

▶ Winchester Medical Center

2017 – 2019

Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health

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A Letter from the Hospital President

On behalf of Winchester Medical Center and Valley Health, I would like to thank you for your interest in our 2017-2019 implementation strategy for the 2016 Community Health Needs Assessment.

Winchester Medical Center has served residents in and around a thirteen county area in Virginia and West Virginia, and the City of Winchester, Virginia, as a non-profit community hospital since 1903. 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, Winchester Medical Center 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.

We recognize that our community's health concerns are complex and will not be improved solely by the actions of Winchester Medical Center. Indeed, to address these needs successfully, we will partner with numerous 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. Our team is proud to partner with and serve our communities to improve health and quality of life in our region.

Sincerely,



Grady W. (Skip) Philips, III, FACHE
Senior Vice President, Valley Health System
President, Winchester Medical Center



KEY STATS at a Glance

Winchester Medical Center

Emergency Department
Visits
75,419

Inpatient Admissions
24,379

Total Patients Served
386,719

Financial Assistance &
Means-Tested Programs
\$22,947,599

Total Other Community
Benefit
\$7,761,490

Getting to Know Valley Health and Winchester Medical Center

Our Mission

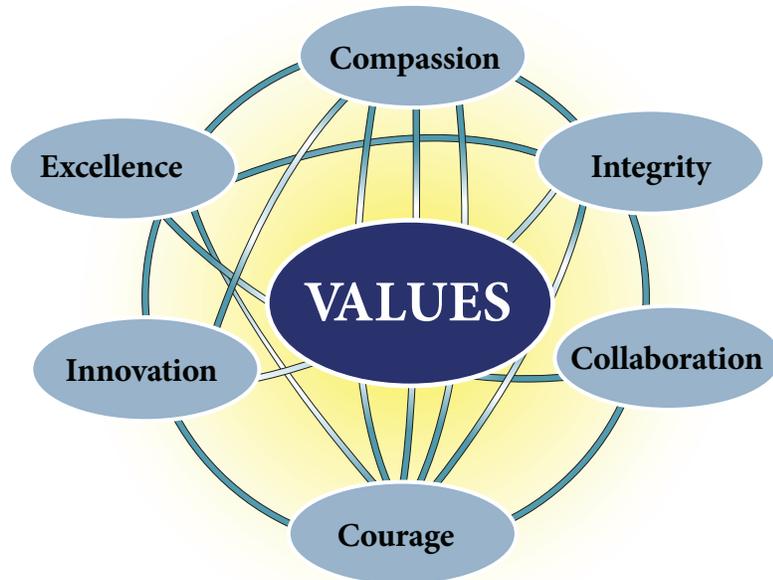
Serving Our Community by Improving Health.

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



About Winchester Medical Center

As a Valley Health facility, Winchester Medical Center (WMC) shares the mission of “Serving Our Community by Improving Health.” Winchester Medical Center is a 455-bed hospital located in Winchester, Virginia. It provides the only Level II Trauma Center in the region and serves as the tertiary services hub for most of the northern Shenandoah Valley. It opened in 1903 as Winchester Memorial Hospital, and was renamed Winchester Medical Center in 1984.

Winchester Medical Center’s extensive services include: heart & vascular, oncology, orthopedics, neurosciences, stroke care, and metabolic and bariatric treatment, as well as surgical, radiology/imaging, rehabilitation, and women and children’s services. The hospital’s facilities include an Emergency Department, Critical Care Units, and a Neonatal Intensive Care Unit. The hospital reported 24,379 inpatient discharges and 74,519 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, 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. 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 in WV; and Valley Health Quick Care in Strasburg, VA.

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.



Introduction

This implementation strategy describes how Winchester Medical Center 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 proposed 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 Winchester Medical Center plans to address in whole or in part. Winchester Medical Center 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.

Winchester Medical Center plays a critical role in providing health care services and community benefit throughout its service area, which consists of thirteen counties in West Virginia and Virginia, and the City of Winchester, 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 Winchester Medical Center's additional programs and services, please visit www.valleyhealthlink.com/WMC.

2016 Community Health Needs Assessment Summary

Winchester Medical Center'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, health care 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 System's internal project team included Mark H. Merrill, president and CEO, Valley Health System; Grady W. (Skip) Philips, III, Sr. Vice President, Valley Health System and president of Winchester Medical Center; 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 and 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

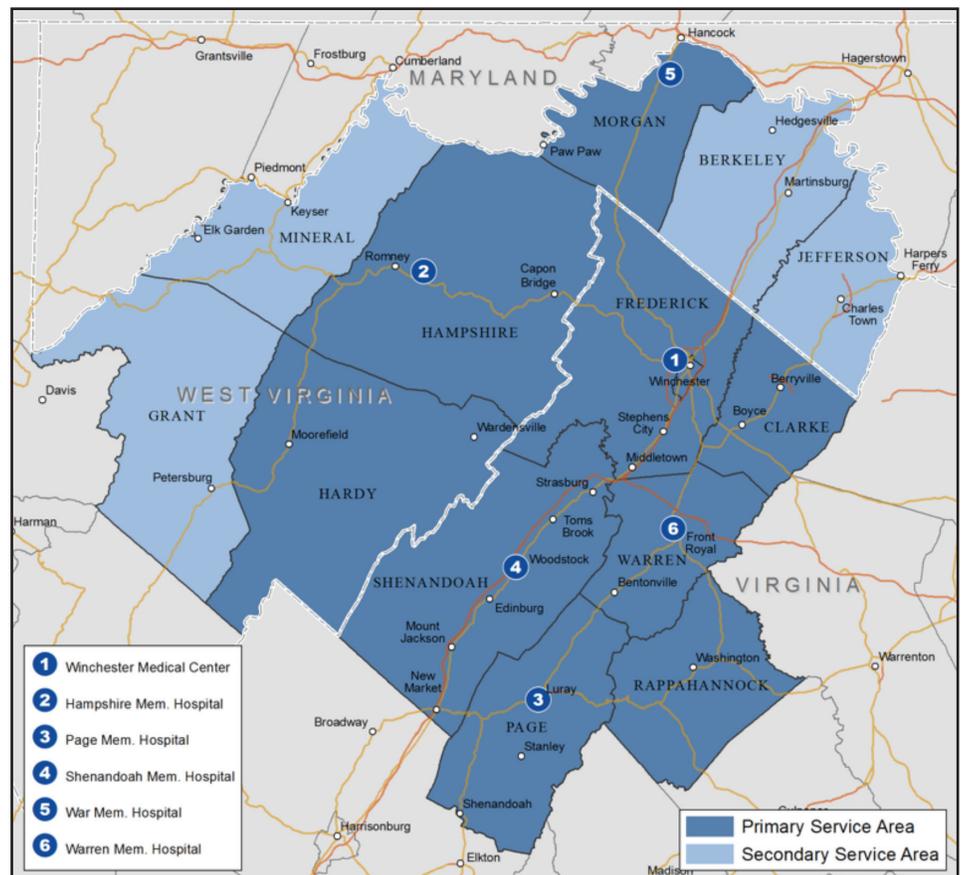
Winchester Medical Center is located in Winchester, Virginia. The WMC community is comprised of 13 counties in Virginia and West Virginia, and the City of Winchester in Virginia. The hospital's primary service area includes Clarke, Frederick, Page, Rappahannock, Shenandoah, and Warren Counties and the City of Winchester in Virginia, and Hampshire, Hardy, and Morgan Counties in West Virginia. The secondary service area is composed of Berkeley, Grant, Jefferson, and Mineral Counties in West Virginia (**Exhibit 1**).

In 2015, the WMC community was estimated to have a population of 500,119 persons. Approximately 58 percent of the population resided in the primary service area. In 2015, the community accounted for 94.4 percent of the hospital's inpatient and emergency department discharges. The majority (77 percent) of the hospital's inpatients originated from the primary service area. Approximately 56 percent of emergency department visits originated from Winchester City and Frederick County.

Highlights of community characteristics include:

- Overall, the population in the WMC community is expected to increase by 6.8 percent between 2015 and 2020. The Commonwealth of Virginia is expected to increase by 8.5 percent and West Virginia to decline by 0.9 percent between 2015 and 2020.
- Frederick County and Shenandoah Counties in Virginia are expected to grow faster than the community as a whole (approximately 17.6 and 8.5 percent respectively), while Hampshire and Mineral Counties in West Virginia are projected to experience the steepest population declines.
- The number of residents aged 44 years and younger has increased by 2.4 percent since 2013, while the 45 and older age cohort has experienced a decline of 10.7 percent. The 65+ age cohort experienced a 4.5 percent decrease.
- Page and Shenandoah Counties and Winchester City reported poverty rates higher than the Virginia average (11.5 percent). Hampshire and Mineral Counties reported poverty rates higher than the West Virginia average. The poverty rates for Grant, Hampshire, and Mineral Counties, and for West Virginia as a whole, were higher than the U.S. average (15.6 percent).
- Page County reported the highest unemployment rate among Virginia counties in the WMC community. The unemployment rate for Page County increased by 1.7 percent from previous year, and is higher than Virginia and U.S. averages.

Exhibit 1: Winchester Medical Center Community



The Weldon Cooper Center for Public Service, University of Virginia. (2015). Retrieved from: www.coopercenter.org/demographics

Significant Health Needs Identified

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 health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system, and is vital to the health of the community's residents. The ability to access care is influenced by many factors, including insurance coverage and the ability to afford services, the availability and location of health care providers, understanding where to find services when needed, and reliable personal or public transportation.

2. Mental and Behavioral Health: Mental and behavioral health includes both mental health conditions (e.g., depression, autism, bi-polar disorder) 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.

3. 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 contributes to poor nutrition and hunger.

4. 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 to pose health risks for those exposed to secondhand smoke.

5. 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.

6. 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 health care expenses. Lower income is associated with increased difficulties securing reliable transportation, which impacts access to medical care, and the ability to purchase an adequate quantity of healthy food on a regular basis. For these and other reasons, the assessment identified financial hardship and basic needs insecurity as a priority health need in the community.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Winchester Medical Center plans to address significant health needs identified in the 2016 Community Health Needs Assessment. Winchester Medical Center, 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
- 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. 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 Preventive Care

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

- a. Utilize United Way’s 211 directory in Virginia and West Virginia, updating hospital and affiliate service provider contact information within the online directory to facilitate access to Valley Health services. Standardize referrals of vulnerable populations and/or high-risk patients between the hospital and local free medical clinics, including the Free Medical Clinic of the Northern Shenandoah Valley, Good Samaritan Free Clinic, St. Luke Community Clinic, Page County Free Clinic, and the Shenandoah

- County Free Clinic. By using a case worker within the emergency room, this standardized process will help those in need obtain access to primary and preventive care more expeditiously, and reduce unneeded emergency department visits.
- b. Provide financial support to Faith in Action, an organization that provides transportation to and from healthcare services. This financial support will serve to sustain transportation services for low income persons to access needed medical care and social services.
 - c. Create a consortium of for-profit and not-for-profit entities within Lord Fairfax Health District for the purpose of facilitating public access to health care through additional grant opportunities for transportation funding.
 - d. 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, and continue to deploy the Mobile Health Coach to to provide screenings and follow-up referral to the community free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
 - e. 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.
 - f. Provide financial support to the Free Medical Clinic of Northern Shenandoah Valley, Inc., Shenandoah Community Health Clinic, St. Luke's Free Clinic, and Good Samaritan Free Clinic, organizations that provide medical care to low-income families and the uninsured in Winchester City, Frederick County, and Clarke County. This financial support will help sustain the organization's mission, assist those in need with obtaining access to primary and preventative care, and reduce unneeded emergency department visits.
 - g. Provide financial assistance to the local Federal Qualified Health Center (FQHC), Shenandoah Valley Medical Systems, to improve access to primary and mental health services.
 - h. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.
 - i. Subsidize the Shenandoah Valley Family Practice Residency program to train and retain family practice physicians in the community.
 - 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. 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.
 - l. 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. WMC assists patients with obtaining available benefits, including completion of necessary paperwork online.

Anticipated Impact and Plan to Evaluate:

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

- Improved collaboration between Winchester Medical Center and area free clinics to optimize the intake process and decrease waiting times for patients with chronic illness or conditions sensitive to readmission.
- Increased availability of transportation resources to healthcare services for those experiencing transportation barriers to seeking care.
- Patients needing assistance with obtaining Medicaid coverage will receive assistance through Winchester Medical Center.
- A decrease in avoidable emergency department visits.
- A decrease in the number of identified health professions shortages in the community.
- Increased numbers of individuals receiving early detection of chronic diseases and referrals to specialty care through screenings on the Mobile Health Coach.

The hospital will evaluate these impacts by monitoring program performance and health care delivery system changes related to actions taken, on an annual basis.

Planned Collaboration:

In addressing access to primary and preventive care, Winchester Medical Center anticipates collaborating with:

- United Way of Northern Shenandoah Valley
- United Way of Warren County
- Free Medical Clinic of Northern Shenandoah Valley
- Good Samaritan Free Clinic
- Page County Free Clinic
- St. Luke's Free Clinic
- Shenandoah County Free Clinic
- Faith in Action
- Shenandoah Area Agency on Aging
- Shenandoah Valley Medical Systems

Mental and Behavioral Health

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

- a. 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.
- b. Continue to provide services through a psychosocial club, Camp Re-Creation, for persons with mental health conditions who are at risk for readmission in Frederick County and Winchester City. This camp started in the summer of 2013 and intends to provide summer, fall, and spring classes.
- c. 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.

- d. Provide financial support to the National Alliance on Mental Illness (NAMI) of Winchester, an organization working to improve mental health in Winchester City. This advocacy organization serves as a both a critical link to the needs of the mental health community, and a coordinator of support programs that assist mental health patients and their families.
- e. Continue to provide scholarships at Valley Health's wellness and fitness centers for patients with mental illness or substance abuse diagnoses with an accompanying referral from their physician regarding the need for exercise.
- f. Continue to provide funding for the Behavioral Health Unit and related services located at Winchester Medical Center for adult acute care patient for services. This facility serves as the only acute inpatient behavioral health facility in the community.
- g. Subsidize outpatient mental health services, a structured program serving the adult mental health population within the community, which is an important part of the continuum of care for those discharged from acute care and for other community members not requiring inpatient mental health services.
- h. Provide financial assistance to the local Federally Qualified Health Center (FQHC), Shenandoah Valley Medical Systems, to improve access to services. This support allows expansion of the clinic to provide increased access for mental health patients.
- i. Collaborate with The Laurel Center for forensic nursing services to include referrals, counseling, and litigation support serving victims of domestic and sexual violence.

Anticipated Impact and Plan to Evaluate:

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

- Persons with a mental health concern will have increased access to community mental and behavioral health care and services, decreasing the need for emergent mental health care.
- Qualifying individuals will have access to psychosocial peer support and/or fitness services through Frederick County Parks and Recreation or Valley Health's Wellness and Fitness Centers.
- Persons with a mental health concern without 24 hour access to a mental health professional will have access to evaluation services via telemedicine.
- Victims of domestic and sexual violence will receive health care, integrated with multidisciplinary care for psychological traumas.

The hospital will evaluate these impacts by monitoring program performance and mental health care delivery system changes related to actions taken, on an annual basis.

Planned Collaboration:

In addressing access to mental and behavioral health needs, Winchester Medical Center anticipates collaborating with:

- Concern Hotline
- Frederick County Parks and Recreation
- Warren Memorial Hospital
- Page Memorial Hospital
- Shenandoah Memorial Hospital

- War Memorial Hospital
- Hampshire Memorial Hospital
- Valley Health Wellness & Fitness
- National Alliance on Mental Illness – Winchester
- Northwestern Community Services Board
- Shenandoah Valley Medical Systems
- Grafton Integrated Health Systems
- Diamond Healthcare Services
- The Laurel Center

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:

- Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, a program that 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 external events.
- Continue participation in the youth risk behaviors subgroup and the Youth Resource Alliance, a network of youth-focused individuals, organizations, and resources serving youth in the Lord Fairfax Health District.
- Using information on specific risk behaviors of youth identified in the Center for Disease Control and Prevention's Youth Risk Behavior Survey conducted in the Lord Fairfax Health District, develop strategies to address healthy behaviors, such as the Girls on the Run program which encourages physical activity in third to eighth grade girls.
- Continue deploying Valley Health's Mobile Health Coach to provide screenings and referrals to the community free of charge. Screenings include blood pressure checks and cholesterol screenings.
- Provide community educational and screening events targeting low-income and underinsured individuals, to increase awareness and detection of colorectal, breast (Every Women's Life) and lung cancer; and diabetes.
- Promote awareness and detection of cardiovascular disease by providing education and screenings at community events such as the Community Wellness Festival and county fairs, as well as education programs coordinated by Valley Health Heart & Vascular. Additionally, Valley Health's Heart Attack Risk Program provides free screenings across the region.
- Sponsor the Apple Blossom 10K race and partner with other local municipal parks and recreation departments to provide other 5K and fun runs. Races help promote physical fitness for the community.

- h. Establish the Chronic Disease Transition Center to provide assistance and services to patients with chronic diseases. This program provides education and disease management services for patients otherwise without access to a primary care physician or health education resources.
- i. Deliver the Diabetes Management Program, an American Diabetes Association (ADA) accredited program that provides educational classes in both group and individual settings to cover specific content areas defined by the ADA and outlined in the National Standards for Diabetes Self-Management Education (DSME). Included are follow-up education, nutritional education, insulin initiation/adjustment, insulin pump therapy, pregnancy and diabetes, and other services such as continuous glucose monitoring and diabetes prevention education.
- j. Continue supporting aquatic exercise programs providing exercise and rehabilitation for patients and the public.

Anticipated Impact and Plan to Evaluate:

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

- Contribute to, controlling, or reducing incidence rates of cardiovascular disease, diabetes, childhood obesity, and nutrition related disorders in the community.
- Resources for at risk youth will become more widely available, following promotion of the Youth Resource Alliance website.
- At-risk youth will have access to healthy snacks while away from school.
- Screenings for cardiovascular disease and diabetes will help to identify obesity-related diseases and enable interventions to begin sooner.
- Community members with a diagnosis of diabetes will have access to diabetes self-management resources and will see improvement in management of key indicators.

The hospital will evaluate these impacts by monitoring program performance annually, and community chronic disease, physical activity, and nutrition statistics as available.

Planned Collaboration:

In addressing physical activity, nutrition, and obesity-related chronic diseases, Winchester Medical Center anticipates collaborating with:

- American Cancer Society, American Heart Association, American Diabetes Association
- Youth Resource Alliance
- Lord Fairfax Health District
- Apple Blossom Festival
- Frederick County Parks and Recreation
- Valley Health Wellness Services

Substance Abuse and Tobacco Smoking

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

- a. Provide financial support to Edgehill Recovery Center/New Life, an organization focusing on healthy living and recovery from substance abuse.
- b. Assist with the detection and treatment of substance abuse screening in prenatal care through the Perinatal Substance Abuse/District Child Protective Services. Licensed practitioners, as a routine component of prenatal care, establish and implement a medical history protocol to screen all pregnant patients for substance use to determine the need for further evaluation.
- c. Provide access to education to each patient upon discharge through the Tobacco Cessation Program. WMC 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. Provide financial and in-kind support for the Northern Shenandoah Valley Substance Abuse Coalition, a coalition of law enforcement, health care, substance abuse treatment and youth advocacy organizations, working together to address substance abuse and addiction in the Winchester region.
- e. Provide treatment and stabilization services in our region both through services at WMC and in collaboration with community and regional substance abuse and mental health providers and clinics.

Anticipated Impact and Plan to Evaluate:

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

- Edgehill Recovery Center will be able to maintain substance abuse services for those in the community with a substance abuse diagnosis.
- Perinatal patients (mother and baby) will receive early recognition of substance abuse and intervention to reduce incidence of substance abuse during pregnancy and post-partum complications.
- More people will be knowledgeable about and aware of the risks and consequences of substance abuse and tobacco smoking, and have tools to avoid or stop use and abuse.

The hospital will evaluate these impacts by monitoring program performance annually, and community substance abuse and tobacco use statistics as available.

Planned Collaboration:

In addressing substance abuse and tobacco smoking, Winchester Medical Center anticipates collaborating with:

- Edgehill Recovery Center/New Life
- Valley Health Wellness Services
- American Lung Association
- American Cancer Society
- Clarke County Schools
- Winchester City Schools
- Frederick County Schools

Maternal and Child Health (Teen Pregnancy)

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

- a. Provide mammogram screenings for uninsured community members year-round on Mondays at a reduced costs, and during the month of October offered every day.
- b. Continue to provide financial and in-kind support to the ChildSafe Center-CAC to assist children that have been abused. Advocate for a collaborative, child-focused approach to the investigation, prosecution and treatment of child abuse by providing a safe, child-friendly facility, a multidisciplinary team response to abuse allegations, and professional support, education and advocacy services.

Anticipated Impact and Plan to Evaluate:

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

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

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 maternal and child health, War Memorial Hospital plans to collaborate with:

- ChildSafe Center-CAC
- Free Medical Clinic of Northern Shenandoah Valley
- Local agencies
- Valley Health Outpatient Diagnostic Center

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, Winchester Medical Center is not ideally suited to be the lead organization in addressing all financial hardship and basic needs insecurity issues in the community. Nonetheless, the hospital intends to help 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. Provide housing for families that have a loved one admitted to the hospital through the Hurst House, a hotel-like atmosphere with an added personal touch. It is offered to those that need to be close to their loved ones and who live an extended distance from the hospital. The services are free of charge to patient families.
- c. Provide prescriptions through financial support to those that cannot afford them through the Shenandoah Valley Compassionate Pharmacy program, aimed at providing medications to those that would otherwise forego medications.

- d. Provide COPD Inhalers to those that cannot afford them through the Shenandoah Compassionate Pharmacy Program.
- e. Advocate to businesses to donate their surplus of food to area organizations. Meals will be donated to the Laurel Center and Winchester Area Temporary Thermal Shelter (WATTS).

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Winchester Medical Center anticipates the following impacts related to financial hardship and basic needs insecurity:

- Access to basic needs will be improved through United Way supported agencies, public schools, and area food banks.
- Families without financial means to stay near a loved one admitted to Winchester Medical Center will receive free housing through the Hurst House.
- Persons without financial means to fill prescriptions, meeting program criteria, will receive free medications upon discharge.

The hospital will evaluate these impacts by monitoring program performance annually.

Planned Collaboration:

In addressing financial hardship and basic needs insecurity, Winchester Medical Center anticipates collaborating with:

- Salvation Army
- Frederick County Schools
- Clarke County Schools
- City of Winchester Schools
- Warren County Schools
- Page County Schools
- Shenandoah County Schools
- Shenandoah Valley Compassionate Pharmacy
- The Laurel Center
- Winchester Area Temporary Thermal Shelter (WATTS)

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Winchester Medical Center is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a range of important health care services and community benefits. This implementation strategy does not include specific plans to address dental health, permanent housing assistance, and transportation as significant health needs that were identified in the 2016 Community Health Needs Assessment through direct services provided by WMC or Valley Health. We will continue to work collaboratively with regional providers to help expand access to dental health services.

As an acute care hospital, Winchester Medical Center is not ideally suited to be the lead organization in addressing unmet oral and dental health needs or housing needs. The hospital does not have services or specific expertise in dental health, permanent housing assistance, nor transportation issues and is directing its limited resources to other identified significant community health needs. Nonetheless, the hospital intends to provide financial support to the Free Medical Clinic of the Northern Shenandoah Valley to provide emergency dental services, St. Luke Community Clinic and to the Free Dental Clinic which provides care to low-income families and the uninsured in Winchester City, Clarke, Frederick, and Warren Counties. The hospital intends to provide financial support to Faith in Action, which provides door-to-door transportation to area residents who have no means to get to and from medical appointments and scheduled treatments.

Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from the City of Winchester and Frederick and Clarke Counties on January 10, 2017.



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