



Hampshire Memorial Hospital

2014 – 2016 Implementation Strategy for the 2013 Community Health Needs Assessment

Serving Our Community by Improving Health

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DRAFT

A Letter from the Hospital President

On behalf of Hampshire Memorial Hospital and Valley Health System, I would like to thank you for your interest in reviewing our 2014-2016 implementation strategy for the 2013 Community Health Needs Assessment.

Hampshire Memorial Hospital has served residents in Romney, Hampshire County and surrounding areas as a non-profit community hospital since 1957. We're proud to serve the healthcare needs of our patients and the community as a whole. As part of the Valley Health System 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, Hampshire 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 Hampshire Memorial Hospital. Indeed, to address these needs successfully, we will partner with numerous other community agencies and benefit from the interest in making our community healthier from community members just like you.

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

Sincerely,

A handwritten signature in blue ink that reads "Neil R. McLaughlin". The signature is written in a cursive, flowing style.

Neil R. McLaughlin
President, Hampshire Memorial Hospital

Getting to Know Valley Health System and Hampshire Memorial Hospital

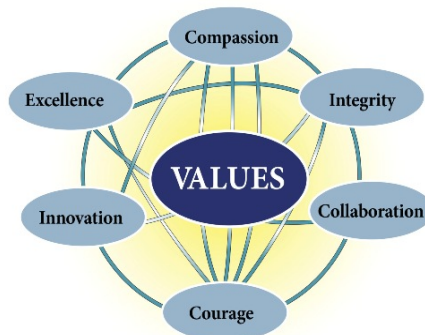
Our Mission, Vision, and Values

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:



Key Stats at a Glance

ED Visits

9,230

Inpatient Admissions

470

Total Patients Served

36,926

Financial Assistance & Means-Tested Programs

\$3,344,207

Total Other Community Benefit

\$27,125

About Hampshire Memorial Hospital

As a Valley Health facility, Hampshire Memorial Hospital (“HMH” or “the hospital”) shares the mission of “Serving Our Community by Improving Health.” Hampshire Memorial Hospital is a 44-bed, designated Critical Access Hospital located in Romney, West Virginia. It was founded in 1957 and was the first hospital in West Virginia to join Valley Health, in 2008. The hospital was replaced on a new site in June 2011. It provides inpatient acute and rehabilitation care, a long-term care nursing facility, diabetes management, home health, radiology/imaging, rehabilitation services, respiratory therapy, wellness and fitness services, and has an Emergency Department and a sleep lab. The hospital reported 470 inpatient discharges and 9,230 emergency department visits in 2012.

Valley Health is a nonprofit organization serving the healthcare needs of people in and around a fourteen county area in Virginia and West Virginia. It operates six hospitals: Winchester Medical Center in Winchester, VA; Warren Memorial Hospital in Front Royal, VA; Shenandoah Memorial Hospital in Woodstock, VA; Page Memorial Hospital in Luray, VA; Hampshire Memorial Hospital in Romney, WV;

and War Memorial Hospital in Berkeley Springs, WV. Valley Health also operates Valley Regional Enterprises, Inc. (Valley Home Care; Valley Medical Transport; Valley Pharmacy; Urgent Care Centers in Winchester and Front Royal in VA and Martinsburg in WV; and Quick Care in Strasburg, VA) and Surgi-Center of Winchester.

Valley Health has a combined 594 licensed inpatient beds and 166 long-term care beds system-wide, and is supported by more than 5,300 employees and a medical staff of over 500. The system had 30,000 inpatient admissions and more than 140,000 emergency room visits in 2012. Total outpatient encounters numbered approximately 800,000.

Recognition

Hampshire Memorial Hospital has been awarded a three-year term of accreditation in mammography as the result of a recent review by the American College of Radiology (ACR). The ACR gold seal of accreditation represents the highest level of image quality and patient safety. It is awarded only to facilities meeting ACR Practice Guidelines and Technical Standards after a peer-review evaluation by board-certified physicians and medical physicists who are experts in the field. Image quality, personnel qualifications, adequacy of facility equipment, quality control procedures, and quality assurance programs are assessed. The findings are reported to the ACR Committee on Accreditation, which subsequently provides the practice with a comprehensive report they can use for continuous practice improvement.

The hospital also has received the Excellence in Action award from My InnerView by National Research Corporation. This honor recognizes long term care and senior living organizations that achieve the highest levels of satisfaction excellence, as demonstrated by overall residence or employee satisfaction scores that fall within the top 10 percent of the My InnerView product database. The Excellence in Action awards are presented exclusively to National Research clients who use My InnerView products. Qualifying nursing homes, in addition to assisted living and independent living communities (over 8,500), must have completed a customer satisfaction survey in 2012. Winners must have also achieved a minimum of 10 responses with a minimum 30 percent response rate and scored in the top 10 percent of qualifying facilities on the question “what is your recommendation of this facility to others” in terms of the percentage of respondents rating the facility as “excellent.” Hampshire Memorial Hospital Extended Care Unit has been a part of the Romney community for over 30 years. The organization specializes in providing individualized resident care in a “family” setting.

Hampshire Memorial Hospital implemented an outpatient Diabetes Management Program (DMP) in 2012. In November 2013, Hampshire Memorial Hospital received certification from the American Diabetes Association (ADA). Assuring high-quality education for patient self-care is one of the primary goals of the Education Recognition program. Through the support of the health care team and increased awareness and knowledge about diabetes, the patient can assume a major part of the responsibility for their diabetes management.

Introduction

This implementation strategy describes how Hampshire Memorial Hospital plans to address significant community health needs in 2014 through 2016. These needs were identified in the 2013 Community Health Needs Assessment (CHNA) published and made widely available to the public on September 25, 2013.

The 2013 CHNA and this implementation strategy were undertaken to identify and address significant community health needs in furtherance of Valley Health's mission, and in accordance with proposed Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010. Final guidance as to the content and format of these documents had not been issued by the IRS at the time the CHNA and this implementation strategy were created.

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. 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.

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 the implementation strategy focuses on addressing significant health needs identified in the CHNA, other essential health programs also will continue. For more information on Hampshire Memorial Hospital's additional programs and services, please visit www.valleyhealthlink.com/Hampshire.

2013 Community Health Needs Assessment Summary

Hampshire Memorial Hospital's 2013 Community Health Needs Assessment was conducted between February and August 2013 by collecting and analyzing information from multiple sources. Data on health status, health care access, and related subjects were analyzed. Input from persons representing the broad interests of the community, including individuals with special knowledge of, or expertise in, public health were taken into account via interviews and meetings with 43 community members and agency leaders, and a community survey with 147 respondents. The principal findings of recent health assessments conducted by other organizations in the community also were reviewed.

HMH's internal project team for the CHNA included representatives throughout Valley Health, led by: Neil McLaughlin, President of Hampshire Memorial Hospital; Chris Rucker, Vice President of Ambulatory Services and Wellness, and President of Valley Regional Enterprises; Gregory Hudson, Valley Health Director of Planning and Business Development; and Mary Zufall, Community Health Coordinator. The CHNA was endorsed by the Board of Trustees. Hampshire Memorial Hospital collaborated with the other Valley Health hospitals for the assessment. The hospitals engaged Verité Healthcare Consulting to prepare their CHNAs. More information on the firm and its qualifications can be found at www.VeriteConsulting.com.

Definition of the Community Served

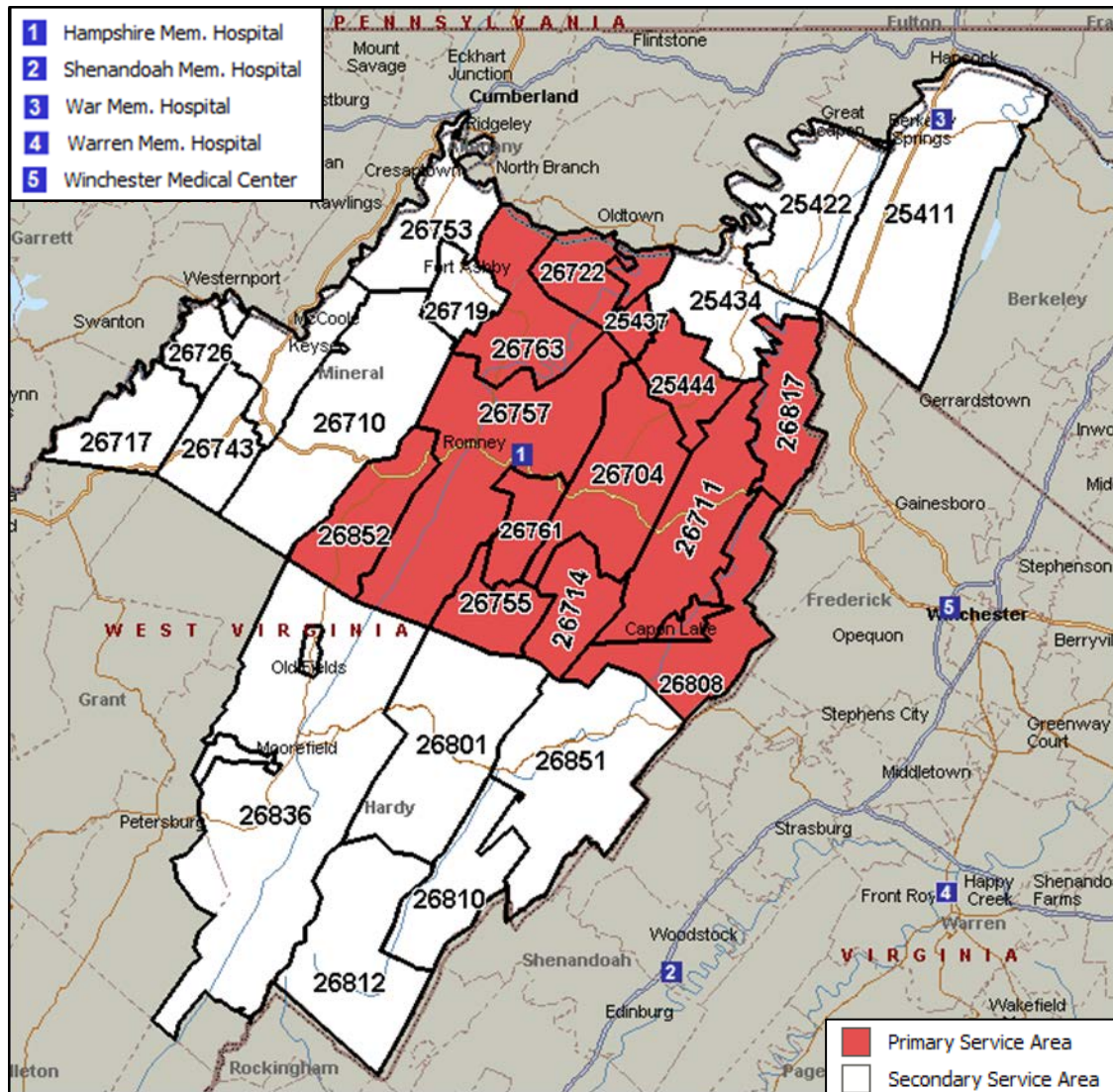
Hampshire Memorial Hospital's community consists of four counties (35 ZIP codes) in West Virginia. The hospital's primary service area is Hampshire County. Hardy, Mineral, and Morgan Counties comprise the secondary service area.

In 2013, this community included an estimated 81,311 persons. In 2012, the community collectively accounted for 94 percent of the hospital's inpatient discharges and 94 percent of emergency department discharges. The majority (82 percent) of the hospital's inpatients originated from the primary service area. Approximately 86 percent of emergency department visits originated from Hampshire County.

Highlights of community characteristics include:

- The community's population is expected to decrease about one percent between 2013 and 2018. While the population aged 65 and over is expected to grow approximately 12 percent, the population under 65 is expected to decline.
- Ninety-six percent of residents were white, but the community is gradually diversifying.
- Within the community, Hampshire County reported a 2007-2011 poverty rate above the West Virginia average and national average.
- Hampshire, Hardy, Mineral, and Morgan Counties reported an unemployment rate in March 2013 above the West Virginia average.

Exhibit 1: Hampshire Memorial Hospital Community



Sources: Microsoft MapPoint and Valley Health, 2013.

Significant Health Needs Identified

The 2013 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 2013 CHNA report available at www.valleyhealthlink.com/CHNA.

1. **Access to Primary and Specialty Health Care:** A limited supply of primary and specialty care physicians, difficulties getting needed care, a relatively high percentage of uninsured residents, a lack of providers who accept new Medicaid and Medicare patients, and transportation barriers to care.
2. **Mental and Behavioral Health:** A shortage of mental health professionals, suicide rates worse than the state average, and a wide range of mental and behavioral health conditions, including: bullying, autism spectrum symptoms and diagnoses, depression among senior citizens, adult and family stress and coping difficulties associated with employment and underemployment, a lack of affordable outpatient mental health care, and a lack of local inpatient treatment facilities.
3. **Substance Abuse and Tobacco Smoking:** Increasing substance abuse among youth and adults, including: abuse of prescription and over-the-counter medicines, as well as illicit substances; drug-seeking behavior in physicians' offices and hospital emergency departments; substance abuse and addiction among pregnant women, leading to perinatal and neonatal health problems; high rates of tobacco use; and a lack of local substance abuse treatment options.
4. **Physical Activity, Nutrition, and Obesity-related Chronic Diseases:** Obesity, overweight, diabetes, and heart disease caused or made worse by poor nutrition and diet; low physical activity and exercise; food insecurity and hunger; and a lack of affordable, healthy food choices in some parts of the community.
5. **Financial Hardship and Basic Needs Insecurity:** An increase in low-income households and uninsured residents, difficulties with housing affordability and homelessness, access to transportation, food insecurity and hunger, lack of health insurance coverage, and a decrease in public budgets for health care and public health.
6. **Oral Health and Dental Care:** A shortage of dentists and a lack of affordable preventive dental insurance and dental care, poor dental hygiene, tooth decay among children and adults, access to dental care for individuals who have limited transportation and are socially isolated, and eliminated public funding for dental clinics
7. **Teen Pregnancy:** High teen birth rates, especially in Hampshire County, and a lack of adequate support systems for at-risk and pregnant young women and girls.

Significant Health Needs the Hospital Will Address

The implementation strategy describes how Hampshire Memorial Hospital plans to address significant health needs identified in the 2013 Community Health Needs Assessment. HMMH, 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.

In addition to the programs described below, Valley Health is affiliated with the not-for-profit organization Our Health, supports it financially, and collaborates on several programs. Our Health supports “partner agencies to improve the health and well-being of [the] community by enhancing capacity, fostering collaboration, and improving outcomes” across the Northern Shenandoah Valley. Thirteen of these partner agencies share one campus and receive “administrative support, training and technical assistance, and grant writing assistance” through Our Health. Our Health and its partner agencies work to help meet many of the significant health needs identified in the Valley Health hospitals’ CHNAs. Other Valley Health collaborators include organizations involved through previous and current grants facilitated by Our Health, and the over 50 community agencies that receive services through the Volunteer Action Center.

Access to Primary and Specialty Health Care

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

- a. Enhance the comprehensiveness and utilization of the United Way’s 211 directory in West Virginia by facilitating the enrollment of all providers in the directory, and by distributing information about the directory to residents through parish nurses and to organizations such as the United Way, and other community partners.
- b. Implement an efficient and standardized referral process for vulnerable populations and/or high-risk patients between the hospital, the Rural Health Clinic and the E.A. Hawse Health Center. This standardized process will help those in need obtain access to primary and preventive care more expeditiously, and reduce unneeded emergency department visits.
- c. 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.
- d. In addition to offering charity assistance to eligible individuals and families, assist patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in Medicaid. HMMH assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- e. Provide information on the locations of and the eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via the mobile Health Coach. The

Mobile Health Coach is 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.

- f. Subsidize recruitment efforts in identified health professional shortage areas (HPSAs) to increase the number of healthcare professionals in identified specialties and professions.
- g. 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, Hampshire 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.

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 access to primary and specialty health care, Hampshire Memorial Hospital plans to collaborate with:

- E.A. Hawse Health Center
- The Rural Health Clinic
- United Way

Mental and Behavioral Health

The hospital intends to address mental and behavioral health by collaborating with others on the following actions:

- a. Establish a psychosocial club for high risk persons with mental health conditions who are at risk for readmission, potentially by collaborating with Potomac Center, a center for troubled youth. This initiative is based on a model first established in Frederick County, VA and Winchester City.
- b. Provide access to mental and behavioral healthcare through telemedicine services that reduce geographic barriers to care. This program places the expertise of trained mental health professionals at the bedside of mental health patients in crisis, in locales where this expertise would not otherwise be available.
- c. Implement scholarships at the wellness center for patients with mental illness or substance abuse diagnoses and accompanying referrals from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.

Anticipated Impact and Plan to Evaluate:

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

- Increased access to outpatient mental health services.
- Expanded supportive services for people with mental illness.

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 access to primary and specialty health care, Hampshire Memorial Hospital plans to collaborate with:

- Diamond Healthcare Services
- E.A. Hawse Health Center
- Potomac Center

Substance Abuse and Tobacco Smoking

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

- a. Promote and assist in a semi-annual, community-wide “Take Back” program in April and October to collect unused prescription drugs in partnership with CVS and the Hampshire County Sheriff’s Office.
- b. Provide substance abuse education to physicians and mid-level providers through an educational program offered to the medical staff at Hampshire Memorial Hospital. Physicians will use the information from the training to better identify, treat, and/or refer patients that have symptoms of substance abuse.
- c. Provide advocacy and education regarding living wills and advance directives to community residents, some of whom may have shorter life expectancies. Hampshire Memorial Hospital holds an event, National Health Care Decision Week (Advanced Directives/Living Will/Medical Power of Attorney), in April.
- d. Implement scholarships at the wellness center for patients with mental illness or substance abuse diagnoses and accompanying referrals from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- e. Provide counseling to each patient upon discharge through the Tobacco Cessation Program. HMH also provides a free Tobacco Cessation Information session for the community to learn more about tobacco use and potential risks of cancer, successful ways of quitting, and to become aware of local and national resources.
- f. 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, Hampshire Memorial Hospital anticipates the following impacts:

- Anticipates 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 the actions taken, the number of people reached, and program outcome data where available.

Planned Collaboration:

In addressing substance abuse and tobacco smoking, Hampshire Memorial Hospital anticipates collaborating with:

- CVS Pharmacy
- Hampshire County Sheriff's Office

Physical Activity, Nutrition, and Obesity-related Chronic Diseases

The hospital intends to address physical activity, nutrition, and obesity-related chronic diseases by taking the following actions:

- a. Implement an evidenced-based campaign using the “Everyday Choices” materials from the American Cancer Society, American Heart Association, and American Diabetes Association to encourage residents to get the appropriate health screenings for their age and gender. Information will be disseminated to patients, community partners, health departments, rural health centers, local libraries, and wellness centers about cancer, cardiovascular disease, and diabetes screenings, among others.
- b. Enhance awareness of and education related to obesity and youth risk behaviors using the 9-5-2-1-0 initiative, which encourages healthy choices related to sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and sodas and sugary drinks. 9-5-2-1-0 materials and publications will be utilized in preschool and elementary schools, promoted to WIC program participants, and distributed by the Health Coach mobile unit at health fairs and other community events.
- c. Provide healthy snacks and meals to assist local schools with the Weekend Backpack Program, which sends food home on weekends with elementary-aged children who receive Title 1 funding. Backpacks usually include snacks as well as full meals for the family.
- d. 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. Health Coach brings services to Hampshire County approximately eight times a year.
- e. Seek grant and community foundation funding for all outreach efforts to allow for greater access to costly screenings and procedures related to breast cancer, cardiovascular disease, and diabetes by the low-income and underinsured.

- f. Host the West Virginia Diabetes Coalition monthly support groups at the Hampshire Wellness Center and provide blood test screenings for community residents through the part-time diabetes educators.
- g. Host a two day summer diabetes camp for children who have diabetes to provide education on proper nutrition, exercise, and medication use. It will be sponsored by the Hampshire Wellness Center, and the hospital supports the camp by providing two dieticians. A nurse from the diabetes management program at HMH will attend the camp, as well.
- h. Host community mammogram screenings, such as “Monday Night Mammograms,” along with other Valley Health hospitals at a discounted rate to promote screenings for low income and underinsured women.

Anticipated Impact and Plan to Evaluate:

Through implementing the above strategies, Hampshire 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.

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, nutrition, and obesity-related chronic diseases, Hampshire Memorial Hospital plans to collaborate with:

- Community partners
- Hampshire County Health Department
- Hampshire County Public Library
- Hampshire County Public Schools
- Hampshire Rural Health Clinic
- Hampshire Wellness & Fitness Center
- Women, Infant, and Children Nutrition Program (WIC)

Financial Hardship and Basic Needs Insecurity

Issues of financial hardship and basic needs insecurity extend far beyond what any single organization can significantly impact. As an acute care hospital, Hampshire 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 address those needs it can impact by taking the following actions:

- a. Provide healthy snacks and meals to assist local schools with the Weekend Backpack Program, which sends food home on weekends with elementary-aged children who receive Title 1 funding. Backpacks usually include snacks as well as full meals for the family.
- b. Advocate to businesses to donate their surplus food to area organizations.
- c. Provide support to area United Way programs addressing financial insecurity through their partnerships with local non-profit organizations.

Anticipated Impact and Plan to Evaluate:

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

- Anticipates improved access to healthy foods for community residents who are experiencing financial hardship, including children.

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 access to primary and specialty health care, Hampshire Memorial Hospital plans to collaborate with:

- Hampshire County Public Schools
- Local businesses
- United Way

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 the following significant oral health, dental care, and teen pregnancy as a significant health need that was identified in the 2013 Community Health Needs Assessment.

As an acute care hospital, Hampshire Memorial Hospital is not ideally suited to be the lead organization in addressing unmet oral and dental health needs in the community. The hospital does not have services or specific expertise in dental health and is directing its limited resources to other identified significant community health needs. Nonetheless, the hospital intends to research access to dental care funding via state and federal grants, private gifts, and insurance, potentially through collaborations with the health department and the dental program at E.A. Hawse Health Center.

Implementation Strategy Adoption

This implementation strategy was adopted by the Hampshire Memorial Hospital Board of Trustees on January 20, 2014.