**Inova Fairfax Medical Campus and Inova McLean Ambulatory Surgery Center
CHNA Implementation Strategy**

Adopted by the Inova Health Care Services Board on December 11, 2019 with Revised Version Adopted on September 30, 2021

This document describes how Inova Fairfax Medical Campus and Inova McLean Ambulatory Surgery Center ("the hospitals" or IFMC/IMASC) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospitals on September 4, 2019 and September 30, 2021. This Implementation Strategy describes the hospital's planned initiatives for calendar (tax) years 2020 through 2022. The CHNA was undertaken by the hospitals 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 hospitals have determined they are able to meet in whole or in part. Inova Fairfax Medical Campus and Inova McLean Ambulatory Surgery Center 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.
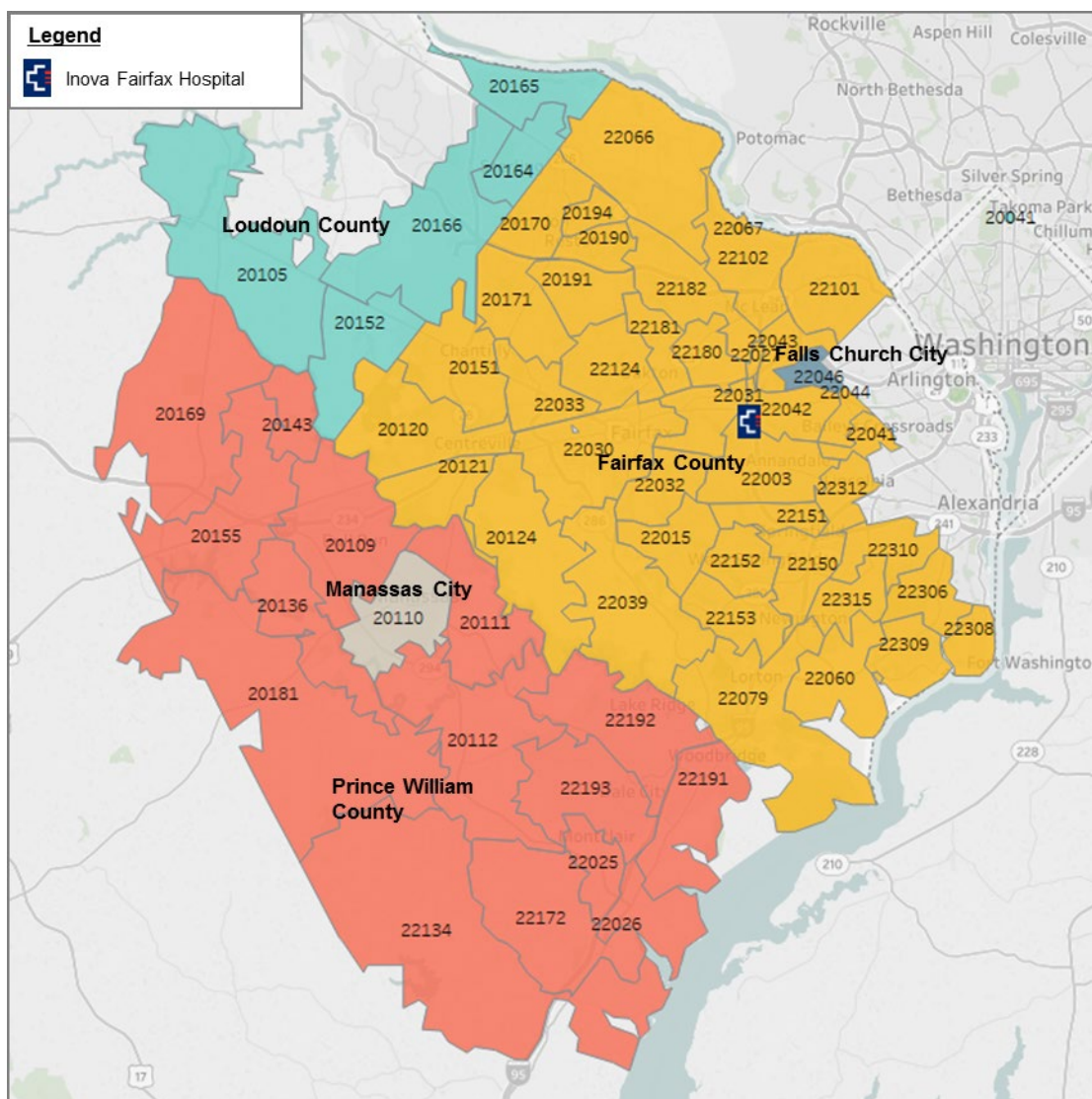
Hospital Facility Mission Statement
Inova Fairfax Medical Campus and Inova McLean Ambulatory Surgery Center are committed to supporting its mission, "to provide world-class healthcare – every time, every touch – to each person in every community we have the privilege to serve," by offering a wide range of community benefits and clinical services.

Definition of the Community Served
Inova Fairfax Medical Campus, the largest hospital facility within Inova Health System (Inova), is a 923-bed community hospital that serves Fairfax County, Virginia and parts of Loudoun County, Prince William County, and the Cities of Falls Church and Manassas. Inova McLean Ambulatory Surgery Center is a full service facility located in McLean, VA. The hospitals provides an array of medical and surgical services, including Northern Virginia's only level 1 trauma center, Inova Women's Hospital, Inova Children's Hospital, the Inova Heart and Vascular Institute, and others. The IFMC and Inova McLean Ambulatory Surgery Center's community is comprised of Fairfax County and the City of Fairfax, as well as parts of Loudoun County, Prince William County, the City of Manassas, and the City of Falls Church (64 ZIP codes total). The community was defined based on the geographic origins of the hospital's patients. In 2018, the 64 ZIP codes that comprise the hospital's community accounted for 77 percent of its discharges and 84 percent of emergency department visits. Additionally, the Inova McLean Ambulatory Surgery Center is licensed by the state of Virginia, certified by Medicare, accredited by AAAHC, and also a member of the Ambulatory Surgery Center Association. The surgery center provides cost-effective services using modern, state-of-the-art technology in a friendly and caring environment by highly-skilled, compassionate staff serving the McLean, Tyson's Corner and Oakton areas of Fairfax County in Northern Virginia and the surrounding communities.

The following map portrays the community served by the hospital, which is located in West Falls Church (ZIP code 22042).

Source: Tableau and Inova Health System, 2018

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

- 77% of 2018 discharges originated in the community
  - 55% from Fairfax County
  - 9% from Prince William County
- Total population in 2018: 1,819,422
- Projected population change between 2015 and 2020: 6.2%
  - 25.7% 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 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 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 eight issues were identified as the most significant health needs for the IFMC 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 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 IFMC, along with the Vice President for Population and Community Health and other Population Health and Community Relations team members, a representative from the Fairfax County Health Department 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
	Increase behavioral health providers/therapists, especially in underserved communities, through programs targeting 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.	Evaluate opportunities to utilize telehealth, increase medical-behavioral health partnerships and examine ways to connect individuals to care post-hospital discharge.	BH
Increase community outreach and education around mental health.	Collaborate with community partners and initiatives, increase Mental Health First Aid training.	BH
	Work with community partners, including outreach to faith communities, to reduce stigma around mental health.	BH
Enhance care and resources for older adults and their caregivers.	Continue Medical House Calls program, and explore opportunities to increase geographical coverage.	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 County Health Departments to address upstream issues that affect health, in particular the One Fairfax initiative.	Access, BH, CC
	Explore ways to reduce social isolation across the lifespan.	BH
Increase healthy eating, nutrition and physical activity.	Investigate ways to impact childhood nutrition at early ages (before they reach elementary school).	CC
	Explore opportunities to create community gardens.	CC
Increase cultural sensitivity and awareness in the health community.	Utilize 'Tell Me Your Story' curriculum to improve cultural awareness and address bias in the IFMC area.	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 Fairfax Medical Campus 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 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 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.

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. 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 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 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 Fairfax Medical Campus collaborated with the other Inova hospitals (Inova Alexandria Hospital, Inova Fair Oaks Hospital, Inova Loudoun Hospital and Inova Mount Vernon Hospital), Inova Franconia-Springfield Surgery Center, Inova Loudon Ambulatory Surgery Center, Inova McLean Ambulatory Surgery Center, Inova Northern Virginia Surgery Center (Fair Oaks), Inova Ambulatory Surgery Center at Lorton, and the Fairfax County Health Department,