INTRODUCTION: As part of the Patient Protection and Affordable Care Act of 2010, non-profit hospitals, such as Excela Health, are required to complete a Community Health Needs Assessment (CHNA) survey every three years. Based on the survey, results are studied and a plan is put into place to attend to those identified needs with the goal of improving community health by meshing health system planning with public health and community planning. The first CHNA implementation plan was established in 2013.

In 2016, Excela Health launched their second CHNA implementation plan, using the data submitted through employee and public surveys and the secondary statistics analysis compiled by University of Pittsburgh’s Center for Applied Research. The implementation plan spans a three-year period in which Excela Health and their strategic community partners identify and address socioeconomic and health and wellness issues affecting residents of Westmoreland County. By targeting specific issues, the CHNA steering committee is better equipped to evaluate their organizational and community resources, align those resources with the county’s strategic goals, and apply those resources in the form of educational and preventative programs and initiatives.

After reviewing the primary and secondary data results and identifying and prioritizing the three most prevalent issues in Westmoreland County, the CHNA steering committee has prepared the implementation action plan for 2019-2021. The top three issues that were selected were as follows: Opioid/Substance Abuse, Obesity and Prevention and Wellness. The 2019-2021 implementation plan includes detailed goals and objectives for each of the elected key issues.

1. Opioid/Substance Abuse

GOAL: To reduce the number of drug overdoses in Westmoreland County through education, prevention, partnerships and treatments.

OVERVIEW: The 2016 CHNA implementation plan that focused on drug overdose deaths in Westmoreland County and programs/activities that Excela Health and the Westmoreland County Drug Overdose Task Force put into place are in part responsible for a decrease in the number of drug overdose deaths. Overdose deaths in Westmoreland County for 2019 are on pace to fall short of 100 for the first time since 2014, according to Coroner Ken Bacha’s office. (Tribune Review, 2019) Overdose deaths drastically fell by 37% from a record 193 in 2017 to 122 in 2018, and the number of deaths recorded in the first four months of 2019 have dropped another 21% compared to the same period in 2018. (Tribune Review, 2019)

- The age-adjusted death rate due to drug use in Westmoreland County during the 2014-2016 period is 47.6 deaths per 100,000, which is higher than the state rate of 29.2 and the national rate, 17.9. (PA DOH, 2018)
- In 2018, there were a total of 122 drug overdose deaths in Westmoreland County. Fentanyl related overdoses decreased 40% from 2017. Prescription opioid related overdoses decreased 28% from 2017. (Westmoreland County Government Website, 2019)
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- As of June 3, 2019, 24 drug overdoses have been confirmed in Westmoreland County – seven deaths involved opioids and 17 deaths involved heroin. Cause of death was the result of a combination of multiple drugs found in the decedents’ toxicology reports. (Westmoreland County Government Website, 2019)
- Costs due to drug overdose deaths in Westmoreland County came in under $1 million in 2018. (Tribune Review, 2019)

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<tr>
<td>1. Provide community education to increase public awareness of the risks of prescription drug usage, safe use/storage and disposal and available resources for help.</td>
<td>Excela Health will provide educational resources/handouts at health fairs/senior expos/other related events that touch on prescription drug use/storage/disposal. Host business symposium in 2020 on drug epidemic update in Westmoreland County</td>
<td>Participation Outcomes Annually: 1. Number of attendees at community outreach events 2. Number of attendees at 2020 business symposium</td>
<td>1. Excela Health Marketing &amp; Communications Department, and other EH service lines 2. Westmoreland County Drug Overdose Task Force</td>
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2016 – 2018 Accomplishments: Excela Health participated in seven opioid/substance abuse awareness/prevention events between fiscal years 2016 and 2018 and there were a total of 694 individuals who attended/participated in these events. Of those seven events, two business symposiums were held in 2016 and 2017, one on Substance Abuse in the Workplace and the other on the Employer’s Guide to Keeping Drug Testing Standards High and Health Care Costs Low. 335 people were in attendance for the symposiums, which is reflected in the total number of individuals who participated in drug-related education events featured above. In 2018, Excela Health created a high-quality, documentary-style video in partnership with Norwin School District to raise awareness about the public health epidemic of opioid addictions. Aimed at student-athletes, the video features footage of Norwin student-athletes and interviews with Norwin coaches, principals, and administrators, as well as Excela Health’s Dr. Scott Berry and North Huntingdon Police Department Acting Chief Rod Mahinske. Ms. Abbey Zorzi, a Norwin graduate and former student-athlete, bravely shares her personal story of recovery in the video. This video was used as a training resource at a conference presentation given by a Norwin High School administrator and is posted on the Norwin High School public website: https://www.norwinsd.org/apps/video/watch.jsp?v=187925 (Norwin High School District Public Website, 2019)
Another awareness/education opportunity provided to the public was the implementation of the “MedSafe Drug Disposal” program. A media press conference was held in April 2018 to announce the installment of drug disposal units in Westmoreland and Latrobe Hospitals, where the community could safely dispose unwanted or unused prescription medications.

2019 – 2021 Future State Plans: The Excela Health Marketing & Communications Department will continue to promote education and resources surrounding public awareness of prescription drug use/misuse and proper drug storage/disposal methods at upcoming health fairs, senior expos and other related community outreach events. Additionally, the Excela Health Marketing and Communications Department, along with other supporting Excela Health service lines and the Westmoreland County Drug Overdose Task Force, plans to host a business symposium on the drug epidemic update in Westmoreland County. The symposium will be held in 2020. Excela Health will continue to monitor the efforts of the “MedSafe Drug Disposal” program.

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<tr>
<td>2. Educate and train healthcare professionals on best practice guidelines for safe prescribing and identifying prescription drug misuse through screenings.</td>
<td>Continue the Physician to Physician Prescribing Practice program for all Excela Health physicians and physician extenders. Offer additional CME sessions (2 hours of education) to provide more education opportunities for physicians to meet licensure requirements.</td>
<td>Participation Outcomes Annually: 1. Number of sessions held 2. Number of physicians that meet requirements of licensure</td>
<td>1. Frick Hospital Medical Staff Office 2. Latrobe Hospital Medical Staff Office 3. Westmoreland Hospital Medical Staff Office 4. Excela Health Behavioral Health Department 5. Physician to Physician Prescribing Program</td>
</tr>
</tbody>
</table>

2016 – 2018 Accomplishments: The “Physician to Physician Prescribing Practice” program originated in 2014 and is available to Excela Health physicians and physician extenders to learn best practices for safe prescribing of medications and identifying drug abuse through screenings. In 2017, Excela Health formed an internal taskforce comprised of 18 clinicians to address prescription drug misuse among patients and discuss and resolve the barriers and gaps related to limited opioid prescription access (or lack thereof) within Excela Emergency Departments and EHMG physician practices.
A series of continuing medical education seminars were established to drive conversation regarding these obstacles and implementation of solutions, and the taskforce team members were required to attend and participate in at least three (3) of those sessions. From 2016-2018, 13 seminars were completed as part of the program’s initiative. Allied health professionals, physician assistants and nurses were encouraged and invited to attend and participate in these sessions as well. Approximately 555 health care professionals participated in the series from 2016-2018.

2019 – 2021 Future State Plans: The program will continue to offer physicians the opportunity to earn additional CME seminars. Physicians will be able to complete these sessions and pursue achievement of licensure by meeting the necessary requirements.

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<tr>
<td>3. Provide timely access to the continuum of care for individuals addicted to prescription drugs</td>
<td>Continue participation in the Mobile Case Manager program in conjunction with the Westmoreland County Drug &amp; Alcohol Commission (WeDAC):</td>
<td>Participation Outcomes: 1. Report on number of individuals referred to Mobile Case Manager Program 2. Report on number of admissions to Gateway Rehabilitation inpatient program</td>
<td>1. WeDAC Mobile Case Management Program 2. Westmoreland Hospital Crisis Center 3. Westmoreland Hospital Medical Case Management</td>
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<tr>
<td></td>
<td>- Expand services to Frick and Latrobe Hospital Emergency Departments</td>
<td>Health Outcomes: 1. Number of referred patients accepting D&amp;A treatment</td>
<td>4. Westmoreland Hospital Hospitalists 5. Frick Hospital Emergency Department</td>
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<td>- Embed WEDAC employees into Westmoreland Hospital Crisis Center and Emergency Department</td>
<td></td>
<td>6. Latrobe Hospital Emergency Department</td>
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<td></td>
<td>- Train Westmoreland Hospital Medical Case</td>
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<td>7. Gateway Rehabilitation Center – Frick Hospital</td>
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<td></td>
<td>8. Westmoreland County Drug Overdose Task Force</td>
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<tr>
<th>Managers on program and develop order sets for Hospitalist staff</th>
<th>Partner with community centers to promote drug and alcohol rehabilitation programs in Westmoreland County</th>
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</table>

**2016 – 2018 Accomplishments:** The “**Mobile Case Manager**” program, in partnership with the Westmoreland Drug and Alcohol Commission, started in 2016 with one Drug and Alcohol case manager working daylight hours. The program expanded in 2016-2017 to include 24/7 access to treatment. Reinvestment (health choices) dollars were utilized to increase staffing to include two dedicated overnight positions (full time) and two daylight positions in 2016-2017. In 2017-2018 the program further expanded to include weekend coverage at Westmoreland Hospital and onsite coverage for all three hospitals in the Exela Health system. Beginning in 2017, staff training was initiated for acute nursing staff, ED staff, and clinical resource managers on the “Warm Hand-Off” process. This year, the Drug and Alcohol (D&A) Case Management Unit was added to Quartet referral system enabling primary care physicians and specialists the ability to make direct referrals to Drug and Alcohol Case Management. Additionally, the program is being integrated into the Cerner electronic medical record system.

To summarize, there have been 700 total D&A assessments/screenings completed since June 2014 (this does not include referrals, only completed assessments). Seventy-six percent of those individuals were referred to drug and alcohol treatment. Sixty-one percent of those individuals attended the recommended level of care and 42% successfully completed. Exela Health proudly partnered with Gateway Rehabilitation in October 2016 to open an inpatient drug and alcohol rehabilitation program at Frick Hospital, offering residential treatment to the community. The facility, funded by $400,000, started with 16 inpatient beds and has expanded to 35 inpatient beds in 2018, doubling in size. Ten of the inpatient beds are utilized for detoxification and the remaining beds are used for rehabilitation purposes.

**2019 – 2021 Future State Plans:** Exela Health will continue to monitor drug overdose treatments/death rates for 2019-2021. Exela Health Emergency Departments have worked closely with mental health and drug and alcohol teams to create a comprehensive program to identify substance abuse disorder patients and fit them with the proper follow-up. A medicated assisted treatment plan has been developed to aid patients with opioid addiction and fit them into immediate detox or outpatient detox within 24 hours. Partnerships with local detox centers (with drug and alcohol's help) assure immediate follow-up for most at-risk patients.
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Excela Health continues to provide home Narcan for patients and family use if needed, and continues to partner with EMS to assist them with programs matching at-risk patients with services in the community who refuse transport to the hospital after EMS interacts with them. Excela Health has provided speakers for several local school districts for parent and student education in partnership with local law enforcement, the Westmoreland Drug and Alcohol Commission, and others regarding substance abuse, and, most recently, teen vaping trends.

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<tr>
<td>4. Increase data collection and information sharing across organizations to enhance data driven practices and support funding requests</td>
<td>Provide Excela Health data to the Westmoreland County Drug Overdose Task Force: • Number of drug overdoses treated • Number of drug overdose deaths • Number of babies born addicted to drugs • Demographics of above populations</td>
<td>Health Outcomes: 1. Reports to Westmoreland County Drug Overdose Task Force on: a. Number of drug overdoses treated b. Number of drug overdose deaths c. Number of babies born addicted to drugs d. Demographics of above populations</td>
<td>1. Westmoreland County Drug Overdose Task Force 2. Frick Hospital Emergency Department 3. Latrobe Hospital Emergency Department 4. Westmoreland Hospital Emergency Department 5. Westmoreland Hospital Maternity Department</td>
</tr>
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</table>

2016 – 2018 Accomplishments: Data regarding drug overdose treatments and deaths have been reported through the Westmoreland County Drug Task Force. In 2016, there were 377 drug overdoses treated within Excela Health Emergency Departments. In 2017, 373 drug overdoses were treated. In 2018, the number of drug overdoses treated experienced a significant decline: 160 treated. Overdose deaths totaled 174 in 2016, 193 in 2017 and 122 in 2018. (Westmoreland County Government Website, 2019) From 2016-2018, there were 67 babies born at Westmoreland Hospital that were addicted to drugs.

2. Obesity

GOAL: Reduce overweight and obesity through screening, education, healthy eating and physical activity initiatives. These initiatives will be conducted through partnerships with primary care physicians, employers, school districts and community organizations. A focus on Type II diabetes education, intervention and prevention will be included as part of the goal, since obesity-related medical conditions include diseases such as Type II diabetes. (CDC, 2018)

NOTE: Excela Health includes three acute care hospitals; Excela Westmoreland, Excela Latrobe and Excela Frick Hospitals. The CHNA initiatives related to each of these three hospital service areas have been identified in this implementation plan. Other initiatives will be supported system wide and will be implemented to improve community health in all three Excela Health hospital service areas.

OVERVIEW: Partnerships with Primary Care, Excela Health Diabetes Team and District 14-E Lions Club

- In a study from 2015-2017, 67% of adults were considered overweight or obese in Westmoreland County – slightly higher than 66% for the state of Pennsylvania. The Westmoreland County rate has statistically remained unchanged over the last measurement period from 2014-2016. (PA DOH, 2018)
- Obesity-related medical conditions include Type II diabetes, heart disease, stroke, and certain types of cancer, some of the leading causes of preventable deaths. (CDC, 2018)
- Medical costs and lost work and wages for people with diagnosed diabetes total $327 billion yearly. (CDC, 2018)
- Medical costs for people with diabetes are twice as high as for people who don’t have diabetes. (CDC, 2018)
- In the last 20 years, the number of adults diagnosed with diabetes has more than tripled as the American population has aged and become more overweight or obese. (CDC, 2018)
- Diabetes is the seventh leading cause of death in the United States (and may be underreported). (CDC, 2018)
- Adults with diabetes in Westmoreland County make up 12% of the total population. Pennsylvania’s adult diabetes population has a rate of 11%. (PA DOH, 2018)
- The majority of adults living with diabetes in Westmoreland County are age 65 and older. The diabetes rate is significantly higher in men than in women. (PA DOH, 2018)
- In 2016, the age-adjusted death rate for diabetes in Westmoreland County rose to 20.3 deaths per 100,000 individuals, an increase from 18.4 deaths in 2015. (PA DOH, 2018)
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| 1. Improve diabetes care for patients with Type II diabetes being managed by the Excela Health Medical Group primary care physicians | Continue to monitor the AMGA Together to Goal program in all EHMG primary care offices | Participation Outcomes: 1. Number of primary care offices participating in the Together to Goal program  
Health Outcomes:  
1. Percent of patients receiving statin therapy  
2. Percent of patients with an HbA1c < 8.0%  
3. Percent of patients with a blood pressure > 140/90  
4. Percent of patient's having a nephrology screening  
5. Percent of patients meeting all of the above four goals | 1. Excela Health Medical Group primary care offices  
2. American Medical Group Association |
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2016 – 2018 Accomplishments: In 2016 the American Medical Group Association (AMGA) launched the national “Together to Goal” program for people with Type II diabetes. This three-year program challenges leading healthcare organizations to work together to transform diabetes care for one million people with Type II diabetes by 2019 and set them on a better path to live longer, healthier lives.

Evidenced-based practices derived from the AMGA’s Best Practices in Managing Diabetes Collaborative will guide participating medical groups and health systems in improving care for people with Type II diabetes. Approximately 28 Excela Health primary care offices participated in this initiative beginning 2015-2016. Below is a chart with the results of the program to date and includes the percentage of patients receiving services from 2015-2016 and 2017-2018 and percentage of patients meeting all four goals for 2018 ranking.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Excela</th>
<th>2018 Ranking</th>
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<tr>
<td></td>
<td>2015/2016</td>
<td>2017/2018</td>
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<tr>
<td>Nephropathy Attn.</td>
<td>92.0%</td>
<td>94.1%</td>
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<tr>
<td>Lipid Management</td>
<td>76.6%</td>
<td>86.3%</td>
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<td>BP Control</td>
<td>68.2%</td>
<td>74.1%</td>
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<tr>
<td>HbA1c Control</td>
<td>66.9%</td>
<td>66.7%</td>
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<tr>
<td>Diabetes Care Bundle</td>
<td>36.0%</td>
<td>43.5%</td>
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2019 – 2021 Future State Plans: Excela Health plans to continue monitoring the outcomes from the AMGA “Together to Goal” program through 2020.
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<tr>
<td>2. Improve diabetes care for patients with Type II diabetes through the efforts of the Excela Health Diabetes Team</td>
<td>Increase the number of diabetes education/ prevention workshops &amp; events available to the community</td>
<td>Participation Outcomes Annually:</td>
<td>1. Excela Health Marketing &amp; Communications</td>
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<tr>
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<td>1. Number of workshops/events held in a year</td>
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<td>2. Number of attendees per workshop/event held</td>
<td>2. Excela Health Diabetes Team</td>
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<td>3. Number of community outreach events where the Diabetes Team represented</td>
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<td>4. Number of attendees per outreach event with Diabetes Team representation</td>
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### 2016 – 2018 Accomplishments:

The Excela Health Diabetes Team assists with the needs of Westmoreland County's diabetic population, about 12% of the total county population. (PA DOH, 2018) In fiscal year 2016, a total of 3,764 people were educated as a result of the diabetes education workshops and programs provided to the community. In fiscal year 2017, there were a total of 2,496 people and in fiscal year 2018, there were 1,721 people. The number of diabetes workshops held each year amount to 36 sessions. Education consisted of outpatient education services, medical nutrition therapy and personal care home sessions.

Additionally, the Diabetes Team represented at multiple community health fairs and senior expos from fiscal years 2016-2018, 26 events with approximately 7,800 lives touched.
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2019 – 2021 Future State Plans: Excela Health, in conjunction with the Diabetes Team, will offer opportunities for the residents of Westmoreland County to receive diabetes care and education through community events and resources in 2019-2021.

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<tr>
<td>3. Provide diabetes education and resources for patients in Westmoreland County with Type II diabetes through partnership with the District 14-E Lions Club</td>
<td>Host diabetes education classes and workshops available to people with Type II diabetes, funded by grants through partnership with Lions Club</td>
<td>Participation Outcomes Annually: 1. Number of diabetes education classes/workshops funded through the Lions Club 2. Number of attendees per class/workshop funded through the Lions Club</td>
<td>1. Excela Health Marketing &amp; Communications 2. Excela Health Diabetes Team 3. District 14-E Lions Club</td>
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2016 – 2018 Accomplishments: Excela Health developed a partnership with the District 14-E Lions Club in 2018. Excela Health also participated in the Lions Club senior health fairs throughout Westmoreland County.

2019 – 2021 Future State Plans: In 2019, Excela Health received a small grant to fund a diabetes education workshop. This workshop invited individuals who have Type II diabetes to learn about how to manage their blood sugar levels and maintain a low-carbohydrate diet through proper meal planning. Additional workshops/events may be held in 2019-2021.

OVERVIEW: Partnerships with Schools/Community Organizations

- In a 2016-2017 study, 32.6% of children in grades K-6 in Westmoreland County were considered overweight or obese. This is a slight increase from the state level of 31.9%. (PA DOH, 2019)
- The overweight/obesity rate for teenagers in Westmoreland County for 2016-2017 was reported to be lower than previous year’s statistics, moving from 38.4% in 2015-2016 to 36.5% for the current measurement period. However, the rate for the current period is somewhat higher than the state rate of 35.5%. (PA DOH, 2019)
In 2016-2017, the percentage of children in grades K-12 in Westmoreland County who have Type II diabetes was 0.06%, a slight decline from 0.07% in 2015-2016. (PA DOH, 2019)

Factors Contributing to Poor Health in Adults (Reimagining Our Westmoreland, 2018)

Regular physical activity in childhood and adolescence improves strength and endurance, helps build healthy bones and muscles, helps control weight, reduces anxiety and stress, increases self-esteem, and may improve blood pressure and cholesterol levels (CDC, 2018).
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<td>1. Continue partnership with schools and community groups to provide health education</td>
<td>Continue to provide “Healthy Habits” program to Westmoreland County students as well as local community groups</td>
<td>Participation Outcomes: Annually: 1. Number of school districts participating 2. Number of children educated 3. Number of community events attended 4. Number of lives touched from attended community events Health Outcomes Annually: 1. Percent increase post education knowledge scores 2. Percent reporting at least one healthy behavior change post education</td>
<td>1. Westmoreland County school districts 2. Westmoreland County community/civic groups 3. Excela Health Marketing &amp; Communications Department – provide Registered Dietitian 4. Westmoreland/Frick Hospital Foundation 5. Latrobe Hospital Foundation</td>
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### 2016 – 2018 Accomplishments:
For approximately 19 years, Excela Health has provided education to area high school classes on the signs and symptoms of heart attack and stroke through the “Golden Hour” Student Scholarship Program. In 2016, there were 12 area school districts and a total of 914 students who were engaged in the program. There were also six community sessions held and 387 people who attended the community sessions.
From 2016-2017, the “Healthy Habits” nutrition series, provided to students in Westmoreland County, was offered to seven school districts, nine classrooms participated and a total of 431 students were in attendance. A pre-test is given to students before the first session to examine their current knowledge of nutrition and wellness. After completion of the program, a post-exam is given along with a behavioral goal to measure students’ application of healthy nutrition and wellness lifestyles. Average post-test knowledge score for 2016-2017 was 88% and the behavioral goal post-education was 90%, exceeding the baseline goal of 80%. From 2017-2018, the program was offered to nine school districts, 12 classrooms participated and 603 students were in attendance. Average post-test knowledge score for 2017-2018 was 85% and behavioral goal post-education was 86%, exceeding the baseline goal once again. In 2018, the “Golden Hour” education program was added to the school-based “Healthy Habits” nutrition series. The combined program effort encompasses all aspects of a healthy lifestyle, from nutrition and exercise to stroke/heart attack awareness and prevention.

**2019 – 2021 Future State Plans:** From 2018-2019, the program was offered to five school districts, 12 classrooms and 617 students. Average post-test knowledge score was 86% and the behavioral goal post-education was 85%, exceeding the 80% baseline goal. Excela Health will continue to sponsor the “Healthy Habits” program in Westmoreland County schools and in the community.

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<td>2. Continue promotion of health education and physical activity in the community</td>
<td>Continue to sponsor the monthly Mall Walkers program at Westmoreland Mall</td>
<td>Participation Outcomes: Annually: 1. Number attending monthly programs 2. Number of new members 3. Number of returning members (based on survey responses) 4. Number of blood pressures taken 5. Number of biometric screenings completed</td>
<td>1. Excela Health Marketing &amp; Communications Department and Outpatient Rehabilitation Department 2. Speakers/displays provided by Excela Health medical staff and departments 3. Blood pressures provided by volunteer RNs 4. Food donated by community restaurants</td>
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Excelsa Health’s “Mall Walkers” community outreach program continues to provide health and wellness education and recreational opportunities for residents in Westmoreland County. Now in its eighth year, Mall Walkers is making strides to improve the physical health and well-being of the program’s participants through discussions surrounding specific health conditions and treatments and general health and wellness prevention and maintenance, nutrition counseling, health screenings, and exercising opportunities. The program averages about 200-275 attendees each month. One of the many factors of the program’s success rate is based off of the number of biometric screenings completed each year and the correlation of program participation and individual wellness goals to positive improvements resulting from the screenings.

On average for 2016-2018, there were a total of 33 Mall Walkers sessions, approximately 9,000 attendees, approximately 90 new Mall Walker member registrations, and approximately 3,000 blood pressure screenings. Biometric screenings for 2017 totaled 126 screenings and, in 2018, totaled 148 screenings. Overall results did not meet desired outcomes, indicating opportunity for improvement.

**2019 – 2021 Future State Plans:** Excelsa Health plans to host Mall Walkers events in 2019-2021 and will monitor the number of biometric screenings completed, the aggregate screening report and the personal success stories from the Mall Walkers who attend and participate in the program.

The following statements regarding Excelsa Health’s employee wellness program and county wellness program are the outcomes from the 2016 Community Health Needs Assessment Implementation Plan, under the goal of reducing obesity.

**2016 – 2018 Accomplishments:** Excelsa Health, the largest employer in Westmoreland County, implemented an employee wellness program in 2005. Excelsa insured employees and spouses who have medical coverage have the opportunity to enroll in the program to receive medical incentives, such as lower pay period insurance deductions (4,011 people for 2017-2018, an increase from the previous 2016-2017 wellness year, 3,865 people). The point-based program options include an annual health risk assessment, biometric screening opportunities, health coaching, on-site gyms, education and exercise programs and benefit design to promote participation in the program. From October 2016 – September 2017, 3,483 (approximately 90%) people completed the wellness platform program. As of October 2017 - September 2018, 3,549 (approximately 88.4%) people fulfilled the necessary requirements to achieve completion. Insurance premiums increases have decreased resulting in a significant cost savings to the organization. Excelsa Health is proud to have been named a Healthiest Employer in the region for the past eight years and a Healthiest 100 Employer nationally for the past five years. Since 2016, Excelsa Health has also been recognized as a recipient of the Best and Brightest in Wellness awards, a showcase that "strives to recognize the most influential, trend-setting companies across the country and regionally in focused programs. (The Best and Brightest, 2019)
A second component to Excela Health wellness initiatives is the “Worksite Wellness” program offered to Westmoreland County government and regional employees. This initiative began with a goal to improve the health and quality of life for our community workforce. The program includes health-based services that can be suited to individual workplaces based on interests and preferences, including but not limited to: health risk assessments/screenings, wellness/health coaching, nutrition counseling, and tobacco cessation and weight management programs. In 2016, 967 county employees participated in the “Worksite Wellness” program, and there were 813 employees in 2017. In 2018, the number of participating employees increased to 1,069. 872 screenings were completed and 20 events were held in 2016 and 1,287 screenings were completed and 40 events were held in 2017. The aggregate biometric screening report card grade for all participants in 2016 averaged a B-, and in 2017, the same grade was given and no change occurred. In 2016, 20 mammograms were scheduled during county government screening events. In 2017, only 10 mammograms were scheduled. No program screenings or events were completed/held in 2018.

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<tbody>
<tr>
<td>3. Continue promotion of healthy, dining out meal alternatives to the community through the Dining Out program</td>
<td>Retain current participating restaurants and recruit additional partners for the program</td>
<td>Participation Outcomes Annually: 1. Number of restaurants involved in program</td>
<td>1. Excela Health Marketing &amp; Communications – provide Registered Dietitian</td>
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<td>Health Outcomes Annually: 1. Number of readmits in EDs due to CHF</td>
<td>2. Community restaurants and eateries in Westmoreland County</td>
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2016 – 2018 Accomplishments: The “Dining Out” program was established in 2013 as a method to educate people with congestive heart failure and the overall community, and it continues to be a vital initiative in promoting healthy, dining out food alternatives, focusing on meal choices that are “heart healthy” and contain lower sodium volumes. Excela Health continues to partner with local restaurants and eateries in Westmoreland County to offer specialty food items on their menu that meet dietary criteria based on guidelines and recommendations from the American Heart Association. In 2016, there were 24 participating restaurants across Westmoreland County, six of which were new restaurants added to the program. In 2017, there were 25 participating restaurants, five of which were new restaurants. In 2018, there were 25 participating restaurants, four of which were new restaurants.
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One of the factors for the program’s evaluation is the number of readmissions to Excela Health Emergency Departments due to Congestive Heart Failure. Based on a 72-hour readmission window, there were 52 readmission cases in 2016, 33 cases in 2017 and 37 cases in 2018.

2019 – 2021 Future State Plans: In 2019, 23 restaurants participated in the Dining Out program, three of which were new restaurants. The program will continue in 2020-2021.

In accordance with the Reimagining Our Westmoreland project, Excela Health plans to continue collaboration with Westmoreland County to “identify areas in the County with limited access to physical activity, healthy foods, and work with municipalities to resolve barriers” and “promote healthy eating and physical activity at Westmoreland County schools, worksites, and other settings where the public is served.” (Reimagining Our Westmoreland, 2018)

3. Prevention and Wellness

GOAL: To boost individual workforce and community interest within the county regarding care and concern for general health activity and wellness prevention measures as part of routine health maintenance and disease prevention.

OVERVIEW: Partnerships with Employers/Civic Organizations/Community at Large

- Worksite wellness programs can simultaneously improve the health of employees while also reducing health care costs for employers and improving worker productivity. (CDC, 2019)
- Maintaining a healthy workforce can lower direct costs, such as insurance premiums and worker compensation claims, and have a positive effect on many indirect costs, such as absenteeism and worker productivity. (CDC, 2019)
- With employees spending 7.6 hours a day on average at their place of employment, worksites provide a unique setting to promote practices that can significantly increase physically active employees and potentially affect the health of millions of working adults. (CDC, 2019)
### Excela Health
#### Community Health Needs Assessment
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<th>Objective</th>
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| 1. Promote worksite wellness at Excela Health | Continue to enhance the Excela Health employee wellness program | Participation/Health Outcomes Annually: Just Lose It/Exercise/Personal Fitness/Nutrition Counseling:  
- Number of people who completed the Just Lose It Challenge for Excela  
- Number of exercise classes offered/number of participants  
- Nutritional counseling sessions and number of participants specifically for Excela’s employee wellness program  
- Number of personal training sessions/individuals  
- Aggregate BMI and waist circumference data comparing 2019, 2020, and 2021 | 1. Excela Health Employee Wellness Steering Committee  
2. Human Resources Department  
3. Excela Health Well Being Center |
### Stress:
- Number of Unplug and Recharge classes offered and location (also what EH departments participated in which location)
- Number of Unplug and Recharge participants (both employee and community)
- Aggregate blood pressure screening results for Excela Health comparing 2019 (introduction of Stress targeting courses) comparing 2019, 2020, and 2021

### Ideal Protein:
- Aggregate BMI and waist circumference data comparing 2019, 2020, and 2021
- Aggregate lipid and glucose data comparing 2019, 2020, and 2021
- Participation across Excela Health employees
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2019 – 2021 Future State Plans: The Well-Being Center plans to revamp and develop a more robust employee wellness program to include stress management through Unplug and Recharge sessions, upgrades to the Well-Being Center facility to incorporate employee fitness, exercise and wellness opportunities, implementation of specialized programs tailored to specific interdepartmental units, and engaged partnerships with Excela Health service lines.

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<td>2. Promote worksite wellness program in Westmoreland County Government</td>
<td>Continue partnership with Westmoreland County Government and their nearly 2,000 employees to enhance the employee wellness program To partner with regional employers to provide Worksite Wellness services</td>
<td>Participation/Health Outcomes Annually: 1. Number of total participants in program 2. Number of participants in Just Lose It program 3. Number of Lunch and Learn Sessions and total number of people attended Health Outcomes: 1. Aggregate report results from biometric screenings</td>
<td>1. Excela Health Employee Wellness Steering Committee 2. Excela Health Well Being Center 3. Westmoreland County Government 4. Regional employers</td>
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2019 – 2021 Future State Plans: The Well-Being Center plans to revamp the “Worksite Wellness” program for 2019 and beyond. As a part of the revamp, a nine-week Just Lose It weight loss program was initiated for county employees. County employees will also have an opportunity to participate in Lunch and Learn information sessions facilitated by Well-Being Center employees on a variety of health and wellness topics.
The Well-Being Center plans to reinstate biometric screening testing into the county’s wellness program for 2020.

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| 3. Promote worksite wellness in Westmoreland County industry employers | Continue to partner with and enhance the Excela Health WORKS Occupational Medicine service line to increase employer partnerships | Participation Outcomes Annually: 1. Number of employers utilizing Occupational Medicine services  
Health Outcomes Annually: 1. Number of physicals completed  
2. Number of immunizations/vaccinations completed  
3. Number of drug screenings completed | 1. Excela Health WORKS Occupational Medicine  
2. Regional employers |

**2016 – 2018 Accomplishments: Excela Health WORKS** originated on December 7, 2015 at Excela Square at Norwin with seven staff members rendering services to the community. The goal for this division is to protect one of the most important assets in the community, which would be the employees’ workforce, by keeping them safe and healthy in the workplace. Excela Health currently has two locations in Westmoreland County: Excela Square at Norwin and Excela at Abbey View, Latrobe region. Excela Health WORKS performs services such as workers’ compensation and case management (acute and follow-up care and panel development), physicals (DOT, Post Offer, Fit for Duty, and OSHA), vision testing, vaccines and immunizations and drug and alcohol screenings. In 2016, there were 154 employers utilizing Excela Health WORKS as their occupational medicine provider. From 2017-2018, 259 employers utilized occupational medicine services from Excela Health. The number of physicals completed in 2016 was 665 and vaccines/immunizations totaled 315. Physicals and vaccinations/immunizations increased in 2017, 1,190 and 959. In 2018, there were 1,645 physicals and 1,324 vaccinations/immunizations completed. Drug test screenings totaled 367 in 2016, 508 in 2017, and 640 in 2018.
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2019 – 2021 Future State Plans: For the 2018-2019 period, the number rose to 447 active employers in the Excela Health WORKS database. Occupational Medicine also performed 23 on-site test visits in the community for its customers so far for fiscal year 2019. The Occupational Medicine service line will hire one nurse practitioner and two medical assistants to keep up with the high demand for services. Future plans include opening up another location for 2021-2022. Excela Health will continue to market the Occupational Medicine service line to the community and encourage participation in preventative health screenings and immunizations for our county workforce employees.

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| 4. Promote community wellness in Westmoreland County through community outreach events/screenings and partnerships with local civic groups | Continue to partner with local civic groups to enhance the Wellness Check program
Offer health screenings/risk assessments at upcoming senior fairs/health expos/other related outreach events | Participation Outcomes Annually:
1. Number of Wellness Checks scheduled
2. Number of participants at each Wellness Check
3. Number of outreach events with screenings offered
4. Number of participants at each event with screenings offered | 1. Excela Health Marketing & Communications
2. Local civic organizations |

2019 – 2021 Future State Plans: The Wellness Check program will continue to provide the community with opportunities for low-cost health risk screenings in 2019-2021. This program will help people gauge their health status through a multiphasic blood analysis that allows for the detection of many potential health problems. Excela Health will also offer health screenings and risk assessments at upcoming senior fairs, health expos and other related community outreach events.
Other Needs Identified in the CHNA But Not Addressed in This Plan: Each of the three identified 2019-2021 overall community health goals are important and are being addressed by numerous programs and initiatives through the health system and other community partners. However, limited resources and the need to allocate significant resources to the priority needs listed in the above plan does not permit inclusion of the additional needs in this implementation plan. Several initiatives to address other identified needs have already been implemented or will be implemented by Excela Health.

Maternal, Fetal & Infant Health in Westmoreland County: The current low birth weight rate in Westmoreland County for 2017 was 7.8%, an increase from 7.2% in 2016. However, the most current rate is on target with the Healthy People 2020 goal of 7.8%. (PA DOH, 2019) Low birth weight babies have a higher risk of developing medical problems after birth and require care in a specialized neonatal unit. The primary causes of low birth weight are prematurity and conditions which restrict fetal growth.

Breast milk is recognized as the single best way to feed infants. (World Health Organization, 2019) Breast milk is even more important for vulnerable babies, such as premature infants and those with medical conditions. In situations where there is no mother’s milk available, milk banks can provide donated breast milk for these infants.

In 2017, the Family Additions Maternity Department staff at Westmoreland Hospital instituted a mother’s milk bank at Excela Square at Norwin to provide optimal nutrition to this vulnerable population. From 2017-2018, 8,179 ounces of breast milk have been donated to the milk bank. For 2019, 2,830 ounces of breast milk have been donated as of June.

Excela Health, along with UPMC, Allegheny Health Network, St. Clair Hospital, and local and regional agency partners, are in the beginning stages of developing a predictive model that would measure incidents of infant mortality in rural areas from a human services, social services and healthcare perspective, as well as on a neighborhood level. This predictive model would assist in identifying and possibly reducing the rate of infant mortality by providing programs and services to care for the needs of expectant and current mothers and their children. The model would first be implemented in Westmoreland County as a pilot study and would continue throughout southwestern Pennsylvania and surrounding communities if the results are favorable and the model succeeds.

In 2019, Excela Health was invited to submit an application for a planning grant from the Richard K. Mellon Foundation to start the planning process for the predictive model. Excela Health, under the direction of Primary Investigator Dr. Andrea Willeitner, will explore with key stakeholders to include Nursing, OB, Women’s Health, the Family Additions Maternity Center, Excela Health Administration and community service agencies how best to partner with the Children’s Hospital of Philadelphia (CHOP), Research and Development (RAND), and Stanford University to reduce infant mortality rates in Westmoreland County. The goal is to validate the predictive model against its own maternal and child health statistics and to have a working model prepared and budgeted for implementation at the end of the planning phase. The pilot study team has yet to develop a mechanism for measuring outcomes; however, this will be one of the priorities during the planning phase.
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Excela Westmoreland Hospital, based in Greensburg, is the only hospital system in Westmoreland County delivering babies. The proposal will include mothers/families with certain socioeconomic risk factors (ethnicity, income, borough, etc.), which will need to be established in this planning grant. Screening of all births will still be necessary. From an Excela/Westmoreland County perspective, this is more feasible: focusing on non-white families (black families have twice the infant mortality of Caucasian mothers would result in 250-300 families/year in Westmoreland County – roughly 50% of which could be expected to give birth at Westmoreland Hospital). On a side note, these numbers also imply the need for close cooperation with providers in Allegheny County – only about 50% of mothers living in Westmoreland County give birth in the County, with Westmoreland Hospital being the only birth hospital.

Access to Health Services in Westmoreland County Part 1 - Wellness Program: About 5.3% percent of adults in Westmoreland County do not have health insurance, compared to 94.7% of those who have health insurance. (American Community Survey, 2018) Of those with health insurance, many have high deductible plans. To help, Excela Health co-sponsors “Wellness Checks”, a multiphasic blood analysis that allows for the detection of many potential health problems at a low cost.

The primary focus of the Wellness Check is the 33 panel multiphasic blood screening which includes a comprehensive chemistry profile, lipid testing and complete blood count. Additional screenings are also offered with the program.

The multiphasic blood screening can assist the physician in the detection of many potential health problems such as heart disease, parathyroid disease, anemia, liver disease, electrolyte imbalance, bleeding disorders, diabetes, neuromuscular disease, leukemia, kidney disease and others as well as help the public understand their health profile, identify possible risks and make changes for a healthier life. Future plans to continue Wellness Checks can be found under the goal Prevention and Wellness, Objective Four.

Access to Health Services in Westmoreland County Part 2 - Transportation Services: The relationship between transportation and access to health care services continues to emerge as an ongoing trend in Westmoreland County. The Westmoreland County Transit Authority (WCTA) is one of the many resources available to county residents, but according to recent studies, public transit has experienced a “decrease in ridership” since 2014. Public transit was also identified as one of the top three disadvantages to living in Westmoreland County by 30% of survey takers. (Reimagining Our Westmoreland, 2018) Excela Health plans to partner and collaborate with the county to ensure all residents have total access to travel to and from Excela Health facilities. Currently, Excela Square at Frick is not one of the transit stops in the Mount Pleasant area, which poses a problem for our patients in the southern market. Excela Health would like to include this facility as part of transit routes so residents of Westmoreland County, especially individuals with limited mobility or transportation access, can utilize community health and wellness services and resources efficiently. Excela Health also has partnered with the United Way of Southwestern Pennsylvania’s “Give Your Heart to a Senior” program for $10,000+ and Laurel Faith in Action for $24,000. Both of these partnerships also aid in providing transportation to older residents of Westmoreland County or individuals with limited transportation opportunities. Additionally, Excela Health has contracts with Veteran's Cab Company and Uber services to assist with transportation access for residents in the community.
Additional needs identified by the CHNA that are not being addressed through these planning efforts are already being addressed by existing community assets, necessary resources to meet these needs are lacking, or these needs fall outside of the Excela Health hospitals’ areas of expertise.

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