



Penn Highlands DuBois 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 DuBois' 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 DuBois, 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 DuBois' 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 DuBois 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 DuBois 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 DuBois

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, four long-term care facilities and two home health agencies, 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 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 DuBois, a member of the Penn Highlands Healthcare system, grew out of the mindset of regional pioneers to work hard and grow to provide quality and advanced care close to home. Penn Highlands DuBois has two campuses East and West, both located in DuBois, Pa. Serving the community since 1898, it has grown with the needs of the area.

Penn Highlands DuBois West houses the Lung Center, Emergency Department, Maternity Unit, an Imaging Department, our Medical Surgical Units, an ICU, hospital administration, Laboratory, NICU, the Pediatrics Unit, Short Stay and Operating Rooms, The Heart Center, The Rehabilitation Center, and The Joint Replacement Center. Hahne Regional Cancer Center is also attached to this building.

Penn Highlands DuBois East houses the Behavioral Health Services Adult and Child/Adolescent Inpatient Units, Behavioral Health Outpatient Services, the Wound Center, Hyperbaric Oxygen Therapy, The Wheelchair Clinic, administrative offices, and physician offices. It is also home to dialysis services.

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

Penn Highlands DuBois Highlights:

- 172 Inpatient Beds
- 44 Psych Beds
- 1,971 Employees
- The Heart Center/The Lung Center
- Hahne Cancer Center
- Level III Neo-Natal Unit
- Inpatient Rehab/Outpatient Rehab
- Behavioral Health (Adult/Adolescent)
- Outpatient Diagnostics
- Surgical Services/Surgery Center
- 24-hour Emergency Room
- 2 QCare Walk-in Clinics
- DuBois Community Medical Building
- Punxsutawney Community Medical Building
- Graduate Medical Education Program Building

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 aptly named DuBois (meaning “the woods”) is close to miles of forests, making this small town a haven for nature-lovers, hunters, hikers, and anybody seeking the quiet of the outdoors. DuBois is also home to antiques, inns, country stores, and golf, making it a popular tourist destination. Restaurants and shopping abound. Nearby Driftwood is the ancestral home of a famous area resident - Tom Mix, Hollywood’s “King of the Cowboys” in the silent era. The home of the Penn State DuBois campus, the town is accessible by DuBois Regional Airport in Falls Creek.¹

The Greater DuBois Area has the relaxed lifestyle of a small town that appeals to visitors and residents alike. DuBois has the relaxed lifestyle of rural living, plus award winning health care and education. Conveniently located in Northwest Pennsylvania on Interstate 80, it is less than a day’s drive from major cities in the Midwest, East Coast, and Canada. This makes DuBois a convenient stop for travelers, and a perfect location for our businesses to ship their products to market.²

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.

In 2018, 25 ZIP code areas were defined as the primary service area of Penn Highlands DuBois; in 2021 it now encompasses 11 ZIP codes. The following table represents the study area focus for Penn Highlands DuBois’ 2021 CHNA. The ZIP codes are based on 80 percent of Penn Highlands DuBois’ patient discharges. Penn Highlands DuBois’ discharges originate in Clearfield and Jefferson counties; however, Penn Highlands DuBois patients also derive from neighboring counties as well.

The following table and map of Penn Highlands DuBois’ geographical location displays the hospital’s defined community, which relates to the 11 ZIP codes. (See Map 1).

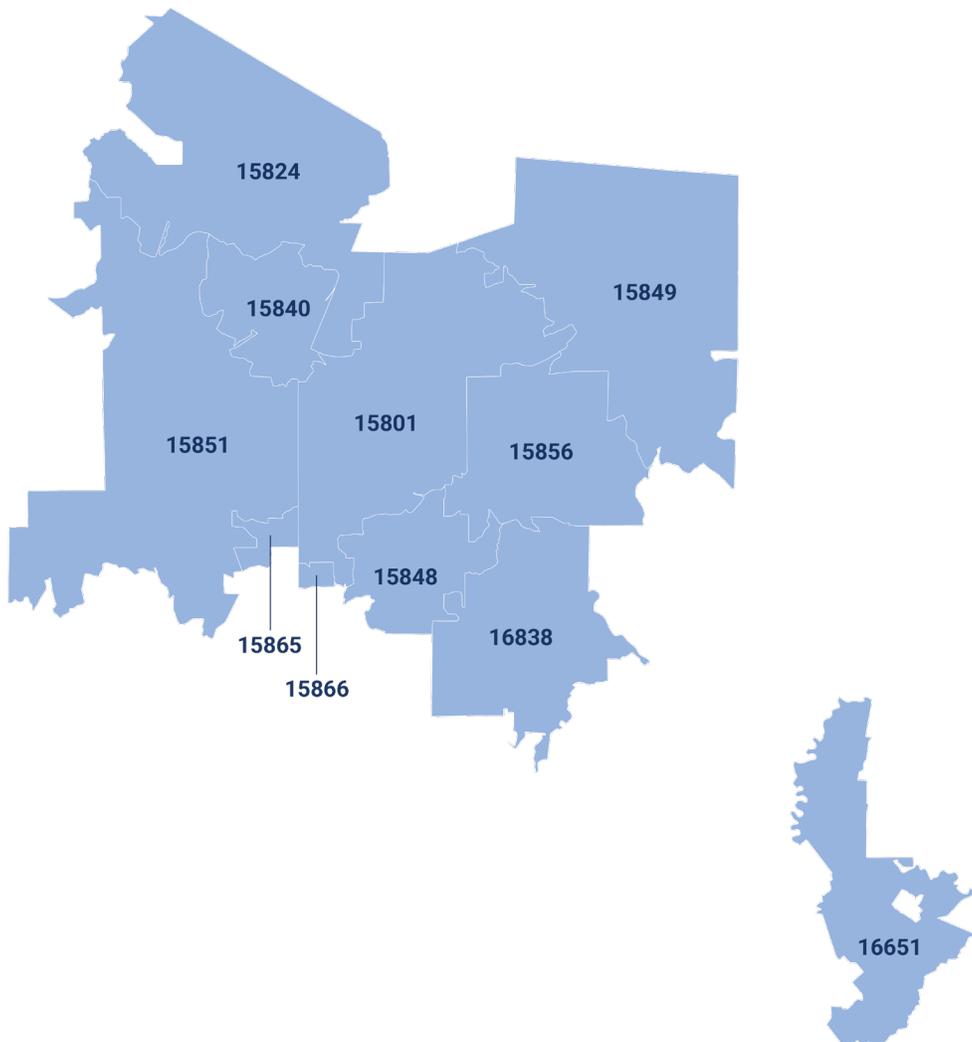
¹ Visit PA: www.visitpa.com/region/pennsylvania-wilds/dubois

² Greater DuBois Chamber: www.duboischamber.com/

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

Zip Codes	Town/City	County
15801	DuBois	Clearfield
15848	Luthersburg	Clearfield
15849	Penfield	Clearfield
15856	Rockton	Clearfield
15866	Troutville	Clearfield
16651	Houtzdale	Clearfield
16838	Grampian	Clearfield
15824	Brockway	Jefferson
15840	Falls Creek	Jefferson
15851	Reynoldsville	Jefferson
15865	Sykesville	Jefferson

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 ³ (Mental Health & Substance Abuse)	Chronic Diseases/Conditions ⁴		
	Infrastructure ⁵	Lack of PCP/Specialist ⁶	Specialty Care ⁷		Health Behaviors ⁸	Social Determinants of Health ⁹	Dental Health ¹⁰
Penn Highlands Brookville		●	●	●	●	●	
Penn Highlands Clearfield			●	●	●		
Penn Highlands DuBois	●		●	●			
Penn Highlands Elk	●	●	●	●	●		
Penn Highlands Huntingdon	●	●		●	●	●	●
Penn Highlands Tyrone	●	●	●	●	●	●	

³ Behavioral Health (Mental Health & Substance Abuse)

⁴ Chronic Diseases/Conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure)

⁵ Infrastructure (e.g., care coordination, navigation, and transportation)

⁶ Lack of primary care physicians (PCP)/Physician specialists

⁷ Specialty care (e.g., cancer care)

⁸ Health Behaviors (e.g., nutrition, physical activity, obesity)

⁹ Social Determinants of Health (e.g., education, income etc.)

¹⁰ 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 Penn Highlands DuBois' 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 Highland's DuBois' community health needs as determined primary and secondary data include:

1. Access to Care
 - Infrastructure
 - Specialty Care
2. Behavioral Health (Mental Health and Substance Abuse)

Additional information on Penn Highlands DuBois 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 DuBois 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 DuBois' CHNA and hospital-specific strategies to address those needs through 2024.

Access to Care

Penn Highlands DuBois' 2021 CHNA identified access to care, in particular specialty care, 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 DuBois 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 DuBois' 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	- Existing and new referrals to neurology.	Expand access to neurology services by adding physician extenders in satellite offices	<ul style="list-style-type: none"> • Number of neurology visits annually • Document CP/Provider satisfaction • Number of reduced non-urgent ED visits and readmissions under specific diagnoses 	<ul style="list-style-type: none"> - PHH Practice Mgt., - Dr. Cameron – physician champion for Telemedicine - Neurology staff
X		X	- Residents of Clearfield	PCP physician champion to serve as an advisor as barriers are identified and addressed regarding neurology service expansion	<ul style="list-style-type: none"> • Secure physician champion role • Document actions taken as barriers addressed 	- PHH Practice Mgt.,
X		X	- Residents of Clearfield	Create and implement guidelines regarding new referrals and wait times for new appointments/ existing patients and wait times for follow-up appointments	<ul style="list-style-type: none"> • Approvals/Guidelines in place • Number of new referrals and appointments per month • Total number of patients • Track percent of reduced wait times for new neurology/existing patients by 2% annually to 6% reduction by FY2024 	<ul style="list-style-type: none"> - PHH Practice Mgt., - PHH Health care

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	- Women who meet the screening criteria who are not currently being screened according to guidelines.	Provide breast navigation services to the Penn Highlands DuBois region for patients going through an abnormal breast imaging study and breast cancer diagnosis.	<ul style="list-style-type: none"> • Number of new patients receiving screening mammograms • Increase in number of screenings of early-stage breast cancer by 2% annually • Increase mammograms over 3 years to equal 10,228 mammograms by FY2024 	<ul style="list-style-type: none"> - AGAPE - Community organizations - Church Groups - Health Fairs
X		X	- Women in Clearfield County and surrounding areas	Expand access to the Breast Navigator Role across PHH and the Community Education and Awareness Implement video chat with nurse navigator for patient breast education	<ul style="list-style-type: none"> • Number of breast navigator patient contacts annually • Number of videocasts 	<ul style="list-style-type: none"> - AGAPE - Community organizations - Church Groups - Health Fairs
X		X	- Patients who meet the medical criteria for lung cancer screening and are not being screened.	Improve the number of baseline lung screenings by 3%.	<ul style="list-style-type: none"> • Increased % of baseline screenings annually 	<ul style="list-style-type: none"> - Private practices - Area Agency on Aging (AAA) - Senior Ctrs., - Public Housing Authority
X		X	- Navigators in Clearfield County	Navigator visits to PCP's	<ul style="list-style-type: none"> • Number of navigator visits to PCP offices 	<ul style="list-style-type: none"> - Private practices - Area Agency on Aging (AAA) - Senior Ctrs., - Public Housing Authority
X		X	- Adults	Education to health care providers and staff	<ul style="list-style-type: none"> • Number of materials distributed • Track number of educational materials promoted 	<ul style="list-style-type: none"> - Private practices - Area Agency on Aging (AAA) - Senior Ctrs., - Public Housing Authority
X		X	- Residents in Clearfield County	Distribution of information regarding lung cancer screening	<ul style="list-style-type: none"> • Number of materials distributed • Number of new/updated educational materials produced • Number of facilities/office sites where educational materials placed 	<ul style="list-style-type: none"> - Private practices - Area Agency on Aging (AAA) - Senior Ctrs., - Public Housing Authority

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 Lab 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 Lab 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

¹¹ 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,¹² 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.¹³

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.

¹² The previous implementation strategy plan was not categorized by each facility but rather from an overall system perspective.

¹³ 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 Placed On Hold

Five health strategies that will no longer be tracked by Penn Highlands Healthcare in this implementation strategy plan (ISP) 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 DuBois is committed to addressing the communities' needs to improving health equity, healthy behaviors, and health outcomes. As a large community health need, Penn Highlands DuBois will continue to address chronic diseases/conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure), in particular health behaviors, as prevalent in the community. While chronic diseases were not directly identified as a community need in this assessment cycle, 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.

Placing a strategic priority on access to care and behavioral health enables Penn Highlands DuBois to maintain an on-going focus on chronic diseases. Chronic diseases will continue to affect a large percentage of county residents and Penn Highlands DuBois will continue to deploy innovative approaches such as care coordination and nurse navigation processes that are currently in place to improve access to care and to primary care physicians. These best practice efforts improve the continuity of care management for those with chronic diseases and ensure more effective and efficient care. Penn Highlands DuBois health professionals will continue to work together to provide the most appropriate treatments, reduce the fragmentation of care and improve health outcomes among those with chronic diseases. Further, Penn Highlands DuBois will continue to broadly educate the community and groups on ways to prevent chronic diseases.

The following table delineates Penn Highlands DuBois' plan to address the issue of chronic diseases/conditions in the community while promoting wellness and prevention:

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			- Residents in county	Open satellite sites of the Diabetes & Nutrition Wellness Center in Clarion and provide diabetes and nutrition education on a bimonthly basis at each location.	<ul style="list-style-type: none"> • Facility open • Number of educational materials distributed • Number educational events at location • Number of participants 	- Providers in the geographical area
X			- Patients with pre-diabetes within the PHH service area	Maintain enrollment with Center for Medicare and Medicaid Services for Diabetes Prevention Program	<ul style="list-style-type: none"> • Required data entry for CMS 	<ul style="list-style-type: none"> - CMS - Providers - CDC Diabetes Prevention Support Center
X			- Patients with pre-diabetes within the PHH service area	Offer Diabetes Prevention Programming throughout the PHH Service area by beginning with 1 cohort per year	<ul style="list-style-type: none"> • Required data entry for CDC • Track number of cohorts • Number of participants/cohorts 	<ul style="list-style-type: none"> - PHH Marketing/Communication - PHPN Providers
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 - Adults 	<p>Create education material including menus/grocery lists for PHH patients on healthy eating at the local dollar stores. PHH providers can distribute materials to patients when food insecurity is identified.</p> <p>Provide menus electronically to partners for distribution to their recipients.</p>	<ul style="list-style-type: none"> • Investigate adding a button to Athena Health Social Hx. when food insecurity is noted as a SDOH • Number of partners to whom menus are shared • Request patient volume that would receive the education 	<ul style="list-style-type: none"> - Dollar Store owners - Area Agency on Aging - Managers of low-income housing - Food Banks - Churches
X			- Adults	Promote physical activity throughout community.	<ul style="list-style-type: none"> • Number of physical activity sessions conducted • Number of people attending 	<ul style="list-style-type: none"> - Marketing - Rehabilitation
X			- Adults	Offer Yoga and Pilates Class/2 days a week.	<ul style="list-style-type: none"> • Number of physical activity sessions conducted • Number of people attending 	<ul style="list-style-type: none"> - Marketing - Rehabilitation

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			- Adults	Reduce number of falls in patients at hospital.	<ul style="list-style-type: none"> • Identification of number of people identified at risk • Number of reduced falls 	<ul style="list-style-type: none"> - Rehabilitation - Inpatient units - Risk Management
X			- Adults	Implement a balance assessment to look at risk for falls.	<ul style="list-style-type: none"> • Work with risk management to track number of falls • Number of people identified at risk • Work with risk management to track percent of reduced falls 	<ul style="list-style-type: none"> - Rehabilitation - Inpatient units - Risk Management
X			- Those diagnosed with Parkinson's disease, family members and caregivers	Expand support for Parkinson's disease.	<ul style="list-style-type: none"> • Number of presentations made • Number of people attending 	<ul style="list-style-type: none"> - Marketing - Rehabilitation
X			- Those diagnosed with Parkinson's disease, family members and caregivers	Continue to expand speakers at the Parkinson's Support Group throughout the year.	<ul style="list-style-type: none"> • Number of presentations made • Number of people attending 	<ul style="list-style-type: none"> - Marketing - Rehabilitation
X			- Adult females	Reduce osteoporosis among adult female patients.	<ul style="list-style-type: none"> • Number of presentations made • Number of people attending • Reduced rate of osteoporosis diagnosis among adult females in service area 	<ul style="list-style-type: none"> - Penn State DuBois - Cardiac Rehab
X			- Adult females	Continue to support "Strong Woman Program" taught by Cardiac Rehab.	<ul style="list-style-type: none"> • Number of presentations made • Number of attendees 	<ul style="list-style-type: none"> - Penn State DuBois - Cardiac Rehab

Implementation Strategy that Penn Highlands DuBois Hospital Edited

Expanding diabetes education noted in the previous implementation plan has been integrated into a broader strategy of providing health education for chronic diseases. Penn Highlands DuBois believes there are ample future opportunities to provide education on chronic diseases across the spectrum.

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 chronic disease outcomes.

VII. Looking Forward

Penn Highlands DuBois 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 DuBois' local health, human, and social services agencies, community partners, and community residents.

Continuing alignment and partnership with organizations and community residents, Penn Highlands DuBois 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 DuBois 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.

