UPMC | LIFE CHANGING MEDICINE — COMMUNITY HEALTH NEEDS ASSESSMENT

UPMC | COLE
UPMC | LOCK HAVEN
UPMC | MUNCY
UPMC | WELLSBORO
UPMC | WILLIAMSPORT

Community Health Needs Assessment
Community Health Strategic Plan

Clinton, Lycoming, Potter, and Tioga Counties

June 30, 2022

North Central Pennsylvania

Enhancing the Health of Our Communities

Clinton, Lycoming, Potter, and Tioga Counties

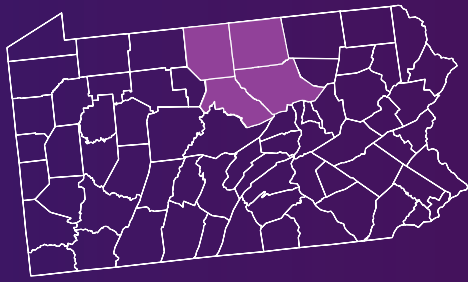## COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE COVERING

UPMC COLE

UPMC LOCK HAVEN

UPMC MUNCY

UPMC WELLSBORO

UPMC WILLIAMSPORT

UPMC
LIFE CHANGING MEDICINE

Table of Contents

REGIONAL PROGRESS REPORT

UPMC is committed to improving the health and wellbeing of people living in north central Pennsylvania. Working with community partners and engaging system-wide resources, UPMC hospitals are making measurable progress to address community health needs.

INCREASING ACCESS TO QUALITY CARE

UPMC is making health care more accessible.

- **Successfully Recruiting Providers:** Since 2019, UPMC Williamsport recruited more than 110 physicians to Lycoming County, increasing access to local care. The hospital now offers new specialty services, including Gynecologic Oncology, Interventional Radiology, and Orthopedic Trauma Surgery.

- **Enhancing Telehealth Capabilities:** Over the last three years, UPMC hospitals in North Central Pa. implemented strategies to alleviate transportation limitations in rural communities, including telehealth to expand access to primary and specialty care. Between July 2019 and June 2021, UPMC Lock Haven added eight telehealth specialties, including Endocrinology, Neurology, and Stroke. In 2021, UPMC Wellsboro added inpatient telehealth services for its Endocrinology and Pediatric Emergency departments.

- **Offering Help to Navigate Care:** Available 24 hours per day, seven days per week, the nurse triage line helps schedule appointments, directs patients to the appropriate level of care, and assists with prescription refills. Between July 2019 and June 2021, the line answered nearly 140,000 patient calls.

INTEGRATING BEHAVIORAL HEALTH SERVICES

UPMC hospitals in the four-county region are dedicated to supporting behavioral health needs.

- **Establishing Addiction Medicine Services:** In partnership with UPMC Western Psychiatric Hospital, UPMC hospitals in North Central Pa. established a new Addiction Medicine Department to help monitor and treat opioid addiction and substance use disorder.

- **Integrating Behavioral Health Care with Outpatient Services:** UPMC hospitals in North Central Pa. are embedding behavioral health care into outpatient offices. UPMC Cole added behavioral health specialists to four primary care practices and UPMC Lock Haven located a behavioral health specialist in its McElhattan Outpatient Center.

- **Reducing Wait Times for Consultations:** UPMC Muncy's TeleARC program provides virtual evaluation services to high-risk behavioral health patients who enter the Emergency Department. By leveraging telemedicine, the hospital can conduct assessments, create treatment plans, and enable quicker care transitions.

In 2021, UPMC Williamsport attained Level II Trauma Center accreditation.

In 2021, UPMC Muncy helped distribute free Narcan, an emergency medication that reverses opioid overdose effects.

UPMC Wellsboro collaborated with Canyon Cab to support patients in need with a free ride home from the emergency department.

In June 2021, UPMC Lock Haven earned a Gold Seal of Approval and Heart-Check mark from the Joint Commission, in conjunction with The American Heart Association/ American Stroke Association.

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 in locations where community members feel comfortable.

62,000+
Vaccine Doses Administered in the North Central Region*

PROTECTING VULNERABLE POPULATIONS

UPMC is dedicated to health equity in all vaccination efforts and is committed to vaccinating as many people as possible. UPMC staff members are volunteering their time and expertise to ensure the most vulnerable populations are protected from the virus.

ESTABLISHING A MOBILE INTEGRATED HEALTH PROGRAM

Launched in April 2020, the Mobile Integrated Health (MIH) program assisted with testing for local first responders and residents and staff of long-term care facilities. In partnership with primary care offices, the MIH team delivered care at high-risk patients' homes and then relayed information to a patient's primary care provider. After COVID-19 vaccines were approved, the MIH team helped vaccinate first responders, seniors, homebound individuals, and underserved populations.

OFFERING TESTING SITES

UPMC established four 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

OFFERING HEALTH EDUCATION AND SUPPORT THROUGHOUT THE COMMUNITY

UPMC hospitals in North Central Pa. offer specialized prevention and wellness programs.

- **Prescribing Healthy Behaviors:** In 2019, UPMC Cole piloted the Wellness Prescription Program, which enables providers to prescribe healthy behaviors and care engagement with a wellness coach. Through this program, providers can extend care beyond office visits and support their patients' lifestyles.
- **Empowering women to take control of their health:** Spirit of Women, a free membership program, helps women play an active role in their health through educational events, newsletters, and outreach.
- **Connecting with seniors:** Age Well encourages learning, camaraderie, and wellness for older adults. It also offers opportunities to build relationships with local health care providers. Over the past three years, UPMC staff visited senior centers and participated as keynote speakers at community events.
- **Supporting workplace wellness:** Healthy Partners, an employer wellness program, encourages healthy behaviors. During the COVID-19 pandemic, Healthy Partners adapted to a virtual format, which offers educational videos and a self-guided program.

In 2021, UPMC Cole implemented a food insecurity screening tool for patients and their families.

RAISING AWARENESS OF TRAUMA

UPMC hospitals in North Central Pa. are educating the community about trauma injuries, gun violence, and interpersonal safety. In 2021, UPMC Williamsport introduced a new ambulance bus, which can be used for mobile clinics, screenings, and for on-site help at the Little League World Series. For its first use, the bus brought mobile COVID-19 vaccine clinics to elderly and underserved populations.

4

UPMC is addressing important community needs.

Behavioral Health

- Access to Behavioral Health Services
- Opioid Addiction and Substance Abuse

Access to Care and Navigating Resources

- Primary Care
- Specialty Care
- Care Coordination

Prevention and Community-Wide Healthy Living

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

UPMC in North Central Pa.
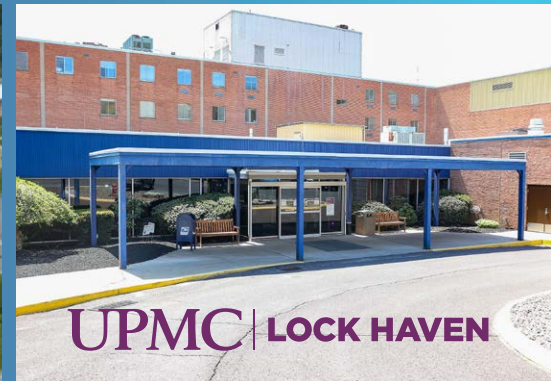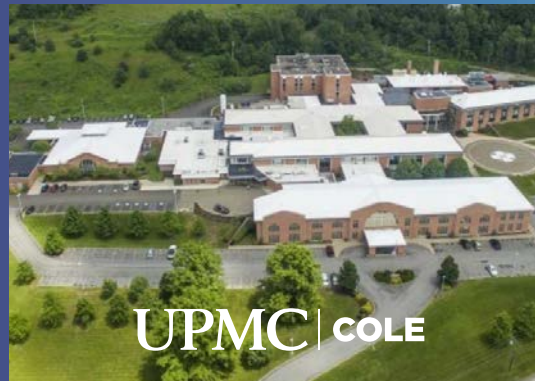
UPMC's community benefits contributions to the UPMC Cole, UPMC Lock Haven, UPMC Muncy, UPMC Wellsboro, and UPMC Williamsport communities totaled more than **$50 million** in 2020.

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.

UPMC's Community Benefit Commitment (Fiscal Years, in Billions)

2018	2019	2020
$1.2	$1.4	$1.7
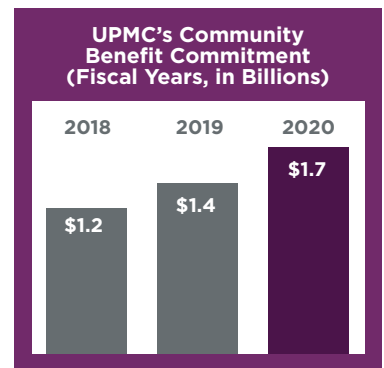
Assessing the Significant Community Health Needs for the Four-County Region:

In Fiscal Year 2022, UPMC's five licensed hospitals — located in and serving Clinton, Lycoming, Potter, and Tioga counties, in Pennsylvania — conducted a joint Community Health Needs Assessment (CHNA) in keeping with requirements described in section 501(r) of the Internal Revenue Code. Building on the initial CHNAs conducted in Fiscal Years 2013, 2016, 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 five collaborating hospitals in this CHNA function as a single, fully integrated, regional hub that delivers an array of specialized programs and services to the residents of the region. Three campuses, along with all their subsidiaries, joined UPMC in October 2016: In Lycoming County — UPMC Muncy (previously Muncy Valley Hospital) and UPMC Williamsport (previously Williamsport Regional Medical Center, including its Divine Providence Campus), and in Tioga County — UPMC Wellsboro (previously Soldiers + Sailors Memorial Hospital). In 2017, UPMC welcomed UPMC Lock Haven, in Clinton County, which was previously a for-profit hospital. In March 2018, UPMC Cole, located in Potter County, formed a partnership with UPMC. Together, UPMC hospitals in North Central Pa. offer an extensive range of inpatient and outpatient acute and rehabilitation services to meet the health care needs of a large rural population.

For the purpose of this joint CHNA, the collaborating UPMC hospitals define their community to be Clinton, Lycoming, Potter, and Tioga counties in Pennsylvania.

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

UPMC Licensed Hospitals in the Four-County Region	
UPMC Cole	Potter County
UPMC Lock Haven	Clinton County
UPMC Muncy	Lycoming County
UPMC Wellsboro	Tioga County
UPMC Williamsport	Lycoming County

Input from Community Stakeholders and Public Health Experts:
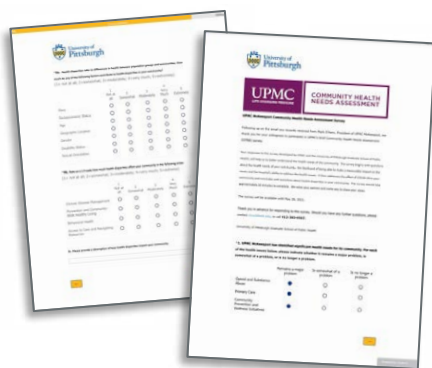
UPMC partnered with experts at the University of Pittsburgh Graduate School of Public Health (Pitt Public Health) to conduct the CHNA using a best-practice methodology. The assessment blended analysis of documented public health data, socioeconomic factors, and emerging health issues, including COVID-19 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 four significant health needs of importance to the communities served by UPMC Cole, UPMC Lock Haven, UPMC Muncy, UPMC Wellsboro, and UPMC Williamsport.

	Significant Health Needs	Health Issues	Importance to the Community
1	**Chronic Disease Management**	Heart Disease and Stroke	Approximately two-thirds of deaths in the community are attributable to chronic disease.
2	**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.
3	**Access to Care and Navigating Resources**	Primary Care, Care Coordination	Access to care and navigating resources have important implications for the health of the community in a variety of ways, including preventing disease and disability, detecting and treating illnesses or conditions, managing chronic disease, reducing preventable hospitalization, and increasing quality of life.
4	**Prevention and Community-Wide Healthy Living**	Community Prevention and Wellness Initiatives	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 Board of Directors for each UPMC licensed hospital 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 Clinton, Lycoming, Potter, and Tioga Counties					
UPMC Hospitals in Clinton, Lycoming, Potter, and Tioga Counties	Chronic Disease Management	Behavioral Health	Access to Care and Navigating Resources		Prevention and Community-Wide Healthy Living
	Heart Disease and Stroke	Access to Behavioral Health Services	Primary Care	Care Coordination	Community Prevention and Wellness Initiatives
UPMC Cole	✓	✓	✓	✓	✓
UPMC Lock Haven	✓	✓	✓	✓	✓
UPMC Muncy	✓	✓	✓	✓	✓
UPMC Wellsboro	✓	✓	✓	✓	✓
UPMC Williamsport	✓	✓	✓	✓	✓

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 Clinton, Lycoming, Potter, and Tioga counties collaborated to conduct a joint CHNA, in keeping with IRS 501(r) guidelines. Through the assessment process, UPMC's hospitals identified the 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 developed in Fiscal Years 2013, 2016, and 2019. 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.
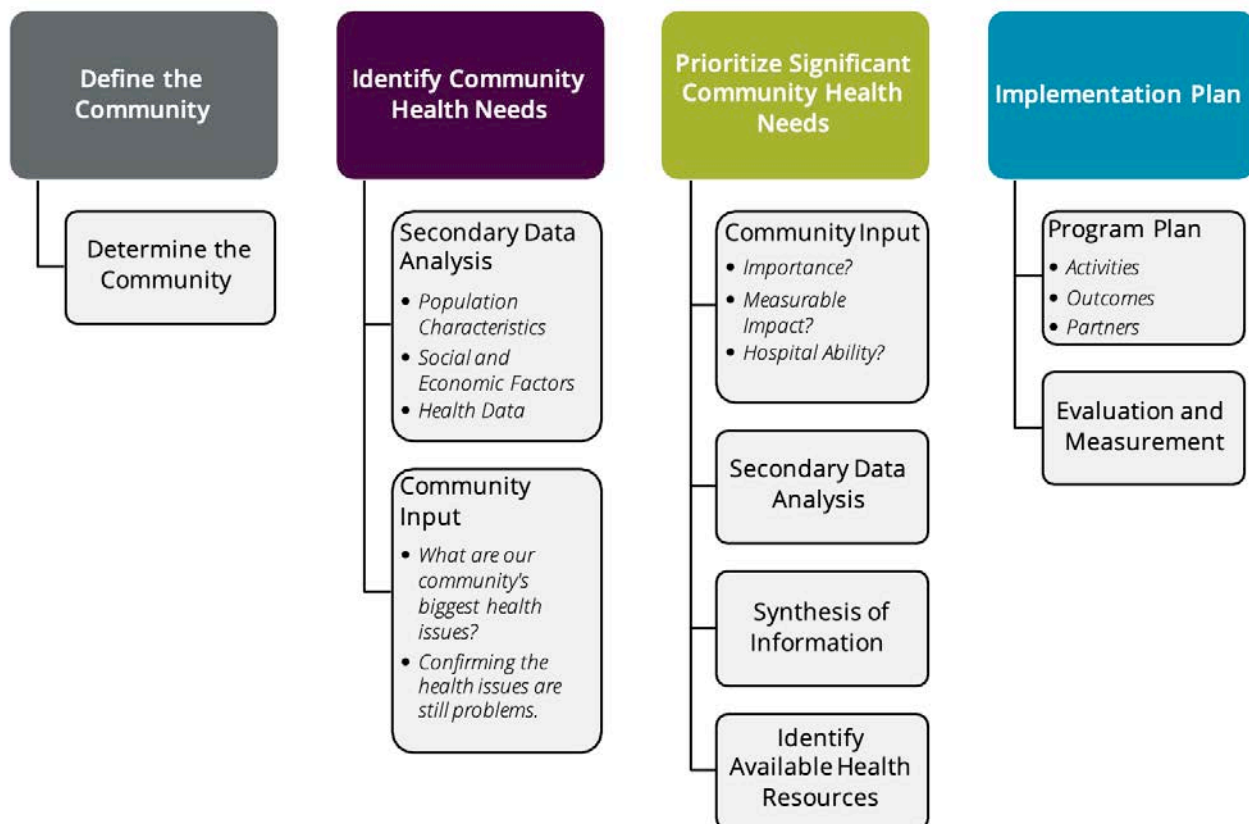- Improve the community's health and achieve measurable results.

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.

Define the Community

Determine the Community

Identify Community Health Needs

Secondary Data Analysis
- *Population Characteristics*
- *Social and Economic Factors*
- *Health Data*

Community Input
- *What are our community's biggest health issues?*
- *Confirming the health issues are still problems.*

Prioritize Significant Community Health Needs

Community Input
- *Importance?*
- *Measurable Impact?*
- *Hospital Ability?*

Secondary Data Analysis

Synthesis of Information

Identify Available Health Resources

Implementation Plan

Program Plan
- *Activities*
- *Outcomes*
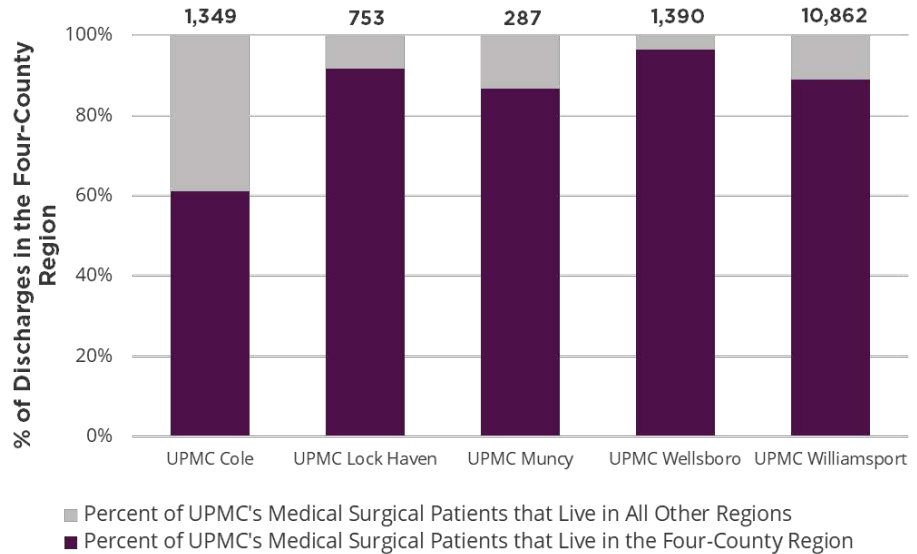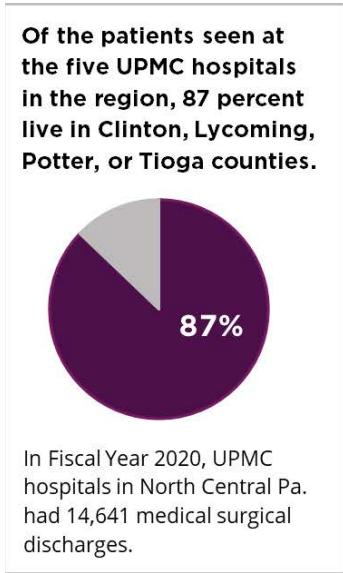- *Partners*

Evaluation and Measurement

Definition of the Community: Clinton, Lycoming, Potter, and Tioga 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 87 percent of patients treated at UPMC Cole, UPMC Lock Haven, UPMC Muncy, UPMC Wellsboro, or UPMC Williamsport residing in Clinton, Lycoming, Potter, or Tioga counties, these five hospitals primarily serve residents of this geographic region. By concentrating on Clinton, Lycoming, Potter, and Tioga counties, UPMC can consider the needs of the great majority of its patients, and do so in a way that allows accurate measurement using available secondary data sources.

While the 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 Cole, UPMC Lock Haven, UPMC Muncy, UPMC Wellsboro, and UPMC Williamsport 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 North Central Pa. Live in the Four-County Region: Clinton, Lycoming, Potter, and Tioga Counties.

Of the patients seen at the five UPMC hospitals in the region, 87 percent live in Clinton, Lycoming, Potter, or Tioga counties.

87%

In Fiscal Year 2020, UPMC hospitals in North Central Pa. had 14,641 medical surgical discharges.

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 35 UPMC outpatient locations within Clinton, Lycoming, Potter, and Tioga counties. A leader in high-quality, specialty care, UPMC provides local access through UPMC Western Behavioral Health, UPMC Hillman Cancer Centers, and UPMC Magee-Womens specialty services locations. UPMC also offers a wide range of outpatient facilities, including eye care centers, imaging centers, labs, pharmacies, primary care offices, and rehabilitation services. UPMC addresses the needs of vulnerable populations through health centers and clinics for underserved communities and senior living facilities for older adults.

Potter County

UPMC Cole

Tioga County

UPMC Wellsboro

Clinton County

UPMC Lock Haven

Lycoming County

UPMC Williamsport, Divine Providence Campus

UPMC Williamsport

UPMC Muncy
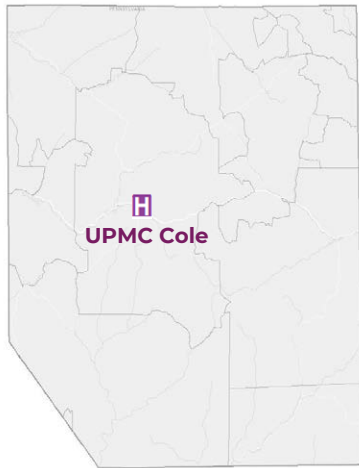
H UPMC Hospitals

H Other Hospitals

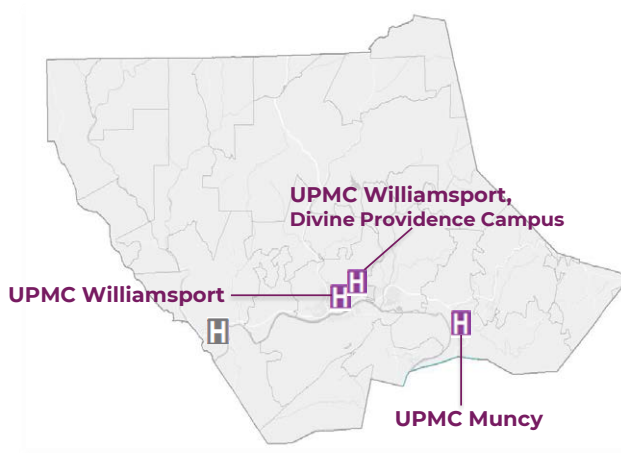*Identifying and Prioritizing Significant Health Needs:*

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 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.

Community Stakeholder Groups
- Board Members
- Community Partners
- Physicians
- Local Universities
- Hospital Employees
- Govt. Officials

SURVEY PARTICIPATION STATISTICS

CLINTON, LYCOMING, POTTER, AND TIOGA COUNTIES

271

Community partners invited to participate across Community Health Needs surveys

76%

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

Additional Stakeholder Input: In addition to the community survey, UPMC hospitals in North Central Pa. met with community benefit advisors and key service line hospital leaders. Participants included more than 150 hospital and community leaders. The meetings were focused on reviewing the identified community health priorities from the community survey results and aided in the development of the implementation plans for the five hospitals.

UPMC's system-wide community input survey process consisted of multiple stages over the past four CHNA cycles; UPMC hospitals in North Central Pa. joined the UPMC system-wide process for the first time in 2019.

CHNA Year	Activity	Description
2013	Brainstorming on Health Problems	Each hospital's community advisory panel met to gather input on the question, "What are our community's biggest health care problems?" Brainstorming resulted in the development of a 50-item list of health problems.
2013	Rating and Sorting Health Problems to Identify Significant Health Needs	Community members participated in the rating and sorting process to prioritize the 50 health problems. Each participant sorted the list into overarching themes, and then rated the problems using a 1 to 5 Likert scale, according to the following criteria: • 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: • 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*.

Although 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 Clinton, Lycoming, Potter, and Tioga counties over this period. 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 north central Pennsylvania. Potter and Tioga counties are considered completely rural and mostly rural, respectively, based on their low population densities, whereas Clinton and Lycoming counties are considered mostly urban.

Population Density				
	Clinton County	Lycoming County	Potter County	Tioga County
2018 Population	38,684	113,664	16,622	40,763
Population Density	43.6	92.5	15.4	36.0

Source: U.S. Census

Rural areas, such as Potter and Tioga counties, experience different health care challenges — national reports show that rural residents may have challenges in accessing health care services, including the services of primary care providers and specialists. Augmenting these access issues are that rural areas — in comparison to urban areas — tend to have a larger proportion of elderly residents and residents living in poverty.

Sizable Elderly Population with High Social Needs: A notable characteristic of Clinton, Lycoming, Potter, and Tioga counties is the increasing percentage of elderly residents (65 years and older). Clinton, Lycoming, Potter, and Tioga counties have large elderly populations (18 percent, 19 percent, 23 percent, and 21 percent, respectively), compared to Pennsylvania (17 percent), and 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**).

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

Age Distribution - 2018						
	Clinton County	**Lycoming County**	**Potter County**	**Tioga County**	**Pennsylvania**	**United States**
Median Age	38.8	41.4	46.7	44.3	40.7	37.9
% Children (<18)	20.4	20.6	21.0	19.9	20.9	22.8
%18–44	36.2	33.4	26.8	31.1	34.1	36.0
% 45–64	25.4	27.5	29.4	28.2	27.6	26.0
% 65+	18.0	18.5	22.8	20.8	17.4	15.2
% 85+	2.8	2.7	3.2	2.7	2.5	1.9
% Elderly Living Alone	13.4	11.9	15.2	13.0	12.6	10.7

Source: U.S. Census

Aging Population Increasing in the Region: The total population in Clinton County remained relatively stable, whereas the total population in Lycoming, Potter, and Tioga counties decreased since 2010. However, across counties, the elderly population (age 65 and over) has increased significantly (see figures below).

Clinton County:

Clinton County's total population has remained relatively stable from 2010 to 2018.

Clinton County Total Population Trend

Year	Population
2010	39,238
2011	39,493
2012	39,715
2013	39,817
2014	39,471
2015	39,381
2016	38,996
2017	38,837
2018	38,684
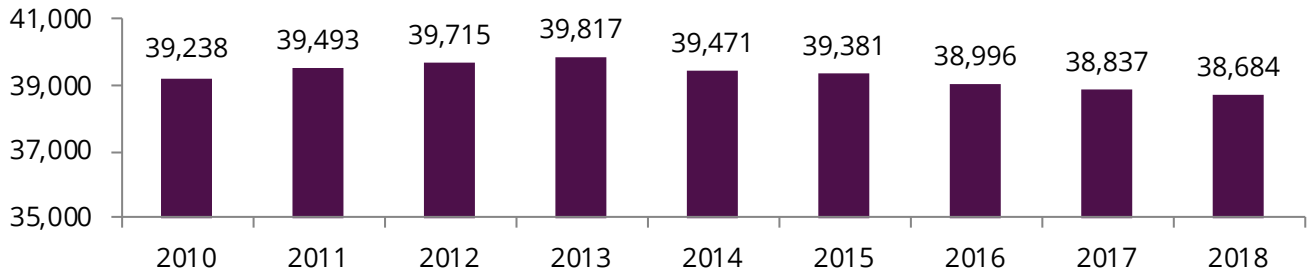
However, the elderly population in Clinton County (65+) has seen a 14 percent increase from 2010 to 2018.

Clinton County Elderly (65+) Population Trend

Year	Population
2010	6,350
2011	6,402
2012	6,547
2013	6,731
2014	6,810
2015	6,889
2016	6,998
2017	7,104
2018	7,232
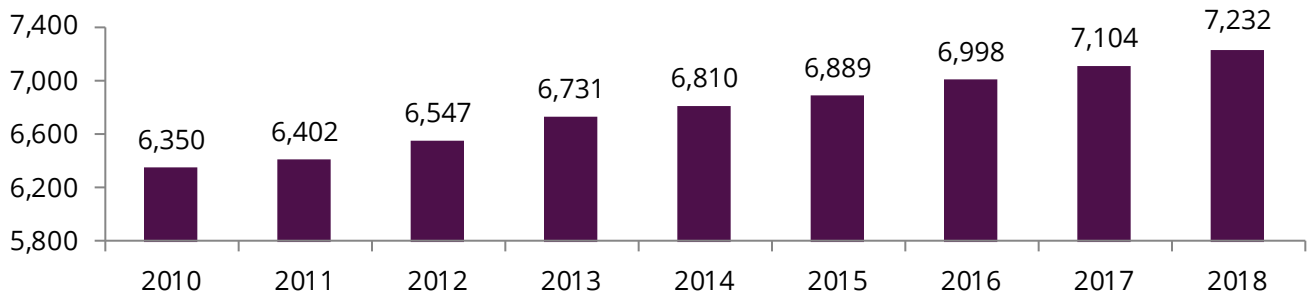
Source: U.S. Census

Lycoming County:

Lycoming County's total population has seen a slight decrease from 2010 to 2018.

Lycoming County Total Population Trend

Year	Population
2010	116,111
2011	116,742
2012	117,234
2013	116,607
2014	116,303
2015	115,576
2016	114,821
2017	113,930
2018	113,664
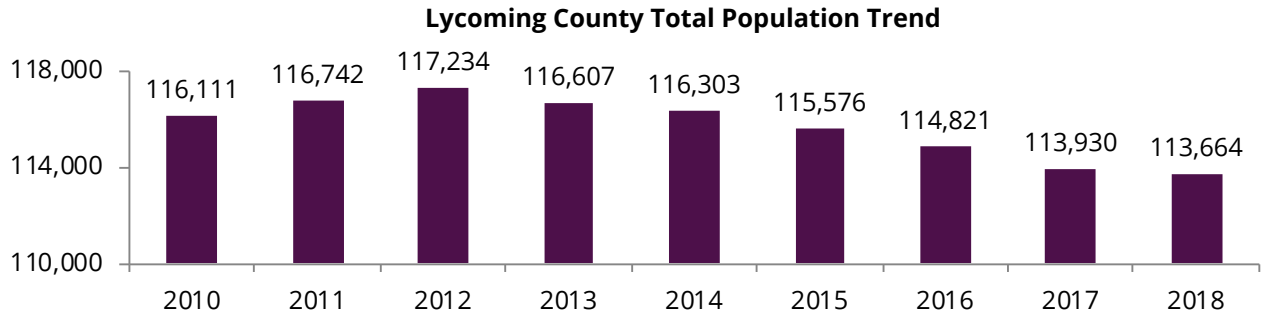
However, the elderly population in Lycoming County (65+) has seen a 15 percent increase from 2010 to 2018.

Lycoming County Elderly (65+) Population Trend

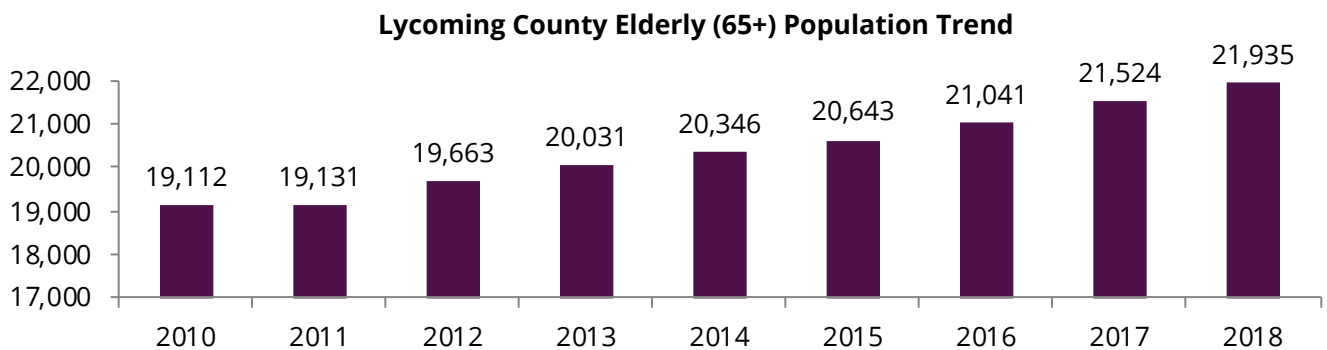| Year	Population
2010	19,112
2011	19,131
2012	19,663
2013	20,031
2014	20,346
2015	20,643
2016	21,041
2017	21,524
2018	21,935

Source: U.S. Census

Potter County:

Potter County's total population has seen a five percent decrease from 2010 to 2018.

Potter County Total Population Trend

Year	Population
2010	17,457
2011	17,455
2012	17,562
2013	17,453
2014	17,190
2015	17,085
2016	16,952
2017	16,835
2018	16,622
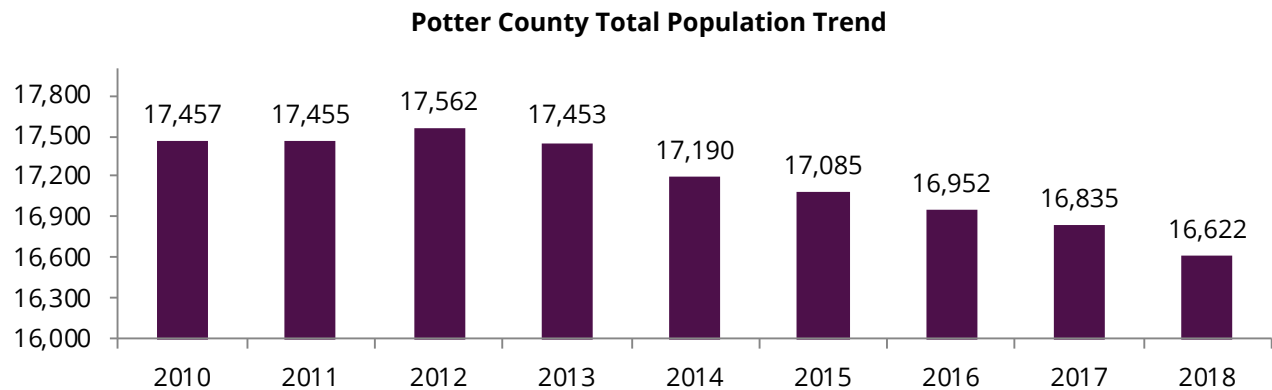
However, the elderly population in Potter County (65+) has seen an 18 percent increase from 2010 to 2018.

Potter County Elderly (65+) Population Trend

Year	Population
2010	3,403
2011	3,444
2012	3,556
2013	3,630
2014	3,727
2015	3,801
2016	3,873
2017	3,937
2018	4,000
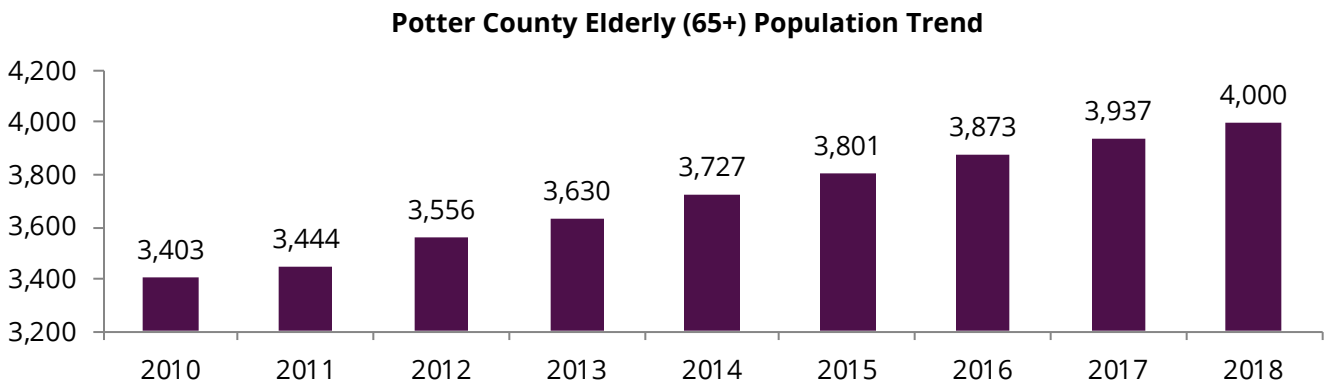
Source: U.S. Census

Tioga County:

Tioga County's total population has seen a three percent decrease from 2010 to 2018.

Tioga County Total Population Trend

Year	Population
2010	41,981
2011	42,234
2012	42,444
2013	42,207
2014	41,896
2015	41,520
2016	41,251
2017	40,701
2018	40,763
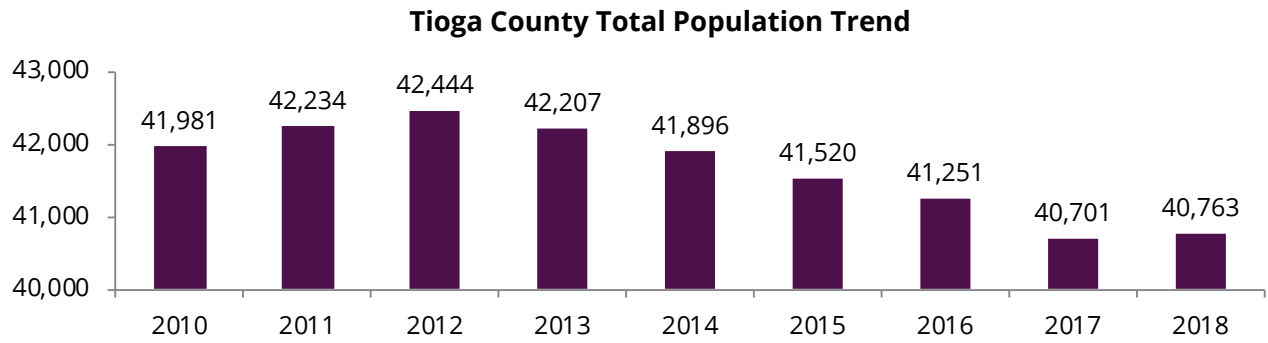
However, the elderly population in Tioga County (65+) has seen a 19 percent increase from 2010 to 2018.

Tioga County Elderly (65+) Population Trend

Year	Population
2010	7,562
2011	7,628
2012	7,911
2013	8,110
2014	8,274
2015	8,395
2016	8,585
2017	8,795
2018	8,983
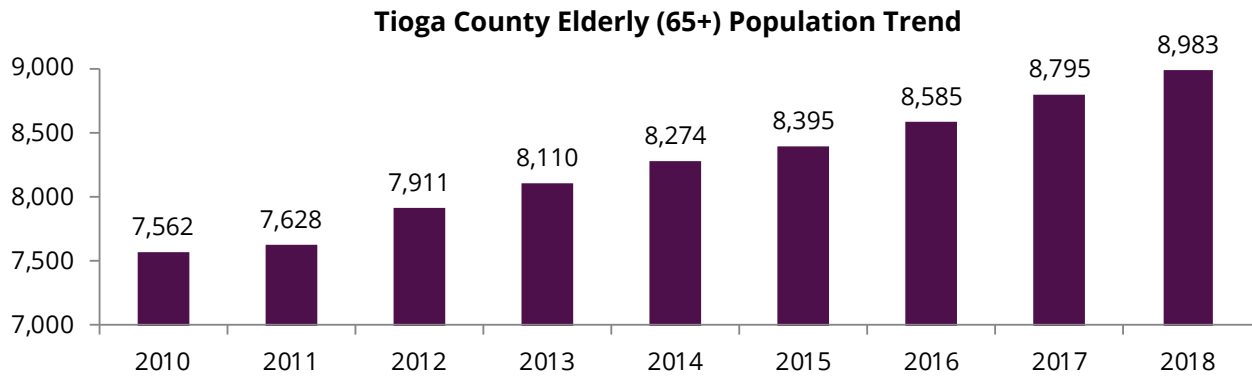
Source: U.S. Census

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

Clinton County tends to have:
- A lower median household income
- A higher percentage of individuals living in poverty

Lycoming County tends to have:
- A lower median household income
- A higher percentage of individuals living in poverty

Potter County tends to have:
- A lower median household income
- A higher unemployment rate
- A higher percentage of individuals living in poverty
- More recipients of the income-based Medicaid health insurance program (see **Appendix B**)

Tioga County tends to have:
- A lower median household income
- A higher percentage of individuals living in poverty

Social and Economic Population Demographics - 2018						
	Clinton County	Lycoming County	Potter County	Tioga County	Pennsylvania	United States
Median Age	38.8	41.4	46.7	44.3	40.7	37.9
Median Household Income	49,234	52,407	42,821	50,667	59,445	60,293
% of People in Poverty	17.4	14.2	14.3	14.2	12.8	14.1
% with No High School Diploma (among those 25+)	11.2	10.2	11.9	10.2	9.8	12.4
% Unemployed (among those 16+ in labor force)	5.6	5.2	6.6	5.9	5.8	5.9
Racial Groups						
% White	96.2	91.9	97.3	97.1	80.8	72.7
% African-American	1.6	4.8	0.4	0.7	11.1	12.7
% Other Race	2.2	3.3	2.3	2.2	8.1	14.6

Source: U.S. Census

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

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

- A high percentage of individuals living below the poverty level
- A high percentage of individuals over age 65
- High infant mortality
- Lower primary care provider to population ratios
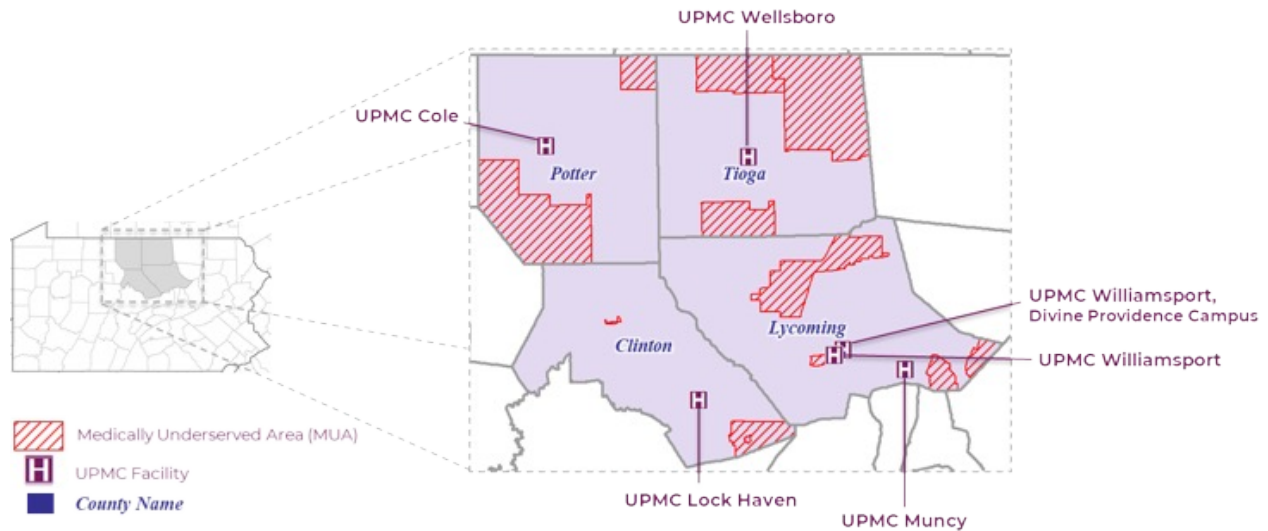
Percent Population that Lives in a HRSA-designated Medically Underserved Area (MUA) Across the Region

- 7.9 percent of the Clinton County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 15.0 percent of the Lycoming County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 4.1 percent of the Potter County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 46.7 percent of the Tioga County population lives in a HRSA-designated Medically Underserved Area (MUA).

Findings: Significant Health Needs for the Community:

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

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

Significant Health Needs for the Community	
Chronic disease management rated highly in importance for the region.	**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 largely seen as the issue UPMC hospitals in the region can most likely address and drive a significant impact.	**Prevention and community-wide healthy living** was perceived as important for the community.

These four significant health needs were identified based on data from the community input process, earlier concept mapping efforts conducted with community participants, public health literature, and consultation with public health experts. Each need represents an area that is correlated with, and often drives, health outcomes, including mortality, quality of life, risk of hospitalization, and disease burden. All four significant health needs rated as a high priority on importance across the community leader surveys administered in Clinton, Lycoming, Potter, and Tioga counties (scored above 3.9 on a scale of 1 to 5). The assessment also identified five composite health topics within the overarching health priorities.

Clinton, Lycoming, Potter, and Tioga County Significant Health Needs			
Chronic Disease Management	**Behavioral Health**	**Access to Care and Navigating Resources**	**Prevention and Community-Wide Healthy Living**
• Heart Disease and Stroke	• Access to Behavioral Health Services	• Primary Care • Care Coordination	• Community Prevention and Wellness Initiatives

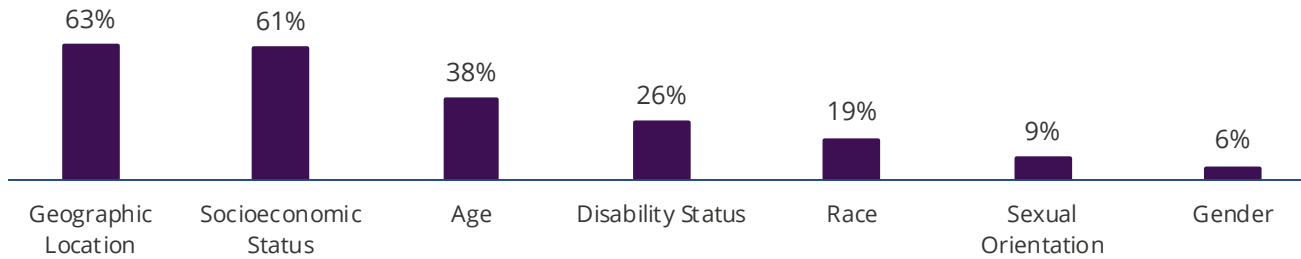## *Perceived Disparities Affecting Community Health:*

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, North Central Pa.

Behavioral Health	Access to Care and Navigating Resources	Prevention and Community-Wide Healthy Living	Chronic Disease Management	Maternal and Infant Health
71%	55%	49%	36%	36%
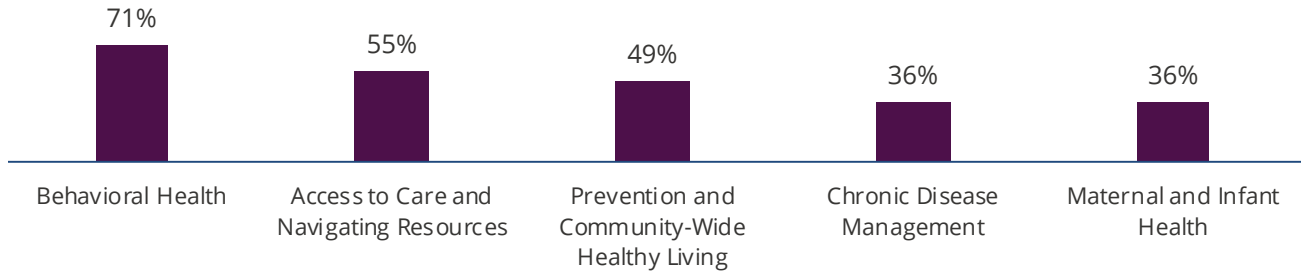
Note: Proportion reporting disparities affect community health needs "very much" or "extremely."
Source: UPMC System-wide Community Input Process, 2021

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

Geographic Location	Socioeconomic Status	Age	Disability Status	Race	Sexual Orientation	Gender
63%	61%	38%	26%	19%	9%	6%

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 over 19,000 in the four-county region. Of the cases reported in Clinton, Lycoming, Potter, and Tioga counties, nearly 500 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, 50 percent of the eligible population residing in Clinton, Lycoming, Potter, and Tioga counties was 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 four 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

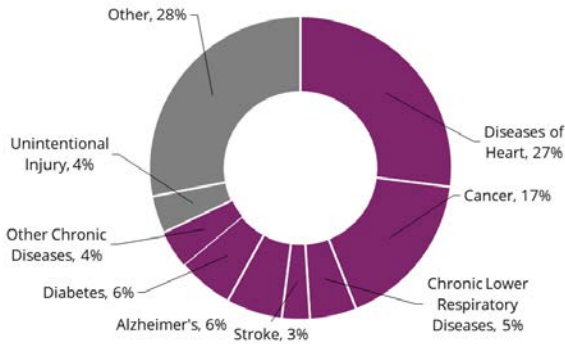*Chronic Disease Management — Importance to the Community:*

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

Chronic diseases are the leading cause of death nationally, in Pennsylvania, and in the four-county region. In Clinton, Lycoming, Potter, and Tioga 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.

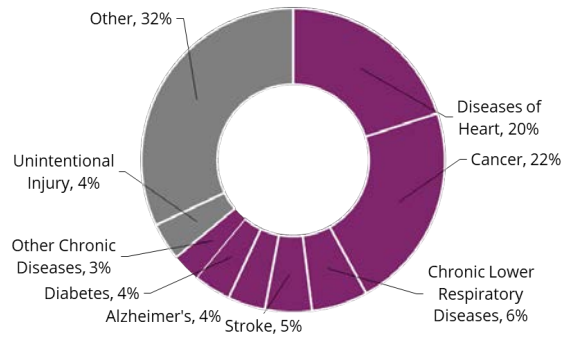**Chronic Disease is a Leading Cause of Death in the Four-County Region**

Clinton County

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

Other, 28%
Unintentional Injury, 4%
Other Chronic Diseases, 4%
Diabetes, 6%
Alzheimer's, 6%
Stroke, 3%
Chronic Lower Respiratory Diseases, 5%
Cancer, 17%
Diseases of Heart, 27%

Lycoming County

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

Other, 32%
Unintentional Injury, 4%
Other Chronic Diseases, 3%
Diabetes, 4%
Alzheimer's, 4%
Stroke, 5%
Chronic Lower Respiratory Diseases, 6%
Cancer, 22%
Diseases of Heart, 20%

Potter County

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

Other, 33%
Unintentional Injury, 6%
Other Chronic Diseases, 4%
Diabetes, 5%
Stroke, 3%
Chronic Lower Respiratory Diseases, 7%
Cancer, 25%
Diseases of Heart, 17%
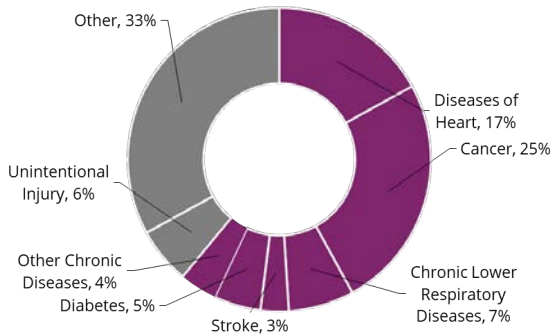
Tioga County

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

Other, 30%
Unintentional Injury, 4%
Other Chronic Diseases, 2%
Diabetes, 4%
Alzheimer's, 2%
Stroke, 5%
Chronic Lower Respiratory Diseases, 6%
Cancer, 25%
Diseases of Heart, 22%
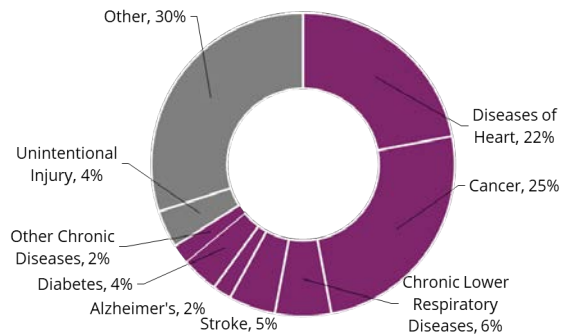
Source: Pennsylvania Department of Health, 2019

■ Chronic Disease
■ Other Conditions
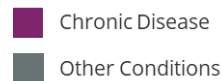
Chronic diseases have important implications for the health and wellness of the community.

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

Chronic Disease	Significance
Heart Disease	Heart disease is the leading cause of death nationally and in Pennsylvania. Heart disease is responsible for nearly one in every four national deaths.
Stroke	Stroke is the fifth leading cause of death for Americans and is responsible for one out of every 20 deaths.

COVID-19's Impact on Chronic Disease Management

Chronic disease emerged as an increasingly important health factor during the COVID-19 pandemic, as the prevalence and severity of COVID-19 was linked to preexisting chronic diseases.

Underlying Medical Conditions Increase Risk for Severe COVID-19 Illness: People with chronic conditions (e.g., obesity, diabetes, heart disease, and cancer) faced a higher risk of suffering from severe illness, hospitalization, and even death compared to those without pre-existing conditions.

Additionally, there is evidence of excess deaths due to chronic conditions (e.g., stroke, heart disease) in the early stage of the pandemic, when people were less likely to seek care due to fear of COVID-19 exposure.

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.

Behavioral Health — Importance to the Community:

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

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

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

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

| **>50%** Of the national population will be diagnosed with a mental illness during their lifetime. | **1 in 5** Americans will experience a mental illness in a given year. | **1 in 5** Children either have had or have a seriously debilitating mental illness. |

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

In Clinton, Lycoming, Potter, and Tioga counties, 31 percent of adults reported experiencing poor mental health in the past month.

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

Clinton, Lycoming, Potter, and Tioga County residents 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)

39% <$25,000
31% $25,000-$49,999
26% $50,000+
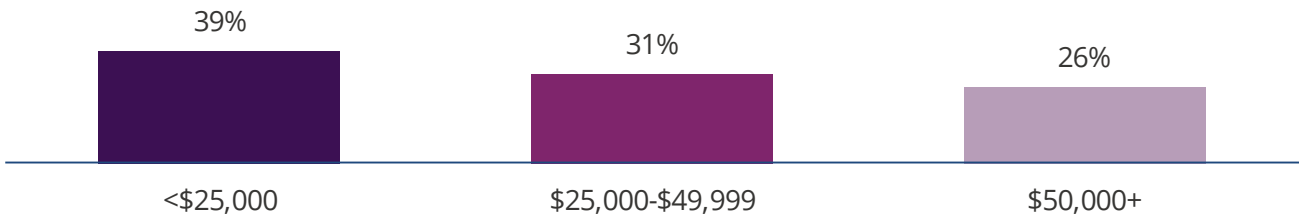
Source: Pennsylvania Department of Health, 2017–2019

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.

	Clinton County	Lycoming County	Potter County	Tioga County	Pennsylvania
Drug overdose mortality rate per 100,000 population	N/A	26	N/A	21	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 one in eight adults started or increased substance use to cope with stress or emotions related to COVID-19, which was elevated from one 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 Clinton, Lycoming, Potter, and Tioga counties is lower compared to state and national benchmarks. Within the region, there are areas and sub-populations that may exhibit impeded access. Clinton, Lycoming, Potter, and Tioga counties contain a number of Health Professional Shortage Area (HPSA) designations, defined as geographic areas or population groups that indicate health provider shortages.

| Clinton County **41.4** Primary care physicians per 100,000 population	Lycoming County **73.0** Primary care physicians per 100,000 population	Pennsylvania **81.0** Primary care physicians per 100,000 population	United States **75.8** Primary care physicians per 100,000 population
Potter County **42.1** Primary care physicians per 100,000 population	Tioga County **46.6** Primary care physicians per 100,000 population		
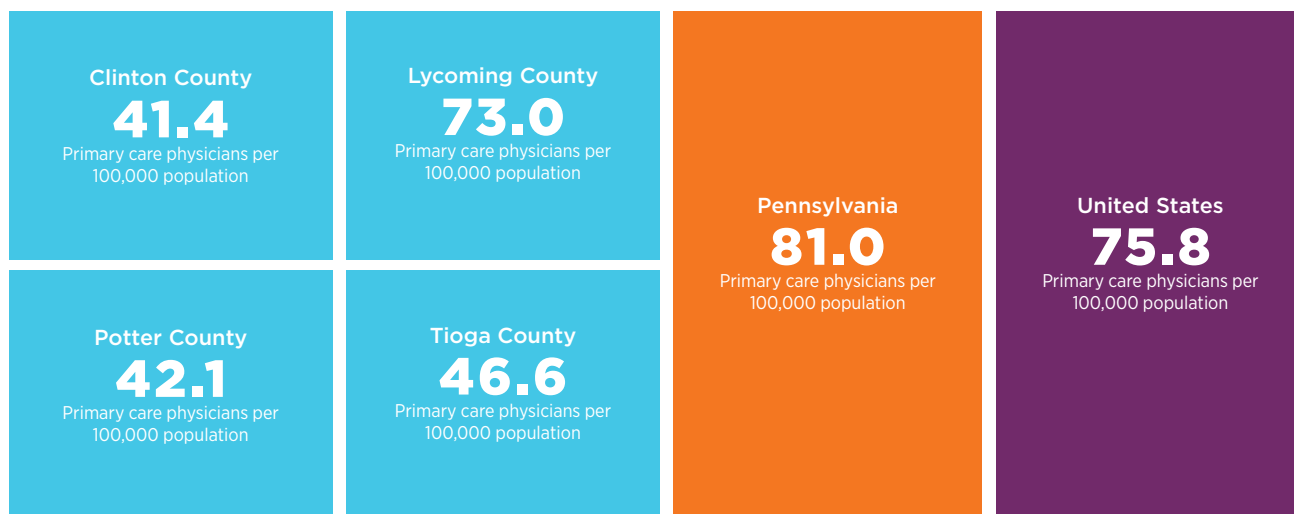
Source: Robert Wood Johnson County Health Rankings & Roadmaps, 2021

In Clinton, Lycoming, Potter, and Tioga counties, 12 percent of adults 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
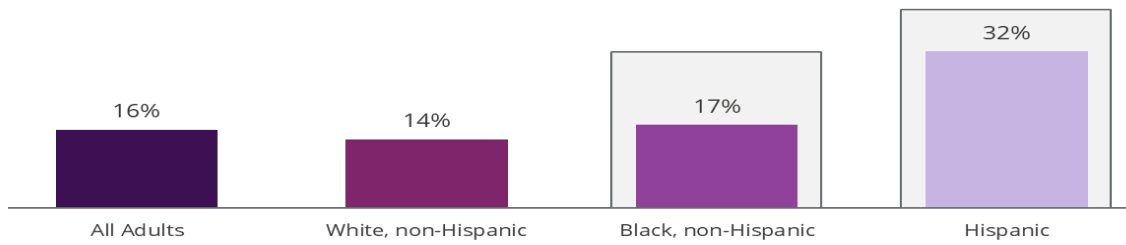
Source: Pennsylvania Department of Health, 2019

In Clinton, Lycoming, Potter, and Tioga counties, residents with a lower level of education (high school or less) were more likely to report not having a personal health care provider (13 percent), compared to those with a college degree (11 percent).

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 the four-county region, nearly one in four 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 one in three 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.

NEARLY **HALF**	**1 in 3**	**1 in 8**
of adults (40 percent) in the United States delayed medical care during the COVID-19 pandemic.	Adults in the United States avoided seeking or delayed **routine care** during the pandemic, resulting in missed opportunities for management of chronic conditions, receipt of routine vaccinations, or early detection of new conditions.	Adults in the United States avoided **urgent or emergency care** during the pandemic, particularly those with multiple underlying conditions or disabilities.

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.
Adults aged 50+ in the region with a college degree were more likely to report ever having a sigmoidoscopy or colonoscopy (71 percent), compared to those aged 50+ with less than a college education (61 percent).

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

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.

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 one in nine individuals in the labor force were unemployed in June 2020. In north central Pennsylvania, the unemployment rate nearly doubled during the pandemic. Unstable employment status is consistently associated with stress-related morbidity and various chronic conditions.

- **Food Insecurity:** Nationally, about 45 million people (one in seven), including 15 million children (one in five), 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.

UPMC Is Working to Address Significant Health Needs:

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

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

Chronic Disease Management

UPMC hospitals in Clinton, Lycoming, Potter, and Tioga counties are committed to addressing the community's needs relating to heart disease and stroke, offering programs that emphasize education and screenings to help prevent and detect chronic disease.

Behavioral Health

UPMC hospitals in Clinton, Lycoming, Potter, and Tioga counties continue to enhance and expand efforts to address behavioral health needs in the community through a wide variety of channels and services. Efforts include promoting awareness of behavioral health resources, warm hand-off initiatives, and broadening access to behavioral health specialists in the community.

Access to Care and Navigating Resources

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

Prevention and Community-Wide Healthy Living

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

2022 Significant Health Needs in Clinton, Lycoming, Potter, and Tioga Counties

UPMC Hospitals in Clinton, Lycoming, Potter, and Tioga Counties	Chronic Disease Management	Behavioral Health	Access to Care and Navigating Resources		Prevention and Community-Wide Healthy Living
	Heart Disease and Stroke	Access to Behavioral Health Services	Primary Care	Care Coordination	Community Prevention and Wellness Initiatives
UPMC Cole	✓	✓	✓	✓	✓
UPMC Lock Haven	✓	✓	✓	✓	✓
UPMC Muncy	✓	✓	✓	✓	✓
UPMC Wellsboro	✓	✓	✓	✓	✓
UPMC Williamsport	✓	✓	✓	✓	✓

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 North 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 Cole, UPMC Lock Haven, UPMC Muncy, UPMC Wellsboro, and UPMC Williamsport 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.

Community Health Improvement Progress and Plan

2019 – 2022 Progress Report and

*2022 – 2025 Implementation Plan*

UPMC | COLE

Caring for the Community

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

VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	49	Employees	686
Hospital Patients	1,951	Community Benefits Contributions	$18.1 million
Emergency Dept. Visits	8,561	Free and Reduced Cost Care	$1.1 million
Total Surgeries	3,384	Total Economic Impact of Hospital Operations	$148.6 million

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Cole affirmed the following significant health needs:
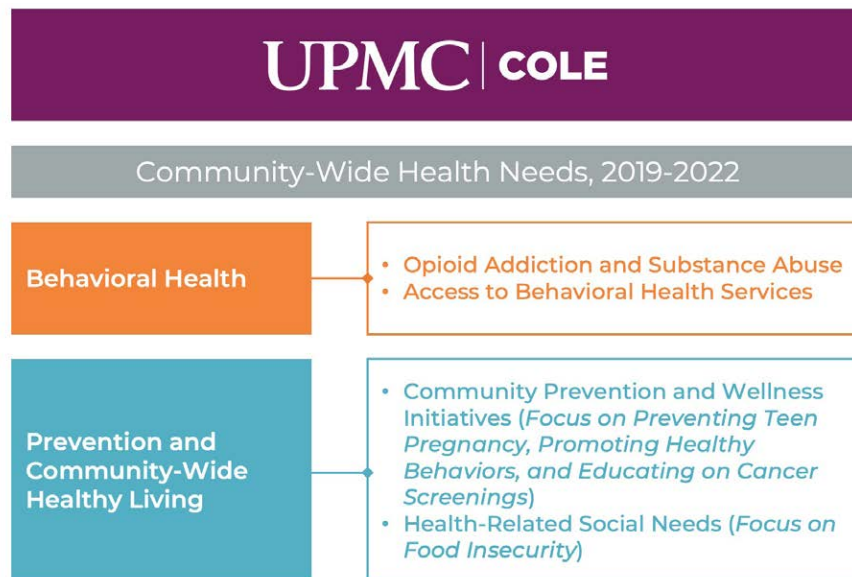
Advancing Community Health Initiatives While Navigating the COVID-19 Pandemic

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 Cole's ability to implement planned community health improvement initiatives. As a result, UPMC Cole 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 Cole 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.

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Behavioral Health

Opioid Addiction and Substance Abuse and Access to Behavioral Health Services

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

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Take a comprehensive approach to address behavioral health and create programming to stem addiction and substance use

ACTIONS:
✓ Raise awareness of and increase services for behavioral health issues

✓ Increase awareness of and access to educational programs about suicide risk for all community residents

✓ Improve access to mental health providers

✓ Promote public education and awareness to help prevent prescription drug and opioid misuse, abuse, and overdose

✓ Reduce access to prescription drugs for misuse and abuse

TARGET POPULATION:
• General community

PROGRAMS:

Access to Behavioral Health Services

• Mental Health First Aid

• Multimedia initiative to raise awareness of behavioral health (e.g., social media, educational outreach events, training sessions)

• Suicide prevention initiatives (e.g., educational conferences and seminars at local school districts)

• Develop and implement an outpatient behavioral health service line

Opioid Addiction and Substance Abuse

• Enhance and expand Addiction Medicine service line

• Campaigns to promote awareness of substance use and available resources (e.g., STOP Campaign Program, roadmap of available resources)

• Continue to promote Narcan training and Prescription Drug Take-Back initiatives

PROGRESS:

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

7,349
Outpatient Behavioral Health Visits
(July 2019 - April 2021)

2,000+
Brochures for Behavioral Health Resources Distributed
(July 2019 - May 2021)

New Behavioral Health Specialists Available in Primary Care Offices
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Expanding Outpatient Behavioral Health Services

Over the last three years, UPMC Cole has worked to develop and implement an outpatient behavioral health service line, recruiting a team of professionals devoted to the service of those in need of behavioral health care. Accomplishments since July 2019 include:

- **Recruiting behavioral health specialists:** Over the last three years, UPMC Cole has grown its behavioral health team, recruiting two behavioral health specialists — a behavioral health assessment counselor and a licensed clinical social worker (LCSW).
- **Increasing mental health screenings:** The hospital has implemented increased mental health screenings for patients within the Cole Memorial Medical Group (CMMG), referring individuals that have a positive screen to the appropriate level of care.
- **Embedding behavioral health specialists in primary care offices:** To help increase access to care, UPMC Cole located two behavioral health specialists into four primary care practices.
- **Launching virtual visit capabilities:** Due to the COVID-19 pandemic, UPMC Cole offered virtual visits as a means to provide behavioral health care to patients without the need to enter a facility or be in close contact with others.

  > Between July 2019 and April 2021, the hospital had 7,349 behavioral health visits, including virtual visits.

Raising Awareness of Substance Use and Recovery Resources

UPMC Cole is working to increase access to resources and support for individuals with substance use disorder. Efforts over the last three years include:

- **Roadmap of resources:** UPMC Cole, in partnership with the Northern Tier Community Health Collaborative (NTCHC), continues to distribute information about substance use and overdose prevention, including updated brochures that serve as a roadmap of resources. These brochures provide quick access to information about local mental health and substance use support services. Since July 2019, more than 2,000 copies of these brochures have been distributed to community members through key partner organizations and provider offices.
- **Naloxone kits:** In 2017, UPMC Cole's pharmacy was named Potter County's Centralized Coordinating Entity (CCE) to distribute Naloxone kits to first responders. Over the last three years, the hospital has continued to provide Naloxone kits and offer training. Between July 2019 and May 2021, 24 Naloxone kits were distributed to first responders and school districts.
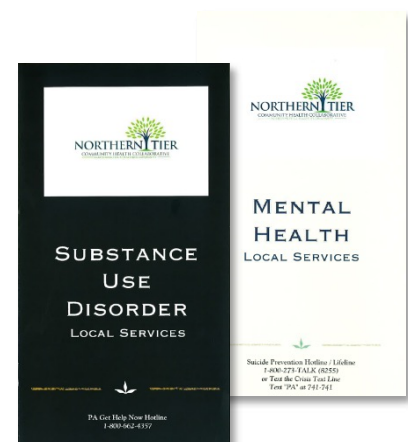
COMMUNITY PARTNERS:

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

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Cole continues to address preventive health and wellness through customized programming and community education. UPMC Cole is advancing prevention initiatives by leveraging strong community partnerships, such as with the Northern Tier Community Health Collaborative. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

GOAL:
Improve community health, awareness of cancer services, and raise awareness of the importance of abstinence to female adolescents aged 15-19

STRATEGY:
Enhance community wellbeing through education, screenings, and promotion of healthy behaviors. Dedicated efforts include targeted interventions to prevent teen pregnancy

ACTIONS:
- ✓ Increase opportunities for and engagement in physical activity and healthy nutrition
- ✓ Continue to enhance methods of determining and addressing health literacy needs in the community
- ✓ Take a comprehensive approach to address the importance of abstinence among female adolescents aged 15-19
- ✓ Address access to early cancer detection screenings and treatment

TARGET POPULATION:
- General community
- Children and adolescents (teens ages 15-19)

PROGRAMS:

Physical Inactivity and Nutrition
- Wellness Prescription Program
- Physical activity efforts (e.g., virtual exercise classes)
- Education efforts (e.g., Healthy Habits for Life)
- Healthy Partners
- School partnership initiatives (e.g., policy consultation to promote nutrition and physical activity, healthy drink and food options)
- Nutrition counseling (Cole Memorial Medical Group)

Health Literacy
- Develop innovative strategies and initiatives to promote basic literacy

Teen Pregnancy
- Provide education and resources about teen-friendly reproductive health care services and education
- Educate the community about evidence-based strategies to address teen pregnancy and improve adolescent reproductive health
- Raise awareness about teen pregnancy and social determinants of health
- Create a "Roadmap" of available services

Address access to early cancer detection screenings and treatment
- Recruit specialized staff
- Evaluate cancer services

PROGRESS:

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

Launched New Wellness Prescription Program *(January 2020)*

Introduced Virtual Exercise Classes *(February 2021)*

Helped Kids Develop Healthy Habits *(2019 - 2021)*

PROGRAM HIGHLIGHTS:

Prescribing Healthy Behaviors

In November 2019, UPMC Cole piloted the Wellness Prescription Program, an innovative coaching and feedback program that enables providers to prescribe healthy behaviors and care engagement with a wellness coach as the foundation of a patient's treatment plan. Through Wellness Prescription, providers can extend care beyond brief office visits and support their patients' lifestyle and shared decision-making recommendations, improving the health and care of patients most in need. Participants in the program work weekly with a wellness coach to define goals and create a tailored plan to address health topics, such as nutrition, exercise, and stress reduction. Participants also work with a personal trainer two times per week; the trainer creates a personal exercise program, and teaches safety and form, while motivating the participant to stay active. Each participant receives a three-month gym membership.

- Between January 2020 and May 2021, 27 individuals participated in Wellness Prescription, with 19 successfully completing the program.

Encouraging Exercise with Virtual Classes

In February 2021, UPMC Cole began offering virtual exercise classes to support individuals who were not comfortable visiting a wellness center due to COVID-19. The hospital offered a variety of classes, including yoga, cardio, and strength training. Ranging from 45 minutes to an hour, the classes were offered at different times of the day to accommodate schedules.

- An average of 26 participants attended each virtual class.
- The local school requested to use these recorded virtual classes for teachers as a tool for stress reduction.

Developing Healthy Habits for Life

Healthy Habits for Life is a healthy lifestyle program developed by pediatricians and nutritionists at UPMC Children's Hospital of Pittsburgh. Based in primary care offices, the program refers families to a life coach who meets with kids and parents monthly in the pediatric office. Families complete surveys that assess their current lifestyle habits and then a lifestyle coach uses the Healthy Habits for Life curriculum to help them set goals for nutrition, exercise, screen time, and sleep. Pediatricians monitor patients' weight, blood pressure, and lab tests when appropriate.

- From 2019 to 2021, there were more than 90 Healthy Habits for Life visits.

COMMUNITY PARTNERS:

Cole Memorial Medical Group, Commission on Cancer, Department of Conservation and Natural Resources (DCNR), Health Literacy Coalition, local area food banks, local school districts, local gyms, Norther Tier Community Health Collaborative, Penn State Extension, UPMC Hillman Cancer Center

Prevention and Community-Wide Healthy Living

Interpersonal Safety

UPMC Cole continues to address preventive health and wellness through customized programming and community education, with a dedicated focus on food insecurity. UPMC Cole is advancing prevention initiatives by leveraging strong community partnerships, such as with the Northern Tier Community Health Collaborative. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

GOAL:
Help establish a system to improve community health and reduce food insecurity

STRATEGY:
Promote healthy diets and weight through education, screenings, and customized programming to help increase food security in households

ACTIONS:

✓ Address very low food security among children – working with local school districts to help provide food on the weekends

✓ Help reduce household food insecurity

✓ Increase access and promote fruits and vegetables through a variety of outreach efforts, such as gardens, farms, work, school programs, and local grocery stores

✓ Increase access to food through local area food banks, refer patients and/or volunteers, and donate food items

✓ Create a screening tool for providers to use to screen patients to determine if they have experienced food insecurity

✓ Develop a roadmap of community resources to offer to those that are experiencing food insecurity

✓ Partner with local farmers' markets to promote healthy food options

✓ Partner with Penn State Extension to provide low-cost classes to community residents

TARGET POPULATION:

• General community
• Children and adolescents
• Medically underserved/low-income/minorities

PROGRAMS:

• Food insecurity screening tool
• Community resource list
• Food bank referrals
• Weekend food for school children
• Farmers' market partnerships to promote healthy food options
• Low-cost classes at Penn State Extension

PROGRESS:

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

Implemented Food Insecurity Screening for Patients and Their Families
(December 2020)

Began Providing a List of Community Resources to Help Patients Access Support Services
(December 2020)

PROGRAM HIGHLIGHTS:

Partnering to Address Food Insecurity

In May 2020, UPMC Cole received a grant from the American Academy of Pediatrics for a project on food insecurity in the region. With this $10,000 grant, the hospital has:

- Formed a Food Insecurity Focus Group that brings together health care professionals, dietitian nutritionists, food bank representatives, food pantry volunteers, school personnel, county commissioners, and WIC and SNAP representatives to discuss opportunities, challenges, and ways to help residents get the food they need.

- Surveyed families with children at local food pantries and WIC offices to determine their needs, preferences for, and barriers to providing healthy food choices for their children. Families who participated received fresh produce and a gift card to a local grocery store or farmers' market.

- Developed a list of food resources, including local pantries and WIC and SNAP offices, with contact information, location, and hours of operation. This list is available in all UPMC Cole medical offices, as well as locations throughout the community.

- Implemented a food insecurity screening assessment for UPMC Cole's providers to use with patients during visits. If a patient or family has a positive screening, providers offer the food resource list to help increase access to local support.

- Partnered with the Central PA Food Bank, CHOP Out Hunger, and several Potter and Tioga County school districts to start in-school food pantries and backpack programs.

- Coordinated a visit from the Northwest Second Harvest Food Bank to Gathered from the Grove Food Pantry in Port Allegany to introduce the Healthy Pantry Initiative.

- Piloted a "Fresh Produce with Recipe" program at God's Country Food Pantry. Hospital staff distributed packages that included cauliflower, olive oil, and a laminated recipe card with a QR code, which links to a video of UPMC Cole's registered dietitian describing how to make the recipe.
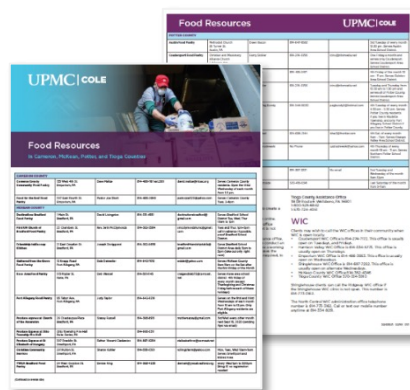
Providing Gun Safety Education

In partnership with Cole Memorial Medical Group, UPMC Cole began educating community members about gun safety in 2021. Providers offer gun safety education in both pediatric and primary care offices.

COMMUNITY PARTNERS:

Cole Memorial Medical Group, Penn State Cooperative Extension, Norther Tier Community Health Collaborative, Department of Conservation and Natural Resources (DCNR), Health Literacy Coalition, Commission on Cancer, UPMC Hillman Cancer Center, local area food banks, local school districts, Central PA Food Bank, Northwest Second Harvest Food Bank, CHOP Out Hunger, WIC and SNAP representatives, Gathered from the Grove Food Pantry, God's Country Food Pantry, Blue Marble Farms

## UPMC Cole Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On June 15, 2022, the UPMC Cole Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Cole Is Leveraging UPMC and Community Resources

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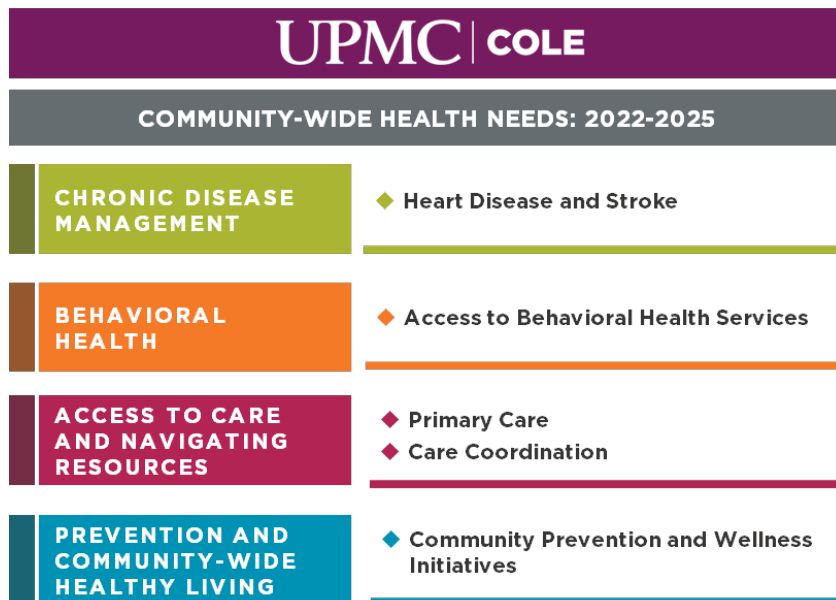
Working to Advance Health Equity

UPMC Cole 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 Cole'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 providers, reducing patient wait times for appointments, investing in telemedicine technologies, and exploring opportunities to offer new services.
- **Reducing Transportation Barriers:** Developing strategies to help rural communities access safe, affordable, and reliable methods of transportation to and from health care appointments.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Cole is committed to addressing chronic disease by offering education to raise awareness about heart disease and stroke risks and prevention efforts.

HEALTH PRIORITY	GOAL
Heart Disease and Stroke	Help detect, decrease, and reduce risk factors for heart disease and stroke through education and awareness efforts

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Implement initiatives to raise awareness and education on heart disease and stroke.	• Host an annual health fair and participate in community health fairs to raise awareness of heart disease • Increase awareness and access to educational programs • Develop campaigns to promote awareness of heart disease and stroke • Provide programs to help reduce risk factors for heart disease and stroke in partnership with local fitness centers, including the YMCA

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Local fitness centers, American Heart Association, UPMC Williamsport, UPMC Community Life Center

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Cole is dedicated to expanding services to support the community's behavioral health needs. The hospital will enhance behavioral health services in the area through recruiting new providers, leveraging partnerships with other UPMC hospitals in North Central Pa., and raising awareness of available behavioral health services.

HEALTH PRIORITY	GOAL
Access to Behavioral Health Services	Improve access to mental health providers in Potter County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Implement strategies to provide ongoing, direct access to behavioral health services.	• Recruit and retain Licensed Clinical Social Workers (LCSW) to the local community to increase access to care • Leverage UPMC's provider network to identify a psychiatrist who will provide care in Potter County • Explore opportunities to expand Behavioral Health Care Management to serve patients with high social needs in Potter County
2. Continue to promote public education and awareness around behavioral health.	• Educate the community on the local services available for behavioral health in the community
3. Continue to promote public education and awareness to help prevent drug and opioid misuse, abuse, and overdose.	• Promote awareness of substance use and available resources

TARGET POPULATION
General community

PLANNED COLLABORATIONS
UPMC hospitals in North Central Pa., local government agencies, local school districts, local behavioral health services

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COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Cole will continue to address access to care and navigating resources in the community. Dedicated efforts include recruiting providers and supporting workforce development efforts to increase the pool of available providers.

HEALTH PRIORITY #1	GOAL
Primary Care	Increase access to primary care in Potter County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Identify and develop best practices to meet primary care needs in the community.	• Grow the Family Practice network of providers to increase access to primary care • Continue to offer urgent care services through the Express Care Clinic • Expand Home-Based Primary Care Program • Promote access to providers through use of virtual care • Enhance new patient scheduling processes to reduce wait times for appointments
2. Explore opportunities to support workforce development efforts that will improve the pipeline for health care workers.	• Identify opportunities to collaborate with local organizations that provide classes, certifications, and/or training to help improve workforce development
3. Develop and identify strategies to expand and increase access to care in the community.	• Continue to explore innovative ways to deliver care in a rural setting

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Potter County Education Council, Career and Technical Center (CTC), UPMC Williamsport

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Cole continues to improve access to care and enhance care coordination, targeting efforts to help address transportation, care transitions to skilled nursing facilities, access to tertiary care, and medication availability at discharge.

HEALTH PRIORITY #2	GOAL
Care Coordination	Increase awareness and use of care coordination, transportation options, and specialty care services to help improve access to care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop strategies to help reduce barriers to transportation to and from health care appointments.	• Partner with community organizations to explore effective tactics to improve transportation for health care services • Develop a plan to provide free or low-cost transportation services for patients • Explore opportunities to implement a voucher program with identified transportation companies to help improve access to care
2. Enhance follow-up care efforts, with targeted programs to address care transitions and discharge processes.	• Develop a plan with senior communities on how to transition patients to skilled nursing facilities in a timely manner • Implement the Meds to Beds Project for inpatient units
3. Identify and develop best practices to improve access to tertiary care services.	• Recruit specialty providers to enable the growth and expansion of specialty services offered to the local community • Explore the opportunity to add Endocrinology service line to the area • Continue to explore innovative ways to deliver specialty care services in a rural setting • Develop a plan to improve and expand telemedicine services

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Health Rides Plus, Area Transportation Authority (ATA), Potter County Human Services. Skilled Nursing and Assisted Living Facilities, UPMC Williamsport, Alfred State University, Mansfield University, Pitt-Bradford University, local pharmacies

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Cole continues to address prevention and community-wide healthy living through an extensive suite of programs, including community education and outreach initiatives. UPMC Cole will expand and further advance strong community partnerships to help advance prevention efforts.

HEALTH PRIORITY	GOAL
Community Prevention and Wellness Initiatives	Improve community health and prevention by better managing chronic diseases, educating community members about the importance of preventive screenings, and providing outreach opportunities

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address prevention and community-wide healthy living through education, screenings, and immunizations.	• Raise awareness of the importance of immunizations and routine cancer screenings • Offer immunizations and screenings to the community
2. Continue to engage in community outreach and offer support to the community.	• Develop a strategy to promote and expand regional community affinity programs, targeting the needs of women and seniors • Grow and maintain support groups • Explore the opportunity to collaborate with Healthy Partners to promote employee health and wellness
3. Support healthy behaviors by promoting active lifestyles and increasing access to healthy food.	• Work with local partners on health and wellness initiatives to engage community members in physical activities and nutrition education • Expand the Wellness Prescription Program to provide opportunities for at-home participation • Continue to increase access to healthy food by partnering with local food banks
4. Increase access to dental care in the community to help individuals improve their overall health and wellbeing.	• Expand access to dental care in the eastern region of UPMC Cole's service area

TARGET POPULATION
General community, seniors, women

PLANNED COLLABORATIONS
Healthy Partners, Age Well, UPMC in the North Central Pa. Region's Women's affinity program, local food banks, UPMC Hillman Cancer Center, local school districts, UPMC Community Life Center, UPMC Cole Dentistry Offices

Community Health Improvement Progress and Plan

2019 – 2022 Progress Report and

2022 – 2025 Implementation Plan

UPMC | LOCK HAVEN

UPMC | LOCK HAVEN

Caring for the Community

Located in Clinton County and serving the residents of north central Pennsylvania, UPMC Lock Haven is a nonprofit hospital that provides inpatient and outpatient care, with 25 licensed beds. Previously known as Lock Haven Hospital, the hospital joined UPMC Susquehanna in October 2017. Services include emergency, medical and surgical care, robust senior programs, pain management, rehabilitation, cardiopulmonary, orthopedics, specialty foot and ankle surgery, urology, general surgery, family medicine, and the WorkCenter for occupational medicine. The hospital is a Joint Commission-accredited facility, stroke certified, gold seal-accredited in mammography, and has an adjacent 52-bed long-term rehabilitation center and a 38-bed memory care unit.

VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	25	Employees	237
Hospital Patients	1,131	Community Benefits Contributions	$2.8 million
Emergency Dept. Visits	8,177	Free and Reduced Cost Care	$2.6 million
Total Surgeries	1,583	Total Economic Impact of Hospital Operations	$50.6 million

Addressing the Community's Significant Health Needs

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

UPMC | LOCK HAVEN

Community-Wide Health Needs, 2019-2022

Behavioral Health
- Opioid Addiction and Substance Abuse
- Access to Behavioral Health Services

Access to Care and Navigating Resources
- Primary Care
- Specialty Care
- Care Coordination

Prevention and Community-Wide Healthy Living
- Community Prevention and Wellness Initiatives
- Interpersonal Safety

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 Lock Haven's ability to implement planned community health improvement initiatives. As a result, UPMC Lock Haven 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 Lock Haven 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.

Behavioral Health

Opioid Addiction and Substance Abuse and Access to Behavioral Health Services

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

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Create programming to stem addiction and substance use and implement initiatives for ongoing open access to behavioral health services

ACTIONS:
✓ Continue to use and enhance Prescription Drug Monitoring Program

✓ Collaborate with Lycoming and Clinton counties and the state of Pennsylvania to share best practices

✓ Increase access to behavioral health specialists

✓ Continue to use and enhance consult model

✓ Continue ongoing collaboration with local health department to develop a warm hand-off program

✓ Offer career paths to increase the number of behavioral health specialists

✓ Expand telemedicine services

TARGET POPULATION:
• General community

PROGRAMS:

Opioid Addiction and Substance Use
• Prescription drug monitoring program
• Access to certified recovery specialists
• Pain medication and addiction education
• Establish Addiction Medicine Department

Access to Behavioral Health Services
• Consult model
• Warm hand-off program
• Career paths for behavioral health specialists
• Expansion of behavioral health services in primary care offices and outreach locations

PROGRESS:

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

267
Behavioral Health Visits, including Virtual Visits
(July 2019 – May 2021)

38
Warm Hand-Offs from Certified Recovery Specialists (CRS)
(July 2019 – May 2021)

PROGRAM HIGHLIGHTS:

Expanding Outpatient Behavioral Health Services

Over the last three years, UPMC Lock Haven, in collaboration with the UPMC hospitals in North Central Pa., has expanded its outpatient behavioral health services. Behavioral Health Services' primary goal is to provide compassionate care that helps individuals learn essential coping skills to restore their independence and psychological wellbeing. The hospital offers a range of community behavioral health programs and an outpatient clinic that offers services to children, adolescents, and adults who are experiencing a variety of mental health problems, including: anxiety, depression, panic attacks, and post-traumatic stress disorder (PTSD). The hospital's staff consists of psychiatrists, psychologists, licensed clinical social workers, and licensed professional counselors. Accomplishments since July 2019 include:

- **Establishing Addiction Medicine Services:** In partnership with UPMC Western Psychiatric Hospital, the UPMC hospitals in North Central Pa. collaborated to establish a new Addiction Medicine Department to help monitor and treat opioid addiction and substance abuse within the community.
- **Embedding behavioral health specialists in primary care settings:** UPMC Lock Haven located a behavioral health specialist in its McElhattan Outpatient Center, offering appointments one day per week, which helps to increase local access to behavioral health providers.
- **Continuing care with virtual visits during the pandemic:** Between July 2019 and May 2021, the hospital provided 267 behavioral health visits, including virtual visits.

Helping Patients Transition to Treatment

UPMC Lock Haven works with local addiction recovery organizations to connect overdose survivors and patients with substance use disorder with treatment through access to Certified Recovery Specialists (CRS) and a warm hand-off program.

- **Access to Certified Recovery Specialists:** In partnership with the West Branch Drug and Alcohol Commission and the UPMC hospitals in North Central Pa., UPMC Lock Haven provides access to four Certified Recovery Specialists, who support patients as they transition into treatment programs.
- **Warm Hand-Off (WHO) Program:** WHO helps directly transfer patients from the hospital to a drug treatment provider. Established in April 2018, UPMC Lock Haven's WHO program engages with any Emergency Department or hospitalized patient suffering from a substance use disorder.
  - > During the first year of the program, nine warm hand-offs were done. Between July 2019 and May 2021, 38 warm hand-offs were offered.
  - > Since WHO started, the hospital has seen a decrease in the number of patients suffering from a substance use disorder, as those patients who have face-to-face visits with a CRS enter into treatment.

COMMUNITY PARTNERS:
West Branch Drug & Alcohol Abuse Commission, Department of Health Clinton County, Lock Haven YMCA, Project Clean Slate, White Deer Run Treatment Network, Clinton County Economic Partnership

Access to Care and Navigating Resources

Primary Care, Specialty Care, and Care Coordination

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

GOAL:
Improve access to care and raise awareness of care coordination and transportation options

STRATEGY:
Identify and develop best practices to meet primary, specialty, and subspecialty care needs, and improve care coordination, with a dedicated focus on transportation

ACTIONS:

✓ Explore expansion strategies to increase access to primary care services

✓ Explore telehealth opportunities and innovative ways to deliver care

✓ Work with Lycoming-Clinton Counties Commission for Community Action (STEP), Inc. on improvement of transportation for health care services

✓ Nurse navigators to follow UPMC *for Life* patients after discharge

TARGET POPULATION:

• General community

PROGRAMS:

Primary Care

• Physician recruitment
• Extended office hours
• Walk-in service
• 24-hour nurse triage
• Promote access to providers through use of AnywhereCare
• Explore opening of urgent care clinic
• Expand services at McElhattan Outpatient Center

Specialty Care

• Physician recruitment
• Telemedicine appointments
• Expand services at McElhattan Outpatient Center

Care Coordination

• Transportation voucher program with River Valley Transit
• Expansion of Ambulatory Nurse Care program

PROGRESS:

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

3,000+
Telemedicine Appointments Conducted in Clinton County
(January 2020 - December 2020)

13
Providers Recruited to Clinton County
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Enhancing Telehealth Capabilities

In collaboration with the UPMC hospitals in North Central Pa., UPMC Lock Haven implemented strategies to expand access to both primary and specialty care through teleheath. This effort was accelerated in 2020 due to the COVID-19 pandemic and the community's increased need for access to virtual care. UPMC Lock Haven's telehealth achievements include:

- **Increasing availability of telemedicine appointments:**

    > Between January 2020 and December 2020, more than 3,000 telemedicine appointments were conducted in Clinton County.

    > Between July 2019 and June 2021, eight new specialties were added to UPMC Lock Haven's telehealth services, increasing access to specialty care for burn, DEC, endocrinology, hospitalists, neurology, peds ED, pharmacy, and stroke.

- **Offering a nurse triage line:** Available 24 hours per day, seven days per week, the nurse triage line helps schedule appointments, directs patients to the appropriate level of care, and assists with prescription refills.

    > Between July 2019 and June 2021, the nurse triage line answered 139,200 total patient calls for all practices covered by Susquehanna Health Medical Group.

Successfully Recruiting Physicians

UPMC Lock Haven continues to assess the community's needs for primary and specialty care. Over the past three years, UPMC Lock Haven has recruited 13 providers to Clinton County, increasing access to local care.

- **Primary Care:** Since 2019, UPMC Lock Haven has recruited three primary care providers.
- **Specialty Care:** Since 2019, UPMC Lock Haven has recruited ten specialists to Clinton County. New specialties include foot and ankle, general surgery, orthopedics, pain management, and urology.

Expanding Services at McElhattan Outpatient Center

- Opened in 2018, the McElhattan Outpatient Center offers convenient access to health care services for residents of Clinton County and the surrounding areas. Progress includes:

- **Extended office hours:** By expanding the office appointment availability to non-traditional office hours that start in the early morning, evening, and weekends, patients now have increased access to providers, decreasing the number of patients visiting the Emergency Room for treatment.

- **Growing specialty services:** Since July 2019, the hospital has established rotating specialty services, including Ear, Nose, and Throat (ENT), Nephrology, and Behavioral Health.

A RECOGNIZED LEADER IN STROKE CARE

UPMC Lock Haven was named Pennsylvania's first Acute Stroke Ready Hospital in 2016. Building on that success, UPMC Lock Haven earned Advanced Certification for Primary Stroke Centers in June 2021. UPMC Lock Haven was awarded a Gold Seal of Approval and Heart-Check mark from the Joint Commission, in conjunction with The American Heart Association/American Stroke Association. The Gold Seal of Approval and the Heart-Check mark represent symbols of quality from their respective organizations.

Providing Transportation Assistance

To help improve care coordination, UPMC Lock Haven collaborated with River Valley Transit and local cab companies to provide free transportation, which helps increase access to transportation services so that patients can travel to and from medical appointments.

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

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives and Interpersonal Safety

UPMC Lock Haven is addressing preventive health and wellness through a wide array of programs, including community education events and health screenings. To help improve community health, the hospital launched new initiatives, Spirit of Women and Age Well, which focus on health and wellness education for women and older adults in the community.

GOAL:
Improve community health, better manage chronic diseases, and raise awareness of gun violence

STRATEGY:
Collaborate with local partners on health and wellness initiatives and increase awareness of gun violence and trauma deaths

ACTIONS:
- ✓ Work with local partners on health and wellness initiatives in Clinton County
- ✓ Develop and enhance programming dedicated to women's health
- ✓ Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives

TARGET POPULATION:
- General community
- Women
- Seniors

PROGRAMS:

Community Prevention and Wellness Initiatives
- Preventive screening initiatives
- Trauma education
- Cancer awareness, education, and outreach
- Community education about fitness and nutrition
- Spirit of Women
- Age Well

- Healthy Partners
- Health fair at McElhattan Outpatient Center
- Facilitate Lock Haven Community Advisory Committee
- Lock Haven University Collaborative Wellness programs

Interpersonal Safety
- Stop the Bleed

PROGRESS:

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

Adapted Mobile Integrated Health Team for COVID-19 Testing and Vaccinations
(April 2020 - June 2021)

850+
Participants in CPR Classes
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Offering Health Education and Support throughout the Community

In collaboration with the UPMC hospitals in North Central Pa., UPMC Lock Haven offers customized programs to engage with community members and to empower them to improve their health.

- **Mobile Integrated Health Team:** In partnership with Lock Haven University, Bucktail Medical Center, and local fire departments, UPMC Lock Haven supports Susquehanna Regional Emergency Medical Services (SREMS). During the COVID-19 pandemic, UPMC Lock Haven and SREMS expanded services through the mobile integrated health team. Efforts included:

  > Providing COVID-19 Testing: SREMS visited homes and senior communities to test the very young, the elderly, homebound patients, health care staff, and the Amish community in Clinton County from April 2020 to June 2021.

  > Administering COVID-19 vaccines: From December 2020 to June 2021, SREMS provided vaccines to first responders and well as residents and staff of personal care homes, and staff at a local dialysis office and a local food bank.

- **Spirit of Women** is a membership program that addresses health and wellness needs for women and motivates women to make positive changes in their lives, emphasizing total wellbeing by supporting a healthy mind, body, and spirit through engaging educational events. Due to the COVID-19 pandemic, in-person Spirit of Women outreach events were cancelled. However, the program was able to stay connected with members through a monthly newsletter, social wellness tips, personal calls to members, a needs and interests survey, and monthly virtual events.

- **Age Well** is an affinity program designed for seniors aged 55 and up. Members attend monthly wellness events, such as Senior Day Out and the National Senior Health and Fitness Day, receive a quarterly newsletter with health tips, and establish relationships with local health care providers. In 2019, UPMC Lock Haven sponsored Clinton County Fair Senior Day and held its annual Age Well Summer Picnic. In 2020, the hospital adapted its programming for virtual events, covering the following topics: managing pain without surgery, peripheral artery disease, and cooking for the holidays.

- **Healthy Partners** is an employer wellness program that provides health topics, screenings, and wellness activities to encourage healthy behaviors. The COVID-19 pandemic forced Healthy Partners to adapt from a face-to-face model to a virtual option, which offers online educational videos and a self-guided health and wellness program.

  > 500 individuals engaged with Healthy Partners from July 2019 to April 2021.

Raising Awareness of Trauma and Gun Violence

In partnership with the UPMC hospitals in North Central Pa., UPMC Lock Haven is working to educate community members about trauma injuries, gun violence, and how to respond to a mass casualty event.

- **Stop the Bleed** is a national initiative to educate the community to become trained and empowered to help in a bleeding emergency before professional help arrives.

  > Since July 2019, UPMC Lock Haven led 45 classes for a total of 1,200 people trained in Clinton County. Due to the pandemic, these efforts were put on hold.

- **CPR Training:** Since July 2019, the hospital offered more than 140 community-based CPR classes with approximately 850 students.

COMMUNITY PARTNERS:

Lock Haven University, Lock Haven YMCA, Downtown Lock Haven, City of Lock Haven, Clinton County Economic Partnership, Clinton County United Way, Woolrich, First Quality, local school districts, Stop the Bleed, Bucktail Medical Center, local fire departments, Susquehanna Regional EMS, Lock Haven EMS, Goodwill Hose Company Ambulance, Haven Place, Fulmer's Personal Care Home, Lock Haven Dialysis, SusqueView Home, Renovo Food Bank

UPMC Lock Haven Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On May 11, 2022, the UPMC Lock Haven Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Lock Haven Is Leveraging UPMC and Community Resources

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

UPMC | LOCK HAVEN

COMMUNITY-WIDE HEALTH NEEDS: 2022-2025

CHRONIC DISEASE MANAGEMENT	◆ Heart Disease and Stroke
BEHAVIORAL HEALTH	◆ Access to Behavioral Health Services
ACCESS TO CARE AND NAVIGATING RESOURCES	◆ Primary Care ◆ Care Coordination
PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING	◆ Community Prevention and Wellness Initiatives

Working to Advance Health Equity

UPMC Lock Haven 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 Lock Haven'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 providers, reducing patient wait times for appointments, investing in telemedicine technologies, and exploring opportunities to offer new services.
- **Reducing Transportation Barriers:** Developing strategies to help rural communities access safe, affordable, and reliable methods of transportation to and from health care appointments.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Lock Haven is committed to addressing the community's needs relating to heart disease and stroke, offering programs that emphasize education and screenings to help prevent and detect chronic disease.

HEALTH PRIORITY	GOAL
Heart Disease and Stroke	Help detect and reduce risk factors for heart disease and stroke through education and prevention

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Implement initiatives to raise awareness and education on heart disease and stroke.	• Host an annual health fair and participate in community health fairs to promote awareness of heart disease • Increase awareness and access to educational programs • Develop campaigns to promote awareness of heart disease and stroke • Provide programs to help reduce risk factors for heart disease and stroke in partnership with the local YMCA

TARGET POPULATION
General community

PLANNED COLLABORATIONS
YMCA, American Heart Association, UPMC Community Life Center

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Lock Haven continues to support the community's behavioral health needs. The hospital will promote awareness of behavioral health resources and improve access to care in Clinton County by recruiting new providers and leveraging telemedicine.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Raise awareness, improve access, and expand behavioral health services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Continue to promote public education and awareness around behavioral health.	• Educate the community on the local services available for behavioral health in the community
2. Implement strategies to provide ongoing, direct access to behavioral health services.	• Attract and retain behavioral health specialists to the local community to increase access to care • Continue to collaborate with the local health department on the warm hand-off program
3. Continue to promote public education and awareness to help prevent drug and opioid misuse, abuse, and overdose.	• Develop patient education materials on pathways to recovery • Continue to collaborate with Lycoming and Clinton counties to share best practices for opioid addiction and substance use

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Department of Health Clinton County, Clinton County Economic Partnership, West Branch Drug and Alcohol Abuse Commission

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Lock Haven is expanding access to primary care in the community through provider recruitment and telemedicine efforts, while streamlining processes and increasing availability of services to help ensure members of the community can access the care they need in a timely manner.

HEALTH PRIORITY #1	GOAL
Primary Care	Improve access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop and execute initiatives to meet primary care needs in Clinton County.	• Recruit new primary care providers • Promote access to providers through use of virtual care • Enhance new patient scheduling processes to reduce wait times for appointments • Develop plans to increase availability of primary care services

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Independent primary care providers, UPMC Health Plan

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Lock Haven will continue to address access to care and navigating resources in the community, with a focus on improving care coordination, such as reducing transportation barriers and enhancing discharge follow-up.

HEALTH PRIORITY #2	GOAL
Care Coordination	Improve care coordination, with a dedicated focus on improving access to care with transportation assistance and enhancing discharge follow-up

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop strategies to help reduce barriers to transportation to and from health care appointments.	• Partner with community organizations to help improve transportation for health care services
2. Enhance follow-up care efforts, with targeted programs to address post-discharge care coordination and ambulatory care.	• Continue to connect patients with nurse navigators to guide them through the continuum of care • Increase the accessibility of nurse navigators for patients by recruiting additional staff • Expand the Ambulatory Nurse Care Program • Continue to operate the 24-hour nurse triage program

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Lycoming-Clinton Counties Commission for Community Action (STEP), Inc., River Valley Transit

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Lock Haven continues to address prevention and community-wide healthy living through a wide variety of programs, including community education, screenings, and wellness initiatives. To help with this community health need, UPMC Lock Haven will leverage strong community partnerships to implement initiatives, including establishing the Community Benefit Advisory Council, a group of key community leaders who will provide insight into the needs of residents in Clinton County.

HEALTH PRIORITY	GOAL
Community Prevention and Wellness Initiatives	Improve community health and wellness through education, outreach, early detection, and promotion of healthy behaviors

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address prevention and community-wide healthy living through education, screenings, and promotion of healthy behaviors.	• Raise awareness of the importance of immunizations and routine cancer screenings • Offer immunizations and screenings to the community • Develop a strategy to promote and expand regional community affinity programs, targeting the needs of women and seniors • Expand Healthy Partner efforts in north central Pennsylvania to help improve the health and wellbeing of the local workforce
2. Strengthen relationships and collaboration with community partners to improve the health of the community.	• Work with local partners on health and wellness initiatives to engage community members in physical activities and nutrition education • Develop a group of community leaders to meet on a quarterly basis to have a strong focus on the needs of the community in Clinton County • Continue to promote interpersonal safety by providing trauma education programs and support in partnership with UPMC Williamsport

TARGET POPULATION
General community, seniors, women

PLANNED COLLABORATIONS
Lock Haven YMCA, Lock Haven University, local school districts, UPMC Community Life Center, UPMC Williamsport

Community Health Improvement Progress and Plan

2019 – 2022 Progress Report and

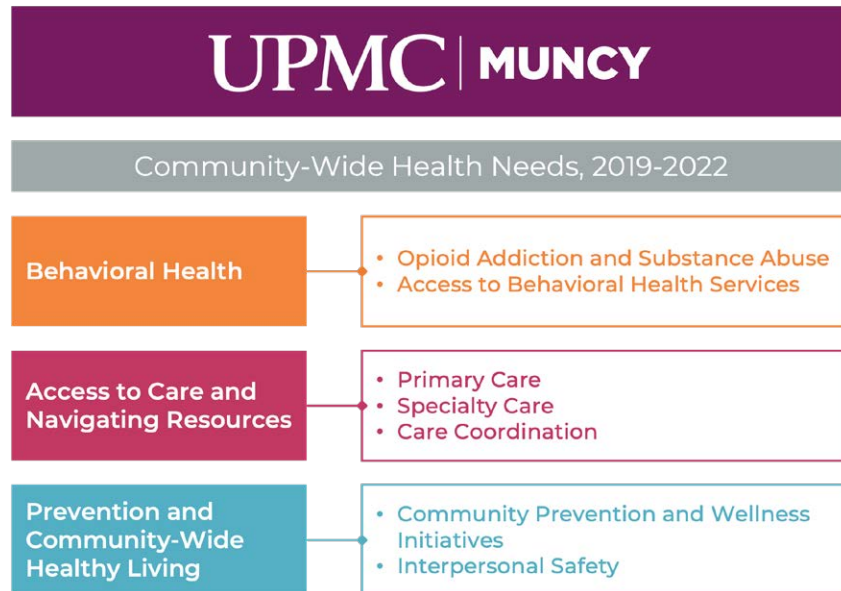*2022 – 2025 Implementation Plan*

UPMC | MUNCY

Caring for the Community

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

VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	20	Employees	389
Hospital Patients	804	Community Benefits Contributions	$0.9 million
Emergency Dept. Visits	11,885	Free and Reduced Cost Care	$0.6 million
Total Surgeries	2,438	Total Economic Impact of Hospital Operations	$77.8 million

Addressing the Community's Significant Health Needs

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

UPMC | MUNCY

Community-Wide Health Needs, 2019-2022

Behavioral Health
- Opioid Addiction and Substance Abuse
- Access to Behavioral Health Services

Access to Care and Navigating Resources
- Primary Care
- Specialty Care
- Care Coordination

Prevention and Community-Wide Healthy Living
- Community Prevention and Wellness Initiatives
- Interpersonal Safety

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 Muncy's ability to implement planned community health improvement initiatives. As a result, UPMC Muncy 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 Muncy 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.

Behavioral Health

Opioid Addiction and Substance Abuse and Access to Behavioral Health Services

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

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Create programming to stem addiction and substance use and implement initiatives for ongoing open access to behavioral health services

ACTIONS:
✓ Continue to use and enhance Prescription Drug Monitoring Program

✓ Collaborate with Lycoming County and the state of Pennsylvania to share best practices

✓ Increase access to behavioral health specialists

✓ Continue to use and enhance consult model

✓ Continue ongoing collaboration with local health department to develop a warm hand-off program

✓ Offer career paths to increase the number of behavioral health specialists

✓ Expand telemedicine services

TARGET POPULATION:
• General community

PROGRAMS:

Opioid Addiction and Substance Use

• Establish Addiction Medicine Department

• Prescription drug monitoring program

• Access to certified recovery specialists

• Pain medication and addiction education

Access to Behavioral Health Services

• Consult model

• Warm hand-off program

• Career paths for behavioral health specialists

• Expansion of behavioral health services in primary care offices and outreach locations

PROGRESS:

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

62
Behavioral Health Visits, including Virtual Visits
(July 2019 - May 2021)

53
Warm Hand-Offs from Certified Recovery Specialists (CRS)
(July 2019 - April 2021)

75
Free Narcan Kits Provided to the Community
(May 2021)

PROGRAM HIGHLIGHTS:

Expanding Behavioral Health Services

Over the last three years, UPMC Muncy, in collaboration with UPMC hospitals in North Central Pa., has expanded its outpatient behavioral health services. Behavioral Health Services' primary goal is to provide compassionate care that helps individuals learn essential coping skills to restore their independence and psychological wellbeing. The hospital offers a range of community behavioral health programs and an outpatient clinic that offers services to children, adolescents, and adults who are experiencing a variety of mental health problems, including anxiety, depression, panic attacks, and post-traumatic stress disorder (PTSD). Accomplishments since July 2019 include:

- **Establishing Addiction Medicine Services:** In partnership with UPMC Western Psychiatric Hospital, UPMC hospitals in North Central Pa. collaborated to establish a new Addiction Medicine Department to help monitor and treat opioid addiction and substance abuse within the community.
- **Continuing care with virtual visits during the pandemic:** Between July 2019 and May 2021, the hospital provided 62 behavioral health visits, including virtual visits.

Offering Free Narcan to Help Reverse the Effects of Opioid Overdose

In May 2021, UPMC Muncy partnered with West Branch Drug and Alcohol Abuse Commission to host a free Narcan distribution event. Narcan is an emergency nasal spray medication that reverses opioid effects and may save someone's life during an overdose situation. 75 Narcan kits were distributed to community members. Each kit included medication and instructions for use.

Helping Patients Transition to Treatment

UPMC Muncy works with local addiction recovery organizations to connect overdose survivors and patients with substance use disorder with treatment through access to Certified Recovery Specialists (CRS) and a warm hand-off program.

- **Access to Certified Recovery Specialists:** In partnership with the West Branch Drug and Alcohol Commission and UPMC hospitals in North Central Pa., UPMC Muncy provides access to four Certified Recovery Specialists, who support patients as they transition into treatment programs.
- **Warm Hand-Off (WHO) Program:** WHO helps directly transfer patients from the hospital to a drug treatment provider. Established in April 2018, UPMC Muncy's WHO program engages with any Emergency Department or hospitalized patient suffering from a substance use disorder.

  > During the first year of the program, 16 warm hand-offs were done. Between July 2019 and April 2021, 53 warm hand-offs were offered.

  > Since WHO started, the hospital has seen a decrease in patients suffering from a substance use disorder that have face-to-face visits with a CRS.

COMMUNITY PARTNERS:
West Branch Drug & Alcohol Abuse Commission, Department of Health of Lycoming County, Community Health Center, Williamsport Branch YMCA, Project Clean Slate, White Deer Run Treatment Network, local police departments

Access to Care and Navigating Resources

Primary Care, Specialty Care, and Care Coordination

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

GOAL:
Improve access to care and raise awareness of care coordination and transportation options

STRATEGY:
Identify and develop best practices to meet primary, specialty, and subspecialty care needs, and improve care coordination, with a dedicated focus on transportation

ACTIONS:
✓ Explore expansion strategies to increase access to primary care services

✓ Explore telehealth opportunities and innovative ways to deliver care

✓ Work with Lycoming-Clinton Counties Commission for Community Action (STEP), Inc. on improvement of transportation for health care services

✓ Nurse navigators to follow UPMC *for Life* patients after discharge

TARGET POPULATION:
• General community

PROGRAMS:

Primary Care
• Physician recruitment
• Extended office hours
• Walk-in service
• 24-hour nurse triage
• Promote access to providers through use of AnywhereCare
• Explore opening of urgent care clinic
• Establish primary care services at Route 405 in Watsontown

Specialty Care
• Physician recruitment
• Telemedicine appointments
• Establish primary care services at Route 405 in Watsontown

Care Coordination
• Transportation voucher program with River Valley Transit
• Expansion of Ambulatory Nurse Care program

PROGRESS:

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

20,740
Telemedicine Appointments
(January 2020 - June 2021)

167
Telemedicine Consults for High-Risk Behavioral Health Patients
(July 2019 - June 2021)

116
Providers Recruited to Lycoming County
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Enhancing Telehealth Capabilities

In collaboration with UPMC hospitals in North Central Pa., UPMC Muncy implemented strategies to expand access to both primary and specialty care through telemedicine. This effort was accelerated in 2020 due to the COVID-19 pandemic and the community's increased need for access to virtual care. UPMC Muncy's telehealth achievements include:

- **Increasing Access with New Specialties:** Between July 2019 and June 2021, UPMC Muncy added nine new specialties to its telehealth services, increasing access to specialty care for psychiatry, pediatrics, wound care, neurology, and cardiology.

  > Between July 2019 and June 2021, 20,740 telemedicine appointments were conducted, with an increase of of nearly 200 percent since July 2019.

- **Reducing wait times for behavioral health consultations:** The hospital's TeleARC program provides high-risk behavioral health patients with virtual evaluation services. By leveraging telemedicine capabilities, the hospital can conduct assessments, create treatment plans, and enable quicker care transitions from the Emergency Department to a treatment facility.

  > Between July 2019 and June 2021, 167 patients were served through TeleARC.

Successfully Recruiting Physicians

UPMC Muncy continues to assess the community's needs for primary and specialty care. Over the past three years, UPMC Muncy, in collaboration UPMC hospitals in North Central Pa., has recruited 116 providers to Lycoming County, increasing access to local care.

- **Primary Care:** Since 2019, UPMC Muncy has recruited 16 primary care physicians to Lycoming County.
- **Specialty Care:** Since 2019, UPMC Muncy has recruited 100 specialists to Lycoming County. New specialties include gynecological oncology, acute care/trauma surgery, surgical oncology, interventional radiology, and orthopaedic trauma.

RECOGNIZED FOR EXCEPTIONAL CARE TRANSITIONS

In 2021, UPMC Muncy earned an Excellence in Patient Care award from Huron Consulting Group.

Excellence in Patient Care awards are presented annually to a select group of organizations from Huron Consulting Group's partner base of hospitals, health systems, and physician organizations. To earn this award, UPMC Muncy demonstrated outstanding performance in patient care – specifically for giving patients the tools and information they need to be successful at home after discharge.

Providing Transportation Assistance

To help improve care coordination, UPMC Muncy, in partnership with other UPMC hospitals in Lycoming County, collaborated with River Valley Transit to develop a transportation voucher program, which helps increase access to transportation services so that patients can travel to and from medical appointments.

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

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives and Interpersonal Safety

UPMC Muncy is addressing preventive health and wellness through an extensive suite of programs, including community education, health screenings, and wellness events. The hospital is advancing prevention initiatives by leveraging strong partnerships with community agencies, businesses, and schools. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

GOAL:
Improve community health, better manage chronic diseases, and raise awareness of gun violence

STRATEGY:
Collaborate with local partners on health and wellness initiatives and increase awareness of gun violence and trauma deaths

ACTIONS:
- ✓ Promote routine cancer screenings
- ✓ Work with local partners on health and wellness initiatives in Lycoming County
- ✓ Develop and enhance programming dedicated to women's health
- ✓ Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives

TARGET POPULATION:
- General community
- Women
- Seniors

PROGRAMS:

Community Prevention and Wellness Initiatives
- Preventive screening initiatives
- Cancer awareness, education, and outreach
- Trauma education
- Community education about fitness and nutrition
- Spirit of Women
- Age Well
- Healthy Partners
- Fourth Friday
- Muncy Valley Hospital Auxiliary Lawn Party

Interpersonal Safety
- Stop the Bleed

PROGRESS:

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

Connected with Spirit of Women Members through Monthly Newsletter
(July 2019 - June 2021)

Engaged Seniors in Age Well Virtual Events
(July 2019 - June 2021)

3,011
Participants in Stop the Bleed Training
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Offering Health Education and Support throughout the Community

In collaboration with UPMC hospitals in North Central Pa., UPMC Muncy offers customized programs to engage with community members and to empower them to improve their health.

- **Spirit of Women** is a membership program that addresses health and wellness needs for women and motivates women to make positive changes in their lives, emphasizing total wellbeing by supporting a healthy mind, body, and spirit through engaging educational events. Due to the COVID-19 pandemic, in-person Spirit of Women outreach events were cancelled. However, the program was able to stay connected to members through a monthly newsletter, social wellness tips, personal calls to members, a needs and interests survey, and monthly virtual events.

- **Age Well** is an affinity program designed for seniors age 55 and up whose members receive benefits, such as a quarterly newsletter with health tips and recipes, and opportunities to make new friends and build relationships with local health care providers. In 2019, UPMC Muncy hosted its annual Age Well Summer Picnic, with programming focused on neurology, orthopedics, and pain management. In 2020, the hospital adapted its programming for virtual events, covering the following topics: managing pain without surgery, peripheral artery disease, and cooking for the holidays.

- **Healthy Partners** is an employer wellness program that provides health topics, screenings, and wellness activities to encourage healthy behaviors. The COVID-19 pandemic forced Healthy Partners to adapt from a face-to-face model to a virtual option, which offers online educational videos and a self-guided health and wellness program.

  > 500 individuals engaged with Healthy Partners from July 2019 to April 2021.

Raising Awareness of Trauma and Gun Violence

In partnership with UPMC hospitals in North Central Pa., UPMC Muncy is working to educate community members about trauma injuries, gun violence, and how to respond to a mass casualty event.

- **Stop the Bleed** is a national initiative to educate the community to become trained and empowered to help in a bleeding emergency before professional help arrives.

  > Since July 2019, the hospital led 132 classes for a total of 3,011 people trained.

  > Due to the pandemic, these efforts were put on hold.

COMMUNITY PARTNERS:
Williamsport Regional YMCA, Lycoming County Health Improvement Coalition, Eastern Lycoming and Muncy school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming County United Way, Boy Scouts of America, Stop the Bleed

## UPMC Muncy Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On May 3, 2022, the UPMC Muncy Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Muncy Is Leveraging UPMC and Community Resources

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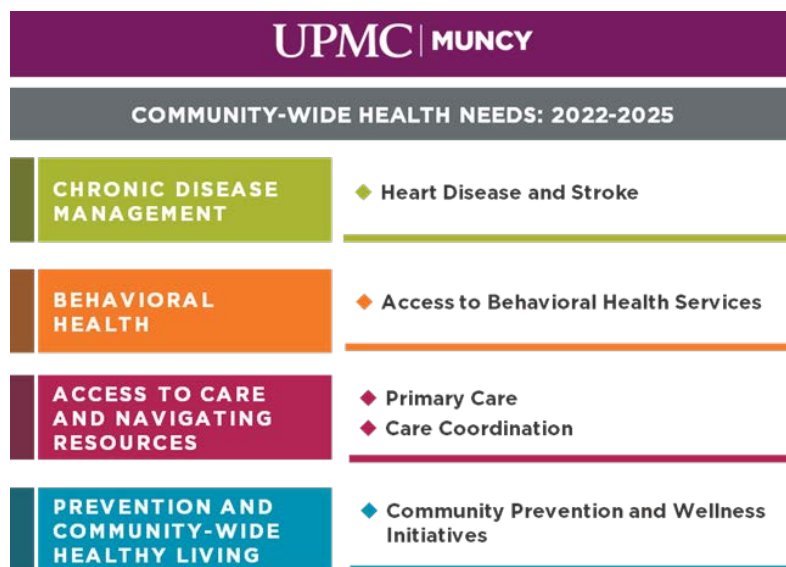
Working to Advance Health Equity

UPMC Muncy 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 Muncy'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 providers, reducing patient wait times for appointments, investing in telemedicine technologies, and exploring opportunities to offer new services.
- **Reducing Transportation Barriers:** Developing strategies to help rural communities access safe, affordable, and reliable methods of transportation to and from health care appointments.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Muncy is committed to addressing the community's needs relating to heart disease and stroke, offering programs that emphasize education and screenings to help prevent and detect chronic disease.

HEALTH PRIORITY	GOAL
Heart Disease and Stroke	Help detect and reduce risk factors for heart disease and stroke through education and prevention

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Implement initiatives to raise awareness and provide education on heart disease and stroke.	• Host an annual health fair and participate in community health fairs to promote awareness of heart disease • Develop educational materials to promote awareness of screenings for heart disease and stroke • Make resources available to the public, to inform community members on who should be screened, and how to make an appointment • Provide programs to help reduce risk factors for heart disease and stroke in partnership with the local YMCA

TARGET POPULATION

General community

PLANNED COLLABORATIONS

YMCA, American Heart Association, UPMC Williamsport, UPMC Community Life Center

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Muncy continues to support the community's behavioral health needs. The hospital will promote awareness of behavioral health resources and improve access to care by recruiting new providers and leveraging telemedicine.

HEALTH PRIORITY	GOAL
Access to Behavioral Health Services	Raise awareness, improve access, and expand behavioral health services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Continue to promote public education and awareness around behavioral health.	• Educate the community about availability of local behavioral health services • Promote awareness of substance use and available resources
2. Implement strategies to provide ongoing, direct access to behavioral health services.	• Attract and retain behavioral health specialists to the local community to increase access to care • Continue to collaborate with the local health department on the warm hand-off program
3. Continue to promote public education and awareness to help prevent drug and opioid misuse, abuse, and overdose.	• Develop patient education materials on pathways to recovery • Continue to collaborate with Lycoming and Clinton counties to share best practices for opioid addiction and substance use

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Department of Health Clinton County, Clinton County Economic Partnership, West Branch Drug and Alcohol Abuse Commission, Lycoming County Health Care Improvement Coalition (LCHIC)

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Muncy is dedicated to maintaining and expanding its efforts to address access to care and navigating resources in the community. Dedicated efforts include increasing access to primary care on Route 405 in Montgomery and exploring strategies to increase access with virtual care.

HEALTH PRIORITY #1	GOAL
Primary Care	Increase access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop and execute initiatives to meet primary care needs of the community.	• Recruit new primary care providers to help grow current practices • Promote access to providers through use of virtual care • Enhance new patient scheduling processes to reduce wait times for appointments
2. Explore expansion strategies to increase access to primary care services.	• Assess feasibility and opportunity to establish new primary care locations • Develop plans to increase availability of primary care services

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Family Practice Centers, Independent Primary Care Centers, medical staff

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Muncy will continue to address access to care and navigating resources in the community, with a focus on improving care coordination, such as reducing transportation barriers and enhancing discharge follow-up.

HEALTH PRIORITY #2	GOAL
Care Coordination	Improve care coordination, with a dedicated focus on transportation and discharge follow-up

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop strategies to help reduce barriers to transportation to and from health care appointments.	• Partner with community organizations to improve transportation for health care services
2. Enhance follow-up care efforts, with targeted programs to address post-discharge care coordination and ambulatory care.	• Continue to connect patients with nurse navigators to guide them through the continuum of care • Increase the accessibility of nurse navigators for patients by recruiting additional staff • Expand the Ambulatory Nurse Care Program • Continue to operate the 24-hour nurse triage program

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Lycoming-Clinton Counties Commission for Community Action, River Valley Transit

UPMC | MUNCY

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Muncy continues to address preventive health and wellness through an extensive suite of programs. Dedicated efforts include education and outreach initiatives, such as promoting early detection of chronic disease with health screenings, supporting women's health through the Spirit of Women program, and targeting senior health needs through the Age Well program.

HEALTH PRIORITY	GOAL
Community Prevention and Wellness Initiatives	Improve community health and wellness through education, outreach, early detection, and promotion of healthy behaviors

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address prevention and community-wide healthy living through education, screenings, and promotion of healthy behaviors.	• Raise awareness of the importance of immunizations and routine cancer screenings • Offer immunizations and screenings to the community • Develop a strategy to promote and expand regional community affinity programs • Expand Healthy Partner efforts in north central Pennsylvania to help improve the health and wellbeing of the local workforce • Work with local partners on health and wellness initiatives in Lycoming County to engage community members in physical activities and nutrition education

TARGET POPULATION
General community, women, seniors

PLANNED COLLABORATIONS
UPMC Community Life Center, YMCA, local school districts, Lycoming County Health Improvement Coalition, UPMC Hillman Cancer Center, Healthy Partners, local churches

Community Health Improvement Progress and Plan

2019 – 2022 Progress Report and

2022 – 2025 Implementation Plan

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Caring for the Community

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

VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	20	Employees	389
Hospital Patients	804	Community Benefits Contributions	$0.9 million
Emergency Dept. Visits	11,885	Free and Reduced Cost Care	$0.6 million
Total Surgeries	2,438	Total Economic Impact of Hospital Operations	$77.8 million

Addressing the Community's Significant Health Needs

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

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Community-Wide Health Needs, 2019-2022

Behavioral Health
- Opioid Addiction and Substance Abuse
- Access to Behavioral Health Services

Access to Care and Navigating Resources
- Primary Care
- Specialty Care
- Care Coordination

Prevention and Community-Wide Healthy Living
- Community Prevention and Wellness Initiatives
- Interpersonal Safety

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 Wellsboro's ability to implement planned community health improvement initiatives. As a result, UPMC Wellsboro 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 Wellsboro 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.

Behavioral Health

Opioid Addiction and Substance Abuse and Access to Behavioral Health Services

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

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Create programming to stem addiction and substance use and implement initiatives for ongoing open access to behavioral health services

ACTIONS:
✓ Continue to use and enhance Prescription Drug Monitoring Program

✓ Collaborate with Tioga County to share best practices

✓ Increase access to behavioral health specialists

✓ Increase awareness of behavioral health services

✓ Expand access to behavioral health services

✓ Continue to use and enhance consult model

TARGET POPULATION:
• General community

PROGRAMS:

Opioid Addiction and Substance Use

• Enhance and expand Addiction Medicine service line

• Prescription drug monitoring program

• Drug Take-Back Day

• Emergency Department warm hand-offs

• Narcan training/partnership with local agencies

• Community outreach, education, and coordination initiatives

• Opioid response funding

• Explore opportunities to partner with Asa's Plan to treat infants identified with neonatal abstinence syndrome (NAS)

• Participate in county and local task forces to collaborate to stem addiction

• Crisis Intervention/Incident Management team

• Establish Addiction Medicine Department

Access to Behavioral Health Services

• Behavioral health specialist recruitment

• Integrate behavioral health specialists into community settings (e.g., behavioral health counselors in community health centers, outreach and enrollment coordinator in Laurel Health Centers)

• Education for students and school staff to raise awareness of mental health support services available locally

PROGRESS:

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

862
Individuals Trained to Use Narcan
(July 2019 - May 2021)

1,276
Patients Educated about Safe
Disposal of Narcotics
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Combatting Addiction and Strengthening Community Support Systems

Over the last three years, UPMC Wellsboro has continued to collaborate with community partners, such as local addiction recovery organizations, law enforcement, and schools, to create long-term, sustainable solutions to opioid addiction. Accomplishments include:

- **Enhancing Addiction Medicine Services:** In partnership with UPMC Western Psychiatric Hospital, UPMC hospitals in North Central Pa. banded together to establish and expand an Addiction Medicine Department, which helps monitor and treat opioid addiction and substance use within the community. As part of this effort, UPMC Wellsboro has partnered with Harbor Counseling to help meet the needs of drug and alcohol addicted patients presenting in the Emergency Department.

- **Offering Narcan Training:** UPMC Wellsboro continues to provide training about Narcan, the brand name for naloxone, a medication that can reverse an overdose caused by an opioid. Over the past three years, the hospital has conducted trainings about Narcan access and use, reaching 862 people, including local police, fire, EMS, county courthouse officials, schools, and churches.

- **Prescription Drug Monitoring Program (PDMP):** UPMC Wellsboro continues to work with patients who are prescribed pain medications to ensure that they do not become dependent. With each discharge prescription that the hospital fills for a controlled substance, the hospital also provides a prescription drug disposal kit to enable patients to dispose of controlled substances safely and easily at home.

  > Between July 2019 and May 2021, 1,276 patients were educated about the safe disposal of narcotics.

- **Drug Take-Back Program:** As an ongoing effort to encourage the safe disposal of leftover narcotic prescriptions, UPMC Wellsboro partners with local agencies and coalitions to provide permanent disposal units located throughout Tioga County.

COMMUNITY PARTNERS:
UPMC Western Psychiatric Hospital, Tioga County Opioid Coalition, Mansfield University, Mountain Laurel Treatment Center, Tioga County Department of Human Services, Laurel Health Center/North Penn, Penn State University, Asa's Place, local school districts, local police departments, including Wellsboro PD, Blossburg PD, Westfield PD, Elkland PD, Lawrenceville PD, Wellsboro PD, and Gaines PD, Harbor Counseling

Access to Care and Navigating Resources

Primary Care, Specialty Care, and Care Coordination

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

GOAL:
Improve access to primary and specialty care and help remove transportation barriers to care

STRATEGY:
Identify and develop best practices to meet primary, specialty, and subspecialty care needs, and improve care coordination, with a dedicated focus on transportation

ACTIONS:
✓ Explore multiple strategies to provide access to primary care

✓ Explore telehealth opportunities and innovative ways to deliver care

✓ Partner with Penn State SAFE-T Center to assist with professional evaluations of victims

✓ Work with Tioga County Partnership for Community Health on improvement of transportation for health care services

TARGET POPULATION:
• General community

PROGRAMS:

Primary Care

• Same-day appointments
• Urgent Care
• Physician recruitment

Specialty Care

• Physician recruitment
• Telemedicine appointments – neurology, behavioral health (child psychiatrist)
• SAFE-T
• Visiting specialists
• Care coordinators/nurse navigator
• Stroke designation
• Development of new programs

Care Coordination

• Transportation efforts (e.g., Free Rides for Patients)
• Explore opportunities to partner with North Penn nurse navigator initiative to promote smooth care transitions post-inpatient admission

PROGRESS:

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

Expanded Access with New Telehealth Specialties
(July 2019 - August 2021)

7 New Providers Recruited
(July 2019 - May 2021)

247 Rides Provided to Patients
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Growing Telehealth Capabilities

In collaboration with the UPMC hospitals in North Central Pa., UPMC Wellsboro implemented strategies to expand access to both primary and specialty care through telemedicine. This effort was accelerated in 2020 due to the COVID-19 pandemic and the community's increased need for access to virtual care. UPMC Wellsboro's telehealth achievements include:

• **Increased access to specialists:** Between July 2019 and August 2021, five new specialties were added to UPMC Wellsboro's telehealth services, increasing access to specialty care for cardiology, neurology, endocrinology, pulmonology, and dermatology. In 2021, the hospital also added inpatient telehealth services for the Pediatric Emergency Department and Inpatient Endocrinology.

• **Enhanced tele-stroke and tele-neurology services:** In June 2020, UPMC Wellsboro was awarded Acute Stroke Ready Certification by the Joint Commission, in conjunction with The American Heart Association/American Stroke Association. As a rural hospital, it is important that patients have access to safe and effective treatment options when they need them. Achieving certification recognizes UPMC Wellsboro's efforts to help ensure that the community has access to the highest quality care.

Successfully Recruiting Physicians

Over the past three years, UPMC Wellsboro continued to increase access to local care, recruiting a total of seven providers to Tioga County.

• **Primary Care:** Since 2019, UPMC Wellsboro recruited one primary care physician to Tioga County.

• **Specialty Care:** Between July 2019 and May 2021, UPMC Wellsboro recruited six providers to Tioga County, specializing in obstetrics and gynecology, orthopedics, pediatrics, and urology.

> In 2019, UPMC Wellsboro also recruited the only Board-Certified Hand Therapist in Tioga County, providing non-operative interventions, preventive care, and post-surgical rehabilitation for disorders affecting the shoulder, arm, elbow, forearm, wrist, and hand. This specialty service is offered at two outpatient therapy clinics to help ensure patients can easily access care for their specialty needs.

Providing Transportation Assistance

To help improve care coordination, UPMC Wellsboro collaborated with Canyon Cab to develop a transportation program, which helps increase access to transportation services so that patients have a free ride home from their emergency department visit.

• Between July 2019 and May 2021, 247 rides were provided to patients.

COMMUNITY PARTNERS:
Tioga County Partnership for Community Health, Laurel Health Centers/NorthPenn, Canyon Cab

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives and Interpersonal Safety

UPMC Wellsboro is addressing preventive health and wellness through an extensive suite of programs. Dedicated efforts include a focus on senior health, through the new Age Well program, and employee wellness, through the Healthy Partners program. The hospital continues to leverage strong community partnerships with the local YMCA, the Tioga County Partnership for Community Health, and other local organizations to promote and sustain healthy behaviors in the community.

GOAL:
Improve community health, better manage chronic diseases, and raise awareness of gun violence

STRATEGY:
Collaborate with local partners on health and wellness initiatives and increase awareness of gun violence and trauma-related deaths

ACTIONS:
✓ Continue to use and enhance Prescription Drug Monitoring Program

✓ Collaborate with Tioga County to share best practices

✓ Increase access to behavioral health specialists

✓ Increase awareness of behavioral health services

✓ Expand access to behavioral health services

✓ Continue to use and enhance consult model

TARGET POPULATION:
- General community
- Seniors
- Women
- Children and adolescents

PROGRAMS:

Community Prevention and Wellness Initiatives

- Age Well program
- Healthy Partner program
- Breast Health Navigation program
- Cancer screenings
- Cancer support group
- Chronic disease educational efforts

- Health fairs and community outreach
- Community Multi Diagnostic Blood Analysis
- Bereavement support group
- EMT continuing education classes
- Gift of Life Donor Awareness
- Efforts to increase physical activity
- Health career fairs

- Nursing employment initiatives
- Spirit of Women
- Prenatal classes
- Babysitting classes
- Children's Health Fair

Interpersonal Safety
- Stop the Bleed

PROGRESS:

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

1,000+ Attendees of Halloween Path and Fall Festival *(October 2019)*

550 Individuals Engaged with Healthy Partners *(July 2019 - April 2021)*

660 People Trained to Stop the Bleed *(July 2019 - May 2021)*

PROGRAM HIGHLIGHTS:

Promoting Screenings and Preventive Care

Routine cancer screenings play a vital role in early detection, prevention, and treatment of cancer. Some cancers can develop without symptoms, only showing symptoms after they've grown and spread. Screenings can show anomalies in the body and can help detect early-stage cancers when they're easier to treat. Cancer screenings test people for early stages of cancer development, even though they have no symptoms.

- **Lung cancer:** In September 2020, the hospital's CT Department became an American College of Radiology (ACR) -Designated Lung Cancer Screening Center. This is awarded only if the facility has achieved accreditation by the ACR in CT in at least the chest module and the facility's protocols meet the requirements set forth by the ACR lung cancer screening committee. Additionally, in April 2021, UPMC Health Plan designated UPMC Wellsboro a low-dose CT Lung Screening Center of Excellence.
- **Breast cancer:** In October 2020, the hospital provided discounted mammograms to uninsured and underinsured patients.

Offering Health Education and Support throughout the Community

In collaboration with the other UPMC hospitals in North Central Pa., UPMC Wellsboro offers customized programs to engage with community members and to empower them to improve their health.

- **Spirit of Women** is a membership program that addresses health and wellness needs for women and motivates women to make positive changes in their lives, emphasizing total wellbeing by supporting a healthy mind, body, and spirit through engaging educational events. Due to the COVID-19 pandemic, in-person Spirit of Women outreach events were cancelled. However, the program was able to stay connected to members through a monthly newsletter, social wellness tips, personal calls to members, a needs and interests survey, and monthly virtual events.
- **Age Well** is an affinity program designed for seniors age 55 and up whose members receive benefits, such as a quarterly newsletter with health tips and recipes, and opportunities to make new friends and build relationships with local health care providers. In 2019, UPMC Wellsboro participated in the Laurel Veterans Breakfast. In 2020, the hospital adapted its programming for virtual events, covering the following topics: managing pain without surgery, peripheral artery disease, and cooking for the holidays.
- **Healthy Partners** is an employer wellness program that provides health topics, screenings, and wellness activities to encourage healthy behaviors. The COVID-19 pandemic forced Healthy Partners to adapt from a face-to-face model to a virtual option, which offers online educational videos and a self-guided health and wellness program.

  > 500 individuals engaged with Healthy Partners from July 2019 to April 2021.
- **Halloween Path and Fall Festival:** In October 2019, UPMC Wellsboro hosted its annual Halloween Path and Fall Festival event, with more than 1,000 children attending, along with parents, grandparents, and pets. This community event invites children to safely trick-or-treat and offers pumpkin decorating, music, and walkthroughs of local police cars, firetrucks, and ambulances.

Raising Awareness of Trauma and Gun Violence

In partnership with the other UPMC hospitals in the North Central Pa. region, UPMC Wellsboro is working to educate community members about trauma injuries, gun violence, and how to respond to a mass casualty event.

- **Stop the Bleed** is a national initiative to educate the community to become trained and empowered to help in a bleeding emergency before professional help arrives.

  > Between July 2019 and May 2021, the hospital led 35 classes for a total of 660 people trained. Due to the pandemic, these efforts were put on hold.

COMMUNITY PARTNERS:
PA Department of Health, Tioga County Partnership for Community Health, River Valley Regional YMCA, Wellsboro Parks and Recreation Department, Laurel Health Centers/North Penn, UPMC trauma teams, Penn College, Stop the Bleed

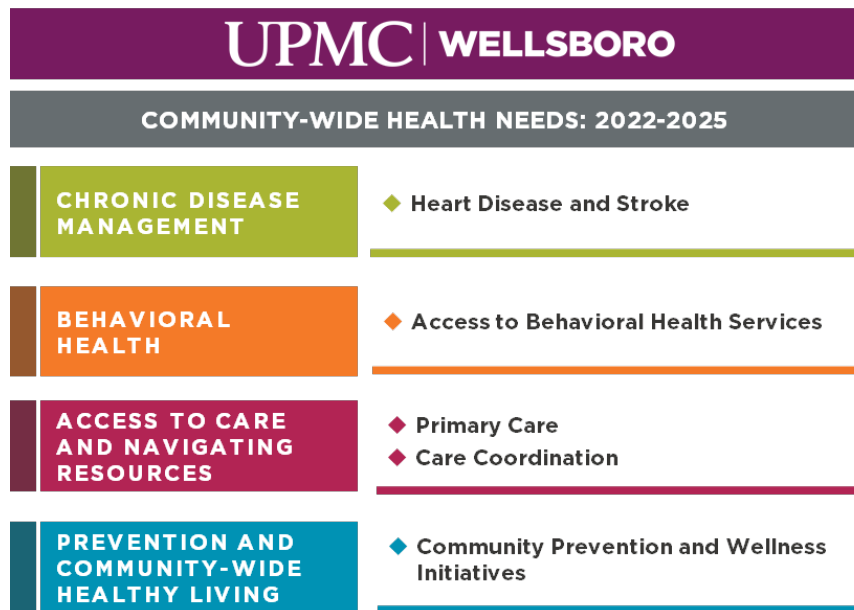## UPMC Wellsboro Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On May 24, 2022, the UPMC Wellsboro Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Wellsboro Is Leveraging UPMC and Community Resources

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

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COMMUNITY-WIDE HEALTH NEEDS: 2022-2025

CHRONIC DISEASE MANAGEMENT
- ◆ Heart Disease and Stroke

BEHAVIORAL HEALTH
- ◆ Access to Behavioral Health Services

ACCESS TO CARE AND NAVIGATING RESOURCES
- ◆ Primary Care
- ◆ Care Coordination

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING
- ◆ Community Prevention and Wellness Initiatives

Working to Advance Health Equity

UPMC Wellsboro 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 Wellsboro'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 providers, reducing patient wait times for appointments, investing in telemedicine technologies, and exploring opportunities to offer new services.
- **Reducing Transportation Barriers:** Developing strategies to help rural communities access safe, affordable, and reliable methods of transportation to and from health care appointments.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Wellsboro is committed to addressing the community's needs relating to heart disease and stroke, offering programs that emphasize education and screenings to help prevent and detect chronic disease.

HEALTH PRIORITY	GOAL
Heart Disease and Stroke	Help detect and reduce risk factors for heart disease and stroke through education and prevention

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Implement initiatives to raise awareness and provide education on heart disease and stroke.	• Host an annual health fair and participate in community health fairs to promote awareness of heart disease • Develop educational materials to promote awareness of screenings for heart disease and stroke • Make resources available to the public, to inform community members on who should be screened, and how to make an appointment • Provide programs to help reduce risk factors for heart disease and stroke in partnership with the local YMCA

TARGET POPULATION
General community

PLANNED COLLABORATIONS
YMCA, American Heart Association, UPMC Williamsport, UPMC Community Life Center

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Wellsboro is committed to supporting the community's behavioral health needs. The hospital will raise awareness of behavioral health resources, with a focus on the needs of those with substance use disorder.

HEALTH PRIORITY	GOAL
Access to Behavioral Health Services	Increase awareness of and access to behavioral health services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Continue to promote public education and awareness around behavioral health.	• Educate the community about availability of local behavioral health services
2. Implement strategies to provide ongoing, direct access to behavioral health services.	• Attract and retain behavioral health specialists to the local community to increase access to care • Continue to collaborate with the local health department on the warm hand-off program
3. Continue to promote public education and awareness to help prevent drug and opioid misuse, abuse, and overdose.	• Develop patient education materials on pathways to recovery • Promote awareness of substance use and available resources

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Tioga County Opioid Coalition, Tioga County Department of Human Services, Wellsboro Police Department, local school districts, Laurel Health Centers

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Wellsboro will continue to address access to care and navigating resources in the community. Dedicated efforts include increasing access to primary care by recruiting providers and hosting family medicine residents, while enhancing current resources to improve access to primary care appointments.

HEALTH PRIORITY #1	GOAL
Primary Care	Increase access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop and execute initiatives to meet the primary care needs of the community.	• Recruit new primary care providers to increase access to care • Partner with UPMC Williamsport Family Residency Program to host residents at primary care locations • Promote access to providers through use of virtual care • Enhance new patient scheduling processes to reduce wait times for appointments • Develop plans to increase availability of primary care services

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Tioga County Partnership for Community Health, Laurel Health Centers, UPMC Wellsboro medical staff

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Wellsboro will continue to address access to care and navigating resources in the community, with a focus on improving care coordination, such as reducing transportation barriers and enhancing discharge follow-up.

HEALTH PRIORITY #2	GOAL
Care Coordination	Improve care coordination and transportation options to help improve access to care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop strategies to help reduce barriers to transportation to and from health care appointments.	• Partner with Tioga County Partnership for Community Health on improvement of transportation for health services
2. Develop strategies to improve care coordination with a dedicated focus on discharge follow-up.	• Explore the opportunity to implement an Ambulatory Nurse Care program • Continue to provide a follow-up discharge phone call 24 hours after the patient has been discharged • Provide a follow-up appointment with a primary care provider three days after being discharged • Continue to operate the 24-hour nurse triage program
3. Explore opportunities to support workforce development efforts that will improve the pipeline for health care workers.	• Identify opportunities to collaborate with local organizations that provide classes, certifications, and/or training to help improve workforce development

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Tioga County Partnership for Community Health

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Wellsboro is addressing prevention and community-wide healthy living through an extensive suite of programs, including health education programs, screenings, and outreach initiatives. UPMC Wellsboro will strengthen community partnerships to help engage community members in health and wellness initiatives, such as health fairs and physical activity programs.

HEALTH PRIORITY	GOAL
Community Prevention and Wellness Initiatives	Improve community health and wellness through education, outreach, early detection, and promotion of healthy behaviors

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address prevention and community-wide healthy living through education, screenings, support, and promotion of healthy behaviors.	• Raise awareness of the importance of immunizations and routine cancer screenings • Offer immunizations and screenings to the community • Develop a strategy to promote and expand regional community affinity programs for women's and senior health • Grow and maintain support groups
2. Work with local partners to help engage the community in health and wellness initiatives.	• Partner with the PA Department of Health and Tioga County Partnership for Community Health to establish more health screenings and community events • Leverage partnerships with River Valley Regional YMCA and Wellsboro Parks and Recreation Department to further support physical activity programs for both children and adults • Explore the opportunity to collaborate with Healthy Partners to promote employee health and wellness

TARGET POPULATION
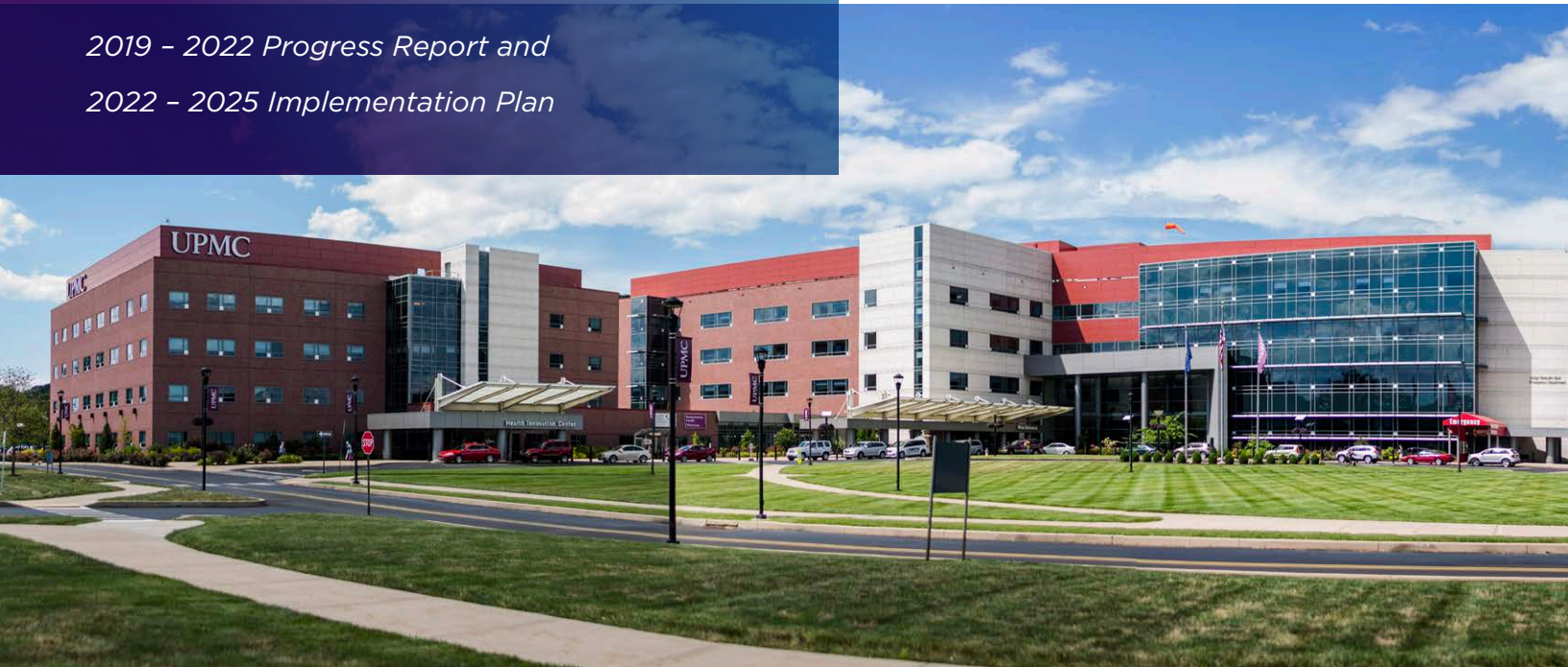General community, seniors, women

PLANNED COLLABORATIONS
Healthy Partners, PA Department of Health, River Valley Regional YMCA, Wellsboro Parks and Recreation Department, UPMC Hillman Cancer Center, Penn College, UPMC Community Life Center

Community Health Improvement Progress and Plan

2019 – 2022 Progress Report and

2022 – 2025 Implementation Plan

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Caring for the Community

Established in 1873, UPMC Williamsport is a regional general medical and surgical hospital in Williamsport, Pennsylvania, with two hospital campuses in Lycoming County. The hospital is accredited by the Joint Commission and is recognized with advanced certification for rehabilitation and orthopaedic services. Services include the UPMC Heart and Vascular Institute, intensive care, neurosciences, pharmacy, a 24-hour emergency department, inpatient services, including same-day surgery, and a family practice residency program.

Established in 1951, the Divine Providence campus of UPMC Williamsport provides comprehensive outpatient services in Williamsport, Pennsylvania. Services include the UPMC Hillman Cancer Center, primary care, orthopaedics, sports medicine, same-day surgery, computerized tomography, an inpatient psychiatric unit, outpatient behavioral health, radiology and dietary departments, a laboratory, a convent, and a chapel.

VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	255	Employees	2,308
Hospital Patients	14,238	Community Benefits Contributions	$25.8 million
Emergency Dept. Visits	35,155	Free and Reduced Cost Care	$20.5 million
Total Surgeries	9,774	Total Economic Impact of Hospital Operations	$595.6 million

Addressing the Community's Significant Health Needs

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

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Community-Wide Health Needs, 2019-2022

Behavioral Health
- Opioid Addiction and Substance Abuse
- Access to Behavioral Health Services

Access to Care and Navigating Resources
- Primary Care
- Specialty Care
- Care Coordination

Prevention and Community-Wide Healthy Living
- Community Prevention and Wellness Initiatives
- Interpersonal Safety

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 Williamsport's ability to implement planned community health improvement initiatives. As a result, UPMC Williamsport 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 Williamsport 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.

Behavioral Health

Opioid Addiction and Substance Abuse and Access to Behavioral Health Services

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

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Create programming to stem addiction and substance use and implement initiatives for ongoing open access to behavioral health services

ACTIONS:

✓ Continue to use and enhance Prescription Drug Monitoring Program

✓ Collaborate with Lycoming County and the state of Pennsylvania to share best practices

✓ Increase access to behavioral health specialists

✓ Continue to use and enhance consult model

✓ Continue ongoing collaboration with local health department to develop a warm hand-off program

✓ Offer career paths to increase the number of behavioral health specialists

✓ Expand telemedicine services

TARGET POPULATION:

• General community

PROGRAMS:

Opioid Addiction and Substance Use

• Establish Addiction Medicine Department

• Prescription drug monitoring program

• Access to certified recovery specialists

• Pain medication and addiction education

• Prescription medication take-back programs

Access to Behavioral Health Services

• Consult model

• Warm hand-off program

• Career paths for behavioral health specialists

• Expansion of behavioral health services in primary care offices and outreach locations

PROGRESS:

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

Integrated Behavioral Health Specialists into Primary Care Offices
(2019 - 2021)

Provided Access to Certified Recovery Specialists
(2019 - 2021)

10+
Community Partnerships
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Expanding Behavioral Health Services

Over the last three years, UPMC Williamsport, in collaboration with the other UPMC hospitals in North Central Pa., has expanded its outpatient behavioral health services. Behavioral Health Services' primary goal is to provide compassionate care that helps individuals learn essential coping skills to restore their independence and psychological wellbeing. The hospital offers a range of community behavioral health programs and an outpatient clinic that offers services to children, adolescents and adults who are experiencing a variety of mental health problems including: anxiety, depression, panic attacks, and post-traumatic stress disorder (PTSD). Accomplishments since July 2019 include:

- **Increasing access with telemedicine:** To meet the community's need for child and adolescent behavioral health services, UPMC Williamsport is leveraging telehealth capabilities to connect with behavioral health experts at UPMC Western Psychiatric Hospital in Pittsburgh — increasing access to previously unavailable specialized care.

- **Establishing Addiction Medicine Services:** In partnership with UPMC Western Psychiatric Hospital, the UPMC hospitals in North Central Pa. collaborated to establish a new Addiction Medicine Department to help monitor and treat opioid addiction and substance use within the community. As part of this effort, UPMC Williamsport developed a strong program with community partners to improve access.

- **Recruiting behavioral health specialists:** Over the last three years, UPMC Williamsport has grown its behavioral health team, recruiting three behavioral health specialists, including a psychiatry clinical nurse and licensed clinical social workers.

- **Embedding behavioral health specialists in primary care offices:** To help increase access to care, UPMC Williamsport located three behavioral health specialists into two primary care practices.

Supporting Patients as They Transition into Treatment and Recovery

UPMC Williamsport works with local addiction recovery organizations to connect overdose survivors and patients with substance use disorder with treatment through access to Certified Recovery Specialists (CRS) and a warm hand-off program.

- **Access to Certified Recovery Specialists:** In partnership with the West Branch Drug and Alcohol Commission and the other UPMC hospitals in North Central Pa., UPMC Williamsport provides access to Certified Recovery Specialists, who support patients as they transition into treatment programs.

- **Warm Hand-Off (WHO) Program:** WHO helps with directly transferring patients from the hospital to a drug treatment provider. Established in 2018, UPMC Williamsport's WHO program engages with any Emergency Department or hospitalized patient suffering from a substance use disorder.

COMMUNITY PARTNERS:

Williamsport Branch YMCA, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America, Stop the Bleed, River Valley Health & Dental, Lycoming County Chamber of Commerce

Access to Care and Navigating Resources

Primary Care, Specialty Care, and Care Coordination

UPMC Williamsport is pioneering new models of care to expand access to primary and specialty care services. The hospital continues to explore telehealth opportunities to bring specialty services to the community.

GOAL:
Improve awareness of and access to behavioral health services, including support for people with substance use disorders

STRATEGY:
Create programming to stem addiction and substance use and implement initiatives for ongoing open access to behavioral health services

ACTIONS:
- ✓ Continue to use and enhance Prescription Drug Monitoring Program
- ✓ Collaborate with Lycoming County and the state of Pennsylvania to share best practices
- ✓ Increase access to behavioral health specialists
- ✓ Continue to use and enhance consult model
- ✓ Continue ongoing collaboration with local health department to develop a warm hand-off program
- ✓ Offer career paths to increase the number of behavioral health specialists
- ✓ Expand telemedicine services

TARGET POPULATION:
- General community

PROGRAMS:

Primary Care
- Physician recruitment
- Extended office hours
- Walk-in service
- 24-hour nurse triage
- Promote access to providers through use of AnywhereCare
- Explore opening of urgent care clinic

Specialty Care
- Physician recruitment
- Telemedicine appointments

Care Coordination
- Transportation voucher program with River Valley Transit
- Expansion of Ambulatory Nurse Care program

PROGRESS:

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

32 New Telemedicine Specialties *(July 2019 - May 2021)*

116 Providers Recruited to Lycoming County *(July 2019 - June 2021)*

295 Patients Enrolled in Ambulatory Nurse Care Program *(July 2019 - June 2021)*

99

PROGRAM HIGHLIGHTS:

Enhancing Telehealth Capabilities to Meet Community Needs

In collaboration with the other UPMC hospitals in North Central Pa., UPMC Williamsport implemented strategies to expand access to both primary and specialty care through telemedicine. This effort was accelerated in 2020 due to the COVID-19 pandemic and the community's increased need for access to virtual care. UPMC Williamsport's telehealth achievements include:

- **Increasing access to specialists:** Between July 2019 and May 2021, 32 new specialties were added to UPMC Williamsport's telehealth services, increasing access to specialty care for neurology, cardiology, dermatology, pulmonology, and pediatrics.
- **Meeting community demand for virtual appointments:** Between July 2019 and June 2021, approximately 740 telemedicine appointments were conducted in Lycoming County.

Improving Care Coordination

UPMC Williamsport continues to assist with care coordination, focusing on transportation assistance and helping with smooth care transitions post hospitalization.

- **Mobile Integrated Health program:** Launched in April 2020 at the beginning of the COVID-19 pandemic, the Mobile Integrated Health (MIH) program initially assisted with testing for local first responders and residents and staff of long-term care facilities. In partnership with primary care offices, the MIH team delivered care at high-risk patients' homes — conducting exams, EKGs, and lab work, and then relaying health information to a patient's primary care provider. After COVID-19 vaccines were approved in December 2020, the MIH team traveled to locations throughout the region to help vaccinate first responders, seniors, homebound individuals, and underserved populations.
- **Expanding the Ambulatory Nurse Care program:** The hospital's Ambulatory Nurse Care program provides continued care post discharge, including medicine guidance and post-operative care to decrease re-admission rates.

  > As of June 2021, 295 patients are enrolled in this program.

Successfully Recruiting Providers

Over the past three years, UPMC Williamsport has recruited 116 providers to Lycoming County, increasing access to local care.

- **Primary Care:** Since 2019, the hospital has recruited 16 primary care providers.
- **Specialty Care:** Since 2019, the hospital has recruited 100 specialists to Lycoming County. New specialties now available in the region include Gynecologic Oncology, Acute Care/Trauma Surgery, Surgical Oncology, Interventional Radiology, Orthopedic Trauma Surgery.

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

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives and Interpersonal Safety

UPMC Williamsport is addressing preventive health and wellness through an extensive suite of programs, including community education, health screenings, and wellness events. The hospital is advancing prevention initiatives by leveraging strong partnerships with community agencies, businesses, and schools. Many of these partnerships have been instrumental in helping to promote healthy behaviors in the community.

GOAL:
Improve community health, better manage chronic diseases, and raise awareness of gun violence

STRATEGY:
Collaborate with local partners on health and wellness initiatives and increase awareness of gun violence and trauma deaths

ACTIONS:
✓ Promote routine cancer screenings
✓ Work with local partners on health and wellness initiatives in Lycoming County
✓ Develop and enhance programming dedicated to women's health
✓ Leverage partnerships to develop programs and training to empower individuals to act quickly and save lives

TARGET POPULATION:
• General community
• Women
• Seniors

PROGRAMS:

Community Prevention and Wellness Initiatives
• Preventive screening initiatives
• Cancer awareness, education, and outreach
• Trauma education
• Community education about fitness and nutrition
• Spirit of Women
• Age Well
• Healthy Partners

Interpersonal Safety
• Stop the Bleed

PROGRESS:

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

72,000
Participants in
Trauma Education
(July 2019 - May 2021)

4,400
Seniors Engaged in Age
Well Program
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Promoting Cancer Screenings and Preventive Care

UPMC Hillman Cancer Center in Williamsport offers world-class care — specializing in medical, radiation, and surgical oncology, immunotherapy, and hormone therapy, and providing on-site social service assistance, nutritional counseling, and additional supportive services for patients and their families. The hospital continues to raise awareness about cancer prevention, to educate the community about the importance of early detection, and to offer advanced treatments. Accomplishments include:

- Educated the community about changing guidelines for lung cancer (screening at 50 years of age — formerly 55) and colon cancer (screening at 45 years of age).

- Upgraded all mammography units to Tomosynthesis (3D)

- Launched a groundbreaking scalp cooling treatment for patients receiving chemotherapy. New cooling caps decrease the likelihood of hair loss from chemo treatments.

Will M. Sport promotes the importance of living a healthy lifestyle, particularly for children across the North Central Pa. region. During the pandemic, Will used social media to share healthy recipes, activities, and exercises. Will also worked with UPMC Health Plan to promote UPMC *for Kids* and visited community events, like vaccine clinics, to cheer on UPMC employees.

Raising Awareness of Trauma and Gun Violence

In partnership with the other UPMC hospitals in North Central Pa., UPMC Williamsport is working to educate community members about trauma injuries, gun violence, and how to respond to a mass casualty event.

- **Introducing an ambulance bus:** In February 2021, UPMC Williamsport introduced a new ambulance bus that was funded by the PPL Foundation. The vehicle can hold 15 patients, ten patients in wheelchairs or stretchers, and five crew members. The highly customizable bus will be used for mobile clinics, screening appointments, and for on-site help at the Little League World Series. For its first use, the ambulance bus was used to help seniors get COVID-19 vaccinations.

- **Offering trauma and injury prevention programs:** In 2021, UPMC Williamsport was granted Level II Trauma Center accreditation by the Pennsylvania Trauma Systems Foundation (PTSF), recognizing a higher level of care and services provided in north central Pennsylvania. As part of the hospital's Acute Care Surgery and Trauma Program, UPMC Williamsport offers injury prevention education, such as CarFit and Share the Keys — programs targeting teen driver safety. Since July 2019, the hospital has reached more than 72,000 lives through participation at health fairs, senior expos, bike rodeos, and school events, as well as raising awareness through local interviews, publications, and radio programs.

- **Hosting Stop the Bleed events:** Through Stop the Bleed, a national initiative to educate the community to become trained and empowered to help in a bleeding emergency before professional help arrives, UPMC Williamsport has led 79 classes for a total of 1,746 people trained.

Offering Health Education and Support throughout the Community

In collaboration with the other UPMC hospitals in North Central Pa., UPMC Williamsport offers customized programs to engage with community members and to empower them to improve their health.

- **Spirit of Women** is a membership program that addresses health and wellness needs for women through engaging educational events. Due to the COVID-19 pandemic, in-person events were cancelled. However, the program adapted with a monthly newsletter, personal calls to members, a survey, and monthly virtual events, reaching out to more than 3,000 current members.

- **Age Well** is a program designed for seniors whose members receive benefits, such as a quarterly newsletter with health tips and recipes, and opportunities to make friends and build relationships with local health care providers. Over the past three years, UPMC staff visited senior centers, engaged with senior groups, and participated as keynote speakers at 11 community events – reaching out to seniors, with current membership of 4,400.

- **Healthy Partners** is an employer wellness program that provides health topics, screenings, and wellness activities to encourage healthy behaviors. The COVID-19 pandemic forced Healthy Partners to adapt from a face-to-face model to a virtual option, which offers online educational videos and a self-guided health and wellness program.

  > 5,000 individuals have engaged with Healthy Partners from July 2019 to April 2021.

COMMUNITY PARTNERS:
Williamsport Branch YMCA, Susquehanna Mall, Lycoming County Health Improvement Coalition, local school districts, Pennsylvania College of Technology, Penn State Extension, Lycoming College, Lycoming County United Way, Boy Scouts of America, Stop the Bleed, River Valley Health & Dental, Lycoming County Chamber of Commerce

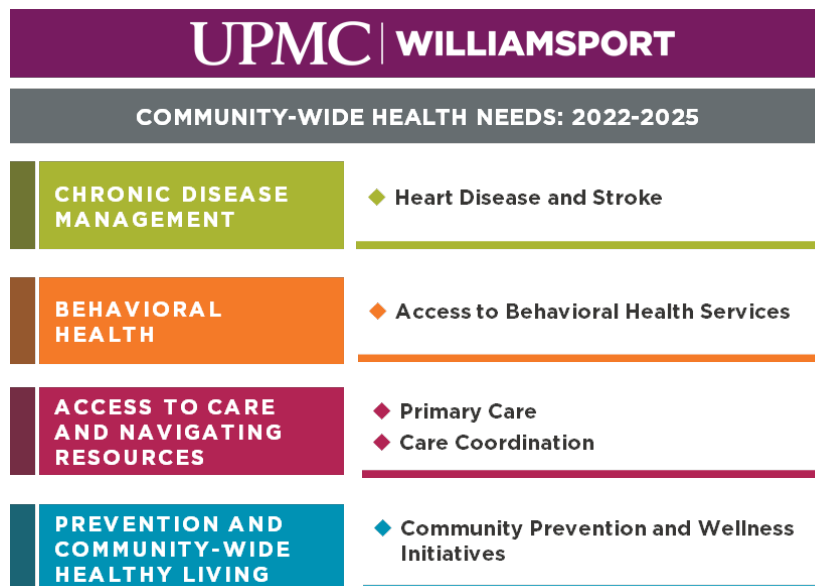## UPMC Williamsport Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On May 10, 2022, the UPMC Williamsport Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Williamsport Is Leveraging UPMC and Community Resources

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

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COMMUNITY-WIDE HEALTH NEEDS: 2022-2025

CHRONIC DISEASE MANAGEMENT	◆ Heart Disease and Stroke
BEHAVIORAL HEALTH	◆ Access to Behavioral Health Services
ACCESS TO CARE AND NAVIGATING RESOURCES	◆ Primary Care ◆ Care Coordination
PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING	◆ Community Prevention and Wellness Initiatives

Working to Advance Health Equity

UPMC Williamsport 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 Williamsport'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 providers, reducing patient wait times for appointments, investing in telemedicine technologies, and exploring opportunities to offer new services.
- **Reducing Transportation Barriers:** Developing strategies to help rural communities access safe, affordable, and reliable methods of transportation to and from health care appointments.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Williamsport is committed to addressing the community's needs relating to heart disease and stroke. Through prevention, education, and certification efforts, UPMC Williamsport will remain strongly focused on chronic disease management.

HEALTH PRIORITY	GOAL
Heart Disease and Stroke	Help detect and reduce risk factors for heart disease and stroke through education and prevention

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Take a comprehensive approach to addressing heart disease and stroke in the region.	• Earn certification from the Joint Commission to become a Comprehensive Cardiac Care Center • Recruit providers to the area • Host an annual health fair and participate in community health fairs to promote awareness of heart disease • Develop educational materials to promote screenings for heart disease and stroke • Make resources available to the public to inform community members on who should be screened, and how to make an appointment • Provide programs to help reduce risk factors for heart disease and stroke in partnership with the local YMCA

TARGET POPULATION
General community

PLANNED COLLABORATIONS
UPMC Altoona, Joint Commission, YMCA, American Heart Association, UPMC Community Life Center, Evangelical Community Hospital, Lycoming County Health Care Improvement Coalition (LCHIC), UPMC Heart and Vascular Institute

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COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Williamsport is expanding its efforts to support the community's needs relating to behavioral health. The hospital will continue to work with community organizations, and leverage UPMC Western Behavioral Health's comprehensive provider network, to help enhance access to behavioral health services in the area.

HEALTH PRIORITY	GOAL
Access to Behavioral Health Services	Take a comprehensive approach to improve access to behavioral health services by raising awareness, and expanding the breadth of services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Continue to promote public education and awareness around behavioral health.	• Educate the community about availability of local behavioral health services • Promote awareness of substance use and available resources
2. Implement strategies to provide ongoing, direct access to behavioral health services.	• Attract and retain behavioral health specialists to the local community to increase access to care • Expand telemedicine services • Explore opportunities to establish a space in the local community where patients can maintain privacy and confidentiality for outpatient behavioral health care • Provide inpatient telemedicine psychiatric services in partnership with UPMC Western Psychiatric Hospital
3. Continue to promote public education and awareness to help prevent drug and opioid misuse, abuse, and overdose.	• Develop patient education materials on pathways to recovery • Continue to collaborate with Lycoming and Clinton counties to share best practices for opioid addiction and substance use

TARGET POPULATION
General community

PLANNED COLLABORATIONS
UPMC Western Psychiatric Hospital, Lycoming County United Way, West Branch Drug and Alcohol Services, Diakon, local area school districts, Lycoming County Health Care Improvement Coalition (LCHIC)

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Williamsport will continue to address access to care and navigating resources in the community, with dedicated efforts to increase access to primary care.

HEALTH PRIORITY #1	GOAL
Primary Care	Increase access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop and execute initiatives to meet primary care needs of the community.	• Recruit new primary care providers to help grow current practices • Promote access to providers through use of virtual care • Enhance new patient scheduling processes to reduce wait times for appointments • Continue to offer timely and convenient access to primary care though same day appointments
2. Explore expansion strategies to increase access to primary care services, including pediatric care.	• Assess opportunities to establish new primary care services (e.g., pediatric care clinic, counseling, and laboratory services) • Develop plans to offer inpatient telemedicine services for pediatric patients, in collaboration with UPMC Children's Hospital of Pittsburgh

TARGET POPULATION
General community, children and adolescents

PLANNED COLLABORATIONS
UPMC Children's Hospital of Pittsburgh, Family Practice Centers, Independent Primary Care Centers, medical staff

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Williamsport will continue to address access to care and navigating resources in the community, with a focus on improving care coordination, such as reducing transportation barriers and enhancing discharge follow-up.

HEALTH PRIORITY #2	GOAL
Care Coordination	Improve care coordination with a dedicated focus on transportation and discharge follow-up

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Develop strategies to help reduce barriers to transportation to and from health care appointments.	• Partner with community organizations to improve transportation for health care services
2. Enhance follow-up care efforts, with targeted programs to address post-discharge care coordination, medication management, and ambulatory care.	• Continue to connect patients with nurse navigators to guide them through the continuum of care • Increase the accessibility of nurse navigators for patients by recruiting additional staff • Integrate social workers into the patient experience to help address social determinants of health by driving medication management • Expand the Ambulatory Nurse Care Program • Grow and develop allied health professionals to better support and coordinate care for patients • Help patients overcome challenges they may face after discharge, such as filling prescriptions, verifying medications, and communicating with a patient's physician for follow-up care
3. Connect patients with the appropriate level of care, with an emphasis on linking pediatric patients to relevant specialty care providers.	• Continue to operate the 24-hour nurse triage program • Work with UPMC Children's Hospital of Pittsburgh to implement specialty provider referrals for outpatient care settings

TARGET POPULATION
General community

PLANNED COLLABORATIONS
Lycoming-Clinton Counties Commission for Community Action, River Valley Transit, Pennsylvania College of Technology, UPMC Children's Hospital of Pittsburgh

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Williamsport continues to explore opportunities to address prevention and community-wide healthy living through an extensive suite of programs, including education and outreach initiatives, as well as promoting early detection screenings. UPMC Williamsport leverages strong community partnerships, which are instrumental in helping to promote healthy behaviors, such as efforts conducted in collaboration with the local YMCA and Weis Markets.

HEALTH PRIORITY	GOAL
Community Prevention and Wellness Initiatives	Improve community health and wellness through education, early detection, and chronic disease management

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Address prevention and community-wide healthy living through education, screenings, and promotion of healthy behaviors.	• Raise awareness of the importance of immunizations and routine cancer screenings • Offer immunizations and screenings to the community • Develop a strategy to promote and expand UPMC in North Central Pa.'s regional community affinity programs, targeting women and seniors • Expand Healthy Partner efforts in north central Pennsylvania to help improve the health and wellbeing of the local workforce • Work with local partners on health and wellness initiatives in Lycoming County to engage community members in physical activities and nutrition education • Continue to promote interpersonal safety by providing trauma education programs and support • Continue health and wellness partnership with Little League International
2. Explore opportunities to pilot new chronic disease management initiatives, incorporating lifestyle medicine, which targets the root causes of disease.	• Develop an approach to help prevent, treat, and reverse chronic diseases by replacing unhealthy choices with health promoting behaviors, including consultations with specially trained physicians, patient evaluations, and comprehensive individualized treatment plans

TARGET POPULATION
General community, seniors, women

PLANNED COLLABORATIONS
Williamsport Branch YMCA, UPMC Hillman Cancer Center, local churches, Weis, Lycoming United Way, local school districts, Pennsylvania College of Technology, UPMC Community Life Center

Appendices
A-D

UPMC
LIFE CHANGING MEDICINE

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 PA Department of Health - Behavioral Risk Factors Surveillance System U.S. Centers for Disease Control and Prevention U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System U.S. Centers for Disease Control and Prevention - National Center for Health Statistics
	Mental Health		
	Birth Outcomes		
Health Behaviors Data	Obesity (Childhood and Adult)		
	Alcohol Use		
	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 U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System Robert Wood Johnson County Health Rankings & Roadmaps
	Cancer Screening (Breast/Colorectal)		
	Primary Care Physician Data		
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 where possible, population health data were examined for sub-populations, including low-income, minority, and uninsured populations.

APPENDIX B: Detailed Community Health Needs Profile

Population Demographics:

Characteristics	Clinton County	Lycoming County	Potter County	Tioga County	Pennsylvania	United States
Area (square miles)	888.0	1,228.6	1,081.3	1,133.8	44,742.7	3,531,905.4
Density (persons per square mile)	43.6	92.5	15.4	36.0	286.1	92.5
Total Population, 2018	38,684	113,664	16,622	40,763	12,800,922	326,687,501
Total Population, 2010	39,238	116,111	17,457	41,981	12,702,379	308,745,538
Population Change ('10-'18)	(554)	(2,447)	(835)	(1,218)	98,543	17,941,963
Population % Change ('10-'18)	-1.4	-2.1	-4.8	-2.9	0.8	5.8
Age						
Median Age	38.8	41.4	46.7	44.3	40.7	37.9
%<18	20.4	20.6	21.0	19.9	20.9	22.8
%18–44	36.2	33.4	26.8	31.1	34.1	36.0
%45–64	25.4	27.5	29.4	28.2	27.6	26.0
% 65+	18.0	18.5	22.8	20.8	17.4	15.2
% 85+	2.8	2.7	3.2	2.7	2.5	1.9
Gender						
% Male	49.3	49.2	50.0	49.8	49.0	49.2
% Female	50.7	50.8	50.0	50.2	51.0	50.8
Race/Ethnicity						
% White*	96.2	91.9	97.3	97.1	80.8	72.7
% African-American*	1.6	4.8	0.4	0.7	11.1	12.7
% American Indian and Alaska Native*	0.2	0.2	0.2	0.1	0.2	0.8
% Asian*	0.8	0.7	0.3	0.6	3.3	5.4
% Native Hawaiian/ Other Pacific Islander*	0.0	0.0	0.0	0.0	0.0	0.2
% Hispanic or Latino**	1.5	2.0	1.3	1.3	7.1	17.8
% Disability	16.5	15.6	19.5	17.2	13.9	12.6

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

Social and Economic Factors:

Characteristics	Clinton County	Lycoming County	Potter County	Tioga County	Pennsylvania	United States
Income, Median Household	49,234	52,407	42,821	50,667	59,445	60,293
Home Value, Median	130,900	152,400	105,500	138,700	174,100	204,900
% No High School Diploma*	11.2	10.2	11.9	10.2	9.8	12.4
% Unemployed**	5.6	5.2	6.6	5.9	5.8	5.9
% of People in Poverty	17.4	14.2	14.3	14.2	12.8	14.1
% Elderly Living Alone	13.4	11.9	15.2	13.0	12.6	10.7
% Female-Headed Households with Own Children <18	4.2	5.8	4.9	4.8	6.1	6.7
Health Insurance						
% Uninsured	7.9	5.9	7.2	7.8	6.2	9.4
% Medicaid	17.2	16.9	19.9	16.1	15.1	17.2
% Medicare	13.0	13.8	16.4	16.1	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: Clinton, Lycoming, Potter, and Tioga

Causes of Death	Clinton County	Lycoming County	Potter County	Tioga 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	26.7	19.6	16.6	22.3	24.1	23.1
Malignant Neoplasms (Cancer)	17.3	22.0	25.3	24.5	20.7	21.0
Accidents (Unintentional Injuries)	4.0	4.4	5.5	4.4	6.4	6.1
Chronic Lower Respiratory Diseases	5.2	6.0	7.4	5.9	4.7	5.5
Cerebrovascular Diseases	3.1	4.7	2.8	5.3	5.0	5.3
Alzheimer's Disease	5.8	4.2	0.5	1.8	3.1	4.3
Diabetes Mellitus	5.8	4.0	4.6	3.9	2.7	3.1
Nephritis, Nephrotic Syndrome, and Nephrosis	2.9	3.2	1.4	2.0	2.2	1.8
Influenza and Pneumonia	0.9	1.6	4.1	1.5	1.8	1.7
Intentional Self-Harm (Suicide)	2.2	1.2	2.3	2.4	1.4	1.7
Chronic Liver Disease and Cirrhosis	1.1	0.8	0.0	0.4	1.1	1.6
Septicemia	1.1	1.2	1.8	1.5	1.7	1.3
Essential Hypertension and Hypertensive Renal Disease	1.1	0.9	1.8	0.4	0.8	1.3
Parkinson's Disease	2.0	1.3	2.3	1.5	1.2	1.2
Pneumonitis Due to Solids and Liquids	0.7	1.3	0.9	0.7	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 Clinton, Lycoming, Potter, and Tioga Counties to Pennsylvania, United States, Healthy People 2020, and Healthy People 2030:

Characteristics	Clinton County	Lycoming County	Potter County	Tioga County	Pennsylvania	United States	Healthy People 2020	Healthy People 2030
Morbidity								
Diabetes (%)	12.0	12.0	12.0	12.0	11.0	10.7	NA	NA
Mental Health (Mental health not good ≥1 day in past month) (%)	31.0	31.0	31.0	31.0	38.0	38.6	NA	NA
Low Birthweight (% of live births)	6.3	8.6	6.3	5.7	8.5	8.3	7.8	NA
Health Behaviors								
Obesity (Adult) (%)	36.0	36.0	36.0	36.0	33.0	32.1	30.5	36.0
Childhood Obesity (Grades K-6) (%)	25.3	20.3	20.3	20.3	17.1	19.3	15.7	NA
Childhood Obesity (Grades 7–12) (%)	29.3	24.0	20.8	26.9	19.2	20.9	16.1	NA
Excessive Alcohol Use (%)	14.0	14.0	14.0	14.0	17.0	16.8	24.2	25.4
Current Tobacco Use (%)	21.0	21.0	21.0	21.0	17.0	16.0	12.0	5.0
STDs (Gonorrhea per 100,000)*	0.0	60.5	0.0	ND	114.8	152.6	251.9	NA
Clinical Care								
Immunization: Ever had a Pneumonia Vaccination (65+) (%)	74.0	74.0	74.0	74.0	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)	41.4	73.0	42.1	46.6	81.0	75.8	NA	NA
Receive Prenatal Care in First Trimester (%)	67.8	78.8	76.0	77.4	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: Lycoming County and Pennsylvania rates are for women ages 15+; Clinton and Potter County rates include women 35+ (data for women 15–34 years of age was unavailable due to small sample size); Data was not available for Tioga County for any age group due to small sample size; 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

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Community Representation and Rationale for Approach

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

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

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

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

UPMC hospitals in Clinton, Lycoming, Potter, and Tioga counties invited representatives from the following organizations to participate in the community health needs survey conducted in May-June 2021:

UPMC Cole

- A Way Out, Domestic Violence & Sexual Assault Services, Coudersport, PA
- Alcohol & Drug Abuse Services, Inc., Coudersport, PA
- Austin Area School District, Austin, PA
- Buchanan Brothers Pharmacy, Inc., Coudersport, PA
- Cole Hospital Foundation, Coudersport, PA
- Community Blood Bank of NWPA and WNY, Erie, PA
- Community Care Behavioral Health, Pittsburgh, PA
- Coudersport Alliance Church, Coudersport, PA
- Coudersport Area School District, Coudersport, PA
- Dickinson Center, Inc., Coudersport, PA
- Galeton School District, Galeton, PA
- Glassmire & Shaffer Law Offices P.C., Coudersport, PA
- International Waxes, Inc., Smethport, PA
- Jeanne Miglicio Law Office, Emporium, PA
- Long Farms, Coudersport, PA
- McKean County Department of Human Services, Smethport, PA
- Office of the County Commissioners, Cameron County, Emporium, PA
- Office of the County Commissioners, Potter County, Coudersport, PA
- Oswayo Area School District, Shinglehouse, PA
- Penn State Extension, Cameron County, Emporium, PA
- Pennsylvania Department of Conservation and Natural Resources, North Central Pa. Region
- Port Allegany School District, Port Allegany, PA
- Potter County Human Services, Roulette, PA
- Smethport Area School District, Smethport, PA

UPMC Lock Haven

- Albright LIFE Lycoming, Williamsport, PA
- Avenue 209 Coffee House, Lock Haven, PA
- Big Brothers Big Sisters of Clinton County, Lock Haven, PA
- Clinton County Economic Partnership, Lock Haven, PA
- Clinton County Special Olympics, Lock Haven, PA
- Clinton County United Way, Mill Hall, PA
- Clinton County Women's Center-Hilton Safe House, Lock Haven, PA
- Downtown Lock Haven, Inc., Lock Haven, PA

- First Quality Enterprises, Inc., Lock Haven, PA
- Infant Development Program, Lock Haven, PA
- Jersey Shore Branch YMCA, Jersey Shore, PA
- Lock Haven City Council, Lock Haven, PA
- Lock Haven University of Pennsylvania, Lock Haven, PA
- Lock Haven University Small Business Development Center, Lock Haven, PA
- Office of the County Commissioners, Clinton County, Lock Haven, PA
- Office of the Coroner, Clinton County, Lock Haven, PA
- PA CareerLink, Clinton County, Lock Haven, PA
- Penn State Extension, Clinton County, Lock Haven, PA
- Salvation Army, Lock Haven, PA
- STEP, Inc., Lock Haven, PA
- The Express, Lock Haven, PA
- Whitetail Terrace Apartments, independent living at Susque-View, Lock Haven, PA

UPMC Muncy

- Blaise Alexander Family Dealerships, Muncy, PA
- East Lycoming School District, Hughesville, PA
- First United Methodist Church, Muncy, PA
- Hope Community Church, Muncy, PA
- Muncy Baptist Church, Muncy, PA
- Muncy Borough Council, Muncy, PA
- Muncy Junior-Senior High School, Muncy, PA
- Muncy School District, Muncy, PA
- Muncy School District, School Board, Muncy, PA
- Office of the Borough Manager, Muncy Borough, Muncy, PA
- Office of the Mayor, Muncy Borough, Muncy, PA
- St. Andrew Evangelical Lutheran Church, Muncy, PA
- The Muncy Bank & Trust Company, Muncy, PA
- Ward L. Myers Elementary School, Muncy, PA

UPMC Wellsboro

- Chief of Police, Borough of Mansfield, Mansfield, PA
- Chief of Police, Borough of Wellsboro, Wellsboro, PA
- Citizens & Northern Bank, Emporium, PA
- Hilfiger Transportation, Covington, PA
- Laurel Health Centers, Wellsboro, PA
- Mansfield University of Pennsylvania, Mansfield, PA

- Northern Tioga School District, Elkland, PA
- Office of the County Commissioners, Tioga County, Wellsboro, PA
- Office of the Coroner, Tioga County, Wellsboro, PA
- Office of the Mayor, Borough of Blossburg, Blossburg, PA
- Office of the Mayor, Borough of Wellsboro, Wellsboro, PA
- Owlett & Lewis, P.C., Wellsboro, PA
- Partners In Progress, LLC, Mansfield, PA
- Patterson Lumber Co., Inc., Wellsboro, PA
- Penn Wells Hotel & Lodge, Wellsboro, PA
- Pleasant Valley Veterinary Care, Elkland, PA
- PRSM Healthcare LLC, Wellsboro, PA
- Tioga County Department of Human Services, Wellsboro, PA
- Tioga County Veteran's Affairs Department, Wellsboro, PA
- Ward Manufacturing, Blossburg, PA
- Wellsboro Area School District, Wellsboro, PA
- Wellsboro Bible Church, Wellsboro, PA

UPMC Williamsport

- Albright LIFE Lycoming, Williamsport, PA
- BLaST Intermediate Unit #17, Williamsport, PA
- Boy Scouts of America, Susquehanna Council, Williamsport, PA
- CleanSlate Addiction Treatment Centers, Williamsport, PA
- County of Lycoming, Department of Public Safety, Montoursville, PA
- HOPE Enterprises, Inc., Williamsport, PA
- Lock Haven University of Pennsylvania, Lock Haven, PA
- Lycoming College, Williamsport, PA
- Lycoming County Department of Public Safety, Montoursville, PA
- Lycoming County District Attorney's Office, Williamsport, PA
- Lycoming County Health Improvement Coalition Inc., Williamsport, PA
- Lycoming County United Way, Williamsport, PA

- M&T Bank, Newberry Branch, Williamsport, PA
- McCormick Law Firm, Williamsport, PA
- Office of PA State Representative Jeff Wheeland, State Legislative District 83, Williamsport, PA
- Office of PA State Representative Joe Hamm, State Legislative District 84, Montoursville, PA
- Office of PA State Senator Gene Yaw, State Senate District 23, Williamsport, PA
- Office of the County Commissioners, Lycoming County, Williamsport, PA
- Office of the Coroner, Lycoming County, Williamsport, PA
- Office of US Congressman Fred Keller, PA Congressional District 12, Williamsport, PA
- PA Department of Health, Northcentral District Office, Williamsport, PA
- Pennsylvania College of Technology, Williamsport, PA
- Presbyterian Senior Living, Dillsburg, PA
- Range Resources Appalachia, LLC, Northern Marcellus Shale Division, Williamsport, PA
- River Valley Community and Dental Center, Williamsport, PA
- River Valley Transit, Williamsport, PA
- River Valley Regional YMCA, Williamsport, PA
- Roads to Freedom Center for Independent Living of North Central Pennsylvania, Williamsport, PA
- South Williamsport Area School District, Williamsport, PA
- St. John Neumann Regional Academy Catholic School, Williamsport, PA
- STEP, Inc., Williamsport, PA
- Susquehanna Health Foundation, Williamsport, PA
- The West Branch Drug and Alcohol Abuse Commission, Williamsport, PA
- Williamsport Area School District, Williamsport, PA
- Williamsport City Council, Williamsport, PA
- Williamsport/Lycoming Chamber of Commerce, Williamsport, PA
- YWCA Northcentral PA, Williamsport, PA

UPMC
LIFE CHANGING MEDICINE

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

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
- 2021 Greater Wilkinsburg Community Advancement Assoc., Wilkinsburg, 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 YOUniverse, 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 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

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

- 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 Prepatory School, Erie, PA
- Catholic Charites 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
- Catholic Harvest Food Pantry, York, PA
- Cay Galgon Life House, Bethlehem, PA
- CCAC Educational Foundation, Pittsburgh, PA
- Center for Advocacy for the Rights & Interests of the Elderly (CARIE), Philadelphia, 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

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

- 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, Wilkinsburg, 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

UPMC
LIFE CHANGING MEDICINE

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

- 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, Deschapelles, 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

UPMC
LIFE CHANGING MEDICINE

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

- 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
- Josh Gibson Foundation, Pittsburgh, PA
- Juniata College, Huntingdon, PA
- Junior Achievement of Western Pennsylvania, Pittsburgh, PA
- Kappa Chapter, Inc. of Chi Eta Phi Sorority Incorporated, Pittsburgh, PA
- Kappa Scholarship Endowment Fund of Western PA, Pittsburgh, PA
- Kelly Strayhorn Theater, Pittsburgh, PA
- Keystone Blind Association, Hermitage, PA
- KeystoneCare, Wyndmoor, PA
- Kids Chance of Pennsylvania, Pittsburgh, PA
- Kids Escaping Drugs, West Seneca, NY
- KidsVoice, Pittsburgh, PA
- Kollel Jewish Learning Center, Pittsburgh, PA
- Labor Council for Latin American Advancement (LCLAA), Pittsburgh, Pittsburgh, PA
- Lackawanna County Reentry Task Force, Scranton, PA
- Ladies of Charity, Catholic Diocese of Pittsburgh, Pittsburgh, PA
- Lake Erie Arboretum at Frontier Park, Erie, PA
- Lake Erie College of Osteopathic Medicine (LECOM), Erie, PA
- Lakemont Lions Club, Altoona, PA
- Lakeshore Community Services, Inc., Erie, PA
- Lancaster County Food Hub, Lancaster, PA
- Lancaster County Project for the Needy, Lancaster, PA
- Lancaster Lebanon Habitat for Humanity, Lancaster, PA
- Lancaster Recreation Commission, Lancaster, PA
- Lancaster Science Factory, Lancaster, PA
- Landforce, Pittsburgh, PA
- Larimer Consensus Group (LCG), Pittsburgh, PA
- Latin American Cultural Center -Lancaster LACC, Lancaster, PA
- Latino Community Center, Pittsburgh, PA
- Latrobe Art Center, Latrobe, PA
- Laurel Life, Chambersburg, PA
- Lawrence County Regional Chamber of Commerce, New Castle, PA
- Lawrenceville Corporation, Pittsburgh, PA
- Le Creme Music Festival, Allentown, PA
- Leadership Pittsburgh Inc. (LPI), Pittsburgh, PA
- LeadingAge PA, Mechanicsburg, PA

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

- Lebanon County Community Action Partnership, Lebanon, PA
- Lebanon County Head Start, Lebanon, PA
- Lebanon Family Health Services, Lebanon, PA
- Legacy Faith Church, Harrisburg, PA
- Lehigh Valley - American Association of Physicians of Indian Origin (LVAAPI), Bethlehem, PA
- Lehigh Valley Center for Independent Living, Allentown, PA
- Lehigh Valley Children's Centers (LVCC), Allentown, PA
- Lehigh Valley Families Together, Inc., Allentown, PA
- Lending Hearts, Pittsburgh, PA
- Let Freedom Sing, Pittsburgh, PA
- LGBT Elder Initiative, Philadelphia, PA
- Liberty Resources, Inc., Philadelphia, PA
- Life Center, Franklin, PA
- Life Choices Clinic, Camp Hill, PA
- LifeSpan, Inc, Homestead, PA
- Life'sWork of Western PA, Pittsburgh, PA
- Light of Life Rescue Mission, Pittsburgh, PA
- LINKS Charity, Jamestown, NY
- Literacy Pittsburgh, Pittsburgh, PA
- Little Italy Days, Pittsburgh, PA
- Little Sisters of the Poor, Pittsburgh, PA
- Living Water Community Church, Harrisburg, PA
- Luminari Inc., Pittsburgh, PA
- Lupus Foundation of Pennsylvania, Pittsburgh, PA
- Luzerne County Child Advocacy Center+, Wilkes Barre, PA
- Lycoming-Clinton Counties Commission for Community Action (STEP), Williamsport, PA
- Macedonia Family and Community Enrichment Center, Inc., Pittsburgh, PA
- Magee-Womens Research Institute and Foundation, Pittsburgh, PA
- Mainstay Life Services, Pittsburgh, PA
- Make a Wish Foundation, Pittsburgh, PA
- Manchester Bidwell Corporation, Pittsburgh, PA
- Manchester Youth Development Center (MYDC), Pittsburgh, PA
- Manna Food Pantry A Ministry of Penbrook United Church of Christ, Harrisburg, PA
- Manufacturer & Business Association, Erie, PA
- Maria House Project, Erie, PA

- Mario Lemieux Foundation, Pittsburgh, PA
- Mary's Shelter, Reading, PA
- Mason-Dixon Community Services, Inc., Delta, PA
- Mayor, City of Chester, Chester, PA
- McGuire Memorial, New Brighton, PA
- McKees Point Development Group, McKeesport, PA
- McKees Rocks Community Development Corporation, McKees Rocks, PA
- Meals On Wheels Erie, Erie, PA
- Mel Blount Youth Leadership Initiative, Claysville, PA
- Mercy Center for Women, Erie, PA
- Mercy Hilltop Center, Erie, PA
- Mercy Neighborhood Ministries, Inc., Philadelphia, PA
- Mercyhurst Preparatory School, Erie, PA
- METAvivor, Annapolis, MD
- Michael Making Lives Better, Erie, PA
- Milagro House, Lancaster, PA
- Milestone Centers, Inc., Pittsburgh, PA
- Minding the Gap, Pittsburgh, PA
- Mission of Mercy Pittsburgh, Pittsburgh, PA
- Mom's House of Lancaster, Lancaster, PA
- Mon Valley Academy for the Arts, Charleroi, PA
- Monongahela Valley Hospital, Monongahela, PA
- Monroeville American Legion, Monroeville, PA
- Monroeville Rotary Club, Monroeville, PA
- Montgomery County Office for Aging, Inc., Amsterdam, NY
- Montour Trail Council, Bridgeville, PA
- Morning Star Pregnancy Services, Harrisburg, PA
- Mosser Village Family Center, Allentown, PA
- Mother Theresa Academy, Erie, PA
- Mother of Sorrows Church, Murrysville, PA
- Mount Aloysius College, Cresson, PA
- Mount Nittany Health Foundation, State College, PA
- Mount Washington Community Development Corporation, Pittsburgh, PA
- M-PowerHouse, Pittsburgh, PA
- Mt. Zion Missionary Baptist Church, Pittsburgh, PA
- Mt. Ararat Community Activity Center, Pittsburgh, PA
- Mt. Lebanon Artists' Market, Pittsburgh, PA
- Mt. Lebanon Partnership, Pittsburgh, PA
- Multi-Cultural Health Evaluation Delivery System, Inc., Erie, PA

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

- Muscular Dystrophy Association, Pittsburgh, PA
- Muslim Association of Lehigh Valley, Whitehall, PA
- My Brother's Keeper, City of Pittsburgh, Pittsburgh, PA
- NAACP Washington, PA Branch, Washington, PA
- NACD Three Rivers Chapter, Bridgeville, PA
- NAIOP's Developing Leaders, Pittsburgh, PA
- NAMI Blair County PA, Altoona, PA
- NAMI Luzerne / Wyoming County PA, Kingston, PA
- NAMI of Erie County, Erie, PA
- NAMI Scranton and Northeast Region PA, Scranton, PA
- NAMI York-Adams Counties PA, York, PA
- Nancy's Revival, Pittsburgh, PA
- National Association of African Americans in Human Resources (NAAAHR-Pittsburgh), Pittsburgh, PA
- National Association of Orthopaedic Nurses (NAON), Chicago, IL
- National Civil War Museum, Harrisburg, PA
- National Council of Jewish Women (NCJW), Pittsburgh Section, Pittsburgh, PA
- National Diversity Council, Houston, TX
- National Down Syndrome Congress, Roswell, GA
- National Eating Disorders Association, New York, NY
- National Kidney Foundation Serving the Alleghenies, Pittsburgh, PA
- National Multiple Sclerosis Society, Pennsylvania Keystone Chapter, Pittsburgh, PA
- National Neurotrauma Society, Windermere, FL
- National Organization of Social Workers, Washington, DC
- National Ovarian Cancer Coalition-Pittsburgh, Pittsburgh, PA
- National Refuge for Women, Emergency Housing Pittsburgh, Moon Township, PA
- National Veterans Resource Center, Onward to Opportunity, Syracuse, NY
- Nazareth Area Food Bank, Nazareth, PA
- Negro Educational Emergence Drive (NEED), Pittsburgh, PA
- Nehemiah Project International Ministries, Vancouver, WA
- Neighborhood Allies, Pittsburgh, PA
- Neighborhood Health Centers of the Lehigh Valley, Allentown, PA
- Neighborhood Housing Services of Greater Berks, Reading, PA

- Neighborhood Housing Services of the Lehigh Valley, Allentown, PA
- Neighborhood Learning Alliance, Pittsburgh, PA
- NeighborWorks Association of Pennsylvania, Pittsburgh, PA
- New Bethany Ministries, Bethlehem, PA
- New Choices Career Development Program, Media, PA
- New Hope Ministries, Dillsburg, PA
- New Journey Community Outreach, Inc., Reading, PA
- New Pittsburgh Courier, Pittsburgh, PA
- New Sun Rising, Millvale, PA
- New Creation Free Methodist Church, New Castle, PA
- North Allegheny Foundation (NAF), Pittsburgh, PA
- Northeast Community Center for Behavioral Health, Philadelphia, PA
- Northeast Neighborhood Association, York, PA
- Northeast Region - Institute of Industrial and Systems Engineers, Boston, MA
- Northern Area MultiService Center, Pittsburgh, PA
- Northern Pennsylvania Regional College, Warren, PA
- Northside Common Ministries, Pittsburgh, PA
- Nursing Foundation of Pennsylvania (NFP), Harrisburg, PA
- NW PA Pride Alliance, Inc., Erie, PA
- Oakmont Chamber of Commerce, Oakmont, PA
- OCA-Asian Pacific American Advocates, Washington, DC
- Office of Community Services, Washington, DC
- Office of Minority Health (OMH) at the U.S. Department of Health and Human Services (HHS), Rockville, MD
- Office of the Treasurer, Duncansville Borough, Duncansville, PA
- Office of Vocational Rehabilitation Services, Pittsburgh Office, Pittsburgh, PA
- Oil City Catholic Community, Oil City, PA
- Olivet Boys & Girls Club, Reading, PA
- OMA Center for Mind Body Spirit, Pittsburgh, PA
- Omega Psi Phi Fraternity, Inc., Iota Chapter, Pittsburgh, PA
- OMHSAS Bureau of Children's Behavioral Health Services, Harrisburg, PA
- Omicelo Cares Inc., Pittsburgh, PA
- One Day to Remember, Pittsburgh, PA
- Onyx Woman Network (OWN), Pittsburgh, PA
- Open Field @ Ascender, Pittsburgh, PA

UPMC
LIFE CHANGING MEDICINE

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

- Open Streets Lancaster, presented by Lancaster Rec, Lancaster, PA
- Operation Better Block, Inc., Pittsburgh, PA
- Operation Enduring Warrior (OEW), Midlothian, VA
- Operation Troop Appreciation, Pittsburgh, PA
- Operation Walk Pittsburgh, Pittsburgh, PA
- Opportunity House, Reading, PA
- Opportunity Zone Association of America, Washington, DC
- Our Hearts to Soles, Ingomar, PA
- Our Lady of the Blessed Sacrament Food Pantry, Harrisburg, PA
- Outreach Teen & Family Services, Pittsburgh, PA
- Over the Rainbow Children's Advocacy Center, Chambersburg, PA
- PA CareerLink Pittsburgh, Pittsburgh, PA
- PA CareerLink Pittsburgh, Veterans Services, Pittsburgh, PA
- PA CareerLink Berks County, Reading, PA
- PA Chamber of Business and Industry, Harrisburg, PA
- PA Chapter, American Academy of Pediatrics, Media, PA
- PA Connecting Communities, Carnegie, PA
- PACDC Philadelphia Association of Community Development Corporations, Philadelphia, PA
- Pancreatic Cancer Action Network, Manhattan Beach, CA
- Parent Education & Advocacy Leadership (PEAL) Center, Pittsburgh, PA
- Parkinson Partners of NW PA, Inc., Erie, PA
- Parkinson Foundation Western Pennsylvania (PFWPA), Bellevue, PA
- Pars for Postpartum Depression Golf Outing, Pittsburgh, PA
- Partner4Work, Pittsburgh, PA
- Pediatric Palliative Care Coalition (PPCC), Pittsburgh, PA
- Penn Hills Police Department, Pittsburgh, PA
- PennAEYC, Harrisburg, PA
- Pennsylvania Assisted Living Association, Camp Hill, PA
- Pennsylvania Assistive Technology Foundation (PATF), King of Prussia, PA
- Pennsylvania Association of Community Health Centers, Wormleysburg, PA
- Pennsylvania Association of County Drug and Alcohol Administrators (PACDAA), Harrisburg, PA

- Pennsylvania Coalition Against Domestic Violence (PCADV), Harrisburg, PA
- Pennsylvania College Access Program (PA-CAP), Pittsburgh, PA
- Pennsylvania Department of Labor and Industry, Pittsburgh, PA
- Pennsylvania District Kiwanis International, Harrisburg, PA
- Pennsylvania Geriatric Society - Western Division, Pittsburgh, PA
- Pennsylvania Health Access Network (PHAN) - Pittsburgh Office, Pittsburgh, PA
- Pennsylvania Health Care Association (PHCA), Harrisburg, PA
- Pennsylvania Highlands Community College Foundation, Johnstown, PA
- Pennsylvania Homecare Association, Lemoyne, PA
- Pennsylvania Housing Finance Agency (PHFA), Harrisburg, PA
- Pennsylvania Interfaith Impact Network (PIIN), Pittsburgh, PA
- Pennsylvania Mental Health Consumers' Association (PMHCA), Harrisburg, PA
- Pennsylvania Office of Vocational Rehabilitation, Pittsburgh, PA
- Pennsylvania Peer Support Coalition (PaPSC), Lancaster, PA
- Pennsylvania Psychological Association, Harrisburg, PA
- Pennsylvania Women Work, Pittsburgh, PA
- Pennsylvanians for Modern Courts, Philadelphia, PA
- PERSAD Center, Pittsburgh, PA
- Perseus House, Inc, Erie, PA
- Pettigrew Endowed Fund, Pittsburgh, PA
- Pinebrook Family Answers, Allentown, PA
- Pine-Richland Youth Center, Gibsonia, PA
- Pink Pamper, Bethel Park, PA
- Pittsburgh Action Against Rape (PAAR), Pittsburgh, PA
- Pittsburgh Airport Area Chamber of Commerce, Moon Township, PA
- Pittsburgh Alumnae Chapter of Delta Sigma Theta Sorority, Inc., Pittsburgh, PA
- Pittsburgh Association of the Deaf, Pittsburgh, PA
- Pittsburgh Black Pride, Pittsburgh, PA
- Pittsburgh Board of Education, Pittsburgh, PA
- Pittsburgh Career Institute, Pittsburgh, PA

- Pittsburgh Chapter, German American Chamber of Commerce, Inc., Pittsburgh, PA
- Pittsburgh Community Reinvestment Group (PCRG), Pittsburgh, PA
- Pittsburgh Community Services, Inc., Pittsburgh, PA
- Pittsburgh Cultural Trust, Pittsburgh, PA
- Pittsburgh Downtown Partnership, Pittsburgh, PA
- Pittsburgh Gateways Corporation, Pittsburgh, PA
- Pittsburgh Hires Veterans, Pittsburgh, PA
- Pittsburgh Hispanic Development Corporation (PHDC), Pittsburgh, PA
- Pittsburgh Institute of Mortuary Science (PIMS), Pittsburgh, PA
- Pittsburgh Job Corps Center, Pittsburgh, PA
- Pittsburgh Learning Commons, Pittsburgh, PA
- Pittsburgh Lesbian & Gay Film Society, Pittsburgh, PA
- Pittsburgh Mercy, Pittsburgh, PA
- Pittsburgh Student Chapter of Engineers Without Borders, Pittsburgh, PA
- Pittsburgh Technical College (PTC), Oakdale, PA
- Pittsburgh Urban Christian School, Pittsburgh, PA
- Pittsburgh Urban Magnet Project (PUMP), Pittsburgh, PA
- Pittsburgh Urban Media, Pittsburgh, PA
- Pittsburgh's Premedical Organization for Minority Students (POMS), Pittsburgh, PA
- Planned Parenthood of Western PA, Pittsburgh, PA
- POISE Foundation, Pittsburgh, PA
- Presbyterian SeniorCare, Oakmont, PA
- Presque Isle Partnership, Erie, PA
- Pressley Ridge Foundation, Pittsburgh, PA
- Primary Care Collaborative, Washington, DC
- Primary Care Health Services, Inc., Pittsburgh, PA
- Professional Women's Network (PWN), Pittsburgh, PA
- Program to Aid Citizen Enterprise (PACE), Pittsburgh, PA
- Project Management Institute (PMI) Pittsburgh Chapter, Pittsburgh, PA
- Prostate Conditions Education Council (PCEC), Centennial, CO
- PublicSource, Pittsburgh, PA
- PulsePoint, Pleasanton, CA
- Rainbow Kitchen, Homestead, PA
- Reading Area Community College (RACC), Reading, PA
- Reading is Fundamental Pittsburgh, Pittsburgh, PA

- Rebuilding Together Pittsburgh (RTP), Pittsburgh, PA
- Recovery Community Connection, Williamsport, PA
- Redevelopment Authority of County of Greene, Waynesburg, PA
- Reel Q Film Festival, Pittsburgh, PA
- resolve Crisis Services, Pittsburgh, PA
- Retreat & Refresh Stroke Camp, Peoria, IL
- Robert Morris University, Moon Township, PA
- Rodman Street Missionary Baptist Church, Pittsburgh, PA
- Ronald McDonald House Charities of Central Pennsylvania, Hershey, PA
- Ronald McDonald House Scranton, Scranton, PA
- Roots of Faith Ministry Center, a location of Faith United Methodist Church, Sharpsburg, PA
- Rotary Club of Harrisburg (RCH), Harrisburg, PA
- Rotary Club of Pittsburgh, Pittsburgh, PA
- Safe Berks, Reading, PA
- Safe Harbor Easton, Easton, PA
- SafeNet Erie, Erie, PA
- Saint Patrick Church, Erie, PA
- Salem Square Community Association, York, PA
- Samaritan Counseling Center, Lancaster, PA
- Sarah A. Reed Children's Center, Erie, PA
- Sarah Heinz House, Pittsburgh, PA
- Schuylkill County's VISION, Schuylkill Haven, PA
- Second Harvest Food Bank of Northwest Pennsylvania, Erie, PA
- SEMPER GRATUS, Pittsburgh, PA
- Serving Other Souls, Inc., Pittsburgh, PA
- Sharing and Caring, Inc., Pittsburgh, PA
- Sharpsburg Neighborhood Organization (SNO), Pittsburgh, PA
- Shenango Valley Urban League, Inc., Farrell, PA
- Shriners Hospitals for Children — Erie, Erie, PA
- Side Project Inc., West Palm Beach, FL
- Silk Screen, Asian American Arts & Culture Organization, Pittsburgh, PA
- Sister Cities Association of Pittsburgh, Pittsburgh, PA
- SisTers PGH, Swissvale, PA
- Sisters Place, Inc., Pittsburgh, PA
- Skills of Central PA, State College, PA
- Small Seeds Development Inc., Pittsburgh, PA
- Smart Futures, Pittsburgh, PA

- Society of St. Vincent de Paul Council of Altoona-Johnstown, Altoona, PA
- Softer Side Seminars, Pittsburgh, PA
- Sojourner House, Pittsburgh, PA
- Sonny Pugar Memorial, Inc., Pittsburgh, PA
- South Central Community Action Programs (SCCAP), Gettysburg, PA
- South Park Education Foundation, South Park, PA
- South Side Community Council, Pittsburgh, PA
- Southwestern Pennsylvania Area Agency on Aging, Inc., Charleroi, PA
- Special Olympics Pennsylvania, Norristown, PA
- SpiriTrust Lutheran, Chambersburg, PA
- Spoken Language Interpreting Services Pittsburgh Language Access Network (PLAN), Pittsburgh, PA
- Springboard Consulting, LLC, Highland Beach, FL
- Squirrel Hill Health Center, Pittsburgh, PA
- Squirrel Hill Urban Coalition (SHUC), Pittsburgh, PA
- St. Barnabas Charities, Gibsonia, PA
- St. Francis University, Loretto, PA
- St. Martin Center, Inc., Erie, PA
- St. Matthew Lutheran Church, Millerstown, PA
- St. Paul Baptist Church, Pittsburgh, PA
- STANDING FIRM, a national program of Women's Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- Steel Smiling, Pittsburgh, PA
- Steel Valley Rotary Club, Munhall, PA
- Strong Women, Strong Girls, Pittsburgh, PA
- Student National Medical Association, University of Pittsburgh School of Medicine Chapter, Pittsburgh, PA
- Susan G. Komen Pennsylvania, Dallas, TX
- Sustainable Pittsburgh, Pittsburgh, PA
- Team PHenomenal Hope, Inc., Beloit, Wisconsin
- Temple Emmanuel of South Hills, Pittsburgh, PA
- The 9th Street Clinic, McKeesport, PA
- The African American Directors Forum (AADF), Pittsburgh, PA
- The Afro-American Music Institute (AAMI), Pittsburgh, PA
- The Aging Institute of UPMC Senior Services and the University of Pittsburgh, Pittsburgh, PA
- The Aleph Institute - N.E. Regional Headquarters, Pittsburgh, PA

- The Allegheny Conference on Community Development, Pittsburgh, PA
- The ALS Association Western Pennsylvania Chapter, Pittsburgh, PA
- The American Institute of Architects (AIA), Pittsburgh Chapter, Pittsburgh, PA
- The American Red Cross Greater Pennsylvania, Pittsburgh, PA
- The Arc of Dauphin County, Harrisburg, PA
- The Arc of Erie County, Erie, PA
- The BHS Foundation, Butler, PA
- The Bradley Center, Pittsburgh, PA
- The Brain Recovery Project, Los Angeles, CA
- The Brashear Association, Pittsburgh, PA
- The Cambria County Library System, Johnstown, PA
- The Center for Hearing & Deaf Services, Inc. (HDS), Pittsburgh, PA
- The Center for Student Wellbeing, Duquesne University, Pittsburgh, PA
- The Chester County Community Foundation, West Chester, PA
- The Children's Heart Foundation, Northbrook, IL
- The Citizens Science Lab, Pittsburgh, PA
- The Colon Club, Gansevoort, NY
- The Community Alliance for Suicide Prevention, Mayville, NY
- The Community Health Center of Butler County (CHC), Butler, PA
- The Consortium for Public Education, McKeesport, PA
- The Duane Williams Memorial Scholarship Fund (DWMSF), Pittsburgh, PA
- The Education Partnership, Pittsburgh, PA
- The Epilepsy Project, Erie, PA
- The Erie Art Museum, Erie, PA
- The Foundation for IUP, Indiana, PA
- The Franklin / Grove City YMCA, Franklin, PA
- The Frick Pittsburgh, Pittsburgh, PA
- The Friendship Circle of Pittsburgh, Pittsburgh, PA
- The Giorgio Foundation, Duncansville, PA
- The Greater Pittsburgh Coalition Against Violence, Pittsburgh, PA
- The Greater Pittsburgh Police Emerald Society, Pittsburgh, PA
- The House of Mercy, Eastside Grassroots Coalition, Erie, PA

- The Housing Authority of the City of Erie (HACE), Erie, PA
- The Independent Council on Aging, Inc. (ICA), Erie, PA
- The Ireland Funds, Pittsburgh, PA
- The Jewish Federation of Greater Pittsburgh, Pittsburgh, PA
- The Joe Beretta Foundation, Mt. Juliet, TN
- The Ladies Hospital Aid Society, Pittsburgh, PA
- The LeMoyne Community Center, Washington, PA
- The Mendelssohn Choir of Pittsburgh (MCP), Pittsburgh, PA
- The Mental Health Association of Northwestern Pennsylvania, Erie, PA
- The Mentoring Partnership of Southwestern PA, Pittsburgh, PA
- The Midwife Center for Birth and Women's Health, Pittsburgh, PA
- The Mission Continues, St. Louis, MO
- The Monongahela Valley Hospital Foundation, Monongahela, PA
- The North East Community Foundation, North East, PA
- The PA Breast Cancer Coalition, Lebanon, PA
- The PBA Commission on Women, Harrisburg, PA
- The Pennsylvania Health Law Project, Pittsburgh, PA
- The Pittsburgh Metropolitan Area Hispanic Chamber of Commerce (PMAHCC), Pittsburgh, PA
- The Pittsburgh Project, Pittsburgh, PA
- The Prevent Another Crime Today (PACT) Initiative, Pittsburgh, PA
- The Salvation Army Harrisburg Capital City Region, Harrisburg, PA
- The Salvation Army Lehigh Valley, PA, Easton Corps, Easton, PA
- The Salvation Army Western PA Division, Rochester, PA
- The Sherwood Oaks Fund, Pittsburgh, PA
- The Sight Center of Northwest PA, Erie, PA
- The Society of St. Vincent de Paul Council of Pittsburgh, Pittsburgh, PA
- The Still Remembered Project, Bethel Park, PA
- The University of Pittsburgh Alzheimer's Disease Research Center, Pittsburgh, PA
- The UPMC Jameson Health Care Foundation, New Castle, PA
- The Western Pennsylvanian Conservancy, Pittsburgh, PA
- The Woodlands Foundation, Wexford, PA
- The Black Political Empowerment Project (B-PEP), Pittsburgh, PA
- The Black Women's Health Alliance, Philadelphia, PA
- The Clarion Chamber of Business & Industry, Clarion, PA
- The Clemente Collection at Engine House 25, Pittsburgh, PA
- The Global Switchboard, Pittsburgh, PA
- The Hospice and Palliative Nurses Association (HPNA), Pittsburgh, PA
- The Ireland Institute of Pittsburgh, Pittsburgh, PA
- The Kiwanis Club of Altoona, Altoona, PA
- The LGBT Center of Greater Reading, Reading, 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
- VisitPITTSBURGH, Pittsburgh, PA
- Vitamin C Healing, Pittsburgh, PA
- Warren United Methodist Church, Pittsburgh, PA
- Warriors Rock, Greensburg, PA
- Waynesboro Community and Human Services, Waynesboro, PA
- Wesley Center AME Zion Church, Pittsburgh, PA
- Wesley Family Services, Wilkinsburg, PA
- Western Pennsylvania Chapter at American Foundation for Suicide Prevention, Pittsburgh, PA
- Westminster Presbyterian Church, Pittsburgh, PA
- Westmoreland Community Action, Greensburg, PA
- Westmoreland County Food Bank, Delmont, PA
- Westmoreland County Human Services, Greensburg, PA
- Westmorland-Fayette Workforce Investment Board (WFWIB), Youngwood, PA
- When She Thrives, Coraopolis, PA
- Wilkes-Barre Family YMCA, Wilkes Barre, PA
- Women of Providence in Collaboration, Madison, IL
- Women's Center & Shelter of Greater Pittsburgh, Pittsburgh, PA
- Women's Center of Beaver County, Beaver, PA
- Women's Resource Center, Scranton, PA
- Workforce Development Global Alliance (WDGA), Monroeville, PA
- Wounded Warrior Project, Pittsburgh, PA
- Ya Momz House, Inc., Pittsburgh, PA
- Yates Fund for Cancer Hope, Sewickley, PA
- YMCA of Greater Pittsburgh, Pittsburgh, PA
- YMCA of the Twin Tiers, Bradford YMCA, Bradford, PA
- York Opioid Collaborative, Red Lion, PA
- You Matter Marathon, Philadelphia, PA
- Youth Reach, Inc., Allison Park, PA
- YouthPlaces, Inc., Pittsburgh, PA
- YWCA Gettysburg & Adams County, Gettysburg, PA
- YWCA Greater Harrisburg, Harrisburg, PA
- YWCA of Greater Pittsburgh, Pittsburgh, PA

Additional Stakeholder Input: In addition to the community input survey, UPMC hospitals in North Central Pa. met with community benefit advisors and key service line hospital leaders in March through November 2021. Participants included more than 150 hospital and community leaders. The meetings were focused on reviewing the identified community health priorities from the community survey results and aiding in the development of the implementation plans for the five hospitals.

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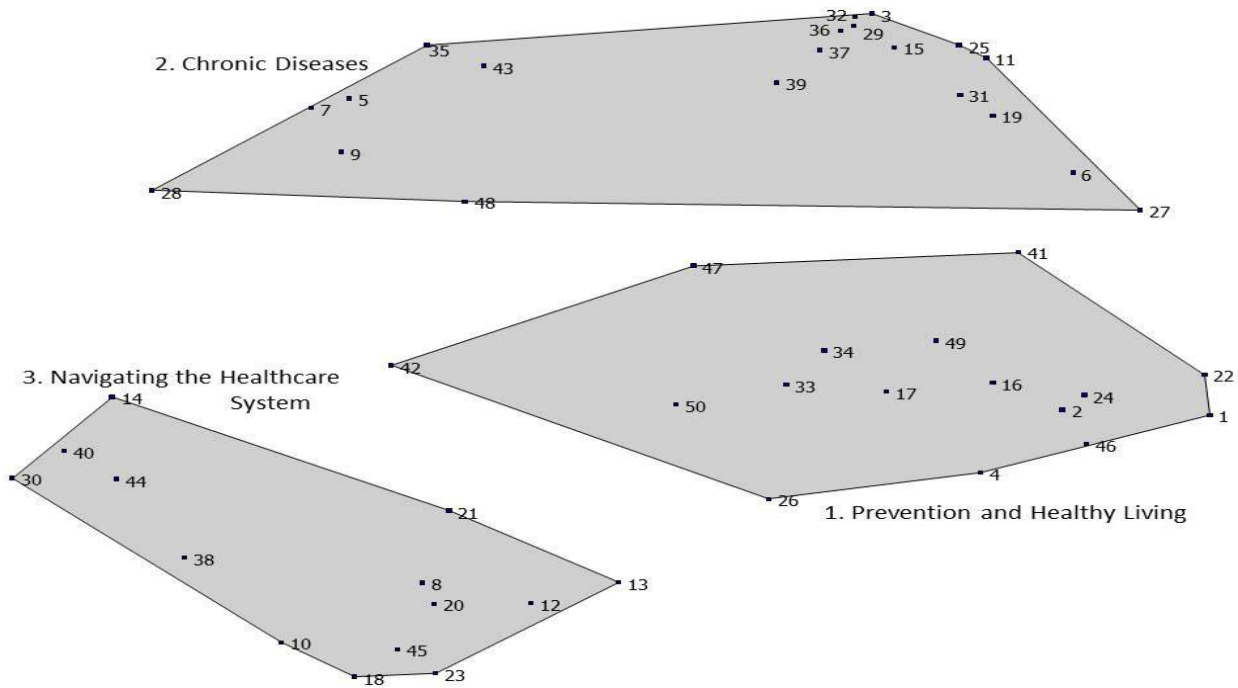
For each of the rating criteria, the rating levels were broken into three equal distributions (tertiles) representing high, moderate, and low priority. The cut points for each rating criteria are as follows:

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.