



CENTRA

2022–2025

Town of Farmville and
Amelia, Buckingham, Charlotte,
Cumberland, Lunenburg, Nottoway,
& Prince Edward Counties

Farmville Area Implementation Plan

Centra Southside Community Hospital



Approved by Centra Southside
Community Hospital Board of Directors March 30, 2022;
Centra Community Benefit Committee April 22, 2022;
and Centra Board of Directors April 25, 2022

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CENTRA HOSPITALS

Centra Southside Community Hospital

Farmville Area 2022–2025 Implementation Plan

Activity	Date
Farmville Area Community Health Needs Assessment (CHNA) approval <ul style="list-style-type: none"> • Centra Community Benefit Committee • Centra Southside Community Hospital Board of Directors • Centra Health Board of Directors 	November 19, 2021 December 1, 2021 December 6, 2021
Date CHNA was required to be adopted	December 31, 2021
Farmville Area Implementation Plan approval <ul style="list-style-type: none"> • Centra Southside Community Hospital Board of Directors • Centra Community Benefit Committee • Centra Health Board of Directors 	March 30, 2022 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 Southside Community Hospital (CSCH) located in Farmville, Virginia is a 116-bed full-service acute care facility with a state-of-the-art birth center, serving as a medical hub for an seven-county region. Each year, Southside has approximately 4,000 admissions and sees more than 33,000 patients in its emergency department. The hospital has a long rich history in the community that started in 1925 when a group of citizens set out to obtain a hospital that would serve all residents as well as measure up to "big city" standards of medicine in a rural setting. CSCH has been the healthcare center of Southside Virginia since opening its doors on November 9, 1927. Since then it has operated on a non-profit basis whose mission is "improving the quality of life in the communities we serve by providing high-quality healthcare with a personal touch". The hospital now serves the residents of Amelia, Appomattox, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, and Prince Edward Counties.



B. SCOPE AND PURPOSE OF THE IMPLEMENTATION PLAN

The scope of this Implementation Plan pertains to Centra Southside Community 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 Southside Community 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 Southside Community Hospital's planned response to the needs identified in the 2021 Farmville Area CHNA. For information about the 2021 CHNA process and for a copy of the report please visit 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 Farmville Area Implementation Plan includes the town of Farmville and the counties of Amelia, Buckingham, Charlotte, Cumberland, Lunenburg, Nottoway, & Prince Edward.

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).

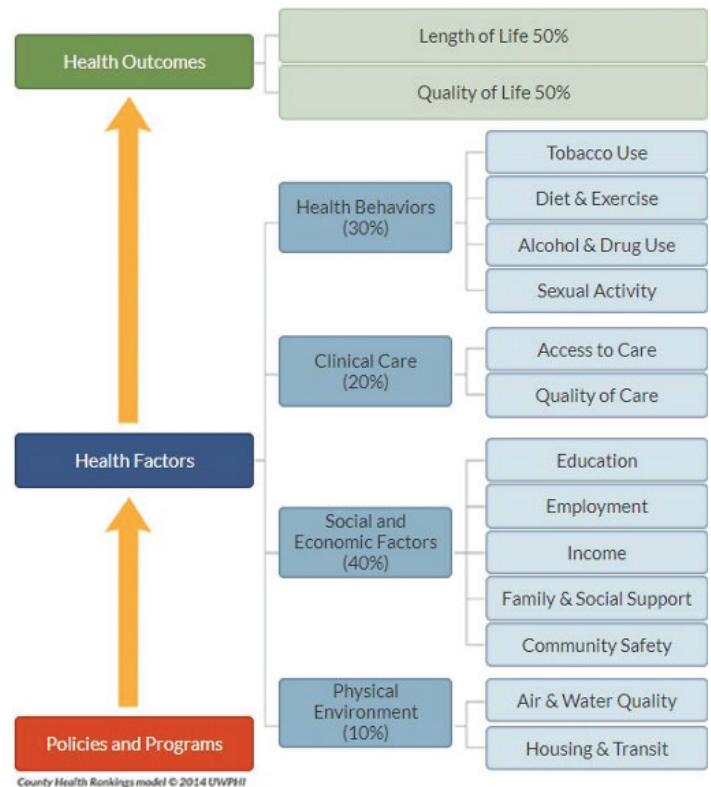
The COVID-19 pandemic has changed how we work, learn, and interact with each other leading to a more remote, virtual life for many both personally and professionally. It has resulted in increases in depression and anxiety, domestic violence and child abuse, joblessness, and food insecurity. Its impact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

The 2021 Farmville 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 Farmville service area for 2019-2021 were in the 3rd and 4th 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. Only Amelia County ranked in the 2nd quartile in the past three years.

County Health Rankings						
Locality	2019		2020		2021	
	Health Outcomes	Health Factors	Health Outcomes	Health Factors	Health Outcomes	Health Factors
Amelia	60	76	82	92	74	104
Buckingham	88	118	84	118	87	124
Charlotte	116	120	113	119	116	122
Cumberland	73	110	83	105	93	103
Lunenburg	119	102	124	115	126	121
Nottoway	102	112	106	113	104	118
Prince Edward	110	104	101	102	92	95

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 Farmville 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 Farmville Area Top 10 Ranked Priority Areas of Need

<i>Farmville Ranking</i>	<i>2021</i>
1	Access to healthcare services
2	Broadband/Internet Access
3	Issues Impacting Children & their Families: <ul style="list-style-type: none"> • Childcare • Child abuse/neglect
4	Mental Health and Substance Use Disorders & Access to Services
5	Aging and Eldercare
6	Chronic Disease
7	Coordination of Resources & Chronic Disease
8	Education and Literacy (Pre-K & Public Schools)
9	Housing and Homelessness
10	Employment / Job assistance



E. DEVELOPMENT OF THE 2022-2025 CENTRA SOUTHSIDE COMMUNITY 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 South-Central Virginia Nonprofit Network (SCVNN) which is a collective of area nonprofits that support the communities in the Farmville region as well as the nonprofits who serve these communities. The Network is led by Crossroads Community Services Board, STEPS-Inc., and Piedmont Senior Resources. The mission of SCVNN is to provide a comprehensive list of essential services and resources that support individuals and families in the seven-county service area. They are focused on providing resource information that addresses:

- Meeting a critical need such as food, shelter or other resources essential for daily living;
- Nonprofits or state/government agencies;
- Locally based or regional/national organization with a local presence;
- A faith group providing a specific essential service to the community.

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 Farmville Area CHNA, work began in January 2022 to develop a Centra Southside Community Hospital Implementation Plan for the Farmville 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 Southside Community 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:

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 Southside Community Hospital's VP & CEO, Chief Nursing Officer, and Community Engagement & Relations Manager met with their leadership teams to identify goals and strategies for the 2022-2025 Implementation Plan. In addition, they engaged with key community stakeholders and leaders serving the Farmville Area to determine collaborative opportunities and available resources that will support the goals and strategies of the plan.

b. SOUTH-CENTRAL VIRGINIA NONPROFIT NETWORK REGIONAL HEALTH IMPROVEMENT PLAN

The South-Central Virginia Nonprofit Network (SVCNN) began developing a community-driven health improvement plan for the Farmville Area in March 2022. Led by STEPS, Inc., the Community Action Agency serving the Farmville Area, cross-sector stakeholders and key leaders met to identify the priority areas of need that they will address for the next three years based on the 2021 CHNA. As of this writing, work groups are being created and they will develop a plan for the region with a projected completion date of late Spring 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 Farmville Area which will be addressed by the SVCNN health improvement plan include:

- Food Insecurity
- Housing & Homelessness
- Transportation

F. PRIORITY NEEDS TO BE ADDRESSED

The priority needs to be addressed by Centra Southside Community 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*
- Coordination of Resources and Community Outreach

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).

Although the Farmville region is rich in resources with a strong network of non-profits, there is a need to further coordinate and communicate these resources to the community at large. In the 2021 Farmville Area Community Health Survey, 14% of respondents reported they “don’t know what type of services are available” in the community while 26% of Stakeholder Focus Group participants reported that “coordination of services” is needed in the service area.

**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 Southside Community Hospital (CSCH)

Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
Further define “access to healthcare” based on the findings of the 2021 Farmville 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	Farmville Service Area	Centra Department of Community Health	Data analysis submitted to CSCH Leadership Team.
Increase access to primary care services to the underserved living in CSCH’s primary and secondary market areas	T. Angelo G. Allega	Re-open CMG Cumberland Clinic	Year 1	Cumberland Co.	Centra Centra Medical Group (CMG) Cumberland Co.	Track number of county residents receiving CMG care 2021 vs 2022, 2022 and 2023.
	T. Angelo G. Allega S. Knight	1. Recruit Nurse Practitioner (NP) for CMG clinic in Keysville 2. Open the practice 2 -3 days per week.	Year 1	Charlotte Co.	Centra CMG	Track number of county residents receiving CMG care 2021 vs 2022, 2022 and 2023.
	T. Angelo G. Allega S. Knight	Initiate and finalize plans to open a CMG primary care clinic in Dillwyn	Year 1	Buckingham Co.	Centra CMG Buckingham Co.	Track number of county residents receiving CMG care 2021 vs 2022, 2022 and 2023.
	T. Angelo G. Allega S. Knight	1. Recruit primary care provider and staff for the CMG Dillwyn primary care clinic 2. Open the clinic	Year 2	Buckingham Co.	Centra Centra Medical Group (CMG) Cumberland Co.	Track number of county residents receiving CMG care 2021 vs 2022, 2022 and 2023.
	T. Angelo G. Allega S. Knight	Add Nurse Practitioner to Dillwyn Practice to allow for additional appointments	Year 3	Buckingham Co.	Centra CMG Buckingham Co.	Track number of county residents receiving CMG care 2021 vs 2022, 2022 and 2023.
Expand access to, and utilization of, primary care telehealth services to the underserved living in CSCH’s primary and secondary market areas	Centra Tele-Health Task Force P. Betz P. Brown J. Moyer	Determine availability of additional telehealth services as an option to primary care clinic visits on-site	Year 2	CSCH Primary & Secondary Markets	Centra CMG	To be determined after assessment of telehealth services availability for primary care.

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Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
Identify and recruit community stakeholders and providers addressing “access to healthcare services” to identify need, maximize existing resources and develop strong collaborative partnerships in the Farmville Area	T. Angelo C. Meinhard G. Allega P. Young	Convene a monthly meeting with community stakeholders as part of the CSCH Senior Leadership Team weekly meetings	Year 1– Year 3	CSCH Primary & Secondary Markets	CSCH Senior Leadership Team Virginia Department of Health-Piedmont Health District STEPS, Inc. YMCA	Track collaborative efforts and partnerships quarterly.
	T. Angelo G. Allega	Assess Team’s perception of barriers to “access to healthcare services” by conducting a survey.	Year 1	CSCH Primary & Secondary Markets	Centra CMG	Survey responses
	Team members	Determine if current team membership includes appropriate representation from community partners and add additional members as needed.	Year 1	CSCH Primary & Secondary Markets	Team representatives	Additional members recruited
Ensure the 2022- 2025 Implementation Plan meets with success through a continuous improvement process	P. Young T. Angelo C. Meinhard 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 CSCH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly.	Year 1– Year 3	Farmville Service Area	Centra Department of Community Health CSCH 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 and Substance Use Disorders and Access to Services

Goal: Provide increased access to mental health and substance use services which are tailored to meet the needs of the community served by Centra Southside Community Hospital

Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
Further define “access to mental health & substance use services” based on the findings of the 2021 Farmville 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 & access to services”	Year 1	Farmville Service Area	Centra Department of Community Health	Data analysis submitted to CSCH Leadership Team.
Address mental health and substance use disorders with CSCH’s acute care population in a timely manner	T. Angelo I. Gama P. Betz J. Bryant	Recruit 1 FTE mental health Social Worker (SW) who will have a presence in CSCH Emergency Department (ED)	Year 1	CSCH Primary & Secondary Market	Centra	Time to mental health consult request to completion.
	T. Angelo I. Gama P. Betz J. Bryant	Continue to educate/ encourage utilization of Array telepsychiatry consultative services	Year 1	CSCH Primary & Secondary Market	Centra Array Incorp.	Time to mental health consult request to completion.
	T. Angelo C. Meinhard J. Bryant	Assess size and design of ED and present options for improving safety and quality of Behavioral Health Services including potential re-design and capital plan for Behavioral Health Safe Rooms.	Year 1	CSCH Primary & Secondary Market	Centra	Assessment and recommendations completed and reviewed with CSCH Board of Directors and, if necessary, Centra Board of Directors for capital approval.
Deliver mental health services more effectively in the community	T. Angelo I. Gama P. Betz J. Bryant	1. Continue to partner with local Community Services Board (CSB) to meet community need 2. Convene semi-annual meetings to discuss current status, challenges and needs of the population facing mental health and substance use disorders	Year 1– Year 3	CSCH Primary & Secondary Market	Centra Centra Primary & Secondary Market Crossroads CSB	Overall number of patients treated in CSCH ED with a behavioral health diagnosis.
Increase caregivers’ skills to safely de-escalate crisis situations for patients with mental health and substance use disorders	Workplace Violence Committee	Offer CPI (Crisis Prevention Intervention) training to key caregivers to ensure competency when interacting with patients with mental health and substance use disorders	Year 1– Year 3	CSCH Employee Base & Applicable Patients	Centra	Patient Safety Culture Survey results.

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Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
Integrate outpatient mental health services in CMG primary care & specialty offices	T. Angelo I. Gama P. Betz G. Allega	1. Assessment and prioritization of opportunities of CMG practices to integrate 2. Identify and develop a recruitment plan to resource behavioral health services into practices.	Year 1	CSCH Primary & Secondary Market	Centra Centra CMG CSCH Primary & Secondary Market	Availability of psychiatric services at Farmville Medical Center
Identify and recruit community stakeholders and providers addressing “mental health & substance use disorders and access to services” to identify need, maximize existing resources, and develop strong collaborative partnerships in the Farmville Area	T. Angelo C. Meinhard P. Young	Convene a monthly meeting with community stakeholders as part of the CSCH Senior Leadership Team weekly meetings	Year 1– Year 3	Farmville Service Area	CSCH Senior Leadership Team; Virginia Department of Health-Piedmont Health District; Piedmont Senior Resources; Virginia Family Services; Alzheimer’s Association; STEPS, Inc.; South-Central Development Board; Cumberland County Public Schools; Prince Edward & Charlotte County DSS; Crossroads CSB; Twin Lake State Park; Virginia Cooperative Extension; CSCH Chaplain; South-Central VA Nonprofit Network	Track collaborative efforts and partnerships quarterly.
Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process	P. Young T. Angelo C. Meinhard 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 CSCH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly	Year 1– Year 3	Farmville Service Area	Centra Department of Community Health CSCH 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: Coordination of Resources & Community Outreach

Goal: Communities served by Centra Southside Community Hospital (CSCH) will have a seamless continuum of care through the coordination of community resources and services.

Strategy	Owner(s)	Action Steps	Timeline	Service Area	Resources/ Partners	Evaluative Measures
Further define “coordination of resources & community outreach” based on the findings of the 2021 Farmville 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 “coordination of resources & community outreach”	Year 1	Farmville Service Area	Centra Department of Community Health	Data analysis submitted to CSCH Leadership Team
Increase and promote CSCH's coordination of resources in the community including collaborative efforts with community-based partners	T. Angelo B. Bal G. Allega Medical Executive Committee (MEC)	Offer no less than 4 Community “Talks” hosted by CSCH's key providers addressing high profile topics such as COVID-19, Colon Cancer, & other health issues	Year 1– Year 3	CSCH Primary & Secondary Market	Centra Centra CSCH Centra Medical Group (CMG)	Patient Experience Scores Volumes 2021 compared to 2022, 2022, 2023 and 2024
	J. Mitchell C. Meinhard	Assess need and, if appropriate, develop plan to increase Community Paramedic visits for high-risk Patients; include Community Paramedics with daily Interdisciplinary Team (IDT) meetings	Year 1	CSCH Primary & Secondary Market	Centra Community Paramedics	30 Day Readmission Rate
	C. Meinhard	Increase Nurse Navigator inpatient visits and follow-up calls for high risk readmission patients and address/ coordinate home needs	Year 1	CSCH Primary & Secondary Market	Centra Nurse Navigators	30 Day Readmission Rates
	C. Meinhard D. Brown	Determine when SHARE Meetings may be hosted again with intent of increasing CSCH and long-term care (LTC) facility and home health relationships	Year 1– Year 3	CSCH Primary & Secondary Market	Centra Centra CSCH Local Skilled Nursing Facilities, LTC and Home Health Agencies	Meeting minutes
	T. Angelo C. Colette	Evaluate current Autism Program performance, challenges, opportunities, and next steps	Year 1	CSCH Primary & Secondary Market	To be determined based on evaluation of current program	To be determined based on evaluation of current program.
	Address social determinants of health (SDOH) through an integrated referral system roadmap	P. Young J. Rioux	1. Pilot Unite Virginia platform in identified service lines & develop workflow and infrastructure for patient referral system 2. Recruit community-based organizations addressing SDOH's as referral sources for Unite Virginia	Year 1	Farmville Service Area	Centra Department of Community Health Virginia Hospital & Healthcare Association Unite Virginia

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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 A. Hodge P. Brown	<ol style="list-style-type: none"> Build “Protocol for Responding to & Assessing Patients’ Assets, Risks, & Experiences” (PRAPARE) SDOH screening tool in Cerner Prepare for Unite Virginia integration within Cerner 	Year 2	Farmville 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	Year 3	Farmville Service Area	Centra Department of Community Health Centra CSCH CMG	Unite Virginia utilization and patient demographics reports.
Identify and recruit community stakeholders and providers addressing “coordination of resources & community outreach” to identify need, maximize existing resources, and develop strong collaborative partnerships in the Farmville Area	T. Angelo C. Meinhard P. Young	Convene a monthly meeting with community stakeholders as part of the CSCH Senior Leadership Team weekly meetings	Year 1–Year 3	Farmville Service Area	Farmville Cares Longwood Small Business Development Center Prince Edward County Public Schools STEPS, Inc. Virginia Department of Health-Piedmont Health District Longwood University Meals on Wheels	Track collaborative efforts and partnerships quarterly.
Ensure the 2022-2025 Implementation Plan meets with success through a continuous improvement process	P. Young T. Angelo C. Meinhard G. Harrington	<ol style="list-style-type: none"> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement Report Implementation Plan updates to the CSCH Board of Directors, Community Benefit Committee & Centra Board of Directors quarterly. 	Year 1–Year 3	Farmville Service Area	Centra Department of Community Health CSCH 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

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

Although Centra Southside Community Hospital (CSCH) did not include all of the top 10 areas of need for the Farmville region, many of our partners in the community are addressing them. CSCH will have representation in these efforts and/or 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 Farmville Area Community Health Needs Assessment, specific goals and strategies in the Implementation Plan were not developed for the following:

- **Broadband/Internet Access:** Through the American Rescue Plan Act of 2021, Virginia is on track to become one of the first states to achieve universal broadband access by 2024. County Administrators within the Farmville region are actively involved in these efforts.
- **Issues Impacting Children and their Families (Childcare; Child abuse and neglect):** Community partners in these efforts include STEPS-Inc. (Head Start) and public-school systems and departments of social services (child abuse and neglect).
- **Aging and Eldercare:** Community partners in these efforts include Piedmont Senior Resources
- **Chronic Disease:** By the nature of our work, CSCH addresses the prevention and management of chronic disease with our patients. Community partners in these efforts include Virginia Cooperative Extension; Piedmont Health District; Central Virginia Health Systems; Southern Dominion Health Systems; and Heart of Virginia Free Clinic.
- **Education and Literacy:** Community partners in these efforts include public school systems and STEPS-Inc.
- **Housing and Homelessness:** Community partners in these efforts include Affordable Housing Coalition; Prince Edward/Farmville Housing Coalition; STEPS, Inc.; and South-Central Virginia Nonprofit Network.
- **Employment/Job Assistance:** Community partners in these efforts include Virginia Career Works; Goodwill of the Valleys; and STEPS-Inc.

H. RESOURCES

The following resources are needed to successfully execute the Farmville 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 Southside Community Hospital will continue to support and have representation on the South-Central Virginia Nonprofit Network 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 Southside Community Hospital (CSCH) 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 CSCH 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 Southside Community Hospital Implementation Plan for the Farmville Area was presented for approval to the Centra Southside Community Hospital Board of Directors on March 30, 2022; 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

