



Shenandoah Memorial Hospital

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

Serving Our Community by Improving Health

759 South Main Street, Woodstock, VA 22664
www.valleyhealthlink.com/Shenandoah

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A Letter from the Hospital President

On behalf of Shenandoah 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.

Shenandoah Memorial Hospital has served Woodstock, Shenandoah County and surrounding areas as a non-profit community hospital since 1951. 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, Shenandoah 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 Shenandoah 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, appearing to read "Floyd R. Heater". The signature is fluid and cursive, written over a large, faint "DRAFT" watermark.

Floyd R. Heater
President, Shenandoah Memorial Hospital

Getting to Know Valley Health System and Shenandoah 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

19,324

Inpatient Admissions

1,911

Total Patients Served

104,409

Financial Assistance & Means-Tested Programs

\$4,440,727

Total Other Community Benefit

\$428,683

About Shenandoah Memorial Hospital

As a Valley Health facility, Shenandoah Memorial Hospital (“SMH” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” Shenandoah Memorial Hospital is a 25-bed hospital in Shenandoah County. It was founded in 1951, and has been affiliated with Valley Health since 2002. The hospital facility has undergone numerous technological improvements and was considered among the 100 “most wired” hospitals in 2008. The hospital provides surgical services, radiology/imaging, rehabilitation services, respiratory therapy, an Emergency Department, and a sleep lab. The hospital reported 1,911 inpatient discharges and 19,324 emergency department visits in 2012.

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.

Recognition

Shenandoah Memorial Hospital received the Organization of the Year award from the Woodstock Chamber of Commerce. It was nominated for its support of organizations and events within the community and its mission to give back. Its staff assists citizens by providing quality healthcare, and the organization as a whole supports the community through its generosity.

It also has supported community events, including Autumnfest and Business After Hours, and individuals from the hospital have participated on the Board. Additionally, the hospital has supported the Free Clinic which has benefited the community, especially in difficult economic times.

Introduction

This implementation strategy describes how Shenandoah 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 Shenandoah 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.

Shenandoah Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Shenandoah, Page, 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 Shenandoah Memorial Hospital's additional programs and services, please visit www.valleyhealthlink.com/Shenandoah.

2013 Community Health Needs Assessment Summary

Shenandoah 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 72 community members and agency leaders, and a community survey with 267 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

SMH's internal project team for the CHNA included representatives throughout Valley Health, led by: Floyd Heater, President of Shenandoah Memorial Hospital; Chris Rucker, 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. Shenandoah 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

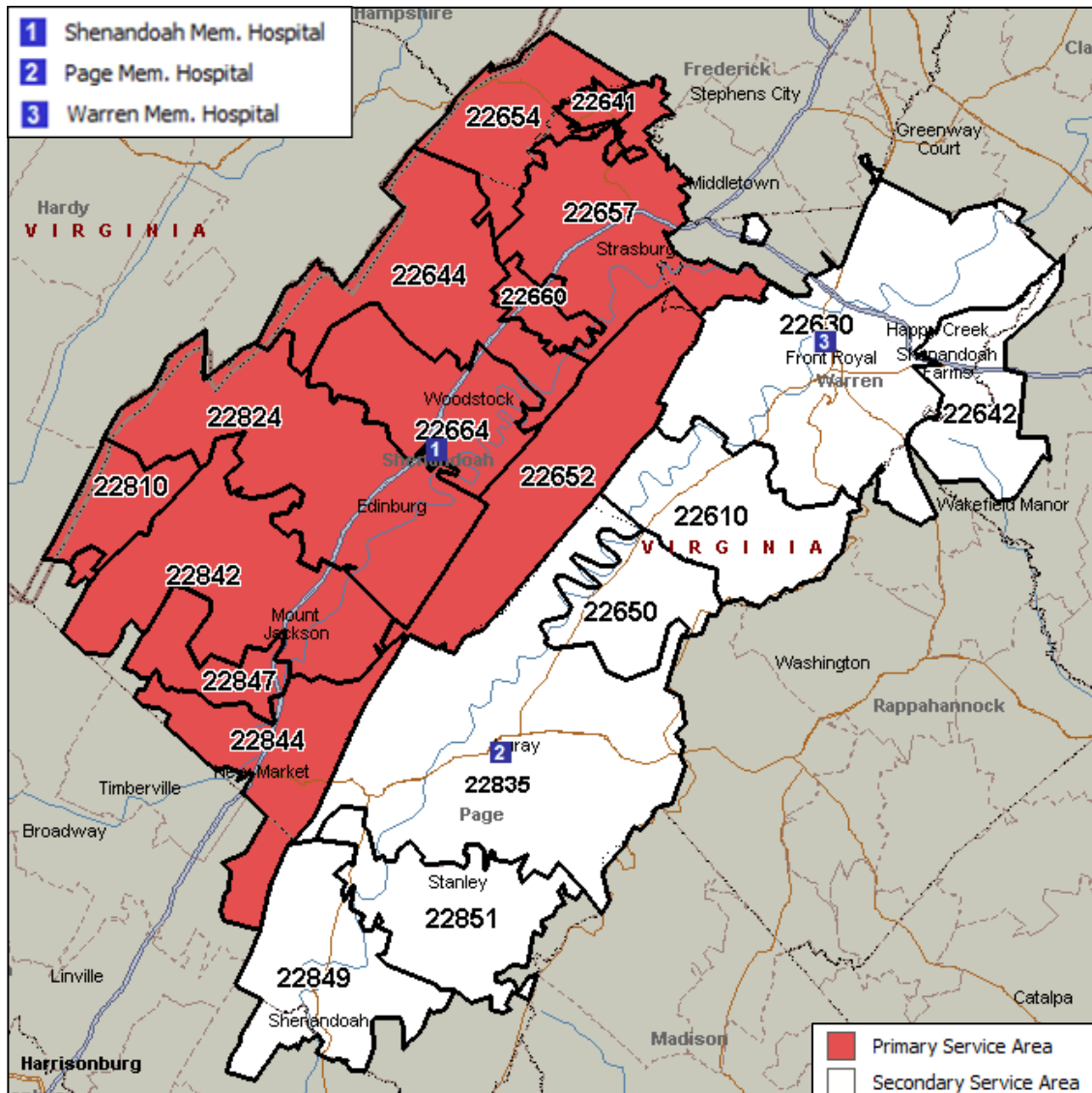
Shenandoah's community consists of three counties (22 ZIP codes) in Virginia. The hospital's primary service area is Shenandoah County. Page and Warren Counties comprise the secondary service area. The hospital is located in Woodstock, Virginia.

In 2013, this community included an estimated 103,927 persons. In 2012, the community collectively accounted for 90 percent of the hospital's inpatient discharges and 90 percent of emergency department discharges. The majority (84 percent) of the hospital's inpatients originated from the primary service area. Approximately 88 percent of emergency department visits originated from Shenandoah 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 change very little.
- Ninety-two percent of residents were white, but the community is gradually diversifying.
- Within the community, 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 average. All three counties reported unemployment rates higher than the Virginia average.

Exhibit 1: Shenandoah 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 presence of 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; substance abuse and addiction among pregnant women; 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.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Shenandoah Memorial Hospital plans to address significant health needs identified in the 2013 Community Health Needs Assessment. SMH, 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 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 Shenandoah 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. Provide financial support to the Shenandoah County Free Medical Clinic, an organization that provides medical care and screenings to low-income families and the uninsured in Shenandoah County. This financial support will help sustain the organization’s mission, help those in need obtain access to primary and preventative care, and reduce unneeded emergency department visits.
- c. Standardize referrals of vulnerable populations and/or high-risk patients between the hospital and Shenandoah County Free Clinic. This standardized process will assist those in need to obtain access to primary and preventive care more expeditiously, and reduce unneeded emergency department visits.
- d. Continue the work of the Preventable Hospital Admissions Task Force to improve access to outpatient services for community residents and reduce avoidable emergency department admissions. The task force provides discharge planning to patients through a transition coach at hospitals and at homes.

- e. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health at events such as the Shenandoah County Fair and Relay for Life. The Mobile Health Coach is used as a medium to provide screenings and follow-up referrals to the community, free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
- f. 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.
- g. 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. SMH assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- h. Recruit more mid-level primary care providers for the hospital and the community, such as Nurse Practitioners and Physician Assistants, to create and improve access to care.
- i. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.
- j. 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.
- k. Establish more formal relationship with the Family Practice Residency program to train and retain Family Practice Physicians in the community.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates 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.

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 health care, Shenandoah Memorial Hospital plans to collaborate with:

- Blue Ridge Area Food Bank
- Department of Social Services

- Faith congregations
- Shenandoah County Free Clinic
- United Way

Mental and Behavioral Health

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

- Expand outpatient mental health services through a structured program of weekly counseling and therapy services for older adults in the spring of 2014, in collaboration with the hospital's contracted behavioral health management company.
- Provide financial support to 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.
- 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.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates increased access to crisis evaluation and intervention and outpatient mental health services.
- Expanded supportive services for people with mental illness.

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, Shenandoah Memorial Hospital plans to collaborate with:

- Concern Hotline
- Northwestern Community Services
- Shenandoah County Parks and Recreation

Substance Abuse and Tobacco Smoking

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

- a. In September 2014, create youth focus networks, partner with area schools to establish a liaison at each school, and utilize school surveys to understand and reduce youth risk factors. Family Youth Initiative (FYI) will be teaming with the hospital to educate students about alcohol and tobacco abuse.
- b. Promote and assist in a community-wide “Take Back” program that takes place each spring to collect unused prescription drugs in partnership with the Sheriff’s Office.
- c. Provide counseling to each patient upon discharge through the Tobacco Cessation Program. SMH 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.
- d. 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 reducing cancer risks.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates greater positive engagement of youth against substance abuse, reduced youth risk factors, 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, Shenandoah Memorial Hospital plans to collaborate with:

- Family Youth Initiative
- Shenandoah County Public Schools
- Shenandoah 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. 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.
- c. Continue the STAMINA Program, an exercise and nutrition program that teaches 4th grade students to maintain a healthy lifestyle, hosted by primary schools in the county. STAMINA (Students Taking Action Making Improvements in Nutrition and Activity) was initiated five years ago by Shenandoah Memorial Hospital. Through partnerships with elementary schools in Shenandoah County, fourth grade students learn to take personal responsibility for their health. Emphasis is placed on how daily decisions can affect lifelong wellness. The program integrates physical activity and nutrition into the curriculum, and motivates elementary school students to make these changes part of their routine. In conjunction with STAMINA, Valley Health Wellness and Fitness Services offers a free one-day conference for health and physical education teachers in the area.
- d. Provide summer camp programs in the summer of 2014 for middle school and high school students to promote healthy lifestyle development. The hospital receives some funding from the Virginia Hospital & Healthcare Association to run the program. The program is open to students who want to pursue a career in the healthcare field and will run for four days during the summer.
- e. Continue deploying Valley Health's Mobile Health Coach 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. Health Coach brings services to Shenandoah County approximately 27 times a year.
- f. Seek grant and community foundation funding, potentially through Valley Health, for all outreach efforts to allow for greater access to costly screenings and procedures for the low-income and underinsured related to breast cancer, cardiovascular disease, and diabetes.
- l. Continue to collaborate with local area physicians to conduct free, Pre-participation Sports Exams at local high schools. This exam is open only to our current high school athletes who will be participating in high school sanctioned sports during the upcoming school year. Physicals are available for Freshmen, Sophomore, and Junior athletes for Shenandoah County High Schools

Anticipated Impact and Plan to Evaluate:

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

- Increased knowledge of and participation in preventive health screenings and activities.
- Increased knowledge contributing to improved health behaviors particularly 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, Shenandoah Memorial Hospital plans to collaborate with:

- Page Shenandoah Health Center
- Shenandoah County Health Department
- Shenandoah County Library
- Shenandoah County Public Schools
- 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, Shenandoah 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 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 and middle school children identified with need by the school. Backpacks usually include snacks as well as full meals for the family. SMH also will assist with Smart Beginnings Shenandoah Valley, a program for early childhood development. A collaboration of parents, early childhood educators and community leaders from businesses, health care, school system, nonprofits and public agencies who are working together to ensure that all children in the central Shenandoah Valley enter kindergarten health and prepared to succeed.
- b. In the fall of 2014, identify potential users and suppliers of surplus food and advocate for the donation of it to area organizations. The hospital will evaluate this initiative and consider continuing it in the future.
- 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 Shenandoah County Public Schools (3 high schools) is \$9,625. The three schools have hired personnel for the new Certified Nursing Assistant Program Instructor, and a Part-Time aide.
- e. Continue to participate in the Children's Resource Fair and Community Clothing Giveaway usual held in April.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates improved access to healthy foods for community residents who are 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, Shenandoah Memorial Hospital plans to collaborate with:

- Local businesses
- Healthy Families
- Smart Beginnings Shenandoah Valley & Local Team
- Shenandoah County Public Schools/ Luke's Backpack (Shenandoah Valley Lutheran Ministries)
- United Way

Needs the Hospital Will Not 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 oral health and dental care, a significant health need that was identified in the 2013 Community Health Needs Assessment.

As an acute care hospital, Shenandoah 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 financial support to the Shenandoah County Free Medical Clinic/Dental Clinic, an organization that provides dental screenings to low-income families and the uninsured in Shenandoah County. Shenandoah Memorial Hospital provides financial assistance, free diagnostic testing, and referrals between free medical clinics. Hospital staff also volunteer at the Free Clinic.

Implementation Strategy Adoption

This implementation strategy was adopted by the Shenandoah Memorial Hospital Board of Trustees on January 30, 2014.