

2012 Carilion Medical Center Health Improvement Implementation Strategy

2013 – 2015 Summary

Carilion Medical Center, comprised of two hospitals, Carilion Roanoke Memorial Hospital and Carilion Roanoke Community Hospital, is located in Roanoke, Virginia. Roanoke is a 1,185 square mile valley located in southwest Virginia near the Blue Ridge and Allegheny Mountains. Carilion Medical Center primarily serves a little over 252,000 residents of Roanoke City and County, Salem, Botetourt County, Craig County and the Town of Vinton. Carilion Roanoke Memorial Hospital is one of the largest hospitals in the state of Virginia with 703 beds and an additional 60-bed Neonatal Intensive Care Unit and pediatric emergency department. With a level 1 trauma center and children's hospital, complete with pediatric emergency room, Carilion Roanoke Memorial Hospital treats residents throughout southwest Virginia. In addition to offering high-tech services, the hospital is also home to ten residency programs and nine fellowship programs affiliated with the University of Virginia. Carilion Roanoke Community Hospital includes an urgent care center, occupational medicine clinic, wound care clinic, pediatric dental services, and a 34-bed inpatient rehabilitation unit. Jefferson College of Health Sciences, also located within Carilion Roanoke Community Hospital, is a professional health sciences college offering a Master of Science in Nursing, Physician Assistant, and Occupational Therapy in addition to 10 baccalaureate and associate healthcare programs. Approximately 1,000 undergraduate students and 80 graduate students are enrolled annually with 87% receiving some type of financial aid.

In September 2011, Carilion Medical Center received a grant from the US Health Resources and Services Administration, Bureau of Primary Health Care, to conduct a year-long planning initiative to study the health of those who live, work and play in the Roanoke Valley and to determine how to strengthen the current system of care for these individuals.

The Roanoke Community Health Needs Assessment (RCHNA) 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. A Community Health Assessment Team (CHAT) consisting of project management staff and representatives from area health and human services, faith-based communities, and schools led the year-long initiative. (See Attachment 1: CHAT Directory) The majority of CHAT members serve the low-income, uninsured, underserved and other vulnerable populations in the Roanoke Valley. Beginning in December 2011, the CHAT met monthly to oversee the RCHNA.

The Management Team included Carilion Clinic's Vice President of Strategic Development who served as the Project Director for the grant, managing grant requirements as well as serving to mobilize stakeholders, health and human services representatives and civic leaders to accomplish the goals and objectives of the planning grant. The Project Administrative Assistant managed meeting logistics, expenses related to grant activities, and travel arrangements for the site visits conducted during the project period. The Project Manager, a consultant seasoned in community health planning and the requirements of federally qualified health centers (FQHC's), was responsible for the management, implementation, and final evaluation of planning activities. Project planners included Carilion Clinic's Senior Director of Community Outreach and a Planning Analyst with Carilion Clinic's Planning Department who assisted in all aspects of the project including the development, distribution, and analysis of the Community Health Survey; collection of minutes from focus groups and CHAT meetings; collection of secondary data; participation in strategic planning; and final project evaluation. The Project Partner, the Executive Director of New Horizons Healthcare, the local FQHC, provided key

support related to FQHC's and the environment of care impacting safety net providers and other key services at the local, state, and national level.

Beginning in January 2012, primary data collection included a community health survey, ten focus groups with key stakeholders and providers, and six focus groups with target populations. Secondary data was collected including demographic and socioeconomic indicators as well as health indicators addressing access to care, health status, prevention, wellness, risky behaviors and the social environment.

Target Area and Population

The service area included those living in the Roanoke Metropolitan Statistical Area (MSA) - the counties of Botetourt, Craig, Franklin and Roanoke and the cities of Roanoke and Salem. An emphasis was placed on those living in the city of Roanoke especially those living in the two federally designated Medically Underserved Areas of the city. The target population included the low-income, uninsured and/or underinsured, and those living with chronic illness.

How the Implementation Strategy Was Developed

Carilion Medical Center's Implementation Strategy was developed based on the findings and priorities of the Roanoke Valley Community Health Needs Assessment. Upon completion of the CHNA, the Management Team and the Community Health Assessment Team (CHAT) performed a gap analysis to identify common themes related to the health care needs, barriers to care, and available resources in the Roanoke Valley based on the four assessment activities performed including stakeholder and target population focus groups, community health surveys, and secondary data collection.

Major Needs and How Priorities Were Established

Community Health Needs Assessment findings were grouped by five general categories. The categories included:

- Demographics and Socioeconomic Status
- Access
- Health Status
- Risk Factors and Behaviors
- Other

The findings demonstrated the need for:

- Access to primary care, dental care, and mental health and substance abuse services
- Coordination of care including education of mental health and substance abuse services available to adults
- Prevention and wellness including access to healthy food and physical activity
- Health literacy and education.

The findings validated what many of the stakeholders and providers knew about the health of those they serve in the Roanoke Valley and reflected similar findings in the Community Health Needs Assessment performed in 2000.

From these findings, the Management Team and CHAT further focused on three priority areas- (1) Access to Services; (2) Coordination of Care; and (3) Wellness for development of a strategic plan, the

final step of the Roanoke Community Health Needs Assessment. These priorities were used to identify goals and strategies that will help improve the health of those who live, work and play in the Roanoke Valley.

On May 31, 2012, twenty-seven members of the Community Health Assessment Team and key stakeholders with interests in the priority areas participated in a half day strategic planning retreat. The strategic planning retreat resulted in the creation of five goals for a community strategic plan based on the three priority areas addressed at the retreat. Access to Services was further delineated to Primary Care, Mental Health and Substance Abuse, and Oral Health goals.

The five goals included:

1. *Improve access to affordable, comprehensive primary care services for underserved populations in the Roanoke Valley.*
2. *Develop a community plan for improving access to dental care for uninsured and underserved adults.*
3. *Improve access to mental health and substance abuse services.*
4. *Improve coordination of care to resources and services that help address the healthcare needs of the community.*
5. *Create a culture of wellness and improve health literacy.*

To better align with national initiatives and priorities, the goals were linked to the Healthy People 2012 Leading Health Indicators and their related objectives. (www.healthypeople.gov).

Description of What Carilion Medical Center Will Do to Address Community Needs

Carilion Medical Center and the Community Health Assessment Team (CHAT) agreed that the strategic plan must have community engagement and involvement to have the greatest impact on the health and wellness of those in the Roanoke Valley. At its July 2012 meeting, the CHAT recommended that continued work is needed beyond the end of the Health Resources and Services Administration Bureau of Primary Health Care Health Center Planning grant (August 31, 2012) to ensure the plan is action-oriented, realistic based on available resources, measureable, and achievable over the next three years (2013-2015). Many of the members of the CHAT agreed to continue to participate in activities related to the plan. During this transitional period, a steering committee and work groups will be formed that will develop tactical plans focused on the priority areas identified in the Roanoke Community Health Needs Assessment.

In order to ensure that the strong momentum created through the collaborative action of the Community Health Assessment Team continues, the Project Management Team approached United Way of Roanoke Valley (UWRV) to serve in a neutral convening and supportive role (community agency) over the next 6 months as it determined the next steps for transitioning from planning to implementation. This proposal was enthusiastically received and approved by the UWRV Board.

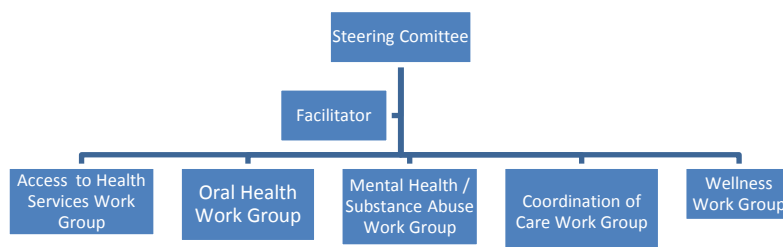
As the CHAT creates and implements its strategic plan, they are asking for more involvement from the community and they will be working to identify other funding sources to keep the project moving forward.

Carilion Medical Center plans to address community health need through the continued work of the CHAT housed under UWRV as well as community outreach functions already in place at the hospital. The

hospital will provide resources to projects that address priorities identified in the community health needs assessment.

Next Steps for Priorities

Tactical planning will be facilitated by a consultant who will work closely with a steering committee and five work groups to complete the strategic plan. Members of the CHAT and other key stakeholders will be invited to participate. The organizational structure is as follows:



The Steering Committee will consist of representatives from Carilion Medical Center and leaders in the Roanoke Valley whose organizations address access to health services, coordination of care, and wellness for their target populations. The steering committee will meet monthly and oversee the overall activities of the project, define the mission and vision for the strategic plan, and develop a community-based organizational structure to ensure the three year plan is implemented and evaluated on a timely basis.

A work group will be developed for each of the strategic plan goals (Access to Health Services, Oral Health, Mental Health/Substance Abuse, Coordination of Care, and Wellness). These work groups will meet monthly to prioritize strategic initiatives for each goal and complete the tactical planning for the Roanoke Valley Health Improvement Plan. All attempts will be made to link the Roanoke Valley Health Improvement Plan to Healthy People 2020 goals and objectives.

An initial Roanoke Community Health Plan was drafted in August 2012 that includes strategies, success measures, tactics, responsible parties, timelines, metrics for goals and evaluation measures, and resource requirements for each of the strategic plan goals.

Priority Areas Not being Addressed and the Reasons

Carilion Medical Center is not addressing barriers to transportation and language barriers in this implementation strategy.

While these issues will be monitored, they have been determined to not be as pressing as the identified priority needs. Additionally, Carilion Medical Center provides funding to The Greater Roanoke Transit Company for a free trolley service for the community that operates in a continuous loop with stops that include Carilion Medical Center and Downtown Roanoke with goals of reducing the carbon footprint and enhancing the local economy by providing easier access to downtown. Also, vouchers for taxi and bus service are available for patients who are unable to afford transportation. Carilion Medical Center provides interpretive services for non-English speaking patients. During fiscal year 2011 more than \$873,000 was expensed for these services at no cost to the patient.

Attachment 1: Community Health Assessment Team (CHAT) Directory

Individual	Organization	Category	Email	Phone
Avner, Estelle	Bradley Free Clinic	Direct Services: Primary Care, Dental, Pharmacy	Estelle@bradleyfreeclinic.com	540-344-5156
Bishop, Dr. Nathaniel L.	Jefferson College of Health Sciences	Allied Health Sciences	nlbishop@carilionclinic.org	540-985-8484
Bishop, Dr. Rita	Roanoke City Public Schools	Schools	rdbishop@rcps.info	540-853-2381
Cone, Rita	Salem Veterans Administration Medical Center	Coordinator Mental Health Intensive Care Team	rita.cone@va.gov	540-982-2463 x 2766
Conklin, Dr. Charles	Carilion Clinic, Dental Services	Direct Services, Dental	CEConklin@carilionclinic.org	540-981-7128
Conlin, Jane	Roanoke Department of Social Services	Social Services	jane.conlin@roanokeva.gov	540-853-2591
Derbyshire, Mark	Carilion Clinic	Behavioral Health	mhderbyshire@carilionclinic.org	540 981-8954
Ellmann, Kate	Project Access	Coordination of Care	projectaccess@projectaccessroanoke.org	540-344-4200
Ferguson, Helen	Rescue Mission Ministries- Fralin Clinic		helen.ferguson@rescuemission.net	540-777-7668
Haldiman, Robin	CHIP of the Roanoke Valley	Coordination of care, pre-K	Robin.Haldiman@chiprv.org	540-857-6993
Harper, Dr. Stephanie	Roanoke City Health Department	Public Health	Stephanie.harper@vdh.virginia.gov	540-204-9441
Harris-Boush, Aaron	Carilion Clinic	Strategic Development	amharrisboush@carilionclinic.org	540-226-6603
Hofford, Dr. Roger	Carilion Clinic, Family Medicine	Direct Services, Primary Care	rahofford@carilionclinic.org	540-562-5702
Holland, Shirley	Carilion Clinic		sbholland@carilionclinic.org	540-981-8672
Jeremiah, Dr. Michael	Carilion Clinic, Family Medicine	Direct Services, Primary Care	MPJeremiah@carilionclinic.org	540-562-5702
Kelly, Diane	Mental Health America	Behavioral Health	mharv@infionline.net	540-344-0931
Lee, Dr. Bill	New Horizons Healthcare; Loudon Christian Church	Direct Services: Primary Care; Pastoral Care	rev.wlee@gmail.com	540-342-8852

Individual	Organization	Category	Email	Phone
Lepro, Eileen	New Horizons Healthcare	Direct Services: Primary Care	elepro@newhorizonshealthcare.org	540-362-0360 ext. 326
McGarry, Lynda	Bethany Hall, Inc.	Nurse	lynda_mcgarry@hotmail.com	540-343-4261 ext. 305
McNally, Karen	Presbyterian Community Center	Coordination of Care, After-school programs	kmcnally@pccse.org	540-982-2911
Merenda, Dan	Council of Community Services		danm@councilofcommunityservices.org	540-985-0131 ext. 701
Ostrander, Wanda	Carilion Clinic-Childrens' Hospital, School Nurse Program		wkostrander@carilionclinic.org	540-266-6203
Thacker, Sharon	Family Service of the Roanoke Valley	Behavioral Health/Family Support	sthacker@fsrv.org	540-563-5316 x3031
Rhea, Dr. Randy	Bradley Free Clinic; Carilion Clinic-Family Medicine	Direct Services: Primary Care, Dental, Pharmacy	rrrhea@carilionclinic.org	540-983-6700
Roe, Kim	Carilion Clinic-Emergency Department		keroe@carilionclinic.org	540-853-0212
Smith, Pat	Carilion Clinic-Project Assistant		pnsmith@carilionclinic.org	540-981-8672
Steller, Tim	Blue Ridge Behavioral Health	Community Services Board	tsteller@brbh.org	540-345-9841
Sylvester-Johnson, Joy	Rescue Mission Ministries- Fralin Clinic	Direct Services: Primary Care, Behavioral Health, Dental, Pharmacy homeless	joy.sylvester-johnson@rescuemission.net	540-777-7655
Verdillo, Abby	United Way of the Roanoke Valley		abby@uwrv.org	540-777-4206
Walker, Sally	Planned Parenthood Health Systems, Inc.	Direct Services- Family planning	sally.walker@pphsinc.org	540-562-2370 ext. 7041
Webb, Marie	Carilion Clinic-Community Outreach	Senior Director	mariew@carilionclinic.org	540-224-4974
Wells, Catherine	Roanoke Redevelopment & Housing Authority		cwells@rkehousing.org	540-983-9267

Individual	Organization	Category	Email	Phone
Williams, Susan	LOA Local Office on Aging	Aging	sbwloa@loaa.org	540-345-0451
Wonson, Lee	Roanoke City Health Department	Public Health	Lee.Wonson@vdh.virginia.gov	540-204-9957
Woodrum, Tim	Salem Veterans Administration Medical Center	Chief of Social Work Service	john.woodrum@va.gov	540-982-2463 x 2520
Yopp, Denise	Bethany Hall, Inc.		Dyopp2@aol.com	540-343-4261 ext. 307
Young, Lin	CHIP of the Roanoke Valley		lin.young@chiprv.org	540-857-6993
Young, Pat	CommunityWorks		pat@communityworks4you.com	540-774-4883