

## **Inova Alexandria Hospital CHNA Implementation Strategy**

**Adopted by the Inova Health Care Services Board on October 26, 2016**

This document describes how Inova Alexandria Hospital (“the hospital” or IAH) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on July 29, 2016. This implementation strategy describes the hospital’s planned initiatives for calendar (tax) years 2017 through 2020. 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 Alexandria 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 2017 through 2020, 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.

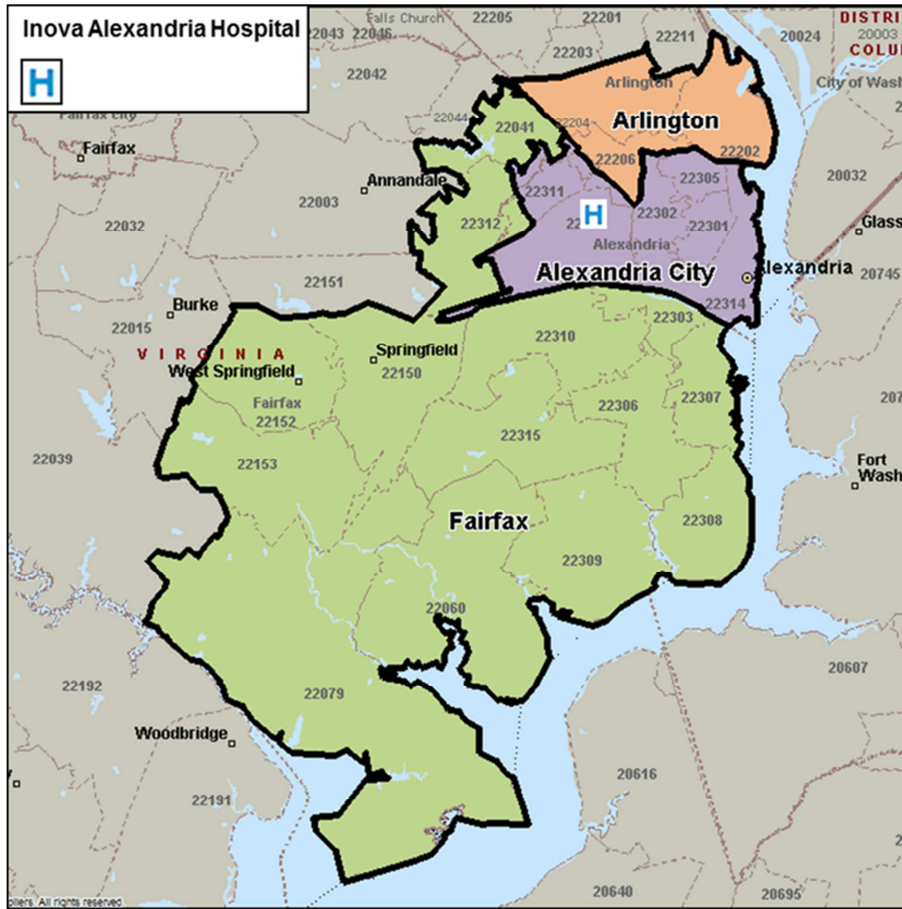
### **Hospital Facility Mission Statement**

Inova Alexandria 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,” by offering a wide range of community benefits and clinical services.

### **Definition of the Community Served**

Inova Alexandria Hospital is a 318-bed community hospital that serves the City of Alexandria, Virginia, and parts of Fairfax and Arlington Counties. The hospital provides an array of medical and surgical services, including breast health, cancer services, cardiac surgery, childbirth services, emergency services, neuroscience services, orthopedics, rehabilitation services, surgical services, and others. Inova Alexandria Hospital’s community is comprised of 23 ZIP codes, including all of Alexandria City along with parts of Fairfax and Arlington counties. The community was defined based on the geographic origins of Inova Alexandria Hospital’s inpatients. In 2014, the 23 ZIP codes that comprise the hospital’s community accounted for over 75 percent of its discharges and emergency department visits.

The map below portrays the community served by the hospital, which is located in West Alexandria (ZIP code 22304).



Source: Microsoft MapPoint and Inova Health System, 2015.

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

- 75% of 2014 discharges originated in the community
  - 36% from Alexandria City
  - 4% from Arlington ZIP codes
  - 36% from Fairfax ZIP codes
- Total population in 2014: 584,950
- Projected population change between 2015 and 2020: 4.6%
  - 29.0% in the 65+ population
- Comparatively favorable health status and socioeconomics, but pockets of poverty and specific community health problems found to be present
  - While poverty rates in both Alexandria City and Fairfax County appear lower than the Virginia average, considerable variation in poverty rates is present across racial and ethnic categories.
    - Poverty rates across the community have been comparatively high for African Americans, Hispanic (or Latino), and Asian residents. The poverty rate for Asian residents in Alexandria exceeded the Virginia average.

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

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

The hospital's 2016 CHNA found that numerous health status and access problems are present in the community. The following eleven issues were identified as significant health needs for the IAH community:

- Access to Basic Medical Care
- Access to Dental Care
- Adolescent Health
- Conditions and Care of the Elderly
- Cultural Competency in Care
- Diabetes
- HIV and other Sexually Transmitted Infections
- Hypertension
- Mental Health and Access to Mental Health Services
- Obesity and Obesity-Related Concerns
- Substance Abuse and Excessive Alcohol Use

The CHNA results were first presented to the IAH Senior Leadership Team, and of these eleven issues, IAH will focus efforts over the next few years on Conditions and Care of Aging Adults and Mental Health and Substance Abuse.

Members of the Senior Leadership Team at IAH, along with the Inova AVP for Behavioral Health, the AVP and Program Outreach Administrator for Population Health, the Inova AVP for Elder Care, and representation from the City of Alexandria Health Department, among others, met on several occasions, reviewed the CHNA findings, and concluded that the hospital's implementation strategy for 2017 – 2020 should focus major efforts on the three priority areas described further below.

**Priority Area #1: Improve the care and conditions of aging adults.**

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Explore innovation and technology related efforts to improve the quality of life for older adults.	Utilize technology to engage and educate older adults and their caregivers about services and self-care (i.e. websites, mobile applications and tablets).
	Create a central source of information for seniors and their caregivers, including programs at Inova and throughout the community.
Enhance access to care and improve the ability to age in community.	Continue to provide services and programs such as PACE (Program of All-Inclusive Care for the Elderly) and home health.
	Initiate Hospital Elder Life Program (HELP) at IAH.
	Increase collaboration with the nursing homes in the City through Case Management and the Alexandria Healthcare Coalition.
	Explore opportunities to participate in Community Villages or Timebank programs.
Enhance care and resources for older adults and their caregivers.	Continue and strengthen falls-related education and work with the Northern Virginia Falls Prevention Network, Area Agencies on Aging and EMS.
	Work with pharmacy to provide medications before discharge, with instructions that are easily understandable, utilize large fonts and pictures where appropriate.
Strengthen and develop the geriatric workforce.	Host a Geriatrics/Palliative Care fellowship Program at Inova.
	Create more education and collaboration opportunities for staff, including NICHE training, geriatric grand rounds, and geriatric hospitalist positions.

**Priority Area #2: Improve care and access to care for individuals with mental health and substance abuse needs.**

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Increase access to behavioral health services.	Add clinicians to existing Inova facilities (primary care, hospital and community locations) throughout region, to expand access to ongoing chronic mental health needs.
	Evaluate feasibility of separate crisis beds at IAH and support continuation of the Crisis Intervention Team Assessment Center (CITAC).
	Increase utilization of and access to LCSWs and other medical extenders.
	Continue support of the Inova Kellar Center which provides a continuum of comprehensive mental health and substance use disorder programs and services for children and young adults in an outpatient setting.
Improve health outcomes through intersection with mental health.	Hypertension compliance project with InTotal Health and Signature Partners.
	Sports medicine link with youth concussions.
	Integrate with County Community Services Boards (CSBs) to improve health and reduce hospital emergency room usage.
	Integrate behavioral health into primary care provided at safety net clinics, such as InovaCares for Women and Simplicity Health.
	Host mental health fellowship positions at Transitional Care Management and Juniper Programs.
Increase community outreach and education around mental health.	Collaborate with community partners and initiatives, increase Mental Health First Aid training.
Integrate services for substance abuse and mental health.	Hire additional substance abuse providers and cross-train other providers.
	Continue support of the Inova Comprehensive Addiction Treatment Services Program (CATS), which offers effective, compassionate treatment for individuals dealing with all forms of substance abuse disorders.

### **Health Needs the Hospital 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 described above. Certain issues, such as access to dental care, are beyond the scope of the hospital and the hospital has insufficient resources to make a meaningful impact. Other topics, such as diabetes, hypertension, obesity and obesity-related concerns are not covered as priority target areas in this plan. Even so, there are many activities in these areas throughout the Inova system.

While some health needs were identified as significant but not prioritized for expanded support or activity, the hospital and health system plan to continue various current community benefit programs that address them.

1. 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. Coordinate provision of prenatal care services with the City of Alexandria Health Department and the Casey Clinic to provide access to care and improve infant health.
3. Open Simplicity Health in Alexandria, to provide greater access to affordable healthcare for working adults.
4. Inova is assuming operations for the Fairfax County Community Health Care Network (CHCN).
5. Offer all aspects of primary medical care and mental health, substance abuse and case management services to HIV positive individuals along with a history of delivering compassionate HIV/AIDS clinical and education services through the Inova Juniper Program.
6. Utilize the Inova Center for Wellness and Metabolic Health to deliver comprehensive diabetes education classes, programs and support groups at Inova facilities throughout Northern Virginia.
7. Reduce disparities in cardiovascular disease mortality, including targeted education efforts on a heart healthy lifestyle and stroke prevention and treatment through Inova Cardiovascular Services.

### **Implementation Strategy Development Collaborators**

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