



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

Healthier Tomorrows

 **ValleyHealth**
Shenandoah Memorial Hospital

Introduction

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

2019 Community Health Needs Assessment Summary

Shenandoah 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 distributed and completed by 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 Shenandoah Memorial Hospital

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

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

Tracy Mitchell, director, Community Health and Wellness Services

Michael Wade, program manager, Marketing and Communications

Mary Welch-Flores, manager, Planning and Business Development

The Valley Health 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 Shenandoah 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: Shenandoah Memorial Hospital

Emergency Department Visits = 18,957

Total Discharges = 1,503

Hospital Based Outpatient Encounters = 47,914

Total Outpatient Laboratory Tests & Imaging Exams = 132,442

Financial Assistance & Means-Tested Programs = \$5,546,236



About Shenandoah Memorial Hospital

Shenandoah Memorial Hospital (SMH) is a licensed 25-bed Critical Access Hospital located in Woodstock, Virginia that was founded in 1951. The hospital joined Valley Health in 2002, which allowed for expansion of resources and services, including the new Shenandoah Surgery Center that opened in 2007. Extensive renovation projects on both the Surgical Services Unit and Diagnostic Center were completed in 2010 and 2012 respectively. A new 45,000-square foot Emergency Department and medical building opened in June 2016. Shenandoah Memorial Hospital is proud to offer a variety of diagnostic, medical and surgical services, as well as around-the-clock emergency care to the more than 42,000 community members in Shenandoah County and surrounding areas. Thanks to Valley Health's strong network of providers, residents have access to an array of specialty services, including cardiology, neurosurgery consultations and orthopedics without having to leave the area.

About Valley Health

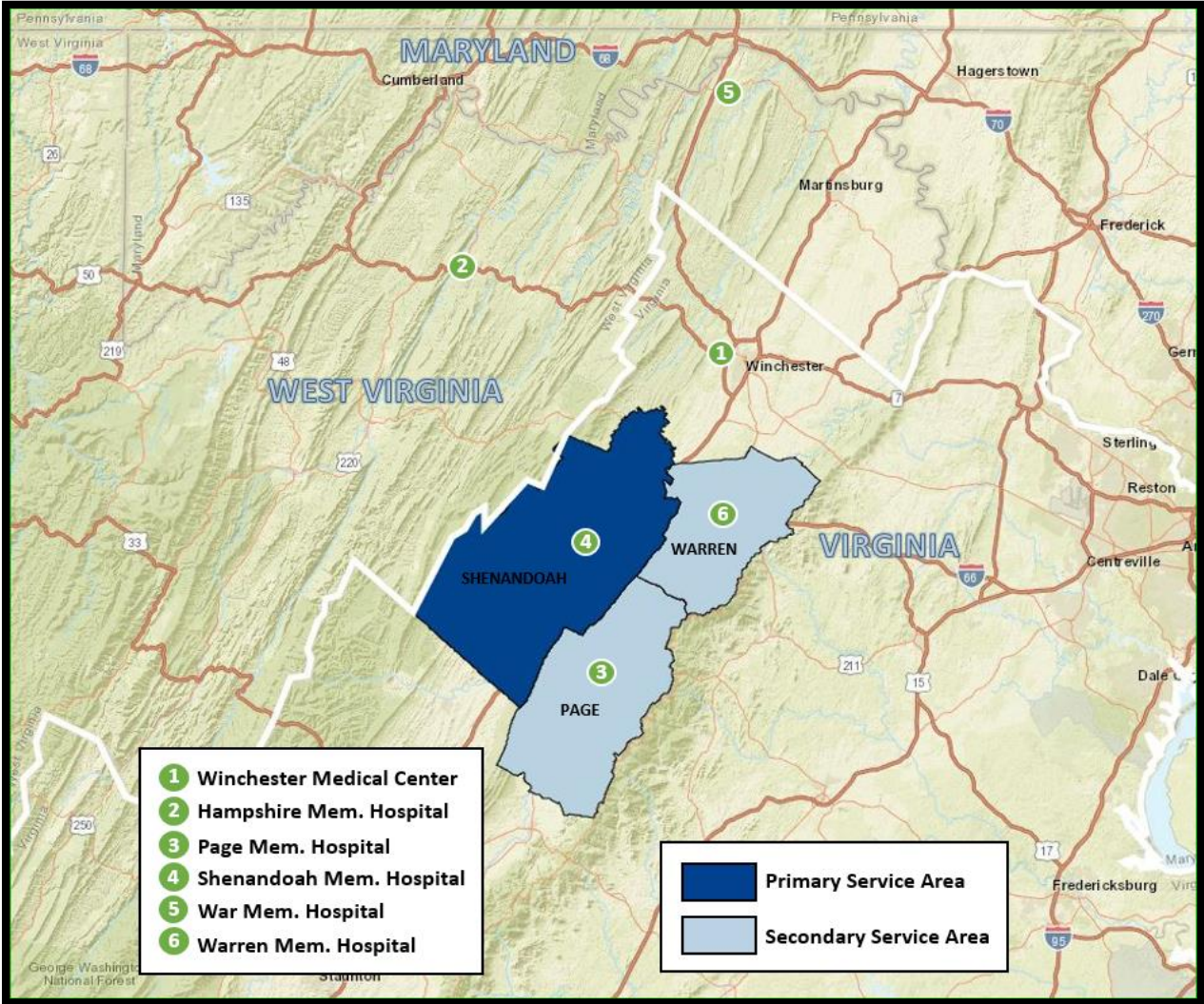
As a non-profit organization, Valley Health began its journey to bring better quality health to local communities in 1994. When Winchester Medical Center and Warren Memorial Hospital partnered, a vision to better serve their region was realized. That vision was to bring communities together with better 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, 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

Shenandoah Memorial Hospital is located in Woodstock, Virginia. The hospital's primary service area includes Shenandoah, Warren and Page Counties. In 2018, the Shenandoah Memorial community was estimated to have a population of 107,569 people. Approximately 40.6 percent of the population resided in Shenandoah County. Overall, the population in Shenandoah County is expected to increase by 2.8 percent between 2018 and 2023. Shenandoah County reported a 2017 poverty rate of 10.3%, below the Virginia average of 11.2 percent. In 2018, 22.8% of households in Shenandoah County had an average income under \$25,000. The 2017 unemployment rate for Shenandoah County was 3.5% while in Warren County it was 3.7 percent and in Page County 5.3%, all higher than the Virginia average which was 3.0 percent.

Service Area of Shenandoah 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 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. 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.

5. **Health Outcomes** [*Length and Quality of Life: Cancer Diseases, Premature Death*]: 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.
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 Shenandoah 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:

- Implement the Fit4Kidz program at Valley Health Wellness & Fitness | Woodstock— a comprehensive program designed to introduce children to healthy lifestyle options [both physical activity & nutrition] with which they might not otherwise be familiar.
- Expand the Chronic Care Management Program enrollment to 20% of eligible Medicare beneficiaries in clinics.
- Expand enrollment in the Diabetes Prevention Program – a 12-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.
- Continue the Transition Program, a medically integrated program for individuals with chronic disease, at Valley Health Wellness & Fitness | Woodstock. The Transition Program is a structured, 8-week exercise program designed to ease the transition for patients 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.
- Expand the existing Palliative Care Program to include services for those with additional conditions such as multiple sclerosis and amyotrophic lateral sclerosis. Palliative care is

specialized care for people living with a serious illness. The focus is on relief from symptoms and stress of a serious illness. The goal of palliative care is to improve quality of life for both the patient and the family.

Anticipated Impact and Plan to Evaluate:

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

- Increased knowledge contributing to improved health behaviors among 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, including type 2 diabetes and heart disease.
- Help individuals develop the skills they need to lose weight, be more physically active, manage stress and stay motivated to continue solving problems in ways that support positive, healthy changes.
- Improved quality of life for patients with life-threatening illnesses by identifying, assessing, and treating pain and other physical, psychosocial, and spiritual problems associated with that illness.

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

Planned Collaboration:

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

Prioritized Health Need #2: Access to Primary 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 Shenandoah Community Health Clinic. The Shenandoah Community Clinic is a health center and primary care medical home that, since 1976, has offered access to primary care, behavioral health, women’s health, and oral healthcare in the Shenandoah Valley of West Virginia and Virginia.
- Support existing transportation programs like the Shenandoah County Trolley, UBER Health, and taxis for patients.
- Implement *time to service* for the third next available appointment for primary care & specialty care areas. This strategy will be a determinant on schedule management and slot utilization.
- Continue efforts to enroll and assist individuals in enrolling in Medicaid, ensuring those patients who are eligible, are directed to appropriate resources for coverage.
- Expand and extend hours at New Market Family Practice, increasing accessibility

particularly for those who commute and leave the local area for employment.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to care through greater community awareness of available health care resources.
- Improved care coordination among and referrals to appropriate care providers, including the Shenandoah Community Clinic.
- Improved access to health care appointments and reduced no show rates by providing support for multiple transportation options, making transportation both affordable and consistent for our underserved and vulnerable populations.

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, Shenandoah Memorial Hospital plans to collaborate with Shenandoah Community Health Clinic, MedAssist, New Market Family Practice, Shenandoah County government.

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:

- Continue support of a Peer Recovery Specialist for work in the Shenandoah 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.
- Support and participate on the Opioid Planning Grant with the Warren Coalition. The one-year funded 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.
- Launch an anti-vaping initiative focusing on schools, community events, community fairs and the medical community.
- Explore options for more robust telehealth consultations services, specifically outpatient counseling services for patients.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to crisis evaluation and intervention services.
- Expanded supportive services for people with mental illness.

- Increased awareness and understanding of youth about the dangers of vaping and use of all tobacco products.
- Increased access to mental health case management services for vulnerable populations entering the SMH Emergency Department.
- Identification of gaps in mental health and drug abuse services and the mobilization of leaders who can help to 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, Shenandoah Memorial Hospital plans to collaborate with Northwestern Community Services, local Law Enforcement, Warren Coalition, and Shenandoah County Public Schools.

Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. Shenandoah Memorial Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a range of important 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** (length and quality of life: cancer diseases, premature death), and **Maternal and Child Health** (teen births, infant mortality, no prenatal care in first trimester), all of which were needs identified during the 2019 Community Health Needs Assessment. As a critical access acute care hospital, Shenandoah Memorial Hospital is not ideally suited to be the lead organization in addressing these items and believes there are other community partners whose missions are more closely aligned with these needs.

Implementation Strategy Adoption

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