

▶ War Memorial Hospital

2017 – 2019

# Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health



# Table of Contents

A Letter from the Hospital President .....	1
Getting to Know Valley Health and War Memorial Hospital .....	2
Introduction .....	4
2016 Community Health Needs Assessment Summary .....	5
Definition of the Community Served .....	5
Prioritized Description of Community Health Needs.....	8
Significant Health Needs the Hospital Will Address.....	10
Physical Activity, Nutrition, and Obesity-related Chronic Diseases .....	10
Access to Primary and Specialty Health Care .....	11
Financial Hardship and Basic Needs Insecurity .....	13
Mental and Behavioral Health .....	14
Substance Abuse and Tobacco Smoking .....	15
Maternal and Child Health.....	16
Needs the Hospital Will Not Address .....	17
Implementation Strategy Adoption .....	17



# A Letter from the Hospital President

On behalf of War 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.


War Memorial Hospital has served residents in Berkeley Springs, Morgan County and surrounding areas as a not-for-profit community hospital since 1947. 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, War 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 War Memorial Hospital. Indeed, to address these needs successfully we will partner with numerous other community agencies, working together to make our community healthier.

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

Sincerely,



Tom S. Kluge  
*President, War Memorial Hospital*



# KEY STATS at a Glance

## War Memorial Hospital

Emergency Department  
Visits  
**7,593**

Inpatient Admissions  
**339**

Total Patients Served  
**60,404**

Financial Assistance &  
Means-Tested Programs  
**\$614,691**

Total Other Community  
Benefit  
**\$95,779**

# Getting to Know Valley Health and War Memorial Hospital

## Our Mission

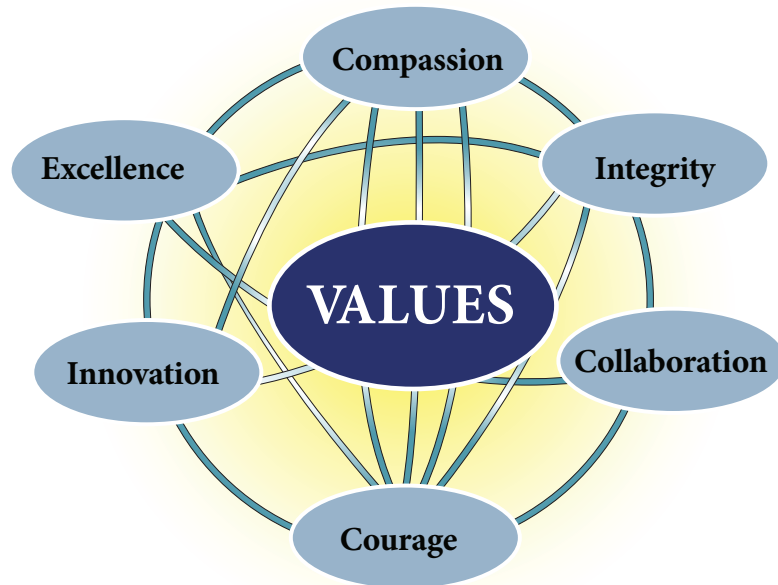
Serving Our Community by Improving Health.

## 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



# About War Memorial Hospital

As a Valley Health facility, War Memorial Hospital shares the mission of “Serving Our Community by Improving Health.” A 25-bed, licensed Critical Access Hospital located in Berkeley Springs in Morgan County, WV, War Memorial Hospital was founded in 1947. The hospital was managed by Valley Health until full affiliation in 2010. The hospital moved to its current location in April 2012.

War Memorial Hospital provides surgical services, inpatient acute medical care, skilled care, long-term care, rehabilitation services, laboratory, respiratory therapy, emergency department, an all-digital medical imaging department, cardiac rehab, and an outpatient rehabilitation and wellness facility. The hospital reported 462 inpatient discharges and 6,847 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 in WV; and Valley Health Quick Care in Strasburg, VA.

Valley Health has a combined 604 licensed inpatient beds and 166 long-term care beds system-wide, and is supported by more than 6,200 employees and a medical staff exceeding 500 professionals. The system had 30,153 inpatient admissions and more than 149,162 emergency room visits in 2015. Total outpatient encounters were 849,383.



# Introduction

This implementation strategy describes how War 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 War 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.

War Memorial Hospital plays a critical role in providing healthcare services and community benefit throughout its service area, which consists of Morgan County and parts of Hampshire and Berkeley counties in West Virginia and parts of Washington County, MD. 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 War Memorial Hospital's additional programs and services, please visit [www.valleyhealthlink.com/war](http://www.valleyhealthlink.com/war).



# 2016 Community Health Needs Assessment Summary

War 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.

War Memorial collaborated with the other Valley Health hospitals for this assessment: Hampshire Memorial Hospital, Page Memorial Hospital, Shenandoah Memorial Hospital, Warren Memorial Hospital, and Winchester Medical Center.

Valley Health System's internal project team included Mark H. Merrill, president and CEO, Valley Health System; Tom Kluge, president of Hampshire Memorial Hospital and War 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.

## Definition of the Community Served

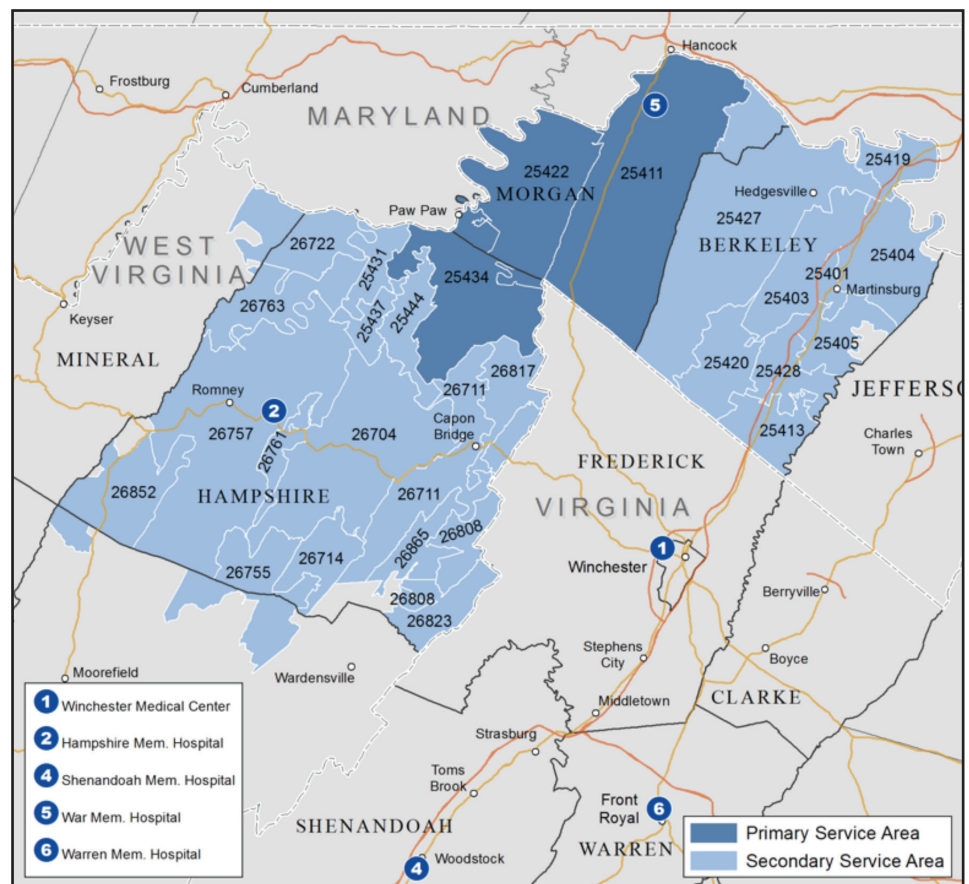
War Memorial Hospital is located in Berkeley Springs, West Virginia. The hospital's primary service area is Morgan County. The secondary service area is composed of Berkeley and Hampshire counties.

In 2015, this community included an estimated 153,181 persons. In 2015, the War Memorial community collectively accounted for 83.0 percent of the hospital's inpatients and emergency department discharges. The majority of the hospital's inpatients (69.9%) and emergency department visits (71.1%) originated from the primary service area of Morgan County.

## Highlights of community characteristics include:

- Overall, the population in the War Memorial community is expected to increase by 6.1 percent between 2015 and 2020. West Virginia's population is expected to decline by 0.9 percent between 2015 and 2020. Ninety-two percent of residents were white, but the community is gradually diversifying.
- Berkeley County is expected to grow faster than the community as a whole (approximately 7.1 percent), while Hampshire County is projected to experience population decline.
- The number of residents in the War Memorial community aged 65 years and over has increased since 2013, with the largest increase among males in this group (4.8 percent). The female population in the 65 and older age cohort increased by 4.2 percent.
- Hampshire County reported poverty rates higher than the West Virginia and U.S. rates. The poverty rates for Berkeley, and Morgan counties were lower than the West Virginia and U.S. rates.
- Morgan County reported the highest unemployment rate (14.1 percent) in the War Memorial community.

### Exhibit 1: War 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 [www.valleyhealthlink.com/CHNA](http://www.valleyhealthlink.com/CHNA).

**1. 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.

**2. 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 healthcare providers, understanding where to find services when needed, and reliable personal or public transportation.

**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 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.

**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 War Memorial Hospital plans to address significant health needs identified in the 2016 Community Health Needs Assessment. War Memorial Hospital, 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.

### Physical Activity, Nutrition, and Obesity-related Chronic Diseases

War Memorial Hospital intends to address physical activity, nutrition, and obesity-related chronic diseases by taking the following actions:

- a. Provide healthy snacks to assist local schools with the Morgan County Backpack Program, which sends food home on weekends with school children to supplement food resources.
- b. 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. The Health Coach brings services to Morgan County six times a year.
- c. Host a monthly diabetes support group in the hospital's Education Conference Room.
- d. Participate in community events such as the Morgan County Fair, providing education and screenings to promote awareness and detection of cardiovascular disease. Valley Health's Heart Attack Risk Program will be offered at multiple locations throughout the service area during the year.

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

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

- Increased knowledge of and participation in preventive health screenings and activities.
- Increased knowledge contributing to improved health behaviors among youth.
- Increased awareness of children needing supplement food resources.

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 diseases, War Memorial Hospital plans to collaborate with:

- Morgan County Health Department
- Morgan County Public Library
- Morgan County Public Schools
- Morgan County Starting Points
- Rural Health Centers
- Valley Health Wellness & Fitness

## **Access to Primary and Specialty Health Care**

War Memorial Hospital intends to address access to primary and specialty health care by taking the following actions:

- a. 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.
- b. Assist patients in determining eligibility for federal, state, or local entitlement programs, and in enrolling in the appropriate programs, including completion of necessary paperwork on-line. The hospital will also provide office space free of charge to an enrollment worker from the Department of Social Services. The enrollment worker will now be available two days a week instead of one.
- c. Provide financial support to Good Samaritan Clinic in Martinsburg, WV, an organization that provides free medical services, chronic medical care, medications, and counseling to low-income and disadvantaged community residents.
- d. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via the Mobile Health Coach. The Mobile Health Coach is used in the community to provide screenings and follow-up referral to the community free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.
- e. Recruit additional health care providers (pulmonology, general surgery, gynecology, orthopedics, and family practice) in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.

- f. Provide financial and in-kind support of training programs for physical therapy, occupational therapy, physician assistant, nurse practitioner nursing, and certified nursing assistants to attract and retain healthcare professionals in these key disciplines.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, War 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.
- Improved access to medication to those that otherwise may not be able to obtain due to limited funds.
- Increased availability for enrollment times for Medicaid for community residents on-site at the hospital.

The hospital will monitor program performance annually, including actions taken; the number of people reached, and program outcome data where available.

**Planned Collaboration:**

In addressing access to primary and specialty care, War Memorial Hospital plans to collaborate with:

- Department of Social Services
- Good Samaritan Clinic (Free Clinic Martinsburg)
- Mountaineer Community Health Center
- Shenandoah Valley Medical System, Inc.
- Tristate Community Health Center
- United Way of the Eastern Panhandle

## 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 hospital, War Memorial Hospital is not ideally suited to be the lead organization in addressing all financial hardship and basic needs insecurity issues identified in the community. Nonetheless, the hospital intends to help address those needs it can impact by taking the following actions:

- a. Provide healthy snacks to assist local schools with the Morgan County Backpack Program, which sends food home on weekends with school children to supplement food resources.
- b. Provide free sports physicals for Morgan County High School students.
- c. Partner with Morgan County Starting Points, whose mission is to serve as a family resource center that strengthens and nurtures Morgan County children and families by providing information, programs, and access to needed services. War Memorial Hospital provides volunteers for events, and soup and other donations for the soup kitchen. Other individuals from the hospital serve on Starting Points' Executive Committee.

- d. Provide support to Eastern Panhandle United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.
- e. Advocate for the Morgan County Emergency Assistance Team (MCEAT). This organization is a part of Morgan County Interfaith Emergency Care and provides financial assistance to county residents experiencing financial hardship. War Memorial Hospital will host food and coat drives for MCEAT to provide to their clients. Those seeking assistance for these services are referred by a social worker from the Department of Health and Human Services (DHHS).
- f. Provide support to area public school to establish health career education scholarships for students.

**Anticipated Impact and Plan to Evaluate:**

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

- Improved access to healthy foods for community residents who are experiencing financial hardship, including children.
- Increased referrals of individuals experiencing financial hardship to the Morgan County Assistance Team.
- Increased awareness of children needing supplement food resources.

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, War Memorial Hospital plans to collaborate with:

- Department of Health and Human Services (DHHS)
- Morgan County Emergency Assistance Team (MCEAT)
- Morgan County Public Schools
- Morgan County Starting Points
- United Way of the Eastern Panhandle



## Mental and Behavioral Health

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

- a. Collaborate with Diamond Healthcare to establish mental and behavioral health screening services for community residents.

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

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

- Increased screening for mental and behavioral health needs.

The hospital will monitor program performance annually, including actions taken, the number of people reached, and program outcome data where available.

### **Planned Collaboration:**

In addressing mental and behavioral health needs, War Memorial Hospital plans to collaborate with:

- Diamond Healthcare
- Mountaineer Community Health Center
- Shenandoah Valley Medical System, Inc.
- Tristate Community Health Center

## Substance Abuse and Tobacco Smoking

War Memorial Hospital intends to address substance abuse and tobacco smoking by taking the following actions:

- a. Provide substance abuse education to physicians and mid-level providers through an educational program offered to the War Memorial Hospital medical staff. Physicians will use the information from the training to better identify, treat, and/or refer patients that have symptoms of substance abuse.
- b. Promote and assist in community-wide “Clean Out Your Medicine Cabinet Day” which occurs two times per year to remove unused drugs and promote proper disposal.
- c. Implement Emergency Department Information Exchange (EPIE) in the hospital Emergency Department.
- d. Provide education to each patient upon discharge through the Tobacco Cessation Program.
- e. Participate in the Great American Smoke Out and promote the event within the community to encourage smokers to use the date to make a plan to quit. By quitting, even for one day, smokers will be taking an important step towards a healthier life reducing cancer risks.



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

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

- Reduced prescription drug abuse and misuse, the removal of some unused prescription drugs in the community.
- Increased awareness of substance abuse and its prevention and treatment among community physicians.

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 use and tobacco smoking, War Memorial Hospital plans to collaborate with:

- The Morgan County Partnership
- The Morgan County Sheriff's Office

## **Maternal and Child Health (Teen Pregnancy)**

War Memorial Hospital intends to address maternal and child health by taking the following actions:

- a. Collaborate with the Hancock Police Department to sponsor a annual walk/5k run for Child Abuse Awareness. The event serves to build awareness of the incidence of child abuse and educate quad-state citizens about the serious social problem. In light of several tragedies in Western Maryland and Morgan County have joined forces to raise awareness, lobby for children's rights, and raise funds to support local Child Advocacy Centers.
- 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 that 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, War Memorial Hospital anticipates the following impacts:

- Increase Child Abuse Awareness within Morgan County, and educate the community about how serious the social problem is in the area.
- 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:

- Child Advocacy Centers
- Hancock Police Department

## Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. War 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 transportation, a significant health need that was identified in the 2016 Community Health Needs Assessment.

As a Critical Access Hospital, War Memorial Hospital is not ideally suited to be the lead organization in addressing the identified transportation needs. The hospital does not have services or specific expertise in transportation and is directing its limited resources to other identified significant community health needs.

## Implementation Strategy Adoption

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



1 Healthy Way, Berkeley Springs, WV 25411  
[valleyhealthlink.com/war](http://valleyhealthlink.com/war)