

Profile Community

P.1 Community Description: What are your community’s key characteristics? P. 1a Community Environment

P.1a(1) Community Definition and Identity: Community Definition and Identity (Figure P.1-1)

Kanawha County, West Virginia, is how we identify our community (Figure P.1-1). The Virginia General Assembly authorized the establishment of Kanawha County, which started in November 1788 and was established in 1789. The Kanawha River, which took its name from the local Native tribe, was the source of the county's name. Kanawha County is now the most populated county in West Virginia, with a total population of 177,049. The state's capital, Charleston, serves as the county seat. The commercial, financial, medical, and governmental hub of West Virginia is in Charleston, which includes Kanawha County. 902 square miles make up Kanawha County. Within Kanawha County there are 8 cities, 8 towns and 12 unincorporated communities. 75% of the county is urban; 25% rural. Between 2010 and 2022 the population fell by 15,111 persons, a change of -7.7%.

87.95% of the population is White, 6.92% is African American, Multiracial make up 3.39%, Asian 1.22% and other makes up .53%. Families with one or more children under the age of 18 comprise 27% of all occupied households. With roughly 21% of the population 65 years or older, the median age is 43.6.

Key sites and landmarks include the Clay Center for Performing Arts, West Virginia State Capitol, West Virginia Cultural Center, South Charleston Mound, Mardi Gras Casino and Resort and the Charleston Convention Center.

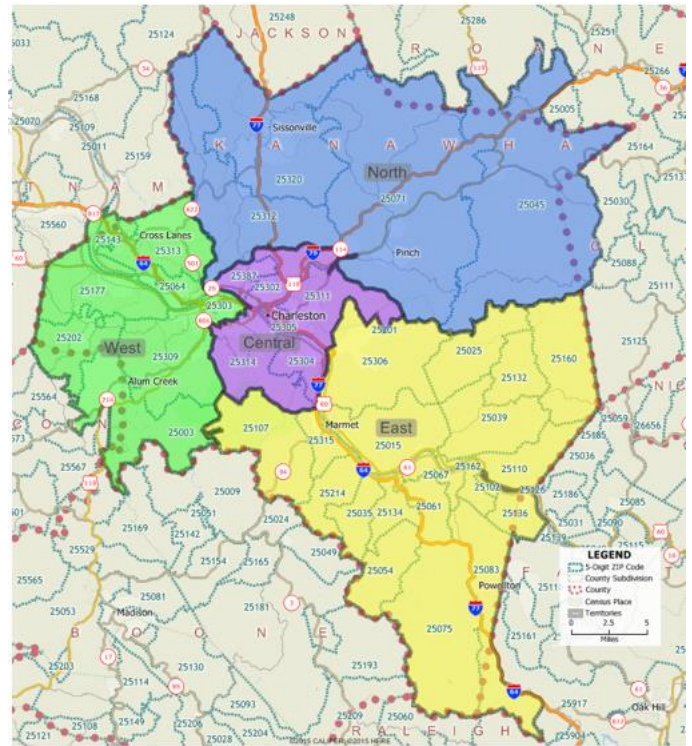
In a region of nine counties, Kanawha County acts as the hub for employment. More than 11,000 travel from Putnam County, a nearby county, while more than 2,000 do so from Boone County and more than 1,000 from Lincoln County. Working in Kanawha County frequently requires commutes of up to one hour each way. The unemployment rate in Kanawha County started the year 2023 at 3.20%, and it has just risen slightly to 3.40%.

The largest not-for-profit hospital in West Virginia and winner of the 2015 Malcolm Baldrige National Quality Award is Vandalia Health, which is also the third largest employer in the state. Other healthcare facilities in Kanawha County include Highland Hospital, West Virginia University Medicine-Thomas Hospitals, the Kanawha-Charleston Health Department, West Virginia Health Right, Cabin Creek Health System, and FamilyCare, a federally qualified health center.

Since 1994, the Kanawha Coalition for Community Health Improvement has been working to meet the needs of Kanawha County residents. To significantly enhance the health of the people in Kanawha County, it is our duty to identify health concerns and organize resources. The county's hospitals, behavioral health center, federally qualified health center, United Way, local health department, school system, faith-based partnership, Charleston Area Alliance (business alliance), State Bureau for Public Health, and West Virginia State University are among the members of this unique coalition.

P.1a (1) What is your community’s shared identity?

There is a strong feeling of community in Kanawha County, and those who live there are prepared to cooperate to make their community better. The community of Kanawha County is known for being accommodating to newcomers and tourists alike.



P.1a(2) Community Offerings

What are your community’s KEY offerings to its resident and other CUSTOMER groups in the areas of health, education, the economy, and quality of life? What is the relative importance of these offerings to your community’s well-being? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community’s KEY offerings?

Figure P.1-2 lists the main services provided by Kanawha County in the areas of health, education, economy, and quality of life, along with their relative significance to the county's well-being. The capacity to provide job training as well as higher education possibilities that serve local business requirements is made possible by key offers including the presence of the whole continuum of educational resources. The economy is a priority for Kanawha County, and it strives to be the best place to live, learn, work, and play. We are dealing with the difficulties of population decline and homelessness. Figure P.1-2 describes the major facilities, infrastructure and resources that support Kanawha County’s key offerings.

Figure P.1-2 Community Key Offerings

	Kanawha County’s Key Offering	Relative Importance to Community Well-Being	What Major Facilities, Infrastructure and Resources Support you Community’s Key Offerings			Results (Social Determinants of Health)
			Facilities	Infrastructure	Resources	
HEALTH KEY WORK SYSTEMS: LIVE, WORK	Hospital Emergency, Inpatient and Outpatient Care	Access to quality and timely health care Economic driver	Vandalia/ Health(CAMC) - Memorial, General and Women & Children's Hospitals WVU Medicine-Thomas Health System -	Broad referral network; IT support; Technology and equipment; Level 1 Trauma Center; Broad scope of specialty services through tertiary care referral hospital	Specialist physicians Skilled workforce Quality, award-winning services	Premature Death Rate Poor Physical Health Days
	Primary and Urgent Care Services	Access to quality and timely primary care (medical and dental) Available to all residents, regardless of ability to pay	Family Care; Cabin Creek Health Center; Valley Health; WV Health Right; Family Care, Urgent Care; Med Express; Private practices; Residency Training Clinics	Medical; Dental; Behavioral Health/Substance Abuse; Vision	Multitude of providers: FQHC, free care, other models of care delivery and funding	Poor Mental Health Days
	Public Health	Delivery of essential and expanded public health services	Kanawha Charleston Health Department	Accredited local health department; Environmental Health (restaurants/sanitation); Prevention/wellness; Epidemiology; Threat preparedness	City, County, State and Federal Funding	Adult smoking
	Behavioral Health Services	Mental Health and Addiction services	Highland; Pretera; Health Centers; CAMC Family Resource Center and Behavior Health; Thomas Behavioral Health; Recovery Point; Keep Your Faith Corp; Partnership for African American Churches	Prevention; Counseling; Outpatient Services; Inpatient Services; Addiction programs	Several providers with a number of models of care delivery and funding	Adult obesity & Child obesity High Diabetes Rate
	Home Health	Provides health care delivery in the home	Home health companies	Provides services throughout the county	Skilled staff	Uninsured
	Skilled Nursing and Nursing Homes	Supports care that can no longer be provided in the hospital inpatient setting or at home	Nursing homes; Skilled nursing facilities	Provides services throughout the county	Skilled staff	Chronic disease prevention/ education
	Community Based	Addresses needs for specific populations or services	Alcoholics Anonymous Narcotics Anonymous Weight Watchers	Community sites	Specific to the health issue addressed. May include structured content.	
Communities of Excellence	Working to promote wellness and chronic disease prevention education	Kanawha Coalition for Community Health Improvement	Community Coalition of key stakeholders, residents and other customer groups	Expert guidance, community input, staff support		

	Kanawha County’s Key Offering	Relative Importance to Community Well-Being	What Major Facilities, Infrastructure and Resources Support you Community’s Key Offerings			Results
			Facilities	Infrastructure	Resources	
ECONOMY KEY WORK SYSTEMS: WORK, LIVE	Arts	Culture Tourism Education	Clay Center; Cultural Center; Civic Center; Haddad River Park; Municipal Auditorium; Alban Theatre	Charleston Light Opera Guild; Art Walk; Symphony Sunday; Charleston Symphony; Appalachian Children's Chorus	State funding Private funding Fundraising activities	●Unemployment
	State Government	Jobs	State Capitol Complex	State offices and departments	Legislative resources; Public records and services	●Children in poverty
	Festivals and Events	Culture Tourism Commerce Community Quality of Life	Kanawha River; Kanawha Boulevard; Laidley Field; Capitol Complex; Oakes Field; University of Charleston	Vandalia Festival Live on the Levee Movie Night at Magic Island FestivALL	Volunteer Community Groups	●People living below poverty ●Homeownership
	Healthcare, Government, Chemical Industry, Energy, Other employment	Commerce Well-being Jobs	Hospitals Dow Tech Park Business Office Sites	Charleston Area Alliance Chambers of Commerce; WV Hospital Association; WV Manufacturer's Association; WV Coal Association	River – Water; Salt; Coal; Gas – Pipelines; Roads	●Percent of children eligible for free / reduced lunch
	Access to River, Roads, Air	Airport Interstate Train/Amtrak KRT Commerce Tourism	Yeager Airport Amtrak Greyhound Bus KRT	Major interstates (I-64; I-77) Airport Train KRT	Public funding; Private resources FAA, Airlines National Guard, DOH Federal Government County Government	
	Communities of Excellence Group	Working to address barriers to work.	Kanawha Coalition for Community Health Improvement	Community Coalition of key stakeholders, residents and other customer groups	Expert guidance, community input, staff support	

Figure P.1-2

	Kanawha County's Key Offering	Relative Importance to Community Well-Being	What Major Facilities, Infrastructure and Resources Support you Community's Key Offerings			Results
			Facilities	Infrastructure	Resources	
EDUCATION KEY WORK SYSTEMS: LEARN, WORK	Pre-Kindergarten through 12th Grade	Provides essential growth and development education for all youth (3 years of age to 19). Includes specialty and individualized services	Public and private schools	Transportation for students; Internet; GED; Special needs programs; Free and reduced lunch; Alternative education	Faculty and staff School bus system Broadband IT	●4 th grade students proficient in Math and Reading
	Higher Education	Higher education services for on campus students and community	College campuses - University of Charleston; West Virginia State University	Campus sites	Faculty and Staff Educational and cultural events for the public Support to businesses and schools	●8 th grade students proficient in Math, Reading, and Science
	Post Graduate Education	Graduate education services either on college campuses or virtual	WVU Charleston Division; Marshall College of Graduate Studies; UC; WVSU	IT infrastructure Campus sites	Faculty and staff Support for businesses and schools	●High school graduation
	Community and Technical Education	Education and training in essential services for regional residents	Campuses; Higher education programs in school system satellites; Bridge Valley; WV Junior College; Carver	Apprenticeship Programs (Local Building Trades)	Faculty and staff Support for businesses, schools and the service industry	●Percent adults with some college
	Communities of Excellence Group	Working to address equal access to affordable and adequate childcare options.	Kanawha Coalition for Community Health Improvement	Community Coalition of key stakeholders, residents and other customer groups	Expert guidance, community input, staff support	●Childcare Center enrollment

Figure P.1-2 Community Key Offerings

	Kanawha County's Key Offering	Relative Importance to Community Well-Being	What Major Facilities, Infrastructure and Resources Support you Community's Key Offerings			Results (Social Determinants of Health)
			Facilities	Infrastructure	Resources	
QUALITY OF LIFE KEY WORK SYSTEMS: LIVE, WORK, PLAY, LEARN	Sports	Affordable, family oriented recreational opportunities Safe environment	Appalachian Power Park Civic Center South Charleston Ice Rink Trace Fork Soccer Neighborhood Soccer and Baseball fields Kanawha County Parks & Recreation Runs/Walks	City of Charleston Capital City Striders Roller Derby Team Soccer Fields Baseball Fields	Event revenue Tax revenue Connection to major league baseball Pubic, private and grant funding City and county supported	●Clean air and drinking water safety ●Social associations ●Inadequate social support
	Natural and Recreational Activities	Social, Educational and Cultural events	South Charleston Rec Center Haddad Riverwalk Park YMCA/YWCA South Charleston	Parks and Recreation; City of Charleston; Planning Committees; Kanawha River; Kanawha State Forest; Little Creek Park; Coonskin Park; Shawnee Park; Edgewood Country Club; Berry Hills Country Club; Little Creek Golf; Cato Golf	Vendor fees People	●Child abuse/neglect ●Violent crimes
	Cultural Experiences	Cultural events Education Tourism	Clay Center Civic Center	Buildings; Parking; Clay Center Board; City of Charleston; Civic Center Board	Rentals Event proceeds/ticket sales City of Charleston	●Access to exercise opportunities
	Religious Opportunities	Something for everyone Don't have to leave county	Variety of facilities	Partnership for African American Churches; Kanawha County Ministerial Association; WV Council of Churches	Faith-based funding opportunities	●Access to recreational opportunities
	Communities of Excellence Group	Working to address access to safe and adequate recreation, exercise, and play opportunities.	Kanawha Coalition for Community Health Improvement	Community Coalition of key stakeholders, residents and other customer groups	Expert guidance, community input, staff support	

P.1a(3) Residents, Other Customers, and Stakeholders.

What are your community's KEY resident groups, other CUSTOMER groups, and STAKEHOLDER groups? What are their KEY requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?

Figure P.1a(3) Residents, Other Customers, and Stakeholders

Groups	Key Requirements and Expectations	KEY WORK SYSTEM	Community Groups North, West, Central, East
Residents (Figure P.1-4)	<ul style="list-style-type: none"> Safe communities Employment jobs Quality healthcare Quality education Places to Worship, Recreation, Arts, Culture 	LIVE WORK LEARN PLAY	Requirements do not vary across community groups
Employers	<ul style="list-style-type: none"> Skilled available workforce Quality healthcare High speed internet and telecommunications access 	WORK	Requirements do not vary across community groups
Seniors	Resident Requirements and Expectations plus: <ul style="list-style-type: none"> Access to public transportation Quality healthcare Access to social services Access to food Access to safe, affordable housing and long term care 	LIVE PLAY	Requirements do not vary across community groups
Other Customers (Commuters, legislators, visitors)	<ul style="list-style-type: none"> Hotels/motels Restaurants Transportation Accessible cultural, arts, entertainment opportunities High speed internet and telecommunications access 	WORK LEARN PLAY	Requirements do not vary across community groups
Stakeholders (Contiguous counties)	<ul style="list-style-type: none"> Safe roads Accessible cultural, arts, entertainment opportunities Variety of options for shopping Accessibility to quality healthcare 	WORK LEARN PLAY	Requirements do not vary across community groups

The Kanawha Coalition saw residents as its primary clientele before we started our path towards community excellence and began using the Communities of Excellence Framework. Moving forward we now recognize that in addition to inhabitants, our consumers also include employers, individuals who commute to and from work in other locations, tourists, lawmakers, and citizens of counties that border Kanawha County. The expectations and needs of our citizens differed according to their geographic location in our County, as well, which was another thing we discovered throughout this process of discovery. Our neighborhood groups and primary resident groups are shown as North, West, Central and East on the map of Kanawha County in Figure P.1-1.

P.1a(4) People and Organizations Resources.

What KEY community organizations, groups, and SEGMENTS are involved in delivering your community's KEY offerings? What recent changes has the community experienced in its needs for these organizations, groups, and SEGMENTS? Who are the formal and informal COMMUNITY LEADERS that represent KEY organizations, groups, and SEGMENTS?

The chart to the right gives answer to the question above. Figure P.1-4(right) describes key requirements in needs by North, West, Central and East. Also See P.1b(2) for response.

P.1a(5) Regulatory Environment.

What are the KEY aspects of the regulatory environment under which your community operates?

The following Major elements of the regulatory environment have an influence on the operations of Kanawha County:

- Medicaid expansion - expands access to healthcare for uninsured individuals but raises bad debt and lowers profitability for healthcare providers.
- Healthcare regulatory environment - hinders the use of telemedicine and limits healthcare providers' flexibility and inventiveness.
- Due to the difficulties in complying with regulatory standards, the licensing requirements for outpatient methadone and suboxone clinics limit access while improving the quality of services.
- Less individuals start new firms because of inconsistently interpreted application procedures and excessive regulation of permits and environmental difficulties. See (Figure P.1-5)

Figure P.1-4 Community Groups

Community Group	Key Characteristics	Recent Changes in Need	Key Requirements	Key Work System			
				0-5 Rating (0 = no opportunity; 5 = many opportunities)			
				Live	Work	Play	Learn
North	Rural; Small towns; Most residents are descendants from the area; High rate of home ownership; Strong local governments; Strong community leadership; Declining population; Inadequate broadband	Decline in coal resulting in loss of jobs and impact on the economy; Flood recovery	<ul style="list-style-type: none"> • Feel valued • Input and inclusion • Involvement of local champions 	4-5	2	3	4
West	Bedroom communities of Charleston; High traffic area in Cross Lanes; Strong local identity; Chemical industry; Higher education presence; West End of Charleston focus for grants and improvement efforts	New sports complex; New chemical business	<ul style="list-style-type: none"> • Integrated with Charleston 	4-5	4-5	4-5	4-5
Central	Most population density and diversity; Business hub; State, county and city government; Losing population; Higher education presence, Health care hub	Population loss in the city of Charleston; New industry and innovation in the Civic Center design	<ul style="list-style-type: none"> • Voice from all segments of the community • Desire to make Charleston a better place 	4-5	4-5	4-5	4-5
East	Most rural; Most residents are descendants from the area; High rate of home ownership; Economy fluctuates with the coal industry; Lower income; Feel isolated; Inadequate broadband; Suspicious of outsiders; Internally focused; Everyone knows everyone	Decline in the coal industry; Local college left the area	<ul style="list-style-type: none"> • Feel valued and connected • Create inclusion without coming to Charleston to participate • Maintain confidentiality 	4-5	1-2	3-4	2

Community Excellence Group

P.1b Community Excellence Group

P.1b(1) Mission, Vision, and Values. Why have you formed a community excellence group? What are the group's stated MISSION, VISION, and VALUES?

The mission, vision, values, and core competencies of the Kanawha Coalition for Community Health Improvement (KCCHI) are shown in Figure P.1-3 (above). Through learning cycles, the values have evolved from those that were inherent at KCCHI's origin to those that were formed over time as we gained more insight into our community and the work, we do to enhance community health. We have discovered more values through the Communities of Excellence (COE) approach that will boost our work even further.

P.1b(2) Composition- What KEY people, organizations, and groups are involved in your community excellence group? What are the KEY drivers that engage them in achieving your group's MISSION and VISION? What is the BACKBONE ORGANIZATION, if your group includes one?

Figure P1b (1) Mission, Vision, and Values

Mission: To identify, evaluate and coordinate resources to make sustainable improvement to community conditions that impact the health of the people who live, learn, work and play in Kanawha County. (Approved 2020)		
Vision: Kanawha County is a Great Place to Live, Work and Play		
Values:		
KCCHI values since its inception	Values developed over time	Values we will address through the COE process
<ul style="list-style-type: none"> • Willingness to work together • Visionary Community Leadership • Community Perspective • Building and Sharing Knowledge • Encouraging Innovation • Measuring Performance • Ethics and Transparency 	<ul style="list-style-type: none"> • Resident and Customer Engagement • Focus on the Future • Delivering Value and Results • Society Responsibility 	<ul style="list-style-type: none"> • Valuing Diversity and Inclusiveness • Agility • Measuring Performance (better) • Focus on Excellence • Empowerment of Communities
Core Competency	Relationship to Mission	
Community Needs Assessment	Address's ability to identify and evaluate health risks	
Workgroup Process for Addressing Priority Needs	Process to coordinate resources to improve health	
Partnership versus Competition	Focus on coordinating existing stakeholders and resources	

The following are the major community organizations, groups, and sectors that are active in the community of excellence group: a steering committee made up of the chief executive officers and senior administrators of the hospitals in Kanawha County: Vandalia Health (CAMC) and WVU Medicine/Thomas Health Systems, Partnership-African American Churches: Behavioral Health Facility, United Way, Kanawha County/Charleston local health department, Kanawha County Board of Education, Active Southern WV, local law firms, Charleston Area Business Alliance, West Virginia State University (Higher education), Family Care (FQHC). Our leadership group has expanded to include subject matter experts for our goals. Members consent to guiding principles that specify expectations, such as putting aside personal and organizational goals, equality among members, making concrete financial commitments to the Coalition, and a conviction that community people must actively participate in decisions that impact them. An Executive Director is employed full-time by the Coalition and directly answers to the Steering Committee.

The top community concerns identified by the Coalition's triennial community health assessment are identified and the KCCHI executive director/Steering Committee examines what initiatives can have the greatest impact on Kanawha County residents. Community-based organizations working on or interested in working on the priority areas in collaboration with KCCHI are sought out by the executive director. Examples would be corporations, public health experts, community centers, healthcare providers, health department, local businesses, wellness centers and the Kanawha residents themselves, make up the workgroups. A problem analysis, the creation of existing and desired statements, the creation of action plans and strategies with short- and long-term objectives, and the measurement of results of each community-based organizational workgroups independent processes of reaching their goals and objects, while collaborating with KCCHI. Making sure that each segment is represented in our community-based organizational workgroups is a key component of the learning cycle.

To establish a vision statement with a larger stakeholder and partner base, a procedure was developed. On a draft vision statement, opinions from specialists, citizens, and staff members were requested. The coalition's accomplishments and the knowledge acquired throughout its more than 20-year existence form the basis of KCCHI's key strengths. The National Quality Forum (NQF) and the Centers for Disease Control and Prevention have both recognized the community health needs assessment process as a national role model process after it through numerous cycles of learning and development (CDC). Via key informant surveys and focus groups, the approach is affordable and includes the community.

Kanawha County's advocate for Communities of Excellence and the foundational group that keeps Kanawha County at the forefront of its community's demands is the Kanawha Coalition for Community Health Improvement. As confidence in the KCCHI process has increased, our fundamental competency of partnership as opposed to cooperation has evolved through time. Our community is aware that resources are limited and that by collaborating, we can accomplish more for our community. We have had great success recruiting interested and impacted parties to participate in our community-based workgroup initiatives.

P.1b(3) LEADERSHIP SYSTEM What LEADERSHIP SYSTEM does your community excellence group use to lead its community excellence efforts?

To make the most of the resources available in Kanawha County, the Kanawha Coalition for Community Health Improvement develops connections with other community-based organizations as well as with federal and state-run institutions. The KCCHI serves as a liaison to other groups wishing to connect and collaborate to accomplish community objectives or results that they would not have been able to accomplish independently. With the assistance of the Steering Committee members and their combined power in Kanawha County, the KCCHI has been able to link resources to organizations and residents more often. The leadership diagram above shows how our leadership system designs. **Figure P.1b(3) Leadership System**



P.1b(4) Programs and Services: what programs and services are offered through the efforts of your community excellence group?

As previously indicated, KCCHI assists in connecting people and organizations to resources in Kanawha County. We encouraged the community-based organizations to join the Diabetes Coalition, which disseminates knowledge about this debilitating condition. The CAMC staff can currently take advantage of lunch and learn workshops on the topic associated with child obesity offered by Keys4Kids which is one of CAMC partners, as continuing education credits. The Kanawha-Charleston Health Department and WV Health Right Wellness Center joined forces with KCCHI in December 2022 to bring Kanawha County as a whole, up to speed on the issues of chronic illness. KCCHI has embarked on a new path of doing listening session in the community on the needs of residents and organizations to better connect.

P.1b(5) Suppliers, Partners, and Collaborators:

What Key suppliers, Partners, and Collaborators support your community excellence group? What role do they play in its work systems, especially in producing and delivering its programs and services?

The four main initiatives in Kanawha County are live, work, learn, and play. The key suppliers, partners, and collaborators for each of the work systems are listed in Figure P.1-5, along with the essential requirements and expectations of our customer and stakeholder groups. By attending to the important needs of our citizens, other customers, and stakeholders, each plays a part in these work processes and in strengthening the services and competitiveness of Kanawha County.

P.2a Community Situation: What is your community's strategic situation?

P.2a(1) Competitive Position: Regarding its KEY offerings, what is your community's competitive position relative to similar or nearby communities? What other communities are your community's KEY competitors?

Being the state capital distinguishes Kanawha County from other counties, and our business climate, cultural offerings, accessibility, and wealth of resources all contribute to that position. (figure P.2a(1) right)

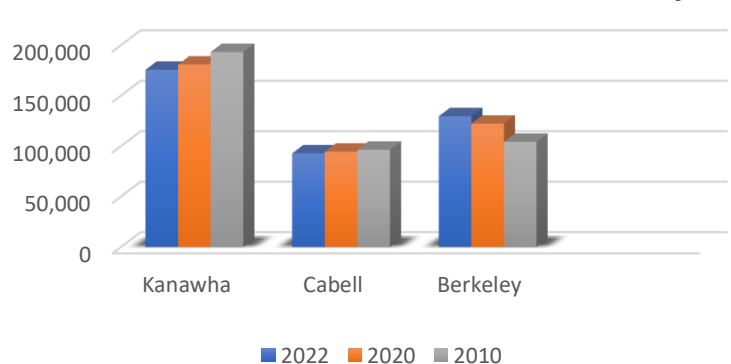
Kanawha County has steadily been losing population since the 1980's. The population decreased by 15,111 people between 2010 and 2022. According to U.S. Census statistics from 2021, 50 of the state's 55 counties had a decline in population between 2010 and 2022. According to the census, southern West Virginia was home to nine out of the ten counties that lost the most people because of the decline in the coal sector. The Eastern Panhandle's population is still expanding.

West Virginia's Eastern Panhandle has a population that is nearer New York City than Charleston. Moreover one-fourth of the working population in Berkeley County commutes to employment located outside of the state. West Virginia's population declined from 1.80 million to 1.738 million overall by 2020 because of population losses in southern coal-producing counties.

P.1.b(5) Suppliers, Partners, and Collaborators

Key Work System	Key Requirements and Expectation (Fig. P.1-5)	Key Suppliers	Key Partners	Key Collaborators	Role
Live	<ul style="list-style-type: none"> Safe Communities Public Transportation Clean Air and Water Quality Healthcare Access to Social Services Places to Worship Access to Food Safe Affordable Housing Telecommunications Access Restaurants Safe Roads 	<ul style="list-style-type: none"> Grocery stores, farmers markets, restaurants City, county, and state police, fire, ambulance Healthcare providers Social services agencies 	<ul style="list-style-type: none"> City, county, and state government HUD Neighborhood watch Highway department Religious community 	<ul style="list-style-type: none"> Utility companies Tele-communication companies 	Role in Enhancing Community's Offerings/Competitiveness: Address Community Key Requirements for Residents, Other Customers and Stakeholders (See Figure P.1-5)
Work	<ul style="list-style-type: none"> Safe Communities Public Transportation Clean Air and Water Employment Jobs Childcare Quality Healthcare Telecommunications Access Restaurants Transportation Safe Roads 	<ul style="list-style-type: none"> Local businesses 	<ul style="list-style-type: none"> Greater Kanawha Valley Foundation Charleston Area Alliance WV Development Office 	<ul style="list-style-type: none"> State Chamber of Commerce Charleston Area Alliance Media 	
Learn	<ul style="list-style-type: none"> Safe Communities Quality Education Recreation, Arts, Culture Telecommunications Access 	<ul style="list-style-type: none"> Pre-schools Public and private schools Community and technical education providers Colleges and Universities 	<ul style="list-style-type: none"> Business community WV Department of Education County school board Parent Teacher Organizations 	<ul style="list-style-type: none"> Sources of scholarships 	
Play	<ul style="list-style-type: none"> Safe Communities Clean Air and Water Recreation, Arts, Culture Shopping 	<ul style="list-style-type: none"> Civic clubs and organizations Recreational facilities/parks Golf courses WV Power Youth sports Civic Center, Clay Center, Cultural Center Shopping 	<ul style="list-style-type: none"> Charleston Area Convention and Visitors Bureau Charleston Area Alliance Fairs and Festival activities 	<ul style="list-style-type: none"> Media 	

Census Data for Kanawha/Cabell County



Locally, Cabell County, which has Huntington as its county seat, is our main rival. Both competitiveness and cooperation characterize the partnership. We compete for money, new enterprises, state school building dollars, and the workforce (such as grants when there is a limited number per state). Regional rivals include Lexington, Kentucky, Charlotte, North Carolina, Pittsburgh, Pennsylvania, and Columbus, Ohio.

The competition is mostly for employment for our younger, college-educated workforce, as well as for some specialized health services.

Figure P.2-1 Key Changes Affecting Competitiveness

	Key Changes	Innovation Opportunity
Health	<ul style="list-style-type: none"> • Age of our population • High Rate of Chronic Diseases • Opioid crisis 	<ul style="list-style-type: none"> • Healthy People/Healthy Places • Communities of Excellence • Pilots for opioid management
Education	<ul style="list-style-type: none"> • Competitive rate for teachers • WVU School of Technology moving 	<ul style="list-style-type: none"> • Create a school for foster children to prevent dropout and support education after high school. • Free tuition for 2-year college • Training for manufacturing job
Economy	<ul style="list-style-type: none"> • Loss of college graduates to other states • Downturn of The Town Center Mall • Downturn of the coal industry 	<ul style="list-style-type: none"> • American Jobs Center • Federal funding to create income-based housing for seniors. • Retraining opportunities for building manufacturing jobs
Quality of Life	<ul style="list-style-type: none"> • Lack of downtown housing for young adults and seniors • Focus on the arts. • Connectivity 	<ul style="list-style-type: none"> • CURA subsidizing rent for young employees of local businesses. Incorporates community service as a part of the employment package. • Charleston Art Walk • Alpha Technologies Fiber-optic Loop-Tech Center

P.2a(2) Competitiveness Changes: What KEY changes, if any, are affecting your community’s competitive situation, including changes that create opportunities for INNOVATION and collaboration for your community excellence group, as appropriate?

Our most significant adjustments to Kanawha County's competitive position and innovation prospects in the fields of health, education, the economy, and quality of life are summarized in Figure P.2a (2).

Figure P.2a (2) Key Changes Affecting Competitiveness

	Key Changes	Innovation Opportunity
Health	<ul style="list-style-type: none"> • Age and health of our population • Opioid crisis • Obesity & Diabetes Epidemic 	<ul style="list-style-type: none"> • Make environment senior friendly. • Updating how recovery centers operate for patients. • Community Spotlight on Health • Community Diabetes Hub Initiative
Education	<ul style="list-style-type: none"> • Loss of Garnett Career School • Consolidation of elementary & middle schools • Shortage of Experienced teachers 	<ul style="list-style-type: none"> • Expand knowledge of career opportunities • Charter Schools • Certification Program to recruit teachers. • Redesign school system for the future
Economy	<ul style="list-style-type: none"> • Loss of college graduates to other states • The loss of major business downtown • Shortage of medical personnel 	<ul style="list-style-type: none"> • On the job training for students in industries viable to the area • Seek out new business for the area/Business Incubator for entrepreneurs. • Incentives for moving to state
Quality of Life	<ul style="list-style-type: none"> • Lack of multi-level housing for seniors • Food Insecurities • Connectivity • Lack of the Arts 	<ul style="list-style-type: none"> • Create housing for all levels of income for seniors. • Promoting neighborhood markets/ways to purchase fresh fruits and vegetables. • Expanding South Charleston’s High-Speed Internet • Promote Interaction in Public Spaces

P2a (3) Comparative Data: What KEY sources of comparative and competitive data about your community are available to your community excellence group? What limitations, if any, affect the ability to obtain or use these data?

The West Virginia Department of Public Health, the Kanawha/Charleston Health Department, as well as regional groups like United Way and our neighborhood hospital systems, are the sources that are accessible to examine competitive statistics. The only restrictions would be in how quickly one could gather the necessary knowledge.

P.2b Strategic Context

P.2.b(1) Core Competencies: What are your community’s CORE COMPETENCIES, and what is their relationship to your community excellence group’s MISSION?

To enhance community circumstances that influence the health of those who live, learn, work, and play in Kanawha County, KCCHI's objective is to discover, analyze, and organize resources. The list of Kanawha County Core Competencies and their connections to the goal of the Kanawha Coalition are shown in Reference (Figure P1-3) to address relationship to COE mission.

P.2.b(2) Challenges and Advantages: What are your community’s key STRATEGIC CHALLENGES and ADVANTGES? How do these challenges and advantages relate to your community excellence group’s MISSION and VISION?

Figure P.2-3 outlines Kanawha County’s key strategic challenges and advantages.

Figure P.2.b(1) Core Competencies


Community Core Competencies	Relationship to KCCHI’s Mission
Key stakeholders are willing to come together to study issues and identity solutions.	Community Needs Assessments
Key Stakeholders are willing to listen to the voice of residents and other customers.	Prioritization Process
Stakeholders are willing to offer their personal and professional perspective on issues.	Coordinating existing stakeholders and resources to address priority needs.
Expertise in: Healthcare Economy/Business Education Public health Policies/Regulations/Legislation Social services	Community Health Improvement Plan

P.2c Performance Improvement System

What are the KEY elements of the performance improvement system used by your community excellence group, including its PROCESSES for evaluating and improving key projects and PROCESSES?

The Plan, Do, Study, Act (PDSA) performance improvement model is used by the Kanawha Coalition for Community Health Improvement. From its beginning in 1994, performance improvement has been a part of our work and has gone through multiple cycles of learning. Figure P.2-4 (right) lists important components.

Figure P.2-4 Performance Improvement System

Plan	<ul style="list-style-type: none"> • Conduct Community Health Assessment • Analyze current situation around top identified issues • Map resources • Identify root causes • Identify linkages to other issues • Identify current state and desired state • Research interventions that have proven successful in other communities • Prepare action plan and strategies, including short and long-term goals • Identify resource needs • Identify, define and develop in-process and outcome measures
Do	<ul style="list-style-type: none"> • Implement action plans
Study	<ul style="list-style-type: none"> • Monitor and measure outcomes
Act	<ul style="list-style-type: none"> • Adapt as needed • Adopt and sustain or identify if there is a higher priority opportunity
 <p><i>PDSA is part of the Institute for Healthcare Improvement Model for Improvement. .</i></p>	