



2019- 2022 Lynchburg Area Implementation Plan

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



CENTRA
Lynchburg General Hospital
Virginia Baptist Hospital
Specialty Hospital

Centra Lynchburg General Hospital & Virginia Baptist Hospital (Lynchburg Area) 2019- 2022 Implementation Plan

| Activity | Date |
|---|---|
| Lynchburg Area Community Health Needs Assessment (CHNA) approval <ul style="list-style-type: none"> • Centra Community Benefit Committee • Centra Foundation Board of Directors • Centra Health Board of Directors | November 16, 2018 December 12, 2018 December 17, 2018 |
| Date CHNA was required to be adopted | December 31, 2018 |
| Lynchburg Area Implementation Plan Approval <ul style="list-style-type: none"> • Centra Foundation Board of Directors • Centra Health Board of Directors | April 24, 2019 April 29, 2019 |
| Date Implementation Plan was required to be adopted | May 15, 2019 |

A. Organizational Overview

Central Health (Centra) is the dominant regional nonprofit healthcare system based in Lynchburg, Virginia. The mission of the organization is “excellent care for life” with a vision “to be the most trusted provider of innovative healthcare”. It was created with the merger of Lynchburg General Hospital (LGH) and Virginia Baptist Hospital (VBH) in 1987. In 2006, Southside Community Hospital in Farmville joined Centra as an affiliate. In 2014, Bedford Memorial Hospital in Bedford joined Centra’s network and became the fourth hospital in the system. Altogether there are 685 licensed acute care beds throughout the system. Centra serves over 380,000 people throughout central and southside Virginia and provides a comprehensive array of medical services in a variety of convenient settings. Centra serves patients across 9000 square miles, a geographic area larger than the state of New Jersey. Centra’s service to the community and commitment to excellent care are demonstrated by its many physician practices, outreach programs, screenings and diagnostic tests, educational media and publications, and community health programs.

B. Scope and Purpose of the Implementation Plan

The scope of this Implementation Plan pertains to Centra Lynchburg General, Virginia Baptist, and Centra Specialty Hospitals.

The 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. It is a written plan which addresses significant health needs identified through the triennial Community Health Needs Assessment (CHNA).

This Implementation Plan describes Centra’s Lynchburg Area planned response to the needs identified through the 2018 CHNA process. For information about the 2018 CHNA process and for a copy of the report please visit www.centrahealthcom/CHNA.

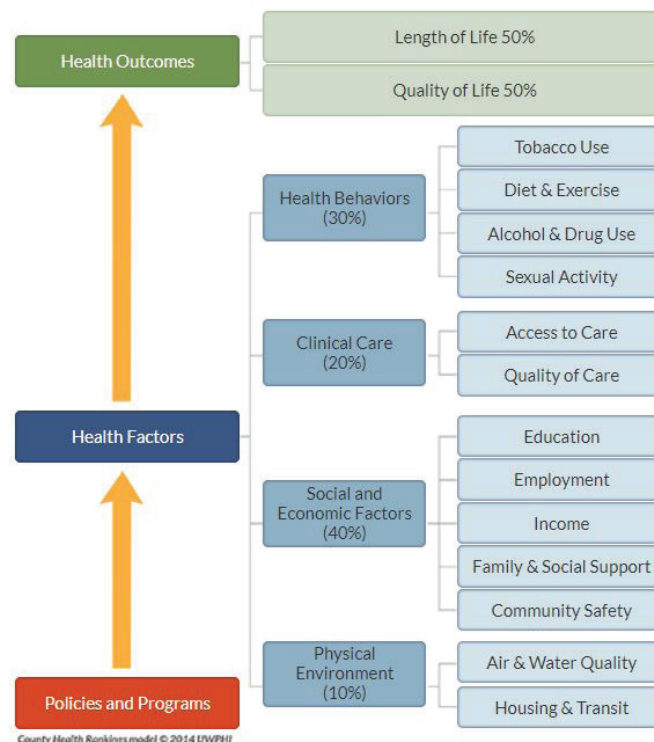
C. Service Area and Target Population

The service area for the 2019-2022 Lynchburg Area Implementation Plan includes the city of Lynchburg and the counties of Amherst, Appomattox, Campbell and Pittsylvania.

The target population is defined as (1) medically underserved, low-income or minority populations and those suffering from chronic disease; (2) geographic area service by the hospital; and (3) targeted populations served by the hospital (i.e. children, women, seniors, cancer patients). For this plan, a strong focus will be placed on those living in poverty in the service area.

D. Priority Needs Identified in 2018 Lynchburg Area Community Health Needs Assessment (CHNA)

The 2018 Lynchburg Area CHNA collected primary and secondary data based on the “County Health Rankings Model” developed by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. 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/about-us>)



The 2018 Lynchburg Area Prioritization of Needs Top 10 rankings follow. These priority areas are reflective of the County Health Rankings’ four categories for Health Factors and were used to develop this Implementation Plan. Prioritized needs were similar for all of Centra’s service areas in 2018.

2018 Centra Lynchburg Area Prioritization of Needs Top 10 Ranked Areas of Need

| Areas of Need | Lynchburg Ranking |
|---|-------------------|
| Poverty | 1 |
| Access to affordable health care | 2 |
| Access to affordable housing | 3 |
| Access to healthy foods | 4 |
| Access to mental health services & mental health problems | 5 |
| Transportation | 6 |
| Substance use and alcohol & illegal drug use | 7 |
| Overweight/Obesity | 8 |
| Diabetes | 9 |
| Poor eating habits | 10 |

E. Development of the 2019-2022 Centra Lynchburg Area Implementation Plan

In 2018, Centra aligned the Community Health Needs Assessments (CHNA) for all of its hospital systems so that moving forward they all follow the same three-year timeline. In addition, Centra committed to “raising the voice of the community” by creating a CHNA process that was driven by 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, the Partnership for Healthy Communities (PHC) was formed. PHC is a regional planning initiative led by Centra, Centra Foundation, the Community Access Network, the Central Virginia, Piedmont, and Pittsylvania/Danville Health Districts in collaboration with the Bedford Community Health Foundation, Greater Lynchburg Community Foundation, Johnson Health Center, and United Way of Central Virginia. Key leaders from these organizations are represented on a PHC Core Team. The Community Access Network in Lynchburg, Virginia serves as the backbone entity for the Partnership. 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 CHNA.

Upon the completion and approval of the 2018 Lynchburg Area CHNA, work began in January 2019 to develop a Lynchburg Area Implementation Plan led by a Centra Leadership Team and a community-based Partnership for Healthy Communities Implementation Plan led by the Partnership for Healthy Communities Core Team.

a. Centra Leadership Team Implementation Plan Activities

The 2019-2022 Centra Lynchburg Area Implementation Plan process was led by Michael Elliott, Senior Vice President and Chief Operating Officer for Centra Health. Facilitation of the planning activities was provided by Patricia Young, consultant for CommunityWorks, based in Roanoke Virginia. The Centra Leadership Team, composed of key representatives from Centra, the Centra Foundation, and the Community Access Network, participated in the development of the plan. Team members include:

Centra Leadership Team 2019- 2022 Centra Implementation Plan

| Team Member | Affiliation |
|--------------------------------------|---|
| Beth Doyle | Centra Foundation- Executive Vice President |
| Caleb Buchanan | Centra Health- Vice President of Operations |
| Christina Delzingaro | Community Access Network- CEO |
| David Danner, DO, MBA | Centra Health- Executive Medical Director of Primary and Urgent Care, Centra Medical Group |
| David Gough | Centra Health- Chief Financial Officer |
| Jeff Tanner | Centra Health- Manager, Ground Transport & Ambassador Services |
| Lisa Taylor | Community Access Network- Director, Community Engagement |
| Mark Townsend, MD MHCM | Centra Health- Executive Medical Director of Specialty Services, Centra Medical Group Centra Foundation- Chair, Board of Directors |
| Michael Elliott, PharmD, MSHA, FACHE | Centra Health- Senior Vice President & Chief Operating Officer |
| Michael Judd, MD | Centra Health- Executive Medical Director for Mental Health Services |
| Patti Jurkus | Centra Health- Vice President & CEO, Centra Bedford Memorial Hospital |
| Thomas Angelo | Centra Health- Vice President of Centra Health Oncology Services Vice President & CEO, Centra Southside Community Hospital |
| Wren Roberts | Centra Health- Managing Director, Support Services |

On March 20, 2019 the Leadership Team participated in a half-day planning retreat to develop an Implementation Plan for each Centra service area. Leadership Team members were presented with an overview of 2018 Community Health Needs Assessment activities; the Top 10 Ranked Areas of Need

by Centra service area; and a summary of the 2019 Partnership for Healthy Communities Priority Areas of Focus for a community-based Implementation Plan by service area, existing community resources addressing the Priority Areas of Focus and gaps in available resources. The team members participated in the following activities:

- Ranked the top four priority needs for the service area
 - Identified policies, programs, and resources already available to address the needs
 - Identified additional resources and partnerships needed to address gaps
 - Identified which priority needs will not be addressed and why
- Developed 3-year goals to address the priority needs
- Developed strategies to support the goals and considered whether these strategies were measurable, realistic, took into account organizational capacity and resources, and opportunities for community collaboration
- Developed evaluative measures for the goals and/or strategies

b. Partnership for Healthy Communities Implementation Plan Activities

The Partnership for Healthy Communities (PHC) began developing a community-driven Implementation Plan for the Lynchburg Area in February 2019. Led by the Partnership's Core Team members, work groups composed of cross-sector stakeholders and key leaders who participated in the 2018 Community Health Needs Assessment have met to identify the priority needs, goals and strategies for the service area. As of this writing, these work groups will meet June 14, 2019 to finalize their Implementation Plan. Representatives from Centra and the Centra Foundation have participated in these planning activities and will continue to participate in the execution of these plans when they are complete. The 2019-2022 priority needs which will be PHC's areas of focus in the Lynchburg Area include:

- Access to affordable healthcare
- Access to affordable housing
- Access to healthy foods
- Access to mental health services and mental health problems
- Substance use and illegal drug use
- Transportation

F. Priority Needs to be Addressed

The priority needs to be addressed in the Lynchburg Area and the Implementation Plan to meet those needs follows. In addition to these priority areas of focus, Centra Health will work over the next three years to more strongly institutionalize the Community Health Needs Assessment and Implementation Plan process across the health system.

Priority Areas of Focus:

- Access to affordable healthcare
- Access to mental health services & mental health problems
- Substance use and alcohol & illegal drug use
- Access to healthy foods and alignment with overweight, obesity; poor eating habits; diabetes; hypertension; & active living

Administrative Priority:

Community Health Needs Assessment & Implementation Plan

Priority Area: Access to affordable healthcare

Goal: Provide increased and varied access to healthcare opportunities which are tailored to the needs of the community served by Centra.

| Strategy | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures | Comments |
|--|---|----------|------------------------|------------------------------|---------------------------|--|
| Commission a study to further define “affordable”, “accessible” care based on the findings of the 2018 Centra Community Health Needs Assessment. | Conduct cross-tab analysis of 2018 Centra Community Health Survey data to further identify the needs/target population for healthcare services. | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Data analysis submitted | Consideration: Analysis of “healthcare services” to include medical, dental, mental health & substance use, vision, & other services identified in the Community Health Survey. |
| Increase the availability of appointments with Centra primary care providers (PCP). | Determine the provider & support staff needed to expand services at PCP practices. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Staffing profiles created | Consideration: Centra will work-collaboratively with safety net providers in the service area to address capacity issues in the community. |

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|--|---|----------|------------------------|--|--|--|
| | Create capacity to allow open-access primary care appointments within 3 to 4 days of appointment request. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track appointment availability by PCP practice | |
| | Provide PCP appointments 7 days/week at selected sites. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track appointment availability by PCP practice | |
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| Improve coordination of care and communication of resources. | Conduct an inventory of available hospital and community resources in Centra service areas related to CHNA top 10 priority areas. | Year 1 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra Partnership for Healthy Communities; Other community partners | Resource list developed by service area. | |
| | Identify gaps in resources & develop action plan to address these gaps. | Year 2 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra Partnership for Healthy Communities; Other community partners | Action plan developed to address gaps in resources. | |
| | Continue to develop Patient Navigators in Centra service areas. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track utilization of Patient Navigator services in relevant hospital, ED, and/or outpatient practice sites | |

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| Study an expansion of the Centra Paramedicine program to the entire Centra service region. | Commission a study of regional expansion of program | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Data analysis submitted | |
| Explore strategies to remove transportation barriers to care. | Inventory existing transportation programs for publically insured patients. | Year 1 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra Partnership for Healthy Communities; Other community partners | Resource list developed by service area. | |
| | Partner with community-based programs addressing transportation barriers. | Years 2-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra Partnership for Healthy Communities; Other community partners | Referral process for transportation services in place. | |
| Evaluate provider-based billing and its impact on access to healthcare services. | Conduct a financial analysis of loss of volume secondary to cost/care avoidance vs. revenue gain secondary to PBB revenue created | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Financial data analysis | |

Priority Area: Access to mental health services & mental health problems

Goal: Provide Increased access to, and integration of, mental health services which are tailored to the needs of the community served by Centra.

| Strategy | Action Steps | Timeline | Service Area | Resources/ Partners | Evaluative Measures | Comments |
|--|--|-----------|------------------------|---------------------------------|--|--|
| Integrate mental health services in primary care and specialty offices. | Continue to integrate mental health services into Centra Medical Group practices. | Year 1 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track number of practices with integrated services | |
| | Expand integrated services to long-term care facilities and CMG practices in Amherst and Farmville | Years 2-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track number of practices with integrated services | |
| | Expand hours for mental health services at integrated practices | Years 2-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track utilization of services | |
| | | | | | | |
| Decrease utilization of the Emergency Department (ED) for mental health & substance use services | Integrate mental health providers/ LCSW or advanced practice clinician(s) to provide services in the ED. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track utilization of ED services | Consideration: Staffing in the ED to support a Bridge Clinic |
| | Explore options for patient transportation that have a history of hospitalization due to mental illness. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; Centra Paramedicine | Track utilization of transport services | |

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|---|--|----------|------------------------|--|--|--|
| | Conduct an analysis of treatment of dental pain by prescribing opioids in ED's | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Track utilization of ED services for dental pain | |
| Deliver mental health services more effectively in the community. | Partner with regional Community Services Boards (CSB's) and safety net providers to address mental health access & capacity issues in the community. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Medical Group; Centra | Track utilization of services | Consideration: Develop a Bridge Clinic after hospital discharge prior to outpatient MH provider appointment. Consideration: Horizon (CSB) potential expanded capacity at former CVTC facility. |
| | Advocate collaboratively with community partners for increased reimbursement for mental health inpatient & outpatient services to handle the onslaught of patients | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; CSB's; Virginia Hospital & Healthcare Association; Medical Society of Virginia | Track advocacy efforts | Consideration: CMS mandate to address ligature resistant hardware & reimbursement. |

Priority Area: Substance use and alcohol & illegal drug use

Goal: Decrease substance use through prevention efforts & increased access to substance abuse services.

| Strategy | Action Steps | Timeline | Service Area | Resources/Partners | Evaluative Measures | Comments |
|--|--|----------|------------------------|-----------------------------------|--|---|
| Reduce the stigma of substance use disorders | Support community-based prevention & education efforts focused on substance use. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; CSB's; Community partners | Surveys administered by the Partnership for Healthy Communities & Other community partners | |
| | Conduct education programs with Centra staff & providers focused on substance use. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; Centra Medical Group | Year-end competencies with assessments | Consideration: Addiction is a chronic disease vs. a moral failure |
| Support the development and/or expansion of coordinated substance use treatment programs | Study provision of suboxone-treatment in the Emergency Department | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra | Track finance and utilization of services | |
| | Develop Primary Care Provider Opioid Administration Plan (PIP) | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; Centra Medical Group | Track finance and utilization of services | Consideration: Mandatory CME requirement |
| | Expand Pain Management Clinic Services | Year 2-3 | Lynchburg (CLGH, CVBH) | Centra; Centra Medical Group | Track finance and utilization of services | |

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|--|---|----------|------------------------|---|--|--|
| | Inventory existing inpatient & outpatient recovery programs in the service area | Year 1 | Lynchburg (CLGH, CVBH) | Centra; CSB's; Community partners | Resource list developed by service area. | Considerations: Amherst: Pathways Residential Treatment Center (intensive outpatient program) Lynchburg: Lynchburg Treatment Center; Madeline Center |
| | Actively participate in regional Opioid Task Forces | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; Central VA Health District; Pittsylvania Health District; CSB's & other safety net providers; Community partners; Law enforcement; first responders | Track advocacy and participation efforts | |

Priority Area: Access to healthy foods

Additional Priority Area Alignment: Overweight, obesity; poor eating habits; diabetes; hypertension; active living

Goal: Increase access to healthy foods that support healthy behaviors.

| Strategy | Action Steps | Timeline | Service Area | Resources/Partners | Evaluative Measures | Comments |
|---|--|-----------------|------------------------|---|--|---|
| Focus educational and marketing efforts on the importance of making healthy choices across the life-cycles. | Inventory existing community resources & partner with nonprofits providing programs focused on healthy foods & behaviors. | Year 1 | Lynchburg (CLGH, CVBH) | Centra; Community partners | Resource list developed by service area. | |
| | Inventory products developed as a result of Centra Foundation & Centra Community Benefit funding focused on healthy eating & healthy lifestyle behaviors | Year 1 | Lynchburg (CLGH, CVBH) | Centra; Centra Foundation | List of products developed by service area | Example: American Heart Association Cookbook, Children's Miracle Network |
| | Participate in health fairs and other outreach opportunities that address healthy eating & its impact on chronic disease | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra; Centra Certified Chefs, Registered Dietitians, Nutrition Managers; Community partners | Track health fair & outreach events in the community | Possible opportunities: Project-Search, Career Camps, Amazement Square (healthy eating display), Food for Thought |
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|--|---|--------|------------------------|--------|------------------------------|-------------------------------------|
| Explore options to provide affordable, healthy meals to the Centra community as a whole. | Determine the feasibility of production of affordable healthy packaged meals program. | Year 2 | Lynchburg (CLGH, CVBH) | Centra | Feasibility study completed. | Consideration: "Blue Apron" concept |
|--|---|--------|------------------------|--------|------------------------------|-------------------------------------|

Priority Area: Community Health Needs Assessment & Implementation Plan

Goal: Centra Health will be responsive to the needs of the communities it serves through a robust, comprehensive Community Health Needs Assessment and Implementation Planning process.

| Strategy | Action Steps | Timeline | Service Area | Resources/Partners | Evaluative Measures | Comments |
|---|--|----------|------------------------|---|--------------------------|----------|
| Develop a system-wide infrastructure to administer and evaluate the triennial CHNA and Implementation Plans for the Centra Service Areas. | Develop a team that will focus on the execution of the CHNA/IP by determining the roles and responsibilities of the team within the health system. | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Team structure submitted | |
| | Develop position descriptions and hire new &/or assign existing staff to the team. | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Staff hired or assigned | |
| | Develop internal leadership team-focused on implementing and evaluating the IP priority areas & goals. | Year 1 | Lynchburg (CLGH, CVBH) | Centra; Centra Foundation; Centra Community Benefit Committee | Team structure submitted | |
| | Conduct cross-tab analysis of 2018 Centra Community Health Survey data to further identify the needs/target population for each priority areas. | Year 1 | Lynchburg (CLGH, CVBH) | Centra | Data analysis submitted | |

| | | | | | | |
|--|---|----------|------------------------|--|--|--|
| | Execute and evaluate the IP annually. | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra | Annual 990 Schedule H report submitted | |
| | Attend and participate in community partnerships, coalitions that are addressing similar priorities & goals. | Year 1-3 | Lynchburg (CLGH, CVBH) | Partnership for Healthy Communities; Community organizations | Attendance & progress reports submitted to CHNA/IP team. | |
| | Centra Foundation & Centra-Community Benefit Committee will align internal funding strategies to support priority needs | Year 1-3 | Lynchburg (CLGH, CVBH) | Centra Foundation; Centra Community Benefit Committee | Annual funding awards | |

G. Centra Priority Needs Not Addressed Specifically in the Implementation Plan

Of the top ten priority needs identified in the 2018 Lynchburg Area Community Health Needs Assessment, specific goals in the Implementation Plan were not developed for the following:

- **Poverty:** The target population for the Lynchburg Area Implementation Plan will have a strong focus on those living in poverty.
- **Access to affordable housing:** Based on current resources and capabilities, the Centra Foundation supports this priority area through limited grant support with a focus on community collaboration. Through its role as a partner in the Partnership for Healthy Communities, Centra representatives will work with stakeholders to develop community-driven strategies to address housing in the service area.
- **Transportation:** Based on current resources and capabilities, Centra will address transportation strategies as part of the “Access to affordable healthcare” goal in the Lynchburg Area Implementation Plan. Through its role as a partner in the Partnership for Healthy Communities, Centra representatives will work with stakeholders to develop community-driven strategies to address transportation.

H. Resources

The following resources are needed to successfully execute the Lynchburg Area Implementation Plan for the years 2019- 2022. With respect to institutionalizing the Community Health Needs Assessment and Implementation Plan process, Centra Leadership will develop an internal team that will provide overall administrative direction; support; and accountability to ensure the plan is fully executed and evaluative measures are met.

With regard to funding resources, the Centra Foundation’s Community Health Initiative Grants use the triennial Community Health Needs Assessment (CHNA) and Implementation Plan to fund non-profit organizations that address the prioritized needs identified in the CHNA. In 2018, the Foundation awarded over \$500,000 in grants for projects in the Bedford, Farmville, and Lynchburg service areas. 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.

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 the Centra Foundation will continue to support and have representation on the Partnership for Healthy Communities as well as other initiatives and coalitions in the service area to ensure its involvement in community-driven goals and strategies addressing the priority needs identified in the CHNA.

I. Ongoing Monitoring and Evaluation

Centra Health will monitor and evaluate the goals and strategies in the Lynchburg Area Implementation Plan for the purpose of tracking the execution of the plan as well as documenting the anticipated impact. Ultimately the Centra Health System and Centra Foundation Board of Directors are responsible for the effectiveness of this Plan. The Boards will receive periodic reports on the progress of the plan during the three year period to ensure the goals and strategies are accomplished.

J. Plan Approvals and Dissemination

The 2019-2022 Lynchburg Area Implementation Plan was presented for approval to the Centra Foundation Board of Directors on Wednesday April 24, 2019 and the Centra Health System Board of Directors on Monday April 29, 2019. The Plan is publically available on the Centra website at www.centrahealth.com/CHNA.