



CENTRA



2022–2025

City of Lynchburg and Amherst,
Appomattox, Campbell and
Pittsylvania Counties

Lynchburg-Area Implementation Plan

Centra Lynchburg General Hospital | Centra Virginia Baptist Hospital



Approved by Centra Community Benefit Committee April 22, 2022
and Centra Board of Directors April 25, 2022

www.CentraHealth.com/CHNA

A. ORGANIZATIONAL OVERVIEW 4

B. SCOPE AND PURPOSE OF THE IMPLEMENTATION PLAN 5

C. SERVICE AREA AND TARGET POPULATION..... 5

**D. PRIORITY NEEDS IDENTIFIED IN 2021 LYNCHBURG AREA
COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)..... 6**

**E. DEVELOPMENT OF THE 2022-2025 CENTRA HOSPITALS
(CENTRA LYNCHBURG GENERAL AND VIRGINIA BAPTIST HOSPITALS)
IMPLEMENTATION PLAN..... 8**

a. CENTRA IMPLEMENTATION PLAN LEADERSHIP TEAM 9

b. PARTNERSHIP FOR HEALTHY COMMUNITIES 10

F. PRIORITY NEEDS TO BE ADDRESSED 11

**G. CENTRA PRIORITY NEEDS NOT ADDRESSED
SPECIFICALLY IN THE IMPLEMENTATION PLAN..... 20**

H. RESOURCES..... 20

I. ONGOING MONITORING AND EVALUATION..... 21

J. PLAN APPROVALS AND DISSEMINATION 21

CENTRA HOSPITALS

Centra Lynchburg General | Virginia Baptist Hospitals

Lynchburg Area 2022–2025 Implementation Plan

| <i>Activity</i> | <i>Date</i> |
|--|---|
| Lynchburg Area Community Health Needs Assessment (CHNA) approval <ul style="list-style-type: none">• Centra Community Benefit Committee• Centra Health Board of Directors | November 19, 2021 December 6, 2021 |
| Date CHNA was required to be adopted | December 31, 2021 |
| Lynchburg Area Implementation Plan approval <ul style="list-style-type: none">• Centra Community Benefit Committee• Centra Health Board of Directors | April 22, 2022 April 25, 2022 |
| Date Implementation Plan was required to be adopted | May 15, 2022 |



A. ORGANIZATIONAL OVERVIEW

Centra Health (Centra) is a regional nonprofit healthcare system based in Lynchburg, Virginia. With more than 7,000 employees, 500 employed providers and physicians, and a medical staff of nearly 800 providing care in 50 locations, Centra serves over 500,000 people as the dominant provider of critical medical services in central and southern Virginia. Over the last five years, the system's net revenues grew from \$930 million in 2015 to \$1.2 billion in 2020.

Centra was created in 1987 through the merger of the Lynchburg General (LGH) and Virginia Baptist (VBH) Hospitals. In 2006, Southside Community Hospital (CSCH) in Farmville became a Centra affiliate. In 2014, Centra acquired full ownership of Bedford Memorial Hospital (BMH), in the town of Bedford, which is its fourth hospital. In addition to these flagship facilities, the system includes Centra Specialty Hospital, a long-term acute care hospital, a regional standalone emergency department, health and rehabilitation centers, a cancer center, a nursing school, sites and providers serving a geography of approximately 9,000 square miles, and a health plan. Centra's services also include residential and outpatient mental health facilities, home health and hospice programs, mammography centers, a sleep disorders center, and a center for wound care and hyperbaric medicine. Centra is home to the Central Virginia Center for Simulation and Virtual Learning, the only center in

Virginia that offers a full range of simulation experiences. In September of 2021, Centra welcomed Amy Carrier to the role of President and Chief Executive Officer, the first female to hold that position since the founding of the health system.

Centra Lynchburg General Hospital (LGH), with 358 beds, is home to the Centra Stroobants Heart Center and Stroobants Cardiovascular Pavilion, a national benchmark facility for cardiac care. Centra Heart Center specialists perform more than 6,000 major cardiac procedures each year. LGH is also a Level II Trauma Center, providing emergency and critical care services to more than 85,000 patients per year (LGH's emergency department ranks as one of the busiest in the state). LGH has a pediatric center and an outpatient surgery center and provides orthopedic, neurology, neurosurgery, diabetes, oncology and pulmonary services. The five-story East Tower at LGH has 144 private patient rooms for orthopedic, oncology, pulmonary and surgery patients.

Centra Virginia Baptist Hospital (VBH), a 161-bed facility located three miles from LGH, includes The Birth Center, Women's and Children's Health, and the region's neonatal intensive care unit. VBH also serves as the primary regional provider of children and adult mental health services. VBH operates an outpatient surgery center and provides acute rehabilitation, physical therapy and ambulatory surgery. VBH is home to a variety of specialty services, including the Breast Imaging Center, Heartburn Treatment Center, Sleep Disorders Center, and the Center for Pain Management.



B. SCOPE AND PURPOSE OF THE IMPLEMENTATION PLAN

The scope of this Implementation Plan pertains to Centra Hospitals which includes Lynchburg General Hospital (LGH) and Virginia Baptist Hospital (VBH).

The completion of both the triennial Community Health Needs Assessment (CHNA) and successful execution of the associated Implementation Plan ensures compliance with the Patient Protection and Affordable Care Act of 2010 which is promulgated in regulation by the Internal Revenue Service as documented annually in Centra's Form 990- Schedule H. The 2022-2025 Centra Hospitals Implementation Plan has been prepared to comply with federal tax law requirements set forth by the Department of the Treasury, Internal Revenue Service, 26 CFR Parts 1 and 53 and reflects the final rules issued on December 31, 2014. This Implementation Plan describes Centra Hospitals' planned response to the needs identified in the 2021 Lynchburg Area CHNA. For information about the 2021 CHNA process and for a copy of the report please visit www.centrahealth.com/CHNA.

Centra defines its triennial Community Health Needs Assessment (CHNA) and Implementation Plan as a continuous process for evaluating the health needs of the communities served. It is used to support the system's "just cause" which is "partnering with you to live your best life". In 2021-2022, Centra is undergoing a strategic planning process and both the CHNA and Implementation Plan will help inform the design and execution of new services, programs, and partnerships in response to identified unmet community health needs. Lastly, the CHNA and Implementation Plan are used to guide the actions of Centra's Board of Directors' Community Benefit Committee, which is responsible for ensuring Centra meets the requirements of Section 501(c)(3) of the Internal Revenue Code thus maintaining its non-profit status.

C. SERVICE AREA AND TARGET POPULATION

The service area for the 2022-2025 Lynchburg Area Implementation Plan includes the city of Lynchburg and Amherst, Appomattox, Campbell and Pittsylvania counties.

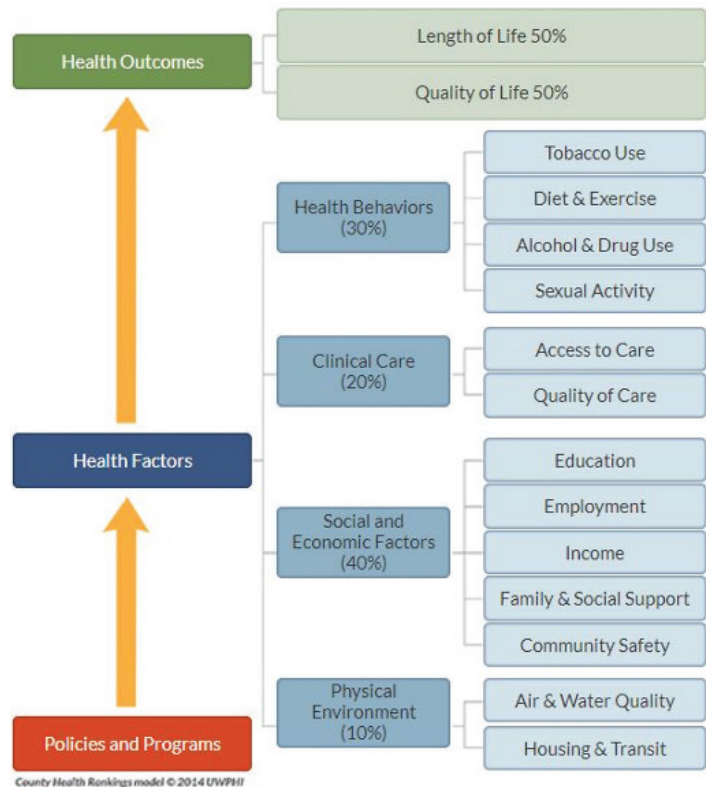
The target population is defined as (1) medically underserved, low-income or minority populations and those suffering from chronic disease; (2) geographic area served by the hospital; and (3) targeted populations served by the hospital (i.e., children, women, seniors, cancer patients).

The COVID-19 pandemic has changed how we work, learn, and interact with each other leading to a more remote, virtual life for many both personally and professionally. It has resulted in increases in depression and anxiety, domestic violence and child abuse, joblessness, and food insecurity. Its impact has been especially hard on communities of color, the young and the elderly, and those suffering from chronic disease. Although we are currently seeing a downward turn in COVID-19 cases and positivity rates, we can expect to feel the impact of this global pandemic for years to come. Centra will continue to put a strong focus on the continued, long-term effects of COVID-19 on the Lynchburg service area especially for marginalized populations including those living in poverty. Finally, Centra is committed to ensuring that this Implementation Plan provides programs, resources, and outreach that are inclusive, equitable, and just to the diverse communities we serve.

D. PRIORITY NEEDS IDENTIFIED IN 2021 LYNCHBURG AREA COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The 2021 Lynchburg Area Community Health Needs Assessment (CHNA) “lifted the voice of the community” (primary data) and included a collection of over 65 sources of publicly available secondary data. In addition, information about existing community resources was gathered. Primary data included findings from a Community Health Survey and Stakeholders’ Focus Group and Survey.

The data collected for the CHNA is reported using the framework for County Health Rankings and Roadmaps, a collaboration between the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation. The work is rooted in a deep belief in health equity, the idea that everyone has a fair and just opportunity to be as healthy as possible, regardless of race, ethnicity, gender, income, location, or any other factor. Released annually, the rankings are based on a model of population health that emphasizes the many factors, that if improved, can help make communities healthier places to live, learn, work and play. (<http://www.countyhealthrankings.org/>)



The County Health Rankings measure the health of a community and rank them against all other counties within a state. In Virginia, there are 133 localities that are ranked annually. The County Health Rankings for the Lynchburg service area for 2019-2021 are in the 2nd to 3rd quartile for “Health Outcomes”, which is a measure of morbidity and mortality and how healthy a locality is today, and for “Health Factors”, which represent the factors that influence the health of a community in the future.

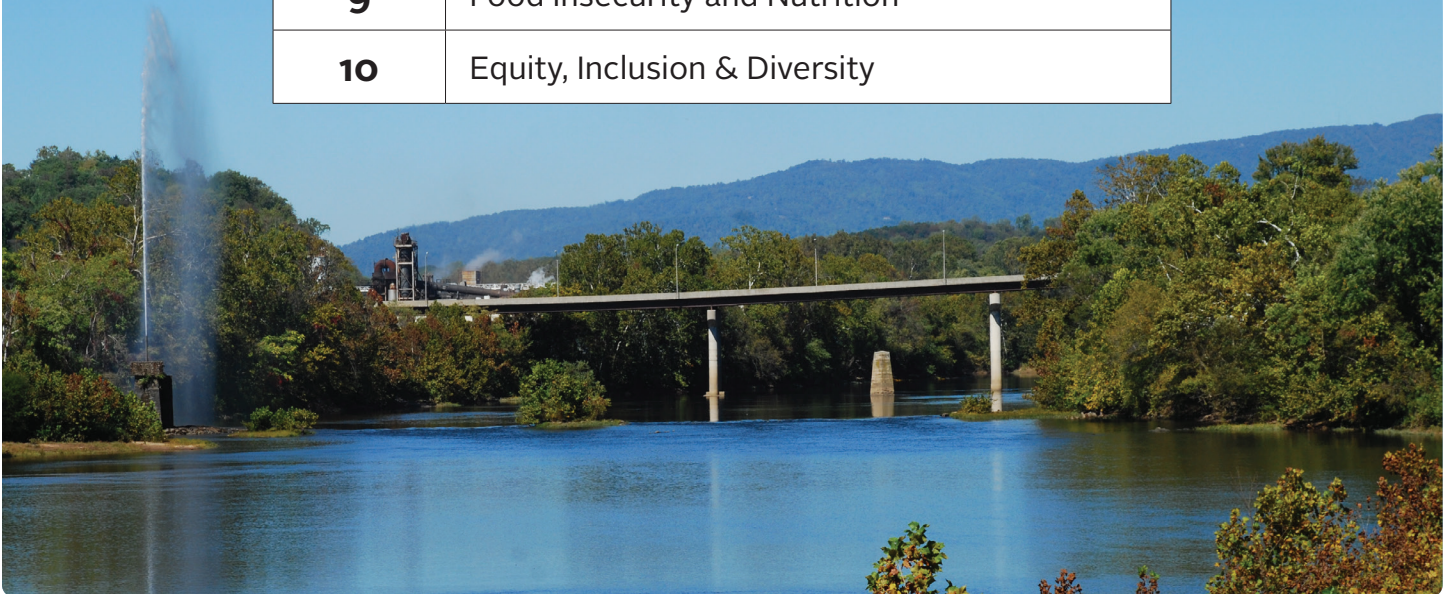
| County Health Rankings | | | | | | |
|------------------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|
| Locality | 2019 | | 2020 | | 2021 | |
| | Health Outcomes | Health Factors | Health Outcomes | Health Factors | Health Outcomes | Health Factors |
| Amherst | 47 | 65 | 52 | 72 | 55 | 70 |
| Appomattox | 74 | 74 | 77 | 83 | 75 | 86 |
| Campbell | 53 | 78 | 46 | 78 | 44 | 74 |
| Lynchburg City | 81 | 82 | 86 | 81 | 72 | 60 |
| Pittsylvania | 68 | 92 | 87 | 97 | 90 | 98 |

Note: “1” equals best; “133” equals worst. In Virginia, Health Outcome and Health Factor Ranks are by quartiles as follows 1st quartile (1 to 33); 2nd quartile (34 to 66); 3rd quartile (67 to 100); 4th quartile (101 to 133).

The 2021 Lynchburg Area Prioritization of Needs Top 10 rankings follow. These priority areas are based on the importance placed on areas of need identified in primary data collected through the Community Health Survey and Stakeholders' Focus Group/Survey thus "Lifting the Voice of the Community". They are reflective of the County Health Rankings' Health Factors and Health Outcomes and were used to develop this Implementation Plan.

2021 Centra Lynchburg Area Top 10 Ranked Priority Areas of Need

| <i>Lynchburg Ranking</i> | <i>2021</i> |
|------------------------------|--|
| 1 | Access to healthcare services |
| 2 | Mental Health and Substance Use Disorders & Access to Services |
| 3 | Issues Impacting Children & their Families: <ul style="list-style-type: none"> • Childcare • Child abuse/neglect |
| 4 | Poverty |
| 5 | Aging and Eldercare |
| 6 | Housing |
| 7 | Financial Stability |
| 8 | Chronic Disease |
| 9 | Food Insecurity and Nutrition |
| 10 | Equity, Inclusion & Diversity |



E. DEVELOPMENT OF THE 2022-2025 CENTRA HOSPITALS (CENTRA LYNCHBURG GENERAL AND VIRGINIA BAPTIST HOSPITALS) IMPLEMENTATION PLAN

Centra is committed to “lifting the voice of the community” through collaboration with key leaders and stakeholders in the service area to ensure rigorous data collection and the development of an Implementation Plan that contributes to long-lasting social changes and positive health outcomes. As a result, a Community Health Assessment Team (CHAT) made up of individuals with a broad representation of community leaders and cross-sector stakeholders in the service area was developed for the 2021 Community Health Needs Assessment (CHNA). Many members of the CHAT represented the Partnership for Healthy Communities (PHC).

The PHC is a planning initiative led by Centra, the Community Access Network, the Central Virginia, Piedmont, and Pittsylvania/Danville Health Districts, the Bedford Community Health Foundation, Greater Lynchburg Community Foundation, Johnson Health Center and United Way of Central Virginia. The partners are committed to regional alignment of a collaborative and rigorous needs assessment process that will result in action-oriented solutions to improve the health of the communities they serve. The Community Access Network serves as the backbone for PHC. PHC’s mission is to create a community-based framework that supports a shared vision, aligns goals and metrics, ensures continuous communication and results in measurable health improvement. Their vision is a region in which long-lasting positive social change and optimal health outcomes are achieved through successful community collaborations.

As a result of the 2019-2022 Implementation Plans for all of Centra’s service areas, the Department of Community Health was formed in 2020 to institutionalize the work and ensure that there is a system-wide infrastructure responsible for the development and management of Centra’s triennial Community Health Needs Assessments (CHNA) and Implementation Plans. Upon the completion and approval of the 2021 Lynchburg Area CHNA, work began in January 2022 to develop a Centra Hospitals (Centra Lynchburg General and Virginia Baptist Hospitals) Implementation Plan for the Lynchburg Area led by the Department of Community Health and a Centra implementation planning Leadership Team.



a. CENTRA IMPLEMENTATION PLAN LEADERSHIP TEAM

The 2022-2025 Centra Hospitals [Lynchburg General (LGH) and Virginia Baptist Hospitals (VBH)] implementation planning process was led by Michael Elliott, Senior Vice President and Centra Chief Transformation Officer and Patricia Young, Director of Community Health. The Centra Leadership Team, composed of key Centra executive leaders, including the Vice Presidents (VP)/Chief Executive Officers (CEO) and Chief Nursing Officers for Centra hospitals, were instrumental in the development of the plan.

Team members include:

| 2022-2025 Centra Implementation Plan Leadership Team | |
|---|--|
| <i>Team Member</i> | <i>Affiliation</i> |
| Thomas Angelo | VP & CEO, Centra Southside Community Hospital |
| Bill Bass | VP & CEO, Centra Bedford Memorial Hospital |
| Dr. Patrick Brown | VP & Chief Medical Information Officer |
| Mary Buchanan | Community Engagement & Events Coordinator, Centra Bedford Memorial Hospital |
| Tab Culbertson | VP & Site Administrator, Centra Lynchburg General & Virginia Baptist Hospitals |
| Michael Elliott | Senior VP & Chief Transformation Officer |
| Dr. Matthew Foster | Senior VP & Chief Physician Executive |
| Ismael Gama | VP Behavioral Health Services |
| Dr. Caesar Gonzales | VP Medical Affairs |
| Georgia Harrington | Senior VP & Chief Operating Officer |
| Dr. Christopher Lewis | Senior VP & Chief Clinical Officer |
| Dr. Dani Madril | VP & Chief Medical Officer, Centra Medical Group |
| Claudia Meinhard | Chief Nursing Officer, Centra Southside Community Hospital |
| Shannon Miles | Senior Director of Psychiatry & Nursing Operations |
| Kerry Mossler | Community Engagement & Relations Manager, Centra Southside Community Hospital |
| Kim Price | Chief Nursing Officer, Centra Lynchburg General & Virginia Baptist Hospitals |
| Stacey Vaught | Chief Nursing Officer, Centra Bedford Memorial Hospital |
| Patricia Young | Director, Centra Department of Community Health |
| <i>Administrative Support</i> | <i>Affiliation</i> |
| Jackie Anderson | Executive Administrative Assistant |
| Jennifer Hemke | Administrative Assistant, Centra Department of Community Health |
| Jade Rioux | Coordinator, Centra Department of Community Health |

A series of three meetings were held with the Leadership Team on January 28, February 18, and March 25, 2022. Team members participated in the following activities:

- **Ranked the top three to five Priority Areas of Needs for the service area that will be addressed by Centra**
 - o Identified policies, programs, and resources already available to address the needs
 - o Identified additional resources and partnerships needed to address gaps and barriers
 - o Developed 3-year goals to address the priority needs
 - o Developed strategies to support the goals and considered whether these strategies were measurable, realistic, as well as considering organizational capacity and resources, and opportunities for community collaboration
 - o Developed evaluative measures for the goals and/or strategies
- **Identified which priority needs will not be addressed by Centra and why**

During the three-month period, Centra LGH/VBH VP & Site Administrator and Chief Nursing Officer convened a series of meetings with their leadership team to (1) educate the team on the CHNA and (2) to identify goals and strategies for the 2022-2025 Implementation Plan. In addition, they engaged with key community stakeholders and leaders serving the Lynchburg Area to determine collaborative opportunities and available resources that will support the goals and strategies of the plan.

b. PARTNERSHIP FOR HEALTHY COMMUNITIES

Since 2018, the Partnership for Healthy Communities (PHC) has worked closely with Centra to address the needs of the Lynchburg Area as identified in the triennial Community Health Needs Assessment. Led by a Steering Committee, they have work groups that are currently developing health improvement plans that are community-driven and maximize existing resources. They anticipate their completion by late Spring/early Summer 2022. Representatives from Centra have participated in these planning activities and will continue to participate in the execution of these plans when they are complete.

The 2022-2025 priority needs for the Lynchburg Area which will be addressed by the PHC health improvement plan include:

- Mental Health and Substance Use Disorders and Access to Services
- Issues Impacting Children and their Families: Childcare and Child abuse/neglect
- Aging and Eldercare
- Housing
- Food Insecurity and Nutrition

F. PRIORITY NEEDS TO BE ADDRESSED

The priority needs to be addressed by Centra Hospitals (LGH/VBH) and the 2022-2025 Implementation Plan to meet those needs follows.

Priority Areas of Need:

- Access to Healthcare Services*
- Mental Health and Substance Use Disorders & Access to Services*
- Issues Impacting Children and their Families: Childcare; Child abuse/neglect
- Chronic Disease

Access to healthcare and mental health/substance use services continues to be two of the top priority areas throughout the entire Centra footprint. As the largest health system in the region, Centra will continue to lead efforts to improve access to care while working to determine what “access” means in our communities (i.e., cost, after-hours clinics, geographic distance to services, type of service, language services, etc.).

The global pandemic has resulted in increased barriers to accessing childcare services including a lack of providers in the Lynchburg Area. In the 2021 Lynchburg Area Community Health Survey, 29% of respondents ranked childcare as the most difficult social/support resource to get and 26% ranked child abuse/neglect as the most important health factor issue that impacts the health of our community.

When Community Health Survey respondents were asked “what are the most important health conditions that affect the health of our community?”, more than 30% reported chronic diseases including COVID-19; diabetes; overweight/obesity; high blood pressure; heart disease and stroke; cancers; and mental health problems.

**Priority Areas of Need that will be addressed across the entire Centra service region*



Priority Area: Access to Healthcare Services

Goal: Provide increased and varied access to healthcare opportunities that are tailored to the needs of the communities served by Centra Lynchburg General & Virginia Baptist Hospitals

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|--|--|---|---------------------------|------------------------|---------------------------------------|--|
| Further define "access to healthcare" based on the findings of the 2021 Lynchburg Area Community Health Needs Assessment (CHNA) | P. Young | Conduct crosstab analysis of 2021 CHNA's Community Health Survey data to further identify the needs and target population for "access to healthcare" | Year 1 | Lynchburg Service Area | Centra Department of Community Health | Data analysis submitted to LGH/VBH Executive Leadership Team |
| Centra Lynchburg General Hospital (LGH) Emergency Department (ED)- Establish/enhance services provided to our community by bridging socioeconomic gaps and getting patients to the right site of care to best meet their needs. | J. Bryant CLGH/VBH Executive Leadership | <p>Year 1- In collaboration with Centra Volunteer Services, Behavioral Health and Case Management/ Social Work, the ED will identify key community non-profits / governmental agencies to partner with to meet the immediate/short term patient need(s) related to Social Determinants of Health. Examples will include connections to local food banks and services to address food insecurity, outreach to Lynchburg and Virginia housing assistance programs and streamlined process to support prescription medication supplies.</p> <p>Year 2- Develop a Patient Assistance Center, building on the existing ED Case Manager role & expand team to include seven day a week, 16 hour per day coverage to actively connect patients to services, such as, physician and specialist appointments, introductions/connections to community resources expanded from year one and active case management of top 50 ED utilizers.</p> <p>Year 3- Partner to embed a Social Worker in the ED to support and expand active case managing of identified patients to connect to service and optimize appropriate ED utilization.</p> | Year 1– Year 3 | Lynchburg Service Area | To be Identified upon assessment | <p>Demonstrated partnerships.</p> <p>Established Patient Access Center.</p> <p>Social Worker added to the ED.</p> <p>Reduction in non-clinical related ED visits in top 50 utilization cohort.</p> |

continues...

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|---|--|--|-----------------------|---|--|--|
| Address social determinants of health (SDOH) through an integrated referral system roadmap | P. Young J. Rioux | <p>1. Pilot Unite Virginia platform in identified service lines & develop workflow and infrastructure for patient referral system</p> <p>2. Recruit community-based organizations addressing SDOH's as referral sources for Unite Virginia</p> | Year 1 | Lynchburg Service Area | <p>Centra Department of Community Health</p> <p>Virginia Hospital & Healthcare Association</p> <p>Unite Virginia</p> | <p>Unite Virginia utilization and patient demographics reports</p> <p>Evaluate gaps in community-based services and resources</p> |
| | P. Young J. Rioux A. Hodge P. Brown | <p>1. Build "Protocol for Responding to & Assessing Patients' Assets, Risks, & Experiences" (PRAPARE) SDOH screening tool in Cerner</p> <p>2. Prepare for Unite Virginia integration within Cerner</p> | Year 2 | Lynchburg Service Area | <p>Centra Department of Community Health</p> <p>Centra Virginia Hospital & Health Care Association</p> <p>Unite Virginia Integration Team</p> | Utilization of Unite Virginia screening tools and referral platform in Cerner |
| | P. Young J. Rioux | System-wide roll-out of Unite Virginia across all service lines | Year 3 | Lynchburg Service Area | <p>Centra Department of Community Health</p> <p>Centra CLGH/VBH</p> <p>CMG</p> | Unite Virginia utilization and patient demographics reports |
| Establish System Command Center to ensure 24/7 touch point with a clinician. | T. Sprouse LGH/VBH Executive Leadership | <p>Year 1-Assess Current state/Identify future state workflows and enhancements</p> <p>Year 2-RN triage access point/Case Management-UR Collaboration for community resources</p> <p>Year 3-System level access point for RN triage/Collaboration with primary care expansion of centralized monitoring</p> | Year 1– Year 3 | Lynchburg Service Area Centra Service Region | <p>Case Management</p> <p>Nursing Leadership</p> <p>Transport</p> <p>Ambulatory Service Line/ Primary Care</p> <p>Additional Partners to be Identified upon assessment</p> | Active Command Center |
| Assess Remote Patient Monitoring (RPM) capabilities to provide early intervention to our patients in their home. | T. Culbertson T. Sprouse A. Deramus | <p>Year 1- Assess Current State/ Identify Gaps/ Formulate Team</p> <p>Year 2- If appropriate-Implement for Pilot Group of Patients</p> <p>Year 3- If pilot successful expand to include more Disease States/Chronic Conditions</p> | Year 1– Year 3 | Lynchburg Service Area Centra Service Region | <p>Case Management</p> <p>Nursing Leadership</p> <p>Transport</p> <p>Ambulatory Service Line/ Primary Care</p> <p>Additional Partners to be identified upon assessment</p> | Under development- Conceptual goals are to increase touch point with Primary Care Provider (PCP)/ Command Center; Decrease ED Visits/ Admissions |

continued...

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|--|--|---|---------------------------|------------------------|--|---|
| Increase provider coverage in primary service area | D. Madril B. Davis | Year 1- Assess gaps in coverage by geographic area Year 2- Develop strategies to address the gaps and recruit providers Year 3- Recruit directly or partner with private practices to recruit providers | Year 1– Year 3 | Lynchburg Service Area | Chief Clinical Officer Service Line Leaders Private Practices Academic Affairs Legal | Increased Provider Coverage |
| Ensure the 2022- 2025 Implementation Plan meets with success through a continuous improvement process | P. Young T. Culbertson K. Price G. Harrington | 1. Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement 2. Report Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly | Year 1– Year 3 | Lynchburg Service Area | Centra Department of Community Health CLGH/ VBH Senior Leadership Team | Track progress of Implementation Plans quarterly and adjust as needed |

Timeline: Year 1= 2022–2023; Year 2= 2023–2024; Year 3= 2024–2025

Priority Area: Mental Health & Substance Use Disorders and Access to Services

Goal: Provide increased access to, and integration of, mental health and substance use resources and services tailored to meet the needs of the community served by Centra Lynchburg General and Virginia Baptist Hospitals.

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|--|--|---|------------------------|------------------------|--|--|
| Further define "mental health & substance use disorders & access to services" based on the findings of the 2021 Lynchburg Area Community Health Needs Assessment (CHNA) | P. Young | Conduct crosstab analysis of 2021 CHNA's Community Health Survey data to further identify the needs and target population for "mental health & substance use disorders & services" | Year 1 | Lynchburg Service Area | Centra Department of Community Health | Data analysis submitted to CLGH/VBH Leadership Team |
| Strengthen partnerships to deliver mental health & substance use services more effectively in the community | S. Miles I. Gama P. Betz | <ol style="list-style-type: none"> 1. Meeting held to establish workgroup 2. Strategic Planning Meeting scheduled in 2022. 3. Develop plan to expand Continuum of Care | Year 1–Year 3 | Lynchburg Service Area | Centra Horizon Behavioral Health Johnson Health Center Community Access Network | Access to community-based, behavioral health services healthcare. |
| | A. Turner J. Bryant I. Gama S. Miles | <ol style="list-style-type: none"> 1. Continue to partner with local Community Services Board (CSB) to meet the needs of patients & the community. 2. Consider semi-annual meetings to discuss current statutes, challenges, and needs of the target population. 3. Collaborate to define, plan & implement expanded Behavioral Health services at Lynchburg General Hospital Emergency Department (LGH-ED) to meet community needs. | 6 months–Year 3 | Lynchburg Service Area | Centra-Behavioral Health & Lynchburg General Emergency Department service lines Horizon Behavioral Health | Semi-annual meeting minutes. Overall # Patients seen in ED for behavioral health diagnosis. Decreased Length of Stay for behavioral health patients. Facility Design/ Re-design & construction as appropriate for Behavioral Health |
| Community Homelessness Initiative- Ensure safe discharge of homeless patients with behavioral health diagnosis into community settings | P. Young S. Miles | <ol style="list-style-type: none"> 1. Work with community partners to identify low barrier homeless shelter options. 2. Determine appropriate process for discharge and referral to the shelter. | Year 1–Year 3 | Lynchburg Service Area | Centra Central Virginia Continuum of Care Salvation Army | Emergency shelter beds available. Documented referral system in place. Referrals tracked. |
| Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process | P. Young T. Culbertson K. Price G. Harrington | <ol style="list-style-type: none"> 1. Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement 2. Report Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly | Year 1–Year 3 | Lynchburg Service Area | Centra Department of Community Health CLGH/ VBH Senior Leadership Team | Track progress of Implementation Plans quarterly and adjust as needed |

Timeline: Year 1= 2022–2023; Year 2= 2023–2024; Year 3= 2024–2025

Priority Area: Issues Impacting Children & Their Families

(1) Child Abuse & Neglect; (2) Childcare

Goal: Ensure the safety and well-being of children living in the Lynchburg Service Area through programs and partnerships focused on preventing child abuse and neglect.

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|--|---|---|---------------------------|------------------------|--|--|
| Further define “issues impacting children & their families” based on the findings of the 2021 Lynchburg Area Community Health Needs Assessment (CHNA) | P. Young | Conduct crosstab analysis of 2021 CHNA’s Community Health Survey data to further identify the needs and target population for “issues impacting children & their families” | Year 1 | Lynchburg Service Area | Centra Department of Community Health | Data analysis submitted to CLGH/VBH Leadership Team |
| Provide prevention tools and education to the community related to child abuse and neglect | J. Weaver Centra Lynchburg General Hospital (LGH) & Virginia Baptist Hospital (VBH) Executive Leadership | Offer community-based programs including: 1. Period of Purple Crying 2. Safe Sleep 3. Life Beyond Centra | Year 1– Year 3 | Lynchburg Service Area | www.purplecrying.info Dr. Owen Cardwell (University of Lynchburg) & “The Basics” program Lynchburg Police Department Lynchburg Fire Department Lynchburg Pediatrics Child Protective Services (CPS) | Infant Mortality Data as reported by the state. CPS reporting data of events. Quarterly meetings with VBH Women & Children teams. |
| Enhance screenings for abuse & neglect, safety, and domestic violence (DV) | J. Weaver CLGH/VBH Executive Leadership | 1. Provide Information in all Acute Care Spaces on how to get Help/Information about Human Trafficking 2. Participate in statewide collaborative focused on the “4th trimester”. 3. Universal Cord Blood Screening 4. Partnership with CPS and Autism Development Center to provide education regarding regulations, mandated reporting, and how to identify signs/symptoms of abuse/neglect | Year 1– Year 3 | Lynchburg Service Area | YWCA of Central Virginia Virginia Neonatal Perinatal Collaborative (VNPC) CPS | Signage in all areas with information related to abuse, neglect, safety and DV. Attendee at VNPC. # of universal Cord Blood screens performed. Quarterly meetings with CPS & Autism Development Center. |

continues...

continued..

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|---|--|--|---------------------------|---------------------------|---|--|
| Refer patients to community-based services | J. Weaver CLGH/VBH Executive Leadership | Refer to community-based programs including: 1. Doulas in Color 2. Parent Support Groups 3. Provide access to Social Workers within all of Centra inpatient environments 4. Resume Community Maternal Workgroup meetings | Year 1– Year 3 | Lynchburg Service Area | The Motherhood Collective CPS YWCA of Central Virginia Horizon Behavioral Health | Doula evaluation forms and patient outcomes. Number of Parent Support Group referrals. Number of referrals & encounters with Centra Social Workers. Quarterly meetings with Community Maternal Workgroup. |

| Goal: All families and children have access to high quality childcare in the Lynchburg Service Area. | | | | | | |
|---|--|---|---------------------------|---------------------------|---|---|
| Assess childcare accessibility for Centra caregivers. | Rick Grooms CLGH/VBH Executive Leadership Team | 1. Research childcare benefit and community childcare capacity for Centra caregivers. 2. Next steps to be determined by the research findings. | Year 1– Year 3 | Lynchburg Service Area | To be determined | Monthly Meetings to determine childcare benefits & capacity. |
| Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process | P. Young T. Culbertson K. Price G. Harrington | 1. Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement 2. Report Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly | Year 1– Year 3 | Lynchburg Service Area | Centra Department of Community Health CLGH/ VBH Senior Leadership Team | Track progress of Implementation Plans quarterly and adjust as needed |

Timeline: Year 1= 2022–2023; Year 2= 2023–2024; Year 3= 2024–2025

Priority Area: Chronic Disease

Goal: Improve chronic disease outcomes through education and prevention in the Lynchburg Service Area.

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|---|---|---|---------------------------|------------------------|---|---|
| Further define “chronic disease” based on the findings of the 2021 Lynchburg Area Community Health Needs Assessment (CHNA) | P. Young | Conduct crosstab analysis of 2021 CHNA’s Community Health Survey data to further identify the needs and target population for “chronic disease” | Year 1 | Lynchburg Service Area | Centra Department of Community Health | Data analysis submitted to CLGH/VBH Leadership Team |
| Evaluate the current landscape of community-based services that support people with chronic diseases that include education, prevention, and disease management. | T. Culbertson K. Price T. Lyttle | Year 1- Identify what programs currently exist within Lynchburg that address Chronic Disease (Cancer, Diabetes, Alzheimer’s etc.) as part of a gap analysis Year 2- Use the gap analysis to identify areas of priority and focus for programmatic development Year 3- Implement at least one new programmatic initiative that will support areas of priority identified in Year 2 | Year 1– Year 3 | Lynchburg Service Area | Centra Service Lines including Heart & Vascular Institute; Pearson Cancer Center; Palliative Care; Virginia Cooperative Extension; Virginia Department of Health; Johnson Health Center; Community Access Network; Free Clinic of Central Virginia; Beard Center on Aging; Blue Ridge EMS | Inventory of community-based chronic disease education, management & prevention programs. Determine the gaps in available services. Increased chronic disease programs & services available in the community. |
| Develop a Food Prescription (Rx) program targeting individuals with nutrition-related chronic disease diagnosis | T. Schoonmaker LGH/VBH Executive Leadership Team | Year 1- Develop Feasibility Study/Business Plan for Food Rx program; identify and assess new providers and services as well as opportunities to use established procedures (i.e., leftover food, MOW delivery, garden space); outline service lines/conditions that need the most support (i.e. diabetes, heart disease); establish connections with Centra Medical Group/Doctor offices; educate providers about program options. Year 2- Recipes and videos to go with Food Rx; incorporate Registered Dietitian (RD)/ provider visits to supplement education & culinary classes. Year 3- Evaluate ongoing program needs and options (i.e., expansion; more community partners needed; expanded outreach) | Year 1– Year 3 | Lynchburg Service Area | Meals on Wheels (currently active with Centra in entire service area) Lynchburg Grows Lynchburg Daily Bread Community Access Network Lynchburg Food Bank Local Schools & Churches with similar programs | Program design complete. Target population(s) identified. Referral network with providers established. Utilization of program by the community. |

continues...

continued..

| Strategy | Owner(s) | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures |
|---|--|---|----------------------------------|-------------------------------|---|--|
| <p>Ensure the 2022- 2025 Implementation Plan meets with success through a continuous improvement process</p> | <p>P. Young T. Culbertson K. Price G. Harrington</p> | <p>1. Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement 2. Report Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly</p> | <p>Year 1– Year 3</p> | <p>Lynchburg Service Area</p> | <p>Centra Department of Community Health CLGH/ VBH Senior Leadership Team</p> | <p>Track progress of Implementation Plans quarterly and adjust as needed</p> |

Timeline: Year 1= 2022–2023; Year 2= 2023–2024; Year 3= 2024–2025

G. CENTRA PRIORITY NEEDS NOT ADDRESSED SPECIFICALLY IN THE IMPLEMENTATION PLAN

Although Centra Hospitals [Lynchburg General Hospital (LGH) and Virginia Baptist Hospital (VBH)] did not include all the top 10 areas of need for the Lynchburg region, many of our partners in the community are addressing them. Centra will have representation in these efforts including the Partnership for Healthy Communities work groups and will collaborate with these partners to ensure there is ongoing communication and tracking of these efforts. Of the top ten priority needs identified in the 2021 Lynchburg Area Community Health Needs Assessment, specific goals and strategies in the Implementation Plan were not developed for the following:

- **Poverty and Equity, Inclusion & Diversity:** As previously addressed in Item C- “Service Area and Target Population”, our target population includes a focus on low-income populations and will be an overarching theme for this plan. In addition, we will ensure that programs and initiatives that are developed as a result of this plan are inclusive, equitable, and just to the diverse communities we serve. In 2022, the health system will utilize Dr. Ruby Payne’s “Bridges out of Poverty” model to educate Centra caregivers about the impact of poverty. Community partners in these efforts include Bridges to Progress; United Way of Central Virginia; Partnership for Healthy Communities; and Goodwill of the Valleys.
- **Aging and Eldercare:** Community partners in these efforts include Central Virginia Area on Aging; Central Virginia Alliance for Community Living; Meals on Wheels; and Partnership for Healthy Communities.
- **Housing:** Central Virginia Continuum of Care; Lynchburg Area Housing Coalition; The Lighthouse; Partnership for Healthy Communities; Lynchburg Regional Housing Authority.
- **Financial Stability:** Community partners in these efforts include Bank of the James; Freedom First Credit Union; University of Lynchburg; Lending Kind (affiliate of HumanKind)
- **Food Insecurity and Nutrition:** Community partners in these efforts include Hunger Action Coalition; Lynchburg Tomorrow; the Health Collaborative; and Partnership for Healthy Communities.

H. RESOURCES

The following resources are needed to successfully execute the Lynchburg Area Implementation Plan for the years 2022- 2025. Centra’s Department of Community Health, formed in 2020, is responsible for the development and management of system-wide triennial Community Health Needs Assessments (CHNA) and Implementation Plans, community-based grants and sponsorships, and Community Benefit reporting. In 2021, community grants and sponsorships totaled \$1.4 million. Priority funding is given to those organizations and programs that address the top 10 priority areas of need in the triennial Community Health Needs Assessment. The Centra Community Benefit Committee uses the CHNA as a guide for funding considerations to support community health initiatives while also investing in the economic well-being of Centra’s communities and the ability of social service organizations to serve the citizens of the region. Other opportunities in the form of grants and additional funds may present themselves in partnership with collaborating partners for projects and initiatives that address Implementation Plan activities.

The Centra Foundation develops and directs charitable contributions for the support of Centra. Over the past five years, on average the Foundation has provided \$5.7 million annually in support of Centra programs and initiatives.

In addition to administrative and funding resources, Centra Health values community engagement and collaboration as a key driver in the execution and success of its Implementation Plan. As previously mentioned, Centra and Centra Hospitals will continue to support and have representation on the Partnership for Healthy Communities as well as other initiatives, partnerships and coalitions in the service area to ensure its involvement in community-driven goals and strategies addressing the priority needs identified in the 2021 CHNA.

I. ONGOING MONITORING AND EVALUATION

Centra will monitor and evaluate the goals and strategies in the 2022-2025 Centra Hospitals (Lynchburg General and Virginia Baptist Hospitals) Implementation Plan to ensure the plan meets with success. Through a continuous improvement process, quarterly meetings with the Centra Implementation Plan Leadership Team will be convened to track progress, resolve barriers and issues, share best practices, and identify opportunities for improvement. Updates will be reported quarterly to the Community Benefit Committee, and Centra Board of Directors. Ultimately the Board of Directors and the Community Benefit Committee are responsible for the effectiveness of this Plan.

J. PLAN APPROVALS AND DISSEMINATION

The 2022-2025 Centra Hospitals Implementation Plan for the Lynchburg Area was presented for approval to the Community Benefit Committee on April 22, 2022 and the Centra Health Board of Directors on April 25, 2022. The Plan is publicly available on the Centra website at:

www.centrahealth.com/CHNA

