Executive Summary

J.C. Blair Health System is the healthcare leader in Huntingdon County, serving the community’s healthcare needs and striving to deliver the best outcome for every patient for over 100 years. The Health System includes J.C. Blair Memorial Hospital, a 70-bed, non-profit community hospital; J.C. Blair Medical Services which employs specialty physicians and nurse practitioners; and J.C. Blair Memorial Hospital Foundation. In May 2014, J.C. Blair formed an affiliation with PinnacleHealth in Harrisburg.

J.C. Blair employs over 500 people and more than 100 active specialty and primary care physicians, as well as allied health professionals on the medical staff throughout Huntingdon County. J.C. Blair is the only hospital in the county with over 45,000 residents.

J.C. Blair provides preventive and diagnostic care, as well as a plethora of other services on an inpatient and outpatient basis including:

Inpatient services include:
- Adult Psychiatric
- Gynecological
- Intensive Care
- Medical
- Obstetric
- Orthopedic
- Pediatric
- Surgical

Outpatient services include:
- Cardiopulmonary
- Emergency Care
- Endoscopy
- Laboratory
- Medical Imaging
- Nutrition Counseling
- Occupational Health
- Sleep Care
- Wound Healing

J.C. Blair, led by the Community Relations office, completed its inaugural Community Health Needs Assessment (CHNA) in June 2013 and developed an Implementation Plan with strategies that addressed identified community health needs. In 2013’s CHNA and Implementation plan, three common themes were discovered - Access to Affordable Healthcare, Health Education and Promotion, and Reaching out to our Vulnerable Populations.

Throughout this Implementation Plan, there will be references of successful practices started because of the Community Health Needs Assessment and Implementation Plan in 2013 through senior leadership support, and made sustainable through J.C. Blair’s staff, volunteers, and partnerships throughout the community.

The current Community Health Needs Assessment revealed that our identified priority needs aligned with the priority needs identified by the Hospital and Health System of Pennsylvania (HAP), the State Health Improvement Plan, and our affiliate PinnacleHealth. During the next three years, J.C. Blair will work collaboratively with state and federal resources to move the mark for improving community health with evidence-based, best practices and the maximization of resources available. This Implementation Plan will be completed through the continued internal support with senior leadership, staff and volunteers, and externally with our community partners.
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Background and Process

In 2015, J.C. Blair conducted a comprehensive Community Health Needs Assessment, using quantitative analysis and qualitative data collection with a representative cross-section of healthcare professionals, community leaders, and area residents representing many groups, including low-income residents and others affected by health disparities. The assessment process concluded in Spring 2016, and found the following list of priority health needs:

- Inpatient mental health for children/adolescents
- Insurance barriers (insurance is not accepted, unable to afford insurance)
- Healthy lifestyles (exercise, healthier food choices, nutrition, physical activity)
- Lack of employment opportunities
- Lack of family support/involvement
- Lack of reliable transportation
- Services for alcohol and other drug abuse
- Outpatient mental health services for children/adolescents

Prioritization Criteria

In the CHNA, J.C. Blair developed the list of priority health needs by asking these four questions:

1. Are relatively large numbers of people affected by this health concern compared to the rest of the population?
2. Is this health concern significantly worse in Huntingdon County than in other counties, regions, or nationally?
3. Is this health concern getting worse?
4. Was this health concern repeatedly shared with different groups including healthcare providers, community leaders, and individuals?

Healthcare issues that met all of the above criteria were considered a priority by J.C. Blair. The following list of priority needs created a catalyst for discussion with stakeholders through the Huntingdon County Healthy Communities Partnership to review the assessment and select the healthcare needs J.C. Blair will focus on for the next three-year period. The predominant themes that arose are:

- Access to Affordable Healthcare
- Mental Health and Substance Abuse
- Healthy Lifestyles – Nutrition and Physical Fitness

J.C. Blair has developed this implementation strategy and will create task forces with leaders from the hospital to ensure the plan is executed. This Community Health Needs Assessment and Implementation Plan will address the identified healthcare needs by:

- Continuing and strengthening existing programs and services
- Exploring new strategies internally
- Collaborating with community organizations to implement evidence-based best practices across Huntingdon County

In addition, this report will outline existing programs and services offered by J.C. Blair and other community organizations that are addressing the other identified healthcare needs we chose not to focus on for this time period.

The strategies and activities outlined here, in partnership with key community collaborators, will require sustained, coordinated approaches to achieve lasting improvements in the health of Huntingdon County. This Implementation Plan is a roadmap that will likely be revised and enhanced as we continue to address the pressing health issues facing Huntingdon County.
Priority 1 - Access and Affordability of Healthcare

In a rural community such as Huntingdon County, one of the most significant indicators of health is the accessibility of health services and health providers. Common barriers to access include low income, lack of insurance, unreliable transportation, and education. Statistics show a significant difference in health behaviors and health outcomes for those with lower income and education levels. Some of these indicators are illustrated below.

According to the Community Health Needs Assessment, Huntingdon County’s average per capita personal income is well below the state’s at $31,231 compared to $45,803 in 2014.

In the most recent Community Health Needs Assessment, the number of Huntingdon County residents eligible for Medical Assistance and individuals aged 18-64 with no health insurance decreased. Despite these downward trends, community stakeholder surveys revealed that the biggest barrier to receiving necessary healthcare in Huntingdon County was lack of insurance and/or unable to afford care.

The second largest barrier to receiving health care in Huntingdon County was the lack of reliable transportation, which can negatively impact a patient’s health if they are unable to routinely receive screenings and physical exams. There is a taxi service in Huntingdon County that was established in June 2013, but this service remains unaffordable for the vulnerable rural community. The Area Agency on Aging’s CART program continues to be an invaluable asset for seniors, as well as Medical Assistance patients, but does not meet all the needs of our community due to limited time available; unpredictable pick-up and drop-off times; and the need to schedule a ride.
Priority 1 - Access and Affordability of Healthcare

A third barrier to accessing care is education. While Huntingdon County has a higher percentage of high school graduates than the state - 88% in Huntingdon compared to 85% in Pennsylvania - the county falls behind in the percentage of adults who pursue an advanced degree beyond high school - 42% compared to 61.9%. Individuals who are less educated are more likely to have poorer health outcomes.

Providing access to affordable, high-quality healthcare is important for our community. Individuals who are economically and socially disadvantaged tend to have poorer health outcomes due to the barriers faced when attempting to access healthcare. Despite the recent expansion in insurance coverage, people are still unable to access primary care services. J.C. Blair’s Implementation Plan offers several programs to increase access to care, improve program coordination, and provide affordable care for the uninsured and underinsured.
Initiative #1 - Strengthen and Sustain our Huntingdon County Primary Care Network

J.C. Blair Medical Services Primary Care Offices will merge with Broad Top Area Medical Center, a Federally Qualified Health Center (FQHC), which provides opportunities for information technology, telemedicine, preventive care, and chronic disease management. Patients who utilize the FQHC offices will have access to a discount prescription program and a sliding fee scale. The FQHC has the capability to work with dental and mental health providers to ensure that the patient is able to receive dental and mental health care as well as primary care. For patients who do not have insurance, Broad Top Area Medical Center offers a Certified Application Counselor to enroll individuals in Marketplace insurance.

J.C. Blair and Broad Top Medical Center’s Board of Directors formed a joint steering committee to frame the project of creating the primary care network and have formed subcommittees to oversee the progress moving forward. To encompass the larger scope, Broad Top Area Medical Center is expanding its Board of Directors, which serves as the final decision maker moving forward with the network.

In an effort to see the project through, J.C. Blair has agreed to provide a community benefit grant for the start of the first three years, and will help support this new network as it makes the proposed transition.

After the integration of offices, Broad Top Area Medical Center will be in a better position to receive federal grants for adding additional programs to meet the needs of their patients.

In 2017, J.C. Blair and Broad Top Area Medical Center will be transferring their electronic medical records over to the EPIC platform. This electronic medical record will allow easier communication, and opportunities to share information among providers. The new system will also provide real-time diagnostic and treatment results to providers.

Moving forward with the primary care network will provide the patients of Huntingdon County greater access to care through providers collaborating with one another to ensure patients receive the necessary care. The second phase of the network will be to become a rural medicine residency program for medical students seeking an opportunity to practice in rural communities.

Initiative #1: Goal

Support the collaboration with Broad Top Area Medical Center FQHC in transitioning J.C. Blair Medical Services primary care physicians and practices to the FQHC, which will allow patients greater access to care.

Initiative #1: Strategies

J.C. Blair will work collaboratively with Broad Top Area Medical Center to provide oversight of the joint venture, monitor processes and protocols, policies, and the infrastructure working together on all aspects of the network through four areas:

1. Board of Directors at Broad Top Area Medical Center
2. Joint Steering Committee consisting of J.C. Blair and Broad Top Area Medical Center staff
3. Weekly operations meetings
4. Community benefit grant provided by J.C. Blair to offset the expenses for the transitioning offices

Initiative #1: Measurement of Success

Retention and recruitment of needed providers; fiscal health of FQHC; development and expansion of added services needed, i.e. behavioral health and dentistry; and the successful implementation of a new electronic medical record system shared by the hospital and the physician practices.
Initiative #2 - Assist Residents Enrolling in Available Health Insurance Plans

County Health Rankings releases an annual report describing the overall health of each county nationwide. Most recently, Huntingdon County ranked 63rd out of 67 Pennsylvania Counties in Social & Economic Factors that influence the health status of our community. These factors that constitute this score include education, income, employment, family and social support, community safety, and health insurance. Our Community Health Needs Assessment data verified that Huntingdon County has a significantly lower median household and per capita income, a higher percent of unemployment rate, and a slightly lower percent of residents with no health insurance than Pennsylvania.

According to the Community Health Needs Assessment, an estimated 13% of area residents ages 18 to 64 have no health insurance. Assisting the uninsured patients enroll in available plans, and educating them is critical to addressing this need. The Assessment also revealed lack of insurance as a barrier to health in the community stakeholder surveys. Those without health insurance indicated affordability and qualification as the top reasons they did not have health insurance.

The lack of insurance, out of pocket costs, and high deductibles are all barriers to being able to afford healthcare. A high deductible health plan requires the individual to cover their health care costs out of pocket until they have met their deductible, which is a set amount dictated by the insurance company. The goal of such plans is to keep costs down by encouraging consumers to consider the costs and benefits of health care before purchasing it.

The implementation of the Affordable Care Act’s (ACA) penalties for those who do not currently have an insurance plan, fraudulent programs promising health insurance coverage, and changes in employment rules for health insurance have created a lot of fear for those financially disadvantaged and/or without consistent employer-sponsored insurance. A more personal approach is necessary to help individuals navigate the process of acquiring health insurance that the healthcare law promises and become educated in health insurance vocabulary.

J.C. Blair became a Certified Application Counseling site for the ACA’s marketplace insurance in 2014, which was in response to our 2013 CHNA that revealed 15% of residents ages 18 to 64 did not have insurance. Since that time, our Certified Applications Counselor (CAC) has counseled 519 Huntingdon County residents by helping them apply for coverage, and ensuring that they get the best plan and the subsidies available to them. The most recent Assessment revealed a decline in individuals ages 18 to 64 without insurance from 15% to 13%.

Initiative #2: Goal

Increase the number of insured Huntingdon County residents.

Initiative #2: Strategies

J.C. Blair intends to continue our program and network with other payors in our local market to inform, educate, counsel, refer, enroll, and best manage their individual and family health plans. In order to become a valued resource for our community of uninsured residents, and help them enroll in available plans, J.C. Blair with the assistance of Broad Top Area Medical Center will implement the following strategies:

- Continue to support J.C. Blair and Broad Top Area Medical Center’s CAC for the open enrollment period, and throughout the year for qualifying events
- Use community outreach, digital media, J.C. Blair website, and media relations to promote availability of insurance and enrollment assistance
- Continue to collaborate with Medical Assistance, Medicare and commercial insurance representatives to educate patients about what coverage is available and how to enroll in available plans.

Initiative #2: Measurement of Success

Our success will be measured by reducing the number of county residents without health insurance.
Initiative #3 - Extend the J.C. Blair CARES Program to Improve Employee Wellness

The physical environment and stress associated with work play a significant role in the health of an employee. Many of the ailments impacting an employee can be prevented through early detection, education, and appropriate management of chronic disease. Screenings and education performed at the workplace can aid in the early detection and management of chronic disease, which can positively impact the employees’ health, and reduce healthcare costs.

J.C. Blair’s Occupational Health department is leading the charge in corporate wellness by partnering with area employers to find ways to improve the health of the workforce. The Occupational Health department employs a team of skilled professionals, the Corporate Ambassador Resources and Employer Solutions (CARES) team, to offer biometric screenings for insurance-covered employees and their spouses, and offers follow-up education and intervention programs. The screenings also include a health improvement plan and support for the employees to transform their health.

In 2014, J.C. Blair developed a workplace wellness program called CARES, which mirrored PinnacleHealth’s CARES program. Since its inception, J.C. Blair’s CARES team has screened 17 different employers totaling 1,132 employees.

The screening program consists of a full biometric panel consisting of a blood pressure check; resting pulse assessment; full lipid panel; glucose level; and height, weight, and waist measurements. Following the screening, an aggregate encrypted report is sent to the employer with appropriate follow-up education including lunch-and-learns, nutrition counseling, blood pressure screening, and others determined by the screening results.

Initiative #3: Goal

Our goal is to grow the corporate wellness program by increasing the number of employees screened, and developing intervention programs that address health needs identified in screening.

Initiative #3: Strategies

- Provide biometric screenings for insurance covered employees and their spouses for new employers
- Provide repeat screenings to employers who have already been screened to assess any progress with overall health of the company’s employees
- Develop an evaluation of the CARES program with employers that J.C. Blair partners with to measure improvements in the health status of the employee, health insurance costs, number of claims, and overall satisfaction of the CARES program.
- Partner with Huntingdon County Business and Industry and the Chamber of Commerce to educate employers about the benefits of having their employees participate

Initiative #3: Measurement of Success

Our success will be measured based on:

- the number of employers and employees who complete the biometric screening and education;
- the number of repeat screening opportunities;
- the successful development of a tracking mechanism for employers to use to evaluate the effectiveness of the CARES program;
- the number of employees identified with a chronic health condition who are then connected with a J.C. Blair primary care physician for care.
Priority 1 - Access and Affordability of Healthcare

**Initiative #4 - Continue and Develop Additional Free and Low Cost Programs for Uninsured and Underinsured Residents**

In the most recent community benefit report (FY 2015-16), J.C. Blair impacted over 7,000 individuals through free and low-cost screenings held throughout Huntingdon County. As a non-profit hospital, J.C. Blair recognizes the obligation to measure, track, and report the community benefit investment in the community. Community benefit investment includes free and low-cost health screenings and educational programs to address the health needs of the economically disadvantaged residents, which are offered throughout the year.

**Initiative #4: Goal**

As a non-profit community hospital, J.C. Blair is committed to making free and low-cost screenings and educational programs available throughout the County.

**Initiative #4: Strategies**

- J.C. Blair will continue to offer the following free screenings:
  - Lung screenings for smokers and those exposed to smoke by J.C. Blair’s Cardiopulmonary Department
  - Bone density heel scans for osteoporosis by J.C. Blair’s Radiology Department
  - Blood pressure screenings
  - Mental Health screenings by J.C. Blair’s H.O.P. E. Project staff
- Continue to partner with Huntingdon Kiwanis to offer low-cost annual Wellness Check which includes a comprehensive blood panel, bone density heel scans, blood pressure screenings, pulse oximetry testing, and more
- Continue to participate and promote the mammogram voucher program for uninsured through J.C. Blair’s Women’s Imaging Center
- Free personal breast cancer risk assessments and breast density counseling
- Continue to offer prenatal classes for free to Healthy Beginnings mothers and a low-cost option for other new mothers
- Breast feeding support group
- Continue to partner with the Pennsylvania State Police and local Borough PoliceOffice to provide free car seat safety checks
- Continue to promote HMJ PATCH, a free tobacco cessation program
- Continue to partner with Cribs for Kids
- Continue to offer the Next Step Program to recent J.C. Blair Cardiac and Pulmonary Rehabilitation graduates.
- Continue to provide walk-in clinic care at J.C. Blair’s Convenient Care Center
- Cultivate a collaborative relationship with local EMS providers for emergency transport
- J.C. Blair’s Pre-Hospital Coordinator will continue to work with area life flight service providers for GPS tracking to ensure patients are able to be transferred via helicopter to a tertiary facility for care, regardless of weather
- Participate in the American Cancer Society’s 80 by 18 campaign to promote colorectal screenings to meet the goal of screening 80% of at-risk individuals for colorectal cancer by 2018.

**Initiative #4: Measurement of Success**

The success of these programs will be measured by the number of patients who participate, thus supporting the need to continue.
Priority 1 - Access and Affordability of Healthcare

Initiative #5 - Facilitate work group/task force of community stakeholders

Through the Huntingdon County Healthy Communities Partnership, J.C. Blair and other members of the Partnership will develop individual workgroups to focus on access and affordability of health care issues. Representatives will include:

- Area Agency on Aging’s Apprise Program
- Broad Top Area Medical Center’s FQHC
- Center for Community Action
- Commercial payors
- Community churches
- Department of Human Services
- Home Nursing Agency’s Nurse Family Partnership
- Huntingdon County Child & Adult Development Corporation (HCCADC)
- Huntingdon County Children & Youth Services
- Huntingdon County Human Services Council
- Huntingdon County Planning office
- Managed care companies
- United Way
- Other health and human service providers

Initiative #5: Goal

The goal of the multi-faceted group of community partners will be to engage the stakeholders to thoroughly explore the issues, prioritize the needs, and develop goals and strategies around each priority need.

Initiative #5: Strategies

J.C. Blair’s Certified Application Counselor will lead a group of stakeholders in the Huntingdon County Healthy Communities Partnership who have the most expertise and interest in the Access and Affordability of Healthcare issue to set goals, objectives and strategies, and implement those strategies to make an impact on individuals.

Host bi-monthly meetings for the full partnership to engage the groups across the different priorities identified in the Community Health Needs Assessment.

Initiative #5: Measurement of Success

The success of the workgroup will be based on an engaged group of stakeholders meeting and setting goals, objectives, and strategies, and finally, implementing those strategies to impact individuals who are unable to access or afford healthcare.
According to the Community Health Needs Assessment, the rate of mental health and substance abuse in Huntingdon County is high compared to the rest of the state. Despite limited data available, J.C. Blair was able to collect mental health and substance abuse data through Community Care Behavioral Health Organization and suicide rates through Healthy Communities Institute (HCI).

Community Care Behavioral Health Organization released their annual report on the most common mental health diagnoses billed in Huntingdon County for both children and adolescents and adults for both mental health and substance abuse. The most commonly billed diagnosis code in adults is 296.32: Major Depressive Disorder, followed by 295.7: Schizoaffective Disorder. The most frequently billed diagnosis for children and adolescents was 314.01: Attention Deficit Disorder with Hyperactivity, followed by 313.81: Oppositional Defiant Disorder.

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<th>Adult- Mental Health</th>
<th>Diagnosis Description</th>
<th>Diagnosis Code</th>
<th>Diagnosis Count</th>
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<tr>
<td>Major Depressive Disorder, Recurrent, Moderate</td>
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<td>Schizoaffective Disorder</td>
<td>295.7</td>
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<td>Posttraumatic Stress Disorder</td>
<td>309.81</td>
<td>995</td>
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<td>Major Depressive Disorder, Recurrent, Severe Without Psychosis Features</td>
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<tr>
<td>Other, Unspecified, Bipolar Disorder, Other</td>
<td>296.89</td>
<td>757</td>
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Data Source: Paid Claims 8/1/2014- 7/31/2015
Huntingdon County Most Common Diagnoses Billed
Community Care Behavioral Health Organization

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<th>Child/Adolescent- Mental Health</th>
<th>Diagnosis Description</th>
<th>Diagnosis Code</th>
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<tr>
<td>Attention Deficit Disorder with Hyperactivity</td>
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<tr>
<td>Oppositional Defiant Disorder</td>
<td>313.81</td>
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<tr>
<td>Adjustment disorder with mixed disturbance of emotions and conduct</td>
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<tr>
<td>Other Pervasive Develop</td>
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<tr>
<td>Unspecified Disturbance Conduct</td>
<td>312.9</td>
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</table>

Data Source: Paid Claims 8/1/2014- 7/31/2015
Huntingdon County Most Common Diagnoses Billed
Community Care Behavioral Health Organization

J.C. Blair has exceeded the Healthy People 2020 goal and Pennsylvania for the suicide rate with 15.1 suicide deaths per 100,000. Similarly, HCI reported 22.6 deaths per 100,000 in 2011.

Data Source: Healthy People 2020
Rate per 100,000 (age adjusted to 2000 standard population)
These data were provided by the Division of Health Informatics, Pennsylvania Department of Health. The Department specifically disclaims responsibility for any analyses, interpretations or conclusions.
Data from 4 year span collected before year reported
Example: 2012 graph data collected from 2008-2012

Age-Adjusted Death Rate due to Suicide

Data Source: Healthy People 2020
According to the Community Health Needs Assessment, 304: Opioid Type Dependence is the most frequently treated ailment among adults with 304.3: Cannabis Dependence leading the charge for children and adolescents.

The Drug Enforcement Agency (DEA) released an Intelligence Report, “Analysis of Drug-Related Overdose Deaths in Pennsylvania, 2014” outlining drug overdose statistics specifically in Huntingdon County. Of the 58 counties that reported drug-related overdose deaths in 2014, 48 indicated that heroin was the most frequently identified drug in toxicology test results. However, oxycodone was the most frequently identified drug in toxicology test results in Huntingdon County. There were three total drug-related overdose deaths in Huntingdon County in 2014: two men, one woman, all aged 46 to 60.

During stakeholder surveys, the mental health and substance abuse issues came to the top with almost every surveyed group. According to educators surveyed throughout the county, mental health/depression/suicide prevention is the top health education and prevention service needed in Huntingdon County. Health providers surveyed echoed similar concerns with the greatest gap in services being alcohol and other drug abuse and inpatient mental health services for children. The employers also noted the health education and prevention services needed in the community around alcohol and other drug abuse prevention is needed. Finally, human service providers noted mental health/depression/suicide prevention as a key health education and prevention service needed to keep the community healthy. The largest gaps identified in health care services were inpatient mental health services for children/adolescents, outpatient mental health services for adults, and outpatient mental health services for children/adolescents.

Due to the overwhelming response from stakeholders regarding mental health and substance abuse and the data available, J.C. Blair has developed three initiatives surrounding the mental health and substance abuse issues in Huntingdon County.
Priority 2 - Mental Health and Substance Abuse

Initiative #1 - The H.O.P.E. Project

The H.O.P.E. Project (Healthy Outcomes Physically and Emotionally) is an added service offered in J.C. Blair Medical Services practices to promote the integration of mental and physical health with a Behavioral Health Consultant and Care Coordination Manager working in partnership with the patient’s medical provider.

After a comprehensive review of literature and program comparisons, a primary care behavioral consultant health consultant model was selected as the framework for the program. This decision was rooted in the model's ability to achieve the triple aim of enhancing patient care experiences, reducing costs, and improving access to care.

The H.O.P.E. Project started as a pilot program in 2014, and has grown into a full program extension due in large part to a federal Health Resources and Services Agency (HRSA) grant opportunity. The H.O.P.E. Project consults with patients in the patient care areas of J.C. Blair Hospital and provider offices, as well as securing a contract with Broad Top Area Medical Center’s offices.

Designed to help providers and patients alike, the integrative program recognizes the connection between physical and mental health and provide opportunities for patients to access mental health care by focusing on population health management holistically. Offering a “whole person approach” to treatment, the integrated program provides an embedded social worker in the medical practice to address the complex mental health and psychosocial needs of patients.

The program services are provided as part of the medical visit in partnership with the medical provider and staff. A Behavioral Health Consultant will offer brief, solution-focused interventions and assessments to determine the patient needs. Through consultation and brief intervention, the Behavioral Health Consultant will offer support, education, goal setting, and follow up.

Since the program's inception, there have been many benefits, including:

- Diversion of patients from a higher level of care (Emergency Department and inpatient mental health care)
- Improved patient and provider satisfaction and engagement with treatment
- Improved coordination of care and chronic disease management
- Improved access and reduced stigma of mental health

Initiative #1: Goal

The H.O.P.E. Project will focus on three core goals:

- Increase the number of patients utilizing The H.O.P.E. Project services
- Improve identification of mental health needs as part of the physical health care plan
- Enhance partnership with providers to utilize program services, and improve patient engagement

Initiative #1: Strategies

In an effort to fully implement The H.O.P.E. Project, J.C. Blair will focus on three main strategies to ensure the program is successful:

- Assign dedicated administrative and clinical staff to develop and implement the integrative behavioral health program.
- Educate healthcare providers, patients, and the community about the resources available through The H.O.P.E. Project.
- Develop a foundation of sustainability for continuing services while exploring additional funding resources.

Initiative #1: Measurement of Success

The H.O.P.E. Project's success will be measured on the clinical outcomes of the patients utilizing the program, and the whole patient quality of care received. The H.O.P.E. Project will also measure their success on the volume of patient utilizing The H.O.P.E. Project services, and the onboarding of additional practices and providers referring their patients to The H.O.P.E. Project.
Initiative #2 - Provider Education and Opportunities to Minimize Prescribing Opioid Medication

In the 2015 Intelligence Report published by the Drug Enforcement Administration (DEA) Philadelphia Field Division, the most common drugs that resulted in an overdose fatality were heroin, fentanyl, cocaine, alprazolam, and oxycodone, respectively.

The research provided by the Intelligence Report revealed that providers may unintentionally be aiding in the accessibility of opioids by prescribing to the patient’s needs and expectations of pain-free versus managed-pain. To achieve a pain-free state for some patients would require large amount of medication; however, with managed-pain, the patient can tolerate the level of the pain, and develop coping skills to manage their pain.

To decrease the availability of pain medication provided to patients, a multi-pronged, provider-specific approach will be taken.

Initiative #2: Goal

Assess the educational needs and concerns of healthcare providers to determine what educational resources they may need, and evaluate the opportunities available for providers to use. Finally, an educational program regarding substance abuse and how the providers will address the issues will be implemented to fit the provider’s needs.

Initiative #2: Strategies

J.C. Blair will collaborate with others in the community to evaluate multiple educational opportunities for healthcare providers within the community including:

- COPE (Collaborative Opioid Prescribing Education) Program, an online training and education repository to equip providers with knowledge and communication tools to improve the diagnosis and treatment of chronic pain.

- Prescription Drug Monitoring Program (PDMP), is a state-mandated system that provides real-time information entered by providers (physicians, pharmacies, etc) for other providers to access to ensure patients are not receiving duplicate prescriptions.

- Pyxis, a new automated pharmaceutical dispensing system, which only allows J.C. Blair staff to access medications prescribed and approved by the pharmacist. This dispensing system provides maximum safety by only having the prescriptions accessible according to the verified orders, and using a combination of a fingerprint and password. Ongoing education on proper use of the system will be available for staff as needed.

- Alternative pain management techniques and interventions including, but not limited to: heat and cold therapy; massage; behavioral therapy; and others.

- EPIC, an electronic health record will be implemented in 2017 at J.C. Blair. Ongoing education and coordination will be needed to ensure proper use of the system for coordination of care, medication compliance and reconciliation.

Initiative #2: Measurement of Success

Our success will be measured based on the number of completed educational programs provided to J.C. Blair and other community providers, and to have all who participated become engaged stakeholders in the process. Finally, our success will also be measured by creating a training program in compliance with Pennsylvania standards for providers regarding opioid prescribing and monitoring.
Priority 2 - Mental Health and Substance Abuse

Initiative #3 - Facilitate work group/task force to develop strategies to address mental health and substance abuse issues

Through the Huntingdon County Healthy Communities Partnership, J.C. Blair and other members of the Partnership will develop an individual workgroup to focus on mental health and substance abuse. Representatives will include:

- Community Care Behavioral Health
- HMJ Patch Program
- Huntingdon Counseling & Psychiatric Services
- Juniata Valley Tri-County Drug & Alcohol Abuse Commission
- Juniata Valley Behavioral & Developmental Services
- Local EMS and First Responders
- The Meadows/UCBH (Universal Community Behavioral Health)
- Huntingdon County Prevention Network
- Mainstream Counseling
- Mount Union Takes a Stand Against Heroin group
- Other health and human service providers

Initiative #3: Goal

The goal of the multi-faceted group of community partners will be to engage the stakeholders to thoroughly explore the issues, prioritize the needs, and develop goals and strategies around each priority need.

Initiative #3: Strategies

- J.C. Blair’s Director of Integrated Care will lead members of the Huntingdon County Healthy Communities Partnership mental health and substance abuse stakeholders to set goals, objectives and strategies, and implement those strategies to make an impact on individuals.
- Host regular meetings to engage the groups across the different priorities identified in the Community Health Needs Assessment.
- Collaborate with existing groups and partnerships with similar focus.

Initiative #3: Measurement of Success

The success of the workgroup will be based on the level of engagement of stakeholders to achieve goals, objectives, and strategies for the initiative.
The CHNA reveals overweight and obesity rates in adults and youth continue to be a concern for the region (Bedford, Blair, Huntingdon, Juniata, and Mifflin Counties), as well as the state and nation. The region continues to exceed the state in the percentage of residents who are obese and overweight with 33% in Huntingdon County compared to 27% obese in Pennsylvania, and 64% in Huntingdon County compared to 61% overweight (including obese) in Pennsylvania in 2014.

According to individuals surveyed at the Huntingdon County Fair, 36% of respondents felt lack of good nutrition and physical activity was the biggest health issue of concern in Huntingdon County. Individuals that were surveyed indicated that 83% exercised on an average of once a week for 30 minutes. The American Heart Association recommends 150 minutes of moderate exercise per week which is five times the amount respondents shared. 75% of respondents indicated that they consumed two servings of vegetables a day versus the recommendation of five servings.

79% of stakeholders surveyed indicated that nutrition and physical fitness is imperative to health, with 63% believing nutrition education and physical fitness is necessary to make a positive change.

Obesity is linked to many chronic diseases, including diabetes, heart disease, and cancer, all of which rate higher in morbidity and mortality rates in Huntingdon County than in Pennsylvania. Poor nutrition and lack of physical activity contribute to the obesity rates in Huntingdon County.
Initiative #1 - Partner with Huntingdon County Child and Adult Development Corp. (HCCADC)

Children who attend Headstart programming are the most vulnerable population with a socio-economic disadvantage due to the income eligibility guidelines. Individuals with socio-economic disadvantages tend to have poorer health outcomes. Promoting nutrition, physical activity, and other health and safety issues to the most vulnerable children in the County is imperative.

Initiative #1: Goal

Our goal for the program will be to have Headstart children eat healthier and increase physical activity.

Initiative #1: Strategies

J.C. Blair’s registered dietitians will collaborate with Huntingdon County Child and Adult Development to identify healthy meal options for children enrolled in Headstart programming. J.C. Blair’s registered dietitians are also certified by the Center for Disease Control (CDC) as lifestyle coaches which focuses on healthy nutrition and increasing physical fitness.

The partnership will provide access to healthy meal options in an encouraging environment designed specifically for children who are financially disadvantaged and may not be offered healthy options. For children seeking more intensive counseling sessions regarding their nutritional needs, children and their parents will be able to meet with the registered dietitians to discuss their unique needs and find workable solutions.

As the program and the relationship grows and meets the contractual requirements, J.C. Blair will also offer other educational opportunities for children and their families on nutrition, fitness, and other family health and safety issues. Opportunities will be available to educate on car seat safety, importance of immunizations, and other safety concerns.

Initiative #3: Measurement of Success

Our success will be measured by the positive outcomes each student has after engaging with the registered dietitians; an increase in the number of fruits and vegetables consumed, and increase the amount of physical activity.
Priority 3 - Healthy Lifestyles: Nutrition and Fitness

Initiative #2 - Diabetes Prevention and Education

J.C. Blair’s Education Department and Nutrition Services will partner to offer Centers for Disease Control’s Diabetes Prevention Program, a grant-funded program, evidence-based best practice to help patients at risk for developing diabetes. The one-year program is about healthy living, specifically to improve nutrition and physical activity. Participants assess fat and calorie intake, food choices, and document for J.C. Blair’s registered dietitians to review and offer recommendations for improvement. The participants also receive a free pedometer to track their active time throughout the day with recommendations on how to safely increase activity.

To be eligible for the program, patients must have a family history of diabetes, receive a pre-diabetes diagnosis, or have other health conditions that puts the participant at an increased risk for developing diabetes.

Along with the Diabetes Prevention Program, J.C. Blair’s Accredited Diabetes Self-Management Education program is available for diagnosed diabetics. The diabetes education is a collaborative process for people with diabetes to gain the knowledge and skills needed to modify behavior and successfully manage the disease. This comprehensive program is taught by certified diabetes nurse educators who have extensive training and experience with diabetic patients.

The program begins with a referral from the patient’s provider, an individual assessment of the patient’s needs related to diabetes management, and a tailored approach for disease management. During the classes, patients are also referred to programs that may help with their diagnosis and management. Program referrals include:

- H.O.P.E. Project for coping skills,
- Nutrition counseling for those needing to improve their eating habits, especially for patients with co-morbidities,
- Local exercise programs offered including yoga, Zumba, and others to increase physical activity,
- Programs and services that can provide discounted glucometers and medication,
- HMJ Patch for smoking cessation,
- And podiatrists, optometrists, and dentists if it is not part of the patients’ annual preventive care.

Initiative #2: Goal

The goal of the Diabetes Prevention Program is to educate at risk patients and prevent the onset of diabetes for those at risk and to lower the patient’s body weight by 7% which is indicative of a decreased risk of developing diabetes.

The goal of the Diabetes Self-Management Education program is to empower those diagnosed with diabetes with knowledge and skills needed to best manage their disease, to avoid hospitalizations, and development of complications.

Initiative #2: Strategies

J.C. Blair’s Education and Nutrition Counseling offices will collaborate to build and implement the Diabetes Prevention Program, a CDC-recognized program, for individuals who have been diagnosed as pre-diabetic. During the first six months of the program, patients will meet weekly with the J.C. Blair CDC-accredited lifestyle coaches, with the last six months meeting once a month to ensure the habits are hardwired into the patient’s daily life. The program will be marketed to primary and specialty offices for referrals.

Diabetes Self-Management classes will be offered six times a year with four class sessions and one individual consultation addressing diet, exercise, medication, and common ailments that arise as a diabetic. The program will be promoted to primary and specialty offices and hospital inpatient units for newly diagnosed or uncontrolled diabetics present.

Initiative #2: Measurement of Success

Our success will be measured for the CDC’s Diabetes Prevention Program by facilitating the program to all who are eligible and willing to participate with the goal of decreasing the patient’s body weight by 7%.

Our success will be measured by increasing the number of patients who participate in J.C. Blair’s accredited Diabetes Self-Management classes.
Priority 3 - Healthy Lifestyles: Nutrition and Fitness

Initiative #3 - Breastfeeding Education and Promotion

It has been scientifically proven that breastfeeding a child improves the child’s immune system, lowers the risk of obesity for the child, and decrease SIDS related deaths.

According to the CDC’s Breastfeeding Report Card only 68% of mothers have ever breastfed, 42 percent are breastfeeding at three months, and 22 percent are breastfeeding at 12 months, whereas just 37 percent are exclusively breastfeeding at three months, and 14 percent at six months.

Nationally, Pennsylvania is ranked 40th out of 50 states with a poor showing on “how well maternity care practices at hospitals and birth centers support breastfeeding.” In an effort to bolster the breastfeeding rates, J.C. Blair, in partnership with the Broad Top Area Medical Center and Huntingdon County’s Women, Infant and Children (WIC) program will take a multi-pronged approach.

Initiative #3: Goal

Our goals are to develop a survey methodology to survey mothers about breastfeeding and to increase the number of mothers who breastfeed beyond the first two months based on the data from the most recent Community Health Needs Assessment.

Initiative #3: Strategies

J.C. Blair’s Women’s Care Center and Maternity Unit will develop a breastfeeding education initiative targeting pregnant women at various times during their pregnancy, i.e.,

- Prenatal appointments
- Prenatal classes
- During inpatient stay
- Post-natal appointments for the mother
- Post-natal appointments for the baby as part of the pediatric care
- J.C. Blair’s Maternity Unit will also facilitate a breastfeeding support group for pregnant and new mothers.

Initiative #3: Measurement of Success

The success of the educational programs will be determined by increasing the number of mothers breastfeeding at two months of age with plans to continue.
Priority 3 - Healthy Lifestyles: Nutrition and Fitness

Initiative #4 - Continue Ongoing Programs, Services, and Initiatives

In an effort to improve the nutrition and fitness of Huntingdon County residents, it is important to continue providing programs, services, and continue to collaborate with community organizations.

Initiative #4: Goal

As a non-profit, J.C. Blair is committed to improve nutrition, physical fitness, and other health and safety concerns of all Huntingdon County residents.

Initiative #4: Strategies

• Continue to grow the CARES program by developing fitness and nutrition programming tailored for employers and their employees.

• Continue to promote community awareness and understanding of Ready, Set, Go! 5210, which was a program started during the implementation of 2013’s Needs Assessment and Plan.
  • Continue to distribute 5210 materials and tools throughout the community through health fairs, hospital-sponsored events, and in provider offices.
  • Partner with physicians to educate patients and families on 5210, and refer patients to J.C. Blair’s registered dietitians for nutrition counseling when needed.
  • Continue to collaborate with Juniata Valley School District’s Sustainability Club to educate faculty, staff, students, and families on 5210.
  • Partner with other Huntingdon County school districts to share 5210 messaging.

• Promote nutrition counseling programs and services.

• Increase collaboration with community partners on programs and policies to improve community health.

• Partner with community organizations, businesses, and government entities to offer 5210 and other wellness activities.

• Partner with Huntingdon Farmers Market to promote whole, fresh, local food.

• Promote access to healthy food in the workplace.

• Promote wellness programming to hospital employees.

• Continue to offer healthier options in J.C. Blair cafeteria.

• Promote physical activity in the workplace.

• Continue to offer and promote Therapy & Wellness Center fitness equipment, Zumba, and Yoga to J.C. Blair employees.

• Promote community fitness and running events with employees and their families.

• Continue to offer and promote Safe Sitter classes

• Educate adolescents and teens on how to properly care for children as they babysit younger children.

• Provide nutrition, fitness, first aid and safety education to participants enrolled in the course

Initiative #4: Measurement of Success

The success of these programs will be measured by the number of individuals who participate in the programs offered.
Priority 3 - Healthy Lifestyles: Nutrition and Fitness

Initiative #5 - Facilitate work group/task force to develop strategies to address nutrition and physical fitness

Through the Huntingdon County Healthy Communities Partnership, J.C. Blair and other members of the Partnership will develop individual workgroups to focus on healthy lifestyles. Representatives will include:

- Area fitness centers and instructors
- Area restaurant representatives
- Broad Top Area Medical Center’s FQHC
- Huntingdon County Farmer’s Market
- Huntingdon County Child & Adult Development Corp.
- Other health and human service providers
- School food service directors and gym teachers
- Southern Alleghenies Planning and Development Commission
- Women, Infants & Children (WIC)
- Local state parks
- JV Sustainability Club
- Safe Bikeable/Walkable Routes local task force

Initiative #5: Goal

The goal of the multi-faceted group of community partners will be to engage the stakeholders to thoroughly explore the issues, prioritize the needs, and develop goals and strategies around each priority need.

Initiative #5: Strategies

- J.C. Blair’s Director of Nutrition and Food Services will lead members of the Huntingdon County Healthy Communities Partnership who are interested stakeholders in Healthy Lifestyles to set goals, objectives and strategies, and implement those strategies to make an impact on the fitness and nutrition of our community.
- Host bi-monthly meetings for the full partnership to engage the groups across the different priorities identified in the Community Health Needs Assessment.

Initiative #5: Measurement of Success

The success of the workgroup will be based on an engaged group of stakeholders meeting and setting goals, objectives and strategies, and finally, implementing those strategies to impact individuals making positive lifestyle changes.
Other Identified Needs & Conclusion

Other Identified Needs Not Addressed

The overall goal of the Community Health Needs Assessment and Implementation Plan is to improve the health of our community. Certainly there are many pressing health issues that merit attention. However, given the complexity of community needs and the limited resources available at J.C. Blair, the initiatives not selected by J.C. Blair are beyond the capacity of the system to address or are currently being addressed by other community organizations.

Conclusion

As Huntingdon County’s health care system, J.C. Blair is committed to improving the health of the people and communities we serve. The process of conducting a Community Health Needs Assessment and developing implementation strategies has helped us to better understand the health care needs of our community and the significant role we play in addressing those needs. In addition, this process has fostered more collaboration among the community organizations that share our goal of improving the health of Huntingdon County.

This Implementation Plan is a roadmap that will likely be revised and enhanced as we continue to address the pressing health issues facing our community.

We recognize that these issues are complex, inter-related, and influenced by multiple factors. As a result, our strategies and activities are dependent on partnerships with key community collaborators. These long-term health issues will require, sustained, coordinated approaches to achieve lasting improvements in the health of our community.
## HEALTH ISSUE | EXISTING HOSPITAL PROGRAMS
--- | ---
Preventive Health/Wellness | 5k runs/walks; tobacco free campus policy; nutrition counseling; host HMJ PATCH classes; host StrongWomen classes; host Zumba classes; host Yoga classes; JVHS bike/walk-to-school day partner; JC Blair CARES worksite wellness program for area employers
Screenings | Annual Kiwanis Wellness Check, bone density heel scans for osteoporosis, BP screenings, balance screenings, mental health screenings
Education | Diabetes self-management classes; prenatal classes; CPS classes; Insurance Outreach Events & Counseling; Auxiliary children’s health fair; school/employer/church/senior center presentations & health fairs; Human Service Council presentations; Senior Expo stations; educational channel for inpatients; lobby displays on various health topics; recognition events for breast cancer, colorectal cancer, heart health, etc.; lunch-n-learns on various health topics; cafeteria case displays; newspaper articles; Wear Red/Pink Day luncheons; medication record distribution & promotion.
Sliding Fees | JC Blair Medical Services Providers
Mental Health | H.O.P.E. Project, Adult Inpatient services, Employee Assistance Program, stress assessment/management at area health fairs
Heart Disease | Women’s Heart Health Initiative; Cardiac Care Center - stress tests, EKGs, accredited echocardiography; accredited Cardiac Rehab program; Next Step – Cardiac Rehab Phase III
Lung Disease | Free lung screenings, pulmonary function testing; aerosol medication treatments, respiratory therapy, ventilator management, sleep testing; Pulmonary Rehab program
Breast Health | 3D digital mammography; mammogram reminder cards; mammogram voucher program; extended hours for screening mammography; personal risk assessments; education and outreach
Accidents & Safety | Newborn Safety Kits; Safe Kids Chapter facilitator; promotion of state and local police car seat safety checks; JVHS bike/walk-to-school partner; summer safety outreach; collaboration with PennDOT & state police on motor vehicle crash prevention & education
Charity Care | $165,477 in charity care program; patient financial counseling for all patients available.
Access to Care | Certified Application Counselor health insurance enrollment counseling
Other Community Benefit Programs | $474,020 in Health Professions Education; $54,741 in Community Building; $49,427 in Financial & In-Kind Contributions; $39,795 in Community Health Services; $110,000 in Community Benefit Operations
Colorectal Health | 80% by 2018 campaign
<table>
<thead>
<tr>
<th>PROBLEM AREA</th>
<th>HUNTINGDON COUNTY AGENCIES THAT COULD HELP</th>
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<tbody>
<tr>
<td>Information</td>
<td>Center for Community Action 643-4202 or 888-644-4202 (toll free); United Way: 643-3142</td>
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<tr>
<td>Financial Need</td>
<td>Huntingdon County Assistance Office: 643-1170 or 800-237-7674 (toll free); Salvation Army: 643-1430; Center for Community Action: 643-4202 or 888-644-4202; St. Vincent DePaul Society: 643-0160</td>
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<tr>
<td>Disaster Aid</td>
<td>Huntingdon County Emergency Management Agency: 643-6613; American Red Cross: 643-2610; Salvation Army: 643-1430</td>
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<td>Housing Assistance</td>
<td>Huntingdon County Housing Authority: 542-2531; Area Agency on Aging: 643-5115 (elderly/disabled); Huntingdon Area Habitat for Humanity: 641-3113; Huntingdon County Assistance Office: 643-1170 or 800-237-7674; Weatherization Inc: 643-2343 or 877-984-7462 (toll free)</td>
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<tr>
<td>Medical Care</td>
<td>J.C. Blair Memorial Hospital: 643-2290; Home Nursing Agency: 643-5585 (home health &amp; hospice); Broad Top Area Medical Center: 635-2916; Huntington Family Care Center: 506-8114; Primary Care Center: 643-8300; Trough Creek Medical Care Center: 448-9226; Mount Union Medical Center: 542-8627; Southern Huntington County Medical Center: 447-5556; PA Dept of Health 627-1251; Huntington County PRIDE: 643-5724; American Cancer Society: 800-ACS-2345; HIV/AIDS Task Force: 644-6997; CHIP: 1-800-986-KIDS; PA Fair Care : 1-888-767-7015 (for uninsured with pre-existing conditions); United Way 643-3142 (prescription assistance); HIV/AIDS Intervention: 946-5411; UPMC Huntington Physicians: 643-0461; Geisinger Cold Springs: 643-1551; Certified Application Counselor for Marketplace Insurance: 643-8885</td>
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<tr>
<td>Food</td>
<td>Huntingdon Area Food Pantry: 643-6870; Mount Union Food Pantry: 542-4778; So. Huntingdon County Food Pantry: 447-3579; WIC Program: 635-3942; Meals on Wheels: 643-6007; Salvation Army: 643-1430; County Assistance Office: 643-1170 or 800-237-7674; Soup Kitchen (Presbyterian Church): 643-1302</td>
</tr>
<tr>
<td>Physical &amp; Other Disabilities</td>
<td>Huntingdon County PRIDE: 643-5724; Center for Independent Living: 800-237-9009(brain injury support group); Juniata Valley Association for the Blind: 877-741-7411; SAM, Inc./Base Service Unit: 643-6100; Special Kids Network: 1-800-986-4550; Unlimited Care Providers: 1-877-371-1110</td>
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<td>Mental Retardation</td>
<td>SAM Inc./Base Service Unit: 643-6100; Raystown Developmental Services: 643-6510; Unlimited Care Providers: 800-270-2933; MJ Special Needs Center: 643-6100</td>
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<tr>
<td>Child Abuse/Neglect</td>
<td>Huntingdon County Children’s Services: 643-3270; Childline: 1-800-932-0313</td>
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<td>Work/Jobs</td>
<td>Huntingdon County Career Link: 641-6408; PA Office of Vocational Rehabilitation: 1-800-442-6343; Huntingdon County Chamber: 643-1110; HCBI: 506-8287</td>
</tr>
<tr>
<td>Education</td>
<td>Huntingdon County Child &amp; Adult Development Corp: 643-5199; Tuscarora Intermediate Unit: 542-2501; Juniata College: 641-3000; Huntington County Career &amp; Technology Center: 643-0951; 4 school districts in the county; Ark of Learning: 643-1430; Penn State Cooperative Extension: 643-1660; Career Link: 641-6408; Penn Highlands Comm. College: 643-6200</td>
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<tr>
<td>Legal Issues</td>
<td>MidPenn Legal Services: 1-800-326-9177; Huntingdon Co. Public Defender: 643-1550</td>
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<td>Aging Issues</td>
<td>Huntingdon/Bedford/Fulton Area Agency on Aging: 643-5115; Alzheimer’s Assoc.: 1-800-975-8848; Caregivers’ Support Group for Alzheimer and Dementia Patients: 643-3756</td>
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<td>Domestic Violence</td>
<td>Huntingdon House: 643-1190 – 1-800-DON-T HIT (1-800-366-8448); The Abuse Network: 1-888-810-2444</td>
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<td>Transportation</td>
<td>CART: 643-5700; Medical Assistance Transportation: 641-6408; Med-Van Transport: 948-6170; American Cancer Society Road to Recovery: 1-800-ACS-2345; Maidens Taxi Service: 644-9999</td>
</tr>
<tr>
<td>Dental Care</td>
<td>PA Dental: 800-223-0016; 888-683-9158</td>
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