Development of new services (e.g., Parkinson's Big and Loud Program, pelvic floor)</li> </ul> | <ul style="list-style-type: none"> <li>• Transportation efforts (e.g., free rides for patients)</li> <li>• Explore opportunities to partner with North Penn nurse navigator initiative to promote smooth care transitions post-inpatient admission</li> </ul>          |
| <b>Target Population</b>                       | General community  | General community   | General community  |
| <b>Anticipated Impact Three-Year Goal</b>      | Improve access to primary care   | Improve access to specialty care  | Help remove transportation as a barrier to accessing care  |
| <b>Planned Collaborations</b>                  | Tioga County Partnership for Community Health, Laurel Health Centers/North Penn  |   |  |

*Addressing Prevention and Community-Wide Healthy Living*

UPMC Susquehanna Soldiers + Sailors will address preventive health and wellness through an extensive suite of programs. Dedicated efforts include a focus on senior health, through initiatives such as the new Age Well program, and employee wellness through the Healthy Partners program. The hospital will continue to leverage strong community partnerships with the local YMCA, the Tioga County Partnership for Community Health, and other local organizations to promote and sustain healthy behaviors in the community.

**Prevention and Community-Wide Healthy Living**

|                         | <b>Community Prevention and Wellness Initiatives</b>  | <b>Interpersonal Safety</b>   |
|-------------------------|---|---|
| <b>Intended Actions</b> | <p>Enhance community wellbeing through education, screenings, and promotion of healthy behaviors. Dedicated efforts include targeting seniors, local employees, and women and infants.</p> <ul style="list-style-type: none"> <li>• Develop and launch the Age Well initiative, which targets senior health and wellness</li> <li>• Collaborate with local employers and UPMC WorkPartners to promote employee health and wellness across the region</li> <li>• Promote routine cancer screenings and other preventive immunizations (flu shots)</li> <li>• Collaborate with the PA Department of Health and Tioga County Partnership for Community Health to establish more health screenings and community events</li> <li>• Leverage partnerships with River Valley Regional YMCA and Wellsboro Parks and Recreation Department to further support health and wellness programs for both children and adults</li> <li>• Continue to offer and promote Spirit of Women program</li> </ul> | <p>Increase awareness of gun violence and trauma deaths.</p> <ul style="list-style-type: none"> <li>• Leverage partnerships to develop programming and training to empower individuals to act quickly and save lives</li> </ul> |

| <b>Prevention and Community-Wide Healthy Living</b> |  |   |
|---|--|---|
| <b>Programs</b>                                     | <p>Senior Health</p> <ul style="list-style-type: none"> <li>• Conceptualize and launch the Age Well program</li> </ul> <p>Employee Health and Wellness</p> <ul style="list-style-type: none"> <li>• Healthy Partners workplace wellness program</li> </ul> <p>Cancer Prevention, Screenings, and Support</p> <ul style="list-style-type: none"> <li>• Breast Health Navigation Program</li> <li>• Cancer support group</li> <li>• Cancer screenings (breast, colon, cervical cancer)</li> </ul> <p>General Prevention, Support, and Community Outreach</p> <ul style="list-style-type: none"> <li>• Chronic disease educational efforts (e.g., flu shot education, diabetes education, better breathers)</li> <li>• Health fairs and community outreach (e.g., Halloween Path, Tioga County Fair, Senior Expo)</li> <li>• Community Multi Diagnostic Blood Analysis</li> <li>• Bereavement support group</li> <li>• EMT continuing education classes</li> <li>• Gift of Life Donor Awareness</li> <li>• Efforts to increase physical activity (e.g., Relay for Life, scholarship program for YMCA Summer Day Camp)</li> <li>• Health career fairs to educate youth in health care career opportunities</li> <li>• Nursing employment initiatives (e.g., Nursing Partnerships with Penn College)</li> </ul> <p>Women and Infant Health</p> <ul style="list-style-type: none"> <li>• Spirit of Women</li> <li>• Prenatal classes</li> <li>• Babysitting class</li> </ul> | <p>Stop the Bleed</p>   |
| <b>Target Population</b>                            | General community, seniors, women, children and adolescents  | General community   |
| <b>Anticipated Impact Three-Year Goal</b>           | Improve community health and help manage chronic diseases  | Raise awareness of gun violence and educate the community about how to respond to a mass casualty event |
| <b>Planned Collaborations</b>                       | PA Department of Health, Tioga County Partnership for Community Health, River Valley Regional YMCA, Wellsboro Parks and Recreation Department, Laurel Health Centers/North Penn, UPMC trauma teams, Penn College   |   |



# Appendices

A-D



## APPENDIX A: Secondary Data Sources and Analysis

### Overview:

To identify the health needs of a community, UPMC conducted an analysis of publicly available data. Secondary data — including population demographics, mortality, morbidity, health behavior, and clinical care data — were used to identify and prioritize significant community health needs. Data which informed this CHNA were compiled from a variety of state and national data sources and are reflected in the table below.

Population characteristics, socioeconomic, and health status data were also examined. Community-level data (county-level) were compared to the state, nation, and *Healthy People 2020* benchmarks to help identify key health issues. When available, data specific to low-income individuals, underserved minorities, and uninsured populations were examined. In addition, analysis considered federal designations of Health Professional Shortage Areas (HPSAs) — defined as “designated as having a shortage of primary medical care providers” and Medically Underserved Areas (MUAs) — which may consist of a whole county or a group of contiguous counties, a group of county or civil divisions, or a group of urban census tracts.

### Publicly Available Data and Sources Used for Community Health Needs Assessment

| Data Category          | Data Items                               | Description  | Source       |
|------------------------|--|--|--------------|
| Demographic Data       | Population Change                        | Comparison of total population and age-specific populations in 2000 and 2010 by county, state, and nation. | U.S. Census. |
|                        | Age and Gender                           | Median age, gender, and the percent of Elderly Living Alone by county, state, and nation in 2010.          |              |
|                        | Population Density                       | 2010 total population divided by area in square miles by county, state, and nation.                        |              |
|                        | Median Income/Home Values                | By county, state, and nation in 2010.  |              |
|                        | Race/Ethnicity                           | Percent for each item by county, state, and nation in 2010 or 2015 (when 2010 data was not available).     |              |
|                        | Insurance: Uninsured, Medicare, Medicaid |  |              |
|                        | Female Headed Households                 |  |              |
|                        | Individuals with a Disability            |  |              |
|                        | Poverty                                  |  |              |
|                        | Unemployed                               |  |              |
| No High School Diploma |  |  |              |

| Data Category         | Data Items   | Description   | Source   |  |
|-----------------------|--|---|--|--|
| Morbidity Data        | Adult Diabetes   | 2014-2016 data collected and compared by county, state, and nation.   | PA Department of Health Behavioral Risk Factors Surveillance System; Birth, Death, and Other Vital Statistics. |  |
|                       | Mental Health  |   |  |  |
|                       | Birth Outcomes   |   |  |  |
| Health Behaviors Data | Obesity (Childhood and Adult)  | 2014-2018 data collected and compared by county, state, and nation.   | U.S. Centers for Disease Control and Prevention Behavioral Risk Factors Surveillance System.                   |  |
|                       | Alcohol Use  |   |  |  |
|                       | Tobacco Use  |   |  |  |
|                       | Sexually Transmitted Disease   |   |  |  |
| Clinical Care Data    | Immunization   | 2014-2018 data collected and compared by county, state, and nation.   | PA Department of Health Behavioral Risk Factors Surveillance System.   |  |
|                       | Cancer Screening (Breast/Colorectal)                                       |   |  | U.S. Centers for Disease Control and Prevention Behavioral Risk Factors Surveillance System. |
|                       | Primary Care Physician Data  |   |  |  |
| Benchmark Data        | Mortality Rates, Morbidity Rates, Health Behaviors, and Clinical Care Data | National benchmark goal measures on various topics for the purpose of comparison with current measures for county, state, and nation. | Healthy People 2020.   |  |

In addition, state public health department input and data were obtained and utilized in this community health needs assessment. UPMC relied on publicly available Pennsylvania Department of Health reports accessed both online and via email communication.

**Information Gaps Impacting Ability to Assess Needs Described:**

The best available data were used to obtain the most meaningful comparison and analysis possible. Public data sources, however, are limited by some information gaps, and small sample sizes can represent statistically unreliable estimates.

The community definition hinged at the county level, in part, because the quality and availability of data at this level was generally most comprehensive and allowed for meaningful comparisons with state and national data. Whenever possible, population health data were examined for sub-populations, including low-income, minority, and uninsured populations.

## APPENDIX B: Detailed Community Health Needs Profile

### Population Demographics:

| Characteristics                            | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania | United States |
|--|----------------|-----------------|-----------------------|---------------|--------------|--------------|---------------|
| Area (square miles)                        | 888.0          | 1,228.6         | 458.4                 | 1,081.3       | 1,133.8      | 44,742.7     | 3,531,905.4   |
| Density (persons per square mile)          | 44.2           | 94.5            | 206.2                 | 16.1          | 37.0         | 283.9        | 87.4          |
| Total Population, 2010                     | 39,238         | 116,111         | 94,528                | 17,457        | 41,981       | 12,702,379   | 308,745,538   |
| Total Population, 2000                     | 37,879         | 120,003         | 94,867                | 18,082        | 41,346       | 12,281,054   | 281,424,600   |
| Population Change ('00-'10)                | 1,359          | -3,892          | -339                  | -625          | 635          | 421,325      | 27,320,938    |
| Population % Change ('00-'10)              | 3.6            | -3.2            | -0.4                  | -3.5          | 1.5          | 3.4          | 9.7           |
| <b>Age</b>                                 |                |                 |                       |               |              |              |               |
| Median Age                                 | 38.5           | 41.1            | 43.4                  | 44.9          | 42.4         | 40.1         | 37.2          |
| % <18                                      | 20.7           | 20.9            | 20.6                  | 22.3          | 20.5         | 22.0         | 24.0          |
| % 18-44                                    | 36.9           | 34.2            | 31.5                  | 27.9          | 32.6         | 34.3         | 36.5          |
| % 45-64                                    | 26.2           | 28.5            | 29.4                  | 30.4          | 28.9         | 28.1         | 26.4          |
| % 65+                                      | 16.2           | 16.4            | 18.5                  | 19.4          | 18.0         | 15.4         | 13.0          |
| % 85+                                      | 2.1            | 2.6             | 2.9                   | 2.7           | 2.2          | 2.4          | 1.8           |
| <b>Gender</b>                              |                |                 |                       |               |              |              |               |
| % Male                                     | 49.0           | 49.0            | 49.9                  | 50.0          | 49.0         | 48.7         | 49.2          |
| % Female                                   | 51.0           | 51.0            | 50.1                  | 50.0          | 51.0         | 51.3         | 50.8          |
| <b>Race/Ethnicity</b>                      |                |                 |                       |               |              |              |               |
| % White*                                   | 96.5           | 92.6            | 95.4                  | 98.1          | 97.3         | 81.9         | 72.4          |
| % African-American*                        | 1.6            | 4.5             | 2.0                   | 0.4           | 0.8          | 10.8         | 12.6          |
| % American Indian and Alaska Native*       | 0.1            | 0.2             | 0.2                   | 0.3           | 0.2          | 0.2          | 0.9           |
| % Asian*                                   | 0.5            | 0.6             | 0.4                   | 0.3           | 0.4          | 2.7          | 4.8           |
| % Native Hawaiian/ Other Pacific Islander* | 0.0            | 0.0             | 0.0                   | 0.0           | 0.0          | 0.0          | 0.2           |
| % Hispanic or Latino**                     | 1.1            | 1.3             | 2.4                   | 1.0           | 1.0          | 5.7          | 16.3          |
| % Disability                               | 16.0           | 15.2            | 17.0                  | 18.6          | 14.7         | 13.1         | 11.9          |

\*Reported as single race; \*\*Reported as any race  
Source: U.S. Census, 2010, 2015

**Social and Economic Factors:**

| Characteristics                                  | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania | United States |
|--|----------------|-----------------|-----------------------|---------------|--------------|--------------|---------------|
| Income, Median Household                         | \$38,389       | \$41,037        | \$35,394              | \$39,196      | \$40,630     | \$49,288     | \$50,046      |
| Home Value, Median                               | \$100,700      | \$127,000       | \$100,300             | \$89,600      | \$112,900    | \$165,500    | \$179,900     |
| % No High School Diploma*                        | 13.3           | 11.9            | 15.1                  | 14.5          | 11.4         | 11.6         | 14.4          |
| % Unemployed**                                   | 8.3            | 9.0             | 10.5                  | 8.4           | 8.6          | 9.6          | 10.8          |
| % of People in Poverty                           | 16.9           | 18.0            | 15.1                  | 14.8          | 15.9         | 13.4         | 15.3          |
| % Elderly Living Alone                           | 12.3           | 11.5            | 14.3                  | 12.9          | 12.2         | 11.4         | 9.4           |
| % Female-headed households with own children <18 | 6.1            | 6.4             | 5.8                   | 5.3           | 5.0          | 6.5          | 7.2           |
| <b>Health Insurance</b>                          |                |                 |                       |               |              |              |               |
| % Uninsured                                      | 10.6           | 10.9            | 11.5                  | 10.5          | 13.2         | 10.2         | 15.5          |
| % Medicaid                                       | 12.7           | 15.9            | 17.0                  | 15.9          | 13.0         | 13.1         | 14.4          |
| % Medicare                                       | 12.8           | 11.5            | 13.5                  | 15.4          | 12.6         | 11.2         | 9.3           |

\*Based on those ≥25 years of age; \*\*Based on those ≥16 years and in the labor force  
Source: U.S. Census, 2010, 2015

**Leading Causes of Mortality for the United States Compared to Pennsylvania and the Following Counties:  
Clinton, Lycoming, Northumberland, Potter, and Tioga**

| Causes of Death                             | Clinton County          | Lycoming County         | Northumberland County   | Potter County           | Tioga County            | Pennsylvania            | United States           |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|   | Percent of Total Deaths |
| All Causes                                  | 100.0                   | 100.0                   | 100.0                   | 100.0                   | 100.0                   | 100.0                   | 100.0                   |
| Diseases of Heart                           | 27.9                    | 22.7                    | 23.5                    | 16.7                    | 29.3                    | 24.0                    | 23.1                    |
| Malignant Neoplasms (Cancer)                | 24.7                    | 21.5                    | 23.0                    | 24.5                    | 21.5                    | 21.4                    | 21.8                    |
| Accidents (Unintentional Injuries)          | 6.9                     | 4.3                     | 4.6                     | 7.4                     | 5.5                     | 6.3                     | 5.9                     |
| Chronic Lower Respiratory Diseases          | 5.7                     | 6.5                     | 5.2                     | 7.8                     | 6.9                     | 4.9                     | 5.6                     |
| Cerebrovascular Diseases                    | 4.0                     | 4.5                     | 4.3                     | 4.4                     | 2.5                     | 5.0                     | 5.2                     |
| Alzheimer's Disease                         | 5.9                     | 4.0                     | 4.3                     | 2.0                     | 1.6                     | 3.1                     | 4.2                     |
| Diabetes Mellitus                           | 2.5                     | 3.3                     | 2.3                     | 3.4                     | 3.2                     | 2.7                     | 2.9                     |
| Influenza and Pneumonia                     | 1.2                     | 1.6                     | 2.3                     | 2.5                     | 0.7                     | 1.9                     | 1.9                     |
| Nephritis, Nephrotic Syndrome and Nephrosis | 1.7                     | 1.4                     | 2.5                     | 2.0                     | 2.5                     | 2.1                     | 1.8                     |
| Intentional Self-Harm (Suicide)             | 0.5                     | 1.9                     | 1.0                     | 0.5                     | 1.6                     | 1.5                     | 1.6                     |

Sources: Pennsylvania Department of Health, 2016; National Center for Health Statistics, 2016

*Comparison of Additional Health Indicators for Clinton, Lycoming, Northumberland, Potter, and Tioga Counties to Pennsylvania, United States, and Healthy People 2020*

| Characteristics   | Clinton County | Lycoming County | Northumberland County | Potter County | Tioga County | Pennsylvania | United States | Healthy People 2020 |
|---|----------------|-----------------|-----------------------|---------------|--------------|--------------|---------------|---------------------|
| <b>Morbidity</b>  |                |                 |                       |               |              |              |               |                     |
| Diabetes (%)  | 12.0           | 12.0            | 10.0                  | 12.0          | 12.0         | 11.0         | 10.5          | NA                  |
| Mental Health (Mental health not good $\geq$ 1 day in past month) (%) | 32.0           | 32.0            | 34.0                  | 32.0          | 32.0         | 39.0         | NA            | NA                  |
| Low Birthweight (% of live births)                                    | 6.7            | 8.5             | 7.8                   | 6.4           | 5.5          | 8.2          | 8.2           | 7.8                 |
| <b>Health Behaviors</b>   |                |                 |                       |               |              |              |               |                     |
| Obesity (Adult) (%)   | 33.0           | 33.0            | 32.0                  | 33.0          | 33.0         | 30.0         | 29.9          | 30.5                |
| Childhood Obesity (Grades K-6) (%)                                    | 23.4           | 19.1            | 21.0                  | 22.0          | 20.3         | 16.7         | 17.4          | 15.7                |
| Childhood Obesity (Grades 7-12) (%)                                   | 27.6           | 22.5            | 25.2                  | 24.0          | 26.4         | 19.1         | 20.6          | 16.1                |
| Excessive Alcohol Use (%)   | 15.0           | 15.0            | 18.0                  | 15.0          | 15.0         | 19.0         | 16.9          | 24.2                |
| Current Tobacco Use (%)   | 21.0           | 21.0            | 19.0                  | 21.0          | 21.0         | 18.0         | 17.1          | 12.0                |
| STDs (Gonorrhea per 100,000)*   | 0.0            | 38.6            | 43.5                  | 0.0           | ND           | 111.2        | 297.1         | 251.9               |
| <b>Clinical Care (%)</b>  |                |                 |                       |               |              |              |               |                     |
| Immunization: Ever had a Pneumonia Vaccination (65+) (%)              | 64.0           | 64.0            | 78.0                  | 64.0          | 64.0         | 75.0         | 73.4          | 90.0                |
| <b>Cancer Screening</b>   |                |                 |                       |               |              |              |               |                     |
| Mammography (%)   | NA             | NA              | NA                    | NA            | NA           | 70.5         | 72.5          | 81.1                |
| Colorectal Screening (%)  | NA             | NA              | NA                    | NA            | NA           | 65.3         | 63.5          | 70.5                |
| Primary Care Physician: Population (PCP Physicians/100K Population)   | 53.2           | 69.8            | 41.8                  | 41.0          | 50.1         | 81.2         | 75.8          | NA                  |
| Receive Prenatal Care in First Trimester (%)                          | 67.8           | 77.1            | 71.4                  | 81.5          | 78.4         | 73.8         | 77.1          | 77.9                |

**Sources:**  
 Clinton, Lycoming, Northumberland, Potter, and Tioga County Data: Pennsylvania Department of Health, 2014-2016; Data from Behavioral Risk Factor Surveillance System, 2014-2016; Robert Wood Johnson County Health Rankings & Roadmaps, 2018  
 Pennsylvania Data: Pennsylvania Department of Health, 2016; U.S. Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System, 2016; Robert Wood Johnson County Health Rankings & Roadmaps, 2018  
 U.S. Data: U.S. Centers for Disease Control and Prevention, 2016; Robert Wood Johnson County Health Rankings & Roadmaps, 2018; Healthy People, 2020  
 \*Gonorrhea data: Lycoming County, Potter County, and Pennsylvania rates are per 15-35+ year old women; Clinton County rate is per women 35+ (data for women 15-34 years of age was unavailable due to small sample size); Northumberland County rate is per 15-34 year old women (data for women 35+ years of age was unavailable due to small sample size); Tioga County data was unavailable for all age groups due to small sample size; National and Healthy People 2020 rates are per 15-44 year old women

## APPENDIX C: Input from Persons Representing the Broad Interests of the Community

### *Community Representation and Rationale for Approach:*

UPMC hospitals solicited and took into account input received from individuals representing the broad interests of the community to identify and prioritize significant health needs. Each hospital's community advisory panel consisted of hospital board members, physicians, hospital leadership, and community members. Community members were leaders of organizations that represented different patient constituencies and medically underserved, low-income, and minority populations and were invited to participate to ensure that a wide range of community interests were engaged in identifying community health needs. Organizations serving the medically underserved were well represented on the panels. In addition to hospital panels, the CHNA also included a system-wide panel consisting of health departments, mental health service providers, philanthropies, and other agencies providing health services not linked to particular hospitals.

Community survey responses were analyzed at the local hospital level, the regional level, and at the system-wide level in collaboration with the University of Pittsburgh's Graduate School of Public Health. Further analyses disaggregated ratings to confirm that they were stable across different stakeholders.

The panels ensured that a wide variety of constituencies had an opportunity to weigh in on hospital community health priorities. Use of advisory panels and a survey explicitly assessing the continuing relevance of prior health priorities offers a number of advantages:

- **It explicitly assesses stability/change of community health needs, while allowing participants an opportunity to consider new health priorities.**
- **It uses the same measures to assess importance, impact, and hospital ability to address health priorities, which will allow tracking over time.**
- **It elicits perceptions of a broad and inclusive list of hospital and community leaders, who in turn represent a broad group of constituents.**
- **It allows assessment of consensus across different kinds of stakeholders.**

UPMC hospitals in the five-county region invited representatives from the following organizations to participate in the community health needs survey conducted in May-June 2018:

#### *UPMC Susquehanna Lock Haven*

- Albright LIFE Lycoming, Williamsport, PA
- Avenue 209 Coffee House, Lock Haven, PA
- Big Brothers Big Sisters of Clinton County, Lock Haven, PA
- Clinton County Economic Partnership, Lock Haven, PA
- Clinton County Special Olympics, Lock Haven, PA
- Clinton County United Way, Mill Hall, PA
- Clinton County Women's Center-Hilton Safe House, Lock Haven, PA
- Downtown Lock Haven, Inc., Lock Haven, PA
- Infant Development Program, Lock Haven, PA
- Lock Haven City Council, Lock Haven, PA
- Lock Haven University of Pennsylvania, Lock Haven, PA
- Lock Haven University Small Business Development Center, Lock Haven, PA
- M&T Bank, Lock Haven, PA
- Office of the Commissioners, Clinton County, Lock Haven, PA

- Office of the Coroner, Clinton County, Lock Haven, PA
- PA CareerLink, Clinton County, Lock Haven, PA
- Penn State Extension, Clinton County, Lock Haven, PA
- River Valley Regional YMCA, Jersey Shore Branch, Jersey Shore, PA
- Salvation Army, Lock Haven, PA
- Susque-View Home Nursing and Rehabilitation Center, Lock Haven, PA
- The Express, Lock Haven, Lock Haven, PA

#### *UPMC Susquehanna Muncy*

- East Lycoming School District, Hughesville, PA
- First United Methodist Church, Muncy, PA
- Hope Community Church, Muncy, PA
- Muncy Baptist Church, Muncy, PA
- Muncy Borough Council, Muncy, PA
- Muncy Junior-Senior High School, Muncy, PA
- Muncy School District, Muncy, PA
- Office of the Borough Manager, Muncy, PA
- Office of the Mayor, Muncy Borough, Muncy, PA

- River Valley YMCA, East Lycoming Branch, Muncy, PA
- St. Andrew Evangelical Lutheran Church, Muncy, PA
- Ward L. Myers Elementary School, Muncy, PA

*UPMC Susquehanna Williamsport, including Divine Providence Campus*

- Albright LIFE Lycoming, Williamsport, PA
- AmeriHealth Caritas Northeast, Philadelphia, PA
- BLaST Intermediate Unit #17, Williamsport, PA
- Boy Scouts of America, Susquehanna Council, Williamsport, PA
- Center for Independent Living of North Central Pennsylvania, Williamsport, PA
- CleanSlate Addiction Treatment Centers, Williamsport, PA
- Community Services Group, Williamsport, PA
- County of Lycoming, Department of Public Safety, Montoursville, PA
- HOPE Enterprises, Inc., Williamsport, PA
- Lock Haven University of Pennsylvania, Lock Haven, PA
- Lycoming College, Williamsport, PA
- Lycoming County Department of Public Safety, Montoursville, PA
- Lycoming County District Attorney's Office, Williamsport, PA
- Lycoming County Health Improvement Coalition, Williamsport, PA
- Lycoming County United Way, Williamsport, PA
- Lycoming-Clinton Joinder Board, Williamsport, PA
- M&T Bank, Williamsport, PA
- Office of State Representative Garth D. Everett, Pennsylvania's 84th Legislative District, Muncy, PA
- Office of State Senator Geneva Yaw, Pennsylvania's 23rd Senate District, Williamsport, PA
- Office of the Coroner, Lycoming County, Williamsport, PA
- PA Department of Health, Northcentral District Office, Williamsport, PA
- Pennsylvania College of Technology, Williamsport, PA
- Range Resources Appalachia, LLC, Northern Marcellus Shale Division, Williamsport, PA
- River Valley Community and Dental Center, Williamsport, PA
- River Valley Regional YMCA, Eastern Lycoming Branch, Muncy, PA
- River Valley Regional YMCA, Williamsport, PA
- River Valley Transit, Williamsport, PA

- South Williamsport Area School District, Williamsport, PA
- St. John Neumann Regional Academy Catholic School, Williamsport, PA
- STEP, Inc., Williamsport, PA
- Susquehanna Health Foundation, Williamsport, PA
- Susquehanna Regional EMS Council, Inc., Williamsport, PA
- The West Branch Drug and Alcohol Abuse Commission, Williamsport, PA
- Williamsport Area School District, Williamsport, PA
- Williamsport City Council, Williamsport, PA
- YWCA Northcentral PA, Williamsport, PA

*UPMC Susquehanna Sunbury*

- Albright Foot Care Center, LLC, Lewisburg, PA
- Central PA Chamber of Commerce, Milton, PA
- Central Susquehanna Intermediate Unit, Milton, PA
- Family Practice Center, P.C., Selinsgrove, PA
- Family Practice Center, P.C., Sunbury, PA
- Greater Susquehanna Valley Chamber of Commerce, Shamokin Dam, PA
- Greater Susquehanna Valley United Way, Sunbury, PA
- Greater Susquehanna YMCA, Sunbury, Sunbury, PA
- Haven Ministries, Sunbury, PA
- Leadership Susquehanna Valley, Shamokin Dam, PA
- Office of State Representative Lynda Schlegel Culver, State Legislative District 108, Sunbury, PA
- Office of the Coroner, County of Northumberland, Shamokin, PA
- Office of the Mayor, Shamokin Dam, Shamokin Dam, PA
- Office of the Mayor, Sunbury, Sunbury, PA
- Officer of the County Commissioner, Snyder County, Middleburg, PA
- River Valley Transit, Williamsport, PA
- Sunbury Motor Company, Sunbury, PA
- Sunbury Revitalization Inc., Sunbury, PA
- Surplus Outlet, Northumberland, PA
- Susquehanna University, Selinsgrove, PA
- The Daily Item, Sunbury, PA

*UPMC Cole*

- A Way Out, Domestic Violence & Sexual Assault Services, Coudersport, PA
- Alcohol & Drug Abuse Services, Inc., Coudersport, PA
- Buchanan Brothers Pharmacy, Inc., Coudersport, PA

- Buckler Transport/Distribution, Roulette, PA
- Cole Hospital Foundation, Coudersport, PA
- Community Blood Bank of NWPA and WNY, Erie, PA
- Community Care Behavioral Health, Pittsburgh, PA
- Dickinson Center, Inc., Coudersport, PA
- Galeton School District, Galeton, PA
- Glassmire & Shaffer Law Offices P.C., Coudersport, PA
- Healthcare Council of Western Pennsylvania, Warrendale, PA
- Long Farms, Coudersport, PA
- Office of the County Commissioners, Potter County, Coudersport, PA
- Penn State Extension, Cameron County, Emporium, PA
- Port Allegany School District, Port Allegany, PA
- Potter County Court of Common Pleas, Coudersport, PA
- Potter County Human Services, Roulette, PA
- The International Group, Inc., Titusville, PA
- The Office of the District Attorney, Cameron County, Emporium, PA

*UPMC Susquehanna Soldiers + Sailors*

- Chief of Police, Borough of Mansfield, Mansfield, PA
- Chief of Police, Borough of Wellsboro, Wellsboro, PA
- Citizens & Northern Bank, Emporium, PA
- First Citizens Community Bank, Mansfield, PA
- Hilfiger Transportation, Covington, PA
- Laurel Health Centers, Wellsboro, PA
- Mansfield University of Pennsylvania, Mansfield, PA
- Office of the Coroner, Tioga County, Wellsboro, PA
- Office of the Mayor, Borough of Wellsboro, Wellsboro, PA
- Penn Wells Hotel & Lodge, Wellsboro, PA
- Pleasant Valley Veterinary Care, Elkland, PA
- River Valley Regional YMCA, Tioga County Branch, Mansfield, PA
- Tioga County Department of Human Services, Wellsboro, PA
- Tioga County Department of Veteran's Affairs, Wellsboro, PA
- Ward Manufacturing, Blossburg, PA
- Wellsboro Area School District, Wellsboro, PA
- Wellsboro Bible Church, Wellsboro, PA

Additionally, a UPMC system-wide group comprised of individuals and organizations representing the broad interests of the region's communities — including representatives from medically underserved, low-income, and minority populations — was invited to participate in the survey. Invitees included representatives from the following organizations:

- 100 Black Men of Western Pennsylvania Inc., Pittsburgh, PA
- Acculturation for Justice, Access, and Peace Outreach [AJAPO], Pittsburgh, PA
- ACH Clear Pathways, Pittsburgh, PA
- ACHIEVA, Pittsburgh, PA
- ACTION-Housing, Inc., Pittsburgh, PA
- Advance African Development, Inc., Pittsburgh, PA
- AHEDD, Pittsburgh, PA
- Alderdice Girls' Basketball Team, Pittsburgh, PA
- Allegheny County Department of Human Services, Pittsburgh, PA
- Allegheny County EARN Program, Pittsburgh, PA
- Allegheny County Health Department, Pittsburgh, PA
- Allegheny County/City of Pittsburgh Transition Coordinating Council, Pittsburgh, PA
- Allegheny Intermediate Unit, Homestead, PA
- Allen Place Community Services, Inc., Pittsburgh, PA
- American Association of People with Disabilities (AAPD), Washington, DC
- Anchorpoint Counseling Ministry, Pittsburgh, PA
- Auberle, McKeesport, PA
- Bethlehem Haven, Pittsburgh, PA
- Bidwell Training Center, Inc., Pittsburgh, PA
- Big Brothers Big Sisters of Greater Pittsburgh, Pittsburgh, PA
- Boy Scouts of America - Laurel Highlands Council, Pittsburgh, PA
- Brightwood Career Institute in Pittsburgh, PA, Pittsburgh, PA
- Butler Community College, Butler, PA
- Career Training Academy, Pittsburgh, PA
- Carlow University, Pittsburgh, PA
- Carnegie Library of Pittsburgh, Pittsburgh, PA
- Carnegie Library of Pittsburgh - Homewood, Pittsburgh, PA
- Carnegie Library of Pittsburgh - McKeesport, McKeesport, PA
- Carnegie Library of Pittsburgh - Oakland, Pittsburgh, PA
- Carnegie Mellon University, Pittsburgh, PA

- Casa San José, Pittsburgh, PA
- Catholic Charities Free Health Care Center, Pittsburgh, PA
- Catholic Diocese of Pittsburgh, Pittsburgh, PA
- Center for Organ Recovery & Education (CORE), Pittsburgh, PA
- Change Agency, All for All, Pittsburgh, PA Church in the Round (CIR), Aliquippa, PA
- Cincinnati Children's Hospital Medical Center-Project Search, Cincinnati, OH
- City of Pittsburgh, Department of Personnel, Pittsburgh, PA
- Community Care Behavioral Health Organization, Pittsburgh, PA
- Community College of Allegheny County, Pittsburgh, PA
- Community Empowerment Association, Pittsburgh, PA
- Consortium for Public Education, McKeesport, PA
- Consumer Health Coalition, Pittsburgh, PA
- CORO Pittsburgh, Pittsburgh, PA
- DeLoJe, LLC, Pittsburgh, PA
- Delta Foundation of Pittsburgh, Pittsburgh, PA
- Disability Options Network, New Castle, PA
- DLJ & Associates, Canonsburg, PA
- Dreams of Hope, Pittsburgh, PA
- Dress for Success Pittsburgh, Pittsburgh, PA
- East Liberty Development, Inc., Pittsburgh, PA
- Ebenezer Missionary Baptist Church, Pittsburgh, PA
- EDSI Solutions, Pittsburgh, PA
- Educating Teens about HIV/Aids Inc., Pittsburgh, PA
- Emmaus Community of Pittsburgh, Pittsburgh, PA
- Epilepsy Foundation Western/Central Pennsylvania, Pittsburgh, PA
- Expanding Minds, LLC, Pittsburgh, PA
- Family & Friends Initiative of Pittsburgh, Pittsburgh, PA
- Family Guidance, Pittsburgh, PA
- Family Services of Western Pennsylvania, Pittsburgh, PA
- Familylinks, Pittsburgh, PA
- FOCUS Pittsburgh, Pittsburgh, PA
- Gateway Rehabilitation Center, Pittsburgh, PA
- GIFT - Giving It Forward, Together, Pittsburgh, PA
- Global Pittsburgh, Pittsburgh, PA
- Goodwill of Southwestern Pennsylvania, Pittsburgh, PA
- Greater Erie Community Action Committee, Erie, PA
- Greater Pittsburgh Community Food Bank, Duquesne, PA
- Greater Pittsburgh Literacy Council, Pittsburgh, PA
- Habitat for Humanity of Greater Pittsburgh, Pittsburgh, PA
- Healthy Lungs Pennsylvania, Cranberry Township, PA
- Higher Achievement, Pittsburgh, PA
- Hill District Consensus Group, Pittsburgh, PA
- Hill District Education Council, Pittsburgh, PA
- Hosanna House, Wilkensburg, PA
- Housing and Education Resource Program Inc., Pittsburgh, PA
- Imani Christian Academy, Pittsburgh, PA
- Institute of Medical and Business Careers, Career Services Department, Pittsburgh, PA
- InVision Human Services, Wexford, PA
- Islamic Association of Erie, Erie, PA
- Islamic Center of Pittsburgh, Pittsburgh, PA
- Ivy Charitable Endowment of Pittsburgh, Inc., The foundation of Alpha Kappa Alpha Sorority, Incorporated, Alpha Alpha Omega Chapter, Pittsburgh, PA
- JADA House International Inc., Pittsburgh, PA
- Jewish Family and Community Services, Pittsburgh, PA
- Josh Gibson Foundation, Pittsburgh, PA
- Junior Achievement of Western Pennsylvania, Pittsburgh, PA
- Kappa Chapter, Inc. of Chi Eta Phi Sorority Incorporated, Pittsburgh, PA
- Kappa Scholarship Endowment Fund of Western PA, Pittsburgh, PA
- Latino Community Center, Pittsburgh, PA
- Latino Family Center, Pittsburgh, PA
- LEAD Pittsburgh, Pittsburgh, PA
- Light of Life Rescue Mission, Pittsburgh, PA
- Macedonia Church of Pittsburgh, Pittsburgh, PA
- Macedonia Family and Community Enrichment Center, Inc., Pittsburgh, PA
- Mainstay Life Services, Pittsburgh, PA
- Manchester Bidwell Corporation, Pittsburgh, PA
- Manchester Youth Development Center (MYDC), Pittsburgh, PA
- Mel Blount Youth Leadership Initiative, Claysville, PA
- Merck, Pittsburgh, PA
- Michael Making Lives Better, Erie, PA
- Mon Valley Circles, McKeesport, PA

- Mon Valley Initiative, Homestead, PA
- Mon Valley Youth Community Services,
- Mt. Ararat Community Activity Center, Pittsburgh, PA
- Nabhi Christian Ministries, Pittsburgh, PA
- NAMI Keystone PA, Pittsburgh, PA
- National Association for the Advancement of Colored People (NAACP), Blair County Branch, Altoona, PA
- National Association for the Advancement of Colored People (NAACP), Mon Valley, Monessen, PA
- National Association for the Advancement of Colored People (NAACP), Pittsburgh Unit, Pittsburgh, PA
- National Black MBA Association, Pittsburgh Chapter, Pittsburgh, PA
- NEED, Pittsburgh, PA
- Neighborhood Learning Alliance, Pittsburgh, PA
- New Pittsburgh Courier, Pittsburgh, PA
- Northern Area Multi Service Center - Community Assistance and Refugee Resettlement, Pittsburgh, PA
- Northern Area Multi-Service Center, Pittsburgh, PA
- OMA Center for Mind Body Spirit, Pittsburgh, PA
- Operation Troop Appreciation, Pittsburgh, PA
- PA CareerLink, Allegheny East, Pittsburgh, PA
- PA CareerLink, Alle-Kiski, New Kensington, PA
- PA CareerLink, Downtown Pittsburgh, Pittsburgh, PA
- Partner4Work, Pittsburgh, PA
- Pennsylvania College Access Program (PA-CAP), Pittsburgh, PA
- Pennsylvania Department of Labor and Industry, Pittsburgh, PA
- Pennsylvania Health Access Network (PHAN) - Pittsburgh, Office, Pittsburgh, PA
- Pennsylvania Women Work, Pittsburgh, PA
- Pennsylvania Office of Vocational Rehabilitation - Pittsburgh, Pittsburgh, PA
- Peoples Oakland, Pittsburgh, PA
- PERSAD Center, Pittsburgh, PA
- PFLAG Pittsburgh, Pittsburgh, PA
- Pittsburgh Action Against Rape (PAAR), Pittsburgh, PA
- Pittsburgh Black Pride, Pittsburgh, PA
- Pittsburgh Board of Education, Pittsburgh, PA
- Pittsburgh Career Institute, Pittsburgh, PA
- Pittsburgh Community Services, Inc., Pittsburgh, PA
- Pittsburgh Institute of Mortuary Science (PIMS), Pittsburgh, PA
- Pittsburgh Job Corps Center, Pittsburgh, PA
- Pittsburgh Labor Council for Latin American Advancement (LCLAA), Pittsburgh, PA
- Pittsburgh Lesbian & Gay Film Society, Pittsburgh, PA
- Pittsburgh Parks Conservancy, Pittsburgh, PA
- Pittsburgh Partnership, Pittsburgh, PA
- Pittsburgh Technical College, Oakdale, PA
- Pittsburgh Urban Media, Pittsburgh, PA
- Primary Care Health Services, Inc., Pittsburgh, PA
- Professional Women's Network (PWN), Pittsburgh, PA
- Program to Aid Citizen Enterprise (PACE), Pittsburgh, PA
- PublicSource, Pittsburgh, PA
- Ralph A. Falbo, Inc., Pittsburgh, PA
- Randall Industries, LLC, Pittsburgh, PA
- Rodman Street Missionary Baptist Church, Pittsburgh, PA
- Silk Screen, Asian American Arts & Culture Organization, Pittsburgh, PA
- Small Seeds Development Inc., Pittsburgh, PA
- Smart Futures, Pittsburgh, PA
- Squirrel Hill Health Center, Pittsburgh, PA
- St. Paul Baptist Church, Pittsburgh, PA
- Student National Medical Association, University of Pittsburgh School of Medicine Chapter, Pittsburgh, PA
- Talk Minority Action Group, Pittsburgh, PA
- Temple Emmanuel of South Hills, Pittsburgh, PA
- The Black Political Empowerment Project (B-PEP), Pittsburgh, PA
- The Door Campaign, Pittsburgh, PA
- The Kingsley Association, Pittsburgh, PA
- The Mentoring Partnership of Southwestern PA, Pittsburgh, PA
- The Midwife Center fo Birth and Women's Health, Pittsburgh, PA
- The Pennsylvania Health Law Project, Pittsburgh, PA
- The Pittsburgh Black Nurses in Action, Pittsburgh, PA
- The Pittsburgh Promise, Pittsburgh, PA
- The Reemployment Transition Center, Pittsburgh, PA
- The Springboard Foundation, Florida
- The University of Pittsburgh Coalition of Pre-Health Students, Pittsburgh, PA
- The Waters Foundation, Pittsburgh, PA
- The Western Pennsylvanian Conservancy, Pittsburgh, PA
- The Wynnng Experience, Pittsburgh, PA
- Trade Institute of Pittsburgh, Pittsburgh, PA

- Union of African Communities in SWPA, Pittsburgh, PA
- United Way of Allegheny County, Pittsburgh, PA
- University of Pittsburgh, Cancer Institute, Pittsburgh, PA
- University of Pittsburgh, Center for Health Equity, Pittsburgh, PA
- University of Pittsburgh, Clinical & Translational Science Institute, Pittsburgh, PA
- University of Pittsburgh, Health Career Scholars Academy, Pittsburgh, PA
- University of Pittsburgh, Office of Health Sciences Diversity, Pittsburgh, PA
- Urban Impact, Pittsburgh, PA
- Urban Impact Foundation, Pittsburgh, PA
- Urban League of Greater Pittsburgh, Pittsburgh, PA
- Ursuline Support Services, Pittsburgh, PA
- Veterans Leadership Program of Western Pennsylvania, Inc., Pittsburgh, PA
- Veterans Place of Washington Boulevard, Pittsburgh, PA
- Vibrant Pittsburgh, Pittsburgh, PA
- Vision Toward Peace, LLC, Wilkensburg, PA
- Voice of America - Pennsylvania, Pittsburgh Satellite Office, Pittsburgh, PA
- Warren United Methodist Church, Pittsburgh, PA
- Wesley Center AME Zion Church, Pittsburgh, PA
- Westminster Presbyterian Church, Pittsburgh, PA
- Westmoreland Agricultural Fair, Greensburg, PA
- Women for a Healthy Environment, Pittsburgh, PA
- Women's Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- Workforce Investment Board, Westmoreland and Fayette Counties, Youngwood, PA
- Wounded Warrior Project, Pittsburgh, PA
- YMCA of Greater Pittsburgh, Pittsburgh, PA
- YMCA of Greater Pittsburgh - Homewood-Brushton Branch, Pittsburgh, PA
- YouthPlaces, Pittsburgh, PA
- YWCA of Greater Pittsburgh, Pittsburgh, PA

**Additional Stakeholder Input:** In addition to the community survey, UPMC Susquehanna and UPMC Cole conducted ten key informant meetings in August-October 2018. Participants included more than 250 hospital and community leaders; and meetings were focused on reviewing the community survey results and discussing significant community health needs in the five-county region.

| Meeting Date       | Community Representatives                         | Number of Participants |
|--------------------|---|------------------------|
| August 7, 2018     | UPMC Susquehanna Executive Management Group       | 46                     |
| September 5, 2018  | Cole Community Health Council                     | 17                     |
| September 6, 2018  | Lycoming Advisory Council                         | 8                      |
| September 17, 2018 | Sunbury Advisory Council                          | 15                     |
| September 19, 2018 | Muncy Management Team                             | 27                     |
| September 20, 2018 | Lock Haven Management Team                        | 29                     |
| September 26, 2018 | Tioga Management Team and Community Partners      | 52                     |
| September 28, 2018 | Williamsport Leadership Group                     | 60                     |
| October 10, 2018   | Cole Community Outreach Team                      | 8                      |
| October 10, 2018   | Cole Northern Tier Community Health Collaborative | 27                     |

UPMC Cole worked with the Northern Tier Community Health Collaborative to further assess the community's most pressing needs. In August 2018, they conducted a community survey of more than 1,200 area residents and worked with a health coach from the Robert Wood Johnson Foundation to more fully understand the region's health needs and develop plans to address those needs.

## APPENDIX D: Concept Mapping Methodology

### *Overview:*

In 2013, UPMC hospitals, with consultation and support from Pitt Public Health, utilized a research method known as concept mapping to develop a better understanding of perceived health problems for their communities. Concept mapping is well suited for a Community Health Needs Assessment because the research method involves stakeholders in the process and allows for prioritization of health problems based on community input.

Concept mapping is a participatory research method that yields a conceptual framework for how a group of stakeholders views a particular topic or issue. The method explores the relationships of ideas and concepts and allows for the development of group consensus. It allows for the collection of a wide range of stakeholder-generated ideas and applies quantitative analytical tools (i.e., multidimensional scaling and hierarchical cluster analysis). Concept mapping output includes a concept map which is a diagram that illustrates the relationships between ideas. The research method is used to facilitate the creation of a shared vision and understanding within a group. The research method synthesizes individual data and includes a rating process that is used to prioritize key issues.

In 2013, each UPMC hospital completed concept mapping, and through the process, identified hospital-specific community health priorities based on stakeholder input. In the concept mapping effort, community advisory panels at each UPMC hospital participated in focus groups to brainstorm and then sort a set of 50 community health problems. Concept mapping software used this sorting data to create a display that illustrated the relationships between health topics and allowed for aggregation of topics into thematic areas. The 50 topics were grouped into three main thematic areas: prevention and healthy living, chronic disease, and navigating the health care system. UPMC's 2019 CHNA builds on the assessment process originally applied in 2013.

### *Application of Concept Mapping - Two-Stage Process:*

UPMC hospitals established community advisory councils. Participants contributed through face-to-face meetings and online input.

The concept mapping research method consisted of two stages:

- **Brainstorming — gathering stakeholder input**
- **Sorting and Rating — organizing and prioritizing the stakeholder input**

### *Brainstorming - Identifying Health Needs:*

In the brainstorming meeting, each hospital's Community Advisory Council met in person to solicit members' input on the focal question, "What are our community's biggest health problems?"

Council members first brainstormed independently, and then shared their lists with the Pitt Public Health research team. Their responses were then compiled to generate a full list of community health problems for the hospital. The Pitt Public Health research team shared the full list with the group and facilitated a group discussion of the responses to ensure the list was comprehensive and reflected the scope of health problems faced in the community.

All of the hospital-specific brainstorming lists were integrated together to develop a final master list of community health problems to be used in the subsequent concept mapping sorting and rating. A consolidated final master list of the 50 community health problems was distilled from the robust community input. The following table presents each of the 50 community health problems and provides a numerical value in parentheses so that the item can be linked with the concept map in the following figure.

**Final Master List of 50 Community Health Problems**

|                                     |  |   |   |  |
|-------------------------------------|--|---|---|--|
| Nutrition and healthy eating (1)    | Diabetes (11)  | Medication management and compliance (21)                   | High blood pressure/Hypertension (31)                     | Smoking and tobacco use (41)                                       |
| Immunizations/Vaccinations (2)      | Health literacy - ability to understand health information and make decisions (12) | Exercise (22)   | Breast cancer (32)  | Adolescent health and social needs (42)                            |
| Lung cancer (3)                     | Urgent care for non-emergencies (13)   | Navigating existing healthcare and community resources (23) | Pediatrics and child health (33)                          | Depression (43)  |
| Maternal and infant health (4)      | End of life care (14)  | Preventive Screenings (cancer, diabetes, etc) (24)          | Sexual health including pregnancy and STD prevention (34) | Support for families/caregivers (44)                               |
| Alcohol abuse (5)                   | Asthma (15)  | Heart Disease (25)  | Dementia and Alzheimer's (35)                             | Health insurance: understanding benefits and coverage options (45) |
| Adult obesity (6)                   | Prenatal care (16)   | Primary Care (26)   | Chronic Obstructive Pulmonary Disease (COPD) (36)         | Preventive health/wellness (46)                                    |
| Drug abuse (7)                      | Dental care (17)   | Childhood obesity (27)                                      | Stroke (37)   | Injuries including crashes and sports related, etc (47)            |
| Access to specialist physicians (8) | Financial access: understanding options (18)                                       | Intentional injuries including violence and abuse (28)      | Post-discharge coordination and follow-up (38)            | Childhood developmental delays including Autism (48)               |
| Behavioral health/Mental Health (9) | High cholesterol (19)  | Cancer (29)   | Arthritis (39)  | Eye and vision care (49)   |
| Geographic access to care (10)      | Care coordination and continuity (20)  | Social support for aging and elderly (30)                   | Senior health and caring for aging population (40)        | Environmental health (50)  |

**Sorting and Rating – Prioritizing Health Needs:**

All of the hospitals' Community Advisory Councils completed the sorting and rating activities via the Internet. Each participant was asked to sort the master list of 50 community health problems into thematic areas, and to then rate the problems using a 1 to 5 Likert scale, according to the following criteria:

**Importance:**

How important is the problem to our community?

(1 = not important; 5 = most important)

**Measurable Impact:**

What is the likelihood of being able to make a measurable impact on the problem?

(1 = not likely to make an impact; 5 = highly likely to make an impact)

**Hospital Ability to Address:**

Does the hospital have the ability to address this problem?

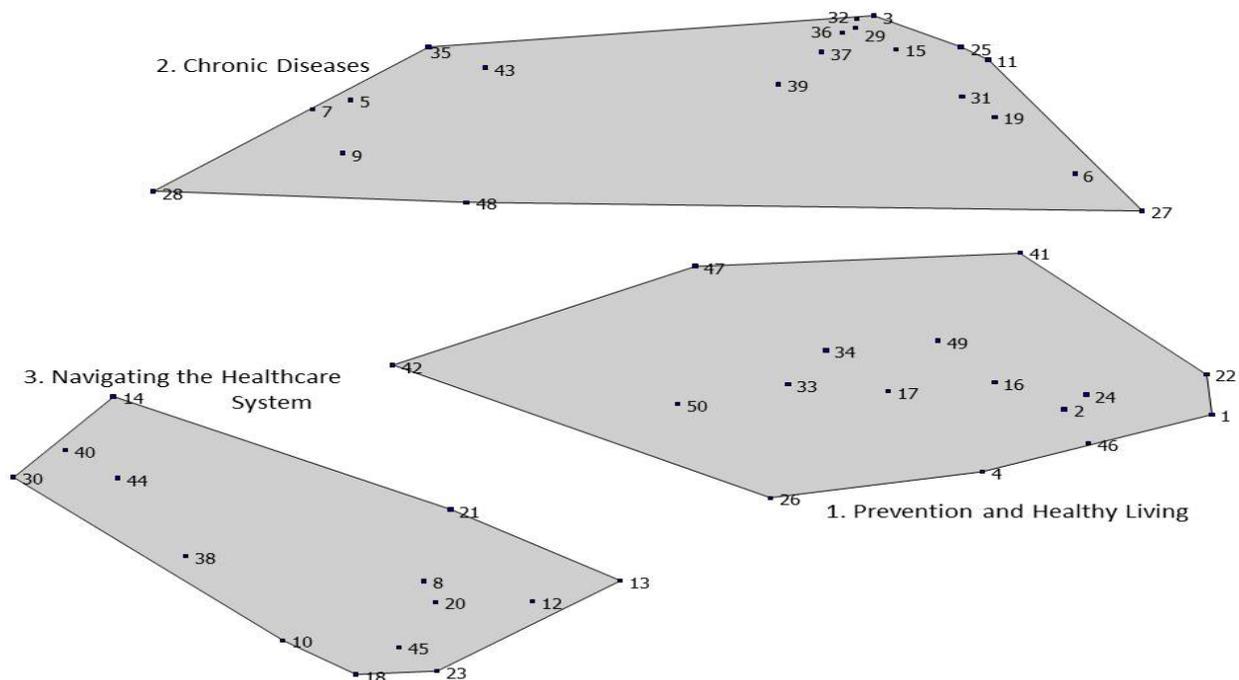
(1 = no ability; 5 = great ability)

Multi-dimensional scaling was applied to the sorting data to examine similarities between the 50 community health problems. Hierarchical clustering was used to group the sorting data into common thematic areas and to establish a final cluster map which provided a visual representation of the data. The final cluster map of the 50 community health problems reflects three thematic areas (See Figure below):

- **Prevention and Healthy Living (16 items)**
- **Chronic Diseases (20 items)**
- **Navigating the Healthcare System (14 items)**

Each of the 50 community health problems are represented in the figure below as a point. The numbers next to each point correspond to the item number. For example, item #31 is High Blood Pressure/Hypertension. The proximity of the points to each other illustrates the group thoughts about the degree of similarity between the items. For example, item #31 (High Blood Pressure/Hypertension) and item #19 (High Cholesterol) were felt to be very similar. Those two community health problems appear on the right side of the Chronic Diseases cluster.

*Final Cluster Map:*



For each of the rating criteria, the rating levels were broken into three equal distributions (tertiles) representing high, moderate, and low priority. The cut points for each rating criteria are as follows:

**Importance:**

Low (1-3.67); Moderate (3.68-4.06); High (4.07-5.0)

**Measurable Impact:**

Low (1-3.33); Moderate (3.34-3.83); High (3.84-5.0)

**Hospital Ability to Address:**

Low (1-3.20); Moderate (3.21-3.85); High (3.86-5.0)

Within each cluster, the rating data for each individual community health problem was examined across all three rating criteria. For example, in the Prevention and Healthy Living cluster, the 16 individual community health problems were identified as being low, moderate, or high for the importance, measurable impact, and hospital ability to address rating criteria.

The rating categories results were then combined with results from secondary data analyses and used to identify high priority community health problems for each UPMC hospital. UPMC hospital leadership next consulted with experts from Pitt Public Health and members of the community advisory council to review the list of high priority community health problems and identify the set of needs that are critical, addressable, and have high levels of urgency in the community. The resulting list constituted the top tier of health problems for the community.