Penn Highlands Tyrone Implementation Strategy Plan

October 2021

Table of Contents

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 Tyrone'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 Tyrone, 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 Tyrone'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 Tyrone 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 Tyrone appreciate their valuable input throughout the CHNA process.

Purpose

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

II. Penn Highlands Tyrone

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

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

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

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

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

Founded by the community in 1954, Tyrone Hospital is a twenty-five-bed community hospital that provides general medical and surgical care, three primary care physician offices which include Tyrone Rural Health Center, Pinecroft Medical Center and Houtzdale Rural Health Center. Its services include the Breast Cancer & Women's Health Institute, an orthopedic clinic, a cardiology clinic, Company Healthcare and the Tyrone Fitness & Wellness Center. On November 4, 2020, Tyrone Hospital joined Penn Highlands Healthcare to expand their premier services available throughout more of Pennsylvania.

Additional information on Penn Highlands Tyrone Hospital and its services are available here.

Penn Highlands Tyrone Highlights:

- 25 Inpatient Beds
- Critical Access Hospital
- 199 Employees
- Outpatient Diagnostic
- 2 Rural Health Clinics
- 1 Hospital Based Health Clinic
- Outpatient Physical

- Occupational & Speech Therapy
- Surgical Services
- Occupational Health Services
- 24-hour Emergency Room
- Outpatient Dialysis
- Breast Care Institute
- Diabetes Center

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

In this Central PA region, there are covered bridges, tree-sheltered streams and little Victorian towns. This is the home of The Pennsylvania State University (Penn State), their Nittany Lions, and the Berkey Creamery. The county was created on February 26, 1846, from parts of Huntingdon and Bedford Counties. Blair County is located midway between the cities of Pittsburgh and Harrisburg. The ridge-and-valley terrain in the east gives way to the Allegheny Mountains in the west. The county is drained by Clover Creek and the Little Juniata and Frankstown Branch Juniata rivers. Recreational areas include Canoe Creek State Park.[1]

The Delaware, Shawnee, and Tuscarora Indians occupied the area before the arrival of white settlers in the 1760s. Fort Roberdau (1778) was built for the protection of lead miners during the American Revolution. Blair county was named for John Blair, a local settler. Hollidaysburg, the county seat, was the eastern terminus of the Allegheny Portage Railroad (1834–54), which transported Pennsylvania Canal barges across the Allegheny Mountains. The city of Altoona was founded by the Pennsylvania Railroad Company (1849) as a base for railroad building over the Alleghenies. Other communities include Tyrone, Roaring Spring, and Martinsburg. The primary economic activities are services, retail trade, and manufacturing.[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.

The primary service area of Penn Highlands Tyrone encompasses 9 ZIP codes. The following table represents the study area focus for Penn Highlands Tyrone's 2021 CHNA. The ZIP codes are based on 80 percent of Penn Highlands Tyrone's patient discharges. Penn Highlands Tyrone's discharges originate in Blair and Centre County; however, Penn Highlands Tyrone patients have derived from neighboring counties.

The following table and map of Penn Highlands Tyrone's geographical location displays the hospital's defined community, which relates to the 9 ZIP codes. (See Map 1).

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[1] Britannica: www.britannica.com/place/Blair
[2] Ibid.

2021 Penn Highlands Tyrone ZIP Codes — Primary Service Area/Study Area

Zip Codes	Town/City	County
16686	Tyrone	Blair
16601	Altoona	Blair
16602	Altoona	Blair
16617	Bellwood	Blair
16651	Houtzdale	Blair
16877	Warriors Mark	Blair
16661	Madera	Blair
16680	Smithmill	Blair
16870	Port Matilda	Centre

Map 1: 2021 CHNA ZIP Code Study Area/Primary Service Area
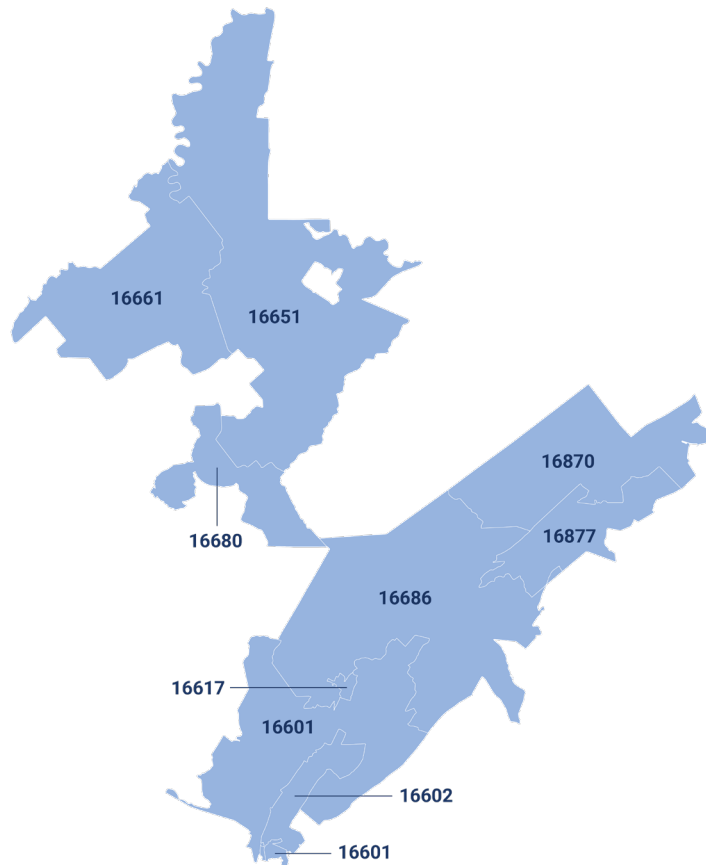
Overall Penn Highlands Health Prioritized Needs

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	●	●	●	●	●	●	

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[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 Huntington (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 Tyrone's senior leadership participated in the CHNA/ISP working group. Senior leadership will continue to review the implementation strategy plan and edit where necessary with periodic changes to better address the evolving health needs of its residents.

Summary of Health Needs Identified

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

1. Access to Care
    - Infrastructure
    - 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

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

Access to Care

Penn Highlands Tyrone's 2021 CHNA identified access to care, in particular infrastructure, lack for primary care physicians/specialists, and 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 Tyrone 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 Tyrone's plans to address the issue of access to care in their service area.

Infrastructure	Lack of PCP / Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
				Goal: Improve access to care to residents within the Penn Highlands Healthcare service area.		
	X	X	- Northern Blair and surrounding communities	Recruit primary and specialty care providers using PHH recruitment plan.	• Number of providers recruited • Track decreases in number transfers out of the system for specialty care	- PHH - PHPN
X			- Northern Blair and surrounding communities	Evaluate the need to enhance current van transportation service.	• Number of patients transported annually by FY24 • Track number of transport partners	- Senior Centers - Community Action - External healthcare providers (DaVita) - Internal education with case management
X			- Northern Blair and surrounding communities	Strengthen ALS/BLS transports within PHH system.	• Number of ALS/BLS patient transfers annually by FY24	- PHH
		X	- Northern Blair and surrounding communities	Implement infusion center for cancer care.	• Number of patients receiving infusion treatment	- PHHD - PHPN
		X	- Blair and surrounding counties	Strengthen swing bed services and increase acuity to include ventilator services.	• Track utilization of swing beds • Number/acuity of patients admitted	- PHH - PHPN - Surrounding healthcare facilities

Cancer[11]

Infrastructure	Lack of PCP / Specialist	Specialty Care	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
Goal: Early Detection and Prevention.						
		X	- Adults - Elderly and at-risk population - Residents with suspected cancer conditions	Increase community awareness and engagement regarding cancer prevention and screening.	• Number of public speaking events • Number of attendees • Pre-and post-test results	- Physicians - APP's - Registered nurses
		X	- Adults - Elderly and at-risk population	Seek opportunities for public speaking engagements.	• Number of speaking events • Number of attendees	- 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.	• Number/type of advocacy groups • Number of new advocacy groups • Track region of coverage	- 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	• Increase in number of colonoscopies conducted across PHH • Increase in number of mammograms across PHH	- 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.	• Number of radio spots advertised • Number of education articles	- 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.	• Number of presentations made • Number of participants reached	- Physicians - APP's - Registered nurses
		X	- General population	Monthly social committee meetings.	• Number of attendees • Number of meetings held	- Physicians - APP's - Registered nurses

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[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.	• 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,[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 need 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 and its objectives related to behavioral health will be addressed from an overall system level.

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[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	- Schools - At-risk youth - Justice Department - Homelessness - Free Clinic - Community residents	Address barriers that impede the ability to meet the assessment and treatment demand.	• 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.	- 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	- Patients in the local ED - Patients at the Free Clinic	Identify available transportation to treatment.	• Develop partnerships with local transportation providers, constable, Uber, D&A & Pyramid Health Care • Number of new partnerships in FY	- Local constables - Uber - Drug and alcohol treatment providers - Social service agencies
X	- Patients at Free Clinic - Clearfield Jefferson Drug and Alcohol referrals - ED referrals	Develop a list of hospital detox beds and rehabs in the area.	• Up-to-date list of detox and rehab beds for hospital staff to reference.	- 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	- Health care staff, emergency room, physicians and nurses	Educate the staff on drug trends and treatment.	• Number of education sessions per year • Number of attendees • Track number of materials distributed	- Staff - Net Learning on drugs trends and treatment

Implementation Strategies that Penn Highlands Healthcare Placed on Hold

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

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

Chronic Diseases/Conditions

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

Penn Highlands Tyrone is committed to addressing the communities' needs to improving health equity, healthy behaviors, and health outcomes. As a large community health need, Penn Highlands Tyrone identified chronic diseases/conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure), in particular health behaviors, as prevalent in the community.

It is important to note that these conditions have been a priority for Penn Highlands Healthcare for many years, including the previous CHNA and implementation strategy plan. The following table is Penn Highlands Tyrone's plan to address the issue of chronic diseases/conditions in the community.

Goal: Expand awareness and services to promote preventive health and wellness throughout the community.						
Health Behaviors	SDOH	Dental Health	Target Population	Objectives/Strategies	Evaluation Methods/ Metrics (Goals)	Partners
X			- Adults with Diabetes	Explore personnel resources to ensure adequate coverage by a registered dietician.	• Number of resources needed to fill position	- PHH
X			- Adults with Diabetes	Expand process for individualized education (through the use of a discharge packet) for diabetes patients including teaching on disease process, medication management, self-care activities, DME need and use, and symptom recognition as well as coordination of follow-up appts.	• Program implemented • Number of materials distributed • Number of programs initiated	- Inpatient units - Case Management - PHPN
X			- Adults with Diabetes	Incorporate process of review on health literacy to investigate and support better understanding for patient self-management.	• Program implemented • Number of residents interested in seeking additional information • Number of participants	- Regional organizations
X			- Adults with Diabetes	Strengthen care coordination through community partnerships, including use of referral software/website to support e-referral process to community resources to address SDOH needs.	• Number of referrals/ e-referrals	- Commercial payers - Community programs

VII. Looking Forward

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

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