



Penn Highlands Brookville 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 Brookville'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 Brookville, 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 Brookville'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 Brookville 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 Brookville appreciate their valuable input throughout the CHNA process.

Purpose

The implementation 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 Brookville

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 more than 4,000 employees in 100-plus locations throughout Northwestern/Central Pennsylvania that include community medical buildings, outpatient facilities, surgery centers, and physician practices.

Providing exceptional quality care to the region, Penn Highlands Healthcare has more than 500 physicians and 300 advanced practice providers on staff and facilities with more than 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 cultures 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 served 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 Brookville is a 35-bed critical access facility located in Brookville. The hospital has been recognized for the Pulmonary Care Excellence Award™ and has received the America's 100 Best Hospitals for Pulmonary Care Award.

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

Penn Highlands Brookville Highlights:

- 25 Inpatient Beds
- 10 Psych Beds
- Critical Access Hospital
- 181 Employees
- 4 Rural Health Clinics
- Geropsych Unit
- Cardiac and Pulmonary Rehab
- Outpatient Diagnostics
- Surgical Services
- 24-hour Emergency Room
- 1 QCare Walk-in Clinic
- Skilled Nursing Facility/Personal
- Medical Office Building
- Care Facility/Independent Living Facility (Penn Highlands Jefferson Manor)

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

The town of Brookville, located in Jefferson County, features a charming restored Victorian Main Street with quaint shops, restaurants, striking architecture, and a beautiful historical district. The northern trailhead for Redbank Valley Trail, Pennsylvania’s first “Trail of the Year,” is conveniently located near downtown. Twyford, the first four-wheel drive ever made, was built in Brookville, and the Jefferson County History Center has one on display, along with many interesting exhibits and an impressive model railroad. Scripture Rocks Heritage Park features more than 70 engraved boulders carved in the early 1900s.

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.¹

In 2018, 11 ZIP code areas were defined as the primary service area of Penn Highlands Brookville; in 2021 it now encompasses 17 ZIP codes. The following table represents the study area focus for Penn Highlands Brookville’s 2021 CHNA. The ZIP codes are based on 80 percent of Penn Highlands Brookville’s patient discharges. Penn Highlands Brookville’s discharges originate in Jefferson County; however, Penn Highlands Brookville patients also live-in neighboring counties.

The following table and map of Penn Highlands Brookville’s geographical location displays the hospital’s defined community, which relates to the 17 ZIP codes. (See Map 1).

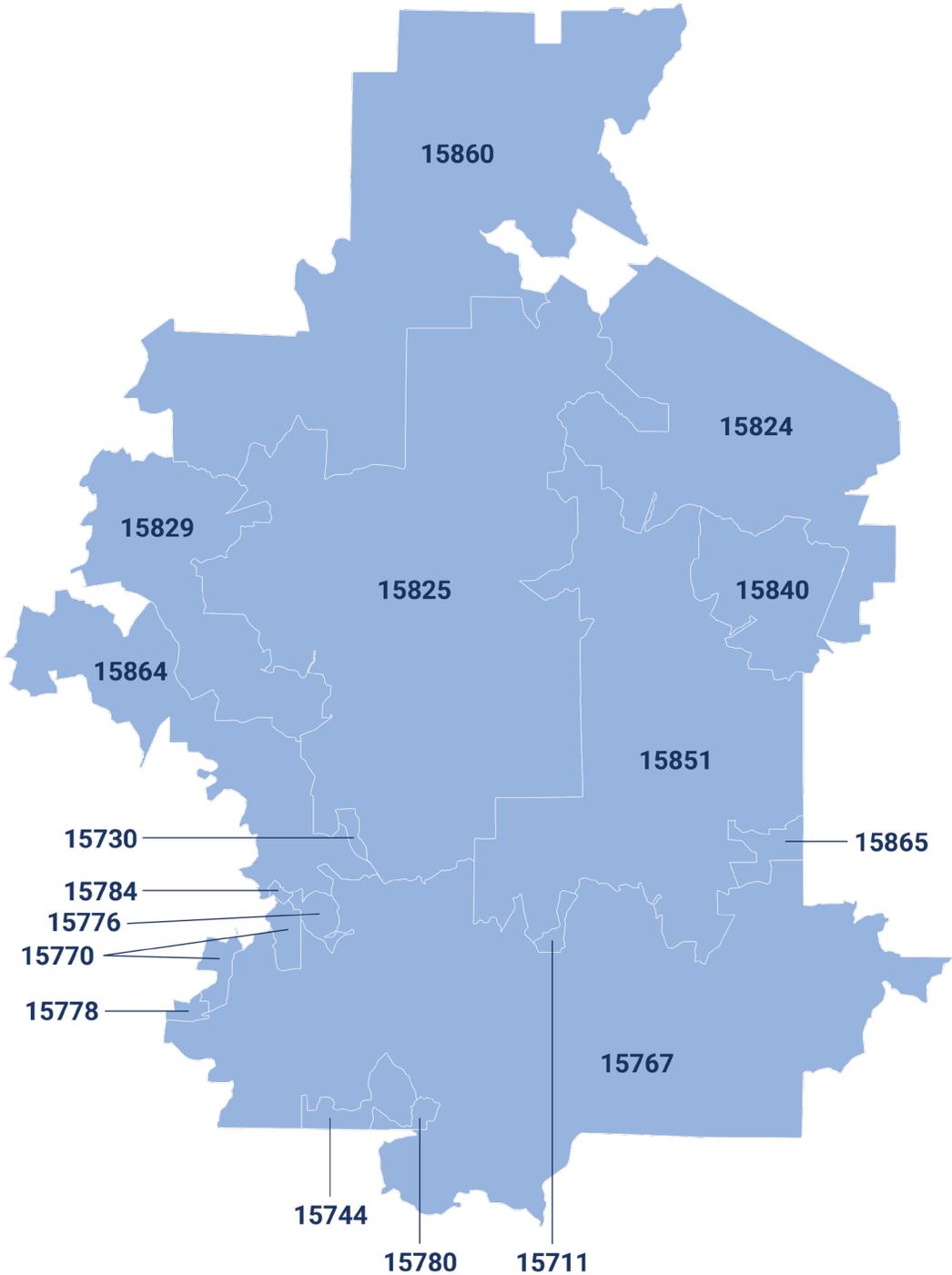
2021 Penn Highlands Brookville ZIP Codes – Primary Service Area/Study Area

Zip Codes	Town/City	County
15865	Sykesville	Jefferson County
15767	Punxsutawney	Jefferson County
15825	Brookville	Jefferson County
15778	Timblin	Jefferson County
15851	Reynoldsville	Jefferson County
15824	Brockway	Jefferson County
15840	Falls Creek	Jefferson County
15860	Sigel	Jefferson County
15711	Anita	Jefferson County

Zip Codes	Town/City	County
15829	Corsica	Jefferson County
15770	Ringgold	Jefferson County
15864	Summerville	Jefferson County
15730	Coolspring	Jefferson County
15776	Sprankle Mills	Jefferson County
15744	Hamilton	Jefferson County
15780	Valier	Jefferson County
15784	Worthville	Jefferson County

¹ Pennsylvania’s Visitors Bureau: <https://visitpago.com/counties/jefferson-county/brookville/>

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 (PHHD) reported dental health as a CHNA need. PHH will not address this specific CHNA need at the system level; rather, PHHD 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 Brookville's senior leadership participated in the CHNA/ISP's 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 Brookville's community health needs as determined primary and secondary data include:

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

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

VI. Addressing Community Health Needs

Penn Highlands Healthcare and each of its hospitals provides 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 Brookville 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 Brookville Hospital's CHNA and hospital-specific strategies to address those needs through 2024.

Access to Care

Penn Highlands Brookville’s 2021 CHNA identified access to care, in particular the lack of primary care physicians/specialist and specialty care, as needs in the community. The priority strategies will focus on the hospital’s efforts to improve access to care to those in 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 Brookville 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 Brookville’s plan 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	- Jefferson Co. residents - Clarion Co. residents	Expand awareness of walk-in services in the Penn Highlands Brookville service area by promotion of the presence of the QCare facilities.	<ul style="list-style-type: none"> • Continue advertising and promotion efforts in service area • Track advertising efforts and service areas reached • Obtain baseline data at Penn Highlands Brookville QCare in FY22. Increase by 3% in years 2 and 3. 	<ul style="list-style-type: none"> - PHH marketing team - Social media outlets - PCPs & providers - Community agencies - Chamber of Commerce - Clarion University
	X	X	- Jefferson Co. residents - Clarion Co. residents	Increase number of residents who receive care at the QCare facilities in Penn Highlands Brookville service area.	<ul style="list-style-type: none"> • Continue advertising and promotion efforts in service area. • Obtain baseline data at Penn Highlands Brookville Q Cares in FY22. Increase by 3% in years 2 and 3. 	<ul style="list-style-type: none"> - PHH marketing team - Social media outlets - PCPs & providers - Community agencies - Chamber of Commerce - Clarion University
	X	X	- Jefferson Co. residents - Clarion Co. residents	Distribute informational materials.	<ul style="list-style-type: none"> • Number of materials distributed • Number of community organizations requesting information • Number of online posts • Track number of online “hits” for materials 	<ul style="list-style-type: none"> - PHH marketing team - Social media outlets - PCPs & providers - Community agencies - Chamber of Commerce - Clarion University

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	- Jefferson Co. residents - Clarion Co. residents	Expand hours and location for Penn Highlands Brookville QCare according to use data.	<ul style="list-style-type: none"> • Track the number of patients scheduled • Increase in number of patients seen • Track heavy utilization days/times 	<ul style="list-style-type: none"> - PHH marketing team - Social media outlets - PCPs & providers - Community agencies - Chamber of Commerce - Clarion University
	X	X	- Jefferson Co. residents - Clarion Co. residents	Improve the number of Jefferson and Clarion County residents with a PCP by 6% over 3 years.	<ul style="list-style-type: none"> • Increase in number of patients referred and accepted by a provider by 2% annually. 	<ul style="list-style-type: none"> - PHH Network (PHPN) - PHH practice mgt., - Penn Highlands Brookville ED Dept. - DuBois Free Medical Clinic, - Private practice providers in Jefferson Co.
	X	X	- Jefferson Co. residents - Clarion Co. residents	Monitor or track number of patients who do not have a PCP.	<ul style="list-style-type: none"> • Increase number of patients assigned to a PCP • Track number of patients in ED without a PCP 	<ul style="list-style-type: none"> - PHH marketing team - Social media outlets - PCPs & providers - Community agencies - Chamber of Commerce - Clarion University

Note: Due to COVID-19 QCare was temporarily closed. Reopened in FY21. Potential to adjust baseline numbers for FY22.

Implementation Strategy that Penn Highlands Brookville Hospital Will Not Continue to Implement

Two health priority strategies that will no longer be completed/tracked by Penn Highlands Brookville Hospital in this implementation strategy plan falls under the community health need, Access to Care. Penn Highlands Brookville does not have the resources or professional staff required to adequately engage with community partners at health fairs and school district functions. Penn Highlands Brookville also does not have the resources to increase/improve the number of residents to receive care at the QCare facilities.

Hospital-based staff members are deeply involved with the development of the implementation strategy plan and will be alerted to additional opportunities and prospects to collaborate with other community agencies whose mission is to improve access to care and diminish/remove barriers related to overall health accessibility.

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.	• 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. Due to Penn Highlands Healthcare having its own dedicated behavioral health department, the implementation strategy plan will be addressed from a system perspective.

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	<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 demand.	<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 Put 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 Brookville is committed to addressing the communities' needs to improving health equity, healthy behaviors, and health outcomes. Under the umbrella of chronic diseases/conditions, social determinants of health play a significant role into the health behaviors and health outcomes of residents. Penn Highlands Brookville addresses socioeconomic concerns through a variety of facets such as employees training for inclusion and diversity (health equity), employment of residents to hospital work force, in-kind donations, and mentoring opportunities. Penn Highlands Brookville's health needs are multidimensional, involving both health and socioeconomic issues.

As a large community health need, Penn Highlands Brookville identified chronic diseases/conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure) 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 Brookville's plan to address the issue of chronic diseases/conditions in community.

Goal: Expand awareness and services to promote preventive health and wellness throughout the community.						
Health Behaviors	SDOH	Dental Health	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	X		- Providers referring patients living in the Brookville, Clarion, and surrounding areas with nutrition and/or diabetes diagnoses	Expand diabetes and nutrition education services within the Penn Highlands service area.	<ul style="list-style-type: none"> • Comparison of the number of patients seen in the ZIP codes for these areas before and after implementation. (EX: FY2017-2018 visits: DuBois/Brookville = 1,092) • Number of education services provided. 	- Providers in the geographical area
X	X		- Community residents	Open satellite sites of the Diabetes & Nutrition Wellness Center in Brookville & Clarion and provide diabetes/nutrition education on a bimonthly basis at Brookville and Clarion locations.	<ul style="list-style-type: none"> • Facility open • Number of sessions provided • Number of attendees • Track number of education materials distributed 	- Providers in the geographical area

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

Health Behaviors	SDOH	Dental Health	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
X	X		- Patients with pre-diabetes within the PHH service area	Continue enrollment with Center for Medicare and Medicaid Services for Diabetes Prevention Program.	<ul style="list-style-type: none"> Required data entry for Centers for Medicare and Medicaid (CMS). 	<ul style="list-style-type: none"> CMS Community providers CDC Diabetes Prevention Support Center
X	X		- Community residents	Offer Diabetes Prevention Programming throughout the PHH Service area by beginning with one cohort per year.	<ul style="list-style-type: none"> Required data entry for CDC Track number of cohorts Number of participants/cohorts Number of sessions held Track number of education materials distributed 	<ul style="list-style-type: none"> PHH Marketing/Communication PHPN Providers
X	X		<ul style="list-style-type: none"> Customers of local dollar stores Residents of low-income housing Food bank recipients Recipients of free church meals 	Create education materials including menus, grocery lists for PHH patients on healthy eating at the local dollar stores. PHH providers can distribute these materials to patients when food insecurity is identified.	<ul style="list-style-type: none"> Investigate adding a button to Athena Health Social Hx. when food insecurity is noted as a SDOH need. 	<ul style="list-style-type: none"> PHH Marketing/Communications PHHD Outpatient Informatics Dollar Store owners Area Agency on Aging Managers of low-income housing Food Banks Churches
X	X		<ul style="list-style-type: none"> Customers of local dollar stores Residents of low-income housing Food bank recipients Recipients of free church 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. Request patient volume information from partners that would receive the education. 	<ul style="list-style-type: none"> PHHD Outpatient Informatics Dollar Store owners Area Agency on Aging Managers of low-income housing Food Banks Churches

VII. Looking Forward

Penn Highlands Brookville'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 requires continued collaboration between Penn Highlands Brookville's local health, human, and social services agencies, community partners, and community residents.

With continued alignment and partnership with organizations and community residents, Penn Highlands Brookville 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 Brookville 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 nonclinical 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.

