Community Health Improvement Plan

FY2023 – FY2025

Contents

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Introduction

Penn Medicine Lancaster General Health's Community Health Improvement Plan is a comprehensive strategy to address the significant community health needs identified in the 2022 Community Health Needs Assessment. This plan will cover FY2023-FY2025 (July 1, 2022 – June 30, 2025). Our plan provides a brief summary of our significant community health needs, our strategy for developing community health interventions, and measurable goals and objectives for the next 3 years.

Using data on morbidity and mortality, prevalence, and trends, as well as community survey results and interviews about health priorities, we identified three significant community health priorities in the 2022 Lancaster County Community Health Needs Assessment:

Priority 1: A Safe, Healthy Environment

The physical and social environment has a strong influence on health. A safe and healthy home, clean air and water, and access to resources like green spaces and recreation facilities are important resources to support personal health. According to both U.S. News and World Report and County Health Rankings, the physical environment in Lancaster County is one of the most challenging issues affecting our health.

- Lancaster County receives a failing grade for air quality from the American Lung Association due to the number of days when particulate matter exceeds healthy standards.

- Our tree canopy covers 14.9% of our land area, lower than the state (25.0%) and the U.S. (20.5%), and trees are distributed unevenly across communities.

- A total of 15.2% of Lancaster County households experience one or more serious housing challenges: severe cost burden, lacking kitchen facilities or plumbing, and overcrowding.

- A total of 117,314 homes (55.6% of the homes in Lancaster County) may be at risk for having lead paint contamination.

- The bicycle and pedestrian network is fragmented, and many roads are unsafe and uncomfortable for walking and bicycling.

Priority 2: Healthcare Access and Quality

To improve overall health, it is important to ensure that all people can get timely, high-quality health care services. Health care services help promote healthy years of life through preventive care and treatment for physical and mental illnesses. Timely and convenient care also enables adults to work and children to learn in school. Access to care depends on many factors, including financial resources and insurance access, transportation options, childcare resources, language accessibility, convenient scheduling and location, and diversity of providers and staff. In our community engagement data and secondary data, we identified several opportunities to improve healthcare access and quality.

- The percentage of uninsured adults in Lancaster County is 12%, higher than the state overall (7%).

- The ratio of population to primary care providers, dentists, and mental health providers in Lancaster is higher than the state overall, and the ratio of PCPs is worsening.

- In our community survey, the top 3 recommendations to improve access to care were to reduce the cost of care, help people understand and navigate services, and improve health insurance coverage.
- Increasing the diversity and cultural competence of health care providers was rated as a top priority by Black, Hispanic/Latino, and LGBTQ+ participants in our survey.

Priority 3: Mental Health

Our community prioritizes mental health as an essential piece of overall health and well-being. The importance of mental health has become even more apparent during the COVID-19 pandemic, when many people began to experience higher levels of stress, depression, and anxiety. There is also broad understanding in our community that there is a clear connection between mental health and substance use. We take a comprehensive approach towards behavioral health to address both of these important topics.

- Deaths from suicide and drug overdose have been trending higher in Lancaster County in recent years. Drug overdose deaths have a disproportionate impact on the Black and Hispanic/Latino communities.
- More than 1 in 3 adolescents report feeling sad or depressed most days in the last year.
- Nearly 1 in 4 adults (23%) in Lancaster County have been told they have a depressive disorder, and 31% of adults have had at least one poor mental health day in the past 30 days.
- Mental health conditions were rated as the #1 health issue affecting our community by 71.9% of the participants in our survey.

The Healthiest Community in America

LG Health is dedicated to making Lancaster County the healthiest community in America. Moving forward, we plan to use the U.S. News and World Report Healthiest Communities ratings to measure our overall progress towards this goal.

U.S. News and World Report created the Healthiest Communities model to score U.S. counties on a range of factors necessary for health. The general framework of categories and sub-categories were identified by the National Committee on Vital and Health Statistics (NCVHS), which is a policy advisory board to the head of the U.S. Department of Health and Human Services, as a part of its Measurement Framework for Community Health and Well-Being.

U.S. News and World Report selected specific metrics and weighted the model using input from public health experts. Each category is weighted differently, and to determine how these weights would be assigned, more than a dozen population health and well-being experts took part in an online survey where they evaluated each category's relative importance to community health.

The categories are weighted as follows:
- Population Health: 14.2%
- Equity: 12.23%
- Education: 12.15%
- Economy: 11.1%
- Housing: 9.5%
- Food & Nutrition: 8.8%
- Environment: 8.6%
- Public Safety: 8.5%
- Community Vitality: 7.6%
- Infrastructure: 7.5%

In many ways, the Healthiest Communities indicators align well with Lancaster County's priorities. In our CHNA, we found that community members defined a healthy community broadly, as one that supports overall well-being for everyone. The focus on equity is also important, because unjust differences in health outcomes are rooted in inequality and differences in access to health services, neighborhood resources, jobs, and educational opportunities.

The key indicators included in the Healthiest Communities rating that LG Health aims to improve with the strategies in this Community Health Improvement Plan are listed below.

Table 1. Key Healthy Communities Indicators

Priority 1: Safe, Healthy Environment	Priority 2: Healthcare Access and Quality
• Airborne Cancer Risk • Air Quality Hazard • Population Within 0.5 Mile of Walkable Destinations • Adults with no Leisure-time Physical Activity • Walkability Index Score	• Population with no Health Insurance • Primary Care Doctor Availability • Adults With Recent Preventive Care Visit • Preventable Hospital Admissions • Smoking Rates • Babies Born With Low Birth Weight • Teen Birth Rate
Priority 3: Mental Health	Overall Health Outcomes:
• Adults With Frequent Mental Distress • Deaths of Despair • Medicare Beneficiaries With Depression	• Cancer Incidence Rate • Heart Disease Prevalence • Diabetes Prevalence • Obesity Prevalence • Accidental Death Rate • Life Expectancy • Adults in Poor or Fair General Health • Premature Death Disparity Index Score

The complete list of indicators included in the Healthiest Communities rating is shown in Table 2 below. This table shows the 2022 indicators for Lancaster County and a comparison with the top-scoring community, Los Alamos, New Mexico.

Most of LG Health's work focuses on the indicators in the Population Health category, which accounts for 14.2% of the overall score. However, Lancaster County has many organizations and collaborative groups that are working towards positive change in all of the categories included in these ratings. Over the next three years, LG Health plans to work with community partners across sectors to assess assets and gaps in our community's ability to create change in these areas that are outside the traditional scope of the healthcare field.

Table 2. All Indicators in U.S. News and World Report Healthiest Communities Rating

U.S. News and World Report Healthiest Communities	Lancaster County, PA	Top County (Los Alamos, NM)
Overall Rank	Not Ranked	1
Overall Score	56	100
Peer Group	Urban, High-Performing	Urban, High-Performing
Population Health Score (14.2% of total score)	65	93
Access to Care Score	48	74
Hospital Bed Availability	1.8/1k	2.7/1K
Population With No Health Insurance	12.1%	2.5%
Primary Care Doctor Availability	1.4/1k	2.0/1K
Health Behaviors Score	60	83
Adults With No Leisure-Time Physical Activity	23.7%	11.6%
Adults With Recent Preventive Care Visit	75.8%	68.8%
Smoking Rate	19.5%	9.6%
Health Conditions Score	66	86
Cancer Incidence Rate	459.8/100k	422.0/100k
Heart Disease Prevalence	6.0%	4.0%
Preventable Hospital Admissions (Medicare)	2,805/100k	1,633/100k
Health Outcomes Score	73	83
Adults in Poor or Fair General Health	16.2%	10.4%
Babies Born With Low Birth Weight	6.8%	9.2%
Life Expectancy	80.1 years	83.4
Teen Birth Rate	11.7/1k	4.2/1k
Mental Health Score	62	85
Adults With Frequent Mental Distress	15.1%	9.6%
Deaths of Despair	35.5/100k	40.0/100k
Medicare Beneficiaries With Depression	18.9%	14.7%
Equity Score (12.2% of score)	48	76
Educational Equity Score	60	43
Neighborhood Disparity in Education Attainment	14.03	9.78
Racial Disparity in Education Attainment	0.09	0.39
Health Equity Score	45	88
Air Toxics Exposure Disparity Index Score	15.92	0.66
Premature Death Disparity Index Score	0.01	0.02
Income Equity Score	47	80
Gini Index Score	0.43	0.39
Neighborhood Disparity in Poverty	8.73	4.79
Racial Disparity in Poverty	0.26	N/A
Social Equity Score	55	75
Disability Employment Gap	0.59	0.57
Segregation Index Score	0.37	0.13
Education Score (12.15%)	54	75
Educational Achievement Score	60	82
Children Meeting Standards in Grade 4 R/LA	63.6%	N/A

Table 2. (Continued) All Indicators in U.S. News and World Report Healthiest Communities Rating

U.S. News and World Report Healthiest Communities	Lancaster County, PA	Top County (Los Alamos, NM)
High School Graduation Rate	88.5%	89.0%
Population With Advanced Degree	34.9%	74.7%
Education Infrastructure Score	53	42
Child Care Programs	5.7/100k	0
Per-Pupil Expenditures	$16,547	$12,678
Youth Within 5 Miles of a Public School	97.1%	99.9%
Education Participation Score	46	67
Continuing Education Tax Credits/Total Tax Filings	9.2%	9.8%
Idle Youth (Not Working or Enrolled)	3.1%	0.0%
Preschool Enrollment	35.1%	56.2%
Economy Score (11.1%)	67	74
Employment Score	65	83
Average Weekly Wage	$919	$1,691
Labor Force Participation	66.2%	68.2%
Unemployment Rate	3.5%	3.3%
Income Score	67	100
Households Receiving Public Assistance Income	3.0%	0.3%
Median Household Income	$66,056	$121,324
Medical Debt in Collections	11%	7%
Poverty Rate	10.2%	4.4%
Opportunity Score	64	28
Business Growth Rate	7.5%	7.5%
Job Diversity Index Score	0.91	0.3
Jobs Within a 45-Minute Commute	50,709	6,015
Housing Score (9.5%)	50	95
Housing Affordability Score	44	79
Change in Housing Value	10.7%	10.4%
Eviction Rate	0.70%	N/A
Households Spending > 30% of Income on Housing	28.7%	10.6%
Work Hours Needed to Pay for Affordable Housing	48.3	26.3
Housing Capacity Score	47	97
Affordable Housing Shortfall	-72.5	55.8
Overcrowded Households	2.0%	0.5%
Housing Quality Score	87	93
Households With Incomplete Plumbing Facilities	0.4%	0.0%
Vacant Houses	0.6%	1.5%
Food & Nutrition Score (8.8%)	56	67
Food Availability Score	48	25
Food Environment Index Score	13.2	9.52
Local Food Outlets	3.5/100k	5.4/100k
Population Without Access to Large Grocery Store	19.0%	57.3%

Table 2. (Continued) All Indicators in U.S. News and World Report Healthiest Communities Rating

U.S. News and World Report Healthiest Communities	Lancaster County, PA	Top County (Los Alamos, NM)
Nutrition Score	58	93
Diabetes Prevalence	9.5%	6.4%
Obesity Prevalence	32.4%	24.0%
Share of At-Home Food Expenditures on Fruit/Veg	12.3%	13.6%
Environment Score (8.6%)	43	83
Air and Water Score	61	89
Airborne Cancer Risk	29.88	15.31
Air Quality Hazard	0.42	0.19
Unsafe Drinking Water	4.9%	0.0%
Natural Environment Score	29	63
Area With Tree Canopy	14.9%	12.5%
Natural Amenities Index Score	0.45	3.04
Population Within 0.5 Mile of a Park	26.0%	75.0%
Natural Hazards Score	56	93
Extreme Heat Days per Year	9.7 days	5.7
Homes in Flood Hazard Zone	2.1%	0.8%
Toxic Release Index Score	1,607,799.93	7.83
Public Safety Score (8.5%)	67	84
Crime Score	74	79
Property Crime Rate	1,475.5/100k	921.7/100k
Violent Crime Rate	170.4/100k	180.9/100k
Injuries Score	78	80
Accidental Death Rate	48.6/100k	50.8/100k
Vehicle Crash Fatality Rate	8.4/100k	1.9/100k
Public Safety Capacity Score	39	73
Per Capita Spending on Health & Emergency Services	$491	$2,602
Population Living Close to Emergency Facilities	44.4%	53.9%
Public Safety Professionals in Population	0.5%	90.0%
Community Vitality Score (7.6%)	47	76
Community Stability Score	46	59
Homeownership Rate	68.1%	74.1%
Net Migration Rate	-0.9%	3.0%
Social Capital Score	48	91
Census Self-Response Rate	73.7%	83.4%
Nonprofits	42.5/100k	101.4/100k
Voter Participation Rate	70.0%	89.3%
Infrastructure Score (7.5%)	63	90
Community Layout Score	63	73
Population With Access to Broadband	96.6%	99.4%
Population Within 0.5 Mile of Walkable Destinations	20.3%	66.4%
Walkability Index Score	7.4	5.4
Transportation Score	51	85
Households With No Vehicle	10.1%	3.5%
Workers Commuting 60 Minutes or More	5.6%	1.5%

Our Community Health Improvement Approach

Equity. Our goal is to help ensure that each person in Lancaster County has an equal opportunity for good health. The communities most affected by health inequities must be our first priority. Health disparities are caused by differences in social conditions, access to resources, and policies that affect certain groups of people differently. In our 2022 Community Health Needs Assessment, we stratified data to understand the differences in health risks, health resources, and health outcomes for different groups of people. We found that some people in Lancaster County are at greater risk for health problems and early death because of their race, income, sexual orientation, gender identity, and childhood experiences. For everyone to have an equal opportunity for good health, we must design interventions that serve the people most at risk.

"Upstream" Prevention. Public health uses upstream approaches to prevent health problems before they begin. To make a significant impact on community health, we must focus on these root causes of poor health and health disparities. Many of our community health problems, from obesity and poor nutrition to substance use and suicide, have common causes: adverse childhood experiences, low wages and income inequality, and lack of access to the resources needed for health. A wide range of factors influence health, from education and income to the quality of our housing and the safety of our neighborhoods. The physical and social conditions where people are born, grow, live, work, and age are called "social determinants of health". Improving the social determinants of health will improve health, reduce disparities, and decrease healthcare costs.

Evidence-Based Practices. We focus on implementing interventions that have been evaluated in peer-reviewed research. Sources for evidence based practices in community health include the Community Preventive Services Task Force, What Works for Health from County Health Rankings, and Healthy People 2030. For emerging issues that do not yet have a large base of evidence-based interventions, we use approaches that are supported by existing science and successes from public health practice.

Our Role as an Anchor Institution

As the largest employer in Lancaster County and an organization with a long history of serving this community, we take our role seriously as an anchor institution. According to the Democracy Collaborative:

> *"Anchor institutions are enterprises such as universities and hospitals that are rooted in their local communities by mission, invested capital, or relationships to customers, employees, and vendors. As place-based entities that control vast economic, human, intellectual, and institutional resources, anchor institutions have the potential to bring crucial, and measurable, benefits to local children, families, and communities."*

Healthcare systems and other anchor institutions across the country have made the commitment to set specific goals around procurement policies, human resources, and investment practices to benefit the greater good in their communities. We are committed to carrying out all aspects of our work in a way that supports the community's greatest health needs. For example, we provide details in this plan about our goals in reducing emissions, supporting minority- and women-owned businesses, and assisting with construction of a countywide trail network on our physical property.

Understanding Our Plan

Goals – Our goals are broad and aspirational. The goals describe the changes that must happen for everyone in the community to reach their best health.

Key Measures - Each goal has a single key metric to track progress. This key measure provides a simple method for the Board of Trustees to monitor the implementation of the plan and facilitates accountability. However, the key measure may not fully capture all activities completed under each goal. For this reason, objectives are also provided.

Objectives – (Provided in Appendix) Objectives are specific, measurable, achievable, realistic, and time-bound. We will use these objectives to guide, measure, and evaluate the work that LG Health is specifically responsible for completing. We include both short-term and long-term objectives in our plan. The annual metrics are the measures that we will use for each objective.

Priority 1: A Safe and Healthy Environment

Goal 1: Improve access to healthy food and health outcomes for individuals with food insecurity.
Key Measure: Total patients served through food security programs and pounds of food distributed.

Goal 2: Reduce homes with lead hazards and reduce lead poisoning among children and pregnant people.
Key Measure: Number of homes remediated through Lead-Free Families program.

Priority 2: Healthcare Access and Quality

Goal 3: Increase access to healthcare by assisting patients with social determinants of health.
Key Measure: Percentage of patients screened for social determinants of health.

Goal 4: Eliminate health disparities and achieve health equity.
Key Measure: Number of diversity, equity, inclusion recommendations developed and implemented.

Priority 3: Mental Health

Goal 5: Increase mental health screening and awareness.
Key Measure: Percentage of patients receiving depression screening in primary care visits.

Goal 6: Increase trauma-informed policies and practices throughout the community.
Key Measure: Number of trauma-informed policy changes implemented.

Goal 7. Reduce substance use and its harmful impacts in Lancaster County.
Key Measure: Reduce overdose deaths in Lancaster County.

Goal 8. Increase access to high-quality behavioral health services.
Key Measure: Number of patients served by behavioral health programs.

Additional Community Health Improvement Activities

LG Health has been dedicated to community service since its founding in 1893. In addition to the key goals listed above to address the top priority needs identified in the Lancaster County Community Health Needs Assessment, LG Health has many on-going community health initiatives.

Many of these initiatives are long-standing programs operated by LG Health for years, such as Nurse-Family Partnership, school-based health clinics, and ChildProtect. These programs provide fundamental preventive health services that the community relies on. The programs are evaluated annually to ensure that they are still addressing important needs in the community and are not duplicating existing services. Other initiatives, including our support for bicycle-pedestrian improvements, are continuing from past commitments in the previous Community Health Improvement Plan. Finally, LG Health incorporates community health into regular hospital operations, and efforts to become more energy efficient and environmentally friendly are part of our day-to-day business practices.

These activities are also planned:

- Plan and implement health promotion activities and education to encourage active living.
- Plan and construct a bicycle-pedestrian trailhead at the Suburban Outpatient Pavilion for the Greater Lancaster Heritage Pathway.
- Research and develop a plan for electric vehicles and other environmentally friendly alternatives for LG Health's vehicle fleet.
- Maintain and update lighting, boilers, and other equipment to minimize energy use and emissions.

- Hire a consultant, develop an Environmental Sustainability/Climate Action plan for LG Health, and convene community partners to complete an asset & gap analysis on Climate Change and Environmental Health in Lancaster County.
- Coordinate outdoor farm and family safety education events.
- Provide services for patients through three school based health centers in the School District of Lancaster.
- Provide recommended childhood immunizations to through the ChildProtect program.
- Provide cancer screening and diagnostic services for women through the PA-Breast and Cervical Cancer Early Detection Program.
- Promote healthy pregnancy, healthy birth outcomes, and early child development for patients through Nurse-Family Partnership (NFP) and Healthy Beginnings Plus (HPB).

Resources

This plan has been reviewed and approved by Penn Medicine Lancaster General Health's Board of Trustees, executive leadership team, and the many departments and service lines responsible for executing the plan. Our health system dedicates financial and human resources to implementing the Community Health Improvement Plan. LG Health values community service in all hospital and health system operations. The Community Health and Wellness department is responsible for overseeing implementation and monitoring of this plan, but team members throughout our organization will be involved in meeting the needs identified in our Community Health Needs Assessment. Each objective in the plan has one or more responsible staff members who will lead the work and report on progress each year from FY23-FY25. These team members work throughout the system in patient financial services, ambulatory and primary care, clinical service lines, information services, facilities, and more. In FY21, LG Health dedicated $101.1 million to community benefit activities, including community programs, charity care, and education of medical students and residents.

Accountability and Reporting

Each year, we provide an annual report on our progress meeting the goals and objectives in the Community Health Improvement Plan. This plan outlines the goals, objectives, and annual metrics we will use for monitoring progress. In addition to following the U.S. News and World Report rankings as a measure of overall community health, we will monitor the metrics for each objective in this plan. In our annual plan updates, we also identify emerging community health needs that we have identified since the CHNA. To meet these emerging needs, we will add or revise objectives in the plan accordingly.

All of LG Health's key community health improvement documents, including the Community Health Needs Assessment, the Community Health Improvement Plan, and the annual updates, are posted online at lghealth.org/countyhealthdata. This website also includes a data dashboard with updated community health indicators related to each health priority. Written copies of the plan are also available from the Community Health and Wellness Department by contacting 717-544-3867 or brenda.buescher@pennmedicine.upenn.edu.

Appendix: Detailed Plan Objectives

Priority 1: A Safe and Healthy Environment

Goal 1: Improve access to healthy food and health outcomes for individuals with food insecurity.
Key Measure: Total patients served through food security programs and pounds of food distributed.

Objective No.	Objective	Annual Metrics
Objective 1.1	Provide preventative nutrition care for patients with food insecurity at Food Farmacies in and near Lancaster County.	Number of patients served
Objective 1.2	Provide fresh healthy food to food insecure residents in Columbia each month through the Fresh Express Program.	Number of individuals served and pounds of healthy food distributed

Goal 2: Reduce homes with lead hazards and reduce lead poisoning among children and pregnant people.
Key Measure: Number of homes remediated through Lead-Free Families program.

Objective No.	Objective	Annual Metrics
Objective 2.1	Lead-Free Families will successfully remediate Lancaster County homes with lead hazards.	Number of homes remediated or under contract for remediation

Priority 2 : Healthcare Access and Quality

Goal 3: Increase access to healthcare by assisting patients with social determinants of health.
Key Measure: Percentage of patients screened for social determinants of health.

Objective No.	Objective	Annual Metrics
Objective 3.1	Increase social determinants of health (SDoH) screening for LGHP patients and refer patients to Care Connections, Ambulatory Collaborative Care Team, or community social service hubs.	Percentage of patients screened and numbers of referrals
Objective 3.2	Implement Compass Rose Coordinated Care module and Social Care Directory in Epic to assist with patients' social needs.	Percentage of implementation completed
Objective 3.3	Complete an assessment of current programs and opportunities to better assist LG Health patients with insurance enrollment and health services costs.	Number of recommendations developed and implemented
Objective 3.4	Conduct a feasibility assessment and plan for patient navigation.	Number of recommendations developed and implemented

Goal 4: Eliminate health disparities and achieve health equity.
Key Measure: Number of diversity, equity, inclusion recommendations developed and implemented.

Objective No.	Objective	Annual Metrics
Objective 4.1	New leadership staff will develop a Diversity, Equity, and Inclusion plan for LG Health.	Number of recommendations developed and implemented
Objective 4.2	Provide training for staff to collect and document race, ethnicity, and language (REAL) data and develop a health equity data dashboard for the organization to track progress in eliminating health disparities.	Number of staff trained; Number of trainings held; Number of health equity metrics tracked
Objective 4.3	Hire a consultant and host community focus groups on improving access to care among underserved populations.	Number of group meetings hosted and members participating
Objective 4.4	Reduce major maternal morbidity/mortality in minority women. (*Penn Medicine Systemwide Goal*)	Rate of morbidity & mortality
Objective 4.5	Create a stronger culture of LGBTQ+ Competent Care by: a) increasing collection of SOGI data; b) developing an educational hub for providers in the community to refer patients; c) providing trainings for staff and providers about LGBTQ+ sensitive care; d) identifying a location for a Center of Excellence for a new LGBTQ+ Health Care center; e) developing robust consumer-facing marketing of service offerings inclusive of comprehensive gender-affirming, preventative medicine, primary care and surgeries.	Number of initiatives and programs implemented as planned
Objective 4.6	Provide primary care services to individuals experiencing homelessness through the Sidewalk Doc/Street Medicine program.	Number of patient encounters
Objective 4.7	Reduce racial disparity in colorectal cancer (CRC) screening by increasing percentage of Black patients up-to-date on screening. (*Penn Medicine Systemwide Goal*)	Percentage of patients up to date on screening
Objective 4.8	Conduct at least 2 Women's Health Gatherings at Amish homes on current health issues.	Number of gatherings and number of people attending
Objective 4.9	Implement Stimulus program for identifying, tracking, and managing supplier diversity goals, and increase LG Health spending with local, minority, and women-owned businesses.	Percentage and amount of spending with local minority and women-owned businesses

Priority 3: Mental Health

Goal 5: Increase mental health screening and awareness.
Key Measure: Percentage of patients receiving depression screening in primary care visits.

Objective No.	Objective	Annual Metrics
Objective 5.1	Provide backbone support for the Let's Talk Lancaster coalition and organize steering committee meetings, medical provider meetings, and a mental health forum each year.	Number of meetings hosted; Number of people attending
Objective 5.2	Increase percentage of Lancaster County patients receiving PHQ-9 screening in primary care visits.	Percentage of patients 12+ receiving screening
Objective 5.3	Train community members in Mental Health First Aid.	Number of people trained

Goal 6: Increase trauma-informed policies and practices throughout the community.
Key Measure: Number of trauma-informed policy changes implemented.

Objective No.	Objective	Annual Metrics
Objective 6.1	Serve as the backbone for Trauma Informed Lancaster County Initiative, convene quarterly meetings, facilitate an annual conference, and provide trauma-informed training.	Number of meetings; Number of people trained; Number of trainers
Objective 6.2	Train Lancaster City government departments in trauma-informed practice, complete trauma-informed organizational assessments, and facilitate policy changes.	Number of department trained and completing assessment; number of policy changes documented
Objective 6.3	Train block captains in Lancaster City to provide trauma informed trainings to Lancaster City residents.	Number of people trained
Objective 6.4	Provide trauma-informed training for staff at LG Health, develop Trauma-Informed Committee, and create system-wide goals for LG Health related to trauma-informed training.	Number of people trained; Recommendations developed and implemented

Goal 7. Reduce substance use and its harmful impacts in Lancaster County.
Key Measure: Reduce overdose deaths in Lancaster County.

Objective No.	Objective	Annual Metrics
Objective 7.1	Complete nicotine cessation intake evaluations for adolescents and adults and provide cessation services.	Number of intake assessments completed

Objective 7.2	Increase the percentage of LGHP patients on chronic opioid therapy with naloxone prescribed if indicated, and distribute naloxone kits to community members at risk for opioid overdose.	Percentage of patients receiving naloxone; Naloxone kits distributed
Objective 7.3	Increase MAT providers and convene quarterly provider panel discussions to increase MAT prescribing.	Number of MAT providers in Lancaster County
Objective 7.4	Promote healthy pregnancy, healthy birth outcomes, early child development, and recovery support for pregnant and parenting women with a substance use disorder (SUD).	Number of patients enrolled in Healthy Beginnings Plus program for women with SUD
Objective 7.5	Provide education, skill building, and resource navigation services to children who have been affected by substance use and their families.	Number of children enrolled in Joining Forces for Children Family Advocate program
Objective 7.6	Provide educational support groups for children impacted by a loved one's substance use.	Number of groups
Objective 7.7	Develop plan and staffing resources to implement Opioid Fatality Review.	Planning documents developed
Objective 7.8	Provide in-person or virtual Strengthening Families Program for parents and youth to learn family-building skills.	Number of cohorts and people attending
Objective 7.9	Facilitate The Botvin LifeSkills Curriculum in all 6th, 7th, and 8th grade classrooms within the ELANCO and Pequea Valley School Districts.	Number of sessions provided; Number of students participating

Goal 8. Increase access to high-quality behavioral health services.
Key Measure: Number of patients served by behavioral health programs.

Objective No.	Objective	Annual Metrics
Objective 8.1	Improve behavioral health access and quality by: a) Implementing Interventional Psychiatry Clinic at Duke Street to improve quality of care for chronic and medication resistant patients. b) Relocating and expanding Behavioral Health practice for improved access, growth, and co-location of Psychiatry, Addictions Medicine, Integrated Counselors, and a Behavioral Health Resource and Navigation Center.	Number of patients served by behavioral health programs
Objective 8.2	Increase the percentage of mental health patients admitted to Lancaster Behavioral Health Hospital who live in our region and implement Intensive Outpatient Program and Partial Hospitalization Program to address gaps within the behavioral health care continuum.	Percentage of patients from Lancaster County region; Number of patients served

Additional Community Health Improvement Activities

Objective No.	Objective	Annual Metrics
Objective 9.1	Plan and implement health promotion activities and education to encourage active living.	Number of activities planned and people reached
Objective 9.2	Plan and construct a bicycle-pedestrian trailhead at the Suburban Outpatient Pavilion for the Greater Lancaster Heritage Pathway.	Percentage of planning and construction completed
Objective 9.3	Research and develop a plan for electric vehicles and other environmentally friendly alternatives for LG Health's vehicle fleet.	Number of recommendations developed and implemented
Objective 9.4	Maintain and update lighting, boilers, and other equipment to minimize energy use and emissions.	Emissions produced
Objective 9.5	Hire a consultant, develop an Environmental Sustainability/Climate Action plan for LG Health, and convene community partners to complete an asset & gap analysis on Climate Change and Environmental Health in Lancaster County.	Number of recommendations developed and implemented
Objective 9.6	Coordinate outdoor farm and family safety education events.	Number of events held; Number of people attending
Objective 9.7	Provide services for patients through three school based health centers in the School District of Lancaster.	Number of patient encounters
Objective 9.8	Provide recommended childhood immunizations to through the ChildProtect program.	Number of patient encounters
Objective 9.9	Provide cancer screening and diagnostic services for women through the PA-Breast and Cervical Cancer Early Detection Program.	Number of patient encounters
Objective 9.10	Promote healthy pregnancy, healthy birth outcomes, and early child development for patients through Nurse-Family Partnership (NFP) and Healthy Beginnings Plus (HPB).	Number of patients enrolled
Objective 9.11	Complete a health literacy organizational assessment for LG Health and develop a plan to help patients better understand, navigate, and use our services.	Number of recommendations developed and implemented
Objective 9.12	Add assessment of patients' health literacy into standard patient assessment tool and develop a process to provide appropriate health education materials at Lancaster Rehabilitation Hospital.	Percentage of process developed and implemented
Objective 9.13	Implement Spanish translation of After Visit Summaries for inpatient and outpatient visits and add Spanish	Number of Spanish resources added or improved

	resources to Health Library on LancasterGeneralHealth.org.	
Objective 9.14	Assess needs for physicians and other providers annually and increase Lancaster General Health Physicians providers according to the annual LGHP plan.	Number of new providers