



NOLAND HEALTH  
SERVICES, INC.

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Community Health Needs Assessment  
Implementation Strategy  
Noland Hospital Birmingham

MAY 2025



## Implementation Strategy

Noland Health Services (Noland) will engage key community partners in implementing evidence-based strategies across the service areas. Acknowledging the many organizations and resources in place to address the health needs of our communities, Noland Health Services has strategically reviewed both internal and external resources. This portion of the CHNA, the Implementation Strategy, will explain how Noland Health Services will address health needs identified in the CHNA by continuing existing programs and services, and by implementing new strategies. It will reflect on the previous CHNA and evaluate impact and progress 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 Health Services will support other organizations in doing so.

## Health Priorities

As previously mentioned in the CHNA report, the needs Noland Health Services has chosen to address are outlined in each hospital's section of the CHNA and in the following implementation plan. It will also outline why we chose to address this need, how we will address the need, who the responsible party will be, and the time frame for achieving those strategies.

Prioritization was developed and presented to Noland Hospital Administrators and other hospital division leadership. Criteria used included importance to the service area (adult residents with long-term 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 four 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. Chronic Disease / Cardiovascular Disease and Heart Failure:** Chronic disease is a prioritized health need because its prevalence is prominent in the Birmingham market. The poor physical health practices of individuals have accelerated the development of certain illnesses. Chronic conditions impacting this population include obesity, high blood pressure, diabetes, depression, heart disease, and cancer. Limited access to healthy food, poor lifestyle choices, mental health, and lack of exercise all contribute to the ongoing community health issues seen. Noland Health Services seeks to align initiatives around Chronic Disease with the community health priorities identified by the state of Alabama to maximize impact and align resources.

**#2. Low Health Literacy:** Low health literacy is a prioritized health need because it significantly impacts individuals' ability to navigate the healthcare system and make informed decisions about their health. In the Birmingham market, a notable portion of the population demonstrates Level 1 literacy skills, indicating reading comprehension at or below a 5th-grade level. This contributes to poor health outcomes, medication errors, reduced preventive care utilization, and higher rates of hospitalization. Factors such as limited education, poverty, and inadequate access to clear and culturally appropriate health information all play a role. Noland Health Services seeks to align initiatives around Health Literacy with the community health priorities identified by the state of Alabama to maximize impact and align resources.



**#3. Access to Healthcare / Primary Care & Mental Health:** Providing better access points to healthcare in this community is vital to enhancing the quality of life for the Birmingham service area citizens. The resources that the community and Noland Health Services provide can have a significant impact on population health outcomes. If more resources are available in the community, the social and physical environments within the community will help to promote good health for all. For the Birmingham market, the promotion of health education, increased provider access, and insurance literacy will help to improve the overall health of the community.

**#4. Care Giver Support:** Parents and caregivers play a crucial role in the health and well-being of those they care for, from children to older adults and individuals with health conditions or disabilities. Noland Health Services can support care givers by providing resources, services, and programs that improve the well-being of both the care giver and those they care for, including children and aging parents.

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
- Noland Hospital Dothan
- 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.

**2025 Community Health Needs Implementation Plan**

<b>Health Need:</b>	
<b>Objective:</b>	

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organizations (Optional)	Committed Resources	Estimated Timeline
Strategy:					
Tactic:					
Tactic:					
Tactic:					

Strategy:					
Tactic:					
Tactic:					
Tactic:					

Strategy:					
Tactic:					
Tactic:					
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Strategy:					
Tactic:					
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Tactic:					

Strategy:					
Tactic:					
Tactic:					
Tactic:					

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 Birmingham – 2022 Implementation Strategies

In the previous Community Health Needs Assessment conducted in 2022, Noland Hospital Birmingham chose 5 areas to address in their implementation strategies. Many of these strategies are ongoing in alignment with the 2025 strategies.

### #1 HEALTH COMMUNICATION – Implementation Strategy

Noland Facility:	Birmingham East & Birmingham Downtown 2022		
Specific Needs Identified in the CHNA:	Health Communication		
Goals:	Increase education and awareness of appropriate persons on issues		
Strategy: Education of community and providers on LTACS role in the continuum of care to include the value of the care provided in the acute long term setting			
Action Step	Accountability	Timeline	Desired Outcome
Education will be provided to families, patients, physicians and other health care providers on the value of admission to the LTAC after an acute hospitalization, where the patient requires on going daily physician evaluation due to the medical complexity of the patient	Clinical Liaisons	ongoing	increased awareness of public on options of healthcare needs
Strategy: Educate patients and families, Healthcare workers on the financial options for the LTAC and post acute care options.			
Action Step	Accountability	Timeline	Desired Outcome
Patients families and HC workers will receive education on the options for Insurance, Medicare and other financial support	Clinical Liaisons/Case managers	Ongoing	Informed persons
Strategy: Educate patients on DEFINITIONS of care to increase access to appropriate providers and where LTAC fits into that process			
Action Step	Accountability	Timeline	Desired Outcome
Provide education to families, patients and providers appropriateness of admission to an LTAC , focusing on the benefits for the care of the patient and defining the various other options available to provide optimum outcomes	Clinical Liaisons, Case Managers, staff , physicians	ongoing	Increased understanding of care options and LTAC services

Still applies  
to CHNA  
2025

Ongoing

Ongoing

Ongoing



## #2 HEALTH CARE ACCESS – Implementation Strategy

Noland Facility:	Birmingham East & Birmingham Downtown 2022		
Specific Needs Identified in the CHNA:	Health Care Access		
Goals:	Uninsured/Underinsured in the community		
Strategy: Collaborate and Share resources to educate community on channels for financial assistance.			
Action Step	Accountability	Timeline	Desired Outcome
Educate families and providers on the financial resources available through insurances and Medicare	Clinical Liasons and Case Manager	FY 2021	Increased insurance / Medicare education

Still applies  
to CHNA  
2025

Ongoing

## #3 PREVENTATIVE CARE – Implementation Strategy

Noland Facility:	Birmingham East & Birmingham Downtown 2022		
Specific Needs Identified in the CHNA:	Preventative Care		
Goals:	Improved Medication compliance		
Strategy: Limited ability to meaningfully impact; local organizations and providers are already proficiently addressing the need.			
Action Step	Accountability	Timeline	Desired Outcome
Screen patients for influenza immunizations and offer immunizations	Clinical staff	flu season each year	decrease health care risks
Strategy: Immunize staff for influenza			
Action Step	Accountability	Timeline	Desired Outcome
Immunization of all staff during flu season	Admin	each October or date set by ICP	Improved immunization rates

Ongoing

Ongoing



#### #4 HEALTH ISSUES OF OLDER ADULTS – Implementation Strategy

Noland Facility:	Birmingham East & Birmingham Downtown 2022		
Specific Needs Identified in the CHNA:	Health Issues of Older Adults		
Goals: Provide optimum discharge options to complete the continuum of care for each patient	Educate families on the discharge options		
Strategy: Early and continual education for families on options of vent dependency placement at discharge			
Action Step	Accountability	Timeline	Desired Outcome
Educate families, and Healthcare workers on the options that vent dependent patients have for discharge from an LTACH	Cl. Case managers, Physicians	ongoing	family support
Strategy: Educate patients and families on discharge options based on medical needs to continue towards goal of utilization of available resources for the ultimate goal of reaching optimum outcomes			
Action Step	Accountability	Timeline	Desired Outcome
Early intervention and education of resources for management after discharge from the LTACH	Case Manager	FY 2021	increased awareness of resources upon discharge

Ongoing

Ongoing

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

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

Still applies to 2025 CHNA

Ongoing



## Noland Hospital Birmingham - 2025 Implementation Strategies

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

### #1 CHRONIC DISEASE / CARDIOVASCULAR DISEASE AND HEART FAILURE

<b>Health Need:</b>	Chronic Disease / Cardiovascular and Heart Failure
<b>Objective:</b>	Increase community awareness and education of chronic disease prevention

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organizations (Optional)	Committed Resources	Estimated Timeline
Strategy:	Increase patient and family knowledge related to management of chronic illness.				
Tactic:	Increase caregiver participation in interdisciplinary team meetings	Case Manager		Personnel, educational resources	FY 2028
Tactic:	Provide pharmacist education to patients discharging on new medications	Pharmacist		Pharmacy personnel, educational resources / pamphlets	FY 2028
Tactic:	Provide education to patient and caregiver on available medication assistance programs	Pharmacist and Case Manager		Educational pamphlets	FY 2028

Strategy:	Increase community education on importance of managing illness				
Tactic:	Provide disease specific education to patients and caregivers during hospital stay and at discharge	Hospital		Educational resources / pamphlets, clinical personnel	FY 2028
Tactic:	Partner with post-acute care providers in the community to continue disease specific education after discharge	Hospital Leadership		Educational resources	FY 2028
Tactic:	Seek out community health fairs to provide education on importance of managing chronic illness	Administrator, Nurses, Case Manager		Educational resources / pamphlets, clinical personnel	FY 2028





Strategy:	Increase education to patients and caregivers on impact of non-compliance				
Tactic:	Partner with host hospital to continue patient education on importance of follow up care	Hospital		Personnel / education resources	FY 2028
Tactic:	Pharmacy provides medication education prior to discharge on any patient discharged to a community setting (home)	Pharmacist		Pharmacy personnel, educational resources / pamphlets	FY 2028
Tactic:	Provide current information to patients and caregivers prior to or at discharge on available community resources and programs	Hospital and Case Manager		Educational resources / pamphlets	FY 2028



## #2 LOW HEALTH LITERACY

<b>Health Need:</b>	Low Health Literacy
<b>Objective:</b>	Increase health literacy in the community and awareness of available resources

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organizations (Optional)	Committed Resources	Estimated Timeline
Strategy:	Improve Community Health Literacy				
Tactic:	Provide education during discharge planning conferences with family and patient about available health resources	Case Manager		Personnel, educational materials	FY 2028
Tactic:	Participate in health fairs and other community education opportunities	Hospital Leadership and Clinical Liaisons		Personnel, educational handouts	FY 2028
Tactic:	Partner with the local health department and the United Way to educate seniors and the disabled population. Schedule appropriate events throughout the year.	Hospital Leadership and Clinical Liaisons	Jefferson County Health Department United Way	Personnel	FY 2028

Strategy:	Education of community and providers on LTAC's role in the continuum of care				
Tactic:	Education to patient and families on the value of admission to the LTAC after an acute hospitalization	Clinical Liaisons		Personnel, educational resources	FY 2028
Tactic:	Schedule in-services with case management and Providers at area hospitals to educate on the value of admission to the LTAC after an acute hospitalization	Hospital Leadership and Clinical Liaisons		Personnel (internal and external)	FY 2028



Strategy:	Educate and increase awareness of available community resources				
Tactic:	Partner with local agencies- local health department, local income based medical clinical, United Way to maintain current information on patient resources	Hospital Leadership, Case Manager, Clinical Liaisons	Jefferson County Health Department United Way	Personnel	FY 2028
Tactic:	Partner with post-acute care providers in the community to provide continuing education to available resources	Hospital Leadership, Case Manager, Clinical Liaisons		Continuing education resources / pamphlets	FY 2028
Tactic:	Provide current information to patients and families prior to or at discharge for community resources and programs available	Case Manager		Education resources / pamphlets	FY 2028



### #3 ACCESS TO HEALTHCARE / PRIMARY CARE & MENTAL HEALTH

<b>Health Need:</b>	Access to Care-Primary Care and Mental Health
<b>Objective:</b>	Increase awareness of community resources available post discharge

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organizations (Optional)	Committed Resources	Estimated Timeline
Strategy:	Increase patient and caregiver knowledge on discharge options and resources available				
Tactic:	Educate discharge planners and families at referring hospital regarding the appropriate level of care	Clinical Liaisons		Educational resources (handouts)	FY 2028
Tactic:	Participate in referring hospitals Transition of Care Meetings	Clinical Liaisons		Personnel	FY 2028
Tactic:	Partner with local health department and United Way to maintain current information on available resources	Administrator	Jefferson County Health Dept and United Way	Personnel / education resources	FY 2028

Strategy:	Increase patient and caregiver knowledge related to management of mental illnesses and disorders				
Tactic:	Develop list of support groups and agencies as a resource to patients and families to distribute at discharge	Case Manager		Personnel	FY 2028
Tactic:	Provide disease specific education to patients and caregivers during hospital stay and at discharge	Staff and Providers		Personnel / educational resources	FY 2028
Tactic:	Partner with Post-Acute Care providers in the community to continue disease specific education after discharge	Hospital		Personnel / educational resources	FY 2028



Strategy:	Increase patient, caregiver, and community knowledge of financial resources available in the community				
<i>Tactic:</i>	Educate families and providers on resources available through insurances and Medicare	Clinical Liaisons and Case Manager		Personnel / educational pamphlets	FY 2028
Tactic:	Partner with Post Acute Care providers that have financial assistance programs available	Administrator		Educational resources / pamphlets	FY 2028
<i>Tactic:</i>	Plan for admission of unfunded patients	Administrator and Clinical Liaisons			FY 2028



#### #4 CARE GIVER SUPPORT

<b>Health Need:</b>	Caregiver Support
<b>Objective:</b>	Increase awareness of resources available for caregivers

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organizations (Optional)	Committed Resources	Estimated Timeline
Strategy:	Improve caregivers knowledge of available resources				
Tactic:	Educate caregivers on resources available post discharge during discharge planning and interdisciplinary team meetings	Case Manager		Personnel, educational handouts	FY 2028
Tactic:	Develop a list of support groups and agencies as a resource for patients and families	Case Manager		Personnel	FY 2028
Tactic:	Offer mental health or burnout support referrals	Case Manager, Nurses		Personnel, educational materials	FY 2028

Strategy:	Improve community knowledge of available resources				
Tactic:	Seek opportunities to partner with area home health and hospice agencies to provide education during community health fairs	Administrator		Personnel / educational resources	FY 2028
Tactic:	Set up display stand in the hospital with printed resources for those caring for medically complex individuals	Administrator, Director of Clinical Services, Case Manager		Stationary resources, personnel	FY 2028



Strategy:	Increase caregiver and community knowledge of financial resources available in the community for caregiver support				
Tactic:	Seek opportunities in the community to educate on applying for health benefits	Administrator, Clinical Liaisons			FY 2028
Tactic:	Educate on available community resources to assist with patient's daily needs	Administrator, Clinical Liaisons, Case Manager			FY 2028
Tactic:	Schedule in services with discharge planners at referring hospitals on discharge options that will provide flexibility for caregivers	Administrator, Clinical Liaisons, Case Manager			FY 2028



## 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, 2025. This report was approved by the Noland Health Board of Directors at its meeting held on May 15, 2025.