



Page Memorial Hospital

2014 – 2016 Implementation Strategy for the 2013 Community Health Needs Assessment

Serving Our Community by Improving Health

200 Memorial Drive, Luray, Virginia 22835
www.valleyhealthlink.com/page

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DRAFT

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 reviewing our 2014-2016 implementation strategy for the 2013 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 System 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 and benefit from the interest in making our community healthier from community members just like you.

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

Sincerely,

A handwritten signature in black ink that reads "N. Travis Clark". The signature is written in a cursive, flowing style.

N. Travis Clark
President, Page Memorial Hospital

Getting to Know Valley Health System and Page Memorial Hospital

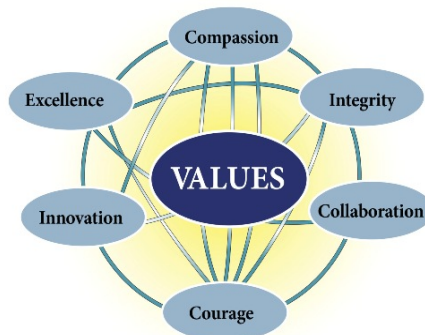
Our Mission, Vision, and Values

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:



Key Stats at a Glance

ED Visits

14,342

Inpatient Admissions

903

Total Patients Served

84,168

Financial Assistance & Means-Tested Programs

\$1,567,716

Total Other Community Benefit

\$136,253

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, Virginia in Page County. It joined Valley Health in 2008 but was founded in 1925 in a South Court Street home and then moved to its current location in 1958. The hospital facility underwent expansions and improvements in 1978 and 1999.

Page Memorial Hospital is in the process of replacing its existing 25-bed facility with a new hospital located on the existing site. PMH also has outpatient therapies and a fitness center. These services currently are located off-site from the main campus, and will be moved to the hospital campus. The replacement hospital is designed to improve efficient delivery of care to the community as well as accommodate state-of-the-art technology that mirrors Valley Health’s other two Critical Access Hospitals in West Virginia.

The hospital reported 903 inpatient discharges and 14,342 emergency department visits in 2012. The hospital is comprised of the following major departments: administrative, patient care, diagnostic and treatment services, diagnostic imaging, cardiac rehabilitation, primary care clinics and physical therapy, and logistics and support. It also has an after-hours clinic, Convenient Care; an Emergency Department; and a sleep lab.

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. Valley Health also operates Valley Regional Enterprises, Inc. (Valley Home Care; Valley Medical Transport; Valley Pharmacy; Urgent Care Centers in Winchester and Front Royal in VA and Martinsburg in WV; and Quick Care in Strasburg, VA) and Surgi-Center of Winchester.

Valley Health has a combined 594 licensed inpatient beds and 166 long-term care beds system-wide, and is supported by more than 5,300 employees and a medical staff of over 500. The system had 30,000 inpatient admissions and more than 140,000 emergency room visits in 2012. Total outpatient encounters numbered approximately 800,000.

Introduction

This implementation strategy describes how Page Memorial Hospital plans to address significant community health needs in 2014 through 2016. These needs were identified in the 2013 Community Health Needs Assessment (CHNA) published and made widely available to the public on September 25, 2013.

The 2013 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 proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010. Final guidance as to the content and format of these documents had not been issued by the IRS at the time the CHNA and this implementation strategy were created.

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.

2013 Community Health Needs Assessment Summary

Page Memorial Hospital's 2013 Community Health Needs Assessment was conducted between February and August 2013 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, including individuals with special knowledge of or expertise in public health, were taken into account via interviews and meetings with 78 community members and agency leaders, and a community survey with 272 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

PMH's internal project team for the CHNA included representatives throughout Valley Health, led by: N. Travis Clark, President of Page Memorial Hospital; Chris Rucker, Vice President of Ambulatory Services and Wellness and President of Valley Regional Enterprises; Gregory Hudson, Valley Health Director of Planning and Business Development; and Mary Zufall, Community Health Coordinator. The CHNA was endorsed by the Board of Trustees. Page Memorial Hospital collaborated with the other Valley Health hospitals for the assessment. The hospitals engaged Verité Healthcare Consulting to prepare their CHNAs. More information on the firm and its qualifications can be found at www.VeriteConsulting.com.

Definition of the Community Served

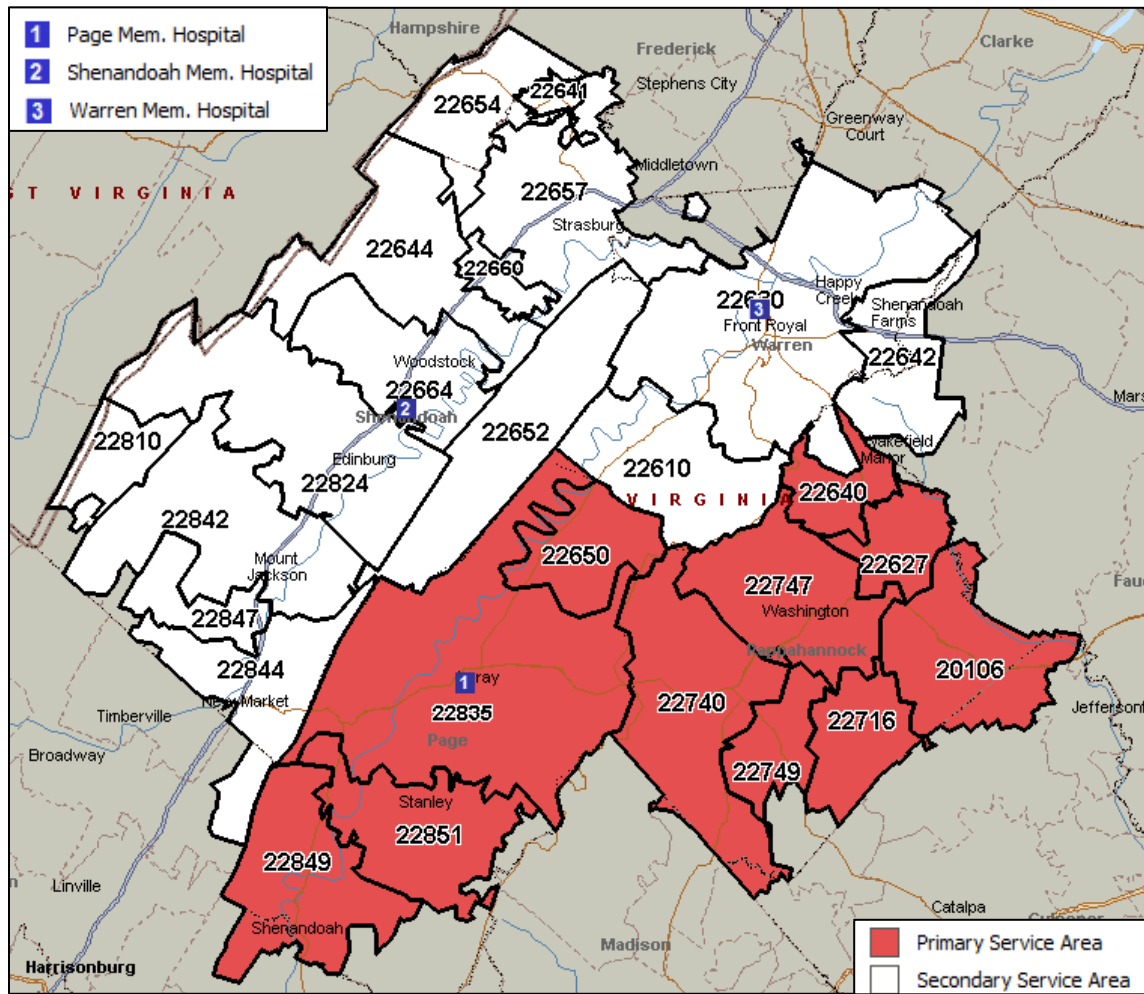
Page Memorial Hospital's community consists of four counties (30 ZIP codes) in Virginia. The hospital's primary service area includes Page and Rappahannock Counties. Shenandoah and Warren Counties comprise the secondary service area. The hospital is located in Luray, Virginia.

In 2013, this community included an estimated 114,594 persons. In 2012, the community collectively accounted for 96 percent of the hospital's inpatient discharges and 93 percent of emergency department discharges. Ninety-five percent of the hospital's inpatients originated from the primary service area. Approximately 90 percent of emergency department visits originated from Page County.

Highlights of community characteristics include:

- The community's population is expected to grow two percent between 2013 and 2018. While the population aged 65 and over is expected to grow approximately 15 percent, the population under 65 is expected to decrease or remain the same.
- Ninety-three percent of residents were white, but the community is gradually diversifying.
- Page and Shenandoah counties reported a 2007-2011 poverty rate above the Virginia averages, but below the national average.
- Page County reported an unemployment rate in March 2013 above the Virginia and national averages. Shenandoah and Warren Counties reported unemployment rates higher than the Virginia average.

Exhibit 1: Page Memorial Hospital Community



Sources: Microsoft MapPoint and Valley Health, 2013.

Significant Health Needs Identified

The 2013 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 2013 CHNA report available at www.valleyhealthlink.com/CHNA.

1. **Access to Primary and Specialty Health Care:** A limited supply of physicians and difficulties getting needed care, a relatively high percentage of uninsured residents, a lack of providers who accept new Medicaid and Medicare patients, and transportation barriers to care.
2. **Mental and Behavioral Health:** A shortage of mental health professionals, suicide rates worse than the state average, and a wide range of mental and behavioral health conditions, including: bullying, autism spectrum symptoms and diagnoses, depression among senior citizens, adult and family stress and coping difficulties associated with finances, a lack of affordable outpatient mental health care, and a lack of local inpatient treatment facilities.
3. **Substance Abuse and Tobacco Smoking:** Increasing substance abuse among youth and adults, including prescription and over-the-counter medicines, as well as illicit substances; excessive drinking and high motor vehicle crash death rates in Page County; high rates of tobacco use; and a lack of local substance abuse treatment options.
4. **Physical Activity, Nutrition, and Obesity-related Chronic Diseases:** Obesity, overweight, diabetes, and heart disease caused or made worse by poor nutrition and diet; low physical activity and exercise; food insecurity and hunger; and a lack of affordable, healthy food choices in some parts of the community.
5. **Financial Hardship and Basic Needs Insecurity:** An increase in low-income households and uninsured residents, difficulties with housing affordability and homelessness, access to transportation, food insecurity and hunger, and a decrease in public budgets for health care and public health.
6. **Oral Health and Dental Care:** A shortage of dentists and a lack of affordable preventive dental care, poor dental hygiene, tooth decay among children and adults, and eliminated public funding for dental clinics.
7. **Teen Pregnancy:** High teen birth rates, especially in Page County, and a lack of adequate support systems for at-risk and pregnant young women and girls.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Page Memorial Hospital plans to address significant health needs identified in the 2013 Community Health Needs Assessment. PMH, in conjunction with the other Valley Health hospitals, has created issue-specific 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. Thirteen 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 50 community agencies that receive services through the Volunteer Action Center.

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. Enhance the comprehensiveness and utilization of the United Way’s 211 directory by facilitating the enrollment of all Page County and Lord Fairfax Health District community service providers in the directory, and by distributing information about the directory to residents through parish nurses and to organizations such as the Blue Ridge Area Food Bank, the United Way, and area free clinics.
- b. Improve access to outpatient services for community residents by referring ED patients without insurance or a primary care provider to Page Healthcare Associates 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. In 2014, evaluate developing a consortium with Faith in Action and the Shenandoah Area Agency on Aging (SAAA), organizations that provide 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 throughout the community - including at the Page County Fair, Smokin’ on the Track BBQ Fest, and Alzheimer’s Walk. The Mobile Health Coach is used in the community as a medium to provide

screenings and follow-up referral to the community 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 financial and 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.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Page Memorial Hospital anticipates the following impacts related to financial hardship and basic needs insecurity:

- Anticipates 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.

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 County Coalition for Community Action (PACA)

Mental and Behavioral Health

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

- a. Provide access to mental and behavioral healthcare through telemedicine services that reduce geographic barriers to care. This program places the expertise of trained mental health professionals at the bedside of mental health patients in crisis, in locales where this expertise would not otherwise be available.
- b. 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 a clearinghouse for referrals to other appropriate community resources.
- c. Implement scholarships at the wellness center for patients with mental illness or substance abuse diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- d. In collaboration with the Page County Coalition, sponsor guest speakers at Luray and Page County Middle School on bullying, on an annual basis starting in Spring 2014.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Page Memorial Hospital anticipates the following impacts related to financial hardship and basic needs insecurity:

- Anticipates increased access to crisis evaluation and intervention services.
- Expanded supportive services for people with mental illness, and more 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 Public Schools
- Page County Parks & Recreation

Substance Abuse and Tobacco Smoking

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

- a. 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 such as “bath salts,” through a community offered program which aims to reduce drug use, participation in gangs, and violent crime. In collaboration with the Page County Coalition, sponsor guest speakers at Page County Middle School on substance abuse, on an annual basis starting in November 2014.
- c. Implement scholarships at the wellness center for patients with mental illness or 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 counseling to each patient upon discharge through the Tobacco Cessation Program. PMH also provides 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.
- e. 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. By quitting, even for one day, smokers will be taking an important step towards a healthier life and reducing cancer risks.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates greater 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 Public Schools
- Page County Sheriff’s Office

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. Implement an evidenced-based campaign using the “Everyday Choices” materials from the American Cancer Society, American Heart Association, and American Diabetes Association to encourage residents to get the appropriate health screenings for their age and gender. Information will be disseminated to patients, community partners, health departments, rural health centers, local libraries, and wellness centers about cancer, cardiovascular disease, and diabetes screenings, among others.
- b. Plan to host a community health challenge in which individuals will provide pre - and post-measurements of blood pressure, cholesterol, Hemoglobin A1c, height, weight, and body fat percentage, and be awarded prizes based on team improvement.
- c. Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, which encourages healthy choices related to sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and sodas and sugary drinks. 9-5-2-1-0 materials and publications will be utilized in preschool and elementary schools, promoted to WIC program participants, and distributed by the Health Coach mobile unit at health fairs and other community events.
- 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.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates increased knowledge of and participation in preventative health screenings and activities, and increased knowledge contributing to improved health behaviors among youth.

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 Public Library
- Wellness & Fitness Services
- Women, Infant, and Children Nutrition Program (WIC)

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. Team up with the Main Street Baptist Church to serve meals to the community through its Mainstreet Meals program, which started in March 2012 and feeds approximately 120-150 people weekly.
- c. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.
- d. Support area public schools to establish health career education scholarships for students. Valley Health has committed \$75,000 per semester for four semesters for 2013 through 2015. This program assists local schools with establishing a health professions preparatory program, thereby creating graduates more prepared for entry into the workforce, or pursuit of college level medical and nursing programs. The total amount given to Page County Vo-Tech will be \$9,625. The two high schools have 86 students in the Health Sciences program. The schools have added a skills lab and are creating an Intensive Care (IC) unit for the Health Sciences and Medical Sciences programs. The schools also have added equipment for the Medical Assistant program and are creating a facility that simulates a doctor's office.

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:

- Main Street Baptist Church
- Page County Schools
- United Way

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 the two local middle 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 Healthcare Associates. 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:

- Anticipates 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 visits to Page Healthcare Associates.

Planned Collaboration:

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

- Page County Teen Pregnancy Center
- Page County middle schools
- Page Healthcare Associates

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 following significant oral health and dental care as a significant health need that was identified in the 2013 Community Health Needs Assessment.

As an acute care hospital, Page Memorial Hospital is not ideally suited to be the lead organization in addressing unmet oral and dental health needs in the community. The hospital does not have services or specific expertise in dental health, 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 Page Memorial Hospital Board of Trustees on February 3, 2014.