

Inova Fairfax Medical Campus CHNA Implementation Strategy

Adopted by the Inova Health Care Services Board June 26, 2013:

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

The CHNA was undertaken by the medical campus 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 medical campus has determined it is able to meet in whole or in part. Inova Fairfax Medical Campus recognizes that a CHNA and an implementation strategy are required to meet current government regulations.

The medical campus 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 medical campus 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 Fairfax Medical Campus 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.

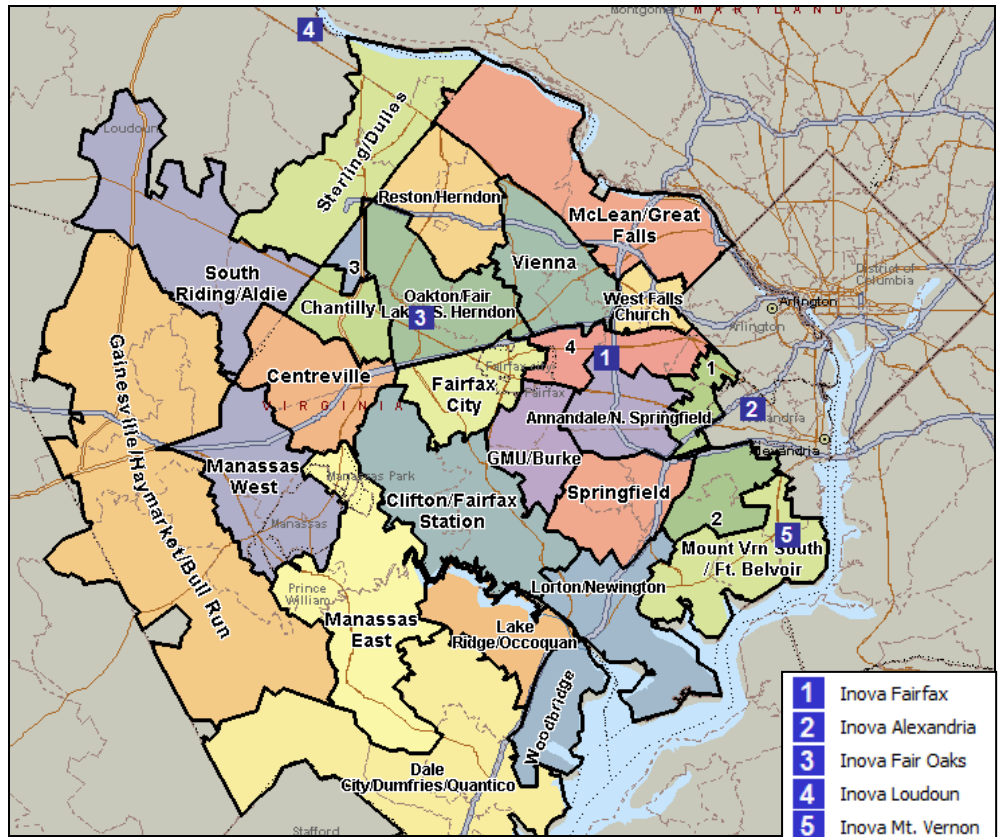
2. Definition of the Community Served

Inova Fairfax Medical Campus’s community includes Fairfax, Loudoun, and Prince William counties, and the cities of Falls Church and Manassas. This area is comprised of 64 ZIP codes (and 26 subregions).

In 2012, this community included an estimated 1,673,930 persons. The community was defined based on the geographic origins of Inova Fairfax Medical Campus’s inpatients. In 2010, about 84 percent of the medical campus’s inpatients and 82 percent of emergency department visits originated from the 64 ZIP codes.

Exhibit 1 portrays the community served by the medical campus, which is located in Falls Church (ZIP code 22042).

Exhibit 1: Inova Fairfax Community by Subregion and ZIP Code



Sources: Microsoft MapPoint and Inova Fairfax, 2012.
Subregion 1 is Lincolnia/Bailey’s Crossroads, subregion 2 is Franconia/Kingstowne, subregion 3 is Dulles International Airport, and subregion 4 is East Fairfax 29/50 Corridor

Summary information regarding the medical campus's community is as follows:

- The community's population grew eight percent between 2008 and 2013 and is expected to grow another two 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 (41 percent) of residents were non-White in 2013. Non-White populations are projected to grow more rapidly than the White population, particularly Black residents along the Richmond Highway Corridor and Asian residents in the East Fairfax 29/50 Corridor.
- Within the community, Manassas City reported poverty and unemployment rates above the Virginia averages; Falls Church City also reported an unemployment rate higher than the Virginia average. However, these rates were materially higher for non-White residents in all jurisdictions.

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 medical campus's 2013 CHNA found that numerous health status and access problems are present in the community. A committee comprised of medical campus leadership and medical staff, including the Chief Executive Officer; Vice President, Finance; Chief Medical Officer; Assistant Vice President; Administrators for Women's, Adult Services, Children's and Inova Heart and Vascular Institute; Chief Nurse Executive; Vice President, Oncology Services; Senior Vice President, Nursing in Professional Practices; Executive Director of Neurosciences; and the Executive Director of Behavioral Health, and the Director of the Fairfax County Health Department met on several occasions, reviewed the CHNA findings, and concluded that the medical campus'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 seven priority areas (identified by "Priority") described in Section 4. Issues identified by "N" (for No) represent issues that the medical campus does not plan to address (for reasons detailed in the report).

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

Access to Health and Human Services	Plan to Meet (Priority/Y/N)?
• Insufficient Collaboration and Coordination Among Organizations Providing Health and Social Services	P
• Insufficient Case/Care Management for Seniors – (Fairfax County, Fairfax City, Falls Church City)	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
Chronic Disease	
• High Rates of Cancer Incidence and Disparities in Cancer Mortality	Y
• Disparities in Chronic Liver Disease and Cirrhosis Mortality	N
Dental Health	
• Lack of Access to Dental Care and Poor Dental Health Status	P
Health Behaviors	
• Alcohol Abuse	Y
• High Rates of Smoking – (Manassas City and Manassas Park City)	Y
• Unsafe Sex – (Manassas City and Manassas Park City)	N
Maternal and Child Health	
• Disparities in Infant Health Outcomes	Y
Mental Health	
• Lack of Access to Mental Health Services and Poor Mental Health Status	Y
Morbidity	
• Diet and Exercise – Related Issues	P
• High Rates of Communicable Diseases	N
• High Rates of Lyme Disease – (Loudoun County)	N
Physical Environment	
• Poor Air Quality	N
• Poor Community Safety – (Manassas City and Manassas Park City)	N
Social and Economic Factors	
• Basic Needs Insecurity	N
• Lack of Health Education	P
• Poor Educational Achievement – (Manassas City and Manassas Park City)	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 Fairfax Medical Campus has a tradition of providing significant amounts of community benefit to the communities it serves. The medical campus 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 and financial support for the Forensic Assessment and Consultation Team program (FACT).
 - b. Continuing to participate actively in the Fairfax County Mobilizing for Action through Planning and Partnerships (MAPP) process to identify opportunities to leverage medical campus and Inova Health System 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. Developing strong linkages from the Inova Palliative Care Program to professional care providers, clergy, skilled nursing and assisted living facilities, and consumers.
 - e. Continuing to collaborate with the philanthropic community by providing leadership, data, and support for health care research projects, white papers, community summits, and other activities.
 - f. Partnering with select community-based organizations to comprehensively address prevention and treatment of disease (i.e., Alzheimer's Association).
 - g. Continuing to participate in the Inova System-Wide Disaster Preparedness Task Force to assure integration of the medical campus's role with community-wide emergency response agencies.
2. Improve access to care, including preventive care, primary care, specialty care, dental care, and senior case/care management by:
 - a. Exploring affiliation opportunities with the Alexandria Neighborhood Health Services, Inc. (ANHSI) including:
 - i. Potentially expanding ANHSI to a new site in Merrifield.
 - ii. Partnering to provide a new clinic site for GME clinical rotation for residents.
 - iii. Collaborating with ANHSI to develop and implement measurable targets to enhance access to care for medical campus patients who need follow-up care and/or access to a medical home.
 - b. Currently providing direct subsidies to ANHSI and Healthworks (Herndon). This is evaluated on an annual basis.
 - c. Collaborating with ANHSI and 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.
 - d. Collaborating with ANHSI and Healthworks to assess the possibility of expanding dental services.

- e. Collaborating with the Medical Society of Northern Virginia (MSNVA) to stabilize and expand Project Access to increase access to specialty care for low-income and uninsured Fairfax County residents.
 - f. Garnering support of the Inova Health System (including Inova Fairfax Medical Campus) medical staff to volunteer with Project Access.
 - g. 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.
 - h. Continuing to provide Senior Care Management through PACE (Program of All-Inclusive Care for the Elderly) and HELP (Hospital Elder Life Program).
 - i. Continuing to provide Discharge Planning, including Transitional Care Clinics (for Medicare, Medicaid and uninsured patients) to reduce frequent inappropriate use of the emergency department and preventable readmissions.
3. Decrease the prevalence of diet and exercise-related issues, including disparities in diabetes mortality and high rates of overweight/obesity, by:
- a. Continuing the services of the Inova Fairfax Diabetes Center to provide diabetes self-management and prevention education.
 - b. Leveraging technology (e.g., telemedicine) to expand access to the Inova Diabetes Center self-management program as measured by increasing patient volumes for County residents.
 - c. Continuing the Inova Diabetes Center Diabetes Connections Project to increase the percentage of free clinic and FQHC patients that achieve an Hb1Ac level at or below 7 percent.
 - d. Continuing collaboration between InovaCares for Women and the Inova Diabetes Center to reduce complications related to gestational diabetes.
 - e. 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.
- f. 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 Fairfax County stakeholders) to share best practices for more activity and better nutrition for children.
 - g. Continuing an Inova Health System incentive program for recipients of SNAP benefits to help them purchase fresh, local foods at select farmers’ markets in Fairfax 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.
 - h. 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 Fairfax County and across the region.
 - i. Continuing the IPATH (Inova partnering actively toward health) program in collaboration with the Fairfax County School District.
 - j. Implementing the Inova Well Aware health incentive program, and continuing the Team-Up program for all Inova employees.
- 4. Improve the effectiveness of ongoing health education initiatives that emphasize prevention (e.g. Ask the Expert; Dome Experience; Sports Awareness of Head Injuries; Diabetes Prevention and Treatment) by:
 - a. Including promotions and marketing campaigns to reach culturally diverse audiences, and
 - b. Aligning provider (CME) and consumer education.

B. Continuing Strategic Priorities

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

1. Continuing to provide culturally competent and linguistically appropriate services for racially, ethnically and linguistically diverse populations, 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. Continuing the services of the Inova Fairfax Cancer Center, including the Inova Breast Care Program, and the Life with Cancer Program, to reduce high rates of cancer and disparities in cancer mortality.
3. Continuing the Inova Comprehensive Addiction Treatment Services (CATS) for alcohol and substance abuse treatment.
4. Continuing support to eliminate smoking through Inova’s Smoke Free campus and hiring policies, Tobacco Net smoking cessation program, and support for anti-smoking legislative measures.

5. Reducing disparities in infant health outcomes through continued support for InovaCares for Women:
 - a. Implementation of the evidence-based “centering” model of care to support increases in access and quality.
 - b. Expansion of the InovaCares program to assume the care previously provided by Fairfax County Health Department for the first two trimesters. InovaCares will provide care from the start of the pregnancy and will operate two satellite clinics (Herndon and South County).
6. Increasing access to mental health services and improving poor mental health status by:
 - a. Providing behavioral health services at Inova Fairfax Medical Campus and in the community.
 - b. Continuing investment in ANHSI and Healthworks which also supports access to behavioral health services and integrates 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 medical campus’s strategies will be implemented in collaboration with partners including, but not limited to:

- Community Health Network Clinics of Fairfax County
- Community-based (non-profit) organizations
- Fairfax County Chamber of Commerce
- Fairfax County Health Department
- FQHC’s (ANHSI and Healthworks)
- Fairfax County Community Services Board
- Faith-based organizations
- Fairfax County Public Schools
- Northern Virginia Community College and other non-profit educational institutions
- Northern Virginia Healthy Kids Coalition
- Northern Virginia Family Services
- Philanthropic Community

D. Anticipated Impacts on Health Needs

Through implementing the above strategies, the medical campus 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 ANHSI and 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 Fairfax Medical Campus 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 case/care management for seniors.
- Increased percentages of patients with Hb1Ac levels at or below 7% for the ANHSI, CHCN and Healthworks patient population.
- Reduced complications related to gestational diabetes through InovaCares for Women and Inova Diabetes Center collaboration in provision of education and clinical follow-up.
- Enhanced culturally competent care and linguistically appropriate services.
- Reduced rates of and disparities related to cancer incidence.
- Increased availability of health education and increased understanding regarding the effects of alcohol use and smoking.

5. Needs the Hospital Facility Will Not Address

No medical campus facility can address all health needs present in its community. The medical campus 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 medical campus'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 Fairfax Medical Campus 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 medical campus's implementation strategy focuses on prevention strategies that address health disparities. Substance abuse needs are a focus of other community resources.

Unsafe Sex: This community health issue is being addressed by others, especially the local Health Department.

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

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.

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

Community Safety: This community health issue is being addressed by others, including the local Police Department and Emergency Medical Services.

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

Poor Educational Achievement: This problem is beyond the scope of the medical campus. The medical campus 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 Fairfax Medical Campus collaborated with the other Inova Health System hospitals, Inova Alexandria Hospital, Inova Loudoun Hospital, Inova Fair Oaks Hospital, and Inova Mount Vernon Hospital, and the Fairfax County Health Department.