

**HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA  
OF THE UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM  
BOARD OF TRUSTEES EXECUTIVE COMMITTEE**

*Resolution to Approve the Hospital of the University of Pennsylvania, the Penn Presbyterian Medical Center, and Pennsylvania Hospital of the University of Pennsylvania Health System's Community Health Needs Assessment Implementation Strategy Written Plan*

**INTENTION:**

The Hospital of the University of Pennsylvania (“HUP”), Penn Presbyterian Medical Center (“PPMC”), and Pennsylvania Hospital (“PAH”) are licensed acute care hospitals and are each a component of the University of Pennsylvania Health System (“UPHS”) and Penn Medicine which is an operating division of The Trustees of the University of Pennsylvania. As not-for-profit 501(c)(3) hospitals, HUP, PPMC, and PAH are committed to identifying, prioritizing and serving the health needs of the community they serve. In fulfillment of the Patient Protection and Affordable Care Act, HUP, PPMC, and PAH collaboratively performed a Community Health Needs Assessment (“CHNA”) under the auspices of UPHS and jointly prepared a written CHNA implementation strategy (“CHIP”). The purpose of the CHNA is to identify and assess the health needs of, and take into account input from people who represent the broad interests of the community served by HUP, PPMC, and PAH.

On October 20, 2016, the Penn Medicine Board delegated authority to the HUP Board of Trustees Executive Committee to review and approve the CHIP for Fiscal Year 2016 for HUP, which sets forth UPHS’ and HUP’s assessment and implementation strategies. The HUP Board of Trustees Executive Committee has reviewed the CHIP for Fiscal Year 2016 as presented and as attached as Exhibit A.

**ACCORDINGLY, IT IS HEREBY**

**RESOLVED**, that the CHNA Implementation Plan for Fiscal Year 2016 as described in the foregoing Intention is hereby approved.

**FURTHER RESOLVED**, that the proper officers of HUP be, and each of them hereby is, authorized to execute and deliver such additional documents, and to take such additional actions as may be necessary or desirable in the opinion of the individual so acting, to effectuate the intent of the foregoing resolution.

Garry L. Scheib  
October 24, 2016

**THE PENNSYLVANIA HOSPITAL OF THE  
UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM  
EXECUTIVE COMMITTEE OF THE  
BOARD OF MANAGERS**

*Resolution to Approve the Hospital of the University of Pennsylvania, the Penn Presbyterian Medical Center, and Pennsylvania Hospital of the University of Pennsylvania Health System's Community Health Needs Assessment Implementation Strategy Written Plan*

**INTENTION:**

The Hospital of the University of Pennsylvania ("HUP"), Penn Presbyterian Medical Center ("PPMC"), and Pennsylvania Hospital ("PAH") are licensed acute care hospitals and are each a component of the University of Pennsylvania Health System ("UPHS") and Penn Medicine which is an operating division of The Trustees of the University of Pennsylvania. As not-for-profit 501(c)(3) hospitals, HUP, PPMC, and PAH are committed to identifying, prioritizing and serving the health needs of the community they serve. In fulfillment of the Patient Protection and Affordable Care Act, HUP, PPMC, and PAH collaboratively performed a Community Health Needs Assessment ("CHNA") under the auspices of UPHS and jointly prepared a written CHNA implementation strategy ("CHIP"). The purpose of the CHNA is to identify and assess the health needs of, and take into account input from people who represent the broad interests of the community served by HUP, PPMC, and PAH.

The CHIP for Fiscal Year 2016 sets forth UPHS' and PAH's assessment and implementation strategies. The PAH Board of Managers, through its Executive Committee has reviewed the CHIP for Fiscal Year 2016 as presented and as attached as Exhibit A.

**ACCORDINGLY, IT IS HEREBY**

**RESOLVED**, that the CHNA Implementation Plan for Fiscal Year 2016 as described in the foregoing Intention is hereby approved.

**FURTHER RESOLVED**, that the proper officers of PAH be, and each of them hereby is, authorized to execute and deliver such additional documents, and to take such additional actions as may be necessary or desirable in the opinion of the individual so acting, to effectuate the intent of the foregoing resolution.

Theresa M. Larivee  
October 24, 2016

**PENN PRESBYTERIAN MEDICAL CENTER  
TRUSTEE BOARD  
EXECUTIVE COMMITTEE**

*Resolution to Approve the Hospital of the University of Pennsylvania, the Penn Presbyterian Medical Center, and Pennsylvania Hospital of the University of Pennsylvania Health System's Community Health Needs Assessment Implementation Strategy Written Plan*

**INTENTION:**

The Hospital of the University of Pennsylvania (“HUP”), Penn Presbyterian Medical Center (“PPMC”), and Pennsylvania Hospital (“PAH”) are licensed acute care hospitals and are each a component of the University of Pennsylvania Health System (“UPHS”) and Penn Medicine which is an operating division of The Trustees of the University of Pennsylvania. As not-for-profit 501(c)(3) hospitals, HUP, PPMC, and PAH are committed to identifying, prioritizing and serving the health needs of the community they serve. In fulfillment of the Patient Protection and Affordable Care Act, HUP, PPMC, and PAH collaboratively performed a Community Health Needs Assessment (“CHNA”) under the auspices of UPHS and jointly prepared a written CHNA implementation strategy (“CHIP”). The purpose of the CHNA is to identify and assess the health needs of, and take into account input from people who represent the broad interests of the community served by HUP, PPMC, and PAH.

The CHIP for Fiscal Year 2016 sets forth UPHS’ and PPMC’s assessment and implementation strategies. The PPMC Board of Trustees, through its Executive Committee has reviewed the CHIP for Fiscal Year 2016 as presented and as attached as Exhibit A.

**ACCORDINGLY, IT IS HEREBY**

**RESOLVED**, that the CHNA Implementation Plan for Fiscal Year 2016 as described in the foregoing Intention is hereby approved.

**FURTHER RESOLVED**, that the proper officers of PPMC be, and each of them hereby is, authorized to execute and deliver such additional documents, and to take such additional actions as may be necessary or desirable in the opinion of the individual so acting, to effectuate the intent of the foregoing resolution.

Michele M. Volpe  
October 27, 2016

**Community Health Needs Assessment (CHNA) Implementation Strategy**

**Written Plan**

TRUSTEES OF THE UNIVERSITY OF PENNSYLVANIA AS OWNER AND OPERATOR OF  
THE HOSPITAL OF THE UNIVERSITY OF PENNSYLVANIA, PENN PRESBYTERIAN MEDICAL  
CENTER, AND PENNSYLVANIA HOSPITAL

3400 SPRUCE STREET, PHILADELPHIA, PA 19104

FY 2016

**I. General Information**

Contact Person: Gary Scheib, Executive Director

Date of Written Plan: October 19, 2016

Date Written Plan Was Adopted by Organization's Authorized Governing Body: October 24, 2016

Date Written Plan Was Required to Be Adopted: November 15, 2016

Authorizing Governing Body that Adopted the Written Plan: Hospital of the University of Pennsylvania Board of Trustees Executive Committee, Penn Presbyterian Medical Center Board of Trustees Executive Committee, and Pennsylvania Hospital Board of Trustees Executive Committee, as delegated to it by Penn Medicine Executive Committee per its delegations from the governing bodies of the Trustees of the University of Pennsylvania, Penn Presbyterian Medical, and Pennsylvania Hospital.

Was Written Plan Adopted by Authorized Governing Body by End of Tax Year in Which CHNA was Made Available to the Public? Yes

Date Facility's Prior Written Plan Was Adopted by Organization's Governing Body: FY 2013.

Name and EIN of Hospital Organizations Operating the Hospital Facilities:

Trustees of the University of Pennsylvania, EIN: 23-1352685

Penn Presbyterian Medical Center, EIN: 23-2810852

Pennsylvania Hospital, EIN: 31-1538725

Address of Hospital Organization:

HUP, 3400 SPRUCE STREET PHILADELPHIA, PA 19104

PPMC, 51 N 39th St, Philadelphia, PA 19104

PAH, 800 Spruce St, Philadelphia, PA 19107

**II. List of Community Health Needs Identified in Written Report**

Unmet health care needs of the residents of this service area include (in order of priority):

- A. Access to, and coordination of, preventative, primary, and specialty care services, and prescription drugs particularly for low-income people in the area;
- B. Access to behavioral health services for adults, teens, low-income and uninsured individuals specifically for addiction, depression, or the aftermath of trauma;
- C. Access to dental care, specialty care for adults and children;
- D. Barriers to navigating complex health systems;
- E. Transportation to health care settings especially for those with mobility challenges;
- F. Programs that address health behaviors that increase risk for heart disease and cancer including smoking, nutrition, and physical activity;
- G. Access to women's health service, especially access to prenatal care, and address low-birth weight, prematurity and infant mortality

Unmet needs in this area also include increased educational and other programs to address:

- A. Coordination of health improvement and promotion efforts with the community;
- B. Use of preventive care for key causes of death, cardiovascular disease and cancer, including follow-up after screening for cancer and hypertension;
- C. Cultural and language barriers, particularly among non-English speaking populations.

### **III. List of Collaborating Organizations**

#### *List of Collaborating Organizations:*

- Clinical Practices of the University of Pennsylvania
- The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- University of Pennsylvania - Center for Public Health Initiatives
- University of Pennsylvania School of Nursing - Healthy in Philadelphia
- Children's Hospital of Philadelphia
- The Southeastern Pennsylvania Collaborative Opportunities to Advance Community Health
- The City of Philadelphia
- The Health Federation of Philadelphia and affiliated federally-qualified health centers
- Mercy Philadelphia Health System
- Mercy LIFE - Living Independently For Elders (LIFE) program
- University of Pennsylvania Office of Government Relations and Community Affairs
- University of Pennsylvania Police
- Public Health Management Corporation
- Mental Health Association of Southeastern Pennsylvania
- People's Emergency Center
- University City District
- West Powelton Concerned Citizens
- Friends of 40th Street
- West Philadelphia Community Center
- Hebrew Immigrant Aid Society and Council Migration Service
- Lutheran Children and Family Service- local shelter for women and children
- Sickle Cell Disease Association of America - Philadelphia Delaware Valley Chapter
- Delaware Valley Healthcare Council
- Philadelphia Public Health Centers
- Philadelphia Police Department District 18
- Enterprise Center Community Development Corporation
- Health Promotion Council of Philadelphia
- Community Legal Services
- Maternal Care Coalition
- Philadelphia Block Captain's Association
- Southwest Community Development Corporation
- Philadelphia Councilwoman Janie Blackwell
- Philadelphia Department Human Services
- Pennsylvania Senate, District 7
- Philadelphia Corporation for Aging
- St. Cyprian Roman Catholic Church
- United Clergy of West Philadelphia
- The Enterprise Center CDC
- Communities in Schools of Philadelphia, Inc.
- Action AIDS
- Aid for Friends
- MANNA
- Youth Service, Inc.
- Health Start
- 52<sup>nd</sup> Street Business Association
- Family Practice & Counseling Network – Health Annex
- Lancaster Avenue Business Association

#### IV. Health Needs Planned to Be Addressed By Facility

| <i>List of Health Needs the Facility Plans to Address</i>  | <i>Facilities Addressing Need</i> |
|--|-----------------------------------|
| <b>A.</b> Access to, and coordination of, preventative, primary, and specialty care services, and prescription drugs particularly for low-income people in the area;   | HUP<br>PPMC<br>PAH                |
| <b>B.</b> Access to care for behavioral health conditions and treatment options, particularly for addiction, depression, or the aftermath of trauma;   | HUP<br>PPMC<br>PAH                |
| <b>C.</b> Access to women’s health service, especially access to prenatal care, and address low-birth weight, prematurity and infant mortality;  | HUP<br>PPMC<br>PAH                |
| <b>D.</b> Programs to coordinate access to care and use of health improvement and promotion efforts with the community;  | HUP<br>PPMC<br>PAH                |
| <b>E.</b> Educational programs to address: <ul style="list-style-type: none"> <li>a. Health behaviors that increase risk of heart disease and cancer including smoking, obesity, and physical activity</li> <li>b. The importance of screening and preventive care for cardiovascular disease and cancer, particularly follow-up after screening for cancer and hypertension.</li> </ul> | HUP<br>PPMC<br>PAH                |

##### *Identification and Description of How Facility Plans to Address Each Health Need*

#### **A. Access to, and coordination of, preventative, primary, and specialty care services, and prescription drugs particularly for low-income people in the area**

##### *Identify facility's specific programs and resources the facility plans to commit to meeting the need*

- o The University of Pennsylvania Health System (UPHS) will help increase access to primary care services in its catchment area by increasing coordination of services in the Penn primary care network, and collaborate with community partners to increase access. UPHS provides access to many specialists through services provided in the hospitals as well as through community partnerships that expand patients’ access to UPHS’ specialists, particularly for those low-income patients who receive primary care at community-based clinics and FQHCs. In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities.
  - The UPHS has developed a primary care plan to increase primary care access
  - UPHS partners with health centers in West Philadelphia to coordinate the delivery of care and help provide inpatient and emergency care services for people in UPHS’ service area.
  - There is an agreement for Penn Medicine attending physicians to provide services at The Corporal Michael J. Crescenz VA Medical Center in Philadelphia in several specialties.
  - UPHS’ Nurse Primary Care Connectors support patients after discharge by facilitating access to on-going care services and community service providers.
  - UPHS supports expanded residency slots that increase access to care and increase the pool of providers in the community particularly at FQHCs. Residents also help provide direct primary care and women’s health services in the community

- UPHS will collaborate with community-based organizations, partner health care providers (such as Mercy Health System and FQHCs), and community social services providers to identify and implement effective programs to improve access to care:
  - Penn Medicine, through its primary care network and Abramson Cancer Center, will improve access to screening for breast, colorectal, cervical, and lung cancers through coordinated outreach and in-reach programs at UPHS and at community partners;
  - Penn Medicine, through its primary care network, The Nursing Outreach Program, Division of Endocrine and Diabetes, and others will provide screening for diabetes, hypertension, and smoking through coordinated UPHS-wide efforts and in collaboration with community partners;
  - Penn Medicine will continue to support patients with access to follow-up care after screening for cancer, or if identified with risk factors for cardiovascular disease, including providing navigation services and support with scheduling appointments with specialist or follow-up care such as colonoscopy, colposcopy, diagnostic imaging, or consultations
  - Penn Center for Primary Care at PPMC hosts a weekly refugee clinic targeted at the health needs and resettlement of patients who have received political asylum in the United States, providing medical care, vaccinations, referrals and other services, working closely with the Hebrew International Aid Society and other agencies.
  - The PPMC Division of Infectious provide nursing care, case management and care coordination, nutritionist, linkages to community service providers, on-site outpatient pharmacy services, wellness events, and support groups. The Division also provides early intervention, through federal funding, for HIV including providing rapid HIV testing in the Emergency Department, inpatient units, in our outpatient practice, and at community events and linking them to care.
- UPHS provides population health management services such as in the Center for Community and Population to identify people with gaps in care for colon cancer and lung cancer screening, smoking cessation, and timely treatment for cancer, diabetes and hypertension.
- UPHS programs will provide services to patients with complex needs:
  - The Priority Access Program, a population health management program, supported through the Penn Medicine Center for Healthcare Innovation and the Center for Community and Population Health, helps identify patient with complex needs who over-rely on the emergency department for care and enables them to get access to primary care and services for unmet social needs that lead to low-value care from potentially preventable readmissions
  - IMPaCT's community health workers' program helps patients schedule doctors' appointments and tests, obtain medications and maintain adherence to treatment, and find child care, transportation, and shelter
- UPHS will continue to assist patients with access its specialty services including assistance with financial needs.
  - Through the Department of Clinical Resource Management and Social Work, and Financial Counselors, UPHS assists uninsured patients to apply for Medicaid and Medical Assistance for Workers with Disabilities with in-house Financial Counselors and Patient Financial Advocates. UPHS also helps link patients to community based resources and vendors who help patients access services after discharge from the hospital.
  - UPHS's Patient Authorization for Secured Services (PASS) program in the Departments of Social Work and Clinical Resource Management provides access to follow-up care after discharge in UPHS for uninsured patients;
  - UPHS provides free healthcare services or at a discount to individuals residing in the primary care services area of a Penn Medicine provider who are in financial need, are not eligible for coverage by external sources of funding, have limited or no health insurance, and do not qualify for government assistance;



- UPHS provides patients with information and assistance on reduced cost prescription programs from pharmaceutical companies and refer to state prescription drug programs for adults who do not qualify for or do not have prescription drug coverage.
- UPHS offers eligible patients the Prescription Assistance Contract for the Elderly (PACE) and Prescription Assistance Contract for the Elderly Needs Enhancement Tier (PACENET) program through eligibility identification during hospitalization. PACE and PACENET offer low-cost prescription medication to qualified residents, age 65 and older. The Department of Social Work and Clinical Resource Management screens all patients for PACE and PACENET eligibility and provides assistance to apply to the program and refers to the PA Department of Aging, Benefits Data Trust, and Pennsylvania Health Law Project.
- UPHS has established specific purpose funds to cover the cost of medications for any hospitalized or observation patient without prescription coverage for their discharge medications, without regard to the cost of medications for those eligible based on the income and other socioeconomic factors, as determined by the Social Services Department.
- The PPMC Division of Infectious Disease through the federal Ryan White program covers the costs of medical care for uninsured patients living with HIV/AIDS and certain expensive medical tests for patients without insurance coverage.
- The Gift of Life Uniform Organ Donation Council is held on site at HUP and provides access to transplantation services.
- The multicultural population served by this facility is vast. UPHS is committed to addressing the cultural needs of the patients and community that we serve. Some of the many populations that we serve include Latino, Chinese, Vietnamese, and West African. Programs and resources that are currently available at the UPHS include:
  - All patients will continue to have access to live interpreters;
  - All patients will continue to have direct contact with a certified medical interpreter via a telephone service (each nursing units has access to more than one telephone device and additional are available as needed);
  - All patients will continue to be provided availability to have documents translated into written documents within a few hours to one business day;
  - A UPHS' Cultural Competence Committee (HCCC) creates environments that respect diverse perspectives, generate multiple alternatives, and develop new possibilities for delivering culturally appropriate care;
  - The Patient and Guest Services Department address specific interventions for patients and their families;
  - The Department of Pastoral Care meets the spiritual needs of the multicultural population that we serve;
  - Hospital signage is available in common languages identified by our consumers.
- Every autumn, Penn Asian Health Initiatives administers free influenza vaccines to uninsured and underinsured members of the Vietnamese American community and provides health education on topics such as cancer screening and prevention, diabetes, and hypertension.
- Every autumn, UPHS administers free influenza vaccines to members of the community.

*Describe anticipated impact of committed programs and resources on the health need*

The above described plan is part of a comprehensive and coordinated strategy to address the multiple barriers to access primary and specialty care services through UPHS and our partners for low-income people in our community. Our primary anticipated long-term impact is to eliminate health disparities as identified in the CHNA and improve Philadelphia's ranking in the health measures among similar cities in the country. The plan is anticipated to:

- Improve access to primary care and specialty services for people in our community;
- Improve the wellbeing of members of our community to, in the long-term, reduce the burden of disease, and increase access to education and economic opportunities;
- Reduce premature deaths from cancer in the community;
- Reduce premature deaths from cardiovascular disease related to smoking, hypertension and diabetes in the community
- The impact of meeting the cultural needs of the patients that we serve will directly impact patient safety, and affect morbidity and mortality rates.

*Describe facility's priorities in meeting these needs*

- The provision of excellent medical care underlies the mission of the UPHS. This mission is reflected in the committed resources across a multi-pronged approach to address barriers to access to primary and specialty care.
- The priority of the UPHS is to provide accessible health care, health education, patient navigation, and direct outreach to preventive disease, diagnose disease in a timely manner and provide the highest quality of care that care that can obtained in the world.
- It is a priority of the UPHS to provide admission and treatment services to all individuals equitably, with dignity, respect and compassion without regard to age, race, ethnicity, color, national origin, ancestry, genetic information, culture, socio-economic status, domestic or sexual violence status, source of income, source of payment, veteran status, religious creed, physical or mental disability, marital status, gender, gender orientation, or sexual preference and in accordance with the requirements of the Patient Protection and Affordable Care Act.

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

UPHS will create a collaborative community benefit infrastructure for community partnerships and engagement to direct, measure and catalyze activities to select priorities to improving access to care, provide health education, reduce low-value care, and provide culturally appropriate services. This collaboration with community-based organizations, partner health care systems (such as Mercy Health System and FQHCs), community services providers, and other entities in Penn Medicine will enable all parties to identify and implement effective programs to improve access to care. Related organizations include but not limited to:

- The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- University of Pennsylvania School of Nursing -Healthy in Philadelphia Program
- Spectrum Health Center
- Bennett Johnson Sayre Health Center
- Healthy Philadelphia
- University of Pennsylvania Office of Government Relations
- University of Pennsylvania Netter Center for Community Partnerships
- Mercy LIFE - Living Independently for Elders
- Hospital of the University of Pennsylvania Nursing Community Outreach Advisory
- Health Promotion Council of Philadelphia
- Community Legal Services
- Philadelphia Legal Aid
- Maternal Care Coalition
- Philadelphia Police Department District # 18
- United Block Captain's Association
- Philadelphia Councilwoman Janie Blackwell

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*  
This plan was developed collaboratively with Penn Presbyterian Medical and Pennsylvania Hospital to coordinate efforts to maximize outcomes:

- The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- Clinical Practices of the University of Pennsylvania
- The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- Community primary care physicians
- University of Pennsylvania - Center for Public Health Initiatives
- University of Pennsylvania School of Nursing - Healthy in Philadelphia
- Children's Hospital of Philadelphia
- The Health Federation of Philadelphia and affiliated federally-qualified health centers
- The Southeastern Pennsylvania Collaborative Opportunities to Advance Community Health
- The City of Philadelphia
- Mercy Philadelphia Health System
- Public Health Management Corporation
- The Philadelphia Department of Public Health Ambulatory Care Division

**B. Access to care for behavioral health conditions and treatment options, particularly for addiction, depression, or the aftermath of trauma**

*Identify facility's specific programs and resources the facility plans to commit to meeting the need*  
UPHS will collaborate with community-based organizations, and partner health care and community social services providers to enable the community to identify and implement effective programs to improve access to behavioral health care with a focus on depression/anxiety and substance abuse. In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities. UPHS behavioral health programs promote empathy and understanding while increasing effective communication with vulnerable community members and the mental health systems:

- Penn Medicine will improve screening for depression;
- UPHS has implemented UPHS-wide programs to identify substance abuse particularly prescription drug abuse;
- UPHS will support integrated behavioral health services in primary care and other services to increase access to treatment for mental illness including trauma-informed care, leveraging the Penn's Center for Integrated Behavioral Health in Primary Care, a partnership between the Department of Family Medicine and Community Health, the Department of Psychiatry, and the School of Nursing;
- UPHS provides resources to assist patients to gain access to treatment for behavioral health services and post-traumatic stress disorders including:
  - Implementation of system-wide screening and referral for depression;
  - Building on ongoing population health programs to identify and provide treatment for depression in primary care;
  - Free mental health services for veterans and their families;
  - A new center to provide treatment and research on Traumatic Brain Injury;
  - Treatment services for substance use disorders and participation in the Pennsylvania Prescription Drug Monitoring Program to reduce the burden of prescription drug abuse and substance abuse;
  - Penn Medicine will continue to support patients with access to follow-up care after diagnosis with mental illness including providing navigation to behavioral health services
  - PPMC supports inpatient care for behavioral health as well as an intensive outpatient

treatment programs.

- Through partnership with the VA Medical Center in Philadelphia, veterans have access to treatment for mental health disorders including trauma-induced disorders.
- UPHS collaborates with other trauma centers in the region in the Health Hurt People program to provide outreach and counseling to victims of violent crime to prevent recidivism.
- The PPMC Behavioral Health Program provides inpatient and outpatient services for mental health and addiction treatments as well as mental health programs for older adults.
- In conjunction with SAMSHA and the Philadelphia Department of Behavioral Health and Intellectual Disability Services, PAH established the Philadelphia Alliance for Child Trauma Services (PACTS) as a consortium of behavioral health and child serving agencies to: 1) increase screening for traumatic stress symptoms in child-serving programs such as pediatric emergency departments, primary care clinics, juvenile court and child welfare sites; 2) provide trauma-informed clinical assessments at child and adolescent behavioral health programs; 3) develop a coordinated network of service providers for expeditious referral of children and families; 4) provide early posttraumatic intervention to prevent the development of PTSD using CFTSI; and 5) provide trauma-informed cognitive behavioral therapy for children and adolescents who have PTSD with co-morbid disorders and difficulties.
- The Crisis Response Center at PAH in partnership with the Philadelphia Department of Behavioral Health and Intellectual Disability Services supports training for all homeless street outreach teams in the use of Narcan.
- UPHS collaborates with police departments to reduce conflict during encounters between community members and individuals with mental illness including providing training on a monthly basis in collaboration with police on: weapon management, medical clearance, handcuff utilization, commitment completion, commitment management on grounds of PAH, voluntary versus involuntary status in the community

*Describe anticipated impact of committed programs and resources on the health need*

The above described plan is part of a comprehensive and coordinated strategy to address the multiple barriers to treatment mental health conditions including addiction, depression, and the aftereffects of trauma. Our anticipated long-term impact is to reduce low-value care from unmet behavioral health needs and reduce the burden of suicide and violence in our communities. The plan is anticipated to:

- Increase the number of people identified with depression/anxiety or substance use disorder;
- Increase the number of people receiving treatment for depression/anxiety or substance use disorder including trauma-informed care in our community;
- Improvement in disease scores (such as PHQ-9) in patients with depression;
- Reduce the use of low-value emergency department visits and potentially preventable readmissions for patients with mental health disorders;
- Improve screening and provision of resources for victims of intimate partner violence;
- Increase the ability of nurses and staff at the forefront of community outreach to provide timely care for people with substance use disorders.

*Describe facility's priorities in meeting these needs*

- The provision of excellent medical care underlies the mission of the UPHS;
- Penn Medicine's Department of Psychiatry and Primary Care Network deeply committed to improving access to mental health services through system-wide screening and treatment efforts as well as develop inventories of community resources to enable the coordination of care;
- It is a priority of the UPHS to provide health care services to all individuals equitably, with dignity, respect and compassion without regard to age, race, ethnicity, color, national origin, ancestry, genetic information, culture, socio-economic status, domestic or sexual violence status, source of income, source of payment, veteran status, religious creed, physical or mental

disability, marital status, gender, gender orientation, or sexual preference and in accordance with the requirements of the Patient Protection and Affordable Care Act;

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

UPHS will create a collaborative community benefit infrastructure for community partnerships and engagement to direct, measure and catalyze activities to select priorities to improving access to care, provide health education, reduce low-value care, and provide culturally appropriate services. This collaboration with community-based organizations, partner health care systems, community services providers, and other entities in Penn Medicine will enable all parties to identify and implement effective programs to improve access to behavioral health care. Related organizations include, but not limited to:

- o Clinical Practices of the University of Pennsylvania
- o The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- o University of Pennsylvania School of Nursing -Healthy in Philadelphia Program
- o The Health Federation of Philadelphia
- o The Southeastern Pennsylvania Collaborative Opportunities to Advance Community Health
- o The City of Philadelphia
- o Spectrum Health Center
- o Bennett Johnson Sayre Health Center
- o Healthy Philadelphia
- o University of Pennsylvania Office of Government Relations
- o University of Pennsylvania Netter Center for Community Partnerships
- o Mercy LIFE - Living Independently for Elders
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- o Philadelphia Councilwoman Janie Blackwell
- o Drexel University

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*  
This plan was developed collaboratively with Penn Presbyterian Medical and Pennsylvania Hospital to coordinate efforts to maximize outcomes:

- o Clinical Practices of the University of Pennsylvania
- o The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- o Community primary care physicians
- o The Health Federation of Philadelphia
- o The Southeastern Pennsylvania Collaborative Opportunities to Advance Community Health
- o The City of Philadelphia
- o University of Pennsylvania - Center for Public Health Initiatives
- o University of Pennsylvania School of Nursing - Healthy in Philadelphia
- o Children's Hospital of Philadelphia
- o The Health Federation of Philadelphia and affiliated federally-qualified health centers
- o Mercy Philadelphia Health System
- o Public Health Management Corporation
- o The Philadelphia Department of Public Health Ambulatory Care Division
- o Drexel University

**C. Access to women’s health services, especially prenatal care, and address low-birth weight, prematurity and infant mortality**

*Identify facility's specific programs and resources the facility plans to commit to meeting the need*

UPHS, through its extensive network of inpatient and outpatient clinical services and partnerships, provides timely prenatal care, family planning services, screening for cancer and sexually transmitted diseases including HIV, and urgent and emergency obstetric care women. Services are also provided through established UPHS medical practices in the community and at FQHCs in West Philadelphia through the departments of Family Medicine and Community Health, and Obstetrics and Gynecology. In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities.

- UPHS provides care for the women in the community including colposcopy services, a perinatal loss center, high-risk obstetrics services, adolescent obstetrics and gynecological services, and lactation consultants.
- Immigrants who are not legally documented have access to healthcare at UPHS if pregnant.
- The Penn Medicine Breast Health Initiative/Healthy Woman Program provides free SEPTA tokens for patients to get to their appointment, translator services, education about breast cancer prevention, and assistance with appointment scheduling, and follow up.
- The Philadelphia Safe Sleep Awareness For Every Well Newborn (S.A.F.E.) program provides safe sleep education and resources to new parents at the HUP and PAH and partners with the Maternity Care Coalition on media outreach to promote safe sleep practices. The program also engages other Philadelphia hospitals to share resources and adopt best practices.
- The Ludmir Center for Women’s Health at PAH provides prenatal and gynecologic care to the community and health worker training.
- Baby friendly designation at the UPHS (HUP and PAH) campuses promote breast feeding to all women and offers a warm line for women to access resources in the community.

*Describe anticipated impact of committed programs and resources on the health need*

The above described plan is part of UPHS’ comprehensive and coordinated provision of health care services to people in the catchment area. Our primary anticipated long-term impact will include:

- High uptake of HPV vaccination;
- Increase follow-up of abnormal Pap;
- Reduce prematurity rate;
- Reduce unwanted pregnancies;
- Reduced perinatal exposure to drugs of addiction;
- Improve screening and provision of resources for victims of intimate partner violence;
- Increased detection of depression/anxiety in pregnancy and post-partum depression.
- The baby friendly programs at HUP and PAH aim to reduce SIDS rate, childhood obesity and improve maternal health for mothers

*Describe facility's priorities in meeting these needs*

- UPHS is committed to providing and meeting the healthcare needs of the women of this service community. This effort will be undertaken in partnership with the Departments of Family Medicine and Community Health, Obstetrics and Gynecology, and Psychiatry and the Clinical Practices of University of Pennsylvania.

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

- HUP, Department of Women's Health;
- UPHS will continue to collaborate in women's health education activities at Community Health Fairs, including birth control through its community health outreach programs;
- Philadelphia Department of Public Health, Division of Maternal, Child, and Family Health;
- Health Federation of Philadelphia and partner FQHCs;
- UPHS will collaborate with the Maternity Care Coalition to improve access to women's health services.

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*

- Clinical Practices of the University of Pennsylvania
- The Clinical Care Associates and Clinical Health Care Associates of New Jersey
- Community primary care physicians
- University of Pennsylvania - Center for Public Health Initiatives
- University of Pennsylvania School of Nursing - Healthy in Philadelphia
- The Health Federation of Philadelphia and affiliated federally-qualified health centers
- Mercy Philadelphia Health System
- Public Health Management Corporation
- The Philadelphia Department of Public Health Ambulatory Care Division

**D. Programs to coordinate access to care and use of health improvement and promotion efforts with the community**

*Identify facility's specific programs and resources the facility plans to commit to meeting the need*

UPHS will support a program to coordinate efforts with community partners and align with ongoing programs such as the Penn Primary Care Network, advancing Medicare Access and CHIP Reauthorization Act of 2015 (MACRA) initiatives, and efforts across multiple departments, centers (such as the Abramson Cancer Center), and institutes in Penn Medicine and other schools at the University of Pennsylvania. In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities. The program will:

- Collaborate with community-based organizations to:
  - Provide health education on risk for cancer, cardiovascular disease and diabetes
  - Promote use of screening and follow-up care for cancer, diabetes, and hypertension.
  - Identify, enable and empower people and health workers to address unmet social needs (such as food insecurity and transportation) that affect health behaviors and/or restrict access to care, address factors that affect cancer and heart disease risk, particularly smoking and obesity
  - Help pilot screening for health-related social needs. The Collaborative Opportunities to Advance Community Health (COACH) in southeastern Pennsylvania is an initiative sponsored by the Hospital and Healthsystem Association of Pennsylvania that brings together hospital/health system, public health, and community partners to address community health needs. COACH has developed a shared implementation strategy for a healthy food access pilot to a) screen for food insecurity in the clinical setting using a validated two-item tool; and b) refer to community resources, programs, and services to improve access to healthy food. UPHS will support this pilot program at select clinical sites to evaluate the effectiveness of addressing unmet health-related social needs.
- UPHS is creating a website to link community members and Penn Medicine to identify needs and coordinate efforts;
- UPHS will continue collaborations with community-based organizations and leaders including

- non-health care professional, educators, and religious leaders, as well as other health systems and hospitals to implement program to improve access to care;
- In addition to the many programs and resources available in UPHS, the Penn Medicine works collaboratively with community partners to meet access to care and health promotion needs of multiple communities. Some examples include:
    - Puentes de Salud (Bridges of Health) is a 501(c)3 nonprofit organization that promotes the health and wellness of South Philadelphia's rapidly growing Latino immigrant population through high-quality health care, innovative educational programs, and community building. The program trains health promoters to escort patients to their visits and help patients on health care management plans.
    - Healthy in Philadelphia Committee, which oversees outreach opportunities in the local area, is a partnership between UPHS' nursing and the local community to leverage collective resources to improve the health of residents. Since 2011, PPMC has been a standing member of this organization's First Thursday initiative, which enables nurses to meet regularly with block captains to serve and educate the community.
  - The Department of Family Medicine and Community Health will recruit a Division Chief for Community Health as envisioned in Penn Medicine's strategic plan to focus efforts on community engagement, partnership building and identifying effective interventions to address needs of the community for promoting health and well-being including efforts to improve access to primary care, behavioral health care, and specialty care

*Describe anticipated impact of committed programs and resources on the health need*

- Coordinated action with the community will enable the community to develop shared vision and implement programs that address the highest priorities for the community.
- Addressing social determinants of health can help promote health, increase the ability of people to manage their health, and improve use of high-value health services such as reducing potentially preventable readmissions and emergency care.
- Meeting the cultural needs of the patient, through enlisting them as the best teacher of their own culture, will decrease misinterpretations in communication; written, verbal and non-verbal.

*Describe facility's priorities in meeting these needs*

- UPHS has made commitment to meeting the needs of the multicultural patient and community population that we serve.
- UPHS will create a collaborative community benefit infrastructure for community partnerships and engagement to direct, measure and catalyze activities to select priorities to improving access to care, provide health education, reduce low-value care, and provide culturally appropriate services. This collaboration with community-based organizations, health care providers (such as Mercy Health System and FQHCs), community services providers, and other entities in Penn Medicine will enable all parties to identify and implement effective programs to improve access to behavioral health care.

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

- Collaborative Opportunities to Advance Community Health (COACH)
- City of Philadelphia
- Center for Public Health Initiatives, University of Pennsylvania

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*

- The Southeastern Pennsylvania Collaborative Opportunities to Advance Community Health
- Center for Public Health Initiatives, University of Pennsylvania



**E. Educational programs to address health behaviors that increase risk of heart disease and cancer including smoking, obesity, and physical activity**

*Identify facility's specific programs and resources the facility plans to commit to meeting the need:*

- The UPHS will support activities to promote the health of the community with a particular focus on obesity, smoking, and awareness of screening and follow-up after screening. These activities will incorporate UPHS' Blueprint for Quality. In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities.
- UPHS' Community Outreach Program in the Department of Nursing provides educational outreach to the local community through health fairs, lectures and arranging screenings of those persons with no primary access to healthcare.
- Smoking cessation remains a top priority for the health system as tobacco and tobacco products has a direct impact on one's health. Smoking assessment and counseling is a mandatory documentation field in the electronic medical record of patients, to be completed by healthcare providers in the health system during patient encounters. Penn Medicine committed to hiring non-smokers only.
- UPHS identifies patients with heart disease and cancer in the health system and also provides education on general as well as their individual risk factors for heart disease and cancer.
- UPHS offers periodic BP screenings at community health awareness events throughout the year; providing on site availability of providers and assessment.
- Specific programs such as the Nursing Outreach Program, and programs in the Institute of Diabetes, Obesity, and Metabolism, the Department of Family Medicine and Community Health, and at the Abramson Cancer Center provide screening for hypertension, diabetes, and cancer as well as educational programs on risk and preventative strategies for cancer, smoking, cardiovascular disease and healthy nutrition and services for weight loss.
- Every autumn, Penn Asian Health Initiatives provides health education on topics such as cancer screening and prevention, diabetes, and hypertension.
- UPHS partners in the Annual West Philadelphia Community Wellness Day and sponsors more than 500 people in the community attend to learn about improving their health and receive health screening. The event is in collaboration with Councilwoman Jannie L. Blackwell, the University of Pennsylvania School of Nursing, Healthy in Philadelphia, LIFE, and the University of Pennsylvania Office of Government & Community Affairs and PPMC.
- Penn Medicine provides resources for employees that are smokers like counseling, nicotine patches, and education on the physical and emotional effects of tobacco use in open forums.

*Describe anticipated impact of committed programs and resources on the health need*

- Heart Disease is the leading cause of death and cancer is the second leading cause of death in the service area. Educational programs will raise awareness of heart disease and cancer, their risk factors and way to reduce risk.
- Cessation and reduction of tobacco and tobacco products will have a significant impact on the health of the patients served as well as reduce the effects of second hand smoke to the same and their families.
- The UPHS treats a significant number of adult patients with the diagnosis of asthma. Smoking, as well as other environmental factors. The reduction of emergency treatment, as well as inpatient admissions for asthma, and COPD will improve the health status of many affected individuals.

*Describe facility's priorities in meeting these needs*

- Provision of information and education regarding the symptoms of and risk factors for heart

disease and cancer remain a priority for this medical center as they are the leading causes of death of residents in the service area.

- Physicians, nurses and other licensed qualified staff members have been identified to carryout implementation of the education.
- Leadership is meeting regularly with outreach team to monitor plans and make improvements where needed.

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

- Philadelphia Department of Health on sharing educational resources and health goals as well as website and written literature. Resources for low cost or free educational programs are available.
- Health education and health screenings will be held at local, known community sites such as local churches, and the Sayre Morris Recreation Center
- We will also collaborate the Bennett L. Johnson Sayre Health Center, United Communities Clinic, and the ODUNDE Festival, a community festival that attracts over 12,000 people

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*

- Philadelphia Department of Health
- Philadelphia District Health Center # 3
- Philadelphia District Health Center # 4
- Bennett L. Johnson, MD (Sayre) Health Center
- PENN Medicine CAREs
- ODUNDE 365

**F. Educational programs to address the importance of screening and preventive care for cardiovascular disease and cancer, particular follow-up after screening for cancer and hypertension**

*Identify facility's specific programs and resources the facility plans to commit to meeting the need*

- In this regard, HUP, PPMC & PAH, collectively as part of UPHS, are each taking active roles and each devoting their resources to these activities.
- The Penn Medicine Colorectal Cancer Screening Navigation Program was established in 2011 and serves people over 50 who have received a provider order to undergo colonoscopy. The program provides free assistance with Penn Medicine colonoscopy scheduling, translator services, prep materials, SEPTA tokens, and a personal navigator to escort them to the GI endoscopy suite once they arrive at Penn Medicine.
- The Center for Community and Population Health provides mailed outreach colorectal cancer screening including telephone navigation services to advance the 80 by 2018 national initiative.
- UPHS is creating a Population Science Center of Excellence at the Abramson Cancer Center to characterize the population and identify approaches to increase use cancer prevention, screening and treatment in the community.
- Cut Hypertension, operated by Penn medical students, provides onsite blood pressure screening, referral and evidence-based recommendations for men in West Philadelphia barbershops.
- The Institute of Diabetes, Obesity and Metabolism and primary care physicians in Penn Medicine provide comprehensive services for patients with diabetes, hypertension, and obesity including nutrition counseling.
- PPMC holds an Annual Community Health Fair that provides health information, and CPR demonstrations to children, adults and seniors in West Philadelphia community. The programs include blood pressure screenings, nutritional counseling, medications, and physical activity.

*Describe anticipated impact of committed programs and resources on the health need*

The above plan is part of UPHS' comprehensive and coordinated provision of health care services to people in the catchment area. Our primary anticipated long-term impact will include:

- Improved uptake of HPV vaccination, screening for breast, cervical, colorectal, and lung cancer;
- Improve the follow-up of diagnostic testing and work-up when screening is positive or when patients have symptoms of cancer;
- Improve indication and treatment of diabetes and hypertension;
- Improve services for treatment of obesity;
- UPHS will provide space, staffing, supplies and logistical support to the outreach activities. Many UPHS staff also volunteer their time in support of this outreach activity.

*Describe any planned collaboration with governmental, non-profit, or other health care organizations, including related organizations, in meeting the health need*

- City of Philadelphia Department of Health
- City of Philadelphia Health Centers
- Bennett Johnson Sayre Health Center

*Identify all organizations with which the hospital collaborated in developing the implementation strategy*

- Philadelphia Department of Health Public Health Centers
- Bennett L. Johnson, MD Sayre Health Center
- Human Resources Department of the Hospital of the University of Pennsylvania

## **V. Health Needs Facility Does Not Intend to Address**

*List of Health Needs the Facility Does Not Plan to Address*

- Access to behavioral health services for teens
- Access to dental care, specialty care for adults and children.
- Access to and coordination of dental care for adults, particularly those individuals living in poverty
- Access to prescription coverage for children
- Educational programs to address neighborhood safety

*Identification and Description of Health Need the Facility Does not Intend to Meet and Explanation of Why*

- **Access to and coordination of dental care for adults, particularly those individuals living in poverty**
  - The HUP, PPMC, and PAH are tertiary care academic medical center, providing trauma, emergency, acute, specialty and preventative care. Routine and/or emergent dental care is not offered on site; it is outside of the scope of UPHS.
  - Preventative dental practices School of Dentistry at the University of Pennsylvania, and the City of Philadelphia Health Centers; community dental screening event information is provided as available to patients. The accessibility of dental services is now enhanced by the co-location of dental services provided by the School of Dentistry at the University of Pennsylvania with the Clinical Practices of the University of Pennsylvania.
- **Access to prescription coverage for children**
  - UPHS' target treatment population is adults, therefore prescription coverage for children is outside of the scope of the facility.

- **Educational programs to address neighborhood safety**

The current options to address personal and neighborhood safety include:

- Education is provided during outpatient and inpatient visits on personal protective measures

- such as automobile, bike, and pedestrian safety and are also provided at community health fairs.
- Additional areas addressed routinely include:
    - Assessments of possible areas of vulnerability at home (weapons/chemicals)
    - Assessments of areas of vulnerability (intimate partner and domestic violence screening)
    - Referral for assistance, preventative and emergency services
  - Educational sessions are offered to local families on the reduction of violence in the community.