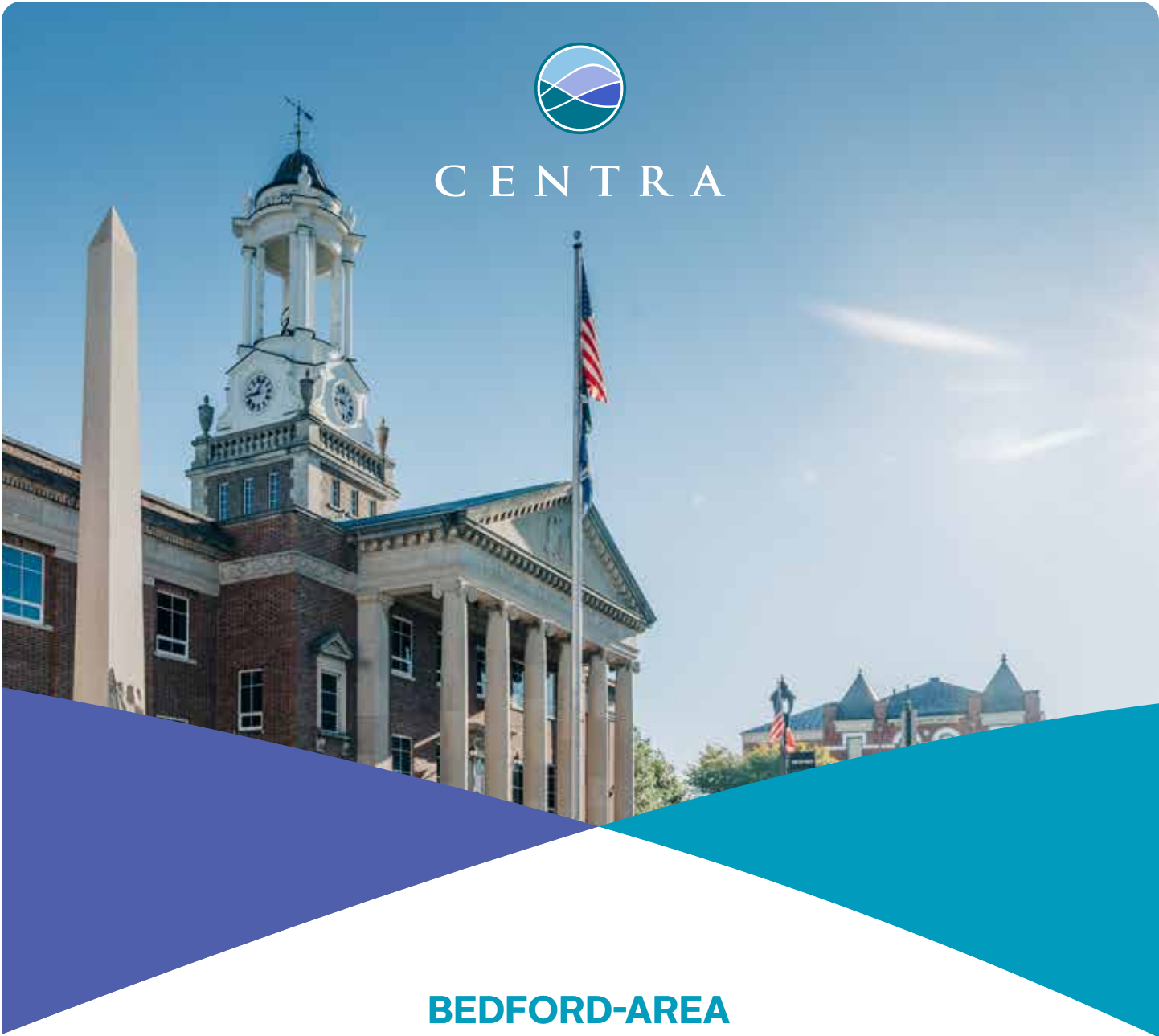




CENTRA



BEDFORD-AREA

Community Health Needs Assessment - Implementation Plan

2025-2028

**TOWN OF BEDFORD AND
BEDFORD COUNTY**

Approved by Centra Bedford Memorial Hospital Board of Directors on April 22, 2025

Approved by Centra Board of Directors April 28, 2025

Centra Community Health: <https://www.centrahealth.com/community-resources/community-health#chna>

Centra Bedford Memorial Hospital

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2025–2028 IMPLEMENTATION PLAN

Centra Bedford Memorial Hospital
(Bedford Area)

Activity	Date
Bedford Area Community Health Needs Assessment (CHNA) approval <ul style="list-style-type: none"> • Centra Community Benefit Committee • Centra Bedford Memorial Hospital Board of Directors • Centra Health Board of Directors 	<p>November 22, 2024 December 3, 2024</p> <p>December 9, 2024</p>
Date CHNA was required to be adopted	<p>December 31, 2024</p>
Bedford Area Implementation Plan approval <ul style="list-style-type: none"> • Centra Bedford Memorial Hospital Board of Directors • Centra Health Board of Directors 	<p>April 22, 2025</p> <p>April 28, 2025</p>
Date Implementation Plan was required to be adopted	<p>May 15, 2025</p>



A. ORGANIZATIONAL OVERVIEW

Centra Health (Centra) is a regional nonprofit healthcare system based in Lynchburg, Virginia. With more than 7,500 employees, 550 employed providers and physicians and a medical staff of nearly 1,100 providing care in 50 locations, Centra serves over 500,000 people as the dominant provider of critical medical services in central and southern Virginia.

Centra was created in 1987 through the merger of 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 and sites and providers serving a

geography of approximately 9,000 square miles. Centra services also include residential and outpatient mental health facilities, home health, palliative care, 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 October 2024, Centra welcomed Richard Tugman to the role of president and Chief Executive Officer.

Centra Bedford Memorial Hospital (CBMH), is a full-service medical facility with a 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 80,000 residents. CBMH is a licensed 50-bed acute care facility. CBMH has an estimated 1,800 admissions and 24,000 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 as documented annually in Centra's Form 990- Schedule H. The 2025-2028 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 2024 Bedford Area CHNA. For information about the 2024 CHNA process and for a copy of the report please visit <https://www.centrahealth.com/community-resources/community-health#chna>.

Centra defines its triennial Community Health Needs Assessment (CHNA) and Implementation Plan as a

continuous process for evaluating the health needs of our communities. It is used to support the system's mission which is *"to improve the health and quality of life for the communities we serve."* Beginning in 2024, following a refreshed view of market dynamics, health care projections relevant to our communities, and various financial factors, Centra leadership refined their strategic and capital plans. We will continue the evolution of the health system as a community-centered healthcare provider with convenient access to the services needed to support the health and wellness of our populations. Both the CHNA and Implementation Plan will help inform the design and execution of 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 2025-2028 Bedford Area Implementation Plan includes the Town of Bedford and Bedford County.

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

The healthcare landscape across the country, and in Centra's service areas, is changing rapidly and there is significant uncertainty due to the political dynamics at the federal level. We must anticipate and adapt to changing patient needs and expectations, demographics, government and payer policies, technology impacts and the need to attract and retain a top team of caregivers.

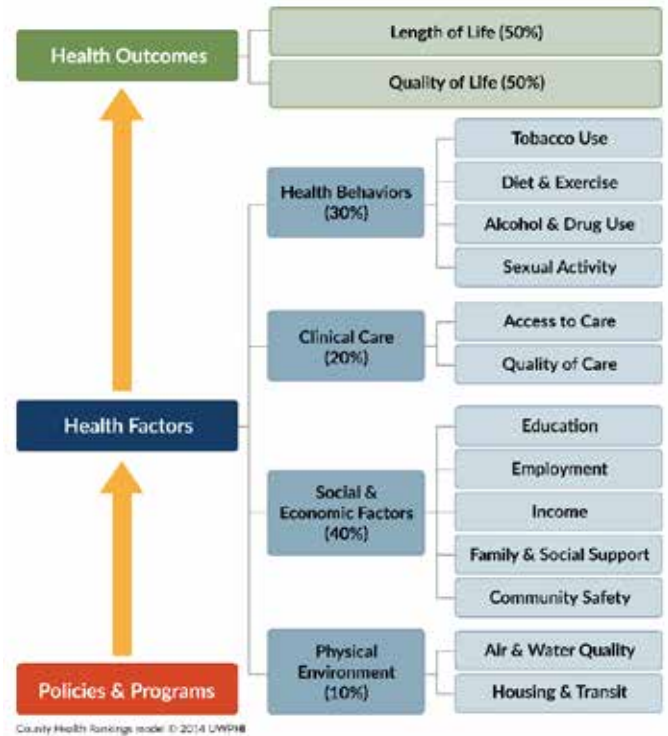
Finally, Centra is committed to ensuring that this Implementation Plan provides programs, resources, and outreach that closes health gaps in needy communities, allowing everyone to be as healthy as possible, regardless of where they live, their background, or abilities.



D. PRIORITY NEEDS IDENTIFIED IN 2024 BEDFORD AREA COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

The 2024 Bedford Area Community Health Needs Assessment (CHNA) “lifted the voice of the community” (primary data) and included a collection of over 75 sources of publicly available secondary data. In addition, information about existing community resources was gathered. Primary data included findings from a Community Health Survey, Stakeholders’ Focus Group, and Target Population Focus Groups.

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/>)



Until 2024, these rankings, released annually, 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 2021-2023 are in the 1st quartile for “Health Outcomes”, which is a measure of morbidity and mortality and how healthy a locality is today, and the 1st and 2nd quartile for “Health Factors”, which represent the factors that influence the health of a community in the future.

County Health Rankings

Locality	2021		2022		2023		3 YR Change	
	Health Outcomes	Health Factors	Health Outcomes	Health Factors	Health Outcomes	Health Factors	Health Outcomes	Health Factors
Bedford	32	38	30	30	25	30	-7	-8

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).

Change: ‘minus (-)’ equals improving; ‘plus (+)’ equals worsening

WORSE
BETTER

In 2024, the County Health Rankings & Roadmaps introduced several key updates to enhance the assessment and comparison of health across U.S. counties. Notably, the changes include a shift from purely state-based comparisons to tools that allow for direct comparisons across all counties nationwide. This new approach aims to provide a more comprehensive understanding of health outcomes regardless of state boundaries. Counties are assigned composite scores for health outcomes and health factors that fall into (1 of 10) for health outcomes and or (1 of 9) for health factors, grouping localities in terms of healthiest to least healthiest counties in the country. The lower the number, the healthier the locality.

The updated framework now emphasizes factors like housing affordability, income levels, educational attainment, and access to recreational spaces. Additionally, the data incorporates more nuanced racial and ethnic groupings, better reflecting diverse community identities based on updated census information. New visualization tools also help to present data on health outcomes (like life expectancy) and health determinants more clearly, aiming to support local and national initiatives for health equity.

The County Health Rankings for the Bedford Area for 2024 reveal distinct changes in Bedford County's scoring, ranking it unhealthy for both health outcomes and health factors as compared to similar localities nationally. With the previous methodology, the County was ranked as one of the healthiest localities in Virginia.

Health Outcomes		
County	National Group Rank	Health Group Range
Bedford	8	-0.72 to -0.4

Health Factors		
County	National Group Rank	Health Group Range
Bedford	7	-0.67 to -0.44



The 2024 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, Stakeholders' Focus Group, and Target Population Focus Group, thus "lifting the voice of the community". They are reflective of the County Health Rankings' Health Factors and Health Outcomes and were used in developing this Implementation Plan.

2024 Centra Bedford Area Top 10 Ranked Priority Areas of Need

1	Mental Health and Substance Use Disorders & Access to Services
2	Access to Healthcare Services
3	Food Insecurity & Nutrition
4	Issues Impacting Children & their Families: <ul style="list-style-type: none"> • Child Abuse & Neglect • Childcare
5	Homelessness and Housing
6	Transportation
7	Aging & Eldercare
8	Dental Care & Dental Problems
9	Coordination of Resources & Community Outreach
10	Chronic Disease

Note: Shaded areas indicate new Priority Areas of Need for the Bedford Service Area in 2024



E. DEVELOPMENT OF THE 2025 - 2028 CENTRA BEDFORD MEMORIAL HOSPITAL IMPLEMENTATION PLAN

Centra Bedford Memorial Hospital's 2024 Community Health Needs Assessment (CHNA) was designed to “lift the voice of the community” through collaboration with key stakeholders and community members who were part of a Community Health Assessment Team (CHAT). This team ensured rigorous data collection and community engagement that ultimately led to the Prioritization of Needs and the development of the 2025-2028 Bedford Area Implementation Plan.

Upon the completion and approval of the 2024 Bedford Area CHNA, work began in January 2025 to develop a Centra Bedford Memorial Hospital Implementation Plan for the Bedford Area led by Centra Community Health Services and a Centra Implementation Planning Leadership Team.

Ea. CENTRA IMPLEMENTATION PLAN LEADERSHIP TEAM

The 2025-2028 Centra Bedford Memorial Hospital implementation planning process was led by Centra’s Community Health Services team. The Centra Implementation Plan 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:

2025-2028 Centra Implementation Plan Leadership Team

Team Member	Affiliation
Dr. Giuliana Allega	Executive Medical Director, Primary and Urgent Care Services
Thomas Angelo	VP & CEO, Centra Southside Community Hospital
James Bryant	VP Emergency Services
Jim Frenchik	President, Centra Lynchburg General & Virginia Baptist Hospitals
Ismael Gama	VP Behavioral Health Services
Jason Hawthorne	VP Performance Excellence
Mary Kirby	Community Engagement & Events Coordinator, Centra Bedford Memorial Hospital
Claudia Meinhard	VP Chief Nursing Officer, Centra Southside Community Hospital
Tom Morales	SVP Chief Strategy Officer
Kerry Mossler	Community Relations Program Manager, Centra Southside Community Hospital
Jade Rioux	Coordinator, Centra Community Health
Kristi Sink	VP Ambulatory Care Service Line
Tabatha Sprouse	Senior Director Transport & Call Center
Stacey Vaught	Hospital President, Centra Bedford Memorial Hospital
Carrie White	Chief Nursing Officer, Centra Bedford Memorial Hospital
Patricia Young	VP, Centra Community Health
Team Support	Affiliation
Blair Marketing	2025-2028 Centra Implementation Plan Publisher
Taylor Cooke	Marketing Business Partner, Centra Marketing
Jaylin Davis	Administrative Senior Assistant, Centra Community Health
Diana Pace	Executive Assistant

A series of two meetings were held with the Leadership Team on January 23, 2025, and March 13, 2025. 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**
 - Identified policies, programs, and resources already available to address the needs
 - Identified additional resources and partnerships needed to address gaps and barriers
 - Developed 3-year goals to address the priority needs
 - 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
 - Developed evaluative measures for the goals and/or strategies
- **Identified which priority needs will not be addressed by Centra and why**

Eb. BEDFORD AREA RESOURCE COUNCIL

The **Bedford Area Resource Council (BARC)** is a network of non-profit, for profit, state and local government agencies, and citizens who serve the Town and County of Bedford. Their mission is “*to address community need through collaboration among community partners and develop resources necessary for a sustainable community.*” Meetings are held monthly to share ideas, information and resources. Cooperative, inter-agency efforts are planned and initiated to maximize community resources and minimize duplication of services. BARC provides a platform that results in stronger collaboration and coordination of programs to address unmet community needs, leading to a positive impact on the health and well-being of the Bedford Area. Many members of BARC were represented on the 2024 Bedford Area Community Health Assessment Team (CHAT).

Since 2014, BARC has worked closely with Centra to address the needs of the Bedford community as identified in the triennial Community Health Needs Assessment. Action Groups are created by BARC’s Steering Committee to address these needs. Representatives from Centra participate in these Action Groups.

Currently in 2025, the BARC Action Groups are addressing the following priority areas:

- **Mental Health and Substance Use**
- **Employment and Training**
- **Aging and Eldercare**
- **Healthy Foods**
- **Childcare**
- **Housing**
- **Transportation**



Ec. CENTRAL VIRGINIA HEALTH DISTRICT COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

The **Central Virginia Health District (CVHD)** serves Lynchburg City and Amherst, Appomattox, Bedford, and Campbell counties. There is a health department in each locality with the mission to “*nurture the community’s wellbeing by practicing public health, meeting the needs of the present while planning for the future.*” CVHD’s broad scope of services includes Nursing; WIC; Environmental Health; Infant & Toddler Connection; Population Health (community engagement, Community Health Workers, Peer Recovery Specialists, public relations), and Vital Records. Many programs and services take place in the community and in collaboration with partnering organizations. The addition of Community Health Workers over the past few years has enhanced targeted outreach and the ability to reach more community members who face disparities and inequities. CVHD will use the CHNA to develop a Community Health Improvement Plan (CHIP) that is data driven and will help guide their work over the next three years.

Central Virginia Health District is currently in the process of finalizing its CHIP. The main priority areas to be addressed include:

- **Substance Use Disorders with a focus on overdose prevention and recovery efforts**
- **Food Insecurity and Nutrition**
- **Chronic Disease**
- **Coordination of Resources and Community Outreach**
- **Maternal and Child Health**

The CHIP timeline will align with Centra’s timeline.



F. PRIORITY NEEDS TO BE ADDRESSED

The **Priority Areas of Needs** to be addressed by Centra Bedford Memorial Hospital and its 2025-2028 Implementation Plan includes the following:

- **Access to Healthcare Services***
- **Mental Health and Substance Use Disorders & Access to Services***
- **Food Insecurity & Nutrition***

In 2025, all Centra hospitals located in Bedford, Farmville, and Lynchburg Virginia are aligning their strategies and goals by prioritizing Access to Healthcare Services; Mental Health and Substance Use Disorder; and Food Insecurity & Nutrition. These shared focus areas reflect ongoing challenges voiced by community members across the Centra footprint.

Bedford County is designated as a federal Medically Underserved Area and as a Health Professional Shortage Area for Primary Care, Mental Health, and Dental. In addition, the 2024 Bedford Community Health Survey highlighted persistent gaps in care and support services, with 34% of respondents ranking access to healthy food as the most difficult social/support resource to get, and 51% identifying alcohol and illegal drug use as an important health factor affecting the community.

Addressing these priorities requires continued collaboration with local partners, organizations, and community members. As the largest health system in the region, Centra will continue to lead efforts to improve access and reduce barriers to care.

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

Centra Bedford Memorial Hospital 2025-2028 Implementation Plan

Service Area:	Bedford County; Town of Bedford
Target Population:	(1) Medically underserved, low-income or minority populations & those suffering from chronic disease; (2) Geographic area served by the hospital; (3) Targeted populations (i.e. children, women, seniors, cancer patients).
Priority Areas of Focus:	<ul style="list-style-type: none"> • Access to Healthcare Services • Mental Health & Substance Use Disorders and Access to Services • Food Insecurity & Nutrition

Please Note: The timeline for the following workplans is: **Year 1 = 2025–2026** | **Year 2 = 2026–2027** | **Year 3 = 2027–2028**



Priority Area: Access to Healthcare Services

Goal: Expand access to high-quality healthcare that reflects the needs of those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Develop and implement a community health plan that promotes preventative care and chronic disease management through health education, screenings, active participation in community events, and collaboration with local partners to address community-identified needs.	S. Vaught M. Kirby T. Lyttle D. Tuck C. White Nursing Leadership Team	<ol style="list-style-type: none"> 1. Collaborate with LCM's New Tomorrows initiative to align clinical education and outreach with community needs. 2. Support community partners through volunteering, funding, and provider-led education. 3. Incorporate at least one tick-borne illness education into outreach activities. 4. Offer provider-led classes on nutrition, screenings, and preventive care. 5. Attend local events to share preventive health information and connect residents to services. 6. Identify funding resources. 	Years 1–3	Bedford Area	Bedford Christian Ministries Bedford Urban Garden Brook Hill Farm Bedford Community Health Foundation LCM (Lake Christian Ministries) St. John's Shelter Virginia Cooperative Extension Centra Bedford Memorial Hospital (CBMH) Team Centra Medical Group (CMG)	<ol style="list-style-type: none"> 1. Number of collaborative activities or events conducted with LCM 2. Number of community partners engaged & types of support provided (i.e. volunteer hours, funding, education session) 3. Number of attendees at tick-borne educational sessions and materials distributed 4. Number of preventive health classes offered and participant attendance/satisfaction rates. 5. Number of community events attended and education materials or screenings provided. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Achieve Stroke Smart certification by partnering locally to deliver stroke education, raise awareness, and expand community training.	C. White M. Kirby	<ol style="list-style-type: none"> 1. Launch a Community Action Group to lead Stroke Smart efforts. 2. Hold monthly meetings with key stakeholders to coordinate activities. 3. Educate the public on stroke recognition using the BE FAST framework. 4. Track program impact through data on sessions held, participants reached, and materials distributed. 	Years 1–3	Bedford Area	Virginia Department of Health Johnson Health Center Bedford Economic Development Bedford Town Council and Mayor	<ol style="list-style-type: none"> 1. Community Action Group established and meeting schedule maintained. 2. Number of stakeholder meetings held and action items completed. 3. Number of BE FAST educational sessions conducted and attendees reached. 4. Quantity of stroke memory aids distributed and participant feedback collected. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Strengthen support for aging populations by actively participating in the Bedford Area Resource Council's Aging & Eldercare Action Group and Steering Committee to enhance coordination and resource sharing.	M. Kirby M. Hargis P. Young	<ol style="list-style-type: none"> 1. Attend monthly meetings of the Aging & Eldercare Action Group and Steering Committee 2. Share CBMH programs and services relevant to aging populations. 3. Collaborate with members to identify and fill gaps in services for older adults. 	Years 1–3	Bedford Area	Bedford Area Resource Council	<ol style="list-style-type: none"> 1. Number of meetings attended annually 2. Number of CBMH programs promoted through BARC 3. Documented collaborations or referrals addressing gaps in eldercare services. 	Reduce barriers to access and address the healthcare needs of the communities we serve

Priority Area: Access to Healthcare Services *(continued)*

Goal: Expand access to high-quality healthcare that reflects the needs of those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Expand primary and specialty care access by increasing provider coverage and recruitment in the primary service area, ensuring timely and high-quality patient care.	A. Mabry S. Albert G. Allega S. Knight K. Sink	<ol style="list-style-type: none"> 1. Focused recruitment strategy for 3 net new primary care providers - 1 MD (2028) and 2 APP's (2025-2028) for CMG- Bedford & Village 2. Focused recruitment strategy for 1 net new general surgeon- 1 MD (2026) for CBMH 	Years 1–3	Enterprise	Centra Provider Recruitment Team Centra Human Resources & Finance Centra Medical Group (CMG)-Ambulatory Care	<ol style="list-style-type: none"> 1. Number of providers recruited annually and assigned practice site 2. Utilization data- next available appointment; number of completed appointments; no-shows; number of procedures (if applicable, i.e. surgery) 	Grow and retain the Centra provider base to meet community needs and enhance access
Enhance access and experience in primary and urgent care through web-based self-scheduling that streamlines entry to services, laying the foundation for an accessible, system-wide digital front door.	S. Knight G. Allega K. Sink	<ol style="list-style-type: none"> 1. Evaluate Kyrus platform; develop workflows & staff training; pilot online scheduling at Forest Urgent Care & 6 Centra Medical Group (CMG) Primary Care locations 2. Evaluate Year 1 one findings; apply learnings; and expand to additional providers 	Year 1 Years 2–3	Enterprise	Kyrus online scheduling platform	<ol style="list-style-type: none"> 1. Timely deployment of Kyrus platform to support the pilot 2. Volume of appointments scheduled using Kyrus 3. Patient and provider satisfaction rates 	Enhancing a distributed ambulatory network enabled by expanded digital health capabilities and targeted process improvements
Utilize telehealth in primary and urgent care to support access and maintain continuity with existing providers amid evolving CMS guidance.	T. Sprouse P. Young G. Allega P. Brown	<ol style="list-style-type: none"> 1. Current telehealth flexibilities per CMS set to expire 9/30/2025. If extended, continue current primary care and urgent care services. 2. If not extended, offer telehealth services at clinic locations designated as rural in Bedford 	Year 1 & ongoing	Enterprise	CMS Telehealth Regulatory Updates S. Kwasniewski, NP-Urgent Care Telehealth Nurse Practitioner (supporting primary care overflow)	<ol style="list-style-type: none"> 1. Telehealth visits- Primary Care & Urgent Care(Availability of 20 appointments/day at Urgent) 2. Utilization of telehealth- Telehealth PowerBI Dashboard 3. Patient satisfaction 	Enhancing a distributed ambulatory network enabled by expanded digital health capabilities and targeted process improvements
Support continued safe transitions from hospital to home for Medicare and Medicare Advantage patients through Transitional Care Management (TCM), using clinical navigators to coordinate follow-up care and community resources that reduce readmissions and improve long-term outcomes.	S. Brown K. Cartwright T. Williams	<ol style="list-style-type: none"> 1. Clinical Navigators track daily and coordinate care for patients discharged from all 4 hospitals who have identified as having a CMG PCP . 2. Based on readmission risk, processes in place to determine how often Navigators do telephonic outreach with follow-up for at least 30 days. 3. Follow-up appointment with Primary Care Provider in 14 days after discharge. 	Years 1–3	Enterprise	Centra Medical Group- Ambulatory Care Centra Quality & Safety	<ol style="list-style-type: none"> 1. Monthly TCM completed encounters for all CMG PCP's (S. Brown) (Target >75% monthly) 2. Premiere data for hospital readmissions- all payers (A. Nguyen) 3. % of Admits with a readmit within 30-days (ACO quarterly report for Medicare beneficiaries only) (S. Brown) 4. Annual quality measures- ACO (S. Brown) 	Enhance quality, clinical outcomes, safety and operational performance.

Priority Area: Access to Healthcare Services *(continued)*

Goal: Expand access to high-quality healthcare that reflects the needs of those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
<p>Optimize the integrated Social Determinants of Health (SDOH) screening & referral system in the acute care setting to strengthen connections to community resources, monitor referral outcomes, and use data to address emerging social needs and improve patient care.</p>	<p>J. Rioux P. Young S. Brown K. Cartwright C. Meinhard K. Mills J. Preston T. Sprouse S. Vaught</p>	<p>1. Continue to lead efforts with acute care teams to meet the JC/CMS health equity requirements for SDOH screenings upon admission for patients 18 years of age and older. 2. Ensure that there is a continuum of care for referrals for positive screenings that are not complete upon patient discharge. 3. Beginning in 2025, convene quarterly hospital leadership team meetings to review positive SDOH screening data, identify barriers/needs, and develop targeted interventions.</p>	Years 1–3	Enterprise	<p>“Protocol for Responding to & Assessing Patients’ Assets, Risks, & Experiences” (PRAPARE) SDOH Screening Tool & Unite VA Referral System integrated into Cerner</p>	<p>1a. Power BI SDOH Dashboard & Quarterly Summary Reports; Measurements by facility include: Patient demographics; % positive screenings by zip code & dx; analysis by question asked; screening rates analysis; case management referrals. 1b. Unite Virginia Insights for platform referrals (if applicable) 2a. Pool developed for Centra teams who follow-up on incomplete referrals upon discharge. 2b. % completion rate of referrals after discharge. 3. Quarterly meetings-minutes & attendance addressing barriers/needs and targeted interventions</p>	Reduce barriers to access and address the healthcare needs of the communities we serve
<p>Integrate Community Health Workers into the Centra Medical Group (CMG) team-based care model to enhance patient support, improve care coordination, and reduce barriers to care by addressing social drivers of health.</p>	<p>J. Rioux P. Young G. Allega S. Knight S. Vaught</p>	<p>1. Increase Community Health Workers (CHWs) from 1 FTE to 5 FTEs 2. Imbed newly hired CHW’s in CMG Farmville, Lynchburg Family Medicine Residency, & CMG Bedford primary care locations 3. Provide CHW certification training 4. Establish Z-code billing process for CHW services 5. Explore funding opportunities with Bedford Department of Social Services</p>	Years 1–3	Enterprise	<p>Virginia Hospital & Healthcare Association Virginia Department of Health Bedford Department of Social Services</p>	<p>1. Recruit and hire 4 CHW’s in 2025 2. Orientation provided at each site 3. CHW certification obtained 4. Revenue stream established for CHW’s and annual ROI measured (by Year 3)</p>	Reduce barriers to access and address the healthcare needs of the communities we serve

Priority Area: Access to Healthcare Services *(continued)*

Goal: Expand access to high-quality healthcare that reflects the needs of those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Leverage Community Health Workers within primary care teams to enhance access by conducting social needs screenings and facilitating referrals to community resources.	J. Rioux P. Young G. Allega S. Knight	<ol style="list-style-type: none"> Increase the number of SDOH screenings & referrals by expanding the inclusion criteria for patients screened at CMG locations Convene quarterly hospital leadership team meetings to review positive SDOH screening data, identify barriers/needs, and develop targeted interventions. 	Years 1–3	Enterprise	“Protocol for Responding to & Assessing Patients’ Assets, Risks, & Experiences” (PRAPARE) SDOH Screening Tool & Unite VA Referral System integrated into Cerner	<ol style="list-style-type: none"> Cerner Health Analytics data- patient demographics, dx, % screenings & number of referrals complete Expand current inclusion criteria for patients screened for SDOH's at primary care locations (currently only screening diabetics) Quarterly meetings-minutes & attendance addressing barriers/needs and targeted interventions 	Reduce barriers to access and address the healthcare needs of the communities we serve
Organize quarterly focus groups in strategically selected communities to highlight Centra's ongoing community initiatives, foster meaningful dialogue with local residents and key stakeholders, collect actionable feedback, and identify emerging community priorities to inform future planning.	J. Rioux P. Young Community Health Workers	<ol style="list-style-type: none"> Develop outreach strategies in targeted communities, populations; establish objectives and format for meetings; conduct one meeting by Q4- 2025 Evaluate Year 1 process/findings & finalize standard focus group format; Train additional facilitators as need; Identify target communities for the year; Conduct 1 meeting per quarter in a new community Review data to determine trends; Ensure feedback is communicated internally to Centra Leadership; Identify community champions and engage them in community-driven initiatives 	<p>Year 1</p> <p>Year 2</p> <p>Year 3</p>	Enterprise	Community stakeholders in targeted communities	<ol style="list-style-type: none"> Focus group format Post-event summary report & follow-up/updates to participants (i.e. “You Said, We Did”) Themes and community needs tracked Presentations to Centra Leadership/Boards of Directors 	Reduce barriers to access and address the healthcare needs of the communities we serve
Ensure the 2025-2028 CHNA Implementation Plan (IP) meets with success through a continuous improvement process	P. Young T. Angelo J. Frenchik S. Vaught	<ol style="list-style-type: none"> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement Present Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly 	Years 1–3	Enterprise	Centra Community Health Services CHNA IP Leadership Team Community Benefit Committee Centra Boards of Directors	<ol style="list-style-type: none"> Track progress of Implementation Plans quarterly and adjust as needed Quarterly updates to Centra Community Benefit Committee & Boards of Directors 	

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

Goal: Deliver a comprehensive continuum of mental health and substance use services that reflect community needs and ensure accessible care for those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Strengthen existing partnerships to enhance delivery of mental health and substance use services, ensuring coordinated, accessible care that reflects community needs.	S. Vaught M. Kirby C. White	<ol style="list-style-type: none"> 1. Serve on Bedford Area Resource Council (BARC) sub-committee to support development of a Trauma Informed Community Network (TICN) in Bedford 2. Strengthen collaboration with Bedford County Public Schools and Bedford Department of Social Services (DSS) to expand access to mental health & substance use resources. 3. Continue regular Centra-led Mental Health Collaborative meetings to coordinate efforts with community leaders and service providers 	<p>Year 1</p> <p>Year 2</p> <p>Years 1–3</p>	Bedford Area	BARC Horizon Behavioral Health Bedford County Public Schools Bedford Department of Social Services	<ol style="list-style-type: none"> 1. Participation in BARC TICN sub-committee meetings & contributions to TICN planning efforts. 2. Number of joint initiatives with Bedford County Public Schools and DSS including development of student & patient protocols with DSS 3. Provide mental health & substance use resources to all families in Bedford County Public Schools 4. Attendance at Mental Health Collaborative meetings & documented outcomes from collaborative activities. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Raise awareness of behavioral health and substance use resources by promoting available services through community outreach, education, and partnerships.	M. Kirby S. Vaught E. Salasin C. White	<ol style="list-style-type: none"> 1. Participate in the BARC Minds Together action group to stay informed on behavioral health and substance use resources. 2. Partner with local organizations through events, volunteer efforts, grants, and community education. 3. Collaborate with Centra behavioral health providers to host educational presentations for the public. 4. Promote Centra's expanded behavioral health services to patients and the broader community. 5. Update and distribute current resource lists in the ED and primary care settings. 	<p>Years 1–3</p> <p>Year 2</p>	Bedford Area	BARC Brook Hill Farm Bedford Urban Garden Horizon Behavioral Health Mental Health Collaborative Partners Minds Together Virginia Cooperative Extension Virginia Department of Health Centra Behavioral Health	<ol style="list-style-type: none"> 1. Number of BARC Minds Together meetings attended and resources identified or shared. 2. Count of partnerships or events held with local behavioral health and substance use organizations. 3. Number of educational presentations hosted and participants reached. 4. Reach of communications promoting Centra's expanded behavioral health services (e.g., materials distributed, social media engagement). 5. Frequency of resource list updates and number of copies distributed in ED and primary care settings. 	Reduce barriers to access and address the healthcare needs of the communities we serve

Priority Area: Mental Health & Substance Use Disorders and Access to Services *(continued)*

Goal: Deliver a comprehensive continuum of mental health and substance use services that reflect community needs and ensure accessible care for those served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Increase awareness and appropriate use of Adult Psychiatric Urgent Care as an alternative to the emergency department (ED) for individuals in mental health crisis, ensuring timely access to specialized behavioral health support.	A. Creasy	<ol style="list-style-type: none"> Beginning Q2- 2025 launch of marketing & communication strategy to increase awareness of the resource Increase utilization of Urgent Care services 	Years 1–3	Enterprise	Centra Marketing Business Partner Centra Marketing & Communications	<ol style="list-style-type: none"> Referrals to Psychiatric Urgent Care & referral source (i.e. ED, EmpATH, other sites) Volume of visits Patient dispositions Follow-up visits with Psychiatrist (as indicated) Patient demographics Decreased ED utilization for mental health crisis 	Reduce barriers to access and address the healthcare needs of the communities we serve
Through a joint venture between Centra and LifePoint, open a new 72-bed behavioral health hospital in Lynchburg, increasing regional capacity by 20% and expanding inpatient care options for patients referred from hospitals in the region.	I. Gama	<ol style="list-style-type: none"> Anticipated opening Spring 2026 Track utilization and capacity 	Year 2 Year 3	Enterprise	Centra Virginia Baptist Hospital Centra Bedford Memorial Hospital Centra Southside Community Hospital Centra Behavioral Health LifePoint Board of Managers-Centra & LifePoint	<ol style="list-style-type: none"> Bed capacity and utilization increased by 20% Volume of visits Patient dispositions Follow-up visits with Psychiatrist (as indicated) Patient demographics Decreased ED utilization for mental health crisis 	Reduce barriers to access and address the healthcare needs of the communities we serve
Ensure the 2025-2028 CHNA Implementation Plan (IP) meets with success through a continuous improvement process	P. Young T. Angelo J. Frenchik S. Vaught	<ol style="list-style-type: none"> Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement Present Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly 	Years 1–3	Enterprise	Centra Community Health Services CHNA IP Leadership Team Community Benefit Committee Centra Boards of Directors	<ol style="list-style-type: none"> Track progress of Implementation Plans quarterly and adjust as needed Quarterly updates to Centra Community Benefit Committee & Boards of Directors 	

Priority Area: Food Insecurity & Nutrition

Goal: Partner with community programs to reduce food insecurity and expand access to nutritious food, supporting optimal nutrition for those most in need served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Evaluate the development of a food prescription program to address food insecurity and improve nutrition for patients through clinical and community partnerships.	M. Kirby S. Manoah S. Vaught C. White P. Young	<ol style="list-style-type: none"> 1. Assess community need, clinical readiness, and potential partners for a food prescription program. 2. Design a pilot model for the program 3. Launch the pilot and integrate the food prescription program within a Centra Medical Group (CMG) practice in Bedford. 4. Evaluate the pilot program outcomes and adjust accordingly. 	<p>Year 1</p> <p>Years 1–2</p> <p>Years 2–3</p> <p>Year 3</p>	Bedford Area	Bedford Community Health Foundation Bedford Dept. of Social Services Bedford Urban Garden (BUG) Lynchburg Grows Master Gardeners/Giving Garden Virginia Cooperative Extension (VCE) YMCA Garden CMG Ambulatory Care Centra Nutrition Services	<ol style="list-style-type: none"> 1. Completion of readiness assessment and pilot program design. 2. Number of clinical and community partners engaged. 3. Launch of pilot in one primary care site. 4. Number of patients enrolled and number of food prescriptions redeemed. 5. Patient pre- and post satisfaction surveys. 6. Provider input on program integration. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Identify and support organizations that connect individuals and families to food resources, strengthening the local food access network for those served by Centra Bedford Memorial Hospital.	M. Kirby S. Vaught D. Edwards D. Tuck C. White	<ol style="list-style-type: none"> 1. Expand distribution of Lynchburg Daily Bread Meal Kits to eligible patients identified through clinical and community referrals. 2. Organize regular food drives at Centra Bedford Memorial Hospital to support Bedford Christian Ministries. 3. Support community food organizations through staff volunteering, grant funding, and nutrition-focused clinical education. 4. Attend monthly BARC meetings Healthy Foods Action Group. 	<p>Year 2</p> <p>Years 1–3</p> <p>Years 1–3</p>	Bedford Area	Lynchburg Daily Bread Bedford Christian Ministries/Lake Christian Ministries Bedford Cannery BUG Master Gardeners/Giving Garden Shepherd's Table Smith Mountain Lake Good Neighbors VCE CBMH Auxiliary	<ol style="list-style-type: none"> 1. Number of patients receiving Lynchburg Daily Bread Meal Kits increasing from 4 to 12. 2. Frequency and total amount of food collected through hospital-based food drives. 3. Number of volunteer hours, funding contributions, and educational sessions provided to community partners. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Develop outreach that promotes nutrition and increases awareness of available food resources for individuals and families served by Centra Bedford Memorial Hospital.	M. Kirby S. Vaught D. Tuck C. White	<ol style="list-style-type: none"> 1. Deploy Centra providers and nutritionists to community events to deliver culturally relevant nutrition education and cooking demonstrations. 2. Partner with local organizations to integrate these sessions into existing community gatherings, enhancing reach and engagement. 3. Provide educational materials that link food choices to good health. 	Years 2–3	Bedford Area	Bedford Economic Development Farmers Market Bedford LEAP Mobile Market Local Community Centers VCE	<ol style="list-style-type: none"> 1. Provide educational events quarterly 2. Total participants engaged in demonstrations 3. Percentage of attendees reporting increased knowledge of healthy eating/cooking practices 4. Number of partnerships and sessions with community organizations 5. Educational material distributed. 	Reduce barriers to access and address the healthcare needs of the communities we serve

Priority Area: Food Insecurity & Nutrition *(continued)*

Goal: Partner with community programs to reduce food insecurity and expand access to nutritious food, supporting optimal nutrition for those most in need served by Centra Bedford Memorial Hospital.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Evaluate Centra's capacity to implement "Food Pharmacy" initiatives in collaboration with Regional Food Bank partners leading "Food is Medicine" efforts, supporting a system-wide approach to food insecurity.	P. Young G. Allega K. Cartwright S. Lang T. Lyttle S. Manoah W. Roberts	1. Conduct "Potential Food Pharmacy Partner Check List" to determine feasibility of program 2. Identify resources needed for potential Food Pharmacy sites 3. Operationalize Food Pharmacy in primary care locations.	Year 1 Year 1 Timeline for #3 dependent on # 1 & 2	Enterprise	Blue Ridge Area Food Bank Feedmore Feeding America Southwest VA	1. Potential Food Pharmacy Partner Check List completed 2. Pro-forma developed for potential Food Pharmacy sites 3. Other measures TBD if operationalized.	Reduce barriers to access and address the healthcare needs of the communities we serve
Ensure the 2025-2028 CHNA Implementation Plan (IP) meets with success through a continuous improvement process	P. Young T. Angelo J. Frenchik S. Vaught	1. Convene quarterly meetings with the Centra Implementation Plan Leadership Team to share best practices & opportunities for improvement 2. Present Implementation Plan updates to the Community Benefit Committee & Centra Board of Directors quarterly	Years 1–3	Enterprise	Centra Community Health Services CHNA IP Leadership Team Community Benefit Committee Centra Boards of Directors	1. Track progress of Implementation Plans quarterly and adjust as needed 2. Quarterly updates to Centra Community Benefit Committee & Boards of Directors	

G. PRIORITY NEEDS NOT ADDRESSED

While Centra Bedford Memorial Hospital's (CBMH) Implementation Plan does not include goals and strategies for all ten Priority Areas identified in the 2024 Bedford Area Community Health Needs Assessment, we recognize and value the work of community partners addressing these needs. CBMH will continue to align and collaborate with these partners, including the Bedford Area Resource Council (BARC) Action Groups, the Central Virginia Health District (CVHD), and others, to maintain open communication, track progress, and monitor community impact.

The following outlines the Priority Areas not addressed in this plan and organizations actively working to meet those needs (not necessarily all inclusive).

- **Issues Impacting Children & their Families – Child Abuse & Neglect; Childcare:** Bedford County Department of Social Services; Bedford Area Family YMCA; HumanKind; CASA of Central Virginia; FIVE18 Family Services; and Lynchburg Community Action Group.

- **Homelessness and Housing:** Miriam's House; Greater Lynchburg Habitat for Humanity; BARC - Bedford Area Housing Coalition; and Central Virginia Continuum of Care.

- **Transportation:** Central Virginia Alliance for Community Living (Bedford Ride); Otter Bus; Faith-based organizations; BARC; and the Bedford Community Health Foundation.

- **Aging and Eldercare:** Central Virginia Alliance for Community Living and BARC.

- **Dental Care & Dental Problems:** Free Clinic of Central Virginia and Johnson Health Center.

- **Coordination of Resources & Community Outreach:** BARC; Central Virginia Continuum of Care; Bedford Get Together; Bedford Community Health Foundation; and Lynchburg Community Action Group.

- **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.



H. RESOURCES

The following resources are needed to successfully execute the Bedford Area Implementation Plan for the years 2025-2028. Centra's Community Health Services 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. From 2022-2024, community grants and sponsorships totaled \$5.8 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 Board of Directors' 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 \$4.67 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. Centra and Centra Bedford Memorial Hospital (CBMH) will continue to support and have representation on the Bedford Area Resource Council. In addition, the CBMH team will assess other initiatives, partnerships and coalitions ensuring its involvement in opportunities addressing the priority needs identified in the 2024 CHNA.

For the 2024 Bedford Area Community Health Needs Assessment, a list of community resources that address each of the top ten Priority Areas of Need was created. This list of available resources was developed using Virginia 2-1-1 Information and Referral system, resources collected from Stakeholder Focus Group responses, and other web-based resource lists. This information serves to inform Centra and other community stakeholders about existing programs and resources that can support the development of Centra's Implementation Plan and other community responses to address need and improve health outcomes. The list of resources is included in the Appendix.



I. ONGOING MONITORING AND EVALUATION

Centra will monitor and evaluate the goals and strategies in the 2025-2028 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 at least once annually to the CBMH Board of Directors, and quarterly to the Centra Community Benefit Committee and Centra Board of Directors. Ultimately these Boards of Directors, the Community Benefit Committee, and Centra Community Health Services are responsible for the effectiveness of this Plan.



J. PLAN APPROVALS AND DISSEMINATION

The 2025-2028 Centra Bedford Memorial Hospital Implementation Plan for the Bedford Area was presented for approval to the Centra Bedford Memorial Hospital Board of Directors on April 22, 2025; and the Centra Health Board of Directors on April 28, 2025.

The Plan is publicly available on the Centra website at:

<https://www.centrahealth.com/community-resources/community-health#chna>.



K. APPENDIX

The following document is included in the appendix:

1. 2024 Bedford Area Community Resources



2024 Bedford Priority Area of Needs and Community Resources

Ranking	2024 Priority Area of Need	Resources Available
1	Mental Health & Substance Use Disorders & Access to Services	<p>Mental Health & Substance Abuse Treatment Services Avenues to Wellness Horizon Behavioral Health Celebrate Recovery Pathways Treatment Center Centra – EmPATH Unit, Bridges Treatment Center, Centra Medical Group Mount Regis Center Oxford Houses The Haven UP Foundation Impact Living Services Roads to Recovery Addiction Allies Johnson Health Center Community Access Network – Hope Initiative BrightView Anderson Counseling Services Dogwood Counseling Center Acute Psychiatric Inpatient – Virginia Baptist Hospital Thriveworks Minds Together The Madeline Centre Focus Psychiatry and Wellness</p> <p>Crisis Intervention Prevention Bedford Domestic Violence Services YWCA Central VA - Sexual Assault Response Program Horizon Behavioral Health Embrace Healthy Solutions Agape Center RAINN Hotline for Sexual Violence National Suicide Prevention Line</p>
2	Access to Healthcare Services	<p>Medical Services Bedford Community Health Center Free Clinic of Central Virginia Centra Health & Centra Medical Group Centra Bedford Memorial Hospital Community Access Network Virginia Department of Medical Assistance Services VA Medical Center Carilion Clinic</p> <p>Prescription Assistance FamilyWize Discount Card Free Clinic of Central Virginia – MedsHelp Virginia Medication Assistance Program (VA MAP) GoodRx</p> <p><i>continued on next page...</i></p>

Ranking	2024 Priority Area of Need	Resources Available
		<p>Virginia Department of Health Central Virginia Health District <i>Bedford County Health Department</i> <i>Lynchburg Health Department</i></p>
3	Food Insecurity & Nutrition	<p>Food / Food Pantries Agape Center Bedford Christian Ministries Bedford Church of God Bonsack Baptist Church Churches of Urban Ministry Lake Christian Ministries Lynchburg Daily Bread Salvation Army Shepherds Table Virginia Cooperative Extension Blue Ridge Area Food Bank Interfaith Outreach Ministries Bedford County Department of Social Services Park View Community Mission Society of St. Andrew Bedford Community Christmas Station Lynchburg Grows Central Virginia Alliance for Community Living Meals on Wheels Farmers' Market – Bedford, Forest, & Moneta SML Good Neighbors</p>
4	Issues Impacting Children & their Families: Childcare, Child Abuse/Neglect	<p>Childcare – Financial Assistance Lynchburg Community Action Group Bedford County Department of Social Services Bedford Area Family YMCA Bright Beginnings Central Virginia Mary Bethune Academy</p> <p>Childcare – Resources and Referrals HumanKind 2-1-1 Virginia Bright Beginnings Central Virginia Bedford Area Family YMCA</p> <p>Child/Infant Car Seats Lynchburg Police Department Bedford County Sheriff's Office Central Virginia Health District <i>Bedford County Health Department</i> <i>Lynchburg Health Department</i> Bedford County Department of Social Services</p> <p><i>continued on next page...</i></p>

Ranking	2024 Priority Area of Need	Resources Available
		<p>Child Protective Services CASA of Central Virginia Bedford County Department of Social Services Childhelp National Child Abuse Hotline Children’s Advocacy Center of Bedford</p> <p>Children & Family Recreation Bedford County Parks & Recreation Department Bedford Area Family YMCA Virginia Cooperative Extension Girls on the Run Central Virginia & Blue Ridge Claytor Nature Center Girl Scouts of Virginia Skyline Council Boy Scouts of America, Blue Ridge Mountains Council Camp Kum Ba Yah</p> <p>Parenting Skills & Family Support HumanKind FIVE18 Family Services Impact Living Services The Madeline Centre</p>
5	Homelessness & Housing	<p>Housing College Hill Apartments James Crossing Apartments Raintree Village Apartments Lynchburg Covenant Fellowship Mill Woods Apartments Pinecrest Apartments Peaks Crossing Apartments Liberty Manor Apartments Salem Court Apartments Powder Horn Apartments Hillcrest Apartments (Seniors) John Early Apartments (Seniors) Meadows Apartments (Disabled) McGurk House (Seniors) RUSH Homes (Disabled) Joseph’s Dream Apartments (Seniors) USDA Rural Development Bedford Redevelopment & Housing Authority</p> <p>Shelters & Transitional Housing Coordinated Homeless Intake and Access (CHIA) Bedford Domestic Violence Services Homes of Hope Lighthouse Community Center</p> <p><i>continued on next page...</i></p>

Ranking	2024 Priority Area of Need	Resources Available
		<p>Shelters & Transitional Housing (cont.) Salvation Army Miriam’s House YWCA Domestic Violence Shelter YWCA Residential Program Oxford Houses Central Virginia Continuum of Care (CVCoC)</p> <p>Housing Weatherization & Rehabilitation Central Virginia Alliance for Community Living (Senior Services) Lynchburg Community Action Group Interfaith Outreach Association Southeast Rural Community Assistance Project (SERCAP)</p>
6	Transportation	<p>Transportation Bedford Ride Otter Bus ModivCare (Medicaid Transportation) Johnson Health Center – Appointment Transportation Dial-A-Ride / New Freedom</p>
7	Aging & Eldercare	<p>Senior Services Bedford County Parks and Recreation Bedford Ride Bedford Get Together Central Virginia Alliance for Community Living Generation Solutions Home Instead Meals on Wheels Bedford Adult Day Center Raspberry Hill Adult Daytime Center Bedford County Department of Social Services AARP Virginia Alzheimer’s Association Centra PACE Virginia Department for Aging & Rehabilitative Services</p> <p>Veterans Lynchburg Area Veterans Council Virginia Department of Veterans Services</p> <p>Disability Services & Rehabilitation The ARC of Central Virginia Lynchburg Area Center for Independent Living (LACIL) Achieve of Central Virginia RUSH Homes Virginia Department for Aging & Rehabilitative Services Harmony Day Support The Hive Day Services Special Olympics</p>

Ranking	2024 Priority Area of Need	Resources Available
8	Dental Care & Dental Problems	<p>Dental Services Free Clinic of Central Virginia Community Access Network Bedford Community Health Center Bedford County Health Department VA Medical Center</p>
9	Coordination of Resources & Community Outreach	<p>Community Partnerships & Coalitions Blue Ridge Re-Entry Council Bedford Area Resource Council (BARC) Central Virginia Continuum of Care (CVCoC) Bedford Community Coalition Bedford Domestic Violence Coalition Bedford Area Chamber of Commerce Bedford NAACP Bedford Get Together Rotary Club of Bedford</p> <p>Community Philanthropic Organizations Centra – Community Health Bedford Community Health Foundation United Way of Central Virginia Virginia Early Childhood Foundation</p> <p>Financial & Job Assistance Virginia Career Works Lynchburg Community Action Group Virginia Employment Commission Interfaith Outreach Association Bedford Christian Ministries</p> <p>Legal Assistance Virginia Legal Aid Society</p> <p>Public Safety & Disaster Relief American Red Cross – Blue Ridge Bedford Police Department Gleaning for the World Bedford County Sheriff’s Department / Emergency Services Virginia State Police</p>
10	Chronic Disease	<p>Health Education Centra Health Community Access Network Johnson Health Center Carilion Clinic Virginia Cooperative Extension American Cancer Society American Diabetes Association Alzheimer’s Association</p>