

Community Profile

P.1 Community Description: What are your community's key characteristics?

P.1a Community Environment

P.1a(1) Community Definition and Identity. *What geographic areas are included in your community?*

We define our community as Kanawha County, West Virginia (Figure P.1-1). Kanawha County began to take formation in November 1788 under authorization of the Virginia General Assembly and was founded in 1789. The county was named after the Kanawha River, which in turn was named after the Indian tribe that lived in the area. Now, a total of 178,124 people live in Kanawha County, making it West Virginia's most populous county. Its county seat is Charleston, the state capital. Kanawha County is part of the Charleston, West Virginia Metropolitan Statistical Area - the state's business, financial, medical and governmental center. Kanawha County encompasses 902 square miles. Within Kanawha County there are 8 cities, 8 towns and 12 unincorporated communities. 75% of the county is urban; 25% rural. Between 2010 and 2019 the population fell by 14,929 persons, a change of -7.7%.

89% of the population is white, 7% African American and 4% other. 27% of all occupied households are family households with one or more children under the age of 18. The median age is 43; with nearly 21% of the residents aged 65 or older.

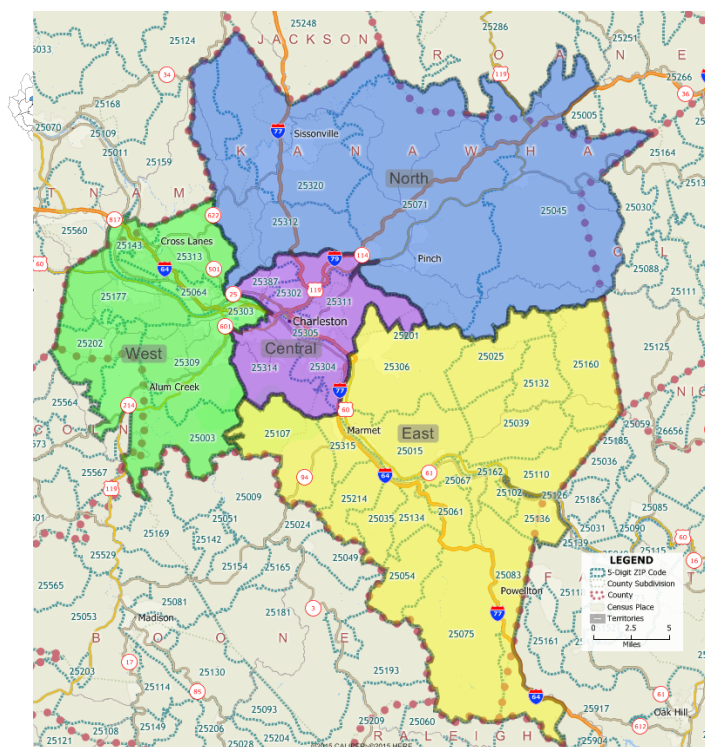
Key sites and landmarks include the Clay Center for Performing Arts, West Virginia State Capitol, West Virginia Cultural Center, South Charleston Mound, Mardi Gras Casino and Resort and the Charleston Convention Center.

Kanawha County serves as the central employment location for a nine-county area. More than 11,000 people commute from neighboring Putnam County, while more than 2,000 people commute from Boone and Lincoln counties, respectively. It is not uncommon for workers to travel up to an hour one-way for work in Kanawha County. Kanawha County began year 2020 with an unemployment rate of 4.9% and has seen that rate increase to 10.7% (June 2020) during the COVID-19 pandemic.

Kanawha County's health care providers include Charleston Area Medical Center, West Virginia's third largest employer, the largest not-for-profit hospital in WV and recipient of the 2015 Malcolm Baldrige National Quality Award; Thomas Health System; Highland Hospital; the Kanawha-Charleston Health Department (the first accredited Public Health Department in WV); West Virginia Health Right; Cabin Creek Health System; and Family Care, a Federally Qualified Health Center.

The Kanawha Coalition for Community Health Improvement has been in existence since 1994 addressing health needs in Kanawha County. Our mission is to identify health risks and coordinate resources to measurably improve the health of the people of Kanawha County. Members include the county's hospitals, behavioral health facility, federally qualified health center, United Way, local health department, school system, faith-based partnership, Charleston Area

Figure P.1-1 Kanawha County and Community Groups



Alliance (business alliance) and the State Bureau for Public Health.

What is your community's shared identity?

Kanawha County exhibits a strong sense of community, consisting of caring and engaged community members who are willing to work together to improve Kanawha County. Kanawha County has a reputation of being a friendly and "kind" community, welcoming both new residents and visitors.

P.1a(2) Community Offerings

What are your community's KEY offerings in the areas of health, education, the economy and quality of life? What is the relative importance of each KEY offering to your community's well-being?

Figure P.1-2 describes Kanawha County's key offerings in the areas of health, education, the economy and quality of life as well as the relative importance of each to Kanawha County's well-being. Key offerings such as the presence of the full continuum of education resources provide a competitive advantage in the ability to offer job training as well as higher education opportunities that support local business needs.

Kanawha County's focus on the economy and efforts to be the Best Place to Live are addressing our loss of population and homelessness challenges.

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 for your community offerings, and for resident and other CUSTOMER support service? What are the differences in these requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?

Prior to beginning our journey towards Community Excellence and our use of the Communities of Excellence Framework, the Kanawha Coalition considered residents as our key customer base. We have now identified employers, commuters to and from work from other areas, visitors, legislators, and the people who reside in counties contiguous to Kanawha County as our customers, in addition to residents.

Furthermore, during this discovery process we learned that the expectations and requirements of our residents varied based on their geographic location in our County.

Figure P.1-1 is a map of Kanawha County that shows our community groups as: North, West, Central and East. Figure P.1-4 describes the key requirements and expectations of our key resident groups as shown in Figure P.1-1.

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

Figure P.1-5 describes the key characteristics and our other customers.

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

What KEY community groups and segments are involved in delivering your community's KEY offerings? What recent changes has the community experienced in its needs for these community groups and segments? Who are your community's formal and informal leaders? Community leaders are the formal or informal, paid or unpaid, officially or unofficially designated individuals who guide or direct you community or segments within your community.

Figure P.1-2 describes the major facilities, infrastructure and resources that support Kanawha County's key offerings.

Figure P.1-5 Key Resident, Other Customer and Stakeholder Groups and Key Requirements

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

Figure P.1-4 describes recent changes in needs by North, West, Central and East.

P.1a(5) Regulatory Environment. KEY aspects of the regulatory environment that impact Kanawha County operations include:

- Medicaid expansion – provides health care for additional uninsured persons but increases bad debt and impacts health care provider profitability
- Healthcare regulatory environment - creates barriers to implementation of telehealth and impacts flexibility and creativity in healthcare delivery
- Licensure requirements for outpatient methadone and suboxone clinics creates limited access because of the difficulty in meeting regulatory requirements but results in higher quality of services
- Over regulation for permits and environmental issues - impacts timeliness and inconsistency of interpretation of application requirements results in less people establishing new businesses

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	CAMC - Memorial, General and Women & Children's Hospitals Thomas Health System - Thomas and St. Francis	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
	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; 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 Physical Health Days
	Public Health	Delivery of essential and expanded public health services	Kanawha Charleston Health Department	Accredited local health department; Harm Reduction Program; Environmental Health (restaurants/sanitation); Prevention/wellness; Epidemiology; Threat preparedness	City, County, State and Federal Funding	●Poor Mental Health Days
	Behavioral Health Services	Mental Health and Addiction services	Highland; Prestera; Health Centers; CAMC Family Resource Center and Behavior Health; Thomas Behavioral Health; Recovery Point	Prevention; Counseling; Outpatient Services; Inpatient Services; Addiction programs	Several providers with a number of models of care delivery and funding	●Adult smoking
	Home Health	Provides health care delivery in the home	Home health companies	Provides services throughout the county	Skilled staff	●Adult obesity
	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	●Uninsured
	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.	●Chronic disease prevention/education
	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	
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; WV 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; Garnett; 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	City of Charleston Capital City Striders Roller Derby Team Soccer Fields Baseball Fields	Event revenue Tax revenue Connection to major league baseball Public, private and grant funding	●Clean air and drinking water safety ●Social associations ●Inadequate social support
	Natural and Recreational Activities	Social, Educational and Cultural events	Runs/Walks Civic Center 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	City and county supported 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	

	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 ●Children in poverty
	State Government	Jobs	State Capitol Complex	State offices and departments	Legislative resources; Public records and services	
	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	

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 VAUES?

Figure P.1-3 includes the Kanawha Coalition for Community Health Improvement's (KCCHI) mission, values and core competency. Through cycles of learning, the values have grown from those inherent at the inception of KCCHI to those developed over time as we grew in our understanding of our community and community health improvement work. Through the Communities of Excellence (COE) process, we have identified additional values that will further strengthen our work.

Figure P.1-3 Mission, Vision, Values, Core Competencies

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"> • <i>Willingness to work together</i> • 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 • <i>Empowerment of Communities</i>
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

P.1b(2) Composition (1) What Key community organizations, groups, and segments are involved in your community excellence group? (2) What are the Key drivers that engage them in achieving your group's mission and vision? (3) What is the Backbone organization, if your group includes one?

The key community organizations, groups and segments which are involved in the community of excellence group are as follows: (1) a Steering Committee consisting of CEOs and top-level leaders of Kanawha County's hospitals: Charleston Area Medical Center (CAMC) and Thomas Memorial, Partnership-African American Churches: behavioral health facility, United Way, Kanawha County/Charleston local health department, Kanawha County Board of Education, faith-

based partnership, Active Southern WV, local law firms, Charleston Area Business Alliance and the State Bureau for Public Health. Subject experts for our priorities have recently been added to our leadership group. Members agree to guiding principles that outline expectations, including setting aside personal and organizational agendas, equality among members, making tangible commitments of resources to the Coalition, and a belief that community members need to be actively engaged in decisions that affect them. The Coalition has a full-time paid Executive Director who reports directly to the Steering Committee.

(2) Community volunteer workgroups address the top health issues identified through the Coalition's triennial community health assessment. Workgroup membership consists of organizations working on or who are interested in working on the priority issues, the faith community, social service providers, education professionals, law enforcement, health care and behavioral health professionals, businesses, individual residents, families and youth. Workgroups are charged with conducting a problem analysis, drafting current and desired statements, developing action plans and strategies with short and long-term goals, and measuring outcomes. Each workgroup has a designated Team Leader. A Steering Committee member serves as a liaison to the workgroups. A cycle of learning is to ensure we have representation from each customer group in our workgroups.

We have created a process to develop a vision statement utilizing a broader stakeholder and partner base. Experts, residents, and employees were asked to comment on a draft vision statement. KCCHI's core competencies are derived from the success of the coalition and the expertise achieved over its twenty plus year history. The community health needs assessment process has improved through multiple cycles of learning into a rigorous evidence-based process that has been highlighted as a national role model process by both the National Quality Forum (NQF) and the Centers for Disease Control (CDC). The process is cost effective and inclusive of the community through a random telephone survey, key informant surveys and focus groups. The workgroup process for addressing top priority community needs is also a core competency through its many cycles of learning and is inclusive, evidence-based and has a history of successful results.

(3) The Kanawha Coalition for Community Health Improvement is Kanawha County's leader for Communities of Excellence and is the backbone organization that keep Kanawha County at the forefront of its community needs. Our core competency of partnership versus collaboration has developed over time as the trust in the KCCHI process has grown. Our

community knows that resources are scarce and that by working together we achieve more for our community. We have been very successful in having interested and affected parties join in our workgroup efforts

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

The Kanawha Coalition for Community Health Improvement builds relationships with other community-based organizations as well as national and state ran agencies to maximize resources within Kanawha County. The KCCHI works as a liaison to other organizations which are looking to interconnect and work together to achieve community health goals or outcomes, which they may have not been able to on their own. Aid from the Steering Committee members and their collective influence within the Kanawha County the KCCHI has been able to connect resources to people on a more frequent basis.

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

As mentioned above, KCCHI aids in connecting people and organizations to resources within Kanawha County. In the past years we were offering community to partake in the Diabetes Coalition which provided information regarding this chronic disease. Presently, the KCCHI is offering continuing education with one of our partners for the CAMC staff for attending lunch and learn sessions on chronic disease. This will start to trickle into the community learning series which will launch this July (2022). KCCHI will continue to develop programs and services which will have an impact on the health of Kanawha County Residents.

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?

Kanawha County's key work systems are: Live, Work, Learn, and Play. Figure P.1-6 outlines these key work systems; aligns the key requirements and expectations of our customer and stakeholder groups and provides the key suppliers, partners and collaborators for each of the work systems. The role each plays in these work systems and in enhancing Kanawha County's offerings and competitiveness is through addressing the key requirements of our residents, other customers and stakeholders.

Figure P.1-6 Key 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 	

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?

Kanawha County's competitive position relative to nearby communities is defined by being the seat of state government and is supported by our business environment, cultural events, ease of access and abundance of natural resources.

Kanawha County has steadily been losing population since the 1980's. Between 2010 and 2019 the population fell by 14,929 persons. 50 of the state's 55 counties also lost population from 2017 to 2018 according to 2018 U.S. Census data. The census shows that 9 of the 10 counties losing the most population were in southern West Virginia, as a result of the downturn in the coal industry. Putnam County is the only southern county to gain population with an increase of only 17 residents. The Eastern Panhandle continues to grow in population. Some residents living in the Eastern

Panhandle of West Virginia live closer to New York City than Charleston. In Berkeley County, more than one-fourth of the working population goes to out-of-state jobs. Overall, due to declines in populations in southern coal-producing counties, West Virginia's population fell by 11,216 to 1.80 million.

Locally, our key competitor is Cabell County, with Huntington as its county seat. The relationship is one of both competition and collaboration. We compete for workforce, state school building funds, new businesses and funding (such as grants when there is a limited number per state). Regionally our competition is Columbus, Ohio; Charlotte, North Carolina; Pittsburgh, Pennsylvania; Washington, DC and Lexington, Kentucky. Competition is primarily for jobs for our younger people with college education and for some specialized health care services.

P2a (2) 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?

Figure P.2-1 describes our key changes affecting Kanawha County's competitive situation and innovation opportunities related to health, education, the economy and quality of life. Figure P.1-4 describes the key characteristics and recent changes each community group has experienced.

Figure P.2-1 Key Changes Affecting Competitiveness

	Key Changes	Innovation Opportunity
Health	<ul style="list-style-type: none"> Age and health of our population 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"> Loss of WV Institute of Technology from Kanawha County 	<ul style="list-style-type: none"> Create a school for foster children to prevent dropout and support education after high school
Economy	<ul style="list-style-type: none"> Loss of college graduates to other states Preservation of historic buildings Downturn of the coal industry 	<ul style="list-style-type: none"> Generation Charleston, Generation WV Federal funding obtained to restore historic buildings to house health care and provide elder housing Retraining opportunities for the coal industry workforce
Quality of Life	<ul style="list-style-type: none"> Lack of downtown housing for young employees 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

P.2a (3) 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 sources that are available to view competitive data would come from Public Health Department of the State of West Virginia and through local organizations such as United Way. The only limitations would be in the timeliness of obtaining the information needed.

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?

The mission of KCCHI is 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. A lists Kanawha County Core Competencies and how they related to the Kanawha Coalition's mission are in (Figure P.2-2) below. Reference (Figure P1-3) to address relationship to COE mission.

Figure P.2-2 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.2.b(1) 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.2-3 below)

Figure P.2-3 Strategic Challenges and Advantages

	Strategic Challenges	Strategic Advantages
Health	<ul style="list-style-type: none"> • Age and health of our population • Opioid crisis 	<ul style="list-style-type: none"> • Quality and availability of healthcare services including Level I Trauma Center and highest level NICU and PICU • Healthcare education programs including medical education and residency programs • Health research and clinical trial opportunities
Education	<ul style="list-style-type: none"> • Workforce preparedness 	<ul style="list-style-type: none"> • Quality education system • Improving high school dropout rate
Economy	<ul style="list-style-type: none"> • Downturn of coal industry • Terrain is a challenge with little flat land • Aging infrastructure • Retention of young people 	<ul style="list-style-type: none"> • Charleston is the seat of WV government • Tourism • Abundance of oil and gas resources
Quality of Life	<ul style="list-style-type: none"> • Recent increase in the homeless moving into Charleston • Increased demand for social services • Recovery from natural disasters 	<ul style="list-style-type: none"> • Strong family connections • Sense of place • Comprehensive/collaborative network of social services
OVERALL STRATEGIC ADVANTAGES <ul style="list-style-type: none"> • Kanawha County has a long history of working together across disciplines and competing interests to address problems and issues. • We could reframe our history and our future through Communities of Excellence. 		

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>	

P.2c Performance Improvement System

What are the KEY elements of your community's PERFORMANCE improvement system, including its PROCESSES for evaluating and improving KEY community projects and processes?

The Kanawha Coalition for Community Health Improvement uses Plan, Do, Study, Act (PDSA) as our performance improvement methodology. Performance improvement has been incorporated into our work since our inception in 1994 and has undergone several cycles of learning. Key elements are described in Figure P.2-4. (Figure P.2-4 upper right column)

GLOSSARY OF ABBREVIATIONS

CHIP – Community Health Improvement Plan

CHNA – Community Health Needs Assessment

CDC- Centers for Disease Control

KCCHI – Kanawha Coalition for Community Health Improvement

KRT – Kanawha Regional Transit

NQF – National Quality Forum

PDSA – Plan Do Study Act

QIPS – Quick Impact Projects

SDOH – Social Determinants of Health

TGKVF – The Greater Kanawha Valley Foundation

UC – University of Charleston

WV DHHR – West Virginia Department of Health and Human Resources

WVU – West Virginia University