



Winchester Medical Center

2014 – 2016 Implementation Strategy for the 2013 Community Health Needs Assessment

Serving Our Community by Improving Health

Table of Contents

| | |
|---|-----------|
| A Letter from the Hospital President | 1 |
| Getting to Know Winchester Medical Center | 2 |
| Introduction | 4 |
| 2013 Community Health Needs Assessment Summary | 5 |
| Definition of the Community Served | 5 |
| Significant Health Needs Identified | 7 |
| Significant Health Needs the Hospital Will Address | 8 |
| Access to Primary and Preventive Care | 8 |
| Mental and Behavioral Health | 10 |
| Substance Abuse and Tobacco Smoking..... | 12 |
| Physical Activity, Nutrition, and Obesity-related Chronic Diseases..... | 13 |
| Financial Hardship and Basic Needs Insecurity..... | 15 |
| Needs the Hospital Will Not Address | 17 |
| Implementation Strategy Adoption | 17 |

A Letter from the Hospital President

On behalf of Winchester Medical Center and Valley Health, I would like to thank you for your interest in reviewing our 2014-2016 implementation strategy for the 2013 Community Health Needs Assessment.

Insert Mr. Merrill
Headshot

Winchester Medical Center has served residents in and around a thirteen county area in Virginia and West Virginia and the City of Winchester, Virginia as a non-profit community hospital since 1903. We're proud to serve the healthcare needs of our patients and the community as a whole. As part of the Valley Health team, we want to help the residents of our community stay healthy, prevent illness, learn about health issues, and feel their best.

Every three years, Winchester Medical Center conducts a Community Health Needs Assessment – a comprehensive study identifying the most pressing health needs in our community. This implementation strategy lays out the framework for how we will address identified community health needs over the next three years.

We recognize that our community's health concerns are complex and will not be improved solely by the actions of Winchester Medical Center. Indeed, to address these needs successfully, we will partner with numerous other community agencies and embrace the interest in making our community healthier from community members just like you.

Thank you again for your interest in our initiatives to address the community's identified health needs.

Sincerely,

Mark H. Merrill
President and Chief Executive Officer, Valley Health System
President, Winchester Medical Center

Getting to Know Valley Health System and Winchester Medical Center

Our Mission, Vision, and Values

Our Mission: *Serving Our Community by Improving Health.*

Our Vision: One System - One Purpose: Leading with Innovative Healthcare

Focusing on patients first, Valley Health will provide the communities we serve with quality health care that is easy to access, well-coordinated, and responsive to their needs. As valued leaders and partners, physicians will guide the health care team in achieving superior clinical outcomes. We will provide our employees with an environment that fosters professional growth, innovation, accountability and pride.

Our Values:



Key Stats at a Glance

ED Visits

68,491

Inpatient Admissions

26,346

Total Patients Served

469,756

Financial Assistance & Means-Tested Programs

\$36,006,114

Total Other Community Benefit

\$8,929,755

About Winchester Medical Center

As a Valley Health facility, Winchester Medical Center (“WMC” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” Winchester Medical Center is a 445-bed hospital located in Winchester, Virginia. It provides the only Level II Trauma Center in the region and serves as the tertiary services hub for most of the Northern Shenandoah Valley. It opened in 1903 as Winchester Memorial Hospital, and was renamed Winchester Medical Center in 1984.

Winchester Medical Center includes many centers of excellence: heart & vascular services, oncology, orthopedics, neurosciences, stroke care, women & children’s services, bariatric treatment, as well as surgical services, radiology/imaging, rehabilitation services, and an Emergency Department, Intensive Care Unit (ICU), and Newborn ICU. The hospital reported 26,346 inpatient discharges and 68,491 emergency department visits in 2012.

Valley Health is a nonprofit organization serving the healthcare needs of people in and around a thirteen county area in Virginia and West Virginia and the City of Winchester, Virginia. It operates six hospitals: Winchester Medical Center in Winchester, VA; Warren Memorial Hospital in Front Royal, VA; Shenandoah Memorial Hospital in Woodstock, VA; Page Memorial Hospital in Luray, VA; Hampshire Memorial Hospital in Romney, WV; and War Memorial Hospital in Berkeley Springs, WV. Valley Health also operates Valley Regional Enterprises, Inc. (Valley Home Care; Valley Medical Transport; Valley Pharmacy; Urgent Care Centers in Winchester and Front Royal in VA and Martinsburg in WV; and Quick Care in Strasburg, VA) and Surgi-Center of Winchester.

Valley Health has a combined 594 licensed inpatient beds and 166 long-term care beds system-wide, and is supported by more than 5,300 employees and a medical staff of over 500. The system had 30,000 inpatient admissions and more than 140,000 emergency room visits in 2012. Total outpatient encounters numbered approximately 800,000.

Recognition

Winchester Medical Center has been recognized as a Best Regional Hospital by U.S. News & World Report. In order to be recognized as a Best Regional Hospital, an organization must be rated as “high performing” in at least one of 16 specialties evaluated. WMC was recognized as high performing in nine specialties, including: Cardiology & Heart Surgery, Diabetes & Endocrinology, Ear, Nose & Throat, Geriatrics, Gastroenterology, Nephrology, Neurology & Neurosurgery, Pulmonology, and Urology. WMC was ranked the #5 hospital in Virginia and the #1 hospital in the Shenandoah Valley region.

Winchester Medical Center is also proud to be a Magnet designated hospital. Magnet designated hospitals obtain better outcomes, higher patient satisfaction, and a transformed work environment that helps to create a culture that values excellent employees. The Magnet recognition is inarguably the gold standard in patient care. It provides our patients with the ultimate benchmark to measure the quality of care they can expect to receive. Winchester Medical Center is one of only 15 hospitals in the state of Virginia to receive this prestigious designation by the American Nurses Credentialing Center’s (ANCC) Magnet Recognition Program. Only approximately 15 percent of hospitals across the U.S. can call themselves Magnet.

Introduction

This implementation strategy describes how Winchester Medical Center plans to address significant community health needs in 2014 through 2016. These needs were identified in the 2013 Community Health Needs Assessment (CHNA) published and made widely available to the public on September 25, 2013.

The 2013 CHNA and this implementation strategy were undertaken to identify and address significant community health needs in furtherance of Valley Health's mission, and in accordance with proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010. Final guidance as to the content and format of these documents had not been issued by the IRS at the time the CHNA and this implementation strategy were created.

This implementation strategy outlines the significant community health needs described in the CHNA that Winchester Medical Center plans to address in whole or in part. Winchester Medical Center may amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs included here. This plan and its strategies may be refocused to account for such changes in the community landscape.

Winchester Medical Center plays a critical role in providing health care services and community benefit throughout its service area, which consists of thirteen counties in West Virginia and Virginia, and the City of Winchester, Virginia. While the work described in the implementation strategy focuses on addressing significant health needs identified in the CHNA, other essential health programs also will continue. For more information on Winchester Medical Center's additional programs and services, please visit www.valleyhealthlink.com/WMC.

2013 Community Health Needs Assessment Summary

Winchester Medical Center's 2013 Community Health Needs Assessment was conducted between February and August 2013 by collecting and analyzing information from multiple sources. Data on health status, health care access, and related subjects were analyzed. Input from persons representing the broad interests of the community, including individuals with special knowledge of or expertise in public health, were taken into account via interviews and meetings with 101 community members and agency leaders, and a community survey with 1,077 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

WMC's internal project team for the CHNA included representatives throughout Valley Health, led by: Chris Rucker, Vice President of Ambulatory Services and Wellness, and President of Valley Regional Enterprises; Gregory Hudson, Valley Health Director of Planning and Business Development; and Mary Zufall, Community Health Coordinator. The CHNA was endorsed by the Board of Trustees. Winchester Medical Center collaborated with the other Valley Health hospitals for the assessment. The hospitals engaged Verité Healthcare Consulting to prepare their CHNAs. More information on the firm and its qualifications can be found at www.VeriteConsulting.com.

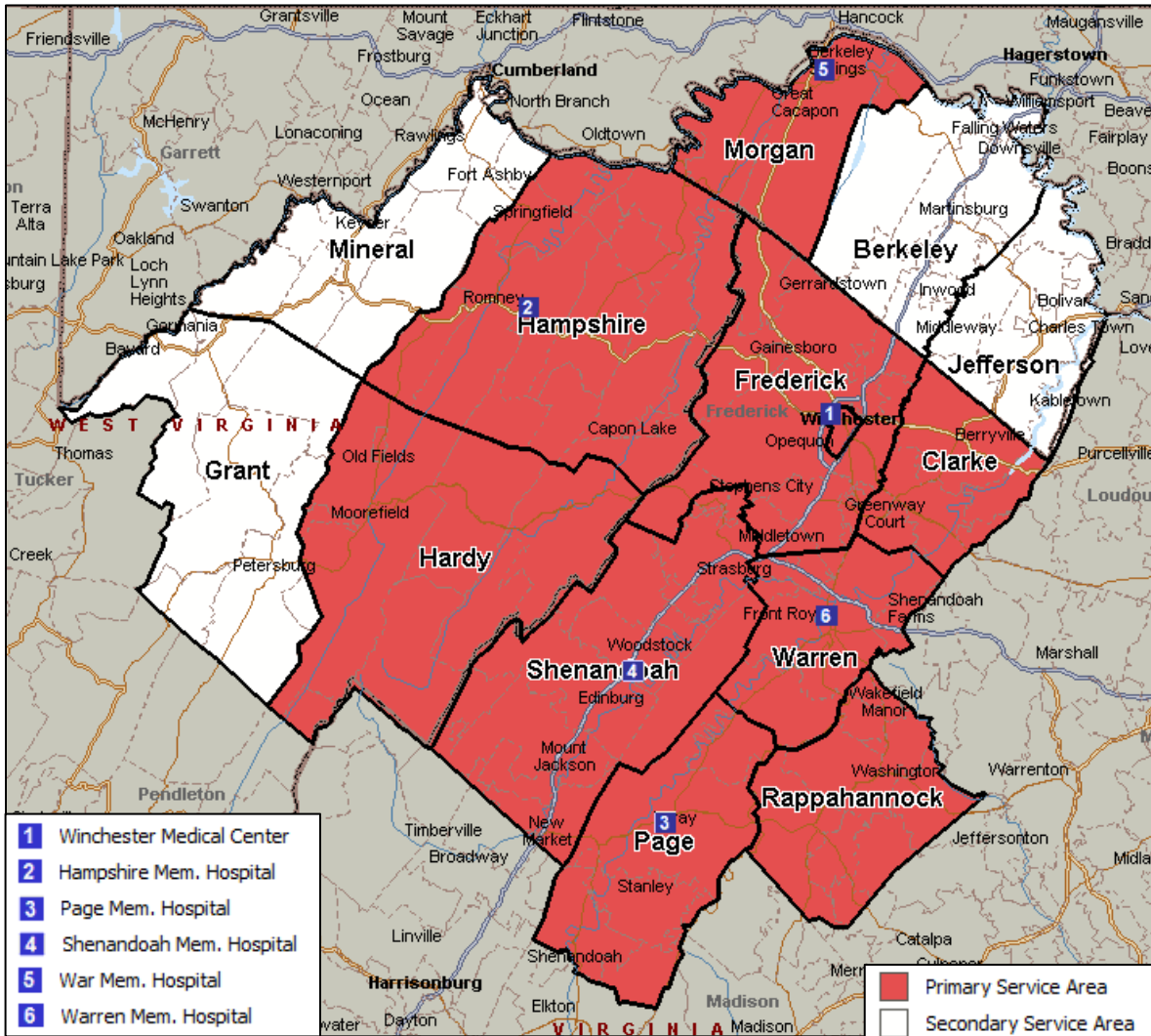
Definition of the Community Served

Winchester Medical Center's community consists of thirteen counties in West Virginia and Virginia, and the City of Winchester, Virginia (114 ZIP codes). The hospital's primary service area is Clarke, Frederick, Page, Rappahannock, Shenandoah, and Warren Counties, the City of Winchester in Virginia, and Hampshire, Hardy, and Morgan Counties in West Virginia. The secondary service area is composed of Berkeley, Grant, Jefferson, and Mineral Counties in West Virginia.

In 2013, this community included an estimated 495,381 persons. In 2012, the community collectively accounted for 95 percent of the hospital's inpatient discharges and 95 percent of emergency department discharges. The majority (77 percent) of the hospital's inpatients originated from the primary service area. Approximately 56 percent of emergency department visits originated from Winchester City and Frederick County. Highlights of community characteristics include:

- The community's population is expected to grow three percent between 2013 and 2018. While the population aged 65 and over is expected to grow approximately 17 percent, the population under 65 is expected to decrease or only increase slightly.
- Eighty-nine percent of residents were white, but the community is gradually diversifying.
- Grant, Hampshire, Hardy, and Mineral Counties, the City of Winchester, and West Virginia as a whole, had poverty rates higher than the U.S. average.
- Page County reported an unemployment rate in March 2013 above the Virginia and national averages. Winchester, Warren, and Shenandoah Counties reported unemployment rates higher than the Virginia average.

Winchester Medical Center Community



Significant Health Needs Identified

The 2013 CHNA identified a number of significant health needs in the community. Those needs are listed and summarized below in rank order. A complete description of these health needs and how they were identified — including the community input taken into account, the data analyzed, and the prioritization methods used — can be found in the 2013 CHNA report available at www.valleyhealthlink.com/CHNA.

1. **Access to Primary and Preventive Care:** A limited supply of physicians and difficulties getting needed care, a relatively high percentage of uninsured residents, a lack of providers who accept new Medicaid and Medicare patients, and transportation barriers to care.
2. **Mental and Behavioral Health:** A shortage of mental health professionals, suicide rates worse than the state average, and a wide range of mental and behavioral health conditions, including: bullying, autism spectrum symptoms and diagnoses, depression among senior citizens, adult and family stress and coping difficulties associated with finances, a lack of affordable outpatient mental health care, and a lack of local inpatient treatment facilities.
3. **Substance Abuse and Tobacco Smoking:** Increasing substance abuse among youth and adults, including: prescription and over-the-counter medicines, as well as illicit substances; excessive drinking and high motor vehicle crash death rates in Page County; substance abuse and addiction among pregnant women; high rates of tobacco use; and a lack of local substance abuse treatment options.
4. **Physical Activity, Nutrition, and Obesity-related Chronic Diseases:** Obesity, overweight, diabetes, and heart disease caused or made worse by poor nutrition and diet; low physical activity and exercise; food insecurity and hunger; and a lack of affordable, healthy food choices in some parts of the community.
5. **Oral Health and Dental Care:** A shortage of dentists and a lack of affordable preventive dental care, poor dental hygiene, tooth decay among children and adults, lack of providers that accept Medicaid, and eliminated public funding for dental clinics.
6. **Financial Hardship and Basic Needs Insecurity:** An increase in low-income households and uninsured residents, difficulties with housing affordability and homelessness, access to transportation, food insecurity and hunger, and a decrease in public budgets for health care and public health.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Winchester Medical Center plans to address significant health needs identified in the 2013 Community Health Needs Assessment. Winchester Medical Center, in conjunction with the other Valley Health hospitals, has created issue-specific work groups that assist in carrying out many of the initiatives described below. For each significant health need that the hospital plans to address, the strategy describes:

- Actions the hospital intends to take, including programs and resources it plans to commit;
- Anticipated impacts of these actions and a plan to evaluate those impacts; and
- Planned collaboration between the hospital and other organizations.

In addition to the programs described below, Valley Health is affiliated with the not-for-profit organization Our Health, supports it financially, and collaborates on several programs. Our Health supports “partner agencies to improve the health and well-being of [the] community by enhancing capacity, fostering collaboration, and improving outcomes” across the Northern Shenandoah Valley. Thirteen of these partner agencies share one campus and receive “administrative support, training and technical assistance, and grant writing assistance” through Our Health. Our Health and its partner agencies work to help meet many of the significant health needs identified in the Valley Health hospitals’ CHNAs. Other Valley Health collaborators include organizations involved through previous and current grants facilitated by Our Health, and the over 50 community agencies that receive services through the Volunteer Action Center.

Access to Primary and Preventive Care

The hospital intends to address access to primary and preventive health care by taking the following actions:

- a. Enhance the comprehensiveness and utilization of the United Way’s 211 directory in Virginia and West Virginia by facilitating the enrollment of all providers in the directory, and by distributing information about the directory to residents through parish nurses and to organizations such as the Blue Ridge Area Food Bank, the United Way, and area free clinics.
- b. Standardize referrals of vulnerable populations and/or high-risk patients between the hospital and local free medical clinics, including the Free Medical Clinic of the Northern Shenandoah Valley, Good Samaritan Free Clinic, St. Luke Community Clinic, Page County Free Clinic, and the Shenandoah County Free Clinic. This standardized process will help those in need obtain access to primary and preventive care more expeditiously, and reduce unneeded emergency department visits.
- c. Provide financial support to Faith in Action and the Shenandoah Area Agency on Aging (SAAA), organizations that provide transportation to and from healthcare services. This financial support will serve to sustain transportation services for low income persons to access needed medical care and social services.
- d. Create a consortium of for-profit and not-for-profit entities within Lord Fairfax Health District for the purpose of facilitating public access to health care through additional grant opportunities for transportation funding.
- e. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings throughout the community, such as at the

Community Wellness Festival, Employer Summit, Frederick County Fair, Safety Fair, local shopping centers by means of the Mobile Health Coach, and the Alzheimer's Walk.

- f. Continue deploying Valley Health's Mobile Health Coach in the community as a medium to provide screenings and follow-up referral to the community free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
- g. Continue the work of the Preventable Hospital Admissions Task Force to improve access to outpatient services for community residents and reduce avoidable emergency department admissions.
- h. Provide financial support to the Free Medical Clinic of Northern Shenandoah Valley, Inc., an organization that provides medical care to low-income families and the uninsured in Winchester City, Frederick County, and Clarke County. This financial support will help sustain the organization's mission, assist those in need with obtaining access to primary and preventative care, and reduce unneeded emergency department visits.
- i. Provide financial assistance to the local Federal Qualified Health Center (FQHC), Shenandoah Valley Medical Systems, to improve access to primary and mental health services.
- j. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.
- k. Subsidize the Family Practice Residency program to train and retain Family Practice Physicians in the community.
- l. Provide financial and in-kind support of training programs for physical therapy, occupational therapy, physician assistant, nurse practitioner nursing, and certified nursing assistants to attract and retain healthcare professionals in these key disciplines.
- m. Provide financial assistance through both free and discounted care for health care services, consistent with Valley Health's financial assistance policy. This policy is intended in part to reduce financial considerations as a barrier to primary and preventative care, thereby managing health in the most cost effective manner.
- n. In addition to offering charity assistance to eligible individuals and families, assist patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in Medicaid. WMC assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts:

- Increased utilization of the 211 Directory resulting in an increased utilization of the listed health and human services.
- Improved collaboration between Winchester Medical Center and area free clinics to optimize the intake process and decrease waiting times for patients with chronic illness or conditions sensitive to readmission.
- Increased availability of transportation resources to healthcare services for those experiencing transportation barriers to seeking care.
- Patients needing assistance with obtaining Medicaid coverage will receive assistance through Winchester Medical Center.

- A decrease in avoidable emergency department visits.
- A decrease in the number of identified health professions shortages in the community.
- Increased numbers of individuals receiving early detection of chronic diseases and referrals to specialty care through screenings on the Mobile Health Coach.

The hospital will evaluate these impacts by monitoring program performance and health care delivery system changes related to actions taken, on an annual basis.

Planned Collaboration:

In addressing access to primary and preventive care, Winchester Medical Center anticipates collaborating with:

- United Way of Northern Shenandoah Valley
- United Way of Warren County
- Free Medical Clinic of Northern Shenandoah Valley
- Good Samaritan Free Clinic
- Page County Free Clinic
- St. Luke's Free Clinic
- Shenandoah County Free Clinic
- Faith in Action
- Shenandoah Area Agency on Aging
- Shenandoah Valley Medical Systems

Mental and Behavioral Health

The hospital intends to address mental and behavioral health by taking the following actions:

- a. Provide financial support to the Concern Hotline, an organization that provides crisis intervention and suicide prevention services to residents in the Northern Shenandoah Valley. This important resource provides an access point to those with a mental health need, and a clearinghouse for referrals to other appropriate community resources.
- b. Continue to provide services through a psychosocial club, Camp Re-Creation, for persons with mental health conditions who are at risk for readmission in Frederick County and Winchester City. This camp started in the summer of 2013 and intends to provide summer, fall, and spring classes.
- c. Provide access to mental and behavioral healthcare through telemedicine services that reduce geographic barriers to care. This program places the expertise of trained mental health professionals at the bedside of mental health patients in crisis, in locales where this expertise would not otherwise be available.
- d. Provide financial support to the National Alliance on Mental Illness (NAMI) of Winchester, an organization working to improve mental health in Winchester City. This advocacy organization

serves as a both a critical link to the needs of the mental health community, and a coordinator of support programs that assist mental health patients and their families.

- e. Continue to provide scholarships at Valley Health’s wellness centers for patients with mental illness or substance abuse diagnoses with an accompanying referral from their physician regarding the need for exercise.
- f. Continue to provide subsidized funding for the Behavioral Health Unit located at Winchester Medical Center for adult acute care patient for services. This facility serves as the only acute inpatient behavioral health facility in the community.
- g. Subsidize outpatient mental health services, a structured program serving the adult mental health population within the community, which is an important part of the continuum of care for those discharged from acute care and for other community members not requiring inpatient mental health services.
- h. Provide financial assistance to the local Federally Qualified Health Center (FQHC), Shenandoah Valley Medical Systems, to improve access to services. This support allows expansion of the clinic to provide increased access for mental health patients.
- i. Collaborate with Laurel Center for forensic nursing services to include referrals, counseling, and litigation support serving victims of domestic and sexual violence.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts:

- Persons with a mental health concern will have increased access to community mental and behavioral health care and services, decreasing the need for emergent mental health care.
- Qualifying individuals will have access to psychosocial peer support and/or fitness services through Frederick County Parks and Recreation or Winchester Medical Center’s Wellness and Fitness Center.
- Persons with a mental health concern without 24 hour access to a mental health professional will have access to evaluation services via telemedicine.
- Victims of domestic and sexual violence will receive health care, integrated with multidisciplinary care for psychological traumas.

The hospital will evaluate these impacts by monitoring program performance and mental health care delivery system changes related to actions taken, on an annual basis.

Planned Collaboration:

In addressing access to mental and behavioral health needs, Winchester Medical Center anticipates collaborating with:

- Concern Hotline
- Frederick County Parks and Recreation
- Warren Memorial Hospital
- Page Memorial Hospital

- Shenandoah Memorial Hospital
- War Memorial Hospital
- Hampshire Memorial Hospital
- National Alliance on Mental Illness – Winchester
- Northwestern Community Services Board
- Shenandoah Valley Medical Systems
- Grafton Integrated Health Systems
- Diamond Healthcare Services
- The Laurel Center

Substance Abuse and Tobacco Smoking

The hospital intends to address substance abuse and tobacco smoking by taking the following actions:

- a. Provide financial support to Edgehill Recovery Center/New Life, an organization focusing on healthy living and recovery from substance abuse.
- b. Assist with the detection and treatment of substance abuse screening in prenatal care through the Perinatal Substance Abuse/District Child Protective Services. Licensed practitioners, as a routine component of prenatal care, establish and implement a medical history protocol to screen all pregnant patients for substance use to determine the need for further evaluation.
- c. Provide counseling to each patient upon discharge through the Tobacco Cessation Program. WMC also provides a free Tobacco Cessation Information session for the community to learn more about tobacco use and potential risks of cancer, successful ways of quitting, and to become aware of local and national resources.
- d. Participate in the Great American Smoke Out and promote the event within the community to encourage smokers to use the date to make a plan to quit. By quitting, even for one day, smokers will be taking an important step towards a healthier life reducing cancer risks.
- e. Provide education on substance abuse and impaired driving at WMC’s annual safety fair through use of a driving simulator to demonstrate how impaired vision and other senses affect driving.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts:

- Edgehill Recovery Center will be able to maintain substance abuse services for those in the community with a substance abuse diagnosis.
- Perinatal patients (mother and baby) will receive early recognition of substance abuse and intervention to reduce incidence of substance abuse during pregnancy and post-partum complications.
- More people will be knowledgeable about and aware of the risks and consequences of substance abuse and tobacco smoking, and have tools to avoid or stop use and abuse.

The hospital will evaluate these impacts by monitoring program performance annually, and community substance abuse and tobacco use statistics as available.

Planned Collaboration:

In addressing substance abuse and tobacco smoking, Winchester Medical Center anticipates collaborating with:

- Edgehill Recovery Center/New Life
- Valley Health Wellness Services
- American Lung Association
- American Cancer Society
- Clarke County Schools
- Winchester City Schools
- Frederick County Schools

Physical Activity, Nutrition, and Obesity-related Chronic Diseases

The hospital intends to address physical activity, nutrition, and obesity-related chronic diseases by taking the following actions:

- a. Implement an evidenced-based campaign using the “Everyday Choices” materials from the American Cancer Society, American Heart Association, and American Diabetes Association to encourage residents to get the right health screenings for their age and gender. Information will be disseminated to patients, community partners, health departments, rural health centers, local libraries, and wellness centers about cancer, cardiovascular disease, and diabetes screenings, among others.
- b. Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, a program that encourages healthy choices related to sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and sodas and sugary drinks. 9-5-2-1-0 materials and publications will be utilized in preschool and elementary schools, promoted to WIC program participants, and distributed by the Health Coach mobile unit at health fairs and other external events.
- c. Continue participation in the youth risk behaviors subgroup and the Youth Resource Alliance, a network of youth-focused individuals, organizations, and resources serving youth in the Lord Fairfax Health District.
- d. Using information on specific risk behaviors of youth identified in the Center for Disease Control and Prevention’s Youth Risk Behavior Survey conducted in Lord Fairfax Health District, develop strategies to address healthy behaviors, such as the Girls on the Run program which encourages physical activity in third to eighth grade girls.
- e. Provide healthy snacks and meals to assist local schools with the Weekend Backpack Program, which sends food home on weekends with elementary-aged children who receive Title 1 funding. Backpacks usually include snacks as well as full meals for the family.

- f. Continue deploying Valley Health’s Mobile Health Coach in the community as a medium to provide screenings and referrals to the community free of charge. Screenings include blood pressure checks and cholesterol screenings.
- g. Seek grant and community foundation funding for all outreach efforts to allow for greater access to costly screenings and procedures related to colorectal, breast, and lung cancer, cardiovascular disease, and diabetes by the low-income and underinsured.
- h. Conduct the Apple Blossom 5K race and partner with other local parks and recreation to provide other 5K and fun runs. Races help promote physical fitness for the community.
- i. Establish the Chronic Disease Transition Center to provide assistance and services to patients with chronic diseases. This program provides education and disease management services for patients otherwise without access to a primary care physician or health education resources.
- j. Deliver the Diabetes Management Program, an American Diabetes Association (ADA) accredited program that provides educational classes in both group and individual settings to cover specific content areas defined by the ADA and outlined in the National Standards for Diabetes Self-Management Education (DSME). Included are follow-up education, nutritional education, insulin initiation/adjustment, insulin pump therapy, pregnancy and diabetes, and other services such as continuous glucose monitoring and diabetes prevention education.
- k. Continue maintaining two subsidized community pools for aquatic exercise programs providing exercise and rehabilitation for patients and the public.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts:

- Contribute to controlling or reducing incidence rates of cardiovascular disease, diabetes, childhood obesity, and nutrition related disorders in the community.
- Resources for at risk youth will become more widely available, following promotion of the Youth Resource Alliance website.
- At-risk youth will have access to healthy snacks while away from school.
- Screenings for cardiovascular disease and diabetes will help to identify obesity-related diseases and enable interventions to begin sooner.
- Community members with a diagnosis of diabetes will have access to diabetes self-management resources and will see improvement in management of key indicators.

The hospital will evaluate these impacts by monitoring program performance annually, and community chronic disease, physical activity, and nutrition statistics as available.

Planned Collaboration:

In addressing physical activity, nutrition, and obesity-related chronic diseases, Winchester Medical Center anticipates collaborating with:

- American Cancer Society
- American Heart Association
- American Diabetes Association
- Youth Resource Alliance
- Lord Fairfax Health District
- Apple Blossom Festival
- Frederick County Parks and Recreation
- Frederick County Schools
- Clarke County Schools
- City of Winchester Schools
- Warren County Schools
- Page County Schools
- Shenandoah County Schools

Financial Hardship and Basic Needs Insecurity

Issues of financial hardship and basic needs insecurity extend far beyond what any single organization can significantly impact. As an acute care hospital, Winchester Medical Center is not ideally suited to be the lead organization in addressing all financial hardship and basic needs insecurity issues in the community. Nonetheless, the hospital intends to help address those needs it can impact by taking the following actions:

- a. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.
- b. Provide healthy snacks and meals to assist local schools with the Weekend Backpack Program, which sends food home on weekends with elementary-aged children who receive Title 1 funding. Backpacks usually include snacks as well as full meals for the family.
- c. Collaborate with the Salvation Army and Kiwanis Club to serve meals to the community.
- d. Advocate to businesses to donate their surplus food to area organizations.
- e. Support area public schools to establish health career education scholarships for students. Valley Health has committed \$75,000 per semester for four semesters for 2013 through 2015. This program assists local schools with establishing a health professions preparatory program, thereby creating graduates more prepared for entry into the workforce, or pursuit of college level medical and nursing programs. The funding will be used for new faculty hired to teach the Health & Medical Science program.

- f. Provide housing for families that have a loved one admitted to the hospital through the Hurst House, a hotel-like atmosphere with an added personal touch. It is offered to those that need to be close to their loved ones and who live an extended distance from the hospital. The services are free of charge to the patients' families.
- g. Provide prescriptions to those that cannot afford through the Shenandoah Compassionate Pharmacy program, a program funded by Winchester Medical Center, aimed at providing medications to those that would otherwise forego medications.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts related to financial hardship and basic needs insecurity:

- Access to basic needs will be improved through United Way supported agencies, public schools, area food banks, and the Salvation Army.
- Graduates from area high schools will be prepared for either entry-level health care employment or pursuit of higher education in health sciences or medicine.
- Families without financial means to stay near a loved one admitted to Winchester Medical Center will receive free housing through the Hurst House.
- Persons without financial means to fill prescriptions, meeting program criteria, will receive free medications upon discharge.

The hospital will evaluate these impacts by monitoring program performance annually.

Planned Collaboration:

In addressing financial hardship and basic needs insecurity, Winchester Medical Center anticipates collaborating with:

- Salvation Army
- Kiwanis Club
- Frederick County Schools
- Clarke County Schools
- City of Winchester Schools
- Warren County Schools
- Page County Schools
- Shenandoah County Schools

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Winchester Medical Center is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a range of important health care services and community benefits. This implementation strategy does not include specific plans to address oral health and dental care, a significant health need that was identified in the 2013 Community Health Needs Assessment.

As an acute care hospital, Winchester Medical Center is not ideally suited to be the lead organization in addressing unmet oral and dental health needs in the community. The hospital does not have services or specific expertise in dental health, and is directing its limited resources to other identified significant community health needs. Nonetheless, the hospital intends to provide financial support to the Free Medical Clinic of the Northern Shenandoah Valley to provide emergency dental services, and to the Free Dental Clinic which provides care to low-income families and the uninsured in Winchester City, Frederick County, and Clarke County.

Implementation Strategy Adoption

This implementation strategy was adopted by the Winchester Medical Center Board of Trustees on January 17, 2014.