



Implementation Strategy To Address Significant Community Health Needs

Fauquier Health

PATH Foundation

Virginia Department of Health – Rappahannock-Rapidan Health District

Fauquier and Rappahannock Counties, Virginia

Paper copies of this document may be obtained at:

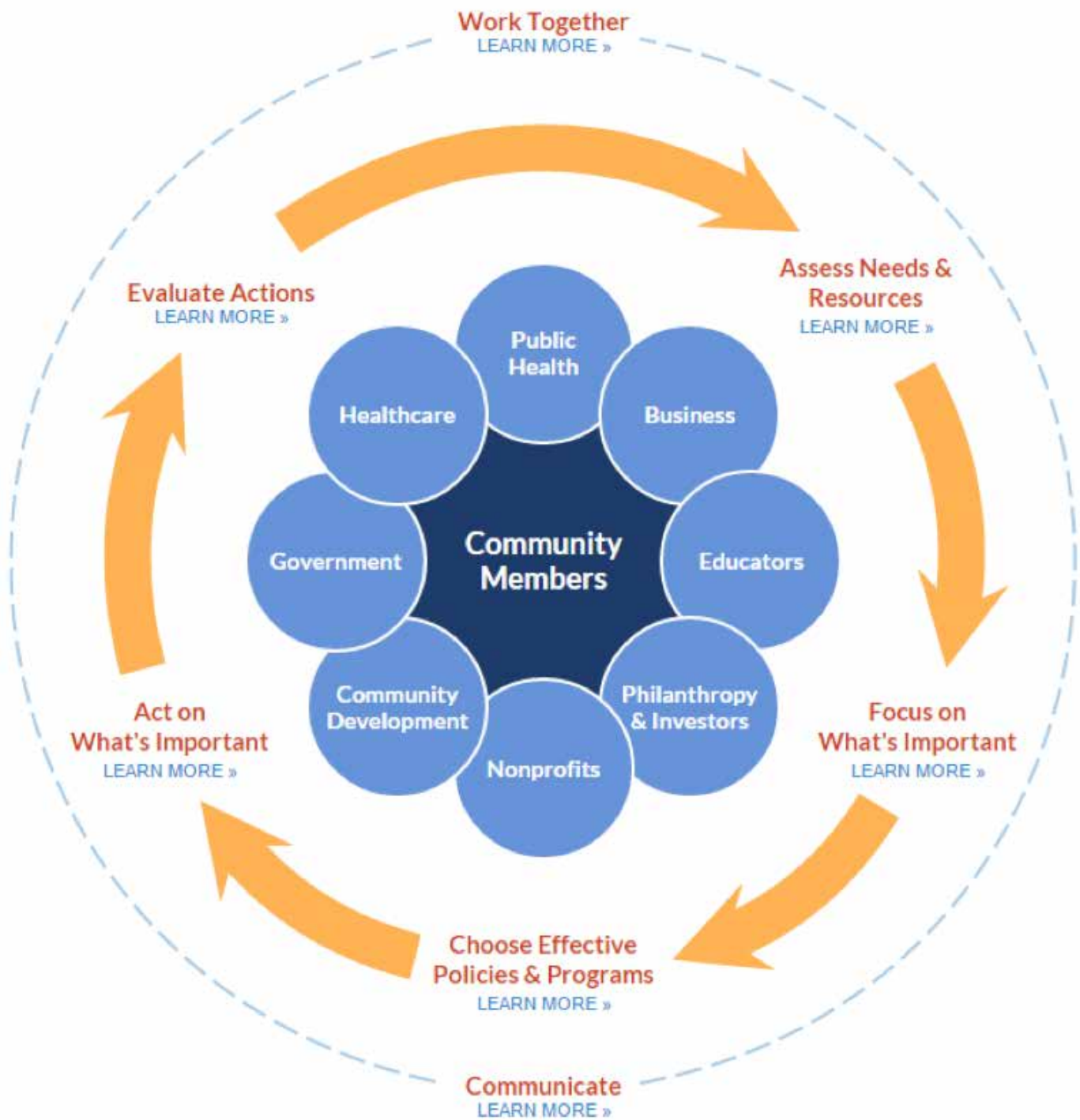
Fauquier Health, 500 Hospital Drive, Warrenton, VA 20186 or by phone 540-316-5000
or via the hospital website <http://www.fauquierhealth.org>

PATH Foundation, 98 Alexandria Pike #43, Warrenton, VA 20186 or by phone 540-680-4100
or via the website <http://www.pathforyou.org>



Table of Contents

Overview	3
Organization Overview	5
Community Health Improvement / Implementation Plan 2017	7
Access to Health	8
Healthy Eating / Active Living	13
Senior Services	15
Mental Health	17
Needs Not Intended to Address	19
Next Steps	19



Sourced from the Robert Wood Johnson Foundation's County Health Rankings website: <http://www.countyhealthrankings.org/roadmaps/action-center>

Overview

The Community Health Needs Assessment (CHNA) defines priorities for health improvement, creates a collaborative community environment to engage stakeholders, and an open and transparent process to listen and truly understand the health needs of the community served by Fauquier Health (Fauquier and Rappahannock Counties, Virginia). This document is Fauquier Health's Implementation Plan outlining how Fauquier Health plans on addressing significant health needs in the community.

The CHNA is contained in a separate document.

Fauquier Health's Board of Directors approved and adopted this Implementation Strategy on 10/26/17.



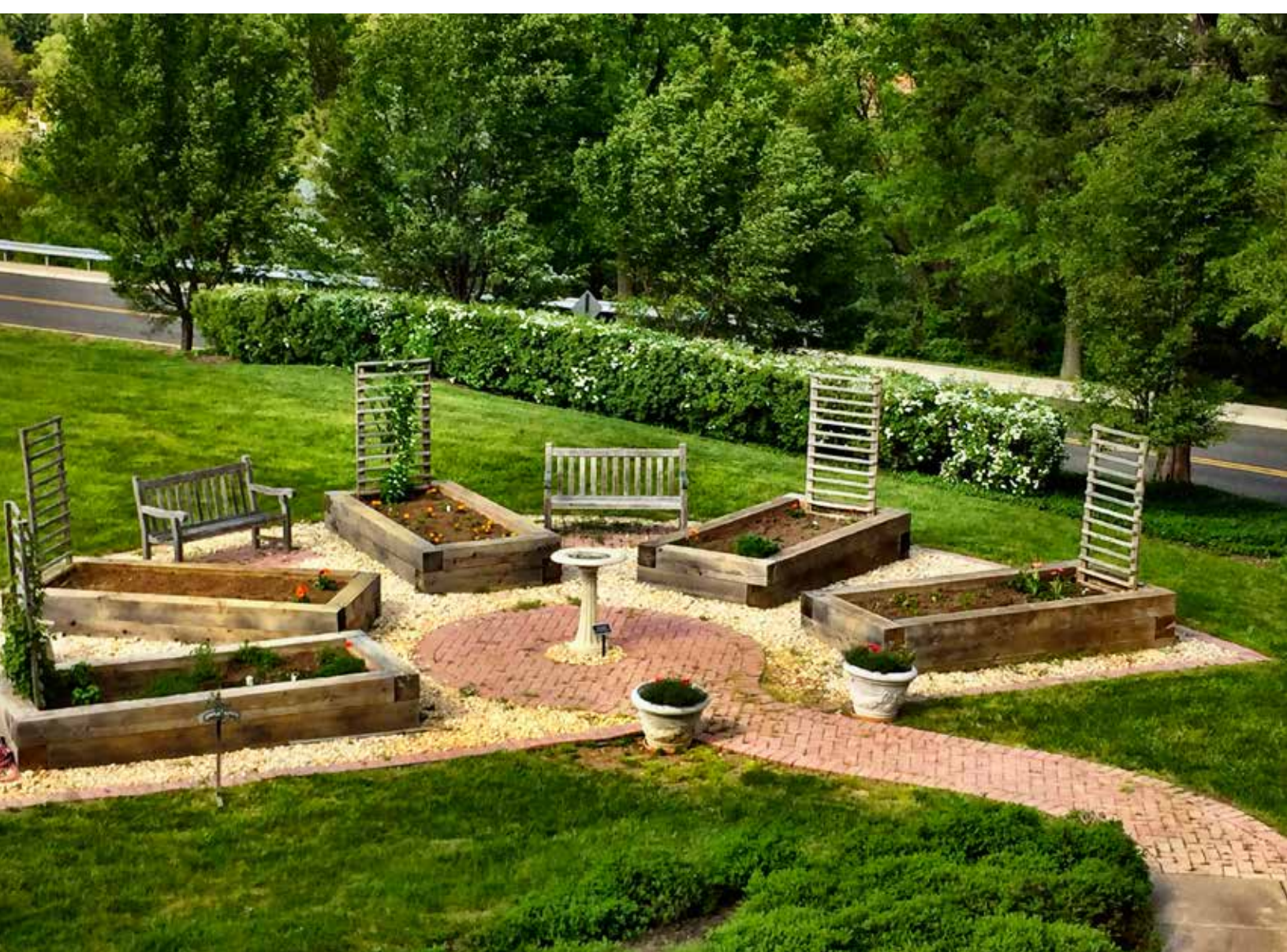


Organization Overview

Fauquier Health, located in Warrenton, Virginia, is a 97-bed community hospital with a full range of emergency and outpatient services, a 56-unit assisted living facility, and a 113-bed skilled nursing facility. Fauquier Health's 1,200 employees and 170 medical staff members care for patients in Fauquier and Rappahannock Counties and the surrounding area.

On October 31, 2013, Fauquier Health entered into a joint venture agreement with LifePoint Health, a for-profit healthcare company operating 72 hospital campuses in 22 states. Fauquier Health and LifePoint Health share a common mission of Making Communities Healthier by providing quality healthcare close to home, as well as a common culture defined by LifePoint's High Five guiding principles:

- Delivering high quality patient care
- Supporting physicians
- Creating excellent workplaces for employees
- Taking a leadership role in our communities
- Ensuring fiscal responsibility





Community Health Improvement / Implementation Plan 2017

To successfully make our community healthier, it is necessary to have a collaborative venture which brings together all of the care providers, citizens, government, schools, churches, not-for-profit organizations and business and industry around an effective plan of action. The community health needs assessment was completed April 2017 and posted on Fauquier Health's and the PATH Foundation's websites.

Based on the results of the CHNA, Fauquier Health has selected four (4) of the identified significant health needs to address.

1. Access to Health
2. Healthy Eating / Active Living
3. Senior Services
4. Mental Health

Fauquier Health will provide \$1.2 million in competitive grants in FY2018, for programs that fall into four priority areas: access to health, healthy eating / active living, mental health and senior services. Grants to support these priorities are anticipated for 2019-2020 as well. Additionally, grants will be awarded to nonprofit organizations that address social determinants of health such as housing, oral health, education, workforce development and transportation.

In addition to grants, Fauquier Health plans to meet these significant health needs as outlined below.

Access to Health

This encompasses not just economic stability and health and health care, but the social determinants of health that include education, neighborhood and built environments and social and community context as defined by Healthy People 2020.

Fauquier Health will work with the Fauquier County Board of Supervisors and Fauquier Broadband Authority to develop an infrastructure that supports and promotes last-mile broadband solutions and develops commercial opportunities for the county.

Goal 1			
Increase the mammography screening percentage in Rappahannock County to 63% (the current Virginia average) by 2020 and maintain or grow the percentage in Fauquier.			
Measurable Results			
Current % female Medicare enrollees receiving mammo screening (higher is better):	Fauquier County 63%	Rappahannock County 56%	Virginia 63%
Cancer deaths per 100,000 population	123.3	173.9	161.3
Actions			
<ul style="list-style-type: none"> Utilize database to create and send reminder mailings to raise awareness for annual mammograms and regular GYN appointments. 			
Anticipated Impact			
<ul style="list-style-type: none"> Cancer is the leading cause of death in Rappahannock County and the second leading cause of death in Fauquier County. Creating targeted reminder mailings for mammograms will increase compliance for these preventive screenings and improve the chance of catching breast cancer at an early, more treatable stage. Tracking the results of this pilot project will provide data on whether reminder mailings for additional preventative measures should be considered. 			
Resources Required			
<ul style="list-style-type: none"> Costs associated with utilizing the database to develop and implement the mailing campaign. 			
Alignment with National/State Priorities			
<i>Virginia's Plan for Well-Being 2016-2020</i>			
Goal 3.4: Cancers are prevented or diagnosed at the earliest stage possible.			
<i>Healthy People 2020</i>			
C-17: Increase the proportion of women who receive a breast cancer screening based on the most recent guidelines.			

Goal 2
Achieve our target of a 22-minute average wait time from arrival at the emergency department to being seen by a qualified medical professional.
Measurable Results
Current average for January-July 2017: 33 minutes
Actions
<ul style="list-style-type: none"> • Continue monitoring wait times with a monthly report-out to an interdisciplinary committee of nurses, physicians, administrators, and ancillary staff. • Implement process improvement initiatives and staffing changes as needed based on analysis of wait time data.
Anticipated Impact
<ul style="list-style-type: none"> • Long wait times can cause patients to leave the emergency department before being seen by a physician or mid-level provider. This can lead to delays in receiving treatment and an increase in the severity of the patient's condition. Shorter wait times to see an emergency department clinician will lead to more timely resolution of symptoms, less time lost from work, and better outcomes.
Resources Required
<ul style="list-style-type: none"> • Meeting time and conference room space. • Data extraction and analysis tools. • On-call nursing staff for high-volume influxes of patients.
Alignment with National/State Priorities
<p><i>Healthy People 2020</i></p> <p>AHS-9.1: Reduce the proportion of all hospital emergency department visits in which the wait time to see an emergency department clinician exceeds the recommended timeframe.</p>

Goal 3
Create a resource library of podcasts and educational courses to provide on-demand access to information about health conditions, diseases, prevention, resources available in the community, and other health-related topics.
Measurable Results
Track and analyze statistics to see which topics are accessed most frequently, then customize and enhance offerings based on these patterns.
Actions
<ul style="list-style-type: none"> • Create podcasts aimed at specific segments in our service area, such as commuters and seniors. • Create educational courses or programs aimed at specific demographic segments, such as pregnant women or new mothers.
Anticipated Impact
<ul style="list-style-type: none"> • On-site lectures are no longer drawing sizable audiences, so we need to change tactics to keep up with the preferences of our market. Since over 25,000 Fauquier County residents commute daily to jobs outside the county with 61% driving alone for greater than 30 minutes, podcasts seem to be a logical choice to connect with this audience. Providing information about locally available resources may strengthen commuters' connection with Fauquier County while helping to combat the social isolation they face when driving alone. • Online courses are another option with modules that can be delivered via email on a pre-set schedule. This could work well to provide expectant mothers with specific information that is relevant at each week of their pregnancy, extending to timely advice and reminders during their baby's first year.
Resources Required
<ul style="list-style-type: none"> • Community outreach staff to create podcasts and educational course content in collaboration with physicians and other medical professionals. • Podcasting equipment and podcast hosting site. • Online course platform and course-building software.
Alignment with National/State Priorities

Goal 4
Continue our summer medical camp program to encourage teens to consider entering health-related career fields, both to provide students with economic stability through well-paying jobs and to create a pipeline of future healthcare workers to care for our aging population.
Measurable Results
Number of students enrolled in 2017: 118
Actions
<ul style="list-style-type: none"> • Perform a longitudinal study on students who participated in the camp in the past ten years to see how many have entered, or are on track to enter, a career in healthcare. • Begin planning for 2018 camp season. • Explore creating employment pathways for students, starting in CNA and tech roles, while they complete more advanced medical training.
Anticipated Impact
<ul style="list-style-type: none"> • The shortage of physicians and nurses persists, partly due to the increased need for services that comes with an aging population. Projections estimate the shortage of physicians at 40,800-104,900 by 2030 with specific needs in primary care, surgical specialties, psychiatry, and oncology. The nursing shortage is estimated to be as high as 500,000 by 2022. With the long training time – especially for physicians – the ability to encourage interested students to pursue these demanding professions and consider returning to practice in our local community may help Fauquier Health avoid some of the negative impacts of these projected worker shortfalls.
Resources Required
<ul style="list-style-type: none"> • Supplies for students to participate in hands-on activities, such as suturing, intubating, and applying a cast. • Cost of staff time to teach sessions.
Alignment with National/State Priorities
<p><i>Virginia's Plan for Well-Being 2016-2020</i></p> <p>Goal 1.1: Virginia's families maintain economic stability. Expand training and work-linked learning opportunities for youth.</p>

Healthy Eating / Active Living

Fauquier Health will award a total of \$1 million to Fauquier County Public School's FRESH program and Rappahannock County Public School's Commit to Be Fit program to support multi-year programs to elevate nutrition, exercise and afterschool enrichment across school districts, promoting a shared vision for a community-wide culture of health. Over the next three years, the FRESH program will engage approximately 28,000 Fauquier County Public School students, administration, staff and community members. The Commit to Be Fit program will engage approximately 2,300 students, administration, staff and community members in Rappahannock County. Metrics for the programs include tracking the number of classrooms participating in the programs, the number of challenge clubs offered at each school, the number of new lunch menu items and reduced sit times.

Goal 1			
Heighten awareness of the importance of good nutrition and correct portion sizes as a way to maintain a healthy weight.			
Measurable Results			
Current % of adults that report a BMI of 30 or more (lower is better):	Fauquier County 25.5%	Rappahannock County 26.4%	90 th Percentile 25%
Actions			
<ul style="list-style-type: none"> Bistro chefs provide healthy eating cooking demonstrations, including recipes and techniques for choosing and preparing quick, nutritious, cost-conscious meals. Dietitians provide information on foods to include or avoid for specific health conditions, such as diabetes and Chronic Obstructive Pulmonary Disease. 			
Anticipated Impact			
<ul style="list-style-type: none"> Lifestyle has the largest impact (50%) on a person's overall health. Maintaining a healthy weight through improved eating habits and proper portion control reduces the risk of cardiovascular disease, diabetes, dementia, cancer, liver disease, and arthritis. 			
Resources Required			
<ul style="list-style-type: none"> Staff expertise and time at the Wellness Center and the Bistro. Fauquier Health to subsidize the cost of food for cooking demonstrations. 			
Alignment with National/State Priorities			
<i>Virginia's Plan for Well-Being 2016-2020</i> Goal 3.1: Virginians follow a healthy diet and live actively. Help people recognize and make healthy food and beverage choices.			

Goal 2			
Reduce the physical inactivity percentage in Fauquier and Rappahannock Counties to 20% by 2020 (goal set in <i>Virginia's Plan for Well-Being</i>).			
Measurable Results			
Current % 20 y.o. and older reporting no leisure time physical activity (lower is better):	Fauquier County 23%	Rappahannock County 25%	Virginia 22%
Actions			
<ul style="list-style-type: none"> Implement weekly programs through the Wellness Center to get people moving, including walking groups, fitness challenges, and group exercise classes. 			
Anticipated Impact			
<ul style="list-style-type: none"> While we know that a sedentary lifestyle increases the risk of heart disease, cancer, and diabetes, there are additional benefits of physical activity that are sometimes overlooked. Being active can help prevent back pain, reduce the risk of osteoporosis, and allow seniors to maintain a better quality of life as they age – postponing the development of age-related disabilities. Regular physical activity also improves your mood and self-esteem while reducing depression, anxiety, and helping with stress management. 			
Resources Required			
<ul style="list-style-type: none"> Staff expertise and time at the Wellness Center. 			
Alignment with National/State Priorities			
<i>Healthy People 2020</i>			
PA-1: Reduce the proportion of adults who engage in no leisure-time physical activity.			
<i>Virginia's Plan for Well-Being 2016-2020</i>			
Goal 3.1: Virginians follow a healthy diet and live actively.			

Senior Services

The 65+ population in Fauquier Health's primary service area is projected to grow by over 26% between 2016 and 2021 – a rate faster than the state or national averages for this demographic segment. This will increase the percentage of seniors from 16% to 19% of our total population.

Goal 1
Reduce dementia risk by providing hearing screenings to identify and correct mid-life hearing loss.
Measurable Results
Track the number of seniors screened for hearing loss.
Actions
<ul style="list-style-type: none">• Include hearing screening as a standard offering at health system community health events.
Anticipated Impact
<ul style="list-style-type: none">• According to The Lancet Commission on dementia, the number of people with dementia worldwide is expected to triple by the year 2050. One of the potentially modifiable risk factors is mid-life hearing loss which can lead to social isolation and depression – additional modifiable risk factors. Identifying and correcting mid-life hearing loss is a positive step toward protecting cognitive function.
Resources Required
<ul style="list-style-type: none">• Partnerships with local ENT physicians and audiologists to provide screenings.• Community education about the dementia risks associated with hearing loss.
Alignment with National/State Priorities
<i>Virginia's Plan for Well-Being 2016-2020</i> Goal 3.5: Virginians have life-long wellness.

Goal 2
Encourage seniors to take advantage of the Welcome to Medicare benefit which includes a physical examination and health screening recommendations.
Measurable Results
Explore ways to track the number of patients receiving this exam.
Actions
<ul style="list-style-type: none"> Promote the Welcome to Medicare benefit at community events and through targeted mailings to residents in our service area.
Anticipated Impact
<ul style="list-style-type: none"> New Medicare enrollees are eligible for a free, comprehensive introductory visit within the first 12 months of Part B coverage. As Kathy Greenlee, assistant secretary for aging at the U.S. Department of Health and Human Services notes, “prevention is critical to healthy living and independence.” Taking advantage of this benefit can significantly reduce unnecessary illness and help control healthcare costs.
Resources Required
<ul style="list-style-type: none"> Costs associated with creating targeted mailings to new Medicare enrollees to inform them of the Welcome to Medicare benefit.
Alignment with National/State Priorities
<i>Healthy People 2020</i> OA-1: Increase the proportion of older adults who use the Welcome to Medicare benefit.
<i>Healthy People 2020</i> OA-2: Increase the proportion of older adults who are up to date on a core set of clinical preventive services.
<i>Virginia’s Plan for Well-Being 2016-2020</i> Goal 3.3: Virginians are protected against vaccine-preventable diseases.
<i>Virginia’s Plan for Well-Being 2016-2020</i> Goal 3.4: Cancers are prevented or diagnosed at the earliest stage possible.

Mental Health

Fauquier Health will award a minimum of \$930,000 in grants over the next three years to support the expansion of mental health services in Fauquier County.

Goal 1
Double the number of patients receiving mental health counseling through the Fauquier Free Clinic.
Measurable Results
Current number of patients receiving mental health counseling per month: 85-116
Actions
<ul style="list-style-type: none"> • Amend existing contract with outside company providing mental health telemedicine services to support the anticipated additional patient volume. • Support the Fauquier Free Clinic's collaborative care tele-psychiatry program with a grant of \$300,000 a year for the next three years. • Support the Mental Health Association of Fauquier County with operating support, including free office space and support.
Anticipated Impact
<ul style="list-style-type: none"> • Fauquier and Rappahannock Counties have nearly double the ratio of residents to mental health providers than the state and national averages (1,393 per provider in Fauquier County and 1,472 per provider in Rappahannock County compared to state and national averages of approximately 700 and 500 respectively). This leads to long wait times for in-person appointments. Since untreated mental health conditions can negatively impact a person's physical health and well-being, counseling services can lead to an improvement in health-promoting behaviors. In addition, the Free Clinic's collaborative care approach ensures that these patients receive primary care and dental services, as well.
Resources Requires
<ul style="list-style-type: none"> • Partnerships with the Fauquier Free Clinic and the Mental Health Association of Fauquier County. • Access to American Well's telehealth platform and mental health providers.
Alignment with National/State Priorities
<p><i>Healthy People 2020</i></p> <p>MHMD-9: Increase the proportion of adults with mental health disorders who receive treatment.</p>

Goal 2
Explore additional opportunities to impact mental health in Fauquier and Rappahannock Counties.
Measurable Results
Track the number of students who receive Youth Mental Health First Aid training.
Actions
<ul style="list-style-type: none"> • Support of Youth Mental Health First Aid training for Fauquier County Public Schools, Rappahannock County Public Schools and community members. • \$30,000 grant awarded to Rappahannock-Rapidan Community Services Board for a study for a new behavioral health facility in Fauquier County.
Anticipated Impact
<ul style="list-style-type: none"> • Youth Mental Health First Aid training can lead to earlier intervention and more positive outcomes for adolescents exhibiting the signs and symptoms of mental health problems. • A new behavioral health facility in Fauquier County would improve access to mental health services in an area that is underserved by mental health providers.
Resources Requires
<ul style="list-style-type: none"> • Partnerships with Fauquier County Public Schools, Rappahannock County Public Schools, and the Rappahannock-Rapidan Community Services Board. • Access to Youth Mental Health First Aid training materials and instructors.
Alignment with National/State Priorities
<p><i>Healthy People 2020</i></p> <p>MHMD-6: Increase the proportion of children with mental health problems who receive treatment.</p>

Needs Not Intended to Address

Fauquier Health is focusing our resources specifically on the four areas mentioned above where we feel our efforts will have the greatest impact. While Fauquier Health will continue to support community efforts as needed or requested, we will play a secondary role in the following two areas:

1. Substance abuse

We will continue our work with other community resources to develop and implement a Neonatal Abstinence Syndrome program for babies exposed to addictive substances in utero.

2. Socioeconomics

Fauquier Health's ability to impact housing or jobs is limited; however, we will continue to partner with local resources when hiring for open positions.

Next Steps

Fauquier Health will continue to solicit input from community members and partner organizations as we move forward with implementing the plans outlined in this document. The plan will be reviewed annually by Fauquier Health's Board of Directors to assess progress toward our stated goals, and updates will be made available to the public on our web site. The next community health needs assessment will be conducted in 2020.

