



Community Health Needs Assessment Community Health Strategic Plan

Cumberland, Dauphin, Lancaster, and York Counties

June 30, 2022



Central Pennsylvania

Enhancing the Health of Our Communities

*Cumberland, Dauphin, Lancaster,
and York Counties*



COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE COVERING

UPMC CARLISLE

UPMC HANOVER

UPMC LITITZ

UPMC MEMORIAL

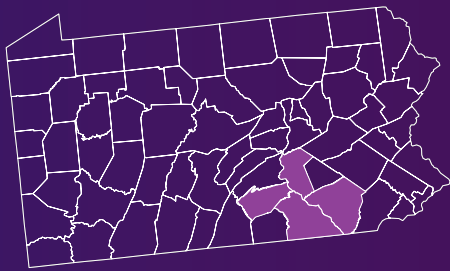
UPMC PINNACLE HOSPITALS

- UPMC COMMUNITY OSTEOPATHIC
- UPMC HARRISBURG
- UPMC WEST SHORE

UPMC
LIFE CHANGING MEDICINE

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2019-2022

REGIONAL PROGRESS REPORT

UPMC is committed to improving the health and wellbeing of communities in Cumberland, Dauphin, Lancaster, and York counties. Working with community partners and engaging system-wide resources, UPMC hospitals are making measurable progress to address community health needs.

IMPROVING ACCESS TO HIGH-QUALITY HEALTH CARE

UPMC is making health care more accessible.

- **Opening UPMC Children’s Harrisburg:** UPMC Harrisburg opened a 26-bed inpatient unit, designed for universal use, where children stay in one room throughout their hospital stay and care is brought to them — eliminating multiple patient transfers. The unit mirrors the design of UPMC Children’s Hospital of Pittsburgh.



- **Leveraging Technology to Offer Language Assistance:** UPMC Carlisle, UPMC Community Osteopathic, UPMC Harrisburg, and UPMC West Shore provide translation services to non-English speaking patients and Deaf and hard of hearing patients. UPMC made video interpretation available on nearly 150 telemedicine carts throughout UPMC in Central Pa. in 2020 and 2021.
- **Providing Transportation Assistance:** UPMC hospitals in Central Pa. partner with local transit agencies to help patients get to medical appointments.

EXPANDING BEHAVIORAL HEALTH SERVICES TO RURAL COMMUNITIES

UPMC hospitals in the four-county region continue to address behavioral health needs.

- **Improving Rural Access to Medication-Assisted Treatment:** In May 2021, a new mobile unit made treatment for substance use disorder more accessible by reducing transportation barriers in rural areas.



UPMC Community Osteopathic, UPMC Harrisburg, and UPMC West Shore deployed a new Mobile Addiction Recovery Unit to reach rural communities.



- **Providing Inpatient Telepsychiatry Services:** In association with UPMC Western Psychiatric Hospital, providers at UPMC hospitals in Central Pa. consult with a psychiatrist to treat patients in the Emergency Department and in inpatient units.
- **Raising Awareness of Depression and Suicide:** In partnership with Suicide Prevention of York (SPOY), UPMC Hanover and UPMC Memorial provide education about depression and suicide prevention to the community.

In 2021, UPMC Carlisle and rabbittransit provided transportation to and from COVID-19 vaccination appointments.



UPMC Memorial supports peer-to-peer suicide prevention programs in schools — funding local chapters of Hope Squad and Aavidum Club.



CARING FOR OUR COMMUNITIES DURING THE COVID-19 PANDEMIC

UPMC is committed to keeping our patients, staff, and communities safe during this challenging time.

ADMINISTERING VACCINES

UPMC is proud to partner with community organizations to offer convenient and accessible COVID-19 vaccine clinics.



125,000+
Vaccine Doses Administered in the Central Region*

ADDRESSING SOCIAL DETERMINANTS OF HEALTH

UPMC hospitals are addressing education, employment, and homelessness, as well as maternal-child health.

- **Providing Hands-On Learning Opportunities for Career Development:** UPMC Lititz provides professional development experiences to students, including Administrative Clinical Assistants (ACA), allied health internships, and nursing clinical rotations.
- **Identifying Homeless Patients to Connect Them with Support Services:** UPMC Community Osteopathic, UPMC Harrisburg, and UPMC West Shore monitor Emergency Department visits and inpatient stays to link homeless patients with referrals to support services, and help them establish a medical home prior to discharge.
- **Providing Education and Support for New Parents:** UPMC Hanover and UPMC Memorial offer education and support programs for pregnant women and new parents in York County to help reduce the number of low-birth-weight babies.

PROTECTING VULNERABLE POPULATIONS

UPMC is dedicated to health equity in all vaccination efforts and is committed to vaccinating as many people as possible. UPMC hospitals in Central Pa. are coordinating targeted outreach to communities of color and rural communities — conducting vaccine clinics for African American seniors in Dauphin County and Latino/a residents in York County, as well as delivering vaccines to homebound patients.

LAUNCHING ONLINE PROGRAMS

UPMC expanded telemedicine capabilities to enable patients to receive care from the safety of their homes. In addition, UPMC hospitals adapted programs to allow community members to access health education, support, and resources through webinars, virtual discussions, and social media platforms.

OFFERING TESTING SITES

UPMC established nine regional collection centers to expand local testing. In addition, UPMC hospitals offer testing to patients before certain in-hospital procedures.

**Vaccine data as of November 22, 2021*



UPMC Lititz is educating providers about food insecurity and how it manifests in patients.



UPMC Hanover provides health education by participating in Better Living Radio segments.

INCREASING DIVERSITY IN MEDICINE

UPMC Lititz supports the Patients R Waiting (PRW) initiative dedicated to eliminating health disparities by increasing diversity in medicine. PRW focuses on increasing the pipeline of minority clinicians, reducing barriers to their successful completion of medical programs, and supporting them in practice. The hospital's PRW partnership also strengthens the pipeline of high school and college students of color by providing opportunities to be directly connected with UPMC Lititz physicians.



UPMC is addressing important community needs.

BEHAVIORAL HEALTH

- Access to Behavioral Health Services
- Depression
- Suicide Prevention
- Lack of Care Coordination
- Preventive Services
- Compliance Engagement

ACCESS TO CARE AND NAVIGATING RESOURCES

- Care Coordination
- Health Insurance Coverage
- Language Access
- Health Education
- Specialty Care
- Lack of Specialists

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING / SOCIAL DETERMINANTS OF HEALTH / MATERNAL-CHILD HEALTH

- Community Prevention and Wellness Initiatives
- Nutrition
- Physical Activity
- Tobacco
- Low Birth Weight
- STDs/STIs
- Health-Related Social Needs
- Income
- Education
- Employment
- Homelessness
- Housing
- Care Coordination
- Transportation
- Language Access
- Youth Risk Reduction



UPMC is a leading provider of inpatient and outpatient health care in the area surrounding Harrisburg, Pennsylvania, with a network that encompasses more than 150 outpatient locations, including primary and specialty care, UPMC Urgent Care centers, and UPMC Hillman Cancer Centers.

Through an integrated network of seven hospitals covering central Pennsylvania, UPMC provides a regionalized approach to health care. UPMC offers the area access to tertiary care, including heart and vascular services, kidney transplant surgery, neurologic and stroke care, women's health, pediatrics, and emergency medicine. Working collaboratively with the other hospitals in the area, UPMC is expanding and enhancing the care delivered right in the communities where our patients live.

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.

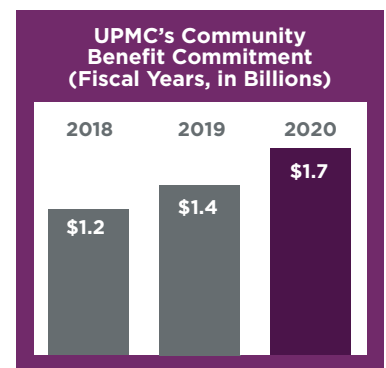
UPMC Plays a Major Role in Its Community:

UPMC is one of the world's leading Integrated Delivery and Financing Systems ("IDFS"), combining a major Health Services Division with 40 hospitals and 800 clinical locations, with a more than 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 more than \$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 2020, UPMC subsidized \$509 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 is a leader in workforce development efforts, supports nearly one in three hospital jobs in the commonwealth, and generates an annual economic impact of \$46 billion in the region.
 - > UPMC invested \$599 million in education and research in 2020, primarily at the University of Pittsburgh, which ranks #7 in National Institutes of Health (NIH) dollars.
 - > UPMC sponsors 98 percent of all hospital-funded research in western Pennsylvania.



Assessing the Significant Community Health Needs for the Four-County Region:

In Fiscal Year 2022, UPMC's five licensed hospitals — located in and serving Cumberland, Dauphin, Lancaster, and York counties, in Pennsylvania — conducted a joint Community Health Needs Assessment (CHNA) in keeping with requirements described in section 501(r) of the Internal Revenue Code. Building on the initial CHNAs conducted in Fiscal Years 2012, 2015, and 2019, the Fiscal Year 2022 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 in this CHNA deliver an array of specialized programs and services. UPMC Carlisle, located in Cumberland County, is an acute care hospital that provides emergency services, pulmonary and sleep medicine services, and access to the latest imaging technology. UPMC Hanover is an acute care hospital in York County, offering a comprehensive array of services, including heart and vascular care, orthopaedic surgery, women’s health, and wound care. Located in Lancaster County, UPMC Lititz is an acute care facility that offers access to cardiac, cancer, and women’s health services, as well as orthopaedic surgery, sleep medicine, cardiac rehabilitation, and plastic and reconstructive surgery. Located in York County, UPMC Memorial opened in August 2019. The five-level, state-of-the-art facility provides acute and emergency medical care, cardiology and vascular services, and a Level II NICU. UPMC Pinnacle Hospitals is the legal name for UPMC Community Osteopathic, UPMC Harrisburg, and UPMC West Shore. It serves Central Pa. through three acute care hospitals and a network of outpatient facilities.

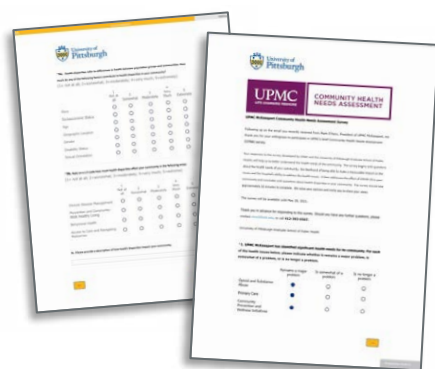
For the purpose of this joint CHNA, the collaborating UPMC hospitals define their community to be Cumberland, Dauphin, Lancaster, and York counties in Pennsylvania.

By combining efforts and resources, this joint assessment identifies important local health issues, while supporting a coordinated, system-wide community health strategy that extends across the region. Working together, UPMC’s hospitals are committed to advancing health for residents in the community.

UPMC Licensed Hospitals in Central Pennsylvania

UPMC Carlisle	Cumberland County
UPMC Hanover	York County
UPMC Lititz	Lancaster County
UPMC Memorial	York County
UPMC Pinnacle Hospitals	
UPMC Community Osteopathic	Dauphin County
UPMC Harrisburg	Dauphin County
UPMC West Shore	Cumberland County

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, socioeconomic factors, and emerging health issues, including COVID-19 and health disparities, with a structured community input survey process that solicited feedback from community partners that represent patient constituencies within the community — including medically underserved, low-income, and minority populations.

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

The residents of the four-county region have a wide range of health concerns. The Fiscal Year 2022 joint CHNA identified three significant health needs of importance to the communities served by UPMC Carlisle, UPMC Hanover, UPMC Lititz, UPMC Memorial, and UPMC Pinnacle Hospitals.

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

Amplifying UPMC’s Impact Across the Four-County Region:

In 2022, the governing body of UPMC’s hospitals represented in this joint CHNA adopted plans to address the significant health needs identified in the Fiscal Year 2022 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 2022–2025 period. These plans build upon the goals established in Fiscal Year 2019, recognizing that significant health needs will generally require more than two to three years to show meaningful improvement.

While tailored to each hospital, the implementation plans:

- **Focus on a Few High-Urgency Issues and Follow-Through:** UPMC hospitals in the four-county region are concentrating on a limited number of health issues that will address the significant health needs in the community.
- **Emphasize Populations Most in Need and Reduce Health Disparities:** 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.
- **Support a Wide Range of Chronic Disease Prevention and Care Initiatives:** Approximately two-thirds of deaths in the community are attributable to chronic disease. UPMC hospitals in the four-county region are promoting and increasing access to preventive care, immunizations, education, screenings, and COVID-19 vaccinations.
- **Enhance and Expand Efforts to Address Behavioral Health Needs:** Rated high in importance by community stakeholders, behavioral health conditions have a growing impact on the community. UPMC hospitals in the four-county region are working together to advance integration of behavioral health into physical health care disciplines, to address co-occurring conditions that result in complex care needs.
- **Promote Access and Navigating Available Resources:** Established health care programs in the region 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.

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

2022 Significant Health Needs in Cumberland, Dauphin, Lancaster, and York Counties					
UPMC Hospitals in Cumberland, Dauphin, Lancaster, and York Counties	Behavioral Health	Access to Care and Navigating Resources		Prevention and Community-Wide Healthy Living	
	Access to Behavioral Health Services	Specialty Care	Care Coordination	Community Prevention and Wellness Initiatives	Health-Related Social Needs
UPMC Carlisle	✓	✓	✓	✓	✓
UPMC Hanover	✓	✓	✓	✓	✓
UPMC Lititz	✓	✓	✓	✓	✓
UPMC Memorial	✓	✓	✓	✓	✓
UPMC Pinnacle Hospitals	✓	✓	✓	✓	✓

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

CHNA Goals and Process Overview:

In Fiscal Year 2022, UPMC's five licensed hospitals in Cumberland, Dauphin, Lancaster, and York counties collaborated to conduct a joint CHNA, in keeping with IRS 501(r) guidelines. Through the assessment process, UPMC's hospitals identified the four-county region's significant health needs, prioritized those health needs, established action plans, and identified resources to address those needs. The 2022 document builds upon prior assessments and implementation plans. 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.

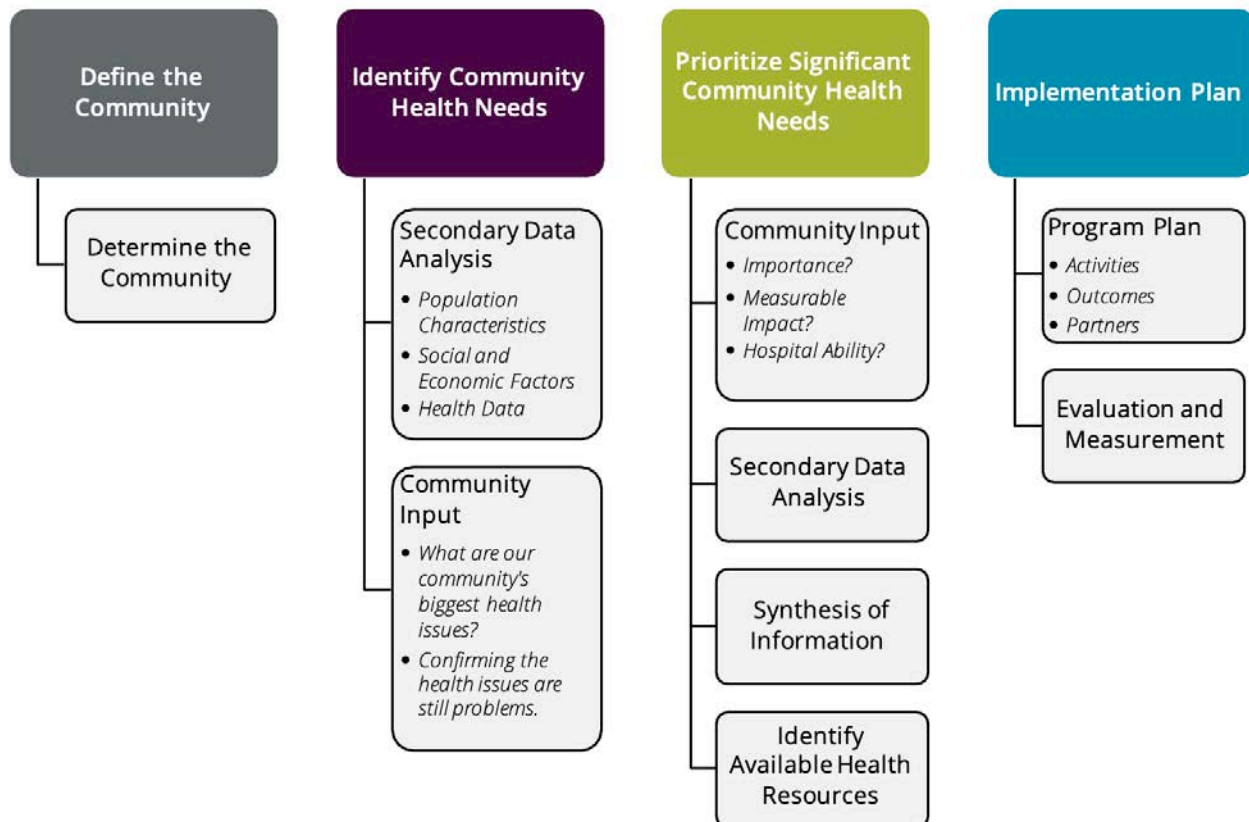
The CHNA incorporated analysis of public health data and input from individuals representing the broad interests of the community — including those with special knowledge and expertise in public health, and community stakeholders representing members of medically underserved, low-income, and minority 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, 2016, and 2019, 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 Health and Medicine Division (HMD) of the National Academy 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.



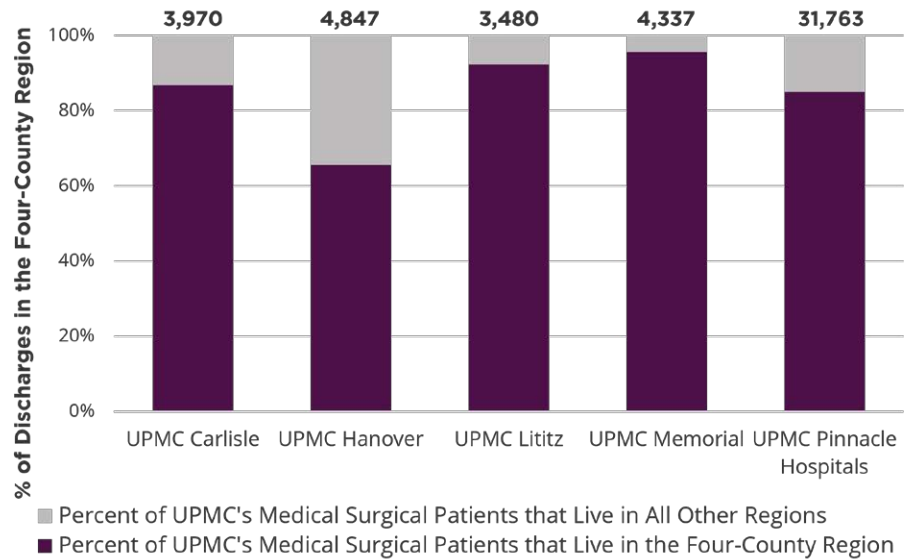
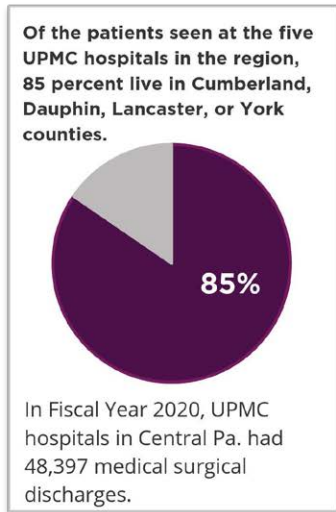
Definition of the Community: Cumberland, Dauphin, Lancaster, and York Counties:

For the purpose of this joint CHNA, all five of the collaborating UPMC hospital facilities define their community to be the four-county region. With 85 percent of patients treated at UPMC Carlisle, UPMC Hanover, UPMC Lititz, UPMC Memorial, and UPMC Pinnacle Hospitals residing in Cumberland, Dauphin, Lancaster, and York counties, these five licensed hospitals primarily serve residents of this geographic region. By concentrating on Cumberland, Dauphin, Lancaster, and York counties, UPMC can consider the needs of the great majority of its patients and do so in a way that allows accurate measurement, using available secondary data sources.

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

By combining efforts and resources, UPMC Carlisle, UPMC Hanover, UPMC Lititz, UPMC Memorial, and UPMC Pinnacle 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 Hospitals in Central Pa. Live in the Four-County Region: Cumberland, Dauphin, Lancaster, and York Counties.

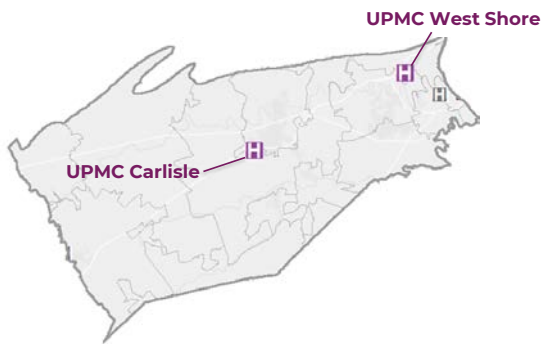


Source: Pennsylvania Health Care Cost Containment Council, Fiscal Year 2020

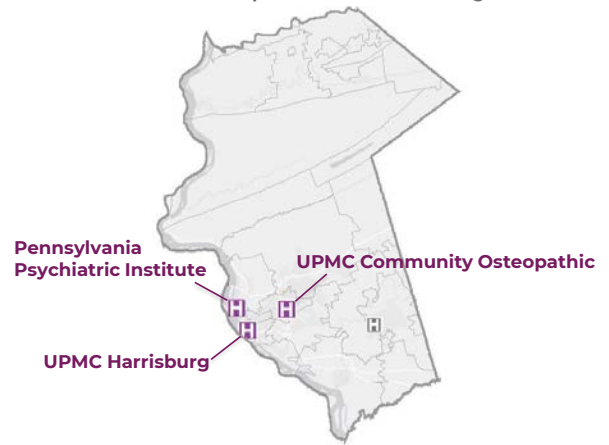
Identifying UPMC's System-Wide Resources Available to Address the Region's Significant Health Needs

UPMC's hospitals are supported by a comprehensive network of additional health care resources in the area, including more than 180 UPMC outpatient locations within Cumberland, Dauphin, Lancaster, and York counties. A leader in high-quality, specialty care, UPMC provides local access through UPMC Children's Community Pediatrics, UPMC Hillman Cancer Centers, UPMC Magee-Womens specialty services locations, and UPMC Western Behavioral Health. Additionally, the Pennsylvania Psychiatric Institute (PPI), a partnership between UPMC and Penn State Hershey Medical Center, provides comprehensive behavioral health care in the region. UPMC also offers a wide range of outpatient facilities, including freestanding surgery centers, imaging centers, labs, pharmacies, primary care offices, rehabilitation services, and urgent care centers. UPMC addresses the needs of vulnerable populations through health centers and clinics for underserved communities, and a UPMC Children's Hospital of Pittsburgh satellite location for children and families.

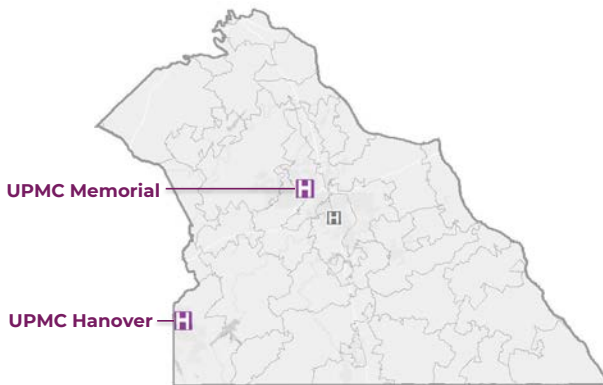
Cumberland County



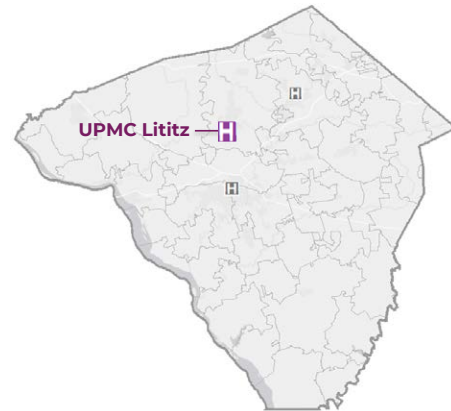
Dauphin County





York County



Lancaster County



-  UPMC Hospitals
-  Other Hospitals

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 is listed in **Appendix A**. Community-level data (usually county-level) were compared to the state, nation, and *Healthy People 2020* and *Healthy People 2030* benchmarks to help identify key health issues. This information may be found in **Appendix B**.

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

Community Input:

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

The Fiscal Year 2022 CHNA builds on the UPMC system-wide assessment processes applied in Fiscal Years 2013, 2016, and 2019, engaging community advisory panels to provide structured input on health needs present in each hospital’s surrounding community. In May-June 2021, 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 survey was extended to a total of 2,868 community participants from 28 UPMC hospital communities.

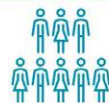
Participants included:

- Leaders or members of medically underserved, low-income, and 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.



SURVEY PARTICIPATION STATISTICS

CUMBERLAND,
DAUPHIN,
LANCASTER, AND
YORK COUNTIES



367

Community partners
invited to participate
across Community
Health Needs surveys



74%

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

UPMC's system-wide community input survey process consisted of multiple stages over the past four CHNA cycles; UPMC hospitals in Central Pa. joined the UPMC system-wide process for the first time in 2022.

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 and interpersonal safety). Using a Qualtrics survey, community leaders also provided consideration on population segments with greatest health needs (e.g., seniors, children and adolescents, mothers and infants, general community, or other).
2022	Aligning for the Future	In partnership with Pitt Public Health, UPMC refined the community survey to incorporate emerging areas of exploration within the public health field (e.g., short- and long-term effects of COVID-19). Community stakeholders provided input on: <ul style="list-style-type: none"> • The continued importance of the 2019 health issues. • Relative importance, ability to impact, and hospital ability to address an expanded list of health issues. • Determination of factors contributing to health disparities.

Synthesis of Information and Development of Implementation Plans:

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 the implementation plans. The metrics vary by hospital, according to health outcomes, current hospital efforts, and hospital resources.

The implementation plans were developed with the expectation that future progress would be reviewed by the hospitals, 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*, *Healthy People 2030*, and *Robert Wood Johnson County Health Rankings & Roadmaps*.

While the Community Health Needs Assessments focus on three-year plans and progress reports, some evaluation is conducted to monitor longer-term health outcomes. Initial review of measures from the *Robert Wood Johnson County Health Rankings & Roadmaps* trended from 2013 through 2020 suggests improvements across some, but not all metrics. For example, health insurance coverage and the rate of preventable hospital stays, which can be used as a proxy for Access to Care and Navigating Resources, improved in Cumberland, Dauphin, Lancaster, and York counties over this period. Access to providers, as measured by the ratio of population to primary care providers and mental health providers, also suggest improvements in meeting health needs in the four-county region. Yet outcome-oriented metrics including obesity and diabetes prevalence do not necessarily demonstrate improvements over this period nationwide or in the four-county region. UPMC will continue to monitor these measures from a longer-term trend perspective.

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

Characteristics of the Community:

The counties in the community are located in central Pennsylvania. Cumberland County has a population of 251,423, Dauphin County has a population of 277,097, Lancaster County has a population of 543,557, and York County has a population of 448,273.

Sizable Elderly Population with High Social Needs: A notable characteristic of Cumberland, Dauphin, Lancaster, and York counties is the increasing percentage of elderly residents (65 years and older). Cumberland, Dauphin, Lancaster, and York counties have large elderly populations (18 percent, 16 percent, 17 percent, and 17 percent, respectively), compared to the United States (15 percent). In addition, a higher percentage of elderly in the region live alone, compared to the United States. Reflective of the higher proportion of elderly, the percentage of Medicare recipients was higher in the region, compared to the nation (See **Appendix B**).

Cumberland, Dauphin, Lancaster, and York Counties Have Sizable Elderly Populations

Age Distribution – 2018						
	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States
Median Age	40.5	39.8	38.6	41.0	40.7	37.9
% Children (<18)	20.3	22.5	23.8	22.3	20.9	22.8
%18–44	35.1	33.9	33.4	32.7	34.1	36.0
% 45–64	26.9	27.5	25.6	28.4	27.6	26.0
% 65+	17.8	16.1	17.1	16.7	17.4	15.2
% 85+	2.5	2.2	2.6	2.0	2.5	1.9
% Elderly Living Alone	12.1	11.9	10.8	11.0	12.6	10.7

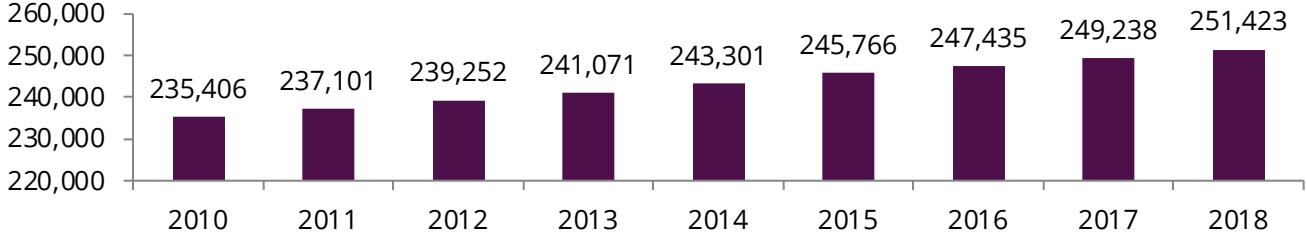
Source: U.S. Census

Ageing Population Increasing in the Region: The total population in Cumberland, Dauphin, Lancaster, and York counties has increased slightly since 2010, while the elderly population (age 65 and over) has increased significantly (see figures below).

Cumberland County:

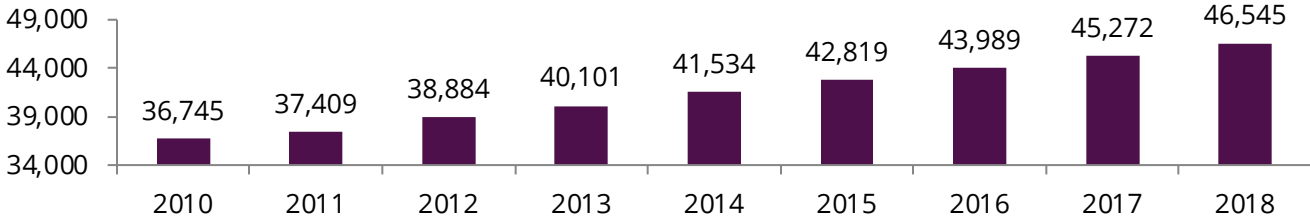
Cumberland County's total population has seen a seven percent increase from 2010 to 2018.

Cumberland County Total Population Trend



However, the elderly population in Cumberland County (65+) has seen a 27 percent increase from 2010 to 2018.

Cumberland County Elderly (65+) Population Trend

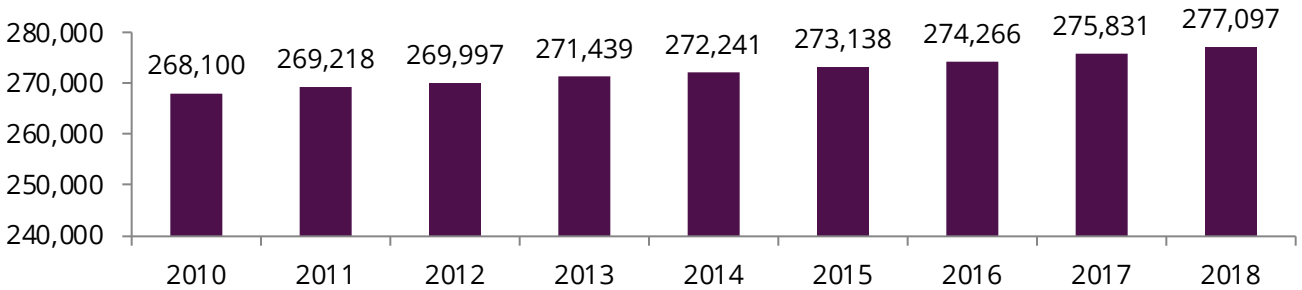


Source: U.S. Census

Dauphin County:

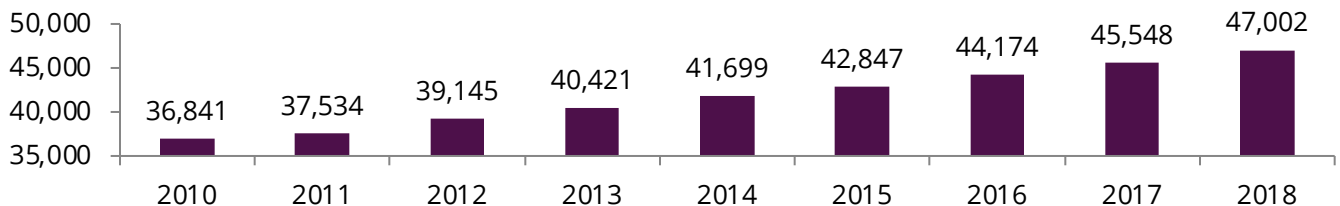
Dauphin County's total population has seen a three percent increase from 2010 to 2018.

Dauphin County Total Population Trend



However, the elderly population in Dauphin County (65+) has seen a 28 percent increase from 2010 to 2018.

Dauphin County Elderly (65+) Population Trend

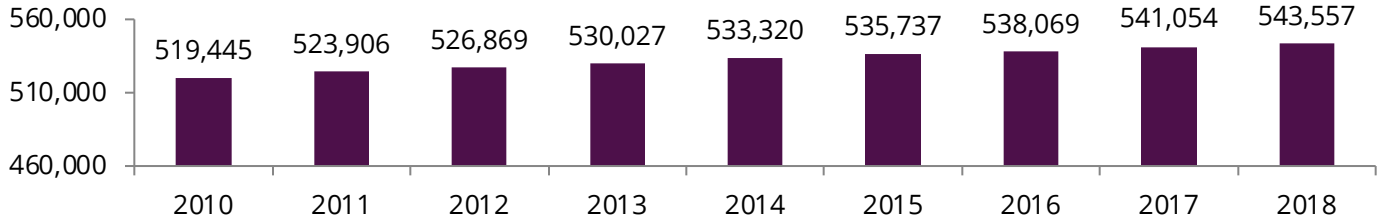


Source: U.S. Census

Lancaster County:

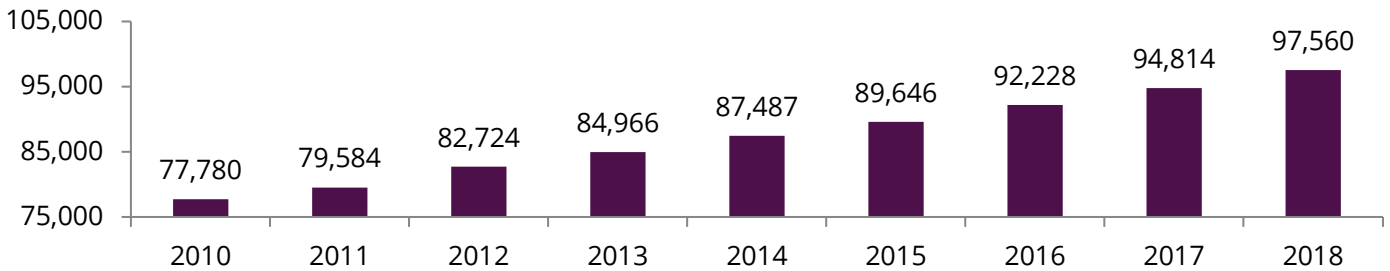
Lancaster County's total population has seen a five percent increase from 2010 to 2018.

Lancaster County Total Population Trend



However, the elderly population in Lancaster County (65+) has seen a 25 percent increase from 2010 to 2018.

Lancaster County Elderly (65+) Population Trend

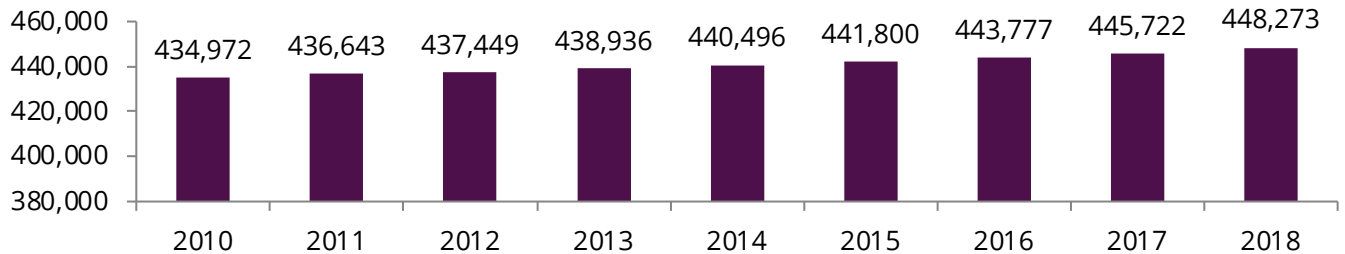


Source: U.S. Census

York County:

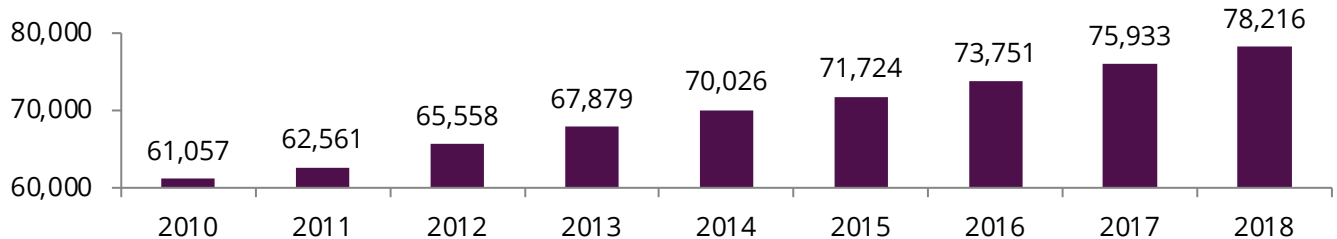
York County's total population has seen a three percent increase from 2010 to 2018.

York County Total Population Trend



However, the elderly population in York County (65+) has seen a 28 percent increase from 2010 to 2018.

York County Elderly (65+) Population Trend



Source: U.S. Census

Socioeconomic Challenges: Several counties in the region face some economic challenges when compared to state and national benchmarks.

Dauphin County tends to have:

- A lower median household income

Lancaster County tends to have:

- More residents with no high school diploma

Social and Economic Population Demographics - 2018

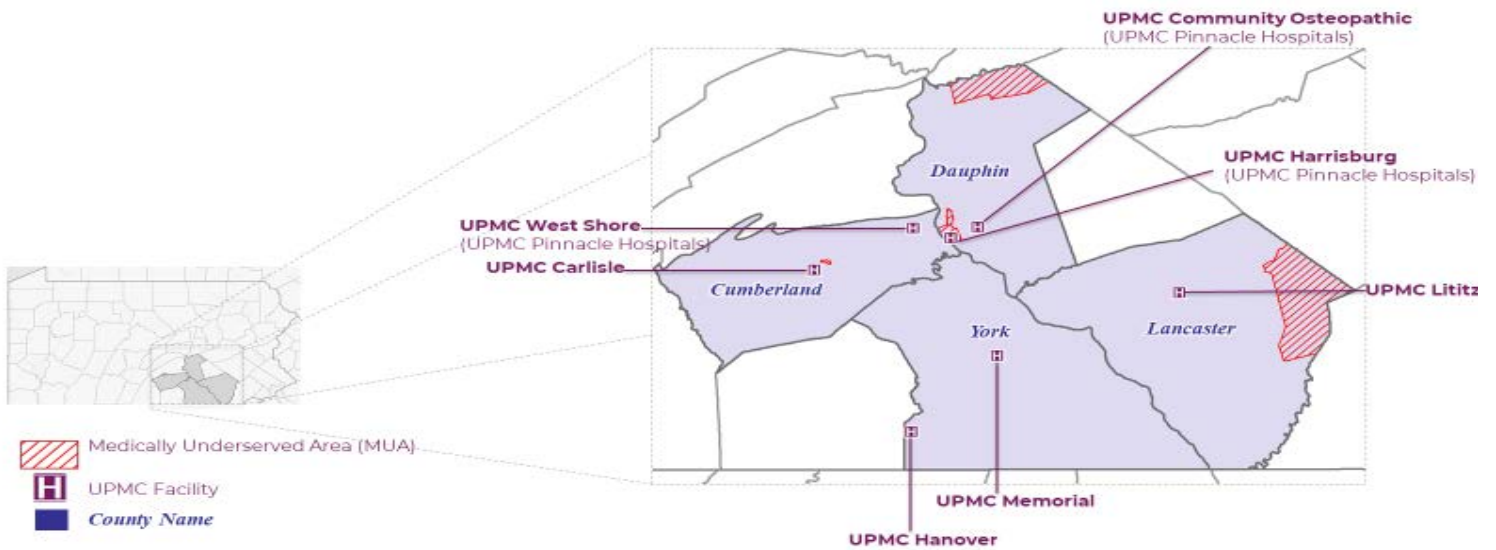
	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States
Median Age	40.5	39.8	38.6	41.0	40.7	37.9
Median Household Income	\$68,895	\$58,916	\$63,823	\$63,902	\$59,445	\$60,293
% of People in Poverty	7.4	12.7	10.0	10.0	12.8	14.1
% with No High School Diploma (among those 25+)	7.7	10.3	15.1	10.6	9.8	12.4
% Unemployed (among those 16+ in labor force)	3.8	5.0	4.0	5.0	5.8	5.9
Racial Groups						
% White	88.2	71.0	88.5	88.8	80.8	72.7
% African-American	3.8	19.2	4.3	5.8	11.1	12.7
% Other Race	8.0	9.8	7.2	5.4	8.1	14.6

Source: U.S. Census

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

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

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



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

- 1.9 percent of the Cumberland County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 10.9 percent of the Dauphin County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 5.9 percent of the Lancaster County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 0.0 percent of the York 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 Cumberland, Dauphin, Lancaster, and York counties yielded three significant health needs for the community:

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

Significant Health Needs for the Community

Behavioral health rated as highly important for the region, with an emphasis on access to behavioral health services.

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

Prevention and community-wide healthy living was perceived as important for the community.

These three significant health needs were identified based on data from the community input process, earlier concept mapping efforts conducted with community participants, public health literature, and consultation with public health experts. Each need represents an area that is correlated with, and often drives, health outcomes, including mortality, quality of life, risk of hospitalization, and disease burden. All three significant health needs rated as a high priority on importance across the community leader surveys administered in Cumberland, Dauphin, Lancaster, and York counties (scored above 3.7 on a scale of 1 to 5). The assessment also identified five composite health topics within the overarching health priorities.

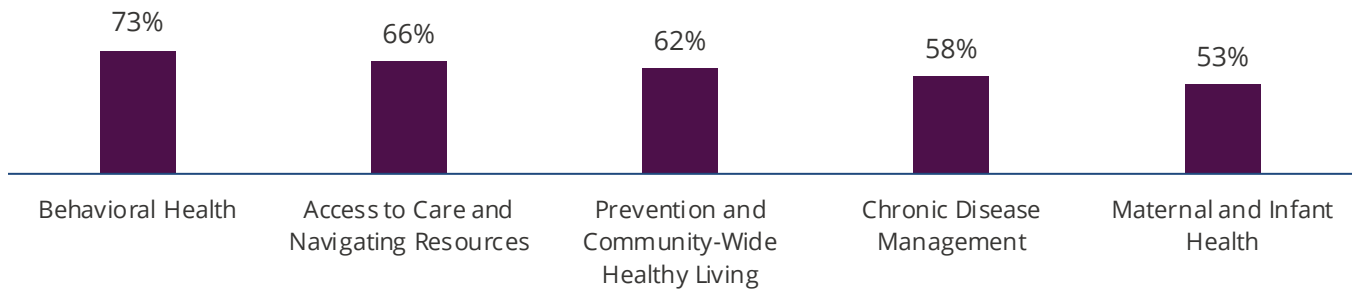
Cumberland, Dauphin, Lancaster, and York County Significant Health Needs

Behavioral Health	Access to Care and Navigating Resources	Prevention and Community-Wide Healthy Living
<ul style="list-style-type: none"> • Access to Behavioral Health Services 	<ul style="list-style-type: none"> • Specialty Care • Care Coordination 	<ul style="list-style-type: none"> • Community Prevention and Wellness Initiatives, including chronic disease • Health-Related Social Needs

Perceived Disparities Affecting Community Health:

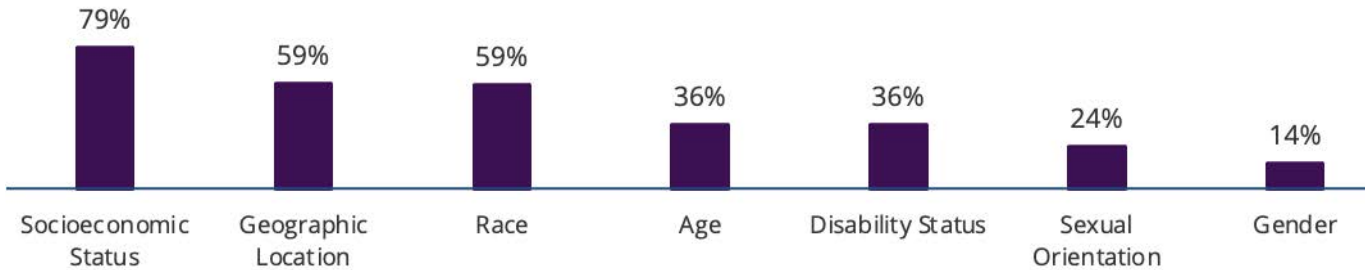
The community input process also assessed the extent to which disparities are perceived to exist for these significant health needs. Health disparities refer to preventable differences in the burden of disease, injury, violence, or in opportunities to achieve optimal health experienced by socially disadvantaged racial, ethnic, and other population groups and communities. Disparities in community health due to socioeconomic status and other non-medical factors were widely recognized by community stakeholders in the four-county region, and system-wide. A majority of respondents considered disparities to be “very much” or “extremely” affecting all community health needs assessed.

Proportion Reporting Community Health Need Is Strongly Affected by Disparities, Central Pa.



*Note: Proportion reporting disparities affect community health needs “very much” or “extremely.”
Source: UPMC System-wide Community Input Process, 2021*

Proportion Reporting Source of Disparities in Community Health Needs, Central Pa.



*Note: Proportion reporting each source contributes “very much” or “extremely” to disparities in the community health needs.
Source: UPMC System-wide Community Input Process, 2021*

New and Emerging Health Issues in the Community:

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic, which marked the beginning of a global health crisis. Fourteen months later, there were 32.7 million confirmed cases of COVID-19 across the nation, including 1.2 million in Pennsylvania and nearly 150,000 in the four-county region. Of the cases reported in Cumberland, Dauphin, Lancaster, and York Counties, over 3,000 deaths occurred.

The statewide approach to control the spread of the virus included social distancing, masking, limiting travel and size of in-person gatherings, and conducting contact tracing. By early 2021, vaccines became widely available to the public, and by December 2021, 66 percent of the eligible population residing in Cumberland, Dauphin, Lancaster, and York counties were vaccinated with at least one dose.

COVID-19 produced both short- and long-term consequences for the community's health and wellness and confirmed the significance of the three identified health needs. Emergency measures to treat patients with COVID-19 and contain the outbreak had a direct impact on the community's immediate access to health care. Further, as indicated through the community stakeholder survey, COVID-19 was perceived to exacerbate previously identified significant community health needs, such as behavioral health, which was marked by increased social isolation, and chronic disease management, which was affected by delayed care and reduced physical activity. In other cases, certain aspects of the health topics, such as health-related social needs, emerged with increasing importance and reaffirmed the significance of prevention and community-wide healthy living.

Community Input

The perception of short- and anticipated longer-term effects of the COVID-19 pandemic in the community

IMMEDIATE EFFECT

- ◆ Controlled spread of diseases (e.g., flu) due to attention to hygiene, handwashing, and mask wearing
- ◆ Reduced physical activity and mobility; Reduced access to resources, including healthy food, gyms, and wellness centers
- ◆ Decreased socialization and increased isolation
- ◆ Delayed or neglected health care; Increased telemedicine visits, but often inaccessible and ineffective

LONG-TERM EFFECT

- ◆ Mental health
- ◆ Obesity
- ◆ Catch-up of postponed care and missed diagnoses of new disease conditions
- ◆ Management of ongoing ailments resulting from COVID-19 infections

OTHER ISSUES

- ◆ Social and environmental determinants of health
- ◆ Health disparities/racism
- ◆ Gun violence/injury prevention
- ◆ Oral health

Source: UPMC System-wide Community Input Process, 2021

Behavioral Health – Importance to the Community:

Access to behavioral health services 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 Cumberland, Dauphin, Lancaster, and York Counties



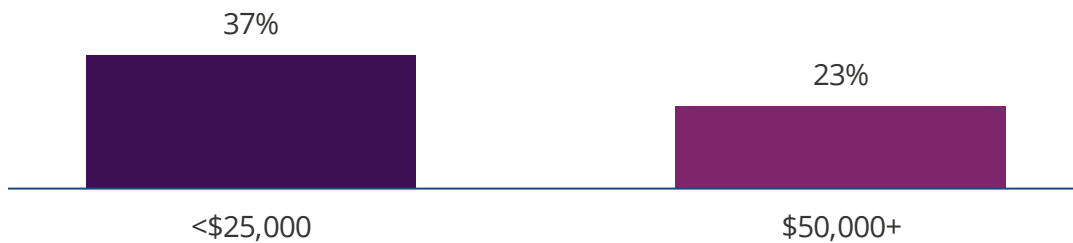
Source: U.S. Centers for Disease Control and Prevention (CDC)

The percentage of adults who reported experiencing poor mental health in the past month was 38 percent in Cumberland County, 40 percent in Dauphin County, 31 percent in Lancaster County, and 36 percent in York County.

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

Residents in the four-county region with lower levels of income were 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: Pennsylvania Department of Health, 2018

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

Nationally in 2019, approximately 20.4 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 Pennsylvania, 65 percent of drug overdose deaths involved opioids in 2018 — a total of 2,866 fatalities. On May 7, 2021, Pennsylvania Governor Tom Wolf signed the 14th renewal of his January 2018 opioid disaster declaration to help the state fight the opioid and heroin epidemic.

	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania
Drug overdose mortality rate per 100,000 population	23	35	24	30	37

Source: Robert Wood Johnson County Health Rankings & Roadmaps, 2021

COVID-19’s Impact on Behavioral Health

The COVID-19 pandemic and the resulting economic recession negatively affected many individuals’ mental health, as adults reported considerably elevated adverse mental health conditions. Symptoms of anxiety disorder and depressive disorder increased considerably in the United States during the COVID-19 pandemic.

- **Opioid Addiction and Substance Use:** Nationally, about 1 in 8 adults started or increased substance use to cope with stress or emotions related to COVID-19, which was elevated from 1 in 13 adults who had a substance use disorder (SUD) in 2018. Substance use is defined as the use of “alcohol, legal or illegal drugs, or prescription drugs that are taken in a way not recommended by your doctor.”
- **Minority populations reported disproportionately worse mental health and increased substance use.** The pandemic disproportionately affected minority populations nationally: African American adults (48 percent) and Hispanic or Latino adults (46 percent) were more likely to report symptoms of anxiety and/or depressive disorder than non-Hispanic White adults (41 percent).

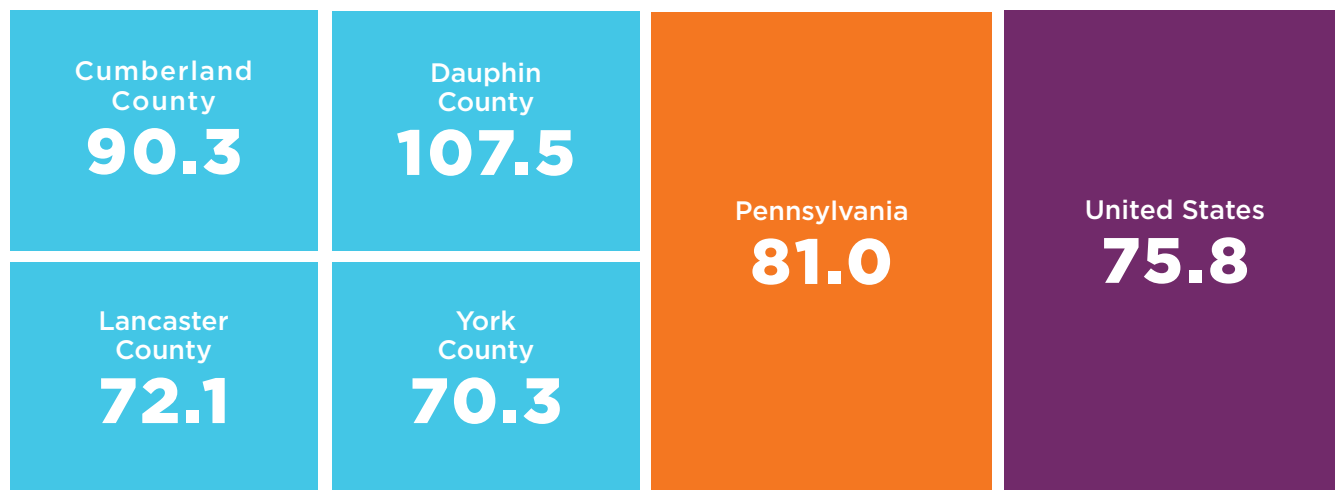
Access to Care and Navigating Resources – Importance to the Community:

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

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

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

Primary Care Physicians Per 100,000 Population



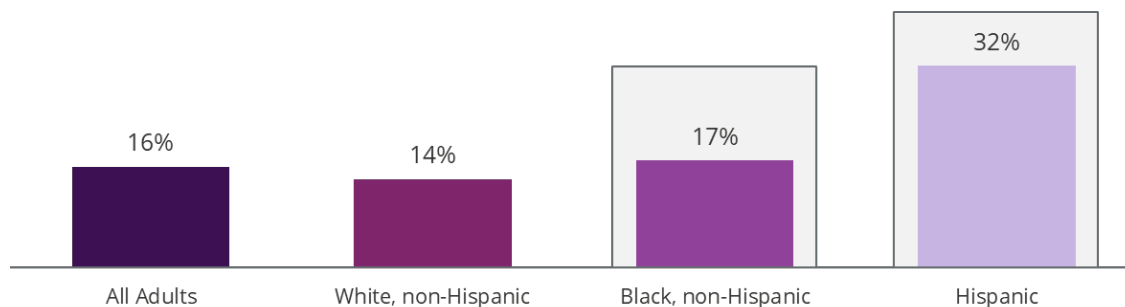
Source: Robert Wood Johnson County Health Rankings & Roadmaps, 2021

Fourteen percent of adults in Cumberland County, 16 percent of adults in Dauphin and York counties, and 17 percent of adults in Lancaster County reported that they do not have a personal health care provider.

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

In Pennsylvania in 2019, more Hispanics (32 percent) and African Americans (17 percent) reported not having a primary care provider compared to White, non-Hispanics (14 percent).

Pennsylvania Adults That Report Not Having a Personal Health Care Provider in 2019 (percent), by Race/Ethnicity



Source: Pennsylvania Department of Health, 2019

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

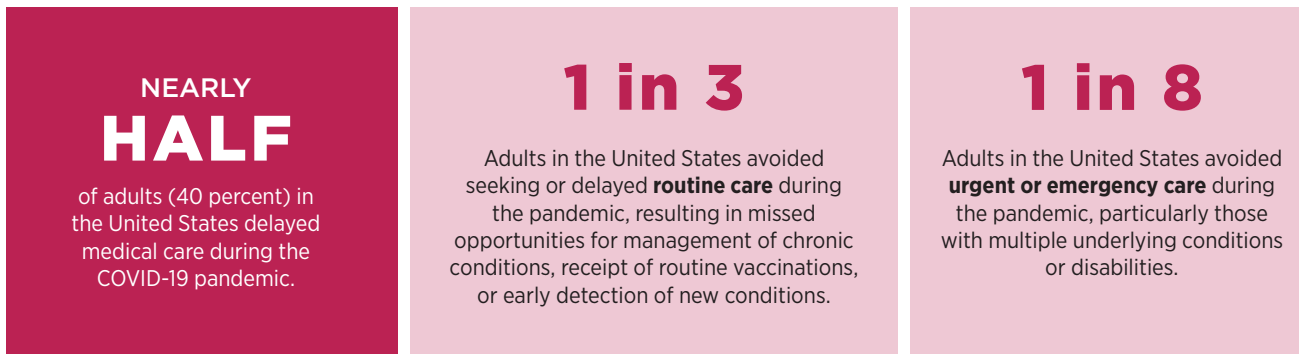
Even with an adequate supply of providers, navigating the health care system can be challenging for some patients and families. Key elements that assist in care coordination include transportation assistance and smooth care transitions post-hospitalization.

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

COVID-19's Impact on Access to Care and Navigating Resources

Challenges in accessing and coordinating health care were magnified during the COVID-19 pandemic as the population's movement and ability to travel was limited statewide. As in-person visits to physician practices declined, telehealth visits rapidly increased. While telehealth visits serve to mitigate some access challenges, they introduce new ones, such as reliance on the internet, acquiring technological devices, such as a smartphone or computer, and competence in operating the technology. In Cumberland, Dauphin, Lancaster, and York counties, nearly 1 in 5 households report lack of access to internet at home.

Reluctance to Seek In-Person Health Care During the Pandemic: The risk of contracting COVID-19 affected patients' ability to visit a health care provider or dentist for wellness care. Rates for routine preventive care and chronic condition monitoring dropped as efforts increased to limit exposure and spread of the COVID-19 virus. About 1 in 3 adults avoided seeking or delayed routine care during the pandemic, placing patients at a higher risk for increased morbidity and mortality associated with treatable and preventable health conditions.



Source: U.S. Centers for Disease Control and Prevention, 2020

Prevention and Community-Wide Healthy Living – Importance to the Community:

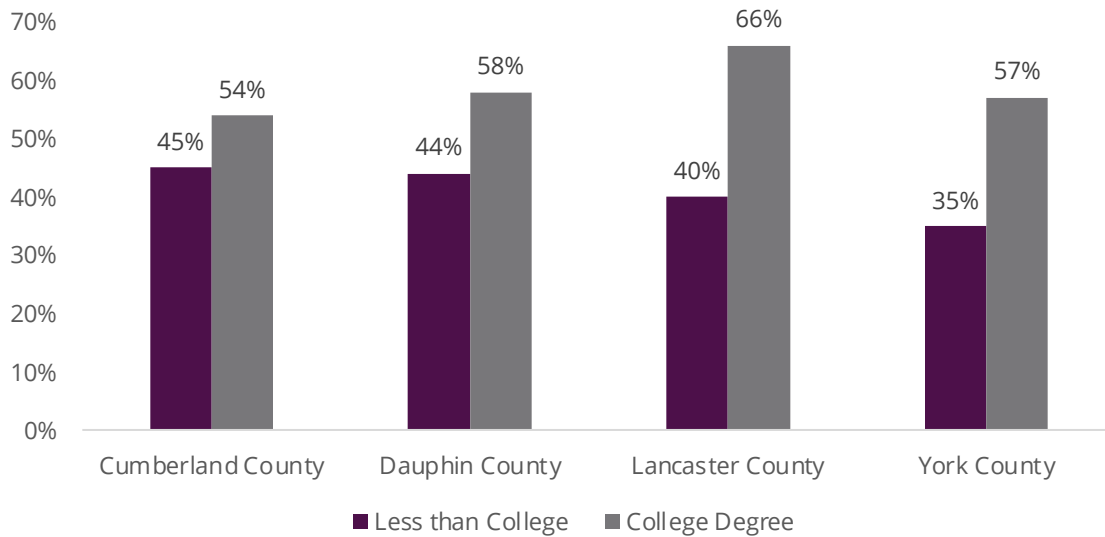
Preventive care and wellness efforts are effective tools to improve community health.

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

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

Cumberland, Dauphin, Lancaster, and York County residents with a college degree were more likely to report having a flu shot in the past 12 months compared to those with less than a college education.

Percent of Adults Having a Flu Shot in the Past 12 Months by Education Level



Source: Pennsylvania Department of Health, 2018

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.

Prevention also includes efforts to keep the community safe.

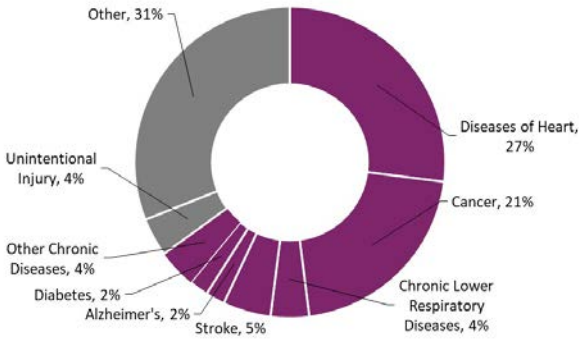
Accidental, or unintentional injury, is the third leading cause of death nationally and in Pennsylvania. Interpersonal safety (accidental/unintentional injury, violence) may disproportionately impact minority populations nationwide.

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 the four-county region. In Cumberland, Dauphin, Lancaster, and York counties, approximately 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.

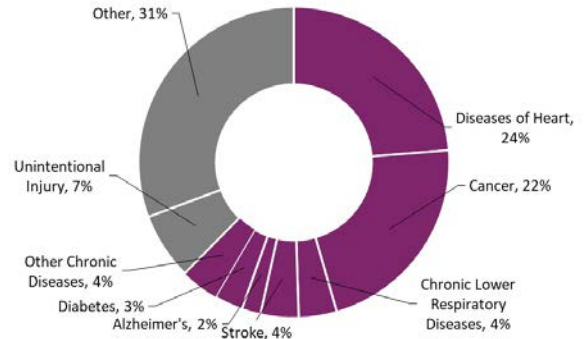
Cumberland County

65 percent of deaths are attributable to chronic disease in the county



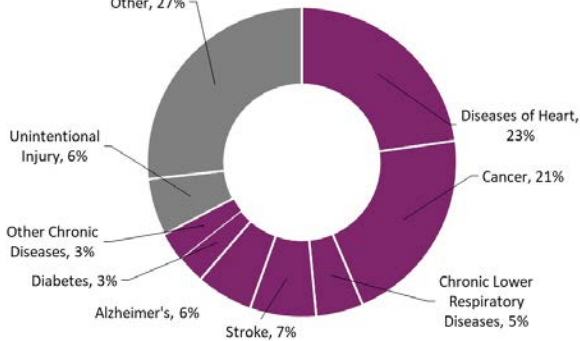
Dauphin County

63 percent of deaths are attributable to chronic disease in the county



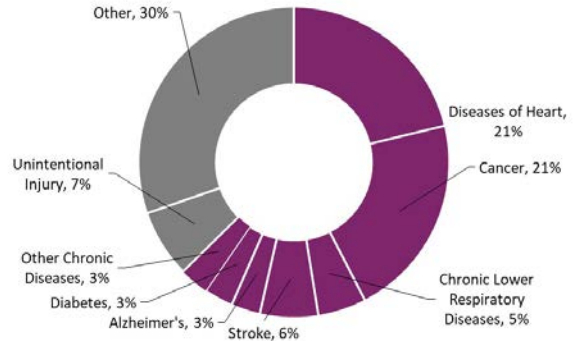
Lancaster County

67 percent of deaths are attributable to chronic disease in the county



York County

63 percent of deaths are attributable to chronic disease in the county



Source: Pennsylvania Department of Health, 2019



COVID-19's Impact on Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives were similarly limited by travel restrictions and social distancing. However, new preventive care efforts have gained prominence relating to COVID-19 vaccines, testing, and containment. The COVID-19 pandemic also had an impact on health-related social needs, such as increased unemployment, food insecurity, and housing insecurity.

- **Unemployment:** Nationally, about 1 in 9 individuals in the labor force were unemployed in June 2020. In central Pennsylvania, the unemployment rate nearly tripled during the pandemic. Unstable employment status is shown to be associated with stress-related morbidity and various chronic conditions.
- **Food Insecurity:** Nationally, about 45 million people (1 in 7), including 15 million children (1 in 5), experienced food insecurity in 2020, with a higher prevalence among African Americans compared to Whites (21.6 percent vs. 12.3 percent). The national prevalence of food insecurity in 2020 was 1.3 times the rate in 2019 (13.9 percent vs 10.9 percent). Two factors that influence food insecurity include unemployment and poverty, both of which increased during the COVID-19 pandemic.

Socioeconomically disadvantaged neighborhoods and minority ethnic communities have higher rates of almost all of the known underlying clinical risk factors for COVID-19 infections, including hypertension, diabetes, asthma, chronic obstructive pulmonary disease (COPD), heart disease, liver disease, renal disease, cancer, cardiovascular disease, obesity, and smoking. Such preexisting health and socioeconomic disparities were found nationally to result in an excess burden of COVID-19 morbidity and mortality.

UPMC Is Working to Address Significant Health Needs:

UPMC hospitals in Cumberland, Dauphin, Lancaster, and York counties are dedicated to addressing significant health needs in the community.

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

Behavioral Health

UPMC hospitals in Cumberland, Dauphin, Lancaster, and York counties continue to enhance and expand efforts to address behavioral health needs in the community through a wide variety of channels and services. Efforts include broadening access to behavioral health specialists in the community and expanding telehealth initiatives.

Access to Care and Navigating Resources

Collaborating with local community organizations, as well as pioneering innovative care models, UPMC hospitals in Cumberland, Dauphin, Lancaster, and York counties are working to extend access to specialty care through the use of telehealth, increasing access to insurance, and connecting patients to dental services. Additionally, UPMC hospitals in Central Pa. are partnering to improve care coordination, with a dedicated focus on enhancing communication between patients, their families, and providers.

Prevention and Community-Wide Healthy Living

UPMC hospitals in Cumberland, Dauphin, Lancaster, and York counties partner with local organizations to enhance and develop programs to promote health and wellness in the community. Dedicated efforts include addressing economic and social barriers to health, such as providing medical care to unsheltered individuals and offering vouchers to subsidize the cost of transportation for community members.

2022 Significant Health Needs in Cumberland, Dauphin, Lancaster, and York Counties

UPMC Hospitals in Cumberland, Dauphin, Lancaster, and York Counties	Behavioral Health	Access to Care and Navigating Resources		Prevention and Community-Wide Healthy Living	
	Access to Behavioral Health Services	Specialty Care	Care Coordination	Community Prevention and Wellness Initiatives	Health-Related Social Needs
UPMC Carlisle	✓	✓	✓	✓	✓
UPMC Hanover	✓	✓	✓	✓	✓
UPMC Lititz	✓	✓	✓	✓	✓
UPMC Memorial	✓	✓	✓	✓	✓
UPMC Pinnacle Hospitals	✓	✓	✓	✓	✓

IV. UPMC Hospitals Are Improving Community Health

2019-2022 Progress Reports and 2022-2025 Implementation Plans by Hospital

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

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

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

To address the significant community health needs identified through the 2022 CHNA process, UPMC Carlisle, UPMC Hanover, UPMC Lititz, UPMC Memorial, and UPMC Pinnacle Hospitals each 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 2019 CHNA priorities, a progress report documenting initiatives taken to respond to those priorities over the 2019 to 2022 time period, and the hospital's CHNA priorities and implementation plan for 2022 to 2025.

UPMC Carlisle	Page 36
UPMC Hanover	Page 54
UPMC Lititz	Page 73
UPMC Memorial	Page 88
UPMC Pinnacle Hospitals	Page 107

Community Health Improvement Progress and Plan


*2019 - 2022 Progress Report and
2022 - 2025 Implementation Plan*



UPMC | CARLISLE

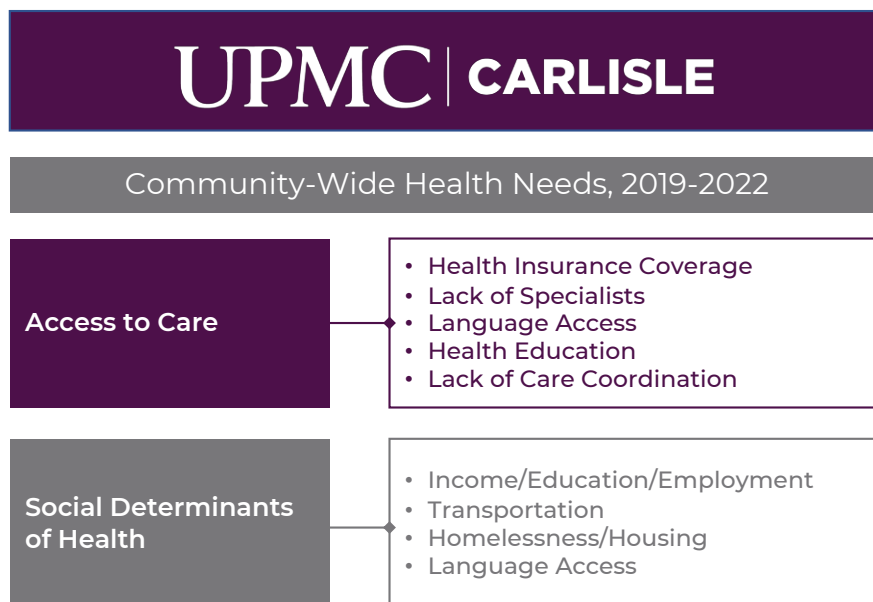
Caring for the Community

UPMC Carlisle, located in the heart of Cumberland County, has served the residents of Cumberland County since 1913. The acute care hospital provides emergency services, pulmonary and sleep medicine services, and access to the latest imaging technology, as well as cutting-edge care in women’s health, orthopaedic surgery, and cardiac services. The UPMC Hillman Cancer Center, located in the hospital’s Stuart Pavilion, delivers medical and radiation oncology care to area patients. UPMC Carlisle is recognized by The Joint Commission for Advanced Stroke (PCC) care, and as an Accredited Chest Pain Center by the American College of Cardiology.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	153	Employees	597
	Hospital Patients	6,575	Community Benefits Contributions	\$7.1 million
	Emergency Dept. Visits	22,342	Free and Reduced Cost Care	\$6.6 million
	Total Surgeries	4,190	Total Economic Impact of Hospital Operations	\$215.3 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Carlisle affirmed the following significant health needs:



Advancing Community Health Initiatives While Navigating the COVID-19 Pandemic

Beginning in March 2020, the COVID-19 pandemic disrupted Pennsylvania's communities, economy, and health care organizations. To help slow the spread of COVID-19 throughout the region, state and local governments issued community mitigation and social distancing measures, impacting UPMC Carlisle's ability to implement planned community health improvement initiatives. As a result, UPMC Carlisle temporarily suspended or modified in-person programs to promote social distancing, educated the community about the health risks of COVID-19, increased access to telehealth services, established COVID-19 testing sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Carlisle navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Access to Care and Navigating Resources

Access to Care: Health Insurance Coverage

UPMC Carlisle is committed to making health care more accessible for the patients it serves by offering community resources to those who have barriers to health insurance coverage.

GOAL:

Expand the health care reach to rural and homebound populations

STRATEGY:

Strengthen access to specialty, dental, and supportive services and increase the number of patients with health insurance coverage

ACTIONS:

- ✓ Provide Insurance Enrollment Specialists and Financial Aid Counselors to enroll uninsured adults and children in appropriate insurance plans
- ✓ Increase utilization of the SMILES program to minimize dental care as a barrier to overall health status improvement and coordinate care of urgent dental needs in the Emergency Department
- ✓ Increase insurance access in the community and catchment area for Carlisle
- ✓ Develop work plan to expand coverage to Carlisle

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Enrollment Specialists and Financial Aid Counselors
- SMILES Program

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



89

Patients Successfully Enrolled in Insurance Coverage
(July 2019 - March 2021)



89

Patient Referrals to the SMILES Program for Dental Care
(July 2019 - March 2021)

PROGRAM HIGHLIGHTS:

Providing Help with Insurance Enrollment to Connect Patients with Care

Over the last three years, UPMC Carlisle, in partnership with UPMC Pinnacle Hospitals, has continued to provide trained insurance enrollment specialists and financial aid counselors at community-based sites to help uninsured adults and children enroll in appropriate insurance plans. Health insurance is a critical component in one's ability to access affordable health care services. UPMC's enrollment specialists assist both patients and the community by screening them for eligible benefits and helping them to apply for medical assistance, Marketplace coverage, or starting the financial aid process with those not eligible for benefits but in need of medical services. Specialists also educate patients about how to use their insurance, report changes that could impact coverage, and steps to maintain insurance. Progress over the last three years includes:

- **Expanding enrollment support services:** In July 2019, enrollment specialists began expanding services in the Carlisle area and found that there was still a population that has difficulty obtaining and maintaining insurance. This is partly due to the fact that there is a high volume of warehouse employers that do not offer consistent employment. The hospital connected with Project Share and the Salvation Army to offer in-person assistance to their clients. Due to the COVID-19 pandemic, in-person services were suspended; however, the hospital continues to provide contact information for enrollment specialists.
 - From July 2019 to March 2021, 89 individuals were successfully enrolled in insurance by connecting with the hospital's enrollment specialists.
- **Connecting homeless patients with care and benefits:** Between July 2019 and April 2021, UPMC Carlisle's Emergency Department (ED) had a total of 54 homeless patient visits. When possible, hospital staff helps to identify uninsured homeless patients utilizing the ED and connects them with support services and enrollment specialists that can help provide them with much needed medical care and assist them with obtaining and appropriately using their benefits.

Increasing Access to Urgent Dental Care

In collaboration with UPMC Pinnacle Hospitals, UPMC Carlisle has partnered with the Harrisburg Area Dental Society to provide uninsured and underinsured residents in central Pennsylvania with referrals to urgent dental care through the SMILES Program. The SMILES Program was deployed in 2010 to address the dental needs of low-income families and those with limited dental coverage. The program is a collaboration with dental providers in the community who serve to bridge the gap for those seeking dental services as they provide free or low-cost dental care, as well as preventive oral screenings. Through this program, a network of 21 volunteer dentists assists Dauphin County patients who have urgent dental needs but no dental insurance. UPMC Carlisle's Emergency Department (ED) helps to coordinate care of urgent dental needs by referring patients to the SMILES Program. Progress includes:

- Between July 2019 and March 2021, the ED referred 89 patients to the SMILES Program. Of those, 15 patients received follow-up services.

COMMUNITY PARTNERS:

Local agencies and clinics, such as Beacon, Bethesda Mission, Downtown Daily Bread, Salvation Army, REACCH, Hamilton Health Center, Harrisburg's Federally Qualified Health Center, Christ Lutheran Church's free dental clinic, a network of 21 private practice volunteer dentists, Project Share, Internal groups, such as financial counselors, social workers/outcome managers, additional hospital services, including physician practices and ambulatory sites

Access to Care and Navigating Resources

Access to Care: Lack of Specialists and Lack of Care Coordination

UPMC Carlisle continues to address its community’s lack of specialists by assessing needs and improving access to specialty care through provider recruitment and expanded telehealth efforts.

GOAL:

Expand the hospital’s health care reach to rural and homebound populations

STRATEGY:

Assess needs and improve access to specialty care

ACTIONS:

- ✓ Initiate telemedicine visits for patients in need of specialty care
- ✓ Collaborate with primary care providers and the community to identify the need for in-demand specialty services
- ✓ Analyze utilization of UPMC specialty resources to identify opportunities to provide access to services close to home, minimizing travel as an obstacle

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Telehealth for specialty care
- Provider recruitment
- High Utilizer Group (HUG)

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



133,574

Total Ambulatory and Inpatient Telemedicine Visits for UPMC Carlisle, UPMC Community Osteopathic, UPMC Harrisburg, and UPMC West Shore
(January 2020 - December 2020)



5

New Oncology Providers Recruited to the Region to Increase Access to Care
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Leveraging Telehealth to Increase Access to Specialty Care

Telehealth services have proven to be effective in improving access to specialty care for patients and families residing in rural and underserved areas. In partnership with UPMC Pinnacle Hospitals, UPMC Carlisle offers telehealth appointments for the following specialties: cardiothoracic surgery, cardiovascular disease, endocrinology, family medicine, internal medicine, obstetrics and gynecology, pain management, pediatrics, pulmonology, and rheumatology. In addition, UPMC Carlisle began offering telepsychiatry services to patients in the hospital's Emergency Department.

Transforming Cancer Care

UPMC Carlisle continues to improve access to specialty providers to meet the complex needs of patients and families across the region. Established in 2019, UPMC Hillman Cancer Center at UPMC Carlisle provides patients with cancer access to:

- **Highly trained specialists:** Over the last three years, UPMC Carlisle has recruited five providers in Radiation Oncology and Medical Oncology. Recruiting local providers helps to reduce wait times for patients seeking evaluation and treatment and builds expert care teams. At UPMC Hillman Cancer Center, oncologists and surgeons come together to collaborate, talk, and make the best decision for each individual cancer patient. When possible, cancer specialists even see visits together so that patients can ask questions of their care team at one time.
- **Cutting-edge treatments:** By collaborating with UPMC Hillman Cancer Center in Pittsburgh, providers at UPMC Carlisle can connect patients to clinical trials and seek opinions from leaders in cancer care.
- **Specialty outpatient care:** The hospital has increased its capacity to care for patients by adding a specialty outpatient clinic for breast care.
 - Since July 2019, the PinnacleHealth Breast Care Center in Carlisle added one medical oncologist, which decreased wait times for patients with a new or previous diagnosis of breast cancer and improved local access for breast cancer treatment.

Collaborating with Community Partners to Address Care Coordination Needs

In 2020, UPMC Carlisle established a High Utilizer Group (HUG), which consists of hospital representatives from the Emergency Department (ED), case management, and legal services, as well as community partners. The group meets each month to discuss high utilizers of the ED in a case study format and to review ways to help divert these individuals to more appropriate levels of care. The group examines why these patients visit the ED and proposes collaborative actions that can help meet the needs of these patients.

Meeting Demand for Virtual Care

When the COVID-19 pandemic began, 1,000 providers were trained in a week, increasing access to telemedicine across both inpatient and ambulatory services.

Exponential Growth

In 2020, UPMC hospitals in central Pennsylvania conducted more than 133,574 ambulatory and inpatient telemedicine visits (compared to 6,000 in 2019).

COMMUNITY PARTNERS:

PCPs, Federally Qualified Health Centers (FQHCs), Orthopedic Institute of Pennsylvania (OIP), Arlington Orthopedics, Pulmonary and Critical Care, Harrisburg Foot and Ankle, UPMC Hillman Cancer Center, PinnacleHealth Breast Care Center, Area on Aging, Merakey Mental Health, Perry Human Services, Sadler Health Center, United Way, Safe Harbour Rapid Rehousing, Community CARES Emergency Shelter, Pennsylvania Psychiatric Institute, Cumberland Goodwill Emergency Medical Services, Shippensburg Community Resource Coalition, Just for Today

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Income/Education/Employment

UPMC Carlisle continues to address social determinants of health through collaborations with local businesses, institutions of higher education, and area school districts.

GOAL:

Increase knowledge of access and opportunity to resources in rural communities and underserved populations

STRATEGY:

Address income, education, and employment determinants of health that negatively impact a healthy and diverse workforce and preventive care

ACTIONS:

- ✓ Collaborate with community businesses and higher education institutions to improve knowledge about available resources through UPMC Pinnacle Hospitals
- ✓ Collaborate with area school districts to provide job opportunities through established career fairs
- ✓ Establish a Workforce Development pilot program that connects to community partners to improve employment opportunities for the unemployed and career-track seekers
- ✓ Investigate possible domains in Epic (electronic health record) to capture data regarding diversity (race, religion, socioeconomic status, etc.)

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Recruitment events, career fairs, and mock interviews
- Emerging Health Professions program
- Care Attendants Program for Patient Care Technicians
- Epic optimization through Healthy Planet/Population Health Governance Committee

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



10

Recruitment Events
(July 2019 – September 2020)



15

Partnerships with Schools
(July 2019 – September 2020)

PROGRAM HIGHLIGHTS:

Improving Knowledge of Available Employment Resources

Education plays a vital role in helping individuals make informed health decisions and effectively navigate today's complex health care delivery system. To help increase health education, UPMC Carlisle is working to raise awareness of available health resources at community-based diversity events and is collaborating with local businesses and higher education institutions to help improve knowledge about available employment resources.

- **Recruitment and career fairs:** UPMC Carlisle partnered with 15 different schools on recruitment efforts — attending career fairs, hosting learning sessions, conducting mock interviews, offering career specific presentations, and meeting one-on-one with students and community members to promote awareness of employment opportunities.
 - From July 2019 through September 2020, there were 10 recruitment events held at local colleges and universities.
 - In March 2021, UPMC Carlisle staff had one-on-one sessions with four students from the Cumberland Valley School District about career opportunities in health care.
- **Emerging Health Professionals program:** In 2019, the hospital partnered with Cumberland Perry Vocational Tech to create the Emerging Health Professionals program. This program allows high-performing senior students to shadow different careers at the hospital. This program kicked off in September 2019; however, it was paused due to COVID-19 restrictions.
 - 21 students engaged at initial program launch.

Providing Job Training and Opportunities for Local High School Students

UPMC Carlisle partnered with Carlisle High School and Big Springs High School to implement a pilot program for students in their senior year to work at the hospital and gain insight into health care jobs. Beginning in October 2020, these students joined UPMC Carlisle as Care Attendants and received training throughout the academic year to become Patient Care Technicians after high school graduation.

- Six high school seniors participated in the first cohort, graduating in May 2021.

COMMUNITY PARTNERS:

Harrisburg Area Community College (HACC), Messiah College, York College, Penn State, United Way, Pennsylvania College of Health Sciences, Harrisburg School District, East Pennsboro School District, Newport School District, Susquehanna Township School District, Cumberland Valley High School, Cumberland Perry Vo-Tech, Middletown High School, Annville-Cleona, Dauphin County Vo-Tech, West Shore School District, Big Springs High School, Boiling Springs High School, Steelton-Highspire High School, UPMC Pinnacle IT, UPMC Medical Group

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Transportation

UPMC Carlisle continues to provide transportation to patients who have difficulty with private transportation by connecting them to programs and services available in the four-county region.

GOAL:

Increase knowledge of and access to resources in rural communities and underserved populations

STRATEGY:

Address transportation barriers to reduce missed appointments due to unreliable or no transportation, which negatively impacts preventive care and increases Emergency Department visits

ACTIONS:

- ✓ Establish a partnership with rabbittransit to provide transportation to health care appointments
- ✓ Engage and roll-out Uber Health pilot program
- ✓ Partner with established clinics for outreach to the demographics of highly missed appointments

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Partnerships with local transportation providers: rabbittransit and Cumberland Valley Transit
- Uber Health Pilot Program
- Outreach to local clinics

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



12

Average Rides Per Month Provided to Patients for Medical Appointments
(July 2019 - March 2021)



\$221.61

Average Monthly Cost for Patient Transportation Assistance
(July 2019 - September 2021)

PROGRAM HIGHLIGHTS:

Collaborating with Local Partners to Provide Transportation Assistance

Many low-income and vulnerable people face challenges in regard to the lack of transportation or unreliable transportation. Inappropriate usage of the ED often results. Other effects of missed appointments are poor health management, lack of preventive care, and poor health outcomes. To address the lack of transportation or unreliable transportation, UPMC Carlisle connects patients to transportation programs and services. Efforts include:

- **Partnership with rabbittransit:** In January of 2021, the hospital began working with rabbittransit, located in Cumberland County, to help ensure that patients can get to their scheduled medical appointments, dialysis, or doctor follow-ups. In 2021, UPMC Carlisle also worked with rabbittransit to assist community members who needed transportation to and from their scheduled COVID-19 vaccination appointments.
 - > From July 2019 through January 2021, the hospital assisted with an average of 12 trips per month for inpatient and outpatient transportation needs in Cumberland County. The average cost for these transportation services was \$222.61 per month.
- **Partnership with Cumberland Valley Transit:** The hospital works with Cumberland Valley Transit to assist patients who do not have any other transportation options and do not have the financial means to afford transportation. These patients are granted approval for one-time emergency assistance in the form of a voucher to cover the cost of the transportation.
- **Targeting transportation needs for patients with missed appointments:** Over the last three years, the hospital has concentrated efforts on reaching out to patients with recurrent missed appointments to help connect them with transportation programs and services available in the four-county region.

COMMUNITY PARTNERS:

rabbittransit, Cumberland Valley Transit

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Language Access

UPMC Carlisle has made great strides in adopting culturally and linguistically appropriate health care practices and continues to enhance sensitivity and responsiveness to the clinical and cultural interests, needs, and expectations of patients, families, and its workforce.

GOAL:

Increase knowledge of and access to resources in rural communities and underserved populations

STRATEGY:

Improve language access given through the development and promotion of culturally and linguistically appropriate services

ACTIONS:

- ✓ Explore telemedical support services for culturally and linguistically diverse populations

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- CyraCom via Skype
- Telemedicine carts

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,309

Calls for Language Assistance
(July 2019 - March 2021)



14

Telemedicine Carts Equipped with Interpretation Service
(July 2019 - March 2021)

PROGRAM HIGHLIGHTS:

Leveraging Technology to Offer Language Assistance

UPMC Carlisle provides effective communication and language assistance services to culturally and linguistically diverse individuals receiving care and services. Efforts include:

- **Translation services:** Meeting the needs of non-English speaking patients and Deaf and hard of hearing patients is vitally important. The hospital continues to utilize CyraCom to assist with translation during inpatient and outpatient services. With more than 1,300 calls for language assistance since July 2019, the hospital is helping patients overcome communication barriers. Top languages utilized are Spanish, Arabic, Bosnian, and Nepali.
- **Telemedicine carts:** In 2020, the hospital added access to CyraCom to 14 telemedicine carts. These carts now offer video interpretation, which enhances communication between patients and providers and strengthens support of patient needs.

COMMUNITY PARTNERS:

CyraCom

UPMC Carlisle Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 25, 2022, the governing body 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 Carlisle Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Carlisle 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 and by strengthening collaborations with numerous community partners.



Working to Advance Health Equity

UPMC Carlisle recognizes that a broad range of efforts both within and beyond health care will be instrumental in addressing issues that contribute to health disparities. UPMC Carlisle’s 2022-2025 Implementation Plan includes health equity-promoting programs and initiatives, which aim to help address socioeconomic and other factors that may contribute to health disparities. Efforts include:

- **Enhancing Access to Care for Rural Communities:** Increasing the convenience and accessibility of health care services by expanding access to behavioral health specialists and specialty providers through telemedicine initiatives.
- **Overcoming Language Barriers to Care:** Enhancing translation services to provide linguistically and culturally appropriate and respectful health care.
- **Addressing the Health Needs of Underserved Populations:** Offering programs that address economic and social barriers to health, such as providing medical care to unsheltered individuals and offering vouchers to subsidize the cost of transportation for community members.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Carlisle will improve access to behavioral health and addiction medicine services for the community through a variety of initiatives that increase accessibility, reduce transportation barriers, enable seamless transitions of care, and promote education and awareness.

HEALTH PRIORITY #1

Access to Behavioral Health Services

GOAL

Improve access to behavioral health services in Cumberland County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to mental health and addiction recovery services by leveraging strong partnerships to provide timely and convenient care.	<ul style="list-style-type: none"> • Provide a platform for telepsychiatry services to perform virtual evaluations in the Emergency Department • Partner with the Center for Addiction Recovery at UPMC in Central Pa. to host the Medication-Assisted Treatment (MAT) mobile unit for the local community • Help ensure a seamless transition for opioid overdose survivors from emergency medical care to specialty substance use disorder (SUD) treatment to improve the prospect of recovery
2. Increase awareness of mental health services in the community.	<ul style="list-style-type: none"> • Promote awareness of mental health programs through marketing campaigns • Increase awareness and provide education through virtual platforms • Host Mental Health First Aid training at the hospital • Engage with diverse communities by participating in a regional Mental Health Summit

TARGET POPULATION

General community, children and adolescents, rural and underserved areas

PLANNED COLLABORATIONS

UPMC Western Psychiatric Hospital, Medical Groups, IT, UPMC digital marketing team, multiple community partners, UPMC Pinnacle Health Foundation, The Center for Addiction Recovery at UPMC in Central Pa., emergency department providers, Just For Today (JFT) Recovery and Veteran’s Support Services

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Carlisle plans to continue to expand access to specialty care in the community via telehealth services, provider recruitment efforts, and collaborations with community partners.

HEALTH PRIORITY #1

Specialty Care

GOAL

Improve access to specialty care in Cumberland County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to specialty provider-based services and support services.	<ul style="list-style-type: none"> Expand access to specialty care, and the utilization of telehealth specialty services, to provide more efficient and effective diagnoses and treatment options Recruit and retain specialty providers to the region to increase access to care Partner with Harrisburg Area Dental Society to provide uninsured central Pennsylvania residents with access to urgent dental care Connect underinsured patients to UPMC Kline Dental Clinic
2. Increase awareness of specialty services in the community.	<ul style="list-style-type: none"> Increase awareness and provide education through virtual platforms

TARGET POPULATION

General community, uninsured and underinsured populations

PLANNED COLLABORATIONS

UPMC Emergency Department staff, IT, UPMC digital marketing team, local school districts, Sadler Health Center, UPMC Pinnacle Health Foundation, Harrisburg Area Dental Society, local community human service agencies

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Carlisle continues to enhance care coordination. The hospital uses innovative models of care to improve communication between patients and primary care physicians – enlisting support from local paramedics who visit patients in their homes.

HEALTH PRIORITY #2

Care Coordination

GOAL

Improve care coordination for homebound patients and for those recently discharged from the hospital

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase the number of patients receiving care coordination services.	<ul style="list-style-type: none"> Collaborate with the Home Visit Program and Community Paramedicine to refer patients to care coordination services to help enhance communication, and to complete home safety checks for patients after discharge
2. Enhance communication between patients, their families, and providers by promoting the use of advanced care directives.	<ul style="list-style-type: none"> Host an End-of-Life Educational Tour in partnership with UPMC hospitals in Central Pa. to engage underserved populations Educate the community about end-of-life choices and palliative care, including advanced care directives, the POLST (Portable Medical Orders) form, organ and tissue donation, hospice, and the importance of wills Engage underserved communities in advance care planning and empower them to start conversations about their end-of-life goals and wishes Advocate for better understanding of advance care planning by participating in National Healthcare Decision Day

TARGET POPULATION

General community and minorities, homebound, and underserved populations

PLANNED COLLABORATIONS

Primary Care Physicians, local EMS, UPMC Pinnacle Health Foundation, UPMC Spiritual Care Services, UPMC Community Initiatives, UPMC Health Plan, UPMC Harrisburg, UPMC Community Osteopathic, UPMC West Shore, UPMC Hanover, UPMC Lititz, UPMC Memorial, Faith Community Health Connection, Palliative Care and Supportive Medicine Team, funeral directors, Gift of Life, community cemetery owners, Hospice Foundation of America, Penn State Milton S. Hershey Medical Center, local attorneys

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Carlisle will promote health and wellness programs to the local community, with a dedicated focus on addressing childhood obesity, heart disease and stroke, and diabetes.

HEALTH PRIORITY #1

Community Prevention and Wellness Initiatives

GOAL

Promote wellness and healthy living in Cumberland County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve overall community health and wellness by providing health education in collaboration with UPMC resources.	<ul style="list-style-type: none"> • Provide education and screenings to children and adolescents in partnership with local school districts • Provide health and contact information for parents and caregivers to make follow-up appointments for school-aged children • Educate adults about healthy lifestyle behaviors
2. Identify opportunities to address food insecurity by increasing access to healthy foods.	<ul style="list-style-type: none"> • Increase access to fresh produce
3. Address childhood obesity through educational programs and events.	<ul style="list-style-type: none"> • Assist local school districts in identifying youth with BMI >30 • Provide multi-level support to help adolescents reach a healthy weight • Offer education regarding healthy lifestyle habits that contribute to achieving a healthy weight
4. Offer education and screenings to address prevention and early detection of chronic disease, with a focus on diabetes and heart disease and stroke.	<ul style="list-style-type: none"> • Offer free health screenings • Provide education about chronic disease prevention, targeting diabetes and heart disease • Raise awareness of UPMC's specialty services, targeting diabetes and heart disease and stroke • Provide education for individuals diagnosed with pre-diabetes • Raise awareness of diabetes management services • Increase patient referrals to diabetes educators, in both inpatient and outpatient settings

TARGET POPULATION

General community, children and adolescents

PLANNED COLLABORATIONS

Carlisle School Districts, South Middleton School District, Newport School District, Greenwood School District, West Perry School District, East Penn School District, Coy Library, Shippensburg Boys and Girls Club, Spy Summer Program, local farmer's market, UPMC digital marketing team, UPMC Pinnacle Health Foundation, local colleges and universities

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Carlisle plans to utilize strategies which reach the underserved in the community by offering programs that address economic and social barriers to health.

HEALTH PRIORITY #2

Health-Related Social Needs

GOAL

To improve the health of the community's underserved populations

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address the health needs of those most impacted by lack of economic resources.	<ul style="list-style-type: none"> Address the health needs of homeless individuals by providing medical care to unsheltered individuals
2. Improve access to care by addressing transportation and language barriers.	<ul style="list-style-type: none"> Offer vouchers to subsidize the cost of transportation for low-income patients Improve access to care with translation services

TARGET POPULATION

Homeless populations, seniors, adults, children and adolescents

PLANNED COLLABORATIONS

CyraCom, Alta Language services, Bridging the Gap, UPMC Pinnacle Health Foundation, rabbittransit, Keystone Cab, Capital City Cab, Cumberland Valley Transit

Community Health Improvement Progress and Plan


*2019 – 2022 Progress Report and
2022 – 2025 Implementation Plan*



UPMC | HANOVER

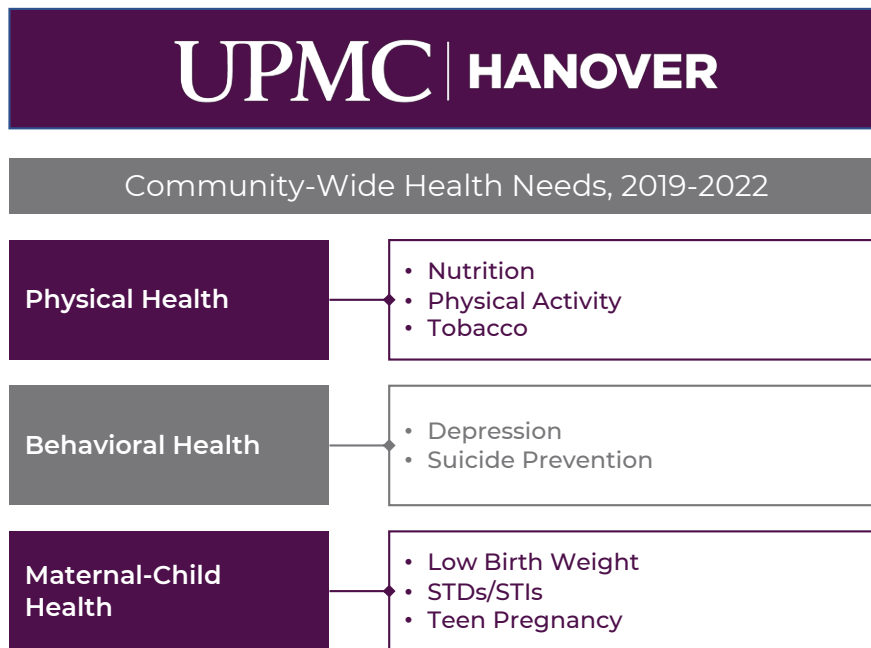
Caring for the Community

UPMC Hanover is a full-service, acute care hospital that has served the York County community since 1926. The facility offers a comprehensive array of services, including heart and vascular care, orthopaedic surgery, pulmonary and sleep medicine, women’s health, and wound care. It also provides numerous outpatient services, including lab and imaging capabilities and UPMC Express Care. UPMC Hanover has received the Get With The Guidelines® - Stroke Gold Plus recognition from the American Heart Association, is a Joint Commission Certified Primary Stroke Center, and was named a Blue Distinction Center for Maternity Care.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	93	Employees	903
	Hospital Patients	6,095	Community Benefits Contributions	\$9.2 million
	Emergency Dept. Visits	24,466	Free and Reduced Cost Care	\$8.5 million
	Total Surgeries	3,807	Total Economic Impact of Hospital Operations	\$314.9 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Hanover affirmed the following significant health needs:



Caring for the Community in Times of Crisis

Beginning in March 2020, the COVID-19 pandemic disrupted Pennsylvania’s communities, economy, and health care organizations. To help slow the spread of COVID-19 throughout the region, state and local governments issued community mitigation and social distancing measures, impacting UPMC Hanover’s ability to implement planned community health improvement initiatives. As a result, UPMC Hanover temporarily suspended or modified in-person programs to promote social distancing, educated the community about the health risks of COVID-19, increased access to telehealth services, established COVID-19 testing sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Hanover navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Prevention and Community-Wide Healthy Living

Physical Health: Nutrition and Physical Activity

UPMC Hanover continues to address nutrition and physical activity through outreach and education efforts in partnership with local community organizations.

GOAL:

Promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights*

STRATEGY:

Provide educational learning opportunities to a variety of age groups and populations

ACTIONS:

- ✓ Provide health education events, BMI screenings, and cooking demos
- ✓ Increase knowledge of and access to fresh produce in the region by 2022
- ✓ Engage in community outreach to promote chronic disease awareness
- ✓ Improve health, fitness, and quality of life by two percent through increased physical activity

TARGET POPULATION:

- General community

PROGRAMS:

- Community presentations
- Better Living Radio
- Cooking demos
- Produce stands
- \$5 produce vouchers
- Free BMI and blood pressure screenings

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



17
Nutrition and Physical Activity Talks on Better Living Radio
(January 2019 - February 2021)



110
Participants in Cooking Demos
(2019)



2,251
Produce Vouchers Distributed
(January 2019 - January 2021)

*Utilized or adapted from Healthy People 2020 Goals & Objectives

PROGRAM HIGHLIGHTS:

Encouraging Healthy Lifestyles through Education

Over the last three years, UPMC Hanover has continued to offer a range of programs to help community members learn about nutrition and physical activity. Efforts include:

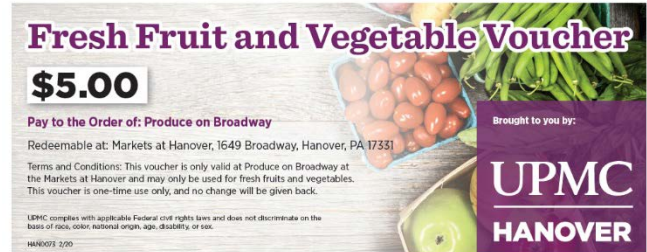
- **Community presentations:** UPMC Hanover staff conducts presentations on nutrition/healthy eating and physical activity for community members, professional groups, businesses, and schools. Between January 2019 and March 2020, the hospital provided the following in-person presentations:
 - > 18 nutrition-related presentations with 302 participants. Topics covered included: healthy eating for older adults, cholesterol, nutrition label reading, cooking with a cardiologist, and basic nutrition.
 - > 16 physical activity-related speaking engagements with 342 participants. Topics covered included: exercise/fitness for older adults, fitness education, and the benefits of walking.
- **Community education through Better Living Radio:** Every weekday from 10 to 11 a.m., 1280 AM and 95.3 FM airs Better Living Radio, sponsored by UPMC Hanover. The hospital leverages this opportunity to educate listeners in the community about nutrition and physical activity. From January 2019 to February 2021, the hospital hosted:
 - > 7 radio show talks on nutrition topics, such as cholesterol, basic nutrition, and whole foods.
 - > 10 radio show talks on physical activity topics, including UPMC Hanover's Medical Fitness Center, arthritis and exercise, 5k races, and sports and heat.
- **Cooking demos:** To encourage healthy eating, a UPMC Hanover dietician provides cooking demos at the Market at Hanover.
 - > In 2019, UPMC Hanover dieticians and health educators led four cooking demos with 110 participants.
 - > Due to the pandemic, no in-person cooking demos were held in 2020. In 2021, the hospital participated in virtual cooking demonstrations, with 307 total participants.



Increasing Access to Fresh Produce

- **Produce stands:** Over the last six years, UPMC Hanover has partnered with the Markets at Hanover to host produce stands at Hillside Medical Center — giving community members and businesses in the area convenient access to fresh, local produce during the summer.
 - > Between June and September 2019, 137 people engaged with produce stands, buying a range of fresh food, including tomatoes, zucchini, cucumbers, broccoli, onions, blueberries, strawberries, and peaches.
 - > Between July and September 2020, 88 people bought fruits and vegetables from the produce stands. Attendance was likely down due to the pandemic and social distancing.
 - > UPMC Hanover and the Markets at Hanover continued to hold produce stands from May through September 2021.

- **\$5 Produce vouchers:** To encourage community members to eat healthy foods, the hospital distributes \$5.00 produce vouchers to community organizations, UPMC Hanover's Maternity Department, Tender Care Pregnancy Center, Penn State Extension's Nutrition Links program, other organizations, and at community events.
 - > In 2019, a total of 1,095 produce vouchers were distributed, with 337 of them returned. This is a 31 percent redemption rate.
 - > In 2020, 1,036 produce vouchers were distributed. A total of 148 were redeemed, which was a 14 percent redemption rate. The COVID-19 pandemic affected the amount distributed and redeemed for that year.
 - > In the first quarter of 2021, a total of 120 produce vouchers were distributed. COVID-19 is still impacting the number of vouchers being distributed and likely redeemed.



COMMUNITY PARTNERS:

Community locations, senior centers, businesses, schools, coalitions, Central Market, Markets at Hanover, Hillside Medical Center, American Heart Association, Rocky 98.5 WYCR, UPMC Hanover's Dietitians, UPMC Pinnacle's Dietitians, Medical Fitness Center staff, UPMC Pinnacle Health Educators

Prevention and Community-Wide Healthy Living

Physical Health: Tobacco

UPMC Hanover continues to raise community awareness about the health risks of tobacco use and offers programs and resources to help community members quit smoking. All of the hospital's programs are taught by a trained tobacco cessation educator.

GOAL:

Decrease illness, disability, and death related to tobacco use, vaping, and secondhand smoke exposure*

STRATEGY:

Offer educational opportunities and support for smoking cessation

ACTIONS:

- ✓ Provide chronic disease education, screenings, and intervention in the community

TARGET POPULATION:

- General community

PROGRAMS:

- 1:1 counseling sessions
- Group education and community outreach
- Presentations & Better Living Radio
- Intervention for Nicotine Dependence: Education, Prevention, Tobacco and Health (INDEPTH)

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



322

People Served through 1:1 Tobacco Cessation Counseling
(July 2019 - June 2020)



936

People Served through Group Education and Community Outreach
(January 2019 - February 2020)

PROGRAM HIGHLIGHTS:

Encouraging Community Members to Quit Smoking

UPMC Hanover offers community members education and support for smoking cessation, including:

- **1:1 Counseling Sessions:** The hospital offers individualized one-on-one quit support sessions with a trained tobacco cessation educator. Educators assist patients by exploring tobacco use issues and helping to devise a custom quit plan, which may include the patch, gum, lozenges, behavior modification, hypnosis, Chantix, Zyban, or going “cold turkey.”
 - From January 2019 through December 2020, 332 people engaged in 1:1 tobacco cessation counseling.
- **Group Education and Community Outreach:** Between January 2019 and February 2020, the hospital served 936 people through group education about smoking cessation (Freedom From Smoking) and at community outreach events. Group education and community outreach efforts were cancelled from March 2020 to present, due to the pandemic.

**Utilized or adapted from Healthy People 2020 Goals & Objectives*

Presentations and Better Living Radio: From May 2019 to January 2020, the hospital provided three presentations about smoking cessation — 72 attendees. The hospital also encourages community members to quit smoking by reaching out through the local radio station's Better Living Radio Program — presenting tobacco-related education on eight radio shows from January 2019 through February 2020. Education topics on the radio and at in-person presentations included Tobacco Cessation, Living Better: Get Help Quitting, COPD, and Quit Smoking.

Launching a Pilot Program to Address Teen Vaping

In 2019, UPMC Hanover, in collaboration with UPMC Memorial, took initial steps to pilot the American Lung Association's Intervention for Nicotine Dependence: Education, Prevention, Tobacco and Health (INDEPTH) program at South Western School District in York County. INDEPTH is a new, convenient alternative to suspension or citation that helps schools and communities address the teen vaping problem in a more supportive way. Instead of solely focusing on punitive measures, INDEPTH is an interactive program that teaches students about nicotine dependence, establishing healthy alternatives, and how to kick the unhealthy addiction.

- In October 2019, four educators were trained, which expands access to the INDEPTH program in York County. Due to the pandemic, the pilot was delayed.

COMMUNITY PARTNERS:

American Lung Association, Guthrie Memorial Library, Rocky 98.5 WYCR, South Western School District, Tobacco Free York County, community locations, senior centers, UPMC Hanover's Tobacco Educators

Behavioral Health

Depression and Suicide Prevention

UPMC Hanover is addressing depression and suicide prevention by providing education and increasing access to behavioral health services and support.

GOAL:

Improve mental health through prevention and by ensuring access to appropriate, quality mental health services*

STRATEGY:

Provide educational learning opportunities, community outreach, and support services

ACTIONS:

- ✓ Provide chronic disease education, screenings, and intervention in the community

TARGET POPULATION:

- General community

PROGRAMS:

- Community outreach
- Question, Persuade, and Refer (QPR) and Mental Health First Aid Trainings
- Support groups
- Behavioral Health Resource Guide

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



60

York County School Faculty/Staff Engaged in Education Session
(September 2019)



511

Participants in Depression Support Group
(2019 - 2020)

PROGRAM HIGHLIGHTS:

Raising Awareness of Depression and Suicide through Outreach and Educational Programs

UPMC Hanover continues to provide information and resources about depression and suicide prevention to the community, partnering with Suicide Prevention of York (SPOY) on many of these initiatives.

- **Reaching out to the community:** From January 2019 to July 2020, the hospital provided suicide and mental health-related resources at 24 community events and health fairs throughout York County. In addition, between July and September 2020, the hospital partnered with SPOY and other mental health-related organizations in York and Adams counties to raise awareness by participating in 16 local radio talk shows. Through joint efforts with SPOY and UPMC Hanover, there were 85 posts to Facebook — with a total of 12,453 total views.

**Utilized or adapted from Healthy People 2020 Goals & Objectives*

- Distributing a resource guide to community partners:** The hospital continues to share Behavioral Health Resource Guides with community organizations, agencies, businesses, and with UPMC Hanover patients. Between July 2019 and June 2020, the hospital distributed resource guides at 24 health fairs in Hanover, Spring Grove, and throughout Adams County. The hospital also provided guides to Windy Hill Senior Center and SPOY. To reach a wider audience, the hospital is also making the guide available online.
- Promoting awareness of postpartum depression:** The hospital provides educational materials about the signs and symptoms of postpartum depression to new moms through the Maternity Department.
 - Teaching local educators: On September 30, 2019, the hospital partnered with SPOY to hold a luncheon and discussion for all York County school districts, which included 60+ superintendents, principals, school counselors, and school social workers.



Supporting Suicide Prevention Programs in Schools

- Hope Squad:** The hospital, in conjunction with UPMC Pinnacle, is funding SPOY's efforts to establish a local chapter of Hope Squad, a school-based, peer-to-peer, suicide prevention program. In January 2020, one SPOY staff member was trained to facilitate Hope Squad. In 2021, York Suburban School District participated in the pilot program. The hospital plans to grow Hope Squad during the 2022-2023 school year.
- Aavidum Club:** During the 2019-2020 school year, the hospital, in conjunction with SPOY, supported Aavidum Club programs at three schools in the region (Spring Grove, Hanover Public, and South Western). This program aims to shatter the silence that surrounds depression, suicide, and other issues facing youth; it strives to create healthy school communities where students feel accepted and appreciated. The word Aavidum, which means "I've got your back," was created by students after they lost a classmate to suicide. What started in one tiny school is now a nationwide movement.

Providing Support for Those with Depression

UPMC Hanover offers a depression support group to help individuals connect with others and to provide emotional and practical support, facilitated by specially trained staff.

- Between January 2019 and December 2020, 511 people participated in the depression support group and 1:1 sessions with the UPMC Hanover Spiritual Care staff.

Training Community Members to Question, Persuade, and Refer

In partnership with UPMC Memorial, UPMC Hanover continues to collaborate with SPOY to promote and support QPR trainings throughout York County. Question, Persuade, and Refer (QPR) Gatekeeper Training for Suicide Prevention is a one to two hour educational program designed to teach lay and professional “gatekeepers” the warning signs of a suicide crisis and how to respond.

- From 2019 to 2020, 542 people were trained in QPR. After completing QPR, participants stated that they learned appropriate language to use regarding suicide, increased knowledge of suicide statistics, know how to have conversations with people about suicide, and better understand warning signs & risk factors for suicide.
- Due to the pandemic, in-person training sessions were cancelled. There was SPOY offered one virtual training in September 2020 with 50 participants.

COMMUNITY PARTNERS:

Suicide Prevention of York (SPOY), Community REACH, Healthy York, TrueNorth Wellness Services, UPMC Hanover’s Social Services/Spiritual Care Department, Cognitive Health Solutions, Inc., UPMC Hanover’s Maternity Department, Hanover Public School District, South Western School District, Spring Grove Area School District, Rocky 98.5 WYCR, senior centers, churches, other community locations and businesses in York County

Prevention and Community-Wide Healthy Living

Maternal-Child Health: Low Birth Weight

UPMC Hanover is committed to supporting healthy pregnancies in York County. Over the last three years, the hospital has continued to offer education and support programs for pregnant women and new parents, with a focus on helping to reduce the number of low birth weight babies born in York County.

GOAL:

Improve the wellbeing of women and their unborn children

STRATEGY:

Provide education and support services around prenatal and postnatal care

ACTIONS:

- ✓ Promote and support local prenatal and postnatal care/support services to pregnant women and teens
- ✓ Distribute produce vouchers for pregnant moms and new parents

TARGET POPULATION:

- Women
- Children and adolescents

PROGRAMS:

- Prenatal and postnatal classes
- Better Living Radio Talks
- Support group
- Produce vouchers

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



156

Participants in Prenatal and Postnatal Classes
(July 2019 - June 2020)



10

Maternal-Child Health Talks on Better Living Radio
(July 2019 - June 2020)



1,370

Produce Vouchers Distributed
(January 2019 - January 2021)

PROGRAM HIGHLIGHTS:

Providing Education and Support for New Parents

To help new parents and families prepare for a new baby, UPMC Hanover continues to offer a variety of childbirth and parenting programs, including:

- **Educational classes:** The hospital offers classes, such as childbirth and new siblings, for expectant parents in the broader community.
 - > From February 2019 through February 2020, the hospital hosted 33 classes for 274 total participants
 - > In light of precautions being taken to prevent potential spread of COVID-19, and to limit the amount of traffic throughout the hospital, UPMC Hanover took the necessary step to suspend all in-person prenatal classes. In lieu of in-person classes, the hospital offered online options – beginning in May 2020, the hospital offered nine virtual childbirth classes with 72 participants.

- **Community education through Better Living Radio:** Every weekday from 10 to 11 a.m., 1280 AM and 95.3 FM airs Better Living Radio, sponsored by UPMC Hanover. From 2019 through 2020, the hospital's Maternity Department staff have participated in 10 radio show talks, presenting information about maternal-child health, such as childhood obesity, child safety and protection, postpartum depression, and immunization awareness.
- **Collaborating with local organizations:** Over the last three years, the hospital has continued to partner with Tender Care Pregnancy Center, Penn State Extension's Nutrition Links Program, and WIC to offer support and promote their services. In addition, staff work with other local agencies to provide free support and education to pregnant women and teens.
- **Support groups:** The hospital hosts a support group for new and expecting moms. In 2019, 35 women participated. Due to the pandemic and social distancing, this support group was not able to meet in 2020.

Increasing Access to Local Produce

UPMC Hanover continues to provide \$5.00 produce vouchers to patients through the hospital's Maternity Department, as well as to community organizations that work with new moms, such as WIC, Tender Care Pregnancy Center, and Penn State Extension's Nutrition Links Program. These vouchers help increase access to fresh, nutritious fruits, vegetables, and herbs from farms in the region.

- From January 2019 through October 2020, UPMC Hanover distributed 950 vouchers to childbirth class participants and to new moms with their discharge papers. The hospital also provided a total of 620 vouchers to WIC, Penn State Extension's Nutrition Links Program, and Tender Care Pregnancy Center.

COMMUNITY PARTNERS:

UPMC Hanover's Maternity Department, Tender Care Pregnancy Center, Women, Infants, and Children (WIC) Program, Family First Health's Nurse-Family Partnership, Penn State Extension's Nutrition Links Program

Prevention and Community-Wide Healthy Living

Maternal-Child Health: STDs/STIs and Teen Pregnancy Prevention

UPMC Hanover continues to support evidence-based programs to promote health education, targeting a reduction in the rate of teens with STDs/STIs and a decrease in the number of teen pregnancies in York County.

GOAL:

Promote healthy sexual behaviors among youth in the region

STRATEGY:

Promote and support local, established programs for health education

ACTIONS:

- ✓ Provide or fund local, established educational programs for STDs/STIs
- ✓ Provide or fund local, established programs for teen pregnancy prevention

TARGET POPULATION:

- Children and adolescents

PROGRAMS:

- STD/STI education
- Teen pregnancy education

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



New Partnership Established - Tender Care Pregnancy Center (2021)



1,756

Students Reached through Health Education Programs (July 2019 - December 2020)

PROGRAM HIGHLIGHTS:

Supporting Health Education Programs for Teens

Over the last three years, UPMC Hanover strengthened its relationships with community partners and, in collaboration with UPMC Memorial, supported evidence-based programs to promote health education, targeting teens in York County.

- **Partnering with Tender Care Pregnancy Center:** In 2021, UPMC Hanover began working with Tender Care Pregnancy Center to provide education to prevent teen pregnancy and to promote the hospital's childbirth classes to their clients.
- **Supporting the Byrnes Health Education Center:** In partnership with UPMC Memorial, UPMC Hanover supports STD/STI and teen pregnancy prevention programs offered by the Byrnes Health Education Center, a resource for innovative, high-quality health education. In 2019, the Center partnered with the York City School District to reach students in their classrooms. From December 2019 to February 2020, the Center provided 15 programs and reached 1,756 students between 2nd and 8th grade.

COMMUNITY PARTNERS:

Byrnes Health Education Center, York City School District (Devers K-8, Goode K-8, Jackson K-8, and Phineas David K-8), Tender Care Pregnancy Center

UPMC Hanover Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 25, 2022, the governing body 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 Hanover Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Hanover 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 and by strengthening collaborations with numerous community partners.



Working to Advance Health Equity

UPMC Hanover recognizes that a broad range of efforts both within and beyond health care will be instrumental in addressing factors that contribute to health disparities. UPMC Hanover's 2022-2025 Implementation Plan includes health equity-promoting programs and initiatives, which aim to help address factors that may contribute to health disparities, such as socioeconomic status and other factors. Efforts include:

- **Enhancing Access to Care for Rural Communities:** Increasing the convenience and accessibility of health care services by exploring opportunities to expand access to behavioral health care and specialty providers through telemedicine initiatives and the potential to open an inpatient facility in York County.
- **Overcoming Language Barriers:** Enhancing translation services to provide linguistically and culturally appropriate and respectful health care.
- **Addressing the Health Needs of Underserved Populations:** Offering programs that address economic and social barriers to health, such as providing medical care to unsheltered individuals.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Hanover will increase access to behavioral health care and addiction medicine services through a range of initiatives that aim to increase accessibility, reduce transportation barriers, improve care transitions, and promote education and awareness. To fill a gap in local access to higher levels of behavioral health care, UPMC Hanover will partner with UPMC Memorial to explore opportunities to open an inpatient facility in York County.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Improve access to behavioral health services in York County and surrounding communities

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to mental health and addiction recovery services by leveraging strong partnerships to provide timely and convenient care.	<ul style="list-style-type: none"> • Explore the opportunity to open an inpatient behavioral health services facility in York County • Provide a platform for telepsychiatry services to perform virtual evaluations in the Emergency Department • Partner with the Center for Addiction Recovery at UPMC in Central Pa. to host the Medication-Assisted Treatment (MAT) mobile unit for the local community • Help ensure a seamless transition for opioid overdose survivors from emergency medical care to specialty substance use disorder (SUD) treatment to improve the prospect of recovery • Support the efforts of the York Opioid Collaborative
2. Increase awareness of mental health services in the community.	<ul style="list-style-type: none"> • Provide multi-level support and education to help people understand behavioral health services available to them • Continue to maintain the Behavioral Health Resource Guide to help ensure the latest information is available to the community • Distribute the resource guide to community members and partners • Promote awareness of mental health programs through marketing campaigns • Increase awareness and provide education through virtual platforms • Host Mental Health First Aid training at the hospital • Engage with diverse communities by participating in a regional Mental Health Summit

TARGET POPULATION

General community, children and adolescents, seniors

PLANNED COLLABORATIONS

Suicide Prevention of York, York County school districts, TrueNorth Wellness Services, Healthy Adams County, UPMC Pinnacle Health Foundation, York Opioid Collaborative, UPMC Center for Addiction Recovery, UPMC Hanover Emergency Room providers

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Hanover plans to expand access to specialty care in the community. The hospital will leverage UPMC’s system-wide resources and community partners to deliver advanced, high-quality care close to home.

HEALTH PRIORITY #1

Specialty Care

GOAL

Improve access to specialty care in York County and surrounding communities

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Leverage UPMC’s extensive provider network to enhance specialty care in the Greater Hanover Area.	<ul style="list-style-type: none"> Recruit and retain specialty providers to the region to increase access to care Expand access to specialty care, and the utilization of telehealth specialty services, to provide more efficient and effective diagnoses and treatment options
2. Increase awareness of specialty services in the community.	<ul style="list-style-type: none"> Increase awareness and provide education through virtual platforms Promote specialty services offered at UPMC Hanover through marketing campaigns Participate in outreach events to engage with the community

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Hanover Physician Liaisons, UPMC Hanover Emergency Department, UPMC Digital Marketing Team, UPMC Pinnacle Health Foundation

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Hanover continues to enhance care coordination. The hospital uses innovative models of care to improve communication between patients and primary care physicians – enlisting support from local paramedics who visit patients in their homes.

HEALTH PRIORITY #2

Care Coordination

GOAL

Improve care coordination for homebound patients and for those recently discharged from the hospital

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase the number of patients receiving care coordination services.	<ul style="list-style-type: none"> Collaborate with the Home Visit Program and Community Paramedicine to refer patients to care coordination services, to help enhance communication, and to complete home safety checks for patients after discharge
2. Increase the number of patients receiving palliative care services.	<ul style="list-style-type: none"> Provide education about UPMC Hanover’s services to families and senior service organizations in the community
3. Enhance communication between patients, their families, and providers by promoting the use of advanced care directives.	<ul style="list-style-type: none"> Host an End-of-Life Educational Tour in partnership with UPMC hospitals in Central Pa. to engage underserved populations Educate the community about end-of-life choices and palliative care, including advanced care directives, the POLST (Portable Medical Orders) form, organ and tissue donation, hospice, and the importance of wills Engage underserved communities in advance care planning and empower them to start conversations about their end-of-life goals and wishes Advocate for better understanding of advance care planning by participating in National Healthcare Decision Day

TARGET POPULATION

General community, patients, minorities, homebound and underserved populations, seniors

PLANNED COLLABORATIONS

Primary Care Physicians, local emergency medical services, Community Paramedicine, UPMC Virtual Primary Care, UPMC Pinnacle Health Foundation, local senior service organizations, long-term care facilities, York County Area Agency on Aging, Adams County Office for Aging, UPMC Hanover Social Services Department, UPMC Hillman Cancer Center

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Hanover plans to implement and support high-quality community prevention and wellness programs and initiatives within York County.

HEALTH PRIORITY #1

Community Prevention and Wellness Initiatives

Goal

Promote wellness and healthy living in York County and surrounding communities

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve overall community health and wellness through prevention and education.	<ul style="list-style-type: none"> • Provide multi-level support and education to help people with a variety of health and wellness-related issues
2. Identify opportunities to address food insecurity by increasing access to healthy foods.	<ul style="list-style-type: none"> • Increase access to fresh produce by establishing a \$5.00 voucher program
3. Address childhood obesity through educational programs and events.	<ul style="list-style-type: none"> • Collaborate with UPMC partners to implement the Eat Smart Play Smart curriculum into the Greater Hanover Area Schools • Encourage participation in the wellness program to increase the knowledge of children and adolescents on fitness, nutrition, and mental health topics • Assist local school districts to identify youth with body mass index (BMI) greater than 30 • Provide multi-level support to help adolescents reach a healthy weight • Improve awareness of healthy lifestyle habits to reach a healthy weight for all ages • Offer education regarding healthy lifestyle habits that contribute to achieving a healthy weight
4. Address heart disease and stroke through a variety of educational programs, events, and screenings.	<ul style="list-style-type: none"> • Provide education about chronic disease to increase awareness of heart disease and stroke in the community • Raise awareness of UPMC's specialty services, including UPMC Hanover's Heart and Vascular Institute and stroke services • Offer free blood pressure screenings
5. Address diabetes through a variety of educational programs, events, and screenings.	<ul style="list-style-type: none"> • Increase awareness of diabetes among the community and provide multi-level support and education to help people understand their risk for diabetes • Implement a diabetes program within New Hope Ministries • Raise awareness of diabetes education and management services • Increase patient referrals to diabetes educators, in both inpatient and outpatient settings

TARGET POPULATION

General community, children and adolescents, seniors, families, low-income and underserved communities

PLANNED COLLABORATIONS

The Markets at Hanover, City of York – Bureau of Health, Hanover Public SD, UPMC Hanover's Auxiliary, UPMC Pinnacle Health Foundation, York County School Districts, UPMC Physician Offices and Physician Liaisons, local coalitions/task forces, local colleges/universities, American Heart Association, UPMC's CARES Team, local markets, senior centers, Diabetes Coalition of York County, UPMC's Digital Marketing Team, New Hope Ministries

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Hanover plans to support and implement programs and initiatives that reach underserved populations in the community to help address economic and social barriers to health.

HEALTH PRIORITY #2

Health-Related Social Needs

GOAL

Improve the health of the underserved population in York County and surrounding communities

STRATEGY AND INTENDED ACTIONS

Intended Actions	Intended Actions
1. Address the health needs of those most impacted by lack of economic resources.	<ul style="list-style-type: none"> • Address the health needs of the homeless population by providing medical care, education, and community resources to unsheltered individuals • Help connect patients to different community resources by leveraging findhelp.org • Establish the Community Health Worker program in York County to help enhance community outreach efforts
2. Improve access to care by addressing transportation and language barriers.	<ul style="list-style-type: none"> • Address transportation barriers to care by offering transportation assistance to low-income patients • Improve access to care with translation services

TARGET POPULATION

General community, homeless individuals

PLANNED COLLABORATIONS

UPMC Hanover’s Street Medicine Team, UPMC Language Services, rabbitransit, UPMC Pinnacle Health Foundation

Community Health Improvement Progress and Plan


*2019 – 2022 Progress Report and
2022 – 2025 Implementation Plan*



UPMC | LITITZ

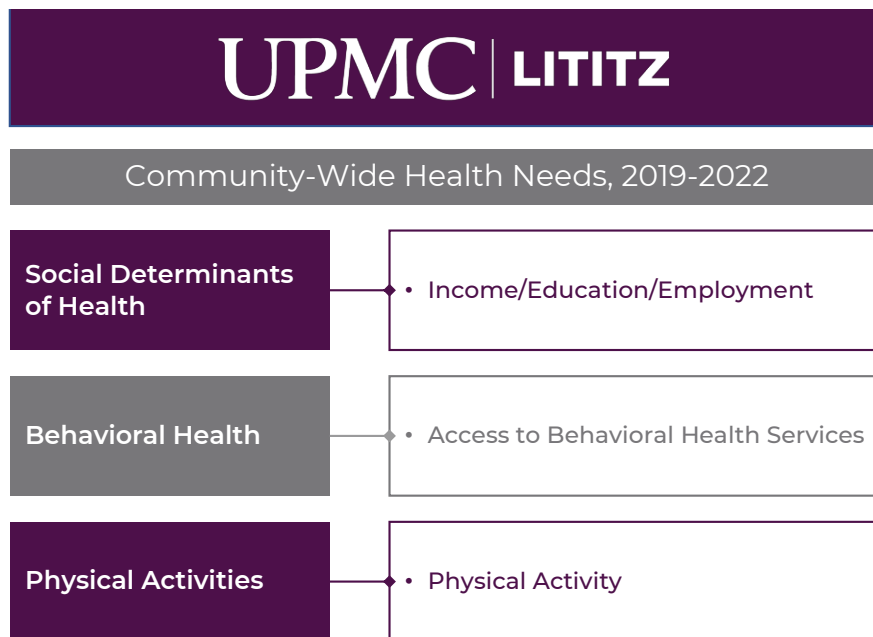
Caring for the Community

UPMC Lititz has served Lancaster County since its founding in 1927. Previously known as Heart of Lancaster Regional Medical Center, UPMC Lititz joined UPMC in 2017. This acute care facility offers access to an extensive range of specialized surgical care, including cardiac, cancer, and women’s health services, as well as orthopaedic surgery, sleep medicine, cardiac rehabilitation, and plastic and reconstructive surgery. In addition, UPMC Lititz provides access to a Level III NICU, and is certified by The Joint Commission for Advanced Stroke (PCC) care.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	148	Employees	522
	Hospital Patients	3,767	Community Benefits Contributions	\$8.0 million
	Emergency Dept. Visits	14,563	Free and Reduced Cost Care	\$6.2 million
	Total Surgeries	3,709	Total Economic Impact of Hospital Operations	\$188.5 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Lititz affirmed the following significant health needs:



Advancing Community Health Initiatives While Navigating the COVID-19 Pandemic

Beginning in March 2020, the COVID-19 pandemic disrupted Pennsylvania’s communities, economy, and health care organizations. To help slow the spread of COVID-19 throughout the region, state and local governments issued community mitigation and social distancing measures, impacting UPMC Lititz’s ability to implement planned community health improvement initiatives. As a result, UPMC Lititz temporarily suspended or modified in-person programs to promote social distancing, educated the community about the health risks of COVID-19, increased access to telehealth services, established COVID-19 testing sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Lititz navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Income/Education/Employment

UPMC Lititz, in collaboration with local partners, is committed to creating a pipeline for the community to address a workforce development need.

GOAL:

Improve the health care career pipeline

STRATEGY:

Collaborate with community organizations to address workforce development needs

ACTIONS:

- ✓ Increase local understanding of health care jobs that are available in the community
- ✓ Provide students with internship and externship opportunities

TARGET POPULATION:

- General community

PROGRAMS:

- Volunteer and shadowing opportunities
- Job fairs
- Educators in the Workplace
- Patients R Waiting
- Diversity in Medicine Conference
- Diversifying Doula Initiative
- Free health seminars

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



417

Participants in Diversity in Medicine Conference
(September 2020)



36

Women of Color Completed Doula Training
(May 2020 - April 2021)



398

Students Participated in Allied Health Internships and Nursing Clinical Rotations
(July 2019 - February 2021)

PROGRAM HIGHLIGHTS:

Connecting with Local Schools

Over the last three years, UPMC Lititz has continued to partner with area high schools and colleges to help students learn about the range of options available in the health care field. Efforts over the last three years includes:

- **Volunteer and job shadowing opportunities:** Since July 2019, UPMC Lititz provided 26 local high school students with volunteer opportunities. Unfortunately, volunteer opportunities ceased as of March 2020 due to the COVID-19 pandemic.
- **Job fairs and forums:** In October 2019, the hospital joined community partners, such as Lancaster County Career and Technology Center, Lebanon Valley College, and Career Ready PA, in sharing information about job openings and career pathways – participating in three different community events open to students and job seekers.
- **Educators in the Workplace:** In 2019, the hospital hosted three local educators to learn about health care careers so that they can help guide students to different educational and career pathways.

Increasing Diversity in Medicine

UPMC Lititz is proud to support Patients R Waiting (PRW), an initiative dedicated to eliminating health disparities by increasing diversity in medicine. PRW focuses on increasing the pipeline of minority clinicians, making the pipeline of minority clinicians less leaky, and supporting minority clinicians in practice. The hospital's partnership with PRW is focused on strengthening the pipeline of high school and college students of color by providing opportunities to be directly connected with UPMC Lititz physicians.

- **Diversity in Medicine Conference:** Over the last three years, UPMC Lititz collaborated with PRW to host its Diversity in Medicine Conference. UPMC Lititz provided funds to sponsor students' registration and books, as well as general marketing and promotion of PRW throughout the community.
 - > In 2019, 81 registrants from five colleges attended a full day of sessions, learning about various medical career pathways, the application process for medical school, financing medical education, and the benefits of attending a historically Black college.
 - > In 2020, 417 underrepresented students participated in the 4th annual conference, "Medicine is my Activism," which was held virtually, from September 25th through September 27th, due to the pandemic.
 - > In 2021, the hospital supported the Diversity In Medicine Conference, which was held on September 26th.
- **Diversifying Doulas Initiative:** Over the last two years, UPMC supported Patients R Waiting's Diversifying Doulas Initiative (DDI), which helps to address the maternal mortality crisis by providing Black and Latinx expectant moms in Lancaster with doula services and by offering women of color formal training to become certified doulas. A doula is a trained professional who provides physical, emotional, and informational support to a mother before, during, and shortly after childbirth. Doulas provide many benefits, including a reduction in anxiety and lower rates of C-sections, but they can often cost upwards of \$1,000. Through DDI, pregnant women of color are matched with experienced doulas, free of charge. UPMC and Patients R Waiting are working together to increase the available Black doulas in central Pennsylvania, and to make sure women who want a doula have access to one. Accomplishments include:
 - > 36 women of color have completed the free DDI doula training program.
 - > 50 women of color in Lancaster have received free birth and postpartum doula services.

Providing Hands-On Learning Opportunities for Career Development

Over the last three years, UPMC Lititz has continued to provide exceptional learning, mentoring, and professional development experiences to students in several courses of study, including Administrative Clinical Assistants (ACA), allied health, and nursing. Progress over the last three years includes:

- **Administrative Clinical Assistants (ACA):** The hospital offers Lancaster region applicants an active ACA training program in its ambulatory offices. This yearly program is able to send up to eight students through the training program. As of April 2021, one student completed ACA training in the fall of 2019 and earned a position with UPMC Lititz after graduating from the program. Due to the pandemic, ACA training was put on hold.
- **Allied Health Internships:** Between July 2019 and February 2021, 105 allied health students have participated in internships at UPMC Lititz.
- **Nursing Clinical Rotations:** Between July 2019 and February 2021, 293 nursing students have joined nursing clinical rotations at UPMC Lititz, learning hands-on skills in different specialties and building their professional network by connecting with experienced health care providers.

COMMUNITY PARTNERS:

Warwick High School, Manheim Township High School, Hempfield High School, Manheim Central High School, Lancaster County Career and Technology Center, Cornwall-Lebanon School District, Northern Lebanon School District, Palmyra Area School District, Franklin & Marshall College, Cheyney University, Lewis Katz School of Medicine at Temple, Loyola University Chicago Stritch School of Medicine, Philadelphia College of Osteopathic Medicine, Pennsylvania College of Health Science, Patients R Waiting (PRW), Lebanon Valley Advanced Care Center, UPMC Lititz Physicians

Behavioral Health

Behavioral Health: Access to Behavioral Health Services

UPMC Lititz continues to address the community’s need for access to behavioral health services through partnerships with regional organizations and a new telepsychiatry program.

GOAL:

Expand behavioral health care access in the community

STRATEGY:

Assess needs and leverage partnerships to improve access to behavioral health care

ACTIONS:

- ✓ Raise awareness of not just organizations but specific services offered and the process to receive those services
- ✓ Provide services through electronic means, such as access to psychiatrists through telehealth
- ✓ Strengthen partnerships with regional organizations that provide behavioral health services
- ✓ Expand Behavioral Health Care Management in primary care

TARGET POPULATION:

- General community
- Plain community

PROGRAMS:

- Telepsychiatry
- Strengthen partnerships to provide behavioral health services:
 - > Faith-based clinic
 - > Home-birth midwives
- Expansion of Behavioral Health Care Management (BHCM) in Primary Care
- Medication Assisted Treatment (MAT) Embedded in Primary Care Offices

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



50
Telepsychiatry Visits
(April 2020 - April 2021)



2
Behavioral Health Providers Recruited to Serve Patients Locally
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Providing Inpatient Telepsychiatry Services

In April 2020, UPMC Lititz expanded its telepsychiatry pilot program hospital-wide. Through a partnership with UPMC Western Psychiatric Hospital, doctors and staff at UPMC Lititz can consult with a psychiatrist, share electronic patient records, and use real-time audio videoconferencing to treat patients in both the Emergency Department and in inpatient units. This telepsychiatry program helps to fill a gap in access to behavioral health services, making psychiatrists available to the Lititz community, which reduces the need to travel for care.

- 50 patients served through telepsychiatry from April 2020 to March 2021.
- 31 telepsychiatry consults conducted at UPMC Lititz between April 2020 and March 2021.

Integrating Behavioral Health Care and Primary Care

Over the last three years, UPMC in the Pinnacle region has worked to increase access to behavioral health services by integrating behavioral health specialists into primary care offices. Integration efforts include:

- **Behavioral Health Care Management:** In 2019, UPMC Lititz embedded a Behavioral Health Care Manager (BHCM) into its Family Practice Residency Program; this model helps to increase collaboration between primary care and behavioral health care. The BHCM works with Family Medicine residents and sees patients as a therapist or a case manager. This combined role is a helpful resource in the resident clinic, helping to increase utilization of behavioral health and allowing primary care providers to address more patient needs. The BHCM provides faculty support to residents, is available for warm hand-offs, assists in coordinating Medication Assisted Treatment (MAT) for patients with substance use disorders, and provides brief interventions for adults with behavioral health needs.
- **Medication Assisted Treatment:** Medication-Assisted Treatment (MAT) is the use of medications, in combination with counseling and behavioral therapies, to provide a “whole-patient” approach to the treatment of substance use disorders. MAT is primarily used for the treatment of addiction to opioids such as heroin and prescription pain relievers that contain opiates. UPMC patients can now access MAT through four primary care offices in the region.
 - > From January 2019 to April of 2021, 157 new patients started on MAT in the Lancaster/Lititz area.

Training Home Birth Midwives

Established in 2018, the Home Birth Midwife initiative continues to increase the skills of home birth midwives who work with the region’s Plain community. Local midwives meet every six weeks for trainings and discussions led by an UPMC obstetrician and gynecologist. In-person trainings were originally held at locations throughout the region; however, trainings were converted to virtual meetings in March 2020. Over the last three years, trainings focused on a number of maternal and neonatal topics. Due to the COVID-19 pandemic, training topics shifted to include COVID diagnosis, testing, contact tracing, treatment, and vaccination of the Plain community.

Expanding Access by Successfully Recruiting Behavioral Health Providers

To help meet the community’s need for behavioral health care, UPMC Lititz continues to actively recruit Behavioral Health providers to the region. Since July 2019, the hospital has added two providers to its staff, including:

- One Behavioral Health Care Manager (BHCM).
- One psychiatrist, providing psychiatric care at UPMC Lititz and Collaborative Care Behavioral Health services with local primary care sites.

COMMUNITY PARTNERS:

UPMC Western Psychiatric Hospital, Marriage and Family Centers, midwives, Behavioral Health Care Managers

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives: Healthy Living/Eating and Obesity/Physical Activity

UPMC Lititz continues to assess the current state of healthy living activities, identify gaps in services, and leverage partnerships and resources to refer patients to free and reduced-cost support services that are available locally.

GOAL:

Increase knowledge of and access to community resources that support healthy living

STRATEGY:

Assess current healthy living activities and determine gaps in services for disenfranchised populations by identifying food deserts and food insecurities

ACTIONS:

- ✓ Evaluate resources for primary care providers to provide referrals for proper nutrition and physical activity needs in three populations (seniors, diabetics, and prenatal) and define connections to community resources
- ✓ Create awareness among UPMC Lititz providers of food insecurity and how it can manifest in patients
- ✓ Evaluate capacity of community agencies providing physical activity and nutrition support, and match health system resource with community health need

TARGET POPULATION:

- General community (includes Diabetics/Prenatal)
- Disenfranchised/underserved populations

PROGRAMS:

- Online resource and referral tool (e.g., Aunt Bertha)
- Provider education on food insecurity

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



New Tool Approved to Connect Patients with Resources

(2021)

PROGRAM HIGHLIGHTS:

Adopting a New Resource and Referral Tool

Over the last three years, UPMC Lititz has promoted a healthier environment by identifying which populations are currently underserved and evaluating resources for providers to make referrals for proper nutrition and physical activity needs. Current progress includes:

- **Prompting providers to ask patients about Social Determinants of Health (SDOH):** Since 2020, UPMC Lititz has been upgrading EPIC, its electronic health record system, to include questions about SDOH.
- **Connecting patients with resources:** UPMC Lititz is working to adopt a search and referral platform for social service organizations that will be connected to its Epic software. With this new platform, UPMC Lititz will have a new portal to gather information, to engage with patients about their resource needs, and to allow providers to electronically refer patients to support services.

Raising Provider Awareness about Food Insecurity

UPMC Lititz continues to educate providers about food insecurity and how it can manifest in patients. Over the last three years, the hospital has provided education and resources to staff about food insecurity and how to screen and refer patients for services. Progress includes:

- In April 2020, the hospital's Lab Department dedicated Lab Week to promoting awareness about food insecurity through a fundraising effort for the Central Pennsylvania Food Bank. The effort raised \$1,025.
- In June 2020, the hospital's night shift ICU RNs educated their colleagues about local food insecurity issues and collected \$500 in donations for the Central Pennsylvania Food Bank.

COMMUNITY PARTNERS:

Pennsylvania Department of Human Services, Central Pennsylvania Food Bank

UPMC Lititz Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 25, 2022, the governing body 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 Lititz Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Lititz 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 and by strengthening collaborations with numerous community partners.



Working to Advance Health Equity

UPMC Lititz recognizes that a broad range of efforts both within and beyond health care will be instrumental in addressing issues that contribute to health disparities. UPMC Lititz’s 2022-2025 Implementation Plan includes health equity-promoting programs and initiatives, which aim to help address socioeconomic and other factors that may contribute to health disparities. Efforts include:

- **Overcoming Language Barriers to Care:** Enhancing translation services to provide linguistically and culturally appropriate and respectful health care.
- **Addressing the Health Needs of Underserved Minority Populations:** Offering programs that address economic and social barriers to health, such as providing medical care to unsheltered individuals and offering vouchers to subsidize the cost of transportation for community members.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Lititz will increase access to behavioral health and addiction medicine services for the community through a variety of initiatives that increase accessibility, reduce transportation barriers, enable seamless transitions of care, and promote education and awareness.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Improve access to behavioral health services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to mental health and addiction recovery services by leveraging strong partnerships to provide timely and convenient care.	<ul style="list-style-type: none"> • Provide a platform for telepsychiatry services to perform virtual evaluations in the Emergency Department • Partner with the Center for Addiction Recovery at UPMC in Central Pa. to host the Medication-Assisted Treatment (MAT) mobile unit for the local community • Help ensure a seamless transition for opioid overdose survivors from emergency medical care to specialty substance use disorder (SUD) treatment to improve the prospect of recovery
2. Increase awareness of mental health services in the community.	<ul style="list-style-type: none"> • Engage with diverse communities by participating in a regional Mental Health Summit • Host Mental Health First Aid training at the hospital • Raise awareness of resources and services available to the community by promoting programs in collaboration with community partners

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Let's Talk Lancaster Coalition, Coalition of Churches, Joining Forces Coalition, UPMC Western Psychiatric Hospital, UPMC Pinnacle Health Foundation, Gatehouse, Lancaster County Joining Forces for Prevention, UPMC Center for Addiction Recovery, Lancaster County Advisory Council

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Lititz plans to continue to expand access to specialty care via telehealth services and collaborations with community partners.

HEALTH PRIORITY #1

Specialty Care

GOAL

Improve access to specialty care in Lititz

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Provide pregnant women of color in Lancaster with doula support services, which are a part of the hospital's efforts to help address the maternal mortality crisis.	<ul style="list-style-type: none"> • Help to connect pregnant women of color with experienced doulas, free of charge, to provide care and education both virtually and in person • Continue to increase diversity of doulas throughout Lancaster by promoting the formal training necessary to become a certified doula
2. Improve access to specialty provider-based services and support services.	<ul style="list-style-type: none"> • Expand access to specialty care, and the utilization of telehealth specialty services, to provide more efficient and effective diagnoses and treatment options • Recruit and retain specialty providers to the region to increase access to care

TARGET POPULATION

Women and minority populations

PLANNED COLLABORATIONS

PatientsRWaiting, UPMC Digital Marketing Team, UPMC Physician Recruitment, Lancaster County Advisory Council

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Lititz continues to enhance care coordination. The hospital uses innovative models of care to improve communication between patients and primary care physicians-enlisting support from local paramedics who can visit patients in their homes.

HEALTH PRIORITY #2

Care Coordination

GOAL

Improve care coordination for homebound patients and for those recently discharged from the hospital

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase the number of patients receiving care coordination services.	<ul style="list-style-type: none"> Collaborate with home visit program and Community Paramedicine to refer patients to care coordination services, to help enhance communication, and to complete home safety checks for patients after discharge
2. Enhance communication between patients, their families, and providers by promoting the use of advanced care directives.	<ul style="list-style-type: none"> Host an End-of-Life Educational Tour in partnership with UPMC hospitals in Central Pa. to engage underserved populations Educate the community, including diverse populations, about end-of-life choices and palliative care, including advanced care directives, the POLST (Portable Medical Orders) form, organ and tissue donation, hospice, and the importance of wills Engage underserved communities in advance care planning and empower them to start conversations about their end-of-life goals and wishes Advocate for better understanding of advance care planning by participating in National Healthcare Decision Day Raise awareness of mental and physical health issues by engaging individuals in community settings, such as local barbershops, to help reach men of color

TARGET POPULATION

General community, minorities, homebound, and underserved populations

PLANNED COLLABORATIONS

UPMC Spiritual Care Services, UPMC Community Initiatives, UPMC Health Plan, UPMC Harrisburg, UPMC Community Osteopathic, UPMC West Shore, UPMC Carlisle, UPMC Hanover, UPMC Memorial, Faith Community Health Connection, Palliative Care and Supportive Medicine Team, funeral directors, Gift of Life, community cemetery owners, Hospice Foundation of America, Penn State Milton S. Hershey Medical Center, local attorneys, UPMC Pinnacle Health Foundation, local barbershops, Lancaster County Advisory Council

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Lititz plans to provide programs and initiatives that will promote health and wellness programs to the local community.

HEALTH PRIORITY #1

Community Prevention and Wellness Initiatives

GOAL

Promote wellness and healthy living in Lancaster County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve overall community health and wellness by providing health education in collaboration with UPMC resources.	<ul style="list-style-type: none"> Youth education Educate adults in healthy lifestyle behaviors
2. Address obesity in youth and seniors through educational programs and events.	<ul style="list-style-type: none"> Offer education regarding healthy lifestyle habits that contribute to achieving a healthy weight
3. Create activities that will help reduce the incidence of obesity in the youth (5-17) and senior (65+) population.	<ul style="list-style-type: none"> Provide multi-level support to help adolescents reach a healthy weight Promote health and wellness resources within the senior community
4. Offer education and screenings to address prevention and early detection of chronic disease, with a focus on diabetes and heart disease and stroke.	<ul style="list-style-type: none"> Attend community events and offer free health screenings, including blood pressure and cholesterol screenings Provide education about chronic disease prevention, targeting diabetes and heart disease Raise awareness of UPMC's specialty services, targeting diabetes and heart disease and stroke Provide education for individuals diagnosed with pre-diabetes Raise awareness of diabetes management services, with a dedicated focus on the senior community Connect patients to the Diabetes Self-Management Program

TARGET POPULATION

General community, seniors, children and adolescents

PLANNED COLLABORATIONS

Lancaster County Workforce Development Board & PA Career Link Lancaster County, Career Link, Lancaster and Lititz Recreation Center, Lancaster County Office of Aging, Lancaster Downtowners, Warwick School District, UPMC Digital Marketing Team, UPMC Pinnacle Health Foundation, Healthy Kids Running (HKR), McCaskey High School, Benchmark, American Heart Association, Lancaster County Advisory Council

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Lititz plans to utilize strategies which reach the underserved in the community by offering programs that address economic and social barriers to health.

HEALTH PRIORITY #2

Health-Related Social Needs

GOAL

To improve the health of the community's underserved populations

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address the health needs of those most impacted by lack of economic resources.	<ul style="list-style-type: none"> Address the health needs of the homeless population by providing medical care and education to unsheltered individuals Improve access to care by addressing transportation and language barriers
2. Improve access to care with translation services.	<ul style="list-style-type: none"> Explore opportunities to offer vouchers to subsidize the cost of transportation for low-income patients Improve access to care with translation services Support Healthy Lititz to address barriers and access to health care and improve the wellbeing of those living with obesity, diabetes, and hypertension

TARGET POPULATION

General community, homeless individuals, seniors, children and adolescents

PLANNED COLLABORATIONS

CyraCom, Bridging the Gap, Alta Language services, Harrisburg Area Community College, UPMC Health Plan, UPMC Mission Effectiveness, UPMC Care Management, UPMC Pinnacle Health Foundation, Lancaster County Advisory Council

Community Health Improvement Progress and Plan


*2019 – 2022 Progress Report and
2022 – 2025 Implementation Plan*



UPMC | MEMORIAL

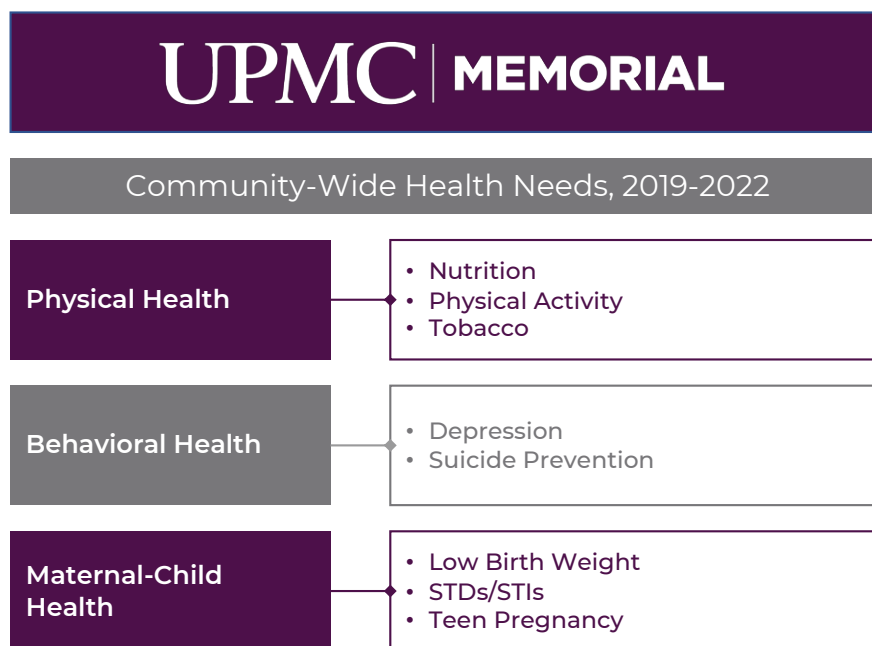
Caring for the Community

Located in York County, UPMC Memorial, the newest UPMC hospital in central Pennsylvania, opened in August 2019. The five level, state-of-the-art facility provides acute and emergency medical care, cardiology and vascular services, a Level II NICU, chronic disease treatment and management, surgical services, and treatment for patients requiring long-term acute care. An adjacent outpatient services building houses surgery and imaging services, as well as UPMC Hillman Cancer Center.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	104	Employees	804
	Hospital Patients	7,315	Community Benefits Contributions	\$13.1 million
	Emergency Dept. Visits	29,762	Free and Reduced Cost Care	\$10.7 million
	Total Surgeries	3,652	Total Economic Impact of Hospital Operations	\$173.5 million

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Memorial affirmed the following significant health needs:



Caring for the Community in Times of Crisis

Beginning in March 2020, the COVID-19 pandemic disrupted Pennsylvania's communities, economy, and health care organizations. To help slow the spread of COVID-19 throughout the region, state and local governments issued community mitigation and social distancing measures, impacting UPMC Memorial's ability to implement planned community health improvement initiatives. As a result, UPMC Memorial temporarily suspended or modified in-person programs to promote social distancing, educated the community about the health risks of COVID-19, increased access to telehealth services, established COVID-19 testing sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Memorial navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Prevention and Community-Wide Healthy Living

Physical Health: Nutrition and Physical Activity

UPMC Memorial continues to address nutrition and physical activity through outreach and education efforts in partnership with local community organizations.

GOAL:

Promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights*

STRATEGY:

Provide educational learning opportunities to a variety of age groups and populations

ACTIONS:

- ✓ Provide health education events, BMI screenings, and cooking demos
- ✓ Increase knowledge of and access to fresh produce in the region by 2022
- ✓ Engage in community outreach to promote chronic disease awareness
- ✓ Improve health, fitness, and quality of life by two percent through increased physical activity

TARGET POPULATION:

- General community

PROGRAMS:

- Take Back the Table
- Cooking demos
- Heart Smarts
- \$5 produce vouchers
- BMI Screenings

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



379

Participants in Take Back the Table Classes
(July 2019 - June 2020)



1,437

Participants in Cooking Demos and Food Tastings
(July 2019 - February 2021)



625

Participants in Heart Smarts Program
(2019)

*Utilized or adapted from Healthy People 2020 Goals & Objectives

PROGRAM HIGHLIGHTS:

Empowering Healthy Choices through Education

In 2018, the total number of adults in York County getting the recommended three or more servings of vegetables per day was three percent. Over the last three years, UPMC Memorial has continued to offer a range of programs to help community members learn about nutrition, healthy eating, and increasing access to fresh produce. Efforts include:

- **Take Back the Table (TBTT):** In partnership with the York City School District and Cooking with the Pros, UPMC Memorial encourages students and their families to spend time cooking together through Take Back the Table (TBTT). This program provides recipes, educational tips, and cooking videos.
 - > Between July 2019 and June 2020, 379 parents and children participated in TBTT program in-person (4 classes were held) or virtually.
 - > Due to the pandemic, TBTT adapted its classes to connect with community members through Facebook. From July to September 2020, TBTT's Facebook cooking classes have had more than 5,000 views.
- **Cooking demos:** To encourage healthy eating, the hospital sponsors cooking demos and food tastings at locations throughout York County, including pop-up produce stands, health fairs, Central Market York (CMY), and through virtual platforms — CMY's website, blog, and Facebook page.
 - > Between July 2019 and February 2021, 27 cooking demos/food tastings were provided, with 1,437 people served.
 - > Due to the pandemic, no in-person cooking demos were held between July 2020 and February 2021. However, the hospital did provide CMY with recorded cooking demo videos with healthy recipes, such as a heart healthy salad and a quinoa veggie blend. The videos are accessible on flatscreens at the market and their Facebook page. There were 307 views on CMY's Facebook page for the September 2020 video.



Increasing Access to Fresh Produce

In 2019, UPMC Memorial partnered with the York City Bureau of Health's Heart Smarts Program to give York City residents access to nutritional education and health screenings. The program offers nutrition classes, health screenings, and redeemable coupons for participation. By attending health classes, participants earn "Heart Bucks" that are worth \$4. Those coupons can be redeemed at participating mobile markets for fresh produce. The program targets Hispanic, African American, low income, and senior populations.

- In 2019, 625 people participated in the program and 92 percent of \$4 Heart Bucks were redeemed. Participant results show that 44 percent increased their fruit & vegetable intake, 24 percent decreased their sodium intake, 23 percent increased their exercise, and 9 percent decreased or quit smoking.

Providing Free BMI and Blood Pressure Screenings

UPMC Memorial offers body mass index (BMI) and blood pressure screenings at community events and to participants in the York City Bureau of Health's Heart Smarts Program.

- Between July 2019 and June 2020, 41 blood pressure screenings were conducted, with 23 having high blood pressure, and 15 BMI screenings were completed, with eight resulting in an overweight or obese number.

2019 Physical Activity Objective:

Improve health, fitness, and quality of life by ten percent through increased physical activity.

In 2018, the rate for adults who were physically inactive in York County was 22 percent, and in 2021, that number decreased to 21 percent.*

**Data from the York County Community Health Needs Assessment, 2019*

COMMUNITY PARTNERS:

UPMC Hanover, community locations, senior centers, businesses, schools, coalitions, York City Bureau of Health, Central Market York (YorKitchen), UPMC Memorial's Dietitians, UPMC Pinnacle's Dietitians, Cooking with the Pros, York Fresh Food Farms, Community of Hope Family First Health, Penn State Nutrition Links, York City School District

Prevention and Community-Wide Healthy Living

Physical Health: Tobacco

UPMC Memorial continues to raise community awareness about the health risks of tobacco and nicotine use and offers programs and resources to help community members quit smoking. All of the hospital's programs are taught by a trained tobacco cessation educator.

GOAL:

Decrease illness, disability, and death related to tobacco use, vaping, and secondhand smoke exposure*

STRATEGY:

Offer educational opportunities and support for smoking cessation

ACTIONS:

- ✓ Provide chronic disease education, screenings, and intervention in the community

TARGET POPULATION:

- General community

PROGRAMS:

- Nicotine Support Groups
- 1:1 Sessions
- Intervention for Nicotine Dependence: Education, Prevention, Tobacco and Health (INDEPTH)
- Community outreach

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



500+

Attendees at Education and Screening Events
(July 2019 - April 2021)



237

Individuals Trained in Stop the Bleed Techniques
(July 2019 - March 2020)

PROGRAM HIGHLIGHTS:

Encouraging Community Members to Quit Smoking

UPMC Memorial offers the community several support programs for smoking cessation, including:

- **Freedom From Smoking:** The program uses techniques based on pharmacological and psychological principles and methods designed to help tobacco users gain control over their behavior and break their addiction. Because no single quit-smoking method is effective for all tobacco users, the program includes a comprehensive variety of evidence-based, proven-effective cessation techniques.
 - > Between November 2019 and March 2020, the hospital offered 13 Freedom From Smoking in-person classes, serving 10 people.
 - > During the pandemic, the hospital did not hold Freedom From Smoking classes. As of March 2021, these classes had not resumed.

- **1:1 Counseling Sessions:** The hospital offers free individualized one-on-one quit support sessions with a trained tobacco cessation educator. Educators assist patients by exploring tobacco use issues and helping to devise a custom quit plan, which may include the patch, gum, lozenges, behavior modification, hypnosis, Chantix, Zyban, or going “cold turkey.”
 - > From July 2019 to December 2020, 203 people engaged in 346 sessions of 1:1 tobacco cessation counseling.
- **Nicotine Support Group:** UPMC Memorial offers the only in-person Nicotine Support Group in York County. Participants share common experiences, learn about the power of nicotine, and benefit from a caring atmosphere.
 - > Between January and December 2020, 641 people were served through five in-person and 12 virtual visits, as well as through Facebook Live Nicotine Support Group sessions.
 - > Due to COVID-19, the in-person support groups have been moved to a virtual platform and are still being held twice per month virtually and through a Nicotine Dependence Support Group on Facebook.

Launching a Pilot Program to Address Teen Vaping

In 2019, UPMC Memorial took initial steps to implement the American Lung Association’s Intervention for Nicotine Dependence: Education, Prevention, Tobacco and Health (INDEPTH) program in York County. INDEPTH is a new, convenient alternative to suspension or citation that helps schools and communities address the teen vaping problem in a more supportive way. Instead of solely focusing on punitive measures, INDEPTH is an interactive program that teaches students about nicotine dependence, establishing healthy alternatives, and how to kick the unhealthy addiction.

- In October 2019, the hospital trained four educators, which expands access to the INDEPTH program in York County.
- Due to COVID-19, the spring 2020 INDEPTH pilot program with Dallastown School District was put on hold until further notice.

COMMUNITY PARTNERS:

UPMC Hanover’s Tobacco Educators, American Lung Association, South Western School District, Tobacco Free York County, Rocky 98.5 WYCR, community locations, senior centers, Guthrie Memorial Library

Behavioral Health

Depression and Suicide Prevention

UPMC Memorial is addressing depression and suicide prevention by providing education and increasing access to behavioral health services and support.

GOAL:

Improve mental health through prevention and by ensuring access to appropriate, quality mental health services*

STRATEGY:

Provide educational learning opportunities, community outreach, and support services

ACTIONS:

- ✓ Provide educational learning opportunities to a variety of age groups/populations
- ✓ Hold Mental Health First Aid & QPR Trainings for professionals and community at-large
- ✓ Provide community outreach and support groups
- ✓ Decrease the number of poor mental health days people experience in our region
- ✓ Decrease the suicide rates by five percent in the region by 2022

TARGET POPULATION:

- General community

PROGRAMS:

- Community outreach and education
- Question, Persuade, and Refer (QPR) and Mental Health First Aid Trainings
- Support groups

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,750

Behavioral Health
Resource Guides
Distributed
(2019 - 2020)



901

Participants in Wellness
Presentations
(2019 - 2021)



542

Participants in
QPR Trainings
(2019 - 2020)

PROGRAM HIGHLIGHTS:

Raising Awareness of Depression and Suicide through Outreach and Educational Programs

UPMC Memorial continues to provide information and resources about depression and suicide prevention to the community, partnering with Suicide Prevention of York (SPOY) on many of these initiatives.

*Utilized or adapted from Healthy People 2020 Goals & Objectives

- Reaching out to the community:** From July 2019 to July 2020, the hospital provided suicide and mental health-related resources at 24 community events throughout York County. In addition, between July and September 2020, the hospital partnered with SPOY to raise awareness by participating in seven local radio talk shows and posting daily messages to Facebook during Suicide Prevention Awareness Month in September — earning a total of 6,859 views on 30 posts.
- Distributing a resource guide to community partners:** The hospital provided 1,750 Behavioral Health Resource Guides to: York City Police Department, Suicide Prevention of York, Family First Health, and White Deer Run of York. In addition, the hospital's Emergency Department, Family Birth Center, and Social Services Department distribute the guides to patients, and health educators distribute them at community outreach events.
- Encouraging wellness:** From June 2019 to January 2021, a total of 901 people participated in wellness presentations, both in-person and virtually. Topics included: eight dimensions of wellness, emotional wellness, and seasonal affective disorder. The hospital also partnered with the York City School District to provide four suicide prevention/depression-related presentations, part of the virtual Wellness Wednesdays program on resiliency, stress management, coping skills, and suicide prevention. Beginning January 2021, other school districts were invited to participate in the Wellness Wednesdays Program (Eastern York School District, West Shore School District, York Suburban School District, South Western School District, and Spring Grove Area School District).
- Promoting awareness of postpartum depression:** The hospital provides educational materials about the signs and symptoms of postpartum depression to new moms through the Family Birth Center and the Labor and Delivery Department.



Supporting Suicide Prevention Programs in Schools

- Hope Squad:** The hospital, in conjunction with UPMC Pinnacle, is funding SPOY's efforts to establish a local chapter of Hope Squad, a school-based, peer-to-peer suicide prevention program. As of January 2020, one SPOY staff member was trained to facilitate the Hope Squad program. UPMC Memorial assisted with the pilot program at York Suburban School District in Fall 2021.
- Aavidum Club:** During the 2019-2020 school year, the hospital, in conjunction with SPOY, supported Aavidum Club Programs at six schools in the region (York Suburban, Dallastown Area, South Eastern, Dover, Central York, and Eastern York). This program aims to shatter the silence that surrounds depression, suicide, and other issues facing youth; it strives to create healthy school communities where students feel accepted and appreciated. The word Aavidum, which means "I've got your back," was created by students after they lost a classmate to suicide. What started in one tiny school is now a nationwide movement.

Providing Support for Those Who Have Lost a Loved One to Suicide

UPMC Memorial promotes SPOY's Suicide Survivors Support Groups to help individuals connect with others who have had similar life experiences losing loved ones to suicide. The groups offer emotional and practical support and are facilitated by SPOY staff and survivors.

- Between July 2019 and December 2020, SPOY hosted support groups in Dover, Shrewsbury, Dallastown, and virtually, with a total of 86 participants.

Training Community Members to Question, Persuade, and Refer

In partnership with UPMC Hanover, UPMC Memorial continues to collaborate with SPOY to promote and support QPR trainings throughout York County. Question, Persuade, and Refer (QPR) Gatekeeper Training for Suicide Prevention is a 1-2 hour educational program designed to teach lay and professional “gatekeepers” the warning signs of a suicide crisis and how to respond.

- From 2019 to 2020, 542 people were trained in QPR. After completing QPR, participants state that they learned appropriate language to use regarding suicide, increased knowledge of suicide statistics, know how to have conversations with people about suicide, and better understand warning signs and risk factors for suicide.
- Due to the pandemic, in-person training sessions were cancelled. There was one virtual training held in September 2020 with 50 participants.

COMMUNITY PARTNERS:

Suicide Prevention of York, Family First Health, York City Bureau of Health, UPMC Memorial Labor & Delivery, Community REACH, senior centers, churches, other community locations & businesses in York County, Healthy York, TrueNorth Wellness Services, York City School District, South Eastern High School, Red Lion High School, York Suburban High School, Central York High School, Dover High School, Eastern Middle School, Dallastown High School, Presbyterian Senior Living, York City Police Department, White Deer Run York

Prevention and Community-Wide Healthy Living

Maternal-Child Health: Low Birth Weight

UPMC Memorial plays a central role in supporting healthy pregnancies in York County. Over the last three years, the hospital has continued to offer education and support programs for pregnant women and new parents, with a focus on helping to reduce the number of low birth weight babies born in York County.

GOAL:

Improve the wellbeing of women and their unborn children

STRATEGY:

Provide education and support services around prenatal and postnatal care

ACTIONS:

- ✓ Promote and support local prenatal and postnatal care/support services to pregnant women and teens
- ✓ Distribute produce vouchers for pregnant moms and new parents

TARGET POPULATION:

- Women
- Children and adolescents

PROGRAMS:

- Prenatal and postnatal classes
- Support groups
- Obstetrician (OB) office visits and education
- Produce vouchers
- Cooking demos
- Educational flyers

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



141

Participants in Prenatal and Postnatal Classes
(July 2019 - December 2020)



4

Health Education Programs Offered
(July 2019 - December 2020)

PROGRAM HIGHLIGHTS:

Providing Education and Support for New Parents

To help new parents and families prepare for a new baby, UPMC Memorial continues to offer a comprehensive array of childbirth and parenting programs, including:

- Educational classes:** The hospital provides a variety of prenatal classes for new parents, siblings, and grandparents. Topics include: childbirth, breastfeeding basics, and a cooking presentation on the importance of folic acid during pregnancy.
 - > From July 2019 to June 2020, the hospital hosted 32 classes for 141 total participants.
 - > In light of precautions being taken to prevent potential spread of COVID-19, and to limit the amount of traffic throughout the hospital, UPMC Memorial took the necessary step to suspend all in-person prenatal classes. In lieu of in-person prenatal classes, the hospital offered several online options, such as “Preparing for Childbirth” and “Baby Care Basics for New Parents.”
- Support groups:** The hospital hosts support groups for new and expecting moms, including breastfeeding and tobacco cessation.
- OB office visits and education:** A Labor and Delivery RN attends OB office visits with expectant moms to offer additional support and education.
- Community outreach and education:** Since late 2019, the hospital has been participating in the York Maternal/Child Community Advisory Board to offer support and education to prenatal and postnatal moms. In addition, the advisory board developed a postpartum depression and anxiety educational flyer, which was distributed at community events, via email communication, and to community agencies.
- Cooking Demos:** In January 2020, the hospital hosted a cooking demonstration and presentation on folic acid at Central Market York. There were eight people at the demonstration/presentation.

Pregnancy and Childbirth Classes and Support Groups

UPMC Memorial offers pregnancy and childbirth classes and support groups throughout the year on our campus. The cost and number of registrants vary by class.

PREPARATION FOR CHILDBIRTH CLASS
 Staff Room at UPMC Memorial
 Fee: \$65
 Led by certified childbirth educators, and maternity nurses, this class provides education on labor and delivery, types of anesthesia available, breastfeeding, newborn care and the postpartum period. Classes are held monthly and dates and times vary.

BREASTFEEDING BASICS CLASS
 Staff Room at UPMC Memorial
 Fee: \$65 (20 fee is waived for those giving birth at UPMC Memorial)
 This class is held on the third Tuesday of every month from 6:30 to 9:30 p.m. and is taught by a certified breastfeeding counselor. The class focuses on breastfeeding for mothers and babies, identifying baby's feeding cues, maintaining a milk supply, and other practical information.

BREASTFEEDING SUPPORT GROUP
 Room 2E at UPMC Memorial
 Fee: FREE
 This support group is held on the first and third Tuesdays of every month from 10:30 to 12:00 p.m. and is led by a certified breastfeeding counselor. It is here to address breastfeeding challenges with breastfeeding.

TOBACCO CESSATION SUPPORT GROUP FOR MOMS AND MOMS-TO-BE
 Office Support Group
 Fee: FREE
 Led by our team of tobacco treatment specialists, this virtual support group features video, posts, activities, and advice discussions about the quitting process and staying quit. Visit UPMC's nicotine dependence cessation page to be added to this group.

OB Office Support Group
 Staff Room at UPMC Memorial
 Fee: \$20 (individual \$50 (maternity fee) will be waived for those giving birth at UPMC Memorial)
 The OB Office Health and Family Class is held on the fourth Tuesday of every month from 6:30 to 9:30 p.m. The new moms and family members are invited to attend. Call for more information or to schedule your class.

SIBLINGS CLASS - "BIG BROTHERS AND BIG SISTERS"
 Staff Room at UPMC Memorial
 Fee: FREE
 This class is designed for children ages 3 to five years old who are about to become big brothers or sisters. Children will learn about newborns and how to interact with them. Classes are held monthly and dates and times vary.

OB Office Support Group
 Staff Room at UPMC Memorial
 Fee: FREE
 This class is held on the first Tuesday of every month from 10:30 to 12:00 p.m. with topics on the experience of the postpartum, new babies in medical practices, and an overview of newborn care for infant, child and baby.

Call to schedule your classes at 717-640-0122 or visit UPMCMemorial.com/birth to register online. Sign up before class dates are reached.

UPMC Memorial
 35 South Baltimore Street
 York, PA 17403
UPMCMemorial.com

Increasing Access to Local Produce

In 2021, UPMC Memorial worked to launch an initiative to provide \$5.00 produce vouchers to patients through the hospital's Labor and Delivery Department, as well as to community organizations who serve new moms. These vouchers are provided to help increase access to fresh, nutritious fruits, vegetables, and herbs from farms in the region. Progress includes:

- UPMC Memorial established partnerships with produce stand vendors at three markets in York (Eastern Market, Central Market York, and Penn Market) and the York Fresh Food Farms Mobile Produce Van. These vendors will accept the vouchers.
- Due to the pandemic, this program was put on hold, originally planned to launch in April 2020.

COMMUNITY PARTNERS:

UPMC Memorial Labor & Delivery, York Fresh Food Farms, Central Market York, Penn Market, Eastern Market, Family First Health, York Maternal/Child Health Advisory Board

Prevention and Community-Wide Healthy Living

Maternal-Child Health: STDs/STIs and Teen Pregnancy Prevention

UPMC Memorial continues to support evidence-based programs to promote health education, targeting a reduction in the rate of teens with STDs/STIs and a decrease in the number of teen pregnancies in York County.

GOAL:

Promote healthy sexual behaviors among youth in the region

STRATEGY:

Promote and support local, established programs for health education

ACTIONS:

- ✓ Provide or fund local, established educational programs for STDs/STIs
- ✓ Provide or fund local, established programs for teen pregnancy prevention

TARGET POPULATION:

- Children and adolescents

PROGRAMS

- STD/STI education programs through the Byrnes Health Education Center
- Teen pregnancy education through the Byrnes Health Education Center

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,756

Students Reached through Health Education Programs
(July 2019 - December 2020)



15

Health Education Programs Offered
(July 2019 - December 2020)

PROGRAM HIGHLIGHTS:

Supporting Local Health Education Programs

Over the last few years, UPMC Memorial has continued to fund programs offered by the Byrnes Health Education Center, a local resource for innovative, high-quality effective health education. In 2019, the Byrnes Health Education Center partnered with the York City School District to reach students in their classrooms. Due to the pandemic, in-school classes were suspended from March 2019 to present. Programs include:

- **STD/STI Education and Teen Pregnancy Prevention:** From December 2019 to February 2020, the Byrnes Health Education Center provided 15 programs and reached 1,756 students between 2nd and 8th grade. The Byrnes Health Education Center provided three STD/STI education programs, reaching 7th and 8th grade students.

2019 Teen Pregnancy Objective:

Decrease the number of teen pregnancies by ten percent in the region by 2022.

In 2018, the total number of teen births was 24 per 1,000 females between ages 15-19. In 2021, the number decreased to 19 per 1,000 females between ages 15-19. The number of teen pregnancies decreased by 20.8 percent from 2018-2021.

Data is from the Robert Wood Johnson County Health Rankings & Roadmaps.

COMMUNITY PARTNERS:

Byrnes Health Education Center, York City School District (Devers K-8, Goode K-8, Jackson K-8, Phineas David K-8)

UPMC Memorial Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 25, 2022, the governing body 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 Memorial Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Memorial 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 and by strengthening collaborations with numerous community partners.



Working to Advance Health Equity

UPMC Memorial recognizes that a broad range of efforts both within and beyond health care will be instrumental in addressing factors that contribute to health disparities. UPMC Memorial's 2022-2025 Implementation Plan includes health equity-promoting programs and initiatives, which aim to help address factors that may contribute to health disparities, such as socioeconomic status and other factors. Efforts include:

- **Enhancing Access to Care for Rural Communities:** Increasing the convenience and accessibility of health care services by exploring opportunities to expand access to behavioral health care and specialty providers through telemedicine initiatives and the potential to open an inpatient facility in York County.
- **Overcoming Language Barriers to Care:** Enhancing translation services to provide linguistically and culturally appropriate and respectful health care.
- **Addressing the Health Needs of Underserved Populations:** Offering programs that address economic and social barriers to health, such as providing medical care to unsheltered individuals.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Memorial will increase access to behavioral health and addiction medicine services for the community through a variety of initiatives that increase accessibility, reduce transportation barriers, enable seamless transitions of care, and promote education and awareness. To fill a gap in local access to higher levels of behavioral health care, UPMC Memorial will partner with UPMC Hanover to explore opportunities to open an inpatient facility in York County.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Improve access to behavioral health services in York County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to mental health and addiction recovery services by leveraging strong partnerships to provide timely and convenient care.	<ul style="list-style-type: none"> • Explore the opportunity to open an inpatient behavioral health services facility in York County • Provide a platform for telepsychiatry services to perform virtual evaluations in the Emergency Department • Partner with the Center for Addiction Recovery at UPMC in Central Pa. to host the Medication-Assisted Treatment (MAT) mobile unit for the local community • Help ensure a seamless transition for opioid overdose survivors from emergency medical care to specialty substance use disorder (SUD) treatment to improve the prospect of recovery • Support the efforts of the York Opioid Collaborative
2. Increase awareness of mental health services in the community.	<ul style="list-style-type: none"> • Provide multi-level support and education to help people understand behavioral health services available to them • Promote awareness of mental health programs through marketing campaigns • Increase awareness and provide education through virtual platforms • Continue to maintain the Behavioral Health Resource Guide to help ensure the latest information is available to the community • Distribute the resource guide to community members and partners • Host Mental Health First Aid training at the hospital • Engage with diverse communities by participating in a regional Mental Health Summit

TARGET POPULATION

General community, children and adolescents, seniors

PLANNED COLLABORATIONS

Suicide Prevention of York, York County School Districts, TrueNorth Wellness Services, Healthy York, UPMC Pinnacle Health Foundation, York Opioid Collaborative, UPMC Center for Addiction Recovery, UPMC Memorial Emergency Room Providers

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Memorial plans to expand access to specialty care in the community. The hospital will leverage UPMC's system-wide resources and community partners to deliver advanced, high-quality care close to home.

HEALTH PRIORITY #1

Specialty Care

GOAL

Improve access to specialty care in York County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Leverage UPMC's extensive provider network to enhance specialty care in York County.	<ul style="list-style-type: none"> Recruit and retain specialty providers to the region to increase access to care Expand access to specialty care, and the utilization of telehealth specialty services, to provide more efficient and effective diagnoses and treatment options
2. Increase awareness of specialty services in the community.	<ul style="list-style-type: none"> Increase awareness and provide education through virtual platforms Promote specialty services offered at UPMC Memorial through marketing campaigns Participate in outreach events to engage with the community

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Memorial Physician Liaisons, UPMC Memorial Emergency Department, UPMC Digital Marketing Team, UPMC Pinnacle Health Foundation

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Memorial continues to enhance care coordination. The hospital uses innovative models of care to improve communication between patients and primary care physicians — enlisting support from local paramedics who visit patients in their homes.

HEALTH PRIORITY #2

Care Coordination

GOAL

Improve care coordination for homebound patients and for those recently discharged from the hospital

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase the number of patients receiving care coordination services.	<ul style="list-style-type: none"> Collaborate with the Home Visit Program and Community Paramedicine to refer patients to care coordination services, to help enhance communication, and to complete home safety checks for patients after discharge
2. Enhance communication between patients, their families, and providers by promoting the use of advanced care directives.	<ul style="list-style-type: none"> Host an End-of-Life Educational Tour in partnership with UPMC hospitals in Central Pa. to engage underserved populations Educate the community, including diverse populations, about end-of-life choices and palliative care, including advanced care directives, the POLST form, organ and tissue donation, hospice, and the importance of wills Engage underserved communities in advance care planning and empower them to start conversations about their end-of-life goals and wishes Advocate for better understanding of advance care planning by participating in National Healthcare Decision Day

TARGET POPULATION

General community, minorities, homebound and underserved populations

PLANNED COLLABORATIONS

Primary Care Physicians, local emergency medical services, Community Paramedicine, UPMC Virtual Primary Care, UPMC Pinnacle Health Foundation, UPMC Spiritual Care Services, UPMC Community Initiatives, UPMC Health Plan, UPMC Harrisburg, UPMC Community Osteopathic, UPMC West Shore, UPMC Carlisle, UPMC Hanover, UPMC Lititz, Faith Community Health Connection, Palliative Care and Supportive Medicine Team, funeral directors, Gift of Life, community cemetery owners, Hospice Foundation of America, Penn State Milton S. Hershey Medical Center, local attorneys

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Memorial plans to implement and support high-quality community prevention and wellness programs and initiatives throughout York County.

HEALTH PRIORITY #1

Community Prevention and Wellness Initiatives

GOAL

Promote wellness and healthy living in York County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve overall community health and wellness by providing health education in collaboration with UPMC resources.	<ul style="list-style-type: none"> • Provide multi-level support and education to help people with a variety of health and wellness-related issues
2. Identify opportunities to address food insecurity by increasing access to healthy foods.	<ul style="list-style-type: none"> • Increase access to fresh produce by establishing a \$5.00 voucher program
3. Address childhood obesity through educational programs and events.	<ul style="list-style-type: none"> • Collaborate with UPMC partners to implement the Eat Smart, Play Smart curriculum into York County Schools • Encourage participation in the wellness program to increase the knowledge of children and adolescents on fitness, nutrition, and mental health topics • Assist local school districts in identifying youth with BMI >30 • Provide multi-level support to help adolescents reach a healthy weight • Offer education regarding healthy lifestyle habits that contribute to achieving a healthy weight
4. Address heart disease and stroke through a variety of educational programs, events, and screenings.	<ul style="list-style-type: none"> • Provide education about chronic disease to increase awareness of heart disease and stroke in the community • Raise awareness of UPMC’s specialty services, including UPMC Memorial’s Heart and Vascular Institute and stroke services • Offer free blood pressure screenings • Continue to partner with the York City Bureau of Health’s Heart Smarts Program to give York City residents access to nutritional education and health screenings • Offer participants who attend health classes “Heart Bucks” that can be redeemed at participating mobile markets for fresh produce
5. Address diabetes through a variety of educational programs, events, and screenings.	<ul style="list-style-type: none"> • Increase awareness of diabetes among the community and provide education to help people understand their risk for diabetes • Raise awareness of diabetes management services • Increase patient referrals to diabetes educators, in both inpatient and outpatient settings
6. Examine possibilities to develop programs that promote better health among vulnerable populations.	<ul style="list-style-type: none"> • Analyze and evaluate models that promote better health among vulnerable populations • Evaluate feasibility of developing and launching diabetes program with local food banks

TARGET POPULATION

General community, low-income populations, children and adolescents

PLANNED COLLABORATIONS

Central Market York, Penn Market, Eastern Market, York Fresh Food Farms – Mobile Produce Van, City of York – Bureau of Health, York City School District, UPMC Pinnacle Health Foundation, City of York – Bureau of Health, York County School Districts, UPMC Physician Offices & Physician Liaisons, local coalitions/task forces, local colleges/universities, American Heart Association, UPMC’s CARES Team, Senior Centers, UPMC’s Digital Marketing Team, Diabetes Coalition of York County, YMCA of York & York County, York County Food Bank

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Memorial plans to support and implement programs and initiatives that reach underserved populations in the community to help address economic and social barriers to health.

HEALTH PRIORITY #2

Health-Related Social Needs

GOAL

Improve the health of underserved populations in York County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address the health needs of those most impacted by lack of economic resources.	<ul style="list-style-type: none"> • Address the health needs of the homeless population by providing medical care, education, and community resources to unsheltered individuals • Help connect patients to different community resources by leveraging findhelp.org • Establish the Community Health Worker program in York County to help enhance community outreach efforts
2. Improve access to care with translation services.	<ul style="list-style-type: none"> • Address transportation barriers to care by offering transportation assistance to low-income patients • Improve access to care by addressing transportation and language barriers

TARGET POPULATION

General community, homeless individuals, seniors, children and adolescents

PLANNED COLLABORATIONS

UPMC Memorial’s Street Medicine Team, UPMC Language Services, CyraCom, rabbitransit, UPMC’s Community Health Workers, UPMC Pinnacle Health Foundation

Community Health Improvement Progress and Plan

*2019 - 2022 Progress Report and
2022 - 2025 Implementation Plan*



UPMC | **PINNACLE**
HOSPITALS

Caring for the Community

UPMC Pinnacle Hospitals: UPMC Community Osteopathic, UPMC Harrisburg, UPMC West Shore

UPMC Pinnacle Hospitals is the legal name for UPMC hospitals located in Dauphin County. It serves central Pennsylvania through three acute care hospitals and a network of outpatient facilities.

UPMC Community Osteopathic

UPMC Community Osteopathic is a nonprofit, acute care hospital, located in suburban Harrisburg. The newly renovated Medical Pavilion offers access to the region’s premier orthopaedic, bariatric, stroke, and urology services, as well as inpatient and outpatient medical and radiation oncology services at UPMC Hillman Cancer Center. The hospital’s campus also includes the Helen M. Simpson Rehab Hospital, an inpatient rehab hospital jointly owned with Select Medical. The hospital has earned Magnet® status for nursing excellence, and is accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP). UPMC Community Osteopathic also earned The Joint Commission Gold Seal of Approval® for total hip and knee replacement and spine surgery and is certified by The Joint Commission in advanced heart failure.

UPMC Harrisburg

UPMC Harrisburg is an acute care hospital that serves as a tertiary hub of care for the central Pennsylvania region. Located in downtown Harrisburg, the facility is home to the UPMC Children’s Harrisburg inpatient pediatric unit, and a state-of-the-art Women’s and Babies Center, which includes a Level III Neonatal Intensive Care Unit. UPMC Harrisburg also offers a range of specialty services, including women’s health, gastroenterology, and urology, as well as world-class cardiology care through the UPMC Heart and Vascular Institute and access to the region’s premier kidney transplant center. UPMC Harrisburg earned The Joint Commission Gold Seal of Approval® for total hip and knee replacement and spine surgery and is the first of only two hospitals in Pennsylvania to earn the Gold Seal of Approval® for improving care of diabetic patients in the hospital. UPMC Harrisburg also is certified by The Joint Commission in advanced heart failure.

UPMC West Shore

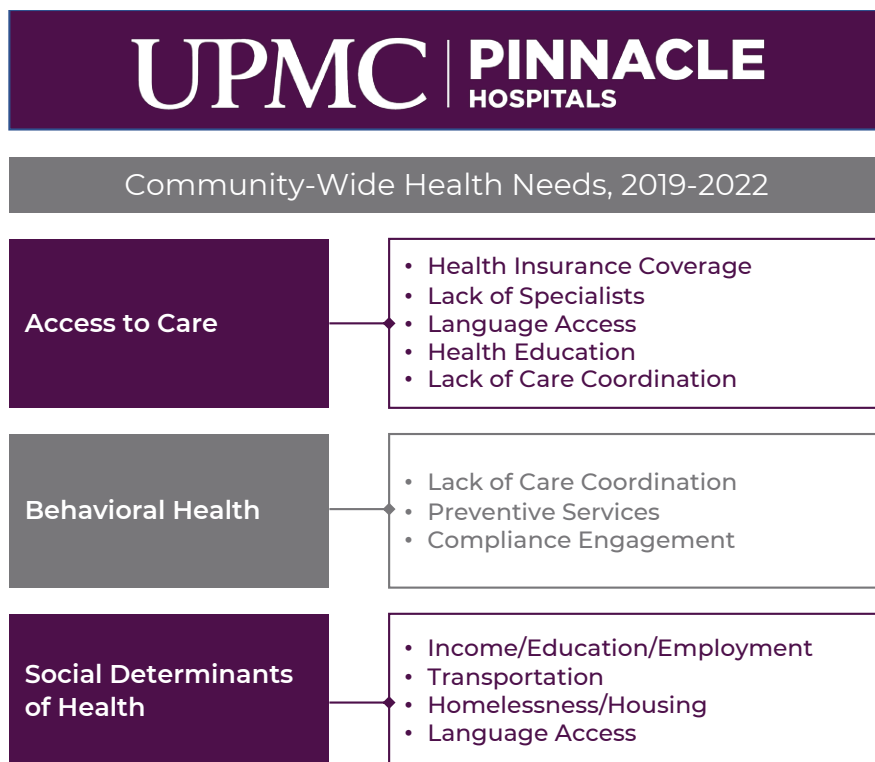
UPMC West Shore is an acute-care hospital located in Hampden Township. Built in 2014, the hospital features world-class cancer care at UPMC Hillman Cancer Center at the Rocco and Nancy Ortenzio Cancer Pavilion, premier orthopaedic and spine care at the Bone, Joint, and Spine Institutes, and the region’s leading thoracic care. A comprehensive expansion in 2020 increased UPMC West Shore’s emergency department, surgical suites, and private inpatient rooms. In 2021, the hospital became the first in central Pennsylvania to offer minimally invasive robotic technology to help diagnose and treat lung cancer in its earliest stages. The hospital’s sprawling campus is home to the Fredricksen Outpatient Center, a multi-specialty outpatient center which includes a variety of outpatient practices, as well as the West Shore Surgery Center, offering same-day surgery services. UPMC West Shore earned The Joint Commission Gold Seal of Approval® for total knee and hip replacement and spine surgery, is certified by The Joint Commission in advanced heart failure, and is a Magnet®-designated hospital recognized for nursing excellence and leadership.



VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	713	Employees	4,540
Hospital Patients	42,817	Community Benefits Contributions	\$53.5 million
Emergency Dept. Visits	113,295	Free and Reduced Cost Care	\$30.1 million
Total Surgeries	21,318	Total Economic Impact of Hospital Operations	\$1.6 billion

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Pinnacle Hospitals affirmed the following significant health needs:



Advancing Community Health Initiatives While Navigating the COVID-19 Pandemic

Beginning in March 2020, the COVID-19 pandemic disrupted Pennsylvania's communities, economy, and health care organizations. To help slow the spread of COVID-19 throughout the region, state and local governments issued community mitigation and social distancing measures, impacting UPMC Pinnacle Hospitals' ability to implement planned community health improvement initiatives. As a result, UPMC Pinnacle Hospitals temporarily suspended or modified in-person programs to promote social distancing, educated the community about the health risks of COVID-19, increased access to telehealth services, established COVID-19 testing sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Pinnacle Hospitals navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Access to Care and Navigating Resources

Access to Care: Health Insurance Coverage

UPMC Pinnacle Hospitals is committed to making health care more accessible for the patients it serves by offering community resources to those who have barriers to health insurance coverage.

GOAL:

Expand the health care reach to rural and homebound populations

STRATEGY:

Strengthen access to specialty, dental, and supportive services and increase the number of patients with health insurance coverage

ACTIONS:

- ✓ Provide Insurance Enrollment Specialists and Financial Aid Counselors to enroll uninsured adults and children in appropriate insurance plans
- ✓ Increase utilization of the SMILES program to minimize dental care as a barrier to overall health status improvement and coordinate care of urgent dental needs in the Emergency Department
- ✓ Increase insurance access in the community and catchment area for Carlisle
- ✓ Develop work plan to expand coverage to Carlisle

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Enrollment Specialists and Financial Aid Counselors
- SMILES Program

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,656

Patients Successfully Enrolled
in Insurance Coverage
(July 2019 - March 2021)



971

SMILES Patients Referred to
Dental Care
(July 2019 - March 2021)

PROGRAM HIGHLIGHTS:

Providing Help with Insurance Enrollment to Connect Patients with Care

Over the last three years, UPMC Pinnacle Hospitals has continued to provide trained insurance enrollment specialists and financial aid counselors at community-based sites to help uninsured adults and children enroll in appropriate insurance plans.

Health insurance is a critical component in one's ability to access affordable health care services. UPMC's enrollment specialists assist both patients and the community by screening them for eligible benefits and helping them to apply for medical assistance or Marketplace coverage, or starting the financial aid process with those not eligible for benefits but in need of medical services. Specialists also educate patients about how to use their insurance, report changes that could impact coverage, and maintain their insurance. Progress over the last three years includes:

- Between July 2019 and March 2021, UPMC's enrollment specialists assisted 1,656 individuals with successfully enrolling in health insurance.

Increasing Access to Urgent Dental Care

In collaboration with UPMC Carlisle, UPMC Pinnacle Hospitals has partnered with the Harrisburg Area Dental Society and Tri County Community Action to provide uninsured and underinsured residents in central Pennsylvania with access and referrals to urgent dental care through the SMILES Program. The SMILES Program was deployed in 2010 to address the dental needs of low-income families and those with limited dental coverage. The SMILES Program is a collaboration with dental providers in the community who serve to bridge the gap for those seeking dental services as they provide free or low-cost dental care, as well as preventive oral screenings. Through this program, a network of more than 34 volunteer dentists care for Dauphin County patients who have urgent dental needs but no dental insurance. UPMC Pinnacle Hospitals' emergency departments help to coordinate care of urgent dental needs by referring patients to the SMILES Program. Progress includes:

- Between July 2019 and March 2021, 971 patients were referred to the SMILES Program through UPMC Pinnacle Hospitals' Emergency Department or community intake sites and received follow-up services.

COMMUNITY PARTNERS:

Local agencies and clinics, such as Beacon, Bethesda Mission, Downtown Daily Bread, Salvation Army, Tri County Community Action, REACCH, Hamilton Health Center, Harrisburg's Federally Qualified Health Centers (FQHCs), Christ Lutheran Church's free dental clinic and a network of 34 private practice volunteer dentists, internal groups, such as financial counselors, social workers/outcome managers

Access to Care and Navigating Resources

Access to Care: Lack of Specialists

UPMC Pinnacle Hospitals continues to address its community's lack of specialists by assessing needs and improving access to specialty care by expanding services at all three facilities and increasing telehealth capabilities.

GOAL:

Expand the health care reach to rural and homebound populations

STRATEGY:

Assess needs and improve access to specialty care

ACTIONS:

- ✓ Assess needs and improve access to specialty providers in Carlisle
- ✓ Improve adult diabetic care
- ✓ Explore telehealth to improve access to specialty care

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Specialty providers
- Adult diabetic care
- Telehealth for specialty care

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



26

Beds in New UPMC Children's Harrisburg Inpatient Unit
(November 2020)



34

Patients Engaged in Diabetes Management Program
(October 2020 - May 2021)



10+

Specialties Offered through Telemedicine Services
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Expanding Access to Specialty Services

Over the past three years, UPMC Pinnacle Hospitals has continued to improve access to specialty providers to meet the complex needs of patients and families across the region. Efforts include:

- **UPMC Children's Harrisburg Inpatient Unit:** This 26-bed unit includes 11 new, private rooms each designed for universal use, meaning children stay in one room throughout their hospital stay and the appropriate level of care is brought to them. The unit mirrors the design of UPMC Children's Hospital of Pittsburgh, which has yielded higher-quality outcomes and high-ranking patient and family experiences, since it eliminates multiple patient transfers.



- **UPMC Harrisburg Opens New Antepartum Unit:** In March 2021, UPMC Harrisburg opened a new dedicated antepartum unit, which serves pregnant women at high-risk for early birth or complications who need to be hospitalized during their pregnancy. The unit is in close proximity to Labor & Delivery and ob-gyn operating rooms so that providers have quick access to needed services when it is time for birth.
- **UPMC West Shore Uses Innovative Robotic Technology to Detect Lung Cancer Earlier:** UPMC West Shore is the first hospital in central Pennsylvania to use The Ion® by Intuitive, a new robotic-assisted system, which allows specialists to use a minimally invasive endoscope to see inside the lungs, obtain a tissue sample for biopsy, and enable earlier, more accurate diagnosis of small and hard-to-reach nodules in the periphery of the lung.

Improving Adult Diabetic Care

UPMC Pinnacle Hospitals physicians and providers continue to offer services and education to enhance awareness, to encourage patient and family involvement in care, and to prevent the occurrence of diabetes.

- **Engaging patients in diabetes management:** Over the last three years, the hospital has continued to run monthly reports and engage patients with A1C greater than nine in monitoring their blood sugars. In October 2020, the hospital introduced a blood sugar log for patients to use at home.
 - > As of May 2021, 34 patients are using the blood sugar log and reviewing their log and results with their provider during a weekly telemedicine visit.



Leveraging Telehealth to Increase Access to Specialty Care

- Telehealth services have proven to be effective in improving access to specialty care for patients and families residing in rural and underserved areas. In partnership with UPMC Carlisle, UPMC Pinnacle Hospitals offers telehealth appointments for the following specialties: cardiothoracic surgery, cardiovascular disease, endocrinology, family medicine, internal medicine, obstetrics and gynecology, pain management, pediatrics, pulmonology, and rheumatology. In 2020, the hospital also began offering telepsychiatry.

Meeting Demand for Virtual Care

When the COVID-19 pandemic began, 1,000 providers were trained in a week, increasing access to telemedicine across both inpatient and ambulatory services.

Exponential Growth

In 2020, UPMC hospitals in Central Pa. conducted more than 133,574 ambulatory and inpatient telemedicine visits (compared to 6,000 in 2019).

COMMUNITY PARTNERS:

PCPs, Federally Qualified Health Centers (FQHCs), Orthopedic Institute of Pa (OIP), Arlington Ortho, Pulmonary and Critical Care, Harrisburg Foot and Ankle

Access to Care and Navigating Resources

Access to Care: Health Education and Language Access

UPMC Pinnacle Hospitals is committed to making health care more accessible for its patients by increasing access to evidence-based smoking cessation and prevention programs and providing patient access to health care resources in their language.

GOAL:

Expand the health care reach to rural and homebound populations

STRATEGY:

Offer health education and support, including translation services

ACTIONS:

- ✓ Continue tobacco cessation and smoking prevention programs
- ✓ Increase access to evidence-based smoking cessation and prevention programs
- ✓ Expand interpretation services to patients
- ✓ Expand translation of medical documents to patients

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Tobacco cessation and smoking prevention programs: Introduction to Tobacco/ENDS-Free Living, Lunch and Learn, Class Series, Face-to-Face Sessions, and Support Groups
- Interpretation services
- Translation of medical documents

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



142

Participants in 1:1 Nicotine Cessation Program
(July 2019 - March 2021)



130

Participants in Tobacco/Nicotine Dependence Support Group via Facebook
(May 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Increasing Access to Evidence-Based Tobacco Cessation and Prevention Programs

Over the last three years, UPMC Pinnacle Hospitals has continued to offer tobacco cessation and smoking prevention programs, including presentations, classes, and support groups. Due to the COVID-19 pandemic, in-person education and support was put on hold. However, the hospital adapted programs to continue to offer support by phone or virtually. Efforts include:

- **Tobacco cessation and smoking prevention programs:** These presentations provide a general overview of tobacco and nicotine products, the nature of tobacco use addiction/nicotine dependence, complications, benefits of quitting, and treatment options and resources. This presentation serves to stimulate thought for a general audience and to encourage and provide supportive tools to a current tobacco/vape user, ex-tobacco/vape user, and a friend or family member of a tobacco/vape user.
 - > From July 2019 to March 2020, 119 individuals attended one presentation.
- **Tobacco Use/Nicotine Dependence Treatment Face-to-Face Sessions:** Offered to people who are considering or are ready to quit, these sessions are tailored to an individual's needs. The hospital has seen the average length of sessions increase due to increased stress levels during the pandemic.
 - > Between July 2019 and March 2021, 142 1:1 sessions were conducted in-person, over the phone, and virtually through video, email, or text messaging.
- **Tobacco Use/Nicotine Dependence Treatment Support Group:** A causal and informative group setting that is designed to provide support to the Tobacco User/Vaper or their family and friends.
 - > In May 2019, the hospital launched a Facebook Support Group, which offers peer-to-peer support any time of day — 130 Facebook members connected via social media.
- **Nicotine Replacement Voucher Program:** Through this program, the hospital helps supply participants with nicotine replacement medications, such as nicotine patches, gum, or lozenges, which some insurers decline to pay for and participants are not able to pay for out-of-pocket.
 - > Between July 2019 and March 2021, 32 participants have received vouchers for nicotine cessation supplies.
- **Adding E-cigarette/Vaping use to Electronic Health Records:** In 2019, the hospital added the ability for a provider to note vaping using in a patient's health records. This is vital to capturing and facilitating cessation referrals and to tracking vaping use in youth and adults.

Translating Medical Documents for Patients

To meet the cultural and linguistic needs of patients, the hospital continues to partner with CyraCom and in-house Certified and Bridging the Gap Certificate Medical Interpreters to assist with the translation of letters to patients, results, and educational materials, etc. In 2019, the hospital expanded its translation activities, including discharge summaries and CyraCom translation from Epic, the hospital's electronic health record, upon patient's request.

- Between July 2019 and March 2021, the hospital translated more than 150 medical documents for patients.

COMMUNITY PARTNERS:

American Lung Association, Nicotine Replacement Program partnership with Harrisburg Pharmacy, Pinnacle Rx Connection, Kline Health Center, CyraCom

Access to Care and Navigating Resources

Access to Care: Lack of Care Coordination

UPMC Pinnacle Hospitals is committed to making health care more accessible for the patients it serves by leveraging partnerships with community health centers.

GOAL:

Expand the health care reach to rural and homebound populations

STRATEGY:

Increase number of patients receiving care coordination services

ACTIONS:

- ✓ Optimize the patient-centered medical home: UPMC Pinnacle created a partnership and network with local community health centers in 2009
- ✓ Collaborate with community health center staff to review cases of high utilization and acuity
- ✓ Continue partnership with community health centers and clinics to coordinate care to uninsured, underinsured, and diverse populations
- ✓ Explore payor options for payment programs
- ✓ Explore chronic care management billing

TARGET POPULATION:

- Rural and homebound populations

PROGRAMS:

- Patient-centered medical home
- Partnerships with community health centers
- Community Health Workers (CHW)
- Explore payor options for payment programs and chronic care management billing

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



85

Patients Referred to a Medical Home
(July 2019 - May 2021)



553

Care Plans Prepared for High-Utilizers of the Emergency Department
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Improving Care Coordination with Community Partnerships

Over the last three years, UPMC Pinnacle Hospitals has worked to strengthen access to specialty provider-based services and supportive services and to increase utilization of health care services by community members.

Progress includes:

- **Optimizing the patient-centered medical home:** Between 2019 and 2021, the hospital recruited one Community Health Worker (CHW) who is deployed to community agencies to help connect individuals with health care resources. With the right personnel in place, the hospital successfully implemented the patient-centered medical home in 2020 and developed plans to expand the service in 2021. Over the last two years, the hospital has enrolled 53 individuals — increasing access to appropriate care for patients with co-morbidities, such as diabetes, chronic obstructive pulmonary disease (COPD), and congestive heart failure (CHF).
- **Collaborating with Community Health Centers:** Over the last three years, the hospital worked with staff and community health centers to review cases of high utilizers of emergency department services for non-urgent medical needs. In partnership with the community health center staff, the hospital assesses patients' current resources and gaps in care and helps to coordinate care by developing individualized plans and referring patients for insurance enrollment.
 - > Between July 2019 and May 2021, the hospital met with six community health centers on a weekly basis to discuss navigation assistance — preparing 553 total individualized care plans for patients. Since March 2020, the hospital participated in virtual meetings on an as-needed basis.
 - > Over the last three years, the hospital helped educate 10 community health center staff members about local resources that are available for super-utilizers of emergency services.

COMMUNITY PARTNERS:

Hamilton Health Center, United Way of the Capitol Region, Children Checkup, Sadler, Beacon Clinic, Bethesda, Mission of Mercy, Kline Health Center, Gateway, Amerihealth Caritas

Behavioral Health

Behavioral Health: Health Education and Preventive Services

UPMC Pinnacle Hospitals continues to address behavioral health by educating providers and hospital staff, raising awareness of approaches and treatment options that offer care for the whole person.

GOAL:

Improve Behavioral Health illnesses by providing access to quality mental health and substance use programs and education that address the whole person

STRATEGY:

Provide education, training, and screenings to raise awareness and improve access to behavioral health services

ACTIONS:

- ✓ Implement Trauma Informed Care (TIC) to meet needs of the whole person
- ✓ Partner with Center for Addiction Recovery Actions
- ✓ Conduct mental health screenings to reduce occurrence of suicide

TARGET POPULATION:

- General community

PROGRAMS:

- Trauma Informed Care (TIC)
- X-Waiver training sessions
- Mental health and substance use screenings
- Medical Legal Partnership with Dickinson Law School

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



155

Staff Trained in Trauma Informed Care

(July 2019 - May 2021)



62

Providers Obtained X-Waivers for Medication Assisted Treatment

(July 2019 - July 2020)

PROGRAM HIGHLIGHTS:

Implementing Trauma Informed Care to Meet the Needs of the Whole Person

Over the last three years, UPMC Pinnacle Hospitals has educated staff about trauma informed care (TIC). TIC realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system; and responds by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively resist re-traumatization. Progress to implement TIC includes:

- **Recruiting and retaining TIC staff:** Since July 2019, the hospital has trained 155 staff members who support TIC clinical programming, including hospitalists and employees in spiritual care and leadership.
- **Developing a strategic plan:** Over the last three years, the hospital's TIC Steering Committee developed a strategic plan to increase staff awareness of TIC principles. As part of this effort, the committee communicated with staff through UPMC's intranet and hosted moderated discussions of the movie, *Resilience*, a documentary that shows the science of Adverse Childhood Experiences (ACEs) and ways to treat and prevent toxic stress.
- **Piloting a self-education TIC Ally program:** In February 2020, the TIC Steering Committee created a process for self-education programs called TIC Advocate and TIC Ally. In February 2021, the hospital launched a pilot program for TIC Ally, which engages staff to learn about TIC through an instructor led class, CBLs, and elective requirements. The TIC committee selected 17 staff members to participate in a pilot complete in April 2021. The TIC Ally program was introduced system-wide in summer 2021.

Increasing Access to Medication-Assisted Treatment through Provider Trainings

Medication Assisted Treatment (MAT) combines medications that target the brain and psychosocial interventions (e.g., counseling, skills development) to help improve opioid addiction treatment outcomes. In order to prescribe buprenorphine, one of the medications approved by the FDA for the treatment of opioid use disorder, providers are required to complete MAT training to obtain an X- Waiver from the Drug Enforcement Agency (DEA). UPMC Pinnacle Hospitals continues to offer training to providers to increase availability of MAT to patients and to allow for a safe bridge from hospital discharge to MAT appointments at the Center for Addiction Recovery. As a result of this training initiative, 62 emergency, inpatient, outpatient, and external providers have been trained.

COMMUNITY PARTNERS:

Lower Dauphin School District Penn State School of Nursing, PA State Police Academy Pine Street Presbyterian Unite Way Dauphin County Judicial Center, Hamilton Health Center, PinnacleHealth Internal Medicine Camp Hill, Dickinson Law School, Center for Addiction Recovery

Behavioral Health

Behavioral Health: Lack of Care Coordination and Compliance Engagement

UPMC Pinnacle Hospitals continues to address lack of care coordination and compliance engagement through new models of care and expanded access to programs for substance use disorder treatment and support services.

GOAL:

Improve behavioral health by providing access to quality mental health and substance use programs and education that address the whole person

STRATEGY:

Provide integrated behavioral health care and support services

ACTIONS:

- ✓ Implement an integrated care model for behavioral health
- ✓ Improve access to health care through a medical home
- ✓ Improve access to mental health care through telepsychiatry
- ✓ Improve access to Medicated Assisted Treatment (MAT)
- ✓ Provide Steps to Recovery for pregnant women facing addiction
- ✓ Partner with Center for Addiction Recovery Actions

TARGET POPULATION:

- General community

PROGRAMS:

- Counseling services with PinnacleHealth Medical Group (PHMG)
- Collaborative Care Model
- Behavioral Health Care Manager and Psychiatric Consultant (PC)
- Community Health Workers (CHW)
- Medication Assisted Treatment (MAT)
- Mobile unit for the Center for Addiction Recovery
- Steps Towards Recovery, Encouraging New Moms and Giving Them Hope (STRENGTH)
- Centering Pregnancy
- Referrals for new moms and babies
- Warm hand-offs from the emergency department

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



5,549

Patient Encounters for Medication Assisted Treatment (MAT)
(July 2019 – March 2021)



Deployed New Mobile Addiction Recovery Unit to Serve Rural Areas
(2021)

PROGRAM HIGHLIGHTS:

Establishing an Integrated Care Model

Over the last three years, UPMC Pinnacle Hospitals has led efforts to embed behavioral health providers into primary and specialty care offices. Through this integrated care model, patients have increased access to behavioral health services.

- **Counseling in Internal Medicine practice:** Pinnacle Health Psychological Association (PHPA) implemented counseling services with the Pinnacle Health Medical Group (PHMG) practice in Camp Hill. Through this partnership, the hospital has succeeded in bringing outpatient services to a population often unwilling to seek behavioral health services at a separate outpatient clinic.
 - > Between November 2019 and October 2020, 250 patients had appointments with the embedded psychologist and only five patients did not show up for their appointments — a no show rate of less than one percent, which is similar to outpatient therapy sites.
- **Collaborative Care Model:** In 2020, the hospital implemented a Collaborative Care Model at three primary care offices. This model engages patients with depression or anxiety on-site, enhancing continuity of services and integrating mental and physical health care. The model also encourages collaboration between health professionals — the expanded care team includes a Behavioral Health Care Manager (BHCM) and Psychiatric Consultant (PC). Since July 2019, the model has continued to grow:
 - > Between July 20, 2020 and May 2021, the model totaled 186 patient encounters.
 - > To serve more patients, the program expanded to REACCH and Center for Addiction Recovery in 2020.
 - > To continue to serve patients during the COVID-19 pandemic, the model adopted telehealth services, allowing patients to engage by phone.

Improving Access to Medication Assisted Treatment

Medication Assisted Treatment (MAT) is the use of medications in conjunction with counseling to provide a patient-centered approach to the treatment of substance use disorders (SUD). Over the last three years, the hospital has supported efforts to expand access to MAT. Initiatives include:

- **The Center for Addiction Recovery:** Located in Harrisburg, the Center offers MAT to patients with SUD. The Center helps patients on their road to recovery by providing and coordinating care, identifying health and social service barriers for early intervention, referring and connecting community-based services, and offering emotional support. Accomplishments over the last three years include:
 - > From July 2019 to March 2021, the Center had 5,549 encounters with patients.
 - > Since July 2019, the Center has added three providers and three support staff through the Pennsylvania Coordinated Medication Assisted Treatment (PacMAT) grants, which allowed the Center to increase the number of patients treated each week.

New mobile unit reaches rural communities: In May 2021, the hospital deployed a new mobile unit for the Center for Addiction Recovery to serve rural areas. This unit brings suboxone, sublocade, and vivitrol to individuals with substance use disorder in Cumberland, Perry, York and Dauphin Counties, making treatment more accessible by reducing transportation barriers.



- **Steps Towards Recovery, Encouraging New Moms and Giving Them Hope (STRENGTH):** Using a multidisciplinary approach, the STRENGTH program is committed to providing medication assisted therapy, behavioral health therapy, and care to opioid dependent pregnant women. Providing these services helps decrease the incidence or severity of neonatal abstinence syndrome. The program is working to fight the stigma this unique population faces from their family, social networks, and society by addressing the patient's fears, guilt, and treatment resistance.
 - > Between July 2019 and March 2021, the program has received 72 referrals and enrolled 60 patients with individualized care plans.
 - > Over the last three years, the program has had a 90 percent success rate in transitioning women into another MAT program after they deliver.

Baby Strength

The hospital's Baby STRENGTH Program provides moms with education about neonatal abstinence syndrome (NAS). Babies who experience withdrawal symptoms from opiates are diagnosed with NAS.

Baby STRENGTH offers mothers the opportunity to serve as the treatment for any signs of withdrawal that the baby may be experiencing. Mom and family use cuddling, soothing voices, rocking and swaddling techniques to console.

These non-pharmacological treatments are so successful that only one infant required morphine for NAS between December 2019 and December 2020. This program has greatly reduced the length of stay for babies with NAS, from an average of 14-60 days, to just five days.

Offering Warm Hand-Offs from the Emergency Department to Treatment Services

Warm hand-offs are an essential part of connecting patients with treatment. After a patient arrives in the emergency department with an overdose or Substance Use Disorder, a treatment specialist responds to speak to the patient about their recovery and available treatment options. Successful hand-offs are the result of strong relationships with community partners and well-trained staff who help ensure that warm hand-off calls are offered and completed for every appropriate situation.

- Between July 2019 and October 2020, the three hospital facilities had a total of 50 warm hand-off calls, with a total of 40 patients who were successfully placed into treatment.

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Income/Education/Employment

UPMC Pinnacle Hospitals continues to address social determinants of health through collaborations with local businesses, institutions of higher education, and area school districts.

GOAL:

Increase knowledge of access and opportunity to resources in rural communities and underserved populations

STRATEGY:

Address income, education, and employment determinants of health that negatively impact a healthy and diverse workforce and preventive care

ACTIONS:

- ✓ Collaborate with community businesses and higher education institutions to improve knowledge about available resources through UPMC
- ✓ Collaborate with area school districts to provide job opportunities through established career fairs
- ✓ Establish a Workforce Development pilot program that connects to community partners to improve employment opportunities for the unemployed and career-track seekers
- ✓ Investigate possible domains in Epic (electronic health record) to capture data regarding diversity (race, religion, socioeconomic status, etc.)

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Recruitment events and career fairs
- Emerging Health Professions program
- Patient Care Technician Training
- Epic optimization through Healthy Planet/Population Health Governance Committee

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



Implemented Pilot Program for Patient Care Technician Training
(September 2020 - May 2021)



Established Road to Success Program
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Offering Job Training and Opportunities for Local High School Students

UPMC Pinnacle Hospitals continues to partner with local schools to raise awareness about health care careers and employment opportunities. The hospital not only participates in career fairs, but also invites students to its facilities to shadow staff and to gain hands-on experience within specific entry level careers. Programs include:

- **Emerging Health Professionals program:** Collaborated with Cumberland Perry Vocational Tech and UPMC Carlisle to create the Emerging Health Professionals program. This program allows high-performing senior students to shadow different careers at the hospital. This program kicked off in September 2019; however, it was paused due to COVID-19 restrictions.
 - > 19 students engaged at initial program launch.
- **Patient Care Technician Training:** Partnered with Cumberland Valley High School to implement a pilot program for students in their senior year to work at the hospital and gain insight into health care jobs. Beginning in September 2020, these students joined a virtual platform to learn about UPMC Pinnacle Hospitals and received training throughout the academic year to become Patient Care Technicians.
 - > Seven high school seniors participated in the first cohort, graduating in May 2021.

Providing Pathways to Employment and Career Advancement

In 2019, UPMC Pinnacle Hospitals partnered with United Way of the Capital Region to help establish Road to Success, a workforce development pilot project that helps unemployed and underemployed individuals obtain jobs where they can earn a living wage. The program provides comprehensive support services through the first year of employment. This includes training on soft skills and help with transportation and child care. Through this partnership, UPMC Pinnacle Hospitals supports the United Way's goal to help individuals find a path to financial independence.

- Since July 2019, one individual gained and retained employment with the hospital.

COMMUNITY PARTNERS:

Harrisburg Area Community College (HACC), Messiah College, York College, Penn State, United Way, PA College of Health Sciences, Harrisburg School District, East Pennsboro School District, Newport School District, Susquehanna Township School District, Cumberland Valley High School, Cumberland Perry Vo-Tech, Middletown High School, Annville-Cleona, Dauphin County Vo-Tech, West Shore School District, Big Springs High School, Boiling Springs HS, Steelton Highspire, IT, Medical Group, Aunt Bertha

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Transportation

UPMC Pinnacle Hospitals continues to provide transportation to patients who have difficulty with private transportation by connecting them to programs and services available in the four-county region.

GOAL:

Increase knowledge of resources in rural communities and underserved populations

STRATEGY:

Address transportation barriers to reduce missed appointments due to unreliable or no transportation, which negatively impacts preventive care and increases Emergency Department visits

ACTIONS:

- ✓ Establish partnership with Capital Area Transit (CAT) to provide transportation to health care
- ✓ Engage and roll-out Uber Health pilot program
- ✓ Partner with established clinics for outreach to the demographics of highly missed appointments

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Partnership with Capital Area Transit
- Uber Health Pilot Program
- Outreach to local clinics

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,234

Rides Provided to Patients for Medical Appointments
(July 2019 - April 2021)



5

Counties Reached with Transportation Assistance Programs
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Collaborating with Local Partners to Provide Transportation Assistance

Many low-income and vulnerable people face challenges in regard to the lack of transportation or unreliable transportation. Inappropriate usage of the ED often results. Other effects of missed appointments are poor health management, lack of preventive care, and poor health outcomes. To address transportation barriers, UPMC Pinnacle Hospitals connects patients to transportation programs and services. Efforts include:

- **Partnership with Capital Area Transit (CAT):** The hospital works with CAT to help ensure that patients can get to their scheduled medical appointments, dialysis, or doctor follow-ups. Beginning in March 2021, UPMC Pinnacle Hospitals worked with CAT to assist community members who needed transportation to and from their scheduled COVID-19 vaccination appointments.
- **Targeting transportation needs for patients with missed appointments:** Over the last three years, the hospital has concentrated efforts on reaching out to patients with recurrent missed appointments to provide transportation to those who have difficulty with private transportation by connecting them to programs and services available in the four-county region.
- **Expanding services across the region:** Since July 2019, the hospital has established new partnerships with local transportation organizations and local clinics to increase outreach across the region.
 - > Between July 2019 and April 2021, the hospital saw an increase in demand for transportation assistance.

COMMUNITY PARTNERS:

Keystone Cab, Capital City Cab, rabbitransit, Cumberland Valley Transit

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Homelessness/Housing

As homelessness continues to be a community health issue across the region, UPMC Pinnacle Hospitals is collaborating with community partners to connect homeless individuals with long-term care.

GOAL:

Increase knowledge of resources in rural communities and underserved populations

STRATEGY:

Assist homeless individuals into structured, long-term care through collaboration with community partners

ACTIONS:

- ✓ Track admission and discharge patients through the HMIS System
- ✓ Structure data and information used to track progress, collaborate with local shelters, hospitals, and Pennsylvania Psychiatric Institute to improve prevention efforts
- ✓ Develop a mechanism with community partners to share information, as appropriate
- ✓ Reach those living in unstable housing situations through the Central PA Partnership Investment Opportunities (Pay for Success) — win future RFPs

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Identify patients with homeless or temporary living status
- Review best practices
- Homeless Assistance Program

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



1,114

Emergency Department Visits by Homeless Patients
(July 2019 - April 2021)



146

Homeless Patients Linked to Support Services
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Identifying Homeless Patients to Connect Them with Support Services

When people have social and economic barriers to basic resources, including homelessness, their physical and mental health can become significantly compromised. When physical and mental health decline, it becomes harder to improve upon or maintain a safe, stable lifestyle. Many are unaware of the resources available to them through the community. UPMC Pinnacle Hospitals is committed to improving access, education, and communication between homeless individuals, medical facilities, and community organizations.

Over the last three years, UPMC Pinnacle Hospitals continued to work with Capital Area Coalition on Homelessness (CACH) and Dauphin County to obtain information on shelter clients visiting the Emergency Department (ED) and the number of inpatient stays by homeless individuals.

- **Monitoring ED visits and inpatient stays:** Between July 2019 and April 2021, the hospital tracked 1,114 ED visits by shelter clients.
- **Connecting homeless patients with support services:** The hospital strives to link homeless patients with referrals to community agencies for services and housing and help patients to establish a medical home prior to discharge. Over the last three years, the hospital has helped 146 homeless people — connecting them to community partners or coordinating follow-up care.

COMMUNITY PARTNERS:

Capital Area Coalition on Homelessness (CACH), Pennsylvania Psychiatric Institute, Pennsylvania Housing Finance Agency (PHFA)

Prevention and Community-Wide Healthy Living

Social Determinants of Health: Language Access

UPMC Pinnacle Hospitals has made great strides in adopting culturally and linguistically appropriate health care practices and continues to enhance sensitivity and responsiveness to the clinical and cultural interests, needs, and expectations of patients, families, and its workforce.

GOAL:

Improve access to health information by enhancing communication and language assistance services

STRATEGY:

Improve language access given through the development and promotion of culturally and linguistically appropriate services

ACTIONS:

- ✓ Provide effective communication and language assistance services to culturally and linguistically diverse individuals receiving care and services
- ✓ Evaluate and assess the language services workforce for language access barriers
- ✓ Develop a process to assess bilingual providers to discover gaps of language access
- ✓ Implement Cultural Health Care Program
- ✓ Explore Telemedical Support Services for culturally and linguistically diverse populations

TARGET POPULATION:

- Rural and underserved populations

PROGRAMS:

- Bridging the Gap trainings
- Language assessments
- CyraCom via Skype
- Telemedicine carts

PROGRESS:

MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)



71,998

Encounters for Language Assistance
(July 2019 - April 2021)



105

Staff Members Participated in Medical Interpreter Training
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Improving Patient Experience with Support from Bilingual Staff

Over the last three years, UPMC Pinnacle Hospitals has continued to help improve communication and enhance patient experience by providing programs that assess and train bilingual staff.

- **Bridging the Gap trainings:** The hospital continues to train its bilingual staff to serve as qualified interpreters in their respective departments. Since July 2019, 105 staff members and 44 individuals from other health care organizations have participated in interpreter training.
- **Language assessments:** The hospital initiated a new effort to assess the bilingual skills of new interns and residents to help assure the accuracy of providers' communication with patients. Between October 2018 and February 2021, the hospital assessed 36 providers.

Leveraging Technology to Offer Language Assistance

UPMC Pinnacle Hospitals provides effective communication and language assistance services to culturally and linguistically diverse individuals receiving care and services. Efforts include:

- **Translation services:** Meeting the needs of non-English speaking patients and Deaf and hard of hearing patients is vitally important. The hospital continues to utilize CyraCom to assist with translation during inpatient and outpatient services. Top languages utilized are Spanish, Nepali, Vietnamese, Arabic, and American Sign Language.
 - > Between July 2019 and March 2021, the hospital completed 71,998 calls with language assistance and 64 face-to-face patient interactions with interpreters, most from UPMC's Bridging the Gap Medical Interpreter Training Program.
 - > Between January 2019 and December 2020, demand for language assistance increased by 42 percent.
- **Telemedicine carts:** In March 2020, the hospital added access to CyraCom to 62 telemedicine carts. These carts now offer video interpretation, which enhances communication between patients and providers and strengthens support of patient needs. As of May 2021, the number of telemedicine carts increased to 148 across UPMC's hospitals in central Pennsylvania.

COMMUNITY PARTNERS:

CyraCom, Cross Cultural Healthcare Program, Alta Language Services, Internal Medicine Residency Program, Marketing, HCHC, PinnacleHealth Foundation, Community Health Clinicians

UPMC Pinnacle Hospitals Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 25, 2022, the governing body 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 Pinnacle Hospitals Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Pinnacle Hospitals 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, and by strengthening collaborations with numerous community partners.



Working to Advance Health Equity

UPMC Pinnacle Hospitals recognizes that a broad range of efforts both within and beyond health care will be instrumental in addressing issues that contribute to health disparities. UPMC Pinnacle Hospitals' 2022-2025 Implementation Plan includes health equity-promoting programs and initiatives, which aim to help address socioeconomic and other factors that may contribute to health disparities. Efforts include:

- **Enhancing Access to Care for Rural Communities:** Increasing the convenience and accessibility of health care services by expanding access to behavioral health specialists and specialty providers through telemedicine initiatives.
- **Overcoming Language Barriers to Care:** Enhancing translation services to provide linguistically and culturally appropriate and respectful health care.
- **Addressing the Health Needs of Underserved Populations:** Offering programs that address economic and social barriers to health, such as providing medical care to unsheltered individuals and offering vouchers to subsidize the cost of transportation for community members.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Pinnacle Hospitals will increase access to behavioral health and addiction medicine services for the community through a variety of initiatives that increase accessibility, reduce transportation barriers, enable seamless transitions of care, and promote education and awareness.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Improve access to quality mental health and substance use programs and education that address the whole person

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Provide integrated behavioral health care and support services.	<ul style="list-style-type: none"> Improve access to behavioral health care by implementing a collaborative care model
2. Improve access to mental health and addiction recovery services by leveraging strong partnerships to provide timely and convenient care.	<ul style="list-style-type: none"> Provide a platform for telepsychiatry services to perform virtual evaluations in the Emergency Department Partner with the Center for Addiction Recovery at UPMC in Central Pa. to host the Medication-Assisted Treatment (MAT) mobile unit for the local community Help ensure a seamless transition for opioid overdose survivors from emergency medical care to specialty substance use disorder (SUD) treatment to improve the prospect of recovery Offer recovery services and support programs for pregnant women with substance use disorder Strengthen partnerships across the UPMC network to increase local access to behavioral health services
3. Provide education, training, and screenings to raise awareness and improve access to behavioral health services.	<ul style="list-style-type: none"> Offer behavioral health screenings and training programs, including Trauma Informed Care (TIC) Host Mental Health First Aid training at the hospital Engage with diverse communities by participating in a regional Mental Health Summit

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Kline Health Center, Center for Addiction Recovery, Hamilton Health Center, United Way, Pennsylvania Psychiatric Institute, Nurse Family Partnership, BABY LOVE, Lourdes' House (pregnancy home), PA Counseling services, AIR program, Dauphin County Drug and Alcohol, Just for Today, Pinnacle Health Psychological Associates, UPMC Western Psychiatric Hospital, UPMC Pinnacle Health Foundation, PinnacleHealth Medical Group (PHMG), Harrisburg Housing Authority

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Pinnacle Hospitals is committed to making health care more accessible by offering community resources to those who have barriers to health insurance coverage and expanding access to specialty services for rural populations through telemedicine. UPMC Pinnacle Hospitals will focus efforts to assist uninsured and underinsured patients who need access to dental care.

HEALTH PRIORITY #1

Specialty Care

GOAL

Increase access to specialty care in Dauphin County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Strengthen access to specialty, dental, and supportive services.	<ul style="list-style-type: none"> Enhance access to specialty care for underserved populations through Kline Health Center Expand access to specialty care, and the utilization of telehealth specialty services, to provide more efficient and effective diagnoses and treatment options Partner with Harrisburg Area Dental Society to provide uninsured central Pennsylvania residents with access to urgent dental care Coordinate care of urgent dental needs in the Emergency Department Increase utilization of the SMILES program to minimize dental care as a barrier to overall health status improvement

TARGET POPULATION

General community, seniors, children and adolescents, rural and homebound populations

PLANNED COLLABORATIONS

Beacon, Bethesda Mission, Downtown Daily Bread, Salvation Army, Tri County Community Action, YWCA, REACCH, Hamilton Health Center, Harrisburg's Federally Qualified Health Centers (FQHCs), Christ Lutheran Church's free dental clinic and a network private practice volunteer dentist, Kline Health Center, UPMC Pulmonology, UPMC Pinnacle Health Foundation, Harrisburg Housing Authority

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Pinnacle Hospitals is committed to making health care more accessible for the patients it serves by leveraging partnerships with community health centers.

HEALTH PRIORITY #2

Care Coordination

GOAL

Expand the health care reach to rural and homebound populations

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase number of patients receiving care coordination services.	<ul style="list-style-type: none"> Optimize the Patient-Centered Medical Home model to provide the best possible primary care services to patients, using a patient centered team approach Continue to partner with community health centers and clinics to coordinate care for uninsured, underinsured, and diverse populations Collaborate with community health center staff to review cases of high utilization and acuity Collaborate with the Home Visit Program and Community Paramedicine to refer patients to care coordination services, to help enhance communication, and to complete home safety checks for patients after discharge Explore opportunities to increase payor options to increase the number of patients who can access specialty care services and improve access to care
2. Enhance communication between patients, their families, and providers by promoting the use of advanced care directives.	<ul style="list-style-type: none"> Host an End-of-Life Educational Tour in partnership with UPMC hospitals in central Pennsylvania to engage underserved populations Educate the community about end-of-life choices and palliative care, including advanced care directives, the POLST (Portable Medical Orders) form, organ and tissue donation, hospice, and the importance of wills Engage underserved communities in advance care planning and empower them to start conversations about their end-of-life goals and wishes Advocate for better understanding of advance care planning by participating in National Healthcare Decision Day
3. Increase the number of patients with health insurance coverage.	<ul style="list-style-type: none"> Help enroll uninsured adults and children in appropriate health insurance plans

TARGET POPULATION

General community, seniors, children and adolescents, rural and homebound populations

PLANNED COLLABORATIONS

Beacon, Bethesda Mission, Downtown Daily Bread, Salvation Army, Tri County Community Action, YMCA, REACCH, Hamilton Health Center, Harrisburg's Federally Qualified Health Centers (FQHCs), Faith Community Health Connection, Palliative Care and Supportive Medicine Team, funeral directors, Gift of Life, community cemetery owners, Hospice Foundation of America, Penn State Milton S. Hershey Medical Center, Harrisburg Housing Authority, local attorneys, UPMC Pinnacle Health Foundation, UPMC Spiritual Care Services, UPMC Community Initiatives, UPMC Health Plan, UPMC Carlisle, UPMC Hanover, UPMC Lititz, UPMC Memorial

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Pinnacle Hospitals will promote health and wellness programs to the local community, with a dedicated focus on addressing childhood obesity, diabetes, and heart disease and stroke.

HEALTH PRIORITY #1

Community Prevention and Wellness Initiatives

GOAL

Promote wellness and healthy living in Dauphin County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve overall community health and wellness by providing health education in collaboration with UPMC resources.	<ul style="list-style-type: none"> • Provide education and screenings to children and adolescents in partnership with local school districts • Provide health and contact information for parents and caregivers to make follow-up appointments for school-aged children • Educate adults about healthy lifestyle behaviors • Support Healthy Harrisburg to address barriers and access to health care and improve the wellbeing of those living with obesity, diabetes, and hypertension • Educate the community by attending community events and providing information on programs available
2. Address childhood obesity through educational programs and events.	<ul style="list-style-type: none"> • Assist local school districts with screenings to identify youth with BMI >30 • Provide multi-level support to help adolescents reach a healthy weight • Offer education regarding healthy lifestyle habits that contribute to achieving a healthy weight
3. Offer education and screenings to address prevention and early detection of chronic disease, with a focus on diabetes and heart disease and stroke.	<ul style="list-style-type: none"> • Offer free health screenings • Provide education about chronic disease prevention, targeting diabetes and heart disease • Explore opportunities to enhance collaboration with UPMC Heart and Vascular Institute and UPMC Neurology to provide community education • Raise awareness of UPMC's specialty services, targeting diabetes and heart disease and stroke • Provide education for individuals diagnosed with pre-diabetes and engage patients with diabetes in self-managing blood sugar levels • Raise awareness of diabetes management services • Increase patient referrals to diabetes educators, in both inpatient and outpatient settings • Offer programs that promote lifestyle changes to help prevent type 2 diabetes • Assist and support diabetics by offering food boxes and education to help reduce hemoglobin A1C

TARGET POPULATION

General community, children and adolescents, seniors, underserved populations

PLANNED COLLABORATIONS

Harrisburg School District, Susquehanna Township School District, Central Dauphin School District, UPMC Digital Marketing Team, Steelton School District, UPMC Pinnacle Health Medical Group, Harrisburg Faith Communities, fitness professionals, area businesses/organizations, American Heart Association, UPMC Heart and Vascular Institute, UPMC Neurology, UPMC Cares Team, Hamilton Health, primary care physicians, Kline Family Practice, Central PA Food Bank, Diabetes Educators, dietitians, UPMC Pinnacle Health Foundation, Helen M. Simpson Rehab Hospital, Select Medical, Harrisburg Housing Authority

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Pinnacle Hospitals plans to utilize strategies which reach the underserved in the community by offering programs that address economic and social barriers to health.

HEALTH PRIORITY #2

Health-Related Social Needs

GOAL

To improve the health of the community's underserved populations

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address the health needs of those most impacted by lack of economic resources.	<ul style="list-style-type: none"> Enhance workforce development programs Address the health needs of homeless individuals by providing medical care to unsheltered individuals
2. Improve access to care by addressing transportation and language barriers.	<ul style="list-style-type: none"> Offer vouchers to subsidize the cost of transportation for low-income patients Improve access to care with translation services

TARGET POPULATION

General community, homeless individuals

PLANNED COLLABORATIONS

CyraCom, Alta Language services, Bridging the Gap, Harrisburg Area Community College, UPMC Health Plan, UPMC Mission Effectiveness, UPMC Care Management, UPMC Pinnacle Health Foundation, Capital City Cab, Capital Area Transit, rabbittransit, Harrisburg Housing Authority

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, *Healthy People 2020*, and *Healthy People 2030* 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 2010 and 2018 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 2018.	
	Population Density	2018 total population divided by area in square miles (2010) by county, state, and nation.	
	Median Income/Home Values	By county, state, and nation in 2018.	
	Race/Ethnicity	Percent for each item by county, state, and nation in 2018.	
	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	2017-2020 data collected and compared by county, state, and nation.	PA Department of Health
	Mental Health		PA Department of Health - Behavioral Risk Factors Surveillance System
	Birth Outcomes		U.S. Centers for Disease Control and Prevention
Health Behaviors Data	Obesity (Childhood and Adult)		U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System
	Alcohol Use		U.S. Centers for Disease Control and Prevention - National Center for Health Statistics
	Tobacco Use		
	Sexually Transmitted Disease		
Clinical Care Data	Immunization	2017-2019, 2021 data collected and compared by county, state, and nation.	PA Department of Health - Behavioral Risk Factors Surveillance System
	Cancer Screening (Breast/Colorectal)		U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System
	Primary Care Physician Data		Robert Wood Johnson County Health Rankings & Roadmaps
Mortality Data	Mortality Rates	2019 data collected and compared by county, state, and nation.	PA Department of Health U.S. Centers for Disease Control and Prevention, National Center for Health Statistics
Benchmark Data	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 Healthy People 2030

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.

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	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States
Area (square miles)	545.5	525.1	943.8	904.2	44,742.7	3,531,905.4
Density (persons per square mile)	460.9	527.8	575.9	495.8	286.1	92.5
Total Population, 2018	251,423	277,097	543,557	448,273	12,800,922	326,687,501
Total Population, 2010	235,406	268,100	519,445	434,972	12,702,379	308,745,538
Population Change ('10-'18)	16,017	8,997	24,112	13,301	98,543	17,941,963
Population % Change ('10-'18)	6.8	3.4	4.6	3.1	0.8	5.8
Age						
Median Age	40.5	39.8	38.6	41.0	40.7	37.9
%<18	20.3	22.5	23.8	22.3	20.9	22.8
%18-44	35.1	33.9	33.4	32.7	34.1	36.0
%45-64	26.9	27.5	25.6	28.4	27.6	26.0
% 65+	17.8	16.1	17.1	16.7	17.4	15.2
% 85+	2.5	2.2	2.6	2.0	2.5	1.9
Gender						
% Male	49.4	48.4	49.0	49.4	49.0	49.2
% Female	50.6	51.6	51.0	50.6	51.0	50.8
Race/Ethnicity						
% White*	88.2	71.0	88.5	88.8	80.8	72.7
% African-American*	3.8	19.2	4.3	5.8	11.1	12.7
% American Indian and Alaska Native*	0.1	0.2	0.2	0.1	0.2	0.8
% Asian*	4.1	4.2	2.2	1.5	3.3	5.4
% Native Hawaiian/Other Pacific Islander*	0	0.0	0.0	0.0	0.0	0.2
% Hispanic or Latino**	3.7	8.9	10.3	7.2	7.1	17.8
% Disability	11.6	12.9	12.0	13.6	13.9	12.6

*Reported as single race; **Reported as any race
Source: U.S. Census, 2010, 2018

Social and Economic Factors:

Characteristics	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States
Income, Median Household	\$68,895	\$58,916	\$63,823	\$63,902	\$59,445	\$60,293
Home Value, Median	\$197,900	\$165,200	\$200,400	\$173,200	\$174,100	\$204,900
% No High School Diploma*	7.7	10.3	15.1	10.6	9.8	12.4
% Unemployed**	3.8	5.0	4.0	5.0	5.8	5.9
% of People in Poverty	7.4	12.7	10.0	10.0	12.8	14.1
% Elderly Living Alone	12.1	11.9	10.8	11.0	12.6	10.7
% Female-Headed Households with Own Children <18	4.8	7.5	5.1	6.2	6.1	6.7
Health Insurance						
% Uninsured	5.8	5.9	12.0	5.6	6.2	9.4
% Medicaid	8.3	16.4	12.7	13.8	15.1	17.2
% Medicare	13.4	11.7	12.8	12.8	13.2	11.2

**Based on those ≥ 25 years of age; **Based on those ≥ 16 years and in the labor force
Source: U.S. Census, 2018*

Leading Causes of Mortality for the United States Compared to Pennsylvania and the Following Counties: Cumberland, Dauphin, Lancaster, and York

Causes of Death	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States
	Percent of Total Deaths	Percent of Total Deaths	Percent of Total Deaths	Percent of Total Deaths	Percent of Total Deaths	Percent of Total Deaths
All Causes	100.0	100.0	100.0	100.0	100.0	100.0
Diseases of Heart	27.1	23.7	23.1	21.2	24.1	23.1
Malignant Neoplasms (Cancer)	20.6	22.0	20.9	21.2	20.7	21.0
Accidents (Unintentional Injuries)	4.1	6.6	6.0	6.9	6.4	6.1
Chronic Lower Respiratory Diseases	4.1	4.4	4.6	5.0	4.7	5.5
Cerebrovascular Diseases	4.5	4.2	6.8	6.0	5.0	5.3
Alzheimer's Disease	2.4	1.9	6.1	3.4	3.1	4.3
Diabetes Mellitus	2.3	2.6	2.7	3.1	2.7	3.1
Nephritis, Nephrotic Syndrome, and Nephrosis	2.4	3.6	2.3	2.2	2.2	1.8
Influenza and Pneumonia	2.3	2.0	1.4	2.4	1.8	1.7
Intentional Self-Harm (Suicide)	1.1	1.4	1.1	1.7	1.4	1.7
Chronic Liver Disease and Cirrhosis	1.1	1.1	0.8	1.2	1.1	1.6
Septicemia	1.4	1.3	1.3	1.3	1.7	1.3
Essential Hypertension and Hypertensive Renal Disease	0.7	1.4	0.7	0.8	0.8	1.3
Parkinson's Disease	1.8	1.3	1.3	1.0	1.2	1.2
Pneumonitis Due to Solids and Liquids	0.8	0.4	0.6	0.6	0.8	0.7

Sources: Pennsylvania Department of Health, 2019; U.S. Centers for Disease Control and Prevention, National Center for Health Statistics, 2019

Comparison of Additional Health Indicators for Cumberland, Dauphin, Lancaster, and York Counties to Pennsylvania, United States, Healthy People 2020, and Healthy People 2030:

Characteristics	Cumberland County	Dauphin County	Lancaster County	York County	Pennsylvania	United States	Healthy People 2020	Healthy People 2030
Morbidity								
Diabetes (%)	12.0	10.0	13.0	9.0	11.0	10.7	NA	NA
Mental Health (Mental health not good \geq 1 day in past month) (%)	38.0	40.0	31.0	36.0	38.0	38.6	NA	NA
Low Birthweight (% of live births)	6.4	9.5	6.4	8.9	8.5	8.3	7.8	NA
Health Behaviors								
Obesity (Adult) (%)	30.0	32.0	34.0	30.0	33.0	32.1	30.5	36.0
Childhood Obesity (Grades K-6) (%)	15.0	18.0	16.3	17.5	17.1	19.3	15.7	NA
Childhood Obesity (Grades 7-12) (%)	18.5	19.2	18.6	20.1	19.2	20.9	16.1	NA
Excessive Alcohol Use (%)	15.0	19.0	8.0	13.0	17.0	16.8	24.2	25.4
Current Tobacco Use (%)	18.0	20.0	13.0	16.0	17.0	16.0	12.0	5.0
STDs (Gonorrhea per 100,000)*	61.6	250.9	90.5	117.3	114.8	152.6	251.9	NA
Clinical Care								
Immunization: Ever had a Pneumonia Vaccination (65+) (%)	80.0	76.0	71.0	77.0	74.0	73.3	90.0	NA
Cancer Screening								
Mammography (%)	NA	NA	NA	NA	65.0	71.8	81.1	77.1
Colorectal Screening (%)	NA	NA	NA	NA	71.0	64.3	70.5	74.4
Primary Care Physician: Population (PCP Phys/100K Pop)	90.3	107.5	72.1	70.3	81.0	75.8	NA	NA
Receive Prenatal Care in First Trimester (%)	69.2	71.0	62.8	74.4	74.2	77.6	77.9	NA

Sources:

County Data: Pennsylvania Department of Health, 2017-2019 (Childhood Obesity Data, 2019-2020); Robert Wood Johnson County Health Rankings & Roadmaps, 2021

Pennsylvania Data: Pennsylvania Department of Health, 2018, 2019 (Childhood Obesity Data, 2019-2020); Robert Wood Johnson County Health Rankings & Roadmaps, 2021

U.S. Data: U.S. Centers for Disease Control and Prevention, 2018, 2019; Robert Wood Johnson County Health Rankings & Roadmaps, 2021

**Gonorrhea data: County and Pennsylvania rates are for women ages 15+; National rates are for women of all ages; Healthy People 2020 rates are for 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 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 ratings 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 Cumberland, Dauphin, Lancaster, and York counties invited representatives from the following organizations to participate in the community health needs survey conducted in May-June 2021:

UPMC Carlisle

- Big Spring School District, Newville, PA
- Boiling Springs High School, Boiling Springs, PA
- Carlisle Area Chamber of Commerce, Carlisle, PA
- Carlisle Area School District, Carlisle, PA
- Carlisle Family YMCA, Carlisle, PA
- Carlisle Hope Station, Carlisle, PA
- Central Penn College, Summerdale, PA
- Community CARES, Carlisle, PA
- Cumberland Valley Habitat for Humanity, Carlisle, PA
- Dickinson College, Carlisle, PA
- Maranatha-Carlisle, Carlisle, PA
- Office of the Mayor, Carlisle Borough, Carlisle, PA
- Orrstown Bank, Shippensburg, PA
- Partnership for Better Health, Carlisle, PA
- Penn State Health Milton S. Hershey Medical Center, Hershey, PA
- Project Match, Fresh Share Program, Carlisle, PA
- Sadler Health Center, Carlisle, PA
- Safe Harbour, Carlisle, PA
- Shippensburg Area School District, Shippensburg, PA
- Shippensburg University, Shippensburg, PA
- The Salvation Army, Carlisle Corps, Carlisle, PA
- Tuckey Corporate Headquarters, Carlisle, PA
- United Way of Carlisle & Cumberland County, Carlisle, PA
- YWCA Carlisle and Cumberland County, Carlisle, PA

UPMC Lititz

- Arch Street Center, Lancaster, PA
- Boys & Girls Club of Lancaster, Lancaster, PA
- Byrnes Health Education Center, York, PA
- Certified Carpet, Lancaster, PA
- Chementry Industries, Rego Park, NY
- Eden Resort & Suites, Lancaster, PA
- EHD Insurance, Lancaster, PA
- Ephrata Cloister, Ephrata, PA
- Hope Within Ministries, Elizabethtown, PA
- House of His Creation, Lititz, PA
- Lancaster Catholic High School, Lancaster, PA
- Lancaster City Housing Authority, Lancaster, PA

- Lancaster County Government Center, Office of the County Commissioner, Lancaster, PA
- Lancaster Family YMCA, Lancaster, PA
- Lancaster Lebanon Habitat for Humanity, Lancaster, PA
- Lancaster Public Library, Lancaster, PA
- Lancaster Science Factory, Lancaster, PA
- Lititz recCenter, Lititz, PA
- Lititz Women of Today, Lititz, PA
- Masonic Villages of Pennsylvania, Elizabethtown, PA
- Office of PA State Representative Brett Miller, State Legislative District 41, Lancaster, PA
- Office of PA State Representative Bryan Cutler, State Legislative District 100, Quarryville, PA
- Office of PA State Representative Dave Hickernell, State Legislative District 98, Columbia, PA
- Office of PA State Representative David H. Zimmerman, State Legislative District 99, New Holland, PA
- Office of PA State Representative Jim Cox, State Legislative District 129, Sinking Spring, PA
- Office of PA State Representative John Lawrence, State Legislative District 13, West Grove, PA
- Office of PA State Representative Keith J. Greiner, State Legislative District 43, Lancaster, PA
- Office of PA State Representative Mark Gillen, State Legislative District 128, Reading, PA
- Office of PA State Representative Mike Sturla, State Legislative District 96, Lancaster, PA
- Office of PA State Representative Mindy Fee, State Legislative District 37, Manheim, PA
- Office of PA State Representative Steven Mentzer, State Legislative District 97, Lititz, PA
- Office of PA State Senator Ryan Aument, State Senate District 36, Lititz, PA
- Office of PA State Senator Scott Martin, State Senate District 13, Strasburg, PA
- Schreiber Center for Pediatric Development, Lancaster, PA
- Spanish American Civic Association, Lancaster, PA
- The Law Office of Stephen W. Grosh, Lancaster, PA
- The Literacy Council of Lancaster-Lebanon, Lancaster, PA
- United Way of Lancaster County, Lancaster, PA
- Water Street Mission, Lancaster, PA

UPMC Memorial Hospital and UPMC Hanover

- ACNB Bank, Lancaster, PA
- Architecture Workshop Inc., Hanover, PA
- Bell Socialization Services, York, PA
- Caitlin's Smiles, Harrisburg, PA
- Central Market House, York, PA
- City of York, Bureau of Health, York, PA
- Cross Keys Village, New Oxford, PA
- Eastern York School District, Wrightsville, PA
- Family First Health, York, PA
- Family First Health, Hanover, PA
- Hanover Area Council of Churches, Hanover, PA
- LifePath Christian Ministries, York, PA
- Main Street Hanover, Inc., Hanover, PA
- Messiah University, Mechanicsburg, PA
- New Hope Ministries, Hanover, PA
- Office of PA State Representative Carol Hill-Evans, State Legislative District 95, York, PA
- Office of PA State Representative Dawn Keefer, State Legislative District 92, Dillsburg PA
- Office of PA State Representative Kate A. Klunk, State Legislative District 169, Hanover, PA
- Office of PA State Representative Keith Gillespie, State Legislative District 47, York, PA
- Office of PA State Representative Mike Jones, State Legislative District 93, York, PA
- Office of PA State Representative Seth Grove, State Legislative District 196, York, PA
- Office of PA State Representative Stanley E. Saylor, State Legislative District 94, Red Lion, PA
- Office of PA State Senator Doug Mastriano, State Senate District 33, Chambersburg, PA
- Office of PA State Senator Kristin Phillips-Hill, State Senate District 28, Jacobus, PA
- Office of PA State Senator Mike Regan, State Senate District 31, Dillsburg, PA
- Office of the Mayor, City of York, York, PA
- Penn State Extension, York County Office, York, PA
- Penn State York, York, PA
- Red Land High School, Lewisberry, PA
- Riggle Wealth Group, Hanover, PA
- School District of the City of York, York, PA
- SEK CPA's & Advisors, Hanover, PA

- South Western School District, Hanover, PA
- Spanish American Multicultural Resource Center, York, PA
- Standardbred Horse Sales Co., Hanover, PA
- Suicide Prevention of York, Dallastown, PA
- The Lunn Law Firm, PLLC, York, PA
- The Markets at Hanover, Hanover, PA
- United Way of York County, York, PA
- WellSpan Health, York, PA
- West Manchester Township, York, PA
- White Rose Senior Center, York, PA
- Windy Hill on the Campus, Spring Grove, PA
- YMCA of York and York County, York, PA
- York College of Pennsylvania, York, PA
- York County Area Agency on Aging, York, PA
- York County Children's Advocacy Center, York, PA
- York County Coalition on Homelessness, York, PA
- York County Community Foundation, York, PA
- York County Board of Commissioners, York, PA
- York Fresh Food Farms, York, PA
- York Suburban School District, York, PA
- YWCA Hanover, Hanover, PA

UPMC Pinnacle Hospitals

- ABC27-WHTM, Harrisburg, PA
- Ahmadiyya Muslim Community, Harrisburg, PA
- Aldersgate United Methodist Church, Mechanicsburg, PA
- Alzheimer's Association Greater Pennsylvania Chapter, Harrisburg, PA
- American Literacy Corporation, Harrisburg, PA
- Anglican Church of The Pentecost, Harrisburg, PA
- Beacon Clinic for Health and Hope, Harrisburg, PA
- Bethany African Methodist Episcopal Church, Harrisburg, PA
- Bethel Village AME Church, Harrisburg, PA
- Bethesda Mission, Harrisburg, PA
- Big Spring School District, Newville, PA
- Bishop McDevitt High School, Harrisburg, PA
- Boiling Springs High School, Boiling Springs, PA
- Boys & Girls Club of Harrisburg, Harrisburg, PA
- Buchanan Ingersoll & Rooney PC, Harrisburg, PA
- Camp Curtin YMCA, Harrisburg, PA

- Camp Hill School District, Camp Hill, PA
- Capital Area Head Start (CAHS), Harrisburg, PA
- Capital Blue Cross, Harrisburg, PA
- Capital Region Water, Harrisburg, PA
- Cathedral Parish of Saint Patrick, Harrisburg, PA
- Central Pennsylvania Food Bank, Harrisburg, PA
- CHOICE Community Christian Church, Harrisburg, PA
- Christ Community Church, Camp Hill, PA
- Christ Lutheran Church, Harrisburg, PA
- Christian Life Assembly, Camp Hill, PA
- Coldwell Banker, Camp Hill, PA
- Community Check-Up Center, Harrisburg, PA
- Conrad Siegel, Harrisburg, PA
- Country & Town, Mechanicsburg, PA
- Cumberland Valley School District, Mechanicsburg, PA
- Cumberland-Perry Drug & Alcohol Commission, Carlisle, PA
- Daley Zucker Meilton & Miner, Lemoyne, PA
- Dauphin County Commissioners Office, Harrisburg, PA
- Dauphin County Health Improvement Collaborative (DCHIP), Harrisburg, PA
- Dauphin County Human Services, Harrisburg, PA
- Dauphin County Parks and Recreation Department, Harrisburg, PA
- Dauphin County Technical School, Harrisburg, PA
- Dawood Engineering Inc., Harrisburg, PA
- Daybreak Church, Mechanicsburg, PA
- DaySpring Ministries, Middletown, PA
- Dickinson College, Carlisle, PA
- Domestic Violence Services of Cumberland & Perry Counties, Carlisle, PA
- Downtown Daily Bread, Harrisburg, PA
- Dressler's Ridge United Methodist Church, Mount Pleasant Mills, PA
- East Penn School District, Emmaus, PA
- Emanuel Church of God in Christ, Harrisburg, PA
- Emerge Education, Camp Hill, PA
- Emmanuel United Methodist Church, Royalton, PA
- Enginuity LLC, Mechanicsburg, PA
- Evangelical United Methodist Church, Middletown, PA
- Family Health Council of Central Pennsylvania, Inc., Camp Hill, PA
- First Bilingual Christian Church, Harrisburg, PA
- First United Methodist Church, Mechanicsburg, PA
- First United Church of Christ, Carlisle, PA
- Fountain Gate Church & Ministries, Harrisburg, PA
- Friends General Conference, Philadelphia, PA
- Full Gospel Evangelistic Ministry-Of Harrisburg, Harrisburg, PA
- Full Harvest Ministries, Harrisburg, PA
- Girls on the Run Capital Area, Lemoyne, PA
- Good Shepherd Catholic Church, Camp Hill, PA
- Good Shepherd Lutheran Church, Harrisburg, PA
- Goodwill Keystone Area, Harrisburg, PA
- Goodwin Memorial Baptist Church, Harrisburg, PA
- Gospel Fellowship Church, Harrisburg, PA
- Grace Church, Harrisburg, PA
- Grace and Mercy Church and Ministries, Middletown, PA
- GreenWorks Development, Harrisburg, PA
- H. Edward Black and Associates, LTD., Harrisburg, PA
- Habitat for Humanity of the Greater Harrisburg Area, Harrisburg, PA
- Harrisburg Area Learning Academy, Inc. (HALA Inc.), Harrisburg, PA
- Harrisburg Area YMCA, Harrisburg, PA
- Harrisburg First Assembly of God, Harrisburg, PA
- Harrisburg Public Schools Foundation, Harrisburg, PA
- Harrisburg Regional Chamber & CREDC, Harrisburg, PA
- Harrisburg School District, Harrisburg, PA
- Harrisburg University of Science and Technology, Harrisburg, PA
- Harristown Enterprises, Inc., Harrisburg, PA
- Heartshine, Harrisburg, PA
- HeavenGates Ministries, Inc., Harrisburg, PA
- Heinz-Menaker Senior Center, Harrisburg, PA
- Hersh Hospitality Management, Harrisburg, PA
- Highmark Blue Shield, Camp Hill, PA
- Hillside Seventh-day Adventist, Harrisburg, PA
- Hilton Harrisburg, Harrisburg, PA
- Holy Name of Jesus Parish, Harrisburg, PA
- Hospice of Central PA, Harrisburg, PA
- Iglesia De Dios Pentecostal M I El Alfarero, Harrisburg, PA
- Iglesia Juan 3:16 A.I.C., Harrisburg, PA
- Imani African Christian Church, Harrisburg, PA
- Jewish Federation of Greater Harrisburg, Harrisburg, PA

- Joshua Group, Harrisburg, PA
- Just For Today Recovery and Veterans' Support Services, Inc., Lemoyne, PA
- KCI Technologies Inc., Mechanicsburg, PA
- Keystone Business Alliance, Harrisburg, PA
- Keystone Human Services, Inc., Harrisburg, PA
- Kidney Foundation of Central Pennsylvania, Harrisburg, PA
- Kingdom Embassy, Harrisburg, PA
- La Voz Latina Central PA, Harrisburg, PA
- Latino Connection, Harrisburg, PA
- Latino Hispanic American Community Center (LHACC), Harrisburg, PA
- Leadership Harrisburg Area, Harrisburg, PA
- Legacy Faith Church, Harrisburg, PA
- LGBT Center, Harrisburg, PA
- Life Center Church, Harrisburg, PA
- Lingo Memorial Church of God in Christ, Harrisburg, PA
- Macedonia Missionary Baptist Church, Harrisburg, PA
- MANTEC INC., York, PA
- Market Square Presbyterian Church, Harrisburg, PA
- Martin Luther King Baptist Church, Harrisburg, PA
- McNees Wallace & Nurick LLC, Lancaster, PA
- Mechanicsburg Area School District, Mechanicsburg, PA
- Messiah University, Mechanicsburg, PA
- Millersville University, Millersville, PA
- Mission Central, Mechanicsburg, PA
- Mount Zion Missionary Baptist Church, Harrisburg, PA
- Muhammad's Study Group of Harrisburg, PA, Harrisburg, PA
- Neighborhood Center of United Methodist Church, Harrisburg, PA
- New Generation Latino Ministry, Harrisburg, PA
- New Hope Church, Harrisburg, PA
- New Hope Living Baptist Church, Steelton, PA
- New Wine Gateway Ministries International, Harrisburg, PA
- Office of Health Equity, Pennsylvania Department of Health, Harrisburg, PA
- Office of PA State Representative Andrew Lewis, State Legislative District 105, Harrisburg, PA
- Office of PA State Representative Dave Hickernell, State Legislative District 98, Columbia, PA
- Office of PA State Representative Joe Kerwin, State Legislative District 125, Elizabethville, PA
- Office of PA State Representative Patty Kim, State Legislative District 103, Steelton, PA
- Office of PA State Representative Perry A. Stambaugh, State Legislative District 86, New Bloomfield, PA
- Office of PA State Representative Sue Helm, State Legislative District 104, Harrisburg, PA
- Office of PA State Representative Tom Mehaffie, State Legislative District 106, Hershey, PA
- Office of PA State Senator John Disanto, State Senate District 15, New Bloomfield, PA
- Office of the Mayor, City of Harrisburg, Harrisburg, PA
- Orrstown Bank, Shippensburg, PA
- Panther Ram Foundation, Harrisburg, PA
- ParetoHealth, Philadelphia, PA
- Paxton Ministries, Harrisburg, PA
- Paxton United Methodist Church, Harrisburg, PA
- Penn State Health Children's Hospital, Hershey, PA
- Penn State Health Milton S. Hershey Medical Center, Hershey, PA
- Penn State PRO Wellness, Hershey, PA
- Pennsylvania American Water, Mechanicsburg, PA
- Pennsylvania Department of Corrections, Mechanicsburg, PA
- Pennsylvania Family Support Alliance, Harrisburg, PA
- Perry County Commissioners Office, New Bloomfield, PA
- Planned Parenthood Keystone, Warminster, PA
- Quandel Enterprises, Inc., Harrisburg, PA
- Resurrection Life Church, Harrisburg, PA
- River Wealth Advisors, Camp Hill, PA
- Second City Church, Harrisburg, PA
- Select Medical, Mechanicsburg, PA
- Shalom House, Harrisburg, PA
- Shiloh COGIC, Harrisburg, PA
- Shippensburg Area School District, Shippensburg, PA
- Shippensburg University, Shippensburg, PA
- Silver Spring Presbyterian Church, Mechanicsburg, PA
- Slate Hill Mennonite Church, Camp Hill, PA
- Sleepy Hollow Enterprises, Mechanicsburg, PA
- Solid Rock Missionary Baptist Church, Harrisburg, PA
- South Central Pennsylvania Sickle Cell Council, Harrisburg, PA

- St. John (Barner's) Lutheran Church, Liverpool, PA
- St. Mark's Evangelical Lutheran Church, Harrisburg, PA
- St. Matthew Lutheran Church, Millerstown, PA
- Summer Program for Youth, Carlisle, PA
- Summit Trail Advisors, Harrisburg, PA
- Susquehanna Township School District, Harrisburg, PA
- Susquenita School District, Duncannon, PA
- Tabernacle Baptist Church, Harrisburg, PA
- The Bridge Eco Village Inc., LLC, Harrisburg, PA
- The Foundation for Enhancing Communities, Harrisburg, PA
- The Greater Zion Missionary Baptist Church, Harrisburg, PA
- The Nativity School of Harrisburg, Harrisburg, PA
- The Peyton Walker Foundation, Camp Hill, PA
- The Rockville Bridge Group at Morgan Stanley, Camp Hill, PA
- The Salvation Army, Carlisle Corps, Carlisle, PA
- The Salvation Army, Harrisburg Capital City Region, Harrisburg, PA
- TransCentralPA, Harrisburg, PA
- Trinity Church of Harrisburg, Harrisburg, PA
- Trinity Preschool Part of the Camp Curtin Learning Community, Harrisburg, PA
- Trogner Commercial, Camp Hill, PA
- United Way of Carlisle & Cumberland County, Carlisle, PA
- United Way of the Capital Region, Enola, PA
- Vartan Group, Inc., Harrisburg, PA
- VIBRANT - A Christian Church, Lambs Gap Campus, Mechanicsburg, 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:

- 10,000 Friends of Pennsylvania, Harrisburg, PA
- 100 Black Men of Western Pennsylvania Inc., Pittsburgh, PA
- 1889 Foundation, Johnstown, PA
- 5A Elite Youth Empowerment, Pittsburgh, PA
- A Glimmer of Hope Foundation, Wexford, PA
- A Second Chance, Inc., Pittsburgh, PA
- A Woman's Concern, Lancaster, PA
- A. Philip Randolph Institute (APRI), Pittsburgh Chapter, Pittsburgh, PA
- A+ Schools, Pittsburgh, PA
- Accessible YOUiverse, Pittsburgh, PA
- Acculturation for Justice, Access, and Peace Outreach [AJAPO], Pittsburgh, PA
- ACH Clear Pathways, Pittsburgh, PA
- Achieva, Pittsburgh, PA
- Achievement Center of LECOM Health, Erie, PA
- Achieving Greatness, Inc., Pittsburgh, PA
- ACMH Hospital, Kittanning, PA
- ACTION-Housing, Inc., Pittsburgh, PA
- Active Aging Foundation, Meadville, PA
- Adams County Housing Authority, Gettysburg, PA
- Adams Rescue Mission, Gettysburg, PA
- Adonai Center for Black Males, Inc., Pittsburgh, PA
- Africa 6000 International, Inc., Erie, PA
- African American Chamber of Commerce of Western PA, Pittsburgh, PA
- AHEDD, Pittsburgh, PA
- Ahmadiyya Muslim Community Mosque, Pittsburgh, PA
- Alder Health Services, Harrisburg, PA
- Alex's Lemonade Stand Foundation, Wynnewood, PA
- All About Character, Inc., Erie, PA
- All For All, powered by The Global Switchboard, Pittsburgh, PA
- Allegheny Christian Ministries, Inc., Laurel View Village, Davidsville, PA
- Allegheny County Department of Human Services, Pittsburgh, PA
- Allegheny County Medical Society, Pittsburgh, PA
- Allegheny County/City of Pittsburgh Transition Coordinating Council, Pittsburgh, PA
- Allegheny Intermediate Unit, Homestead, PA
- Allegheny Lutheran Social Ministries, Altoona, PA
- Allegheny/Fayette Central Labor Council, AFL-CIO, Pittsburgh, PA
- Allen Place Community Services, Inc., Pittsburgh, PA
- Allentown Area Ecumenical Food Bank, Allentown, PA

- Allentown Housing Authority, Allentown, PA
- Allentown Rescue Mission, Allentown, PA
- Alliance for Building Communities, Allentown, PA
- Allies for Health + Wellbeing, Pittsburgh, PA
- Alpha & Omega Community Center, Lancaster, PA
- Alpha Alpha Omega Chapter of Alpha Kappa Alpha Sorority, Inc., Pittsburgh, PA
- Alpha Omicron Lambda Charities, Pittsburgh, PA
- Altoona Chapter of AMBUCS, Hollidaysburg, PA
- Altoona Community Theatre (ACT), Altoona, PA
- Alzheimer's Association, Greater Pennsylvania Chapter, Pittsburgh, PA
- Amachi Pittsburgh, Pittsburgh, PA
- AMD3 Foundation, Pittsburgh, PA
- Amen Corner, Pittsburgh, PA
- American Association of People with Disabilities (AAPD), Washington, DC
- American Diabetes Association of Western Pennsylvania, Merrifield, VA
- American Heart Association - Philadelphia, Philadelphia, PA
- American Heart Association - Harrisburg, Harrisburg, PA
- American Middle East Institute, Pittsburgh, PA
- Americans for the Competitive Enterprise System, Inc., Erie, PA
- Amyloidosis Foundation, Clarkston, MI
- Anchorpoint Counseling Ministry, Pittsburgh, PA
- Andrew Carnegie Free Library & Music Hall, Pittsburgh, PA
- Antioch Baptist Church, Fairfax Station, VA
- Apraxia Kids, Pittsburgh, PA
- Aquinas Academy of Pittsburgh, Gibsonia, PA
- Arbutus Park Retirement Community, Johnstown, PA
- Armstrong County Community Action Agency, Kittanning, PA
- Armstrong-Indiana-Clarion Drug and Alcohol Commission, Inc., Shelocta, PA
- Arthritis Foundation, Pittsburgh, PA
- ArtsAltoona, Altoona, PA
- Asbury Woods Nature Center, Erie, PA
- Ascender, LLC, Pittsburgh, PA
- Aspinwall Chamber of Commerce, Aspinwall, PA
- Aspinwall Neighborhood Watch, Aspinwall, PA
- Aspinwall Riverfront Park, Aspinwall, PA
- Assemble, a community space for arts + technology, Pittsburgh, PA
- Associated Artists of Pittsburgh, Pittsburgh, PA
- Association of Fundraising Professionals (AFP), Pittsburgh, PA
- Athena Erie, Erie, PA
- ATU Local 85, Pittsburgh, PA
- Auberle, McKeesport, PA
- August Wilson African American Cultural Center, Pittsburgh, PA
- August Wilson House, Pittsburgh, PA
- Aurora Social Rehabilitation Services, Harrisburg Social Rehabilitation Center, Harrisburg, PA
- Aurora Social Rehabilitation Services, Mechanicsburg Social Rehabilitation Center, Mechanicsburg, PA
- Autism Society of Berks, Wyomissing, PA
- Autism Society of Northwestern PA, Erie, PA
- Baptist Homes Foundation, Pittsburgh, PA
- Barber National Institute, Bridgeville, PA
- Beacon Clinic for Health and Hope, Harrisburg, PA
- Beaver County Chamber of Commerce, Beaver, PA
- Beaver Falls Community Development Corporation, Beaver Falls, PA
- Bedford County Chamber of Commerce, Bedford, PA
- Bender Consulting Services, Inc., Pittsburgh, PA
- Benedictine Sisters of Pittsburgh, Bakerstown, PA
- Bengali Association of Greater Pittsburgh (BAP), Pittsburgh, PA
- Bethany House Academy, Pittsburgh, PA
- Bethel Village AME Church, Harrisburg, PA
- Bethesda Children's Home, Meadville, PA
- Bethesda Foundation for Children, Meadville, PA
- Bethlehem Area Public Library, Bethlehem, PA
- Bethlehem Haven, Pittsburgh, PA
- Bethlehem Housing Authority, Bethlehem, PA
- Bethlen Communities, Ligonier, PA
- Beverly's Birthdays, Pittsburgh, PA
- Bhutanese Community Association of Pittsburgh (BCAP), Pittsburgh, PA
- Bids for Kids, Erie, PA
- Bidwell Training Center, Inc., Pittsburgh, PA
- Big Brothers Big Sisters of Blair County, Inc., Altoona, PA
- Big Brothers Big Sisters of Greater Pittsburgh, Pittsburgh, PA

- Big Brothers Big Sisters of the Lehigh Valley, Allentown, PA
- Big Brothers Big Sisters of the Twin Tiers, Wellsboro, PA
- Big Brothers Big Sisters of York & Adams Counties, York, PA
- Big Brothers Big Sisters of the Laurel Region, Greensburg, PA
- Bike PGH, Pittsburgh, PA
- Birmingham Free Clinic, Pittsburgh, PA
- Black Girl Health Foundation, Washington, DC
- Blair County Arts Foundation, Altoona, PA
- Blair County Chamber of Commerce, Altoona, PA
- Blair County Conservation District, Hollidaysburg, PA
- Blair County Department of Emergency Services, Altoona, PA
- Blair County Health and Welfare Council, Altoona, PA
- Blair County NAACP, Altoona, PA
- Blair Regional YMCA, Hollidaysburg, PA
- Blair Senior Services, Altoona, PA
- Blair Type 1 Diabetes Foundation, Altoona, PA
- Bloomsburg Food Cupboard, Bloomsburg, PA
- Boy Scouts of America - Laurel Highlands Council, Pittsburgh, PA
- Boy Scouts of America, Hawk Mountain Council, Reading, PA
- Boy Scouts of America, Juniata Valley Council, Reedsville, PA
- Boy Scouts of America, Minsi Trails Council, Allentown, PA
- Boyertown Area Multi-Service, Inc., Boyertown, PA
- Boys & Girls Club of Allentown, Allentown, PA
- Boys & Girls Club of Bethlehem Pa., Bethlehem, PA
- Boys & Girls Club of Chambersburg and Shippensburg, Shippensburg, PA
- Boys & Girls Club of Lancaster, Lancaster, PA
- Boys and Girls Club of Philadelphia, Philadelphia, PA
- Boys and Girls Club of Scranton, Scranton, PA
- Bradbury-Sullivan LGBT Community Center, Allentown, PA
- Brandywine Valley Active Aging - Coatesville Campus, Coatesville, PA
- Breathe Pennsylvania, Cranberry Township, PA
- Brethren Housing Association, Harrisburg, PA
- Brevillier Village, Erie, PA
- Bridge Builders Community Foundations, Oil City, PA
- Bridge of Hope, Malvern, PA
- Bridgeway Capital, Pittsburgh, PA
- Bright Side Opportunities Center, Malvern, PA
- Brooks-TLC Hospital System, Inc., Dunkirk, NY
- Brother's Brother Foundation, Pittsburgh, PA
- Brown Mamas, Pittsburgh, PA
- Brownsville Free Public Library, Brownsville, PA
- Buffalo Elementary School, Sarver, PA
- Buhl Park, Hermitage, PA
- Butler Community College, Butler, PA
- Bynums Marketing & Communications, Inc., Pittsburgh, PA
- Cambria Regional Chamber of Commerce, Johnstown, PA
- Cameron and Elk Counties Behavioral and Developmental Programs, Ridgway, PA
- Camp Erin, Pittsburgh, PA
- Camp Kon-O-Kwee Spencer YMCA, Fombell, PA
- Cancer Caring Center, Pittsburgh, PA
- Capital Area Coalition on Homelessness, Harrisburg, PA
- Carbon-Monroe-Pike Mental Health and Developmental Services, Stroudsburg, PA
- Carlow University, Pittsburgh, PA
- Carnegie Library of Pittsburgh, Homewood, PA
- Carnegie Library of Pittsburgh, Pittsburgh, PA
- Carnegie Mellon University's Martin Luther King, Jr. Day Writing Awards, Pittsburgh, PA
- Casa Guadalupe Center, Allentown, PA
- CASA of Allegheny County, Pittsburgh, PA
- CASA of Lancaster County, Lancaster, PA
- CASA of Venango County, Oil City, PA
- Casa San José, Pittsburgh, PA
- Casey Cares Foundation, Columbia, MD
- Catasauqua Food Bank, Catasqua, PA
- Cathedral Preparatory School, Erie, PA
- Catholic Charities of the Diocese of Altoona-Johnstown, Altoona, PA
- Catholic Charities Counseling and Adoption Services, Erie, PA
- Catholic Charities Free Health Care Center, Pittsburgh, PA
- Catholic Charities of the Diocese of Harrisburg, Harrisburg, PA

- Catholic Diocese of Pittsburgh, Pittsburgh, PA
- Center for Advocacy for the Rights & Interests of the Elderly (CARIE), Philadelphia, PA
- Catholic Harvest Food Pantry, York, PA
- Cay Galgon Life House, Bethlehem, PA
- CCAC Educational Foundation, Pittsburgh, PA
- Center for Civic Arts, Pittsburgh, PA
- Center For Independent Living of Central Pennsylvania, Camp Hill, PA
- Center for Schools and Communities, Camp Hill, PA
- Center for Victims, Pittsburgh, PA
- Center for Women's Entrepreneurship at Chatham University, Pittsburgh, PA
- Center in the Park, Philadelphia, PA
- Center of Life, Pittsburgh, PA
- Center that Cares, Pittsburgh, PA
- Central Blair Recreation Commission, Altoona, PA
- Central Catholic High School, Pittsburgh, PA
- Central PA Autism Society, Hollidaysburg, PA
- Central Pennsylvania Association of Health Underwriters, Harrisburg, PA
- Central Pennsylvania Coalition to Fight Cancer, Harrisburg, PA
- Centre Region Down Syndrome Society, State College, PA
- Centro Hispano, Reading, PA
- Chabad of Squirrel Hill, Pittsburgh, PA
- Challenges: Options in Aging, New Castle, PA
- Chan Soon-Shiong Medical Center at Windber (CSSMCW), Windber, PA
- Change Agency, Pittsburgh, PA
- Charleroi Area Public Library, Charleroi, PA
- Charleroi Area School District Education Foundation, Charleroi, PA
- Charter Arts Foundation, Bethlehem, PA
- Chester County Department of Drug and Alcohol Services, West Chester, PA
- Chester County Food Bank, Exton, PA
- Cheyenne Regional Medical Center Foundation, Cheyenne, WY
- Child Care Consultants, York, PA
- Child Health Association of Sewickley, Sewickley, PA
- Children's Advocacy Centers of Pennsylvania, Erie, PA
- Children's Aid Society, Clearfield, PA
- Children's Home of Pittsburgh, Pittsburgh, PA
- Children's Museum of Pittsburgh, Pittsburgh, PA
- Children's Service Center, Wilkes Barre, PA
- Children's Hospital of Pittsburgh Foundation, Pittsburgh, PA
- Chinese Association for Science and Technology (CAST), Wexford, PA
- Christian Churches United of the Tri-County, Harrisburg, PA
- Christopher's Kitchen, Pittsburgh, PA
- Chuckie Mahoney Memorial Foundation, Presto, PA
- Church in the Round, Aliquippa, PA
- Church of the Covenant Preschool, Washington, PA
- Churchill-Wilkins Rotary Club, Pittsburgh, PA
- City of Asylum, Pittsburgh, PA
- City of Chester, Bureau of Health, Chester, PA
- City of Greensburg, Parks and Recreation Department, Greensburg, PA
- City of Pittsburgh EARN program, Pittsburgh, PA
- City of Washington Citywide Development Corporation, Washington, PA
- City Theatre Company, Pittsburgh, PA
- Clare House, Lancaster, PA
- Clarion County Coalition for Suicide Prevention, Clarion, PA
- Clarion County Human Services, Clarion, PA
- Clarion County YMCA and Oil City YMCA, Oil City, PA
- Clarion Forest VNA, Inc., Clarion, PA
- Clark Memorial Baptist Church, Homestead, PA
- CLASS–Community Living and Support Services, Pittsburgh, PA
- Classrooms Without Borders, Pittsburgh, PA
- Claysburg Education Foundation, Claysburg, PA
- Clean Slate, Pittsburgh, PA
- Clear Thoughts Foundation, Wexford, PA
- Clearfield County Communities That Care (CenClear), Bigler, PA
- Climate Changers, Inc., Erie, PA
- Club Serenity, Inc., Charleroi, PA
- CMSU Service System, Danville, PA
- COBYS Family Services, Lancaster, PA
- Code & Supply Scholarship Fund, Pittsburgh, PA
- CodeDay, Walnut, CA
- Colon Cancer Coalition, Edina, MN

- Colorectal Cancer Alliance, Washington, DC
- Columbia University, New York, NY
- Communities In Schools of Eastern Pennsylvania, Inc., Allentown, PA
- Community Action Lehigh Valley, Bethlehem, PA
- Community Action Partnership of Lancaster County, Lancaster, PA
- Community Arts Center of Cambria County, Johnstown, PA
- Community Blood Bank of Northwestern Pennsylvania and Western New York, Erie, PA
- Community Care Behavioral Health Organization, Pittsburgh, PA
- Community College of Allegheny County, Pittsburgh, PA
- Community Empowerment Association, Pittsburgh, PA
- Community First Fund, Philadelphia, PA
- Community Food Warehouse of Mercer County, Sharon, PA
- Community Forge, Wilkesburg, PA
- Community Foundation for the Alleghenies, Johnstown, PA
- Community Foundation of Fayette County, Uniontown, PA
- Community Intensive Supervision Program (CISP), Pittsburgh, PA
- Community Kitchen Pittsburgh, Pittsburgh, PA
- Community Liver Alliance, Pittsburgh, PA
- Community Options, Inc., Princeton, NJ
- Community Progress Council, Inc., York, PA
- Community REACH, Inc., Red Lion, PA
- Community Services for Children, Allentown, PA
- Community Shelter Services, Erie, PA
- Compeer of Lebanon County, Lebanon, PA
- Concordia Lutheran Ministries, Cabot, PA
- Confluence Tourism Association, Confluence, PA
- Congregation Beth Shalom, Pittsburgh, PA
- Congregation Poale Zedeck, Pittsburgh, PA
- Congreso de Latinos Unidos, Inc., Philadelphia, PA
- Connecting Champions, Pittsburgh, PA
- Consumer Health Coalition, Pittsburgh, PA
- Contemporary Craft, Pittsburgh, PA
- Coraopolis Community Development Foundation, Coraopolis, PA
- CORO Pittsburgh, Pittsburgh, PA
- County of Allegheny, Office of Community Affairs, Pittsburgh, PA
- Cranberry Township EMS, Cranberry Twp, PA
- Creative Community Connectors, Erie, PA
- Creative York, York, PA
- Cribs for Kids, Pittsburgh, PA
- Crime Victim Center of Erie County, Inc., Erie, PA
- Crispus Attucks Community Center, Lancaster, PA
- Crohn's & Colitis Foundation, Pittsburgh, PA
- Cultivating Resilient Youth, Pittsburgh, PA
- Cystic Fibrosis Foundation, Western Pennsylvania Chapter, Pittsburgh, PA
- Daughters of Zion 101, Pittsburgh, PA
- DePaul School for Hearing and Speech, Pittsburgh, PA
- Developmental and Disability Services of Lebanon County, Lebanon, PA
- Disability Options Network, New Castle, PA
- Dollar Energy Fund, Inc., Pittsburgh, PA
- Down Syndrome Association of Pittsburgh, Pittsburgh, PA
- Doylestown Health Foundation, Doylestown, PA
- Dreams Go On, Hollidaysburg, PA
- Dreams of Hope, Pittsburgh, PA
- Dress for Success Pittsburgh, Pittsburgh, PA
- Dubois Lions Club, Dubois, PA
- Duquesne University, Pittsburgh, PA
- Dystonia Medical Research Foundation, Chicago, IL
- Early Connections (Erie), Erie, PA
- East Liberty Development, Inc., Pittsburgh, PA
- East Liberty Family Health Care Center, Pittsburgh, PA
- Eastern Amputee Golf Association (EAGA), Bethlehem, PA
- Eastern Great Lakes Region at The Leukemia & Lymphoma Society, Pittsburgh, PA
- Eastern Minority Supplier Development Council, Philadelphia, PA
- Eastern Society for Pediatric Research, The Woodland, TX
- Easterseals Western and Central PA, Pittsburgh, PA
- Easton Area Neighborhood Center, Easton, PA
- Easy Does It, Inc., Leesport, PA
- Ebenezer Missionary Baptist Church, Pittsburgh, PA
- Ebensburg Main Street Partnership, Ebensburg, PA
- EcoDistricts Incubator, Pittsburgh, PA

- Edinboro University, Edinboro, PA
- Edinboro Volunteer Fire Department, Edinboro, PA
- EDSI Solutions, Pittsburgh, PA
- Educating Teens about HIV/Aids Inc., Pittsburgh, PA
- Elana's Blessings, Washington, PA
- Embracing Our Veterans, Erie, PA
- Emergency Nurses Association, Schaumburg, IL
- Emergycare, Erie, PA
- Emma's Footprints, Erie, PA
- Emmaus Community of Pittsburgh, Pittsburgh, PA
- EMS West, Pittsburgh, PA
- Energy Innovation Center, Pittsburgh, PA
- Ephrata Community Health Foundation, Ephrata, PA
- Epilepsy Foundation Western/Central Pennsylvania, Pittsburgh, PA
- Erie Arts & Culture, Erie, PA
- Erie Bayhawks, Erie, PA
- Erie City Mission, Erie, PA
- Erie County Drug & Alcohol Coalition, Erie, PA
- Erie County Historical Society, Erie, PA
- Erie County Medical Society, Erie, PA
- Erie DAWN, Erie, PA
- Erie Day School, Erie, PA
- Erie Downtown Partnership, Erie, PA
- Erie Neighborhood Growth Partnership, Inc., Erie, PA
- Erie Otters, Erie, PA
- Erie Philharmonic, Erie, PA
- Erie Playhouse, Erie, PA
- ERIE Regional Chamber and Growth Partnership, Erie, PA
- Erie SeaWolves, Erie, PA
- Erie Sports Commission, Erie, PA
- Erie United Methodist Alliance, Erie, PA
- Erie Zoo, Erie, PA
- Erie's Blue Coats, Erie, PA
- Erie-Western PA Port Authority, Erie, PA
- Every Child, Inc., Pittsburgh, PA
- expERIEnce Children's Museum, Erie, PA
- Extra Mile Education Foundation, Pittsburgh, PA
- Families Matter Food Pantry, Monaca, PA
- Family & Friends Initiative of Pittsburgh, Pittsburgh, PA
- Family Guidance, Pittsburgh, PA
- Family House, Pittsburgh, PA
- Family Medicine Education Consortium, Inc., Dayton, OH
- Family Promise of Lehigh Valley, Allentown, PA
- Family Promise Harrisburg Capital Region, Camp Hill, PA
- Family Resources, Pittsburgh, PA
- Family Services of NW PA, Erie, PA
- Family Services of Warren County, Warren, PA
- Familylinks, Pittsburgh, PA
- Fayette County Community Action Agency, Inc., Uniontown, PA
- Fayette County Cultural Trust, Connellsville, PA
- Feel Your Boobies Foundation, Harrisburg, PA
- Film Pittsburgh, Pittsburgh, PA
- Fineview Citizens Council, Pittsburgh, PA
- First Baptist Church of Pittsburgh, Pittsburgh, PA
- First Community Foundation Partnership of Pennsylvania (FCFP), Williamsport, PA
- First Step Recovery Homes, McKeesport, PA
- First Tee – Pittsburgh, Pittsburgh, PA
- First United Church of Christ, Carlisle, PA
- Focus on Renewal, McKees Rocks, PA
- FOCUS Pittsburgh, Pittsburgh, PA
- Forward Cities, Durham, NC
- Foundation for Free Enterprise Education (FFEE), Erie, PA
- Foundation of HOPE, Pittsburgh, PA
- Fox Chapel Area Rotary Club, Fox Chapel, PA
- Franklin Area Chamber of Commerce, Franklin, PA
- Franklin County Housing Authority, Chambersburg, PA
- Friends of UPMC Somerset, Somerset, PA
- Friends of the Poor, Scranton, Scranton, PA
- Friendship Community Presbyterian Church, Pittsburgh, PA
- Fulton County Food Basket, Inc., McConnellsburg, PA
- Garvey Manor Nursing home, Hollidaysburg, PA
- Gateway Medical Society, Pittsburgh, PA
- Gateway Rehabilitation Center, Pittsburgh, PA
- Gaudenzia, Norristown, PA
- GFWC Hollidaysburg Area Women's Club, Hollidaysburg, PA
- Ghana Association of Pittsburgh, Pittsburgh, PA
- GIFT-Giving It Forward, Together, Pittsburgh, PA
- Girl Scouts Western Pennsylvania, Pittsburgh, PA
- Girls Hope of Pittsburgh, Inc., Baden, PA

- Girls on the Run at Magee-Womens Hospital in Pittsburgh, Pittsburgh, PA
- Glade Run Lutheran Services, Zelienople, PA
- Glamorous Gutless Girls of Kent State University, Kent, OH
- Gliding Stars of Erie, Erie, PA
- Global Links, Pittsburgh, PA
- Global Minds Initiative, Pittsburgh, PA
- Global Pittsburgh, Pittsburgh, PA
- Good Shepherd Catholic Church, Braddock, PA
- Good Shepherd Rehabilitation Network, Allentown, PA
- Goodwill of Southwestern Pennsylvania, Pittsburgh, PA
- Goodwin Memorial Baptist Church, Harrisburg, PA
- Goulden Touch, Howard, PA
- Grace Community Foundation, Allentown, PA
- Grace United Methodist Church, Lemoyne, PA
- Grantmakers of Western Pennsylvania, Pittsburgh, PA
- Greater Altoona Career & Technology Center, Altoona, PA
- Greater Erie Alliance for Equality, Erie, PA
- Greater Harrisburg NAACP, Harrisburg, PA
- Greater Philadelphia Health Action, Inc. (GPHA), Philadelphia, PA
- Greater Philadelphia YMCA, Media, PA
- Greater Pittsburgh Arts Council, Pittsburgh, PA
- Greater Pittsburgh Community Food Bank, Pittsburgh, PA
- Greater Pittsburgh Literacy Council, Pittsburgh, PA
- Greater Reading Chamber Alliance, Reading, PA
- Greater Reading Mental Health Alliance, Wyomissing, PA
- Greater Washington County Food Bank, Brownsville, PA
- Green Building Alliance, Pittsburgh, PA
- Greenville Heritage Days, Greenville, PA
- Grounded Strategies, Pittsburgh, PA
- Guardian Angels Parish, Natrona Heights, PA
- Gwen's Girls, Pittsburgh, PA
- Habitat for Humanity of Berks County, Reading, PA
- Habitat for Humanity of Greater Pittsburgh, Pittsburgh, PA
- Habitat for Humanity of the Lehigh Valley, Allentown, PA
- HACC, Central Pennsylvania's Community College, Harrisburg, PA
- Hair Peace Charities, Pittsburgh, PA
- Hamilton Health Center, Harrisburg, PA
- Hampton Alliance for Educational Excellence (HAEE), Allison Park, PA
- Hanover Area Diversity Alliance, Hanover, PA
- Harrisburg Housing Authority, Harrisburg, PA
- Havin, Inc., Kittanning, PA
- Hazelwood Initiative, Inc., Pittsburgh, PA
- Head for the Cure Foundation, Kansas City, MO
- Healthcare Financial Management Association, Westchester, IL
- Healthcare Information and Management Systems Society (HIMSS), Central Pennsylvania Chapter, Harrisburg, PA
- Healthy Steps Diaper Bank, Harrisburg, PA
- HEARTH, Glenshaw, PA
- Hedwig House, Ardmore, PA
- Heinz Endowments, Pittsburgh, PA
- Hello Neighbor, Pittsburgh, PA
- Helping Harvest, Reading, PA
- Heritage Community Initiatives, Braddock, PA
- Heritage Public Library, McDonald, PA
- Heritage Valley Health System, Sewickley, PA
- Hershey Food Bank and Community Outreach, Hershey, PA
- HF Lenz Company, Pittsburgh, PA
- Hidden Valley Foundation, Somerset, PA
- Higher Achievement, Pittsburgh, PA
- Highlands Health Clinic, Johnstown, PA
- Hill Community Development Corporation, Pittsburgh, PA
- Hill District Education Council, Pittsburgh, PA
- Hillel Jewish University Center of Pittsburgh, Pittsburgh, PA
- Hilltop Alliance, Pittsburgh, PA
- Hispanic American Organization, Inc., Allentown, PA
- Hispanic Center Lehigh Valley, Bethlehem, PA
- HM3 Partners Independence Fund, Gibsonia, PA
- Holcomb Behavioral Health Systems, Exton, PA
- Hollidaysburg Area Arts Council (HAAC), Hollidaysburg, PA
- Hollidaysburg Area Community Partnership, Hollidaysburg, PA
- Holy Family Institute, Pittsburgh, PA
- Home Nursing Agency, Altoona, PA

- Homeless Children’s Education Fund, Pittsburgh, PA
- Homewood at Martinsburg, Martinsburg, PA
- Homewood Children’s Village, Pittsburgh, PA
- Homewood-Brushton YMCA, Pittsburgh, PA
- Hope Drop-In Center, Altoona, PA
- Hope Grows, Moon Township, PA
- HOPE Ministries and Community Services, Lancaster, PA
- Hope Rescue Mission, Reading, PA
- Hôpital Albert Schweitzer Haiti, Deschappelles, Haiti
- Housing Alliance of Pennsylvania, Jenkintown, PA
- Housing and Neighborhood Development Service (HANDS), Erie, PA
- Huddle Up for Kids Foundation, Mars, PA
- Hugh Lane Wellness Foundation, Pittsburgh, PA
- Human Services Development Fund (HSDF), York, PA
- Human Services Inc., Thorndale, PA
- Humane Animal Rescue, Pittsburgh, PA
- Huntingdon Community Center, Huntingdon, PA
- Huntingdon County Head Start, Huntingdon, PA
- Huntingdon County Housing Authority, Huntingdon, PA
- Huntingdon County PRIDE, Inc., Huntingdon, PA
- Hydrocephalus Association, Bethesda, MD
- I Am So Hill Organization, Pittsburgh, PA
- IdeasPgh, Pittsburgh, PA
- Iglesia Juan 3:16, Harrisburg, PA
- II-VI Foundation, Bridgeville, PA
- Imani Christian Academy, Pittsburgh, PA
- In the Light Ministries, Lancaster, PA
- Inclusant, Harrisburg, PA
- Indiana County Community Action Program (ICCAP), Indiana, PA
- Indiana Healthcare Foundation, Indiana, PA
- Infinite Lifestyle Solutions, Pittsburgh, PA
- Ingomar Franklin Park Little League, Ingomar, PA
- Inner-City Neighborhood Art House, Erie, PA
- Institute for Research, Education and Training in Addictions (IRETA), Pittsburgh, PA
- Institute of Medical and Business Careers (IMBC), Pittsburgh, PA
- International Association of Emergency Managers (IAEM), Falls Church, VA
- Iota Phi Foundation, Pittsburgh, PA
- Irish Partnership of Pittsburgh d.b.a. Pittsburgh Irish Festival, Pittsburgh, PA
- Iroquois School District Foundation, Erie, PA
- Islamic Center of Pittsburgh, Pittsburgh, PA
- Ivies on the Lake Foundation, Erie, PA
- Jack and Jill of America - Pittsburgh Chapter, Pittsburgh, PA
- JADA House International, Pittsburgh, PA
- Jaffa Shriners, Altoona, PA
- Jake Wheatley, Jr. Health and Wellness Weekend, Pittsburgh, PA
- Jamestown Community College, Jamestown, NY
- Jamestown Renaissance Corporation (JRC), Jamestown, NY
- Jana Marie Foundation, State College, PA
- JCC of Greater Pittsburgh, Pittsburgh, PA
- Jefferson Hills Recreational Initiative, Jefferson Hills, PA
- Jerome Bettis The Bus Stops Here Foundation, McKees Rocks, PA
- JEVS Human Services, Philadelphia, PA
- Jewish Association on Aging (JAA), Pittsburgh, PA
- Jewish Family & Children’s Service, Pittsburgh, PA
- Jewish Family and Community Services, Pittsburgh, PA
- Jewish Family Service of Greater Harrisburg, Harrisburg, PA
- Jewish Family Service of the Lehigh Valley, Allentown, PA
- Jewish National Fund, New York, NY
- Job Corps, Washington, DC
- Johnstown Area Heritage Association (JAHA), Johnstown, PA
- Johnstown Walk of Hope, Johnstown, PA
- Juniata College, Huntingdon, PA
- Kelly Strayhorn Theater, Pittsburgh, PA
- Kids Escaping Drugs, West Seneca, NY
- Lackawanna County Reentry Task Force, Scranton, PA
- Lakemont Lions Club, Altoona, PA
- Lancaster Lebanon Habitat for Humanity, Lancaster, PA
- Larimer Consensus Group (LCG), Pittsburgh, PA
- Laurel Life, Chambersburg, PA
- Leadership Pittsburgh Inc. (LPI), Pittsburgh, PA
- Lebanon Family Health Services, Lebanon, PA
- Lehigh Valley Children’s Centers (LVCC), Allentown, PA
- LGBT Elder Initiative, Philadelphia, PA
- LifeSpan, Inc, Homestead, PA
- Literacy Pittsburgh, Pittsburgh, PA

- Luminari Inc., Pittsburgh, PA
- Macedonia Family and Community Enrichment Center, Inc., Pittsburgh, PA
- Manchester Bidwell Corporation, Pittsburgh, PA
- Maria House Project, Erie, PA
- Mayor, City of Chester, Chester, PA
- Meals On Wheels Erie, Erie, PA
- Mercy Neighborhood Ministries, Inc., Philadelphia, PA
- Milagro House, Lancaster, PA
- Mom's House of Lancaster, Lancaster, PA
- Monroeville Rotary Club, Monroeville, PA
- Mosser Village Family Center, Allentown, PA
- Mount Nittany Health Foundation, State College, PA
- Mt. Ararat Community Activity Center, Pittsburgh, PA
- Muscular Dystrophy Association, Pittsburgh, PA
- NACD Three Rivers Chapter, Bridgeville, PA
- NAMI of Erie County, Erie, PA
- National Association of African Americans in Human Resources (NAAAHR-Pittsburgh), Pittsburgh, PA
- National Diversity Council, Houston, TX
- National Multiple Sclerosis Society, Pennsylvania Keystone Chapter, Pittsburgh, PA
- National Refuge for Women, Emergency Housing Pittsburgh, Moon Township, PA
- Nehemiah Project International Ministries, Vancouver, WA
- Neighborhood Housing Services of the Lehigh Valley, Allentown, PA
- New Choices Career Development Program, Media, PA
- New Sun Rising, Millvale, PA
- Northeast Neighborhood Association, York, PA
- Junior Achievement of Western Pennsylvania, Pittsburgh, PA
- Keystone Blind Association, Hermitage, PA
- KidsVoice, Pittsburgh, PA
- Ladies of Charity, Catholic Diocese of Pittsburgh, Pittsburgh, PA
- Lakeshore Community Services, Inc., Erie, PA
- Lancaster Recreation Commission, Lancaster, PA
- Latin American Cultural Center -Lancaster LACC, Lancaster, PA
- Lawrence County Regional Chamber of Commerce, New Castle, PA
- LeadingAge PA, Mechanicsburg, PA
- Legacy Faith Church, Harrisburg, PA
- Lehigh Valley Families Together, Inc., Allentown, PA
- Liberty Resources, Inc., Philadelphia, PA
- Life'sWork of Western PA, Pittsburgh, PA
- Little Italy Days, Pittsburgh, PA
- Lupus Foundation of Pennsylvania, Pittsburgh, PA
- Magee-Womens Research Institute and Foundation, Pittsburgh, PA
- Manchester Youth Development Center (MYDC), Pittsburgh, PA
- Mario Lemieux Foundation, Pittsburgh, PA
- McGuire Memorial, New Brighton, PA
- Mel Blount Youth Leadership Initiative, Claysville, PA
- Mercyhurst Preparatory School, Erie, PA
- Milestone Centers, Inc., Pittsburgh, PA
- Mon Valley Academy for the Arts, Charleroi, PA
- Montgomery County Office for Aging, Inc., Amsterdam, NY
- Mother Theresa Academy, Erie, PA
- Mount Washington Community Development Corporation, Pittsburgh, PA
- Mt. Lebanon Artists' Market, Pittsburgh, PA
- Muslim Association of Lehigh Valley, Whitehall, PA
- NAIOP's Developing Leaders, Pittsburgh, PA
- NAMI Scranton and Northeast Region PA, Scranton, PA
- National Association of Orthopaedic Nurses (NAON), Chicago, IL
- National Down Syndrome Congress, Roswell, GA
- National Neurotrauma Society, Windermere, FL
- National Veterans Resource Center, Onward to Opportunity, Syracuse, NY
- Neighborhood Allies, Pittsburgh, PA
- Neighborhood Learning Alliance, Pittsburgh, PA
- New Hope Ministries, Dillsburg, PA
- New Creation Free Methodist Church, New Castle, PA
- Northeast Region-Institute of Industrial and Systems Engineers, Boston, MA
- Nursing Foundation of Pennsylvania (NFP), Harrisburg, PA
- Office of Community Services, Washington, DC
- Oil City Catholic Community, Oil City, PA
- OMHSAS Bureau of Children's Behavioral Health Services, Harrisburg, PA
- Open Field @ Ascender, Pittsburgh, PA

- Operation Troop Appreciation, Pittsburgh, PA
- Our Hearts to Soles, Ingomar, PA
- PA CareerLink Pittsburgh, Pittsburgh, PA
- PA Chapter, American Academy of Pediatrics, Media, PA
- Parent Education & Advocacy Leadership (PEAL) Center, Pittsburgh, PA
- Partner4Work, Pittsburgh, PA
- Pennsylvania Assisted Living Association, Camp Hill, PA
- Pennsylvania Coalition Against Domestic Violence (PCADV), Harrisburg, PA
- Pennsylvania Geriatric Society–Western Division, Pittsburgh, PA
- Pennsylvania Homecare Association, Lemoyne, PA
- Pennsylvania Office of Vocational Rehabilitation, Pittsburgh, PA
- Pennsylvanians for Modern Courts, Philadelphia, PA
- Pinebrook Family Answers, Allentown, PA
- Pittsburgh Airport Area Chamber of Commerce, Moon Township, PA
- Pittsburgh Board of Education, Pittsburgh, PA
- Pittsburgh Community Services, Inc., Pittsburgh, PA
- Pittsburgh Hires Veterans, Pittsburgh, PA
- Pittsburgh Learning Commons, Pittsburgh, PA
- Pittsburgh Technical College (PTC), Oakdale, PA
- Pittsburgh’s Premedical Organization for Minority Students (POMS), Pittsburgh, PA
- Presque Isle Partnership, Erie, PA
- Professional Women’s Network (PWN), Pittsburgh, PA
- PublicSource, Pittsburgh, PA
- Reading is Fundamental Pittsburgh, Pittsburgh, PA
- Reel Q Film Festival, Pittsburgh, PA
- Rodman Street Missionary Baptist Church, Pittsburgh, PA
- Rotary Club of Harrisburg (RCH), Harrisburg, PA
- SafeNet Erie, Erie, PA
- Sarah A. Reed Children’s Center, Erie, PA
- SEMPER GRATUS, Pittsburgh, PA
- Shenango Valley Urban League, Inc., Farrell, PA
- Sister Cities Association of Pittsburgh, Pittsburgh, PA
- Small Seeds Development Inc., Pittsburgh, PA
- Sojourner House, Pittsburgh, PA
- South Side Community Council, Pittsburgh, PA
- Spoken Language Interpreting Services Pittsburgh Language Access Network (PLAN), Pittsburgh, PA
- St. Barnabas Charities, Gibsonia, PA
- St. Paul Baptist Church, Pittsburgh, PA
- Strong Women, Strong Girls, Pittsburgh, PA
- Team PHenomenal Hope, Inc., Beloit, Wisconsin
- The Afro-American Music Institute (AAMI), Pittsburgh, PA
- The ALS Association Western Pennsylvania Chapter, Pittsburgh, PA
- The Arc of Erie County, Erie, PA
- The Brashear Association, Pittsburgh, PA
- The Chester County Community Foundation, West Chester, PA
- The Community Alliance for Suicide Prevention, Mayville, NY
- The Education Partnership, Pittsburgh, PA
- The Franklin / Grove City YMCA, Franklin, PA
- The Greater Pittsburgh Coalition Against Violence, Pittsburgh, PA
- The Independent Council on Aging, Inc. (ICA), Erie, PA
- The Ladies Hospital Aid Society, Pittsburgh, PA
- The Mentoring Partnership of Southwestern PA, Pittsburgh, PA
- The North East Community Foundation, North East, PA
- The Pittsburgh Metropolitan Area Hispanic Chamber of Commerce (PMAHCC), Pittsburgh, PA
- The Salvation Army Lehigh Valley, PA, Easton Corps, Easton, PA
- The Society of St. Vincent de Paul Council of Pittsburgh, Pittsburgh, PA
- The Western Pennsylvanian Conservancy, Pittsburgh, PA
- The Clarion Chamber of Business & Industry, Clarion, PA
- The Ireland Institute of Pittsburgh, Pittsburgh, PA
- Kappa Chapter, Inc. of Chi Eta Phi Sorority Incorporated, Pittsburgh, PA
- KeystoneCare, Wyndmoor, PA
- Kollel Jewish Learning Center, Pittsburgh, PA
- Lake Erie Arboretum at Frontier Park, Erie, PA
- Lancaster County Food Hub, Lancaster, PA
- Lancaster Science Factory, Lancaster, PA
- Latino Community Center, Pittsburgh, PA
- Lawrenceville Corporation, Pittsburgh, PA
- Lebanon County Community Action Partnership, Lebanon, PA
- Lehigh Valley–American Association of Physicians of Indian Origin (LVAAPI), Bethlehem, PA

- Lending Hearts, Pittsburgh, PA
- Life Center, Franklin, PA
- Light of Life Rescue Mission, Pittsburgh, PA
- Little Sisters of the Poor, Pittsburgh, PA
- Luzerne County Child Advocacy Center+, Wilkes Barre, PA
- Mainstay Life Services, Pittsburgh, PA
- Manna Food Pantry A Ministry of Penbrook United Church of Christ, Harrisburg, PA
- Mary's Shelter, Reading, PA
- McKees Point Development Group, McKeesport, PA
- Mercy Center for Women, Erie, PA
- METAvivor, Annapolis, MD
- Minding the Gap, Pittsburgh, PA
- Monongahela Valley Hospital, Monongahela, PA
- Montour Trail Council, Bridgeville, PA
- Mother of Sorrows Church, Murrysville, PA
- M-PowerHouse, Pittsburgh, PA
- Mt. Lebanon Partnership, Pittsburgh, PA
- My Brothers Keeper, City of Pittsburgh, Pittsburgh, PA
- NAMI Blair County PA, Altoona, PA
- NAMI York-Adams Counties PA, York, PA
- National Civil War Museum, Harrisburg, PA
- National Eating Disorders Association, New York, NY
- National Organization of Social Workers, Washington, DC
- Nazareth Area Food Bank, Nazareth, PA
- Neighborhood Health Centers of the Lehigh Valley, Allentown, PA
- NeighborWorks Association of Pennsylvania, Pittsburgh, PA
- New Journey Community Outreach, Inc., Reading, PA
- North Allegheny Foundation (NAF), Pittsburgh, PA
- Northern Area MultiService Center, Pittsburgh, PA
- NW PA Pride Alliance, Inc., Erie, PA
- Office of Minority Health (OMH) at the U.S. Department of Health and Human Services (HHS), Rockville, MD
- Olivet Boys & Girls Club, Reading, PA
- Omicelo Cares Inc., Pittsburgh, PA
- Open Streets Lancaster, presented by Lancaster Rec, Lancaster, PA
- Operation Walk Pittsburgh, Pittsburgh, PA
- Our Lady of the Blessed Sacrament Food Pantry, Harrisburg, PA
- PA CareerLink Pittsburgh, Veterans Services, Pittsburgh, PA
- PA Connecting Communities, Carnegie, PA
- Parkinson Partners of NW PA, Inc., Erie, PA
- Pediatric Palliative Care Coalition (PPCC), Pittsburgh, PA
- Pennsylvania Assistive Technology Foundation (PATF), King of Prussia, PA
- Pennsylvania College Access Program (PA-CAP), Pittsburgh, PA
- Pennsylvania Health Access Network (PHAN)-Pittsburgh, Office, Pittsburgh, PA
- Pennsylvania Housing Finance Agency (PHFA), Harrisburg, PA
- Pennsylvania Peer Support Coalition (PaPSC), Lancaster, PA
- PERSAD Center, Pittsburgh, PA
- Pine-Richland Youth Center, Gibsonia, PA
- Pittsburgh Alumnae Chapter of Delta Sigma Theta Sorority, Inc., Pittsburgh, PA
- Pittsburgh Career Institute, Pittsburgh, PA
- Pittsburgh Cultural Trust, Pittsburgh, PA
- Pittsburgh Hispanic Development Corporation (PHDC), Pittsburgh, PA
- Pittsburgh Lesbian & Gay Film Society, Pittsburgh, PA
- Pittsburgh Urban Christian School, Pittsburgh, PA
- Planned Parenthood of Western PA, Pittsburgh, PA
- Pressley Ridge Foundation, Pittsburgh, PA
- Program to Aid Citizen Enterprise (PACE), Pittsburgh, PA
- PulsePoint, Pleasanton, CA
- Rebuilding Together Pittsburgh (RTP), Pittsburgh, PA
- resolve Crisis Services, Pittsburgh, PA
- Ronald McDonald House Charities of Central Pennsylvania, Hershey, PA
- Rotary Club of Pittsburgh, Pittsburgh, PA
- Saint Patrick Church, Erie, PA
- Sarah Heinz House, Pittsburgh, PA
- Serving Other Souls, Inc., Pittsburgh, PA
- Shriners Hospitals for Children — Erie, Erie, PA
- SisTers PGH, Swissvale, PA
- Smart Futures, Pittsburgh, PA
- Sonny Pugar Memorial, Inc., Pittsburgh, PA
- Southwestern Pennsylvania Area Agency on Aging, Inc., Charleroi, PA

- Springboard Consulting, LLC, Highland Beach, FL
- St. Francis University, Loretto, PA
- STANDING FIRM, a national program of Women's Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- Student National Medical Association, University of Pittsburgh School of Medicine Chapter, Pittsburgh, PA
- Temple Emmanuel of South Hills, Pittsburgh, PA
- The Aging Institute of UPMC Senior Services and the University of Pittsburgh, Pittsburgh, PA
- The American Institute of Architects (AIA), Pittsburgh Chapter, Pittsburgh, PA
- The BHS Foundation, Butler, PA
- The Cambria County Library System, Johnstown, PA
- The Children's Heart Foundation, Northbrook, IL
- The Community Health Center of Butler County (CHC), Butler, PA
- The Epilepsy Project, Erie, PA
- The Frick Pittsburgh, Pittsburgh, PA
- The Greater Pittsburgh Police Emerald Society, Pittsburgh, PA
- The Ireland Funds, Pittsburgh, PA
- The LeMoyné Community Center, Washington, PA
- The Midwife Center for Birth and Women's Health, Pittsburgh, PA
- The PA Breast Cancer Coalition, Lebanon, PA
- The Pittsburgh Project, Pittsburgh, PA
- The Salvation Army Western PA Division, Rochester, PA
- The Still Remembered Project, Bethel Park, PA
- The Woodlands Foundation, Wexford, PA
- The Clemente Collection at Engine House 25, Pittsburgh, PA
- The Kiwanis Club of Altoona, Altoona, PA
- Josh Gibson Foundation, Pittsburgh, PA
- Kappa Scholarship Endowment Fund of Western PA, Pittsburgh, PA
- Kids Chance of Pennsylvania, Pittsburgh, PA
- Labor Council for Latin American Advancement (LCLAA), Pittsburgh, Pittsburgh, PA
- Lake Erie College of Osteopathic Medicine (LECOM), Erie, PA
- Lancaster County Project for the Needy, Lancaster, PA
- Landforce, Pittsburgh, PA
- Latrobe Art Center, Latrobe, PA
- Le Creme Music Festival, Allentown, PA
- Lebanon County Head Start, Lebanon, PA
- Lehigh Valley Center for Independent Living, Allentown, PA
- Let Freedom Sing, Pittsburgh, PA
- Life Choices Clinic, Camp Hill, PA
- LINKS Charity, Jamestown, NY
- Living Water Community Church, Harrisburg, PA
- Lycoming-Clinton Counties Commission for Community Action (STEP), Williamsport, PA
- Make a Wish Foundation, Pittsburgh, PA
- Manufacturer & Business Association, Erie, PA
- Mason-Dixon Community Services, Inc., Delta, PA
- McKees Rocks Community Development Corporation, McKees Rocks, PA
- Mercy Hilltop Center, Erie, PA
- Michael Making Lives Better, Erie, PA
- Mission of Mercy Pittsburgh, Pittsburgh, PA
- Monroeville American Legion, Monroeville, PA
- Morning Star Pregnancy Services, Harrisburg, PA
- Mount Aloysius College, Cresson, PA
- Mt Zion Missionary Baptist Church, Pittsburgh, PA
- Multi-Cultural Health Evaluation Delivery System, Inc., Erie, PA
- NAACP Washington, PA Branch, Washington, PA
- NAMI Luzerne / Wyoming County PA, Kingston, PA
- Nancy's Revival, Pittsburgh, PA
- National Council of Jewish Women (NCJW), Pittsburgh Section, Pittsburgh, PA
- National Kidney Foundation Serving the Alleghenies, Pittsburgh, PA
- National Ovarian Cancer Coalition-Pittsburgh, Pittsburgh, PA
- Negro Educational Emergence Drive (NEED), Pittsburgh, PA
- Neighborhood Housing Services of Greater Berks, Reading, PA
- New Bethany Ministries, Bethlehem, PA
- New Pittsburgh Courier, Pittsburgh, PA
- Northeast Community Center for Behavioral Health, Philadelphia, PA
- Northern Pennsylvania Regional College, Warren, PA
- Oakmont Chamber of Commerce, Oakmont, PA
- Office of the Treasurer, Duncansville Borough, Duncansville, PA
- OMA Center for Mind Body Spirit, Pittsburgh, PA
- One Day to Remember, Pittsburgh, PA

- Operation Better Block, Inc., Pittsburgh, PA
- Opportunity House, Reading, PA
- Outreach Teen & Family Services, Pittsburgh, PA
- PA CareerLink Berks County, Reading, PA
- PACDC Philadelphia Association of Community Development Corporations, Philadelphia, PA
- Parkinson Foundation Western Pennsylvania (PFWPA), Bellevue, PA
- Penn Hills Police Department, Pittsburgh, PA
- Pennsylvania Association of Community Health Centers, Wormleysburg, PA
- Pennsylvania Department of Labor and Industry, Pittsburgh, PA
- Pennsylvania Health Care Association (PHCA), Harrisburg, PA
- Pennsylvania Interfaith Impact Network (PIIN), Pittsburgh, PA
- Pennsylvania Psychological Association, Harrisburg, PA
- Perseus House, Inc, Erie, PA
- Pink Pamper, Bethel Park, PA
- Pittsburgh Association of the Deaf, Pittsburgh, PA
- Pittsburgh Chapter, German American Chamber of Commerce, Inc., Pittsburgh, PA
- Pittsburgh Downtown Partnership, Pittsburgh, PA
- Pittsburgh Institute of Mortuary Science (PIMS), Pittsburgh, PA
- Pittsburgh Mercy, Pittsburgh, PA
- Pittsburgh Urban Magnet Project (PUMP), Pittsburgh, PA
- POISE Foundation, Pittsburgh, PA
- Primary Care Collaborative, Washington, DC
- Project Management Institute (PMI) Pittsburgh Chapter, Pittsburgh, PA
- Rainbow Kitchen, Homestead, PA
- Recovery Community Connection, Williamsport, PA
- Retreat & Refresh Stroke Camp, Peoria, IL
- Ronald McDonald House Scranton, Scranton, PA
- Safe Berks, Reading, PA
- Salem Square Community Association, York, PA
- Schuylkill County's VISION, Schuylkill Haven, PA
- Sharing and Caring, Inc., Pittsburgh, PA
- Side Project Inc., West Palm Beach, FL
- Sisters Place, Inc., Pittsburgh, PA
- Society of St. Vincent de Paul Council of Altoona-Johnstown, Altoona, PA
- South Central Community Action Programs (SCCAP), Gettysburg, PA
- Special Olympics Pennsylvania, Norristown, PA
- Squirrel Hill Health Center, Pittsburgh, PA
- St. Martin Center, Inc., Erie, PA
- Steel Smiling, Pittsburgh, PA
- Susan G. Komen Pennsylvania, Dallas, TX
- The 9th Street Clinic, McKeesport, PA
- The Aleph Institute-N.E. Regional Headquarters, Pittsburgh, PA
- The American Red Cross Greater Pennsylvania, Pittsburgh, PA
- The Bradley Center, Pittsburgh, PA
- The Center for Hearing & Deaf Services, Inc. (HDS), Pittsburgh, PA
- The Citizens Science Lab, Pittsburgh, PA
- The Consortium for Public Education, McKeesport, PA
- The Erie Art Museum, Erie, PA
- The Friendship Circle of Pittsburgh, Pittsburgh, PA
- The House of Mercy, Eastside Grassroots Coalition, Erie, PA
- The Jewish Federation of Greater Pittsburgh, Pittsburgh, PA
- The Mendelssohn Choir of Pittsburgh (MCP), Pittsburgh, PA
- The Mission Continues, St. Louis, MO
- The PBA Commission on Women, Harrisburg, PA
- The Prevent Another Crime Today (PACT) Initiative, Pittsburgh, PA
- The Sherwood Oaks Fund, Pittsburgh, PA
- The University of Pittsburgh Alzheimer's Disease Research Center, Pittsburgh, PA
- The Black Political Empowerment Project (B-PEP), Pittsburgh, PA
- The Global Switchboard, Pittsburgh, PA
- The LGBT Center of Greater Reading, Reading, PA
- Northside Common Ministries, Pittsburgh, PA
- OCA-Asian Pacific American Advocates, Washington, DC
- Office of Vocational Rehabilitation Services, Pittsburgh Office, Pittsburgh, PA
- Omega Psi Phi Fraternity, Inc., Iota Chapter, Pittsburgh, PA

- Onyx Woman Network (OWN), Pittsburgh, PA
- Operation Enduring Warrior (OEW), Midlothian, VA
- Opportunity Zone Association of America, Washington, DC
- Over the Rainbow Children’s Advocacy Center, Chambersburg, PA
- PA Chamber of Business and Industry, Harrisburg, PA
- Pancreatic Cancer Action Network, Manhattan Beach, CA
- Pars for Postpartum Depression Golf Outing, Pittsburgh, PA
- PennAEYC, Harrisburg, PA
- Pennsylvania Association of County Drug and Alcohol Administrators (PACDAA), Harrisburg, PA
- Pennsylvania District Kiwanis International, Harrisburg, PA
- Pennsylvania Highlands Community College Foundation, Johnstown, PA
- Pennsylvania Mental Health Consumers’ Association (PMHCA), Harrisburg, PA
- Pennsylvania Women Work, Pittsburgh, PA
- Pettigrew Endowed Fund, Pittsburgh, PA
- Pittsburgh Action Against Rape (PAAR), Pittsburgh, PA
- Pittsburgh Black Pride, Pittsburgh, PA
- Pittsburgh Community Reinvestment Group (PCRG), Pittsburgh, PA
- Pittsburgh Gateways Corporation, Pittsburgh, PA
- Pittsburgh Job Corps Center, Pittsburgh, PA
- Pittsburgh Student Chapter of Engineers Without Borders, Pittsburgh, PA
- Pittsburgh Urban Media, Pittsburgh, PA
- Presbyterian SeniorCare, Oakmont, PA
- Primary Care Health Services, Inc., Pittsburgh, PA
- Prostate Conditions Education Council (PCEC), Centennial, CO
- Reading Area Community College (RACC), Reading, PA
- Redevelopment Authority of County of Greene, Waynesburg, PA
- Robert Morris University, Moon Township, PA
- Roots of Faith Ministry Center, a location of Faith United Methodist Church, Sharpsburg, PA
- Safe Harbor Easton, Easton, PA
- Samaritan Counseling Center, Lancaster, PA
- Second Harvest Food Bank of Northwest Pennsylvania, Erie, PA
- Sharpsburg Neighborhood Organization (SNO), Pittsburgh, PA
- Silk Screen, Asian American Arts & Culture Organization, Pittsburgh, PA
- Skills of Central PA, State College, PA
- Softer Side Seminars, Pittsburgh, PA
- South Park Education Foundation, South Park, PA
- SpiriTrust Lutheran, Chambersburg, PA
- Squirrel Hill Urban Coalition (SHUC), Pittsburgh, PA
- St. Matthew Lutheran Church, Millerstown, PA
- Steel Valley Rotary Club, Munhall, PA
- Sustainable Pittsburgh, Pittsburgh, PA
- The African American Directors Forum (AADF), Pittsburgh, PA
- The Allegheny Conference on Community Development, Pittsburgh, PA
- The Arc of Dauphin County, Harrisburg, PA
- The Brain Recovery Project, Los Angeles, CA
- The Center for Student Wellbeing, Duquesne University, Pittsburgh, PA
- The Colon Club, Gansevoort, NY
- The Duane Williams Memorial Scholarship Fund (DWMSF), Pittsburgh, PA
- The Foundation for IUP, Indiana, PA
- The Giorgio Foundation, Duncansville, PA
- The Housing Authority of the City of Erie (HACE), Erie, PA
- The Joe Beretta Foundation, Mt. Juliet, TN
- The Mental Health Association of Northwestern Pennsylvania, Erie, PA
- The Monongahela Valley Hospital Foundation, Monongahela, PA
- The Pennsylvania Health Law Project, Pittsburgh, PA
- The Salvation Army Harrisburg Capital City Region, Harrisburg, PA
- The Sight Center of Northwest PA, Erie, PA
- The UPMC Jameson Health Care Foundation, New Castle, PA
- The Black Women’s Health Alliance, Philadelphia, PA
- The Hospice and Palliative Nurses Association (HPNA), Pittsburgh, PA
- The Pittsburgh Promise, Pittsburgh, PA

- The Salvation Army of Chambersburg PA, Chambersburg PA
- The Salvation Army Western PA Division, Carnegie, PA
- The Union of African Communities in Southwestern PA (UACSWPA), Pittsburgh, PA
- The Western Pennsylvania Chapter of the National Hemophilia, Cranberry Twp, PA
- The Zionist Organization of America: Pittsburgh, Pittsburgh, PA
- Three Rivers Business Alliance, Pittsburgh, PA
- Three Rivers Youth, Pittsburgh, PA
- Threshold Rehabilitation Services, Inc., Reading, PA
- Tickets for Kids Foundation, Pittsburgh, PA
- Tiger Pause Youth Ministry, Beaver Falls, PA
- Trade Institute of Pittsburgh, Pittsburgh, PA
- Transforming Health of African American Women, Inc. (THAW), Pittsburgh, PA
- Transitional Paths to Independent Living (TRPIL), Washington, PA
- Transitions, Lewisburg, PA
- Turning Point of Lehigh Valley, Allentown, PA
- Twilight Wish Foundation, Doylestown, PA
- United Way of Blair County, Duncansville, PA
- United Way of Butler County, Butler, PA
- United Way of Indiana County, Indiana, PA
- United Way of Pennsylvania, Lemoyne, PA
- United Way of Southwestern Pennsylvania, Pittsburgh, PA
- University of Pittsburgh office of Health Sciences Diversity, Equity and Inclusion, Pittsburgh, PA
- University of Pittsburgh, Cancer Institute, Pittsburgh, PA
- University of Pittsburgh, Clinical & Translational Science Institute, Pittsburgh, PA
- University of Pittsburgh, Innovation Institute, Pittsburgh, PA
- University of Pittsburgh, Institute for Clinical Research Education (ICRE), Pittsburgh, PA
- University of Pittsburgh, Institute for Entrepreneurial Excellence, Pittsburgh, PA
- University of Pittsburgh, Office of Health Sciences Diversity, Pittsburgh, PA
- UPMC Altoona Foundation, Altoona, PA
- UPMC Hillman Cancer Center Academy, Pittsburgh, PA
- UPMC Senior Services, Pittsburgh, PA
- Uptown Partners of Pittsburgh, Pittsburgh, PA
- Urban Impact Foundation, Pittsburgh, PA
- Urban League of Greater Pittsburgh, Pittsburgh, PA
- Ursuline Support Services, Pittsburgh, PA
- URU The Right to Be, Inc., West Haven, CT
- VA Pittsburgh Healthcare System, Pittsburgh, PA
- Valley Youth House, Bethlehem, PA
- Venango County Association for the Blind, Seneca, PA
- Venango County Suicide Awareness Prevention Task Force, Franklin, PA
- Venango Training & Development Center, Inc., Seneca, PA
- Verland Foundation, Sewickley, PA
- Veterans Leadership Program of Western Pennsylvania, Inc., Pittsburgh, PA
- Veterans of Foreign Wars (VFW), Kansas City, MO
- Veterans Place of Washington Boulevard, Pittsburgh, PA
- VIBRANT–A Christian Church, Lambs Gap Campus, Mechanicsburg, PA
- VIBRANT–A Christian Church, York Haven Campus, York Haven PA
- Vibrant Pittsburgh, Pittsburgh, PA
- Vietnam Veterans Memorial Fund, The Wall that Heals, Arlington, VA
- Villa Maria Academy, Erie, PA
- Vincentian Collaborative System, Pittsburgh, PA
- Vision Toward Peace, LLC, Wilkinsburg, PA
- Vitamin C Healing, Pittsburgh, PA
- Wesley Family Services, Wilkinsburg, PA
- Westmoreland County Human Services, Greensburg, PA
- Women’s Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- Ya Momz House, Inc., Pittsburgh, PA
- You Matter Marathon, Philadelphia, PA
- YWCA of Greater Pittsburgh, Pittsburgh, PA

Appendix D: Concept Mapping Methodology

Overview:

UPMC's 2022 CHNA builds on the assessment process originally applied in 2013. In 2013, UPMC hospitals began conducting formal community health needs assessments and 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, UPMC hospitals 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.

Application of Concept Mapping—Two-Stage Process:

UPMC hospitals established community advisory panels. 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 panel met in person to solicit members' input on the focal question, "What are our community's biggest health problems?"

Panel 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 health care 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:

The hospitals' community advisory panels 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:

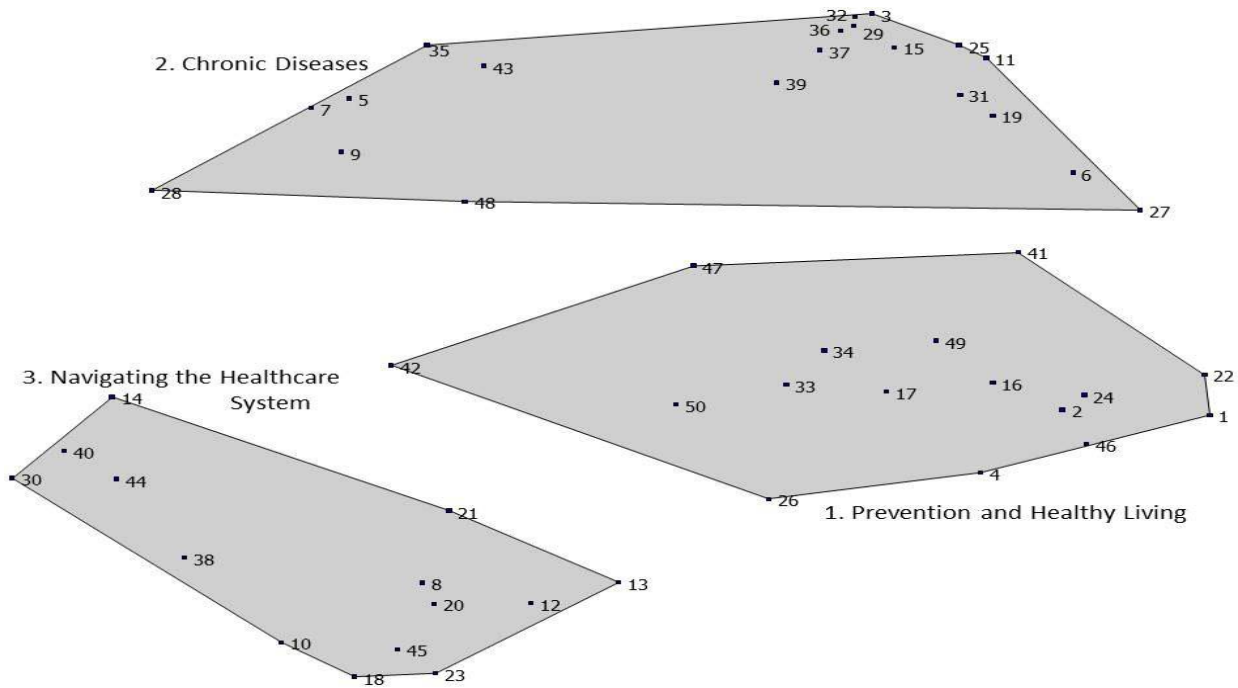
Does the hospital have the ability to address this problem?
(1 = no ability; 5 = great ability)

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 panel 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.