

Fiscal Years FY26 – 28

Community Health Needs Assessment (CHNA) Implementation Strategy



Holy Cross Health completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on May 19, 2025. Holy Cross Health performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment considered a comprehensive review of secondary data analysis of patient outcomes, community health status, and social influencers of health, as well as primary data collection, including input from representatives of the community, community members and various community organizations

The complete CHNA report is available electronically at holy-cross.com/about-us/chwb/community-needs-assessment or printed copies are available at 4725 North Federal Highway, Ft. Lauderdale, FL 33308.

Our Mission

We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Our Hospitals

Holy Cross Health is a Catholic health care ministry that operates a 557-bed, community-based teaching hospital. Founded in 1955, it's located on the east side of Fort Lauderdale in Broward County. The Joint Commission approved hospital provides traditional medical and surgical services in addition to state-of-the-art robotic surgery and several service lines have achieved national recognition by accredited certification groups. Since its inception, HCH has been responsive to the dynamic and diverse needs of its community. Today, the hospital sits at the center of a nexus that includes a comprehensive continuum of inpatient and ambulatory care.



In May 2013, Holy Cross Health became a member of one of the nation's largest Catholic Health systems with the merger of Catholic Health East and Trinity Health. HCH's colleagues, physicians, and volunteers work diligently to serve the needs of those living in the tri-county South Florida community, and especially Broward County.

Our health care system includes:



1 Hospital



1 Ambulatory Surgery Center



7 Outpatient Rehab Centers



2 Urgent Care Locations



35 Medical Group Practices



3,381 Colleagues



697 Credentialed Physicians



185 Medical Group Physicians



245 Allied Health Members

Our Community Based Services

As part of its mission and dedication to the community's health and well-being, Holy Cross Health provides a wide range of health and wellness programs at low or no cost. Through the Community Health & Well-Being Department, continuous efforts are made to evaluate and respond to the most critical health priorities as identified by the Community Health Needs Assessment (CHNA). Services include the operation of community health centers, medical education initiatives, subsidized care, preventive screenings, early detection programs, health fairs, and more. In alignment with identified needs, the following specialized programs are offered to support our community: Community Health Workers; breast screening, diagnostics, and navigation services; screening and testing initiatives; general health and wellness programs; Diabetes Prevention and Self-Management programs; pre- and post-natal services; and safety net clinics.

Our Community

Regional Overview

Broward County lies in the southeastern region of Florida, bordered by Miami-Dade County to the south and Palm Beach County to the north. According to the U.S. Census Bureau, the county spans 1,322.8 square miles—1,203.1 square miles of land and 119.7 square miles (9%) of water. Of its approximately 471 square miles of developable land, most are already built upon. The developed area stretches from the Atlantic Ocean on the east to Everglades National Park on the west. Broward has a population density of 3,740 residents per square mile and is the sixth largest Florida county by land area. It ranks second in population statewide and has grown 12.3% since 2010. Each year, it welcomes an estimated 15 million visitors.

Demographic Highlights

The fastest-growing age group in Broward County is Millennials (born 1981 – 1996), who now make up the largest cohort in the labor force, surpassing Baby Boomers. According to the latest American Community Survey, there are 266,049 non-citizens in Broward—13.6% of its total population of 1,962,531—exceeding both state and national averages. The county is exceptionally diverse, with residents from over 200 countries and more than 130 languages spoken. Over 44% of the population speaks a language other than English, with Spanish and Haitian Creole as the most common. About 18.5% of residents are aged 65 and older, with 2.4% aged 85 and older. The senior population aged 80–84 is projected to grow by 73% over the next 12 years. Moreover, nearly 50% of people living with HIV are aged 50 or older, with significant growth expected among those over 60 in the coming decade. Currently, 34% of seniors have one or more disabilities, underscoring the importance of accessible health services and community support.

Employment & Workforce

Broward County features a robust job market with varied opportunities across key sectors, including health care, retail, education, and professional services. With a labor force participation rate of 66.3% and an unemployment rate of just 2.5%, workforce engagement remains high, and the overall economic climate is strong. The health care sector stands out as a major employer, providing numerous jobs in hospitals, clinics, and other medical facilities.

Holy Cross Health's Service Areas

Holy Cross Health's Strategic Planning Area (SPA) includes Palm Beach, Broward, and Miami-Dade counties—regions that offer strong opportunities for future investment and growth. Broward County alone contains 84 unique zip codes.

The hospital's focused service area is defined by 90% of its discharges and includes 52 zip codes. This Primary Service Area features a wide array of educational institutions, both public and private, serving students from preschool through high school. For higher education, the region boasts several prominent universities such as Nova Southeastern University, Florida Atlantic University, Florida International University, Broward College, Lynn University, and the University of Miami.

Health care Landscape

Holy Cross Health is located in the Primary Service Area alongside Broward Health facilities, including Broward Health Medical Center, Imperial Point Hospital, and North Broward Hospital. Secondary and Tertiary Service Areas host additional hospitals such as:

- Broward Health Coral Springs
- Memorial Healthcare System
(Memorial Regional, Regional South, Pembroke, West, Miramar, and Joe DiMaggio Children's Hospital)
- HCA Florida (University Hospital, Northwest Hospital, Westside Hospital, Woodmont Hospital)
- Kindred Hospitals (Fort Lauderdale and Hollywood)
- Florida Medical Center
- Cleveland Clinic Hospital

Broward Health and the Memorial Healthcare System are the county's two main publicly funded health systems, committed to providing care regardless of a patient's ability to pay in an Emergency situation or based upon residency criteria. Notably, there are no critical access hospitals in Broward County.

Socioeconomic Snapshot

In Fort Lauderdale, and within Holy Cross Health's Primary Service Area, the per capita income is \$57,845, while the median income stands at \$79,935. Roughly 15.2% of the population live below 125% of the federal poverty level. Vulnerable groups include seniors aged 64 and older (17.1%) and children (19.4%), highlighting continued need for accessible health and wellness services.

Our Approach to Health Equity

At Trinity Health, Community Health Needs Assessments (CHNAs) and Implementation Strategies are foundational to advancing the Common Good and strengthening our commitment to health equity. Across our ministries, CHNAs foster meaningful community engagement and inform strategic planning within our Community Health & Well-Being efforts.

Community Health & Well-Being works to promote optimal health for individuals experiencing poverty, marginalization, or other vulnerabilities by addressing social needs within clinical care. Our approach is rooted in a commitment to removing barriers to health and building community capacity to support long-term well-being.

This Implementation Strategy was developed in partnership with community stakeholders and focuses on populations and geographic areas most affected by the identified needs. Principles of fairness, inclusion, and community voice guided the development of this plan and will continue to shape its implementation.

The strategies outlined emphasize policy, systems, and environmental change, recognizing that sustainable improvements in health require transforming the conditions and structures that influence well-being. Through this approach, we aim to foster healthier, more resilient communities for all those we serve.

Health and Social Needs of the Community

The CHNA conducted in May through December 2024 identified the significant needs for health and social drivers of health within the Broward County community. Community stakeholders then prioritized those needs during a facilitated review and analysis of the CHNA findings. The significant health needs identified, in order of priority include:

1. Access to Health Care

- For the uninsured
- For identified high-risk, first-time mothers
- For people identified as knowing their positive status for HIV, syphilis, and/or Hepatitis C

2. Communicable and Infectious Diseases

- HIV testing and linkage to care and treatment
- Syphilis testing and linkage to care and treatment
- Hepatitis C testing and linkage to care and treatment

3. Maternal, infant and child health

- Infant morbidity and mortality (non-white)
- Congenital syphilis
- Childhood immunization

4. Health prevention and chronic disease management

- Access to healthy food
- Chronic disease management (diabetes and hypertension)
- Obesity

Hospital Implementation Strategy

Significant health and social needs to be addressed

Holy Cross Health, in collaboration with community partners, will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following needs:

1. Health Prevention & Chronic Disease Management—CHNA pages 28, 30, 46, 53-55, 77-78.

2. Access to health care, inclusive of maternal, infant, & child health and communicable and infectious diseases—CHNA pages 24, 26, 28-30, 43, 57-59, 61-63.

This implementation strategy specifies community health needs that the hospital, in collaboration with community partners, has determined to address. The hospital reserves the right to amend this implementation strategy if circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During these three years, other organizations in the community may decide to address certain needs, indicating that the hospital should refocus its limited resources to best serve the community.



1. Health Prevention & Chronic Disease Management

Goal: Promote health and reduce chronic disease risk by expanding nutrition education, improving access to healthy foods, and advancing supportive policies, systems, and environments.

CHNA Impact Measures	2026 Baseline	2028 Target
Establish community-based sites providing access to healthy foods.	3	6
Increase adult community member knowledge, attitude, belief, and behaviors regarding healthy eating habits.	166	500
Monitor state and local accomplishments for Food as Medicine policy changes.	0	1
Number of attendees to annual symposium to advance multi-level advocacy and resource mobilization.	25	75

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Expand community access to healthy foods through targeted programs such as Food as Medicine, DPP, TCI, Tower to Table Aeroponics, and partnerships with local grocery stores.	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff Time & Location
	x	x	x	South Florida Hunger Coalition	Funding & Coordination
	x	x	x	Community Food Pantry	Non-perishable dry goods
	x	x	x	Holy Cross Health Philanthropy	Funding
	x	x	x	LifeNet for Families	Non-perishable dry goods & fresh food
	x	x	x	Trinity Health	\$300,000
	x	x	x	Holy Cross Health Matching Fund	\$30,000
	x	x	x	Children's Services Council	Funding for summer meals for children
	x	x	x	Mobile School Pantry	Fresh produce
	x	x	x	Broward County Commissioners	TBD
	x	x	x	Fort Lauderdale CDBG	TBD
	x	x	x	Local Grocery Stores	Locations
	x	x	x	Living Hungry	Non-perishable dry goods & fresh food
				Focus location(s)	Focus Population(s)
				5601 N Dixie Highway, Oakland Park (33334) & 1409 NW 6th Street, Fort Lauderdale (33311)	African American, Caribbean, Black, LatinX, Low-Income, Seniors

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Expand community access to healthy foods through targeted programs such as Food as Medicine, DPP, TCI, Tower to Table Aeroponics, and partnerships with local grocery stores.	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff
	x	x	x	Trinity Health-DPP Grant	~\$134,000
	x	x	x	South Florida Hunger Coalition	Staff Time & Funding
	x	x	x	Holy Cross Health CHWB Diabetes Prevention Program	Staff time, Location, Billable units, Grant funding (Trinity Health)
	x	x	x	Holy Cross Health CHWB Food as Medicine Program	Staff time, Location, Billable units, Self-Pay, Grant funding, Philanthropy
	x	x	x	Holy Cross Health CHWB Medical Nutrition Therapy	Staff time, Location, Billable units, Self-Pay, Grant funding
				Focus location(s)	Focus Population(s)
				5601 N Dixie Highway, Oakland Park (33334) & 1409 NW 6th Street, Fort Lauderdale (33311)	African American, Caribbean, Black, LatinX, Low-Income, Seniors

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Build a Food as Medicine Regional Network of Excellence by convening quarterly stakeholder meetings and hosting an annual symposium to advance multi-level advocacy and resource mobilization.	x			Holy Cross Health Community Health & Well-Being Department	Staff Time, Online Meeting Platform
				South Florida Hunger Coalition	Staff Time
				Living Hungry	Staff Time & Expertise
	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff Time, Location, Online Meeting Platform
				South Florida Hunger Coalition	Staff Time
				Living Hungry	Staff Time & Expertise
	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff Time, Location, Online Meeting Platform
				South Florida Hunger Coalition	Staff Time
				Living Hungry	Staff Time
				Focus location(s)	Focus Population(s)
				5601 N Dixie Highway, Oakland Park (33334) & 1409 NW 6th Street, Fort Lauderdale (33311)	African American, Caribbean, Black, LatinX, Low-Income, Seniors



2. Access to health care inclusive of maternal, infant, & child health and communicable and infectious diseases

Goal: Increase equitable access to comprehensive, affordable, and culturally competent health care services for underserved populations to improve health outcomes and reduce disparities.

CHNA Impact Measures	2026 Baseline	2028 Target
Increase the rate of healthy births among high-risk first-time mothers in Broward County.	24	80
Increase HIV status awareness among residents in Broward County.	1,538	3,000 HIV rapid, blood, and/or self tests to be provided to residents in Broward County
Increase the number of individuals transitioned to new health care coverage after losing prior insurance.	0	10% increase in closure rates as measured in EPIC
Expand support and improve access to care for the growing aging population experiencing barriers to health services.	0	500

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Nurse Family Partnership (NFP) will provide services to at-risk first-time mothers residing in Broward County.	x	x	x	Holy Cross Health	Staff
	x	x	x	Broward Regional Planning Council	\$387,125
				Focus location(s)	Focus Population(s)
				Broward County	At risk first-time mothers

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
FOCUS & self-testing programs will provide access to HIV, HEP C, and Syphilis testing and linkage to care.	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff, supplies, education to staff, linkage to care, coordination of community partners
	x	x	x	Holy Cross Health Emergency Room Department	Ordering
	x	x	x	Holy Cross Health Lab Department	Supplies, Running & Resulting Tests
	x	x	x	Holy Cross Health Philanthropy	Grant oversight
	x	x	x	Gilead Health Sciences	\$186,340
	x	x	x	Florida Department of Health	\$176,285, Disease Intervention Specialist Staff
				Community-Based Organization	Host locations
				Focus location(s)	Focus Population(s)
				Broward County	Broward County Residents & Tourists

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Navigate individuals who have lost health care coverage (Medicaid cut, etc.) to alternate appropriate provider resource.	x	x	x	Holy Cross Health Community Health & Well-Being Department Community Health Workers	Staff, linkage to care, coordination of community partners
	x	x	x	Broward County Health Access Committee	Staff time, identification of potential resources
	x	x	x	ACA Enrollment Sites	Staff, linkage to available insurance plans
	x	x	x	FQHC's & Community Health Clinics	Resource site for documented citizens
				Focus location(s)	Focus Population(s)
				Broward County	Broward County Residents who experience loss of health care coverage

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Establish and implement educational programming and linkages for seniors to improve access to health care services.	x	x	x	Holy Cross Health Community Health & Well-Being Department	Staff Time, Location, Online Meeting Platform, supplies, education to staff, linkage to care, coordination of community partners
	x	x	x	Community based senior housing	Access to senior residents
	x	x	x	Area Agency on Aging Broward	Information and assistance about state and federal benefits, as well as available local programs and services
	x	x	x	Holy Cross Health Philanthropy	Expert presentation on senior issues
	x	x	x	Community-based partners	Grants and philanthropic dollars
				Focus location(s)	Focus Population(s)
				Holy Cross Family Health Center at 5601 North Dixie Highway	Primary service area senior residents of Broward County; host site

Adoption of Implementation Strategy

On October 27, 2025, the Holy Cross Health Board of Directors convened to review and discuss the FY2026 – 2028 Implementation Strategy, developed in response to the community health and social needs identified in the FY2026 Community Health Needs Assessment. Following their review, the Board formally approved both the Implementation Strategy and its associated budget.



Pierre Monice
President & CEO

October 27, 2025

Date