



Warren Memorial Hospital

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

Serving Our Community by Improving Health

1000 Shenandoah Avenue, Front Royal, VA 22630
www.valleyhealthlink.com/WMH

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A Letter from the Hospital President

On behalf of Warren 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.

Warren Memorial Hospital has served residents of Front Royal, Warren County and surrounding areas as a non-profit community hospital since 1951. 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, Warren 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 Warren 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 black ink, appearing to read "Patrick B. Nolan". The signature is fluid and cursive.

Patrick B. Nolan
President, Warren Memorial Hospital

Getting to Know Valley Health System and Warren 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

28,653

Inpatient Admissions

2,842

Total Patients Served

111,430

Financial Assistance & Means-Tested Programs

\$8,439,710

Total Other Community Benefit

\$1,213,379

About Warren Memorial Hospital

As a Valley Health facility, Warren Memorial Hospital (“Warren,” “WMH,” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” Warren Memorial Hospital is a 60-bed hospital in Warren County. It opened in 1951 and affiliated with Valley Health in 1993. The hospital provides emergency care, surgical services, family-centered obstetrics, diagnostic services, rehabilitation services and more. The hospital’s 120-bed nursing home, Lynn Care Center, provides short-stay skilled and long-term care. Warren Memorial reported 2,842 inpatient discharges and 28,653 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

Warren Memorial Hospital was recently recognized as a “Top Performer on Key Quality Measures” by The Joint Commission. Top performing hospitals are listed in *Improving America’s Hospitals: The Joint Commission’s Annual Report on Quality and Safety 2013*. The Top Performer program was launched in 2011 and utilizes eligibility criteria which include a three step process related to performance on a variety of accountability measures. The designation affirms that the selected organizations are reaching consistently high core measures or are using recommended treatments that produce the best outcomes in 2012.

In 2013, WMH was one of 1,099 hospitals selected to receive “Top Performer” status for their performance on 2012 calendar year discharge data. Of that number, approximately one-fifth were rural hospitals, approximately one-half were non-profit hospitals, and about one-half of the hospitals had between 100 and 300 beds.

The Joint Commission report recognized WMH for pneumonia and surgical care core measures (96% and 99% scores, respectively). During 2012, the hospital actually achieved a compliance rate of 95% or higher on the four measures it reports: heart attack, heart failure, pneumonia and surgical care.

Warren Memorial Hospital is a Planetree affiliate which was established in 1999. As an affiliate site, the hospital operates in a diverse healthcare setting, adapting the Planetree model as required by its unique needs of its patients. The program promotes the development and implementation of innovative models of healthcare that focus on healing and nurturing body, mind and spirit.

Introduction

This implementation strategy describes how Warren 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 Warren 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.

Warren Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Warren, Page, Rappahannock, and Shenandoah Counties in 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 Warren Memorial Hospital's additional programs and services, please visit www.valleyhealthlink.com/WMH.

2013 Community Health Needs Assessment Summary

Warren 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 78 community members and agency leaders, and a community survey with 272 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

Warren's internal project team for the CHNA included representatives throughout Valley Health, led by: Patrick Nolan, President of Warren Memorial Hospital; Chris Rucker, Vice President of Ambulatory Health 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. Warren 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

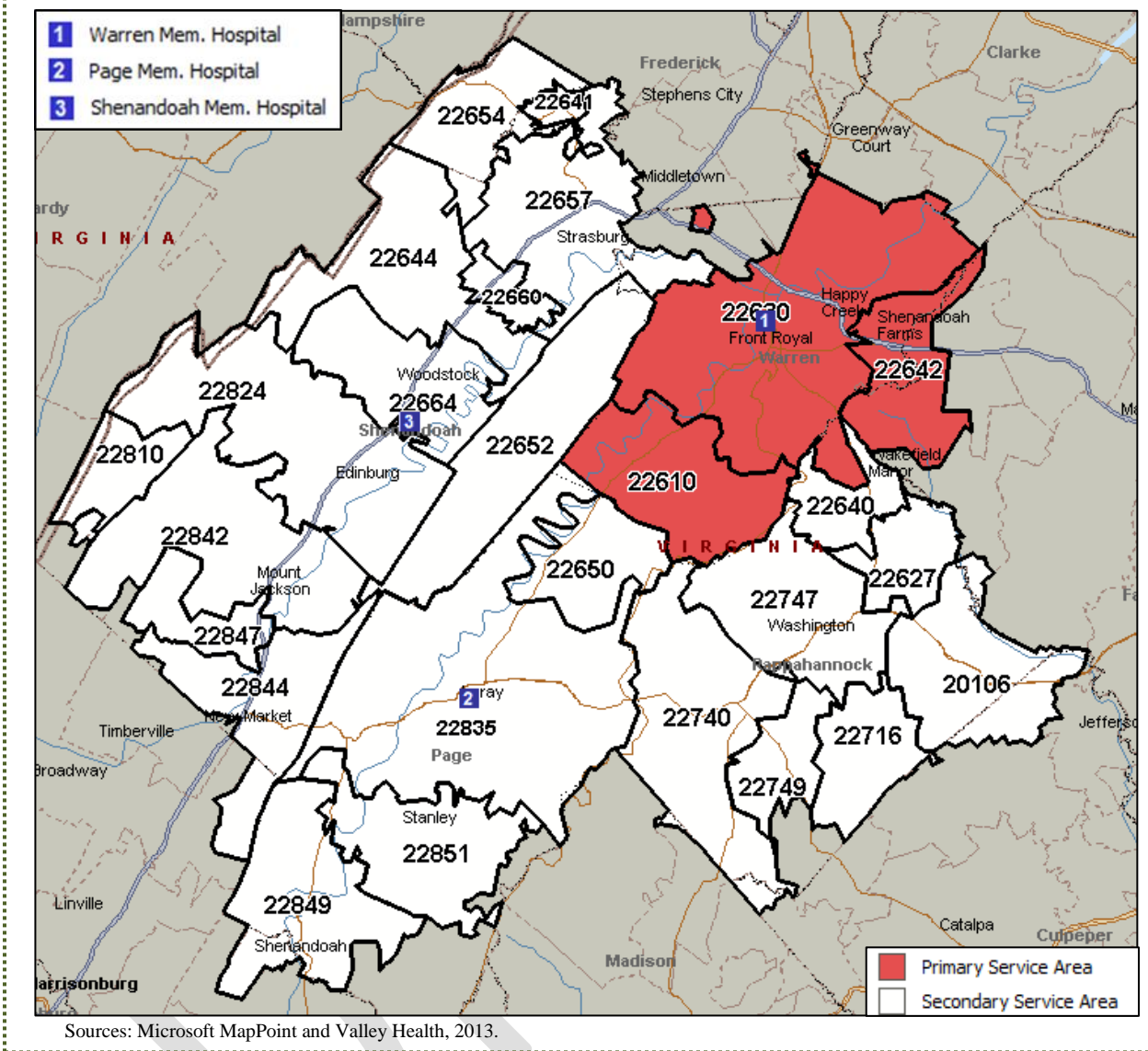
Warren Memorial Hospital's community consists of four counties (30 ZIP codes) in Virginia. The hospital's primary service area is Warren County. Page, Rappahannock, and Shenandoah Counties comprise the secondary service area. The hospital is located in Front Royal, Virginia.

In 2013, this community included an estimated 114,549 persons. In 2012, the community collectively accounted for 95 percent of the hospital's inpatient discharges and 87 percent of emergency department discharges. The majority (74 percent) of the hospital's inpatients originated from the primary service area. Approximately 74 percent of emergency department visits originated from Warren County.

Highlights of community characteristics include:

- The community's population is expected to grow two percent between 2013 and 2018.
- Ninety-three percent of the residents were white, but the community is gradually diversifying.
- Within the community, Page and Shenandoah Counties reported a 2007-2011 poverty rate above the Virginia average.
- Page County reported an unemployment rate in March 2013 above the Virginia and national averages. Shenandoah and Warren Counties reported unemployment rates higher than the Virginia average.

Exhibit 1: Warren Memorial Hospital 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 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, 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, drug-seeking behavior in physicians' offices and hospital emergency departments, as well as illicit substances; excessive drinking; 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. **Financial Hardship and Basic Needs Insecurity:** An increase in low-income households and uninsured residents, difficulties with housing affordability and homelessness, access to transportation, stress and social instability, homelessness, food insecurity and hunger, the economic downturn, and a decrease in public budgets for health care and public health.
6. **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, eliminated public funding for dental clinics, a lack of dental providers that accepted Medicaid, and transportation barriers for seniors and socially isolated individuals.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Warren Memorial Hospital plans to address significant health needs identified in the 2013 Community Health Needs Assessment. WMH, 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 directory in Virginia and West Virginia by facilitating the enrollment of all Lord Fairfax Health District community service 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. Implement a standardized referral process for vulnerable populations and/or high-risk patients between St. Luke Community Clinic and the hospital. This standardized process will help those in need obtain access to primary and preventive care more expeditiously, and reduce unneeded emergency department visits.
- c. Expand access to outpatient services by making outpatient lab services more convenient as well as reviewing options to increase hours of operation. In addition, will be making the scheduling of procedures an easier process for patients.
- d. Continue the work of the Care Transition Team including implementing a transition coach (discusses follow-up plan with patient prior to discharge, as well as, provides a home visit with follow-up calls to make sure everything is going well once patient arrives home), managing discharge instructions, to reduce readmission to Warren Memorial Hospital.
- e. 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.

- f. In addition to offering charity assistance to eligible individuals and families, Valley Health assists patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in Medicaid. Warren assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- g. Provide financial support to St. Luke Community Clinic, a nonprofit, community-based organization of volunteers and staff committed to providing access to quality health care services to low income uninsured residents of Front Royal and Warren County. This financial support will serve to sustain transportation services for low income persons to access needed medical care or social services.
- h. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings throughout the community, including at the Warren County Fair, Health & Wellness Expo, Alzheimer's Walk, JDRF – Juvenile Diabetes Walk, and Relay for Life.
- i. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions. Recruit more mid-level primary care providers, such as Nurse Practitioners and Physician Assistants, as well as primary and specialty care physicians, including Family Practice, Internal Medicine, Cardiology, and sub-specialists, to create and improve access to care in the community and at the hospital.
- j. Subsidize the Family Practice Residency program to train and retain Family Practice Physicians in the community.
- k. 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, Warren Memorial Hospital anticipates the following impacts:

- Increased access to care through greater community awareness of available health care resources.
- Improved care coordination among and referrals to appropriate care providers, expanded access to outpatient services, support of a local clinic.
- Expanded access to outpatient services, support of a local clinic, 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 preventive care, Warren Memorial Hospital plans to collaborate with:

- Blue Ridge Area Food Bank
- St. Luke's Community Clinic
- The Care Transition Team (Warren Memorial Hospital)
- United Way

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. 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.
- c. Implement scholarships at Valley Health's 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.
- d. Establish a psychosocial club, Camp Re-Creation, for persons with mental health conditions who are at risk for readmission, based on a model first established in Frederick County and Winchester City. This program will be tailored for Warren County Parks and Recreation.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to crisis evaluation and intervention and 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 access to mental and behavioral health needs, Warren Memorial Hospital plans to collaborate with:

- Concern Hotline
- Warren County Parks and Recreation

Substance Abuse and Tobacco Smoking

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

- a. Promote and assist in a semi-annual community-wide “Medication Disposal Day” program in April and October, to collect unused prescription drugs in partnership with the Warren County Sheriff’s Office.
- b. Implement scholarships at Valley Health’s wellness centers 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. Collaborate with the Warren Coalition to address the needs within the community. Warren Memorial Hospital provides in-kind support for monthly Warren Coalition meetings as well as volunteers for upcoming community events.
- d. Provide counseling to each patient upon discharge through the Tobacco Cessation Program. WMH 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.
- e. 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, Warren Memorial Hospital anticipates the following impacts:

- Anticipates greater access to supportive services for substance abuse and smoking, and the removal of some unused prescription drugs 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 substance abuse and tobacco smoking, Warren Memorial Hospital plans to collaborate with:

- Warren Coalition
- Warren 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. 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 community events.
- c. Continue participation in the youth risk behaviors subgroup and establish the Youth Resource Alliance, a network of youth-focused individuals, organizations, and resources serving youth in the Lord Fairfax Health District. Participation in these groups will serve the youth population by giving them access to resources within the community to promote clean habits that do not involve drugs or alcohol, including giving the youth exercise alternatives, as well as peer support.
- 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 meal for the family.
- 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. Health Coach brings services to Warren County approximately 10 times a year.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates increased knowledge of and participation in preventive health screenings and activities.
- Increased education contributing to improved health behaviors among youth, and expanded data collection about these activities.

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 chronic diseases, Warren Memorial Hospital plans to collaborate with:

- Page Rural Health Center
- Samuels Public Library
- Warren County Health Department
- Warren County Public Schools
- Wellness and 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, Warren 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 address those needs it can impact by taking the following actions:

- a. 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 meal for the family.
- b. Conduct internal fundraising activities to help provide school supplies, winter coats, and donations for the local food bank for the community.
- c. Advocate to businesses to donate their surplus food to area organizations.
- d. 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. Warren County Public Schools (3 high schools) will receive \$13,750. The funding will be used for a new faculty hired to teach a new course named “Human Body Systems.”
- e. 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, Warren Memorial Hospital anticipates the following impacts:

- Anticipates improved access to healthy foods, school supplies, and winter coats for community residents who are experiencing financial hardship, including children.
- Improved health behaviors among youth, and expanded data collection about these activities.

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, Warren Memorial Hospital plans to collaborate with:

- Local businesses
- Warren County Public Schools
- United Way

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Warren 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, Warren Memorial Hospital 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 research access to dental care funding via state and federal grants, private gifts, and insurance, and collaborate with St. Luke's Community Clinic to expand dental and oral health into the clinic setting.

Implementation Strategy Adoption

This implementation strategy was adopted by the Warren Memorial Hospital Board of Trustees on January 22, 2014.