▶ Shenandoah Memorial Hospital

2017 – 2019 Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health

ValleyHealth
Shenandoah Memorial Hospital

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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 our 2017-2019 implementation strategy for the 2016 Community Health Needs Assessment.

Shenandoah Memorial Hospital has served Woodstock, Shenandoah County and surrounding areas as a not-for-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 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 many other community agencies, joining together to work to make our community healthier.

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

Sincerely,

N. Travis Clark
Vice President, Operations, Valley Health Southern Region
President, Shenandoah Memorial Hospital

Emergency Department Visits

17,788

Total Discharges

1,532

Total Patients Served

68,538

Financial Assistance & Means-Tested Programs

$3,714,114

Total Other Community Benefit

$435,186

Getting to Know Valley Health and Shenandoah Memorial Hospital

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

Compassion

Excellence

Integrity

VALUES

Innovation

Collaboration

Courage
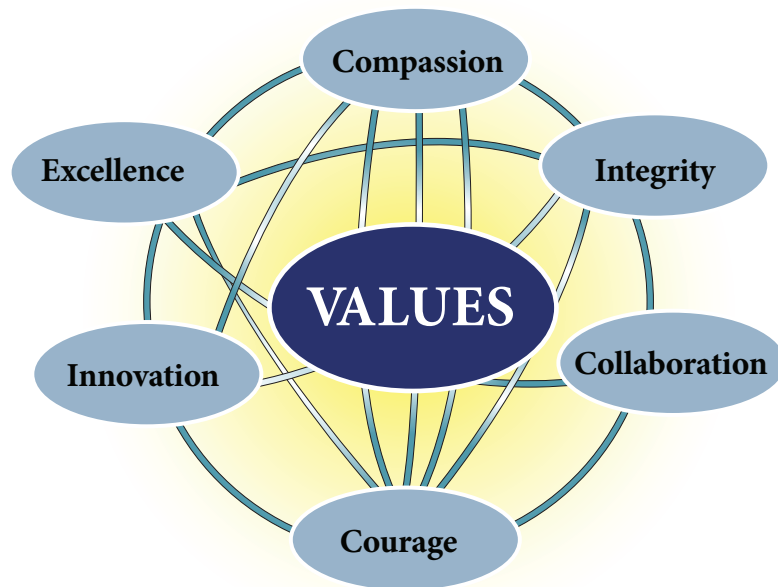
About Shenandoah Memorial Hospital

As a Valley Health facility, Shenandoah Memorial Hospital (SMH) shares the mission of "Serving Our Community by Improving Health." For 65 years, Shenandoah Memorial Hospital, has been bringing local communities together with the care they need. Shenandoah Memorial Hospital is a 25-bed critical access hospital in Woodstock, Virginia. It was founded in 1951, and has been affiliated with Valley Health since 2002. The hospital provides surgical services, radiology/imaging, rehabilitation services, respiratory therapy, an Emergency Department, and a sleep lab. The hospital reported 1,532 inpatient discharges and 17,788 emergency department visits in 2015.

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, VA. 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. Other Valley Health Services include Valley Medical Transport; Valley Pharmacy; Valley Health Urgent Care with centers in Winchester and Front Royal in VA, and Martinsburg, WV.

Valley Health brings together 604 licensed inpatient beds, 166 long-term care beds, 6,200 employees, and a medical staff exceeding 500 professionals. The system had 30,153 total discharges and 149,162 emergency room visits in 2015. Total outpatient encounters were 849,383.

Total Patients Served includes discharges (Adult/Pediatric Acute, Swing, SNF, Long-term, Newborn, NICU, Psych, and Rehab), ED visits, OP Encounters, Observation Patients, and Physician office visits.

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Introduction

This implementation strategy describes how Shenandoah Memorial Hospital plans to address significant community health needs in 2017 through 2019. These needs were identified in the 2016 Community Health Needs Assessment (CHNA) published and made widely available to the public on November 15, 2016.

The 2016 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 Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

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 healthcare 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 programs and services, please visit www.valleyhealthlink.com/Shenandoah.

Recognition

Shenandoah Memorial Hospital was the first Valley Health hospital to launch Computerized Provider Order Entry, which enabled Nursing to raise the bar on safety standards. SMH is also a two-time winner in the Top 100 Most Wired Hospitals in the nation. SMH employees demonstrate an ongoing commitment to delivering an array of convenient, high-quality healthcare services to Shenandoah County and surrounding areas, and to promote healthy lifestyles and wellness.

2016 Community Health Needs Assessment Summary

Shenandoah Memorial Hospital's 2016 Community Health Needs Assessment was conducted between January and August 2016 by collecting and analyzing information from multiple sources. Data on health status, healthcare access, and related subjects were analyzed. Input from persons representing the broad interests of the community was collected through: 18 group interviews with 80 key informants in March 2016; a community health survey with 1,990 respondents; and four community response sessions with 39 additional community stakeholders in May 2016 where preliminary findings were discussed. Interviews and community response sessions included: individuals with special knowledge of, or expertise in, public health; local and state health agencies with current data or information about the health needs of the community; and leaders, representing medically underserved, low-income, and minority populations and populations with chronic disease needs. Feedback from community response session participants helped validate findings and prioritize identified health needs.

Valley Health's internal project team included Mark H. Merrill, president and CEO, Valley Health System; N. Travis Clark, president of Page Memorial Hospital and Shenandoah Memorial Hospital; Carol Koenecke-Grant, vice president of Strategic Services; Chris Rucker, vice president of Community Health and Wellness and president of Valley Regional Enterprises; Kathleen Devlin Culver, manager, Corporate Communications; Michael Wade, program manager, Marketing & Communications; and Mary Zufall, coordinator, Community Health.

The Valley Health System Community Health Needs Assessment (CHNA) Steering Committee was developed to provide insight regarding the needs of the communities participating in the 2016 CHNA. The Steering Committee guides the process to ensure alignment with organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee make sure those components of the CHNA are being adequately compiled and addressed and that the project is completed with prioritized health needs.

## Definition of the Community Served

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

In 2015, the SMH community was estimated to have a population of 104,776 persons. Approximately 40.3 percent of the population resided in the primary service area (Exhibit 1). In 2015, the SMH community collectively accounted for 89.6 percent of the hospital's inpatients and 87.4 percent of emergency department discharges. The majority (85.2 percent) of the hospital's inpatients originated from the primary service area. Ninety percent of emergency department visits originated from Shenandoah County.

Highlights of community characteristics include:

- Overall, the population living in the SMH community is expected to increase by 7.5 percent between 2015 and 2020. The Commonwealth of Virginia is expected to increase by 8.5 percent between 2015 and 2020 .

- Shenandoah and Warren counties are expected to grow faster than the SMH community as a whole (approximately 8.5 and 7.8 percent respectively), while Page County is expected to grow 5.4 percent.

- At 25.4 percent, Page, Shenandoah, and Warren counties have the highest percentage of people aged 65 and over. The ZIP codes with the highest percentage of people aged 65 and over are 22630 (Front Royal, 5.8 percent) in Warren County and 22835 (Luray, 3.2 percent) in Page County.

- Page and Shenandoah counties reported poverty rates higher than the Virginia average. The averages for these two counties have remained above the state average since last CHNA reporting period in 2013.

- Page and Shenandoah counties reported percentages of households with income less than $25,000 greater than both the Virginia and U.S. percentages of 18.2 and 23.2.

- Page County reported the highest unemployment rate in the SMH community. The unemployment rate for Page County increased by 1.7 percent from previous year, and is higher than Virginia and US averages.

Exhibit 1: Shenandoah Memorial Hospital Community
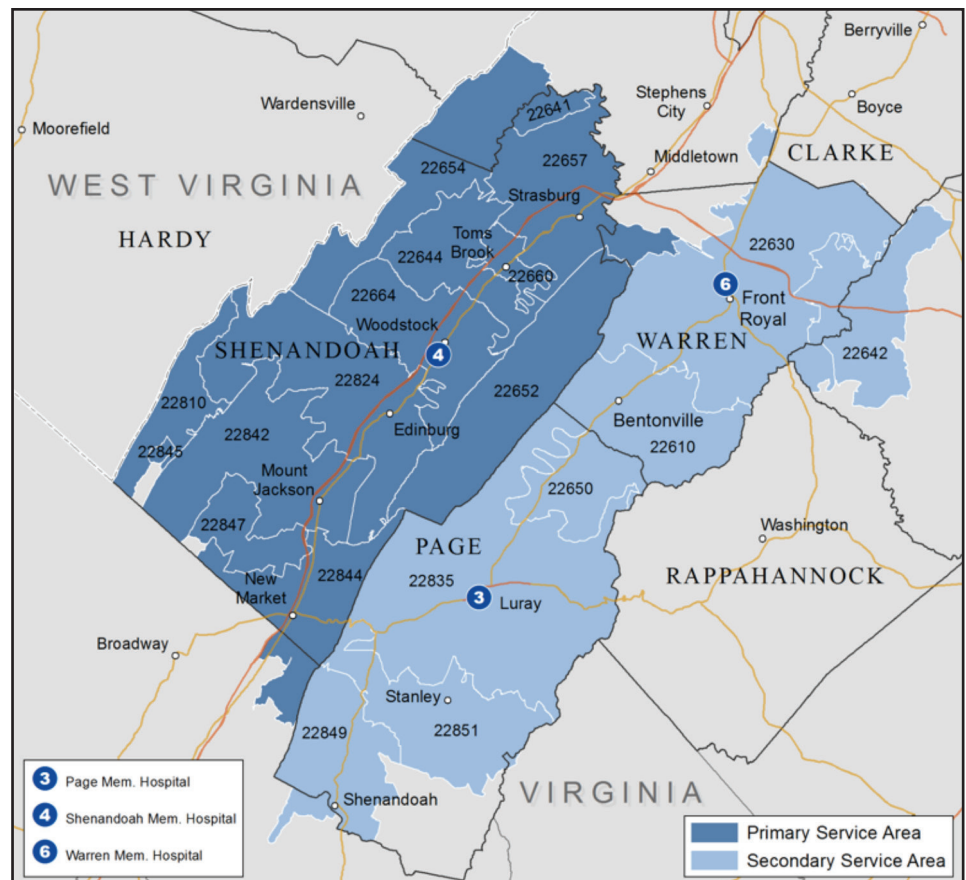
Source: Northern Shenandoah Valley Regional Commission

Prioritized Description of Community Health Needs

The 2016 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 2016 CHNA report available at http://www.valleyhealthlink.com/CHNA.

1. **Access to Primary and Specialty Health Care:** Access to primary and preventive healthcare 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 healthcare providers, understanding where to find services when needed, and reliable personal or public transportation.

2. **Physical Activity, Nutrition, and Obesity-related Chronic Diseases:** A lack of physical activity and poor nutrition are contributing factors to being overweight and obesity, and to a wide range of health problems and chronic diseases among all age groups; the co-occurring health problems/diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more. Nationally, the increase in both the prevalence of 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 hunger.

3. **Financial Hardship and Basic Needs Insecurity:** 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 and are less able to afford out of pocket healthcare 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.

4. **Mental and Behavioral Health:** Mental and behavioral health includes both mental health conditions (e.g., depression, autism, 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 children's ability to learn in school, and adults' ability to be productive in the workplace and provide a stable and nurturing environment for their families. Poor mental or behavioral health frequently contributes to or exacerbates problems with physical health and illness.

5. **Substance Abuse and Tobacco Smoking:** 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 substance abusers, but those around them; negatively impacting health, safety and risky behaviors, including violence and crime, adult productivity, students' ability to learn and families' ability to function. Tobacco smoking is well-documented to be a risk factor for various forms of cancer, heart disease and other ailments, and poses health risks for those exposed to secondhand smoke.

6. Maternal and Child Health (Teen Pregnancy): 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 and 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.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Shenandoah Memorial Hospital plans to address significant health needs identified in the 2016 Community Health Needs Assessment. SMH, in conjunction with the other Valley Health hospitals, has created hospital 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 and supports it financially. The two organizations collaborate 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. Twenty 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 75 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. Provide in-kind support to the Shenandoah County Community 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.

b. 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.

c. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health at scheduled community events. 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.

d. Provide financial assistance through both free and discounted care for healthcare 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.

e. 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.

f. Recruit more advanced practice clinicians providers for the hospital and the community, such as Nurse Practitioners and Physician Assistants, to create and improve access to care.

g. 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.

h. Provide summer camp programs in 2017-2019 for middle school and high school students to promote healthy lifestyle development. 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.

i. Provide financial support to establish a SimLab in Rappahannock County will promote workforce development for Allied Health Professionals and Emergency Medical Technicians (EMT) students. In-kind contributions of supplies and equipment will be provided once the SimLab is operational.

j. Establish more formal relationship with the Shenandoah Valley 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:

- 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:

- Department of Social Services
- Faith congregations
- Shenandoah County Community Clinic
- United Way

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. 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.

b. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via Valley Health's Mobile Health Coach. The Mobile Health Coach is used in the community to provide screenings and follow-up referral free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.

c. Provide community education and screening events for awareness and detection of cardiovascular disease. Venues include Heart Attack Risk Program (HARP) and county fairs.

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:

- American Cancer Society, American Heart Association, and American Diabetes Association
- Shenandoah Memorial Hospital Fitness Services
- Valley Health 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 Critical Access 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 support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.

b. Support area public schools to establish health career education scholarships for students.

c. Continue to provide in-kind services for office space for Family Promise of Shenandoah County.

Anticipated Impact and Plan to Evaluate:

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

- Improved access to healthy foods for community residents who are experiencing financial hardship.

The hospital will track the in-kind support, education scholarships, 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:

- Family Promise of Shenandoah County
- Healthy Families
- Shenandoah County Public Schools
- Shenandoah Community Clinic
- United Way

Mental and Behavioral Health

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

a. Continue to offer outpatient behavioral health care for adults and adolescents age 14 and older with psychiatric needs.

b. Expand outpatient mental health services through the Senior Outpatient Behavioral Program (SOP) which focuses on enhancing the skills and resources of seniors experiencing significant psychiatric issues. A program structured on weekly counseling and therapy services for 55 and older adults, in collaboration with the hospital's contracted behavioral health management company.

c. 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.

d. 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:

- 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
- Diamond Healthcare
- Senior Outpatient Behavioral Program
- 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. 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. Shenandoah County 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.

d. Participate with Woodstock Police Department and local agencies for community and drug awareness activities at the Woodstock Safety Fair.

Anticipated Impact and Plan to Evaluate:

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

• 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:

• Local agencies
• Shenandoah County Family Youth Initiative (FYI)
• Shenandoah County Public Schools
• Shenandoah County Sheriff's Office.
• Woodstock Police Department

Maternal and Child Health

The hospital intends to address identified maternal and child health needs by taking the following actions:

a. Provide mammogram screenings for uninsured community members during the month of October at a reduced cost.

b. Continue to provide the Safe Sitter® program which prepares young adolescents to safely care for, nurture and protect children. This medically accurate program teaches boys and girls ages 11 to 13 how to handle emergencies when caring for younger children. Students practice basic lifesaving techniques including CPR so they are prepared to act in a crisis. Students learn safety precautions, how to understand children of different ages, and even the business of babysitting, all helping them be more confident caregivers

Anticipated Impact and Plan to Evaluate:

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

- Increased health education about cancer screening and services for women within the SMH community.
- Increase awareness and training for young adolescents in nurturing and protecting children.

Planned Collaboration:

In addressing breast cancer awareness, Shenandoah Memorial Hospital plans to collaborate with:

- Local agencies
- Shenandoah County Community Clinic

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 healthcare services and community benefits.

This implementation strategy does not include specific plans to address obstetric services, a significant health need that was identified in the 2016 Community Health Needs Assessment. As a Critical Access Hospital, Shenandoah Memorial Hospital does not provide obstetric services. However, Valley Health does provide obstetric services at Warren Memorial Hospital in Front Royal, Virginia, located in Shenandoah Memorial Hospital's secondary service area. In addition, Valley Health affiliated physician practices provide prenatal care in Woodstock, Virginia, in the SMH primary service area, and Luray and Front Royal in the hospital's secondary service area.

Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from Shenandoah County on January 10, 2017.

ValleyHealth

Shenandoah Memorial Hospital