

Penn State Health

2024 Community Health Needs Assessment

Implementation Strategy | 2025 – 2028



FOCUSING ON:

[Health Equity](#) | [Mental Well-Being](#) | [Food & Nutrition Security](#) | [Physical Well-Being](#)

Serving Six Counties – Berks, Cumberland, Dauphin, Lancaster, Lebanon and Perry



PennState Health

Developed for:

Penn State Health Milton S. Hershey Medical Center

Penn State Health Hampden Medical Center

Penn State Health Holy Spirit Medical Center

Penn State Health Lancaster Medical Center

Penn State Health St. Joseph Medical Center

Pennsylvania Psychiatric Institute

Penn State Health Rehabilitation Hospital

Penn State College of Medicine

Previous page:

Master gardener Jann Shanaman, left, shares tips with Gordon Hill of Steelton as they work in the Steelton Community Garden, one of 18 gardens Penn State Health enhanced to improve healthy food access in central Pennsylvania.

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OVERVIEW

OUR COMMITMENT TO COMMUNITY HEALTH

Penn State Health (PSH) is committed to understanding and addressing the health needs of the communities it serves and promoting sustainable and collaborative action. To best accomplish this, the health system partnered with community organizations and members to complete its 2024 Community Health Needs Assessment (CHNA) and develop a strategy to address the prioritized needs identified.

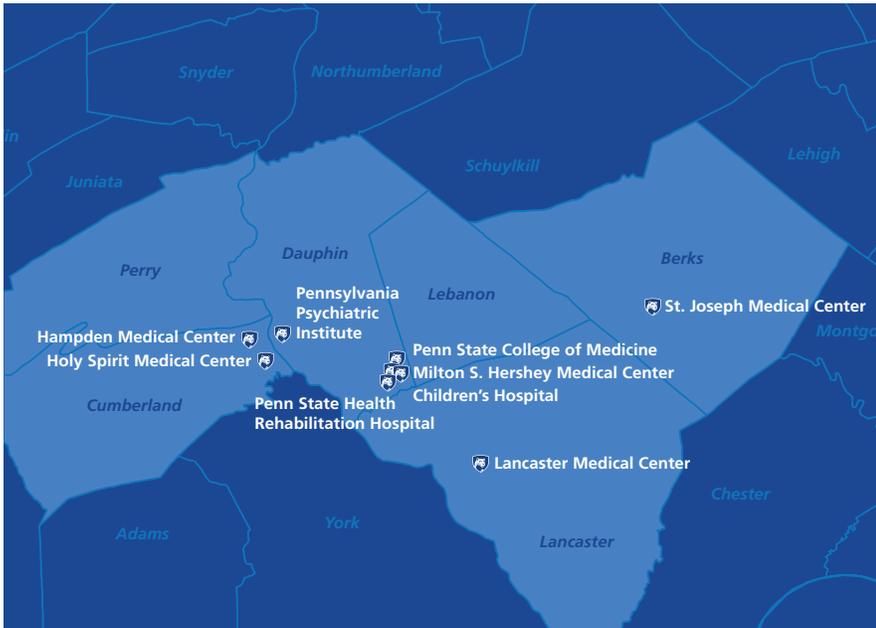
For this fifth assessment cycle, PSH formed a collective workgroup that included all PSH medical center leaders, five CHNA Task Forces and the PSH Community Health Team, including key community stakeholders. They worked together to identify and address the needs of residents living in our six-county community service area. The Department of Public Health

Sciences at Penn State College of Medicine coordinated CHNA efforts. By taking a systemwide approach to data collection and community health planning, Penn State Health will leverage system assets across the service area to address the most important health needs.

The following pages describe the Implementation Strategy developed to address these prioritized health needs. We thank all our community partners and employees who helped us develop this strategy. We look forward to further collaborating and partnering over the next three years to strengthen our community together

COMMUNITY DESCRIPTION

The service area defined for purposes of the CHNA encompasses 225 ZIP codes in six Pennsylvania counties: Berks, Cumberland, Dauphin, Lancaster, Lebanon and Perry. These six focus counties represent the communities where health care resources are available and provided by the partnering PSH organizations. The counties are also home to 75% of Penn State Health's patient population.



COMMUNITY HEALTH NEEDS ASSESSMENT

To view full report, please visit pennstatehealth.org/community.

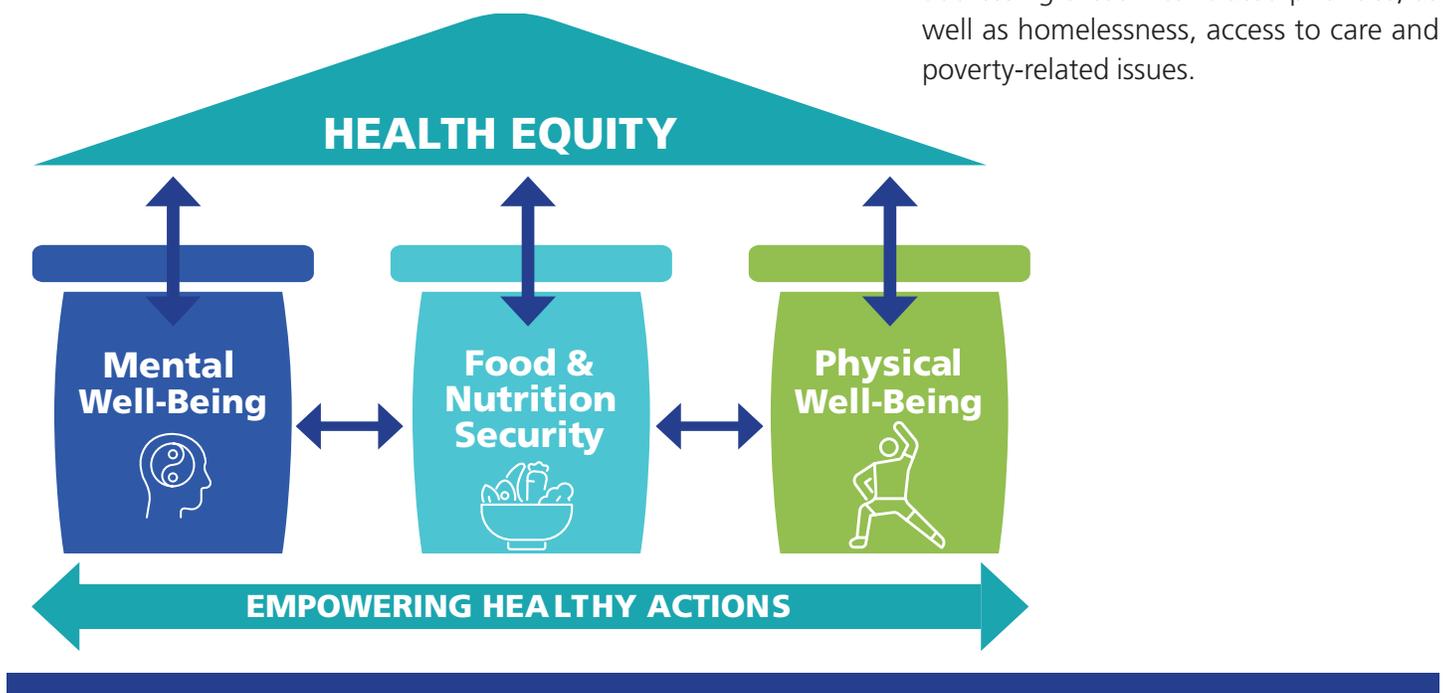


PRIORITIZED COMMUNITY HEALTH NEEDS

A CHNA Leadership Team representing all PSH hospitals met on a regular basis throughout the CHNA process. This group reviewed all findings, including survey results, Key Informant conversations, secondary data analysis, current plan accomplishments and available assets, to recommend the top priority health needs to focus on. The Leadership Team also presented these results and recommendations to the PSH Community Health Team and five active CHNA Task Forces. All these groups consist of community-minded positions from PSH entities as well as community partners. Prioritization was based on the severity and magnitude of the need, contributing social issues, existing community partnerships and assets, what the community identified as important and needed, and a review of our current plan's accomplishments. We also considered the expertise, resources and goals within each medical center and across PSH. Therefore, through multiple methods of community engagement and dialogue with community health experts, the top-prioritized health needs for systemwide health improvement efforts over the three-year cycle from July 1, 2025, to June 30, 2028, are:

1. Mental Well-Being
2. Food and Nutrition Security
3. Physical Well-Being

Our efforts are aimed at empowering healthy actions to ultimately achieve health equity. Mental Well-Being will include a focus on the areas of mental health, social support, loneliness, stress, substance use/misuse, trauma, abuse and gun violence. Mental Well-Being messages will be embedded in most educational sessions offered across all priorities. Food and Nutrition Security will focus on continued expansion of PSH food access resources and education across our service area, such as community gardens, fridges, farmstands/markets, corner store initiatives, food pantries and boxes, Pantries and Wellness Support (PaWS), Veggie Rx, Supplemental Nutrition Assistance Program (SNAP) outreach, produce distribution, toolkits, etc., to not only improve access to food, but also improve access to nutritious food. Physical Well-Being will focus on promoting healthy actions to reduce cancer risk, diabetes, high blood pressure, obesity and tobacco use, and increase physical activity. We are committed to achieving our ultimate goal of health equity while addressing these interrelated priorities, as well as homelessness, access to care and poverty-related issues.



IMPLEMENTATION STRATEGY

To develop our Implementation Strategy, CHNA findings were discussed in our ongoing PSH CHNA Leadership, PSH Community Health Team and CHNA Task Force meetings from November 2024 through May 2025. While carrying out the third year of our current Implementation Plan, the task forces also discussed what was working well, what should continue and, based on new data findings and key social determinants of health, where the groups needed to focus their efforts over the next three-year cycle. Since the new priorities are similar, our five task forces will continue their work into the new strategy with one adjustment; the Chronic Disease and Risk Factor Prevention and Physical Activity Task Forces will combine to create the Physical Well-Being Task Force going forward. As a result, the following four CHNA Task Forces comprised of internal employees and community partners will direct this Implementation Strategy:

- **Health Equity**
- **Mental Well-Being**
- **Food and Nutrition Security**
- **Physical Well-Being**

These groups also recognize the overlapping nature of our priorities and will work together to carry out programs that overlap. Examples include providing health education for community organization staff (a key need heard through our CHNA process), embedding mental health messaging in community education, and focusing on improving social isolation through participation in physical and gardening activities.

The following pages describe how we will continue to build on our ongoing programmatic accomplishments, while also seeking ways to focus on marginalized community members identified through our CHNA process. We have developed broad goals and objectives that PSH and community partner efforts will support to foster ongoing collaboration. While the programs mentioned will be the focus of our task forces, this is only a snapshot of all community work across our PSH medical centers and College of Medicine. We will continue to look for ways to engage both internal and external community partners to address our prioritized health needs.

The information is organized by priority and includes:

- Description of the health concerns found through the CHNA process
- Initiatives we intend to implement
- Anticipated health impact of these strategies based on achieving set goals and objectives
- The responsible parties
- Projected resources
- Potential community partners related to the plan

Strategies included are evidence-based or will be evaluated to ensure the most effective use of available resources. All outcomes will be tracked, and any necessary adjustments to this plan will be shared in annual reports that will be communicated publicly on our websites.

HEALTH EQUITY

Health Equity is the overarching focus of our community health efforts, and we will continue to use our Community Impact Model as our conceptual framework to guide our community health work. It recognizes that achieving health equity isn't a straightforward path from intervention to outcome. Progress often requires moving back and forth through the model. The ultimate goal is to foster health equity, acknowledging the complexity and dynamic nature of community health efforts.

Guidance will be provided by the Health Equity Task Force to the three other task forces to ensure all community health efforts are planned and conducted using a health equity lens. The task force will invite the other groups to collaborative meetings twice per year and will encourage them to utilize the Pennsylvania Area Health Education Center (PA AHEC) tool to apply the principles of equity when planning and implementing their programs. For example, educational materials developed by

the other task forces will be reviewed by this task force. This group will also make recommendations for expansion of health screening, training and education locations.

The Health Equity Task Force will meet to share best practices and resources and foster collaboration among all members. For example, the current PSH systemwide health equity strategy team focuses on maternal health, and a Central PA Maternal Health Coalition is also being formed to organize and strengthen collective efforts to improve health care access, address social determinants of health, and promote equity in maternal health outcomes. These two groups will share information and resources with this task force for all members to utilize. In addition, with the support of this task force, the systemwide health equity strategy team is working to identify partnerships to address various health-related social needs such as transportation, housing, food access and interpersonal safety.



MENTAL WELL-BEING

According to the results of our Community Member Survey, half of the top 10 health concerns selected directly relate to mental well-being, including: #1 Drug use/misuse (including opioid misuse), #2 Mental health conditions, #5 Abuse, #8 Alcohol use, and #10 Trauma. The top three health concerns selected in the Key Informant Survey also included: #1 Mental health conditions, #2 Trauma, and #3 Drug use/misuse (including opioid misuse).

Self-reported health status, such as number of poor mental health days, is a general measure of quality of life. The 2024 County Health Rankings show that, on average, there were more mentally unhealthy days reported than physically unhealthy days in our service area. In Perry County, people reported 5.2 mentally unhealthy days in the past 30 days, surpassing the PA average (4.7). Sixty-four percent of community member survey respondents had at least one poor mental health day in the past 30 days, and 15.5% reported 15 or more days of poor mental health. Among the respondents who considered themselves

"WE NEED MORE PROGRAMS FOR MENTAL HEALTH AND EMOTIONAL WELLNESS FOR TEENS AGES 10-16."

to be part of the LGBTQ+ community, 30% reported they had 15+ days of poor mental health in the past 30 days, and among those who identified as disabled, 32% reported they had 15+ days of poor mental health in the past 30 days.

Among students in our service area, the percentage who reported being bullied decreased in all counties from 2017 to 2021 but then increased in 2023, with 24% to 31% reporting being bullied in 2023. The percentage of students who reported feeling sad or depressed most days in the past year decreased from 2021 to 2023, but more than a third of students in all counties still reported feeling sad or depressed most days in 2023, with Perry County having the highest percentage of students at 41.8% reporting feeling depressed or sad.

In addition to poor mental health days, current behaviors are determinants of future health, and smoking, drinking and other substance use may illustrate a cause of significant health issues, such as cirrhosis, cancers, and untreated mental and behavioral health needs. The percentage of students using alcohol decreased in all counties between 2019 and 2023, except for a slight increase in 2023 in Perry County (12.2%), which was also higher than the state (11.5%). Cigarette use decreased in

Ruth Moore of Pennsylvania Psychiatric Institute teaches Dauphin County police officers how to recognize mental health issues and connect people with support and treatment.



"IN MY COMMUNITY MOST OF THEM NEED PROPER EDUCATION ABOUT MENTAL HEALTH AND SOCIAL ISSUES."

all counties from 2019 to 2023, but the percentage of students reporting cigarette use in Perry County (3.1%) in 2023 was the highest among all counties in our service area and higher than the state (2.0%). Vaping/e-cigarette use was the greatest in Perry County (8.5%) but decreased in all counties from 2019 to 2023.

Drug overdose deaths are also an indicator of poor mental health. Perry County had the highest rate of overdose death among our six counties (35 per 100,000); however, the overdose death rate was greatest overall among Hispanic individuals in Dauphin County (59 per 100,000), followed by non-Hispanic Black individuals in Berks

“AT OUR EARLY EDUCATION FACILITY, WE ARE SEEING MORE CHILDREN THAN EVER IMPACTED BY DRUG USE WHILE PREGNANT.”

County (51 per 100,000). The percentage of students who reported that it would be sort of easy or very easy to access prescription drugs decreased from 2021 to 2023 in Berks, Cumberland, Dauphin and Lancaster counties, but increased in Lebanon and Perry counties. Lebanon and Perry counties had the highest percentages (20.4% and 24.9%, respectively) of students reporting that it would be sort of easy or very easy to access prescription drugs, which were also higher than the state (19.0%).

Community health nurse Angela Shuman is embraced by Keith Spells at nonprofit Anchor Lancaster.



“I AM NEW TO THE LOCAL COMMUNITY AND WISH THERE WERE A WAY TO CONNECT MORE.”

PRIORITY GOAL

Improve mental well-being through education, access to resources and support.

Overarching Indicators/Measures for Success

- Reduce the number of poor mental health days reported by adults in the past 30 days.
- Decrease the percentage of children reporting feeling sad or depressed most days in the past year.
- Decrease the number of drug overdose deaths per 100,000 population.

Goal 1: Provide culturally relevant education, resources and support regarding mental health and substance use to all sectors, with a focus on populations and communities that experience a higher occurrence of mental health and substance use disorders, using a trauma-informed approach.

Objective No.	Objective	Measures
Objective 1.1	Develop resources to facilitate education, communication and collaboration among and between community organizations, including a database of social group activities and a list of individuals that can offer various behavioral health training programs.	<ul style="list-style-type: none"> • Inventories created, distributed and used by all task forces
Objective 1.2	Provide evidence-based mental health and substance use education and training programs to the community in a variety of locations and languages, with a focus on increasing the training and use of community health workers.	<ul style="list-style-type: none"> • Number of community health workers trained • Number of training programs provided to community organizations annually • Number of training programs offered in languages other than English
Objective 1.3	Collaborate with the Physical Well-Being and the Food & Nutrition Security task forces to offer education and resources at the intersection of physical and behavioral health.	<ul style="list-style-type: none"> • Number of free, group nutrition and/or exercise opportunities offered

Responsible for executing this plan: Pennsylvania Psychiatric Institute, Penn State Health Milton S. Hershey Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Hampden Medical Center, Penn State Health St. Joseph Medical Center and Penn State College of Medicine

Goal 2: Explore and decrease barriers and stigma experienced by those seeking mental health and substance use help and their loved ones, as well as decrease stigmatizing attitudes, behaviors and policies among providers.

Objective No.	Objective	Measures
Objective 2.1	Create and provide culturally sensitive mental health messaging that can be incorporated into all programming.	<ul style="list-style-type: none"> • Messaging developed and used by all task forces
Objective 2.2	Offer experiential learning opportunities specifically geared toward improving adolescents' mental health.	<ul style="list-style-type: none"> • Exposure to new opportunities and experiences, such as sensory, art and music therapy workshops, which the students would not otherwise have access to
Objective 2.3	Work with community organizations that serve historically stigmatized and disadvantaged groups to co-create and implement culturally sensitive, peer-led substance use and overdose prevention education.	<ul style="list-style-type: none"> • Number of community anchors partnered with to reduce overdoses
Objective 2.4	Implement a culturally responsive and trauma-informed leadership program within a school district.	<ul style="list-style-type: none"> • Students provided with six leadership themed sessions with the foundation of improving mental health

Responsible for executing this plan: Pennsylvania Psychiatric Institute, Penn State Health Milton S. Hershey Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Hampden Medical Center, Penn State Health St. Joseph Medical Center and Penn State College of Medicine

FOOD & NUTRITION SECURITY

Having a healthy diet and access to healthy food options is important for overall physical health. Risk factors for conditions like obesity include lack of exercise and poor diet. Five out of six of our counties have a higher number of adults with obesity than Pennsylvania (33%) and the United States (34%), with Dauphin County having the highest percentage (37%). According to our Community Member Survey, about one out of five participants, or 20%, do not eat fruits and vegetables at most meals. This rate is even higher for respondents with disabilities (24%). Continuing and expanding PSH food access resources and education across the service area, such as community gardens, fridges, farmstands/markets, corner store initiatives, food pantries and boxes, Pantries and Wellness Support (PaWS), Veggie Rx,

"PEOPLE RECEIVING BOXES OF FOOD DONATIONS; THE FOOD GOES BAD AND GOES TO WASTE. I RECOMMEND GIVING MORE NONPERISHABLE ITEMS SO THAT IT DOESN'T GO BAD SINCE PEOPLE DO NOT HAVE PLACES TO STORE THE FOOD."

Supplemental Nutrition Assistance Program (SNAP) outreach, produce distribution, toolkits, etc., is critical to increase the number of community members having access to and eating nutritious foods.

Furthermore, food insecurity can also impact specific populations at a higher rate than others. Secondary data from the Central PA Food Bank's 2023-2024 Hunger Mapping Report shows that food insecurity is highest among Black individuals (~21%)

"INABILITY TO FIND RESOURCES OR UNDERSTAND SIGN-UP PROCEDURE."

and Hispanic individuals (~19%) compared to whites (6%) in our service region. In addition, Lebanon, Perry, Dauphin and Berks Counties have higher rates than the state (20.7%) of students worried about running out of food and skipping a meal because of family finances. We will prioritize reaching specific populations with our food access programming to address food insecurity rates.

"WE APPRECIATE THE COMMUNITY GARDEN AND BEING INVOLVED WITH IT."

Tanner Showers and other members of the Cedar Crest High School volleyball team volunteer in the Lebanon County Christian Ministries Community Garden.





“THERE IS NO GROCERY STORE, SO THERE IS NO FRESH FRUIT OR VEGETABLES.”

Laurie Crawford, Penn State Health program manager for food access and community gardens, works in the Steelton Community Garden.

PRIORITY GOAL

Expand food access resources and education in all six counties to improve access to nutritious foods.

Overarching Indicators/Measures for Success

1. Increase number of persons reached by food access resources and programs in service area.
2. Reduce the percentage of residents with low access to food in Berks, Dauphin, Lebanon and Perry counties.
3. Reduce obesity rates across all six counties.

Goal 1: Address food insecurity and increase fruits and vegetables by priority populations.

Objective No.	Objective	Measures
Objective 1.1	Use Community Partners and Mapping Tool to identify health equity gaps in service area and share compiled data.	<ul style="list-style-type: none"> • Number of health equity gaps identified and evaluated • Number of events/methods that mapping tool data is shared
Objective 1.2	Develop urban and rural agriculture goals and implement culturally relevant food options in programming.	<ul style="list-style-type: none"> • Number of urban and rural agriculture goals developed and implemented • Number of locations (rural vs. urban) using programming
Objective 1.3	Address food insecurity with marketing and communication strategies for food access programs to increase awareness of food opportunities and make available in multiple languages and locations.	<ul style="list-style-type: none"> • Implement new marketing and communications strategy • Number of persons reached by marketing and communications • Number of translated marketing and communications materials • Number of events that include mental health messaging
Objective 1.4	Increase fresh fruits and vegetables for priority populations through program expansion and community partnership.	<ul style="list-style-type: none"> • Number of events/programs for specific priority populations • Number of new locations • Number of unique organizations/ community partners serving priority populations

Responsible for executing this plan: Penn State Health Milton S. Hershey Medical Center, Penn State Health Hampden Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Lancaster Medical Center, Penn State Health St. Joseph Medical Center and Penn State College of Medicine

Goal 2: Collaborate with advocacy partners to engage with and support policies on a national, state and local level.

Objective No.	Objective	Measures
Objective 2.1	Collaborate and build our policy partnership network to host a regional conference/meeting.	<ul style="list-style-type: none"> • Number of conference attendees • Number of unique organizations • Conference/meeting evaluation results
Objective 2.2	Engage with community partners that are advocating for local and regional policy changes and enactments.	<ul style="list-style-type: none"> • Join a regional policy committee • Number of new policy partners added to our task force • Number of policy-related events/items shared with our task force
Objective 2.3	Advocate for sustainable practices, including food waste disposal and composting in our hospitals and surrounding communities.	<ul style="list-style-type: none"> • Number of policies enacted and/or updated

Responsible for executing this plan: Penn State Health Milton S. Hershey Medical Center, Penn State Health Hampden Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Lancaster Medical Center, Penn State Health St. Joseph Medical Center and Penn State College of Medicine

PHYSICAL WELL-BEING

Chronic disease conditions affect physical well-being and are a top concern for our community members. Looking at the top 10 health concerns in the community, respondents list chronic conditions like cancer as #3, overweight/obesity as #4, diabetes as #6, and high blood pressure as #9. Looking at the health concerns in our patients can reflect what the community is struggling with. The two main chronic conditions in our patients with at least one health care visit in 2023 are high blood pressure (24%) and high cholesterol (21.5%). One in 10

"CANCER IS A BIG, BIG CONCERN."

patients has diabetes. According to County Health Rankings, Dauphin County has the greatest percentage (30.2%) of adults with high blood pressure, which is also higher than the state (29.4%). In addition to patients seen within our health system, our community health nurses embed themselves in the community to provide education and health screenings at various locations such as food pantries, shelters and other nonprofit organizations. Of the 762 community members registered from March 2023 to March 2024 in our data-

"LOT OF GREAT PEOPLE. MANY GREAT PROGRAMS MAKING AN IMPACT. NEED MORE COHESION BETWEEN THE DIFFERENT PROGRAMS TO MAXIMIZE IMPACT."

base, 46% of them are at risk of having a heart attack or stroke over the next 10 years. Most have high blood pressure and high cholesterol, and many of those were not aware of their condition until screened. Continuing community education and

screening of chronic conditions will be a critical part of improving our community's health going forward.

In addition, education on health behaviors like smoking will continue, as 20% of community member respondents currently use tobacco. This rate is higher in Lancaster County (27%) and in specific groups like those experiencing homelessness (56%) and those with disabilities (29%). Lastly, when asked about what services community members could not access, the number one response is housing. Experiencing homelessness can contribute to chronic health conditions, so Penn State Health will partner with Penn Medicine Lancaster General Health on a Street Medicine program to further improve community health.

According to the Office of Disease Prevention and Health Promotion, adults should participate in at least 150 minutes of moderate-intensity aerobic physical activity each week, the equivalent of 30 minutes on at least five days. County Health Rankings found that the percentage of adults reporting no leisure time physical activity is about 24% for the service area, which is higher/worse than the state (23%). Of the community members surveyed, approximately 1 in 4 report that they do not exercise. This rate is even higher for those with disabilities (32%) and single parents (31%). Across the region, when asked about their physical health, about 35.5% of community members report having had at least one poor physical health day in the past 30 days, and 13.4% reported 15 or more days of poor physical health. Identifying ways to increase access to physical activity opportunities, especially in priority populations, is essential to improving community physical well-being. Group exercise activities are also an excellent way to offer opportunities for social interaction.

“NEED MORE SOCIAL INTERACTION WITH SENIORS THAT ARE HEALTHY AND HAPPY.”

“ONE OF THE BIGGEST THINGS IS IF WE CAN PROMOTE HEALTHY HABITS, THAT... TAKES CARE OF A LOT OF OTHER THINGS.”

Family medicine residents join community members for a Walk With a Doc in Reading.



PRIORITY GOAL

- Promote healthy actions to reduce cancer risk and address obesity, diabetes, high blood pressure and tobacco use to improve overall physical well-being.
- Increase exercise opportunities.

Overarching Indicators/Measures for Success

- Reduce the number of poor physical health days reported by adults in the past 30 days.
- Increase the number of community members who exercise.

Goal 1: Coordinate community educational information and training for community partner organizations.

Objective No.	Objective	Measures
Objective 1.1	Provide culturally relevant educational materials and embed mental health messaging in all programming.	<ul style="list-style-type: none">• Number of educational programs addressing top health concerns and mental well-being
Objective 1.2	Identify and share training sessions available to community-based organizations for their members and staff.	<ul style="list-style-type: none">• Number of training programs offered to community organizations annually
Objective 1.3	Expand educational reach to all priority populations.	<ul style="list-style-type: none">• Number of community members reached
Objective 1.4	Evaluate community education sessions for increased risk factor understanding.	<ul style="list-style-type: none">• Increase percentage of participants' understanding of chronic disease risk factors• Increase the percentage of participants using chronic disease education to improve their own health or someone else's health• Increase number of evaluation surveys used in languages other than English

Responsible for executing this plan: Penn State Health Milton S. Hershey Medical Center, Penn State Health Hampden Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Lancaster Medical Center, Penn State Health St. Joseph Medical Center, Pennsylvania Psychiatric Institute, Penn State Health Rehabilitation Hospital and Penn State College of Medicine

Goal 2: Provide and expand community health outreach and screenings, and support free clinics, with a focus on priority populations and bringing services to unhoused individuals. For example, community health screenings, school assessments, vision clinics, dental clinics, Holy Spirit Medical Outreach Clinic, annual community health events, etc.

Objective No.	Objective	Measures
Objective 2.1	Evaluate existing locations where screenings and support are currently offered and expand to other communities, especially to specific priority populations.	<ul style="list-style-type: none"> • Annual number of new outreach locations
Objective 2.2	Expand health screenings and outreach to homeless and unhoused individuals through expanded partnerships.	<ul style="list-style-type: none"> • Implement Street Medicine partnership in Lancaster • Number of locations that reach homeless and unhoused individuals • Number of community members reached
Objective 2.3	Continue to collect and analyze community health data to demonstrate improved outcomes.	<ul style="list-style-type: none"> • Blood pressure: awareness of elevated readings, reduction in individuals' readings if elevated and in aggregate data over time • Cholesterol: awareness of elevated readings, reduction in individuals' readings if elevated and in aggregate data over time • Glucose/blood sugar and A1C: awareness of elevated readings, reduction in individuals' readings if elevated and in aggregate data over time • Cardiovascular disease risk: reduction in individuals' risk and aggregate data over time • Smoking cessation: number of smokers identified and number referred to smoking cessation programs • Healthy days: number of healthy days reported in the past 30 days • Community health workers: number of client relationships and number of referrals made for services

Objective No.	Objective	Measures
Objective 2.4	Continue reaching special populations through community health events and screenings.	<ul style="list-style-type: none"> • Annual number of events • Number of community members screened • Number of cancer specific screenings

Responsible for executing this plan: Penn State Health Milton S. Hershey Medical Center, Penn State Health Hampden Medical Center, Penn State Health Holy Spirit Medical Center, Penn State Health Lancaster Medical Center, Penn State Health St. Joseph Medical Center, Pennsylvania Psychiatric Institute, Penn State Health Rehabilitation Hospital and Penn State College of Medicine

Goal 3: Offer opportunities for physical activity with a special focus on also addressing isolation and loneliness.

Objective No.	Objective	Measures
Objective 3.1	Collaborate to plan social walking and other physical activity programs such as Walk with a Doc, StoryWalk, promotion of Parks RX programming, etc., with a focus on priority populations such as single parents, veterans, seniors and persons with disabilities.	<ul style="list-style-type: none"> • Number of free group exercise opportunities • Number of participants • Number of unique organizations/ community partners serving priority populations
Objective 3.2	Improve the built environment and equipment access to increase physical activity opportunities such as bicycle recycle programs and coalitions, regional bike share programs, trail support, etc.	<ul style="list-style-type: none"> • Number of built environment projects to increase exercise opportunities • Number of participants

Responsible for executing this plan: Penn State Health Milton S. Hershey Medical Center, Penn State Health St. Joseph Medical Center and Penn State Health Rehabilitation Hospital

PROJECTED RESOURCES

The PSH Population Health and Community Relations Departments have dedicated budgets committed to Community Health, Community Relations and Community Benefit tracking across our entire health system. We are also fortunate to have received other internal funds as well as grants from several community partner organizations to support our ongoing work to address our community health priorities. As previously described, we will coordinate with our internal and external community partners to ensure we are making the most effective use of our resources to have the greatest impact on health. The information that follows summarizes annual resources, and the same level of commitment will be

provided over the next three years of this Implementation Strategy.

Overall, in FY 2024 Penn State Health served 1,009,514 community members with 143,584 employee hours and 37,773 volunteer hours, resulting in \$9,167,051 in Community Health services provided to our community. Community Health contains all health improvement projects offered, including those prioritized by our CHNA process, cash and in-kind contributions, community-building activities and community benefit operations. We achieved a major milestone this year: our employees touched more than one million lives through our community health programs.



Community Benefit Inventory for Social Accountability (CBISA) Totals

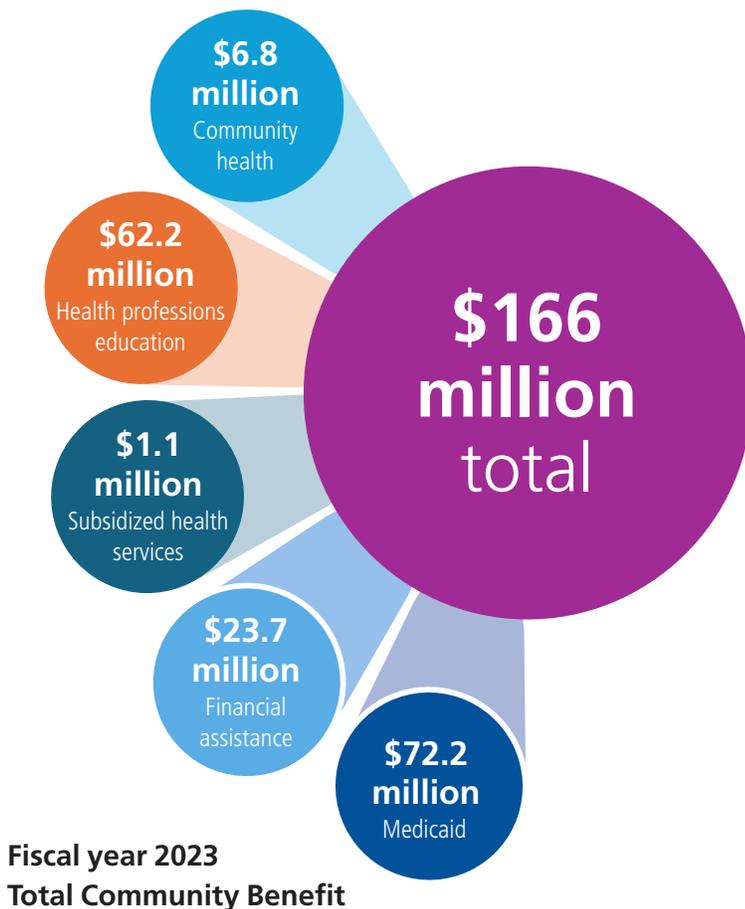
Fiscal Year 2024

Metric	Milton S. Hershey Medical Center	St. Joseph Medical Center	Holy Spirit Medical Center	Hampden Medical Center	Lancaster Medical Center	Pennsylvania Psychiatric Institute	Penn State Health
Employee Hours	102,432	14,114	18,353	1,123	3,549	4,013	143,584
Volunteer Hours	32,080	3,219	1,288	239	941	6	37,773
Community Benefit \$	\$6,269,107	\$1,031,520	\$1,299,062	\$101,952	\$271,722	\$193,688	\$9,167,051
Persons Served	w770,909	103,609	73,622	18,211	41,536	1,627	1,009,514

In FY 2024, Penn State Health donated \$901,854 in charitable purpose sponsorships and contributions to community-based health organizations. Precedence was given to those addressing prioritized community health needs. Annual Community Relations grants were also awarded. During the past nine years, Penn State Health funded 118 projects with community grants totaling \$443,754. We recently evaluated our grant process and determined our scoring methods have proven effective in identifying successful projects since 93% have achieved all their stated objectives. Additionally, 43% of the funded grants focused on people living in poverty or underserved areas, accelerating health equity. Grant examples and outcomes are available in real time upon request. This proven successful endeavor

engages employees to partner with community organizations to implement a program addressing at least one of the health need priorities named in the CHNA.

Community Benefit is the total value or “bigger picture” of quantifiable benefits provided to our community and reported to the Internal Revenue Service. This total includes Community Health, mentioned above, as well as Health Professions Education, Subsidized Health Services, Financial Assistance and Medicaid. It does not include Research, Bad Debt or Medicare. Penn State Health provided \$165,936,729 in Total Community Benefit in FY 2023.



Total Community Benefit

Fiscal Year 2023

Metric	Milton S. Hershey Medical Center	St. Joseph Medical Center	Holy Spirit Medical Center	Hampden Medical Center	Lancaster Medical Center	Penn State Health
Community Health	\$5,019,169	\$626,335	\$1,071,035	\$120,925	\$165,169	\$6,837,464
Health Professions Education	\$61,411,781	\$356,728	\$361,930	\$20,977	\$22,130	\$62,151,416
Subsidized Health Services	\$1,074,224	\$0	\$0	\$0	\$0	\$1,074,224
Financial Assistance	\$15,651,833	\$1,159,029	\$6,515,322	\$388,145	\$43,568	\$23,714,329
Medicaid	\$21,212,068	\$42,950,218	\$6,494,645	\$1,502,365	\$5,399,242	\$72,159,296
Total	\$104,369,075	\$45,092,310	\$14,442,932	\$2,032,412	\$5,630,109	\$165,936,729

Note: Totals for Pennsylvania Psychiatric Institute were not available because it was previously a joint venture.

Board Approvals

The 2025-2028 Implementation Strategy was reviewed and approved by the Penn State Health Board of Directors on May 7, 2025. Following approval, it was made available to the public via each hospital and our primary community website: www.pennstatehealth.org/community.

Additional Information and Feedback

For additional information about the CHNA, Implementation Strategy and opportunities to partner, please contact us at CHNA@pennstatehealth.psu.edu.

To provide feedback on the CHNA and Implementation Strategy, click or scan:

<https://redcap.link/34eua53p>



Community Partners Related to This Strategy*

Ability Ottobock.care	Breads and Threads Food Market and Clothing Boutique
Alvernia University	Breakthrough T1D
American Heart Association	Byler Holdings
American Lung Association	Capital Area Coalition on Homelessness
American Stroke Association	Capital Area Greenbelt Association
Ancestral Healing Collective	Central PA Maternal Health Coalition
Anchor Lancaster	Central Pennsylvania Food Bank
Band Together	Chestnut Street Community Center
Barr's Farm Produce	Children's Miracle Network Hospitals
bcmPEACE	Chrisland Engineering
Beacon Clinic	Christ Lutheran Church
Bell & Evans	Church of the Nativity & St. Stephen
Berks Agricultural Resource Network	City of Lancaster
Berks Counseling Center	Cleona Borough
Berks County Office of Mental Health and Developmental Disabilities	Cocoa Packs Inc.
Berryhill Community Garden	Coleman Memorial Park
Bethany House	Columbia Borough School District
Better Together Lebanon	Community Action Association of Pennsylvania
Bhutanese Community in Harrisburg	Community Cupboard of Elizabethtown
Bistline House	Community Health Council of Lebanon County
Boys & Girls Club of Harrisburg	
Bread of Life Outreach	

Community Partners Related to This Strategy*

Community of Lebanon Association	Derry Township Police Department	Harrisburg Area Food Pantry	Lancaster Pride
Commute PA	Derry Township School District	Harrisburg Area YMCA	Lancaster Public Library
Contact to Care	Destiny Builders & Management	Harrisburg City School District	Lancaster Recreation Commission
Cornwall Borough	Detweiler Park	Haven Behavioral Hospital of Eastern Pennsylvania	Latino Hispanic American Community Center
Council for a Strong America	Discerning Eye Community Agriculture	Helping Harvest	Lebanon Bicycle Recycle
Council on Chemical Abuse	Eastern Amputee Golf Association	Hershey Community Garden	Lebanon City Council
CrossNet Ministries	Eastern Lebanon County School District	Hershey Country Club	Lebanon City Department of Public Works
Cumberland County	Elizabethtown Area School District	Hershey Plaza Apartments	Lebanon City Police
Cumberland County Health Improvement Partnership	Elizabethtown Area Senior Center	Highmark	Lebanon County Area Agency on Aging
Dauphin County Crisis Intervention Services	Emergency Health Services Federation	Highmark Foundation	Lebanon County Christian Ministries
Dauphin County Department of Community & Economic Development	Family First Health	Hope Within Ministries	Lebanon County Department of Emergency Services
Dauphin County Health Improvement Partnership	Family Fresh Food Pantry	Hoy Towers	Lebanon County Department of Emergency Services
Dauphin County Human Services	Farmers Market in Hershey	Humanitee Counseling Services	Lebanon County Food Access Task Force
Dauphin County Library System	Feeding Pennsylvania	Hummelstown Food Pantry	Lebanon County Office of the Board of Commissioners
Dauphin County Mental Health/Autism/Developmental Programs	Gather the Spirit for Justice	International Service Center	Lebanon County Planning Department
Dauphin County Parks & Recreation	GIANT	JOY Food Pantry	Lebanon County School District
Dauphin County Policy Council	Girls on the Run	Juntos De Lebanon	Lebanon School District
Derry Township	GLO Harrisburg	Keystone Diabetic Kids Camp	Lebanon Transit
Derry Township Department of Parks and Recreation	GoggleWorks Center for the Arts	Koki Latin Cuisine	Lebanon VA Medical Center
	Grantville Area Food Pantry	Labre Clinic	Lebanon Valley Bicycle Coalition
	Greenlight Operation	Lancaster City Housing Authority	Lebanon Valley College
	Greenwood School District	Lancaster Harm Reduction Project	Lebanon Valley Economic Development Corporation
	Hamilton Health Center		

Community Partners Related to This Strategy*

Lebanon Valley Family YMCA	Not One More Lancaster Opportunity House	Perry County Health Coalition	Steelton-Highspire School District
Lebanon Valley Mountain Bike Team	PA 211	Perry County Literacy Council	Super Natural Produce
Lebanon Valley PA Chamber of Commerce	PA Coalition for Oral Health	Perry Housing Partnership	Susquehanna Township
Lebanon Valley Rail Trail	PA Recovery Organizations Alliance	PNC Bank	Susquehanna Valley Team River Runner
Level Eleven Art Department	Partnership for Better Health	Pride Festival of Central PA	Tec Centro
LGBT Center of Central PA	Paxton Place	Prince of Peace / Mary's Helpers	Tec Centro Lebanon
Logos Academy	Penbrook Borough	Project SHARE	The ARC Lancaster Lebanon
Lykens Glen Park	Penn Medicine Lancaster General Health	Reading Farm Stand	The Arc of Cumberland and Perry Counties
Making a Difference of Lebanon, PA	Penn Medicine Lancaster General Health Food Farmacy	RecFest Community Resources & Supporting Organizations	The Bridge Eco-Village
Manna Food Pantry	Penn National Race Course	Rite Aid Healthy Futures	The Caring Cupboard
Messiah University	Penn State Extension	ruOK? Berks	The Food Trust
Middletown Food Pantry	Penn State Extension	Samara	The Paloma School
Millersburg Borough	Penn Street Market	SAMBA Trails	The Salvation Army
Millerstown Kids Garden Club	Pennsylvania Area Health Education Center	Seeds to Supper	Harrisburg Capital City Region
Minersville Area School District	Pennsylvania Department of Military and Veteran Affairs	Select Medical	Touchstone Foundation
Mt. Zion Missionary Baptist Church - Steelton	Pennsylvania Food Policy Council	Setebaid Services	TransCentralPA
MYO Park	Pennsylvania Office of Attorney General	Shalom House	Two Top Mountain Adaptive Sports Foundation
NAACP - Lancaster Branch	Pennsylvania Parks and Forests Foundation	Shippensburg Community Resource Coalition	Union Community Care
NAMI	Pennsylvania State Police Academy	Sociedad Hispana del Cáncer Pennsylvania	United Way of the Capital Region
National Urban League	Pennsylvania State Senate	South Lebanon Township	University of Pittsburgh Medical Center
New Heightz Grocery Store		Spanish American Civic Association	Upper Dauphin Human Services Center
New Hope Ministries		Steckbeck Engineering & Surveying, Inc.	
Northern Dauphin Human Services Center		Steelton Borough	Urban Lighthouse Ministries

Visit Lebanon Valley
WellSpan Health
WEPA Empowerment
Center, Inc.
Wilson Consulting Group
YMCA Center for
Healthy Living
YMCA Greater Harrisburg
YMCA of Reading
and Berks County

*This list is not all-inclusive, and we
anticipate adding partners as the
strategy moves forward.

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