



Community Health Needs Assessment Community Health Strategic Plan

*Erie, Lawrence, McKean, Mercer, and Venango Counties
in Pennsylvania, and Chautauqua County in New York*

June 30, 2022



Northwest Pennsylvania and New York

Enhancing the Health of Our Communities

*Erie, Lawrence, McKean, Mercer, and
Venango Counties in Pennsylvania,
and Chautauqua County in New York*



COMMUNITY HEALTH NEEDS ASSESSMENT UPDATE COVERING

UPMC HAMOT

UPMC KANE

UPMC HORIZON

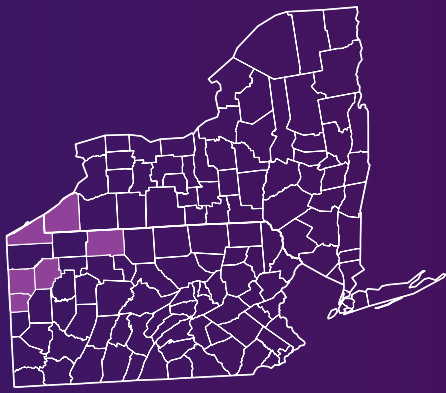
UPMC NORTHWEST

UPMC JAMESON

UPMC CHAUTAUQUA

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2019-2022

REGIONAL PROGRESS REPORT

UPMC is committed to improving the health and wellbeing of communities in Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, and in Chautauqua County in New York. Working with community partners and engaging system-wide resources, UPMC hospitals are making measurable progress to address community health needs.



ENHANCING LOCAL ACCESS TO WORLD-CLASS CARE

UPMC is working to make both primary and specialty care more accessible.

- **Improving Access to the Highest Levels of Care:** In 2021, UPMC Hamot’s Patient Care Tower opened ahead of schedule to provide additional capacity through the COVID-19 pandemic. The seven-story patient tower houses two new intensive care units — providing advanced care and specialty services, especially for more acutely ill patients.



The UPMC Teleconsult Center at UPMC Northwest offers access to 25 specialties.

- **Leveraging Telemedicine to Connect Rural Communities with Specialists:** UPMC hospitals accelerated growth of telemedicine services to meet patient needs during the COVID-19 pandemic. UPMC Kane added Dermatology, Pulmonology, and Cardiology. UPMC Northwest increased access to Thoracic Surgery, Neurology, and Pulmonology.
- **Successfully Recruiting Providers:** UPMC hospitals continue to collaborate to attract new physicians to the region. In addition, UPMC Kane, UPMC Northwest, and UPMC Chautauqua partner with UPMC Hamot to increase local access to specialty care.



Since 2019, UPMC Horizon and UPMC Jameson recruited 20 physicians.

GROWING BEHAVIORAL HEALTH SERVICES TO MEET COMMUNITY NEEDS

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

- **Improving Access for New Mothers:** In 2020, UPMC Northwest initiated telepsychiatry visits in the Family Birthing Center — offering patients at risk of postpartum depression or anxiety an opportunity to consult with a behavioral health specialist.
- **Supporting Erie Students and Parents:** UPMC Western Behavioral Health at Safe Harbor was selected by United Way and the Department of Education to provide case management services at five Community Schools in Erie.
- **Filling a Gap for Residential Addiction Services:** In 2019, UPMC Chautauqua opened a 20-bed facility, which offers local access to three levels of care: stabilization, rehabilitation, and community reintegration.



UPMC Chautauqua opened the first long-term residential addiction services program in Chautauqua County.

MANAGING CHRONIC DISEASE

UPMC offers high-quality treatment options for people impacted by chronic disease.

- **Providing Local Access to Breakthrough Research and Cutting-Edge Therapies:** In 2019, UPMC Chautauqua opened UPMC Hillman Cancer Center, which offers specialized medical oncology treatments and chemotherapy infusion to patients in Jamestown, New York.
- **Offering Expert Heart and Vein Care:** The UPMC Heart and Vascular Institute (HVI) at UPMC Jameson offers comprehensive cardiovascular services, screenings at community events to help identify heart disease, and a direct referral line for primary care to schedule patients within 24 to 48 hours.



UPMC Kane is transforming care through the Pennsylvania Rural Health Model.

ADDRESSING PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC hospitals are adapting services to meet changing community needs.

- **Participating in the Pennsylvania Rural Health Model:** UPMC Kane is the first UPMC hospital to participate in the Pennsylvania Rural Health Model, which was developed by the Pennsylvania Department of Health and the Center for Medicare and Medicaid Innovation. UPMC Kane introduced measures to avoid over-utilization in chronic obstructive pulmonary disease (COPD) patients, and implemented an Inpatient Telehospitalist Program.
- **Promoting Health and Wellness:** UPMC Horizon offers a range of educational programs on disease prevention and management. During the COVID-19 pandemic, UPMC Horizon’s Regional Diabetes Center offered virtual diabetes education — providing nearly 600 one-to-one sessions from June 2020 to May 2021.



In 2021, UPMC Jameson School of Nursing at UPMC Hamot opened in partnership with Hamot Health Foundation and Gannon University.

EXPANDING MAGEE-WOMENS RESEARCH INSTITUTE TO ERIE

A grant, made to the Hamot Health Foundation (HHF) in partnership with UPMC, Magee-Womens Research Institute and Foundation (MWRIF), and Penn State Behrend, is bringing the Pittsburgh-based Magee-Women’s Research Institute (MWRI) to downtown Erie. MWRI’s expansion brings research expertise and locally-focused clinical trials to the region, raising the level of care for and improving the health of generations of women.

CARING FOR OUR COMMUNITIES DURING THE COVID-19 PANDEMIC

UPMC is committed to keeping our patients, staff, and communities safe.

ADMINISTERING VACCINES

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



110,000+
Vaccine Doses Administered in the Northwest Region*

PROTECTING VULNERABLE POPULATIONS

Dedicated to health equity in all vaccination efforts, UPMC is committed to vaccinating as many people as possible. Staff members at UPMC Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, UPMC Northwest, and UPMC Chautauqua are volunteering their time and expertise to ensure the most vulnerable populations are protected from the virus.

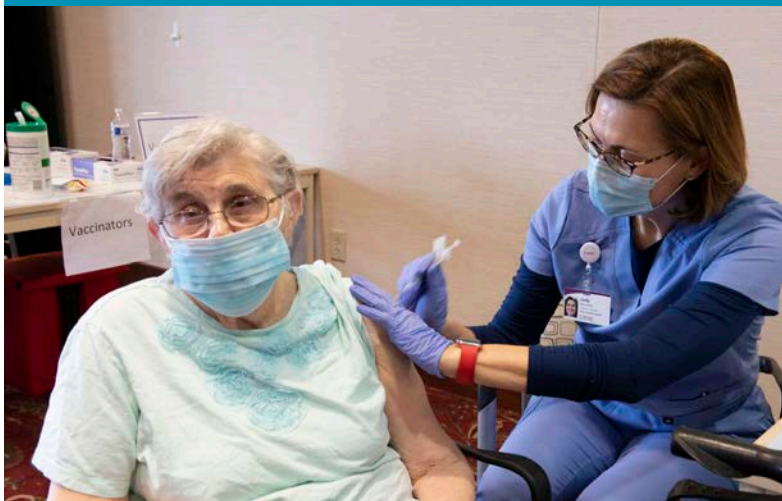
LAUNCHING ONLINE PROGRAMS

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

OFFERING TESTING SITES

UPMC established six regional collection centers to expand local testing. UPMC hospitals also offer testing to patients before certain in-hospital procedures.

**Vaccine data as of November 22, 2021*



UPMC is addressing important community needs.

CHRONIC DISEASE MANAGEMENT

- Cancer
- Diabetes
- Heart Disease and Stroke
- Obesity
- Respiratory Disease

BEHAVIORAL HEALTH

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

ACCESS TO CARE AND NAVIGATING RESOURCES

- Primary Care
- Specialty Care
- Care Coordination
- Palliative and End-of-Life Care

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

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



UPMC's community benefits contributions to the UPMC Chautauqua, UPMC Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, and UPMC Northwest communities totaled more than \$90 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.

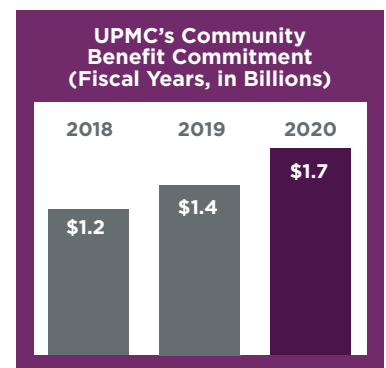
UPMC Plays a Major Role in Its Community:

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.



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

In Fiscal Year 2022, UPMC's six licensed hospitals — located in and serving Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, as well as Chautauqua County in New York — 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 collaborating hospitals in this CHNA function as a regional hub that delivers an array of specialized programs and services to the residents of the region. UPMC Chautauqua, located in southwestern New York, offers an extensive range of inpatient and outpatient acute and rehabilitation services to meet the health care needs of a large rural population. Located in Erie, Pennsylvania, UPMC Hamot serves the entire region as an acute-care teaching hospital and regional referral center, delivering a full suite of quality medical services, including highly specialized medical and surgical treatment, a Level III neonatal intensive care unit, and the region's only Level II Trauma Center. UPMC Horizon, an acute-care teaching hospital located in Mercer County, delivers a full range of quality medical services — including highly specialized medical and surgical treatment. UPMC Jameson, a nonprofit, acute-care hospital in Lawrence County, is a full-service community hospital providing inpatient, outpatient, and emergency care, as well as specialized diagnostic and treatment procedures. In McKean County, UPMC Kane provides access to medical, surgical, rehabilitation, and transitional care to area residents, who may otherwise have to travel long distances for care. UPMC Northwest, located in Seneca, Pennsylvania, is the only hospital in Venango County, and offers area residents access to cutting-edge medical services not typically found at a local community hospital.

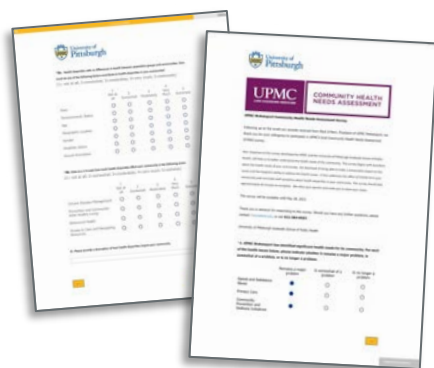
For the purpose of this joint CHNA, the collaborating UPMC hospitals define their community to be Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, and Chautauqua County in New York.

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 Six-County Region

UPMC Hamot	Erie County, Pennsylvania
UPMC Horizon	Mercer County, Pennsylvania
UPMC Jameson	Lawrence County, Pennsylvania
UPMC Kane	McKean County, Pennsylvania
UPMC Northwest	Venango County, Pennsylvania
UPMC Chautauqua	Chautauqua County, New York

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 Six-County Region:

The residents of the six-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 Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, UPMC Northwest, and UPMC Chautauqua.

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

Amplifying UPMC’s Impact Across the Six-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 six-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 six-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 six-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 six-county region. Additionally, detailed hospital-specific implementation plans are provided in Section IV of this report.

2022 Significant Health Needs in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties												
UPMC Hospitals in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties	Chronic Disease Management				Behavioral Health		Access to Care and Navigating Resources			Prevention and Community-Wide Healthy Living		
	Obesity	Heart Disease and Stroke	Respiratory Disease	Diabetes	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services	Primary Care	Specialty Care	Care Coordination	Community Prevention and Wellness Initiatives	Interpersonal Safety	Health-Related Social Needs
UPMC Hamot	✓			✓		✓			✓	✓	✓	✓
UPMC Horizon					✓	✓	✓			✓		
UPMC Jameson				✓	✓	✓	✓			✓		
UPMC Kane		✓	✓			✓	✓	✓		✓		
UPMC Northwest	✓		✓	✓	✓	✓						
UPMC Chautauqua	✓		✓		✓	✓				✓		

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

CHNA Goals and Process Overview:

In Fiscal Year 2022, UPMC's six licensed hospitals in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties collaborated to conduct a joint CHNA, in keeping with IRS 501(r) guidelines. Through the assessment process, UPMC's hospitals identified the six-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.

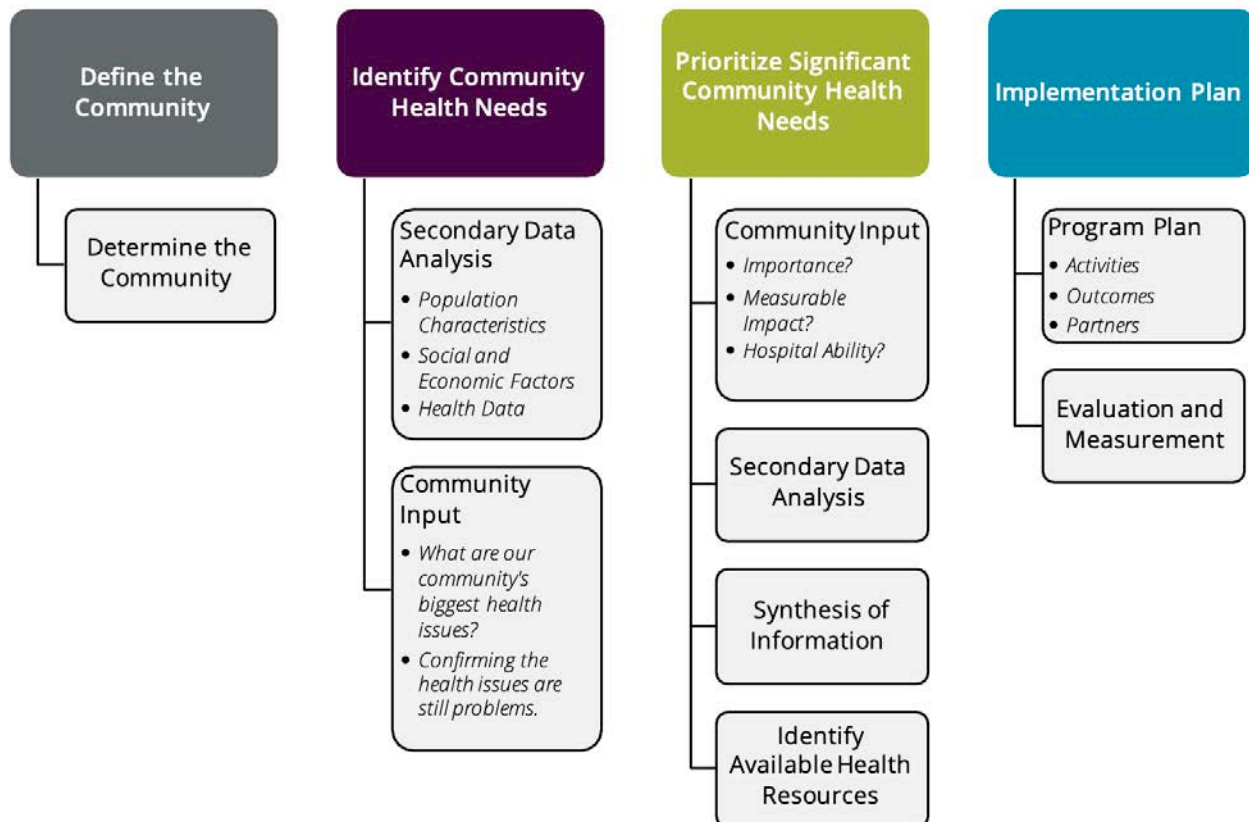
The CHNA incorporated analysis of public health data and input from individuals representing the broad interests of the community — including those with special knowledge and expertise in public health, and community stakeholders representing members of medically underserved, low-income, and minority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



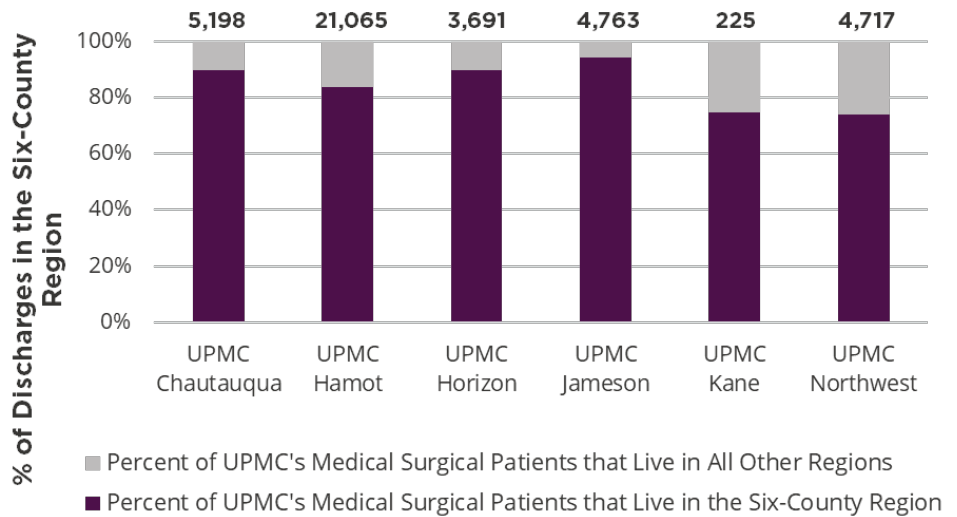
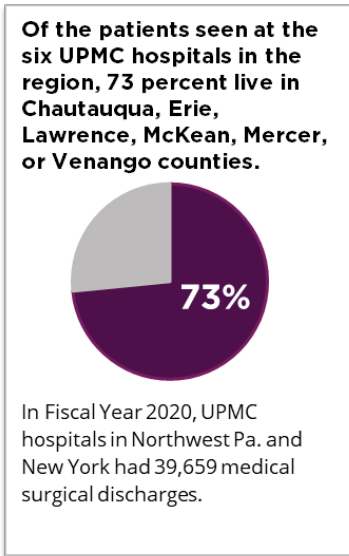
Definition of the Community: Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties:

For the purpose of this joint CHNA, all six of the collaborating UPMC hospital facilities define their community to be the six-county region. With 73 percent of patients treated at UPMC Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, UPMC Northwest, or UPMC Chautauqua, residing in Erie, Lawrence, McKean, Mercer, Venango, or Chautauqua counties, these six hospitals primarily serve residents of this geographic region. By concentrating on Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua 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 six-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 Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, UPMC Northwest, and UPMC Chautauqua are focusing on important local health issues, while supporting a coordinated community health strategy across the region and system-wide.

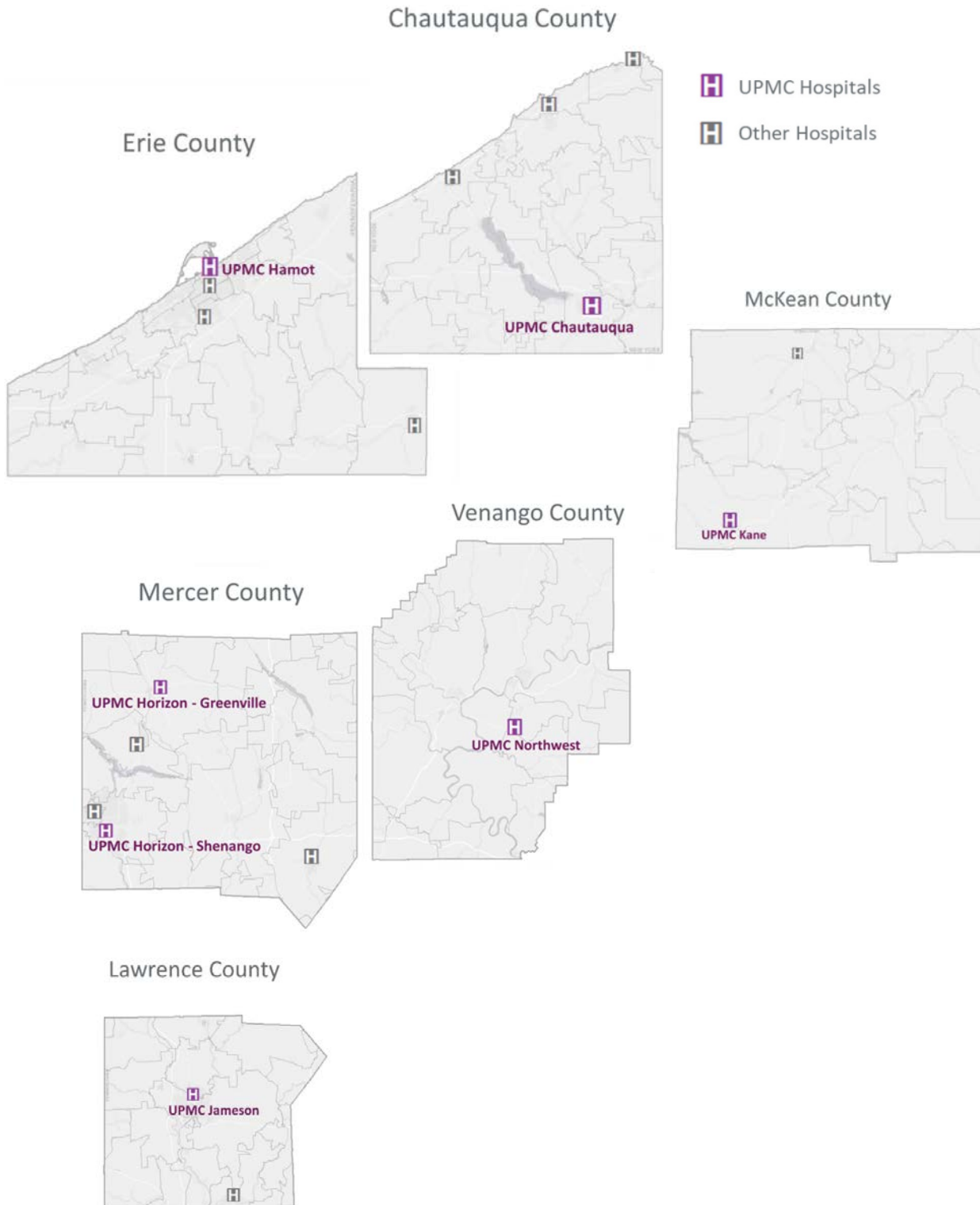
Most Patients Treated at UPMC Hospitals in Northwest Pa. and New York Live in the Six-County Region: Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties.



Sources: Pennsylvania Health Care Cost Containment Council, Fiscal Year 2020; UPMC Internal Data, Medipac System, 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 140 UPMC outpatient locations within Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties. A leader in high-quality, specialty care, UPMC provides local access through UPMC Western Behavioral Health, UPMC Children's Community Pediatrics, UPMC Hillman Cancer Centers, and UPMC Magee-Womens specialty services locations. UPMC also offers a wide range of outpatient facilities, including freestanding surgery centers, imaging centers, pharmacies, primary care offices, rehabilitation services, and urgent care centers. UPMC addresses the needs of vulnerable populations through senior living facilities for older adults, and UPMC Children's Hospital of Pittsburgh satellite locations for children and families.



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 2019 CHNA builds on the assessment processes applied in Fiscal Years 2013, 2016, and 2019, engaging community advisory panels to provide structured input on health needs present in each hospital’s surrounding community. In May-June 2021, Pitt Public Health surveyed community leaders and stakeholders specific to each hospital’s local community, as well as a system-wide panel of regional stakeholders. A survey was extended to a total of 2,868 community participants from 28 UPMC hospital communities.

Participants included:

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



SURVEY PARTICIPATION STATISTICS

CHAUTAUQUA, ERIE,
MCKEAN, VENANGO,
LAWRENCE,
AND MERCER
COUNTIES



265

Community partners
invited to participate
across Community
Health Needs surveys



67%

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

The full community input survey process consisted of multiple stages over the past four CHNA cycles; UPMC Chautauqua joined the system-wide process for the first time in 2019:

CHNA Year	Activity	Description
2013	Brainstorming on Health Problems	Each hospital's community advisory panel met to gather input on the question, "What are our community's biggest health care problems?" Brainstorming resulted in the development of a 50-item list of health problems.
2013	Rating and Sorting Health Problems to Identify Significant Health Needs	Community members participated in the rating and sorting process to prioritize the 50 health problems. Each participant sorted the list into overarching themes, and then rated the problems using a 1 to 5 Likert scale, according to the following criteria: <ul style="list-style-type: none"> • How important is the problem to our community? • What is the likelihood of being able to make a measurable impact on the problem? • Does the hospital have the ability to address this problem?
2013	Concept Mapping	Multi-dimensional scaling was applied to the sorting data to examine similarities between the 50 community health problems. Hierarchical clustering was used to group the sorting data into common thematic areas and to establish a final cluster map, which provided a visual representation of the data.
2016	Confirming Health Issues	Community advisory panels were surveyed about the continuing importance of the identified health issues. Advisory panel members participated in an online Qualtrics survey that solicited feedback on new health issues as well as reaffirming whether previously identified issues continue to be a problem in the community.
2019	Confirming and Expanding Health Issues	In partnership with Pitt Public Health, UPMC refined the community survey to incorporate emerging areas of exploration within the public health field (e.g., health-related social needs and interpersonal safety). Using a Qualtrics survey, community leaders also provided consideration on population segments with greatest health needs (e.g., seniors, children and adolescents, mothers and infants, general community, or other).
2022	Aligning for the Future	In partnership with Pitt Public Health, UPMC refined the community survey to incorporate emerging areas of exploration within the public health field (e.g., short- and long-term effects of COVID-19). Community stakeholders provided input on: <ul style="list-style-type: none"> • The continued importance of the 2019 health issues. • Relative importance, ability to impact, and hospital ability to address an expanded list of health issues. • Determination of factors contributing to health disparities.

Synthesis of Information and Development of Implementation Plans:

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

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

Outcomes and Evaluation of Hospital Implementation Plans:

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

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

- **Process Outcomes (directly relating to hospital/partner delivery of services):** Process outcomes indicate efforts hospitals and community partners can undertake to increase delivery of a service designed to change a health impact indicator. These mostly involve increases (or better targeting) in programming, outreach, publicity, or related efforts. Process outcomes can be measured by increases in investment (dollars or personnel), outreach (media messages, public service announcements), service units delivered (classes, screenings), people attending or completing programs, and number of sites for delivery of programs.
- **Health Impact Outcomes (applies to changes in population health for which the hospital's efforts are only indirectly responsible):** Health impact outcomes are changes in population health related to a broad array of factors, of which hospital and community partner efforts are only one contributing part. These outcomes include reductions in the prevalence of disease, risk factors, and health behaviors associated with disease. Benchmarks for progress in population indicators are available from *Healthy People 2020*, *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 Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua 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 six-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 that compose the community are located in northwestern Pennsylvania and western New York. Erie, Lawrence, and Mercer counties, in Pennsylvania, and Chautauqua County, in New York, are considered mostly urban, while McKean and Venango counties, in Pennsylvania, are considered mostly rural based on their low population densities.

Population Density						
	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Chautauqua County
2018 Population	272,061	86,184	40,968	110,683	51,266	127,939
Population Density	340.4	240.6	41.8	164.6	76.0	120.7

Source: U.S. Census

Rural areas, such as McKean and Venango 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 the community is the large and increasing percentage of elderly residents (65 years and older). All counties in the region have an elderly population that is larger than national benchmarks. Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, and Chautauqua County in New York, have large elderly populations (17 percent, 21 percent, 19 percent, 21 percent, 21 percent, and 19 percent, respectively), compared to the nation (15 percent).

Reflective of the higher proportion of elderly, the percentage of Medicare recipients was higher in the counties in the region compared to the nation (See **Appendix B**).

Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties Have a Sizable Elderly Population

Age Distribution - 2018

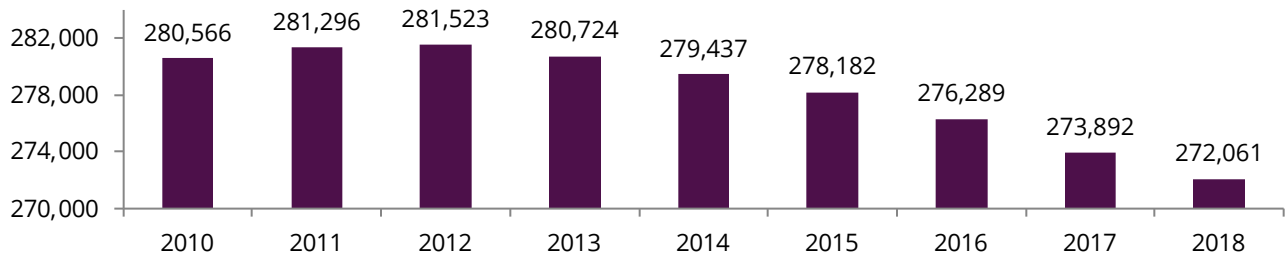
	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Chautauqua County	Pennsylvania	New York	United States
Median Age	39.4	45.1	42.9	44.6	46.5	42.5	40.7	38.7	37.9
% Children (<18)	21.7	20.0	20.0	19.8	19.9	20.6	20.9	21.1	22.8
% 18-44	34.5	29.9	32.8	30.7	28.2	32.2	34.1	36.6	36.0
% 45-64	27.1	29.1	28.7	28.8	30.8	28.1	27.6	26.7	26.0
% 65+	16.8	21.1	18.5	20.7	21.1	19.0	17.4	15.6	15.2
% 85+	2.5	3.1	3.0	3.3	2.3	2.7	2.5	2.2	1.9
% Elderly Living Alone	12.4	14.4	12.7	15.3	13.7	13.5	12.6	11.9	10.7

Source: U.S. Census

Aging Population in Erie, Lawrence, McKean, Mercer, and Venango Counties in Pennsylvania and Chautauqua County in New York is Increasing: The total population in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties has decreased since 2010, while the elderly population (age 65 and over) has increased significantly (see figures below).

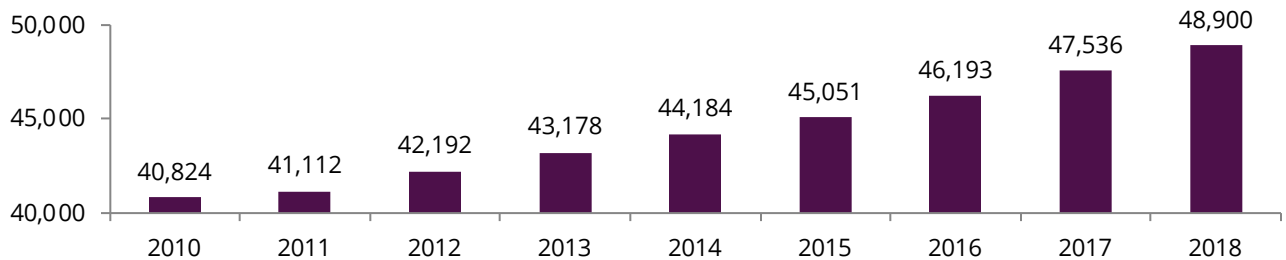
Erie County’s total population has seen a three percent decrease from 2010 to 2018.

Erie County Total Population Trend



However, the elderly population in Erie County (65+) has seen a 20 percent increase from 2010 to 2018.

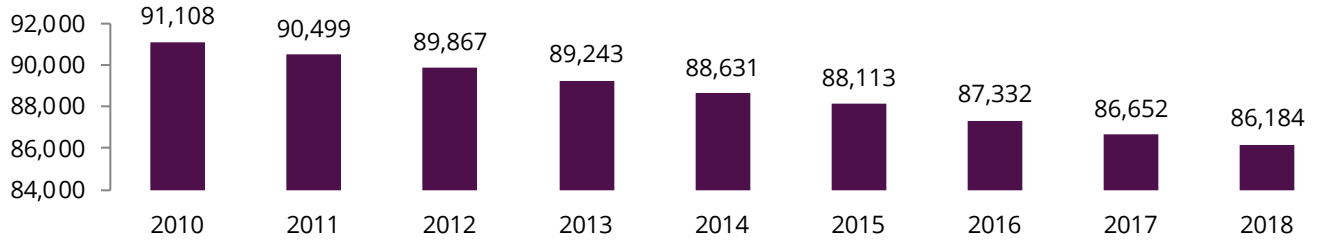
Erie County Elderly (65+) Population Trend



Source: U.S. Census

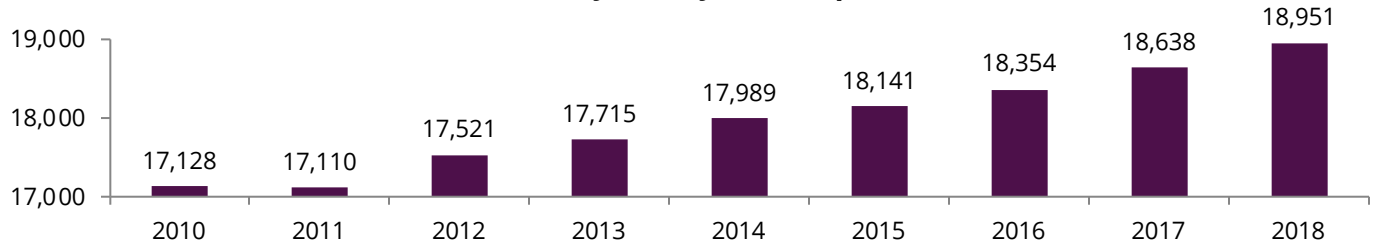
Lawrence County's total population has seen a five percent decrease from 2010 to 2018.

Lawrence County Total Population Trend



However, the elderly population in Lawrence County (65+) has seen an 11 percent increase from 2010 to 2018.

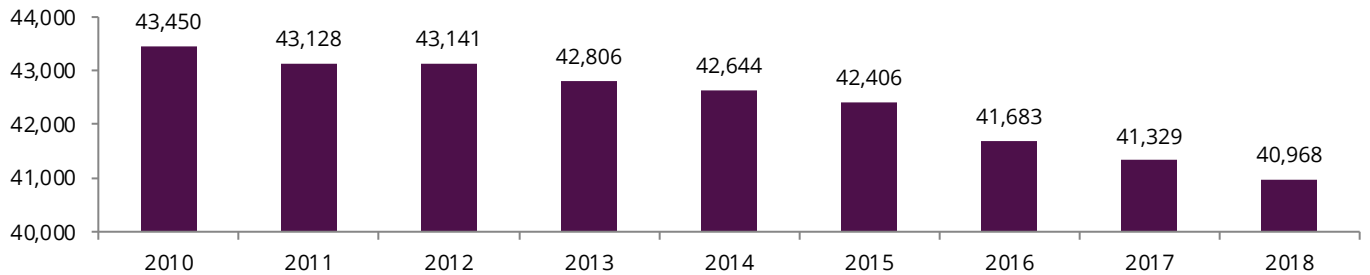
Lawrence County Elderly (65+) Population Trend



Source: U.S. Census

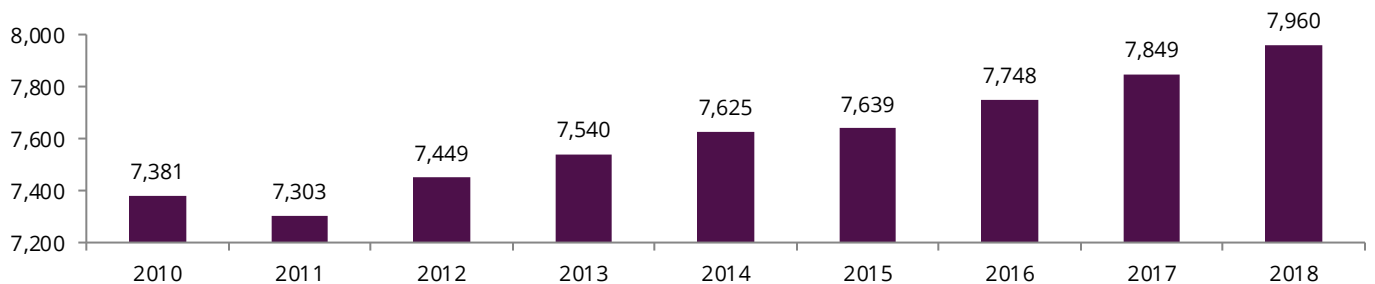
McKean County's total population has seen a six percent decrease from 2010 to 2018.

McKean County Total Population Trend



However, the elderly population in McKean County (65+) has seen an eight percent increase from 2010 to 2018.

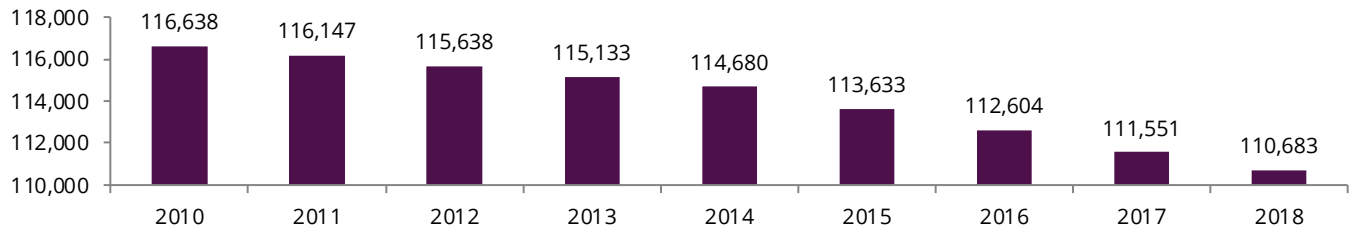
McKean County Elderly (65+) Population Trend



Source: U.S. Census

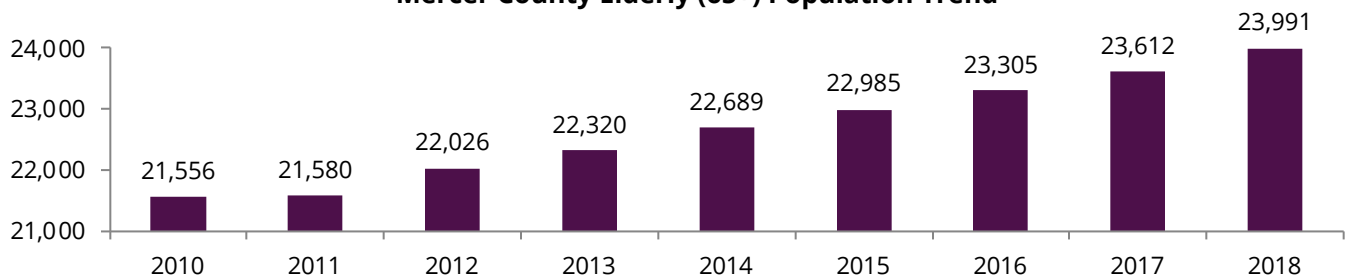
Mercer County's total population has seen a five percent decrease from 2010 to 2018.

Mercer County Total Population Trend



However, the elderly population in Mercer County (65+) has seen an 11 percent increase from 2010 to 2018.

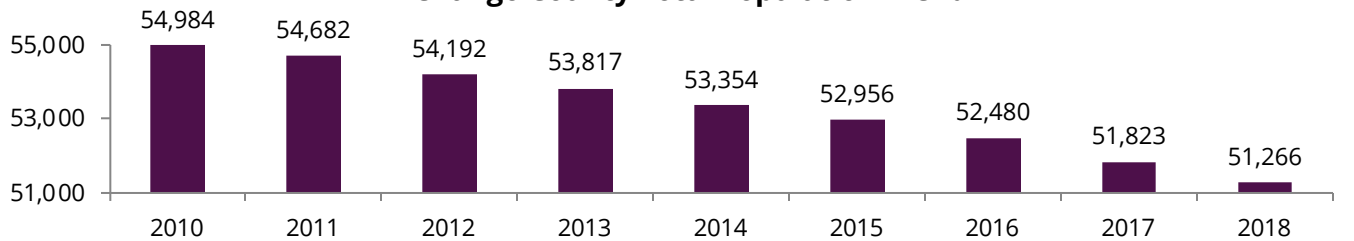
Mercer County Elderly (65+) Population Trend



Source: U.S. Census

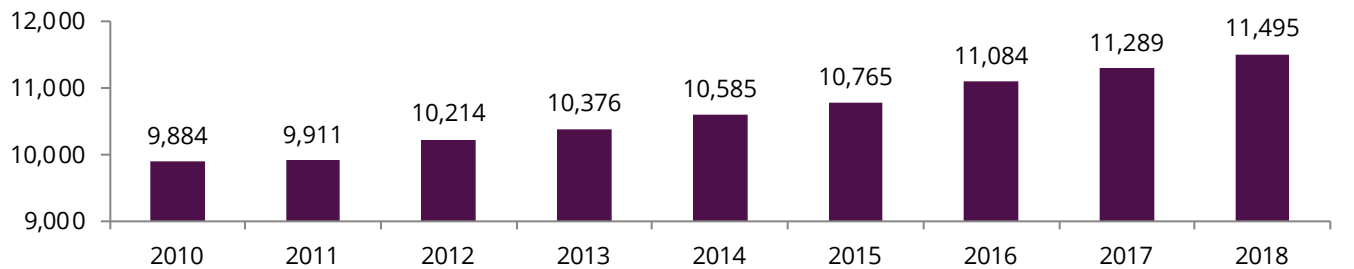
Venango County's total population has seen a seven percent decrease from 2010 to 2018.

Venango County Total Population Trend



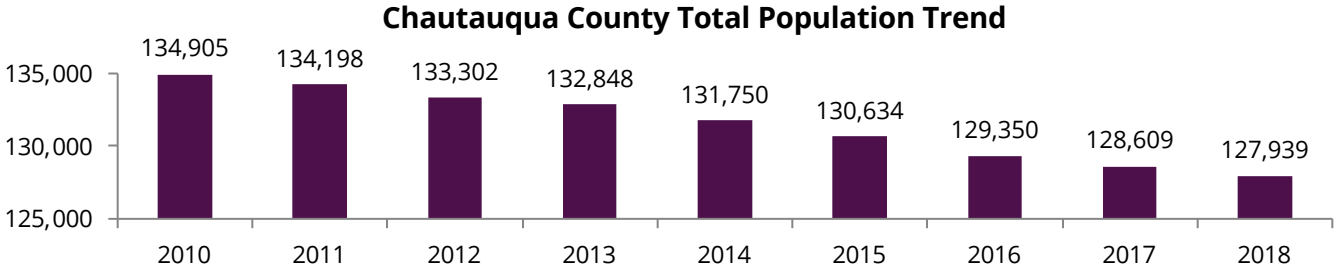
However, the elderly population in Venango County (65+) has seen a 16 percent increase from 2010 to 2018.

Venango County Elderly (65+) Population Trend

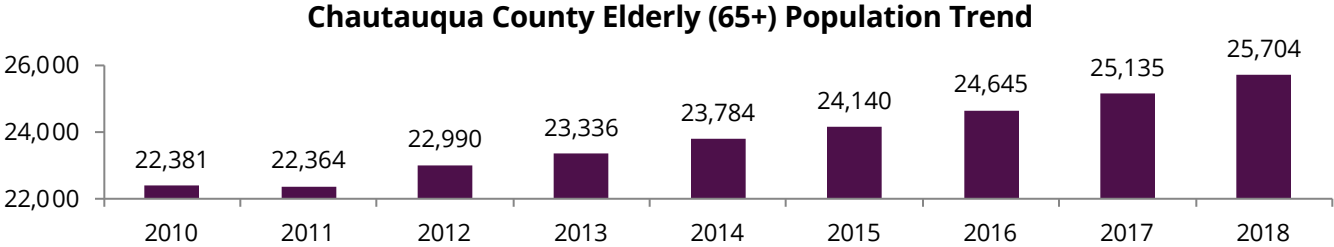


Source: U.S. Census

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



However, the elderly population in Chautauqua County (65+) has seen a 15 percent increase from 2010 to 2018.



Source: U.S. Census

Socioeconomic challenges in Erie, Lawrence, McKean, Mercer, and Venango Counties in Pennsylvania, and Chautauqua County in New York: The overall population of the community faces some economic challenges when compared to state and national benchmarks.

Erie County tends to have:

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

Lawrence County tends to have:

- A lower median household income
- A higher unemployment rate

McKean County tends to have:

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

Mercer County tends to have:

- A lower median household income

Venango County tends to have:

- A lower median household income
- A higher unemployment rate

Chautauqua 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**)

Social and Economic Population Demographics - 2018

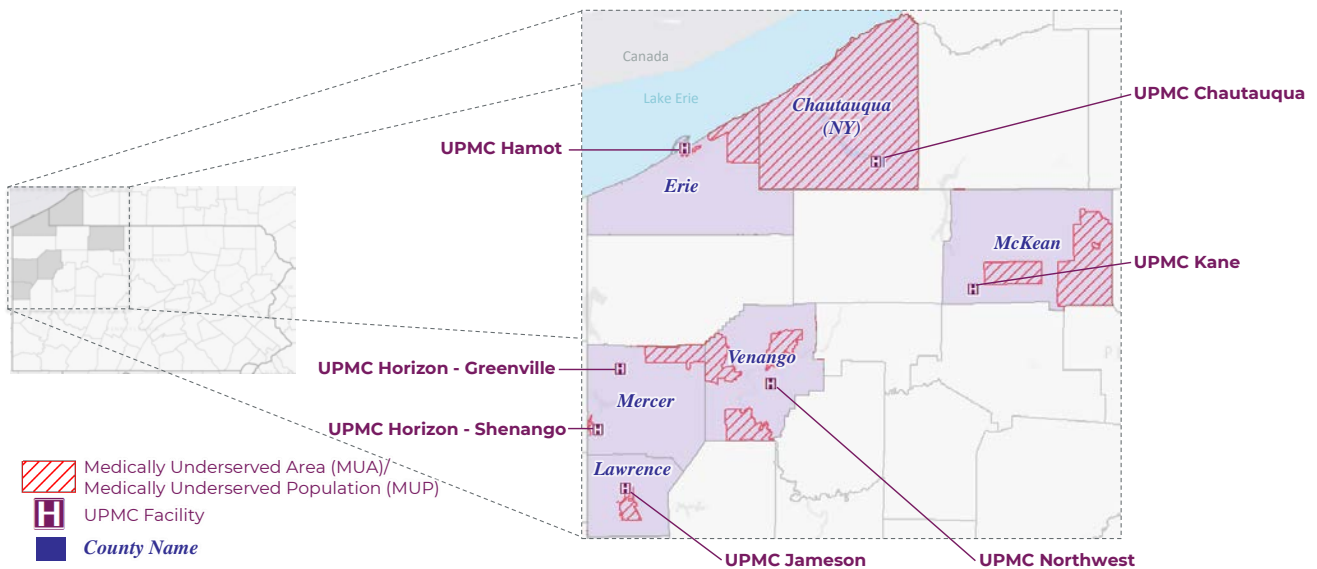
	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Chautauqua County	Pennsylvania	New York	United States
Median Age	39.4	45.1	42.9	44.6	46.5	42.5	40.7	38.7	37.9
Median Household Income	\$49,716	\$48,860	\$46,953	\$48,768	\$47,982	\$45,332	\$59,445	\$65,323	\$60,293
% Of People in Poverty	16.3	14.1	16.8	14.2	13.8	18.7	12.8	14.6	14.1
% With No High School Diploma (among those 25+)	8.7	9.8	8.9	10.2	10.2	11.2	9.8	13.5	12.4
% Unemployed (among those 16+ in labor force)	5.9	6.2	6.8	5.3	6.8	6.9	5.8	6.0	5.9
Racial Groups									
% White	86.8	93.2	94.5	91.2	96.8	92.4	80.8	63.8	72.7
% African American	7.3	3.7	2.5	5.7	0.8	2.6	11.1	15.6	12.7
% Other Race	5.9	3.1	3.0	3.1	2.4	5.0	8.1	20.6	14.6

Source: U.S. Census

Medically Underserved Areas and Populations in the Community: In Erie, Lawrence, McKean, Mercer, and Venango Counties in Pennsylvania, and Chautauqua County in New York, there are some neighborhoods that have characteristics of populations more likely to experience health disparities. The map below indicates neighborhoods and populations in the counties that are federally designated by the Health Resources & Services Administration (HRSA) as Medically Underserved Areas (MUAs) or Medically Underserved Populations (MUPs).

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

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



Percent Population that Lives in a HRSA-Designated Medically Underserved Area (MUA) across the region

- 10.0 percent of the Erie County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 23.0 percent of the Lawrence County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 10.6 percent of the McKean County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 7.1 percent of the Mercer County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 9.1 percent of the Venango County population lives in a HRSA-designated Medically Underserved Area (MUA).
- 100.0 percent of the Chautauqua 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 Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, and Chautauqua County in New York 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 opioid addiction and substance abuse.

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

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

These 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. In community leader surveys administered in Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania and Chautauqua County in New York, all four significant health needs rated highly in importance (scored above 3.8 on a scale of 1 to 5). For UPMC hospitals in the region, the assessment also identified 12 composite health topics within the overarching health priorities.

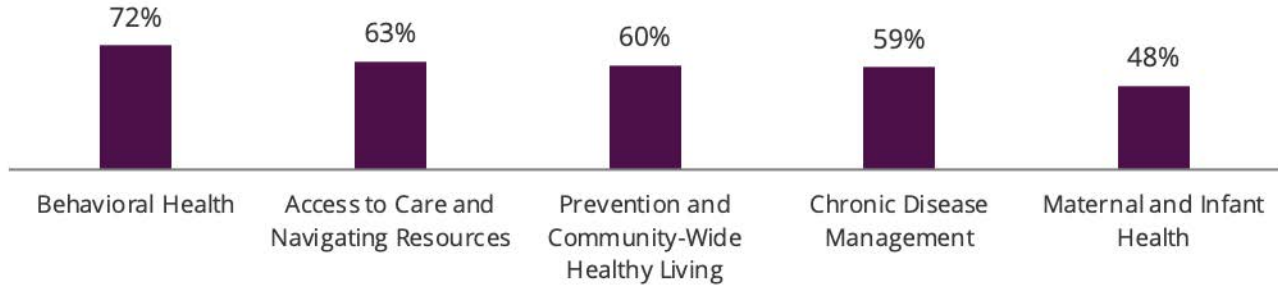
**Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties
Significant Health Needs**

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

Perceived Disparities Affecting Community Health:

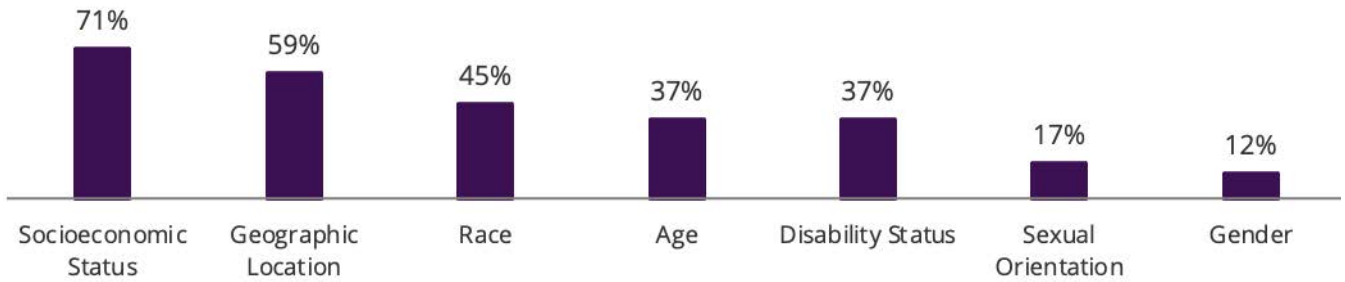
The community input process also assessed the extent to which disparities are perceived to exist for these significant health needs. Health disparities refer to preventable differences in the burden of disease, injury, violence, or in opportunities to achieve optimal health experienced by socially disadvantaged racial, ethnic, and other population groups and communities. Disparities in community health due to socioeconomic status and other non-medical factors were widely recognized by community stakeholders in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties, 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, Northwest Pa./New York



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, Northwest Pa./New York



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 2.1 million in New York. Of the cases reported in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties, 1,179 deaths have occurred.

The regional 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, 58 percent of the eligible population residing in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua 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

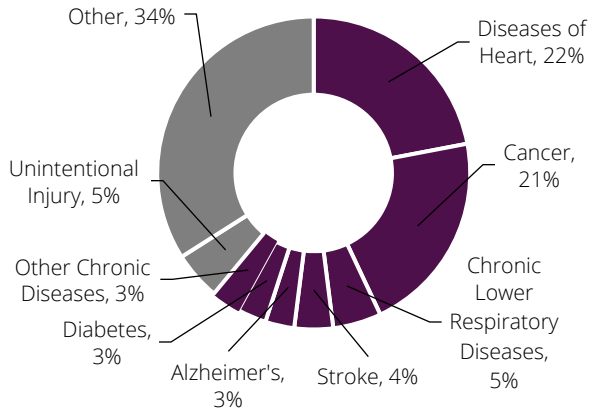
Chronic Disease Management – Importance to the Community:

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

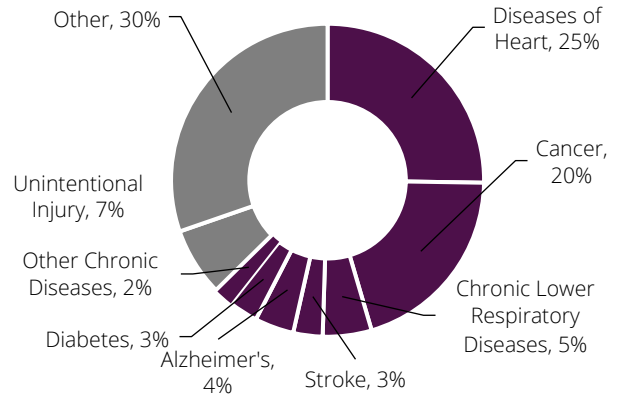
Chronic diseases are the leading cause of death nationally, in Pennsylvania and New York, and in the six-county region. In Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties, approximately two-thirds of deaths are attributable to chronic disease. Chronic diseases have implications for the 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 Six-County Region

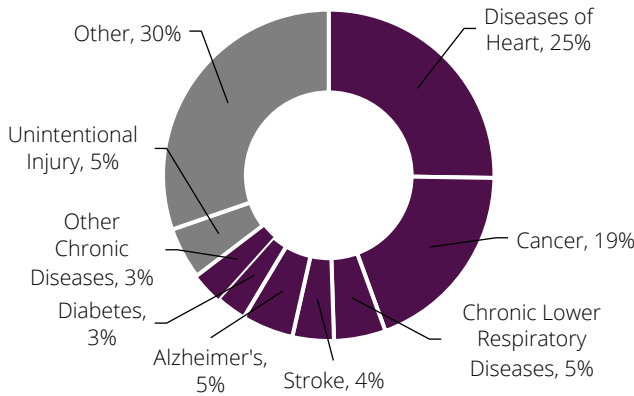
Erie County: 61 percent of deaths are attributable to chronic disease



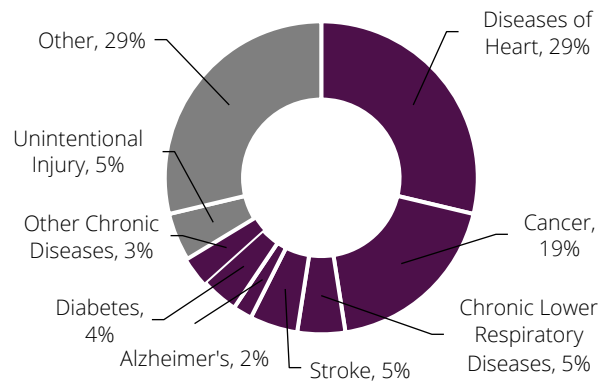
Mercer County: 63 percent of deaths are attributable to chronic disease



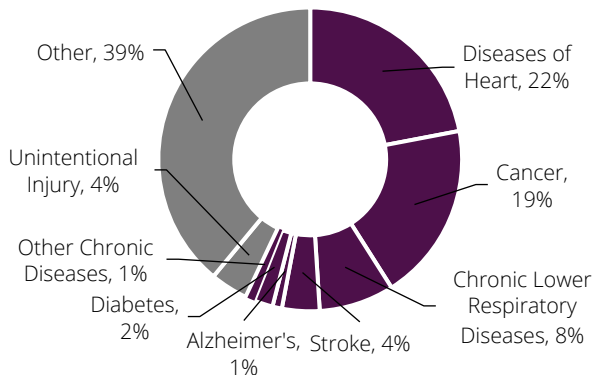
Lawrence County: 64 percent of deaths are attributable to chronic disease



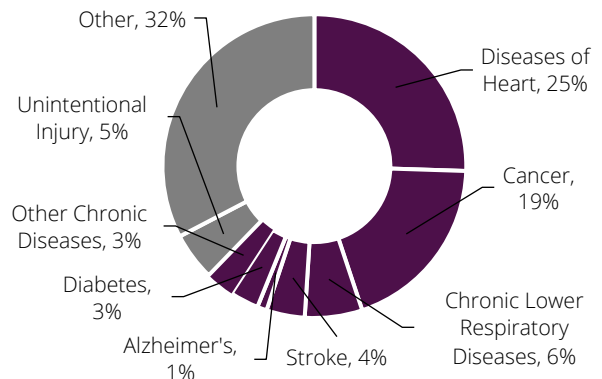
Venango County: 67 percent of deaths are attributable to chronic disease



McKean County: 57 percent of deaths are attributable to chronic disease



Chautauqua County: 62 percent of deaths are attributable to chronic disease



Source: Pennsylvania Department of Health, 2019; Centers for Disease Control and Prevention, National Center for Health Statistics, 2019

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

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

Chronic Disease	Significance
Obesity	Many populations continue to see steady increases in obesity rates. Obesity is a serious health concern because it is associated with the development of other chronic diseases, including diabetes, heart disease, stroke, and cancer. Nearly one in five children in grades 7-12 in both Pennsylvania (19.2 percent) and New York (19.1 percent) are obese.
Heart Disease	Heart disease is the leading cause of death nationally, in Pennsylvania, and in New York. 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.
Respiratory Disease	Chronic lower respiratory diseases are the fourth leading cause of death nationally and in New York, and the fifth leading cause of death in Pennsylvania.
Diabetes	Diabetes is among the top 10 causes of death nationally, in Pennsylvania, and in New York. In Pennsylvania and New York, more than one in 10 adults suffer from diabetes.

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

Public health data suggest that lower income and education are often associated with increased prevalence of certain chronic diseases. For example:

- In Erie County in 2017-2019, 13 percent of adults with a high school education or less reported ever being told they had diabetes, compared to four percent with a college degree.
- In Lawrence County in 2019, 84 percent of adults with less than a college degree were overweight or obese, compared to 40 percent with a college degree or above.
- In McKean County in 2017-2019, seven percent of adults ages 35+ who earn less than \$25,000 reported ever being told they had heart disease, compared to two percent who earn an income of \$50,000 or more.
- In Mercer County in 2019, 73 percent of adults who earn less than \$50,000 were overweight or obese, compared to 45 percent who earn an income of \$50,000 or more.
- In Venango County in 2017-2019, 16 percent of adults who earn less than \$25,000 have ever been told they have diabetes, compared to eight percent of adults who earn an income of \$50,000 or more.
- In Chautauqua County in 2016, 68 percent of adults with less than a college degree were overweight or obese, compared to 61 percent with a college degree.

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 Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties:



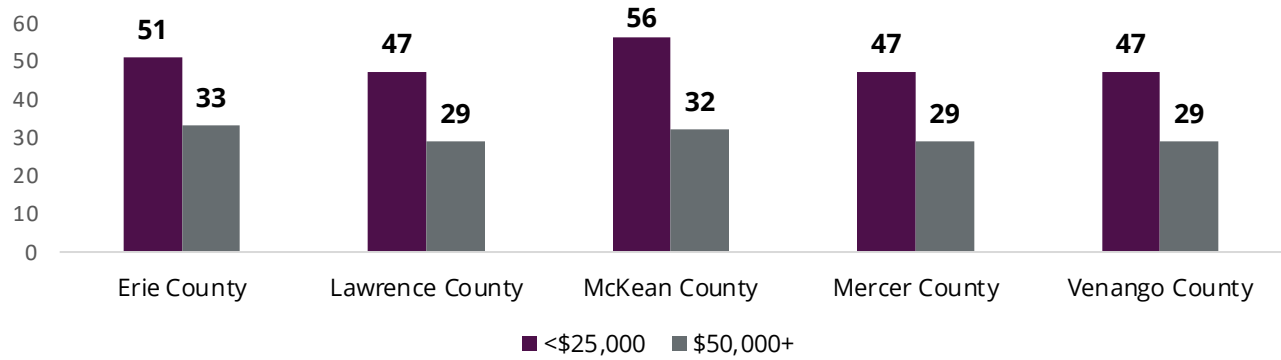
Source: U.S. Centers for Disease Control and Prevention (CDC)

The percentage of adults who reported experiencing poor mental health one or more days in the past month was 40 percent in Erie County, 39 percent in Lawrence, Mercer, and Venango counties, and 37 percent in McKean County. In Chautauqua County, 13 percent of adults reported experiencing poor mental health 14 or more days in the past month.

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

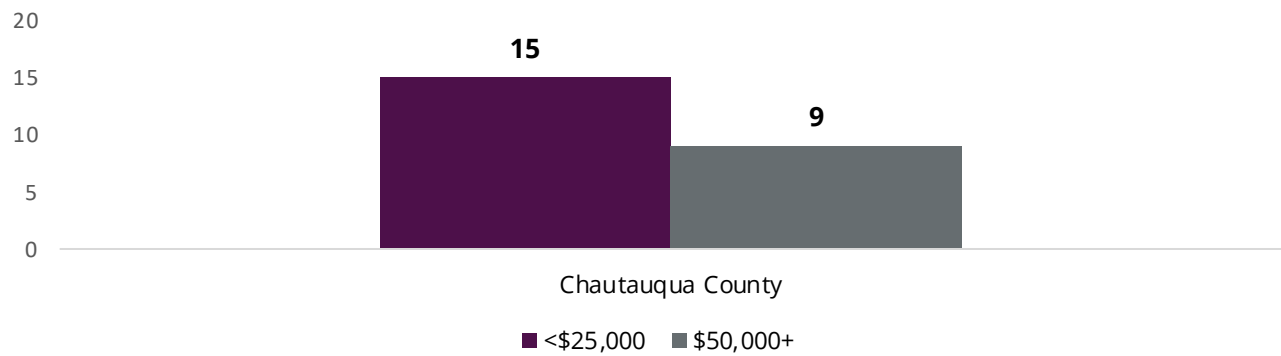
Residents in the region with lower levels of income were more likely to report higher levels of mental health distress.

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



Source: Pennsylvania Department of Health, 2017-2019

Mental Health Not Good 14+ Days in the Past Month by Household Income (Percent)



Source: New York State Department of Health, 2016

Opioid and substance use disorders are an epidemic of concern in Pennsylvania, New York, 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 and New York have 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.

	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Pennsylvania	Chautauqua County	New York
Drug overdose mortality rate per 100,000 population	31	49	16	42	18	37	26	19

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.

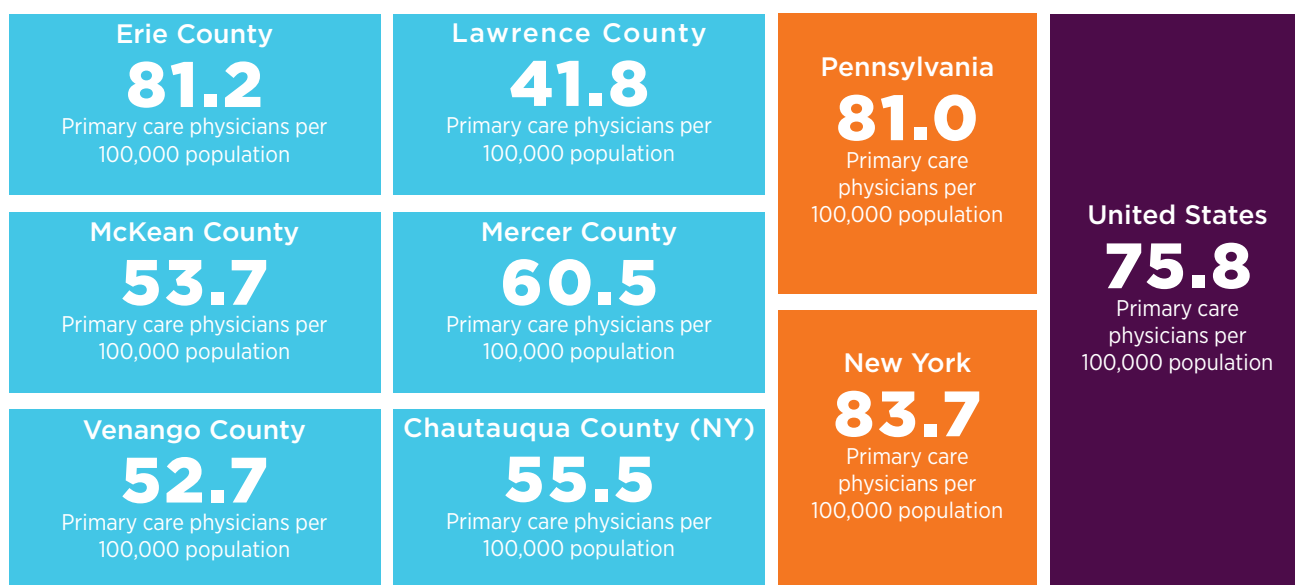
- **Opioid Addiction and Substance Use:** Nationally, about one in eight adults started or increased substance use to cope with stress or emotions related to COVID-19, which was elevated from one in 13 adults who had a substance use disorder (SUD) in 2018. Substance use is defined as the use of “alcohol, 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 Lawrence, McKean, Mercer, Venango, and Chautauqua counties is lower compared to state and national benchmarks, while Erie County primary care physician supply is comparable to state and national benchmarks. Within the region, there are populations that may exhibit impeded access to care. Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties contain a number of Health Professional Shortage Area (HPSA) designations, defined as geographic areas or population groups that indicate health provider shortages.



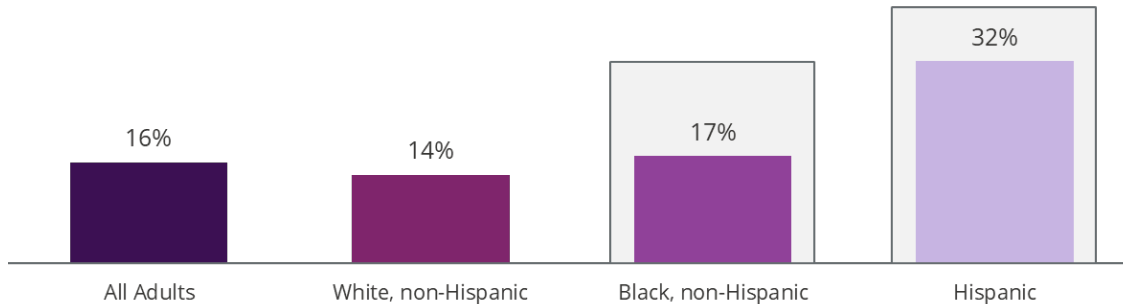
Source: Robert Wood Johnson County Health Rankings & Roadmaps, 2021

Similarly, access to specialty care is an important part of disease care and management, but patients may encounter challenges accessing services.

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

In Pennsylvania in 2019, more Hispanics (32 percent) and African Americans (17 percent) reported not having a primary care provider compared to White, non-Hispanics (14 percent). In the state of New York, data showed comparable rates across White and African American populations for those reporting that they did not have a personal health care provider, but a higher rate for the Hispanic population.

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



Source: Pennsylvania Department of Health, 2019

Generally, across the region, residents with less education were more likely to report not having a personal health care provider.

- In Chautauqua County in 2016, 13 percent of residents with less than or equal to a high school education reported not having a regular health care provider, compared to six percent with a college degree or more.
- In Erie County in 2017-2019, 12 percent of residents with a high school education or less reported not having a personal health care provider, compared to seven percent of residents with a college degree.
- In Lawrence, Mercer, and Venango counties, 17 percent of residents with a high school education or less reported not having a personal health care provider, compared to eight percent of residents with a college degree.

Navigating resources, including medication management, transportation, and palliative and end-of-life care can present barriers to patients in need.

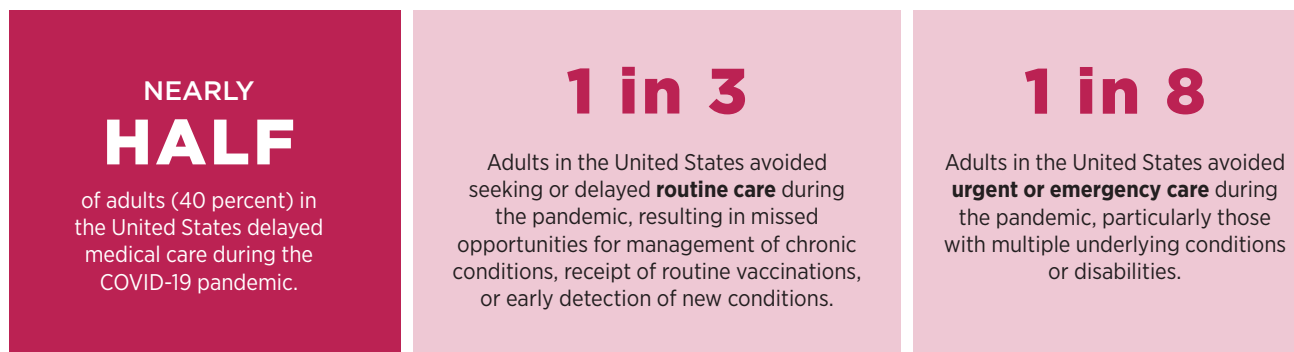
Even with an adequate supply of providers, navigating the health care system can be challenging for some patients and families. Key elements that are demonstrated to assist in care coordination include medication management, transportation assistance, and palliative and end-of-life care.

Navigating Resources Element	Significance
Medication Management and Access	Research indicates that adherence to medications is associated with positive health outcomes. However, many patients either do not have access to or are non-adherent to recommended medication regimes.
Transportation Assistance	Studies continue to identify transportation as a barrier to accessing health care services. Transportation access is often a more significant obstacle for low-income individuals.

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 Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties, 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.



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

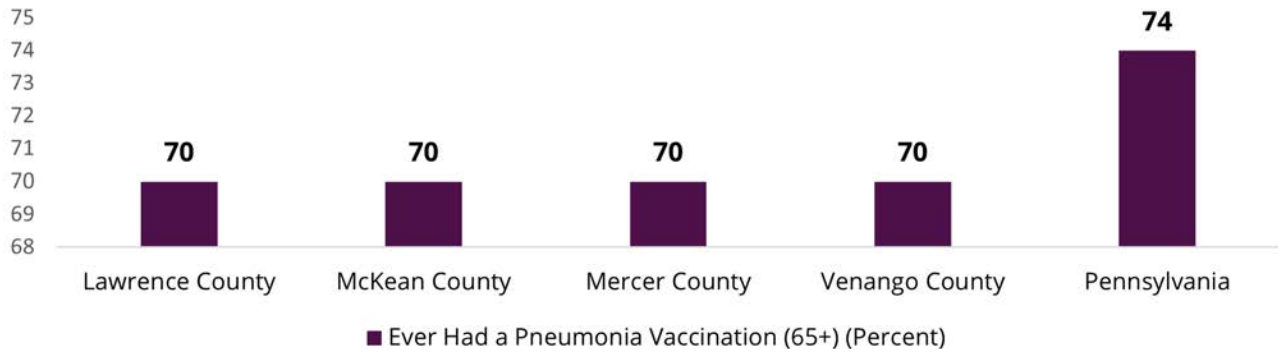
Prevention and Community-Wide Healthy Living – Importance to the Community:

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. County data indicate that seniors may experience barriers in accessing preventive services. Fewer seniors aged 65+ in Lawrence, McKean, Mercer, and Venango counties reported having a pneumonia vaccination compared to the state.

Ever Had a Pneumonia Vaccination (65+)



Source: Pennsylvania Department of Health, 2017-2019

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, in Pennsylvania, and in New York. 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 Northwest Pa. and New York, the unemployment rate nearly tripled during the pandemic. Unstable employment status is shown to be associated with stress-related morbidity and various chronic conditions.
- **Food Insecurity:** Nationally, about 45 million people (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 Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua counties are dedicated to addressing significant health needs in the community. UPMC hospitals continue to build an extensive suite of programs and services to address the 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 the region are working to increase awareness, prevention, and management of chronic diseases in the community. The hospitals continue to employ and expand a broad array of tactics, including community education and outreach, preventive screenings, and comprehensive, evidence-based chronic disease programs to address chronic disease management in the region.

Behavioral Health

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

Access to Care and Navigating Resources

Collaborating with local community organizations, as well as pioneering innovative care models, UPMC hospitals in the region are working to extend access to primary and specialty care and developing strategies to improve care coordination.

Prevention and Community-Wide Healthy Living

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

2022 Significant Health Needs in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties

UPMC Hospitals in Erie, Lawrence, McKean, Mercer, Venango, and Chautauqua Counties	Chronic Disease Management				Behavioral Health		Access to Care and Navigating Resources			Prevention and Community-Wide Healthy Living		
	Obesity	Heart Disease and Stroke	Respiratory Disease	Diabetes	Opioid Addiction and Substance Abuse	Access to Behavioral Health Services	Primary Care	Specialty Care	Care Coordination	Community Prevention and Wellness Initiatives	Interpersonal Safety	Health-Related Social Needs
UPMC Hamot	✓			✓		✓			✓	✓	✓	✓
UPMC Horizon					✓	✓	✓			✓		
UPMC Jameson				✓	✓	✓	✓			✓		
UPMC Kane		✓	✓			✓	✓	✓		✓		
UPMC Northwest	✓		✓	✓	✓	✓						
UPMC Chautauqua	✓		✓		✓	✓				✓		

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 Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania, and Chautauqua County in New York 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 Hamot, UPMC Horizon, UPMC Jameson, UPMC Kane, UPMC Northwest, and UPMC Chautauqua each developed an implementation plan. The hospital plan relies on collaboration and partnership with many of the same organizations and stakeholders that participated in the assessment process. In addition, the plan considers input from:

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

The following section contains a description of each hospital, its 2019 CHNA priorities, a progress report documenting initiatives taken to respond to those priorities over the 2019 to 2022 time period, and the hospital’s CHNA priorities and implementation plan for 2022 to 2025.

UPMC Hamot	Page 38
UPMC Horizon	Page 59
UPMC Jameson	Page 69
UPMC Kane	Page 82
UPMC Northwest	Page 96
UPMC Chautauqua.....	Page 112

Community Health Improvement Progress and Plan

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




UPMC | HAMOT

Caring for the Community

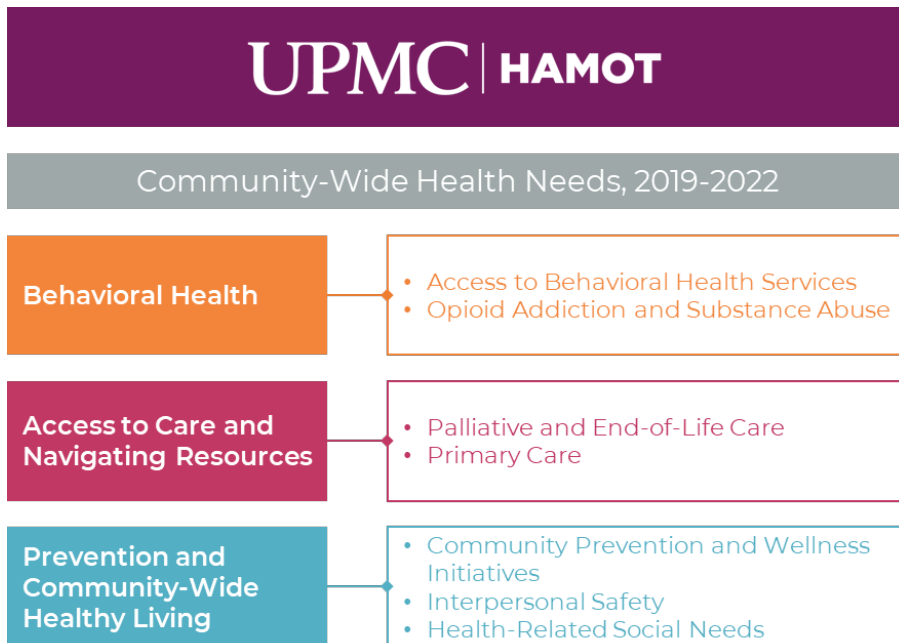
UPMC Hamot is a nonprofit, acute-care teaching hospital, regional referral center, and tertiary hub located in Erie, Pennsylvania. Founded in 1881, the state-of-the-art facility delivers a full range of quality medical services, including highly specialized medical and surgical treatment, a Level III neonatal intensive care unit, a Certified Comprehensive Stroke Center, and the region’s only Level II Trauma Center. Specialized services also include renal transplant, 3D mammography, and robotic, minimally invasive surgery. UPMC Hamot is also the site of the region’s only free-standing women’s hospital and a brand-new patient care tower, which includes 64 intensive care patient rooms.

Since affiliating with UPMC in 2011, UPMC Hamot has benefited from nearly \$400 million in investments, which include improvements to inpatient and outpatient clinical care, equipment, and information technology. UPMC Hamot also is a Magnet® designated hospital – the highest international recognition for nursing excellence and leadership.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	423	Employees	3,603
	Hospital Patients	25,150	Community Benefits Contributions	\$27.1 million
	Emergency Dept. Visits	60,928	Free and Reduced Cost Care	\$6.9 million
	Total Surgeries	12,923	Total Economic Impact of Hospital Operations	\$669.4 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Hamot 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 Hamot's ability to implement planned community health improvement initiatives. As a result, UPMC Hamot 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Hamot 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

Access to Behavioral Health Services and Opioid Addiction and Substance Abuse

UPMC Hamot is maintaining and expanding its efforts to support the community's needs relating to behavioral health and substance use through multiple channels. Efforts include expanding outreach initiatives, investing in programs to support people with substance use disorders, and partnering with community-based behavioral health service organizations and other UPMC entities, such as the Women's Recovery Center at Magee-Womens, UPMC Western Behavioral Health at Safe Harbor, and UPMC Health Plan.

GOAL:

Increase awareness of and access to behavioral health resources, including services to support people with substance use disorder

STRATEGY:

Take a comprehensive approach to address behavioral health and create integrative and responsive programming to address substance use disorder

ACTIONS:

- ✓ Increase awareness, training, and support services for behavioral health concerns
- ✓ Expand access to behavioral health services (e.g., telehealth, school partnerships)
- ✓ Offer educational clinics to support staff knowledge of behavioral health services, referral pathways, and effective engagement strategies
- ✓ Better integrate medical and behavioral health care
- ✓ Create programming and services to stem addiction and substance use
- ✓ Provide educational support services to schools to help serve students who may be at risk for substance use

TARGET POPULATION:

- General community
- Mothers and infants
- Medically underserved, low-income populations

PROGRAMS:

Access to Behavioral Health Services

- Educational clinics
- Community awareness and training events (e.g., suicide prevention conference, training in school districts, Trail of Treats, HER Expo, Veteran's Expo, and the Out of the Darkness Walk)
- Community support services (e.g., Survivors of Suicide loss support group)
- Expand telemedicine offerings
- School partnerships (e.g., participation in Community Schools initiative)
- Embed counselors in primary and specialty care offices

Opioid Addiction and Substance Abuse

- UPMC Western Behavioral Health at Safe Harbor's Addiction Medicine Services (e.g., outpatient services, warm hand off, and certified recovery specialists)
- Women's Recovery Center
- Medication-Assisted Treatment Prescription Drug and Opioid Addiction (MAT-PDOA) grant
- Integrated Opioid Management Committee initiatives (e.g., clinical pathways, service development)
- Co-location initiative to embed specialists in primary care offices
- Community support opportunities (e.g., substance use disorder loss support group, Vigil of Hope)

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

Selected by United Way and Department of Education to Provide Case Management at Five Community Schools (2021)



259
Patients Served through Women's Recovery Center (July 2019 - May 2021)



10
Primary Care Offices with Embedded Specialists (July 2019 - June 2021)

PROGRAM HIGHLIGHTS:***Engaging with Students and Parents through Community Schools***

Over the last three years, UPMC continued to support Erie's United Way Community Schools, an evidence-based model that joins health, community, volunteerism, recreation, and social service organizations to improve education outcomes for Erie youth. In 2016, UPMC Western Behavioral Health at Safe Harbor became the lead partner for Wayne School and, after the Erie Public Schools' reorganization, transitioned to serve as the lead partner at East Middle School. Community Schools offer flexible program hours, increase access for parents, and provide services and resources to address barriers to education faced by students and their caregivers. During the COVID-19 pandemic, East Middle School adapted its programs to offer safe, flexible instruction, and worked to reduce barriers that prevented students and their families from being successful.

Highlights from the 2019-2020 academic year:

- 5,044 connections with students to provide additional support, including technology assistance and out-of-school take-home activities.
- 1,143 connections with parents to offer support, such as COVID-19 resource kits and referrals to community resources through United Way's 211 Helpline.
- 1,019 engagement opportunities for students and parents, such as a virtual Lunch Bunch so that students could interact socially and the P.O.W.E.R. Parents program that recognizes parents who reinforce positive behaviors.

Achievements from the 2020-2021 academic year:

- UPMC Western Behavioral Health at Safe Harbor was selected by United Way and the Department of Education to provide case management services at the five original Community Schools (Edison, McKinley, East, Strong Vincent, and Pfeiffer-Burleigh).
- Five case managers started in March 2021, and from March to June 2021, these case managers responded to 137 referrals, performed 288 outreaches, and enrolled 32 families in services.

Supporting Pregnant Women and Mothers Who Are Seeking Recovery from Substance Use

The Women's Recovery Center, which officially opened in January 2018, provides mobile case management, counseling, and medication-assisted treatment to women who are pregnant or who have children and who are seeking recovery from substance use disorder. UPMC Magee-Womens Specialty Center provides medication-assisted treatment for women who have opioid dependence, and the counseling, case management, and recovery specialist services are delivered by UPMC Western Behavioral Health at Safe Harbor. From the program's start date in January 2018 to May 2021, the Women's Recovery Center has:

- Served more than 259 women and more than 170 children
- Welcomed 17 babies born to women who were engaged in medication-assisted treatment and 11 babies whose mothers were engaged in other aspects of programming related to substance use disorder.
- Helped reduce the need for neonatal intensive care — fewer than 15 percent of newborns needed neonatal intensive care, a risk for babies that is associated with maternal substance use.

Increasing Access with Integrated Care

Over the last three years, UPMC Western Behavioral Health at Safe Harbor continued to increase access to mental health and substance use disorder treatment programs by providing co-located and convenient services. This accessible care helps to reduce barriers and stigma and promotes integrated care experiences.

- **Embedded counselors in primary and specialty care practices:** Safe Harbor partnered with 10 groups to offer on-site behavioral health services and care coordination.
- **Co-located counselors for substance use disorder:** Safe Harbor integrated certified recovery specialists into two practices – expanding access to medication-assisted treatment and other substance use disorder supports.
- **Remained accessible during the COVID-19 pandemic:** As satellite sites were disrupted and in-person services were interrupted, accommodations using telehealth were quickly initiated.
 - > In 2020, there were more than 32,000 services rendered via telehealth.

COMMUNITY PARTNERS:

UPMC Magee-Womens Hospital, UPMC Health Plan, UPMC Western Behavioral Health at Safe Harbor, Hamot Health Foundation, Magee-Womens OB/GYN Specialty Group, United Way of Erie County, KeyBank, Erie Women's Fund at the Erie Community Foundation, the Beckwith Institute, Community Care Behavioral Health Organization, Center for High Value Health Care, Erie County Department of Drug and Alcohol Abuse, Great Lakes Home Health, Department of Health Pay for Performance initiative, Erie County Department of Human Services, Regional Health Services, Erie School District, East Middle School Family Services, Erie Public Schools, Harbor Creek School District, Corry Area School District, Primary Health Network, Erie's Public Schools, Harbor Creek School District, Perseus House, Northwestern School District

Access to Care and Navigating Resources

Palliative and End-of-Life Care and Primary Care

UPMC Hamot continues to address access and navigating resources in the community through a variety of channels, from supporting patients with palliative and end-of-life care, to providing access to primary care, with a focus on raising awareness of care options through grassroots community outreach initiatives.

GOAL:

Increase patient engagement with palliative and end-of-life care and primary care services

STRATEGY:

Improve and promote access to palliative and end-of-life care as well as primary care services

ACTIONS:

- ✓ Continue to participate in programs that educate the community about end-of-life care and concerns
- ✓ Explore approaches to educate special needs populations and their caregivers
- ✓ Continue to support palliative care programs and improve utilization of end-of-life care services, including engaging patients in Goals of Care conversations and palliative care consults
- ✓ Improve awareness and use of advance directives and living wills
- ✓ Continue to focus on physician recruitment
- ✓ Promote primary care access through grassroots efforts
- ✓ Continue to build relationship with Primary Health Network
- ✓ Explore launch of call-in line for cardiac care

TARGET POPULATION:

- General community
- Medically underserved, low-income populations

PROGRAMS:

Palliative and End-of-Life Care

- Advance Directives and Living Wills
- Goals of Care conversations
- Palliative Care consults
- Hospice admissions

Primary Care

- Partnership with Primary Health Network (PHN) (e.g., Wayne Primary Care)
- Physician recruitment
- Community outreach initiatives (e.g., navigators)
- Call-in line for cardiac care

PROGRESS:

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



888

Goals of Care Conversations
(July 2019 - March 2021)



Supported Expansion Plan for Wayne Primary Care Clinic
(2020 - 2021)



6

New Primary Care Physicians Recruited to Region
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Educating Patients and Families about End-of-Life Care Decisions

UPMC Hamot continues to improve communication around palliative care and end-of-life decisions and is working to help ensure that patients and their families are equipped with information and support. Accomplishments over the last three years include:

- **Goals of Care Conversations:** Between July 2019 and March 2021, the hospital engaged in 888 Goals of Care conversations with patients or their families.
- **Supportive and Palliative Care Consults:** Between July 2019 and May 2021, the hospital provided 1,087 supportive and palliative care consults.
- **Adapting to a virtual platform:** In May 2020, UPMC Home Healthcare and Family Hospice began offering virtual encounters with skilled nursing facilities, assisted living facilities, and physicians. These conversations are now routinely provided as part of hospice and palliative care information.

Supporting Primary Health Network Expansion in An Underserved Neighborhood

UPMC Hamot continues to support opportunities to collaborate with Primary Health Network (PHN). In August 2020, PHN announced plans to expand the Wayne Primary Care Clinic, a Federally Qualified Health Center (FQHC), in the former Wayne School. Wayne Primary Care Clinic provides medical treatment with payment on a sliding scale for low-income patients in Erie County. The expanded clinic will include primary health care services, specialty medical offices, and a pharmacy.

Successfully Recruiting Providers to Increase Access to Primary Care

UPMC Hamot continues to assess the community's needs for primary care. Over the last three years, UPMC Hamot recruited six primary care physicians to the region.



Improving Access to the Highest Levels of Care

In February 2021, UPMC Hamot's Patient Care Tower opened ahead of schedule to provide much needed additional capacity through the COVID-19 pandemic. The patient tower houses two new intensive care units – enhancing UPMC Hamot's ability to provide advanced care and specialty services, especially for more acutely ill patients. In addition to the 64 intensive care beds, the Patient Care Tower includes expanded radiology services and shell space for future needs and growth. At \$111 million, it is the biggest capital project in UPMC Hamot's history.

COMMUNITY PARTNERS:

Erie Home for Children and Adults, Barber National Institute, Erie County Care Management, Great Lakes Home Health and Hospice, UPMC Palliative and Supportive Institute, Primary Health Network (PHN), Hillman Cancer Center-Erie, UPMC Palliative Supportive Institute, Hamot Health Foundation

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Hamot continues to address preventive health and wellness through an extensive suite of programs, including community education, screenings, and customized programming for maternal and infant health.

GOAL:

Increase awareness of disease prevention and management and promote healthy behaviors

STRATEGY:

Take a comprehensive, community-oriented approach to improve health and wellness, with targeted initiatives to support maternal and infant health initiatives to support maternal and infant health

ACTIONS:

- ✓ Continue to educate residents about the importance of preventive screenings
- ✓ Continue to collaborate with UPMC Hamot Outpatient Coordination Center in contacting and scheduling follow-up appointments for patients after discharge from the hospital
- ✓ Continue to provide health education and screenings at community events
- ✓ Provide services to improve maternal and infant health
- ✓ Create dedicated programming and materials for at-risk populations
- ✓ Increase prevention and wellness initiatives offered through the UPMC Hillman Cancer Center (e.g., education, screenings, pain management)

TARGET POPULATION:

- General community
- Mothers and infants
- Medically underserved, low-income, and minority populations

PROGRAMS:

- Community health fairs
- Community wellness programs (e.g., Blue Zones Project, YMCA Healthy Kids Day)
- Community educational programs (e.g., Erie County Medical Society, Hamot Transplant Town Hall, Donate Life Flag Raising Ceremony, Erie Zoo Senior Day, obesity education and prevention)
- Community screening programs (e.g., Mammo Marathon)
- Screening Assessments: Colon cancer, mammography, diabetes, maternal infant health
- NICU Follow-up Clinic
- Prenatal and postpartum support programs (e.g., lactation services, Baby and Me Smoke Free)
- Refugee and immigrant outreach (e.g., translated materials)
- Parenting and caregiver efforts
- Safe sleep education efforts (e.g., Safe Sleep Initiative, Gold Safe Sleep Champion Certification)

PROGRESS:**MAKING A MEASURABLE IMPACT IN THE COMMUNITY (2019-2022)****450+**

Babies Evaluated
by NICU
Follow-Up Clinic
(July 2019 - May 2021)

**1,051**

Participants in
Prenatal Classes
(July 2019 - May 2021)

**226**

Community
Members Signed
Blue Zones Pledge
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:***Promoting Healthy Lifestyles through the Blue Zones Project***

UPMC Hamot, in collaboration with Erie County, Corry Memorial Hospital, and other community leaders, is committed to bringing community wellbeing to the City of Corry, through the Blue Zones Project. This evidence-based project aims to lower obesity rates, tobacco use, and chronic disease. Accomplishments over the last three years include:

- Engaged with the community — with more than 450 community members signing the Blue Zones Pledge.
- Established walking groups.
- Collaborated with a local grocery store to improve access to healthier food choices.
- Helped to reduce community spread during the COVID-19 pandemic by adapting programs for safe, outdoor, socially-distanced activities, such as a weekly farmers' market.
- Added bicycle lanes and cycling infrastructure to Center Street — a 2021 PennDOT project, which the hospital is helping to fund so that the restriping and realignment of lanes will allow for protected cycleways.
- Certified four locations as Blue Zones Worksites, indicating that Blue Zones principles have been implemented to help make healthy choices easier for employees.

Increasing Access to Prenatal Education and Infant Care

Over the last three years, UPMC Hamot offered classes, such as childbirth education, baby basics, and breastfeeding, and provided follow-up support for families whose babies graduated from the Neonatal Intensive Care Unit (NICU).

- **Educational Classes:** Prenatal education provides expectant parents with information, resources, and skills that will increase knowledge and confidence to make informed decisions regarding their health, pregnancy, birth experience, and parenthood.
 - > Between July 2019 and May 2021, a total of 723 people participated in 43 prenatal education classes and 21 group tours.
 - > During the COVID-19 pandemic, 328 people participated in alternate prenatal education programming, such as virtual education, printed materials delivered to expectant family homes, and private hospital tours.
- **NICU Follow-Up Clinic:** The NICU Developmental Clinic helps to ensure follow-up care is provided to NICU graduates from UPMC Hamot and surrounding facilities, so that developmental issues are addressed as early as possible. Follow-up care includes Bayley's developmental assessment by an Occupational Therapist and an exam by a neonatologist.
 - > Between July 2019 and May 2021, 226 babies were seen.

Expanding Magee-Womens Research Institute to Erie

A grant, made to the Hamot Health Foundation (HHF) in partnership with UPMC, Magee-Womens Research Institute and Foundation (MWRIF), and Penn State Behrend, is bringing the Pittsburgh-based Magee-Womens Research Institute (MWRI) to downtown Erie.

MWRI's expansion brings research expertise and locally-focused clinical trials to the region, raising the level of care for women in Erie and improving the health of generations of women. Research areas include reproductive development, pregnancy and newborn medicine, infectious disease, gynecology, reproductive endocrinology, women's cancers, and women's wellness.

MWRI Erie will also create a new sector in Erie's economy and attract research funds from federal agencies, national foundations, pharmaceutical and medical device companies, venture capitalists, and others who financially support clinical research that results in new therapies and products to improve health.

This initiative is also establishing a new biomedical commercialization and translational research lab at Penn State Behrend's Knowledge Park.

COMMUNITY PARTNERS:

Blue Zones Project by Sharecare, Chautauqua County Health Department, TLC Health Network, Westfield Memorial Hospital, Cornell Cooperative Extension, Conduit Ministries, Jamestown Renaissance Corporation, local farmers market participants, Corry Community, Erie Community Foundation, Erie County Dept of Health, UPMC Health Plan, Corry Memorial Hospital of LECOM, Highmark, PennDOT

Prevention and Community-Wide Healthy Living

Interpersonal Safety and Health-Related Social Needs

UPMC Hamot continues to dedicate resources and efforts to address interpersonal safety and health-related social needs, such as combatting unemployment and exploring avenues for community revitalization.

GOAL:

Enhance community health and safety

STRATEGY:

Explore and expand innovative programs to address non-medical health needs and to help prevent accidental injuries

ACTIONS:

- ✓ Support and expand programs to prevent accidental injuries
- ✓ Continue to offer programs to assist in community employment
- ✓ Support community groups to improve neighborhoods

TARGET POPULATION:

- Medically underserved, low-income, and minority populations

PROGRAMS:

Interpersonal Safety

- The Flipside Program

Health-Related Social Needs

- Count Me In Community Census
- UPMC Jameson School of Nursing at UPMC Hamot
- Project SEARCH
- Eagle’s Nest
- Affordable housing investments
- Our West Bayfront
- BEST
- Success by 6
- Unwanted Med Collections Event
- Erie Forward Initiative

PROGRESS:

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



29

Graduates of Eagle’s Nest Program
(July 2019 – May 2021)



100

Students Enrolled at UPMC Jameson School of Nursing at UPMC Hamot
(August 2021)

PROGRAM HIGHLIGHTS:

Increasing Local Opportunities for Education and Employment

Over the last three years, UPMC Hamot has worked with community partners on a range of initiatives to revitalize Erie's neighborhoods and bring jobs to the region. Achievements include:

- **Supporting Count Me In Community Census:** Count Me In is a community initiative established to promote wellness within Erie's Lower Eastside neighborhood by addressing social factors. Data from UPMC Hamot and UPMC *for You* shows that there is a high incidence of chronic disease in this neighborhood, which is medically underserved. Sponsors of Count Me In include Hamot Health Foundation (HHF), Primary Health Network (PHN), UPMC *for You*, and Erie Insurance.
 - > In 2019, Count Me In conducted a door-to-door survey of 658 households in Erie's Lower Eastside. Findings can be used to pursue grants and other neighborhood solutions.
 - > In 2020, HHF drove the decision with Erie Center for Arts & Technology (ECAT) to buy the former Wayne School building, where United Way of Erie relocated their corporate offices and Wayne Primary Care doubled its space.
- **Establishing UPMC Jameson School of Nursing at UPMC Hamot:** In September 2020, UPMC Hamot announced a new school of nursing, in partnership with UPMC Jameson, Hamot Health Foundation, and Gannon University. UPMC Hamot will provide a setting for clinical training, as well as the possibility of gaining employment in a supportive role before graduation. Trained registered nurse graduates will fill nurse vacancies at UPMC Hamot and in other health care settings. Students also have the option of completing a bachelor's degree in nursing from Gannon University.
 - > An initial class was originally planned for 54 students and more than 100 applications were received. Due to this demand, school capacity was increased to accommodate additional students in the first cohort.
 - > In August 2021, 100 students were enrolled in the nursing school's first cohort.
- **Growing a More Diverse Workforce with the Eagle's Nest Program:** Established in 2015, the Eagle's Nest Program is a collaborative effort by UPMC Hamot and Bishop Dwayne Brock to give underprivileged young people in Erie an opportunity to learn job skills and train for employment within UPMC Hamot. The Eagle's Nest program is designed to help at-risk students adapt to a workplace environment and remain a valuable asset to their employer. Students complete four weeks of training before transitioning to full-time employment at the hospital. The program includes rotations through multiple areas, such as nursing, transport, and environmental services.
 - > Between July 2019 and May 2021, 29 students graduated from the Eagle's Nest Program and five are currently completing their internships.
 - > Since the start of the Eagle's Nest program, nearly 200 graduates accepted full-time positions at UPMC Hamot.
 - > Due to the COVID-19 pandemic, the program was temporarily suspended and the cohort size was reduced.
- **Training People with Disabilities through Project SEARCH:** Project SEARCH is an employability training program for young people with developmental disabilities. Successful applicants complete an academic year of instruction, job skills training, and internships at UPMC Hamot.
 - > Between July 2019 and May 2021, 18 students participated in Project SEARCH at UPMC Hamot. Due to the COVID-19 pandemic, the program was temporarily suspended in March 2020.



COMMUNITY PARTNERS:

Blue Zones Project by Sharecare, Chautauqua County Health Department, TLC Health Network, Westfield Memorial Hospital, Cornell Cooperative Extension, Conduit Ministries, Jamestown Renaissance Corporation, local farmers market participants, Corry Community, Erie Community Foundation, Erie County Dept of Health, UPMC Health Plan, Corry Memorial Hospital of LECOM, Highmark, PennDOT

UPMC Hamot Is Addressing High Priority Health Issues:

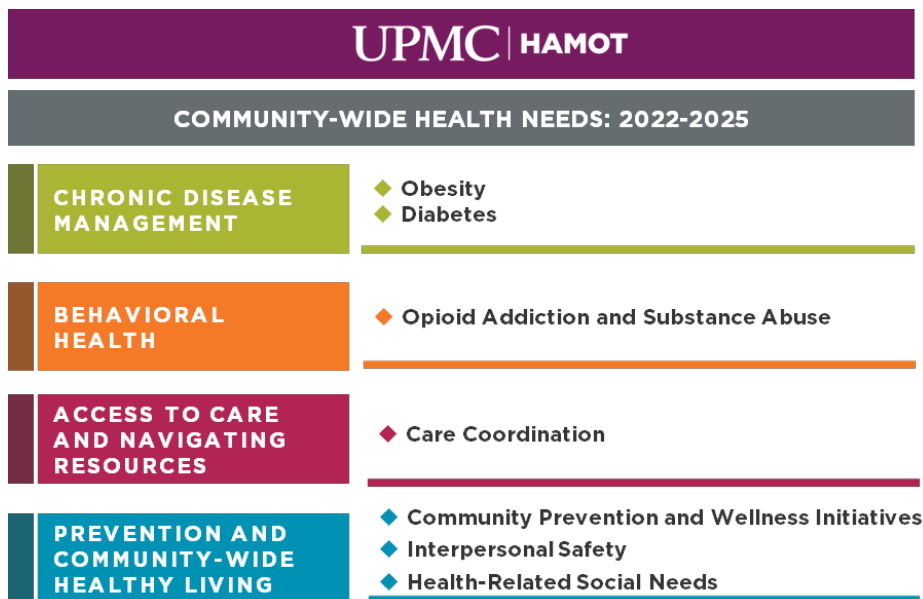
Adoption of the Implementation Plan

On April 28, 2022, the UPMC Hamot 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 Hamot Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Hamot 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 Hamot 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 Hamot’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:

- **Creating Opportunities for Economically Disadvantaged Neighborhoods:** Promote career opportunities offered through the UPMC Jameson School of Nursing at UPMC Hamot in underserved communities, to increase equitable access to education and employment.
- **Enhancing Access to Care for Medically Underserved Populations:** Partnering with local federally qualified health centers (FQHCs) to provide patient education, and, ultimately, improve access to care in underserved neighborhoods.
- **Supporting Workforce Development Efforts:** Addressing socioeconomic disparities by collaborating with local organizations to offer job training and promote employment opportunities, targeting underprivileged or disabled adolescents.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Hamot is working to address obesity in the community by focusing on efforts that support healthy eating and active living in a variety of settings.

HEALTH PRIORITY #1

Obesity

GOAL

Increase access to Medical Nutrition Therapy (MNT)

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase access to care and programs that promote obesity prevention.	<ul style="list-style-type: none"> Enhance the virtual platform for medical nutrition services (e.g., telemedicine) Improve access to medical weight loss therapies Explore opportunities to support patients who cannot afford medications, in partnership with Hamot Health Foundation Increase referrals from UPMC Hamot’s inpatient diabetic care team to Medical Nutrition Therapy and diabetes prevention programs, when applicable Offer dietitian evaluations to homebound populations, in partnership with UPMC Home Health Explore opportunities to collaborate with local community organizations to provide community outreach (e.g., education presentations)

TARGET POPULATION

General community, homebound populations

PLANNED COLLABORATIONS

UPMC Heart and Vascular Institute at UPMC Hamot, Center for Healthy Living, UPMC Home Health, Hamot Health Foundation, UPMC Hamot Bariatric Surgery & Weight Management Center

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Hamot is addressing diabetes through a variety of initiatives, including diabetes self-management and education support services that will empower the community to reach their daily and life goals for living well with diabetes.

HEALTH PRIORITY #2

Diabetes

GOAL

Increase local access to diabetes care and education

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Prove and grow the Diabetes Self-Management and Education Support (DSMES) model staffed by Certified Diabetes Educators (CDE) in Regional Health Services (RHS) primary care practices.	<ul style="list-style-type: none"> • Grow referrals to the Diabetes Self-Management and Education Support (DSMES) program • Explore opportunities to offer point-of-care testing equipment for real-time discussion of A1C
2. Increase patient access to Certified Diabetes Educators.	<ul style="list-style-type: none"> • When possible, specialists obtaining new primary care appointments place patients in an office that has established Certified Diabetes Educators
3. Enhance care coordination for patients between the inpatient and outpatient setting.	<ul style="list-style-type: none"> • Outreach-communication with Certified Diabetes Educators at patient’s primary care office • Schedule primary care and/or Endocrinology follow-up appointments prior to discharge

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Regional Health Services and Erie Physician Network Primary Care practices, UPMC Heart and Vascular Institute at UPMC Hamot, Center for Healthy Living, Hamot Health Foundation

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Hamot is addressing opioid addiction and substance abuse in the community by leveraging its providers who are licensed in medication-assisted treatment, its strong partnership with UPMC Western Behavioral Health at Safe Harbor, and its Pain Management practice.

HEALTH PRIORITY

Opioid Addiction and Substance Abuse

GOAL

Address the physical, emotional, and socio-economic needs of those affected by opioid and substance use disorder

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Improve access to recovery support for women and families impacted by opioid use disorder and other substance use disorders.	<ul style="list-style-type: none"> • Connect individuals and their families to recovery support services (e.g., recovery specialists, peer support groups, sober social events, and life skills activities) • Offer education to the community and professionals • Continue to increase access to evidence-based treatment, prevention, and recovery support services for individuals and families struggling with substance use disorders • Continue to grow the Women’s Recovery Center (WRC)
2. Help individuals impacted by opioid use disorder to work and live fully in their communities.	<ul style="list-style-type: none"> • Enhance employment readiness, soft skills, technical training, and ongoing support for re-entry or initiation in the work force in collaboration with the Appalachian Regional Commission (ARC)
3. Grow pain management and medication-assisted treatment (MAT) practices within Regional Health Services (RHS).	<ul style="list-style-type: none"> • Continue to foster medication-assisted treatment at primary care practices and pain management services, within Regional Health Services

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Western Behavioral Health at Safe Harbor, Hamot Health Foundation, PA Department of Drug and Alcohol Programs (DDAP), Venango County Substance Use Program, Crawford County Drug and Alcohol Executive Commission, Health Resources Services Administration (HRSA), UPMC Magee-Womens Hospital, Regional Health Services, Appalachian Regional Commission (ARC)

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Hamot is addressing care coordination in the community by providing highest risk patients with additional resources to help individuals navigate the health care system and manage their health.

HEALTH PRIORITY

Care Coordination

GOAL

Improve care coordination and care transitions to help reduce hospital readmissions

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Provide enhanced care coordination for at-risk patients in our primary care practices.	<ul style="list-style-type: none"> • Implement outreach to patients in between office visits • Assess opportunities to implement a Chronic Care Management program at scale
2. Provide enhanced access to care through partnerships with community centers.	<ul style="list-style-type: none"> • Evaluate feasibility of offering in person and/or virtual primary care services at Booker T. Washington Community Center
3. Decrease high risk, cardiac hospital readmissions by providing early outreach and intervention.	<ul style="list-style-type: none"> • Provide education for chronic disease management • For high-risk cardiac inpatients, arrange for outpatient support services, such as home health care nursing and physical therapy, cardiac rehabilitation, and medical nutrition therapy • Conduct 48-hour patient follow-up phone calls to reinforce education, disease management, medication reconciliation, and outpatient follow-up
4. Provide Transitional Care Management for high-risk cardiology patients to help enable a seamless transition from an inpatient to an outpatient setting.	<ul style="list-style-type: none"> • Increase utilization of Transitional Care Management through the Cardiology Transitional Care Clinic (TCC) and the Acute Coronary Syndrome Clinic (ACS)

TARGET POPULATION

Seniors, high-risk inpatient cardiology patients

PLANNED COLLABORATIONS

Signallamp Health, Regional Health Services, Booker T. Washington Community Center, Center for Healthy Living, UPMC Heart and Vascular Institute at UPMC Hamot

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Hamot is taking a comprehensive, community-oriented approach to improve the health and wellness of residents in the community. Efforts include targeted initiatives to support preventive care and screenings, community outreach, and cancer.

HEALTH PRIORITY #1

GOAL

Community Prevention and Wellness Initiatives

Improve the health and wellness of residents in Erie County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Take a comprehensive, community- oriented approach to improve the health and wellness of residents in the community.	<ul style="list-style-type: none"> • Offer preventive screenings to the community (e.g., vascular, breast, and heart) • Explore opportunities to design new screening programs and events (e.g., vascular, heart) • Leverage UPMC’s robust primary care network to help ensure preventive care and screenings are adhered to • Continue to send letters and orders to patients who are due for screenings (mammograms, colonoscopies, etc.) • Host health fairs and health education events (pending pandemic status) • Consider participation in, and sponsorship of, employer-based and community-wide health fairs, pending pandemic status
2. Expand wellness offerings for cancer survivors and their families.	<ul style="list-style-type: none"> • Sponsor virtual wellness programming at the YMCA for cancer survivors

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Regional Health Services, UPMC Heart and Vascular Institute at UPMC Hamot, local employers, local community partners, UPMC Hillman Cancer Center, YMCA of Greater Erie, Hamot Health Foundation, Erie Cancer Wellness Fund

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

As a Level II Trauma Center, UPMC Hamot prioritizes education and outreach initiatives regarding interpersonal safety.

HEALTH PRIORITY #2

Interpersonal Safety

GOAL

Advance programs that promote safety for the community

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
<p>1. Support and expand programs to prevent accidental injuries.</p>	<ul style="list-style-type: none"> • Leverage emergency department providers to help educate at-risk individuals about the dangers of gun violence • Hold bicycle safety and helmet fitting events • Host concussion clinics and baseline testing • Ensure AEDs are available at strategic locations throughout the community through distribution and training efforts • Continue to distribute and deliver senior fall prevention curriculum through both in-person and virtual formats • Train and empower bystanders to help in a bleeding emergency • Deploy distracted driving simulators in partnership with Erie County Department of Health

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Blue Coats, Hamot Health Foundation, UPMC Sports Medicine, Erie County Department of Health

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Hamot and Hamot Health Foundation regularly participate with various community partners to ensure health-related social needs are addressed, such as combating unemployment and exploring avenues for community revitalization.

HEALTH PRIORITY #3

Health-Related Social Needs

GOAL

Continue to impact lives through workforce initiatives, sustainable housing initiatives, and support of community partners

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Maintain the momentum with workforce initiative, training the next generation of health care workers.	<ul style="list-style-type: none"> School of Nursing continues with robust enrollment and board pass rates Continue to provide meaningful training for entry-level positions Support Erie Center for Arts and Technology (ECAT) and collaborate on programs specific to health care
2. Support community partners in their efforts to improve community wellbeing and population health.	<ul style="list-style-type: none"> Continue to fund meaningful community promise grants Evaluate opportunities to invest with community partners on sustainable housing initiatives Participate in PA DHS Regional Accountable Health Council (RAHC) efforts toward food stability in the City of Erie Partner with local federally qualified health centers (FQHCs) to provide patient education and improve access to care in underserved neighborhoods

TARGET POPULATION

General community, medically underserved, low-income, and minority populations

PLANNED COLLABORATIONS

Erie Center for Arts and Technology, Eagle’s Nest Corporation, Project SEARCH, Hamot Health Foundation, Pennsylvania Department of Human Services (DHS), Regional Accountable Health Council (RAHC), Primary Health Network, Community Health Net

Community Health Improvement Progress and Plan


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



UPMC | HORIZON

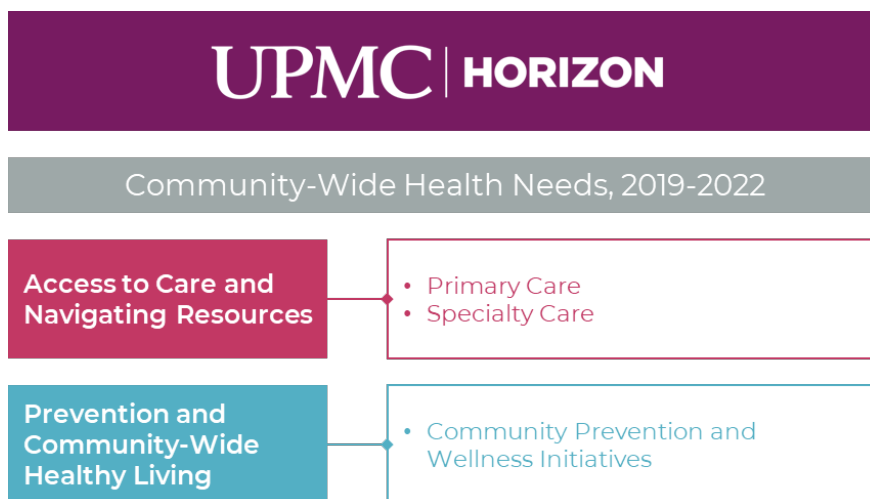
Caring for the Community

UPMC Horizon is a nonprofit, acute-care teaching hospital located in Mercer County, approximately an hour northwest of Pittsburgh, Pennsylvania. Operating from campuses located in Farrell and Greenville, this state-of-the-art hospital delivers a full range of quality medical services — including highly specialized medical and surgical treatment — to the people of the surrounding region. The hospital provides area residents with access to medical, surgical, and rehabilitation care, as well as cutting-edge medical services not typically found at a local community hospital. Specialized services include telemedicine, CT imaging, diabetes care, MRI, stroke and coronary care, gastroenterology, women’s health, orthopaedic surgery, and an on-site UPMC Hillman Cancer Center.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	116	Employees	649
	Hospital Patients	5,262	Community Benefits Contributions	\$16.4 million
	Emergency Dept. Visits	28,825	Free and Reduced Cost Care	\$10.2 million
	Total Surgeries	4,043	Total Economic Impact of Hospital Operations	\$241.8 million

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Horizon 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 Horizon’s ability to implement planned community health improvement initiatives. As a result, UPMC Horizon 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Horizon navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Access to Care and Navigating Resources

Primary Care and Specialty Care

UPMC Horizon continues to address access to care and navigating resources in the community. The hospital is augmenting efforts to partner with local primary care physicians to promote disease prevention and management.

GOAL:

Increase awareness and access to primary and specialty care

STRATEGY:

Develop and expand efforts to increase access to and use of primary care and bring more specialty care to the region

ACTIONS:

- ✓ Work with local primary care providers to encourage disease prevention, early diagnosis, and disease management
- ✓ Assess physician need in Lawrence and Mercer counties
- ✓ Leverage innovative tools to bring specialists to the region and expand telehealth programs

TARGET POPULATION:

- General community

PROGRAMS:

Primary Care

- Physician recruitment
- UPMC Primary Care Physician Partnership

Specialty Care

- Physician recruitment
- Exploration of expanding telehealth initiatives

PROGRESS:

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



11

Providers Recruited to Region
(July 2019 - June 2021)



237

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

PROGRAM HIGHLIGHTS:

Bringing New Providers to Mercer County

UPMC Horizon continues to assess the community's needs for primary and specialty care. Over the past three years, UPMC Horizon has collaborated with UPMC Jameson to recruit providers to the region. Achievements include:

- **Primary Care:** Since July 2019, the hospital has successfully filled positions for four primary care physicians, including two family practitioners and two hospitalists at the Shenango Valley campus.
- **Specialty Care:** Since July 2019, the hospital has recruited seven specialists to the region, including: Pathology (Feb. 2020), Radiation Oncology (July 2020), Pain Management (Aug. 2020), Urology (Sept. 2020), and three Obstetrics/Gynecology (Aug. 2020, May 2021, and Aug. 2021). The hospital is continuing recruitment efforts for additional OB/GYN providers (to include midwives), general surgery, and cardiology.

SERVING WOMEN'S HEALTH NEEDS

50 percent of deliveries were to Medical Assistance women in Fiscal Year 2020.

Supporting Local Family Medicine Physicians

Through the UPMC Primary Care Physician Partnership, UPMC Horizon continues to collaborate with Primary Health Network (PHN) to operate a Family Medicine (FM) residency clinic in both Mercer and Farrell. The Family Medicine Residency program aims to train residents in a small-town and rural environment to become exceptional family medicine physicians and to meet the needs of the communities in Mercer and Lawrence counties.

- The hospital continues to provide financial subsidies to PHN physicians to provide educational oversight to its FM residents.
- In March 2021, UPMC Horizon collaborated with PHN to recruit a family medicine physician for Transfer, Pennsylvania, which is located about six miles north of Hermitage in Mercer County.
- UPMC Horizon's residency program partners with charitable organizations in the region. The residents travel to Joshua's Haven, nursing homes, and senior high rises to provide primary care services and education geared towards disease prevention and chronic disease management to underserved senior communities.

Expanding Access to Specialty Care with Telemedicine

Telehealth services help to improve access to specialty care for patients and families residing in rural and underserved areas. In collaboration with UPMC's Telehealth Services, UPMC Horizon continues to expand its telehealth offerings to help patients receive timely treatment and reduce travel time to and from appointments. Achievements over the last three years include:

- **Meeting increased demand during the COVID-19 pandemic:** Adhering to social distancing restrictions, while continuing to serve the community, UPMC Horizon rapidly accelerated plans for telehealth expansion.
 - > Between April 2020 and May 2021, 23,875 patient visits were conducted with telemedicine.
- **Expanding available telehealth specialties:** Since July 2019, the hospital has added two telehealth specialty services, Pulmonology and Infectious Disease. Between July 2019 and May 2021, there were 2,018 telehealth inpatient visits provided.

Connecting Patients with Behavioral Health Services

UPMC Horizon works with UPMC Jameson and UPMC Western Psychiatric Hospital to combine strengths and increase access to behavioral health services in Lawrence and Mercer counties. Efforts include:

- **Consult and Liaison Services:** Between July 2019 and May 2021, clinicians provided 191 emergency room assessments, 446 telepsychiatry assessments, and 536 follow-up assessments at UPMC Horizon.
- **PsychCare+:** The hospital works collaboratively with UPMC Western Psychiatric to assist patients in need of intensive behavioral health treatment. From November 2019 through May 2021, there were 106 patient transfers from UPMC Horizon to various Behavioral Health units across the state and into Ohio.
- **Peer Navigator:** The Peer Navigator is an individual in recovery who provides support and resources for patients struggling with addiction. Over the last three years, the program has experienced significant growth – 438 total consults at UPMC Horizon. This growth is measured in numbers of contacts made with patients, resources provided to patients, transfers to rehab facilities, and Narcan kits provided. The hospital hired a new Peer Navigator in October 2019, enabling more patients to be contacted.
- **Warm Hand-Offs:** Hospital staff continues to collaborate with the Mercer County Behavioral Health Commission on a warm hand-off initiative. This effort provides case management services to the hospital for assistance with referrals to recovery programs. Between November 2017 and May 2021, there were 45 referrals to inpatient drug and alcohol treatment facilities.

COMMUNITY PARTNERS:

UPMC Jameson, Primary Health Network, UPMC Community Medicine Inc., primary care physicians, WGRP Radio, Mercer County Behavioral Health Commission

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Horizon continues to address preventive health and wellness through an extensive suite of programs, including community education and outreach, partnerships with local organizations, and customized offerings to help prevent and manage chronic disease. The hospital continues to enhance partnerships with primary care physicians in the region to use evidence-based strategies to help improve prevention efforts and encourage healthy lifestyles.

GOAL:

Increase awareness of disease prevention and management and encourage healthy lifestyles

STRATEGY:

Promote preventive health and wellness efforts in the community

ACTIONS:

- ✓ Offer preventive screenings and community education, and participate in local health fairs to support residents impacted by cancer, diabetes, heart disease, and stroke
- ✓ Promote enhanced cancer screening rates, as recommended by the American Cancer Society

TARGET POPULATION:

- General community

PROGRAMS:

Cancer

- Transportation Services
- Cancer Education Initiatives: Tar Wars, Tanning and Tobacco
- HPV Cancer Summit
- Screenings: Breast, Prostate, Skin
- Tobacco Cessation Classes
- Cancer Support Groups
- Look Good, Feel Better
- Cancer Survivor Celebration
- PINK Breast Cancer Fundraiser

Diabetes

- Diabetes Self-Management Classes, Regional Diabetes Center
- Annual Diabetes Health Fair
- Mercer County Diabetes Support Group
- Blood Sugar and BMI Screenings

Heart Disease and Stroke

- Happy Hearts
- Heart of a Woman
- How to Spot a Stroke F.A.S.T.

General Health and Wellness

- Healthy Living Education Series
- Quit and Get Fit
- Traumatic Brain Injuries, EMS Education
- National Senior Health and Fitness Day
- Senior Wellness Carnival
- UPMC Employee Weight Race
- Vaccine Clinics

PROGRESS:

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



4,390+
Therapists
Integrated into 30
Community
Pediatric Locations
(July 2019 - May 2021)



46,765
Virtual Diabetes
Education Classes
(June 2020 - May 2021)



3,000+
Physician-to-
Physician Child
Psychiatric
Consultations
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Encouraging Chronic Disease Prevention and Management

UPMC Horizon continues to offer a range of programs to promote health and wellness and to support prevention and management of chronic disease. Programs include:

- **Diabetes Self-Management Classes:** Patients with diabetes learn about disease management, nutrition, medication, and daily exercise plans. From July 2019 to May 2021, the hospital's Regional Diabetes Center provided 229 one-to-one classes. Due to COVID-19, the Regional Diabetes Center adapted its model, offering virtual diabetes education. From June 2020 to May 2021, the hospital completed 590 virtual sessions. For patients without technology for a virtual session, the hospital offers classes via telephone.
- **Healthy Living Education Series:** The hospital offers healthy living presentations to community members and staff. In-person events in October and November 2019 attracted 202 attendees. In April 2020, the series was adapted for virtual platforms to continue to provide information about healthy habits, such as exercise as medicine, cooking for health, and mindful eating. Between April 2020 and June 2021, the series offered 34 virtual sessions – reaching approximately 4,400 community members and health care workers.
- **Cancer Support Groups:** The hospital continues to host support groups for cancer patients and survivors. Topics discussed include social ramifications of cancer diagnosis, long-term side effects of chemotherapy, fear of cancer recurrence, and employment and financial concerns. Between July 2019 and February 2020, 43 people participated in meetings. Due to the COVID-19 pandemic, meetings were suspended. In July 2020, in-person meetings resumed – discussions covered how COVID-19 impacts patients undergoing chemotherapy and cancer survivors.
- **Cancer Education Initiatives:** UPMC Horizon partnered with local schools to teach children and teens about healthy behaviors and cancer risks. From July 2019 to October 2019, the hospital presented the Tar Wars class to 150 students in three elementary schools – teaching students about cancer risks from tobacco. Due to COVID-19 school closings, presentations were cancelled in 2020.
- **Tobacco Cessation Classes:** To correlate with New Year's resolutions, the hospital partnered with Northwest Pennsylvania Tobacco Control to offer smoking cessation classes in January 2020. Four classes were offered in Mercer and Lawrence counties – 30 total participants enrolled.

Supporting Patients with Transportation Assistance

In partnership with UPMC Horizon Community Health Foundation and Primary Health Network, UPMC Horizon helps provide transportation to patients who do not have the means or capacity to get to medical appointments or return home from emergency visits. By collaborating with various transportation programs, including local EMS, and public and private services, the hospital is helping to meet transportation needs, as well as helping to provide security for patients so that they have a reliable way to get to health care providers.

- **Rides for Cancer Patients:** Between July 2019 and May 2021, 49 patients received transportation assistance to get to appointments, both at local UPMC Hillman Cancer Centers and as far away as UPMC Hillman Cancer Centers in Pittsburgh or Erie.
- **Rides for Pregnant Women:** Between July 2019 and May 2021, the UPMC Horizon Community Foundation provided rides for 201 expecting mothers so that they could attend appointments.

COMMUNITY PARTNERS:

UPMC Horizon Community Health Foundation, American Cancer Society, Community Health Partnership, Chamber of Commerce, Adagio Health, Primary Health Network, Mercer County Transit, local ambulance companies and taxis, Valley Baptist Church, Tobacco Coalition, Mercer County Behavioral Health Commission, Mercer County School Districts, Community Medicine, Inc., Primary Care Physicians, UPMC Hillman Cancer Center, UPMC Horizon Community Foundation, UPMC Horizon Family Practice Residents, Hermitage and Mercer Area School Districts, UPMC Health Plan

UPMC Horizon Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 26, 2022, the UPMC Horizon Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Horizon Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Horizon 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 Horizon 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 Horizon’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 for individuals in rural and underserved areas by expanding telehealth capabilities and recruiting primary care providers to the local community.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Horizon will continue to offer comprehensive services and leverage partnerships with local organizations, as well as UPMC system resources, to develop multiple channels to meet behavioral health needs in the community.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Increase awareness of and access to behavioral health resources

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase awareness of behavioral health resources.	<ul style="list-style-type: none"> Continue to offer programs and services that support individuals impacted by behavioral health issues
2. Improve access to behavioral health services.	<ul style="list-style-type: none"> Enhance care coordination for patients with behavioral health needs

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Mercer County Behavioral Health Commission, UPMC Western Psychiatric Hospital, University of Pittsburgh Physicians (UPP), UPMC Jameson

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Horizon and UPMC Jameson are taking a combined approach to expand access to primary care in the local community. By leveraging their regional care partnership, the hospitals are working together to recruit providers and expand telehealth capabilities to help ensure local access to world-class care.

HEALTH PRIORITY

Primary Care

GOAL

Increase access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Expand efforts to increase access to primary care services in the community.	<ul style="list-style-type: none"> • Attract and retain primary care physicians to the region • Continue to deliver primary care through virtual platforms

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Community Medicine, Inc. Primary Care Physicians, Primary Health Network, UPMC Jameson, Graduate Medical Education (GME)

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Horizon will continue to address preventive health and wellness through an extensive suite of programs, including community education and outreach, partnerships with local organizations, and customized offerings to help prevent and manage chronic disease.

HEALTH PRIORITY

Community Prevention and Wellness Initiatives

GOAL

Increase awareness of disease prevention and management

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Promote healthy lifestyles and raise awareness of disease prevention through community outreach initiatives.	<ul style="list-style-type: none"> Partner with local schools and organizations to provide information and resources to help achieve healthy lifestyles Participate in local health fairs Offer an array of community education programs, ranging from healthy living to cancer education Connect patients with a registered dietician to develop weight loss goals and offer innovative tools to monitor progress (e.g., MyPath)
2. Promote awareness, early detection, and management of chronic conditions.	<ul style="list-style-type: none"> Offer preventive screenings and events, in collaboration with community partners Extend support to patients and community members managing chronic conditions (e.g., support groups)
3. Improve access to care by addressing transportation barriers.	<ul style="list-style-type: none"> Collaborate with transportation providers in the community to improve access

TARGET POPULATION

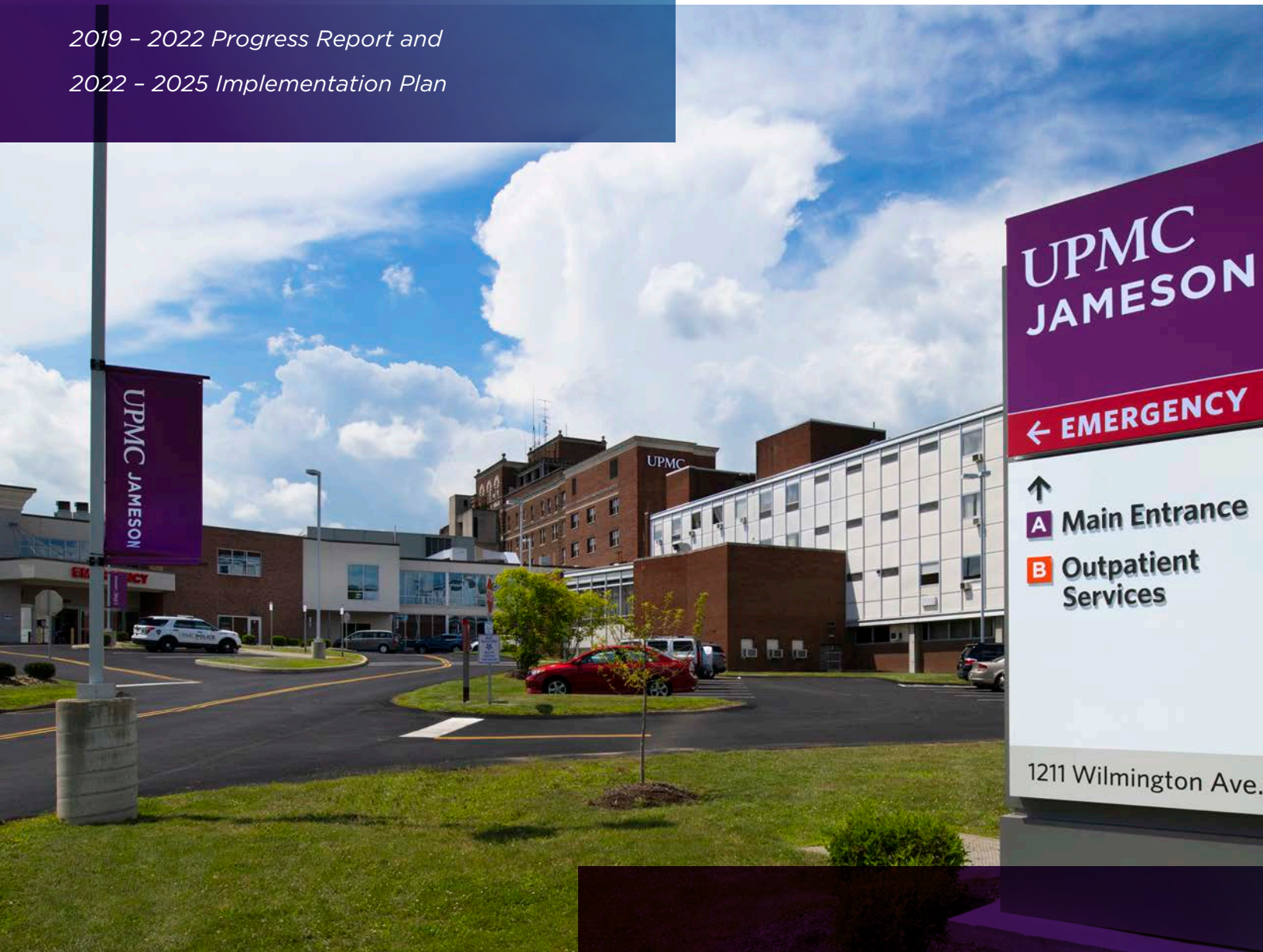
General community, children and adolescents

PLANNED COLLABORATIONS

American Cancer Society, Local Chamber of Commerce, local school districts, community and religious groups, UPMC Health Plan, UPMC Jameson, Primary Health Network, United Way, UPMC Community Medicine Inc. Primary Care Physicians, Community Action Partnership, UPMC Horizon Community Health Foundation

Community Health Improvement Progress and Plan

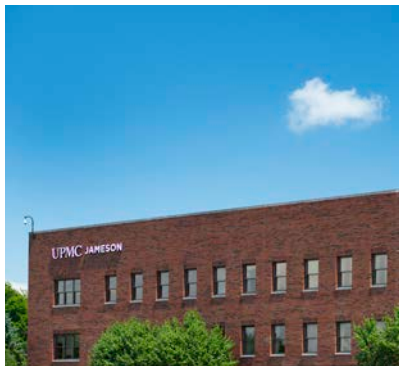
*2019 – 2022 Progress Report and
2022 – 2025 Implementation Plan*



UPMC | JAMESON

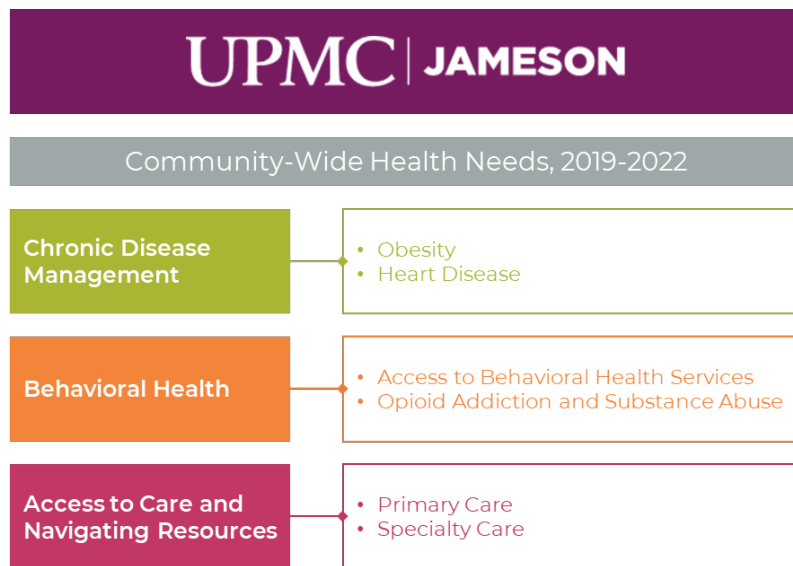
Caring for the Community

UPMC Jameson is a nonprofit, acute-care hospital in New Castle, Pennsylvania, approximately 55 miles north of Pittsburgh and 20 miles southeast of Youngstown, Ohio. UPMC Jameson is a full-service community hospital providing inpatient, outpatient, and emergency care, as well as specialized diagnostic and treatment procedures, including robotic surgery. Since its merger with UPMC in 2016, the hospital has benefitted from facility upgrades, including the UPMC Heart and Vascular Institute at UPMC Jameson and renovated medical-surgical and critical care units. UPMC Jameson is accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP) as a Comprehensive Center.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	146	Employees	808
	Hospital Patients	6,566	Community Benefits Contributions	\$17.7 million
	Emergency Dept. Visits	29,095	Free and Reduced Cost Care	\$6.5 million
	Total Surgeries	4,731	Total Economic Impact of Hospital Operations	\$185.4 million

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Jameson 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 Jameson's ability to implement planned community health improvement initiatives. As a result, UPMC Jameson 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Jameson 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.

Chronic Disease Management

Obesity and Heart Disease

UPMC Jameson continues to address chronic disease management needs in the community, with dedicated efforts targeting obesity and heart disease. The hospital is expanding efforts to improve access to clinical services to assist residents with these conditions and to educate the community about prevention and management techniques.

GOAL:

Increase awareness of obesity and heart disease prevention and management

STRATEGY:

Take a comprehensive approach to educating the community about nutrition, healthy eating, and heart disease and stroke prevention and management, and support

ACTIONS:

- ✓ Continue to work with community organizations and schools to promote healthy lifestyles
- ✓ Support and optimize programs, such as frozen take-out meals
- ✓ Leverage innovative tools, such as MyPath, to promote weight management and healthy eating
- ✓ Offer clinical services to promote healthy weight management
- ✓ Achieve and maintain Center of Excellence designation by the ASMBS
- ✓ Increase access to care for patients with heart disease through clinical services, upgraded technologies and equipment (e.g., Cath Lab), and coordinated clinical advancements
- ✓ Improve access to specialty physicians to provide timely care and decrease the need to travel out of the community
- ✓ Promote heart disease awareness, prevention, and management through education, outreach, and preventive screenings

TARGET POPULATION:

- General community

PROGRAMS:

Obesity

- UPMC Jameson Minimally Invasive Bariatric Surgery Center
- Bariatric Support Group
- MyPath Nutrition Management/Weight Loss Program
- Individual Medical Nutrition Therapy
- Diabetes Support Group
- Mobile Health Screenings

Heart Disease

- Heart and Vascular Institute at UPMC Jameson
- Community Outreach and Cardiovascular Health (COACH) events
- Outpatient Cardiac Rehabilitation Program
- Routine blood pressure screenings
- CPR classes, where risks of heart disease and stroke are discussed
- Healthy Living Education Series, Mobile Health Screenings, Smoking Cessation Classes, and ED U-Turn

PROGRESS:

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



850+

Participants in Heart Disease and Stroke Education Events
(September 2019 – March 2020)



218

Participants in Bariatric Support Groups
(July 2019 – May 2021)

PROGRAM HIGHLIGHTS:

Offering Expert Heart and Vein Care Close to Home

The UPMC Heart and Vascular Institute (HVI) at UPMC Jameson offers comprehensive cardiovascular services from advanced diagnostic testing to interventional cardiac catheterizations. The team of experts, which includes cardiologists, interventional cardiologists, vascular surgeons, and cardiovascular surgeons, provides treatment, management, and preventive care for a wide variety of cardiovascular conditions. Over the last three years, HVI at UPMC Jameson’s achievements include:

- **Offering screenings to help prevent and identify heart disease:** To help community members prevent cardiovascular disease, HVI offers health awareness, education, and screenings. Events include blood pressure measurement, cholesterol screening, weight/BMI, Ask the Expert with a cardiologist, and informational handouts.
- **Community Outreach and Cardiovascular Health (COACH) Program:** In September 2019, hosted a health screening for 50-70 family members in the local Latino community. A Spanish interpreter assisted with screening results. In February 2020, offered a “Check Your Heart” event — 78 individuals participated.
- **Stroke education and screenings:** In September 2019, stroke education and blood pressure screenings were held at the Westgate Plaza Grand Opening Carnival — 400 individuals provided with stroke information and 60 blood pressure screenings performed. These screenings were also offered at Senator Vogel’s 55+ Senior Expo — 300 individuals provided with stroke information and 70 blood pressure screenings performed.
- **Blood pressure screenings:** In March 2020, blood pressure screenings were offered at the Lawrence County Women’s Conference — 30 individuals participated.
- **Cardiopulmonary resuscitation (CPR):** CPR classes were provided to the community; these classes include information regarding heart attack and stroke. In 2020, the hospital led 69 classes with 427 participants, and between January and May 2021, the hospital hosted 47 programs with 362 participants.
- **Reaching more patients:** Between July 2020 and May 2021, HVI saw 3,611 patients and 27 percent were new. HVI’s Rapid Access Program continues to attract referrals with 277 referrals from July 2020 to May 2021. The direct referral line for primary care successfully schedules patients within 24-48 hours.



Offering Weight Management and Support Services

Over the last three years, UPMC Jameson has continued to provide consultations, surgical weight loss options, follow-up, and supportive care through the Minimally Invasive Bariatric Surgery Center. This multi-disciplinary approach to weight loss surgery combines the expertise of a board certified, fellowship trained bariatric surgeon with proven methods of nutrition and exercise, all managed under one program. The Bariatric Surgery Center offers free information sessions about surgical weight-loss options, one-on-one nutrition assessment before surgery, pre-op classes to help patients make lifestyle changes and prepare for bariatric surgery, appointments at the wellness center to help with fitness programs, and nutritional assistance and support groups for prospective, current, and past bariatric surgery patients. Progress over the last three years includes:

- **Increased participation in information sessions, diet classes, and support groups:** The hospital engages with community members by offering both in-person and virtual education classes and support groups. Prior to the COVID-19 pandemic, the hospital leveraged Facebook Live for its support group. Since March 2020, the hospital increased its use of digital platforms to connect with patients.
 - > Between July 2019 and May 2021, a total of 346 participants in both the in-person and online informational sessions.
 - > Between July 2019 and May 2021, a total of 620 participants in both the in-person and virtual diet classes.
 - > Between July 2019 and May 2021, a total of 218 participants in both the in-person and virtual support groups.
- **Maintained low readmission and complication rates for bariatric surgery patients:** The program seeks to provide comprehensive education and support pre- and post-surgery to help patients maintain weight loss and adopt healthy lifestyles.
 - > Between July 2019 and May 2021, 30-day readmission rates averaged .04 percent, out of a total of 124 surgery cases.

Providing Education and Tools for Healthy Habits

- **MyPath:** UPMC Jameson offers weight management and weight loss services to employees and community members through its MyPath program. This flexible program is tailored by a registered dietician to help participants reach their weight loss goals. The MyPath program connects patients to weight loss support and tracking assistance through in-person sessions with a dietician or through an online or smartphone app.
 - > Between July 2019 and May 2021, a total of 72 people participated in the MyPath program through a combination of in-person and virtual interactions with a dietician.



Healthy Living Education Series: The hospital offers healthy living presentations to the community. In February 2020, 32 people participated in Body Love: Love the Body You Live In. In April 2020, 112 individuals participated in virtual education sessions — Food as Medicine During a Pandemic and Exercise as Medicine During a Pandemic.

COMMUNITY PARTNERS:

Lawrence County Schools, Holy Spirit Parish, WKST Radio, UPMC Horizon, New Castle Community YMCA, United Way, UPMC Community Medicine Inc., Primary Care Physicians, Northwest Tobacco Coalition, Community Action Partnership, UPMC Health Plan, EMS, McGuire Memorial, MIU4

Behavioral Health

Access to Behavioral Health Services and Opioid Addiction and Substance Use

UPMC Jameson continues to offer comprehensive services to meet the community’s needs relating to behavioral health and substance use. The hospital leverages partnerships with local organizations, as well as UPMC system resources, to develop multiple channels to meet behavioral health needs.

GOAL:

Increase awareness of and access to behavioral health resources, including services that support individuals with substance use disorder

STRATEGY:

Take a comprehensive approach to addressing behavioral health access

ACTIONS:

- ✓ Evaluate current resources provided by local agencies, physicians, and other providers to assess opportunities for partnership
- ✓ Continue to maintain existing programs and services at UPMC Jameson that support individuals impacted by behavioral health issues
- ✓ Maintain programming to stem addiction and substance use
- ✓ Expand existing outpatient pain management programs through recruitment of additional medical staff

TARGET POPULATION:

- General community

PROGRAMS:

Access to Behavioral Health Services

- Consult and Liaison Services, including telepsychiatry
- PsychCare+
- Partial Hospitalization Program
- Trauma Informed Therapy Team

Opioid Addiction and Substance Abuse

- Peer Navigator Program
- Pain Management programs

PROGRESS:

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



590

Consults and Telepsychiatry Assessments
(July 2019 – May 2021)



555

Patients Contacted by Peer Navigator
(July 2019 – May 2021)

PROGRAM HIGHLIGHTS:***Providing Assessments to Help Connect Patients with Behavioral Health Services***

Over the last three years, UPMC Jameson has continued to provide consult and liaison services to hospitalized and emergency department patients. These services include referral, connection to resources, support, and telepsychiatry visits with UPMC Western Psychiatric Hospital.

- **Consult and Liaison Services:** Clinicians provide assessments for patients with psychiatric issues admitted into the emergency room and inpatient floors. Clinicians collaborate with emergency room physicians and psychiatrists through telepsychiatry to determine the least restrictive treatment options.
 - > Over the past three years, the program has grown — with 609 emergency room assessments, 590 telepsychiatry assessments, and 772 follow-up assessments with patients on hospital floors completed between July 2019 and May 2021.
- **PsychCare+:** The hospital continues to work collaboratively with UPMC Western Psychiatric to assist patients in need of intensive behavioral health treatment.
 - > From November 2019 through May 2021, there were 981 patient transfers from UPMC Jameson to various Behavioral Health units across the state and into Ohio.

Offering Warm Hand-Offs to Help Patients Find Their Way to Treatment and Recovery

Since September 2019, the hospital has worked to help link patients with substance use disorder to treatment and recovery services, using warm hand-offs by both a Peer Navigator and hospital staff.

- **Peer Navigator:** The Peer Navigator is an individual in recovery who provides support and resources for patients struggling with addiction. Over the last three years, the program has experienced significant growth – 555 total consults at UPMC Jameson. This growth is measured in numbers of contacts made with patients, resources provided to patients, transfers to rehab facilities, and Narcan kits provided. The hospital hired a new Peer Navigator in October 2019, enabling more patients to be contacted.
- **Referral Partnership with the Lawrence County Drug and Alcohol Commission:** Hospital staff continues to collaborate with the Lawrence County Drug and Alcohol Commission on a warm hand-off initiative. This effort provides case management services to the hospital for assistance with referrals to recovery programs.
 - > Since July 2019, the hospital responded to 165 referrals, which resulted in 46 referrals to inpatient facilities, eight referrals to outpatient facilities, and 19 referrals to inpatient mental health hospitals.

COMMUNITY PARTNERS:

UPMC Western Psychiatric Hospital, UPMC Horizon, University of Pittsburgh Physicians (UPP), Mercer County Behavioral Health, Lawrence County Drug and Alcohol Commission, Children's Advocacy Center of Lawrence County, Lawrence County Treatment Court, Human Services Center, Mercer County Bridge Program, Westminster College Memorandum of Understanding

Access to Care and Navigating Resources

Primary and Specialty Care

UPMC Jameson continues to address access to care and navigating resources in the community. The hospital is expanding access to primary and specialty care in the local community through recruitment and telehealth initiatives.

GOAL:

Increase access to primary care and specialty services

STRATEGY:

Expand efforts to increase access to primary care services and explore strategies to bring more specialty care to the community

ACTIONS:

- ✓ Continue to assess physician need in Lawrence and Mercer counties and to explore opportunities to improve access
- ✓ Leverage innovative tools to bring specialists to the region

TARGET POPULATION:

- General community

PROGRAMS:

Primary Care

- Physician Recruitment
- Home-based Early Head Start Program

Specialty Care

- Physician recruitment
- Exploration of expanding telehealth initiatives
- Nurse Family Partnership

PROGRESS:

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



9
Providers Recruited
to the Region
(July 2019 - May 2021)



8,471
Behavioral Health
Visits by Integrated
Therapists
(July 2019 - May 2021)



50+
Children Served by
Early Head Start
Each Month
(July 2019 - June 2021)

PROGRAM HIGHLIGHTS:

Actively Recruiting Providers to the Region

Over the last three years, UPMC Jameson has continued to assess the community's need for primary and specialty care providers, recruiting physicians where there are identified gaps in local access. Accomplishments include:

- **Primary Care:** The hospital collaborated with Primary Health Network (PHN) to recruit one primary care physician to the New Castle area. A 2021 graduate of the UPMC Horizon Family Medicine Residency Program joined PHN in their New Castle and Ellwood City offices, beginning in September 2021. In addition, succession planning is underway for primary care physicians in the region who are contemplating retirement or relocation.

- **Specialty Care:** In 2019, the hospital successfully recruited a full-time neurologist and a urologist. In 2020, the hospital successfully recruited a urologist, an endocrinologist, and an anesthesiologist. In 2021, the hospital recruited three radiologists and is actively searching for specialists in Pulmonology/Critical Care, General Surgery, and Women's Health.

Expanding Telemedicine Services

To continue to care for patients during the COVID-19 pandemic, UPMC Jameson accelerated growth of its telemedicine services.

- Between January 2020 and May 2021, the hospital conducted 2,931 inpatient telehealth visits.
- Between April 2020 and May 2021, there were 8,471 virtual visits for primary and specialty care.
- Expanded telemedicine services for inpatients in the specialties of Infectious Disease, Dermatology, and Neurology, and adding access to an Ear, Nose, and Throat (ENT) specialist.

Serving Children and Families in Lawrence County

Through the Children's Advocacy Center of Lawrence County, UPMC Jameson provides prevention, intervention, education, and outreach programs to serve kids and families in Lawrence County. Programs include:

- **Home-Based Early Head Start Program:** This weekly program offers education and child development services for low-income parents and their very young children.
 - > Between July 2019 and May 2021, maintained monthly enrollment at 50+ children.
 - > In September 2019, the mobile dentist provided exams to children enrolled in programs at the Children's Advocacy Center, and from November 2019 to March 2020, eligible children ages 1-3 years received dental exams from a family dentist. Due to the COVID-19 pandemic, the mobile dentist did not provide exams after March 2020.
 - > In response to community needs during the pandemic, the program offered families virtual home visits and virtual socialization opportunities, such as book readings or crafts via Facebook for families to do with children.
- **Nurse Family Partnership (NFP):** For first-time moms-to-be, this program starts early in a woman's pregnancy and lasts through her child's second birthday. Specially trained nurses make routine visits to provide parents with education and tools to support a healthy pregnancy and skills for stability and success.
 - > Average monthly enrollment of first-time moms in Lawrence County is 39 and average monthly enrollment of first-time moms in Mercer County is 29.
- **Breastfeeding classes:** In March 2019, the Children's Advocacy Center launched monthly, no-cost community breastfeeding classes in collaboration with the Lawrence County WIC Office and in December 2019 expanded the breastfeeding classes to Mercer County as well. Due to the COVID-19 pandemic, the breastfeeding class was adapted for a virtual platform, which reached 56 new moms from June 2020 to May 2021. The Children's Advocacy Center also offered virtual infant massage classes and nutrition classes. Families who participated in the nutrition classes received cookware and utensils.

COMMUNITY PARTNERS:

UPMC Horizon, UPMC Passavant, Children's Advocacy Center of Lawrence County, local obstetricians and pediatricians, WIC, school counselors and nurses, UPMC Health Plan, Gateway Health Plan, Children and Youth Services, Lawrence County Community Action Program (LCCAP), Adagio, Lawrence County Drug and Alcohol Commission, Lawrence County MH/DS, Police departments, DA's office, Juvenile Probation, Adult Probation, Human Services, Early Intervention, Housing Authority, Cray Youth and Family Services

UPMC Jameson Is Addressing High Priority Health Issues:

Adoption of the Implementation Plan

On April 26, 2022, the UPMC Jameson Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Jameson Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Jameson 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 Jameson 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 Jameson’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:

- **Advancing Behavioral Health Programs for Vulnerable Populations:** Providing new recovery options that meet the needs of complex care patients in partnership with UPMC Western Behavioral Health.
- **Enhancing Access to Care for Rural Communities:** Increasing the convenience and accessibility of health care services for individuals in rural and underserved areas by expanding telehealth capabilities and recruiting primary care providers to the local community.

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Jameson continues to offer comprehensive mental health services in Lawrence and Mercer counties by strengthening partnerships with local organizations, as well as UPMC system resources, to develop models of care that meet behavioral health needs in the community.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Increase awareness of and access to behavioral health resources

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Strengthen existing behavioral health programs that support individuals with mental health conditions.	<ul style="list-style-type: none"> • Provide intensive, outpatient mental health treatment program for adults at UPMC Western Behavioral Health at Jameson; engage multidisciplinary teams in the coordination of individualized treatment plans and therapies to help individuals achieve mental and physical wellbeing • Promote the use of PsychCare+ among mental health professionals to help triage, manage, and intervene with patient referrals for behavioral health care • Promote holistic recovery models and peer support services for patients with substance use disorder • Provide high quality, efficient, and convenient access to behavioral health services for individuals in rural and underserved areas • Continue to partner with the Children’s Advocacy Center of Lawrence County to offer victims of abuse specialized, trauma-informed interventions

TARGET POPULATION

General community, children and adolescents, rural and underserved areas

PLANNED COLLABORATIONS

UPMC Western Psychiatric Hospital, UPMC Western Behavioral Health, University of Pittsburgh Physicians (UPP), Lawrence County Drug and Alcohol Commission, Children’s Advocacy Center of Lawrence County, Lawrence County Community Action Program (LCCAP), UPMC Horizon

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Jameson and UPMC Horizon are taking a combined approach to expand access to primary care in the local community. By leveraging their regional care partnership, the hospitals are working together to recruit providers and expand telehealth capabilities to help ensure local access to world-class care.

HEALTH PRIORITY

Primary Care

GOAL

Increase access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Expand efforts to increase access to primary care services in the community.	<ul style="list-style-type: none"> • Attract and retain primary care physicians to the region • Continue to deliver primary care through virtual platforms

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Community Medicine, Inc. Primary Care Physicians, Primary Health Network, UPMC Horizon, Graduate Medical Education (GME)

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Jameson is addressing preventive health and wellness through an extensive suite of programs, including community education and outreach, partnerships with local organizations, and customized offerings to help prevent and manage chronic disease.

HEALTH PRIORITY

Community Prevention and Wellness Initiatives

GOAL

Increase awareness of disease prevention and management and encourage healthy lifestyles

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Promote healthy lifestyles and raise awareness of disease prevention through community outreach initiatives.	<ul style="list-style-type: none"> Promote healthy and active lifestyles in the community Participate in local health fairs Offer an array of community education programs, ranging from healthy living to cancer education, in partnership with local schools and organizations
2. Promote early detection and management of chronic conditions.	<ul style="list-style-type: none"> Offer preventive screenings and events, in collaboration with community partners Extend support to patients and community members managing chronic conditions (e.g., support groups) Connect patients with a registered dietician to develop weight loss goals and offer innovative tools to monitor progress (e.g., MyPath) Offer clinical services to promote healthy weight management
3. Improve access to care by addressing transportation barriers.	<ul style="list-style-type: none"> Collaborate with transportation providers in the community to improve access

TARGET POPULATION

General community, children and adolescents

PLANNED COLLABORATIONS

American Cancer Society, Local Chamber of Commerce, local school districts, community and religious groups, UPMC Health Plan, UPMC Horizon, Primary Health Network, United Way, UPMC Community Medicine Inc. Primary Care Physicians, Community Action Partnership, UPMC Horizon Community Health Foundation

Community Health Improvement Progress and Plan

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




UPMC | KANE

Caring for the Community

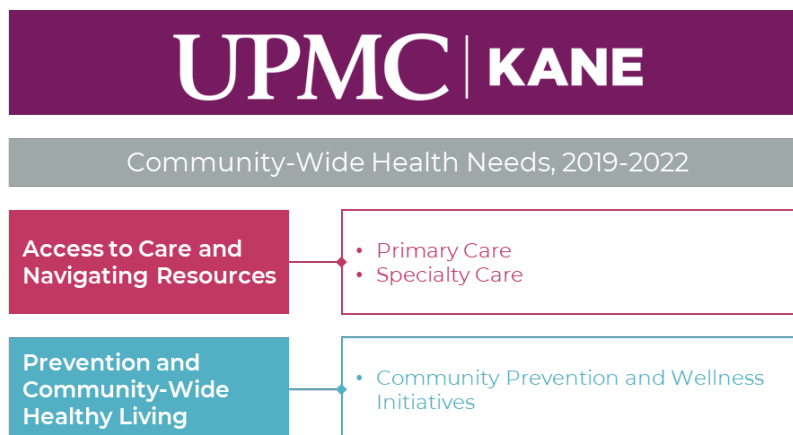
UPMC Kane is a nonprofit, acute-care hospital located in McKean County, Pennsylvania. As one of only two hospitals in McKean County, UPMC Kane provides quality medical services to area residents, who may otherwise have to travel long distances for care. UPMC Kane provides access to medical, surgical, rehabilitation, and transitional care, as well as specialized services, which include virtual care, diagnostic imaging, gastroenterology, cardiopulmonary services, cardiac rehabilitation, women’s health, pain management, and orthopaedics.

UPMC Kane is supported by an active medical staff representing many disciplines. The hospital is part of UPMC, one of the country’s leading Integrated Delivery and Finance Systems (IDFS), which positions the hospital to draw on the expertise of the larger organization when patients require access to more complex or highly specialized care. The medical staff is augmented by specialists who travel to McKean County from UPMC Hamot in Erie to hold regular office hours and provide inpatient consultations.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	31	Employees	162
	Hospital Patients	456	Community Benefits Contributions	\$2.4 million
	Emergency Dept. Visits	5,364	Free and Reduced Cost Care	\$1.6 million
	Total Surgeries	1,075	Total Economic Impact of Hospital Operations	\$34.3 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Kane 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 Kane’s ability to implement planned community health improvement initiatives. As a result, UPMC Kane 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Kane navigated the complexities of the pandemic, the hospital continued to address identified health needs by developing innovative approaches and strategies to engage with its communities.

Access to Care and Navigating Resources

Primary Care and Specialty Care

UPMC Kane is continuing to address access to care and navigating resources in the community by providing access to UPMC’s world-renowned specialty care in the local community, as well as supporting new channels for residents to receive primary care services.

GOAL:

Expand access to primary care and specialty services

STRATEGY:

Improve access to primary care and to specialists in local communities

ACTIONS:

- ✓ Expand access to primary care
- ✓ Expand specialty services in the community

TARGET POPULATION:

- General community

PROGRAMS:

Primary Care

- Express Care facility

Specialty Care

- Cardiology Clinic
- Telemedicine for cardiology visits
- Telemedicine for CHF Clinic visits
- Eye surgery
- GI Clinic
- Gynecology/Women’s Health
- Pain Management (Interventional and other treatment modalities)
- General Surgery
- Orthopedic Surgery

PROGRESS:

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



Increased Access with 3 New Telemedicine Specialties
(February 2020 - May 2021)



237
Visits to Express Care
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Leveraging Telemedicine to Reach Rural Communities

Telemedicine services have proven to be effective in improving access to care for patients and families residing in rural and underserved areas. Using advanced technology and leading-edge methods, such as two-way live video, store-and-forward asynchronous communications, and secure information distribution, providers can deliver the same high-quality health care through remote and virtual means as they do through in-person interactions. Telemedicine increases patients’ accessibility to specialist services and saves patients the time, cost, and inconvenience of travel. Over the last three years, UPMC Kane has continued to improve access to specialty care in McKean County using telemedicine. Since February 2020, UPMC

More than 2,800 virtual and phone visits completed within the first 15 months of implementation.

Kane has expanded telehealth specialties, including Dermatology (2020), Pulmonology (2020), and Cardiology and Congestive Heart Failure (CHF) Clinics (2021).

Improving Access to Primary Care

UPMC Kane continues to address the community's need for access to primary care in McKean County.

- **Expanded hours at primary care offices:** In response to community need, UPMC Kane Family Practice extended its hours to accommodate walk-in appointments on Fridays from 10:00 am to 6:00 pm, offering convenient access to care for minor illnesses and injuries. Offices in Johnsonburg and Mount Jewett also expanded hours to accommodate patients' schedules.
- **Filling a gap with UPMC Kane Express Care:** Opened in 2016, UPMC Kane's Express Care services help to reduce the financial burden on patients, providing access to care at a lower cost than a trip to the Emergency Department. In addition, patients are accepted as walk-ins, bypassing both potential wait times in the Emergency Department and the process of arranging a scheduled appointment.
 - > Between July 2019 and May 2021, there were 1,251 visits to UPMC Kane's Express Care.

Expanding Access to Specialty Care

Over the last three years, UPMC Kane has recruited three specialists and partnered with UPMC Hamot to offer local access to specialty care. Accomplishments include:

- **Cardiology Clinic:** UPMC Kane established a partnership with UPMC Hamot to offer a Cardiology Clinic. Cardiologists can hold office visits via telemedicine or on-site at UPMC Kane so that patients in McKean County do not have to travel three hours away for their appointments. Patients complete laboratory, cardiac, and imaging testing prior to these visits to maximize efficiency of appointments. In the first five months since its launch in January 2021, the telemedicine Cardiology and CHF Clinic held 60 patient visits.
- **Pain Management:** UPMC Kane continues to offer pain management services, with over 4,000 patient visits annually.
- **Podiatry:** In September 2019, UPMC Kane added podiatry to its specialty services. The provider hosts office hours once a week in Kane, improving access to podiatry care in the region.
- **Surgery:** One new General Surgeon joined the hospital's medical staff in November 2019. The surgeon has office hours in both Kane and Johnsonburg, with on-call coverage in case of emergencies.
- **Women's Health:** In 2020, UPMC Kane welcomed a Certified Nurse Midwife who practices in Kane and Johnsonburg offices, increasing access to women's health services.

COMMUNITY PARTNERS:

UPMC System, UPMC Hamot Physicians, local rotary clubs, local long-term care facilities

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Kane is addressing prevention and community-wide healthy living through a spectrum of initiatives, with a dedicated focus on supporting seniors and helping residents dealing with cancer and heart disease. Efforts include community education, preventive screenings, and other community outreach initiatives.

GOAL:

Increase awareness of disease prevention and management and encourage healthy behaviors

STRATEGY:

Enhance and expand multi-pronged effort to improve the health and wellness of the community

ACTIONS:

- ✓ Explore and conceptualize new rural health transformation model
- ✓ Promote and provide community education, screenings, and community outreach events to increase awareness, prevention, and management of cancer and heart disease
- ✓ Work with schools to provide nutrition information

TARGET POPULATION:

- General community
- Seniors

PROGRAMS:

Rural Health Transformation Model

- Develop and assess feasibility to implement rural health model

Cancer Education, Prevention, and Management

- Breast Center of Excellence
- Mammogram and ultrasound testing
- Monthly mammogram reminders
- Ladies Night Out
- Smoking cessation program

Heart Disease Education, Prevention, and Management

- Silver and Fit Program
- Wellness screenings
- Nutrition counseling

PROGRESS:

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



3

Years Participating in the PA Rural Health Model (2019 - 2022)



3,512

Mammograms and Ultrasound Testing (July 2019 - May 2021)



88

Seniors Engaged in Silver and Fit Program (July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Transforming Care through the Pennsylvania Rural Health Model

Since 2019, UPMC Kane has participated in the Pennsylvania Rural Health Model, which was developed by the Pennsylvania Department of Health and the Center for Medicare and Medicaid Innovation. By participating in this model, UPMC Kane is investing in quality and preventive care and tailoring services to better meet the needs of its local community. The Pennsylvania Rural Health Model aims to deliver an innovative model of care, which supports the levels of service currently offered in the community, enhances patient safety and quality, and reduces overall costs — thus creating an improved health care system in the community through a sustainable and vibrant new model of care.

In 2018, UPMC Kane developed a plan that outlined its proposed care delivery transformation, using specific goals to improve wellness and quality, reduce readmissions, focus on long-term health outcomes, and protect the level of service that the hospital can provide to the community. Achievements over the last three years include:

- **Introducing measures to avoid over-utilization in chronic obstructive pulmonary disease (COPD) patients:** The hospital implemented changes in 2020 to the COPD pathway to include spirometry testing, flu and pneumonia immunizations, and robust multidisciplinary patient education across the inpatient and outpatient services. UPMC Kane is also creating electronic health record clinical decision alerts as part of this program.
- **Implementing the Inpatient Telehospitalist Program:** In May 2021, the hospital partnered with the UPMC Center for Community Hospitalist Medicine to launch the virtual telehospitalist program, connecting inpatients, a team of nurse practitioners, and nurses to board-certified hospitalists for virtual rounds and on-demand consultations. This program improves the quality of patient care and helps to ensure financial stability for the hospital.
- **Instituting post-hospital programs:** In 2020, the hospital launched new post-hospital programs to help coordinate chronic care management, leading to improved health outcomes for patients with COPD and CHF.

Encouraging Screenings to Detect Cancer Early

Over the last three years, UPMC Kane has continued to promote the importance of mammogram screenings and ultrasound testing.

- **Monthly mammogram reminders:** The hospital's Radiology Department sends out reminders to all patients that have had a mammogram performed on their anniversary month of the previous mammogram and the hospital's Imaging staff make reminder phone calls when a patient's appointment is due.
- **Mammogram screenings:** In partnership with the Family Health Council of Central Pennsylvania, UPMC Kane provides mammogram screenings at a reduced cost. Between July 2019 and May 2021, 2,369 patients received mammograms.
- **Ultrasound testing:** UPMC Kane also partners with the Family Health Council to help ensure that women who require additional testing can get a breast ultrasound regardless of ability to pay. Between July 2019 and May 2021, 1,143 women required further evaluation with an ultrasound.

Increasing Senior Participation in Fitness to Improve Cardiac Health

UPMC Kane continues to offer the Silver and Fit Program, an exercise program tailored to seniors to help improve wellness, along with a 12-week Cardiac Rehab Program to improve cardiovascular health and overall wellbeing following a cardiac event or procedure.

- **The Silver and Fit Program** provides participants with camaraderie, accountability, and longevity. Participants gain strength, balance, stability, endurance, and stamina that all allow them to live independently. The program also assists with prevention of a plethora of disease processes.
 - > From July 2019 to May 2021, the Silver and Fit Program boasted 88 total participants in attendance three to five times per week, while the Cardiac Rehab Program engaged 37 participants three times per week during the same time period.
- **The Cardiac Rehab Program** is a multifaceted secondary prevention program utilizing a team approach to provide education on disease management, including tobacco cessation, psychosocial support, medication adherence, nutritional guidance, physical activity counseling, body weight management, diabetes compliance, blood pressure monitoring, and lipid management. Patients in the program also take part in supervised, prescribed exercise training aimed to increase cardiorespiratory fitness. These combined components can have a remarkable positive impact on cardiovascular disease.

COMMUNITY PARTNERS:

Local hospital-based primary care practices, Family Health Council of Central Pennsylvania, Johnsonburg and Kane school districts, UPMC Center for Community Hospitalist Medicine

UPMC Kane Is Addressing High Priority Health Issues:

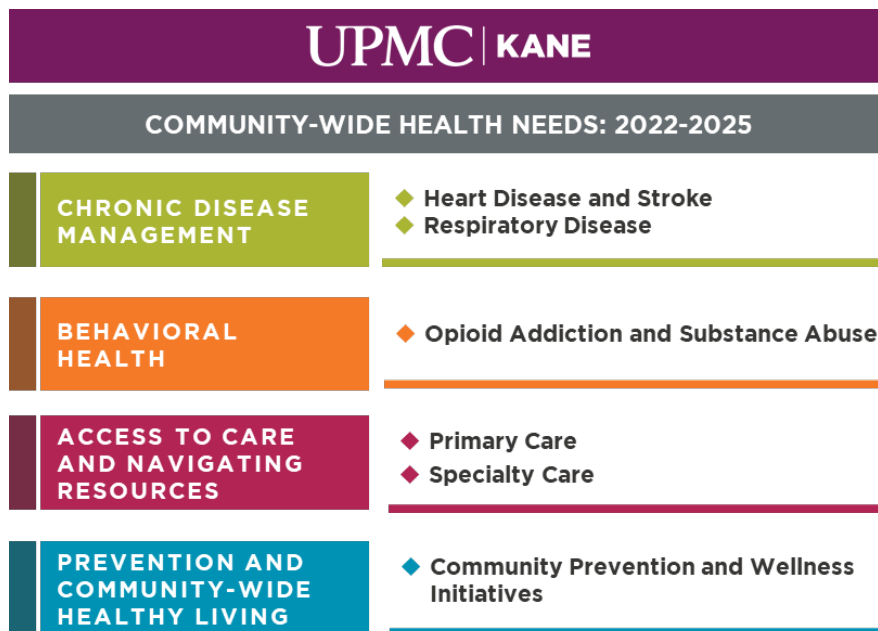
Adoption of the Implementation Plan

On April 25, 2022, the UPMC Kane 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 Kane Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Kane 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 Kane 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 Kane’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 Low-Income Populations:** Exploring opportunities to help address social determinants of health that prevent low-income populations from accessing regular primary care visits.
- **Overcoming 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 Kane continues to improve interventions for patients with chronic congestive heart failure by providing education and directing patients to appropriate levels of care.

HEALTH PRIORITY #1

Heart Disease and Stroke

GOAL

Improve care coordination for patients with congestive heart failure

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Enhance interventions to reduce avoidable utilization of inpatient services for congestive heart failure (CHF).	<ul style="list-style-type: none"> Expand access to telehealth services for CHF and cardiology Offer patient education and support on managing chronic conditions, diet, and medications Provide patients with scales to monitor weight and provide medication in blister packs

TARGET POPULATION

General community, seniors

PLANNED COLLABORATIONS

UPMC Heart and Vascular Institute (HVI), UPMC Hamot Physicians, Center for Medicare and Medicaid Innovation (CMMI), Pennsylvania Department of Health, Rural Health Redesign Center

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Kane is working to improve health outcomes for patients with chronic respiratory conditions by enhancing the continuity of care. The hospital is targeting interventions to help reduce potentially preventable hospitalizations by providing comprehensive care management, medication reconciliation, condition-specific physician pathways, home health support, specialist referrals, discharge follow-up, and education and support programs.

HEALTH PRIORITY #2

Respiratory Disease

GOAL

Improve the continuity of care for patients with chronic respiratory conditions

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Enhance interventions to reduce potentially avoidable utilization of inpatient services for chronic obstructive pulmonary disease (COPD).	<ul style="list-style-type: none"> Expand access to telehealth services for pulmonology Provide education and support to patients and their caregivers (e.g., medication management, home health support, and discharge follow-up)

TARGET POPULATION

General community, seniors

PLANNED COLLABORATIONS

UPMC Hamot Physicians, UPMC Health Plan, Center for Medicare and Medicaid Innovation (CMMI), Pennsylvania Department of Health, Rural Health Redesign Center

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Kane is actively working to improve access to the appropriate treatment for patients with substance use disorders by increasing utilization of pain management services, enhancing care coordination for prescription monitoring, providing education, and promoting the use of a referral hotline.

HEALTH PRIORITY

Opioid Addiction and Substance Abuse

GOAL

Reduce potentially avoidable admissions due to substance use disorders

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Utilize existing resources to provide support for patients with substance use disorder and direct patients toward appropriate care.	<ul style="list-style-type: none"> Expand pain management services to help ensure sufficient access to care Provide education to patients, staff, and providers about available resources to help manage substance use disorder Promote the use of referral programs (e.g., referral hotline) for staff to direct patients to pain management and other appropriate services
2. Leverage partnerships to identify solutions and develop programming for substance use disorder treatment.	<ul style="list-style-type: none"> Explore opportunities to establish a medical withdrawal management program

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Pharmacy Services, UPMC Center for Community Hospitalist Medicine, UPMC Western Behavioral Health, Center for Medicare and Medicaid Innovation (CMMI), Pennsylvania Department of Health, Rural Health Redesign Center

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Kane will continue to address access to primary care in the community through recruitment and retention of primary care physicians and advanced practice providers (APPs), expanding the reach of its services to the local and surrounding rural communities.

HEALTH PRIORITY #1

Primary Care

GOAL

Advance equitable access to primary care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Expand access to primary care in local communities.	<ul style="list-style-type: none"> • Attract and retain primary care providers and advanced practice providers (APPs) in the area • Develop new process for linking ED patients with primary care providers prior to discharge • Promote UPMC Kane Express Care to increase awareness and availability of same day appointments (e.g., walk-in service) • Participate in the Northwest Regional Accountable Health Council to increase access to primary care for low-income populations
2. Explore opportunities to help address social determinants of health that prevent low-income populations from accessing regular primary care visits.	<ul style="list-style-type: none"> • Help reduce transportation barriers to accessing primary care visits through coordination with local transportation providers

TARGET POPULATION

General community, low-income populations

PLANNED COLLABORATIONS

Northwest Regional Accountable Health Council, local rotary clubs, local food pantries, local long-term care facilities, local transportation providers

COMMUNITY HEALTH NEED

ACCESS TO CARE AND NAVIGATING RESOURCES

UPMC Kane will continue to provide access to UPMC’s world-renowned specialty care in the local community, through in-person specialist visits and telehealth consultations. By leveraging partnerships within the UPMC system, UPMC Kane can connect its patients with high-quality and innovative resources that improve care.

HEALTH PRIORITY #2

Specialty Care

GOAL

Improve access to specialty care

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Expand access to specialty care by utilizing partnerships within the UPMC system.	<ul style="list-style-type: none"> • Improve access to specialists in local communities by recruiting specialists and offering telehealth services • Expand specialty services in the community • Decrease fragmentation of care by improving the interoperability of Electronic Health Records between UPMC Kane and UPMC hospitals

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Hamot physicians, UPMC Northwest, UPMC Cole, UPMC Center for Community Hospitalist Medicine

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Kane is addressing prevention and community-wide healthy living through a spectrum of initiatives, including community education, preventive screenings, and outreach initiatives, with a dedicated focus on seniors and residents diagnosed with cancer and heart disease.

HEALTH PRIORITY

Community Prevention and Wellness Initiatives

GOAL

Increase awareness of disease prevention and management and encourage healthy behaviors

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Take a multi-pronged approach to improve the health and wellness of the community.	<ul style="list-style-type: none"> Promote and provide community education, screenings, and community outreach events to increase awareness, prevention, and management of cancer and heart disease Build strong relationships with local EMS, long-term care facilities, and other health care providers Explore opportunities to offer vaccinations to promote disease prevention
2. Encourage healthy behaviors by promoting wellness and healthy eating.	<ul style="list-style-type: none"> Work with schools to provide nutrition information Continue to focus on efforts with the Pennsylvania Rural Health Transformation Model

TARGET POPULATION

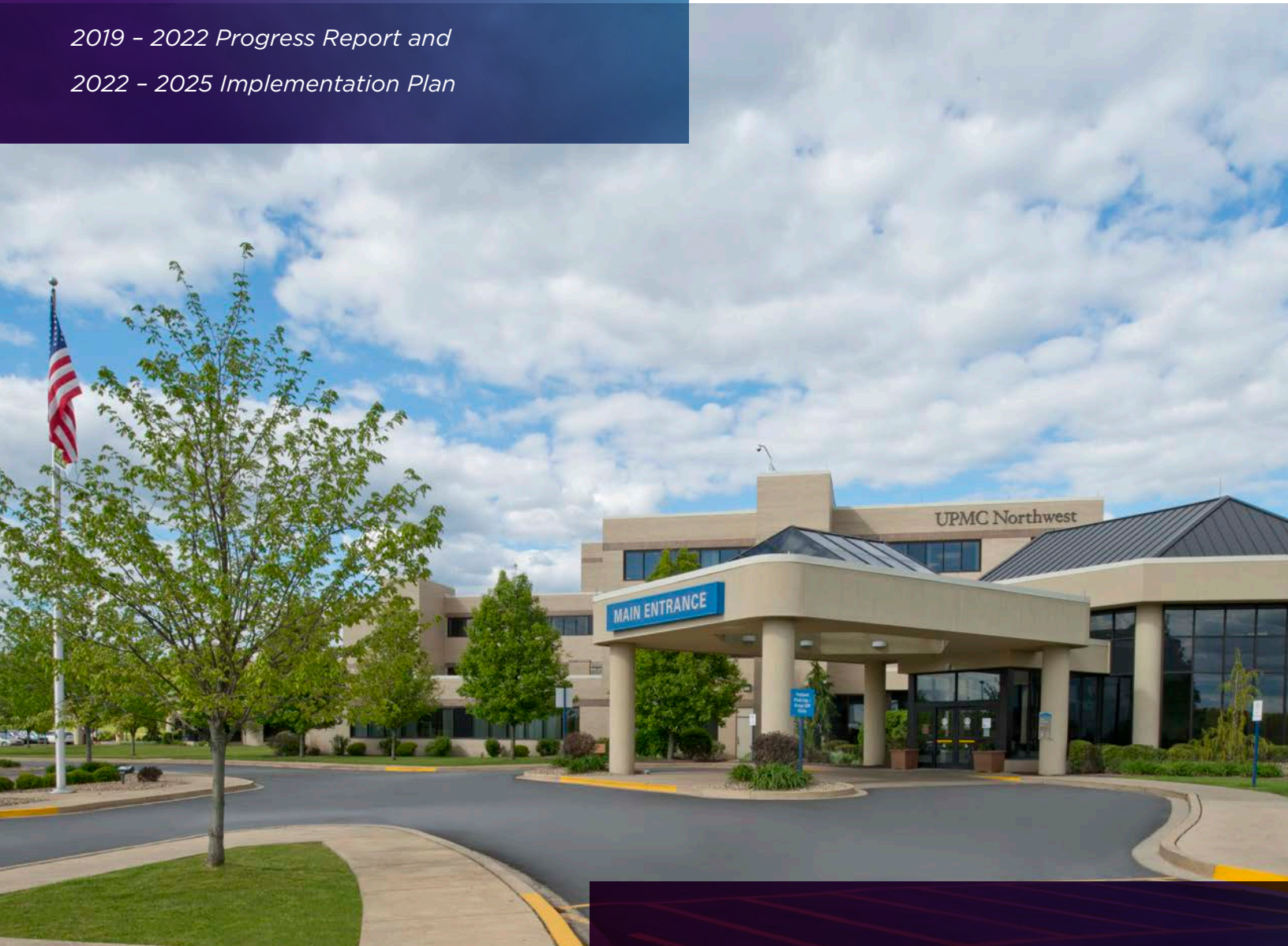
General community, seniors, children and adolescents, patients diagnosed with cancer, patients diagnosed with heart disease

PLANNED COLLABORATIONS

Local hospital-based primary care practices, Family Health Council of Pennsylvania, Johnsonburg and Kane School Districts, UPMC Center for Community Hospitalist Medicine, local Rotary Clubs, local EMS, local long-term care facilities

Community Health Improvement Progress and Plan

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




UPMC | NORTHWEST

Caring for the Community

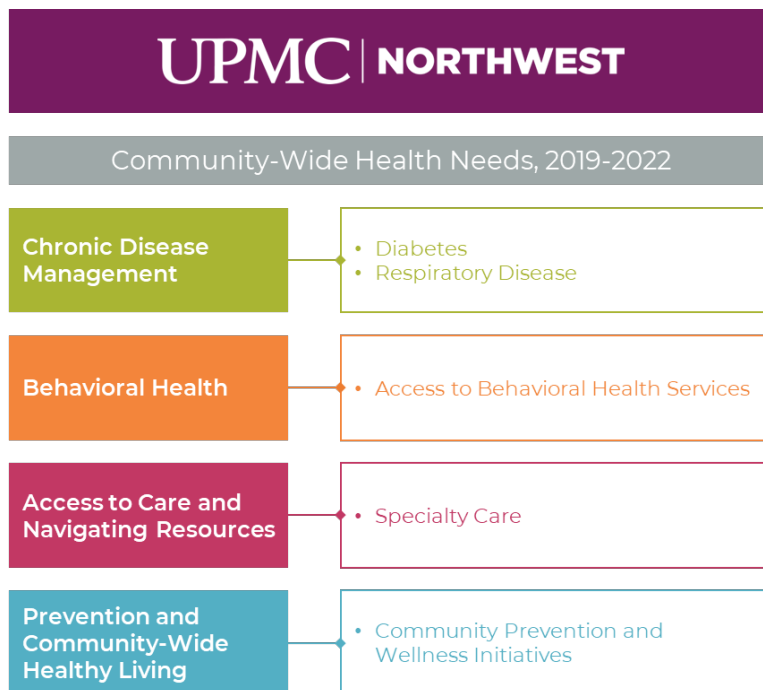
UPMC Northwest is a nonprofit, acute-care hospital located in Venango County, Pennsylvania. Operating from a campus in Seneca, Pennsylvania, this state-of-the-art facility is the only hospital in Venango County. The hospital offers a full range of quality medical services, providing area residents with access to medical, surgical, behavioral health, rehabilitation, and transitional care, as well as cutting-edge medical services not typically found at a local community hospital. Specialized services include telemedicine, behavioral health, CT imaging, MRI, stroke and diabetes care, and a UPMC Hillman Cancer Center.

UPMC Northwest is supported by an active medical staff representing many disciplines. The medical staff is augmented by specialists who travel to Venango County to hold regular office hours and provide inpatient consultations.

	VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
	Licensed Beds	169	Employees	721
	Hospital Patients	7,335	Community Benefits Contributions	\$8.9 million
	Emergency Dept. Visits	24,403	Free and Reduced Cost Care	\$5.9 million
	Total Surgeries	4,291	Total Economic Impact of Hospital Operations	\$194.2 million

Addressing the Community's Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Northwest 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 Northwest's ability to implement planned community health improvement initiatives. As a result, UPMC Northwest 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Northwest 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.

Chronic Disease Management

Diabetes and Respiratory Disease

UPMC Northwest serves as an important resource to the community in promoting diabetes and respiratory disease prevention and management. UPMC Northwest continues to address these chronic conditions through a wide variety of initiatives, including community education, screenings, and customized programming.

GOAL:

Improve disease prevention, awareness, and management

STRATEGY:

Increase awareness, prevention, and management of diabetes and respiratory disease

ACTIONS:

- ✓ Offer diabetes prevention and management education programs
- ✓ Provide endocrinology consults through the UPMC Outpatient Telemedicine Center at UPMC Northwest
- ✓ Provide education about diabetes risk factors and prevention at health fairs and community events
- ✓ Offer community education, screenings, and programming to help prevent and manage respiratory disease

TARGET POPULATION:

- General community

PROGRAMS:

Diabetes

- Diabetes Prevention Program
- The Diabetes Center at UPMC Northwest
- Diabetes Self-Management Education
- Glucose to Goal
- Endocrinology Telemedicine Program
- Community Outreach

Respiratory Disease

- Lung Screening Program
- Nurse Navigator
- Smoking Cessation Program
- Community education (e.g., school presentations, workplace health fairs)
- Better Breathing Clinic

PROGRESS:

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



361

Visits to the Diabetes Center at UPMC Northwest
(July 2019 - April 2021)



1,754

Lung Screenings
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Focusing on Diabetes Prevention and Management

Over the last three years, UPMC Northwest has continued to offer programs that address diabetes prevention and management. Efforts include:

- **Providing one-on-one consultations for diabetes management:** The Diabetes Center at UPMC Northwest provides advanced, comprehensive, and personalized services to patients with diabetes and prediabetes through the Glucose to Goal Program. The center's staff works collaboratively with patients, their primary care physicians, and UPMC Health Plan to help patients better understand and manage diabetes on their own and reduce the risk of complications. Services include diet and glucose monitoring, insulin pump instruction, and medication management.
 - > Between July 2019 and April 2021, there were 361 patient visits through the Diabetes Center. During the COVID-19 pandemic, in-person visits were suspended through April 2021. To continue to serve patients during the pandemic, the hospital conducted 19 telephone visits for diabetes education.
 - > Beginning in 2019, UPMC Health Plan and the UPMC system have created a program called "CDE High Risk Initiative," where UPMC insured individuals (all UPMC insurance lines) can receive no-copay or deductible Diabetes Self-Management Education. From July 2019 to April 2021, 86 UPMC Health Plan members participated in this program.
- **Using telemedicine to support diabetes care:** While access to subspecialty care in Venango County is limited, patients with diabetes can connect with UPMC endocrinologists through the UPMC Outpatient Telemedicine Center at UPMC Northwest. These telemedicine visits help keep care local and reduce travel time and costs for patients.
 - > Between July 2019 and May 2021, 339 diabetes patients consulted with an endocrinologist through telemedicine appointments.

Promoting Screenings to Detect Respiratory Disease

UPMC Northwest continues to encourage early detection of lung cancer through lung screenings and to offer support to patients with a nurse navigator. Key accomplishments over the last three years include:

- **Sending screening reminders:** The hospital reached 1,678 patients with direct mailings to remind them about lung screenings.
- **Offering screenings at community events:** Between July 2019 and March 2020, the hospital provided 439 individuals with screenings at community health fairs.
- **Adding local appointment availability:** UPMC Northwest expanded its partnership with UPMC Hamot, increasing appointment availability with a cardiothoracic surgeon from once a month to twice a month.
- **Supporting patients with a Nurse Navigator:** In 2021, the hospital added one Nurse Navigator to its staff, increasing support for patients with a lung disease diagnosis.



Supporting Patients with Chronic Obstructive Pulmonary Disease (COPD)

UPMC Northwest's Better Breathing Clinic offers free monthly classes to help patients who are having trouble managing chronic obstructive pulmonary disease (COPD). Classes include anatomy and physiology of the lung, medications and inhalers used to treat COPD, and exercise and COPD. The Better Breathing Clinic also provides a level of personal support from patient to patient and family to family. The classroom environment enables patients and family members to talk with each other and share experiences.

- In 2019, a total of 29 people attended the Better Breathing Clinic. In 2020, one class was held in January. Monthly classes were suspended due to the COVID-19 pandemic.

Educating the Community about Disease Prevention

UPMC Northwest continues to provide educational programming at local schools, health fairs, and workplaces to help raise awareness of disease prevention and healthy living habits.

- **Diabetes Prevention Education:** In September 2019, the hospital reached 116 individuals at a community health fair.
- **Stroke Education and Screenings:** Between August 2019 and February 2020, the hospital reached 539 attendees of community health education events, such as the Sugar Creek Station Community Health Fair and the Clarion Senior Center public stroke screening.

While the COVID-19 pandemic did affect many of the hospital's in-person education programs, UPMC Northwest adapted to virtual platforms. For instance, in recognition of World Stroke Day, October 29, 2020, the hospital hosted a virtual presentation for stroke awareness — What to Know and What to Do. The hospital also offered virtual orthopedic education, reaching 33 individuals between March 2020 and May 2021.

COMMUNITY PARTNERS:

UPMC Northwest Telemedicine specialists, UPMC Endocrinology Service Line, home health agencies, primary care offices, UPMC Hamot, Lung Cancer Alliance, UPMC Health Plan, American College of Radiology, Venango-Forest Cancer Coalition, Juvenile Diabetes Research Fund (JDRF). Northwest Pennsylvania Tobacco Control Program

Behavioral Health

Access to Behavioral Health Services

UPMC Northwest continues to address the growing need for behavioral health services by leveraging existing offerings and working collaboratively with UPMC Western Psychiatric Hospital to explore efforts to expand outpatient behavioral health services.

GOAL:

Increase awareness of and access to behavioral health resources

STRATEGY:

Take a comprehensive approach to addressing behavioral health

ACTIONS:

- ✓ Continue to maintain and build behavioral health offerings in the community
- ✓ Continue to screen for Neonatal Abstinence Syndrome

TARGET POPULATION:

- General community
- Mothers and infants

PROGRAMS:

- Behavioral health specialist recruitment
- Telepsychiatry
- Neonatal Abstinence Syndrome (NAS) prevention efforts
- Inpatient behavioral health unit
- Extended acute care behavioral health unit

PROGRESS:

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



634

Telepsych Appointments Conducted
(July 2019 - May 2021)



44

Babies Observed for Signs of NAS
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Growing Behavioral Health Services to Meet Community Need

Over the last three years, UPMC Northwest has continued to assess the community’s behavioral health needs and to take action to expand services in order to improve access to behavioral health care. Accomplishments include:

- **Successful recruiting outcome:** In July 2020, the hospital recruited a full-time psychiatrist to its medical staff, increasing local access to psychiatry services.
- **Increased use of telepsych:** UPMC Northwest continues to offer telepsych services. Telepsych is well-received, and the number of consultations continues to increase — with more than 634 appointments between July 2019 and May 2021.
 - > Initiated telepsychiatry visits in the Family Birthing Center in May 2020. Ninety-seven percent of patients were asked about their mental health. Of those screened, 55 percent were at risk for postpartum depression or anxiety, and of those at risk, 35 percent accepted a consult with Behavioral Health, which saw more than 100 women from May 2020 to May 2021.

- **Collaborated with local partners:** Over the past three years, the hospital has continued to develop relationships with first responders, law enforcement, and mental health providers.
 - > 302/First Responder meetings: Reviewed cases, processed concerns, connected with county representatives and law enforcement, and collaborated on workflows.
 - > Mental Health Provider meetings: Discussed programs and areas for opportunity, including problems facing each agency, with local mental health providers (inpatient and outpatient).
- The hospital conducted a risk assessment and implemented additional equipment and safety measures.

Reducing the Incidence and Impact of Neonatal Abstinence Syndrome

UPMC Northwest continues to address the high incidence of babies born with Neonatal Abstinence Syndrome (NAS) in Venango County. In 2019, UPMC Northwest was awarded a grant from the Health Resources and Services Administration (HRSA) to help reduce the incidence and impact of NAS in rural communities by improving systems of care, family supports, and social determinants of health. UPMC Northwest's grant activities include:

- Establishing Safe Harbor, a women's recovery center established at Magee Women's Specialty Services at UPMC Northwest, located in Franklin, Pennsylvania.
- Transitioning to a new care model for NAS babies – Eat, Sleep, & Console. This method is proven to reduce length of stay and reduce the need for pharmacologic treatment for NAS babies.
- Modifying two existing rooms on the obstetrics unit so that families of NAS babies can stay for the entirety of a baby's hospitalization.

Access to Care and Navigating Resources

Specialty Care

UPMC Northwest continues to address access to care and navigating resources in the community by providing access to UPMC’s world-renowned specialists through extensive telehealth offerings for residents to receive the best quality care in their locality.

GOAL:

Increase access to specialty services for residents

STRATEGY:

Improve access to specialists

ACTIONS:

- ✓ Continue to offer access to specialists through the UPMC Outpatient Telemedicine Center at UPMC Northwest
- ✓ Increase the number of services provided through telehealth

TARGET POPULATION:

- General community

PROGRAMS:

- UPMC Outpatient Telemedicine Center at UPMC Northwest

PROGRESS:

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



25

Telemedicine Specialties Offered
(July 2019 - April 2021)



3,008

Appointments through the UPMC Outpatient Telemedicine Center
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Enhancing Specialty Care with Telemedicine

The UPMC Outpatient Telemedicine Center at UPMC Northwest brings specialty physicians close to home by utilizing state-of-the-art video conference technology. Using HIPAA-secure teleconferencing technology and dedicated on-site staff, the UPMC Outpatient Telemedicine Center connects patients directly to specialists in Pittsburgh. The patient and the expert physician can see and hear each other during the appointment, and medical staff at the UPMC Outpatient Telemedicine Center can perform an exam and share their findings in real time with the expert physician.



- **Since July 2019, UPMC Northwest has expanded telemedicine specialty services, including:** Thoracic Surgery and inpatient and outpatient Neurology and Pulmonology coverage.
 - > Between July 2019 and April 2021, 3,008 patient visits were conducted at the UPMC Outpatient Telemedicine Center at UPMC Northwest.

COMMUNITY PARTNERS:

Telemedicine specialists, UPMC Enterprises, Curavi Medical, and Psychiatric Telemedicine Services

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Northwest is helping to promote prevention and healthy living by targeting mothers and infants through its Family Birthing Center and Obstetrics and Gynecology services, as well as through support classes that help educate families about breastfeeding, siblings, and infant care practices, such as safe sleep.

GOAL:

Improve general health and wellbeing for mothers and infants in the community

STRATEGY:

Take a comprehensive, community-oriented approach to improve health and wellness, with targeted initiatives to support maternal and infant health

ACTIONS:

- ✓ Provide prenatal education classes
- ✓ Promote breastfeeding through educational programs and with continued efforts from certified breastfeeding counselors on staff
- ✓ Promote safe sleep practices

TARGET POPULATION:

- Mothers and infants

PROGRAMS:

- Prenatal Health Initiatives
- Breastfeeding Initiative/Keystone 10
- Safe Sleep Education

PROGRESS:

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



335

Participants in Prenatal Classes
(July 2019 - April 2021)



1,074

Safe Sleep Brochures Distributed
(July 2019 - April 2021)

PROGRAM HIGHLIGHTS:

Providing Education and Support to Pregnant Women and New Mothers

Over the last three years, UPMC Northwest has continued to offer education and support to pregnant women, new mothers, and young families. Programs include:

- **Offering Prenatal Education Classes:** UPMC Northwest offers several classes to help prepare pregnant women and their families for the birth of a child. Classes include: Prepared Childbirth, Prepared Childbirth Refresher, Sibling Class, Infant Care Class, and Breastfeeding Support. Despite the COVID-19 pandemic, there was an increase in attendance at infant care, breastfeeding, and prepared childbirth classes.
 - > Between July 2019 and April 2021, 335 individuals attended prenatal education classes.

- **Creating a Safe Sleep Environment:** The UPMC Northwest Family Birthing Center works to help every baby sleep safely. Over the last three years, the hospital has continued to promote safe sleep education – teaching parents about safe sleep practices, such as replacing receiving blankets with wearable blankets to eliminate loose bedding in cribs. The hospital distributes safe sleep educational materials to every family with a new baby who is discharged from the Birthing Center.



COMMUNITY PARTNERS:

UPMC Hamot, Governor's Institute for Safe Plans of Care, Venango County Overdose Task Force, Venango County Human Services, Venango County Children and Youth Services, local schools, Hospital Association of Pennsylvania, Community Services of Venango County, Franklin Fire Department, PA Dept. of Health, PAWS for a Cause, PSP, Tobacco Program Venango County

UPMC Northwest Is Addressing High Priority Health Issues:

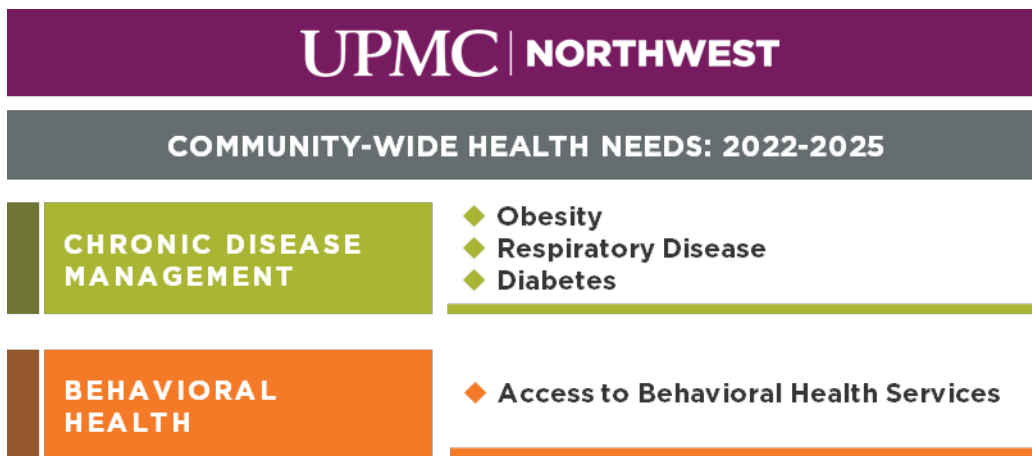
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- Behavioral Health

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By providing a comprehensive suite of programs, UPMC Northwest 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 Northwest 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 Northwest'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 behavioral health care services by continuing to offer state-of-the-art treatment and recovery options in rural and underserved areas.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Northwest is taking a multifaceted approach to address obesity by supporting healthy eating and active living in a variety of settings.

HEALTH PRIORITY #1

Obesity

GOAL

Encourage and motivate individuals to make lifestyle changes that positively affect their body weight to improve health outcomes

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Provide nutrition counseling, education, and support to help individuals manage obesity and achieve a healthy weight.	<ul style="list-style-type: none"> • Provide nutrition counseling and customized nutrition plans to promote healthy eating • Track and monitor weight to help advance weight loss • Provide nutrition education to improve health outcomes • Provide the nutrition consult required for Bariatric Surgery • Host an annual Lunch and Learn session for employees to promote healthy eating
2. Encourage healthier lifestyles by increasing access to healthy foods.	<ul style="list-style-type: none"> • Support a culture of healthy eating in the workplace, and at the hospital, by offering a variety of healthy options

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Physician practices, UPMC Health Plan

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Northwest serves as an important resource to the community in promoting respiratory disease prevention and management. UPMC Northwest will continue to address this chronic condition through a variety of initiatives, including patient education, screenings, and outreach.

HEALTH PRIORITY #2

Respiratory Disease

GOAL

Increase respiratory disease awareness, prevention, and management to help lower readmissions

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Offer community education and screenings to help prevent and manage respiratory disease.	<ul style="list-style-type: none"> • Provide education on the prevention and management of chronic respiratory conditions (e.g., chronic bronchitis and chronic obstructive pulmonary disease) • Emphasize the importance of early detection and management of cancer by promoting lung screenings • Continue to offer lung screenings to the community and refer patients to the appropriate level of care

TARGET POPULATION

General community

PLANNED COLLABORATIONS

UPMC Northwest Respiratory Department

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Northwest will continue to promote diabetes prevention and management through multiple channels, including community education, outreach, and customized programming.

HEALTH PRIORITY #3

Diabetes

GOAL

Improve diabetes awareness, prevention, and management

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Increase awareness and prevention of diabetes through community outreach and education.	<ul style="list-style-type: none"> • Provide education about diabetes risk factors and prevention at community events (e.g., health fairs), or mailings when in-person events are not feasible
2. Provide support to patients to help manage diabetes.	<ul style="list-style-type: none"> • Offer customized diabetes prevention and management education programs with a certified diabetes care and education specialist • Provide endocrinology consults through the UPMC Outpatient Telemedicine Center at UPMC Northwest

TARGET POPULATION

General community

PLANNED COLLABORATIONS

Telemedicine specialists, home health agencies, primary care offices, UPMC Health Plan

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Northwest will continue to address the growing need for behavioral health services by leveraging existing offerings (e.g., inpatient units), while partnering with UPMC Western Psychiatric Hospital to explore efforts to expand behavioral health services.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Continue to offer exceptional inpatient behavioral health care to adults from the local community and explore opportunities to expand services

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Promote awareness of the recovery options available to adults in the community.	<ul style="list-style-type: none"> Develop a new brochure to showcase the treatment programs offered in the Behavioral Health Inpatient Unit Distribute the brochure to patients, their families, and members of the community
2. Continue to provide behavioral health care to adults suffering from mental illness and conduct follow-up to increase compliance with discharge instructions.	<ul style="list-style-type: none"> Provide a safe and comfortable environment to help behavioral health patients focus on recovery Maintain behavioral health offerings in the community (e.g., Inpatient Behavioral Health Unit: Traditional Acute Care and Extended Acute Care) Continue to provide discharge follow-up services to encourage patients to attend follow-up appointments and responsibly manage their medication

TARGET POPULATION

General community, adults

PLANNED COLLABORATIONS

Venango County Mental Health Administration, local law enforcement, local outpatient providers, Paoletta Counseling Center, Hand-in-Hand, UPMC Western Psychiatric Hospital, UPMC's Marketing Department

Community Health Improvement Progress and Plan

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



UPMC | CHAUTAUQUA

Caring for the Community

UPMC Chautauqua is southwestern New York’s largest not-for-profit health care provider. The hospital offers an extensive range of inpatient and outpatient acute and rehabilitation services that aim to meet the health care needs of a large rural population. As a result of its merger with UPMC in 2016, the hospital invested in capital improvements, including the opening of the new Women’s and Maternity Care Center at UPMC Chautauqua. It has also made capital investments to enhance convenient access to local health care resources, while expanding accessibility to top-rated, specialty services, including UPMC Hillman Cancer Center.

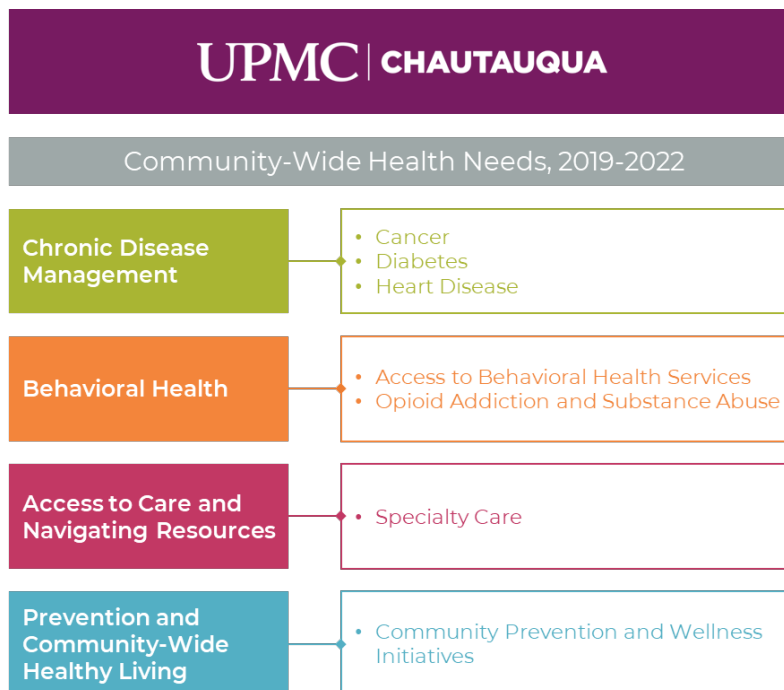
UPMC Chautauqua maintains a historically strong connection with its rural community. Established in 1885, UPMC Chautauqua has never wavered from its mission of improving the health and wellbeing of those we are so privileged to serve – the very purpose for which this hospital was founded. As the oldest hospital in southwestern New York, UPMC Chautauqua has a proud heritage of providing excellent care and devoted service to its community.



VITAL STATISTICS Calendar Year 2020		JOBS AND STRENGTHENING THE LOCAL ECONOMY	
Licensed Beds	297	Employees	801
Hospital Patients	6,683	Community Benefits Contributions	\$18.6 million
Emergency Dept. Visits	30,004	Free and Reduced Cost Care	\$18.2 million
Total Surgeries	3,985	Total Economic Impact of Hospital Operations	\$221 million

Addressing the Community’s Significant Health Needs

When the Fiscal Year 2019 CHNA was conducted, UPMC Chautauqua 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 New York'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 Chautauqua's ability to implement planned community health improvement initiatives. As a result, UPMC Chautauqua 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 and vaccine sites, and worked with state and local leaders to deliver COVID-19 vaccines. While UPMC Chautauqua 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.

Chronic Disease Management

Cancer, Diabetes, and Heart Disease

UPMC Chautauqua continues to address chronic disease management through an extensive suite of interventions targeting cancer, diabetes, and heart disease. Efforts include education, screenings, and a wide variety of community outreach initiatives.

GOAL:

Increase awareness, prevention, and management of chronic disease in the community

STRATEGY:

Increase access to high-quality preventive care and management in both clinical and community settings

ACTIONS:

- ✓ Offer a range of health education and awareness events throughout the community

TARGET POPULATION:

- General community
- Medically underserved/low-income/minority populations

PROGRAMS:

Cancer

- Infusion Center
- Lily's Hope
- Breast Health Nurse Navigator
- Shades of Pink Breast Cancer programs
- One-on-one tobacco cessation counseling
- CEO Gold Accreditation
- Look Good Feel Better
- Distress Screening Tool
- Nutrition classes
- Colorectal cancer screening
- Outreach at UPMC Chautauqua Wellness
- Great American Smokeout Blitz
- October Breast Cancer Awareness Month

Diabetes

- Diabetes prevention programs
- UPMC Chautauqua Farmers Market Express
- UPMC Chautauqua Raised Garden Project
- Rethink Your Drink campaign
- Grab and Go Healthy Food Initiative under 500 calories
- Community Foot Screening
- Living Healthy

Heart Disease

- Cardiac Nurse Navigator
- Heart health education and awareness
- UPMC Chautauqua Strike Out Heart Disease
- Cardiovascular screening
- Tobacco cessation education
- National Stroke Center

PROGRESS:

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



1,833

Infusion Therapy Visits
(October 2019 - May 2021)



120

Patients Engaged by Cardiac Nurse Navigator
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Opening New UPMC Hillman Cancer Center

UPMC Hillman Cancer Center at UPMC Chautauqua opened in October 2019 and offers specialized medical oncology treatments to patients in the Jamestown, NY area. UPMC Hillman Cancer Center gives the community access to one of the largest, most comprehensive cancer networks in the country and provides patients with access to breakthrough research and leading-edge therapies. Located on the third floor of the hospital, the center has four exam rooms and twelve treatment chairs for chemotherapy infusions and injections, allowing patients to receive the highest level of cancer care without having to leave their community.

- Between October 2019 and May 2021, the Cancer Center had approximately 1,833 new and return patient visits and lab draws and provided 765 chemotherapy and infusion treatments.
- In July 2020, the Cancer Center added one full time medical oncologist and hematologist, which increased access to a physician five days per week — up from one day per week when the Cancer Center first opened. In March 2021, a new physician assistant joined the team.

Supporting Women through Cancer Treatment

Lily's Hope, a community-led boutique, offers wigs, scarves, and hats to women in Chautauqua County who are experiencing hair loss due to cancer treatments or other diseases. In January 2021, the hospital opened Lily's Hope in a new location on UPMC Chautauqua's main campus, making the program more accessible to patients.

- Between July 2020 and May 2021, Lily's Hope provided wigs, scarves, and hats to 31 women.



Helping to Reduce Readmissions for Patients with Heart Disease

UPMC Chautauqua's Cardiac Nurse Navigator helps to support and guide patients through their inpatient or outpatient heart care. The Cardiac Nurse Navigator counsels cardiovascular and congestive heart failure (CHF) patients about risk factors and helps to reduce the need for readmission to the hospital. The Cardiac Nurse Navigator serves as a liaison between patients, their caregivers, and health care providers and teaches patients about the importance of self-management of their heart disease. Program accomplishments include:

- From July 2019 to May 2021, the Cardiac Nurse Navigators counseled 120 patients. Navigator support is tailored to a patient's needs and requirements — follow-up may last from two weeks to six months after discharge.
- During the first quarter of 2020, the Cardiac Nurse Navigator program resulted in an average 30-day CHF readmission rate of 10 percent — less than half the national average of nearly 22 percent.
- In 2020, the hospital began offering low-income patients with uncontrolled heart disease digital scales and blood pressure cuffs to help with self-management of their disease. In 2021, the hospital started making "CHF patient kits" to be given to patients as needed. A full kit includes a blood pressure cuff, a scale, a daily weight log, a water bottle for fluid measurement, a pill organizer, and CHF educational materials.
- In 2020, the hospital also developed a learning module for use on inpatient televisions and adopted a questionnaire for use with patients who were readmitted within 7-30 days.

COMMUNITY PARTNERS:

Zonta Club of Jamestown, Chautauqua County Health Department, American Cancer Society, Chautauqua County Office of Aging, WCA Foundation

Behavioral Health

Access to Behavioral Health Services and Opioid Addiction and Substance Abuse

UPMC Chautauqua is enhancing and creating comprehensive services to meet the community’s needs relating to behavioral health and substance use. The hospital continues to develop and maintain multiple channels and community-based partnerships to help ensure that residents have access to behavioral health services. Efforts include community-based Medication-Assisted Therapy (MAT), inpatient units, and community outreach initiatives.

GOAL:

Increase awareness of and access to behavioral health resources

STRATEGY:

Take a comprehensive approach to address behavioral health

ACTIONS:

- ✓ Help prevent suicide among youth and adults
- ✓ Host community Mental Health First Aid Trainings to identify and assist individuals experiencing a mental health crisis or in the early stages of chronic mental health problems
- ✓ Continue to enhance and expand mental health programming for the community
- ✓ Help prevent underage drinking, non-medical use of prescription pain relievers by youth, and excessive alcohol consumption by adults
- ✓ Continue to offer treatment and support for individuals with substance use disorder

TARGET POPULATION:

- General community
- Mothers and infants

PROGRAMS:

Access to Behavioral Health Services

- Long-Term Residential Program
- Adolescent and Adult Mental Health Inpatient Units
- UPMC Chautauqua Behavioral Health
- Mental Health First Aid Trainings

Opioid Addiction and Substance Abuse

- Outpatient Chemical Dependency Program (OPCD)
- Medication-Assisted Therapy
- Support for prevention education
- Offer telehealth channels between medication dependency sites

PROGRESS:

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



65

Beds Dedicated to Behavioral Health
(July 2019 - June 2021)



2,270

Patients Served through Inpatient Behavioral Health Units
(July 2019 - May 2021)

PROGRAM HIGHLIGHTS:

Meeting the Community's Behavioral Health Needs

UPMC Chautauqua offers access to both outpatient and inpatient behavioral health services. With 65 beds dedicated to mental health and substance use disorder, the hospital's inpatient behavioral health units served a total of 2,270 patients from July 2019 to May 2021.

Filling a Gap for Residential Addiction Services

In September 2019, UPMC Chautauqua opened a 20-bed, long-term residential addiction services program at UPMC Chautauqua's Jones Memorial Health Center campus. This facility is the first long-term residential addiction services program in Chautauqua County — increasing local access to behavioral health care. The program offers three levels of care: stabilization, rehabilitation, and community reintegration. The first phase is stabilization, which is an acute, short-term stay of 1-14 days or a few weeks. The second phase is long-term, which could be a stay for up to a year. The third phase is community reintegration. These phases allow individuals who may relapse while in treatment to remain in the residence, rather than change locations. This model of care offers the ability to adapt treatment plans and programming around a patient, increasing supports and services as needed. Since September 2019, the program has demonstrated its ability to meet community needs:

- 82 patients have been admitted to the program — a total of 5,449 patient days.
- Admissions increased by approximately 65 percent between January 2021 and May 2021.

Providing a Recovery-Oriented Environment

In 2019, UPMC Chautauqua enhanced its ability to meet the community's behavioral health needs by opening Adolescent and Adult Mental Health Inpatient Units. With ten beds dedicated for children and adolescents and 20 beds dedicated for adults, these new units provide a recovery-oriented environment and immediate access to hospital services.

- **Direct connection from the Emergency Department:** Prior to 2019, UPMC Chautauqua's Behavioral Health units were located about a mile away, at the hospital's Jones Health Center campus. Because the unit is now physically connected to the hospital, patients no longer require ambulance transport to the unit from the Emergency Department.
- **Increased availability of private rooms:** While behavioral health units emphasize recovery through a sense of community with group therapy, meals, and activities, it is important to balance this with opportunities for reflection and solitude. With 22 private rooms, many patients appreciate privacy to work on individualized assignments, rest, and reflect.
- **Added a gym for recreation therapy:** The new unit has a small gym, something that was not available in the old unit, and patients can work with a certified recreation therapist. Depending on the patient, physical activity can be therapeutic, lessen stress, and teach ways to better cope in the community.

COMMUNITY PARTNERS:

Western New York Chemical Dependency Consortium, CASAC, Chautauqua HOPE Coalition, The Community Alliance for Suicide Prevention, Chautauqua County Department of Mental Hygiene, Chautauqua Tapestry Expansion Initiative

Access to Care and Navigating Resources

Specialty Care

UPMC Chautauqua continues to address access to care and navigating resources in the community through a variety of channels. Dedicated efforts include recruiting physicians and providing access to UPMC’s world-renowned specialists through telehealth, which offers residents access to the best quality care close to home.

GOAL:

Improve access to specialty care

STRATEGY:

Examine multiple methods to expand specialty care services in the community

ACTIONS:

- ✓ Recruit new providers to the community
- ✓ Conduct an evaluation to determine viability of telehealth offerings within the community
- ✓ Work to build family residency program

TARGET POPULATION:

- General community

PROGRAMS:

- Physician recruitment
- Evaluation of telehealth opportunities
- Family residency program

PROGRESS:

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



12

Specialty Providers Recruited to Region
(July 2019 – May 2021)



24,000+

Telemedicine Visits
(July 2019 – May 2021)

PROGRAM HIGHLIGHTS:

Successfully Recruiting Providers to Increase Access to Specialty Care

UPMC Chautauqua continues to assess the community’s needs for specialty care. Over the last three years, UPMC Chautauqua recruited 12 specialists to the region. Specialties include: Ear, Nose, and Throat (ENT) and Orthopedics. In addition, UPMC Chautauqua partners with UPMC Hamot to increase local access to specialty providers.

Enhancing Specialty Care with Telemedicine

When a specialist is not available in Chautauqua County, UPMC Chautauqua brings specialty providers close to home by using telemedicine, which increases access to care and helps save patients travel time to and from Pittsburgh.

- **UPMC Virtual Visits:** During the COVID-19 pandemic, patients wanted to receive timely treatment at home and reduce trips to the doctor’s office. To address this need for virtual visits, the MyUPMC app offers patients a convenient, secure way to get care through a real-time video conversation with UPMC providers, using a smartphone, tablet, or computer.
 - > Between July 2019 and May 2021, more than 24,000 patient visits were conducted with telemedicine.

COMMUNITY PARTNERS:

New York State Department of Health, UPMC Chautauqua Medical Staff, Family Graduate Medical Education Office of UPMC, UPMC Hamot, Regional Health Services, Great Lakes Physician Practice

Prevention and Community-Wide Healthy Living

Community Prevention and Wellness Initiatives

UPMC Chautauqua is addressing prevention and community-wide healthy living by building a robust platform of community-based efforts to promote healthy lifestyles. UPMC Chautauqua is leading this initiative by example, taking a comprehensive approach to support employee wellness at work.

GOAL:

Improve general health and wellbeing in the community

STRATEGY:

Take a comprehensive, community-oriented approach to improve health and wellness, with targeted initiatives to support maternal and infant health

ACTIONS:

- ✓ Promote healthy eating and increase access to fresh, local produce
- ✓ Promote employee exercise with on-site exercise rooms, walking routes, paths, and seasonal activities
- ✓ Offer prenatal education to reduce premature births
- ✓ Participate in statewide hospital breastfeeding initiatives to increase the proportion of babies who are breastfed
- ✓ Increase the number of lactation professionals available to help breastfeeding mothers
- ✓ Increase access to long-acting reversible contraceptives (LARCs)

TARGET POPULATION:

- General community
- Mothers and infants

PROGRAMS:

- UPMC Chautauqua Employee Worksite Wellness
- Walking routes, paths, and seasonal activities
- Women’s and Maternity Care Center
- Prenatal Clinic
- Great Beginnings NY
- Childbirth class
- Baby & Me Tobacco Free Program
- Maternal and Infant Health Coalition

PROGRESS:

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



550+

Visits to Employee Exercise Rooms
(July 2019 - May 2021)



1,225

Babies Born
(July 2019 - May 2021)



50

Participants in Prenatal Classes
(July 2019 - December 2019)

PROGRAM HIGHLIGHTS:

Promoting Employee Worksite Wellness

Over the last three years, UPMC Chautauqua has continued to offer a range of programs to promote health and wellness and enable employees to engage in physical activity during the workday. Programs include:

- **On-site Exercise Rooms:** The hospital provides employees on any shift with access to three exercise rooms located at both UPMC Chautauqua and at the Jones Memorial Health Center campus. The hospital encourages employees to increase physical activity at work to help decrease stress and increase productivity.
 - > Between July 2019 and May 2021, the hospital's three exercise rooms logged more than 550 visits.
 - > Due to the COVID-19 pandemic, the exercise rooms were temporarily closed.
- **Health Coaches:** The hospital offers employees the opportunity to speak with a health coach from UPMC Health Plan for individualized health advice and support. These coaches help employees set goals, create workout plans, learn about nutrition and healthy eating, decrease stress, and motivate employees to adopt healthy habits. To continue to support employees during the COVID-19 pandemic, health coaches adapted their consultations to a virtual platform.

Delivering World-Class Care for Mothers and Babies

In 2019, UPMC Chautauqua opened its new Women's and Maternity Care Center. This \$20 million project features an improved design, additional space, more privacy, and modern amenities for patients and visitors. The new 42,000 square-foot expansion includes:

- Four labor and delivery suites
- Three triage rooms
- 12 postpartum private rooms

Providing Education and Support to Pregnant Women and New Mothers

Over the last three years, UPMC Chautauqua has continued to offer education and support to pregnant women.

- **Childbirth Classes:** The hospital offers a monthly class to help prepare pregnant women and their families for the birth of a child.
 - > Between July 2019 and December 2019, 50 individuals attended the childbirth class. Classes were suspended due to the COVID-19 pandemic.
- **Breastfeeding Support:** Four nurses serve as lactation counselors. While the hospital did not offer breastfeeding classes during the COVID-19 pandemic, UPMC Chautauqua continues to offer individualized breastfeeding support to all moms.
 - > UPMC Chautauqua remains focused on couplet care and rooming-in, which promotes patient safety and quality, communication, education, and bonding.

COMMUNITY PARTNERS:

Chautauqua County Health Department, Chautauqua County Nurse Family Partnership Program, WIC, UPMC Health Plan

UPMC Chautauqua Is Addressing High Priority Health Issues:

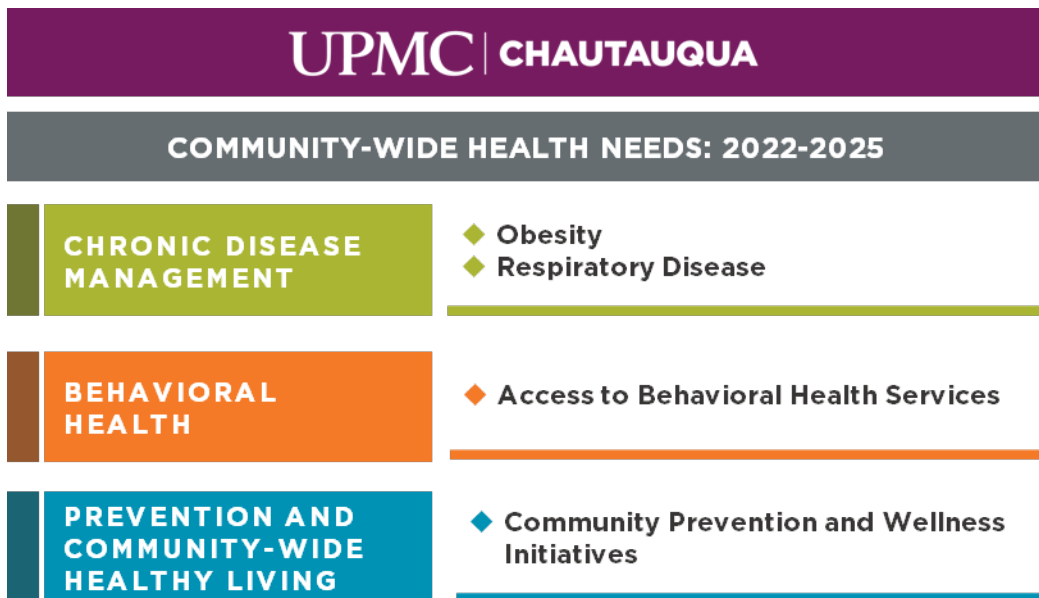
Adoption of the Implementation Plan

On May 26, 2022, the UPMC Chautauqua Board of Directors adopted an implementation plan to address the significant health needs identified:

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

UPMC Chautauqua Is Leveraging UPMC and Community Resources

By providing a comprehensive suite of programs, UPMC Chautauqua 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 Chautauqua 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 Chautauqua’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:

- **Outreach to Rural and Underserved Areas:** Increasing the convenience and accessibility of health care education by providing outreach to indigenous populations.

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Chautauqua is addressing chronic disease management through an extensive suite of interventions and programs targeting obesity and diabetes.

HEALTH PRIORITY #1

Obesity

GOAL

Foster the achievement and maintenance of a healthy weight among individuals who are overweight or obese, and at high risk of chronic disease

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Leverage UPMC Chautauqua physician expertise to educate the community on the effects that being overweight and obese have on chronic disease.	<ul style="list-style-type: none"> • Deliver educational presentations to the community on chronic disease prevention and management through a variety of platforms • Provide outreach presentations to those in rural areas without transportation and in high risk, impoverished areas
2. Provide screening opportunities and support groups for community participants.	<ul style="list-style-type: none"> • Screen participants 18 years and older, including individuals with a BMI ranging from 35-40 and a comorbidity (e.g., diabetes, sleep apnea, high blood pressure) • Provide education and information to patients who are screened • Refer patients to bariatric services if needed • Provide bariatric services (surgery) • Offer support groups to the community through virtual platforms

TARGET POPULATION

General community, indigenous populations

PLANNED COLLABORATIONS

Chautauqua County Department of Health and Human Services, UPMC Nutrition and Tobacco Cessation services, Seneca Indian Reservation, primary care offices

COMMUNITY HEALTH NEED

CHRONIC DISEASE MANAGEMENT

UPMC Chautauqua is addressing chronic disease management through an extensive suite of interventions and programs targeting heart disease, congestive heart failure (CHF)/chronic obstructive pulmonary disease (COPD), and cancer through education, support, and follow-up to be successful in self-management of their heart disease at home.

HEALTH PRIORITY #2

Respiratory Disease

GOAL

Support the early detection and management of respiratory disease and lung cancer, to help reduce readmissions and mortality rates

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Use a patient centered approach to coordinate the care and maintenance of discharged patients with heart disease.	<ul style="list-style-type: none"> Promote CHF/COPD self-management education and programs in physician offices Provide patients in the hospital education to help prevent further readmissions
2. Support discharged patients with resources needed for successful self-management of CHF/COPD at home.	<ul style="list-style-type: none"> Follow-up with patients discharged from the hospital each month Provide caregiving and counseling to patients on weight management, sodium intake, physical activity, and overall health Distribute congestive heart failure kits to patients prior to discharge (e.g., self-monitoring logs) Offer scales to patients that do not have one at home to monitor daily weight Provide digital blood pressure cuffs for those unable to access one due to immobility or lack of transportation Apply and receive approval for implementation of a Pulmonary Rehabilitation Clinic Recruit Pulmonary Rehab providers to the community to provide patient care
3. Help to decrease the incidence of lung cancer through prevention and early detection.	<ul style="list-style-type: none"> Connect individuals to tobacco cessation counselors Provide community outreach and education Offer lung cancer screenings to improve early detection and management Provide follow-up treatment, diagnostics, and support, including community resources, through nurse navigators

TARGET POPULATION

Adults with CHF/COPD/Pulmonary diagnosis, tobacco users

PLANNED COLLABORATIONS

Chautauqua County Department of Health and Human Services, CHQ Health Collaborative, Chautauqua County Health Network, UPMC Nutrition, tobacco cessation services, Great Lakes Physician Practice services, home health agencies, UPMC Talent Acquisition

COMMUNITY HEALTH NEED

BEHAVIORAL HEALTH

UPMC Chautauqua will enhance and create comprehensive services to meet the community’s needs relating to behavioral health and substance use. The hospital will continue to develop and maintain multiple channels and community-based partnerships to ensure residents have access to behavioral health services. Efforts include community-based Medication Assisted Therapy (MAT), inpatient units, and community outreach initiatives.

HEALTH PRIORITY

Access to Behavioral Health Services

GOAL

Enhance access to behavioral health services in Chautauqua County

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Take a comprehensive approach to address behavioral health, and expand services for the community.	<ul style="list-style-type: none"> Continue to enhance and expand mental health programming for the community
2. Strengthen community knowledge of prevention techniques and local services available.	<ul style="list-style-type: none"> Offer community education on the risk factors and prevention of mental health issues related to suicide, depression, addiction, and substance abuse among young adults
3. Create programming to stem addiction.	<ul style="list-style-type: none"> Help prevent underage drinking, non-medical use of prescription pain relievers by youth, and excessive alcohol consumption by adults
4. Explore opportunities to enhance relationships and support to patients within the hospital.	<ul style="list-style-type: none"> Provide knowledge on community resources available prior to Behavioral Health patients being discharged through contracted Mental Health Association Peers Continue to provide a targeted on-site therapy program that averages a 3-6 month stay for those with addictions

TARGET POPULATION

General community, children and adolescents

PLANNED COLLABORATIONS

Chautauqua County Department of Health and Human Services, Chautauqua County Health Network, Combat Addiction CHQ, Suicide Prevention Alliance of Chautauqua County, Sources of Strength – Peer Leaders, Western New York Chemical Dependency Consortium, Chautauqua County Substance Abuse Council (CASAC), Chautauqua HOPE Coalition, The Community Alliance for Suicide Prevention, Chautauqua County Department of Mental Hygiene, Chautauqua Tapestry Expansion Initiative, Physician services, UPMC Chautauqua Behavioral Health, Mental Health Association Peers

COMMUNITY HEALTH NEED

PREVENTION AND COMMUNITY-WIDE HEALTHY LIVING

UPMC Chautauqua is addressing prevention and community-wide healthy living by building a robust platform of community-based efforts to educate and promote healthy lifestyles, including a comprehensive approach to support employee wellness at work.

HEALTH PRIORITY

Community Prevention and Wellness Initiatives

GOAL

Improve overall physical, mental, and social health needs of the community

STRATEGY AND INTENDED ACTIONS

Strategy	Intended Actions
1. Help to support local groups with healthcare professional education related to their diagnosis/disease process.	<ul style="list-style-type: none"> Provide presentations to the community by health care professionals (providers, therapists, RNs, etc.) as requested by community support groups
2. Provide on-site resources to those in need of personal care during chemotherapy treatment and for hair loss caused by disease.	<ul style="list-style-type: none"> Supply a room at UPMC Chautauqua where wigs, scarfs, and hats can be fitted Refer patients to programs that will teach individuals about hair loss, skin changes, and special techniques to use regarding hair, makeup, and skin care
3. Promote early detection, screening, diagnosis, and treatment by identifying patients with health disparities who are underserved, uninsured, or in need of breast services.	<ul style="list-style-type: none"> Provide funding for those women who need breast exams, screening, and transportation to treatment so there are no delays in diagnosis, treatment, or follow-up
4. Enhance the patient experience by providing end-to-end care coordination services for women's health.	<ul style="list-style-type: none"> Coordinate the educational and supportive needs of our patients seeking breast health care Assist patients through the imaging process and ensure results are received in a timely manner Support patients from the point of the initial mammogram, ultrasound, and biopsy to surgical treatment and care Assist in handling concerns such as insurance or transportation
5. Take a holistic approach toward complete health and wellness for employees, to enhance both mental and physical health.	<ul style="list-style-type: none"> Promote mental health and wellness by offering stress management and relaxation Improve physical health of employees by offering convenient access to on-site exercise rooms Increase access to healthy foods by providing healthy options in the cafeteria and local farmers markets

TARGET POPULATION

General community, UPMC Chautauqua employees and families

PLANNED COLLABORATIONS

Chautauqua County Department of Health and Human Services, Zonta of Jamestown, UPMC Chautauqua Imaging, WCA Foundation, Shades of Pink Breast Cancer Support Group, Jamestown Radiology, physician services

Appendices A-D



APPENDIX A: Secondary Data Sources and Analysis

Overview:

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

Population characteristics, socioeconomic, and health status data were also examined. Community-level data (county-level) were compared to the state, nation, *Healthy People 2020*, and *Healthy People 2030* benchmarks to help identify key health issues. When available, data specific to low-income individuals, underserved minorities, and uninsured populations were examined. In addition, analysis considered federal designations of Health Professional Shortage Areas (HPSAs) — defined as “designated as having a shortage of primary medical care providers” and Medically Underserved Areas (MUAs) — which may consist of a whole county or a group of contiguous counties, a group of county or civil divisions, or a group of urban census tracts.

Publicly Available Data and Sources Used for Community Health Needs Assessment

Data Category	Data Items	Description	Source
Demographic Data	Population Change	Comparison of total population and age-specific populations in 2010 and 2018 by county, state, and nation.	U.S. Census
	Age and Gender	Median age, gender, and the percent of elderly living alone by county, state, and nation in 2018.	
	Population Density	2018 total population divided by area in square miles (2010) by county, state, and nation.	
	Median Income/Home Values	By county, state, and nation in 2018.	
	Race/Ethnicity	Percent for each item by county, state, and nation in 2018.	
	Insurance: Uninsured, Medicare, Medicaid		
	Female Headed Households		
	Individuals with a Disability		
	Poverty		
	Unemployed		
	No High School Diploma		

Data Category	Data Items	Description	Source
Morbidity Data	Adult Diabetes	2017-2020 data collected and compared by county, state, and nation.	PA Department of Health
	Mental Health		PA Department of Health - Behavioral Risk Factors Surveillance System
	Birth Outcomes		New York State Department of Health
Health Behaviors Data	Obesity (Childhood and Adult)		New York State Department of Health - Behavioral Risk Factors Surveillance System
	Alcohol Use		U.S. Centers for Disease Control and Prevention
	Tobacco Use		U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System
	Sexually Transmitted Disease		U.S. Centers for Disease Control and Prevention - National Center for Health Statistics
Clinical Care Data	Immunization	2017-2019, 2021 data collected and compared by county, state, and nation.	PA Department of Health - Behavioral Risk Factors Surveillance System
	Cancer Screening (Breast/Colorectal)		New York State Department of Health - Behavioral Risk Factors Surveillance System
	Primary Care Physician Data		U.S. Centers for Disease Control and Prevention - Behavioral Risk Factors Surveillance System Robert Wood Johnson County Health Rankings & Roadmaps
Mortality Data	Mortality Rates	2019 data collected and compared by county, state, and nation.	PA Department of Health U.S. Centers for Disease Control and Prevention, National Center for Health Statistics
Benchmark Data	Morbidity Rates, Health Behaviors, and Clinical Care Data	National benchmark goal measures on various topics for the purpose of comparison with current measures for county, state, and nation.	Healthy People 2020 Healthy People 2030

In addition, local and state public health department input and data were obtained and utilized in this community health needs assessment. UPMC relied on publicly available Pennsylvania and New York State Department of Health reports and additional local health department information accessed via email communication and in-person meetings.

Information Gaps Impacting Ability to Assess Needs Described:

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

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

APPENDIX B: Detailed Community Health Needs Profile

Population Demographics:

Characteristics	Chautauqua County	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Pennsylvania	New York	United States
Area (square miles)	1,060.2	799.2	358.2	979.2	672.6	674.3	44,742.7	47,126.4	3,531,905.4
Density (persons per square mile)	120.7	340.4	240.6	41.8	164.6	76.0	286.1	414.4	92.5
Total Population, 2018	127,939	272,061	86,184	40,968	110,683	51,266	12,800,922	19,530,351	326,687,501
Total Population, 2010	134,905	280,566	91,108	43,450	116,638	54,984	12,702,379	19,378,102	308,745,538
Population Change ('10-'18)	(6,966)	(8,505)	(4,924)	(2,482)	(5,955)	(3,718)	98,543	152,249	17,941,963
Population % Change ('10-'18)	-5.2	-3.0	-5.4	-5.7	-5.1	-6.8	0.8	0.8	5.8
Age									
Median Age	42.5	39.4	45.1	42.9	44.6	46.5	40.7	38.7	37.9
% <18	20.6	21.7	20.0	20.0	19.8	19.9	20.9	21.1	22.8
% 18-44	32.2	34.5	29.9	32.8	30.7	28.2	34.1	36.6	36.0
% 45-64	28.1	27.1	29.1	28.7	28.8	30.8	27.6	26.7	26.0
% 65+	19.0	16.8	21.1	18.5	20.7	21.1	17.4	15.6	15.2
% 85+	2.7	2.5	3.1	3.0	3.3	2.3	2.5	2.2	1.9
Gender									
% Male	49.3	49.4	48.4	51.5	49.3	49.3	49.0	48.5	49.2
% Female	50.7	50.6	51.6	48.5	50.7	50.7	51.0	51.5	50.8
Race/Ethnicity									
% White*	92.4	86.8	93.2	94.5	91.2	96.8	80.8	63.8	72.7
% African-American*	2.6	7.3	3.7	2.5	5.7	0.8	11.1	15.6	12.7
% American Indian and Alaska Native*	0.3	0.2	0.1	0.1	0.1	0.0	0.2	0.4	0.8
% Asian*	0.5	1.7	0.5	0.4	0.7	0.4	3.3	8.3	5.4
% Native Hawaiian/ Other Pacific Islander*	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2
% Hispanic or Latino**	7.4	4.1	1.4	2.1	1.4	1.1	7.1	18.9	17.8
% Disability	15.5	15.3	17.7	18.4	17.1	18.9	13.9	11.5	12.6

**Reported as single race; **Reported as any race*

Source: U.S. Census, 2010, 2018

Social and Economic Factors:

Characteristics	Chautauqua County	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Pennsylvania	New York	United States
Income, Median Household	\$45,332	\$49,716	\$48,860	\$46,953	\$48,768	\$47,982	\$59,445	\$65,323	\$60,293
Home Value, Median	\$86,300	\$130,000	\$106,500	\$79,800	\$119,600	\$85,700	\$174,100	\$302,200	\$204,900
% No High School Diploma*	11.2	8.7	9.8	8.9	10.2	10.2	9.8	13.5	12.4
% Unemployed**	6.9	5.9	6.2	6.8	5.3	6.8	5.8	6.0	5.9
% of People in Poverty	18.7	16.3	14.1	16.8	14.2	13.8	12.8	14.6	14.1
% Elderly Living Alone	13.5	12.4	14.4	12.7	15.3	13.7	12.6	11.9	10.7
% Female-Headed Households with Own Children <18	6.5	8.0	5.8	6.1	5.8	5.6	6.1	6.7	6.7
Health Insurance									
% Uninsured	5.5	5.5	5.1	4.8	6.4	6.6	6.2	6.5	9.4
% Medicaid	22.3	18.9	18.2	17.6	17.0	18.7	15.1	21.7	17.2
% Medicare	14.4	12.2	16.1	14.3	16.7	16.4	13.2	11.0	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 New York, Pennsylvania, and the Following Counties: Chautauqua, Erie, Lawrence, McKean, Mercer, and Venango

Causes of Death	Chautauqua County	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Pennsylvania	New York	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	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	100.0	100.0	100.0
Diseases of Heart	25.3	21.8	24.8	21.6	25.4	29.2	24.1	28.0	23.1
Malignant Neoplasms (Cancer)	18.8	20.9	19.5	19.0	20.2	19.2	20.7	21.5	21.0
Accidents (Unintentional Injuries)	5.5	5.2	5.4	3.9	6.7	4.7	6.4	4.7	6.1
Chronic Lower Respiratory Diseases	6.3	5.2	4.9	7.8	4.9	5.0	4.7	4.6	5.5
Cerebrovascular Diseases	4.5	4.0	4.2	4.1	2.7	4.5	5.0	4.0	5.3
Alzheimer's Disease	1.4	2.7	5.1	1.5	4.5	1.9	3.1	2.4	4.3
Diabetes Mellitus	3.2	2.8	2.6	1.7	3.1	3.9	2.7	2.9	3.1
Nephritis, Nephrotic Syndrome, and Nephrosis	2.7	2.7	2.3	3.0	2.1	1.6	2.2	1.6	1.8
Influenza and Pneumonia	2.1	1.8	3.1	2.0	1.8	1.9	1.8	2.7	1.7
Intentional Self-Harm (Suicide)	1.0	1.6	2.0	0.2	1.3	1.2	1.4	1.1	1.7
Chronic Liver Disease and Cirrhosis	1.2	1.6	1.4	0.7	0.6	1.6	1.1	1.1	1.6
Septicemia	1.2	1.5	0.9	3.0	1.4	2.3	1.7	1.1	1.3
Essential Hypertension and Hypertensive Renal Disease	0.8	0.7	0.9	0.2	0.6	0.4	0.8	1.8	1.3
Parkinson's Disease	1.0	1.0	0.9	0.6	1.2	0.9	1.2	1.0	1.2
Pneumonitis Due to Solids and Liquids	ND*	0.8	0.3	0.2	0.9	1.2	0.8	0.4	0.7

Sources: Pennsylvania Department of Health, 2019; U.S. Centers for Disease Control and Prevention, National Center for Health Statistics, 2019
*Data for Pneumonitis Due to Solids and Liquids is suppressed for Chautauqua County due to confidentiality restraints

Comparison of Additional Health Indicators for Chautauqua, Erie, Lawrence, McKean, Mercer, and Venango Counties to New York, Pennsylvania, United States, Healthy People 2020, and Healthy People 2030:

Characteristics	Chautauqua County	Erie County	Lawrence County	McKean County	Mercer County	Venango County	Pennsylvania	New York	United States	Healthy People 2020	Healthy People 2030
Morbidity											
Diabetes (%)	11.3	9.0	12.0	14.0	12.0	12.0	11.0	10.5	10.7	NA	NA
Mental Health (Mental health not good ≥1 day in past month) (%)*	12.6	40.0	39.0	37.0	39.0	39.0	38.0	11.2	38.6	NA	NA
Low Birthweight (% of live births)	7.6	9.2	8.9	10.1	8.8	8.6	8.5	7.9	8.3	7.8	NA
Health Behaviors											
Obesity (Adult) (%)	32.0	29.0	35.0	41.0	35.0	35.0	33.0	27.1	32.1	30.5	36.0
Childhood Obesity (Grades K-6)(%)**	17.7	17.2	21.1	21.5	19.9	22.0	17.1	16.2	19.3	15.7	NA
Childhood Obesity (Grades 7-12)(%)**	23.6	20.3	24.8	24.6	21.3	25.8	19.2	19.1	20.9	16.1	NA
Excessive Alcohol Use (%)	22.0	21.0	20.0	16.0	20.0	20.0	17.0	16.7	16.8	24.2	25.4
Current Tobacco Use (%)	21.8	20.0	26.0	27.0	26.0	26.0	17.0	12.7	16.0	12.0	5.0
STDs (Gonorrhea per 100K)***	122.7	125.2	123.5	0.0	123.3	39.5	114.8	123.3	152.6	251.9	NA
Clinical Care											
Immunization: Ever had a Pneumonia Vaccination (65+) (%)	75.0	83.0	70.0	70.0	70.0	70.0	74.0	65.0	73.3	90.0	NA
Cancer Screening											
Mammography (%)	84.8	69.0	NA	NA	NA	NA	65.0	76.0	71.8	81.1	77.1
Colorectal Screening (%)	77.5	79.0	NA	NA	NA	NA	71.0	67.0	64.3	70.5	74.4
Primary Care Physician: Population (PCP Phys/100K Pop)	55.5	81.2	41.8	53.7	60.5	52.7	81.0	83.7	75.8	NA	NA
Receive Prenatal Care in First Trimester (%)	72.9	79.4	71.2	74.8	70.9	77.7	74.2	76.4	77.6	77.9	NA

Sources:

Chautauqua County Data: New York State Department of Health, 2016-2019; Robert Wood Johnson County Health Rankings & Roadmaps, 2021

Erie, Lawrence, McKean, Mercer, and Venango Counties: 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

**Mental health data: Percentages listed for Chautauqua County and New York State represent those reporting poor mental health 14+ days in the past month*

***Childhood Obesity data: Percentage reported for New York State excludes New York City*

****Gonorrhea data: Chautauqua County, New York State, and National rates are for women of all ages; Erie, Lawrence, Mercer, and Venango Counties and Pennsylvania rates are for women ages 15+; McKean County rate is for women 35+ (data for women ages 15-34 was unavailable due to small sample size); Healthy People 2020 rates are for 15-44 year old women*

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

Community Representation and Rationale for Approach

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

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

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

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

UPMC hospitals in Erie, Lawrence, McKean, Mercer, and Venango counties in Pennsylvania and Chautauqua County in New York, invited representatives from the following organizations to participate in the community health needs survey conducted in May-June 2021:

Pennsylvania Hospitals

UPMC Hamot

- Adagio Health, Erie, PA
- Bayfront East Side Taskforce, Erie, PA
- Benedictine Sisters of Erie, Erie, PA
- Center for Hearing and Deaf Services, Pittsburgh, PA
- CMIT Solutions of Erie, Erie, PA
- Community Health Net, Erie, PA
- EmergyCare, Erie, PA
- Erie Bank, Erie, PA
- Erie Center for Arts and Technology (ECAT), Erie, PA
- Erie County Department of Health, Erie, PA
- Erie Gay News, Erie, PA
- Erie Homes for Children and Adults, Inc., Erie, PA
- Erie Insurance, Erie, PA
- Erie School District, Erie, PA
- Fralo Industries, Erie, PA
- Gannon University, Erie, PA
- Greater Erie Community Action Committee, Erie, PA
- Hamot Health Foundation, Erie, PA
- John F Kennedy Center, Inc., Erie, PA
- Knox McLaughlin Gornall & Sennett, P.C., Erie, PA
- MacDonald, Illig, Jones & Britton, LLP, Erie, PA
- Mayor's Office, City of Erie, Erie, PA
- McCarthy McDonald Schulberg & Joy, Pittsburgh, PA
- McGill, Power, Bell & Associates, Erie, PA
- Mercyhurst University, Erie, PA
- MLK Center, Erie, PA
- Multicultural Community Resource Center, Erie, PA
- Office of the County Executive, City of Erie, Erie, PA
- Our West Bayfront, Erie, PA
- Penn State Erie, The Behrend College, Erie, PA
- Persad Center, Erie, PA
- Primary Health Network, Sharon, PA
- Sisters of St. Joseph Neighborhood Network, Erie, PA
- The Erie Voice, Erie, PA
- U.S. Committee for Refugees and Immigrants, Erie Office, Erie, PA
- United Way of Erie County, Erie, PA

- Urban Erie Community Development Corporation, Erie, PA
- Voices for Independence, Erie, PA
- Wedgewood Investors, Inc., Erie, PA
- Welders Supply Company, Jamestown, NY
- Word of Faith Development Corporation, Erie, PA
- Youth Leadership Institute of Erie (YLI), Erie, PA

UPMC Horizon and UPMC Jameson

- Adult Literacy Lawrence County, New Castle, PA
- American Cancer Society, Pittsburgh, PA
- American Red Cross, Oil City, PA
- AWARE, Inc., Sharon, PA
- Boy Scouts of America, Moraine Trails Council, Butler, PA
- Bruce & Merrilees Electric Company, New Castle, PA
- Buhl Farm Park, Hermitage, PA
- Buhl Regional Health Foundation, Sharpsville, PA
- Catholic Charities of Greater Pittsburgh, Pittsburgh, PA
- Challenges, Options in Aging, Pittsburgh, PA
- Children's Advocacy Center of Lawrence County, Inc., New Castle, PA
- Consolidated Glass Corporation, New Castle, PA
- Crisis Shelter of Lawrence County, New Castle, PA
- DON Services, New Castle, PA
- Eckles Architecture and Engineering, New Castle, PA
- Ekker, Kuster, McCall & Epstein, Attorneys at Law (EKME), Sharon, PA
- Farrell Area School District, Farrell, PA
- Girl Scouts of Southwestern Pennsylvania, Pittsburgh, PA
- Holy Spirit Parish of Lawrence County, New Castle, PA
- Hoyt Institute of Fine Arts, New Castle, PA
- King's Jewelry, New Castle, PA
- Klafters, Inc., New Castle, PA
- Lark Enterprises, New Castle, PA
- Lawrence County Association for Responsible Care (LCARC), New Castle, PA
- Lawrence County Community Action Partnership, New Castle, PA
- Lawrence County Drug and Alcohol Commission, New Castle, PA

- Lawrence County Government Center, New Castle, PA
- Lawrence County YMCA, New Castle, PA
- McGill, Power, Bell & Associates, LLP, Grove City, PA
- Mercer Area School District, Mercer, PA
- Mercer County Area Agency on Aging, Mercer, PA
- Mercer County Behavioral Health Commission (MCBHC), Mercer, PA
- Mercer County State Health Center, Jackson Center, PA
- New Castle Area School District, New Castle, PA
- New ERA Realty Company, Inc., New Castle, PA
- New Visions for Lawrence County, New Castle, PA
- Penn State Extension, 4-H Program, Lawrence County, New Castle, PA
- Pizza Joe's, Inc., New Castle, PA
- PNC Bank, Greenville, PA
- Record Argus, Greenville, PA
- St. Paul's Senior Living Community, Greenville, PA
- The Primary Health Network, Sharon, PA
- Trinity Episcopal Church, New Castle, PA
- United Way of Lawrence County, PA, New Castle, PA
- UPMC Horizon Community Health Foundation and UPMC Jameson Health Care Foundation, Farrell, PA
- Westminster College, New Wilmington, PA
- Williams-Cleaveland Company, New Castle, PA
- Wilmington Area School District, New Wilmington, PA
- Winner International, Inc., Sharon, PA

UPMC Kane

- Collins, Kane Hardwood, Kane, PA
- Cummings Funeral Home, Inc., Kane, PA
- Edward S. Kocjancic, Inc., Kane, PA
- Flickerwood Wine, Kane, PA
- Geci and Associates, PC, Kane, PA
- Halcom Bard, CPA and Consultants, Kane, PA
- Kane Area School District, Kane, PA
- Kane Chamber of Commerce, Kane, PA
- Kane Community Hospital Foundation, Kane, PA
- Logyard Brewing, Kane, PA
- Mayor's Office, Borough of Kane, Kane, PA
- Myers Trucking, Mt. Jewett, PA
- Northwest Bank, Kane, PA
- Office of the Borough Manager, Kane Borough, Kane, PA
- St. Callistus Roman Catholic Church, Kane, PA

- State Farm Insurance, Kane, PA
- The Honorable John M. Cleland, Senior Judge, McKean County Court of Common Pleas, Kane, PA
- Office of the Borough Manager, Kane Borough, Kane, PA
- St. Callistus Roman Catholic Church, Kane, PA
- State Farm Insurance, Kane, PA
- The Office of State Representative Martin Causer, PA's 67th Legislative District, Bradford, PA
- The Rural Lab LLC, Kane, PA
- The Sweet Shoppe Creamery, Kane, PA
- Tim's Plumbing & Heating, Kane, PA
- Tyler R. Hannah, Attorney at Law, Kane, PA
- University of Pittsburgh at Bradford, Bradford, PA
- W.E. Swanson Agency, Inc., Kane, PA
- Woods Baker & Ross, Kane, PA
- Zook Motors, Kane, PA

UPMC Northwest

- Adagio Health, Seneca, PA
- Barr's Insurance, Franklin, PA
- Clarion University of Pennsylvania, Clarion, PA
- Community Ambulance Service, Inc., Franklin, PA
- Community Services of Venango County, Oil City, PA
- Daugherty Brothers Real Estate, Oil City, PA
- Family Service and Children's Aid Society of Venango County, Oil City, PA
- Northwest Bank, Cranberry, PA
- Office of the County Commissioners, Venango County, Franklin, PA
- Office of the Mayor, City of Franklin, Franklin, PA
- Office of the Mayor, City of Oil City, Oil City, PA
- Primary Health Network, Sharon, PA
- Riverview Intermediate Unit 6, Clarion, PA
- Sugar Valley Lodge, Franklin, PA
- The Salvation Army Dental Center, Oil City Dental Center, Oil City, PA
- United Way of Venango County, Reno, PA
- University of Pittsburgh at Titusville, Titusville, PA
- Venango County Human Services, Franklin, PA
- Visiting Nurses Association of Venango County, Franklin, PA

New York Hospitals

UPMC Chautauqua

- A Children’s Place, Jamestown, NY
- Allegheny Highlands Council, Boy Scouts of America, Falconer, NY
- Chautauqua Adult Day Care Centers, Inc., Jamestown, NY
- Chautauqua Blind Association Vision Rehabilitation Services, Jamestown, NY
- Chautauqua County Department of Health and Human Services, Mayville, NY
- Chautauqua County Mental Hygiene Department, Mayville, NY
- Chautauqua Lake Child Care Center, Mayville, NY
- Chautauqua Opportunities, Inc., Dunkirk, NY
- Chautauqua Region Community Foundation, Jamestown, NY
- Chautauqua Striders Inc., Jamestown, NY
- Child Advocacy Program of Chautauqua County, Jamestown, NY
- Community Connections at Findley Lake, Findley Lake, NY
- Community Helping Hands, Jamestown, NY
- Cornell Cooperative Extension, Jamestown, NY
- Court Appointed Special Advocates of Chautauqua County, Inc., Mayville, NY
- Cummins Engine, Ashville, NY
- Family Service of the Chautauqua Region, Jamestown, NY
- Girl Scouts of Western New York, Depew, NY
- Health Care Action Team, Jamestown, NY
- Heritage Ministries, Gerry, New York
- Infinity Visual & Performing Arts, Inc., Jamestown, NY
- J. Edwards Insurance Agency, Inc., Panama, NY
- Jamestown Area Pathology, LLC, Jamestown, NY
- Jamestown Area YMCA, Jamestown, NY
- Jamestown Community Learning Council, Jamestown, NY
- Jamestown Primary Care, Jamestown, NY
- Junior Achievement of Western New York, Inc., Williamsville, NY
- Meals on Wheels of the Jamestown Area, Jamestown, NY
- Mental Health Association in Chautauqua County, Jamestown, NY
- Office of US Congressman Tom Reed, New York’s 23rd Congressional District, Jamestown, NY
- Prevention Works, Dunkirk, NY
- Retired Senior Volunteer Program (RSVP), Jamestown, NY
- Salvation Army Jamestown Corps, Jamestown, NY
- Sherman Community Church, Sherman, NY
- The American Red Cross, Western New York Chapter, Falconer, NY
- The Resource Center, Jamestown, NY
- The Relief Zone, Inc., Frewsburg, NY
- UCAN City Mission, Jamestown, NY
- United Way of Southern Chautauqua County, Jamestown, NY
- W.C.A. Services Corporation, Jamestown, NY
- Welders Supply Company, Erie, PA
- Winifred Crawford Dibert Boys & Girls Club of Jamestown, Jamestown, NY
- Workforce Investment Board, Jamestown, NY
- YWCA Jamestown, Jamestown, NY

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 Alpha Omega Chapter of Alpha Kappa Alpha Sorority, Inc., Pittsburgh, PA
- Alpha Omicron Lambda Charities, Pittsburgh, PA
- Altoona Chapter of AMBUCS, Hollidaysburg, PA
- Altoona Community Theatre (ACT), Altoona, PA
- Alzheimer's Association, Greater Pennsylvania Chapter, Pittsburgh, PA
- Amachi Pittsburgh, Pittsburgh, PA
- AMD3 Foundation, Pittsburgh, PA
- Amen Corner, Pittsburgh, PA
- American Association of People with Disabilities (AAPD), Washington, DC
- American Diabetes Association of Western Pennsylvania, Merrifield, VA
- American Heart Association - Philadelphia, Philadelphia, PA
- American Heart Association - Harrisburg, Harrisburg, PA
- American Middle East Institute, Pittsburgh, PA
- Americans for the Competitive Enterprise System, Inc., Erie, PA
- Amyloidosis Foundation, Clarkston, MI
- Anchorpoint Counseling Ministry, Pittsburgh, PA
- Andrew Carnegie Free Library & Music Hall, Pittsburgh, PA
- Antioch Baptist Church, Fairfax Station, VA
- Apraxia Kids, Pittsburgh, PA
- Aquinas Academy of Pittsburgh, Gibsonia, PA
- Arbutus Park Retirement Community, Johnstown, PA
- Armstrong County Community Action Agency, Kittanning, PA
- Armstrong-Indiana-Clarion Drug and Alcohol Commission, Inc., Shelocta, PA
- Arthritis Foundation, Pittsburgh, PA
- ArtsAltoona, Altoona, PA
- Asbury Woods Nature Center, Erie, PA
- Ascender, LLC, Pittsburgh, PA
- Aspinwall Chamber of Commerce, Aspinwall, PA
- Aspinwall Neighborhood Watch, Aspinwall, PA
- Aspinwall Riverfront Park, Aspinwall, PA
- Assemble, a community space for arts + technology, Pittsburgh, PA
- Associated Artists of Pittsburgh, Pittsburgh, PA
- Association of Fundraising Professionals (AFP), Pittsburgh, PA
- Athena Erie, Erie, PA
- ATU Local 85, Pittsburgh, PA
- Auberle, McKeesport, PA
- August Wilson African American Cultural Center, Pittsburgh, PA

- August Wilson House, Pittsburgh, PA
- Aurora Social Rehabilitation Services, Harrisburg Social Rehabilitation Center, Harrisburg, PA
- Aurora Social Rehabilitation Services, Mechanicsburg Social Rehabilitation Center, Mechanicsburg, PA
- Autism Society of Berks, Wyomissing, PA
- Autism Society of Northwestern PA, Erie, PA
- Baptist Homes Foundation, Pittsburgh, PA
- Barber National Institute, Bridgeville, PA
- Beacon Clinic for Health and Hope, Harrisburg, PA
- Beaver County Chamber of Commerce, Beaver, PA
- Beaver Falls Community Development Corporation, Beaver Falls, PA
- Bedford County Chamber of Commerce, Bedford, PA
- Bender Consulting Services, Inc., Pittsburgh, PA
- Benedictine Sisters of Pittsburgh, Bakerstown, PA
- Bengali Association of Greater Pittsburgh (BAP), Pittsburgh, PA
- Bethany House Academy, Pittsburgh, PA
- Bethel Village AME Church, Harrisburg, PA
- Bethesda Children's Home, Meadville, PA
- Bethesda Foundation for Children, Meadville, PA
- Bethlehem Area Public Library, Bethlehem, PA
- Bethlehem Haven, Pittsburgh, PA
- Bethlehem Housing Authority, Bethlehem, PA
- Bethlen Communities, Ligonier, PA
- Beverly's Birthdays, Pittsburgh, PA
- Bhutanese Community Association of Pittsburgh (BCAP), Pittsburgh, PA
- Bids for Kids, Erie, PA
- Bidwell Training Center, Inc., Pittsburgh, PA
- Big Brothers Big Sisters of Blair County, Inc., Altoona, PA
- Big Brothers Big Sisters of Greater Pittsburgh, Pittsburgh, PA
- Big Brothers Big Sisters of the Lehigh Valley, Allentown, PA
- Big Brothers Big Sisters of the Twin Tiers, Wellsboro, PA
- Big Brothers Big Sisters of York & Adams Counties, York, PA
- Big Brothers Big Sisters of the Laurel Region, Greensburg, PA
- Bike PGH, Pittsburgh, PA
- Birmingham Free Clinic, Pittsburgh, PA
- Black Girl Health Foundation, Washington, DC
- Blair County Arts Foundation, Altoona, PA
- Blair County Chamber of Commerce, Altoona, PA
- Blair County Conservation District, Hollidaysburg, PA
- Blair County Department of Emergency Services, Altoona, PA
- Blair County Health and Welfare Council, Altoona, PA
- Blair County NAACP, Altoona, PA
- Blair Regional YMCA, Hollidaysburg, PA
- Blair Senior Services, Altoona, PA
- Blair Type 1 Diabetes Foundation, Altoona, PA
- Bloomsburg Food Cupboard, Bloomsburg, PA
- Boy Scouts of America - Laurel Highlands Council, Pittsburgh, PA
- Boy Scouts of America, Hawk Mountain Council, Reading, PA
- Boy Scouts of America, Juniata Valley Council, Reedsville, PA
- Boy Scouts of America, Minsi Trails Council, Allentown, PA
- Boyertown Area Multi-Service, Inc., Boyertown, PA
- Boys & Girls Club of Allentown, Allentown, PA
- Boys & Girls Club of Bethlehem Pa., Bethlehem, PA
- Boys & Girls Club of Chambersburg and Shippensburg, Shippensburg, PA
- Boys & Girls Club of Lancaster, Lancaster, PA
- Boys and Girls Club of Philadelphia, Philadelphia, PA
- Boys and Girls Club of Scranton, Scranton, PA
- Bradbury-Sullivan LGBT Community Center, Allentown, PA
- Brandywine Valley Active Aging - Coatesville Campus, Coatesville, PA
- Breathe Pennsylvania, Cranberry Township, PA
- Brethren Housing Association, Harrisburg, PA
- Brevillier Village, Erie, PA
- Bridge Builders Community Foundations, Oil City, PA
- Bridge of Hope, Malvern, PA
- Bridgeway Capital, Pittsburgh, PA
- Bright Side Opportunities Center, Malvern, PA
- Brooks-TLC Hospital System, Inc., Dunkirk, NY
- Brother's Brother Foundation, Pittsburgh, PA
- Brown Mamas, Pittsburgh, PA
- Brownsville Free Public Library, Brownsville, PA
- Buffalo Elementary School, Sarver, PA
- Buhl Park, Hermitage, PA

- Butler Community College, Butler, PA
- Bynums Marketing & Communications, Inc., Pittsburgh, PA
- Cambria Regional Chamber of Commerce, Johnstown, PA
- Cameron and Elk Counties Behavioral and Developmental Programs, Ridgway, PA
- Camp Erin, Pittsburgh, PA
- Camp Kon-O-Kwee Spencer YMCA, Fombell, PA
- Cancer Caring Center, Pittsburgh, PA
- Capital Area Coalition on Homelessness, Harrisburg, PA
- Carbon-Monroe-Pike Mental Health and Developmental Services, Stroudsburg, PA
- Carlow University, Pittsburgh, PA
- Carnegie Library of Pittsburgh, Homewood, PA
- Carnegie Library of Pittsburgh, Pittsburgh, PA
- Carnegie Mellon University's Martin Luther King, Jr. Day Writing Awards, Pittsburgh, PA
- Casa Guadalupe Center, Allentown, PA
- CASA of Allegheny County, Pittsburgh, PA
- CASA of Lancaster County, Lancaster, PA
- CASA of Venango County, Oil City, PA
- Casa San José, Pittsburgh, PA
- Casey Cares Foundation, Columbia, MD
- Catasauqua Food Bank, Catasqua, PA
- Cathedral Preparatory School, Erie, PA
- Catholic Charities of the Diocese of Altoona-Johnstown, Altoona, PA
- Catholic Charities Counseling and Adoption Services, Erie, PA
- Catholic Charities Free Health Care Center, Pittsburgh, PA
- Catholic Charities of the Diocese of Harrisburg, Harrisburg, PA
- Catholic Diocese of Pittsburgh, Pittsburgh, PA
- 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
- Change Agency, Pittsburgh, PA
- Charleroi Area Public Library, Charleroi, PA
- Charleroi Area School District Education Foundation, Charleroi, PA
- Charter Arts Foundation, Bethlehem, PA
- Chester County Department of Drug and Alcohol Services, West Chester, PA
- Chester County Food Bank, Exton, PA
- Cheyenne Regional Medical Center Foundation, Cheyenne, WY
- Child Care Consultants, York, PA
- Child Health Association of Sewickley, Sewickley, PA
- Children's Advocacy Centers of Pennsylvania, Erie, PA
- Children's Aid Society, Clearfield, PA
- Children's Home of Pittsburgh, Pittsburgh, PA
- Children's Museum of Pittsburgh, Pittsburgh, PA
- Children's Service Center, Wilkes Barre, PA
- Children's Hospital of Pittsburgh Foundation, Pittsburgh, PA
- Chinese Association for Science and Technology (CAST), Wexford, PA
- Christian Churches United of the Tri-County, Harrisburg, PA
- Christopher's Kitchen, Pittsburgh, PA

- Chuckie Mahoney Memorial Foundation, Presto, PA
- Church in the Round, Aliquippa, PA
- Church of the Covenant Preschool, Washington, PA
- Churchill-Wilkins Rotary Club, Pittsburgh, PA
- City of Asylum, Pittsburgh, PA
- City of Chester, Bureau of Health, Chester, PA
- City of Greensburg, Parks and Recreation Department, Greensburg, PA
- City of Pittsburgh EARN program, Pittsburgh, PA
- City of Washington Citywide Development Corporation, Washington, PA
- City Theatre Company, Pittsburgh, PA
- Clare House, Lancaster, PA
- Clarion County Coalition for Suicide Prevention, Clarion, PA
- Clarion County Human Services, Clarion, PA
- Clarion County YMCA and Oil City YMCA, Oil City, PA
- Clarion Forest VNA, Inc., Clarion, PA
- Clark Memorial Baptist Church, Homestead, PA
- CLASS - Community Living and Support Services, Pittsburgh, PA
- Classrooms Without Borders, Pittsburgh, PA
- Claysburg Education Foundation, Claysburg, PA
- Clean Slate, Pittsburgh, PA
- Clear Thoughts Foundation, Wexford, PA
- Clearfield County Communities That Care (CenClear), Bigler, PA
- Climate Changers, Inc., Erie, PA
- Club Serenity, Inc., Charleroi, PA
- CMSU Service System, Danville, PA
- COBYS Family Services, Lancaster, PA
- Code & Supply Scholarship Fund, Pittsburgh, PA
- CodeDay, Walnut, CA
- Colon Cancer Coalition, Edina, MN
- Colorectal Cancer Alliance, Washington, DC
- Columbia University, New York, NY
- Communities In Schools of Eastern Pennsylvania, Inc., Allentown, PA
- Community Action Lehigh Valley, Bethlehem, PA
- Community Action Partnership of Lancaster County, Lancaster, PA
- Community Arts Center of Cambria County, Johnstown, PA
- Community Blood Bank of Northwestern Pennsylvania and Western New York, Erie, PA
- Community Care Behavioral Health Organization, Pittsburgh, PA
- Community College of Allegheny County, Pittsburgh, PA
- Community Empowerment Association, Pittsburgh, PA
- Community First Fund, Philadelphia, PA
- Community Food Warehouse of Mercer County, Sharon, PA
- Community Forge, Wilkesburg, PA
- Community Foundation for the Alleghenies, Johnstown, PA
- Community Foundation of Fayette County, Uniontown, PA
- Community Intensive Supervision Program (CISP), Pittsburgh, PA
- Community Kitchen Pittsburgh, Pittsburgh, PA
- Community Liver Alliance, Pittsburgh, PA
- Community Options, Inc., Princeton, NJ
- Community Progress Council, Inc., York, PA
- Community REACH, Inc., Red Lion, PA
- Community Services for Children, Allentown, PA
- Community Shelter Services, Erie, PA
- Compeer of Lebanon County, Lebanon, PA
- Concordia Lutheran Ministries, Cabot, PA
- Confluence Tourism Association, Confluence, PA
- Congregation Beth Shalom, Pittsburgh, PA
- Congregation Poale Zedeck, Pittsburgh, PA
- Congreso de Latinos Unidos, Inc., Philadelphia, PA
- Connecting Champions, Pittsburgh, PA
- Consumer Health Coalition, Pittsburgh, PA
- Contemporary Craft, Pittsburgh, PA
- Coraopolis Community Development Foundation, Coraopolis, PA
- CORO Pittsburgh, Pittsburgh, PA
- County of Allegheny, Office of Community Affairs, Pittsburgh, PA
- Cranberry Township EMS, Cranberry Twp, PA
- Creative Community Connectors, Erie, PA
- Creative York, York, PA
- Cribs for Kids, Pittsburgh, PA
- Crime Victim Center of Erie County, Inc., Erie, PA
- Crispus Attucks Community Center, Lancaster, PA

- Crohn's & Colitis Foundation, Pittsburgh, PA
- Cultivating Resilient Youth, Pittsburgh, PA
- Cystic Fibrosis Foundation, Western Pennsylvania Chapter, Pittsburgh, PA
- Daughters of Zion 101, Pittsburgh, PA
- DePaul School for Hearing and Speech, Pittsburgh, PA
- Developmental and Disability Services of Lebanon County, Lebanon, PA
- Disability Options Network, New Castle, PA
- Dollar Energy Fund, Inc., Pittsburgh, PA
- Down Syndrome Association of Pittsburgh, Pittsburgh, PA
- Doylestown Health Foundation, Doylestown, PA
- Dreams Go On, Hollidaysburg, PA
- Dreams of Hope, Pittsburgh, PA
- Dress for Success Pittsburgh, Pittsburgh, PA
- Dubois Lions Club, Dubois, PA
- Duquesne University, Pittsburgh, PA
- Dystonia Medical Research Foundation, Chicago, IL
- Early Connections (Erie), Erie, PA
- East Liberty Development, Inc., Pittsburgh, PA
- East Liberty Family Health Care Center, Pittsburgh, PA
- Eastern Amputee Golf Association (EAGA), Bethlehem, PA
- Eastern Great Lakes Region at The Leukemia & Lymphoma Society, Pittsburgh, PA
- Eastern Minority Supplier Development Council, Philadelphia, PA
- Eastern Society for Pediatric Research, The Woodland, TX
- Easterseals Western and Central PA, Pittsburgh, PA
- Easton Area Neighborhood Center, Easton, PA
- Easy Does It, Inc., Leesport, PA
- Ebenezer Missionary Baptist Church, Pittsburgh, PA
- Ebensburg Main Street Partnership, Ebensburg, PA
- EcoDistricts Incubator, Pittsburgh, PA
- Edinboro University, Edinboro, PA
- Edinboro Volunteer Fire Department, Edinboro, PA
- EDSI Solutions, Pittsburgh, PA
- Educating Teens about HIV/Aids Inc., Pittsburgh, PA
- Elana's Blessings, Washington, PA
- Embracing Our Veterans, Erie, PA
- Emergency Nurses Association, Schaumburg, IL
- Emergencycare, Erie, PA
- Emma's Footprints, Erie, PA
- Emmaus Community of Pittsburgh, Pittsburgh, PA
- EMS West, Pittsburgh, PA
- Energy Innovation Center, Pittsburgh, PA
- Ephrata Community Health Foundation, Ephrata, PA
- Epilepsy Foundation Western/Central Pennsylvania, Pittsburgh, PA
- Erie Arts & Culture, Erie, PA
- Erie Bayhawks, Erie, PA
- Erie City Mission, Erie, PA
- Erie County Drug & Alcohol Coalition, Erie, PA
- Erie County Historical Society, Erie, PA
- Erie County Medical Society, Erie, PA
- Erie DAWN, Erie, PA
- Erie Day School, Erie, PA
- Erie Downtown Partnership, Erie, PA
- Erie Neighborhood Growth Partnership, Inc., Erie, PA
- Erie Otters, Erie, PA
- Erie Philharmonic, Erie, PA
- Erie Playhouse, Erie, PA
- ERIE Regional Chamber and Growth Partnership, Erie, PA
- Erie SeaWolves, Erie, PA
- Erie Sports Commission, Erie, PA
- Erie United Methodist Alliance, Erie, PA
- Erie Zoo, Erie, PA
- Erie's Blue Coats, Erie, PA
- Erie-Western PA Port Authority, Erie, PA
- Every Child, Inc., Pittsburgh, PA
- expERIENCE Children's Museum, Erie, PA
- Extra Mile Education Foundation, Pittsburgh, PA
- Families Matter Food Pantry, Monaca, PA
- Family & Friends Initiative of Pittsburgh, Pittsburgh, PA
- Family Guidance, Pittsburgh, PA
- Family House, Pittsburgh, PA
- Family Medicine Education Consortium, Inc., Dayton, OH
- Family Promise of Lehigh Valley, Allentown, PA
- Family Promise Harrisburg Capital Region, Camp Hill, PA
- Family Resources, Pittsburgh, PA
- Family Services of NW PA, Erie, PA
- Family Services of Warren County, Warren, PA
- Familylinks, Pittsburgh, PA

- Fayette County Community Action Agency, Inc., Uniontown, PA
- Fayette County Cultural Trust, Connellsville, PA
- Feel Your Boobies Foundation, Harrisburg, PA
- Film Pittsburgh, Pittsburgh, PA
- Fineview Citizens Council, Pittsburgh, PA
- First Baptist Church of Pittsburgh, Pittsburgh, PA
- First Community Foundation Partnership of Pennsylvania (FCFP), Williamsport, PA
- First Step Recovery Homes, McKeesport, PA
- First Tee – Pittsburgh, Pittsburgh, PA
- First United Church of Christ, Carlisle, PA
- Focus on Renewal, McKees Rocks, PA
- FOCUS Pittsburgh, Pittsburgh, PA
- Forward Cities, Durham, NC
- Foundation for Free Enterprise Education (FFEE), Erie, PA
- Foundation of HOPE, Pittsburgh, PA
- Fox Chapel Area Rotary Club, Fox Chapel, PA
- Franklin Area Chamber of Commerce, Franklin, PA
- Franklin County Housing Authority, Chambersburg, PA
- Friends of UPMC Somerset, Somerset, PA
- Friends of the Poor, Scranton, Scranton, PA
- Friendship Community Presbyterian Church, Pittsburgh, PA
- Fulton County Food Basket, Inc., McConnellsburg, PA
- Garvey Manor Nursing home, Hollidaysburg, PA
- Gateway Medical Society, Pittsburgh, PA
- Gateway Rehabilitation Center, Pittsburgh, PA
- Gaudenzia, Norristown, PA
- GFWC Hollidaysburg Area Women’s Club, Hollidaysburg, PA
- Ghana Association of Pittsburgh, Pittsburgh, PA
- GIFT - Giving It Forward, Together, Pittsburgh, PA
- Girl Scouts Western Pennsylvania, Pittsburgh, PA
- Girls Hope of Pittsburgh, Inc., Baden, PA
- Girls on the Run at Magee-Womens Hospital in Pittsburgh, Pittsburgh, PA
- Glade Run Lutheran Services, Zelienople, PA
- Glamorous Gutless Girls of Kent State University, Kent, OH
- Gliding Stars of Erie, Erie, PA
- Global Links, Pittsburgh, PA
- Global Minds Initiative, Pittsburgh, PA
- Global Pittsburgh, Pittsburgh, PA
- Good Shepherd Catholic Church, Braddock, PA
- Good Shepherd Rehabilitation Network, Allentown, PA
- Goodwill of Southwestern Pennsylvania, Pittsburgh, PA
- Goodwin Memorial Baptist Church, Harrisburg, PA
- Goulden Touch, Howard, PA
- Grace Community Foundation, Allentown, PA
- Grace United Methodist Church, Lemoyne, PA
- Grantmakers of Western Pennsylvania, Pittsburgh, PA
- Greater Altoona Career & Technology Center, Altoona, PA
- Greater Erie Alliance for Equality, Erie, PA
- Greater Harrisburg NAACP, Harrisburg, PA
- Greater Philadelphia Health Action, Inc. (GPHA), Philadelphia, PA
- Greater Philadelphia YMCA, Media, PA
- Greater Pittsburgh Arts Council, Pittsburgh, PA
- Greater Pittsburgh Community Food Bank, Pittsburgh, PA
- Greater Pittsburgh Literacy Council, Pittsburgh, PA
- Greater Reading Chamber Alliance, Reading, PA
- Greater Reading Mental Health Alliance, Wyomissing, PA
- Greater Washington County Food Bank, Brownsville, PA
- Green Building Alliance, Pittsburgh, PA
- Greenville Heritage Days, Greenville, PA
- Grounded Strategies, Pittsburgh, PA
- Guardian Angels Parish, Natrona Heights, PA
- Gwen’s Girls, Pittsburgh, PA
- Habitat for Humanity of Berks County, Reading, PA
- Habitat for Humanity of Greater Pittsburgh, Pittsburgh, PA
- Habitat for Humanity of the Lehigh Valley, Allentown, PA
- HACC, Central Pennsylvania’s Community College, Harrisburg, PA
- Hair Peace Charities, Pittsburgh, PA
- Hamilton Health Center, Harrisburg, PA
- Hampton Alliance for Educational Excellence (HAEE), Allison Park, PA
- Hanover Area Diversity Alliance, Hanover, PA
- Harrisburg Housing Authority, Harrisburg, PA
- Havin, Inc., Kittanning, PA
- Hazelwood Initiative, Inc., Pittsburgh, PA
- Head for the Cure Foundation, Kansas City, MO

- Healthcare Financial Management Association, Westchester, IL
- Healthcare Information and Management Systems Society (HIMSS), Central Pennsylvania Chapter, Harrisburg, PA
- Healthy Steps Diaper Bank, Harrisburg, PA
- HEARTH, Glenshaw, PA
- Hedwig House, Ardmore, PA
- Heinz Endowments, Pittsburgh, PA
- Hello Neighbor, Pittsburgh, PA
- Helping Harvest, Reading, PA
- Heritage Community Initiatives, Braddock, PA
- Heritage Public Library, McDonald, PA
- Heritage Valley Health System, Sewickley, PA
- Hershey Food Bank and Community Outreach, Hershey, PA
- HF Lenz Company, Pittsburgh, PA
- Hidden Valley Foundation, Somerset, PA
- Higher Achievement, Pittsburgh, PA
- Highlands Health Clinic, Johnstown, PA
- Hill Community Development Corporation, Pittsburgh, PA
- Hill District Education Council, Pittsburgh, PA
- Hillel Jewish University Center of Pittsburgh, Pittsburgh, PA
- Hilltop Alliance, Pittsburgh, PA
- Hispanic American Organization, Inc., Allentown, PA
- Hispanic Center Lehigh Valley, Bethlehem, PA
- HM3 Partners Independence Fund, Gibsonia, PA
- Holcomb Behavioral Health Systems, Exton, PA
- Hollidaysburg Area Arts Council (HAAC), Hollidaysburg, PA
- Hollidaysburg Area Community Partnership, Hollidaysburg, PA
- Holy Family Institute, Pittsburgh, PA
- Home Nursing Agency, Altoona, PA
- Homeless Children's Education Fund, Pittsburgh, PA
- Homewood at Martinsburg, Martinsburg, PA
- Homewood Children's Village, Pittsburgh, PA
- Homewood-Brushston 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
- 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
- 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
- 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
- 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

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:

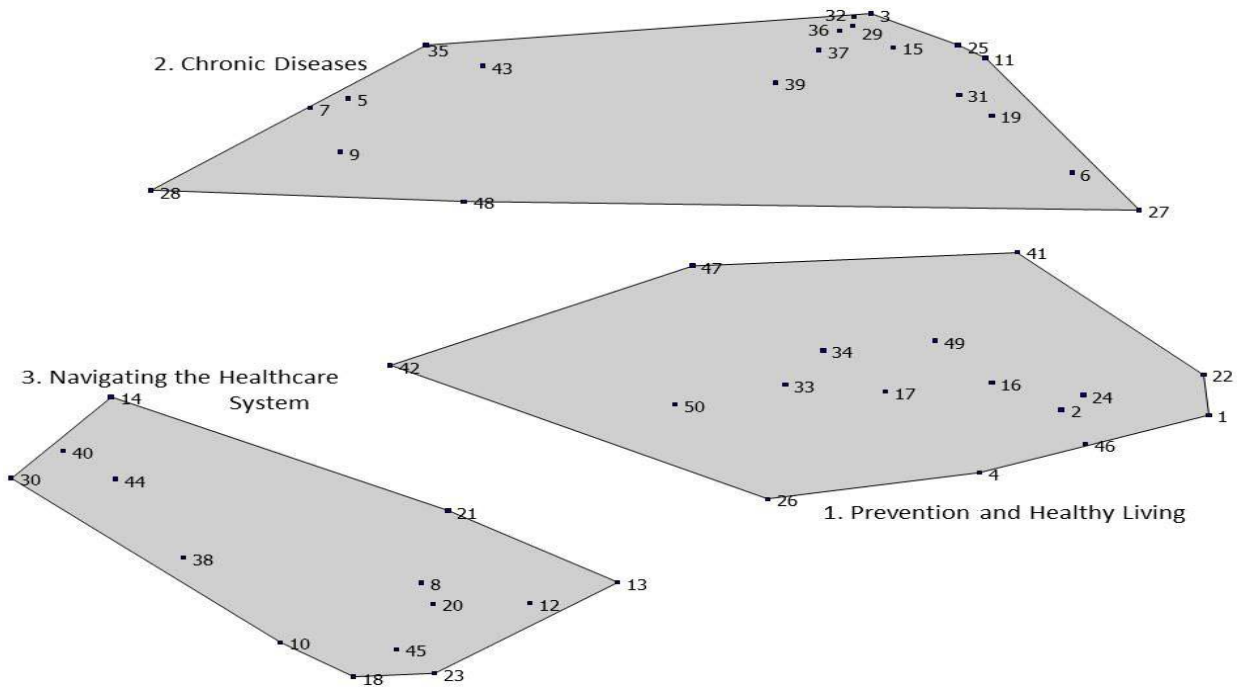
Does the hospital have the ability to address this problem?
(1 = no ability; 5 = great ability)

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.

APPENDIX E: Chautauqua County 2019-2021 Community Health Assessment and Community Health Improvement Plan

As part of the New York State Department of Health's (NYSDOH) Prevention Agenda, UPMC Chautauqua collaborated with the Chautauqua County Department of Health and Human Services (CCDHHS), Brooks Memorial Hospital, TLC Health Network, and Westfield Memorial Hospital to complete the Chautauqua County Community Health Assessment, Community Service Plans, and the Community Health Improvement Plan for 2019-2021.

To access the Chautauqua County Community Health Assessment and Community Health Improvement Plan for 2019-2021 visit:

https://chqgov.com/sites/default/files/inline-files/Chautauqua_CHA%20and%20CHIP_2019-2021%20Final.pdf