

**Inova Alexandria Hospital, Inova Franconia – Springfield Surgery Center and Inova Oakville Ambulatory Surgery Center
CHNA Implementation Strategy**

Adopted by Inova Quality & Reliability Committee on December 18, 2025.

This document describes how Inova Alexandria Hospital, Inova Franconia – Springfield Surgery Center and Inova Oakville Ambulatory Surgery Center (IAH/IF-SSC/IOASC) plan to address needs found in the Community Health Needs Assessment (CHNA) published on October 7th, 2025. This Implementation Strategy describes the planned initiatives for calendar (tax) years 2026 through 2028. 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 Alexandria Hospital, Inova Franconia-Springfield Surgery Center and Inova Oakville Ambulatory 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 2026 through 2028, other organizations in the community may decide to address certain needs, indicating that strategies should be amended to refocus on other identified health problems.

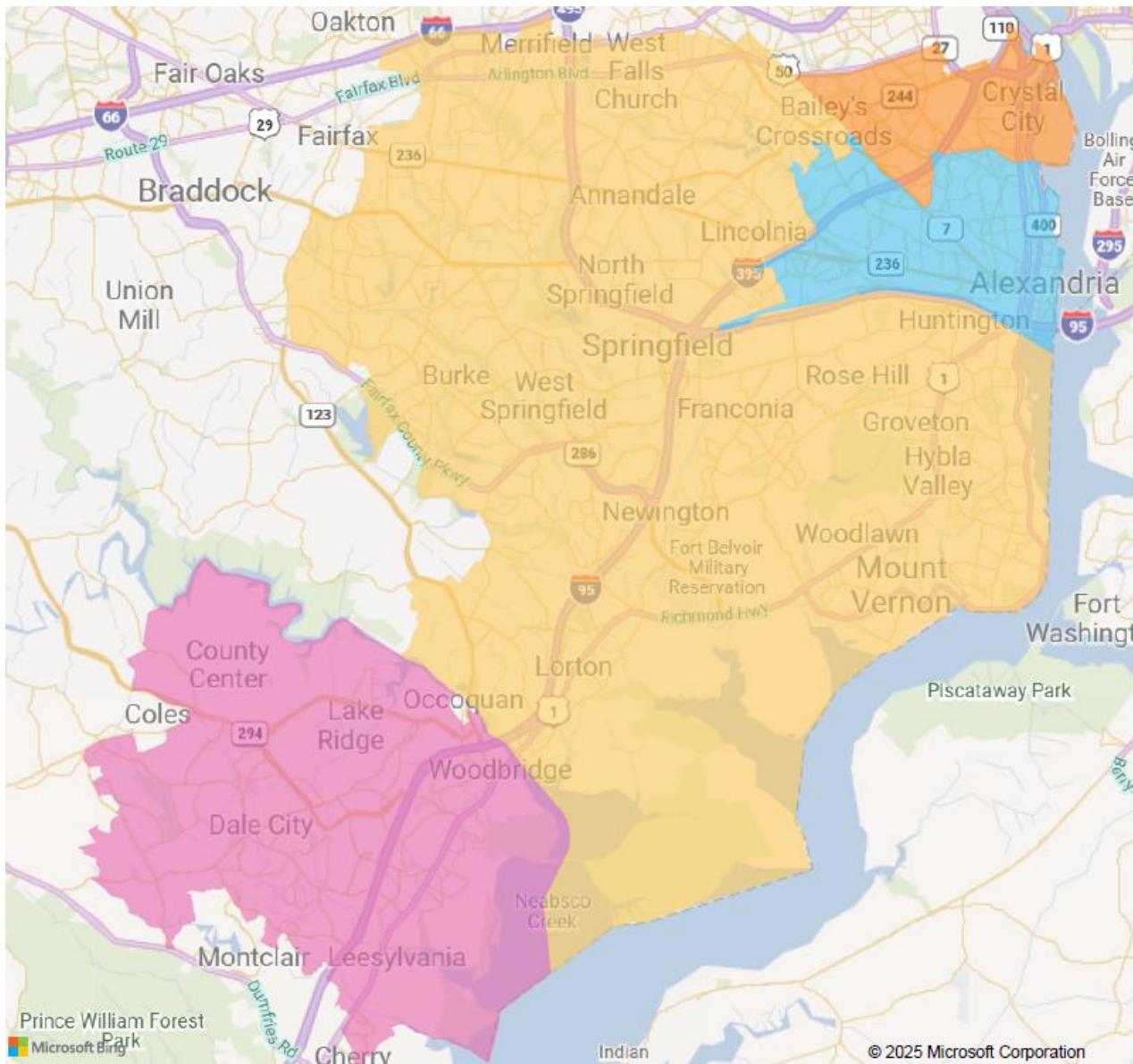
Hospital facility mission statement

Inova Alexandria Hospital, Inova Franconia-Springfield Surgery Center and Inova Oakville Ambulatory 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 Alexandria Hospital is a 302-bed community hospital that serves the City of Alexandria and surrounding areas. 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 Franconia-Springfield Surgery Center and Inova Oakville Ambulatory Surgery Center are full-service ambulatory outpatient facilities, located in Alexandria. Both are licensed by the state of Virginia, certified by Medicare, accredited by AAAHC and are also members of the Ambulatory Surgery Center Association. The IAH/IF-SSC/IOASC community is comprised of all of Alexandria City along with parts of Fairfax, Prince William and Arlington counties. In 2025, the community included 33 ZIP codes that comprise the primary and secondary service areas.

The following map portrays the community served by IAH/IF-SSC/IOASC.



Source: Inova Fairfax Hospital's primary and secondary service areas, 2025

Key demographic information includes:

- The total community population in 2025 was 1,118,836.
- The projected population change between 2025 and 2030 is 3.93% and 19.76% for the 65+ population.
- The percentage of residents with limited English proficiency is higher in the northern part of the region.

The community has comparatively favorable health status and socioeconomic status, for example:

- The percent of community members 25 and older who hold associates degree or higher is significantly higher in this community when compared to the entire commonwealth.
- The community has significantly lower unemployment rates than the state overall.

The community also has pockets of poverty and associated community health concerns:

- While poverty rates in the community were lower than the Virginia average, considerable variation is present across race, ethnicity and geography with lower income areas.
- Health insurance coverage rates are lower in certain communities including Arlandria, Bailey's Crossroads and Hybla Valley.

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

Selection of priority community health needs

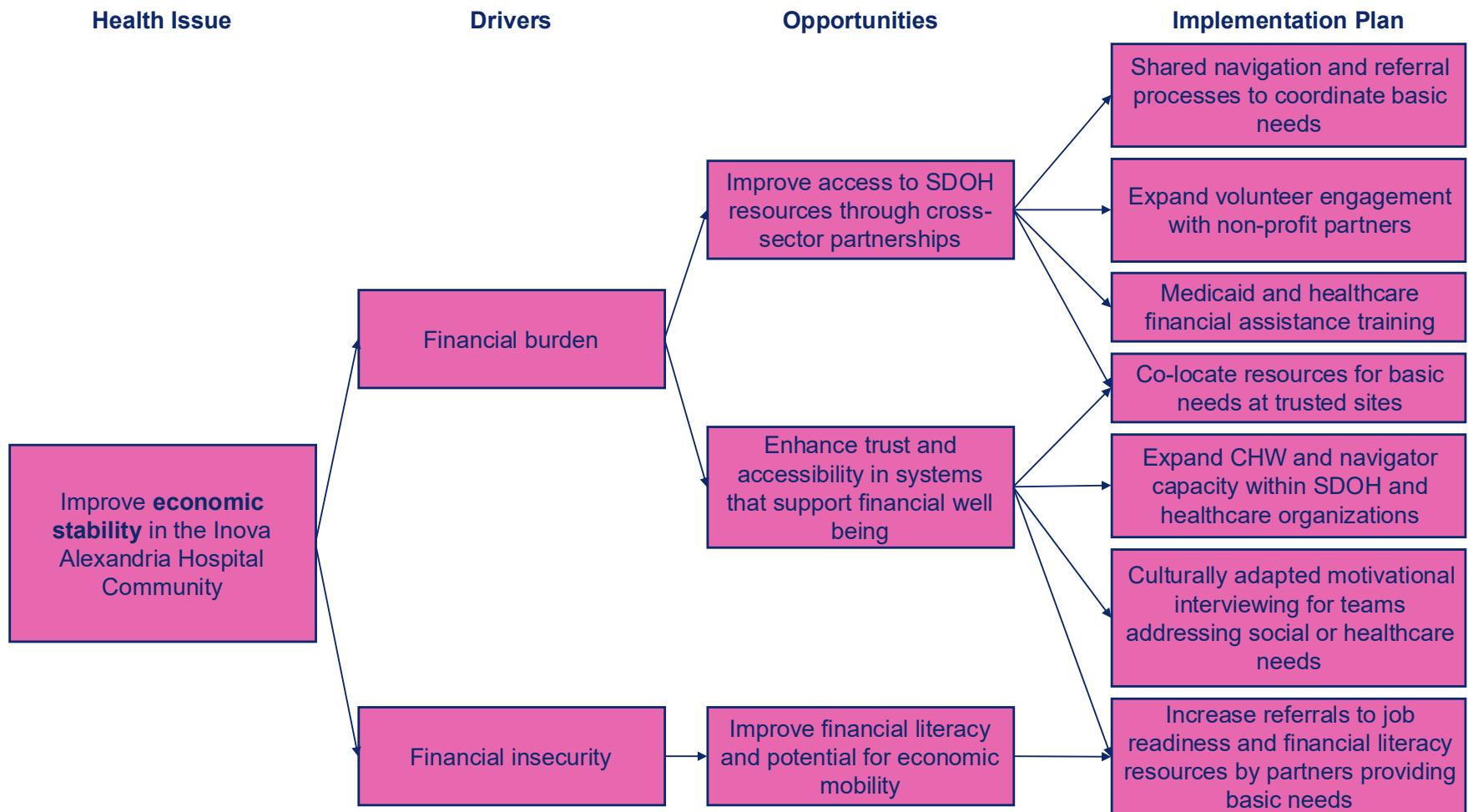
The 2025 CHNA found that numerous health status and access issues are present in the community. The following issues were identified as significant health needs for the IAH/IF-SSC/IOASC community (in alphabetical order):

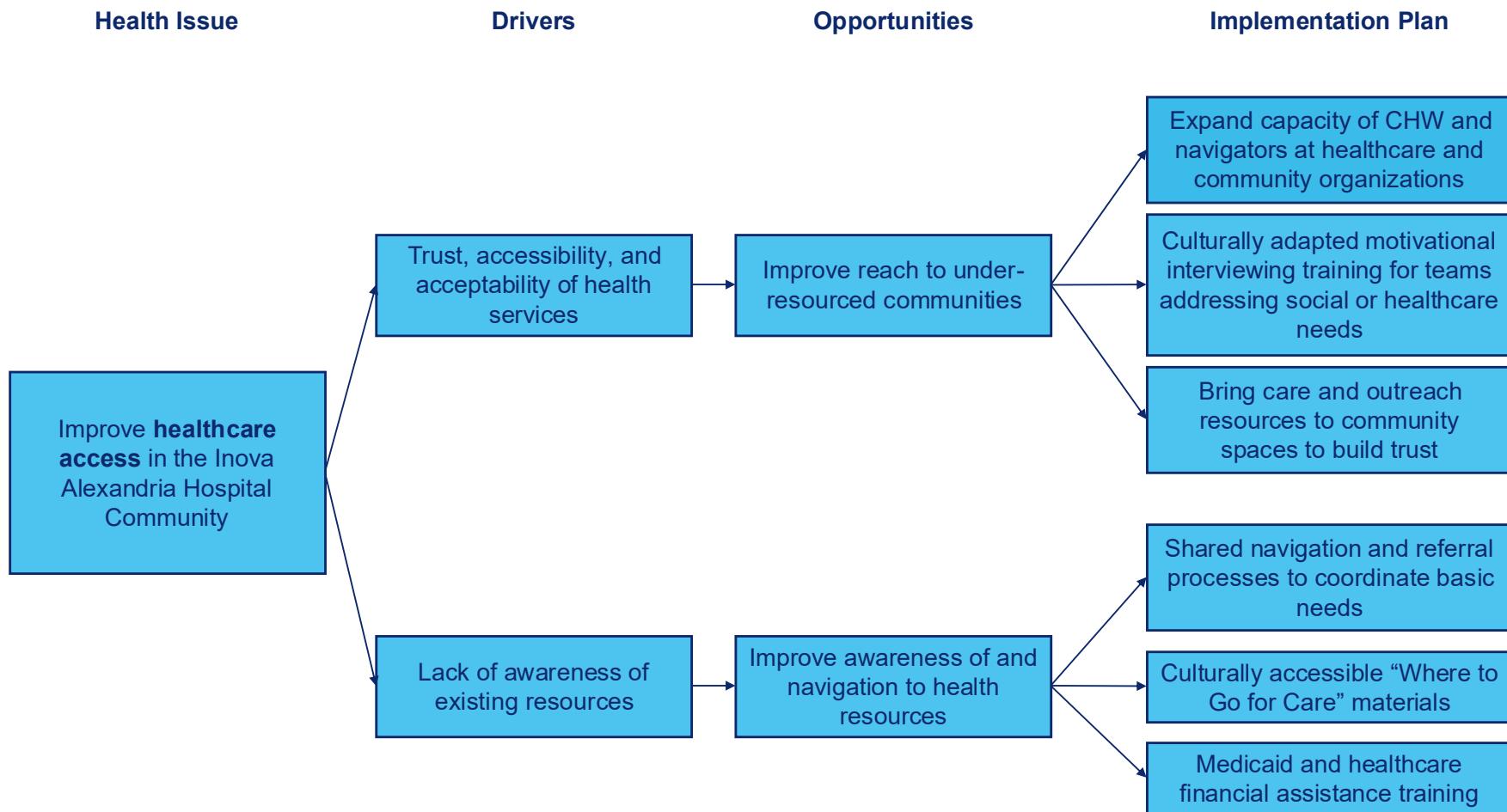
- Chronic conditions
- Economic stability
- Healthcare access
- Injury and violence
- Maternal, infant, child and youth health
- Mental health and substance use

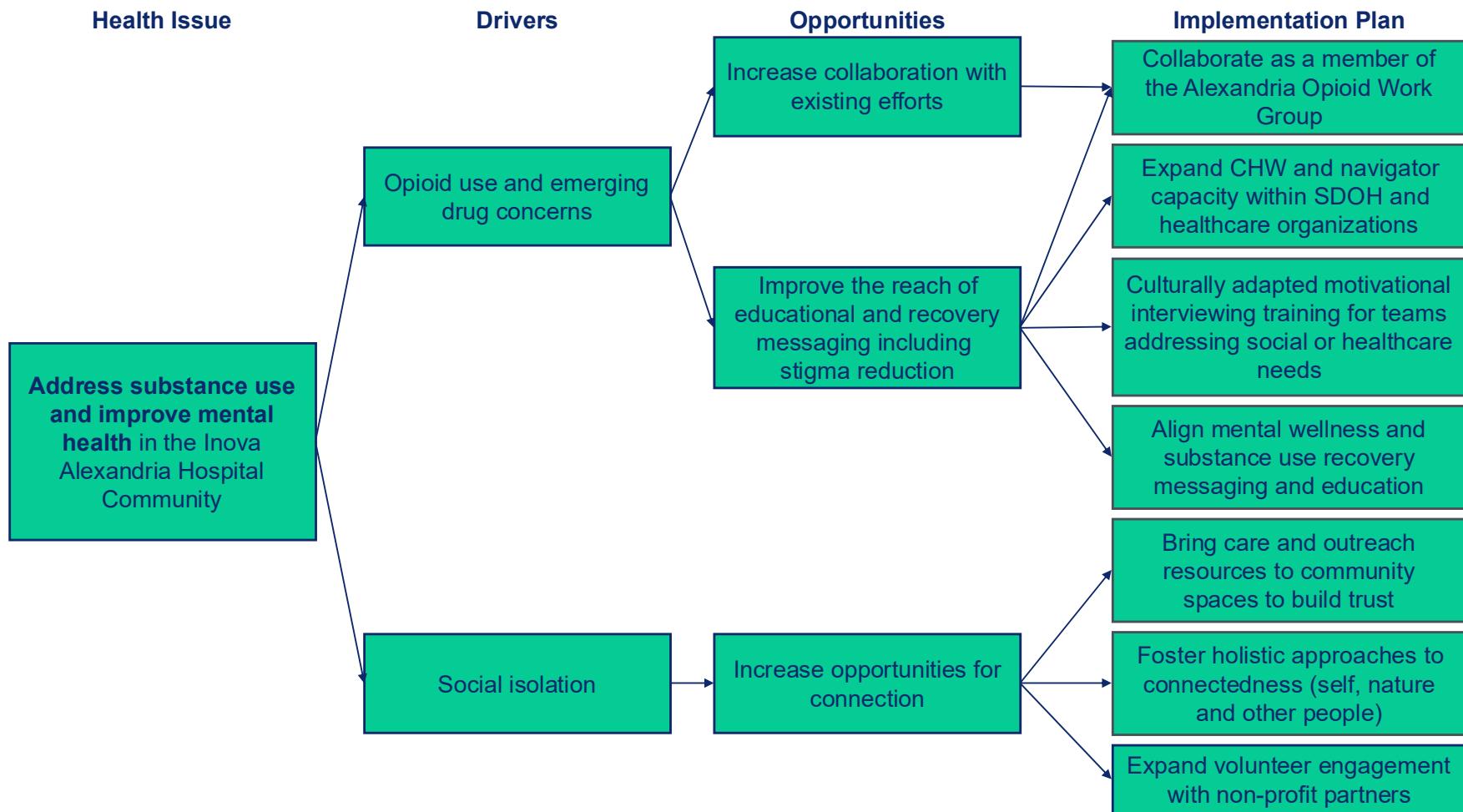
Upon review of Inova's five CHNA results, there were clear lines of agreement from the data and community input, in that four of the top health needs were identified in every community served. Of those, Inova chose to focus on the top three areas in each region: economic stability, healthcare access and mental health and substance use. 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.

- Economic stability
 - Economic stability considers an individual or family's ability to afford and meet basic needs including healthcare. The Implementation Strategy will include approaches to addressing financial insecurity when income and savings are insufficient and access to Social Drivers of Health resources that reduce financial burden.
- Healthcare access
 - Access to high-quality, affordable healthcare delivered when and where it is needed is a foundation for lifelong health. The Implementation Strategy will include approaches to addressing trust, accessibility, acceptability and awareness of healthcare services in the region.
- Mental health and substance use
 - Mental health and substance use include conditions affecting emotional, psychological and behavioral wellbeing as well as the misuse of alcohol, drugs, tobacco or other substances that can harm health or functioning. The Implementation Strategy will include approaches to addressing opioid use, emerging drug concerns and the impact of social isolation.

CHNA findings were reviewed by the Alexandria Community Action Committee which includes representation from Inova; the City of Alexandria; the Federally Qualified Health Center and local non-profits and social service organizations. The Action Committee concluded that the Implementation Strategy for 2025 – 2028 should focus major efforts on the key action areas described below.







Partners

Economic stability

Alignment and navigation:

- Department of Community and Human Services
- Regional conveners and partnerships
- Social services organizations
- Case managers, navigators, community health workers
- Unite Virginia network

Education and communication:

- Organizations providing job and financial training
- Financial institutions
- Chamber of Commerce
- Child and family service organizations and advocates
- Community colleges
- Universities

Healthcare access

Trusted messengers:

- Regional conveners and partnerships
- Faith organizations
- Community centers and hubs
- Organizations reaching under-resourced communities
- Culturally-specific civic organizations
- Regional school systems
- Community health workers/navigators

Information resources:

- Health organizations
- Alexandria Health Department
- Department of Community and Human Services

Training:

- Culturally adapted motivational interviewing trainers
- Healthcare teams
- Benefits/eligibility trainers

Mental health and substance abuse

Substance use efforts:

- Alexandria opioid response efforts
- Alexandria Health Department
- Organizations addressing substance use and recovery
- Substance Abuse Prevention Coalition of Alexandria (SAPCA)
- YADAPP

Navigation and education:

- CSB/DCHS training programs – mental health first aid
- School system
- Unite Virginia network
- Community health workers/navigators

Connection opportunities:

- Educational and faith institutions
- Organizations coordinating and seeking volunteers
- Organizations providing gathering spaces and activities for under-resourced populations, including recreational outdoor opportunities

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.

Inova in the community

- Inova participates in Partnership for a Healthier Alexandria, and partners with the City on initiatives that improve the health of the community, including activities that target improving Social Drivers of Health.
- CHWs are embedded in all Inova Cares clinics, located in regions with high rates of health disparities. CHWs assist patients to stay connected to care and to address their social needs while also being present in communities to foster trust and collaboration with the healthcare system.
- Inova facilitates the Northern Virginia Community Health Access Forum to support Northern Virginia's network of CHWs and navigators as identified as an area of focus in the CHNA.

Community health clinics and programs

- Inova addresses the needs of the community for primary care medical homes through the Inova Cares for Families, Inova Cares for Children and Inova Medical House Calls, for OB/Gyn care through the Inova Cares Clinic for Women, HIV care and prevention through the Inova Juniper Program and for mental health care through the Inova Cares for Behavioral Health.
- The Inova Ewing FACT Department provides acute and non-acute forensic exams and support for victims of sexual assault, intimate partner violence, strangulation, child abuse and elder abuse.
- Inova's community health programs provide services to the community including Medicaid enrollment through the Partnership for Healthier Communities, healthy eating and food access through the Healthy Plate Club and care coordination for children with disabilities through Care Connection for Children.

Community health partner support

- Every year Inova provides Community Health Opportunities grants to non-profit organizations in Northern Virginia providing services aligned with the CHNA.

Social Drivers of Health screening and referral

- Continue to provide culturally competent and linguistically appropriate services, including services for Hard-of-Hearing and Hearing Impaired populations, and to support health outreach and education to targeted populations to address health disparities.
- Inova leaders convene monthly to oversee the implementation of community health efforts at Inova, and the Alexandria Community Action Committee gathers input from community leaders and peers to facilitate projects in the community.
- Inova screens patients for Social Drivers of Health and facilitates the regional network of Unite Virginia partners to provide social need referrals across the region.

Creating a community-based workforce

- Dream BIG is Inova's community-based workforce development initiative, committed to increasing awareness of healthcare career pathways for under-resourced communities, by providing hands on activities and speaking engagements to students and adults.
- The Northern Virginia Healthcare Workforce Collaborative is a collaboration of public schools, colleges, universities, employers, economic development professionals, philanthropists, government and community groups in the region. Together, they coordinate efforts to enhance Northern Virginia's healthcare and health sciences talent pipeline.

Health needs the hospital will not address

No hospital facility can address all health needs present in its community. IAH/IF-SSC/IOASC 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 education and health literacy; infectious disease and immunizations; neighborhood, community and environment; and obesity, nutrition and physical activity 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, IAH/IF-SSC/IOASC collaborated with the other Inova hospitals (Inova Fair Oaks Hospital, Inova Loudoun Hospital, Inova Fairfax Hospital, Inova Mount Vernon Hospital), surgical centers (Inova Northern Virginia Surgery Center, Inova Loudon Ambulatory Surgery Center, Inova McLean Ambulatory Surgery Center, Inova Ambulatory Surgery Center at Lorton and Inova Oakville Ambulatory Surgery Center), and the Alexandria Community Action Committee which includes representation from Inova, Alexandria City Health Department, Alexandria City Public Schools, the local Federally Qualified Health Center, local non-profits and social service organizations and Alexandria City residents.