

Inova Mount Vernon Hospital

CHNA Implementation Strategy

Adopted by the Inova Health Services Board on June 26, 2013:

This document describes how Inova Mount Vernon Hospital (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on October 20, 2013. See the CHNA report at <http://www.inova.org/upload/docs/Community/Inova-Mount-Vernon-Hospital-Community-Health-Needs-Assessment-2013.pdf>. The implementation strategy describes the hospital's planned initiatives for calendar (tax) years 2014 through 2016.

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 2014 through 2016, 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.

The document contains the following information:

1. Hospital Mission Statement
2. Definition of the Community Served
3. Selection of Priority Community Health Needs
4. Implementation Strategy to Address Identified Health Needs
5. Health Needs the Hospital Will Not Address
6. Implementation Strategy Development Collaborators

1. 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,” through offering a wide range of community benefits and clinical services.

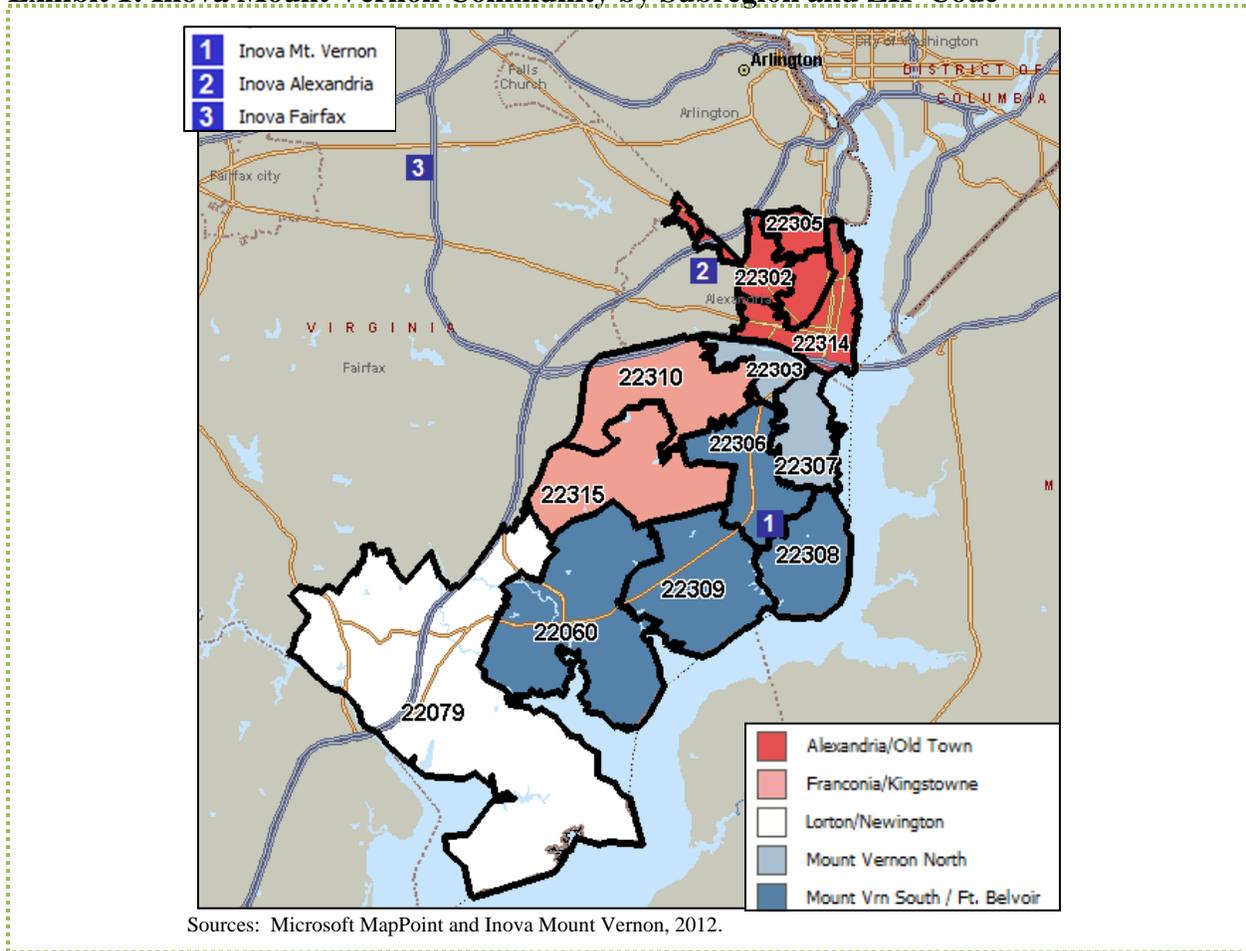
2. Definition of the Community Served

Inova Mount Vernon Hospital’s community includes Fairfax County and the City of Alexandria. This area is comprised of 13 ZIP codes (and 5 subregions).

In 2012, this community included an estimated 256,499 persons. The community was defined based on the geographic origins of Inova Mount Vernon Hospital’s inpatients. In 2010, about 57 percent of the hospital’s inpatients and 81 percent of emergency department visits originated from the 13 ZIP codes.

Exhibit 1 portrays the community served by the hospital, which is located in Alexandria (ZIP code 22306).

Exhibit 1: Inova Mount Vernon Community by Subregion and ZIP Code



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

- The community's population grew three percent between 2008 and 2013 and is expected to grow another one percent between 2013 and 2018. Significant population growth and aging are likely to increase demand for health services over the next several years.
- Over one-third (38 percent) of residents were non-White in 2013. Non-White populations are projected to grow more rapidly than the White population, particularly Black residents in Mt. Vernon South/Ft. Belvoir and Asian residents in Franconia/Kingstowne.
- Within the community, the City of Alexandria and Fairfax County reported poverty and unemployment rates lower than the Virginia average. However, these rates are materially higher for non-White residents in both jurisdictions.

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

3. Selection of Priority Community Health Needs

The hospital's 2013 CHNA found that numerous health status and access problems are present in the community. A committee comprised of several community-based hospital board members including the Chief Executive Officer, President, and Vice President of the Medical Staff, Chief Financial Officer, Chief Medical Officer, Chief Nurse Executive, Assistant Vice President of Human Resources, six members of the Health Care Services Board of Trustees (one of which is also a member of the Fairfax County Board of Supervisors), two members of the IMVH medical staff, Director for Marketing, Executive Director for the Joint and Orthopedics Program and the Director of the Fairfax County Health Department met on several occasions, reviewed the CHNA findings, and concluded that the hospital's implementation strategy should continue to include the issues identified by "Y" (for Yes) in **Exhibit 2**, and that the work plan for 2014-2016 will focus major efforts on six priority areas (identified as "Priority") described in Section 4. Issues identified by "N" (for No) represent issues that the medical campus does not plan to address (for reasons detailed in the report).

Exhibit 2: Community Health Needs the Hospital Will Attempt to Meet

Access to Health and Human Services	Plan to Meet (Priority/Y/N)?
• Insufficient Collaboration and Coordination Among Organizations Providing Health and Social Services	P
• Insufficient Case/Care Management for Seniors – (Fairfax County)	N
• Lack of Affordable and Accessible Primary and Specialty Care and Insurance	P
• Lack of Access to Preventive Care	P
• Language Barriers and Need for Additional Culturally Competent Care Providers	Y
Chronic Disease	
• High Rates of Cancer Incidence and Disparities in Cancer Mortality	N
• Disparities in Cardiovascular Disease Mortality	Y
• Disparities in Chronic Liver Disease and Cirrhosis Mortality – (Alexandria City)	N
Dental Health	
• Lack of Access to Dental Care	P
Health Behaviors	
• Alcohol Abuse	Y
• High Rates of Smoking – (Alexandria City)	Y
• High Rates of Unsafe Sex and Teen Pregnancy – (Alexandria City)	N
Maternal and Child Health	
• Disparities in Infant Health Outcomes	Y
Mental Health	
• Lack of Access to Mental Health Services and Poor Mental Health Status	P
Morbidity	
• Diet and Exercise – Related Issues	P
• Disparities in Mortality	N
• High Rates of Communicable Diseases	N
Physical Environment	
• Poor Air Quality	N
Social and Economic Factors	
• Basic Needs Insecurity	N

The 2013 CHNA provides additional details regarding each of the community health needs in Exhibit 2.

4. Implementation Strategy to Address Identified Health Needs

Inova Mount Vernon Hospital has a tradition of providing significant amounts of community benefit to the communities it serves. The hospital will continue its commitment to the community by allocating appropriate resources to implement the following strategies in 2014 through 2016 to meet these health needs.

A. Priority Strategic Initiatives

1. Improve collaboration and coordination among health and social service organizations to maximize seamless patient care by:
 - a. Continuing to participate actively in the Fairfax County Mobilizing for Action through Planning and Partnerships (MAPP) process to identify opportunities to leverage hospital and Inova Health System resources.

- b. Continuing to provide health education and other support through the Inova Congregational Health Partnership for faith communities who voice or demonstrate an interest in improving community health.
 - c. Continuing to participate in the Inova System-Wide Disaster Preparedness Task Force to assure integration of the hospital's role with community-wide emergency response agencies.
 - d. Continuing to participate actively in the South County Task Force for Human Services to advocate for an effective human services network available and accessible for all.
 - e. Developing strong linkages from the Inova Palliative Care Program to professional care providers, clergy, skilled nursing and assisted living facilities, and consumers.
 - f. Continuing to collaborate with the philanthropic community by providing leadership, data, and support for health care research projects, white papers, community summits, and other activities.
2. Improve access to and coordination of care, including preventive care, primary care and specialty care, and dental care, by:
- a. Continuing to provide Discharge Planning, including Transitional Care Clinics (for Medicare, Medicaid, and uninsured patients), to reduce frequent inappropriate use of the emergency department and preventable readmissions.
 - b. Continued investment in expansion of and affiliation with the Federally Qualified Health Centers (FQHCs) to increase access to primary care, dental care, and mental health services for the low income, uninsured population and growing senior population.
 - c. Continuing expansion of services through development of additional centers for healthcare within the hospital community.
 - d. Collaborating with area Federally Qualified Health Centers, Free Clinics, and the Fairfax County Health Department to develop and implement measurable targets to enhance access to care for hospital patients who need follow-up care and/or access to a medical home.
 - e. Collaborating with the Medical Society of Northern Virginia (MSNVA) to stabilize and expand Project Access, a program to increase access to specialty care for low-income and uninsured County residents.
 - f. Garnering support of the Inova Health System (including Inova Mount Vernon Hospital) medical staff to volunteer with Project Access.
 - g. Expanding access to healthcare through InTotal Health Medicaid plan as the eligibility for Medicaid expands in the Commonwealth of Virginia sometime in the next few years.
 - h. Supporting FQHCs' dental chairs and the Northern Virginia Dental Clinics, and participating in the annual Mission of Mercy event to provide dental care for low-income and uninsured patients.

- i. Continuing to provide Senior Case Management through PACE (Program of All-Inclusive Care for the Elderly) and HELP (Hospital Elder Life Program).
3. Decrease the prevalence of diet and exercise-related issues, including disparities in diabetes mortality and high rates of overweight/obesity, by:
 - a. Continuing the services of the Inova Mount Vernon Diabetes Center to provide diabetes self-management and prevention education.
 - b. Leveraging technology (e.g., telemedicine) to expand access to the Inova Diabetes Center self-management program as measured by increasing patient volumes for County residents.
 - c. Continuing the Diabetes Center Diabetes Connections Project to increase the percentage of free clinic and FQHC patients that achieve an Hb1Ac level at or below 7 percent.
 - d. Continuing collaboration between InovaCares for Women and the Inova Diabetes Center to reduce complications related to gestational diabetes.
 - e. Expanding the Community Health Outreach Worker program to provide culturally competent telephonic support for women with gestational diabetes.

It is anticipated that patients participating in this initiative will demonstrate a measurable increase in confidence in 1) day-to-day management of their gestational diabetes, 2) communication with their health care providers, and 3) health outcomes.
 - f. Collaborating with the Northern Virginia Healthy Kids Coalition to:
 - i. Expand outreach to schools by providing learning kits and technical support for implementation of activities to increase physical activity and nutrition education in a variety of community settings such as after-school programs, at home and child care programs, as well as school settings.
 - ii. Support healthy vending machine choices both in Inova Health System facilities and Fairfax County schools through support of local legislative advocacy, employee health education and incentive programs, and inclusion of healthy choice requirements in vendor contracts.
 - iii. Convene an annual summit, Let's Move the Needle on Childhood Obesity: A Community Call to Action, for two hundred Northern Virginia stakeholders (including specific invitations to Fairfax County stakeholders) to share best practices for more activity and better nutrition for children.
 - g. Continuing an Inova Health System 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. Under this program, qualifying shoppers receive up to \$10 in matching funds from Inova for healthy food purchases at farmers' markets.

- h. Continuing 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.
 - i. Continuing the IPATH (Inova Partnering Actively Toward Health) program in collaboration with the Fairfax County School District.
 - j. Implementing the Inova Well Aware health incentive program, and continuing the Team-Up program for all Inova employees.
4. Increase access to mental health services and improve poor mental health status, through:
- a. Providing behavioral health services at Inova Mount Vernon Hospital.
 - b. Adding a new 24-hour psychiatric assessment center located in Fairfax County.
 - c. Support of the Kellar Center which provides a continuum of comprehensive mental health programs and services for children and young adults in an outpatient setting.

B. Continuing Strategic Initiatives

While certain community health needs have not been identified for expanded support or activity, the hospital plans to continue various current community benefit programs that address them. These initiatives include:

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. 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.
4. Continue the Inova Comprehensive Addiction Treatment Services (CATS) for alcohol and substance abuse treatment.
5. Continue support to eliminate smoking through Inova’s Smoke Free campus and hiring policies, Tobacco Net smoking cessation program, and support for anti-smoking legislative measures.

C. Planned Collaboration(s) With Other Related or Unrelated Health Care Organizations

The hospital’s strategies will be implemented in collaboration with partners including, but not limited to:

- Alexandria Chamber of Commerce
- Mount Vernon-Lee Chamber of Commerce
- Southern Fairfax County Chamber of Commerce

- Alexandria Health Department
- Boys and Girls Clubs (Local Chapters of Boys & Girls Clubs of America)
- Fairfax County Health Department
- Fairfax County MAPP
- Fairfax County Public Schools
- Fairfax County Senior Centers
- Faith-based organizations
- Federally Qualified Health Centers
- George Mason University
- Islamic Saudi Academy
- Medical Society of Northern Virginia
- New Gum Springs Civic Association
- Northern Virginia Healthy Kids Coalition
- Northern Virginia Community College
- Philanthropic Community
- South County Task Force

D. Anticipated Impacts on Health Needs

Through implementing the above strategies, the hospital anticipates the following improvements in community health:

- Improved collaboration among social services to provide more seamless referral, thereby enhancing access to services that prevent deteriorating health.
- Improved health and well-being for community residents who currently face barriers to accessing specialty care, preventive care, mental health care, dental care, and primary care:
 - Increased access to primary care as evidenced by eliminating the waiting lists for access to free and FQHC's and obtaining a primary care appointment within one month of a request.
 - Increased access to specialty care.
 - Increased access to dental care.
 - Increased access to mental and behavioral health services.
 - Increased rigor of data collection to measure improvements in access to care.

- Increased percentages of patients with HbA1C levels at or below 7 percent for the Diabetes Connections Project, as well as improvements in self-management and patient-provider communication.
- Reduced complications related to gestational diabetes through the InovaCares Clinic for Women and Inova Diabetes Center collaboration in provision of education and clinical follow-up.
- Enhanced culturally competent care and linguistically appropriate services.
- Reduced disparities in cardiovascular disease mortality.
- Increased availability of health education and increased understanding regarding the effects of alcohol use and smoking.

5. Needs the Hospital Facility 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, and not on the following needs:

High Rates of Cancer Incidence and Disparities in Cancer Mortality: The hospital's implementation strategy focuses on prevention (modifiable risk factors) with emphasis on strategies to address health disparities.

Insufficient Case/Care Management for Seniors: This issue is being addressed by others including the Fairfax County Health Department.

Disparities in Chronic Liver Disease and Cirrhosis Mortality: The hospital's implementation strategy focuses on prevention strategies that address health disparities. Substance abuse needs are a focus of other community resources.

Unsafe Sex and Teen Pregnancy: This community health issue is being addressed by others, especially the local Health Department.

Disparities in Mortality: The hospital does not have expertise/competencies to address this issue effectively.

High Rates of Communicable Diseases: This community health issue is being addressed by others, especially the local Health Department.

Poor Air Quality: This problem is beyond the scope of the hospital, and the hospital has insufficient resources to make a meaningful impact.

Basic Needs Insecurity: This problem is beyond the scope of the hospital. The hospital does not have the expertise to address the issue effectively and the issue is being addressed by others.

6. Implementation Strategy Development Collaborators

In developing this implementation strategy, Inova Mount Vernon Hospital collaborated with the other Inova Health System hospitals, Inova Alexandria Hospital, Inova Loudoun Hospital, Inova Fair Oaks Hospital, and Inova Fairfax Medical Campus, and the Fairfax County and City of Alexandria Health Departments.