

▶ Warren Memorial Hospital

2017 – 2019

# Implementation Strategy for the 2016 Community Health Needs Assessment

Serving Our Community by Improving Health



# Table of Contents

A Letter from the Hospital President .....	1
Getting to Know Valley Health and Warren Memorial Hospital .....	2
Introduction .....	4
2016 Community Health Needs Assessment Summary .....	5
Definition of the Community Served .....	5
Prioritized Description of Community Health Needs.....	7
Significant Health Needs the Hospital Will Address.....	8
Physical Activity, Nutrition, and Obesity-related Chronic Diseases .....	8
Access to Primary and Specialty Health Care .....	10
Financial Hardship and Basic Needs Insecurity .....	11
Mental and Behavioral Health .....	12
Substance Abuse and Tobacco Smoking .....	12
Maternal and Child Health (Teen Pregnancy) .....	13
Needs the Hospital Will Not Address .....	14
Implementation Strategy Adoption .....	14



# A Letter from the Hospital President

On behalf of Warren Memorial Hospital (WMH) and Valley Health System (VHS), I would like to thank you for your interest in reviewing our 2017-2019 Implementation Strategy for the 2016 Community Health Needs Assessment (CHNA).

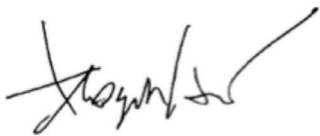
WMH has served Front Royal, Warren County and surrounding areas as a non-profit community hospital since 1951. We're proud to serve the healthcare needs of our patients and the community as a whole. As part of the Valley Health team, we want to help the residents of our community stay healthy, prevent illness, learn about health issues, and feel their best.

Every three years, WMH conducts a CHNA – 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 WMH. Indeed, to address these needs successfully we will partner with many other community agencies, joining together to work to make our community healthier.

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

Sincerely,



Floyd R. Heater  
*Vice President, Valley Health Southern Region*  
*President, Warren Memorial Hospital*



# KEY STATS at a Glance

## Warren Memorial Hospital

Emergency Department  
Visits  
**26,390**

Total Discharges  
**2,699**

Total Patients Served  
**62,453**

Financial Assistance &  
Means-Tested Programs  
**\$5,245,647**

Total Other Community  
Benefit  
**\$913,503**

# Getting to Know Valley Health and Warren Memorial Hospital

## Our Mission

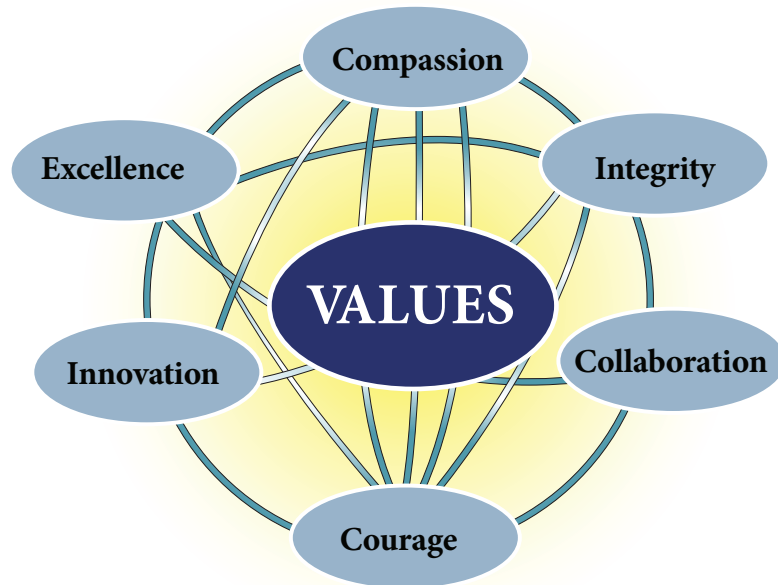
Serving Our Community by Improving Health.

## Our Vision

One System — One Purpose: Leading with Innovative Healthcare

Focusing on patients first, Valley Health will provide the communities we serve with quality health care that is easy to access, well-coordinated, and responsive to their needs. As valued leaders and partners, physicians will guide the health care team in achieving superior clinical outcomes. We will provide our employees with an environment that fosters professional growth, innovation, accountability and pride.

## Our Values



# About Warren Memorial Hospital

As a Valley Health facility, WMH shares the mission of “Serving Our Community by Improving Health.” Since its founding in 1951, WMH has partnered with local communities to improve health and wellness throughout Warren County and beyond. As a 180-bed, not-for-profit hospital and nursing home in Front Royal, Virginia, WMH offers a comprehensive range of medical services and care. Patients come to WMH for advanced surgical services, reliable elderly care, diagnostic services, rehabilitation services, skilled nursing assistance, and much more. In 1968, WMH expanded with the opening of the Lynn Care Center, a 40-bed nursing home. The current 120 bed Lynn Care Center opened in 2003, offering long-term care, an Alzheimer’s and dementia unit, skilled short-stay care, and related elderly care services. This focus has allowed WMH to care for patients through all periods of life and health. WMH reported 2,699 inpatient discharges and 26,390 emergency department visits in 2015.

Valley Health is a nonprofit organization serving the healthcare needs of people in and around a 13-county area in Virginia and West Virginia and the City of Winchester, VA. It operates six hospitals: Winchester Medical Center in Winchester, VA; WMH in Front Royal, VA; Shenandoah Memorial Hospital in Woodstock, VA; Page Memorial Hospital in Luray, VA; Hampshire Memorial Hospital in Romney, WV; and War Memorial Hospital in Berkeley Springs, WV. Other Valley Health services include Valley Medical Transport; Valley Pharmacy; Valley Health Urgent Care with centers in Winchester and Front Royal in VA and Martinsburg in WV, and Valley Health Quick Care in Strasburg, VA.

Valley Health brings together 604 licensed inpatient beds, 166 long-term care beds, 6,200 employees, and a medical staff exceeding 500 professionals. The system had 30,153 total discharges and 149,162 emergency room visits in 2015. Total outpatient encounters were 849,383.



# Introduction

This implementation strategy describes how WMH plans to address significant community health needs in 2017 through 2019. These needs were identified in the 2016 Community Health Needs Assessment (CHNA) published and made widely available to the public on October 28, 2016.

The 2016 CHNA and this implementation strategy were undertaken to identify and address significant community health needs in furtherance of Valley Health's mission, and in accordance with Internal Revenue Service (IRS) regulations pursuant to the Patient Protection and Affordable Care Act of 2010.

This implementation strategy outlines the significant community health needs described in the CHNA that WMH 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.

WMH plays a critical role in providing health care services and community benefit throughout its service area, which consists of Warren, Page, Rappahannock, and Shenandoah 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 WMH's additional programs and services, please visit [www.valleyhealthlink.com/wmh](http://www.valleyhealthlink.com/wmh).



# 2016 Community Health Needs Assessment Summary

Warren Memorial Hospital's (WMH) 2016 CHNA was conducted between January and August 2016 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 was taken into account and collected through: 18 group interviews with 80 key informants in March 2016; a community health survey with 748 respondents from the WMH community; and one community response session with eight additional community stakeholders in May 2016 where preliminary findings were discussed. Interviews and community response sessions included: individuals with special knowledge of, or expertise in, public health; local and state health agencies with current data or information about the health needs of the community; and leaders representing medically underserved, low-income, and minority populations, and populations with chronic disease needs. Feedback from community response session participants helped validate findings and prioritize identified health needs.

Valley Health's internal project team included Mark H. Merrill, president and CEO, Valley Health System; Floyd Heater, president of WMH; Carol Koenecke-Grant, vice president of Strategic Services; Chris Rucker, vice president of Community Health and Wellness and president of Valley Regional Enterprises; Kathleen Devlin Culver, manager, Corporate Communications; Michael Wade, program manager; and Mary Zufall, coordinator, Community Health.

The Valley Health CHNA Steering Committee was developed to provide insight regarding the needs of the communities participating in the 2016 CHNA. The Steering Committee guides the process to ensure alignment with organizational mission and vision and support of legislative mandates regarding CHNA reporting. Members of the committee make sure those components of the CHNA are being adequately compiled and addressed and that the project is completed with prioritized health needs..

## Definition of the Community Served

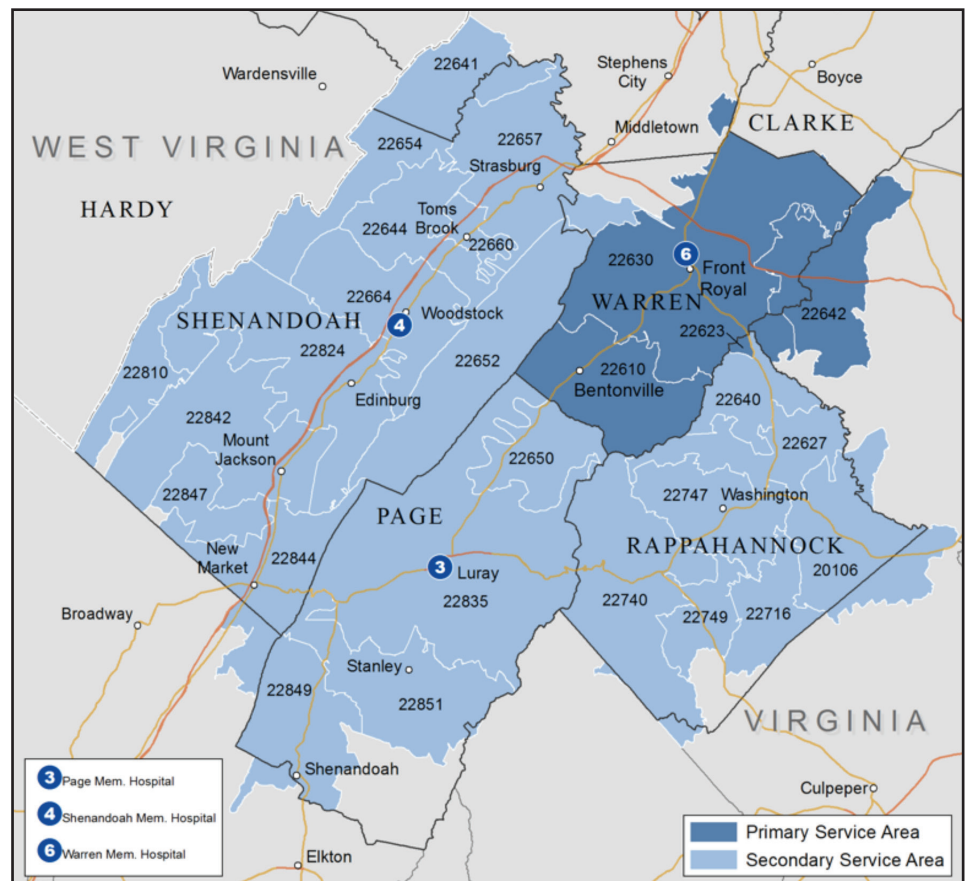
WMH's community is comprised of four counties. The hospital's primary service area includes Warren County. The secondary service area is composed of Page, Rappahannock, and Shenandoah Counties. The hospital is located in Front Royal, Virginia.

In 2015, the WMH community was estimated to have a population of 112,084 persons. The WMH community collectively accounted for 86.9 percent of the hospital's inpatients and 84.2 percent of emergency department discharges. The majority (65.6 percent) of the hospital's inpatients originated from the primary service area. Approximately 71.8 percent of emergency department visits originated from Warren County.

## Highlights of community characteristics include:

- Overall, the population in the WMH community is expected to increase by 7.4 percent between 2015 and 2020. Population in the Commonwealth of Virginia is expected to increase by 8.5 percent between 2015 and 2020. Ninety-three percent of the residents were white, but the community is gradually diversifying.
- Shenandoah and Warren counties in Virginia are expected to grow faster than the community as a whole at approximately 8.5, and 7.8 percent respectively, while Page and Rappahannock counties are projected to grow at 5.4 and 4.7 percent by 2020, respectively.
- Page and Shenandoah counties reported poverty rates in 2014 higher than the Virginia average.
- All of the counties within the WMH community, reported percentages of households with income less than \$25,000 greater than the Virginia state percentages of 18.2 percent. At 26.8 percent, Page County had the highest percentage of households with income less than \$25,000.
- Page and Warren counties reported higher unemployment rates than Virginia. The unemployment rate for Page County increased by 1.7 percent from the previous year, and is higher than Virginia and US averages.

### Exhibit 1: Warren Memorial Hospital Community



Source: Northern Shenandoah Valley Regional Commission

# Prioritized Description of Community Health Needs

The 2016 CHNA identified a number of significant health needs in the community. Those needs are listed and summarized below in rank order. A complete description of these health needs and how they were identified — including the community input taken into account, the data analyzed, and the prioritization methods used — can be found in the 2016 CHNA report available at [www.valleyhealthlink.com/CHNA](http://www.valleyhealthlink.com/CHNA).

- 1. Physical Activity, Nutrition, and Obesity-related Chronic Diseases:** A lack of physical activity and poor nutrition are contributing factors to being overweight and obesity, and to a wide range of health problems and chronic diseases among all age groups; the co-occurring health problems/diseases include high cholesterol, hypertension, diabetes, heart disease, stroke, some cancers, and more. Nationally, the increase in both the prevalence of overweight and obesity, and associated chronic diseases is well-documented, and has negative consequences for individuals and society. Low-income and poverty often contribute to poor nutrition and hunger.
- 2. Access to Primary and Specialty Health Care:** Access to primary and preventive health care services through a doctor's office, clinic or other appropriate provider is an important element of a community's health care system, and is vital to the health of the community's residents. The ability to access care is influenced by many factors, including insurance coverage and the ability to afford services, the availability and location of health care providers, understanding where to find services when needed, and reliable personal or public transportation.
- 3. Financial Hardship and Basic Needs Insecurity:** Income levels, employment and economic self-sufficiency correlate with the prevalence of a range of health problems and factors contributing to poor health. People with lower income or who are unemployed/ underemployed are less likely to have health insurance and are less able to afford out of pocket health care expenses. Lower income is associated with increased difficulties securing reliable transportation, which impacts access to medical care, and the ability to purchase an adequate quantity of healthy food on a regular basis. For these and other reasons, the assessment identified financial hardship and basic needs insecurity as a priority health need in the community.
- 4. Mental and Behavioral Health:** Mental and behavioral health includes both mental health conditions (e.g., depression, autism, bi-polar) and behavioral problems (e.g., bullying, suicidal behavior). Poor mental and behavioral health causes suffering for both those afflicted and the people around them. It can negatively impact children's ability to learn in school, and adults' ability to be productive in the workplace and provide a stable and nurturing environment for their families. Poor mental or behavioral health frequently contributes to or exacerbates problems with physical health and illness.
- 5. Substance Abuse and Tobacco Smoking:** Substance abuse includes the use of illicit substances (e.g., cocaine, heroin, methamphetamine, and marijuana); misuse of legal over-the-counter and prescription medications; and abuse of alcohol. Substance abuse affects not only substance abusers, but those around them; negatively impacting health, safety and risky behaviors, including violence and crime, adult productivity, students' ability to learn, and families' ability to function. Tobacco smoking is well-documented to be a risk factor for various forms of cancer, heart disease and other ailments, and to pose health risks for those exposed to secondhand smoke.

**6. Maternal and Child Health (Teen Pregnancy):** Maternal and child health indicators, including teen pregnancy and infant mortality, should be considered when evaluating the health of a community. The rate of teen pregnancy is an important health statistic in any community for reasons that include: concerns for the health and the mother and child, the financial and emotional ability of the mother to care for the child, and the ability of the mother to complete her secondary education and earn a living. Teen pregnancy also stresses the educational system and the families of teen mothers. Infant mortality can be a sign of deficits in access to care, health education, personal resources, and the physical environment.

---

## Significant Health Needs the Hospital Will Address

The implementation strategy describes how Warren Memorial Hospital (WMH) plans to address significant health needs identified in the 2016 CHNA. WMH, in conjunction with the other Valley Health hospitals, has created hospital 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. Twenty 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 75 community agencies that receive services through the Volunteer Action Center.

## 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. Enhance awareness of, and education related to, obesity and youth risk behaviors using the 9-5-2-1-0 initiative, which encourages healthy choices about sleep, consumption of fruits and vegetables, recreational screen time, physical activity, and limiting sodas and sugary drinks. 9-5-2-1-0 materials and publications will be distributed to patients and community members at Valle Health facilities in the WMH service area, as well as at community events through the region.

- b. Continue participation in the youth risk behaviors subgroup and establish the Youth Resource Alliance, a network of youth-focused individuals, organizations, and resources serving youth in the Lord Fairfax Health District. Participation in these groups will serve the youth population by giving them access to resources within the community to promote clean habits that do not involve drugs or alcohol, including giving the youth exercise alternatives, as well as peer support.
- c. Collaborate with Warren Coalition to 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 a full meal for the family.
- d. Provide information on the locations of and eligibility requirements for follow-up health services to vulnerable populations receiving health screenings via Valley Health's Mobile Health Coach. The Mobile Health Coach is used in the community to provide health education, screenings and follow-up referral free of charge. Examples of screenings include blood pressure checks and cholesterol screenings.

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

Through implementing the above strategies, WMH anticipates the following impacts:

- Increased knowledge of and participation in preventive health screenings and activities.
- Increased education contributing to improved health behaviors among youth, and expanded data collection about these activities.

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, WMH plans to collaborate with:

- Valley Health Page Memorial Hospital Family & Internal Medicine
- Samuels Public Library
- Warren Coalition
- Warren County Health Department
- Warren County Public Schools
- Valley Health Wellness and Fitness
- Women, Infant, and Children Nutrition Program (WIC)

## **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 Virginia and West Virginia by facilitating the enrollment of all Lord Fairfax Health District community service providers in the directory, and by distributing information about the directory to residents through faith community nurses and to organizations such as the Blue Ridge Area Food Bank, the United Way, and area free clinics.

- b. Continue the work of the Care Transition Team including implementing a transition coach (discusses follow-up plan with patient prior to discharge as well as provides a home visit with follow-up calls to make sure everything is going well once patient arrives home), and managing discharge instructions to reduce readmission to WMH.
- 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, Valley Health assists patients in determining eligibility for federal, state, or local entitlement programs and in enrolling in Medicaid. WMH assists patients with obtaining available benefits, including actual completion of necessary paperwork on-line.
- e. Provide financial support to St. Luke Community Clinic, a nonprofit, community-based organization of volunteers and staff committed to providing access to quality health care services to low income uninsured residents of Front Royal and Warren County. This financial support will serve to sustain transportation services for low income persons to access needed medical care or social services.
- f. Provide financial and in-kind support of training programs for physical therapy, occupational therapy, physician assistant, nurse practitioner nursing, and certified nursing assistants to attract and retain healthcare professionals in these key disciplines.
- g. Provide financial support to establish a SimLab in Rappahannock County to promote workforce development for allied health professionals and emergency medical technicians (EMT) students. In-kind contributions of supplies and equipment will be provided once the SimLab is operational.

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

Through implementing the above strategies, WMH 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, expanded access to outpatient services, support of a local clinic.
- The provision of financial assistance to eligible hospital patients.

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

#### **Planned Collaboration:**

In addressing access to primary and preventive care, WMH plans to collaborate with:

- Blue Ridge Area Food Bank
- St. Luke Community Clinic
- The Care Transition Team (WMH)
- United Way



## 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, WMH 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. Collaborate with Warren Coalition to 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. Conduct internal fundraising activities to help provide school supplies, winter coats, and donations to the local food bank for the community. Support community organizations through collection of surplus foods for donation.
- 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, WMH anticipates the following impact:

- Improved access to healthy foods, school supplies, and winter coats for community residents who are experiencing financial hardship, including children.

The hospital will track the in-kind support, education scholarships, and the number of people reached, as a result of its activities.

### **Planned Collaboration:**

In addressing financial hardship and basic needs insecurity, WMH plans to collaborate with:

- Local businesses
- Warren Coalition
- Warren County Public Schools
- United Way

## Mental and Behavioral Health

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

- a. Provide financial support to the Concern Hotline, an organization that provides crisis intervention and suicide prevention services to residents in the Northern Shenandoah Valley. This important resource provides an access point to those with a mental health need, and a clearinghouse for referrals to other appropriate community resources.
- b. Expand 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 to Valley Health Wellness & Fitness for patients with mental illness diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at WMH.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, WMH anticipates the following impacts:

- Increased access to crisis evaluation and intervention and outpatient mental health services.
- Expanded supportive services for people with mental 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 access to mental and behavioral health needs, WMH plans to collaborate with:

- Concern Hotline
- Winchester Medical Center – Telemedicine Services
- Valley Health Wellness & Fitness

## 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 “Medication Disposal Day” program in April and October, to collect unused prescription drugs in partnership with the Warren County Sheriff’s Office.
- b. Implement scholarships to Valley Health Wellness & Fitness for patients with substance abuse diagnoses and an accompanying referral from their physician recommending exercise, based on a program currently in place at Winchester Medical Center.
- c. Provide education to each patient upon discharge through the Tobacco Cessation Program.



- d. Participate in the Great American Smokeout 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, WMH anticipates the following impacts:

- Greater access to supportive services for substance abuse and smoking, and the removal of some unused prescription drugs in the community.

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

**Planned Collaboration:**

In addressing substance abuse and tobacco smoking, WMH plans to collaborate with:

- American Cancer Society
- Warren Coalition
- Warren County Sheriff's Office

## Maternal and Child Health (Teen Pregnancy)

The hospital intends to address maternal and child health by taking the following actions:

- a. Provide mammogram screenings for uninsured community members during the month of October at a reduced cost.
- b. Continue to provide the Safe Sitter® program to prepare young adolescents for the profound responsibilities of nurturing and protecting children. Both boys and girls age 11 to 13 can attend this medically accurate program that teaches them how to handle emergencies when caring for younger children. During the course, students will practice basic lifesaving techniques through the American Heart Association's Family & Friends® Anytime CPR® so they are prepared to act in a crisis. Students also receive helpful tips to make them more confident caregivers. They learn safety precautions, how to understand children of different ages, and even the business of babysitting.

**Anticipated Impact and Plan to Evaluate:**

Through implementing the above strategies, WMH anticipates the following impacts:

- Increased health education about cancer screening and services for women within the WMH community.
- Increased awareness and training for young adolescents in nurturing and protecting children.

The hospital will monitor the number of young women reached through cancer screenings programs in the schools and birth control visits to Page Healthcare Associates.

### **Planned Collaboration:**

To address identified maternal and child health needs, WMH plans to collaborate with:

- Local agencies
- Valley Health Page Memorial Hospital Family & Internal Medicine
- St. Luke's Community Clinic

## Needs the Hospital Will Not Address

No hospital can address all of the health needs present in its community. WMH 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 oral health and dental care or housing needs, a significant health need that was identified in the 2016 CHNA.

As an acute care hospital, WMH is not ideally suited to be the lead organization in addressing unmet oral and dental health needs or housing needs. The hospital does not have services or specific expertise in dental health, nor permanent housing assistance and is directing its limited resources to other identified significant community health needs. Nonetheless, the hospital intends to provide topical fluoride varnish to high risk children up to three years of age covered by Medicaid through the Page Memorial Hospital provider-based rural health clinics and provide educational information to parents regarding dental hygiene and care for their children. .

## Implementation Strategy Adoption

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



1000 Shenandoah Avenue, Front Royal, VA 22630  
[valleyhealthlink.com/wmh](http://valleyhealthlink.com/wmh)