



CENTRA



2022–2025

Town of Bedford  
and Bedford County

# Bedford Area Implementation Plan

Centra Bedford Memorial Hospital



Approved by Centra Community Benefit Committee April 22, 2022;  
Centra Board of Directors April 25, 2022;  
and Centra Bedford Memorial Board of Directors on April 26, 2022.

[www.CentraHealth.com/CHNA](http://www.CentraHealth.com/CHNA)

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# CENTRA HOSPITALS

Centra Bedford Memorial Hospital

## Bedford Area 2022–2025 Implementation Plan

<i>Activity</i>	<i>Date</i>
Bedford Area Community Health Needs Assessment (CHNA) approval <ul style="list-style-type: none"><li>• Centra Community Benefit Committee</li><li>• Centra Bedford Memorial Hospital Board of Directors</li><li>• Centra Health Board of Directors</li></ul>	<b>November 19, 2021</b> <b>November 30, 2021</b> <b>December 6, 2021</b>
Date CHNA was required to be adopted	<b>December 31, 2021</b>
Bedford Area Implementation Plan approval <ul style="list-style-type: none"><li>• Centra Community Benefit Committee</li><li>• Centra Health Board of Directors</li><li>• Centra Bedford Memorial Board of Directors</li></ul>	<b>April 22, 2022</b> <b>April 25, 2022</b> <b>April 26, 2022</b>
Date Implementation Plan was required to be adopted	<b>May 15, 2022</b>



## 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 (CSC) 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 Bedford Memorial Hospital (CBMH)** is a full-service medical facility with special emphasis on outpatient surgery, emergency services, cardiology care, and rehabilitative services. The facility offers 24-hour emergency care to a local community of approximately 60,000 residents. CBMH is a licensed 50 bed acute care facility with an attached licensed 111 bed long-term care facility (formerly owned by Centra). CBMH has an estimated 1,800 admissions and 18,000 emergency department visits annually.



## **B. SCOPE AND PURPOSE OF THE IMPLEMENTATION PLAN**

The scope of this Implementation Plan pertains to Centra Bedford Memorial Hospital.

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 Bedford Memorial Hospital 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 Bedford Memorial Hospital's planned response to the needs identified in the 2021 Bedford Area CHNA. For information about the 2021 CHNA process and for a copy of the report please visit [www.centrahealthcom/CHNA](http://www.centrahealthcom/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 Bedford Area Implementation Plan includes the town of Bedford and Bedford County.

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).

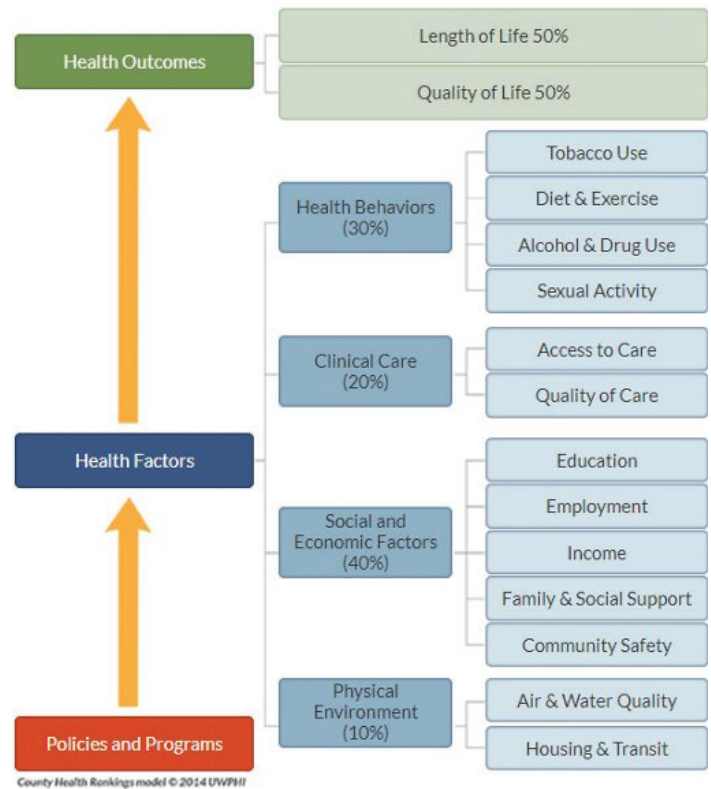
The COVID-19 pandemic has changed how we work, learn, and interact with each other leading to a more remote, virtual life for many both personally and professionally. It has resulted in increases in depression and anxiety, domestic violence and child abuse, joblessness, and food insecurity. Its impact 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 long-term effects of COVID-19 on the Bedford 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 BEDFORD AREA COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The 2021 Bedford 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 Bedford service area for 2019-2021 are in the 1st and 2nd quartiles 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
Bedford, County	33	36	35	44	32	38

**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 Bedford 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 Bedford Area Top 10 Ranked Priority Areas of Need

<i>Bedford Ranking</i>	<i>2021</i>
<b>1</b>	Mental Health and Substance Use Disorders & Access to Services
<b>2</b>	Access to Healthcare Services
<b>3</b>	Issues Impacting Children & their Families: <ul style="list-style-type: none"> <li>• Childcare</li> <li>• Child abuse/neglect</li> </ul>
<b>4</b>	Transportation
<b>5</b>	Aging and Eldercare
<b>6</b>	Chronic Disease
<b>7</b>	Employment / Job assistance
<b>8</b>	Financial Stability
<b>9</b>	Housing
<b>10</b>	Dental Care & Dental Problems

## E. DEVELOPMENT OF THE 2022-2025 CENTRA BEDFORD MEMORIAL HOSPITAL 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) and the Bedford Area Resource Council (BARC).

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. BARC’s mission is to facilitate collaboration among community partners (non-profits, business, faith community, schools, government, civic organizations, and healthcare) and to develop resources necessary for a sustainable community. BARC envisions our community as a place where every person is healthy, engaged and self-sufficient. In the summer of 2021, BARC completed a 5-year strategic plan (2021-2026). The Bedford Area Resource Council partners closely with the Partnership for Healthy Communities.

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 Bedford Area CHNA, work began in January 2022 to develop a Centra Bedford Memorial Hospital Implementation Plan for the Bedford 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 Bedford Memorial Hospital 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:**

<b>2022-2025 Centra Implementation Plan Leadership Team</b>	
<i>Team Member</i>	<i>Affiliation</i>
<b>Thomas Angelo</b>	VP & CEO, Centra Southside Community Hospital
<b>Bill Bass</b>	VP & CEO, Centra Bedford Memorial Hospital
<b>Dr. Patrick Brown</b>	VP & Chief Medical Information Officer
<b>Mary Buchanan</b>	Community Engagement & Events Coordinator, Centra Bedford Memorial Hospital
<b>Tab Culbertson</b>	VP & Site Administrator, Centra Lynchburg General & Virginia Baptist Hospitals
<b>Michael Elliott</b>	Senior VP & Chief Transformation Officer
<b>Dr. Matthew Foster</b>	Senior VP & Chief Physician Executive
<b>Ismael Gama</b>	VP Behavioral Health Services
<b>Dr. Caesar Gonzales</b>	VP Medical Affairs
<b>Georgia Harrington</b>	Senior VP & Chief Operating Officer
<b>Dr. Christopher Lewis</b>	Senior VP & Chief Clinical Officer
<b>Dr. Dani Madril</b>	VP & Chief Medical Officer, Centra Medical Group
<b>Claudia Meinhard</b>	Chief Nursing Officer, Centra Southside Community Hospital
<b>Shannon Miles</b>	Senior Director of Psychiatry & Nursing Operations
<b>Kerry Mossler</b>	Community Engagement & Relations Manager, Centra Southside Community Hospital
<b>Kim Price</b>	Chief Nursing Officer, Centra Lynchburg General & Virginia Baptist Hospitals
<b>Stacey Vaught</b>	Chief Nursing Officer, Centra Bedford Memorial Hospital
<b>Patricia Young</b>	Director, Centra Department of Community Health
<i>Administrative Support</i>	<i>Affiliation</i>
<b>Jackie Anderson</b>	Executive Administrative Assistant
<b>Jennifer Hemke</b>	Administrative Assistant, Centra Department of Community Health
<b>Jade Rioux</b>	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 Bedford Memorial Hospital's (CBMH) VP & CEO, Chief Nursing Officer, and Community Engagement & Events Coordinator convened a planning retreat on March 16 with their leadership teams, Centra's Department of Community Health, and CBMH Board member to identify goals and strategies for the 2022-2025 Implementation Plan. In addition, they engaged with key community stakeholders and leaders serving the Bedford Area to determine collaborative opportunities and available resources that will support the goals and strategies of the plan.

## **b. BEDFORD AREA RESOURCE COUNCIL HEALTH IMPROVEMENT PLAN**

Since 2014, the Bedford Area Resource Council (BARC) has worked closely with Centra to address the needs of the Bedford community as identified in the triennial Community Health Needs Assessment. Led by a Steering Committee, they have work groups that have worked to develop action plans that are community-driven and maximize existing resources. In collaboration with the Partnership for Healthy Communities, their six workgroups are updating their health improvement plans for 2022-2025 and anticipate their completion by May/June 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 Bedford Area which will be addressed by the BARC health improvement plan include:**

- Mental Health and Substance Use Disorders and Access to Services
- Issues Impacting Children and their Families: Childcare
- Aging and Eldercare
- Housing
- Transportation
- Healthy Foods

## F. PRIORITY NEEDS TO BE ADDRESSED

The priority needs to be addressed by Centra Bedford Memorial Hospital 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

Access to healthcare and mental health/substance use services continue 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 Bedford Area. In the 2021 Bedford Area Community Health Survey, 32% of respondents ranked childcare as the most difficult social/support resource to get and 30% ranked child abuse/neglect as the most important health factor issue that impacts the health of our community.

*\*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 services that are tailored to meet the needs of the community served by Centra Bedford Memorial Hospital (CBMH)**

Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
<b>Further define "access to healthcare" based on the findings of the 2021 Bedford Area Community Health Needs Assessment (CHNA)</b>	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"	<b>Year 1</b>	Bedford Service Area	Centra Department of Community Health	Data analysis submitted to CBMH Leadership Team.
<b>Increase access to primary care services to those living in the Bedford Area</b>	B. Bass S. Vaught M. Buchanan	Meet with Bedford Area safety net primary care providers to discuss potential partnerships to increase access to care.	<b>Year 1</b>	Bedford Service Area	Free Clinic of Central Virginia Community Access Network Johnson Health Center Bedford Community Health Foundation (BCHF)	Quarterly leadership meeting minutes. Memoranda of Understanding for agreements with community-based providers as needed.
	B. Bass D. Nigro J. Luth	<b>1.</b> Evaluate need and capacity for extended clinic hours at Centra Medical Group (CMG) practices in the Bedford Area. If appropriate, develop plan to expand office hours.	<b>Year 1– Year 3</b>	Bedford Service Area	CMG Bedford CMG Moneta	Monitor patient volume & utilization of extended hours.
	B. Bass S. Vaught	<b>1.</b> Evaluate need for patient advocates/navigators at CMG practices & CBMH. <b>2.</b> If appropriate, present plan for approval, recruit & hire patient advocates/navigators.	<b>Year 1– Year 3</b>	Bedford Service Area	CMG Bedford CMG Moneta	Patient outcomes tied to population health & care coordination key performance indicators. Improved access to healthcare services reported in Centra's 2024 Community Health Survey.

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Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
<b>Address social determinants of health (SDOH) through an integrated referral system roadmap</b>	P. Young J. Rioux	<ol style="list-style-type: none"> <li>1. Pilot Unite Virginia platform in identified service lines &amp; develop workflow and infrastructure for patient referral system</li> <li>2. Recruit community-based organizations addressing SDOH's as referral sources for Unite Virginia</li> </ol>	<b>Year 1</b>	Bedford Service Area	Centra Department of Community Health Virginia Hospital & Healthcare Association Unite Virginia	Unite Virginia utilization and patient demographics reports.  Evaluate gaps in community-based services and resources.
	P. Young J. Rioux A. Hodge P. Brown	<ol style="list-style-type: none"> <li>1. Build "Protocol for Responding to &amp; Assessing Patients' Assets, Risks, &amp; Experiences" (*PRAPARE) SDOH screening tool in Cerner</li> <li>2. Prepare for Unite Virginia integration within Cerner</li> </ol>	<b>Year 2</b>	Bedford Service Area	Centra Department of Community Health Centra Virginia Hospital & Health Care Association Unite Virginia Integration Team	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	<b>Year 3</b>	Bedford Service Area	Centra Department of Community Health Centra CBMH CMG	Unite Virginia utilization and patient demographics reports
<b>Identify and evaluate transportation and remote monitoring models that improve access to healthcare services.</b>	B. Bass S. Vaught	Evaluate usage & effectiveness of telehealth expansion in the Bedford Service Area.	<b>Year 1– Year 3</b>	Bedford Service Area	CBMH Leadership Team	Patient telehealth utilization data.  Broadband/ internet access data for service area.
	B. Bass S. Vaught	<ol style="list-style-type: none"> <li>1. Evaluate models for remote patient monitoring including Mobile Med, Vital Sign Devices, etc...</li> <li>2. Meet with Bedford Community Health Foundation (BCHF) to discuss and assess criteria for grant opportunities for wearable Vital Sign (VS) devices.</li> </ol>	<b>Year 1– Year 3</b>	Bedford Service Area	BCHF CMG Bedford CMG Moneta	Assessment of Models and Grant Opportunities.  Patient outcomes.
	M. Buchanan	Partner with Bedford Ride and the Otter Bus to offer rides for healthcare visits  Attend Bedford Area Resource Council (BARC) Transportation Work Groups monthly.	<b>Year 1– Year 3</b>	Bedford Service Area	Bedford Ride, Otter Bus BARC BCHF	Evaluate usage of Bedford Ride & Otter Bus by patients going to CBMH &/or CMG Bedford, CMG Moneta.

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Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
<b>Ensure the 2022- 2025 Implementation Plan meets with success through a continuous improvement process</b>	P. Young B. Bass S. Vaught G. Harrington	<b>1.</b> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement <b>2.</b> Report Implementation Plan updates to the CBMH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly.	<b>Year 1– Year 3</b>	Bedford Service Area	Centra Department of Community Health CBMH Senior Leadership Team	Track progress of Implementation Plans quarterly and adjust as needed.
<b>Engage CBMH leaders in the development &amp; execution of the 2022-2025 Implementation Plan.</b>	B. Bass S. Vaught M. Buchanan	<b>1.</b> Convene quarterly CBMH leadership team meetings. <b>2.</b> CBMH leaders will represent CBMH on one of the Bedford Area Resource Council (BARC) work groups monthly.	<b>Year 1– Year 3</b>	Bedford Service Area	Partnership for Healthy Communities BARC	Quarterly CBMH leadership meeting minutes. Monthly BARC minutes.

**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 Bedford Memorial Hospital*

Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
<b>Further define “mental health &amp; substance use disorders &amp; access to services” based on the findings of the 2021 Bedford Area Community Health Needs Assessment (CHNA)</b>	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”	<b>Year 1</b>	Bedford Service Area	Centra Department of Community Health	Data analysis submitted to CBMH Leadership Team.
<b>Strengthen partnerships to deliver mental health &amp; substance use more effectively in the community.</b>	B. Bass M. Buchanan C. Hitchcock	<ol style="list-style-type: none"> <li>1. Establish regular communications with local Mental Health &amp; Substance Use (MH&amp; SU) providers.</li> <li>2. Participate in BARC’s Minds Together committee</li> </ol>	<b>Year 1– Year 3</b>	Bedford Service Area	Horizon Behavioral Health Free Clinic of Central Virginia Johnson Health Center BARC- Minds Together Bedford Community Health Foundation (BCHF)	Meetings with MH & SU providers held. Minutes from meetings. Memoranda of Understanding for agreements with community-based providers as needed.
	M. Buchanan S. Vaught I. Gama	<ol style="list-style-type: none"> <li>1. Offer education opportunities focused on healthy coping skills &amp; decision-making.</li> <li>2. Determine target audiences</li> <li>3. Partner with MH &amp; SU organizations to develop course content &amp; co-host events</li> </ol>	<b>Year 1– Year 3</b>	Bedford Service Area	Employee Assistance Programs Horizon Behavioral Health Piedmont Mental Health Bedford County Public Schools	Curriculum identified. Number of participants attending the event. Post-event surveys.
	S. Vaught C. Hitchcock	<ol style="list-style-type: none"> <li>1. Coordinate data sharing with Department of Social Services (DSS) &amp; law enforcement</li> <li>2. Attend Crisis Intervention Team (CIT) Advisory Council meetings</li> </ol>	<b>Year 1– Year 3</b>	Bedford Service Area	DSS Law Enforcement	Shared data as appropriate. CIT meeting minutes.

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Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
<b>Develop on-going communication with CBMH caregivers regarding mental health &amp; substance use services &amp; resources</b>	S. Vaught	Establish quarterly staff meetings to determine MH & SU needs, gaps in care/ resources for CBMH patients & community members	<b>Year 1</b>	Bedford Service Area	CBMH Leadership	Quarterly meeting minutes.
	M. Buchanan S. Vaught	Update MH&SU resource list for patients	<b>Year 2</b>	Bedford Service Area	BARC 211	Revised resource list available for patients.
<b>Increase access to mental health &amp; substance use services &amp; screenings</b>	D. Nigro J. Luth I. Gama	Evaluate & expand screenings for MH&SU disorders during a primary care visit	<b>Year 2– Year 3</b>	Bedford Service Area	Icare Committees Chief Nursing Information Officer	Reduction of patient “crisis events”. Reduction of patient ED visits for MH&SU disorders.
	B. Bass J. Rose S. Vaught I. Gama	Assess need & evaluate options for on-site MH&SU counseling at CBMH	<b>Year 1</b>	Bedford Service Area	Horizon Behavioral Health Piedmont Mental Health	Patient utilization data (if approved).
<b>Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process</b>	P. Young B. Bass S. Vaught G. Harrington	<b>1.</b> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement <b>2.</b> Present Implementation Plan updates to the CBMH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly.	<b>Year 1– Year 3</b>	Bedford Service Area	Centra Department of Community Health CBMH Senior Leadership Team	Track progress of Implementation Plans quarterly and adjust as needed.
<b>Engage CBMH leaders in the development &amp; execution of the 2022-2025 Implementation Plan.</b>	B. Bass S. Vaught M. Buchanan	<b>1.</b> Convene quarterly CBMH leadership team meetings. <b>2.</b> CBMH leaders will represent CBMH on one of the Bedford Area Resource Council (BARC) work groups monthly.	<b>Year 1– Year 3</b>	Bedford Service Area	Partnership for Healthy Communities BARC	Quarterly CBMH leadership meeting minutes. Monthly BARC minutes.

**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 Bedford 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
<b>Further define “issues impacting children and their families” based on the findings of the 2021 Bedford Area Community Health Needs Assessment (CHNA)</b>	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 and their families”	<b>Year 1</b>	Bedford Service Area	Centra Department of Community Health	Data analysis submitted to CBMH Leadership Team.
<b>Develop and strengthen partnerships in the community focused on child abuse &amp; neglect.</b>	S. Vaught C. Hitchcock	<ol style="list-style-type: none"> <li>Attend Bedford’s child abuse multidisciplinary team (CART) and Crisis Intervention Team (CIT) meetings</li> <li>Determine Centra’s role to support the work of these teams</li> <li>Coordinate data sharing with Department of Social Services (DSS) &amp; Law Enforcement</li> </ol>	<b>Year 1– Year 3</b>	Bedford Service Area	DSS Law Enforcement	CART & CIT meeting minutes.  Plan defining Centra’s role to support child abuse efforts.  Shared data as appropriate.
	S. Vaught	Meet with public school nurses & nonprofit leadership to determine how Centra can support their efforts to reduce child abuse/neglect in schools & the community	<b>Year 1</b>	Bedford Service Area	Bedford County Public Schools L. Calvert P. Knox CHIP of the Roanoke Valley Children’s Trust	Plan defining Centra’s role to support child abuse efforts.
<b>Provide education and training opportunities focused on child abuse &amp; neglect screenings &amp; prevention</b>	B. Bass S. Vaught M. Buchanan C. Hitchcock	<ol style="list-style-type: none"> <li>Review mandated reporter training requirements for CBMH staff.</li> <li>Contact DSS to setup trainings for CBMH staff related to assessing child welfare &amp; safety.</li> </ol>	<b>Year 1– Year 2</b>	Bedford Service Area	CBMH Leadership Team Centra Human Resources DSS (R. Zimmerman) Law Enforcement	Policies and procedures related to reporter’s role at CBMH.  Training sessions provided.  Attendance records.
	M. Buchanan	Schedule Safe Sitter classes in the community	<b>Year 1</b>	Bedford Service Area	Safe Sitter curriculum Local MH agency/provider Bedford Science & Technology Center	Post-event surveys.

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<b>Goal: All families and children have access to high quality childcare in the Bedford Service Area.</b>						
<b>Strategy</b>	<b>Owner(s)</b>	<b>Action Steps</b>	<b>Timeline</b>	<b>Service Area</b>	<b>Resources/ Partners</b>	<b>Evaluative Measures</b>
<b>Develop and strengthen partnerships in the community focused on childcare access and quality</b>	B. Bass S. Vaught M. Buchanan	Analyze findings of recent childcare survey conducted by BARC, Bedford County, & DSS	<b>Year 1</b>	Bedford Service Area	BARC Bedford County DSS	Survey reviewed and response developed with community partners.
	M. Buchanan	Determine feasibility of creating a combined childcare/ eldercare program	<b>Year 1– Year 3</b>	Bedford Service Area	Bedford Adult Day Care Center (C. Goff)	Feasibility study completed.
<b>Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process</b>	P. Young B. Bass S. Vaught G. Harrington	<b>1.</b> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement  <b>2.</b> Present Implementation Plan updates to the CBMH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly.	<b>Year 1– Year 3</b>	Bedford Service Area	Centra Department of Community Health CBMH Senior Leadership Team	Track progress of Implementation Plans quarterly and adjust as needed.
<b>Engage CBMH leaders in the development &amp; execution of the 2022-2025 Implementation Plan.</b>	B. Bass S. Vaught M. Buchanan	<b>1.</b> Convene quarterly CBMH leadership team meetings.  <b>2.</b> CBMH leaders will represent CBMH on one of the Bedford Area Resource Council (BARC) work groups monthly.	<b>Year 1– Year 3</b>	Bedford Service Area	Partnership for Healthy Communities BARC	Quarterly CBMH leadership meeting minutes.  Monthly BARC minutes.

**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 Bedford Memorial Hospital (CBMH) did not include all the top 10 areas of need for the Bedford region, many of our partners in the community are addressing them. CBMH will have representation in these efforts including the Bedford Area Resource Council (BARC) 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 Bedford Area Community Health Needs Assessment, specific goals and strategies in the Implementation Plan were not developed for the following:

- **Transportation:** Community partners in these efforts include Bedford Ride; Otter Bus; Faith-based organizations; BARC; and the Bedford Community Health Foundation.
- **Aging and Eldercare:** Community partners in these efforts include Central Virginia Area on Aging; Central Virginia Alliance for Community Living; Meals on Wheels; and BARC.
- **Chronic Disease:** By the nature of our work, CBMH addresses the prevention and management of chronic disease with our patients. Community partners in these efforts include Virginia Cooperative Extension; Central Virginia Health District; Free Clinic of Central Virginia; Johnson Health Center; and the Community Access Network.
- **Employment/Job Assistance:** Community partners in these efforts include Virginia Career Works; Goodwill of the Valleys; and BARC.
- **Financial Stability:** Community partners in these efforts include Bank of the James.
- **Housing:** Community partners in these efforts include Bedford Area Housing Coalition- BARC.
- **Dental Care & Dental Problems:** Community partners in these efforts include Free Clinic of Central Virginia and Johnson Health Center.

## H. RESOURCES

The following resources are needed to successfully execute the Bedford 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 Bedford Memorial Hospital will continue to support and have representation on the Bedford Area Resource Council and 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 Bedford Memorial Hospital (CBMH) 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 CBMH Board of Directors, Community Benefit Committee, and Centra Board of Directors. Ultimately these Boards of Directors, the Community Benefit Committee, and the Department of Community Health are responsible for the effectiveness of this Plan.

## J. PLAN APPROVALS AND DISSEMINATION

The 2022-2025 Centra Bedford Memorial Hospital Implementation Plan for the Bedford Area was presented for approval to the Community Benefit Committee on April 22, 2022; the Centra Health Board of Directors on April 25, 2022; and Centra Bedford Memorial Hospital Board of Directors on April 26, 2022. The Plan is publicly available on the Centra website at:

[www.centrahealth.com/CHNA](http://www.centrahealth.com/CHNA)

