

## **Section II: Executive Summary**

Lancaster General Health/Penn Medicine (LGH) is pleased to submit this application for the 2018 Foster McGaw Excellence in Community Service Award. This year LGH will celebrate its 125<sup>th</sup> anniversary dedicated to our mission of advancing the health and well-being of the communities we serve. Lancaster County's communities represent a diverse range of needs culturally, geographically, demographically and increasingly as a destination for refugee settlement. As the largest health system and safety net in the County, LGH has taken a leadership role in establishing and facilitating numerous countywide coalitions that focus on improving health at the individual, family, community and societal level. We provide programs and services to those in need, and work strategically with community partners to influence policy, systems and environmental solutions that ensure lasting change. The *2017 Gallup-Sharecare Community Well-being Rankings* reported that Lancaster's continued top-25 ranking "demonstrates that locally driven interventions and strategies can even be successful at improving the well-being of those who live in states with low well-being." We continually strive to keep our finger on the pulse of issues related to the community's health and well-being, and we actively seek partners and collaborations that will make a difference. This allows us to be nimble and respond rapidly to emerging needs in the community, such as the opioid crisis. Our commitment to the well-being of our communities starts at the top of the organization and cascades through to every level of the health system. We use three driving principles to guide this commitment:

**Partnerships are powerful.** LGH has a rich history of forming coalitions with organizations throughout each sector of our community, including schools, business, government, law enforcement, faith-based groups, and healthcare, and many more. We value the power of collaboration, because that is what most successfully drives transformation of culture, policies and systems that are long-lasting and achieve health equity. Partnerships and collaborations help make Lancaster County a stronger, healthier community.

**Partnerships are built on trust.** Over the past 25 years, our long-lasting partnerships have proven that a collaborative approach to community health improvement has stood the test of time. We work to build trusting relationships with all people in the community by listening closely to what they need, by working side-by-side with community partners who have expertise in their given fields, and by tailoring programs to meet individuals or populations where they are most comfortable and ready to receive a program's services and messages. We take the lead when appropriate, but willingly step into the role of contributor for the good of the community.

**Measure progress impact and share results.** We can't change what we don't measure. Beginning with the end in mind is the foundation of all our community health improvement work. Our community health improvement model and strategic approach ensures that we follow best practices, achieve quality, and measure both process and outcome impacts to continually inform and improve our work. These driving principles have guided the development of the five programs we are pleased to highlight in this application.

- *Quality Healthcare for all: Filling in the Gaps*
- *Serving as a catalyst for mental well-being: Let's Talk, Lancaster*
- *Making the healthy choice the easy choice: Lighten Up Lancaster County*
- *Going Upstream: Addressing the Social Determinants of Health*
- *Responding to the Substance Use Crisis: Joining Forces*

### **Section III: Overview of Lancaster General Health/Penn Medicine**

**Structure:** Lancaster General Health/Penn Medicine (“LGH”) is a nonprofit healthcare system governed by a community-based Board of Trustees. Our 2015 merger with the University of Pennsylvania expanded our capacity to provide first-class treatment services, by combining the strengths of a world-renowned, academic medical center and a nationally recognized, community healthcare system.

**Facilities & Services:** LGH’s 507-bed hospital, was one of the first hospitals in Pennsylvania to receive Magnet designation for excellence in nursing practice from the American Nurses Credentialing Center. In 2017, U.S. News & World Report ranked Lancaster General Hospital (LGH) sixth among Pennsylvania hospitals and named LGH a Best Regional Hospital. LGH was named a Top Teaching Hospital for the first time in 2017 for its nationally recognized Family Residency Program. Lancaster General Women & Babies Hospital (WBH) is a 97-bed facility focused entirely on women’s healthcare with a Level III NICU. LGH and Kindred Healthcare share ownership of the Lancaster Rehabilitation Hospital, providing intensive physical rehabilitation and therapeutic services. We operate 18 outpatient facilities across the county to support access in the absence of public transportation availability in most areas. Access is further supported through a network of 58 primary and specialty-care physician practices, four school-based health clinics, the county’s only HIV and AIDS Clinic, and it’s only Child Advocacy Center. Our Cancer Institute serves over 10,000 patients annually. Our PA College of Health Sciences recently opened a new, state of the art campus with 2000 students and 14 degree and certification programs. This summer we will open a free-standing 126-bed Behavioral Health Hospital as part of our commitment to treating people experiencing mental health and substance use issues. Our Board’s Community Benefit Program oversees \$86 million in community benefit funding annually to support community partnership efforts and treatment for patients up to 400% FPIG.

**Market share 2016-17:** LGH’s market share is 57.5%. LGH held 69.8% of the inpatient market share for its primary service area, and provided 164,607 inpatient days for 35,444 individuals, 115,177 emergency department visits and 664 trauma discharges in FY2017. WBH has the sixth highest number of births in the state, delivering 68.9% of the county’s babies (4,089 births) (PA Department of Health).

## **Section IV: Description of Lancaster County**

***Population Size and Demographics:*** Lancaster County, home to 533,110 residents, is comprised of urban, suburban and rural areas, including a dozen small towns and Lancaster City. There are 60 separate municipal jurisdictions and 16 school districts. The county population includes 24.1% children under 18 and 16.4% seniors. About 90.4% of residents are white, 9.8% Latino, 5.3% African-American and 2.5% Asian. The median household income is \$59,237 and 71.4% of residents are homeowners. About 10.8% live below poverty level 12.3% of residents are uninsured. About 15.4% of adults over the age of 25 did not finish high school. In contrast, the 2016 U.S. Census Bureau 5-Year estimates confirmed Lancaster City (population 59,341) as a minority-majority community with 38.5% Latino, 20.5% African-American, 4.4% Asian and 63.0% white residents. In the city, 24.8% of residents are under age 18 and 9.5% are seniors. This contrast between the city and the county is based on more than ethnicity and race. The city's median household income is \$36,233 and only 44.1% of residents are homeowners. About 29.2% of city residents live in poverty, and 14.2% are uninsured. About 24.3% of adults over the age of 25 did not complete high school. Since 2003, Lancaster County has become the home to over 6,000 refugees, welcomed and resettled to our community by organizations like Church World Service and Lutheran Refugee Services. Lancaster County is also known for its Pennsylvania German traditions and its population of Old Order Amish religious sects (estimated at 30,000) representing a unique set of healthcare expectations, needs and challenges.

***Economy/Major Employers:*** The County has a varied and relatively stable economy with 5.5% unemployment. In contrast, Lancaster City has an unemployment rate of 12.0%. LGH is the county's largest employer with more than 7,800 employees and is joined by other well-known major employers including Armstrong World Industries and R.R. Donnelly. Nine colleges and universities are located in the county, including our Pennsylvania College of Health Sciences.

***Health Assessment:*** Lancaster County does not have a county public health department. To help fill this gap, LGH and over 30 community partners joined forces in 1990 to establish LiveWELL Lancaster County, a health collaborative working to make our County a healthier place to live, work, and play. Every three years, LGH, and LiveWELL consolidate their health needs assessments into one, countywide assessment. Rather than rely on "point-in-time" reports, this collaborative community health needs assessment is a dynamic system, with up-to-date secondary data available at [www.lghealth.org/countyhealthdata](http://www.lghealth.org/countyhealthdata). Additionally, on-going "community conversations" conducted by the United Way and the Community Foundation contribute to this process by providing insight into issues that are of importance to our community. Engaged stakeholders and Community Health leadership prioritize significant health needs of the County by considering the scope of the problem, the seriousness of the problem, and our ability to impact the problem locally.

***Significant Health and Social Challenges:*** LGH has committed to address the top three identified needs within Lancaster County: mental health and well-being, obesity, and substance abuse (spanning tobacco use to the opioid epidemic). Our county consistently ranks among the top 10 healthiest Pennsylvania counties, yet critical modifiable health risks remain for each of these issues. In 2016, our Board of Trustees approved a strategic health improvement plan to address not only these health issues, but also underlying social determinants of health, namely disparity, poverty, and access to care.

## **Section V: Our Organization's Story**

**Overview:** Founded in 1893 as a safety net hospital, LGH is committed to delivering the best possible healthcare to all, regardless of ability to pay. Today, LGH is a regional leader recognized as a valued partner in helping to build healthy, safe communities by supporting and strengthening individuals and organizations to create a culture of health. Our community health responsibilities include assessment, planning, implementation and evaluation of strategies that improve the health and well-being of the communities we serve through prevention, early detection, treatment and recovery for every age and stage of life. This commitment extends far beyond clinical care and addresses barriers to health, including homelessness, unsafe neighborhoods and economic development. Particular attention is paid to providing support for programs that focus on social determinants of health such as Lancaster County Coalition to End Homelessness, the Lancaster City Alliance (economic development) and Hunger Free Lancaster County. Our next step as an organization is to adopt the *Measure What Matters* model focusing on our economic network footprint, and social impact through purchasing activities. We aim to be an example in the community of a stronger anchor institution in Lancaster County. Because all people deserve to live healthy and productive lives, we work to create improved access to care and to build safety nets for vulnerable populations, not only to catch them, but to actively assist them in achieving their highest level of well-being.

**Leadership:** Our community benefit priorities are guided by our Chief Executive Officer and our community-led Board of Trustees. The Mission & Community Benefit (MCB) Committee of the Board of Trustees provides oversight for all of our community benefit activities, establishes our local health priorities, and monitors the health status of the communities we serve. The LGH Board of Trustees Chair also chairs the MCB Board underscoring this leadership commitment. LGH's executive leaders actively participate on numerous Boards of directors and coalitions to address the issues that challenge our community, modelling and supporting this commitment for all employees.

**Commitment:** LGH's Community Health & Wellness Department is charged with carrying out the work of the Board's MCB Committee and collaborating with community groups to develop the CHNA findings. Improvement strategies are developed and tailored to meet specific needs through our work with city and county agencies, critical partners like FQHC's, free clinics, and social service providers. Additionally, our Service Lines are aligned with the CHNA and health priorities and work in partnership with local chapters of national organizations. An American Cancer Society representative serves on our Cancer Committee, and the American Heart Association and our Heart and Vascular Institute have partnered to provide school teaching gardens and community bicycle repair stations. We sponsor and promote youth physical activity initiatives with organizations, like Girls on the Run, in our under-resourced communities, reaching 1,400 girls. Our commitment applies internally to our employees and patients as well as externally to the communities we serve. LGH affirms its commitment to volunteerism annually through the Helping Hands program which awards employees grants to nonprofit organizations with which they volunteer. For the past 13 years, departments across the system have volunteered to anonymously adopt LGH employees facing a need during the holiday season. This *Spirit of Giving* program relies entirely on the generosity and compassion of LGH employees; in 2017, 106 departments adopted 87 LGH employees and their families for the holidays.

**Partnerships:** Partnerships are at the foundation of all our community benefit initiatives. To achieve the best outcomes and greatest impact, we address health, social and environmental issues at their source, working with leaders from our schools, communities, workplaces, and local and state government. Together, we achieve more than we ever could alone including:

**Physicians and health-related organizations:** Working with the Lancaster City & County Medical Society, LGH helped establish Project Access Lancaster County (PALCO), a pro bono service for low-income, uninsured residents of Lancaster County, including more than 945 participating physicians donating care valued at \$47.8 million. With Pennsylvania's adoption of the Affordable Care Act, PALCO was able to transition into a Mental Health Co-Pay Assistance Program, to reduce financial barriers to counseling. In response to the opioid crisis, LGH, the Independent Pharmacy Association of Lancaster County, and WellSpan Health, spearheaded the creation of the South Central Pennsylvania Opioid Awareness Coalition. This coalition covers seven counties, including health systems, hospitals, medical, dental and behavioral health providers, pharmacists, and healthcare professional associations and organizations to address the opioid/heroin crisis through awareness, education and implementation of CDC guidelines.

**Businesses:** We are a member of the Lancaster City Alliance, which focuses on community & economic development and planning to improve the City's financial stability, public safety, and quality of life. Through our role within LiveWELL, we assist in planning and presenting an annual Health Summit in partnership with the Central Pennsylvania Business Group on Health.

**Social Service Organizations:** Our leadership team serves on many social service Board of Directors. We are excited to be a founding Board member of CaseWorthy Lancaster, a county-wide, shared case management system to facilitate shared social service intake, case management, data collection and tracking. Use of CaseWorthy reduces duplication of social services for people in need while delivering the support that they need and easing their path to self-sufficiency. We plan to connect our EHR to this social service system.

**Government:** LGH serves as the backbone organization for the Lancaster County Children's Alliance, a Child Advocacy Center, whose partners include the County's Children and Youth Services, District Attorney's Office, police departments and YWCA. Our Director of Community Health serves on the Lancaster County Planning Commission, and the Governor's Health Advisory Council and State Health Assessment and Improvement Plan task force. Staff have also served on the Lancaster City Mayor's Commission to Combat Poverty. Through Joining Forces, our County-wide collaborative to reduce deaths from opioids and heroin, we partner with the County Commissioners, Lancaster County Drug & Alcohol Commission, District Attorney's Office, Mayor's Association, Lancaster County Prison, Law-enforcement, and Probation and Parole.

**Schools:** In collaboration with the School District of Lancaster, LGH operates and funds four clinics in elementary schools in the poorest neighborhoods in the county, providing underserved children with free primary preventive care as well as ensuring they have access to healthy food and safe places to be physically active.

**Breadth and Depth of Initiatives:** To fulfill our community benefit commitment and population health strategy, we continue to transform how care is delivered to enhance quality, patient satisfaction and overall value. Our current strategies for community health improvement are deployed at 3 levels:

1. Within the health care delivery system by engaging our patients and employees that we see within our facilities. We enhance patient care and reduce costs through initiatives such as Care Connections, helping high-risk, high-utilizing patients better manage their health.

Ambulatory Complex Care Teams tighten inpatient and primary care coordination to reduce hospital readmissions, while helping patients meet their social needs. Since 1992, MyHealthyLiving provides a comprehensive wellness program to employees and dependents.

2. In four under-resourced communities with high poverty and low educational attainment:
  - We created formal agreements with lead social service “hub” organizations to assist in removing barriers to care, such as transportation, food insecurity and housing needs.
3. In every community throughout Lancaster County, dedicated staff enables us to continually build collaborations with other organizations and become stronger than any one partner. Some of the Partnerships, besides those mentioned throughout this application are often driven by informal, trusting relationships that evolve into formal coalitions and collaborations including:
  - Lancaster Coalition Against Domestic Violence (since 2002)
  - Safe Kids Coalition (since 2003)
  - Harm Reduction Coalition (since 2008)
  - Refugee Health Coalition (since 2009, now Refugee Coalition)
  - Lancaster County Lead Coalition (since 2010)

**Community Involvement:** Our community has recognized our collaborative efforts with awards and continually seeks us out as a willing and able partner to develop new innovative partnerships that make things happen. LGH is proud to be on 8 out of 17 United Way of Lancaster County Collective Impact Partnerships. Through our *Home in the City* program, we financially support and encourage our employees to live in the LGH neighborhood, aiming to have a positive impact on the number of owner-occupied homes, quality of property appearances and maintenance, and sense of community. We also aim to support the development of all future health care professionals through internships, job shadowing, and volunteer opportunities. LGH’s Project SEARCH is an innovative internship program in partnership with the Office of Vocational Rehabilitation of the Lancaster-Lebanon IU 13 and the Lancaster County Office of Behavioral Health/Developmental Services. Through this program, high school students with intellectual and developmental disabilities are immersed in 25 different departments within the hospital, helping them to strive beyond their comfort zone to improve their work skills and increase their ability to gain and retain employment.

**Sustainability:** With the guidance of our Board’s MCB and our community partners, we use the CHNA to set priorities and direction for new as well as continued initiatives that demonstrate meaningful health outcomes. Since the mid-1990’s, our dedicated Community Health & Wellness Department staff have worked to improve the health at every level of the socio-ecological spectrum. These efforts have increased our capacity and ability to influence systemic and environmental changes that will have a long-lasting and broad impact on community health. Our grant-writing department continuously identifies grants to advance our work in key priority areas. LGH strongly supports community health programs and initiatives that demonstrate significant outcomes at an individual, family and population health basis. In fiscal year 2017, LGH provided \$9 million of free care to patients in our charity care program, \$63 million in Medical Assistance services, \$11 to education future physicians and health professionals, and \$3 million in community and school health programs and outreach. This totals more than \$86 million in community benefit for FY2017.

## **Section VI: *Quality Healthcare for all: Filling in the Gaps***

**Overview:** The goal of LGH is to help individuals and families achieve an optimal level of health by ensuring they receive care at a location that is convenient and culturally competent. However, special needs and gaps are identified throughout the CHNA process that we have responded to over the years by creating special programs to fill gaps and meet the need. Some of these programs include ChildProtect, Dental Access Lancaster County (DALCO), Healthy Beginnings Plus (HBP), Nurse Family Partnership (NFP), breast and cervical cancer screening programs, Child Advocacy Center and School-based Health Centers in schools with the highest rates of free and reduced lunch eligibilities in the county.

### **Impact:**

**ChildProtect:** Free outreach immunizations program established in 1991. Located in fire halls throughout the county, we have provided 167,063 immunizations to 74,312 children from low-income or uninsured families, particularly focused on the Amish.

**DALCO,** partnering with the county dental society, LGH has provided a coordinator to link 227 uninsured individuals to a primary dental home through a network of volunteer dentists since 2004. DALCO has donated over \$1,271,601 in dental care.

**Healthy Beginnings Plus/Nurse Family Partnership:** NFP and HBP provided care to 1013 at-risk low income women in Fiscal year 2017. These programs lead to positive outcomes for full term births (92%), breastfeeding mothers (80%), and clients in high school who graduated or remained enrolled (60%). Our NFP and HBP programs have also resulted in extraordinary outcomes for births resulting in NICU admissions (70:1,000), especially when compared to the Non-HBP Medical Assistance rate (150:1,000) and all births at LGH (106:1,000).

**Breast and Cervical Services –** Since 2002, we have provided 6,145 breast and cervical screening services and navigation to low and mid income women across the county.

**Child Advocacy Center:** In 2006, working with a Multidisciplinary Team, LGH moved the child sexual assault medical exams out the pediatric unit of the hospital into a comprehensive free-standing child advocacy center. The Center has served over 5,000 children (750 children in FY'17). A Child having to tell their story 7-9 times has been reduced to 1 or 2 times and 100% have been referred for support services.

**School-Based Health Centers:** Since 1992, LGH operates and funds four clinics in schools in the poorest neighborhoods in the county. In the 2017 school year, we provided 2,598 patient visits, 880 immunizations, 253 sexual health visits.

**Lessons Learned:** Even though our goal is that everyone has a medical home, we realize that special needs services may persist. Working with community partners has helped us meet an immediate need and allows us to transition to a more comprehensive care model. We have successfully transitioned a Refugee Health Clinic to a medical home model.

**Future Goals.** We are currently working with the State in order to build a sustainable payment structure for school-based health centers. We just completed an analysis initiated a strategic plan to enhance healthcare for LGBT members of the community using the Health Equality Index.

## **Section VI: *Serving as a catalyst for mental well-being: Let's Talk, Lancaster***

**Overview:** More than 1 in 6 Lancaster County residents (nearly 98,000 individuals) have a diagnosable mental, behavioral, or emotional condition based on state and national data. Many more are likely undiagnosed. LGH is working with community partners and serving as the key driver of the Let's Talk, Lancaster Coalition (Let's Talk) to develop, implement and evaluate strategies to improve the mental wellbeing of the Lancaster County community. Increasing awareness of mental health and reducing stigma surrounding mental illness is a first step in changing the culture of mental health.

- 1) *Change Direction*, a National campaign adopted by Let's Talk serves to increase awareness of the signs of emotional suffering.
- 2) Like CPR, the *Mental Health First Aid* education program increases awareness by teaching people how to respond to mental illness and where to go for help.
- 3) *Let's Talk, Lancaster* has been working to standardize depression screening and communication tools used between primary care and behavioral health providers to better integrate physical and mental health treatment services.
- 4) Through this partnership, we are reducing financial barriers to mental health services for vulnerable/low-income populations with the Mental Health Co-Pay Assistance Program.

**Impact:** To date, the Change Direction Campaign has made 89,846 community impressions and 1,167 individuals have been trained in the Mental Health First Aid model. As of January 2018, copay assistance has been provided to 143 individuals and families for mental health services and care navigation. At a primary care practice level, LGH has incorporated integrated counseling in 14 primary care practices with a plan to roll out to all practices by summer 2019, and has standardized annual depression screening in primary and specialty care. Through the depression screening initiative, LGH practices have increased screening of eligible patients from 39% to 51% in September of 2017.

**Lessons Learned:** Communication between primary care physicians and behavioral health providers remains siloed, circumventing effective referrals, particularly for patients with co-occurring diagnosis. There is a growing need for medical and behavioral health integration to improve affordability, quality, and patient and provider experience.

**Future Goals:** 1) We will expand integrated counselors to all primary care practices, increasing provider capacity to manage dual-diagnoses disorders. 2) LGH will open the Behavioral Health Hospital in June of 2018. 3) Roll out a community trauma-informed initiative.



## **Section VI: *Making the healthy choice the easy choice: Lighten Up Lancaster County***

**Overview:** In Lancaster County, 60% of adults, 40% of teens, and 36% of children are overweight or obese. In 2007, LGH established Lighten Up Lancaster County (LULC), a cross-sector coalition dedicated to combating the obesity epidemic and promoting healthy lifestyles. LULC uses the collective resources of schools, businesses, government, healthcare, faith-based groups, and other organizations to improve access to healthy food and safe spaces for physical activity. Over the past ten years, we have increased comprehensive workplace wellness programs, supported school gardens, advocated for bicycle and pedestrian infrastructure, and increased the availability of healthy food in low-income communities.

### **Impact:**

**School & Workplace Wellness:** Each year, LULC awards Well Workplace Awards to Lancaster County businesses with comprehensive workplace wellness programs. LGH has received the highest platinum award each year since 2010 and supports other local businesses implementing wellness programs. The number of Well Workplace Award winners increased from 13 to 28 between 2010-2017, representing many of the top employers in Lancaster County with over 15,000 employees combined.

**Bicycle-Pedestrian Improvements:** Together with partners in planning, engineering, and local government, we have conducted fourteen walkability audits to help municipalities improve pedestrian infrastructure. With technical assistance and training from LGH and the Lancaster County Planning Commission, four municipalities have passed Complete Streets policies to make streets safe for all road users. LGH also sponsors an annual Open Streets event in Lancaster City that draws 4,000 community members, installed four public bicycle repair stations and three bike racks at local schools, and was a founding sponsor of the new Lancaster City Bike Share program.

**Access to Healthy Foods:** In FY17, LGH provided hands-on healthy cooking classes for 120 low-income families and implemented a Healthy Corner Stores initiative increasing healthy products in 25 Lancaster City corner stores. We have also started or expanded school gardens throughout the county, and 95% of garden coordinators report that gardens have increased students' awareness about fruits and vegetables.

**Lessons Learned:** Having facilitated LULC for more than 10 years, we have learned that cross-sector collaboration and goal setting is essential to improve the conditions that affect health. We have also learned that LGH's role as the backbone organization is also an essential key to collective impact efforts, as we continuously evaluate our progress, help the coalition set new goals, attract new partners, and acquire new resources needed for our work.

**Future Goals:** Continue to educate government officials about the benefits of healthy community design and advocate for Complete Streets, protected bicycle lanes and pedestrian infrastructure. In schools and workplaces, we will expand the availability of healthy food through vending, catering, and events policies. Implement food farmacies in all LGH-owned practices.

## **Section VI: *Going Upstream: Addressing the Social Determinants of Health***

**Overview:** Since 2011, LGH has embarked on a systems change to more clearly meet the social service needs of our patients. It began with Care Connections (CC), a program that provides medical and behavioral health, as well as social and legal services, to chronically ill and complex patients who consume disproportionate amounts of care. An interdisciplinary team of health professionals, EMTs, Behavioral Health Providers, attorneys and county government engage patients. For about six months when their medical issues have been stabilized, have learned how to navigate the healthcare system, the CC patients are then handed off to the Ambulatory Complex Care Team (ACCT).

Established in 2016, the ACCT works to create and sustain a collaborative journey between patients and their health community to promote better health care outcomes. The ACCT addresses the needs of the top 5% of high risk patients in our primary care practices. In 2017, working closely with many of our social service community partners, we initiated the Social Service Navigation Referral program which serves the remaining 95% of the Primary Care population as part of the patient-centered medical home. Patients are referred to a community service provider “hub” in their area of the County. These “hubs” are part of the larger collective impact movement within Lancaster County that not only meet the immediate social needs of the patients, but also assist them in overcoming barriers to enable sustainable self-sufficiency.

**Impact:** Since 2011, Care Connections has enrolled 475 patients. 39% of patients who engage in the program subsequently graduate from Care Connections and return to their regular PCP office. Of Care Connections graduates, inpatient hospitalizations have decreased 49.3% and emergency room visits have decreased 17.3%. The number of inpatient days in their hospital has decreased 47%. For the 186 graduated patients, pre-enrollment costs were \$28,935,785 and post enrollment costs were \$14,438,894 (50% reduction).

In FY17, the ACCT managed 1,175 patients. ED usage decreased 16% and IP length of stay decreased by 19.76%. A Pilot of 34 RED LACE discharge reported 0% day re-admissions and only two patients readmitted under 30 days.

Social Service Navigator Referral Program is in its early stages of implementation. So far, PCPs have referred 335 patients through this formalized process.

**Lessons Learned:** Identifying and addressing barriers/gaps to care (social determinants of health) is imperative to achieve successful health outcomes. Staff competency training in trauma-informed care is also vital when working with individuals who have adverse childhood experiences. In addition, we need to establish a smoother handoff to social service that maintains a personal touch so the patient views this service as an extension of their doctor’s office.

**Future Goals:** Expand the scope of the Medical Legal Partnership beyond Care Connections. We plan to connect our electronic health record to a social services electronic record to facilitate and track referrals and outcomes for our patients.

## **Section VI: *Responding to the Substance Use Crisis: Joining Forces***

**Overview:** LGH has been working to reduce the rate of substance use in our county since 2000. LGH has been the key driver of the Tobacco Free Coalition of Lancaster County which brings together a multi-sector partnership that includes hospitals, schools, health and human service groups, municipalities and more. Since overdose deaths have nearly tripled since 2014, we used these same strategies and expanded beyond tobacco to reducing deaths from opioids. We took the lead on developing two new coalitions targeted at combatting the opioid crisis: South Central PA Opioid Awareness Coalition (Coalition) and Lancaster Joining Forces (Joining Forces). Through these vehicles, we are working to address substance misuse and abuse in our county through:

**Awareness and Education:** The Coalition has developed and is disseminating public service announcements addressing electronic nicotine delivery system devices, providing awareness and support information through websites ([lancasterjoiningforces.org](http://lancasterjoiningforces.org) and [opioidaware.org](http://opioidaware.org)), and conducts educational forums and distributes materials targeted for the faith based community, businesses, law enforcement and healthcare providers.

**Behavior Change:** LGH has imbedded an electronic referral for tobacco cessation into its electronic health record, which allows providers to refer patients for tobacco dependence treatment including inpatient, outpatient programs. We teach LifeSkills®, an evidence-based substance misuse prevention curriculum that has reached more than 5,000 school students.

**Policy and Environmental Change:** LGH leads the “Young Lungs at Play” initiative that has led municipalities adopting tobacco free parks and playgrounds. Through our advocacy efforts, the Lancaster City Housing Authority adopted a smoke-free housing policy in 2017.

**Impact:** In Lancaster County, the percentage of current adult smokers decreased from 24 percent in 2001-2003 to 13 percent in 2014-2016. Since 2008 we have provided 15,592 inpatient consults, 2,078 people completed outpatient tobacco treatment and 5,666 referrals from primary care providers. Annually, 80% of students participating in LifeSkills®. reported an increase in preventative skills. Thirty municipalities have adopted the Young Lungs at Play initiative. There are now 115 smoke free multiunit housing units in Lancaster City. We worked collaboratively with community partners to establish an Emergency Department warm handoff programs in all 4 county hospitals in 2017. We have expanded MAT providers from 5 to 16, and increased the number of primary care practices offering MAT from 2 to 7.

**Lessons Learned:** Focusing on data and evidence-based strategies help mobilize organizations and agree on shared goals. We have learned, once again, the strength of the consumer’s voice in mobilizing coalition efforts.

**Future Goals:** 1) Increase the number of schools providing LifeSkills®. 2) Implement a public campaign related to opioid use/safety. 3) Increase the number of MAT providers.