



**2020 – 2022
IMPLEMENTATION
STRATEGY**
FOR THE 2019
COMMUNITY HEALTH
NEEDS ASSESSMENT

Healthier Tomorrows

Introduction

This implementation strategy describes how Warren Memorial Hospital plans to address the significant community health needs identified in the 2019 Community Health Needs Assessment (CHNA). This report outlines the strategies that Warren Memorial Hospital plans to implement in 2020 through 2022 to address in whole or in part, the identified community health needs.

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 <https://www.valleyhealthlink.com/wmh>.

2019 Community Health Needs Assessment Summary

Warren Memorial Hospital's 2019 Community Health Needs Assessment was conducted between January and April 2019 by collecting and analyzing information from multiple sources. Data on health status, health care access, and related subjects was analyzed. From January through February 2019, 56 group interviews were held where input from over 200 individuals representing broad interests of the community was collected. A community health survey was distributed and completed by 2,364 respondents, and in April 2019, three community response sessions with community stakeholders were held. Interviews and community response sessions included individuals with (a) special knowledge of, or expertise in, public health, (b) local and state health agencies with current data and information about the health needs of the community, and (c) leaders, representing medically underserved, low-income, minority populations, and populations with chronic diseases. Feedback from community response sessions helped validate findings and prioritize identified health needs.

Valley Health's internal project team included:

Mark H. Merrill, president and CEO, Valley Health System

Floyd Heater, president of Warren Memorial Hospital

Chris Rucker, president, Valley Regional Enterprises; vice president, Valley Health Ambulatory Services

Elizabeth Savage, senior vice president/chief human resources officer and vice president of Community Health and Wellness

Tracy Mitchell, director, Community Health and Wellness Services

Michael Wade, operations manager, Marketing and Communications

Mary Welch-Flores, manager, Planning and Business Development

The Valley Health Community Advisory Council [CAC] provided insight regarding the needs of the communities participating in the 2019 CHNA. The CAC supported the process to ensure alignment with the organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee made sure those components of the CHNA were adequately compiled and addressed and that the project was completed with prioritized health needs.

Implementation Strategy Methodology

Executive leadership, entity leadership, and members of the CAC managed the implementation planning process. Their collective work resulted in the development of an implementation strategy plan to address the needs identified in the 2019 Community Health Needs Assessment. Key elements of the implementation planning process included a series of work sessions, including an orientation session and review of the 2019 identified needs, an analysis of internal hospital resources, a review of evidenced-based and best practices, and a cataloging of potential community partners. Hospital leaders aligned needs with best practice models and available resources, and defined action steps, timelines, and potential partners for prioritized needs to develop the accompanying implementation plan.

Overview of Warren Memorial Hospital and Valley Health

Our Mission

Serving Our Community by Improving Health.

Our Vision

Inspire hope and promote health as the community's first – and best – choice for high quality, safe and affordable care

Our Values

Compassion
Integrity
Collaboration
Courage
Innovation
Excellence

KEY STATS at a Glance: Warren Memorial Hospital

Emergency Department Visits = 23,277

Total Discharges = 2,355

Hospital Based Outpatient Encounters = 66,918

Total Outpatient Laboratory Tests & Imaging Exams = 171,994

Financial Assistance & Means-Tested Programs = \$6,039,502

About Warren Memorial Hospital

Warren Memorial Hospital (WMH) is a licensed 180-bed acute-care hospital located in Front Royal, Virginia that opened in 1951 with 48 beds. Prior to affiliating with Valley Health in 1993, the hospital added a 29-bed unit in 1959 known as the Shenandoah Wing. In 1968, the hospital opened a 40-bed nursing home, named in memory of Dr. William Eugene Lynn. The Lynn Care Center moved into a new facility adjacent to the hospital in 2003 and expanded its number of beds to 120, including a 26-bed memory support unit for residents with Alzheimer's disease and dementia. Over the years, a number of extensive renovation and expansion projects were completed, including a 40-bed wing in 1979, and a new Women's Care Center, emergency department, lobby and gift shop in 1997. In 2008, an outpatient facility was opened on Commerce Avenue that includes outpatient rehabilitation, fitness services and physician offices.

Warren Memorial was the first hospital to affiliate with Valley Health System (formerly known as Winchester Regional Health Systems) in 1993. In addition to a variety of diagnostic, medical and surgical services, Warren Memorial Hospital offers orthopedic, gynecology, ear, nose and throat and around-the-clock emergency care. Thanks to Valley Health's strong network of providers, residents have access to an array of specialty services, including cardiology, vascular surgery, pulmonology and urology without having to leave the area.

Warren Memorial Hospital will open a new, replacement facility in early 2021. The new hospital campus will occupy about 28 acres and is designed to offer a modern and efficient environment of care, with flexibility to meet patient, provider and community needs into the future. Consistent with industry trends, the hospital will have 36 private inpatient rooms, 18 emergency department rooms, six observation rooms, three operating rooms, two endoscopy/procedure rooms and a cardiac catheterization lab. Green space and walking trails will encourage staff, patients and visitors to stay active and enjoy the outdoors. This modern campus will deliver greater convenience and efficiency, as well as staff, patient and community pride in an uplifting environment of care while meeting the changing healthcare needs of our community.



About Valley Health

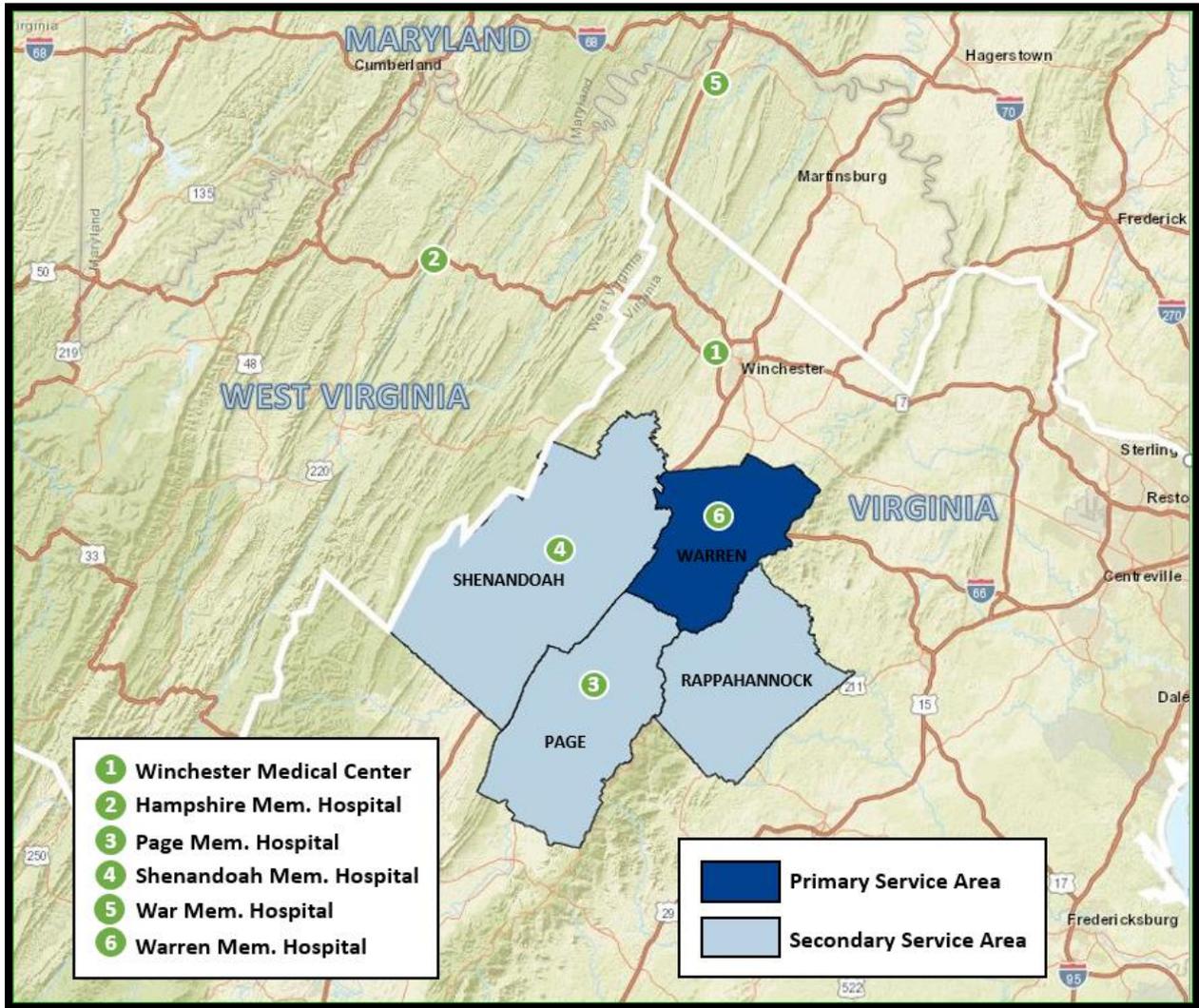
As a non-profit organization, Valley Health began its journey to bring better quality health to local communities in 1994. When Winchester Medical Center and Warren Memorial Hospital partnered, a vision to better serve the region was realized. That vision was to bring communities together with better quality health care and to meet their unique needs by providing access to the latest advancements, technology, and developments in medical services. With hospitals and medical facilities in the Top of Virginia region and neighboring West Virginia, Valley Health is a community partner. Based in Winchester, Virginia, Valley Health is composed of six core hospitals: Hampshire Memorial Hospital, Page Memorial Hospital, Shenandoah Memorial Hospital, War Memorial Hospital, Warren Memorial Hospital and Winchester Medical Center. Valley Health brings together 604 licensed inpatient beds, 166 long-term care beds, 6,000 employees, and a medical staff exceeding 600 professionals.

We are proud to serve our community by improving health. We do much more than simply caring for individuals once they walk into our hospital doors. Valley Health contributes to health education, prevention, and accessible healthcare for those with limited resources. We inspire hope and promote health as the community's first – and best – choice for high quality, safe, and affordable care. Our focus always remains on patients first, rooted in our commitment to maintain compassion, integrity, collaboration, courage, innovation and excellence. When Winchester Medical Center first opened its doors in 1903, they made a commitment to bring superior quality healthcare services to residents throughout the region. More than a century later, Valley Health continues to uphold and expand this vision throughout West Virginia, Virginia, and even parts of Maryland.

Highlights of the Community Served

Warren Memorial Hospital is located in Front Royal, Virginia. The hospital's community service area includes Warren, Page, Rappahannock and Shenandoah counties. In 2018, this community was estimated to have a population of 115,149 people. Approximately 34 percent of the population resided in Warren County. Overall, the population in Warren County is expected to increase by 2.9 percent between 2018 and 2023. Warren County reported a 2017 poverty rate of 9.8%, below the Virginia average of 11.2 percent. In 2018, 18% of households in Warren County had an average income under \$25,000. The 2017 unemployment rate for Warren County was 3.7%, while in Rappahannock and Shenandoah counties it was 3.5% and in Page County 5.3%, all higher than the Virginia average which was 3.0 percent.

Service Area of Warren Memorial Hospital



Source: ESRI 2019, Created by Planning and Business Development

Prioritized Description of Community Health Needs

The 2019 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 2019 CHNA report available at www.valleyhealthlink.com/CHNA.

- 1. Access to Primary, Preventive and Specialty Care** [*Primary, Specialty and Dental Care*]: Access to primary, specialty and dental health care services through a doctor or dentist's office, clinic or other appropriate provider is an important element of a community's health care system. Access is vital to the health of the community's residents. The ability to access care is influenced by many factors including insurance coverage and 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.
- 2. Behavioral and Health Status Factors** [*Physical Activity, Obesity and Chronic Diseases*]: Chronic diseases are typically conditions that last one year or more and require ongoing medical treatment or limit activities of daily living or both. Chronic diseases are leading drivers of health care costs and are some of the leading causes of death and disability in the United States. A lack of physical activity is a contributing factor to being overweight and obese, and is connected to a wide range of health problems and chronic diseases among all age groups. The co-occurring health problems and diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more.
- 3. Social and Economic Factors** [*Poverty, Housing & Homelessness and Low Income Families*]: Income levels, employment and economic self-sufficiency are all considered social determinants of health and correlate with the prevalence of a range of health problems. People with lower incomes or who are unemployed and underemployed are less likely to have health insurance and are less able to afford out of pocket health care and housing related expenses. Lower income is associated with increased difficulties such as securing reliable transportation for medical care or the ability to purchase an adequate quantity of healthy, fresh food on a regular basis.
- 4. Health Outcomes** [*Length of Life & Quality of Life: Cancer Diseases, Premature Death*]: Each year over a million people are diagnosed with cancer and the cost of cancer care continues to rise. Some cancers are preventable and there are steps that can be taken to improve the quality of life for cancer survivors and detect cancers in the early and treatable phase. Some risk factors can be reduced to prevent certain types of cancer. Smoking, exposure to the sun and tanning beds, obesity, and excessive alcohol use are all examples of risk factors which put a person at high risk for developing cancer.
- 5. Mental Health and Substance Abuse** [*Smoking, Alcohol, and Drug Abuse and Mental Health Services*]: Mental health includes both mental health conditions (e.g., depression, autism, bi-polar) and behavioral problems (e.g., bullying, suicidal behavior). Poor mental health can cause negative outcomes for both those suffering and the people around them. It

can impact the ability of children to learn in school and the ability of adults 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. 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 and tobacco. 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.

6. **Maternal and Child Health** [*Teen Births, Infant Mortality, No Prenatal Care in First Trimester*]: 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.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Warren Memorial Hospital plans to address significant health needs identified in the 2019 Community Health Needs Assessment. For each significant health need that the hospital plans to address, the strategy describes actions the hospital intends to take, anticipated impacts of these actions and a plan to evaluate those impacts; and any planned collaboration between the hospital and other organizations

Prioritized Health Need #1: Access to Primary, Preventive and Specialty Care

Primary, Specialty and Dental Care

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

- Expand Rural Health Clinics from two to five.
- Continue provider recruitment for primary care physicians and specialty care including orthopedics, physical therapy and occupational therapy.
- Evaluate the expansion of an infusion clinic.
- Continue and enhance support for St. Luke Community Clinic for both primary and dental care. St. Luke is a nonprofit, community-based organization of volunteers and professional staff committed to providing high-quality health care services to low-income, uninsured residents of Front Royal and Warren County, VA.
- Collaborate with the County and other agencies on transportation initiatives; explore internal options for transportation.
- Continue efforts to enroll and assist individuals eligible for Medicaid, ensuring eligible patients are directed to appropriate resources for coverage.

- Explore more robust telehealth consultation services for both primary care physicians connecting with specialties as well as services for patients.

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.
- A lowered likelihood of delaying care and as a result improved self-care, particularly preventive screenings.
- Improved care coordination among and referrals to appropriate care providers, including the Community Clinic.
- Improved access to health care appointments and reduced no show rates by providing support for multiple transportation options, while also making transportation options affordable and consistent.
- The development of place-based solutions by bringing healthcare resources where they are needed, regardless of geographic location.

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, specialty and dental care, Warren Memorial Hospital plans to collaborate with St. Luke Community Health Clinic, MedAssist, and the Warren County government.

Prioritized Health Need #2: Behavioral and Health Status Factors

Physical Activity, Obesity and Chronic Diseases

The hospital intends to address physical activity, obesity and chronic disease by taking the following actions:

- Launch an education initiative with primary care physicians to improve the utilization and build capacity of the existing Diabetes Management Program [DMP]. The DMP is a fully compliant, robust diabetes management program, which has been recognized by the American Diabetes Association since 1993. The DMP provides quality education, support and resources through both individual and group sessions.
- Explore possible partnerships with the local Parks and Recreation Department for enhanced youth programs, particularly those focused on exercise and healthy lifestyles.
- Launch the Transition Program – a medically integrated program for individuals with chronic disease – at Valley Health Wellness & Fitness | Front Royal (located in the WMH Outpatient Center). The Transition Program is a structured, 8-week exercise program designed to ease the transition for patients from a clinical setting to fitness center based programming, providing individual exercise plans based on pre-assessment results and instructions from a referring healthcare provider.

- Expand the Chronic Care Management Program enrollment to 20% of eligible Medicare beneficiaries in clinics.

Anticipated Impact and Plan to Evaluate:

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

- Increased knowledge contributing to improved health behaviors among youth and adults.
- Increased self-efficacy surrounding healthy habits and healthy choices.
- Individuals will learn prevention strategies while exercising safely and improving overall health status.
- Increased utilization and enrollment in the chronic care management program and diabetes management program resulting in improved disease control and positive outcomes for those in the population with diabetes or other chronic conditions—either preventing or delaying possible complications related to these conditions.

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 Valley Health Wellness & Fitness | Front Royal and the Valley Health Diabetes Management Program.

Prioritized Health Need #3: Mental Health and Substance Abuse

Smoking, Alcohol and Drug Abuse, and Mental Health Services

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

- Support the launch of and sustainability of the Crisis Intervention Team Assessment Center [CITAC]. CITAC is a licensed center designed to evaluate individuals in police custody to determine if involuntary commitment is needed for mental health treatment.
- Support and participate on the Opioid Planning Grant with the Warren Coalition. The one-year funded grant will be used to build capacity and plan programming in the rural counties of Warren, Shenandoah, and Page, including building a database on opioid usage in the region for other organizations working in the field.
- Explore options for more robust telehealth consultations services, specifically outpatient counseling services for patients.
- Expand and increase the number of Screening, Brief Intervention, and Referral to Treatment [SBIRT] referrals to counseling – SBIRT is a local, confidential, evidence based approach to connect at risk patients with community resources. The SBIRT team screens patients for substance use disorders, provides a brief intervention and referral to services as necessary, and provides follow-up with the patient. It is a model for intervening at all stages of substance use disorders from identifying the needs of the patient to connecting them to treatment.
- Launch an anti-vaping initiative focusing on schools, community events, community fairs and the medical community.

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 services, quickly connecting those who need services with experts in the community.
- Effective and early identification of substance use disorders.
- Expanded supportive services for people with mental illness, promoting behavior changes among patients at risk for developing behavioral health concerns.
- Increased access to mental health case management services for vulnerable populations entering the WMH Emergency Department.
- Identification of gaps in mental health services and the mobilization of leaders who can help to address the opioid crisis.

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, Warren Memorial Hospital plans to collaborate with Northwestern Community Services, local law enforcement, and Warren Coalition.

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 **Social and Economic Factors** (poverty, housing & homelessness, low-income families), **Health Outcomes** (length and quality of life: cancer diseases, premature death), and **Maternal and Child Health** (Teen Births, Infant Mortality, No Prenatal Care in First Trimester), all of which were needs mentioned during the 2019 Community Health Needs Assessment. Warren Memorial Hospital is not ideally suited to be the lead organization in addressing these items and believes, in some instances, there are other community partners whose missions are more closely aligned with these needs.

Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from Warren County on December 10, 2019.