Community Health Needs Assessment

Implementation Strategy

Noland Hospital Montgomery

MAY 2022

Implementation Strategy

Noland Health will engage key community partners in implementing evidence-based strategies across the service area. Acknowledging the many organizations and resources in place to address the health needs of our communities, Noland Health has strategically reviewed both internal and external resources. This portion of the CHNA, the Implementation Strategy, will explain how Noland will address health needs identified in the CHNA by continuing existing programs and services, and by implementing new strategies. It will reflect back on the previous CHNA and do an Evaluation of the Impact of previous set strategies. In addition, the implementation plan will explain why the hospitals cannot address all the needs identified in the CHNA, and if applicable, how Noland will support other organizations in doing so.

Health Priorities

As afore mentioned in the CHNA report, the following are the needs Noland Health has chosen to address. It will also outline why we chose to address this need, how we will address the need, who the responsible party will be, and any goals that will be set forth from the beginning, as well as time frame for achieving those goals.

Prioritization was developed and presented to Noland Hospital Administrators and other hospital division leadership. Criteria used included importance to the service area (elderly residents with acute needs), relevance of the health issues to the population served, and the ability of Noland to effectively impact and improve the health issue.

The following five categories were identified as priorities of issues to be addressed. Issues in these categories were brought up numerous times and serve as a framework for each facility's implementation strategies.

#1. Health Communication: Health Communication was targeted as a major issue from community input. Communication and awareness of what resources are present in the community and how to access the services includes a broad topics from patient and family education to education of resources and options in understanding the role of LTACHs in the continuum of care.

- Education of case managers with patient options and service available
- Communication to communities on available resources and disease prevention / management using a variety of communication avenues
- Education with hospital staff, patient and family on medication.
- Increase understanding of accessing providers / physicians for care

#2. Health Care Access: The top access issues mentioned in community input are financial barriers, transportation, uninsured and underinsured, the cost of medications, and timely access to healthcare. The uninsured and underinsured not only have access challenges related to scheduling visits with physicians but also access challenges to receiving their proper medications primarily due to cost and transportation. Education on resources such as Senior Services can help address

this issue. This of course "piggy backs" off the #1 issue of Health Communication. Pharmacies are becoming a new valuable resource in drug cost reduction and help patients understand their options.

#3. Preventative Care: Weight management and related chronic conditions were some of the more prevalent topics that came out of the survey. Prevention and screening for disease becomes increasingly important as people age. Non-compliance can be hugely detrimental to the elderly managing chronic diseases. Education on proper drug use, side effects, complication and providing access to these resources is a community need.

#4. Mental Health and Mental Disorders of Older Adults: The effects of depression, social isolation, and Alzheimer's/Dementia were aspects of the mental health of older adults that are highly important to the community. This aligns with the Health Communication priority to increased awareness of existing community resources.

#5. Health Issues of Older Adults: Diabetes, weight management, mental health/depression, and having a consistent caregiver were aspects of the health of older adults that are highly important to the community. Concerns around the health issues for the older population in Noland's service areas focused very heavily on chronic disease management, issues related to obesity, financial barriers to care, and the overall physical health of adults above the age of 65. Management of chronic diseases are related to health communication priority and access to health services with a focus on the 65+ patients that Noland serves. The effects of COVID-19 have also increased the importance of maintaining the mental and social health of this population. Transportation, housing insecurity, and general access to healthcare are a part of the social determinants of health that can be aided by communication and alignment of community resources to ensure the proper provision of services for an older adult population.

Each of the community health needs identified above are interconnected. For instance, lack of knowledge of resources could lead to an access issue which in turn leads to a lack of prevention or screening and ultimately one of the major issues impacting the elderly.

As required by proposed IRS regulations, each of the following individual facilities of Noland Health created their own implementation strategies:

- Noland Hospital Anniston
- Noland Hospital Birmingham East
- Noland Hospital Birmingham Downtown
- Noland Hospital Dothan
- Noland Hospital Montgomery
- Noland Hospital Tuscaloosa

The implementation strategies were developed for these priority areas by hospital. Each hospital did not address every area, but rather selected those areas of priority that it deemed it could have the greatest impact.

Each facility filled out the following table for each priority area they would address.

Noland Facility:	
Specific Needs Identified in the CHNA:	
Goals:	

Strategy:			
Action Step	**Accountability**	**Timeline**	**Desired Outcome**

Strategy:			
Action Step	**Accountability**	**Timeline**	**Desired Outcome**

Those areas not addressed were included in a section "Needs Not Addressed". Most common reasons for not addressing a need were lack of resources, other local organizations already addressing the need, and needs falling outside the general scope of an LTACH facility.

Noland Hospital Montgomery- 2019 Implementation Strategies

In the previous Community Health Needs Assessment conducted in 2019, Noland Hospital Montgomery chose 4 areas to address in their implementation strategies. Below is an update with an Evaluation of Impact for those 4 areas.

Noland Facility:	Montgomery 2019				
Specific Needs Identified in the CHNA:	**Education and Awareness**				
Goals:	Increase health literacy in the community and awareness of available resources / care options			Updated	
Strategy: Plan Events to Educate on Key Issues				Still Applicable to 2022 CHNA	
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**	
Increase participation in health fairs for churches and senior groups. Schedule 4 events in 2021. Focus on needs of particular groups, i.e. respiratory, wound care, nutrition, etc.	Hospital Leadership and Clinical Liaisons	Ongoing	Increased awareness among seniors and families of aging adults.	Ongoing	
Partner with United Way, the American Heart Association, American Lung Association, and the Chamber of Commerce to educate seniors and the disabled population. Schedule appropriate events throughout the year.	Hospital Leadership and Clinical Liaisons.	Ongoing	Increased awareness.	Ongoing	
Strategy: Create Inservice Learning Opportunities				Still Applicable to 2022 CHNA	
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**	
Create an inservice to Hospitals and Nursing Homes to educate on the value of LTACH in the community and quality outcomes. Schedule 4 inservices per year for hospitals and nursing homes.	Hospital Leadership and Clinical Liaisons.	Ongoing	Increased awareness among nursing home and hospital physicians, case manager and staff.	Ongoing	

Noland Facility:	Montgomery 2019			
Specific Needs Identified in the CHNA:	**Access to Appropriate Resources**			
Goals:	Address barriers of care			
Strategy: Plan and Educate on Insurance Coverage				Still Applicable to 2022 CHNA
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**
Plan for admission of unfunded patients	Hospital Administrator and clinical liaisons	Ongoing	Accessible to care for the uninsured patient.	Ongoing
Educate families on insurance coverage for LTACH	Case manager and clinical liaisons	Ongoing	Informed families.	Ongoing
Education on discharge options for unfunded patients.	Case Manager	Ongoing	Informed families.	Ongoing
Strategy: Educate and share resources for healthcare financial assistance with community				Still Applicable to 2022 CHNA
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**
Partner with United Way to educate seniors and the disabled population on financial resources available to support uninsured / underinsured patients.	Hospital Leadership and Clinical Liaisons	Ongoing	Increased awareness.	Ongoing

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Noland Facility:	Montgomery 2019				
Specific Needs Identified in the CHNA:	**Health Issues Impacting Elderly**				
Goals:	Educate elderly population on disease prevention				
Strategy: Provide education to patients and care givers on the prevention of UTIs and Pneumonia				Still applicable in 2022 CHNA	
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**	
Invite family members and care givers to the weekly Interdisciplinary Team Conference.	Intersiciplinary Team Members	Ongoing	Increased knowledge of patients and care givers	Ongoing	
Provide inservices to Senior Living Groups: personal care homes, assisted living, etc.	Members of the nursing staff	Ongoing	Increased knowledge of personel, care givers	Ongoing	

Noland Facility:	Montgomery 2019				
Specific Needs Identified in the CHNA:	**Health Issues of LTACH Patient and Families**				
Goals:	Continute education and care in the discharge of the ventilated and respiratory patients and families.				
Strategy: Coordinate the efforts of the family, care givers, and physician, & home health on discharging vent and respiratory patients				Still applicable in 2022 CHNA	
Action Step	**Accountability**	**Timeline**	**Desired Outcome**	**Status**	
Educate caregivers on the care of the vent and respiratory patients: suctioning, trach care, turning, bathing, etc. Coordinate the learning activities of the caregivers.	RT Supervisor, Case Manager, DCS	Ongoing	Smooth transition home	ongoing	
Continue ease of transition by arranging for the medical equipment & training of the medical equipment and supplies needed at home and the timely arrival of the same.	RT Supervisor, Case Manager, DCS	Ongoing	Smooth transition home	ongoing	

Noland Hospital Montgomery - 2022 Implementation Strategies

Noland Hospital Montgomery chose 4 areas to address in their implementation strategies. Below is a description of needs and strategies and action steps associated with each.

#1 HEATLH COMMUNICATION - Implementation Strategy

Noland Facility:	Montgomery 2022		
Specific Needs Identified in the CHNA:	**Health Communication**		
Goals:	Increase health literacy in the community and awareness of available resources / care options		
Strategy: Plan Events to Educate on Key Issues			
Action Step	**Accountability**	**Timeline**	**Desired Outcome**
Increase participation in health fairs for churches and senior groups. Schedule 4 events in 2021. Focus on needs of particular groups, i.e. respiratory, wound care, nutrition, etc.	Hospital Leadership and Clinical Liaisons	Ongoing	Increased awareness among seniors and families of aging adults.
Partner with United Way, the American Heart Association, American Lung Association, and the Chamber of Commerce to educate seniors and the disabled population. Schedule appropriate events throughout the year.	Hospital Leadership and Clinical Liaisons.	Ongoing	Increased awareness.
Strategy: Create Inservice Learning Opportunities			
Action Step	**Accountability**	**Timeline**	**Desired Outcome**
Create an inservice to Hospitals and Nursing Homes to educate on the value of LTACH in the community and quality outcomes. Schedule 4 inservices per year for hospitals and nursing homes.	Hospital Leadership and Clinical Liaisons.	Ongoing	Increased awareness among nursing home and hospital physicians, case manager and staff.

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#2 HEALTH CARE ACCESS – Implementation Strategy

Noland Facility:	Montgomery 2022		
Specific Needs Identified in the CHNA:	Health Care Access		
Goals:	Address barriers of care		

Strategy: Plan and Educate on Insurance Coverage

Action Step	Accountability	Timeline	Desired Outcome
Plan for admission of unfunded patients	Hospital Administrator and clinical liaisons	Ongoing	Accessible to care for the uninsured patient.
Educate families on insurance coverage for LTACH	Case manager and clinical liaisons	Ongoing	Informed families.
Education on discharge options for unfunded patients.	Case Manager	Ongoing	Informed families.

Strategy: Educate and share resources for healthcare financial assistance with community

Action Step	Accountability	Timeline	Desired Outcome
Partner with United Way to educate seniors and the disabled population on financial resources available to support uninsured / underinsured patients.	Hospital Leadership and Clinical Liaisons.	Ongoing	Increased awareness.

#4 HEALTH ISSUES OF OLDER ADULTS – Implementation Strategy

Noland Facility:	Montgomery 2022		
Specific Needs Identified in the CHNA:	Health Issues of Older Adults		
Goals:	Educate elderly population on disease prevention		

Strategy: Provide education to patients and care givers on the prevention of UTIs and Pneumonia

Action Step	Accountability	Timeline	Desired Outcome
Invite family members and care givers to the weekly Interdisciplinary Team Conference.	Intersiciplinary Team Members	Ongoing	Increased knowledge of patients and care givers
Provide inservices to Senior Living Groups: personal care homes, assisted living, etc.	Members of the nursing staff	Ongoing	Increased knowledge of personel, care givers

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#5 MENTAL HEALTH AND MENTAL DISORDERS OF OLDER ADULTS – Implementation Strategy

Noland Facility:	Montgomery 2022		
Specific Needs Identified in the CHNA:	Mental Health and Mental Disorders of Older Adults		
Goals:	Increase resources and support for elderly experienceing Alzheimer's & Dementia and physical instability		
Strategy: Limited ability to impact as other facilities / health care organizations are already proficiently addressing the need			
Action Step	Accountability	Timeline	Desired Outcome
Continue cares established at other facilities for continuity of care	Staff and Physicians	Ongoing	Continuity of Care for mental health

Noland Hospital Montgomery - Needs Not Addressed

A few needs outlined in the CHNA processes have not been addressed in this plan. In initial discussion and subsequent prioritization, the Community Needs Assessment Team considered the levels to which some needs were already being addressed in the service area. Additionally, some community needs fall out of the scope of expertise and resources of the hospital. The following addresses these needs.

#3 PREVENTION AND SCREENING

Noland Facility:	Montgomery 2022
Specific Needs Identified in the CHNA:	Preventative Care
Goals:	Preventative Care is not addressed due to lack of resources and sufficiently supported by larger community organizations and healthcare facilities.

Noland Health- Board Approval

Treasury Regulation Section 1-501(r)-3(c)(5)(i):

For purposes of paragraph (a)(2) of this section, an authorized body of the hospital facility must adopt the implementation strategy on or before the 15th day of the fifth month after the end of the taxable year in which the hospital facility completes the final step for the CHNA described in paragraph (b)(1) of this section, regardless of whether the hospital facility began working on the CHNA in a prior taxable year.

Noland Health's Board of Directors approves the Implementation Strategy for addressing priorities identified in the most recent Community Health Needs Assessment completed FYE June 30, 2022. This report was approved by the Noland Health Board of Directors at its meeting held on May 11, 2022.