



Community Health Annual Report

2023-2025 Community Health Needs Assessment – Implementation Plan

Bon Secours Richmond

2023-2025 Community Health Needs Assessment – Implementation Plan

Bon Secours – Richmond Market

Adopted by the Bon Secours Richmond Health System Board of Trustees, April 18, 2023

Bon Secours has been committed to the communities it serves for nearly two centuries. This long-standing commitment has evolved intentionally, based on our communities' most pressing health needs.

The following document is a detailed Community Health Implementation Plan for Bon Secours Richmond Health System. As a system, Bon Secours is dedicated to our Mission of extending the compassionate ministry of Jesus by improving the health and well-being of our communities and bringing good help to those in need, especially people who are poor, dying and underserved. We strive to create effective strategies to meet the health needs of our community.

Having identified the greatest needs in our community, the Community Health Implementation Plan ensures our resources for outreach, prevention, education, and wellness are directed towards the opportunities where the greatest impact can be realized.

Bon Secours Richmond Market

5875 Bremono Road, MOB South, Suite 710, Richmond, Virginia 23226

Bon Secours CHIP
Short Link:
bit.ly/BonSecoursChip



Table of Contents

Introduction4

Executive Summary8

Implementation Plan10

 PRIORITIZED SIGNIFICANT SOCIAL DETERMINANT OF HEALTH NEEDS
 IMPLEMENTATION STRATEGIES11

 PRIORITIZED SIGNIFICANT SOCIAL HEALTH NEEDS IMPLEMENTATION
 STRATEGIES.....20

 PRIORITIZED SIGNIFICANT CLINICAL HEALTH NEEDS IMPLEMENTATION
 STRATEGIES.....24

Board Approval.....32



Introduction

The Bon Secours Richmond Health System includes seven acute hospital facilities serving the entire Bon Secours Richmond market area.

The Bon Secours Richmond Health System facilities are listed below:

Memorial Regional Medical Center

Richmond Memorial Hospital (RMH) was chartered in 1947 in the Ginter Park Community to accommodate the shortage of hospital facilities after World War II. Since 1998, Memorial Regional Medical Center has provided a continuation of RMH's commitment and preserved its monumental importance. Memorial Regional Medical Center is an acute care facility licensed for 225 beds, serving residents primarily from the counties of Hanover, Henrico, King and Queen, King William, New Kent, and Richmond City.

Rappahannock General Hospital

Rappahannock General Hospital was acquired by Bon Secours Health System on December 31, 2014. Over the past eight years, Rappahannock General Hospital has grown into a critical access hospital with 25 licensed beds in acute care and 10 licensed beds in behavioral health. Rappahannock General Hospital primarily serves residents in the counties of Lancaster, Middlesex, and Northumberland.

Richmond Community Hospital

In 1895, Richmond Community Hospital opened as the first facility in Richmond designed to serve African American patients in historic Jackson Ward. Bon Secours Health System acquired the hospital, which by then had moved to the present location of 1500 N. 28th Street in historic Church Hill. Today, Bon Secours Richmond Community Hospital is an acute care facility licensed for 104 beds. The Richmond Community Hospital service area extends through much of the Richmond metropolitan area, including downtown Richmond. It is uniquely located in Richmond's East End, an historic area of Richmond with noteworthy diversity and culture. The Richmond Community Hospital service area is located primarily in the City of Richmond and also serves residents from the counties of Chesterfield, Hanover, and Henrico.

Southern Virginia Medical Center

Southern Virginia Medical Center is an 80-bed acute care hospital, primarily serving the more than 50,000 residents of Emporia and Greensville, and the residents of surrounding counties like Brunswick, Southampton, and Sussex. Southern Virginia Medical Center was acquired by Bon Secours Mercy Health on January 1, 2020.



Southside Medical Center

Southside Medical Center is a 300-bed facility located on a 50-acre campus with nearly 400 physicians representing more than 40 specialties. Southside Medical Center primarily serves the communities of Petersburg, Hopewell, Colonial Heights, Fort Lee and Chester and the counties of Prince George, Dinwiddie, Sussex, Surry, and Southern Chesterfield.

St. Mary's Hospital

St Mary's Hospital opened in 1966 with a unique vision for that era, allowing patients of all colors and religions to receive care in an inclusive way. Fifty years later, St. Mary's has grown into an acute care facility licensed for 391 beds. The St. Mary's Hospital serves residents primarily from the counties of Chesterfield, Goochland, Hanover, Henrico, and Richmond City. While its core service area is based in the Richmond metropolitan area, its services reach into the surrounding rural counties.

St. Francis Medical Center

St. Francis Medical Center was completed in 2005 and is a state-of-the-art acute care facility licensed for 130 beds. The St. Francis Medical Center service area extends across much of central Virginia, including downtown Richmond, suburban communities of Chesterfield and Henrico counties and rural counties such as Powhatan and Amelia.

Community Served by the Hospital

Bon Secours Richmond Health System provides compassionate medical care through a network of hospitals, primary and specialty care practices, ambulatory care sites and continuing care facilities across a diverse 24-locality region. Over 9,000 associates and 420 employed providers care for patients throughout the urban, suburban, and rural geography that makes up the CHNA Service Area. In addition to the 7 acute hospitals mentioned above, Bon Secours also provides services to the community through the following four freestanding emergency departments: Westchester Emergency Center, Short Pump Emergency Center, Chester Emergency Center, and Southside Emergency Care Center.

Combined, the 24-locality service area consists of nearly 1.4 million people, and is comprised of 57% Non-Hispanic White, 29% Non-Hispanic Black, 6% Hispanic or Latino, 4% Asian, 4% Two or more races, and <1% Native American. The population is 51% Female, 49% Male. Additionally, 62% of residents are between the ages of 18-64, 22% are between the ages of 0-17, and 16% are 65 years and older.

The detailed process, participants, and results of the 2022 Bon Secours Richmond Community Health Needs Assessment are available at BonSecours.com. The Bon Secours Richmond Market prepared a joint CHNA report including Memorial Regional Medical Center, Rappahannock General Hospital, Richmond Community Hospital, Southern Virginia Medical Center, Southside Medical Center, St. Mary's Hospital, and St. Francis Medical Center to reflect the hospitals' collaborative efforts to assess the health needs of the community they serve.



This Community Health Needs Assessment Implementation Plan addresses the prioritized significant community health needs identified through the CHNA. The Implementation Plan indicates which needs Bon Secours Richmond Health System will address and how, as well as which needs Bon Secours Richmond Health System won't address and why that decision has been made.

Bon Secours Richmond Health System intends to take a regional approach to address the prioritized needs identified in the 2022 CHNA. The strategies outlined in this Community Health Needs Implementation Plan address these prioritized needs, and specific action steps at our different locations are combined into one regional plan document.

Beyond programs and strategies outlined in the plan, Bon Secours Richmond Health System addresses the health care needs of the community by continuing to operate in accordance with its mission to extend the healing ministry of Jesus by improving the health of its communities, with emphasis on the poor and underserved. This includes providing access to care for all individuals regardless of their ability to pay.

The strategies in this Implementation Plan will provide the foundation for addressing the community's identified significant needs between 2023 – 2025. However, it anticipates that some strategies, and possibly even the needs identified, will evolve over that period. Bon Secours Richmond Health System plans a flexible approach to addressing the significant community needs that will allow for adapting to change and for collaboration with other community agencies.



Our Mission

As a system, Bon Secours is dedicated to extending the compassionate ministry of Jesus by improving the health and well-being of our communities and by bringing good help to those in need, especially people who are poor, dying and underserved.

Our Vision

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness, and communities thrive.

Our Values

Human Dignity

We commit to upholding the sacredness of life and being respectful and inclusive of everyone.

Integrity

We commit to acting ethically and modeling right relationships in all of our individual and organizational encounters.

Compassion

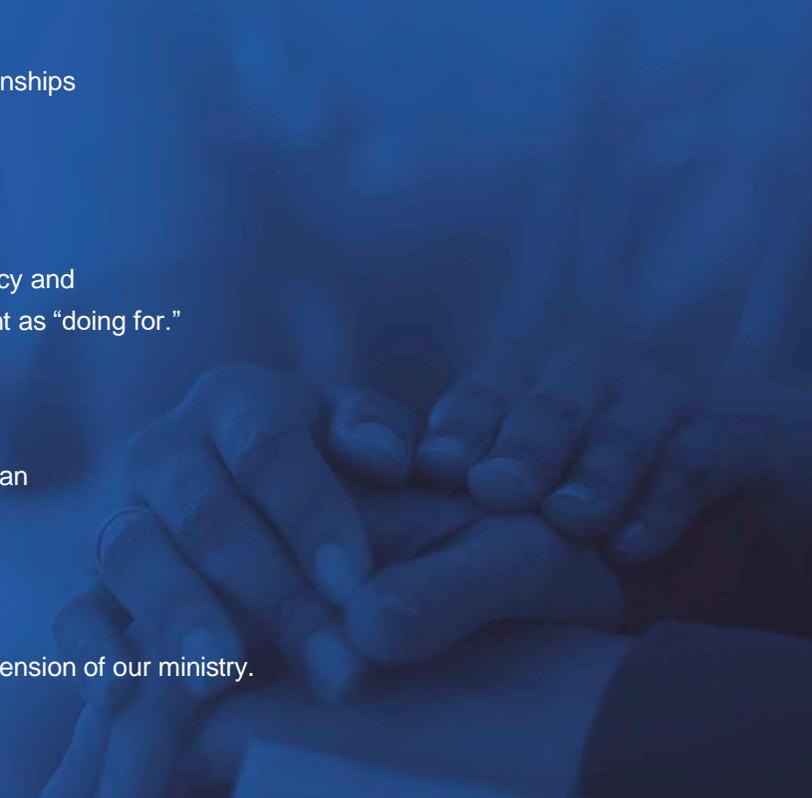
We commit to accompanying those we serve with mercy and tenderness, recognizing that "being with" is as important as "doing for."

Stewardship

We commit to promoting the responsible use of all human and financial resources, including Earth itself.

Service

We commit to providing the highest quality in every dimension of our ministry.



Executive Summary

Background and Process

Bon Secours Richmond partnered with a diverse mix of nonprofits, government agencies, public health entities, and community members to collect qualitative and quantitative data for the 2022 CHNA.

A Community Health Advisory Council was convened and provided both advisement into the CHNA process as well as the identification of significant health needs. This Community Health Advisory Council was a diverse and representative mix of nonprofit and other agency leaders from across the Bon Secours Richmond Health System market. The Community Health Advisory Council was reflective of the CHNA service area in gender, race, and geography and provided an inclusive perspective on the community served by Bon Secours hospitals.

A survey to assess community health needs was conducted as part of the CHNA process during a six-month period between October 2021 and April 2022. One thousand three hundred and seventy (1,370) individuals responded, and the survey was offered in both Spanish and English.

Five Community Conversations also occurred in March of 2022 in which over 75 individuals participated. Three community conversations were geographically specific, with in-person community conversation opportunities offered in the East End of Richmond, in Petersburg City, and in Kilmarnock in the Northern Neck. Two of the community conversations were virtual and offered via Zoom, drawing attendees from across the Bon Secours Richmond service area and providing an opportunity to offer qualitative feedback in a COVID-safe environment. The conversations generated through the community conversations were in alignment with survey results, with a significant focus on Mental Health, Suicide, Trauma, and Chronic Health Conditions. There was also substantial dialogue about social and economic disparity and the importance of engagement and inclusion with community partners and with the community at large.

Lastly, we conducted interviews with key informants to dive more deeply into root causes and to increase qualitative data collection. These key informant interviews were with a wide variety of community, nonprofit, and government leaders with diverse areas of expertise, including transportation, maternal and child health, housing, the Latinx community, and other areas that were viewed as top health issues by survey respondents. These conversations with key leaders helped interpret and clarify the results of the survey and the Community Conversations into categories and themes that could be discussed with the Community Health Advisory Council.



Identifying Significant Needs

After analyzing survey responses, community conversations, and information from key informant interviews, four (4) overarching values emerged out of conversations with our Community Health Advisory Council. These values have become integral considerations in the creation of this improvement plan.

- Fostering an environment of justice
- Facilitating access, opportunity, and belonging
- Listening, learning, and collaborative action
- Addressing systemic issues and root causes

With the four (4) overarching values in mind, the following five (5) health needs emerged as the most significant needs to address over the next 3 years.

- Social and Economic Disparity
- Engagement and Inclusion
- Violence and Trauma
- Chronic Disease and Prevention
- Mental Health



Implementation Plan

Bon Secours Richmond Health System is committed to addressing the prioritized significant health needs of the community through the strategies described in this Implementation Plan.

Prioritized Significant Health Needs

The table below lists the prioritized significant health needs that were identified through the CHNA and specifies which needs Bon Secours Richmond Health System will address.

Prioritized Significant Health Need	Hospital Addressing Need (Y/N)						
	Memorial Regional Medical Center	Rappahannock General Hospital	Richmond Community Hospital	Southern Virginia Medical Center	Southside Medical Center	St. Mary's Hospital	St. Francis Medical Center
Social and Economic Disparity	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Engagement and Inclusion	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Violence and Trauma	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Chronic Disease and Prevention	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mental Health	Yes	Yes	Yes	Yes	Yes	Yes	Yes

The Bon Secours Richmond Health System addresses each need with regional strategies that have various activation dates throughout the three-year implementation life cycle. Some of the strategies will take place in communities that are geographically associated/tagged to a specific hospital.



Prioritized Significant Social Determinant of Health Needs Implementation Strategies:

Social And Economic Disparity

Description

As detailed in the hospital's Community Health Needs Assessment Report:

The 2022 CHNA community engagement, data collection, and analysis process identified significant opportunities to address existing social and economic disparities throughout the CHNA Service Area. As a not-for-profit health system, Bon Secours partners with many community-based organizations whose core missions are to address social drivers and determinants of health in the community with the goal of reducing social and economic disparity. Additionally, many Bon Secours programs and initiatives are intentionally designed to support individuals and families who experience social and economic disparity.

Goals

Goal 1: Invest resources to expand the capacity of organizations who aim to reduce social and economic disparity through the development of additional affordable housing units, programing along the educational achievement continuum, workforce development initiatives, and entrepreneurship.

Goal 2: Prioritize staffing models in which community health workers and other allied health workers utilize community-based care and address social and economic barriers to health.

Expected impact

Through continued and deepened investments with community partners and the exploration of new community-based staffing model over the next three years, we will see an improvement in social and economic issues that are presenting barriers to the people we serve.

Targeted populations

Medically under-served, low income and minority populations.

Strategies

Goal 1 – Strategies

- 1) Invest in community-based partnerships that address social determinants of health.
- 2) Expand community collaborations across the CHNA service areas with particular focus east and south of Richmond.



Goal 2 – Strategies

- 1) Explore opportunities to build community health worker models of care.
- 2) Utilize evidence-based and community-focused models of care to screen for and address social drivers and determinants of health.
- 3) Deploy technology solutions to connect individuals to the resources they need.

Strategic measures

Goal 1 – Strategic Measures:

- 1) Invest over \$3 million in community-based projects and programs that seek to reduce social and economic disparity, including affordable housing, education, workforce development, and the built environment. Progress will be measured by amounts invested, number of partnerships, and outcomes of those partnerships.
- 2) Explore new neighborhood-based partnerships in market south that seek to support the social and economic well-being of residents. Progress will be measured through number of new partnerships against a baseline of zero.

Goal 2 – Strategic Measures:

- 1) Grow the regional community health worker and other allied health worker network by at least 20%. Progress will be measured against 2022 workforce baseline.
- 2) Increase SDoH screening, documentation, and referral completion rate of all patients by at least 20%. Progress will be measured against 2022 screening baseline.
- 3) Train and deploy at least 30 associates to utilize the Unite VA social needs platform for patient referrals and tracking. Progress will be measured by number of associates trained, number and types of referrals completed, and percentage of identified needs addressed.

Community collaborations

1. Healthy East End – collaboration focus on increasing the life expectancy for residents who live in the highest disparity census tracts.
2. Help1RVA – collaborative connecting Richmond City residents to social needs.
3. Partnership for Petersburg – comprehensive collaborative approach to reduce barriers across multiple social and economic domains
4. Unite VA – social needs referral platform provider.
5. Virginia Community Health Workers Association – statewide networking association.



Community resources available

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

1. Area Congregations Together in Service (ACTS): ACTS provides funds, support and other resources to those living in the Greater Richmond area who are at risk of losing their housing, utilities or transportation. Those served by ACTS do not qualify through government prevention assistance due to eligibility requirements and often fall through the cracks.
2. Armstrong Priorities Freshman Academy - Armstrong Priorities Freshman Academy will identify entering ninth grade students at Armstrong High School below grade level and will provide instruction in math and English to bring them up to grade level by the tenth grade.
3. Anna Julia Cooper School - Faith-based middle school in Richmond's East End, serving youth with limited resources.
4. Better Housing Coalition: The Better Housing Coalition works to ensure that every citizen in the Richmond region, regardless of their economic status, has good choices in where they live, and opportunities to reach their fullest potential.
5. Bon Secours Financial Assistance - The Bon Secours Financial Assistance Program helps uninsured patients who do not qualify for government-sponsored health insurance and cannot afford to pay for their medical care. Insured patients may also qualify for assistance, based on family income, family size, and medical needs.
6. Bon Secours Community Benefit Investments – Provides \$4 million annually through community benefit investments to community partners serving the uninsured and underinsured populations.
7. Children's Home Society of Virginia: Children's Home Society of Virginia is a full-service, private, nonprofit 501(c)(3), non-sectarian licensed child-placing agency, and one of Virginia's oldest adoption agencies.
8. Church Hill Activities & Tutoring (CHAT) - CHAT serves the youth of the East End of Richmond and equips them with the heart, head and hands to make transformative life decisions.
9. Commonwealth Catholic Charities - Provides quality compassionate human services to all people, especially the most vulnerable, regardless of faith.
10. Commonwealth Parenting - Resource for parenting education.
11. Cristo Rey Richmond High School: Cristo Rey Richmond is a Catholic learning community that educates young people of limited economic means to become men and women of faith, purpose and service. Through a rigorous college preparatory curriculum, integrated with relevant work study experience, students graduate ready to succeed in college and in life.



12. Excel VCU - Literacy efforts for children; Partnership has an emphasis on Richmond's East End.
13. Faison School for Autism - School addressing the unique learning needs of children diagnosed with autism.
14. FRIENDS Association for Children- Provides quality childcare and development in an underserved part of Richmond; Partnership has an emphasis on Richmond's East End.
15. GRASP - Our goal is to ensure that every student has an equal opportunity for continuing education after high school, regardless of financial or social circumstances.
16. GRTC (Greater Richmond Transit Authority) - Serves the City of Richmond, Chesterfield County and Henrico County. Newly redesigned bus routes with the launch of PULSE BRT.
17. GRTC CARE - Provides curb-to-curb public transportation to disabled individuals who may not be reasonably able to use the GRTC fixed route bus.
18. The Hanover Center for Trades and Technology - Strives to create effective partnerships among students, parents, staff, and the community that enables students to become workplace ready and develop into life-long learners prepared to succeed in a competitive and ever-changing world.
19. Henrico County Public Schools Career & Technical Education - Students who complete CTE programs are prepared for successful transition into postsecondary education and work. Opportunities are available for students to earn college credit through selected courses and to prepare for licensure and/or industry certifications related to their programs of study.
20. Higher Achievement: By leveraging the power of communities, Higher Achievement provides a rigorous year-round learning environment, caring role models, and a culture of high expectations, resulting in college-bound scholars with the character, confidence, and skills to succeed.
21. Homeward: Planning and coordinating organization for homeless services in the greater Richmond region. Homeward's mission is to prevent, reduce, and end homelessness by facilitating creative solutions through the collaboration, coordination, and cooperation of regional resources and services.
22. Housing Families First: Provides families experiencing homelessness with the tools to achieve housing stability. The goal is not only to assist families in finding permanent housing, but also to ensure that each family has access to the supportive services necessary to sustain housing in the long run.
23. Neighborhood Resource Center (NRC): NRC was founded to build relationships, advocate for positive change, share resources, and develop skills to enhance residents' lives through programs and partnerships in the Greater Fulton area of Richmond.



24. NextUp RVA: NextUp provides a free, coordinated system of after-school programs for Richmond middle schools.
25. Northern Neck Family YMCA: Youth development and physical activity programming
26. Maggie Walker Community Land Trust: The Maggie Walker CLT seeks to develop and maintain permanently affordable homeownership opportunities for low and moderate income households.
27. Partnership for Non-Profit Excellence - Develops the capacity of nonprofits through education, information sharing and civic engagement.
28. Partnership for Smarter Growth - An organization focused on educating and engaging the communities in the Richmond region to work together to improve our quality of life by guiding where and how we grow, including transportation services.
29. Peter Paul Development Center - A community center in Richmond's East End with child, youth, and adult services, including a Senior Center Adult Day Care; Partnership has an emphasis on Richmond's East End.
30. project:HOMES: Improving the safety, accessibility & energy efficiency of existing houses and building high quality affordable housing throughout Central Virginia. project:HOMES serves low-income individuals and families by making critical home-safety repairs, accessibility modifications and implementing energy conservation measures in their homes.
31. Shepherd's Center of Chesterfield - An interfaith ministry of senior volunteering to improve the lives of other seniors, including medical transportation services.
32. Reach Out and Read - Preparing America's youngest children to succeed in school by partnering with doctors to prescribe books and encourage families to reach together.
33. Richmond Hill, Inc- Armstrong Leadership Program: Richmond Hill is an ecumenical Christian fellowship and residential community who serve as stewards of an urban retreat center within the setting of a historic monastery. The Armstrong Leadership Program provides students with leadership training, personal development, mentoring, service projects, career and college preparation, weekend retreats, and cultural enrichment.
34. Richmond Metropolitan Habitat for Humanity (RMHFH): RMHFH is a non-profit, non-proselytizing Christian housing ministry committed to making affordable and safe housing a reality for low-income families
35. Richmond Metropolitan Transportation Authority - The mission of the RMTA is to build and operate a variety of public facilities and offer public services, especially transportation related, within the Richmond metropolitan area, each of which is operated and financed primarily by user fees.
36. Richmond Opportunities, Inc.: Richmond Opportunities, Inc. (ROI) supports community transformation by creating pathways to self-sufficiency for people residing in Richmond's public housing communities.



37. RideFinders - RideFinders offers real-time ride matching with interested commuters in your area that share similar work locations and hours.
38. Robinson Theater Community Arts Center (RTCAC): RTCAC is a multi-purpose facility that exists to inspire, encourage, and restore health community life to the residents of the North Church Hill area of Richmond.
39. RVA Rapid Transit - RVA Rapid Transit's mission is to connect all people of the Richmond region as we educate, organize, and advocate for the design, construction, and operation of a first-class metro-area rapid transit system.
40. Salvation Army Boys and Girls Club - The Club emphasizes life-skills training and serves more than 500 members with a daily participation of 150; Partnership has an emphasis on Richmond's East End.
41. Science Museum of Virginia - Promotes Science, Technology, Engineering, Math and Healthcare (STEMH) career interests within the region.
42. Side by Side VA, Inc.: Side by Side is dedicated to creating supportive communities where Virginia's LGBTQ+ youth can define themselves, belong, and flourish.
43. SwimRVA: SwimRVA works to build social bridges through aquatics that cross physical, racial, and economic barriers. SwimRVA serves as a catalyst for water safety, health and fitness, sports tourism, competitive aquatics, and possibility, for all Richmonders.
44. Virginia Community Development Corporation (VCDC): VCDC serves as a leader in the development of innovative affordable housing and revitalization of Virginia's communities by acting as a catalyst for creative and profitable private sector investments and by empowering non-profit and other providers throughout the Commonwealth.
45. Virginia Home for Boys and Girls: Virginia Home for Boys and Girls (VHBG) is a nonprofit organization that has been serving children in crisis since 1846. VHBG works to help children across Virginia with emotional and behavioral health concerns by facilitating the healing process using a relationship-based, cognitive behavioral approach.
46. Virginia LISC: Virginia LISC works with community organizations to revitalize under-served Richmond-area neighborhoods, leading to physical improvements, safer streets, increased property values and highly engaged residents. Virginia LISC supports community development organizations with grants, loans and expertise to help them construct businesses, community centers and affordable homes in low and moderate income neighborhoods.
47. Virginia Literacy Foundation - Provides funding and technical support to private, volunteer literacy organizations throughout Virginia via challenge grants, training and direct consultation.
48. Virginia Supportive Housing (VSH): VSH seeks to end homelessness by providing permanent housing and supportive services. Founded in 1988, VSH was the first non-profit organization in Virginia to develop and provide permanent supportive housing for homeless single adults.



- 49. United Way of Greater Richmond & Petersburg - Through coalition building, regional leadership, program investments, and fundraising, United Way mobilizes the caring power of our community to advance the common good. They focus on the building blocks of a good life, including education.
- 50. YMCA of Greater Richmond - Youth development and physical activity programming that seeks to build healthy spirit, mind, and body for all.
- 51. YWCA Richmond- YWCA Richmond helps women, children, and families in the community of Richmond, Virginia and is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom, and dignity for all.

Engagement and Inclusion

Description

As detailed in the hospital's Community Health Needs Assessment Report:

The 2022 CHNA community engagement, data collection, and analysis process identified significant opportunities to have intentional, regularly occurring, and authentic engagement with the community. This engagement should also emphasize the diversity of the CHNA Service Area in an inclusive way, focusing on the assets of the community and what it looks like to work together to create an environment of justice. As a not-for-profit health system, Bon Secours partners with many community-based organizations whose core missions are to create opportunities for historically marginalized and underserved communities to have their voice be heard and to collectively drive change.

Goal

Goal 1: Increase frequency and depth of authentic community-level engagement that solicits ongoing community member insight and perspective into the evolving health needs of the community.

Goal 2: Identify opportunities to foster stakeholder and community leader engagement that facilitates a more inclusive community and advances an environment of justice.

Expected impact

Through frequent and authentic community engagement, we seek to learn from community members and leaders, build trusting relationships, foster an environment of justice, and work collaboratively to ensure access, opportunity, and belonging in our communities.

Targeted populations

All community members, with particular focus on medically under-served, low income and minority populations.



Strategies

Goal 1 – Strategy

- 1) Host community engagement events and partner with trusted organizations to continue to identify real-time community needs and build social cohesion.
- 2) Create opportunities for patients and community members to help inform our service delivery.

Goal 2 – Strategy

- 1) Enhance community advisory councils that reflect the voice of the community and inform the work of the Bon Secours.
- 2) Collaborate across the region to address existing and emerging needs as an anchor institution.

Strategic measures

Goal 1 – Strategic Measures

- 1) Host or partner to provide at least 10 community-focused events that focus on neighborhood-level engagement, social connectedness, and diversity, equity, and inclusion. Progress will be measured through number of events and new initiatives formed as a result of events.
- 2) Plan and convene town halls or other engagement meetings at least once a quarter for community members to discuss learnings and identify opportunities for partnerships and collaborations as a result of the 2022 CHNA findings. Progress will be measured by number of meetings and new initiatives formed as a result of meetings.

Goal 2 – Strategic Measures

- 1) Convene a community advisory council at least bi-annually to discuss partnerships, successes, accomplishments, and opportunities towards this improvement plan. Progress will be measured by number of convenings, and new initiatives formed as a result of meeting.
- 2) Participate in local and regional collaboratives that seek to address the existing 2022 identified community needs and potential emerging needs. Progress will be measured by number of collaborative and new initiatives formed as a result of those collaboratives.

Community collaborations

- 1) CHNA Advisory Council
- 2) Hospital Advisory Councils
- 3) VDH State Health Assessment Advisory Committee
- 4) Regional CHNA collaboratives: Richmond and Henrico Health Districts, Chesterfield Health District, Crater Health District, Cameron Foundation



Community resources available

The existing healthcare facilities and other resources in the community that are available to meet the prioritized need include:

- 1) Bon Secours Sarah Garland Jones Center – Focused on improving the health and well-being of Richmond’s East End, the Sarah Garland Jones Center is a healthy living center that promotes a variety of age appropriate and subject-focused community programming. The East End community is also invited to utilize the kitchen and meeting rooms for community needs.
- 2) Partnership for Housing Affordability – Richmond regional housing framework for Chesterfield County, Hanover County, Henrico County, the City of Richmond, and the Town of Ashland. The Partnership enables local officials and community representatives to implement solutions that will increase housing opportunities across the region.
- 3) RVA Rapid Transit - Advocacy for frequent and far-reaching transit in the Richmond region.
- 4) Sacred Heart Center - Sacred Heart Center offers many programs to the Latino community, including English as a Second Language, GED Prep in Spanish, Plaza Comunitaria – Spanish Literacy, Citizenship, Pasitos Exitosos: First Steps to Success – a bilingual school-readiness program, College & Career Bound, Cielito Lindo summer camp, Latino Leadership Institute and more.
- 5) University of Richmond Bonner Center for Civic Engagement - Volunteering, community-based learning and research focused on community relationships and impacting the Richmond community. University of Richmond is home to one of the largest Bonner Scholars Programs in the country.
- 6) Virginia Interfaith Center - Engaging people of faith and goodwill to advocate for economic, racial, and social justice in Virginia’s policies and practices through education, prayer and action.
- 7) Virginia Poverty Law Center - Virginia Poverty Law Center uses advocacy, education, and litigation to break down systemic barriers that keep low-income Virginians in the cycle of poverty.
- 8) Virginia Center for Inclusive Communities - Through workshops, retreats, and customized programs that raise knowledge, motivation, and skills, VCIC develops leaders who work together to achieve success throughout the Commonwealth.
- 9) Voices for Virginia’s Children – Through championing public policies that improve the lives of Virginia’s children, Voices for Virginia’s Children identifies unmet needs and threats to child well-being, recommends sound policy solutions, provides objective input to policymakers, and educates and mobilizes leaders and concerned citizens to support policy initiatives.



Prioritized Significant Social Health Needs Implementation Strategies:

Violence and Trauma

Description

As detailed in the hospital's Community Health Needs Assessment Report:

The 2022 CHNA community engagement, data collection, and analysis process identified significant opportunities to address existing and increasing violence and trauma throughout the CHNA Service Area. In addition to Bon Secours emergency departments, acute hospital facilities, and outpatient medical resources, Bon Secours has a nationally respected Violence Response Team that has been serving the CHNA Service Area for over twenty (20) years. This team is comprised of Forensic Nurses and Advocates working to address all forms of violence as well as to address the increase in violence observed since the beginning of the COVID-19 pandemic.

Goal

Goal 1: Promote safer communities by working with and investing in community partners who utilized trauma-informed approaches to community health and wholeness.

Goal 2: Increase and deepen the geographic footprint and provision of services to best care for victims of violence including additional support services for families experiencing community violence, gun violence, and interpersonal violence.

Expected impact

Through deepened partnerships and expanded service offerings, we seek to curb the increase in violence in our communities and provide victims of violence with comprehensive, high-quality care and support services.

Targeted populations

All victims of violence, especially those who have experienced interpersonal violence or community violence.

Strategies

Goal 1 - Strategies

- 1) Identify and participate in interventions focused on keeping neighborhoods safer including new partnerships with schools, housing entities, and other community-based organizations
- 2) Explore additional trauma-informed training opportunities for new Bon Secours associates and refresher trainings for existing associates.



Goal 2 - Strategies

- 1) Expand capacity to meet the growing case demand around community violence, particularly in market south.
- 2) Promote safety of all associates and patients who work in or receive care from our facilities or partner organizations.

Strategic measures

Goal 1 – Strategic Measures:

- 1) Increase partnerships with schools, housing entities, and other community-based organizations who are working to address increases in community violence. Progress will be measured through number of new partnerships and new initiatives formed as a result of partnerships.
- 2) Deploy trauma-informed care training to all associates across the market. Progress will be measured by number of associates who have been trained.

Goal 2 – Strategic Measures:

- 1) Deploy Bon Secours Violence Response Team, particularly in market south, to support victims of violence. Progress will be measured compared to 2022 baseline of patients served and services offered.
- 2) Review workplace violence protocols and implement security measures that promote safety through a trauma-informed lens. Progress will be measured by number of revisions and new initiatives/security measures against a baseline of zero.

Community collaborations

- 1) Domestic Violence Rape Crisis Collaborative
- 2) Hospital Violence Intervention Program (HVIP) State Collaborative
- 3) Virginia Governor's SA Survivors Taskforce
- 4) RVA C.O.O.K.S.
- 5) Trauma-Informed Care Network
- 6) Partnership for Petersburg
- 7) Local Law Enforcement

Community resources available

- 1) Bon Secours Violence Response Team - This program provides care to patients 24/7 who have been victims of child abuse, sexual assault, domestic violence, elder abuse, human trafficking, and strangulation.
- 2) Bon Secours Hospital Emergency Departments, Freestanding Emergency Departments - Bon Secours Richmond includes 7 acute facility hospitals with Emergency Departments as well as 4 freestanding Emergency Departments.



- 3) Challenge Discovery - Provides bullying prevention and substance abuse counseling
- 4) Child Savers – School-based mental health services for children and home-based certifications for child care
- 5) Comfort Zone Camp - Comfort Zone Camp is a nonprofit 501(c)3 bereavement camp that transforms the lives of children who have experienced the death of a parent, sibling, or primary caregiver.
- 6) Family Lifeline - A home visiting program seeking to enhance family functioning through intensive case management with Community Health Nurse, Outreach Worker, and Mental Health Clinicians providing support, access to healthcare and medical services, as well as mental health assessment.
- 7) Full Circle Grief Center: Provides comprehensive professional bereavement support to children, adults, families, and communities in the Greater Richmond area. Full Circle offers grief counseling groups, consulting services and bereavement educational programs.
- 8) Greater Richmond SCAN: SCAN works to prevent and treat child abuse and neglect throughout the Greater Richmond area by protecting children, promoting positive parenting, strengthening families and creating a community that values and cares for its children.
- 9) Hanover Safe Place - Provides services to victims of sexual or domestic violence and promotes violence prevention.
- 10) The Haven - The Haven Shelter & Services, Inc., provides advocacy and shelter for identified victims of partner abuse and sexual assault as well as provides support services to victims and their families within their service area, which includes Westmoreland, Richmond, Essex, Lancaster and Northumberland Counties.
- 11) Healing Place/CARITAS - Provides substance abuse rehab for homeless men and women.
- 12) Hilliard House/Housing Families First - Assists homeless women and their children to build their capacity to live productively within the community.
- 13) Jails and Juvenile Detention in Chesterfield County, Henrico County, and Richmond City, Northern Neck Regional Jail, Pamunkey Regional Jail, and Federal Correctional Complex in Petersburg – Partnering with the Bon Secours Violence Response Team to promote the best possible outcomes for patients experiencing violence and/or trauma.
- 14) Latinos en Virginia Empowerment Center - Provides education, advocacy, and support to Spanish-speaking individuals affected by violence in Virginia in order to ensure that they can access services that empower them to become happy, healthy, and self-sufficient.



- 15) Multi-disciplinary/Sexual Assault/Domestic Violence Response Taskforces in Charles City County, Chesterfield County, Colonial Heights, Fort Lee/Kenner Army Hospital, Goochland County, Hanover County, Henrico County, Hopewell City, King William County, King & Queen County, Louisa County, New Kent County, Northumberland County, Petersburg City, Powhatan County, Richmond City, Richmond County, & Westmoreland County – Partnering with the Bon Secours Violence Response Team to promote the best possible outcomes for patients experiencing violence and/or trauma.
- 16) Richmond Behavioral Health Authority - Provides services in four major behavioral health areas: Mental Health; Intellectual Disabilities; Substance Use Disorders; and Access, Emergency & Medical Services.
- 17) Safe Harbor - Offers comprehensive services and support for those who are experiencing or have experienced domestic violence, sexual violence, or human trafficking. Working from a trauma-informed and empowerment-focused lens, Safe Harbor seeks to help clients understand and address the impact of trauma and build resilience.
- 18) Stop Child Abuse Now (SCAN) - SCAN's mission is to prevent and treat child abuse and neglect throughout the Greater Richmond area by protecting children, promoting positive parenting, strengthening families and creating a community that values and cares for its children.
- 19) United Methodist Family Services (UMFS) - Offers a network of flexible community-based services. Mentoring, community respite, visitation, community-based clinical support and parent coaching are just a few of the formal and informal offerings to support at-risk families.
- 20) Voices for Children - Statewide, privately funded non-partisan policy research and practices that improve the lives of children.



Prioritized Significant Clinical Health Needs Implementation Strategies:

Chronic Disease and Prevention

Description

As detailed in the hospital's Community Health Needs Assessment Report:

The 2022 CHNA community engagement, data collection, and analysis process identified significant opportunities to address ongoing Chronic Diseases and the importance of increasing Prevention efforts. In addition to Bon Secours emergency departments, acute hospital facilities, and outpatient medical resources, Bon Secours has a robust community health department that brings primary and specialty care services into underserved communities.

Goal

Goal 1: Ensure that all patients, regardless of insurance status, have access to high quality chronic disease management services, same-day acute care, annual wellness visits, wellness education, health screenings, and vaccinations.

Goal 2: Strengthen and sustain the health safety net continuum through partnerships and investments in primary care and specialty care, food access, medications, and other prevention services.

Expected impact

Collaborative effort is essential to the reduction in prevalence of chronic diseases in our communities. We seek to ensure access to high-quality prevention and disease management services for all community members through partnerships, investments, and programming.

Targeted populations

Medically under-served, low income and minority populations.

Strategies

Goal 1 - Strategies:

- 1) Expand access to high-quality and disease-specific prevention and wellness services.
- 2) Expand access to primary and specialty care services, especially for uninsured or underinsured patients.
- 3) Increase access to nutrition education, diabetes prevention and management education, and healthy cooking and eating programs.
- 4) Explore the reorganization of existing clinical services and the development of new clinical services to meet the needs of patients more adequately in underserved communities.



Goal 2 - Strategies:

- 1) Invest in non-profit direct service providers who are caring for the most vulnerable uninsured and underinsured patients.
- 2) Participate in collaboratives that drive scale towards addressing the prevalence of chronic diseases and root cause health needs.
- 3) Identify new partnership opportunities that seek to address root causes of chronic diseases across the CHNA service area.

Strategic measures

Goal 1 – Strategic Measures:

- 1) Open and operate new prevention suite inside Richmond Community Hospital's Medical Office Building. Progress will be measured by number of vaccinations, screenings, wellness services, and preventive education classes relative to 2022 baseline.
- 2) Open and operate new Manchester Community Health Clinic for the uninsured that will increase patient access and the provision of primary care and specialty care. Redeploy Care-A-Van mobile health team to target pockets of health disparity with poor access to care. Progress will be measured against baseline of zero and will be tracked through number of patients, type and frequency of services, and chronic disease indicators.
- 3) Increase access to nutrition education and programming through Sarah Garland Jones Center, including adding community dietitians to community health team. Progress will be measured through number of attendees and type and frequency of services compared to 2022 baseline.
- 4) Develop team-based care model to support primary & specialty practices throughout the CHNA service area. Consider reorganizing existing services to better meet the demand of patients. Progress will be measured through the number and types of services offered. This is a new initiative, so baseline is zero.

Goal 2 – Strategic Measures:

- 1) Invest at least \$2 million with health care and social services safety net organizations seeking to provide access to care and address root causes of health disparity. Progress will be measured through amounts invested, number and types of organizations, and specific health outcomes tracked by partner organizations.
- 2) Ensure Bon Secours representation on collaboratives such as Greater Richmond Healthcare Safety Net Collaborative and Healthy East End Steering Committee, among others. Progress will be measured through attendance and new initiatives formed from each collaborative.
- 3) Explore partnerships that address root causes of chronic diseases, particularly food insecurity and low access to prevention education and services. Progress will be measured through number of new partnerships, participation, and new initiatives formed as a result of partnerships.



Community collaborations

- 1) Greater Richmond Healthcare Safety Net Collaborative
- 2) Healthy East End Steering Committee
- 3) Partnership for Petersburg
- 4) Circle of Support for Child Wellness

Community resources available

- 1) Access Now -Volunteer Specialty network for free clinic patients.
- 2) Bay Aging: A premier provider of programs and services for people of all ages in the Northern Neck Region. Formed in 1978, Bay Aging is diverse in the programs it offers through three major divisions: Community Living, Bay Transit, and Bay Family Housing.
- 3) Bon Secours Care-A-Van - Improves access to health care services for the uninsured through mobile health clinics that provide free, primary, urgent, and preventative health care. Nutrition and chronic disease management consultation are also provided. Serves uninsured and vulnerable populations in a 60-mile radius of City of Richmond.
- 4) Bon Secours Community Nutrition Services - Improves community health, particularly in vulnerable communities, through nutrition counseling, healthy eating classes, and advocacy for food access.
- 5) Bon Secours Program for Diabetes Health - Enables persons with diabetes to achieve long-term control of their blood sugar and reduce the possibility of developing diabetic complications. Serves adults and children with diabetes, gestational diabetes, and their families.
- 6) Bon Secours Every Woman's Life - This program provides breast and cervical cancer screening and early detection, clinical breast exams, mammograms, pelvic exams, and Pap smears.
- 7) Bon Secours Instructive Visiting Nurse Association (IVNA) - IVNA is an Immunization and Wellness Program that provides over 12,000 flu shots per year, in addition to other immunizations and wellness services, to the Greater Richmond community
- 8) Bon Secours Medical Group - Four hundred and fifty-six (456) physicians and advanced practice clinicians and associated staff providing primary and specialty medical care to the CHNA service area in one hundred and fifty-two (152) locations.
- 9) Bon Secours Prenatal Education – Team of Prenatal Educators providing low or no-cost community education about childbirth, breastfeeding, postpartum care, and newborn care and safety, and more.
- 10) Bon Secours Saint Francis Family Medicine Clinic – Patient Centered Medical Home that offers complete primary care for newborns, children, and adults, as well as comprehensive obstetrics and gynecological services. This clinic provides care to many patients referred from the Bon Secours Care-A-Van.



- 12) Creighton Court Resource Center - Partnership with Richmond City Health Department and Richmond Redevelopment & Housing Authority to deliver health screenings, checkups, health education, nutrition, parenting classes, budget management and community resource information to an underserved community.
- 13) Eastern Virginia Care Transitions Partnerships: Coordinating and delivering quality care and prevention services to older adults living in the Northern Neck Region.
- 14) Free Clinics (6) and FQHCs (3) - CrossOver Health Ministry, Health Brigade, Goochland Cares, Hanover Interfaith Clinics, Free Clinic of Powhatan, Northern Neck - Middlesex Free Health Clinic. Capital Area Health Network, Daily Planet, and Central Virginia Health Services. Provide primary care services to the uninsured.
- 15) Greater Richmond Fit4Kids: Non-profit organization dedicated to improving children's health and reducing the prevalence of childhood obesity in the Richmond region. Greater Richmond Fit4Kids offers innovative programs that promote physical activity and healthy eating in schools, community organizations, and beyond.
- 16) Heart Aware - Focuses on prevention and early detection of heart disease by providing health lectures, health screenings, healthy cooking and physical activity demonstrations. Primarily serves adults over 30 years of age in Central Virginia.
- 17) Medical Society of Virginia - Physician led organization providing medication assistance programs for uninsured patients.
- 18) Metropolitan Richmond Sports Backers: Seek to inspire people from all corners of the Greater Richmond community to live actively.
- 19) Middle Peninsula/Northern Neck Community Services Board: Serves the ten counties of the Middle Peninsula and Northern Neck, providing services related to early intervention, intellectual disabilities, mental health, prevention and substance use.
- 20) National Alliance on Mental Illness of Virginia - The National Alliance on Mental Illness of Virginia (NAMI Virginia) was created in 1984 to provide support, education, and advocacy for individuals and families in Virginia affected by mental illness. Along with our community-based affiliates, we provide education, support, information, training, and resources, and engage in systems change policy advocacy.
- 21) Regional Health Districts: Chesterfield County Health Department, Chickahominy Health District, Goochland County Health Department, Henrico County Health Department, Richmond City Health District, Three Rivers Health District, Crater Health District - Support of programs addressing the needs of vulnerable populations – includes prevention and access.
- 22) Seventh District Health and Wellness Initiative - Seeks to connect each East End resident to a medical home and reduce obesity through nutrition education and physical activity opportunities.



- 23) Shalom Farms - Grow healthy produce distributed to underserved communities. Provide learning opportunities for children and adults, on growing food, overcoming barriers to cooking and eating nutritionally.
- 24) SOAR365 (formerly Greater Richmond ARC): In partnership with families, SOAR365 creates life-fulfilling opportunities for individuals with disabilities.
- 25) The Faces of Hope of Virginia, Inc.: Strive to educate children and their families about healthy options and encourage personal empowerment to make significant strides toward preventing and fighting childhood and adult obesity.
- 26) Virginia Healthcare Foundation - Promotes and funds local public-private partnerships that increase access to primary health care services for medically underserved and uninsured Virginians.

Mental Health

Description

As detailed in the hospital's Community Health Needs Assessment Report:

The 2022 CHNA community engagement, data collection, and analysis process identified significant opportunities to address existing and emerging Mental Health needs. In addition to Bon Secours emergency departments, acute hospital facilities, and outpatient medical resources, Bon Secours is increasingly focused on the delivery of services as part of the communities' response to the mental health crisis.

Goal

Goal 1: Increase mental health screenings and access to inpatient and outpatient mental health care and support services.

Goal 2: Invest in and partner with community-based organization who are providing innovative solutions towards addressing behavioral health needs, particularly in schools and among adolescents.

Expected impact

With mental health being a top health need facing our communities, we seek to expand access to high-quality and affordable services and strengthen capacity of community providers.

Targeted populations

All community members with specific focus on medically under-served, low income and minority populations.



Strategies

Goal 1 – Strategy:

- 1) Develop comprehensive strategy and deploy new emergency, inpatient, and outpatient mental health services.
- 2) Expand access to mental health services through increased community-based screenings.

Goal 2 – Strategy

- 1) Invest in non-profit service providers addressing mental health needs throughout the CHNA service area, particularly school-based programs.

Strategic measures

Goal 1 – Strategic Measures:

- 1) Expand comprehensive emergency, inpatient, and outpatient mental health services throughout the CHNA service area. Progress will be measured by number of patients served and types of services offers. Baseline is zero.
- 2) Increase depression screening across medical group and community health and connect individuals to available resources. Progress will be measured by number of practices/associated screening and referrals made for care. Baseline will be compared to 2022.

Goal 2 – Strategic Measures:

- 1) Invest at least \$1 million to strengthen community organizations who are focused on addressing the mental health needs of our communities, particularly those who are working with schools to address mental health concerns in children and families. Progress will be measured by amount of investment, number and types of partnerships, and specific outcomes to be determined through the partnerships.

Community collaborations

- 1) Empower Net - Domestic Violence Rape Crisis Collaborative
- 2) Trauma-Informed Care Network
- 3) Central Virginia Overdose Working Group
- 4) Mental Health Community Agency Collaborative

Community resources available

- 1) Bon Secours Behavioral Health Center at Richmond Community Hospital
Opening at the end of 2022 in response to previous CHNA feedback, a two story, 25,000 square foot behavioral health facility will open. This facility will contain a behavioral health partial hospitalization program (PHP), programming from the Bon Secours Mobile Assessment Response Team (BSMART) and a behavioral health tele-consult call center.



- 2) Bon Secours Richmond Cullather Brain Tumor Quality of Life Center - Provides supports and education to patients with brain tumors and their families. Serves the community at large.
- 3) Bon Secours Hospital Emergency Departments, Freestanding Emergency Departments – Bon Secours Richmond includes 7 acute facility hospitals with Emergency Departments as well as 4 freestanding Emergency Departments.
- 4) Bon Secours Hospital Inpatient Mental Health Care – Across the CHNA service area within hospital settings, there are designated beds for acute psychiatric treatment and stabilization.
- 5) Bon Secours Medical Group – Four hundred and fifty-six (456) physicians and advanced practice clinicians and associated staff providing primary and specialty medical care to the CHNA service area. The Medical Group has fifty-three (53) primary care offices and ninety-nine (99) specialty offices, for a total of one hundred and fifty-two (152) locations.
- 6) Challenge Discovery Projects - Challenge Discovery Projects provides direct services to over 1,600 at-risk youth in Richmond. Committed to improving the emotional health and well-being of children and their families through programs that promote self-worth and positive, healthy relationships. Partnership has an emphasis on Richmond’s East End.
- 7) Child Savers – Provide a fundamental commitment to the mental well-being of children and the positive bond between adult and child. ChildSavers supports this with clinical treatment and education and training services. Partnership has an emphasis on Richmond’s East End.
- 8) Comfort Zone Camp - Comfort Zone Camp is a nonprofit 501(c)3 bereavement camp that transforms the lives of children who have experienced the death of a parent, sibling, or primary caregiver.
- 9) Family Lifeline - A home visiting program seeking to enhance family functioning through intensive case management with Community Health Nurse, Outreach Worker, and Mental Health Clinicians providing support, access to healthcare and medical services, as well as mental health assessment.
- 10) Hanover Safe Place - Provides services to victims of sexual or domestic violence and promotes violence prevention.
- 11) Healing Place/CARITAS - Provides substance abuse rehab for homeless men and women.
- 12) Hilliard House/Housing Families First - Assists homeless women and their children to build their capacity to live productively within the community.
- 13) Middle Peninsula/Northern Neck Community Services Board: Serves the ten counties of the Middle Peninsula and Northern Neck, providing services related to early intervention, intellectual disabilities, mental health, prevention and substance use.
- 14) Virginia Supportive Housing - Provides permanent housing to the homeless.



- 15) Voices for Children - Statewide, privately funded non-partisan policy research and practices that improve the lives of children.
- 16) Real Life - REAL LIFE serves individuals who have been impacted by incarceration, homelessness, or substance use disorder by giving them an opportunity to overcome their personal and community barriers that hinder their pathway to a Thriving Life.
- 17) Richmond Behavioral Health Authority - Provides services in four major behavioral health areas: Mental Health; Intellectual Disabilities; Substance Use Disorders; and Access, Emergency & Medical Services.
- 18) Rx Partnership: Rx Partnership increases medication access for vulnerable Virginians and strengthens the health safety net.
- 19) Safe Harbor - Offers comprehensive services and support for those who are experiencing or have experienced domestic violence, sexual violence, or human trafficking. Working from a trauma-informed and empowerment-focused lens, Safe Harbor seeks to help clients understand and address the impact of trauma and build resilience.
- 20) United Methodist Family Services (UMFS) - Offers a network of flexible community-based services. Mentoring, community respite, visitation, community-based clinical support and parent coaching are just a few of the formal and informal offerings to support at-risk families.



Board Approval

The Bon Secours Richmond Health System 2023 Community Health Improvement Plan was approved by the Bon Secours Richmond Health System on April 18, 2023

Board Signature: Elizabeth H. Crowther, Chair Elizabeth H. Crowther

Date: 4/18/23

For further information or to obtain a hard copy of the CHIP please contact:
Becky Clay Christensen at Rebecca_Christensen@bshsi.org

Bon Secours CHIP Website: <https://www.bonsecours.com/about-us/community-commitment/community-health-needs-assessment>

