



War Memorial Hospital

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

Serving Our Community by Improving Health

1 Healthy Way, Berkeley Springs, WV 25411
www.valleyhealthlink.com/War

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A Letter from the Hospital President

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

War Memorial Hospital has served residents in Berkeley Springs, Morgan County and surrounding areas as a non-profit community hospital since 1947. We're proud to serve the healthcare needs of our patients and the community as a whole. As part of the Valley Health System 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, War Memorial Hospital 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 in partnership with numerous other community agencies.

We recognize that our community's health concerns are complex and will not be improved solely by the actions of War Memorial Hospital. Indeed, to address these needs successfully, we will partner with numerous other community agencies and benefit from 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,

A handwritten signature in blue ink that reads "Neil R. McLaughlin". The signature is written in a cursive, flowing style.

Neil R. McLaughlin
President, War Memorial Hospital

Getting to Know Valley Health System and War Memorial Hospital

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

6,847

Inpatient Admissions

462

Total Patients Served

29,061

Financial Assistance & Means-Tested Programs

\$1,027,850

Total Other Community Benefit

\$50,528

About War Memorial Hospital

As a Valley Health Facility, War Memorial Hospital (“War” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” War Memorial Hospital is a 25-bed, licensed Critical Access Hospital in Morgan County. War Memorial was founded in 1947, and was affiliated with Valley Health from 1989 until 2010, when it was acquired by Valley Health. It was replaced on a new site in April 2012. The hospital provides surgical services, inpatient acute medical care, skilled care, and long-term care, rehabilitation services, laboratory, respiratory therapy, an Emergency Department, an all-digital medical imaging department, cardiac rehab, and an outpatient rehabilitation and wellness facility. The hospital reported 462 inpatient discharges and 6,847 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

War Memorial Hospital has been awarded a three-year term of accreditation in mammography as the result of a recent review by the American College of Radiology (ACR). The ACR gold seal of accreditation represents the highest level of image quality and patient safety. It is awarded only to facilities meeting ACR Practice Guidelines and Technical Standards after a peer-review evaluation by board-certified physicians and medical physicists who are experts in the field. Image quality, personnel qualifications, adequacy of facility equipment, quality control procedures, and quality assurance programs are assessed. The findings are reported to the ACR Committee on Accreditation, which subsequently provides the practice with a comprehensive report they can use for continuous practice improvement.

War Memorial Hospital's Cardiac Rehabilitation Program has been awarded a three-year recertification by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) based upon a complete review of the program. As part of the recertification process, the AACVPR reviewed all aspects of War Memorial's cardiac rehab program including written policies and procedures, staff qualifications, equipment, referral and admission policies, individualized care plans, nutritional assessments, education assessments, quarterly summaries of the program outcomes, and emergency procedures and supplies. The AACVPR is a national, multi-disciplinary association dedicated to the improvement of clinical practice, promotion of scientific inquiry, and advancement of education for the benefit of cardiovascular and pulmonary rehabilitation professionals and the patients they serve.

War Memorial Hospital's Laboratory has been awarded accreditation by the Commission on Laboratory Accreditation of the College of American Pathologists (CAP) based on the results of an on-site inspection. During the CAP accreditation process, inspectors examine the laboratory's records and quality control procedures for the past two years. CAP inspectors also examine the laboratory staff's qualifications, the laboratory's equipment, facilities, safety program and record as well as overall management of the laboratory. The inspection program is designed to ensure the highest standard of care for all laboratory patients. The CAP Laboratory Accreditation Program, which began in the early 1960s, is recognized by the federal government as being equal to or more stringent than the government's own inspection program.

Introduction

This implementation strategy describes how War Memorial Hospital 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 War Memorial Hospital plans to address in whole or in part. The hospital 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.

War Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Morgan County and parts of Hampshire, and Berkeley Counties in West Virginia and parts of Washington County, MD. 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 War Memorial Hospital's additional programs and services, please visit www.valleyhealthlink.com/War.

2013 Community Health Needs Assessment Summary

War Memorial Hospital'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 44 community members and agency leaders, and a community survey with 165 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

War's internal project team for the CHNA included representatives throughout Valley Health, led by: Neil McLaughlin, President of War Memorial Hospital; 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. War Memorial Hospital 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

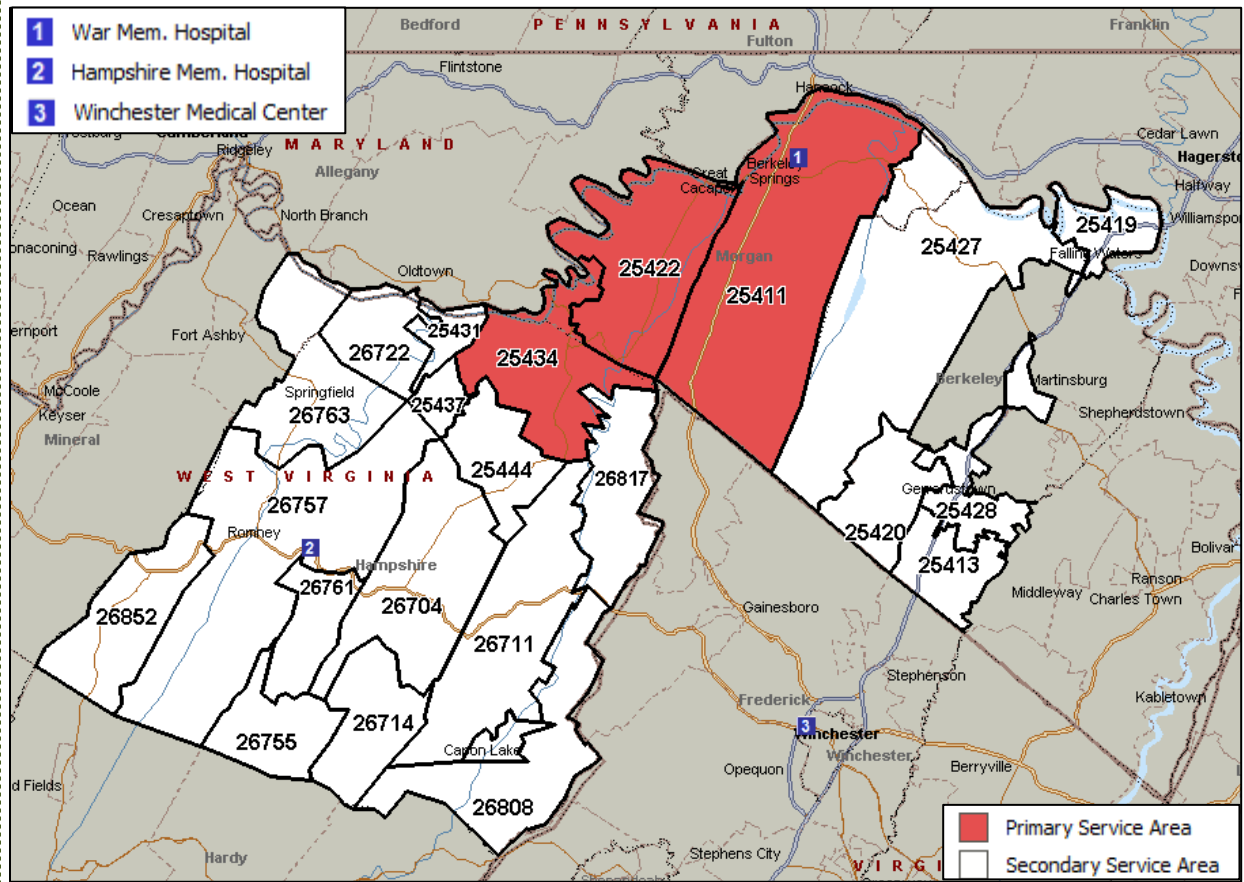
War Memorial Hospital's community consists of three counties (29 ZIP codes) in West Virginia. The hospital's primary service area is Morgan County. Parts of Hampshire County and parts of Berkeley County in West Virginia and parts of Washington County, Maryland comprise the secondary service area. The hospital is located in Berkeley Springs, West Virginia.

In 2013, this community included an estimated 101,000 persons. In 2012, the community collectively accounted for 83 percent of the hospital's inpatient discharges and 81 percent of emergency department discharges. The majority (78 percent) of the hospital's inpatients originated from the primary service area. Approximately 75 percent of emergency department visits originated from Morgan County.

Highlights of community characteristics include:

- The community's population is expected to grow two 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 remain the same.
- Ninety-two percent of residents were white, but the community is gradually diversifying.
- Within the community, Hampshire County reported a 2007-2011 poverty rate above the West Virginia average and the national average.
- Morgan and Hampshire Counties reported an unemployment rate in March 2013 above the West Virginia average.

Exhibit 1: War Memorial Hospital Community



Sources: Microsoft MapPoint and Valley Health, 2013.

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 Specialty Health 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 and low mental health service capacity, 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; illicit substances, such as methamphetamines; drug-seeking behavior in physicians' offices and hospital emergency departments; the abuse of prescription pain medications; substance abuse and addiction among pregnant women; excessive drinking in Morgan and Hampshire Counties; 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; the presence of food deserts; food insecurity and hunger; and a lack of affordable, healthy food choices in some parts of the community.
5. **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, homelessness, and a decrease in public budgets for health care and public health.
6. **Maternal and Child Health:** The presence of high teen pregnancy rates and infant mortality rates, lower ages at which teens are getting pregnant, a lack of adequate support systems for young women, and a high percentage of women not receiving prenatal care.
7. **Oral Health and Dental Care:** A shortage of dentists and a lack of affordable preventive dental care, poor dental hygiene, lack of dental insurance, tooth decay among children and adults, and eliminated public funding for dental clinics, a lack of dental providers who accept new Medicaid and Medicare patients, and transportation barriers for seniors and socially isolated individuals.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how War Memorial Hospital plans to address significant health needs identified in the 2013 Community Health Needs Assessment. War, 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 Specialty Health Care

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

- a. Enhance the comprehensiveness and utilization of the United Way’s 211 community service directory by facilitating the enrollment of community providers in the directory clinics to improve awareness of, and access to, health care and supporting human services.
- b. Implement a standardized referral process for vulnerable populations and/or high-risk patients between the hospital and three federally qualified health centers (FQHCs) that services Morgan County. 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 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.
- d. 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. War assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- e. Provide financial support to Good Samaritan Clinic (Free Clinic Martinsburg), an organization that provides free medical services, chronic medical care, medications, and counseling to low-income and disadvantaged community residents.

- f. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via the Mobile Health Coach. The Mobile Health Coach is used 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. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.
- h. 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.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Anticipates increased access to care through greater community awareness of available health care resources.
- Improved care coordination among and referrals to appropriate care providers, and the provision of financial assistance to eligible hospital patients

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing access to primary and specialty care, War Memorial Hospital plans to collaborate with:

- United Way
- Good Samaritan Clinic (Free Clinic Martinsburg)
- Mountaineer Community Health Center
- Shenandoah Valley Medical System, Inc.
- Tristate Community Health Center

Mental and Behavioral Health

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

- a. Enhance the comprehensiveness and utilization of the United Way's 211 directory in 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 United Way, and other community partners.
- b. Implement scholarships at the wellness center for patients with mental illness or substance abuse diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.

- 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.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Increased access to outpatient mental health services.
- Expanded supportive services for people with mental illness.

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing mental and behavioral health needs, War Memorial Hospital plans to collaborate with:

- EastRidge Health Systems comprehensive behavioral health center
- The Health and Human Services Collaborative
- Mountaineer Community Health Center
- Shenandoah Valley Medical System, Inc.
- Tristate Community Health Center
- United Way

Substance Abuse and Tobacco Smoking

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

- a. Collaborate with the Morgan County Partnership to develop a “Patient Tool Kit” to prevent prescription drug abuse and misuse. The tool kits will be used within the hospital and given to patients during hospital stay.
- b. Provide substance abuse education to physicians and mid-level providers through an educational program offered to the medical staff at War Memorial Hospital. Physicians will use the information from the training to better identify, treat, and/or refer patients that have symptoms of substance abuse.
- c. Promote and assist in community-wide “Clean Out Your Medicine Cabinet Day” which occurs two times per year to remove unused drugs and promote proper disposal.
- d. Implement scholarships at the wellness center for patients with mental illness or substance abuse diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- e. Provide counseling to each patient upon discharge through the Tobacco Cessation Program. War 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.

- f. 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.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Anticipates reduced prescription drug abuse and misuse, the removal of some unused prescription drugs in the community.
- Increased awareness of substance abuse and its prevention and treatment among community physicians.

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing substance use and tobacco smoking, War Memorial Hospital plans to collaborate with:

- The local D.A.R.E. program
- The Morgan County Partnership
- The Morgan County Sheriff's Office

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 appropriate 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. 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. This includes hosting community mammogram screenings along with other Valley Health hospitals at a discounted rate to promote screening for low income/underinsured women, and serving as the diagnostic site for Morgan County for the West Virginia Breast & Cervical Cancer Screening program via grant funding and WV Health Department referrals.

- c. Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, which 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.
- d. Provide healthy snacks to assist local schools with the Morgan County Backpack Program, which sends food home on weekends with school children to supplement food resources.
- e. 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. Health Coach brings services to Morgan County approximately five times a year.
- f. Host a monthly diabetes support group in the hospital's Education Conference Room and provide blood test screenings for community residents through the part-time diabetes educator.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Increased knowledge of and participation in preventive health screenings and activities.
- Increased knowledge contributing to improved health behaviors among youth.

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing physical activity, nutrition, and obesity-related diseases, War Memorial Hospital plans to collaborate with:

- Morgan County Health Department
- Morgan County Public Library
- Morgan County Public Schools
- Morgan County Starting Points
- Rural Health Centers
- Senior Life Services of Morgan County
- Wellness & Fitness Services
- Women, Infant, and Children Nutrition Program (WIC)

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, War Memorial Hospital is not ideally suited to be the lead organization in addressing all financial hardship and basic needs insecurity issues identified in the community. Nonetheless, the hospital intends to help address those needs it can impact by taking the following actions:

- a. Provide healthy snacks to assist local schools with the Morgan County Backpack Program, which sends food home on weekends with school children to supplement food resources.
- b. Partner with Morgan County Starting Points, whose mission is to serve as a family resource center that strengthens and nurtures Morgan County children and families by providing information, programs, and access to needed services. War Memorial Hospital provides volunteers for events, and soup and other donations for the soup kitchen. Other individuals from the hospital serve on Starting Points' Executive Committee.
- c. Advocate to businesses to donate their surplus food to area organizations.
- d. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Anticipates improved access to healthy foods for community residents who are experiencing financial hardship, including children.

The hospital will track the numbers of snacks and meals provided, and the number of people reached, as a result of its activities.

Planned Collaboration:

In addressing financial hardship and basic needs insecurity, War Memorial Hospital plans to collaborate with:

- Morgan County Public Schools
- Morgan County Starting Points
- United Way

Maternal and Child Health

The hospital intends to address maternal and child health by taking the following actions:

- a. Collaborate with Starting Points and Shenandoah Women's Center Outreach Office in Morgan County. Morgan County Starting Points' mission is to serve as a community resource center that strengthens and nurtures Morgan County children and families by providing information, programs, and access to needed services. War Memorial participates in activities such as the Community Baby Shower by providing a speaker or collecting items for the event. The hospital

also assists with Child Abuse and Neglect Month in April by providing a speaker. War Memorial Hospital also provides an in-kind donation of office space for Shenandoah Women's Center.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, War Memorial Hospital anticipates the following impacts:

- Increase in teen knowledge about the consequences of early pregnancy and parenting and a decline in the teen pregnancy rate in the community.

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing maternal and child health, War Memorial Hospital plans to collaborate with :

- Morgan County Starting Points
- Shenandoah Women's Center Outreach Office

DRAFT

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. War Memorial Hospital 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, War Memorial Hospital is not ideally suited to be the lead organization in addressing all oral health and dental care needs identified 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 research access to dental care funding via state and federal grants, private gifts, and insurance in collaboration with FQHC partners.

Implementation Strategy Adoption

This implementation strategy was adopted by the War Memorial Hospital Board of Trustees on January 28, 2014.