



Empowering Communities:

Unveiling Health Needs, Driving Positive Change

IMPLEMENTATION STRATEGY PLAN (ISP)

IN RESPONSE TO THE PENN HIGHLANDS BROOKVILLE COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)



2024

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MISSION STATEMENT

To provide you 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.

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 provides many other community benefits. Increased local access to physician specialists, improved quality, coordination of care, and increased physician recruitment and retention are significant benefits of the linkage.

INTRODUCTION

PENN HIGHLANDS HEALTHCARE

Penn Highlands Healthcare, established in 2011, is a health system in Northwestern/Central/Southwest Pennsylvania. Penn Highlands Healthcare serves a 26-county region that brings together the services of Penn Highlands Brookville, Penn Highlands Clearfield (a campus of Penn Highlands DuBois), Penn Highlands Connellsville, Penn Highlands DuBois, Penn Highlands Elk, Penn Highlands Huntingdon, Penn Highlands Mon Valley, Penn Highlands Tyrone, and Penn Highlands State College (a campus of Penn Highlands Huntingdon). Through this partnership, Penn Highlands Healthcare has evolved into an organization with 6,200 employees in more than 100 regional locations, including community medical buildings, outpatient facilities, surgery centers, and physician practices.

Penn Highlands Healthcare provides exceptional quality care to the region. Its staff includes 764 physicians and 389 advanced practice providers. The facilities have 742 inpatient beds, 388 long-term care beds, 276-person care beds, and 174 independent living units.

Penn Highlands Healthcare provides residents access to the region's best hospitals, physicians, two nursing homes, a home care agency, and other affiliates who believe that healthcare should be managed by board members who live and work in their communities. The hospitals of Penn Highlands Healthcare have been serving the residents of Northwestern/Central/Southwest Pennsylvania as nonprofit community organizations for more than 100 years, a valued and cherished commitment.





PENN HIGHLANDS BROOKVILLE

Penn Highlands Brookville is a 35-bed critical access facility located in Brookville. The hospital has been recognized with the Pulmonary Care Excellence Award™ from Healthgrades and has received the America's 100 Best Hospitals for Pulmonary Care Award.™ Penn Highlands Brookville is the largest employer in its hometown and is deeply rooted in its communities' popular and economic culture. The vision is to be an integrated healthcare 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.

The Penn Highlands Brookville CHNA employed a structured approach to identify and prioritize the needs of underserved communities throughout its service area. The findings and the Implementation Strategy Plan (ISP) report aim to improve health outcomes and address social and environmental health challenges.

Penn Highlands Brookville extends its sincere thanks to the stakeholders, community providers, and organizations whose contributions were vital to the assessment's success. Their input is greatly valued and appreciated throughout this important process.

PENN HIGHLANDS BROOKVILLE SERVICES

Behavioral Health

Breast Health

Cancer Care – Hematology, Medical Oncology

Cardiac Rehab

Cardiology

Emergency Care

General Surgery

Geriatric Behavioral Health

Inpatient and Intermediate Care

Lab Services

Mammography

Medical Imaging (Radiology)

Nuclear Medicine

Occupational Therapy

Ophthalmology

Physical Therapy

Primary Care

Pulmonary Care

Pulmonary Rehabilitation

QCare Brookville (Walk-in Clinic)

Rehabilitation Services

Senior Care – Independent Living, Personal Care, Skilled

Nursing Care

Speech Therapy

Surgical Services

Swing Bed

Women's Health Services

Wound Care

Community Programs

Community CPR Class

Bereavement Support Group



PENN HIGHLANDS BROOKVILLE AWARDS

2024 Lilypad Award – New Bethlehem Rural Health Center

2023 HAP Donate Life Pennsylvania Hospital Challenge Silver Designation

2023 Hospital and Healthsystem Association of Pennsylvania (HAP) Excellence in Patient Safety Award

2022 Titanium Designation in the Hospital and Healthsystem Association of Pennsylvania's Donate Life Pennsylvania Hospital Challenge

2022 Jefferson County Readers' Choice Best Medical Facility

2022 Jefferson County Readers' Choice Best Physical Therapy Services

2022 Jefferson County Readers' Choice Best Nursing Home – Penn Highlands Jefferson Manor

2021 Highmark Quality Blue Maximum Award

2021 Lilypad Award New Bethlehem Rural Health Center and Moshannon Valley Rural Health Center

PENN HIGHLANDS BROOKVILLE ACCREDITATIONS

2023 Echo Lab – Echocardiography Accreditation

2023 Mammography Quality Standards Act (MQSA) Certification – Mammography

2023 American College of Radiology (ACR) Accreditation – All Digital/2D Mammography

2021 Department of Health and Medicare Certification

2021 The Clinical Laboratory Improvement Amendments (CLIA) Certification – Laboratory

2021 American College of Radiology (ACR) Accreditation – CT

2021 American College of Radiology (ACR) Accreditation – PET

2021 American College of Radiology (ACR) Accreditation – MRI

2021 American College of Radiology (ACR) Accreditation – Ultrasound

2021 American College of Radiology (ACR) Accreditation – Nuclear Medicine

2021 American College of Radiology (ACR) Accreditation – Low Dose CT Lung Cancer Screening Center

2021 American College of Radiology (ACR) Accreditation – Mammography

BACKGROUND

Under the Patient Protection and Affordable Care Act (PPACA), all nonprofit hospitals must perform a Community Health Needs Assessment every three years. This process ensures that hospitals stay responsive to the evolving health needs of their communities. The CHNA must define the hospital's community, gather input from a wide range of stakeholders, including public health experts and community members, and assess the most pressing health needs in the area. Once the health needs are identified, hospitals must prioritize them based on their significance and develop an implementation strategy to address them. The Implementation Strategy Plan should include potential measures, partnerships, and resources available to effectively tackle the identified issues, helping hospitals align their efforts with the well-being of their communities.

IMPLEMENTATION STRATEGY PLAN REPORT PURPOSE

The ISP report for a CHNA is a critical document that outlines how identified health priorities will be addressed within a community. The ISP report aims to identify the goals, objectives, and strategies that Penn Highlands Brookville will use to address the health priorities identified in the recent CHNA. The findings from the CHNA will outline actionable steps that healthcare organizations and their community partners will take to improve health outcomes. The ISP report details strategies, resources, and partnerships necessary to tackle the most pressing health issues, ensuring the proposed initiatives are impactful. By providing a clear roadmap, the ISP fosters collaboration among various sectors, aligning efforts to create meaningful improvements in the health and well-being of the community.

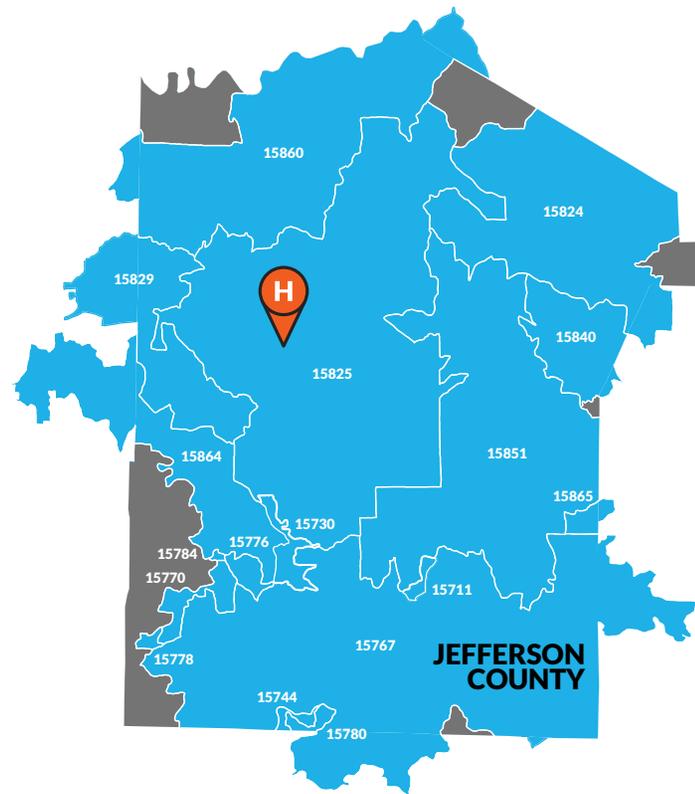
DEFINED COMMUNITY

A community is a geographic area where many patients who utilize hospital services reside. Although the CHNA includes other types of healthcare providers, the hospital remains the largest provider of acute care services. Consequently, hospital service usage offers the clearest definition of the community. In 2024, 17 ZIP codes were identified as the primary service area for Penn Highlands Brookville. The following table highlights the study area focus for the Penn Highlands Brookville CHNA, with these ZIP codes accounting for 80% of the hospital’s patient discharges. While most discharges are from Jefferson County, patients come from neighboring counties.

The following table and map of the Penn Highlands Brookville geographical location display the hospital’s defined community related to the 17 ZIP codes.

Table 1: Penn Highlands Brookville Primary Service Area

ZIP Code	Town	County
15865	Sykesville	Jefferson
15767	Punxsutawney	Jefferson
15825	Brookville	Jefferson
15778	Timblin	Jefferson
15851	Reynoldsville	Jefferson
15824	Brockway	Jefferson
15840	Falls Creek	Jefferson
15860	Sigel	Jefferson
15711	Anita	Jefferson
15829	Corsica	Jefferson
15770	Ringgold	Jefferson
15864	Summerville	Jefferson
15730	Coolspring	Jefferson
15776	Sprankle Mills	Jefferson
15744	Hamilton	Jefferson
15780	Valier	Jefferson
15784	Worthville	Jefferson



PENN HIGHLANDS HEALTHCARE

OVERALL PRIORITIZED NEEDS

Extensive primary and secondary research identified key regional priorities for community members, leaders, and project leadership. The research illustrated the need to address 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 its region.

 Penn Highlands Healthcare	ACCESS TO CARE			BEHAVIORAL HEALTH ¹	CHRONIC DISEASES/CONDITIONS ²	
	Infrastructure ³	Lack of PCP/Specialist ⁴	Specialty care ⁵		Health Behaviors ⁶	Social Determinants of Health ⁷
Penn Highlands Brookville	●	●	●	●	●	●
Penn Highlands Clearfield/Penn Highlands Dubois	●	●	●	●	●	●
Penn Highlands Elk	●	●	●	●	●	●
Penn Highlands Huntingdon/Penn Highlands State College	●	●	●	●	●	●
Penn Highlands Tyrone	●	●	●	●	●	●
Penn Highlands Connellsville	●	●	●	●	●	●
Penn Highlands Mon Valley⁸	●	●	●	●	●	●

¹ Behavioral health (Mental Health & Substance Abuse)

² Chronic diseases/conditions (e.g., diabetes, chronic obstructive pulmonary diseases, high blood pressure)

³ Infrastructure (e.g., care coordination, navigation, and transportation)

⁴ Lack of primary care physicians (PCP)/Physician specialists

⁵ Specialty care (e.g., cancer care, women's health)

⁶ Health behaviors (e.g., nutrition, physical activity, obesity)

⁷ Social determinants of health (e.g., education, income etc.)

⁸ PH Mon Valley CHNA needs are Diabetes Deaths, Stroke Deaths, Mammography/Breast Cancer, and Colorectal Cancer Deaths. Therefore, it has been classified under Chronic Diseases/Conditions.



2024 PENN HIGHLANDS BROOKVILLE **PRIORITIZED NEEDS**

Senior leaders from Penn Highlands Brookville reviewed the previous Implementation Strategy Plan and refined and reinforced key strategies. They prioritized specific initiatives and explored ways to sustain and enhance services for the broader community through the updated plan. Senior leadership from Penn Highlands Healthcare and Penn Highlands Brookville contributed to the CHNA/ISP working group. Moving forward, senior leaders will regularly evaluate the strategy plan, making adjustments as needed to better align with the community’s evolving health needs.

The CHNA for Penn Highlands Brookville highlighted the following community needs. This assessment evaluated the community’s health status and developed direct initiatives and planning strategies to enhance it. Through this assessment, new partnerships were established, and existing relationships with local and regional agencies were strengthened, all with the overarching goal of improving health outcomes for residents in the region.

PENN HIGHLANDS BROOKVILLE CHNA NEEDS

ACCESS TO CARE	BEHAVIORAL HEALTH	CHRONIC DISEASES/CONDITIONS
Infrastructure Lack of Primary Care Physicians/Physician Specialists Specialty Care		Health Behaviors Social Determinants of Health (SDOH)



IMPLEMENTATION STRATEGY ADDITIONAL NOTES

The ISP is not meant to provide an exhaustive list of how each hospital addresses the community's needs. Instead, it highlights specific actions the hospital commits to pursuing and tracking in response to the identified priorities. While the strategy tables list internal and external partners, numerous clinical departments will collaborate on these efforts. Their involvement may include participation in clinical programs and protocols or contributing to educational outreach by sharing knowledge individually or as a team, all with the goal of addressing the community's health needs.

PENN HIGHLANDS HEALTHCARE HOSPITALS

Each Penn Highlands Healthcare hospital conducted a CHNA and ISP; however, each report varies because of the distinct characteristics and needs of each hospital's primary service area and the research and discovery process used to determine the community health needs. A workgroup of representatives from the Penn Highlands Healthcare hospitals collaborated to define a consistent format and approach to the CHNA and ISP.

ACCESS TO CARE

Access to healthcare is essential for fostering a healthy community by ensuring individuals receive timely and appropriate medical services. It involves factors such as the availability of healthcare providers, affordability of services, transportation options, and insurance coverage. When access is optimized, people can benefit from preventive care, manage chronic conditions effectively, and receive urgent treatment, leading to improved health outcomes and reduced healthcare costs. However, barriers to access can result in delayed diagnoses, untreated conditions, and increased reliance on emergency services, negatively impacting health and driving up medical expenses. The Office of Disease Prevention and Health Promotion emphasizes the importance of comprehensive, high-quality healthcare services in preventing disease, managing chronic conditions, and promoting health equity. Meeting these challenges is becoming increasingly complex, particularly in states like Pennsylvania, where physician shortages are projected to exacerbate access issues. The Association of American Medical Colleges predicts a nationwide shortage of 86,000 physicians by 2036 because of a growing elderly population and physician retirements.⁹ To maintain current care levels, Pennsylvania will need an additional 1,039 primary care physicians by 2030, an 11% increase from the 2010 workforce.¹⁰

Primary and specialty physicians are essential for comprehensive healthcare management, with primary care providers often serving as the first point of contact, offering preventive care, routine checkups, and early intervention for common conditions. On the other hand, specialty physicians provide advanced expertise for diagnosing and treating complex conditions requiring specialized care. Access to these services reduces the burden on emergency departments and ensures more cost-effective and efficient healthcare. Specialty care, such as cancer treatment and women's health services, is critical in addressing unique health needs by offering early detection and tailored treatment plans, significantly improving patient outcomes. However, transportation challenges can pose significant barriers to accessing care, especially for vulnerable populations in rural and low-income areas. Penn Highlands Brookville is committed to overcoming these barriers by expanding primary and specialty care availability, enhancing specialty services, and addressing transportation gaps to ensure equitable access to healthcare. This focus on community-specific needs fosters sustainable health improvements and promotes overall well-being for the populations it serves.

⁹ [Association of American Medical Colleges](#)

¹⁰ [The Robert Graham Center](#)

Goal: Improve access to care for residents within the Penn Highlands Healthcare service area.

CHNA Need	Subcategory	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
Access to Care	Infrastructure	Jefferson and Clarion County residents	Expand awareness of walk-in services in the Penn Highlands Brookville service area by promoting the presence of the QCare facilities.	<ul style="list-style-type: none"> Continue advertising and promotion efforts in the service area. Track advertising efforts and service areas reached. Obtain baseline data at Penn Highlands Brookville Qcare/PCP. Increase by 3% yearly. 	<ul style="list-style-type: none"> Chamber of Commerce Community agencies Primary Care Physicians (PCPs) offices & providers Penn Highlands Healthcare (PHH) marketing team Social media outlets
	Infrastructure	Jefferson and Clarion County residents	Expand hours for Penn Highlands Brookville QCare according to the data used.	<ul style="list-style-type: none"> Track the number of patients scheduled. Increase in the number of patients seen. Track the heavy utilization days/times. 	<ul style="list-style-type: none"> Chamber of Commerce Clarion University Community agencies PCPs & providers PHH marketing team Social media outlets
	Lack of PCP/ Specialist	Jefferson and Clarion County residents	Increase the number of residents who receive care at the QCare facilities in the Penn Highlands Brookville service area.	<ul style="list-style-type: none"> Continue to advertise and promote efforts in the service area. Obtain baseline data at Penn Highlands Brookville Q Care. Increase by 3% yearly. 	<ul style="list-style-type: none"> Chamber of Commerce Clarion University Community agencies PCPs & providers PHH marketing team Social media outlets
	Lack of PCP/ Specialist	Jefferson and Clarion County residents	Distribute informational materials.	<ul style="list-style-type: none"> Track the number of materials distributed. Track the number of community organizations requesting information. Track the number of online posts. Track the number of online "hits" for materials. 	<ul style="list-style-type: none"> Chamber of Commerce Clarion University Community agencies PCPs & providers PHH marketing team Social media outlets
	Lack of PCP/ Specialist	Jefferson and Clarion County residents	Monitor or track the number of patients who do not have a PCP.	<ul style="list-style-type: none"> Increase the number of patients assigned to a PCP. Track the number of patients in the emergency room (ED) without a PCP. 	<ul style="list-style-type: none"> Community agencies Chamber of Commerce Clarion University PCPs & providers Penn Highlands Physician Network (PHPN) PHH marketing team Social media outlets
	Lack of PCP/ Specialist	Jefferson and Clarion County residents	Improve the number of Jefferson and Clarion County residents present with a PCP by 6% over three years.	<ul style="list-style-type: none"> Increase the number of patients referred and accepted by a provider by 2% annually. 	<ul style="list-style-type: none"> PHH Network (PHPN) PHH practice management Penn Highlands Brookville ED Dept. DuBois Free Medical Clinic Private practice providers in Jefferson Co.

Goal: Early detection and prevention

CHNA Need	Subcategory	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
Cancer	Specialty Care	Adults Elderly and at-risk population	Progressively expand advocacy groups, including community volunteers and patient groups, to cover all regions.	<ul style="list-style-type: none"> Track the number/type of advocacy groups. Track the number of new advocacy groups. Track region of coverage. 	<ul style="list-style-type: none"> Physicians Advanced Practice Physicians (APP) Registered nurses Hahne Cancer Center PHH
	Specialty Care	Elderly and at-risk population residents with suspected cancer conditions	Feature monthly awareness campaigns for the community regarding specific cancer months. Example: March Colon and October Breast.	<ul style="list-style-type: none"> Increase the number of colonoscopies conducted across PHH. Increase the number of mammograms provided across PHH. 	<ul style="list-style-type: none"> Pharmaceutical companies Gastroenterologist Lab physician leaders Gastroenterologist Lab administration leaders Area Agency on Aging Practice Management
	Specialty Care	General population	Tri-County Sunday education articles for the Community Radio Education Spots.	<ul style="list-style-type: none"> Track the number of radio spots advertised. Track the number of educational articles. 	<ul style="list-style-type: none"> Pharmaceutical companies Gastroenterologist Lab physician leaders Gastroenterologist Lab administration leaders Area Agency on Aging Practice Management Marketing Gastroenterologist Labs
	Specialty Care	General population	Develop relationships with stakeholders within the cancer community.	<ul style="list-style-type: none"> Track the number of new partnerships. 	<ul style="list-style-type: none"> Stakeholders in the cancer community
	Specialty Care	Adults Elderly and at-risk population Residents with suspected cancer conditions	Increase community awareness and engagement regarding cancer prevention and screening.	<ul style="list-style-type: none"> Track the number of promotional events Track the number of attendees Track the number of pre-and post-test results 	<ul style="list-style-type: none"> Physicians APP's Registered nurses
	Specialty Care	Adults Elderly and at-risk population	Proactively seek opportunities for continued community outreach efforts, focusing on promoting PH Brookville's services through multiple channels such as mailers and wellness fairs. Collaborate closely with PH Brookville marketing department, ensuring consistent messaging and maximizing engagement with the community.	<ul style="list-style-type: none"> Track the number of promotional events Track the number of attendees 	<ul style="list-style-type: none"> Physicians APP's Registered nurses Marketing Dept.
	Specialty Care	General Population	Increase cancer awareness among influential groups and the public.	<ul style="list-style-type: none"> Track the number of promotional events held. 	<ul style="list-style-type: none"> General Population



BEHAVIORAL HEALTH

Behavioral health, encompassing mental health and substance use disorders, plays a vital role in shaping overall community health and well-being. Conditions such as depression, anxiety, and bipolar disorder, along with substance use disorders, can lead to significant physical health problems, disability, and reduced productivity. In Pennsylvania, nearly 20% of adults reported experiencing a mental illness in the past year, with mental health-related issues increasing over time.¹¹ The percentage of adults reporting poor mental health for 14 or more days in a month rose from 12% in 2014 to 14% in 2021, with higher rates among those earning less than \$15,000 and individuals identifying as lesbian, gay, or bisexual. Suicide remains a pressing public health issue, with 1,686 Pennsylvanians dying by suicide in 2020, marking a 5% increase over the previous decade. Particularly concerning are rising suicide rates among Black, Hispanic, and older adults. Concurrently, Pennsylvania continues to grapple with the opioid crisis, recording 5,168 overdose deaths in 2021, underscoring the urgency of addressing behavioral health issues.¹²

Including behavioral health in CHNAs allows communities to better understand the prevalence and impact of these conditions, facilitating targeted interventions and resource allocation. Stigma, lack of insurance, and insufficient provider availability often prevent individuals from accessing necessary behavioral health services, with rural areas facing an acute shortage of mental health professionals. By identifying these gaps, communities can advocate for increased funding, policy reforms, and implementing programs that improve access to behavioral health services. A multifaceted approach to behavioral health involves integrating services with primary care to provide holistic treatment, expanding access through telehealth, and reducing financial barriers. Fostering support networks, such as peer and family support programs, can strengthen community resilience. Through these strategies and leveraging data to address service gaps, communities can enhance behavioral health outcomes, promote well-being, and build healthier, more resilient populations.

¹¹ [Pennsylvania Department of Health](#)

¹² [Pennsylvania Department of Health: the State of our Health. A Statewide Health Assessment of Pennsylvania](#)

Goal: Collaborate with community substance abuse providers to reduce substance abuse.

CHNA Need	Subcategory	Target Population	Objectives/ Strategies	Evaluation Methods/Metrics (Goals)	Partners
Behavioral Health	Behavioral Health	Schools At-risk youth Justice Department Homelessness Free Clinic Community residents	Address barriers that impede the ability to meet the assessment and treatment demand.	<ul style="list-style-type: none"> Collaborate with the education system three times per year. Track the number of new partners. Track the number of partners no longer participating. Increase mental health services in rural health clinics in the service area and track the number of visits. Increase telemedicine technology to enhance service utilization and track the number of visits. Expand MAT in rural health clinics and expand OP Drug and Alcohol. 	<ul style="list-style-type: none"> Cen Clear Drug and Alcohol Clearfield Jefferson Drug & Alcohol Commission Cove Forge Elk County Drug and Alcohol Health and human service agencies Opioid Task Force Pyramid Healthcare Rural Health Outpatient (RHOP) Tri-County Drug and Alcohol
	Behavioral Health	Patients in the ED Patients at the Free Clinic	Identify available transportation to treatment.	<ul style="list-style-type: none"> Develop partnerships with local transportation providers, Constable, Uber, D&A & Pyramid Health Care. Number of new partnerships in the fiscal year. 	<ul style="list-style-type: none"> Connect Centers Drug and alcohol treatment providers Local constables Social service agencies Uber
	Behavioral Health	Patients at Free Clinic Clearfield Jefferson Drug and Alcohol referrals ED referrals	Develop a list of hospital detox beds and rehabs in the area.	<ul style="list-style-type: none"> An up-to-date list of detox and rehabilitation beds for hospital staff to reference. 	<ul style="list-style-type: none"> Cen Clear Drug and Alcohol Clearfield Jefferson Drug & Alcohol Commission Pyramid Healthcare Work with local VISTA (AmeriCorps funded program at Juniata College)
	Behavioral Health	Healthcare staff ED physicians and nurses	Educate the staff on drug trends and treatment.	<ul style="list-style-type: none"> Track the number of education sessions per year. Track the number of attendees. Track the number of materials distributed. 	<ul style="list-style-type: none"> Drug Enforcement Agency (DEA) staff Net Learning on drug trends and treatment

CHRONIC DISEASES/CONDITIONS

Chronic diseases are long-lasting conditions that develop gradually, significantly affecting an individual's quality of life. These health issues, which persist for over a year and require ongoing medical attention or limit daily activities, include heart disease, diabetes, cancer, and respiratory conditions. Chronic diseases are the leading causes of death and disability worldwide, driven by a combination of genetic, environmental, and lifestyle factors. Key risk factors—such as poor nutrition, physical inactivity, smoking, and excessive alcohol consumption—exacerbate these conditions. In the United States, chronic diseases such as heart disease, cancer, and diabetes are significant contributors to healthcare costs, with 90% of the nation's \$4.5 trillion annual healthcare expenditure going toward treating individuals with chronic and mental health conditions.¹³ However, engaging in healthy behaviors—such as regular physical activity, a balanced diet, and eliminating tobacco and alcohol use—can reduce the risk of chronic disease and improve quality of life.

Healthy lifestyle choices, including physical activity and balanced nutrition, are essential for managing chronic diseases and maintaining overall well-being. Although regular physical activity can help prevent conditions such as heart disease, type 2 diabetes, and obesity, only one in four U.S. adults meets recommended physical activity guidelines.¹⁴ Obesity affects 20% of children and 42% of adults, increasing their risk for chronic conditions, and more than 25% of young people aged 17 to 24 are too overweight to qualify for military service.¹⁵ Effective management of chronic diseases involves regular screenings, patient education, and adherence to treatment plans. At Penn Highlands Brookville, a comprehensive approach includes monitoring patients' health, promoting education, and coordinating care among providers. Community-based programs focused on lifestyle changes, such as improved nutrition and increased physical activity, have led to better management of diabetes, hypertension, and heart disease. These initiatives have resulted in fewer hospital admissions, enhanced quality of life, and reduced healthcare costs. Collaboration among healthcare providers, government agencies, and community organizations fosters a supportive environment, encouraging residents to participate actively in their health management and promoting sustainable, positive health outcomes.

¹³ [Centers for Disease Control and Prevention](#)

¹⁴ [Centers for Disease Control and Prevention](#)

¹⁵ [Centers for Disease Control and Prevention](#)



Goal: Expand awareness and services to promote preventive health and wellness throughout the community.

CHNA Need	Subcategory	Target Population	Objectives/Strategies	Evaluation Methods/Metrics (Goals)	Partners
Chronic Diseases/Conditions	Health Behaviors	Providers referring patients living in Brookville, Clarion, and surrounding areas with nutrition and diabetes diagnoses	Expand diabetes and nutrition education services within the Penn Highlands service area, including telehealth (video and audio-only options available).	<ul style="list-style-type: none"> • Comparison of the number of patients seen in the ZIP codes for these areas before and after implementation. (EX: FY2017-2018 visits: DuBois/ Brookville = 1,092) • Track the number of education services provided. 	<ul style="list-style-type: none"> • Local providers
	Health Behaviors	Patients enrolled in Cardiac Rehabilitation	Provide nutrition care and improve overall patient outcomes through monthly group education sessions on nutrition for heart health monthly.	<ul style="list-style-type: none"> • Track the number of participants; number of patients with billable CPT codes 98797 and 93798. 	<ul style="list-style-type: none"> • Cardio-Pulmonary • Rehabilitation
	SDOH	Patients with food insecurity	<p><u>Outpatient:</u> Outpatient referrals with identified food insecurity noted during the visit.</p> <p><u>Inpatient:</u> Those identified with a positive food insecurity screen from the PREPARE form.</p> <p>Both populations are provided access to PA211 and receive education resources, including Healthy Eating on a Budget and budget-friendly meal plans.</p>	<ul style="list-style-type: none"> • <u>Outpatient:</u> Investigate adding a button to Outpatient Electronic Medical Records (EMR) Health Social Diagnosis. When food insecurity is noted as a social determinate of need, it is documented if menus are given. • <u>Inpatient:</u> Positive food insecurity trigger from PREPARE form-monthly report. 	<ul style="list-style-type: none"> • Area Agency on Aging • Churches • Food banks • Managers of low- income housing • Outpatient/inpatient informatics • PA211 • Penn Highlands Healthcare (PHH) Case Management/ Social Services • PHH Marketing
	SDOH	Patients with food insecurity/recipients of community food bank	Collaborate with community-based organizations on community service projects in order to streamline and reduce duplicated efforts.	<ul style="list-style-type: none"> • Track the number of referrals provided. • Track the number of new partnerships. 	<ul style="list-style-type: none"> • Fund development • Local food banks • PH Brookville employees

STRATEGIES NO LONGER BEING ADDRESSED

Penn Highlands Brookville streamlined and combined some strategies from their implementation planning documents to enhance the report's clarity, focus, and overall effectiveness. By consolidating overlapping or related strategies, the ISP document avoids redundancy and presents a more cohesive and unified approach to achieving the desired goals. The final report helps to simplify the execution process by aligning resources and efforts, reducing confusion or fragmentation across different teams. It also enables clearer communication of priorities to stakeholders, making it easier to track progress and measure success. Furthermore, integrating strategies allows for better allocation of resources, as efforts are concentrated on the most impactful actions, improving overall efficiency. A more streamlined report also demonstrates a strategic vision, showcasing an organization's ability to adapt, innovate, and implement solutions in a coordinated, impactful manner.



Penn Highlands Brookville acknowledged a number of health needs that emerged from the CHNA process. Penn Highlands Brookville focused on areas of need where effective use of existing knowledge and resources offered the greatest potential impact. Accordingly, some objectives and strategies from the previous ISP were discontinued or are no longer offered because of unforeseen challenges, including resource constraints, lack of engagement, shifting priorities, and insufficient resources (staffing limitations and financial limitations/restrictions). As such, Penn Highlands Brookville can no longer implement the following:

CANCER:

- Monthly social committee meetings.
 - The initiative was discontinued.
- Engage and mobilize key stakeholders within the cancer community who will champion the development and implementation of an awareness plan for cancer prevention.
 - The initiative was discontinued.

CHRONIC DISEASES/CONDITIONS:

- Open satellite sites of the Diabetes & Nutrition Wellness Center in Brookville and Clarion and provide diabetes/nutrition education on a bimonthly basis at Brookville and Clarion locations.
 - The initiative was discontinued.
- Continue enrollment with the Center for Medicare and Medicaid Services for Diabetes Prevention Program.
 - The initiative was discontinued.
- Offer diabetes prevention programming throughout the PHH service area by beginning with one cohort per year.
 - The initiative was discontinued.

REVISED UNDER CANCER:

- Conduct a PH Brookville community food drive to directly combat food insecurity in the direct communities, biannually or once every three years.
 - The objective/strategy was revised for 2024.

REVISED UNDER CHRONIC DISEASES/CONDITIONS:

- Conduct a PH Brookville community food drive to directly combat food insecurity in the direct communities, biannually or once every three years.
 - The objective/strategy was revised for 2024.

Penn Highlands Brookville will continue supporting community partners with the expertise, capacity, and focused resources to address the region's needs effectively.

MOVING FORWARD

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

With continued alignment and partnership with organizations and community residents, Penn Highlands Brookville will continue to engage residents as part of the CHNA and ISP. The implemented strategies and initiatives will strengthen Penn Highlands Brookville for all citizens within the service area.

RESOURCE COMMITMENT

Penn Highlands Brookville will commit in-kind and financial resources during FY24-27 to implement the identified initiatives and programs. Resources may include clinical and non-clinical services, partnerships, collaboration for solutions, dedicated staff time to advance the Penn Highlands Brookville work, charitable contributions, and volunteerism that will occur naturally within the ISP phase.

Penn Highlands Healthcare welcomes and values your feedback regarding the Community Health Needs Assessment and the Implementation Strategy Plan. Your insights are essential in helping us better understand the community's needs and ensuring our strategies effectively address them. Please share your thoughts, suggestions, or concerns to help us refine our efforts and create a healthier, more vibrant community.



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