

Twin County Regional Healthcare 2025 *Community Health Needs Assessment*

-Grayson and Carroll Counties & Galax City, Virginia-



Adopted by Board of Trustees 10/27/2025



Table of Contents

Letter to the Community..... 3

Community Health Needs Assessment Overview.....4

Process and Methods.....6

About Twin County Regional Healthcare..... 7

Community Served.....8

Grayson County Community Health Characteristics.....10

Carroll County Community Health Characteristics..... 13

Galax City Community Health Characteristics..... 16

Impact Since Last CHNA..... 19

Methods of Identifying Health Needs..... 23

Community Survey Data.....24

Community Summit..... 28

Evaluation and Selection Process.....30

Overview of Priorities..... 31

Implementation Plan Framework.....34

Implementation Plan Strategy..... 35

Appendix: Survey Results..... 40

Letter to the Community

Dear Community,

The mission of Twin County Regional Healthcare (Twin County) is *making communities healthier*. Our patients can expect quality health care with a personal touch, and we continually work to expand services to better meet the needs of patients and local residents.

Every three years, we conduct a community health needs assessment to gain insight and feedback from those we serve. This allows us to understand how our efforts have impacted local residents and what changes are needed to continue progress toward a healthier community.

The 2025 community health needs assessment not only highlights local health needs but also provides an action plan outlining how Twin County will respond. We believe it is of utmost importance that people are able to access care without having to leave our community. Through expanded service offerings, telemedicine and partnerships with other organizations we strive to be your hub for healthcare in Grayson County, Carroll County, and Galax City. Our implementation strategy outlines the need, the overview of how we will address the need and the measures we will use to gauge success.

At Twin County, we are committed to working with other key stakeholders to address larger community issues such as affordable housing, childcare and other resources that can adversely impact a person's health and well-being.

Twin County is a diverse facility that strives to create places where people who choose to come for healthcare, physicians and providers want to practice, and employees want to work. I am committed to leading our healthcare system while expanding and evaluating our current services to meet your healthcare needs. We all enjoy this wonderful community and, together, we can make our community healthier for all.

Sincerely,

William Alley

CEO | Twin County Regional Healthcare

Community Health Needs Assessment (CHNA) Overview

In 2025, Twin County Regional Healthcare (“TCRH”) performed a Community Health Needs Assessment (CHNA) in partnership with Strata Decision Technology (“Strata”) to determine the health needs of the local community and develop an accompanying implementation plan to address the identified health needs of the community.

CHNA Purpose

A CHNA is part of the required hospital documentation of “Community Benefit” under the Affordable Care Act for 501(c)(3) hospitals. It uses systematic, comprehensive data collection and analysis to provide information about the community including health status, needs, and disparities. The CHNA also offers a targeted action plan to address areas of need and allows the hospital to truly understand the health needs of the community it serves.

CHNA Facility Benefits



- Identify health disparities and social determinants to inform future initiatives, programs, and outreach strategies
- Identify gaps in healthcare
- Develop an understanding of perceptions and ideas among community members
- Form collaborations with community organizations to address local health needs

The core elements of a CHNA include:

- a definition and description of the community served
- a description of the process and methods used to conduct the CHNA
- a description of how the hospital facility solicited and took into account input received from community members
- a description of the identified significant health needs of the community, including selection process and criteria
- a description of resources available to address the significant health needs
- an evaluation of the impact of any actions that were taken to address the significant health needs identified in the immediately preceding CHNA

Community Health Needs Assessment (CHNA) Overview

The CHNA Process

The process to conduct the CHNA included the following:



Twin County Regional Healthcare’s health priorities identified through the 2025 process are:

- 1 Children’s Health
- 2 Chronic Diseases - Heart Disease
- 3 Chronic Diseases - Stroke
- 4 Mental Health
- 5 Women’s Health

This report was approved by the Board of Trustees on 10/27/2025

Process and Methods used to Conduct the Assessment

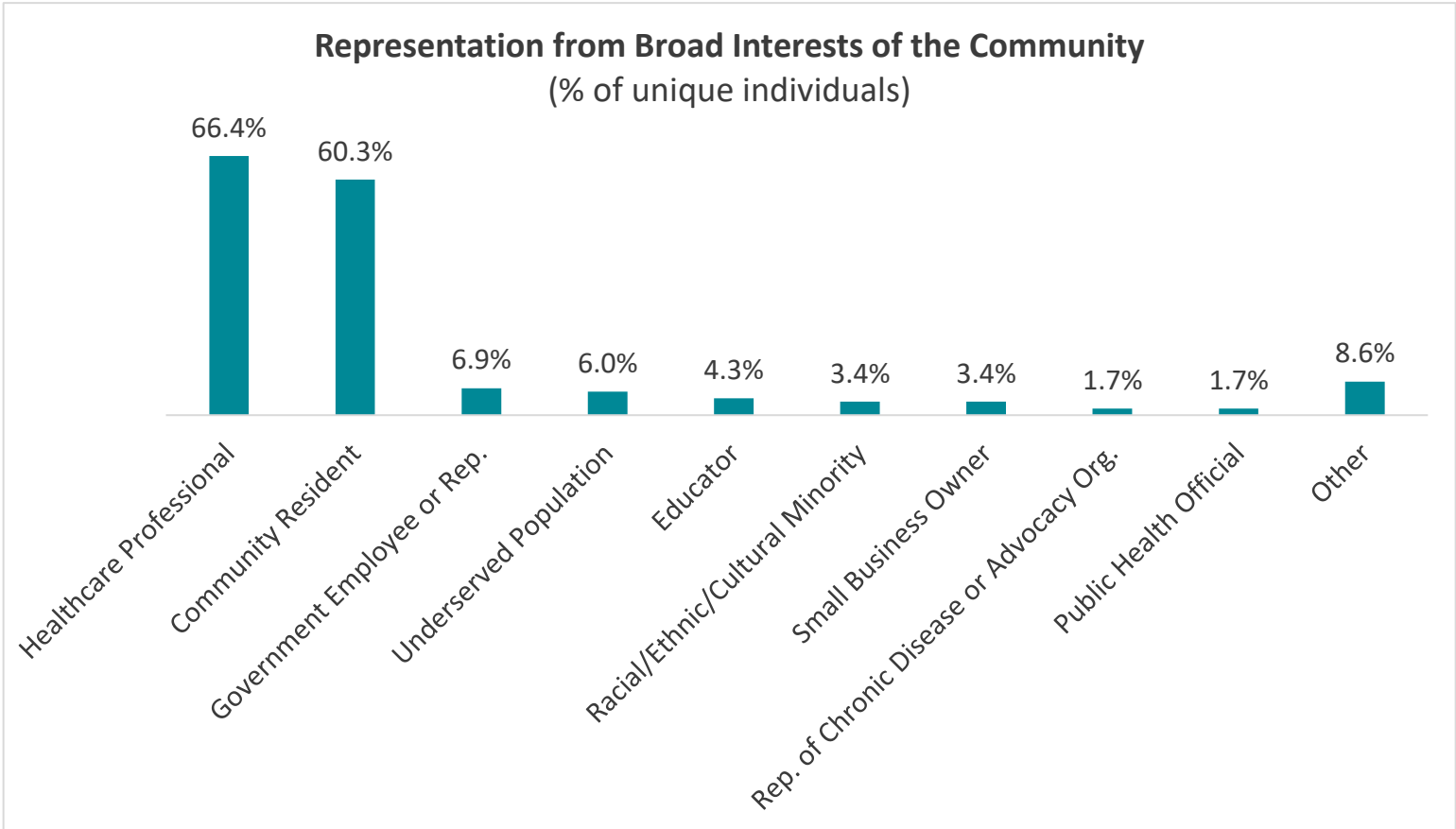
To assess the health needs of the community, a comprehensive approach was utilized. This included collecting community health data via secondary sources and a survey of community members to assess healthcare needs. A community summit was then held to review these inputs with community stakeholders to prioritize the health needs of the community and create action plans.

Community Health Data Collection and Analysis

Twin County Regional Healthcare relied on secondary source data to define and assess the community. This data was sourced at the county level from available public sources, including www.countyhealthrankings.org and ESRI.

A community survey was deployed by Twin County Regional Healthcare to gain input on local health needs, including those of priority populations such as the medically underserved, low-income, and minority populations. The survey received feedback from 94 community members. The survey was open from May 5, 2025 to June 13, 2025 and distributed digitally. The Community Summit was held on July 29, 2025 and had 22 participants.

Survey respondents and summit participants represented the stakeholder groups below:



About Twin County Regional Healthcare

Welcome to Twin County Regional Healthcare — Where Your Health Comes First

At Twin County Regional Healthcare, we’re more than just a hospital — we’re a trusted part of your community. Since opening our doors in 1973, we’ve been committed to delivering high-quality, affordable healthcare to the Twin Counties region.

Today, we continue to grow, evolve, and care for our neighbors with the same dedication we’ve always had. As the region’s leader in healthcare services, we understand the needs of our community because we’re part of it. That’s why we continually expand and improve the care we provide — from acute and ambulatory care to emergency services — all designed to support your health and well-being. Our values reflect what matters most to you: service, quality, safety, people, cost-effectiveness, and growth. Whether you’re staying healthy or recovering from illness, you’ll find comfort in knowing you’re surrounded by friends, family, and neighbors who truly care.

Located in Galax, Virginia — at the heart of the Twin Counties of Grayson and Carroll — Twin County Regional Healthcare is a 141-bed rural facility serving a population of approximately 60,000 within a 100-mile radius. We proudly serve a large Medicare population and remain dedicated to meeting the healthcare needs of our region.

Mission

Making communities healthier®

Vision

We want to create places where people choose to come for healthcare, physicians and providers want to practice, and employees want to work.

Values



Champion
Patient Care



Do the
Right Thing



Embrace
Individuality



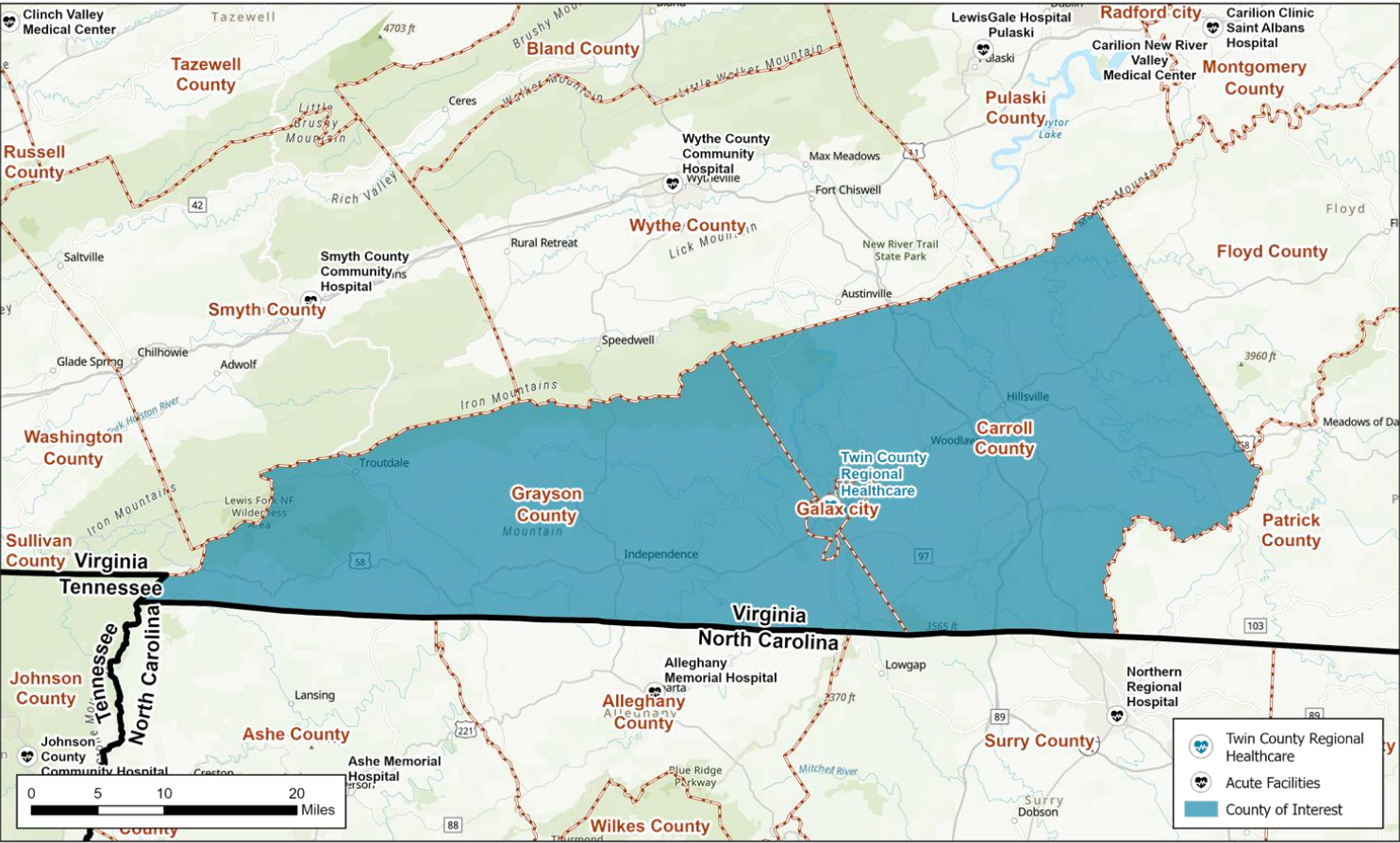
Act with
Kindness



Make a
Difference
Together

Community Served

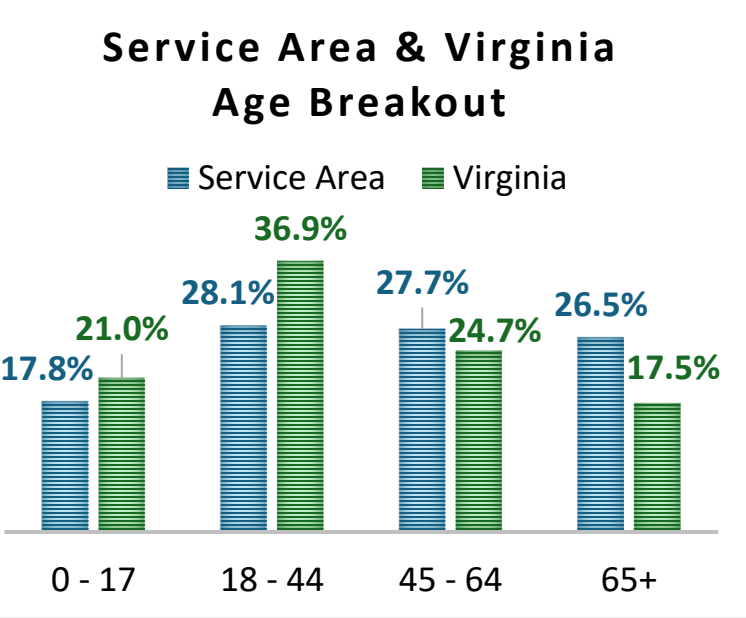
For the purpose of this study, Twin County Regional Healthcare defines its service area as Grayson and Carroll Counties and Galax City, Virginia.



2024 Total Service Area Population: 50,912
2029 Projected Total Service Area Population: 50,624

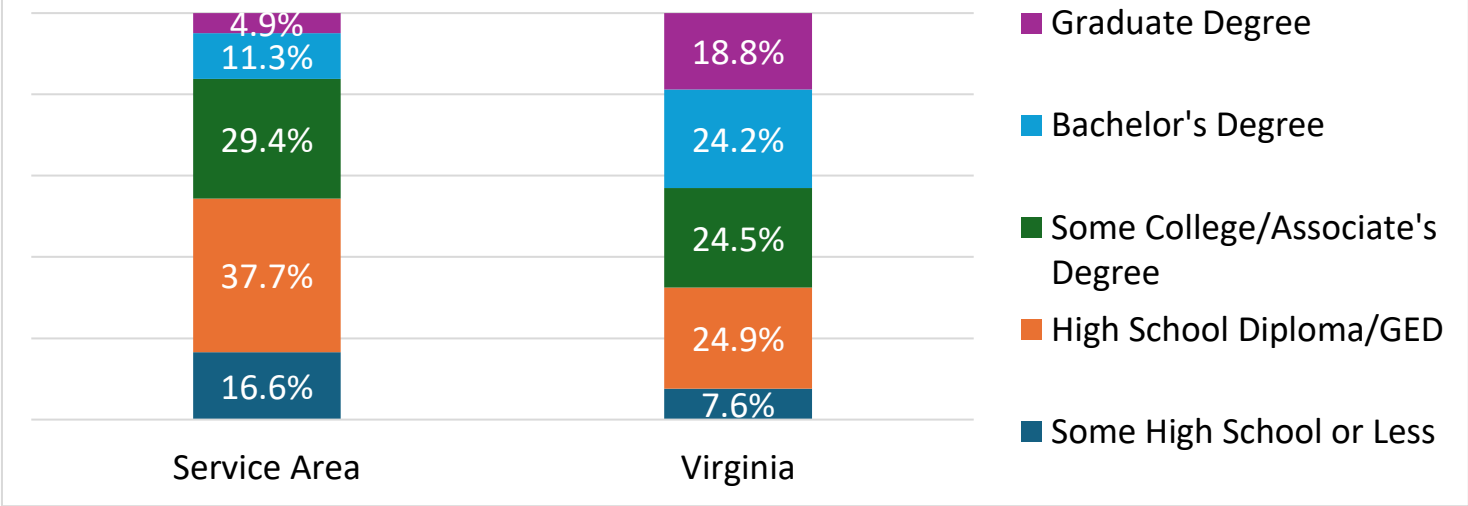
-0.1%
change
per year

Race & Ethnicity		
	Service Area	Virginia
White	89.0%	58.9%
Black	3.1%	18.7%
American Indian	0.2%	0.5%
Asian/Pacific Islander	0.4%	7.7%
Other Race	3.1%	5.5%
Two or More Races	4.3%	8.7%
Hispanic Origin	6.0%	11.3%

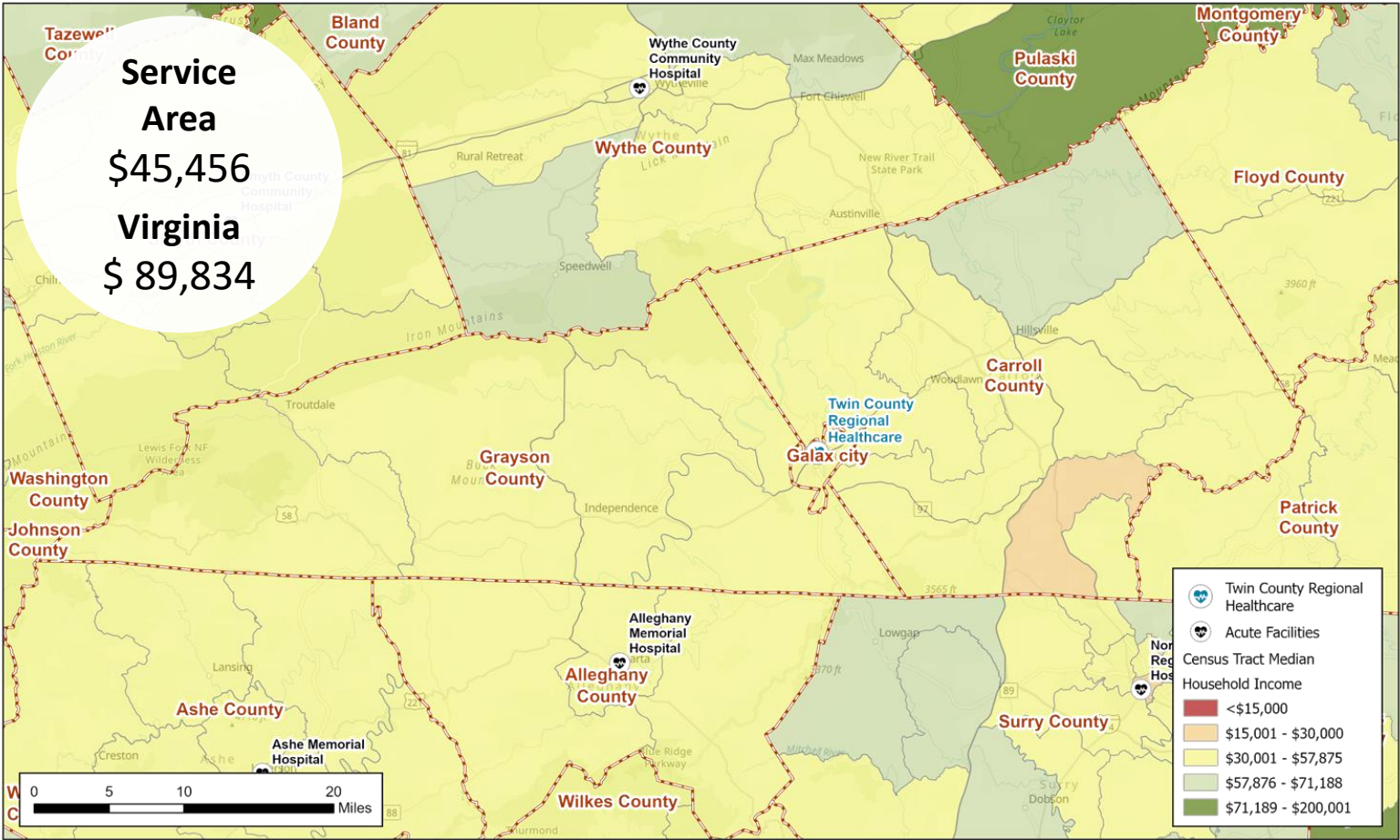


Community Served

Service Area & Virginia Education Breakout



2024 Median Household Income {by Census Tract}



Census Tract: small, relatively permanent statistical subdivisions of a county uniquely numbered; average about 4,000 inhabitants

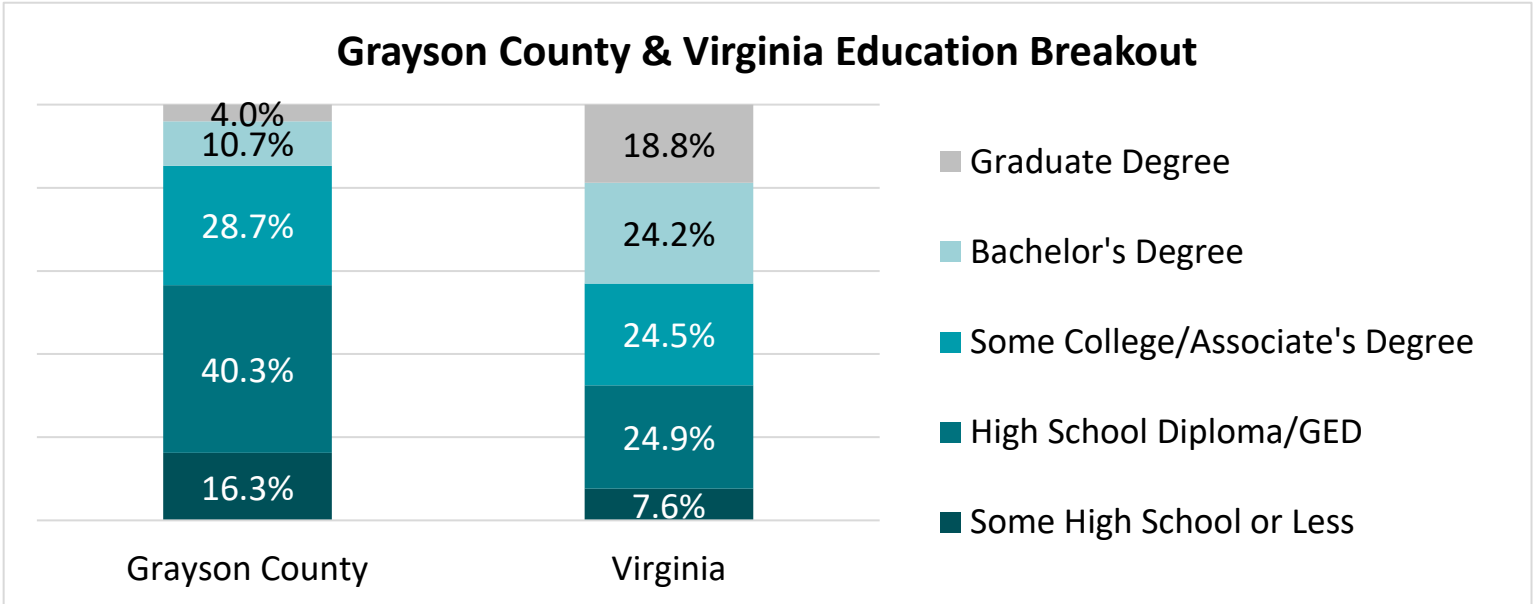
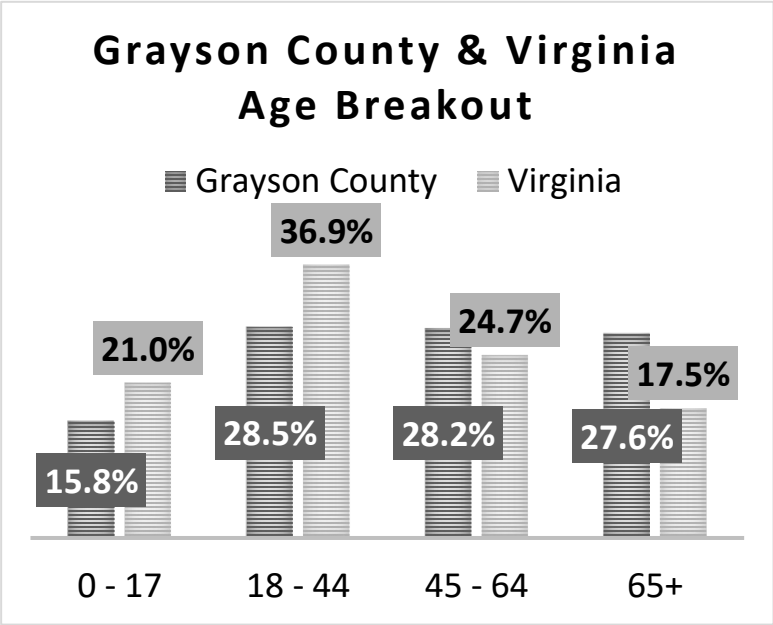
Community Served: Grayson County



2024 Total Grayson County Population: 15,177
2029 Projected Total Grayson County Population: 15,030

-0.2%
change
per year

Race & Ethnicity		
	Grayson County	Virginia
White	86.9%	58.9%
Black	6.5%	18.7%
American Indian	0.2%	0.5%
Asian/Pacific Islander	0.2%	7.7%
Other Race	1.9%	5.5%
Two or More Races	4.2%	8.7%
Hispanic Origin	4.6%	11.3%



Population % Female
46.7%

Median Household Income
\$41,974

Population % <18 years
15.8%

Population % Rural
99.9%

Population % 65+ years
27.6%

Grayson County Community Health Characteristics

The data below provides an overview of Grayson County’s community health including health behaviors, quality of life, socioeconomic factors, access to health and physical environment. For detailed descriptions and dates for each measure, please visit <https://www.countyhealthrankings.org/app/virginia/2025/overview>. Each indicator impacts the health of the entire community.

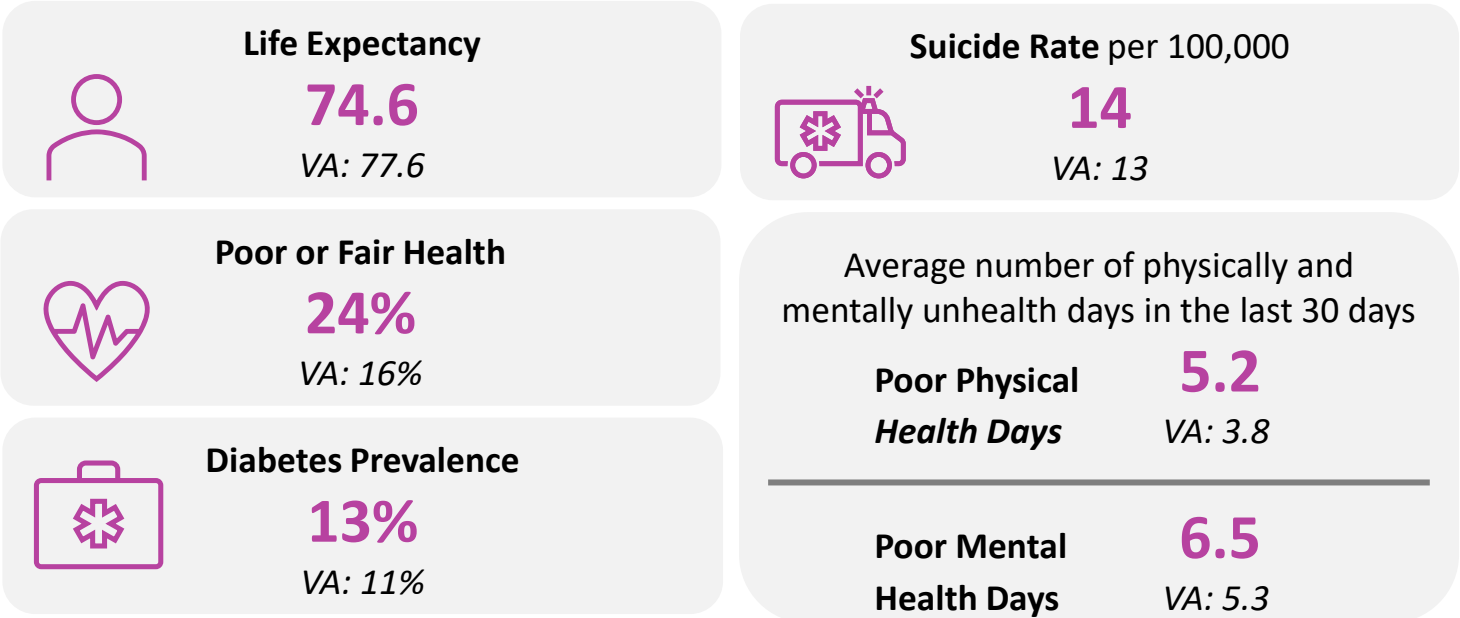
Health Status Indicators

Health Behaviors



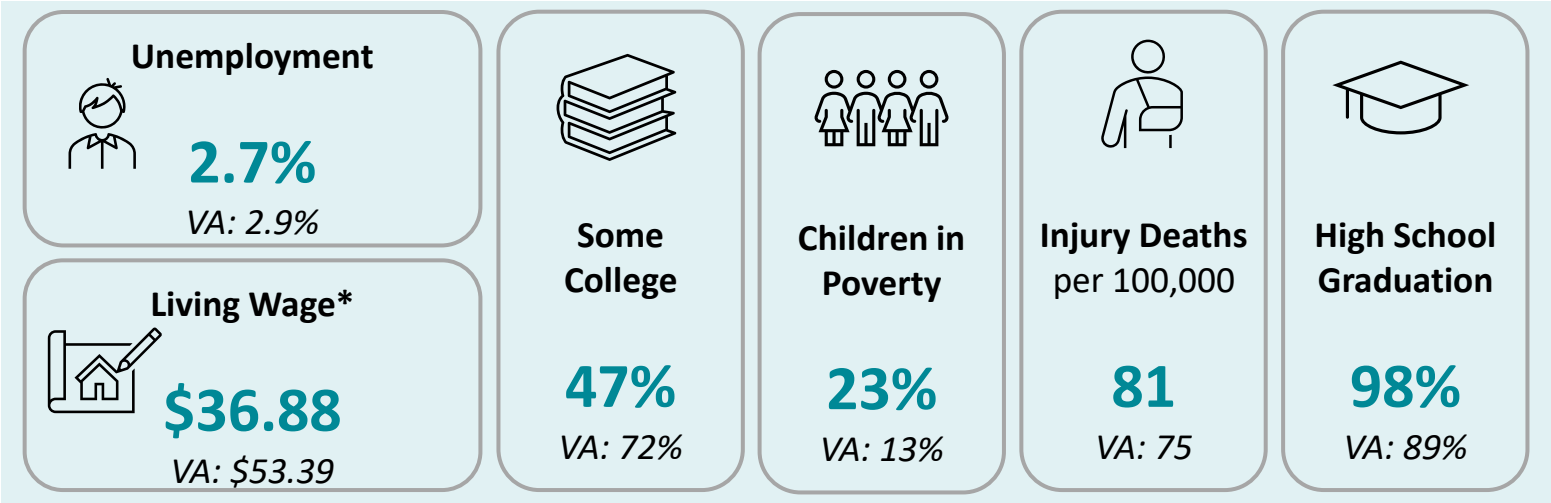
*New cases of chlamydia diagnoses per 100,000

Quality of Life

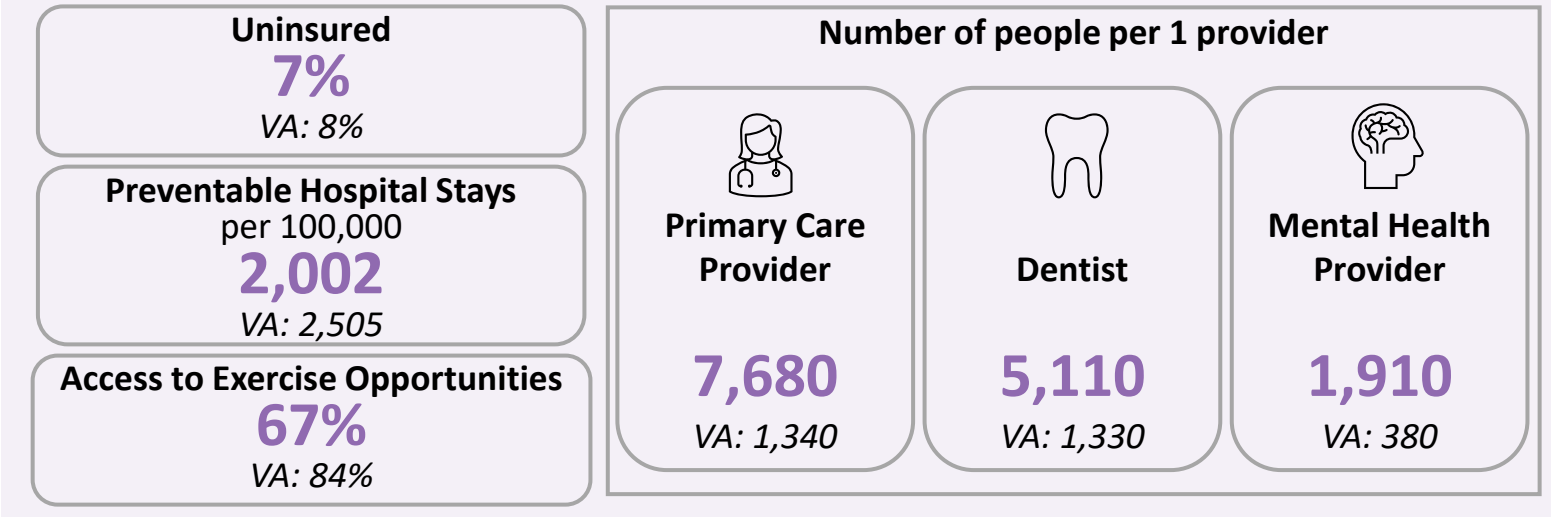


Grayson County Community Health Characteristics

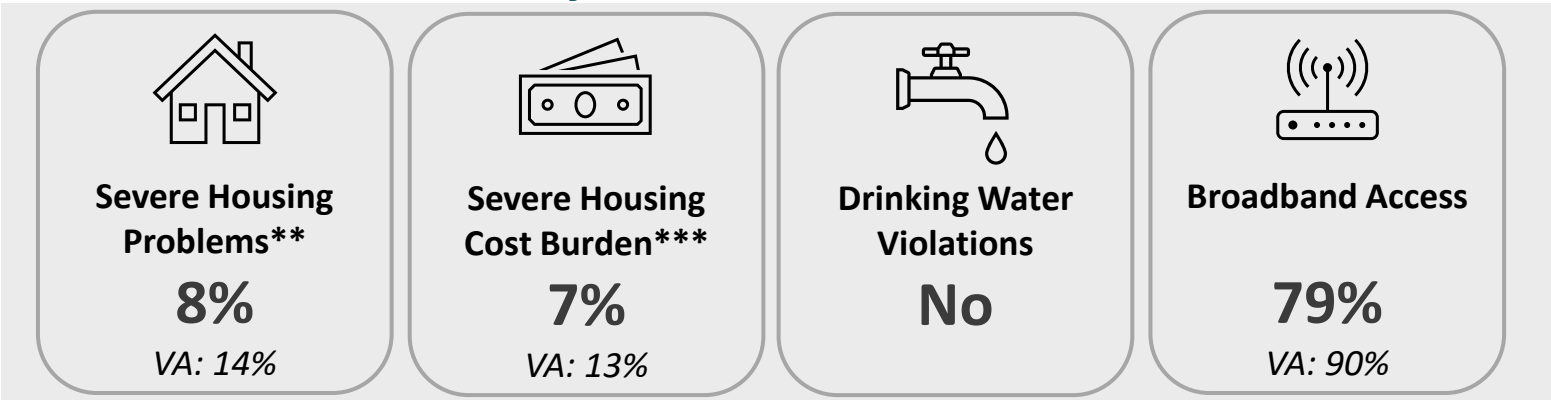
Socioeconomic Factors



Access to Health



Physical Environment



*The hourly wage needed to cover basic household expenses plus all relevant taxes for a household of one adult and two children.
**% of households with at least 1/4 of problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities
***% of households that spend 50% or more of their household income on housing

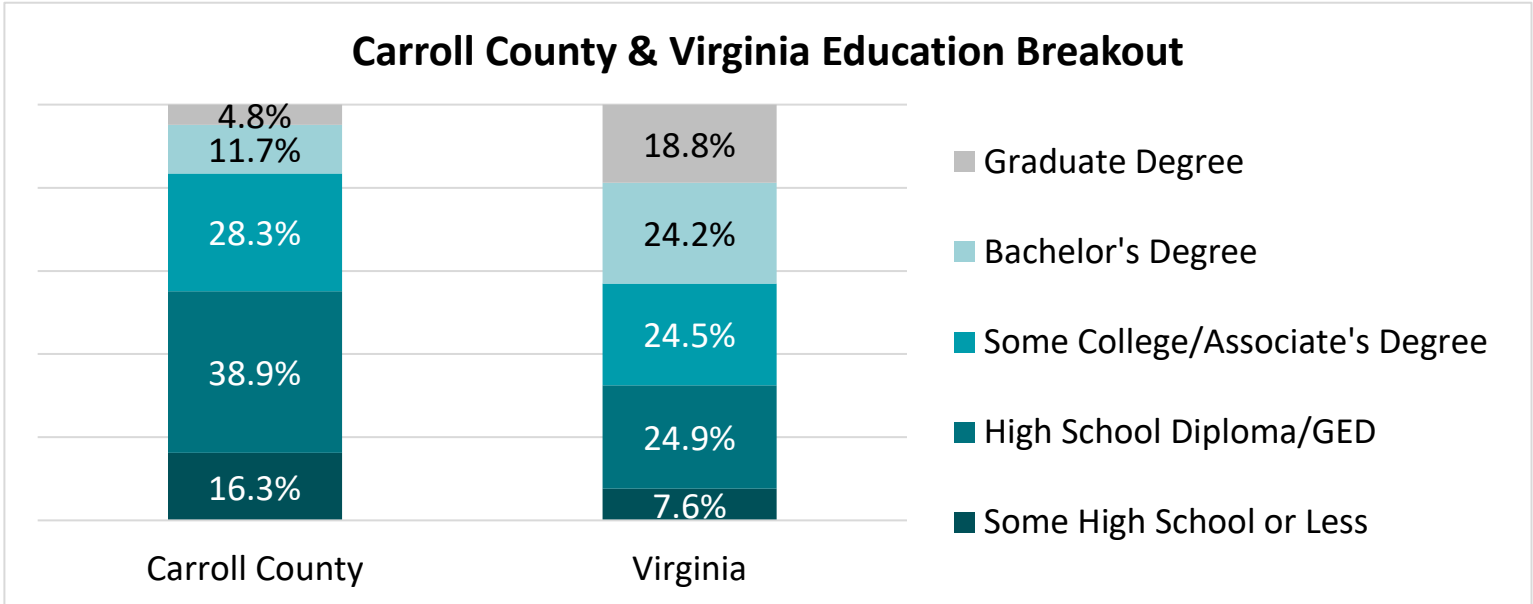
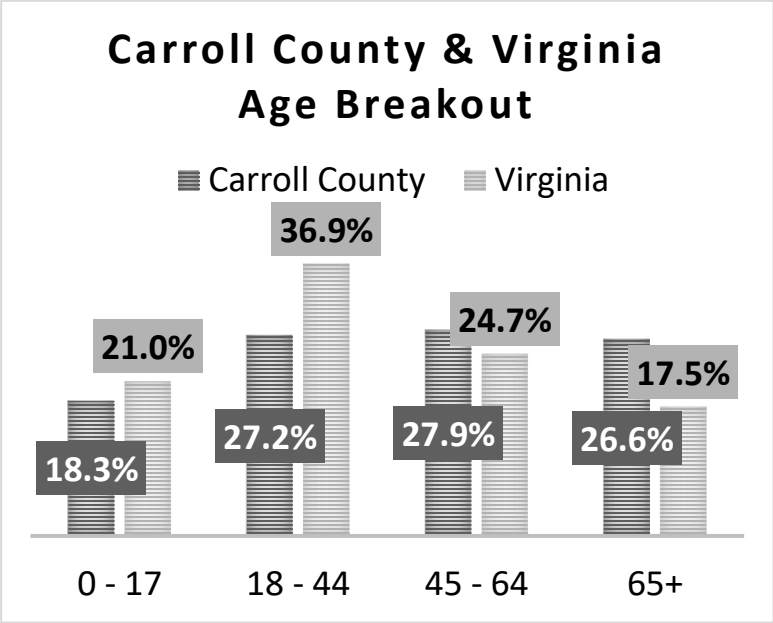
Community Served: Carroll County



2024 Total Carroll County Population: 29,052
2029 Projected Total Carroll County Population: 28,956

-0.1%
change
per year

Race & Ethnicity		
	Carroll County	Virginia
White	92.8%	58.9%
Black	0.7%	18.7%
American Indian	0.2%	0.5%
Asian/Pacific Islander	0.3%	7.7%
Other Race	2.1%	5.5%
Two or More Races	3.9%	8.7%
Hispanic Origin	4.2%	11.3%



Population % Female
50.1%

Median
Household
Income
\$46,427

Population % <18 years
18.3%

Population % Rural
97.6%

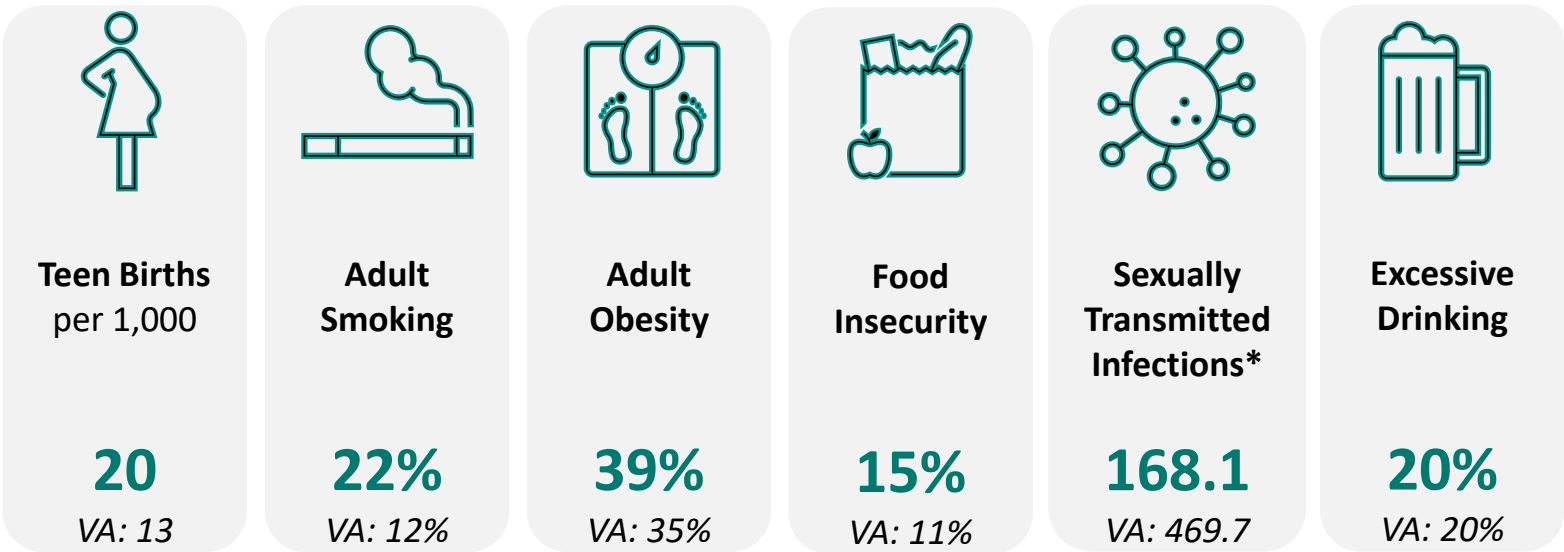
Population % 65+ years
26.6%

Carroll County Community Health Characteristics

The data below provides an overview of Carroll County’s community health including health behaviors, quality of life, socioeconomic factors, access to health and physical environment. For detailed descriptions and dates for each measure, please visit <https://www.countyhealthrankings.org/app/virginia/2025/overview>. Each indicator impacts the health of the entire community.

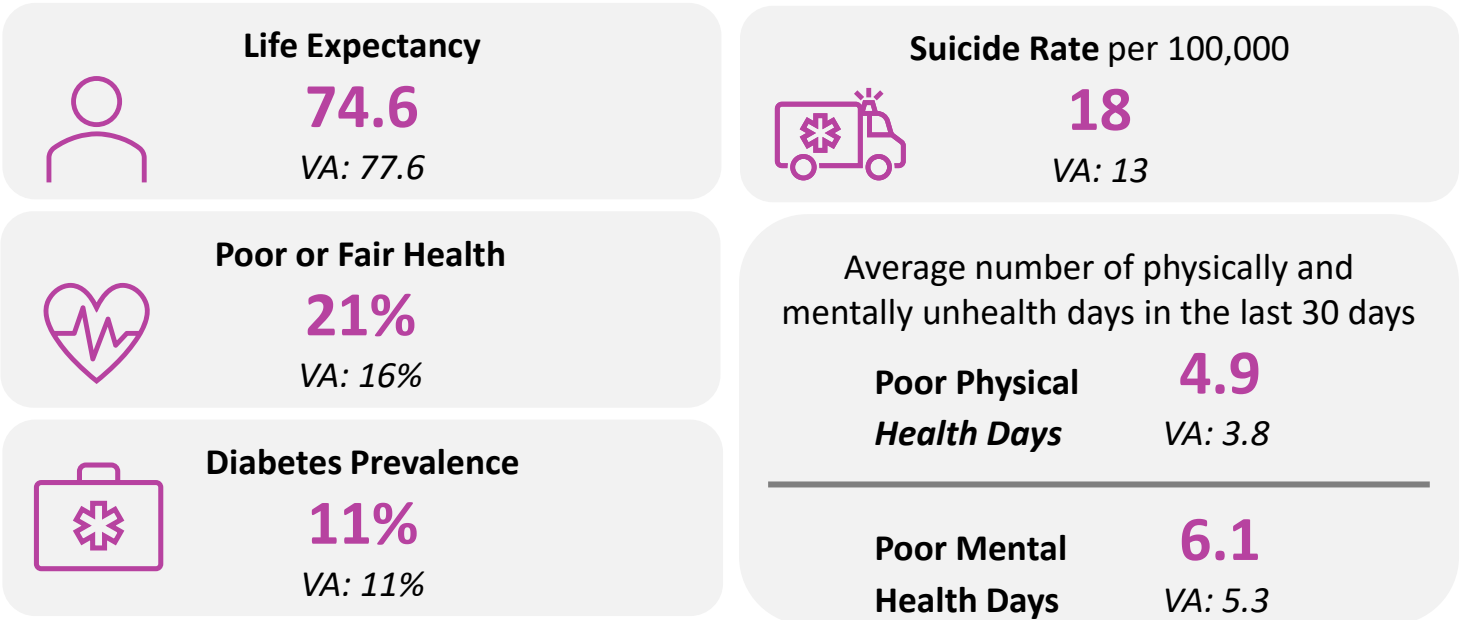
Health Status Indicators

Health Behaviors



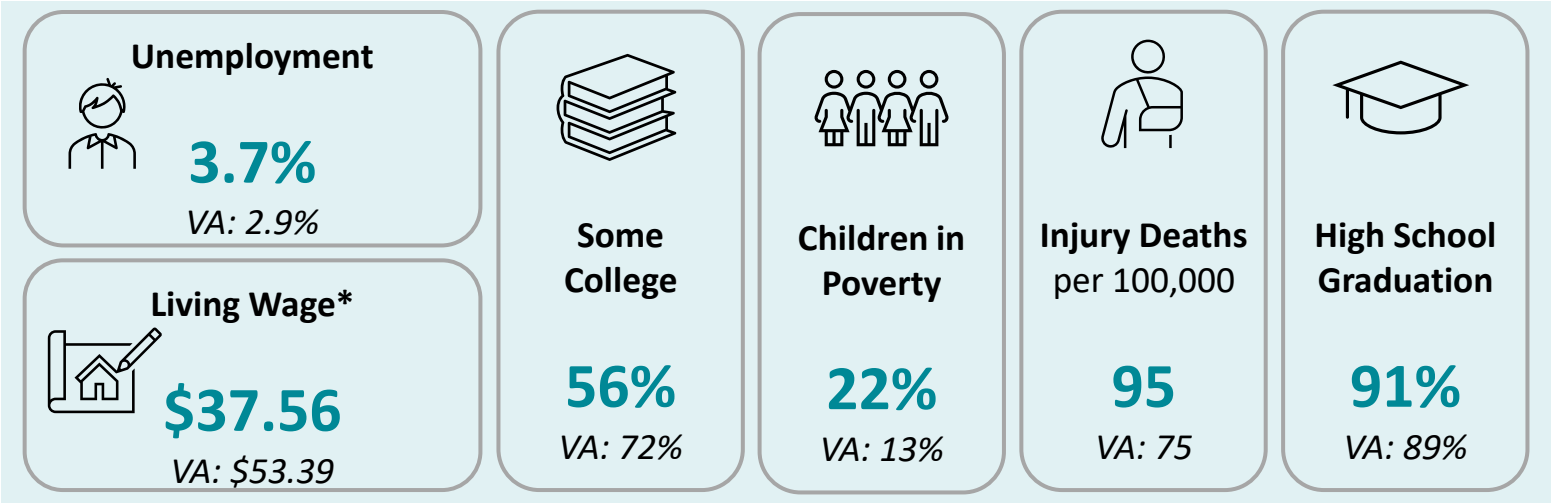
*New cases of chlamydia diagnoses per 100,000

Quality of Life

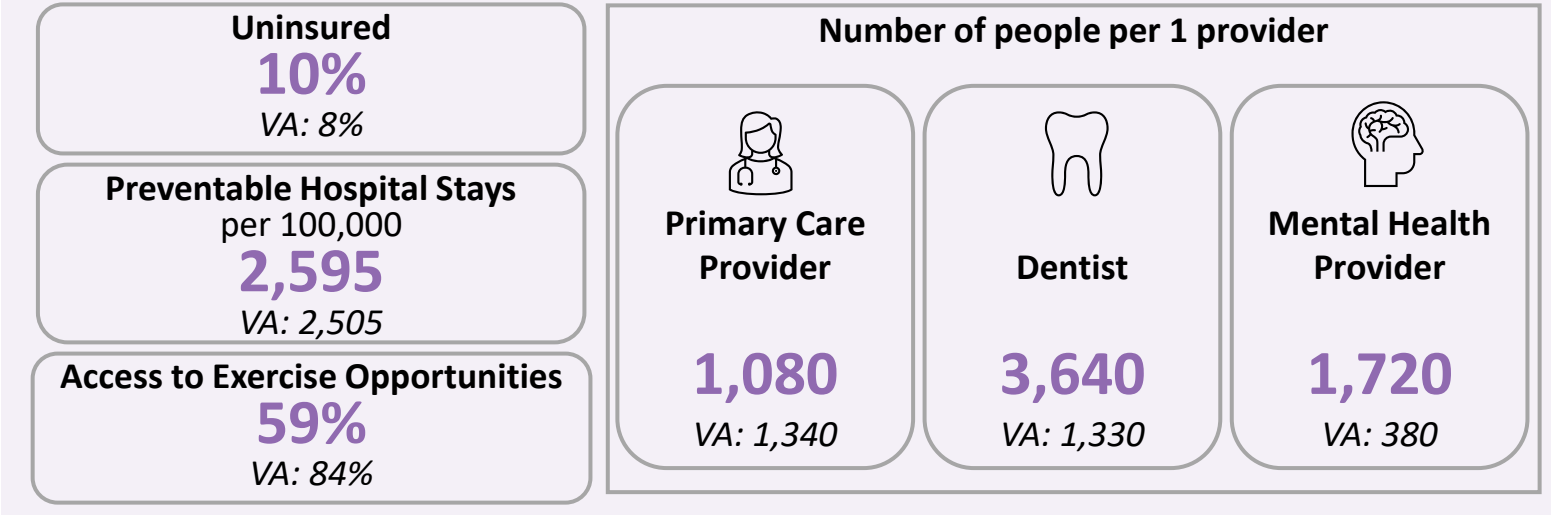


Carroll County Community Health Characteristics

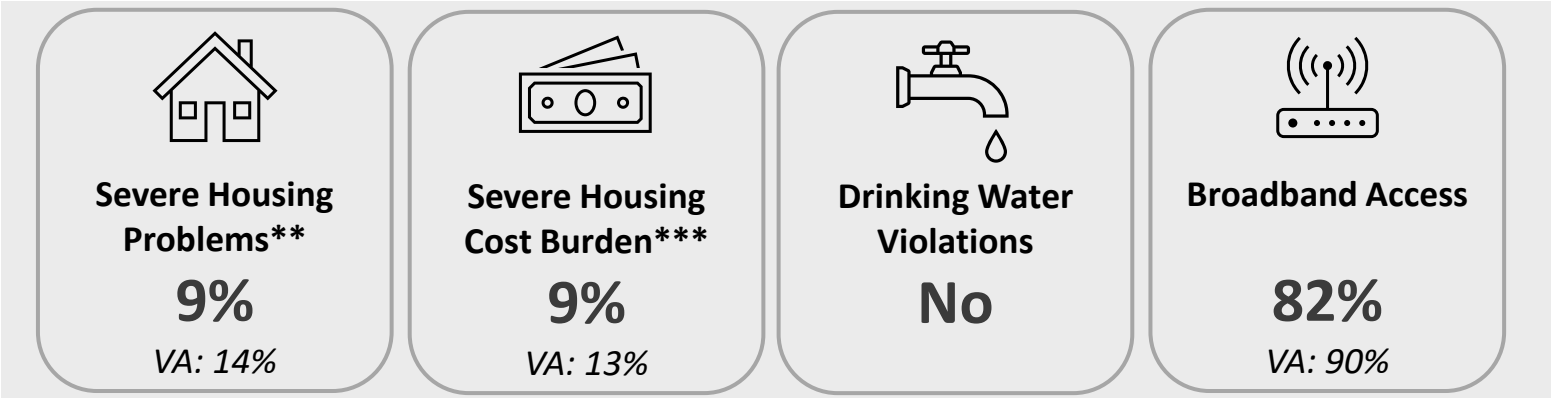
Socioeconomic Factors



Access to Health



Physical Environment



*The hourly wage needed to cover basic household expenses plus all relevant taxes for a household of one adult and two children.
**% of households with at least 1/4 of problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities
***% of households that spend 50% or more of their household income on housing

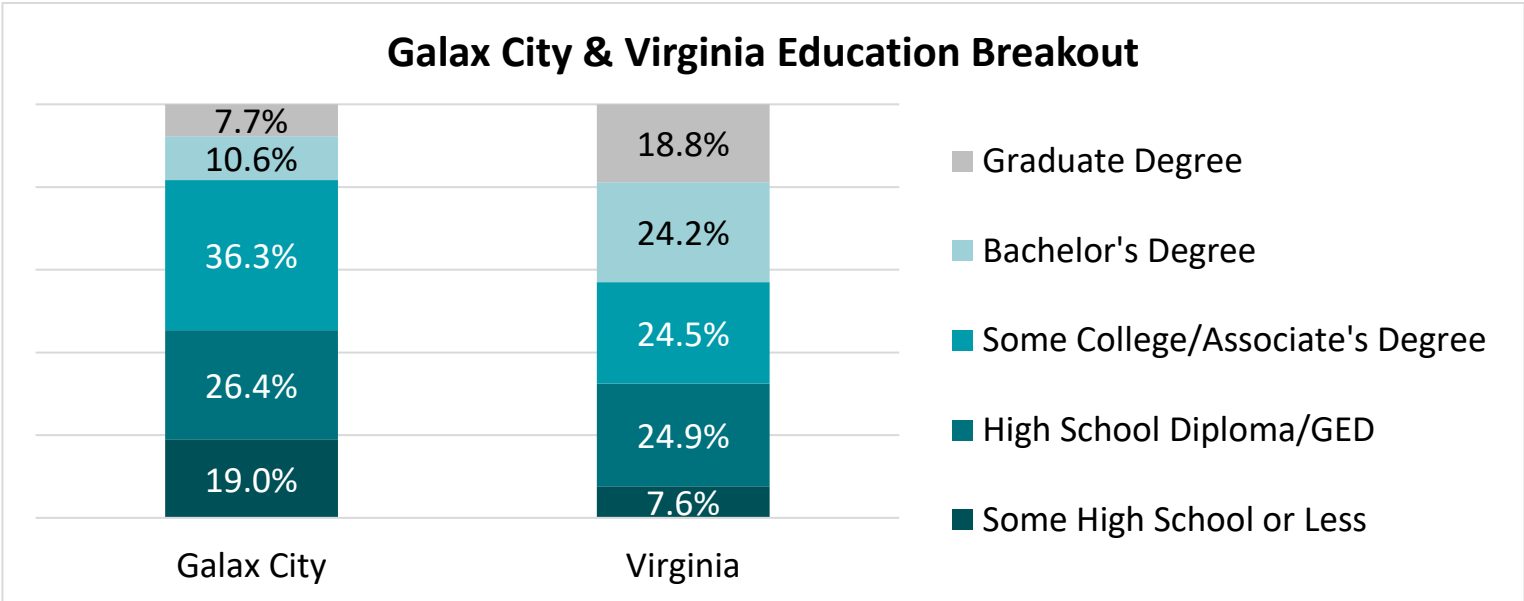
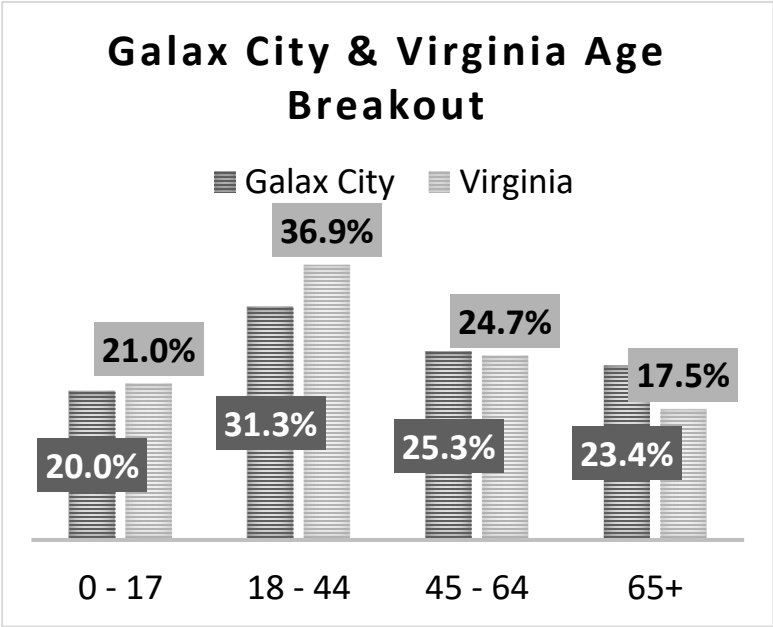
Community Served: Galax City



2024 Total Galax City Population: 6,683
2029 Projected Total Galax City Population: 6,638

-0.1%
change
per year

Race & Ethnicity		
	Galax City	Virginia
White	76.9%	58.9%
Black	5.4%	18.7%
American Indian	0.5%	0.5%
Asian/Pacific Islander	0.7%	7.7%
Other Race	10.2%	5.5%
Two or More Races	6.2%	8.7%
Hispanic Origin	16.9%	11.3%



Population % Female
52.2%

Population % Rural
9.9%

Median Household Income
\$40,143

Population % <18 years
20.0%

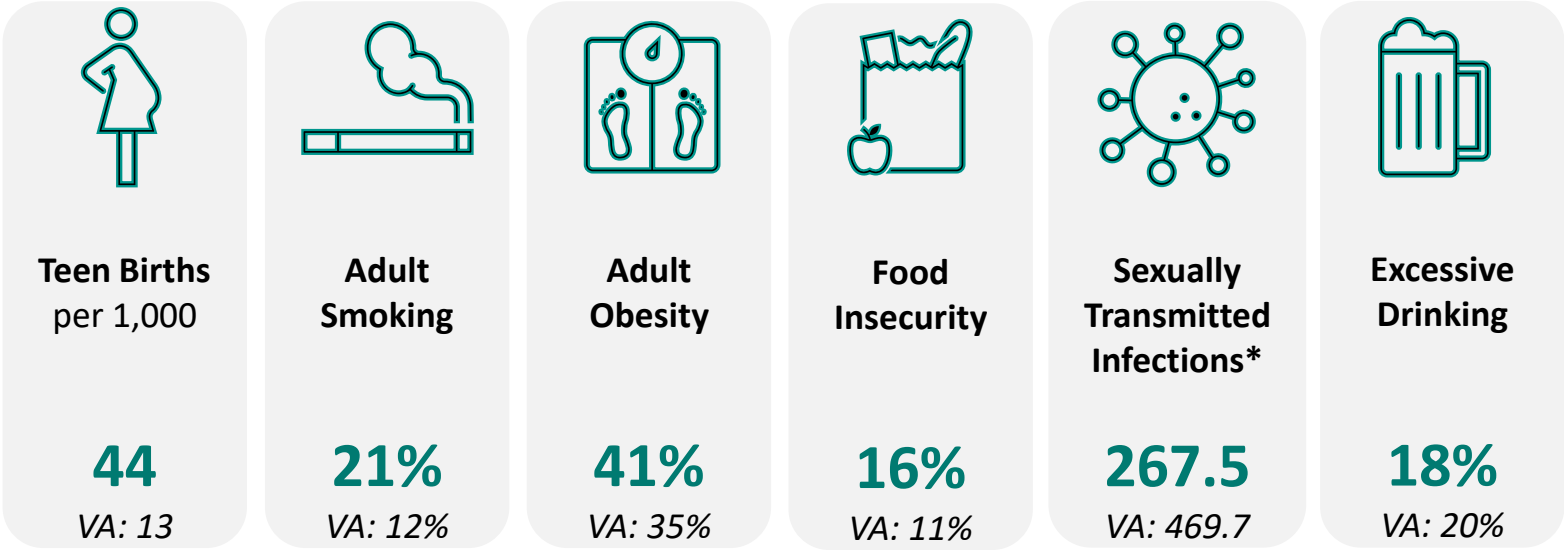
Population % 65+ years
23.4%

Galax City Community Health Characteristics

The data below provides an overview of Galax City’s community health including health behaviors, quality of life, socioeconomic factors, access to health and physical environment. For detailed descriptions and dates for each measure, please visit <https://www.countyhealthrankings.org/app/virginia/2025/overview>. Each indicator impacts the health of the entire community.

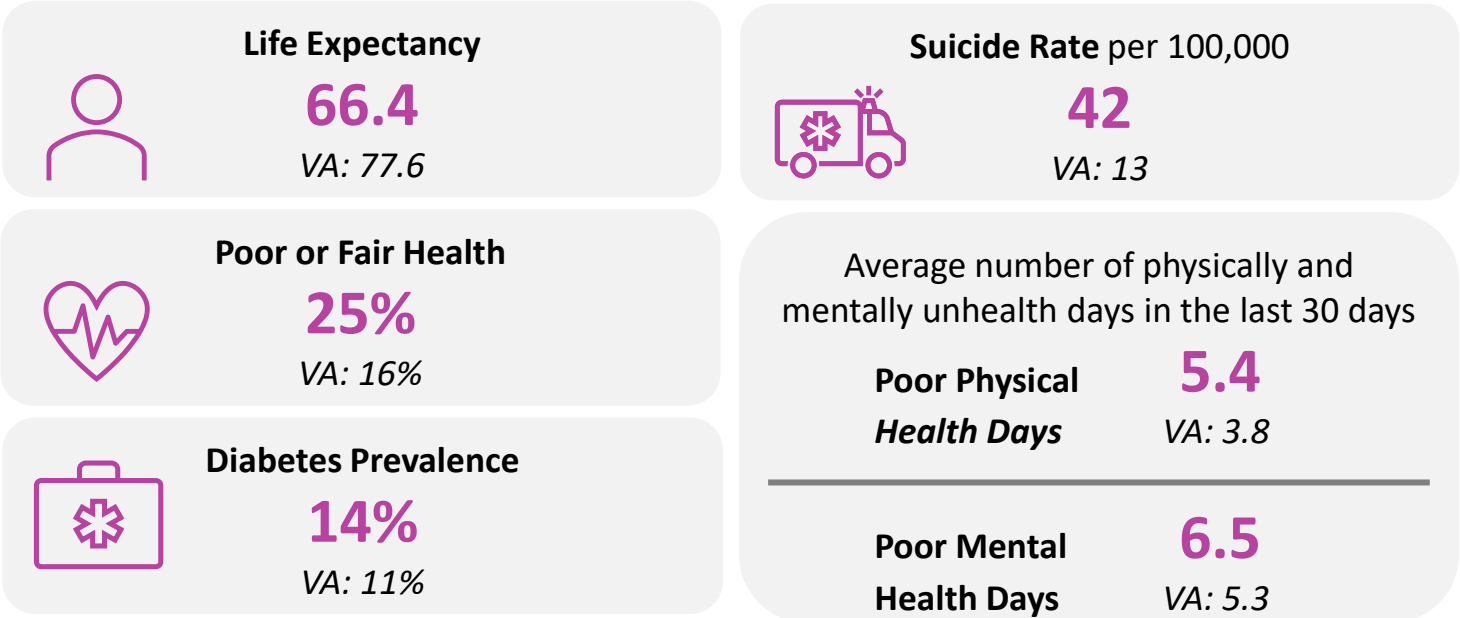
Health Status Indicators

Health Behaviors



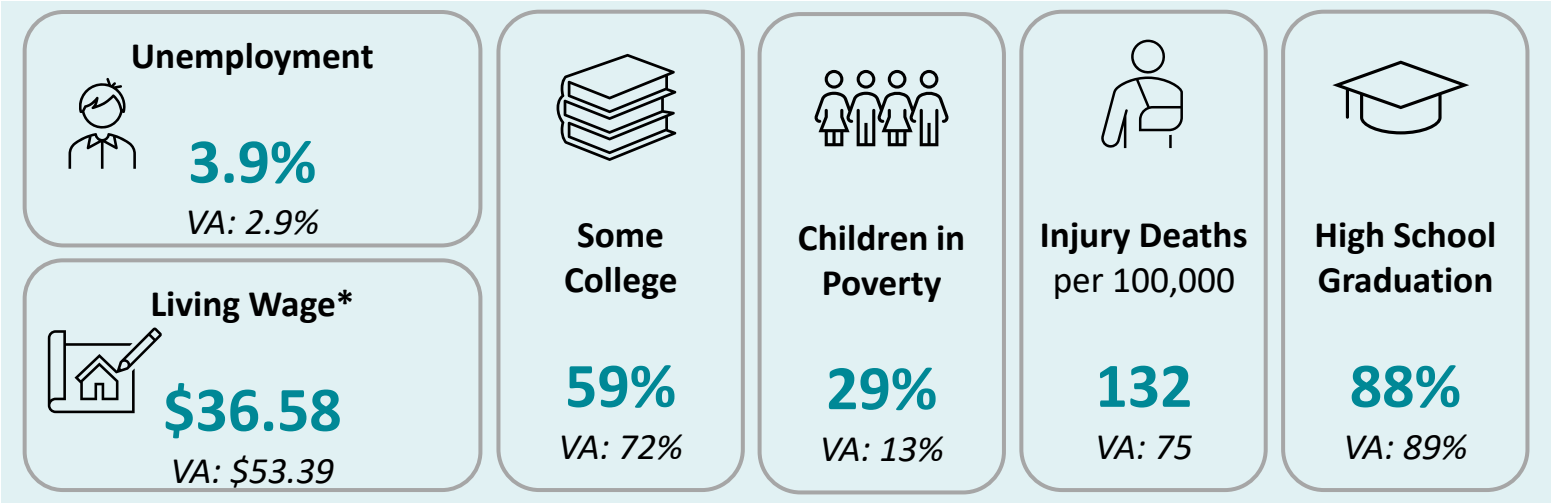
*New cases of chlamydia diagnoses per 100,000

Quality of Life

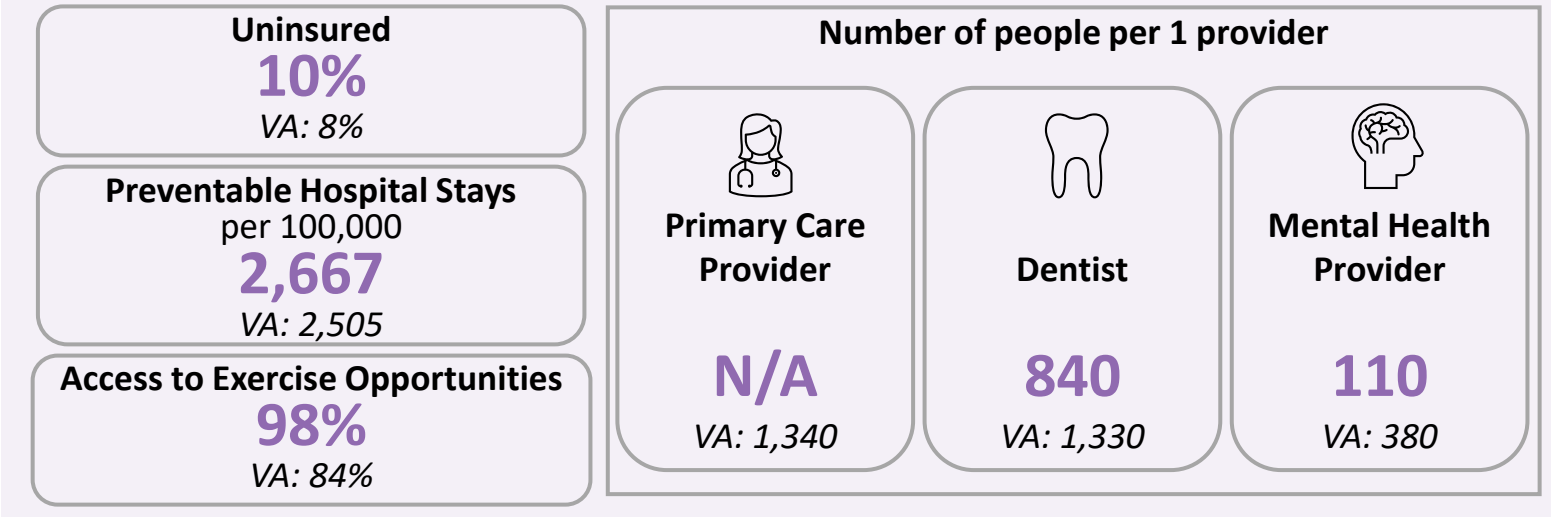


Galax City Community Health Characteristics

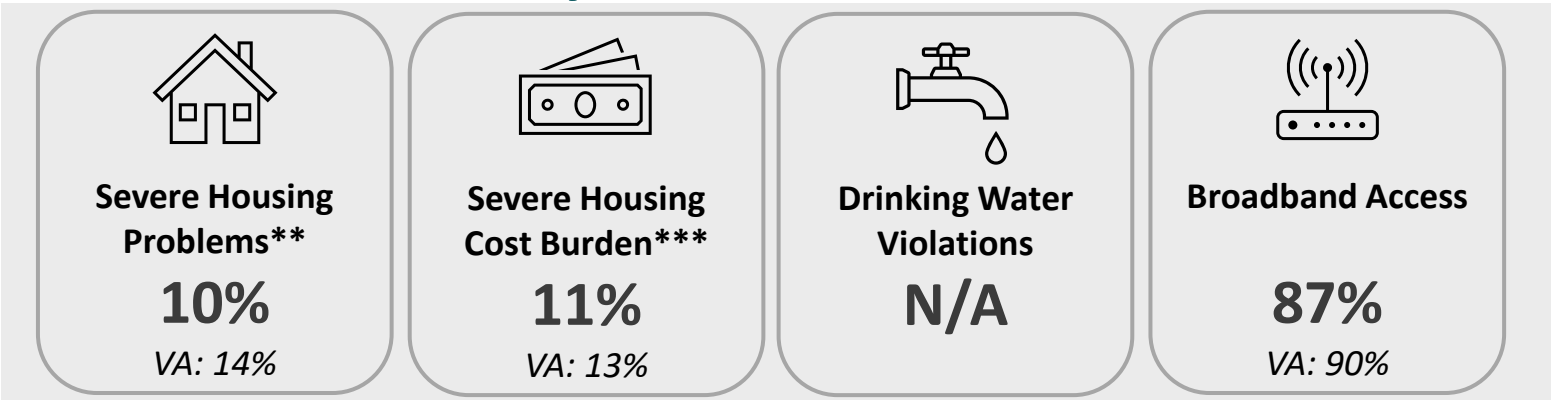
Socioeconomic Factors



Access to Health



Physical Environment



*The hourly wage needed to cover basic household expenses plus all relevant taxes for a household of one adult and two children.
**% of households with at least 1/4 of problems: overcrowding, high housing costs, lack of kitchen facilities, or lack of plumbing facilities
***% of households that spend 50% or more of their household income on housing

Impact Since Last CHNA

The IRS requires there to be an evaluation of the impact of any actions that were taken to address the significant health needs identified in the immediately preceding CHNA. The health priorities identified in the 2022 CHNA are listed below.



Written comments and insights were gained from community members through the Twin County Regional Healthcare Community Survey regarding the 2022 identified health priorities and implementation plan. Details of the comments and actions Twin County Regional Healthcare has taken to address the identified health priorities can be found on the next three pages.

Impact Since Last CHNA

Substance Use Disorder

1. Twin County Regional Healthcare provides services to the participants of substance abuse/recovery programs in the area

Community Survey Comments (31 responses)*:

- Local mental/behavioral health and substance abuse/recovery centers (inpatient and outpatient) (10)
 - Better collaboration with the Life Center to help them advocate to properly serve their patients, but limited due to patient abuse of the system
 - God's Storehouse helps address
 - Twin County is opening the IOP program, this will help the community
- Carefulness of medicine given (2)
- ED visits/EMS/E-911 (2)
- Education and counseling (2)
- Twin County provides care to (in)patients/participants of surrounding substance abuse facilities/programs (2)
- Not aware of services at TCRH (2)

Mental Health

1. Expansion of behavioral health unit
2. Recruit 1 nurse practitioner for behavioral health unit & utilize telepsychiatry
3. Explore specialty services (geriatrics, pediatrics, outpatient services, etc.)
4. Explore opportunity to add pediatric counselor to Twin County Pediatrics clinic

Community Survey Comments (38 responses)*:

- New outpatient mental health clinic/IOP (19)
 - With transportation; can be referred by provider or self-referred to receive an assessment
- Expansion of behavioral health unit (13)
- Hiring nurses, medical staff, counselors, and activity coordinator for behavioral health unit (2)
- Efforts have been made, but still not available in a timely manner/not enough available resources (2)

Impact Since Last CHNA

Healthy Eating/Active Living/Food Insecurity

1. Partnership with Curtis Bartlett Fitness Center & Twin County Regional Healthcare Cardiac Rehab
2. Employee incentives
3. Sponsor Autumn Days 5k with Galax Recreation Center
4. Social media "healthy tips"
5. Promotion of annual wellness screenings

Community Survey Comments (19 responses)*:

- Partnership with Curtis Bartlett Fitness Center & Twin County Regional Healthcare Cardiac Rehab (8)
- Promotion of annual wellness screenings (5)
- Employee incentives (3)
- Sponsor Autumn Days 5k with Galax Recreation Center (3)
- Social media "healthy tips" (3)
- Local food banks including churches, God's Storehouse, and soup kitchens (4)

Socioeconomics

1. Financial counseling
2. Charity policy
3. Facility fundraisers
4. Free childbirth and parenting classes
5. Free stroke and brain injury classes
6. Promote Marketplace health insurance enrollment for uninsured
7. Scholarships and tuition reimbursement for hired personnel

Community Survey Comments (10 responses)*:

- Charity policy (5)
- Financial counseling (4)
 - On-site financial counselor who assists patients needing additional financial application resources
- Free childbirth and parenting classes (4)
- Free stroke and brain injury classes (3)
- Promote Marketplace health insurance enrollment for uninsured (3)
- Scholarships and tuition reimbursement for hired personnel (3)
- Facility fundraisers (2)

Impact Since Last CHNA

Education/Communication

1. Community health fairs
2. Social media articles
3. Radio/public service announcements
4. Health education
5. Childbirth and parenting classes
6. Community health expo
7. Stroke and brain injury support group
8. Lactation consulting

Community Survey Comments (18 responses)*:

- Community health fairs (12)
 - With EMS partners
 - Hillsville Lions Club Health Fair
- Health education (7)
 - CPR classes including at schools (3)
 - Diabetes and aquablation information
- Social media articles including newspaper (4)
- Radio/public service announcement (4)
- Stroke and brain injury support group (4)
- Lactation consulting (4)
 - Saw some flyers near elevators advertising lactation consulting and parenting classes
- Childbirth and parenting classes (3)
- Community health expo (3)

Access to Care

1. Expand service lines
2. Relocating key service lines for improved access
3. Expanding partnerships/collaborations
4. Add designated walk-in hours for primary care and pediatrics
5. Expand hours for preventative health screenings
6. Promote Medicare wellness visits
7. Recruit 1 primary care physician and 1 orthopedic physician
8. Mountain Lynx routes to the hospital

Community Survey Comments (11 responses)*:

- Provider recruitment (3)
 - New orthopedic
 - New doctors and nurse practitioners
- Expanded services (3)
 - Medical office opened in the town of Fries
- Bus route to hospital/Mountain Lynx (2)
- Free clinic (2)

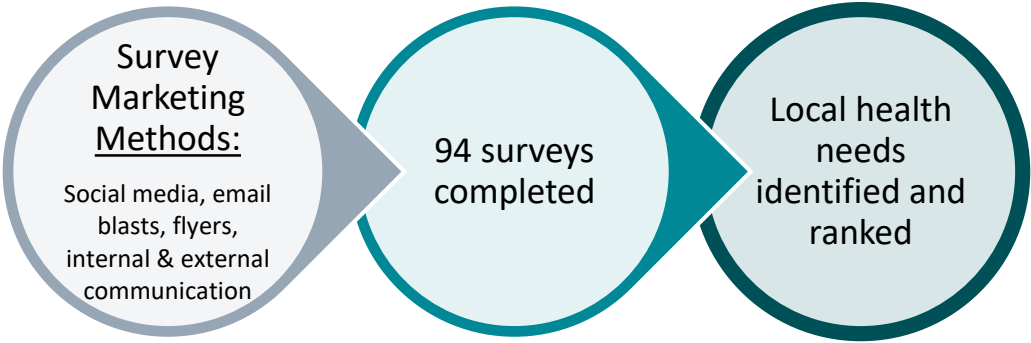
Methods of Identifying Health Needs

Analysis of existing data

Utilization of secondary data sources to gain analytical insights of the community

Data source: County Health Rankings

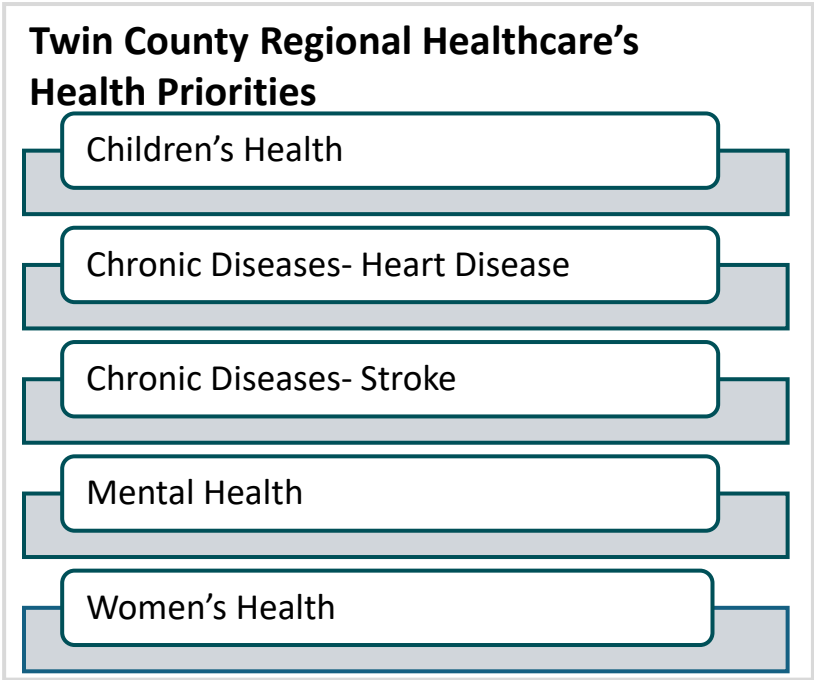
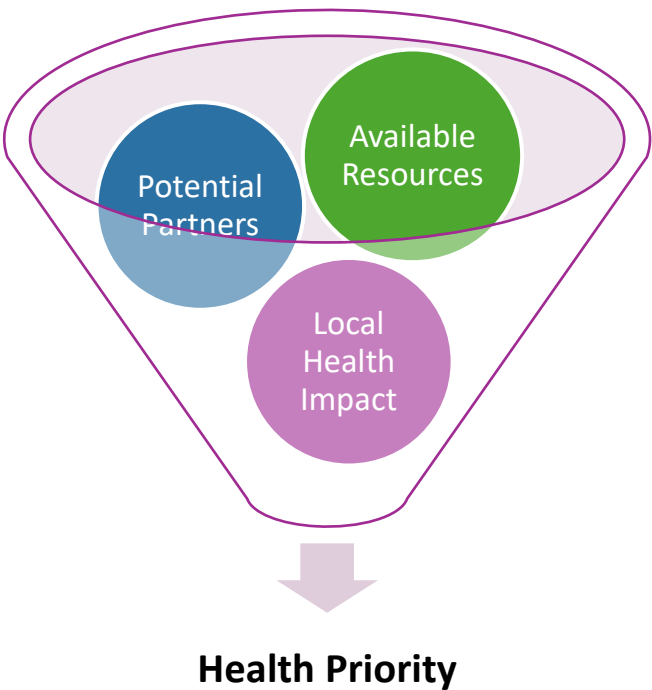
Collection of new data



Evaluate indicators and responses on below criteria



Select priority health needs for implementation plan



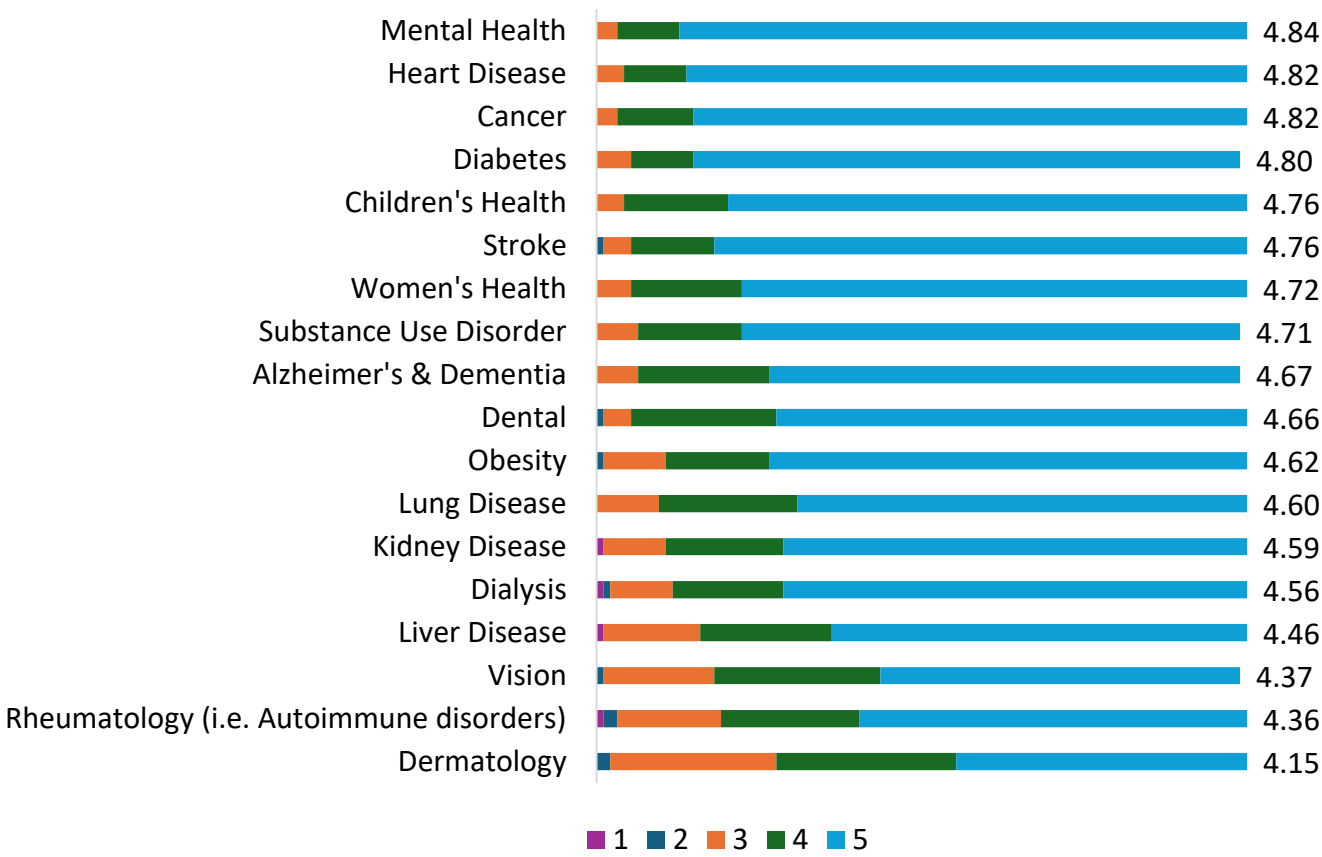
Community Survey Data

The health needs of the community include requisites for the improvement and maintenance of health status both in the community at large and in particular parts of the community, such as particular neighborhoods or populations experiencing health disparities. The community survey asked questions regarding health factors, lifestyle and personal factors, and community and healthcare services factors to better understand the local needs for the health status including groups with the highest health needs.

Health factors addressed areas such as chronic conditions, health conditions, and physical health. Lifestyle and personal factors addressed areas that affect the individual's health outcomes such as physical inactivity and substance abuse. Community and healthcare services factors addressed social determinants that influence community health, such as access to care, safety, and affordability.

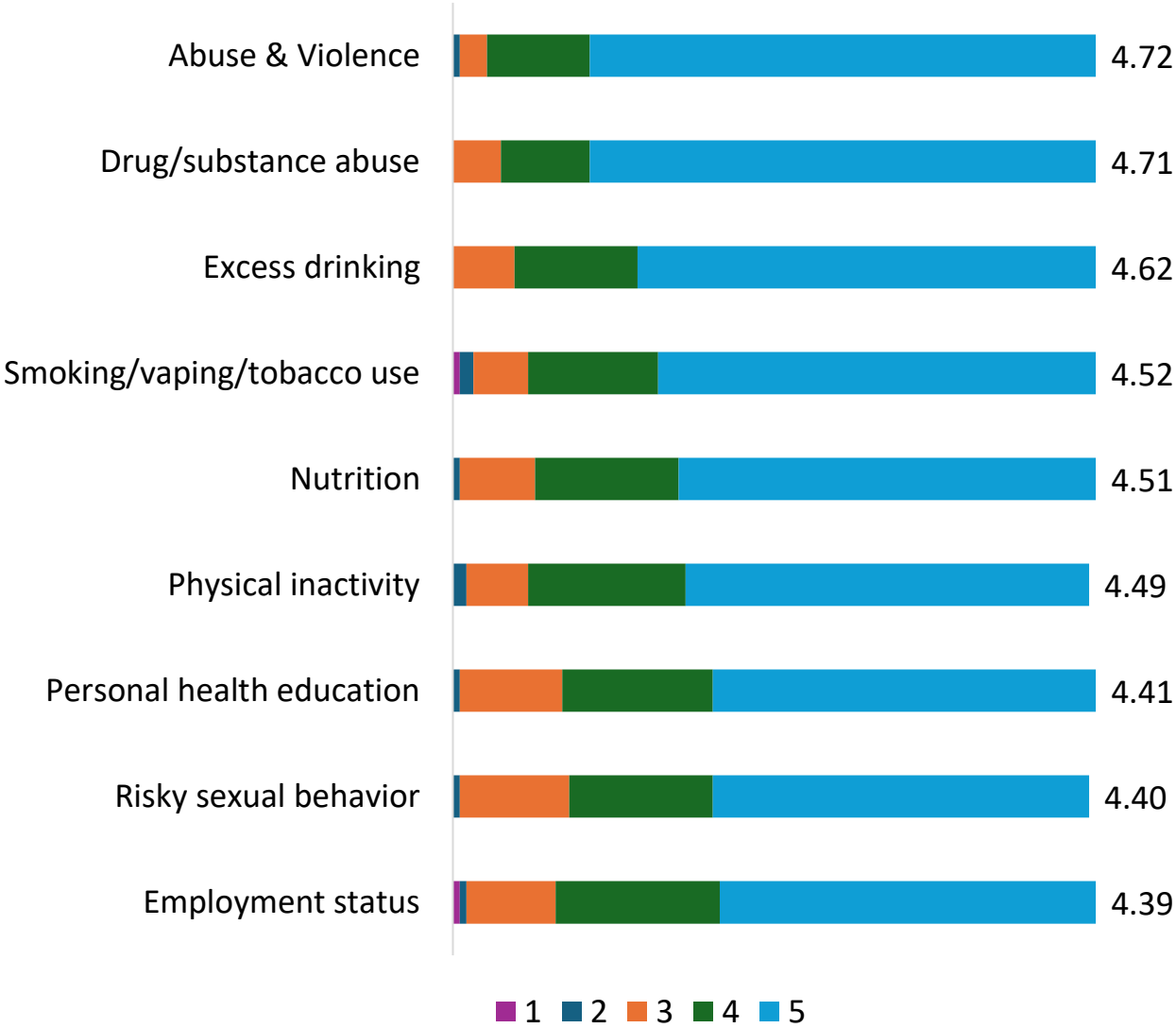
In our community survey, respondents had the opportunity to rate the importance of addressing different components of each factor. Results of the rankings are below.

Survey Question: Please rate the importance of addressing each Health Factor on a scale of 1 (not important) to 5 (very important).



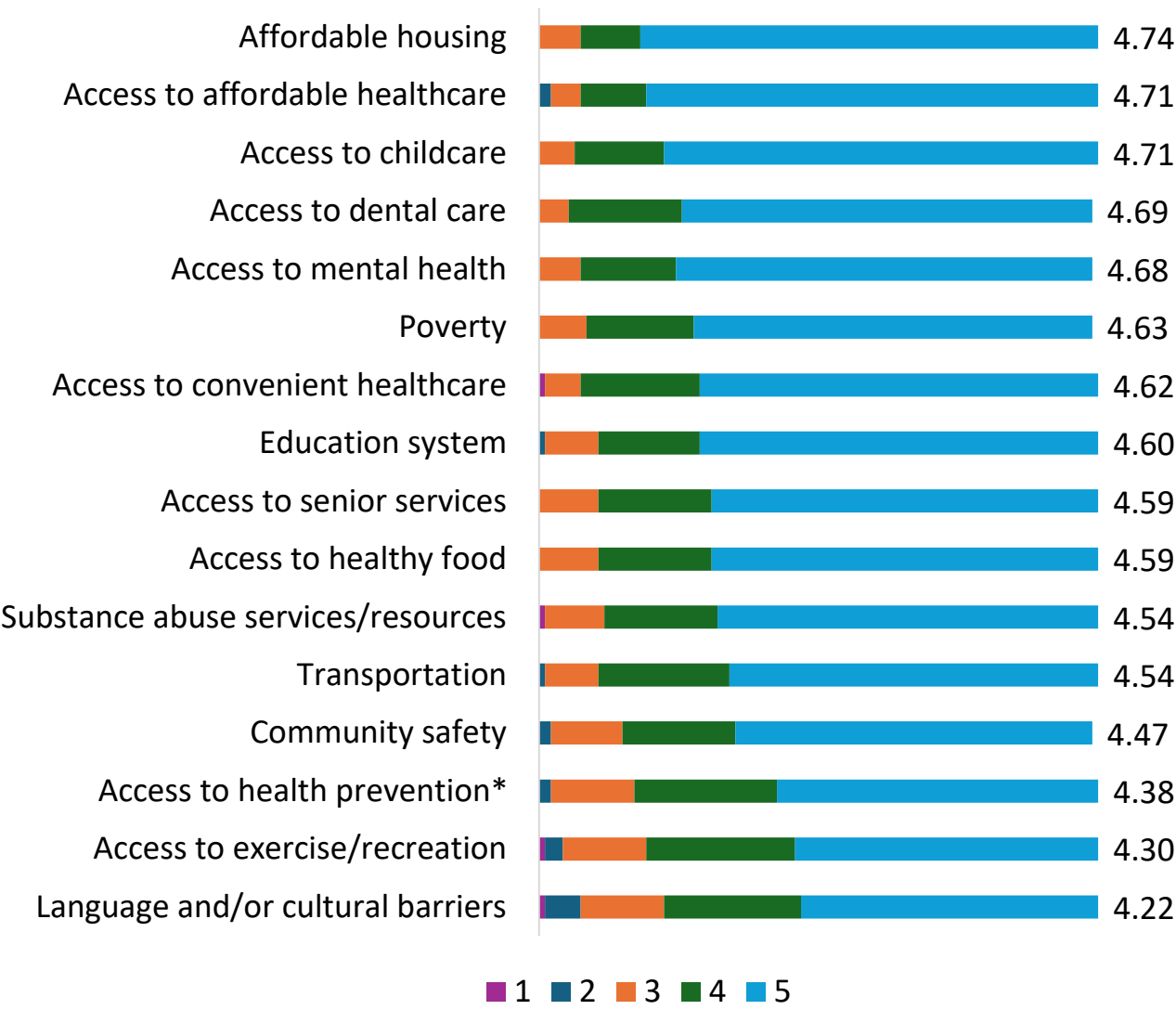
Community Survey Data

Survey Question: Please rate the importance of addressing each Lifestyle & Personal Factor on a scale of 1 (not important) to 5 (very important).



Community Survey Data

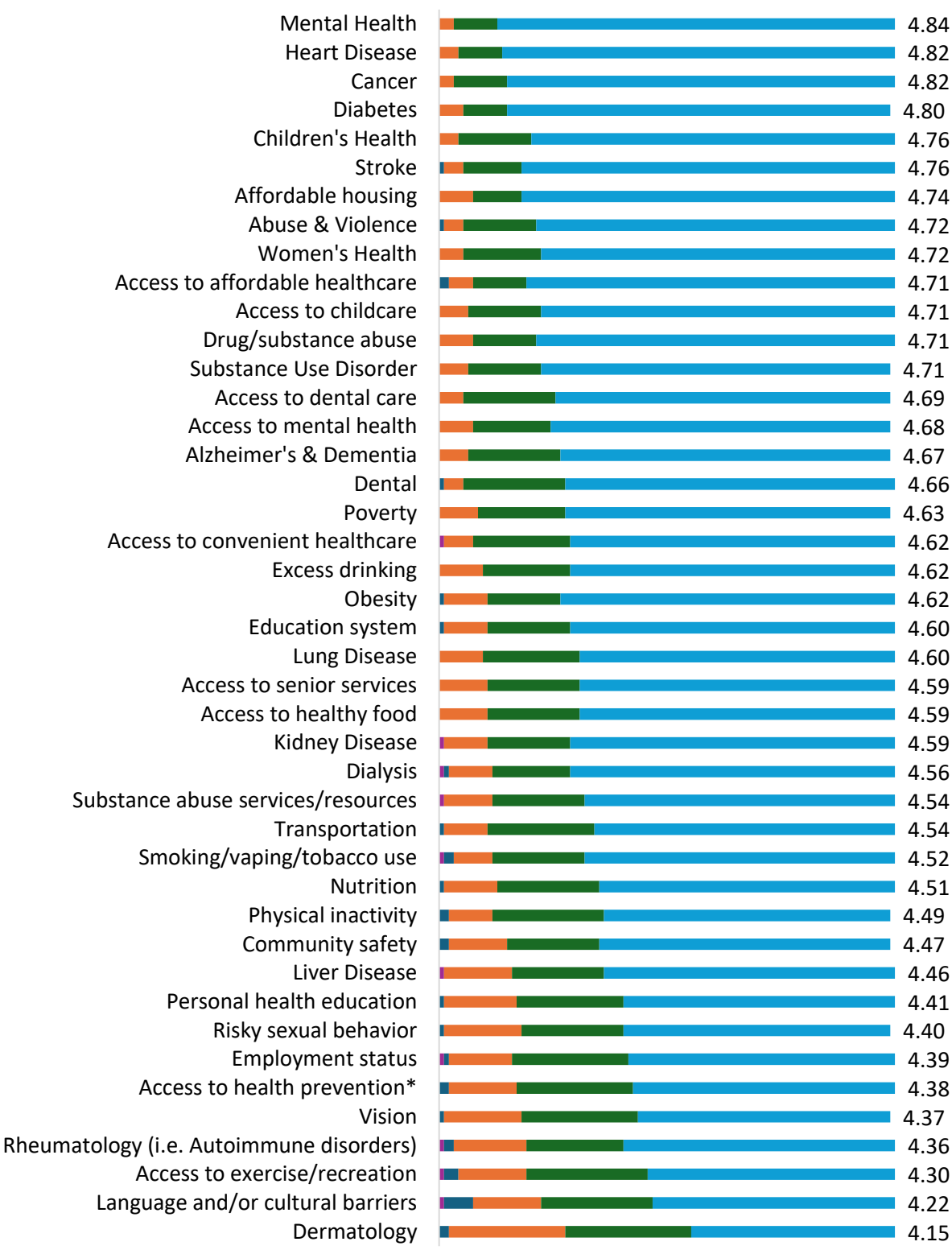
Survey Question: Please rate the importance of addressing each Community & Healthcare Services Factor on a scale of 1 (not important) to 5 (very important).



**Access to health prevention & education services*

Community Survey Data

Overall Health Priority Ranking (includes all three factor categories)



1 2 3 4 5

Community Summit

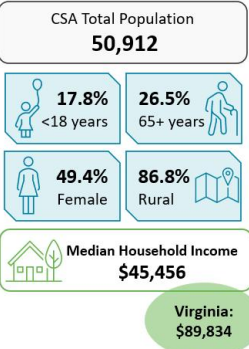
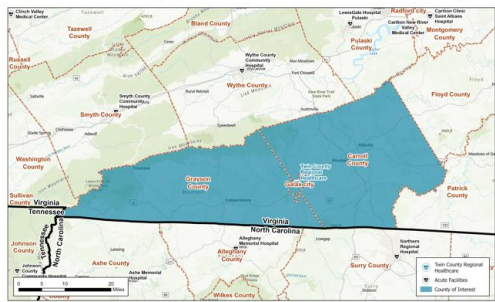
Twin County Regional Healthcare held a Community Summit on July 29, 2025.

Below are topics of discussion and key takeaways.

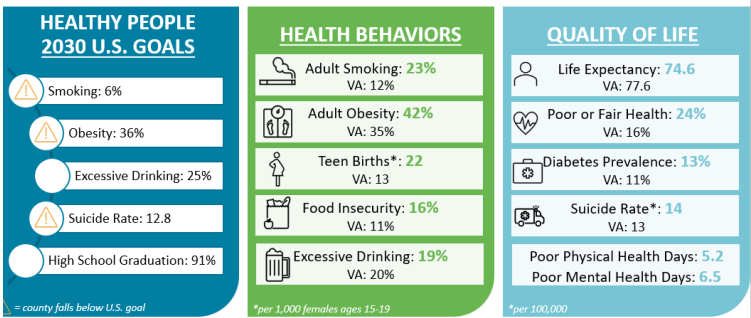
Demographics*

Slide examples

For the purpose of this CHNA, Twin County RH defines its service area as Grayson and Carroll Counties and Galax City, VA.

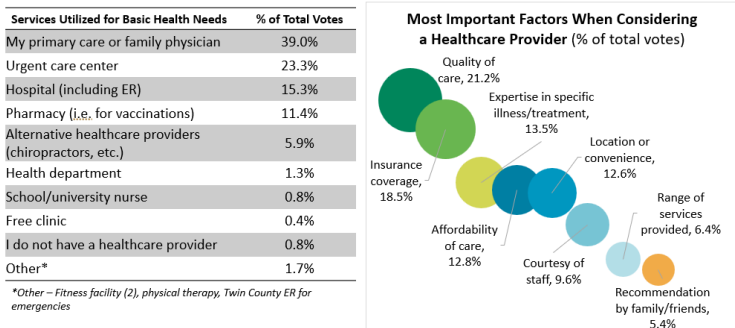
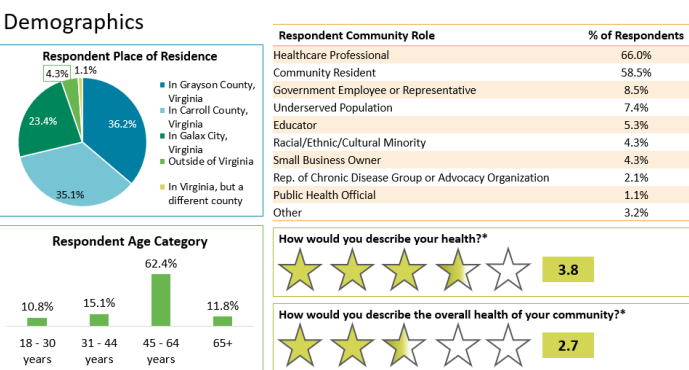


Community Analysis: Grayson County, Virginia



Survey Analysis**

Slide examples



Prioritizing Health Needs

Focus areas for identified health needs

Health Need	% of Votes
Mental Health	95.7%
Drug/Substance Abuse	73.9%
Heart Disease	43.5%
Diabetes	30.4%
Women's Health	26.1%
Stroke	13.0%

Addressing Health Needs

Participant created goals

- ☐ **Chronic Diseases {diabetes, heart disease, & stroke}**: Utilization and awareness of community resources – by 2028, there will be a 25% increase in utilization of community resources
- ☐ **Women’s Health**: Women’s Health Collaborative – Women’s HERS program for education and referrals
- ☐ **Mental Health & Drug/Substance Abuse**: Implement initiatives to bring all surveyed areas to 1% of the VA average (i.e. poor mental health days).

Community Summit: Participants

During the community summit, prioritized health needs were assigned to breakout groups. Each group was tasked with developing action plans to address their assigned health issue. Participants were able to draw on their existing knowledge of the community as well as the information presented during the summit, including impacts from the prior CHNA, community demographics and social determinants of health data, and community survey results.

Participation in the community summit included:

Organization	Population(s) Represented
Carroll Wellness Center	Healthcare Professional
Mt. Rogers Health District	Community Resident, Healthcare Professional, Public Health Official
Twin County Regional Healthcare	Community Resident, Healthcare Professional
Rooftop of Virginia	Community Resident
Senior Home Share	Community Resident, Healthcare Professional
Mt. Rogers Community Services	Community Resident
Wythe Hospice & Palliative LHC Group	Healthcare Professional

Input of medically underserved, low-income, and minority populations was received through both the community survey and summit.

Evaluation & Selection Process

Severity or urgency of health need

Health need has a higher severity, urgency, or burden and if addressed, could be positively impacted

Feasibility and effectiveness

Pressing health needs where hospital interventions are feasible and impactful

Impact on health disparities

Priority population health needs that have the ability to be positively impacted if addressed

Importance identified by community

Health needs with online survey higher rankings or frequently mentioned by community members

Twin County Regional Healthcare Health Need Evaluation				
	Severity or urgency	Feasibility and effectiveness	Impact on health disparities	Importance identified by community
Mental Health	✓	✓	✓	✓
Cancer			✓	✓
Heart Disease	✓	✓	✓	✓
Diabetes			✓	✓
Stroke	✓	✓	✓	✓
Children’s Health	✓	✓	✓	✓
Affordable Housing			✓	✓
Women’s Health	✓	✓	✓	✓
Abuse & Violence	✓		✓	
Drug/Substance Abuse		✓	✓	
Access to Childcare			✓	
Access to Affordable Healthcare			✓	
Substance Use Disorder	✓	✓	✓	

Overview of Priorities

Children's Health

Children's Health was the fifth highest ranked health need in the community with a ranking of 4.76.

The following data points provide insight regarding children's health in Virginia.

- The child mortality rate in Virginia was 27.6 deaths per 100,000 children ages 1-19 (2024 Annual Health of Women and Children Report).
- 26.2% of youth ages 10-17 in Virginia are considered overweight or obese (2024 Annual Health of Women and Children Report).

Heart Disease

Heart disease was the second highest ranked health need in the community with a ranking of 4.82.

The following data point provides insight regarding heart disease in Virginia.

- The 2022 mortality rate for heart disease in Virginia was 159.2 deaths per 100,000 people (16,902 deaths), which was the 24th lowest rate in the United States.

Stroke

Stroke was the fifth highest ranked health need in the community with a ranking of 4.76.

The following data points provide insight regarding stroke in Virginia.

- The 2022 mortality rate for stroke in Virginia was 41.2 deaths per 100,000 people (4,326 deaths), which was the 21st highest rate in the United States.

Overview of Priorities

Mental Health

Mental Health was the highest ranked health need in the community with a ranking of 4.84.

The following data points provide insight regarding mental health in the service area (Grayson County, Carroll County, and Galax City), Virginia {weighted averages}.

- Reported frequent mental distress was 212% of adults for 14+ days of the last 30 days compared to Virginia at 17%.
- Reported poor mental health days was 6.3 days of the last 30 days for adults compared to Virginia at 5.3 days.

Women's Health

Women's Health was the eighth highest ranked health need in the community with a ranking of 4.72.

The following data points provide insight regarding women's health in Virginia.

- Virginia ranked 12th in the United States for overall women's health in 2024 (2024 Annual Health of Women and Children Report).
- Maternal mortality was 32.7 deaths per 100,000 live births making Virginia 39th in the United States (2024 Annual Health of Women and Children Report).

Overview of Priorities

Not Selected Health Priorities

Twin County Regional Healthcare understands the need to address all health needs and is committed to making impacts across the community where possible. For the purpose of this CHNA, Twin County Regional Healthcare has decided to focus efforts toward the previous four health priorities.

The health priorities not selected are:

- ☐ **Cancer** - While we recognize the importance of this need, Twin County Regional Healthcare faces resource constraints to effectively address.
- ☐ **Diabetes** - While we recognize the importance of this need, Twin County Regional Healthcare faces resource constraints to effectively address.
- ☐ **Affordable Housing** - While we recognize the importance of this need, it is outside the scope of services the facility provides.
- ☐ **Abuse & Violence** - While we recognize the importance of this need, it is outside the scope of services the facility provides.
- ☐ **Drug/Substance Abuse & Substance Use Disorder** - This is not addressed directly but has the potential to be indirectly impacted by the efforts of our other initiatives.
- ☐ **Access to Childcare** - While we recognize the importance of this need, it is outside the scope of services the facility provides.
- ☐ **Access to Affordable Healthcare** - While we recognize the importance of this need, there is a lack of identified effective interventions to address the need at this time.

Implementation Plan Framework

Executive and clinical leadership at Twin County Regional Healthcare gathered to discuss plans to address the identified health priorities. The leaders decided to breakout the health priorities into sub-categories to effectively create action plans to make positive community impacts. The next five pages outline the implementation plan for each identified health need seen below.

Twin County Regional Healthcare Health Need Evaluation

	Severity or urgency	Feasibility and effectiveness	Impact on health disparities	Importance identified by community
Children’s Health	✓	✓	✓	✓
Heart Disease	✓	✓	✓	✓
Stroke	✓	✓	✓	✓
Mental Health	✓	✓	✓	✓
Women’s Health	✓	✓	✓	✓

This implementation plan was approved by the Board of Trustees on 10/27/2025

Implementation Plan: Children’s Health

Initiative: Education and Training

Goal: Lead coordinated outreach efforts with local schools, healthcare providers, and first responders to actively educate families and community members on pediatric health priorities through workshops, events, and targeted campaigns

Strategies Actions facility plans to implement	Goal Completion Date	Accountable Organization/Team	Community Resources & Partnerships
Strategy 1: Continue early heart attack education in schools.	Ongoing	➤ Twin County Regional Healthcare	➤ Local schools
Strategy 2: Develop and implement collaborative education and training for EMS on pediatric protocols .	Ongoing	➤ Twin County Regional Healthcare Medical Staff	➤ Local EMS Medical Director
Strategy 3: Backpacks & summer nutritional program. Outreach with new pediatrician to visit local classrooms, summer programs, and HeadStart to educate families on the benefit of preventative care and nutrition.	Ongoing	➤ Twin County Regional Healthcare, Twin County Pediatrics	➤ Twin County Pediatrics
Strategy 4: Engage Scout youth groups to participate in hospital-based education.	Ongoing	➤ Twin County Regional Hospital	➤ Local Scouts of America
Strategy 5: Educational sessions and series with local pediatricians. Co-host health fairs, parent education nights, providing culturally relevant materials and outreach.	Ongoing	➤ Twin County Regional Healthcare Pediatrics	➤ Rooftop of Virginia ➤ Area school Systems ➤ Galax Parks & Recreation ➤ Daycare Centers

Anticipated Impact:

- Empower pediatric populations and their families with the knowledge and resources needed to respond effectively in emergency situations, while increasing community awareness of available services, disease management strategies, and preventative care practices.

Implementation Plan: Chronic Diseases

Initiative: Heart Disease

Goal: Enhance cardiology services by broadening the scope of care available, ensuring patients have access to a more comprehensive range of diagnostic and treatment options.

Strategies Actions facility plans to implement	Goal Completion Date	Accountable Organization/Team	Community Resources & Partnerships
Strategy 1: Research congestive heart failure clinic need including education, partnerships, and support groups	Ongoing	➤ Twin County Regional Healthcare Cardiology Clinic	➤ Home Health ➤ Twin County Cardiac Rehab
Strategy 2: Market heart disease prevention and healthy lifestyle	Ongoing	➤ Twin County Regional Healthcare Growth & Outreach, Occupational Health, & Marketing Teams	➤ Curtis Bartlett Fitness Center ➤ Carroll Wellness Center ➤ Galax Park & Recreation Center
Strategy 3: Targeted inpatient education through case management	Ongoing	➤ Twin County Regional Healthcare Case Management	➤ Home Health
Strategy 4: Cardiology service line evaluation	2028	➤ Twin County Regional Hospital and Cardiac Rehabilitation.	➤ Twin County Physician Practices
Strategy 5: Early intervention education and training with EMS	Ongoing	➤ Twin County Regional Healthcare Emergency & Cardiology Teams	➤ EMS Agencies

Anticipated Impact:

- These coordinated strategies will significantly improve heart health in the community by expanding access to cardiology services, promoting prevention and healthy lifestyles, and strengthening education across all touchpoints—from inpatient care to EMS training. Through partnerships, support groups, and targeted outreach, residents will be better equipped to manage chronic conditions like heart disease, leading to improved outcomes, reduced hospital readmissions, and a more informed, resilient population.

Implementation Plan: Chronic Diseases

Initiative: Stroke

Goal: Strengthen support and education

Strategies Actions facility plans to implement	Goal Completion Date	Accountable Organization/Team	Community Resources & Partnerships
Strategy 1: Continued community education	Ongoing	➤ Twin County Regional Healthcare Stroke Coordinator and Team, Growth & Outreach and Marketing Teams	➤ School systems ➤ Local businesses
Strategy 2: Continued community outreach on stroke response via radio, newspaper, social media, health events, workplace education	Ongoing	➤ Twin County Regional Healthcare Stroke Coordinator and Team, Growth & Outreach and Marketing Teams	➤ EMS ➤ Twin County Regional Outpatient Rehabilitation Services; Stroke Support Group
Strategy 3: Continued training for stroke response for healthcare professionals		➤ Twin County Regional Healthcare Stroke Coordinator and Team	➤ EMS
Strategy 4: Continue and build stroke support group	Monthly 2026 – 2028	➤ Twin County Regional Healthcare Outpatient Rehabilitation, Growth & Outreach, and Marketing Teams	➤ Occupational therapist with stroke rehabilitation specialist certification

Anticipated Impact:

- These ongoing stroke education, outreach, and training efforts will strengthen emergency response, improve recovery outcomes, and empower residents with life-saving knowledge. By engaging schools, businesses, EMS, and healthcare professionals, the community becomes better prepared to recognize and respond to stroke symptoms—ultimately reducing long-term disability and improving quality of life.

Implementation Plan: Mental Health

Initiative: Behavioral Health

Goal: Expansion of Behavioral Health services to address access needs of the community.

Strategies Actions facility plans to implement	Goal Completion Date	Accountable Organization/Team	Community Resources & Partnerships
Strategy 1: Continue to build intensive outpatient program (IOP)	Ongoing	➤ Behavioral Health Dept. Leadership and Twin County Regional Healthcare Administration	➤ Mt. Rogers Community Services Board, Local Primary Care Providers, Area Mental Health providers
Strategy 2: Explore opportunity to expand inpatient behavioral unit	Ongoing	➤ Director of Behavioral Health Services and Twin County Regional Healthcare Administration, LifePoint Behavioral Health	➤ Board of Directors, Twin County Regional Healthcare Administration, Mt. Rogers, DBHDS
Strategy 3: Continue community outreach including Suicide Awareness Month	Ongoing	➤ Behavioral Health Department Leadership, Twin County Regional Healthcare Administration	➤ Mt. Rogers Community Services Board, Local mental health providers.
Strategy 4: Explore the opportunity for utilization of the medical-surgical unit for patients with mental and medical needs	Ongoing	➤ Twin County Regional Healthcare Administration, Director of Medical Services, Director of Behavioral Health Services.	➤ Mt. Rogers, DBHDS

Anticipated Impact:

- Behavioral Health Department will expand to meet the mental health needs of our surrounding community by offering expanded behavioral health care designed to minimize acute crises and difficulty accessing services.

Implementation Plan: Women's Health

Initiative: Breast Health

Goal: Educate community members on the expansion of Twin County Regional Healthcare's breast health program.

Strategies Actions facility plans to implement	Goal Completion Date	Accountable Organization/Team	Community Resources & Partnerships
Strategy 1: Explore partnership for breast cancer survivor support group	Identify and participate with an existing group or create a group by end of the year 2026.	➤ Twin County Regional Healthcare Surgery Team	➤ Local primary care providers, Area businesses, Virginia Dept. Of Health, Area churches, Galax Parks & Recreation Center.
Strategy 2: Women's Health Expo	Annually 2026 – 2028	➤ Twin County Regional Healthcare Growth & Outreach and Marketing Teams	➤ Area businesses, Tri-Area Pregnancy Center, Family Resource Center, Blue Ridge Physicians for Women, VA Dept. Of Health
Strategy 3: Mammography education and growth for accessibility	Ongoing	➤ Twin County Regional Healthcare Director of Imaging, Twin County Regional Healthcare Administration.	➤ Local primary care providers, local businesses, area school systems,
Strategy 4: Early detection education with materials in English and Spanish	Ongoing	➤ Twin County Regional Healthcare Administration, Director of Imaging, Twin County Regional Growth & Outreach and Marketing Teams.	➤ Virginia Department of Health ➤ Blue Ridge Physicians for Women ➤ Area primary care provider clinics. ➤ Area businesses/manufacturing facilities.

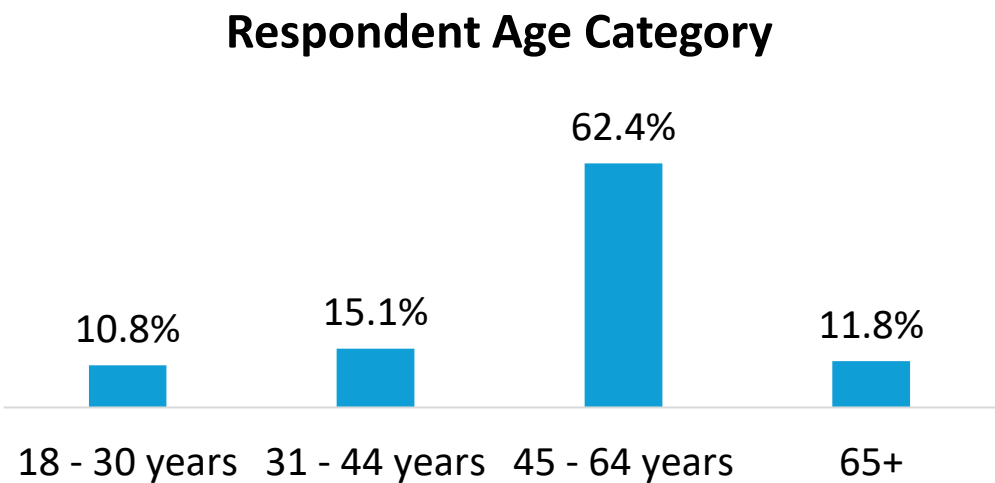
Anticipated Impact:

- Provide education to community members about the importance of screening mammograms and the expanded Breast Health Program at Twin County Regional Hospital. This includes information on how to access the program and the role of the newly implemented breast health navigator.

Appendix: Survey Results

Survey Results

Survey Question 1: Please provide your age.

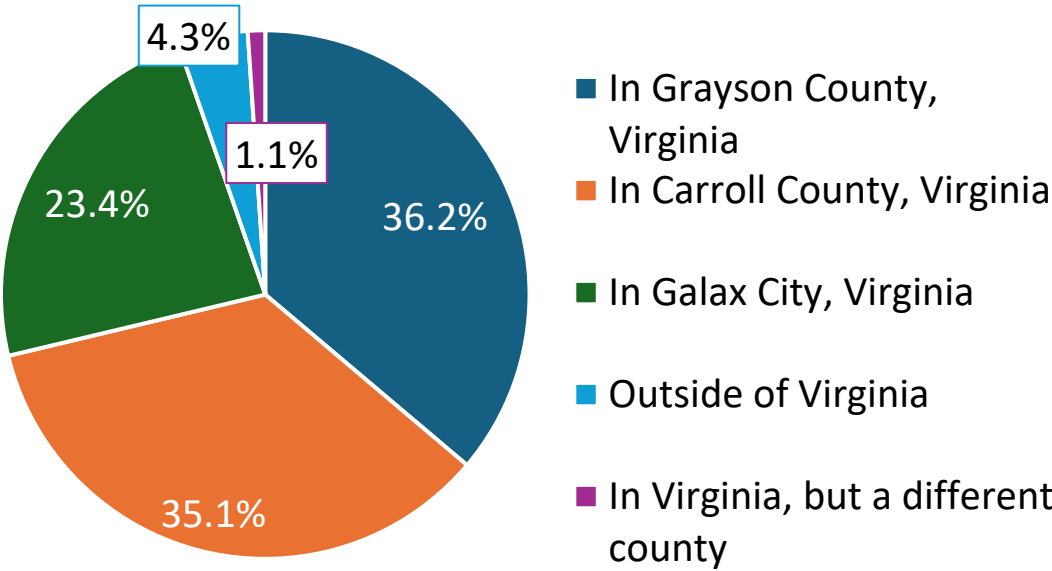


Survey Question 2: Please select which roles apply to you. [Check all that apply]

Respondent Community Role	% of Respondents
Healthcare Professional	66.0%
Community Resident	58.5%
Government Employee or Representative	8.5%
Underserved Population	7.4%
Educator	5.3%
Racial/Ethnic/Cultural Minority	4.3%
Small Business Owner	4.3%
Rep. of Chronic Disease Group or Advocacy Organization	2.1%
Public Health Official	1.1%
Other	3.2%

Survey Results

Survey Question 3: Where is your primary residence?



Survey Question 4: How would you describe your health? (1 star = Poor; 5 stars = Excellent)



Survey Question 5: How would you describe the overall health of your community? (1 star = Poor; 5 stars = Excellent)



Survey Results

Survey Question 6: Please rate the importance of addressing each Health Factor on a scale of 1 (not important) to 5 (very important).

Weighted average of votes	
Mental Health	4.84
Cancer	4.82
Heart Disease	4.82
Diabetes	4.80
Stroke	4.76
Children's Health	4.76
Women's Health	4.72
Substance Use Disorder	4.71
Alzheimer's & Dementia	4.67
Dental	4.66
Obesity	4.62
Lung Disease	4.60
Kidney Disease	4.59
Dialysis	4.56
Liver Disease	4.46
Vision	4.37
Rheumatology (i.e. Autoimmune disorders)	4.36
Dermatology	4.15

Factor is in the overall top 10

Survey Question 7: If there is another Health Factor that needs addressing, please specify

- ENT (2)
 - Autoimmune diseases in general
 - Chronic pain management
 - Clean diets
 - Early kidney disease
 - Mental Health
 - Metabolic health
- Neurological disorders
 - Orthopedics
 - Podiatry
 - Special needs individuals
 - Treating obesity and insurance coverage for medications to treat

Survey Results

Survey Question 8: Please rate the importance of addressing each Lifestyle & Personal Factor on a scale of 1 (not important) to 5 (very important).

Weighted average of votes	
Abuse & Violence	4.72
Drug/substance abuse	4.71
Excess drinking	4.62
Smoking/vaping/tobacco use	4.52
Nutrition	4.51
Physical inactivity	4.49
Personal health education	4.41
Risky sexual behavior	4.40
Employment status	4.39

Factor is in the overall top 10

Survey Question 9: If there is another Lifestyle & Personal Factor that needs addressing, please specify

- Access to care
- Lifelong personal education
- Nutritional education
- THC and gas station drugs (ZaZa)

Survey Results

Survey Question 10: Please rate the importance of addressing each Community & Healthcare Services Factor on a scale of 1 (not important) to 5 (very important).

Weighted average of votes	
Affordable housing	4.74
Access to childcare	4.71
Access to affordable healthcare	4.71
Access to dental care	4.69
Access to mental health	4.68
Poverty	4.63
Access to convenient healthcare	4.62
Education system	4.60
Access to healthy food	4.59
Access to senior services	4.59
Transportation	4.54
Substance abuse services/resources	4.54
Community safety	4.47
Access to health prevention & education services	4.38
Access to exercise/recreation	4.30
Language and/or cultural barriers	4.22

Factor is in the overall top 10

Survey Question 11: If there is another Community & Healthcare Services Factor that needs addressing, please specify

- Affordable healthy food
- Elderly care in home
- Local hospital does not take insurance of many seniors in the area (United Healthcare)
- Podiatry care that will perform surgery locally and in network
- Quality of healthcare providers

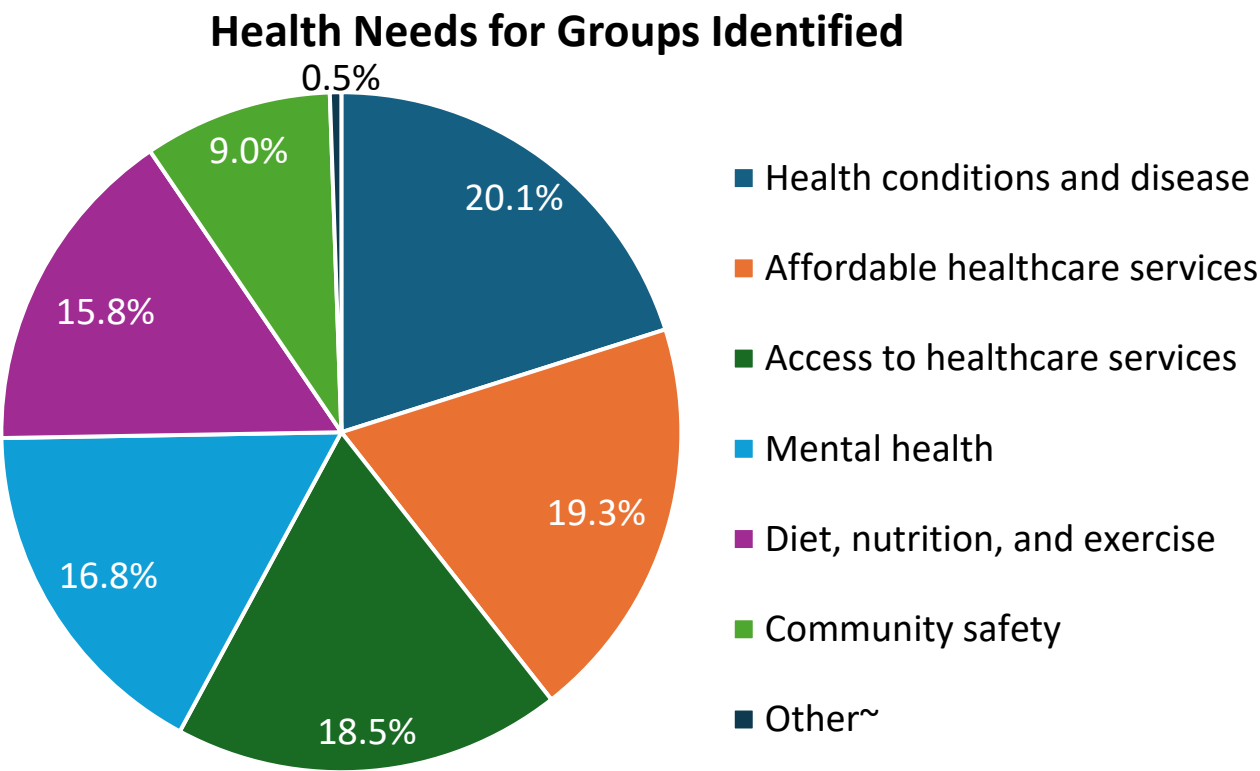
Survey Results

Survey Question 12: Which groups have the highest health needs in your community? (Select all that apply)

Groups with Highest Health Needs	% of Total Votes
Older adults	26.9%
Low-income groups	26.5%
Children	13.6%
Individuals requiring additional health support	13.3%
Women	10.5%
Racial and ethnic minority groups	5.4%
LGBTQIA+	2.7%
Other^	1.0%

^Other- Middle class/working class with (high deductible) insurance (2); persons with mental health issues

Survey Question 13: What are the health needs, if any, for the group(s) selected above? (Select all that apply)



~Other- Dental for Medicaid; drivers for doctor's appointments

Survey Results

Survey Question 14: How would you rate the quality of healthcare services in your community? (1 star = Poor; 5 stars = Excellent)



Survey Question 15: How would you rate the convenience of healthcare services in your community? (1 star = Poor; 5 stars = Excellent)

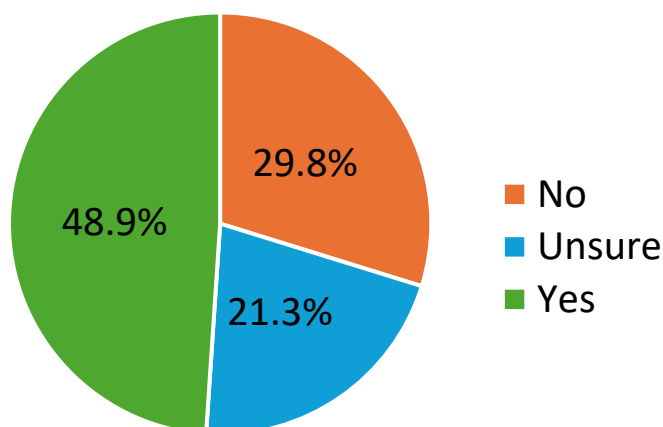


Survey Question 16: How would you rate the affordability of healthcare services in your community? (1 star = Poor; 5 stars = Excellent)



Survey Results

Survey Question 17: Are you aware of efforts to address Substance Use Disorder as it relates to obesity in your community in the last 3 years?



Survey Question 18: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (31 responses):

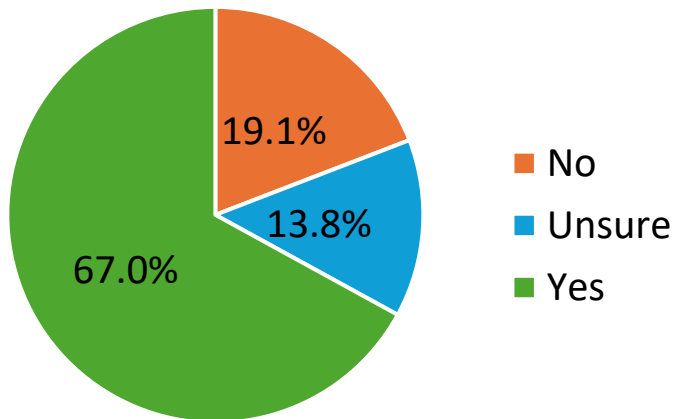
1. Local mental/behavioral health and substance abuse/recovery centers (inpatient and outpatient) (10)
 - Better collaboration with the Life Center to help them advocate to properly serve their patients, but limited due to patient abuse of the system
 - God's Storehouse helps address
 - Twin County is opening the IOP program, this will help the community
2. Carefulness of medicine given (2)
3. ED visits/EMS/E-911 (2)
4. Education and counseling (2)
5. Twin County provides care to (in)patients/participants of surrounding substance abuse facilities/programs (2)
6. Not aware of services at TCRH (2)

Additional Comments:

- I have read articles about graduates of recovery programs
- TCRH's role- providers are participating in clinical education to identify and mitigate the overuse of prescription drugs and educate patients on what they are taking and the effects on the patient's health; providers recommend other methods of treatment for those with anxiety, depression or other health issues. TCRH has and will continue to increase mental health services, which can overlap with substance abuse disorders
- Political leaders have made great efforts toward this issue in our country

Survey Results

Survey Question 19: Are you aware of efforts to address Mental Health in your community in the last 3 years?



Survey Question 20: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (38 responses):

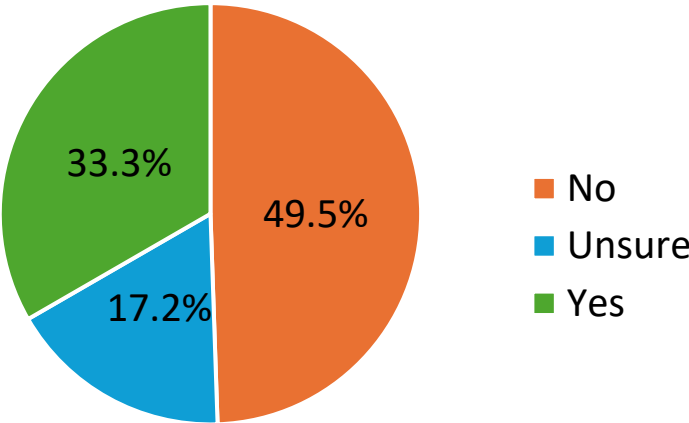
1. New outpatient mental health clinic/IOP (19)
 - With transportation; can be referred by provider or self-referred to receive an assessment
2. Expansion of behavioral health unit (13)
3. Hiring nurses, medical staff, counselors, and activity coordinator for behavioral health unit (2)
4. Efforts have been made, but still not available in a timely manner/not enough available resources (2)

Additional Comments:

- Group treatment launch in progress
- The Crisis Care Center along with services at the hospital is a good resource for our community
- The admission process asks specific questions to address harm that may be occurring at home and definite questions about harming oneself
- EMS/E-911
- There is too much branding of children with disorders
- Not aware of TCRH efforts

Survey Results

Survey Question 21: Are you aware of efforts to address Healthy Eating/Active Living/Food Insecurity in your community in the last 3 years?



Survey Question 22: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (19 responses):

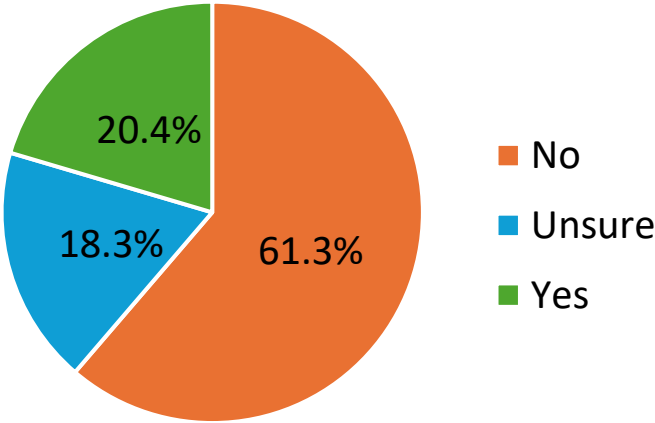
- 1. Partnership with Curtis Bartlett Fitness Center & Twin County Regional Healthcare Cardiac Rehab (8)
- 2. Promotion of annual wellness screenings (5)
- 3. Employee incentives (3)
- 4. Sponsor Autumn Days 5k with Galax Recreation Center (3)
- 5. Social media "healthy tips" (3)
- 6. Local food banks including churches, God’s Storehouse, and soup kitchens (4)

Additional Comments:

- TCRH provides community education, is expanding service lines and partnering with various community organizations to bring in medical speakers, sponsors community-based health events and works with our school systems (staff and students)
- Can schedule appointments with ADELE
- Each year these benefits are addressed as enrollment into a health plan is offered
- Have seen efforts at the farmers market for seniors and low income
- Healthy food is too expensive and education doesn’t help the fact that people that aren’t on food stamps can’t afford it! Low income get everything focus more on middle class.

Survey Results

Survey Question 23: Are you aware of efforts to address Socioeconomics in your community in the last 3 years?



Survey Question 24: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (10 responses):

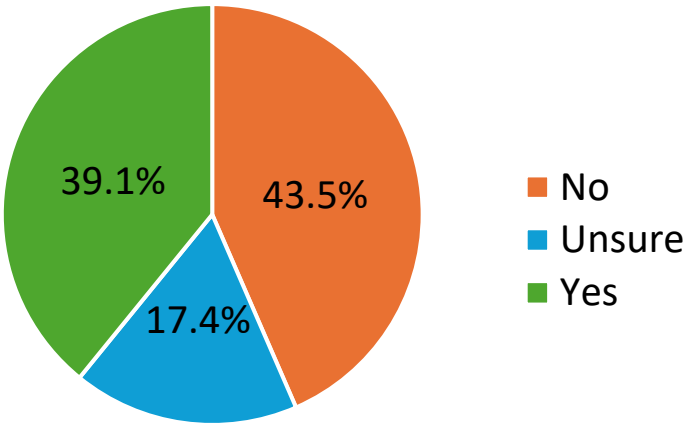
- 1. Charity policy (5)
- 2. Financial counseling (4)
 - On-site financial counselor who assists patients needing additional financial application resources
- 3. Free childbirth and parenting classes (4)
- 4. Free stroke and brain injury classes (3)
- 5. Promote Marketplace health insurance enrollment for uninsured (3)
- 6. Scholarships and tuition reimbursement for hired personnel (3)
- 7. Facility fundraisers (2)

Additional Comments:

- Social media tips for wellness
- Not aware

Survey Results

Survey Question 25: Are you aware of efforts to address Education/Communication in your community in the last 3 years?



Survey Question 26: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (18 responses):

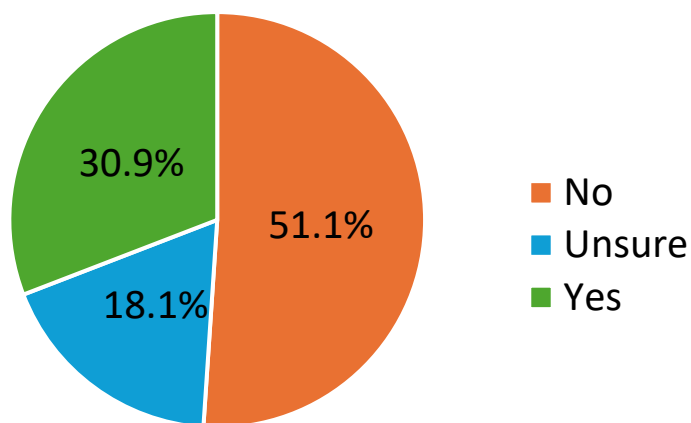
- 1. Community health fairs (12)
 - With EMS partners
 - Hillsville Lions Club Health Fair
- 2. Health education (7)
 - CPR classes including at schools (3)
 - Diabetes and aquablation information
- 3. Social media articles including newspaper (4)
- 4. Radio/public service announcement (4)
- 5. Stroke and brain injury support group (4)
- 6. Lactation consulting (4)
 - Saw some flyers near elevators advertising lactation consulting and parenting classes
- 7. Childbirth and parenting classes (3)
- 8. Community health expo (3)

Additional Comments:

- Yes--all of these and more. Education is a vital part of TCRH's community outreach initiatives. This outreach involves public events, school events, partnering with local EMS, fire and police agencies, and other healthcare partners.

Survey Results

Survey Question 27: Are you aware of efforts to address Access to Care in your community in the last 3 years?



Survey Question 28: If yes, please share comments or observations about the positive changes you have seen in the community.

Themes from Comments (11 responses):

1. Provider recruitment (3)
 - New orthopedic
 - New doctors and nurse practitioners
2. Expanded services (3)
 - Medical office opened in the town of Fries
3. Bus route to hospital/Mountain Lynx (2)
4. Free clinic (2)

Additional Comments:

- Access to Care at TCRH via recruitment of exceptional staff, nurses, physicians, providers and leaders along with expansion of services, exceptional quality of care and positive patient outcomes
- TCRH has an urgent care with extended hours. Primary care and pediatrics have designated walk-in hours.
- Health screenings
- Good providers leave
- Not aware

Survey Results

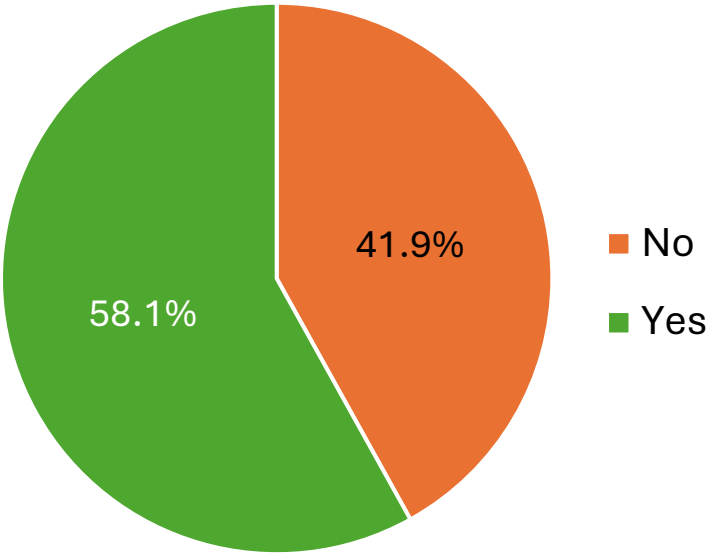
Survey Question 29: Which services do you use for basic health needs? (Select all that apply)

Services Utilized for Basic Health Needs	% of Total Votes
My primary care or family physician	39.0%
Urgent care center	23.3%
Hospital (including ER)	15.3%
Pharmacy (i.e. for vaccinations)	11.4%
Alternative healthcare providers (chiropractors, etc.)	5.9%
Health department	1.3%
School/university nurse	0.8%
Free clinic	0.4%
I do not have a healthcare provider	0.8%
Other*	1.7%

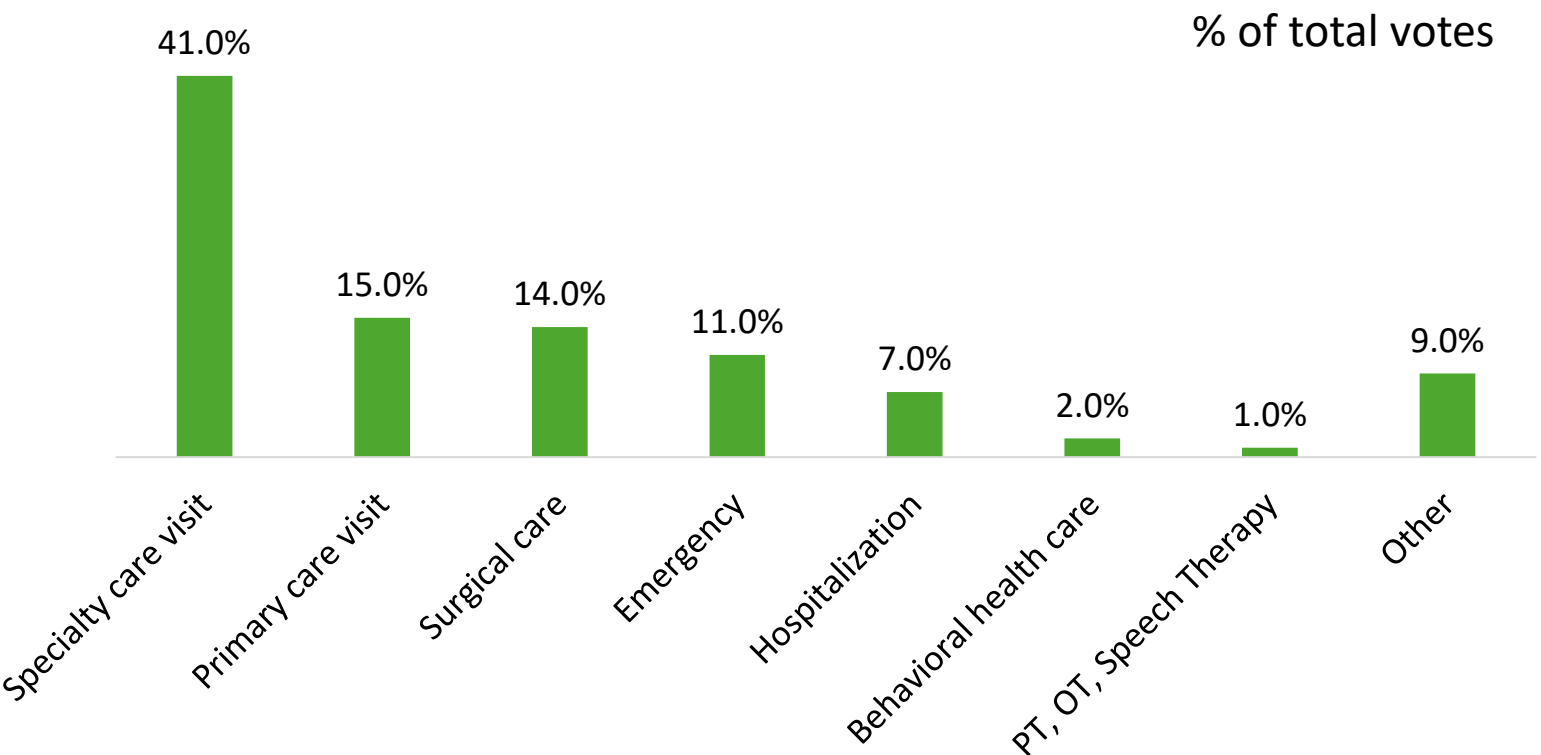
**Other – Fitness facility (2), physical therapy, Twin County ER for emergencies*

Survey Results

Survey Question 30: In the last 12 months, have you received healthcare outside of your community?



Survey Question 31: Which of the following services did you receive outside the community? (Select all that apply)

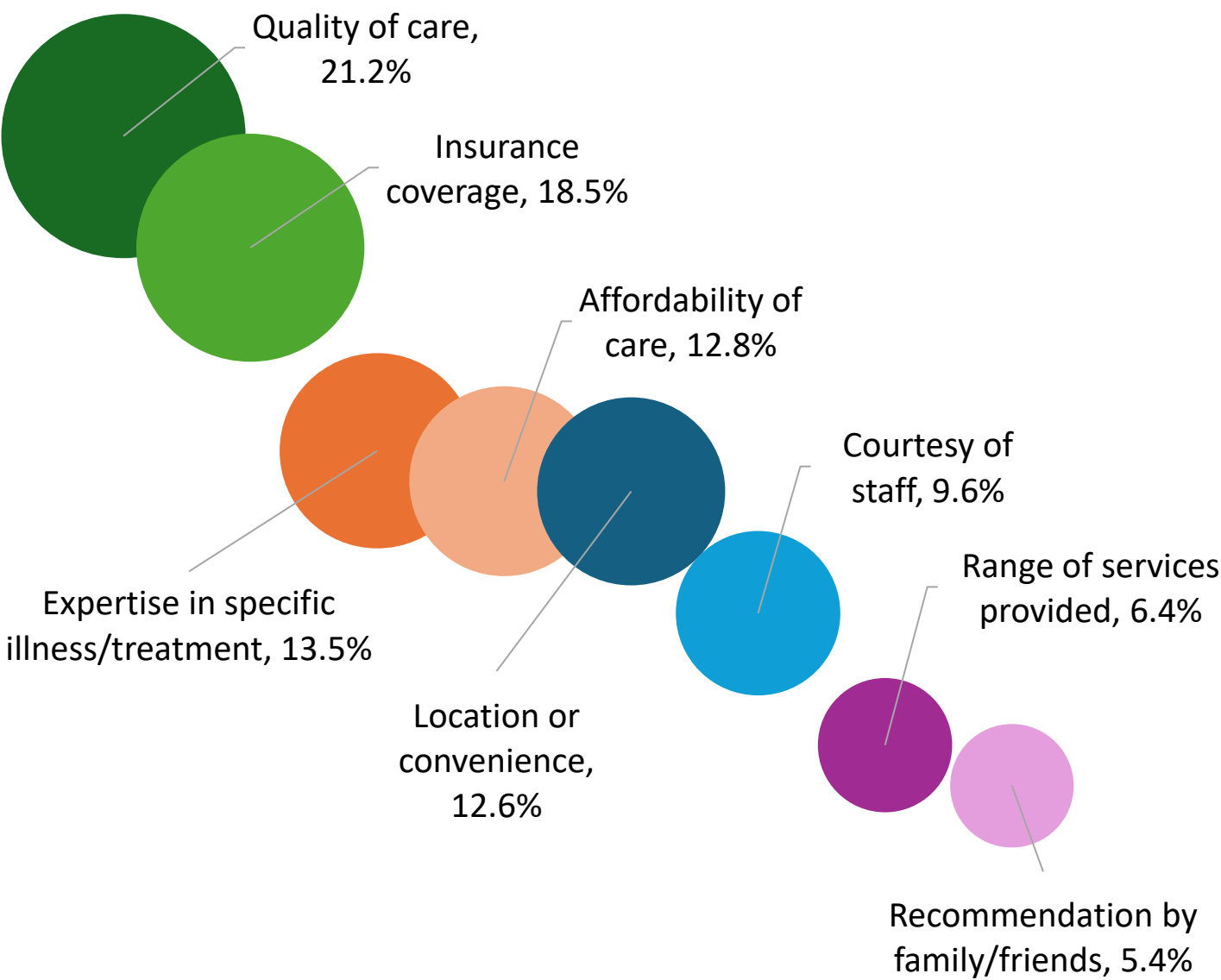


Other – Dental (3), orthopedics (2), acupuncture, autoimmune disease, gastroenterology, lymphedema clinic, podiatry, vascular care, wound care

Survey Results

Survey Question 32: What do you consider to be the most important when considering a healthcare provider? (Select all that apply)

(% of total votes)



Survey Results

Survey Question 33: Which of the following public health services should Twin County and its community partners focus on improving? (Select all that apply)

