



Penn Medicine

Lancaster General Health

COMMUNITY HEALTH IMPROVEMENT PLAN



Fiscal Year 2017 Update



Contents

INTRODUCTION	2
Targeted & Systemic Approach to Health Improvement.....	2
Core Principles of Community Health Improvement.....	3
Focus on Collaboration	3
CHAPTER 1: IMPROVING OUR PRACTICE TO ADDRESS THE SOCIAL DETERMINANTS OF HEALTH	4
Alignment with Community Resources that are Geographically Grouped.....	4
Regional Health Education and Awareness Programming	5
Programs for Vulnerable Populations.....	5
Enhanced Connectivity: Caseworthy.....	5
Enhanced Connectivity: TimeBanking.....	5
CHAPTER 2: IMPROVING HEALTH OUTCOMES	6
Priority 1: Obesity.....	6
FY2017 Highlights.....	7
Proven Strategies to Make Positive Changes	8
Priority 2: Mental Well-Being	10
FY2017 Highlights.....	10
Proven Strategies to Make Positive Changes	11
Priority 3: Substance Misuse and Abuse	14
FY2017 Highlights.....	14
Proven Strategies to Make Positive Changes	15
NEXT STEPS	18
Conclusion	18

REPORT AUTHORS:

Jessica Klinkner, MPH CHES
Health Promotion Specialist

Alice Yoder, MSN RN
Director, Community Health

REPORT CONTRIBUTORS:

Brenda Buescher, MPH
Health Promotion Specialist

Nicole Hagen, MSc
Health Promotion Specialist

Sue Lackmann, MEd
Health Educator

Mary LeVasseur, BS
Manager of Community Health

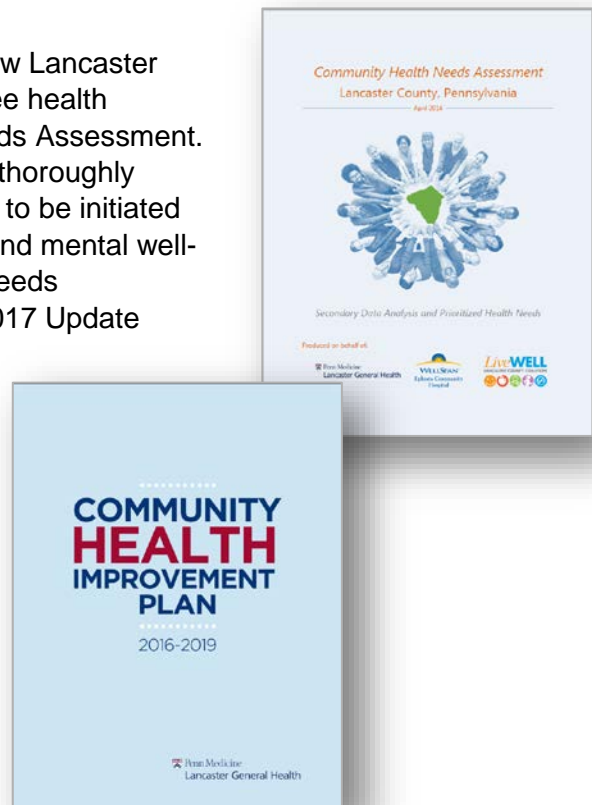
Rosemary Search, RN BSN
Wellness Educator

Katherine Fox, CADC, CTTS
Tobacco Dependence
Treatment Counselor

Introduction

This document provides an update and overview of how Lancaster General Health/Penn Medicine has addressed the three health priorities identified in the 2016 Community Health Needs Assessment. The 2016-2019 Community Health Improvement Plan thoroughly outlined prioritization process the goals and objectives to be initiated to address healthy weight, substance misuse/abuse, and mental well-being in Lancaster County. This Community Health Needs Assessment and Improvement Strategy Fiscal Year 2017 Update highlights the progress on the initial goals and objectives put forth in the 2016-2019 plan. Both the 2016 Community Health Needs assessment and the 2016-2019 Community Health Improvement Plan are available on www.lghealth.org/countyhealthdata.

For questions or comments, please contact Jessica Klinkner at 717-544-3867 or jklinkner2@lghealth.org.



Targeted & Systemic Approach to Health Improvement

To appropriately address the needs of our friends and neighbors in Lancaster County, the 2016-2019 strategies for community health improvement are implemented

- Within the health care delivery system by engaging patients that we see within our entities,
- Through alignment with geographically grouped community resources, and
- By supporting better health in every community throughout Lancaster County.

Tactics to address obesity, mental well-being, and substance misuse/abuse are addressed in the following chapters. Using a socioecological model, which recognizes the importance of individual, interpersonal, organizational, and community-level factors, our tactics are designed to address:

- Awareness and Education
- Behavioral Change
- Systems Change
- Policy Change (both organizational/local policies, as well as legislative change)
- Environmental Change

Core Principles of Community Health Improvement

Responding to the health needs of our communities, especially the most vulnerable among us, is central to LG Health/Penn Medicine's mission to advance the health and well-being of the communities we serve. We constantly strive to pursue a deep understanding of health needs and carry out a strategic approach to address those priority needs. As the most comprehensive health care provider in Lancaster County we take our role and commitment to the community very seriously. Our intention is always to provide the highest quality care for those we serve, regardless of their ability to pay.

Our community health improvement strategy has developed into an organized process that is grounded in four key principles:

- Community Collaboratives and Partnerships
- Data driven needs assessment
- Systematic approach to addressing the needs
- Continual measurement and evaluation.

All programs and initiatives are evidence based whenever possible and designed with supporting data to achieve successful outcomes.

Focus on Collaboration

LG Health has established long-standing partnerships with physicians, government agencies, businesses, schools, and local and regional non-profits. Figure 1 provides the conceptual framework for the process LG Health uses to assess community needs, establish priorities, and set broad community indicators as well as hospital specific goals and measures. The LiveWELL Lancaster County Coalition (formerly Lancaster Health Improvement Partnership) is our primary partnership.



CHAPTER 1:

Improving our Practice to Address the Social Determinants of Health

This chapter highlights LG Health/Penn Medicine’s overall approach to Community Health Improvement and our movement towards Accountable Care Communities. Although access to care has been an organizational priority at LG Health for many years, this targeted and systemic approach to impact the social determinants of health illustrates a shift in health improvement. The goals of community health improvement include:

- More tightly integrated community- based organization with primary care as appropriate.
- Enhanced connectivity with most frequently used referrals, including system re-design with community based organizations to improve communications and care.
- Refined process for community referrals with loop closure to ensure patient needs are met.

Alignment with community resources that are geographically grouped

As part of LG Health/Penn Medicine’s 2016- 2019 Community Health Improvement Plan (CHIP), both the health priorities (obesity, mental well-being, and substance abuse) and the social determinants of health (disparity, poverty, and access) are a primary focus in the following geographic areas:

- Southern Lancaster City
- Columbia
- Pequea Valley School District
- Solanco School District

We have developed key partnerships with social service “hubs” in each one of these geographic areas. In April 2017, an electronic referral was launched in our electronic medical record, Epic, that allows clinicians in LGHP practices to connect patients with social needs, that are not eligible for our Ambulatory Complex Care Team program, to the appropriate organization.

- Downtown Family Medicine → Community Action Partnership
- Twin Rose Family Medicine → Community Action Partnership/Columbia Life Network
- County Line Family Medicine → The Factory Ministries
- Walter L. Aument Family Medicine → Solanco Neighborhood Ministries (Solanco Family Life Network)
- Family Medicine at the Buck → Solanco Neighborhood Ministries (Solanco Family Life Network)



Regional Health Education and Awareness Programming

In FY2017, a key strategy was to regionalize all health education and awareness programming to remove the geographic and transportation barriers. Additionally, two new free education programs were developed and launched at regional locations:

- *Wellness 101*: a 4-week program designed to help participants set realistic wellness goals, leave unhealthy habits in the past, and stay motivated to live a healthier life.
- *Understanding and Managing Stress*: providing participants tools to understand, minimize and manage stress using proven strategies such as the relaxation response and positive thinking.

Strategies for improvement aimed at educating both providers to increase referrals and educating patients to encourage and support behavior change will be ramped up in FY2018.

Programs for Vulnerable Populations

The community health and wellness strategy continues to include program offerings for vulnerable populations, regardless of health risk. These include, but are not limited to free car seats through Safe Kids, Child Protect immunizations, Healthy Beginnings Plus for expectant mothers, and the Healthy Woman breast and cervical cancer screening program. Community partners offer additional programs to meet the various needs of disparate populations, including food, housing, and transportation services.

Enhanced Connectivity: CaseWorthy

To enhance connectivity with community based organizations, particularly to create a feedback loop for referrals, Lancaster County organizations are employing CaseWorthy. CaseWorthy is a commercial case management, client management and participation-tracking application for non-profit organizations to support and enable health and human service organization to create stronger and healthier people, families, and communities.

LG Health/Penn Medicine has been actively engaged in the expansion of the CaseWorthy application. Linking social services to medical services through technology could prove to be a win/win for social service organizations, healthcare organizations and most importantly, the client/patient. In FY2018, we will evaluate the feasibility of Caseworthy connection to Epic, and continue to support social service providers linked on Caseworthy that aid our patients and beyond.

Enhanced Connectivity: TimeBanking

The Lancaster County TimeBank is a referral service of a network of individuals and service organizations that have come together to share skills and services in a non-monetary exchange system. Members are individuals, clinical partners and service organizations that come together to share skills and services in a web-based nonmonetary exchange system. The United Way of Lancaster County has now taken the lead on the TimeBanking initiative. For this reason, it has been removed from our strategic plan.

CHAPTER 2:

IMPROVING HEALTH OUTCOMES

Priority 1: Obesity

Proven Strategies to Make Positive Changes

These broad strategies are aligned with evidence-based and scientifically supported strategies to address obesity from the following clearinghouses:

- The National Academies of Medicine (formerly Institute of Medicine)
- Robert Wood Johnson Foundation: *What Works for Health*
- Centers for Disease Control and Prevention: *The Community Guide*

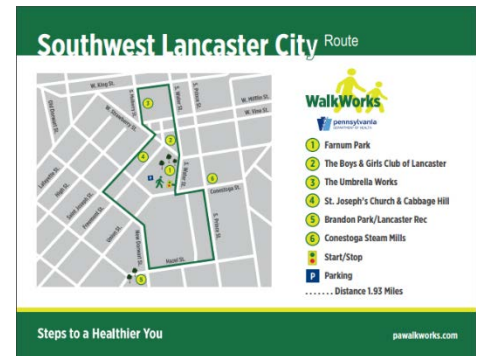
Specific tactics, performance indicators, targets, and timeline for completion will be tracked internally and reported in the annual update report. All community wide strategies and tactics will be conducted in the partner communities as well, but to a greater degree of intensity.



Fiscal Year 2017 Highlights

PA WalkWorks Lancaster City WalkWorks

WalkWorks is a community walking program started by Lighten Up Lancaster County and Lancaster South members to encourage people to be active, explore new neighborhoods, and get to know their community. We selected a 2-mile route through historic SouthWest Lancaster City, starting and ending at Farnum Park. Every Monday evening, our community walking group meets at Farnum Park Pavilion at 6:00 PM to walk together.



Collaboration with the Lancaster County Planning Commission (LCPC)

As a designated Partner for Place for the LCPC's Places 2040 strategic plan, we continue to work with community leaders towards a shared vision for the future; a future that supports the health of all Lancaster County residents. Click on the video hear more.



Promoting healthy lifestyles related to obesity to all Lancaster County residents.			
	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Increase awareness about healthy lifestyles and best practices in prevention through mass media and social marketing campaigns.	<ul style="list-style-type: none"> Implemented Eat Together PA in partner communities & SNAP campaign. Held 4 Lighten Up Lancaster Coalition meetings with specific themes. Distributed bimonthly newsletter with information about best practices. Bi-monthly newsletter reached 1566 people. 	<ul style="list-style-type: none"> Continue all coalition meetings and communications.
Behavior Change	Increase physical activity, healthy eating patterns, and active transportation among Lancaster County residents through community based challenges.	<ul style="list-style-type: none"> Offered 2 ten-day challenges for Falling For Fresh Foods, email-based Maintain Your Weight Over the Holidays challenge, and summer walking challenge, engaging a total of 770 people 	<ul style="list-style-type: none"> Offer Healthy for the Holidays challenge, Walking month challenge in April using WalkerTracker. Consider screen time challenge for schools.
Policy and Systems Change	Increase the number of schools and workplaces with comprehensive wellness initiatives.	<ul style="list-style-type: none"> Facilitated bimonthly Well Workplace group meetings, healthy vending tour, annual Well Workplace Awards. Created "Innovative Wellness" publication. To date, 50% of workplaces have wellness programs and 12 school districts attend Wellness Council meetings. Convene wellness council representatives for biannual training/networking meetings. Network with state contacts to discuss best practices. 	<ul style="list-style-type: none"> Develop schedule of education topics, expanded meeting times for Well Workplace group. Plan 1-2 social events to encourage networking. Schedule meetings with school superintendents in all districts. Develop school survey about wellness needs
	Promote policies that support healthy community design and active transportation (Complete Streets).	<ul style="list-style-type: none"> Co-hosted Complete Streets implementation workshop with Lancaster County Planning Commission. Developed workshop summary online resource. To date, 5 municipalities have adopted Complete Streets policies. 	<ul style="list-style-type: none"> Co-host additional educational sessions with Lancaster County Planning Commission.
	Create an environment in Lancaster County that supports healthy eating and active transportation.	<ul style="list-style-type: none"> Hosted Garden Academy at Lancaster Farm Fresh Cooperative to provide education and networking for schools and community gardeners. Conducted school garden survey. Created Garden Starter Kit. 	<ul style="list-style-type: none"> Continue Garden Academy. Develop recognition system for school gardens. Promote Garden Starter Kit and start 10 new community/school gardens.
	Provide technical assistance on health issues for local planning committees and boards	<p>Continued membership appointments to the following:</p> <ul style="list-style-type: none"> Lancaster County Planning Commission (LCPC) <ul style="list-style-type: none"> Through LCPC, determined measures of success: complete streets and active transportation. Metropolitan Planning Organization Transportation Technical Advisory Committee Bicycle-Pedestrian Advisory Committee Coalition for Smart Growth, Lancaster Bikes! Building on Strength Implementation Leadership Mayors Commission on Poverty. 	<ul style="list-style-type: none"> Host a training session on health in all policies for local government leaders in non-health sectors. Identify formal opportunities to advise key additional sectors. On LCPC: <ul style="list-style-type: none"> Develop criteria for smart growth grant allocation Develop algorithm to determine eligibility for a project to be added to the transportation improvement plan (tip) Implementation of the places 2040 plan, with high priority to active transportation (rail/trail, pedestrian, bike friendly).

Promoting healthy lifestyles related to obesity in partner communities			
	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Increase awareness about healthy eating and physical activity using targeted communication strategies.	<ul style="list-style-type: none"> Identified and implemented Eat Together PA and WalkWorks. Attended Open Streets (City), National Trails Day (Columbia), and Together Run Ride Walk (Pequea Valley). 	<ul style="list-style-type: none"> Develop and attend schedule of events with community partners.
	Educate community members about healthy eating habits.	<ul style="list-style-type: none"> Developed curriculum and piloted with Salvation Army Hosted two classes with families, reaching 59 families. Hosted National Eating Healthy Day on November 2. Offered 3 months of classes at Factory Ministries. 	<ul style="list-style-type: none"> Train 3-4 program facilitators for Family Cooking Adventure. Develop full schedule of programs for community partners in partner communities.
Behavior Change	Increase physical activity through community programs with social support by developing community walking programs.	<ul style="list-style-type: none"> Coordinated promotion and events for Bike To Work Day/Week with Lancaster Bikes! coalition partners and PA Commuter Services. Supported bicycle-friendly community initiatives throughout the year. Applied for PA WalkWorks with community partners and began a community walking program/route in SW Lancaster City. 31 people actively engaged in weekly community walks. 	<ul style="list-style-type: none"> Continue to coordinate promotion and events for Bike To Work Day/Week with Lancaster Bikes! coalition partners and PA Commuter Services. Support bicycle-friendly community initiatives throughout the year. Work with Penn State Extension to promote Walk by Faith. Engage partners in developing theme walks and expand PA WalkWorks participation. Hold community walking challenge.
Policy and Systems Change	Increase access to affordable healthy foods for people receiving SNAP benefits and using the emergency food network.	<ul style="list-style-type: none"> Collaborated with Central PA Food Bank to hold 3 trainings on healthy menu planning and healthy pantries. Developed menu makeover service and email list. Created a design and format for <i>Farmers Market Nutrition Program</i> guide. Printed in English/Spanish and distributed to all WIC participants. Marketed menu makeovers to non-profits, received few requests. Developed an email list for monthly menus as an alternative. 	<ul style="list-style-type: none"> Collaborate with Central PA Food Bank to develop and promote Green Light food pantry program Develop & implement strategic communication strategy for SNAP outreach campaign with Hunger-Free Lancaster County. Update and print <i>Farmers Market Nutrition Program</i> guide. Distribute to senior centers. Work with senior centers to increase distribution of checks.
	Create a healthier food environment through the development of school gardens and healthy corner stores.	<ul style="list-style-type: none"> Surveyed schools to determine which have gardens. Currently 50% of schools in partner communities have gardens. Invited all schools to attend garden meetings. Developed Garden Starter Kit and promoted. Provided conversions (refrigeration) and display materials for 2 stores in Lancaster City. Recruited 5 additional stores. 	<ul style="list-style-type: none"> Meet with schools without gardens to determine feasibility. Provide funding and technical support as needed. Implement gardens in 75% of schools. Provide on-going training and support for current Healthy Corner Store participants. Begin nutrition education and health screenings in 1-2 stores. Develop strategy for program after grant funding ends.

Improving the health of LGHP Patients related to obesity.

	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Educate LGHP providers about Wellness Center program offerings and resources for weight management.	<ul style="list-style-type: none"> Developed a single marketing brochure promoting weight management programs to LGHP providers and distributed quarterly. Met with inpatient clinical registered dietitians to share program information Began free information sessions about Healthy Changes, Healthy You Attended LGHP Competency Days in March. Educated new staff and provided continuing education about baby-friendly hospital initiative. Maintained Baby-Friendly Hospital policies and practices. 	<ul style="list-style-type: none"> Continue distributing promotional materials to providers. Develop strategy for staff outreach to LGHP (huddles, nurse manager meetings, etc.) Maintain Baby-Friendly Hospital policies and practices at Women & Babies Hospital. Prepare for site visit in 2019.
Behavior Change	Develop programs and policies to support healthy behavior change. (Rev. 7/2017)	<ul style="list-style-type: none"> Wellness 101 education series developed, comprised of 4, 1-hour sessions. <ul style="list-style-type: none"> Programs scheduled and implemented at 8 LG locations. Five instructors trained. 81 attendees 75% very likely to recommend the program to others. Began implementation of Diabetes Prevention Program at Women's Specialty Center. 	<ul style="list-style-type: none"> Evaluate program and revise/expand as needed. Collaborate with Epic/MyLGHealth team to evaluate new behavior management/goal setting tools. First cohort of Diabetes Prevention Program to begin in August 2017.
Policy and Systems Change	Implement standardized screening of patients for BMI and refer to appropriate resources.	<ul style="list-style-type: none"> Provided motivational interviewing training and developed Weight Concerns and Metabolic Syndrome SmartForms in Epic for LGHP practices. Offered Epic Pediatric Obesity CME event. 	<ul style="list-style-type: none"> Plan and implement CME event for health care professionals. Develop strategy for staff outreach to LGHP (huddles, nurse manager meetings, etc.)
	Implement policies that support healthy living to guide the design of LG Health facilities, following Active Design Guidelines.	<ul style="list-style-type: none"> Met with Director of Facilities to review Active Design Guidelines. Worked with City/County to create a bike path corridor through behavioral health hospital site. Developing YMCA property with open space, walking paths. 	<ul style="list-style-type: none"> Work with City of Lancaster to implement Christian Street bike corridor through Downtown Outpatient Pavilion.
	Create a healthy food environment in LG Health facilities for employees, patients, and families by increasing nutritional offerings within the hospital and available for purchase.	<ul style="list-style-type: none"> Mental Health Unit implemented Fit Club and regular nutrition education for mental health patients. Collected market data on sugar-sweetened beverage policies at health systems Developed healthy beverage toolkit for workplaces Morrison's registered dietitian conducted quarterly audits to track percentage of healthy products <ul style="list-style-type: none"> Featured monthly superfood and increased sampling of fit-friendly foods. 	<ul style="list-style-type: none"> Form a steering committee to assess baseline beverage availability & policies and develop a recommendation for policy. MyHealthyLiving staff and dining services staff meet regularly to review program progress. Develop programming to support Fit-Friendly Foods and healthy eating among LG employees and guests.

Priority 2: Mental Well-Being

Proven Strategies to Make Positive Changes

These broad strategies are aligned with evidence-based and scientifically supported strategies to address mental well-being from the following clearinghouses:

- The Substance Abuse and Mental Health Services Administration (SAMHSA)
- The United States Preventative Services Task Force (USPSTF)
- The World Health Organization (WHO)

Specific tactics, performance indicators, targets, and timeline for completion will be tracked internally and reported in the annual update report. All community wide strategies and tactics will be conducted in the partner communities as well, but to a greater degree of intensity



Fiscal Year 2017 Highlights

Campaign to Change Direction

In an effort to increase awareness surrounding mental health Let's Talk, Lancaster signed onto the Change Direction Campaign in an effort to change the culture surrounding mental health in Lancaster County so that all of those in need receive the care and support they deserve.

The campaign encourages everyone to pay attention to their emotional well-being and it reminds us that our emotional well-being is just as important as our physical well-being.

Twitter: [@letstalklanc](#)

Facebook: [@ltlancastercounty](#)

Instagram: [@letstalklancaster](#)

Website: www.changedirection.org/Lancaster-county



changedirection  Lancaster County

Standardized Screening and Intervention for Depression

Through collaboration of medical and behavioral health providers on Let's Talk, Lancaster action teams, a recommendation was developed for county-wide standardization of depression screening and intervention. The recommendation includes using a universal depression screening tool (PHQ-9) and screening all patients annually, at a minimum.

Beginning in Fall of 2017, all LGHP practices will be using the PHQ-9 depression screening tool to screen all patients for depression annually.

Promoting healthy lifestyles related to mental well-being to all Lancaster County residents

	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Increase awareness about healthy lifestyles and best practices in prevention through mass media and social marketing campaigns.	Let's Talk, Lancaster signed onto the Change Direction Campaign in an effort to change the culture surrounding mental health in Lancaster County so that all of those in need receive the care and support they deserve. The campaign encourages everyone to pay attention to their emotional well-being and it reminds us that our emotional well-being is just as important as our physical well-being.	<ul style="list-style-type: none"> Continue campaign, evaluate and refresh materials as needed. Twitter: @letstalklanc Facebook: @lancastercounty Instagram: @letstalklancaster Website: changedirection.org/Lancaster-county
Policy and Systems Change	Create a supportive community environment for people who have experienced trauma.	<ul style="list-style-type: none"> Let's Talk, Lancaster Coalition began the process of creating a supportive community environment for people who have experienced trauma. Coalition is cross-examined various trauma-informed trainings to assess recommendations for community individuals and providers interested in being more trauma-informed and providing trauma-informed care in Lancaster County 	<ul style="list-style-type: none"> Discuss with Behavioral Health Providers the process of becoming a trauma-informed community and explore trauma-informed certifications for both community individuals and providers. Train community individuals and providers using the Trauma 101 training, provided by CAP/RMO (community) and Lakeside (providers).
	Coordinate and facilitate the Let's Talk Lancaster Coalition for mental health.	<ul style="list-style-type: none"> Standardized depression screening using a universal depression screening tool (PHQ-9) and screening all patients annually, at a minimum Promoted the Change Direction Campaign as a Lancaster County/National initiative in an effort to increase awareness surrounding mental health Started discussion surrounding becoming a trauma-informed community 	LG Health/Penn Medicine will continue to serve as the lead partner for the Let's Talk, Lancaster Coalition and coordinating efforts.
	Create/enforce a rapid response team of first responders, law enforcement, and public health professionals.	While not a specific Let's Talk, Lancaster tactic at this time, other community partners are making progress on facilitating a rapid response team of first responders, law enforcement and public health professionals in an effort to offer an alternative to incarceration for individuals affected by mental illness.	

Reducing barriers related to mental well-being in partner communities

	Strategy	FY2017 Accomplishments	FY2018 Tactics
<p>Education and Awareness</p>	<p>Educate community members in under resourced areas about mental well-being</p>	<ul style="list-style-type: none"> • Change Direction Campaign implemented throughout Lancaster County. Initiatives included free 30-minute presentations on mental illness and the 5 Signs of Emotional suffering, as well as involvement at health fairs and community events. <ul style="list-style-type: none"> ○ 197 pledges from residents of partner communities. 	<ul style="list-style-type: none"> • Develop and attend schedule of events with community partners. • Track campaign pledges by zip code
<p>Behavior Change</p>	<p>Develop programs and policies to support healthy behavior change. (Rev. 7/2017)</p>	<ul style="list-style-type: none"> • Created and implemented monthly Understanding and Managing Stress classes at outpatient facilities around the county. 	<p>Evaluate program and revise/expand as needed.</p>
<p>Policy and Systems Change</p>	<p>Reduce financial barriers to mental health services for vulnerable/low-income populations.</p>	<ul style="list-style-type: none"> • Collaborated with the Mental Health Co-Pay Assistance Program, operating under the Lancaster Osteopathic Health Foundation (LOHF) 	<p>Evaluate Process and revise/expand as needed</p>

Improving the health of LGHP patients related to mental well-being

	Strategy	FY17 Accomplishments	FY18 Tactics
Education and Awareness	Educate LGHP providers about Wellness Center program offerings and resources for mental health to increase screening and intervention.	<p>LGHP Providers are continually being educated about Wellness Center offerings and resources for mental health such as:</p> <ul style="list-style-type: none"> • Monthly Understanding and Managing Stress classes offered at LGHP outpatient facilities throughout Lancaster County • Depression screening (PHQ-9) pilot project that will standardize annual depression screening across all LGHP practices • Mental Health Co-pay Assistance Program offerings for low-income individuals and families in Lancaster County 	Evaluate process and revise/expand as needed
	Educate LGHP providers and patients about healthy lifestyle habits.		
Behavior Change	Develop programs and policies to support healthy behavior change. (Rev. 7/2017)	<p>The healthy behaviors of LGHP patients are supported through the following programs/initiatives:</p> <ul style="list-style-type: none"> • Monthly Wellness Center offerings of Understanding and Managing stress classes at outpatient facilities • Change Direction presentations and events throughout Lancaster County 	Evaluate program and revise/expand as needed.
Policy and Systems Change	Implement standardized screening of patients for depression and refer to appropriate resources.	Prepared for PHQ-9 roll-out in Fall 2017.	<p>As of the Fall of 2017, all LGHP practices will be using the PHQ-9 depression screening tool to screen all patients for depression annually.</p> <p>All LGHP providers will undergo mandatory training between August and October of 2017 in an effort to standardize internal processes and mental health referrals.</p>

Priority 3: Substance Misuse and Abuse

Proven Strategies to Make Positive Changes

These broad strategies are aligned with evidence-based and scientifically supported strategies to address substance misuse and abuse from the following clearinghouses:

- The Substance Abuse and Mental Health Services Administration (SAMHSA)
- The National Academies of Medicine (formerly Institute of Medicine)
- Robert Wood Johnson Foundation: *What Works for Health*
- Centers for Disease Control and Prevention: *The Community Guide, Best Practices for Comprehensive Tobacco Control Programs.*

Specific tactics, performance indicators, targets, and timeline for completion will be tracked internally and reported in the annual update report. All community wide strategies and tactics will be conducted in the partner communities as well, but to a greater degree of intensity.

Fiscal Year 2017 Highlights

Collaborative Efforts to Fight Opioid Misuse and Abuse

In early 2017, Lancaster General Health/Penn Medicine took the lead on developing and facilitating two new collaboratives targeted at combatting the opioid and heroin crisis:



The South Central PA Opioid Awareness Coalition is comprised of health systems; hospitals; medical and behavioral health providers; pharmacists; and health care professional associations and organizations. Membership in the collaborative spans Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon and York counties, as well as The Hospital and Healthsystem Association of Pennsylvania. South Central PA Opioid Awareness Coalition member organizations include:

- Geisinger Holy Spirit
- Hanover Hospital
- The Hospital and Healthsystem Association of Pennsylvania
- The Lancaster County Pharmacists Association
- Lancaster General Health/Penn Medicine
- Memorial Hospital
- Penn State Health Milton S. Hershey Medical Center
- Physicians' Alliance Ltd.
- PinnacleHealth
- Summit Health
- WellSpan Health

www.opioidaware.org



Lancaster County Joining Forces aims to support and coordinate efforts to reduce deaths from opioids and heroin. In doing so, we strengthen the great work already happening in communities throughout the County, while allowing us to identify gaps in services and treatments so that we can save lives together. The goal is to focus on evidence-based practices outlined by the Substance Abuse and Mental Health Services Administration (SAMSHA) and the Centers for Disease Control and Prevention (CDC) to reduce exposure to opioids, prevent misuse, and treat opioid use disorder. Steering committee members include:

- Compass Mark
- EMS Council
- Lancaster Chamber
- Lancaster County Drug & Alcohol Commission
- Lancaster County Recovery Alliance
- Let's Talk, Lancaster
- Mayors Anti-Heroin Task Force
- Police, Corrections, Courts
- South Central PA Opioid Awareness Coalition

www.lancasterjoiningforces.org

Promoting healthy lifestyles related to substance misuse and abuse to all Lancaster County residents

	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Increase awareness about healthy lifestyles and best practices in prevention through mass media and social marketing campaigns.	<ul style="list-style-type: none"> Implemented <i>It's Not Just Water</i> social media campaign in educating teens about the danger of e-cigarettes and vaping. Collaborated with community partners to promote tobacco free holidays at workplaces, health care agencies, behavioral health organizations, etc. Promoted to businesses through Tobacco Free Coalition of Lancaster County, Eliance Corporate Solutions, and Well Workplace group. 	<ul style="list-style-type: none"> Implement campaign using events, print materials, social media, and earned media. Track materials and number of visits to www.lancasterjoiningforces.org and www.opioidaware.org. Collaborate with community partners to hold events at workplaces, health care agencies, behavioral health organizations, etc.
	Increase awareness about heroin/opioid addiction.	<ul style="list-style-type: none"> Selected key messages and communication channels through Joining Forces Coalition and South Central PA Opioid Awareness Coalition. Developed Take Back unused Medication cards specific to Lancaster County and Wallet Cards for Emergency Help for Substance Misuse and Abuse. Held 13 Anti-Heroin Task Force public forums to date with over 1000 participants. 	
Behavior Change	Increase tobacco cessation efforts among Lancaster County residents by regionalizing health education programs to increase engagement.	3 tobacco cessation campaigns held- one on each tobacco holiday; Great American Smokeout, Kick Butts Day, World No Tobacco Day.	Collaborate with community partners to hold events at workplaces, health care agencies, behavioral health organizations, etc.
Policy and Systems Change	Promote policies that support tobacco-free green spaces (Young Lungs at Play), by educating and engaging municipal leaders.	<ul style="list-style-type: none"> Contacted municipalities with Young Lungs at Play (YLAP) information and encourage them to adopt a resolution. 31 municipalities have adopted YLAP. 	Contact municipalities to present YLAP information and encourage them to adopt a resolution.
	Increase the number of schools implementing evidenced based tobacco prevention programs in elementary and middle school.	<ul style="list-style-type: none"> Met with principals, curriculum coordinators and/or superintendents to promote evidence based curricula and discuss how to integrate it into existing curriculum Recruited 2 new school districts. 	Meet with principals, curriculum coordinators and/or superintendents to promote evidence based curricula and discuss how to integrate it into existing curriculum. Explore stand-alone opioid curriculum.
	Coordinate and facilitate the Tobacco-Free Coalition of Lancaster County.	Joining Forces Lancaster County and South Central PA Opioid Awareness Coalition initiated in FY2017.	<p>Continue facilitation of all.</p> <p>Joining Forces: Hold public kick-off on August 3, 2017, with quarterly meetings to follow.</p> <p>South Central PA Opioid Awareness Coaliton: Hold public kick-off on September 15, 2018.</p>

Reducing barriers related to substance misuse and abuse in partner communities			
	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	Educate community members about the dangers of substance misuse and abuse.	<ul style="list-style-type: none"> • Anti-Heroin Task Force Community Event held in Solanco and Pequea Valley School Districts. • 2 Educational events held at senior facilities in Columbia to review opioid use in the senior population. • Collaborated with community partners to hold events at workplaces, health care agencies, behavioral health organizations, etc. 	Continue all tactics, adopting process measures recommended by Joining Forces.
Behavior Change	Increase access to tobacco dependence treatment programs by regionalizing health education programs to increase engagement.	<ul style="list-style-type: none"> • Programs regionalized. • Marketed programs in local free newspapers and speak with practices within that under resourced area 	<p>Evaluate participation rates in classes in under resourced area and revise programs if needed.</p> <p>PA Department of Health is re-vamping the fax to quit campaign. LG Health will continue to promote the quit line to partners.</p>
Policy and Systems Change	Provide school-based preventative education in combination with other interventions.	Determined that Solanco and Pequea Valley School Districts do not currently have prevention education. Continued to provide outreach.	Address barriers for remaining schools without prevention education. Ensure that existing schools have resources to continue. Explore offering opioid only module to schools with the intention of expanding to full LifeSkills program.
	Create a healthy environment in low-income multi-unit housing by implementing smoke-free policies.	Lancaster City Housing Authority adopted a smoke-free housing policy for all 115 units. LG Health/Penn Medicine supported residents with tobacco dependence treatment offerings.	Continue to support as needed.

Improving the health of LGHP patients related to substance misuse and abuse

	Strategy	FY2017 Accomplishments	FY2018 Tactics
Education and Awareness	<p>Educate LGHP providers about Wellness Center program offerings and resources for tobacco dependence treatment and substance misuse support to increase screening and intervention.</p>	<ul style="list-style-type: none"> Developed a process to utilize Epic reporting to identify practices with low ratios of referrals to tobacco. Presented twice this year to Ambulatory Care Team and Practice Managers. 	<ul style="list-style-type: none"> Continue to utilize Epic reporting to target practices with low referral to tobacco user ratio
	<p>Educate LGHP providers and patients about healthy lifestyle habits, including opioid therapy and alternatives.</p>	<ul style="list-style-type: none"> Developed CME programs and distributed information to ensure a consistent and cohesive message. Held CME for Lancaster County providers in October 2016. 	<ul style="list-style-type: none"> Evaluate progress and determine next steps necessary to meet PA state requirements and streamline communication and appropriate referrals. Hold additional CME events Adopt recommended goals of the South Central PA Opioid Awareness Coalition.
Behavior Change	<p>Develop programs and policies to support healthy behavior change. (Rev. 7/2017)</p>	<ul style="list-style-type: none"> Reviewed and updated chronic opioid policy. Developed algorithm and process for referral. 	<ul style="list-style-type: none"> Develop strategy to make referral to appropriate community providers. Recommend the practice of providing a South Central PA Opioid Awareness brochure with every opioid prescription. Implement the practice of providing a naloxone script with each opioid Work with Behavioral Health team as they roll-out PHQ-9 to address co-occurring conditions.
Policy and Systems Change	<p>Implement standardized screening of patients for tobacco use and opioid use, and refer to appropriate resources.</p>	<ul style="list-style-type: none"> LGHP screens for tobacco annually. Prescription Drug Monitoring Program (PDMP) began in September 2016. All providers participating. 	<ul style="list-style-type: none"> Implement warm handoff in the Emergency Room to RASE Project Staff for all patients that present with an overdose.
	<p>Reinforce and re-educate staff, patients, and community members about the Tobacco Free Facility Policy.</p>		<p>Conduct a 10 Year reminder campaign reinforcing the Tobacco Free Facility Policy.</p>

Next Steps

The strategies and tactics identified in this Plan to improve the health of the communities of Lancaster County will be implemented, evaluated and continually re-assessed to ensure that they are the most appropriate approach. We will report progress on the CHIP annually on www.lghealth.org/countyhealthdata, and as part of the organization's 990 submission to the Internal Revenue Service.

Conclusion

Community health is a continuous, long-term journey for LG Health/Penn Medicine. We've been at it for a quarter century and that history has enabled us to build meaningful, trusting relationships with partners throughout our community. Our approach to improving the health and well-being of our community is strategic, focused on priorities and constantly measured to determine effectiveness and future approaches. Our community health improvement model begins with a strong relationship with community partners. LiveWELL is made up of social services organizations, all county hospitals, businesses, retirement community, faith-based organizations, and government, providing oversight for assessing needs and setting priorities within the County.

As priorities are established, specific coalitions are initiated to address the issue, bringing other interested stakeholders to the table. Community level measures and logic models are developed with the stakeholders to provide strategies for the community health improvement plan. We have programs and services for individuals and families, but a major emphasis is placed on broad policy and systems changes that have long-term sustainable impact. Caring for the most vulnerable people within an ACO, within our primary care practices, hospitals and ambulatory setting and all others in the community through direct services, we will see policy and community systems change.

Our community health effort is integral to all levels of our organization, from our Board of Trustees and executive leadership, to our medical staff and front-line employees. The relationship between our community health and Population Health Management efforts are increasingly intertwined, enhancing our ability to improve the health and well-being of Lancaster, particularly our community's most vulnerable.