



Holy Cross Hospital, Inc. – Fort Lauderdale CHNA Implementation Strategy Fiscal Years fy2020 - fy2022

Holy Cross Hospital, Inc.(HCH) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 29, 2019. HCH performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at <https://www.holy-cross.com/about-us/for-our-community/community-needs-assessment>, or printed copies are available at Holy Cross Hospital, located at: 4725 No. Federal Highway, Fort Lauderdale, FL 33308 in Administration..

Hospital Information

Holy Cross Hospital is a not-for-profit ministry organization of Trinity Health, the fourth largest Catholic health system in the United States, based on operating revenue. Trinity Health aims to be transformational while adhering to and exceeding national performance benchmarks. The culture and operating model are focused solely on how to create a superior patient care experience supported by operational and service excellence.

- Serves more than 30 million people across 22 states
- 92 hospitals
- 107 continuing care locations, including PACE programs, senior living facilities, and home care and hospice services
- Annual operating revenues of \$18.3 billion
- \$1.1 billion returned to its communities annually in charity care and other community benefit programs

Holy Cross Hospital serves the health care needs of persons of all faiths and cultures by providing quality health care and is committed to a “Culture of Inclusion” in which all people are welcomed, valued and celebrated. Holy Cross, located in Fort Lauderdale , FL offers a full range of services including:

- 577-bed acute care hospital
- 2 Ambulatory Care Centers
- NeuroScience Institute

- More than 54 providers in the Holy Cross Medical Group
- More than 115 providers in the Holy Cross Physician Partnership
- More than 1,600 providers in the Super Clinically Integrated Network
- Teaching hospital with Internal Medicine, Emergency Department and surgical residency programs.

In addition to acute-based hospital and urgent care services, we are proud to provide a wide range of community-based and post-acute services including: community wellness, physical rehabilitation, cardiac rehabilitation, home care, physician clinics, and outpatient services.

Mission

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

Our mission is more than ideology. It's an unconditional standard that we hold ourselves to, in everything we do. Our faith principles are at the core of our business and our faith demands that we do whatever it takes to have a positive impact on our entire community. The vision of Holy Cross Hospital, as a mission-driven innovative health organization, is to become the national leader in improving the health of our communities and each person we serve and being the most trusted health partner for life. Providing quality care to our community and creating an atmosphere of clinical and service excellence in the care experience is paramount. A continuous focus on improvement of our systems and processes is dependent on open communication with the health care team, patients, and our community. Our core values give us strength and that character guides every decision we make - even when those decisions are complicated, costly, or difficult. We honor our mission to care for every man, woman, and child who needs us by investing in technology, people, and capabilities that allow us to set the standard for quality care.

Health Needs of the Community

The CHNA conducted on May-August 2018, identified seven (7) significant health needs within the Holy Cross Hospital community. Those needs were then prioritized based on based on total response volume for individual health needs/issue using a single vote by clicker method. Votes were tabulated and priorities established accordingly by rank order.. The significant health needs identified, in order of priority include:

1) Community Education	<ul style="list-style-type: none"> – Chronic Disease Self-Management – Navigation of the System
2) Cultural Sensitivity	<ul style="list-style-type: none"> – Outreach and Education – Diversity issues including LGBTQ community (medical team competencies)
3) Preventive Care	<ul style="list-style-type: none"> – Screenings – Low Birthweight and Infant Mortality Rates

4) Access to Care	<ul style="list-style-type: none"> – Undocumented – Continuity of Care
5) Substance Abuse / Mental Health	<ul style="list-style-type: none"> – Linkage to services; Coordination of Care – Education and Outreach
6) Dental Care	<ul style="list-style-type: none"> – Affordability – Access to dental care
7) Social Determinants of Health	<ul style="list-style-type: none"> – Poverty and homelessness – Hunger / Food Securities

Hospital Implementation Strategy

Holy Cross Hospital resources and overall alignment with the hospital’s mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process.

Significant health needs to be addressed

Holy Cross Hospital will focus on developing and/or supporting initiatives and measure their effectiveness, to improve the following health needs:

- **Community Education** – Detailed need specific Implementation Strategy on pages 5-6
- **Preventive Care** – Detailed need specific Implementation Strategy on pages 7-8
- **Access to Care** – Detailed need specific Implementation Strategy on pages 9-10
- **Social Determinants of Health** – Detailed need specific Implementation Strategy on pages 11-12
- **Cultural Sensitivity** – Detailed need specific Implementation Strategy on pages 13-14

Significant health needs that will not be addressed

Holy Cross Hospital acknowledges the wide range of priority health issues that emerged from the CHNA process, and determined that it could effectively focus on only those health needs which it deemed most pressing, under-addressed, and within its ability to influence. HCH will not take action on the following health needs:

- **Improve access to Dental Care** – HCH does not plan to directly address this particular need because dental care services are being addressed by other partner community based organizations and FQHCs in the community. Holy Cross recognizes that it must set priorities and, therefore, community investment will be directed toward the five issues where impact is most likely within our service area, target population, collaborative partners, and expertise.

- **Substance Abuse / Mental Health** – HCH does not plan to directly address this particular need because substance abuse and mental health services are being addressed by other partner community based organizations in the community. Holy Cross recognizes that it must set priorities and, therefore, community investment will be directed toward the five issues where impact is most likely within our service area, target population, collaborative partners, and expertise

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as 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 then should refocus its limited resources to best serve the community.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS fy2020 – fy2022

Hospital facility:	Holy Cross Hospital	
CHNA significant health need:	Community Education: Navigating the System & Provision of Health Education and promotion	
CHNA reference page:	p. 16	Prioritization #: 1

Brief description of need:

Avoidable emergency department visits

Goal: Increase access to care for uninsured individuals residing in Broward County.

Objective:

Increase the number of individuals provided with Community Care Coordination by Community Health Workers by 20% as measured by documentation in EMR by fy2022; Increase the number of prevention education classes provided to the community as measured by 15% as documented in monthly reports by number of classes provided by fy2022. Increase the number of National Diabetes Prevention Program cohorts by 20% as measured by number of documented cohorts in DAPS database facilitated by fy2022.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Provision of Community Health Workers will assist identified individuals with outstanding social determinants (influencers) of health impeding their effective navigation of the healthcare system.	X	X	X	Budgeted FTEs Participating medical and healthcare staff	Emergency Senior meals; local transportation, Social Security application eligibility services, bus passes, rental and utility assistance Food from local pantries	Population Health Accountable Care Organization (ACO) Integrated Care Leadership Team Meals on Wheels TOPS Transport Social Security Local community based service agencies
Provide education to the community about preventable health measures including pre-diabetes, responsible for 2.5% of total deaths in Broward County. <i>(FloridaCharts, 2016)</i>	x	x	x	Budgeted FTEs, site location for groups, program operation in-kind support; leadership in-kind support , office supplies	In-kind: site location for groups, partnership agreements, access to clientele	Centers for Disease Control Trinity Health Holy Cross Medical Group Department of Health (Florida & Broward County) Florida Department of Health, Division of Community Health Promotion, Bureau of Chronic Disease Prevention
Provide education to the community about preventable health.	x	x	x	Budgeted FTEs, site location for groups, educational items for members	In-kind: site location for groups, access to participants	Children's Services Council Broward childcare provider / student communities, Impact Broward

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of persons linked to primary care providers	CHWs provided 302 patients with assistance in obtaining: primary care provider and/or specialty care follow up appointments; and social influencers of health	350 persons linked to primary care providers 150 high risk (per ACE score) for re-admission and 150 lower risk individuals to be provided with CHW services.
National Diabetes Prevention Program cohorts (on-line and in-person)	248 individuals provided with NDPP services between 10/1/2018 and 9/30/2019.	285 individuals in 2019-2020.
Number of educational opportunities provided to the community concerning preventable health issues.	1,160 wellness health education classes	1,334 wellness health education classes

Plan to evaluate the impact:

Number of persons referred to primary and specialty care providers; number of persons referred to community service providers for social-related services (transportation, food, etc.); number of persons participating in Ntl. Diabetes Prevention Program; number of community health classes provided; number of persons attending prevention classes measured quarterly.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS fy2020 – fy2022

Hospital facility:	Holy Cross Hospital		
CHNA significant health need:	Preventive Care		
CHNA reference page:	p. 11	Prioritization #:	2

Brief description of need:

Health inequities impact the health and well-being of many populations, especially those without insurance. Lack of access to primary medical care is a direct effect and can lead to chronic disease, misuse of hospitalizations and emergency rooms, late stage diagnosis and ultimately death.

Goal: Increase access to preventive care for uninsured individuals residing in Broward County thereby decreasing disease and late stage diagnosis.

Objective:

Increase the number of uninsured vaccinated kindergarten age students by 5% as documented in FL Charts; Increase the number of breast screenings in uninsured women as measured by 10% and documented in monthly financial reports.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Conduct immunization outreach events for children entering kindergarten	X	x	x	Budgeted FTEs, program operation in-kind support; leadership in-kind support , outreach and office supplies	Centers for Disease Control – Vaccines for Children Program -Vaccines; Children's Services Council – site coordinator; Broward County Public Schools &	Department of Health Broward County Children's Services Council Broward County Public Schools CDC- Vaccines for Children program

					Archdiocese of Miami Dept. of Schools – access points; Department of Health Broward County – coordination and data	
Conduct breast cancer screening outreach events for uninsured women >40yo (or younger and symptomatic)	X	X	X	In-kind: staffing, program operation support; financial processing and analytics; leadership, program supplies and office supplies	Grants received from: Komen and 1000+ and private funding to support direct services	HC Women's Center Community medical providers / FQHCs, Volunteer clinics Faith Community Nurses Funding partners (Komen, 1000+) Department of Health Broward County, Breast & Cervical Cancer Initiative Gilda's Club

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of eligible kindergarten age children provided with appropriate vaccination	Childhood Immunization rates = 94.3% for kindergarteners <i>2018 County Health Rankings & Roadmaps</i>	Goal for kindergarteners = 95.8%
Number of uninsured women provided with screening mammogram	544 screening mammograms were provided to uninured individuals in fy2019 (<i>HCH Partners in Breast Health Program</i>)	Increase breast screening program participation of uninsured individuals to 700/year

Plan to evaluate the impact:

Number of immunizations administered will be measured monthly and at year end; Number of screening mammograms will be monitored monthly with staging results of diagnosed women reported at end of year.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS fy2020 – fy2022

Hospital facility:	Holy Cross Hospital		
CHNA significant health need:	Access to Care		
CHNA reference page:	p. 37	Prioritization #:	3

Brief description of need:

Health status and related health behaviors are determined by influences at multiple levels including the ability to access healthcare on a routine and non-emergent basis. Data indicates that 13.5% of Broward residents are uninsured. Lower income and undocumented individuals and families experience this challenge and lack access to traditional medical facilities for routine care.

Goal: Improve access to comprehensive; quality health services (HP2020 Access to health Services goal).

Objective:

Improve access to primary care and preventive services for 500 insured and undocumented individuals residing in Broward County over the next 3 years. Increase access to non-emergent community-based healthcare services.

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of uninsured adults	Total uninsured rate 2016 (Broward) = 13.5% <i>US Census Bureau, American Community Survey, 2016</i>	13%
Number of individuals connected to primary care	Medically Underserved populations, Fort Lauderdale/Lauderdale lakes = 58.4 / Pompano = 60.4% <i>U.S. Department of Health and Human Services</i>	50%

Plan to evaluate the impact:

Track, measure, and report the impact and growth of primary care accessibility by: number of individuals seen in Resident and Volunteer Clinics; number of persons connected to Primary Care via CHWs and PHN teams; number of people receiving financial assistance or assistance to sign up for insurance or other enabling services as measured annually.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS fy2020 – fy2022

Hospital facility:	Holy Cross Hospital		
CHNA significant health need:	Social Determinants of Health: Food Security		
CHNA reference page:	p. 21 & 132	Prioritization #:	4

Brief description of need:

The United Way of Broward County 2019 ALICE (Asset Limited, Income Constrained, Employed) reports the annual household survival budget for Florida is \$55,164. Further, it reports 50% of 681,474 households in Broward County struggle to pay for basic needs (housing, child care, food, transportation, health care and technology). Statewide, 46% of households face the same financial challenges. In Broward County, the number of working families struggling to cover essentials grew by six percent between 2014 and 2016. The percentage of children under age 18 living in Broward County households that experienced limited or uncertain availability of safe, nutritious food at some point during the year = 17.9% of children (Source: Feeding America).

Goal: Promote health and reduce chronic disease risk through the consumption of healthful diets and achievement and maintenance of healthy body weights (HP2020 Nutrition and Weight Status goal).

Objective:

Access and affordability to healthy food options will be reduce the number of food insecure homes and thereby improve childhood obesity rates by 2% as measured by Community Vital signs annually. Work will focus specifically identified demographic zip code areas (33060, 33309, and 33311) which have the highest rates of food insecurity within the hospital's Primary Service Area.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Increase the number of summer breakspot sites for children to eat at during summer recess from school.	X	On-going	On-going	Budgeted and in kind staff, program operation in-kind support; leadership in-kind support , outreach and office supplies	In kind staff, program support, site locations, access to population, in-kind activities, program support and supplies	South Florida Hunger Coalition Lifenet4Families / Cooperative Feeding Corp. Meals on Wheels Sedexo
Assist Broward County Public Schools Food and Nutrition Services Department to create a Food Recovery plan.	X	On-going	On-going	Budgeted and in kind staff	In kind staff, leadership support, communications plan and support	South Florida Hunger Coalition Meals on Wheels Broward County Public Schools, Food & Nutrition Services Nutrition & Fitness Taskforce of Broward County
Partner and provide Mobile Food Pantry Program services directly serving clients in areas of high need to supplement access to nutritious groceries.	x	On-going	On-going	Budgeted and in kind staff, program operation in-kind support; leadership in-kind support , use of vehicle and travel related support	Site locations, food distributors and supplies, data maintenance and reporting	South FL Hunger Coalition Children's Services Council Mobile School Pantry Feeding South FL
HCH and the Department of CHWB will provide advocacy that supports Federal Nutrition programs	X	On-going	On-going	Budgeted and in kind staff support, communication platforms	Budgeted and in kind staff support, communication platforms	South FL Hunger Coalition Feeding South Florida Children's Services Council

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of summer breakspots meal sites.	108 registered sites <i>Dept. of Agriculture, 2018</i>	118 sites in Year 1 Additional 10% year over year.
Number of schools participating in food recovery	Current state = 0 <i>Broward County Public Schools</i>	Target = 75 schools
Number of Housing Authority sites	Current state = 0	4 identified Housing Authority sites
Number of applications for SNAP benefits	Current State = 0	New mobile pantry program will assist 90% of eligible participants to apply for SNAP benefits (annually).

Plan to evaluate the impact:

Summer breakspot reporting to occur each September following the previous summer and include: Number of summer breakspot meal sites and number of summer breakspot meals served; Number of schools that adopt and implement Food Recovery policy to be reported in June of each school year; number of families provided with food boxes at school sites reported monthly; number of families participating in Mobile Food Pantry program reported monthly; monitoring of legislation that supports, promotes, and/or increases access to Federal Nutrition programs monitored annually.

CHNA IMPLEMENTATION STRATEGY FISCAL YEARS fy2020 – fy2022

Hospital facility:	Holy Cross Hospital		
CHNA significant health need:	Cultural Sensitivity		
CHNA reference page:	p. 23	Prioritization #:	5

Brief description of need:

Studies have shown that health disparities related to sexual orientation and gender identity are due in part to lower rates of health insurance coverage and a lack of cultural competency in the ... Provision of culturally competent care for LGBTQ community, ensuring quality of care and dignity in treatment. <https://www.hhs.gov/programs/topic-sites/lgbt/enhances-resources/reports/health> Fort Lauderdale is Florida's largest and most popular diverse gay capital, with the largest resident lesbian and gay community and the most gay owned and operated businesses in the state. <http://www.broward.org/Diversity/Pages>

Goal: Improve healthcare experience for LGBTQ community members by ensuring that health professionals are culturally competent and treat individuals with dignity.

Objective:

Increase the number of colleagues receiving Unconscious Bias training as documented in training sign-in logs by 25% and thereby reducing barriers for LGBTQ community members accessing healthcare services.

Actions the hospital facility intends to take to address the health need:

Strategies	Timeline			Committed Resources		Potential Partners
	Y1	Y2	Y3	Hospital	Other Sources	
Provide Unconscious Bias training for healthcare professionals.	X	x	x	Dedicated training staff; in-kind time for employee learning; program supplies, TBD	TBD	Diversity Officer Holy Cross Medical Group CNO and nursing team Registration teams
Assess patient registration and related forms utilized	x	x	x	in-kind time for employee learning; program supplies, TBD	Diversity Grant from PRIDE, TBD	Diversity Officer Compliance Officer ICLT Registration Team Medical Group managers
Assist adults in the community to obtain health insurance with a focus on the LGBTQ community.	X	On-going	On-going	3rd party hired for year-round client eligibility assistance; in-kind space available for community partner during open enrollment	MedAssist to offer eligibility and advocacy services to our uninsured and underinsured patient	Epilepsy Foundation MedAssist Patient Financial Services

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Number of individuals receiving Unconscious Bias Training	Baseline: No unconscious bias training has occurred for healthcare professionals (#2,500 total at HCH)	250 individuals in year 1 and
Propose modifications, changes, additions and deletions to forms utilized by HCH and HCMG	Current forms are not inclusive of language for LGBTQ community	Forms modifications will be reviewed, accepted, and adopted by year end fy2021

Number of uninsured adults	Total uninsured rate 2016 (Broward) = 13.5% <i>US Census Bureau, American Community Survey, 2016</i>	13%
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Plan to evaluate the impact:

Number of Unconscious Bias training classes provided and number of direct care associates attending measured quarterly; Number of forms reviewed, presented for acceptance, adopted, and implemented for use measured annually; number of people receiving financial assistance or assistance to sign up for insurance or other enabling services as measured annually

Adoption of Implementation Strategy

On October 29, 2019, the Executive Committee of the Board of Directors for Holy Cross Hospital, Inc., met to discuss the fy2020 – fy2022 Implementation Strategy for addressing the community health needs identified in the FY2020 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Board Chair

11 / 8 / 2019

Name & Title

Date