

▶ Page Memorial Hospital

2017 – 2019

Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health

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A Letter from the Hospital President

On behalf of Page Memorial Hospital and Valley Health System, I would like to thank you for your interest in our 2017-2019 Implementation Strategy for the 2016 Community Health Needs Assessment.

Page Memorial Hospital has served residents in Luray, Page County and surrounding areas as a non-profit community hospital since 1925. 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, Page 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 Page Memorial Hospital. Indeed, to address these needs successfully we will partner with numerous other community agencies, joining together to work to make our community healthier.

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

Sincerely,



N. Travis Clark
President, Page Memorial Hospital



KEY STATS at a Glance

Page Memorial Hospital

Emergency Department
Visits
12,389

Total Discharges
738

Total Patients Served
133,584

Financial Assistance &
Means-Tested Programs
\$2,912,102

Total Other
Community Benefit
\$297,666

Getting to Know Valley Health and Page Memorial Hospital

Our Mission

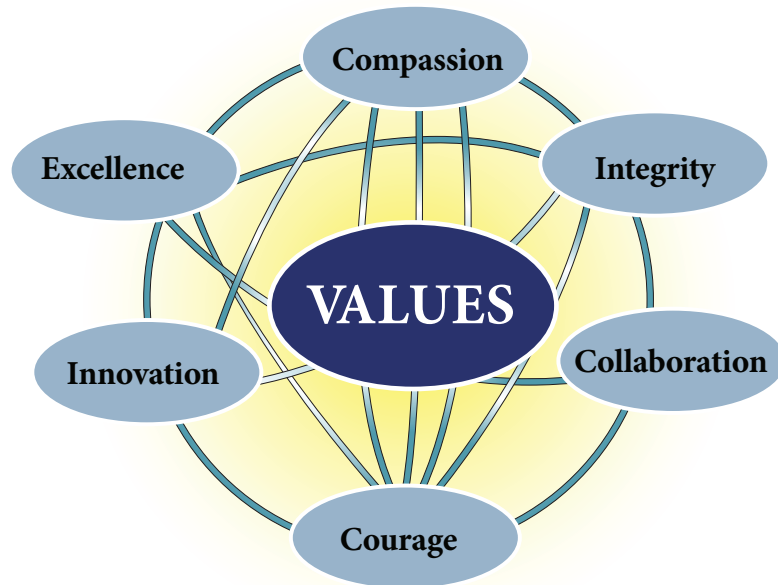
Serving Our Community by Improving Health.

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



About Page Memorial Hospital

As a Valley Health facility, Page Memorial Hospital (“PMH” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” Page Memorial Hospital is a 25-bed, licensed Critical Access Hospital located in Luray, in Page County, Virginia. Founded in 1925 in a South Court Street home, the hospital moved to its current location in 1958, undergoing significant expansions and improvements in 1978 and 1999. Page Memorial Hospital joined Valley Health in 2008.

An entirely new replacement facility opened in 2014. Designed to improve efficient delivery of care to the community as well as accommodate state-of-the-art technology, enhancements in the new facility include larger inpatient rooms, expanded Emergency Department and rehabilitation services, more efficiently coordinated outpatient services, and more comfortable dining areas.

As a Critical Access Hospital, PMH provides a wide range of services that are critical to maintaining the health of the residents of Page County. The hospital reported 738 total discharges and 12,389 emergency department visits in 2015. The hospital is comprised of the following major departments: administration, patient care, diagnostic and treatment services, diagnostic imaging, cardiac rehabilitation, primary care clinics, physical therapy, and logistics and support. It also has an after-hours clinic, Extended Hours Clinic; an Emergency Department; and a sleep lab. PMH also has outpatient therapies and a fitness center.

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. Other Valley Health services include: Valley Medical Transport; Valley Pharmacy; Valley Health Urgent Care with centers in Winchester and Front Royal in VA, and Martinsburg in WV; and Valley Health Quick Care in Strasburg, VA.

Valley Health brings together 604 licensed inpatient beds, 166 long-term care beds, 5,300 employees, and a medical staff exceeding 500 professionals. The system had 30,153 total discharges and 149,162 emergency room visits in 2015. Total outpatient encounters were 849,383.



Introduction

This implementation strategy describes how Page Memorial Hospital plans to address significant community health needs in 2017 through 2019. These needs were identified in the 2016 Community Health Needs Assessment (CHNA) published and made widely available to the public on November 15, 2016.

The 2016 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 Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

This implementation strategy outlines the significant community health needs described in the CHNA that Page 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.

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

2016 Community Health Needs Assessment Summary

Page Memorial Hospital's 2016 Community Health Needs Assessment was conducted between February and August 2016 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 was collected through: 18 group interviews with 80 key informants in March 2016; a community health survey with 1,990 respondents; and four community response sessions with 39 additional community stakeholders in May 2016 where preliminary findings were discussed. Interviews and community response sessions included: individuals with special knowledge of, or expertise in, public health; local and state health agencies with current data or information about the health needs of the community; and leaders, representing medically underserved, low-income, and minority populations, and populations with chronic disease needs. Feedback from community response session participants helped validate findings and prioritize identified health needs.

Valley Health System's internal project team included Mark H. Merrill, president and CEO, Valley Health System; N. Travis Clark, president of Page Memorial Hospital and Shenandoah Memorial Hospital; Carol Koenecke-Grant, vice president of Strategic Services; Chris Rucker, vice president of Community Health and Wellness and president of Valley Regional Enterprises; Kathleen Devlin Culver, manager, Corporate Communications; Michael Wade, program manager, Marketing & Communications; and Mary Zufall, coordinator, Community Health.

The Valley Health System Community Health Needs Assessment (CHNA) Steering Committee was developed to provide insight regarding the needs of the communities participating in the 2016 CHNA. The Steering Committee guides the process to ensure alignment with organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee make sure those components of the CHNA are being adequately compiled and addressed and that the project is completed with prioritized health needs.

Definition of the Community Served

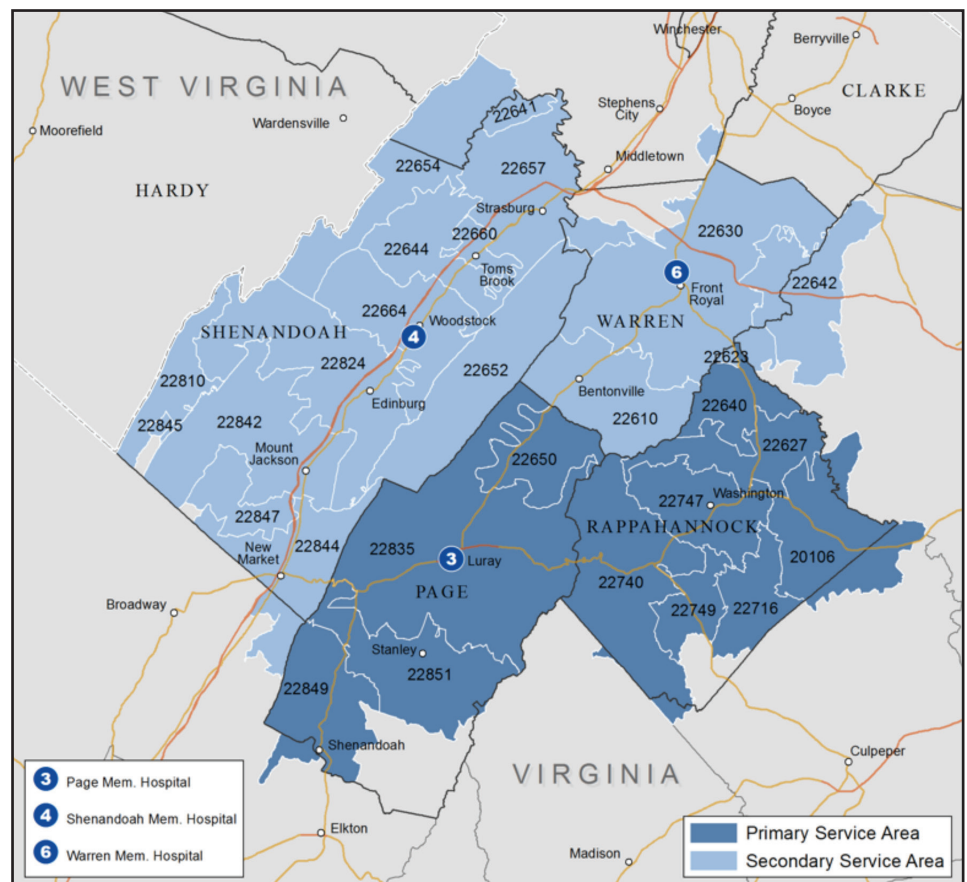
Page Memorial Hospital is located in Luray, Virginia. The hospital's primary service area includes Page and Rappahannock Counties, while Shenandoah and Warren Counties comprise the secondary service area.

In 2015, the PMH community was estimated to have a population of 112,084 persons. Approximately 27.7 percent of the population resided in the primary service area (Exhibit 1). In 2015, the PMH community collectively accounted for 97.2 percent of the hospital's inpatients and 92.0 percent of emergency department discharges. The majority (94.8 percent) of the hospital's inpatients originated from the primary service area. Ninety percent of emergency department visits originated from Page County.

Highlights of community characteristics include:

- Overall, the population in the PMH community is expected to increase by 7.4 percent between 2015 and 2020. The Commonwealth of Virginia is expected to increase by 8.5 percent between 2015 and 2020.
- At 12.3 percent, Shenandoah County has the highest percentage of people aged 65 and over. The ZIP code with the highest percentage of people aged 65 and over is 22630 (Front Royal) in Warren County. Page County has the lowest percentage of people aged 65 and over at 6.3 percent.
- Page and Shenandoah counties reported a 2014 poverty rate above the Virginia averages.
- Within the PMH community, unemployment rates have increased in Warren and Page Counties since 2013. The Page County unemployment rate is the highest among the counties represented at 11.0 percent, higher than the state and national averages. Unemployment has increased by 1.7 percent from previous year.
- PMH's community contains 4 census tracts identified as food deserts. Twenty-eight schools were eligible for Title 1 funds, indicating risks of poor nutrition and hunger.

Exhibit 1: Page Memorial Hospital Community



Source: Northern Shenandoah Valley Regional Commission

Prioritized Description of Community Health Needs

The 2016 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 2016 CHNA report available at <http://www.valleyhealthlink.com/CHNA>.

1. Physical Activity, Nutrition, and Obesity-related Chronic Diseases: A lack of physical activity and poor nutrition are contributing factors to being overweight and obesity, and to a wide range of health problems and chronic diseases among all age groups; the co-occurring health problems/diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more. Nationally, the increase in both the prevalence of overweight and obesity, and associated chronic diseases is well-documented, and has negative consequences for individuals and society. Low-income and poverty often contribute to poor nutrition and hunger.

2. Access to Primary and Specialty Health Care: Access to primary and preventive health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system, and is vital to the health of the community's residents. The ability to access care is influenced by many factors including insurance coverage, the ability to afford services, the availability and location of health care providers, understanding where to find services when needed, and reliable personal or public transportation.

3. Financial Hardship and Basic Needs Insecurity: Income levels, employment and economic self-sufficiency correlate with the prevalence of a range of health problems and factors contributing to poor health. People with lower income or who are unemployed/underemployed are less likely to have health insurance and are less able to afford out of pocket health care expenses. Lower income is associated with increased difficulties securing reliable transportation, which impacts access to medical care, and the ability to purchase an adequate quantity of healthy food on a regular basis. For these and other reasons, the assessment identified financial hardship and basic needs insecurity as a priority health need in the community.

4. Mental and Behavioral Health: Mental and behavioral health includes both mental health conditions (e.g., depression, autism, bi-polar) and behavioral problems (e.g., bullying, suicidal behavior). Poor mental and behavioral health causes suffering for both those afflicted and the people around them. It can negatively impact children's ability to learn in school, and adults' ability to be productive in the workplace and provide a stable and nurturing environment for their families. Poor mental or behavioral health frequently contributes to or exacerbates problems with physical health and illness.

5. Substance Abuse and Tobacco Smoking: Substance abuse includes the use of: illicit substances (e.g., cocaine, heroin, methamphetamine, and marijuana); misuse of legal over-the-counter and prescription medications; and abuse of alcohol. Substance abuse affects not only substance abusers, but those around them, negatively impacting health, safety and risky behaviors, including violence and crime, adult productivity, students' ability to learn, and families' ability to function. Tobacco smoking is well-documented to be a risk factor for various forms of cancer, heart disease and other ailments, and to pose health risks for those exposed to secondhand smoke.

6. Maternal and Child Health (Teen Pregnancy): Maternal and child health indicators, including teen pregnancy and infant mortality, should be considered when evaluating the health of a community. The rate of teen pregnancy is an important health statistic in any community for reasons that include: concerns for the health of the mother and child, the financial and emotional ability of the mother to care for the child, and the ability of the mother to complete her secondary education and earn a living. Teen pregnancy also stresses the educational system and the families of teen mothers. Infant mortality can be a sign of deficits in access to care, health education, personal resources, and the physical environment.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Page Memorial Hospital plans to address significant health needs identified in the 2016 Community Health Needs Assessment. PMH, in conjunction with the other Valley Health hospitals, has created hospital 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. Twenty 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 75 community agencies that receive services through the Volunteer Action Center.

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. Host a community health challenge in which individuals will provide pre - and post-measurements of blood pressure, cholesterol, height, weight, and body fat percentage, with prizes awarded based on team improvement..

- b. Enhance awareness of and education related to obesity and youth risk behaviors using health classes, educational collateral, or other practices to encourages healthy choices related to sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and sodas and sugary drinks. Educational materials will be distributed in Page County schools, and by the Health Coach mobile unit at health fairs and other community events.
- c. Provide community education and screening events for awareness and detection of cardiovascular disease. Venues include Heart Attack Risk Program (HARP), community health and wellness festivals, and county fairs.
- d. 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. PMH holds food drives aimed at collecting a specific item for the program each month.
- e. Implement grocery store tour programs to educate community residents on how to read food labels for nutrition content as it relates to healthy food choices and their health.
- f. Collaborate with Page One Food Pantry to provide in-kind support by hosting a food drive for families within PMH's community who may have financial hardships or basic needs insecurities.

Anticipated Impact and Plan to Evaluate:

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

- Increased knowledge of and participation in preventative health screenings and activities, and increased knowledge contributing to improved health behaviors among youth.
- Increased community awareness and knowledge of nutrition and healthy food options available in the PMH 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 physical activity, nutrition, and obesity-related chronic diseases, Page Memorial Hospital plans to collaborate with:

- Page County Schools
- Page County Health Department
- Page Healthcare Associates
- Page One Food Pantry
- Page Public Library
- Wellness & Fitness Services
- Local grocery stores

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. Utilize the United Way's 211 directory by updating hospital and affiliate service providers contact information within the online directory.
- b. Improve access to outpatient services for community residents by referring ED patients without insurance or a primary care provider to the PMH Clinic closest to the patient for follow-up care. Provide care coordination for patients who have had an inpatient stay related to acute myocardial infarction, congestive heart failure, or pneumonia by calling them up to three times in 30 days to ensure they have filled all of their prescriptions, followed up with their primary care provider, understand their discharge information, and know what to do if symptoms worsen.
- c. Improve transportation access by partnering with Shenandoah Area Agency on Aging (SAAA), an organization that provides transportation to and from healthcare services. This support will serve to sustain transportation services for low income persons to access needed medical care and social services.
- d. 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 to provide screenings and follow-up referral free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
- 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. PMH also facilitates the development and operation of primary medical care services to medically underserved persons, within the counties that the hospital serves, in an aggregate amount equal to at least 4.6 percent of the hospital's gross patient service revenue derived from all acute care services.
- f. 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. PMH assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- 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 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.
- i. Provide financial support to establish a SimLab in Rappahannock County to promote workforce development for Allied Health Professionals and Emergency Medical Technicians (EMT). In-kind contributions of supplies and equipment will be provided once the SimLab is operational.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Page 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.
- Provision of financial assistance to eligible hospital patients.
- An increased number of healthcare providers providing care within the PMH 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 access to primary and specialty care, Page Memorial Hospital anticipates collaborating with:

- Faith congregations
- Page County Free Clinic
- Shenandoah Area Agency on Aging (SAAA)
- United Way
- Page Alliance for Community Action (PACA)

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, Page 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 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.
- b. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.
- c. Support area public schools to establish health career education scholarships for students.
- d. Refer patients and community members to the Virginia Cooperative Extension's Financial Management Programs. Provide in-kind support to the Virginia Cooperative Extension by providing rooms to accommodate these programs.

Anticipated Impact and Plan to Evaluate:

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

- Improved access to healthy foods for community residents, including children, experiencing financial hardship.

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, the hospital plans to collaborate with:

- Page County Schools
- United Way

Mental and Behavioral Health

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

- a. Continue to collaborate with 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 is a clearinghouse for referrals to other appropriate community resources.
- b. Continue to provide scholarships at the PMH Fitness Center for patients with mental illness diagnoses and an accompanying referral from their physician recommending exercise.
- c. In collaboration with the Page County Coalition, sponsor guest speakers at Luray and Page County Schools on current challenges, on an annual basis starting in Spring 2017.
- d. Provide in-kind support to Future Generations/Strength In Peers by allowing rooms and space for meetings. Also support this group by providing staff to assist in programming and staff education.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to crisis evaluation and intervention services.
- Expanded supportive services for people with mental illness, and increased education for youth about bullying.

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, Page Memorial Hospital plans to collaborate with:

- Concern Hotline
- Page County Coalition
- Page County Schools
- Page County Parks & Recreation
- Future Generations/Strength In Peers

Substance Abuse and Tobacco Smoking

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

- a. Develop partnership with Page County Sheriff to promote and assist in a semi-annual community-wide “Take Back” program in October and April to collect unused prescription drugs, in partnership the Page County Sheriff’s Office.
- b. Provide substance abuse education to students, especially regarding new trends, through a community-offered program which aims to reduce drug use, and violent crime. In collaboration with the Page County Coalition, sponsor guest speakers at Page County schools on substance abuse, on an annual basis starting in November 2017.
- c. Implement scholarships at the PMH Fitness Center for patients with substance abuse diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- d. Provide tobacco cessation educational material to each patient upon discharge.
- e. Provide 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.

Anticipated Impact and Plan to Evaluate:

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

- Enhanced substance abuse education for youth 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, Page Memorial Hospital plans to collaborate with:

- Page County Coalition
- Page County Schools
- Page County Sheriff’s Office

Maternal and Child Health (Teen Pregnancy)

The hospital intends to address high rates of teen pregnancy by taking the following actions:

- a. Provide educational materials to the Page County Teen Pregnancy Center and provide face-to-face education sessions at Page County schools by sending a Nurse Practitioner to discuss pregnancy prevention and resources available in the community.
- b. Provide birth control and counseling to teenage girls via Page Memorial Hospital clinics. Girls are counseled regarding birth control options, such as shots, which are administered at the clinic, and/or other forms of birth control, for which prescriptions are given to the patient.

Anticipated Impact and Plan to Evaluate:

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

- Increased health education about teen pregnancy, and serving as a source of birth control and counseling.

The hospital will monitor the number of young women reached through educational programs in the schools and birth control patient visits to Page Healthcare Associates.

Planned Collaboration:

In addressing teen pregnancy, Page Memorial Hospital plans to collaborate with:

- Page County Schools
- Page County Teen Pregnancy Center
- Page Memorial Hospital Clinics
- Valley Health Page Memorial Hospital Family & Internal Medicine

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Page 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 the oral and dental care, or housing needs which were mentioned during the 2016 Community Health Needs Assessment process through community interviews and response sessions.

As a critical access acute care hospital, Page Memorial Hospital is not ideally suited to be the lead organization in addressing unmet oral and dental health needs or housing needs. The hospital does not have services or specific expertise in dental health, nor permanent housing assistance, and is directing its limited resources to other identified significant community health needs. Nonetheless, the hospital intends to provide topical fluoride varnish to high risk children up to three years of age covered by Medicaid, through the Page Memorial Hospital provider-based rural health clinics, and provide educational information to parents regarding dental hygiene and care for their children.

Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from Page County on January 10, 2017.



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valleyhealthlink.com/page