

Inova Mount Vernon Hospital CHNA Implementation Strategy

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

This document describes how Inova Mount Vernon Hospital (“the hospital” or IMVH) 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 Mount Vernon Hospital recognizes that a CHNA and an implementation strategy are required to meet current government regulations.

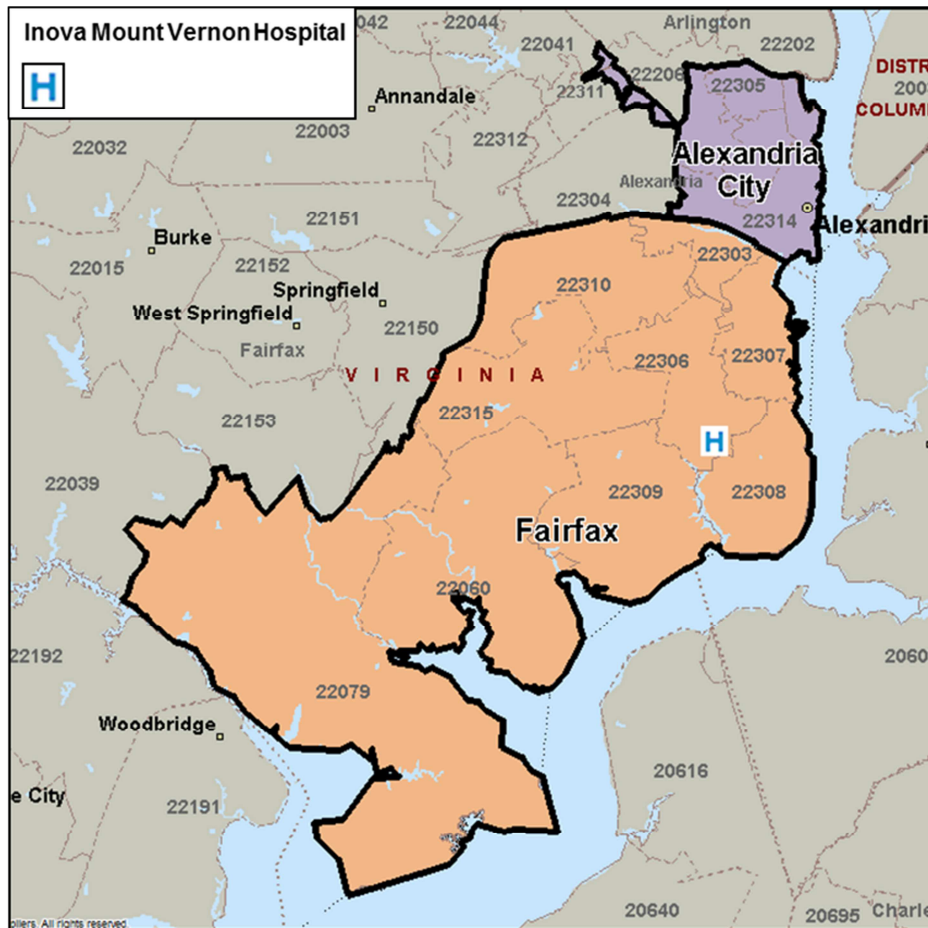
The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During the years 2017 through 2020, other organizations in the community may decide to address certain needs, indicating that the hospital should amend its strategies and refocus on other identified health problems.

Hospital Facility Mission Statement

Inova Mount Vernon 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 Mount Vernon Hospital is a 237-bed community hospital that serves parts of the City of Alexandria and Fairfax County, Virginia and serves as a regional resource for rehabilitation care. The hospital provides an array of medical and surgical services, including the Inova Joint Replacement Center, the Inova Rehabilitation Center, the Inova Wound Healing Center, and others. Inova Mount Vernon Hospital’s community includes portions of Fairfax County (9 ZIP codes) and the City of Alexandria (4 ZIP codes). The community was defined based on the geographic origins of Inova Mount Vernon Hospital’s patients. In 2014, the 13 ZIP codes that comprise the hospital’s community accounted for over 48 percent of its discharges and over 58 percent of its emergency department visits. This defined community reflects a smaller proportion of patients than may normally be assessed due to the hospital’s role as a regional referral center for rehabilitation care. Patients from across Northern Virginia and the Washington D.C. metropolitan area receive rehabilitation services at Inova Mount Vernon Hospital. The map below portrays the community served by the hospital, which is located in Alexandria (ZIP code 22306).



Source: Microsoft MapPoint and Inova Mount Vernon, 2012.

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

- 48.1% of 2014 discharges originated in the community
 - 29.4% from Mount Vernon South/ Fort Belvoir area
- Total population in 2014: 282,066
- Projected population change between 2015 and 2020: 3.8%
 - 28% in the 65+ population
- According to Fairfax County, between 2000 and 2010 all of the net population growth in the county was from ethnic and racial minorities
- 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.
 - Low income census tracts are prevalent in areas along the Richmond Highway corridor and in Fort Belvoir.

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 nine issues were identified as significant health needs for the IMVH community:

- Access to Basic Medical Care
- Access to Dental Care
- Conditions and Care of the Elderly
- Cultural Competency in Care
- Diabetes
- Mental Health and Access to Mental Health Services
- Obesity and Obesity-Related Concerns
- Physical Environment
- Substance Abuse and Excessive Alcohol Use

The CHNA results were first presented to the IMVH Medical Executive Committee, and then the Planning and Programing sub-committee. These groups are comprised of several community – based and Inova – employed physicians, as well as the IMVH Chief Executive Officer and Chief Medical Officer.

The IMVH Planning and Programming committee, Growth Officer and Director of Physician Support Services 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 Fairfax County 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), ElderLink, and home health.
	Collaborate with community partners to enhance transportation options.
	Explore opportunities to participate in Community Villages or Timebank programs.
Enhance care and resources for older adults and their caregivers.	Implement care coordination for the caregiver.
	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: Decrease the prevalence and improve the care of individuals with diabetes.

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Improve care and access to care for individuals with diabetes.	Open a new Center for Metabolic Health and Wellbeing in Alexandria.
	Re-design the model for diabetes care provided for inpatients.
	Evaluate the feasibility of a medical fitness facility on the hospital campus.
Improve education for and access to medical professionals	Provide Diabetes Management CME for Primary Care Physicians.
Increase community outreach and education regarding diabetes care and prevention.	Partner with community organizations such as Fairfax County Public Schools to conduct educational programming.
	Partner with the Fairfax County Health Department to offer classes and trainings for individuals with diabetes or pre-diabetes.
Improve access to healthy food options.	Continue Inova 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.
	Continue 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.

Priority Area #3: 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.
	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.
	Seek legislative support for mental health initiatives.
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 and the physical environment are beyond the scope of the hospital and the hospital has insufficient resources to make a meaningful impact. Other topics, such as cultural competency, 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. Continue 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. Continue to coordinate provision of prenatal care services with Fairfax County Health Department and InovaCares for Women to provide access to care and improve infant health in the diverse populations of Fairfax County.
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. Continue Inova Cardiovascular Services to reduce disparities in cardiovascular disease mortality, including targeted education efforts on a heart healthy lifestyle and stroke prevention and treatment.
6. Offer 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.
7. Sponsor 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.

Implementation Strategy Development Collaborators

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