



**Penn
Highlands
Huntingdon**



Penn Highlands Huntingdon Implementation Strategy Plan

October 2021

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I. Introduction

As a non-profit organization, Penn Highlands Healthcare (PHH) is required by the Internal Revenue Service (IRS) to conduct a community health needs assessment (CHNA) every three years. Penn Highlands Huntingdon's CHNA report aligns with the parameters and guidelines established by the Affordable Care Act (ACA) and complies with IRS requirements. The CHNA document is a comprehensive review of primary and secondary data analyzing socioeconomic, public health, and demographic data at the local, state, and national levels.

The community needs assessment process is a meaningful engagement, and input was collected from a broad cross-section of community-based organizations, establishments, and institutions. The CHNA was spread among seven Pennsylvania counties and 98 ZIP codes. The CHNA process undertaken by Penn Highlands Huntingdon, with project management and consultation by Tripp Umbach, included input from representatives of the broad interests of the community served by the hospital, notably those with special knowledge of public health issues; data related to underserved, hard-to-reach, vulnerable populations; and representatives of vulnerable populations served by each hospital. Tripp Umbach in collaboration with working group members oversaw and accomplished the assessment and its goals.

Penn Highlands Huntingdon's CHNA utilized a systematic approach to identify and address the needs of the underserved and disenfranchised communities across the hospital's geography. The CHNA report and subsequent implementation strategy planning (ISP) report will provide ways to improve health outcomes for those affected by diseases as well as social and environmental barriers to health.

Penn Highlands Huntingdon would like to thank the region's stakeholders, community providers, and community-based organizations (CBOs) that participated in this assessment. Penn Highlands Healthcare and Penn Highlands Huntingdon appreciate their valuable input throughout the CHNA process.

Purpose

The implementation strategy planning report is intended to satisfy the requirements set forth by the Internal Revenue Code Section 501 (r)c3 regarding the completion of community health needs assessments and implementation planning strategies. The overall intended purpose of the ISP is to address the communities' needs based on the CHNA findings and to align, create, and provide programs, services, and events within the hospital's resources.

II. Penn Highlands Huntingdon

Penn Highlands Healthcare, established in 2011, is a health system in Northwestern/Central Pennsylvania that brings together the services of Penn Highlands Brookville, Penn Highlands Clearfield, Penn Highlands DuBois, Penn Highlands Elk, Penn Highlands Huntingdon, and Penn Highlands Tyrone. Through this partnership, Penn Highlands Healthcare has evolved into an organization with over 4,000 employees in 100-plus locations throughout North Central/Western Pennsylvania that include community medical buildings, outpatient facilities, surgery centers, and physician practices.

Providing exceptional quality care to the region, Penn Highlands Healthcare has over 500 physicians and over 300 advanced practice providers on staff. The facilities have over 700 beds. The system offers a wide range of care and treatments with specialty units that care for cancer, cardiovascular/thoracic, lung, neurosurgery, orthopedics, behavioral health, and neonatal intensive care.

Penn Highlands Healthcare provides residents with access to the region's best hospitals, physicians, two nursing homes, home care agency, and other affiliates who believe that health care should be managed by local board members who live and work in the communities they serve.

Each facility is the largest employer in its hometown and is rooted deeply in both the popular and economic culture of their communities. The vision is to be an integrated health care delivery system that provides premier care with a personal touch, no matter where one lives in the region. Many quality services are available in or near every community, but additional advanced services might also be available at one of the affiliates. That's one of the greatest strengths of Penn Highlands Healthcare.

The hospitals of Penn Highlands Healthcare have been serving the residents of Northwestern/Central Pennsylvania as non-profit, community organizations for more than 100 years, a commitment that is valued and cherished.

Penn Highlands Huntingdon, formally known as J.C. Blair Health System, is the health care leader in Huntingdon County, serving the community's health care needs and striving to deliver the best outcome for every patient for over 100 years. The health system included J.C. Blair Memorial Hospital, a 71-bed, non-profit community hospital; J.C. Blair Medical Services which employed specialty physicians, physician assistants, and nurse practitioners; and J.C. Blair Memorial Hospital Foundation. J.C. Blair was the only hospital in rural Huntingdon County, serving over 45,000 permanent county residents. Its key service lines include a newly renovated and expanded emergency department, an urgent care center, a heart catheterization lab, orthopedics, surgical services, gastroenterology, and integrated behavioral health services, as well as an intensive care unit, medical/surgical unit, full service medical laboratory with several outlying lab locations, cardiopulmonary and radiology departments, and a wound healing center.

The Huntingdon-based J.C. Blair Health System officially joined Penn Highlands Healthcare on June 1, 2019. J.C. Blair, officially name Penn Highlands Huntingdon after the merger, will expand the geographic footprint of Penn Highlands Healthcare while strengthening its ability to recruit providers and further grow many of its specialty services.

Additional information on Penn Highlands Huntingdon Hospital and its services are available [here](#).

Penn Highlands Huntingdon Highlights:

- 57 Inpatient Beds
- 14 Psych Beds
- Diagnostic & Interventional
- Behavioral Health (Adult/Adolescent)
- Outpatient Dialysis Facility
- Occupational Health
- Surgical Services
- 1 Urgent Care Center
- Wound Care
- 371 Employees
- Catheterizations
- Integrated Behavioral Health
- Surgical Services
- Outpatient Diagnostics
- 24-hour Emergency Room
- Outpatient, Physical, Occupational, Speech & Aquatic Therapy

III. Penn Highlands Healthcare's Mission and Vision

Mission Statement:

To provide patients with exceptional care through our community-based health system while maintaining a reverence for life.

Vision Statement:

To be the integrated health system of choice through excellent quality, service, and outcomes.

Value Statement:

- **Quality & Safety** – Provide a safe environment with high-quality outcomes.
- **Teamwork** – Foster a culture of teamwork, support, trust, and loyalty.
- **Integrity** – Practice the principles of honesty, confidentiality, respect, and transparency.
- **Person-Centered** – Recognize those we serve as equal partners.
- **Service** – Demonstrate compassion by listening, engaging, anticipating, and exceeding needs and expectations.
- **Stewardship** – Commit to investing in our human and material resources while practicing fiscal responsibility.
- **Partnership** – Offer services and programs through partnerships with our physicians, providers, stakeholders, and other organizations.
- **Education** – Expand our emphasis on education and enhance our position as a learning organization.

Penn Highlands Healthcare's mission statement focuses on improving regional access to a wide array of premier primary care and advanced services, it does so while supporting a reverence for life and the worth and dignity of each individual. The linkage provides the ability to keep control of the hospitals in the hands of a local board and is providing many other community benefits. Increased local access to physician specialists, improved quality, coordination of care and increased physician recruitment and retention are just some of the major benefits that have come from the linkage.

IV. Community Definition

Community Served by the Hospital

Huntingdon County was established on the 20th day of September 1787. It had been created out of Bedford County, which in turn had been part of Cumberland County. Land taken from Huntingdon County to form parts of Centre and Cambria Counties reduced the size of Huntingdon County, and on February 26, 1846, with the creation of Blair County from a portion of Huntingdon County, the present boundaries of the County were established.

Huntingdon County, located in central Pennsylvania, U.S., consists of a mountainous area in the Appalachian Ridge and Valley physiographic province located east of the city of Altoona. The principal waterways are Raystown Lake and the Juniata, Little Juniata, and Raystown Branch Juniata rivers, as well as Aughwick, Blacklog, and Tuscarora creeks. Natural features include Sideling Hill and Bald Eagle, Tussey, Tuscarora, Jacks, Shade, Stone, and Blacklog mountains. Parklands include Trough Creek, Greenwood Furnace, and Whipple Dam state parks.¹

Defined Community

A community is defined as the geographic area from which a significant number of the patients utilizing hospital services reside. While the community health needs assessment considers other types of health care providers, the hospital is the single largest provider of acute care services. For this reason, the utilization of hospital services provides the clearest definition of the community.

The primary service area of Penn Highlands Huntingdon encompasses 26 ZIP codes. The following table represents the study area focus for Penn Highlands Huntingdon's 2021 CHNA. The ZIP codes are based on 80 percent of Penn Highlands Huntingdon's patient discharges. Penn Highlands Huntingdon's discharges originate in Huntingdon County; however, Penn Highlands Huntingdon patients have derived from neighboring counties.

The following table and map of Penn Highlands Huntingdon's geographical location displays the hospital's defined community, which relates to the 26 ZIP codes. (See Map 1).

2021 Penn Highlands Huntingdon ZIP Codes – Primary Service Area/Study Area

Zip Codes	Town/City	County
16647	Hesston	Huntingdon
16652	Huntingdon	Huntingdon
16657	James Creek	Huntingdon
16611	Alexandria	Huntingdon
16669	Petersburg	Huntingdon
16683	Spruce Creek	Huntingdon

Zip Codes	Town/City	County
16877	Warriors Mark	Huntingdon
17052	Mapleton Depot	Huntingdon
17060	Mill Creek	Huntingdon
17066	Mount Union	Huntingdon
17260	Shirleysburg	Huntingdon

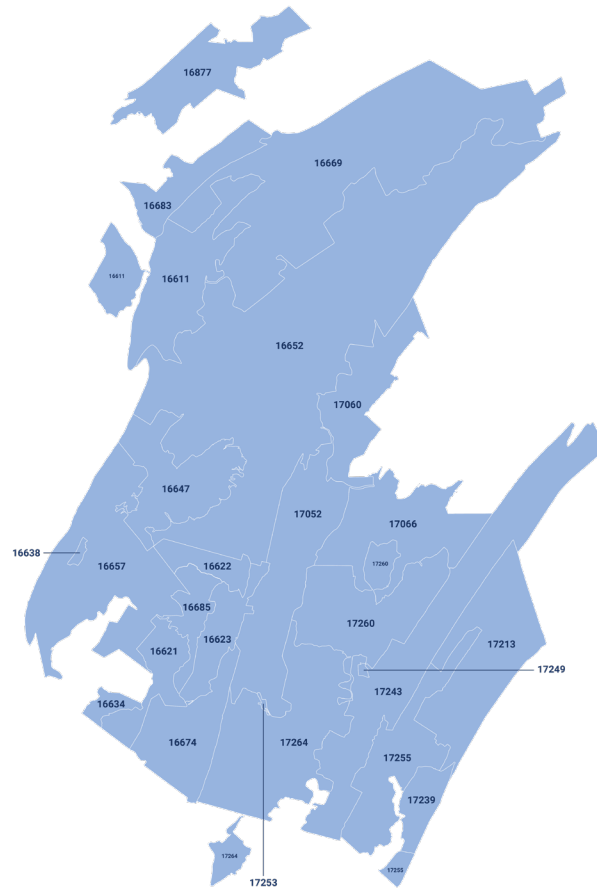
¹ Britannica: www.britannica.com/place/Huntingdon-county-Pennsylvania

2021 Penn Highlands Huntingdon ZIP Codes – Primary Service Area/Study Area

Zip Codes	Town/City	County
16621	Broad Top	Huntingdon
16622	Calvin	Huntingdon
16623	Cassville	Huntingdon
16634	Dudley	Huntingdon
16638	Entriiken	Huntingdon
16674	Robertsdale	Huntingdon
16685	Todd	Huntingdon

Zip Codes	Town/City	County
17213	Blairs Mills	Huntingdon
17239	Neelyton	Huntingdon
17243	Orbisonia	Huntingdon
17249	Rockhill Furnance	Huntingdon
17253	Salttillo	Huntingdon
17255	Shade Gap	Huntingdon
17264	Three Springs	Huntingdon
16660	McConnellstown	Huntingdon

Map 1: 2021 CHNA ZIP Code Study Area/Primary Service Area



Overall Penn Highlands Health Prioritized Needs

As a result of extensive primary and secondary research, community members, community leaders, and project leadership identified key regional priorities. The research illustrated the need for access to care, behavioral health, and chronic diseases/conditions. Each key need area had subareas of concentration. The table below illustrates how each hospital within Penn Highlands Healthcare will address the needs within their hospital region.



	2021 PRIORITIZED FINDINGS						
	Access to Care			Behavioral Health ² (Mental Health & Substance Abuse)	Chronic Diseases/Conditions ³		
	Infrastructure ⁴	Lack of PCP/Specialist ⁵	Specialty Care ⁶		Health Behaviors ⁷	Social Determinants of Health ⁸	Dental Health ⁹
Penn Highlands Brookville		●	●	●	●	●	
Penn Highlands Clearfield			●	●	●		
Penn Highlands DuBois	●		●	●			
Penn Highlands Elk	●	●	●	●	●		
Penn Highlands Huntingdon	●	●		●	●	●	●
Penn Highlands Tyrone	●	●	●	●	●	●	

² Behavioral Health (Mental Health & Substance Abuse)

³ Chronic Diseases/Conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure)

⁴ Infrastructure (e.g., care coordination, navigation, and transportation)

⁵ Lack of primary care physicians (PCP)/Physician specialists

⁶ Specialty care (e.g., cancer care)

⁷ Health Behaviors (e.g., nutrition, physical activity, obesity)

⁸ Social Determinants of Health (e.g., education, income etc.)

⁹ In 2021, Penn Highlands Huntingdon reported dental health as a CHNA need. PHH will not address this specific CHNA need at the system level; rather, Penn Highlands Huntingdon will work with local community organizations to address this need at the hospital level.

V. Development of Implementation Strategy Plan

A team of hospital senior leaders representing different departments within the Penn Highlands Healthcare system reviewed the previous implementation strategy plan and developed reinforced strategies, prioritized selected efforts, and assessed ways to continue to provide services and care to the community at large through the implementation strategy plan. Representatives from Penn Highlands Healthcare and Penn Highlands Huntingdon's senior leadership participated in the CHNA/ISP working group. Senior leadership will continue to review the implementation strategy plan and edit where necessary with periodic changes to better address the evolving health needs of its residents.

Summary of Health Needs Identified

Penn Highlands Huntingdon's community health needs as determined primary and secondary data include:

1. Access to Care
 - Infrastructure
 - Lack of Primary Care Physicians/Specialists
2. Behavioral Health (Mental Health and Substance Abuse)
3. Chronic Diseases/Conditions
 - Health Behaviors
 - Social Determinants of Health (SDOH)
 - Dental Health

Additional information on Penn Highlands Huntingdon Hospital's CHNA report can be found [here](#).

VI. Addressing Community Health Needs

Penn Highlands Healthcare and each of its hospitals provide an array of services, assistance, and programs in a combined effort to address the needs of the region. The execution of services and programs at Penn Highlands Huntingdon focuses on providing high-quality care and amenities to improve overall community health, solidify relationships with community-based organizations, collect community feedback, and continually evaluate the hospital's strategies.

Penn Highlands Healthcare's community health initiatives in conjunction with local community organizations have a unified strength to improve the health and health equity of community members, in particular the underserved, disenfranchised, low-income, underserved, and vulnerable populations.

The implementation strategy planning report includes the prioritized community health needs identified during the 2021 Penn Highlands Huntingdon Hospital CHNA and hospital-specific strategies to address those needs through 2024.

Access to Care

Penn Highlands Huntingdon's 2021 CHNA identified access to care, in particular infrastructure, and lack for primary care physicians/specialists a need in the community. The priority strategies will focus on the hospital's efforts to improve access to care to those in the region.

Access to care, in particular primary care and specialty care, is important to residents in order to manage their health, receive treatments, and take preventative measures. Access to care tends to include insurance coverage, lack of health services, and timeliness of care. It can also include high cost of services, transportation issues, and availability of providers. Penn Highlands Huntingdon will specifically address access to care emphasizing the need for additional primary and specialty physicians and specialty services such as cancer. Strategies and plans related to cancer will be addressed at the system level with involvement from all PHH facilities.

It is important to note that access to care has been a priority for Penn Highlands Healthcare for many years, including the previous CHNA and Implementation Plan. The following tables are Penn Highlands Huntingdon's plans to address the issue of access to care in their service area.

Goal: Improve access to care to residents within the Penn Highlands Healthcare service area.

Infrastructure	Lack of PCP/ Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	X		- Huntingdon County residents who do not have a PCP.	Expand accessibility, awareness and promotion of PCP and Urgent Care facility in the community	• Number of community events/fairs in which Penn Highlands Huntingdon participates and number of social media postings.	- Social media - PHH PCP Providers
X			- Huntingdon County Residents	Distribute informational material	• Number of community events/fairs in which Penn Highlands Huntingdon participates and number of social media postings.	- Huntingdon County based organizations.
X			- Huntingdon County Residents	Engage community partners at health fairs and school district functions	• Number of functions in which Penn Highlands Huntingdon participates.	- Huntingdon County based organizations. - Local school districts
X			- Huntingdon County Residents	Recruit primary and specialty care providers using PHH recruitment plan	• Number of providers recruited • Number of transfers out of Penn Highlands Huntingdon	- PHH - Penn Highlands Huntingdon medical staff
X			- Huntingdon County Residents	Recruit 10 providers per year for 3 years	• Number of providers recruited	- PHH System

Goal: Improve access to care to residents within the Penn Highlands Healthcare service area.

Infrastructure	Lack of PCP/ Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X			- Huntingdon County Residents	Increase number of Huntingdon County residents that receive care at Urgent Care by 2% per FY.	<ul style="list-style-type: none"> • Increase visits by 2% in FY19, FY20, and FY21 to equal 6% increase 	<ul style="list-style-type: none"> - Marketing - PHH
			- Huntingdon County Residents	Expand hours and locations for urgent care according to market data.	<ul style="list-style-type: none"> • Increase urgent care visits • Track volumes per times/dates 	<ul style="list-style-type: none"> - Marketing - PHH
	X		- Huntingdon community	Expand pulmonology services to Huntingdon Co. residents by the placement of a pulmonologist to provide comprehensive / diagnostic services locally 1 day/week.	<ul style="list-style-type: none"> • Expand service 1 day/week • Number of low dose lung screenings 	<ul style="list-style-type: none"> - Penn Highlands Huntingdon medical staff - PHH
X	X		- Provide and enhance cancer care services to Huntingdon County residents	Recruit oncology services, provide treatment options within the Penn Highlands Huntingdon system such as infusion services to prevent patients from traveling out of county for treatment.	<ul style="list-style-type: none"> • Number of Penn Highlands Huntingdon providers recruited • Volume of patients served in infusion center • Number of patients using screening tools 	<ul style="list-style-type: none"> - Private Practices - Penn Highlands Huntingdon
X			- Huntingdon County residents who meet the new USPSTF Guidelines for LDCT (Age requirement is now 50, smoking pack years is now 20)	Capture a larger number of county residents meeting new LDCT requirements in order to detect lung cancer at earlier stages for better outcomes and treatment options.	<ul style="list-style-type: none"> • Educate providers with new guidelines • Promote new guidelines to patients through area providers • Increase number of patients with LDCT by 3% • Work on program for tobacco cessation and promote to patients 	<ul style="list-style-type: none"> - Penn Highlands Huntingdon - Local providers - Integrated Care Services
X			- Patients in need of higher level of care services in Huntingdon County	Provide ambulance transportation to patient held in emergency room needing higher level of care. Provide sources of transportation/listing of transportation options to residents of county.	<ul style="list-style-type: none"> • Decrease in ED through output data • Number of hospital funded transports 	<ul style="list-style-type: none"> - Local EMS - PHH - AAA - CART - Taxi

Goal: Early Detection and Prevention.

Infrastructure	Lack of PCP/ Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
		X	- Adults - Elderly and at-risk population - Residents with suspected cancer conditions	Increase community awareness and engagement regarding cancer prevention and screening.	<ul style="list-style-type: none"> • Number of public speaking events • Number of attendees • Pre-and post-test results 	<ul style="list-style-type: none"> - Physicians - APP's - Registered nurses
		X	- Adults - Elderly and at-risk population	Seek opportunities for public speaking engagements.	<ul style="list-style-type: none"> • Number of speaking events • Number of attendees 	<ul style="list-style-type: none"> - Physicians - APP's - Registered nurses
		X	- Adults - Elderly and at-risk population	Progressively expand advocacy groups including community volunteers and patient groups to cover all regions.	<ul style="list-style-type: none"> • Number/type of advocacy groups • Number of new advocacy groups • Track region of coverage 	<ul style="list-style-type: none"> - Physicians - APP's - Registered nurses
		X	- Elderly and at-risk population - Residents with suspected cancer conditions	Feature monthly awareness campaigns to the community regarding specific cancer month. Example: March Colon and October Breast	<ul style="list-style-type: none"> • Increase in number of colonoscopies conducted across PHH • Increase in number of mammograms across PHH 	<ul style="list-style-type: none"> - Pharm companies - GI Lab physician leaders - GI Lad admin leaders - Area Agency on Aging - Practice Management
		X	- General population	Tri-County Sunday Education Articles for The Community Radio Education Spots.	<ul style="list-style-type: none"> • Number of radio spots advertised • Number of education articles 	<ul style="list-style-type: none"> - Pharm companies - GI Lab physician leaders - GI Lad admin leaders - Area Agency on Aging - Practice Management - Marketing
		X	- General population	Increase cancer awareness among influential groups and the public.	<ul style="list-style-type: none"> • Number of presentations made • Number of participants reached 	<ul style="list-style-type: none"> - Physicians - APP's - Registered nurses
		X	- General population	Monthly social committee meetings.	<ul style="list-style-type: none"> • Number of attendees • Number of meetings held 	<ul style="list-style-type: none"> - Physicians - APP's - Registered nurses

¹⁰ Penn Highlands Healthcare will address cancer initiatives at the system-level.

Goal: Early Detection and Prevention.

Infrastructure	Lack of PCP/ Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
		X	- Community partners in the cancer community	Engage and mobilize key stakeholders within the cancer community who will champion the development and implementation of an awareness plan for cancer prevention.	<ul style="list-style-type: none"> • Increase in number of partnerships with stakeholders in the cancer community • Number of new stakeholders identified 	- Stakeholders in the cancer community
		X	- General population	Develop relationships with stakeholders within the cancer community.	<ul style="list-style-type: none"> • Track number of new partnerships 	- Stakeholders in the cancer community

Behavioral Health (Mental Health and Substance Abuse)

Behavioral health, which includes mental health and substance abuse,¹¹ affects families and individuals throughout the United States, and the Penn Highlands Healthcare service area is no exception. The disease and the number of residents diagnosed with the disease continue to grow exponentially. Along with the growth, the needs for mental health services and substance abuse programs have not diminished.

Mental health is an important part of overall health and well-being. Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. Mental health also helps determine how we handle stress, relate to others, and make healthy choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood.¹²

The use of drugs and alcohol is increasing. Substance abuse is often intertwined with those who also have a mental health illness. It is important to note that these conditions have been a priority for Penn Highlands Healthcare for many years, including the previous CHNA and implementation plan.

Penn Highlands Huntingdon will address specific behavioral health needs with their community (those needs are listed below) and Penn Highlands Healthcare will address additional behavioral health care needs at the overall system level.

¹¹ The previous implementation strategy plan was not categorized by each facility but rather from an overall system perspective.

¹² Centers for Disease Control and Prevention: www.cdc.gov/mentalhealth/index.htm

Goal: Collaborate with community substance abuse providers to reduce substance abuse.

Behavioral Health	Target Population	Objectives/ Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	- Residents of Huntingdon County	Address barriers that impede the ability to meet the assessment and treatment demand.	<ul style="list-style-type: none"> • Number of ED patient seeking D&A treatment • Number of outreach meetings with SPORT 40 grant, D&A taskforce in which Penn Highlands Huntingdon staff participate 	<ul style="list-style-type: none"> - Mainstream Counseling - Juniata County D&A - SPORT 40 Consortium members - SPORT 40 members (opioid abuse/ disorders – grant funded program. Broad Top Group - VISTA program
X	- People present in the local emergency room.	Identify available transportation to treatment.	<ul style="list-style-type: none"> • Four partnerships developed with local transportation providers, constable, Uber, D&A 	<ul style="list-style-type: none"> - Constables - Uber (GO Dezi) - Drug and Alcohol treatment providers
X	- Huntingdon County Residents	Develop a list of hospital detox beds and rehabs in the area.	<ul style="list-style-type: none"> • Up to date list of detox and rehab beds for hospital staff to reference. 	<ul style="list-style-type: none"> - Work with local VISTA (AmeriCorps funded program Junita College – MH throughout community)
X	- Healthcare staff, emergency room, physicians and nurses.	Educate staff on drug trends and treatment.	<ul style="list-style-type: none"> • Goal is 2 year education sessions. • Pre-and post test results 	<ul style="list-style-type: none"> - Staff

Goal: Collaborate with community substance abuse providers to reduce substance abuse.
***The below behavioral health initiatives will be addressed at the system-level.**

Behavioral Health	Target Population	Objectives/ Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	<ul style="list-style-type: none"> - Schools - At-risk youth - Justice Department - Homelessness - Free Clinic - Community residents 	Address barriers that impede the ability to meet the assessment and treatment demands.	<ul style="list-style-type: none"> • Collaborate with the education system three times per year • Number of new partners • Number of partners no longer participating • Increase mental health services in rural health clinics in the service area and track number of visits. • Increase the use of telemedicine technology to enhance service utilization and track number of visits. 	<ul style="list-style-type: none"> - Cen Clear Drug and Alcohol - Clearfield Jefferson Drug and Alcohol Commission - Pyramid Healthcare - Health and Human Service Agencies - Tri-County Drug and Alcohol - Opioid Task Force - Cove Forge - Elk County Drug and Alcohol Rural Hospital Opioid Program (RHOP)
X	<ul style="list-style-type: none"> - Patients in the local ED - Patients at the Free Clinic 	Identify available transportation to treatment.	<ul style="list-style-type: none"> • Develop partnerships with local transportation providers, constable, Uber, D&A & Pyramid Health Care • Number of new partnerships in FY 	<ul style="list-style-type: none"> - Local constables - Uber - Drug and alcohol treatment providers - Social service agencies
X	<ul style="list-style-type: none"> - Patients at Free Clinic - Clearfield Jefferson Drug and Alcohol referrals - ED referrals 	Develop a list of hospital detox beds and rehabs in the area.	<ul style="list-style-type: none"> • Up-to-date list of detox and rehab beds for hospital staff to reference. 	<ul style="list-style-type: none"> - Cen Clear Drug and Alcohol - Clearfield Jefferson Drug and Alcohol Commission - Pyramid Healthcare - Work with local VISTA (AmeriCorps funded program Junita College – MH throughout community)
X	<ul style="list-style-type: none"> - Health care staff, emergency room, physicians and nurses 	Educate the staff on drug trends and treatment.	<ul style="list-style-type: none"> • Number of education sessions per year • Number of attendees • Track number of materials distributed 	<ul style="list-style-type: none"> - Staff - Net Learning on drugs trends and treatment

Implementation Strategies that Penn Highlands Healthcare Placed on Hold

Five health strategies that will no longer be tracked by Penn Highlands Healthcare in this implementation strategy plan falls under the behavioral health community need. Penn Highlands Healthcare does not have the current resources (i.e., manpower, finances, and infrastructure) to adequately address specific strategies identified from the 2018 ISP. Penn Highlands Healthcare will refocus its resources to effectively measure and track the current strategies identified in this assessment cycle. Penn Highlands Healthcare believes there are ample future opportunities to improve behavioral health services.

Penn Highlands Healthcare administration is deeply involved with the development of the implementation strategy plan and will be alerted to additional opportunities to improve behavioral health in the community.

Chronic Diseases/Conditions

Broadly defined, chronic conditions are conditions that last more than one year and require ongoing medical attention or limit daily activities. Heart disease, cancer, and diabetes are leading causes of death and disability in the United States. The engagement of healthy behaviors and positive habits such as regular physical activity, getting adequate amounts of sleep, eating/following a healthy diet, and eliminating the use of tobacco and alcohol can significantly reduce disease and improve one's quality of life. Living a healthy lifestyle is essential to addressing a specific health problem or maintaining one's health, and it reduces the likelihood to be diagnosed with a chronic disease.

Penn Highlands Huntingdon is committed to addressing the communities' needs to improving health equity, healthy behaviors, and health outcomes. As a large community health need, Penn Highlands Huntingdon identified chronic diseases/conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure), in particular health behaviors, as prevalent in the community. It is important to note that these conditions have been a priority for Penn Highlands Healthcare for many years, including the previous CHNA and implementation strategy plan. The following table is Penn Highlands Huntingdon's plan to address the issue of chronic diseases/conditions in the community.

Goal: Expand awareness and services to promote preventive health and wellness throughout the community.

Health Behaviors	SDOH	Dental Health ¹³	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	X		- People with prediabetes & diabetes	Expand diabetes services by offering weekly individual diabetes education.	• Number of patients seen in the ZIP codes for areas before and after implementation.	- Providers in the area - Tele Endo
X	X		- Persons with prediabetes	Maintain enrollment as a Medicare Diabetes Prevention Program Provider.	• Biannual CDC DPP evaluation and notification from CMS of enrollment status as a DPP provider.	- CDC - CMS
X	X		- General Population	Prevent T2 and provide programming to help patients with weight loss.	• Number of participants • Data collected for program	- PCP office - County residents
X	X		- General Population	Offer diabetes prevention programming throughout the PHH service area by beginning with 1 cohort per year.	• Required Data Entry for CDC • Track number of participants/cohorts • Number of participants/cohorts	- PHH Marketing/Communication - PHPN Providers

¹³ Penn Highlands Huntingdon will work closely with local and regional community organizations and groups (as they have in the past years) to address this need at the hospital and regional level. Penn Highlands Huntingdon will continue to strengthen and foster strong relationships with community and grass-root organizations.

Goal: Expand awareness and services to promote preventive health and wellness throughout the community.

Health Behaviors	SDOH	Dental Health ¹³	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	X		<ul style="list-style-type: none"> - Customers of local dollar stores - Residents of low-income housing - Food bank recipients - People who come to churches for free meals 	Create education materials including menus/grocery lists for PHH patients on healthy eating at the local dollar stores.	<ul style="list-style-type: none"> • Number of partners to whom menus are shared • Request patient volume who would receive the education. • PHH providers can distribute materials to patients when food insecurity is identified. 	<ul style="list-style-type: none"> - Dollar Store owners - Area Agency on Aging - Managers of low-income housing units - Food Banks - Churches
X	X		<ul style="list-style-type: none"> - Customers of local dollar stores - Residents of low-income housing - Food bank recipients - People who come to churches for free meals 	Provide menus electronically to partners for distribution to their recipients.	<ul style="list-style-type: none"> • Number of partners to whom menus are shared • PHH providers can distribute these materials to patients when food insecurity is identified. 	<ul style="list-style-type: none"> - Dollar Store owners - Area Agency on Aging - Managers of low-income housing units - Food Banks - Churches
X	X		<ul style="list-style-type: none"> - Hospital physician office - Nursing home employees - Patient visitors - Physicians - Other cafeteria guests 	Promote healthy selections in the hospital cafeteria for visitors and employees.	<ul style="list-style-type: none"> • Quantities of red, yellow, green foods purchased at beginning of program and 3, 6, and 12 months after program initiated. • Customer survey of foods purchased at beginning of program and after 3, 6 or 12 months. 	<ul style="list-style-type: none"> - CDC - Food vendors - Marketing
X	X		<ul style="list-style-type: none"> - Hospital physician offices - Nursing home employees - Patient visitors - Physicians - Other cafeteria guests 	Implement CDC's red, yellow, and green label program	<ul style="list-style-type: none"> • Program implemented 	

VII. Looking Forward

Penn Highlands Huntingdon's community health needs identified in the 2021 CHNA are multifaceted. Reducing/decreasing, eliminating, or improving access to care, behavioral health, and chronic diseases/conditions require continued collaboration among Penn Highlands Huntingdon's local health, human, and social services agencies, community partners, and community residents.

Continuing alignment and partnership with organizations and community residents, Penn Highlands Huntingdon will continue to engage residents as part of the CHNA and ISP. The implemented strategies and initiatives will strengthen the health system for all citizens within the service area.

Resource Commitment

Penn Highlands Huntingdon will commit both in-kind and financial resources during FY 2021-2023 to implement the identified initiatives and programs. Resources may include both clinical and non-clinical services, partnerships, and collaborations for solutions in addition to dedicated staff time to advancing the health system's work, charitable contributions, and volunteerism that will occur naturally within the ISP phase.

