Novant Health UVA Health System Culpeper Medical Center

Community Benefit Implementation Plan
(Culpeper County, Virginia)
2016-2018

Approved by Culpeper Medical Center Board of Trustees on November 15, 2017
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I. Introduction

Novant Health UVA Health System Culpeper Medical Center conducted a community health needs assessment in 2017 to identify the most pressing health needs in our community. The assessment is designed to identify the health needs of the most vulnerable populations in the community. Novant Health UVA Health System Culpeper Medical Center will enhance the community’s health by offering health and wellness programming, clinical services and financial support in response to the specific health needs identified.

a. Organization Overview

Novant Health UVA Health System Culpeper Medical Center (“NHUVACMC”) is an integral part of the Novant Health UVA Health System (“NHUVAHS”). NHUVAHS was formed in 2016 by Novant Health and the University of Virginia Health System, and is a regional nonprofit, integrated healthcare network of physician clinics, outpatient centers, and hospitals that serves patients and communities in Virginia. NHUVACMC receives strategic planning, administrative, and other support from Novant Health, Inc., a member of the Novant Health UVA Health System.

Our employees and physician partners strive every day to bring our mission, vision and values to life. We demonstrate this commitment to our patients in many different ways. Our organization:

- Maintains an active community health outreach program.
- Demonstrates superior outcomes for many health conditions as indicated by our state and national quality scores.
- Creates innovative programs that address important health issues, with many of our programs and services being recognized nationally.
- Believes in its role as a good corporate citizen, working with community agencies and organizations to make our communities better places to live and work.

Novant Health UVA Health System Culpeper Medical Center, (NHUVACMC), is a 70-bed acute care community hospital offering a family birth center and 24/7 emergency department. By bringing together world-class technology and clinicians to provide quality care, we are committed to creating a healthcare experience that is simpler, more convenient and more affordable so patients can focus on getting better and staying healthy.
The Primary Service Area for Novant Health UVA Health System Culpeper Medical Center is defined by the zip codes that represent 75% to 85% of the hospital’s in-patient population as outlined below:

<table>
<thead>
<tr>
<th>Zip Code</th>
<th>City</th>
<th>County/Jurisdiction</th>
</tr>
</thead>
<tbody>
<tr>
<td>20106</td>
<td>Amissville</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22701</td>
<td>Culpeper</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22713</td>
<td>Boston</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22714</td>
<td>Brandy Station</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22718</td>
<td>Elkwood</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22724</td>
<td>Jeffersonton</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22726</td>
<td>Lignum</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22729</td>
<td>Mitchells</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22733</td>
<td>Rapidan</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22735</td>
<td>Brightwood</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22736</td>
<td>Richardsville</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22737</td>
<td>Rixeyville</td>
<td>Culpeper</td>
</tr>
<tr>
<td>22741</td>
<td>Stevensburg</td>
<td>Culpeper</td>
</tr>
</tbody>
</table>

The primary service area includes Culpeper County, Virginia. Based on 2016 estimates, Culpeper County is the 37th out of 133 counties in the State of Virginia with just over 50,000 residents. Spread across the foothills of the Blue Ridge Mountains fields of the North Central Piedmont Region, Culpeper County, Virginia possesses a rural character displaying the natural splendor of rustic Virginia. Culpeper County has experienced small, but steady population growth (7.3%) since the 2010 US Census.

According to the 2016 U.S. Census estimates, Culpeper County include the following demographic profiles:

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*Hispanics may be of any race, so also are included in applicable race categories*
Population

Detailed demographic data for Culpeper County is outlined below:

### Culpeper County Population by Race & Ethnicity (2016)

<table>
<thead>
<tr>
<th></th>
<th>Culpeper County</th>
<th>Virginia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Estimates</td>
<td>50,083</td>
<td>8,411,808</td>
</tr>
<tr>
<td>Persons under 5 years, percent 2016</td>
<td>6.5%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Persons under 18 years, percent 2016</td>
<td>25.0%</td>
<td>22.2%</td>
</tr>
<tr>
<td>Persons 65 years and over, percent 2016</td>
<td>14.7%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Female persons, percent 2016</td>
<td>49.9%</td>
<td>50.8%</td>
</tr>
<tr>
<td>White alone, percent 2016</td>
<td>79.5%</td>
<td>70.0%</td>
</tr>
<tr>
<td>Black or African American alone, percent 2016</td>
<td>15.1%</td>
<td>19.8%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone, percent 2016</td>
<td>0.7%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian alone, percent 2016</td>
<td>1.6%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone, percent 2016</td>
<td>0.1%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Two or More Races, percent 2016</td>
<td>2.9%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Hispanic or Latino, percent 2016</td>
<td>10.1%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Persons in Poverty, Percent 2016</td>
<td>10.2%</td>
<td>11.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau (2016).

Children and adolescents (age 0-18) make up an estimate of just over one-third (31.5%) of the population in Culpeper County and seniors (age 65 and over) make up 14.7% of the population. Since 2010, all areas have experienced steady population growth. Non-white minorities currently make up 30.5% of the racial demographic in Culpeper County.\(^3\)

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; HS diploma/GED</td>
<td>Culpeper County</td>
</tr>
<tr>
<td>16.3%</td>
<td>83.8%</td>
</tr>
<tr>
<td>HS diploma/GED</td>
<td>34.1%</td>
</tr>
<tr>
<td>Some college or Associate's degree</td>
<td>27.7%</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>14.9%</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>7.0%</td>
</tr>
<tr>
<td>High school graduate or higher</td>
<td></td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td></td>
</tr>
</tbody>
</table>

*Some estimates presented in US Census data come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable.

83.8% of Culpeper residents are high school graduates, which is slightly lower than the State of Virginia rate of 88.3%. Culpeper residents earn a median income of $66,697, which is only $1,682 higher than the Virginia state average of $65,015.\(^2\) A key indicator to evaluate economic condition is the poverty

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rate. The poverty rate for Culpeper County residents is 10.2%, which is slightly lower than the rate of the Virginia state average of 11.0%.

II. Prioritized Health Needs

From participant responses, it was apparent that chronic disease prevention, health risk factors, mental health and substance abuse were the most important concerns of community residents. Other key data points included:

- When asked to identify the greatest health related concerns, respondents identified the following:
  - Substance Abuse (59.9%)
  - Mental health issues (38.3%)
  - Health risk factors (36.5%)
  - Chronic disease including cancer, diabetes and heart disease (34.3%)
  - Access to healthy foods (28.9%).

- When asked to identify which community health services need strengthening, respondents identified the following:
  - Behavioral Health/Mental Health Services (47.3%)
  - Substance Abuse Services (43.2%)
  - Homeless Services (41.8%)
  - Healthcare Coverage (34.7%)
  - Aging/Senior Services (32.1%)
  - Early Intervention for Children (23%)
  - Maternal, Infant and Child Services (15.6%)
  - Family Planning (13.5%).

- When asked to rate their own personal health, respondents rated themselves as the following: 12.1% as very healthy, 47.2% as healthy, 33.1% as somewhat healthy, 6.3% as unhealthy, and 1.2% as very unhealthy.

- When asked about diagnosis of specific health conditions, respondents identified that they had been diagnosed with the following: 30.0% high blood pressure, 27.7% overweight/obesity, 25.8% high cholesterol, 23.8% depression or anxiety, 15.8% asthma, and 13.1% diabetes.

Based on these identified health needs, the following 8 social, clinical and behavioral health needs were identified as a significant need for Culpeper County:

1. Access to Healthcare (includes healthcare coverage, clinical services, pharmacy services, cancer services, primary care and specialty providers)
2. Aging Issues (includes available resources for seniors, elder-friendly housing, etc.)
3. Behavioral and Lifestyle Issues (includes physical inactivity, environment, access to healthy foods)
4. Chronic Disease Prevention (includes cancer, heart disease, stroke, diabetes, etc.)
5. Health Risk Factors (includes high blood pressure, obesity, high cholesterol, etc.)
6. Maternal/Infant Health (includes maternal and infant mortality)
7. Mental Health Issues (includes substance abuse, suicide)
8. Socioeconomic Issues (includes employment availability, homeless services and social support services)

a) Community Prioritization
In October 2017, survey results were presented to community members and stakeholders via electronic distribution, and both were asked to rank the top three health issues according to magnitude, severity, and scope of these issues. The outcomes from the priority survey exercises were weighted and ranked with the following results:
   1) Mental Health
   2) Health Risk Factors
   3) Access to Healthcare
   4) Chronic Disease Prevention
   5) Behavioral and Lifestyle Issues
   6) Aging Issues
   7) Socioeconomic Issues
   8) Maternal/Infant Health

Recommended Prioritized Health Outcomes
For each of the identified areas, recommendations were made for the top prioritized health needs. Below is a summary of those recommendations:

- Mental health issues (includes substance abuse, suicide): Increase in programming addressing mental health such as mental health first aid and/or support groups; partnerships and more coordinated efforts to connect community members to community agencies and substance abuse treatment facilities

- Health Risk Factors and Chronic Disease Prevention (includes high blood pressure, obesity, high cholesterol; also includes prevention of cancer, heart disease, diabetes, etc.): Increase in programming that addresses health risk factors with a focus on education and prevention

- Access to Health Care (includes healthcare coverage, clinical and pharmacy services, cancer services, primary care and specialty providers): Innovative partnerships to increase access to healthcare in rural areas, specialty provider recruitment and/or creation of a service that will create greater access to specialty providers

b) Facility prioritization
In addition to the community rankings, Novant Health UVA Health System Culpeper Medical Center reviewed the top five diagnosis codes for inpatient and outpatient hospital emergency room visits in 2016.
A review of the hospital emergency room visits indicated that many of the top inpatient diagnosis codes are correlated with chronic issues that typically affect the aging population and also symptoms related to specific chronic diseases. Upon analysis of the outpatient diagnosis codes, it was apparent that many of the patients seen had symptoms that could be related to a number of chronic conditions, including (but not limited to) behavioral/lifestyle issues, chronic sinus, heart disease, obesity, and other chronic issues related to aging.

Upon a comprehensive review of the community’s recommended prioritized outcomes and Novant Health UVA Health System Culpeper Medical Center’s ED top 5 diagnosis codes, the Novant Health UVA Health System Culpeper Medical Center leadership team and Board of Trustees evaluated this information based on the scope, severity, health disparities associated with the need, and the estimated feasibility and effectiveness of possible interventions. Through this thorough evaluation, the team agreed on the following three top significant health priorities for Novant Health UVA Health System Culpeper Medical Center:

1. Mental Health
2. Health Risk Factors and Chronic Disease Prevention
3. Access to Care

III. Issues identified for remediation

In the following section Novant Health UVA Health System Culpeper Medical Center will address each of the top three prioritized needs. Each need includes actions that must be taken to achieve improved community health. Outlined within each need, Novant Health UVA Health System Culpeper Medical Center will identify the description of need, programs, resources and intended actions, anticipated impact, priority populations, evaluation plan, intervention strategies, tactics for achievement, growth targets, and community partners.

The following action plans were developed through evaluation of Novant Health UVA Health System Culpeper Medical Center programs and the U.S. Department of Health and Human Services “Healthy People 2020” topics. To determine anticipated impact, Healthy People 2020 objectives were reviewed and integrated into each priority area. As a leader committed to improving the nation’s health, it is
imperative to Novant Health UVA Health System Culpeper Medical Center that our guiding principles in defining our role in community health outreach and advocacy be well aligned with the Healthy People’s goal of achieving health equity and eliminating disparities. (See Appendix A for Healthy People 2020 objectives that were evaluated.)

**a) Priority 1: Mental Health**

In the Community Health Needs Assessment Survey, community residents were asked a series of questions related to health concerns. 59.9% of residents identified substance/drug abuse as a top concern and 38.3% of respondents identified mental health issues as a top concern. When asked about community services needing strengthening, 47.3% identified behavioral health/mental health services and 43.2% identified substance abuse services as services needing strengthening. Additionally 23.8% of respondents indicated that they had been told by a health professional that they had depression or anxiety.

Programs, resources and intended actions to address mental health: Novant Health UVA Health System Culpeper Medical Center provides community based behavioral services and will be involved in a large-scale community awareness campaign. All programs and services are intended to assist the community with varying needs of mental health support at times when they are needed most.

**SIGNIFICANT HEALTH NEED**

<table>
<thead>
<tr>
<th>COMMUNITY BENEFIT ACTIONS</th>
<th>PROGRAM</th>
<th>INTENDED OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Partnership with Law Enforcement</td>
<td>Community partnership to decrease overdose</td>
<td>Support offered by providing Narcan (naloxone) and trainings to local law enforcement will help decrease the number of unintentional deaths related to overdose and help create a more coordinated system for community members to receive addiction services.</td>
</tr>
<tr>
<td>Community education and support services</td>
<td>Lecture series on mental health, postpartum depression and substance abuse support groups</td>
<td>Community education, support and awareness will increase navigation of community members to appropriate mental health resources.</td>
</tr>
</tbody>
</table>

**b) Priority 2: Health Risk Factors and Chronic Disease Prevention**

According to the Virginia Department of Health, the three leading causes of death in Culpeper County, Virginia in 2013 were cancer, heart disease and stroke, respectively. In the Community Health Needs Assessment Survey, 36.5% of community residents indicated that health risk factors (high blood pressure, obesity, high cholesterol, etc.) were of greatest concerns to the community’s wellbeing. 34.3% indicated that chronic disease (cancer, diabetes, heart disease, etc.) were of greatest concerns to the community’s wellbeing. Additionally, 30.0% of respondents reported that they had been told by a
health professional that they had high blood pressure, 25.8% high cholesterol, and 27.7% overweight or obesity.

**Programs, resources and intended actions to address health risk factors:** Novant Health UVA Health System Culpeper Medical Center offers programs to address chronic disease risk factors such as high blood pressure, high cholesterol, obesity and diabetes. Additionally, Novant Health UVA Health System Culpeper Medical Center collaborates with various community partners to support other chronic disease prevention programs throughout the community. All programs and partnerships are intended to increase early detection of risk factors, educate participants on chronic disease prevention, and lower overall health risk factors.

<table>
<thead>
<tr>
<th>SIGNIFICANT HEALTH NEED</th>
<th>HEALTH RISK FACTORS and CHRONIC DISEASE PREVENTION</th>
<th>INTENDED OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY BENEFIT ACTIONS</strong></td>
<td><strong>PROGRAM</strong></td>
<td><strong>INTENDED OUTCOME</strong></td>
</tr>
<tr>
<td>Remarkable You Community screenings</td>
<td>Remarkable You community screening initiative</td>
<td>Early detection of high risk factors (high blood pressure, high BMI, high A1C) related to chronic disease (obesity, heart disease and diabetes) among participants will educate and participants and enable them to learn new skills to change unhealthy behaviors</td>
</tr>
<tr>
<td>Community education</td>
<td>Lectures on risk factors to chronic disease and chronic disease prevention</td>
<td>Knowledge level of participants will increase and participants will learn new skills to change unhealthy behaviors</td>
</tr>
</tbody>
</table>

**c) Priority 3: Access to Care and Chronic Disease Prevention**

There is a significant body of evidence that indicates that health insurance coverage significantly increases patients’ access to care and use of preventive care, primary care, chronic illness treatment, medications and surgery.\(^3\) The 2016 US Census Bureau estimates indicate that 12.6% of Virginia residents under the age of 65 do not have health insurance\(^6\) and when surveyed in the Culpeper Community Health Needs Assessment, 28.7% of residents indicated that the availability of healthcare is one of the greatest health concerns to the community’s wellbeing. Additionally, multiple residents left comments in the survey about the need to have more specialty providers (endocrinologists, cardiologists, gastroenterologists) in the Culpeper community.

**Programs, resources and intended actions to address access to care:** Novant Health UVA Health System Culpeper Medical Center provides mobile mammography services and clinical breast exams to uninsured/underinsured women. All of these screenings are designed to expand access to screenings to underserved populations. Additionally, Novant Health UVA Health System Culpeper Medical Center is involved in the ongoing development of partnerships with local free clinics to help expand access to care for the underserved and in the ongoing recruitment of specialty providers to expand access to needed services in the community.

<table>
<thead>
<tr>
<th>SIGNIFICANT HEALTH NEED</th>
<th>ACCESS TO CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMUNITY BENEFIT ACTIONS</td>
<td>PROGRAM</td>
</tr>
<tr>
<td>Community Cancer screenings</td>
<td>Novant Health mammography unit and community cancer screenings in underserved/uninsured populations</td>
</tr>
</tbody>
</table>

IV. Unaddressed health needs

Although Novant Health UVA Health System Culpeper Medical Center is working to address several significant needs in the community, we are unable to impact all identified county priorities, but will support community partners as appropriate with the following known issues:

<table>
<thead>
<tr>
<th>Health Needs</th>
<th>Local Community Resources Addressing Needs</th>
</tr>
</thead>
</table>
| Aging Issues       | • AARP  
|                    | • Adult Services and Adult Protective Services  
|                    | • Aging Together  
|                    | • Alzheimer’s Association Central and Western Virginia  
|                    | • Alzheimer’s Family Support Group  
|                    | • At Home Your Way  
|                    | • Culpeper Senior Center  
|                    | • Dementia Support Groups for Caregivers – Alzheimer’s Association  
|                    | • Dogwood Village Senior Living Support Group  
|                    | • Fauquier Adult Day Healthcare Senter  
|                    | • In-Home Health Agencies  
|                    | • Memory Café  
|                    | • Overwhelmed How Can I Help, LLC  
|                    | • Protective Money Management Program  
|                    | • Rappahannock Rapidan Community Services  
|                    | • Reformation Lutheran Church Senior Adult Ministry  
|                    | • Senior Helpers of Central and Western Virginia  
|                    | • Senior Housing  
|                    | • Silver Citizens’ Club  
|                    | • The Place  
|                    | • Virginia Department of Aging and Rehabilitative Services |
| Behavioral and Lifestyle Issues | Culpeper County Parks & Recreation  
Girls on the Run Piedmont  
LifeLifeWell, LLC |
|--------------------------------|--------------------------------------------------|
| Maternal/Infant Health          | Culpeper YoungLives  
Families First  
Infant and Toddler Connection (ITC)  
The Foster Care Program  
The Parenting Cooperative Program  
Smart Beginnings  
UVA Pediatrics Culpeper  
Head Start |
| Socioeconomic Issues            | Financial Assistance  
Community Touch  
Enroll Virginia  
First Call for Help/Piedmont United Way  
People, Inc.  
Protective Money management Program |
|                                | Food Pantries:  
Clara’s House Food Pantry/Community Touch Inc.  
Culpeper Farmer’s Market  
Culpeper Senior Center  
Culpeper United Methodist Church food program  
Empowering Culpeper USDA Food Distribution Program  
Food Closet/St. Stephen’s Episcopal Church  
Home Delivered Meals for Seniors (formerly known as Meals on Wheels)  
Manna Ministry  
Pilinut Press, Inc.  
Power Pack Program  
SHARE Food Network  
Silver Citizen’s Club  
SNAP/”Food Stamps”  
The Salvation Army Family Store  
WIC Program |
|                                | Housing  
Amerisist of Culpeper  
Blue Ridge Christian Home  
Center of Hope Shelter  
Culpeper Winter Heat Shelter  
Culpeper Housing and Shelter Services |
| Fauquier Family Shelter Services, Inc. |
| SAFE: Services to Abused Families, Inc. |
| Section 8 Housing |
| Victory Transitional Housing/Community Touch Inc |
| Vint Hill Transitional Housing |

**Transportation**
- Culpeper Cab Company
- Foothills Area Mobility System Call Center (FAMS)
- Foothills Express
- Logisticare (Medicaid-reimbursed transportation)
- Virginia Handi-Ride
- Virginia Regional Transit (VRT)

**Workforce Development/Job Training:**
- Culpeper Human Services
  - Career Resource Center
- Culpeper CAN (Christians Are Networking)
- Culpeper Workforce Center and Goodwill Job Hunt Center
- Didlake
- Division of Rehabilitative Services, Virginia DARS
- Pathways, Inc.
- The Lighthouse Project, Empowering Women
- Sam’s Place/Culpeper Department of Social Services
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance to Needy Families (TANF)
- Virginia Employment Commission Charlottesville Office
- Virginia Initiative for Employment not Welfare (VIEW)

**V. Role of the board and administration**
The NHUVACMC Board of Trustees and NHUVACMC administration are active participants in the community benefit process. Through strategic planning initiatives focused on chronic disease, community health outreach, and access to care, leadership provides direction on actions and intended impact, and serves as the approving body for the community health needs assessment and community benefit implementation plan. Administrative leaders serve on the County assessment process teams, priority setting committee and action planning team and hospital board members participate and provide influence to the community benefit plans. All members are actively involved in the priority setting discussion and outreach planning process. Additionally, community benefit reports are provided to the board and facility leadership teams throughout the calendar year for ongoing education.
### Appendix A: Community Organizations supporting the NHUVACMC CHNA

<table>
<thead>
<tr>
<th>Organizations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange Free Clinic</td>
</tr>
<tr>
<td>Madison Free Clinic</td>
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<tr>
<td>Free Clinic of Culpeper</td>
</tr>
<tr>
<td>Piedmont United Way</td>
</tr>
<tr>
<td>Culpeper County School System</td>
</tr>
<tr>
<td>Public Safety</td>
</tr>
<tr>
<td>Culpeper Wellness Foundation</td>
</tr>
<tr>
<td>Culpeper Human Services</td>
</tr>
<tr>
<td>Culpeper County Department of Social Services</td>
</tr>
<tr>
<td>The Virginia Health Department</td>
</tr>
<tr>
<td>Other town and County representatives</td>
</tr>
</tbody>
</table>