



Community Health Needs Assessment Implementation Strategy

May 2013

CHNA IMPLEMENTATION STRATEGY

BACKGROUND

Lewistown Hospital partnered with the Mifflin Juniata County Human Services Department, Penn State Extension, and the United Way of Mifflin-Juniata to conduct a comprehensive Community Health Needs Assessment (CHNA) to evaluate the health needs of individuals living in the hospital's service area defined as Mifflin and Juniata Counties, Pennsylvania.

The purpose of the CHNA was to gather information about local health needs and health behaviors in an effort to identify community needs and improve collaboration among community partners to address the needs. Specifically, Lewistown Hospital will use the CHNA to ensure community health improvement initiatives and community benefit activities are aligned with community need. The study built upon a previous CHNA conducted in 2005 and included the following research components:

Research Components

- A survey of human service providers
- A random-sample citizen survey
- A community leaders forum
- Five community-based focus groups
- Collection of relevant secondary data
- Development of system-wide priorities

The CHNA research was reviewed by the CHNA steering committee members and a meeting was held with community partners to identify priority needs within the community. Lewistown Hospital representatives reviewed feedback from the Prioritization Session, along with its current services and programs, resources and areas of expertise, and other existing community assets, to determine what identified needs it would address, and those it would play a support role in addressing.

Lewistown Hospital Service Area

Lewistown Hospital defines its service area as Mifflin and Juniata Counties, Pennsylvania. The hospital serves approximately 80,000 residents throughout the region.

Existing Assets and Resources to Address Needs

The following community resources exist to assist in meeting the health and social needs of residents in Mifflin and Juniata Counties:

- Clear Concepts Counseling
- Community Partnerships RC&D
- Employee Health programs
- Faith-based organizations/churches
- Farmers markets
- FHA Center for Nutrition and Weight Management
- Food pantries
- Health Related Societies (ACS, AMA)
- Home Nursing Agencies
- Industry/Corporations
- Juniata County Childcare
- Juniata Valley Behavioral & Developmental Services
- Juniata Valley Tri-County Drug & Alcohol
- Juniata Valley YMCA and Lion's Den
- Libraries
- Media
- Mifflin County Communities That Care
- Mifflin Juniata Area Agency on Aging
- Mifflin Juniata Dental Clinic
- Mifflin Juniata County Human Services Department
- Mifflin Juniata Special Needs Center
- Parks & recreation
- Penn State Extension
- Physicians & practitioners
- School nurses
- State Health Center
- SUM Child Development - Early Head Start/Head Start
- The Abuse Network
- Tuscarora Intermediate Unit #11
- Women, Infants & Children (WIC)
- Women's Health Services

SELECTION OF THE COMMUNITY HEALTH PRIORITIES

On May 20, 2013, the CHNA Steering committee and several community partners met to discuss the key issues identified in the CHNA. The meeting was facilitated by United Way of Mifflin Juniata.

The objectives of the meeting were to:

- Review the emerging priorities from the recently completed CHNA and identify key findings
- Initiate discussions around key health issues and prioritize based on select criteria
- Brainstorm goals and objectives to guide Community Health Improvement Activities
- Examine Lewistown Hospital's role in addressing community health priorities

A total of 16 individuals attended the strategic planning session, including experts in public health, representatives of underserved populations, health and social services agencies, and other community stakeholders. A full list of attendees is included below.

- Linda Allen, Director, PA DOH - Juniata County State Health Center
- Marie Mulvihill, Director, United Way of Mifflin Juniata
- Walt Whitmer, Sr. Extension Associate, Penn State Cooperative Extension
- Crystal Paige, Director, The Abuse Network
- Molly Kinney, Director, Mifflin County Library
- Paula Leach, Health & Nutrition Coordinator, SUM Child Development,
- Aleta Kammerer, Early Head Start Coordinator, SUM Child Development,
- Bob Henry, Mental Health Adult Program Specialist, Juniata Valley Behavioral & Developmental Services
- Nancy Records, Director, Communities That Care
- John McCullough, Director, Juniata Valley YMCA
- Beth Zong, Director, Mifflin Juniata Special Needs Center
- Gayle Landis, Quality Assurance/Risk Management, Mifflin Juniata Regional Services
- Randy Tewksbury, CFO, Lewistown Hospital
- Phyllis Mitchell, VP Marketing & Community Affairs, Lewistown Hospital
- Keria Meals, Communications Coordinator, Lewistown Hospital
- Cindy Houser, Communications Coordinator, AmeriCorps - Lewistown Hospital

Participants reviewed the community needs assessment report that included information and data gathered from service providers, the public, a community leader's forum, and several focus groups. The report outlined a summary of emerging priorities from all data sources.

The group used the identified emerging priorities to begin their discussion. The template below served as a guide for working through the process to determine more specific goals and objectives.

Example:

Emerging Priorities	Goal	Objective	Measurement	Community Assets/ Partners	Lewistown Hospital Role
Access to Health Care	Increase # of Insured residents	Increase by X%	Rates of insured residents	AAA Assistance Office Health Insurers	Provide educational forums

A common thread throughout the discussion focused on the need for a unified and wide-spread educational approach around issues such as healthy lifestyles, the proper use of healthcare resources, and insurance changes occurring under the Affordable Care Act.

These priorities will form the foundation of a wide range of initiatives to address human service needs, be incorporated in our partners' planning and funding considerations, and become areas around which we can begin to assess measurable impact across the two-county area.

Identified Priority Areas:

Participants of the prioritization session agreed that the following key health issues should be the focus of community health improvement efforts over the next three years.

- Access to health care was a key theme and participants throughout the assessment process noted the following issues related to access:
 - Increase the percentage of insured
 - Increase resources to pay for healthcare services
 - Increase the number of healthcare providers to raise the availability of receiving appropriate services (primary care, mental health care, dental care)

- Improving the quality of healthcare was seen as a priority. However, how individuals defined quality varied significantly. For example, healthcare quality was defined in the following ways:
 - Decrease the length of time it takes to see a healthcare provider
 - Increase satisfaction with physician office hours and physician
 - Decrease the length of waiting time in the physician's office or the hospital emergency department
 - Increase the ability to find a physician that accepts all health insurance plans

- Providing additional resources to make healthy lifestyle choices was seen as an important factor in improving overall health of the community.
 - Increase the opportunities to participate in community events that encourage physical activity
 - Change cultural norms around diet and exercise
 - Increase opportunities to provide education about healthy food choices
 - Address specific youth risk behaviors, including teen pregnancy, use of alcohol, tobacco and drugs, and violence prevention

The Steering Committee and its partners agreed that a multidisciplinary approach that addresses individual behaviors, as well as the policies and environments that support these behaviors, is necessary to effectively address the healthcare needs in the community. This approach should focus on developing partnerships that include schools, worksites, human resource agencies, health care organizations, and governmental agencies.

NEEDS WHICH LEWISTOWN HOSPITAL WILL ADDRESS

Lewistown Hospital reviewed feedback from the Prioritization Session, along with its current services and programs, resources and areas of expertise, and other existing community assets. The hospital will continue to take a two-pronged approach to improving quality of care as well as increasing residents' access to services. Initiatives aimed at increasing healthy lifestyle choices will continue to be focused on helping residents better manage chronic health conditions, as well as provide education and awareness to help residents reduce risk factors for chronic conditions. As such, Lewistown Hospital will address each of the prioritized needs identified by the committee.

STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

In support of the 2013 Community Health Needs Assessment, and ongoing community benefit initiatives, Lewistown Hospital plans to implement the following strategies to impact and measure community health improvement.

Access to Quality Health Care

Lewistown Hospital continues to identify ways that residents can receive timely, quality care when they most need it. Recent initiatives to reduce waiting times in the Emergency Department, as well as working with its Family Health Associates practices to improve same day sick visits, have been successful and will continue. Further, the hospital has been integral in an initiative to explore the feasibility of a Federally-Qualified Health Center in the region. Lewistown Hospital will continue to partner with social service organizations to build upon existing assets to improve access to care for residents.

GOAL: Increase access to quality and timely health care for all residents in Mifflin and Juniata Counties.

OBJECTIVES:

- To reduce the arrival to physician time in the Emergency Department
- To reduce the arrival to leave time in the Emergency Department
- Increase the number of medical and dental health providers in the region
- Screen uninsured patients for eligibility in public health insurance programs
- Increase receipt of prenatal care in the first trimester for expecting mothers
- Improve the health literacy of the population

KEY INDICATORS:

- Length of waiting time in Emergency Department
- #/% of same day appointments at Family Health Associates practices
- #/% of patients screening and enrolled in public health insurance programs
- #/% of physicians accepting public health insurance programs
- Physician/patient ratio for Mifflin and Juniata Counties
- #/% of expecting mothers receiving care in first trimester
- # of persons who report their health care provider always gives them easy-to-understand instructions about what to do to take care of their illness or health condition

LEWISTOWN HOSPITAL STRATEGIES:**Medical Home Initiative**

Lewistown Hospital will explore opportunities to identify patients who do not have a medical home and connect them with a primary care provider. It should be noted that all of Lewistown Hospital's Family Health Associates practices accept Medicare and Medicaid. Lewistown Hospital will play an advocacy role on behalf of increasing acceptance of public health insurance programs with other primary and specialty care providers in the region. The Hospital will explore opportunities to identify patients who do not have health insurance and determine their eligibility for public health insurance programs.

FHA has also developed a process to ensure that all patients that are discharged from the ED or the hospital are contacted and seen within seven days of their discharge.

ED Waiting Time Initiative

The emergency department has initiated several strategies to improve waiting time for patients. Currently, the ED has a "split flow model" or Quick Care, which allows our less critically-ill patients to be seen, treated, and discharged in a timely fashion. The hospital is working on making the registration and triage procedures more efficient in order to get patients out of the waiting area and into the treatment area faster. In addition, the ED is working on strategies with the inpatient units to increase the speed at which patients are admitted once it has been decided that an inpatient stay is necessary.

Same Day Appointments at Family Health Associates

FHA has established a process to ensure same-day appointments for their patients who are sick. Every office has at least one provider who begins the day with enough open appointment slots to ensure they can accommodate any patients who call for a sick appointment that day.

Health Literacy Initiatives

The hospital provides its patient information guide and surgical center information in Spanish. FHA provides patient instruction information in Spanish, as needed. In addition, various staff training sessions have been conducted on cultural and generational diversity.

The hospital will develop a structured educational program for all medical and clinical staff on how to effectively communicate with patients.

EXISTING COMMUNITY ASSETS & RESOURCES:

- Lewistown Hospital Emergency Department
- Family Health Associates
- Geisinger Medical Group
- State Health Center
- Physicians
- Women's Health Services
- Insurance Providers for CHIP, Medicaid

Healthy Lifestyles

The CHNA identified a number of lifestyle factors such as diet, exercise, and smoking that put residents at risk for chronic disease. Lewistown Hospital plays a leadership role in helping residents manage chronic health conditions and reduce risk factors for disease. Lewistown Hospital will seek to reduce chronic conditions by continuing to focus on education and awareness programs, as well as continuing successful support programs for patients with chronic disease. A reduction in disease rates will likely not be seen in the initial three-year cycle, however, Lewistown Hospital expects that success in reducing the prevalence of residents who are at risk for chronic conditions and better managing current chronic conditions will impact the incidence of future chronic disease.

GOAL: Reduce risk factors that contribute to chronic disease and improve management of chronic disease for diagnosed patients.

OBJECTIVES:

- Provide education and awareness about risk factors for chronic disease through employee wellness programs and public educational forums and events
- Reduce prevalence of smoking among adult and youth residents
- Increase the proportion of primary care physicians who regularly assess body mass index in their patients (includes children and adults)
- Increase the proportion of physician visits made by patients who are obese that include counseling or education related to weight reduction, nutrition, or physical activity
- Improve chronic disease management for diagnosed patients through intensive case management and nurse navigator programs

- Provide education and support for families of patients with chronic disease through community based programs
- Increase the proportion of worksites that offer nutrition or weight management classes or counseling

KEY INDICATORS:

- % of residents who report regular physical activity
- #/% of residents who quit smoking after attending smoking cessation programs
- ED/hospital admissions and readmissions for chronic conditions
- %/# of residents screened for chronic disease
- # of primary care physicians who regularly assess BMI
- # of physician visits that include counseling or education related to weight reduction, nutrition, or physical activity
- # of worksites that offer nutrition or weight management classes or counseling

LEWISTOWN HOSPITAL STRATEGIES:

- **FHA Weight Management and Nutrition Program**
Dr. Virginia Wray, DO, CNSP, directs the weight management and nutrition program for obese patients. The program starts with an in-depth review of the patient's medical, psychological, and nutritional history. Patients set realistic goals and develop a plan for smart eating and exercise. The patient's medical condition is closely monitored and tracked as the plan is implemented.
- **Transitions of Care, in partnership with Highmark Blue Shield**
The goal of the Transitions of Care program is to reduce 30-day readmissions to the hospital. The program consists of three components: medication list monitoring, information provided to the patient at discharge, and discharge summary information provided to the healthcare provider within 24 hours of discharge.
- **Congestive Heart Failure Case Management**
The hospital employs intensive case management utilizing a CHF nurse navigator program. CHF patients are managed through patient education regarding medication schedules, low-sodium nutrition, activity level, weight and symptom monitoring as well as keeping follow-up appointments with specialists and family physicians.

- **Chronic Obstructive Pulmonary Disease (COPD) Program**

Lewistown Hospital will explore opportunities to initiate a comprehensive program to improve outcomes for patients with COPD.
- **Buprenorphine Program**

FHA participates in the Buprenorphine Program which assists patients with substance abuse problems. The program is a community focused, collaborative, and comprehensive approach to substance abuse that includes medication to treat opioid dependence and extensive drug counseling.
- **Lewistown Hospital Wellness Program**

The hospital partners with Highmark Blue Shield to offer an employee wellness program that includes three modules: Wellness Profile & Employee Interest Survey, Biometric Health Screenings, and Wellness Interventions. All activities are tracked on a scorecard and employees can earn a bonus for completing all module activities.
- **Smoking Cessation Program**

The HMJ PATCH Program (Huntingdon, Mifflin, and Juniata Counties Promoting Adult/Adolescent Tobacco Cessation and Health) offers a 10-week program for adults and teens combining educational materials, behavioral counseling, and nicotine replacement therapies to assist and support individuals in their efforts to quit using tobacco.
- **Health Screenings**

Lewistown Hospital offers health and safety screenings free of charge including: blood pressure, blood sugar (glucose), bone density, body mass index (BMI), healthy heart, spirometries, and child safety seat inspections.
- **Breastfeeding Initiative**

The Family Place at Lewistown Hospital offers a Breastfeeding Basics class geared toward the pregnant woman and her partner. Topics covered in the two-hour class include the nutritional benefits of breast-feeding; the “how to’s” of getting you and your baby started with breastfeeding; and various position alternatives.
- **Cancer Care & Share Support Group**

Lewistown Hospital’s Cancer Services facilitates a local cancer support network that welcomes all cancer survivors, family, and friends. The group meets each month at Lewistown Hospital.

➤ **Bariatric Surgery Support Group**

FHA Center for Weight Management and Nutrition hosts a bariatric surgery support group every month at Lewistown Hospital. Sessions are moderated by Virginia M. Wray, DO, CNSP.

➤ **Diabetes Education Classes**

The Diabetes Resource Center at Lewistown Hospital offers education classes each Spring and Fall. Classes are held one day a week for five weeks. Topics may include: diabetes basic nutrition, carbohydrate counting, monitoring, medications, and avoiding complications.

➤ **Lewie B. Healthy Children's Health Program**

Lewie B. Healthy is Lewistown Hospital's mascot. Lewie makes special appearances upon request at child care centers, schools, and community events to help educate children and adults on various health topics including: Bone Health, Flu Prevention, 911 Safety, USDA's MyPlate, Dental Health (in partnership with the Mifflin-Juniata Dental Clinic), and Poison Safety.

➤ **Family Health Associates Time of Change Workshops**

Lewistown Hospital's Family Health Associates (FHA) offers a workshop designed especially for mothers and their adolescent daughters, ages 9 - 12 years. The focus of the workshop is to assist mothers in educating their daughters on changes that occur during adolescence. Informational booklets for mothers and daughters are given to reinforce information presented.

➤ **Kid Connection's "Bee" Healthy Avenue**

Lewistown Hospital, with the help of their mascot, Lewie B. Healthy, host "Bee" Healthy Avenue along with other local healthcare and health oriented vendors who teach children how to be healthy, be safe, and be active. The annual Kid Connection is held each year in downtown Lewistown and is free to families and youth.

➤ **Living Well Cancer Survivorship Program**

Classes are offered by Lewistown Hospital two times a year. Classes are free and held once a week for four weeks at the Community Cancer Treatment Center. The Program allows cancer survivors to ask questions and address areas of concern. It also teaches participants how to live a healthy lifestyle and make necessary lifestyle modifications. The program focuses on health and wellness; treatment and management; resources

and follow up care; and includes a treatment plan and summary as well as support group information.

➤ **Skin Cancer Screening**

Lewistown Hospital's Cancer Services hosts a free Skin Cancer Screening once a year at the Community Cancer Treatment Center.

➤ **Wellness 4 Women (W4W) Group Health Education**

Lewistown Hospital's W4W Group hosts an annual Women's Wellness Workshop. The event features health screenings, vendors, speakers, and demonstrations. Event is free and open to women ages 13 and older.

EXISTING COMMUNITY ASSETS & RESOURCES:

- Area Agency on Aging
- Assistance Offices for Mifflin & Juniata Counties
- Clubs/Organizations (4-H, Boy Scouts, Girl Scouts, Big Brothers Big Sisters)
- Communities That Care
- Community Partnerships RC&D
- Employee Health Programs
- FHA Center for Nutrition & Weight Management
- Fitness Centers
- Food Pantries
- HMJ PATCH Program
- Home Health Agencies
- Juniata Valley YMCA
- Libraries
- Lion's Den
- Mifflin Juniata Dental Clinic
- Mifflin-Juniata Special Needs Center
- Penn State Cooperative Extension
- Physicians and Medical Practitioners
- Schools in Mifflin & Juniata Counties
- State Health Centers
- SUM Child Development
- Tri-County Drug & Alcohol
- Tuscarora Intermediate Unit #11

- United Way of Mifflin-Juniata
- WIC
- Women's Health Services

RATIONALE FOR COMMUNITY HEALTH NEEDS NOT ADDRESSED

By focusing efforts on the cross-cutting issues of **Access to Quality and Timely Care and Increasing Healthy Lifestyles**, Lewistown Hospital will take a comprehensive approach to addressing the priority needs identified by the CHNA. As with all Lewistown Hospital programs, it will continue to monitor community needs and adjust programming and services accordingly.

APPROVAL FROM GOVERNING BODY

The Lewistown Hospital Board of Directors met on Tuesday, May 28, 2013 to review the findings of the CHNA and the recommended Implementation Strategy. The board voted to adopt the Implementation Strategy as outlined and provide the necessary resources and support to carry out the initiatives therein.