



2020-2022

Community Health Needs Assessment Implementation Strategy



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Implementation Strategy

Introduction

Located in the Shenandoah Valley, Augusta Health is a 255-bed nonprofit, full service, acute care health system. The mission of Augusta Health is to promote the health and well-being of the community through access to excellent care. The vision is to be the best community health system in Virginia.

In 2019, Augusta Health conducted a Community Health Needs Assessment (CHNA) to assess the health needs in its primary service area. The CHNA and the resulting Implementation Strategy identify and address significant community health needs and help guide the Augusta Health community health improvement programs and community benefit activities, as well as its collaborative efforts with community partners that share a mission to improve health. This Implementation Strategy explains how Augusta Health plans to address the significant health needs identified in the CHNA.

Adoption, Availability and Comments

This Implementation Strategy was adopted by Augusta Health's Board of Directors on April 22, 2020. This report is widely available to the public on the web site, <https://www.augustahealth.com/community-outreach/community-health-needs-assessment>. Comments and questions may be submitted to the Community Outreach Department at (540) 332-4190.

2019 Community Health Needs Assessment Summary

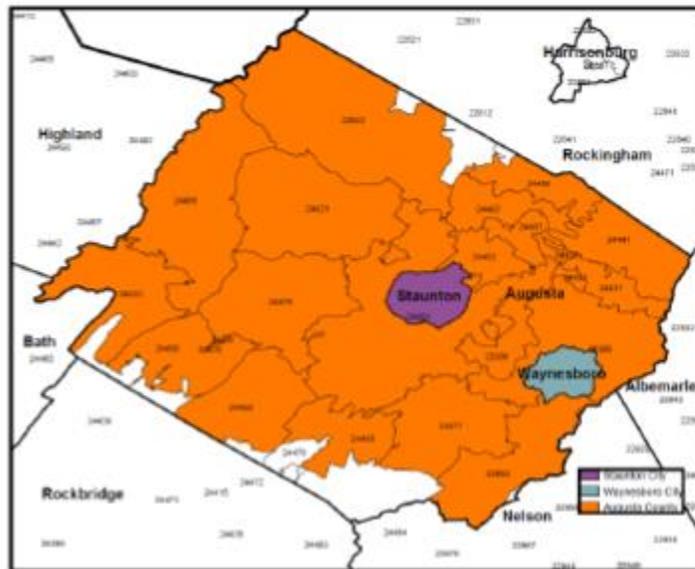
As a health provider committed to our community, Augusta Health has conducted Community Health Needs Assessments for many years, long before federal mandates were instituted. Since 2012, Augusta Health began conducting a CHNA to comply with federal regulations guiding tax-exempt hospitals. The CHNA incorporates demographic and health data for the communities served by the health system. Significant health needs were determined after consideration of various criteria, including: standing in comparison with benchmark data (particularly national data), identified trends, the preponderance of significant findings within topic areas, the magnitude of the issue in terms of the number of persons affected, and the potential health impact of a given issue. Consideration was also given to those issues of greatest concern to community stakeholders (key informants) providing input to this process. The following significant health needs were identified:

- Access to health care services
- Cancer
- Diabetes
- Heart disease and stroke

- Housing and homelessness
- Injury and violence
- Kidney disease
- Mental health
- Nutrition, physical activity and weight
- Potentially disabling conditions
- Respiratory diseases
- Substance use and misuse
- Teen births

Definition of the Community Service Area

Augusta Health is located at 78 Medical Center Drive, Fishersville, VA 22939. The primary service area includes the residential ZIP Codes in Virginia comprising Staunton, Waynesboro, and Augusta County.



The population of the Augusta Health primary service area is 120,283 individuals. Children and youth, ages 0-17, make up 20.2% of the population and 19.3% of the population are seniors, ages 65 and over. In the service area, 89.1% of the population is White, 7.2% are Black/African American, and 3.4% are Hispanic/Latino.

In the primary service area, 11.3% of the population is at or below 100% of the federal poverty level (FPL). Among children in the service area, 15.5% are living in poverty. Among area adults, ages 25 and older, 12.8% lack a high school diploma and 21.8% of residents are food insecure, having run out of food or worried about running out of food in the past year.

Significant Health Needs the Health System Will Address

This Implementation Strategy provides details on how Augusta Health plans to address the significant health needs identified in the 2019 CHNA. The health system plans to build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

Augusta Health convened 35 staff members, including vice-presidents, department directors, managers, and frontline staff working on programs that address CHNA priority areas, to discuss and prioritize the significant health needs. Two one-hour meetings were held on July 24 and July 25, 2019. Prior to attending the meetings, staff received the 2019 CHNA report findings and had an opportunity to attend a separate meeting that presented and explained the CHNA findings.

The meeting participants were asked to apply the following criteria to the list of needs to determine the priorities Augusta Health will address in the Implementation Strategy:

- **Organizational capacity** – Augusta Health has the capacity to address the need.
- **Existing infrastructure** – Augusta Health has programs, systems, staff and support resources in place to address the need.
- **Established relationships** – There are established relationships with community partners to address the need.
- **Ongoing investment** – Existing resources are committed to the need. Staff time and financial resources for this need are counted as part of Augusta Health's Community Benefit effort.
- **Augusta Health focus area** – Augusta Health has acknowledged competencies and expertise to address the need and the need fits with the organizational mission.

Results of the prioritization process were compiled and priority health needs identified. This information was submitted to the Augusta Health Board of Directors' Community Partnership Committee who approved the four priority needs and subsequently, the Board of Directors ratified the Committee's recommendations. As a result of this process, Augusta Health will address the following priority needs through a commitment to the development of community benefit programs and charitable resources:

- Access to health care services;
- Behavioral health (including substance use);
- Diabetes; and
- Nutrition and physical activity.

The Implementation Strategy describes the actions Augusta Health intends to take, proposed programming, the anticipated impact of these actions, and planned collaboration between the health system and other community partners, for each of the four priority needs.

Access to Health Care Services

Goal:

- Improve access and reduce barriers to health care for those in need.

Anticipated Impact:

- Expand access to services.
- Promote and improve coordination of available services.
- Enhance community partnerships to have a greater impact.
- Expand and enhance community knowledge about availability of and access to health care services.

Program or Activity	Partnerships and Collaborations
<p>Maintain the Homeless Healthcare Connection to provide people experiencing homelessness with mobile access to health and social services in order to reduce barriers. Through health screenings, health education, vaccinations, sexual health screenings, resource referrals, assistance with transportation and case management, participants will learn new lifestyle practices, which will encourage wellness and chronic disease management.</p>	<p>Virginia Department of Social Services, Valley Community Services Board, Central Shenandoah Health District - Virginia Department of Health, Valley Mission, Waynesboro Area Refuge Ministry (WARM), Augusta Regional Clinic, Disciple's Kitchen, Murphy Deming School of Health Sciences, Staunton-Augusta Rescue Squad, Community Paramedicine Program, Alleghany Mountain Institute, Augusta Medical Group, Waynesboro Library</p>
<p>Implement the Faith Community Nursing (FCN) program, a specialized practice of professional nursing that focuses on the intentional care of the spirit, the promotion of whole-person health, and the prevention or minimization of illness through screenings, health education, and referrals to health care resources.</p>	<p>Augusta Health Faith Community Nurse Network</p>
<p>By 2023, coordinate community efforts to reduce the overall teen pregnancy rate in Waynesboro consistent with the Virginia benchmark rate. The Teen Pregnancy Initiative will establish dedicated teen health services, implement standardized teen risk assessments, increase the use of reversible forms of birth control, and utilize school-based community health workers to provide education on reproductive health.</p>	<p>Central Shenandoah Health District - Virginia Department of Health, Waynesboro Public Schools, Central Shenandoah Valley Office on Youth, Waynesboro Secret Boutique, Waynesboro First Aid Crew</p>
<p>Explore telehealth service expansion across the system to improve access to care, enhance community health and advance health care knowledge.</p>	<p>Augusta Medical Group</p>
<p>Investigate a community paramedicine model to allow paramedics and emergency medical technicians to operate in expanded roles by assisting public health, primary care providers and preventive services in the community to improve access to care and avoid duplication of existing services.</p>	<p>Central Shenandoah Health District - Virginia Department of Health, Staunton Augusta Rescue Squad, Waynesboro Rescue Squad, Central Shenandoah Emergency Medical Services Council, Augusta Medical Group</p>

<p>Implement a Social Determinants of Health screening tool at the community and health system levels enabling multiple team members to track and identify social needs, detect associations between social factors and health outcomes, and implement community and population health programs.</p>	<p>Augusta Medical Group, Valley Mission, Faith Community Nurse Network, Waynesboro Area Refuge Ministry, Blue Ridge Area Food Bank, Alleghany Mountain Institute, Augusta Care Partners, Central Shenandoah Health District - Virginia Department of Health, Augusta Care Partners</p>
<p>Provide financial support to assist patients to bridge the gap in meeting basic needs until a more permanent resource is in place. The expanded support from the Cancer Services Bridge Fund will support patients receiving cancer care at the Augusta Health Center for Cancer and Blood Disorders who meet the criteria to receive financial support.</p>	<p>Augusta Health Foundation</p>
<p>Continue expansion of the Medication Assistance Program to help eligible uninsured/underinsured patients in our community obtain free medications.</p>	<p>Augusta Medical Group, Augusta Regional Clinic, Virginia Hospital and Healthcare Association, Augusta Health Outpatient Pharmacy, Valley Mission, Waynesboro Area Refuge Ministry, Augusta Health Foundation</p>
<p>Explore community models of care that offer opportunities for Augusta Health to partner with Augusta Regional Clinic to improve access to care for the uninsured in our community.</p>	<p>Augusta Medical Group, Augusta Regional Clinic</p>
<p>Improve patient outcomes in primary care practices through the standardization of workflow, alignment of community resources, and the integration of care coordination using the Patient Centered Medical Home model of care.</p>	<p>Augusta Medical Group, Augusta Care Partners, Augusta Health Medication Assistance Program, National Committee for Quality Assurance</p>
<p>Explore community transportation resources and partnerships to increase patient follow-up with primary care providers.</p>	<p>Augusta Medical Group, Augusta Care Partners, Valley Program for Aging Services, BRITE Bus Transit Service, Al's Radio Cabs/City Cab, Cab, Luxury Chariots, E-Z Ryder, Way 2 Go Taxi</p>
<p>Award grant funds to nonprofit organizations whose mission and values align with Augusta Health. Funding will support programs that focus on access to health care services.</p>	<p>Community Partnership Committee of the Augusta Health Board of Directors</p>

Behavioral Health (including Mental Health and Substance Use)

Goal:

- To increase the utilization of behavioral health services by improving access, developing educational and programming opportunities, and expanding community partnerships for residents of Staunton, Augusta County and Waynesboro.

Anticipated Impact:

- Identify vulnerable populations.
- Overcome stigma associated with accessing behavioral health services.
- Increase awareness of behavioral health issues in our community.
- Develop collaborations with state and local community partners.

Program or Activity	Partnerships and Collaborations
Increase the proportion of primary care physicians and advanced practitioners who screen patients for depression during office visits. The target population for 2020 – 2022 will include adolescents and adults, with emphasis on the following high risk groups: post-partum women, seniors 65+, and veterans.	Augusta Medical Group, Augusta Care Partners, Augusta Health Care for Women, The Women’s Center, Hospice of the Shenandoah
Increase access and reduce stigma to behavioral health services by embedding a behavioral health provider in primary care practices.	Augusta Medical Group
Support the Pain Management (Opioid) Stewardship Committee, a multidisciplinary team responsible for promoting the proper use of pharmacologic and non-pharmacologic treatments for pain within the Augusta Health system and the community.	Valley Community Services Board
Improve access to mental health services for targeted populations by holding Mindful U support groups. Mindful U will present a Dialectal Behavior Therapy (DBT)-informed program of mindfulness and relaxation strategies, emotional regulation, distress tolerance and interpersonal relationship skills.	Augusta Medical Group (Outpatient Behavioral Health), Waynesboro Public Schools, Staunton Augusta YMCA, Bright View, Summit Square, The Retreat at Fishersville, Sunnyside, Regency at Augusta
Develop a Warm Line, a volunteer-based tele counseling chat line, which will be available Monday through Friday from 4-9 pm for callers who are experiencing mood or anxiety issues.	Augusta Medical Group (Outpatient Behavioral Health), Eastern Mennonite University (Masters in Counseling program), Mary Baldwin Murphy Deming College of Health Sciences
Offer adolescent behavioral health education programming to local school systems on the importance of recognizing the signs of behavioral health issues. The program will give schools the tools to support and educate staff and students to know “Who and How” to ask for behavioral health assistance.	Augusta County Public Schools, Staunton City Schools, Waynesboro Public Schools, Augusta Medical Group (Outpatient Behavioral Health), Valley Community Services Board, National Alliance on Mental Illness of the Central Shenandoah Valley, Valley Pediatric Group
Sustain the Substance Abuse Partial Hospitalization program to provide residents of Staunton, Augusta County and Waynesboro	Augusta Medical Group (Outpatient Behavioral Health), Alcoholics Anonymous

who have a substance abuse diagnosis, with a step-down day program to help equip them with the education, resources and support they need outside of an inpatient program.	(Fishersville, VA), Narcotics Anonymous (Fishersville, VA), National Alliance on Mental Illness of the Central Shenandoah Valley
Offer Trauma Informed Care Seminar(s) to community partners to promote environments of healing and recovery. Presentations will be made by consultants with the Substance Abuse and Mental Health Services Administration's (SAMHSA) National Center for Trauma Informed Care.	Substance Abuse and Mental Health Services Administration's (SAMHSA) National Center for Trauma Informed Care
Create a veterans behavioral health program within Augusta Health and in the community-at-large to provide mental health and support services to those who have served in the military.	Virginia Identify Screen and Refer Pilot: Governor's Challenge to Prevent Suicide among Service Members, Veterans, and their Families, VFW Post 2424 Waynesboro, VFW Post 9339 Stuarts Draft, VFW Post 8479 Lyndhurst-Sherando, VFW Post 10826 Verona, VFW Post 7814 Thomas-Fields, VFW Post 2216 Augusta-Staunton, Staunton Veterans Clinic, Team Rubicon
Increase prevention of post-partum depression and anxiety, as well as provide support services to families in Staunton, Augusta County and Waynesboro.	The Women's Center, Augusta Health Care for Women, Bright Horizons, Post-partum Support Virginia
Launch a Tobacco Cessation Clinic within Augusta Medical Group to provide persons who would like to quit using tobacco products with physical, behavioral and medication support services.	Augusta Medical Group, Quit Now Virginia, Duke Center for Smoking Cessation
Explore the development of a Behavioral Health Navigator role to provide assessments, emotional support, referrals, and a variety of social services interventions, which will be available to the community and patients to ensure a flow of psychosocial and medical information.	
Award grant funds to nonprofit organizations whose mission and values align with Augusta Health. Funding will support programs that focus on behavioral health care services.	Community Partnership Committee of the Augusta Health Board of Directors

Diabetes

Goal:

- To increase engagement of residents in prediabetes services and improve diabetes management by expanding education offerings and building community partnerships.

Anticipated Impact:

- Increase diabetes-focused resources by expanding community partnerships and developing internal programs.
- Enhance health-related knowledge of prediabetes and diabetes management.
- Enhance programmatic coordination through community residents' knowledge of available community services.

Program or Activity	Partnerships and Collaborations
Explore and expand Diabetes Self-Management Education (DSME) and related programs with the goal of empowering those with diabetes to learn and utilize the tools available to help them properly manage their disease.	Augusta Medical Group, Staunton-Augusta YMCA, Waynesboro YMCA, Augusta Health's Faith Community Nurse Network, BEATDiabetes
Offer the BEATDiabetes text messaging service at no cost to eligible individuals with Type 2 Diabetes with the goal of reduction in A1C levels. Program participants will be sent customizable text reminders and health tips to optimize diabetes self-management skills.	BEATDiabetes, Augusta Medical Group, Augusta Care Partners
Utilize a system-wide approach of patient-facing technology to expand access and knowledge of diabetes health education, which will allow residents to learn more about diabetes self-management.	Augusta Medical Group, Augusta Care Partners, Patient engagement technology vendor
Increase access to and participation in outpatient diabetes education.	Augusta Medical Group, Central Shenandoah Health District - Virginia Department of Health
Provide education and lifestyle change programming to the community through Augusta Health's diabetes prevention programs.	Augusta Medical Group, Carilion Clinic Family Medicine, University of Virginia Physicians Group, Central Shenandoah Health District - Virginia Department of Health, Staunton Augusta YMCA, Augusta Health Faith Community Nurse Network
Offer community-directed programs (such as <i>Get Fresh</i>) and curricula to prevent or delay the onset of prediabetes and Type 2 Diabetes in youth. Programs will include classroom nutrition education, fresh food tastings, field trips to local farms, cooking lessons, summer camps and/or afterschool nutrition programming for the entire family designed to promote healthy habits and lifestyle changes to improve nutrition, overall health and prevent diabetes.	Waynesboro Public Schools, Blue Ridge Area Food Bank, Project Grows, Virginia Cooperative Extension, Alleghany Mountain Institute, Waynesboro YMCA, Murphy Deming College of Health Sciences
Offer Diabetes Day, a free education and screening event, for community members to commemorate National Diabetes Month (November). The goal will be to provide the community with	Augusta Health Endocrinology, Sodexo

information about diabetes prevention and treatment.	
Implement SYNC, an innovative, team-based, collaborative experience that emphasizes hands-on problem solving. Utilizing this model, diabetes workgroup members will work to identify a specific challenge surrounding diabetes or prediabetes in their community, apply the SYNC concepts, and implement a solution.	Central Shenandoah Health District - Virginia Department of Health, Augusta Medical Group
Participate in a learning collaborative to design and implement an Upstream Quality Improvement Campaign to address health-related social needs for patients in the community using a stepwise approach to move upstream. The learning collaborative will focus on the high rate of hospital encounters at Augusta Health among adult diabetics in a four zip code areas: Craigsville, Buena Vista, Staunton and Waynesboro.	Community Partnership Committee of the Augusta Health Board of Directors, Allegheny Mountain Institute, Central Shenandoah Health District - Virginia Department of Health), Blue Ridge Area Food Bank, Waynesboro First Aid Crew, Staunton Augusta Rescue Squad, Augusta County Fire and Rescue, Town of Craigsville, Augusta Health Faith Community Nurse Network, Southern Virginia University, Valley Program for Aging Services, Valley Community Services Board, Sodexo
Increase awareness and utilization of a health coaching program designed to reduce the prevalence of prediabetes.	City of Waynesboro, Staunton-Augusta YMCA
Award grant funds to nonprofit organizations whose mission and values align with Augusta Health. Funding will support programs that focus on diabetes prevention and management.	Community Partnership Committee of the Augusta Health Board of Directors

Nutrition and Physical Activity

Goal:

- To improve the wellbeing of Staunton, Augusta County and Waynesboro residents through knowledge about, access to, and engagement in healthy eating and physical activity.

Anticipated Impact:

- Promote the value of healthy eating and physical activity to increase knowledge about healthy choices.
- Improve awareness of structural environments to promote physical activity.
- Provide access to nutrition and physical activity opportunities community-wide with a focus on vulnerable populations.
- Partner with community resources to improve nutrition and increase physical activity.

Program or Activity	Partnerships and Collaborations
<p>Augusta Health, in collaboration with community partner(s), will host a sustainable production farm and demonstration garden located on Augusta Health's campus. The purpose of the farm will be to:</p> <ul style="list-style-type: none"> • Provide fresh, locally grown produce for use in our food system, to serve to patients, employees and visitors and through integration into clinical settings. • Teach nutrition, sustainable agriculture, cooking and other educational workshops and classes to enhance knowledge in the community. • Offer nutrient-dense food solutions to community members who have low food access. • Expand the Food Farmacy prescription produce program for patients with specific chronic disease diagnoses. Through the program, participants will receive nutrition education, take part in cooking demonstrations and receive free produce. • Explore connecting food insecure patients with an onsite food pantry. 	<p>Allegheny Mountain Institute, Blue Ridge Area Food Bank, Valley Mission, Augusta Regional Clinic, Project Grows, Sodexo, Valley Program for Aging Services, Cool Breeze Farms, Poplar Ridge Farm, Malcolm Market</p>
<p>Offer community members medically-based fitness programming at Augusta Health Fitness, including Fit4Life and RxEx for free or at a reduced cost.</p>	
<p>Promote active lifestyles for children and families through expanded family membership options at the Augusta Health Fitness Center, family fun days for the community, and collaborative fitness initiatives with local program partners.</p>	<p>City of Waynesboro Parks and Recreation Department, Boys and Girls Club of Waynesboro</p>
<p>Continue to offer the Nutrition Awareness Program, which will utilize the Augusta Health cafeteria, cafés and vending as venues to disseminate information about healthier food choices and food preparation methods. The program will provide access to healthier foods through the continuation of</p>	<p>Sodexo, Canteen</p>

Sodexo's Mindful Meals Program.	
<p>Implement walkability initiatives such as Walk to School Week, the Walk-Bike Summit, and walking clubs to help promote and increase physical activity in the community:</p> <ul style="list-style-type: none"> • Provide a safe space for students to walk to school and learn pedestrian safety. • Increase awareness to make Staunton, Augusta County, and Waynesboro more walk and bike-friendly. • Promote physical activity for students during recess time at school. 	<p>Waynesboro City Schools, Staunton City Schools, Safe Routes to School, Waynesboro Police Department, Staunton Police Department, Staunton YMCA, Waynesboro YMCA, Waynesboro Parks and Recreation, Office on Youth, Staunton Planning Department, Augusta County Planning Department, Waynesboro Planning Department, Central Shenandoah Planning District Commission, Bike Box of the Blue Ridge, Shenandoah Valley Bicycle Coalition, Staunton Bike Pedestrian Advisory Committee, Murphy Deming College of Health Sciences, James Madison University</p>
<p>Form a team to participate in the Virginia Walkability Action Institute (VWAI) in order to develop strategies to improve walking/walkability and active transportation; thereby helping to reduce chronic disease risk and burden.</p>	<p>Virginia Department of Health, Waynesboro Planning Department, Safe Routes to School</p>
<p>Award grant funds to nonprofit organizations whose mission and values align with Augusta Health. Funding will support programs that focus on improved nutrition and physical activity.</p>	<p>Community Partnership Committee of the Augusta Health Board of Directors</p>

Evaluation of Impact

Augusta Health will monitor and evaluate the programs and activities outlined above and provide regular reports to the Augusta Health Board of Directors' Community Partnership Committee and leadership. The health system anticipates that the actions taken will address significant health needs; improve health knowledge, behaviors, and status; increase access to care; and help support good health. The health system is committed to monitoring key initiatives to assess impact and tracking the implementation of the activities. An evaluation of the impact of the health system's actions to address these significant health needs will be reported in the 2022 CHNA.

Needs the Health System Will Not Address

Taking existing health system and community resources into consideration, Augusta Health will focus on the four priority areas identified in the CHNA and Implementation Strategy. The health system will continue to provide services and support to care for patients and community members with cancer, heart disease and stroke, housing and homelessness concerns, injury and violence, kidney disease, potentially disabling conditions, respiratory diseases and those experiencing teen births. Knowing that there are not sufficient resources to address all the community health needs, Augusta Health chose to concentrate on the four priority health needs that can most effectively be addressed given the organization's areas of focus, expertise, and engagement with community partners. The health system has insufficient resources to effectively address all of the identified needs and, in some cases, the needs are currently addressed by others in the community.