

# Implementation Strategy 2020 - 2022



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## Introduction

### *Forward*

During 2018-2019, Frazier Rehab Institute conducted its FY2020-22 community health needs assessment (CHNA) to support its mission to enhance the health of people in the communities it serves by identifying health needs in these communities and prioritizing the allocation of hospital resources to meet those needs. This implementation plan strategies (IS) document, developed from April-June 2019, serves as an accompaniment to that report by identifying the strategies that Frazier Rehab Institute will employ from FY2020-22 to address the needs identified in the most recent CHNA. In addition, the completion of this report and subsequent approval and adoption by the KentuckyOne Health Board of Directors complies with requirements mandated by the Patient Protection and Affordable Care Act of 2010 and federal tax exemption requirements.

### *Executive Summary*

The implementation strategies process involved the following steps:

- The KentuckyOne Health Healthy Communities team created an inventory of hospital-level and system-level strategies that were already in place to address the applicable health needs.
- Frazier Rehab Institute leaders reviewed the inventory, evaluated continuation of current strategies and added more strategies where appropriate.
- The Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Frazier Rehab Institute.
- A final list of appropriate strategies was prepared.
- The goals, objectives and strategies for addressing each identified health need are listed below.
- This report will be made public and widely available on or before November 15, 2019.

### *Organization Description*

Frazier Rehab Institute, part of KentuckyOne Health Louisville Region, has been setting the standard of excellence in rehab medicine. Through an expansive network of inpatient and outpatient facilities across Kentucky and southern Indiana, Frazier Rehab offers a wide array of services based on a common goal – helping people of all ages with disabilities reach their fullest potential in physical and cognitive functioning. Frazier Rehab services include nationally recognized brain injury, spinal cord, pediatric and stroke recovery rehab programs. The hospital is the lead center for the Christopher and Dana Reeve Foundation NeuroRecovery Network, working to cure spinal cord injury. Frazier Rehab continues to be on the cutting edge with many other rehabilitation services, such as a Minimally Disorders of Consciousness Program called EMERGE, designed to help patients with severe traumatic brain injuries who are at low levels of consciousness.

KentuckyOne Health's Louisville Region includes hospitals, physician groups, clinics, primary care centers and specialty institutes. Our facilities provide patients and their families in the Greater Louisville Area with a wide array of patient care services ranging from high-tech tertiary and rehabilitative care available at Jewish Hospital and Frazier Rehab Institute on the downtown medical campus, to inpatient acute care and outpatient services available in community settings at Sts. Mary & Elizabeth Hospital, Jewish Hospital Shelbyville and Medical Centers Jewish East, Northeast, South and Southwest. All the Louisville Region facilities are committed to continuing the legacy of care that has been provided to patients in this area for over a century.

## Community Served

### *Geographic Area*

For the purposes of the CHNA, Frazier Rehab Institute has defined Jefferson County as the primary service area. Jefferson County will serve as the unit of analysis for the CHNA and health needs discussed will pertain to residents of this county.

### *Population*

Understanding the population demographics of the community served by Frazier Rehab Institute helped the hospital team understand characteristics unique to their community and can impact the identification of health needs. Notable for Jefferson County – in comparison to the Kentucky overall – is more diversity in race and ethnicity among residents.

### *Target Population for Implementation Strategies*

The target population in the Implementation Strategy plan are the “Broader Community,” those “Living in Poverty” and the “Most Vulnerable Population,” including persons with disabilities, racial, cultural and ethnic minorities; this corresponds with federal community benefit reporting requirements.

## Significant Health Needs Identified in CHNA

### *Criteria Used to Identify Priorities*

Frazier Rehab Institute hosted the CHNA steering committee meeting for members of the committee to review findings from the community surveys and county specific secondary health data.

The process of priority selection followed the Association for Community Health Improvement (ACHI) recommendations to consider:

- The magnitude of the problem (i.e., the number of people or the percentage of a population impacted).
- The severity of the problem (i.e., the degree to which health status is worse than the national norm).
- A high need among vulnerable populations.
- The community's capacity/willingness to act on the issue.
- The ability to have a measurable impact on the issue.
- Community resources already focused on the issue.

- Whether the issue is a root cause of other problems.

Members of the committee discussed the findings and based on all of the information, identified the following as areas of need to address in the next three years:

- Tobacco abuse
- Transportation
- Connecting families to health and wellness
- Housing
- Obesity

### ***Final Priority Health Needs***

In May 2019, the leadership team at Frazier Rehab Institute gathered to review the needs identified by the CHNA Steering Committee. The team discussed each of the needs and identified where they believed the hospital had the greatest opportunity to make marked improvement. Leadership decided to accept and support the recommendations of the CHNA Steering Committee and address priorities as listed above.

### ***Significant Health Need(s) Not Addressed***

The data and prioritization showed obesity to be in the top priorities, but leadership chose not to address it in the implementation plan. They concluded there is an enormous amount of work being done to address obesity by many facilities and organizations in the Louisville area, including at other KentuckyOne Health facilities.

## **Implementation Strategy Process**

### ***Development of Implementation Strategies***

During the development of the CHNA, there were conversations at the hospital level and at the KentuckyOne Health level about recognizing the many strategies already in place to address community need. It was vital to develop a thorough understanding of current strategies and determine where additional strategies were needed to respond to community need. This involved researching current strategies reported in CBISA (Community Benefit Inventory for Social Accountability – the community benefit reporting system used by KentuckyOne Health), evaluating the present community health needs assessment and be garnering information from the hospital leadership team.

In May-June 2019, Frazier Rehab Institute leaders met to review this inventory and evaluate it for their commitment to continuation of these strategies. Strategies that proved to be ineffective, inefficient or did not demonstrate best practices were discussed to ensure resources were linked with proven strategies. Additional strategies were added per the leadership brainstorming session.

The next step in the implementation strategy process was reviewing system-level strategies that were occurring on behalf of Frazier Rehab Institute. The KentuckyOne Health Healthy Communities team consulted with KentuckyOne Health leaders to include in the inventory applicable strategies occurring on behalf of all KentuckyOne Health hospital communities, including that of Frazier Rehab Institute. The system-level strategies were shared by leaders representing these KentuckyOne Health/CHI Saint Joseph Health services:

- Cancer Care
- Clinical Services
- Food and Nutrition Services
- Nutrition and Diabetes
- CHI Saint Joseph Health Foundations/CHI Saint Joseph Health Grants Office
- Public Policy and Advocacy
- Strategy and Business Development
- Mission

Strategies from both the hospital level and the system level were grouped and overall goals were developed around the intended outcomes of the strategies. At least one goal is attached to each identified health need with strategies linked to each goal.

## Strategies to Address Significant Health Needs

Frazier Rehab Institute's identified needs goals, objectives and strategies are below:

### **Tobacco Abuse**

**Goal:** Address tobacco abuse from a KentuckyOne Health system-wide approach, including working upstream to address issues that underlie tobacco abuse.

**Outcome Objective:** To decrease tobacco abuse as measured by Centers for Disease Control and Prevention and County Health Rankings and Roadmaps. (KY is #2 in the nation for tobacco use – 24.6%; and #1 in cancers tied to smoking.)

Strategies will be accomplished through participation and collaboration with community partners. Information about available resources will be provided with each opportunity.

### **Strategies – Tobacco Abuse**

- Advocate for smoke-free schools, workplaces and public places.
- Advocate for increasing the cigarette tax.
- Advocate to increase the age to 21 for purchase of tobacco products.
- Promote and encourage lung screenings for cancers associated with tobacco use. (Lung cancer is the most common cancer in men and women in the United States.)
- Enforce Tobacco-Free Campus policy.
- Provide information about smoking cessation classes and 1-800-Quit-Now.
- Leverage expertise in pulmonary rehab to identify and treat those in need of services.
- Continue representation on the American Cancer Society's Kentucky Advisory Board.
- Collaborate and support Kentucky Cancer Program Plan to Be Tobacco Free.
- Collaborate and support Foundation for a Healthy Kentucky tobacco-free efforts.

### **Transportation**

**Goal:** Address community gaps in transportation.

**Outcome Objective:** To connect 80% of eligible patients and families with transportation resources.

## Strategies

- Utilize the Iron Man Fund to provide transportation to and from medical appointments and therapy for spinal cord patients.
- Assist patients and families with obtaining TARC-3 services for transportation to healthcare.
- Provide cab vouchers as needed to assist patients in returning home from inpatient services.

## Health and Wellness

**Goal:** To connect families to health and wellness.

**Outcome Objective:** To provide assistance to 80% of patients who need information and/or resources to attain health and wellness; seek opportunities to collaborate with community to build an awareness about health and wellness.

## Strategies

- Leverage the options at the Frazier Rehab Institute Community Wellness Center to engage those with paralysis and limited mobility in the adaptive exercise options available. Provide scholarships to qualified participants.
- Provide sponsorship and first aid stations for the Louisville Triple Crown events, as well as the Urban Bourbon event.
- In partnership with the American Heart Association and other donors, provide pulmonary rehab scholarships for continued maintenance services after insurance provided services are exhausted.
- Provide outreach, as well as health screenings and follow-up referrals, in the community. This occurs in conjunction with health fair participation and proper car seat fitting events.
- Provide a concussion management program to include a concussion helpline as a community resource.
- Host support groups and seminars related to coping with brain injury, paralysis, pulmonary illness, movement disorders and stroke.
- Frazier Rehab Institute leaders dedicate time to committees and boards of organizations with like missions. The goal is to collaborate for better care of community members needing rehab care.
- For students in higher education pursuing careers in health care, provide opportunities to perform shadowing, observation and clinical rotations. This includes, but is not limited to, students enrolled in these programs: nursing, therapy, social work and pharmacy.

## Housing

**Goal:** Provide housing for patients in need who are receiving medical treatment.

**Outcome Objective:** To provide housing for 90% of patients who meet criteria and are receiving medical treatment.

## Strategies

- Utilize the Iron Man Fund to provide temporary subsidized housing for spinal cord patients during the course of outpatient therapy.

## Next Steps

Frazier Rehab Institute Implementation Strategy report outlines the response to the community's health needs through June 30, 2022.

Frazier Rehab Institute will carry out the implementation strategies through collaborative efforts with community leaders and organizations to address each health priority identified through the assessment process.

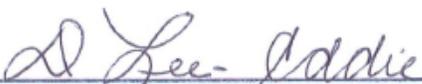
Periodic evaluation of goals/objectives for each identified priority will be conducted to assure that strategies are on track to be completed as described.

Frazier Rehab Institute is committed to conducting another community health needs assessment and implementation strategy within three years.

## Adoption/Approval

KentuckyOne Health' Board of Directors support the work that each facility completes to improve the health of their community. The Board of Directors approves Frazier Rehab Institute's Implementation Strategy that has been developed to address the priorities of the most recent Community Health Needs Assessment.

  
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Chair, KentuckyOne Health Board of Directors 8/7/19  
Date

  
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Interim Louisville Market Chief Executive Officer, KentuckyOne Health 08/21/19  
Date

## Appendix A – Data Sources

Centers for Disease Control and Prevention

<http://www.cdc.gov/>

Robert Wood Johnson Foundation County Health Rankings and Roadmap

<http://www.countyhealthrankings.org>

Foundation for a Healthy Kentucky's Kentucky Health Facts

<http://www.kentuckyhealthfacts.org/>

