



# Healthier Tomorrows

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



# Overview of Shenandoah Memorial Hospital 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 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 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.

Shenandoah Memorial Hospital first opened its doors in 1951, and today is a licensed 25-bed Critical Access Hospital located in Woodstock, Virginia. The hospital joined Valley Health in 2002, which allowed for expansion of resources and services, including the new Shenandoah Surgery Center that opened in 2007. Extensive renovation projects on both the Surgical Services Unit and Diagnostic Center were completed in 2010 and 2012 respectively. A new 45,000-square foot Emergency Department and medical building opened in June 2016. Shenandoah Memorial Hospital is proud to offer a variety of diagnostic, medical and surgical services, as well as around-the-clock emergency care to the more than 42,000 community members in Shenandoah County and surrounding areas.

## 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

# 2018 Key Stats at a Glance: Shenandoah Memorial Hospital



Emergency Room Visits  
**18,957**



Hospital Based Outpatient Encounters  
**47,914**



Total Discharges



Financial Assistance & Means-Tested Programs  
**\$5,546,236**



Total Outpatient Laboratory Tests & Imaging Exams  
**132,442**

# 2019 Community Health Needs Assessment Summary

## Introduction and Background

Every three years, Shenandoah Memorial Hospital conducts a collaborative community health needs assessment (CHNA) to meet IRS regulatory requirements and 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 Shenandoah Memorial Hospital (SMH 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.

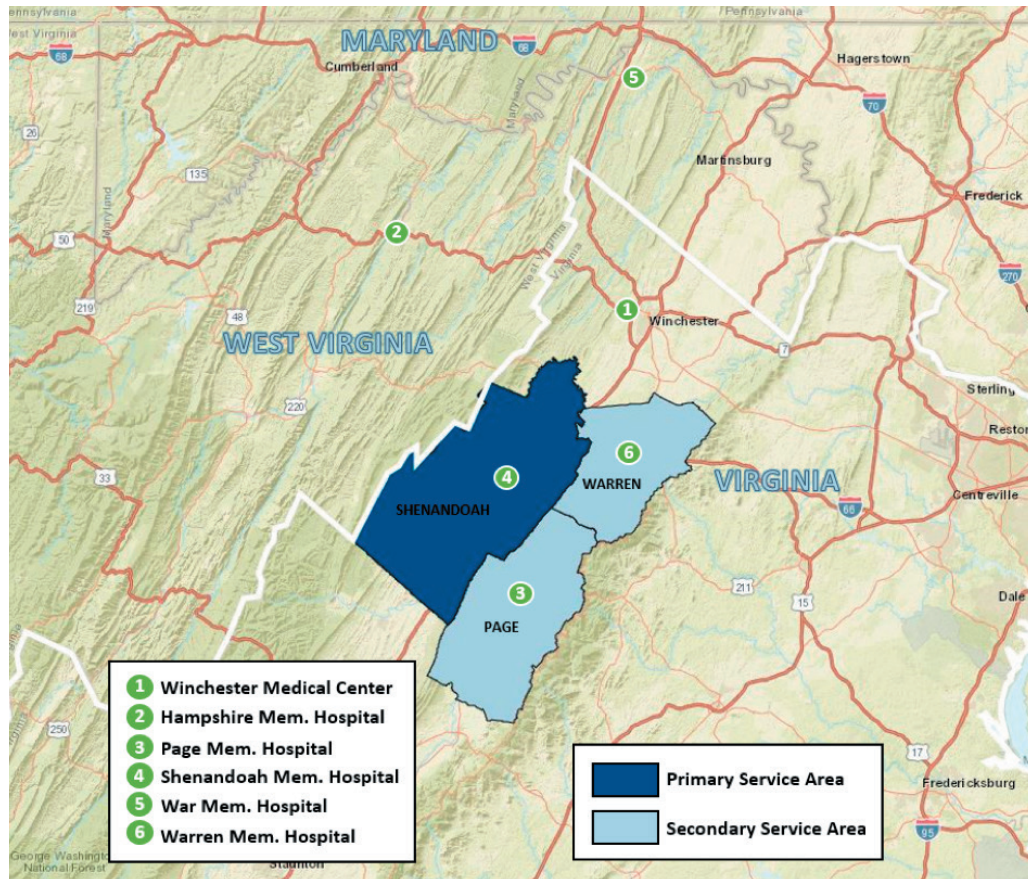
A community health survey was administered between January 2, 2019 and March 31, 2019. The survey was translated into Spanish. A total of 2,429 completed surveys from across the region were received. Among those, 108 surveys were received from the Hispanic community. Valley Health applied a ranking methodology 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

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



Source: ESRI 2019, Created by Planning and Business Development

In 2018, the Shenandoah Memorial community was estimated to have a population of 107,569 people. Approximately 40.6 percent of the population resided in Shenandoah County. Overall, the population in Shenandoah County is expected to increase by 2.8 percent between 2018 and 2023. Shenandoah County reported a 2017 poverty rate of 10.3%, below the Virginia average of 11.2 percent. In 2018, 22.8% of households in Shenandoah County had an average income under \$25,000. The 2017 unemployment rate for Shenandoah County was 3.5% while in Warren County, it was 3.7 percent and in Page County 5.3%, all higher than the Virginia average which was 3.0 percent.



## 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 Shenandoah Memorial Hospital plans to address the significant community health needs identified in the 2019 Community Health Needs Assessment (CHNA). To achieve maximum impact, SMH 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 the Fit4Kidz program at Valley Health Wellness & Fitness | Woodstock– a comprehensive program designed to introduce children to healthy lifestyle options (both physical activity & nutrition) with which they might not otherwise be familiar.
- Expand the Chronic Care Management Program enrollment to 20% of eligible Medicare beneficiaries in clinics.
- Expand enrollment in the Diabetes Prevention Program – a 12-month lifestyle change program, recognized by the Centers for Disease Control and Prevention, which can help individuals who are at risk make lasting, lifestyle changes.
- Continue the Transition Program, a medically integrated program for individuals with chronic disease, at Valley Health Wellness & Fitness | Woodstock.
- Expand the existing Palliative Care Program to include services for those with additional conditions such as multiple sclerosis and amyotrophic lateral sclerosis.

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

Through implementing the above strategies, Shenandoah 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.
- Increased utilization in both the chronic care and diabetes management programs resulting in improved disease control and positive outcomes for those in the population with chronic conditions.
- Help individuals develop the skills they need to lose weight, be more physically active, manage stress and stay motivated to continue solving problems in ways that support positive, healthy changes.
- Improved quality of life for patients with life-threatening illnesses by identifying, assessing, and treating pain and other physical, psychosocial, and spiritual problems associated with that illness.

## 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:

- Continue financial support of Shenandoah Community Health Clinic.
- Support existing transportation programs like the Shenandoah County Trolley, UBER Health, and taxis for patients.
- Implement time to service for the third next available appointment for primary care & specialty care areas.
- Continue efforts to enroll and assist individuals in enrolling in Medicaid, ensuring those patients who are eligible, are directed to appropriate resources for coverage.
- Expand and extend hours at New Market Family Practice, increasing accessibility particularly for those who commute and leave the local area for employment.

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

Through implementing the above strategies, Shenandoah 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, including the Shenandoah Community Clinic.
- Improved access to health care appointments and reduced no show rates by providing support for multiple transportation options, making transportation both affordable and consistent for our underserved and vulnerable populations.

## 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:

- Continue support of a Peer Recovery Specialist for work in the Shenandoah Memorial Hospital Emergency Department.
- Support 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.
- Launch an anti-vaping initiative focusing on schools, community events, community fairs and the medical community.
- Explore options for more robust telehealth consultations services, specifically outpatient counseling services for patients.

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

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

- Increased access to crisis evaluation and intervention services.
- Expanded supportive services for people with mental illness.
- Increased awareness and understanding of youth about the dangers of vaping and use of all tobacco products.
- Increased access to mental health case management services for vulnerable populations entering the SMH Emergency Department.
- Identification of gaps in mental health and drug abuse services and the mobilization of leaders who can help to address the opioid crisis.



## Needs the Hospital Will Not Directly Address

No hospital can address all of the health needs present in its community. Shenandoah 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 & 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 needs mentioned during the 2019 Community Health Needs Assessment.

In some instances, Shenandoah Memorial Hospital 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 Shenandoah Memorial Hospital 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, and Shenandoah Community Clinic.

## Conclusion

Shenandoah Memorial Hospital 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).





**Shenandoah Memorial Hospital**

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