



2019 Inova Report  
to the Community

# PUTTING THE **PERSON** IN PERSON-CENTERED CARE

 **INOVA**<sup>®</sup>

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Inova serves more than 2 million individuals annually through an integrated network of hospitals, primary and specialty care practices, emergency and urgent care centers, outpatient services and destination institutes.

### Inova Hospital Locations

**Inova Alexandria Hospital**  
4320 Seminary Rd.  
Alexandria, VA 22304

**Inova Fairfax Medical Campus**  
3300 Gallows Rd.  
Falls Church, VA 22042

**Inova Fair Oaks Hospital**  
3600 Joseph Siewick Dr.  
Fairfax, VA 22033

**Inova Loudoun Hospital**  
44045 Riverside Pkwy.  
Leesburg, VA 20176

**Inova Mount Vernon Hospital**  
2501 Parkers Ln.  
Alexandria, VA 22306



## MESSAGE FROM THE PRESIDENT AND CEO

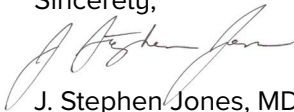
As metro Washington's leading healthcare provider, Inova offers the right care at the right time to keep our community healthy and strong even in the midst of a global pandemic. But ensuring a vibrant community requires more than pioneering medical care at our state-of-the-art facilities. Through innovation and collaboration, we step beyond our hospital walls to deliver high-quality, compassionate services that reach every corner of our region.

Community commitment is a cornerstone of Inova's longstanding mission to provide world-class healthcare – every time, every touch – to each person in every community we have the privilege to serve. We are fortunate to engage with multiple partners to promote this essential work. Together, we will continue to work for social justice by addressing health disparities and socioeconomic barriers, identifying gaps and strengthening resources to safeguard and advance good health for all.

Thanks to new care delivery models and improved access, the ways in which we support our community continue to evolve. Read about an innovative project that uses storytelling to enhance patient-centered care. Learn how we address obstacles for culturally and ethnically diverse patients. Discover how we've expanded services to vulnerable populations to ensure no one is left without care. And recognize the powerful ways we offer compassion and tribute to patients at the end of life.

Our Drive to Excellence as a not-for-profit healthcare provider requires ongoing engagement with the communities we serve, especially now given the COVID-19 threat. Inova's 2019 Report to the Community highlights this commitment as we have...and will work diligently to ensure longer, healthier, more productive lives for all.

Sincerely,



J. Stephen Jones, MD  
President and CEO



“

Thanks to new care delivery models and improved access, the ways in which we support our community continue to evolve.

”





**HONORING OUR PATIENTS**



## A Powerful Way to Say Goodbye

The walk that a donor family takes with their loved one from the Intensive Care Unit to the Operating Room to donate organs is often called the “loneliest walk.” This is the final walk that they will take as a family as the patient is prepared to become an organ donor.

To pay tribute to organ donors and their families, Inova Fairfax Hospital began holding Honor Walks in 2019. This simple yet powerfully moving ritual shows families they are not alone and salutes the organ donor’s final heroic act. All hospital team members are invited to participate, and as many as 100 people line the hallways for the solemn ceremony, depending on the day and time.

The Honor Walk is beneficial and inspiring to all who participate. It supports and salutes the patient and donor family for their lifesaving legacy. For staff, it is a symbol of unity and compassion, and allows caregivers to visibly support donor families and grieve their loss together. It promotes organ donation by showing that, at a time of immense grief, families are willing to be so generous and save the lives of others. And it honors the Inova Mission and demonstrates the privilege of service.

Inova Fairfax Hospital  
held **6 Honor Walks**  
for organ donors  
in 2019



More than  
**112,000**  
people in the  
United States are  
waiting for a  
lifesaving organ  
transplant.



Source: United Network for Organ Sharing  
<https://unos.org/data/transplant-trends/>

## Patient Spotlight: Ministering to His Congregation

### Inova's Bridge Program Helps Stroke Patient Recover

Recovering from a hemorrhagic stroke, the Reverend Angel Martinez, 67, had two goals in mind: play the guitar again and deliver sermons to his congregation at Wesley United Methodist Church in Alexandria.

The Inova Mount Vernon Rehabilitation team helped Martinez realize his goals. After inpatient therapy, he enrolled in the Bridge Program, which provides a structured setting for renegotiating independence and community living skills following a life-changing neurological incident.

Angel worked with a speech therapist to restore his capacity to focus on multiple tasks and shift his attention accordingly. He worked with a physical therapist to regain his balance and ability to walk. And he worked with an occupational therapist to relearn how to perform intricate finger work on the guitar. "The rehab staff's dedication, devotion and inspiration motivated me. Even during the most difficult parts of my journey, they helped me believe that I could recover," Angel said.

Today, he is back by his wife Lydia's side in church, where he is associate pastor, and she is senior pastor. "Every person who touched my husband's life after his stroke showed such love and dedication," Lydia says. "They exceeded our expectations of what a hospital is and that made a big difference in how quickly my husband recuperated."

The Bridge Program offers intensive treatment for those recovering from brain injury, and is part of Inova Mount Vernon Hospital's Outpatient Rehabilitation Program.

“

Even during the most difficult parts of my journey, they helped me believe that I could recover.

”

**In 2019,  
Inova Mount Vernon  
Hospital's Outpatient  
Rehabilitation  
Program had  
more than  
14,000  
patient visits**





## No One Dies Alone

In a perfect world, no one would die alone. But sometimes, patients face the end of life without the support of family or friends by their side. Inova's No One Dies Alone program offers the reassuring presence of a compassionate companion to dying patients so they don't spend their final moments unaccompanied.

Compassionate Companions are volunteers who have received training and mentoring to provide emotional support. They include current and retired Inova employees and community members.

Since the program began at Inova Fairfax Hospital in 2017, No One Dies Alone volunteers have provided more than 2,600 hours of support. Organizers hope to recruit additional volunteers to expand the program to other Inova hospitals.

**In 2017, No One Dies  
Alone volunteers  
provided  
more than  
2,600  
hours of  
support**





## Help for Opioid Withdrawal Patients

As part of Inova's ongoing efforts to combat the opioid epidemic, Inova Alexandria Hospital's Emergency Department (ED) is partnering with the Alexandria Residential Treatment Center (ARTC) to help people struggling with opioid addiction. Physicians in the ED identify patients in acute opioid withdrawal and prescribe buprenorphine to alleviate the symptoms. The patient is then referred to ARTC to begin substance abuse treatment. Any Alexandria resident 18 or over is eligible to participate. ARTC provides round-the-clock structured clinical support to address drug and alcohol addiction. In addition to sending opioid withdrawal patients directly to ARTC, the ED has referred many other patients with opioid use disorder to the program.



**65% of adults  
in the Northern Virginia  
area know someone who  
suffers from addiction**

**Almost  
half  
of adults**



**in the Northern Virginia  
area don't know how to  
help someone suffering  
from addiction**





## PARTNERING WITH OUR COMMUNITY

## Training Community Members to Save Lives

The ability to recognize life-threatening bleeding and intervene effectively can save a person’s life. No matter how quickly emergency professionals respond, bystanders will always be first on the scene. As part of the American College of Surgeons’ national Stop the Bleed® initiative, Inova offers free training courses to teach bleeding control techniques to the general public and empower community members to be “immediate responders” to bleeding victims. Courses are taught by Inova Trauma Center surgeons and nurses at Inova facilities and at multiple locations in the community. Skills include how to stop blood loss through proper pressure, wound packing and tourniquet application.



A person can bleed to death in as little as

**5 minutes**

Source: American College of Surgeons  
<https://www.stopthebleed.org/learn-more>

**880+**  
**community members**



**completed Inova’s Stop the Bleed courses in 2019**

## Healthy Smiles for Kids

Good dental health not only affects overall wellness, it’s also a factor in childhood self-esteem. Thanks to a generous donation from My Smiles for Miles, Inova Cares Clinic for Children was able to distribute free toothbrushes to kids in the community.



My Smiles for Miles founder, Cleia Jones, who started the non-profit when she was in elementary school, organized the toothbrush drive. My Smiles for Miles is founded on the belief that kids everywhere have the right to access dental care and the tools to promote good oral hygiene habits.



Children aged 5 to 19 from low-income families are

**2X** 

**more likely to have cavities than children from higher-income households**

Source: Centers for Disease Control and Prevention  
<https://www.cdc.gov/oralhealth/basics/childrens-oral-health/index.html>



## Protecting Environmental Health

Inova understands that being a responsible member of our community means not only keeping patients and team members healthy, but also doing our part to keep the environment healthy. From the energy we use to power lifesaving medical equipment to the materials we select for new construction projects, Inova is committed to incorporating environmental sustainability into all aspects of our business operations.

### What have we done for the Earth lately?

- Transitioned from plastic straws to eco-friendly paper straws in retail areas, including cafeterias and employee lounges. By reducing plastic straw usage we can reduce the amount of plastic that ends up in landfills.
- Switched from styrofoam to eco-friendly disposables, including coffee cups and food containers, in all retail cafés, coffee kiosks and physician lounges managed by our food services partner, Morrison.
- Launched a Community-Supported Agricultural (CSA) subscription for Inova team members so staff can access healthy, sustainable food options. Buying local also supports the region's economy.
- Kicked off a food composting pilot to determine viability across the Inova system. The pilot diverts approximately 900 pounds of food waste per week, which is ultimately turned into quality soil products.







## ADVANCING HEALTH EQUITY

### **What Are Health Disparities?**

Health is more than the absence of disease, it is shaped by policies, neighborhoods and opportunities. Health disparities are differences in health status among groups of people based on their characteristics including race or ethnicity, sexual orientation, income, disability and geographic location. On the surface, Northern Virginia is a very healthy region. However, there are stark contrasts among residents, and there can be as much as a 20-year gap in life expectancy based on census tract alone.

*Source: VCU Center on Society and Health*

## Tell Me Your Story

The Washington, DC, metro area is one of the fastest growing and most diverse regions in the country. To improve the delivery of culturally competent healthcare, Inova teamed up with the Fairfax County Health Department, Partnership for a Healthier Fairfax and the Northern Virginia Area Health Education Center to develop Tell Me Your Story.

This innovative project began by inviting eight local individuals and their families to share their experiences with the healthcare system. Their video stories reveal many of the most important issues in cross-cultural healthcare today, serving as a powerful educational tool and springboard for interactive discussion.

Personal stories in healthcare are proving to be a valuable way to raise awareness, improve communication and increase patient-centered care. The Tell Me Your Story curriculum is grounded in national standards for Culturally and Linguistically Appropriate Services in Health Care, known as CLAS, which aim to advance health equity by making services more responsive to patient needs.

“

Personal stories in healthcare are proving to be a valuable way to raise awareness, improve communication and increase patient-centered care.

”

## Healthcare Disparities Conference












The Tell Me Your Story videos were piloted at *Inova’s Healthcare Disparities Conference: The Culture of Health* in March. More than 150 physicians, nurses, clinicians and other healthcare workers turned out for the half-day symposium, which addressed how sociocultural barriers impact care for culturally and ethnically diverse patients, how to recognize and address implicit bias, and the diversity of experience and health inequities in Northern Virginia. Keynote speakers, along with a panel of local safety-net providers, reviewed local, regional and national health disparities data. They also shared community resources, and offered strategies to improve awareness, overcome bias and elevate health outcomes for these populations.

## Community Health Needs Assessment

### *A Community-Centered, Data-Driven Approach to Identify Top Health Issues*

Federal regulations require that tax-exempt hospital facilities conduct a Community Health Needs Assessment (CHNA) every three years and adopt an Implementation Strategy that addresses significant community health needs. 2019 was the third time Inova has produced a CHNA, and this time around things were done a little differently. In mid-2018, Inova joined with the health departments in the Cities of Alexandria and Arlington, Fairfax, Loudoun and Prince William Counties to develop a common vision for assessing the region’s health. The collaborative shared expertise, best practices and resources to produce the framework for a CHNA. Over the next 15 months, information was collected through a community survey, local statistics and public input to uncover the top issues facing each hospital community. Inova is using this information to develop a multi-year implementation plan of measurable, actionable strategies to address the community’s most pressing health concerns.

Below are the top issues for each of Inova’s hospital communities.

|   | IAH                                 | IFOH                                | IFMC                                | ILH                                 | IMVH                                |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
|  <b>Chronic Conditions</b>                       | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Economic Stability</b>                       | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Healthcare Access</b>                        | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Immunizations and Infectious Disease</b>     |                                     |                                     |                                     | <input checked="" type="checkbox"/> |                                     |
|  <b>Injury and Violence</b>                      | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Maternal, Infant and Child Health</b>        |                                     |                                     |                                     |                                     | <input checked="" type="checkbox"/> |
|  <b>Mental Health</b>                            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Neighborhood and Built Environment</b>       | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
|  <b>Obesity, Nutrition and Physical Activity</b> | <input checked="" type="checkbox"/> |                                     | <input checked="" type="checkbox"/> |                                     |                                     |
|  <b>Oral Health</b>                              | <input checked="" type="checkbox"/> |                                     |                                     | <input checked="" type="checkbox"/> |                                     |
|  <b>Sexual and Reproductive Health</b>           | <input checked="" type="checkbox"/> |                                     |                                     |                                     |                                     |
|  <b>Tobacco and Substance</b>                    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

## Community Health Improvement Grants

Safeguarding and advancing health is a team effort, and Inova is fortunate to engage with many community partners to promote this essential work. Every year, Inova provides small grants to local non-profit organizations working to improve health in the priority areas identified through our Community Needs Health Assessment (see related article on page 17).

The community grants program is now in its fifth year. 2019 recipients include:



**The Carpenter's Shelter** to expand its mental health program for homeless residents. The money will support the addition of an MSW student intern and provide more continuing education opportunities for licensed mental health staff.



**Insight Memory Care Center (IMCC)** to support its adult day respite care program. IMCC is the only licensed adult day center in Northern Virginia dedicated to enhancing the lives of individuals, families and caregivers affected by Alzheimer's disease and related dementias.



**The Medical Care for Children Partnership Foundation** to support uninsured children from birth to age 19 with comprehensive oral health and preventive care.



**Project Mend-A-House, Inc.**, for materials and supplies to expand free home repair/construction services for low-income seniors, veterans and people with disabilities, allowing them to age in place.



**The House Inc. Student Leadership Center's Office on Youth Mental Health and Wellness** for its integrative, evidence-based program to improve mental health among underserved and underinsured youth and families.



**The Ryan Bartel Foundation** to expand Sources of Strength, an evidence-led youth suicide prevention and wellness program, beyond Loudoun County Public Schools and into the wider community.





## EXPANDING CARE TO VULNERABLE POPULATIONS

In 2019, Virginia expanded Medicaid coverage to 400,000 low-income residents as permitted by the Affordable Care Act, opening the program to childless adults and raising the income limit for people with disabilities and families with children. Inova was a leader among hospitals and healthcare systems across the Commonwealth that partnered with Governor Ralph Northam and members of the General Assembly to secure the expansion, and has worked collaboratively with community partners to support newly eligible patients.

## Inova Health Advantage

To better serve Northern Virginia's Medicaid population, Inova opened four new primary care clinics in the region. The Inova Health Advantage Clinics provide primary care services to adult Medicaid enrollees, including health maintenance and disease prevention, patient education and counseling, and treatment of acute and chronic medical conditions, such as diabetes and hypertension.

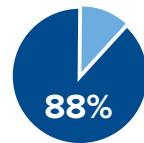
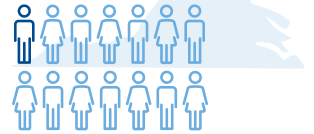
Extending medical insurance to low-income residents improves access to healthcare, earlier detection of serious illnesses, better care for existing health problems and improved ability to work, attend school and live independently. It keeps patients healthy and out of the hospital, improving outcomes and reducing the overall cost of care.

The new clinics are co-located with Inova's Simplicity Health Clinics in Alexandria, Annandale and Sterling. An additional Health Advantage clinic is located in Manassas.



**In Virginia, Medicaid covers**

**1 in 14**  
**adults ages 19-64**



**Nationally,**  
**88% of adults on Medicaid**  
**visited a doctor in the last year**

Source: The Henry J. Kaiser Family Foundation  
<http://files.kff.org/attachment/fact-sheet-medicaid-state-VA>

**In July, Virginia Governor Northam visited  
the Inova Health Advantage Medicaid Clinic  
in Annandale to mark a milestone of**



**300,000**  
**newly enrolled residents**  
**under Virginia's expanded**  
**Medicaid program**

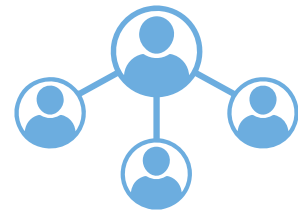
## Partnership for Healthier Communities

In 2019, Partnership for Healthier Kids changed its name to Partnership for Healthier Communities (PHC) to better reflect its mission and updated activities with Medicaid expansion in Virginia. As Inova's longstanding initiative to connect children and adults to health insurance and quality healthcare services, PHC is located throughout the Northern Virginia region, and works closely with local school systems, governments and community outreach programs to provide comprehensive, culturally and linguistically appropriate assistance to a vulnerable population. To meet the needs of the increased population now eligible for Medicaid, PHC expanded outreach even further to help more people successfully enroll. In addition to expanded community outreach targeted at reaching previously ineligible adults, a PHC eligibility worker is available at each Inova Health Advantage location to identify and assist individuals and families.

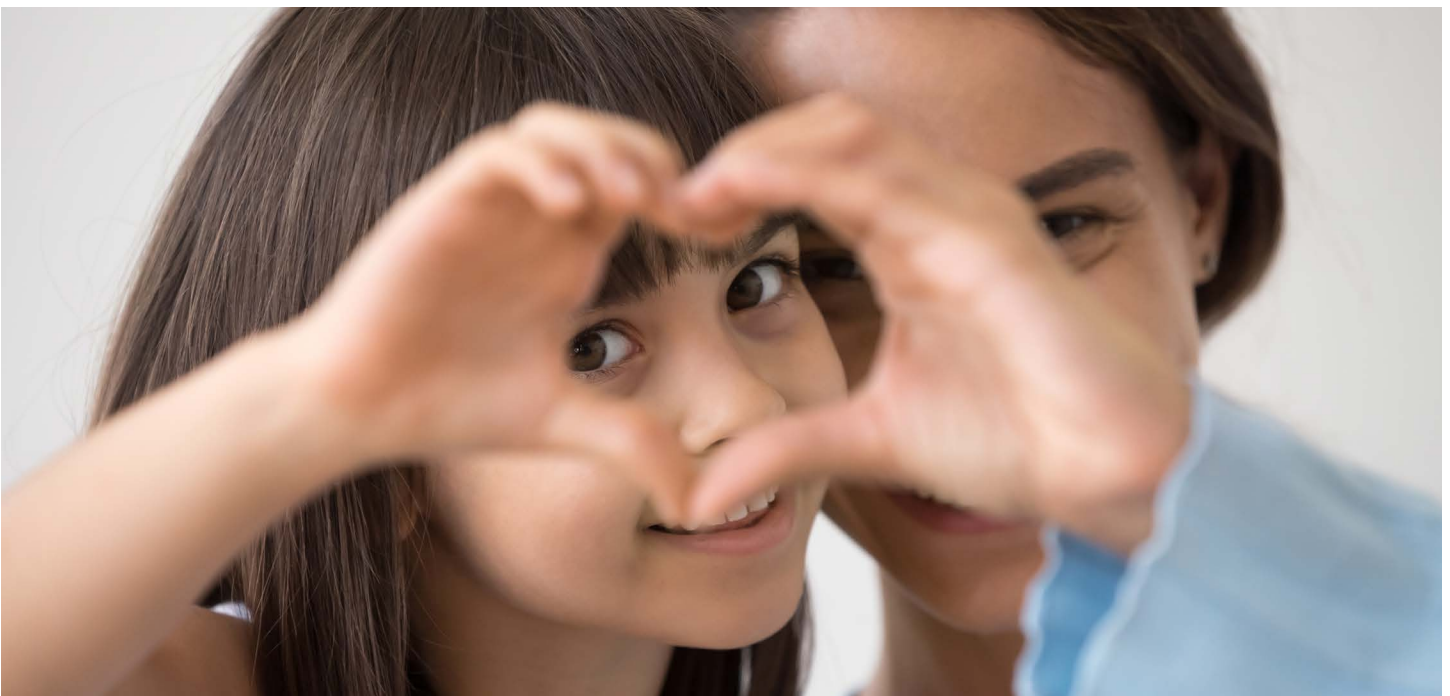
Partnership for Healthier Communities is a program of Inova Health System, with additional support from the U.S. Center for Medicare and Medicaid Services and the Virginia Department of Medical Assistance Services, in partnership with the Virginia Health Care Foundation.

Medicaid

**In 2019, PHC helped  
3,478 clients  
enroll in Medicaid**



**PHC team members  
connected  
14,830 clients  
with safety-net  
providers**



## 2019 PHC Success Stories

**Lauren Dunn** was distressed and didn't know where to turn. The 55-year-old, who was terminally ill, had spent his life savings on medical treatments and medications. He desperately needed medical insurance but didn't think he was eligible for Medicaid because he'd been denied coverage in the past. A physician at Inova's Simplicity Health Clinic contacted PHC Care Link Specialist Millie DiPatrizio to see if she could help. Millie reviewed Lauren's financial status and determined he was eligible for full coverage under the newly expanded Medicaid guidelines in Virginia. A few weeks later, Lauren received his approval letter and was able to access the medical care he urgently needed. "I couldn't be more grateful," he said.

**Luis and Claudia Quezada** faced numerous challenges applying for Medicaid coverage for themselves and their three children. Paperwork had been lost and they were unable to reach their case worker for assistance. Claudia was ready to give up when PHC Care Link Specialist Ruth Alburez stepped in to help with the application process. Ruth untangled the red tape and clarified eligibility requirements for the family. Ruth helped the Quezadas submit the correct documents to the Department of Social Services, and soon the family was able to enroll in Medicaid.



## Helping the Community See Clearly

The Inova Lions Eye Clinic provides free eye care to uninsured adults throughout Northern Virginia who are at or below 400 percent of the federal poverty level. Established in 1974, the clinic is one of only a handful in the state, and the only free program serving the Northern Virginia region. The clinic offers laser, medical and surgical care for all types of eye diseases and disorders, including cataracts, diabetic retinopathy and glaucoma. The team includes a part-time ophthalmologist, an ophthalmic technician and a bilingual receptionist, with numerous Inova physician specialists volunteering their time to care for patients. Support comes from Inova as part of its Community Safety Net initiative, as well as the Virginia Lions Eye Institute Foundation.



In 2019  
The Inova Lions  
Eye Clinic  
provided services  
to almost

**5,000**  
uninsured patients

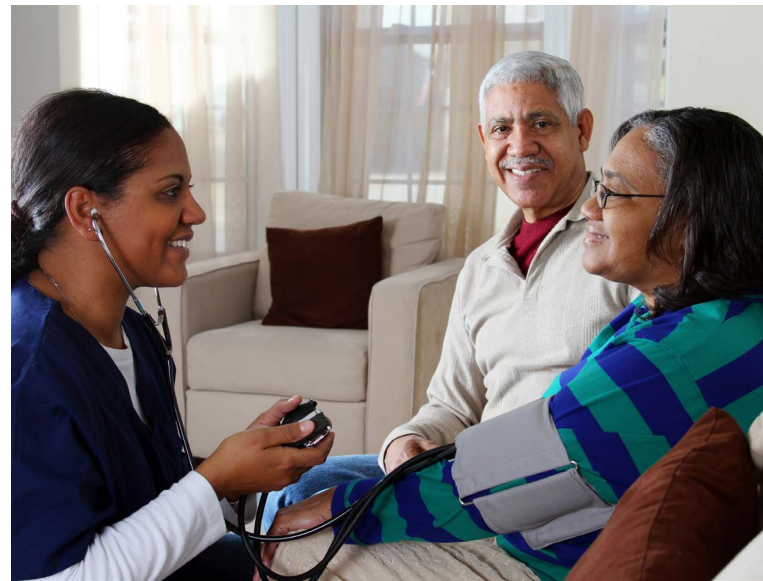
Up to  
**16 million**  
people in the United States have  
undiagnosed or uncorrected vision  
problems



Source: The National Academies of Sciences, Engineering and Medicine  
<https://www.nap.edu/catalog/23471/making-eye-health-a-population-health-imperative-vision-for-tomorrow>

## Helping Seniors Age in Place

Keeping patients healthy and out of the hospital is a priority for healthcare providers nationwide. The Inova Medical House Calls program brings high-quality primary care to homebound patients, reducing hospital visits and lowering healthcare costs. An interdisciplinary team of Inova physicians, nurse practitioners, physician assistants, nurses, social workers and other clinical professionals provides comprehensive, high-touch care to patients 65 and older who have difficulty leaving home for medical appointments. Clinicians focus on intensive patient management and care coordination to help patients successfully age in place. The program integrates health system and community resources, including inpatient teams, hospice agencies, skilled nursing staff, physical and occupational therapists, mental health counselors and county services to achieve high-quality patient outcomes.



In 2019, the Inova Medical House Calls program served



**810**  
unique patients  
and completed



**5,286**  
MD or NP  
house calls in



**47**  
zip codes  
across Northern Virginia

RNs and social workers  
completed approximately

**2,000 encounters**  
supporting the program's  
patient population



In the United States,

**1 in 4 patients**



with congestive heart failure is readmitted to  
the hospital within 30 days

Source: Agency for Healthcare Research and Quality  
<https://www.ahrq.gov/data/infographics/readmission-rates.html>

## Improving the Hospital Experience for Older Patients

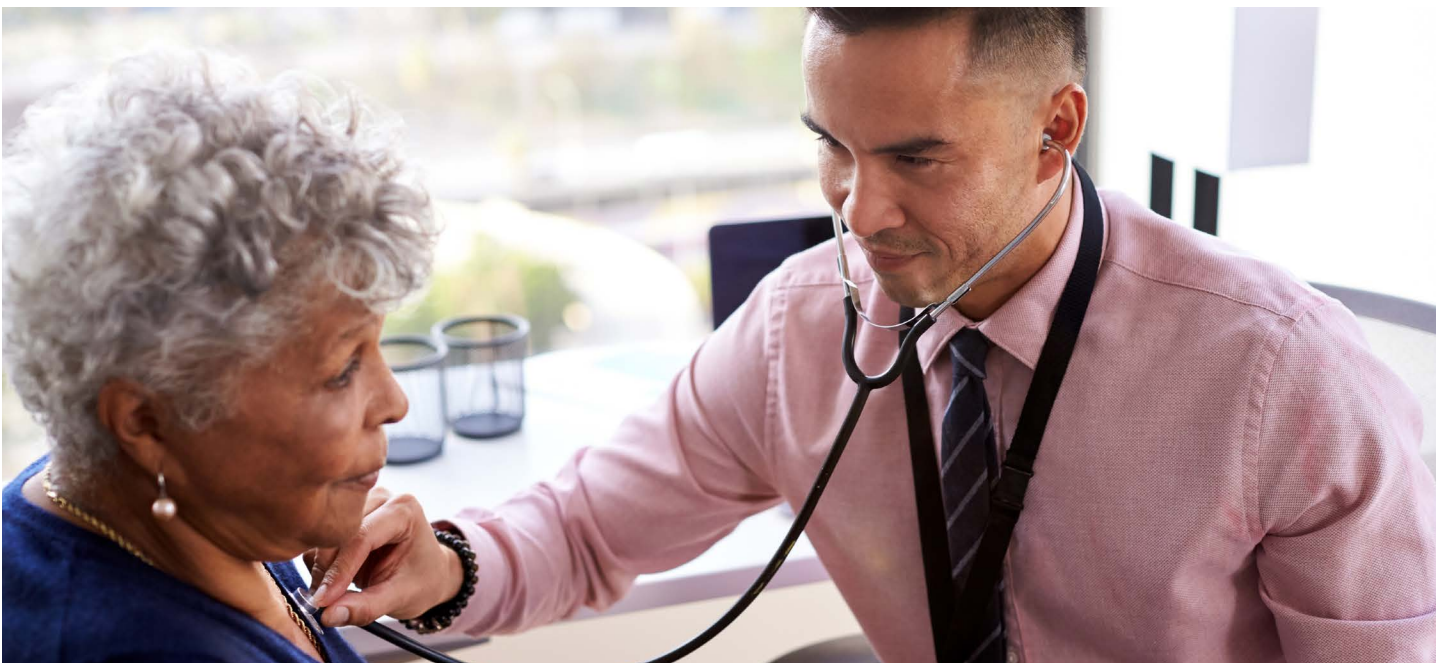
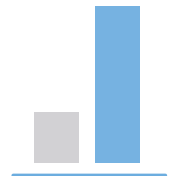
Hospitalization can be stressful for every patient, but it's especially challenging for older adults. Inova's innovative Hospital Elder Life Program (HELP) offers free assistance to keep patients 70 and older mentally and physically active in the hospital, preventing delirium and functional decline. Staff and volunteers provide individualized care that may include daily visitors, meal assistance, therapeutic activity, mobility, and sleep and stress management.

Now in its 14th year, Inova's program is one of HELP's five Centers of Excellence in the world, and achieved significant milestones in 2019:

- The program expanded from Inova Fairfax Hospital to include Inova Alexandria and Inova Fair Oaks. As a result, volunteers were able to assist 2,099 patients.
- HELP began using the Simulation Lab at Inova Fairfax Hospital to train volunteers across the system. Inova is one of the first HELP programs in the country to use this training method.
- HELP opened the Geriatric Resource Center, an interactive addition to the Jacob D. Zylman Health Sciences Library located inside Inova Fairfax Hospital. The center provides geriatric-related consumer health information to anyone in the community, as well as free ElderLink consultations for Fairfax County residents.

**From 2018 to 2019,  
the number of  
patients served by  
HELP increased**

**78  
percent**



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