



# Healthier Tomorrows

EXECUTIVE SUMMARY of the  
2019 COMMUNITY HEALTH NEEDS ASSESSMENT  
and 2020-2022 IMPLEMENTATION STRATEGY



# Overview of Winchester Medical Center and Valley Health

Valley Health began its journey to bring better quality health to local communities in 1994. When Winchester Medical Center and Warren Memorial Hospital collaborated, a vision to better serve the region was realized. That vision was to bring communities together with 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 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.

Valley Health does much more than simply care for individuals within our hospitals. 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.

Winchester Medical Center first opened its doors in 1903, and today is an award-winning 495-bed regional referral center offering a broad spectrum of services that includes diagnostic, medical, surgical and rehabilitative care in both inpatient and outpatient settings. The hospital is the only Level II Trauma Center in the region, and is an essential resource for more than 500,000 residents in the northern Shenandoah Valley of Virginia, eastern panhandle of West Virginia and western Maryland. A Magnet-designated hospital, Winchester Medical Center is also an Advanced Primary Stroke Center, Chest Pain Center and Level 4 Epilepsy Center.

## Our Mission, Vision, and Values



### 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

Integrity  
Compassion  
Collaboration  
Courage  
Innovation  
Excellence  
Integrity

## Recognition & Awards

Magnet Recognized Hospital

Most Wired (2017-2019)

Comprehensive Cardiac Center Certification by The Joint Commission in collaboration with the American Heart Association (2019)

Cardiovascular Center of Excellence by the American Heart Association & American College of Cardiology (2018)

Other American College of Cardiology recognition:

- Chest Pain Center with Primary PCI Accreditation
- Heart Failure Accreditation
- Cardiac Catheterization Lab Accreditation
- Atrial Fibrillation EPS Accreditation
- 2018 ACTION Registry® Platinum Performance Achievement Award

Leapfrog A for patient safety (2018)

Top 100 rating for Neurosurgery and Spine programs by Becker's Healthcare (2018)

Ranked #11 in Virginia by U.S. News & World Report- High Performing in 5 Adults Procedures/Conditions (2019)

Reaccredited as a Primary Stroke Center (2019)

Vascular Program received 3 Star rating (highest possible score) from the Society for Vascular Surgery (2019)

American Heart Association's 2018 Mission: Lifeline® Gold STEMI Receiving and Bronze NSTEMI Quality Achievement Awards

Cardiac Electrophysiology (EP) Lab Accreditation

## 2018 Key Stats at a Glance: Winchester Medical Center



Emergency Room Visits  
**74,142**



Hospital Based Outpatient Encounters  
**348,987**



Total Discharges



Financial Assistance & Means-Tested Programs  
**\$24,172,810**



Total Outpatient Laboratory Tests & Imaging Exams  
**1,132,234**

# 2019 Community Health Needs Assessment Summary

## Introduction and Background

Every three years, Winchester Medical Center conducts a collaborative community health needs assessment (CHNA) to identify and prioritize the health needs of the residents, particularly those who experience health inequities.

This community health needs assessment (CHNA) was conducted by Winchester Medical Center (WMC or the hospital) to identify community health needs and to inform the subsequent development of an Implementation Strategy to address those needs. The hospital's assessment of community health needs also responds to regulatory requirements.

## Methodology Summary

Community health needs were identified by collecting and analyzing data and information from multiple sources. Statistics for numerous health status, health care access, and related indicators were analyzed, including comparisons to benchmarks where possible. The principal findings of recent health assessments conducted by other organizations were reviewed as well.

Input from 56 groups/individuals was received through key informant interviews. Interviews and community response sessions included (a) individuals with special knowledge of, or expertise in, public health, (b) representatives from 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.

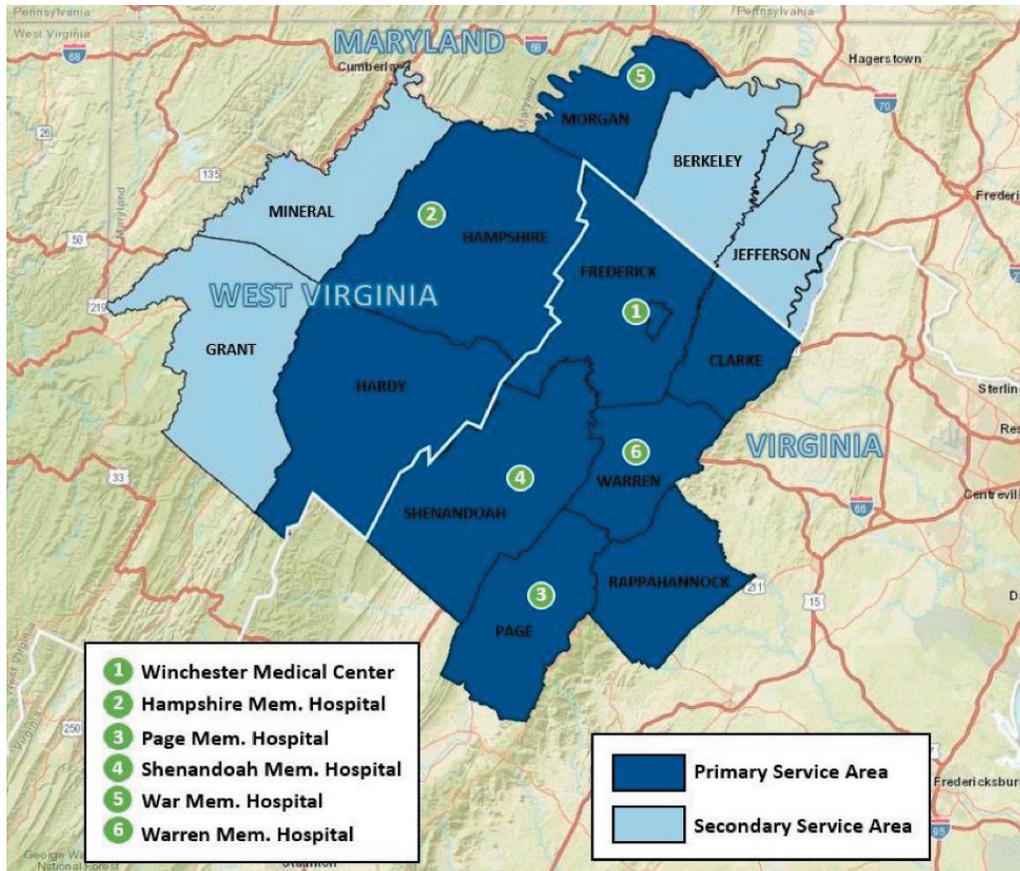
A community health survey was administered between January 2, 2019 and March 31, 2019. The survey was translated into Spanish. A total of 2,429 completed surveys from across the region were received. Among those, 108 surveys were received from the Hispanic community. Valley Health applied a ranking methodology to prioritize the community health needs identified, incorporating both quantitative and qualitative data throughout. Scores for the severity and scope of identified health needs were assigned and calculated using weighted averages taking into account multiple data sources. Major themes discussed in the community response sessions were compared to the scored health issues to aid in identifying the prioritized list of health needs.

Community health needs were determined to be “significant” if they were identified as problematic in at least three of the four following data sources: (1) the most recently available secondary data regarding the community's health, (2) recent assessment develop by other organizations, (3) community input provided by the key informants who participated in the interview process, or (4) the community health survey.

No information gaps have affected the hospital's ability to reach reasonable conclusions regarding priority community health needs.

## Highlights of the Community Served

Winchester Medical Center is located in Winchester, Virginia. The hospital's primary service area includes the City of Winchester and Clarke, Frederick, Warren, Page, Rappahannock and Shenandoah counties in Virginia as well as Hampshire, Hardy and Morgan counties in West Virginia. The secondary service area includes Berkeley, Jefferson, Mineral and Grant counties in West Virginia.



Source: ESRI 2019, Created by Planning and Business Development

In 2018, the primary service area was estimated to have a population of 293,751 people while the secondary service area had a population of 218,544. Approximately 26% of the population in the primary service area resided in Frederick County, 14.8% in Shenandoah County and 13.4% in Warren County. In 2018, Berkeley County had the largest population in the secondary service area with 118,793 people. Overall, the population in most areas is expected to increase for the period between 2018 and 2023: Frederick County by 11.63%, Warren by 2.96%, Shenandoah by 2.80%, Berkeley by 12.62% and Jefferson by 11.67%.

The City of Winchester reported a 2017 poverty rate of 12.5% while Frederick County reported a rate of 5.6%, which fell below the Virginia average of 11.2%. Berkeley County, West Virginia had a 2017 poverty rate of 13.0% while Jefferson County West Virginia had a rate of 9.9%, both falling below the West Virginia rate of 17.8%.

In 2018, 13.6% of households in Frederick County had an average income under \$25,000; 23.2% of the households in the City of Winchester had an average income under \$25,000. In Berkeley County 18.1% and in Jefferson County 13.9% of all households had incomes less than \$25,000.

In 2017, unemployment rates for all of the primary service area counties and the City of Winchester exceeded the Virginia average, which was 3.0%. In 2017, of the secondary service area, only the Grant County unemployment rate, which was 5.6%, exceeded the West Virginia rate of 5.3%. In 2019, the Health Resources and Services Administration designated the City of Winchester as a primary and dental health professional shortage area and a medically underserved area.

## Summary of Findings

The CHNA identified and prioritized community health needs using the data sources, analytic methods, and prioritization process and criteria described in the Methodology section. These needs are listed below in priority order and described on the following pages, with examples of the data supporting the determination of each health need as a priority. Further detail regarding supporting data, including sources, can be found in the CHNA Data and Analysis section of this report.

### **Prioritized list of health needs identified by CHNA:**

1. Behavioral and Health Status Factors
2. Access to Primary, Preventive and Specialty Care
3. Social & Economic Factors
4. Mental Health and Substance Abuse
5. Health Outcomes
6. Maternal and Child Health

### **Health Need #1: Behavioral and Health Status Factors**

Physical Activity, Obesity, and Other Chronic Diseases



A lack of physical activity and poor nutrition are contributing factors to being overweight. Obesity can also lead to a wide range of health problems and chronic diseases among all age groups. This includes high cholesterol, hypertension, diabetes, heart disease, stroke, and some cancers. Nationally, the increase in both the prevalence of being 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 to hunger.

## Health Need #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 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, an understanding of where to find services when needed, and reliable personal or public transportation.

## Health Need #3: Social & Economic Factors

Poverty, Housing & Homelessness, Low Income Families



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 or the ability 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.

## Health Need #4: Mental Health and Substance Abuse

Smoking, Alcohol and Drug Abuse, and Mental Health Services



### Mental Health

Mental and behavioral health includes both mental health conditions (e.g., depression, 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 the ability of children to learn in school, and the ability of adults to be productive in the workplace and to 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

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 the individual substance user, but those around them; negatively impacting health, safety and risky behaviors, including violence and crime, adult productivity, student 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.



## Health Need #5: Health Outcomes

Length of Life & Quality of Life



Health Outcomes represent how healthy a county is right now. They reflect the physical and mental well-being of residents within a community through measures representing both length of life and the quality of life.

Length of Life measures how long people within a community live and whether the people are considered to be dying too early. Quality of Life refers to how healthy people feel while alive. It represents the well-being of a community, and represents the importance of physical, mental, social and emotional health from birth to adulthood.

## Health Need #6: Maternal and Child Health

Teen Births, Infant Mortality, No Prenatal Care in 1st 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. 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.

## 2020-2022 Implementation Strategies: Significant Health Needs the Hospital Will Address

The CHNA implementation strategy describes how Winchester Medical Center plans to address the significant community health needs identified in the 2019 Community Health Needs Assessment. To achieve maximum impact, WMC chooses to identify three health needs for its primary of focus and will support other agencies in taking a lead role in addressing the remaining health needs.

### **Prioritized Health Need #1: Behavioral and Health Status Factors**

Physical Activity, Obesity and Chronic Disease

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

- Implement an education initiative to expand and improve the utilization and capacity of the Diabetes Management Program.
- Explore possible partnerships with local parks and recreation departments and schools for youth programs around school menus, healthy, positive choices, and exercise with a focus on elementary through high school students.
- Launch and expand palliative care community based programs to include partnerships with faith-based communities and parish nursing programs.
- Explore opportunities to further our efforts in chronic disease management to include community gardens, healthy lifestyles, and health education in faith settings and with community groups where there are existing gatherings.
- Launch a business “challenge” to other corporate organizations as a catalyst to get large groups of people moving, exercising and eating healthy.

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

Through implementing the above strategies, Winchester Medical Center 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 diabetes management program resulting in improved disease control and positive outcomes for those in the population with diabetes—either preventing or delaying possible complications related to these conditions.
- Improved quality of life for both the patient facing serious illness and their families.

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

Primary, Specialty, Dental Care and Home Health

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

- Expand the presence and awareness of the local Federally Qualified Health Center [FQHC].
- Identify and study barriers to access – particularly around transportation networks.
- Expand presence of community health workers to meet broader needs in high-risk areas.
- Partner with community agencies for education surrounding resources not known to everyone.

- Host a dental day and provide dental support in schools.
- Expand the availability of specialty clinics and services through physician recruitment for targeted specialties and advanced practice clinicians.
- Explore collaboration among regional entities on how to best use telehealth – for both collaboration between primary care physicians and specialists as well as services between patients and their physicians.
- Launch a marketing initiative, including the creation of a website that will contain personal testimonials from individuals with various chronic conditions.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts:

- Increased access to care through greater community awareness of available healthcare 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.
- Improved access to healthcare appointments and reduced no show rates by providing support for multiple transportation options, while also making transportation options affordable and consistent for patients.
- The development of place-based solutions by bringing healthcare resources where they are needed, regardless of geographic location.

**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:

- Explore more robust telehealth consultation services for mental health and substance abuse.
- Launch anti-vaping initiative in partnership with area schools, at broad reaching community events, and in the medical community.
- Evaluate possibility of acute treatment facility for adolescents with community partners.
- Increase awareness and possible advocacy regarding taxes on cigarettes and sugary drinks.
- Launch Healthy 100 Campaign.
- Support Concern Hotline texting and telephonic crisis assistance.
- Explore possibility of a detox and crisis stabilization unit.
- Enhance Screening, Brief Intervention, and Referral to Treatment [SBIRT] to include adolescents.
- Focus on an initiative for care of caregivers particularly around mental health and chronic disease management workers.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Winchester Medical Center 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, particularly among adolescents.

- 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 emergency department.
- Identification of gaps in mental health services and the mobilization of leaders who can help to address the mental health crisis.
- Youth can learn the facts and health risks associated with nicotine addiction and can practice resistance skills and learn how to say no to these substances.

## Needs the Hospital Will Not Directly Address

No hospital can address all of the health needs present in its community. Winchester Medical Center 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 following health needs: Social & Economic Factors (poverty, housing & homelessness, low income families), Health Outcomes (length and quality of life), or Maternal and Child Health (teen births, infant mortality, no prenatal care in first trimester), all of which were identified by the 2019 Community Health Needs Assessment.

In some instances, Winchester Medical Center is not ideally suited to be the lead organization in addressing these items and is directing its limited resources to other identified community health needs. In some cases, the needs fall under other categories and are therefore already being addressed in this plan.

Nonetheless, while Winchester Medical Center does not intend to be the lead organization in all areas, we will continue to partner with agencies that are more closely aligned and suited to have an impact on these issues. Such organizations include, but are not limited to, the Northern Shenandoah Valley Housing Coalition, Dental Clinic of Northern Shenandoah Valley, Sinclair Health Clinic, Good Samaritan Clinic, St. Luke Free Clinic, and Shenandoah Community Clinic.

## Conclusion

Winchester Medical Center and the CHNA Steering Committee are proud of their collaborative relationship with local community organizations and are committed by “Serving our Community by Improving Health”. The 2019 CHNA report and implementation strategy will be made available to the broader community and is intended to be a useful resource to both residents and health care providers.

The CHNA report and implementation strategy was adopted by the Valley Health Board of Trustees on December 10, 2019.

For more information or a copy of the complete Community Health Needs Assessment, please visit [www.valleyhealthlink.com/chnareports](http://www.valleyhealthlink.com/chnareports).



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