

BON SECOURS MARY IMMACULATE HOSPITAL
FY2020 – FY2022 IMPLEMENTATION STRATEGY
September – December 2019

The Mission of Bon Secours Mercy Health, Inc. is to bring compassion to health care and to commit ourselves to help bring people and communities to health and wholeness as part of the healing ministry of Jesus Christ and the Catholic Church. Our mission leads us to create collaborative partnerships to address the health care needs of the underserved residents of Newport News and the Peninsula. Through these partnerships, Bon Secours Mary Immaculate Hospital is able to positively impact the health of the community in its service area.

Bon Secours Mary Immaculate Hospital (Mary Immaculate Hospital) is a 123-bed facility licensed in the state of Virginia serving approximately 465,000 residents in the cities of Gloucester, Hampton, Newport News, Poquoson, Williamsburg and James City and York counties. The CHNA examines qualitative input provided by community members coupled with quantitative data on health conditions in the area. Together the information forms a snapshot of important areas of health concern. A survey to gather information from the community was conducted from October through December, 2018. Three Community Dialogues were held January 8 through April 1, 2019.

A collaborative team from Mary Immaculate Hospital, Children’s Hospital of The King’s Daughters, Sentara Healthcare, Riverside Health System and the Virginia Department of Health – Peninsula and Hampton (Collaborative) worked on the 2020 – 2022 Community Health Needs Assessment.

Mary Immaculate Hospital’s senior leadership team met to review primary and secondary data gathered through the CHNA process (community meetings, community and key stakeholder surveys, and meetings with regional health systems and health departments). Recognizing the importance of each of the health concerns identified, the team evaluated them, the hospital’s strategic goals, services currently provided, and the current CHNA Implementation Plan’s progress. Based on these criteria, the team narrowed their focus to the top five health concerns selected by both the community and key stakeholders. The team then determined the areas in which they could have the greatest impact.

Using the results from the Community Health Needs Assessment (CHNA) survey, community focus groups, and analysis of secondary data, the Bon Secours Mary Immaculate Hospital senior leadership team developed the following implementation strategy while also taking into account:

- Fit with the Bon Secours Health System Mission and Strategic Quality Plan
- High morbidity/mortality/negative outcome caused by need
- Service/Support for need is available within Bon Secours
- Service/Support for need is already available in the region, outside of Bon Secours
- Strong partners are available to address this need

- Need is present in more than one region in Hampton Roads

The detailed process, participants and results are available in Bon Secours Mary Immaculate Hospital's Community Health Needs Assessment Report which is available at Bon Secours' website: www.bonsecours.com.

The table below indicates the most significant health needs in our service area identified through the CHNA process.

Prioritized significant community health need	Addressed by Mary Immaculate Hospital
Alcohol and Substance Abuse	Yes
Chronic Health in Aging Adults	Yes
Behavioral/Mental Health	No
Obesity	Yes
Diabetes	No

The hospital completed its prior CHNA for tax year ending August 31, 2019, and its implementation strategy will be approved by the Board and in place by January 15, 2020. In order to align all hospital year-ends within the Bon Secours Mercy Health, Inc. system, a short period CHNA for tax year September 1, 2019 to December 31, 2019 is being prepared. The identified significant and prioritized health needs remain consistent from the prior CHNA. The hospital has not taken any actions towards the CHNA completed as of August 31, 2019 as its implementation strategy is still in development and not yet approved by the Board.

The following implementation strategy includes the health needs that will be addressed by Mary Immaculate.

PRIORITY: Alcohol and Substance Abuse

GOAL: Reduce risk of opioid dependency and addiction in community.

BACKGROUND ON STRATEGY

Opioid addiction is a long-lasting (chronic) disease that can cause major health, social, and economic problems. Opioids are a class of drugs that act in the nervous system to produce feelings of pleasure and pain relief.

Opioid addiction is characterized by a powerful, compulsive urge to use opioid drugs, even when they are no longer required medically. Opioids have a high potential for causing addiction in some people, even when the medications are prescribed appropriately and taken as directed. Many prescription opioids are misused or diverted to others. Individuals who become addicted may prioritize getting and using these drugs over other activities in their lives, often negatively impacting their professional and personal relationships. It is unknown why some people are more likely to become addicted than others.

Opioids change the chemistry of the brain and lead to drug tolerance, which means that over time the dose needs to be increased to achieve the same effect. Taking opioids over a long period of time produces dependence, such that when people stop taking the drug, they have physical and psychological symptoms of withdrawal (such as muscle cramping, diarrhea, and anxiety). Dependence is not the same thing as addiction; although everyone who takes opioids for an extended period will become dependent, only a small percentage also experience the compulsive, continuing need for the drug that characterizes addiction.

Opioid addiction can cause life-threatening health problems, including the risk of overdose. Overdose occurs when high doses of opioids cause breathing to slow or stop, leading to unconsciousness and death if the overdose is not treated immediately. Both legal and illegal opioids carry a risk of overdose if a person takes too much of the drug, or if opioids are combined with other drugs (particularly tranquilizers called benzodiazepines).

-adapted from <https://qhr.nlm.nih.gov/condition/opioid-addiction>

OBJECTIVE #1: *Increase awareness and implementation of SBIRT and MAT through the Emergency Department.*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> Identify and prioritize key stakeholders and initiate training for high priority providers. Align training and quality metrics around contracts and agreements. Develop and implement Medically-Assisted Therapy (MAT) in ED. 	December 2020	<ul style="list-style-type: none"> Improve understanding of the health detriment opioid dependency can cause. Reduce incidences of substance abuse.
<ul style="list-style-type: none"> Continue to educate lower-priority providers. Implement training protocol for hospitalists to receive Suboxone waiver. 	December 2021	<ul style="list-style-type: none"> Improve safe prescription practices throughout facility.
<ul style="list-style-type: none"> Develop partnership with local residency programs (EVMS) to provide opioid education to residents. 	December 2022	<ul style="list-style-type: none"> Ensure future providers understand the health detriment opioid dependency can cause on their future patients.
<p>Resources Committed:</p> <ul style="list-style-type: none"> Staffing 	<p>Intended Partnerships:</p> <ul style="list-style-type: none"> Affiliated Physician Groups Eastern Virginia Medical Group 	

OBJECTIVE #2: *Increase awareness of opioid and substance abuse risks among all hospital employees.*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> Develop a committee and strategy around education that can reach all employees. Provide education to all employees. 	December 2020	<ul style="list-style-type: none"> Improve understanding of the health detriment opioid dependency can cause. Reduce incidences of substance abuse.
<ul style="list-style-type: none"> Continue to provide education to new employees Research grant funding opportunities to expand scope of implementation and education 	December 2021	<ul style="list-style-type: none"> Improve understanding of the health detriment opioid dependency can cause. Reduce incidences of substance abuse. Expand outreach to broader audience to positively impact community.

<ul style="list-style-type: none"> Continue to provide education to new employees. Evaluate success of program. Develop strategy to provide REVIVE training to associates. 	December 2022	<ul style="list-style-type: none"> Improve understanding of the health detriment opioid dependency can cause. Reduce incidences of substance abuse. Expand outreach to broader audience to positively impact community.
Resources Committed: <ul style="list-style-type: none"> Staffing 	Intended Partnerships: <ul style="list-style-type: none"> Newport News Department of Health 	
OBJECTIVE #3: <i>Increase awareness of opioid and substance abuse risks through school and community partnerships.</i>		
ACTION PLAN		
Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 1 school interaction for the year. This may include children in ages other than listed in KPI. 	December 2020	<ul style="list-style-type: none"> Reduce substance abuse-related injuries and deaths in youth. Increase awareness of harm from substance abuse and other negative health behaviors.
<ul style="list-style-type: none"> Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 3 school interactions for the year. 	December 2021	<ul style="list-style-type: none"> Reduce substance abuse-related injuries and deaths in youth. Increase awareness of harm from substance abuse and other negative health behaviors.
<ul style="list-style-type: none"> Partner with clinical staff and community partners to provide opioid and other resiliency training within middle and high schools within the market. Goal of 5 school interactions for the year. 	December 2022	<ul style="list-style-type: none"> Reduce substance abuse-related injuries and deaths in youth. Increase awareness of harm from substance abuse and other negative health behaviors.
Resources Committed: <ul style="list-style-type: none"> Staffing Funding for presenters 	Intended Partnerships: <ul style="list-style-type: none"> Area Middle and High Schools Newport News Community Services Board Newport News Sheriff's Department 	

PRIORITY: Chronic Health in Aging Adults

GOAL: Improve access to healthcare opportunity to treat and manage chronic conditions for aging population.

BACKGROUND ON STRATEGY

One in four Americans has multiple chronic conditions, those that last a year or more and require ongoing medical attention or that limit activities of daily living. That number rises to three in four Americans aged 65 and older.

This high prevalence has several underlying causes: the rapidly growing population of older adults, the increasing life expectancy associated with advances in public health and clinical medicine, and the high prevalence of some risk factors, such as tobacco use and physical inactivity. In 2014, 14.5% (46.3 million) of the US population was aged 65 or older and is projected to reach 23.5% (98 million) by 2060.

As a person's number of chronic conditions increases, his or her risk for dying prematurely, being hospitalized, and even receiving conflicting advice from health care providers increases. People with multiple chronic conditions also are at greater risk of poor day-to-day functioning. Aging adults experience higher risk of chronic disease. In 2012, 60% of older adults managed 2 or more chronic conditions. Chronic conditions can lower quality of life for older adults and contribute to the leading causes of death among this population.

Having multiple chronic conditions is also associated with substantial health care costs. Approximately 71% of the total health care spending in the United States is associated with care for the Americans with more than one chronic condition.² Among Medicare fee-for-service beneficiaries, people with multiple chronic conditions account for 93% of total Medicare spending.³ People with multiple chronic conditions face substantial out-of-pocket costs of their care, including higher costs for prescription drugs.

-adapted from <https://www.healthypeople.gov/2020/topics-objectives/topic/older-adults/ebrs>,
<https://www.cdc.gov/chronicdisease/about/multiple-chronic.htm>

OBJECTIVE #1: *Improve awareness of chronic health conditions and social determinants of health through community education.*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> Partner with medical providers and community groups to provide education at SeniorHealth Lunch & Learns on five health topics from the CHNA survey. Speakers will provide a pre- and post- test to group to demonstrate knowledge gained. 	December 2020	<ul style="list-style-type: none"> Increase patient awareness of top chronic health conditions for area. Reduce hospitalizations among aging population for chronic health conditions.
<ul style="list-style-type: none"> Partner with medical providers and community groups to provide education at SeniorHealth Lunch & Learns on five health topics from the CHNA survey. Speakers will provide a pre- and post- test to group to demonstrate knowledge gained. 	December 2021	<ul style="list-style-type: none"> Increase patient awareness of top chronic health conditions for area. Reduce hospitalizations among aging population for chronic health conditions.
<ul style="list-style-type: none"> Partner with medical providers and community groups to provide education at SeniorHealth Lunch & Learns on five health topics from the CHNA survey. Speakers will provide a pre- and post- test to group to demonstrate knowledge gained. 	December 2022	<ul style="list-style-type: none"> Increase patient awareness of top chronic health conditions for area. Reduce hospitalizations among aging population for chronic health conditions.

Resources Committed:

- Staffing
- Catering
- Facility Use

Intended Partnerships:

- Tidewater Physicians Multispecialty Group
- Community Agencies
- Newport News Sheriff's Department
- Newport News Fire Department
- Peninsula Agency on Aging

OBJECTIVE #2: *Improve quality of care delivery for aging population through NICHE membership*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> 100% of selected unit associates will receive NICHE education 	December 2020	<ul style="list-style-type: none"> Improve care delivery for aging population
<ul style="list-style-type: none"> Develop and implement strategies in order for MIH to meet the NICHE senior-friendly designation 	December 2021	<ul style="list-style-type: none"> Improve care delivery for aging population
<ul style="list-style-type: none"> Evaluate future opportunities to increase aging services. 	December 2022	<ul style="list-style-type: none"> Improve care delivery for aging population

Resources Committed:

- Staffing

Intended Partnerships:

OBJECTIVE #3: *Increase awareness of congestive heart failure risks through a CHF cohort study.*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<ul style="list-style-type: none"> Community members will be invited to join into CHF camp. The study will consist of 6 sessions and educate on 6 topics related to CHF. Pre-post tests will be used to evaluate success. 	December 2020	<ul style="list-style-type: none"> Reduce incidences of readmission for heart-related ailments. Increase awareness of chronic health conditions.
<ul style="list-style-type: none"> Evaluate and implement expanded partnerships around disease management. Evaluate revenue stream opportunities to sustain programming. 	December 2021	<ul style="list-style-type: none"> Reduce incidences of readmission for heart-related ailments. Increase awareness of chronic health conditions.
<ul style="list-style-type: none"> Expand education to include the VOX virtual education platform in order to reach a wider audience. 	December 2022	<ul style="list-style-type: none"> Reduce incidences of readmission for heart-related ailments. Increase awareness of chronic health conditions. Increase participation through virtual platform.

Resources Committed:

- Staffing
- Facility Use

Intended Partnerships:

- Tidewater Physicians Multispecialty Group
- Community Agencies

PRIORITY: Obesity

GOAL: Positively impact the incidence of childhood and adult obesity.

BACKGROUND ON STRATEGY

Good nutrition, physical activity, and a healthy body weight are essential parts of a person's overall health and well-being. Together, these can help decrease a person's risk of developing serious health conditions, such as high blood pressure, high cholesterol, diabetes, heart disease, stroke, and cancer. Most Americans, however, do not eat a healthy diet and are not physically active at levels needed to maintain proper health. Fewer than 1 in 3 adults and an even lower proportion of adolescents eat the recommended amount of vegetables each day. Compounding this is the fact that a majority of adults (81.6%) and adolescents (81.8%) do not get the recommended amount of physical activity. Obesity often results in lost workdays, lower productivity, and negative health outcomes, including diabetes and depression

In understanding the need for reduction of obesity within its service area, Mary Immaculate will provide programming aimed at reducing obesity in its service area. Mary Immaculate also partners with other organizations in the community to provide support.

Evidence Base Sources:

Healthy People 2020 <http://www.healthypeople.gov>

Data Resource Center for Child & Adolescent Health <http://www.childhealthdata.org>

Greater Hampton Roads Community Indicators Dashboard <http://www.grhconnects.org>

OBJECTIVE #1: *Implement programming in the Mary Immaculate community aimed at reducing the incidence of obesity through a variety of weight loss and physical activity programs.*

ACTION PLAN

Activity	Target Date	Anticipated Impact or Result
<p>Develop programs and educational opportunities that increase knowledge of healthy eating and exercise.</p> <ul style="list-style-type: none"> • Measure, through surveys and interval screenings, health behavior changes in food, exercise, and cooking habits. 	<p>December 2020</p>	<ul style="list-style-type: none"> • Expand the Passport to Health program, begun in the East Ocean View area of Norfolk, to Newport News. • Increase knowledge of nutrition recommendations and healthy snack options. • Increase knowledge of beneficial foods and methods to grow own food in community garden. • A 10% decline in the rate of obesity for Passport to Health participants.
<p>Continue working with Newport News residents to develop programs and educational opportunities that increase knowledge of healthy eating and exercise.</p> <ul style="list-style-type: none"> • Measure, through surveys and interval screenings, health behavior changes in food, exercise, and cooking habits. 	<p>December 2021</p>	<ul style="list-style-type: none"> • Increase knowledge of nutrition recommendations and healthy snack options. • Increase knowledge of beneficial foods and methods to grow own food in community garden. • A 10% decline in the rate of obesity for Passport to Health participants. • Increase number of families participating in program.

ACTION PLAN		
Activity	Target Date	Anticipated Impact or Result
<p>Continue working with Newport News residents to develop programs and educational opportunities that increase knowledge of healthy eating and exercise.</p> <ul style="list-style-type: none"> • Measure, through surveys and interval screenings, health behavior changes in food, exercise, and cooking habits. 	December 2022	<ul style="list-style-type: none"> • Increase knowledge of nutrition recommendations and healthy snack options. • Increase knowledge of beneficial foods and methods to grow own food in community garden. • A 10% decline in the rate of obesity for Passport to Health participants. • Increase number of families participating in program.
<p>Resources Committed:</p> <ul style="list-style-type: none"> • Staffing • Funding for activities • Funding for presenters • Funding for community garden • Catering 		<p>Intended Partnerships:</p> <ul style="list-style-type: none"> • English as a Second Language organization • St. George's Episcopal Church
<p>OBJECTIVE #2: <i>Reduce the incidence of obesity through a variety of Bon Secours InMotion and Medical Surgical weight loss and physical activity programs.</i></p>		
ACTION PLAN		
Activity	Target Date	Anticipated Impact or Result
<p>Provide nutrition education and physical activity through Medical Surgical Weight Loss programs.</p> <ul style="list-style-type: none"> • Track number of people participating in programs. • Expand programs to community settings. 	December 2020	<ul style="list-style-type: none"> • Increase number of people attending programs. • Reduce BMI for people enrolled in programs.

ACTION PLAN		
Activity	Target Date	Anticipated Impact or Result
Provide nutrition education and physical activity through Medical Surgical Weight Loss programs. <ul style="list-style-type: none"> Track number of people participating in programs. Expand programs to community settings. 	December 2021	<ul style="list-style-type: none"> Increase number of people attending programs. Reduce BMI for people enrolled in programs.
Provide nutrition education and physical activity through Medical Surgical Weight Loss programs. <ul style="list-style-type: none"> Track number of people participating in programs. Expand programs to community settings. 	December 2022	<ul style="list-style-type: none"> Increase number of people attending programs. Reduce BMI for people enrolled in programs.
Partner with middle and high schools to provide nutrition and physical activity education to students.	December 2020	<ul style="list-style-type: none"> Increase awareness of nutrition and physical activity health benefits. Increase number of children participating in education programs.
Partner with middle and high schools to provide nutrition and physical activity education to students.	December 2021	<ul style="list-style-type: none"> Increase awareness of nutrition and physical activity health benefits. Increase number of children participating in education programs.
Partner with middle and high schools to provide nutrition and physical activity education to students.	December 2022	<ul style="list-style-type: none"> Increase awareness of nutrition and physical activity health benefits. Increase number of children participating in education programs.

ACTION PLAN		
Activity	Target Date	Anticipated Impact or Result
Resources Committed: <ul style="list-style-type: none"> • Staffing • Funding for presenters 		Intended Partnerships: <ul style="list-style-type: none"> • Local Middle and High Schools

PRIORITY: Diabetes

GOAL: Mary Immaculate Hospital will not add any additional strategies to directly address this community need and thus not be making it one of its top priorities. Resources are limited within the organization to prioritize all of the needs. There are other providers and organizations addressing these needs with specialized programs and services. Mary Immaculate will continue the diabetes initiatives identified in the previous CHNA through offering community education. Active participation in coalitions addressing diabetes will continue.

PRIORITY: Behavioral/Mental Health

GOAL: Mary Immaculate Hospital will not add any additional strategies to directly address this community need and thus not be making it one of its top priorities. Mary Immaculate will continue the mental health initiatives identified in the previous CHNA through offering community education. Resources are limited within the organization to prioritize all of the needs. There are other providers and organizations addressing these needs with specialized programs and services. Referrals to local community service boards by the emergency department Life Coaches and the Bon Secours Care-A-Van will also continue. Active participation in coalitions addressing behavioral/mental health, especially in the area of opioid abuse, will continue.

Community Resources Available:

- Newport News Community Services Board
- Hampton Community Services Board
- Williamsburg Community Services Board
- York County Community Services
- Maryview Medical Center Behavior Medicine Services

OTHER IDENTIFIED COMMUNITY HEALTH NEEDS NOT ADDRESSED IN IMPLEMENTATION PLAN

Although Bon Secours Mary Immaculate Hospital recognizes the importance of all the needs identified by the community, resources are limited within the organization to prioritize all of the needs. There are other providers and organizations addressing these needs with specialized programs and services. Mary

Immaculate is prepared to collaborate/assist with these efforts beyond the current set of services we provide.

The list below provides names of some resources in the area than can help meet the identified needs of the community:

Affinity Healthcare Group Newport News LLC	Newport News Behavioral Health Center
American Addiction Treatment Center	Newport News Substance Abuse Treatment
American Diabetes Association	Peninsula Agency on Aging
Children’s Hospital of the King’s Daughters	Peninsula Alcohol Safety Action Program
Drug Rehab – Hampton	Riverside Health System
Drug Rehab – Newport News	Sentara Healthcare
Hampton Newport News CSB Southeastern Family Project	Tidewater Physicians Medical Group
Hampton Roads Clinic Opioid Treatment Program	Veterans Administration Medical Center
Lackey Clinic	Virginia Department of Health
	Virginia Obesity Treatment Center
	Virginia Peninsula FoodBank

For a list of additional resources available to meet identified needs of the community, please review the Virginia Department of Health’s Community Services Resource Guide at <https://www.vdh.virginia.gov/Resources>.

The Bon Secours Mary Immaculate Hospital 2020 – 2022 Implementation Strategy was approved by the Bon Secours Hampton Roads Board of Directors on December 3, 2019.