



NOLAND HEALTH  
SERVICES, INC.

---

Community Health Needs Assessment  
Implementation Strategy  
Noland Hospital Tuscaloosa

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. 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 Tuscaloosa 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.

**#2. Access to Care / Primary Care & Mental Health:** Providing better access points to healthcare in this community is vital to enhancing the quality of life for the Tuscaloosa 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 Tuscaloosa market, the promotion of health education, increased provider access, and insurance literacy will help to improve the overall health of the community.



**#3. Financial Barriers / Insurance & Cost Barriers:** Financial barriers and insurance play a significant role in the Tuscaloosa market resident's ability to access healthcare. Although medical services may be available throughout the county, high unemployment, lower incomes, and a lack of insurance may prohibit people from accessing or using these resources. People who have a low or fixed income are more vulnerable to competing financial priorities. These barriers must be addressed as county and hospital resources are expended to meet the community need.

**#4. Mental Health and Mental Disorders of Older Adults:** Caregiver support is a significant factor impacting health outcomes across the Tuscaloosa market. Many caregivers face emotional strain, limited respite options, and a lack of coordinated support services. Even when care resources exist, caregivers – especially those balancing full-time jobs or caring for multiple individuals – often experience burnout and isolation. Without adequate support systems, these challenges can lead to delayed care, worsening health conditions, and strain on the broader healthcare infrastructure. Addressing these gaps is critical as local health organizations work to improve health and well-being for their loved ones and themselves.

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:					
Tactic:					

Strategy:					
Tactic:					
Tactic:					
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 Tuscaloosa - Implementation Strategies

In the previous Community Health Needs Assessment conducted in 2022, Noland Hospital Tuscaloosa chose 4 areas to address in their implementation strategies. Many of these strategies are ongoing in alignment with the 2025 strategies.

### #1 HEALTH COMMUNICATION – Implementation Strategy

<b>Noland Facility:</b>	<b>Tuscaloosa 2022</b>		
<b>Specific Needs Identified in the CHNA:</b>	<b>Health Communication</b>		
<b>Goals:</b>	Improve the community's knowledge of health services and how to access appropriate services		
<b>Strategy: Improve Community Health Literacy</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Education during D/C planning conferences with family and patient about available health resources	Case Manager	ongoing	Increase community knowledge of health resources
Seek community venues to educate people about how to apply for health benefits	Case manager, nurses, physicians	ongoing	
<b>Strategy: Increase community's awareness of healthcare access channel</b>			
<b>Action Step</b>	<b>Accountability</b>	<b>Timeline</b>	<b>Desired Outcome</b>
Participate in the WATCH Community Health & Wellness Workgroup	Management team members	ongoing	Increase community knowledge of health resources

Completed

Ongoing



## #2 HEALTH CARE ACCESS – Implementation Strategy

Noland Facility:	Tuscaloosa 2022		
Specific Needs Identified in the CHNA:	Health Care Access		
Goals:	Improve community's access to current health resources		
Strategy: Educate and share resources for healthcare financial assistance with community			
Action Step	Accountability	Timeline	Desired Outcome
Participate with the Area Agency on Aging of West AL	Management Team members	ongoing	Increase community knowledge of health resources
NHT pharmacist to seek opportunities to provide information at the point of D/C related to local recourses available that may reduce drug costs	Pharmacist	ongoing	Increase community knowledge of health resources
Strategy: Share resources for accessing appropriate medical equipment with community			
Action Step	Accountability	Timeline	Desired Outcome
Provide D/C information to our patients on their local DME companies and contact information	CM	ongoing	Increase community knowledge of health resources

Completed

Completed

## #3 PREVENTION AND SCREENING – Implementation Strategy

<b>Noland Facility:</b>	<b>Tuscaloosa 2022</b>
<b>Specific Needs Identified in the CHNA:</b>	<b>Preventative Care</b>
<b>Goals:</b>	Prevention and Screening is not addressed due to lack of resources and addressed by larger community organizations and healthcare facilities



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

Noland Facility:		Tuscaloosa 2022	
Specific Needs Identified in the CHNA:		Health Issues of Older Adults	
Goals:			
Strategy: Provide early detection, prevention, and management education to patients and care givers on pulmonary conditions			
Action Step	Accountability	Timeline	Desired Outcome
Seek community health fair opportunities	Management team members	ongoing	Increase community awareness concerning pulmonary conditions
Participate with the Area Agency on Aging of West AL	Management team members	ongoing	Increase community awareness concerning pulmonary conditions
Strategy: Collaborate with existing community resources to educate and share resources for protecting the Elderly population against Medicare Scams			
Action Step	Accountability	Timeline	Desired Outcome
Participate with the Area Agency on Aging of West AL	Management team members	ongoing	Increase community awareness concerning Medicare scams

Complete

Ongoing

Ongoing

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

Noland Facility:		Tuscaloosa 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			
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

Ongoing



## Noland Hospital Tuscaloosa - 2025 Implementation Strategies

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

### #1 LOW HEALTH LITERACY

<b>Health Need:</b>	Low Health Literacy				
<b>Objective:</b>	Improve the community's knowledge of health services and how to access appropriate services				
	Description of Strategy & Tactic	Owner (Role)	Collaborating Organization (Optional)	Committed Resources	Estimated Timeline
Strategy:	Improve Patient Health Literacy				
Tactic:	Review current educational resources and identify resources to update or add	Case Manager		Educational resources / pamphlets	FY 28
Tactic:	Educate during the discharge planning conferences with family and patient about available health resources	Case Manager		Existing print materials and Noland services	FY28
Tactic:	Increase focus on disease management education during hospitalization and discharge planning	Case Manager, Nurses, and Physicians		Noland Personnel and existing print materials	FY28

Strategy:	Improve Community Health Literacy	Strategy:	Improve Community Health Literacy	Strategy:	Improve Community Health Literacy
Tactic:	Seek community venues to educate people about how to apply for health benefits	Tactic:	Seek community venues to educate people about how to apply for health benefits	Tactic:	Seek community venues to educate people about how to apply for health benefits
Tactic:	Participate in the West Alabama Cardiovascular Health (WACH) Community Health and Wellness Workshop	Tactic:	Participate in the WACH Community Health and Wellness Workshop	Tactic:	Participate in the WACH Community Health and Wellness Workshop
Tactic:	Participate in Health Fairs and other community education opportunities	Tactic:	Participate in Health Fairs and other community education opportunities	Tactic:	Participate in Health Fairs and other community education opportunities





## #2 ACCESS TO CARE – PRIMARY & MENTAL HEALTH

<b>Health Need:</b>	Access to Care - Primary & Mental Health
<b>Objective:</b>	Educate patients and families regarding services that are provided in the community

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organization (Optional)	Committed Resources	Estimated Timeline
Strategy:	Educate families on discharge options				
Tactic:	Participate in other hospitals transition of care meetings as permitted (focus area: Pulmonary Unit)	Clinical Liaison	DCH	Personnel	FY28
Tactic:	Educate families and discharge planners at other hospitals regarding the appropriate level of care	Clinical Liaison		Inservice to case managers and meet with families	FY28
Tactic:	Partner with the local health department and United Way to maintain current information on patient resources	Administrator	United Way and others where appropriate	Personnel / education resources	FY28
Tactic:	Increase family participation in interdisciplinary team rounds	Case Manager, Physician		Encourage families to attend meetings	FY28

Strategy:	Increase resources and support for elderly experiencing Alzheimer's, dementia, and mental instability				
Tactic:	Strengthen relationship with Bryce and Harper Center and engage Psychiatrists in joining the medical staff	Case Manager, Nurses, Physicians	Bryce and Harper Center	Personnel	FY 28
Tactic:	Educate patients and families regarding care established by other facilities for continuity of care	Staff and Physicians		Provide list of available resources	FY28
Tactic:	Work with the Alabama Department of Veterans Affairs to provide education to case manager and improve access to services for veterans	Administrator	Local VA Hospital and AL Dept. of VA Affairs	Personnel	FY28



### #3 FINANCIAL (INSURANCE & COST BARRIERS)

<b>Health Need:</b>	Financial (Insurance & Cost Barriers)
<b>Objective:</b>	Improve community's access to current health resources

	Description of Strategy & Tactic	Owner (Role)	Collaborating Organization (Optional)	Committed Resources	Estimated Timeline
Strategy:	Educate and share resources for healthcare financial assistance				
Tactic:	Participate with the Area Agency on Aging of West Alabama	Leadership		Personnel, as needed in meetings	FY28
Tactic:	NHT Pharmacist to seek opportunities to provide information to patients and families at the point of discharge related to local resources that may reduce drug cost	Director of Pharmacy		NHT Pharmacists / Director of Pharmacy	FY28
Tactic:	Provide discharge information to patients on their local durable medical equipment (DME) companies and contact information	Case Manager	DME Companies	Provide a list of DME companies and assist with scheduling home delivery	FY28
Tactic:	Educate families regarding the options that vent-dependent patients have for discharge from NHT	Case Manager, physicians		Provide a list of options and discuss availability	FY28
Tactic:	Families, patients, and providers will be provided with options through insurances, Medicare and Medicare Advantage	Clinical Liaisons and Case Manager	Health Resource Center	Personnel / education materials on options and benefits	FY28

Strategy:	Educate patients where LTAC fits into the continuum of care				
Tactic:	Provide education to families, patients, and providers regarding the appropriateness of admission to LTAC, the benefits of LTAC, and the various other options available to provide optimum outcomes	Clinical Liaison, Case Manager		Share outcome data and patient satisfaction survey results	FY28
Tactic:	Engage referring partner organization care management resources on family and patient education on LTAC	Clinical Liaison, Case Management	Existing Noland Partners, as interested.	Personnel / education resources	FY 28



Strategy:	Collaborate and share resources to educate community on opportunities for financial assistance				
Tactic:	Share the Financial Assistance Policy as appropriate	Case Manager, Administrator		Provide Noland's policy as needed / educational resources	FY28
Tactic:	Research options and develop a list to be provided as needed	Case Manager, Administrator		Personnel / education resources	FY 28
Tactic	Partner with post-acute care providers that have financial assistance programs.	Case Manager, Administrator		Personnel / education resources	FY28



#### #4 CARE GIVER SUPPORT

<b>Health Need:</b>	Care Giver Support				
<b>Objective:</b>	Improve community's access to current health resources				
	Description of Strategy & Tactic	Owner (Role)	Collaborating Organization (Optional)	Committed Resources	Estimated Timeline
Strategy:	Improve patient health literacy				
Tactic:	Educate patients and families on the available post-discharge services during the interdisciplinary team meeting	Case Manager	Post-acute care providers, as interested	Personnel / Educational resources	FY28
Tactic:	Obtain literature from post-acute care providers to be given to patients and families.	Case Manager	Post-acute care providers, as interested	Educational resources	FY 28
Tactic:	Engage post-acute care providers to meet and screen patients.	Case Manager	Post-acute care providers, as interested	Partner engagement	FY 28

Strategy:	Improve community health literacy				
Tactic:	Seek community venues to educate people on how to apply for health benefits	Case Manager, Clinical Liaison, Administrator	Health fair vendors and Medicare Advantage companies	Educational materials	FY28
Tactic:	Educate families on the care and treatment of patient at home post discharge	Case Manager, Nurses, Respiratory Therapist, Physical Therapies, Occupational Therapist		Provide education and training on the use of equipment that may be used at home	FY28
Tactic:	Educate families on the use of the language line	Case Manager		Publish the line so families are aware of its existence	FY28
Tactic:	Develop a list of support groups and agencies as a resource to patients and families to distribute during the discharge process	Case Manger	Post-acute care providers, as interested	Educational resources / pamphlets	FY28
Tactic	Develop a list of support groups and agencies as a resource to patient and families	Case Manager		List of support groups and agencies to be distributed	FY28



## 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 14, 2025.