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COMMUNITY HEALTH IMPROVEMENT PLAN

.....

2020-2022



Penn Medicine
Lancaster General Health



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**Penn Medicine
Lancaster General
Health's Community
Health Improvement
Plan is a comprehensive
strategy to address
the significant
community health
needs identified in the
2019 Community Health
Needs Assessment.
This plan will cover
FY20-22 (July 1, 2019
– June 30, 2022).
Our plan provides a
brief summary of our
significant community
health needs, the health
equity framework we
propose to guide our
work, the history of
our past work, and
measurable goals and
objectives for the next
3 years.**

COMMUNITY HEALTH NEEDS

Using data on morbidity and mortality, prevalence, and trends, as well as community perceptions of the impact of community health needs and the potential to create change, we identified four significant community health needs in the 2019 Lancaster County Community Health Needs Assessment:

1. Establishing and maintaining the basic conditions that support health, including access to care, family-sustaining incomes, accessible transportation, affordable and quality housing, violence reduction, and reduction in exposure to adverse childhood experiences
2. Supporting improved mental health including reducing and treating substance use
3. Supporting active living, healthy eating, and less obesity
4. Advocating for improvements to the county's physical environment, emphasizing improved air and water quality

BUILDING ON PAST ACCOMPLISHMENTS

LG Health has a long history of serving the community. In our 2016-2019 Community Health Improvement Plan, we focused on reducing obesity, improving mental health, and reducing substance misuse and abuse. This section briefly describes our most recent accomplishments in these areas.

Obesity

Within our own health system and in the community, we are creating an environment that supports healthy eating and physical activity. At all of our healthcare facilities, LG Health implemented a Rethink Your Drink campaign and healthy beverage policy in 2018. We eliminated sugary beverages from all dining areas, vending machines, and patient menus, and replaced them with healthy unsweetened options. In the first 6 months after the policy went into effect, our main hospital cafeteria sold 50,000 fewer sugar-sweetened drinks than in the previous year.

With funding from the Heart and Vascular Institute's Mission Fund, we built 9 new gardens in the summer of 2018 at elementary and high schools, child care facilities, and community organizations serving low-income youth. In addition, we worked with community partners to start a Fresh Express mobile pantry program in Columbia that distributes fresh produce, milk, eggs, and healthy dry goods to over 400 individuals each month.

“We are creating an environment that supports healthy eating and physical activity.”

Finally, we have worked to increase active transportation throughout the county. We have been a Partner for Place with the Lancaster County Planning Commission since 2015 to develop the comprehensive county plan, places2040, and the Lancaster County Active Transportation Plan. These policy documents will guide the development of the community in the future, with a focus on adding bicycle and pedestrian facilities so that everyone can walk and bike safely. In the City of Lancaster, we were a founding sponsor of the Bike It bike share program, which now offers 30 bikes across 6 stations for visitors and residents to rent.

Mental Health

Mental health is at the heart of many of the challenges we face, including trauma and adverse childhood experiences, social isolation, institutionalized bias and discrimination, and ‘diseases of despair’ that manifest in depression, suicide, and substance misuse.

Lancaster County has been convening the community around mental health for more than twenty years, including a presentation by Dr. Robert Anda in 1999, and conducting community-wide strategic planning forums in 2004, 2008, and 2010. LG Health first identified mental health as a community health priority in 2013.

LG Health has worked to reduce the stigma surrounding mental illness with community partners in the Let’s Talk Lancaster coalition since 2014. The group invites all interested community individuals and organizations to be a part of the effort to improve mental well-being. We know that no single organization, partner, or policy can address the complexity of mental illness and mental well-being in our community. The goals of Let’s Talk Lancaster are to reduce stigma as

“Mental health is at the heart of many of the challenges we face.”

a barrier to identification and intervention, increase access to mental health services, and ensure better integration of medical and behavioral healthcare. As the backbone organization, LG Health provides facilitation, administrative support, data analysis, physical meeting space, and marketing for the coalition.

At LG Health, we have expanded access to mental health care in several ways. In 2017-2018, we implemented a Derailing Depression initiative to increase screening for depression in primary care. The percentage of patients screened for depression per month increased from below 35% to 58.8% at the end of the intervention. To ensure that patients with mental health needs can easily seek care, we added 25 integrated counselors to our staff in primary care and specialty practices throughout the county between 2014 and 2019. The counselors are part of the care team and help ensure that our practices address both physical and mental health. Finally, in 2018, the new Lancaster Behavioral Health Hospital, a partnership with Universal Health Services, Inc., opened with 126 licensed behavioral health beds.

Substance Misuse and Abuse

In April 2019, LG Health won the Hospital Association of Pennsylvania’s Community Champions Award for our comprehensive strategy to reduce opioid deaths. In 2017, LG Health convened Lancaster County Joining Forces, a strategic partnership to address the opioid crisis in Lancaster County. We began by assessing our community resources and gaps in services and developed a countywide strategic plan to combat the opioid crisis.

We developed and implemented a countywide multimedia campaign that has reached over 14.6 million impressions, increasing awareness about the addictive potential of prescription drugs and driving over 5,600 new visitors to the Joining Forces website in 2018. We also received a \$490,000 grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to increase access to naloxone and improve connections to treatment for opioid use disorder, and a \$350,000 grant from the Pennsylvania Commission on Crime & Delinquency to implement evidence-based prevention programs for children and families.

We also continued our long tradition of working to reduce tobacco use. Integrated behavioral health counselors and staff who care for low-income pregnant women and children were trained to integrate tobacco dependence treatment into daily practice. We have presented juuling and vaping education sessions to students, parents, faculty, and school staff, and we received a \$95,000 grant from the Pennsylvania Department of Health for tobacco dependence treatment, worksite tobacco policy development, and tobacco free parks initiatives.

“With community partners, we developed a countywide strategic plan to combat the opioid crisis.”

OUR VISION:

IMPROVING HEALTH FOR ALL

Our community health improvement plan has a single, overarching goal that aligns with LG Health’s vision: that everyone in our community will have an equal opportunity to be healthy.

Today, not everyone in our community has the same opportunity to reach their best health. Some in Lancaster County are at greater risk for health problems and early death because of their race, income, sexual orientation, gender identity, and experiences of neglect, abuse, and discrimination.

Our community health needs assessment showed that people with lower income are significantly more likely to have poor health that limits their daily activities. There is significant income inequality between racial groups, with much higher rates of poverty among black and Latino residents than white residents. In rural areas of the county, it can be more challenging to access resources, such as healthy food stores, especially for those with transportation barriers. People who have adverse childhood events, trauma, or discrimination throughout their lives are at greater risk for a large number of negative health issues in adulthood.

The communities most affected by health inequities must be our first priority. To make a significant impact on community health, we must focus on the root causes of poor health and health disparities. Many of our community health problems, from obesity and poor nutrition to substance use and suicide, have common causes: adverse childhood experiences, low wages and income inequality, and lack of access to the resources needed for health.

“Everyone in our community will have an equal opportunity to be healthy.”

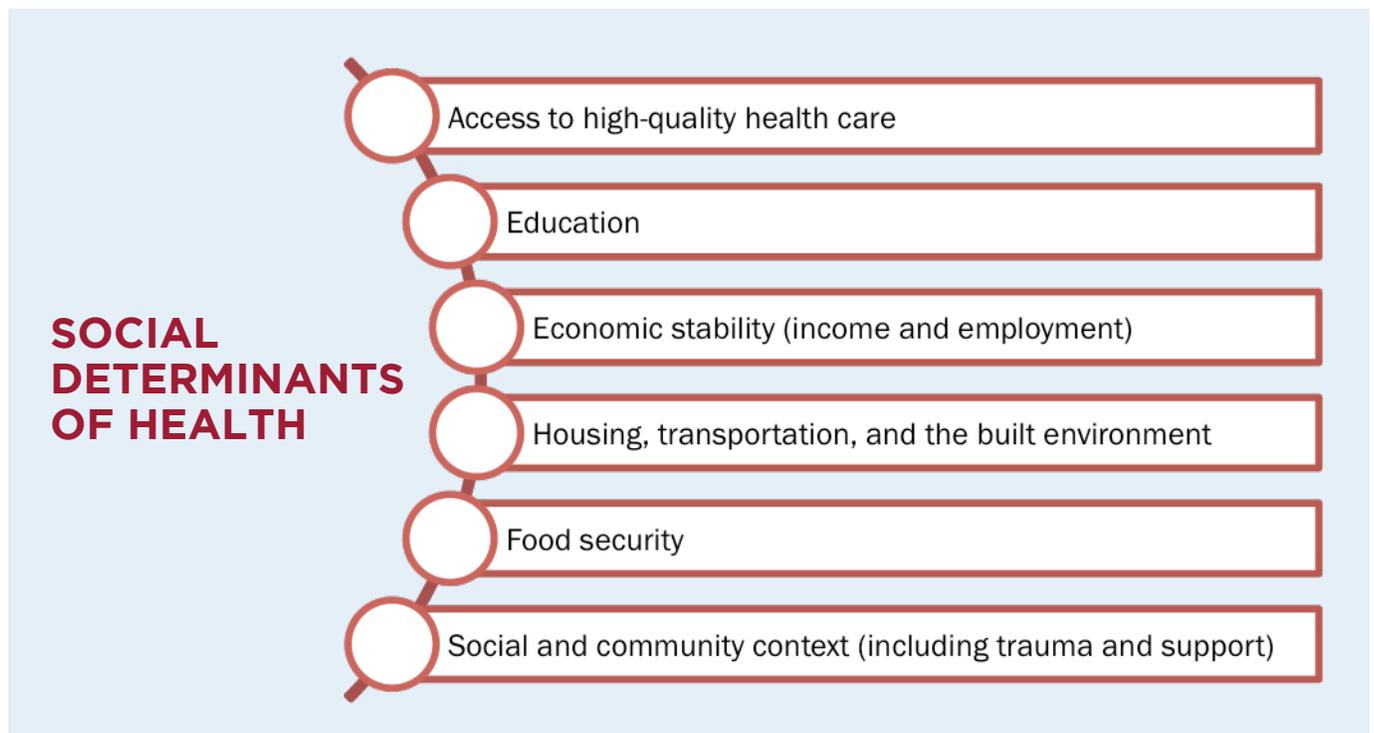
OUR FOCUS:

SOCIAL DETERMINANTS OF HEALTH

Healthy people live in healthy communities. Many factors influence our health, from education and income to what we eat to the quality of our housing and the safety of our neighborhoods. The physical and social conditions where people are born, grow, live, work, and age are called “social determinants of health”. Improving the social determinants of health will not only improve

community health outcomes but also reduce health disparities and decrease unnecessary demand on healthcare systems.

To reduce obesity, improve mental health, reduce substance use, and improve the quality of life for all, we focus our resources on social determinants of health.



OUR MISSION AS AN ANCHOR INSTITUTION

We begin our plan with a dedication to adopting an anchor mission. According to the Democracy Collaborative:

“Anchor institutions are enterprises such as universities and hospitals that are rooted in their local communities by mission, invested capital, or relationships to customers, employees, and vendors. As place-based entities that control vast economic, human, intellectual, and institutional resources, anchor institutions have the potential to bring crucial, and measurable, benefits to local children, families, and communities.”

Healthcare systems and other anchor institutions across the country have made the commitment to set specific goals around procurement policies, human resources, and investment practices to benefit the greater good in their communities. Our community health needs assessment identified poverty, income inequality, and a poor physical environment as key community health issues. We are committed to leveraging our economic power, human resources, and physical spaces to address those community health needs.

In addition to our anchor mission, we are focused on these four areas to address community health needs identified in the community health needs assessment:

- 1. Access to care**
- 2. Mental, behavioral, and emotional health**
- 3. Active living and healthy eating**
- 4. Physical environment**

UNDERSTANDING OUR PLAN

Goals

Our goals are broad and aspirational. The goals describe the changes that must happen for everyone in the community to reach their best health. We have committed ourselves to these goals, but we cannot achieve them alone. We build community partnerships to meet these goals together, and we track population-level metrics to measure the community’s progress towards these goals.

Objectives

Objectives are specific, measurable, achievable, realistic, and time-bound. We will use these objectives to guide, measure, and evaluate the work that LG Health is specifically responsible for completing. We include both short-term and long-term objectives in our plan.

Many of our objectives address multiple community needs, as shown in the table below.

Significant Community Health Needs Identified in 2019 CHNA	Relevant Plan Objectives
Establishing and maintaining the basic conditions that support health, including access to care, family-sustaining incomes, accessible transportation, affordable and quality housing, violence reduction, and reduction in exposure to adverse childhood experiences	1.1-1.3, 2.1-2.7, 4.1-4.3, 5.7-5.8, 7.1, 7.2, 8.1
Supporting improved mental health including reducing and treating substance use	2.6, 3.1-3.4, 4.1-4.3, 5.1-5.8
Supporting active living, healthy eating, and less obesity	2.6, 6.1-6.2, 7.1-7.4, 10.1, 10.2
Advocating for improvements to the county’s physical environment, emphasizing improved air and water quality	1.1, 6.1, 6.2, 8.1, 9.1-9.3, 10.1, 10.2

AN ANCHOR MISSION

Goal 1

Reduce poverty and income disparities through LG Health’s procurement, human resources, and investment practices.

Objective 1.1 By June 30, 2022, develop policies, procedures, and goals for an impact procurement program at LG Health.

Objective 1.2 By June 30, 2022, develop a plan to increase the diversity of our workforce by hiring and retaining workers with barriers to employment.

Objective 1.3 By June 30, 2020, deliver employee resources that provide access to community resources that support and address social determinants of health (SDH).

ACCESS TO CARE

Goal 2

Reduce disparities in access to healthcare related to income, age, rurality, race and ethnicity, sexual orientation and gender identity.

- Objective 2.1** By June 30, 2020, increase the number of visits at our Elementary School Based Health Clinics by 10% (FY19 Baseline=1697).
- Objective 2.2** By June 30, 2020, increase the number of visits at the McCaskey High School Health Center by 20% (FY19 Baseline=1597).
- Objective 2.3** By June 30, 2020, increase the number of uninsured women accessing breast and cervical cancer screenings/diagnostic services by 5%, as funding allows (FY19 Baseline=457).
- Objective 2.4** By June 30, 2020, add 10 new patient slots within volunteer dental practices in order to increase access to primary dental care through the DALCO program.
- Objective 2.5** By June 30, 2020, increase the number of children served by the ChildProtect program by 10% (FY19 Baseline: approx. 770).
- Objective 2.6** By June 30, 2022, promote healthy pregnancy, healthy birth outcomes, and early child development for at least 276 patients in Nurse-Family Partnership and 795 patients in Healthy Beginnings Plus annually.
- Objective 2.7** By June 30, 2022, develop and implement a strategic plan to improve equity, inclusion, and access to care for LGBTQ patients.

MENTAL, BEHAVIORAL, AND EMOTIONAL HEALTH

Goal 3

Lancaster County will become a trauma-informed community that reduces and addresses adverse childhood experiences.

This means we will: realize the widespread impact of trauma and understand paths for recovery; recognize the signs and symptoms of trauma in individuals, families, and groups; respond by integrating knowledge into policies, practices, and procedures; and resist re-traumatization through education, policy, and practice.

Objective 3.1 By June 30, 2020, provide training to increase awareness of Adverse Childhood Experiences and their impact for 2000 people in Lancaster County.

Objective 3.2 By June 30, 2022, develop a baseline and increase the number of organizations in Lancaster County that adopt trauma-informed policies.

Objective 3.3 By June 30, 2020, increase the number of behavioral health clinicians trained in evidence-based trauma treatment interventions (FY19 Baseline: 8/34 EMDR trained and 3/34 TF-CBT trained).

Objective 3.4 By June 30, 2022, implement policies and practices at LG Health to become a trauma-informed health system.

Goal 4

Create an environment that supports and enhances the mental, behavioral, and emotional health of all in Lancaster County.

Objective 4.1 By June 30, 2020, increase the number of LGHP patients who receive PHQ-9 screening to 68% (FY19 Baseline 59.7%).

Objective 4.2 Continue screening inpatients for drug and alcohol (D&A) use and provide behavioral health D&A consultations, including brief interventions and referral to treatment as needed (FY19 Baseline: 2,324 Behavioral Health consults).

Objective 4.3 Provide increased access to behavioral health counseling for mental health, substance use, and chronic medical problems in primary care practices, measured by increased referrals (FY19 Baseline: 8,713 referrals).

Goal 5

Reduce the impact of substances in Lancaster County (including alcohol, drugs, and tobacco/nicotine).

- Objective 5.1** Convene community partners at least bimonthly to work collaboratively to reduce opioid overdoses in Lancaster County.
- Objective 5.2** By June 30, 2020, 200 6th grade students in the Pequea Valley and Eastern Lancaster County School Districts will receive evidence-based substance use prevention programming (LifeSkills Training Curriculum).
- Objective 5.3** By June 30, 2020, increase the percentage of LGHP patients on chronic opioid therapy with naloxone prescribed if indicated to 50.0% (FY19 Baseline: 31.4%).
- Objective 5.4** By June 30, 2020, increase the percentage of clinicians with 70% completion of medication agreements for patients on chronic opioid therapy to 55% (FY19 Baseline: 50.9%).
- Objective 5.5** By September 30, 2020, distribute 3350 naloxone kits to community members at risk for opioid overdose.
- Objective 5.6** By June 30, 2022, increase the number of patients per month receiving medication assisted therapy (MAT) in primary care for opioid use disorder (FY19 Baseline as of May = 363).
- Objective 5.7** By June 2020, develop a formal strategy to offer tobacco and nicotine dependence treatment options for adolescents.
- Objective 5.8** By June 30, 2020, expand Tobacco Dependence Treatment program offerings beyond group classes and 1:1 counseling to increase number of patients served.

ACTIVE LIVING AND HEALTHY EATING

Goal 6

Create a safe and encouraging environment for walking and bicycling in Lancaster County.

Objective 6.1 By June 30, 2022, evaluate and increase motivation and confidence among municipalities to implement Complete Streets that are safe for all users.

Objective 6.2 By June 30, 2022, reach 500+ community members annually with information about safely using pedestrian and bicycle infrastructure in Lancaster County.

Goal 7

Increase access to healthy food for Lancaster County residents who are food insecure.

Objective 7.1 By June 30, 2022, improve nutrition knowledge, dietary habits, and food security for 90 patients annually through the Food Farmacy program.

Objective 7.2 By June 30, 2020, provide access to affordable fresh produce for 200-500 food insecure residents in Columbia each month.

Objective 7.3 By June 30, 2022, increase the availability of fruits and vegetables in Lancaster City through the Healthy Corner Stores network (FY19 Baseline: 2.83 products per store).

Objective 7.4 Through June 30, 2021, maintain 50% healthier products in vending machines at Penn Medicine Lancaster General Health facilities (FY19 Baseline: 48%).

PHYSICAL ENVIRONMENT

Goal 8

Reduce lead exposure in Lancaster County housing.

Objective 8.1 By June 30, 2020, develop a feasibility assessment and plan to reduce exposure to lead in residential properties in Lancaster County.

Goal 9

Use best practices in LG Health facilities to promote a healthy physical environment in Lancaster County.

The Pennsylvania Climate Action Plan administered by the Pennsylvania Department of Environmental Protection aims to reduce CO2 emissions by 26-28% by 2025, and 80% by 2050. This goal is intended to ensure global climate stability with continued statewide reductions in GHG emissions. At LG Health, our goal is to meet Pennsylvania's action plan by reducing annual emissions by 20% or 6,887 Metric Tons of CO2 by 2025 and reducing emissions by 80% or 27,546 Metric Tons of CO2 by 2050. Ultimately, we strive to be nearly carbon neutral by 2050.

Objective 9.1 By June 30, 2022, reduce the carbon emissions from LG Health Facilities by 20% from a baseline of 34,433 Metric Tons per year.

Objective 9.2 By June 30, 2022, add landscaping elements to support Lancaster County's Community Wildlife Habitat on at least three LG Health properties.

Objective 9.3 Prevent all pharmaceutical waste from entering waterways or landfills.

Goal 10

Encourage employees to use environmentally-friendly transportation to work.

Objective 10.1 By June 30, 2021, earn silver designation as a bicycle-friendly workplace from the National League of American Bicyclists.

Objective 10.2 By June 30, 2022, increase the percentage of employees telecommuting or commuting by bicycling, walking, transit, carpooling, or vanpooling (baseline TBD).

KEY COMMUNITY HEALTH INDICATORS

	Baseline Measure
Basic Needs and Access to Care	
Average median income (ACS, 2013-2017)	\$61,492
Difference in average median income between Black or African-American households and White, Non-Hispanic households (ACS, 2013-2017)	\$27,946
Families living below the poverty level (ACS, 2013-2017)	6.8%
Percentage of adults with a usual source of medical care (BRFSS, 2015-17)	87%
Percentage of babies born to mothers with low birth weight	6.7% (All) 8.8% (Latino) 12.2% (Black)
Percentage of children with required immunizations entering kindergarten	96.1% (DTap/DTP/DT) 95.6% (Polio) 95.5% (MMR) 96.7% (Hepatitis B) 95.7% (Varicella)
Mental, Behavioral, Emotional Health	
Percentage of adults who stated that their mental health was not good one or more days in the past month (BRFSS, 2015-2017)	35%
Percentage of adolescents who felt depressed or sad in the past year (PAYS 2017)	35.7%
Age-adjusted death rate due to suicide (PADOH, 2017)	11.8/100,000
Age-adjusted death rate due to drug overdose (PADOH, 2017)	34.5/100,000
Healthy Eating/Physical Activity	
Percentage of commuters who walk to work (ACS, 2013-2017)	3.8%
Percentage of commuters who bike to work (ACS, 2013-2017)	0.7%
Percentage of adults who are food insecure (Feeding America, 2017)	9.5%
Percentage of children who are food insecure (Feeding America, 2017)	14.8%
Physical Environment	
Adults with asthma (BRFSS, 2015-201)	11%
Children with asthma (PADOH, 2016-2017)	12.1%