



Community Health Needs Assessment Community Health Strategic Plan *Allegheny County*

June 30, 2019

Enhancing the Health of Our Communities

Allegheny County

COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE COVERING

UPMC CHILDREN'S HOSPITAL
OF PITTSBURGH

UPMC EAST

UPMC MAGEE-WOMENS
HOSPITAL

UPMC MCKEESPORT
UPMC MERCY

UPMC PASSAVANT

UPMC PRESBYTERIAN
SHADYSIDE

UPMC ST. MARGARET

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2016-2019 REGIONAL PROGRESS REPORT



UPMC is committed to supporting the health of Allegheny County. We are involved in every facet of health care, and are making impressive progress on addressing a variety of community health needs.

TACKLING ADDICTION WITH COMPASSIONATE CARE

UPMC is making a measurable impact to stem the opioid epidemic in Allegheny County.

- **Building Innovative, Best-in-Class Detox and Addiction Clinics**
 - > **Evaluation and Referral Center (ERC):** UPMC Mercy embedded a medical detox unit into its emergency department.
 - > **Addiction and Rehab Service:** UPMC McKeesport opened UPMC's first combined medical detox and short-term rehabilitation unit.
 - > **Pregnancy Recovery Center (PRC) and Women's Recovery Center (WRC):** UPMC provides integrated services to help women overcome opiate dependence.
- **Creating New Programs to Navigate Treatment and Addiction Resources:** UPMC's Peer Navigator program connects people suffering from addiction with peers who serve as models of recovery.

HELPING PREVENT AND MANAGE CHRONIC DISEASE

- **Improving Heart Health with Education and Exercise:** UPMC Passavant offers programs focused on preventing and managing heart disease and stroke, such as medication management and referrals for exercise therapy.
- **Improving Diabetes Care:** Through the Glucose to Goal Program, UPMC pairs at-risk patients with certified diabetes educators to help modify behaviors and improve diabetes self-management.

- **Promoting Cancer Prevention and Detection:** UPMC hospitals offer cancer education and screening events, concentrating efforts on reaching youth and underserved populations through partnerships with local schools and nonprofit organizations.
- **Integrating Medical and Behavioral Health Care:** To promote behavioral health care services in pediatric, adult, and geriatric settings, UPMC Western Psychiatric Hospital's co-location project embeds behavioral health therapists into primary care and pediatric practices, resulting in improved access to care.

UPMC Magee-Womens Hospital
Expanded Pregnancy Recovery
Center Program to Five New Locations

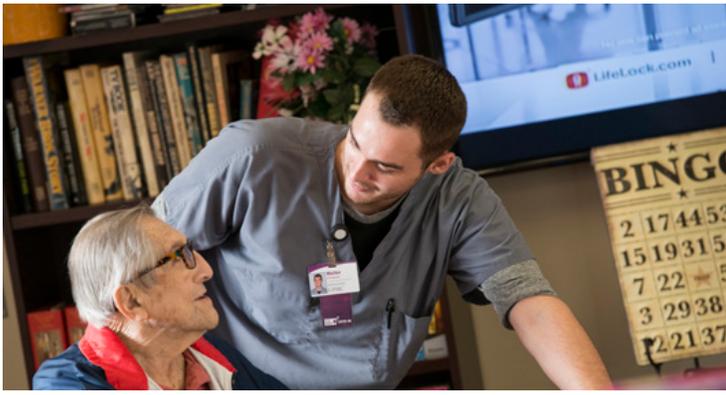


UPMC McKeesport
Opened UPMC's First Combined
Detox and Rehab Facility



UPMC Passavant
Launched Three New
Cardiac Health Programs





SUPPORTING SENIORS DURING THEIR GOLDEN YEARS

- **Ensuring Seniors Have Access to Care:** UPMC offers a spectrum of services to seniors, including Geriatric Care Centers, transportation assistance, and funding for supplies and medications.
- **Connecting Seniors and Caregivers with Education and Resources:** UPMC provides health fairs, monthly visits to senior communities and senior centers, educational seminars, and caregiver support and resources, such as the Aging Institute.

PROMOTING HEALTHIER CHILDHOODS

- **Combating Childhood Obesity through Unique Partnerships:** UPMC launched the Healthy Schools Program, a national, evidence-based program to support healthy living among children at 68 schools in the Pittsburgh area.
- **Improving Health with Food and Nutrition:** UPMC McKeesport partnered with the YMCA of Greater Pittsburgh to provide kids with access to healthy food.
- **Ensuring Families Have the Resources to Prevent Injury:** UPMC Children’s Hospital of Pittsburgh offers robust programs encompassing passenger safety, home safety, on-wheels safety, and gun violence prevention. Through these programs, families receive car seats, home safety products, and helmets.

UPMC St. Margaret

Offers Specialty Care through the Geriatric Care Center



UPMC East

Hosted 19 Community Events



UPMC Children’s Hospital of Pittsburgh

Established Partnerships with 68 Schools



ASSISTING THOSE WHO NEED IT MOST

- **Launching a Grassroots Effort to Reach Low-Income Residents:** UPMC St. Margaret collaborates with Faith United Methodist Church to provide diabetes education, nutrition information, one-on-one health advice, and health screenings at neighborhood dinners.
- **Providing a continuum of services to Allegheny County’s Homeless Population**
 - > **Medical Respite Program:** In partnership with Bethlehem Haven, UPMC Mercy, UPMC Presbyterian, and UPMC Health Plan fund beds for homeless patients in need of ongoing medical care following a hospital admission. Individuals referred to Bethlehem Haven receive medical care, insurance support, supplies, medications, and affordable housing assistance.
- **Training more than 25,000 individuals in life-saving bleeding control techniques and providing tourniquets to public schools and police officers through Stop the Bleed initiatives led by UPMC Presbyterian Shadyside and UPMC East.**

UPMC Mercy

Provides Beds for Homeless Population



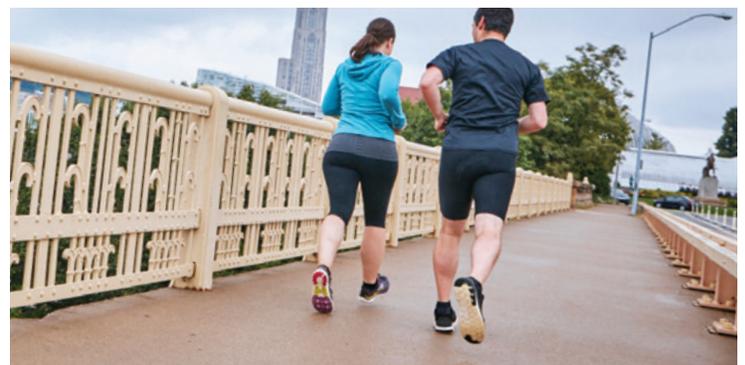
UPMC Western Psychiatric Hospital

Provides Behavioral Health Consults to Rural Communities Using Telemedicine



WORKING CLOSELY WITH COMMUNITY PARTNERS

UPMC hospitals collaborate with dozens of community organizations, as well as UPMC Health Plan, to enhance the health and wellbeing of individuals and families living in Allegheny County. Through these partnerships, we are helping to build a culture of health — creating opportunities for all residents of Allegheny County to live their healthiest lives, whatever their ethnic, geographic, racial, socioeconomic, or physical circumstances may be.



UPMC East

Preventive Health and Wellness
Senior Health



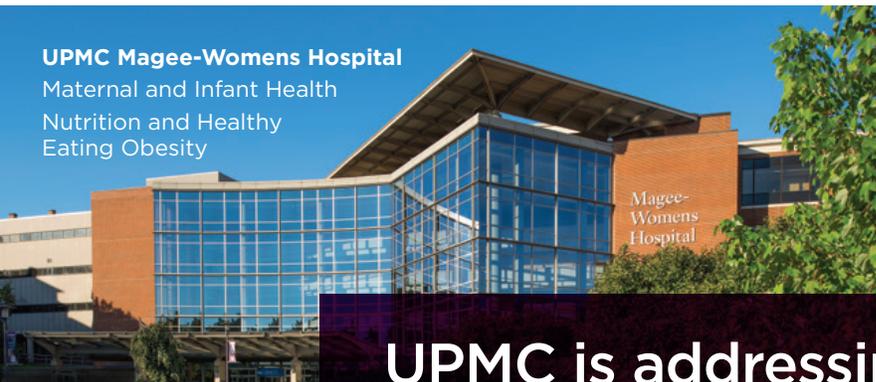
UPMC Children's Hospital of Pittsburgh

Childhood Obesity
Preventive Health and Wellness
Behavioral Health

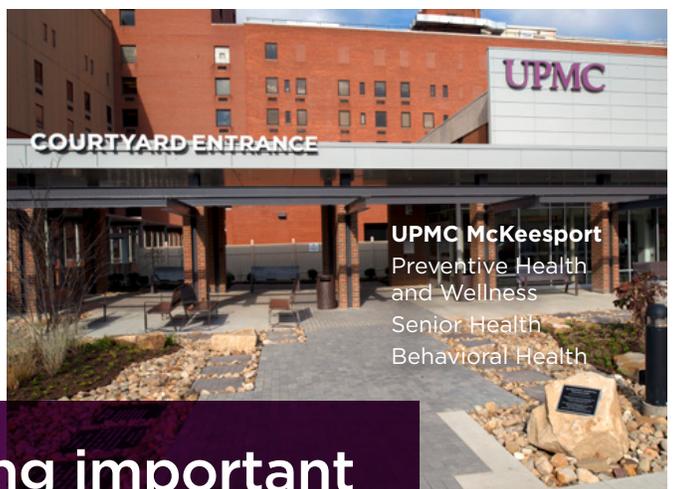


UPMC Magee-Womens Hospital

Maternal and Infant Health
Nutrition and Healthy Eating
Obesity



COURTYARD ENTRANCE



UPMC McKeesport

Preventive Health and Wellness
Senior Health
Behavioral Health

UPMC is addressing important community health needs.

UPMC Mercy

Stroke
Behavioral Health and Detox
Primary Care



UPMC Passavant

Heart Disease
Stroke
Cancer



UPMC Presbyterian Shadyside

Preventive Health and Wellness
End-of-Life Care
Behavioral Health



UPMC St. Margaret

Preventive Health and Wellness
Preventive Screenings
Senior Health
End-of-Life Care



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 nongovernmental 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 fulfilled its \$100 million funding commitment to the Pittsburgh Promise, a unique college scholarship program targeted at students of the Pittsburgh Public Schools.

UPMC's Community Benefit Commitment

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

Assessing the Significant Community Health Needs for Allegheny County:

In Fiscal Year 2019, UPMC’s eight licensed hospitals located in and serving Allegheny County, 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.

The collaborating hospitals included in this CHNA encompass advanced quaternary care facilities that provide highly specialized services, such as organ transplantation and access to cutting-edge clinical trials; community hospitals that include the region’s only Catholic hospital; and three specialty hospitals dedicated to serving the needs of women and infants, children and adolescents, and psychiatric patients.

For the purpose of this joint CHNA, the collaborating UPMC hospitals define their community to be Allegheny County.

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.

UPMC Licensed Hospitals in Allegheny County	
UPMC Children’s Hospital of Pittsburgh	UPMC Mercy
UPMC East	UPMC Presbyterian Shadyside
UPMC Magee-Womens Hospital	UPMC Passavant
UPMC McKeesport	UPMC St. Margaret

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 Allegheny County:

Allegheny County has a wide range of health concerns. The Fiscal Year 2019 joint CHNA identified four significant health needs of importance to the communities served by the eight UPMC hospitals located in the county.

	Significant Health Needs	Health Issues	Importance to the Community
1	Chronic Disease Management	Obesity, Heart Disease and Stroke, Respiratory Disease, Diabetes, Cancer	Nearly two-thirds of deaths in the community are attributable to chronic disease.
2	Behavioral Health	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.
3	Access to Care and Navigating Resources	Specialty Care, Primary Care, Care Coordination, Palliative and End-of-Life Care	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.
4	Prevention and Community-Wide Healthy Living	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 Allegheny County:

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 Allegheny County are concentrating on a limited number of health issues that will address the significant health needs in the community.
- **Support a Wide Range of Chronic Disease Prevention and Care Initiatives:** Nearly two-thirds of deaths in the community are attributable to chronic disease.
- **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 Allegheny County community.
- **Promote Navigating Available Resources:** Established health care programs in UPMC's Allegheny County community are often untapped due, in part, to social and logistical challenges faced among populations and individuals lacking social support systems.
- **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 population-focused health insurance products and comprehensive programs and resources targeted at areas including behavioral health, seniors, and children.
- **Emphasize Populations Most in Need:** Where applicable, implementation plans specify programs and outreach for population segments that include seniors, women and infants, children and adolescents, and other vulnerable, high-risk, or medically underserved community members.

The following chart illustrates how each UPMC hospital will contribute to addressing Allegheny County's significant health needs. Additionally, detailed hospital-specific implementation plans are provided in Section IV of this report.

2019 Significant Health Needs in Allegheny County														
UPMC Hospitals in Allegheny County	Chronic Disease Management					Behavioral Health		Access to Care and Navigating Resources				Prevention and Community-Wide Healthy Living		
	Obesity	Heart Disease and Stroke	Respiratory Diseases	Diabetes	Cancer	Opioid and Substance Abuse	Access to Behavioral Health	Primary Care	Specialty Care	Care Coordination	Palliative and End-of-Life Care	Community Prevention and Wellness	Interpersonal Safety	Health-Related Social Needs
UPMC Children's Hospital of Pittsburgh			✓			✓	✓		✓	✓		✓	✓	✓
UPMC East						✓	✓	✓	✓			✓	✓	
UPMC Magee-Womens Hospital	✓					✓						✓		
UPMC McKeesport						✓		✓				✓		
UPMC Mercy		✓		✓		✓	✓	✓	✓	✓				✓
UPMC Passavant		✓			✓						✓			
UPMC Presbyterian Shadyside						✓	✓		✓	✓	✓	✓	✓	
UPMC St. Margaret						✓		✓		✓	✓	✓		

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

CHNA Goals and Process Overview:

In Fiscal Year 2019, UPMC's eight licensed Allegheny County hospitals collaborated to conduct a joint CHNA, in keeping with IRS 501(r) guidelines. Through the assessment process, UPMC's hospitals identified Allegheny County'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.**

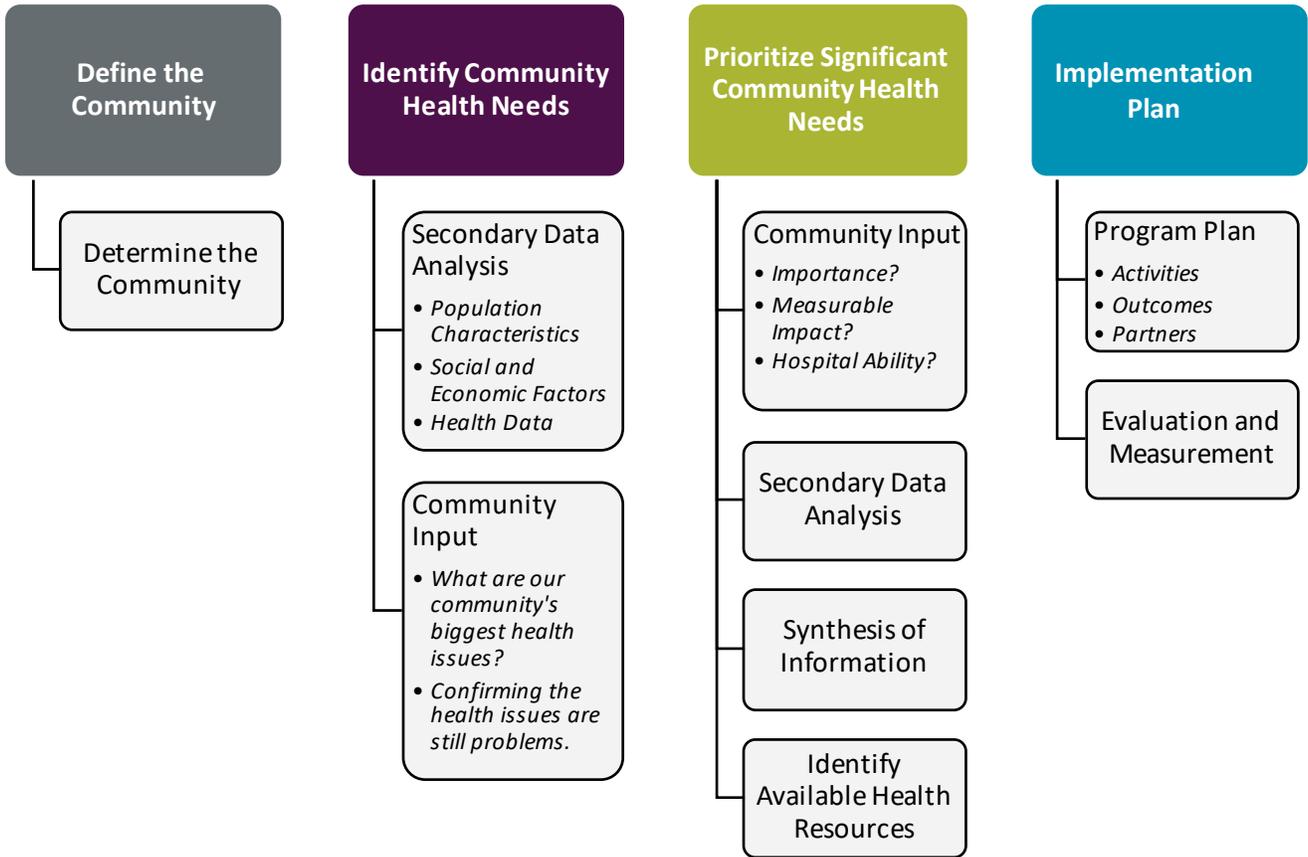
The CHNA incorporated analysis of public health data and input from individuals representing the broad interests of the community - including those with special knowledge and expertise in public health, and community stakeholders representing members of medically underserved, low-income, and minority 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.



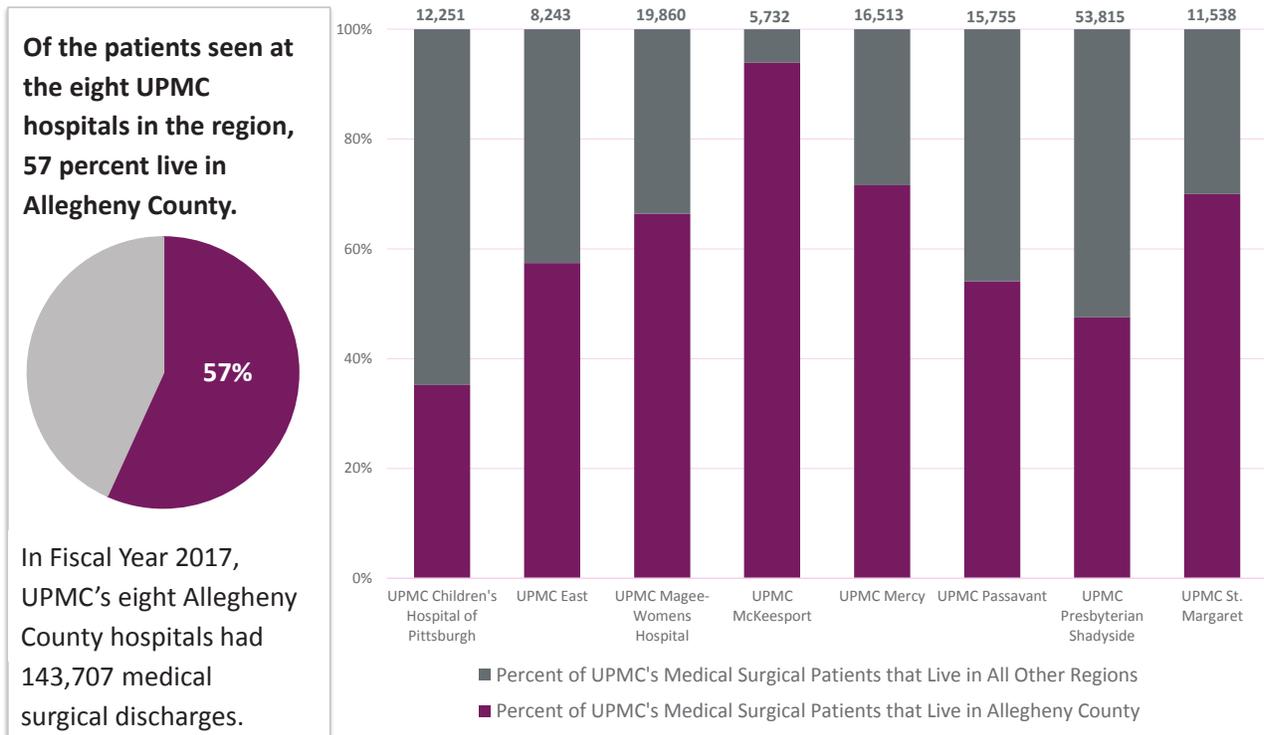
Definition of the Community: Allegheny County:

For the purpose of this joint CHNA, all eight of the collaborating UPMC hospital facilities define their community to be Allegheny County. With 57 percent of patients treated at UPMC’s Allegheny County hospitals residing in Allegheny County, these eight hospitals primarily serve residents of this geographic region. By concentrating on the county, 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 county 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’s Allegheny County hospitals are focusing on important local health issues, while supporting a coordinated community health strategy across the region and system-wide.

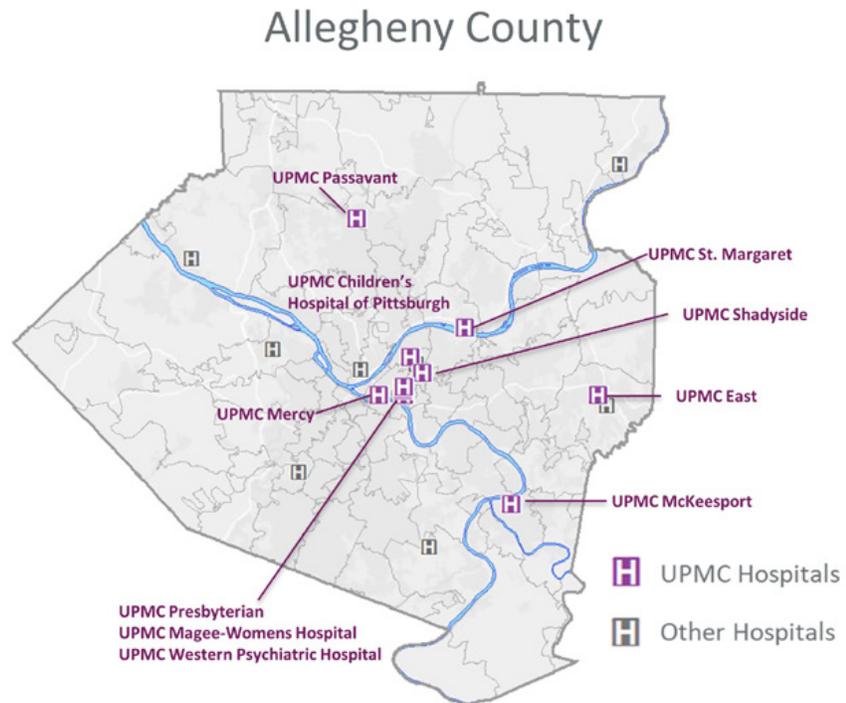
Most Patients Treated at UPMC’s Allegheny County Hospitals Live in Allegheny County



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 230 UPMC outpatient offices within Allegheny County. Facilities include Urgent Care Centers, Senior Living Facilities, Centers for Rehabilitation Services, Imaging Centers, UPMC Children's Hospital of Pittsburgh satellite locations, and pediatric, primary, and specialty care doctors' offices.



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 or expertise in public health.

The Fiscal Year 2019 CHNA builds on the 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.

Allegheny County Survey Participation Statistics

1,224

Community stakeholders invited to participate across Community Health Needs Surveys

72%

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

The full community input survey process consisted of multiple stages over the past three CHNA cycles:

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"> ▪ How important is the problem to our community? ▪ What is the likelihood of being able to make a measurable impact on the problem? ▪ Does the hospital have the ability to address this problem?
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	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). Using a Qualtrics survey, community leaders provided feedback on: <ul style="list-style-type: none"> ▪ The continued importance of the 2016 health issues. ▪ Relative importance, ability to impact, and hospital ability to address an expanded list of health issues. ▪ Determination of population segments with the greatest health needs (e.g., seniors, children and adolescents, mothers and infants, general community, or other).

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:

Allegheny County, Pennsylvania, which includes the city of Pittsburgh, has a total population of 1.2 million.

Sizable Elderly Population with High Social Needs: A notable characteristic of Allegheny County is the large and increasing percentage of elderly residents (65 years and older). Allegheny County has a large elderly population (17 percent), especially when compared to Pennsylvania (15 percent), and the United States (13 percent). A higher percentage of elderly in Allegheny County 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 county than the state and nation (See **Appendix B**).

Allegheny County Has a Sizable Elderly Population

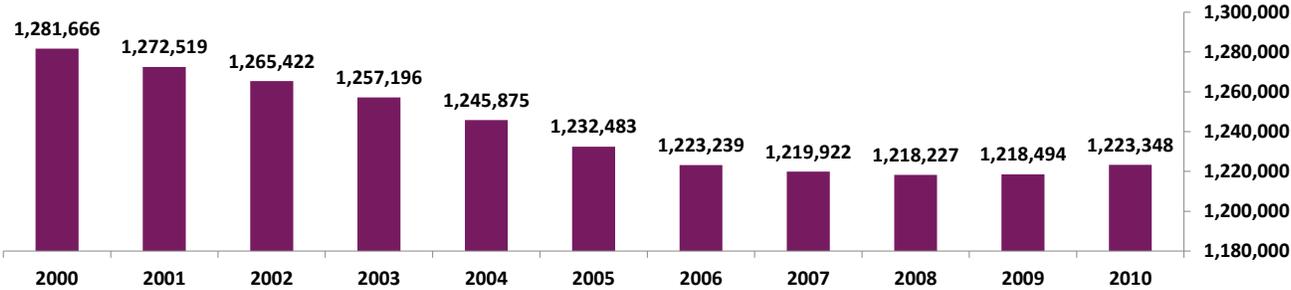
Age Distribution - 2010			
	Allegheny County	Pennsylvania	United States
Median Age	41.3	40.1	37.2
% Children (<18)	19.8	22.0	24.0
% 18-64	63.4	62.6	63.0
% 20-49	39.2	39.0	41.0
% 50-64	21.3	20.6	19.0
% 65+	16.8	15.4	13.0
% 65-74	7.8	7.8	7.0
% 75-84	6.1	5.4	4.3
% 85+	2.9	2.4	1.8
% Elderly Living Alone	13.1	11.4	9.4

Source: U.S. Census

Total Population Declining in Allegheny County but Aging Population Increasing: In 2010, Allegheny County had a total population of 1,223,348. The population density of Allegheny County at the time was 1,675.6 people per square mile. Between 2000 and 2010, the county's total population decreased from 1.28 million to 1.22 million, representing a five-percent decline (see figure below). At the same time, the county's most elderly (age 85 and over) population increased significantly (see figure below). This trend resulted in a higher median age (41 years) in the county compared with Pennsylvania (40 years) and the United States (37 years).

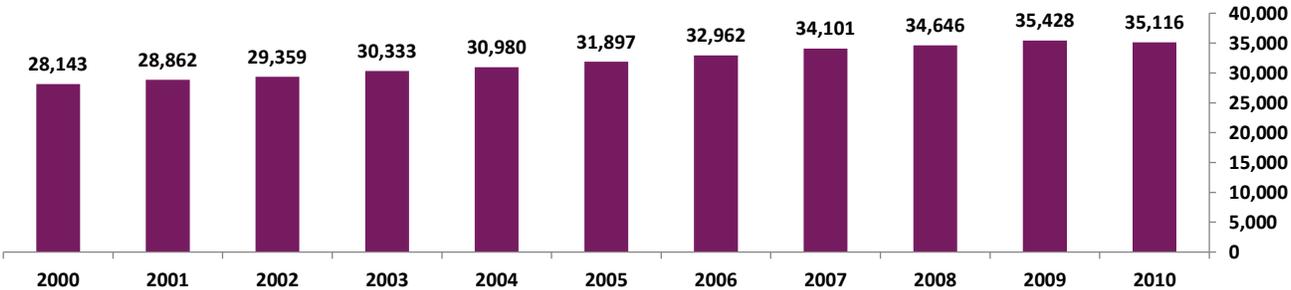
Allegheny County's total population has seen a 5 percent decrease from 2000 to 2010.

Allegheny County Total Population Trend



However, the most elderly population (85+) has grown 25 percent from 2000 to 2010.

Allegheny County Elderly (85+) Population Trend



Source: U.S. Census

Economically Stable in Allegheny County Overall: When compared to the Commonwealth of Pennsylvania and the nation, the overall population of Allegheny County is economically stronger and faces fewer economic health challenges on average. Allegheny County tends to:

- Be more educated
- Have fewer people unemployed
- Have fewer people living in poverty
- Have fewer uninsured and fewer recipients of the income-based Medicaid health insurance program (See Appendix B)

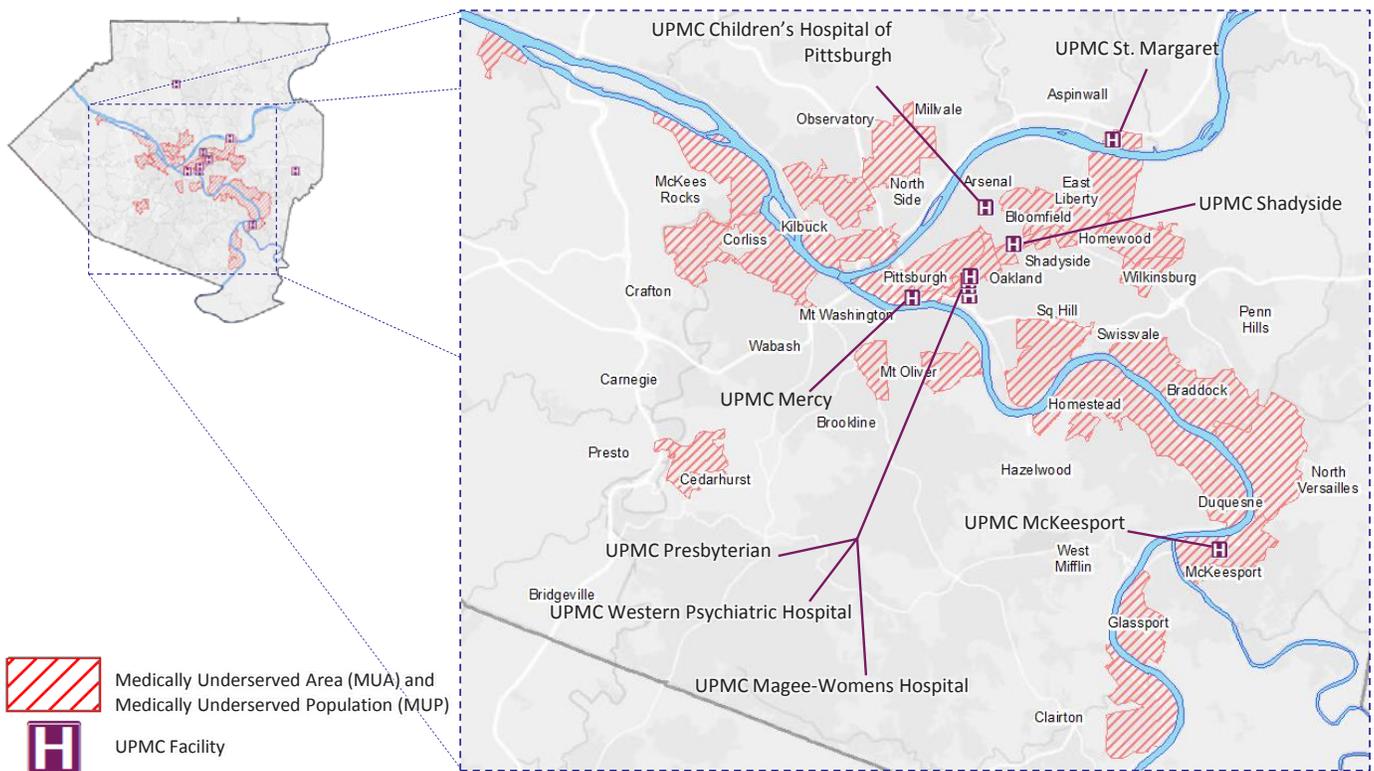
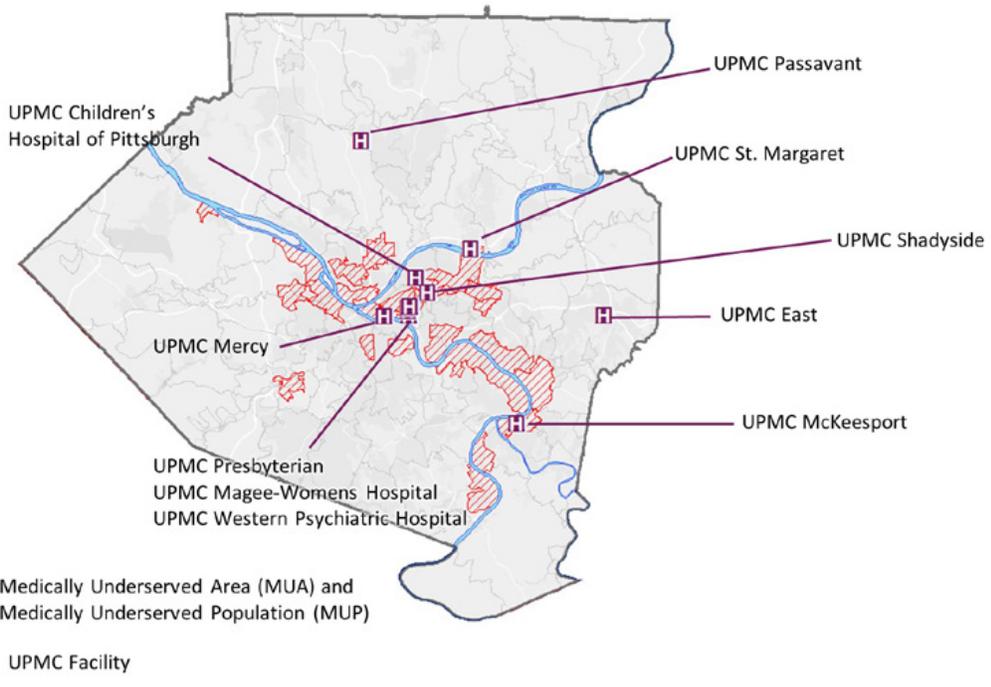
Social and Economic Population Demographics			
	Allegheny County	Pennsylvania	United States
Median Age	41.3	40.1	37.2
Median Household Income	\$47,505	\$49,288	\$50,046
% of People in Poverty	12.0	13.4	15.3
% with No High School Diploma (among those 25+)	7.4	11.6	14.4
% Unemployed (among those 16+ in labor force)	8.3	9.6	10.8
Racial Groups			
% White	81.5	81.9	72.4
% African-American	13.2	10.8	12.6
% Other Race	5.3	7.3	15.0

Source: U.S. Census

Medically Underserved Areas and Populations in Allegheny County: While Allegheny County has relatively strong demographic statistics, there are some neighborhoods that have characteristics of populations 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) in Allegheny County
 ~12.4 percent of the Allegheny 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 the eight UPMC hospital communities within Allegheny County yielded four significant health needs for the community:

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

Significant Health Needs for the Community	
<p>Chronic disease management rated highly in importance and hospitals’ ability to address the need.</p>	<p>Behavioral health rated as highly important for the region, with an emphasis on combating opioid and substance use.</p>
<p>Access to care and navigating resources was rated highly in the hospitals’ ability to address and likelihood of making a significant impact.</p>	<p>Prevention and community-wide healthy living was perceived as particularly important for the general population.</p>

These four 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 four 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 Allegheny County (scored above 4.10 on a scale of 1 to 5). For UPMC hospitals in Allegheny County, the assessment also identified 14 composite health topics within the overarching health priorities.

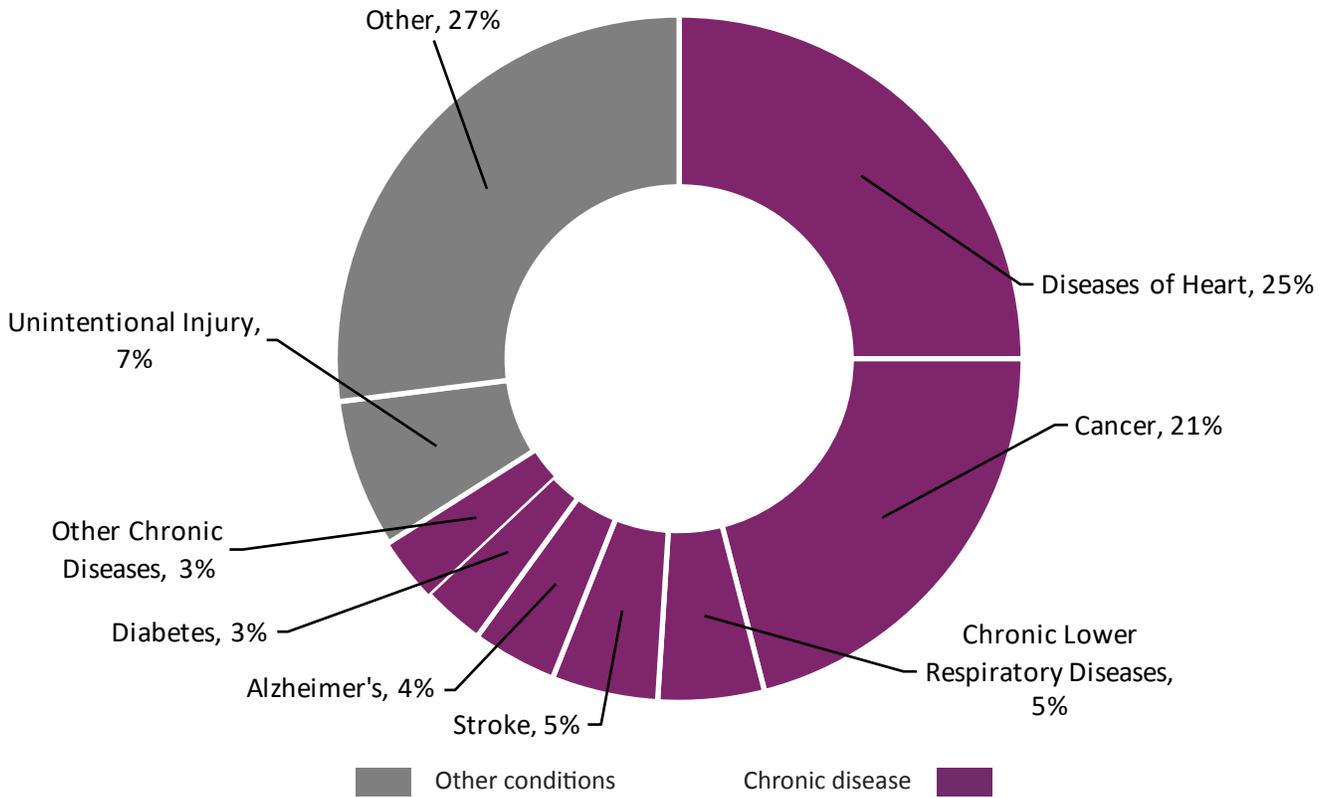
Allegheny County Significant Health Needs			
Chronic Disease Management	Behavioral Health	Access to Care and Navigating Resources	Prevention and Community-Wide Healthy Living
<ul style="list-style-type: none"> • Obesity • Heart Disease and Stroke • Respiratory Disease • Diabetes • Cancer 	<ul style="list-style-type: none"> • Opioid and Substance Abuse • Access to Behavioral Health Services 	<ul style="list-style-type: none"> • Primary Care • Specialty Care • Care Coordination • Palliative and End-of-Life Care 	<ul style="list-style-type: none"> • Community Prevention and Wellness Initiatives • Interpersonal Safety • Health-Related Social Needs

Chronic Disease Management — Importance to the Community:

Chronic diseases represent the leading causes of death nationally and in the community.

Chronic diseases are the leading cause of death nationally, in Pennsylvania, and in Allegheny County. In Allegheny County, nearly two-thirds of deaths are attributable to chronic disease. Chronic diseases have implications for the health and wellness and costs of care for community members. Seniors are particularly vulnerable, as age is correlated with increased likelihood of developing chronic disease.

Chronic Disease is a Leading Cause of Death in Allegheny County



Source: Pennsylvania Department of Health, 2016

Chronic diseases have important implications for the health and wellness of the community.

Managing chronic diseases is becoming more complex as an increasing number of individuals suffer from multiple chronic conditions or comorbidities.

Chronic Disease	Significance
Obesity	Many populations continue to see steady increases in obesity rates. Obesity is a serious health concern because it is associated with the development of other chronic diseases, including diabetes, heart disease, stroke, and cancer. Nearly 1 in 5 children in grades 7-12 (19.1%) in Pennsylvania are obese.
Heart Disease	Heart disease is the leading cause of death nationally and in Pennsylvania. Heart disease is responsible for nearly 1 in every 4 national deaths.
Stroke	Stroke is the fifth leading cause of death for Americans and is responsible for 1 out of every 20 deaths.
Respiratory Disease	Chronic lower respiratory diseases are the fourth leading cause of death nationally, and the fifth leading cause of death in Pennsylvania.
Diabetes	Diabetes is among the top 10 causes of death both nationally and in Pennsylvania. In Pennsylvania, more than 1 in 10 adults suffer from diabetes.
Cancer	More than 1.5 million people are diagnosed with cancer each year in the United States. Cancer is the second leading cause of death nationally and in Pennsylvania.

Risks for chronic diseases vary across population segments in Allegheny County, with differences demonstrated for some medically underserved, low-income, and minority populations.

Public health data suggests that lower education and lower income are often associated with increased prevalence of certain chronic diseases. Chronic disease may vary across minority populations as well. For example, 65 percent of Allegheny County adults are overweight or obese, but there is a higher prevalence in some medically underserved populations. Higher percentages of African Americans (73 percent) were overweight or obese.

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).

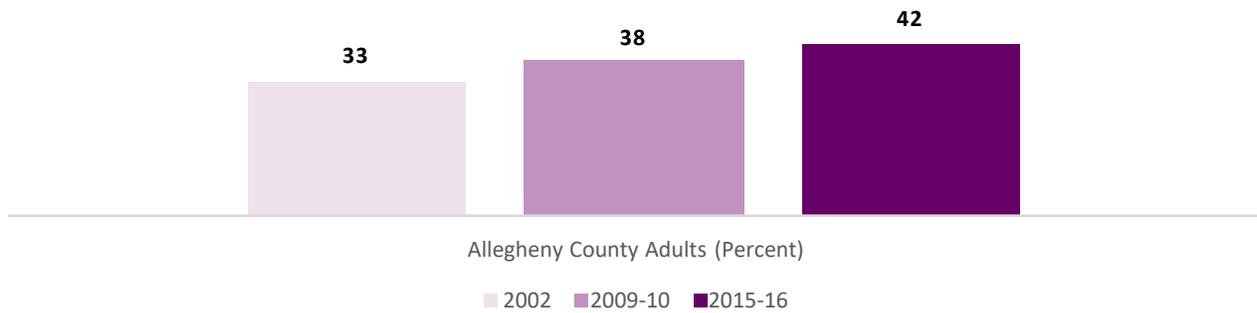
Behavioral health issues are widespread across the population nationally and in Allegheny County.



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

In Allegheny County, more than 4 in 10 adults reported experiencing poor mental health in the past month. The percentage of adults in Allegheny County reporting poor mental health in the past month has increased since 2002. In the most recent Allegheny County Health Survey, the percentage of adults reporting poor mental health in the past month is higher than the state.

Mental Health Not Good 1+ Day in the Past Month in Allegheny County

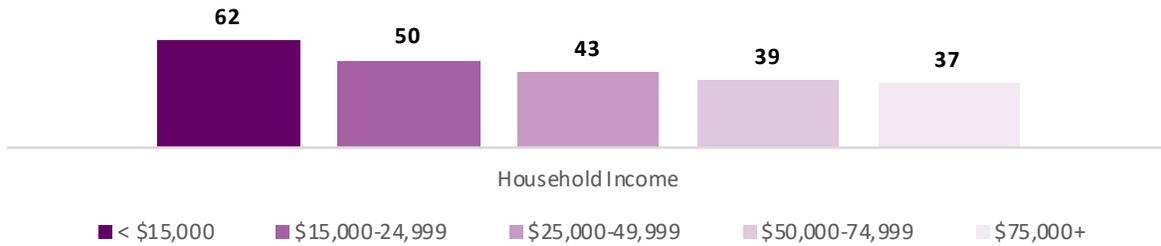


Source: Allegheny County Health Survey 2015-2016

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

Allegheny County residents with lower levels of income are more likely to report higher levels of mental health distress.

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



Source: Allegheny County Health Survey 2015-2016

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 affected 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.

	Allegheny County	Pennsylvania
Drug overdose mortality rate per 100,000 population	37	28

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

Access to Care and Navigating Resources — Importance to the Community:

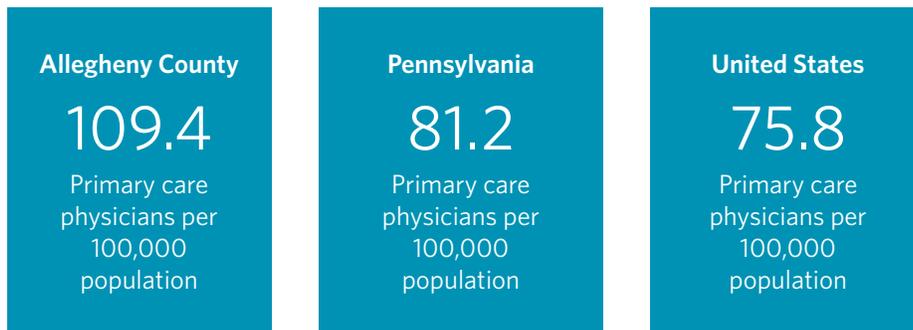
Access to health services and navigating the health care system contribute to positive health outcomes.

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.

While primary and specialty physician supply is adequate in Allegheny County compared to state and national benchmarks, there are areas and sub-populations that may exhibit impeded access. Allegheny County contains a number of Health Professional Shortage Area (HPSA) designations, defined as geographic areas or population groups that indicate health provider shortages.

In Allegheny County, there are 109.4 primary care physicians per 100,000 population, placing the county with a greater supply of primary care physicians compared to the state and nation.

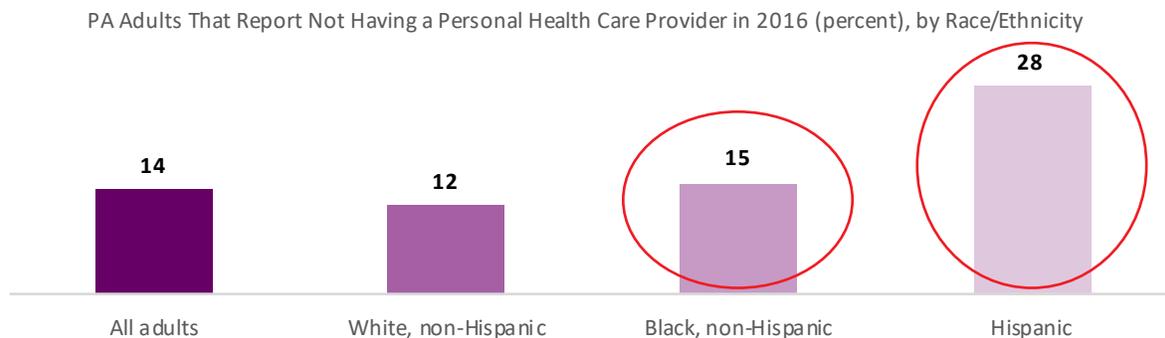


Source: Robert Wood Johnson County Health Rankings & Roadmaps, 2018

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).



Source: Pennsylvania Department of Health, 2016

Navigating resources, including medication management, transportation, and palliative and end-of-life care 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 are demonstrated to assist in care coordination include medication management, transportation assistance, and palliative and end-of-life care.

Navigating Resources Element	Significance
Medication Management and Access	Research indicates that adherence to medications is associated with positive health outcomes. However, many patients either do not have access to or are non-adherent to recommended medication regimes.
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.
Palliative and End-of-Life Care	Access to palliative and end-of-life care services provides important options for patients and families. Palliative and end-of-life care provide physical, emotional, social, and spiritual support.

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.

COUNTY SCREENING RATES

Allegheny County:

52% of women 40+ have had a mammogram in the past year
70% of adults 50+ have ever had a sigmoidoscopy or colonoscopy

Source: Allegheny County Health Survey 2015-2016

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

Data indicate that women, ethnic minorities, and low-income residents in Allegheny County are not receiving routine preventive care services such as mammograms, colorectal screenings, and flu shots.

- **Mammograms:** Women aged 40+ with less than a high school education were less likely to receive mammograms in the past year (38 percent), compared to those with a college degree (56 percent).
- **Colonoscopy or Sigmoidoscopy:** Adults 50+ in Allegheny County with less than a high school education were less likely to have ever received a colonoscopy or sigmoidoscopy (62 percent) than those with a college degree (76 percent).
- **Flu Shots:** Among individuals 65+ in Allegheny County, black residents were significantly less likely to have had a flu shot in the past 12 months (58 percent) than white residents (66 percent).

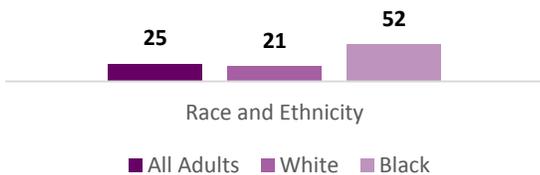
Health-related social needs (lack of affordable housing, food insecurity, and unemployment) are associated with negative health outcomes.

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.

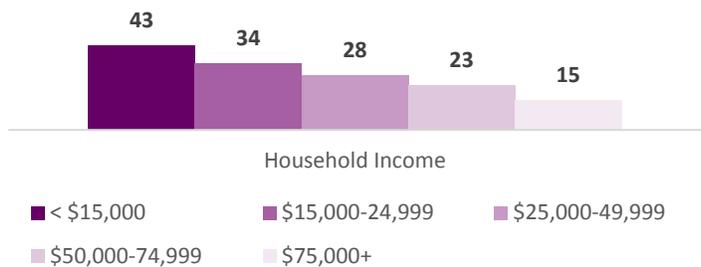
Interpersonal safety (accidental/unintentional injury, violence) may disproportionately impact minority populations.

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. Minority and low-income residents in the community reported a greater perception of risk.

Percent of Allegheny County Adults with Perception of Crime and Violence Risk, by Race and Ethnicity



Percent of Allegheny County Adults with Perception of Crime and Violence Risk, by Household Income



Source: Allegheny County Health Survey 2015-2016

UPMC Is Working to Address Significant Health Needs:

UPMC hospitals in Allegheny County 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 four significant health needs of chronic disease management, 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.

Chronic Disease Management

UPMC hospitals in Allegheny County are working to increase awareness, prevention, and management of chronic diseases in the community. The hospitals continue to employ and expand a broad array of tactics, including community education and outreach, preventive screenings, and comprehensive, evidence-based chronic disease programs to address chronic disease management in the region.

Behavioral Health

UPMC hospitals in Allegheny County continue to enhance efforts to address behavioral health needs in the community through a wide variety of channels and services. Efforts include expanding access to behavioral health specialties through better integration of medical and behavioral health care and programs to increase awareness and support residents impacted by substance use disorders.

Access to Care and Navigating Resources

Collaborating with local community organizations, as well as pioneering innovative care models, UPMC hospitals in Allegheny County are working to extend access to primary and specialty care, develop strategies to improve care coordination, and offer palliative and end-of-life services to those in need.

Prevention and Community-Wide Healthy Living

UPMC hospitals in Allegheny County partner with local organizations to enhance and develop programs that promote a healthy and safe environment for the community.

2019 Significant Health Needs in Allegheny County

UPMC Hospitals in Allegheny County	Chronic Disease Management					Behavioral Health		Access to Care and Navigating Resources				Prevention and Community-Wide Healthy Living		
	Obesity	Heart Disease and Stroke	Respiratory Diseases	Diabetes	Cancer	Opioid and Substance Abuse	Access to Behavioral Health	Primary Care	Specialty Care	Care Coordination	Palliative and End-of-Life Care	Community Prevention and Wellness	Interpersonal Safety	Health-Related Social Needs
UPMC Children's Hospital of Pittsburgh			✓			✓	✓		✓	✓		✓	✓	✓
UPMC East						✓	✓	✓	✓			✓	✓	
UPMC Magee-Womens Hospital	✓					✓						✓		
UPMC McKeesport						✓		✓				✓		
UPMC Mercy		✓		✓		✓	✓	✓	✓	✓				✓
UPMC Passavant		✓			✓						✓			
UPMC Presbyterian Shadyside						✓	✓		✓	✓	✓	✓	✓	
UPMC St. Margaret						✓		✓		✓	✓	✓		

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:

Each UPMC hospital in Allegheny County has 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 UPMC hospital in Allegheny County 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 Children's Hospital of Pittsburgh	Page 29
UPMC East	Page 42
UPMC Magee-Womens Hospital	Page 50
UPMC McKeesport	Page 61
UPMC Mercy	Page 72
UPMC Passavant	Page 85
UPMC Presbyterian Shadyside	Page 94
UPMC St. Margaret	Page 107

Community Health Improvement Progress and Plans

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

UPMC | **CHILDREN'S**
HOSPITAL OF PITTSBURGH

Caring for the Community

UPMC Children's Hospital of Pittsburgh is a nonprofit, acute-care teaching hospital located in the city's Lawrenceville neighborhood. A fixture in the region for nearly 130 years, the hospital moved to its current location in 2009 and continues to invest in new state-of-the-art facilities. Children's is a unique resource that provides compassionate medical care to the youngest and most vulnerable patients in Allegheny County and the region.

From rare diseases to cardiac care, Children's offers a full range of advanced specialty care for infants, children, and adolescents, providing access to medical, surgical, behavioral health, and transitional care. The nation's first pediatric transplant center, Children's is renowned for outstanding clinical services, research programs, and medical education — and for helping to establish standards of excellence in pediatric care. Children's is also a Magnet® designated hospital — the highest international recognition for nursing excellence and leadership.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	315	Employees	3,239
	Hospital Patients	21,507	Community Benefits Contributions	\$80 million
	Emergency Dept. Visits	80,545	Free and Reduced Cost Care	\$22 million
	Total Surgeries	20,149	Total Economic Impact of Hospital Operations	\$1.2 billion

Addressing the Community's Significant Health Needs

When the Fiscal Year 2016 CHNA was conducted, UPMC Children's Hospital of Pittsburgh affirmed the following significant health needs:

- Preventive Health and Wellness
- Childhood Obesity
- Behavioral Health

PREVENTIVE HEALTH AND WELLNESS

CHILDHOOD OBESITY

BEHAVIORAL HEALTH

GOAL

Enhance preventive health and wellness through relationships with schools and injury prevention programs

STRATEGY

The hospital is helping to promote preventive health and wellness efforts in school and community settings

ACTIONS:

- ✓ In partnership with the Alliance for a Healthier Generation, work with local schools and out-of-school time programs to expand and support participation in nationally recognized and evidence-based Healthy Schools Program (HSP) and Healthy Out of School Time (HOST) Program.
- ✓ Expand efforts into early care and education settings through Healthy Way to Grow.
- ✓ Support Health Rangers, a youth mentorship program designed to help middle school students at a local public school learn about careers in health care, increase self-esteem, and gain marketable skills.
- ✓ Support youth engagement opportunities.
- ✓ Continue to support healthy community initiatives (immunizations, injury prevention literacy program, dental services, vision services, asthma support line).
- ✓ Immunizations



PROGRAMS:

Prevention and Wellness

- Healthy Schools Program (HSP)
- Healthy Out of School Time (HOST) Program
- Health Rangers
- Healthy Way to Grow
- Care Mobile
- Community Asthma Prevention Program

Injury Prevention and Safety

- Car Seat Safety Program
- Safety Center
- Kohl's Hard Heads Helmet Program
- Home Safety Van
- Flipside Program

PROGRESS:

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



68

Schools Participating in Healthy Schools Program



30,000+

Participants in Injury Prevention Programs



1,014

Total Immunizations

PROGRAM HIGHLIGHTS:

Promoting Healthier In-School and Out-of-School Environments

Children's, in partnership with the Alliance for a Healthier Generation, is partnering with local schools and community organizations to expand and support participation in the nationally recognized and evidence-based Healthy Schools Program (HSP) and Healthy Out of School Time (HOST) programs. These programs enhance the in- and out-of-school environments, promote student health, and support academic achievement — particularly for at-risk and low-income students. Notable achievements over the past three years include:



- **Increasing the number of schools that partner with HSP:** 68 schools participate in HSP, reaching approximately 34,000 youth. As a result, 10 schools have achieved eligibility for national recognition for achieving best practices, and five schools have been recognized with a National Healthy Schools Award by the Alliance for a Healthier Generation.
- **Encouraging kids in Pittsburgh to be more active:** 81 after-school programs participate in HOST, reaching approximately 8,000 youth. In addition, as part of the HSP, Children's partnered with the University of Pittsburgh's Schools on the Move to train school staff and administrators from 15 schools on strategies for integrating physical activity breaks into classroom settings.
- **Making measurable progress in adopting best practices for healthy school environments:** Between 2016 and 2018, 54 Pittsburgh Public Schools demonstrated measurable progress in the areas of Nutrition Services, Health Education, Physical Education and Physical Activity, Health Services, Health Promotion for Staff and Family, and Community Involvement.
- **Expanding reach to early childhood centers:** Children's has grown its partnership with the Alliance for a Healthier Generation through a pilot program, Healthy Way to Grow. As a result, Children's has engaged four early childhood centers in assessment of their environments and adoption of best practices for healthy environments. This Healthy Way to Grow program reaches approximately 750 children (ages 0 - 5 years) in Allegheny County.

Providing Care in Underserved Communities

To ensure children have access to the care they need, providers from Children's travel to residents who are unable to visit a physician regularly.

- **Immunizations:** In 2017, the Care Mobile administered 1,014 immunizations, helping ensure that school-aged children are up-to-date on their vaccinations.
- **Dental Care:** In collaboration with the Salvation Army, the hospital provided dental services to 250 youth in the Oil City area as part of Give Kids a Smile Day.

PROGRAM HIGHLIGHTS:

Preventing Injuries and Promoting Safety

The hospital's Injury Prevention and Safety Department reaches more than 30,000 youth and caregivers through safe driving, helmet safety, car seat safety, and violence prevention programs.

- **Car Seat Safety:** Initiated in 2008, the hospital's Car Seat Safety Program loans more than 1,000 car seats per year to families in the community and donates between 30-90 car seats to families in need each year.
- **Home Safety:** The Home Safety Center offers families hands-on education, identifies potential home hazards with screening assessments, and donates home safety products to families in need. Additionally, the hospital expanded its home safety program through a new Mobile Home Safety Van, which was introduced to 29 Allegheny County Family Support Centers as part of an annual retreat in June 2018.
- **On-Wheels Safety:** In partnership with the Kohl's Hard Heads Helmet Program, the hospital provides 6,000 free helmets per year to protect kids on bikes and while playing sports. In 2017-2018, the hospital extended the reach of this program by integrating with the Healthy Schools Program to proactively identify at-risk youth, and then work with schools to provide students and parents with safety education.
- **Gun Violence:** In collaboration with UPMC's Center for Engagement and Inclusion, the hospital piloted The Flipside program in Pittsburgh to show at-risk teens the ramifications of gun violence, with the hope of preventing one of them from being next on the operating table. In its first year, the program reached nearly 150 students, and empowered teens to become ambassadors at their schools to share what they learned during the program.



COMMUNITY PARTNERS:

Pittsburgh Public School District, Woodland Hills School District, Clairton School District, Elizabeth Forward School District, Carlynton School District, Penn Hills School District, fitUnited/United Way of Allegheny County, Grow Pittsburgh, Allegheny County Health Department, Children's Community Pediatrics, Common Threads, Pittsburgh Parks Conservancy, Lawrenceville United, Boys and Girls Club, Neighborhood Learning Alliance, Venture Outdoors, City of Pittsburgh, Citiparks, YMCA of Greater Pittsburgh, University of Pittsburgh School of Health and Physical Activity

GOAL

Increasing awareness about healthy eating and physical activity

STRATEGY

The hospital is developing approaches to address childhood obesity, particularly in low-income neighborhoods

ACTIONS:

- ✓ Provide standardized recommendations for nutritious snacks, meals, and drinks to encourage purchase and service of nutritious foods and beverages that are culturally appropriate.
- ✓ Offer staff opportunities to learn about healthy eating and physical activity using effective training models and evidence-based content.
- ✓ Provide evidence-based nutrition education that aligns with interests and needs of caregivers and children.
- ✓ Aid centers in creating organizational policies and site environments that encourage families to enjoy healthy eating and activities.



PROGRAMS:

- Healthy Eating and Active Living (HEAL) Assessments and activities in Family Support Centers
- Healthy Way to Grow in early care and education centers
- Parks Rx in family support, school, and out-of-school settings

PROGRESS:

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



29

Family Support Centers
Promoting Healthy Lifestyles



567

Families Reached Through Family
Care Connection Centers

PROGRAM HIGHLIGHTS:

Promoting Healthy Eating and Active Living at Local Family Support Centers

The hospital is collaborating with 29 Family Support Centers (FSC) throughout Allegheny County, including six Family Care Connection (FCC) Centers, to measure the degree to which the centers meet best practice healthy eating and physical activity standards. Using the Healthy Eating and Active Living (HEAL) Assessment, the hospital is helping FSCs measure:

- **Snack, meal, and drink quality**
- **Staff training on healthy eating and physical activity**
- **Nutrition education**
- **Organizational policies related to healthy eating and physical activity**

In 2017, initial HEAL results showed that 91 percent of sites incorporated physical activity into programming for toddlers and preschoolers, and that 91 percent of staff gently encouraged children to try fruits and vegetables and sat with children during meals and snacks. Additionally, all the centers achieved Live Well Allegheny recognition for completing the assessment, setting goals, and making strides towards achieving those goals.

In addition to conducting HEAL assessments, Children's also assists FSCs to establish goals and provides ongoing technical support and resources. To help FSCs meet HEAL recommendations, the hospital collaborates with the Allegheny County Health Department and a network of partners to provide expertise, education, and other resources.



Increasing Nutrition Education in School and Out-of-School Settings

Children's works with partners to help teach kids about healthy eating. Efforts include:

- Collaborating with Common Threads to teach cooking skills and provide nutrition education programs to students in 20 Pittsburgh Public Schools as part of the Healthy Schools Program, and with 16 out-of-school time partners.
- Partnering with Adagio Health to deliver the Power Up Program to nine after-school program providers, which resulted in measurable improvements in meeting best practices for nutrition education.

COMMUNITY PARTNERS:

Allegheny County Department of Human Services, Allegheny County Health Department, Family Support Center Network, Allegheny Intermediate Unit, Greater Pittsburgh Community Food Bank, fitUnited/United Way of Allegheny County, Lawrenceville United, Venture Outdoors, Grow Pittsburgh, University of Pittsburgh Graduate School of Public Health, University of Pittsburgh Department of Sports Medicine and Nutrition, UPMC Health Plan, Farm Truck Foods, 412 Food Rescue

GOAL

Enhance access to behavioral health services

STRATEGY

The hospital is expanding services to increase access to behavioral health care

ACTIONS:

- ✓ Continue to expand Children's and UPMC Western Psychiatric Hospital's Child Psychiatry Co-Location Project.
- ✓ Expansion of behavioral health providers into subspecialty practices to help patients with chronic diseases, such as cancer, diabetes, and asthma.
- ✓ Embed behavioral health model in the Family Care Connection Centers via a behavioral health therapist.
- ✓ Explore behavioral health service need in schools through expansion of the Healthy Schools Initiative.
- ✓ Implement pediatric psychiatry telephone consult service.



PROGRAMS:

- Pediatric Behavioral Health Services — Prevention, Early Identification, and Treatment
- Substance Misuse and Referral to Treatment (SMART) Choices
- Child Psychiatry Co-Location Project
- Embedded Behavioral Health Model
- Behavioral Health in schools
- Telephonic Psychiatric Consultation Service Program (TiPS)

PROGRESS:

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



19

Pediatric Practices with Co-Located Behavioral Health Specialists



39

Pediatric Practices Using SMART Screening Tool

PROGRAM HIGHLIGHTS:

Expanding Programs to Identify Addiction in At-Risk Youth

- **Substance Misuse and Referral to Treatment (SMART) Choices:** The hospital is expanding the Substance Misuse and Referral to Treatment (SMART) Choices program, which seeks to help children avoid the long-term consequences of substance abuse. Run in partnership with Children's Community Pediatrics (CCP) and UPMC Health Plan, SMART Choices provides families with access to addiction experts in a nationally recognized, integrated primary care/behavioral health model.
 - » From 2017 to 2018, the program expanded from three pilot sites to 39 additional practices, and helped pediatricians and therapists develop more skills for supporting children and families struggling with drug and alcohol use.

Increasing Access to Behavioral Health Care by Embedding Services

- **Child Psychiatry Co-Location Project:** Recognizing the role that early identification and treatment of behavioral issues plays in managing conditions, Children's and UPMC Western Psychiatric Hospital began co-locating behavioral health services within Children's Community Pediatrics (CCP) practices. This model of care continues to grow, and now includes 19 clinics throughout western Pennsylvania. To improve care of pediatric patients with chronic diseases, such as cancer and diabetes, the hospital is embedding behavioral health providers into subspecialty practices, including Hematology-Oncology and Endocrinology.
- **Embedded Behavioral Health Model:** The hospital developed a new model of care in which a behavioral health specialist is embedded at Family Care Connection (FCC) Centers located in underserved communities. The dedicated behavioral health specialist provides direct care to children of low-income families, serves as care coordinator, and encourages utilization of parent-child interaction therapy (PCIT).
 - » The hospital partnered with the Department of Human Services to pilot PCIT rooms close to FCCs in Braddock and Mt. Oliver.
 - » After demonstrating success of the pilot program, the hospital was selected by the Department of Human Services to lead the expansion of this model to two additional centers in the Family Support Center network.

Supporting Schools and Rural Providers with Behavioral Health Expertise

- **Behavioral Health in Schools:** As an expansion of the Healthy Schools Program, the hospital is assessing school-based Counseling and Psychological Services, improving integration of school-based services, and providing training to more than 250 school professionals on behavioral health topics, such as trauma-informed care, child welfare, ADHD, and substance use prevention and early warning signs.
- **Telephonic Psychiatric Consultation Service Program (TiPS):** The hospital's primary care network, Children's Community Pediatrics (CCP), was selected by HealthChoices to take part in a new Pennsylvania program to improve behavioral health access for kids. Through telephone consults, CCP provides real-time, peer-to-peer resources to physicians across the state who seek advice for pediatric patients with behavioral health concerns.



COMMUNITY PARTNERS:

UPMC Western Psychiatric Hospital, Children's Community Pediatrics, managed care organizations, Children's Family Care Connection Centers/Allegheny County Family Support Center Network, Allegheny County Department of Human Services, Pittsburgh Public Schools, Community-Based Mental Health Agencies, UPMC Children's Hospital of Pittsburgh: Behavioral Health, Child Advocacy, Subspecialties (e.g., Hematology-Oncology, Pulmonary Medicine, Endocrinology)

UPMC Children’s Hospital of Pittsburgh Is Addressing High Priority Health Issues:

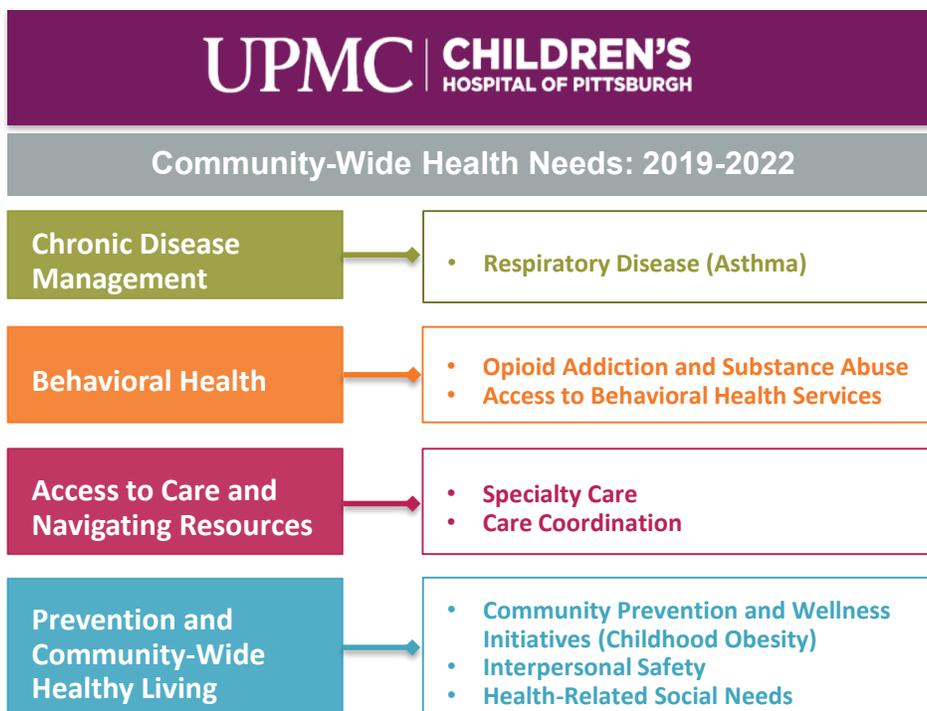
Adoption of the Implementation Plan

On June 4, 2019, the UPMC Children’s Hospital of Pittsburgh Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Children’s Hospital of Pittsburgh Is Leveraging UPMC and Community Resources

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



Addressing Chronic Disease Management

UPMC Children’s Hospital of Pittsburgh will continue to address chronic disease management in the community. The hospital will launch a new initiative to prevent and manage asthma symptoms for at-risk youth in the community. This effort includes the use of advanced data analytics and the solicitation of community input to better target at-risk populations and optimize intervention effectiveness.

CHRONIC DISEASE MANAGEMENT

Respiratory Disease (Asthma)	
Intended Actions	Explore and conceptualize new initiatives to prevent and manage chronic diseases. <ul style="list-style-type: none"> ▪ Create new comprehensive asthma prevention and management initiative ▪ Develop an integrated community-clinical model for preventing and managing asthma
Programs	Asthma Community-Clinical Pathway of Care
Target Population	Children and adolescents, medically underserved/low-income/minority populations
Anticipated Impact Three-Year Goal	Establish and implement the pathway
Planned Collaborations	Allegheny County Health Department, Family Care Connection Centers, Healthy Homes, Women for a Healthy Environment, United Way, school nurses, Tobacco Free Allegheny, BreathePA, UPMC Health Plan, University of Pittsburgh Graduate School of Public Health, Children’s Community Pediatrics

Addressing Behavioral Health

Children’s will enhance services to meet the community’s needs relating to behavioral health and substance use. Children’s will continue to develop and maintain multiple channels and community-based partnerships to ensure children in the community have access to behavioral health services. As part of this effort, Children’s is partnering with UPMC Western Psychiatric Hospital to expand its co-location initiative to embed behavioral health specialists in pediatric and specialty practices, as well as in family community centers. Specialists also work through telephonic consultations with physicians needing expert advice for patients, and through innovative efforts to identify, prevent, and manage children at-risk for substance use.

BEHAVIORAL HEALTH

	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services
Intended Actions	Develop and support programming to address behavioral health. <ul style="list-style-type: none"> ▪ Create programs to stem addiction and substance use 	Develop and support comprehensive programming to address behavioral health. <ul style="list-style-type: none"> ▪ Continue to expand Child Psychiatry Co-Location Project ▪ Expansion of behavioral health providers into subspecialty practices to help patients with chronic diseases, such as cancer, diabetes, and asthma ▪ Embed behavioral health model in the Family Care Connection Centers via a behavioral health therapist ▪ Explore behavioral health service needs in schools through the Healthy Schools Initiative ▪ Continue to support pediatric psychiatry telephone consult service
Programs	Substance Misuse and Referral to Treatment (SMART) Choices	<ul style="list-style-type: none"> ▪ Pediatric Behavioral Health Services – Prevention, Early Identification, and Treatment ▪ Child Psychiatry Co-Location Project ▪ Embedded Behavioral Health Model ▪ Behavioral Health in schools ▪ Telephonic Psychiatric Consultation Service Program (TiPS)

BEHAVIORAL HEALTH

Target Population	Children and adolescents	Children and adolescents
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support those suffering from addiction	Increase awareness of and access to behavioral health resources
Planned Collaborations	UPMC Western Psychiatric Hospital, Children's Community Pediatrics, managed care organizations, Family Care Connection Centers, Allegheny County Department of Human Services, Pittsburgh Public Schools, UPMC Children's Hospital of Pittsburgh: Behavioral Health, Child Advocacy, Subspecialties (e.g., Hematology-Oncology, Pulmonary Medicine, Endocrinology), Community-Based Mental Health Agencies, Futures without Violence	

Addressing Access to Care and Navigating Resources

Children's is dedicated to addressing access and resource navigation issues in the community. The hospital is continuing to roll out a comprehensive co-location initiative to embed specialists in primary care and community settings for convenient, available access to specialty services. Additionally, Children's is deepening its partnerships with schools in a targeted effort to enhance care coordination and communication with school nurses.

ACCESS TO CARE AND NAVIGATING RESOURCES

	Specialty Care	Care Coordination
Intended Actions	Increase access to specialty care for children and adolescents in the community. <ul style="list-style-type: none"> ▪ Pioneer new care models to integrate specialty care into community locations 	Increase communication between the hospital and school and community settings. <ul style="list-style-type: none"> ▪ Improve collaboration and care transitions with school nurses
Programs	Specialty care co-location initiative, including Pediatric Gastroenterology and Adolescent Medicine into community practices	School nurse partnership initiative
Target Population	Children and adolescents	Children and adolescents
Anticipated Impact Three-Year Goal	Expand access to specialty care	Improve information sharing and care coordination for children
Planned Collaborations	Children's Community Pediatrics, UPMC Children's Specialty Care, Pittsburgh Public School District and other regional school districts, Pennsylvania Pediatric Health Network	

Addressing Prevention and Community-Wide Healthy Living

UPMC Children's Hospital of Pittsburgh will continue to address preventive health and wellness through an extensive suite of programs and partnerships with community organizations. The hospital will maintain a dedicated focus on combating childhood obesity through the use of evidence-based training models, content development, and the facilitation of organizational policies at community locations that encourage healthy eating. The hospital continues to launch new initiatives to improve community health, including new efforts to address social needs that impact health.

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

	Community Prevention and Wellness Initiatives (Focus on Childhood Obesity)	Interpersonal Safety	Health-Related Social Needs
Intended Actions	<p>The hospital is helping to promote preventive health and wellness efforts in school and community settings. A dedicated focus continues to center on developing innovative multi-modal approaches to address childhood obesity, particularly in low-income neighborhoods.</p> <ul style="list-style-type: none"> Continue partnerships with the Alliance for a Healthier Generation, work with local schools and out-of-school time programs to expand and support participation in nationally recognized and evidence-based programs Use evidence-based training models and content to educate community members on healthy eating and physical activity Facilitate the development of organizational policies that encourage healthy eating and physical activity at a variety of local organizations (e.g., FCCs, schools) Expand efforts into early care and education settings Continue to support and promote healthy community initiatives (health education, immunizations, dental services, vision services) 	<ul style="list-style-type: none"> Maintain and develop a suite of programs to prevent injuries and promote safe environments Support and expand programs to prevent accidental injuries 	<ul style="list-style-type: none"> Explore and conceptualize innovative programs to address food insecurity for children
Programs	<ul style="list-style-type: none"> Prevention and Wellness Initiatives Healthy Schools Program (HSP; grades K-12) Healthy Out-of-School Time (HOST) Program Healthy Eating and Active Living (HEAL) Assessments and Activities (Family Support Centers) Healthy Way to Grow (early childcare and education) CareMobile Parks Rx 	<ul style="list-style-type: none"> Car Seat Safety Program Safety Center Kohl's Hard Heads Helmet Program Home Safety Van Flipside Program 	<ul style="list-style-type: none"> Launch food insecurity pilot program in collaboration with community partners
Target Population	<ul style="list-style-type: none"> Children and adolescents, medically underserved/low-income/minority populations 	<ul style="list-style-type: none"> Children and adolescents, medically underserved/low-income/minority populations 	<ul style="list-style-type: none"> Children and adolescents, medically underserved/low-income/minority populations
Anticipated Impact Three-Year Goal	<ul style="list-style-type: none"> Increase number of schools achieving best practices for a healthy school environment Increase number of out-of-school programs achieving best practices for a healthy out of school time environment Increase number of family support centers that are achieving best practices for healthy eating and active living Increase number of early childhood sites participating Continue to support existing efforts and explore ways to integrate additional related efforts into community-based initiatives 	<ul style="list-style-type: none"> Increase awareness of and utilization of injury prevention programming 	<ul style="list-style-type: none"> Establish a system for addressing food insecurity
Planned Collaborations	<p>Allegheny County Department of Human Services, Allegheny County Health Department, Family Support Center Network, Family Care Connection Centers, Allegheny Intermediate Unit, Greater Pittsburgh Community Food Bank, fitUnited/United Way of Allegheny County, Lawrenceville United, Venture Outdoors, Grow Pittsburgh, University of Pittsburgh Graduate School of Public Health, University of Pittsburgh Department of Sports Medicine and Nutrition, UPMC Health Plan, 412 Food Rescue, Just Harvest</p>		

Community Health Improvement Progress and Plans

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



UPMC | EAST

Caring for the Community

UPMC East is a nonprofit, acute-care hospital in Monroeville, an eastern suburb of Pittsburgh, Pennsylvania, located in Allegheny County. Opened in 2012, this state-of-the-art hospital delivers a full range of quality medical services to the residents of Pittsburgh’s eastern communities. Its opening generated new economic energy in the community, created more than 800 jobs, and provided residents with access to UPMC’s nationally renowned medical services without traveling out of area.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	155	Employees	826
	Hospital Patients	12,531	Community Benefits Contributions	\$9 million
	Emergency Dept. Visits	47,303	Free and Reduced Cost Care	\$8 million
	Total Surgeries	4,947	Total Economic Impact of Hospital Operations	\$262 million

Addressing the Community’s Significant Health Needs

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

- Preventive Health and Wellness
- Senior Health



GOAL

Increase awareness about healthy behaviors throughout the community

STRATEGY

The hospital is taking a community-oriented approach to educating area residents about healthy behaviors

ACTIONS:

- ✓ Provide and support educational events and screenings offered throughout the community.
- ✓ Collaborate to promote heart disease and cancer prevention, working with UPMC Heart and Vascular Institute and UPMC Hillman Cancer Center.



PROGRAMS:

Heart Disease

Community Education and Support

- Celebrate Monroeville
- Go Red for Women
- Show Your Heart Some Love
- The Surprising Link Between Heart Disease and Stroke
- Why Do My Feet and Ankles Hurt?

Cancer

Community Education and Support

- Let's Cancel Out Cancer
- Questions about Your Urologic Health
- Ladies Day Out
- Get the Facts on Breast Cancer
- Pit Stop for Men's Health

Behavioral Health

Addiction Education and Resources

- Addiction: A Treatable Disease
- Bridge to Hope
- Solutions to Workplace Substance Abuse
- Navigating Addiction: Steps to and Through Recovery

PROGRESS:

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



13

Preventive Health and Wellness Events



2,904

Event Attendees



339

Health Screenings

PROGRAM HIGHLIGHTS:*Helping Community Members Navigate Addiction*

UPMC East is tackling the opioid epidemic with a diverse range of programs and services.

- **Developing addiction and recovery awareness events for staff, local employers, and the community:** UPMC East is providing information about resources and recovery support services. The hospital partnered with the Westmoreland Drug & Alcohol Commission to offer a free event titled, "Navigating Addiction: Steps To and Through Recovery."

Raising Awareness about Safety and Survival

UPMC East is empowering community members to help improve survival from life-threatening bleeding.

- **Providing Stop the Bleed training:** In partnership with local EMS, UPMC East is providing Stop the Bleed training to local churches, parks, and businesses, which are vulnerable to mass casualty events.

**COMMUNITY PARTNERS:**

American Heart Association, Monroeville Mall, Sampson Family YMCA, Monroeville Senior Center, Monroeville Public Library, Prevention Point Pittsburgh, Monroeville Police Dept., Gateway Rehabilitation

GOAL

Enhance senior health through education sessions, screenings, and improved care coordination

STRATEGY

The hospital is leveraging community partnerships to improve senior health

ACTIONS:

- ✓ Collaborate with local partners to offer senior health education, free screenings, and medication management.
- ✓ Collaborate with skilled nursing facilities to improve communication, including post-discharge coordination.



PROGRAMS:

- Why Do My Feet and Ankles Hurt?
- State Rep. Tony Deluca Senior Health Fair
- Penn Hills Senior Center Health Fair
- Great News for Bad Knees
- Caregiver Connections
- Conquer Your Hip and Knee Pain
- Bladder Cancer and Your Urologic Health
- Closer Look at Your Ears, Nose, and Throat
- My Arm Hurts: Common Upper Extremity Problems
- Understanding Breast Cancer
- Get to the Bottom of It: Understanding Colon Cancer

PROGRESS:

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



14
Senior Health
Events



1,211
Event Attendees



163
Health Screenings

PROGRAM HIGHLIGHTS:

Improving Senior Health through Education

UPMC East remains committed to serving seniors in the community. To help address senior health issues, UPMC East participates in health fairs, offers monthly visits to senior communities and senior centers, and provides caregiver support and resources.



COMMUNITY PARTNERS:

Monroeville Senior Center, Monroeville Public Library, Penn Hills Senior Center, Penn Hills YMCA, Redstone Highlands Senior Living Communities, Beatty Point Village - UPMC Senior Communities

UPMC East Is Addressing High Priority Health Issues:

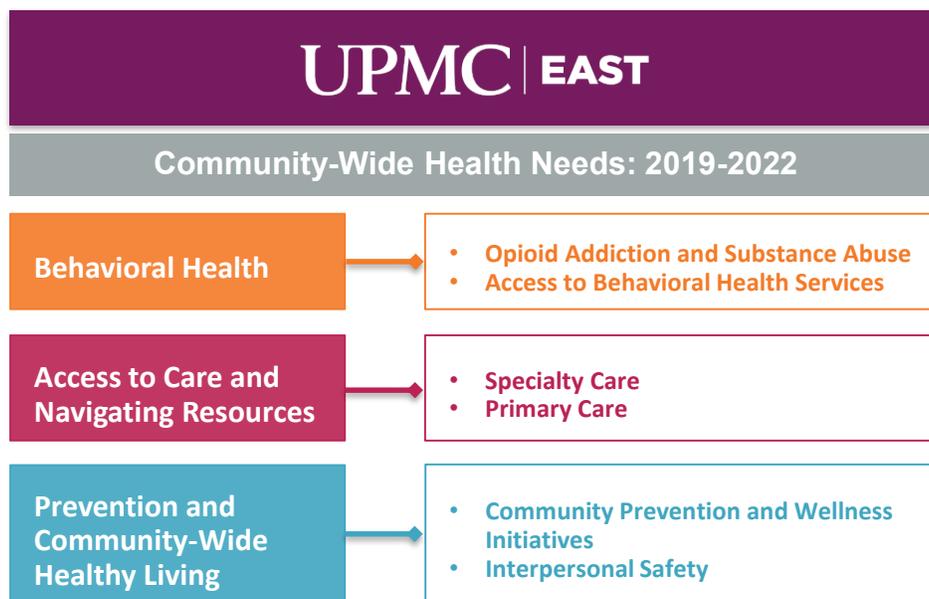
Adoption of the Implementation Plan

On May 17, 2019, the UPMC East 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 East Is Leveraging UPMC and Community Resources

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



Addressing Behavioral Health

UPMC East is dedicated to maintaining and expanding its efforts to support the community's needs relating to behavioral health and substance use. The hospital offers a wide variety of addiction and recovery awareness events for staff, local employers, and community members. UPMC East will continue to leverage community partnerships to create and promote these efforts.

BEHAVIORAL HEALTH		
	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services
Intended Actions	Develop and support comprehensive programming to address behavioral health. <ul style="list-style-type: none"> ▪ Create programming to stem addiction and substance use ▪ Offer programs to support families/community members affected by addiction 	Increase access to behavioral health services through innovative programs and delivery models.
Programs	Community Education and Support <ul style="list-style-type: none"> ▪ Informational sessions and vendor fairs ▪ Bridge to Hope 	Assess and implement co-location initiative to embed behavioral health specialists in primary care offices
Target Population	General community	General community
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support those suffering from addiction and their families	Increase awareness of and access to behavioral health resources
Planned Collaborations	Monroeville Police Dept., Gateway Rehabilitation, Jade Wellness Outpatient Drug Rehab Treatment Center, Greenbriar Treatment Center, UPMC Western Psychiatric Hospital	

Addressing Access to Care and Navigating Resources

UPMC East will continue to address access and resource navigation issues in the community through a variety of channels, from enhancing physician recruitment efforts to expanding the hospital's Emergency Department to better meet patient demand.

ACCESS TO CARE AND NAVIGATING RESOURCES		
	Specialty Care	Primary Care
Intended Actions	Increase access to specialty care. <ul style="list-style-type: none"> ▪ Evaluate plans to expand and operationalize specialty and sub-specialty services in the community ▪ Augment facility's ability to meet patient needs (e.g., increased beds in the Emergency Department, expand size of key areas such as the pain clinic, renovations) 	Identify and develop best practices to meet primary care needs in the community. <ul style="list-style-type: none"> ▪ Provide primary medical care, preventive care, disease management, and health-related education
Programs	<ul style="list-style-type: none"> ▪ Physician recruitment ▪ Bed expansion 	<ul style="list-style-type: none"> ▪ Expand services and availability (e.g., extended hours) ▪ Provide transportation assistance through collaborations with local organizations
Target Population	General community	General community
Anticipated Impact Three-Year Goal	Improve access to specialty care	Improve access to care through primary care network and Emergency Department
Planned Collaborations	Eastern Area EMS	

Addressing Prevention and Community-Wide Healthy Living

UPMC East will address preventive health and wellness through an extensive suite of programs, including community education, screenings, and customized programming for seniors. UPMC East will continue to build upon many of its community initiatives established through the 2013 and 2016 CHNAs to focus on chronic disease management and senior health. The hospital leverages system-wide efforts and expertise to support these initiatives, such as through the UPMC Heart and Vascular Institute, UPMC Hillman Cancer Center, and partnerships with community organizations (e.g., area employers, local YMCAs, and senior living facilities).

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING		
	Community Prevention and Wellness Initiatives	Interpersonal Safety
Intended Actions	<p>The hospital is taking a comprehensive, community-oriented approach to improve the health and wellness of residents in the community, including targeted efforts to support chronic disease management and senior health.</p> <ul style="list-style-type: none"> Provide and support educational events and screenings offered throughout the community Collaborate to promote heart disease and cancer prevention, working with UPMC Heart and Vascular Institute and UPMC Hillman Cancer Center Collaborate with local partners to offer senior health education, free screenings, and medication management 	<p>Increase awareness of gun violence and trauma deaths.</p> <ul style="list-style-type: none"> Leverage partnerships to develop programming and training to empower individuals to act quickly and save lives
Programs	<ul style="list-style-type: none"> Alive and Well Series - topics include heart health and cancer prevention/detection Celebrate a Healthy Monroeville Go Red for Women Ladies Day Out Penn Hills Senior Center Health Fair Caregiver Connections 	<ul style="list-style-type: none"> Stop the Bleed
Target Population	General community, seniors	General community
Anticipated Impact Three-Year Goal	Increase awareness about healthy behaviors throughout the community	Raise awareness of gun violence and educate the community about how to respond to a mass casualty event
Planned Collaborations	American Heart Association, Monroeville Mall, Sampson Family YMCA, Monroeville Senior Center, Penn Hills Senior Center, Redstone Highlands Senior Living Communities, Beatty Point Village - UPMC Senior Communities, American Cancer Society	

Community Health Improvement Progress and Plans

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



UPMC | **MAGEE-WOMENS**
HOSPITAL

Caring for the Community

UPMC Magee-Womens Hospital is a nonprofit, acute-care teaching hospital located in Pittsburgh, Pennsylvania, that serves both women and men. Situated in Pittsburgh’s Oakland neighborhood, Magee is a pioneering leader in women’s research and health across the lifespan, and is a National Center of Excellence in Women’s Health. A state-of-the-art hospital, UPMC Magee-Womens Hospital is a Bariatric Center of Excellence and offers specialized services, including the Magee-Womens Heart Program, 3D mammography, minimally invasive and robotic surgery, genetic testing and counseling, and an on-site UPMC Hillman Cancer Center.

As one of the nation’s top hospitals specializing in gynecology care, Magee provides obstetrics, gynecology, and reproductive health services. Its Level III neonatal intensive care unit is the largest in Pennsylvania and one of the largest in the country. Magee is nationally recognized for its clinical programs in breast and gynecological cancers, genetics, infectious diseases, and reproductive endocrinology.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	383	Employees	2,419
	Hospital Patients	20,582	Community Benefits Contributions	\$70 million
	Emergency Dept. Visits	24,738	Free and Reduced Cost Care	\$39 million
	Total Surgeries	14,675	Total Economic Impact of Hospital Operations	\$1.4 billion

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2016 CHNA was conducted, UPMC Magee-Womens Hospital affirmed the following significant health needs:

- **Obesity**
- **Nutrition and Healthy Eating**
- **Maternal and Infant Health**



GOAL

Increase awareness of obesity prevention, nutrition, and healthy eating

STRATEGY

The hospital is taking a comprehensive approach to educating community members about nutrition and healthy eating, with the goal of reducing obesity

ACTIONS:

- ✓ Enhance efforts to promote healthier nutrition in specific populations, such as patients with cancer and individuals who are morbidly obese.
- ✓ Encourage increased physical activity.
- ✓ Promote sustainable healthier eating, using Magee Organic Garden as an example.



PROGRAMS:

Education and Exercise

- Dietary Interventions and Education for Gynecology Patients
- Cooking and Healthy Eating Classes
- Cooking with the Steelers
- Lifestyle Program
- Making the Move

Support

- Survivorship Workshop
- Bariatric Support Group
- Life After Weight Loss Support Group
- Susan G. Komen Race for the Cure
- National Ovarian Cancer Coalition Walk

Leading by Example

- Magee Organic Gardens
- Roots of Wellness
- Street Food Fridays
- Green Team
- System-Wide Recycling
- Earth Day
- UPMC Weight Race
- Yoga Classes for Employees

PROGRESS:

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



120
Cancer Survivorship Workshop Attendees



110
Cooking with the Steelers Attendees



241
Bariatric Lifestyle Participants

PROGRAM HIGHLIGHTS:

Encouraging Weight Loss through Education, Exercise, and Support Groups

The hospital offers programs that target women, including cancer and bariatric surgery patients. Programs include:

- **Bariatric Lifestyle Program:** This program is geared toward individuals who are considering weight loss surgery and focuses on developing a healthy lifestyle through nutritional assessments and goal setting. By offering pre- and post-surgical support, the hospital helps individuals implement dietary and physical activities that contribute to long-term weight loss success. In 2017, 241 people participated in the program at UPMC Magee-Womens Hospital.
- **Nutrition Education:** UPMC registered dietitians offer patients nutrition counseling and monthly cooking demonstrations, including an annual healthy cooking event for cancer patients in partnership with the Pittsburgh Steelers.



Leading by Example

Reaching out to both its employees and its community members, the hospital proudly demonstrates how to incorporate organically grown fruits and vegetables into a healthy diet. Hospital efforts include:

- Harvesting 1,000+ pounds of produce from Magee's Organic Garden, which was then prepared in the hospital's kitchen for staff, patients, and visitors
- Hosting weekly farmers' markets, with an average of 75 attendees
- Promoting a plant-based diet and healthy eating habits through employee-focused programs
 - » **Roots of Wellness:** The hospital publicizes nutritional, environmental, physical, and emotional wellness tips to employees and offers monthly cooking demos and healthy recipe tastings in its cafeteria. From July to December 2017, the hospital distributed 1,900 Roots of Wellness handouts.
 - » **Street Food Friday:** During the summer months, the hospital hosts weekly cookouts in its courtyard that educate attendees about the benefits of both plant-based and animal-based proteins. From July to October 2017, Street Food Fridays saw 2,700 sales.

COMMUNITY PARTNERS:

YMCA, Freedom Farms, KDKA Channel 2, American Heart Association, University of Pittsburgh

GOAL

The hospital is improving access to prenatal care through education and support

STRATEGY

The hospital plays a central role in supporting healthy pregnancies in the community

ACTIONS:

- ✓ Educate pregnant women about healthy lifestyle behaviors prenatally.
- ✓ Promote breastfeeding at the hospital.



PROGRAMS:

Education Classes and Support

- Prenatal and postpartum classes
- Prenatal emails
- Centering Pregnancy Program
- Pittsburgh Public Schools ELECT Teen Parenting Program
- Pregnancy Recovery Center and Women’s Recovery Center
- Health education and services modules for immigrant and refugee populations of Pittsburgh

Breastfeeding Initiatives

- Keystone 10
- Certified Breastfeeding Counselor classes
- Lactation certification classes for nurses
- System-wide skin-to-skin policies
- Expanded hours for evening lactation consultations with new mothers

PROGRESS:

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



403
Prenatal and Postpartum Classes Held



7,161
Class Attendees



734
Participants in Breastfeeding Classes

PROGRAM HIGHLIGHTS:

Caring for Vulnerable Populations through Targeted Programs

Women Addicted to Opioids: The hospital is addressing opioid addiction through the Pregnancy Recovery Center (PRC) and the Women's Recovery Center (WRC). Three-year accomplishments include:

- **Achieving successful outcomes:** Fewer babies born needing withdrawal medications, and a higher percentage of babies born full-term and at a healthy birth weight. Approximately 200 women were served over the last year.
- **Connecting women to outpatient care:** Warm hand-offs to the PRC and WRC provided to 60 percent of women who were discharged from the Emergency Department and presented with a substance use disorder (SUD).
- **Expanding to suburban and rural communities:** The PRC and the WRC are now offering support for women in Butler, Clairton, Monroeville, and Natrona Heights.
- **Earning "Opioid Center of Excellence" designation:** The hospital was recognized by the Pennsylvania Department of Human Services as a leader in caring for women addicted to opioids.

Low-income Women and Families: The hospital is bringing care and health education into low-income communities. Efforts to strengthen community relationships include:

- **Centering Pregnancy:** The hospital offers care to low-income expectant mothers through its Centering Pregnancy program, a multi-faceted model of care that integrates health assessment, education, and support into a group setting. Over the past three years, the hospital has:
 - » Re-established the program in two underserved neighborhoods
 - » Supported 15 women, with 11 babies born at full-term
 - » Expanded the program to new PRC/WRC outpatient clinics in Butler, Clairton, Monroeville, and Natrona Heights
- **Workshops at the East Hills Community Development Center:** The hospital provides quarterly workshops to help educate community members on a range of health topics, including heart health, family planning, cervical health, and breast health. The hospital also participates in community health fairs, sharing information about nutrition, healthy eating, and managing stress.
- **Ask the Doctor:** The hospital launched a new initiative that allows community members to speak directly with specialty doctors on various topics, including family planning, heart health, cervical health, hepatitis, and liver disease.



Immigrants and Refugees: The hospital is working with community partners to help improve health care for refugees and immigrants. Efforts include:

- **Bridging Gaps:** In 2015, the hospital launched a community forum to initiate dialogue between health care professionals, agency leaders, and community advocates who work with immigrants and refugees in Allegheny County, with the goal of improving the patient experience among these populations. The program has grown from reaching representatives of 11 community agencies in 2015, to reaching people from 28 different community agencies in 2018.
- **Translating health modules:** The hospital is translating six health modules into the three most commonly requested languages. Topics include: cervical health, breast health and breast imaging, family planning, sexually transmitted infections, safe sleep, and preterm labor. The hospital has tested these modules in the community, and 46 community members participated in the testing.
- **Partnership with the International Women's Association of Pittsburgh (IWAP):** The hospital is working with IWAP to provide workshops on women's health topics, including what to expect in midlife, cervical health, family planning, and breast health. Each workshop reaches approximately 30 women in different age groups and from different ethnic backgrounds.

- **Pregnant & Parenting Teens:** Through the ELECT Teen Parenting Program, the hospital is educating teen parents at various Pittsburgh Public Schools. Accomplishments over the last three years include:
 - » Reaching 153 students at three high schools
 - » Offering educational sessions on a range of prenatal and parenting topics, such as Safe Sleep, Infant & Child CPR, budgeting, sexually transmitted infection prevention, healthy relationships, and family planning

Promoting Breastfeeding

In 2014, the hospital launched the Keystone 10 Initiative. Through this initiative, the hospital is using 10 evidence-based steps to improve breastfeeding outcomes and to educate pregnant women and new mothers about the health benefits of breastfeeding. To date, the hospital has been approved for Step 10 and is actively working to achieve additional steps. Accomplishments over the past three years include:

- **Increasing the breastfeeding initiation rate to 83.09 percent**
- **Hosting 15 onsite breastfeeding certification classes in 2017**
- **Training 150 staff as certified breastfeeding counselors, including six full-time Lactation Consultants**
- **Eliminating pacifiers from newborn nurseries**
- **Implementing the Golden Hour to provide new mothers with an uninterrupted hour of skin-to-skin contact with their newborns and help initiate feeding within that first hour**



COMMUNITY PARTNERS:

La Leche League, Pittsburgh Public Schools, Allegheny County Health Department, PA Chapter of American Academy of Pediatrics, International Womens Association of Pittsburgh (IWAP), East Hills Community Development Center

UPMC Magee-Womens Hospital Is Addressing High Priority Health Issues:

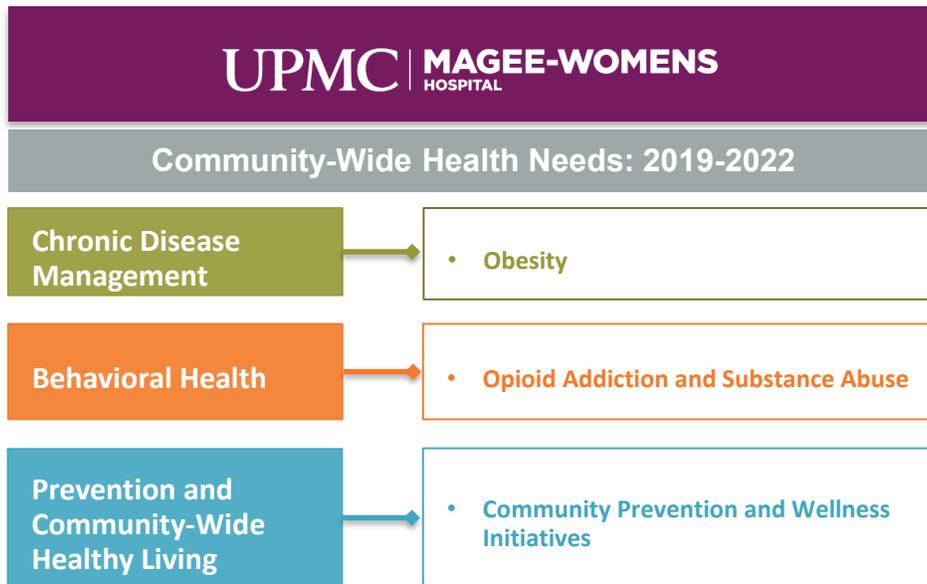
Adoption of the Implementation Plan

On April 15, 2019, the UPMC Magee-Womens Hospital Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Chronic Disease Management**
- **Behavioral Health**
- **Prevention and Community-Wide Healthy Living**

UPMC Magee-Womens Hospital Is Leveraging UPMC and Community Resources

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



Addressing Chronic Disease Management

UPMC Magee-Womens Hospital applies a comprehensive, multi-pronged approach to address obesity in the community. In addition to offering a variety of community education and support initiatives, the hospital also leads by example, encouraging healthy lifestyles among employees.

CHRONIC DISEASE MANAGEMENT	
	Obesity
Intended Actions	<p>The hospital takes a comprehensive approach to educating community members about nutrition and healthy eating, with the goal of reducing obesity.</p> <ul style="list-style-type: none"> ▪ Enhance efforts to promote healthier nutrition in specific populations, such as patients with cancer and individuals who are morbidly obese ▪ Encourage increased physical activity ▪ Lead by example by promoting sustainable healthy eating and lifestyles among employees
Programs	<p>Education and Exercise: Community Classes</p> <ul style="list-style-type: none"> ▪ Dietary interventions and education for gynecology patients ▪ Cooking and healthy eating classes ▪ Cooking with the Steelers ▪ Lifestyle Program ▪ Making the Move ▪ Development of new classes (e.g., Community Nutrition Model, Healthy Eating - Enjoying a Healthy Diet for a Healthy You, Breast Cancer Risk Reduction) <p>Support: Community Support</p> <ul style="list-style-type: none"> ▪ Survivorship Workshop ▪ Bariatric Support Group ▪ Life After Weight Loss Support Group ▪ Susan G. Komen Race for the Cure ▪ National Ovarian Cancer Coalition Walk <p>Leading by Example: Employee Efforts</p> <ul style="list-style-type: none"> ▪ Magee Organic Gardens ▪ Education about and access to healthy food options (e.g., Roots of Wellness, Street Food Fridays) ▪ System-Wide Recycling ▪ Earth Day ▪ UPMC Weight Race ▪ Yoga Classes for Employees
Target Population	Mothers and infants, general community
Anticipated Impact Three-Year Goal	Increase awareness of obesity prevention, good nutrition, healthy eating, and benefits of exercise on weight and stress levels
Planned Collaborations	YMCA, YWCA, Freedom Farms, KDKA Channel 2, American Heart Association, University of Pittsburgh, Farm to Table

Addressing Behavioral Health

UPMC Magee-Womens Hospital will enhance and create services to meet the community’s needs relating to behavioral health and substance use. The hospital will continue to expand its one-of-a-kind Pregnancy Recovery Center and Women’s Recovery Center to support women and mothers with substance use disorders. UPMC Magee-Womens Hospital continues to create groundbreaking behavioral health models. New initiatives include the Parent Partnership Unit (PPU), a rooming-in pilot program designed to support close, uninterrupted contact between opioid-dependent women and their infants.

BEHAVIORAL HEALTH

Opioid Addiction and Substance Abuse

Intended Actions	<p>Develop and support innovative programming to address behavioral health.</p> <ul style="list-style-type: none"> ▪ Create programs to stem addiction and substance use ▪ Expand innovative behavioral health models to other UPMC facilities
Programs	<ul style="list-style-type: none"> ▪ Pregnancy Recovery Center ▪ Women’s Recovery Center ▪ Parent Partnership Unit (PPU) ▪ Women’s Recovery Center expansion at UPMC Hamot
Target Population	Mothers and infants, general community
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support women and families with substance use disorders
Planned Collaborations	The Medicine Shoppe, Southwestern Health Center, Gaiser Counseling Center, UPMC Mercy

Addressing Prevention and Community-Wide Healthy Living

UPMC Magee-Womens Hospital is dedicated to addressing the health and wellbeing of women, infants, and families in the community. The hospital is employing a wide spectrum of strategies to improve prevention and healthy behaviors, ranging from community education and preventive screenings, to breastfeeding initiatives and programming to address adverse birth outcomes. The hospital will continue to target the most at-risk populations, including teens, minority groups, and refugee and immigrant populations.

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

Community Prevention and Wellness Initiatives	
Intended Actions	<p>The hospital is helping to promote preventive health and wellness efforts for women in the community.</p> <ul style="list-style-type: none"> ▪ Educate pregnant women about healthy lifestyle behaviors prenatally ▪ Promote breastfeeding at the hospital and in the community ▪ Develop new programs to provide health education to women from medically underserved, low-income, and minority populations
Programs	<p>Education Classes and Support</p> <ul style="list-style-type: none"> ▪ Prenatal and Postpartum Classes ▪ Prenatal emails ▪ Centering Pregnancy program ▪ Pittsburgh Public Schools ELECT Teen Parenting Program ▪ Health education and service modules for immigrant and refugee populations of Pittsburgh ▪ Facilitate strategic planning collaboratives and community member partnership committees to address evolving community needs <p>Breastfeeding Initiatives</p> <ul style="list-style-type: none"> ▪ Keystone 10 ▪ Certified Breastfeeding Counselor classes ▪ Lactation certification classes for nurses ▪ System-wide skin-to-skin policies
Target Population	Mothers and infants, medically underserved/low-income/minority populations (e.g., refugees and immigrants)
Anticipated Impact Three-Year Goal	Promote healthy lifestyle behaviors for pregnant and non-pregnant women in the community to improve health and birth outcomes
Planned Collaborations	La Leche League, Pittsburgh Public Schools, Allegheny County Health Department, PA Chapter of American Academy of Pediatrics, International Womens Association of Pittsburgh (IWAP), East Hills Community Development Center, Jewish Family and Community Services (JFCS), Mentoring Partnership, Family Foundations Early Head Start, A Second Chance, Somali Bantu Community Association, Bhutanese Community Association of Pittsburgh, NurturePA

Community Health Improvement Progress and Plans

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



UPMC | MCKEESPORT

Caring for the Community

UPMC McKeesport is a nonprofit, acute-care teaching hospital located 15 miles southeast of Pittsburgh in McKeesport, Pennsylvania. Situated in Allegheny County, the hospital offers residents of McKeesport and the Monongahela, Youghiogheny, and Turtle Creek valleys access to a full range of medical services — including highly specialized medical and surgical treatment — not typically found at a local community hospital. UPMC McKeesport is a designated Comprehensive Stroke Center with a state-of-the-art Emergency Department and imaging center, and separate intensive care and cardiac care units. The hospital provides ongoing rehabilitation and education programs for patients undergoing cardiac, neurologic, and orthopaedic care. Its on-site UPMC Hillman Cancer Center at UPMC McKeesport allows patients to receive both medical and radiation oncology treatments close to home.



VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	219	Employees	840
Hospital Patients	11,152	Community Benefits Contributions	\$17 million
Emergency Dept. Visits	35,367	Free and Reduced Cost Care	\$9 million
Total Surgeries	2,068	Total Economic Impact of Hospital Operations	\$292 million

Addressing the Community's Significant Health Needs

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

- Preventive Health and Wellness
- Senior Health
- Behavioral Health



GOAL

Promote preventive health and wellness throughout the community

STRATEGY

The hospital is leading efforts to promote preventive health and wellness

ACTIONS:

- ✓ Continue to support the community vaccination program and screenings provided throughout the community.
- ✓ Continue to provide diabetes prevention education and management classes.



PROGRAMS:

Prevention and Wellness

Vaccinations, Screenings, and Education

- Community Vaccination Program
- YMCA Backpack Program
- Back to School Health Fair
- Community outreach initiatives
- Community screenings and education
- Faith-Based Organization Call to Action Team

Cancer

Screening, Education, and Support

- Lung Cancer Screening
- Support Groups: Patients, Caregivers, Stress Management
- Transportation assistance
- Billing consultations
- Food Bank/Nutrition Program referrals
- Dietary and Mental Health Counseling referrals

Diabetes

Prevention and Management

- Lions Diabetes Center Self-Management Education
- Lions Diabetes Emergency Relief Fund
- Community education

PROGRESS:

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



43

Screening and Education Programs



1,137

Individuals Screened



5,681

Vaccinations Provided

PROGRAM HIGHLIGHTS:

Expanding Access to Primary Care

- UPMC McKeesport and Community Medicine Inc. consolidated four primary care offices into one convenient location that includes an expanded care team, with behavioral health services and a diabetes educator.

Providing Free Flu Shots to Underserved Neighborhoods

- UPMC McKeesport continues to partner with the McKeesport Hospital Foundation to improve the health of the community by providing seasonal influenza vaccinations free of charge.
- Site locations, such as senior centers, churches, and fire halls, target seniors and uninsured individuals.

Improving Health with Food and Nutrition

- To help support local youth, the hospital partnered with the YMCA of Greater Pittsburgh to teach families about healthy habits and provided kids with access to healthy food.
- From 2016-2018, the hospital provided healthy meals for 65 local YMCA children each week through its YMCA Backpack Program, which helped to offset a lack of food and nutrition on weekends. In Fiscal Year 2017, the hospital distributed 2,860 Power Packs.
- At the UPMC McKeesport Lions Diabetes Center, patients meet with a diabetes educator to learn about proper nutrition to help manage this chronic disease.

COMMUNITY PARTNERS:

Mon River Fleet, McKeesport Hospital Foundation, UPMC Health Plan, Area EMS Services, McKeesport SHIP, American Cancer Society, Aging Institute of UPMC Senior Services and the University of Pittsburgh, YMCA of Greater Pittsburgh

GOAL

Enhance senior health through education, screenings, referral services, and social activities

STRATEGY

The hospital is connecting seniors with resources and social support networks

ACTIONS:

- ✓ Continue to provide health education, healthy living activities, and support groups targeting seniors and families.
- ✓ Continue to support efforts to assist seniors and caregivers in navigating community resources.
- ✓ Enhance efforts to improve health outcomes in seniors.



PROGRAMS:

- UPMC McKeesport Golden Wellness Club
- Living-At-Home
- UPMC McKeesport Aging Institute
- Alive & Well
- Multidisciplinary Team to Reduce Admissions

PROGRESS:

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



52

Referrals Made by the Aging Institute



375

Referrals to Living-At-Home Program



80

Seniors Gather for Monthly Activities

PROGRAM HIGHLIGHTS:

Keeping Seniors Active and Engaged

- **MOVE UP:** UPMC McKeesport partnered with the University of Pittsburgh to head the MOVE UP study. Based out of the UPMC McKeesport Aging Institute, this research study aims to improve health, function, and lifestyle for individuals between the ages of 60 and 75.
- **Golden Wellness Club:** The hospital hosts the Golden Wellness Club, a free, monthly program that encourages seniors to stay healthy, active, and socially engaged. Each month, approximately 80 Mon Valley seniors gather to learn about senior health issues and to stay active with bingo and tai chi.



Connecting Seniors and Caregivers with Education and Resources

- **Aging Institute:** At the Aging Institute at UPMC McKeesport's Community Resource Room, seniors and their caregivers can connect with support services and receive counseling. Last year, 52 individuals were referred to other local services.
- **Alive & Well:** UPMC McKeesport physicians and health experts provide free presentations and screenings to help educate the public on a variety of health-related topics, including "Oh, My Aching Joints" and "Be Heart Healthy."
- **Living-At-Home:** The program provides care coordination for ongoing in-home care for older adults so that they can remain independent. Participants can receive help with filling pill boxes, grocery shopping, yardwork, and transportation.

COMMUNITY PARTNERS:

Aging Institute of UPMC Senior Services and the University of Pittsburgh, Lifespan, UPMC Centers for Rehab Services, American Heart Association, Magee-Womens Imaging, UPMC Heart and Vascular Institute, American Cancer Society, other community agencies

GOAL

Enhance programs to improve behavioral health in the community

STRATEGY

The hospital is expanding services to address addiction in the community

ACTIONS:

- ✓ Implement Peer Navigator program to help individuals recovering from substance use disorders.
- ✓ Continue to partner with community organizations to identify ways to address behavioral and social needs of at-risk populations.



PROGRAMS:

- Peer Navigator program
- Transitional Recovery Unit (TRU)
- Addiction Medicine Service
- Efforts to engage other community organizations and partners

PROGRESS:

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



367
Patients Linked to Services by Peer Navigator



930
Patients Screened for Substance Use Disorders



New Addiction Medicine Service

PROGRAM HIGHLIGHTS:

Offering UPMC's First Combined Medical Detox and Short-Term Rehabilitation Service

- The hospital opened a 27-bed unit dedicated to detoxification and rehabilitation services for patients with substance use disorders, functioning as the only location in Allegheny County to combine the two services within one inpatient unit.
- The UPMC McKeesport unit offers treatment that safely tackles all components of addiction, including comprehensive medical care, behavioral health services, and rehabilitation services.
- Patients come from Allegheny, Washington, and Westmoreland counties.

Helping Patients Navigate Treatment and Addiction Resources

- **Peer Navigator Program:** In partnership with UPMC Western Psychiatric Hospital, UPMC McKeesport launched the Peer Navigator program, which connects individuals with substance use disorder with a peer who can link them to opportunities for recovery.
 - » The hospital's Peer Navigator has successfully connected 367 patients with community-based treatment — an increase of 86 percent since Fiscal Year 2016.

Supporting Patients as They Reintegrate into the Community

- **Transitional Recovery Unit (TRU):** Opened in July of 2016, the unit places heavy focus on working with patients by teaching community reintegration, coping skills, and basic living skills. Patients are taken to the library, restaurants, coffee shops, and parks, which enables them to reconnect with the local community. Hospital employees, who are also local McKeesport residents, report an increased awareness and understanding of mental illness with everyday interactions with TRU patients.

**COMMUNITY PARTNERS:**

UPMC Aging Institute, Lifespan, UPMC Centers for Rehab Services, American Heart Association, Magee-Womens Imaging, UPMC Heart and Vascular Institute, American Cancer Society, other community agencies

UPMC McKeesport Is Addressing High Priority Health Issues:

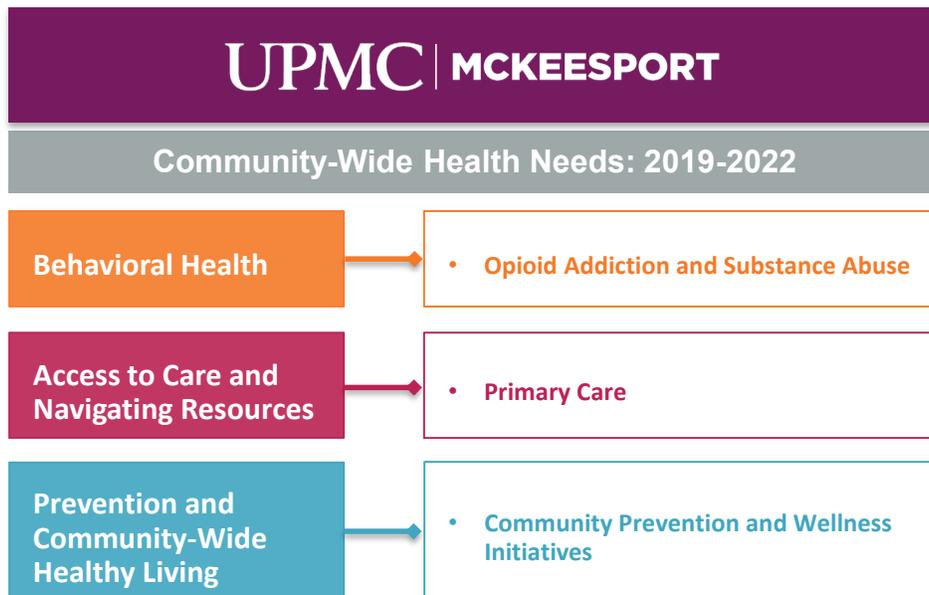
Adoption of the Implementation Plan

On May 17, 2019, the UPMC McKeesport 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 McKeesport Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC McKeesport plays an important role in addressing the community health needs 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 McKeesport 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 and UPMC Western Psychiatric Hospital to enhance behavioral health care in the area. UPMC McKeesport supports innovative programs to help individuals with substance use disorders, including the development of the region's first combined inpatient detox and rehab unit, and the use of the Peer Navigator program, which helps link individuals to community resources and establish opportunities for recovery.

BEHAVIORAL HEALTH

Opioid Addiction and Substance Abuse	
Intended Actions	Take a comprehensive approach to addressing behavioral health. <ul style="list-style-type: none"> • Create programming to stem addiction and substance use • Conceptualize plan to build outpatient residential addiction medicine program • Operationalize plan to develop alcohol liver disease clinic to promote early identification of addiction
Programs	<ul style="list-style-type: none"> • Peer Navigator • Addiction Medicine Service • Inpatient medical detox and rehab unit • Transitional Recovery Unit (TRU) • Outpatient residential addiction medicine program • Efforts to engage other community organizations and partners
Target Population	General community
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support people with substance use disorders
Planned Collaborations	Allgheny HealthChoices Inc., UPMC Western Psychiatric Hospital, McKeesport Hospital Foundation, UPMC McKeesport Residency Programs, Mon Yough Community Services

Addressing Access to Care and Navigating Resources

UPMC McKeesport 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.

ACCESS TO CARE AND NAVIGATING RESOURCES

Primary Care	
Intended Actions	Identify and develop best practices to meet primary care needs in the community. <ul style="list-style-type: none"> • Expand access to primary care
Programs	<ul style="list-style-type: none"> • Relocation and expansion of Latterman Family Health Center • Expansion of family medicine teaching program • Assess opportunity to launch and implement new initiative to improve population health in the primary care setting in partnership with UPMC Health Plan • Provide transportation assistance for patients through collaborations with local organizations
Target Population	General community, seniors
Anticipated Impact Three-Year Goal	Improve access to primary care, with a dedicated focus on seniors
Planned Collaborations	Latterman Family Health Center, UPMC McKeesport Family Medicine Residency Program, Eastern Area EMS, McKeesport Hospital Foundation, UPMC Health Plan, UPMC Western Psychiatric Hospital, UPMC Magee-Womens Hospital, 9th Street Clinic, Elizabeth EMS

Addressing Prevention and Community-Wide Healthy Living

UPMC McKeesport will address preventive health and wellness through an extensive suite of programs, including community education, screenings, and customized programming for seniors. The hospital will advance prevention initiatives by leveraging strong community partnerships, such as with local EMS providers, the McKeesport Hospital Foundation, the Aging Institute, the University of Pittsburgh, UPMC Community Provider Services, and other community-based organizations. Many of these partnerships have been instrumental in collectively working together to promote healthy behaviors in the community.

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

Community Prevention and Wellness Initiatives			
Intended Actions	<p>Enhance community wellbeing through education, screenings, and population health initiatives. Dedicated efforts include prevention and management of chronic disease and senior health.</p> <ul style="list-style-type: none"> ▪ Continue to provide education and screenings for cancer care ▪ Continue to offer diabetes management programs and services ▪ Offer unique services to support senior health ▪ Continue to support the community vaccination program and screenings provided throughout the community 		
Programs	<table border="0"> <tr> <td style="vertical-align: top;"> <p>General Wellness and Healthy-Living Initiatives</p> <ul style="list-style-type: none"> ▪ Community Vaccination Program ▪ Community outreach initiatives ▪ Community screenings and education ▪ Food Bank/Nutrition Program Referrals ▪ Dietary and Mental Health Counseling Referrals <p>Cancer Prevention, Support, and Management</p> <ul style="list-style-type: none"> ▪ Lung Cancer Screening ▪ Support groups: Patients, Caregivers, Stress Management ▪ Transportation assistance ▪ Billing consultations </td> <td style="vertical-align: top;"> <p>Diabetes Prevention, Support, and Management</p> <ul style="list-style-type: none"> ▪ Lions Diabetes Center Self-Management Education ▪ Lions Diabetes Emergency Relief Fund ▪ Community education <p>Senior Health Efforts</p> <ul style="list-style-type: none"> ▪ UPMC McKeesport Golden Wellness Club ▪ Living-At-Home ▪ UPMC McKeesport Aging Institute ▪ Alive & Well presentations </td> </tr> </table>	<p>General Wellness and Healthy-Living Initiatives</p> <ul style="list-style-type: none"> ▪ Community Vaccination Program ▪ Community outreach initiatives ▪ Community screenings and education ▪ Food Bank/Nutrition Program Referrals ▪ Dietary and Mental Health Counseling Referrals <p>Cancer Prevention, Support, and Management</p> <ul style="list-style-type: none"> ▪ Lung Cancer Screening ▪ Support groups: Patients, Caregivers, Stress Management ▪ Transportation assistance ▪ Billing consultations 	<p>Diabetes Prevention, Support, and Management</p> <ul style="list-style-type: none"> ▪ Lions Diabetes Center Self-Management Education ▪ Lions Diabetes Emergency Relief Fund ▪ Community education <p>Senior Health Efforts</p> <ul style="list-style-type: none"> ▪ UPMC McKeesport Golden Wellness Club ▪ Living-At-Home ▪ UPMC McKeesport Aging Institute ▪ Alive & Well presentations
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Target Population	General community, seniors, children and adolescents		
Anticipated Impact	Improve community health, better manage chronic diseases		
Three-Year Goal			
Planned Collaborations	Mon River Fleet, McKeesport Hospital Foundation, UPMC Health Plan, area EMS Services, McKeesport Healthier Communities PartnerSHIP, American Cancer Society, Stop the Bleed, the Aging Institute, Lifespan, UPMC Centers for Rehab Services, American Heart Association, Magee-Womens Imaging, UPMC Heart and Vascular Institute, Living-At-Home, other community agencies		

Community Health Improvement Progress and Plans

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



UPMC | MERCY

Caring for the Community

UPMC Mercy is a nonprofit, acute-care teaching hospital located in Pittsburgh, Pennsylvania, offering comprehensive inpatient and outpatient services. Founded in 1847 by the Sisters of Mercy, the hospital merged with UPMC in 2008 and remains southwestern Pennsylvania’s only Catholic hospital. Situated in Uptown, an inner-city Pittsburgh neighborhood, the hospital delivers a full range of state-of-the-art medical services — including highly specialized medical and surgical treatment — to the residents of Pittsburgh’s Uptown, Hill District, and South Side neighborhoods, as well as the suburbs of Pittsburgh’s South Hills.

The hospital is the region’s only designated Level I Trauma Center and Comprehensive Burn Center, treating the most serious or life-threatening injuries. The hospital is certified as a Comprehensive Stroke Center by The Joint Commission, and it is the flagship location of the nationally recognized UPMC Rehabilitation Institute. In 2022, a new UPMC Vision and Rehabilitation Hospital is expected to open on the UPMC Mercy campus, offering advanced clinical vision care.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	446	Employees	2,426
	Hospital Patients	25,561	Community Benefits Contributions	\$40 million
	Emergency Dept. Visits	65,952	Free and Reduced Cost Care	\$15 million
	Total Surgeries	16,963	Total Economic Impact of Hospital Operations	\$856 million

Addressing the Community’s Significant Health Needs

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

- Behavioral Health and Detoxification
- Stroke
- Primary Care



GOAL

Improve access to behavioral health and detox services

STRATEGY

The hospital plays a central role in addressing behavioral health and substance abuse

ACTIONS:

- ✓ Continue to leverage resources and connect behavioral health and detox patients to appropriate level and timely health care.
- ✓ Train individuals in Applied Suicide Interventions Skills.
- ✓ Continue to facilitate coordination with ambulatory detox by offering opioid and alcohol starter packs.
- ✓ Implement a new effort to link individuals recovering from substance use with a peer who will serve as a coach and facilitate care coordination.
- ✓ Initiate inpatient “Meds to Beds” program to provide Narcan for patients upon discharge and Narcan to those patients identified as most vulnerable from the Department of Emergency Medicine.



PROGRAMS:

Resources and Advocacy

- Evaluation and Referral Center (ERC)/Detox DEM
- Continuity of care of patients
- Walk-a-Top for Suicide Prevention
- Survival supplies for homeless people

Injury Prevention and Safety

- Peer Navigator program
- Applied Suicide Intervention Skills Training (ASIST)
- Comprehensive Crisis Management

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2016-2018)



1,379

People Connected to Ambulatory Detox through Evaluation and Referral Center (ERC)



13,415

Individuals Evaluated by the ERC and Detox DEM



5,473

Detox Kits Dispensed

PROGRAM HIGHLIGHTS:

Embedding Behavioral Health Services in the Emergency Department

UPMC Mercy continues to provide robust care for individuals in need of acute behavioral health and detox services. Within the hospital's Department of Emergency Medicine, the Evaluation and Referral Center (ERC) offers 24-hour access for individuals experiencing a behavioral health crisis. At the ERC, clinicians conduct initial psychiatric assessments and can recommend care plans that may include admission to UPMC Mercy or transfer to another inpatient facility, referrals to appropriate outpatient programs, or holding for an exam by a psychiatrist.

Expert Staff with Specialized Training

- **Launched the Peer Navigator Program:** This program introduces patients to a peer who can help link them to treatment and support services. Since 2016, UPMC Mercy's Peer Navigator has helped coordinate care for 1,338 patients, connecting them to more than 70 different treatment and support services.
- **Hosted Provider Fair:** The hospital hosts an annual provider fair to help educate the community about substance use disorder resources. This event helps link approximately 40 different substance use disorder vendors with about 250 community members each year.
- **Trained employees in Applied Suicide Intervention Skills Training (ASIST):** Since 2013, 102 employees have attended suicide prevention training sessions, which are made possible through the Alton Fund and UPMC Mercy's support of the annual Walk-a-Top for Suicide Prevention.
- **Institutional Ethics Committee:** As part of continuing education for the hospital's Institutional Ethics Committee (IEC), five speakers from various community organizations provided information related to the opioid crisis in 2017 and 2018. The IEC consists of 30 interdisciplinary team members from UPMC Mercy, as well as faculty and students from local universities.
- **Annual Ethics Conference:** In June 2017, the hospital hosted a day-long annual ethics conference centered on the opioid crisis. The event was attended by 100 health care professionals and university students.
- **Meds to Beds:** In June 2018, UPMC Mercy instituted a Meds to Beds program, which dispenses Narcan to those most vulnerable for possible overdose from opioids post-discharge from medical floors. UPMC Mercy also provides Narcan from the Emergency Department, which has administered 763 kits to patients since 2016.



COMMUNITY PARTNERS:

UPMC Western Psychiatric Hospital, including ambulatory detox, Community Care Behavioral Health, Allegheny HealthChoices, Inc., re:solve Crisis Services, Alton Fund, the McGreevy Fund

GOAL

Improve awareness of stroke prevention and early warning signs

STRATEGY

The hospital is building life-saving awareness and supporting stroke victims

ACTIONS:

- ✓ Provide community health screenings, including blood pressure screening.
- ✓ Provide education about signs and early symptoms of stroke, targeting patients, families, and health care students.
- ✓ Provide education at community events, including parish festivals.



PROGRAMS:

Education

- Stroke Prevention and Support
- Comprehensive Stroke Centers Awareness Initiative Certification
- Provider education
- Patient education

Support

- Stroke support group
- Expanded hours for evening consultations
- 3-Day Stroke Camp

PROGRESS:

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



22
Health Events



260
Participants



338
Individuals
Screened for Stroke

PROGRAM HIGHLIGHTS:*Educating the Community about Risks and Symptoms of Stroke*

- Earned American Heart Association/American Stroke Association Gold Plus/Target Stroke Honor Roll Elite Award and received Comprehensive Stroke Certification.
 - » Expanded the size of the stroke team to meet 24/7 demand — a member of the stroke team is now available to go to all stroke alerts and provide stroke expertise around the clock.
- Improved community awareness of stroke prevention and early symptoms by participating at parish festivals and screening 338 people for stroke risk.

Supporting Survivors of Stroke

- Hosted annual, three-day Stroke Camp for stroke survivors — camp attended by 37 stroke patients.
- Assisted 260 participants through Stroke Support Group.
- Promoted awareness of support options, including True Life After Stroke (TLAS). Pamphlets describing the support group are now available to help educate patients and families about help and resources.

**COMMUNITY PARTNERS:**

UPMC Stroke Institute, EMS Providers, senior high-rises, local parishes

GOAL

Increase access to primary care services

STRATEGY

The hospital is identifying best practices for meeting the primary care needs of the community

ACTIONS:

- ✓ Enhance opportunities with primary care providers to promote prevention and wellness efforts and care coordination.
- ✓ Improve diabetes management through the Glucose to Goal program, Diabetes Self-Management Education, and nutrition.
- ✓ Integrate technology into diabetes management.
- ✓ Continue to offer diabetes prevention programs and screenings.



PROGRAMS:

New Primary Care Sites

- UPMC General Internal Medicine South
- UPMC Internal Medicine at Bethel Park
- CMI Primary Care at UPMC Mercy hospital campus
- Primary Care in McKees Rocks
- Expanded PIMA Group at new office in West Mifflin

Focus on Diabetes

- Diabetes prevention and management efforts
- Impact of Access to Diabetes Technology
- Glucose to Goal
- Group Life Style Balance
- Diabetes Management Program
- Medical Nutrition Therapy
- Community awareness

PROGRESS:

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

 **5**
New Primary Care Sites

 **1,710**
Diabetes Management Sessions Provided

 **114**
Health Professionals Trained about Diabetes

PROGRAM HIGHLIGHTS:

Integrating Diabetes Education into Primary Care

Through the Glucose to Goal program, UPMC Mercy is helping individuals with diabetes manage their condition. UPMC identifies patients who need help managing their disease and connects these individuals with certified diabetes educators who can help modify behaviors, such as controlling sugar levels through healthier eating, providing insulin training and general information about diabetes, managing medications, monitoring glucose levels, setting physical activity goals, coping with stress and life changes, and introducing community resources for ongoing support — all approaches considered highly effective in primary care settings.

- **Individual and Group Support Sessions:** In Fiscal Year 2017, UPMC Mercy provided 1,710 patient sessions in self-management education in both group and individual settings.
- **Diabetes Education for Caregivers:** The hospital provided training for 114 health care professionals, increasing diabetes knowledge in the community.

Expanding Primary Care Services

During the last three years, UPMC Mercy has grown its primary care services by:

- Recruiting five new physicians.
- Opening five new offices.

Enhancing Care Coordination and Primary Care for the Homeless Population

- **Medical Respite Program:** In partnership with Bethlehem Haven, UPMC Mercy, UPMC Presbyterian, and UPMC Health Plan are funding beds for homeless patients in need of ongoing medical care following a hospital admission. Individuals referred to Bethlehem Haven receive medical care, insurance support, supplies, medications, and affordable housing assistance.
- **Bridge to Safety Net Program:** In collaboration with Operation Safety Net (OSN), an internationally recognized street medicine program for the homeless population in Pittsburgh, UPMC Mercy enhances care coordination, from the acute-care setting to street medicine. UPMC Mercy case managers and social workers refer patients and share relevant discharge information with OSN to help provide optimal care post-discharge. Since 2016, UPMC has referred 224 patients to OSN, with more than 132 referrals in Calendar Year 2017 alone.



COMMUNITY PARTNERS:

UPMC System, Community Medicine Inc., University of Pittsburgh providers, University of Pittsburgh Diabetes Institute, Pittsburgh Regional Initiative for Diabetes Education (PRIDE), other UPMC Diabetes Centers and community-based providers, primary care practices, endocrinologists, Beckwith Institute, Operation Safety Net, Bethlehem Haven

UPMC Mercy Is Addressing High Priority Health Issues:

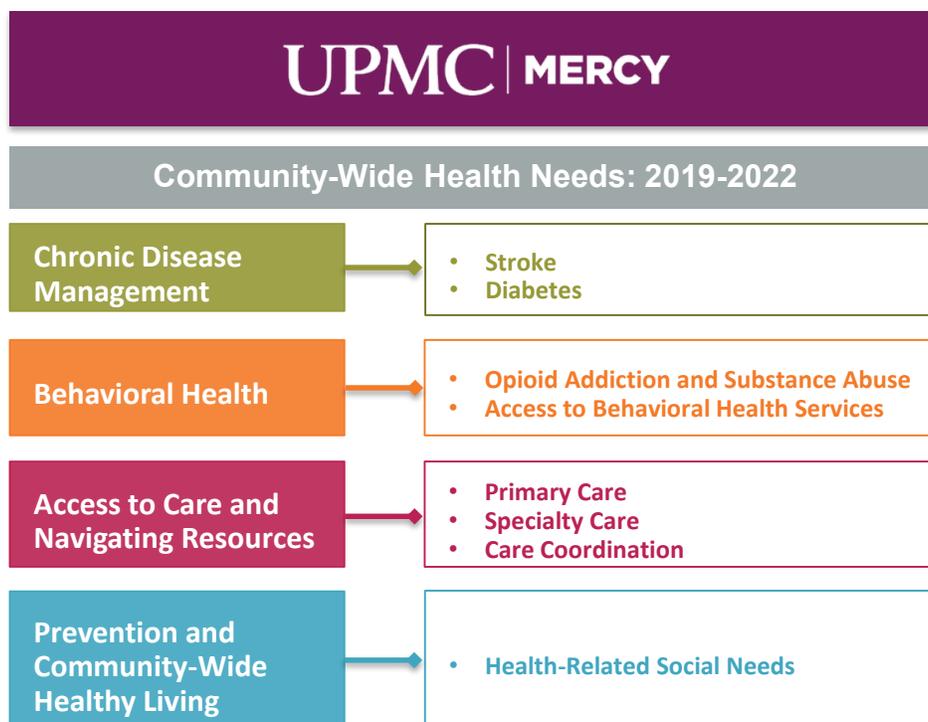
Adoption of the Implementation Plan

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

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

UPMC Mercy Is Leveraging UPMC and Community Resources

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



Addressing Chronic Disease Management

UPMC Mercy will continue to address stroke and diabetes through a wide variety of initiatives, including community education, screenings, and customized programs.

CHRONIC DISEASE MANAGEMENT

	Stroke	Diabetes
Intended Actions	<p>Improve stroke awareness, prevention, and management.</p> <ul style="list-style-type: none"> Provide education about signs and early symptoms of stroke, targeting patients, their families, and children Provide education and screenings at community events, including parish festivals Offer support services for patients and caregivers Explore new approaches to enhance stroke care Increase stroke inpatient volume 	<p>Improve diabetes awareness, prevention, and management.</p> <ul style="list-style-type: none"> Continue to integrate diabetes care into primary care practices Increase access to diabetes programs Increase awareness of diabetes within the community
Programs	<ul style="list-style-type: none"> Continue to maintain stroke certifications (e.g., Comprehensive Stroke Center, Awareness Initiative Certification) Continue to explore new approaches to enhance stroke care (e.g., 24/7 stroke coverage at UPMC Mercy) Stroke discharge patient follow-up phone call survey Offer community outreach and education to families, children, providers, and patients (e.g., Strike Out Stroke for Schools program, "What to Expect Recovering from Stroke" booklet) Stroke Support Group 3-Day Stroke Camp 	<ul style="list-style-type: none"> Glucose to Goal - person focused care Group Life Style Balance/National Diabetes Prevention Program Medical Nutrition Therapy referral Community awareness and screening events (e.g., monthly mailings to key community partners) Small group education and support sessions
Target Population	General community	General community
Anticipated Impact Three-Year Goal	Improve awareness of stroke prevention and early symptoms of stroke	Improve diabetes, prevention, awareness, and management
Planned Collaborations	UPMC Stroke Institute, EMS providers, local parishes, local schools, University of Pittsburgh Diabetes Institute, Pittsburgh Regional Initiative for Diabetes Education (PRIDE), other UPMC Diabetes Centers and community-based providers, primary care practices, endocrinologists, DOH, Health Promotion Council (HPC), ophthalmologist, American Association of Diabetes Educators (AADE), American Diabetes Association (ADA), Juvenile Diabetes Research Foundation (JDRF), UPMC Health Plan, American Heart Association (AHA), American Stroke Association (ASA), Get With The Guidelines (GWTG), strokecamp.org, strikeoutstroke.com, UPMC Rehabilitation Institute, Pittsburgh Pirates	

Addressing Behavioral Health

UPMC Mercy will continue to address the community's needs relating to behavioral health and substance use disorders through multiple channels, including outreach initiatives, linking individuals to appropriate levels of care, and partnerships with UPMC Western Psychiatric Hospital and other community-based behavioral health services organizations.

BEHAVIORAL HEALTH		
	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services
Intended Actions	Create programming to treat addiction and substance use. <ul style="list-style-type: none"> Continue to leverage resources and connect behavioral health and detox patients to appropriate level and timely health care Continue to coordinate care and facilitate recovery following hospital discharge Continue efforts to link individuals recovering from substance use disorders with a peer when appropriate Explore new opportunities to provide access to opioid addiction and substance abuse services (e.g., conduct feasibility assessment for a Drug and Alcohol Drop-in Center) 	Take a comprehensive approach to addressing behavioral health. <ul style="list-style-type: none"> Increase awareness of behavioral health services Expand access to behavioral health services (e.g., exploration of new integrated medical care unit) Train individuals in Applied Suicide Interventions Skills (ASIST)
Programs	<ul style="list-style-type: none"> Evaluation and Referral Center (ERC) Facilitate ongoing coordination with ambulatory detox, Centers of Excellence, and other outpatient referral sources Peer Navigator program Conduct feasibility assessment for a Drug and Alcohol Drop-in Center Meds-to-Beds program offering Narcan kits at discharge Suboxone initiation program Annual Drug and Alcohol Provider Fair 	<ul style="list-style-type: none"> Develop and operationalize integrated Medical Care Unit Evaluation and Referral Center (ERC) Continue ongoing collaboration with outpatient providers/agencies to improve access Applied Suicide Interventional Skills (ASIST) Community-based suicide prevention activities
Target Population	General community, underserved/low-income/minority	General community, underserved/low-income/minority
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support people with substance use disorders	Increase awareness of and access to behavioral health resources
Planned Collaborations	UPMC Western Psychiatric Hospital, including ambulatory detox, Community Care Behavioral Health, Allegheny HealthChoices, Inc., re:solve Crisis Services, Centers of Excellence, Mercy Behavioral Health	

Addressing Access to Care and Navigating Resources

UPMC Mercy will continue to address access and resource navigation issues in the community through an extensive suite of offerings, including enhancing prevention and chronic disease management strategies in primary care settings, expanding primary care services within the community, and dedicated efforts to support care coordination for homeless populations.

ACCESS TO CARE AND NAVIGATING RESOURCES

	Primary Care	Specialty Care	Care Coordination
Intended Actions	Identify and develop best practices to meet primary care needs in the community. <ul style="list-style-type: none"> Enhance opportunities with primary care providers to promote prevention and wellness efforts, care management, and care coordination Expand access to primary care providers 	Increase access to specialists at UPMC Mercy and within the community.	Enhance care coordination for at-risk populations. <ul style="list-style-type: none"> Expand and develop programs to support enhanced care coordination for homeless populations Provide education and increase awareness of supportive services in the community for patients to improve care transitions post-discharge
Programs	<ul style="list-style-type: none"> UPMC Mercy Primary Care Initiatives PCP recruitment 	<ul style="list-style-type: none"> Telehealth Specialist recruitment 	<ul style="list-style-type: none"> Bridge to Safety Net Medical Respite Care Post-acute care service education efforts
Target Population	General community, medically underserved	General community, medically underserved	General community, medically underserved, low-income, homeless or unsheltered
Anticipated Impact Three-Year Goal	Improve access to primary care	Expand access to specialty care	Improve follow-up care coordination for homeless individuals and other vulnerable populations
Planned Collaborations	UPMC System, Community Medicine Inc., University of Pittsburgh Physicians, Bethlehem Haven, UPMC Presbyterian Shadyside, UPMC Health Plan, Pittsburgh Mercy's Operation Safety Net, Pittsburgh Mercy Family Health Center, H2, Mercy Behavioral Health, Allegheny Links		

Addressing Prevention and Community-Wide Healthy Living

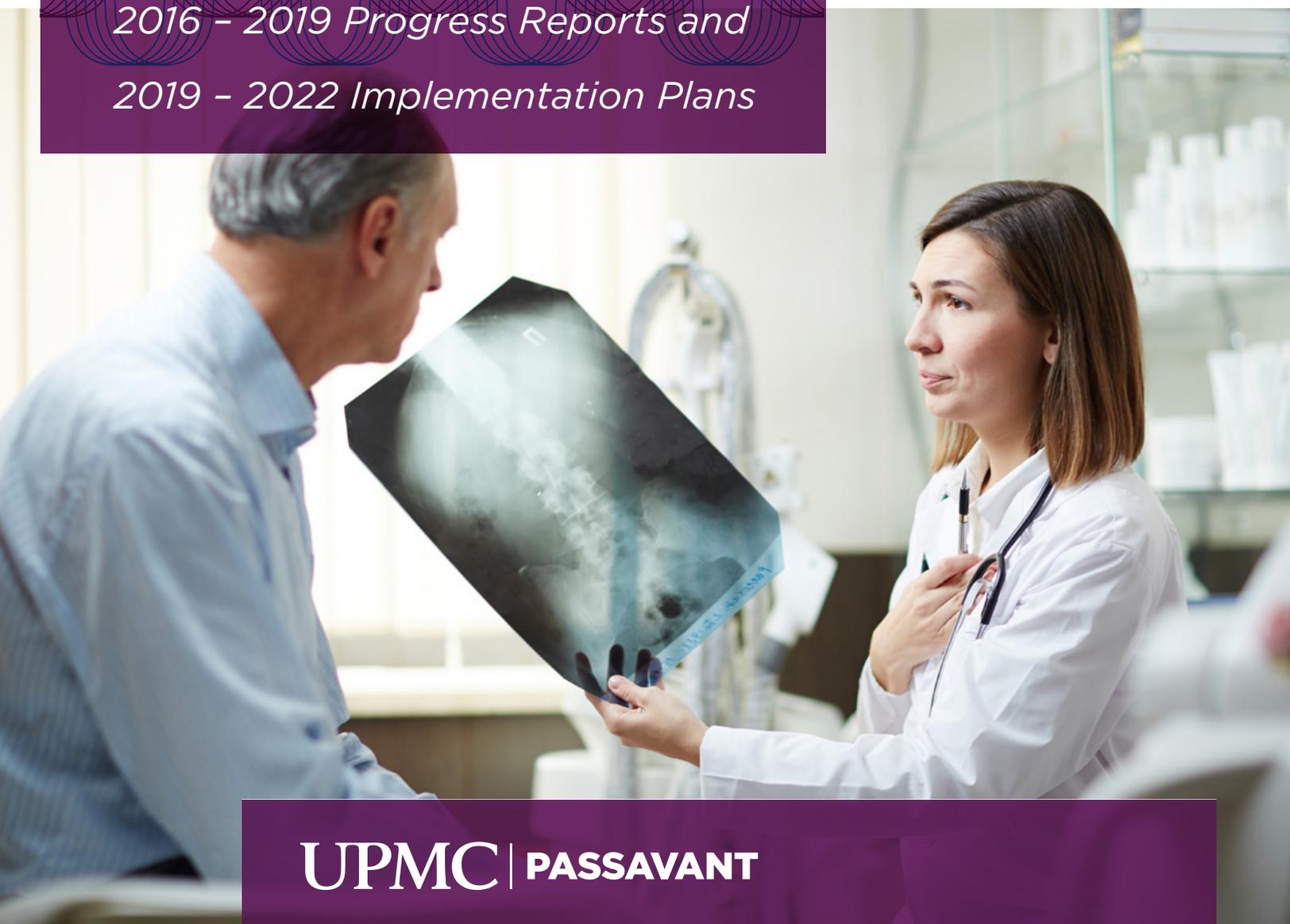
UPMC Mercy is addressing prevention and community-wide healthy living, with specific efforts including tackling health-related social needs such as employment outreach and training.

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

	Health-Related Social Needs
Intended Actions	<p>Continue to explore and provide innovative programs and events regarding employment opportunities, job training, and community focus groups.</p> <ul style="list-style-type: none"> ▪ Increase awareness of and expand employment opportunities ▪ Provide job readiness workshops and job training programs ▪ Partner with local organizations to assist with community focus groups
Programs	<ul style="list-style-type: none"> ▪ Career fairs ▪ Interviewing events ▪ Job readiness workshops ▪ Focus groups (ie: housing)
Target Population	General community, low-income, and minority populations, children and adolescents (18-21)
Anticipated Impact Three-Year Goal	Improve awareness of employment opportunities at UPMC Mercy within the community
Planned Collaborations	UPMC Talent Acquisition, UPMC Human Resources, UPMC Presbyterian Shadyside, UPMC Center for Engagement and Inclusion, Project SEARCH, Goodwill of Southwestern Pennsylvania, Allegheny County Department of Human Services, Allegheny County Office of Intellectual Disability, Pennsylvania Office of Vocational Rehabilitation, Auberle, InnovatePGH Talent Alliance, Energy Innovation Center, Nazareth Prep (Formerly Holy Family Academy), Builders Guild of Western Pennsylvania, Partnership for Workforce Readiness and Retention, Pittsburgh Construction Workforce Partnership, NeighborWorks

Community Health Improvement Progress and Plans

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



UPMC | PASSAVANT

Caring for the Community

UPMC Passavant is a nonprofit, tertiary-care teaching hospital with two campuses serving the communities of the North Hills of Pittsburgh and southern Butler County. Built in 1964, the main campus is located 10 miles from the city. It is a state-of-the-art facility that delivers a full range of medical services — including strong specialty programs in heart care, cancer care, orthopaedics, and spine surgery. The hospital provides area residents with access to medical, surgical, behavioral health, rehabilitation, and transitional care, as well as cutting-edge medical services not typically found at a local community hospital. Specialized services include CT imaging, digital mammography, minimally invasive surgery, and an on-site UPMC Hillman Cancer Center. UPMC Passavant-McCandless is a Joint Commission-designated Primary Stroke Center and a Magnet®-designated hospital — the highest international recognition for nursing excellence and leadership. UPMC Passavant-Cranberry, located in nearby Cranberry Township, Butler County, is a 25-bed specialty hospital attached to a full-service outpatient center.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	423	Employees	1,976
	Hospital Patients	23,071	Community Benefits Contributions	\$24 million
	Emergency Dept. Visits	64,160	Free and Reduced Cost Care	\$13 million
	Total Surgeries	15,274	Total Economic Impact of Hospital Operations	\$691 million

Addressing the Community's Significant Health Needs

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

- Heart Disease and Stroke
- Cancer

HEART DISEASE AND STROKE

CANCER

GOAL

Increase awareness of prevention, screening, and management of heart disease and stroke

STRATEGY

The hospital is taking a comprehensive approach to combat heart disease and stroke, from educational prevention programs to expanding services for local access to care

ACTIONS:

- ✓ Enhance heart disease management through partnership with local gym.
- ✓ Promote education and prevention throughout the community through health fairs.
- ✓ Increase access to care for patients with chronic diseases, targeting heart failure and Atrial Fibrillation patients.



PROGRAMS:

Education and Prevention

- Expansion of cardiac classes
- Partnerships with community gyms
- American Heart Association Heart Walk
- Health Fair at Baierl Family YMCA
- State Rep. Turzai Health Fair
- State Rep. Metcalfe Health Fair

- Hal English and Randy Vulavovich Health Fair
- North Allegheny School District Employee Health and Wellness Fair
- Block Northway Wellness Fair
- Passavant Health Screening Event

Access and Quality of Care

- Partnership with UPMC Heart and Vascular Institute (HVI)
- Bridging the Gap, Heart Failure Initiative
- Atrial Fibrillation Center
- Non-Invasive Diagnostic Center

PROGRESS:

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



1,630
Attendees at Heart and Stroke Education Events



Established Atrial Fibrillation Center



Hosted Annual Stroke Survivor Dinner

PROGRAM HIGHLIGHTS:

Improving Heart Health with Education and Exercise

- In 2017, UPMC Passavant implemented an expansion of services to cardiac and stroke educational programs. Services have expanded to create easier access for community members. The hospital has increased the number of sessions and locations of both cardiac and stroke educational programs, which now reach 1,630 Allegheny, Beaver, and Butler County community members.
- UPMC Passavant and the Passavant Hospital Foundation have partnered with the Baierl Family YMCA to offer close-to-home preventive services to 100 percent of cardiac rehab patients.

Providing Robust and Convenient Care

- In 2017, UPMC Passavant created an Atrial Fibrillation Center to improve access and quality of care for community members. The Center has seen 208 members of the community.
- In 2016, UPMC Passavant enhanced its Teleneurology program to provide easier access to services for stroke patients. Admitted patients who are at-risk for stroke now receive two inpatient virtual consults and are scheduled for an outpatient virtual consult appointment prior to discharge. The Teleneurology program served 159 community members.
- UPMC Passavant and the Passavant Hospital Foundation have partnered to offer an annual Stroke Survivor Dinner. Created in Calendar Year 2015, these dinners have honored 24 community members who have survived this diagnosis. These dinners provide education, preventive information, and patient feedback to help improve quality of care for community members.



COMMUNITY PARTNERS:

Foundations, including Passavant Hospital Foundation, Baierl Family YMCA, other YMCAs, UPMC Passavant cardiac rehab, UPMC Heart and Vascular Institute (HVI), American Heart Association, EMS, skilled nursing facilities, other community partners

GOAL

Increase awareness of cancer treatment and prevention

STRATEGY

The hospital is improving cancer care through prevention, management, and compassionate support programs

ACTIONS:

- ✓ Enhance and expand cancer education, prevention, and support, including colorectal screenings, lung cancer screenings, and smoking cessation programs.
- ✓ Hold cancer support transition programs, bereavement programs, and remembrance services.



PROGRAMS:

Education and Screenings

- Colorectal Screenings
- Lung Cancer Screenings
- Women’s Cancer Education Series
- Cancer awareness presentations

Support

- Smoking Cessation Program
- Living Life Post Cancer Treatment Courses
- General Cancer Support Group
- Breast Cancer Support Group
- Metastatic Cancer Support Group
- CLIMB Cancer Support for Families
- Bereavement support
- Remembrance services
- Passavant Cancer Survivorship Program
- Travelers’ Aid
- Free Wigs

PROGRESS:

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



551

Colorectal and Lung Cancer Screenings



1,343

Cancer Support Group Participants



467

Attendees at 2017 Celebration of Survivorship

PROGRAM HIGHLIGHTS:

Launching a New Smoking Cessation Program

- In 2017, UPMC Passavant started a new Smoking Cessation Program as a companion to its Lung Cancer Screening Program. Led by a Certified Tobacco Treatment Specialist (CTTS), this program helps to decrease issues with cancer, heart disease, and stroke, and has benefitted the new Orthopedic Center of Excellence.

Encouraging Cancer Screenings throughout the Community

- In November 2016, UPMC Passavant established a bi-annual colon cancer screening event to help improve colon cancer screening efforts, part of the American Cancer Society's 80 percent by 2018 initiative. UPMC Passavant has screened 144 community members, which helps decrease the number of late-stage colon cancers.

Supporting Cancer Survivors

- As cancer survivors are increasing in numbers and are living longer, UPMC Passavant strives to meet both the clinical and psychological needs of these community members and their caregivers by offering support groups. UPMC Passavant has helped 298 people through a variety of support programs that range from Living Life Post Cancer Treatment to an annual Celebration of Survivorship.



COMMUNITY PARTNERS:

PA Department of Health, Adagio Health, American Cancer Society, Passavant Hospital Foundation, community organizations and businesses, local churches, schools

UPMC Passavant Is Addressing High Priority Health Issues:

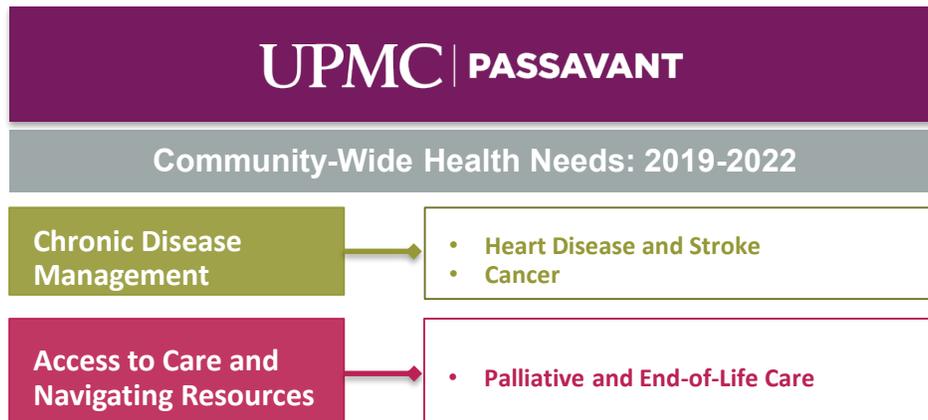
Adoption of the Implementation Plan

On February 28, 2019, the UPMC Passavant Board of Directors adopted an implementation plan to address the significant health needs identified:

- **Chronic Disease Management**
- **Access to Care and Navigating Resources**

UPMC Passavant Is Leveraging UPMC and Community Resources

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



Addressing Chronic Disease Management

UPMC Passavant will continue to expand upon its efforts to address cancer, heart disease, and stroke through a wide variety of initiatives, including community education, screenings, telehealth offerings, and care coordination efforts to support seniors as they transition to the next level of care.

CHRONIC DISEASE MANAGEMENT

	Heart Disease and Stroke	Cancer
Intended Actions	<p>Improve heart disease and stroke prevention, detection, management, and support through a variety of initiatives.</p> <ul style="list-style-type: none"> Enhance heart disease management through partnership with local gym Promote education and prevention throughout the community Increase access to care for patients with chronic disease, targeting heart failure and Atrial Fibrillation patients Enhance care transitions for patients with chronic disease 	<p>Enhance cancer awareness, prevention, detection, and management within the community.</p> <ul style="list-style-type: none"> Expand cancer education, prevention, and support efforts, including colorectal screenings, lung cancer screenings, and smoking cessation programs Host cancer support transition programs, bereavement programs, and remembrance services Enhance care transitions for patients with chronic disease
Programs	<p>Education and Prevention Initiatives</p> <ul style="list-style-type: none"> Expansion of cardiac classes Partnerships with community gyms American Heart Association Heart Walk Community health fairs Screening events <p>Access and Quality of Care</p> <ul style="list-style-type: none"> Partnership with UPMC Heart and Vascular Institute (HVI) Bridging the Gap, Heart Failure Initiative Atrial Fibrillation Center Teleneurology program for stroke patients Explore and launch pilot programs to help ensure smooth care transitions 	<p>Education, Screenings, and Prevention Initiatives</p> <ul style="list-style-type: none"> Colorectal Screenings Lung Cancer Screenings Women’s Cancer Education Series Cancer awareness presentations Living Life Post Cancer Treatment Courses Smoking cessation programs Explore and launch pilot programs to help ensure smooth care transitions <p>Support Services</p> <ul style="list-style-type: none"> Support groups for general cancer, breast cancer, metastatic cancer CLIMB Cancer Support for Families Bereavement support Remembrance services Passavant Cancer Survivorship Program Travelers’ Aid Free Wigs Cancer Survivorship Celebration
Target Population	General community, seniors	General community, seniors
Anticipated Impact Three-Year Goal	Improve awareness of heart disease and stroke prevention, early detection, and management	Increase awareness of cancer prevention and treatment
Planned Collaborations	Baierl Family YMCA, other YMCAs, UPMC Passavant Cardiac Rehab, American Heart Association, local Emergency Medical Services (EMS), UPMC Heart and Vascular Institute, Adagio Health, American Cancer Society, Passavant Hospital Foundation, community organizations and businesses, local churches, schools	

Addressing Access to Care and Navigating Resources

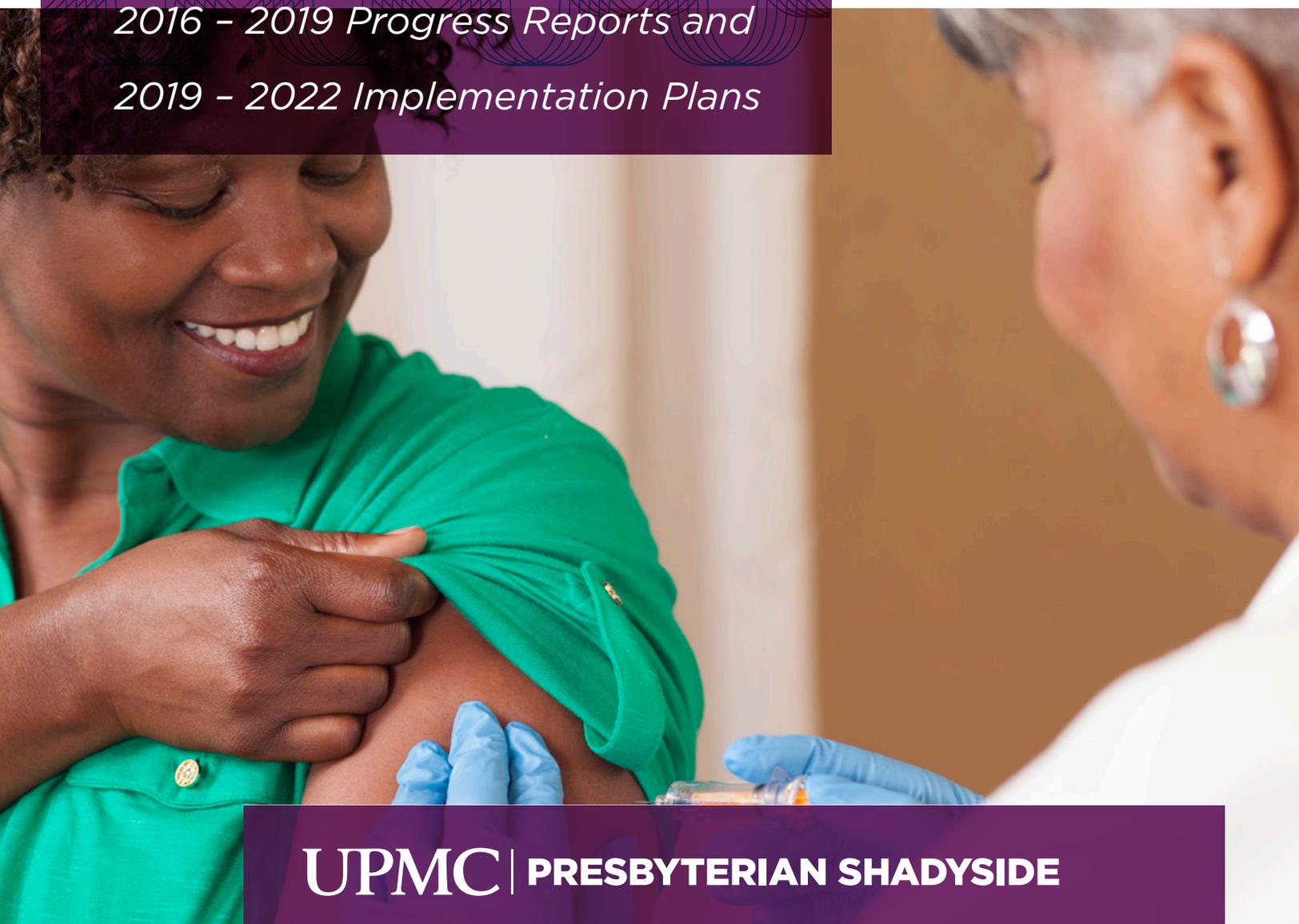
UPMC Passavant will continue to provide compassionate care through palliative and end-of-life care programs.

ACCESS TO CARE AND NAVIGATING RESOURCES

Palliative and End-of-Life Care	
Intended Actions	Take a comprehensive approach to offer palliative and end-of-life services to the community. <ul style="list-style-type: none"> ▪ Education initiatives to raise awareness of palliative and supportive care ▪ Provide patients with palliative and end-of-life care services via palliative care consults and goals of care discussions ▪ Provide patients and their families with opportunities for bereavement and spiritual support
Programs	<ul style="list-style-type: none"> ▪ Palliative care services ▪ Dedicated hospice rooms ▪ Bereavement support ▪ Remembrance services
Target Population	General community, seniors
Anticipated Impact Three-Year Goal	Improve support and awareness of appropriate levels of care for seriously ill patients and their families
Planned Collaborations	UPMC Family Hospice and Palliative Care, AHN Hospice, Good Samaritan Hospice, local churches

Community Health Improvement Progress and Plans

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



UPMC | PRESBYTERIAN SHADYSIDE

Caring for the Community

UPMC Presbyterian Shadyside is a nonprofit, licensed hospital located in Pittsburgh, Pennsylvania. A quaternary-care teaching facility, which provides the most highly specialized care, the hospital includes two campuses, which span two Pittsburgh neighborhoods within Allegheny County. The Oakland campus includes UPMC Presbyterian and UPMC Western Psychiatric Hospital. The Shadyside campus includes UPMC Shadyside.

UPMC Presbyterian Shadyside is a Level I Regional Resource Trauma Center, which serves as the hub of UPMC's academic medical center. The hospital has earned numerous accolades, including repeat recognition by *U.S. News & World Report* as a top hospital in America, and collaborates with the University of Pittsburgh Schools of the Health Sciences to leverage and translate research and advances in medical science, educational initiatives, and clinical programs into enhanced patient care capabilities. It is also a major clinical practice site for nursing baccalaureate programs at many surrounding universities.

The hospital provides area residents with access to medical, surgical, behavioral health, rehabilitation, and transitional care, as well as cutting-edge medical services. Specialized services include transplants, CT imaging, digital mammography, minimally invasive surgery, cardiothoracic surgery, neurosurgery, critical care medicine, and on-site cancer care at the world-renowned Hillman Cancer Center, the flagship of the UPMC Hillman Cancer Center network. Taking on some of the most difficult cases others will not, UPMC Presbyterian Shadyside is also one of the busiest transplant centers in the world, with 17,000 transplants performed since 1981. The hospital also includes UPMC Western Psychiatric Hospital, the flagship hospital of the UPMC Behavioral Health network, which is recognized as a national leader in providing research-based care and treatment of behavioral health and addictive disorders.



VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	1,253	Employees	8,545
Hospital Patients	64,404	Community Benefits Contributions	\$235 million
Emergency Dept. Visits	100,481	Free and Reduced Cost Care	\$54 million
Total Surgeries	42,051	Total Economic Impact of Hospital Operations	\$4.2 billion

Addressing the Community's Significant Health Needs

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

- Preventive Health and Wellness
- End-of-Life Care
- Behavioral Health

PREVENTIVE HEALTH AND WELLNESS

END-OF-LIFE CARE

BEHAVIORAL HEALTH

GOAL

Increase awareness of disease prevention and management

STRATEGY

The hospital is educating the community about preventive health and wellness

ACTIONS:

- ✓ Provide cancer screenings and preventive education and host Integrative Cancer Wellness Fair.
- ✓ Provide concussion baseline testing to youth and recreational athletes.
- ✓ Provide cardiovascular screening events and education.
- ✓ Continue to vaccinate patients against influenza and pneumonia.



PROGRAMS:

- Cancer screenings
- Heads Up Pittsburgh/UPMC Concussion Outreach Program
- COACH (Community Outreach and Cardiovascular Health)
- Flu and pneumonia vaccinations
- Senior Prevention and Wellness: Matter of Balance, S.A.F.E.
- Integrative Wellness Fair and Lecture Series
- Center for Integrative Medicine at UPMC Shadyside
- Care coordination efforts, such as UPMC Presbyterian Shadyside Pharmacy Program, Community Cardiopulmonary Rehabilitation Services, and Stroke Services for Discharged Patients
- Other Community Education and Outreach: Little Italy Days, Donate Life, Allegheny Sports and Outdoor Expo, Prom Promise
- Stop the Bleed

PROGRESS:

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



176
Health Events Offered



5,281
Health Screenings



6,371
Influenza and Pneumonia Vaccinations

PROGRAM HIGHLIGHTS:

Focusing on Concussions

Heads Up Pittsburgh, a concussion outreach program, provides education and baseline testing to youth athletes from age 7 to 18. In 2017, the program resulted in:

- Approximately 7,000 individuals educated about concussive injuries.
- 3,038 baseline tests administered to local youth.

Promoting Cancer Prevention and Screenings

In 2017, UPMC Presbyterian Shadyside offered 128 cancer education and screening events, educating 7,718 individuals about cancer prevention and screening 1,015 individuals for cancer. The hospital has concentrated its efforts on reaching youth and underserved populations. Programs include:

- **Healthy Choices for Students Program:** Reaching students at 80 schools throughout Allegheny, Butler, Beaver, Fayette, Greene, Mercer, Washington, and Westmoreland counties.
- **Collaboration with Birmingham Free Clinic and Harbor Light:** Reaching 1,771 patients — providing cancer screenings to 895 and health counseling about cancer risks to 1,470.
- **Cancer Education for Underserved Communities:** Outreach partnerships include The Greater Pittsburgh Community Food Bank, Salvation Army, and Center for Health Equity — reaching a total of 2,868 individuals.

Improving Quality of Life through Integrative Wellness Programs

To improve symptoms and quality of life for patients diagnosed with cancer, the hospital hosts an annual Integrative Wellness Fair and Lecture Series. Sponsored by a grant from the Shadyside Hospital Foundation, this unique program helps patients address mind, body, and spirit, and offers clinicians information about integrative wellness techniques. At the 2017 Integrative Wellness Fair:

- 27 providers participated, including experts in yoga, massage, acupuncture, nutrition, and mindfulness.
- 290 people attended, including patients, caregivers, and staff.

Empowering Individuals to Save Lives

Developed in response to increased gun violence and mass casualty events, Stop the Bleed is a national campaign to empower individuals to act quickly and save lives. In the nation's largest Stop the Bleed initiative, UPMC is partnering with a consortium of trauma centers in Pennsylvania, Ohio, and West Virginia, to coordinate training efforts. UPMC committed \$1.3 million over three years to teach stop the bleed techniques and provide tourniquets. To date:

- More than 25,000 individuals have been trained at more than 700 sessions
- More than 5,300 tourniquets have been distributed to public schools and police officers

Improving Recovery and Care Coordination for Stroke Patients

The hospital continues to enhance care coordination for complex stroke patients to support healthy healing at home. After a patient is discharged from the hospital, a nurse from the Stroke Institute reaches out by phone to help the patient secure home care visits and to facilitate follow-up appointments. In 2017, the hospital made more than 460 phone calls to stroke patients.



COMMUNITY PARTNERS:

University of Pittsburgh Cancer Institute, Healthcare for the Homeless, Greater Pittsburgh Food Bank, Birmingham Free Clinic, University of Pittsburgh Graduate School of Public Health, local sports teams

GOAL

Improve support and awareness of appropriate levels of care for seriously ill patients

STRATEGY

The hospital is educating the community about palliative care services

ACTIONS:

- ✓ Hosting National Health Care Decision Day.
- ✓ Educating health care providers about palliative care, having difficult conversations.
- ✓ Tracking palliative care efforts.
- ✓ Linking with UPMC System on several new home-based initiatives.
- ✓ Continue to provide support to dying patients with no family members nearby.



PROGRAMS:

- Palliative and Supportive Care Program
- No One Dies Alone

PROGRESS:

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



28,516
Inpatient Palliative
Care Visits



25,000+
Goals of Care
Conversations



446
Clinicians Trained
about Difficult
Conversations

PROGRAM HIGHLIGHTS:

Raising Awareness about Palliative and Supportive Care

To better serve seriously ill patients and their families, the hospital is increasing education about appropriate levels of care through a variety of efforts, including:

- **Hosting National Health Care Decision Day.**
- **Educating providers:** In Fiscal Years 2017 and 2018, 827 clinicians received training on how to have difficult conversations.
- **Consulting with patients about palliative care:** 28,516 inpatient and 4,236 outpatient visits, increasing initial inpatient consults by 7 percent from 2016 to 2017.
- **Partnering with UPMC Health Plan:** 25,000 Goals of Care conversations resulted from linking to UPMC Health Plan's new home-based initiatives from July 2016 to June 2017.

Compassionate Companions Support Dying Patients

UPMC's No One Dies Alone program provides 24/7 support to dying patients who have no family members or whose family members are not available. Volunteers provide emotional support and physical presence to dying patients, which may include singing and inspirational readings. Through the program:

- 27 patients received care from No One Dies Alone volunteers.
- 221 volunteer hours were recorded.



COMMUNITY PARTNERS:

UPMC Presbyterian Volunteer Services, University of Pittsburgh School of Medicine, University of Pittsburgh, UPMC Palliative and Supportive Institute, UPMC Health Plan, UPMC Community Provider Services

GOAL

Increase awareness of and access to behavioral health care

STRATEGY

UPMC Western Psychiatric Hospital is taking a comprehensive approach to addressing behavioral health care across Pennsylvania

ACTIONS:

- ✓ Increase access to behavioral health services.
- ✓ Create programming to stem addiction and substance use.
- ✓ Better integrate medical and behavioral health care.



PROGRAMS:

Access to Services

- Prevention education
- Early Childhood Centers Receiving Evidence-Based Prevention and Intervention Services
- Theiss Early Autism Program (TEAP)
- Student Assistance Programs (SAP)/Professional Training
- Palliative Care Program at UPMC Senior Care Benedum Geriatric Center
- Geriatric In-Home Clinic
- Neighborhood Living Programs of UPMC Western Psychiatric Hospital (NLP) Grant Projects
- Healthy Housing Outreach (H2O) Community Engagement Clinic
- Early Intensive Behavioral Intervention (EIBI)
- Conroy School-Merck Intensive Day Treatment Program

- Autism Spectrum Disorders Early Detection and Treatment programs
- Eating Disorders Programs and Training
- Vocational Center (VOC) and CSE Program
- Telehealth Program

Addiction and Substance Use

- Center of Excellence
- Peer Navigator program
- Narcotic Addiction Treatment Program
- SMART Choices

Integrate Medical and Behavioral Health Care

- Co-Located pediatric offices
- Pediatric Psychiatry Telephone Consult Service (TiPS)
- Adult Behavioral Health
- Blended Services Coordination (BSC) Wellness Initiative for People with Chronic Behavioral Health Issues

PROGRESS:

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



41,926
People Reached through Prevention Education Programs



12,402
Virtual Visits



30
Practices with Co-Locations

PROGRAM HIGHLIGHTS:

Serving Suburban and Rural Communities through Telemedicine

UPMC Western Psychiatric Hospital offers people in underserved areas across Pennsylvania access to behavioral health services. The hospital's telemedicine program uses secure, high-quality, real-time audio and video conferencing technology to connect with individuals and agencies across Pennsylvania. Over the last three years, Western Psychiatric has increased these services. Expansion efforts include:

- Providing telepsychiatric services to 12 Community Mental Health Centers and two UPMC behavioral health units, and consultations to three hospital systems and ambulatory services.
- Connecting patients in Altoona with experts at Western Psychiatric: UPMC Altoona was the first hospital in Pennsylvania to be approved to provide telepsychiatry for an inpatient psychiatric unit.
- Improving behavioral health access for kids through the Telephonic Psychiatric Consultation Service Program (TiPS): Through telephone consults, the hospital provides real-time, peer-to-peer resources to physicians across the state who seek advice for pediatric patients with behavioral health concerns. In 2017, Western Psychiatric:
 - » Expanded TiPS to include direct-to-patient home and direct-to-PCP office consultations.
 - » Began serving children and adolescents covered by UPMC Advantage and Pennsylvania Children's Health Insurance Plan (CHIP) through a contract with UPMC Health Plan.

Provided **31,817**
virtual care visits
from 2016 to 2018

Pioneering Addiction Treatment and Recovery Services across Pennsylvania

UPMC is committed to providing comprehensive addiction programs that are patient-oriented, research-based, and recovery-focused. UPMC seeks to engage individuals and families through motivational, culturally competent, goal-focused treatment, in compassionate, caring environments at accessible community locations. Programs include:

- **Opioid Center of Excellence (COE):** Western Psychiatric was selected as an Opioid Center of Excellence and is partnering across the UPMC network to share its expertise in addiction treatment and recovery. Key accomplishments over the last three years include:
 - » Providing screenings, interventions, and referrals to treatment services.
 - » Offering same-day access and walk-in appointments to increase the likelihood of patient engagement.
 - » Adding 12 new positions in 2018 to meet patient demand.
 - » Developing a unique partnership with UPMC Mercy to provide follow-up for patients needing 24-hour buprenorphine.
 - » Serving 392 patients enrolled in the program as of May 2018.
- **Peer Navigator Program:** Available at five UPMC hospitals, this program helps patients with substance use disorders by connecting them to people with lived experience. Peer Navigators help patients by engaging them at bedside, validating their experience, assisting with access to recovery services, and linking them to resources that help remove barriers to care. Over the past three years, the Peer Navigator program has demonstrated growth and success through:
 - » 5,520 initial interventions.
 - » 6,225 follow-up visits in the hospital.
 - » 3,041 patients linked to treatment after discharge.
 - » Expansion into Lawrence and Mercer counties.

Served **392**
patients as of May 2018

- **Narcotic Addiction Treatment Program:** Launched in 2016, the Narcotic Addiction Treatment Program helps link patients with medical comorbidity to Primary Care Providers (PCP) and to coaching and wellness groups. Program participation increased by 85 percent from 2017 to 2018. Each participant was connected to a PCP and supported by a wellness nurse who helps develop wellness goals.

Integrating Services into Primary Care Settings across UPMC's Network

To promote behavioral care services in pediatric, adult, and geriatric settings, the hospital's co-location project embeds behavioral health therapists into primary care practices, resulting in improved access to care. Focus areas include:

- **Pediatrics:** Child psychiatrists are co-located in 19 Children's Community Pediatrics (CCP) primary care offices, 18 subspecialty practices, a Consult Liaison Service at the main hospital campus, and therapy services in three satellite locations — totaling 29,612 child psychiatry visits.
- **Adult and Geriatric:** UPMC Behavioral Health Care (BHC) offers specialized services and programs for adults in primary care and subspecialty settings. Clinicians are co-located in 11 geriatric, primary care, and specialty care settings, and provide more than 5,000 visits per year.

Developing Screening Tools for the UPMC Network to Identify At-Risk Individuals

The hospital continues to partner across the UPMC network to collaboratively pilot new behavioral health screening protocols and tools that will improve health outcomes and access to care. Initiatives include:

- **Identifying Children At-Risk of Addiction:** In collaboration with UPMC Children's Hospital of Pittsburgh, Children's Community Pediatrics, and UPMC Health Plan, Western Psychiatric developed the Substance Misuse and Referral to Treatment (SMART) Choices program. The initiative provides children and their families with access to addiction experts and enables the early identification of high-risk behaviors, brief intervention within the medical home, and early access to substance use treatment for those who need it.
- **Treating Seniors in Rural Communities for Depression:** In partnership with UPMC Bedford, the hospital helped to screen and treat Bedford County residents 65 and older with depressive symptoms. For seniors identified through the Bedford County Mental HealthPLUS Senior Outreach initiative, Western Psychiatric is providing telepsychiatry in the patient's home or at the Teleconsult Center on the UPMC Bedford campus.



Filling the Gaps for Vulnerable Populations

The hospital offers a range of programs to address the needs of underserved populations, including:

- **Neighborhood Living Programs of UPMC Western Psychiatric Hospital:** In partnership with Housing and Urban Development (HUD), the hospital provides rental assistance and supportive services to individuals and families who are homeless and have Serious and Persistent Mental Illness (SPMI). This program helps people attain safe, affordable housing, which enables services to wrap around participants, such as support from vocational specialists and in-home visits from psychiatrists. In 2018, this program served 313 households.
- **Geriatric In-Home Clinic:** This program is designed to provide support and care to keep geriatric individuals with mental health issues in their homes as long as possible. In 2017, 96 seniors participated in the program — totaling 1,915 home visits by providers throughout the year.

COMMUNITY PARTNERS:

University of Pittsburgh, Department of Psychiatry academic researchers, community mental health organizations and providers, advocacy groups, managed care organizations, Community Care Behavioral Health, Allegheny County Dept. of Health Services, Allegheny HealthChoices, Inc.

UPMC Presbyterian Shadyside Is Addressing High Priority Health Issues:

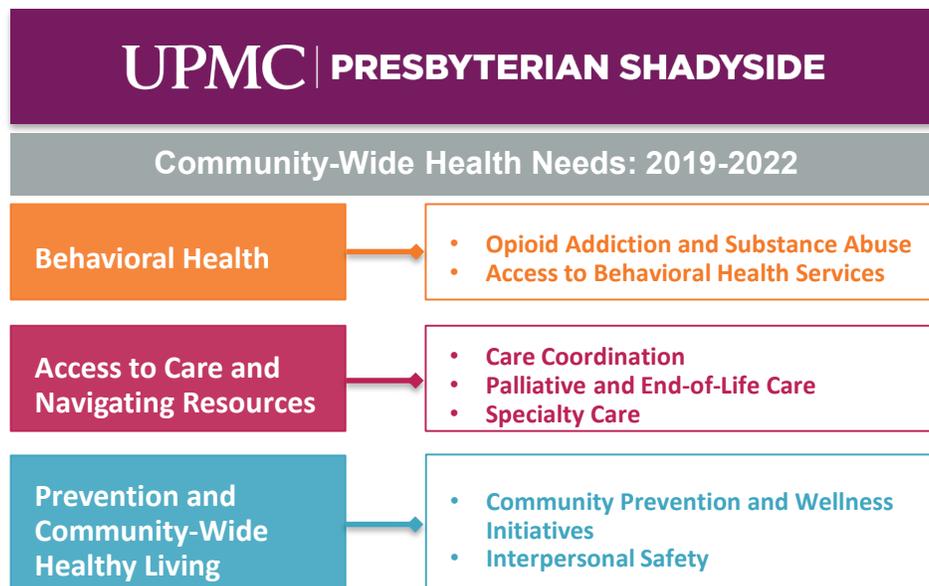
Adoption of the Implementation Plan

On May 28, 2019, the UPMC Presbyterian Shadyside 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 Presbyterian Shadyside Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Presbyterian Shadyside 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 Western Psychiatric Hospital will continue to address the community’s needs relating to behavioral health. As the primary behavioral health facility in western Pennsylvania, Western Psychiatric provides a wide spectrum of behavioral health services and programs for children, adolescents, and adults. Western Psychiatric also serves individuals from medically underserved, low-income, and minority populations. Western Psychiatric’s implementation plan outlines initiatives the organization will continue to pursue around creating best-practice programming to stem addiction and substance use, increase access to behavioral health services, and better integrate medical and behavioral health care for the region.

BEHAVIORAL HEALTH

	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services
Intended Actions	Take a comprehensive approach to addressing behavioral health across the UPMC network <ul style="list-style-type: none"> • Create programs to stem addiction and substance use 	Take a comprehensive approach to addressing behavioral health across the UPMC network. <ul style="list-style-type: none"> • Increase access to behavioral health services • Better integrate medical and behavioral health care
Programs	<ul style="list-style-type: none"> • Center of Excellence • Peer Navigator program • Narcotic Addiction Treatment Program • SMART Choices • Prescribing Initiative (post-surgery) 	Increase access to behavioral health services <ul style="list-style-type: none"> • Prevention education • Early Childhood Centers receiving evidence-based prevention and intervention services • Theiss Early Autism Program (TEAP) • Student Assistance Programs (SAP)/Professional Training • Palliative Care Program at UPMC Senior Care Benedum Geriatric Center • Geriatric In-Home Clinic • Neighborhood Living Programs of WPIC (NLP) Grant Projects • Healthy Housing Outreach (H2O) Community Engagement Clinic • Early Intensive Behavioral Intervention (EIBI) • Conroy School-Merck Intensive Day Treatment Program • Autism Spectrum Disorders Early Detection and Treatment Programs • Eating Disorders Programs and Training • Vocational Center (VOC) and CSE Program • Telehealth Program Integrate medical and behavioral health care <ul style="list-style-type: none"> • Co-Located pediatric offices • Pediatric Psychiatry Telephone Consult Service (TiPS) • Adult Behavioral Health • Blended Services Coordination (BSC) Wellness Initiative for people with chronic behavioral health issues
Target Population	General community, children and adolescents	General community, seniors, children and adolescents, homeless people, medically underserved, low-income, minority populations
Anticipated Impact Three-Year Goal	Improve awareness of and access to services to support people with substance use disorders	<ul style="list-style-type: none"> • Increase awareness of and access to behavioral health resources • Improve coordination and access to behavioral health care in the region
Planned Collaborations	UPMC Presbyterian Volunteer Services, University of Pittsburgh School of Medicine, University of Pittsburgh, UPMC Palliative and Supportive Institute, UPMC Health Plan, UPMC Community Provider Services, UPMC Children’s Hospital, Children’s Community Pediatrics, Community-Based Mental Health Services, Allegheny County Drug and Alcohol Services, Tobacco Free Allegheny, early childhood centers	

Addressing Access to Care and Navigating Resources

UPMC Presbyterian Shadyside will continue to address access and resource navigation issues in the community through a variety of channels, including enhancing care coordination efforts (with a dedicated focus on stroke patients), supporting patients with palliative and end-of-life care, and providing access to the hospital's world-renowned specialists through extensive telehealth offerings for residents to receive the best quality care in communities across Pennsylvania.

ACCESS TO CARE AND NAVIGATING RESOURCES

	Care Coordination	Palliative and End-of-Life Care	Specialty Care
Intended Actions	Enhance care coordination for at-risk populations. <ul style="list-style-type: none"> Provide coordination services for complex stroke patients 	Take a comprehensive approach to offer palliative and end-of-life services. <ul style="list-style-type: none"> Education initiatives to raise awareness of palliative and supportive care Provide patients with palliative care consults and goals of care discussions Support dying patients who have no family members or whose family members are unable to travel to UPMC Presbyterian Shadyside 	Increase access to specialty care. <ul style="list-style-type: none"> Develop a plan to expand and operationalize specialty and sub-specialty telehealth offerings
Programs	<ul style="list-style-type: none"> Post-discharge coordination initiative for stroke patients 	<ul style="list-style-type: none"> Educating providers and hosting National Health Care Decision Day Palliative care services No One Dies Alone 	<ul style="list-style-type: none"> Offer telehealth visits to support hospitals and outpatient centers across the UPMC system Remote Patient Monitoring Expansion of trauma and organ transplant services
Target Population	General community	General community	General community
Anticipated Impact Three-Year Goal	Improve care coordination and reduce unnecessary hospitalizations	Improve support and awareness of appropriate levels of care for seriously ill patients	Improve access to specialty care across the UPMC system
Planned Collaborations	UPMC Presbyterian Volunteer Services, University of Pittsburgh School of Medicine, University of Pittsburgh, UPMC Palliative and Supportive Institute, UPMC Health Plan, UPMC Community Provider Services		

Addressing Prevention and Community-Wide Healthy Living

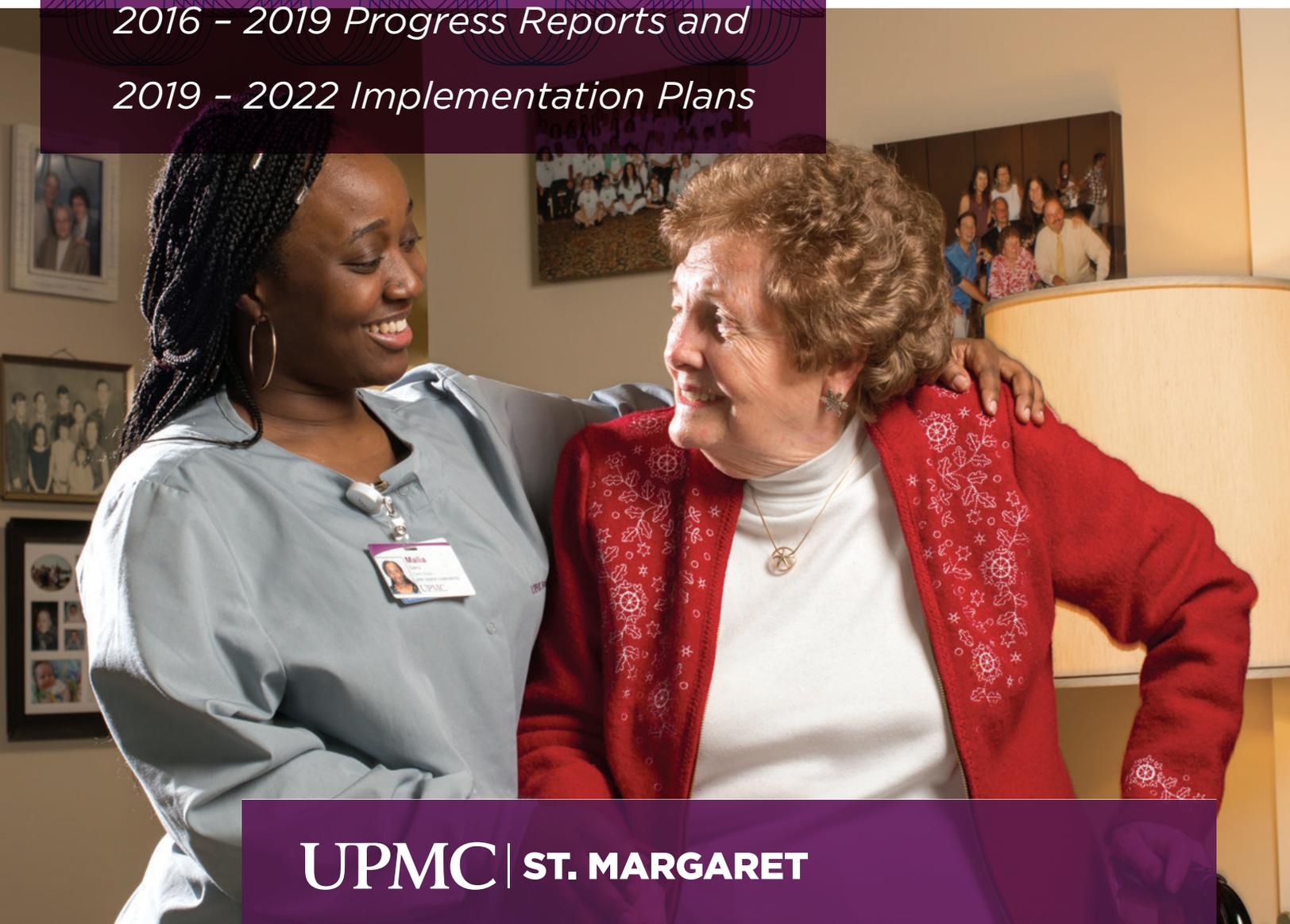
UPMC Presbyterian Shadyside will continue to address preventive health and wellness through an extensive suite of programs, including community education, screenings, and customized programming for concussion care and injury prevention.

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

	Community Prevention and Wellness Initiatives	Interpersonal Safety
Intended Actions	<p>The hospital is taking a comprehensive, community-oriented approach to improve the health and wellness of residents in the community. Efforts include targeted initiatives to support chronic disease management and concussion prevention.</p> <ul style="list-style-type: none"> • Provide cancer screenings and preventive education and host Integrative Cancer Wellness Fair • Provide concussion baseline testing to youth and recreational athletes • Provide cardiovascular screening events and education • Continue to vaccinate patients against influenza and pneumonia 	<p>Increase awareness of gun violence and help community members prepare for a mass casualty event.</p> <ul style="list-style-type: none"> • Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives
Programs	<p>Multiple programs to provide preventive screenings and health education for the community, including:</p> <ul style="list-style-type: none"> • Cancer screenings • Healthy Choices for Students Program • Integrative Wellness Program • Heads Up Pittsburgh (concussion outreach program) • Flu and pneumonia vaccinations • COACH (Community Outreach and Cardiovascular Health) • Senior Prevention and Wellness initiatives • Center for Integrative Medicine at UPMC Shadyside 	<ul style="list-style-type: none"> • Stop the Bleed
Target Population	General community	General community
Anticipated Impact Three-Year Goal	Increase awareness of disease prevention, detection, and management	Raise awareness of gun violence and educate the community about how best to respond to a mass casualty event
Planned Collaborations	University of Pittsburgh Cancer Institute, Healthcare for the Homeless, Greater Pittsburgh Food Bank, Birmingham Free Clinic, University of Pittsburgh Graduate School of Public Health, local sports teams, Stop the Bleed	

Community Health Improvement Progress and Plans

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



UPMC | ST. MARGARET

Caring for the Community

UPMC St. Margaret is an acute-care teaching hospital located in the heart of Allegheny County’s Alle-Kiski Valley, less than 10 miles from downtown Pittsburgh, Pennsylvania. Founded in 1898, it became the first Pittsburgh hospital to merge with UPMC in 1997. Patients are drawn by UPMC St. Margaret’s growing reputation for quality health care and personalized service, including cardiovascular, emergency medicine, pain management, sports medicine, minimally invasive surgery, physical therapy, rehabilitation, and geriatric care. As a certified Primary Stroke Center, the hospital offers patients the most advanced treatments and procedures. UPMC St. Margaret is a Magnet®-designated hospital — the highest international recognition for nursing excellence and leadership.

	VITAL STATISTICS Fiscal Year 2018		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	250	Employees	1,359
	Hospital Patients	16,030	Community Benefits Contributions	\$18 million
	Emergency Dept. Visits	36,635	Free and Reduced Cost Care	\$6 million
	Total Surgeries	13,473	Total Economic Impact of Hospital Operations	\$495 million

Addressing the Community’s Significant Health Needs

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

- Preventive Health and Wellness
- Preventive Screenings
- Senior Health
- End-of-Life Care



GOAL

Increase awareness about disease prevention and increase participation in events that offer health screenings and immunizations

STRATEGY

The hospital takes a comprehensive approach to addressing preventive health

ACTIONS:

- ✓ Continue to provide education throughout the community on a variety of health topics, including cancer, heart disease, stroke, diabetes, arthritis, and depression.
- ✓ Continue to provide free flu vaccinations to area residents age 65 and older.
- ✓ Continue to provide preventive screenings, including blood pressure, bone density, skin cancer, blood glucose, and lipid profile.
- ✓ Continue to provide classes and support for diabetes, COPD, weight management, cancer (Look Good, Feel Better), smoking cessation, Alzheimer’s disease, and other dementias.
- ✓ Continue to offer transportation services.



PROGRAMS:

Preventive Health

- Alive and Well
- Living Healthy with Arthritis
- Free immunizations
- Chronic Disease Support Groups: Alzheimer’s, COPD, Diabetes
- Smoking cessation
- National Senior Health Day

Preventive Screenings

- Cardiac Risk Screening
- Skin Cancer Screening
- Other community health screenings and education programs
- Roots of Faith Neighborhood Table

PROGRESS:

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



73
Wellness Events Offered



1,340
Health Screenings



2,939
Total Participants

PROGRAM HIGHLIGHTS:

Focusing on Preventive Care in the Community

With support from the St. Margaret Foundation, the hospital provides a comprehensive suite of health screenings, educational opportunities, and support groups for community members. Events target seniors and low-income residents and are held at convenient locations, such as libraries, churches, family health centers, and senior high-rises.

- UPMC St. Margaret Family Health Centers:** In partnership with Falk Clinic and the St. Margaret Foundation, the UPMC St. Margaret Family Health Centers in Bloomfield/Garfield, Lawrenceville, and New Kensington offer primary medical care, preventive health care, and disease management. In particular, the Centers offer medication management consultations with a pharmacist, home visits, outpatient behavioral health counseling, outpatient social work interventions, and free flu vaccinations to area residents age 65 and older. In 2017, the three Family Health Centers had a total of 27,422 visits.
- Roots of Faith Neighborhood Table:** In August 2016, UPMC St. Margaret partnered with the Faith United Methodist Church to participate in their monthly neighborhood dinners — part of an anti-poverty program for the Sharpsburg community. The hospital provided diabetes education, nutrition information, one-on-one health advice, and health screenings at each dinner. Reaching an average of 120 people per month, a major focus of this program has been to identify individuals with abnormal health screenings or medical issues and refer them to appropriate medical care providers. More than 20 percent of people screened had abnormal results or medical needs. In addition, UPMC St. Margaret's dietary department donates surplus food for the "Neighborhood Table" dinners. In December, UPMC St. Margaret employees donated fresh fruit, winter hats, and gloves to people attending the holiday dinner.



COMMUNITY PARTNERS:

Faith-based communities in the area, the Aging Institute, Oakmont Carnegie Library, Cooper-Siegel Community Library, Natrona Heights Community Library, Amber Woods, Saint Juan Diego Parish, St. Margaret Foundation, Arthritis Foundation, Hospital Association of Pennsylvania, Home Instead, UPMC Health Plan, Faith United Methodist Church, Lauri Ann West Community Center, Lighthouse Pointe at Chapel Harbor, American Addiction Center, Roots of Faith

GOAL

Improve the overall health of seniors living in the hospital's service area

STRATEGY

The hospital is leveraging community resources to address senior health and end-of-life care

ACTIONS:

- ✓ Continue to provide assistance with medications, medical equipment, supplies, emergency housing, and transportation.
- ✓ Provide primary medical care, preventive health care, disease management, and health-related education.
- ✓ Provide coordination for ongoing in-home care for older adults.
- ✓ Continue to provide education to skilled nursing facilities about coordinating and communicating care transitions, and approaches to prevent unplanned readmissions.
- ✓ Provide specialized medical and psychiatric care, including comprehensive evaluation and treatment, targeting seniors.
- ✓ Provide fellowship program so that fellows develop the knowledge and skills required to provide high-quality, evidence-based care to geriatric patients in various health care settings.



PROGRAMS:

Senior Health

- Bed Fund
- UPMC St. Margaret Family Health Centers
- Living-At-Home
- Geriatric Care Center
- Coordinating Transitions Together

- Long-Term Care initiatives
- Interact III Program
- Speaker's Bureau
- Geriatric Fellowship Program
- Collaboration with the Aging Institute of UPMC Senior Services and the University of Pittsburgh

End-of-Life Care

- Bereavement Support Group
- Growing through Grief
- Advanced Care Planning Education
- Palliative Care Program
- Hospital memorial services
- No One Dies Alone

PROGRESS:

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



5,165

Visits to Geriatric Care Centers



3

Geriatric Fellows Recruited and Trained



1,535

Palliative Care Conversations

PROGRAM HIGHLIGHTS:

Helping Fill the Gaps for Low-Income Seniors

Supported by generous grants from the St. Margaret Foundation, the hospital aids seniors who are encountering financial barriers to care. Initiatives include:

- **6,800 Free Rides for Seniors:** To help eliminate transportation barriers, Free Rides for Seniors offers rides to grocery stores, doctors' offices, pharmacies, hospitals, and local stores.
- **69 Seniors Remained Independent:** The Living-At-Home program connects seniors who live at or below the poverty level with community resources that help coordinate in-home care. Last year, 69 individuals living in underserved areas — including Millvale, Sharpsburg, and New Kensington — received assistance. Seniors also received services such as home-delivered meals, grocery shopping, and yard work. Studies have shown that program participants attend more primary care office visits and have fewer hospital admissions and emergency department visits.

Caring for an Aging Population

- UPMC St. Margaret Geriatric Care Center is the area's only geriatric evaluation and treatment center. During the past year, the Geriatric Care Center has offered comprehensive care to older adults and their families at more than 5,165 visits. With locations in both Aspinwall and Oakmont, the Geriatric Care Center provides medical evaluations, psychiatric evaluations, memory assessments, psychosocial evaluations, and pharmacy education and intervention, as well as management of Alzheimer's disease and other dementias.

Helping Elderly Patients and Their Caregivers Prepare for and Communicate about End-of-Life Care

- The hospital helps patients and their caregivers with end-of-life decisions and is increasing awareness about how to maintain the best quality of life for patients and their families.
- By providing palliative care, the hospital is helping patients and their families identify goals of care and enhancing communication with health care providers. Volumes in this initiative continue to increase year-over-year.



COMMUNITY PARTNERS:

St. Margaret Foundation, North Hills Community Outreach, Family Services of Western Pennsylvania, Living-At-Home, the Aging Institute, UPMC St. Margaret Family Practice Residency Program, UPMC Health Plan, Lighthouse Pointe at Chapel Harbor, more than 30 skilled nursing facilities in the local area

UPMC St. Margaret Is Addressing High Priority Health Issues:

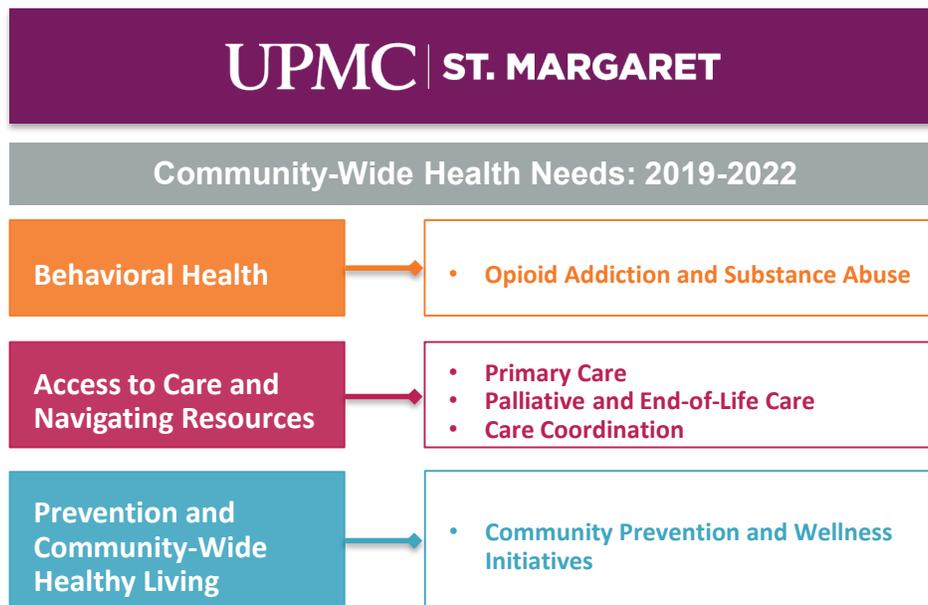
Adoption of the Implementation Plan

On February 28, 2019, the UPMC St. Margaret 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 St. Margaret Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC St. Margaret plays an important role in addressing the community health needs 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 St. Margaret is launching new efforts to address behavioral health needs in the community. Various educational initiatives are designed to support at-risk patients and residents who may be suffering from, or have a loved one suffering from, a substance use disorder.

BEHAVIORAL HEALTH**Opioid Addiction and Substance Abuse**

Intended Actions	<p>Develop and provide community-based substance abuse and opiate addiction education programs.</p> <ul style="list-style-type: none"> ▪ Increase awareness of services available through community resources for the treatment and rehabilitation of alcohol and substance use disorder ▪ Leverage strong partnerships with community organizations to identify ways to address behavioral and social needs of individuals at-risk ▪ Provide education on drug take-back sites and safe medication disposal ▪ Increase hospital staff awareness on the prevention of prescription drug and opioid misuse, abuse, and overdose ▪ Provide education in the community and within the hospital on social stigmas that negatively impact treatment
Programs	<ul style="list-style-type: none"> ▪ Medication-Assisted Treatment (MAT) for opioid use disorders at the UPMC St. Margaret Family Health Centers ▪ Consumer Drug Take-Back Program ▪ Educational programs in community settings ▪ Educational programs for hospital employees
Target Population	General community and individuals/family members impacted by addiction
Anticipated Impact	Improve awareness of and access to support services for individuals a substance use disorder and their families
Three-Year Goal	
Planned Collaborations	Allegheny County Health Department, American Addiction Centers, UPMC St. Margaret Family Health Centers, addiction facilities in the region

Addressing Access to Care and Navigating Resources

UPMC St. Margaret will continue to address access and resource navigation issues in the community through a variety of channels — from enhancing care coordination efforts to providing access to primary care services. These efforts have a dedicated focus on supporting seniors with geriatric primary care specialists and individuals who are encountering financial barriers to care.

ACCESS TO CARE AND NAVIGATING RESOURCES

	Primary Care	Palliative and End-of-Life Care	Care Coordination
Intended Actions	Identify and develop best practices to meet primary care needs in the community. Efforts include a dedicated focus on primary care needs for seniors and low-income residents. <ul style="list-style-type: none"> Provide primary medical care, preventive health care, disease management, and health-related education Offer specialized medical and psychiatric care, including comprehensive evaluation and treatment, targeting seniors Provide fellowship program so that fellows develop the knowledge and skills required to provide high-quality, evidence-based care to geriatric patients in various health care settings 	Take a comprehensive approach to offer palliative and end-of-life care services to the community. <ul style="list-style-type: none"> Offer educational initiatives to raise awareness of palliative and supportive care Provide patients and their families with palliative care consults and goals of care discussions Support dying patients who have no family members or whose family members are unavailable Provide educational programs and support groups focused on coping with grief 	Enhance care coordination for at-risk populations. <ul style="list-style-type: none"> Coordinate follow-up medical care for community residents who have been identified with abnormal test results from health screenings Provide assistance with medications, medical equipment, supplies, emergency housing, and transportation Provide transportation assistance to medical care for community residents Provide coordination for ongoing in-home care for older adults Continue to educate skilled nursing facilities on disease management and coordinating care transitions
Programs	<ul style="list-style-type: none"> Geriatric Care Center Geriatric Fellowship Program UPMC St. Margaret Family Health Centers 	<ul style="list-style-type: none"> Bereavement support group Growing through Grief Advanced Care Planning Education Palliative Care Program Hospital memorial services No One Dies Alone 	<ul style="list-style-type: none"> Bed Fund Free Rides for Seniors Interact III Long-Term Care initiatives Living-At-Home Speakers Bureau
Target Population	Seniors, general community, medically underserved/low-income/minority populations	General community	Seniors, general community, medically underserved/low-income/minority populations
Anticipated Impact Three-Year Goal	Improve access to primary care, with a dedicated focus on seniors	Increase utilization of palliative and end-of-life care services and increase support for families and caregivers coping with loss	Improve care transitions, access to post-discharge resources, and transportation to medical appointments
Planned Collaborations	St. Margaret Foundation, North Hills Community Outreach, Family Services of Western Pennsylvania, Living-At-Home, the Aging Institute, UPMC St. Margaret Family Practice Residency Program, UPMC Health Plan, UPMC Palliative and Supportive Institute, Family Hospice, Geriatric Care Center, Transport U, UPMC Senior Communities, Lighthouse Pointe at Chapel Harbor, more than 30 skilled nursing facilities in the local area		

Addressing Prevention and Community-Wide Healthy Living

UPMC St. Margaret will continue to address preventive health and wellness through an extensive suite of programs, including community education, screenings, and customized programming for seniors and low-income residents. To help reach seniors and low-income residents, UPMC St. Margaret will further strengthen existing community partnerships with the Aging Institute, the St. Margaret Foundation, Faith United Methodist Church, and other local organizations.

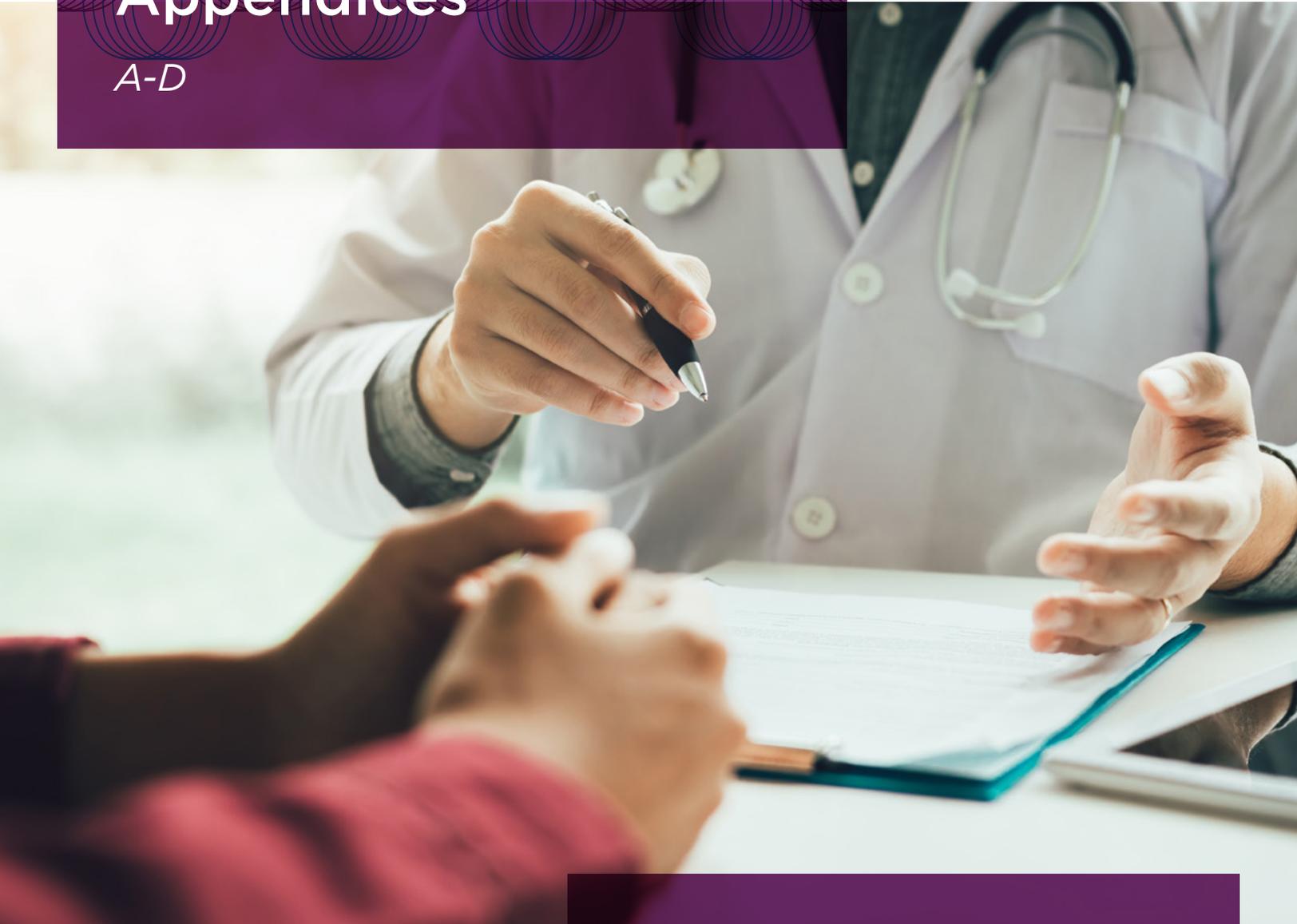
PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

Community Prevention and Wellness Initiatives	
Intended Actions	<p>The hospital is taking a comprehensive, community-oriented approach to improve the health and wellness of residents in the community. Efforts include targeted initiatives to prevent and manage chronic disease and to provide access to health screenings and immunizations that support low-income residents.</p> <ul style="list-style-type: none"> ▪ Continue to provide education throughout the community on a variety of health topics, including cancer, heart disease, stroke, diabetes, arthritis, and depression ▪ Offer free flu vaccinations to area residents age 65 and older ▪ Administer preventive screenings, including blood pressure, cardiac risk, bone density, skin cancer, blood glucose, lipid profile, stroke risk, and fall prevention ▪ Offer classes and support for diabetes, COPD, cancer, smoking cessation, Alzheimer's disease and other dementias ▪ Continue to enhance and expand participation in local anti-poverty program
Programs	<ul style="list-style-type: none"> ▪ Speaker's Bureau ▪ Collaboration with the Aging Institute of UPMC Senior Services and the University of Pittsburgh ▪ Alive and Well presentations ▪ Living Healthy with Arthritis ▪ Free immunizations ▪ Chronic Disease Support Groups: Alzheimer's, COPD, Diabetes ▪ Smoking Cessation Program ▪ National Senior Health Day ▪ Community health screenings and education programs ▪ Roots of Faith Neighborhood Table ▪ Disease-oriented education materials
Target Population	General community, medically underserved/low-income, seniors
Anticipated Impact Three-Year Goal	Increase awareness about disease prevention and participation in events that offer health screenings, immunizations, and healthy lifestyle education
Planned Collaborations	Faith-based communities in the area, the Aging Institute, Saint Juan Diego Parish, St. Margaret Foundation, Arthritis Foundation, Hospital Association of Pennsylvania, UPMC Health Plan, Faith United Methodist Church, Lauri Ann West Community Center, Lighthouse Pointe at Chapel Harbor, American Addiction Centers, Roots of Faith, American Lung Association, Alzheimer's Association - Greater Pittsburgh Chapter, Lung and Wellness Center, Breathe PA, American Cancer Society, Integrated Corporate Health, Borough of Aspinwall, local libraries



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.	
	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.	Allegheny County Health Survey, 2015-2016.
	Mental Health		
	Birth Outcomes		
Health Behaviors Data	Obesity (Childhood and Adult)		PA Department of Health Behavioral Risk Factors Surveillance System; Birth, Death, and Other Vital Statistics.
	Alcohol Use		
	Tobacco Use		
	Sexually Transmitted Disease		
Clinical Care Data	Immunization	2014-2018 data collected and compared by county, state, and nation.	Allegheny County Health Survey, 2015-2016.
	Cancer Screening (Breast/Colorectal)		
	Primary Care Physician Data		
			PA Department of Health Behavioral Risk Factors Surveillance System; Birth, Death, and Other Vital Statistics; Cancer Statistics.
			U.S. Centers for Disease Control and Prevention Behavioral Risk Factors Surveillance System.
			Robert Wood Johnson County Health Rankings & Roadmaps.
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, local and 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 and additional local health department information accessed via email communication and in-person meetings.

UPMC also considered findings from the Allegheny County Health Department’s (ACHD) 2015 Community Health Assessment, which identified five areas of focus: chronic disease, maternal and child health, mental and substance abuse disorders, access, and environment. In addition, UPMC examined ACHD’s Plan for a Healthier Allegheny, a strategic plan that addresses the health issues identified in the assessment.

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	Allegheny County	Pennsylvania	United States
Area (square miles)	730.1	44,742.7	3,531,905.4
Density (persons per square mile)	1675.6	283.9	87.4
Total Population, 2010	1,223,348	12,702,379	308,745,538
Total Population, 2000	1,281,666	12,281,054	281,424,600
Population Change ('00-'10)	(58,318)	421,325	27,320,938
Population % Change ('00-'10)	-4.6	3.4	9.7
Age			
Median Age	41.3	40.1	37.2
% <18	19.8	22.0	24.0
% 18-44	34.9	34.3	36.5
% 45-64	28.5	28.1	26.4
% >65+	16.8	15.4	13.0
% >85+	2.9	2.4	1.8
Gender			
% Male	47.9	48.7	49.2
% Female	52.1	51.3	50.8
Race/Ethnicity			
% White*	81.5	81.9	72.4
% African-American*	13.2	10.8	12.6
% American Indian and Alaska Native*	0.1	0.2	0.9
% Asian*	2.8	2.7	4.8
% Native Hawaiian/Other Pacific Islander*	0.0	0.0	0.2
% Hispanic or Latino**	1.6	5.7	16.3
% Disability	12.8	13.1	11.9

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

Social and Economic Factors:

Characteristics	Allegheny County	Pennsylvania	United States
Income, Median Household	\$47,505	\$49,288	\$50,046
Home Value, Median	\$119,000	\$165,500	\$179,900
% No High School Diploma*	7.4	11.6	14.4
% Unemployed**	8.3	9.6	10.8
% of People in Poverty	12.0	13.4	15.3
% Elderly Living Alone	13.1	11.4	9.4
% Female-headed households with own children <18	6.2	6.5	7.2
Health Insurance			
% Uninsured	8.0	10.2	15.5
% Medicaid	11.3	13.1	14.4
% Medicare	12.1	11.2	9.3

*Based on those ≥25 years of age;

**Based on those ≥16 years and in the labor force

Source: US Census, 2010

Leading Causes of Mortality for the United States compared to Pennsylvania and Allegheny County:

Causes of Death	Allegheny County	Pennsylvania	United States
	Percent of Total Deaths	Percent of Total Deaths	Percent of Total Deaths
All Causes	100.0	100.0	100.0
Diseases of Heart	24.7	24.0	23.1
Malignant Neoplasms (Cancer)	21.0	21.4	21.8
Accidents (Unintentional Injuries)	7.3	6.3	5.9
Chronic Lower Respiratory Diseases	5.1	4.9	5.6
Cerebrovascular Diseases	4.9	5.0	5.2
Alzheimer's Disease	3.5	3.1	4.2
Diabetes Mellitus	2.6	2.7	2.9
Influenza and Pneumonia	1.8	1.9	1.9
Nephritis, Nephrotic Syndrome and Nephrosis	2.0	2.1	1.8
Intentional Self-Harm (Suicide)	1.3	1.5	1.6

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

Comparison of Additional Health Indicators for Allegheny County to Pennsylvania, United States, and Healthy People 2020:

Characteristics	Allegheny County	Pennsylvania	United States	Healthy People 2020
Morbidity				
Diabetes (%)	10.0	11.0	10.5	NA
Mental Health (Mental health not good \geq 1 day in past month) (%)	42.0	39.0	NA	NA
Low Birthweight (% of live births)	8.5	8.2	8.2	7.8
Health Behaviors				
Obesity (Adult) (%)	30.0	30.0	29.9	30.5
Childhood Obesity (Grades K-6) (%)	13.7	16.7	17.4	15.7
Childhood Obesity (Grades 7-12) (%)	16.3	19.1	20.6	16.1
Excessive Alcohol Use (%)	35.0	19.0	16.9	24.2
Current Tobacco Use (%)	19.0	18.0	17.1	12.0
STDs (Gonorrhea per 100,000)*	159.9	111.2	297.1	251.9
Clinical Care				
Immunization: Ever had a Pneumonia Vaccination (65+) (%)	81.0	75.0	73.4	90.0
Cancer Screening				
Mammography (%)	52.0	70.5	72.5	81.1
Colorectal Screening (%)	70.0	65.3	63.5	70.5
Primary Care Physician: Population (PCP Physicians/100K Population)	109.4	81.2	75.8	NA
Receive Prenatal Care in First Trimester (%)	87.6	73.8	77.1	77.9

Sources:

Allegheny County Data: Allegheny County Health Survey 2015-2016; Pennsylvania Department of Health, 2016; Obesity Data, 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: County and Pennsylvania rates are per 15-35+ year old women; 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 Allegheny County invited representatives from the following organizations to participate in the community health needs survey conducted in May-June 2018:

UPMC Children’s Hospital of Pittsburgh

- 412 Food Rescue, Pittsburgh, PA
- Adagio Health, Pittsburgh, PA
- Allegheny County Court of Common Pleas, Fifth Judicial District of Pennsylvania, Pittsburgh, PA
- Allegheny County Department of Human Services, Pittsburgh, PA
- Allegheny County Health Department, Pittsburgh, PA
- Allegheny Intermediate Unit, Homestead, PA
- Carnegie Mellon University, Pittsburgh, PA
- Dick Building Company, LLC, Jefferson Hills, PA
- Greater Pittsburgh Community Food Bank, Duquesne, PA
- Hanna Holdings, Inc., Pittsburgh, PA
- Hillman Family Foundations, Pittsburgh, PA
- Homewood Children’s Village, Pittsburgh, PA
- Just Harvest, Pittsburgh, PA
- Lawrenceville United, Pittsburgh, PA
- LG Realty Advisors, Inc., Pittsburgh, PA
- My Next Season, Pittsburgh, PA
- Penn Hills School District, Pittsburgh, PA
- Phipps Conservatory and Botanical Gardens, Pittsburgh, PA
- Pittsburgh Food Policy Council, Pittsburgh, PA
- Pittsburgh Parks Conservancy, Pittsburgh, PA
- Pittsburgh Public Schools, Pittsburgh, PA
- RAND Corporation, Pittsburgh, PA
- Ronald McDonald House Charities of Pittsburgh, Pittsburgh, PA
- Sheridan Broadcasting Corporation, Pittsburgh, PA
- The Forbes Funds, Pittsburgh, PA
- The Grable Foundation, Pittsburgh, PA
- University of Pittsburgh Department of Sports and Nutrition, Pittsburgh, PA
- University of Pittsburgh, Office of Child Development, Pittsburgh, PA

- University of Pittsburgh, Pittsburgh, PA
- YMCA of Greater Pittsburgh, Pittsburgh, PA

UPMC East

- Chabad Jewish Center of Monroeville, Monroeville, PA
- Chief of Police, Municipality of Monroeville, Monroeville, PA
- Community College of Allegheny County, Boyce Campus, Monroeville, PA
- Gateway School District, School Board, Monroeville, PA
- Human Services Center Corporation, Turtle Creek, PA
- Mayor's Office, Municipality of Monroeville, Monroeville, PA
- Municipality of Monroeville, Monroeville, PA
- Pittsburgh ATA Martial Arts, LLC, Pittsburgh, PA
- Professional Nurses Home Care Services, Monroeville, PA
- Redstone Highlands, Murrysville, PA
- The Monroeville Foundation, Monroeville, PA
- Turtle Creek Valley Council of Governments, Monroeville, PA
- University of Pittsburgh, Pittsburgh, PA
- Westmoreland County Chamber of Commerce, Greensburg, PA
- YMCA of Greater Pittsburgh, Sampson Family YMCA, Pittsburgh, PA

UPMC Magee-Womens Hospital

- Adagio Health, Pittsburgh, PA
- Aloe Brothers, LLC, Wexford, PA
- AlphaGraphics, Pittsburgh, PA
- American Heart Association, Go Red for Women, Pittsburgh, PA
- Carlow University, Pittsburgh, PA
- City of Pittsburgh Bureau of Police, Pittsburgh, PA
- Coghill Investment Strategies, LLC, Pittsburgh, PA
- Community College of Allegheny County, Main Campus, Pittsburgh, PA
- Federated Investors, Inc., Pittsburgh, PA
- Magee-Womens Hospital Foundation, Pittsburgh, PA
- Magee-Womens Research Institute, Pittsburgh, PA
- McCarthy, McDonald, Schulberg & Joy, Pittsburgh, PA
- Pennsylvania Superior Court, Pittsburgh, PA
- Phipps Conservatory and Botanical Gardens, Pittsburgh, PA
- Susan G. Komen Race for the Cure, Pittsburgh Affiliate, Pittsburgh, PA
- United States District Court, Western District of Pennsylvania, Pittsburgh, PA

- WellWoman Media, Pittsburgh, PA
- Westinghouse Electric Corporation, LLC, Pittsburgh, PA

UPMC McKeesport

- Allegheny County Health Department, Pittsburgh, PA
- Boys & Girls Club of Western Pennsylvania, Pittsburgh, PA
- City of McKeesport, McKeesport, PA
- Dermatological Associates, PC, White Oak, PA
- DiToppa Medical Center, White Oak, PA
- Human Services Center Corporation, Turtle Creek, PA
- Kane Regional Center - McKeesport, McKeesport, PA
- Mayor's Office, Borough of White Oak, White Oak, PA
- McKeesport Area School District, McKeesport, PA
- McKeesport Hospital Foundation, McKeesport, PA
- Mon Yough Area Chamber of Commerce, McKeesport, PA
- Mon Yough Community Services, McKeesport, PA
- Office of State Senator James R. Brewster, State Senate District 45, McKeesport, PA
- Riverside Care Center, McKeesport, PA
- Robert A. Waters Funeral Home, Inc., McKeesport, PA
- SHIP (State Health Improvement Partnership)-Clairton, Clairton, PA
- SouthEast Regional EMS, Jefferson Hills, PA
- Striffler Family Funeral Homes, McKeesport, PA & White Oak, PA
- The Alliance for Infants and Toddlers, Pittsburgh, PA
- The McKeesport Ambulance Rescue Service, McKeesport, PA
- White Oak Borough Council, White Oak, PA
- White Oak Borough, White Oak, PA
- White Oak EMS, White Oak, PA
- YMCA of Greater Pittsburgh, Wilmerding YMCA, Pittsburgh, PA
- YMCA of McKeesport, McKeesport, PA

UPMC Mercy

- Bethlehem Haven, Pittsburgh, PA
- Blind and Vision Rehabilitation Services of Pittsburgh, Pittsburgh, PA
- Carnegie Library of Pittsburgh-Hill District, Pittsburgh, PA
- Catholic Charities, Pittsburgh, PA
- Catholic Diocese of Pittsburgh, Pittsburgh, PA
- Celtic Healthcare, Mars, PA

- Duquesne University, Pittsburgh, PA
- Epiphany Church, Pittsburgh, PA
- Focus Pittsburgh, Pittsburgh, PA
- Hill House Association, Pittsburgh, PA
- Jubilee Soup Kitchen, Pittsburgh, PA
- Parker, Poe, Adams & Bernstein LLP, Attorneys & Counselors at Law, Charlotte, NC
- Pittsburgh City Council, District 6, Pittsburgh, PA
- Pittsburgh Mercy Health System, Pittsburgh, PA
- Pittsburgh Parks Conservancy, Pittsburgh, PA
- Shepherd's Heart Fellowship & Veterans Home, Pittsburgh, PA
- The Brashear Association, Pittsburgh, PA
- University of Pittsburgh, Pittsburgh, PA
- Uptown Partners of Pittsburgh, Pittsburgh, PA
- Van Dyk Business Systems, Inc., Pittsburgh, PA
- Westinghouse Electric Corporation, LLC, Pittsburgh, PA
- YMCA of Greater Pittsburgh, Thelma Lovette YMCA, Pittsburgh, PA

UPMC Passavant

- AAA East Central, Pittsburgh, PA
- Bank of New York Mellon, Pittsburgh, PA
- UPMC Heart and Vascular Institute, UPMC Presbyterian, Pittsburgh, PA
- Cranberry Township EMS, Cranberry Township, PA
- Cranberry Township Police Department, Cranberry Township, PA
- Harmony EMS, Harmony, PA
- Houston Harbaugh Attorneys at Law, Pittsburgh, PA
- La Roche College, Pittsburgh, PA
- McCandless-Franklin Park Ambulance Authority, Wexford, PA
- North Allegheny School District, Pittsburgh, PA
- North Catholic High School, Cranberry Township, PA
- North Hills Community Outreach, Allison Park, PA
- North Hills School District, Pittsburgh, PA
- Office of State Representative Mike Turzai, State Legislative District 28, Pittsburgh, PA
- Office of the Township Manager, Cranberry Township, Cranberry Township, PA
- Office of U.S. Congressman Keith Rothfus, State Congressional District 12, Pittsburgh, PA
- Passavant Hospital Foundation, Pittsburgh, PA

- PennWest Industrial Trucks, Tarentum, PA
- Pittsburgh North Regional Chamber, Wexford, PA
- PNC Bank, Pittsburgh, PA
- Quality Emergency Medical Services, Inc., Mars, PA
- Richland EMS, Gibsonia, PA
- Ross/West View EMSA, Pittsburgh, PA
- Seneca Valley School District, Harmony, PA
- Shaler-Hampton Emergency Medical Services, Glenshaw, PA
- The Office of the Town Manager, McCandless, Wexford, PA
- University of Pittsburgh Graduate School of Public Health
- VirtualWorks!, Wexford, PA

UPMC Presbyterian Shadyside

- American Heart Association, Pittsburgh Office, Pittsburgh, PA
- Arch Street Management, LLC, Monroeville, PA
- Baum Centre Initiative, Pittsburgh, PA
- Bellefield Area Citizens Association (BACA), Pittsburgh, PA
- Bloomfield-Garfield Corporation, Pittsburgh, PA
- Carlow University, Pittsburgh, PA
- Carnegie Library of Pittsburgh, Pittsburgh, PA
- Carnegie Mellon University, Pittsburgh, PA
- Chatham University, Pittsburgh, PA
- City of Pittsburgh, Pittsburgh, PA
- Cleveland Brothers, Murrysville, PA
- Community Empowerment Association, Pittsburgh, PA
- Community Human Services Corporation, Pittsburgh, PA
- East End Cooperative Ministries, Pittsburgh, PA
- East Liberty Quarter Chamber of Commerce, Pittsburgh, PA
- Family House, Pittsburgh, PA
- Global Links, Pittsburgh, PA
- Google, Pittsburgh Office, Pittsburgh, PA
- Greater Pittsburgh Community Food Bank, Duquesne, PA
- Greenfield Community Association, Pittsburgh, PA
- Greycourt and Company, Inc., Pittsburgh, PA
- Hill District Consensus Group, Pittsburgh, PA
- Hosanna House, Wilkinsburg, PA
- Jewish Healthcare Foundation, Pittsburgh, PA
- Mayor's Office, Borough of Wilkinsburg, Wilkinsburg, PA
- Mayor's Office, City of Pittsburgh, Pittsburgh, PA
- McCrady Corporation, Pittsburgh, PA

- Neighborhood Allies, Pittsburgh, PA
 - Oakland Business Improvement District, Pittsburgh, PA
 - Oakland Planning and Development Corporation, Pittsburgh, PA
 - Peoples Oakland, Pittsburgh, PA
 - Pittsburgh City Council, District 7, Pittsburgh, PA
 - Pittsburgh City Council, District 8, Pittsburgh, PA
 - Pittsburgh Parks Conservancy, Pittsburgh, PA
 - Port Authority of Allegheny County, Pittsburgh, PA
 - Schenley Farms Civic Association, Pittsburgh, PA
 - SD Asset Group, LLC, Pittsburgh, PA
 - Shadyside Action Coalition, Pittsburgh, PA
 - Shadyside Chamber of Commerce, Pittsburgh, PA
 - Shadyside Hospital Foundation, Pittsburgh, PA
 - South Oakland Neighborhood Group (SONG), Pittsburgh, PA
 - United Way of Western Pennsylvania, Pittsburgh, PA
 - University of Pittsburgh Schools of the Health Sciences, Pittsburgh, PA
 - University of Pittsburgh, Office of Community Relations, Pittsburgh, PA
 - University of Pittsburgh, Pittsburgh, PA
 - University of Pittsburgh School of Medicine, Pittsburgh, PA
 - University of Pittsburgh School of Nursing, Pittsburgh, PA
 - UrbanKind Institute, Pittsburgh, PA
 - West Oakland Neighborhood Council, Pittsburgh, PA
 - Wilksburg Community Development Corp (WCDC), Wilksburg, PA
 - Women’s Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- UPMC St. Margaret*
- Alle-Kiski Strong Chamber, Tarentum, PA
 - Alle-Kiski Valley Center for Active Adults, New Kensington, PA
 - Christ Episcopal Church, North Hills, Pittsburgh, PA
 - Faith United Methodist Church, Pittsburgh, PA
 - Fox Chapel Area School District, Pittsburgh, PA
 - Guyasuta Investment Advisors, Pittsburgh, PA
 - New Kensington-Arnold School District, New Kensington, PA
 - North Hills Community Outreach, Allison Park, PA
 - North Side Foods Corporation, Arnold, PA
 - Oberg Industries, Inc., Freeport, PA
 - Pietragallo, Gordon, Alfano, Bosick & Raspanti, LLP, Pittsburgh, PA
 - Presbyterian SeniorCare Network, Oakmont, PA
 - Saint Scholastica Church, Pittsburgh, PA
 - St. Margaret Foundation, Pittsburgh, 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 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, 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, Wilkinsburg, 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
- 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 Office of Vocational Rehabilitation, 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 for 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 Wynning Experience, Pittsburgh, PA
- Three Rivers Workforce Investment Board, 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, Wilkesburg, 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

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?

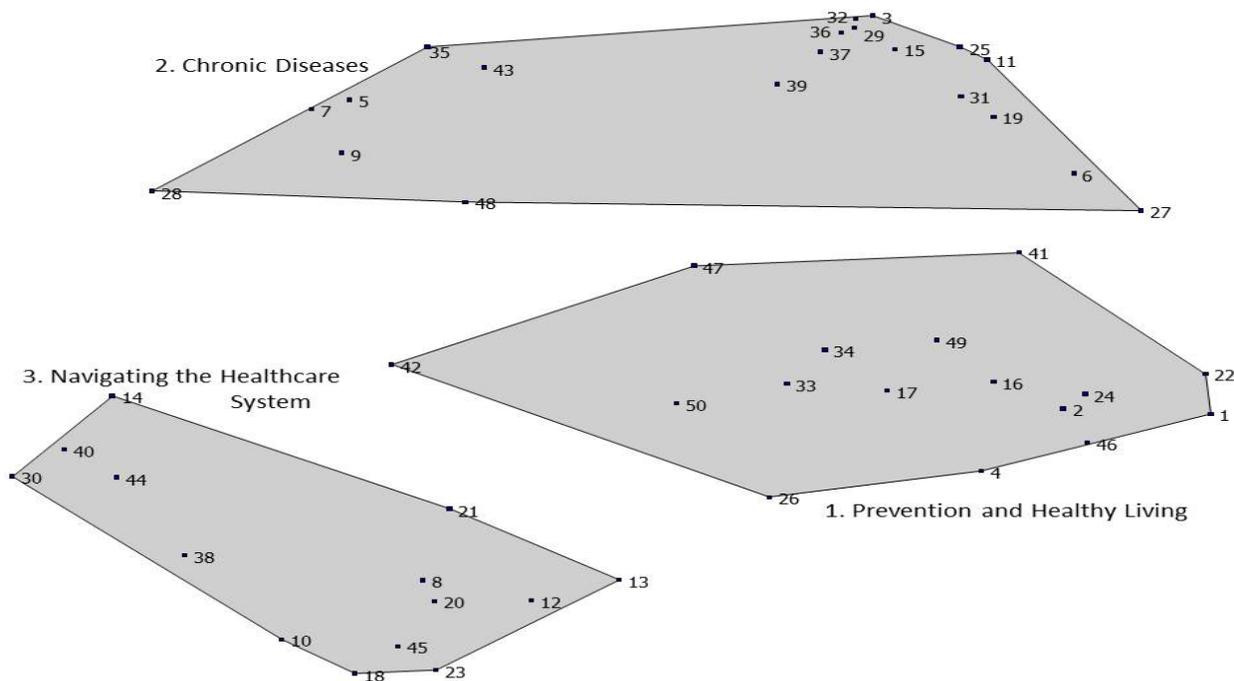
(1 = no ability; 5 = great ability)

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.