



**2020 – 2022  
IMPLEMENTATION  
STRATEGY**  
FOR THE 2019  
COMMUNITY HEALTH  
NEEDS ASSESSMENT

# Healthier Tomorrows

## Introduction

This implementation strategy describes how Page Memorial Hospital plans to address significant community health needs in 2020 through 2022. These needs were identified in the 2019 Community Health Needs Assessment (CHNA). The 2019 CHNA and this implementation strategy were undertaken to identify and address significant community health needs. This implementation strategy outlines the significant community health needs described in the CHNA that Page Memorial Hospital plans to address in whole or in part. The hospital may amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and merit enhancements to the described strategic initiatives. Alternately, other organizations in the community may decide to address certain community health needs included here. This plan and its strategies may be refocused to account for such changes in the community landscape. Page Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Page, Rappahannock, Shenandoah, and Warren counties in Virginia. While the work described in the implementation strategy focuses on addressing significant health needs identified in the CHNA, other essential health programs also will continue. For more information on Page Memorial Hospital's additional programs and services, please visit: <https://www.valleyhealthlink.com/pmh>.

## 2019 Community Health Needs Assessment Summary

Page Memorial Hospital's 2019 Community Health Needs Assessment was conducted between January and April 2019 by collecting and analyzing information from multiple sources. Data on health status, health care access, and related subjects was analyzed. From January through February 2019, 56 group interviews were held where input from over 200 individuals representing broad interests of the community was collected. A community health survey was conducted with completed surveys received from 2,364 respondents, and in April 2019, three community response sessions with community stakeholders were held. Interviews and community response sessions included: (a) individuals with special knowledge of, or expertise in, public health, (b) local and state health agencies with current data and information about the health needs of the community, and (c) leaders, representing medically underserved, low-income, minority populations, and populations with chronic diseases. Feedback from community response sessions 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

Chris Rucker, president, Valley Regional Enterprises; vice president, Ambulatory Services

Elizabeth Savage, senior vice president/chief human resources officer; vice president,

Community Health and Wellness

Tracy Mitchell, director, Community Health and Wellness Services

Michael Wade, operations manager, Marketing and Communications

Mary Welch-Flores, manager, Planning & Business Development.

The Valley Health System Community Advisory Council [CAC] provided insight regarding the needs of the communities participating in the 2019 CHNA. The CAC supported the process to ensure alignment with the organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee made sure those components of the CHNA were adequately compiled and addressed, and that the project was completed with prioritized health needs.

## Implementation Strategy Methodology

Executive leadership, entity leadership, and members of the CAC managed the implementation planning process. Their collective work resulted in the development of an implementation strategy plan to address the needs identified in the 2019 Community Health Needs Assessment. Key elements of the implementation planning process included a series of work sessions, including an orientation session and review of the 2019 identified needs, an analysis of internal hospital resources, a review of evidenced-based and best practices, and a cataloging of potential community partners. Hospital leaders aligned needs with best practice models and available resources, defined action steps, timelines, and potential partners for prioritized needs to develop the accompanying implementation plan.

## Overview of Page Memorial Hospital and Valley Health

### **Our Mission**

Serving Our Community by Improving Health.

### **Our Vision**

Inspire hope and promote health as the community's first – and best – choice for high quality, safe and affordable care

### **Our Values**

Compassion  
Integrity  
Collaboration  
Courage  
Innovation  
Excellence

### **KEY STATS at a Glance: Page Memorial Hospital**

Emergency Department Visits = 11,470

Total Discharges = 465

Hospital Based Outpatient Encounters = 30,807

Total Outpatient Laboratory Tests & Imaging Exams = 71,782

Financial Assistance & Means-Tested Programs = \$3,405,370

## About Page Memorial Hospital

As an affiliate of Valley Health System, Page Memorial Hospital (PMH) shares the mission of “Serving Our Community by Improving Health.” Page Memorial Hospital is a licensed 25-bed Critical Access Hospital in Luray, Virginia that was founded in 1928 at a South Court Street home. In 1958, the hospital moved to a new location, with expansions and improvements in 1978 and 1999. Page Memorial Hospital joined Valley Health in 2009, and a newly constructed hospital opened its doors for patients in 2014. The 67,700-square foot replacement facility is located on the same campus as the former hospital and features an expanded emergency department, inpatient unit and Rehabilitation Services department.

The hospital is comprised of the following major departments: administration, patient care, diagnostic and treatment services, diagnostic imaging, cardiac rehabilitation, primary care clinics, physical therapy, logistics and support, an extended hours clinic, emergency department, and a sleep lab. PMH also has outpatient therapies and a fitness center. In addition to a variety of diagnostic, medical and surgical services, Page Memorial provides around-the-clock emergency services as well as transitional care for patients needing extended nursing care and short-term rehabilitation. Thanks to Valley Health’s strong network of providers, residents have access to an array of specialty services, including cardiology, neurology, orthopedics and pulmonology, without having to leave the area.





## About Valley Health

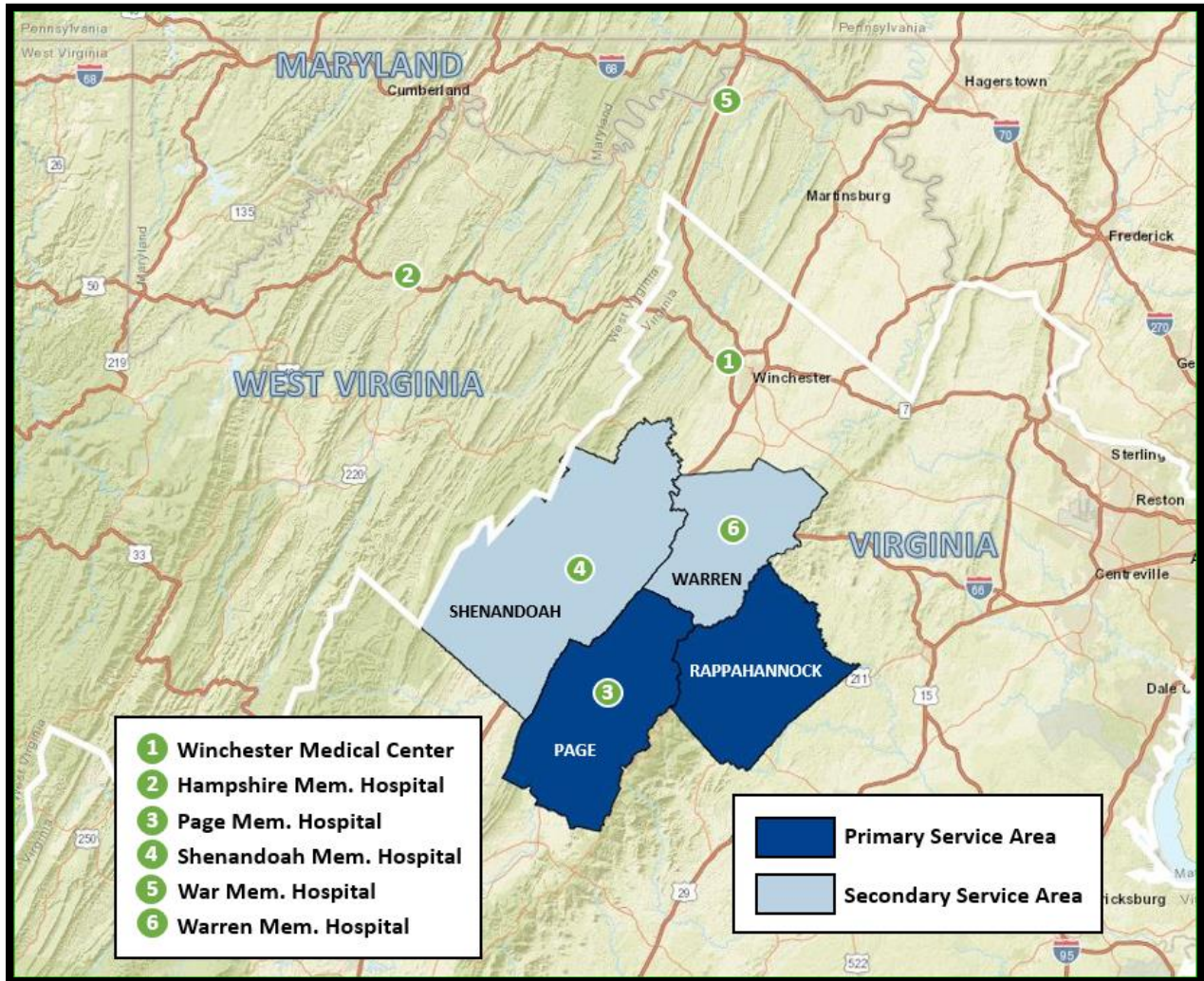
As a non-profit organization, Valley Health began its journey to bring better quality health to local communities in 1994. When Winchester Medical Center and Warren Memorial Hospital partnered, a vision to better serve the region was realized. That vision was to bring communities together with better quality health care and to meet their unique needs by providing access to the latest advancements, technology, and developments in medical services. With hospitals and medical facilities throughout West Virginia and the Top of Virginia region, Valley Health is a community partner. Based in Winchester, Virginia, Valley Health is composed of six core hospitals: Hampshire Memorial Hospital, Page Memorial Hospital, Shenandoah Memorial Hospital, War Memorial Hospital, Warren Memorial Hospital and Winchester Medical Center. Valley Health brings together 604 licensed inpatient beds, 166 long-term care beds, 5,300 employees, and a medical staff exceeding 500 professionals.

We are proud to serve our community by improving health. We do much more than simply caring for individuals once they walk into our hospital doors. Valley Health contributes to health education, prevention, and accessible healthcare for those with limited resources. We inspire hope and promote health as the community's first – and best – choice for high quality, safe, and affordable care. Our focus always remains on patients first, rooted in our commitment to maintain compassion, integrity, collaboration, courage, innovation and excellence. When Winchester Medical Center first opened its doors in 1903, a commitment was made to bring superior quality healthcare services to residents throughout the region. More than a century later, Valley Health continues to uphold and expand this vision throughout in Virginia, West Virginia and even parts of Maryland.

## Highlights of the Community Served

Page Memorial Hospital is located in Luray, Virginia. The hospital's primary service area includes Page and Rappahannock counties, while Shenandoah and Warren counties comprise the secondary service area. In 2019, the PMH community was estimated to have a population of 115,149 people. Approximately 27.6% of the population resided in the primary service area. Overall, the population in the Page County community is expected to decline by .30% between 2018 and 2023. Page County reported a 2017 poverty rate of 17%, above the Virginia average of 11.2%. In 2018, 22.3% of households had an average income under \$25,000. The 2017 unemployment rate for Page County was 5.3% while in Warren County it was 3.7%, both higher than the Virginia average which was 3.0%.

# Service Area of Page Memorial Hospital



Source: ESRI 2019, Created by Planning and Business Development

## Prioritized Description of Community Health Needs

The 2019 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 2019 CHNA report available at [www.valleyhealthlink.com/CHNA](http://www.valleyhealthlink.com/CHNA).

- 1. Behavioral and Health Status Factors** [*Physical Activity, Obesity and Chronic Disease*]: Chronic diseases are typically conditions that last one year or more and require ongoing medical treatment or limit activities of daily living or both. Chronic diseases are leading drivers of health care costs and are some of the leading causes of death and disability in the United States. A lack of physical activity is a contributing factor to being overweight and obese, and is connected to a wide range of health problems and chronic diseases among all age groups. The co-occurring health problems and diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more.
- 2. Access to Primary, Preventive and Specialty Care** [*Primary, Specialty and Dental Care*]: Access to primary, specialty and dental health care services through a doctor or dentist's office, clinic or other appropriate provider is an important element of a community's health care system. Access 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.
- 3. Social and Economic Factors** [*Poverty, Housing & Homelessness and Low Income Families*]: Income levels, employment and economic self-sufficiency are all considered social determinants of health and correlate with the prevalence of a range of health problems. People with lower incomes or who are unemployed and underemployed are less likely to have health insurance and are less able to afford out of pocket health care and housing related expenses. Lower income is associated with increased difficulties such as securing reliable transportation for medical care or the ability to purchase an adequate quantity of healthy, fresh food on a regular basis.
- 4. Health Outcomes** [*Length of Life, Quality of Life: Cancer Diseases*]: Each year over a million people are diagnosed with cancer and the cost of cancer care continues to rise. Some cancers are preventable and there are steps that can be taken to improve the quality of life for cancer survivors and detect cancers in the early and treatable phase. Some risk factors can be reduced to prevent certain types of cancer. Smoking, exposure to the sun and tanning beds, obesity, and excessive alcohol use are all examples of risk factors which put a person at high risk for developing cancer.
- 5. Mental Health and Substance Abuse** [*Smoking, Alcohol, and Drug Abuse and Mental Health Services*]: Mental health includes both mental health conditions (e.g., depression, autism, bi-polar) and behavioral problems (e.g., bullying, suicidal behavior). Poor mental health can cause negative outcomes for both those suffering and the people around them. It

can impact the ability of children to learn in school and the ability of adults 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. 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 and tobacco. 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.

6. **Maternal and Child Health** [*Teen Births, Infant Mortality, No Prenatal Care in First Trimester*]: 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 of 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.



## Significant Health Needs the Hospital Will Address

The implementation strategy describes how Page Memorial Hospital plans to address significant health needs identified in the 2019 Community Health Needs Assessment. For each significant health need that the hospital plans to address, the strategy describes actions the hospital intends to take, anticipated impacts of these actions and a plan to evaluate those impacts, and any planned collaboration between the hospital and other organizations.

### **Prioritized Health Need #1: Behavioral and Health Status Factors** *Physical Activity, Obesity and Chronic Disease*

The hospital intends to address physical activity, obesity and chronic disease by taking the following actions:

- Initiate the Fit4Kidz program at the Valley Health Wellness & Fitness | Luray. Fit4Kidz is a comprehensive program designed to introduce children ages 6 to 13 to healthy lifestyle options with which they might not otherwise be familiar. Children learn about safe exercise and positive nutrition choices. The program puts children first by putting them to play.
- Expand the Chronic Care Management Program enrollment to 20% of eligible Medicare beneficiaries in clinics.
- Expand enrollment in the Diabetes Management Program [DMP]. The DMP is a fully-compliant, robust diabetes management program, which has been recognized by the American Diabetes Association since 1993. The DMP provides quality education, support and resources through both individual and group sessions.
- Launch the Transition Program at Valley Health Wellness & Fitness | Luray – a medically integrated program for individuals with chronic disease. The Transition Program is a structured, eight-week exercise program designed to ease the transition from a clinical setting to fitness center based programming, providing individual exercise plans based on pre-assessment results and instructions from a referring healthcare provider.
- Launch the Diabetes Prevention Program [DPP]. The DPP is a twelve-month lifestyle change program, recognized by the Centers for Disease Control and Prevention, which can help individuals who are at risk make lasting, lifestyle changes.

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

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

- Increased knowledge contributing to improved health behaviors among both youth and adults
- Increased self-efficacy surrounding healthy habits and healthy choices
- Increased utilization in both the chronic care and diabetes management programs resulting in improved disease control and positive outcomes for those in the population with chronic conditions—either preventing or delaying possible complications related to those conditions

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

**Planned Collaboration:**

In addressing physical activity, nutrition, and obesity-related chronic diseases, Page Memorial Hospital plans to collaborate with Valley Health Wellness & Fitness | Luray, the Valley Health Diabetes Management Program, and the American Diabetes Association.

**Prioritized Health Need #2: Access to Primary, Preventive and Specialty Care**  
*Primary, Specialty and Dental Care*

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

- Continue financial support of the Page Free Clinic for both primary and dental care. The Page Free Clinic provides free healthcare services to those Page County residents without health insurance and includes office visits, basic lab work, a prescription assistance program, a diabetes support program, behavioral health services, dental care and testing for HIV & HEP-C.
- Expand the existing Page Memorial Hospital Transportation Program
- Implement *time to service* for the third next available appointment for both primary care & specialty care areas. This strategy will be a determinant on schedule management and slot utilization.
- Continue efforts to assist and enroll individuals in Medicaid, ensuring that eligible patients are directed to appropriate resources for coverage

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, Page 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, including the Free Clinic
- Improved access to health care appointments and reduced no show rates by providing reliable, consistent and affordable transportation options

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, specialty and dental care, Page Memorial Hospital plans to collaborate with the Page Free Clinic, MedAssist and area Rural Health Clinics.

### **Prioritized Health Need #3: Mental Health and Substance Abuse** *Smoking, Alcohol, and Drug Abuse and Mental Health Services*

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

- Recruit a Peer Recovery Specialist for work in the Page Memorial Hospital Emergency Department. Peer Recovery Specialists serve as life coaches, extending the clinical reach of treatment and going directly into the lives of people who need them most - providing therapy, case management, and other mental health services.
- Support launch of and sustainability of the Crisis Intervention Team Assessment Center [CITAC]. CITAC is a licensed center designed to evaluate individuals in police custody to determine if involuntary commitment is needed for mental health treatment.
- Continue support of the Counseling & Psychological Services Program [CAPS] in partnership with James Madison University. CAPS is a teaching, service, and research clinic dedicated to promoting health and wellbeing by providing behavioral health services. CAPS offers affordable outpatient mental health services including individual, couple, and family counseling as well as psychological assessments, testing, and consultation.
- Continue and enhance both financial and in-kind support for the Page Alliance for Community Action [PACA], with a focus on anti-vaping education within the schools. PACA is a non-profit coalition of agencies, parents, youth and concerned citizens whose main goal is to promote healthy life choices for the youth and families in Page County.
- Support and participate on the Opioid Planning Grant with the Warren Coalition. The grant will be used to build capacity and plan programming in the rural counties of Warren, Shenandoah, and Page, including building a database on opioid usage in the region for other organizations working in the field.

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

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

- Increased access to crisis evaluation and intervention services
- Expanded supportive services for people with mental illness
- Increased awareness and understanding of youth about the dangers of vaping
- Increased access to case management services for vulnerable populations entering the PMH Emergency Department
- Identification of gaps in mental health services and the mobilization of leaders who can address the opioid crisis

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

#### **Planned Collaboration:**

In addressing mental and behavioral health needs, Page Memorial Hospital plans to collaborate with Page Alliance for Community Action, Northwestern Community Services, local law enforcement, and James Madison University.

## Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Page Memorial Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a range of important health care services and community benefits.

This implementation strategy does not include specific plans to address **Social and Economic Factors** (poverty, housing and homelessness, low-income families), **Health Outcomes**, and **Maternal and Child Health**, all of which were needs mentioned during the 2019 Community Health Needs Assessment process and through community interviews and response sessions. As a critical access acute care hospital, Page Memorial Hospital is not ideally suited to be the lead organization in addressing these needs. These identified needs have the potential to be addressed through other collaborative programming that may not involve Page Memorial as a facilitator or funder.

## Implementation Strategy Adoption

This implementation strategy was adopted by the Valley Health Board of Trustees with representation from Page County on December 10, 2019.