



CENTRA



LYNCHBURG-AREA

Community Health Needs Assessment - Implementation Plan

2025-2028

**CITY OF LYNCHBURG AND AMHERST, APPOMATTOX,
CAMPBELL AND PITTSYLVANIA COUNTIES**

Approved by Centra Board of Directors April 28, 2025

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

Centra Lynchburg General Hospital | Centra Virginia Baptist Hospital

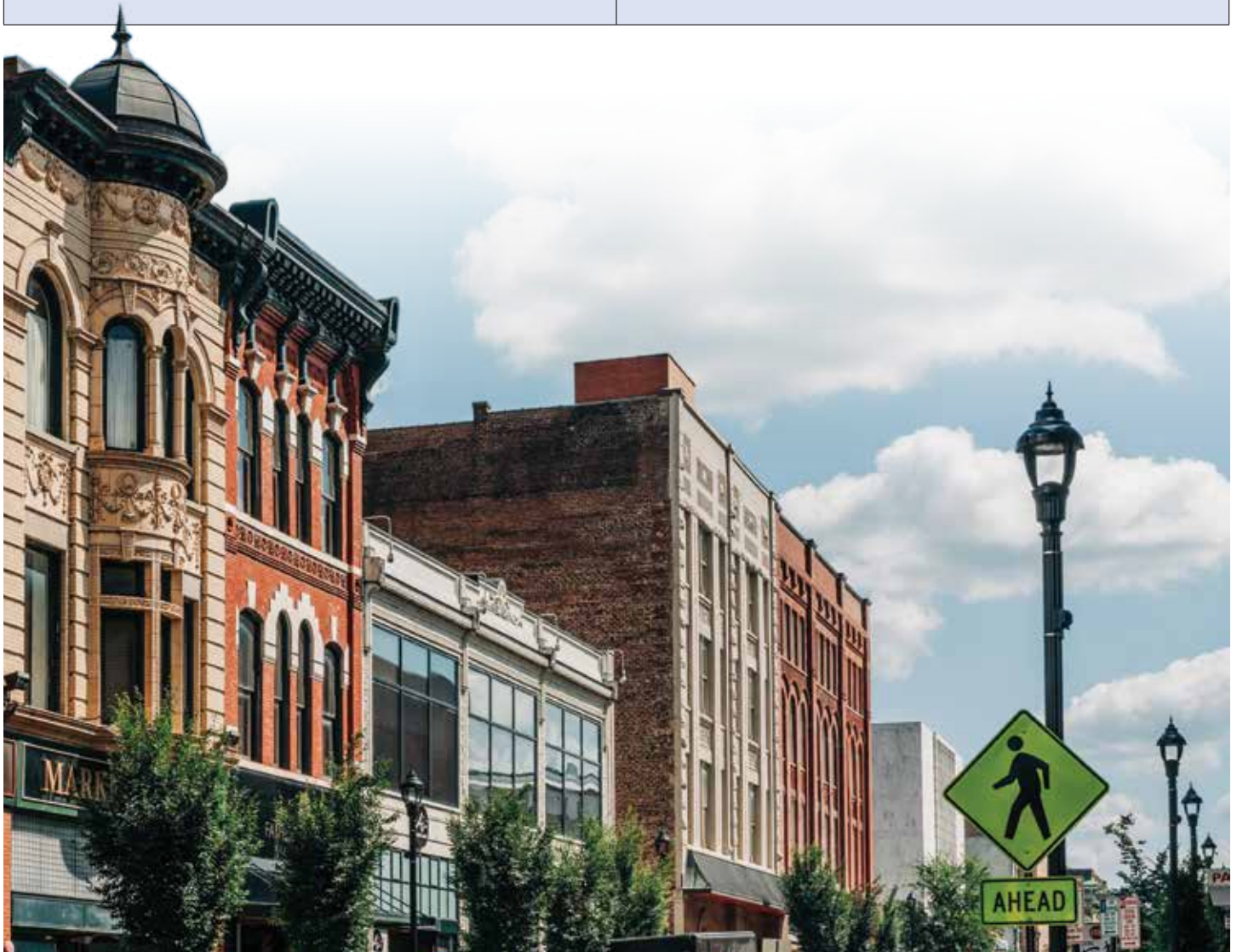
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2025–2028 IMPLEMENTATION PLAN

Centra Hospitals (Centra Lynchburg General and Virginia Baptist Hospitals)
(Lynchburg Area)

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



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 Lynchburg General Hospital (LGH), a 358-bed facility, features ten operating rooms, eight medical-surgical units, four critical care units, three intermediate care units and a dedicated pediatric unit, making it the core provider of acute inpatient care in central Virginia. In addition to housing a cardiovascular pavilion, electrophysiology (EP) lab and the commonwealth's first Emergency Psychiatric Assessment, Treatment, and Healing (EmPATH) Unit for patients experiencing mental health crises, LGH is also a Level II Trauma Center, delivering emergency and critical care services to over 100,000 patients annually.

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



B. SCOPE AND PURPOSE OF THE IMPLEMENTATION PLAN

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

The completion of both the triennial Community Health Needs Assessment (CHNA) and successful execution of the associated Implementation Plan ensures compliance with the Patient Protection and Affordable Care Act of 2010 which is promulgated in regulation by the Internal Revenue as documented annually in Centra's Form 990- Schedule H. The 2025-2028 Centra Hospitals Implementation Plan has been prepared to comply with federal tax law requirements set forth by the Department of the Treasury, Internal Revenue Service, 26 CFR Parts 1 and 53 and reflects the final rules issued on December 31, 2014. This Implementation Plan describes Centra Hospitals' planned response to the needs identified in the 2024 Lynchburg 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 the communities served. It is used to support the system's mission which is *"to improve the health and quality of life for the communities we serve."*

Centra formalized a strategy in 2022 that included the modernization plan now underway in the City of Lynchburg with the construction of the Medical Office Building on Langhorne Road and the groundbreaking for the new medical campus on Simons Run for Psychiatry & Behavioral Health and Rehabilitation hospitals. In addition, there are various projects to prepare for the construction of Tower A at Centra Lynchburg General Hospital.

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.



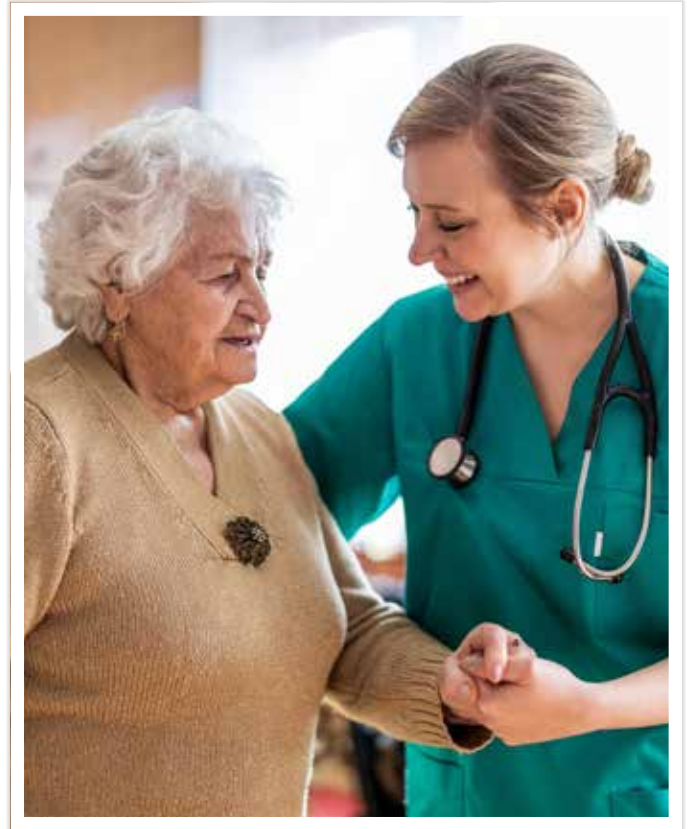
C. SERVICE AREA AND TARGET POPULATION

The service area for the 2025-2028 Lynchburg Area Implementation Plan includes the City of Lynchburg and Amherst, Appomattox, Campbell and Pittsylvania counties.

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.

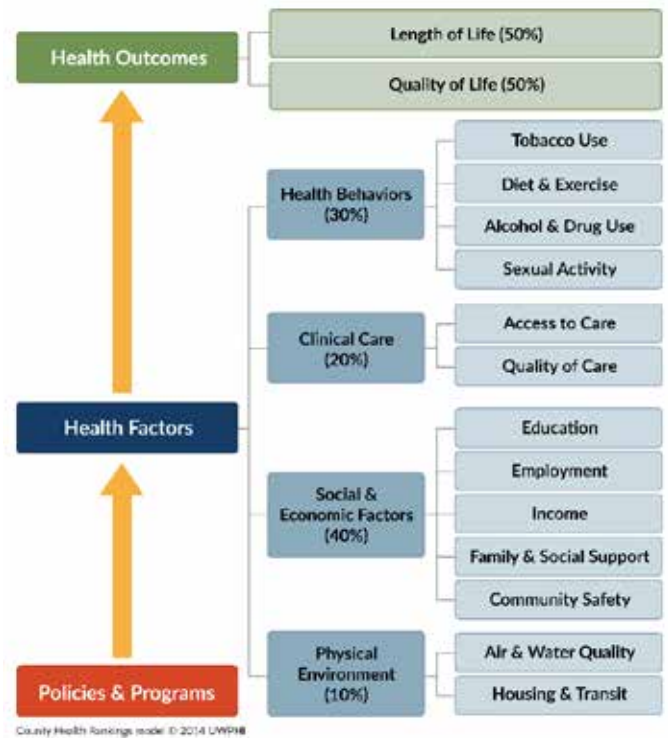
Finally, Centra is committed to ensuring that this Implementation Plan provides programs, resources, and outreach that closes health gaps in needy communities, allowing everyone to be as healthy as possible, regardless of where they live, their background, or abilities.



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

The 2024 Lynchburg 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 Lynchburg service area for 2021-2023 are in the 2nd to 3rd quartile for “Health Outcomes”, which is a measure of morbidity and mortality and how healthy a locality is today, and the 2nd to 4th 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
Amherst	55	70	65	65	64	69	9	-1
Appomattox	75	86	72	79	76	75	1	-11
Campbell	44	74	50	75	45	77	1	3
Pittsylvania	90	98	98	101	95	103	5	5
Lynchburg City	72	60	73	53	74	48	2	-12

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 Lynchburg Area for 2024 reveal distinct changes in which locality is considered healthier as compared to similar localities nationally. Based on these new metrics, Pittsylvania County is the healthiest locality for both “Health Outcomes” and “Health Factors”. With the previous methodology, Pittsylvania County was the least healthy locality.

Health Outcomes		
County	National Group Rank	Health Group Range
Pittsylvania	5	0.22 to 0.56
Lynchburg City	6	-0.1 to 0.21
Amherst	6	-0.1 to 0.21
Appomattox	7	-0.4 to -0.11
Campbell	7	-0.4 to -0.11

Health Factors		
County	National Group Rank	Health Group Range
Pittsylvania	4	0 to 0.23
Appomattox	5	-0.22 to 0
Amherst	5	-0.22 to 0
Lynchburg City	6	-0.44 to -0.22
Campbell	6	-0.44 to -0.22



The 2024 Lynchburg Area Prioritization of Needs Top 10 rankings follow. These priority areas are based on the importance placed on areas of need identified in primary data collected through the Community Health Survey, 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 Lynchburg Area Top 10 Ranked Priority Areas of Need

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

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



E. DEVELOPMENT OF THE 2025 - 2028 CENTRA HOSPITALS IMPLEMENTATION PLAN

[LYNCHBURG GENERAL (LGH) AND VIRGINIA BAPTIST HOSPITALS (VBH)]

Centra Hospitals' (LGH/VBH) 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 Centra Hospitals Implementation Plan.

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

Ea. CENTRA IMPLEMENTATION PLAN LEADERSHIP TEAM

The 2025-2028 Centra Hospitals [Lynchburg General (LGH) and Virginia Baptist Hospitals (VBH)] 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. 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.



EC. PITTSYLVANIA-DANVILLE HEALTH DISTRICT COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP)

The **Pittsylvania-Danville Health District** serves Pittsylvania County and Danville City with a population of approximately 101,400. The City of Danville is more of an urban area, while Pittsylvania County is very rural; Pittsylvania County is the largest county by landmass in the state of Virginia. The Health District offers a variety of services including vital records services; Women, Infants, and Children (WIC); family planning clinics; restaurant, campground, hotel, jail, pool, migrant labor camp, and summer camp inspections; onsite well and septic services; rabies investigations; infectious disease tracing; outreach; and vaccinations.

The Health Collaborative is a convener of nonprofit organizations and other community stakeholders serving Pittsylvania County, the City of Danville, and Caswell County, North Carolina. The Health Collaborative unites and empowers their community partners to create a healthy and thriving region. Their approach is rooted in collaboration and fueled by collective knowledge, experiences, and passion.

The Health District is currently working on their Community Health Improvement Plan (CHIP) based on the findings of the 2024 Lynchburg Area CHNA. They will work closely with The Health Collaborative to evaluate areas of focus with the goal of improving the overall health of the community.

The main priority areas to be addressed in the Pittsylvania-Danville Health District CHIP include:

- **Transportation**
- **Housing**
- **Food Insecurity**
- **Maternal and Child Health**
- **Chronic Disease**



F. PRIORITY NEEDS TO BE ADDRESSED

The **Priority Areas of Needs** to be addressed by Centra Hospitals (Lynchburg General and Virginia Baptist Hospitals) and their 2025-2028 Implementation Plans includes the following:

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

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. Additionally, Centra Hospitals will be addressing Coordination of Resources and Outreach focused on improved communication and knowledge of existing resources in the area.

Except for Campbell County, all localities in the Lynchburg Area are designated as federal Medically Underserved Areas and as Health Professional Shortage Areas for Primary Care, Mental Health, and Dental. In addition, the 2024 Lynchburg Community Health Survey highlighted persistent gaps in care and support services, with 65% of respondents identifying mental health problems as a major health issue and 54% ranking access to healthy foods as a key health factor. Additionally, 49% reported mental health and counseling services as the most difficult to access. Focus group participants in Amherst County further emphasized limited awareness of available resources in 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 Hospital 2025-2028 Implementation Plan

Service Area:	City of Lynchburg, Counties of Amherst, Appomattox, Campbell, Pittsylvania
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 • Coordination of Resources & Community Outreach
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 Lynchburg General and Virginia Baptist Hospitals.

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 22 net new primary care providers - 6 MD's (2025-2028) and 16 APP's (2025-2028) for the Lynchburg service area 2. Focused recruitment strategy for 36 net new specialty care providers for the Lynchburg service area <ol style="list-style-type: none"> a. Behavioral Health- 2 MD's (2025 & 2027) and 1 APP (2026) b. Acute Medicine- 3 MD's (2025-2027) and 2 APP's (2025-2026) c. Women's & Children's- 4 APP's (2025- 2028) d. Surgical Services- 4 MD's (2026-2028) & 2 APP's (2026-2027) e. Oncology- 1 MD (2028) & 3 APP's (2026-2028) f. Brain & Spine- 1 MD (2023) & 2 APP's (2025 & 2028) g. HVI- 7 MD's (2025-2028) & 4 APP's (2025-2028)" 	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, brain & spine, HVI) 	Grow and retain the Centra provider base to meet community needs and enhance access
Establish a conveniently located multi-specialty medical office building (MOB) near Lynchburg General Hospital (LGH) to consolidate specialty services, streamline care coordination, and improve timely access to high-quality, patient-centered care.	S. Albert Director-MOB (TBD) R. Bradley H. Creasy	<ol style="list-style-type: none"> 1. Complete construction of the multi-specialty MOB by December 2025. 2. Relocate all designated specialty services into the new facility by February 2026. 3. Assess the facility's capacity to accommodate patient demand and evaluate utilization of services. 	Years 1-3	Lynchburg Area	Centra Medical Group: Brain & Spine; Bariatrics; Endocrinology; General Surgery; Urology; Pulmonology; Sleep Medicine Centra Imaging Services; Laboratory; Presurgical Services; PT/OT	<ol style="list-style-type: none"> 1. Construction complete and facility operational by December 2025 (Occupancy permit issued) 2. Successful relocation of all designated specialty practices by February 2026 3. Evaluate number of patient visits and next available appointment to determine demand for services. 	Position the LGH campus as Centra's comprehensive services hub within the community, anchored by a singular acute care facility, and coordinated ambulatory locations to create an optimized platform for care delivery.
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

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

Goal: Expand access to high-quality healthcare that reflects the needs of those served by Centra Lynchburg General and Virginia Baptist Hospitals.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
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"> Current telehealth flexibilities per CMS set to expire 9/30/2025. If extended, continue current primary care and urgent care services. If not extended, offer telehealth services at clinic locations designated as rural including Amherst, Alta Vista, & Gretna 	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"> Telehealth visits- Primary Care & Urgent Care(Availability of 20 appointments/day at Urgent) Utilization of telehealth- Telehealth PowerBI Dashboard Patient satisfaction 	Enhancing a distributed ambulatory network enabled by expanded digital health capabilities and targeted process improvements
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.	J. Rioux P. Young G. Allega S. Knight	<ol style="list-style-type: none"> Increase Community Health Workers (CHWs) from 1 FTE to 5 FTEs Imbed newly hired CHW's in CMG Farmville, Lynchburg Family Medicine Residency, & CMG Bedford primary care locations Provide CHW certification training Establish Z-code billing process for CHW services 	Year 1 Year 2 Years 2 & 3	Enterprise	Virginia Hospital & Healthcare Association Virginia Department of Health	<ol style="list-style-type: none"> Recruit and hire 4 CHW's in 2025 Orientation provided at each site CHW certification obtained Revenue stream established for CHW's and annual ROI measured (by Year 3) 	Reduce barriers to access and address the healthcare needs of the communities we serve
Explore additional mobile care models to improve access to services closer to home within select communities.	T. Sprouse P. Young J. Rioux	<ol style="list-style-type: none"> Explore collaborative opportunities with community providers who provide mobile health services. Develop a business model & implementation plan for mobile health services (if applicable). Identify funding sources. Identify community-based fixed sites in targeted communities of need. Develop a business model & implementation plan for community-based care services in targeted communities of need. Identify funding sources and/or collaborative agreements with stakeholder partners. 	Years 1-2	Lynchburg Area	Johnson Health Center Virginia Department of Health Parks & Recreation Virginia Cooperative Extension Centra Community Paramedicine Centra Pharmacy Services Centra Behavioral Health CMG Ambulatory Care Centra Remote Home Monitoring	<ol style="list-style-type: none"> Feasibility studies completed for mobile health and/or community-based fixed sites offering care in targeted communities. Business models developed as applicable. 	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 Lynchburg General and Virginia Baptist Hospitals.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Assess the impact of the new Addiction Treatment Center (ATC) site in Farmville while tracking utilization and access at the ATC in Lynchburg to meet Substance Use Disorders referrals from Adult Psychiatric Urgent Care and the EmPATH unit.	T. Peade	<ol style="list-style-type: none"> Track utilization of ATC and evaluate trends Determine capacity to support referrals from Urgent Care & EmPATH 	Years 1-3	Lynchburg Area	Adult Psychiatric Urgent Care EmPATH Unit	<ol style="list-style-type: none"> Referrals from Psychiatric Urgent Care & other sources (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
Strengthen the connection between the EmPATH unit and Bridge Clinic to ensure immediate psychiatric care and medication support, with timely follow-up that transitions patients safely to outpatient services and community-based care.	D. White	<ol style="list-style-type: none"> Increase the number of providers trained to support Bridge Clinic services 	Years 1-3	Lynchburg Area	EmPATH unit	<ol style="list-style-type: none"> Increase the number of trained providers from 3 to 5 Referrals from Psychiatric Urgent Care & other referral sources (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
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

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 Lynchburg General and Virginia Baptist Hospitals.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
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"> 1. Anticipated opening Spring 2026 2. 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"> 1. Bed capacity and utilization increased by 20% 2. Volume of visits 3. Patient dispositions 4. Follow-up visits with Psychiatrist (as indicated) 5. Patient demographics 6. Decreased ED utilization for mental health crisis 	Reduce barriers to access and address the healthcare needs of the communities we serve
Support the development of Horizon Behavioral Health's Crisis Receiving Center (opening Fall 2025) through collaboration on lab services and referral pathways from Centra's ED and EmPATH unit, strengthening the behavioral health continuum of care across the community.	J. Bryant I. Gama A. Creasy A. Rugh B. Stratton D. White	<ol style="list-style-type: none"> 1. Meet monthly with Horizon to determine referrals & collaborative opportunities 	Year 1 & ongoing	Lynchburg Area	Horizon Behavioral Health	<ol style="list-style-type: none"> 1. Number of Centra patients referred to Crisis Receiving Center 2. Number of services provided by Centra to Crisis Receiving Center (i.e. labs, ED referrals, others) 	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"> 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	<ol style="list-style-type: none"> 1. Track progress of Implementation Plans quarterly and adjust as needed 2. 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 Lynchburg General and Virginia Baptist Hospitals.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Expand the Food Rx program in partnership with Lynchburg Grows, building on the work of Centra dietitians who provide nutrition education and connect patients to fresh, healthy food resources.	S. Manoa S. Lang R. Miller W. Roberts P. Young	<ol style="list-style-type: none"> Continue collaboration with Centra dietitians to align nutrition education with Food Rx goals. Identify & develop referral pathways within Centra Medical Group (CMG) primary care sites and acute care settings Refine workflows & support future scaling of the program 	Year 1 Year 1-3 Year 3	Lynchburg Area	Lynchburg Grows Lynchburg Family Medicine Residency CMG Nationwide	<ol style="list-style-type: none"> Number of individuals participating in Food Rx referred from Centra Annual impact report submitted to Centra from Lynchburg Grows (Community grant requirement) 	Reduce barriers to access and address the healthcare needs of the communities we serve
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. Manoa W. Roberts	<ol style="list-style-type: none"> Conduct "Potential Food Pharmacy Partner Check List" to determine feasibility of program Identify resources needed for potential Food Pharmacy sites 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	<ol style="list-style-type: none"> Potential Food Pharmacy Partner Check List completed Pro-forma developed for potential Food Pharmacy sites Other measures TBD if operationalized. 	Reduce barriers to access and address the healthcare needs of the communities we serve
Sustain and strengthen the partnership with Meals on Wheels (MOW) to support food access and nutrition for individuals at risk of food insecurity.	R. Miller K. Cartwright T. Lyttle W. Roberts P. Young	<ol style="list-style-type: none"> Continue current operations- Centra prepares meals to be delivered to MOW clients Assess additional areas of need for Centra patients and develop further collaboration opportunities with MOW as needed Operationalize new opportunities; Identify additional resources needed to sustain the program Evaluate program outcomes, determine impact on clinical indicators, & calculate Return-on-Investment (ROI) 	Years 1-3	Lynchburg Area	Meals on Wheels of Greater Lynchburg	<ol style="list-style-type: none"> Number of meals served Demographic data for MOW clients served Clinical indicators measured ROI 	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: Coordination of Resources & Community Outreach

Goal: Strengthen and enhance support for individuals served by Centra Lynchburg General and Virginia Baptist Hospitals through coordinated outreach and resource connection, leveraging innovative programs and partnerships that address social drivers of health.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Create the Lynchburg Area Resource Council (LARC) to build partnerships with community organizations and develop a connected resource ecosystem that enhances referral pathways and improves access to services across the community.	J. Rioux T. Sprouse P. Young	<ol style="list-style-type: none"> Determine the need & feasibility for LARC based on similar collaboratives in the region; Determine membership; Formalize organizational structure & meeting format/frequency Conduct meetings; Expand membership to underrepresented organizations; Encourage collaboration and use of shared referral tools or platforms 	Year 1 Years 2- 3	Lynchburg Area	Bedford Area Resource Council The Health Collaborative- Pittsylvania Chapter	<ol style="list-style-type: none"> Organization structure and membership established Meeting minutes 	Reduce barriers to access and address the healthcare needs of the communities we serve
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"> Clinical Navigators track daily and coordinate care for patients discharged from all 4 hospitals who have identified as having a CMG PCP . Based on readmission risk, processes in place to determine how often Navigators do telephonic outreach with follow-up for at least 30 days. 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"> Monthly TCM completed encounters for all CMG PCP's (S. Brown) (Target >75% monthly) Premiere data for hospital readmissions- all payers (A. Nguyen) % of Admits with a readmit within 30-days (ACO quarterly report for Medicare beneficiaries only) (S. Brown) Annual quality measures- ACO (S. Brown) 	Enhance quality, clinical outcomes, safety and operational performance.
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

Priority Area: Coordination of Resources & Community Outreach *(continued)*

Goal: Strengthen and enhance support for individuals served by Centra Lynchburg General and Virginia Baptist Hospitals through coordinated outreach and resource connection, leveraging innovative programs and partnerships that address social drivers of health.

Strategy	Owner(s) Responsible Party(s)	Action Steps	Timeline	Service Area	Resources/Partners	Evaluative Measures Milestones	Centra Strategic Plan Alignment
Optimize the integrated Social Determinants of Health (SDOH) 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.	J. Rioux P. Young S. Brown K. Cartwright C. Meinhard K. Mills J. Preston T. Sprouse S. Vaught	<ol style="list-style-type: none"> 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. Ensure that there is a continuum of care for referrals for positive screenings that are not complete upon patient discharge. Beginning in 2025, 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"> 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. Unite Virginia Insights for platform referrals (if applicable) Pool developed for Centra teams who follow-up on incomplete referrals upon discharge. % completion rate of referrals after discharge. 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.	P. Young J. Rioux 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 	Year 1 Year 2 Year 3	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 	

G. PRIORITY NEEDS NOT ADDRESSED

While Centra Hospitals' [Lynchburg General Hospital (LGH) and Virginia Baptist Hospital (VBH)] Implementation Plan does not include goals and strategies for all ten Priority Areas identified in the 2024 Lynchburg Area Community Health Needs Assessment, we recognize and value the work of community partners addressing these needs. We will continue to align and collaborate with these partners, including 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).

- **Homelessness and Housing:** Central Virginia Continuum of Care; Miriam's House; Lynchburg Redevelopment & Housing Authority; Greater Lynchburg Habitat for Humanity; Interfaith Outreach; YWCA of Central Virginia; The Refuge on Memorial; The Salvation Army Lynchburg; Lynchburg Community Action Group; and Pittsylvania County Community Action.

- **Issues Impacting Children & their Families – Child Abuse & Neglect; Childcare:** Department of Social Services; HumanKind; YWCA of Central Virginia; CASA of Central Virginia; Lynchburg Community Action Group; Teachable Moments Preschool; The Motherhood Collective; FIVE18 Family Services; and Impact Living Services.

- **Aging and Eldercare:** Central Virginia Alliance for Community Living; Meals on Wheels of Greater Lynchburg; Centra PACE; and Southern Area Agency on Aging.

- **Chronic Disease:** By the nature of our work, Centra addresses the prevention and management of chronic disease with our patients. Community partners in these efforts include Virginia Cooperative Extension; Central Virginia Health District; Pittsylvania-Danville Health District; Free Clinic of Central Virginia; Johnson Health Center; Central Virginia Family Physicians; Sovah Health; and the Community Access Network.

- **Transportation:** Greater Lynchburg Transit Company; Central Virginia Alliance for Community Living (Dial-A-Ride); and MoveUP Lynchburg.

- **Financial Stability & Assistance:** Bank of the James; Freedom First Credit Union; HumanKind; Interfaith Outreach; Lynchburg Community Action Group; United Way of Central Virginia; Donation a Week Neighbor (DAWN); Virginia Career Works; Park View Community Mission; and Department of Social Services.



H. RESOURCES

The following resources are needed to successfully execute the Centra Hospitals 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 Hospitals will continue to support 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 2024 CHNA.

For the 2024 Lynchburg 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 Hospitals (Lynchburg General and Virginia Baptist Hospitals) Implementation Plan to ensure the plan meets with success. Through a continuous improvement process, quarterly meetings with the Centra Implementation Plan Leadership Team will be convened to track progress, resolve barriers and issues, share best practices, and identify opportunities for improvement. Updates will be reported quarterly to the Centra Community Benefit Committee and Centra Board of Directors. Ultimately the Board of Directors and the Community Benefit Committee are responsible for the effectiveness of this Plan.



J. PLAN APPROVALS AND DISSEMINATION

The 2025-2028 Centra Hospitals Implementation Plan for the Lynchburg Area was presented for approval to 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.](https://www.centrahealth.com/community-resources/community-health#chna)



K. APPENDIX

The following document is included in the appendix:

1. 2024 Lynchburg Area Community Resources



2024 Lynchburg Priority Area of Needs and Community Resources

Ranking	2024 Priority Area of Need	Resources Available
1	Access to Healthcare Services	<p>Medical Services Free Clinic of Central Virginia Centra Health & Centra Medical Group Community Access Network Virginia Department of Medical Assistance Services VA Medical Center Johnson Health Center Central Virginia Family Physicians Piedmont Access to Health Services (PATHS) Collaborative Health Partners Sovah Health</p> <p>Prescription Assistance FamilyWise Discount Card Free Clinic of Central Virginia – MedsHelp Virginia Medication Assistance Program (VA MAP) GoodRx</p> <p>Virginia Department of Health Central Virginia Health District <i>Amherst County Health Department</i> <i>Appomattox County Health Department</i> <i>Bedford County Health Department</i> <i>Campbell County Health Department</i> <i>Lynchburg Health Department</i> Pittsylvania-Danville Health District <i>Pittsylvania County Health Department</i> <i>Danville Health Department</i></p>
2	Mental Health & Substance Use Disorders & Access to Services	<p>Mental Health & Substance Abuse Treatment Services Horizon Behavioral Health Celebrate Recovery Pathways Treatment Center Centra – EmPATH Unit, Bridges Treatment Center, Centra Medical Group Danville-Pittsylvania Community Services Mount Regis Center Sovah Health FIVE18 Family Services Lighthouse Community Center Oxford Houses The Haven UP Foundation Impact Living Services Roads to Recovery Addiction Allies Johnson Health Center Community Access Network – Hope Initiative</p> <p><i>continued on next page...</i></p>

Ranking	2024 Priority Area of Need	Resources Available
		<p>Mental Health & Substance Abuse Treatment Services (cont.) Acute Psychiatric Inpatient – Virginia Baptist Hospital BrightView Anderson Counseling Services Dogwood Counseling Center Thriveworks The Madeline Centre</p> <p>Crisis Intervention Prevention YWCA Central VA – Domestic Violence & Sexual Assault Response Program Horizon Behavioral Health Embrace Healthy Solutions Agape Center RAINN Hotline for Sexual Violence National Suicide Prevention Line</p>
3	Food Insecurity & Nutrition	<p>Food / Food Pantries Agape Center Seven Hills Church of Christ Compassion Church of the Nazarene Love and Truth Community Church Churches of Urban Ministry Lynchburg Daily Bread Salvation Army Virginia Cooperative Extension Blue Ridge Area Food Bank Interfaith Outreach Ministries Park View Community Mission Society of St. Andrew Lynchburg Grows Central Virginia Alliance for Community Living Meals on Wheels God’s Storehouse New Prospect Baptist Church Food Bank Hyland Heights Food Pantry St. Thomas More Food Pantry Lighthouse Community Center Fairview Christian Church Court Street Baptist Church Red Truck Food Ministry Piedmont Community Impact Organization Neighbors Helping Neighbors Bedford Christian Ministries Lake Christian Ministries Madison House of the Arts Food Not Bombs Lynchburg Peacemakers Fairview United Methodist Church Come to the Altar Ministry</p>

Ranking	2024 Priority Area of Need	Resources Available
4	Homelessness & Housing	<p>Housing College Hill Apartments James Crossing Apartments Lynchburg Covenant Fellowship Wesley Apartments (Seniors) Meadows Apartments RUSH Homes (Disabled) USDA Rural Development Lynchburg Redevelopment & Housing Authority Pittsylvania County Community Action</p> <p>Shelters & Transitional Housing Coordinated Homeless Intake and Access (CHIA) Homes of Hope Lighthouse Community Center Salvation Army Miriam’s House YWCA Domestic Violence Shelter & 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 Pittsylvania County Community Action</p>
5	Issues Impacting Children & their Families: Childcare, Child Abuse/Neglect	<p>Childcare – Financial Assistance Department of Social Services <i>Amherst County</i> <i>Appomattox County</i> <i>Campbell County</i> <i>City of Lynchburg</i> <i>Pittsylvania County</i> Lynchburg Community Action Group Bright Beginnings Central Virginia Mary Bethune Academy YMCA of Central Virginia</p> <p>Childcare – Resources and Referrals HumanKind 2-1-1 Virginia Bright Beginnings Central Virginia YMCA of Central Virginia</p> <p>Child/Infant Car Seats Lynchburg Police Department Central Virginia Health District / Pittsylvania-Danville Health District 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 Childhelp National Child Abuse Hotline Southern Virginia Child Advocacy Center Department of Social Services</p> <p>Children & Family Recreation Parks & Recreation <i>Amherst County Parks & Recreation</i> <i>Appomattox County Parks & Recreation</i> <i>Campbell County Parks & Recreation</i> <i>Lynchburg City Parks & Recreation</i> <i>Pittsylvania County Parks & Recreation</i> YMCA of Central Virginia Boys & Girls Club of Greater Lynchburg 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 The Motherhood Collective Kinship Navigator</p>
6	Aging & Eldercare	<p>Senior Services Central Virginia Alliance for Community Living Generation Solutions Home Instead Meals on Wheels AARP Virginia Alzheimer’s Association Raspberry Hill Adult Daytime Center Centra PACE Virginia Department for Aging & Rehabilitative Services Southern Area Agency on Aging Department of Social Services Pittsylvania County Community Action</p> <p>Veterans Lynchburg Area Veterans Council Virginia Department of Veterans Services</p> <p><i>continued on next page...</i></p>

Ranking	2024 Priority Area of Need	Resources Available
		<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>
7	Coordination of Resources & Community Outreach	<p>Community Partnerships & Coalitions Blue Ridge Re-Entry Council Central Virginia Continuum of Care (CVCoC) SHARE Greater Lynchburg Community Care Collaborative The Health Collaborative</p> <p>Community Philanthropic Organizations Centra – Community Health Greater Lynchburg Community Foundation United Way of Central Virginia Virginia Early Childhood Foundation Lynchburg City Schools Foundation</p> <p>Financial & Job Assistance Virginia Career Works Lynchburg Community Action Group Virginia Employment Commission Interfaith Outreach Association St. Thomas More – MORE Aid Old Dominion Job Corps Pittsylvania County Community Action</p> <p>Legal Assistance Virginia Legal Aid Society</p> <p>Public Safety & Disaster Relief American Red Cross – Blue Ridge Lynchburg Police Department Lynchburg Fire Department Lynchburg Department of Emergency Services Pittsylvania County Sheriff’s Office Gleaning for the World Virginia State Police</p>

Ranking	2024 Priority Area of Need	Resources Available
8	Chronic Disease	<p>Health Education Centra Health Community Access Network Johnson Health Center Central Virginia Family Physicians Piedmont Access to Health Services (PATHS) Sovah Health Virginia Cooperative Extension American Cancer Society American Diabetes Association Alzheimer’s Association</p>
9	Transportation	<p>Transportation ModivCare (Medicaid Transportation) Johnson Health Center – Appointment Transportation Dial-A-Ride / New Freedom Greater Lynchburg Transit Company MoveUp Lynchburg</p>
10	Financial Stability & Assistance	<p>Emergency Financial Assistance Interfaith Outreach Association Lynchburg Community Action Group Salvation Army Department of Social Services United Way of Central Virginia St. Thomas More Catholic Church Park View Community Mission Thomas Road Baptist Church DAWN</p> <p>Social Services (SNAP, TANF, Medicaid) Assistance Department of Social Services <i>Amherst County</i> <i>Appomattox County</i> <i>Campbell County</i> <i>City of Lynchburg</i> <i>Pittsylvania County</i></p> <p>Job Counseling, Training, & Placement Central Virginia Community College Virginia Career Works Virginia Employment Commission Goodwill Industries HumanKind Old Dominion Job Corps Lynchburg Community Action Group Lynchburg Beacon of Hope Jubilee Family Center Virginia Department of Rehabilitative Services Pittsylvania County Community Action</p>