

# Inova Loudoun Hospital

## CHNA Implementation Strategy

Adopted by the Inova Loudoun Hospital Board on April 30, 2013 and the Inova Health Care Services Board on June 26, 2013:

This document describes how Inova Loudoun Hospital (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on October 20, 2013. See the CHNA report at <http://www.inova.org/upload/docs/Community/Inova-Loudoun-Hospital-Community-Health-Needs-Assessment-2013.pdf>. The implementation strategy describes the hospital's planned initiatives for calendar (tax) years 2014 through 2016.

The CHNA was undertaken by the hospital to understand community health needs and in accordance with regulations promulgated by the Internal Revenue Service pursuant to the Patient Protection and Affordable Care Act, 2010. This implementation strategy addresses the community health needs described in the CHNA report that the hospital has determined it is able to meet in whole or in part. Inova Loudoun Hospital recognizes that a CHNA and an implementation strategy are required to meet current government regulations.

The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During the years 2014 through 2016, other organizations in the community may decide to address certain needs, indicating that the hospital should amend its strategies and refocus on other identified health problems.

The document contains the following information:

1. Hospital Mission Statement
2. Definition of the Community Served
3. Selection of Priority Community Health Needs
4. Implementation Strategy to Address Identified Health Needs
5. Health Needs the Hospital Will Not Address
6. Implementation Strategy Development Collaborators

# 1. Hospital Facility Mission Statement

Inova Loudoun Hospital is committed to supporting its mission, “to improve the health of the diverse community we serve through excellence in patient care, education and research,” through offering a wide range of community benefits and clinical services.

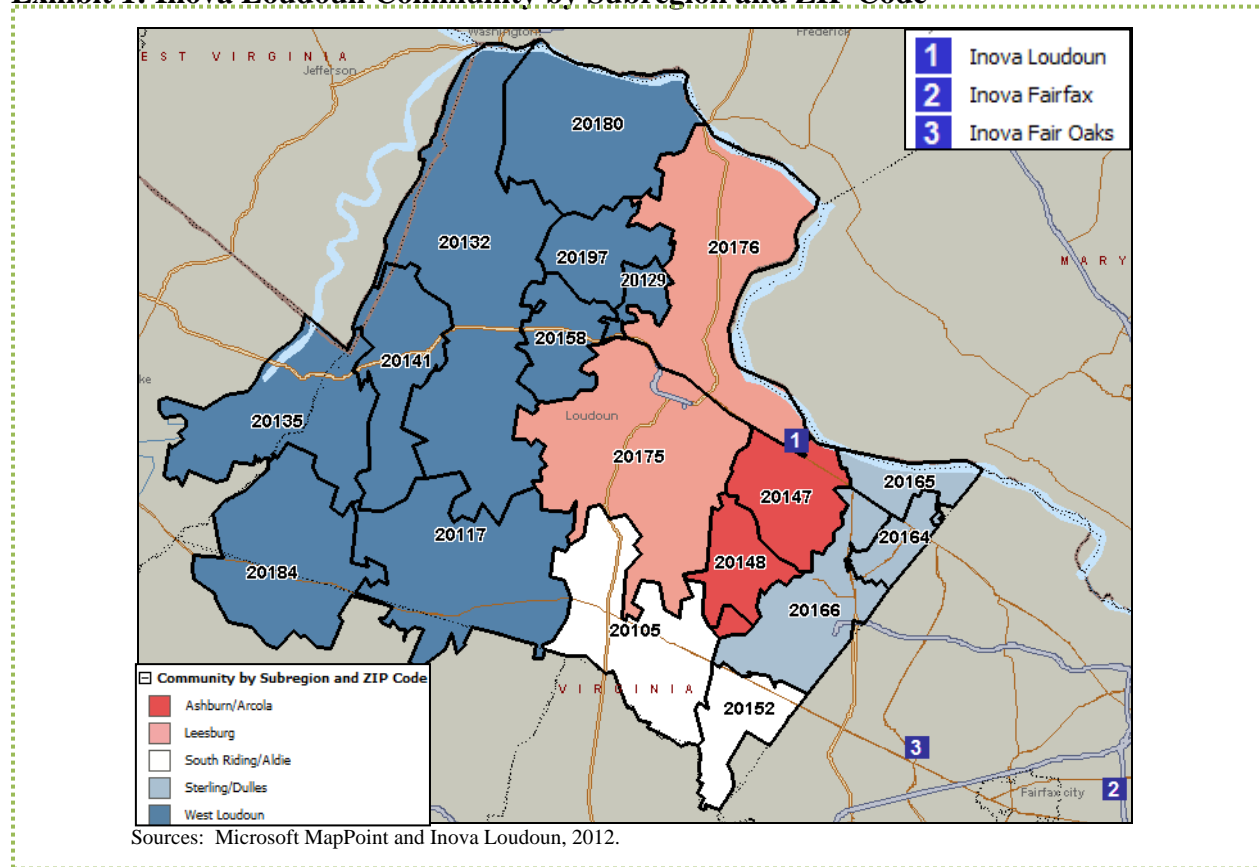
# 2. Definition of the Community Served

Inova Loudoun Hospital’s community is defined as Loudoun County, Virginia. This area is comprised of 19 ZIP codes (and five subregions). One ZIP code extends slightly into Fauquier County.

In 2012, this community included an estimated 350,081 persons. The community was defined based on the geographic origins of Inova Loudoun Hospital’s inpatients. In 2010, about 87 percent of the hospital’s inpatients and 84 percent of emergency department visits originated from the 19 ZIP codes.

**Exhibit 1** portrays the community served by the hospital, which is located in Leesburg (ZIP code 20176).

**Exhibit 1: Inova Loudoun Community by Subregion and ZIP Code**



Summary information regarding the hospital’s community is as follows:

- The community’s population grew 26 percent between 2008 and 2013 and is expected to grow another five percent between 2013 and 2018. Significant population growth and aging are likely to increase demand for health services over the next several years.
- Over one-third (36 percent) of residents were non-White in 2013. Non-White populations are projected to grow more rapidly than the White population, particularly in the Sterling/Dulles subregion.
- Loudoun County has poverty and unemployment rates below Virginia and national averages; however, these rates are materially higher for non-White residents.

Additional information regarding community demographics, identified health needs, and related issues is included in the CHNA report.

### **3. Selection of Priority Community Health Needs**

The hospital’s 2013 CHNA found that numerous health status and access problems are present in the community. A committee comprised of several community-based hospital board members including the Chairman of the Board, the Public Information Officer, Loudoun County School District, the Director of the Loudoun County Health Department, and hospital leadership including the Chief Executive Officer, the Chief Nurse Executive, the Chief Medical Officer, and the Community Relations representative, met on several occasions, reviewed the CHNA findings, and concluded that the hospital’s implementation strategy should continue to include the issues identified by “Y” (for Yes) in **Exhibit 2**, and that the work plan for 2014-2016 will focus major efforts on five priority areas (identified as “Priority”) described in Section 4. Issues identified by “N” (for No) represent issues that the hospital does not plan to address (for reasons detailed in the report).

**Exhibit 2: Community Health Needs the Hospital Will Attempt to Meet**

<b>Access to Health and Human Services</b>	<b>Plan to Meet (Priority/Y/N)?</b>
• Insufficient Collaboration and Coordination Among Organizations Providing Health and Social Services	P
• Lack of Affordable and Accessible Primary and Specialty Care and Insurance	P
• Lack of Access to Preventive Care	P
• Lack of Transportation to Health and Human Services	N
• Language Barriers and Need for Additional Culturally Competent Care Providers	Y
<b>Chronic Disease</b>	
• Disparities in Cancer Mortality	Y
• Disparities in Chronic Liver Disease and Cirrhosis Mortality	N
• Disparities in Diabetes Mortality	P
<b>Dental Health</b>	
• Lack of Access to Dental Care and Poor Dental Health Status	P
<b>Health Behaviors</b>	
• Alcohol Abuse	Y
<b>Maternal and Child Health</b>	
• Disparities in Infant Health Outcomes	P
<b>Mental Health</b>	
• Lack of Access to Mental Health Services and Poor Mental Health Status	Y
<b>Morbidity</b>	
• High Rates of Lyme Disease	N
• High Rates of Overweight/Obesity	P
• High Rates of Tuberculosis	N
<b>Physical Environment</b>	
• Poor Air Quality	N
<b>Social and Economic Factors</b>	
• Basic Needs Insecurity	N

The 2013 CHNA provides additional details regarding each of the community health needs in Exhibit 2.

**4. Implementation Strategy to Address Identified Health Needs**

Inova Loudoun Hospital has a tradition of providing significant amounts of community benefit to the communities it serves. The hospital will continue its commitment to the community by allocating appropriate resources to implement the following strategies in 2014 through 2016 to meet these health needs.

**A. Priority Strategic Initiatives**

1. Improve collaboration and coordination among organizations providing health and social services by:
  - a. Continuing to provide in-kind support (donated space) for Loudoun Cares, the Child Advocacy Center, and the Loudoun Free Clinic.

- b. Continuing to participate actively in the Loudoun County Mobilizing for Action through Planning and Partnerships (MAPP) process to identify opportunities to leverage hospital, Inova Health System, Loudoun Cares, and county resources.
  - c. Continuing to provide health education and other support through the Inova Congregational Health Partnership for faith communities who voice or demonstrate an interest in improving community health.
  - d. Continued Hospital participation on the Loudoun Health Council.
  - e. Continuing to participate in the Inova System-Wide Disaster Preparedness Task Force to assure integration of the hospital's role with community-wide emergency response agencies.
  - f. Developing strong linkages from the Inova Palliative Care Program to professional care providers, clergy, skilled nursing and assisted living facilities and consumers.
2. Improve lack of access to care, including preventive care, primary care, specialty care, and dental care, by:
- a. Exploring affiliation opportunities with Healthworks (Loudoun County-based Federally Qualified Health Center or "FQHC"), including:
    - i. Learning from affiliation work currently underway between the Inova Health System and Alexandria Neighborhood Health Services, Inc. (FQHC located in Alexandria, VA).
    - ii. Engaging the Healthworks Board to consider an affiliation opportunity and explore the benefits.
  - b. Collaborating with Healthworks and the Loudoun Free Clinic to develop and implement measurable targets to enhance access to care for hospital patients who need follow-up care and/or access to a medical home.
  - c. Currently providing direct subsidies to Healthworks and the Loudoun Free Clinic. This is evaluated on an annual basis.
  - d. Collaborating with Healthworks to ensure that a plan is in place to accommodate the increase in Medicaid recipients in mid-2014, including seamless referral processes among providers.
  - e. Collaborating with Healthworks to assess the possibility of expanding dental services.
  - f. Collaborating with the Medical Society of Northern Virginia to stabilize and expand Project Access to increase access to specialty care for Loudoun County residents.
  - g. Garnering support of the Inova Health System (including Inova Loudoun Hospital) medical staff to volunteer with Project Access.
  - h. Expanding access to healthcare through InTotal Health Medicaid plan as the eligibility for Medicaid expands in the Commonwealth of Virginia sometime in the next few years.

3. Reduce disparities in infant health outcomes, by:
  - a. Continuing to operate the Inova Loudoun Hospital Obstetrics Clinic, which provides access for women who are residents of Loudoun County and are 115% and below the Federal Poverty Level (FPL).
  - b. Evaluating the financial impact and feasibility of increasing eligibility for enrollment in the ILH OB program from 115 to 200% of the FPL.
  - c. Evaluating the evidence-based “centering” model of care to support increases in access and quality.
4. Decrease disparities in diabetes mortality and reduce high rates of overweight/obesity, by:
  - a. Continuing the Inova Loudoun Diabetes Center Diabetes Connections Project to increase the percentage of Loudoun Free Clinic and Healthworks patients that achieve an HA1c level at or below 7 percent.
  - b. Continuing collaboration between the Inova Loudoun Hospital Obstetrics Clinic and the Inova Diabetes Center to reduce complications related to gestational diabetes.
  - c. Expanding the Community Health Outreach Worker program to provide culturally competent telephonic support for women with gestational diabetes.
 

It is anticipated that patients participating in this initiative will demonstrate a measurable increase in confidence in 1) day-to-day management of their gestational diabetes, 2) communication with their health care providers, and 3) health outcomes. In 2013, the Inova Health System is piloting a program at its largest Obstetrics Clinic (located in Fairfax County and serving 520 patients with gestational diabetes annually). This model may be adapted to and implemented at the Inova Loudoun Hospital Obstetrics Clinic by the end of 2016.
  - d. Leveraging technology (e.g., telemedicine) to expand by access by residents of Loudoun County to the Inova Diabetes Center self-management program as measured by increasing patient volumes for County residents.
  - e. Collaborating with the Northern Virginia Healthy Kids Coalition to:
    - i. Expand outreach to schools by providing learning kits and technical support for implementation of activities to increase physical activity and nutrition education in a variety of community settings such as after-school programs, at home and child care programs, as well as school settings.
    - ii. Support healthy vending machine choices both in Inova Health System facilities and Fairfax County schools through support of local legislative advocacy, employee health education and incentive programs, and inclusion of healthy choice requirements in vendor contracts.
    - iii. Convene an annual summit, Let’s Move the Needle on Childhood Obesity: A Community Call to Action, for two hundred Northern Virginia stakeholders (including specific invitations to Loudoun County

stakeholders) to share best practices for more activity and better nutrition for children.

- f. Continuing an Inova Health System incentive program for recipients of SNAP benefits to help them purchase fresh, local foods at select farmers' markets in Loudoun County and elsewhere in Northern Virginia. Under this program, qualifying shoppers receive up to \$10 in matching funds from Inova for healthy food purchases at farmers' markets.
- g. Continuing sponsorship of the Northern Virginia Chapter of "Buy Fresh, Buy Local," to simultaneously support local farms and create access to healthy food choices in Loudoun County and across the region.
- h. Continuing the IPATH (Inova Partnering Actively Toward Health) program in collaboration with the Loudoun County School District.
- i. Implementing the Inova Well Aware health incentive program, and continuing the Team-Up program for all Inova employees.

## **B. Continuing Strategic Initiatives**

While certain community health needs have not been identified for expanded support or activity, the hospital plans to continue various current community benefit programs that address them. These initiatives include:

- 1. Continue to provide culturally competent and linguistically appropriate services, including services for Hard-of-Hearing and Hearing Impaired populations, and to support health outreach and education to targeted populations to address health disparities.
- 2. Continue the services of the Inova Loudoun Cancer Center, including the Inova Breast Care Program and the Life with Cancer Program, to provide access to treatment for Loudoun County residents with cancer.
- 3. Continue the Inova Comprehensive Addiction Treatment Services (CATS) for alcohol and substance abuse treatment.
- 4. Increase access to mental health services and improve poor mental health status, through:
  - a. Continuing the integrated Behavioral Health Services provided by Inova Health System, both hospital-based and in the community.
  - b. Continuing investment in ANHSI to support access to behavioral health services and integrate behavioral health and primary care.
  - c. Supporting the Kellar Center which provides a continuum of comprehensive mental health programs and services for children and young adults in an outpatient setting.

### **C. Planned Collaboration(s) With Other Related or Unrelated Health Care Organizations**

The hospital's strategies will be implemented in collaboration with partners including, but not limited to:

- Faith-based organizations
- Healthworks (Federally Qualified Health Center)
- Loudoun Cares
- Loudoun County Chamber of Commerce
- Loudoun County Health Department
- Loudoun County Department of Mental Health, Substance Abuse and Developmental Services
- Loudoun Human Services Network
- Medical Society of Northern Virginia
- Northern Virginia Community College
- Northern Virginia Dental Society
- Northern Virginia Healthy Kids Coalition

### **D. Anticipated Impacts on Health Needs**

Through implementing the above strategies, the hospital anticipates the following improvements in community health:

- Improved collaboration among social services to provide more seamless referral, thereby enhancing access to services that prevent deteriorating health status.
- Improved health status for community residents who currently face barriers to accessing specialty care, preventive care, mental health care, dental care, and primary care:
  - Increased access to primary care as evidenced by eliminating the waiting lists for access to Healthworks and obtaining a primary care appointment within one month of a request.
  - Increased access to specialty care.
  - Increased access to dental care.
  - Increased access to prenatal care for the lower-income population, leading to a 50 percent decrease in incidence of walk-in patients to Inova Loudoun Hospital that have not received prenatal care.
  - Increased access to mental and behavioral health services.
  - Increased rigor of data collection to measure improvements in access to care.



- Increased percentages of patients with H1bAc levels at or below 7 percent for the Loudoun Free Clinic and Healthworks patient population.
- Reduced complications related to gestational diabetes through the Inova Loudoun Hospital Obstetrics Clinic and Inova Diabetes Center collaboration in provision of education and clinical follow-up.
- Enhanced culturally competent care and linguistically appropriate services.
- Reduced disparities in cancer mortality.
- Increased understanding regarding the effects of alcohol use and impact of overweight/obesity.

## 5. Needs the Hospital Facility Will Not Address

No hospital facility can address all health needs present in its community. The hospital is committed to remaining financially healthy so that it can grow to enhance clinical services and to continue providing a range of community benefits. The hospital's implementation strategy focuses on meeting the priority and specified community health needs, and not on the following needs:

**Lack of Transportation to Health and Human Services:** Inova Loudoun Hospital does not have expertise/competencies to address transportation needs effectively. Transportation needs are being addressed by other community resources.

**Disparities in Chronic Liver Disease and Cirrhosis Mortality:** The hospital's implementation strategy focuses on prevention strategies that address health disparities. Substance abuse needs are a focus of other community resources.

**High Rates of Lyme Disease:** This community health need is being addressed by others, including the local Health Department, and Lyme Disease Commissions at the state and county level.

**High Rates of Tuberculosis:** This community health issue is being addressed by others, especially the local Health Department.

**Poor Air Quality:** This problem is beyond the scope of the hospital, and the hospital has insufficient resources to make a meaningful impact.

**Basic Needs Insecurity:** This problem is beyond the scope of the hospital. The hospital does not have the expertise to address the issue effectively and the issue is being addressed by others.

## 6. Implementation Strategy Development Collaborators

In developing this implementation strategy, Inova Loudoun Hospital collaborated with the other Inova Health System hospitals, Inova Alexandria Hospital, Inova Fairfax Medical Campus, Inova Fair Oaks Hospital, and Inova Mount Vernon Hospital, and the Loudoun County Health Department.

