

Inova Fairfax Medical Campus CHNA Implementation Strategy

Adopted by the Inova Health Care Services Board on October 26, 2016

This document describes how Inova Fairfax Medical Campus (“the hospital” or IFMC) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on July 29, 2016. This implementation strategy describes the hospital’s planned initiatives for calendar (tax) years 2017 through 2020. 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 Fairfax Medical Campus 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 2017 through 2020, 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.

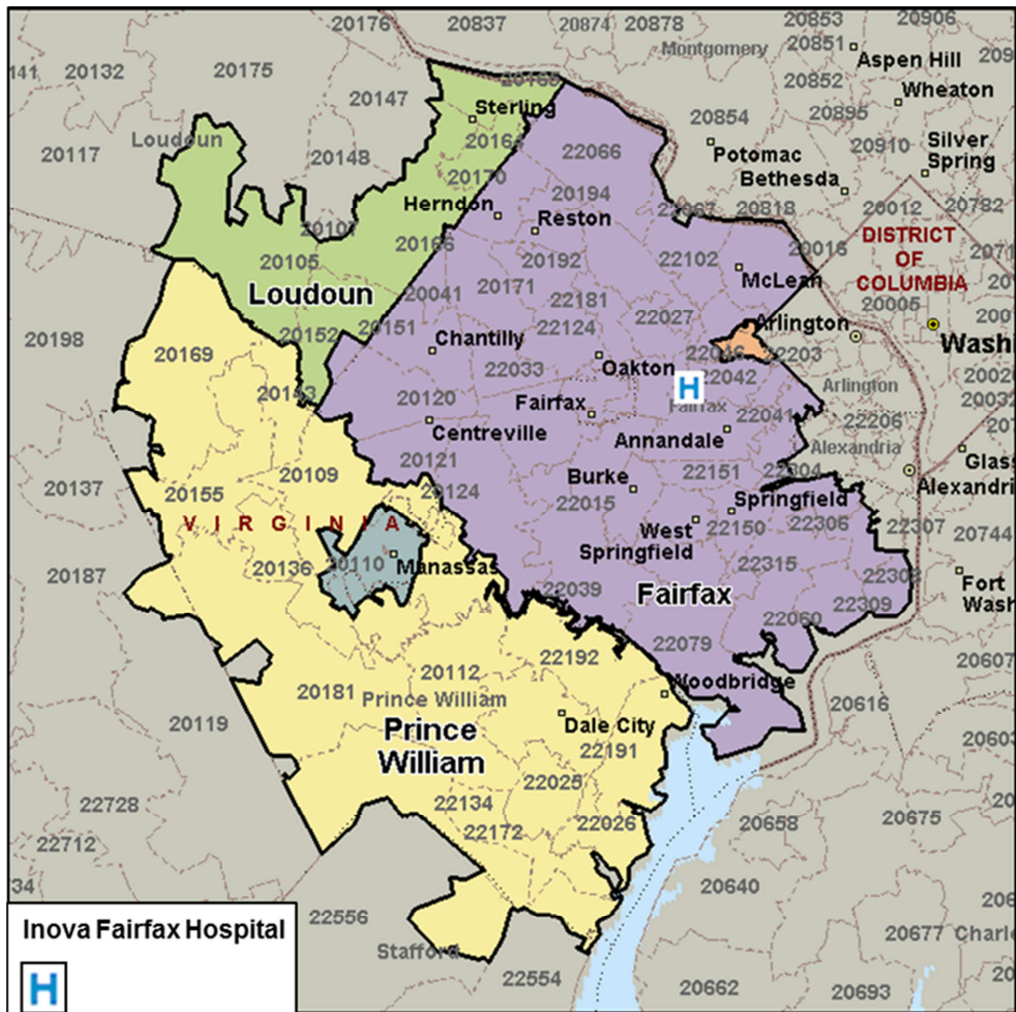
Hospital Facility Mission Statement

Inova Fairfax Medical Campus is committed to supporting its mission, “to improve the health of the diverse community we serve through excellence in patient care, education and research,” 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 an 833-bed community hospital that serves Fairfax County, Virginia and parts of Loudoun County, Prince William County, and the Cities of Falls Church and Manassas. The hospital 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’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 2014, the 64 ZIP codes that comprise the hospital’s community accounted for over 77 percent of its discharges and emergency department visits.

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



Source: Microsoft MapPoint and Inova Health System, 2015.

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

- 77% of 2014 discharges originated in the community
 - 62% from Fairfax County
 - 11% from Prince William County
- Total population in 2014: 1,740,883
- Projected population change between 2015 and 2020: 6.0%
 - 31.7% 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 both Alexandria City and 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, Hispanic (or Latino), and Asian residents. The poverty rate for Asian residents in Alexandria exceeded the Virginia average.

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 2016 CHNA found that numerous health status and access problems are present in the community. The following eleven issues were identified as the most significant health needs for the IFMC community:

- Access to Basic Medical Care
- Access to Dental Care
- Conditions and Care of the Elderly
- Cultural Competency in Care
- Diabetes
- Hypertension
- Lack of Affordable Housing
- Mental Health and Access to Mental Health Services
- Obesity and Obesity-Related Concerns
- Physical Environment
- Substance Abuse and Excessive Alcohol Use

The CHNA results were presented to the IFMC Administrative Council, and of these eleven issues, IFMC will focus efforts over the next few years on Conditions and Care of Aging Adults, Cultural Competency in Care and Mental Health Care.

Members of the Senior Leadership Team at IFMC, along with the Inova AVP for Behavioral Health, the AVP and Program Outreach Administrator for Population Health, the Inova AVP for Elder Care, and representation from the Fairfax County Health Department, among others, met on several occasions, reviewed the CHNA findings, and concluded that the hospital's implementation strategy for 2017 – 2020 should focus major efforts on the three priority areas described further below.

Priority Area 1: Improve the care and conditions of aging adults.

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Explore innovation and technology related efforts to improve the quality of life for older adults.	Utilize technology to engage and educate older adults and their caregivers about services and self-care (i.e. websites, mobile applications and tablets).
	Create a central source of information for seniors and their caregivers, including programs at Inova and throughout the community.
Enhance access to care and improve the ability to age in community.	Continue to provide services and programs such as PACE (Program of All-Inclusive Care for the Elderly), ElderLink, and home health.
	Collaborate with community partners to enhance transportation options.
	Explore opportunities to participate in Community Villages or Timebank programs.
Enhance care and resources for older adults and their caregivers.	Implement care coordination for the caregiver.
	Continue and strengthen falls-related education and work with the Northern Virginia Falls Prevention Network, Area Agencies on Aging and EMS.
	Work with pharmacy to provide medications before discharge, with instructions that are easily understandable, utilize large fonts and pictures where appropriate.
Enhance and maintain an aging-friendly and disability-inclusive hospital environment.	Use the built environment to improve care for all ages (i.e. lights that mimic the natural light cycle, more readable and better placed clocks, etc.).
	Ensure safety and accessibility throughout the hospital, such as installation and maintenance of appropriate flooring, lighting and furniture.
	Explore designation of geriatric emergency medicine focus.
Strengthen and develop the geriatric workforce.	Host a Geriatrics/Palliative Care fellowship Program at Inova.
	Create more education and collaboration opportunities for staff, including NICHE training, geriatric grand rounds, and geriatric hospitalist positions.

Priority Area #2: Improve cultural competence, sensitivity and inclusion.

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Increase access to care for diverse populations.	Open Simplicity Health, to provide excellent culturally and ethnically sensitive primary care services at affordable fees for working adults.
	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.
Increase awareness of cultural and ethnic diversity in community, especially among healthcare providers.	Work with Fairfax County Health Department on Storytelling project.
	Increase cultural competency education of Inova providers.
	Increase cultural competency and awareness within patient population.

Priority Area #3: Improve care and access to care for individuals with mental health needs.

ACTION AREA	KEY STRATEGIES/ACTIVITIES
Increase access to behavioral health services.	Add clinicians to existing Inova facilities (primary care, hospital and community locations) throughout region, to expand access to ongoing chronic mental health needs.
	Create adolescent in-patient unit at Inova Fairfax Medical Campus.
	Increase utilization of and access to LCSWs and other medical extenders.
	Continue support of the Inova Kellar Center which provides a continuum of comprehensive mental health and substance use disorder programs and services for children and young adults in an outpatient setting.
Improve health outcomes through intersection with mental health.	Hypertension compliance project with InTotal Health and Signature Partners.
	Sports medicine link with youth concussions.
	Integrate with County Community Services Boards (CSBs) to improve health and reduce hospital emergency room usage.
	Integrate behavioral health into primary care provided at safety net clinics, such as InovaCares for Women and Simplicity Health.
	Host mental health fellowship positions at Transitional Care Management and Juniper Programs.
Integrate services for substance abuse and mental health.	Continue support of the Inova Comprehensive Addiction Treatment Services Program (CATS), which offers effective, compassionate treatment for individuals dealing with all forms of substance abuse disorders.

Health Needs the Hospital 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 described above. Certain issues, such as access to dental care, affordable housing and the physical environment are beyond the scope of the hospital and the hospital has insufficient resources to make a meaningful impact. Other topics, such as diabetes, hypertension, obesity and obesity-related concerns 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. 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.
2. Open Simplicity Health in Alexandria and Annandale, to provide greater access to affordable healthcare for working adults.
3. Inova is assuming operations for the Fairfax County Community Health Care Network (CHCN).
4. Reduce disparities in cardiovascular disease mortality, including targeted education efforts on a heart healthy lifestyle and stroke prevention and treatment through Inova Cardiovascular Services.
5. Utilize the Inova Center for Wellness and Metabolic Health to deliver comprehensive diabetes education classes, programs and support groups at Inova facilities throughout Northern Virginia.
6. Offer 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.
7. Sponsor 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.

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), and the Fairfax County Health Department.