

**Soldiers and Sailors Memorial Hospital
Community Health Needs Assessment
2013 – 2015 Implementation Plan**

Overall Goal and Approach to Implementation Plan:

Soldiers and Sailors Memorial Hospital (S+SMH), located in Wellsboro, Pennsylvania, is one of four hospitals that comprise the Susquehanna Health System (the System) based in Williamsport, Pennsylvania. S+SMH is a community resource that is committed to the core values of the System: To CAREfully place patients and their families first, collaboratively share ownership among all caregivers and to gratefully lead with a servant's heart. S+SMH seeks to provide patient centered care through its commitment to the System Mission, "To extend God's healing love by improving the health of those we serve".

S+SMH primarily serves the Tioga County community. The Williamsport Regional Medical Center (WRMC), along with Divine Providence Hospital (DPH), both of which are located in Williamsport, Pennsylvania, and Muncy Valley Hospital (MVH), located in Muncy, Pennsylvania, primarily serve the Lycoming County community. The System's approach to providing community benefit is to leverage the assets and expertise of all four hospitals to meet the needs and improve the health status of those who reside in the communities located in Lycoming and Tioga counties.

Community Partners:

Soldiers and Sailors Memorial Hospital believes in the value of working with other agencies, organizations, and institutions to maximize the value provided to the community, as well as leveraging limited resources in the most effective manner. Listed below are some of the partners that S+SMH intends to collaborate with to accomplish desired outcomes for the health needs selected for this implementation plan.

- Public health agencies
- Health care providers
- Local school districts
- Local colleges and universities
- State, county and municipal governments
- Social service organizations
- Faith based organizations

Results of Needs Assessment:

The 2013 Community Health Needs Assessment identified a number of unmet or partially met health needs in the Community. Analysis of the community needs assessment data provided a means to evaluate and prioritize areas of greatest need. Health needs were ranked based on five factors:

- The ability of Soldiers and Sailors Memorial Hospital to evaluate and measure outcomes.
- How many people are affected by the issue?
- What are the consequences of not addressing the problem?
- Prevalence of common themes.
- The ability of Soldiers and Sailors Memorial Hospital to impact change.

The graphical representation on the following page aided in identifying the health priorities for Soldiers and Sailors Memorial Hospital. By addressing the needs in the upper right quadrant, community health will likely improve as these needs have the greatest impact on overall health and the hospital is more likely to have a positive impact on these needs. In this representation, the largest spheres represent the most significant health needs of the community.

Focus Areas:

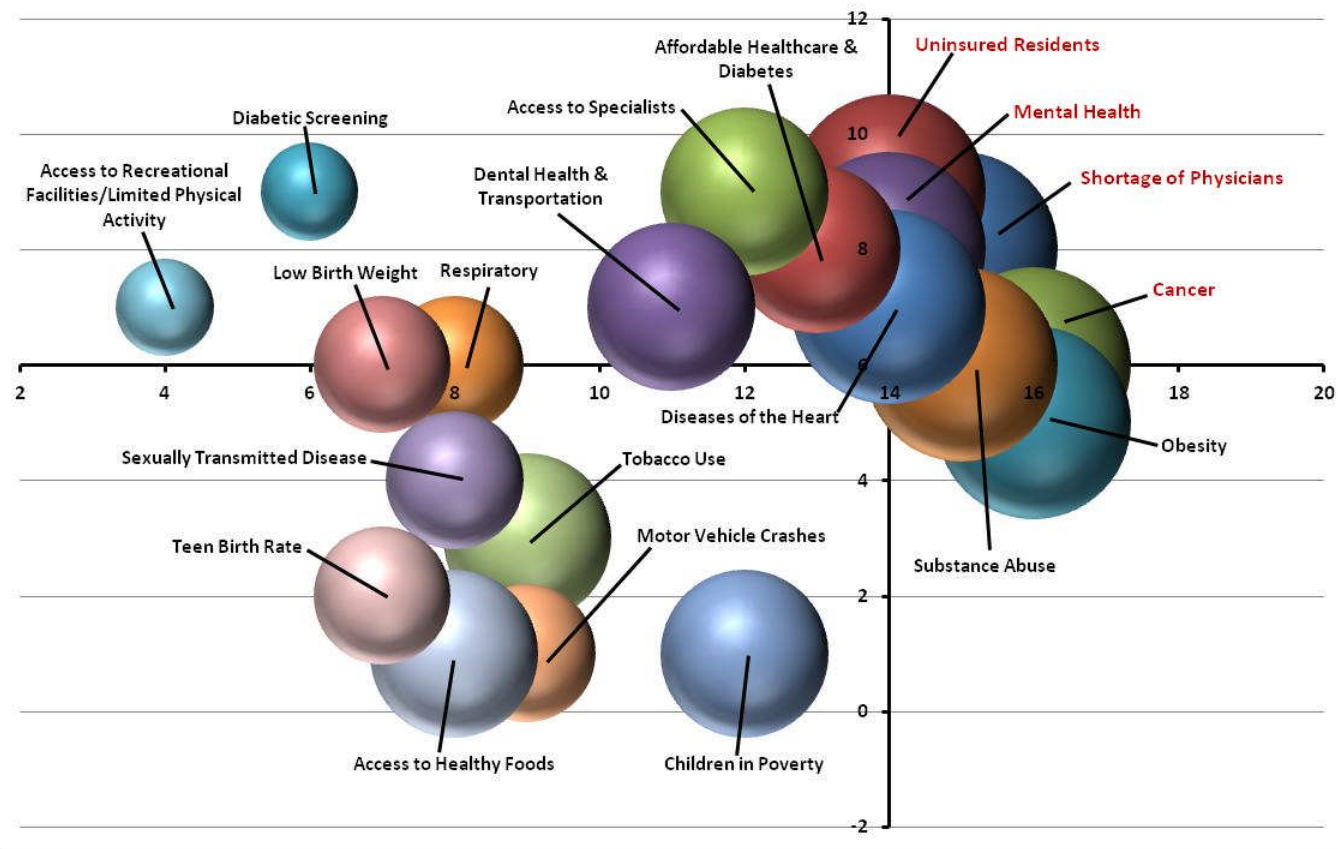
As a result of the analysis, **Shortage of Physicians, Cancer, and Mental Health** were identified as the priority areas on which we will focus.

Health Needs Not Addressed:

There were other areas of need located in the upper right quadrant of the sphere chart that are clearly important to improving the health of the community. However, they are deemed to have less immediate impact and will be considered for selection in a future plan, or if the opportunity arises, integrated into this plan as a sub-objective activity.

The most notable need not addressed at this time is uninsured residents. Unfortunately, much of America is experiencing an increasing number of uninsured residents and is without the resources to adequately address this significant issue impacting community health. In addition, much attention is currently being focused on this issue at the national and state levels through initiatives related to healthcare reform.

Exhibit 23
Soldiers & Sailors Memorial Hospital
Prioritization of Identified Health Needs



PRIORITY 1: Cancers

Objective 1: Increase access to cancer services in Tioga County.

- Strategies:**
- A. Develop outpatient facility plan for Medical Oncology services in Wellsboro, PA to include infusion, laboratory services, and physician offices.
 - B. Collaborate with the Susquehanna Health Cancer Center at the Divine Providence Hospital campus to improve the coordination of care for Radiation Oncology patients.

Objective 2: Identify and remedy Transportation barriers.

- Strategies:**
- A. Conduct focus group studies to identify and analyze transportation barriers to receiving diagnostic and treatment services.
 - B. Identify existing transportation options available to the Community and analyze the need and logistical challenges of expanding transportation opportunities directly or in collaboration with other community organizations.

Objective 3: Increase early detection and enhance patient awareness of resources available for treatment.

- Strategies:**
- A. Increase availability and access to screenings and preventive services.
 - B. Coordinate and offer free education programs that target high priority areas with greater incidence in Lycoming and Tioga Counties.
 - C. Make resources available that raise awareness of treatment options, counseling and prevention.

PRIORITY 2: Shortage of Physicians/Access to Specialists

Objective 1: Assess and document Community need for physicians.

- Strategies:**
- A. Assess Community needs based upon total number of physicians providing medical services to the area, not only those physicians on staff at the hospital.

B. Prepare a Medical Staff Development Plan.

Objective 2: Recruit high priority physician specialties.

- Strategies:**
- A. Develop a physician recruitment strategy.
 - B. Collaborate with and assist Federally Qualified Health Clinics in the Community with physician recruitment efforts.

Objective 3: Increase capacity of existing physician resources.

- Strategies:**
- A. Evaluate the potential of utilizing Advanced Practice Professionals to partner with existing physician compliment and to extend provider capacity and shorten wait times.
 - B. Evaluate the potential of extending physician office hours to provide evening and weekend access.

Objective 4: Increase the number of physicians and advanced practice professionals being developed locally.

- Strategies:**
- A. Collaborate with local medical school and colleges to facilitate the development of programs and rotations that showcase our practice and community opportunities.
 - B. Collaborate with local Family Practice Residency program to develop “Rural Track Students” program and provide additional rotations in Tioga County.

PRIORITY 3: Mental Health

Objective 1: Increase the number of mental health providers.

- Strategies:**
- A. Recruit additional physicians and mid-level providers to the community in the specialty of Psychiatry.

B. Evaluate the use of Tele-psychiatry to expand the availability of diagnostic and treatment services.

Objective 2: Increase access to mental health services.

- Strategies:**
- A. Identify inpatient and outpatient facility plan to meet the future needs of the Community, including increasing the number of inpatient beds to meet patient type and acuity demands.
 - B. Evaluate the expanded use of group therapies to provide greater access to treatment.
 - C. Develop an evidence-based collaborative model to include the emergency department, primary care physicians and community providers.

Objective 3: Increase early detection and improve evaluation of conditions affecting mental health and emotional well-being.

- Strategies:**
- A. Coordinate and offer education to primary care physicians for the early detection and treatment of mental health conditions.
 - B. Collaborate with other organizations and agencies in the Community to offer screenings and events that will facilitate early detection of conditions and promote awareness of the availability of Community resources.