



2026-2028

Implementation Strategy



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Introduction

Located in Virginia’s Shenandoah Valley, Augusta Health is a 255-bed independent, nonprofit community healthcare system. The mission of Augusta Health is “to strengthen the health and well-being of all people in our communities”.

The Patient Protection and Affordable Care Act, through IRS section 501(r) regulations, directs nonprofit hospitals to conduct a Community Health Needs Assessment (CHNA) every three years and to develop a three-year Implementation Strategy that responds to identified community needs.

Augusta Health conducted a CHNA that was reviewed by the Board of Directors on August 26th, 2025. The CHNA complied with federal regulations guiding tax-exempt hospitals, assessing the significant health needs for the hospital’s service area. The CHNA and Implementation Strategy will help to guide the hospital’s community health improvement programs and community benefit activities, as well as its collaborative efforts with organizations that share a mission to improve health. This Implementation Strategy details how Augusta Health plans to address the significant health needs identified in the 2025 CHNA.

Report Adoption, Availability and Comments

This Implementation Strategy was adopted by Augusta Health’s Board of Directors in April 2026. The report is widely available to the public on the website, <https://www.augustahealth.com/service/community-outreach/community-health-needs-assessment/>. Comments and questions can be submitted to the Community Outreach Department Manager at (540) 332-4987.

The assessment incorporated data from multiple sources, including a Community Health Survey and Online Key Informant Survey, as well as secondary research (vital statistics and other existing health-related data).

Based on the information gathered through the CHNA, the significant health needs of the community were identified. The significant health needs were determined through consideration of various criteria, including: standing in comparison with benchmark data; identified trends; the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue. These also take into account those issues of greatest concern to the community stakeholders (key informants) giving input to this process. The following significant health needs were identified:

- Access to Health Care Services
- Cancer
- Diabetes
- Heart Disease and Stroke
- Housing
- Infant Health and Family Planning
- Injury and Violence
- Mental Health
- Nutrition, Physical Activity and Weight
- Potentially Disabling Conditions
- Respiratory Diseases
- Substance Use
- Tobacco Use

Significant Health Needs the Hospital Will Address

This Implementation Strategy provides details on how Augusta Health plans to address the significant health needs identified in the 2025 CHNA. The hospital plans to build on previous CHNA efforts and existing initiatives, while also considering new strategies and efforts to improve health.

The CHNA served as the resource document for the review of health needs as it provided data on the scope and severity of issues and included community input on those health needs. The community prioritization of needs was also taken into consideration. This occurred on August 11th, 2025, as a facilitated discussion including over 100 community partners, stakeholders and leaders. This discussion involved the reviewing and ranking of the significant health needs.

The following criteria were used to determine the significant health needs the hospital will address in the Implementation Strategy:

Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.

Established Relationships: There are established relationships with community partners to address the issue.

Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of the community benefit effort.

Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

Strategic Alignment: Long-term strategic plans of the Board and Senior Leadership align to achieve the same goals as community initiatives.

This information was presented to the Community Partnership Committee and the Board of Directors.

As a result of this process, Augusta Health will address:

- Mental Health and Substance Use
- Chronic Disease Prevention (including Nutrition, Physical Activity and Weight,

- Diabetes, Heart Disease and Stroke, and Cancer)
- Access to Healthcare (including Infant Health and Family Planning)
- Housing

When developing the programs to address the prioritized needs, Augusta Health intentionally aligned the community health initiatives with the driving strategies of the Care Reimagined 2030 Strategic Plan; advance community health, invest in talent, focus on access, and innovate with purpose.

Strategies to Address Prioritized Health Needs

For each health need the hospital plans to address, the Implementation Strategy describes the following: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and potential collaboration between the hospital and other organizations.

Health Need: Mental Health and Substance Use	
Goal	Improve the well-being of the community by increasing the availability of services, resources, support, and education surrounding mental health and substance use disorders.
Anticipated Impact	<ul style="list-style-type: none"> • Increase access to mental health providers and other resources in the community. • Explore and increase partnerships in the community that uplift treatment of mental health and substance use disorders. • Increase community knowledge around the implications of mental health and substance use. • Increase training and access to Naloxone for timely and efficient response to an opioid overdose.
Strategy or Program	Summary Description
Community Collaborations	Augusta Health will build and strengthen relationships by gathering community voice, assessing needs, and collaborating with partners on projects that expand access to mental health and substance use resources.
Scholarly Research in Community Health	Through partnerships with local academic universities and our Graduate Medical Education program, create research studies that improve community health initiatives or operational practice in the area of mental health and substance use.

Health Need: Mental Health and Substance Use	
Exploration of External Grant Revenue	Explore alternative funding sources in the priority area of mental health and substance use.
Strategic Grant Funding	Award funding to nonprofit organizations whose mission and programs align with Augusta Health’s funding criteria. Funding will support programs focused on mental health and substance use.
Valley Recovery and Assistance Center	Support Valley Community Services Board (VCSB) in the development of a Crisis Receiving Center and Crisis Stabilization Unit.
Graduate Medical Education Psychiatry Residency Program	Launch the psychiatry residency program and work with behavioral health organizational and community leaders to broaden residency education.
Maternal Mental Health	Provide a free monthly support group, called Mothering together, for mothers to help shape a community. This will have an emphasis on mental health support topics, educational information about child raising, a mindful craft, and refreshments to share in the company of others.
Substance Use Access and Prevention Programs	
REVIVE! Training	Provide REVIVE! training to community members who want to learn how to recognize and respond to an opioid overdose emergency with naloxone.
ONEbox Program	Make Naloxone more accessible by bringing the ONEbox program to the community. The ONEbox program is a rapid risk reduction resource that provides emergency naloxone kits with on-the-spot video training and is known as the AED of Naloxone administration.

Health Need: Mental Health and Substance Use	
Substance Use Access and Prevention Programs Cont.	
ED Discharge Naloxone Program	Through the Virginia Naloxone Program, Naloxone will be provided to patients diagnosed with or at risk for an opioid use disorder when discharged from the Augusta Health Emergency Department.
Planned Partnerships	<ul style="list-style-type: none"> Augusta Health Crossroads Mental Health Unit Augusta Health Emergency Department Augusta Health Foundation Augusta Health Graduate Medical Residency Program Augusta Health Neighborhood Clinic Augusta Health Outpatient Behavioral Health Bridge Christian Church Central Shenandoah Health District Harm Reduction Coalition R3 ONEbox Strength in Peers Valley Community Services Board Virginia Naloxone Program Youth Wellness Coalition

Health Need: Chronic Disease Prevention	
Goal	To prevent and manage chronic diseases through screening events, physical activity, health and nutrition education, and increased access to healthy foods.
Anticipated Impact	<ul style="list-style-type: none"> • Nutrition: Increase food access* and nutrition access** to patients and community members, especially those in vulnerable populations. Increase education about nutritious foods and how to prepare them. • Physical Activity: Increase the availability, access, and quality of physical activity programs in the area through community partnerships. • Chronic Disease: Increase the number of individuals who receive education for prevention and treatment of chronic diseases, including cancer, diabetes, heart disease, and stroke. <p><i>*Food Access: Access by individuals to adequate resources for acquiring appropriate foods for a nutritious diet.</i></p> <p><i>**Nutrition Access: Consistent access, availability, and affordability of foods that promote well-being, prevent disease, and treat disease.</i></p>
Strategy or Program	Summary Description
Community Collaboration	Augusta Health will build and strengthen relationships by gathering community voice, assessing needs, and collaborating with partners on projects that expand access to chronic disease prevention resources.
Scholarly Research in Community Health	Through partnerships with local academic universities and our Graduate Medical Education program, create research studies that improve community health initiatives or operational practice in the area of chronic disease prevention.

Health Need: Chronic Disease Prevention	
Exploration of External Grant Revenue	Explore alternative funding sources in the priority area of chronic disease prevention.
Strategic Grant Funding	Award funding to nonprofit organizations whose mission and programs align with Augusta Health’s funding criteria. Funding will support programs focused on chronic disease prevention.
Food is Medicine	<p>Food access and nutritional education interventions used to prevent, manage, or treat diet-related diseases and address food and nutrition insecurity including but not limited to:</p> <ul style="list-style-type: none"> • The Farm at Augusta Health, operated by Rodale Institute • Crops to Community • Food FARMacy • Augusta Health Food Pantry • Home Health/Hospice Produce Bag • Nutrition Awareness Program & Sodexo’s Mindful Meals
Chronic Disease Prevention	<p>Programming intended to reduce the risk, onset, and impact of long-term diseases, including but not limited to:</p> <ul style="list-style-type: none"> • Active Lifestyles for Children and Families Program through the Fitness Center • Cancer Screening and Prevention • Heart Disease and Stroke Prevention including Heart Health Fair & Stroke Team Community Events • Healthy Conversations Initiative (HCI) • Diabetes Education, Prevention Classes, and Support Group • Medically-based Fitness

Health Need: Chronic Disease Prevention

Planned Partnerships

Augusta County EMS
Augusta Health Cancer Center
Augusta Health Cardiology
Augusta Health Diabetes Education Clinic
Augusta Health Diabetes and Endocrinology
Augusta Health Fitness Center
Augusta Health Foundation
Augusta Health Home Health Care
Augusta Health Hospice
Augusta Health Neighborhood Clinic
Augusta Health Nursing Division
Augusta Health Nutrition Services
Augusta Health Revenue Cycle
Augusta Health Radiology
Augusta Health Stroke Team
Augusta Health Supply Chain
Augusta Health Volunteer Services
Augusta Health Well Together Team
Augusta Medical Group
Blue Ridge Area Food Bank
Central Shenandoah Health District
Cool Breeze Farm
Polyface Farms
Pritikin
Rodale Institute
SAW Food Alliance
Sodexo
Virginia School for the Deaf and Blind
Waynesboro Public Schools

Health Need: Access to Healthcare	
Goal	Improve and expand access, navigation, and coordination of services to reduce healthcare barriers for all community members, notably our vulnerable and underserved populations.
Anticipated Impact	<ul style="list-style-type: none"> • Increase the availability of access to primary and preventive care services by reducing barriers. • Increase community partnerships to promote and improve coordination of available services at community-based health events. • Expand and enhance community knowledge about available resources and access to healthcare services.
Strategy or Program	Summary Description
Community Collaborations	Augusta Health will build and strengthen relationships by gathering community voice, assessing needs, and collaborating with partners on projects that expand access to healthcare resources.
Scholarly Research in Community Health	Through partnerships with local academic universities and our Graduate Medical Education program, create research studies that improve community health initiatives or operational practice in the area of access to healthcare.
Exploration of External Grant Revenue	Explore alternative funding sources in the priority area of access to healthcare.
Strategic Grant Funding	Award funding to nonprofit organizations whose mission and programs align with Augusta Health's funding criteria. Funding will support programs focused on access to healthcare services.

Health Need: Access to Healthcare	
Maternal and Infant Health	<p>Provide a patient-centered support system that helps mothers, specifically those at high-risk, navigate the health care system during pregnancy, birth and the post-partum period. Initiatives include:</p> <ul style="list-style-type: none"> • Navigation • Lactation Support • Maternity Clothes Closet • Regional Jails Outreach • Dolly Parton Imagination Library (DPIL) • Food Access
Flu Vaccine Clinics	Collaborate with partners to increase offerings of community-based vaccine clinics and provide education regarding flu virus and hand hygiene.
Homeless Healthcare Connection	Collaborate with local homeless shelters and Augusta Health Neighborhood Clinic sites to provide homeless outreach assistance and resources.
Community Outreach to Diverse Populations	Continue to develop and expand access for minority populations. Collaborate with community partners to co-facilitate or provide health screenings, vaccinations, health education, and chronic disease management. Ex. Hispanic/Latino outreach.
Faith Community Nursing	Engage and collaborate with nurses in local faith communities, providing them with health resources to promote health and wellness.
Mobile Neighborhood Clinic	Provide healthcare services directly to communities and individuals who have difficulty accessing traditional health care.
Ambulatory Transport	Provide transportation from Augusta Health for patients who meet criteria set by the nursing division initiative.

Health Need: Access to Healthcare

Planned Partnerships

Augusta Health Case Management
Augusta Health Foundation
Augusta Health Neighborhood Clinic
Augusta Health OBGYN, Fishersville and Harrisonburg
Augusta Medical Group
Brite Bus
Central Shenandoah Health District
Comfort Care Woman's Health
Community Foundation of the Central Blue Ridge
Disciple's Kitchen
Embrace Center for Community
Faith Communities
Futuro Latino
Middle River Regional Jail
New Directions
Page County Jail
Project Horizon
Promotores de Salud
Rockbridge Regional Jail
Shenandoah LGBTQ+
Valley Community Services Board
Valley Homeless Connection
Valley Mission
Valley Program for Aging Services
Waynesboro Area Refugee Ministry (WARM)
Waynesboro, Staunton, and Augusta County Libraries

Health Need: Housing	
Goal	To reduce the health impacts associated with housing instability through increased access to housing-related resources, targeted prevention efforts, and cross-sector partnerships that support safe, stable housing and long-term health.
Anticipated Impact	<ul style="list-style-type: none"> • Improve housing stability for individuals and families. • Increase access to housing-related resources and support. • Reduce health risks associated with housing insecurity. • Over time, these efforts are expected to contribute to: <ul style="list-style-type: none"> ○ Improved health outcomes. ○ Decrease in avoidable emergency department utilization. ○ Strengthen coordination among community partners.
Strategy or Program	Summary Description
Community Collaboration	Augusta Health will build and strengthen relationships by gathering community voice, assessing needs, and collaborating with partners on projects that expand access to housing resources.
Scholarly Research in Community Health	Through partnerships with local academic universities and our Graduate Medical Education program, create research studies that improve community health initiatives or operational practice in the area of housing assistance.
Exploration of External Grant Revenue	Explore alternative funding sources in the priority area of housing assistance.

Health Need: Housing	
SAW Housing Leadership Coalition	Through participation in the SAW Housing Leadership Coalition, the hospital collaborates with community leaders, organizations, and stakeholders to advance housing solutions that address social determinants of health. This initiative supports cross-sector coordination, shared problem-solving, and community-driven strategies, including facilitation of community groups focused on housing stability and health outcomes.
Local Housing Authority & Municipal Advisory Partnerships	Through participation in advisory partnerships with local housing authorities and municipal entities, the hospital contributes a health-focused perspective and serves as a resource on CHNA priorities and Community Building initiatives to support coordinated decision-making and housing stability.
Healthy Homes Initiative	The hospital will improve sanitary conditions, indoor air quality, and environmental health within homes by providing targeted home-based interventions to households. These will be identified through referrals and data-informed analysis, reducing health risks associated with housing instability and promoting safer, healthier living environments.
Respite and Recovery Program	The hospital will explore developing a program model and business plan for short-term Respite and Recovery Program that provides a safe, supportive space for unsheltered individuals who are recovering from serious illness, hospitalization, or preparing for a scheduled procedure. The program will be designed to support rest, healing, infection prevention, and connection to ongoing medical care and housing-related resources.
Planned Partnerships	<ul style="list-style-type: none"> Augusta Health Case Management Team Augusta Health Community Outreach and Partnerships Team Augusta Health Foundation Augusta Health Home Health Team Augusta Health Population Health Team Augusta Health Information Systems Team Augusta Medical Group Neighborhood Clinic

Health Need: Housing

Planned Partnerships

Central Shenandoah Planning District Commission
Community Foundation of the Central Blue Ridge
Embrace Center for Communities
Renewing Homes of Greater Augusta
SAW Housing Coalition
Shenandoah Valley Partnership
Staunton Augusta Waynesboro Habitat for Humanity
Staunton Housing Corporation
Valley Community Services Board
Valley Mission
Waynesboro Area Refuge Ministry (WARM)
Waynesboro Housing and Redevelopment Authority

Evaluation of Impact

Augusta Health will monitor and evaluate the programs and activities outlined above. The hospital anticipates the actions taken to address significant health needs will improve health knowledge, behaviors and status, increase access to care, and help support good health. The hospital is committed to monitoring key initiatives to assess impact and tracks the implementation of the activities. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled CHNA report.

Needs the Hospital Will Not Address

Augusta Health acknowledges that there are not sufficient resources to address all the community health needs and, in some cases, the needs are currently addressed by others in the community. Therefore, the hospital will concentrate on those health needs that can most effectively be addressed given the organization's areas of focus and expertise.

Taking existing hospital and community resources into consideration, Augusta Health will not directly address the remaining health needs identified in the CHNA, including tobacco use, potentially disabling conditions, injury and violence, and respiratory diseases.