Inova Alexandria Hospital and Inova Franconia-Springfield Surgery Center
CHNA Implementation Strategy

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

This document describes how Inova Alexandria Hospital and Inova Franconia-Springfield Surgery Center (IAH/IF-SSC) 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 Alexandria Hospital and Inova Franconia-Springfield 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 2023 through 2025, other organizations in the community may decide to address certain needs, indicating that strategies should be amended to refocus on other identified health problems.
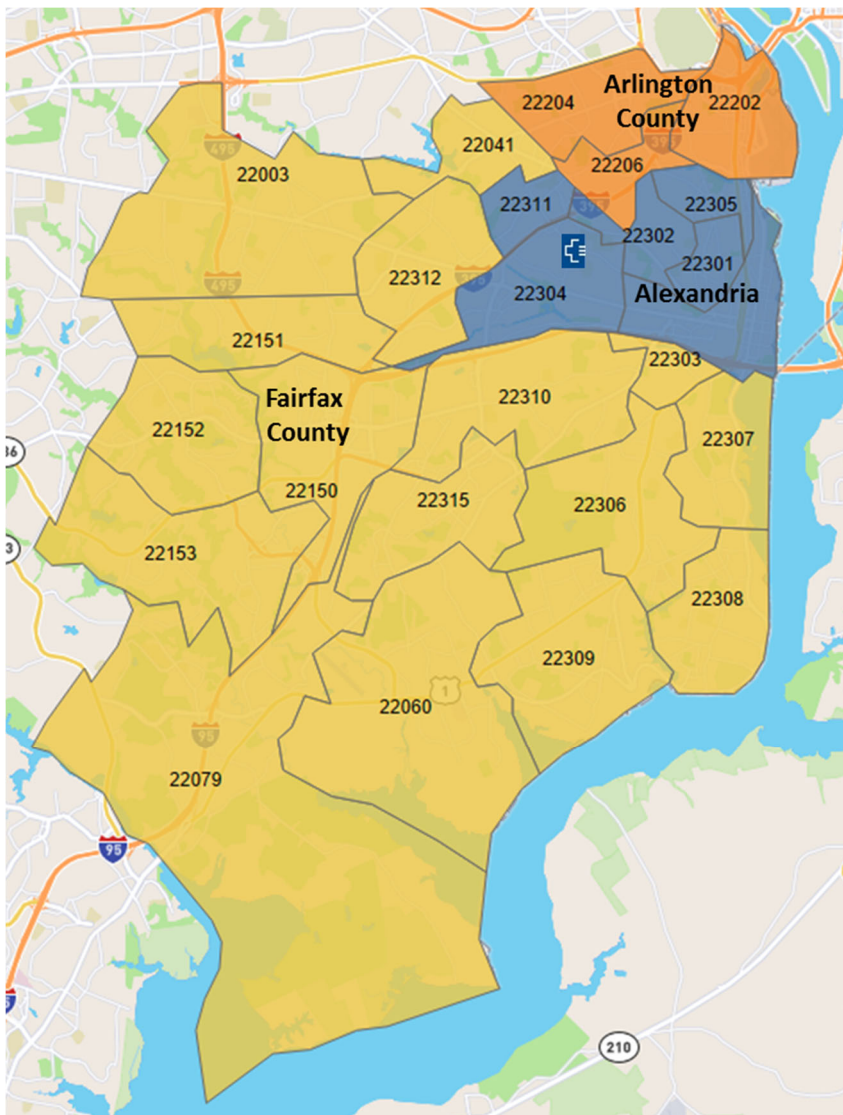
Hospital Facility Mission Statement
Inova Alexandria Hospital and Inova Franconia-Springfield Surgery Center are committed to supporting Inova's mission, "to provide world-class healthcare – every time, every touch – to each person in every community we have the privilege to serve," by offering a wide 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 is a full-service ambulatory outpatient facility located in Alexandria. IF-SSC 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 IAH/IF-SSC community is comprised all of Alexandria City along with parts of Fairfax and Arlington counties. In 2022, the 25 ZIP codes that comprise the hospital's community accounted for 73% of its discharges and 79% of emergency department visits.

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

Source: Tableau and Inova Health System, 2022

Summary information regarding the community is as follows:

- 73.4% of 2022 discharges originated in the community
  - 31.8% from the City of Alexandria
  - 5.1% from Arlington County
  - 36.6% from Fairfax County
- Total population in 2020: 617,509
- Projected population change between 2020 and 2025: 2.5%
  - 16.71% in 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 American, Hispanic/Latino and Asian 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 IAH/IF-SSC community (in alphabetical order):

- Economic Stability
- Healthcare Access
- Mental Health
- Neighborhood and Built Environment

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 Alexandria Health Equity 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 2022 – 2025 should focus major efforts on the key action areas described below.

MENTAL HEALTH		
Action Area	**Strategies**	**Partners**
Increase mental health supports for Alexandria residents	Partner to enhance the pipeline for mental health careers with emphasis on bilingual professionals	Behavioral healthcare, ACPS, non-profit partners
	Support efforts to provide mental health supports through upstream projects like community revitalization, community gardens, climate change awareness, healthy homes, etc.	ACPS, community centers, apartment complexes, neighborhood groups, local businesses
Support communication of prevention strategies and resources to Alexandria residents	Partner to establish a functional community healing/transformation group by training community members to lead (example: Existing funding in Alexandria to support training community members as behavioral health specialist)	Healthcare, non-profits, advocates, specialized professionals
	Elevating existing organizations or mobile apps that focus on mental health to increase platform and scope	

HEALTHCARE ACCESS		
Action Area	**Strategies**	
Increase access to care for all Alexandria residents	Aligning the use of community health workers and care navigators across organizations or jurisdictions	Non-profits, businesses, healthcare, government, CHWs
	Decrease structural barriers for community members to access care (example: simplifying referrals between organizations)	
Increase community member understanding and awareness of what healthcare facilities offer in Alexandria	Develop Regional Community Health Worker toolkit and increase trainings for CHWs and care navigators	Non-profits, businesses, healthcare, county, CHWs
	Partner to improve marketing and communication of resources to diverse communities	Cultural centers, faith-based organizations, popular opinion leaders, CHWs, healthcare, AHD, non-profits

ECONOMIC STABILITY		
Action Area	**Strategies**	**Partners**
Collaborate with community stakeholders to increase community-based trainings for workforce development and capacity building	Partner and develop training opportunities in strategic areas for Alexandria residents (ex: financial workshops, owning a small business, etc.)	Workforce development centers, healthcare, non-profit, county

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 Alexandria 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 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 Alexandria, and partner with the City on initiatives that improve the health of Alexandria, 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 and care coordination for children with disabilities through Care Connection for Children.

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 Alexandria 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. IAH/IF-SSC 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, IAH/IF-SSC 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 the Alexandria Health Equity Community Action Committee which includes representation from Inova, Alexandria City Health Department, Alexandria Police and Fire Departments, Alexandria City Public Schools, City of Alexandria Race and Social Equity Office, the local Federally Qualified Health Center, local non-profits and social service organizations and Alexandria City residents.