



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

Healthier Tomorrows

 **ValleyHealth**
Hampshire Memorial Hospital

Introduction

This implementation strategy describes how Hampshire 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, understand and address significant community health needs. This implementation strategy outlines the significant community health needs, described in the CHNA, that Hampshire 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. Alternatively, 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. Hampshire Memorial Hospital plays a critical role in providing health care services and community benefit throughout its service area, which consists of Hampshire, Hardy, Mineral and Morgan counties in West Virginia. While the work described in this report focuses on addressing significant health needs identified in the 2019 CHNA, additional health programs and services not mentioned here will continue. For more information on Hampshire Memorial Hospital's additional programs and services, please visit <https://www.valleyhealthlink.com/HMH>.

2019 Community Health Needs Assessment Summary

Hampshire 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

Tom Kluge, president of Hampshire Memorial Hospital and War Memorial Hospital

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

Mary Sas, vice president, Hampshire Memorial Hospital

Elizabeth Savage, senior vice president/chief human resources officer; vice president, Community Health and Wellness

Tracy Mitchell, director, Community Health and Wellness

Michael Wade, operations manager, Marketing and Communications

Mary Welch-Flores, manager, Planning and Business Development

The Valley Health Community Advisory Council [CAC] also provided support regarding the needs of the communities participating in the 2019 CHNA. The CAC participated in CHNA orientation sessions, community response sessions and served on work groups. Their support and insight helped ensure alignment with the organizational mission and vision, and support of legislative mandates regarding CHNA reporting. Members of the committee made sure components of the CHNA were adequately compiled and addressed, and that the project was completed with identified and 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 Hampshire 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: Hampshire Memorial Hospital

Emergency Department Visits = 9,586

Total Discharges = 448

Hospital Based Outpatient Encounters = 32,264

Total Outpatient Laboratory Tests & Imaging Exams = 95,665

Financial Assistance & Means-Tested Programs = \$2,360,146

About Hampshire Memorial Hospital

As an affiliate of Valley Health System, Hampshire Memorial Hospital (HMH) shares the mission of “Serving Our Community by Improving Health.” Hampshire Memorial Hospital is a licensed Critical Access Hospital with 14 acute care beds, 30 transitional/long-term care beds and an emergency department in the heart of Romney, West Virginia. The hospital was founded in 1957 after action was taken by the Hampshire County Court and the Hampshire County Commission. The hospital opening was truly a community affair, with the whole county coming together to raise money for the development fund. The hospital officially opened to the public on February 2, 1959. Over the years, the hospital’s services were expanded and in 2008, it was the first West Virginia hospital to join Valley Health. On June 4, 2011, a newly constructed facility opened to the community.

Hampshire Memorial Hospital has extensive resources, advanced treatment solutions, state-of-the-art technology, and is considered a leader in health care. The hospital is equipped to provide exceptional medical care and services to residents in the surrounding communities. Hampshire Memorial Hospital also operates the Hampshire Memorial Hospital Multispecialty Clinic in a medical office building adjacent to the hospital and an offsite outpatient physical rehabilitation facility.

The hospital’s medical professionals provide a comprehensive range of services, some of which include cardiology, respiratory care, emergency care, and diabetes management. Hampshire Memorial Hospital continually strives to improve the health services it offers, with a focus on the areas of patient safety, risk reduction, and patient expectations--bringing together communities with the care they need.



About Valley Health

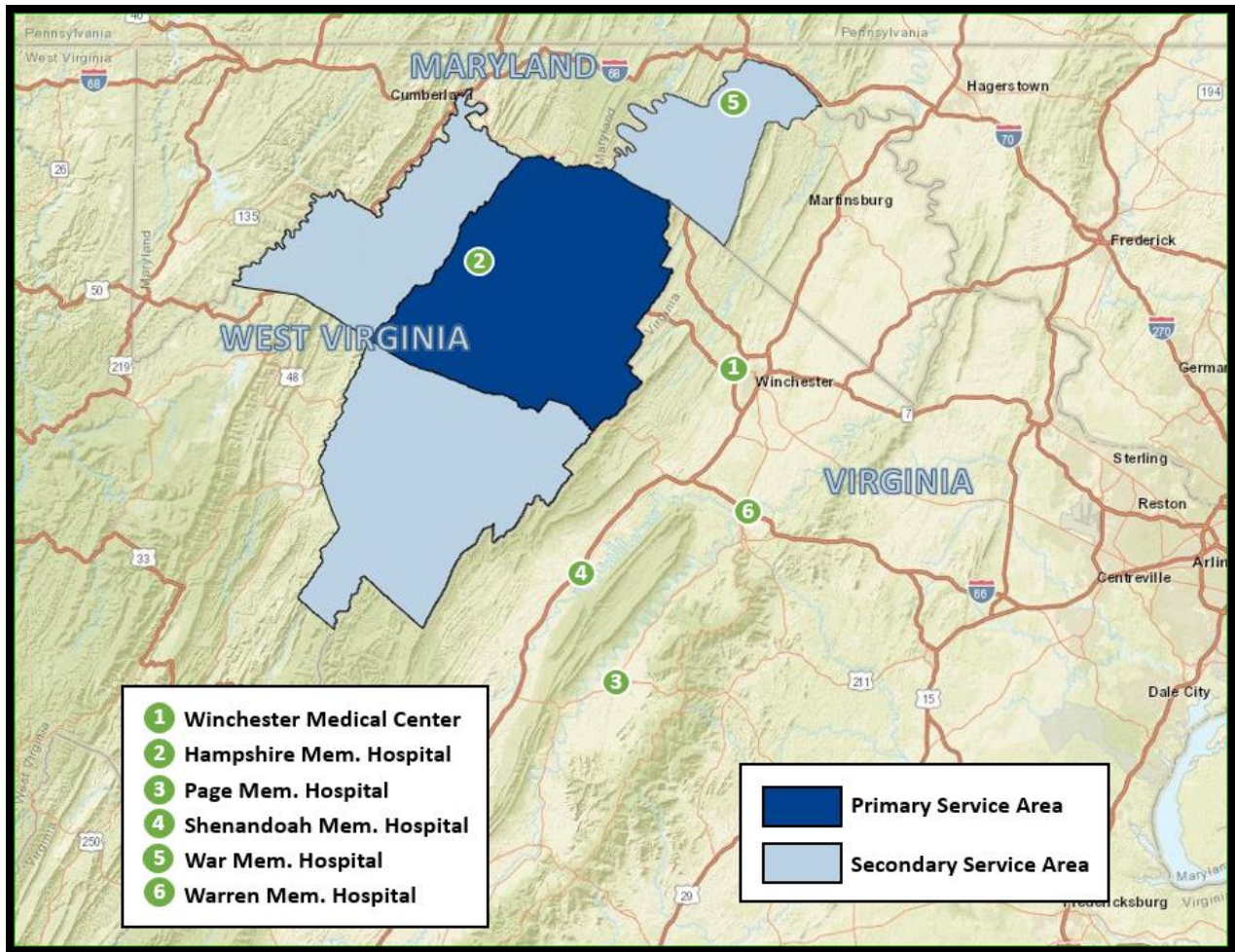
As a non-profit organization, Valley Health began its journey to bring better quality health to local communities in 1994. When Winchester Medical Center and Warren Memorial Hospital partnered, a vision to better serve the region was realized. That vision was to bring communities together with better 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 in 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, 6,000 employees, and a medical staff exceeding 600 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, they made a commitment 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 West Virginia, Virginia, and even parts of Maryland.

Highlights of the Community Served

Hampshire Memorial Hospital's community consists of four counties in West Virginia. The hospital's primary service area is Hampshire County. Hardy, Mineral and Morgan counties comprise the secondary service area. In 2018, these communities included an estimated 87,050 persons. Hampshire, Hardy and Morgan counties are expected to grow as a whole by 2023 (approximately 3.07, 1.98 and 3.35 percent respectively), while Mineral County is projected to experience a population decline of .10 percent by 2023. Hampshire, Hardy and Mineral counties reported poverty rates lower than the West Virginia average. The poverty rates for Hampshire, Hardy and Mineral counties, and for West Virginia as a whole, were higher than the U.S. average which was 14.6 percent. Hampshire County had the highest percent [35.7 percent] of households with incomes under \$25,000 in 2018. Of those in Hampshire County over 25 years old, 13.7 percent do not have a high school diploma.

Service Area of Hampshire 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.

- 1. Behavioral and Health Status Factors** [*Physical Activity, Obesity and Chronic Diseases*]: A lack of physical activity and poor nutrition are contributing factors to being overweight and obese, and are 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 and preventive health care services through a doctor's office, clinic, dentist 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.
- 3. Social and Economic Factors** [*Poverty, Housing & Homelessness*]: 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 or underemployed are less likely to have health insurance and are less able to afford out of pocket health care and housing related expenses. Lower incomes are 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. 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 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. 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.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Hampshire 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 Diseases

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

- The hospital will partner with Hampshire Wellness & Fitness, (an affiliate of Valley Health) to continue to provide the Next Steps medically integrated fitness program for individuals with chronic disease.
- Hampshire Wellness & Fitness will provide the Fit4Kidz program to area youth (ages 10 to 14). Fit4Kidz, a 10-week program focused on increasing overall health, features structured exercise sessions and age appropriate nutrition information.
- Scholarships will be provided to Hampshire Wellness & Fitness for those individuals who have been diagnosed with diabetes mellitus.
- The hospital will explore partnership opportunities with the local Parks & Recreation Department to highlight physical fitness opportunities available throughout the community.

Anticipated Impact and Plan to Evaluate:

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

- Increased knowledge of and participation in physical fitness activities, including those offered at both the Hampshire Wellness & Fitness and those sponsored by the local Parks and Recreation Department.
- Improvement for program participants in cardiovascular strength, flexibility and self-efficacy surrounding exercise habits.
- Increased knowledge contributing to improved health behaviors and better management of chronic conditions, like diabetes, preventing or delaying complications associated with those chronic conditions.
- Increased awareness of existing physical fitness opportunities throughout the service region.

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

Planned Collaboration:

In addressing physical activity, Hampshire Memorial Hospital plans to collaborate with Valley Health Diabetes Management Program, American Diabetes Association, Hampshire County

Diabetes Coalition, Hampshire County Health Department, Hampshire Wellness & Fitness, and the West Virginia Diabetes Coalition.

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

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

- Hampshire Memorial Hospital will provide financial assistance through both free and discounted 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 preventive care, thereby managing health in the most cost effective manner.
- Hampshire Memorial Hospital will assist patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in the appropriate programs, including actual completion of necessary paperwork on-line.
- Hampshire Memorial Hospital will complete a demonstration project to provide free transportation for patients of Hampshire Memorial Hospital and affiliated clinics several days each week for health care services.
- Hampshire Memorial Hospital will explore referral partnerships with area providers, including EA Hawse, to extend and enhance access to care, particularly mental health services and dental care.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to care through improved care coordination among, and referrals to, appropriate care providers, and the provision of financial assistance to eligible hospital patients.
- The availability of consistent and regular transportation options, which will mean increased access to and compliance with health-related appointments and a reduction in no show rates.
- Expanded partnerships with area providers will increase access to a variety of health care services.

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

Planned Collaboration:

In addressing access to primary and preventive health care, Hampshire Memorial Hospital plans to collaborate with Hampshire, Hardy, Grant and Mineral County Health Departments, EA Hawse, and Hampshire Memorial Hospital Multi-Specialty Clinic.

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

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

- Utilize the Hampshire Memorial Hospital Respiratory Therapy department team to support anti-vaping education program within the schools.
- Support the Hampshire County Health Department's *Harm Reduction Program*, an evidenced based program that includes syringe exchange services and peer recovery coaching.
- Explore possible referral partnerships to expand access to mental health providers.
- Explore and support opportunities with school-based clinics that provide mental health services to high school and middle school students.
- Explore opportunities to offer tele-mental health services and consults hospital-wide
- Support the *Peer Recovery Program*, a partnership with Hampshire County Pathways, which helps members of our community with a substance abuse disorder.

Anticipated Impact and Plan to Evaluate:

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

- Increased awareness of substance abuse and its prevention and treatment options among community residents and school-aged youth.
- Increase in treatment tools and resources available for individuals requiring mental health services.
- Individuals will be assisted in identifying barriers to recovery, be connected to resources and assisted in developing wellness recovery plans.

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

Planned Collaboration:

In addressing mental health and substance abuse, Hampshire Memorial Hospital anticipates collaborating with the Hampshire County Health Department, Hampshire County Public Schools, Trinity Health, EA Hawse, and Hampshire County Pathways, Inc.

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Hampshire 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), which were identified in the 2019 Community Health Needs Assessment. As a Critical Access Hospital, Hampshire Memorial Hospital is not ideally suited to be the lead organization in addressing these needs. In these instances, the hospital does not have services or specific expertise in these areas 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 Hampshire County on December 10, 2019.