



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

# Healthier Tomorrows

 **ValleyHealth**  
War Memorial Hospital

## Introduction

This implementation strategy describes how War 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 War 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. Alternatively, 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, Hampshire and Berkeley counties in West Virginia. While the work described in this report focuses on addressing significant health needs identified in the 2019 CHNA, additional health programs and services not mentioned here will continue. For more information on War Memorial Hospital's additional programs and services, please visit please visit: [www.valleyhealthlink.com/war](http://www.valleyhealthlink.com/war).

## 2019 Community Health Needs Assessment Summary

War 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: (a) individuals with 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

Tom Kluge, president of Hampshire Memorial Hospital and War Memorial Hospital

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

Heather Sigel, vice president, War Memorial Hospital

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

Tracy Mitchell, director, Community Health and Wellness

Michael Wade, operations manager, Marketing and Communications

Mary Welch-Flores, manager, Planning and Business Development

The Valley Health Community Advisory Council [CAC] also provided support regarding the needs of the communities participating in the 2019 CHNA. The CAC participated in CHNA orientation sessions, community response sessions and served on work groups. Their support and insight helped ensure alignment with the organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee make sure components of the CHNA are being adequately compiled and addressed, and that the project is completed with identified and 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 were 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, defined action steps, timelines, and potential partners for prioritized needs to develop the accompanying implementation plan.

## Overview of War 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: War Memorial Hospital**

Emergency Department Visits = 7,342

Total Discharges = 498

Hospital Based Outpatient Encounters = 21,725

Total Outpatient Laboratory Tests & Imaging Exams = 70,768

Financial Assistance & Means-Tested Programs = \$1,296,046

## About War Memorial Hospital

A nonprofit healthcare facility, War Memorial Hospital has 25 inpatient beds, 16 long-term care beds, and an eight-bed emergency department. War Memorial Hospital is a licensed Critical Access Hospital, innovating the way we provide health care to our community. The 87,000 square-foot facility boasts upgraded technologies along with new operation rooms and a helipad. The hospital's medical professionals address long-term care, cardiac care, rehabilitation, surgical procedures, diabetes management, and much more. War Memorial Hospital also offers medically based fitness services in a safe and monitored environment, for individuals of all fitness levels.



## About Valley Health

As a nonprofit 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 their 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 located in West Virginia and the Top of Virginia region, 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.

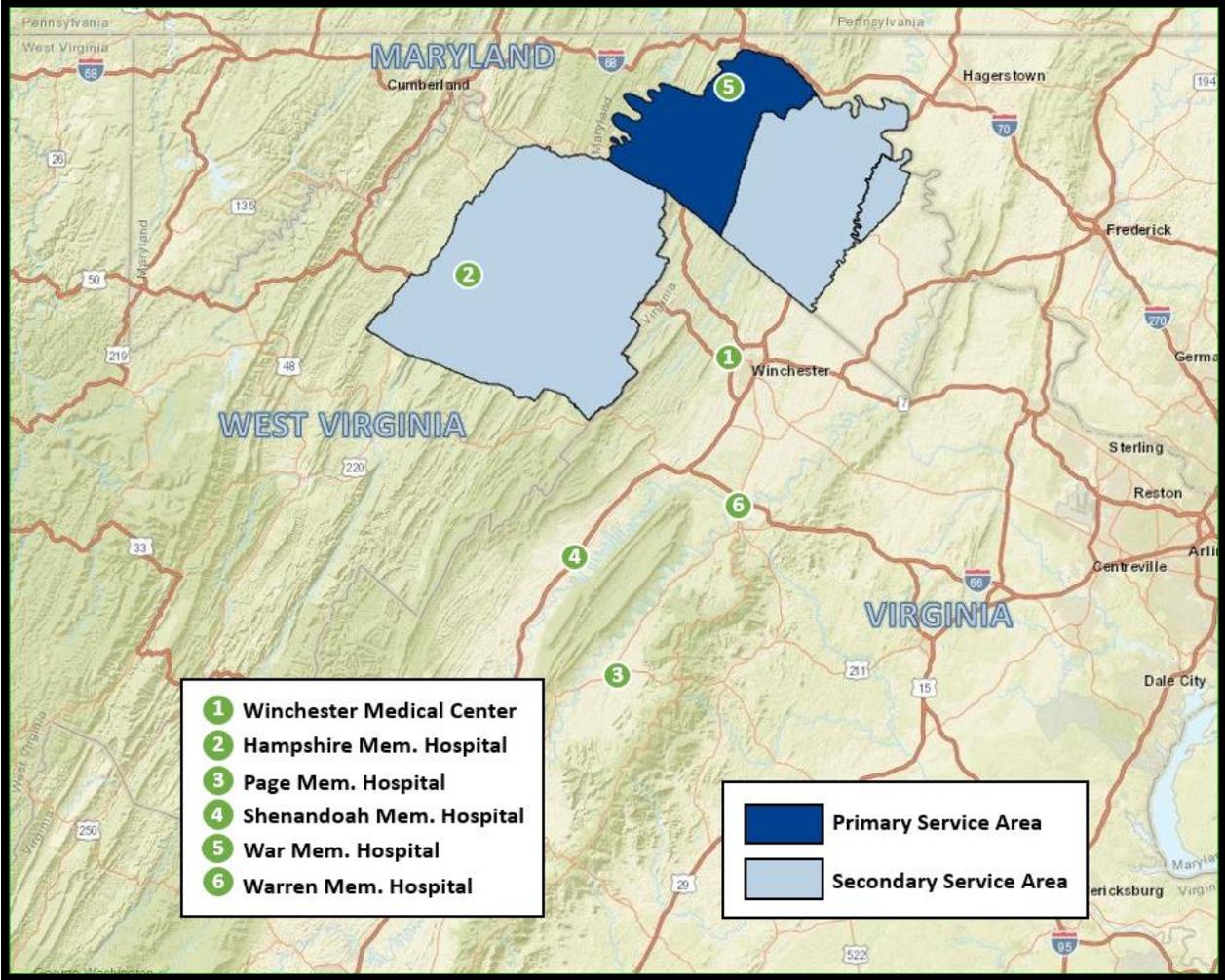
We are proud to serve our community by improving health. We do much more than simply caring for individuals once they walk into our hospital doors. Valley Health contributes to health education, prevention, and accessible healthcare for those with limited resources. We inspire

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 in West Virginia, Virginia, and even parts of Maryland.

### Highlights of the Community Served

War Memorial Hospital is located in Berkeley Springs, West Virginia. The hospital's primary service area is Morgan County. The secondary service area is composed of Berkeley and Hampshire counties. In 2018, this community included an estimated 162,605 persons. Overall, the population of Morgan County is expected to increase by 3.35 percent between 2018 and 2023. Berkeley County is expected to grow at a rate of 12.62 percent, while Hampshire County is projected to experience growth of 3.07 percent for the same time period. Morgan County reported a 2017 poverty rate of 11.1 percent and Berkeley County a rate of 13 percent. The poverty rates for Berkeley and Morgan counties were lower than the West Virginia and U.S. rates of 17.8 percent and 14.6 percent respectively. Of the 25 and older population in Morgan County, 11.7 percent did not have a high school diploma while 33 percent had a high school diploma as their terminal degree. In 2019, Morgan County was designated as a primary and dental health professional shortage area.

# Service Area of War 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](http://www.valleyhealthlink.com/CHNA).

1. **Behavioral and Health Status Factors** [*Physical Activity, Obesity and Chronic Disease*]: A lack of physical activity and poor nutrition are contributing factors to being overweight and obese, and are 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.
2. **Access to Primary, Preventive and Specialty Care** [*Primary, Specialty and Dental Care*]: Access to primary and preventive health care services through a doctor's office, clinic, dentist 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 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.
3. **Social and Economic Factors** [*Poverty, Housing & Homelessness*]: 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 or underemployed are less likely to have health insurance and are less able to afford out of pocket health care and housing related expenses. Lower incomes are 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. **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.
5. **Health Outcomes** [*Length of Life and Quality of Life: Cancer Diseases*]: 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.

## Significant Health Needs the Hospital Will Address

The implementation strategy describes how War 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: Behavioral and Health Status Factors**

*(Physical Activity, Obesity and Chronic Disease)*

War Memorial Hospital intends to address physical activity, obesity and chronic disease by taking the following actions:

- Complete a feasibility study to operate both a Congestive Heart Failure Clinic [CHF] and Chronic Obstructive Pulmonary Disease [COPD] Clinic to help patients better manage their illness and symptoms for improved quality of life. A COPD clinic would provide patients with education, support, and treatment options in order to manage COPD effectively and lead a fulfilling life. A CHF clinic can help many people with heart failure lead normal lives and be at less risk for being hospitalized.
- Embed coverage at our Internal Medicine Facility to assist with diabetes education and insulin pump instruction.
- Launch Fit4Kidz at Valley Health Physical Rehabilitation & Fitness | Berkeley Springs, a comprehensive program for area youth, ages 10 to 14, puts children first by putting them to play.

### **Anticipated Impact and Plan to Evaluate:**

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

- Increased knowledge of, and participation in, physical fitness activities with an improvement for program participants in cardiovascular strength, flexibility and self-efficacy surrounding exercise habits.
- Increased knowledge contributing to improved health behaviors and better management of chronic conditions, like diabetes.
- Increased knowledge of and participation in preventive health screenings and activities.
- Better patient management and self-care for insulin control for our diabetic patients, preventing or delaying the complications that arise from diabetes or hyperglycemia.
- Improved quality of life for patients with chronic conditions like COPD and CHF.

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, obesity and chronic disease, War Memorial Hospital plans to collaborate with Valley Health Diabetes Management Program and Valley Health Physical Rehabilitation and Fitness | Berkeley Springs.

**Prioritized Health Need #2: Access to Primary, Preventive and Specialty Care**

*(Primary, Specialty and Dental Care)*

War Memorial Hospital intends to address access to primary and specialty health care by taking the following actions:

- Continue coordination with Winchester Medical Center for sharing of specialty providers.
- Promotion of Transportation On Demand [TOD] and other area transportation providers, including UBER Health.
- Conversion of the Valley Health-Hancock Family Medicine to a Rural Health Clinic.
- Participation in the Maryland Medicaid Managed Care Organization for the Hancock Family Practice.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, War 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, and the provision of financial assistance to eligible hospital patients.
- Ease of access and reduced no show rates through partnerships and collaboration with area transportation providers.

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 care, War Memorial Hospital plans to collaborate with Senior Life Services of Morgan County-Transportation on Demand [TOD], United Way of the Eastern Panhandle, and Winchester Medical Center.

**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 action:

- Launch an anti-vaping education initiative in the schools in order to decrease youth tobacco exposure, access and use.
- Explore a partnership with East Ridge Health Systems for providing high quality and comprehensive programs and services for persons with mental illness and substance abuse disorders in order to optimize quality of life within the community.
- Participate on the Morgan County Rural Communities Opioid Response Program Planning Grant.
- Investigate possible partnerships for telehealth mental health consults.

**Anticipated Impact and Plan to Evaluate:**

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

- Increased awareness of mental health issues and its prevention and treatment options among community residents.
- An increase in treatment tools and resources available for those individuals requiring mental health services.
- Increased access to case management services for vulnerable populations.
- Identification of gaps in mental health services.
- Mobilization of leaders who can begin to address a continuum of care for the opioid crisis, including stigma reduction, treatment services, and harm reduction.
- Increased awareness among youth regarding the dangers of vaping and all tobacco products.

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 East Ridge Health Systems, Morgan County Schools, Winchester Medical Center, Morgan County Partnership, and Life or Drugs Tri-State Support.

**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 healthcare services and community benefits.

This implementation strategy does not include specific plans to address **Social and Economic Factors** (poverty, housing and homelessness) and **Health Outcomes** (length of life and quality of life: cancer diseases), significant health needs that were identified in the 2019 Community Health Needs Assessment. As a Critical Access Hospital, War Memorial Hospital is not ideally suited to be the lead organization in addressing these identified needs. The hospital does not have services or specific expertise in these areas and is directing its limited resources to other identified significant community health needs.

### Implementation Strategy Adoption

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