

Inova Fair Oaks Hospital and Inova Northern Virginia Surgery Center CHNA Implementation Strategy

Adopted by the Inova Health Care Services Board on December 15, 2022.

This document describes how Inova Fair Oaks Hospital and Inova Northern Virginia Surgery Center (IFOH/INVSC) plan to address needs found in the Community Health Needs Assessment (CHNA) published on September 29, 2022. This Implementation Strategy describes the planned initiatives for calendar (tax) years 2023 through 2025. The CHNA was undertaken 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 can be met in whole or in part. Inova Fair Oaks Hospital and Inova Northern Virginia Surgery Center recognize that a CHNA and an Implementation Strategy are required to meet current government regulations.

Inova 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.

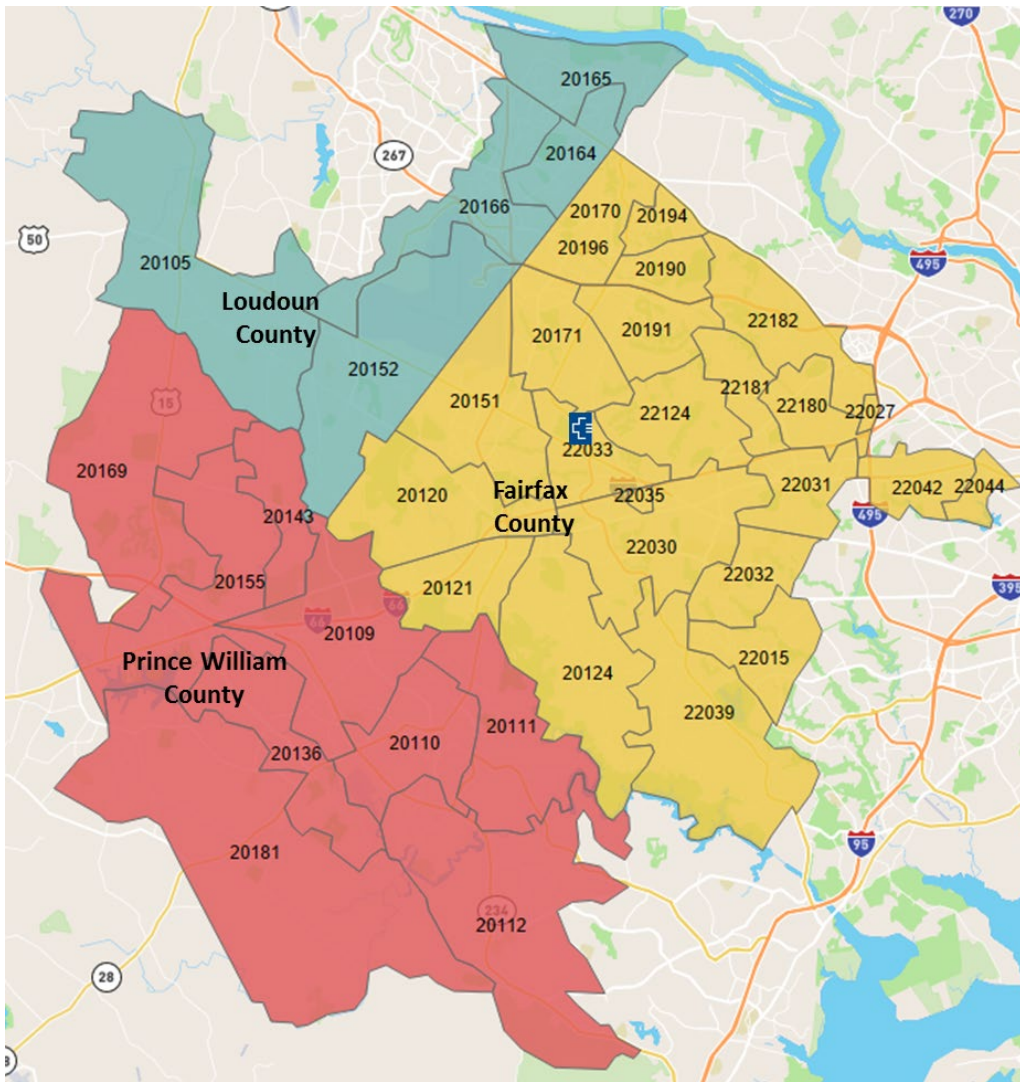
Hospital Facility Mission Statement

Inova Fair Oaks Hospital and Inova Northern Virginia Surgery Center are committed to supporting Inova's 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, clinical services and partnerships.

Definition of the Community Served

Inova Fair Oaks Hospital is a 174-bed community acute care hospital that serves portions of Fairfax County, and surrounding areas. The hospital provides an array of medical and surgical services, including the Inova Spine Program, Inova Weight Loss services and bariatric surgery, joint replacement, maternity services and others. Inova Northern Virginia Surgery Center is a full-service ambulatory outpatient facility located on the Inova Fair Oaks Hospital campus in Fairfax. INVSC is licensed by the state of Virginia, certified by Medicare, accredited by AAAHC and is also a member of the Ambulatory Surgery Center Association. The IFOH/INVSC community is comprised of parts of Fairfax County, Loudoun County, Prince William County, and the City of Manassas. In 2022, the 38 ZIP codes that comprise the community accounted for 88% of its discharges and almost 93% of emergency department visits.

The following map portrays the community served by the IFOH/INVSC, which are located in Oakton/Fair Lakes/South Herndon area (ZIP code 22033).



Source: Tableau and Inova Health System, 2022

Summary information regarding the community is as follows:

- 88.3% of 2022 discharges originated in the community
 - 52.6% from Fairfax County
 - 10.6% from Loudoun County
 - 15.6% from Prince William County
- Total population in 2020: 1,287,954
- Projected population change between 2020 and 2025: 5.8%
 - 24.1% for 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 the community were 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 and Hispanic/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 2022 CHNA found that numerous health status and access issues are present in the community. The following issues were identified as significant health needs for the IFOH/INVSC community:

- Chronic Conditions
- Economic Stability
- Healthcare Access
- Injury and Violence
- Mental Health
- Neighborhood and Built Environment
- Obesity, Nutrition and Physical Activity
- 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 four of the top health needs were identified in every community served. Of those, Inova chose to focus on the top three areas in each region: Healthcare Access, Mental Health and Economic Stability. Selecting these three overarching areas for all five of Inova's hospitals allows for system initiatives that impact priority areas, as well as tailoring 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 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.

- 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. Measures include the percentage of adults and children with insurance, preventative screenings and preventable hospital stays. This category also encompasses issues such as cultural awareness, language and transportation barriers, etc.
- Mental 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, frequency of mental distress and mental health provider ratios. The Implementation Strategy will also include substance use and abuse, as they are intertwined.
- Economic Stability
 - Economic stability considers an individual or family's ability to afford and meet basic needs. This category considers local poverty rates, income inequality and unemployment. The Implementation Strategy will include approaches to improve health by addressing economic factors that affect individual's and communities' ability to achieve overall wellness.

All CHNA Implementation Strategies will be considered through the lenses of health equity, anti-racism and social determinants of health. This approach, first implemented in 2020, ensures Inova's efforts reduce disparities and address upstream causes of health outcomes.

CHNA findings were reviewed by the Fair Oaks Health Equity Community Action Committee which includes representation from Inova; Fairfax County; the Federally Qualified Health Center and local non-profits and social

service organizations. The Action Committee concluded that the Implementation Strategy for 2022 – 2025 should focus major efforts on the key action areas described below.

HEALTHCARE ACCESS		
Action Area	Strategies	Partners
Engage individuals with screening and prevention	Support individuals to establish a medical home – a trusted place to go for care and to follow up community screening	Healthcare, CHWs, non-profits, FCPS, FCHD, faith and other community stakeholders
	Support community members in accessing affordable health insurance and medications	Enrollment teams, free and reduced cost clinics, social service organizations
Reduce disparities in access	Tailor communication of healthcare resources and their value to immigrant families	Cultural centers, faith-based organizations, popular opinion leaders, CHWs, healthcare, FCHD, non-profits
	Partner on health literacy education campaigns to communicate resources to assist with access	

ECONOMIC STABILITY		
Action Area	Strategies	Partners
Grow workforce education and career opportunities	Partner to establish opportunities to educate young students about health and healthcare careers	Private and public schools, healthcare, NCS
	Collaborate to deliver workforce training, skill building, and career path education for diverse pools of teenagers, young adults and adults	High schools and CTE programs, workforce development centers, healthcare, non-profit, job trainers, recruiters, colleges
Support upstream social needs	Track and share data on SDOH, demographics, inequities by neighborhood - transportation, food, etc. to continue development of joint approaches	Healthcare, FCHD, data repositories (e.g. healthlandscape), DOT
	Expand on programs that uplift low-income individuals and families like UpTogether, workforce training-to-hire pipelines	Workforce development centers, healthcare, non-profit, county, Dept. of Housing (i.e. FACETS)

MENTAL HEALTH		
Action Area	Strategies	Partners
Expand the pool of mental health providers through multiple modalities	Support pipelines for diverse communities to join behavioral health careers	Behavioral healthcare, FCPS, non-profit partners, job trainers, recruiters
	Advocate for opportunities to expand behavioral health access via cross-training, policy change, license reciprocity, increased internship opportunities, group sessions etc.	Healthcare, non-profits, FCPS, government, advocates
Foster environments that can reduce anxiety	Support and promote group environments that allow neighbors to support one another and break down isolating barriers, including education and awareness of mental health first aid, de-escalation, and stress reduction	NCS, healthcare, FCPS, non-profits, neighborhood groups, FCHD, DFS
	Support cultural and other community practices that reduce isolation, e.g. connecting youth with seniors to address isolation, local volunteerism, etc.	FCPS, senior centers, cultural centers, faith-based organizations, NCS, FCHD, park authority, DFS

While some health needs were identified as significant but not prioritized for expanded support or activity, Inova plans to continue 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 address the needs of the Fairfax community for primary care medical homes through the Inova Cares Clinic for Families and Inova Medical House Calls, for OB/Gyn care through the Inova Cares Clinic for Women, for pediatric care through the Inova Cares Clinic for Children and for mental health care through the Inova Cares Clinic for Behavioral Health.
3. Offer primary medical, mental health, substance abuse and case management services to people living with HIV along with compassionate HIV/AIDS prevention and education services through the Inova Juniper Program.
4. Participate in Partnership for a Healthier Fairfax, and partner with the County on initiatives that improve the health of the community, including activities that target improving social determinants of health.

5. Continue the services of Inova Ewing FACT Department, which provides acute and non-acute forensic exams and support for victims of sexual assault, intimate partner violence, strangulation, child abuse and elder abuse.
6. Continue to provide services to the community including Medicaid enrollment through the Partnership for Healthier Communities, healthy eating and food access through the Healthy Plate Club, care coordination for children with disabilities through Care Connection for Children, and care management for older adults through the ElderLink partnership.
7. Continue to support the Health Equity Steering Committee of leaders who oversee the implementation of health equity efforts at Inova, as well as the Fair Oaks Health Equity Community Action Committee which gathers stakeholder input to deliver health equity projects in the community.
8. Continue the rollout of Social Determinants of Health screening and referral at Inova facilities across the region.

Health Needs the Hospital Will Not Address

No hospital facility can address all health needs present in its community. IFOH/INVSC are 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 Implementation Strategy focuses on meeting the priority and specified community health needs described above. Topics such as immunizations and infectious disease; maternal, infant, child and youth health; and sexual and reproductive health are not covered as priority target areas in this plan. Even so, there are many activities in these areas throughout the Inova system.

Implementation Strategy Development Collaborators

In developing this Implementation Strategy, IFOH/INVSC collaborated with the other Inova hospitals (Inova Alexandria Hospital, Inova Loudoun Hospital, Inova Fairfax Hospital, Inova Mount Vernon Hospital), surgical centers (Inova Franconia-Springfield Surgery Center, Inova Loudon Ambulatory Surgery Center, Inova McLean Ambulatory Surgery Center, Inova Ambulatory Surgery Center at Lorton), and the Fair Oaks Health Equity Community Action Committee which includes representation from Inova, Fairfax County Health Department, Fairfax County Community Services Board, Fairfax County Department of Neighborhood and Community Services, Fairfax County Public Schools, the local Federally Qualified Health Center and local non-profits and social service organizations.