Inova Alexandria Hospital CHNA Implementation Strategy

Adopted by the Inova Health Care Services Board on December 11, 2019

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 September 4, 2019. This Implementation Strategy describes the hospital's planned initiatives for calendar (tax) years 2020 through 2022. 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 2020 through 2022, 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.
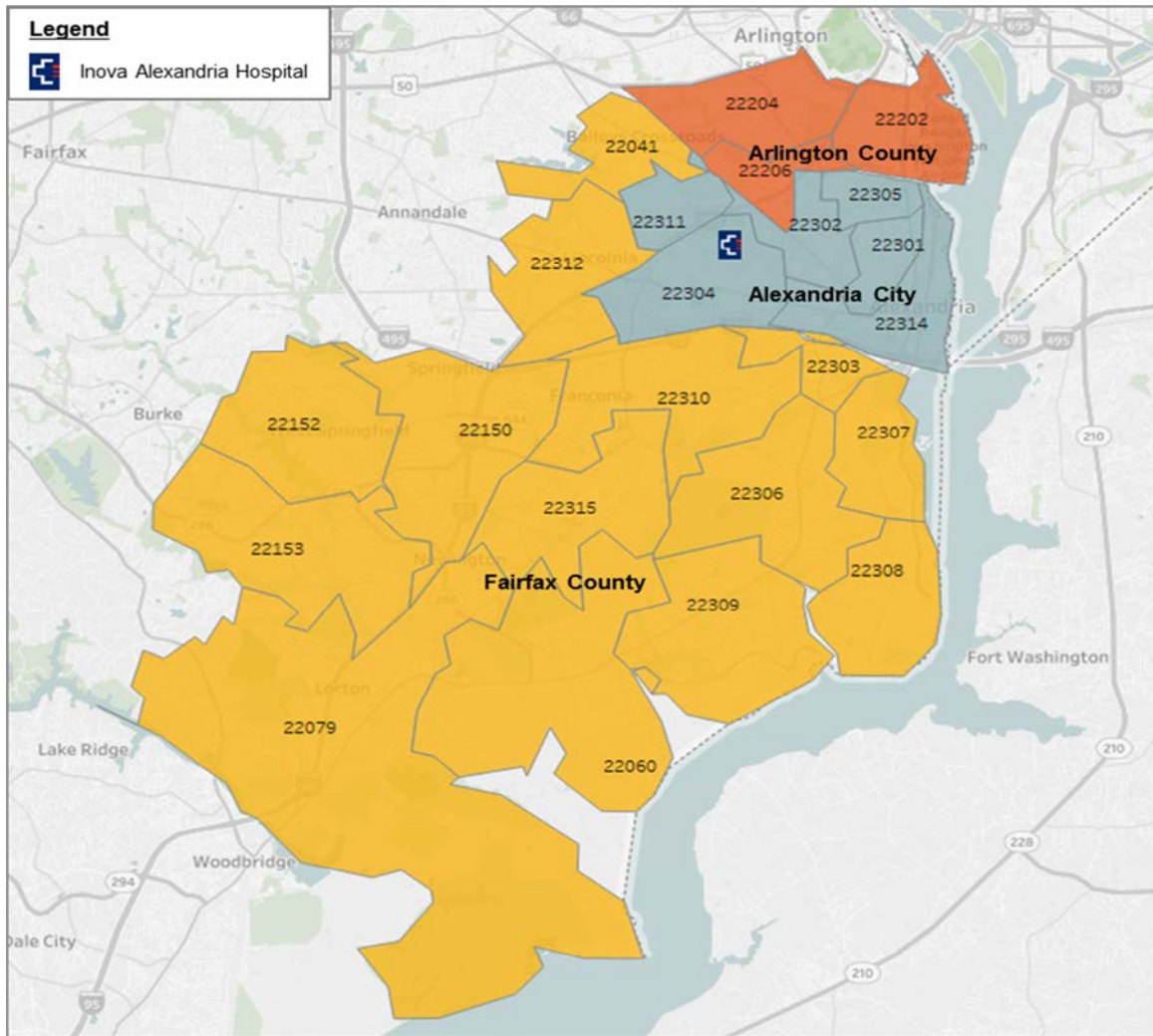
Hospital Facility Mission Statement
Inova Alexandria Hospital is committed to supporting its mission, "to provide world-class healthcare – every time, every touch – to each person in every community we have the privilege to serve," by offering a wide range of community benefits and clinical services.

Definition of the Community Served
Inova Alexandria Hospital is a 302-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, childbirth services, emergency services, neuroscience services, orthopedics, rehabilitation services, surgical services, and others. Inova Alexandria Hospital's community is comprised 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 2018, the 23 ZIP codes that comprise the hospital's community accounted for 74 percent of its discharges and 77 percent of emergency department visits.

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

Source: Tableau and Inova Health System, 2018

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

- 74% of 2017 discharges originated in the community
  - 34% from Alexandria City
  - 5% from Arlington ZIP codes
  - 35% from Fairfax ZIP codes
- Total population in 2018: 605,758
- Projected population change between 2015 and 2020: 5.1%
  - 23% 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 American and Hispanic (or Latino) residents.

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 2019 CHNA found that numerous health status and access problems are present in the community. The following ten issues were identified as significant health needs for the IAH community (in alphabetical order):

- Chronic Conditions
- Economic Stability
- Healthcare Access
- Injury and Violence
- Mental Health
- Neighborhood and Built Environment
- Obesity, Nutrition and Physical Activity
- Oral Health
- Sexual and Reproductive Health
- Tobacco and Substance Use and Abuse

Upon review of Inova's five CHNA results, there were clear lines of agreement from the data and community input, in that seven of the top health needs were identified in each and every community served. Of those, Inova chose to focus on the areas with the greatest opportunity for impact: Chronic Conditions, Healthcare Access and Behavioral Health. Selecting these three overarching areas for all five of Inova's hospitals allows for system initiatives that impact priority areas, as well as personalization at the community level. For example, while all hospital communities will focus on improving healthcare access, the key action steps and activities may look very different from one community to another. This also recognizes that Inova hospital communities sometimes overlap, and this will reduce duplication and increase impact. Additionally, the areas selected align with priority areas selected by statewide groups and local community health improvement efforts.

- Chronic Conditions
  - A chronic condition is a health condition or disease that is long-term and affects a person's quality of life over time. This category contains hospitalization and death rates related to chronic conditions such as asthma, heart disease, stroke, Alzheimer's disease and diabetes.

- Healthcare Access
  - The ability to use high quality and affordable health services in a timely manner is critical to maintaining good health and well-being. While measures include the percentage of adults and children with insurance, patient-to-provider ratios and rates of preventative screenings, this category also encompasses issues such as cultural sensitivity, language and transportation barriers, etc.

- Behavioral Health
  - Mental health is important at every stage of life, and includes conditions and illnesses that affect emotional, psychological and social well-being. This category includes depression and suicide rates, self-reported poor mental health days and frequency of mental distress. The Implementation Strategy will also include substance use and abuse, as they are so intertwined.

Members of the Leadership Team at IAH, along with the Vice President for Population and Community Health and other Population Health and Community Relations team members, the Health Director for the City of Alexandria and the Executive Director of the local Federally Qualified Health Center met to review the CHNA findings, and concluded that the hospital's Implementation Strategy for 2020 – 2022 should focus major efforts on the key action areas described below.

Action Area	Key Strategies/Activities	Priority Area Addressed
Increase access to care and close gaps in the existing system.	Improve information sharing between the hospital and community providers, in both directions.	Access
	Empower bedside nurses and case managers to help patients link to care and resources in the community.	Access, BH
	Partner with Neighborhood Health to explore options for additional space for the FQHC.	Access
	Increase behavioral health providers/therapists, especially in underserved communities, through programs targeting the healthcare pipeline and workforce development.	BH
Increase community outreach and education around the continuum of services.	Collaborate with community partners (service providers, faith communities, social service agencies, etc.) to promote resources within the community and assist in navigation.	Access, BH, CC
	Increase outreach efforts of Partnership for Healthier Communities to enroll more individuals in health insurance and/or a medical home.	Access
Improve health outcomes through intersection with mental health.	Increase access to treatment for opioid addiction through Emergency Department and City collaboration on same day services.	BH
Increase community outreach and education around mental health.	Collaborate with community partners, including outreach to faith communities, to reduce stigma around mental health, provide education and increase knowledge of services.	BH
Enhance care and resources for older adults and their caregivers.	Explore ways to increase access to care for older adults.	Access, CC
	Create a central source of information for seniors and their caregivers, including programs at Inova and throughout the community.	CC
Address social conditions that impact health and health outcomes.	Partner with the City of Alexandria on strategies developed in Alexandria's Community Health Improvement Plan.	Access, BH, CC
Increase healthy eating, nutrition and physical activity.	Increase footprint of Healthy Plate Club, both in schools and through community-based activities.	CC
	Examine potential opportunities to increase wellness through community-centered activities such as gardens, cooking clubs, outdoor gyms, etc.	CC
Increase cultural sensitivity and awareness in the health community.	Utilize cultural competency trainings for workforce development, conduct outreach regarding jobs in the healthcare system to youth in under-represented communities and increase training and development opportunities.	Access
	Work with faith communities to increase lay person self-efficacy and create bridges between communities and health care industry, and to identify specific needs of different communities.	Access, CC
	Examine structural opportunities to increase health equity and reduce health disparities, i.e. record keeping practices, provider education and community partnerships.	Access, BH, CC

Health Needs the Hospital Will Not Address
No hospital facility can address all health needs present in its community. Inova Alexandria Hospital is committed to enhancing clinical services and providing a range of community benefits, and will continue to seek opportunities to leverage community partnerships to meet the diverse health needs of the community. 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, economic stability and neighborhood and built environment, are beyond the scope of the hospital and the hospital has insufficient resources to make a meaningful impact. Other topics, such as injury and violence, obesity, nutrition and physical activity and sexual and reproductive health are not covered as priority target areas in this plan. Even so, Inova already has, and will continue, programs and activities that address those areas.

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. 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.

4. Participate in Partnership for a Healthier Alexandria, and partner with the City on initiatives that improve the health of Alexandria, including activities that target improving social determinants of health.

5. Continue and grow the FACT Department, which provides acute and non-acute forensic exams for victims of sexual assault, intimate partner violence, human trafficking, strangulation, child abuse and elder abuse.

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.