

Inova Alexandria Hospital

CHNA Implementation Strategy

Adopted by the Inova Alexandria Hospital Board on June 26, 2013

This document describes how Inova Alexandria 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-Alexandria-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 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 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 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,” through offering a wide range of community benefits and clinical services.

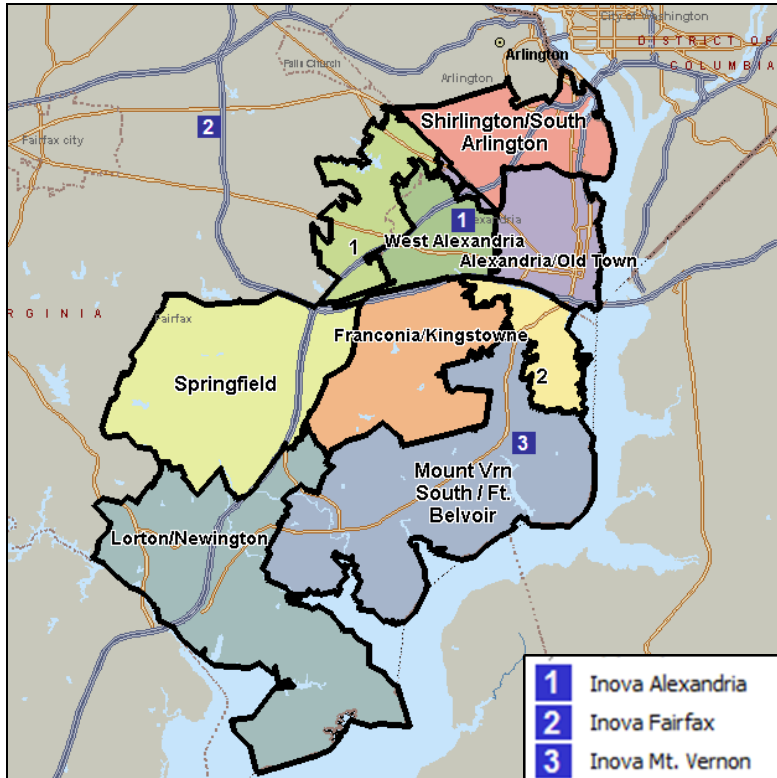
2. Definition of the Community Served

Inova Alexandria Hospital’s community is comprised of 23 ZIP codes in 9 subregions that extend into (and overlap with) Arlington County, Fairfax County, and the city of Alexandria.

In 2012, this community included an estimated 559,203 persons. The community was defined based on the geographic origins of Inova Alexandria Hospital’s inpatients. In 2010, about 85 percent of the hospital’s inpatients and 79 percent of emergency department visits originated from the 23 ZIP codes.

Exhibit 1 portrays the community served by the hospital, which is located in West Alexandria (ZIP code 22304).

Exhibit 1: Inova Alexandria Community by Subregion and ZIP Code



Sources: Microsoft MapPoint and Inova Alexandria, 2012.

*Subregion 1 is Lincolnia/Bailey’s Crossroads and subregion 2 is Mt. Vernon North.

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

- The population aged 65+ grew 27 percent between 2008 and 2013 and is expected to grow 5 percent between 2013 and 2018, compared to the overall population which grew 3 percent between 2008 and 2013 and is expected to grow 1 percent between 2013 and 2018. Significant growth in the aging population is likely to increase demand for health services over the next several years.
- Almost 40 percent of residents were non-White in 2013. Non-White populations are projected to grow more rapidly than the White population, particularly the Black population in Mt. Vernon South/Ft. Belvoir and Lorton/Newington and the Asian population in Springfield.
- Almost 20 percent of residents were Hispanic (or Latino) in 2013. Hispanic (or Latino) residents are projected to grow more rapidly than the non-Hispanic (or Latino) population, particularly in Lincolnia/Bailey's Crossroads.
- The City of Alexandria and Arlington and Fairfax counties have 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 hospital leadership including the Chief Executive Officer, Chief Financial Officer, Chief Nurse Executive, Chief Medical Officer, and Senior Director for Ambulatory Services and several members of the medical staff and the Director for the Alexandria Department of Health 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 medical campus does not plan to address (for reasons detailed in the report).

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

• 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
• Language Barriers and Need for Additional Culturally Competent Care Providers	Y
• High Rates of Cancer Incidence and Disparities in Cancer Mortality	Y
• Disparities in Cardiovascular Disease Mortality	Y
• Disparities in Chronic Liver Disease and Cirrhosis Mortality - (Alexandria City)	N
• Lack of Access to Dental Care	P
• Alcohol Abuse	Y
• High Rates of Smoking – (Alexandria City)	Y
• High Rates of Unsafe Sex and Teen Pregnancy - (Alexandria City)	N
• Disparities in Infant Health Outcomes	N
• Lack of Access to Mental Health Services and Poor Mental Health Status	Y
• Disparities in Mortality	N
• Diet and Exercise-Related Issues	P
• High Rates of Communicable Diseases	N
• Poor Air Quality	N
• Basic Needs Insecurity	N
• Lack of Health Education - (Fairfax County)	Y

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 Alexandria 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 participate actively in the Partnership for a Healthier Alexandria to identify opportunities to leverage resources from the hospital, Inova Health System, the City of Alexandria government and community, and Alexandria Health Department.
 - b. 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.
 - c. Continuing to serve on the Alexandria Public Health Advisory Commission, whose City Council appointed health professional and consumer members advise the Council on matters of population health that affect the City.
 - d. Continuing to serve on the Alexandria Council of Human Services Organizations to improve human services through cross sector collaboration to benefit the entire Alexandria Community, resulting in an innovative and integrated human services model.
 - e. Continuing to serve on the Alexandria Emergency Medical Services Council to advise City Council with respect to matters of emergency rescue and disaster planning.
 - f. Continuing to lead the Inova Alexandria Hospital-Skilled Nursing Facility (SNF) Collaborative to improve long-term health care planning and implementation.
 - g. Continuing to participate in the City of Alexandria Hospital Taskforce.
 - h. 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.
 - i. Developing strong linkages from the Inova Palliative Care Program to professional care providers, clergy, skilled nursing and assisted living facilities, and consumers.
 - j. Continuing to participate in collaborations with multiple non-profit community-based health and human services organizations to assure a comprehensive continuum of care; examples of which include working with Healthy Families Alexandria (Northern Virginia Family Services), Alexandria Resource Mothers, and Early Head Start to assure a comprehensive care continuum for families to promote positive parenting and prevent child abuse.
 - k. 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.
2. Improve access to care, including preventive care, primary care, specialty care, and dental care, by:
- a. 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.

- b. Developing affiliation opportunities with ANHSI, a Federally Qualified Health Center (FQHC), including:
 - i. The expansion of ANHSI to additional sites to increase capacity for the future increase in the Medicaid population.
 - ii. Collaboration with ANHSI 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.
 - iii. Collaboration with ANHSI to assess the possibility of expanding dental services.
 - c. 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 City of Alexandria residents.
 - d. Garnering support of the Inova Health System (including Inova Alexandria Hospital) medical staff to volunteer with Project Access.
 - e. Continuing support for the Alexandria Health Department OB program by providing the OB physicians that provide prenatal care and coverage for deliveries.
 - f. Expanding access to healthcare through InTotal Health Medicaid plan as eligibility for Medicaid expands in the Commonwealth of Virginia sometime in the next few years.
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 Alexandria Diabetes Center to provide diabetes self-management and prevention education.
 - b. Continuing the Diabetes Connections Project to increase the percentage of ANHSI patients that achieve an H1bAc level at or below 7 percent.
 - c. Leveraging technology (e.g., telemedicine) to expand access by residents of the City of Alexandria to the Inova Diabetes Center self-management program as measured by increasing patient volumes for City residents.
 - d. Expanding the Community Health Outreach Worker program, including the Promotores de Salud Perinatal for low-income Hispanic residents, to provide information about diabetes prevention in faith-based communities in the the City of Alexandria.
 - 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 City of Alexandria 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 City of Alexandria 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 City of Alexandria 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 and across the region.
 - h. Continuing the IPATH (Inova Partnering Actively Toward Health) program in collaboration with Alexandria City Public School System.
 - 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. Continuing to provide culturally competent and linguistically appropriate services, including services for Hard-of-Hearing and Hearing Impaired populations, and supporting health outreach and education to targeted populations to address health disparities.
2. Continuing the services of the Inova Alexandria Cancer Center, including the Inova Breast Care Program, and the Life with Cancer Program, to provide access to treatment for City of Alexandria residents with cancer.
3. Continuing Inova Cardiovascular Services to reduce disparities in cardiovascular disease mortality, including targeted education efforts on a heart healthy lifestyle and stroke prevention and treatment.
4. Continuing the Inova Comprehensive Addiction Treatment Services (CATS) for alcohol and substance abuse treatment.
5. 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.

6. Increasing access to mental health services and improving poor mental health status, by:
 - 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.
7. Maintaining the Inova Juniper Program, a level 3 NCQA recognized patient-centered medical home for the HIV positive population.
8. Continuing support for community health education through physician lectures, publications, and Inova HealthSource, a health and wellness program of online counseling, community classes, and events.

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:

- Alexandria Chamber of Commerce
- Alexandria City Public Schools
- Alexandria Community Services Board
- Alexandria Council of Human Services Organizations
- Alexandria Emergency Medical Services
- Alexandria Health Department
- Alexandria Neighborhood Health Service, Inc. (ANHSI)
- Alexandria Public Health Advisory Commission
- Community-based (non-profit) organizations
- Faith-based communities in Alexandria
- Medical Society of Northern Virginia
- Northern Virginia Community College and other non-profit educational institutions
- Northern Virginia Healthy Kids Coalition
- Partnership for a Healthier Alexandria
- Philanthropic Community

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, mental health care, dental care, preventive care, and primary care:
 - Increased access to primary care as evidenced by eliminating the waiting lists for access to ANHSI 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 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% for the ANHSI patient population.
- Enhanced culturally competent care and linguistically appropriate services.
- Reduced rates of cancer incidence and disparities in cancer mortality, cardiovascular disease mortality, and chronic liver disease and cirrhosis mortality.
- 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 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:

Disparities in Mortality: The hospital's implementation strategy focuses on prevention (modifiable risk factors) with emphasis on strategies to address health disparities, including increasing access to primary and specialty care, and health education.

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.

Unsafe Sex and Teen Pregnancy: This issue is being addressed by others, including the local health department.

Disparities in Infant Health Outcomes: The hospital does not have expertise/competencies to address the issue.

High Rates of Communicable Diseases: This community health need is being addressed by others, including 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 Alexandria Hospital collaborated with the other Inova Health System hospitals, Inova Fairfax Medical Campus, Inova Fair Oaks Hospital, Inova Mount Vernon Hospital, and Inova Loudoun Hospital, and the City of Alexandria and Fairfax County Health Departments.