

Giles County Community Health Assessment

HEALTH IMPROVEMENT IMPLEMENTATION STRATEGY
FY 2018-2020

Carilion Giles Community Hospital
CarilionClinic.org/about/chna



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Carilion Giles Community Hospital Health Improvement Implementation Strategy

FY 2019 – FY 2021 Summary

Carilion Clinic is a not-for-profit, integrated healthcare system located among the Blue Ridge Mountains with its flagship hospital in the heart of the City of Roanoke, which serves as the largest urban hub in Western Virginia. There, through a comprehensive network of hospitals, primary and specialty physician practices, wellness centers and other complimentary services, quality care is provided close to home for nearly 1 million Virginians. Carilion's roots go back more than a century, when a group of dedicated citizens came together and built a hospital to meet the healthcare needs of the community. Today, Carilion is a key anchor institution focusing on more than just healthcare; Carilion is dedicated to its mission of improving the health of the communities we serve.

With an enduring commitment to the health of our region, care is advanced through clinical services, medical education, research and community health investments. Carilion believes in service, collaboration and caring for all. Through ongoing investments in discovering and responding to the health needs of its community comes the understanding that stakeholders must address community health issues together to most effectively create change.

The purpose of this implementation strategy is to describe what Carilion Giles Community Hospital (CGCH) plans to do to address the community health needs identified in the 2018 Giles County Area Community Health Assessment (GCACHA).

CGCH is a modern, 25-bed Critical Access hospital, offering emergency services recognized nationally for quality and patient satisfaction in addition to high-quality inpatient care and an extended care recovery program (Swing Bed) that gives eligible patients an opportunity to grow stronger before going home. The main entrance serves as the access point for all walk-in patients needing emergency care, diagnostics, rehabilitation and other outpatient services. CGCH works to bring new services to the community as the need is identified¹.

¹Carilion Giles Community Hospital. Retrieved from: <https://www.carilionclinic.org/locations/carilion-giles-community-hospital>

Community Served

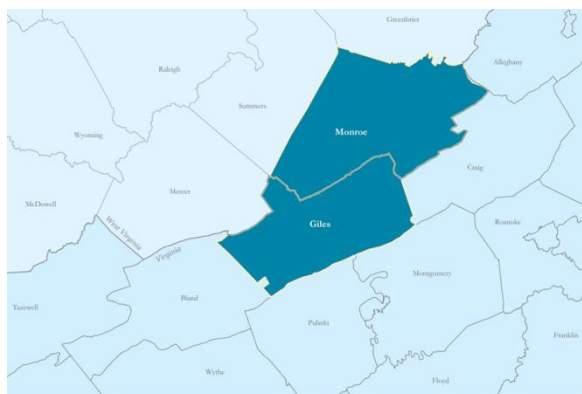
Giles County is part of the New River Valley, a region flush with resources including food, health and human services, arts and culture and outdoor amenities. Health and human service organizations work to reduce the disparities in access to care and access to resources that still exist for many residents of the region.

The service areas for Carilion Clinic's Community Health Assessments are determined by at least 70% of unique patient origin of the hospital in each respective market. There is a focus placed on areas that are considered Medically Underserved Areas and Health Professional Shortage Areas.

CGCH is located in Giles County, Virginia. In fiscal year 2017, CGCH served 8,811 unique patients. Patient origin data revealed that during this year, 88.57% of patients served by CGCH lived in the following localities:

- Giles County, VA (68.41%)
- Monroe County, WV (20.16%)

The target population for Carilion Clinic's CHA projects consists of the following groups: underserved/vulnerable populations disproportionately impacted by the social determinants of health including poverty, race/ethnicity, education, and/or lack of insurance. Populations are examined across the different life cycles including parents of children and adolescents, women of child-bearing age, adults, and the elderly as well as across various race and ethnic groups.



Implementation Strategy Process

Carilion Clinic, the New River Health District, and Focus on Communities Utilizing Services (FOCUS) partnered to conduct the 2018 GCACHA. This process was community-driven and focused on high levels of community engagement involving health and human services leaders, stakeholders, and providers; the target population; and the community as a whole. The Giles County FOCUS Program is a formalized network of service providers that interact extensively with underserved Giles citizens. Through “focused” and coordinated service provision; addressing the physical, educational and economic well-being of individuals, families and communities, FOCUS elevates the status of their human condition(s).

A 19-member Community Health Assessment Team (CHAT) oversaw the planning activities. The service area included those living in the counties of Giles (VA) and Monroe (WV). Please see Appendix 1 for the CHAT Directory.

Beginning in October 2017, primary data collection included a Community Health Survey, focus groups with key stakeholders and providers and focus groups with target populations. Secondary data collected include demographic and socioeconomic indicators as well as health indicators addressing access to care, health status, prevention, wellness, risky behaviors and the social environment.

After all primary and secondary data collection is complete, the CHAT reviews all data and participates in a prioritization activity. This activity consists of each CHAT member picking the ten most pertinent community needs and ranking them on a scale of one to ten, with one being the most pertinent. The categories listed on the prioritization activity sheet align with the Robert Wood Johnson Foundation framework for what influences health. Please see Appendix 2 to view the prioritization worksheet. The data are combined and priorities are selected based on the number of times a category is selected in the top 10, with average ranking serving as a tie-breaker. Once the priorities have been selected, the CHAT participates in an activity to rate the feasibility and potential impact of a solution to each health issue. Carilion will work with the New River Health District, NRV PATH (Partnership for Access to Healthcare) and FOCUS to conduct additional action planning in the fall of 2018. Please see Appendix 3 for Feasibility and Impact activity results.

The 2018 GCACHA was approved by the CGCH Board of Directors and made publically available in August 2018. This Implementation Strategy was developed by the Carilion Clinic Community Health and Outreach Department based on priority community health needs identified in the 2018 GCACHA. Input on Implementation Strategies was solicited from CHAT members, the CGCH Board of Directors, the CGCH Community Benefit Team, Community Health and Outreach staff and key Carilion Clinic leadership. This document has been approved by CGCH’s Board of Directors.

Prioritized List of Significant Health Needs Identified in the 2018 GCACHA

The findings of the 2018 GCACHA revealed 10 priority health-related issues in the community, identified by the CHAT after review of the data collected.

1. Alcohol and drug use
2. Child abuse / neglect
3. Transportation / transit system
4. Poor diet
5. Access to mental / behavioral health services
6. Access to specialty care
7. Lack of health literacy / lack of knowledge of healthy behaviors
8. Access to substance use services
9. Culture: healthy behaviors not a priority
10. Lack of exercise

CGCH Implementation Plan

According to the Robert Wood Johnson Foundation's (RWJF) County Health Rankings², where an individual lives, works and plays is a strong predictor of their health outcomes. Currently in the United States, a person's zip code can help predict their life expectancy due to its direct link to the social determinants of health such as poverty, race/ethnicity, education and employment status in these areas³. These factors are so important to our overall health, that they were added to the 10-year national Healthy People 2020 objectives with a goal to "create social and physical environments that promote good health for all."⁴

Carilion responds to community health needs in innovative ways: making sure our regions have access to state-of-the-art healthcare close to home; providing community grants and sponsorships to extend our mission and support other organizations that address health need; creating and implementing community-wide strategies to reduce barriers, coordinate resources and enhance community strengths; and by providing community-based health and wellness programming.

Carilion Clinic's response strategies are organized by the RWJF framework for what influences health: health behaviors; social and economic factors; clinical care access and quality; and physical environment.

Commitment

Commitment to community service is evident at all levels of the organization. In 2016, Carilion committed more than \$170 million toward activities that improve community health and social determinants of health. Carilion's commitment to community health is evidenced by its commitment to a population health infrastructure including an entire Community Health and Outreach department dedicated to assessing and addressing community need. The department is responsible for leading and facilitating the Community Health Improvement Plan, Community Health Assessments, the system's community grant process, community health education, community benefit collection, and neighborhood health initiatives. Community Health and Outreach has staff at the system level and at each community hospital and works with the each hospital's Board of Directors and Carilion Clinic's Board of Governors to create health improvement strategies to address community health need. Each Carilion Clinic hospital has a Community Benefit Team which oversees the local hospital's plan to address community need in partnership with the local CHAT. There is also a Community Benefit Council at the system level providing oversight for Carilion Clinic as a whole. This council is responsible for overseeing and strategically guiding Carilion's community health improvement work and for community benefit strategy, collection and submission.

² County Health Ranking & Roadmaps. Retrieved from: <http://www.countyhealthrankings.org/>

³ Robert Wood Johnson Foundation. Retrieved from: <https://www.rwjf.org/en/library/interactives/whereyouliveaffectshowlongyoulive.html>

⁴ Social Determinates of Health. Retrieved from: <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>

Community Partnerships

Carilion Clinic believes in the power of collaboration and understands that community health issues must be addressed together, with the community. To ensure lasting community impact from the health assessment and community health improvement process, Carilion participates in community health coalitions that address health needs in the Giles County area such as FOCUS. In addition, Carilion partners with multiple community and business organizations around initiatives to improve health and wellness and to impact the social determinants of health for all who live in the Giles County area.

FOCUS

The Giles County FOCUS Program is a formalized network of service providers that interact extensively with underserved Giles citizens. Through “focused” and coordinated service provision; addressing the physical, educational and economic well-being of individuals, families and communities, FOCUS elevates the status of their human condition(s).

The mission of FOCUS is to lead positive social change for families and individuals living in Giles County through the coordination of advocacy, information, opportunity and community involvement. Its vision is three fold: that every child is provided relationships to help them achieve his/her greatest potential and participate in and contribute to the community; that every parent is provided relationships to help them improve the quality of life for their families; and that every adult is provided the relationships to help them become responsible, participating citizens.

FOCUS believes that to better impact the physical, social and economic well-being of Giles County citizens, it is important to identify locations of need, specifically neighborhoods, to focus its investments⁵. CGCH is an active participant in FOCUS and supports the work of many FOCUS partners.

⁵Giles County F.O.C.U.S. Geographic Data-Driven Service Interventions. Retrieved from: <https://www.vagovernorshousingconference.com/images/Pres2016/Thursday/130-Appalacia--Governors-Housing-Conference-FOCUS-Final.pdf>

Community Grants

Carilion Clinic is committed to improving the health of the communities we serve by addressing key health priorities identified through our triennial Community Health Assessments. Carilion fulfills this commitment in many ways, one of which is through targeted grants for community health improvement programs and those that impact the social determinants of health. Carilion provides a multitude of community grants and community health sponsorships helping local charitable organizations fulfill their missions as they relate to the health and well-being of our communities. Community grant dollars are allocated across the entire Carilion Clinic service area based on requests received. During this three-year Implementation Strategy cycle, Carilion Clinic intends to be more targeted with grant support through the initiation of a Request for Proposal (RFP) process, looking for organizations that can impact specific community health priorities in specific identified geographies.

Significant Health Priorities to be Addressed:

Health Behaviors

Needs: alcohol and drug use; poor diet; lack of health literacy / lack of knowledge of healthy behaviors; culture: healthy behaviors not a priority; lack of exercise.

To address health behavior related priorities from the 2018 GCACHA, CGCH provides a variety of free health education, screenings and flu immunizations in community settings. Education is also provided through health fairs and community events.

Community health education is provided by the Community Health and Outreach department, as well as on occasion by other departments. Health and wellness education topics include: general wellness; healthy eating and activity; exercise for balance and confidence building for seniors; and other topics as requested. The local health educator also leads guided public walks and hikes to increase access to exercise opportunities. Resources committed to these programs include staff time and often food and giveaway items that encourage healthy behaviors.

Support groups also often contribute to wellness. Support groups are offered for people with breathing related chronic diseases as well as Diabetes.

CGCH and Carilion Pharmacy have implemented an initiative called A3, engaging diabetic patients with pharmacists to provide discharge medication education and to coordinate after discharge in the clinic setting. The goal of this program is to reduce the number of diabetics who have A1C's greater than 9%. Diabetic patients will be identified for pharmacist intervention. Pharmacists are able to conduct medication reconciliation, coordinate with patients' pharmacies and primary care providers, discuss diabetes management with the patients and caregivers on site, provide medication counseling and coordinate follow-up with patients to help optimize their medication therapy and manage their disease.

Carilion remains committed to the Healthier Hospital Initiative pledge and continues to work to improve the amount of healthy, local, sustainable foods purchased and served through its cafeterias.

Exercise

In addition to community events, Carilion works to encourage healthy behaviors through health improvement opportunities for its own employees and through partnerships with other employers in the Giles County area. As a large employer in the region, efforts to engage employees and their families in their own health impact community health overall. Carilion has rolled out the Virgin Pulse program with employees and enabled employees to involve others on the platform to encourage healthy behaviors daily. In addition, CGCH hosts a momentum studio with exercise equipment available for employees and sponsors employee challenges to participate in health behaviors, such as walking and drinking water.

Though partnership and support of the local Giles Wellness Center, CGCH encourages exercise and other healthy behaviors. CGCH has provided support for equipment at the Giles Wellness Center and partners to regularly offer free health screenings at their location. CGCH also partnered with Giles County to advertise the local walking trails available to the public to encourage residents and visitors to utilize these free exercise opportunities.

Alcohol and drug use

Carilion's Opioid Task Force brings together expertise from throughout the Carilion system to better understand and address the Opioid Epidemic in Southwest Virginia. The Opioid Task Force is working to address this epidemic internally and in the community. Efforts arising from this task force include: developing system-wide guidelines and a system dashboard for opioid prescriptions; developing treatment pathways for opioid addiction in specific high-risk groups; developing best practices for risk assessment, treatment and standard orders in Carilion's electronic medical record system, EPIC; developing an inventory of community resources related to prevention, treatment and recovery services for opioid patients and community members; and providing locations for free, safe, prescription drug returns or deactivation bags.

CGCH is a partner in the Giles County Recovery Court program helping participants learn about healthy behaviors as part of their recovery process. The Recovery Court is an alternative to prison, taking up to two years, through which an addicted person may have their charges dropped upon completion of the program⁶.

CGCH will be participating in the Virginia Rural Health Association's High Risk Patient Education Program, focused on addressing the opioid abuse crisis at a local level. The program will involve identification of high-risk patients, provision of patient and family education on opioid risks and disposal sites for unused medications, assistance acquiring Narcan, referrals to pain management support, and REVIVE education for the public⁷.

⁶ The Roanoke Times. Giles County Recovery Court graduation celebrates lives put back in order. Retrieved from: https://www.roanoke.com/news/local/giles_county/giles-county-recovery-court-graduation-celebrates-lives-put-back-in/article_75cb28ec-82f9-54ff-8251-73b06f56242e.html

⁷ Virginia Rural Health Association. High Risk Patient Education Program. Retrieved from: <http://vrha.org/hrpep.html>

Tobacco Use

Carilion employees and their dependents will now be eligible for a new, pharmacist-led smoking cessation program. This program includes group sessions, individual follow-up, resource referrals and free access to nicotine replacement therapy products. Another option includes free participation in the Quit for Life program. Employees are offered a financial incentive when they are tobacco free. Carilion also makes available a “Preparing to Quit” speakers bureau that can be requested by community groups or companies.

CGCH is a participant in the Giles Youth Adult Partnership, through which partners work together with youth to prevent risky behaviors and encourage healthy choices for local youth. The Giles Youth Adult Partnership has put particular focus on reducing use of tobacco products. CGCH also partnered with Giles County to bring in a tobacco cessation expert to conduct health education in local schools and then educate hospital providers on tobacco use prevention.

Clinical Care

Needs: access to mental health and substance use services; access to specialty care; access to substance use services.

Issues with access to care are a focus for CGCH when addressing community health need. In addition to providing financial support to qualifying patients who cannot afford care, Carilion is working on the following to improve affordable access to care and resources.

Carilion is committed to helping improve access to affordable medical care in our communities. With expansion of Medicaid in the Commonwealth of Virginia, Carilion will work diligently in the coming months to develop a plan for outreach and enrollment in Medicaid for those newly eligible. Additionally, Carilion will assist to find medical homes for those newly enrolled.

Carilion remains dedicated to recruiting and retaining quality practitioners who provide access to care in the service area. CGCH will work to provide individualized recruitment in the Giles County area.

Mental health and substance use services

In an ongoing effort to increase access to psychiatry and mental health services, the technological infrastructure to provide telepsych services has been put in place in the CGCH Emergency Department and at Carilion Family Medicine Giles. Service provision is currently limited by provider availability. Carilion is committed to serving the needs of its communities and continues to work toward providing telepsych services in the Giles County area.

Specialty care

To expand access to specialty care in the Giles County area, Carilion has built an addition adjacent to the hospital that will house orthopaedics, general surgery and other specialties. This new addition will provide additional access to OBGYN services as well as potentially nephrology and pulmonology.

Social and Economic Factors

Needs: child abuse / neglect; transportation / transit system.

CGCH participates on the Giles County Community Policy and Management Team, a committee responsible for the implementation of the Children's Services Act structure in the county. The committee is currently working to address foster care needs within Giles County, including early intervention to reduce foster placements and increasing resources for foster families. Carilion has also provided support for the NRV CARES Parenting Young Children Course in an effort to reduce the potential for child abuse and neglect through enhanced parenting skills.

CGCH will begin coordinating a blessing box for members of the community in need of food supplies. In addition, CGCH coordinates a drive each year for baby items in support of the local Baby Toddler Shop.

In its commitment to reducing inequity of care, Carilion provides financial support for people who cannot afford insurance or healthcare. Carilion also makes available a Medication Assistance Program helping people gain access to affordable needed medication. Medication is also replenished by Carilion for emergency medical service vehicles as they are used in transport. Support is also provided to many not-for-profit organizations helping to reduce the impacts of poverty on health through investments in social determinants such as housing, transportation, employment, education, access to healthy foods and many others. Each year, Carilion Clinic coordinates a system-wide United Way campaign through which employees can provide additional support to these causes.

Physical Environment

While physical environment did not necessarily arise as a top priority in the 2018 GCACHA, Carilion still recognizes the impact the environment has on the health of our communities. That is why efforts continue to improve the efficiency of Carilion buildings, the utilization of recycling and recyclable or bio-degradable materials where possible, the reduction of waste and the utilization of local, sustainable foods.

Implementation and Measurement

Carilion has invested in multiple systems to help manage data and track outcomes of our community work. Clear Impact will be utilized to develop community, system-wide, hospital-specific and project-specific scorecards with appropriate outcome measures. Community health education programs and screenings will have program level outcomes assigned based on the topic. These outcomes will be tracked with pre- and post-tests as well as through screening results. Community programs supported by Carilion grants will be responsible for reporting program outcomes regularly.

Scorecards will be developed with key secondary data points at the zip code and county level to be updated annually to track impact of community health initiatives. Carilion will track and measure impact on certain aligned indicators that contribute to the Robert Wood Johnson Foundation County Health Factors Ranking and County Health Outcomes Ranking. Our goal is to improve County Health Rankings for the entire Giles County area, but we understand that by the nature of County Health Rankings, improvements are relative to improvements in other communities within the Commonwealth of Virginia and the State of West Virginia.

Priority Areas Not being Addressed and the Reasons

A community approach to determine and address priority needs as described earlier in this document was used in determining which needs cannot be addressed immediately. The needs not identified as “priority” are those that will not be actively addressed in this time period. Please see Appendix 2 for the full prioritization worksheet to see what needs are not being actively addressed. It is CGCH’s intent to address most of the identified priority health issues through the aforementioned initiatives, programs and/or grants.

Of the top 10 identified priorities in the 2018 GCACHA, transportation is the only one not directly addressed by initiatives included in the Implementation Strategy. In the past, Carilion has provided grant funding to support transportation efforts in the Giles County area. Carilion will continue to explore ways to provide support for improved transportation in the Giles County area. At this time, CGCH does not have the local expertise to provide transportation services.

Please visit <https://carilionclinic.org/community-health-assessments> to review the 2018 Giles County Area Community Health Assessment. Learn more about Carilion Clinic Community Health and Outreach at <https://www.carilionclinic.org/community-health-outreach>.

This document was adopted on behalf of Carilion Giles Community Hospital on 9/21/2018.

Appendices

Appendix 1: Community Health Assessment Team

This list includes members that attended 50% (2) or more of the CHAT meetings.

Name	Organization	Area of Expertise
Michelle Ballard	Monroe County Health Centers	Healthcare Admin. & Operations
Aaron Boush	Carilion Clinic	Hospital/Community Health
Juli Dellorso	NRV Cares	Preventing Child Abuse & Neglect
Mona DiGiulian	NRV CARES	Child Abuse/Neglect
Jeff Dinger	Giles County Special Projects	County FOCUS/Projects Coordinator
Sharon Edwards	New River Community Action, Inc.	Homeless & Housing
Shelby Kelley	CHIP	Children/Parenting
Valerie Massie	Giles Day Report Center	Substance Abuse & Mental Health; Life Skills
Amy Michals	Carilion Clinic	Public Health/Community Health Assessment
Angie Nichols	NRCA-CHIP Coord	Child Abuse/Healthy Families & Children
Trina Porterfield-Pifer	New River Community Action, Inc. Head Start Program	Nutrition
Brett Rader	Pembroke Management Inc.- Housing Voucher	Housing
Dr. Pam Ray	VA Dept of Health	Outreach & Education
Leslie Sharp	New River Valley Community Services	Mental Health, Substance Use, DD
Stephanie Spencer	Carilion Giles Community Hospital	Community Health
Sierra Steffen	Carilion Clinic	Health Data Analytics, Statistics
Steve Taylor	Giles County Day Report Center	Substance Abuse/Life Skills
Ruth Urquhart	Monroe County Health Center - Peterstown	FQHC - Family Practice
Kristie Williams	Carilion Giles Community Hospital	Health Care

Appendix 2: Community Health Need Prioritization

Community Health Assessment Prioritization

From the entire list, please pick 10 of the most pertinent community needs and rank on a scale of 1 - 10, with 1 being the most pertinent.

Rank	Community Issue
Health Behavior Factors	
	Alcohol and drug use
	Culture: healthy behaviors not a priority
	Lack of exercise
	Lack of health literacy / lack of knowledge of healthy behaviors
	Lack of knowledge of community resources
	Poor diet
	Risky sexual activity
	Tobacco use
Clinical Care Factors	
	Access to primary care
	Access to dental care
	Access to mental / behavioral health services
	Access to specialty care (general)
	Access to specific specialty care: _____ (write in)
	Access to substance use services
	Communication barriers with providers
	Coordination of care
	High cost of care
	High uninsured / underinsured population
	Quality of care
Social and Economic Health Factors	
	Child abuse / neglect
	Community safety / violence
	Domestic violence
	Educational attainment
	Lack of family / social support systems
	Poverty / low average household income
	Unemployment
Physical Environment Factors	
	Air quality
	Affordable / safe housing
	Injury prevention / safety of environment
	Outdoor recreation
	Transportation / transit system
	Water quality
Health Outcomes	
	High prevalence of chronic disease (general)
	High prevalence of specific chronic disease: _____ (write in)
Write-in section	
	Other:
	Other:
	Other:
	Other:
	Other:
	Other:
	Other:
	Other:

Appendix 3: Feasibility and Impact Activity Results

Priorities	Group One Categories	Group Two Categories	Group Three Categories
Alcohol and drug use	High Impact, Low Feasibility	High Impact, Low Feasibility	High Impact, High Feasibility
Child abuse / neglect	High Impact, High Feasibility	High Impact, High Feasibility	High Impact, High Feasibility
Transportation / transit system	High Impact, High Feasibility	High Impact, Low Feasibility	High Impact, High Feasibility
Poor diet	High Impact, High Feasibility	High Impact, High Feasibility	High Impact, Low Feasibility
Access to mental / behavioral health services	High Impact, Low Feasibility	High Impact, Low Feasibility	High Impact, High Feasibility
Access to specialty care	High Impact, Low Feasibility	High Impact, Low Feasibility	High Impact, High Feasibility
Lack of health literacy / lack of knowledge of healthy behaviors	High Impact, High Feasibility	High Impact, High Feasibility	High Impact, Low Feasibility
Access to substance use services	High Impact, Low Feasibility	High Impact, Low Feasibility	High Impact, High Feasibility
Culture: healthy behaviors not a priority	High Impact, High Feasibility	High Impact, High Feasibility	High Impact, Low Feasibility
Lack of exercise	High Impact, High Feasibility	High Impact, High Feasibility	High Impact, Low Feasibility