

BON SECOURS HEALTH SYSTEM

Community Health Needs Assessment

Bon Secours Maryview Medical Center



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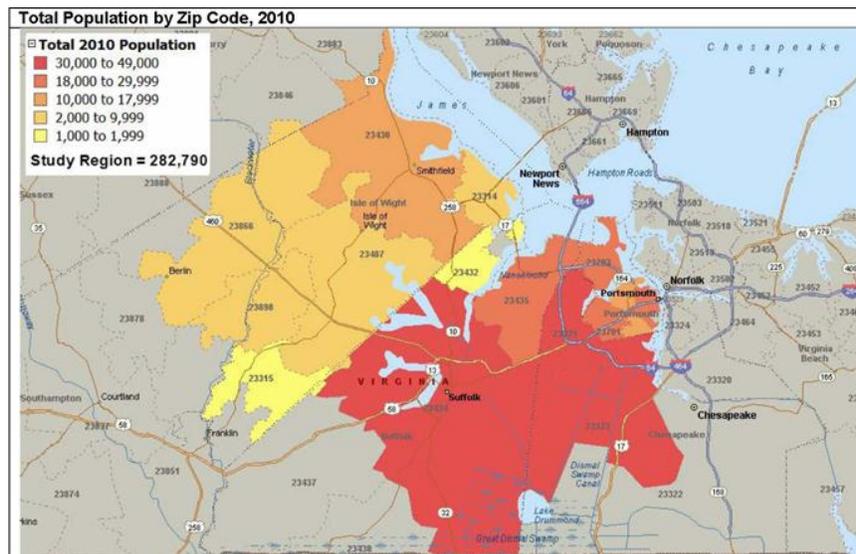


EXECUTIVE SUMMARY

Bon Secours Maryview Medical Center (Maryview Medical Center) is a 346-bed not-for-profit, acute care facility licensed in the state of Virginia and serving approximately 282,790 residents primarily in Chesapeake, Portsmouth, Suffolk, and the counties of Isle of Wight and Southampton.

Maryview Medical Center is part of the Bon Secours Health System, Inc., whose Mission is to “bring compassion to healthcare and to be good help to those in need, especially those who are poor and dying.” With this mission in mind, Maryview Medical Center commissioned Community Health Solutions to conduct a community health needs survey in late 2011, early 2012.

The survey and this assessment focuses on the Maryview Medical Center service area of seventeen (17) zip codes, most of which fall within the cities of Chesapeake, Portsmouth, Suffolk, and the counties of Isle of Wight and Southampton. The study region is shown in the map below.





community health **needs assessment**

The results include two primary components: (1) a ‘community insight profile’, based on qualitative analysis of a study of community stakeholders with a knowledge of public health, the broad interests of the communities we serve, individuals with special knowledge of the medically underserved, as well as vulnerable populations and people with chronic diseases; and (2) a ‘community indicator profile’ based on quantitative analysis of community health status indicators. This Executive Summary outlines major findings and details are provided in the body of the report.

The survey determined that the top fifteen (15) health needs of our service area. Maryview Medical Center, then, met with Dr. Jose Rodriguez, director of Portsmouth Health Department, for further input.

| Bon Secours Maryview Medical Center Community Health Needs Survey |
|--|
| Top Needs Identified |
| Adult Obesity |
| Diabetes |
| Childhood Obesity |
| Heart Disease & Stroke |
| Dental Care/Oral Health |
| Mental Illness |
| Tobacco Use |
| Cancer |
| Asthma |
| Substance Abuse - Illegal Drugs |
| Alcohol Use |
| Arthritis |
| Domestic Violence |
| Prenatal & Pregnancy Care |
| Sexually Transmitted Diseases |
| Substance Abuse – Prescription Drugs |
| <i>Source: A Community Health Needs Survey, February 2012</i> |



A small group of leaders from Maryview Medical Center met to establish criteria to evaluate each need. Using the information from CHS, the interview with Dr. Rodriguez, and the criteria, the group identified five priorities for Maryview Medical Center.

| Bon Secours Maryview Medical Center Community Health Needs Survey | |
|--|--|
| Top Needs/Gaps Selected | |
| Need | |
| Childhood/Adult Obesity | |
| Heart Disease & Stroke | |
| Cancer | |
| Primary Healthcare | |
| Specialty Care (e.g. cardiologists, oncologists, etc.) | |

Furthermore, community-wide resources are identified in Section V that can/may assist in addressing the health needs of our community. We have worked and will continue to work with many of these health facilities and organizations to develop plans and programs to improve the health of our community.

If you would like additional information on this Community Health Needs Assessment please contact our Senior Vice President of Mission, Pamela Phillips, at 757.889.5120.



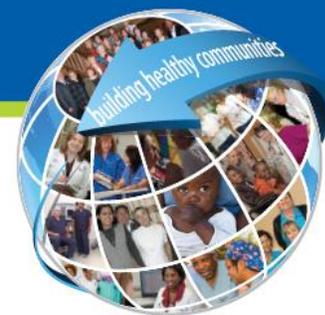
SECTION I

BON SECOURS FACILITY DESCRIPTION AND VISION

History of Bon Secours Maryview Medical Center

Bon Secours Maryview Medical Center has served the western Hampton Roads region since 1945. Maryview Medical Center was founded when the Federal Government recognized a need in Portsmouth for a facility which would serve the healthcare needs of shipyard workers. With only 40 doctors, 8 lay nurses, and 60 employees, the 150-bed, 30-bassinet Glenshella Hospital opened its doors to serve residents of the community on March 4, 1945. It joined Portsmouth General Hospital as a healthcare provider to residents of the Portsmouth, Northern Suffolk, and Isle of Wight areas. When the war ended in 1945, Maryview dedicated its mission to caring for polio victims, a disease ravaging the American population. Later, the Diocese of Richmond, which operated the hospital on behalf of the Federal Government, called for organizations to sponsor the facility. The Daughters of Wisdom, a Canadian Order of Catholic nuns, answered the call and came to Portsmouth to operate the facility. It was renamed Maryview Medical Center in honor of the Virgin Mary and the Waterview area of Portsmouth where the hospital is located.

In 1984, Bishop Walter Sullivan contacted a recently-formed Catholic healthcare system headquartered in Marriottsville, Maryland - Bon Secours Health System, Inc. The Bon Secours Health System already had a strong presence in Virginia, having founded St. Mary's Hospital in the west end of Richmond in the early 1960's. Bon Secours agreed to sponsor Maryview Medical Center and continue operating the acute care facility in the Catholic tradition established by the Daughters of Wisdom.



Over the years, Maryview Medical Center has brought many “firsts” to the greater Portsmouth community - the first cobalt treatment for cancer, the first cardiac catheterization laboratory, the first magnetic resonance imaging scanner (MRI), the first inpatient psychiatric service, the first linear accelerator for radiation therapy in the treatment of cancer, the first open heart program in western Hampton Roads, and the first comprehensive pain management program, to name a few.

Bon Secours Hampton Roads Vision

As part of the Bon Secours Virginia Health System, Maryview Medical Center and sister facilities across Virginia seek to be the top tier healthcare system in the Mid-Atlantic, recognized for high quality medical staffs, clinical program strength, outstanding service to the community, and as the region’s employer of choice.

Maryview Medical Center is the flagship hospital for Bon Secours Hampton Roads and serves as a regional referral center to the Hampton Roads region. The facility is home to many of the region's leading healthcare services, and attracts specialists from the best programs in the country. Bon Secours Health Center at Harbour View, an ambulatory surgery center with an outstanding array of outpatient healthcare services, operates as a department of Bon Secours Maryview.

Maryview Medical Center is the #1 referral hospital in the region for colon and rectal surgery. The Surgical Weight Loss Institute at Maryview Medical Center is ranked best in Virginia for five consecutive years. Maryview Medical Center has also been certified as a Primary Stroke Center by The Joint Commission and received Blue Distinction



from Anthem Blue Shield for cardiac care, spine surgery, and bariatric surgery. In addition, the Commission on Cancer of the American College of Surgeons awarded a three-year re-accreditation to Maryview Medical Center's cancer program. Furthermore, Maryview Medical Center received the Premier Award for Quality, which ranks the hospital in the top one percent of hospitals in the country and along with our other Bon Secours Hospitals, was recognized with a Practice Greenhealth Partner for Change Award with Distinction for its commitment to improve green efforts.

Maryview Medical Center Vision

Maryview Medical Center is committed to serving the community with exceptional, personalized care. We are constantly reviewing opportunities to serve Hampton Roads better and are preparing for the future, with extensive renovations underway.

Maryview Medical Center is enhancing its services both on its acute care campus in Portsmouth and its comprehensive outpatient campus in Suffolk at the Bon Secours Health Center at Harbour view. The acute care campus was recently enhanced with a new radiation therapy unit. Along with higher dose radiation, Maryview Medical Center now offers state-of-the-art comprehensive cancer services on its campus. Maryview Medical Center also renovated its surgical suite to enlarge operating rooms to better accommodate today's technology, including a daVinci Surgical robotic system.

Outpatient services continue to grow on the Harbour View campus, as Maryview Medical Center continues to ensure that the Suffolk campus remains the area's premier choice for ambulatory services. Additional services recently added include mobile

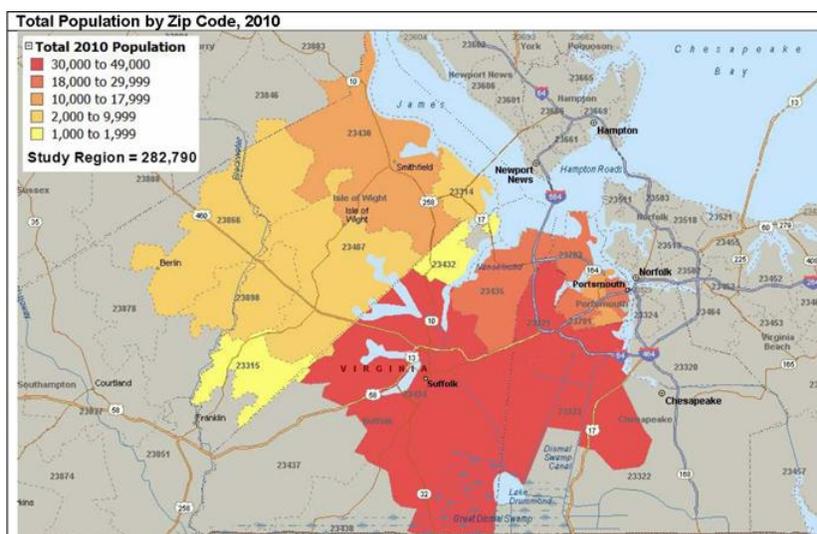


PET/CT services, comprehensive cardiac diagnostic services to support the Bon Secours Heart & Vascular offices located on the campus, physician offices, and an outpatient pharmacy (opening July 2013).

Maryview Medical Center’s vision is to be the provider of choice in the Western Hampton Roads area and to serve as the regional referral center for Bon Secours in Hampton Roads for services such as advanced cardiac interventions (electrophysiology, open heart, etc.), behavioral care, advanced surgical specialties in thoracic, vascular and colorectal surgeries.

Maryview Medical Center Service Area and Population Served

The assessment focuses on the traditional primary and secondary services areas from which patients at Maryview Medical Center typically originate. This area comprises seventeen (17) zip codes, all of which fall within the cities of Chesapeake, Portsmouth, Suffolk, and the counties of Isle of Wight and Southampton. The study region is shown in the map below.





This area generally encompasses 282,790 residents. More specifically, for its most recent fiscal year 2012, Maryview Medical Center’s actual patient population originated mostly from Portsmouth, followed by Chesapeake and Suffolk, as presented in the following table.

| Bon Secours Maryview Medical Center | | |
|--|-------------------|-------------------|
| All Inpatient Origin - FY2012 | | |
| City | Discharges | % of Total |
| Portsmouth | 5,967 | 47.7% |
| Chesapeake | 2,233 | 17.9% |
| Suffolk | 1,161 | 9.3% |
| Isle of Wight/Southampton Counties | 381 | 3.0% |
| Other | 2,761 | 22.1% |

Thanks in part to its Center of Excellence in bariatric surgery, and its role as a regional referral center for Bon Secours Hampton Roads for cardiac care and behavioral medicine, Maryview Medical Center actually draws from a greater service area than it has in the past, as patients are more willing to travel for the expertise they receive at Maryview.



SECTION II

DESCRIPTION OF PROCESS AND METHODS USED TO CONDUCT THE SURVEY

As part of the 2010 Patient Protection and Affordable Care Act (PPACA), all hospitals need to conduct a community health needs assessment at least every three years. In response, Bon Secours facilities in Virginia, including Maryview Medical Center, determined to undertake such a survey in late 2011.

A variety of options were considered and Bon Secours elected to conduct a survey of key stakeholders to determine key needs in the community. In late 2011, Maryview Medical Center contracted with Community Health Solutions (CHS) to conduct an online community health needs survey, coupled with a comprehensive analysis of publicly available demographic and epidemiological data.

CHS is a research and consulting firm based in Richmond, Virginia, with extensive experience in the healthcare industry. The firm has been operating for more than a decade and specializes in research, training, and consulting support to hundreds of clients from just about every sector with an interest in improving health and healthcare. For more information about CHS, please refer to Appendix A.

Specifically for Bon Secours, CHS developed a 'Community Health Indicator Profile' and standard maps for the hospital service region, using data from multiple sources including the Virginia Department of Health, Virginia Health Information, Inc., and commercial data vendors. In addition, an electronic survey was developed, administered, and analyzed for a list of community stakeholders developed by Maryview



Medical Center and its leaders. A detailed list of the forty-eight (48) key stakeholders is provided in Appendix B.

The survey was conducted in late 2011 and early 2012 and final reports were provided to Maryview Medical Center in February 2012. The survey participants were asked to provide their viewpoints on important health concerns in the community; significant service gaps in the community; and ideas for addressing health concerns and service gaps. Stakeholders surveyed included individuals who have special knowledge and expertise in public health, including the executive director of Chesapeake Community Services Board, the Chesapeake Public Health director, the Portsmouth Department of Human Services director, the health director at the Portsmouth Health Department, and the director of the Suffolk Department of Human Services, as well as the deans of Old Dominion University, Tidewater Community College, and Eastern Virginia Medical School. In addition, Maryview Medical Center also surveyed representatives of medically underserved, minority populations, and those with chronic diseases, including Access Partnership, the Urban League, the American Red Cross, the Salvation Army, the United Way, Catholic Charities of Eastern Virginia, the Consortium for Infant and Child Health, Jewish Family Services, and many area churches.

Forty-six percent (46%) of those asked to take the survey responded. The respondents identified almost two dozen important health problems such as obesity, diabetes, heart disease, tobacco use and more. The respondents also reported more than two dozen specific community services in need of strengthening. Commonly identified services included social services, dental care/oral health services, health coverage, and school health.



In addition, Maryview Medical Center leaders met with representatives from the Portsmouth Health Department to review the key findings from the survey and seek additional input.



SECTION III

IDENTIFIED HEALTH NEEDS

Survey respondents were asked to review a list of common community health issues. The list draws from the topics in *Healthy People 2010*, with some refinements. The survey asked respondents to identify what they view as important health concerns in the community. The following table presents the health concerns most frequently mentioned.

| Bon Secours Maryview Medical Center Community Health Needs Survey |
|--|
| Top Needs Identified |
| Adult Obesity |
| Diabetes |
| Childhood Obesity |
| Heart Disease & Stroke |
| Dental Care/Oral Health |
| Mental Illness |
| Tobacco Use |
| Cancer |
| Asthma |
| Substance Abuse - Illegal Drugs |
| Alcohol Use |
| Arthritis |
| Domestic Violence |
| Prenatal & Pregnancy Care |
| Sexually Transmitted Diseases |
| Substance Abuse – Prescription Drugs |
| <i>Source: A Community Health Needs Survey, February 2012</i> |



While respondents identified the key areas of concern, some included comments, such as, *“All of these are important health programs.”* and *“Obesity is a substantial cause of much disability, morbidity and mortality.”*

As a second part of the survey, respondents were asked to identify from the list any services they think need strengthening in terms of availability, access, or quality. The following table presents the top fifteen (15) service gaps identified by respondents.

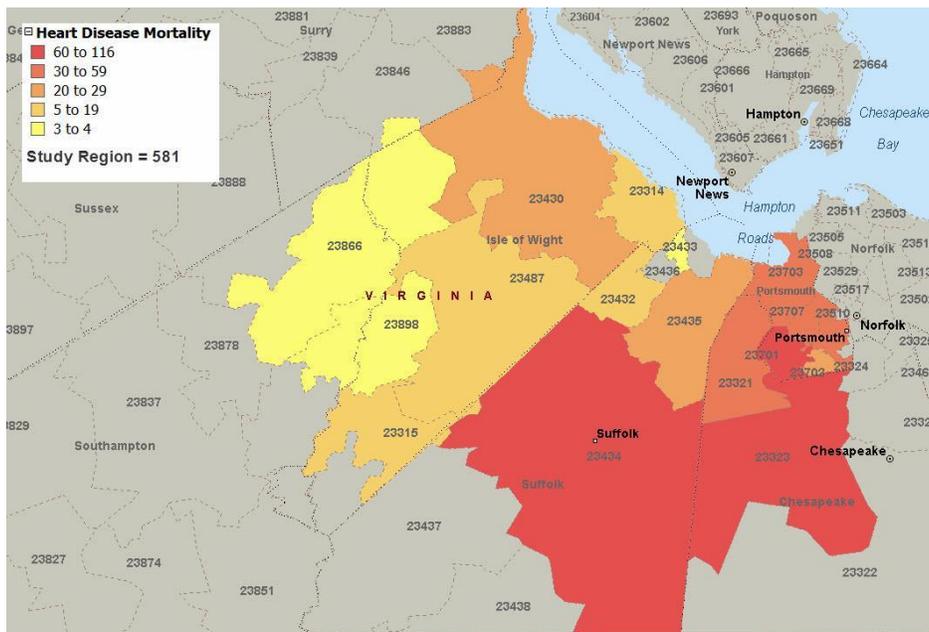
| Bon Secours Maryview Medical Center Community Health Needs Survey |
|--|
| Important Community Service Gaps Identified |
| Dental Care/Oral Health |
| Healthcare Coverage |
| Patient Self Management (e.g. nutrition, exercise, meds) |
| Primary Healthcare |
| Transportation |
| Advocacy for Mental Healthcare |
| Health Education |
| Specialty Medical Care (e.g. cardiologists, oncologists, etc.) |
| Chronic Pain Management |
| Early Detection & Screening |
| Pharmacy Services |
| Substance Abuse |
| Aging Services |
| Maternal, Infant & Child Health |
| School Health |
| <i>Source: A Community Health Needs Assessment, February 2012</i> |

Interestingly, many echoed the difficulties uninsured or underinsured patients often face when trying to access specialty care. A respondent stated that *“Creating primary*



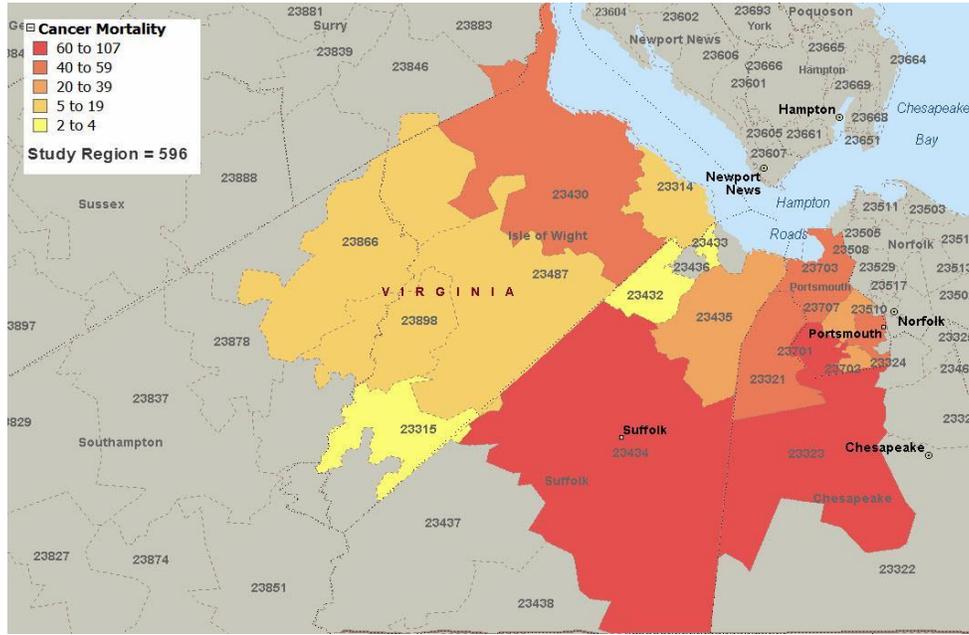
healthcare base with resources to help the patients with significant barriers to healthcare will be necessary to manage the influx of patients who will be obtaining insurance.” Again, another respondent mentioned that “Aging funds to assist with aging in place are extremely limited and face further cuts.”

Supporting this identified gap are the relatively high mortality levels for certain conditions treated by medical specialists, such as cardiac disease and cancer. Those are presented in the following tables.





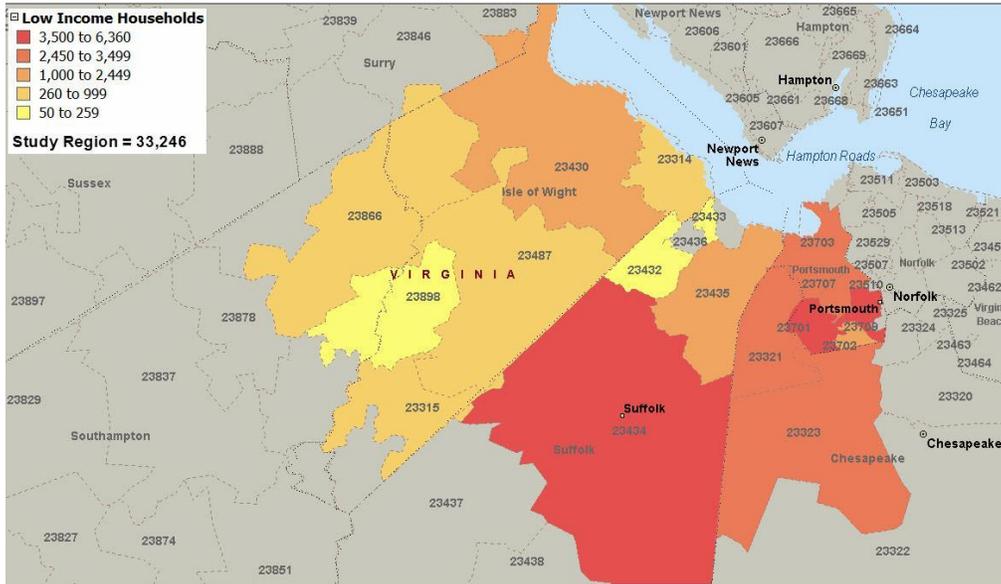
community health **needs assessment**



Other respondents reinforced the importance of preventative care. For example, one stated *“Anything to assist with the delivery of care to the uninsured adult. Resources are limited and waiting lists for services at our local free clinic are long.”* Another respondent said, *“I am concerned about the increasing number of uninsured and underinsured persons in our community.”*

The following table graphically represents the density of those living in low income households in the service area.

community health needs assessment





SECTION IV

PRIORITY NEEDS

Maryview Medical Center convened a small group of leaders to review the list of key needs and gaps identified. In order to prioritize the needs, Maryview Medical Center identified criteria against which to evaluate each need.

Six preliminary criteria were used to evaluate the findings. Those included:

- Fit with the Bon Secours 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

To gather input from health department officials, CHS developed a matrix based on the survey results. Maryview Medical Center met with Jose Rodriguez, MD, director of the Portsmouth Health Department, to score each top healthcare need identified against each criterion and to get his feedback. Each criterion was scored on a 3-point scale based on the level of impact it would have on the criterion, whereby 1 would mean a low impact and 3 would represent a high impact. The higher the score, the more highly the need would be prioritized. Dr. Rodriguez agreed with the findings and suggested Maryview Medical Center could “*consider direct and indirect costs, and the feasibility of making a significant impact within a certain number of years.*” A copy of Dr. Rodriguez’s completed evaluation matrix is presented in Appendix C.



Using the information received from CHS and the Portsmouth Health Department, the group met to evaluate each of the needs using the criteria listed above to identify the priorities Maryview Medical Center will address in the Implementation Plan for FY14 16.

As a result of the survey and this assessment, the following key health needs were identified as priorities for Maryview Medical Center to work on in the coming years.

| Bon Secours Maryview Medical Center Community Health Needs Survey | |
|--|--|
| Top Needs/Gaps Selected | |
| Need | |
| Childhood/Adult Obesity | |
| Heart Disease & Stroke | |
| Cancer | |
| Primary Healthcare | |
| Specialty Care (e.g. cardiologists, oncologists, etc.) | |

Although Maryview Medical Center recognizes the importance of all the needs identified by the community, resources are limited within the organization to prioritize every need. Within the community, there are other providers and organizations addressing dental care/oral health and tobacco use with specialized programs and services and it would result in duplication of services if Maryview Medical Center were to address the need. Maryview Medical Center is prepared to collaborate or assist with these efforts.



Maryview Medical Center currently provides comprehensive programming for three needs identified in the survey – diabetes, mental illness, and domestic violence. Diabetes programming includes weekly education sessions covering understanding diabetes, nutrition, foot care, exercise, and medication.

The Maryview Behavioral Medicine Center, located on the Maryview Medical Center campus, provides inpatient and outpatient programs for treatment of substance abuse and psychiatric medicine. Each individual is assessed to determine the appropriate level of care.

Maryview Medical Center, also, has a comprehensive community-based program in place to address domestic violence through parenting education programs that will increase knowledge and confidence in at-risk families. Five nationally recognized educational programs offer positive learning opportunities for parents about child development, age-appropriate expectations, and health and safety issues as it relates to children from birth through the teenage years through the Bon Secours Family Focus program.



SECTION V

DESCRIPTION OF EXISTING HEALTHCARE FACILITIES AND OTHER RESOURCES AVAILABLE WITHIN COMMUNITY SERVED TO MEET NEEDS IDENTIFIED

The Bon Secours Hampton Roads website contains a wealth of general medical information, information, on-line free risk assessments, a free personal health record, direct links to community resources, and information about the services offered at Bon Secours. The website can be accessed at www.bshr.com.

The Maryview service area encompasses a medical school and numerous colleges/universities where healthcare training occurs:

- Eastern Virginia Medical School (EVMS)
- Old Dominion University
- Norfolk State University
- Tidewater Community College

Many other academic institutions offer more specialized programs.

The Maryview service area encompasses the following hospitals and ambulatory health campuses:

- Chesapeake
 - Chesapeake Regional Medical Center
- Suffolk
 - Sentara BelleHarbor (ambulatory campus)
 - Sentara Obici Hospital
- Franklin (Southampton County)
 - Southampton Memorial Hospital



- Isle of Wight County
 - Sentara St. Luke's

The service area is also home to a number of free or sliding fee community health clinics, including:

- Hampton Roads Community Health Center (a FQHC), in Portsmouth
- Chesapeake Care Clinic, in Chesapeake
- Western Tidewater Free Clinic, in Suffolk

In addition, the area encompasses a large number of ambulatory surgery centers, nursing care centers, assisted living residences, urgent care centers, physician offices, imaging centers, physical therapy clinics, home care and senior care providers, as well as numerous other healthcare providers.

Unique to the Hampton Roads area is the large active duty and retired military population in the market. As a result, numerous military-based healthcare resources (military treatment facilities) also exist to serve active duty, reservists, or retirees. Those include:

- Portsmouth Naval Medical Center, in Portsmouth
- Veteran's Administration (VA) Medical Center, in Hampton
- United States Coast Guard Portsmouth Clinic

Maryview Medical Center works collaboratively with many of existing providers for a number of community initiatives. For example, all health systems participate with Access Partnership. In addition, Bon Secours actively partners with the Department of Defense and offers veterans and their treating providers (military or within Bon Secours) a unique link through the Virtual Lifetime Electronic Record (VLER) initiative, Catholic Charities of Eastern Virginia for the Life Coach program, and many others. Maryview



Medical Center will continue these and develop, as appropriate, new partnerships to best meet community needs.

Resources to Address Childhood/Adult Obesity

Internally, Bon Secours MMC has extensive resources to address adult obesity and will expand programs to address childhood obesity over the next three years.

Maryview Medical Center offers comprehensive options for weight loss for adults – nutritionally-based, behaviorally-based, activity-based, surgically-based, and culturally-based. Our programs are the only ones that don't charge a program fee in the entire area. For more information on the program, visit the website at www.bonsecoursweightlossinstitute.com.

In addition, the *Let's Get Real* (LGR) program was designed to address specific needs of the African-American community. LGR is unique to this community and is designed to embrace the attitudes, values and beliefs of African-Americans. Maryview Medical Center addressed the high mortality rate in the western Hampton roads region by bringing this program to their communities through partnerships with area churches. Lifestyle changes presented by program staff are both enjoyable and effective. The culturally appropriate components consist of:

- Cookin' Light - A healthier approach to traditional soul food and fast food diets that tend to have too much fat and sodium.
- Rhythm of Life - An aerobic workout that weaves African dance movements and music into an exciting aerobic workout.
- Check Yourself - Health screenings are used to assess risk for heart disease.



- The Tree of Life - Educates participants about the link between heredity, family culture and heart disease.

Partnerships with churches, the Alpha Kappa Alpha sorority, healthcare professionals and community leaders are raising health awareness through improved nutritional and exercise habits. Since its inception in the western Hampton Roads region, LGR has expanded to be inclusive of the general community and offers a greater array of exercise components such as Zumba, line dancing, yoga, etc.

Movin' Mania is a community-wide effort to address childhood obesity. In partnership with healthcare providers, educators, and community leaders, *Movin' Mania* is designed to help children lead healthier, more productive lives. The program builds a foundation for healthy habits to alleviate chronic diseases. *Movin' Mania* includes an interactive web portal with games, recipes, and fitness activities. Bon Secours Hampton Roads plans on expanding this program, which is currently part of the Bon Secours Richmond curriculum, to Maryview Medical Center over the next three years.

The Bon Secours Surgical Weight Loss Center, located in the Harbour View area of Suffolk, provides world-class specialized care that treats the whole person with a comprehensive plan, including psychological, nutritional, and physical evaluations, as well as counseling, support groups and long-term coordination of care. Our expert bariatric surgeons only perform procedures that are proven safest and most effective. The goal of the Surgical Weight Loss program is to help our patients with significant, permanent weight loss, so they can lead healthier, more active lives.



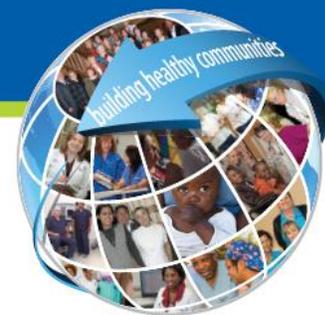
Finally, Maryview Medical Center continues to work with numerous organizations that promote weight loss and offer tools – many free of charge – such as Weight Watchers and the American Heart Association’s walking programs.

Resources to Address Heart Disease & Stroke

One (1) of every four (4) deaths in the United States stems from heart disease. In fact, heart disease is the leading cause of death for both men and women. And every year, half a million Americans have their first heart attack. Heart disease is the No. 1 killer of women and is more deadly than all forms of cancer combined. With high mortality statistics from heart disease in the region, Bon Secours and Maryview Medical Center are focusing significant efforts to education, prevention and treatment (and even reversal) of heart disease.

The symptoms of heart disease can be different in women and men, and are often misunderstood. Hispanic women are likely to develop heart disease ten (10) years earlier than Caucasian women. Cardiovascular disease is the leading cause of death for African American women. Thus, Bon Secours and Maryview Medical Center have developed customized specific educational, awareness, and outreach efforts.

Maryview Medical Center is home to one of only four open heart programs in Hampton Roads. Over the years, Bon Secours doctors and surgical team members have introduced breakthrough techniques to patients in Hampton Roads, including the "off pump" heart surgeries, and a new, innovative treatment for irregular heartbeat. As a team, cardiologists and cardiothoracic surgeons at Bon Secours Heart & Vascular Institute at Maryview Medical Center cover each facet of the heart. They focus on irregular heartbeats, valvular heart disease, and other heart conditions. This



specialization ultimately gives patients more personalized treatment and better outcomes.

In addition to the new Heart Institute, Maryview Medical Center has a new progressive Cardiac Intensive Care Unit, an Advanced Cardiac Care Unit, telemetry technology,

cardiac and vascular diagnostic services, two cardiac catheterization laboratories and an electrophysiology laboratory. They are all part of Bon Secours Health System's commitment to expanding the continuum of heart and vascular care.

Bon Secours and Maryview Medical Center have been long time partners of the American Heart Association (AHA) in Hampton Roads. This partnership involves raising awareness, supporting community outreach efforts, and helping raise funds for the AHA. Our partnership encompasses *Go Red for Women* to promote awareness about women and heart disease. Bon Secours and Maryview Medical Center are also the leaders in the Heart Walks of Hampton Roads, held in Virginia Beach and Newport News each year.

Bon Secours and Maryview Medical Center also have a comprehensive community outreach program for heart disease through its *HeartAware* screening program. The free screenings help participants assess and identify their potential risk for heart disease and any other health concerns. Many of those screenings also include CPR training and participants receive the American Heart Association's CPR Anytime kits.

In addition, the *Let's Get Real* (LGR) program was designed to address specific needs of the African-American community. LGR is unique to this community and is designed to embrace the attitudes, values and beliefs of African-Americans. Maryview Medical



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Maryview Medical Center received the designation of Accredited Chest Pain Center with PCI (percutaneous coronary intervention), while Bon Secours Health Center at Harbour View earned designation as an Accredited Chest Pain Center. Bon Secours Health Center at Harbour View is also the first free-standing emergency department in the country to earn this accreditation. Both accreditations were made by the Society of Chest Pain Centers (SCPC) and each is effective for three years. Maryview Medical



Center is also an accredited Primary Stroke Center and Vascular Laboratory and recently received the American Heart Association's *Get With The Guidelines-Stroke Silver Plus* Quality Award.

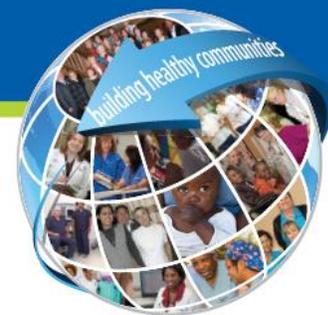
Additional information about area cardiovascular disease and stroke can be accessed at www.heart.org.

Resources to Address Cancer

National statistics are startling - one (1) out of every three (3) persons will be touched by cancer - either as patient, a caregiver, or a patient's loved one. In addition, cancer is second to heart disease as a leading cause of death in the United States. As a result, Maryview Medical Center offers area residents a progressive, comprehensive cancer program, built upon spiritual values, offering high quality care at convenient locations throughout the Hampton Roads region.

Located at Maryview Medical Center, the Martha W. Davis Cancer Treatment Center offers advanced cancer treatment and a comprehensive support network of cancer patients and their families. Through the use of the TrueBeam™ linear accelerator system, the cancer center offers one of the most advanced radiotherapy treatment options in the nation. Additional services offered through the center include a cancer support group, home care, and hospice. Maryview Medical Center also offers screening and education programs, a speaker's bureau, and sophisticated care centers.

Bon Secours and Maryview Medical Center have been long time partners of the American Cancer Society in Hampton Roads. Partnership with the American Cancer Society include those for a variety of programs such as "I Can Cope", an education



program for people facing cancer; “Look Better... Feel Better”, a program that teaches female cancer patients techniques to help restore their appearance and “Reach to Recovery”, a program for patients dealing with breast cancer. In addition, Maryview strives to raise awareness of cancer disease, prevention and treatment through sponsorships and fundraising in support of the American Cancer Society’s Relay for Life, the Susan G. Komen’s Race for the Cure, and others.

Maryview Medical Center also participates in *Every Woman’s Life*, a public health program that helps uninsured, low income women gain access to free breast and cervical cancer screening services. Screening and early detection reduces death rates, improves treatment options, and greatly increases survival. Women who qualify and reside in Portsmouth can receive free pap smears at the Maryview Foundation Healthcare Center, in Portsmouth, and free mammograms at Harbour View, in Suffolk. Once a month, the Maryview Foundation Healthcare Center screens women for pap tests and colposcopies (for early detection of gynecological cancers), and breast exams and follow-ups with mammograms (for early detection of breast cancer). About thirty women attend these clinics. In addition, Harbour View performs approximately 300 mammograms at no cost to participants every year, as part of this program to screen for breast cancer.

Additional information about area cancer resources can be accessed at www.cancer.org.

Resources to Address Primary Healthcare

Maryview Medical Center has a strong commitment to primary care. The commitment consists of educational programs, in-kind services, mobile services, physician practices,



patient-centered medical home practices, and partnerships with primary healthcare providers in the community.

In Portsmouth, Maryview Medical Center partners with the Hampton Roads Community Health Center to provide services to those most in need. Maryview Medical Center also works collaboratively with staff in a number of initiatives impacting the Portsmouth community.

Bon Secours operates a mobile primary care service known as the Bon Secours Care-a-Van (CAV). The CAV is a free mobile medical service that provides general medical care to uninsured adults and children in the Hampton Roads communities. Partnering with churches and community centers, the CAV currently visits communities with the greatest need in Portsmouth, Suffolk, Norfolk, and Newport News. The CAV currently provides care in six community locations in Portsmouth and Suffolk.

Often, an uninsured person may wait to access care until their health gets to an emergency level. CAV services are designed to provide medical care in a timely manner to those who need it. Services include routine examinations and treatment of chronic acute illnesses.

The CAV also offers sports physicals, children's health insurance enrollment, and health education services. Medical conditions that are beyond the team's scope of care are referred another care setting.

In addition, the *Family Focus* program expanded in 2012 to Maryview Medical Center to bring extensive programming for at-risk parents and children. Currently, *Family Focus* offers five classes:



- 1-2-3 Magic – A nationally recognized video-based discipline technique that teaches parents how to correct negative behavior in children 2 to 12 years old, while encouraging positive behavior.
- Active Parenting-1-2-3-4 Parent: A research-based video-and-discussion workshop for parents of children ages 1 to 4 where they learn the four stages of child development, nonviolent discipline skills and how they can set rules that young children can understand and follow.
- The Nurturing Program: A nationally recognized parent education program that teaches highly effective parenting techniques. This program gives parents and caregivers the skills, knowledge and desire to enhance the quality of their family life.
- Parents Raising Safe Kids: An interactive parenting program for parents of children from birth to 8 years old. Parents learn about children’s behavior and developmental stages, as well as positive methods for discipline.
- Surviving Your Adolescents: A nationally recognized video-and-discussion program for parents of teenagers offers an effective and unique approach to improving parent-teen interaction.

Maryview Medical Center also operates a number of primary care practices – some are patient-centered medical home (PCMH) certified - in the Portsmouth, Chesapeake, and Suffolk area.

In Portsmouth, the practices include:

- Portsmouth Medical Associates

In Chesapeake, the practices include:

- Internists at Western Branch



- Internists of Churchland
- Susan Almquist, MD
- Western Branch OB/GYN
- Western Branch Family Practice

In Suffolk, the practices include:

- Harbour View Family Practice
- Nansemond Suffolk Family Practice

Finally, in Carrolton, the practices include:

- Eagle Harbor Medical Associates

Consistent with the well-established policies of Bon Secours, primary care services at Maryview and in those practices are provided to all patients without regard to payor source or inability to pay for services.

Resources to Address Specialty Healthcare

Bon Secours and Maryview Medical Center have a strong commitment to specialty care services, especially in those areas with high mortality data. The commitment consists of educational programs, in-kind services, mobile services, physician practices, and partnerships with other healthcare providers in the community.

Maryview Medical Center also operates a number of specialty practices in the Portsmouth and Suffolk area.



The practices include:

- Cardiology Associates
- Cardiovascular Specialists/Bon Secours Heart & Vascular Institute
- Cardiovascular & Thoracic Specialists
- Virginia Orthopaedic & Spine Specialists
- The Spine Center of Hampton Roads
- Bon Secours Pulmonary Specialists
- Bon Secours Oncology Specialists
- Bon Secours Neuroscience Center
- Bon Secours Vein & Vascular Specialists
- Tidewater Surgical Specialists
- Chenault-Ostroff Urological Associates

These specialty practices include a number of heart and stroke specialists, as well as many surgical oncology and gynecological specialists to address many of the chronic disease in the market.

Finally, Maryview Medical Center constantly monitors the physician landscape in the area and seeks to determine if a need is unmet and whether a recruitment or partnership could help meet the need. As a result, Maryview Medical Center has more than 300 physicians on its medical staff, representing a vast array of specialties from dermatology to neurosurgery to surgical oncology to maternal fetal medicine, just to name a few. The medical staff is a great source of resources for the community.



APPENDIX A

CONSULTANT

Community Health Resources

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Richmond, Virginia 23238

804.673.0166

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www.chsresults.com

Community Health Solutions (CHS) is a research and consulting firm with a mission to equip people for excellence in health improvement. CHS offers research, training, and consulting support to clients from many sectors with an interest in improving health and healthcare through a distinctive approach based on four strategic principles:

- Work across sectors and disciplines;
- Help clients achieve their goals and build their capacity;
- Use a proven service model to deliver high value;
- Bring a team committed to the client's success.



APPENDIX B

INDIVIDUALS WITH EXPERTISE IN PUBLIC HEALTH CONTACTED FOR SURVEY

| First Name | Last Name | Suffix | Title | Organization |
|------------|---------------|-------------|---|--|
| Candice | Driskell | MS, RN, CCM | Executive Director | Access Partnerships |
| Cindy | Jackson | | CEO | American Red Cross of SEV |
| Claudia | Romano | | Community Programs Coordinator | American Red Cross of SEV |
| Joseph | Metzger III | Fr | Pastor | Blessed Sacrament Catholic Church |
| Fran | Vickers | RN | Director of Care Management, HBO/Wound Care | Bon Secours Maryview Medical Center |
| Marieta | Bajit | MD | | Bon Secours Hampton Roads |
| Joanne | Lapetina | MD | ER Physician | Bon Secours Hampton Roads |
| Lisa | Wright-Martin | | Director, Faith Health Ministry | Bon Secours Hampton Roads |
| George | Tannous | MD | | Bon Secours Medical Associates |
| David | Zobel | | Executive Director | Boys and Girls Club of Southeastern Virginia |
| Megan | Kettye | | Program Director | CASA Norfolk |
| Stephany | Ellis | | Executive Director | Catholic Charities of Eastern Virginia |
| Trish | O'Brien | | Executive Director | Comprehensive Health Investment Project (CHIP) |
| Pamela | Parham | | Coordinator | Comprehensive Health Investment Project (CHIP) |
| Amy | Paulson | | Director | Consortium for Infant and Child Health (CINCH) |
| L.D. | Britt | MD, MPH | Chair, Department of Surgery | Eastern Virginia Medical School |
| Gerald | Pepe | PhD | Dean & Provost | Eastern Virginia Medical School |
| Jean | Rutherford | | President | Empower Hampton Roads |



| First Name | Last Name | Suffix | Title | Organization |
|------------|----------------|---------------|--|--|
| Steve | Zollos | | Executive Director | Healthy Communities for Bon Secours |
| Suzette | Caton | | Director | Hillcrest/Berkley Clinic |
| | | | Executive Director | Hispanic Chamber of Commerce Hampton Roads |
| Daniel | Beeman | Fr | Pastor | Holy Trinity Catholic Church |
| Brittany | Bailey | | | Huntersville Community Center |
| Betty Ann | Levin | | Executive Director | Jewish Family Services Tidewater |
| Maureen | Womack | | Executive Director | Norfolk Community Services Board |
| Stephen | Hawks | | Director | Norfolk Department of Human Services |
| Demetria | Lindsay | MD | Director | Norfolk Health Department |
| Nabil | Tadros | MD | | Norfolk Internal Medicine |
| Sandra | Barnes | | Nursing Program Instructor | Norfolk State University |
| Bennie | Marshall | EdD, RN | Nursing Program Director | Norfolk State University |
| Linda | Cockrell | MSN, RN | Program Leader for Practical Nursing Program | Norfolk Technical Center |
| Kimberly | Curry-Lourenco | RN | Director, Nurse Educator Program | Old Dominion University |
| Shelley | Mishoe | PhD | Dean, College of Health Sciences | Old Dominion University |
| Kay | Palmer | MSN, CCRN, RN | Undergraduate Program Director-Nursing | Old Dominion University |
| Emmanuel | Rudatsikira | MD, DRPH | Professor of Community Health | Old Dominion University |
| Brett | Carroll | | Executive Director | Park Place Clinic |
| Subir | Vij | MD | Chief Medical Officer | Park Place Medical Center |
| Barbara | Willis | | CEO | Park Place Medical Center |
| Patrick | Hurd | ESQ | CEO | Planned Parenthood |



| First Name | Last Name | Suffix | Title | Organization |
|--------------|------------------|-------------|--------------------------------|--|
| R. David | Cobbs | Jr | Chairman | Salvation Army, Tidewater Area Command |
| John N | Skirven | | CEO | Senior Services of Southeastern Virginia |
| Angela | Kellam | | Executive Director | Seton Youth Shelters |
| Sr. Margaret | Matheson | RN | | Sisters of Bon Secours |
| Edward | Welp | MSW | CEO | The Up Center Hampton Roads |
| Denise | Bell | MSN | Nursing Program Professor | Tidewater Community College |
| Thomas | Calogrides | MS | Dean, Health Professions | Tidewater Community College |
| Teresa | Granger | | Nursing Program Coordinator | Tidewater Community College |
| Jean | Jennings | | | Transitions Family Violence Services |
| Linda | Bashford Vaughan | | Executive Director | Union Mission |
| Carol | McCormack | | CEO | United Way South Hampton Roads |
| Edith G | White | | CEO | Urban League of Hampton Roads |
| Travis | Knapp | | Community Programs Coordinator | WAVE Church |
| Demetrios | Peratsakis | PD, MS, LPC | Executive Director | Western Tidewater Community Services Board |
| Kelly | Jackson | | Director | WHRO Center for Regional Citizenship |
| Theresa | Whibley | MD | Norfolk City Council Member | Women Caring PLC |
| Richard | Harris | MD | Community Advocate | |



APPENDIX C

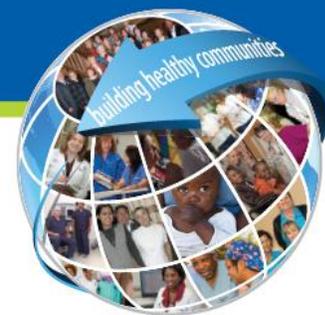
| Community Health Needs Assessment Bon Secours Maryview Medical Center Prioritization Matrix | | | | | | | | | |
|---|--|---|--|---|--|--|-------|-------|------|
| | Service/Support for need is available within Bon Secours | Service/Support for need is already available in the region, outside of Bon Secours | Strong partners are available to address this need | Fit with the Bon Secours Mission and Strategic Quality Plan | Need is present in more than one region in Hampton Roads | High morbidity/ mortality/ negative outcome caused by need | Other | Total | Rank |
| Importance | 14.3% | 14.3% | 14.3% | 14.3% | 14.3% | 14.3% | 14.3% | | |
| Adult Obesity | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Diabetes | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Childhood Obesity | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Heart Disease & Stroke | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Dental Care/Oral Health | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Mental Illness | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Tobacco Use | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Cancer | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Asthma | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Substance Abuse - Illegal Drugs | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Alcohol Use | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Arthritis | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Domestic Violence | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Intellectual/Developmental Disabilities | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Alzheimer's Disease | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |
| Sexually Transmitted Diseases | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | 1 2 3 | | |

- Quantitative + Qualitative Analysis - Prevalence
- Measurable outcomes
- Cost
 - ↳ Direct
 - ↳ indirect
- Consider both needs = gaps
- Feasibility of having an impact in # number of years
- Sustainability



APPENDIX D

| Bon Secours Maryview Medical Center Executive Leadership | | |
|---|-------------|---|
| First Name | Last Name | Title |
| Michael | Kerner | Chief Executive Officer, Bon Secours Hampton Roads |
| Patricia | Heath, SUSC | Senior Vice President, Sponsorship, Bon Secours Hampton Roads |
| Pamela | Phillips | Senior Vice President, Mission, Bon Secours Hampton Roads |
| Joseph | Oddis | Chief Executive Officer, Bon Secours Maryview Medical Center |
| Warren | Austin, MD | Chief Medical Officer, Bon Secours Maryview Medical Center |
| Leana | Fox, RN | Chief Nurse Executive, Bon Secours Maryview Medical Center |
| Edward | Skillen, MD | President, Bon Secours Maryview Medical Staff |



APPENDIX E

| Bon Secours Maryview Medical Center Board of Directors | | | | | |
|---|------------|-------------|---------------|--------------------------------------|----------------------------------|
| First | Mid | Last | Suffix | Business | Business Title/Department |
| Carol | | Ormond | | AAA Tidewater Virginia | President/CEO |
| Michael | D. | Blount | | Bishop Sullivan Catholic High School | Marketing Director |
| J. | Robert | Bray | | Virginia Port Authority | Retired Executive |
| Bruce | | Britton | | Portsmouth Family Practice/EVMS | Associate Professor |
| Elaine | | Davia | | Bon Secours Health Systems, Inc. | Formation Director |
| Tim | | Davis | | Bon Secours Health Systems, Inc. | EVP/Organizational Effectiveness |
| Patricia | | Heath | SUSC | Bon Secours Hampton Roads | President, SVP Sponsorship |
| Linwood | E. | Howard | | PNC Bank | Banker |
| Michael | K. | Kerner | | Bon Secours Hampton Roads | CEO |
| William | H. | Kline | | Kline Realty Co., Inc. | President |
| Arthur | L. | Collins | | Hampton Roads Planning District | Retired |
| Michael | S. | LaRock | | SYSCO Food Services of Hampton Roads | Vice President of Finance/CFO |
| P. | Ward | Robinett | Jr. | Townebank | Regional President |
| R. | B. | Seal | | Physician | Retired |



| Bon Secours Maryview Medical Center Board of Directors | | | | | |
|---|------------|-------------|---------------|-------------------------------|----------------------------------|
| First | Mid | Last | Suffix | Business | Business Title/Department |
| Robert | | Squatrino | MD | Virginia Oncology Associates | Physician |
| Stephanie | | Short | | Short Commercial Acquisitions | |
| Rita | | Thomas | CBS | Bon Secours Hampton Roads | Retired Sister President |
| Douglas | E. | Ziengenfuss | | Old Dominion University | Department of Accounting |